River Landing

A.L. COLE PUMPHOUSE

DESIGN STUDY

FEBRUARY 2008

Crosby Hanna & Associates
Landscape Architecture and Planning

Kindrachuk Agrey
Architecture

ALDRICHPEARS ASSOCIATES
inspiring change by design

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PROJECT PARTICIPANTS

Pumphouse Steering Committee:

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Terry Scott, *SaskPower*

George Wilson, *former plant manager, A.L. Cole Power Station*

Don McDonald, *former operating superintendent, A.L. Cole Power Station*

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Pumphouse Site
A.L. Cole Site

1.0 EXECUTIVE SUMMARY

The planning context for adaptive re-use of the Pumphouse is provided by the South Downtown Concept Plan (2004). Key principles of this plan, with particular relevance to the Pumphouse, include:

- support and strengthen Downtown and Riversdale and their relationships to the Riverfront
- create a distinct identity and sense of place
- design to be a destination
- design for development viability
- remember the past and plan for the future

More recently and specifically, the River Landing Phase 2 Riverfront Master Plan (2006) acknowledges the importance and potential of the Pumphouse as a major focus along the Riverfront. This design study explores this potential to highlight the historic and interpretive value of this resource, balanced with commercial opportunity.

As the last surviving remnant of the Saskatoon Powerplant, and the only historic building remaining within the River Landing project area, the Pumphouse has unique and considerable potential as a destination.

The question remains, what needs to be done to make it safe for visitors and attractive for potential lessees? Considering its proximity to the river and location within River Landing, what ventures are most likely to succeed? Furthermore, given the historic significance of the site and building, what are the opportunities for, and requirements of, heritage interpretation at the site?

This design report outlines the architectural, landscape, commercial and interpretive goals, opportunities and recommendations in an effort to create the foundation for a destination that is commercially successful, honours the building's heritage, and provides a unique setting for interpretation. Exploration of commercial and retail functions, while also identifying heritage aspects of the building that define its uniqueness and increase its value, were guiding principles. The building must be publicly accessible, made larger if necessary, and would become a major experience for River Landing visitors.

The Pumphouse has been neglected and requires basic intervention including building services, roofing, building envelope upgrades and environmental clean-up, to ensure safe and secure access. When complete, this stabilization process (to be undertaken in 2008) will allow the city to initiate discussions with potential lessees. In addition, public access to the Pumphouse roof will be provided.

Site, building, heritage and commercial opportunities and constraints form the basis for concept planning. Among the various possibilities explored, two clear options emerged. In each of these options, the vision is the same: the Saskatoon Pumphouse will be a destination that offers a unique combination of historic interpretation and commercial activity while allowing visitors to enjoy views of the South Saskatchewan River from the only historic industrial building on the riverbank.

Option 1: Following stabilization, the building would be enhanced by the addition of a vestibule and washrooms. Useable indoor space would be approximately 1,500 square feet. A lobby with passive interpretive pieces would be visible at the entrance. The tunnel leading to the pumphouse tower, the oldest part of the building (1911), would allow views to the tower and interpretation of how the pumphouse was used. The area known as the 1954 addition would be available entirely for commercial use; floor space limits the commercial potential to a small coffee shop or similar enterprise. The well at the front of the building would be useable as a seasonal deck.

Option 2: The opportunity exists, contingent upon removal of the sewage lift station, to expand the building. Floor space could be increased through the addition of useable floor space at the roof level, the enclosure of the main floor deck for all-season use and the construction of a stairwell/elevator addition connecting the main floor with the second (street level) floor. These improvements boost floor space an additional 2,000 square feet. The total area of floor space in this option is more conducive to larger commercial ventures or a full service restaurant. In this option, there is more opportunity to make use of large equipment and interpretive elements to aid in theming the space to create a unique destination.

Renovations and expansion must consider both the usability of the various components of the building, as well as the heritage value of the Pumphouse and its more recent additions. Older sections contain more heritage value than the more recently built additions.

While none of the equipment found in the Pumphouse is particularly unique, it does contribute to the historic presentation and atmosphere of the Pumphouse as an industrial building; it is recommended that available artifacts be used to enhance the visitor experience without detracting from the building's commercial use.

Recommendations for removal and retention of equipment are addressed. Any items removed should be retained for passive outdoor use on the site, or in other nearby locations. An implementation strategy is outlined to guide renovations/ improvements.

The city has clear options for moving forward. Ultimately, a public/private partnership will determine the optimal use of the Pumphouse based on these recommendations, and the needs of the future lessee.

The Pumphouse, although structurally sound, is in disrepair, contains hazardous materials, is tightly confined by major utilities and is located within a brownfield site. These constraints are clearly offset by the benefits of re-claiming the site and building in a manner that celebrates the historic context and provides a framework for a unique visitor experience. As adjacent lands achieve full build-out, and the area matures, the careful adaptive re-use of the Pumphouse will strengthen the location as a focal point on the Riverfront and contribute to the interest and vitality of River Landing.

2.0 PROJECT DESCRIPTION

The Saskatoon Pumphouse is the only surviving remnant of the Saskatoon Powerplant, eventually renamed the A.L. Cole Powerplant. The powerplant provided electricity to the city of Saskatoon and the surrounding area from its construction by the city of Saskatoon in 1911, through its transfer to the Saskatchewan Power Corporation in 1929, through further expansions in the 1950s, and provided back-up electricity after the construction of the Queen Elizabeth Powerstation until A.L. Cole was completely decommissioned in 1983. As the only existing historic building in the new River Landing development, it has great potential to become a meaningful and profitable destination.

This report documents a feasibility study that explored the necessary stabilization of the site and building in order to prepare the building for lease to an outside entity. The study also explored commercial opportunities, based on comparable businesses in other cities, and interpretive opportunities, based on existing artifacts, views from the building, and the history of the building and surrounding area.

The document provides recommendations regarding landscape, architecture, interpretive and commercial requirements for the site, and offers conceptual options that integrate site and building potential with stories and marketing potential. The consultant team has identified the requirements for stabilization that will be needed in order to develop partnerships with potential lessees. An order of magnitude budget is also included.

2.1 PREVIOUS REPORTS

Historic studies and architectural reviews of the pumphouse were previously conducted. Those reports are listed here:

- "Saskatoon Power Plant Pump House," A Report Submitted by Jane Gibson for Jacqueline Bliss, Heritage Consultant, Department of Leisure Services, City of Saskatoon, August 31, 1991.
- A.L. Cole Pump House on the River Bank, Saskatoon, Saskatchewan Assessment Report, August 12, 1994. Prepared for Meewasin Valley Authority by Kindrachuk Agrey Architects, Ltd.

As part of this project further historic research was undertaken. These reports are provided in Appendix I.

The River Landing Interpretive Master Plan (APA 2005) identified the Pumphouse as an interpretive venue, and identified key messages and potential visitor experiences to address at this location. These recommendations were considered along with feedback from the Pumphouse Steering Committee when developing concepts for the Pumphouse, in an effort to treat the Pumphouse as a cohesive piece of the entire River Landing project.

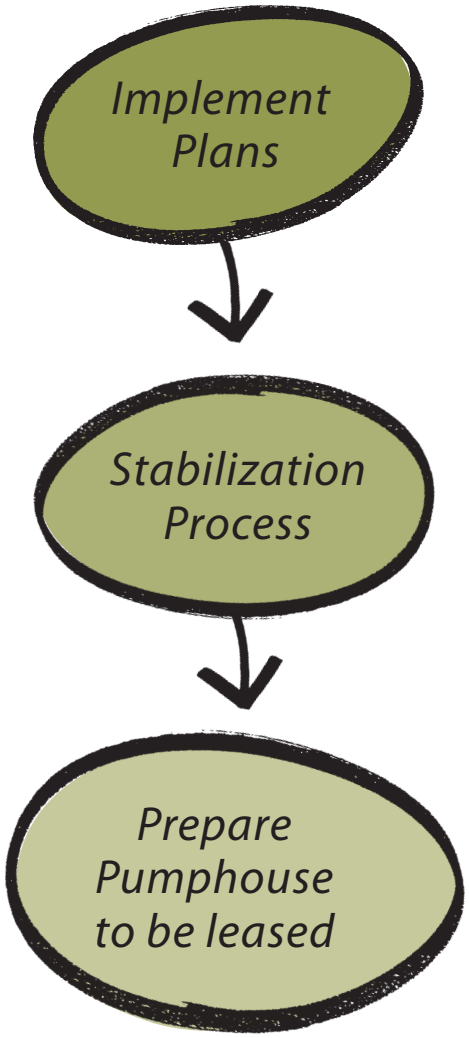
2.2 MEETINGS AND WORKSHOPS

The consultant team conducted a series of meetings and workshops, which included site tours, input from the Pumphouse Steering Committee, and working sessions among consultants. The initial meeting and workshop took place on August 30, 2006. The next several months involved several working meetings among consultants, with the work being presented to the Steering Committee on May 3, 2007.

2.3 PROJECT CHARACTER AND GOALS

During an initial meeting with the Pumphouse Steering Committee, the consultant team gathered input from committee members regarding goals for the pumphouse project. This input was then used to define the character of the project and to set goals for the completed project.

- Increase/maximize usable square footage of the building
- Treat the building as a focal point: animate Phase 2 riverfront, and link to adjacent/nearby residential and market areas
- Contribute to a new neighborhood and community
- Create context for a publicly accessible commercial opportunity
- Explore potential for retail, commercial, restaurant or food service, rental functions
- Explore potential for 3-4 season use and extended hours of operation
- Allow barrier free, public accessibility: washrooms, warm-up, view opportunities
- Not an interpretive centre, but can have interpretive qualities (any interpretive features will be unstaffed)
- Draw on industrial aspects, history of the building. i.e., history provides the theme for spaces, equipment to be salvaged for use in other areas
- Involve a third party connected to tours, Riversdale walking tour
- Stand on its own (may have to exist a while without surrounding developments)
- Connect people to the river and also connect to city
- Aim for sustainability—not just selection of materials, but also longevity, usability
- Stabilization and clean up of the building are included in current development budget. Full conversion for commercial venture, building addition and interpretive components are unfunded.



2.4 PROJECT TASKS

In an effort to achieve the project goals, the Pumphouse Feasibility Study included the following tasks, the results of which are recorded in this document.

- Identify Challenges and Opportunities
- Historic Inventory and Research
- Comparables (other places)
- Goals and Themes
- Visitor Experience Matrix
- Concept (use) options for discussion
- Vision statement and written descriptions
- Final Analysis and Recommendations
- Implementation Strategy

The next steps involve implementing plans and conducting the stabilization process to prepare the Pumphouse to be leased by an outside party.

2.5 STABILIZATION

Issues to be resolved in Stabilization Phase:

1. Services—all services must be added or upgraded to meet the potential requirements of future lessees.
2. Electrical Control Center—options for the best location to install an electrical control center will be explored and a recommendation made.
3. Mechanical—mechanical systems will be put in place to ensure the availability of heat in winter. Further mechanical infrastructure will be provided to support further development of the Pumphouse.
4. Flood Control—the ground floor of the Pumphouse is within the floodplain. A strategy to address potential issues is required.
5. Building Envelope—stabilization includes decisions regarding protection, upgrade or replacement of walls, windows and doors.
6. Roof—stabilization of the roof area includes adding railings and covering openings so that public access to the roof is available as early as possible during the Phase 2 development.
7. Interpretive—interior and exterior interpretive elements will be identified in order to be integrated with commercial endeavours.
8. Accessibility—basic access to building, rooftop and site is currently not available. Stabilization will provide basic access in the short term, and plan for barrier-free accessibility over the long term. This may include upgraded or new doorways.
9. Life Safety—all openings, grates, holes and edges will need to be mitigated in order to make the building safe.
10. Exterior/Site—landscaping work will be identified, including removal and addition of trees and the provision of appropriate access to the building.
11. Lift Station—the disposition of City of Saskatoon Lift Station has not been determined.
12. Equipment—equipment to be retained for historic value and interpretive purposes will be cleaned and made safe. Any equipment not intended to stay within the building will be removed and made available for other purposes, i.e. outdoor interpretive displays.
13. Basement/Wells—water currently in the basement will be removed, leaks repaired, and the basement dried out. Controlled access to the basement and all safety requirements will be addressed during stabilization.

At the end of the Stabilization phase, public access would be allowed to the roof. The interior would not be accessible to the general public, but would be available for viewing by potential lessees.

2.6 TENANT IMPROVEMENT AND EXPANSION

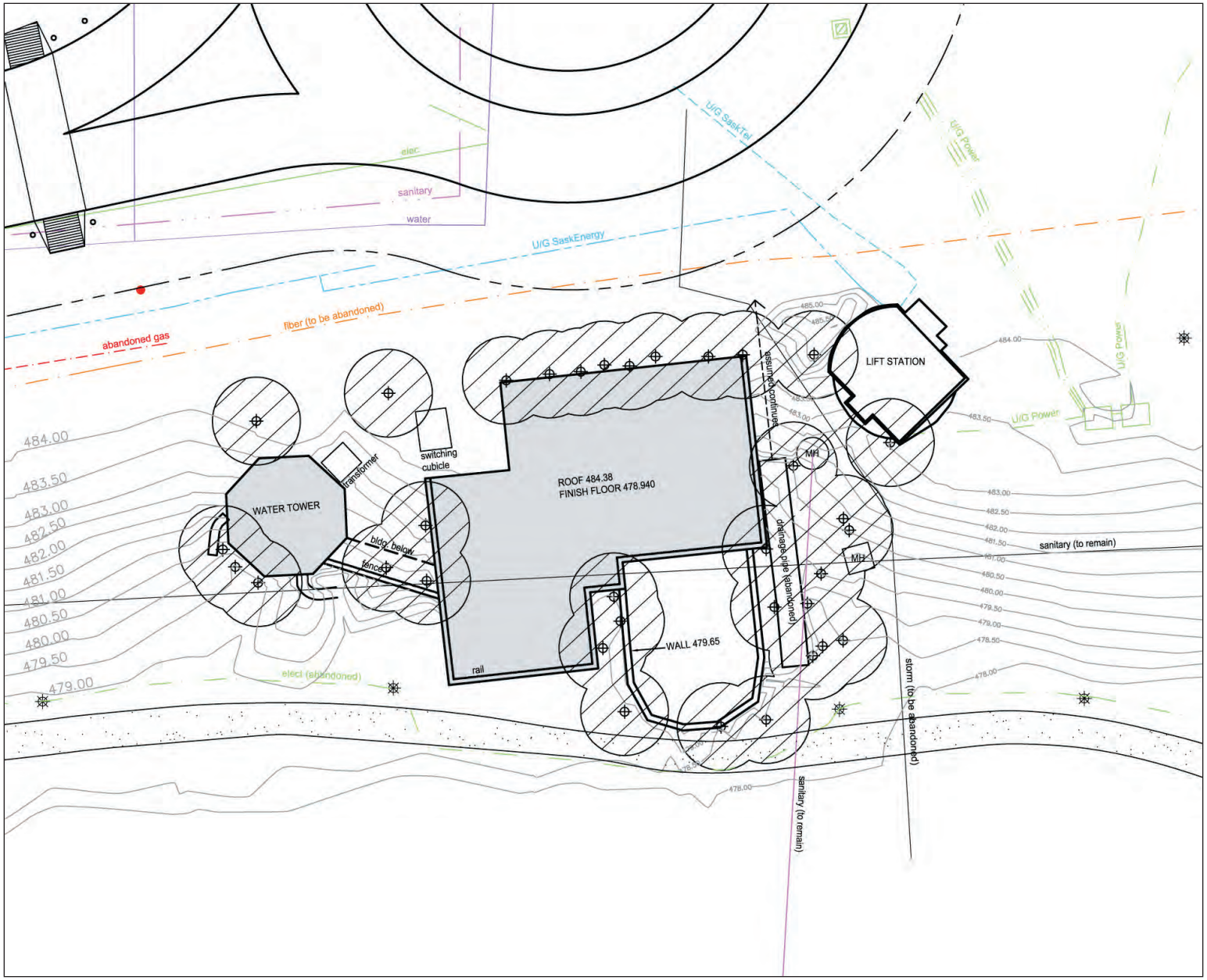
Once the building has been stabilized, interested lessees will be shown a clean, safe building complete with an infrastructure of basic services. The City of Saskatoon would then work with interested parties to determine the optimal approach considering overall project goals.

Concepts included here explore opportunities for building expansion. These first steps are intended to spark the imagination of potential lessees to pursue their own vision in the next phases. The intent is to create a place that is balanced by historic character and functionality for commercial success.

3.0 ANALYSIS

The consultant team, consisting of architects, landscape architects and interpretive consultants, conducted research on the history of the site and analysis of the existing site and building. A consultant was hired to undertake a comparables study. Business owners in Saskatoon and similar cities were interviewed to obtain their views on the viability of the Pumphouse as a commercial enterprise, as well as to determine the physical requirements for a successful commercial venture. Challenges and opportunities relating to the site, building, heritage and commercial potential were explored.

Jeff O'Brien, City Archivist, provided a summary that establishes the historic context. Visits to the site by the consultant and client groups were undertaken to view challenges and opportunities first-hand. Existing SaskPower employees and former A.L. Cole employees were interviewed to develop a clear picture of how the equipment was used when the Pumphouse and the A.L. Cole Powerplant were in operation.


elec
sanitary
water
U/G SaskTel
U/G Power
U/G SaskEnergy
fiber (to be abandoned)
abandoned gas
LIFT STATION
assumed continues
MH
ROOF 484.38
FINISH FLOOR 478.940
switching cubicle
transformer
WATER TOWER
bldg. below
fence
rail
WALL 479.65
drainage pipe (abandoned)
MH
sanitary (to remain)
storm (to be abandoned)
sanitary (to remain)
elecl (abandoned)
484.00
483.50
483.00
482.50
482.00
481.50
481.00
480.50
480.00
479.50
479.00
478.50
478.00
485.00

3.1 SITE OVERVIEW

Current Situation

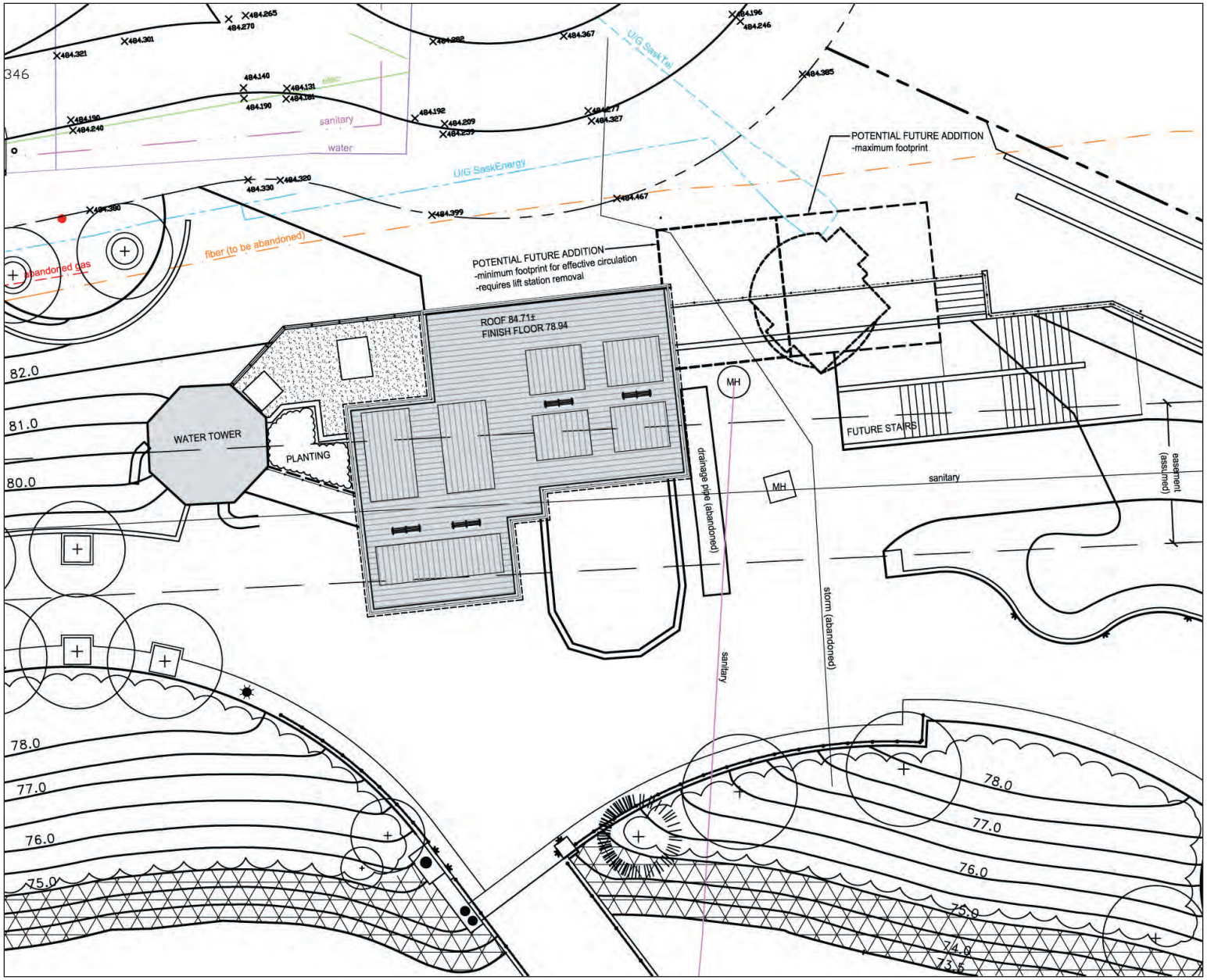
- Lift station remains operational
- Storm sewer will be abandoned
- Location within the floodplain must be considered
- Urban Forestry has determined that invasive, volunteer plant material around the pumphouse should be removed

