GTR OPEN HOUSE

Public Update & Discussion

FEBRUARY 5, 2026

Find more info at
GTRshops.ca

R. RITZ ARCHITECT INC.

PRESENTATION OUTLINE (Slide Index)

RR

Thank you for taking an interest in viewing the slide deck. This deck was used at the Open House, with additional notes that clarify discussions and newly added slides to address questions raised during and after the event. For your convenience, clicking the title will open that section of the slide deck. If you have any questions or comments, please email us at admin@ritzarchitect.com. Thanks!

PRESENTATION OUTLINE
(Cont'd)

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GOAL OF THE PRESENTATION

RR

To provide Council with a clear path to move forward to develop the GTR site **with minimal impact on the taxpayer** by following: the structural engineer's structural analysis of the building, the program outlined in the Masterplan, and the **means of self-financing**.

AD-HOC GRAND TRUNK RENEWAL COMMITTEE

Purpose of the Committee

R. RITZ ARCHITECT INC.

AD-HOC GRAND TRUNK RENEWAL COMMITTEE

In 2018, the City of Stratford adopted a flexible Master Plan to help guide the evolution and future growth of the Cooper Block.

The Cooper Block Master Plan, now called the Grand Trunk Master Plan, provides a framework for how the site could develop over time, and it addresses a range of urban planning and urban design matters such as parking, building form, open space provision, the public realm and the street network.

In 2023, Stratford City Council established the Ad-Hoc Grand Trunk Renewal Committee to provide support and a forum for input and exchange of ideas on the renewal of the Grand Trunk building.

Purpose of the Committee

1. To support the Grand Trunk Master Plan adopted by City Council.
2. To act as a sounding board to the City on matters **dealing with the renewal of the Grand Trunk building, including building designs and architectural plans.**
3. To identify fundraising opportunities and support fundraising initiatives.
4. To advise and assist with the development of a public engagement program and promote the activities of the Grand Trunk renewal.
5. To liaise with other committees or organizations with overlapping roles and responsibilities.

As a Registered Architect in the Province of Ontario, I attended the Ad-Hoc meetings and delegated three times. To address the five points above, this and my November 25, 2025 presentation constitute a proposal to Stratford City Council for consideration, review, and analysis to advance the GTR Renewal Project.

Grand Trunk Railway
(GTR) Shops

RECAP

Does the City need a Developer?

R. RITZ ARCHITECT INC.

⏮ RECAP - DOES THE CITY NEED A DEVELOPER?

RR

Developer's Key Responsibilities

i. **Vision and planning**: Identify and assess a potential development opportunity and create a vision for the project, often in collaboration with planners and architects.

ii. **Financing and acquisition**: Secure the necessary funding for the project and purchase the land or existing property.

iii. **Permits and approvals**: Navigate the complex process of obtaining all required public approvals, zoning permissions, and building permits from local authorities.

i. **Design and construction management**: Oversee the design team and hire and manage the general contractor, who will build the structure according to the plans, codes, and timeline.

ii. **Project execution**: Manage the day-to-day aspects of the project, ensuring it stays on budget and schedule, and coordinate the activities of various subcontractors and suppliers.

iii. **Marketing and sales**: Handle the marketing of the property and ultimately sell or lease the completed units or buildings to customers or tenants.

⏮ RECAP - DOES THE CITY NEED A DEVELOPER?

RR

How the City Generates Income

- Property Taxes
- Develop and rent or sell Parking
- Develop and Sell Land – Industrial Park

The City is the Developer.

- Buy and Develop Land to rent or sell Parking
- Develop and Sell Land – Industrial Park
- Buy Land and Develop Recreation Facilities

Conclusion

Since the City has the land for the building,
a use for the building and the financing for construction.

The City DOES NOT need a developer.

Grand Trunk Railway (GTR) Shops

WHAT WE HAVE

R. RITZ ARCHITECT INC.

WHAT WE HAVE: BUILDING, SITE, DEBT

RR

The GTR Building

- A heritage structure
- 164,295 SF high bay structural steel building with reinforced concrete walls with a 29,750 SF mezzanine of reinforced concrete floor

The GTR Site

- 17.29 acres
- contaminated soil
- 2.28 acres remediated for the development of the university campus and the transit hub
- 4.67 acres existing building with 20-foot buffer
- 1.67 acres railway easement
- 8.67 acres net area with the building

The City Debt

- $27-30 million

WHAT WE HAVE: BUILDING, SITE, DEBT

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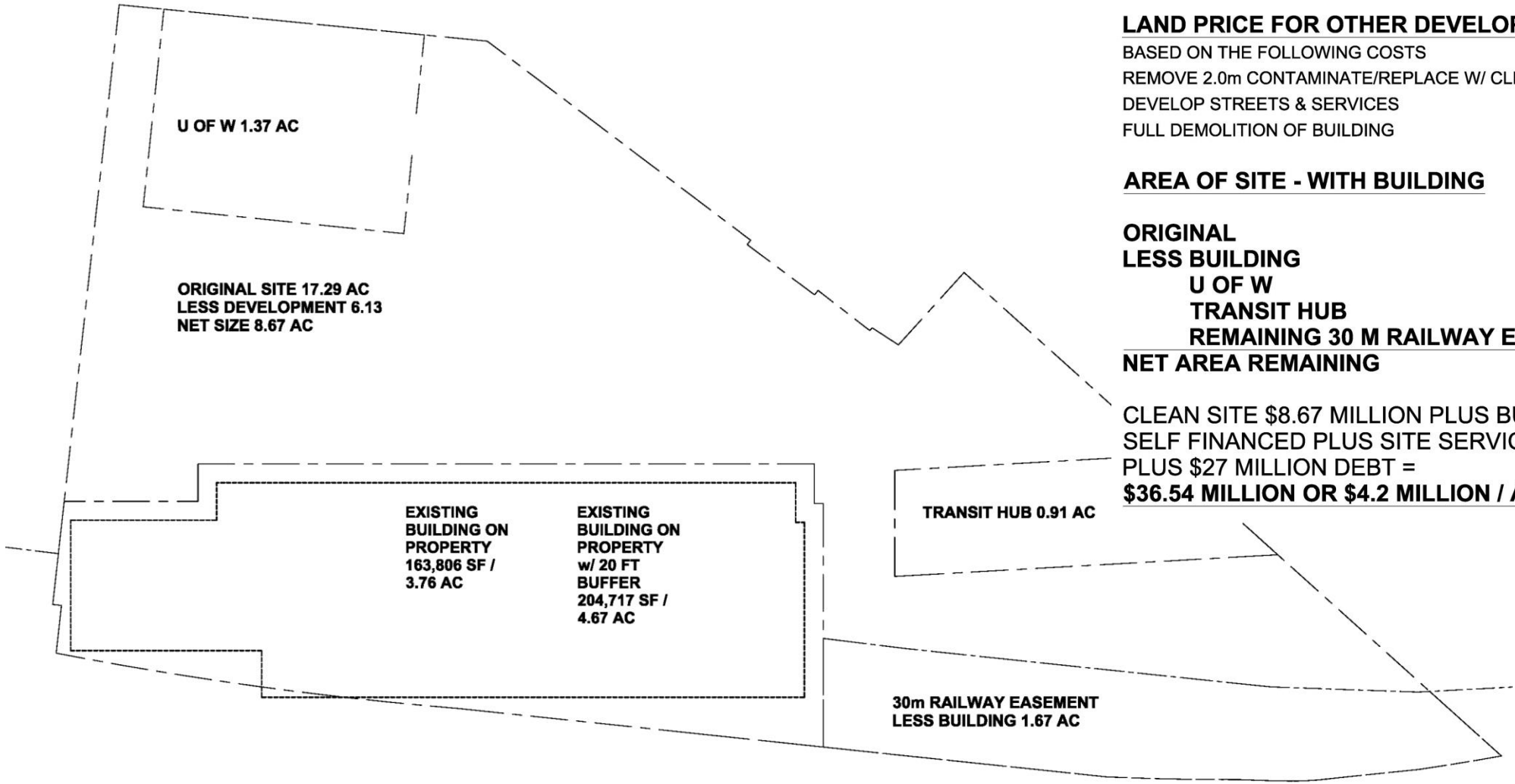


LAND PRICE FOR OTHER DEVELOPMENTS ON SITE

BASED ON THE FOLLOWING COSTS	
REMOVE 2.0m CONTAMINATE/REPLACE W/ CLEAN SOIL	$1,000,000/AC
DEVELOP STREETS & SERVICES	$100,000/AC
FULL DEMOLITION OF BUILDING	$4,000,000

AREA OF SITE - WITH BUILDING

ORIGINAL	**17.29 AC**
LESS BUILDING	**4.67 AC**
U OF W	**1.37 AC**
TRANSIT HUB	**0.91 AC**
REMAINING 30 M RAILWAY EASEMENT	**1.67 AC**
NET AREA REMAINING	**8.67 AC**

CLEAN SITE $8.67 MILLION PLUS BUILDING UPGRADES
SELF FINANCED PLUS SITE SERVICES $870,000
PLUS $27 MILLION DEBT =
$36.54 MILLION OR $4.2 MILLION / AC

Grand Trunk Railway
(GTR) Shops

DEVELOPMENT OPTIONS

Demolish the Building and Sell the Site

R. RITZ ARCHITECT INC.

WHAT ARE THE OPTIONS?
DEMOLISH THE BUILDING AND SELL THE SITE

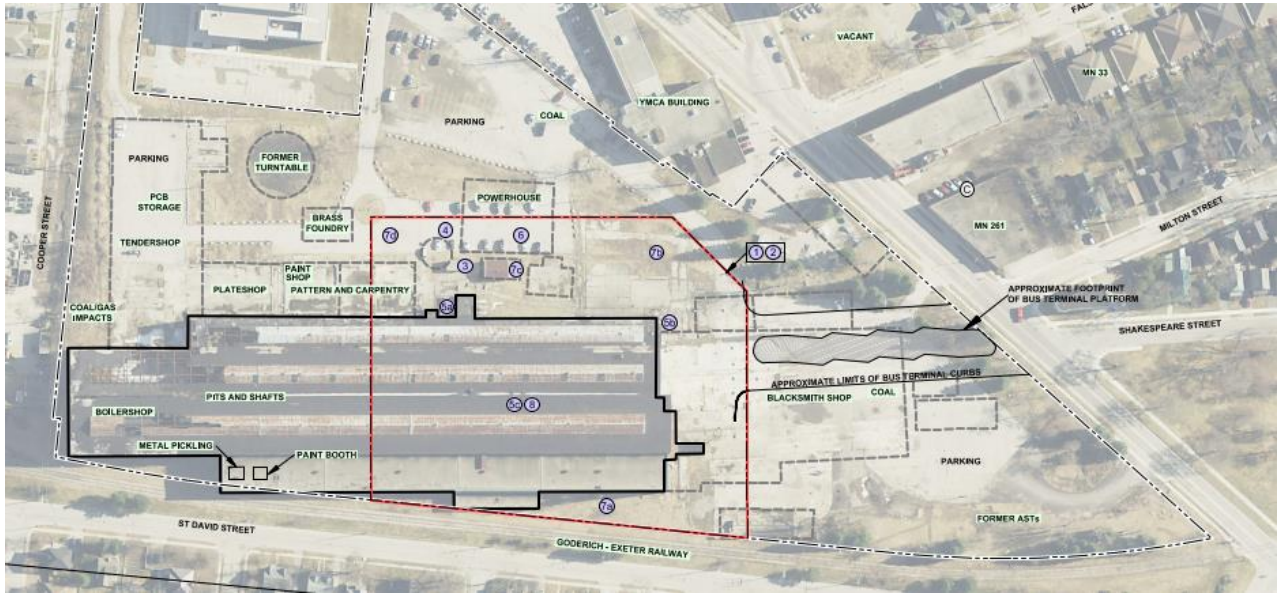
RR

This is a recent demolition project for the one-storey, steel-framed, steel-clad, five-inch concrete floor, four-foot frost wall, 136,500 SF warehouse building. The average tender price was $28 PSF, the low was $16 PSF, and the high was $41 PSF.

The 165,000 SF GTR Building has other features that will increase this cost such as higher bays, heavier steel structure, thicker floor, deeper foundation, as well as reinforced concrete walls, 25,000 SF reinforced concrete mezzanine.

To estimate the cost of demolition, consider the mezzanine as another building . With a total area of 190,000 SF at $28 PSF, the cost would be $5.32 million. **A high -level estimate to demolish the GTR Building $2.1 million. The average cost of demolition, $3.7 million rounded up to $4 million.**

THE DEVELOPMENT OPTIONS: DEMOLISH THE BUILDING AND SELL THE SITE



Definitions

CPU - Certificate of Property Use
MECP - Ministry of the Environment, Conservation and Parks
RMM - Risk Management Measures
RSC – Record of Site Condition

Site Remediation Cost

On October 28, 2022 the City was issued a Certificate of Property Use for the east portion of the site as noted with the red border.

This RSC was filed to allow redevelopment within these bounds for institutional uses. The RSC was completed using risk assessment with RMM requirements on the property for redevelopment within the red box.

RSC work is still required on the western portions of the lands to redevelop them into residential and institutional uses.

The cost for site remediation is **UNKNOWN**.

Within an existing building, only the contaminated soil removed needs to be managed, and soil vapour is vented to the exterior, provided RMMs are in place.

THE DEVELOPMENT OPTIONS: DEMOLISH THE BUILDING AND SELL THE SITE

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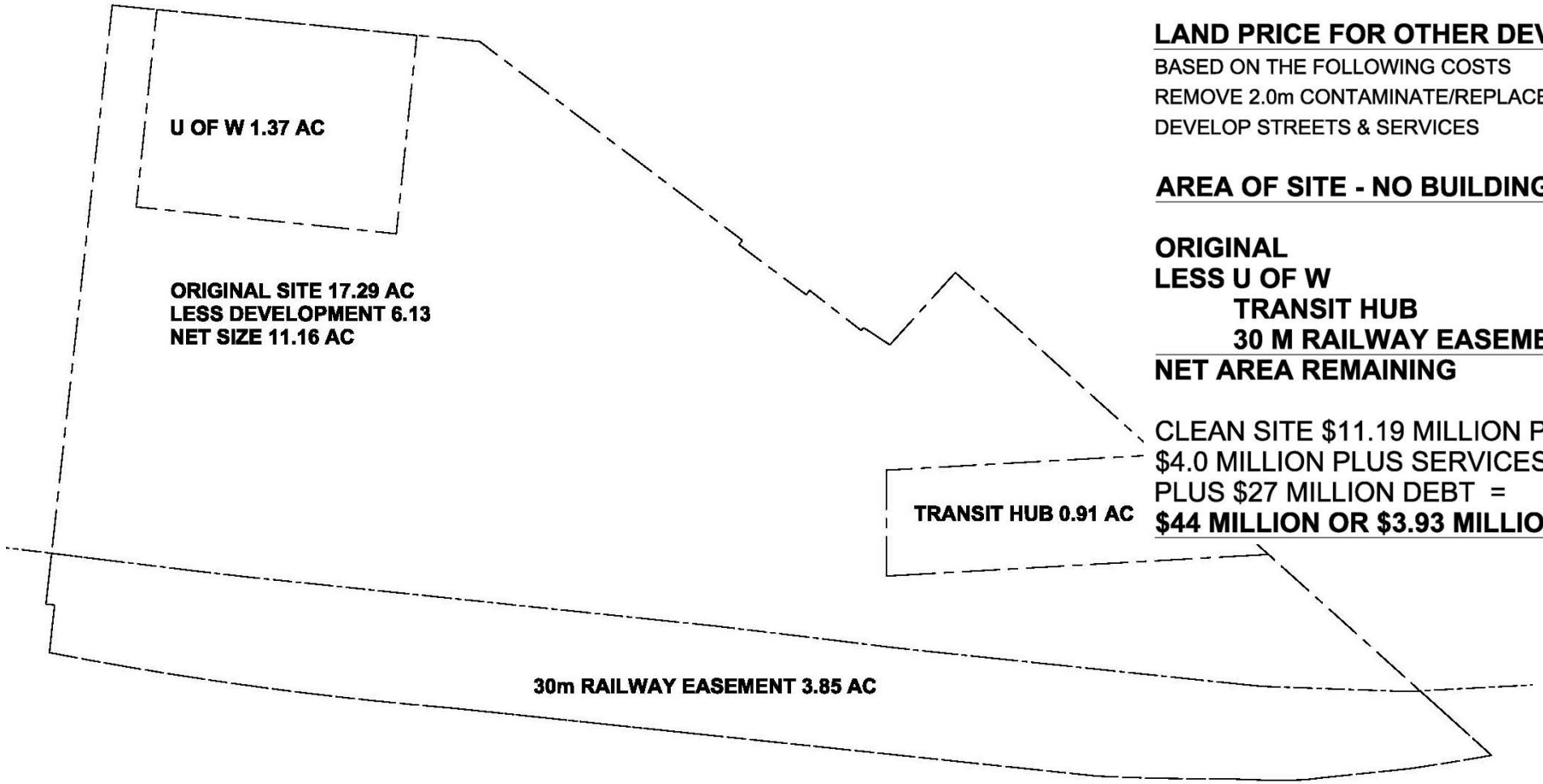

LAND PRICE FOR OTHER DEVELOPMENTS ON SITE

BASED ON THE FOLLOWING COSTS	
REMOVE 2.0m CONTAMINATE/REPLACE W/ CLEAN SOIL	$1,000,000/AC
DEVELOP STREETS & SERVICES	$100,000/AC

AREA OF SITE - NO BUILDING

ORIGINAL	**17.29 AC**
LESS U OF W	**1.34 AC**
TRANSIT HUB	**0.91 AC**
30 M RAILWAY EASEMENT	**3.85 AC**
NET AREA REMAINING	**11.19 AC**

CLEAN SITE $11.19 MILLION PLUS DEMOLISH BUILDING
$4.0 MILLION PLUS SERVICES 1.1 MILLION
PLUS $27 MILLION DEBT =
$44 MILLION OR $3.93 MILLION / AC

THE DEVELOPMENT OPTIONS: DEMOLISH THE BUILDING AND SELL THE SITE

RR

The GTR Building

Cost to demolish $4 million

The GTR Site

17.29 acres
contaminated soil
2.28 acres remediated for the development of the university campus and the transit hub
0 acres existing building
3.85 acres railway easement
11.16 acres net area without building
Cost to remediate to develop at $1million/acre ≈ $12 million

The City Debt

Increased. $27 million + $4 million + $12 million = $43 million or $3.7 million per acre

Comparable

Scotiabank Data Centre - 10 acres, 100,000sf building, 420 parking spaces
$14 million or $1.4 million per acre

Sale price of $43 million or $3.7 million per acre is not marketable. This option is NOT FEASIBLE.

THE DEVELOPMENT OPTIONS: DEMOLISH THE BUILDING AND SELL THE SITE

RR

a. **Uncertainty about what cost would make it attractive to a developer.**
   - i. Can the City sell it as is, land, building, and parking, with no added cost?
   - ii. Demolish the building at the City's cost ($4 million in cost, including scrap steel)?
   - iii. Remediate the site at the City's cost ($4 plus $12 Million)?
   - iv. What about the $27 million that the City has spent on it?
   - v. Waive the cost for demolition, remediation, and the tax dollars the City has spent?

b. **Uncertainty about what cost would make it attractive to the taxpayer.**
   - i. Get half of it to reduce our losses?
   - ii. Recover the full $27 million, demolition and remediation costs, as we do not want a developer to profit on our tax dollars?

c. **Uncertainty about what happens if the property is sold.**
   - i. Where does that leave the City with respect to parking?
   - ii Will the site be developed in a timely manner?
   - iii Will parking still be available for theatre patrons or downtown businesses?
   - ii. Will the site be fenced off with no access to parking?
   - iii. Will the developer leave it as is and charge for parking like vacant land in Toronto to cover their cost until there is a development market?

THE DEVELOPMENT OPTIONS: DEMOLISH THE BUILDING AND SELL THE SITE

RR

d. Uncertainty about the conditions of the expropriation if if it is sold?
   - i. It was expropriated to be used by the university and for community use.
   - ii. If the land is developed for housing, does this comply with the conditions of the expropriation if it is not public housing?
   - iii. If a developer builds for public use, then the public is paying the developer's profit.

e. To put it in perspective
   - **i It could cost the City $43 million to cover the costs to date, the building demolition and remediation of the 11.16 acre GTR Site or $3.85 million per acre.**
   - **ii For just under $1.5 million the City sold the former Fairgrounds in 2018 to a developer for just under $1.5 million or $136,360 per acre.**

Will the taxpayer accept the option to waive the costs in the site and sell it for a nonmenial sum as a contaminated site to a developer for housing or commercial uses to generate some tax income?

THE DEVELOPMENT OPTIONS:
BUILDING REMAINS w/ NEW YMCA/LIBRARY

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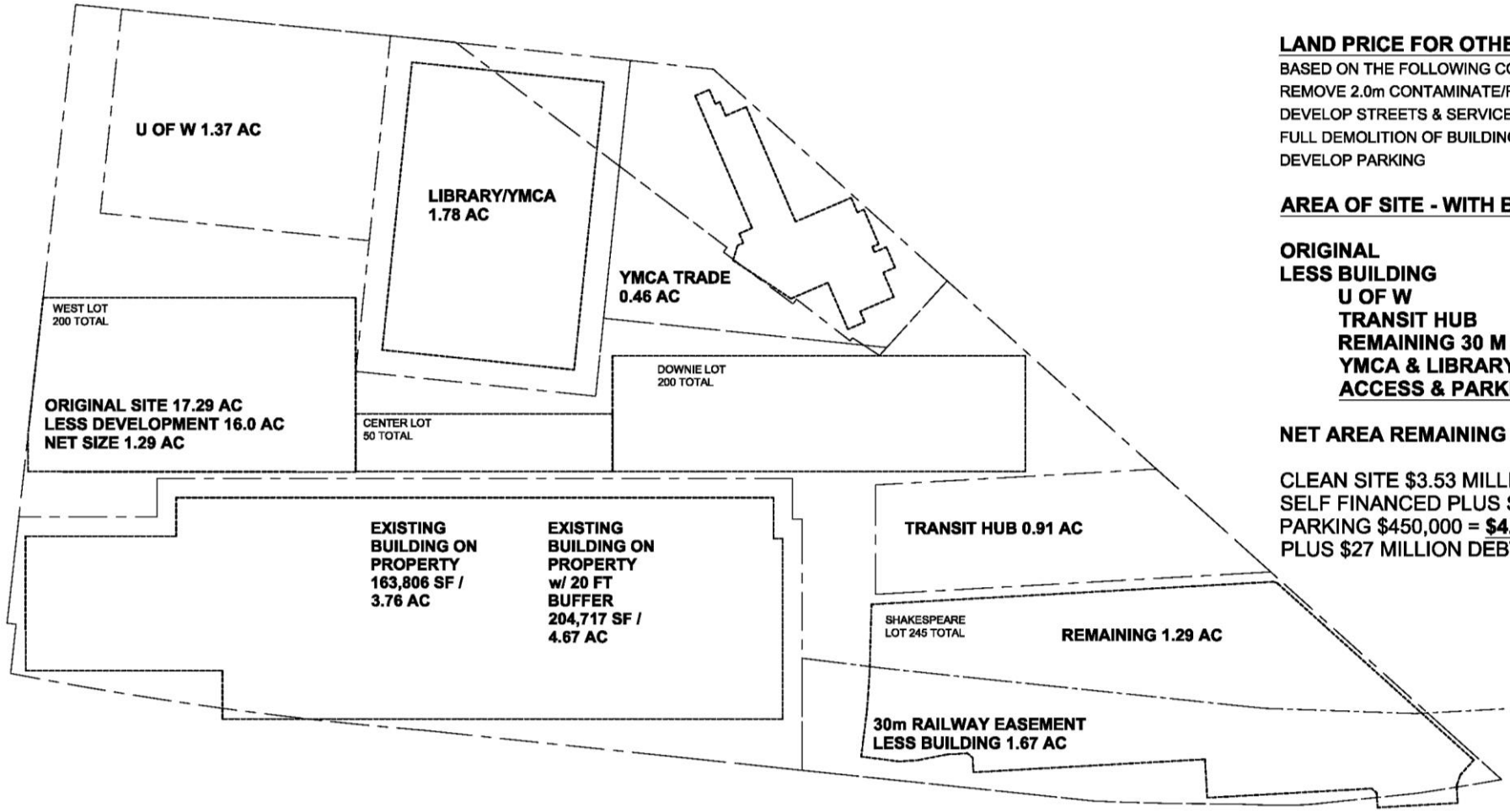

LAND PRICE FOR OTHER DEVELOPMENTS ON SITE

BASED ON THE FOLLOWING COSTS	
REMOVE 2.0m CONTAMINATE/REPLACE W/ CLEAN SOIL	$1,000,000/AC
DEVELOP STREETS & SERVICES	$100,000/AC
FULL DEMOLITION OF BUILDING	$4,000,000
DEVELOP PARKING	$1,000/SPACE

AREA OF SITE - WITH BUILDING

ORIGINAL	17.29 AC
LESS BUILDING	4.67 AC
U OF W	1.37 AC
TRANSIT HUB	0.91 AC
REMAINING 30 M RAILWAY EASEMENT	1.67 AC
YMCA & LIBRARY, YMCA TRADE	2.24 AC
ACCESS & PARKING 450 SPACE LOT	5.14 AC
NET AREA REMAINING	1.29 AC

CLEAN SITE $3.53 MILLION PLUS BUILDING UPGRADES
SELF FINANCED PLUS SITE SERVICES $129,000 PLUS
PARKING $450,000 = **$4.11 MILLION OR $3.19 M/AC**
PLUS $27 MILLION DEBT = **$31.11 MILLION - $24.12 M/AC**

PARKING SPACES		
TOTAL AVAILABLE		695
YMCA & LIBRARY	300	
USED DAILY	300	
TOTAL REQUIRED		600
NET SURPLUS		95
LOST AREA REMAINING		245
NET REMAINING		450
SHORTFALL		150

THE DEVELOPMENT OPTIONS: BUILDING REMAINS w/ NEW YMCA/LIBRARY

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a. **Parking capacity with the New YMCA/Library developed between the University and the existing YMCA.**
   - i. To square up the site a land trade is required with the existing YMCA.
   - ii. The **cost to remediate** these lands is **$2.24 million**.
   - iii. **Parking required -** New YMCA/Library parking 300, parking used daily 300 - **Total 600 spaces**.
   - iv. If there are no further developments or under building parking there are 695 spaces available on the site.
   - v. This **includes Shakespeare Lot with 245 spaces** the land at the southeast corner.
   - vi. This land less the rail corridor is 1.29 acres with parking for the proposed development in the corridor.
   - vii. If this **land is developed 450 spaces remain**, **150 spaces short** of the 600 required.

b. **Parking capacity with the New YMCA/Library developed within the GTR Building with the Aquatic Centre Addition.**
   - i. **Parking on site -** 707 spaces plus 292 within the building - **Total 999**.
   - ii. **Parking required -** Proposed Plan - YMCA, Library, Daycare 300 same as new, Clinic 70, Theatre 100, Restaurant 45, Event Space 55, CNR Locomotive 6218 Museum 35, Apartment Visitors 13, parking used daily 300 - **Total 992** with a **Surplus of 7 spaces**.

The proposal provides **39,200 sf (3,640 sm) of space for tenants** who expressed an interest at Ad-hoc about being **in the GTR Building** with the YMCA and Library to truly make it a community hub. These tenants are third party, independent, profit or not for profit entities that are not totally financed by the City. They will finance their own capital and operating cost to be within the building and their development within the building **will not affect the tax levy.**

THE DEVELOPMENT OPTIONS: UPGRADE THE EXISTING YMCA OR PLACE IT INTO THE GTR

RR

The city development consultant recommends adding a pool and a change room to upgrade the existing YMCA, along with a new 40,000 SF Library.

i. The cost for site remediation for the pool and change room addition is an optimistic $1.2 million, the same as being located at and with change rooms constructed inside the GTR.

ii. The cost for the addition is similar to the Wilmot Pool at $21 million, the same as being located at the GTR.

iii. The cost to refurbish the existing YMCA building for this is the same as tenant improvements at the GTR.

iv. The cost for site remediation for the Library addition is an optimistic $1.2 million, not required but used to construct the area inside the GTR.

v. The cost to build the Library addition would be less if constructed inside GTR.

It is **THE SAME COST** to add a pool and change rooms and refurbish the existing YMCA, along with a new 40,000 SF Library, as it is **to DEVELOP at and inside the GTR.**

THE DEVELOPMENT OPTIONS: DEMOLISH THE BUILDING AND SELL THE SITE

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The City purchased this site as a developer speculator, using the Parking Fund, for a parking lot, with the intention of selling the building portion, which they did, indirectly, to Lawrence Ryan.

The City developed the land for parking but did not charge for parking to amortize the costs of acquiring, developing, and maintaining it, which were likely covered by the Parking Fund. The vacant building was generating some property tax income. The City expropriated it for university and community uses. The parcels severed off were developed for civic and university uses that did not generate property taxes. Technically, reasons for expropriation restrict the land to only civic or university uses.

With the building demolished and the soil remediated, the City will have spent $43 million without any financial return. Because the expropriation rules restrict land development to civic and university uses, and the property's high cost makes it unmarketable to private interests. **We lost.**

The City now has two choices:

Sell it at a loss and have taxpayers bear most of the $43 million. If that happens, then the Mayor and Council must take responsibility for it.

OR

The City develops it into a Community Complex, as it developed the Recreational Complex, that has a land area and building footprint similar to the GTR Shops.

Grand Trunk Railway
(GTR) Shops

ENVIRONMENTAL FACTORS

"The greenest building is the one already built."

R. RITZ ARCHITECT INC.

ENVIRONMENTAL FACTORS: "THE GREENEST BUILDING IS THE ONE ALREADY BUILT."

RR

Embodied Carbon in Construction Calculator (EC3)

Embodied carbon refers to the total greenhouse gas emissions generated from the entire lifecycle of building materials, including extraction, manufacturing, transportation, construction, maintenance, and disposal. It accounts for 10%–11% of global emissions and represents the "upfront" carbon locked into a building before it is even occupied, primarily from carbon-intensive materials like concrete and steel.

The saying "the greenest building is the one already built," coined by architect Carl Elefante, emphasizes **that reusing, retrofitting, and repurposing existing buildings is far more environmentally sustainable than demolishing them to build new, even energy-efficient, structures.**

This concept highlights the following key environmental and sustainability principles:

Preservation of Embodied Carbon: It highlights the immense amount of energy and carbon already "locked in" to the concrete, steel, and brick of existing structures. Demolishing a building wastes this energy, while reusing it avoids the high carbon emissions associated with manufacturing and transporting new materials.

Carbon Payback Period: Studies show that it can take 10 to 80 years for a new, "green" building to recoup the carbon debt incurred by demolishing an old building and constructing a new one.

ENVIRONMENTAL FACTORS: "THE GREENEST BUILDING IS THE ONE ALREADY BUILT."

RR

Waste Reduction: It emphasizes reducing the massive volume of construction and demolition debris that currently fills landfills.

Adaptive Reuse over New Construction: Rather than viewing old buildings as liabilities, this perspective promotes "adaptive reuse"—breathing new life into old warehouses, schools, or factories—which is almost always more sustainable than "starting from scratch".

Conservation of Resources: Reusing buildings saves natural resources (timber, minerals, water) that would otherwise be consumed in new construction.

In summary, the saying champions the idea that the most sustainable, resource-efficient option is to **renovate and upgrade** existing building stock rather than demolish it.

Grand Trunk Railway
(GTR) Shops

HERITAGE ASPECTS

National Heritage Trust

R. RITZ ARCHITECT INC.

HERITAGE ASPECTS:
HERITAGE CANADA THE NATIONAL TRUST

RR

"Even the best architect cannot design historical significance into a new building."

The National Trust's 2014 Top Ten Most Endangered Places List

Heritage Canada The National Trust released its 10th annual Top Ten Most Endangered Places List on July 17, 2014.

The selection—presented here from the North to the West to the East coasts—was compiled from the results of the National Trust's call for nominations as well as those stories and news items followed throughout the year.

Former GTR Locomotive Repair Shops (also known as the Cooper Site) – 350 Downie Street, Stratford, ON – RAILWAY LEGACY OR LOOMING LANDFILL?

This massive industrial structure may be sent to landfill despite creative suggestions for adaptive reuse.

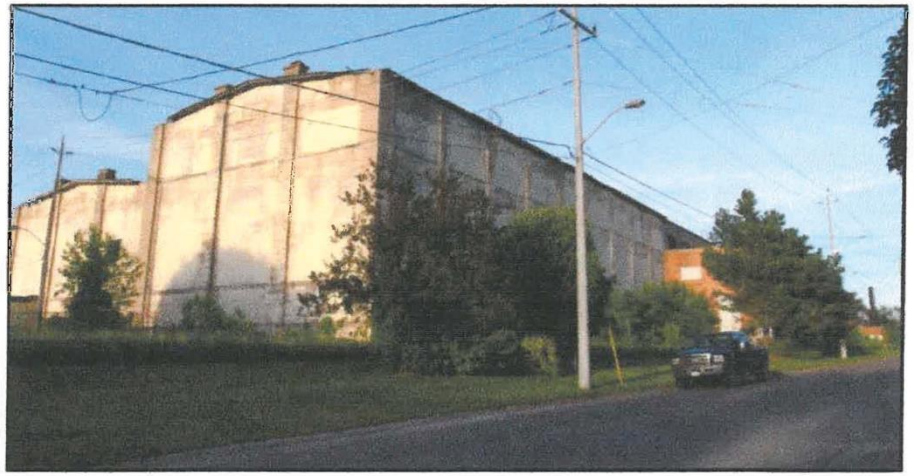
Why it matters

HERITAGE ASPECTS:

HERITAGE CANADA THE NATIONAL TRUST

RR

Built in 1909, Stratford, Ontario's GTR (later CNR) locomotive repair shops building is a massive steel and concrete facility that is an exceptional example of its kind in Canada. A prominent structure adjacent to Stratford's downtown, the vacant two-storey building covers close to five of the original 11.4 acres of railway lands, acquired by the City in 2009. An extraordinary industrial site and important cultural heritage asset, it offers a range of development opportunities. And at close to 16,800 sq m (182,000 sq ft) it would be an environmental travesty to send it all to landfill.



Credit: Dean Robinson

In February 2014, the City's Finance and Labour Relations Committee (FLRC) heard a number of presentations, which included revenue-generating uses that would see at least part of the building retained and reused. Creative options for reuse included a steam locomotive museum, ground or multi-storey parking; bus terminal; library or YMCA expansion; sports facility; and university campus expansion (a University of Waterloo satellite campus has been built on part of the railway lands).

HERITAGE ASPECTS: HERITAGE CANADA THE NATIONAL TRUST

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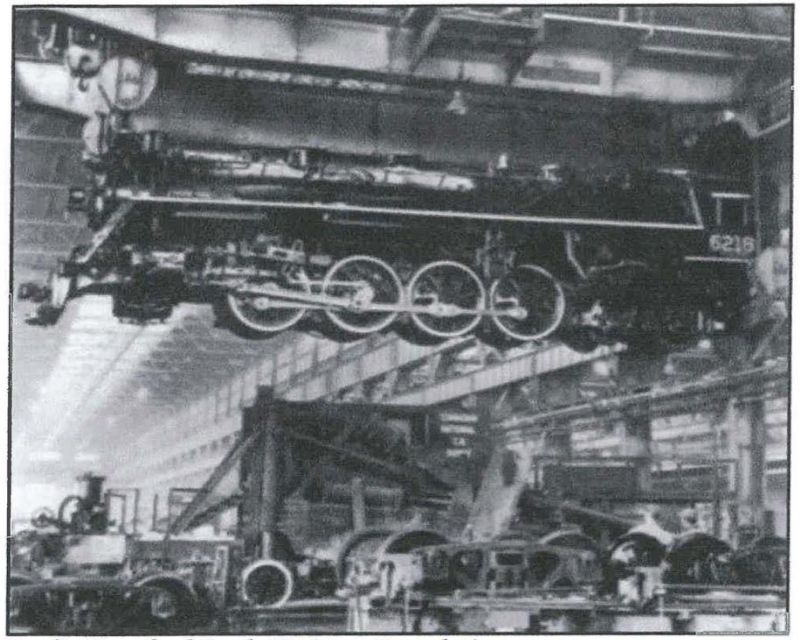

Credit: Stratford Perth Heritage Foundation

Why it's endangered

Although structurally sound, the building appears dilapidated due to the loss of window glass and the deteriorated condition of the more recently added sheet steel cladding.

A report dated October 2013, commissioned by the City to assess options for the future of the site, concluded that demolition and commemoration—rather than adaptive reuse or partial retention—should form the basis of future consideration by city council.

Where things stand

In May, the FLRC stated that city staff would consider additional public proposals, with or without the building being retained.

City council has deferred a decision on demolition until after a Master Plan for the city's facilities has been completed.

Grand Trunk Railway
(GTR) Shops

CAN THE GTR BUILDING BE REPURPOSED AS PROPOSED?

The Engineer’s Comment

R. RITZ ARCHITECT INC.

♺ CAN THE GTR BUILDING BE REPURPOSED AS PROPOSED? THE ENGINEER'S COMMENT.

RR

I mentioned at the last Open House that, Michael Pond of Read Jones Christoffersen Ltd. Engineers (RJC Engineers), was going to be on site on November 26 to have a look at the GTR Building along with myself and City of Stratford staff, Emily Robson, Corporate Initiatives Lead and André Morin, CAO.

Michael could not be here tonight but did provide this comment, RJC's last formal review of the structure was completed in 2012—fourteen years ago—when restorative work was identified as necessary and the replacement of the roof was recommended as a priority to protect the building from further deterioration. Since then, the structure has remained abandoned, and the removal of the roof has lefeet the steel trusses, beams and purlins exposed to the elements, without the protection or the stabilizing diaphragm action originally intended to tie the system together.

That said, there is optimism that the structure can be largely preserved and restored. At the same time, a significant amount of detailed validation is required before RJC can responsibly provide any public statements. A comprehensive condition assessment, testing program, and structural analysis are all necessary to confirm the building's current state and to understand the upgrades that would be required to support the uses being contemplated.

♺ CAN THE GTR BUILDING BE REPURPOSED AS PROPOSED? RJC ENGINEERS - REPORT

RR

Executive Summary

Introduction

Read Jones Christoffersen Ltd was retained by Aird & Berlis LLP on behalf of the City of Stratford to undertake a physical condition assessment of the building structure located at 350 Downie Street in the City of Stratford, Ontario, commonly referred to as the "Cooper Site".

Purpose

The primary purpose of this investigation was to determine the as-built condition of the building steel framing structure as it relates to the overall structural integrity of the building at the above noted site. In conjunction with the building structure, a review of the slab-on-grade, roof deck structure, roofing system, and exterior cladding elements was also undertaken as part of the investigation.

The findings of the condition assessment were used to evaluate the capability of typical structural elements within the existing building structure, given their present condition, to withstand current building design loads for the purpose of establishing the probable cost to remediate the structure in comparison with the cost to completely dispose of the structure.

