



TRIBUNE BUILDING

PROGRAMMING DOCUMENT

04.23.14

incourage
community foundation



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Preliminaries

Preliminaries

Acknowledgements


Concordia would like to extend special thanks to the dedicated community members who made this process so successful.



"We can make this town more interesting, fun, and charming - a place to play, learn and be creative!"

- Community Member via Meeting 1 Evaluations





Executive Summary

Executive Summary

The Tribune Building Project is a ground-breaking community-led effort to reuse and reprogram the historic former Daily Tribune Building, a 20,000 square foot building located along the Wisconsin River in Downtown Wisconsin Rapids. The building served as home to the local newspaper and two local radio stations when the doors opened in 1960. The project aims to rejuvenate the riverfront, downtown, and community life in the south Wood County area (SWCA).

The story of the Daily Tribune Building dovetails with the larger economic downturn of SWCA.

Endowed with abundant natural resources, water and timber fueled the local economy for over a century as paper mills dominated the SWCA employment portfolio. When the largest of the SWCA's mills, Consolidated Papers Inc., was bought by a multinational corporation and downsized in 2000, employment plummeted and the community was faced with new challenges and economic insecurity.

The same year, a national publisher purchased and subsequently downsized The Daily Tribune newspaper. The scope of the paper waned, as did its circulation. In



2012, Daily Tribune Media sought a new office space. In courage Community Foundation purchased the building in December 2012.

Throughout its 20 year history, In courage Community Foundation, founded in 1994, has invested its resources in supporting an adaptive community that works well for all people. Guided by the values of equity, inclusion and opportunity, In courage purchased the Tribune Building with the intent that residents would decide its future use.

In courage hired Concordia to facilitate the community engagement programming process. Using activities designed by Concordia over the course of four iterative meetings, the community crafted its vision for the Tribune Building. At each of the meetings, roughly 200 community members participated with

cooperation and optimism as they collaboratively planned new uses for the Tribune Building. In total, over 500 community members have been involved.

Facilitating such a large resident-centered process requires clear engagement goals. Throughout the process, participants were asked to focus on "we" rather than "me" and responded with enthusiasm. In their comments and meeting feedback, individuals echoed the goals of putting "community" first, above strictly personal interests. The results of the process demonstrated the value of honest and dedicated community engagement built on mutual trust.



Engagement Process

During the engagement process the community studied existing assets using the systemic Nexus model. By considering the physical, cultural, social, organizational, educational, and economic domains of SWCA, participants were able to think holistically when envisioning the Tribune Building and its role in the community.

At the core of the engagement

process, community members suggested program options, voted for and refined popular ideas, and then allocated building space in pursuit of a final program portfolio. Each meeting built upon work completed during previous meetings. The final programming recommendations in this document reflect a culmination of work that began at the very first meeting.

The project team prompted the community to consider size considerations, time utilization, the possible overlap of existing assets, and operational feasibility.

Document Goals


This document catalogues this ground-breaking process and includes final programming

recommendations based on the results of this community led effort. The recommendations span across six final categories: Creative/Innovation, Recreation, Dining, Community, Youth & Teens, and Flexible Spaces.

Next Steps

This document marks the end of Phase I of the Tribune Building Project. Next, the community will redirect their energy towards building design and program implementation. During this phase, the community will guide the architectural team through the physical design of the building. Continued engagement will ensure that programming work completed by the community is honored.

This document will serve as a tool for Incourage to implement the community's ideas as they seek to apply a resident-centered lens to governance, operations, and ownership of the Tribune Building.



Values & Goals

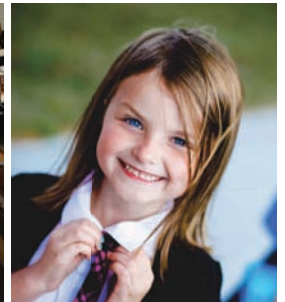
Values & Goals

Values

Incourage Community Foundation is an organization grounded in the values of Equity, Inclusion and Opportunity. Inherent in these values is a commitment to authentic engagement with the community. Incourage has worked to build local capacity for residents to be adaptive leaders who understand the importance of their participation and engagement in ongoing development of south Wood County. Incourage envisions an adaptive community that works well for all people.

Concordia and Incourage worked together to set a tone of openness and mutual respect that is at the core of inclusive processes and community engagement. The project team created an environment for residents to think in terms of "we" rather than "me."

Questions in activity instructions prompted residents to consider the breadth of the community that each program option would serve. Without shutting out ideas, the project team encouraged the community to focus energy towards ideas that would be equitable, inclusive, and provide new opportunities for all.



"I had my feeling of hope for this community's future cemented. I was actually thinking about moving ... I've had to rethink that."

- Community Member via Meeting 4 Evaluations

"We envision a building that will bring people to the area to have hands on experiences that could be a job catalyst. We would like to see a cross-section of generations using this building."