Challenges

- Lift station and incoming sanitary sewer limits building additions to the east
- New Spadina Crescent north of building limits construction
- Leaks in building need to be capped/kept out of tanks
- Service vehicle access is required to riverfront terrace and to existing manholes in particular
- Pumphouse is hidden from view (other than tower) from street level
- The surrounding site may be contaminated
- Major utility lines, including abandoned pumphouse intake pipes, limit development opportunities
- The narrow site and topography challenge options for access

Opportunities

- Access to river views from roof / extension of street level promenade
- Pipes at surface—interesting appearance
- Pumphouse is a major focus along the riverfront
- Unique proximity to the river
- South exposure



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3.2 BUILDING OVERVIEW

Current Situation

- Building is cast-in-place concrete—structurally sound, even though unheated
- Building leaks and contains hazardous materials
- Tower portion is masonry (upper portion)—restoration/ repair is required
- Tower built in 1911—additions came later as powerplant expanded. In service until 1929
- Good example of Victorian Industrial architecture
- Current windows closed up with brickwork
- Unsure of original colour—photographs suggest it was always painted white—could be different
- Total size: 2100 square feet (200 square meters)
- Historic Significance:
  - Structure: The building is not a designated historic building, but it is the only remnant of the A.L. Cole's industrial legacy, which makes it historically relevant
  - Equipment: The equipment does not have historic value beyond its practical use as part of the A.L. Cole system

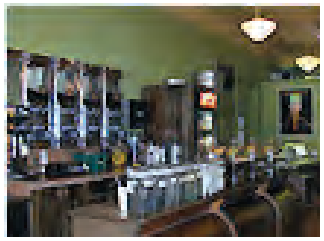
Challenges

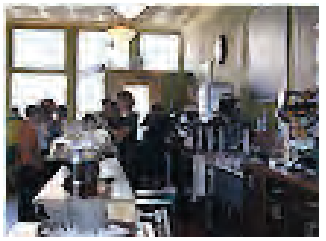
- Seasonality—currently no insulation, 4 season preferred will require upgrades
- Limited floor space is further constrained by abandoned equipment
- Accessibility
  - tower door: boarded up
  - roof door: unusable
  - lower door: limited access
  - safety/exiting requirements
- Need to consider accessibility options
- Washrooms—none provided
- Building services—water, sewer, gas, electrical will be required
- Development within the floodplain and other jurisdictional approvals

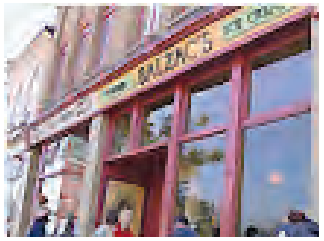
Opportunities

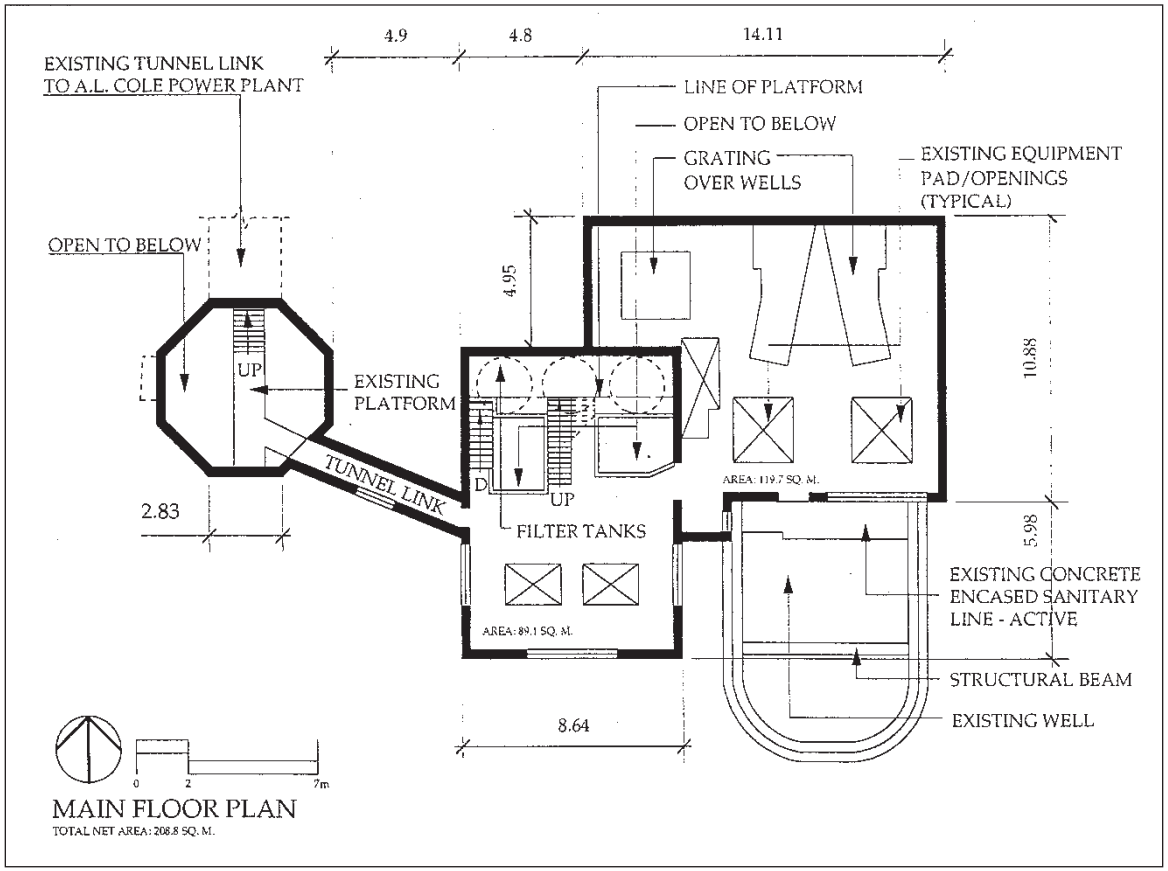
- Entry
  - public entry at riverside level
  - potential entry through tower at street level with limited access
  - potential new accessible entry from street level if addition constructed
- Natural light—existing window openings brought back to original
- River views capitalize on unique proximity to river edge

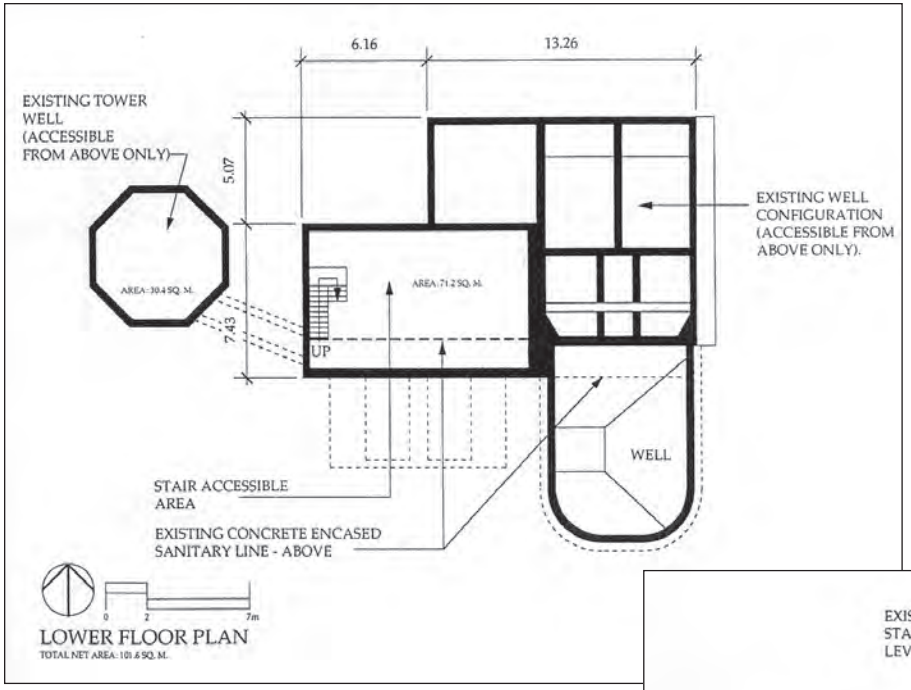
- Function
  - adaptive re-use
  - interpretive/commercial mix
  - focal point for activities and celebration
- Addition
  - increased accessibility and flexibility contingent upon removal of lift station

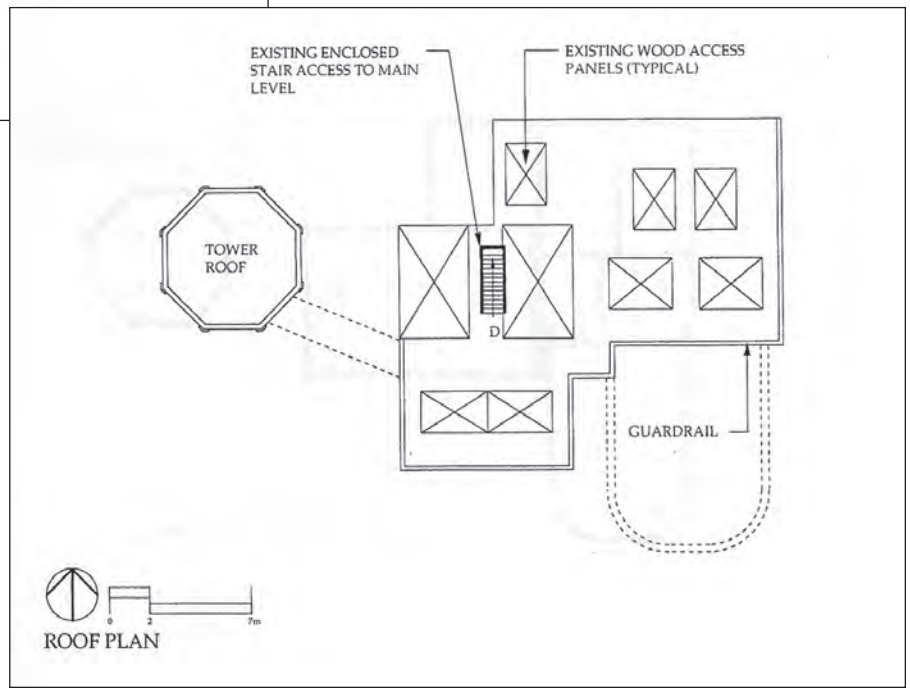









6.16
13.26
EXISTING TOWER WELL (ACCESSIBLE FROM ABOVE ONLY)
5.07
7.43
AREA: 30.4 SQ. M.
AREA: 71.2 SQ. M.
UP
EXISTING WELL CONFIGURATION (ACCESSIBLE FROM ABOVE ONLY).
WELL
STAIR ACCESSIBLE AREA
EXISTING CONCRETE ENCASED SANITARY LINE - ABOVE
0
2
7m
LOWER FLOOR PLAN
TOTAL NET AREA: 101.6 SQ. M.


EXISTING ENCLOSED STAIR ACCESS TO MAIN LEVEL
EXISTING WOOD ACCESS PANELS (TYPICAL)
TOWER ROOF
D
GUARDRAIL
0
2
7m
ROOF PLAN

3.3 FUNCTIONAL DESCRIPTION

Through interviews with current employees at the Queen Elizabeth Power Plant as well as with retired managers from the A.L. Cole Power Plant, the consultant team confirmed how the pumphouse had functioned in relation to the power plant. The same process can be observed in action at the Queen Elizabeth Power Plant, on a larger scale.

The original pumphouse (1911) had been rendered obsolete prior to the interviewees' careers (1950s to present). It was only used as a passageway to get from the power plant tunnel to the rest of the pumphouse.

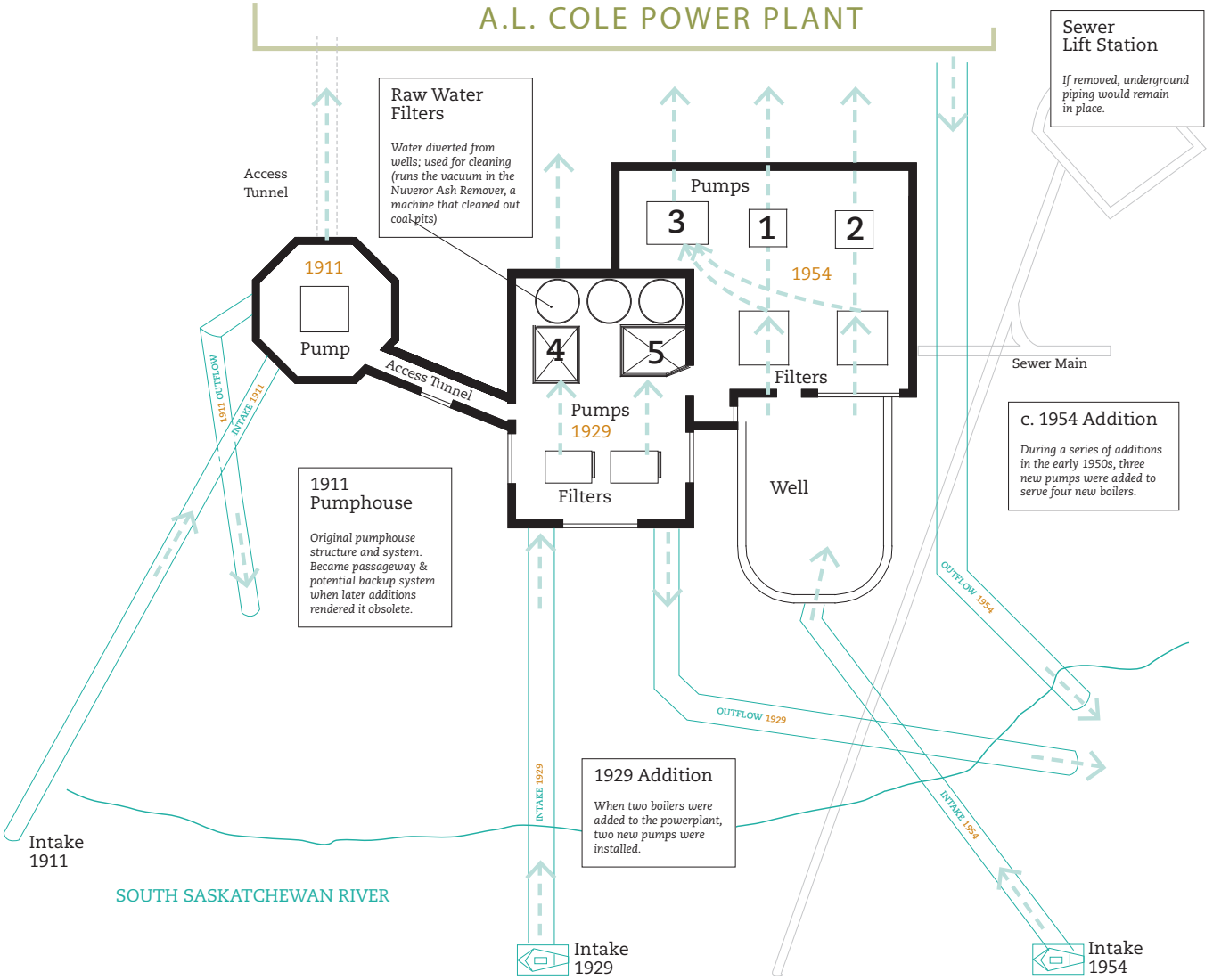
Below grade, a series of compartments housed individual pumps and part of the filter system.

Each pump was numbered for work crews' reference. These numbers are noted on the drawings: #1, #2, #3, #4, #5.

The holes in the roof provided access openings during construction.

Water brought into the A. L. Cole Power Plant had specific purposes, and not all of the water ran through the pumphouse. Boiler water was brought in from the city water supply and demineralized. Most water from the pumphouse was used for cooling the boilers, but some of it was run through raw water filters and used to run the vacuum in the Nuveror Ash Remover, the giant vacuum that cleaned out the coal pits at the power plant.

The original intake and outflow from the tower can be seen on the diagram. The large intake pipe fed pumps 1, 2, and 3. The smaller intake pipe on the 1929 addition fed pumps 4 and 5. The outflow pipe runs underground between the pumphouse and the city sewer lift station.


A.L. COLE POWER PLANT
Sewer
Lift Station
If removed, underground piping would remain in place.
Raw Water
Filters
Water diverted from wells; used for cleaning (runs the vacuum in the Nuveror Ash Remover, a machine that cleaned out coal pits)
Access
Tunnel
Pumps
3
1
2
1954
1911
Pump
Access Tunnel
4
5
Filters
Sewer Main
Pumps
1929
Filters
Well
c. 1954 Addition
During a series of additions in the early 1950s, three new pumps were added to serve four new boilers.
1911
Pumphouse
Original pumphouse structure and system. Became passageway & potential backup system when later additions rendered it obsolete.
1911 OUTFLOW
INTAKE 1911
OUTFLOW 1954
OUTFLOW 1929
INTAKE 1929
1929 Addition
When two boilers were added to the powerplant, two new pumps were installed.
INTAKE 1954
Intake
1911
SOUTH SASKATCHEWAN RIVER
Intake
1929
Intake
1954

3.4 COMMERCIAL OVERVIEW

A report on comparable commercial enterprises in other cities was undertaken to determine the requirements for a successful commercial operation at the Pumphouse location.

Current Situation

- Building shell is intact; substantial renovations/stabilization required
- Riverfront location is unique and provides panoramic views of the river valley
- Building currently stands alone with limited accessibility
- Accessible by pathway along the river

Challenges

- Foot traffic in the A.L. Cole Pumphouse area is currently low and the adjacent subdivision is still in development
- Road access is not yet developed
- Available building floor area limits opportunities

Opportunities

- An astute operator will recognize and capitalize on the nuances of available market. The size of the potential customer base in the local trade area will likely have the most significant impact upon revenue performance
- With the right concept and an experienced operator, a destination restaurant or coffee shop can be successful
- Marketing the Pumphouse as a unique destination
- Close proximity to a nearby population base and the river and bike paths make this an appealing destination and potential rental facility

Summary of Comparables

- The research focused primarily on potential for a restaurant and coffee shop as well as potential for rental facilities.
- The development of a seasonal concession would be the easiest type of operation to implement because it has low initial capital outlays, a minimal payroll, and seasonal operation.
- This would allow the operation to operate when traffic flow is the highest.
- Research was conducted on an activity rental operation to determine if an activity rental could operate year round and whether a seasonal operation would be feasible.
- The findings suggest that the revenue from a seasonal operation in this location would be small; and that the Saskatoon market may already be served by bike rentals for this area.

3.5 INTERPRETIVE OVERVIEW

A review of existing historical research, further interviews with past and current SaskPower employees, site visits and interpretive analysis were undertaken to determine ways to incorporate the history of the site and building in a way that would enrich a commercial enterprise.

Current Situation

- building embodies significant industrial history
- building is visible from adjacent roadways, pathways and from the river
- history of the building is well-documented

Challenges

- the Pumphouse is a significant remnant of a much larger story—the equipment and artifacts of the A.L. Cole Powerplant are not available
- interpretation must complement, not compete with, commercial functions
- balance open public access in some areas with commercial functions

Opportunities/Resources

- in situ artifacts (pumps and filters), although not unique, are available for interpretation in the building or on site
- excellent views of the river valley and riverfront activities
- integration with existing interpretive resources including the Farmers Market, River Basin Feature and Meewasin Valley Centre
- oral histories from past employees could be gathered
- existing photographs of construction of A.L. Cole and the pumphouse of excellent quality

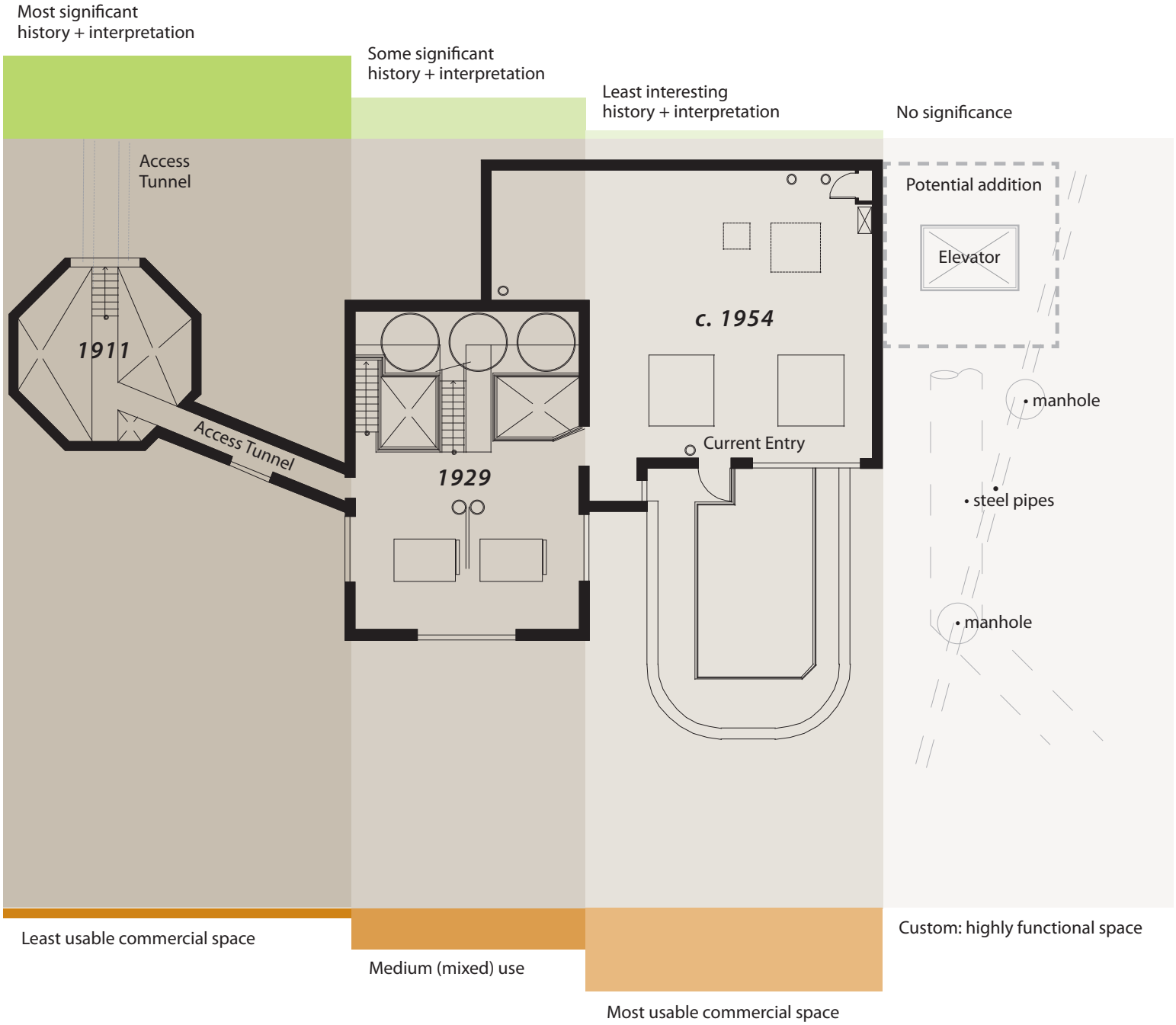
Evaluation of Building Spaces

The interpretive and commercial value of the building spaces are, for the most part, inversely proportional: the areas with the highest historical or interpretive value are the least usable commercial spaces, and the most valuable commercial spaces are the most recent additions to the building.

