City of London

Cultural Heritage Evaluation Report
100 Kellogg Lane
London, Ontario

Prepared by:

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Distribution List

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Revision History

Revision #	Date	Revised By:	Revision Description
0	December 13, 2019	L. Smythe	Draft submission to the City of London
1	January 15, 2020	M. Seaman, L. Smythe	Revised draft submission to City of London
2	January 20, 2020	L. Smythe	Revised draft submission to City of London

Executive Summary

AECOM Canada Ltd. (AECOM) was retained by the City of London to complete a Cultural Heritage Evaluation Report (CHER) to determine the cultural heritage value of the property at 100 Kellogg Lane Street. This property was one of twelve identified in the City of London Cultural Heritage Screening Report (CHSR) (October 2018) as having potential cultural heritage value or interest, and the potential to be directly or indirectly impacted by the project. The CHSR was completed as part of the Transit Project Assessment Process (TPAP) for the London BRT project. As there is an opportunity to mitigate impacts to this property, it was recommended that a CHER be completed on the property after the completion of the TPAP process in June 2019.

The subject property contains a number of industrial buildings constructed for the Kellogg Company and its predecessors for the production of cereals and related food products. The buildings on the subject property were constructed in stages between 1914 and 1986. The property operated as a manufacturing plant until 2014 and is currently undergoing renovation to accommodate the 100 Kellogg Lane entertainment complex. Based on the evaluation of the background historical research, field review, and application of criteria from *Ontario Regulation 9/06,* the property was found to have significant cultural heritage value or interest.

The completion of the CHER has resulted in the following recommendations:

- A Heritage Impact Assessment is required for this property to identify appropriate mitigation measures with respect to any proposed interventions;
- Further research, and an interior assessment of the property is recommended to pursue designation of the property under Part IV of the OHA, in order to inform a comprehensive designating by-law for the property.

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1. Introduction

1.1 Development Context

AECOM Canada Ltd. (AECOM) was retained by the City of London to complete a Cultural Heritage Evaluation Report (CHER) as to determine the cultural heritage value of the property at 100 Kellogg Lane. This property was one of twelve identified in the City of London Cultural Heritage Screening Report (CHSR) (October 2018) as having potential cultural heritage value or interest, and the potential to be directly or indirectly impacted by the project. The CHSR was completed as part of the Transit Project Assessment Process (TPAP) for the London BRT project. As there is an opportunity to mitigate impacts to this property, it was recommended that a CHER be completed on the property after the completion of the TPAP process in June 2019.

2. Legislation and Policy Context

2.1 Provincial and Municipal Context and Policies

2.1.1 Provincial Policy Context

The Ministry of Heritage, Sport, Tourism and Culture (MHSTCI) is charged under Section 2 of the *Ontario Heritage Act* with the responsibility to determine policies, priorities and programs for the conservation, protection and preservation of the cultural heritage of Ontario. The *Ontario Heritage Act* works with other legislation to support an integrated provincial framework for the identification and conservation of the province's cultural heritage resources. Other provincial land use planning and resource development legislation and policies include provisions to support heritage conservation, including:

- The *Planning Act* and *Provincial Policy Statement 2014,* which identify cultural heritage as a 'matter of provincial interest' requiring that land use planning decisions conserve cultural heritage.
- The *Environmental Assessment Act,* which defines 'environment' to include cultural heritage and ensures that governments and public bodies consider potential impacts in infrastructure planning.

The following documents have informed the preparation of this CHER:

- Guidelines for Preparing the Cultural Heritage Resource Component of Environmental Assessments (1992);
- Guidelines on the Man-Made Heritage Component of Environmental Assessments (1981);
- MHSTCI Standards and Guidelines for Conservation of Provincial Heritage Properties (2010);
- MTO Environmental Guide for Built Heritage and Cultural Heritage Landscapes (2007); and
- The Ontario Heritage Toolkit (2006).

Additionally, the *Planning Act* (1990) and related *Provincial Policy Statement* (PPS) (2014) provide guidance for the assessment and evaluation of potential cultural heritage resources. Subsection 2.6 of the PPS, Cultural Heritage and Archaeological Resources, states that:

> 2.6.1 Significant built heritage resources and significant cultural heritage landscapes shall be conserved.

Criteria for determining significance for the resources are mandated by the Province in Ontario Regulation 9/06.

2.1.2 Ontario Regulation 9/06

Ontario Regulation 9/06 provides the Criteria for Determining Cultural Heritage Value or Interest under the *Ontario Heritage Act*. This regulation was created to ensure a consistent approach to the designation of heritage properties under the *Ontario Heritage Act*. All designations under the *Ontario Heritage Act* after 2006 must meet at least one of the criteria outlined in the regulation.

A property may be designated under Section 29 of the *Ontario Heritage Act* if it meets one or more of the following criteria for determining whether the property is of cultural heritage value or interest:

1. The property has design value or physical value because it,

   i. is a rare, unique, representative or early example of a style, type, expression, material or construction method;
   ii. displays a high degree of craftsmanship or artistic merit;
   iii. demonstrates a high degree of technical or scientific achievement.
2. The property has historical value or associative value because it,
   i. has direct associations with a theme, event, belief, person, activity, organization, or institution that is significant to a community,
   ii. yields, or has the potential to yield, information that contributes to an understanding of a community or culture;
   iii. demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.
3. The property has contextual value because it,
   i. is important in defining, maintaining or supporting the character of an area;
   ii. is physically, functionally, visually, or historically linked to its surroundings;
   iii. is a landmark.

2.1.3 Municipal Policies

The London Plan is the City of London's new Official Plan which was consolidated on August 27, 2018. *The London Plan* focuses on three areas of cultural heritage planning, including: general policies for the protection and enhancement of cultural heritage resources; specific policies related to the identification of cultural heritage resources, including individual cultural heritage resources, heritage conservation districts, cultural heritage landscapes, and archaeological resources; and specific policies related to the protection and conservation of these cultural heritage resources. The criteria outlined in *The London Plan* for the identification and designation of individual properties of cultural heritage value or interest reflect the criteria defined in O.Reg. 9/06.

2.2 Methodology

A CHER examines a property as a whole, its relationship to its surroundings, as well as its individual elements—engineering works, landscape, etc. The recommendations of the CHER are based on an understanding of the physical values of the property, a documentation of its history through research, and an analysis of its social context, comparisons with similar properties, and mapping.

2.3 Consultation

Consultation has been conducted with the LACH. A draft CHSR (dated February 6, 2018) was provided for their review and comment. The LACH Stewardship Sub-Committee recommended that 104 properties which were identified by the draft CHSR to have potential cultural heritage value or interest, do not require further examination for consideration as having cultural heritage value or interest (CHVI). The LACH also recommended that an additional 30 properties, not identified by the draft CHSR, be evaluated for their potential cultural heritage value. Further, the remaining properties flagged by the draft CHSR requiring further cultural heritage work were added to the Register (*Inventory of Heritage Resources*) pursuant to Section 27 of the *Ontario Heritage Act* by resolution of Municipal Council on March 27, 2018.

The draft CHSR was also provided to the MHSTCI for review, and comments were received in July 2018. In response to MHSTCI comments, the CHSR was revised to include additional information on impacted properties, and a preliminary impact assessment. The property at 100 Kellogg Lane was one of twelve properties identified in the CHSR as having potential cultural heritage value or interest, which may be directly or indirectly impacted by the

project. As there is an opportunity to mitigate impacts to these properties, it was recommended that CHERs be completed following the completion of the TPAP process.

The revised CHSR (October 8, 2018) was provided to the LACH on October 10, 2018. The Draft Terms of Reference for CHERs was also received and referred to the LACH Stewardship Sub-Committee for review. This CHER will be submitted and reviewed by the LACH Stewardship Sub-Committee at their January 29, 2020 meeting. Recommendations of the Stewardship Sub-Committee will be presented to LACH at their meeting on February 12, 2020.

3. Historical Context

3.1 Local Context and Settlement History

3.1.1 Pre-Settler History

The subject property is located in what was historically Westminster Township, in Middlesex County. Prior to European settlement, the present site of London and Middlesex County was occupied by several Neutral, Odawa, and Ojibwe peoples, which were driven out by the Iroquois by circa 1654 in the Beaver Wars. Archaeological investigations in the region show that indigenous people have resided in the area for at least 10,000 years. [1] The nearby Thames, with its abundant fish and game, provided a focus for each group in the sequence of Indigenous peoples, including those who were the first to practice agriculture in Canada between 500 and 1650 A.D. In the 1700s, the river attracted French fur traders and European settlers, while still being used by Indigenous groups.

3.1.2 Dundas Street

Although the municipal address for the subject property is 100 Kellogg Lane, the site fronts onto Dundas Street, one of Ontario's most historic thoroughfares. Dundas Street, also known as "The Governor's Road" was the first Road in the Province of Upper Canada. It was named for Henry Dundas, Secretary of State for the British Home Departments (1791-17940, was built on Lieutenant Governor Simcoe's orders in 1793-94. The road, located on the site of a trailed used by indigenous peoples, was cut by a party of Queen's Rangers from Burlington Bay to the upper forks, a navigable point on the Thames River, was part of a land and water communications system linking Detroit and Montreal. The road also connected the site of Simcoe's proposed capital, London, 16 miles downstream, with the larger network. While Simcoe's primary consideration was military, Dundas Street also helped to open the region for settlement.

3.1.3 East London

Prior to the 1850s, most of the land in East London remained as uncleared forest. The first development in the area began with the construction of the Great Western Railway in the mid-1850s. In 1855, Murray Anderson constructed his house at the intersection of Dundas Street and Adelaide Street. Anderson was a prosperous factory owner who would later serve as London's mayor. Anderson operated the Globe stove foundry and was planning to move his facilities to East London where space was more plentiful, and nearby lots would also be available for workers to construct their houses. Further industrial development of the area followed over the next twenty years. The discovery of oil in Lambton County created a boom in the refining industry in the mid-1860s. As refineries required large amounts of land and were frequent fire hazards, the large tracts of open land in London East were an ideal location with access to the railway. The railway industry itself also played a large role in the development of the area; maintenance shops and rolling stock manufacturers established themselves in the area during the 1870s.[2]

By 1873, the population of the area east of Adelaide Street on Dundas Street was over 2000 inhabitants. The community was incorporated as the Village of London East in 1874. Many of the industrial property owners in the area favoured incorporation as it was expected that amalgamation with the City of London would cause an increase

[1] Ellis, Christopher; Deller, D Brian. "An Early Paleo-Indian Site near Parkhill, Ontario". ASC Publications. Archived from the original on 30 September 2007. Retrieved 24 September 2009

[2] Stantec. *Old East Village Heritage Conservation District Study.* October 2004.

in property tax assessments. The Village of London East would only exist as an independent municipality for slightly more than ten years; it was eventually annexed by the City of London in August of 1884, taking effect January 1, 1885, however this part of London East was not annexed until 1912. The area continued to serve as a major industrial centre through the twentieth-century.[3] Following annexation, the former village was swallowed by the expanding City of London. Industry continued to thrive in the area, particularly during the Second World War, and into the postwar years. In recent years however, industry in the area has experienced somewhat of a downturn, with many former manufacturing plants becoming under-utilized, or closed entirely. The McCormick Foods plant at 1156 Dundas Street closed in 2008; Kellogg's London plant followed suit in 2014.

