

SAVE AVON CREST POSITION PAPER



DATE: 14 February 2023

RE: **POSITION PAPER:** Demolish Avon Crest or Repurpose it for the Environment?
TO: Mayor Martin Ritsma and Stratford City Council
Heritage Stratford
Upper Thames River Conservation Authority
Huron Perth Healthcare Alliance

FROM: Save Avon Crest Committee

EXECUTIVE SUMMARY

The Huron Perth Health Alliance intends to demolish Avon Crest, Stratford's first hospital, and has issued a tender call to this effect. We propose that instead of demolition, the HPHA issue an RFP expressly aimed at retaining and repurposing Avon Crest as the centrepiece of the redevelopment of the five-acre site. This would achieve a win-win solution, preserving a landmark while burnishing HPHA's reputation for innovation and demonstrated commitment to the environment and the citizens of Stratford.

Today was the originally closing date for Tender T-435, requesting bids to demolish Avon Crest, but the deadline has been extended. Perhaps no firm was qualified, interested or brave enough to submit a bid – based on a 600-page specification (prepared with public health-care dollars) to demolish a building that holds significant heritage value to the community. A change.org petition shows that over 1,500 people think it should not be demolished.

The delay gives Stratford City Council time to reboot the process for heritage designation so that an application to demolish can be refused. Demolishing this building would be a waste of a building with outstanding heritage value, a threat to the environment caused by the waste being hauled to the landfill and a wasted opportunity for a repurposing that reflects community values.

There are 247,000 bricks in the original 1891 part of Avon Crest. The buff, locally-made masonry was specified by George Durand, the building's architect. Those 132-year-old bricks contain 131,100 kg. of embedded carbon, all of which will be released into the atmosphere if the building is demolished. Those old bricks are superior in quality to any newly-made bricks and are better left in place, rather than the costly process of dismantling, cleaning and storing them. Add to the bricks the other building materials - foundation stones, timber floor joists and rafters, lath and plaster, metal and glass - and then multiple that by three times for the rest of the building and there would be a staggering amount of material to be sent to the landfill.

There are just three elements to be salvaged in the tender specification: the ornamental fireplace surrounds, the "Stratford Hospital" sign and five pallets of yellow bricks.

In 2020 the City of Stratford declared a Climate Emergency and hired a Climate Change Program Manager. The Save Avon Crest Committee urges the City to direct her to assess the

SAVE AVON CREST POSITION PAPER

environmental impact that the demolition of Avon Crest will have on the City of Stratford, the Avon River and the Upper Thames Valley watershed.

The HPHA is intent on having the building demolished, primarily for not wanting to maintain or consider its repurposing. Council and the public should know that the cost for demolition will be in the millions of dollars, all to be paid for with public health-care dollars. That includes the cost to remove hazardous materials before demolition. But, if the building was repurposed by a development partner, the hazmat removal costs would be borne by them.

The ad hoc Save Avon Crest committee opposes the loss of this building for three main reasons:

- 1- Heritage: Avon Crest is recognized as one of Stratford's most important buildings and a work of nationally significant hospital architecture.
- 2- Environment: There is conclusive evidence that demolishing the building will have a significantly negative environmental impact.
- 3- Wasted opportunity for urban and economic development: Stratford doesn't need another empty lot. Repurposing and redeveloping the Avon Crest site will allow HPHA to obtain revenues from additional healthcare facilities (or other uses).

Heritage:

Stratford's first hospital, has exceptional architectural, historical and contextual heritage values, as identified in an application for designation by Heritage Stratford last year (which the City opposed and "filed"). Since then we found evidence of its technological innovation in health care which the HPHA should celebrate. The land was sold by the City to the Stratford General Hospital Corp. in 1961 for \$1. The City still has an interest in the future of the land and building.

Environment:

The environmental consequences of demolition, let alone the benefits of repurposing, have not been explored by the building's custodian, the HPHA. Save Avon Crest challenges every argument the HPHA has put forward publicly which proffer the "need" for demolition. A new roof? No accessible access? These are shameful excuses from a public health agency, claimed to scare the public about demolition. The costs of the refurbishment work has already been tallied by the HPHA in a report, costs they never intended to carry out.

Wasted opportunity for urban and economic development:

There are examples around the world of examples of the repurposing of historic institutional buildings, but one need not look further than London where the original Victoria Hospital (1874) is being repurposed to add 685 housing units, including 416 affordable units. Stratford citizens are alarmed City Council is not equally imaginative, resourceful and farsighted for a building like Avon Crest to have a similar future. It needs a zoning amendment to allow for residential uses, something the Stratford should support - or even initiate.

Our Position Paper states reasons why the HPHA should think again before Avon Crest meets the wrecking ball. This would achieve a win-win solution, preserving a landmark while burnishing HPHA's reputation for innovation and demonstrated commitment to the environment and the citizens of Stratford. And avoid so much waste.

Respectfully submitted,

Howard Shubert shubert.howard@gmail.com / (437) 774 -7228

Robert Lemon robert@robertlemon.ca / 778-897-6645

For the Save Avon Crest Committee: Hayden Bulbrook, Laura Dent, Carole Huband, Nancy Musselman, Patrick O'Rourke, Cambria Ravenhill, Jayne Trachsel, Allan Tye and Mary Walton

SAVE AVON CREST POSITION PAPER



Perth County Archives / Hayden Bulbrook

WHO WE ARE

Save Avon Crest is an ad hoc committee that includes many members from Stratford & District Historical Society (SDHS) and Architectural Conservancy of Ontario Stratford-Perth County. Both organizations are registered charities with an interest in Stratford's history and heritage.