Most visible and historically valuable is the 1911 pumphouse tower. The space is too small to be used for anything but storage. The pump is still in place, an ideal interpretive opportunity in a unique space.

The 1929 addition is more commercially usable, and has less interpretive value than the tower. However, the pumps and filters in the 1929 addition offer opportunities for conservation.

The final addition is the largest space, and therefore the most valuable for a commercial operation. As the most recent addition in the early 1950s, it has less value historically, although the pumps and filters in this space can be cleaned up and interpreted in situ or moved elsewhere.


Most significant
history + interpretation
Some significant
history + interpretation
Least interesting
history + interpretation
No significance
Access
Tunnel
1911
Access Tunnel
1929
c. 1954
Current Entry
Potential addition
Elevator
manhole
steel pipes
manhole
Least usable commercial space
Medium (mixed) use
Most usable commercial space
Custom: highly functional space

Potential Building Additions

Future additions to the building would, obviously, have no historic significance, but could be a highly functional themed commercial space. Access to views, as well as the integration of artwork, photography and artifacts into a new addition could incorporate it into the historic aspects of the building while increasing square footage and commercial opportunities. It is noted that building additions, to the east of the existing pumphouse, cannot be accomplished without removal of the lift station.

Rooftop

The roof of the Pumphouse offers several interpretive opportunities, since all major equipment inside was installed through roof openings that still exist. The roof also offers excellent views of the river, which should be maximized.

Site

The area around the Pumphouse has the potential for the placement of artifacts and interpretive signage to enrich the visitor experience before visitors even enter the building. Pipe intakes and valves are visible in the surrounding landscape.

4.0 CONCEPTS FOR PUBLIC EXPERIENCE

This section outlines the thematic structure for the potential interpretive approach to the Pumphouse. A proposed vision statement, visitor experience goals, messages and suggested types of media are explored to examine interpretive opportunities based on available stories, artifacts and physical space.

4.1 THEMATIC STRUCTURE

Vision Statement

The Saskatoon Pumphouse will be a destination that offers a unique combination of historic interpretation and commercial activity while allowing visitors to enjoy views of the South Saskatchewan River from the only historic industrial building on the riverbank.

Visitor Experience Goals

In developing the concepts for a positive and memorable public experience, the consultant team developed a series of goals to keep in mind:

- Provide a comfortable and inviting place to spend time near the river.
- Offer access to river views.
- Inspire visitors with a sense of history, firsts in the city, growth and development over the last century.
- Connect with the impacts of the pumphouse and the A.L. Cole Powerplant on daily life in Saskatoon and beyond.
- Provide a sense of 'the real thing' wherever possible.
- Allow visitors to discover the process of electricity production and how the equipment worked.
- Provide visitors with an opportunity to learn about the historic industrial character of the site.

Potential Themes

Four themes, loosely linked to the four themes listed in the River Landing interpretive plan

On the Grid: the A.L. Cole Powerplant provided electricity to Saskatoon and beyond; changes over time; alternative energy sources of the future. While the South Saskatchewan River was not used to produce power at this location, it does contain energy. The river is used to create electricity in other areas of the province, such as at Gardiner Dam.

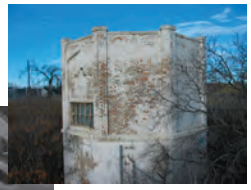
Pumphouse on the River: the pumphouse and the powerhouse were built near the river in order to use river water to cool the generators. As the demand for power grew, additions were made to the powerhouse and the pumphouse.

Voices of the Powerplant: many Saskatonians spent their careers at the A.L. Cole Powerhouse and have fond memories of their time there. They are available to provide quotes and voiceovers.

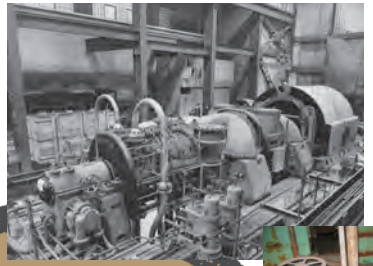
Nuts and Bolts: a look at the machinery that was used in the pumphouse, exploring how it worked, and how it compares to modern power production (possible theme or sub-theme: Energy Art—art pieces created out of industrial artifacts).

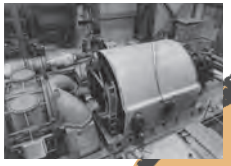
Key Messages

- The pumphouse is a key industrial remnant from the A.L. Cole power plant. It pumped cooling water from the river to the coal-fired powerhouse until the site was completely decommissioned in the early 1980s.
- The city operates its own electrical utility.
- The A.L. Cole powerplant was a much larger and more imposing building which the pumphouse served.
- The pumphouse played an important role in energy production in the early 20th century; current energy production in the Saskatoon area is located at the Queen Elizabeth power plant upstream.
- The A.L. Cole power plant was originally part of a small power grid that fed power to Saskatoon and the surrounding area. Occasionally it would sell energy to other grids, including the United States and Manitoba.
- The same activities as formerly took place at the A.L. Cole site occur on a much larger scale at the Queen Elizabeth pumphouse and power plant.
- The pumphouse was built in a series of additions, beginning in 1911, followed by additions in 1929 and 1954.
- Industrial artifacts offer excellent examples of the process of moving water to the powerhouse, and of power production itself, both in the past and today.
- Alternative energy sources are now being explored as world supplies of petroleum products dwindle. Saskatchewan has an abundance of sun and wind, two of the most promising alternative energy sources.
- The river is extremely fast-moving in this area along its route. It holds its own amount of energy.












Pumphouse on the River

- Pumphouse & Powerplant were built near the river in order to use river water to cool the generators.
- Additions were made to the Powerplant and the pumphouse.

Nuts and Bolts

- Pumphouse and powerplant machinery
- Exploring how it worked
- Comparison to modern power production
- Energy Art

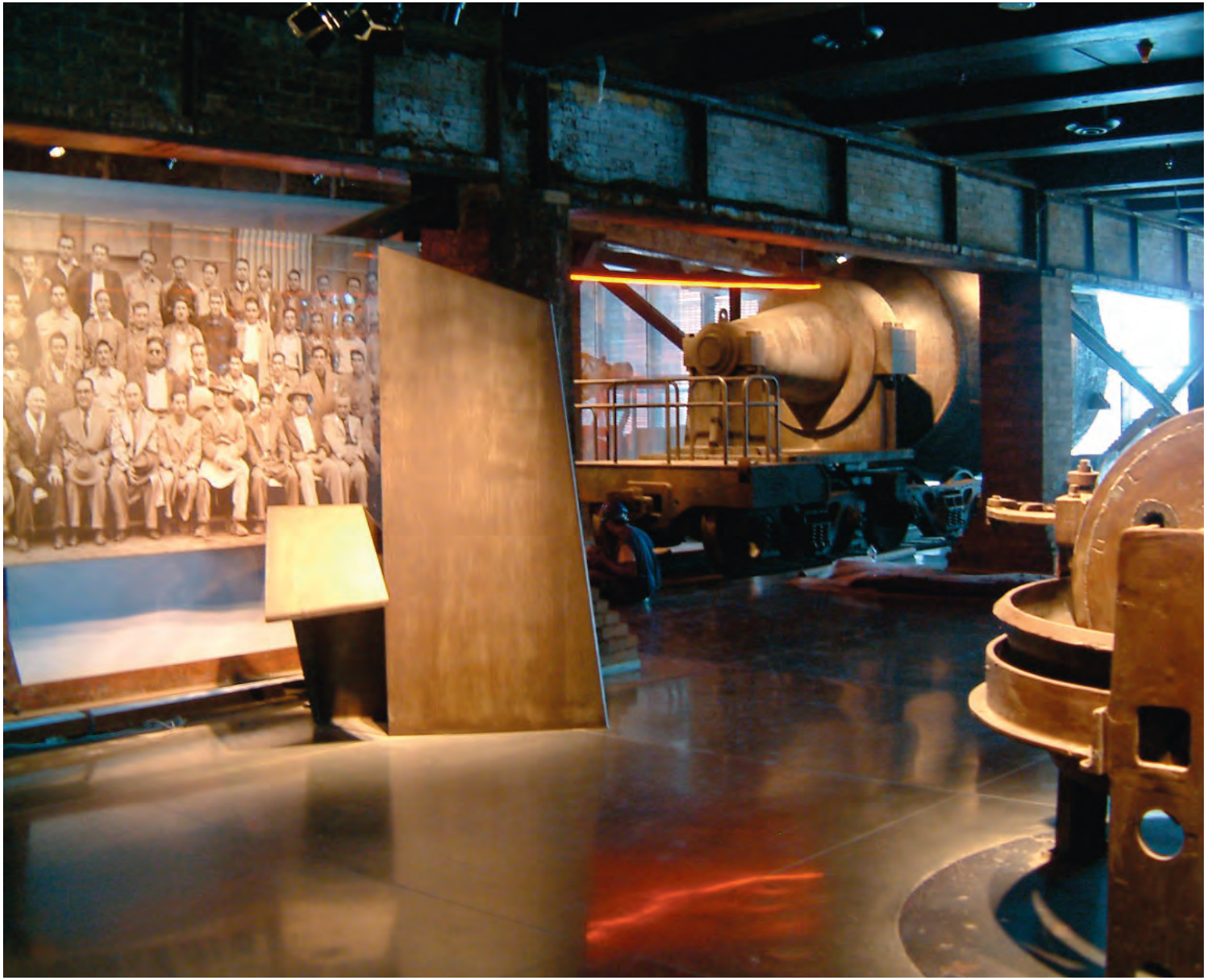
The Saskatoon Pumphouse will be a destination that offers a unique combination of historic interpretation and commercial activity while allowing views of the South Saskatchewan River from the only historic building on the riverbank.

On the Grid

- A.L. Cole Powerplant provided electricity to Saskatoon and beyond
- Changes over time
- South Saskatchewan River contains energy and is used to create electricity in other areas of the province (Gardiner Dam)
- Alternative energy sources of the future

Voices of the Powerplant

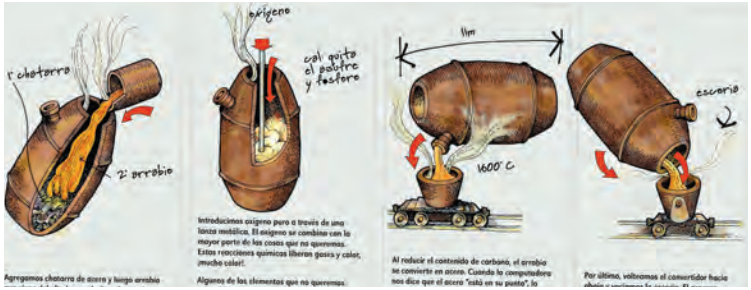
- Many Saskatonians spent their careers at the A.L. Cole Powerplant
- Quotes, voiceovers, etc.



4.2 MEDIA AVAILABLE FOR USE

Interpretive components installed indoors and outside of the Pumphouse will be varied and will likely draw from a variety of techniques. It will be important to ensure that exhibit materials and processes are selected to:

- complement the industrial history and context
- bring the stories and themes to life, through vibrant imagery, colour and typography
- provide an aesthetic foil to the commercial presence
- have a timeless quality (especially sculptural or site-based items)
- be easy to produce and maintain
- require minimal (or no) supervision

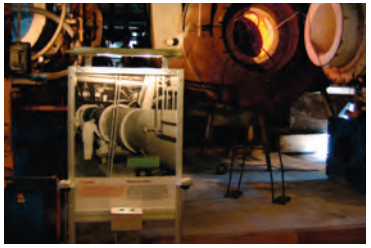


In developing the concept options for the Pumphouse, the design team based their recommendations on the following types of media which they felt were relevant to the Pumphouse story and settings. The ideas shown here are intended to act as references and would be adapted for use based on the final constraints of storyline, architecture, site and budget. Final media selection and application should be undertaken as part of the design process that would be required to complete any interactive installations either short-term (site and roof) or long term (interior—approved areas).

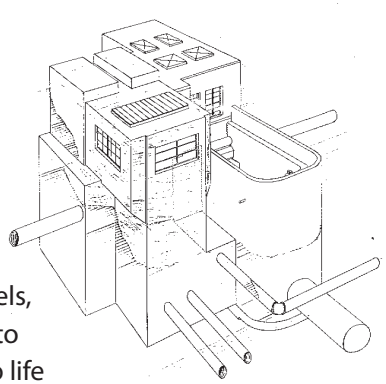
Interior Exhibits

Interpretive Graphics:

- can be used to tell a rich story without taking up significant space
- can be grouped to create story clusters and areas of focus
- feature imagery, maps, diagrams and quotes
- can be themed and physically placed to "fit" into the setting—in this case, an historic, industrial look and feel



Process and function diagrams:



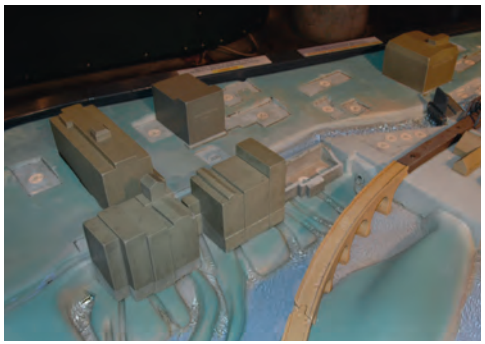
- illustrate the unseen
- can be used as insets on panels, but also as larger backdrops to bring the setting and story to life

Equipment interpretation:

- in-situ equipment can be interpreted—either through graphic labels, lighting, or audio and video, allowing visitors to understand how it was used in the context of the industrial history of the building
- lighting and colour can be used strategically to highlight components and/or add drama to a piece of hardware

Scale Models:

- well-detailed models give visitors a sense of scale, context and process
- interactive models (e.g. LED lights) can depict steps in a process, movement and changes over time



Exterior Exhibits

Interpretive Graphics:

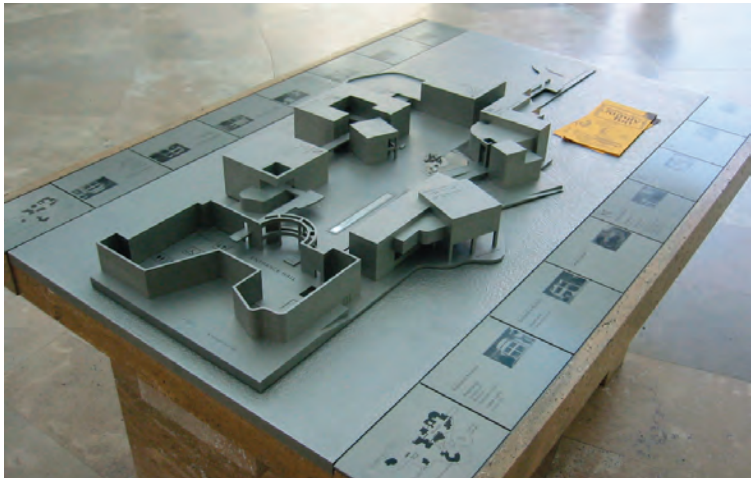
- linked to selected views, these can add interest and depth to natural and cultural landscapes
- exterior signage can be used to introduce big ideas, or to tell small stories that relate to the site, a piece of equipment, or other relevant objects or views

Themed sculptures:

- interpretive sculptures combine artistic qualities and thematic content to achieve memorable storytelling on site
- can be integrated with a site or building features
- become photo opportunities and interpretive talking points for programs
- if well executed, are timeless

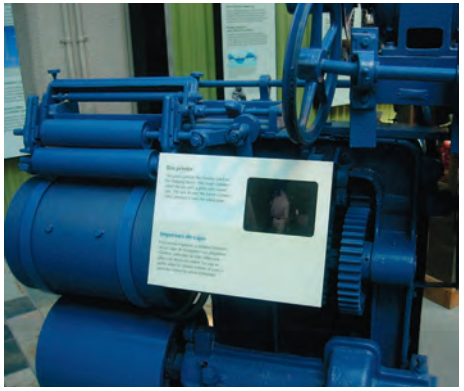
Tactile models:

- highly interactive (touchable) and able to withstand exterior conditions
- aesthetically relates to the industrial look and feel of the Pumphouse



Equipment:

- salvaged and remnant equipment can be used to tell interpretive stories outside—this may be an overlap of the interior exhibits, however it gives the public an opportunity to experience the story without necessarily having to go indoors
- equipment situated in key locations would facilitate effective interpretation



Patterns and embedments

- patterns can be used to delineate areas of interest such as roof top openings
- embedded lettering, graphics or props enrich the site and provide passive (discovery) storytelling

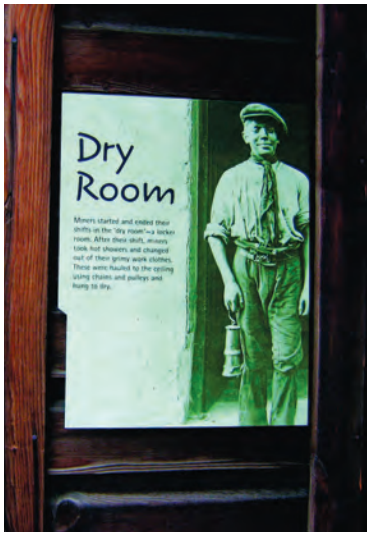
Commercial (and non-exhibit) areas:

Murals:

- photographic or professionally painted murals can be used to add historical authenticity and character to a setting
- scale and placement of imagery can add drama to larger spaces

Images and portraits:

- worker portraits should be considered as these add a human presence to an otherwise industrial story
- portraits can be framed, used on murals or on banners in common areas such as stairwells and lobbies



Equipment, pipes and props:

- carefully selected equipment such as valves, pipes and other miscellaneous hardware can be left in place to add authenticity to a setting
- larger items (e.g. pumps, tanks or filters) can become a topic of conversation and become a memorable (unique) aspect of a commercial space



Architectural details:

- in certain instances—and where appropriate—architectural details and surfaces can be used to tell stories, or add interest to a visit. If historical, more traditional interpretation may be possible. If recent, interpretation should be focused on decisions and processes related to sustainability, preservation, and so on. Both can be achieved through discrete graphics or labels or through physical (sculptural) components.

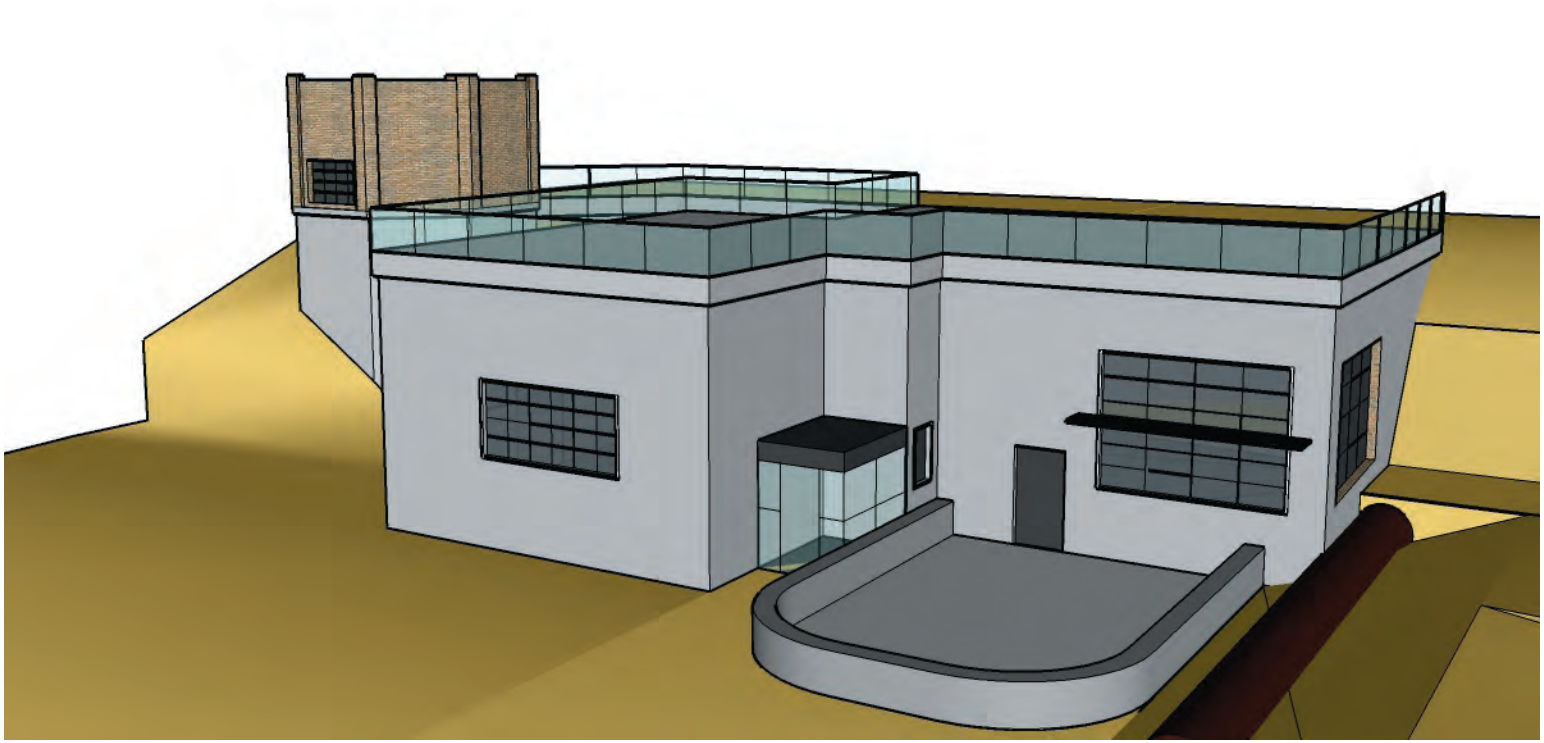
5.0 OPTIONS

The design team developed two options for review by potential lessees. The first works with the existing footprint of the building; the second offers additional space by adding a glassed-in patio on the main floor as well as a second floor. Architectural options and interpretive relationships are explored to determine a balance of heritage and commercial uses.