3.2 Kellogg's

The origins of the Kellogg Company began in 1876, when Dr. John Kellogg was appointed to oversee the operation of the Battle Creek Sanitarium, an early health resort in Battle Creek, Michigan. Under Dr. Kellogg's direction, the facility became a popular destination for upper- and middle-class Americans seeking improved health and rejuvenation.[4] The "San", as it became known, stressed the importance of a good diet, fresh air, and exercise, along with then-popular treatments such as hydrotherapy and electrotherapy to treat specific ailments and afflictions.[5] Dr. Kellogg also employed his brother, William Keith Kellogg, as business manager. In 1897-98, while attempting to develop an easily digestible type of bread, the two brothers created a flake-style cereal out of toasted, dried dough.[6] The product was originally marketed as "Granose" and sold by Dr. Kellogg's Sanitas Food Company. Improvements to the product followed, and a variety of similar cereal products appeared, including Postum, created by former Sanitarium patient C.W. Post.[7]

Despite its popularity, Dr. Kellogg declined to invest in the development of the business. William however capitalised on the economic potential of the product and founded the Battle Creek Toasted Corn Flake Company with a former Sanitarium patient in 1906. William launched an aggressive advertising campaign and the business grew rapidly during the early twentieth century. A bitter rivalry ensued between the two brothers. William renamed the business the Kellogg Toasted Cornflake Company in 1909; and later successfully sued his brother for the rights to the Kellogg name after a twelve-year long lawsuit. The two did not speak to each other again for forty-one years.[8] Under William's direction, the company expanded into Canada in 1914, and introduced a variety of new cereal products including All-Bran in the 1916, and Rice Krispies in 1928.[9]

3.3 Land Use History

3.3.1 1810-1865

The subject property is located on the north half of what was originally Lot 10, Concession C in London Township. Land Registry records indicate that the original Crown Patent for the north half of Lot 10 was granted to Jessie Kemp in 1833. Kemp sold the property later that same year to Elmer Stinson. Samuel Park (the township's first full-time jailer) purchased the entire 100-acre lot from Stinson in 1835. Park held ownership of the lot for almost twenty years. *A History of the County of Middlesex* published in 1889 notes that Park was one of the first few residents of London East when it established itself as a village in the 1850s.[10] In 1853, Park sold the property to brothers

[3] Ibid.
[4] "Snap, Crackle, and Pop: The Kellogg Brother's Angry Rise to Fame". *Maclean's,* July 15, 1961, p. 10-11
[5] Ibid. p. 11
[6] Ibid. p. 35
[7] Ibid. p. 11
[8] Ibid. p. 36
[9] B.S. Scott. *Economic and Industrial History of the City of London.* Thesis, University of Western Ontario, 1930. p. 203
[10] *A History of the County of Middlesex.* Toronto: W.A. & C.L. Goodspeed, 1889. p. 409

William and David Glass. William and David were both born in the London area; their father Samuel Glass Senior had arrived in Middlesex County from Ireland in 1819. The two brothers originally worked in the flour and grain business before David moved to California during the 1850s. William went on the serve as Sheriff of the City of London, and as a member of City Council.[11]

3.3.2 1865-1912

During the mid-nineteenth century, East London began to develop as a manufacturing and industrial centre. During the 1850s and 1860s, the Glass brothers sold off parcels of the property as building lots. The 1862 Tremaine Map of Middlesex County shows that the north section of neighbouring Lot 11 had already been subdivided at that time, and the street grid established. The original name of what is now Kellogg Lane was Eva Street, named for the wife of Samuel Glass. The street was renamed Kellogg Lane in the 1960s.[12] The earliest Fire Insurance Plan to cover this section of what is now the City of London is the 1892, revised 1907 plan which shows that the immediate area around the subject property was still quite sparsely populated at that time. The southeast corner of the Dundas Street intersection was at that time occupied by several small brick houses. There are some inaccuracies with the 1897, revised 1907 plan however. A small building identified as the "Battle Creek Health Food Company" is identified on the subject property. This is almost certainly a later addition to the map as the company did not acquire the property until 1912.

There also appears to be some conflicting accounts as to how the London-based Battle Creek Health Food Company came to be established. Kellogg's itself credits Dr. John H. Kellogg with establishing the London branch of the company in 1905, however a thesis published by Western University student Benjamin Scott in 1930 credits Toronto-based doctors S. Powell and Van Nostrand with establishing the company as a branch of the American firm.[13] The company originally operated out of a small building on Grey Street at the intersection of William Street, and produced a variety of cereal products. This business venture was not a success and folded in January of 1906. A group of London businessmen then purchased the insolvent company's assets, as well as the rights to its name and recipes. The group paid Dr. Kellogg $75,000 for the rights to manufacture his product and named the new venture the Battle Creek Toasted Cornflake Company. Although William Keith Kellogg's company used the same name between 1906 and 1909, the new Canadian firm was not related. By focusing on the production of cornflakes alone, the company expanded rapidly and outgrew its Grey Street location. The company acquired the property at the intersection of Dundas Street and Eva Street in 1912 for the construction of a new plant, the same year that this section of the former East London was annexed by the City of London.[14]

3.3.3 1912-1945

The Battle Creek Toasted Cornflake Company was lured to East London for the same reasons other manufacturers were. Ample amounts of land were available for expansion, and connections to nearby railways allowed for easy shipments of raw materials and finished products. The original section of the Battle Creek Company plant was constructed on the south side of Dundas Street in 1914, immediately west of the railway spur line which connected then connected the Canadian Pacific Railway with the Grand Trunk Railway. This four-storey red brick building forms the easternmost section of the present Dundas Street building. Kellogg's accounting documents from the Western University Archives show that the cost of erecting the structure and installing equipment was over $120,000. The plant was attributed to noted London architect John M. Moore (1857-1930),[15] however no primary-source drawings or documents were located to confirm this. Originally trained as a surveyor and engineer, Moore

[11] Ibid, p. 832
[12] Hank Daniszewski. "*Make Cereal Giant's Street Name Toast*". *London Free Press.* February 26, 2014
[13] Frederick Henry Armstrong. *The Forest City: An Illustrated History of London Canada.* Windsor Publications, 1986. p. 282
[14] Ibid, p. 282-283
[15] Nancy Z. Tausky & Lynne D. DiStefano. *Victorian Architecture in London and Southwestern Ontario: Symbols of Aspiration.* University of Toronto Press, 1986. p.356

established himself as an architect in London after training under George F. Durand. Moore was responsible for the design of many factories and industrial buildings in London. His projects included the Empire Brass Manufacturing Company plant, the power plant of the Canadian General Electric Company, and car house facilities for the London Street Railway Company.[16]

As indicated on the 1912, revised 1915 Fire Insurance Plan, the new Battle Creek Company building contained two dryers, an oven room, office space, manufacturing floor space and a coal fired steam plant at the western end. Electricity was used to power the plant's production machinery and assembly lines; steam was produced on-site to be used in the cooking process.[17] Kellogg's accounting documents show that a $70,000 addition was added to the plant later in 1914, and a corn mill and grain elevator to process the raw corn was added in 1917 at a cost of $73,000. The addition of the corn mill allowed the company to preform the entire production process in Canada. White corn was imported from the United States as the yellow corn grown in Ontario was considered unsuitable for cornflake production. A new subsidiary company was also formed with the addition of the corn mill, selling waste products of the milling process as animal feed.[18]

Around 1916, William Keith Kellogg established a Canadian branch plant of his American-based Kellogg Toasted Cornflake Company in Toronto. William's company also manufactured cornflakes according to his brother's recipe and marketed their product in packages which were largely similar to those of the Battle Creek Toasted Cornflake Company. Litigation ensued in the early 1920s, which resulted in the American Kellogg Toasted Cornflake Company absorbing the London-based Battle Creek Company in 1923.[19]

In 1924, Kellogg's moved their Canadian operations to the larger London plant. Almost immediately, the company began enlarging and improving the plant. New machinery was installed to automate production as much as possible.[20] The existing building was expanded at a cost of $70,000, bringing the total floorspace of the plant to over 30,000 square feet. The London-based architectural firm of Watt & Blackwell was retained for these additions, which were completed in 1926-1927; construction of the building was contracted to the Toronto firm of Sullivan & Fried.[21] Much of this expansion was necessitated by the addition of new products to the Kellogg's line during the 1920s, such as All-Bran and Rice Krispies cereals. By the end of the 1920s, the Kellogg's London plant employed an average of 160 people and was operating twenty-four hours per day during busy periods.[22] 1930-1945

With the arrival of the Great Depression in 1929, businesses were faced with declining profits and were often forced to lay off large numbers of employees. Most manufacturers scaled back production at this time and any further expansion of manufacturing facilities was cancelled. Kellogg's adopted the unusual strategy of increasing spending during this time; William Keith Kellogg doubled the company's advertising spending in 1930. Buoyed by its popularity as an inexpensive food item, sales of cereal increased at this time.[23] Expansion of the London plant continued; a detached powerhouse and boiler room were constructed on the south side of the property along King Street in 1931. To design this powerhouse, Kellogg's retained notable American architect, Albert Khan. Nicknamed "The Builder of Detroit" for his architectural contributions to that city, Kahn was the one of the foremost industrial architects of the early-twentieth centuries. Much of Kahn's work was focused on automobile plants, particularly in the Detroit area. His Canadian clients included General Motors in Oshawa, and Chrysler in Walkerville. Noted for his use of reinforced concrete, Albert Kahn revolutionised industrial architecture through his simple, efficient designs, with extensive use of glass and reinforced concrete.[24]

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[16] Ibid, p.355
[17] Scott. *Op Cit.* p. 203
[18] Ibid. p. 203
[19] Armstrong. *Op Cit.* p. 283
[20] B.S. Scott. *Op Cit.* p. 205
[21] "Kellogg Company to Erect $50,000 Addition to Plant". *The Globe and Mail.* July 31, 1926
[22] B.S. Scott. *Op Cit.* p. 205
[23] James Surowiecki. "Hanging Tough". *The New Yorker.* April 13, 2009
[24] "Kahn, Albert". *Biographical Dictionary of Architects in Canada, 1800-1950.* http://dictionaryofarchitectsincanada.org/. (Accessed November 2019)

Further improvements were made to the plant in 1933, when a 54 x 100 foot building was constructed at the west end of the existing plant. The new building housed the machine shop, freeing up space in the existing plant for new equipment. The *Globe and Mail* noted that the design of the building would be "in harmony" with the existing structures on the property. Construction was to begin in the spring of 1933, however the construction date was moved forward to provide employment during the winter months. The architect of this addition was not noted, however the Piggot Construction Company of Hamilton served as contractors.[25] In 1934, the main Dundas Street building was extended again. A four-storey, 92 x 102 foot addition was constructed on the western end of the existing building.[26] Albert Kahn was once again retained as architect, although the design of the addition was largely similar to that of the existing building. The new addition added approximately 49,000 square feet of floor space, and housed the company's executive offices, and an expanded packing floor.[27] It appears that no further additions to the plant were completed during the 1930s.