- Table 22 Vision Statement from Meeting 2

Goals

Residents' Vision

The Tribune Building will embody the values of Incourage as well as the vision of the community. Based on meeting evaluations and vision statements, the community desires that the Tribune Building attract all members of the community to a unique culinary, entertainment, and recreational destination, invigorating the downtown area and the riverfront.

The building should also support creativity and entrepreneurship with programming that supports and connects makers and "do-ers". Additionally, the building should be flexible: creatively combining uses and ensuring that the building is adaptable for a variety of future uses.

Operational Efficiency

The Tribune Building should be efficient and responsible with regard to water, electricity, gas and other natural resources, without sacrificing comfort and the user experience. The building should also be operationally efficient and simple to maintain and service.

These principles are especially important when acknowledging the fact that Incourage is investigating options and best practices for long-term ownership, operations, and governance. A simple, efficient building will minimize complications over the life of the building.

User Needs

The Tribune Building will support multiple programs for a wide spectrum of users of all abilities, ages, and cultures. Wayfinding, signage, and building layout must be clear and easily navigable. Building access should be universal.

Day-to-day use and experience of the building should be comfortable, accessible, and welcoming for frequent and first-time visitors. Care will be taken to consider how to achieve these goals, taking into account local weather and long winter months (ingress, egress, parking, etc).





Design Considerations

Design Considerations

The Tribune Building is located at 220 First Avenue South, the southwest corner of First Avenue South and Johnson Street in the downtown business district of Wisconsin Rapids. The property identification is Wood County Parcel ID No. 3402493, Lots 7 and 8 of City of Wisconsin Rapids T1D Wisconsin Assessor's Plat 16.

The site is rectangular in shape and totals approximately 0.71 acres, with 168 feet of frontage along the south side of Johnson Street and 192 feet along the west side of First Avenue South. The site is 158 feet on its south edge and 154 feet on the west. The site is fully developed and contains a two-story office building located at the east corner of the site as well as parking

and landscaping. The building is comprised of three parts—the Office Building, the Printing Building, and the 1988 Press Room Addition. It was built in 1959 under the direction of Mr. William Huffman, Publisher of the Wisconsin Rapids Daily Tribune newspaper and General Manager of WFHR, a local radio station for the purpose of housing the offices of both the newspaper and radio station as well as print production for the newspaper. Approximately 25 years ago, the radio station relocated to another building, and approximately eight years ago, the newspaper printing was relocated. The building remained the local office and distribution center for the newspaper, until it was purchased by Incourage in December 2012.

Parcel Information

Owner Information

Community Property Inc. (a supporting organization of Incourage Community Foundation)
478 E. Grand Ave.
Wisconsin Rapids, WI 54494

Property Detail

Parcel ID: 3402493
Acreage: 0.73
Municipality: City of Wisconsin Rapids
School District: 6685 - Wisconsin Rapids
Property Type: G2 - Commercial
Parcel Location: 220 1st Ave. South

Assessment Information (at time of purchase)

Land Value: \$129,400
Improvements Value: \$538,700
Total Value: \$668,100
Avg. Assessment Ratio: 92.95%
Est. Fair Market Value: \$718,800



History

Since the Wisconsin Tribes first settled on the shores of the Wisconsin River, the life of the community has revolved around the river. Quebecois men arrived in the late 1830's due to its strategic location at the intersection of two natural resources: the Wisconsin River and a plentiful timber supply. Wisconsin Rapids was originally two towns—Grand Rapids on the east bank and Centralia on the west.

After uniting as Grand Rapids in 1900, the town changed its name to Wisconsin Rapids in 1920. In the first decades of the 20th century, Wisconsin Rapids slowly emerged from a rough lumber town into a small industrial city, with a modernized business district made of brick and stone. Streets were paved, swamps were drained, and a streetcar line to Nekoosa was built. This development provided the region a stable base on which to build a robust industrial economy.



Historic Mead-Witter Block in the
200 Block of West Grand Avenue, 1924-1925

The success of the local paper industry strengthened the regional economy during most of the 20th century, even during the Great Depression. With the addition of cranberry growing and processing, SWCA enjoyed a very high level of prosperity and stability.

