

Adaptive Reuse for Underutilized Places of Worship in Cambridge, Ontario: Central Presbyterian Church



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Acknowledgements

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Executive Summary

The City of Cambridge has issued a Request for Proposal (RFP) to Grand River Consulting Firm to develop adaptive reuse opportunities for existing places of worship. The RFP has identified that these places have experienced a decline in their membership causing an interest in options to utilize the vacant space. The places of worship that were selected reside within the historic area of Galt. Grand River Consulting Firm has developed adaptive reuse options for Central Presbyterian Church in hopes that the adaptive reuse options provided will suit the area and be beneficial to the community within Galt.

The reutilization options presented by Grand River Consulting Firm include Do Nothing, Host Conferences and Concerts, and a Second Floor Extension. In the option for Do Nothing, the congregation would continue as usual. They would continue to receive funding for their heritage designation, and from members of the congregation. However, the space that they have available during the day would continue to be underutilized. This option would need the church to be reassessed in the future in order to determine if something needs to be done. The next option would be to Host Conferences and Concerts. Central Presbyterian Church currently hosts concerts on Saturday's causing that day's schedule to vary. Adding conferences would be beneficial to utilize space when the church is not busy. There is a need for conferences in downtown Galt and the church building is already equipped with the appropriate technology. Finally, the Second Floor Extension would expand over the section of the church built in the 1950's as it has a flat roof. It was always intended that there would be a Second Floor Extension built on the roof of this section. This creates more space for possible revenue options and community outreach.

The primary adaptive reuse option that is presented includes collaboration with the St. Louis Adult Learning and Continuing Education Centres (St. Louis) to provide English as a Second Language Classes (ESL) in Galt. The need for this collaboration was noted when demographic research was conducted displaying that in a National Household Survey, 23.1% of the population in Kitchener, Waterloo, and Cambridge were foreign-born individuals (CBC News, 2013). This information presented the need for both Cambridge and Galt to have ESL programs accessible to its residents. Central Presbyterian Church would best accommodate these ESL classes run by St. Louis as their free time is during the day. When reviewing the schedule for the programs at St. Louis, their morning classes run from 9:00 a.m. to 5:00 p.m. allowing it to effortlessly fit into the church's schedule. A representative from St. Louis stated that they would be interested in space at Central Presbyterian Church if a fair rental price was provided. This would allow for the church to further be involved in the community and bring in more.

Each of the ideas presented have overarching policy considerations that need to be considered and addressed. The first policy condition deals with the accessibility in the interior of the church. The steps connecting the Hall and the Sanctuary create accessibility challenges as it does not accommodate for wheelchair access. Another policy consideration deals with parking and transportation. Currently, Central Presbyterian Church only has five parking spaces for staff. Therefore, additional parking is necessary to accommodate additional uses of the church presented above. Two parking options include renting parking spots from Knox's Galt and buying spaces from the Public Library lot. Another option would be installing a bike rack station to support active transportation in the Galt area. These options would alleviate the issue of parking as they would allow for more spaces to be available and offer different transportation options.

Introduction

Central Presbyterian Church is a historic building that has been heritage designated due to its importance to the area of Galt. Although Central Presbyterian Church has a healthy congregation, other church's in the area have been experiencing decline causing the need to investigate options for the future. This will allow them to continue their outreach activities if their congregation starts to decline as they will have other sources of revenue from these adaptive reuse options. Currently the church participates in two outreach activities which include Rachel's Home and the Cambridge Self-Help Food Bank. Rachel's Home is orphanage and Christian school for child victims of Lesotho's AIDS crisis. The church supports Rachel's Home by raising funds, and has gone on mission trips to build more schools. Their local outreach is the Cambridge Self-Help Food Bank which first opened in 1985 and provides Cambridge residents with church based programs and soup kitchens. Through these activities, Central Presbyterian Church has displayed their interest with being involved in the immediate community and helping those outside of the community. Therefore, the adaptive reuse options provided below allow for Central Presbyterian Church to continue their involvement in the community. Through an analysis of the case studies and a series of interviews, Grand River Consulting Firm has developed adaptive reuse options that best suit the City of Cambridge, the community, and Central Presbyterian Church.