3.3.4 1945-1982

Few specific details of the plant's postwar growth were determined. A review of the 1945 Aerial Photographs of the City of London, and the 1958 London Fire Insurance Plans shows that a large warehouse was constructed in the block between King Street and York Street (now Florence Street), at the eastern edge of the property sometime between those dates. Details of the building's design and a specific date construction were not determined. The 1958 Fire Insurance Plan indicates that the warehouse contained a train shed and siding which connected to the railway spur line at the eastern edge of the property. The building was connected by means of an elevated conveyor belt over King Street which was then a through-street between Eleanor Street and Eva Street (now Kellogg Lane). In 1954, Kellogg's Canadian operations merged with Pillsbury Canada Ltd. The new partnership was formed to produce and distribute Pillsbury's cake mixes in Canada. To accommodate the new production lines, Kellogg's and Pillsbury purchased the neighbouring building to the east of the Kellogg plant from the Kelvinator Corporation and converted it to a new production facility.[28]

In July 1960, the *Globe and Mail* announced that a three-storey, $1,000,000 addition would be constructed at the London plant, but further details of the project were not determined. A review of historic aerial photos suggests that this is referring to the four-storey western extension of the Dundas Street building. Construction of the building was delayed due a plumber's union strike in 1961.[29] After the plant was extended westward to the Dundas Street and Eva Street intersection, Eva Street was renamed Kellogg Lane in the early 1960s.[30] No further additions appear to have been made to the plant during the 1960s and 1970s. In 1969, Kellogg's took over control of the Canadian Salada Foods Limited, moving some operations from Salada's Toronto plant to London. The *Globe and Mail* reported in 1972 that Kellogg's had shut down parts of its London operations during the 1970-72 period as a result of a nation-wide industrial slump.

3.3.5 1982-Present

In 1982, Kellogg's announced their $110,000 "Millennium Plan" or "Plan 2000" which would increase the plant's square footage by fifty percent and increase production by thirty to forty percent. Promoted as an "advanced-technology" cereal plant, a massive five-storey concrete-clad addition with a curved glass curtain-wall was constructed on a site southwest of the original Dundas Street building, previously occupied by a surface parking

[25] "Kellogg Co. Adds to New Plant" *The Globe and Mail.* December 31, 1932
[26] "Construction Underway on New Company Building". *The Globe and Mail.* January 2, 1934.
[27] Ibid.
[28] "Pillsbury-Kellogg Form New Firm". *The Globe and Mail.* April 1, 1954
[29] "Big London Projects Halted Over Plumber's Dispute". *The Globe and Mail.* July 11, 1961
[30] Daniszewski. *Op Cit.*

lot.[31] With the completion of the Millennium Plan expansion in 1986, the Kellogg's plant and associated parking lots now occupied the entire block bounded by Dundas Street, York Street, Kellogg Lane, and the railway spur to the east.

The facility continued to thrive during the 1990s and early-2000s before experiencing a downturn in the 2010s. Kellogg's cited changes in consumer tastes as the reason for the downturn, with consumers eschewing breakfast cereals in favour of "on the go" options such as granola bars, yoghurt, and fast-food breakfast sandwiches.[32] In 2013, the London plant produced an estimated 67 million kilograms of cereal product, down from 73 million the year before. At that time, the plant employed around 500 people. In November of that year, Kellogg's announced that 110 staff members would be laid off. In December, it was announced that the entire plant would close by the end of 2014 as part of a global restructuring of company facilities. A manufacturing plant in Australia was also set to close, and facilities in Thailand expanded. The London plant was noted as being the oldest production facility in the company and becoming increasingly expensive to operate. The plant produced its last box of cereal (a package of Frosted Flakes) on December 10th, 2014.[33]

After sitting vacant for three years, the property was purchased by a group of developers who announced plans to renovate the former Kellogg facility into a 170,000 square foot complex known as "100 Kellogg Lane".[34] The new development would combine office space, a brewery, and a family fun park called The Factory, with trampolines, go-karts, mini golf, and an arcade. 100 Kellogg Lane has opened in stages since 2018, and development is ongoing at the time of writing. Current tenants include The Factory, Powerhouse Brewery, Paradigm Spirits Company, Drexel Industries, the London Children's Museum, and the Canadian Medical Hall of Fame which moved from its former downtown location in July 2019 and will reopen in the spring of 2020.[35] As part of the renovation, the 1917 Corn Mill silos were demolished in 2018.

[31] "Kellogg Salada Plans Cereal Plant Expansion". *The Globe and Mail.* February 10, 1982
[32] "Kellogg Plant to Close: 500 Jobs Lost". *Toronto Star.* December 10, 2013
[33] "Kellogg's London Officially Ends Cereal Production Today". *CBC News.* December 10, 2014
[34] Colin Butler. "London's Old Kellogg's Plant to Become Huge Indoor Fun Park". *CBC News.* August 16, 2017.
[35] Andrew Graham. "Canadian Medical Hall of Fame Relocating to 100 Kellogg Lane". *Global News.* March 31, 2019.

4. Existing Conditions

4.1 Landscape Context

The subject property occupies the entire south side of Dundas Street between Kellogg Lane and Eleanor Street. Dundas Street is a major east-west four-lane arterial road which carries traffic into and out of the downtown core from east of the City. Land uses along Dundas Street in this area consist primarily of large-scale former industrial, industrial buildings, most of which date to the early-twentieth century. These include the vacant former McCormick plant at 1156 Dundas Street and the former Ruggles Truck Company Plant (later the Kelvinator Plant) at 1152 Dundas Street which is currently occupied by an automobile dealership. Street-level parking lots associated with these facilities occupy much of the street frontage along Dundas Street and Kellogg Lane. A railway spur line follows a north-south orientation at the eastern edge of the property, with sidings connecting to the original Kellogg plant building on Dundas Street. To the southeast of the property, a number of small detached homes are located along Eleanor Street between King Street and Florence Street.

4.2 Architectural Description

4.2.1 Dundas Street Buildings

The earliest section of the Kellogg plant is located on the northern edge of the property, on the south side of Dundas Street. The buildings were completed in stages between 1914 and 1934 and exhibit similar design traits. The structure is four-storeys in height, with a flat roof. It is clad in red bricks and sits on a cut-stone block foundation. The Dundas Street façade is divided into a series of 27 recessed bays. These bays are all of uniform width, with three courses of corbelled brickwork in the upper edge of the bay. From east to west, a joint is visible between the tenth and eleventh bay, indicating where the 1933 extension was grafted onto the original 1914 building. Another, more subtle joint also appears to be visible between the eighteenth and nineteenth bays, where the 1934 addition was constructed. The westernmost eight bays of the façade six storeys in height, where the 1960-61 extends over the 1934 building, although there are no window opening on the fifth or sixth floors. It appears that each bay originally had a window opening in the foundation, however these have since been filled in with concrete block like that of the foundation. The second, third, and forth storey window openings have thin concrete sills with large concrete lintels. Window openings in the westernmost six bays have been modified; several have been filled in with glass block, or windows of smaller proportions.

A four-storey wing (the 1914 addition) extends south from the eastern end of the Dundas Street buildings. The southwest corner of this extension forms a roughly thirty-degree angle to accommodate the railway siding to the south of it. The eastern façade of this building is divided into six articulated bays with chamfered concrete capitals. These capitals connect to the concrete lintels of the fourth-floor windows. Each bay originally contained paired window openings on the second, third and fourth floors, however many of these have been filled in with bricks.

4.2.2 Powerhouse Building

The detached powerhouse building is located in a courtyard at the rear (south) of the Dundas Street buildings. The northeast corner of the structure has a flat-roofed tower which extends above the roofline. The roofline has a simple concrete cornice brick detailing below, similar to that of many Albert Kahn designed buildings. Shallow recessed bays are located on the north and east side of this tower, the north façade serving as the main entrance to the

Powerhouse Brewery restaurant located in the building. The remainder of the north façade is divided into bay by flattened brick pilasters and have large industrial-style metal framed windows. A single-storey wing extends across the width of the façade, with large, modern patio doors. The rear façade exhibits similar design details to that of the front. It appears that this façade once had large window openings which have since been filled in with brick. A pair of tall, freestanding metal-clad chimneys are located on the south side of the powerhouse building.

Also located within this courtyard, to the north of the powerhouse is a two-storey structure with a flat roof, clad in red brick. This building is labelled on the 1912, revised 1940 Fire Insurance Plan as “Machine Shop”. The 1958 Fire Insurance Plan labels the building as “Stores” and “Cafeteria”. The difference in brick could between the first and second-storeys suggests that the second-storey was added later. Ground floor windows on the south and east side of the building have been filled in with brick.

4.2.3 c.1960-61 Addition

Believed to be constructed circa 1960-61, this addition consists of a six-storey, roughly L-shaped addition on the western end of the original Dundas Street buildings, and a windowless five-storey addition along the east side of Kellogg Lane. Both elements of this addition are clad in red brick and have a flat roof. Along the Dundas Street façade is a two-storey glass and aluminium entrance way which extends east to connect with the original buildings. The design of the building is largely utilitarian, with few decorative details. Window openings are roughly square, although differences in the brickwork suggest that the windows were originally of a horizontally oriented design.

4.2.4 1982-1986 Addition

Completed in between 1982 and 1986, this Post-Modern style addition extends south from the 1960-61 addition and consists of four buildings, which vary in height between four- and six-storeys. All have flat roofs. The exterior of these buildings are clad with vertically ribbed concrete panels, with smooth concrete banding at the floor levels. The most distinctive feature of this addition is the six-storey curved glass curtain wall at the southwest entrance to the building. This curtain wall extends up the entire height of the building from the front entrance.

4.3 Comparative Analysis

A comparative analysis was undertaken to establish a baseline understanding of similar cultural heritage designated properties in the City of London, and to determine if the property “is a rare, unique, representative, or early examples of a style, type, expression, material or construction method” as described in O.Reg. 9/06.

Comparative examples of large, early nineteenth-century industrial plants were located within the City of London. All these examples are between two and six-storeys in height and were originally constructed as manufacturing plants. Examples of manufacturing plants attributed to John M. Moore and Watt & Blackwell were identified in the City of London. Comparative examples of manufacturing plants attributed to Albert Kahn were identified in other Ontario cities, as no other examples of Kahn’s work exist with London.

Seven comparable properties were identified. However, this sample does not represent all available properties, and is rather intended to be a representative selection (**Table 1**). Various similar or comparable properties are located throughout the City, however, these seven were identified to provide similar examples for the purposes of this report. The following observations were noted in analyzing the comparable properties.