Summary of Findings and Conclusions

The findings of our field survey has concluded that original construction deficiencies (e.g. missing rivet bolts), in service use (e.g. impact damage), fire related member failure and warping, and corrosion related deterioration of the steel superstructure exposed to rain and snow has locally reduced the structural capacity of the affected roof framing and column members. If the building is to be brought back in to a serviceable condition, rehabilitation of the observed deficiencies and deterioration is required. Furthermore, in order to avoid future growth of corrosion related deterioration, measures are required to protect the structure against rain and snow.

In order to analyze the structure's ability to support loads based on the Ontario Building Code (OBC), a computer modeling program called SAP 2000 (version 15) was used to model typical truss systems for the roof framing. Our theoretical structural analysis has found that in general, the typical roof trusses are capable of supporting the intended vertical loading, assuming that the members have not undergone any section loss due to corrosion; however, the roof beams spanning between trusses are not adequate to support the loads imposed. Reinforcing of the roof beams are required to meet the minimum load requirements of the OBC

CAN THE GTR BUILDING BE REPURPOSED AS PROPOSED? RJC ENGINEERS - REPORT

RR

Rehabilitation of Superstructure - $12,000,000

The purpose of this strategy is to essentially repair, reinforce, restore, and protect the structure of the building to reinstate the structural integrity of the building and allow for its future re-use. Furthermore, with the future use of the building and projected timing of construction unknown, protection of the structure would also be required to maintain its integrity for that period of vacancy.

The following scope of work is the minimum recommended work required to restore the structural integrity of the building and protect it during its period of vacancy:

1. Wholesale removal and disposal of the existing roofing systems, including decking, strapping, vertical cladding at each apex, etc.;
2. Sandblast all steel to bright, clean steel;
3. Replace warped roof purlins;
4. Reinforce roof purlins;
5. Reinforce damaged and deteriorated truss members;
6. Chip concrete around bases of deteriorated columns;
7. Reinforce deteriorated column webs and flanges;
8. Repair delaminated and deteriorated mezzanine concrete;
9. Repair exterior concrete walls by removing and repairing delaminated concrete and injecting cracks in concrete;
10. Repairs to brick veneer, masonry infill, and cladding;
11. Coat all structural steel with Galvafroid or other protective coating;
12. Install new cladding and glazing in existing openings;
13. Install new roofing assembly including strapping and decking;
14. Replace all roof drains and rain water leaders;

Building Demolition - $4,000,000

This strategy involves the complete demolition of the building structure, including sub-structure elements, down to grade. The purpose of this strategy is to end up with a brownfield site graded to the approximate current ground elevation for future development purposes as deemed appropriate by the City of Stratford.

Annex Demolition - $500,000

REHABILITATE THE BUILDING

Financed by Indoor Parking

R. RITZ ARCHITECT INC.

REHABILITATE THE BUILDING

PHASE R - FINANCED BY INDOOR PARKING

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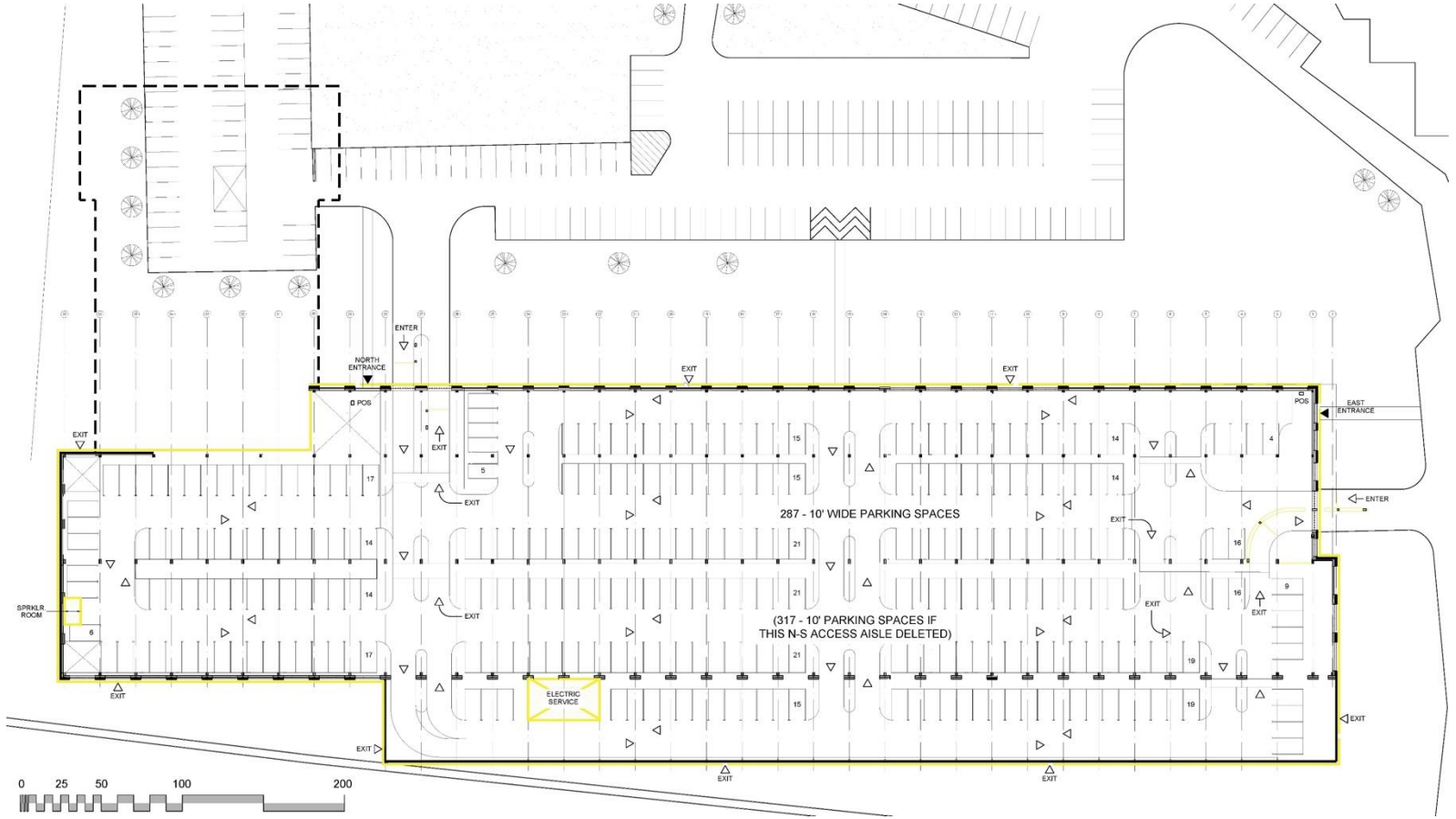


REHABILITATE THE BUILDING

RR

PHASE R - FINANCED BY INDOOR PARKING

The Building

Rehabilitate $12 million
Develop into 287 to 317-10’ wide or 349-9’3”parking garage to generate income
$1.3 million sprinkler system, ventilation and signaling
$0.1 million floor prep, lines and parking garage equipment
Expense $13.4 million = $74,838/month – Min. income required, 317-$236/month, 349 – $215/month

The Site

17.29 acres
contaminated soil
2.28 acres remediated for the development of the university campus and the transit hub
3.76 acres existing building
3.85 acres railway easement
9.58 acres net area with building

The Debt

Existing $27 million or $2.82 million per acre

REHABILITATE THE BUILDING

RR

FINANCED BY INDOOR PARKING & REALLOCATED DEMOLITION FUNDS

The Building

Rehabilitate $12 million less $4 million that would have been spent if it was demolished = $8 million
Develop into 287 to 317-10’0” wide or 349-9’3” wide space parking garage to generate income
$1.3 million sprinkler system, ventilation and signaling
$0.1 million floor prep, lines and parking garage equipment
Expense $9.4 million = $52,500/month – Min. income required, 317-$166/month, 349 – $151/month

The Site

17.29 acres
contaminated soil
2.28 acres remediated for the development of the university campus and the transit hub
3.76 acres existing building
3.85 acres railway easement
9.58 acres net area with building

The Debt

Existing $27 million + $4 million = $31 million or $3.23 million per acre

Grand Trunk Railway (GTR) Shops

COLLABORATE

Do Not Think in Silos

R. RITZ ARCHITECT INC.

COLLABORATE: DO NOT THINK IN SILOS

RR

Where individuals, teams, or departments work in isolation, withholding information and refusing to cooperate with other parts of an organization.

Use this Site to Accommodate Civic Needs

Through the **Master Plan,** developed with extensive public engagement and, the **Ad-hoc Committee,** most Civic needs were identified including:

New Community Hub - A centralized, public space that brings together diverse services, agencies, and groups under one roof to foster social connection, health, education, and recreation.
New Pool and Change Rooms at the YMCA with a New and Larger Daycare
New Community Event Space
New Larger Library
New Community Theatre
Bring CNR Locomotive 6218 back to Stratford

More recently a New Police Headquarters.

All these Facilities as separate buildings will cost money to build however, other than the Police Headquarters, they **would all function best if they were in the same building** with shared spaces and costs.

COLLABORATE: DO NOT THINK IN SILOS

These organizations are willing to **collaborate** with an interest in sharing space as tenants in the GTR Building

Shine On YMCA of Three Rivers

February 2, 2026

Dear Robert,

The YMCA of Three Rivers is open to exploring a range of options and partnership opportunities that support participants of all ages. The Grand Trunk building represents one option that may warrant further consideration, subject to additional clarity around feasibility and long-term sustainability.

Thank-you,

Jay Colquhoun
Manager, Growth and Sustainability
YMCA of Three Rivers

Stratford PUBLIC LIBRARY

February 4, 2026

To whom it may concern,

Stratford Public Library continues to face significant space challenges that affect daily operations and limit its ability to meet the needs of Stratford's growing population. SPL remains committed to pursuing opportunities for a new, fully accessible facility that can serve our community now and well into the future.

The Library believes the Grand Trunk Renewal Site has strong potential as a modern home for expanded library services in partnership with the YMCA of Three Rivers. The Library is interested in exploring options that are feasible, timely, and meet both the community and library needs. SPL looks forward to the possibilities ahead.

Sincerely,

Krista Robinson
CEO / Library Director

STRATFORD PUBLIC LIBRARY
19 ST. ANDREW STREET, STRATFORD ON
www.splibrary.ca asksp@splibrary.ca 519-271-0220

S A C C
Stratford Arts & Culture Collective

09 December 2025

Mr. Robert Ritz
R. Ritz Architect Inc.
322 Ontario Street
Stratford, ON N5A 3H8

Re: Design for Grand Trunk Site

Dear Robert:

On behalf of the Board of Directors for the Stratford Arts and Culture Collective, we would like to thank you for inviting us to meet and discuss your proposed design for the Grand Trunk Site. Our meeting with you was very productive as you were interested in our input and the amount of work SACC has done to date. Thank you for understanding the need in Stratford for a community-based, affordable performance space and all the amenities it requires.

We attended your open house for the community and found it very informative and well received by those in attendance.

We understand your work to date is preliminary and at this time has not been accepted by Council, and we are very encouraged by the amount of thought and detail you have put into the design. We would like to extend our support in principle to you and the design. What you have provided to date could be the jump start that the project needs to get moving.

The SACC Board of Directors wants you to know that we are eager to promote future collaboration with the YMCA, the Stratford Library and the City of Stratford, and in turn with you if the design proceeds.

We look forward to continuing the dialogue.

Sincerely,

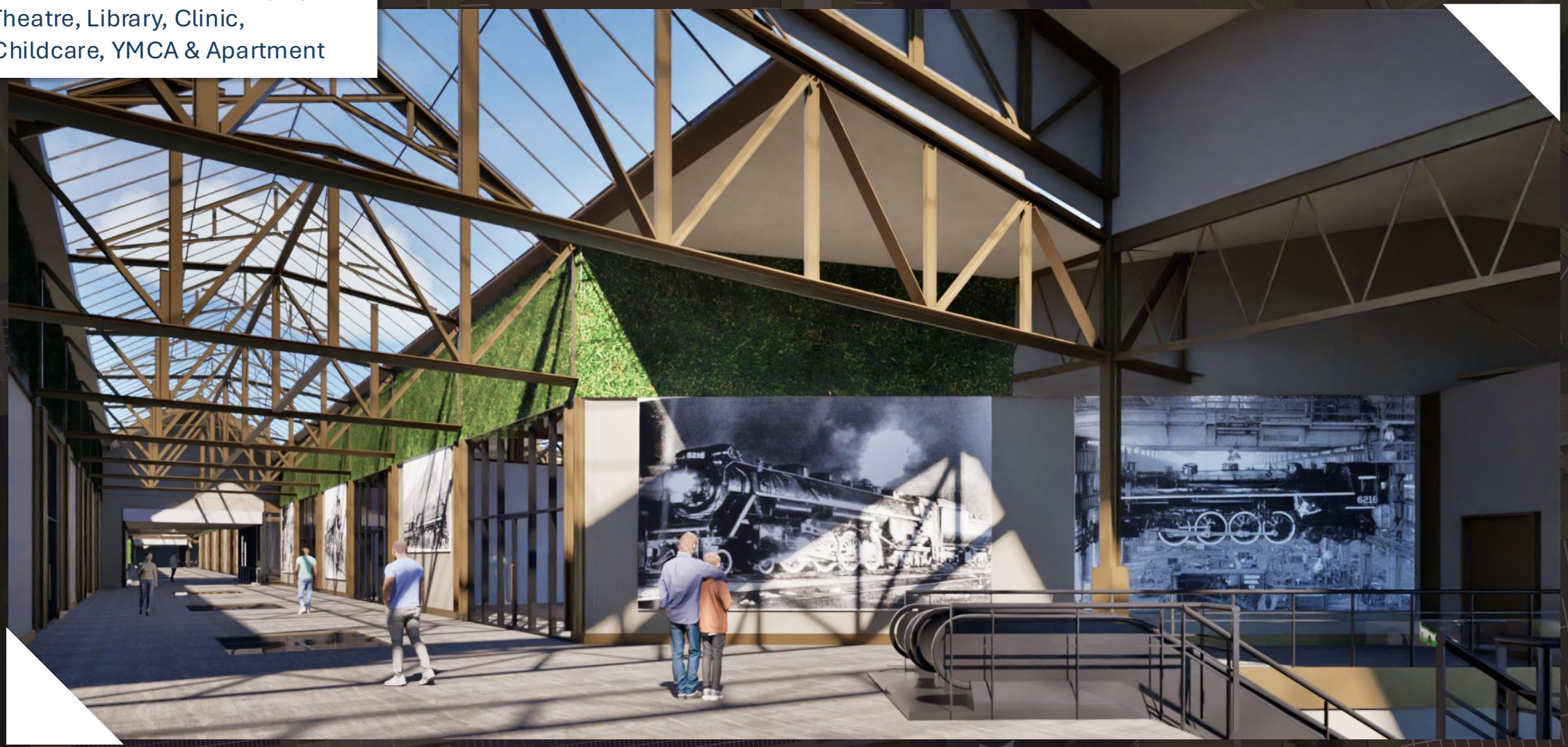
Ron Dodson Chris Leberg
Co-chairs, Stratford Arts and Culture Collective

It is in the City's best interest to join and encourage such collaboration and partnership.

Daytime view of the McKenzie Street entrance.

McKenzie Street Interior Access to 6218, Community Event Space and Theatre

Concourse to Community Space, Theatre, Library, Clinic, Childcare, YMCA & Apartment



Argyle Pedestrian Path – Library Entrance – North View

Library Interior – Southwest View of Mezzanine

Library Interior – Southeast View from Mezzanine

Stratford Street North Access – Aquatic Centre Entrance

Childcare and Aquatic Entrance – East View of Pool and Apartment

Northwest View of Apartment and Pool

Southwest View of Gym, Fitness, Pool and Apartment

Stratford Street – View of South Access

Stratford Street – East View of YMCA and Aquatic Centre Entrance

Gym – Southwest View of Pool and Apartment

Fitness with South View of Pool

Pool Interior with Splash Pad, Activity and Learn to Swim

Pool Interior of 25m Olympic Pool

Grand Trunk Railway
(GTR) Shops

IT'S A CHESS GAME

How to make it happen

R. RITZ ARCHITECT INC.

IT'S A CHESS GAME: HOW TO MAKE IT HAPPEN

RR

SPS HQ at Scotiabank Data Centre or the Existing YMCA

1. Council is considering the purchase of the Scotiabank Data Centre on Wright Blvd.(SBDC) for the new Stratford Police Service Headquarters (SPS HQ).
    a. The reason behind this is that the location is more central for serving St. Mary's and South Perth; however, there is no guarantee we will always have those contracts.
2. If SPS receives a contract for policing Perth East, then the SBDC location is not as central.
    a. Although there are police patrolling all areas they serve, a central location is beneficial for the shifeet change and for the SWAT vehicle and equipment to be located.
    b. We also have to remember that, with all theatres full, we have 3,700 visitors near downtown, which roughly matches South Perth's population of 3,776; St. Marys is 7,386. Perth East's is higher than that total at 12,595.
    c. Finally, and most importantly, by purchasing this building at $14 million, they would be removing a commercial building from the market, which currently generates $162,706 in property tax revenue.
        i. $162,000 over 12 months is $13,500 per month, which could amortize $2.4 million.
        ii. Add this to the $14 million purchase price, a total of $16.4 million to purchase and repurpose the YMCA.

IT'S A CHESS GAME: HOW TO MAKE IT HAPPEN

RR

SPS HQ at Scotiabank Data Centre or the Existing YMCA

d. Also, if the vacant 4 acres at Wright Blvd. is severed and developed into a high-density 120-unit multi-unit residential (MUR) condominium, it would generate $3,000 per unit or $360,000 in property tax revenue.
    i. $360,000 divided by 12 months equals $30,000 per month, which could amortize $5.35 million plus the $16.4 million for $21.75 million to repurpose the Y into SPS HQ.
e. Two other private interests are also looking at the Scotiabank building. Depending on the private interest uses and the extent of development of the warehouse portion of the building, property taxes will increase.

3. The City's Development Consultant recommended adding a pool and a change room addition to upgrade the existing YMCA with a new 40,000 SF Library.
    a. The cost for site remediation is an optimistic $1.2 million, similar to being located at the GTR.
    b. The cost for the addition is similar to the Wilmot Pool at $21M, similar to being located at the GTR.
    c. The cost to refurbish and upgrade the existing building is similar to the cost of tenant improvements at the GTR.

IT'S A CHESS GAME: HOW TO MAKE IT HAPPEN

RR

SPS HQ at Scotiabank Data Centre or the Existing YMCA

4. In comparison, I advocate that **the city should purchase the YMCA for the SPS HQ** at an appraised value of $3-5 million, which would partially fund the cost of moving the YMCA to the GTR Building as outlined in the 2018 Master Plan.
    a. This leaves $13 million to allocate toward renovating the existing 44,000 SF YMCA, adding a 6,800 SF floor level in the gym and a 4,200 SF garage for a 55,000 SF ($235 PSF) SPS HQ.
    b. A new building would cost closer to $400 PSF.
    c. The structural portion of the existing building has a conservative value of $100 PSF.
    d. The estimated cost to remove services and fixtures from the existing YMCA is approximately $10 to $30 PSF, with an average of $20 PSF.
    e. This results in a total remaining cost of $400 - $235 - $100 + $20 = $85 PSF or $4.8 million that must be invested into the building to renovate it into SPS HQ.
    f. This amount would be covered if the MUR is developed on the SBDC site and would likely be equal to the cost of renovating the SBDC if they opted to purchase it and convert it into the SPS HQ.

This action allows the YMCA to proceed with development at the GTR site.
Purchasing and renovating the Scotiabank Data Centre does not.

IT'S A CHESS GAME: HOW TO MAKE IT HAPPEN

RR

SPS HQ at Scotiabank Data Centre or the Existing YMCA

CONCLUSION:

Private businesses should purchase the Scotiabank Data Centre to ensure it continues to generate property taxes.

This can be a Win-Win for both SPS and the YMCA.

Instead of buying the SBDC, Council should allocate the property tax revenue generated by it, along with the funds required to purchase it, to repurpose the existing YMCA into SPS HQ.

The YMCA will use the funds received from the purchase and invest in a new YMCA at the GTR Site.

Grand Trunk Railway
(GTR) Shops

IT'S A CHESS GAME

Effective Asset Management

R. RITZ ARCHITECT INC.

IT'S A CHESS GAME:
EFFECTIVE ASSET MANAGEMENT

RR

SPS HQ at Scotiabank Data Centre or the Existing YMCA

1. By purchasing the SBDC for SPS HQ, the City will have two occupied assets and four unoccupied assets to dispose of, the most difficult being the GTR Building. YMCA would not move and build a pool addition.
   a. New Library next to the existing YMCA
   b. SPS HQ at former SBDC
   c. Vacant SBDC space – 50,000 SF
   d. Vacant GTR building – 165,000 SF
   e. Vacant SPS – 20,000 SF
   f. Vacant Library – 17,000 SF **Total Vacant 252,000 SF**

2. By retrofitting and placing an addition on the existing YMCA for SPS HQ and locating a new YMCA and a new Library in the GTR building, the City has two assets and two assets to dispose of.
   a. SPS HQ at the existing YMCA
   b. GTR building
   c. Vacant SPS – 27,000 SF
   d. Vacant Library – 17,000 SF **Total Vacant 44,000 SF**

   It is in the City's best interest that all parties collaborate to ensure our **future decisions** are coordinated, planned, and cost-effective, thereby providing the **greatest positive impact on the community**.

Grand Trunk Railway
(GTR) Shops

IT'S A CHESS GAME

Where we are at

R. RITZ ARCHITECT INC.

IT'S A CHESS GAME: Where we are at

RR

SPS HQ at Scotiabank Data Centre or the Existing YMCA

1. Except for the New Police Headquarters, the GTR building's size can accommodate all the civic needs under one roof.

2. If all move into the GTR Building, there will be an empty YMCA. The only way the YMCA will move is if it is purchased. With those funds, the YMCA would invest in developing a new home in the GTR Building.

3. **Council** holds the **key to advancing the development of the GTR Building**. It is a **win-win** situation if they purchase the existing YMCA and repurpose it into the New Police Headquarters. How? **The funds used to buy** the existing **YMCA for** the **Police, the YMCA uses on** their development of the **GTR Building.**

4. **If** the **City** chooses to **buy elsewhere**, those **funds DO NOT go to the GTR Building** but instead to some private entity that **does not benefit the taxpayer** with the development of the GTR Building.

5. If the **City buys a property (SBDC) that generates tax revenue, it loses that revenue, reducing funds available to finance the GTR Building and placing** a **greater burden on** the remaining **taxpayers**.

IT'S A CHESS GAME: Where we are at

RR

SPS HQ at Scotiabank Data Centre or the Existing YMCA

The Council's decision should first and foremost benefit taxpayers and advance the GTR project**.**

If Council purchases the SBDC for **the SPS HQ**, the YMCA will likely not find a buyer and will **not be a prime tenant in the GTR Building**.

If the YMCA is not in the GTR building, **then the Library**, with its affiliation with the YMCA, will also **not be in the GTR Building.**

Instead, the Library will be a new build as part of the pool and change room additions to the refurbished existing YMCA.

With this scenario**, the GTR Building** will be **demolished** or **vacant** for many years.

IT'S A CHESS GAME: Where we are at

SPS HQ at Scotiabank Data Centre or the Existing YMCA

Council can make this a **Win-Win** for both SPS and the YMCA, benefiting taxpayers and advancing the GTR project.

Instead of buying the SBDC, Council should allocate the property tax revenue and the funds required to purchase it to repurpose the existing YMCA into SPS HQ.

The YMCA will use the funds received from the purchase and invest in a new YMCA at the GTR Site.

Grand Trunk Railway
(GTR) Shops

IT'S A CHESS GAME

Before and After Slides of
YMCA Repurposed into SPS HQ

R. RITZ ARCHITECT INC.

Southeast View of the GTR Shops with SPS HQ in Background

Existing South View of the YMCA

South View of YMCA Repurposed into SPS HQ

Proposed YMCA Recladding, Similar in Appearance to Scotiabank Data Centre Façade

East View of Existing YMCA

East View of Existing YMCA Repurposed into SPS HQ with 3-Storey East Addition

Northwest view of Existing YMCA

Northwest view of Existing YMCA Repurposed into SPS HQ with 3-Storey East Addition

West view of Existing YMCA

West view of Existing YMCA Repurposed into SPS HQ with 2-Storey Garage Addition

Grand Trunk Railway
(GTR) Shops

“THIS PROJECT IS TOO BIG FOR STRATFORD”

“We are not a City of 500,000 people.”
Stratford “Punches Above its Weight”

R. RITZ ARCHITECT INC.

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight”

Yes, we are not a city of 500,000 however, our history proves this project is **not** too big for Stratford!
Here is a short summary of how Stratford has, “Punched above its Weight”

A non geographically central county seat.

Being called a city before we had enough citizens to officially be called a city 1885.

Getting the GTR to show up here in 1870, the largest of the three CNR shops with the others located in Montreal the largest city in Canada at the time and the other Winnipeg the capital of a province.

That the greatest inventor of all time, at 16, Thomas Edison, in 1863, lived and worked here as a GTR telegraph operator and while he was here invented a mousetrap and an automatic signalling device during his short stay.

1908 Normal School – Teacher’s College one of four in the province with other in city's North Bay, Peterborough and Hamilton with Stratford being the only in its original condition.

In the first half of the twentieth century, Stratford was home to Canada's largest furniture industry. During the 1920s almost one-sixth of all the furniture made in Canada was made at Stratford.

In 1922 a cenotaph designed by the same artist, Walter Allward, that was commissioned for the Vimmy Ridge Memorial in France.

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight”

Howie Morenz worked at the GTR shops as an apprentice machinist and scored nine goals for Stratford in a CNR hockey tournament in Montreal and was signed by the Montreal Canadiens who retired his Number seven as he was the greatest hockey player in the first half of the 20th century.

Harry Murray Patterson, his dad and grand dad all worked at the GTR Shops, and his son Tom Patterson in 1953 founded the nation’s largest repertory theatre, the Stratford Festival.

The largest ball bearing manufacturer in Germany, FAG Bearings (Schaeffler), establish its first North American manufacturing plant in Stratford, Ontario in 1953.

Danish toy maker Lego choose Stratford in 1961 to produce Lego for sales in North America with the only other North American plant located in Denver, the capital and most populous city of Colorada.

Birthplace of former CTV National News anchor, Lloyd Roberston

Birthplace of two-time Grammy winning pop star Justin Bieber

Not a city of 500,000, however**, Stratford “Punches Above its Weight”** by performing, succeeding, or exerting influence beyond what I expected based on one's size, resources, or ability.

In recognition of our 2032 Bicentennial, we can develop the GTR Shops into a Community Complex!

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with the GTR Shops

Northwest 1919 aerial view of the GTR

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” in Furniture with the Kroehler Mfg. Co. Ltd.

Southwest view of Kroehler Mfg. Co. Ltd. with Locomotive

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with Schaeffler Canada

Southeast aerial view of Schaeffler Bearings

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with Lego made at Samsonite.

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with one of four Normal Schools.

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with Grand Trunk Railway Locomotive Repair Shops.

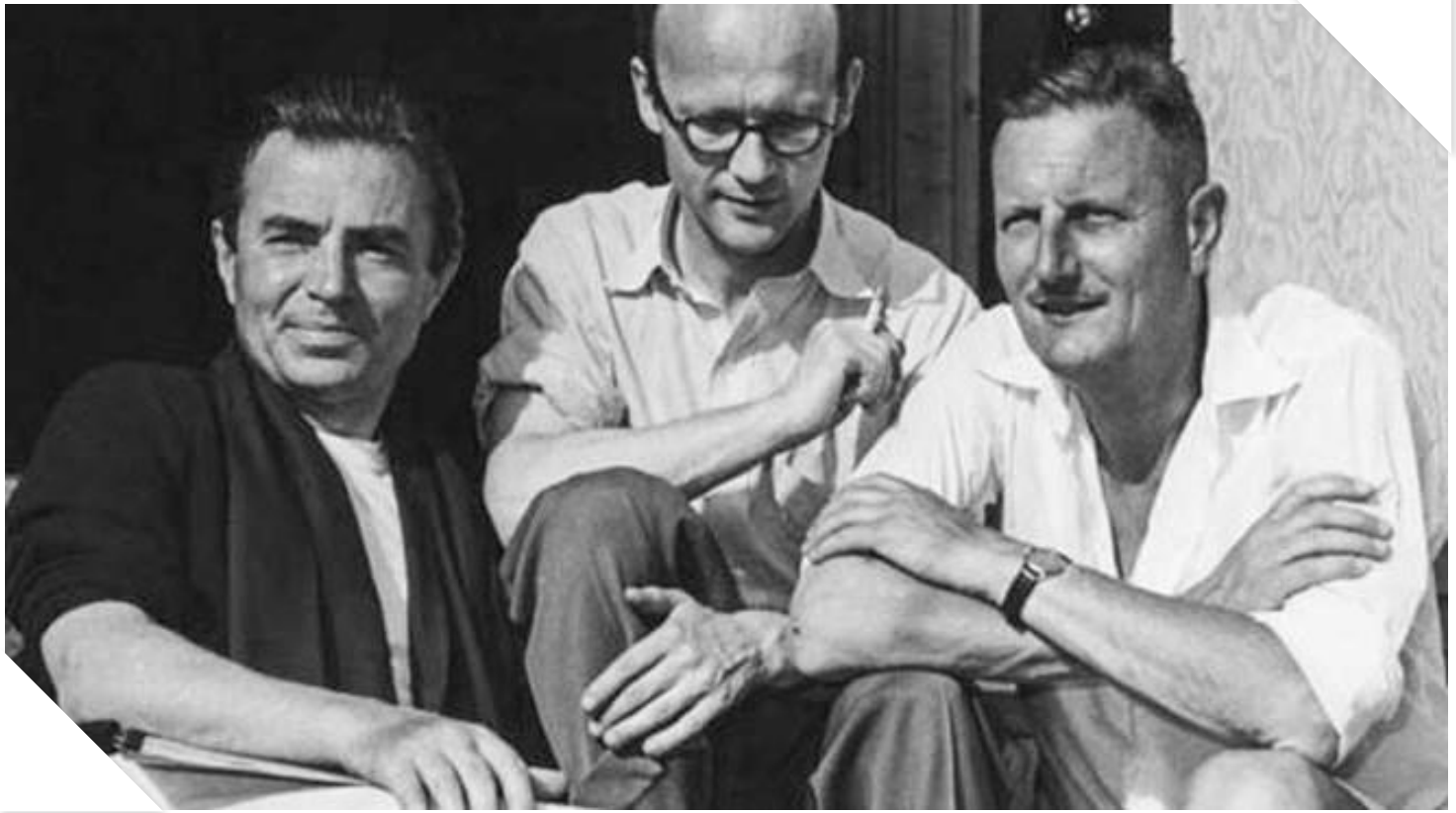
South aerial view of the GTR

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with citizens like Tom Patterson.

James Mason,
Tom Patterson
and Tyrone Guthrie



“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with people who worked here like Thomas Edison.

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with a cenotaph by the artist of Vimy Ridge.

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with the Stratford Festival.

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

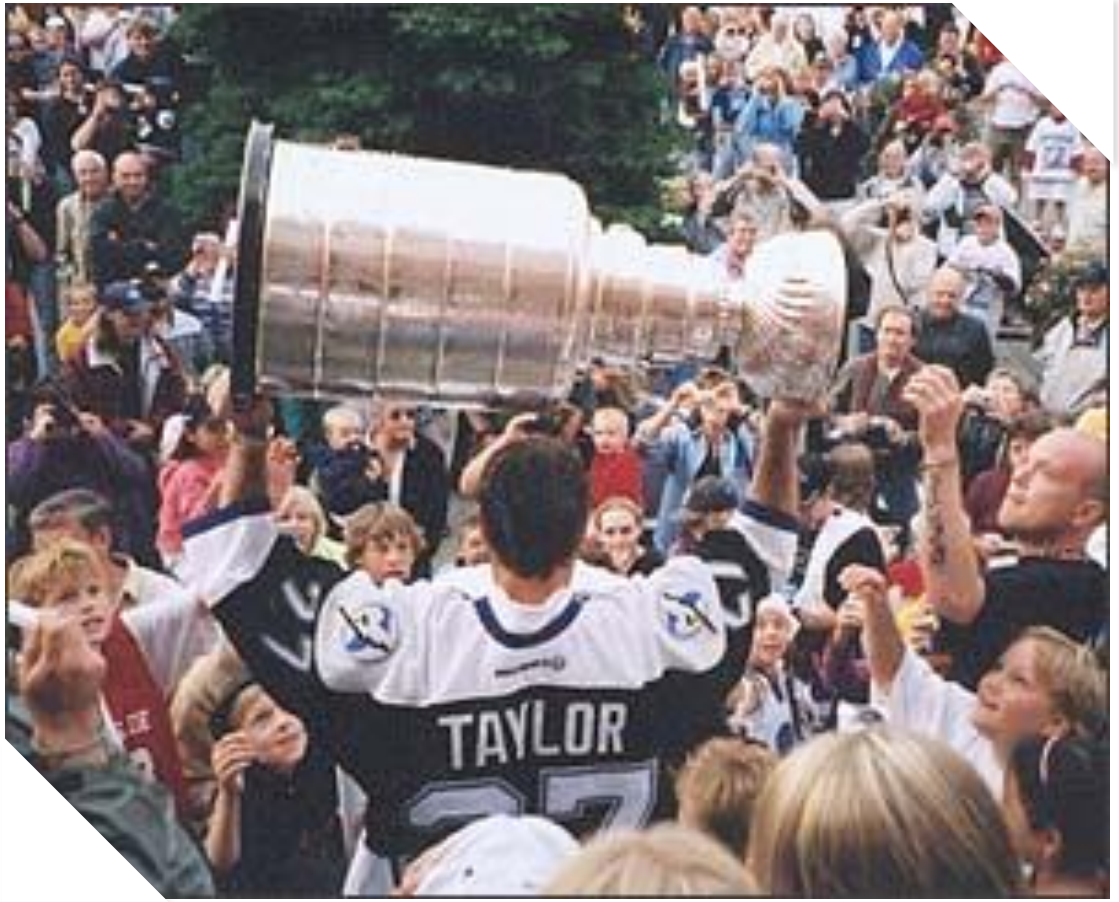
“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with hockey legends.

Stratford 1952 Senior
A line of Flick, Roth
and Flanagan

“THIS PROJECT IS TOO BIG FOR STRATFORD”

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with Stanley Cup Champions.

Two-time Stanley Cup Champion Stratford’s Tim Taylor



“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

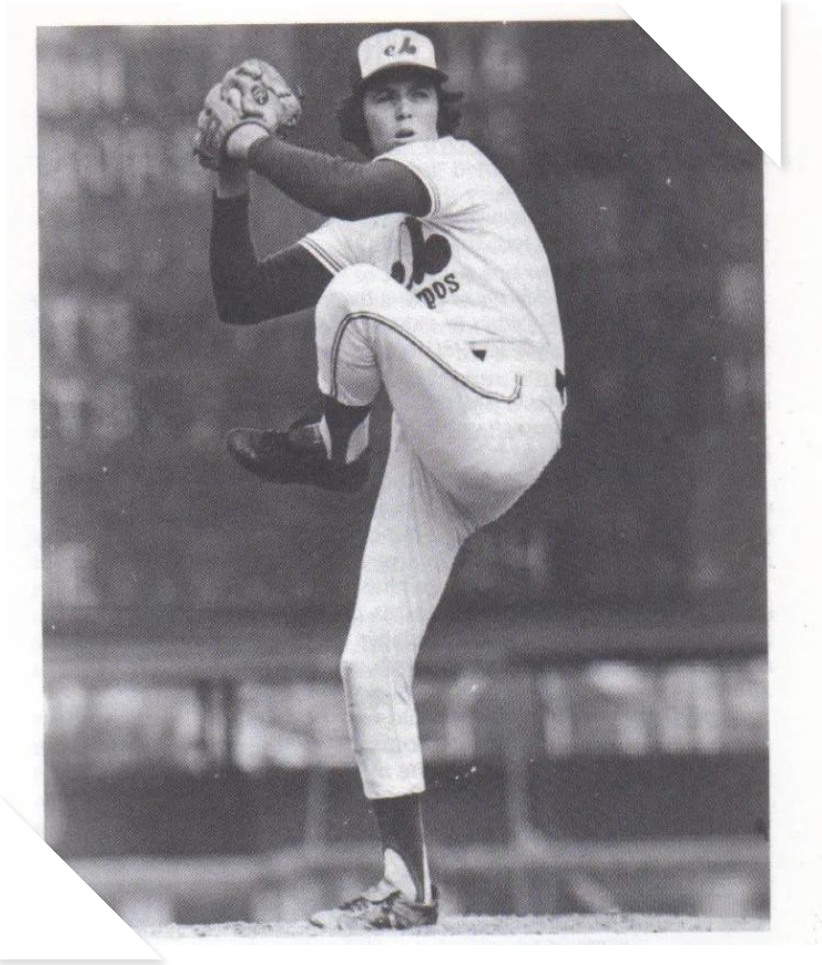
“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with hockey legends.

Howie Morenz, the best hockey player of the first half of the 20th century

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with Larry Landreth pitching in the Majors.



“THIS PROJECT IS TOO BIG FOR STRATFORD”

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” with famous news anchors.

Lloyd Robertson, Canada’s most famous news anchor.

“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight” a history with Floodtides of Fortune.

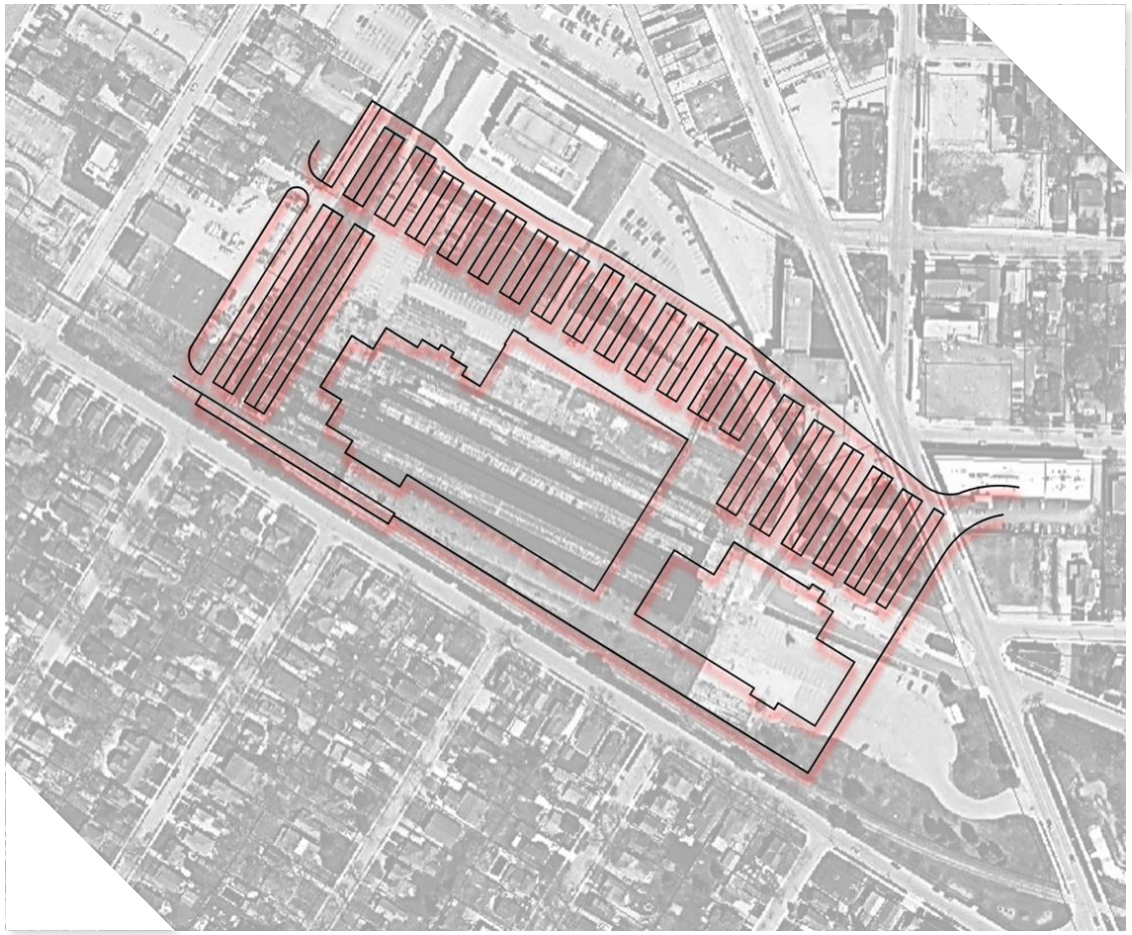
“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight”

We did it before!