General Store of
Frank Garrison, 1887





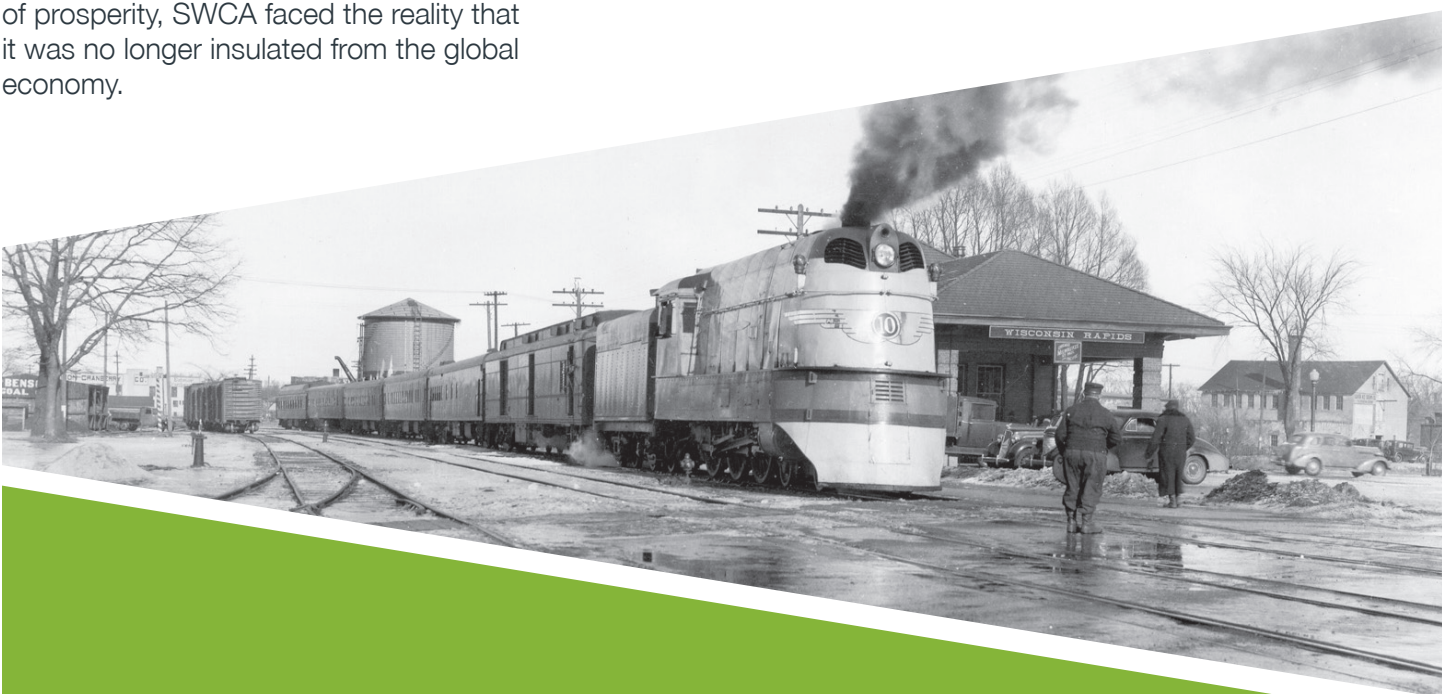
Grand Avenue Bridge

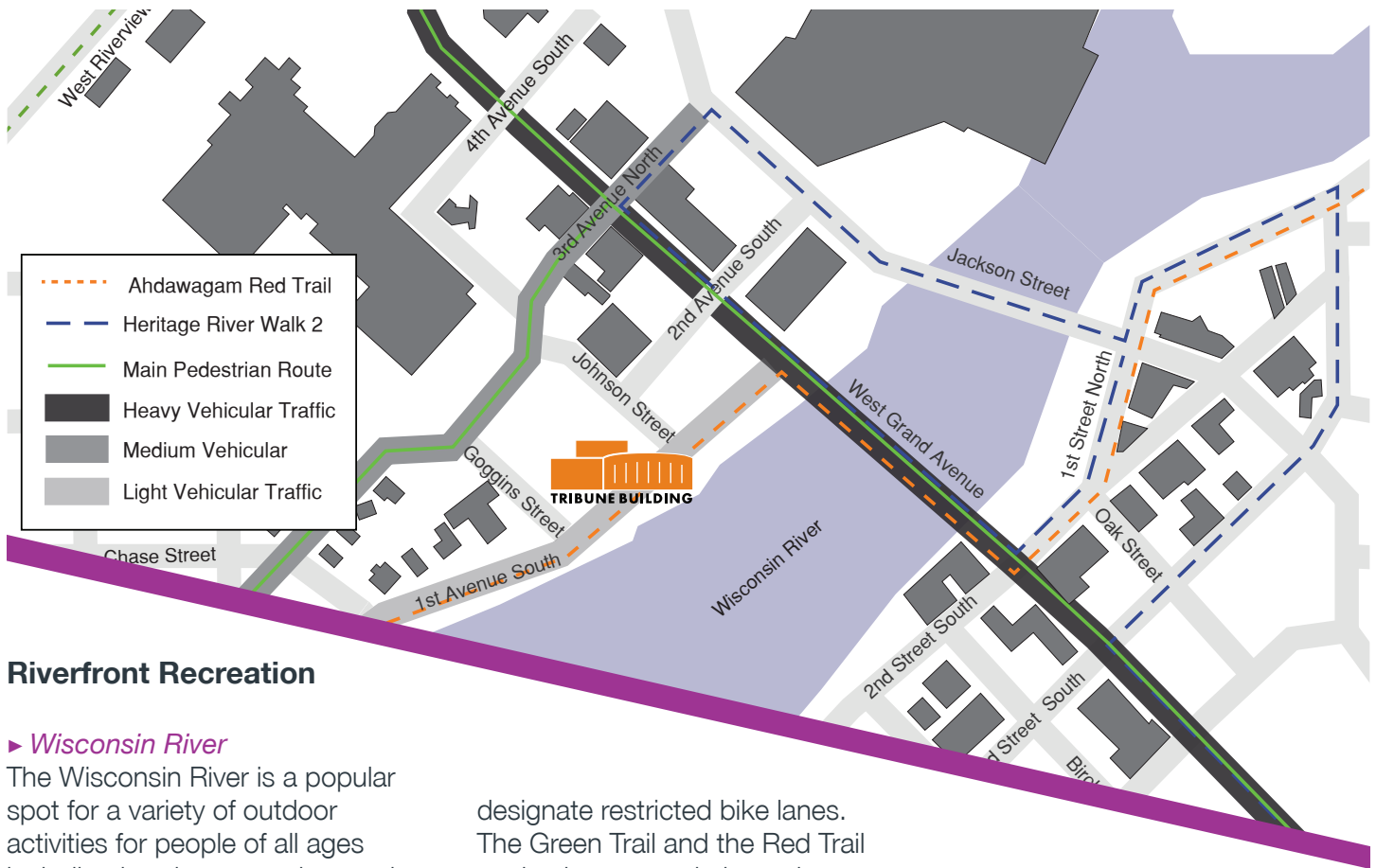
In the late 1990's, the regional economy drastically changed. In SWCA, the decline was sudden and steep. The locally owned mill, Consolidated Papers Inc., was sold in 2000 to a multinational corporation and downsized. Changes in mill ownership ended a tacit social arrangement where the company provided leadership and philanthropy to the local community.