Of these examples:

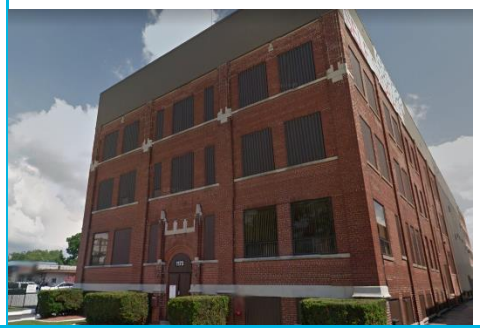
- All include buildings that were originally constructed as manufacturing plants;

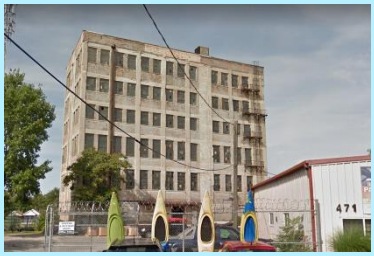
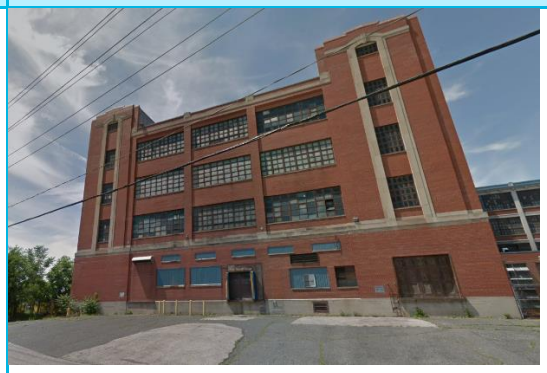
- All have had additions to the original building;
- All have flat roofs;
- Five are clad with exterior brick;
- Four are in East London;
- Two are attributed to Watt & Blackwell;
- One is attributed to John M. Moore;
- Three (outside of London) are attributed to Albert Kahn;

Each of these identified examples were constructed to serve a specific purpose and therefore exhibit unique designs, the comparative analysis suggests that the subject property is relatively unique in terms of its design, despite sharing some design details with other industrial structures of the period. As with most other industrial buildings constructed in the early part of the twentieth century, the property at 100 Kellogg Lane has evolved over the course of its existence as the company's operations expanded. Few industrial properties of this size and scale can be found in the City of London. The former McCormick Biscuit Plant at 1156 Dundas Street appears to be the only manufacturing plant of the period which compares with the 100 Kellogg Lane property in terms of scale. From a comparative perspective, the property can be considered a rare, representative example of an evolved early-twentieth century manufacturing plant.

Furthermore, the 1931 powerhouse, and 1934 addition to the Dundas Street building represent rare examples of Albert Kahn's work in Canada, and constitute the sole examples of his work in the City of London

Table 1: Comparative analysis of properties with building/structures of similar age, style, and/or typology

Address	Recognition	Picture	Age	Material	Style
1156 Dundas Street	Designated, Part IV		1914	Concrete/brick with white glazed terra-cotta cladding.	Former McCormick Biscuit plant. Four-storey main building with various extensions. Watt & Blackwell Architects.
1173 Dundas Street	None		c. 1931	Brick - red	Four-storey red-brick industrial building with flat roof. Single-storey extension.

471 Nightingale Avenue	None		1917	Concrete/brick	Six-storey flat-roof industrial building, formerly Hunts's flour mill. Watt and Blackwell Architects.
1100-1108 Dundas Street	None		1907	Concrete/brick with exposed aggregate panels on south façade	Two-storey flat-roof industrial building. Formerly occupied by Empire Brass Company. John M. Moore, architect.
3001 Riverside Drive, Windsor, Ontario	Listed (City of Windsor)		1922-1923	Red brick with cast-concrete detailing	Ford Motor Company Plant. Brick detailing below cornice. Six-storey massing with articulated bay façade on north side, large metal framed windows. Designed by Albert Kahn.
101 Glasgow Street/149 Strange Street, Kitchener, Ontario	Listed (City of Kitchener)		1912-13	Red brick with cast-concrete detailing	Dominion Tire Company manufacturing plant. Large industrial complex designed by Albert Kahn. Articulated bay façade with large windows and decorative cornice. Flat roofed towers at corners.

672 Dupont Street, Toronto, Ontario	Listed (City of Toronto)		1914	Red brick with cast-concrete and copper detailing.	Former Ford Motor Company manufacturing plant. Designed by Albert Kahn. Five-storey massing with flat roof. Articulated bay façade with decorative copper cornice.

4.4 Discussion of Integrity

According to the Ontario Heritage Toolkit, Heritage Property Evaluation (MHSTCI 2006), *"Integrity is a question of whether the surviving physical features (heritage attributes) continue to represent or support the cultural heritage value or interest of the property."* The following discussion of integrity was prepared to consider the ability of the property to represent and retain its cultural heritage value over time. It does not consider the structural integrity of the building. Access to the interior of the building was not available, and observations have been made from the public right-of-way. Structural integrity, should it be identified as a concern, should be determined by way of a qualified heritage engineer, building scientist, or architect.

As with many industrial plants of this age and scale, the Kellogg Company's London Plant has evolved and expanded over the course of its existence to suit the needs of a growing company. Starting with the 1914 Dundas Street building, the plant has been enlarged multiple times between the 1910s and the 1980s. Each of these additions is directly related to the growth of Kellogg's operations. The property now contains a variety of buildings, exhibiting different design details, scale and massing. The earliest structures on the property are prominently located on Dundas Street, and are among the most visible elements of the complex. Although the property is no longer being used for its original purpose, its design, and associated landscape elements including the railways spur on the eastern edge of the property continue to convey its original purpose. The property is considered to have integrity as an example of an evolved industrial complex, with its earliest elements dating back to the early nineteenth century.

5. Heritage Evaluation

5.1 Ontario Regulation 9/06

Criteria	Meets Criteria (Yes/No)	Rationale
1) The property has *design or physical value* because it:		
i) Is a rare, unique, representative or early example of a style, type, or expression, material, or construction method.	Yes	The property at 100 Kellogg Lane contains a number of large-scale industrial buildings constructed between 1914 and 1986. Comparative analysis and research suggest that structures are constitute a rare, representative example of an evolved, early twentieth-century manufacturing plant in the City of London.
ii) Displays a high degree of craftsmanship or artistic merit.	No	No evidence was found to suggest that any of the Kellogg's property displays any unusual degree of craftsmanship or artistic merit. All buildings on the property are fairly typical of commercial/industrial buildings for the period in which they were constructed.
iii) Demonstrates a high degree of technical or scientific achievement.	Yes	The powerhouse building may demonstrate high technical achievement in its construction, however as evaluation was confined to the exterior of the buildings only, visual verification was not possible at the time of writing.
2) The property has historic or associative value because it**:**		
i) Has direct associations with a theme, event, belief, person, activity, organisation, or institution that is significant to a community.	Yes	The Kellogg plant at 100 Kellogg Lane was in operation at this location between 1914 and 2014. The property has direct associations with the development of the East London area as a manufacturing centre, and the role manufacturing has played in the City of London over the course of the twentieth century.

ii) Yields, or has the potential to yield information that contributes to the understanding of a community or culture.	No	The property does not yield any information towards understanding the community or its culture.
iii) Demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to the community.	Yes	The earliest section of the Dundas Street building is attributed to John M. Moore, a London architect responsible for many industrial buildings during the late-nineteenth and early-twentieth centuries. Later additions to the Dundas Street building are attributed to the London-based firm of Watt and Blackwell, who were responsible for many industrial buildings of the period in the City of London. The 1931 Powerhouse and 1934 Dundas Street addition represent the work of prolific American architect Albert Kahn, who revolutionised the design of industrial buildings in the early-twentieth century. Comparative analysis suggests that these two structures constitute the only examples of Kahn's work in the City of London.
3) The property has contextual value because it**:**		
i) Is important in defining, maintaining, or supporting the character of an area	Yes	Tangible elements to the definition of character are the building's large physical presence, the dominant structural feature in the neighbourhood, covering most of a city block as the centrepiece of a mixed-use community. While the plant was in operation it would have provided intangible heritage elements of sounds, activities and aromas that would also have contributed to the character of this East London neighbourhood.
ii) Is physically, functionally, visually or historically linked to its surroundings	Yes	As one of the largest surviving East London industrial plants, the subject property is historically linked to its surroundings in this

		mixed-use neighbourhood. The plant would have been a primary employer in the area, and was a catalyst for growth. . Nearby properties consist of other large manufacturing plants dating to the same time-period would have been attracted to this thriving industrial complex, as well as small detached and semi-detached houses were built in response to the demand for housing among employees among employees of these plants. The rail spur on the property historically links the property to the railway facilities which originally spurred the industrial development of east London.
iii) Is a landmark	Yes	The large scale and height of the former Kellogg plant dominates the local landscape and is considered a landmark. Additionally, less-tangible elements including smells and noise while the plant was in operation would have contributed to its landmark status in East London.

6. Conclusions

6.1 Statement of Cultural Heritage Value or Interest

6.1.1 Description of Property

The former Kellogg Company's London Factory property consists of an approximately 7.6 hectare site; it is roughly bounded by Dundas Street, York Street, Kellogg Lane, and Eleanor Street. The property contains a number of former industrial buildings of varying age and design, along with associate parking lots and infrastructure. These buildings were constructed in stages between 1914 and 1986. The property was used as a manufacturing facility and office space for the Kellogg Company prior to its closure in 2014. Is it under renovation and being converted to an office and entertainment complex known as "100 Kellogg Lane", which has been opening in stages since 2018.

6.1.2 Cultural Heritage Value

The subject property at 100 Kellogg Lane, is one of the most prominent early 20th Century industrial brick complexes remaining in East London. The subject property has significant associations with the industrial development of the East London area during the early part of the twentieth century. Situated in the heart of its East London neighbourhood, among related industrial, residential and commercial buildings, the Kellogg Company factory in London is a well-known local landmark that has defined the character of this neighbourhood and the industrial history of East London and London in general since its construction.

Established at this location in 1912 by the Battle Creek Toasted Cornflake Company. The earliest building on the property was constructed in 1914 to manufacture cornflake cereal and over its 100-year operation over 20 varieties of products were manufactured at the plant and shipped to locations across Canada. The corn flakes, frosted flakes and other cereals produced here were some of the most popular breakfast products in the 20th Century. This enterprise was started by a group of London-based businessmen who purchased the rights and recipes to manufacture cornflakes cereal from its inventor, Dr. John Kellogg. As a result of litigation between Dr. Kellogg and his brother, William Keith Kellogg, the London plant was taken over by William Keith's *Kellogg's Toasted Cornflake Company* in 1924.

The Kellogg Company Factory represents a major manufacturer and employer on Dundas Street in East London for 100 years. Expanded in stages between 1914 and the 1980s, the existing buildings are typical of the evolution of industrial masonry construction through the 20th Century.

This building, located at the eastern end of the property on Dundas Street has been attributed to John M. Moore, a prolific London-based architect of the late-nineteenth and early-twentieth centuries. Moore was responsible for the design many industrial buildings constructed in and around London at this time. Further additions to the plant were completed in the 1920s, attributed to the London-base architectural firm of Watt and Blackwell. Watt and Blackwell were responsible for large-scale plants nearby, including the McCormick Biscuit Plant at 1156 Dundas Street.

In 1931, Kellogg's retained American architect Albert Kahn to construct a detached powerhouse to the south of the Dundas Street buildings. Described as the "Builder of Detroit" for his architectural contributions to that city, Kahn revolutionised factory design through his simple, efficient designs and ample use of glass. Kahn was also retained by Kellogg's to complete a four-storey addition to the main Dundas Street building in 1934. The powerhouse and 1934 addition constitute the sole surviving examples of Kahn's work in the City of London.

Kellogg's vacated the plant in 2014, citing declining sales of breakfast cereals. After sitting vacant for three years, the property was purchased by a group of London developers who are in the process of renovating the property into the *100 Kellogg Lane* entertainment and office complex, which has been opening in stages since 2018.