Neither option is absolute; rather they are intended to explore the potential range that may be available given the constraints and opportunities presented by this site. The final organization of the various components should be measured against the project goals.

It is understood that work beyond the fundamental stabilization process will be required to fulfill various approval requirements, including architectural controls.

OPTION 1



5.1 OPTION 1: BUILDING AND SITE

Pumphouse Option 1—Existing

- Roof of the 1929 and 1954 buildings are insulated and resurfaced for a viewing deck
- Add a vestibule on the river side
- Add washrooms—to satisfy potential tenancy requirements
- Provide access to 1911 tower from the street level promenade side
- Add new windows to all existing window openings
- Add heating/cooling, gas, water, sewer, and electrical services ready for four season utilization

The general public approaching from the backshore street level promenade will access a viewing platform that is the roof of the 1929 and 1954 building areas. This platform area will provide an area of ~2,500sf of deck with a panoramic view of the South Saskatchewan River. A guardrail system sympathetic to the established River Landing aesthetic will be added for safety.

Meewasin Valley Trail users will enter through a new glass vestibule designed in respect of the Victorian Industrial Architecture of the building. Access into to the 1929 ~600sf lower deck created over the existing exterior open well area. An open grate type floor system would maintain the interpretive aspect of the well below and provide the opportunity for future lessees to cover the floor with a solid system to maximize flexibility.

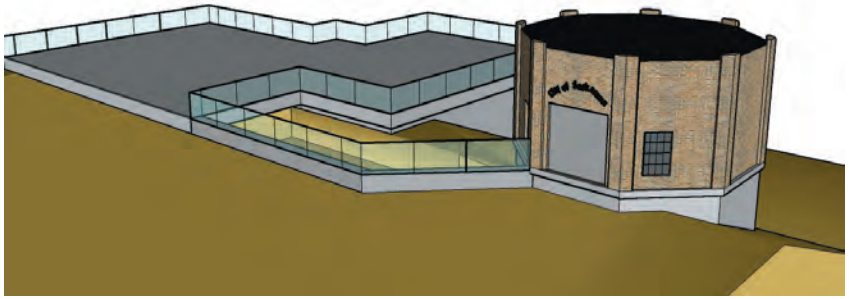
The 1929 and 1954 building usable floor area will be ~1,500sf. Washrooms fixtures could be provided; based on the preliminary analysis of an occupant load of 150 people for restaurant type occupancy 2 water closet units for men and 3 for women would be required.

The 1911 tower is the only existing element that extends above the backshore horizon line and is the most prominent and recognizable feature of the entire pumphouse. The octagonal tower built of solid masonry walls rests on substantial concrete foundation walls. An opening exists that leads from the upper grade elevation onto a concrete landing that allows viewing down into the lower tower. Access could be provided at this upper grade level to provide a viewing opportunity for interpretation. Above this opening is the original "CITY OF SASKATOON" sign that will be restored. The building's 1911 construction date will also be reincorporated.

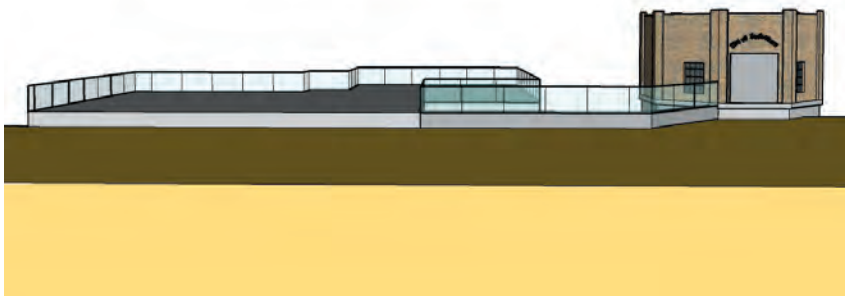
The large roof openings will be in-filled to match the existing robust concrete construction; and the roof will be upgraded with new insulation and membranes to improve the thermal value of the building and allow for public access—these improvements will be undertaken as part of the initial stabilization work. Insulating of the existing concrete exterior walls will be left to lessees discretion, as it will impact the interpretive value of the 'Victorian Industrial' architecture.

The access tunnel, 1929 building, and 1954 addition are solidly constructed with concrete walls, floor, and roof. Several openings exist in the floors that are open to the basement and wells below. The openings will be expressed through open grate systems to enhance the interpretive experience of the building. The restoration of the existing window frames will be accomplished either by refinishing existing mullions or where missing replaced with new replicated frames. All window openings will receive new sealed window units. Durable glazing will be used on the outermost layer to reduce long-term maintenance issues.

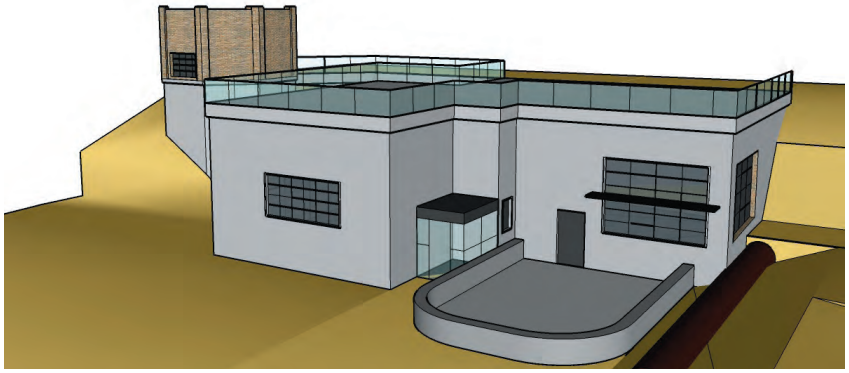
Mechanical and electrical systems will be installed ready to service tenant occupancy for four seasons utilization.



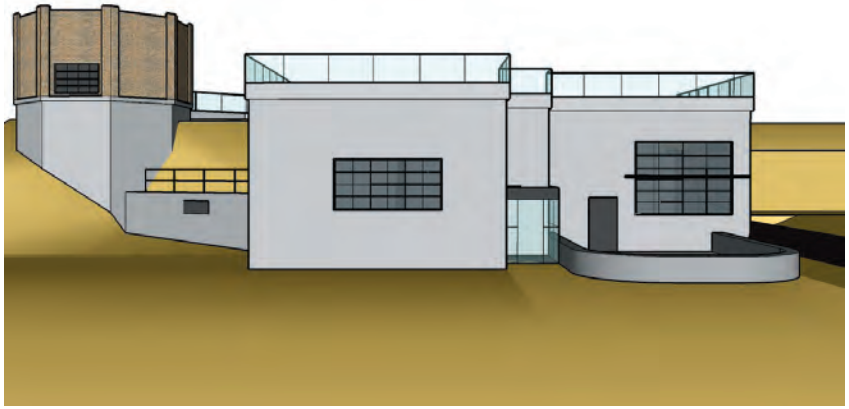
View 1 - view from backshore



South Elevation



View 2 - view from Meewasin Trail



North Elevation

5.2 OPTION 1: VISITOR EXPERIENCE WALKTHROUGH

Intro/Arrival:

In this option, visitors arrive at the building from the lower level. Although some of the building will be visible from Spadina, the main entry will be off Riverwalk promenade. From the exterior, visitors would get a good view of the restored Pumphouse, and be impressed by dramatically lit window openings and tower walls. Clear signage would alert visitors to the services available within the facility. Visitors enter through a new vestibule, into the 1929 portion of the building, and into the lobby of the facility. The entry is created through a new opening into the east wall of the 1929 space, which creates a more functional entry/arrival point than the deck entry.

As this option is based on existing space, it will be important to maximize the available commercial spaces. Interpretation should therefore be limited to important or commercially unusable spaces.

1929 Addition:

As the lobby for this option, the 1929 addition could function in several ways: visitors are oriented to either the commercial and interpretive options available to them and can access either from this space. The lobby could also serve as a coffee/lounge or themed waiting area for a commercial venture, which would be focused in the 1954 space. In the lobby, use of existing tanks and filters should be dictated by the final commercial use; however, it is recommended that the filter closest to the doorway be removed, in order to provide necessary visitor flow space.

The upper mezzanine railing and tanks would lend themselves to either thematic dressing (an industrial coffeehouse), or the space could be used to house similar equipment (beer tanks for instance). If required, this equipment could be removed entirely to create additional commercial floor space and a small kitchen/service area. Interpretation in this option would focus on filter and pump #4 (pump located below grade in a partially open well) in order to tell the pumphouse process story in situ. This feature would add character and drama to the space, and would work well to hold customers waiting for a snack or coffee, or waiting to enter the adjacent commercial space. Remaining interpretation in this space would be limited to historic photos and some graphics as required. Overall, this space should be closely integrated with the commercial use, here and next door, so that the two complement each other and enrich the visitor experience.

1911 Tower:

The 1911 Tower is retained and cleaned up, including its equipment and stairwell, so that visitors can get a glimpse of the workings as they might have looked when in use. The stairwell may be renovated to allow limited access from a doorway at the Spadina crescent level, creating an opportunity for special tours and themed entrance into the commercial spaces below. Visitors accessing the tower from the lobby will enjoy the narrow tunnel passageway, and will be able to view the restored pump equipment, as well as the well below, from a

platform. This space would be enriched by interpretive graphics and possibly sculptures or banners of workers. The entrance to the tunnel back to the powerplant would be retained and interpreted.

1954 Addition:

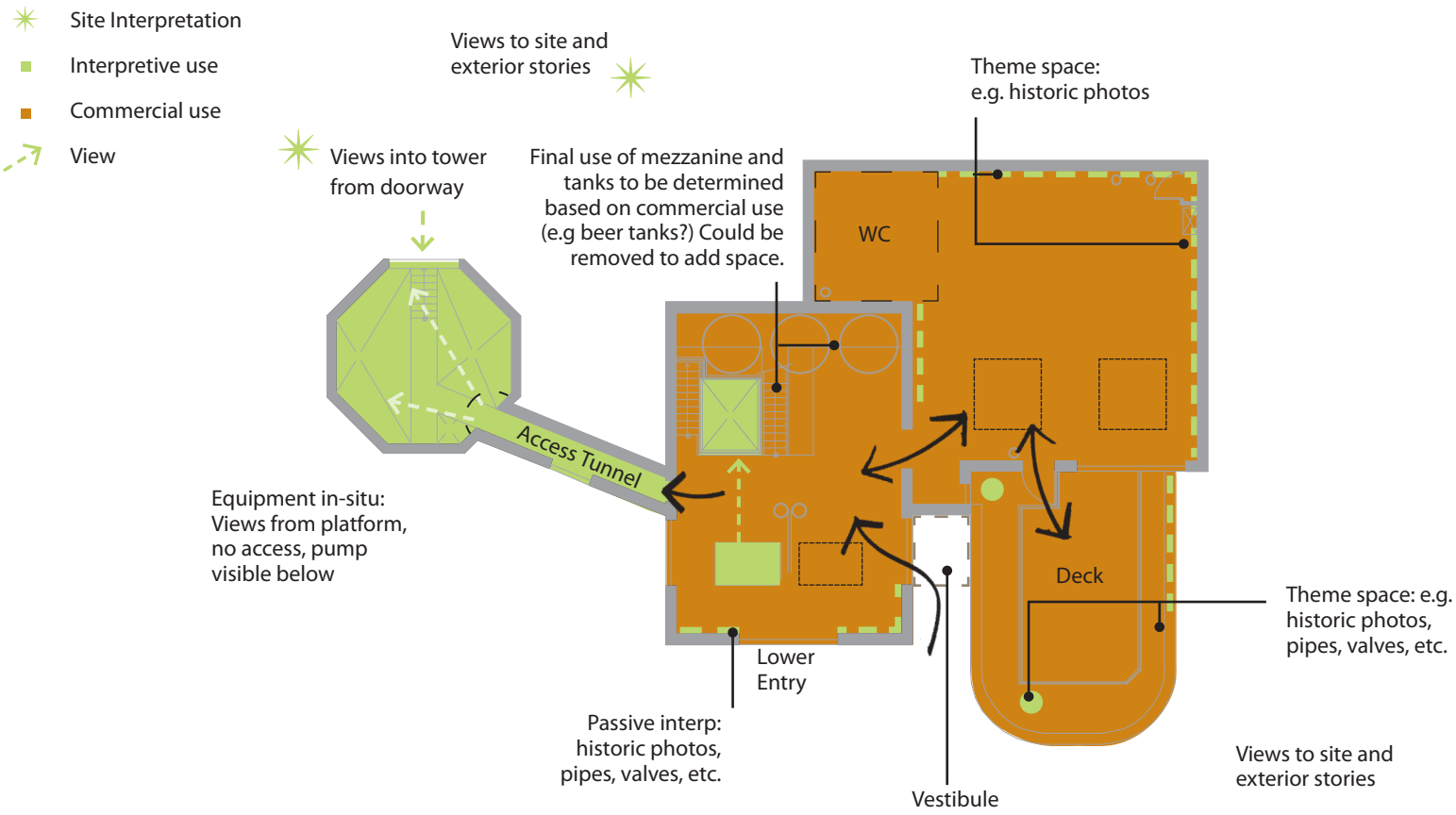
The 1954 area, provides the most useable commercial space. To support this role, M/F washrooms would be added, and potential space for a kitchen. Filters 1 & 2 would both be removed to create added floor space. Access to the deck through the original doorway would be encouraged as it would allow visitors to sit and view the river and pathways from a controlled outdoor space. With space heaters, this could be a pleasant place to sit and enjoy a coffee on a fall afternoon. Interpretation in the 1954 area would be limited to thematic murals or framed images depicting the history of the site and power plant. Smaller pieces of hardware such as valves or pipes could also be retained inside and on the deck to help maintain the industrial atmosphere. Once again, careful integration with the commercial décor will be important to ensure that the mixture is successful.

Site and Rooftop:

Visitors wandering outside will encounter strategically positioned interpretive graphics that explain the history of the site and buildings that once existed here, as well as exterior features of the Pumphouse. On the rooftop level, visitors would have full access to the space and will be able to take in the views of the bridges and river below. Portions of the Pumphouse are also visible and all key views should be interpreted. Roof openings above the 1929 space would be sealed permanently, and interpreted through the use of deck patterns and embedded lettering. Interpretive signage would explain the purpose of the rooftop openings. Openings above the 1954 addition will be sealed but could be re-opened (skylights) depending on the final commercial use below. In the short-term, the rooftop will likely be the first area that visitors can access. Seating would be installed to complete the space and give visitors a place to sit and relax. Seats in this case might feature interpretive stories (which would reduce the need for signage).

Landscape development, directly associated with the Pumphouse, will be limited to a modest planted slope between the water tower and 1929 addition. Primary landscape development will be provided as part of the overall Phase 2 Riverfront.

OPTION 1

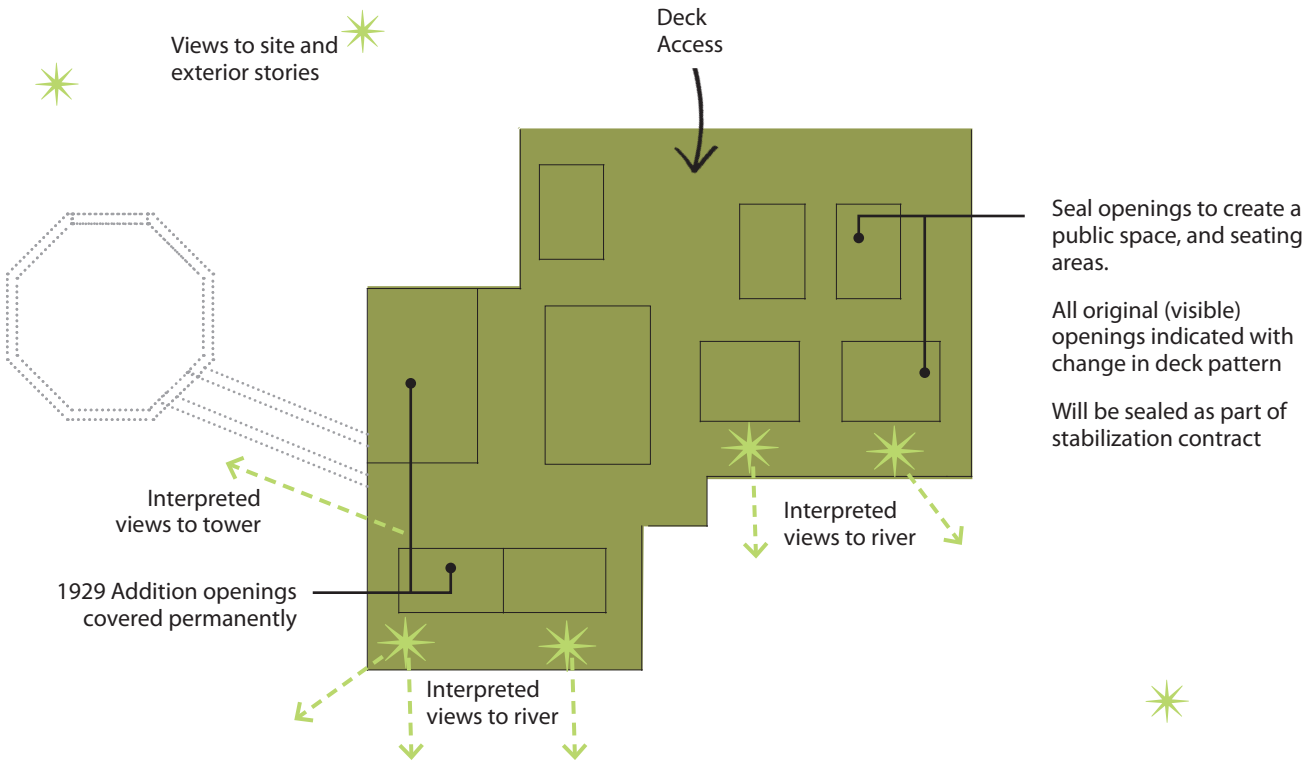


~1,500 SQUARE FEET

1911 Tower Interp: Platform views	1929 Addition Commercial: "Lobby"	1954 Addition Commercial Space

OPTION 1

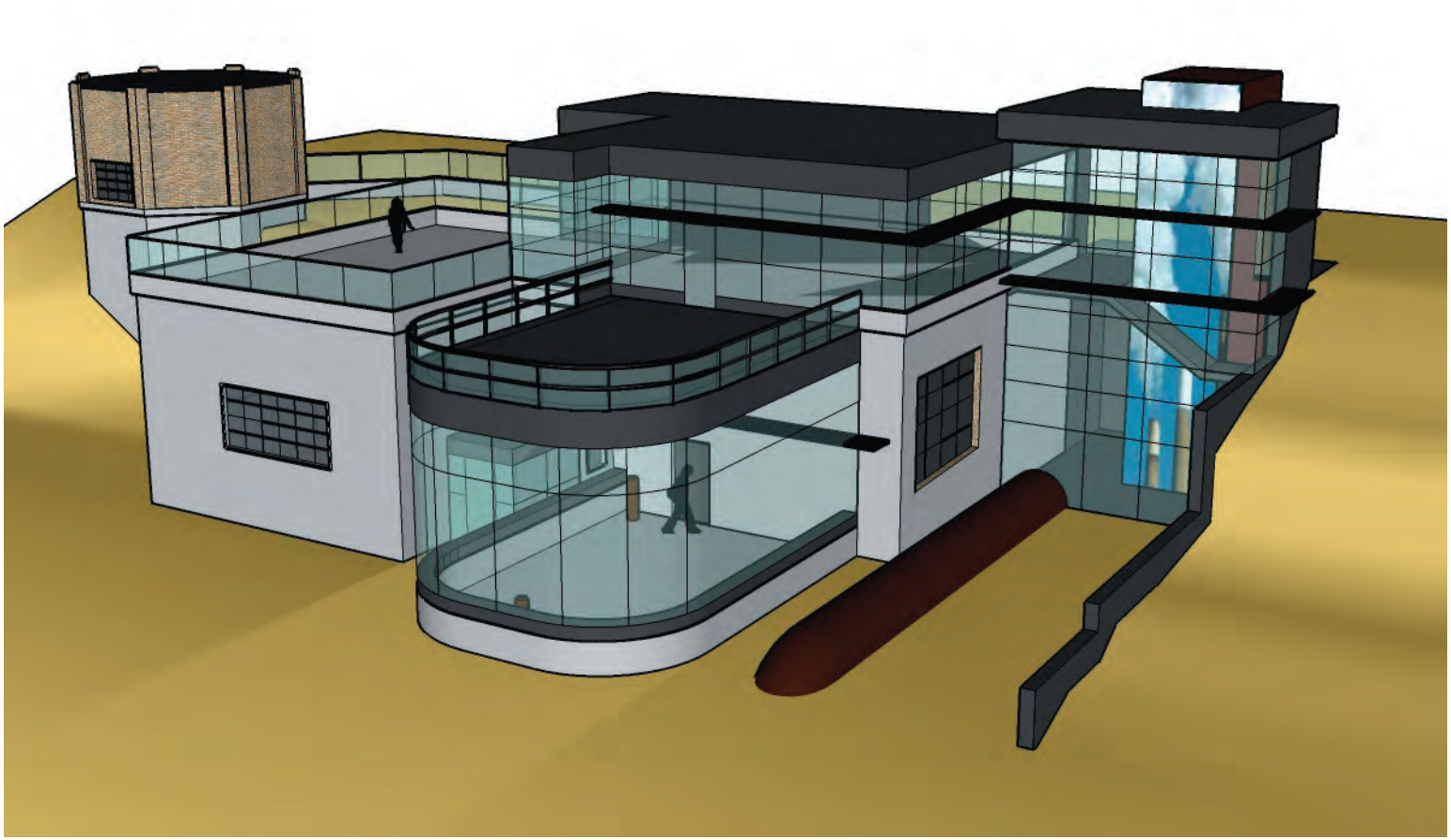
- Site Interpretation
- Interpretive use
- Commercial use
- View



1929 Rooftop: Public & Interpretive access	1954 Rooftop: Public & Interpretive access

~2,500 SQUARE FEET

OPTION 2



5.3 OPTION 2: BUILDING AND SITE

Pumphouse Option 2—Existing + Addition

- Implement Option #1
- Second floor added on top of the 1954 building
- Enclose the lower deck
- Add an enclosed elevator and stairwell

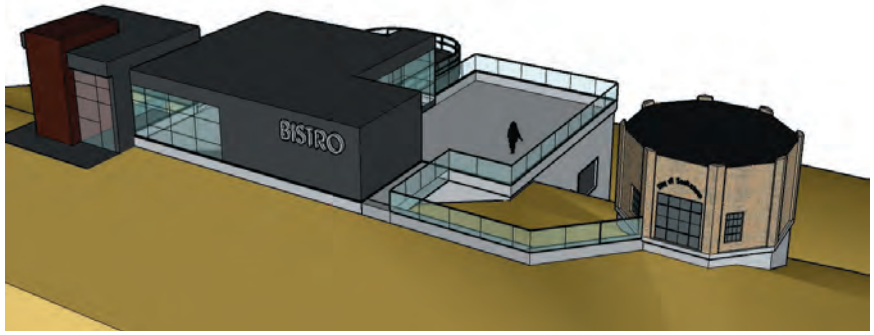
This option assumes that Option 1 is completed and explores how potential additions could work within the limitations imposed on the existing site. The existing lift station, located east of the pumphouse, would have to be removed to accomplish this option.