The GTR Shops has a similar site area and building size as illustrated in this image where it is superimposed over the Stratford Rotary Recreational Complex.



“THIS PROJECT IS TOO BIG FOR STRATFORD”

RR

“We are not a City of 500,000 people.” Stratford “Punches Above its Weight”

Let’s make the GTR Shops **Stratford’s 2032 Bicentennial Project**

Starts in 2027 and is finished by 2032.

Grand Trunk Railway
(GTR) Shops

HOW WE GET THERE

You Build it in Phases

R. RITZ ARCHITECT INC.

HOW WE GET THERE: YOU BUILD IT IN PHASES

RR

By making it smaller **by dividing into three major sections** by putting the streets south of St. David Street over the tracks and through the building, creating a west, center and east section.

1. **Each section is then divided into parts for the primary uses.**

    a. **West** – YMCA with a parking garage, change rooms and offices on the first storey with a pool addition on the north side and with the gym, fitness and other uses are on the Concourse level. A 52-unit apartment building is above the north end of the pool located at the farthest point from the CNR marshaling yard and the CNR London and GEXR Goderich rail corridors.
    b. **Center** - Library, Childcare, as well as a municipally managed Medical Clinic to attract doctors to the City on the Concourse Level over the two-storey parking garage.
    c. **East** – Across from the transit hub are the Community Spaces since it is one bus ride to the site. This section includes Locomotive 6218 in the east portion, Event Space for senior's or youth activities or space shared with the Library in the center portion and a Performing Arts Space with a focus on good acoustics in the west portion, as well as other tenants to support these uses on the Concourse Level over the two-storey parking garage.

HOW WE GET THERE: YOU BUILD IT IN PHASES

RR

2. The Sections are Connected with a Common east-west third-storey Concourse

a. Like an indoor shopping mall.
b. Instead of stores, the tenants are community facilities for the citizens to use and share.
c. Provides easy movement between all parts of the building.
d. Permits easy access to shared spaces.
e. Permits the possibility of interaction between the users of each part, a Community Hub.

3. The Project is Phased

a. To make ready the building so when the major users generate funding, grants or loans they can develop their space and move into the building.
b. The phasing is flexible after the base building is ready with either part developed at different time.
    i. Not necessarily in sequences such as east to west.
    ii. It could be west to east or west and part east, and as the other uses retain funding, they would move in.

HOW WE GET THERE: YOU BUILD IT IN PHASES

RR

4. **The Phases** – From East to West

   a. Phase R – Rehabilitate and modify the existing structure
      i. As per the 2012 Structural analysis,
      ii. As amended with an updated structural review.
   b. Phase B – Develop two storey Parking Garage and third storey Concourse Level
   c. Phase M – McKenzie Entrance & Locomotive 6218 Museum
   d. Phase A – Argyle Entrance & East Concourse
   e. Phase S – Stratford Entrance & Centre Concourse
   f. Phase Y – YMCA & Apartment Building
   g. Phase P – Police Station

   With the apparent urgency of the Police Station, Phases Y and P may be first along with the Childcare and Library Portion of Phase A. By beginning with Phase Y, profit is generated from the apartment building that finances most of the capital cost of the Third Storey Concourse Level and Street Entrances and the property taxes finance most of their operating costs.

Grand Trunk Railway (GTR) Shops

HOW WE GET THERE

Project Management

R. RITZ ARCHITECT INC.

HOW WE GET THERE: PROJECT MANAGEMENT

RR

Below is a summary of the Project Management (PM) strategy that could help frame how City Council can move this vision forward without selling the land or relying on a private developer.

1. Why a City-Led PM Strategy Makes Sense Right Now

The November open house and published materials outline a multi-phase, community-first adaptive reuse plan for the GTR Shops that avoids demolition and the large uncertainties around full soil remediation. This aligns with demonstrated community interest and the City's own Grand Trunk Renewal process.

Emails from the City confirm that the work I have completed is independent, and any next steps must come through a formal procurement process. This is the mechanism that enables the City to take ownership of the plan and move it forward responsibly.

There is a need for updated condition assessments, structural testing, and due diligence before any public endorsement.

HOW WE GET THERE: PROJECT MANAGEMENT

RR

2. The Core Recommendation – PM to Support City Staff & The GTR Steering Committee

Hiring a Project Management Firm is the first order of business. A dedicated PM partner becomes the redevelopment quarterback:

- Overseeing refinement of the redevelopment concept,
- Validating capital expenditures,
- Vetting phased implementation of the redevelopment,
- Setting up staged approval "gates" so Council does not over commit on funding,
- Coordinating all technical disciplines,
- Maintaining fairness in public procurement, and
- Giving Council confidence that decisions are evidence based.

This demonstrates publicly that City Council can lead this project without selling the site, offloading control, or waiting for a private developer. The PM firm gives City staff the capacity and support they need to deliver a project of this scale.

HOW WE GET THERE: PROJECT MANAGEMENT

RR

3. How the City of Stratford Would Procure the PM Firm

Recommend a two-stage, transparent municipal process:

Stage 1 — RFQ (Qualifications)

Shortlist firms with deep experience in:

- Heritage + industrial adaptive reuse
- Brownfield sites and environmental compliance
- Large municipal capital programs
- CCDC 14 or CCDC 5B delivery models
- Public-sector project governance

Stage 2 — RFP (Technical Approach + Fee)

Shortlisted firms provide:

- Their proposed delivery strategy
- Risk and contingency framework
- Comprehensive due-diligence plan
- PM team structure and roles
- Detailed fee proposal

This should satisfy public procurement practice and gives Council a defensible, transparent selection.

HOW WE GET THERE: PROJECT MANAGEMENT

RR

4. What the PM Would Do First (First 90–180 Days)

A. Refresh all evidence

- Structural testing, selective probes, temporary shoring/diaphragm strategy
- Environmental due-diligence and Record of Site Condition pathway
- Code, fire/life-safety, envelope, and geotechnical reviews
- Heritage Impact Assessment (if required)
- Updated demolition-vs-rehabilitation cost comparisons
- Validate use cases and program design

B. Define clear phasing and cost plans

- Which elements get delivered first
- How to activate early revenue (e.g. parking, solar, concourse pieces)
- Class D/C cost estimates for each phase

HOW WE GET THERE: PROJECT MANAGEMENT

RR

5. What the PM Would Do First (First 90–180 Days) - continued

C. Build the procurement roadmap

- Whether to use CCDC 14 (Design Build) or CCDC 5B (Construction Management) for early enablement
- When, if ever, to switch to CCDC 2 (Design-Bid-Build) once scopes are defined.
- Prepare competitive RFPQs for architects, engineers, and contractors under ACEC agreements

D. Funding and partnerships

- Align retrofit scopes with Green & Inclusive Community Buildings (GICB) funding criteria
- Coordinate input from Library, YMCA, SPS, SACC, U of W, and community stakeholders

HOW WE GET THERE: PROJECT MANAGEMENT

RR

6. How the City can Deliver the Project Afeeter the PM Is Hired

Phase 1 — Make-Safe & Enablement Scopes

- Hazardous materials abatement
- Structural rehabilitation and strengthening
- Weather protection, building envelope works
- Essential safety/access upgrades

Phase 2 — Functional Activation

- Early revenue areas (parking, entries, concourses)
- Tenant-ready infrastructure

HOW WE GET THERE: PROJECT MANAGEMENT

RR

7. How the City can Deliver the Project Afeeter the PM Is Hired - continued

Phase 3 — Full Build-Out

- E.g. YMCA/Police Services + Library + Housing components
- Final concourses and community spaces
- Public-realm improvements

Phase 4 — Commissioning & Operations

- Energy performance measurement
- Heritage interpretation
- Long-term cost transparency

HOW WE GET THERE: PROJECT MANAGEMENT

RR

8. Why This Strategy Helps the Public Understand That a Private Developer Isn't Required

- The City retains ownership and control to leverage the property as a community focused space to the greatest extent possible.
- The PM firm provides support and expertise for the City staff and steering committee.
- Competitive procurement ensures fairness and cost discipline.
- Phased delivery reduces financial risk and allows early wins.
- Adaptive reuse avoids demolition costs and environmental uncertainty.

Grand Trunk Railway
(GTR) Shops

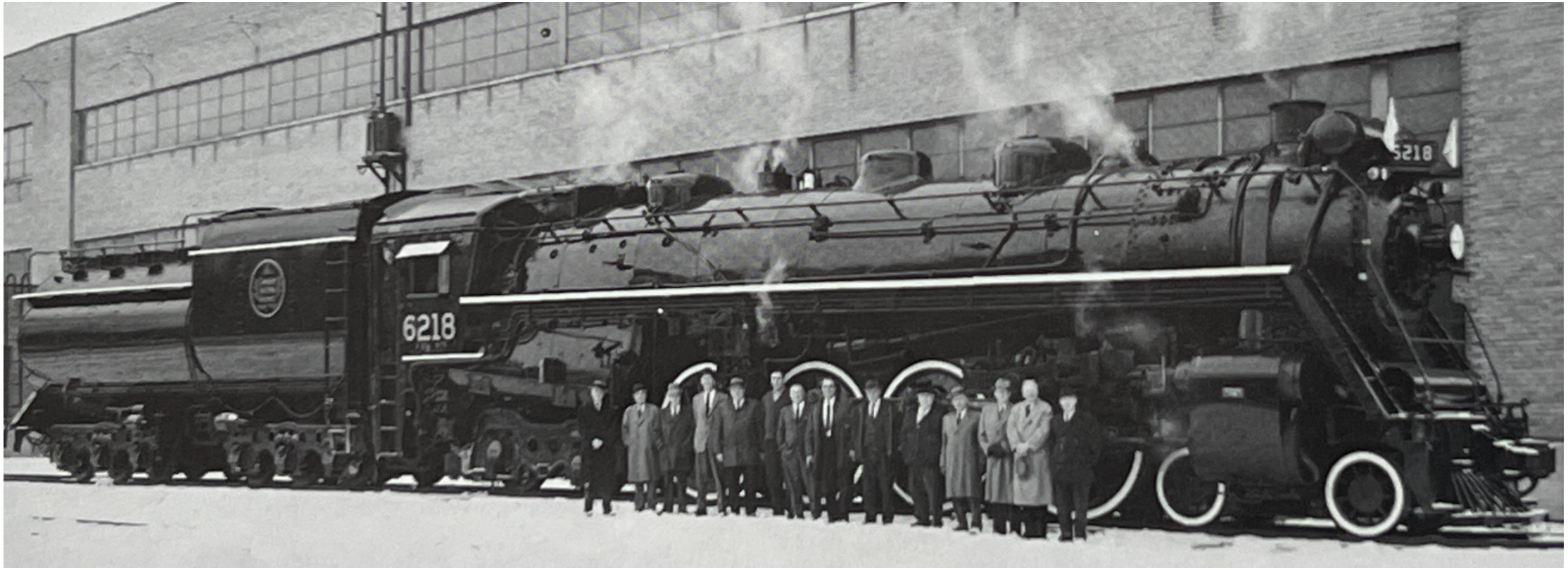
UPDATE

Can we still get Locomotive 6218?

R. RITZ ARCHITECT INC.

UPDATE: CAN WE STILL GET LOCOMOTIVE 6218?

RR



CNR Locomotive 6218 last time at the shops after a complete overhaul in 1963

UPDATE: CAN WE STILL GET LOCOMOTIVE 6218?

CNR Locomotive 6218 on display in Fort Erie

UPDATE: CAN WE STILL GET LOCOMOTIVE 6218?

RR

a. Is the Fort Erie Museum still willing to give up the artifact?

b. Is the Stratford Perth Museum will to accept it?

c. What about the City and the County, do they want it here?

d. Restart the discussions with CN, who is the new contact?

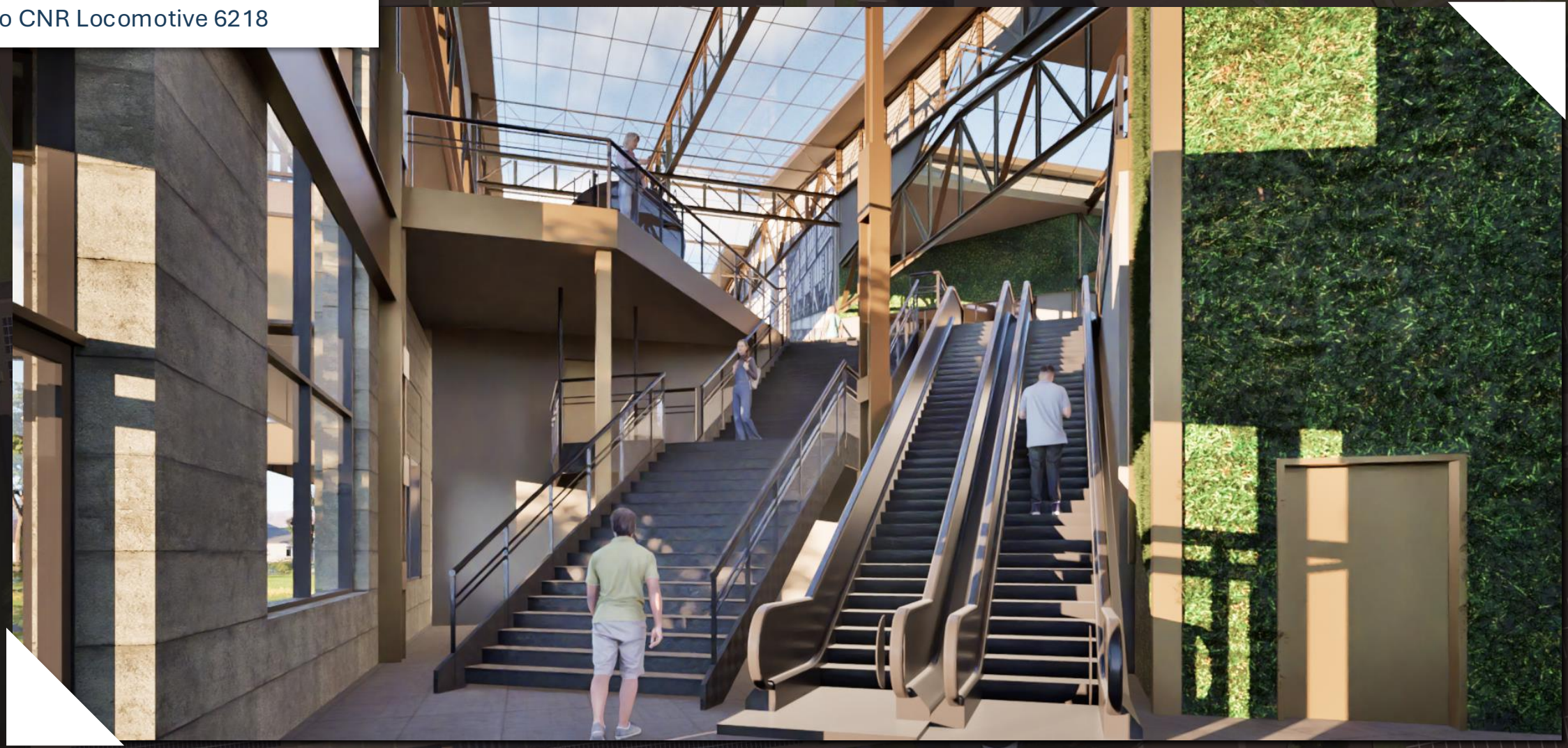
e. Is the integrity of the locomotive, as good as it looks from the outside, might not be robust enough to be lifted and craned. Similar to a wet beer case?

f. And … the big one … does it have a place to go. If not now, when?

East Façade - Northeast View

East Façade - Northeast View

McKenzie Street – Interior Access to CNR Locomotive 6218

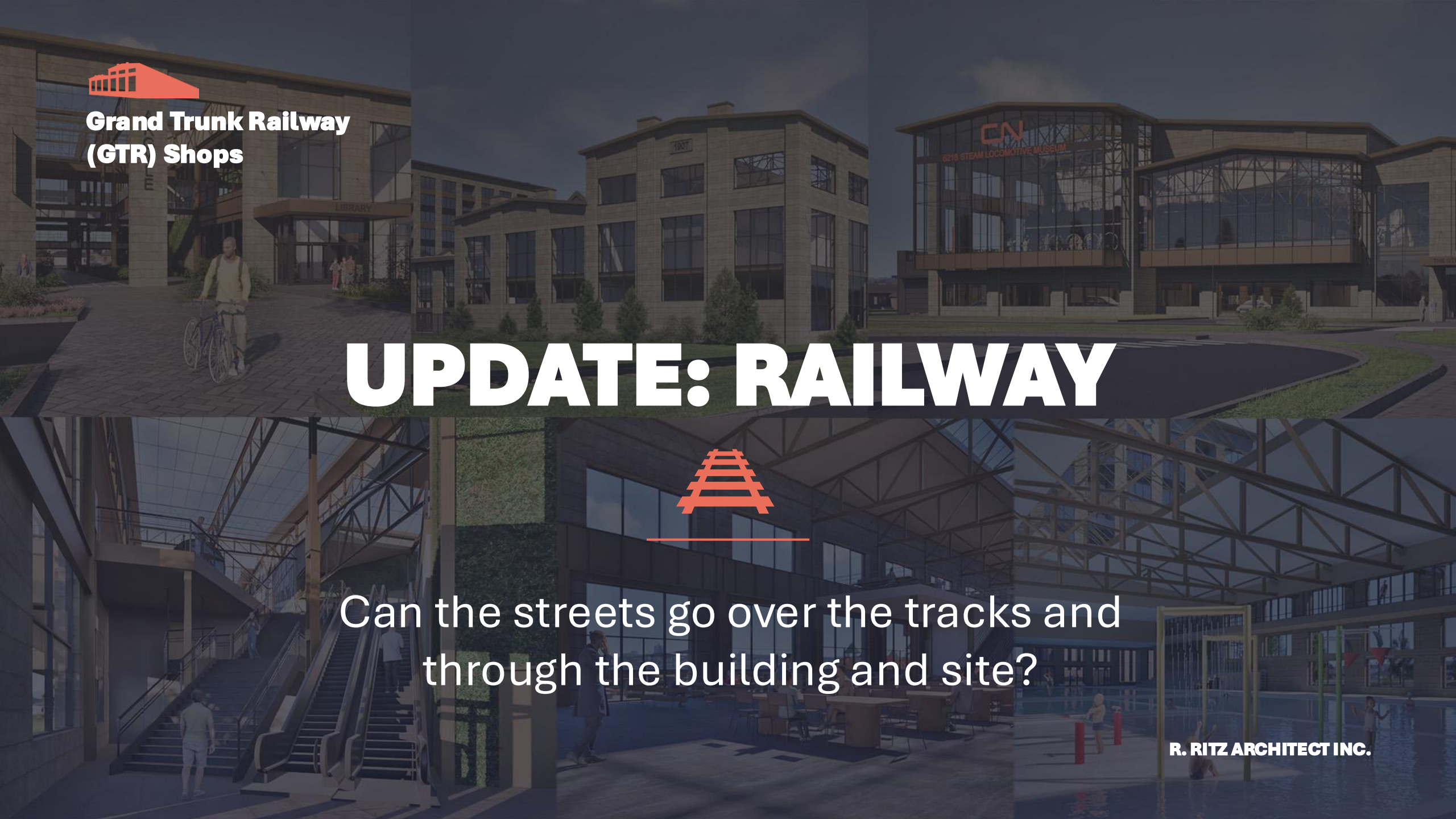


The “Engine Shed” View of the West (Right) Side of CNR Locomotive 6218

The “Engine Shed” View of the South & West (Front & Right) Side of CNR Locomotive 6218

The “Engine Shed” View of the East (Left) Side of CNR Locomotive 6218

The “Engine Shed” View of CNR Locomotive 6218 With mural of Shop Floor in Background



UPDATE: RAILWAY

Can the streets go over the tracks and through the building and site?

R. RITZ ARCHITECT INC.

UPDATE: Can the streets go over the tracks and through the building and site?

RR

1. Celebrate site history
2. Community Hub
3. Expanding UW (TBD)
4. Revitalized YMCA (TBD)
5. Bus Terminal
6. New Street/blocks
7. Connect to DT/City
8. The Commons
9. Grand Trunk Spine
10 Attracting Investment
11. Parking Solutions

Urban Strategies – 2018 Master Plan – Noting Rail Crossings

UPDATE: Can the streets go over the tracks and through the building and site?

Robert,

Thank you for sharing the details of the proposed development adjacent to the GEXR railway on the Goderich Subdivision.

As a general principle, railways and Transport Canada strongly discourage the creation of new public grade crossings due to the inherent safety risks they pose. Each additional crossing increases the potential for collisions between trains and vehicles or pedestrians, which remains one of the most significant public safety concerns in rail operations.

Considering that the proposed development site is not landlocked and is already accessible via existing public roadways, the railway would advocate for improving the safety of the existing grade crossings or pursuing grade separation options. This approach aligns with Transport Canada and industry best practices.

To ensure due diligence and compliance with the **Grade Crossings Regulations (SOR/2014-275)** and **Transport Canada Grade Crossing Standards**, the railway follows a structured review process for new crossing requests. At a high level, this process includes:

1. **Review of Alternatives:**
   Improve existing grade-crossing and Grade-separated solutions (bridges or underpasses) are the preferred option. All stakeholders must demonstrate that alternatives have been evaluated and exhausted before considering new at-grade crossings.
2. **Stakeholder Engagement and Workshops:**
   Collaborative sessions with the proponent, municipal authorities, and other relevant parties to review safety challenges, planning constraints, and potential solutions.
3. **Feasibility Study and Preliminary Design:**
   If an at-grade crossing remains under consideration, engineered feasibility studies and preliminary designs will be required to confirm compliance with regulatory standards.
4. **Formal Agreements:**
   Agreements must outline responsibilities for design, construction, cost-sharing, and long-term maintenance.

To support this process, the railway will engage a qualified third-party consultant to represent its interests in all technical discussions and design reviews. **This engagement will be undertaken at the applicants' sole risk and cost.** The consultant will represent the railway and railway's interest in all discussions relative to this project and will ensure that all regulatory requirements, safety standards, and operational considerations are properly addressed.

We also invite you to take into consideration the Proximity Initiative (Home - Proximity Initiative) and published Guidelines for New Development in Proximity to Railway Operations prepared for the Federation of Canadian Municipalities and the railway association of Canada (2013_05_29_Guidelines_NewDevelopment_E.pdf) for the development of your project in close proximity to the railway.

Unfortunately, we shall not be available to initiate discussions before the first or second week of February.

Best, Regards,

Christian Doucette, ing.
Ingénieur Régional/Regional Engineer
Genesee & Wyoming Canada Inc.
9001, boul. de l'Acadie, bureau 600, Montréal (QC), H4N 3H5

UPDATE: Can the streets go over the tracks and through the building and site?

RR

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In summary, rail crossings are discouraged but will be considered for review at the applicant's sole cost and risk. If approved, as with other crossings in the City, the City will be responsible for the capital costs of the crossing bed, equipment, and annual maintenance.

Grand Trunk Railway
(GTR) Shops

UPDATE: SOLAR PANELS

The Feasibility of Solar Panels and the Payback

Arcadian PROJECTS

R. RITZ ARCHITECT INC.

UPDATE: The feasibility of solar panels and the payback

RR

Challenges and Potential Roadblocks

Arcadian PROJECTS

Electricity Grid Constraints

Many regional stations, distribution lines, and transformers are at their thermal limits. Connecting a new solar array ofeeten triggers expensive "Upstream Grid Asset" reinforcements that the developer may have to fund, or the connection may be denied.

Facility Readiness & Retrofit Barriers

The feasibility of roofeetop solar is frequently hindered by structural weight limits and electrical infrastructure that lacks the necessary capacity to integrate new generation sources without a full system overhaul.

Long-Term Load Consistency & Site Tenure

Project viability depends on a guaranteed, long-term operational horizon where the facility's energy demand consistently matches or exceeds solar production to avoid "stranded" generation.

Major Financial Incentives for Solar

Arcadian PROJECTS

Incentive Program	Financial Impact	Key Eligibility / Requirement
SaveOnEnergy Retrofit	**$860 / kW-AC**	Must be **Load Displacement** (Behind-the-Meter). Projects >10kW capped at 1MW or 50% of costs.
Clean Technology ITC	**20-30% Refundable Credit**	For **taxable corporations** owning the system; requires compliance with prevailing wage/apprentice rules.
Clean Electricity ITC	**5-15% Refundable Credit**	Specifically for **tax-exempt entities** (MUSH sector, Indigenous-owned, or Crown corps).
Accelerated CCA	**100% Write-off (Yr 1)**	Under **Class 43.1/43.2**; allows full expensing of the asset in the first year to offset taxable income.

Grand Trunk Renewal Solar High-Level Budgetary Outlook

Arcadian PROJECTS

Location: Stratford, ON

Capacity: 625 kWac (117% Overbuild)

Yield: ~795,000 kWh/yr

Financial Pathway Comparison

Base EPC Cost: $1,376,000 *(Excludes LDC fees, Structural/Electrical upgrades)*

Feature	Net Metering (Class B)	Load Displacement (SaveOnEnergy)
Primary Benefit	Yearly credit for 100% of generation.	**$537,500 Upfront Rebate** ($860/kWac)
Annual Savings	~$111,300 (@ $0.14/kWh).	Variable (only offsets real-time load)
Waste Risk	Low (Grid acts as a battery).	**High** (Excess power is lost/unpaid)
Simple Payback	**~12.5 – 13.5 Years**	**~6.5 Years** (Estimated with Rebate)

Grand Trunk Railway
(GTR) Shops

UPDATE: THE AREA OF REVIEW

The development of the GTR Shops connects the City

R. RITZ ARCHITECT INC.

UPDATE: THE AREA OF REVIEW

RR

The Red line defines the Area of Review, which extends to one long block from the site to the river. This is the area of the city that will be impacted by any development at the GTR Site.

Yellow is the GTR Site, including the transit hub and the university.
Blue is the existing building.

The boundary is:

1. East – Nile Street
2. South – East Gore & Cambria Street
3. West – Church Street
4. North – Avon River

The development of **the GTR Shops connects the City**.

The east-west Green line is the **pedestrian path** in the central portion of the Avon River Linear Park System, extending **from the east end of the City to the west end**. The north-south green line is the pedestrian path **connecting** the **Avon River Linear Park** and **Market Square** to **Dufferin Park in the south end of the City**, where pedestrians have the right of way over vehicles, with access on Downie to the Argyle Pedestrian Path **through the GTR site** along Argyle Street to Cambria Street and down Dufferin Street.

Grand Trunk Railway
(GTR) Shops

UPDATE: THE AREA OF REVIEW

Affordable Housing – Respectful Densification

R. RITZ ARCHITECT INC.

UPDATE: THE AREA OF REVIEW

RR

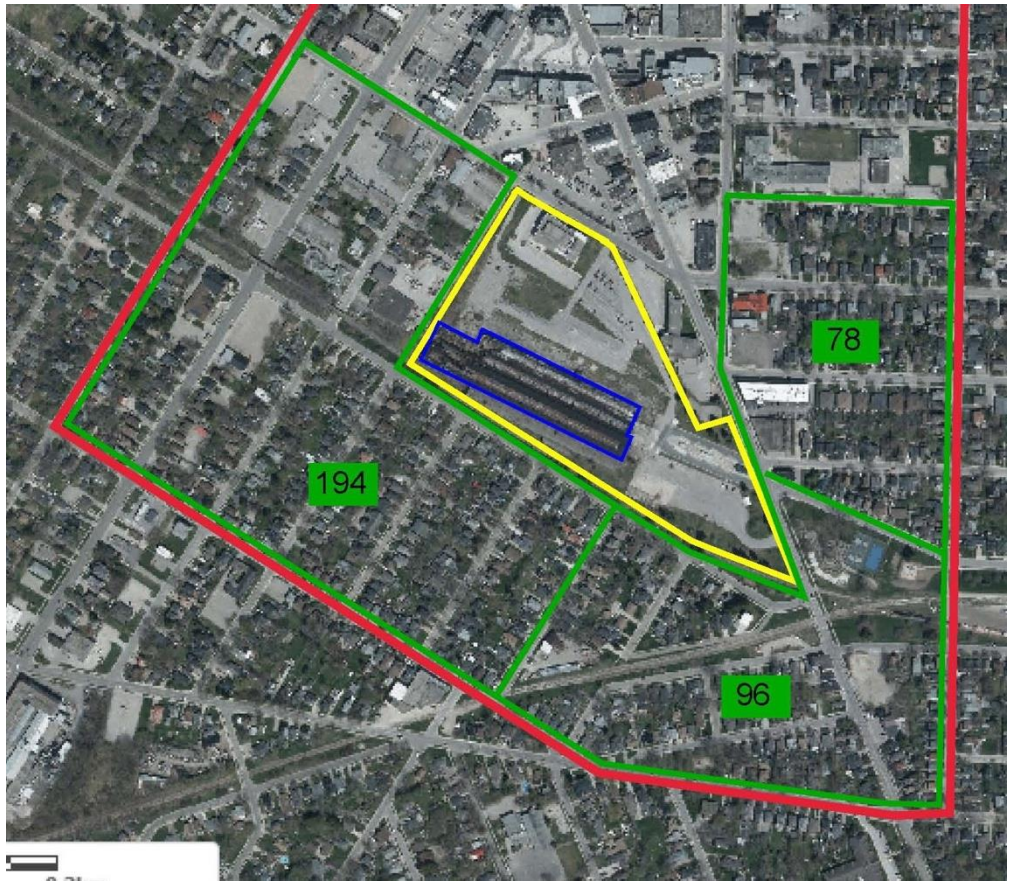
Affordable Housing – Respectful Densification

Due to the high cost of remediating contaminated soil, the land on the GTR Site is not suitable for developing affordable housing. However, by transforming the site into a parking lot that requires minimal soil remediation, we can use this parking to meet the parking requirements for additional dwelling units in the surrounding neighbourhoods.

The numbers on the map indicate the number of single-family dwellings (SFD) in the southwest, southeast, and east neighborhoods, located one long city block from the border of the GTR Site within the Area of Review.

By amending the zoning for parking to a minimum of two spaces, owners of these SFDs can add affordable housing to the market. With parking at the GTR Site, they can achieve this by renovating their properties into duplexes or by using their backyards for additions, rather than dedicating space to parking for triplexes or four-plexes.

Over time, if each house adds an average of one unit, this approach helps increase the number of affordable housing units by 368 while preserving the neighbourhood's character.

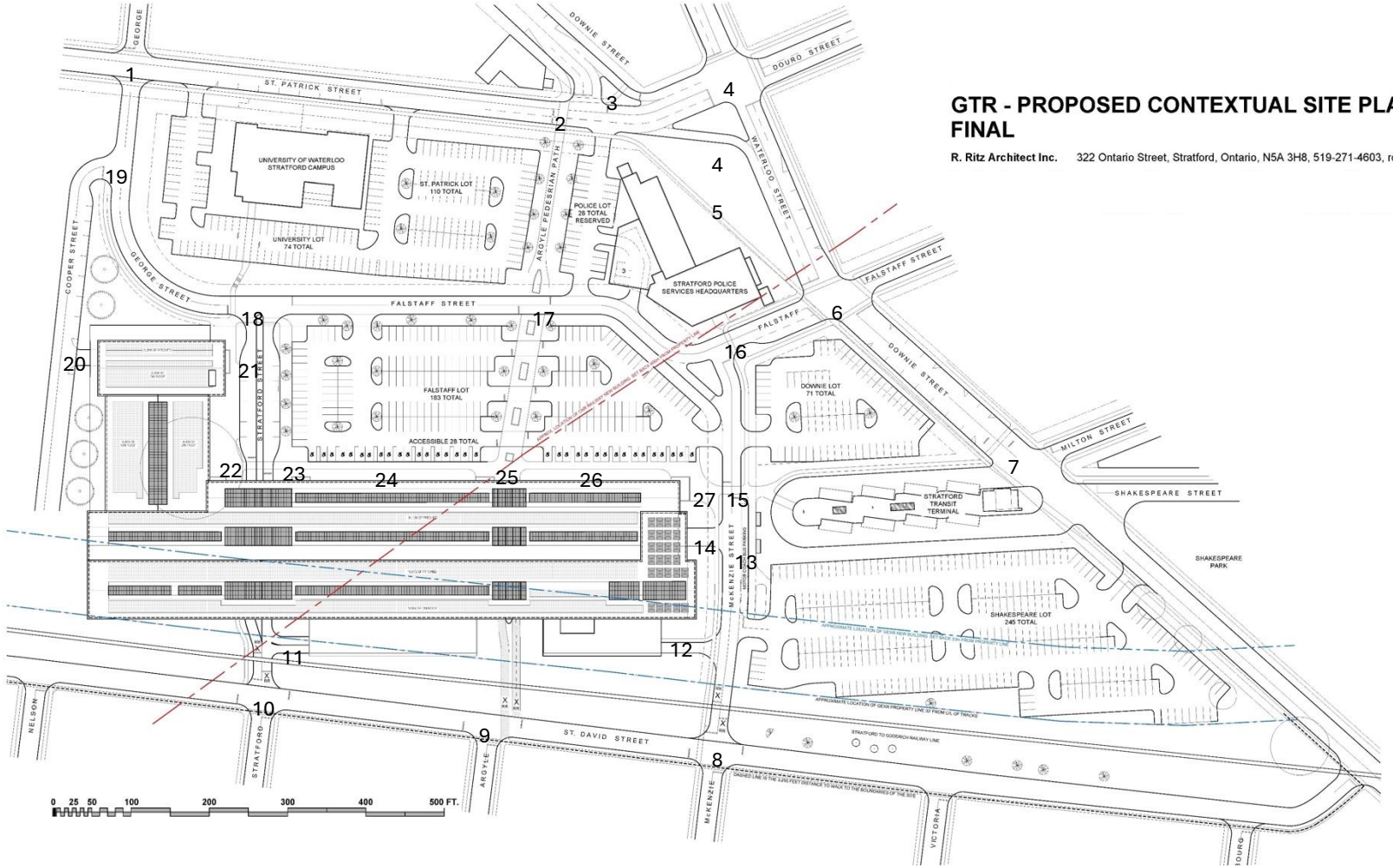


Grand Trunk Railway
(GTR) Shops

UPDATE: PROPOSED SITE PLAN AND STREET CHANGES

R. RITZ ARCHITECT INC.

UPDATE: PROPOSED SITE PLAN AND STREET CHANGES



UPDATE: Proposed Site Plan

RR

Description of Off-site Street Changes and On-site Streets and Entrances

To integrate the GTR Site into the area's existing street fabric, this plan introduces vehicle traffic through the site that provides improved traffic flow through and around the site, connecting the adjacent neighbourhoods and downtown.

1. George is closed in front of Chocolate Barr's and turns and goes south between Chocolate Barr's and the Police Station, crosses St. Patrick, and extends into the GTR Site as a cross intersection with stop signs on George. The former street surface and walks become integrated into a larger LCBO & Chocolate Barr's parking lot.
2. Argyle Pedestrian Path crosses St. Patrick to Downie with an activated coordinated traffic signal.
3. St. Patrick Street extends to Waterloo, and Downie stops and becomes a tee intersection at St. Patrick with dedicated southbound right and left turn lanes onto St. Patrick and from St. Patrick, a lane to northbound Downie, also with a dedicated westbound right-turn lane to northbound Downie.
4. St. Patrick and Douro meet and cross Waterloo, controlled by a coordinated traffic signal with a dedicated eastbound lane to southbound Waterloo.
5. Downie is closed between Douro and Falstaff to create a four-point intersection at Falstaff. Battery Park extends into the former street, which is landscaped and may become a sculpture park.
6. Waterloo flows into Downie and crosses Falstaff, which extends into the GTR Site, controlled by a coordinated traffic signal.
7. Dedicated and activated-controlled* sidewalk crosses Downie leading to the Transit Hub and the GTR Site.

UPDATE: Proposed Site Plan

RR

Description of Off-site Street Changes and On-site Streets and Entrances

8. McKenzie crosses St. David, which extends into the GTR Site, controlled by an activated traffic signal interconnected with train traffic, so there is no access over the tracks when there is rail traffic.
9. Dedicated and activated-controlled* Argyle sidewalk crosses St. David and becomes the Argyle pedestrian Path through the GTR Site.
10. Stratford crosses St. David, which extends into the GTR Site, controlled by an activated traffic signal interconnected with train traffic, so there is no access over the tracks when there is rail traffic.
11. Vehicle access to Stratford Upper-Level Parking Garage.
12. Truck access to the interior Waste Management Facility and Loading Docks.
13. Intercity Transit stop and Tourist Bus drop off.
14. Vehicle access to McKenzie Parking Garage
15. Dedicated and activated-controlled* Transit Hub and Parking Lot sidewalk crosses McKenzie.
16. McKenzie stops and becomes a tee intersection at the Falstaff Extension, with a dedicated southbound right-turn lane from eastbound Falstaff onto McKenzie and an activated-controlled* sidewalk crossing at Falstaff.
17. Argyle Pedestrian Path activated-controlled* sidewalk crossing at Falstaff.
18. Cooper closed at the Parlour parking lot and redirected east, stopping at a tee intersection with George.

UPDATE: Proposed Site Plan

RR

Description of Off-site Street Changes and On-site Streets and Entrances

19. Vehicle access to the Apartment Building, Services, and Parking Garage.
20. Apartment Building Entrance
21. YMCA/Aquatic Centre north entrance.
22. Stratford Entrance - 1st storey - Stratford Lower Parking Garage, 2nd storey – Stratford Upper Parking Garage, 3rd storey Concourse – Childcare, Municipally Managed Medical Clinic and YMCA upper-level entrance.
23. Future 1st storey West Retail Stores Entrances
24. Argyle Entrance - 1st storey - Stratford Lower Parking Garage, 2nd storey – Stratford Upper Parking Garage, 3rd storey – Concourse - Library and Theatre.
25. Future 1st storey East Retail Stores Entrances
26. McKenzie Entrance - 1st storey - McKenzie Parking Garage, 2nd storey – Stratford Upper Parking Garage, 3rd storey – Concourse – CNR Locomotive 6218, Community Event Space and Restaurant.
27. Stratford stops and becomes a tee intersection at the George Extension from the west and Falstaff Extension from the east, with an activated-controlled* sidewalk crossing at George leading to the University building.