Although manufacturing operations have now ceased, the Kellogg's factory buildings are a testament to the history and character of this East London neighbourhood and a reminder of the industrial heritage of the City of London.

6.2 Heritage Attributes

The heritage attributes that reflect the cultural heritage value of the Kellogg Company's London factory property as an important example of an early 20th century industrial style that reflects alterations, changes in function, and evolution throughout more than a century of operation include its:

- Plain but imposing design of rectangular buildings of red brick construction
- Location of property on south side of Dundas Street between Kellogg Lane and Eleanor Street;

1. Main 1914 Dundas Street building, with 1926-27, 1933, and 1934 additions;
    - Red brick exterior cladding
    - Flat roof
    - 27-bay façade with corbelled brickwork at top of bays
    - Concrete window sills, lintels, and pilaster capitals
    - Rusticated Stone block foundation
    - Articulated bays
    - Uniformity of the façade across much of the Dundas Street frontage
2. 1934 Powerhouse Building
    - Vertical massing
    - Tower and entrance at northeast corner of structure
    - Red brick cladding
    - Large metal-framed windows
    - Articulated bays
3. Landscape Elements including:
    - Railway spur along eastern edge of property
    - Metal-clad chimneys at rear of powerhouse building

Key attributes that express the value of the Kellogg Company Factory complex as a landmark that continues to define the industrial/mixed use character and history of the neighbourhood include:

- Its location in the centre of the neighbourhood, adjacent to Dundas Street and the Railway spur which forms significant vistas from various location within the neighbourhood, the population of which in its early days would likely have been dominated by people who worked at the plant and lived in the vicinity primarily from Dundas Street but also from Florence Street, King Street, Kellogg Lane, Burbrook Place and Nightingale Avenue

7. Recommendations

The subject property includes a series of large industrial buildings, constructed by Kellogg's and its predecessor between 1914 and 1986. Based on the evaluation of the background research, historical research, site investigation, and application of the criteria from Ontario Regulation 9/06, the subject property was determined to demonstrate significant cultural heritage value.

The CHER recommends that a Heritage Impact Assessment is required for this property to identify appropriate mitigation measures, with respect to any proposed interventions. Further research, and an interior assessment of the property is recommended to pursue designation of the property under Part IV of the OHA, in order to inform a comprehensive designating by-law for the property.

8. Images

Image 1: The Kellogg plant circa 1926-27 (London Public Library - London Room)

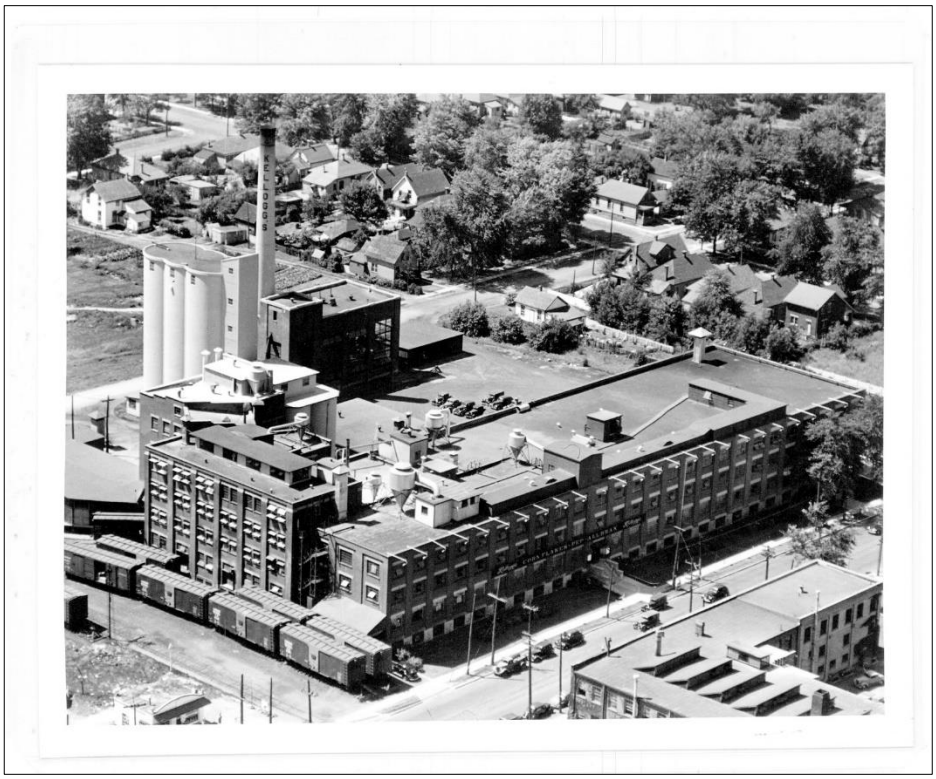


Image 2: 1941 aerial view, showing powerhouse at rear (London Public Library - London Room)

Image 3: Looking east along Dundas at Kellogg Lane (then Eva Street), showing new plant addition, 1961 (London Public Library - London Room)

Image 4: Detail of window treatment (AECOM, 2019)

Image 5: Detail of window treatment (AECOM, 2019)

Image 6: Detail of foundation and joint between 1914 and 1933 structures (AECOM, 2019)

Image 7: 1960-61 glass and aluminium entranceway, north facade (AECOM, 2019)

Image 8: 1960-61 addition, looking east from Kellogg Lane (AECOM, 2019)

Image 9: 1982-86 addition, looking northeast from Kellogg Lane (AECOM, 2019)

Image 10: Rear of property looking northwest from King Street (AECOM, 2019)

Image 11: Looking west along King Street towards powerhouse (AECOM, 2019)

9. Mapping

All mapping related to the subject property is located on the following pages.