Project Description

The aim of this project is to determine a feasible use for Central Presbyterian Church in order to generate extra revenue for the Church. This was done by conducting a series of interviews with Church leaders as well as other community organizations such as the Idea Exchange. During these interviews several potential uses for the underutilized space were discussed to get a sense of what the community needed as well as the Church's vision for the future. Once interviews were complete four options for adaptive reuse were selected based on whether they meet with the Church's vision and the needs of the community. From these four adaptive reuse options, Grand River Consulting Firm has identified the most viable option that could be incorporated with another option presented. These options are further supported by several case studies looking at the reutilization of churches. Grand River Consulting Firm has also provided a series of maps to assess the need for different facilities surrounding Central Presbyterian Church. With this information, our team was able to develop adaptive reuse options that are needed within the community.

Research and Methodology

Case Studies

In the preliminary stages of the research conducted by Grand River Consulting Firm, case studies were examined to assess different reuse options. In the three case studies that were assessed, two places of worship were reutilized into lofts and the third became a café. The two that were reutilized into lofts were the Glebe lofts (Hackworth & Gullikson, 2013) and the Swanwick Heritage Lofts (Yu, 2010) which are both located in Toronto. This adaptive reuse option for these places of worship allowed for the needs of Toronto to be met as they have a dense population. The other place of worship that was reutilized as a café is now known as Edinburgh Café Hub (The Hub, 2017). This accommodated the area as well as the Edinburgh Café Hub remains successful due to its high demand. These case studies allowed Grand River Consulting Firm to realize the importance of identifying the need for the area. Therefore, our team conducted demographic research to better identify the needs of the area to allow Central Presbyterian Church to be as successful.

Interviews

To determine the following adaptive reuse options, interviews were conducted with various representatives from organizations within the community in addition to the Church leaders. The Idea Exchange at Queen's Square was contacted and provided beneficial insight into the Galt area as well as some extended information on their programs. It was identified that the programs based on technology and art were mainly attended by young families and younger people. In addition to the Idea Exchange, the St. Louis Adult and Continuing Education Centres (St. Louis) was approached. The representative from St. Louis expanded on their current situation in Cambridge and expressed a need for more space in downtown Galt. After Grand River Consulting Firm gathered the information from other community organizations, an interview was conducted with Central Presbyterian Church. The representatives of Central Presbyterian Church expressed their openness to new ideas to reutilize the space and make new connections within the community. A better understanding of the Church's vision for the future and operations of the Church were gained as well.

Summary of Reutilization Options

Do Nothing

Another option for the Church is to simply continue with the current programs and activities, and re-assess the situation at a later time. After meeting with representatives of the Church, it is evident that the Church is supporting a healthy congregation. Central Presbyterian Church has a few revenue streams already. One

unique source of income for the Church is a popular T.V called Murdoch Mysteries. The popular status and aesthetic of the Church attracts filmmakers and show producers to the area. The rental fees for use of the Church provide an uncommon but welcomed source of revenue. Another source of revenue comes from the KW and Cambridge Symphony Orchestra use the Sanctuary approximately 4 times a year to perform contributing to the Church earnings. Grants are actively used by Central Presbyterian Church as well. The original exterior of the Church is heritage designated including the main steeple and stained glass windows, while the rear addition is not. This designation allows for the application of heritage grants aiding in maintenance fees. Although these are other active fund sources, the majority of funding is received from congregation members. The donations received are also allocated towards the upkeep of the building and Church missions.

Implications

The Church has programs running as seen in the schedule below; however, if nothing were to be done there would be a large amount of underutilized space. As shown below, during the weekdays there is essentially nothing going on creating an opportunity for better use of the space. If the Church was to continue as is, it would still be fairly stable for now but will still experience naturally occurring down points in the future. There would be no changes for the community as services and programs would run as usual. Similarly, there are little implications for the City of Cambridge, as the Church would be left as is and would be re-assessed at a later date.