THE THREAT

On January 18, 2023, the Huron Perth Healthcare Alliance (HPHA) posted a request for tenders for the demolition of Avon Crest (T-435). The submission deadline is February 14, 2023, but has been delayed to 21 February. It is likely that an application to the City of Stratford for a demolition permit will follow soon after.

OUR POSITION

Save Avon Crest believes there are compelling arguments for retaining and repurposing Stratford's first hospital and for providing it with heritage protection.

We urge the City of Stratford to deny an application to demolish the building, should it come. Instead, the City should renew the process for heritage designation.

There is conclusive evidence that demolishing the building will have a significantly negative environmental impact.

We believe that HPHA should instead put out an RFP, one expressly aimed at retaining and repurposing the building as part of a mixed-use master plan for the five-acre site. This would achieve a win-win solution that would burnish HPHA's reputation for innovation and their demonstrated commitment to the environment. Rezoning the land would enable the construction

SAVE AVON CREST POSITION PAPER

of attainable housing, just one of the many desirable outcomes that would be financially advantageous to HPHA while also supporting the City of Stratford with additional tax revenues.

OUR GOALS

Save Avon Crest has three principal goals:

- A. preserve and repurpose Avon Crest;
- B. protect our environment;
- C. maximize the urban and economic development potential of the Avon Crest site for the people of Stratford.

Our objectives are specifically these:

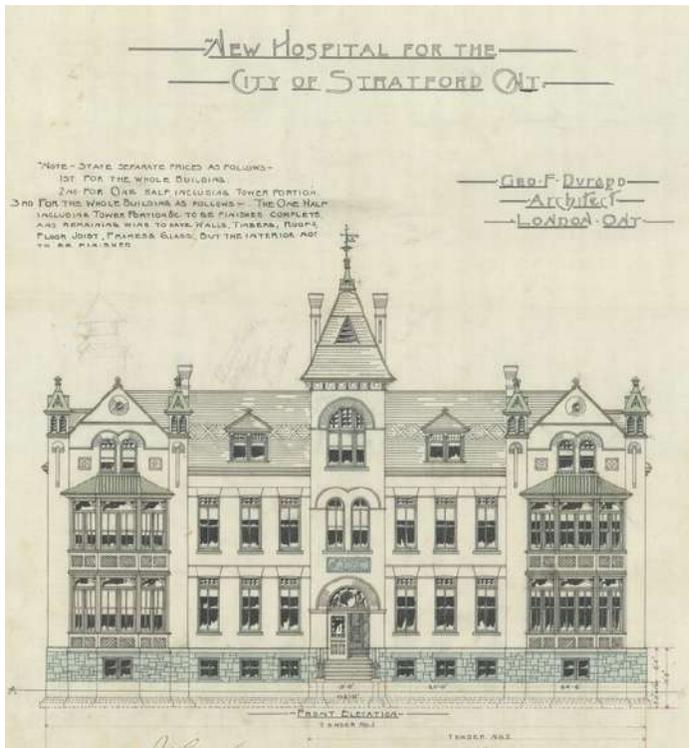
1. Develop solutions leading to the preservation, repurposing and heritage designation of Stratford's first hospital.
2. Advocate for the historical, architectural, cultural, technological and heritage value of the Avon Crest building and site through new research.
3. Work with HPHA and the City of Stratford to identify viable options for repurposing the building and optimizing the site's urban and economic potential.
4. Encourage the City of Stratford to introduce zoning amendments that would improve the financial viability of new development while increasing the city's tax revenues.
5. Demonstrate the environmental benefits of retaining and repurposing over demolishing.
6. Demonstrate the negative environmental consequences of demolishing Avon Crest, including: the release of embedded carbon into the atmosphere and the release of toxic chemicals into the Avon River and the Upper Thames Valley Conservation watershed.
7. Demand that Stratford seek informed answers to the environmental consequences of demolition by directing Stratford's Climate Change Program Manager to prepare a life cycle assessment of Avon Crest.
8. Demand that Stratford abide by its own Strategic Priorities and environmental policies, such as the "One Planet Living Principles," which promotes sustainable living.
9. Demonstrate that decisions about Stratford's architecture, heritage and healthcare should reflect public needs by responding to public input and municipal oversight.
10. Demand greater transparency from HPHA.
11. Advocate that City Council demand a seat on the HPHA Board in order to actively represent and oversee Stratford's interests to this publicly-funded institution. Currently Council is entitled to a seat on the Stratford Hospital Advisory Committee, although it is not filled. A seat on the Board would require provincial approval.
12. Continue to generate and share new research about Avon Crest and to advocate the benefits of preserving and repurposing Stratford's existing buildings.
13. Continue to report on the public support that the Save Avon Crest campaign has generated.

BACKGROUND

It needs a new roof, is missing its original tower and ventilation pinnacles, but Stratford's first hospital, opened in 1891, is still standing. For now.

SAVE AVON CREST POSITION PAPER

Any building that is 132 years old needs regular maintenance, probably a new roof every 20 or 25 years or so. This is especially true for a public hospital that was built by the community, served it well and the design of which exhibited remarkably advanced thinking about health care.