Traffic lights are coordinated to move vehicle traffic through and around the site efficiently with minimal stops.

UPDATE: Proposed Site Plan Stats

RR

PARKING LOTS

OUTDOOR SPACES

UNIVERSITY	74
ST. PATRICK	110
FALSTAFF	173
ACCESSIBLE	34
DOWNIE	71
SHAKESPEARE	245
TOTAL OUTDOOR SPACES	707

INDOOR SPACES

McKENZIE MAIN FLOOR	43
STRATFORD MAIN FLOOR	72
STRATFORD MID FLOOR	135
YMCA MAIN FLOOR	26
ACCESSIBLE MAIN FLOOR	16
TOTAL INDOOR SPACES	292
TOTAL PARKING SPACES	999

PLUS 3 MOTOR COACH SPACES

NOVEMBER 27, 2025

PROPOSED BUILDING TENANTS

6218 VIEWING/EVENT	6,744
COMMUNITY HALL/EVENT & KITCHEN	6,396
SOUND STAGE/THEATRE & OFFICES	8,335
LIBRARY - 2 LEVELS	40,100
YMCA	
- DAYCARE	8,806
- ADMIN., FITNESS & CHG. RMS. - 3 LEVELS	42,803
- POOL & VIEWING GALLERY	29,379
TENANT SPACE & AMENITIES	23,047
CONCOURSE, BRIDGES, ENTRIES	19,573
SUBTOTAL	161,399 SF
52 UNIT APARTMENT	67,000
TOTAL FLOOR AREA	228,411 SF

PROPOSED STRATFORD POLICE HEADQUARTERS

LEVEL	EXIST.	WEST	EAST
BASEMENT	14,300	0	3,300
FIRST	13,700	4,200	4,400
SECOND	14,400	4,200	3,400
THIRD (w/ INT. ADD'N.)	8,400	0	3,400
TOTAL	50,800 SF	8,400 SF	14,500 SF

TOTAL FLOOR AREA WITH ADDITIONS 73,500 SF

Grand Trunk Railway (GTR) Shops

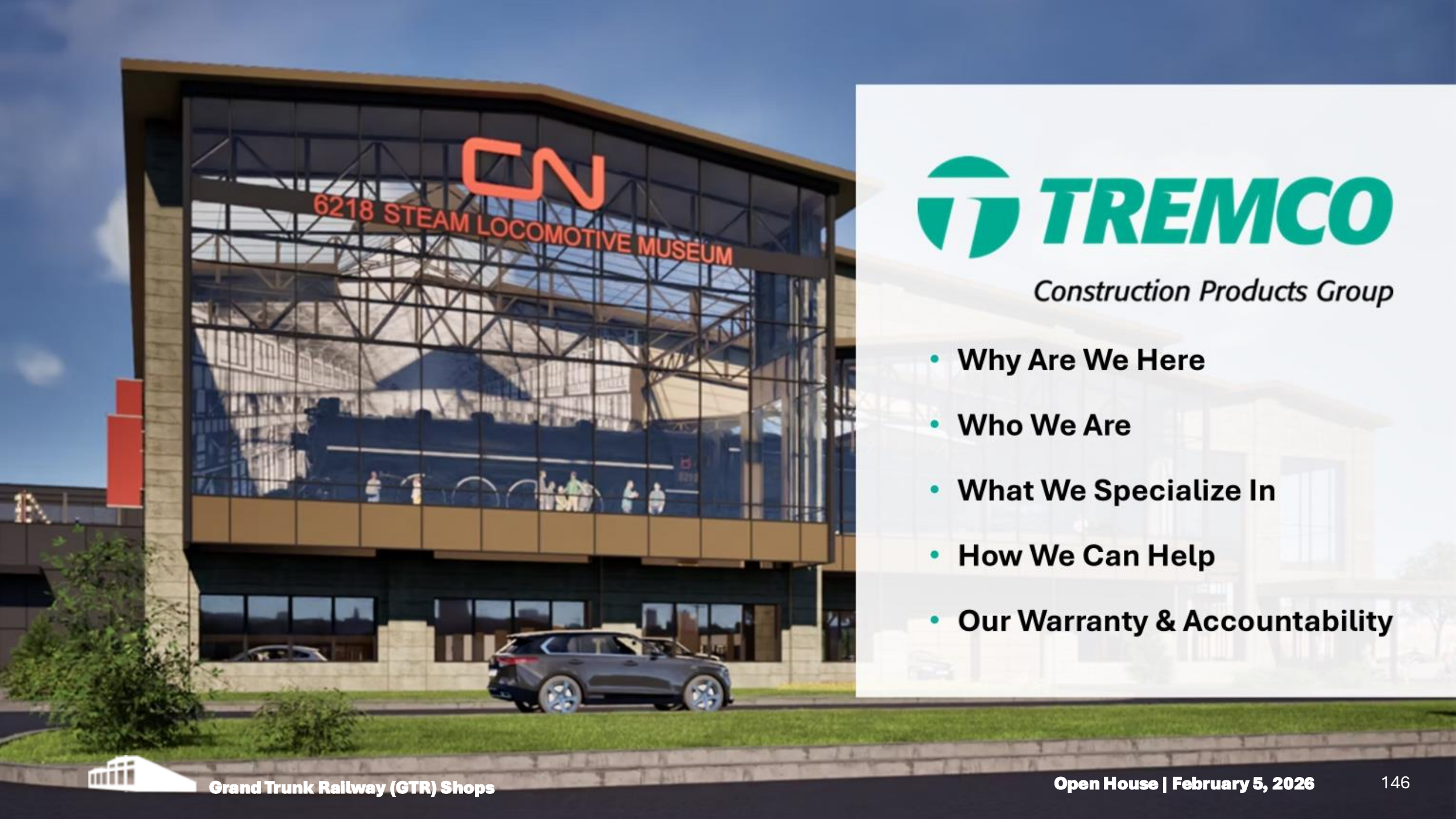
UPDATE:

How to Insulate and Reface to Reflect the Original Facade

R. RITZ ARCHITECT INC.

UPDATE: HOW TO INSULATE AND REFACE TO REFLECT THE ORIGINAL FACADE

RR



TREMCO

Construction Products Group

- Why Are We Here
- Who We Are
- What We Specialize In
- How We Can Help
- Our Warranty & Accountability

How do you protect your investment and legacy?

This property is a major investment, with a big community impact!

It’s building envelope is critical to protecting it.

You get one chance to get it right… or spend many years and a lot of money trying to fix it.

Quick History of Tremco

- Founded in 1928 as Tremco Manufacturing Company by William Treuhaft
- By 1972 Tremco had opened its first Canadian manufacturing plant in Toronto on Wicksteed Ave which still operates to this day
- Continuing to support Canadian families with over 2000 employees in Canada
- Tremco has been designing high performance construction materials for **98 years!**

Our Specialty?

Tremco specializes in ***helping buildings last for generations.***

We focus on *designing and* ***integrating complete building envelope systems*** *that protect all 6 sides of a structure* from water, air, and energy loss ***while respecting architectural and historic design.***

Our role on projects like this is to ***help safeguard the community's investment*** by reducing long-term maintenance costs and ensuring the building performs reliably over time.

Where Tremco Protects

Tremco Supports Over 45 Different Scopes of Work

1. Insulating Concrete Forms
2. signalweight Insulated Veneer
3. Engineered Framing Systems
4. Re-Roofing Preparation
5. Building Weatherization
6. Roofing Rehabilitation
7. Bituminous Damp-proofing
8. Built-Up Bituminous Waterproofing
9. Sheet Waterproofing for Horizontal Waterproofing
10. Hot Fluid Applied Waterproofing
11. Cold Fluid Applied Waterproofing
12. Cementitious and Reactive Waterproofing
13. Bentonite Waterproofing
14. Traffic Coatings
15. Thermal Insulation for Below Grade, Under Slab, Exterior Wall
16. Exterior Insulation and Finish Systems
17. Polymer-Based Exterior Insulation and Finish Systems
18. Exterior Insulation and Finish Systems with Moisture Drainage
19. Exterior Insulation and Finish Systems with Adhered Masonry Veneer
20. Direct Applied Finish Systems
21. Weather Barriers
22. Vapor Retarders
23. Seld-Adhered Butyl Sheet Air Barriers, Vapor Permeable
24. Self-Adhered Butyl Sheet Air Barriers, Vapor Impermeable
25. Factory Fluid-Applied Membrane Air Barriers
26. Metal Roof and Wall Cladding
27. Metal Composite Material Wall Panels
28. Siding
29. Built-Up Roofing
30. Modified Bituminous Membrane Roofing
31. Single Ply Roofing
32. Fluid-Applied Roofing
33. Sheet Metal Flashing and Trim
34. Self-Adhering Sheet Flashing
35. Sheet Metal and Specialties
36. Vegetated Roofing
37. Firestopping
38. Preformed Joint Seals
39. Joint Sealants
40. Expansion Control
41. Windows and Doors
42. Storefront and Curtain Walls
43. Glazing Sealants
44. High Performance Coatings
45. Fall Protection

And more...

How do we go from This?

To Restoring the Legacy...

By Reimagining Timeless Legacy Built for Today

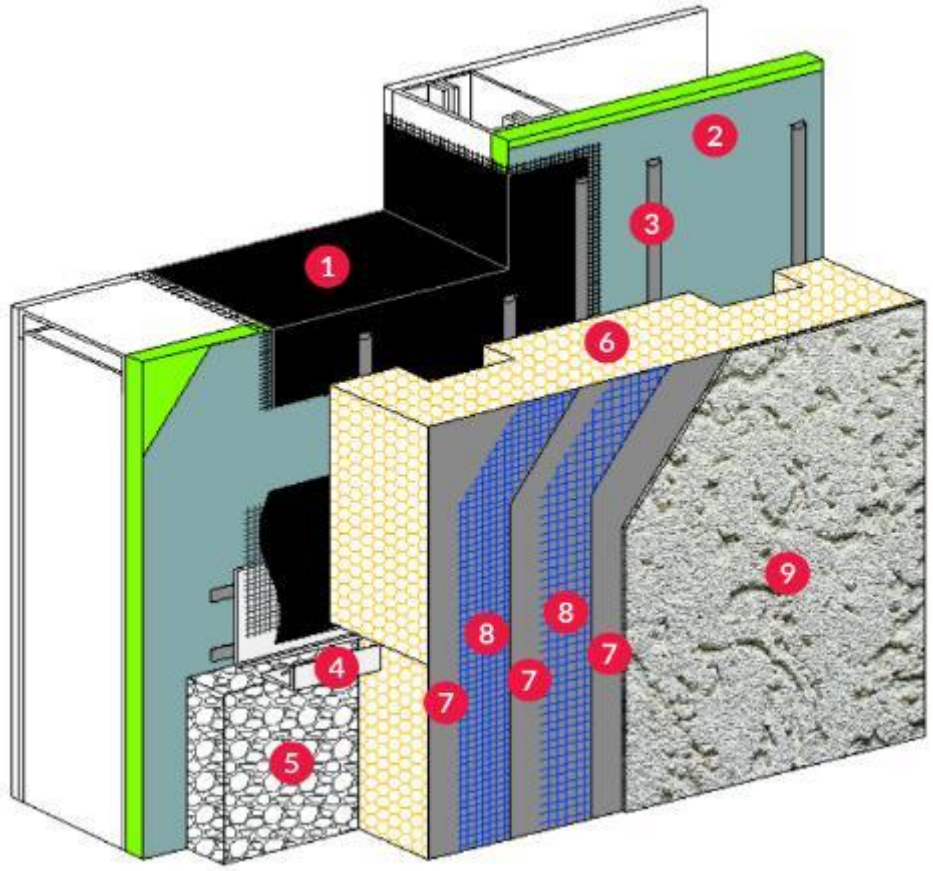
Why Panelized Construction?

- *Faster Construction Time*
- *Stronger and More Resilient*
- *Cost Effective*
- *Any Look You Want*
- *Impervious to Weather*
- *Better Insulated*
- *Leading Edge Sustainability*
- *One Point of Contact*

What is EIFS?

Exterior Insulation and Finish System

RR



Pre-Applied Air Barrier with Continuous Insulation

1. Fluid applied/Peel and Stick flashing
2. Pre—applied air / water barrier on exterior sheathing
3. Adhesive / Drainage
4. Pre-based starter board
5. Vent Assembly *Optional
6. EPS Insulation
7. Base Coat
8. Reinforcing mesh
9. Finish

Realizing the Vision: East Elevation

Realizing the Vision: Sount and North Elevations

Realizing the Vision: West Elevation

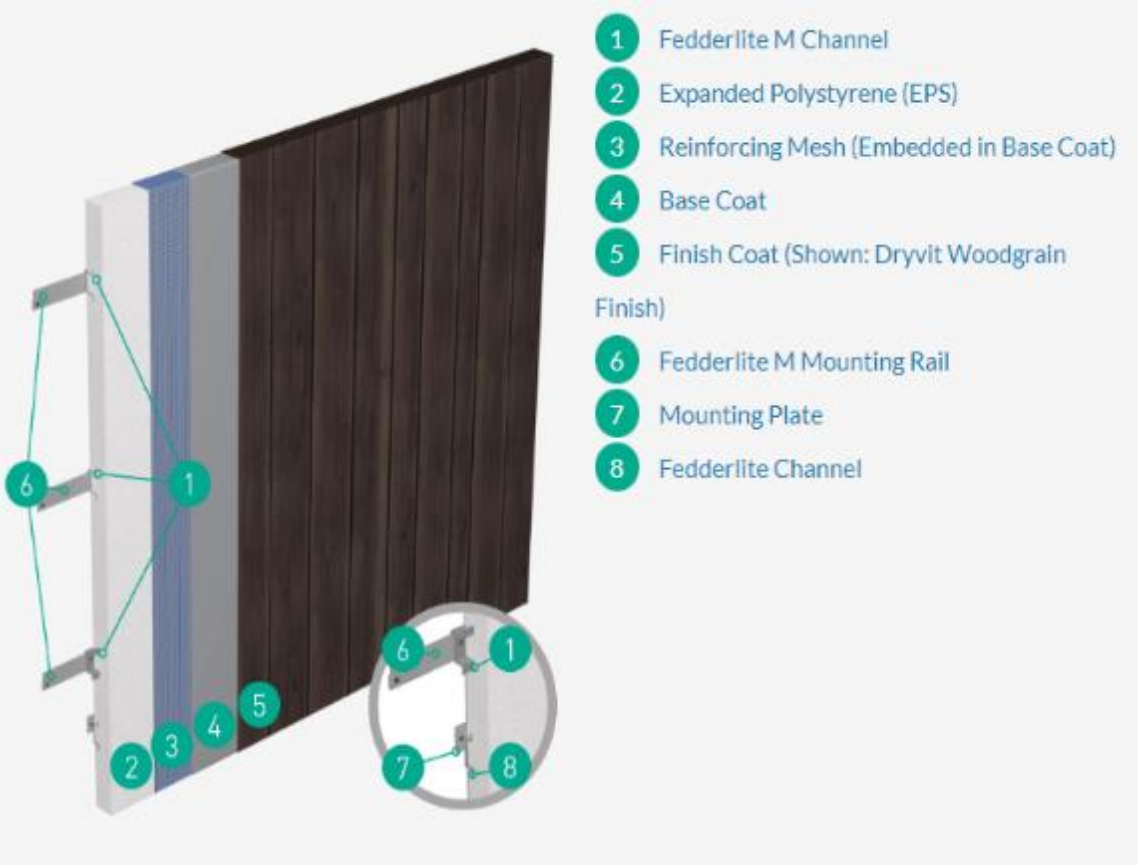
The Tremco Solution…

Fedderlite Panels

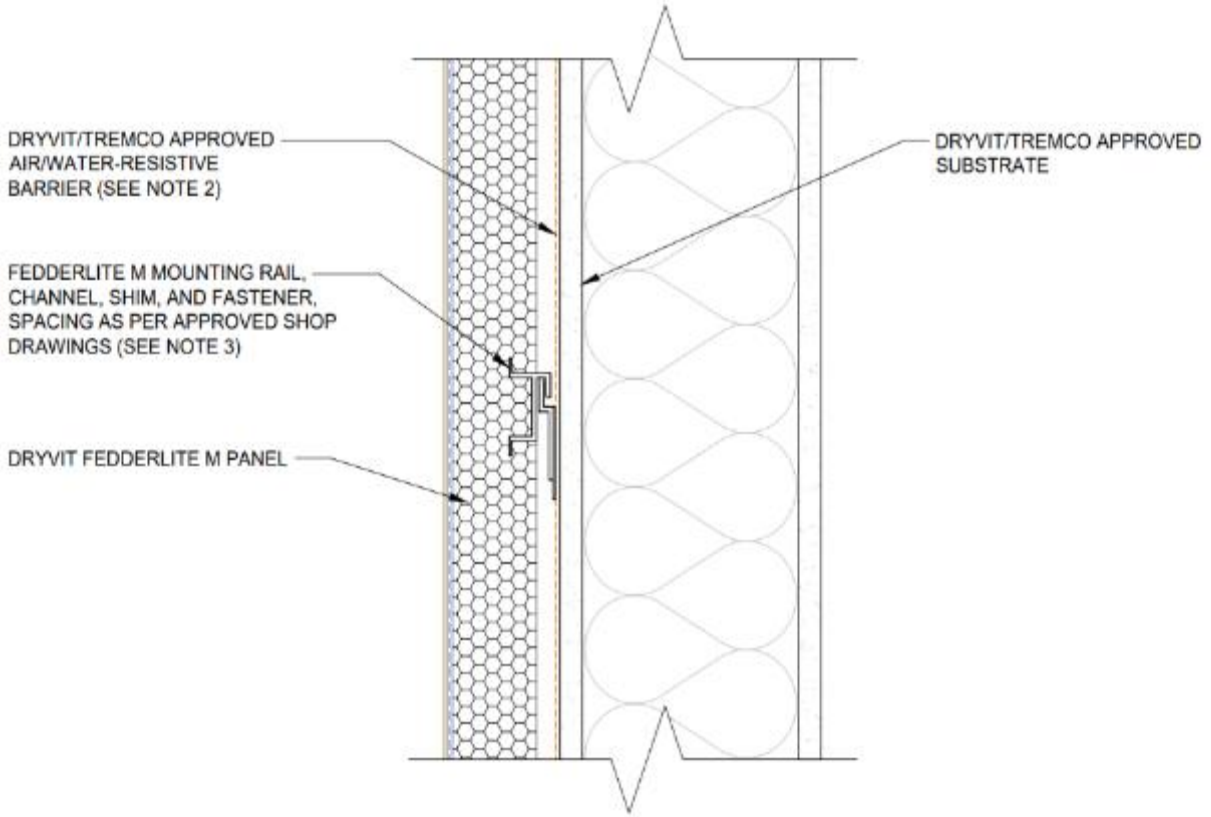
TREMCO
Construction Products Group

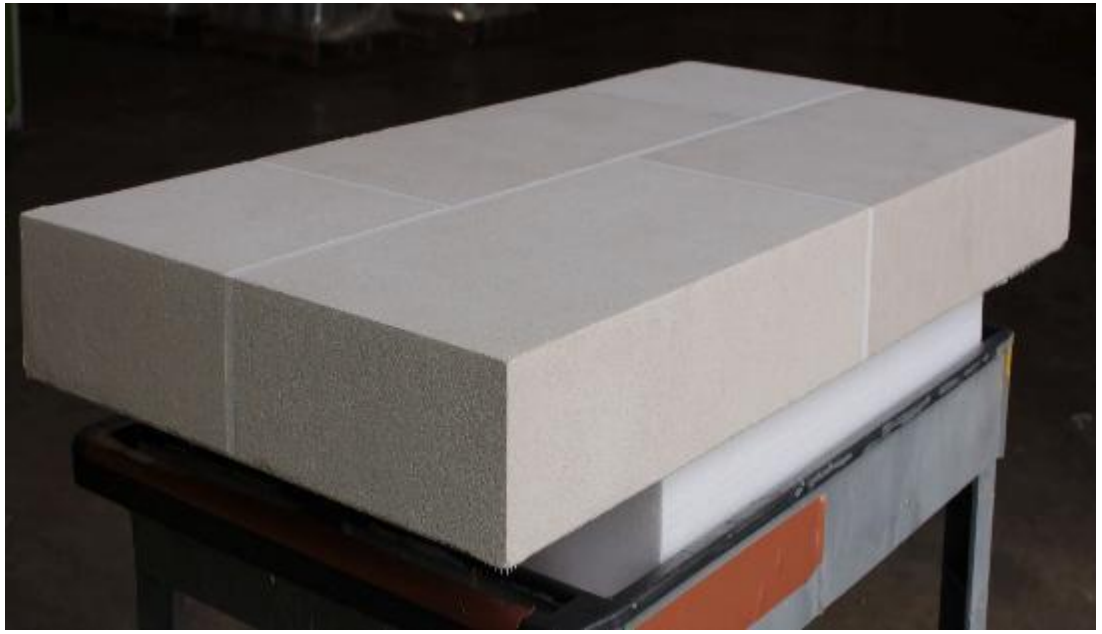
Fedderlite M

RR



1. Fedderlite M Channel
2. Expanded Polystyrene (EPS)
3. Reinforcing Mesh (Embedded in Base Coat)
4. Base Coat
5. Finish Coat (Shown: Dryvit Woodgrain Finish)
6. Fedderlite M Mounting Rail
7. Mounting Plate
8. Fedderlite Channel

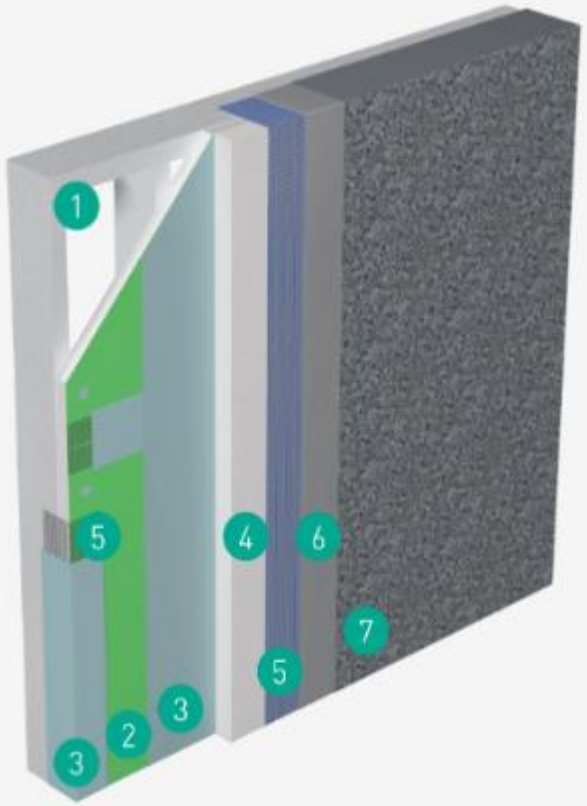




Realizing the Vision: The Addition

The Tremco Solution…

Outsulite Panels



1. Light-Gauge Steel Framing
2. Approved Sheathing
3. Backstop® Air/Water-Resistive Barrier / Dymonic® 100 Detailing Sealant
4. Expanded Polystyrene (EPS) w/ Dryvit Adhesive
5. Reinforcing Mesh (Embedded in Base Coat)
6. Base Coat
7. Finish Coat

1. Light-Gauge Steel Framing
2. Securock® ExoAir® 430 Air/Water-Resistive Barrier
3. Dymonic® 100 Detailing Sealant
4. Expanded Polystyrene (EPS) w/Dryvit Adhesive
5. Reinforcing Mesh (Embedded in Base Coat)
6. Base Coat
7. Finish Coat

Framing

Sheathing

EPS Insulation

Basecoat and Mesh

Finish!

Installation

R·R
R. RITZ ARCHITECT Inc.

Dryvit

TREMCO
Construction Products Group

The Power of One

One System. One Manufacturer. One Warranty.

NO FINGER-POINTING AMONG MANUFACTURERS

From the cladding, to the CI, to the air barrier, waterproofing, sealants, coatings and even window flashings and gaskets. All supported together by an industry leading comprehensive warranty.

SAFEGUARD YOUR LONG-TERM INVESTMENTS

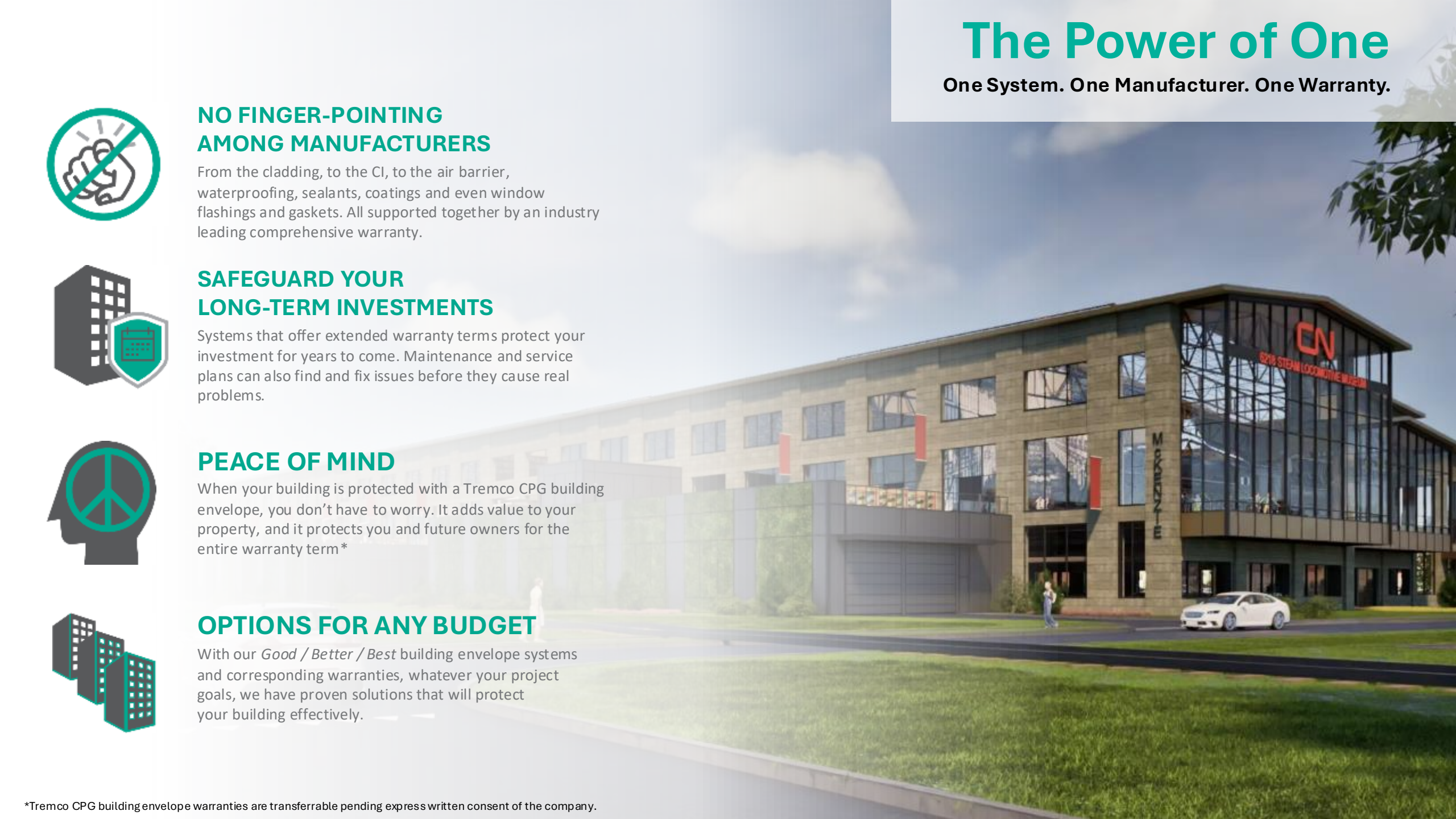
Systems that offer extended warranty terms protect your investment for years to come. Maintenance and service plans can also find and fix issues before they cause real problems.

PEACE OF MIND

When your building is protected with a Tremco CPG building envelope, you don't have to worry. It adds value to your property, and it protects you and future owners for the entire warranty term*

OPTIONS FOR ANY BUDGET

With our *Good / Better / Best* building envelope systems and corresponding warranties, whatever your project goals, we have proven solutions that will protect your building effectively.



*Tremco CPG building envelope warranties are transferrable pending express written consent of the company.

Grand Trunk Railway
(GTR) Shops

UPDATE: PHASING

R. RITZ ARCHITECT INC.

UPDATE: PHASING

RR

The phases have been renumbered as letters to provide flexibility, so any phase can occur at any time.

Phase R - Rehabilitate the Building & Finance by Indoor Parking

Phase B – Building - The development of the building's parking garage, concourse level, east wall and the locomotive area so other phases can then "just move in" to the floor area of the third-storey Concourse level.

Phase M – McKenzie - The development of the McKenzie Street Entrance, CNR Locomotive 6218 Display, East Concourse and Public Washrooms that will change the image of the building so that people will know what the finished project will look like.

Phase Y – YMCA - If the city decides to locate the SPS HQ at the existing YMCA, it will provide funds for the Y to invest in the GTR building. If the police want to develop the existing Y sooner rather than later, Phase Y would be among the first phases to proceed. This Phase includes the apartment. The profit from that development funds the remediation of the land where the pool addition is located and the capital costs to develop the three entrances and the building's common space.

Phase P – Police Station – This phase would begin after the YMCA moves into the GTR Building, allowing the existing YMCA to be renovated and expanded to accommodate the needs of the new SPS – HQ.

Phase S – Stratford - The development of this phase will be determined by the Library securing the required funding to proceed. Once the funds are available, Phase S will proceed.

Phase A – Argyle – Like Phase S, it will depend on SACC receiving funds to develop its portion of the building or on the need for the Community Event Space, as determined by the City.

PHASE R

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Rehabilitate the Building & Finance by Indoor Parking

If the building is not demolished, and the future use as well as the timing of any construction remain uncertain, it is important to protect the structure to maintain its integrity during this period of vacancy. The most critical step is to immediately rehabilitate the entire existing structure. This will involve repairing, reinforcing, and safeguarding the building to restore its structural integrity and prepare it for future reuse. Part of this process includes installing a permanent, insulated roof that is designed to support future solar panels. This approach ensures the building remains available for future development.

As noted in the RJC Engineers 2012 Structural Analysis, the scope of this project includes removing the remaining roofing and deck, sandblasting all steel to achieve a bright, clean finish, replacing and reinforcing damaged and deteriorated purlins and truss members, and reinforcing the webs and flanges of deteriorated steel columns with all steel coated with Galvafroid or an equivalent protective coating. Deteriorated concrete slab around column bases will be chipped away and replaced, and damaged mezzanine concrete will be repaired. Delaminated areas of concrete walls were removed and repaired by injecting cracks. Brick veneer, masonry infill, and cladding will be repaired, and new cladding and glazing will be installed in the existing openings. A new insulated roof assembly, including strapping and decking designed to support future solar panels, will be completed. This includes the rebuild of soffits and fascias and the installation of new roof drains and water leaders.

To use the space as a parking garage, the existing interior concrete curbs and bases will be removed, the concrete floor slab will be patched and made good, and the floor area will be line-painted to define interior parking spaces. This use will also require the building to have a sprinkler system, a carbon monoxide exhaust and fresh air supply system, interior and emergency signaling, eight exterior exits, two temporary user entrances with parking POS, four automatic sectional doors for vehicle access and egress, and parking garage equipment to operate the system that will finance the building rehabilitation.

PHASE R

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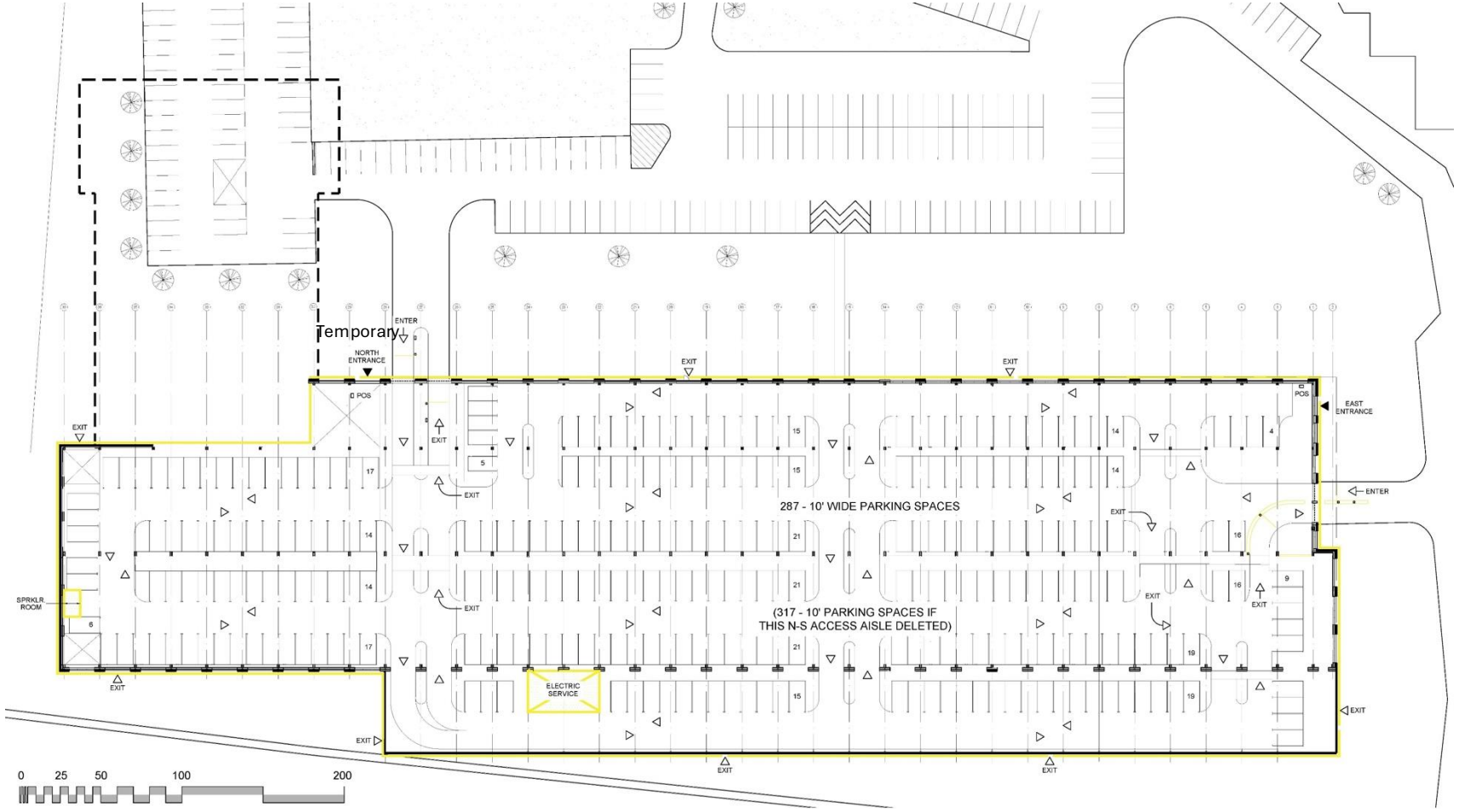
Rehabilitate the Building & Finance by Indoor Parking



PHASE R

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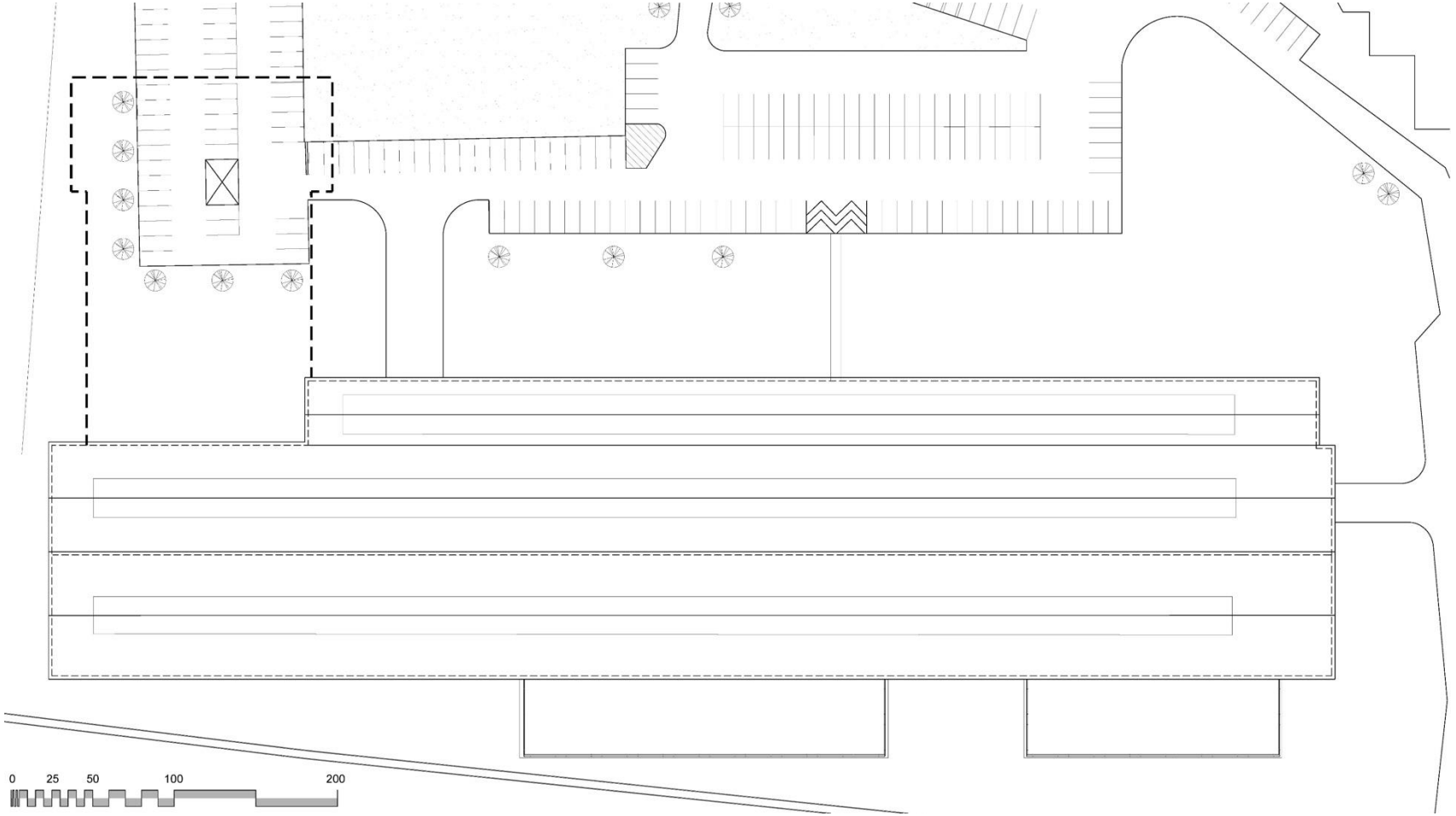
Rehabilitate the Building & Finance by Indoor Parking - Roof



PHASE B - Building

Development of the Second Storey Parking Garage, Third Storey Concourse Level, East Wall Extension, Locomotive Area and Lowering the Annex Roof

This would be the first phase if the building is developed as proposed. In addition to the work completed in Phase B, the construction in this phase is to accommodate the subsequent phases so they can just “move in”.