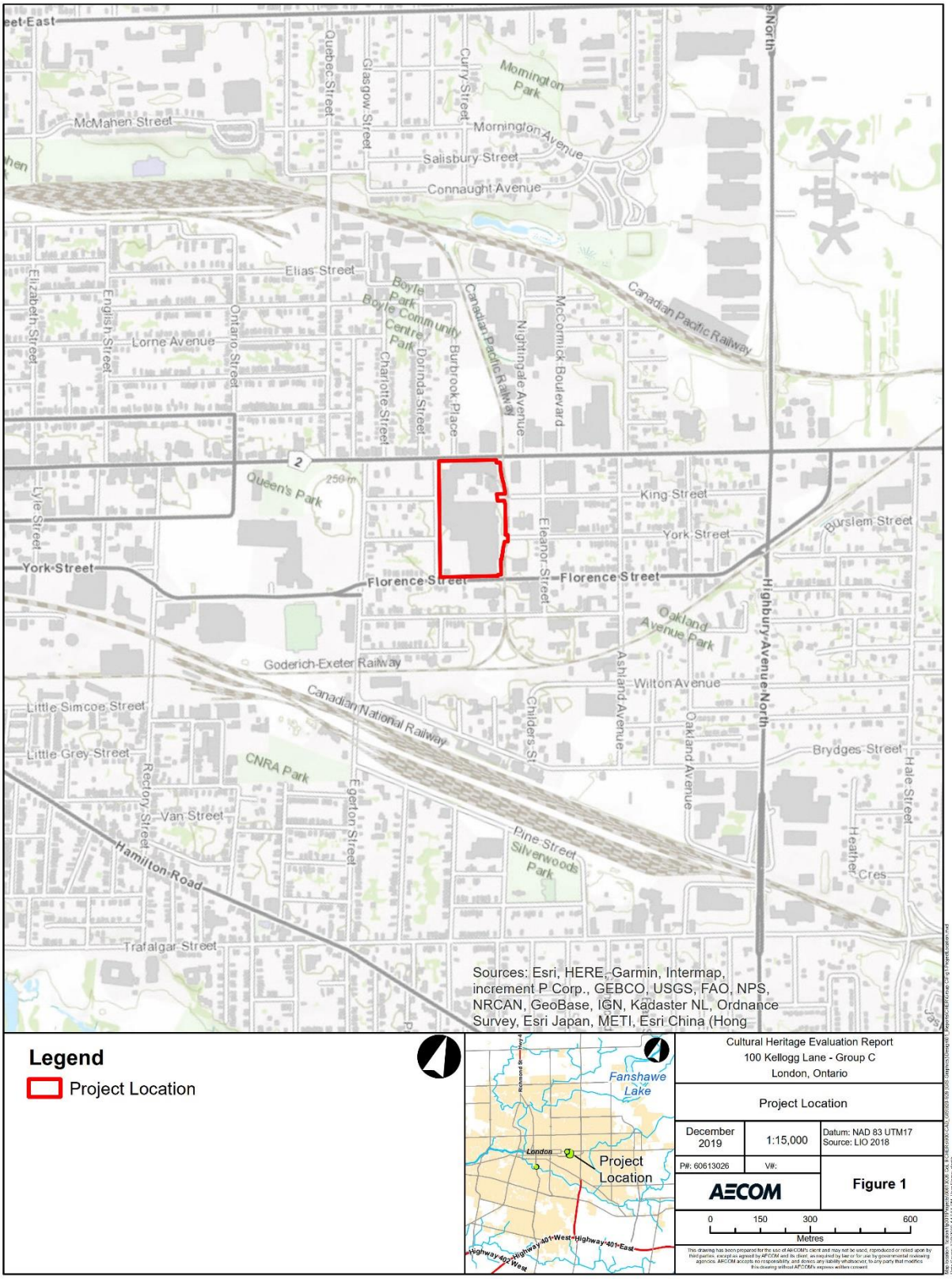


Figure 1: Project Location

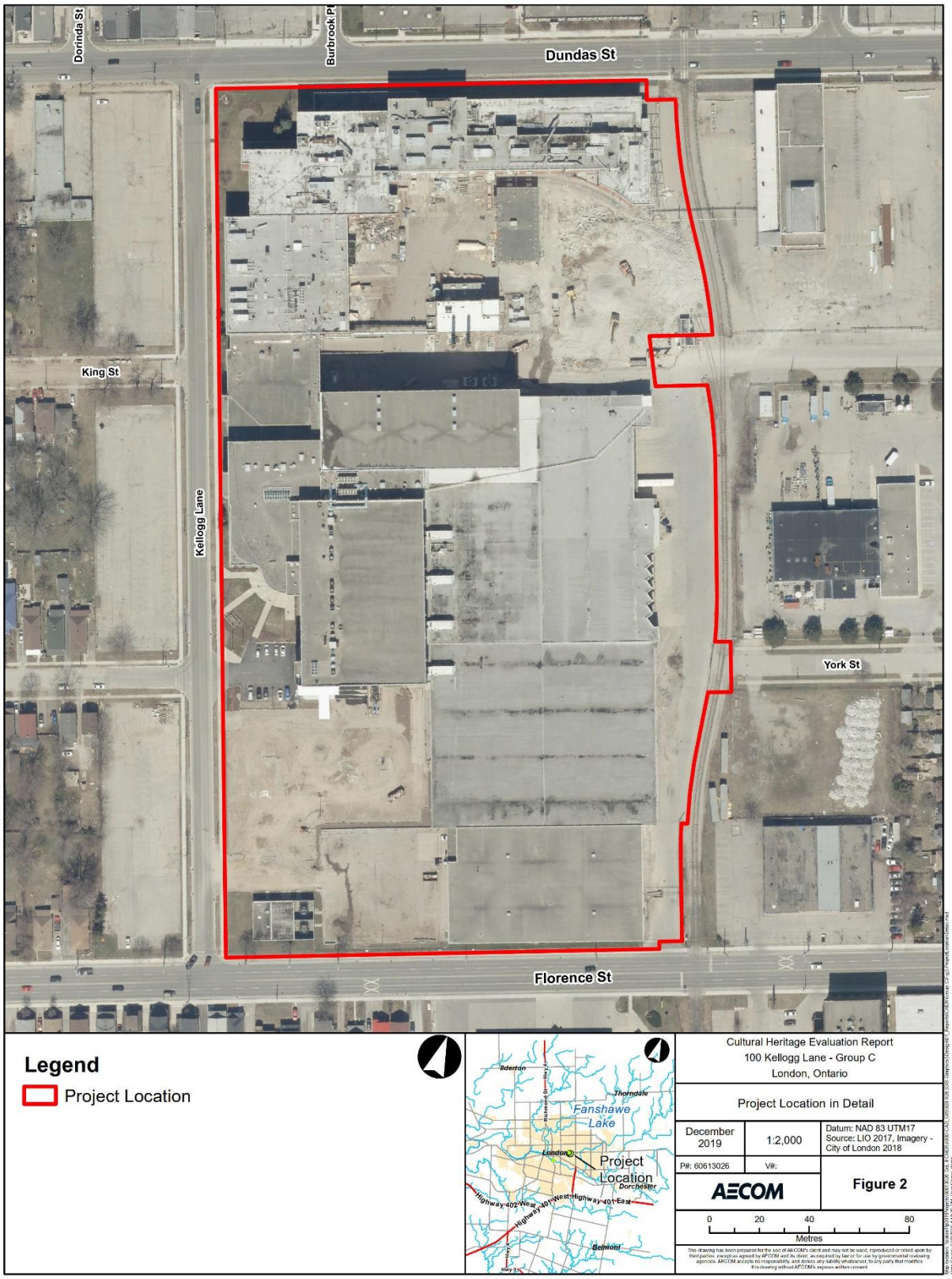


Figure 2: Project Location in Detail

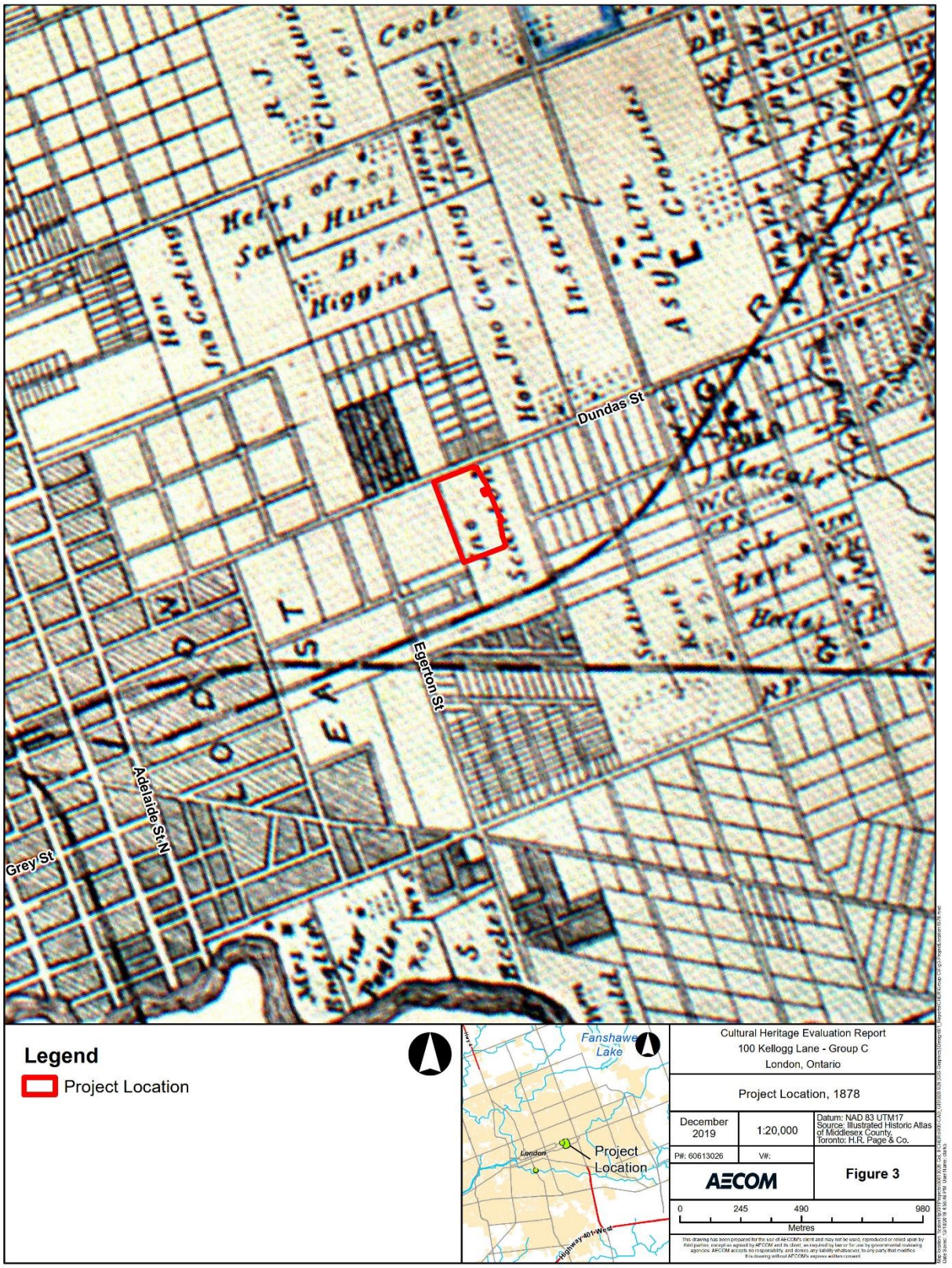


Figure 3: Project Location, 1878

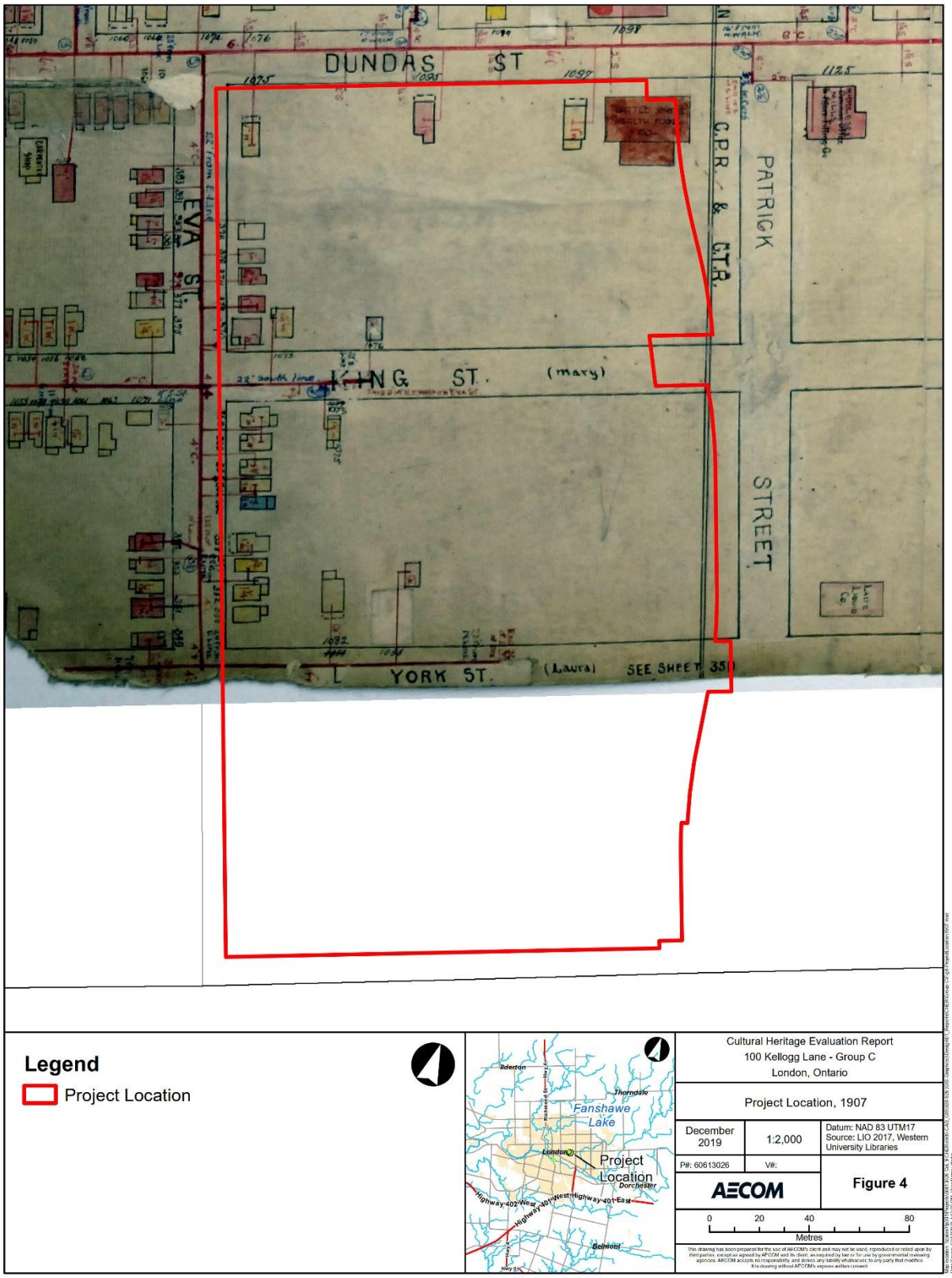


Figure 4: 1897 Revised 1907 *Fire Insurance Plan of the City of London,* erroneously showing the Battle Creek Health Food Company on the property.