Durand fonds /UWO Archives

Originally called Stratford Hospital, the building was renamed Avon Crest when it was converted to a convalescent home in the 1950's. It has outstanding architectural, historic and cultural value. Save Avon Crest has recently learned that innovations in ventilation were designed into the building. In an era when public health was influenced by Florence Nightingale, the benefits of ventilation were achieved through inclusion of ventilation ducts connected to vent shafts or chimneys. Those shafts and their robust spires added to the building's exuberant exterior and expressed the purpose of the building, something few remaining hospitals in Canada retain. This new revelation adds technological innovation to the heritage values of the building. The spires could well be restored as part of the building's conservation.

Architect George Durand of London was hired to design the building as he knew Stratford well. Durand designed the Perth County Courthouse and jail and the waterworks building (now Gallery Stratford), all prominent buildings that add to Stratford's reputation as one of Canada's most beautiful cities.

But HPHA neglected the building and allowed it to deteriorate. The need for upkeep should never be a reason to demolish any building, especially not one with significant heritage value. And most particularly not in 2023, when environmental concerns about a building's carbon emissions are in the forefront of progressive thinking worldwide. Today, the environmental benefits of keeping and repurposing existing buildings has surpassed the importance of

SAVE AVON CREST POSITION PAPER

preserving their architectural and heritage merit. "Heritage conservation is environmental conservation. They're one and the same thing." Says architect and planner Mark Thompson Brandt of MTBA Associates in Ottawa.

WHAT HAS HPHA DONE?

In February 2020, HPHA issued a "Request for Solutions – RFS No. T-345". This document had only two specific requirements: any prospective developer must demolish Avon Crest. And HPHA (actually the owner is Stratford General Hospital Corporation) would continue to own the land. The rest of the document had just one page listing a shopping list of possible uses for the site. Unsurprisingly, HPHA received no "acceptable" responses. The pandemic arrived and on March 24, 2020 the Province shut down all work places, including nearly all construction. That shutdown lasted until early 2021. The timing and rules of the RFS clearly inhibited developers from coming forward. Let alone the restrictions of submitting a bid.

In December 2021, HPHA commissioned an "Order of Magnitude Estimate for the refurbishment of Avon Crest" from Marshall & Murray, respected quantity surveyors. M&M estimated the cost to restore part of Avon Crest at \$22 million, which HPHA subsequently increased to \$25M.

HPHA has used this \$25M estimate, which they say "they can't afford," to argue that demolition is their only recourse. But the HPHA never intended to spend public money on the building. HPHA posted a request for tenders for the demolition of Avon Crest on January 18, 2023.

THE NUMBERS DON'T ADD UP

We believe that the original RFS was designed to fail and that the \$25 million estimate (originally \$22M) to "restore" Avon Crest is overstated and the HPHA never intended to spend any public funds on the "restoration". We think the estimate was done to scare the public.

Because the 2020 RFS expressly called for the demolition of Avon Crest, no potential developer interested in rebuilding Avon Crest, rather than demolishing it, would have considered submitting a bid. HPHA has used this fact, the lack of proposals for retaining Avon Crest, as proof that no developers are interested in pursuing this option.

In the 59 pages of the RFS, just one page sets out what HPHA wants; it is a shopping list of possible health-care related programming needs, one of which "attainable housing" is not allowed under the current IN (Institutional zoning). They do not specify priorities, size requirements or any other details that would guide a prospective developer. The repurposing potential of this landmark building was never explored. The Huron Perth Healthcare Alliance has never worked toward this result. Furthermore, HPHA insists on retaining ownership of the land, something any development partner would balk at.

Our committee cannot think of any wise developer partner who would take the time required to prepare the detailed RFS submission for such a vague programme of requirements AND be saddled with demolishing an important community landmark - all on land sold to Stratford General Hospital Corporation by the City of Stratford in 1961 for \$1.

SAVE AVON CREST POSITION PAPER

The same wish for a negative result drove HPHA in December 2021 to commission an “Order of Magnitude Estimate for the refurbishment of Avon Crest” from Marshall and Murray. Our committee has experience in working with quantity surveyors on feasibility studies for heritage buildings and have reviewed the M&M report. We challenge the very premise of the commission to M&M, which was to estimate the cost of restoring Avon Crest to its original condition as a hospital, something nobody wants.

In 2021, M&M estimated the cost to restore Avon Crest at \$22 million. Recently, HPHA publicly increased this quote to \$25M, even though the original estimate already included “escalation values” of \$3.5M over a four-year period. In fact, \$7.5 million of the \$22 million quote (34%) is related to contingencies and escalation estimates, which padded the estimate.

We challenge the M&M estimate. To begin with, the study does not list the parameters for the estimate, nor are there any accompanying condition reports, specifications, or drawings to support the scope of the estimate. But most significantly, no end use for the building was identified. So, there are several questionable costs.

The costs were based on just one part of the building and no allowance was made for the deconstruction cost, let alone the environmental cost, of the remainder of the building. As no repurposing use for the building was identified, all the hazardous materials were slated for removal, at a cost of \$604K. But that cost would be reduced if the hazardous materials were contained, rather than removed. The estimated the cost of a new metal roof was \$212K. Then just four months after the estimated was released, Andrew Williams wrote to Alyssa Bridge, then Stratford’s manager of planning, that “a new roof was estimated to cost \$1 million.” That is almost a 500% increase.

The main reason motivating HPHA to commission the report, with its inflated estimate and lack of end-use, was to scare opponents of demolition.