This phase includes constructing additional floor levels within the building by leveraging the robust capacity of the existing steel columns, which once supported the dynamic live loads of the 200-ton crane beam. Although the columns have significant bearing capacity, limitations of precast floor spans and loads applied for the 50 PSF second-storey parking, the 150 PSF section of the Concourse Level Library, and the 150 PSF section of the fourth-storey Library required two lines of precast concrete columns and helical pier foundations to be added midspan in each bay.

Although the clear height to the underside of the existing trusses are 35 feet in the 65 feet wide bay and 50 feet in the 70 feet wide bay, they are a challenge for cranes installing precast columns and the hollow core floor system that resulted in additional crane set up time to build smaller areas of the floor versus one set up time for larger areas of the floor.

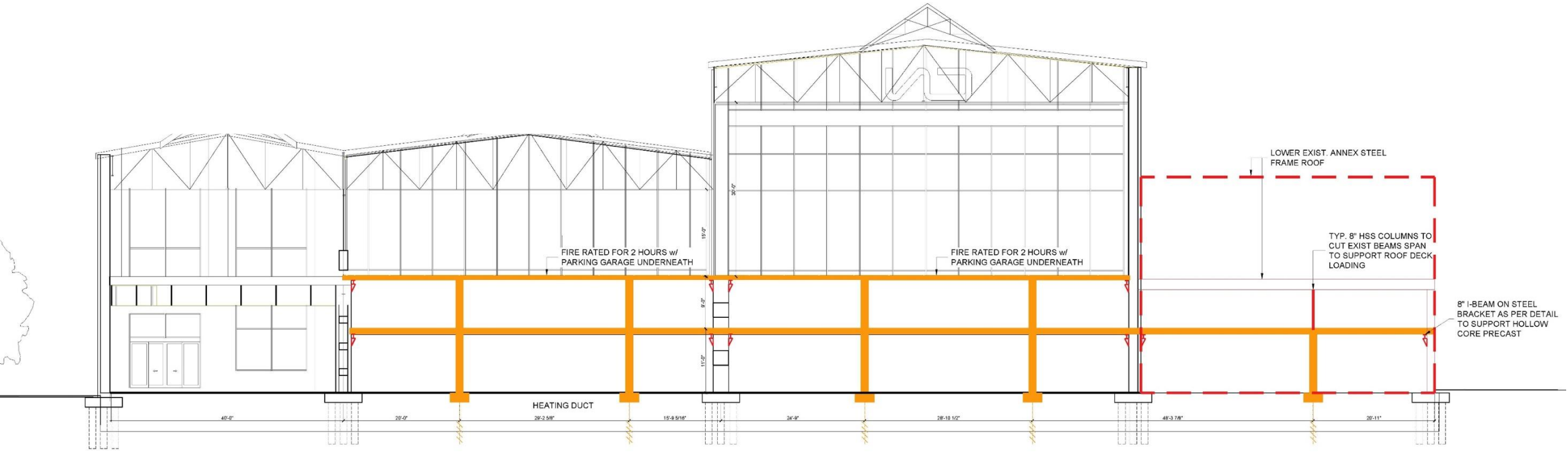
Reinforced cast-in-place concrete columns bearing on helical piers will bear the suspended, reinforced concrete floor system supporting the cantilevered east extension curtain wall window system, 100 PSF floor, 50 PSF roof and also the 1,000 PSF floor supporting the locomotive.

The structure of the third-storey Concourse Level is 20 feet above the existing floor inline with the existing reinforced concrete mezzanine. The second-storey parking garage is 11 feet above the existing floor, allowing about 10 feet of clear height under the vehicle bridge to the Argyle Pedestrian path.

The roof system is similar to Phase R; however, the roof of the 65-foot bay over the locomotive is raised, and skylights are added, as it is more economical to install skylights as part of the work rather than roofing over the skylights, removing the new roof, and installing skylights later.

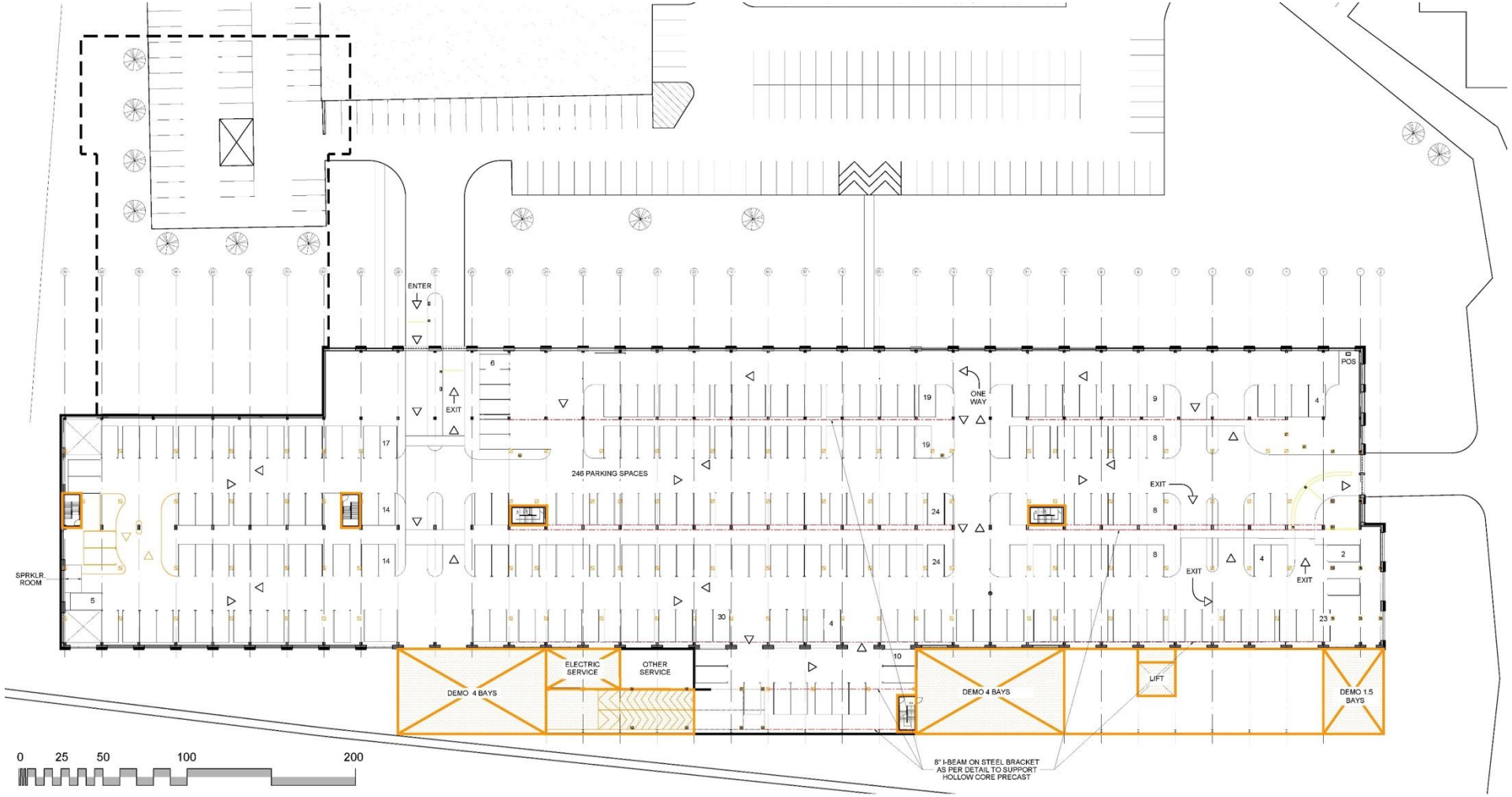
Sections of the Mezzanine and Annex are demolished to create entrances and streets through the building, and the Annex roof is lowered to accommodate future rooftop patios. A freight elevator shaft would be developed in the Annex's east section.

PHASE B – Building Parking & Concourse Level - Section

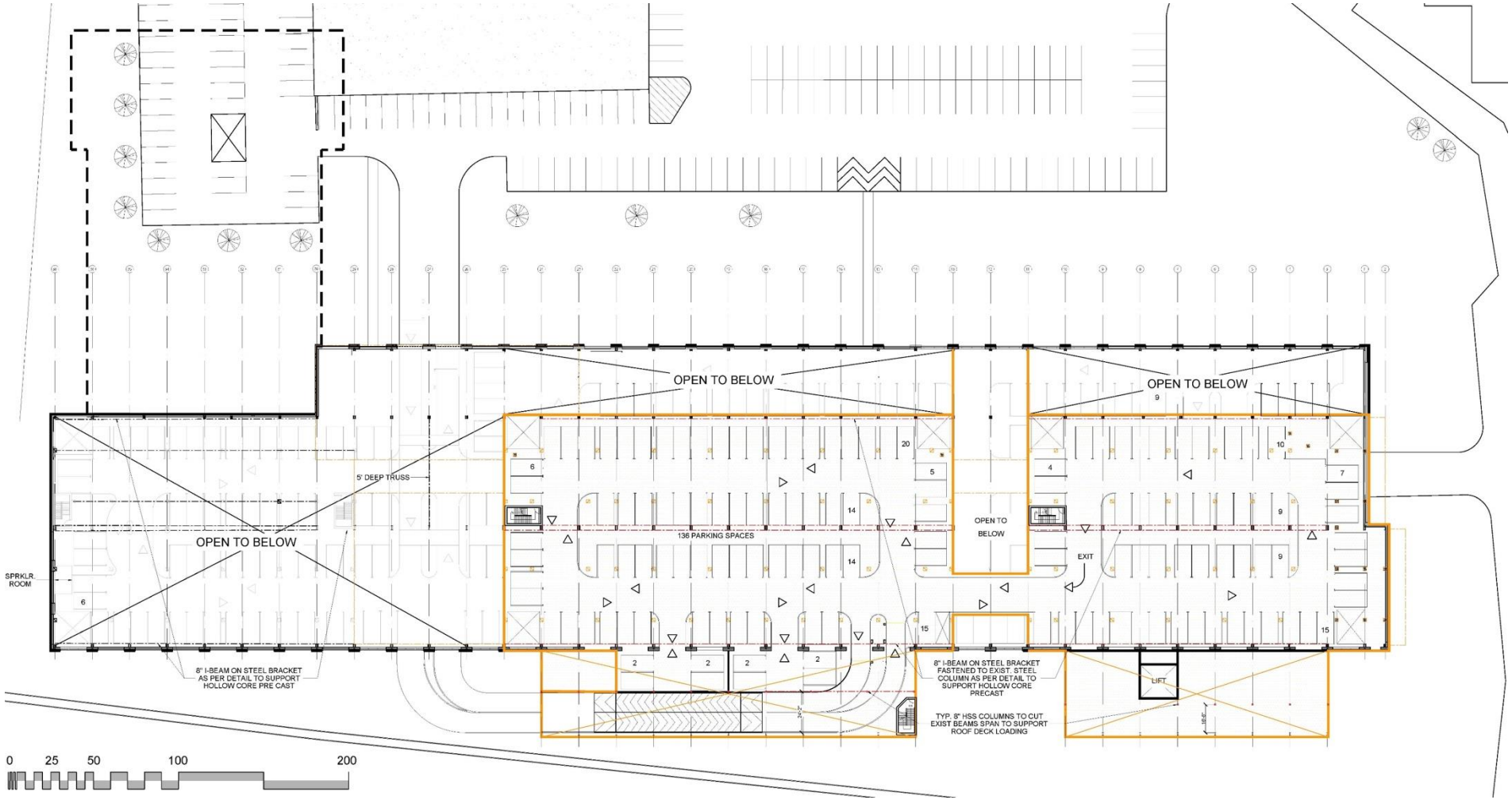


PHASE B – Building Parking & Concourse

Level - First

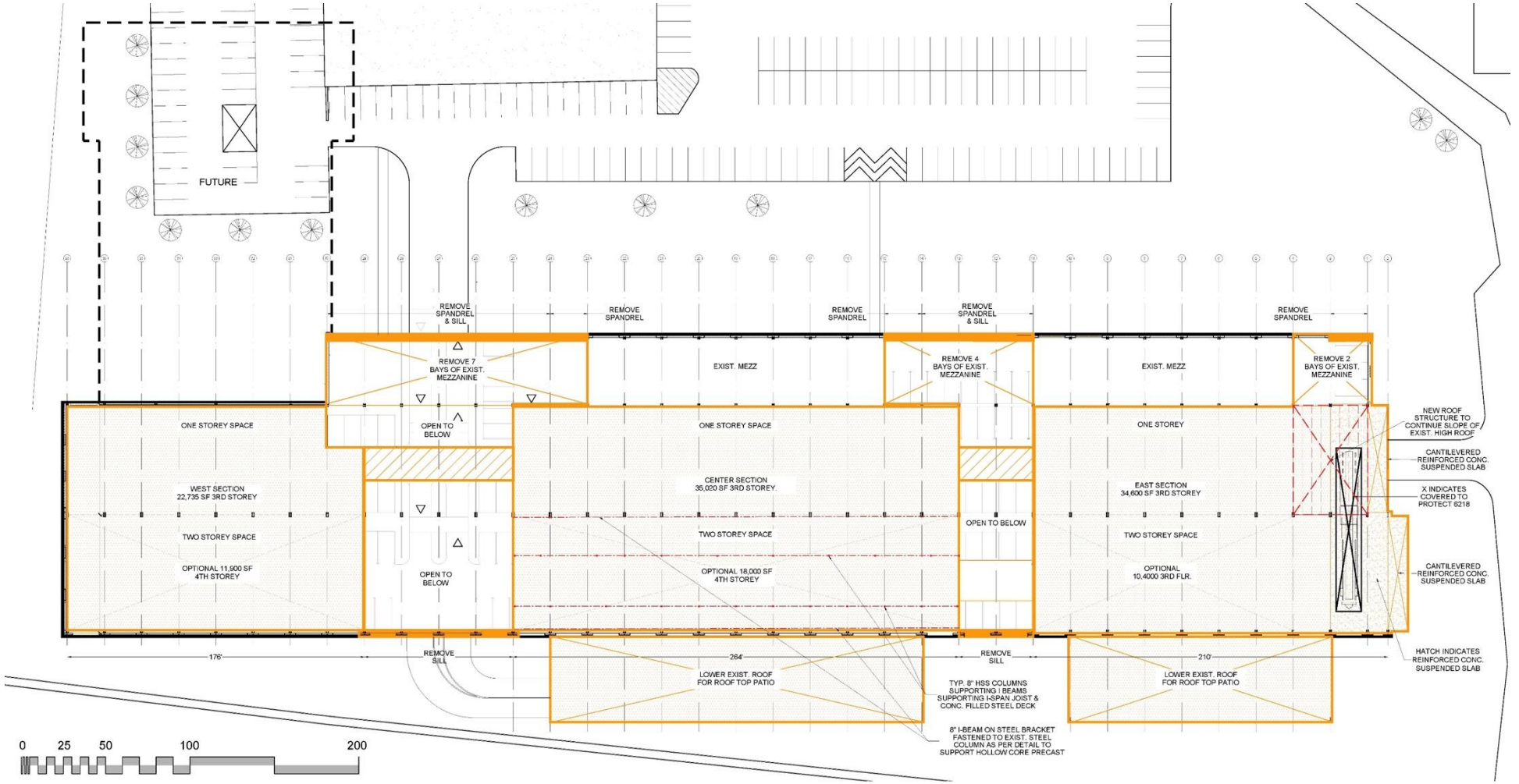


PHASE B – Building Parking & Concourse Level - Second



PHASE B – Building Parking & Concourse Level – Third - Concourse

RR



PHASE M – McKenize Street Entrance & CNR 6218 Locomotive

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PHASE M – Mckenize Street Entrance & CNR 6218 Locomotive

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Phase M – McKenzie – The development of the McKenzie Street Entrance, CNR Locomotive 6218 Display, East Concourse and Public Washrooms that will change the image of the building so that people will know what the finished project will look like.

Preferably, at an early stage, confirm if we can still acquire and transport CNR Locomotive 6218 to Stratford at no or low cost, at which time this phase would proceed. This is an important element in the project, as the operation of the railways' repair shops, where this locomotive was last overhauled, was in this building in the heart of the city, and for decades, it was also the heartbeat of the city. It enabled many advancements and activities and improved those already in the city.

The project involves lifting and lowering the 6218 unit through the roof and placing it on rails flush with the concourse floor and 1.5 feet above the cantilevered extension floor. This height ensures the bottom of the locomotive wheels is visible through the east curtain wall glazing from Downie Street. Flood and skylights illuminate 6218. A 42-inch-high tempered glass guard would be installed around the locomotive to deter climbing. Vertical access from the entrance level at grade is via an elevator and stairs to the second-level parking and to the third-storey Concourse Level, which is also served by two escalators.

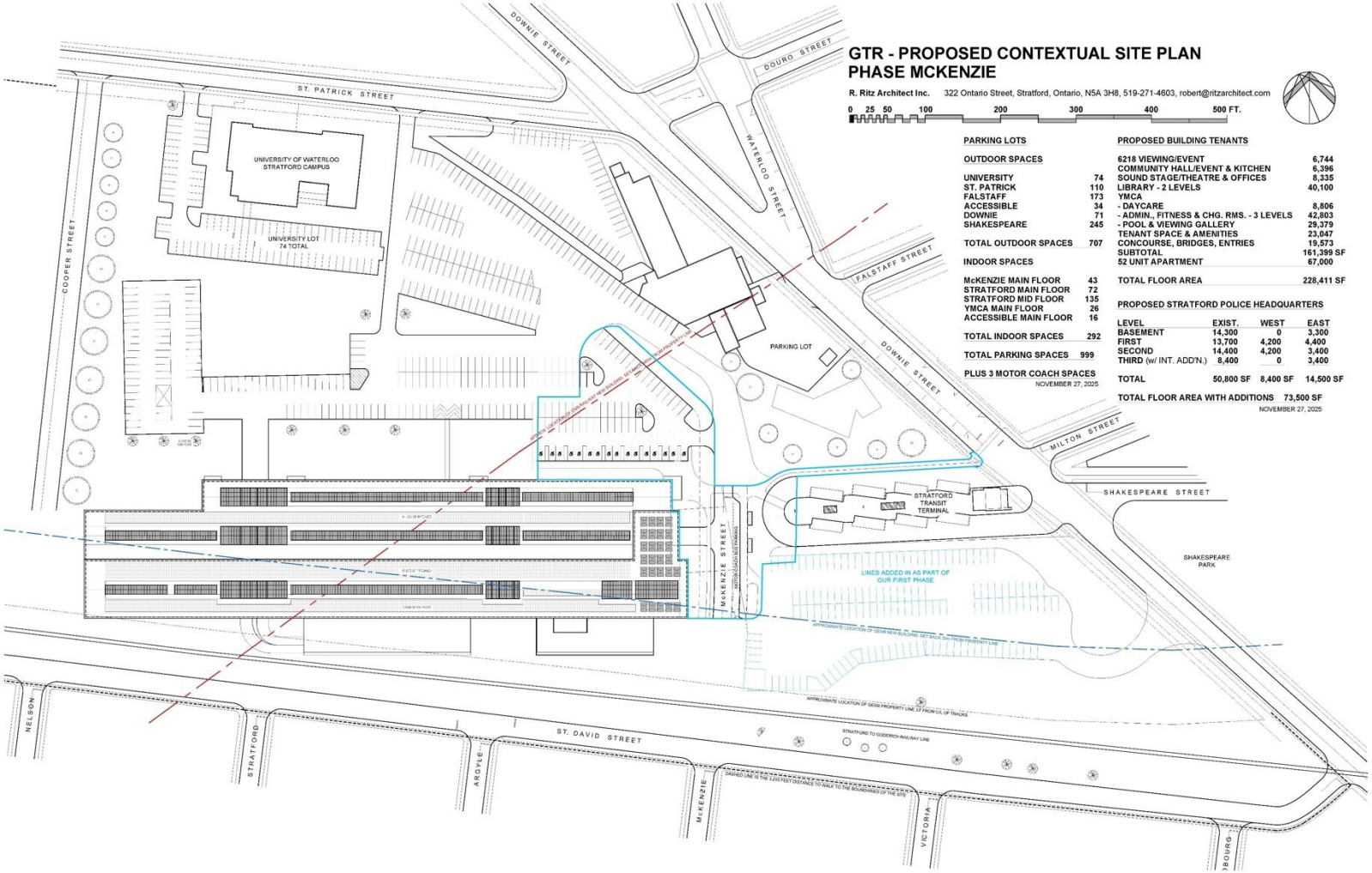
The walls of the 20 foot wide East Concourse, centered in the 65 feet Bay, are developed and ready to be "punched" with openings to access other parts of this floor area, ending at an exit stair at the west end of the Concourse. The washrooms on the Concourse would have the capacity to accommodate the assembly uses anticipated for this section of the building.

A temporary wall would be constructed between the 6218 Display and the remainder of the building and removed as the remaining floor area is developed in the 70 foot Bay.

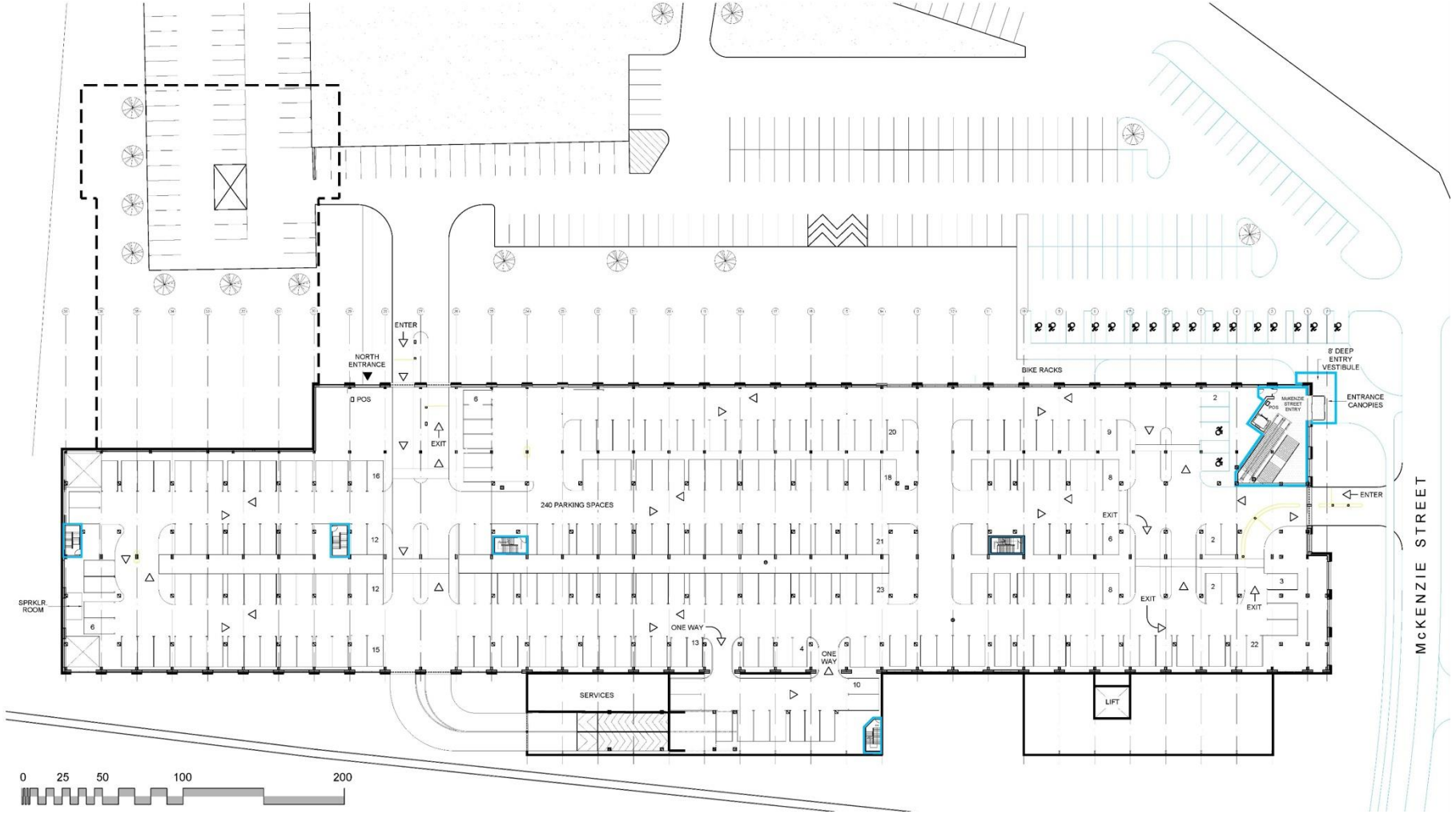
The Parking Garage POS will be moved to the interior of this entrance, replacing the Temporary East Entrance.

A living wall honouring the region's indigenous peoples is proposed for installation above and around the elevator.

PHASE M – Mckenize Street Entrance & CNR 6218 Locomotive - Site

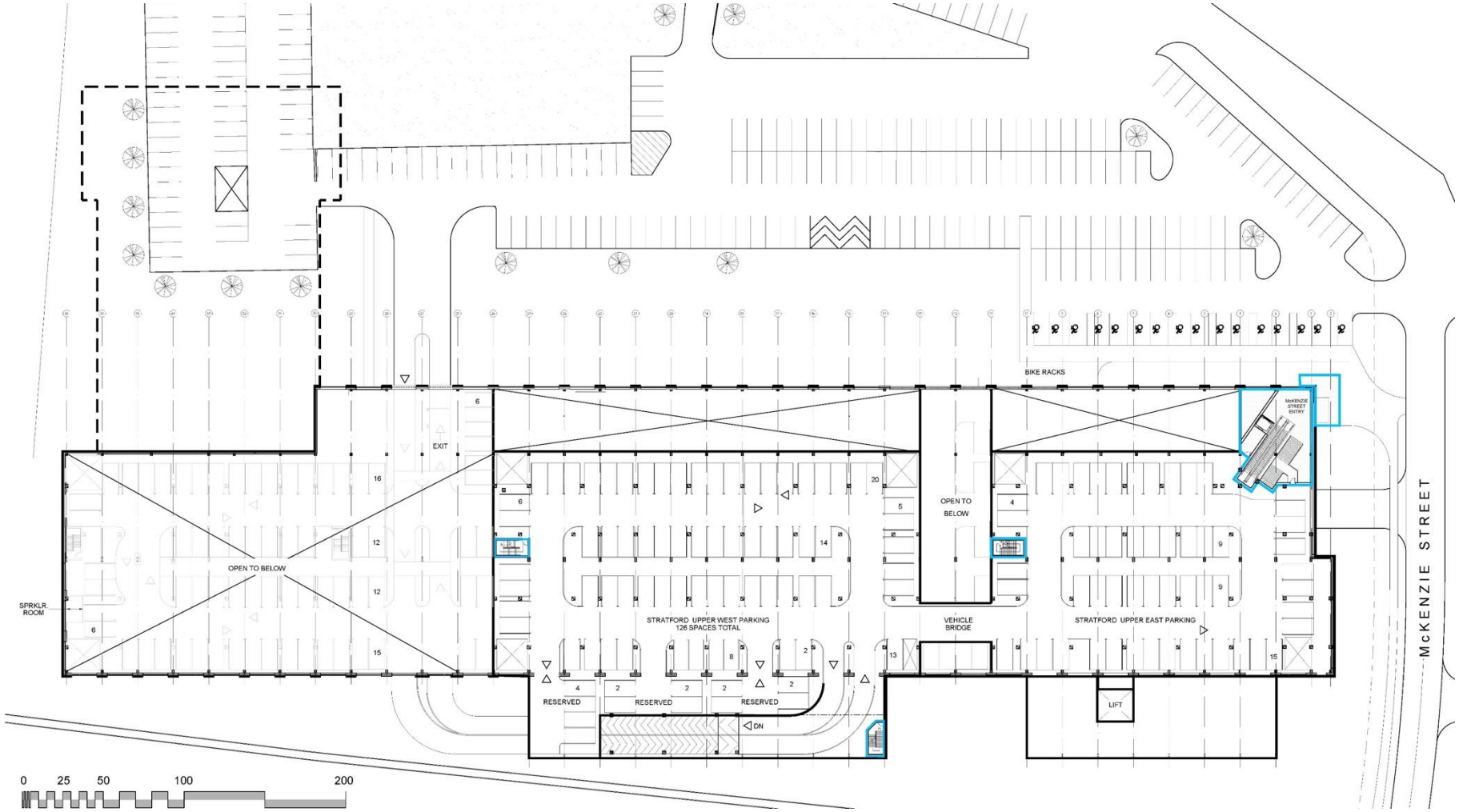


PHASE M – Mckenize Street Entrance & CNR 6218 Locomotive - First

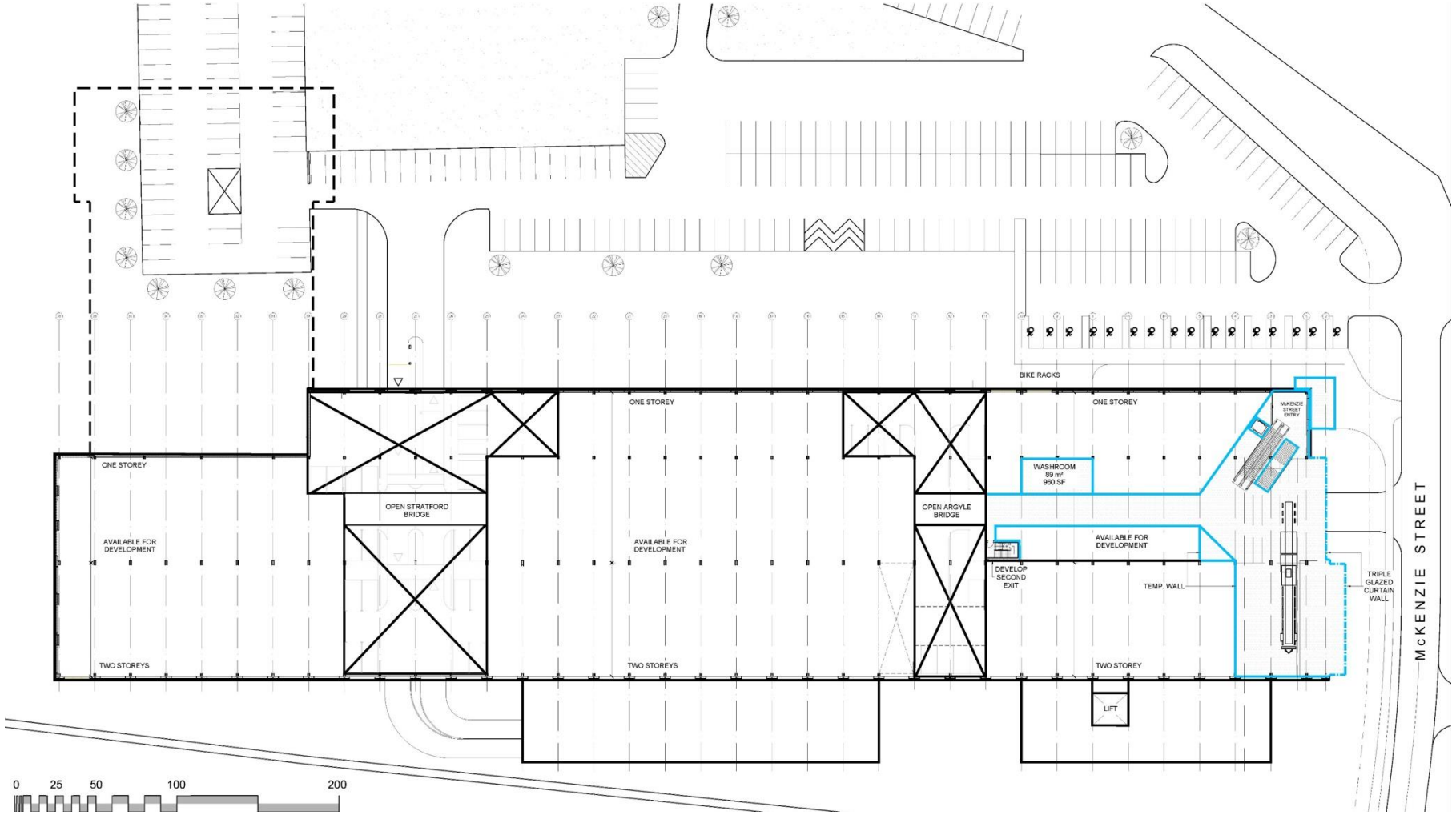


PHASE M – Mckenize Street Entrance & CNR 6218 Locomotive – Second Storey Parking

RR

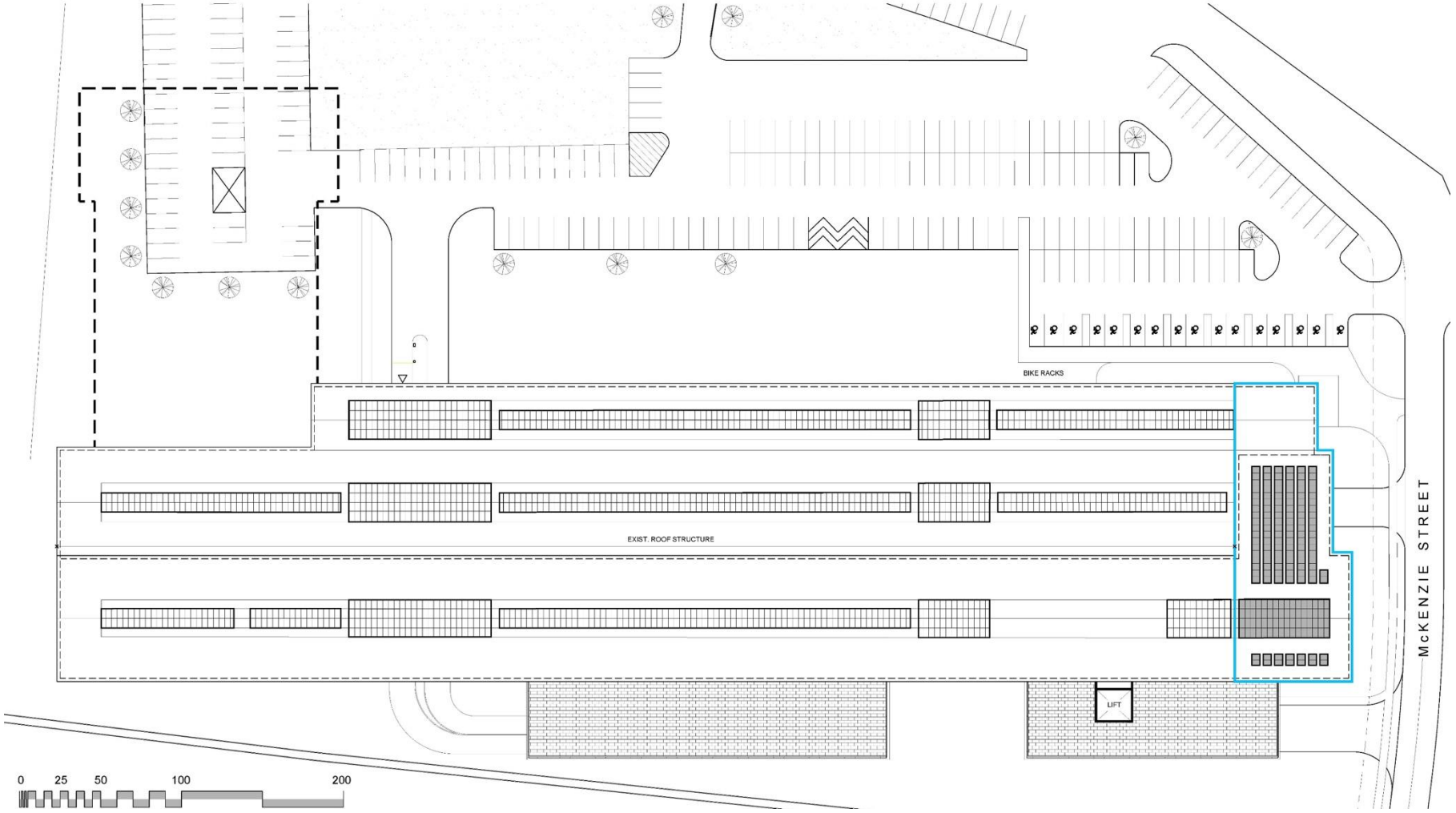


PHASE M – Mckenize Street Entrance & CNR 6218 Locomotive – Third Storey - Concourse Level



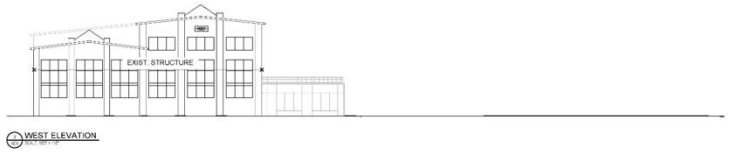
PHASE M – Mckenize Street Entrance & CNR 6218 Locomotive – Roof

RR



PHASE M – Mckenize Street Entrance & CNR 6218 Locomotive – Elevations

RR



PHASE A – Argyle Entrance & East Concourse

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PHASE A – Argyle Entrance, Community Event Space, Theatre & Restaurant

Phase A – Argyle – The development of the Argyle Pedestrian Path Entrance, Community Event Space, Theatre and Restaurant.

The timing for this phase will depend on SACC securing funding to develop its section of the building or on the City's assessment of the necessity for the Community Event Space. This space could potentially replace the event space at the Agriplex and help expand the fifeety-five-plus programs offered there.