At the same time, a surplus of cranberries drove prices down, and negatively impacted the industry. Following a century of prosperity, SWCA faced the reality that it was no longer insulated from the global economy.

Within the last 30 years, SWCA experienced a shift in the cultural make-up of the community. In the 1970's, Hmong refugees first began settling in SWCA. The Hispanic population in Wisconsin Rapids has grown to nearly 3%. SWCA entered the 21st century with a much more culturally rich and diverse population than in the previous century and the trend toward broader diversity continues.

Wisconsin Rapids Train Station, 1938





Riverfront Recreation

► *Wisconsin River*

The Wisconsin River is a popular spot for a variety of outdoor activities for people of all ages including boating, canoeing, and kayaking. There are also over 25 miles of trails for biking, running, and walking.

► *Jackson Street Bridge*

Built in 1955 to help manage paper mill traffic, the Jackson Street Bridge is located just north of the Grand Avenue Bridge. From here, there are views of the historic mill, the dam, and the rushing waters of the Wisconsin River.

► *Grand Avenue Bridge*

The Grand Avenue Bridge is located a few blocks upriver from the Tribune site, connecting the two sides of the city. Constructed by the State Highway Commission, the concrete bridge was dedicated in 1922.

► *Ahdawagam Trails*

The City of Wisconsin Rapids recreational system Ahdawagam Trails provide more than 20 miles of paved off-street trails as well as city streets where paint markings

designate restricted bike lanes. The Green Trail and the Red Trail are in closest proximity to the Tribune site. "Ah-dah-wagam" was the original name given by the Wisconsin Indians to the area, meaning "two-sided rapids" as the rapids were divided in two by a great boulder.

► *Heritage River Walks*

The Heritage River Walk system offers three tours of downtown Wisconsin Rapids, each filled with engaging stories of the community's rich cultural heritage. Walk Two of the Wisconsin River walking tour traverses down Grand and Jackson Avenues, a few blocks from the Tribune building site. The tour focuses on the union of the two riverside twin cities that originally comprised Wisconsin Rapids' Grand Rapids on the east side and Centralia on the west side.

► *Bike Trails*

The Red Trail runs along the Wisconsin River past the Tribune building site and extends across

the Grand Avenue Bridge, linking both sides of the city.

► *Veterans Memorial Park*

Veterans Memorial Park is located across the river and on the opposite side of the Grand Avenue Bridge from the Tribune site. On every Thursday throughout summer, the park is host to "Lunch by the River" during which visitors set up lawn chairs and blankets to enjoy music and live performances while eating food prepared by local food vendors. The park is also a popular venue for the 4th of July fireworks display. The park has river frontage for fishing, boating, rock-climbing and swimming. Various memorials are dotted throughout the park, including plaques to commemorate World War II veterans and the Winnebago Indians.