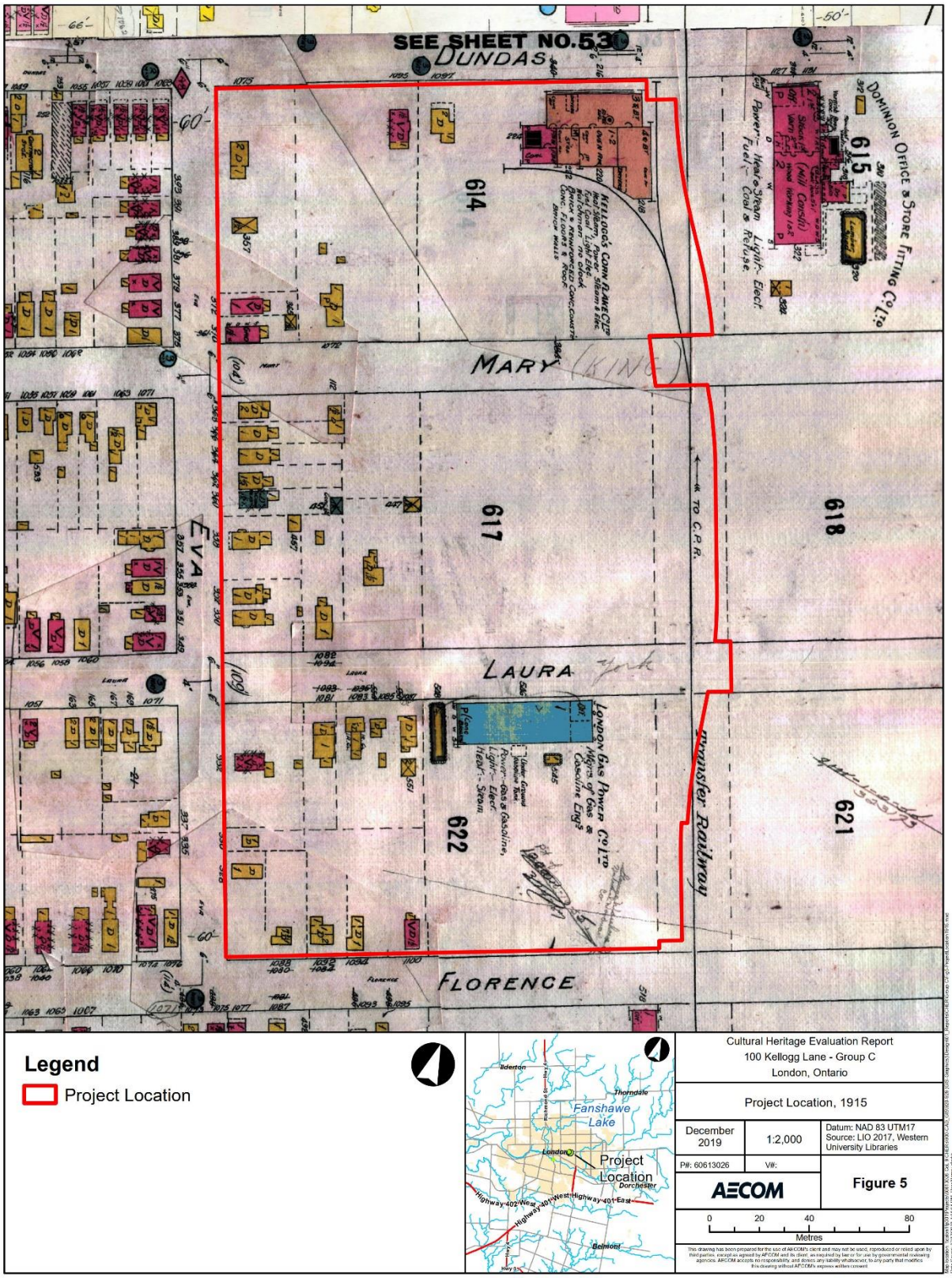


Figure 5: Project Location on the 1912 Revised 1915 *Fire Insurance Plan of the City of London*

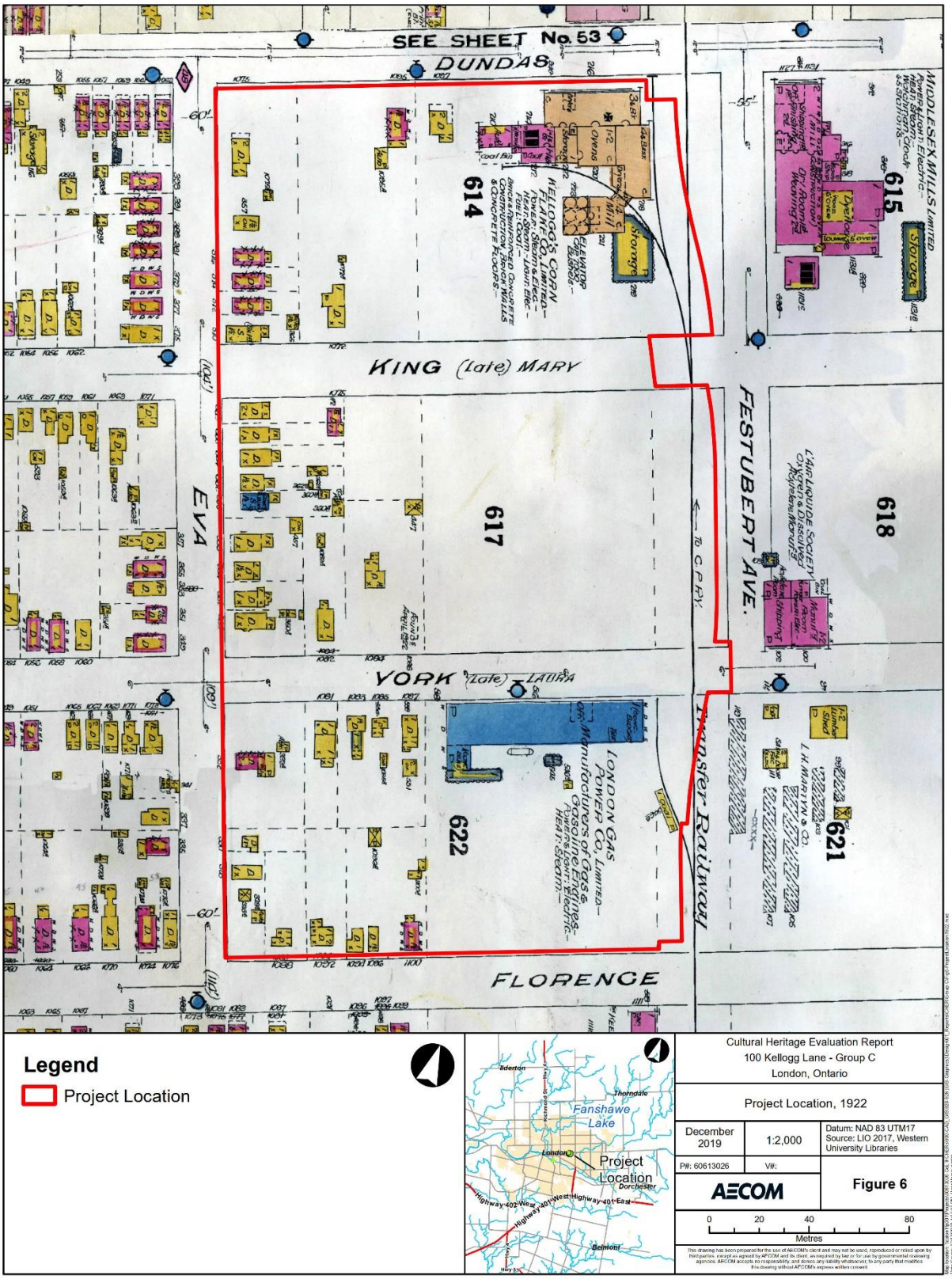


Figure 6: Project Location on the 1912 Revised 1922 *Fire Insurance Plan of the City of London*