The general public approaching from Spadina Crescent will access a viewing platform on a portion of the roof of the 1929 building. The 1929 portion was not built on in order to respect a proportional amount of area around the 1911 tower. The 1954 portion of the building is topped with the new addition. Enclosing the lower deck area adds another ~600sf of useable area. The intent is to maximize the amount of glass to take advantage of the views.

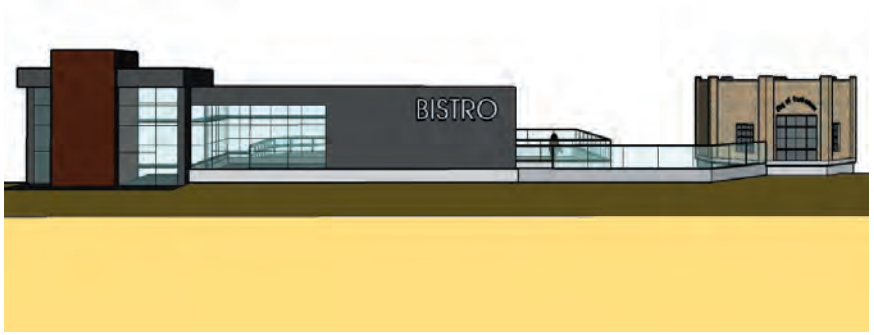
This option increases the useable area by ~2,600sf to provide a lessee a total of ~5,100sf. The footprint of the adjoining addition was limited by existing services buried around the existing facility. The intent of the addition is to provide more functional space and vertical access/movement in a built form that is respectful of the Victorian Industrial architecture of the original tower.

The architectural resolution of of the Pumphouse should provide an icon for River Landing Phase 2, as a destination place to attract people, and to accommodate visitor services. For users of the Meewasin Valley Trail, access from the riverside will be through a new vestibule, and or through the 2-storey addition providing enclosed service access to and from the Spadina Promenade via a stair and elevator.

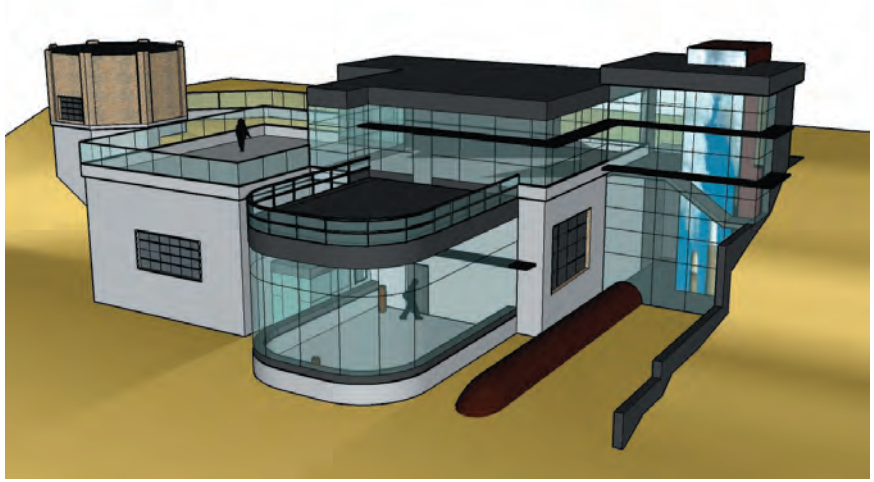
The pumphouse provides a unique opportunity to integrate the riverfront with backshore lands in a manner that respects the past industrial character and celebrates the riveredge context.



View 1 - view from backshore



South Elevation



View 2 - view from Meewasin Trail

North Elevation

5.4 OPTION 2: VISITOR EXPERIENCE WALKTHROUGH

Intro/Arrival:

In this option, visitors arrive at the building from either the upper or lower levels. Visitors arriving from the Spadina Crescent level will immediately encounter a new, striking addition that is lit and signed to reflect the functions inside (i.e., commercial name). The entry and the tower create a draw from the residential developments above the site and a focus for waterfront access along this stretch of the river.

Upper entry in this option would be through a new lobby space. Visitors arriving would have the option to either enter the new commercial space on the upper level, or take the elevator or stairs to the original Pumphouse spaces below. From the exterior, visitors would get a good view of the restored Pumphouse, and be impressed by dramatically lit window openings and tower walls. Interior spaces would be themed with murals, photographs or interpretive embedments (words, objects).

On the lower level, visitors would enter through a new vestibule into the 1929 portion of the building, containing the lower lobby of the facility. The entry is created through a new opening into the east wall of the 1929 space, which creates a more functional entry/arrival point than the deck entry.

1929 Addition:

This area—as the lower lobby for this option—could function in several ways: Visitors are oriented to either the commercial and interpretive options available to them and can access either from this space. The lobby could also serve as a coffee/lounge or themed waiting area for a commercial venture, which would be centered in the 1954 space. In the lobby space, use of existing tanks and filters should be dictated by the final commercial use, however, in this plan, recommendations are made to remove the filter closest to doorway as it creates necessary visitor flow space.

The upper mezzanine railing and tanks would lend themselves to either thematic dressing (an industrial coffeehouse), or to house similar equipment (beer tanks for instance). Interpretation in this option would focus on filter and pump #4 (pump located below grade in a partially open well) in order to tell the pumphouse process story in situ. Graphics adjacent to the equipment would tell portions of the A.L. Cole story. These features would add character and drama to the space, and would work well to hold customers waiting for a snack or coffee, or waiting to enter the core commercial space adjacent. Overall, this space should be closely integrated with the commercial use here and adjacent so that the two complement each other and enrich the visitor experience. In this option, however, there is less pressure on this space for commercial uses and so retaining/augmenting the interpretive function would be recommended—especially if the Tower is used as storage space.

1911 Tower:

The Tower may be used in two ways in this option:

Option A: The tower could be cleaned up and used as storage for the adjacent commercial venue. In order to achieve this, the well would need to be infilled, a floor installed and stair structures removed (or reconfigured) to achieve usable floor space. Access from the 1929 addition would be for staff only—a door would likely need to be installed.

Option B: If the space is not used as storage, it could be renovated to create an interpretive exhibit space that would tell the story of the Pumphouse and powerplant within the original historic tower. In order to do this, a floor would need to be installed over the well, and stairs removed (or reconfigured) to achieve usable wall space. The opening to the tunnel back to the original powerplant may be retained and interpreted.

In both options, the original pump located below grade should not be removed. Infilling for storage would be done with removable material (i.e., gravel) while the interpretive option may benefit by retaining the pump and well intact (cleaning them up) and lighting them for views through the exhibit floor. This would greatly enhance the interpretive experience. Visitors accessing the tower from the 1929 Addition (Lobby) will enjoy the narrow tunnel passageway.

1954 Addition:

The 1954 area, as the prime space, will be used for commercial purposes. To support this role, M/F washrooms would be added for customers, as well as infrastructure to support a kitchen. Because of the expanded commercial spaces created on the rooftop, these are likely larger than those in Option 1. One filtration unit would be removed to create added floor space. The second would be retained as a thematic icon (if required by commercial use). Access to the deck through the original doorway would be encouraged as it would allow visitors to sit and view the river and pathways from a controlled outdoor space. As an open deck, this could be a pleasant place to sit and enjoy a coffee on a fall afternoon. However, Option 2 allows for the creation of an enclosed deck space that would give the 1954 space added floor space and a heated, interior space with good views of the riverfront. Interpretation in the 1954 area would still be limited to thematic murals or framed images depicting the history of the site and power plant. Smaller pieces of hardware such as valves or pipes could also be retained inside and in the deck area to help maintain the industrial atmosphere. Once again, careful integration with the commercial décor will be important to ensure that the mixture is successful.

Enclosed Rooftop Addition:

Adjacent to the upper entranceway and stairwell, an enclosed commercial space would be created on the roof of the 1954 addition to give the Pumphouse maximum commercial flexibility. This new space could be customized to support kitchen or other service functions. Customers in this area would be treated to exquisite views of the river and bridges below, and this space would become a beacon along the riverfront through dramatic lighting and a focus of activity. If not closed off, openings into the 1954 addition could become features of the new space—either as dramatic views to the spaces below, or as service (dumbwaiter) functions.

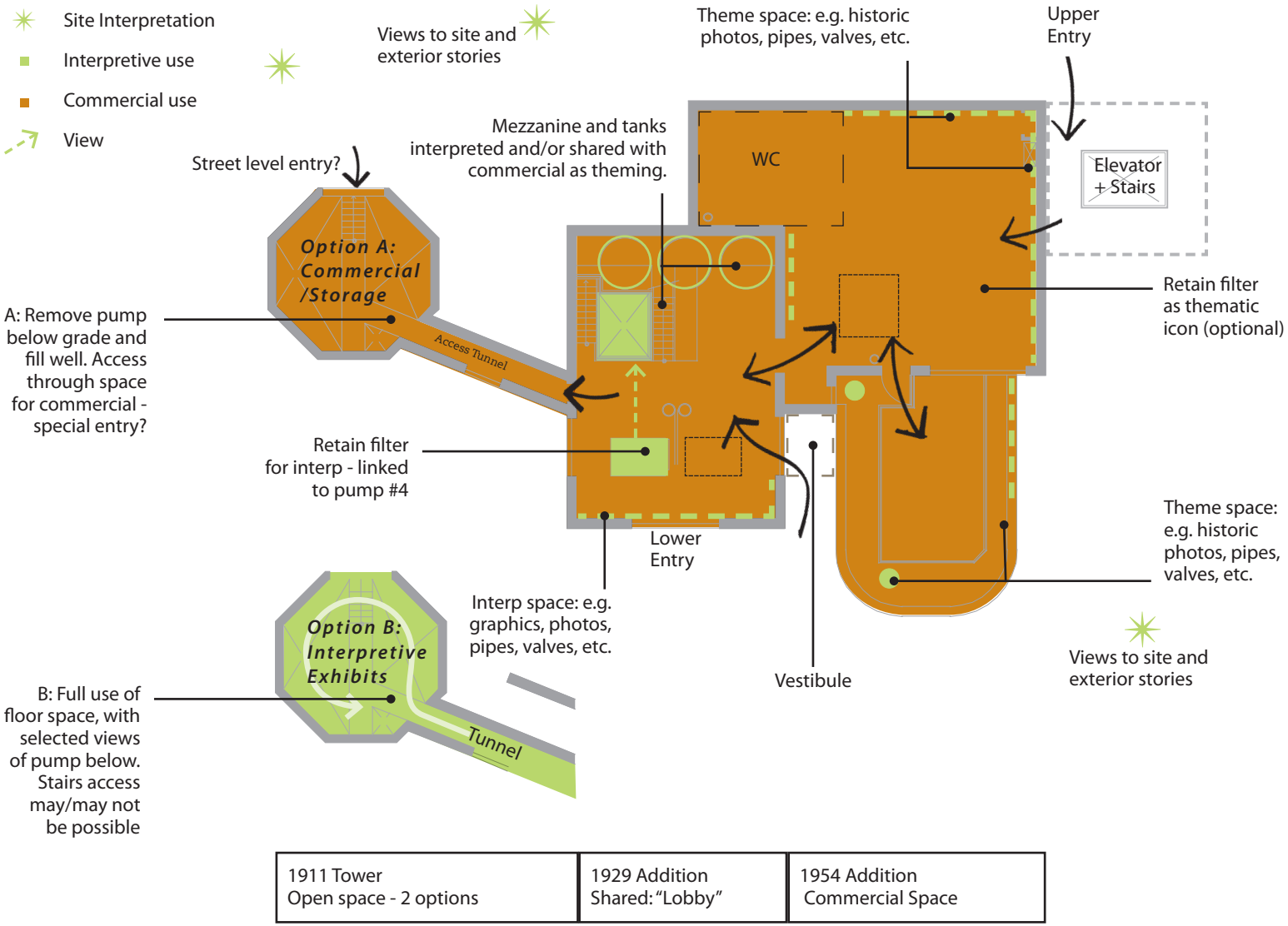
The stairway and elevator spaces would be themed through the use of large format murals or banners depicting workers and scenes of the original site and structures. The south (glass) façade of the stairwell structure could feature lighting or sculpture that hints at the former industrial use of the site. Existing hardware—a large pipe—would be integrated into the structure and possibly cut away to create an interpretive opportunity. Through the use of visuals and lighting, the stairwell component could become a draw from the park at night—and when the Pumphouse is closed.

Site and Rooftop:

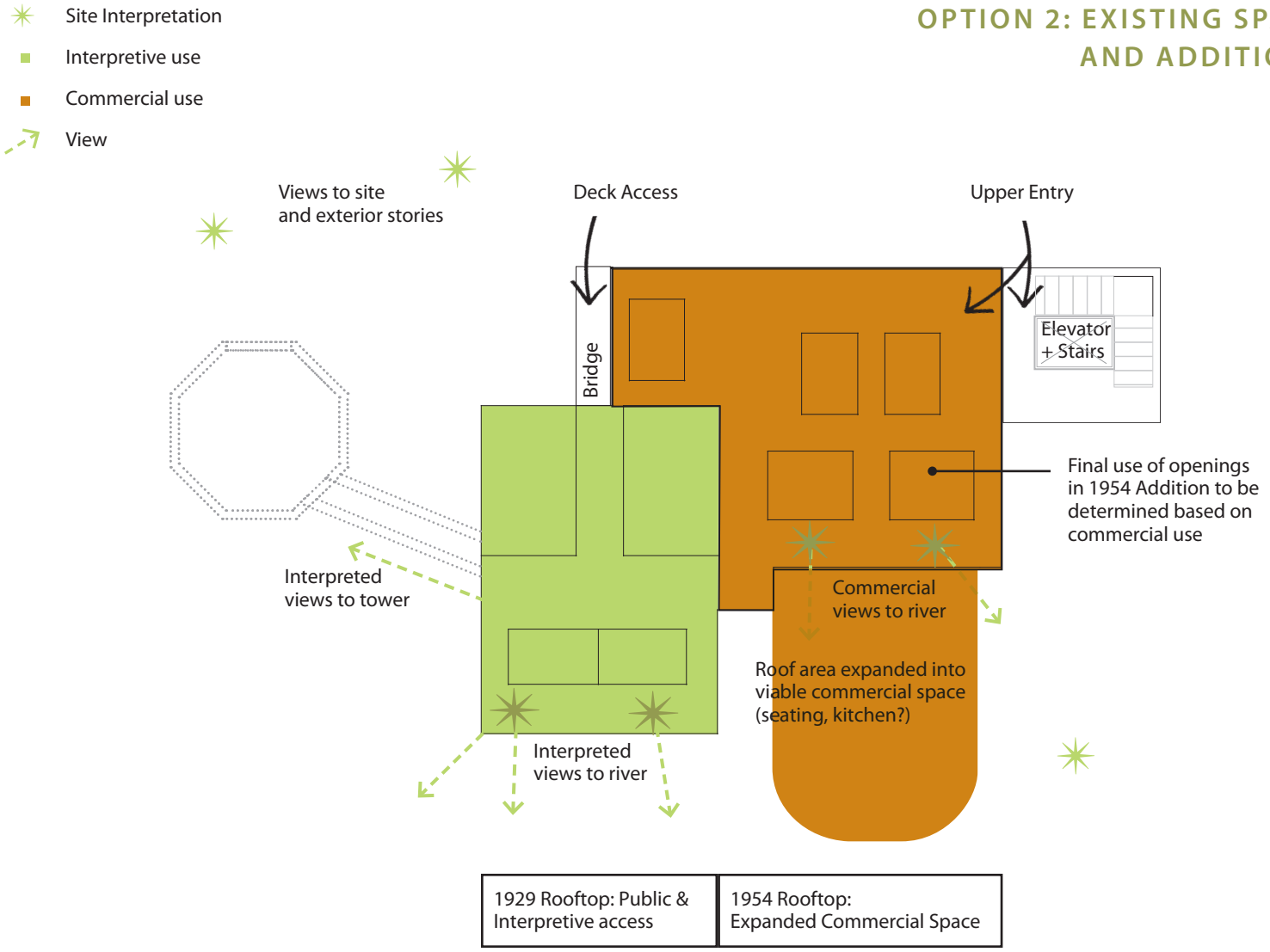
Visitors wandering outside will encounter strategically positioned interpretive graphics that explain the history of the site and buildings that once existed here, as well as exterior features of the Pumphouse itself. On the rooftop level, visitors would have access to a limited rooftop space and would be able to take in the views of the bridges and river below. Access in this case would be immediately adjacent to the new rooftop addition, and may overlap with outdoor seating/eating functions that spill out from the commercial portion.

Seating would be used to help define the space. Roof openings above the 1929 space would be sealed permanently, and interpreted through the use of variations in deck pattern and possibly embedded lettering. Seating would be installed to complete the space and give visitors a place to sit and relax. Seats in this case might feature interpretive stories (which would reduce the need for signage).

Landscape development, directly associated with the Pumphouse, will be limited to a modest planted slope between the water tower and 1929 addition. Primary landscape development will be provided as part of the overall Phase 2 Riverfront.


Site Interpretation
Interpretive use
Commercial use
View
Views to site and exterior stories
Theme space: e.g. historic photos, pipes, valves, etc.
Upper Entry
Mezzanine and tanks interpreted and/or shared with commercial as theming.
Street level entry?
WC
Elevator + Stairs
Option A: Commercial /Storage
Retain filter as thematic icon (optional)
A: Remove pump below grade and fill well. Access through space for commercial - special entry?
Access Tunnel
Retain filter for interp - linked to pump #4
Lower Entry
Theme space: e.g. historic photos, pipes, valves, etc.
Interp space: e.g. graphics, photos, pipes, valves, etc.
Option B: Interpretive Exhibits
Views to site and exterior stories
Vestibule
B: Full use of floor space, with selected views of pump below. Stairs access may/may not be possible
Tunnel
1911 Tower
Open space - 2 options
1929 Addition
Shared: "Lobby"
1954 Addition
Commercial Space

OPTION 2: EXISTING SPACE AND ADDITIONS



6.0 DESIGN CONSIDERATIONS

Each of the design options brings with it some practical design implications that must be addressed regarding removal or preservation of equipment, use of wells, rooftop access and views. In this section, these considerations are summarized and recommendations are put forward.

6.1 EQUIPMENT

Subgrade:

- remove pumps and filters in the 1954 addition. This equipment may be retained for other interpretive opportunities elsewhere on River Landing Phase 2.
- retain well connected to pump and filter #4 in 1929 addition. Its relationship to the equipment above will be interpreted. Remove filters and wells in 1929 addition.
- pump #5 to possibly be moved to upper deck exterior as an interpretive icon.
- the pump in the tower cannot be removed. Whether it is covered over or used as an interpretive experience, it will remain. This pump should be protected so that it can be repurposed at a future date, if not in the initial renovation.