Downtown Context

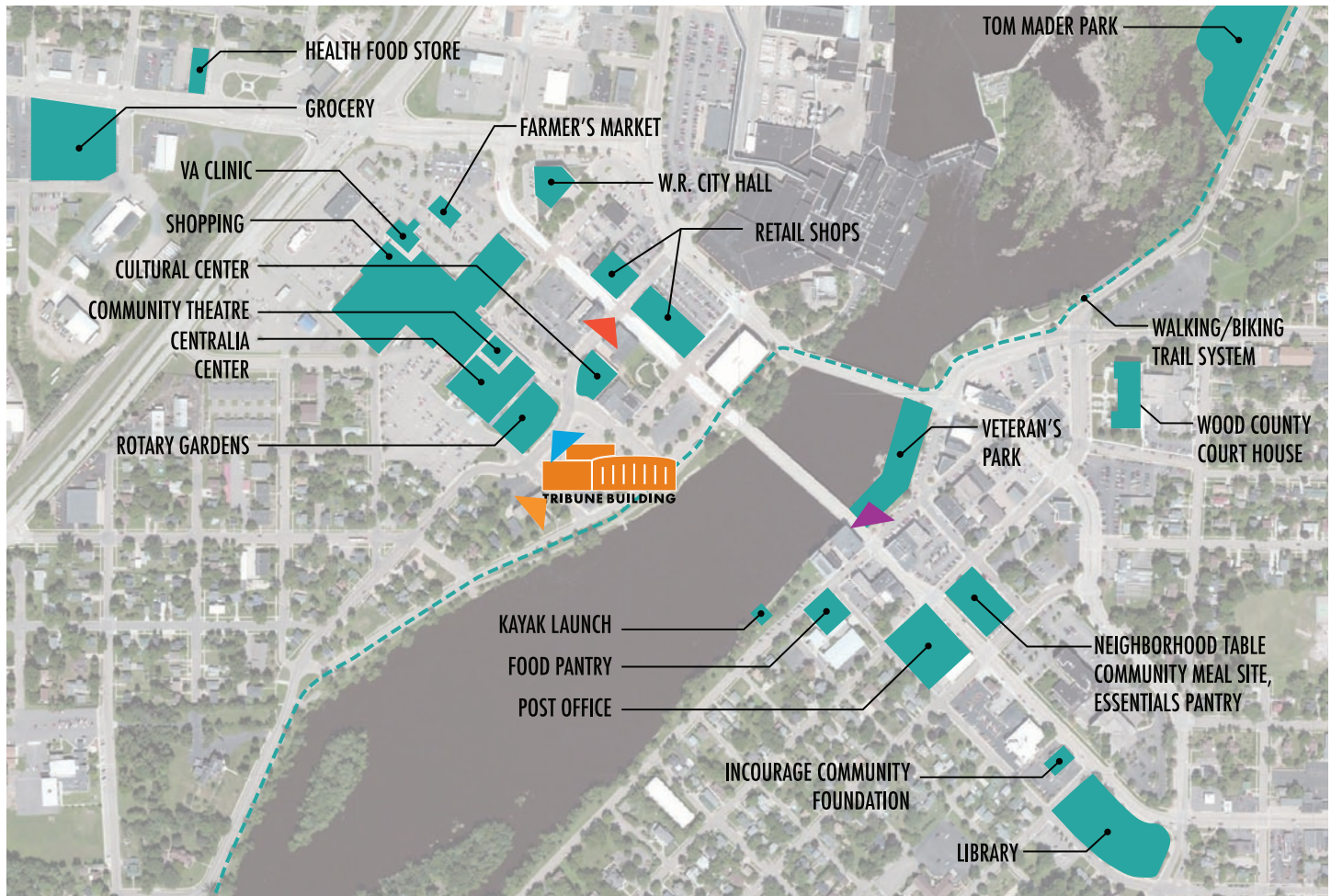
► Centralia Center

The Centralia Center, a beautifully renovated building connected to the Rapids Mall, opened in 2003 at 220 Third Avenue South. It is an award-winning adaptive reuse of a formally vacant Walmart building. Incourage Community Foundation

played an integral role in bringing together elected officials, residents and organizations to convert the building into a modern home for three senior-based organizations and a community access TV studio.

► Rapids Mall

The Rapids Mall opened in 1978, anchoring the pre-existing Woolco Building along with JC Penney and Prange's. Today the mall is adapting. Two of its anchor tenants include JC Penney and the VA Clinic.



► *WI Rapids Community Theatre*

The Wisconsin Rapids Community Theatre (WRCT) – located within the Centralia Center – was established in 1975 with the mission of bringing live theater to the community, showcasing local talent, and offering opportunities for self-expression. The organization presents five performances each year—one each season and one holiday performance. The WRCT also runs a youth drama club to encourage children to participate in the arts.