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9:00 AM	Red	Green	Green	Green	Green	Green	Yellow
10:00 AM	Red	Green	Green	Green	Green	Red	Yellow
11:00 AM	Red	Green	Green	Green	Green	Red	Yellow
12:00 PM	Red	Green	Green	Green	Green	Red	Yellow
1:00 PM	Green	Green	Green	Green	Green	Green	Yellow
2:00 PM	Green	Green	Green	Green	Green	Green	Yellow
3:00 PM	Green	Green	Green	Green	Green	Green	Yellow
4:00 PM	Green	Green	Green	Green	Green	Green	Yellow
5:00 PM	Green	Green	Green	Green	Green	Green	Yellow
6:00 PM	Green	Red	Red	Green	Green	Green	Yellow
7:00 PM	Green	Red	Red	Red	Red	Green	Yellow
8:00 PM	Green	Red	Red	Red	Red	Green	Yellow
9:00 PM	Green	Red	Red	Red	Red	Green	Yellow
10:00 PM	Green	Green	Green	Green	Red	Green	Yellow

Table 1: Table depicting Church available times. Available times indicate times when space is being underutilized.

Red	Busy Times
Green	Free Time
Yellow	Variable

Host Conferences and Concerts

An appropriate way the Church could utilize its space is by hosting conferences in the large sanctuary. This sanctuary can hold approximately 600 hundred people which would easily accommodate large groups. The facility is already properly equipped with the technology necessary to fulfill all groups'



presentation needs. This includes a modern sound system, flat screen TV's, a large spacious stage, and if required high level instruments. The sanctuary is known for its acoustics, which makes it ideal for large presentations. The Church is an optimal location for conferences to be held as there are not many other locations in the surrounding area that can accommodate to large groups. Because of the exemplary acoustics in the Sanctuary and the fact that the Church already holds concerts, increasing the number of concerts held is a seamless solution. Central Presbyterian Church holds concerts by the KW and Cambridge Symphony Orchestras a few times a year. There is a great opportunity for utilizing the sanctuary as a conference hall and increasing the number of concerts would have little changes required making it a viable option.

Implications

To carry out the second option, the Church would have to advertise to the public that they are willing to hold conferences as well as contact potential partners. To advertise this, the Church could create a section on their existing website encouraging companies to hold conferences in the Sanctuary. The Church would also have to contact partners in the community with the help of Grand River Consulting Firm or an appointed third party to build connections and begin planning conferences. The University of Waterloo School of Architecture for example would be an excellent partnership to make. The School has events and conferences that would be perfect to host at the Church as it has a large Sanctuary equipped with appropriate technology. Beyond that, lectures and learning opportunities could also

be implemented. The Sanctuary could be used as a large lecture hall and the structural form of the Church could provide students with potential projects. Such projects may include presenting a solution to the accessibility issue between the Sanctuary and the addition. This would increase the Church connections within the community. Growing the number of concerts hosted by the Church would also increase connections as more opportunities would be available for the public. Concerts would benefit the Church as well bringing in more income sources. This is an excellent option as little effort would be required by the Church. City involvement would be for accessibility and parking concerns; however, these will be assessed in the policy recommendation section.

Build second floor extension

The Church has programs that are often run at similar times creating a high demand for space. A solution to increase usable space is to add an additional floor above the new extension of the building. The addition was built in the 1950s with the intent of adding another floor above. The addition could easily support a new level, which would alleviate the competition for space.

Implications

The Church would be able to expand their existing programs while also adding space for potential new programs increasing revenue as well as community involvement. In order for this to be a viable option, the Church would have to invest a lot initially on construction materials and consultations with building contractors and structural engineers. The community would benefit as expansion of programs would offer more flexibility and additional programs would offer a wider range of activities.

Summary of Primary Option

English as a Second Language Program

The most viable option proposed for the Church to reutilize the space and bring in more revenue is to partner with the St. Louis. The recent closing of the St. Louis Cambridge campus has forced classes into 3 rooms at St. Benedict Catholic Secondary School [Refer to Map 1 in Appendix]. The St. Louis Learning Centre is currently looking for more space to accommodate additional classes. After meeting with the St. Louis, the demand for classes was clearly identified. With increasing numbers of foreign-born residents, English as a second language (ESL) programs have a higher demand (CBC News, 2013). This will allow for Central Presbyterian Church to have a greater presence in the community. This opportunity is beneficial for all parties involved and is feasible as it could be implemented immediately with little changes made to the Church. The rooms used for Sunday School at the Church may serve a dual purpose for ESL classes run by St. Louis. These classes may run

4 days a week during the available time for the church. A potential schedule for these classes could be Monday – Thursday from 9am – 5pm. Since Central Presbyterian is already fairly busy during the weeknight evenings, this would not interfere with their current schedule. Additionally, Central Presbyterian Church has the unique opportunity to incorporate this reuse option with the Second Floor Extension. If the church decides to proceed with the development of a second floor, St. Louis could move more classes to this location. By partnering with St. Louis, the church could gain more capital through renting more space to St. Louis in the second floor extension. St. Louis could also assist with advertising allowing Central Presbyterian Church to be exposed to the community. This could also influence the growth of the congregation as more community members can be exposed through St. Louis. Therefore, this idea can either act as an immediate action, as mentioned above, or a long term solution.