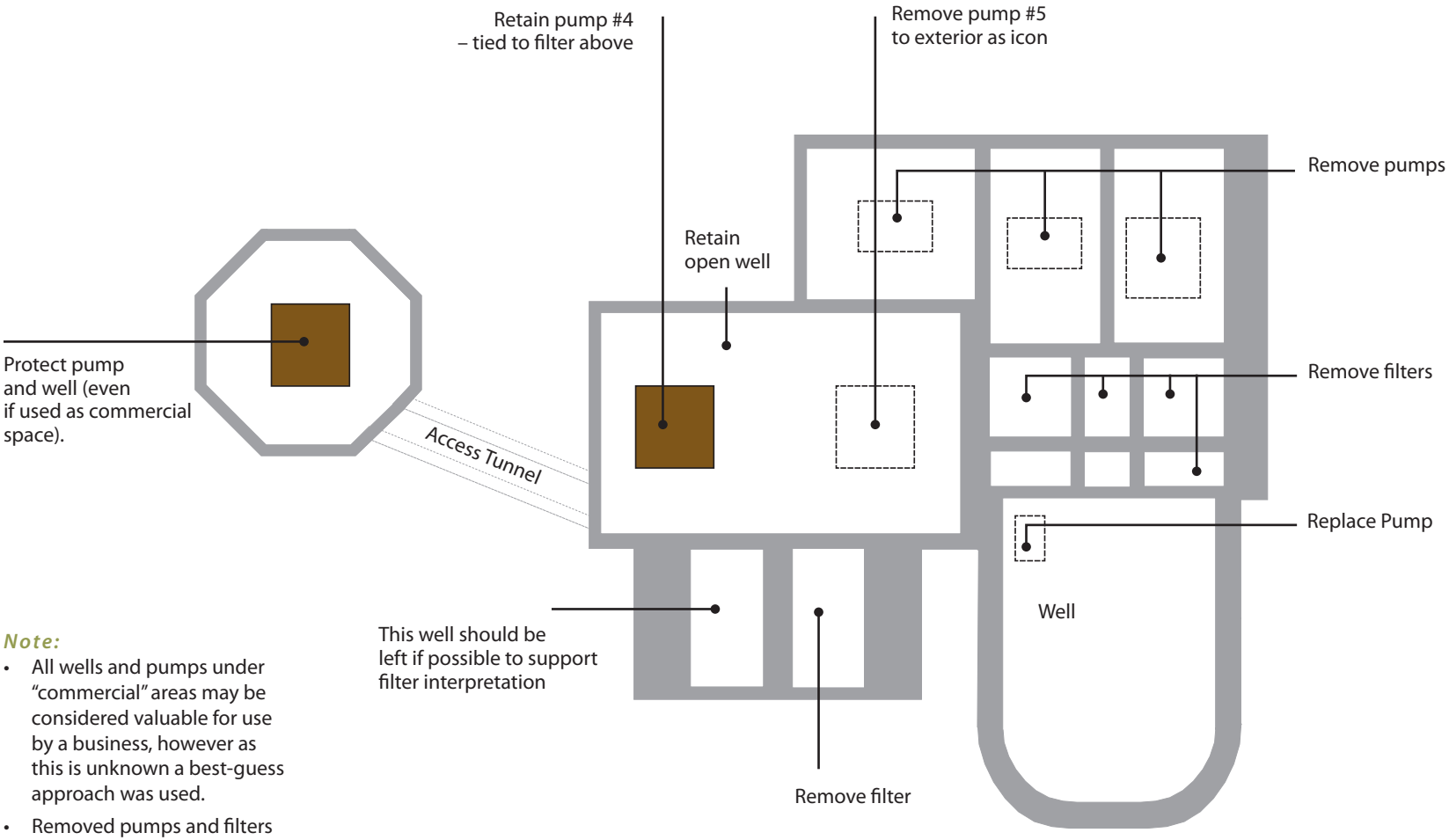
Main Floor:

- retain pump and filter #4 (see diagram). These two pieces of equipment demonstrate the relationship between wells, pumps and filters without affecting a large percentage of useable space.
- use of mezzanine and tanks to be determined based on commercial use. They could be removed to add space, or retained for added interpretation and theming.
- protect original doorway and access tunnel to tower. Within the tower, stairs could remain in place, or they could be removed or reconfigured to add space.
- pipes, valves and fixtures should be retained wherever possible.

Roof:

- install pump and filter #5 as an exterior interpretive installation.
- openings to be sealed. Original openings could be indicated with changes in deck pattern for an interpretive opportunity.

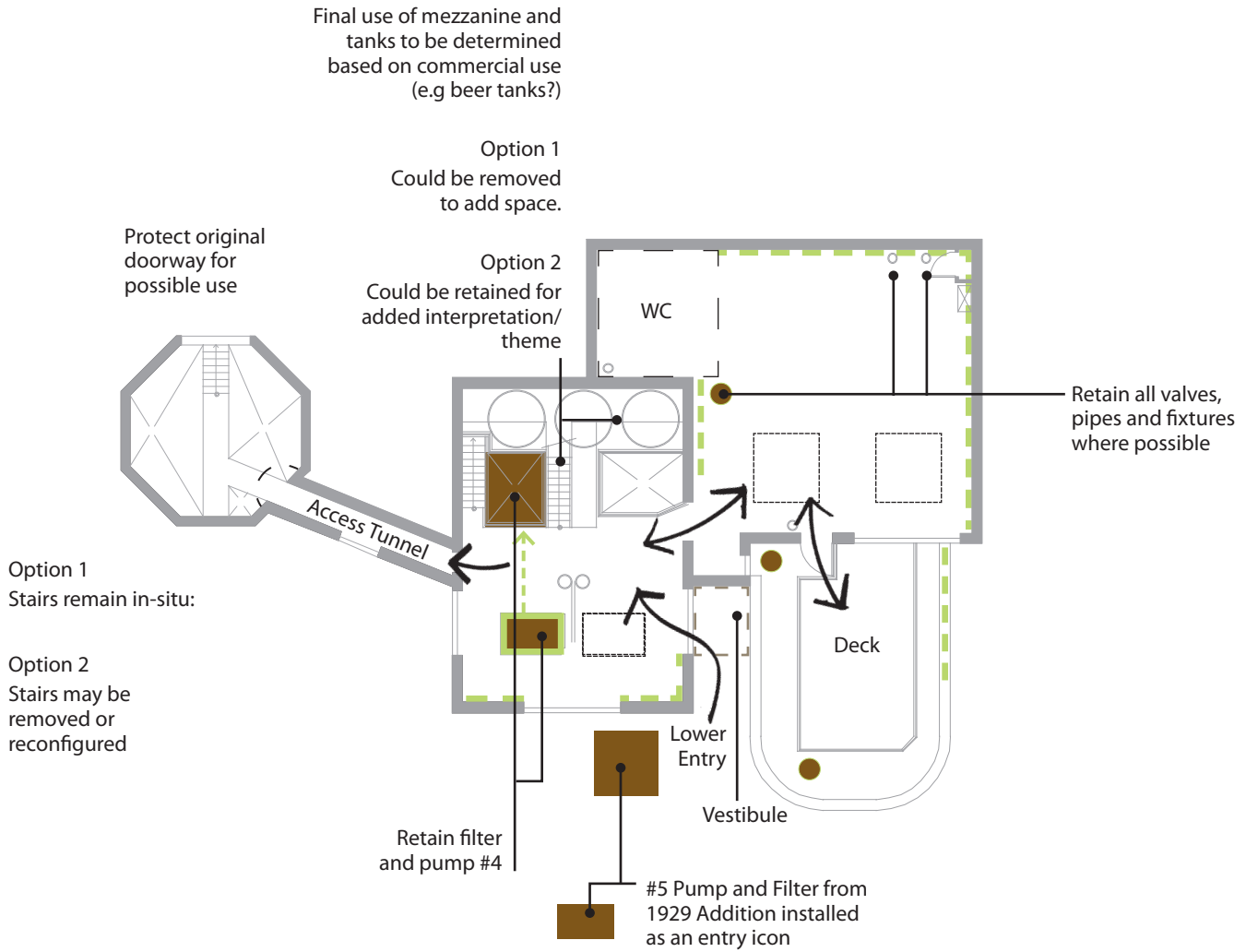
USE OF WELLS AND EQUIPMENT: SUBGRADE



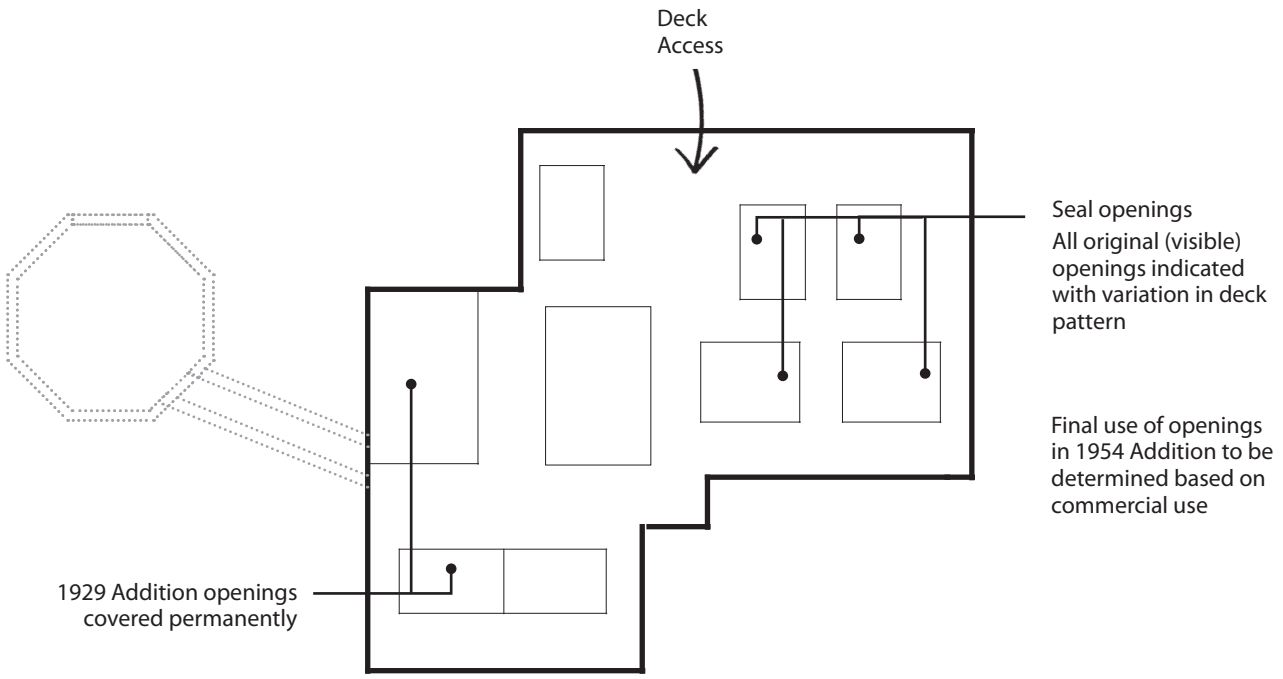
Note:

- All wells and pumps under "commercial" areas may be considered valuable for use by a business, however as this is unknown a best-guess approach was used.
- Removed pumps and filters to be used as outdoor elements: either on roof or as street-level sculptural elements in development area.

USE OF WELLS AND EQUIPMENT: MAIN FLOOR



USE OF WELLS AND EQUIPMENT: ROOF



7.0 IMPLEMENTATION STRATEGY

Implementation of the Pumphouse adaptive re-use into a vital component of the River Landing Phase 2 Riverfront will require the cooperative efforts of both public and private sectors.

In general, implementation is expected to consist of four (4) key phases:

STABILIZATION

The purpose of this phase is to stabilize the existing structures from further degradation. Scheduled for construction in 2008, the stabilization contract is conceived to respect the original industrial design of the Pumphouse and to make it safe for viewing by potential lessees. Components of work would include:

- clean-up and removal of hazardous materials
- removal of surrounding fencing
- removal of well water and sealing of any leaks
- removal of existing equipment as identified in this report; refinish remaining artifacts with new paint
- restore water tower masonry to original finish
- infill existing roof openings and replace existing roofing with an increased thermal and weather-tight roof system
- refinish existing exterior and interior concrete
- new grating at exterior well
- re-establish original window openings; add new sealed window units; retrofit historical mullions
- new roof deck and guardrails
- temporary stair access over exterior well wall
- new entrance door with new hardware
- security system
- accent lighting to highlight water tower
- construct small mezzanine to accommodate electrical and telephone equipment
- building utilities including water and sewer rough-in, basic lighting for safety and sufficient heating to maintain the interior above freezing

Estimated cost: $_____

LANDLORD IMPROVEMENTS

Based on Option 1, landlord improvements subject to negotiations with the tenant, could include the following key components to service tenant occupancy for four season use:

- entry vestibule
- washrooms
- mechanical and electrical systems

Estimated cost: $_____

TENANT IMPROVEMENTS

Lessee requirements could vary the scope of this phase from simple turnover of building, with landlord improvements, to full build-out of Option 2 as a "turn-key" operation. The specifics of any landlord contribution for preparation of the premises would be subject to negotiations with the tenant.

INTERPRETIVE COMPONENTS

The extent of interpretation to be included in any level of improvements should be an integral aspect of further design development and implementation. The following budget guidelines for interpretive components are submitted for consideration:

Estimated cost: $_____

APPENDIX I: HISTORIC INVENTORY/RESEARCH

THE A.L. COLE SITE AND PUMP HOUSE BUILDINGS:
A Summary History of Power Generation in Saskatoon 1907-1996

Jeff O'Brien, City Archivist

Summary:

The pump house complex on the river bank near Avenue A are all that remain of the historically significant Saskatoon Power House (later called the "A.L. Cole Generating Station"), which stood on that site from 1911-1996 and replaced an earlier plant built at Avenue H and 11th Street in 1907. In order to preserve the memory of the power station—arguably the most important single structure in Saskatoon's history—for future generations, it is necessary to preserve and maintain the pump house buildings.

"River Landing", ca. 1961. The A.L. Cole power station is on the left. The Saskatoon Arena and Saskatoon Technical Collegiate are on the right. The CN railway bridge was torn down as part of the Idylwyld Freeway development and is nowadays the site of the Senator Sid Buckwold Bridge. (COS Archives photo HST-032-006)

In the spring of 1996, crews began demolishing the abandoned A.L. Cole Generating Station, on Avenue A near the river. When the work was finished, late that summer, only the pump house complex on the riverbank next to the Meewasin trail remained. Today, they are all that is left to remind us that once on this spot stood what was arguably the most important building in Saskatoon.

The complex consists of two buildings: the distinctive octagonal tower, which was built in 1911 to house the water well and intake pipes for the newly-built Saskatoon Power House, and the rectangular pump house and well added to it when the station was expanded in 1929, after it was sold to the Saskatchewan Power Corporation.

The crenellated tower is a good example of late Victorian industrial architecture and is, furthermore, one of the oldest remaining power plant structures in Saskatchewan. It is also unique on the prairies in that while there are a number of octagonal buildings of one variety or another, it is the only octagonal brick tower in existence. The 1929 additions are not architecturally noteworthy save as to their solid construction and the spectacular river views to be had from the roof. They are graceful in their simplicity nonetheless, and mark yet another milestone in the relationship between this site, the City of Saskatoon, and its river.

Saskatoon's first power plant (now part of the Water Treatment Plant at Avenue H and 11th Street West) began operation in 1907. It was one of the first major projects undertaken by the newly-minted City of Saskatoon. The city was growing at an unprecedented rate, however, and its demand for electricity soon outstripped the station's capacity. Construction of a replacement facility on Avenue A near the river began in May of 1911, and on May 1, 1912, the Saskatoon Power House went into operation.

The period 1906-1913 was a time of unprecedented growth for Saskatoon. Incorporated in May of 1906 with a population of only 4,500, by 1912 the city boasted an estimated 28,000 residents. This was the time of the great real estate boom. Every year was a record year for construction in Saskatoon. In 1912 the City issued almost 2,000 building permits, with a total value of nearly $8 million—numbers that were not to be surpassed until the late 1950s. Electric lights were being put up on the city's streets and plans were also in the works for a street car system to be built (the Saskatoon Municipal Railway, which operated from 1913-1951) which would also be a major user of electricity. There were businesses to be run and industry to be attracted, all of which would require power, cheaply and in abundance. With power, the future would be wide open.

In 1907—and again in 1912 - the City considered building a hydro-electric plant on the South Saskatchewan River about 15 miles downstream of Saskatoon. The project turned out to be impractical. The overall unsuitability of the South Saskatchewan River for the year-round operation of a relatively small-scale hydro-electric facility, made it more economical to generate electricity with a coal-fired steam generating plant.

At the end of 1913, Saskatoon's boom turned to bust as international events turned inexorably toward war in Europe. The effects of the First World War and the economic turmoils that followed it would be felt here until the mid-1920s. But by 1925 Saskatoon had shaken off the lingering economic malaise. Population growth was steady, new businesses and industries moved into the city, and there was a general expansion of civic services. It was no coincidence that the next major expansion to the city's power station came in 1929 at the height—and incidentally the end—of this new, smaller "boom".

In 1930 it was purchased by the province, becoming the crown jewel in the provincial energy grid. In 1954, during the city's next major period of growth, the power station was expanded yet again and re-named the A.L. Cole Generating Station. It continued in full-time operation until 1959, when the Queen Elizabeth station was built upstream. After that it continued in intermittent use until 1983 when it was finally taken out of service.

For decades the power station stood on the river bank as a symbol of the city's growth and its dreams of greatness. In many ways its history parallels the city's own. Yet as always happens, once the bulldozers have done their work and the rubble is cleared away, memory starts to fade. How many of us, passing the site where a building once stood, find it nearly impossible to recall what was once there? This happens to large, noteworthy buildings too, even ones as important as the A.L. Cole. For 85 years it was a riverbank landmark. Today, a decade after demolition, its memory is gradually, but inexorably, being eroded. All too soon the day will come when it will be gone completely.

It is important that this not happen. The A.L. Cole and its predecessor, the Saskatoon Power House, were vital to the growth and development of Saskatoon as a city. Moreover, it is yet another example of Saskatoon's relationship with the river that flows through it. Without a reliable source of water—to feed the steam turbines, to provide cooling, and to wash the coal ash away—a generating plant such as the A.L. Cole is impossible to build. In 1929 the plant used 16 million gallons of water a day—six times as much as the rest of Saskatoon combined. Without water there is no power, without power there can be no industry, and without industry—as our forebears in this spot knew so well—there can be no City.

With the A.L. Cole itself now gone, the only physical link we have to its memory are the pump house buildings on the riverbank. If we wish to preserve the memory of Saskatoon's power station for future generations, we must preserve these buildings.

Notes:

[1] See Buhr, Larry, "Lost to History: the A.L. Cole Generating Station and its Industrial Heritage", Saskatoon History Review, No. 13, (Saskatoon Heritage Society, 1998), for a detailed discussion of the history and demise of the A.L. Cole building, including attempts to adapt it to other uses and the events that ultimately led to its demolition. A plan by a private developer to convert it into condominiums fell apart, and by 1996 the building—now an empty, gutted shell, its windows smashed by vandals and gaping holes torn in it where machinery had been removed for re-sale—was acquired by the City for non-payment of taxes. The only feasible alternative remaining by that time was demolition, which was carried out between February—July of that year.

[2] Historic Architecture of Saskatchewan (Regina: Saskatchewan Association of Architects, 1986), p. 53, quoted in Gibson, Jane, Saskatoon Power Plant Pump House, (COS Leisure Services, 1992), p. 6.

[3] Hanson, Stan and Don Kerr, Saskatoon: the first half century, (Edmonton: NeWest Press, 1982) p. 115.

[4] COS Archives, 1055-001, Weir, Harold McIvar. City of Saskatoon Engineering Department Historical Treatise, (COS Engineering Dept, 1962), p. 30.

[5] COS Archives, 1031-001, Report on Hydro-Electric Power Development, Charles E. Mitchell, 1907. Mitchell estimated the project to cost $700,000, an impossible sum. The idea was dropped, but was revived in 1912. A re-examination of the plans at that time put the price tag at an even more-unreachable $2.2 million. For a detailed discussion - including comparisons to Prince Albert's ill-fated La Colle Falls dam project of the same vintage—see Hanson and Kerr, pp. 132-135.

[7] Gibson, p. 9. See also Buhr, p. 27, who notes that Cole was the superintendent at the power plant from 1937-1946.