But the real point is that the Save Avon Crest group is not asking HPHA to spend money to restore the building. We want HPHA to change course and seek development proposals that will retain and repurpose the building as the centre piece of a creative master plan which includes health-care facilities and other uses like attainable housing. In any case, the costs associated with doing so would fall to the developer, not HPHA.

HAZARDOUS MATERIALS

You cannot demolish a building and then remove bits and pieces of hazardous materials from the pile of rubble. Buildings must be completely cleaned up first. That process is costly – we expect the cost of hazmat removal for the entire Avon Crest to be around \$2 million - and can release toxins into the atmosphere and water during removal. This despite hazmat suits, vacuums and other safety measures. And the public should know that if the HPHA succeeds in getting a demolition permit from the City of Stratford, all the cost of hazmat removal will be with public health-care dollars.

Since the building needs to be cleaned up before being demolished, why not just keep it standing and repurpose it? Often asbestos and lead can be contained rather than removed, depending on

SAVE AVON CREST POSITION PAPER

the proposed use of a historic building. Window sash and wood trims that have lead paint can be repainted and contained with modern coatings, negating the cost and disturbance removal would entail. And if the building is being repurposed by a developer partner, they would build the removal costs into their proforma.

WHAT ABOUT THE ENVIRONMENT?



As summarized in the Executive Summary, there are over 247,000 bricks in the oldest part of Avon Crest, Stratford's first hospital. They are buff, locally-made bricks as specified by the George Durand, the building's architect. Those 132-year-old bricks contain 131,100 kg. of embedded carbon, all of which will be released into the atmosphere if the building is demolished. Add to that the other materials in the building: foundation stones, timber floor joists and rafters, lath and plaster, metal and glass. Multiply that by three (the areas of the later additions) to tally the staggering amount of material to be wasted.

The negative environmental impact of demolishing so large a building conflicts with Stratford's stated goals in issuing a Climate Emergency in 2020. Stratford hired a Climate Change Program Manager in order to address this issue. The City of Stratford must not issue a demolition permit until they understand the environmental consequences of demolition. This can be achieved by directing Stratford's Climate Change Program Manager to prepare a life cycle assessment of Avon Crest, which will gauge the environmental consequences of demolition, including the risk of releasing embedded carbon and toxic chemicals into our atmosphere and water. This danger would be significantly reduced if the building was instead repurposed.

Stratford's Climate Change Program Manager should also be directed to estimate the amount of embedded carbon in Avon Crest. This is the only means to compare the relative environmental impact of repurposing versus demolishing and rebuilding.

Andrew Williams, CEO of HPHA recently told CBC News that the healthcare alliance had conducted its own carbon audit. No one has seen this document. Williams claimed: "You're going to have more carbon emissions maintaining the building than you are taking it down." The existing literature contradicts this position and overwhelmingly favours repurposing as the more environmentally friendly solution.

SAVE AVON CREST POSITION PAPER

It is often said that the greenest building is the one that is already built. Avon Crest, with its 132-year-old locally-made buff bricks is indeed very green.

MORE ABOUT THOSE BRICKS

According to the architects at A + Link Architecture Inc. <https://alinkarch.ca/> who are directing the repurposing of the historic Victoria Hospital in London for housing and are advising Save Avon Crest:

“The brick used to build Avon Crest possesses a far superior quality than any other brick found in the market today. In fact, there is a separate market for brick of that kind if it is carefully disassembled and sold separately – not the case with the HPHA specification - and it is in very high demand as demolishing intact brick buildings is not frequent. Therefore, if it were to be demolished in a normal way, it would be like dumping a fortune into the landfill.

Assuming that the contractor decides to salvage this brick, which is in very good shape, hiring skilled workers to carefully do this intricate work will cost a fortune, and it will increase the risk in the loss of materials.

Essentially, a brick wall is a chemical reaction between the bricks and the mortar. From the moment they are applied together, they bond and function together through elemental exchanges and behaviours of their surroundings which are factors that influence the chemical reaction, like the weather. Hence, when these two elements ought to be broken apart, there will be a high chance of entirely losing the brick that has already bonded with the mortar, and their integrity will be compromised when they are split.

If the building was demolished, it would instantly turn into waste. This debris would require transportation and dumping in a landfill. The trucks required for transportation will independently increase the Carbon emissions. Then, upon dumping this waste, this action would be feeding a whale of emissions in Canadian landfills.

"Emissions from Canadian landfills account for 24% of national methane emissions." - Canada's Greenhouse Gas Inventory

More information can be found on this topic in the website below:

<https://www.canada.ca/en/environment-climate-change/services/managing-reducing-waste/municipal-solid/waste-greenhouse-gases-canada-actions.html>

In a landfill brick is non-recyclable, unlike metals for example, so it will turn into waste, and this will also add to the cost of demolition since dumping in a landfill is an expense on its own.

In brief, the Avon Crest will environmentally and economically cost more to dump rather than keep. It is seen as waste by some, and it is seen as a treasure by others. The reality is that it is an existing building, which on its own is a resource. Then, it comes down to who handles this resource to optimize its value.”

SAVE AVON CREST POSITION PAPER

REPURPOSING OPPORTUNITIES

Historic buildings need to pull their own weight economically. Identifying a desirable use for Avon Crest is key. What use could this historic hospital be repurposed to serve?

London is doing something remarkable with its historic Victoria Hospital. There, 684 housing units are being created, 416 of them being affordable. Stratford take a close look before allowing Avon Crest to be demolished. Avon Crest could very well be repurposed for this kind of housing.