► *First Moravian Church*

The First Moravian Church is directly located to the west of the Tribune site. It hosts church services as well as Bible study and adult retreats.

► *Mead-Witter Building*

The Mead-Witter Building, built in 1924 at the 200 block of West Grand Avenue, was constructed to house numerous office spaces and retail shops.

► *Central Wisconsin Cultural Center*

The Central Wisconsin Cultural Center is a venue for visual arts. From art exhibitions and fashion shows to open pottery studios and fabric-dyeing workshops, the Center offers a variety of activities for artists and visitors.



Centralia Center



NewPage Paper Mill



Mead Witter Building



First Moravian Church



Central Wisconsin Cultural Center



Approach

The Tribune Building has direct views to the Wisconsin River on its southeast side, including views toward the Grand Avenue Bridge and Veterans Memorial Park.

Vehicular traffic is relatively light around the Tribune Building Site. 3rd Avenue North, which borders the northwest side of the site, receives moderate traffic while

1st Avenue South along the river receives light traffic. Goggins and Johnson Streets are side streets adjacent to the site that receive little to no traffic. The closest heavily trafficked road is West Grand Avenue which connects the two sides of the Wisconsin River via the Grand Avenue Bridge. This main street is a major pedestrian thoroughfare, as well.



View looking southwest down 2nd Avenue North



View looking northeast up 3rd Avenue South



View from the Grand Avenue Bridge

According to the Phase I Environmental Site Assessment completed by Lampert-Lee and Associates in December 2012, vehicular access to the site is via an asphalt paved driveway on Johnson Street that connects to the asphalt paved parking lot on the west side of the site.

Storm water drainage is provided on site via natural seepage and run off to the storm sewer system located on 1st Avenue South on the southeast side and to a catch basin in the parking lot on the northwest side that connects to the City storm sewer located under Johnson Street.



Environmental Characteristics

► Climate

Historically, July has been the warmest month and January has been the coolest month. The highest recorded temperature was 107 degrees Fahrenheit in 1995. The lowest recorded temperature was -38 degrees Fahrenheit in 1982. The most precipitation on average occurs in June.

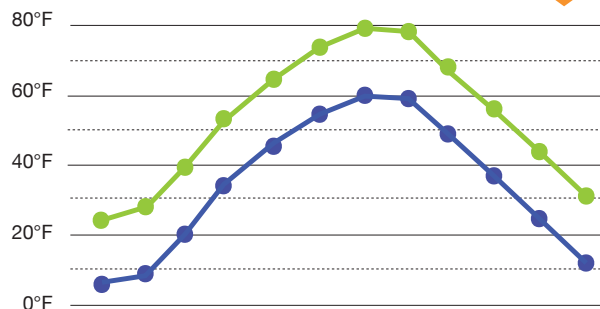
► Geology and Hydrogeology

According to the Phase I Environmental Site Assessment completed by Lampert-Lee and Associates in December 2012, Wisconsin Rapids is located in the Central Plain Province, which is comprised of fairly level to gently sloping uplands and broad areas of sandy or lake planes. Bedrock in the area consists of Cambrian Sandstone embedded with shale. In the stream beds along the river, old metamorphic and igneous rock are exposed at elevations a few feet lower than the soil surface. The site is an area of glacial outwash so the local materials include graded sand with traces of gravel and granite. The water table of the area is generally high, but portions of it are at 10-15 feet below the surface.

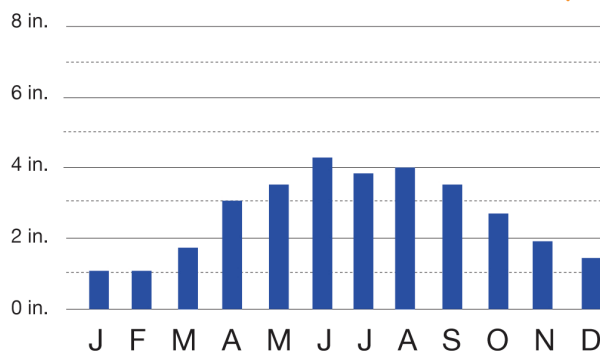
► Topography and Flood Zoning

The Tribune Building is located on a relatively flat site. The higher portion of the site is its northwest side. It slopes southeast toward the Wisconsin River where the terrain becomes considerably steeper at the riverbank FEMA flood zone.