Implications

To implement this option Central Presbyterian Church and the St. Louis would have to begin discussions through a meeting. To do this both parties would be contacted separately, and a convenient meeting place and time determined. The meeting would be facilitated by Grand River Consulting Firm or an appointed third party. During the meeting, issues such as rental price for space would be established and mutually agreed upon by both parties. By following through with ESL classes the Church would better utilize space during the day. They would also generate revenue providing them with increased funds all while contributing a vital language program to the community. The community will benefit from having ESL classes, as there is currently a demand in the area. No action will be required by the City of Cambridge as there are no policy implications associated with this option.

Summary and Rationale of discarded Options

Daycare

One idea was to expand Central Presbyterian Church's nursery for children under two into a full daycare program for the local community. This would be done by acquiring the proper licensing for a daycare and advertising during Church services. This option was not considered a viable for several reasons. The first being that there is already daycare services provided in close proximity to the Church, opening a daycare within the Church would only split the attendees of the current daycares in the area. The other reason this was not considered an applicable option is because after talking to Church leaders it became clear that Central Presbyterian Church is not interested in expanding to a daycare. For these two reasons a daycare was not considered an option for Central Presbyterian Church.

Incubator Hub

Another possible idea that was considered to utilize space at Central Presbyterian Church was to rent out office space to create an incubator hub. This would involve inviting tech start-ups to rent out space in Central Presbyterian Church to bring in more revenue. However, this was not considered a viable option after interviewing a staff member from the Idea Exchange that stated they provide space for technology programs. Grand River Consulting Firm also considered the fact that Central Presbyterian Church has a nursery for children under the age of 2 where the office space would be provided. The two uses in the same proximity was not considered to be the best use for this building.

Art Classes

Hosting art classes in the Church was another option weighed to create revenue; however, this was discovered to likely be an unsuccessful endeavour. There are numerous other facilities located in close proximity to the Church that already offer art classes. There are many locations of art classes surrounding Central Presbyterian Church [Refer to Map 2 in the Appendix]. The Idea Exchange across the street offers art classes for all ages and is already established. After speaking with an Idea Exchange representative it is clear there is no need for art classes in the area. As the Idea Exchange already offers a wealth of art classes, it is obvious there is no need for redundant programming in the area.

Overarching Policy Recommendations

Currently the exterior structure of Central Presbyterian Church holds heritage designation due to the significant historical context it has in regards to downtown Galt. This allows for the church to draw upon heritage grants provided through the City of Cambridge. These grants aid the church and its congregation by helping them to maintain upkeep of the church, but this funding is not sufficient to cover the total operation costs of the church.

Zoning

As Cambridge experiences changes in the demographics of religious affiliations and followers over time, places of worship and their spaces may need to adapt in order to draw youth to their congregation and to accommodate change while maintaining historically significant structures. Central Presbyterian Church will not need to apply for rezoning to facilitate the changes outlined through the options section, unless the church decides to discontinue its primary function as an institutional place of worship. Therefore, the current designation as FN1 supports the mixed-use adaptive reuse recommendations that Grand River Consulting Firm has proposed. If any of these options are implemented, they will draw in revenue for the

church to aid in the continued maintenance and operation cost of the aging church. All options recommended abide by floodplain regulations and considerations that Grand River Conservation Authority has set out in regards to properties and building that reside within the floodplain zone. Moreover, our second recommendation option of extending the rear expansion will require the Church to apply for a building permit. In doing so, they can build upwards and expand on the addition that already exists to the rear of the church. This will not require a zoning amendment as the plan to expand onto second floor space is acting to host auxiliary uses or recommendations we have made.