We reached out to a Grade 9 Geography students at SDSS as part of their session devoted to Livable Communities. We showed them an old yellow brick (similar to those used for Avon Crest), which had an embedded carbon value of .5kg. Multiply that by the thousands of old yellow bricks at Avon Crest and you can begin to calculate the amount of embedded carbon that would be wasted through demolition. Those 15-year-olds understood how releasing thousands of metric tonnes of embedded carbon would add to the climate mess they will inherit.

The students played with a model of the site, manipulating building blocks that represented a variety of possible uses for the historic building and site. Their solutions were very interesting and environmentally progressive. Others in the community should be given the opportunity to explore this exercise. Our group is prepared to workshop ideas, using the model, with City Council, the HPHA staff or Board and other groups in the Stratford region.

Under the current institutional IN zoning, health care-related uses on the site are rather limited – there could be a family health clinic, a hospice, pharmacy or a rehab centre. But with a zoning amendment – which the City could offer to the HPHA as a carrot in exchange for designation - it could be reimaged as housing, offices, a hotel or a Ronald McDonald House-type accommodation, adding value to the property (and tax revenue for the city) while generating revenue to fund the repurposing.

No doubt there will be an increasing need for medical treatment at Stratford General Hospital that are day visits but need overnight accommodation nearby: dialysis, chemotherapy, pediatric care, optical surgery to suggest a few. Avon Crest is connected by a tunnel to the main SGH under John Street South. What could be better a better place for those that need to stay overnight after day surgery or treatment? The rest of the five-acre + site could benefit from the added value of residential and commercial uses that would serve the community. With the current Institutional IN zoning, many of these options are not possible.

CENTENNIAL APARTMENTS

It is an anomaly of zoning that this small residential building exists on a site zoned for institutional use. It also occupies a key corner of the site, fronting both John Street South and West Gore Street. Built in 1967 this modest two storey building has scant architectural value.

If any building should be removed from the site it is this one. It would open up the entire southern part of the site for new, purpose-built health care facility. HPHA should consider moving or demolishing this building not Avon Crest. The dwelling units lost could be replaced in a new purpose-built residential building elsewhere on the site as part of the revenue-generating repurposing options discussed above.

SAVE AVON CREST POSITION PAPER

COMMUNITY SUPPORT

In late the 1880's having a public hospital in Stratford was championed by a determined group of civic-minded people, mostly women, who raised funds to get the hospital built. We think the future of the hospital should reflect community values.

The Save Avon Crest campaign has been working to raise public awareness of its threatened demolition, citing the release of massive amounts of embedded carbon from those 132-year-old bricks into the atmosphere. And uncovering new information about the health-care innovations incorporated into George Durand's building design that increase its heritage value. It took a determined community effort to get it built and now there is a determined community effort to save it from the landfill. There are 130 community members of the Save Avon Crest group. A change.org petition has generated over 1,500 signatures (and growing).

News outlets including Stratford Beacon-Herald, Stratford Times, CBC London, CTV Kitchener, Listowel radio station and Canadian Architect magazine have championed our cause. Letters of support have come from scholars on health care at McGill University, and across Canada.

We are certain those in Stratford who have a connection to its first hospital - and support the good works of Stratford General Hospital - will add to the list of those that see the merits of keeping the 132-year-old building - with all those lovely yellow bricks and the restored tower and vent spires - for new uses for the next generation. The future of a public resource like Stratford's first hospital should be a community endeavour.

WHO OWNS A HOSPITAL?

Stratford Hospital was built by the City of Stratford on City lands with funds raised by the community in 1891. The City continued to own the land for the first 70 years of its life until 1961 when it was sold to Stratford General Hospital Corporation. SGHC is funded by public dollars and private donation. The HPHA manages the site but is not the owner and should not be making decisions about demolition without public input.

Currently Council is entitled to a seat on the Stratford Hospital Advisory Committee, although appears it is not filled. Better still would be for Council to have a seat on the HPHA Board in order to actively represent and oversee Stratford's interests to this publicly-funded institution. A seat on the Board would require provincial approval.

WHAT CAN THE CITY OF STRATFORD DO?

Stratford should designate Avon Crest. Last year, bowing to the determination of the HPHA to have the building demolished, Stratford's Heritage and Planning Committee rejected a thoroughly researched application by Heritage Stratford, the city's advisory committee, to have the building designated. The criteria for its heritage value exceeded that of the necessary standard required for municipal, let alone provincial or national heritage, approval. The building is an important example of public architecture.

If repurposed and restored it will stand as an outstanding contribution to the community to be widely celebrated of how heritage, environmental awareness and health care can co-exist.

SAVE AVON CREST POSITION PAPER

NEXT STEPS

Our committee urges the City of Stratford to do the following:

1. Designate the Avon Crest building and site.
2. Direct the Climate Manager to report on the environmental consequences of demolition and the benefits of repurposing.
3. Support (or initiate) an amendment to the current institutional zoning to add residential and commercial uses.
4. Lobby the Province for a Council seat on the HPHA board of directors

Our committee urges the HPHA to do the following:

1. Prepare an historic structures report on the condition of the building with input from an architect, heritage consultant, structural engineer, code consultant and building envelope expert.
2. Conduct a feasibility study for the repurposing of the building for a range of uses; the team for this would include an architect, heritage consultant, space planning consultant, market research expert on the need and viability of different uses and scenarios.
3. Prepare a Life Cycle Assessment of each option.
4. Commission a Conservation Plan. This would entail a detailed description of the work done to repair, restore and add to the building for its intended repurposed goal.
5. Prepare a revised order of magnitude cost estimate.
6. Work with the City of Stratford to find Federal and Provincial grants for restoration costs.
7. Issue a Request for Proposals with a complete program of uses for the repurposing of Avon Crest building and new development for the balance of the site
8. Consider alternate forms of tenure for the land, as retaining ownership will deter development partners

CONCLUSION

To quote Lacaton and Vassal, the French architects who won the Pritzker prize in 2021: "Demolition is an act of violence. It is a waste of many things – a waste of energy, a waste of material and a waste of history."