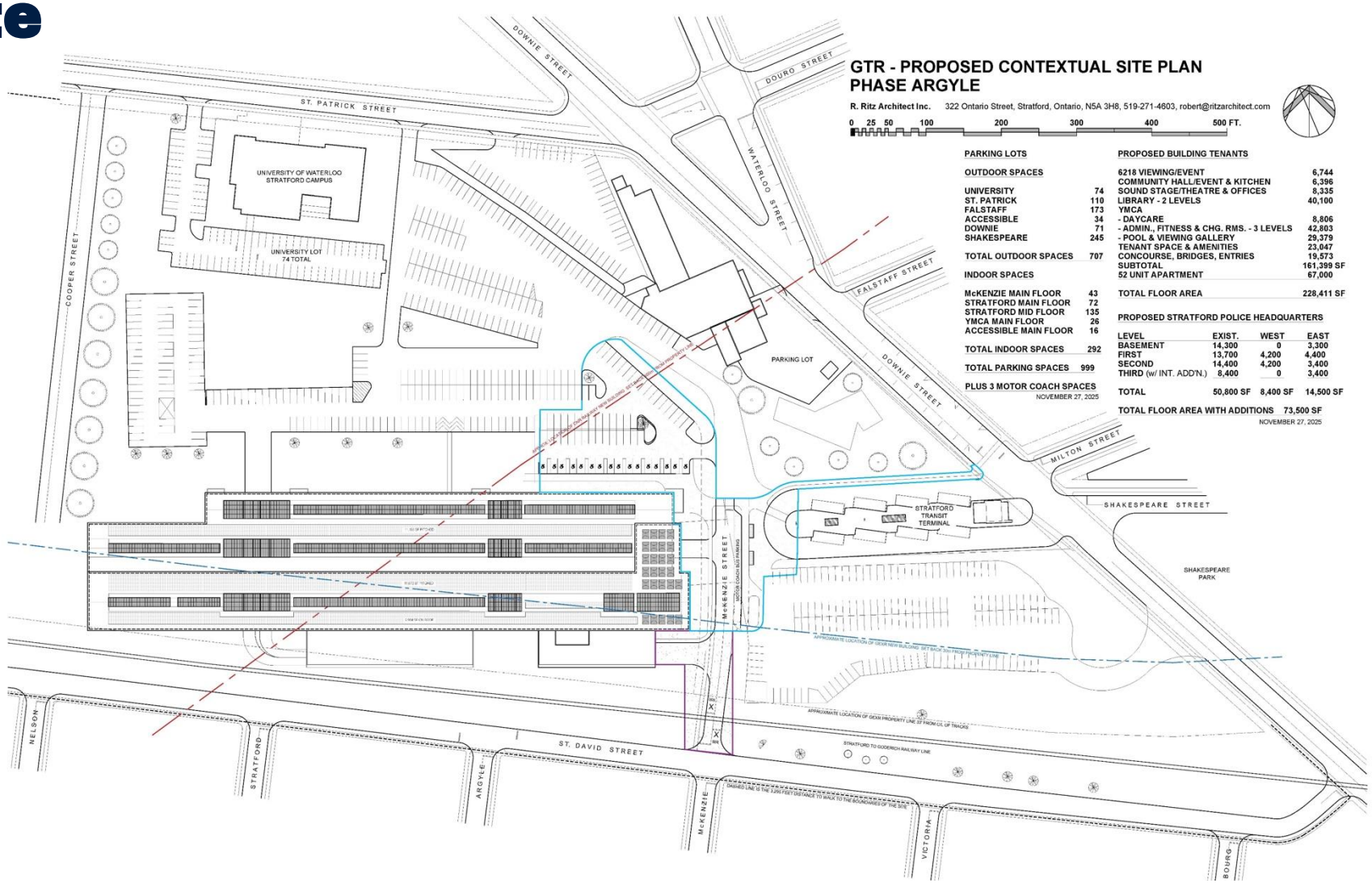
The project involves developing an acoustically designed 400-seat symphony theatre with removable acoustic backstage wall, a foyer with west windows to the Argyle Pedestrian Path, additional washrooms, a rehearsal hall, office space, 200 non-fixed tables and chairs event space, three movable walls between theatre and event space, event space and 6218 and 6218 and East Concourse for a larger event space, 100 seat restaurant with a commercial kitchen to cater the event space, the theatre and open to serve users of this section of the Concourse, access to the roof top patio, freight elevator, interior loading dock and waste management.

Vertical access from the entrance level at grade is via a large elevator and stairs to the second-level parking and to the third-storey Concourse Level, with space for two future escalators.

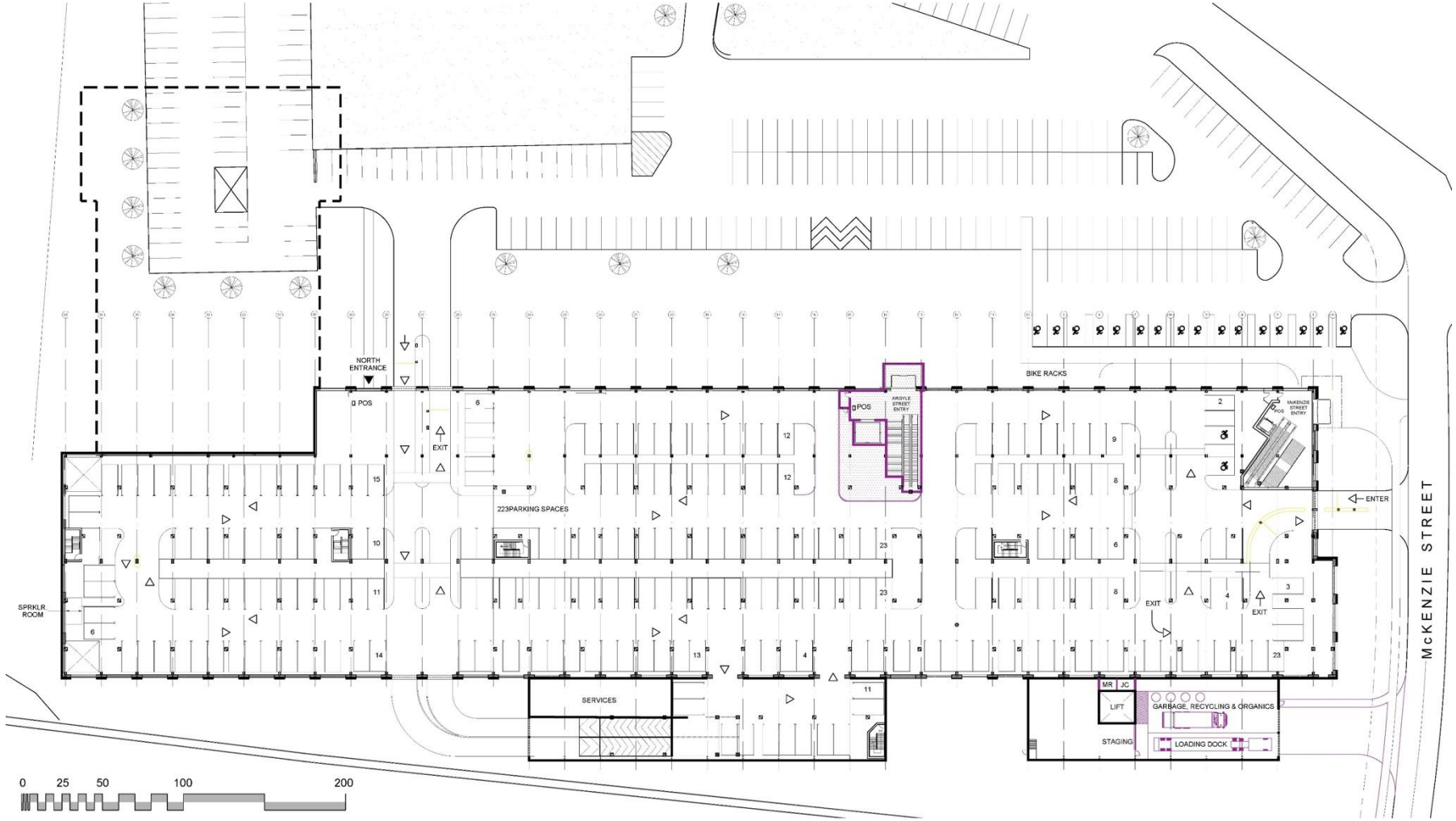
A Parking Garage POS would be added inside this entrance.

A living wall honouring the region's indigenous peoples is proposed for installation above and around the elevator.

PHASE A – Argyle Entrance & East Concourse - Site

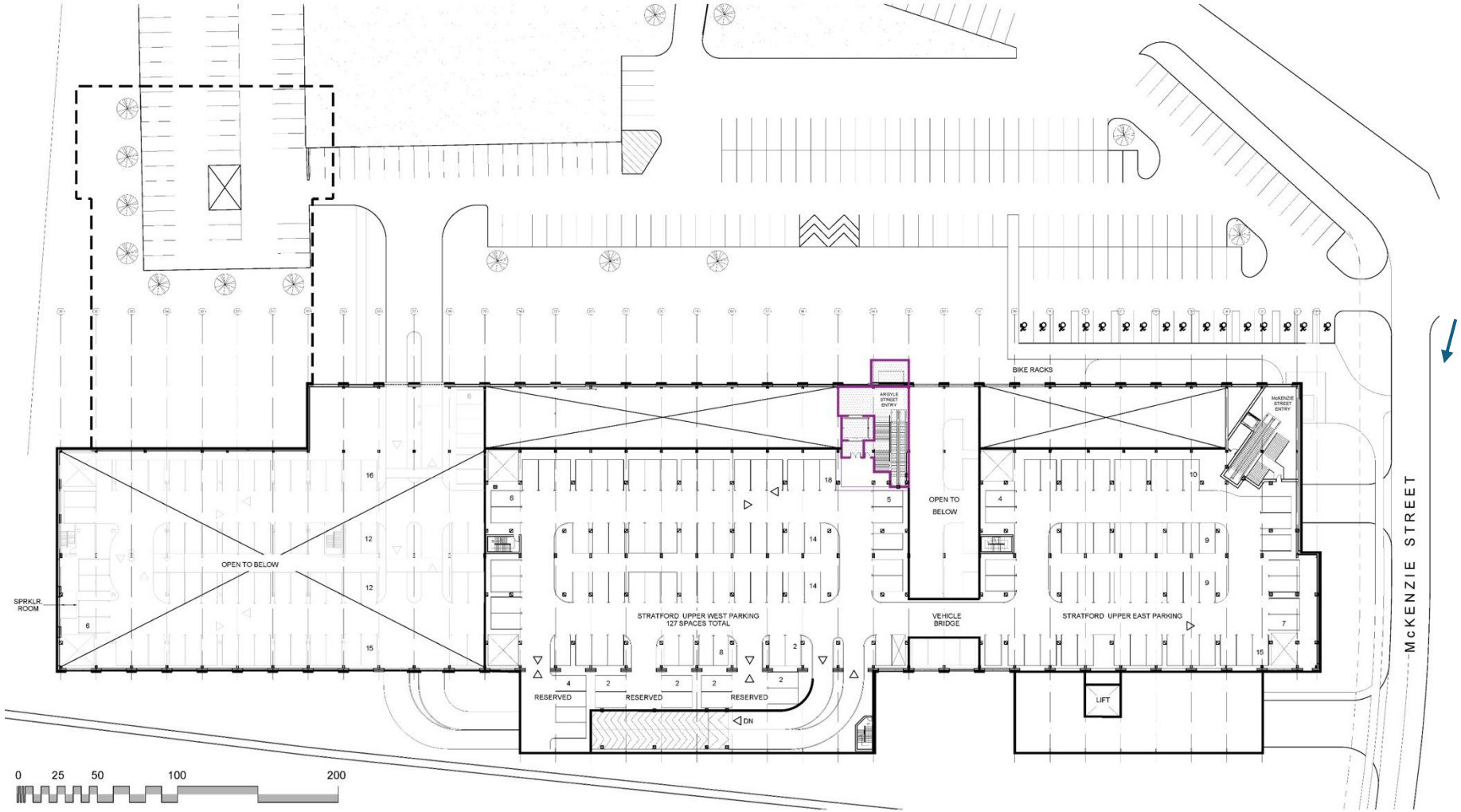


PHASE A – Argyle Entrance & East Concourse - First

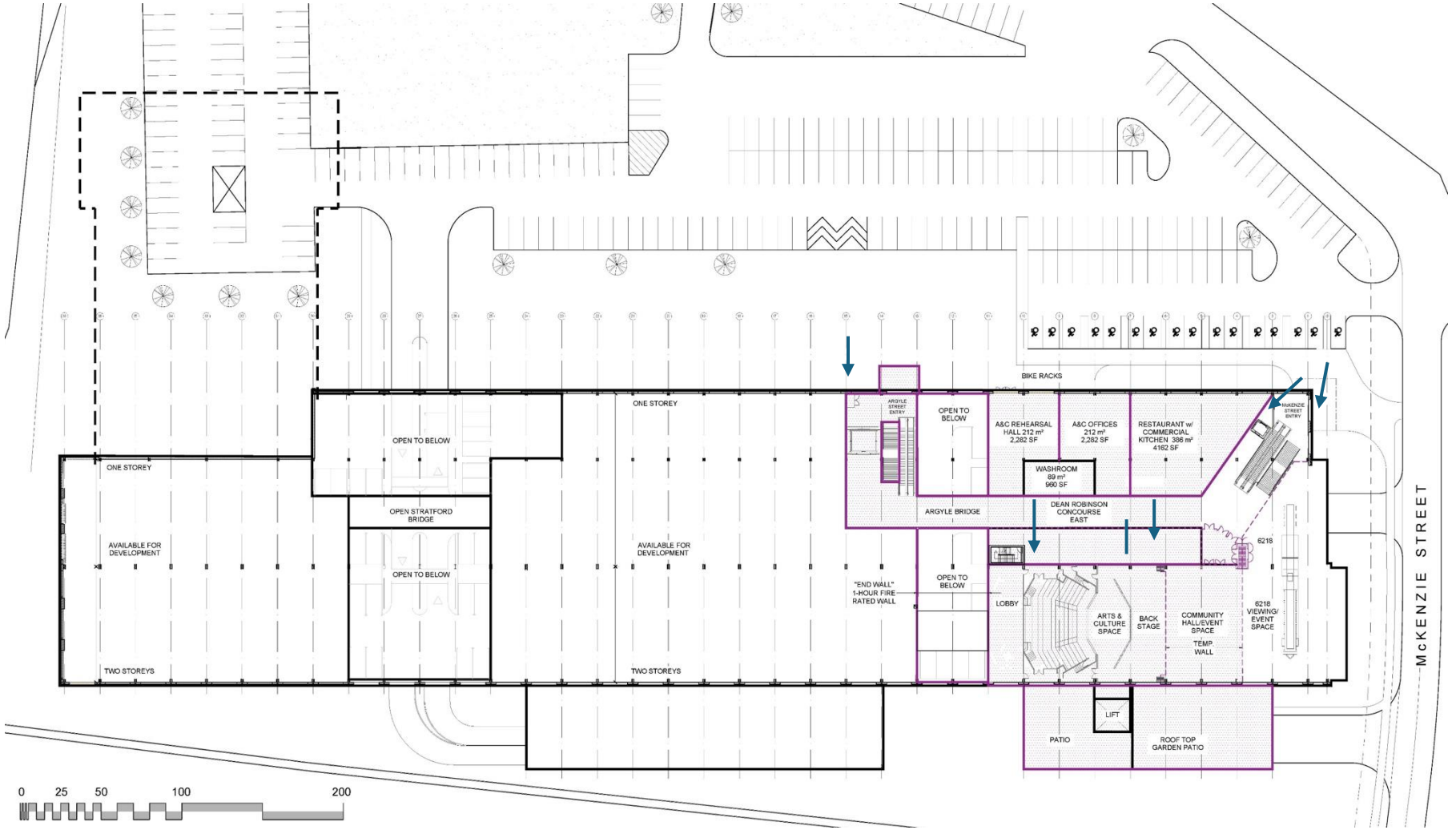


PHASE A – Argyle Entrance & East Concourse - Second

RR

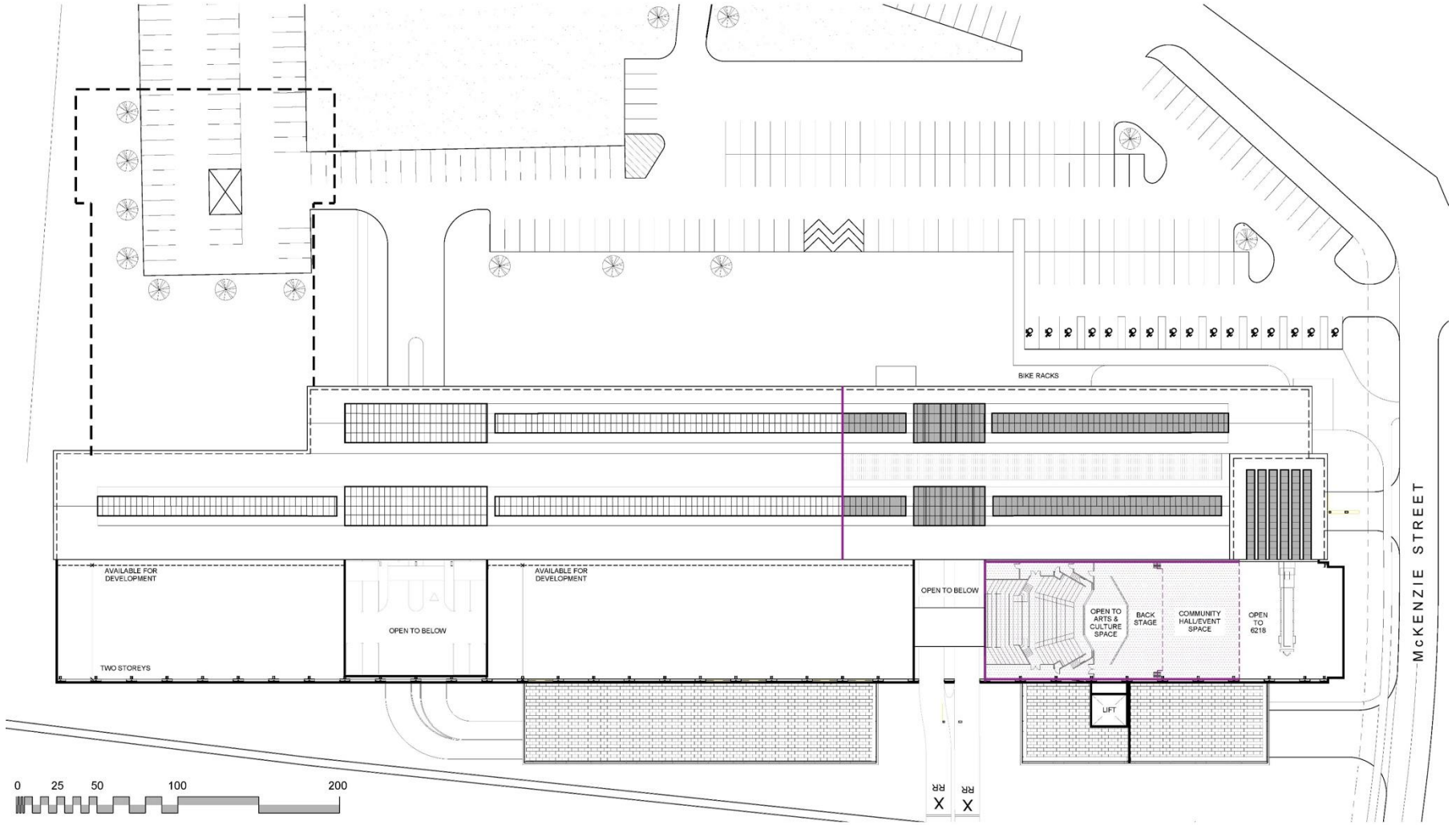


PHASE A – Argyle Entrance & East Concourse - Second

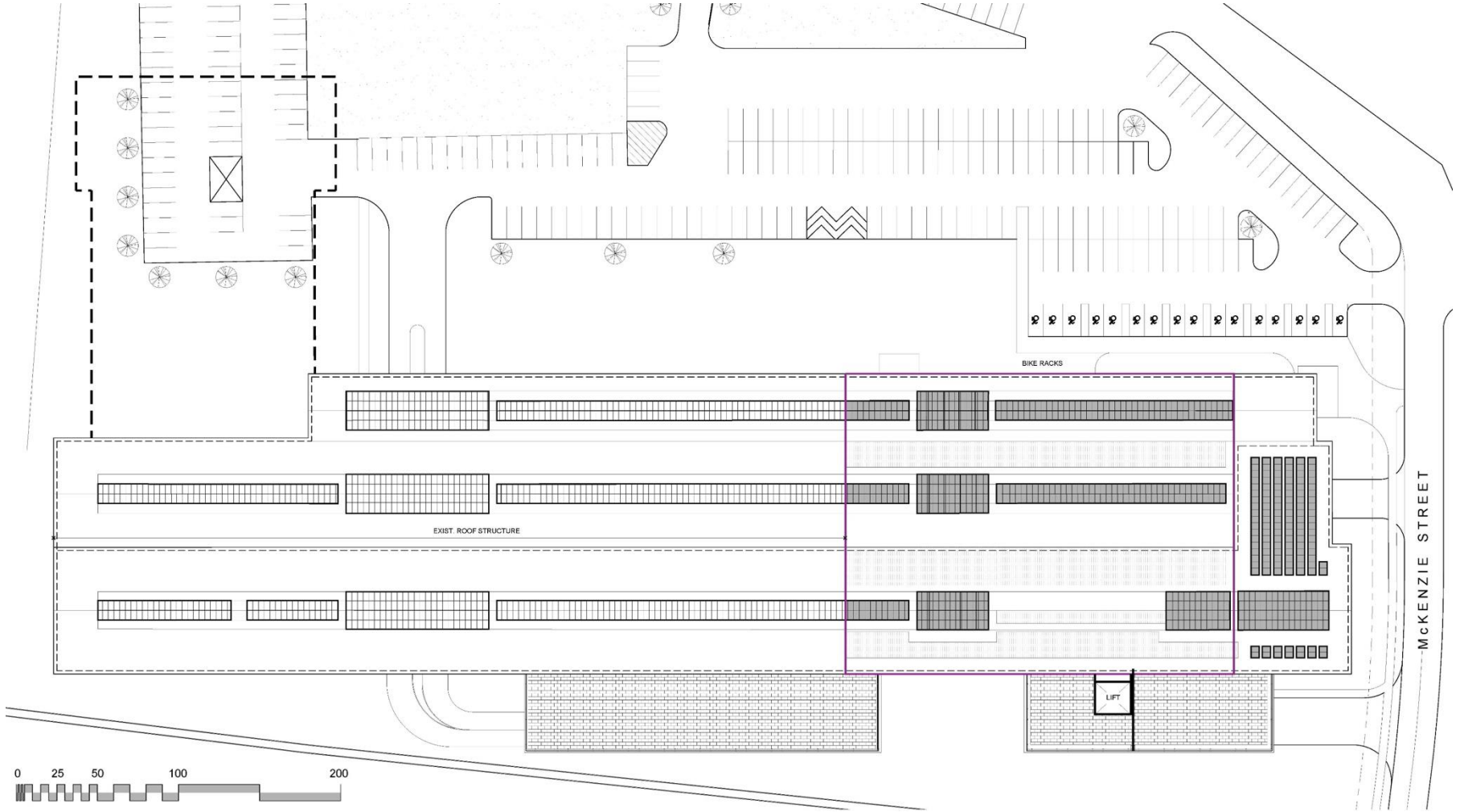


PHASE A – Argyle Entrance & East Concourse - Roof/Fourth

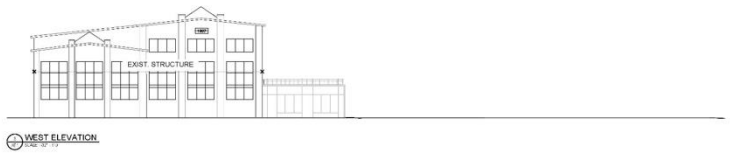
RR



PHASE A – Argyle Entrance & East Concourse - Roof



PHASE A – Argyle Entrance & East Concourse - Elevation



PHASE S – Stratford Entrance, Childcare, Library, Clinic, West Concourse

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PHASE S – Stratford Entrance, Childcare, Library, Clinic, West Concourse

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Phase S – Stratford – the development of the Childcare, Library, Medical Clinic and West Concourse. The timing for this phase will depend on when these tenants can secure funding to develop this section of the building.

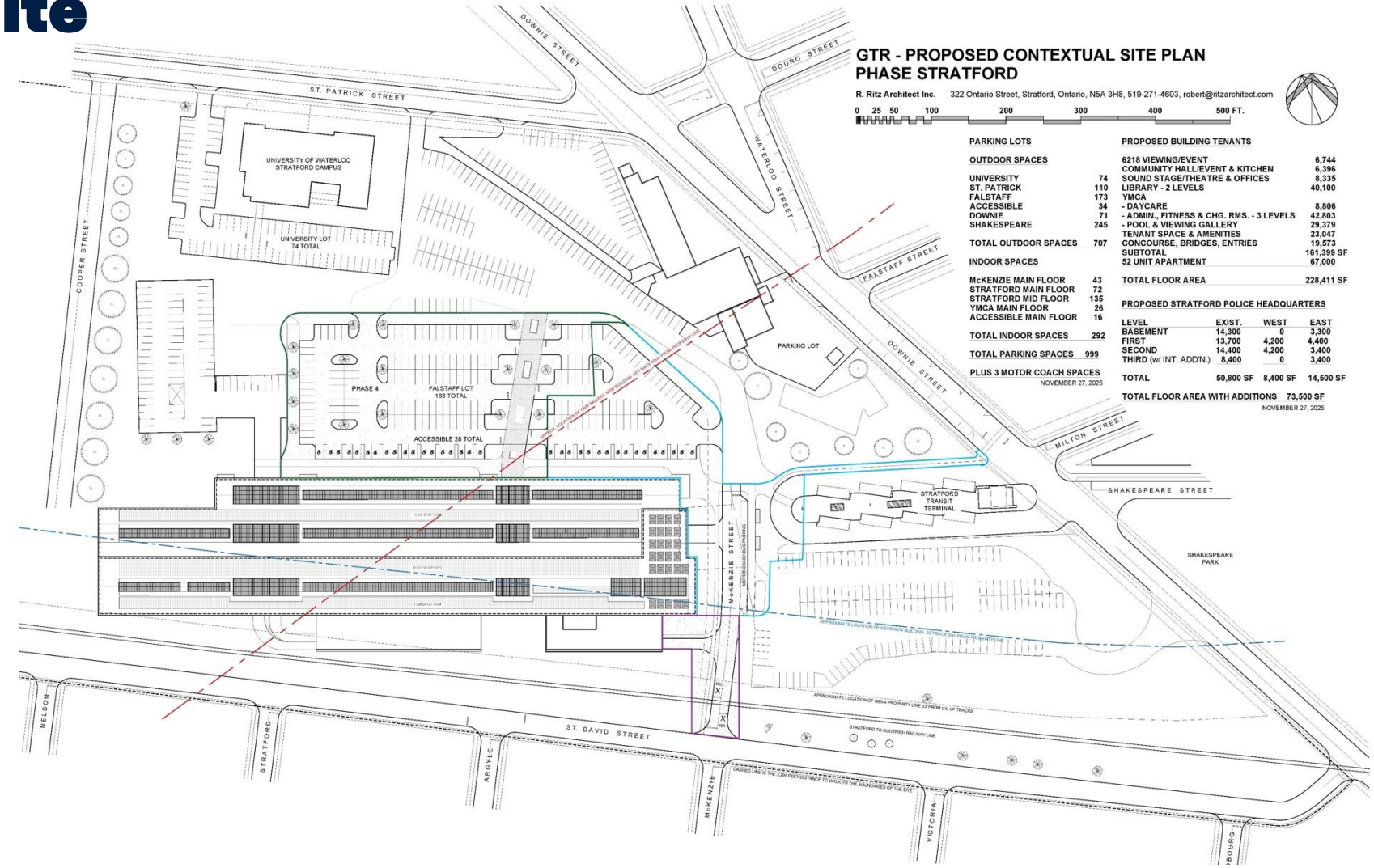
The project entails developing a Childcare facility operated by the YMCA, serving 98 children, with an outdoor play space on a rooftop patio. Additionally, it will include a 40,000 square feet two-level Library with exterior windows on three sides and access to a dedicated rooftop patio. Accessibility between levels within the Library is provided by a LULA. The Library's area may be reduced if it shares facilities with the theatre, event space, and the 6218 display area. This phase also includes developing an 11,460 SF municipally managed Medical Clinic.

Vertical access from the entrance level at grade is via a large elevator and stairs to the second-level parking and to the third-storey Concourse Level, with space for two future escalators.

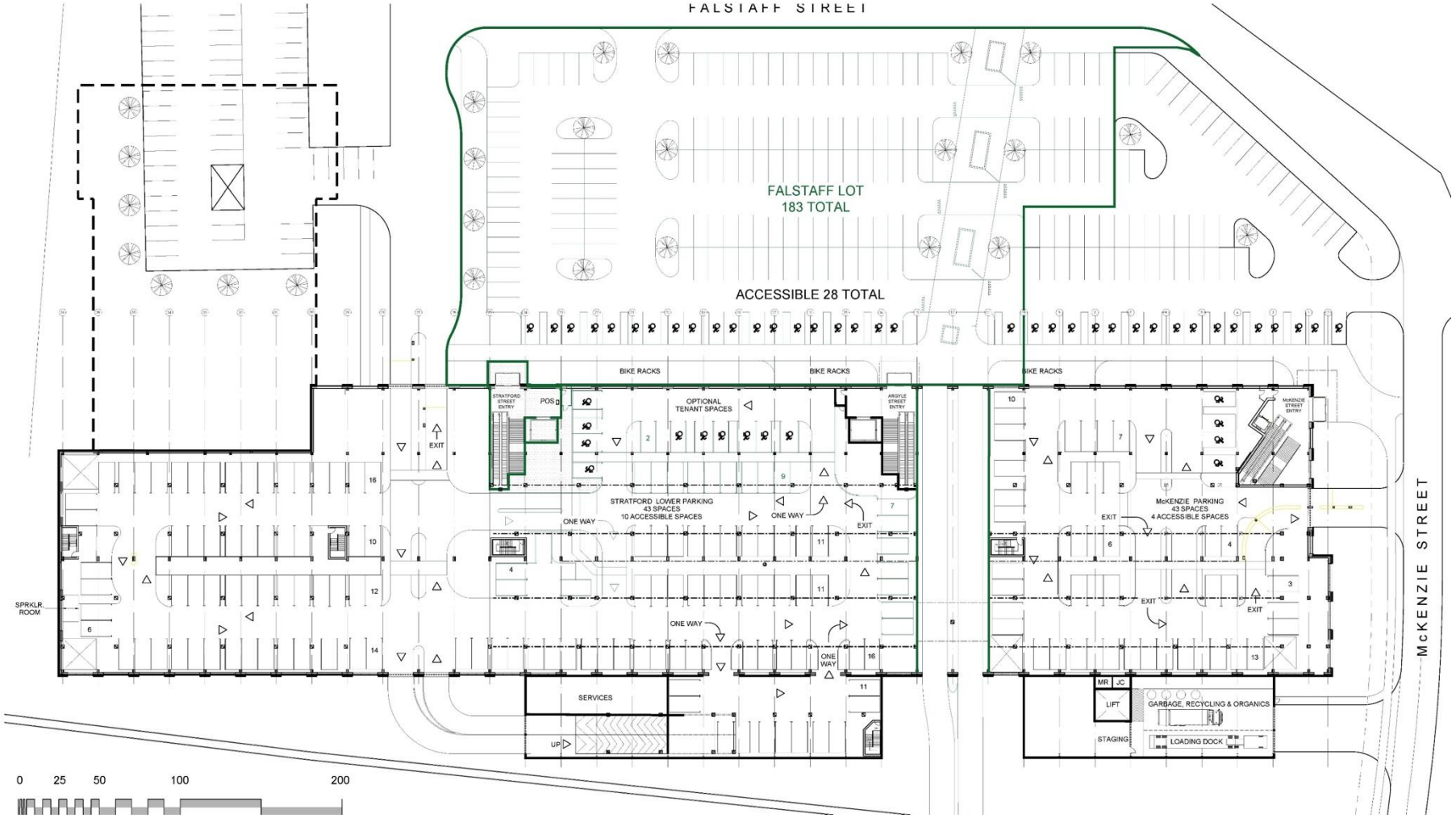
The Parking Garage POS will be moved to the interior of this entrance, replacing the Temporary North Entrance.

A living wall honouring the region's indigenous peoples is proposed for installation above and around the elevator.

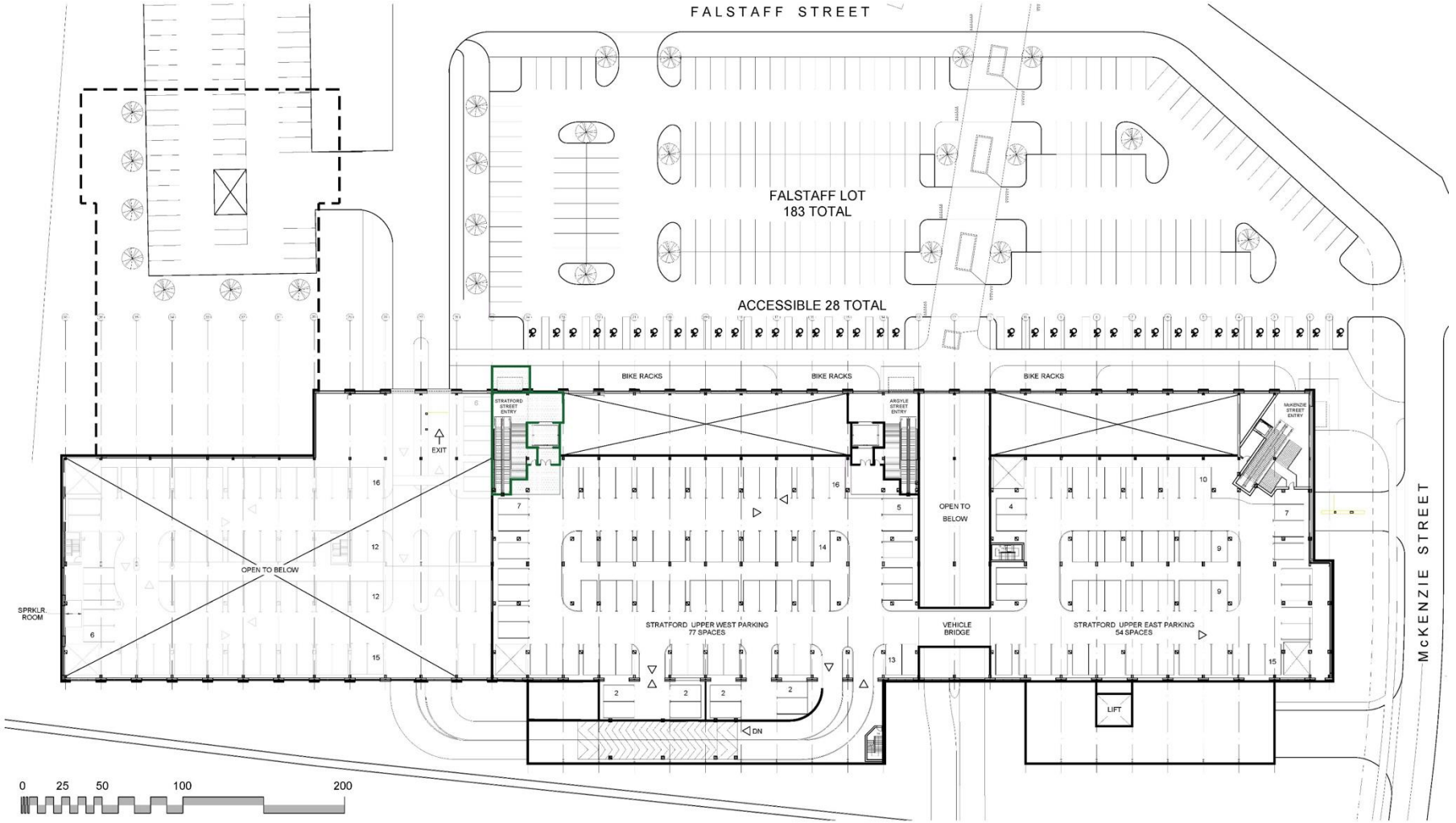
PHASE S – Stratford Entrance & West Concourse - Site



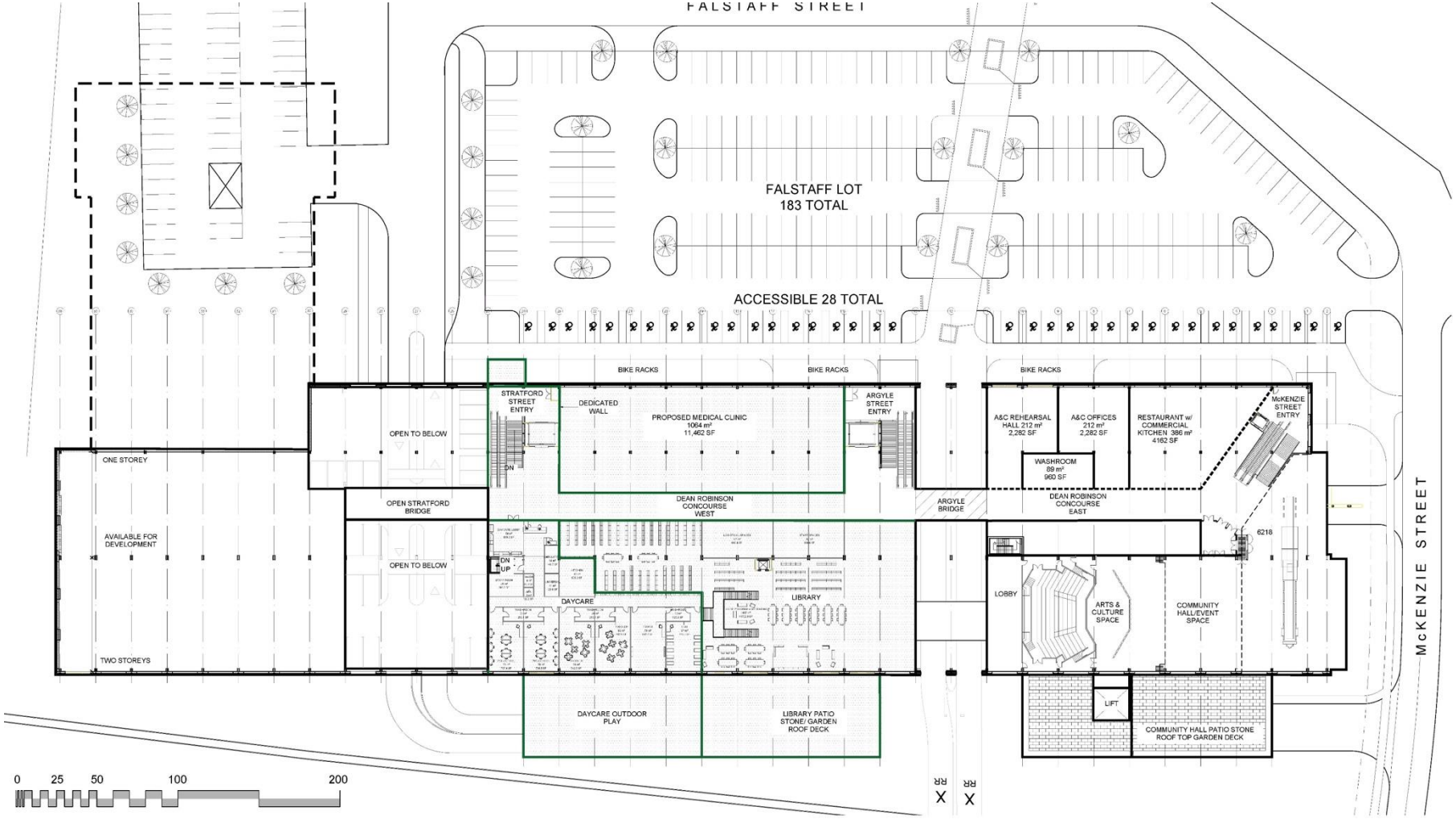
PHASE S – Stratford Entrance & West Concourse - First