Accessibility

Moreover accessibility is another major factor that needs to be addressed moving forward. Due to the age of the church it has gone through many renovations throughout its lifespan and additions have been added to expand the church space of community use. These changes left some issues as accessibility was not a major consideration as these additions and renovations were made to the church. The church exterior has wheelchair access ramps allowing non-able bodied individuals to attend services and events within Central Presbyterian Church. On the interior of the Church there are two hallways connecting the Sanctuary to the Hall, and then to the rear addition. Two doorways between the Sanctuary and Hall possess a few steps that lead up into the Sanctuary due to the different floor levels. These steps create a problem for non-able bodied individuals as the only restrooms located on the ground level of the church are in the rear addition meaning someone in a wheelchair would have to exit the Sanctuary and proceed to go all the way around and re-enter the church at the rear addition to use the restrooms. To address this it is recommended the church consult with a structural engineer and a renovation manager to establish a solution to this major problem. It is also recommended to explore the option of renovating and removing the steps and installing ramps to allow for direct access to the Hall and rear addition from the Sanctuary. Alternatively, if this option is not feasible due to unforeseen circumstances such as cost, the church may opt to simply renovate and install a ramp singularly on the west hallway. By removing these barriers Central Presbyterian Church provides all members of its congregation and members of the surrounding community who partake in its programs and future adaptive reuse options an accessible and safe space to foster community connections [Refer to Map 3 in Appendix].

Parking and Transportation Considerations

Furthermore, the already limited parking around Central Presbyterian Church is concerning as traffic to this church will increase due to the reutilization options proposed by our firm recommendations. There are certain recommendations the church may want to explore to remedy the parking and transportation issues. First, they could purchase a certain number of spots from the Cambridge Public Library,

which is located in the vicinity of Central Presbyterian Church. Secondly, the church could rent a certain amount of parking spaces from Knox's Galt Presbyterian Church in order to accommodate more parking for conferences, adult learning ESL program, and/or the other options they may choose to implement upon our recommendations. Alternatively, we recommend that Central Presbyterian install bike racks on their property in order to accommodate community members who choose to bike to events hosted within our church.

Conclusion

The Central Presbyterian Church has been a presence in downtown Galt for over 130 years. The church needs to utilize the unused space during weekday work hours to maximum productivity. By partnering with the St. Louis the church can increase their revenue streams all while becoming more of an influence in Galt. The ESL program will also grow the Central Presbyterian Church's mission of community outreach by helping new immigrants of the area learn the English. Other options like the conferences allow for increase revenue without causing any time constraints to existing programs to the church and can run simultaneously with the ESL program. The second floor expansion will create all new space that could be used to enhance the church's existing programs and increases the ESL program to hold more classes. The space is much needed to help long-term income for the church. The Church is a big part in the community and will become an integral piece for the city of Cambridge. The implementation of these options will further grow the importance of Central Presbyterian in downtown Galt.

Project Reflection

On the first day of this course, we entered into the classroom not knowing what to expect but eager to learn. We knew that it would be a unique opportunity to apply the skills that we have gained through our undergraduate programs. Once we learned we had the opportunity to work with the City of Cambridge, we were excited to know that we would get to act as a real planning firm. Once sorted into groups, we debated on what name would best represent our team. This is when we decided to call ourselves Grand River Consulting Firm. We believed that this name would provide accurate representation of our group as the Church we were assigned is located on the Grand River. Therefore, we set out as Grand River Consulting Firm to accomplish the task of developing options to better utilize the space in the church.

In the preliminary stages of the project, we conducted demographic research to analyze the diversity of the region. From this information we identified that an issue within Cambridge which was the number of students that completed high school. This started our research into adult learning programs within Galt to assess the need for more programs. We believed that this could be a good choice for Central Presbyterian Church to better utilize the unused space while continuing to support the community with outreach activities. Through further research into Central Presbyterian Church, we identified that outreach was an important value. They have two programs that they run in the immediate community and beyond where they are

located. This helped us gather ideas as to the Church's values and what they would be willing to do. Overall, the researching stage of our project allowed us to practice this skill to identify relevant information.