Figure 7: Project Location, 1945 Aerial Photo

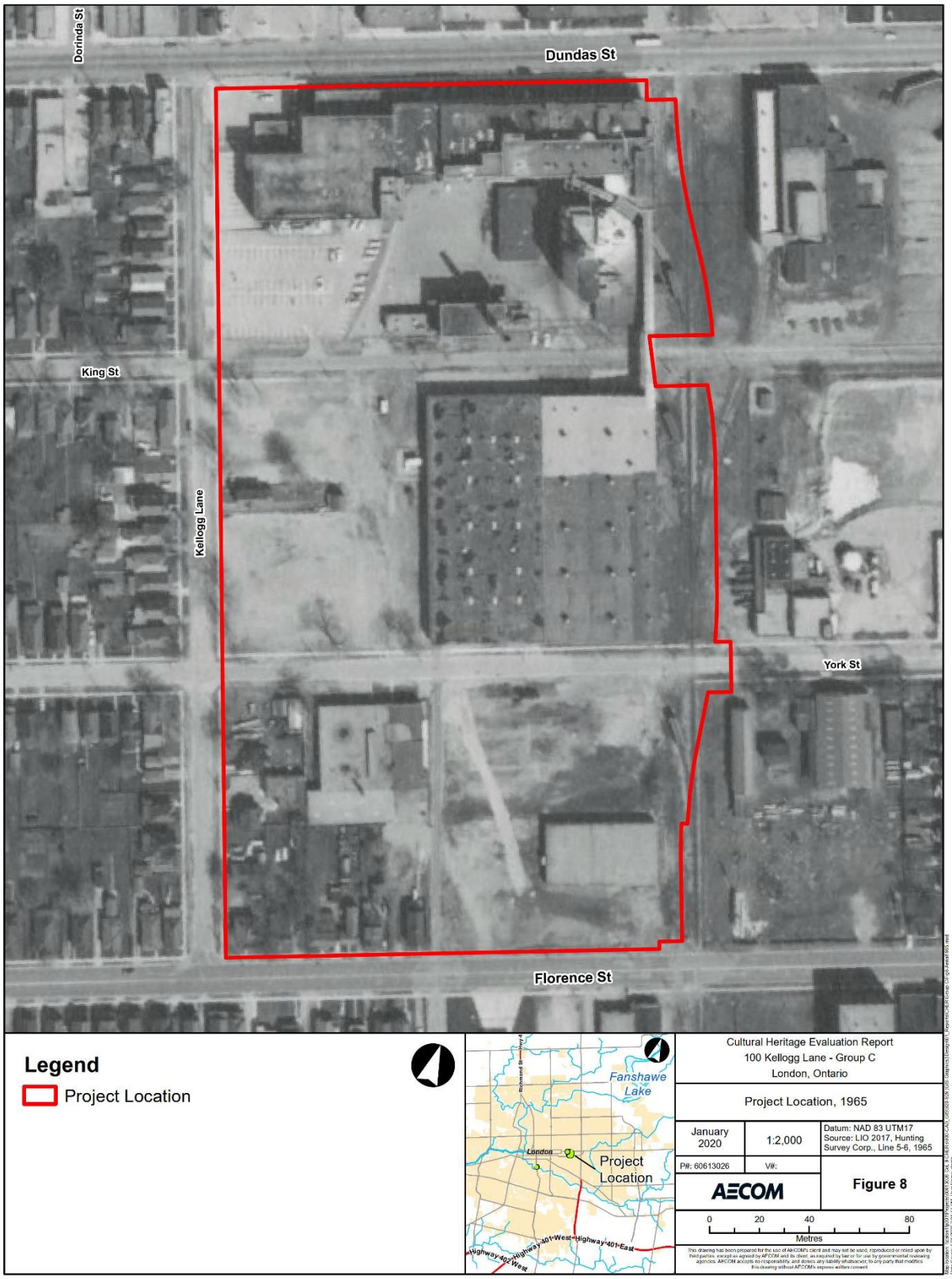


Figure 8: Project Location, 1965 Aerial Photo

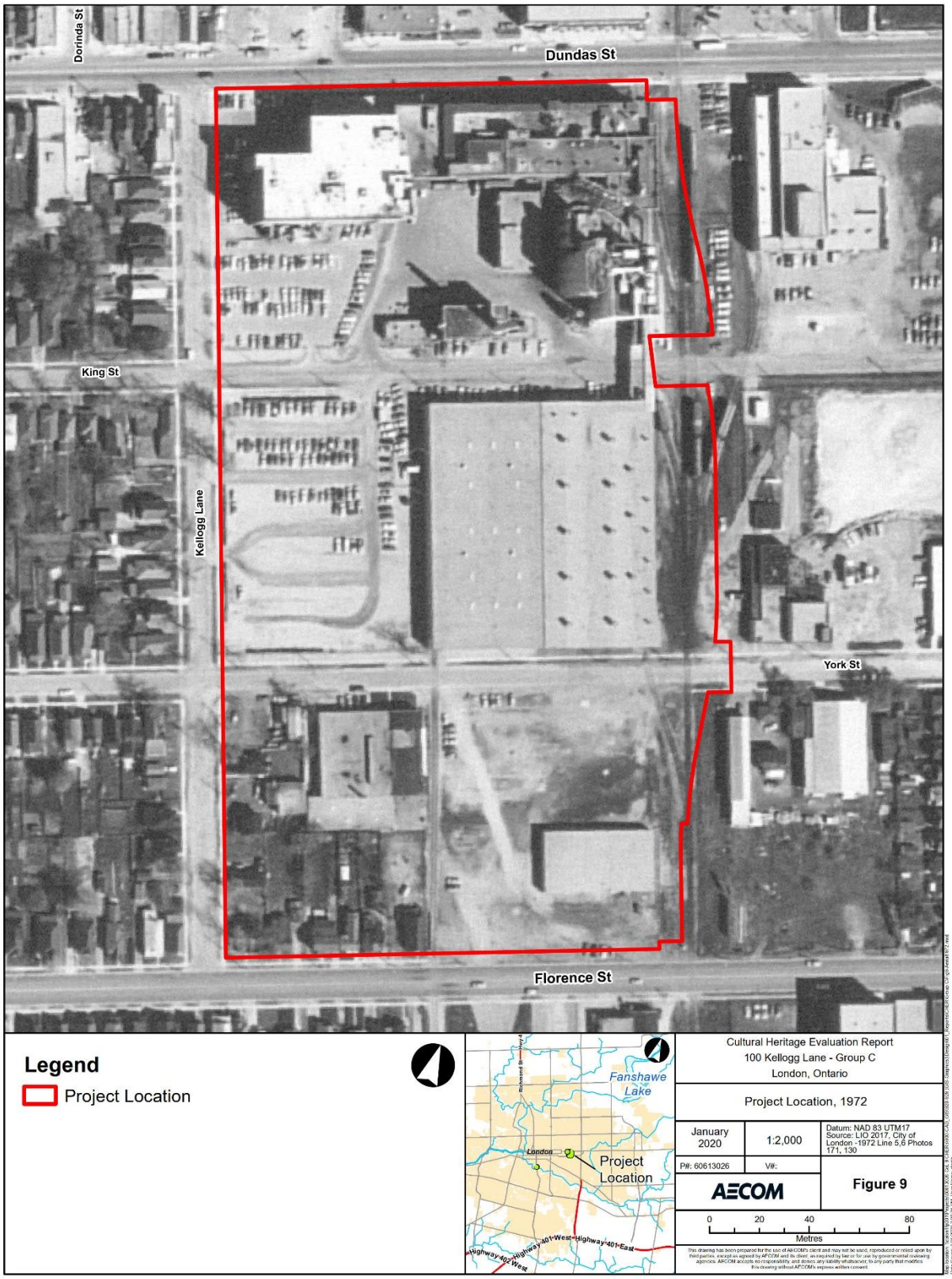


Figure 9: Project Location, 1972 Aerial Photo

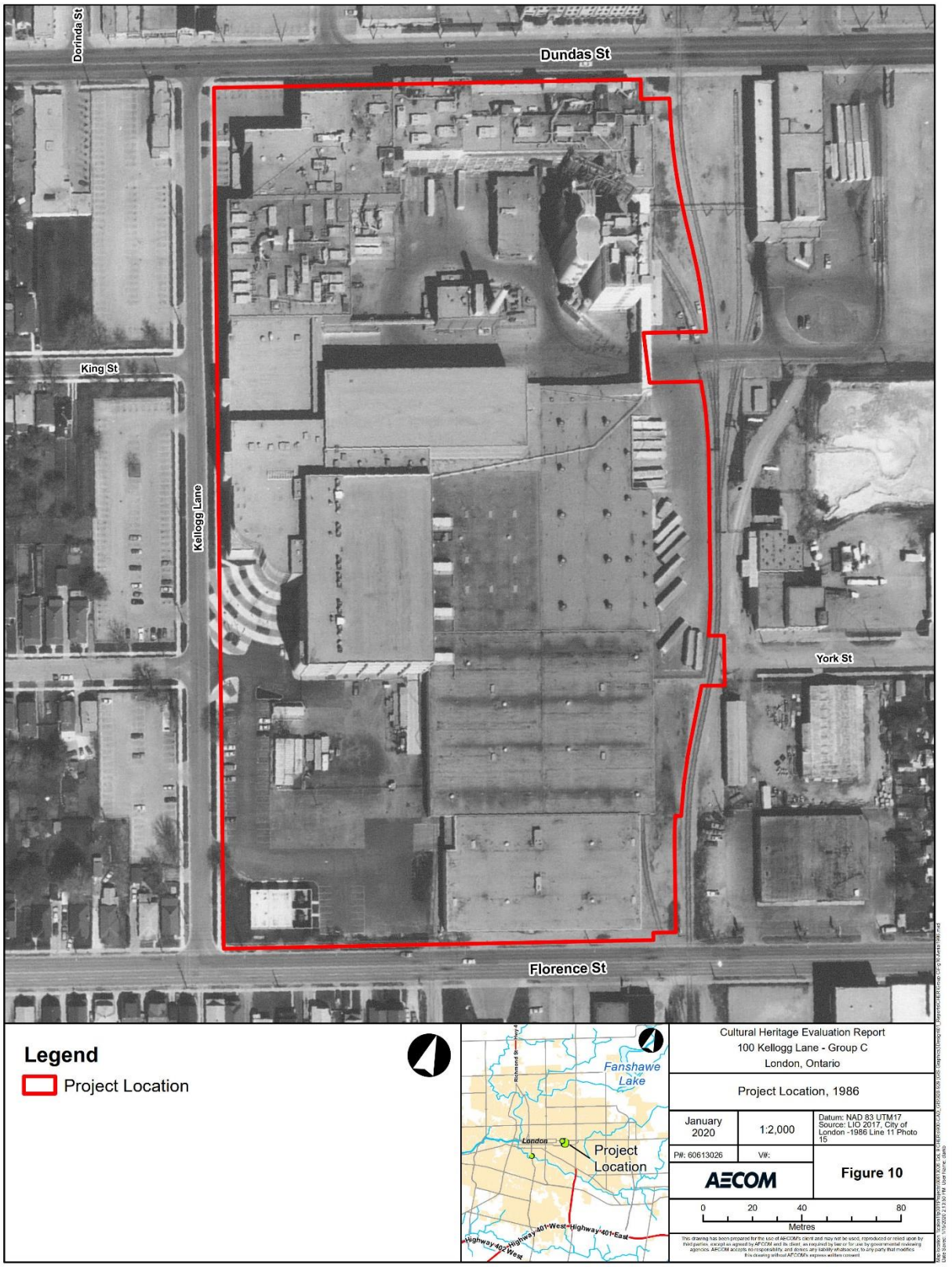


Figure 10: Project Location Aerial, 1986 Aerial Photo

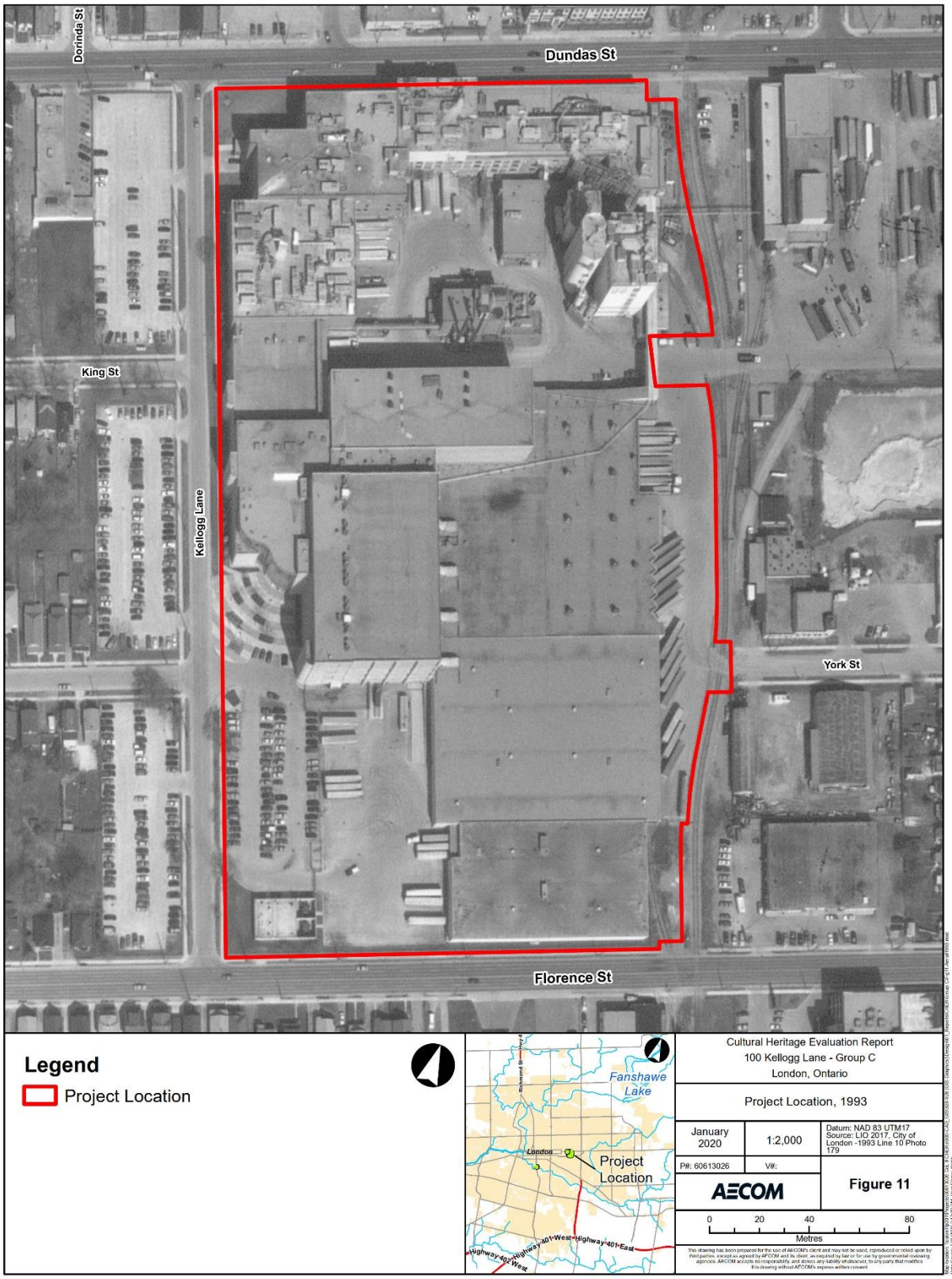


Figure 11: Project Location Aerial, 1993 Aerial Photo

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