It would be such waste to witness the demolition of Stratford's first hospital, its embodied energy, its historic materials and its history.

This would not happen if the City of Stratford protects this important building by approving its heritage designation, and refusing to issue a demolition permit. The illustrations by @stratforhistory show the connections between the history, environment and culture of Stratford.

Respectfully submitted,

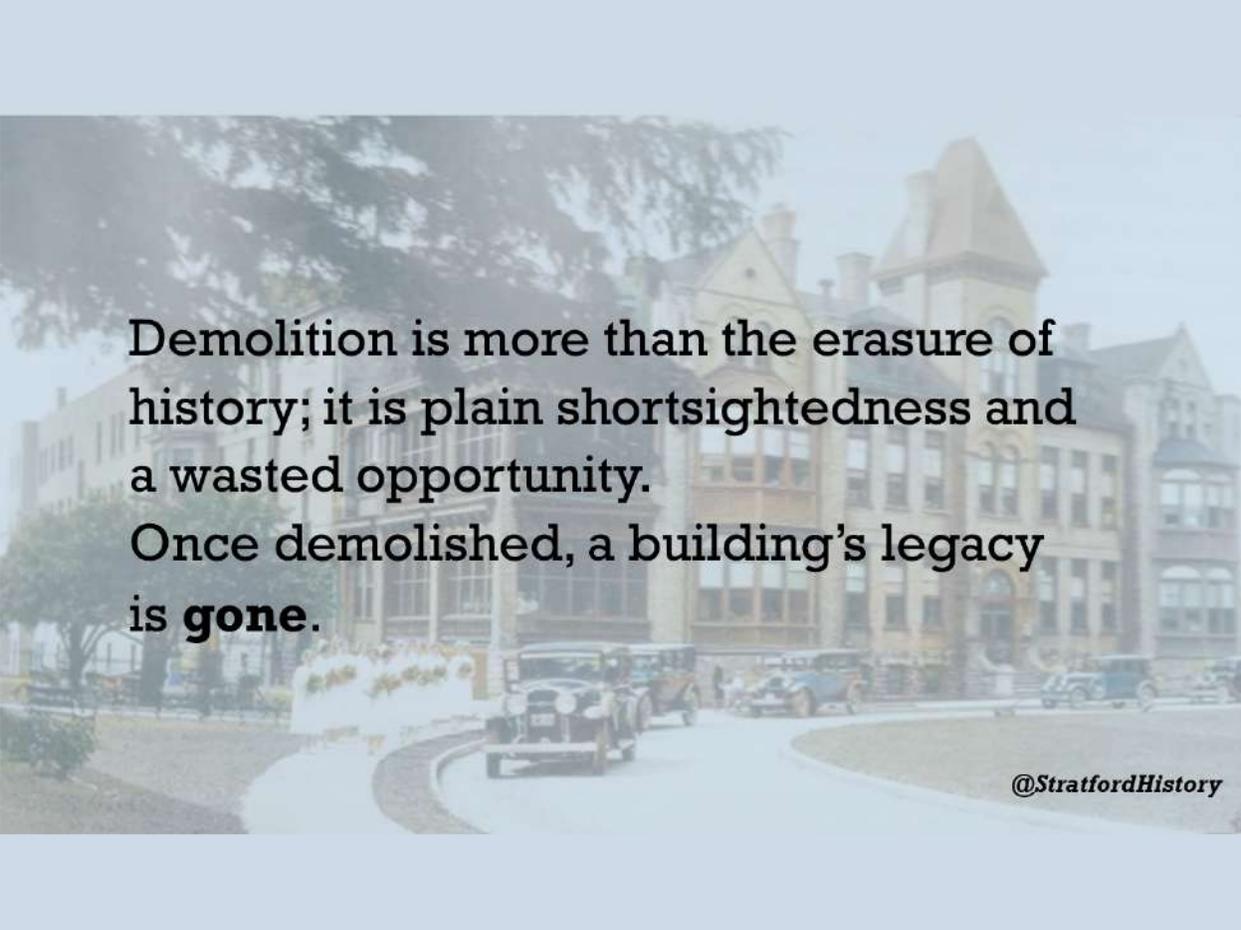
Howard Shubert shubert.howard@gmail.com / (437) 774 - 7228

Robert Lemon robert@robertlemon.ca / 778-897-6645

For the Save Avon Crest Committee:

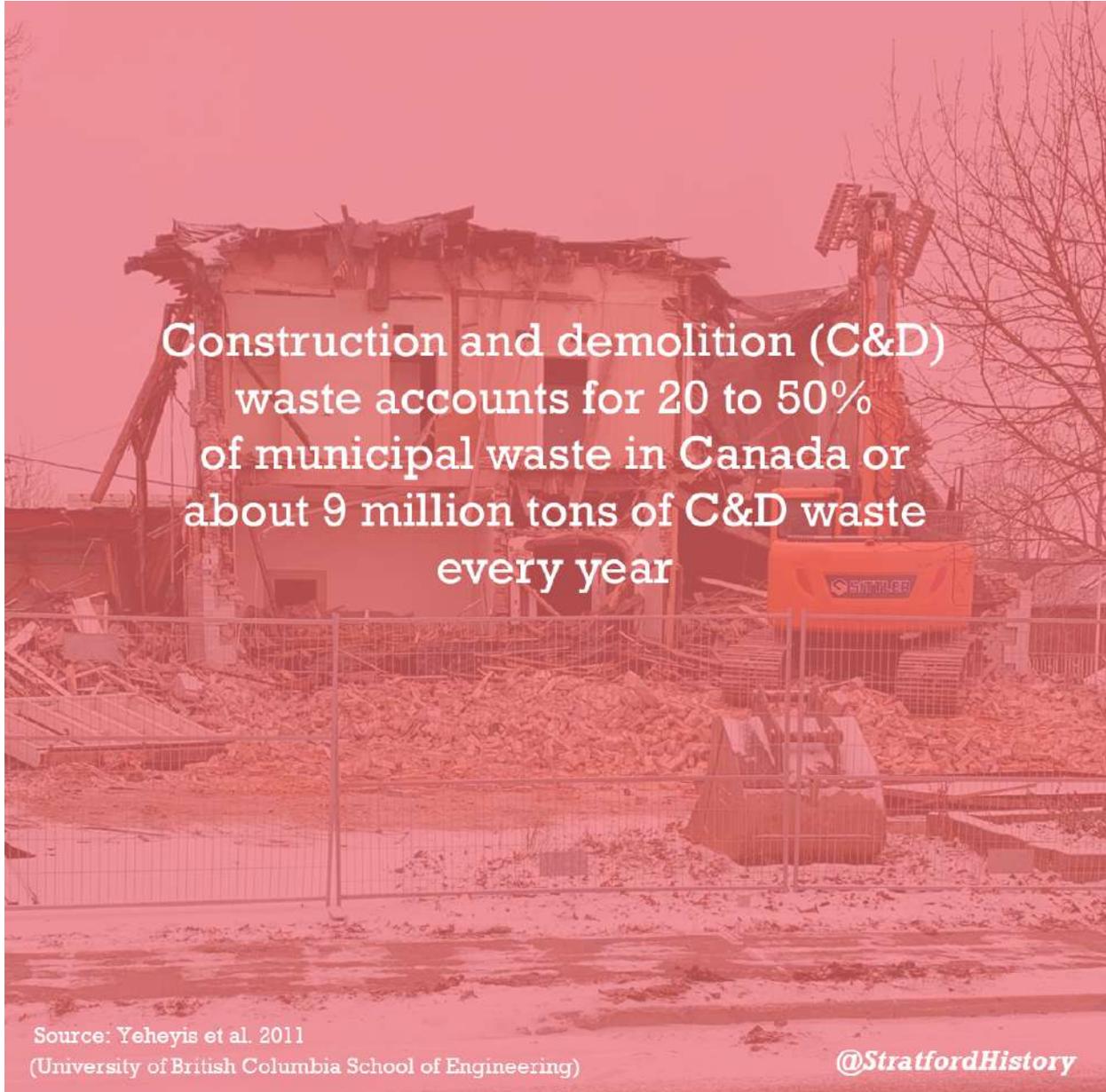
Hayden Bulbrook, Laura Dent, Carole Huband, Nancy Musselman, Patrick O'Rourke, Cambria Ravenhill, Jayne Trachsel, Allan Tye and Mary Walton;