Once the preliminary research stage was complete, we completed our research ethics certificate (TCPS 2 CORE Certificate). This was unique from our other classes as this is the first time we had to complete it. None of the members of Grand River Consulting Firm had participated in research interviews that required ethics approval. This made Grand River Consulting Firm feel like a real business. We then began contacting people within the community including the Church. Through this process we developed the skill of writing clear and concise emails to those we wanted to interview. We further prepared questions before our interviews in order ensure we gathered all the information we needed. At this stage we divided tasks among our team to accomplish the proposal as well as be prepared for the final aspect of this project.

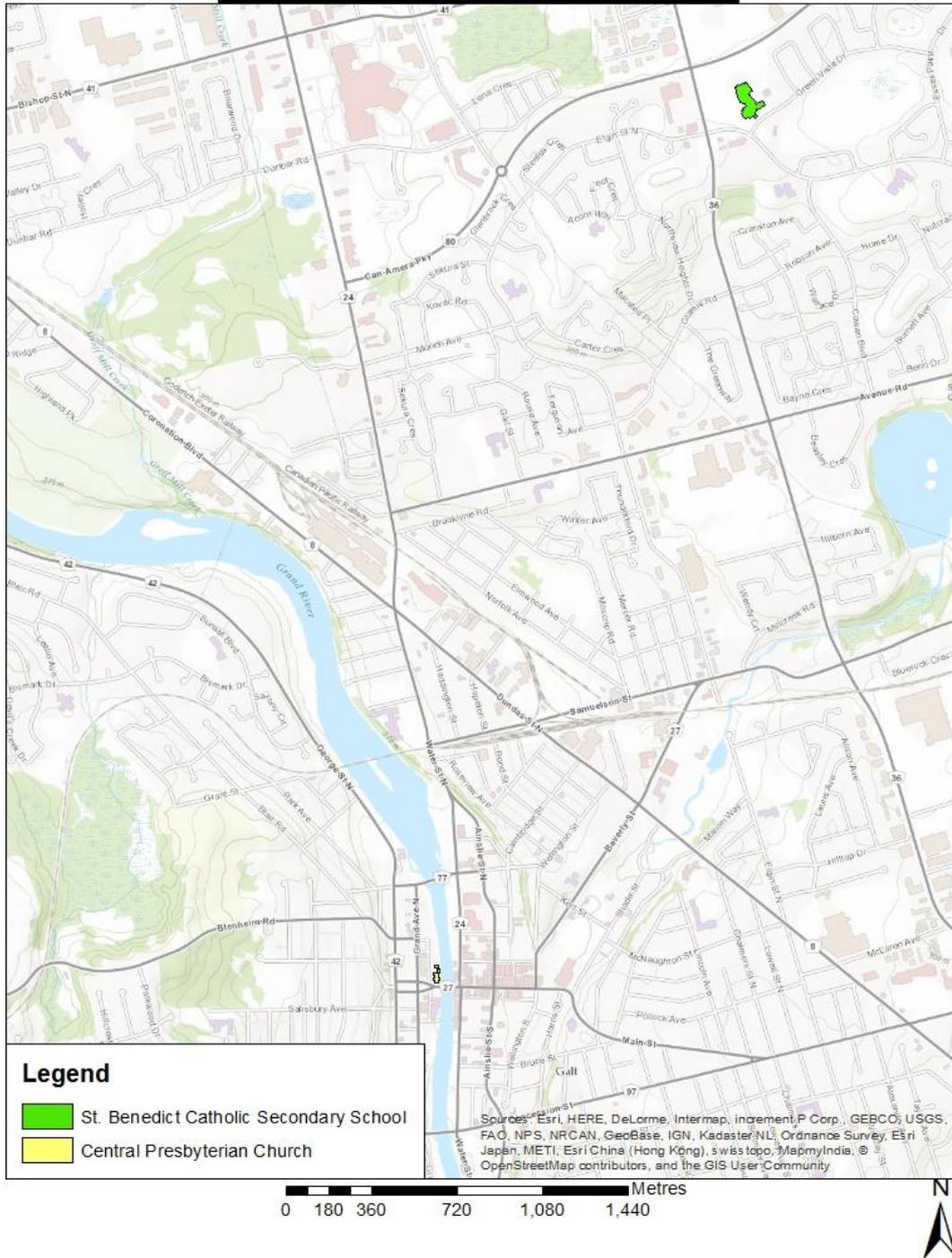
Overall, this course challenged the members of Grand River Consulting Firm to complete a project that was different from other courses. Even though we are familiar with research from our Third Year Field Camp course, it still differed greatly. In the third year course, we completed physical geography courses that did not require interviews. Instead, we often worked alone in our groups in order to collect data from the site. In this project, we felt as though we were fully involved in the community of Galt and learned about its history. With the help of our instructors, the City of Cambridge, and the other community organizations, we were successfully guided through this process to gain a better understanding of Galt. Therefore, we believe that the options presented in this report through extensive research will best suit Central Presbyterian Church and the City of Cambridge.