[8] Ibid., p. 8

PUMPHOUSE DESIGN STUDY RESEARCH NOTES

Meeting with Wayne Emerson and Terry Scott
at Queen Elizabeth Power Station, January 5, 2007

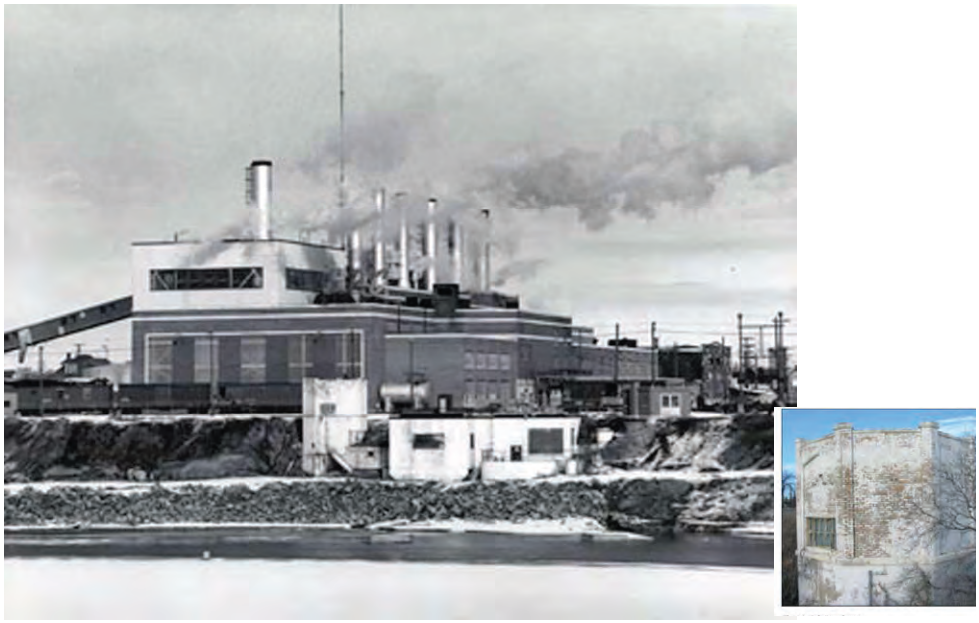
- equipment in the pumphouse is NOT unique, not special
- you can buy the same equipment today, although it's usually bigger.
- The site is currently a huge liability—NOT SAFE
- Drawings of the pumphouse are with the city (or Rob?)
- History of plant/pumphouse—good to talk to Don Mcdonald and George Wilson, retired managers from A.L. Cole.
- When the plant was demolished in '96, Sk Power took out the building to 1 m below grade, but foundations might still be there.
- Today, the intakes are leaky.
- Tour of the Queen E pumphouse—same process as our Powerhouse, just larger.
- Process: water intake brings water into a pipe, filtered through a screen, circulate the water through the plant, and then return it to the river. It's warmer, but it all goes back. Filtered water goes to the pump, then into powerstation.
- In the past, the water flushed ash from the boiler
- Supplied cooling water for bearings
- Clarified/purified water goes to boilers
- 3rd phase: water treatment/filtering MAY have happened at the A.L. Cole pumphouse.
- Also domestic water—sand filters or resin tanks for demineralization
- Labels on pipes going into the floor (cool idea, simple interp):
  - Bearing cooling water
  - Filtered clarified water
  - Ash sluicing water
  - Gravity filter overflow
  - Domestic Water Tank Overflow
- 4 foot piping carries water from pumphouse to the powerplant
- in 1929 pumphouse processed 11,000 gallons/minute; Queen E processes 60,000/minute
- proof that equipment is still relevant: when the powerhouse was being dismantled, Wayne was going over and picking up parts, because it's all the same equipment.
- How much power did A.L. Cole produce at peak? Queen E? Check with SaskPower.
- Queen E equipment: 1950s, 2 x 66 mW units, 1970s, 100 mW unit, 2001, 150 mW gas turbine, combined cycle.

Meeting with Don McDonald and George Wilson,
January 7, 2007

- A.L. Cole closed in 1983; George locked the doors.
- From A.L. Cole to pumphouse, there was a tunnel with room to walk. The charge engineer would walk down to the pumphouse through the tunnel every two hours to make sure that the intake wasn't icing up, and that no major debris was blocking flow of water.
- Had to make sure intake didn't ice up
- 1911 well was built by the city to service two units
- 1952: put in newer pumps—square block built in the 50s. This contradicts historic info that dates it at 1929
- Bigger pumps installed in 1955
- "Desolate area" unpleasant job for charge engineer to head down the tunnel
- Power plant started off just serving the city, and then connected to the rest of the province in 1955.
- Last machine, installed in 1956 was the first Hydrogen cooled tank. Boilers
- Screens at pumphouse filtered out debris. Ran the screens for a while every 2 hours.
- Boiler water was provided by the city water supply, and was treated (demineralized)
- River water from pumphouse was only used for cooling
- River is un-iced because running it through the plant heats the water.
- Pump under #5 boiler: city took some of the warm water to use for its purposes, since water even a few degrees warmer made treating water less expensive.
- Ash was stored in giant bunkers, and removed by the city. The dry ash was sucked up by the vacuum and then spread on streets and sidewalks (like gravel today)
- Occasionally the ash would be very hot, and would turn molten. When it cooled, it would block the pipes. "Clinkers" as they were called would have to be removed.
- "Engineers today have never seen the inside of a boiler. We knew every part of the machinery we worked with."
- Workers on the job: boiler operators, ashmen (modern day 'utility operators', boiler engineers, charge engineers, water technicians, mechanics
- Needed to make sure there was enough coal to supply the powerhouse every day.
- Early on, there was a mini-grid: Saskatoon, Rosetown, North Battleford, often sent power to Manitoba (shared energy during differing peak times when their time was one hour different).
- Queen Elizabeth control room took over in 1957
- In the last 10 years they were open, they spent a lot of time on standby
- 10 mW/15 mW/25 mW/33mW could respond to small demands on an as-needed basis. The powerhouse was extremely versatile, and could provide just the right amount of power necessary.

- Today, control is out of Regina.
- At one time, they even fed power into the U.S.
- George Wilson: "We worked in a great era. We saw amazing shifts in technology."
- Direct control of city lights: could turn city street lights on from A.L. Cole, and would have to balance the time the lights came on with the supper power rush.
- Managing power loads—supper time, when TV shows ended.

SaskPower
Power Production

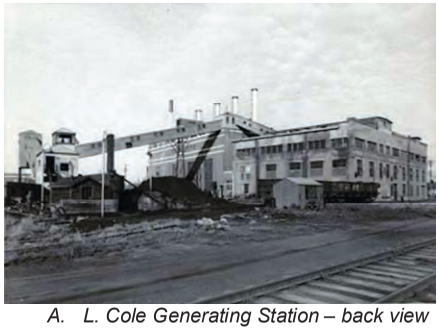


A.L. Cole Generating Station in Saskatoon viewed from the South Saskatchewan River – note the octagonal pump house built in 1911—only structure which still stands today.

A History of the A. L. Cole Generating Station in Saskatoon

As compiled from the annual reports of the Saskatchewan Power Corporation and other sources

2007 January 26



A. L. Cole Generating Station – back view

SaskPower
Power Production

A History of the A. L. Cole Generating Station in Saskatoon

The following is a compilation of writings, narration and commentary found in SaskPower's Annual Reports and other sources, pertaining to the A.L. Cole Generating Station, presented in chronological order. Date and name of publication are given first for each excerpt.

2004 Saskatoon Light and Power Annual Report

The City of Saskatoon Utility Services –Saskatoon Light & Power has provided electrical service to customers in Saskatoon since 1906. The A. L. Cole generating plant was built in 1912 on the riverbank in downtown Saskatoon to accommodate the rapidly expanding need for electrical energy. In 1928, SaskPower took over the plant and began selling electricity in bulk to the City.

1929 Annual Report of the Saskatchewan Power Commission

This is the first annual report to be submitted by the Commission which was erected pursuant to The Power Commission Act, 1929, assented to January 18, 1929.

The most important question under consideration at the time of the setting up of the Commission was the erection of the new power plant in the City of Saskatoon. By an Agreement between the City of Saskatoon and the Government of the Province, dated the 22nd day of November, 1928, and validated by an Act of the Legislature (chapter 5 of 1928-29) the Government had undertaken to purchase the existing generating plant at Saskatoon and to erect a new plant adjoining thereto, which should be ready for operation on November 1st, 1929, from which date the Government was to take possession of the whole generating plant and operate the same, supplying electric energy in bulk to the City of Saskatoon on the basis of the cost of production.

The carrying out of this Agreement was duly assigned by the Government to the Power Commission by an Order in Council.

By an Order in Council dated November 21st, 1928, authority was given for the employment of McClellan & Junkersfield, Inc., as consulting engineers for the purpose of designing the new electric light and power generating plant and supervising the construction thereof.

At the time the Commission took over the supervision of this Agreement, a great deal of work had been done by the said consulting engineers and contractors for some pieces of equipment had already been arranged. All subsequent tenders for the construction and equipment of the plant were received by the Commission

and the award of contracts authorised after reference to the consulting engineers.

The ground was broken for the construction of the foundations of the plant on March 21st, 1929, and the work proceeded with expedition, so that the 10,000 k.w. turbo generator was placed on the load of the City of Saskatoon on December 7th, 1929.

The Commission took over the operation of the plant as at the 1st day of January, 1930, under such terms as caused practically no disturbance to the personnel of the staff formerly engaged at the plant.

A chart showing the acquisition prices of various power plants throughout the province indicates that Saskatoon plant was purchased for $975,486.88. The additional expenditures to the power plant were $1,622,361.87 for a total cost of $2,597,848.75.

1951 Annual Report of the Saskatchewan Power Corporation

At Saskatoon, contracts were awarded for a turbine room extension and the new river intake and circulating water pumphouse in preparation for the 25,000 K.W. turbine which will be delivered in March 1952. Provision was made in the plans for a second 25,000 K.W. turbine, and the necessary boiler capacity, to be ready for service in 1954.

1952 Annual Report of the Saskatchewan Power Corporation

We are deeply saddened by the loss of Mr. A. L. Cole, our Power Production Superintendent, who died on September 10, while on a business trip to Eastern Canada. A part from the personal feelings of those who had been closely associated with him for many years, a heavy burden of responsibility was suddenly placed on his assistant, who had to take over the direction of the department, while several projects were under way.

The capacity of our generating plant at Saskatoon was increased by 25,000 kilowatts (33,500 horsepower) when the installation of a new unit was completed in December. Another unit of the same size is scheduled for delivery and installation in 1953. A 225,000 lbs per hour boiler was also ordered for delivery and installation in 1953. As more building space will be required to house this equipment, contracts were let and the work started on an extension to the plant building.

1953 Annual Report of the Saskatchewan Power Corporation

At Saskatoon, the 1953 portion of the plant expansion program consisted of an extension to the present power plant building, the installation of a 25,000 kilowatt

steam turbo-generator, and the installation of a 225,000 pounds per hour steam boiler with associated auxiliary equipment.

There was considerable delay in carrying out the program. This was due solely to late deliveries of structural steel for the building extension, which was due to a steel strike in the supplier's plant. Erection of the steel framework for the building was completed during December and a temporary enclosure of the building extension was completed to permit the brick work to be done during the winter months. Boiler and turbine erection crews were expected to start work early in January.

1954 Annual Report of the Saskatchewan Power Corporation

At the A. L. Cole Generating Station at Saskatoon, a 25,000 kilowatt extension was placed in service in mid summer, following erection which started in January. Work was also started in June on the erection of an additional boiler, which was nearly completed at the end of the year. This unit is expected to be ready for service late in January, 1955. This will bring the total generating capacity of the station to 75,000 kilowatts.

As a result of studies made during the year, decisions were made to increase the capacity of the A. L. Cole Generating Station at Saskatoon by 33,000 kilowatts.

To commemorate the Corporation's Silver Jubilee Year, the Saskatoon Star-Phoenix, the Regina Leader-Post, Prince Albert Herald and the Moose Jaw Times-Herald published special Power Supplements at appropriate times during the year. One of them read:

Hands Across the Province…Establishing the Links of Community Friendship Through a Provincial Power System.

2:00 p.m. on October 20, will mark the official opening of the latest extension of the Saskatoon power plant, the largest Saskatchewan Power Corporation power plant in the province. The addition of the 25,000 Kilowatt Generator will make this the most important power production centre in the Northern integrated power system. Through integration of power facilities, Saskatoon and Prince Albert, as well as the towns, villages, and farms in the northern part of the province are not dependent on a single source of power.

The A. L. Cole Generating Station

The Saskatchewan Power Corporation is proud to dedicate its Saskatoon Power Plant as the A. L. Cole Generating Station in memory of the late A. L. Cole who, until his death, was the Saskatchewan Power Corporation's Power Production Superintendent and for several years was Plant Superintendent in Saskatoon.

SaskPower
Power Production

Mr. Cole was closely associated with the Saskatoon plant and through the years shared in its development and expansion.

An invitation is extended to the general public to attend the opening ceremonies at 2 p.m. on Wednesday.

1955 Annual Report of the Saskatchewan Power Corporation

Saskatoon – A. L. Cole Generating Station

The installation of a 300,000 pounds per hour gas and oil fired boiler, begun in 1954, was completed and the unit placed in service in January. Construction of the building extension to accommodate a 33,000 kilowatt generating set was commenced in May and construction was sufficiently advanced at the end of the year that the building extension could be heated and installations inside could proceed throughout the winter.

1956 Annual Report of the Saskatchewan Power Corporation

At the A. L. Cole station the installation of a 33,000 kilowatt steam turbo-generator was completed in December, raising the generating capacity of this station to 108,000 kilowatts, the ultimate for this site due to space limitations. The new unit is the first fully modern high pressure, high temperature turbo-generator to be installed on the Corporation's system, and significant economies will result from the operation of this unit, which is designed to burn natural gas, bunker fuel-oil or coal.

The following table is a condensed version of the Generation Statistics for 1956, which shows that the A. L. Cole Generating Station in Saskatoon was the largest single generating source of electrical power in Saskatchewan for several years during the mid-years of the 1950's.

Plant	Net KWh Generated -1956	*Net KWh % of Total*	Plant Capability Kw.
Estevan	169,279,780	*27%*	42,000
Prince Albert	59,991,780	*10%*	20,000
Saskatoon	275,501,951	*44%*	108,000
Total Steam	**504,773,511**	***81%***	**170,000**
Total Oil & Gas	**117,903,412**	***19%***	**32,950**
TOTAL SYSTEM	**622,676,923**	***100%***	**202,950**

1982 Annual Report of the Saskatchewan Power Corporation

The last year that A. L. Cole is shown as generating electrical power was in the 1982 Annual Report. 16,284 kwh x 10^3, or 16.3 GWh of gross generation was reported, representing 0.2% of the total system requirements.

SaskPower
Power Production

1983 Annual Report of the Saskatchewan Power Corporation

As a cost reduction measure, the A. L. Cole Station in Saskatoon was mothballed August 31, 1983. This was not a permanent closure since the station may be required for peaking service in the next few years.

"Remembering A. L. Cole" – SaskPower HiLines Article, December 1995

For many years prior to its closure, the A. L. Cole Generating Station served as a peaking plant. The last plant manager was SaskPower employee, George Wilson, who, after working at A. L. Cole for 35 years, was present the last time that A. L. Cole generated power -- March 23, 1983 at 12:30 p.m. George Wilson locked the front door to the building on August 31, 1983.

In 1988, SaskPower sold the aging building to a Saskatoon developer who intended to convert the relic into a condominium complex. The transition from power plant to housing facility began immediately with the developer conducting salvage operations and constructing a show suite. After removing all of the valuable copper and brass, the developer, citing financial difficulties, walked away from the project in late 1990.

The once proud A. L. Cole Power Plant stood empty and deteriorating. Pigeons invaded the plant, rain and ground water filled the basement and hazardous debris covered the floors. The unsafe condition of the site forced the City of Saskatoon to take control of the plant and secure the perimeter with a chain link fence.

The A. L. Cole station was environmentally-cleaned-up and decommissioned under the supervision of SaskPower in 1996, with site restoration.

Notes:

1. The color photo of the A. L. Cole Pump house was obtained from pp 14 of 48 in the River Landing Interpretive Plan, April 14, 2005, prepared by Aldrich Pears Associates for the City of Saskatoon & Meewasin. This report was found at: http://www.riverlanding.ca/reports_public_input/reports/interpretive_plan/interpretive_plan.pdf
2. The 2 black and white photos of the A. L. Cole Generating Station in operation were obtained from SaskPower's Photo Collection.

Compiled by:
P. S. Voss, Business Performance & Planning
Power Production Business Unit
SaskPower, 2007 January 26

APPENDIX II: COMPARABLES

ROCKANDEL&ASSOCIATES
Building Success Through Planning & Partnerships

MEMORANDUM

To:	Mark Belanger, Aldrich Pears Associates
From:	Catherine Rockandel, Rockandel & Associates
Date:	February 13, 2007
Re:	A.L Cole Pump House Project, Saskatoon, Saskatchewan
	Comparables Research

I. REPORT OVERVIEW

The City of Vancouver Concession Strategy Study conducted extensive research on numerous styles of food and beverage service management including: managing services in-house with a dedicated food-service management structure; contracting-out all food service functions; or a hybrid approach through which the organization retains control of certain operating elements while contracting-out other service components. These operations included: restaurants, coffee shops, and take out concession stands. The latter being smaller operations offering take-out ice cream, hot dogs, sometimes fish and chips, slushy drinks in summer, and hot chocolate in winter if the concession was open.

As the report suggests, not surprisingly, net revenue performances were vastly different between sites. A combination of factors including foot traffic to or around the site, the operating prowess of the concessionaire, the physical condition and setup of the facility and local available market resultant from adjacent amenities or surrounding neighbourhoods influenced the revenue production of each location. While impossible to quantify, it is reasonable to suggest that the ability of the operator to recognize and effectively respond to the nuances of available market in concert with the size of the potential customer base in the local trade area likely had the most significant impact upon revenue performance. (A copy of this comprehensive study was distributed to the client and consultant team independently of this report.)

Other research and interviews conducted on comparables suggests that the factors identified in the Vancouver Concession Strategy Study are the case whether an operation is in Vancouver, Calgary, Toronto or Saskatoon. At this time foot traffic in the AL Cole Pumphouse area is low and the adjacent neighbourhood market is still in development. The experience of the River's Café, in Calgary corroborates the Vancouver study conclusion, that with the right concept and an experienced operator a destination restaurant can be developed successfully. The Balzac Coffee Shop also utilized this approach. It positioned the business as a unique destination. This allowed the coffee shop to build clientele before the site development was completed.

The research focused primarily on a restaurant and coffee shop concept. The development of a seasonal concession would be the easiest type of operation to implement because as the City of Vancouver Concession Strategy Study and background research for this report suggests it has low initial capital outlays, a minimal payroll, and seasonal operation. This would allow the operation to operate when traffic flow as the highest. Research was conducted on an activity rental operation to determine if an activity rental could operate year round and whether a seasonal operation would be feasible. The findings suggest that the revenue from a seasonal operation in this location would be small; and that the Saskatoon market is already served by bike rentals for this area. Local Saskatoon operators suggest that there is not a business case for bike rental business at the AL Cole Pumphouse at this time. Please see below for more details.

II. TYPES OF OPERATIONS

TYPE OF OPERATION: Restaurant

GENERAL REQUIREMENTS

The maximum seating capacity and restaurant break even-points vary. Interviews were conducted to determine general requirements in a number of different scenarios.

Sequoia Enterprises, Vancouver – Brent Davies, Owner/Operator

- 100-110 seats = 5,000 – 7,000 square feet is considered optimal space by Sequoia Enterprises, the operator of the Teahouse Restaurant in Stanley Park, Cardero's in Coal Harbour, Sequoia Grill in Queen Elizabeth Park, and the Sandbar on Granville Island.
- Rent potential depends on market
- Vancouver/Calgary example: 100,000 to 300,000 per year. Maximum rent potential is for shell lease. Rent potential softens if bare land lease and operator develops space.
- 50% of space for front of house operations and 50% of space for back of house operations
- Some space used for lounge
- Rent potential depends on whether a bare land lease or shell lease is provided
- Balcony/Patio – optimal positioning is west or south
- Architecture – free standing is optimal for many
- Access – direct access from the street is optimal for many operators
- Parking – adjacent parking is optimal for many operators

INTERVIEW
City of Vancouver, Parks and Recreation
Pieter Rutgers, Director of Planning/Operations

- Refurbishing the English Bay bathhouse into a two level developer/operator 2,500 sq. ft., 75-seat bistro that may have a take out option.
- A key learning from the Watermark Restaurant development was that the City would in the future take out development permits rather than leave this to the private operators. The reason is that community consultation delayed the project for a year and a half because the community did not initial accept the concept of this type of development on the waterfront (On Kitslano beach). They city has decided to remove the risk for the restaurant developer because the development permit delays cost the operator a lot of money. As well the feedback that they received from operators and developers was that very few businesses would respond to an RFP to develop a site.
- The City uses a standard 6% to 6.25% or 6.5% of gross revenues on food and beverage to set lease rates.
- More details on the City of Vancouver restaurant and concession business is contained within the comprehensive Concession Strategy Study submitted to the client team.

RESTAURANT COMPARABLE
River's Café, Calgary
PO Box 193, 200 Barclay Parade SW
Calgary, Alberta, T2P 4R5 Canada
Tel: 403-261-7670
Fax: 403-261-8795
Cell: 403-540-6940
http://www.river-cafe.com/
Proprietor: Sal Howell, sal@river-cafe.com

Note: Expressed interested in serving in advisory capacity for concept & development

80 seat restaurant, total space is 3,000 square feet with 1500 for washrooms and kitchen and 1500 for seating. The building is hexagonal with windows on most of external walls. The seating is arranged on the perimeter to maximize the views. In addition there are 70 patio seats (seasonal)

Background
The River Café began in 1991 as a much smaller restaurant (it was originally an old park concession stand built in late 60's). Sal Howell ran the restaurant as an open air concession for four years seasonally, but she said this concept was not viable financially. The River Café re-opened in June 1995 in its current form. It is a sophisticated high quality dining experience in a casual atmosphere blending creativity and innovation in the kitchen, and dedicated to providing an exquisite regional dining experience with exceptional service and hospitality.

The restaurant is located in the park, and the lease arrangements are with the City of Calgary. The operator made the initial capital investment to retrofit the original concession building. The lease is based on a percentage of sales and is less than the City of Vancouver's 6% ratio because the operator is responsible for maintenance of the building, as well as the provision of hot water for the park's public washrooms which are located in the bottom half of the building.

Ms. Howell stated that they are currently working with the City of Calgary to explore co-management of the building, because the maintenance has become more of issue as the building has aged and requires extensive restorative work.

Another challenge has been summer seating in terms of staffing and weather. Not easy to do well. They are currently exploring covering some or all of the outdoor seating to improve the experience and consistency of use.

