



# Memorandum

## Terminals Point, Customer & Corporate Services

**Date:** June 9, 2025

**To:** Collingwood Heritage Committee  
C/O Committee of the Whole/Council

**From:** Adam Gallant, Project Manager, Customer & Corporate Services  
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**Subject:** **Update:** Collingwood Grain Terminals Maintenance and Review of the Recommendations of the Heritage Committee

The Collingwood Grain Terminals are an iconic structure within our community that hold notable built and cultural heritage value. In recognition of this value, one of the Guiding Development Principles for the project is, *“Historical Significance: Celebrate the heritage and significance of the Terminals and reimagine them for the next 100+ years”*.

As the Terminals Point Project progresses, efforts are actively being made to maintain minimum maintenance to preserve the iconic structure as revitalization plans and designs continue to unfold and progress.

### **Update on Maintenance Tasks**

Below is a list of maintenance activities undertaken since last year:

<b><u>Item</u></b>	<b><u>Maintenance Task</u></b> <b><u>Description</u></b>	<b><u>Impact of Maintenance</u></b>
1	Re-installation of exterior flood lighting.	This task provides a benefit to consultation and engagement efforts for the Terminals Point project as well as improved site security.

2	Swallow nest removal.	As a species at risk, removal of their nests needed to be done in accordance with Federal and Provincial regulations. While inhabiting established nests, (May 1 <sup>st</sup> – September 1 <sup>st</sup> ), the swallows cannot be disturbed. Prior to construction, the nests must be removed, (and birds need to be established elsewhere), or it may result in project delays.
3	Cleanup along base of building and establishing setback.	This work was required to establish clearance along the sides of the building for due diligence tasks, (drilling program, structural testing, etc.), improve the overall appearance of the facility, and to improve security. Brush removal, additional hoarding, painting of hoarding, mulch, gravel, and removal of unused equipment was part of this task.
4	Reviewing and improving safety protocol to allow for tours.	Additional cleaning inside the facility along with the purchase of facility safety equipment, (fire extinguishers, first aid kit, wheelchair and ramps, etc.), allowed for an increase in the number of tours that could be provided to various stakeholders. This work also involved providing a tour to every member of the Fire Department for familiarization and the discussion of emergency response procedures.
5	Removal of communications equipment from roof.	Termination of these leases and removal of equipment was needed prior to the start of construction. Removal of this equipment also improves the appearance of the building and has allowed us to host consultation and engagement events that may not have been possible with operational transmission equipment still active. Removal of this equipment required the lessee to seal any penetrations in the building envelope as a result of their equipment removal.

6	Security system, fire detection, and surveillance system maintenance.	Some work was required on the security system after the removal of communications equipment from the roof. Door hardware repairs and updates were made to enhance security and deter break and enters.
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### **Heritage Committee Recommendations**

Thank you for the correspondence via letter to Council, from the Heritage Committee, which provides a list of eight (8) recommended maintenance tasks for Town consideration. Below is a high-level response to the eight (8) recommended maintenance tasks.

<b><u>Item</u></b>	<b><u>Heritage Committee Recommendation</u></b>	<b><u>Staff Response</u></b>
1	Replace the roofing material including any associated asbestos abatement required.	In the 2018 Engineering Condition Assessment, full roof replacement was estimated to cost between \$3,000,000 - \$3,500,000 and will be impacted by planned construction. Roof patching is planned as part of the minimum maintenance program to reduce water infiltration and to be completed this year. For asbestos abatement, the current procedure is to not disturb these materials. The developer will be responsible to execute any abatement required as part of their work.
2	Test wash of the exterior with a view to eventually repainting the exterior with a white primer compatible with any future final coating system.	Exterior improvements (cleaning/painting) will be part of the work completed by the developer during construction. However, staff welcome additional information on the suggested process and intent of the proposed test wash.

3	Repaint the Terminals signage on the silos.	Exterior improvements (cleaning/painting) will be part of the work completed by the developer during construction. As this would be an esthetic improvement, it is recommended that any available funds would be more beneficial to protect the structural integrity of the facility/building envelope.
4	Remove bird guano from the marine tower.	<p>All required abatement and work required on the marine tower is part of the developer's scope of work during revitalization.</p> <p>For information: the area of the building with bird guano remains closed off from the rest of the facility. In the 2018 Engineering Condition Assessment, environmental abatement including temporary enclosure of the marine tower opening was estimated to cost between \$1,500,000 - \$2,000,000. Additionally, if abatement occurs, this area would require the sealing off of the marine tower to prevent recurring challenges.</p>
5	Repair any windows or otherwise seal off the marine tower from future guano contamination.	<p>Windows throughout the facility that can be accessed and replaced safely are repaired on a regular basis. Sealing off the marine tower is a complex task due to the nature of the construction, the contamination which has existed since before the Town owned the Terminals, and the lack of fall arrest systems or other safe access.</p> <p>The marine tower work will be undertaken by the developer during construction.</p>

6	Continue to maintain the full and safe elevator operation.	Elevator maintenance and certification remains within the minimum maintenance budget and continues.
7	Clear and hoard off the area at the base of terminals to include graphics and signage describing the future proposed development.	<p>The base of the Terminals has been significantly improved over the past year on both sides and clearance/set back has been established.</p> <p>Some signage has been added to the fence on the north side to ensure awareness of intentions. Additional graphics promoting the private development will be the responsibility of the developer. The Town will promote the public development aspects of the project as appropriate. Collaboration between the partners will be ongoing.</p>
8	Install an exit stair system to the top of the grain terminals bin floor that could allow for future public tours.	Staff are planning for the continuation of public tours within the currently defined scope. Appropriate safety protocols are necessary and have been developed to ensure compliance with health and safety regulations in an abandoned industrial facility. These protocols may be enhanced/changed as required.

**Encouraged to Consult, Engage, and Collaborate Further**

The letter from the Heritage Committee notes several of the consultation and engagement activities which have occurred over the past year in support of the Terminals Point Project. The Terminals Point Project Team echo's the Heritage Committee's appreciation of the Museum Staff's support to the Terminals Point project. In addition to the Museum exhibition on the terminals building, Museum Staff are

regularly consulted on the historical aspects of the whole project area and provide valuable input.

The project team is appreciated of the collaboration with the Heritage Committee to further understand C.D. Howe's connection to the C.D. Howe Company and possibly integrate it into the project. The Terminals Point Project Team is sharing relevant files, drawings, photographs, and other materials with the Heritage Committee and will continue as we gather more information.

In fall 2024, the Terminals Point Project Team conducted facility tours for Heritage Committee members. These tours enabled real-time discussions about site status and maintenance successes and challenges. As weather improves, the team plans to continue offering tours to new committee members or those who missed the previous visit.

The ongoing efforts and collaboration between the Terminals Point Project Team, Heritage Committee, Museum Staff, Developer, and many others highlight the dedication to maintaining this historical site. As we move forward, the seamless integration of safety, historical awareness, and community engagement will be paramount in ensuring that the Terminals remain a valuable and accessible landmark

for public enrichment. Together, we will continue to celebrate and protect the legacy of the Terminals, fostering a space where history, education, and community converge.