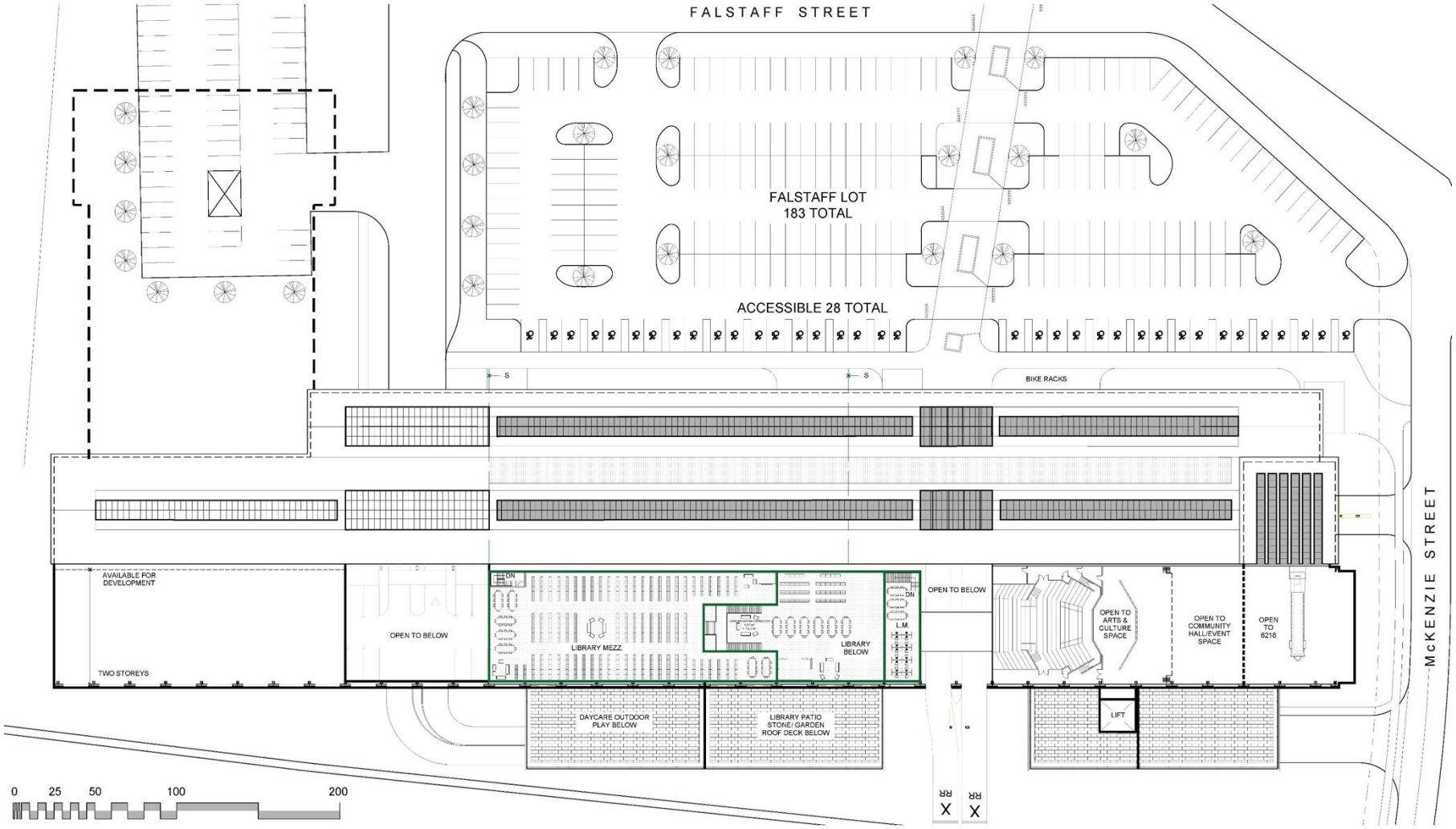
PHASE S – Stratford Entrance & West Concourse - Second



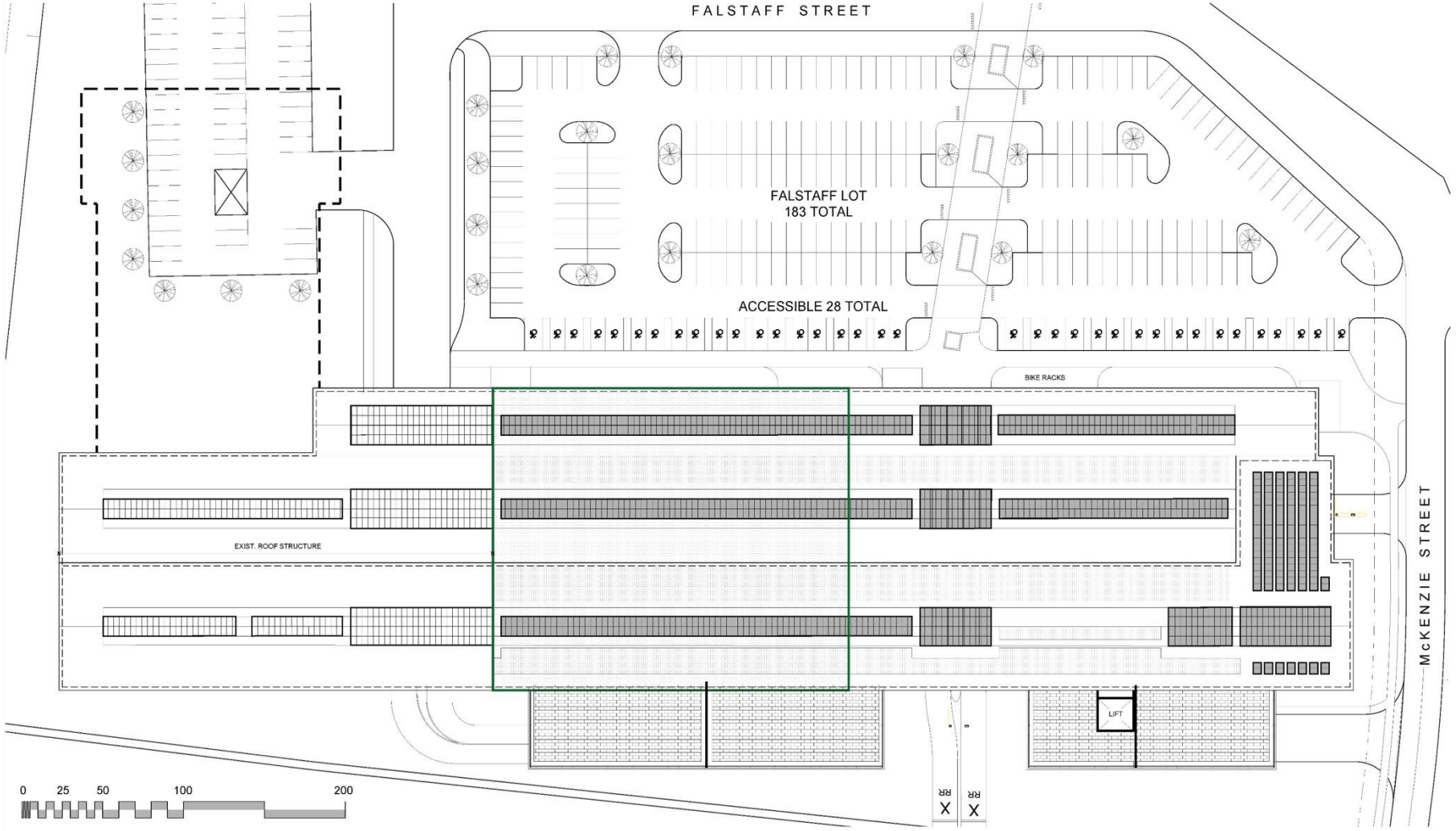
PHASE S – Stratford Entrance & West Concourse - Third - Concourse



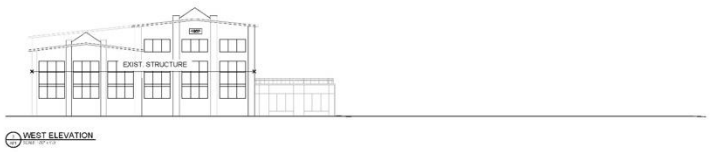
PHASE S – Stratford Entrance & West Concourse - Fourth



PHASE S – Stratford Entrance & West Concourse - Roof



PHASE S – Stratford Entrance & West Concourse - Elevations



PHASE Y – YMCA & Apartment Building

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PHASE Y – YMCA & Apartment Building

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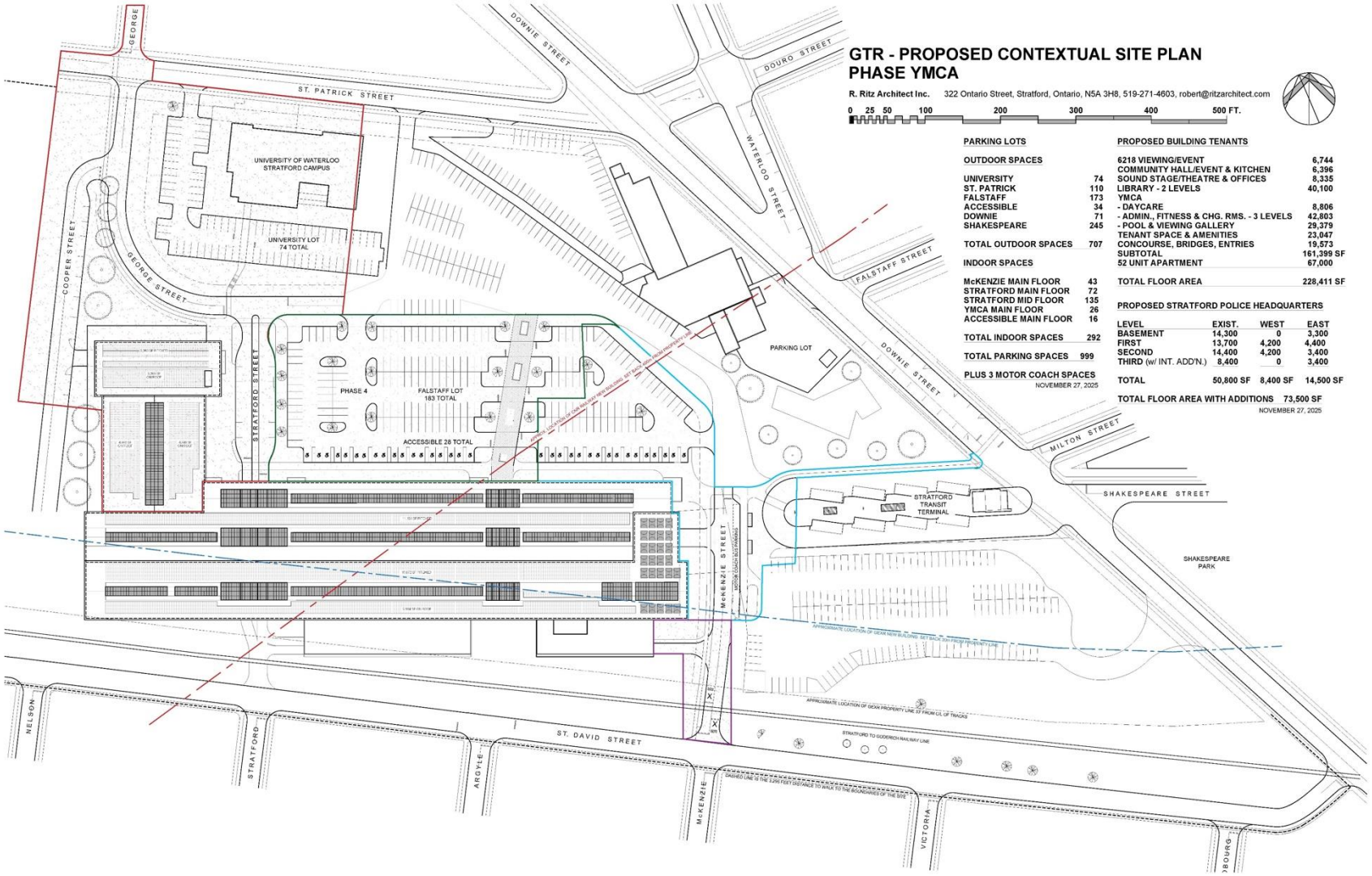
Phase Y – YMCA – The development of the Community Aquatic Centre addition with a seven lane 25m Olympic pool, activity pool, learn to swim pool and splash pad operated by the YMCA. On the first storey, which is a two-level space, the YMCA offices and change rooms are located in the 65-foot bay, and a 32-space parking garage is in the 70-foot bay for future expansion. There is no second storey. On the third storey, there is a YMCA entrance from the Concourse Level, featuring a gym and squash courts in the 70-foot bay, with a fitness room and other amenities in the 65-foot bay. The eight-storey, 52-unit Apartment is built over the Olympic pool, with a 52-space parking garage beneath the Aquatic Centre, providing vehicle and service access to Cooper Street. An elevator within the YMCA provides accessibility between levels, and the Apartment and its Parking Garage are served by two high-speed traction elevators. The Apartment building is connected to the Concourse Level via an enclosed, elevated walkway through the Aquatic Centre, which also serves as a Viewing Gallery for the pools. Over time, the 40-foot bay first-storey parking could be developed into retail shops with north wall storefronts.

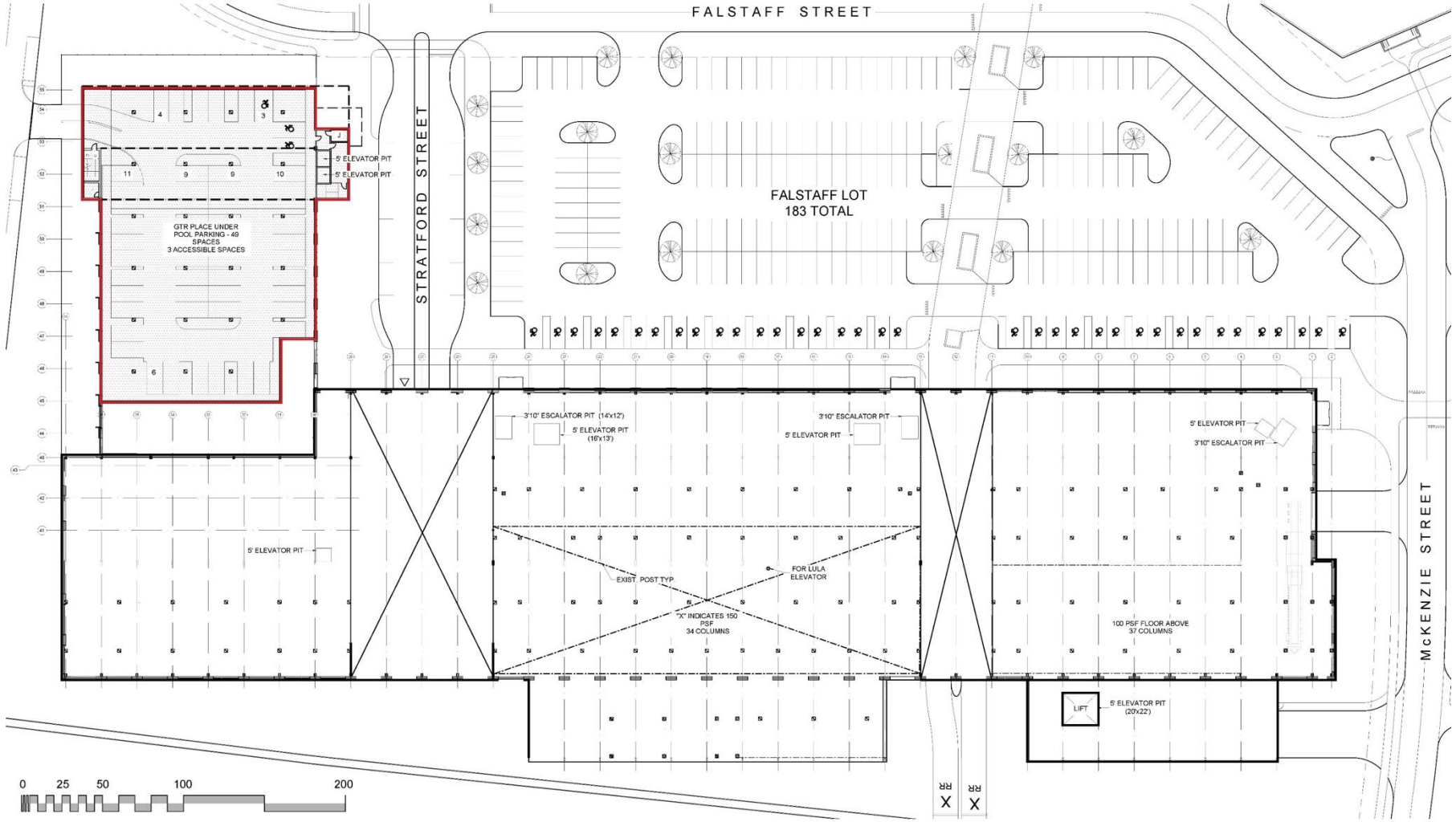
This phase is dependent on the sale of the existing YMCA building. If Council decides to place SPS HQ at the existing YMCA, it will provide funds for the YMCA to invest in the GTR building. If SPS wants to develop the existing YMCA sooner rather than later, Phase Y would be among the first phases to proceed.

The profit from the Apartment will cover the cost of soil remediation in the area where both the Aquatic Centre and the Apartment are located. Additionally, these funds will cover the capital costs to develop the three entrances and the building's common spaces. The taxes generated by the Apartment will also help cover the building's common-area operating costs.

PHASE Y – YMCA & Apartment Building - Site



PHASE Y – YMCA & Apartment Building - Basement 2



PHASE Y – YMCA & Apartment Building - Basement 1

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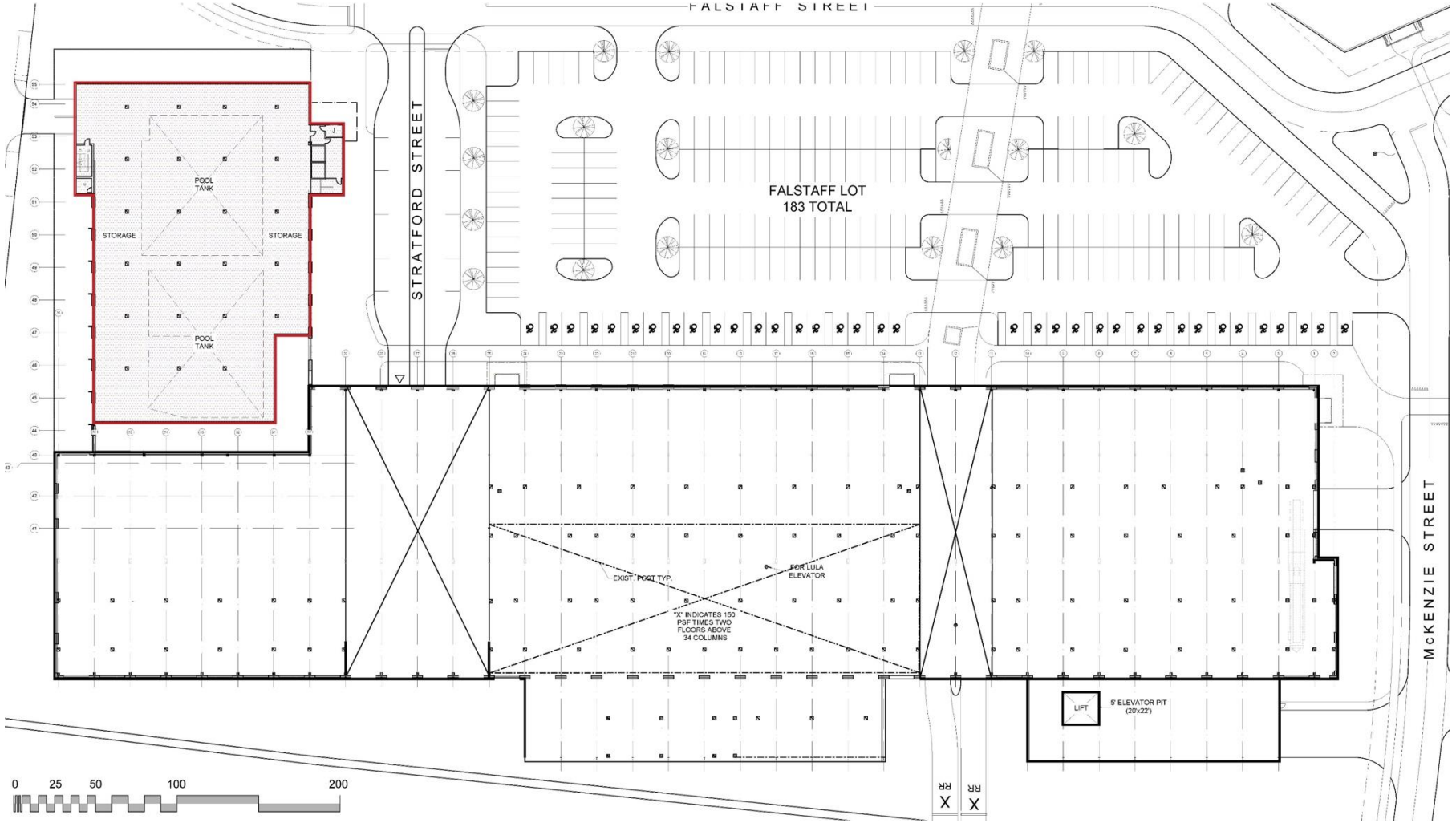
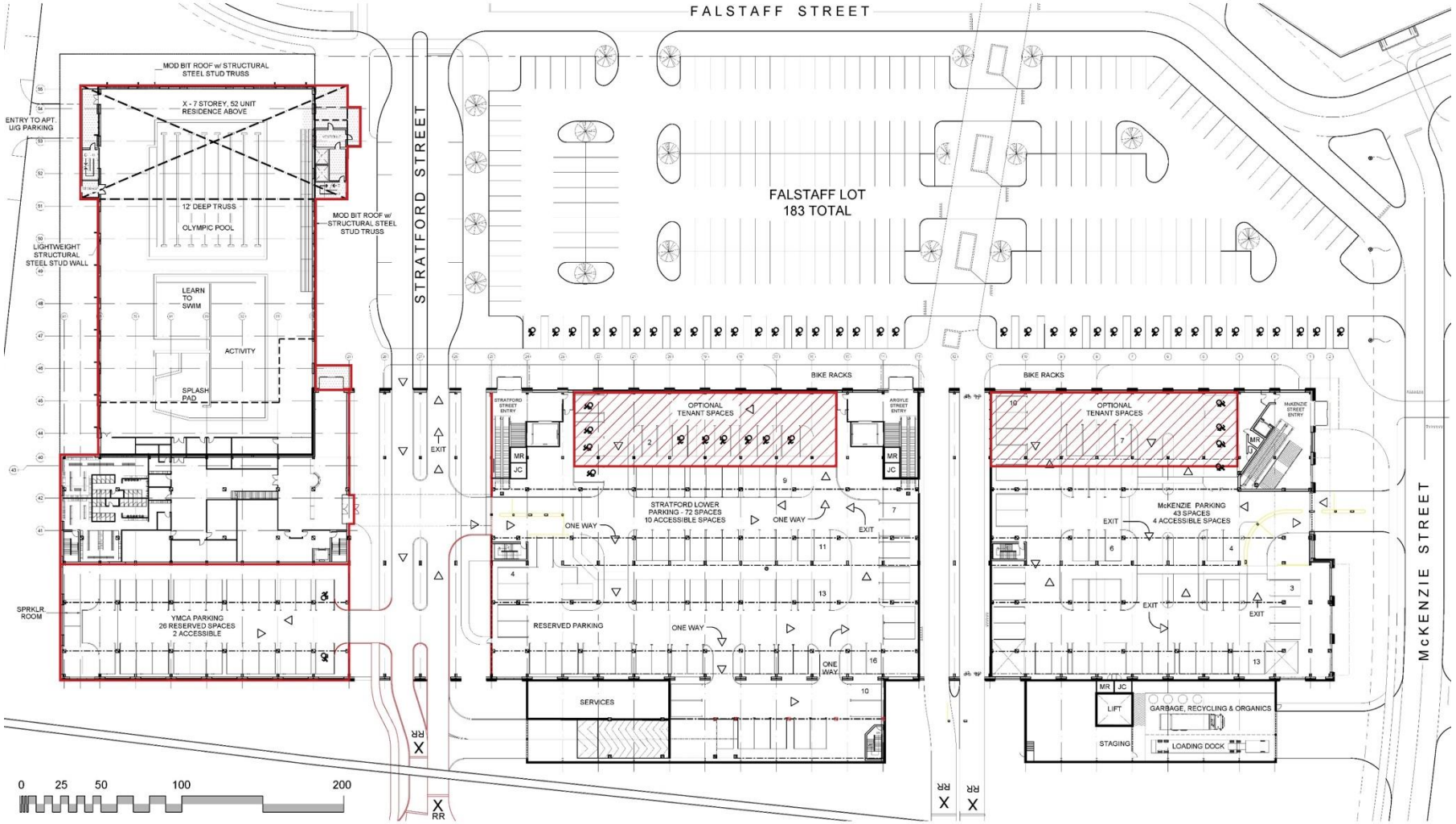
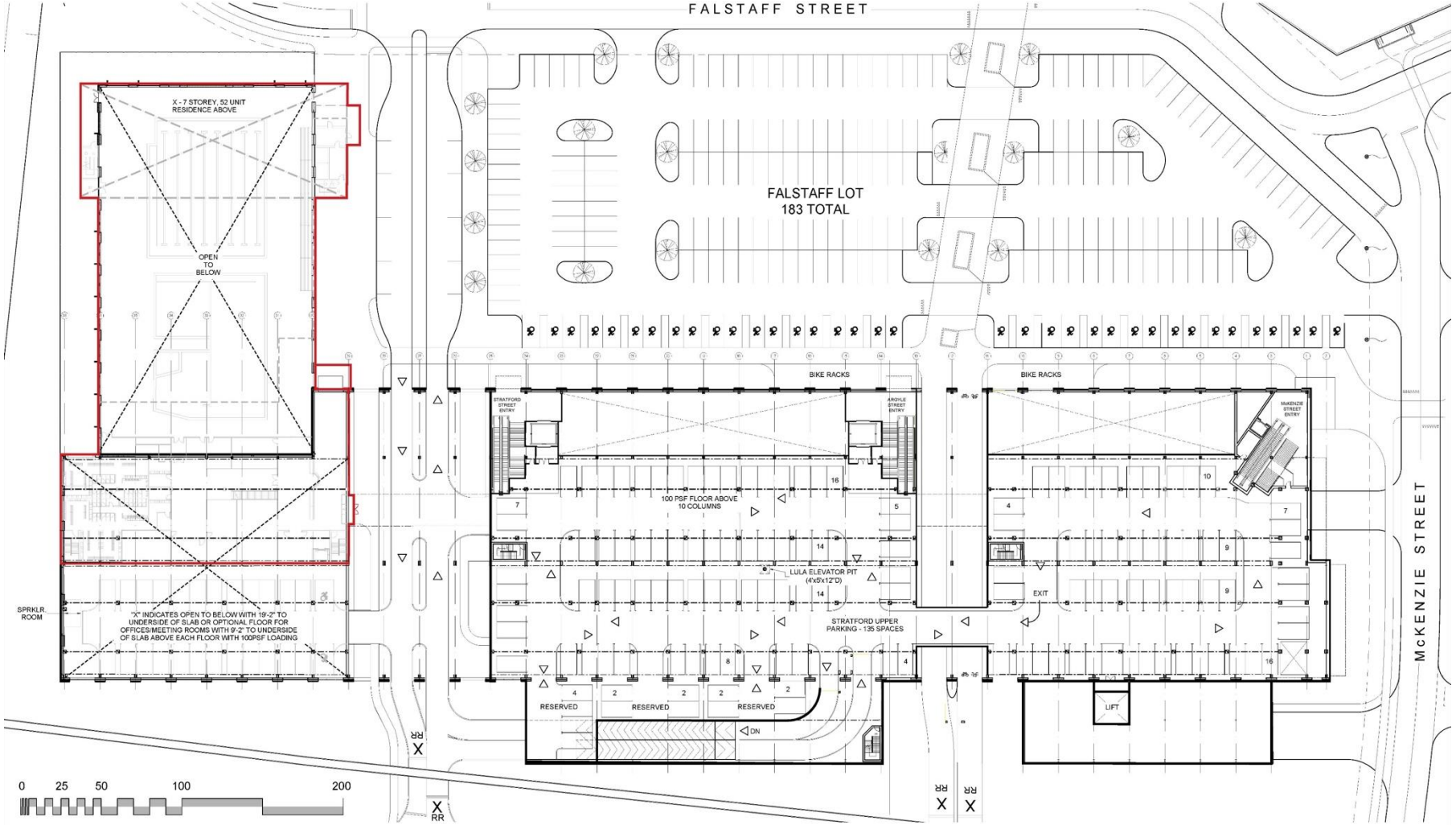


PHASE Y – YMCA & Apartment Building - First



PHASE Y – YMCA & Apartment Building - Second



PHASE Y – YMCA & Apartment Building - Third

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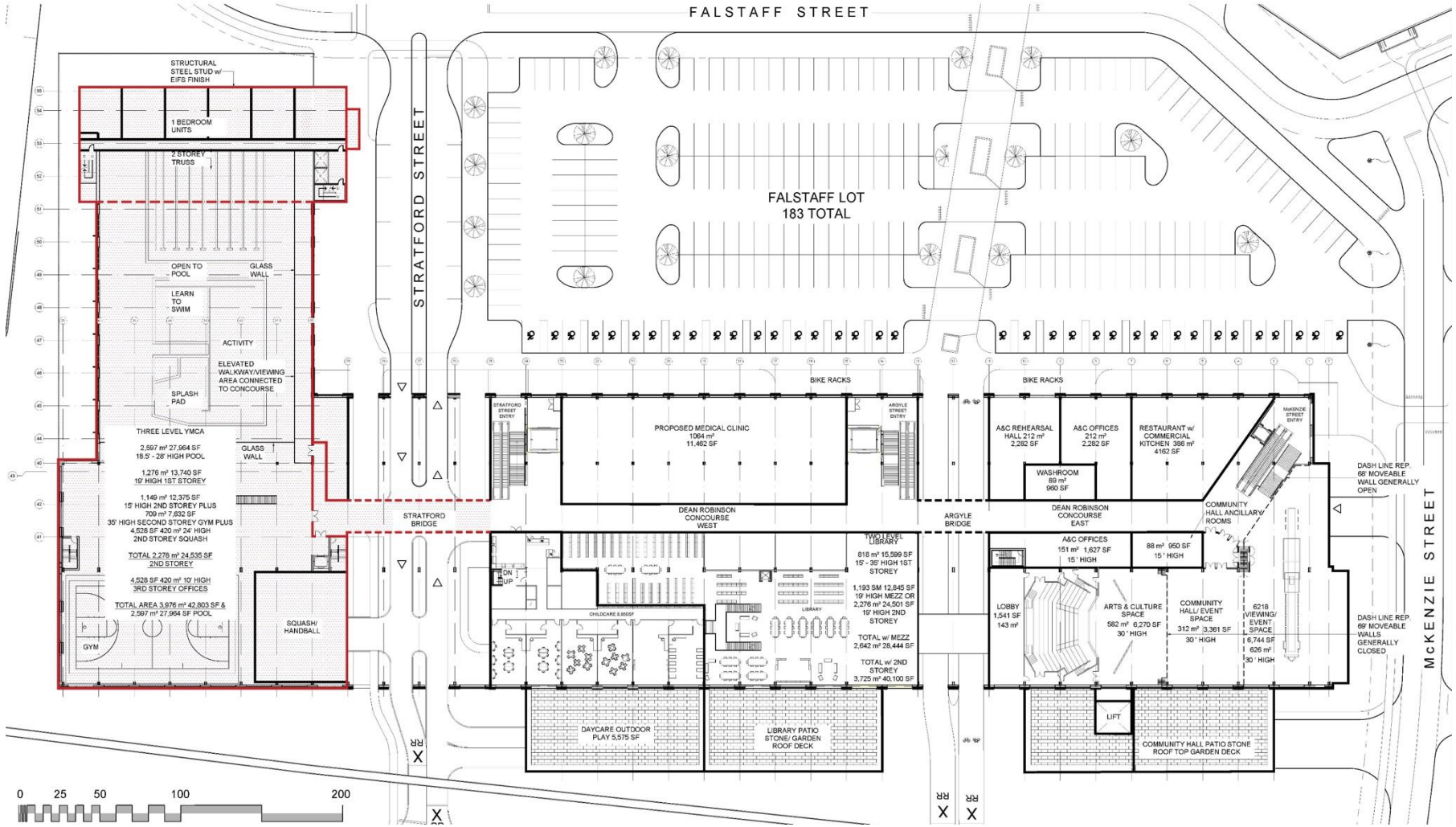
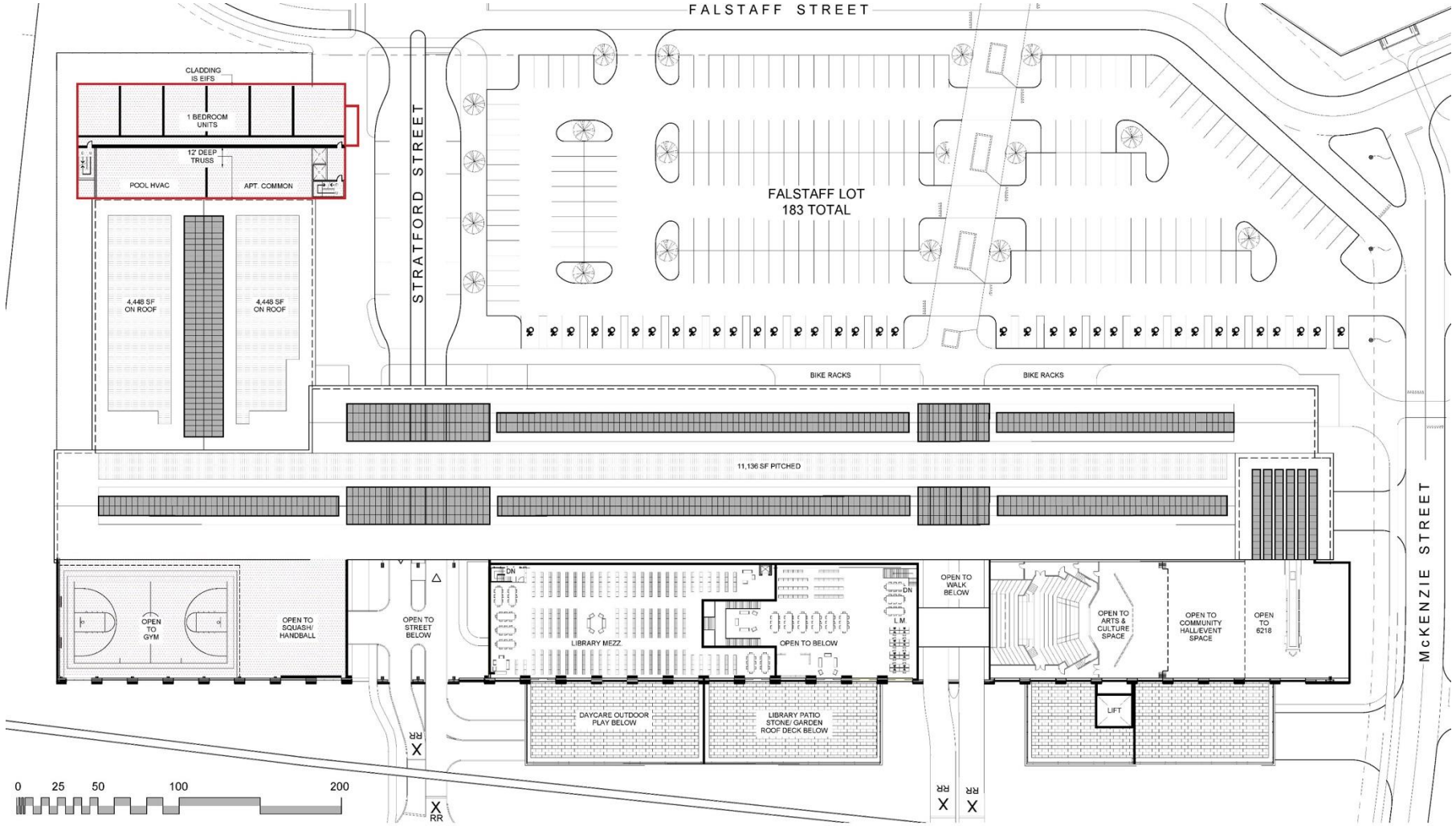


PHASE Y – YMCA & Apartment Building – Fourth/Roof

RR



PHASE Y – YMCA & Apartment Building – Roof/Fifth to Eighth

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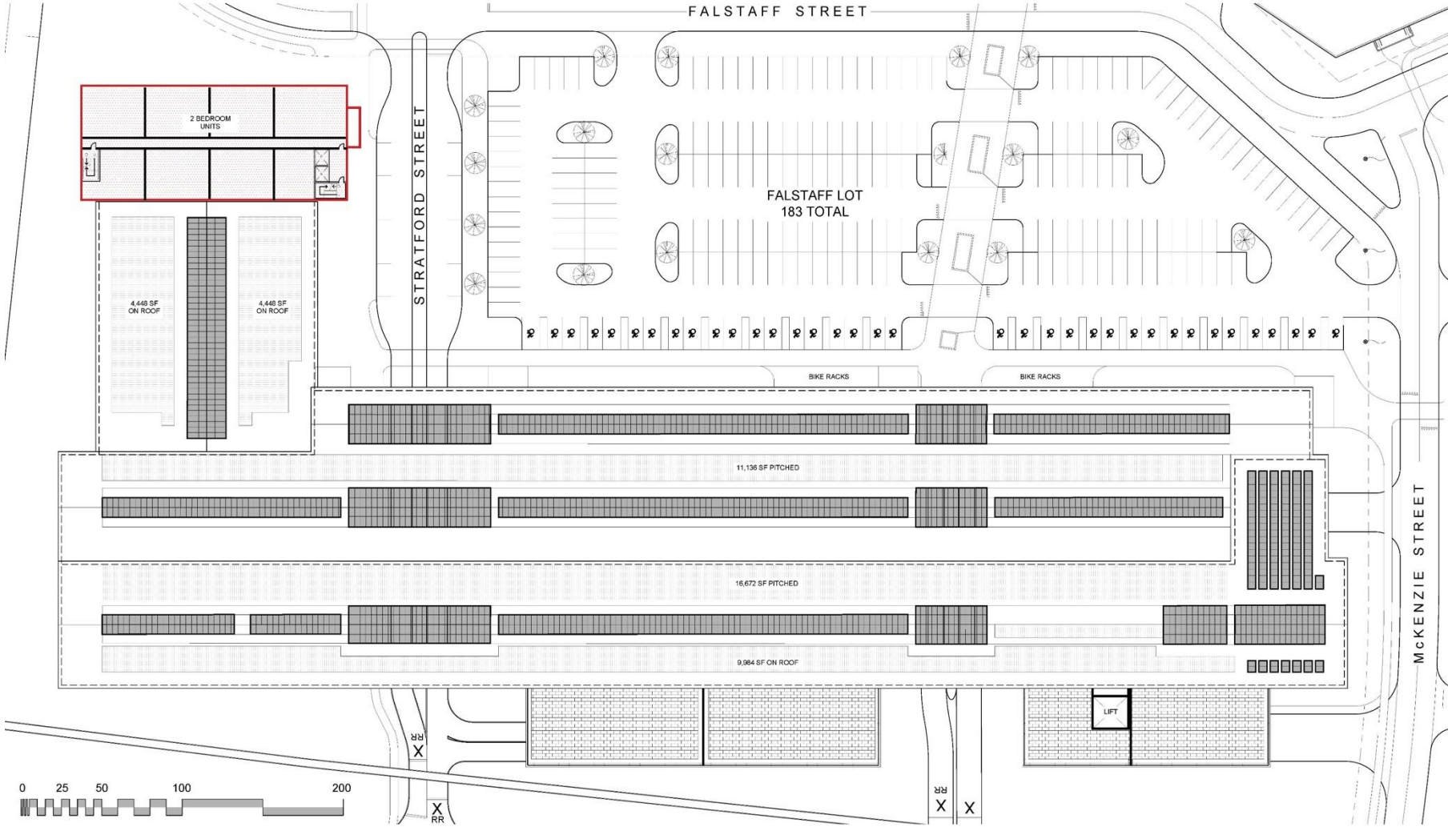