The 499Q Capstone Urban Sustainability class proved to be an enlightening experience for all of us. We leave this course more knowledgeable both professionally and personally. We believe that this course provides students at Wilfrid Laurier University with transferrable skills that we can use for our future. Our team thanks everyone who participated in the research of our project, the City of Cambridge and Wilfrid Laurier University for this opportunity.

Appendix 1.

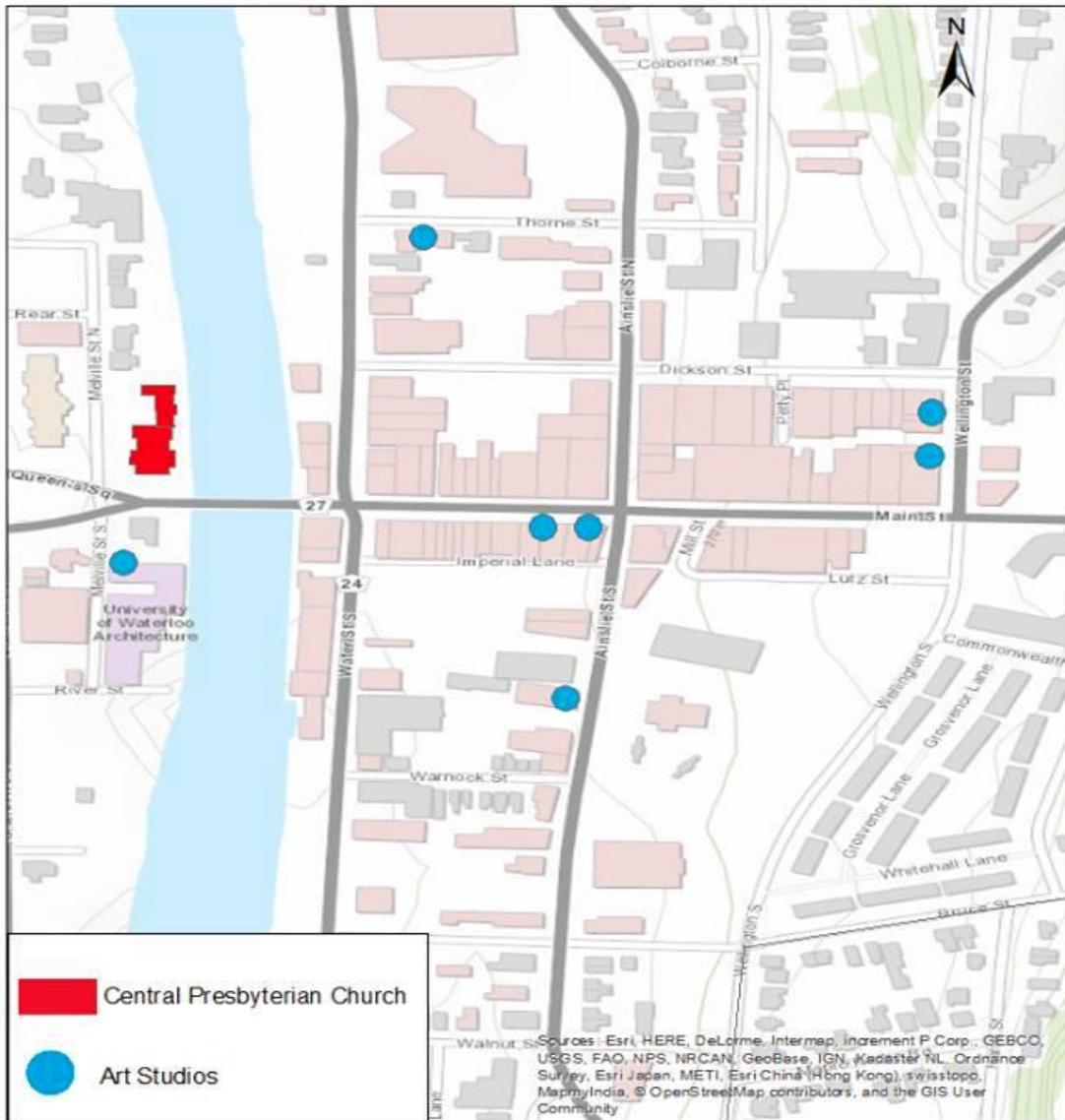


Central Presbyterian Church



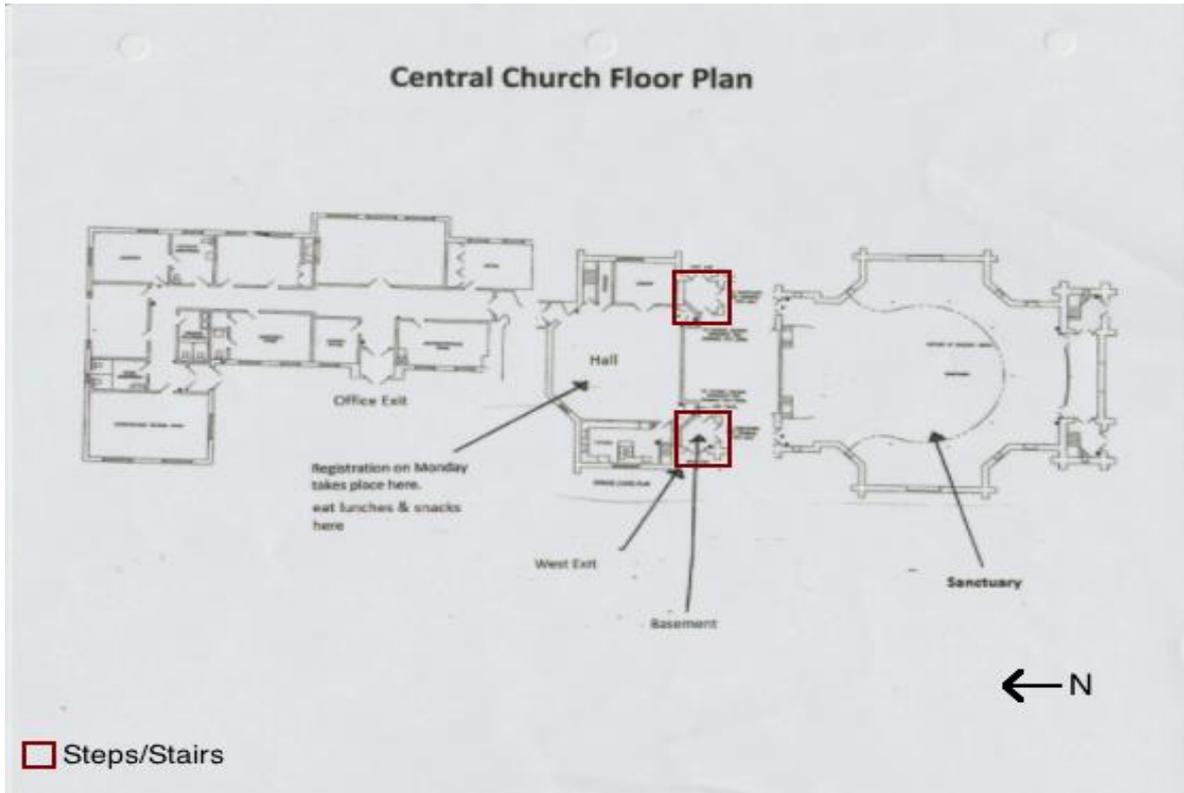
Map 1. Locations of Central Presbyterian Church compared to current location of Adult Learning Classes

Art Studios Located in Downtown Galt



Map 2: Art Studios Located in Downtown Galt





Map 3. Central Presbyterian Church Floor Plan to show Barriers to Accessibility



Map 4. Map of Parking available around Central Presbyterian Church.

Appendix 2.



Grand River Consulting Firm: Tyler Prentice, Alfredo Spagnuolo, Will Cavadias, Andrew Drysdale, Jaclyn Schneider, and Elizabeth Roth (Left to Right).

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