Ambience and Décor
Inside, the restaurant décor includes a fieldstone fireplace, a 'wooden river launch' bar, bark chairs, birch tables and cabin treasures throughout. Fly-fishing artifacts honour the Bow River's reputation as a world famous fl y-fishing destination. Many artisans & craftspeople helped style River Café's interiors, exteriors, fixtures and furnishings.

Hours of Operation
Lunch: Monday – Friday 11 a.m. until 3.p.m. Brunch: Saturday & Sunday 10 a.m. until 3 p.m.
Afternoon menu: Daily – 3 p.m. – 5.p.m.
Dinner nightly: 5 p.m. – 11p.m. (summer) 10 p.m. (winter) Closed in January.

Location: The location is both a challenge and an opportunity.
Challenge
"We work hard to be a destination worth the walk to in winter in 25-below temperatures! And you're only as good as your last meal, so the ongoing challenge is to stay fresh in people's minds and to be consistently good." Sal Howell

Opportunity
"In the summertime, you can sit outside on the patio surrounded by trees in this beautiful pastoral setting, but then you have this great city skyline, it's a very unique urban park setting." Sal Howell.

Access
There are three footbridges leading onto the island. The main access is the Jaipur Bridge from the Eau Claire Market area at 3rd Street SW. There is also a bridge two city blocks distance at the east end of the island accessible from 6th Street SW, and the third is on the north side of the island crossing the Bow River and Memorial Drive at the Calgary Curling Club.

Parking
The River Café has no designated parking. On street parking in Eau Claire area, underground parking at Eau Claire Market and valet parking at Sheraton Suites Hotel.

TYPE OF OPERATION: Coffee Shop / Coffee House

GENERAL REQUIREMENTS

* Often offers a wide variety of quick, pre-prepared dishes
* Usually needs heavy traffic flow for high customer turnover.

COFFEE SHOP COMPARABLE

Balzac's Coffee Roastery/Shop Ltd.
In Pump House, Distillery District, Toronto, Ontario
Building 60
55 Mill, Toronto ON, M5A3C4
Phone: (416) 207-1709
Fax: 416.207.1710
diana@balzacscoffee.com
http://www.balzacscoffee.com/about.asp

Operator: Diana Olson

Note: Very Interested in exploring the potential for a Balzac's Coffee in Saskatoon at this location.

Background
A small café located in the Pump House, or Building 60 at the Distillery Historic District established back in 1832, it's named for French lover Honore de Balzac. Purchasing only the finest coffee beans that reflect the workmanship and fairness of farm labour, Balzac is an established member of the Transfair Canada group. Balzac is also a supplier to plenty of the local restaurants Some of the blends up for purchase include Balzac's, Festival City, Farmer's, Triple Tier, Dark Affair Espresso and La Nuit Tranquille Decaf.

Balzac's was the first business to open in the new Distillery district development. It sells mostly coffee with a few croissants, cakes, tarts and muffins that are supplied from Daniel et Daniel and Dufflet Pastries.

This is a 100% Canadian company that hires locally and locates in either historic buildings or districts. It currently has three locations in Ontario and is opening locations in Vancouver and Calgary. Diana said that they are expanding across Canada and would be interested in a Saskatoon location.

Their strategy is to operate independent cafes that are unique to neighbourhoods. They often go into new developments because this allows them to become the hub as the neighbourhood develops around them. They do not find it difficult to generate because from her experience the café becomes the place for developers to meet prospective business owners, but also for

agents to meet with prospective buyers. As the development is being built construction workers come in to get warm. Her experience is that it is mutually beneficial and allows the café to develop relationships with people in the neighbourhood.

She said that if possible depending on city bylaws they like to incorporate a roasting operation into the café. She said by having glass windows or walls patrons can watch the roasting process.

In terms of a exterior space, a patio is essential as in all her cafes sales are double in the summer. Her cafes in Stratford and Liberty Village are 1100-1200 square feet on one level. The café in the Distillery District is 2200 square feet because it has a upstairs. The upstairs mezzanine is for over flow and special events.

Ambience and Décor
Diana said she does all the décor. Her lease is similar to a shopping mall in that the landlord maintains the site, the building's exterior and she maintains the interior. She prefers a shell lease and then does décor.

Reviews
"I love this coffee shop, the chandelier, the smell of burnt coffee, the fancy machines, the stairs leading to the upper gallery, the big door, the secret window. Took my wedding pictures in here. Lovely...lovely...lovely. And the coffee is so good. Strong, but most importantly traded fairly. Makes you feel good." Sarai's Review

"Was very happy to read that there ws another Balzac's Cafe. (There's one in Stratford) It took us a while to find this location, but the cafe is surely one of the cutest in town!" Samantha Y.'s Review

Hours of Operation
7am - 8pm Mon - Fri
9 - 8 Sat and Sun

Location
The location is semi hidden, but its setting and coffee draw individuals from neighbourhood businesses to young adults that frequent this hip shopping and artist district. Balzac's patio includes Brasserie-type umbrellas stand over tables in front of the restaurant. The setting is so unique it draws couples for photos.

Access & Parking
The Distillery District is a 13-acre pedestrian only access historic village that is adjacent Toronto's waterfront. Parking is nearby in lots that charge a nominal fee.

TYPE OF OPERATION: Activity Equipment Rental

GENERAL REQUIREMENTS
The activity rental business requires high traffic flow to be successful. As a general example Bayshore Bicycle and Skate Rentals is located on the corner of Denman and Georgia Streets adjacent Stanley Park.

Bayshore Bicycle and Skate Rentals
745 Denman Street
Vancouver, BC Canada V6G 2L6
Tel (1) 604.688.2453 (688-BIKE)
Fax (1) 604.264.9820

Background
Top quality 21 speed mountain bikes, in-line skates, ladies bicycles, kid's bikes and trailers, baby joggers and strollers, tandems, and tennis racquets. In Vancouver activity rental drops in the winter but the business still can operate. In Ottawa activity rental on the Rideau Canal alternates between skate rental in the winter and paddle boat and houseboats in the summer. In other eastern communities skating and kayak/canoe rentals are paired.

Hours of Operation
In most cases examined activity rental is a seasonal business, closed in the winter. Summer hours are linked to daylight hours.

Location
Activity rental businesses are influenced by adjacent amenities. For example extensive trail networks often have bike, rollerblade rentals in summer with cross country skiing in the winter in some cases.

Access
Access to the water system is necessary if boats, canoes, kayaks are going to be rented. Access to an extensive bike trail system is necessary for successful bike rentals.

Parking
Nearby, either at the store or near by a trail system.

Short Term Rental Rates

	$per 1hr	$per 4 hrs	$per 8 hrs
Mountain Bike	5.60	15.80	20.80
Rollerblade	5.00	14.50	19.50
21 speed Tandem	8.80	26.80	35.80
Child's Bike or Trailer	4.80	13.80	18.80
Helmet or Lock	1.50 per day		
Protective Pads	1.50 per day		

Offer 4 and 8 hour bike and rollerblade packages

Long Term Rental Rates

	Bike	Rollerblade	Tandem	Kid
1 day	$26	$24	$45	$21
2 days	$40	$36	$80	$35
3 days	$50	$46	$110	$45
4 days	$60	$55	$135	$53
5 days	$68	$63	$160	$61
6 days	$75	$70	$180	$68
7 days	$82	$76	$195	$74
per day after 7 days	$7	$5	$15	$5

ACTIVITY RENTAL COMPARABLE

Bike Doctor
623 Main Street, Saskatoon
S7H 0J8
Phone: (306) 664-8555
Fax: (306) 664-4403

Operator: Greg McKee
bikedoctor@bikedoctor.ca

Background
The Bike Doctor has a fleet of 10 to 14 bikes that it rents throughout the summer. In the interview Greg McKee, suggested that the market demand for bike rentals in Saskatoon is not large. The Bike Doctor on the busiest day of the summer generates about $250 in rental sales. The total yearly rental sales are approximately $4,000. He said the idea of bike or other activity rental in the A.L Cole Pumphouse site had been floated around several years ago, but it is just not economically feasible as a commercial operation until the tourist traffic flow increases.

Location
The A.L Cole Pumphouse location is close enough to the Bike Doctor location that operating another rental space would not feasible, particularly considering the cost of having an employee on site and the limited traffic flow in the A.L Cole Pumphouse area.

PO Box 1466, Garibaldi Highlands BC V0N 1T0
T (604) 898-4614 F (604) 898-4615 cat@growpartnerships.com

ROCKANDEL&ASSOCIATES
Building Success Through Planning& Partnerships

MEMORANDUM

To:	Mark Belanger, Aldrich Pears Associates
From:	Catherine Rockandel, Rockandel & Associates
Date:	May 30, 2007
Re:	A.L Cole Pump House Project, Saskatoon, Saskatchewan
	Comparables Research Addendum

I. TYPE OF OPERATION: Coffee Shop / Coffee House

Caffe Sola
38 – 23rd Street East
Saskatoon, Saskatchewan
Phone: (306) 244-5344

Owners: Greg McKee, Sarah Robbins, Rob Assie, Jeff Hehn (minor shareholder)
Contact is Greg McKee at Bike Doctor (306) 664-8555

Background
Caffe Sola, which seats about 20 – 24, at approximately 700 square feet. It opened in mid-April. The small espresso bar and cafe specializes in espresso-based drinks and uses organic, fair-trade beans. Sarah Robbins runs the operation and had this to say, "It's very traditional, northern Italian style. With the lattes, we do the latte art -- which is either hearts or flowers or petals on top of the coffee." Latte art is created when a barista pours patterns within milk drinks by manipulating the density of the milk foam and the fluid dynamics in the cup.

In addition to beverages, Caffe Sola also has a food menu, offering items such as brioches, grilled paninis, salads, soups and desserts. Everything is made from scratch with fresh ingredients, and the eatery uses local ingredients when possible. Caffe Sola hasn't done any advertising yet, but knowledge of the cafe has spread by word of mouth. "Lunches are very, very busy and our afternoons are getting quite busy with people coming in for coffee and desserts" (Sarah Robbins)

Greg McKee, owner of the Bike Doctor and partner in Caffe Sola expressed interest in discussing the opportunity to lease the Pumphouse space. He said there are a million ways to negotiate a lease, and given the Pumphouse location the lease would need to take into account the limited access and traffic. He suggested that he is a good contact for further discussions and he could involve the person Sarah that is operating it everyday.

He said the Caffe Sola space works right now at about 700 square feet. However, it is often over booked for lunch and they are in the process of getting a liquor license so they can open in the evenings. Greg said that part of its success is its "odd location". A lot of people thought we were crazy to locate in the warehouse district because it is across from bus depot, at the boundary of the east and west side, so there is a mix of high and low end people, with moderate foot traffic

Ambience and Décor
Caffe Sola, has a European look, while also being minimalist and "industrial rustic" in nature. It replicates the same kind of feel as European-style coffee shops. Caffe Sola is decorated with one-of-a-kind furniture of carved sandstone. It has slate tables and countertops all handmade by local stone carver and cafe business partner Rob Assie.

Hours of Operation
7am - 6pm Mon - Fri
10am – 4pm Saturday
10am – 3pm Sunday

Location
Caffe Sola is located in the warehouse district. "We're finding that this area is starting to revitalize quite a bit with residential (development), so it's starting to pick up quite a bit," said cafe co-owner Sarah Robbins.

II. TYPE OF OPERATION: Activity Equipment Rental

Doug's Spoke and Sport Inc.
31A 2105 8th Street East
Saskatoon, Saskatchewan, S7H 0T8
Phone: (306) 306-373-4224
Fax: (306) 306-955 2502
spokensport@sasktel.net
http://www.spokensport.com/

Operator: Doug Cushway

Spoke n' Sport opened in 1987. The following comments are based on an interview with owner Doug Cushway.
The challenge with anything rental base is that it is only busy when sun shines. As well at certain times of year there will be down times such as October, November, and part of December, depending on when it snows, as well as March and April. You might be able to do some winter rentals of snowshoes and cross country skis but the challenge is foot traffic.

For any business to be worthwhile you would need to rent throughout the year and the rent would need to be reasonable. For example we rent kayaks and canoes through boomtown outfitters, but we are not really a rental store. We are not set up right now to do that. As well if it is too cold then people are not going to rent bikes or boats, so spring and summer is your market when it is above 50 degrees.

However, I think that down the river there is room to have rental facility, but as I told Chris last year the pumphouse location is a bit far off the river and does not have a lot of foot traffic. I would probably look at some kind of small retail and rental facility combined. However, you would need to set up the rental watersport facility so it is close enough to the water, so people can carry across the sidewalk and launch the boats.

One option is to have a fenced compound that is covered and the rental product is visible, so as people walk by they can see the boats. The person working then just unlocks a gate and rolls out racks that have recreational boats on them. I would probably start with 6 to 10 foot boats, start with a dozen boats, and 20 bikes – so you would need 400 square feet.

The facility would not need to be anything fancy, just need power, light, heat if winter run, and access to a washroom. If it was to include retail it would need to be close to the hotel and the Victoria bridge so you would get foot traffic.

To be feasible rental and retail would need advertising through Saskatoon tourism and hotels.

All that being said I definitely would be interested in looking at the opportunity a bit more.

Hours
Monday-Saturday 9am-6pm
Thursday 9:00am-9:00pm

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CITY OF SASKATOON
1911

APPENDIX III: VISITOR EXPERIENCE MATRIX

Pumphouse Interpretive Experience Matrix—Option 1: Low Interpretive, high commercial

Location	Themes	Messages	Experience
Outdoors/Entry from Avenue B/Entry from River	On the Grid	This building was part of a larger system including the A.L. Cole Powerplant that was Saskatoon's primary source of power from its construction in 1910 until it was decommissioned in 1983. It was located up the riverbank, behind the pumphouse, along Avenue B. The A.L. Cole Powerplant was part of a larger energy grid that serviced much of central Saskatchewan and occasionally provided energy to Manitoba and the U.S.	Interpretive panel/historic photos Energy art—large artifacts creatively displayed (i.e., pieces of turbines, pipes, etc.)
	Pumphouse on the River	The pumphouse and the powerhouse were built near the river because even coal-powered electricity production requires water to create steam and to cool machinery.	
	Voices of the Powerplant	Who worked here? Several roles were required to keep the powerplant running—boiler operators, ashmen, boiler engineers, charge engineers, water technicians, and mechanics. All of these jobs still exist at the Queen Elizabeth powerstation upstream.	
	Nuts and Bolts	Powerplants are full of large and impressive equipment. Pieces displayed here played important roles in power production.	
Deck	Pumphouse on the River	The pumphouse and powerplant were located near the river because coal-powered electricity production requires water to create steam and to cool machinery The Queen Elizabeth Powerplant is located upstream around the bend. It has its own pumphouse, and the same components as this pumphouse—only larger.	Interpretive panels/historic photos Model (optional)

Option 1: Low Interpretive, high commercial

Location	Themes	Messages	Experience
Deck	Pumphouse on the River	At one time there were openings in the roof. Pumps and filters were lowered into place through the roof by cranes. The rooftop offers an excellent view of the pumphouse tower—the oldest part of the pumphouse, built by the City of Saskatoon in 1911, and containing the first pump used by the new powerplant. Others followed in new additions in 1929 and 1954.	Interpretive panels/historic photos V Optional cast metal scale model
	Nuts and Bolts	From the rooftop, visitors can see important remnants of the pumphouse's water-pumping days. The water intakes are visible in the river, and what is now a patio was once a reservoir that held water that would be brought through screens and pumps.	
Tower	Pumphouse on the River	The tower was the first component of the pumphouse to be built. It was constructed in 1911.	Historic photos, interpretive panels
	Nuts and Bolts	Water from the river was first screened, and then pumped from the pumphouse to the powerplant where it was used to cool the condensers and other equipment, as well as to sluice ash. The water used for steam did not come from the pumphouse, but rather from the City of Saskatoon. It was demineralized and purified before being turned into steam. Modern power production is much the same process, except at a much larger scale. The A.L. Cole Powerplant, despite its size, produced only about one tenth of the electricity that the Queen Elizabeth powerplant produces today.	Views on catwalk to pump below (as it looked when it was used) Views to access tunnel Interpretive panel

Option 1: Low Interpretive, high commercial

Location	Themes	Messages	Experience
Indoors (1929)	Nuts and Bolts	The screen and pump still visible here were working components of the pumphouse. Raw water filters were once located at the back of the building. They provided extra filtration for water used to sluice ash from the ash removal system.	Artifacts, interpretive panel Before and after photos of the space that used to house the raw water filters (assuming they've been removed)
	Voices of the Powerplant	Several photographs show the people and machines involved in the production of power at the A.L. Cole Powerplant	Gallery grid: Simple captions identify artfully displayed historic photographs of people and machines involved in the powerplant
Indoors (1954)	Voices of the Powerplant	Several photographs show the people and machines involved in the production of power at the A.L. Cole Powerplant	Simple captions identify artfully displayed historic photographs of people and machines involved in the powerplant

Pumphouse Interpretive Experience Matrix—Option 2: Medium Interpretive, high commercial

Location	Themes	Messages	Experience
Outdoors/Entry from Avenue B/Entry from River	On the Grid	This building was part of a larger system including the A.L. Cole Powerplant that was Saskatoon's primary source of power from its construction in 1910 until it was decommissioned in 1983. It was located up the riverbank, behind the pumphouse, along Avenue B. The A.L. Cole Powerplant was part of a larger energy grid that serviced much of central Saskatchewan and occasionally provided energy to Manitoba and the U.S.	Energy art—large artifacts creatively displayed (i.e., pieces of turbines, pipes, etc.) Interpretive panels/historic photos Optional cast metal scale model
	Pumphouse on the River	The pumphouse and the powerhouse were built near the river because even coal-powered electricity production requires water to create steam and to cool machinery.	
	Voices of the Powerplant	Who worked here? Several roles were required to keep the powerplant running—boiler operators, ashmen, boiler engineers, charge engineers, water technicians, and mechanics. All of these jobs still exist at the Queen Elizabeth powerstation upstream.	
	Nuts and Bolts	Powerplants are full of large and impressive equipment. Pieces displayed here played important roles in power production.	
Deck	Pumphouse on the River	The pumphouse and powerplant were located near the river because coal-powered electricity production requires water to create steam and to cool machinery The Queen Elizabeth Powerplant is located upstream around the bend. It has its own pumphouse, and the same components as this pumphouse—only larger.	Interpretive panels/historic photos

Option 2: Medium Interpretive, high commercial

Location	Themes	Messages	Experience
Deck	Pumphouse on the River	At one time there were openings in the roof. Pumps and filters were lowered into place through the roof by cranes. The rooftop offers an excellent view of the pumphouse tower—the oldest part of the pumphouse, built by the City of Saskatoon in 1911, and containing the first pump used by the new powerplant. Others followed in new additions in 1929 and 1954.	Interpretive panels/historic photos
	Nuts and Bolts	From the rooftop, visitors can see important remnants of the pumphouse's water-pumping days. The water intakes are visible in the river, and what is now a patio was once a reservoir that held water that would be brought through screens and pumps.	
Tower*	Pumphouse on the River	The pumphouse was a small part of the powerplant, shown in a model.	Model, interpretive panels
	Nuts and Bolts	Water from the river was first screened, and then pumped from the pumphouse to the powerplant where it was used to cool the condensers and other equipment, as well as to sluice ash. The water used for steam did not come from the pumphouse, but rather from the City of Saskatoon. It was demineralized and purified before being turned into steam. Modern power production is much the same process, except at a much larger scale. The A.L. Cole Powerplant, despite its size, produced only about one tenth of the electricity that the Queen Elizabeth powerplant produces today.	Views to pump below Interactive Model Artifacts Audio exhibit Historic photos, interpretive panels

*Alternative: use tower as storage

Option 2: Medium Interpretive, high commercial

Location	Themes	Messages	Experience
Tower*	Voices of the Powerplant	Those who worked at A.L. Cole Powerplant took great pride in their work, and were pleased to be part of impressive technological advancements of electricity production in the 20th century.	Views to pump below Interactive Model Artifacts Audio exhibit Historic photos, interpretive panels
	On the Grid	Originally, the A.L. Cole Powerplant provided power on a mini-grid that included Saskatoon and surrounding communities. When SaskPower took over, it was eventually tied into a much larger provincial grid. Power headquarters eventually moved to the Queen Elizabeth Power Station and then to Regina.	
Indoors (1929)	Nuts and Bolts	The screen and pump still visible here were working components of the pumphouse. Raw water filters were once located at the back of the building. They provided extra filtration for water used to sluice ash from the ash removal system.	Artifacts, interpretive panel Before and after photos of the space that used to house the raw water filters (assuming they've been removed)
	Voices of the Powerplant	Several photographs show the people and machines involved in the production of power at the A.L. Cole Powerplant	Simple captions identify artfully displayed historic photographs of people and machines involved in the powerplant.
Indoors (1954)	Nuts and Bolts	The screen here is much larger than the other artifact. It was installed in 1954 to serve the '440' pumps that served the larger generators in the last addition to the A.L. Cole powerplant	Artifacts, interpretive panel (optional)
	Voices of the Powerplant	Several photographs show the people and machines involved in the production of power at the A.L. Cole Powerplant	Simple captions identify artfully displayed historic photographs of people and machines involved in the powerplant. Murals

*Alternative: use tower as storage

Option 2: Medium Interpretive, high commercial

Location	Themes	Messages	Experience
Future addition (Stairwell)	Voices of the Powerplant	Several photographs show the people and machines involved in the production of power at the A.L. Cole Powerplant.	Gallery Grid: a grid of photographs of people, construction process, sketches & blue prints. Vinyl on glass offers hints to visitors outside the building that this place has an industrial history.
Future addition (enclosed rooftop)	Voices of the Powerplant	Several photographs show the people and machines involved in the production of power at the A.L. Cole Powerplant	Simple captions identify artfully displayed historic photographs or sculptural pieces of people or machines involved in the powerplant.