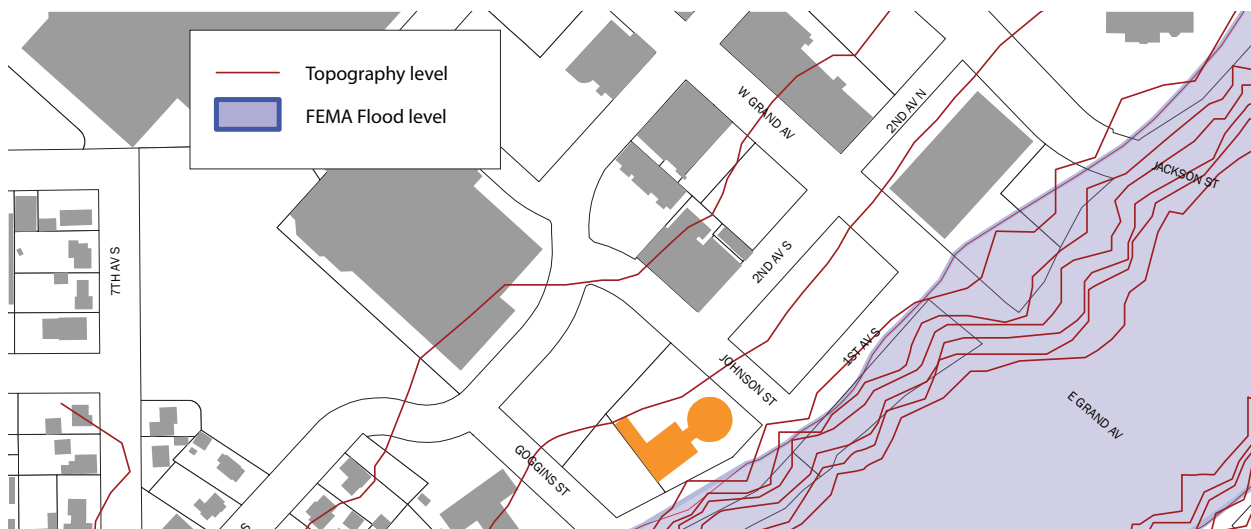
Average Annual Temperatures



Average Annual Precipitation



Topography & Flood Zoning





Existing Building Conditions

The following are notes regarding the building's structure from the Building Inspection and Assessment completed by Lampert-Lee and Associates in December 2012. A full copy of the report, which includes an assessment and recommendations section, is available at Incourage Community Foundation.

► Structure

The building structure consists of three main connected areas, as described below, totaling 19,000 square feet.

The Office Building is a two-story circular structure of approximately 73-foot diameter and is located at the north end of the structure. Reinforced concrete spread footings support conventional reinforced concrete and masonry block foundation walls. The first floor is a cast-in-place concrete slab on grade while the second floor consists of a cast-in-place concrete waffle slab supported by exterior walls and concrete and steel columns. The roof is also a cast-in-place concrete waffle slab and included rigid insulation, a rubber membrane, and stone ballast. The exterior wall consists of nominal 4-inch thick face brick and 8-inch thick concrete masonry units (CMU) with both painted plaster and paneled interior finishes. The interior walls consist of a variety of materials--CMU, wood, and metal studs with gypsum board finishes.

The Printing Building is a two-story rectangular building, approximately 9,880 square feet in total. This space is located to the south of the Office Building and connects to it via a 10-foot wide, two-story entry vestibule. The construction type of this building is the same as the Office Building.

The 1988 Press Room Addition is a single-story structure attached to the west side of the Printing Building. It totals approximately 1320 square feet. Its floor is a cast-in-place concrete slab on grade with conventional footings and foundation walls. The exterior walls are comprised of CMU and brick while the roof consists of steel bar joists with steel roof deck panels, a rubber membrane, and stone ballast.

There is also a Mechanical Penthouse Room located on the roof of the Printing Building. It is comprised of prefinished, prefabricated metal building panels and houses the main electrical switch gear and electrical subpanel circuit breakers, the boiler (currently inoperable), main air handling unit, small air compressors, the mail air handling unit, and one of the building's water heaters.

► General Assessment

The building appears to be well built, structurally sound, and suitable for future use.