@stratfordhistory illustrations by Hayden Bulbrook

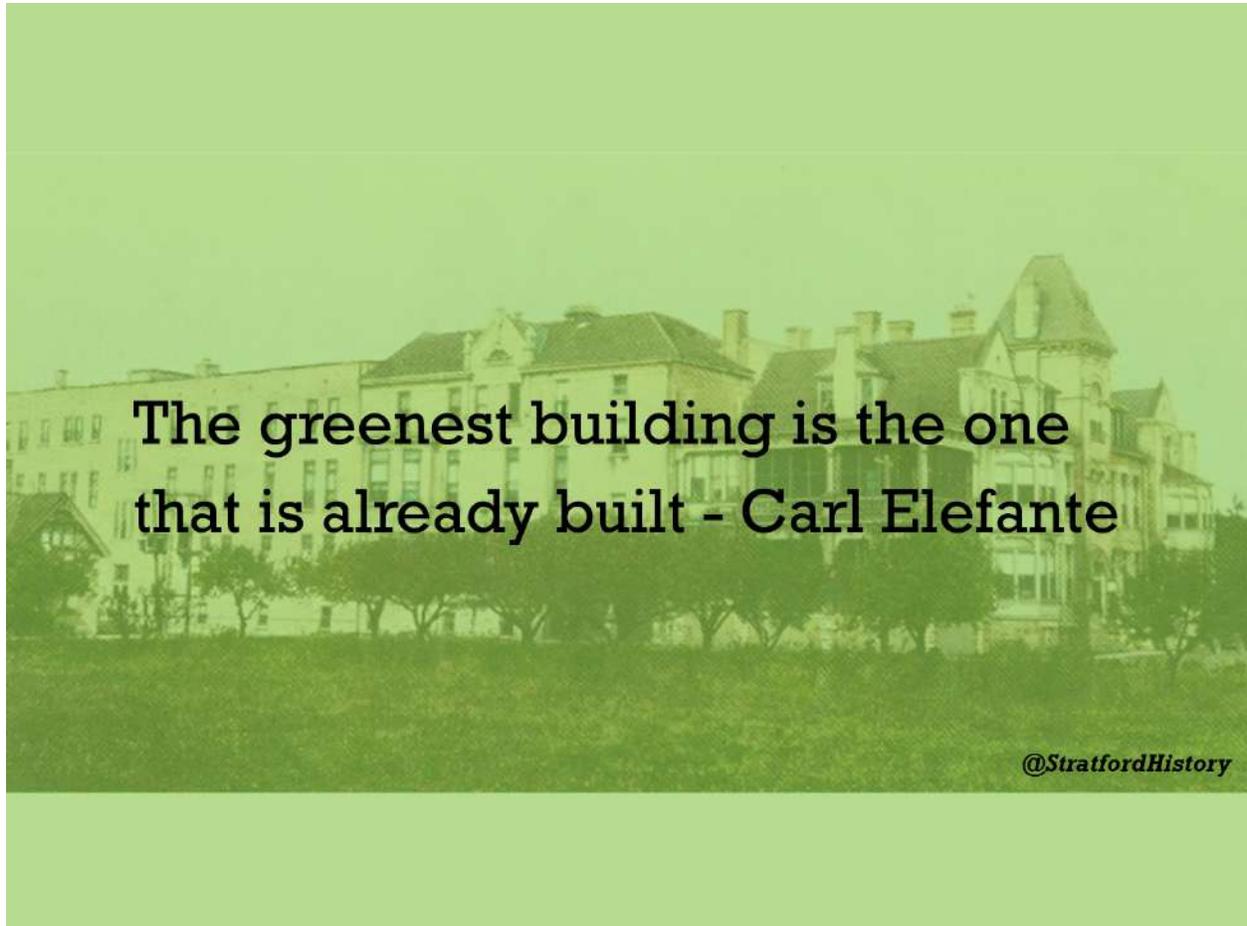


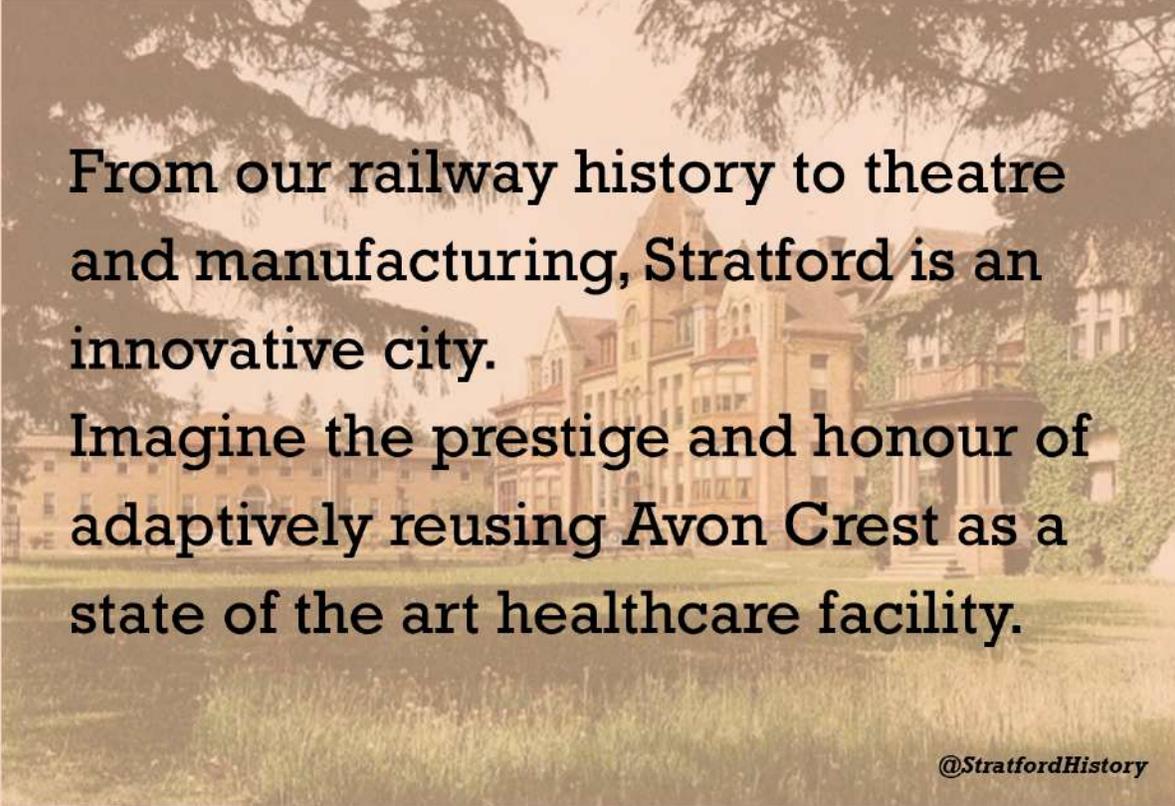
Demolition is more than the erasure of history; it is plain shortsightedness and a wasted opportunity. Once demolished, a building's legacy is **gone**.

@StratfordHistory









**From our railway history to theatre and manufacturing, Stratford is an innovative city.
Imagine the prestige and honour of adaptively reusing Avon Crest as a state of the art healthcare facility.**

@StratfordHistory