PHASE Y – YMCA & Apartment Building – Roof

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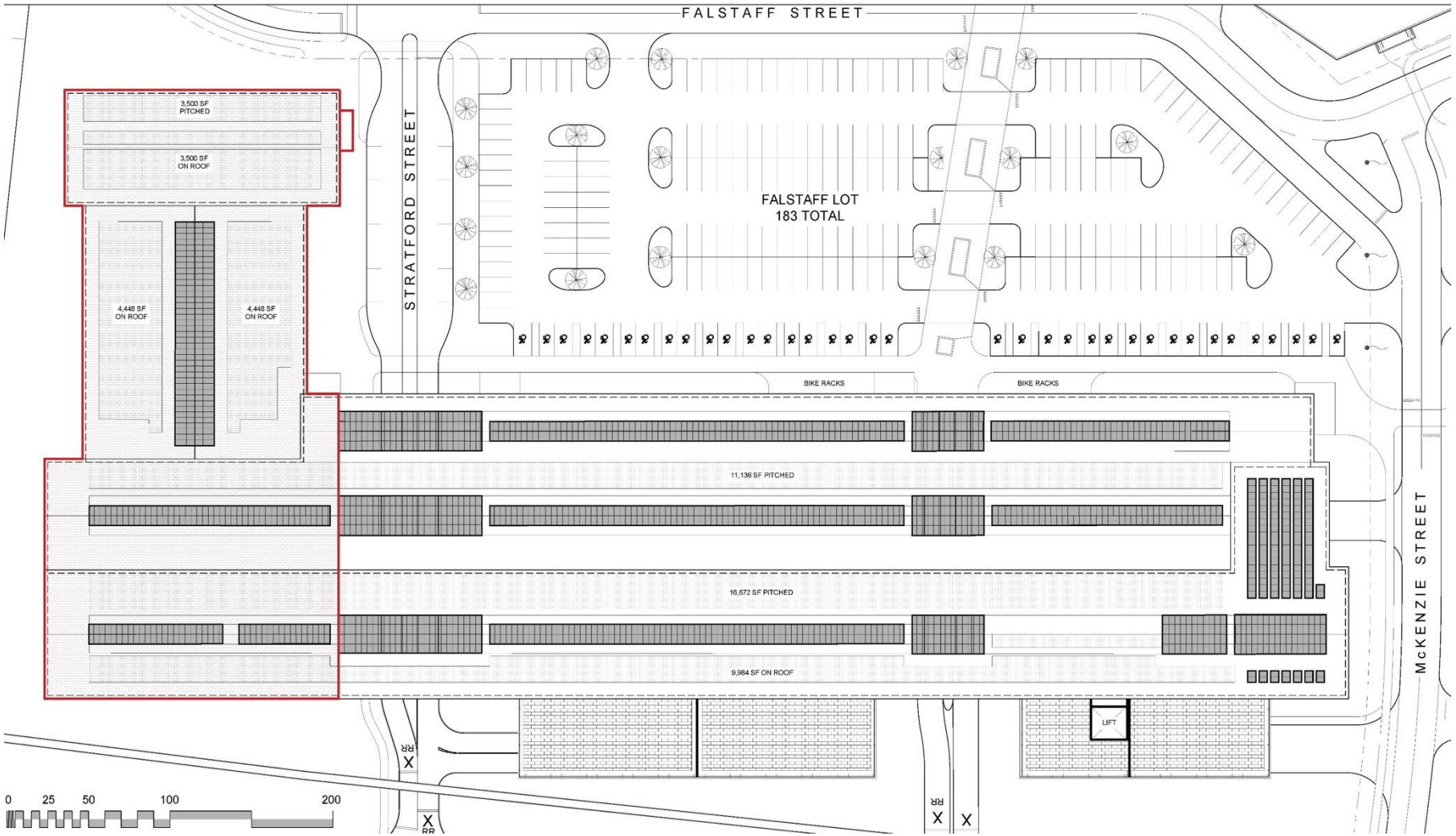

PHASE Y – YMCA & Apartment Building – Elevations

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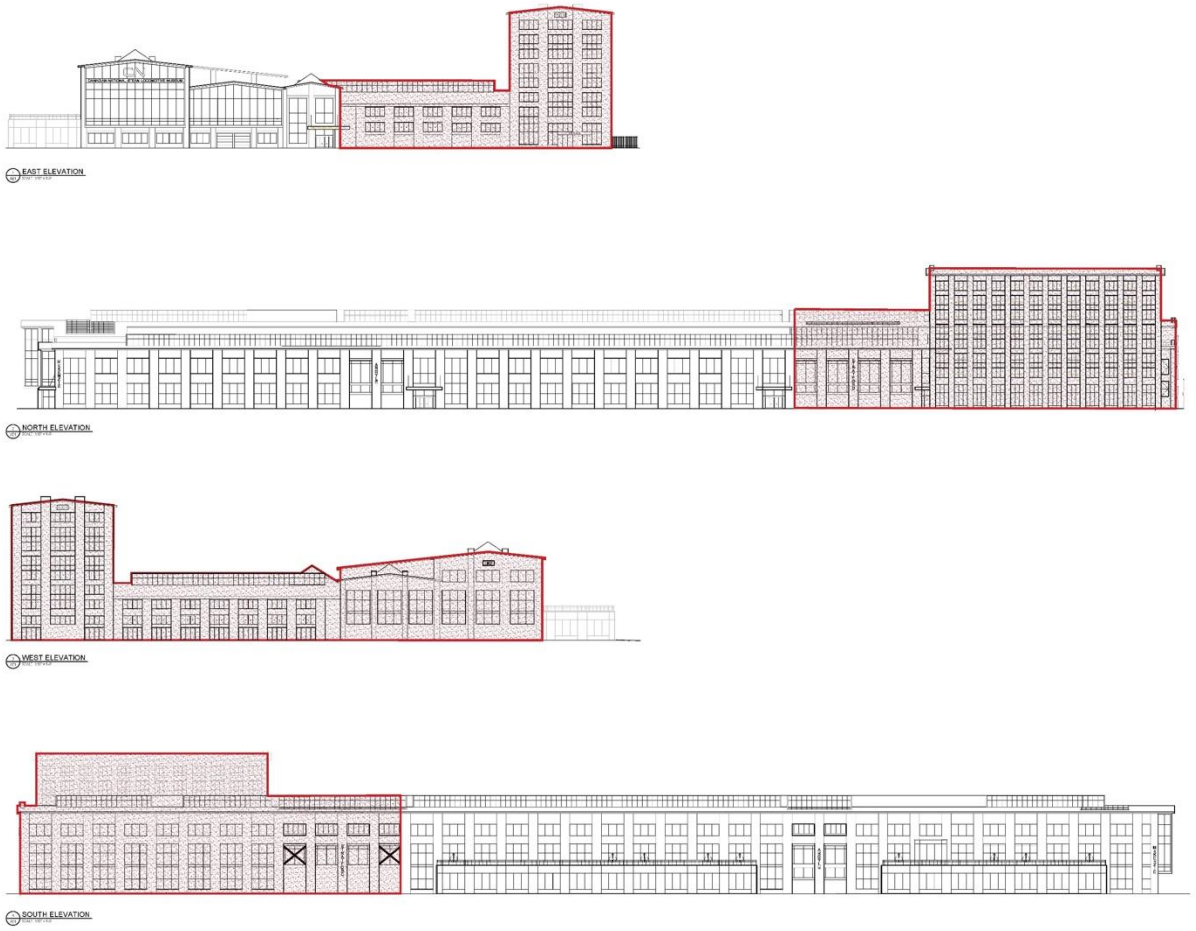


PHASE P – Police Station (SPS HQ)

RR

PHASE P – Police Station (SPS HQ)

RR

Phase P – POLICE STATION – The development of the SPS HQ is a renovation and an addition to the existing YMCA. The proposed addition will be on the west side of the building and will include a first-storey garage designed to conceal the movement of apprehended individuals from public view as they are transferred from the police cruiser to the booking and processing area. Above the garage, office space will be created.

Renovations will involve adding the floor to the third storey within the existing gym to create additional office space. Furthermore, the first-storey extension over the pool area will serve as an ideal location for the booking and processing area as well as holding cells, since it is adjacent to and at the same level as the garage addition. These modifications will increase the building's total area to 50,800 square feet. Other interior renovations will include removing the shallow end deck of the pool to provide level access to the former pool tank, allowing this space to be developed into a multi-level SWAT training room. The number of change rooms required will be fully renovated to a new condition, and the remaining basement areas will be converted into a handgun range, fitness room, and file storage. The upper levels of the building will be fully renovated to provide the necessary office spaces.

Additionally, a new HVAC system will be installed. The building's steel structure will facilitate renovations to easily convert it into a post-disaster facility. The existing building will also undergo recladding, with insulation values upgraded to current standards, and a new main entrance, marked by a bold cantilevered canopy, will be located on the south side, facing Falstaff Street. This building could accommodate a three-storey addition with a basement on the east side, adding 14,500 square feet for a total building area of 73,700 square feet.

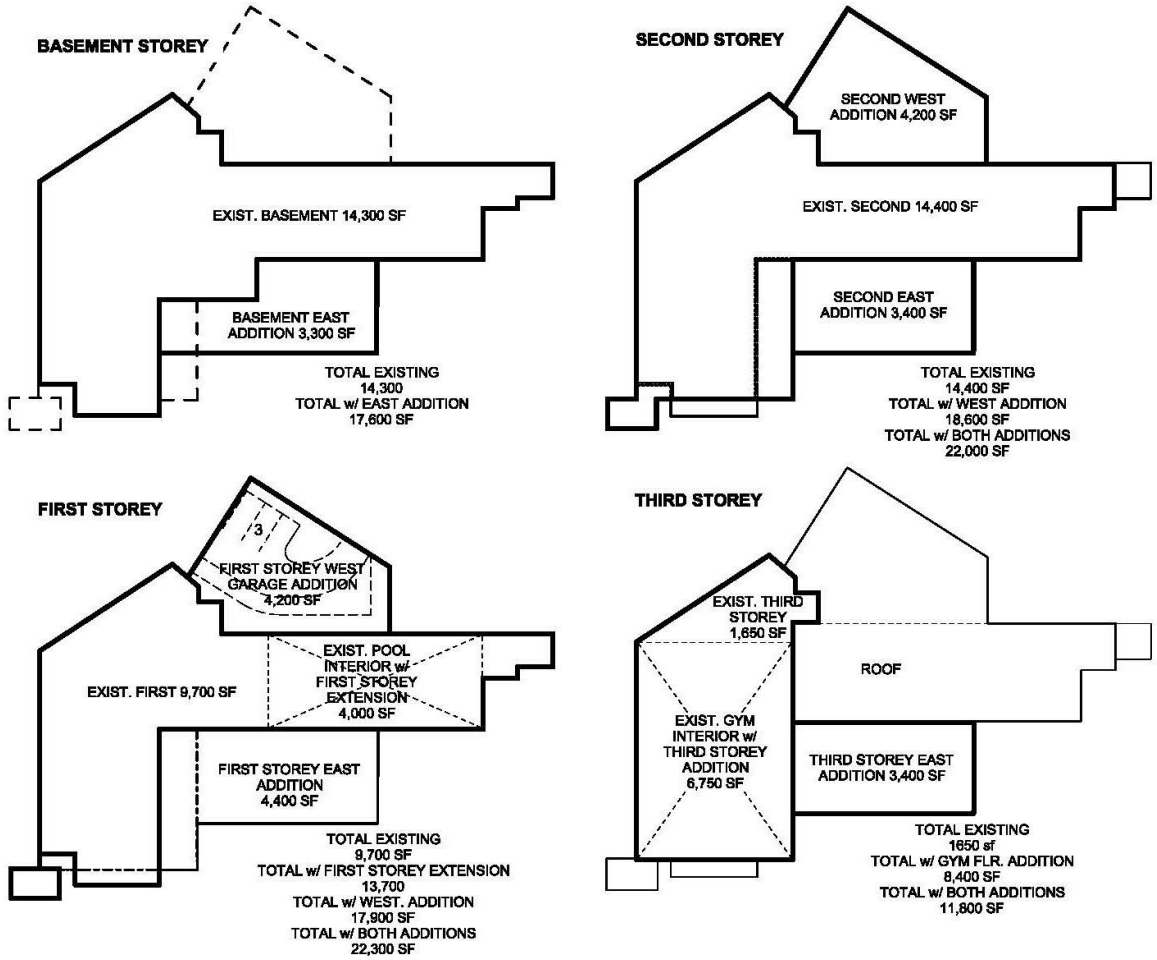
If Council purchases the existing YMCA and repurposes it into SPS HQ, it will provide funds for the YMCA to invest in their development in the GTR Building. If SPS wants to move sooner rather than later, this phase would follow immediately afeeter the YMCA opens in the GTR Building.

PHASE P – Police Station
- Area plans of repurposed existing YMCA

RR

TOTAL EXISTING BUILDING AREA
40,050 SF
TOTAL EXISTING BUILDING w/ FIRST STOREY FLR. EXTENSION OVER POOL
44,050 SF
TOTAL EXISTING BUILDING w/ THIRD STOREY FLR. ADDED IN GYM
46,800 SF
TOTAL EXISTING BUILDING w/ FIRST STOREY EXTENSION & THIRD STOREY IN GYM
50,800 SF
TOTAL EXISTING BUILDING W/ FIRST STOREY EXTENSION & THIRD STOREY IN GYM w/ FIRST STOREY GARAGE & SECOND STOREY OFFICE WEST ADDITION
59,200 SF
TOTAL EXISTING BUILDING W/ FIRST STOREY EXTENSION w/ THIRD STOREY IN GYM w/ FIRST STOREY GARAGE & SECOND STOREY OFFICE WEST ADDITION & THREE STOREY OFFICE EAST ADDITION
73,700 SF

0 25 50 100 200 FT



PHASE P – Police Station - Site

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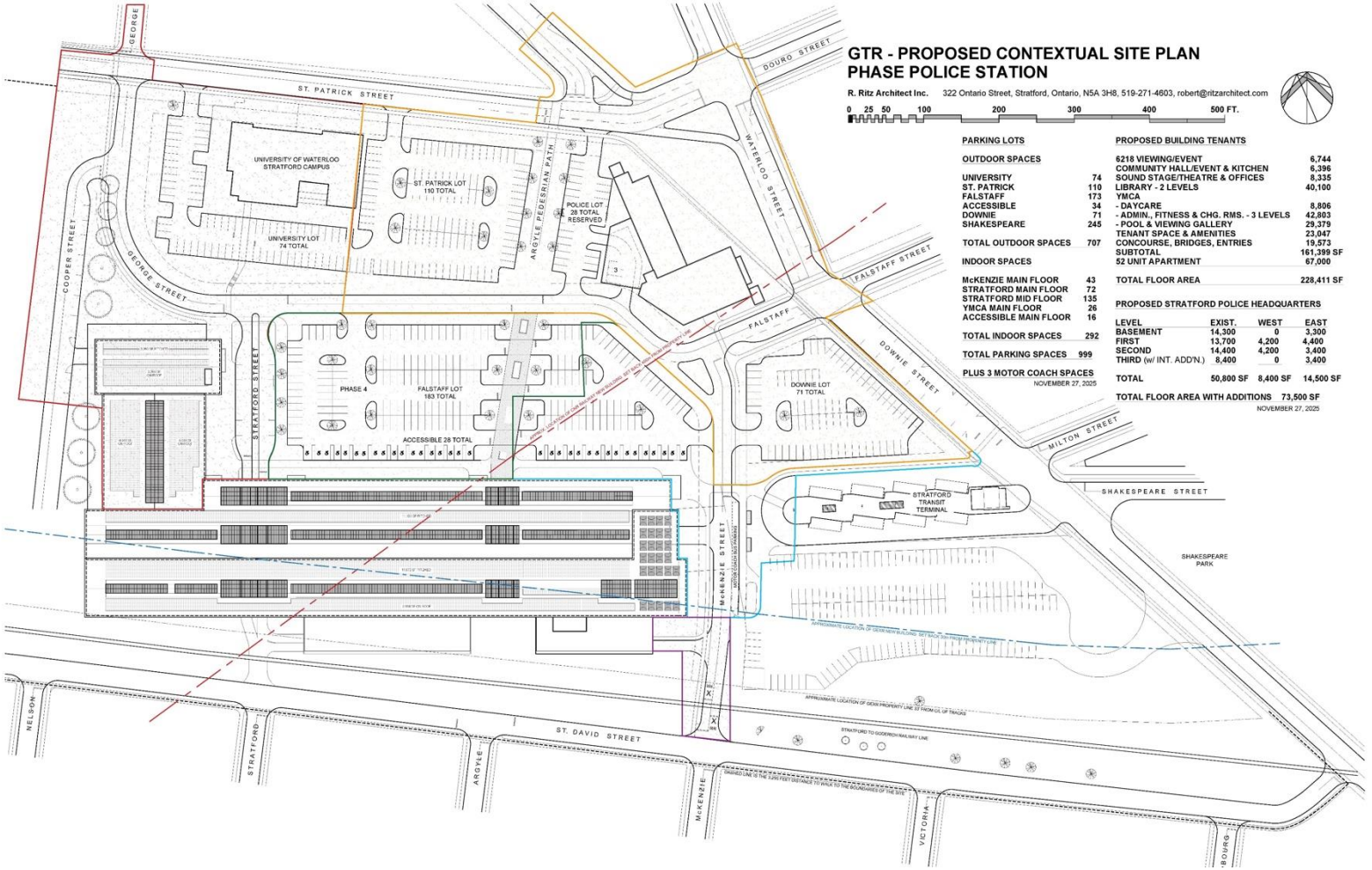
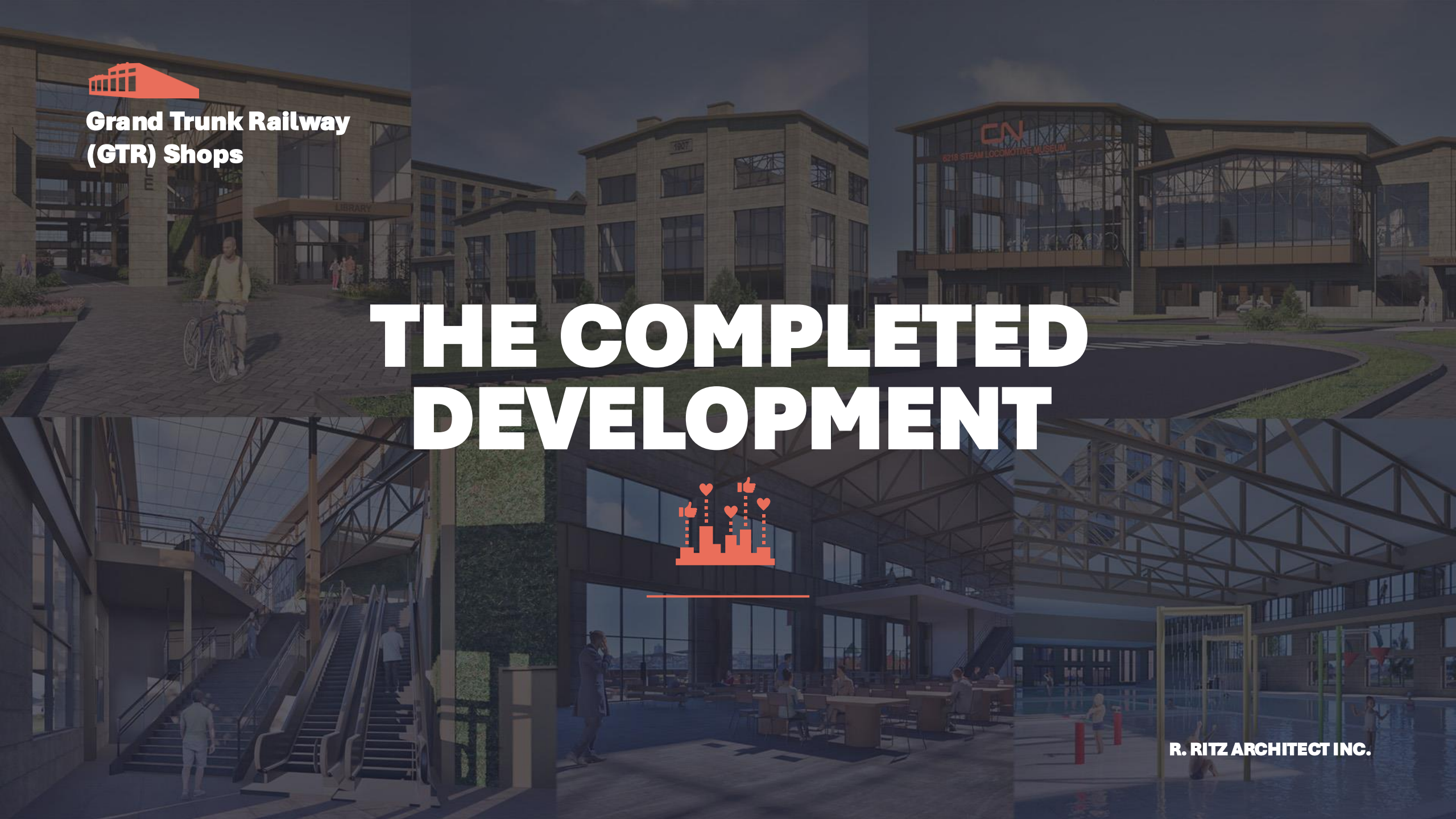


Grand Trunk Railway (GTR) Shops

THE COMPLETED DEVELOPMENT



R. RITZ ARCHITECT INC.

THE COMPLETED DEVELOPMENT SITE PLAN

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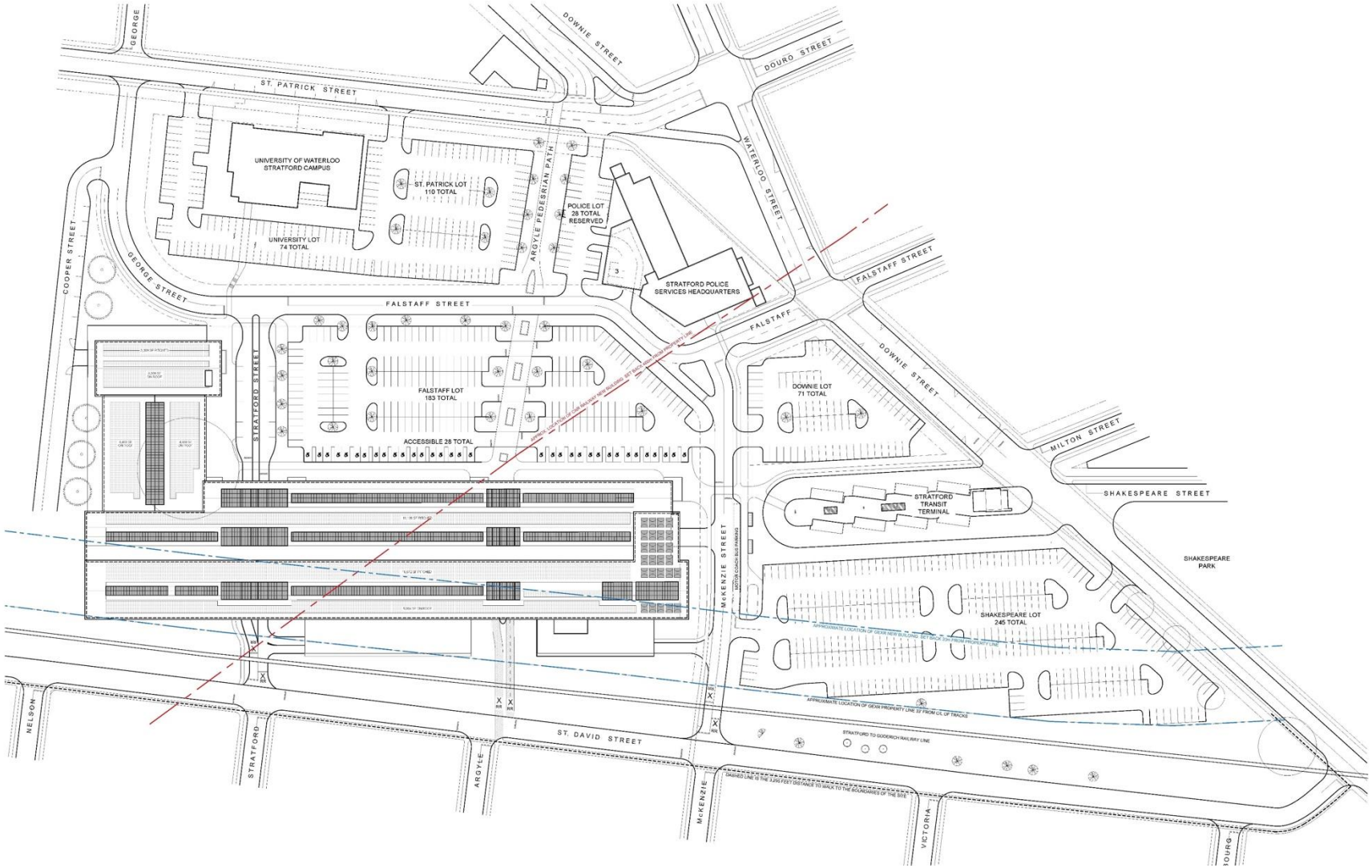

THE COMPLETED DEVELOPMENT ELEVATIONS

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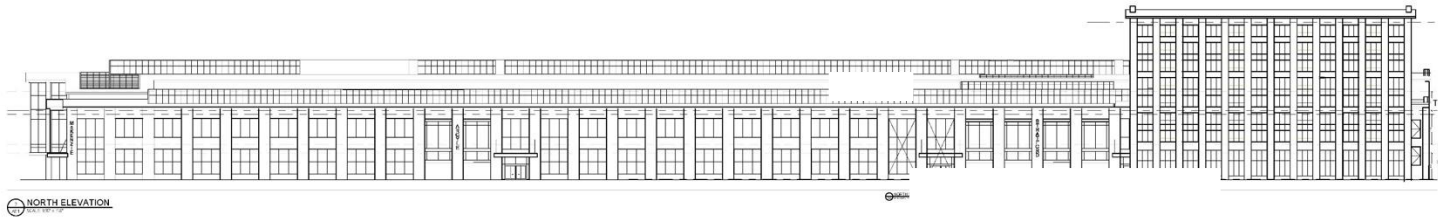
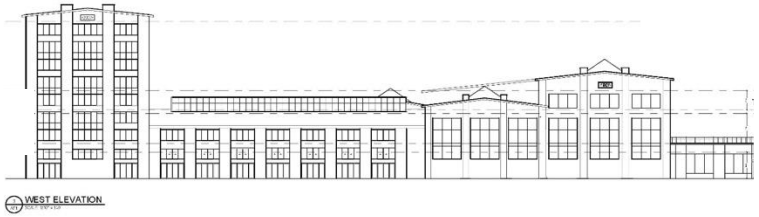
EAST

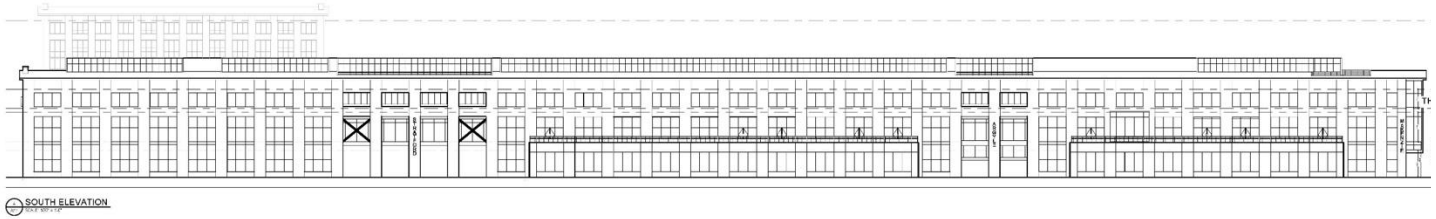
NORTH



WEST



SOUTH



Grand Trunk Railway
(GTR) Shops

THE BUILDING IS THE SOLUTION, NOT THE PROBLEM

The Requests of Council

R. RITZ ARCHITECT INC.

The building is the solution, not the problem

RR

What Council Must Consider to Advance the GTR Renewal Project

a. The Site

i. The cost of remediation is uncertain.
ii. The cost to make it attractive to a developer is more than twice the cost of comparable properties.
iii. If the site is sold, the loss is real.

b. The Building

i. The engineer's estimate to rehabilitate the building is $12 million, including the section damaged by fire.
ii. The value of the structure when rehabilitation is complete is $52 million.
iii. The environmental engineer confirmed that, other than soil removed for construction, there are no ecological issues when renovating the building because it exists.
iv. It is understood that since the building exists, the rail easement is not applicable within the structure.

Making it the City's Bicentennial Project – with construction starting in 2027 and finishing by 2032.

The building is the solution, not the problem

RR

Request of Council to Advance the GTR Renewal Project

1. Initiate and encourage the City's collaboration and partnership with the YMCA, the Stratford Public Library and the Stratford Arts and Cultural Collective as tenants in the GTR Building.
2. Commit funds to develop the new 42,000 SF Library in the GTR Building.
3. Conduct the same analysis for the existing YMCA as the SBDC for the development of the new SPS HQ, considering that the purchase price of the YMCA will be used to develop the GTR Building, and the property taxes generated by the SBDC property be used to amortize additional funding for the new SPS HQ at the existing YMCA.
4. Retain RJC Engineers to review and update their 2013 structural analysis of the building to determine the structural integrity of the existing building and its ability to support the proposed loads required to develop this plan.
5. Conduct a comprehensive comparison between demolition and rehabilitation at the necessary detail level to confirm that repurposing the building outweighs its demolition, including verification of the floor slab thickness and the location of under slab structures by drilling at each of the proposed column locations for a more accurate cost to
    a. remove it, if all or part of the building is taken down or,
    b. developed with the installation of new interior columns to support the mid-span of the proposed floor loads.
6. Retain an environmental engineer to perform an RSC for the west end of the building and the area where the pool is proposed, so remediation costs can be determined more accurately than the $1.2 million allowance used.
7. Conduct a soil investigation using core samples in the GTR Building at
    a. each proposed entrance
    b. the area of the proposed Y change rooms/offices
    c. each bay within the parking garage
    d. in the area of the new pool and apartment building to determine:
        i. the compressive strength of the soil to support the proposed interior floors or new buildings and,

The building is the solution, not the problem

RR

Request of Council to Advance the GTR Renewal Project (cont'd)

ii. the degree of contamination to better understand how the proposed floor system over these areas manages the contamination so it does not affect users of the building and determine the degree of removal should a new building be built on the site, should the existing building be demolished.

8. Retain a traffic consultant to review the proposed changes to off-site streets, interior streets and pedestrian paths.
9. Analyze and endorse the proposed concept for parking and building design, including an east-west concourse extending along the length of the building, two north-south streets running through it, to enhance the public realm, street network and open space provision.
10. If there is a delay, rehabilitate the entire existing building and develop the parking garage to finance the cost of the rehabilitation.
11. Create a separate not-for-profit corporate entity, similar to Festival Hydro, to facilitate the development of the building and site to:
    a. Engage a project manager to retain an architect and engineers to design, tender and administer the construction of the project.
    b. To address the railway's concerns, retain an acoustical engineer to determine the noise impact of the railways on the proposed development and options for mitigation.
    c. Continue conversations started with GEXR for street and pedestrian crossings through the site from downtown to the neighbourhood south of St. David Street.
    d. Pursue the acquisition of CNR Locomotive 6218 and its tender and develop a funding strategy to transport it to Stratford and place it in the GTR Building.
12. Declare that the renewal of the GTR Shops is the City's Bicentennial Project that begins in 2027 and is completed in 2032.

If you want something to happen, you have to shift the mindset from "We can't afford it," to "How can we afford it" to make it happen.

As an architect, I have completed due diligence in consultation with engineers, contractors and in conformance with the OBC to the professional ethics as set out by the Ontario Association of Architects, to ensure this concept can be developed as proposed.

Robert John Ritz, B. Arch., O.A.A.

The building is the solution, not the problem

RR

Request of Council to Advance the GTR Renewal Project - Immediate Action

To advance the GTR project as per the 2018 Masterplan and Ad-hoc Committee recommendations, Council should:

1. Conduct a comprehensive comparison between demolition and rehabilitation with the necessary detail to confirm that repurposing the building outweighs its demolition.
2. Allocate property tax revenue and the funds required to purchase the SBDC and purchase and repurpose the existing YMCA into SPS HQ, so these funds can be used by the YMCA to build at the GTR Site.

This advances the project, is a Win-Win for the YMCA and SPS that will benefit taxpayers.

Grand Trunk Railway
(GTR) Shops

BEFORE & AFTER PHOTOS & ILLUSTRATIONS

of the Proposed Development

R. RITZ ARCHITECT INC.

Southeast View of Existing Building

Southeast View of Proposed Building

Northeast View of Existing Building

Northeast View of Proposed Building

Northeast View of Proposed Building at Night

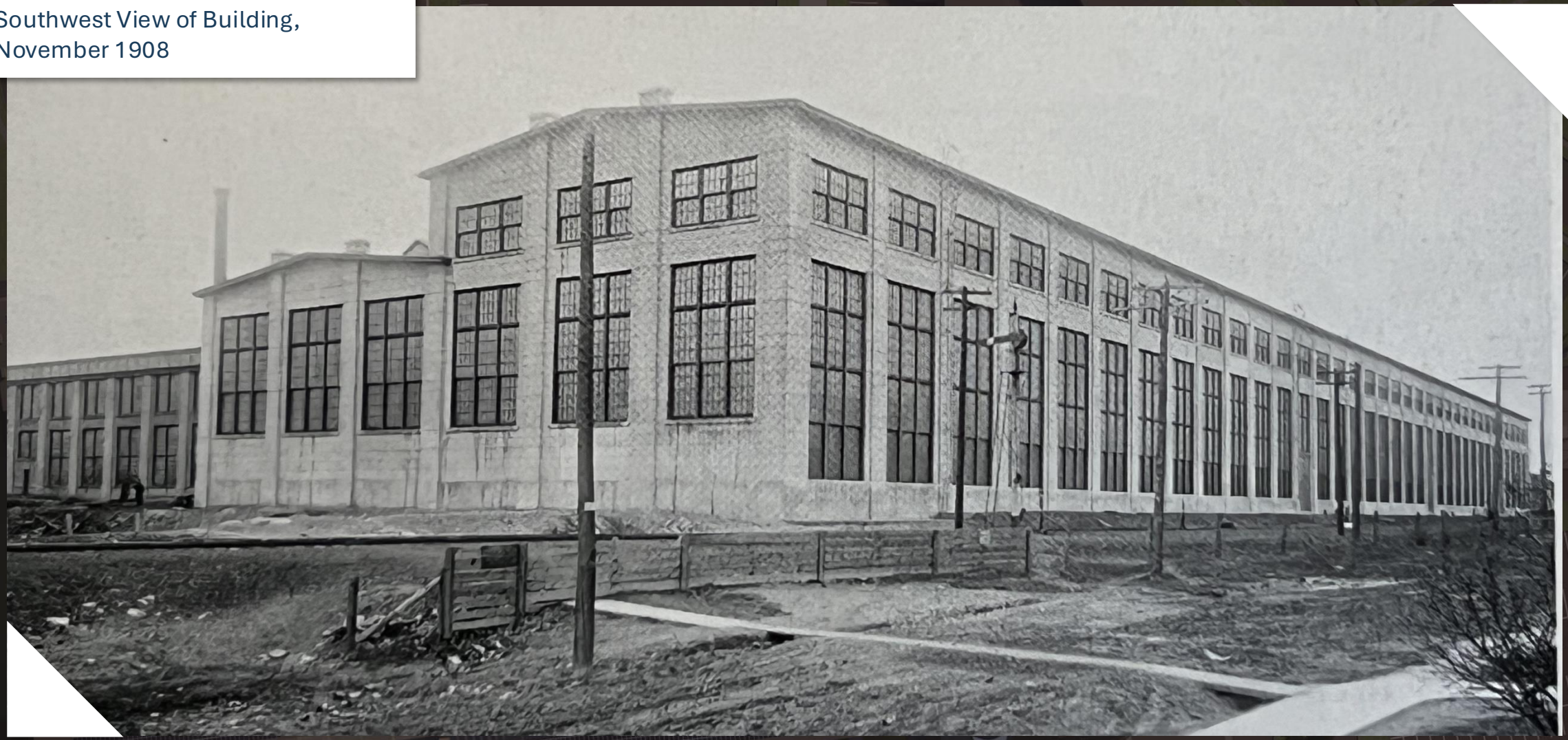
North View of McKenzie Entrance to 6218, Community Event Space and Theatre

North View of McKenzie Entrance at Night

North View of Argyle Pedestrian Path and Library Entrance

Argyle Pedestrian Path looking North

Southwest View of Building,
November 1908



Southwest View of Existing Building

Southwest View of Proposed Building

Southeast View of Existing Building

Southwest View of Proposed Building

Northeast View of Proposed Building during Winter

THANK YOU

RR

R. Ritz Architect Inc. would like to thank the following companies for assisting with the design detailing and providing high-level estimates for the work involved in this proposal.

Artistic SKYLIGHT DOMES RESIDENTIAL & COMMERCIAL SKYLIGHTS

Callidus Engineering

Schouten ENVIRONMENTAL

rjc

EBS GEOSTRUCTURAL

HRI GROUP

OTIS

STUBBE'S

PCL Constructors Canada Inc.

SMITH-PEAT Roofing

TREMCO Construction Products Group

15 YEARS Arcadian PROJECTS

A Touch of Dutch LANDSCAPING AND GARDEN SERVICES LTD.

GLASSCANADA

ParkingBOXX

CANUCK DOOR SYSTEMS CO. SINCE 1979

STEVE SMITH CONSTRUCTION