Northwest elevation of
the Tribune Building



Methodology

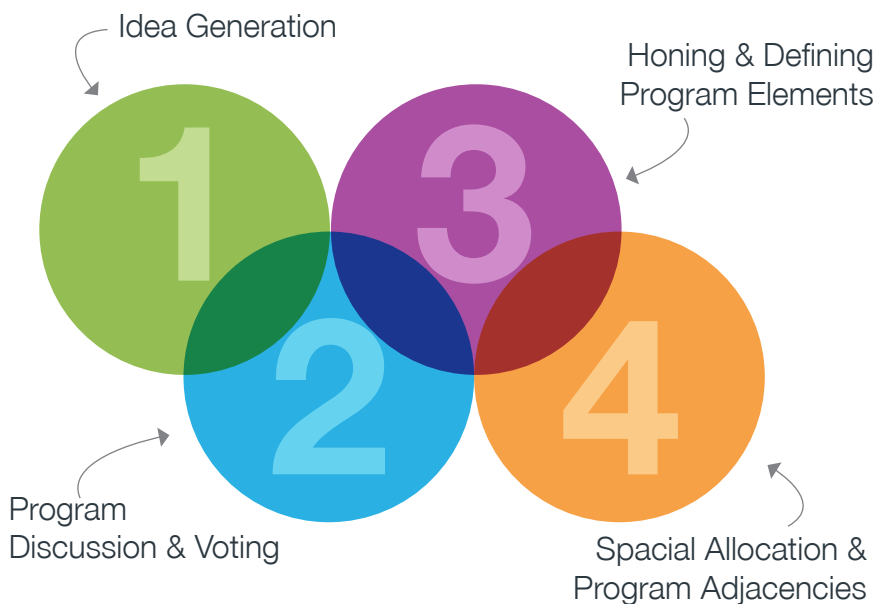
Methodology

The Tribune Building Project is unique. Unlike engagement processes elsewhere that are carried out to promote or augment an existing plan, the community programmed the Tribune Building from scratch, under a "blue sky" of programming possibilities.

Tribune Building Timeline



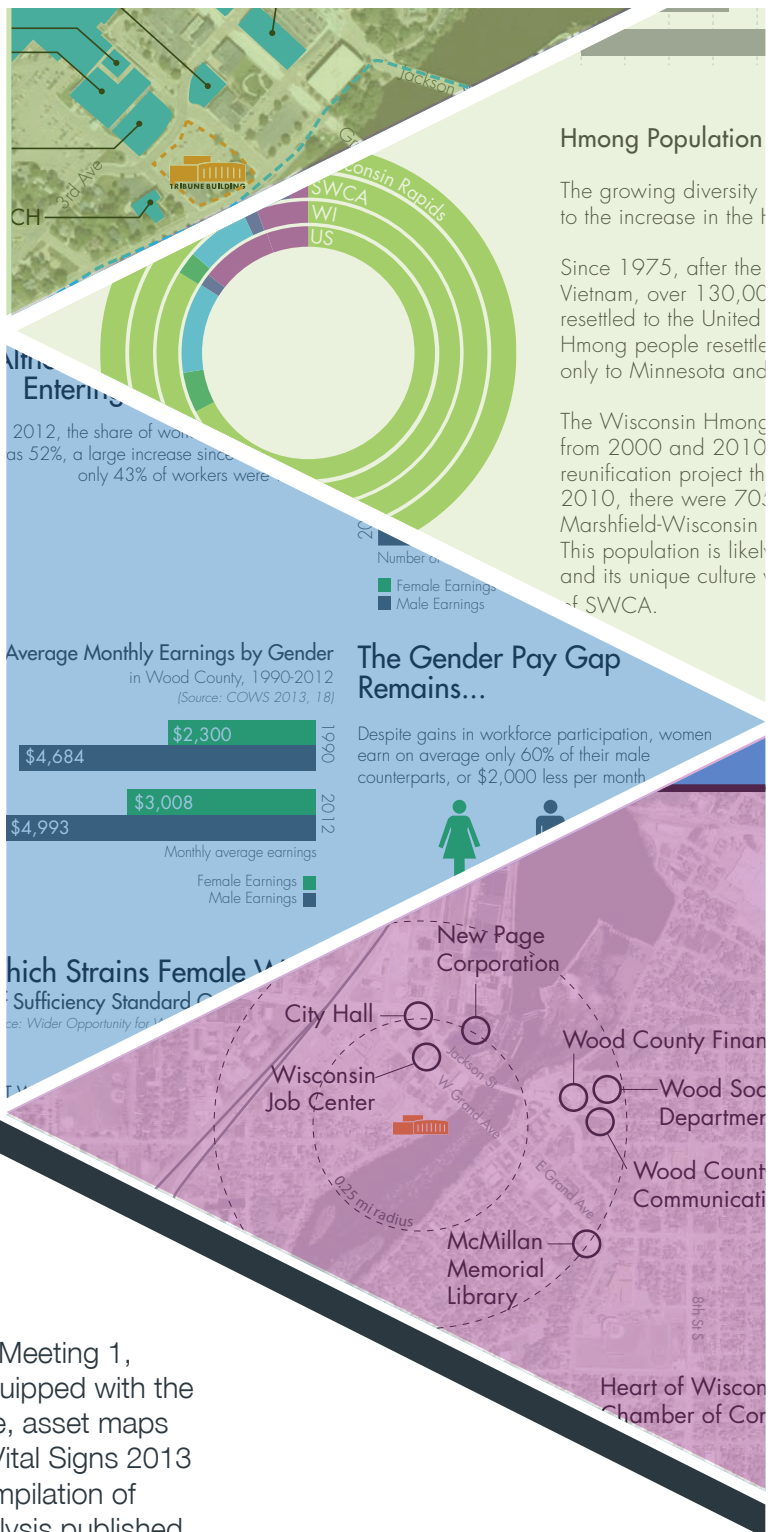
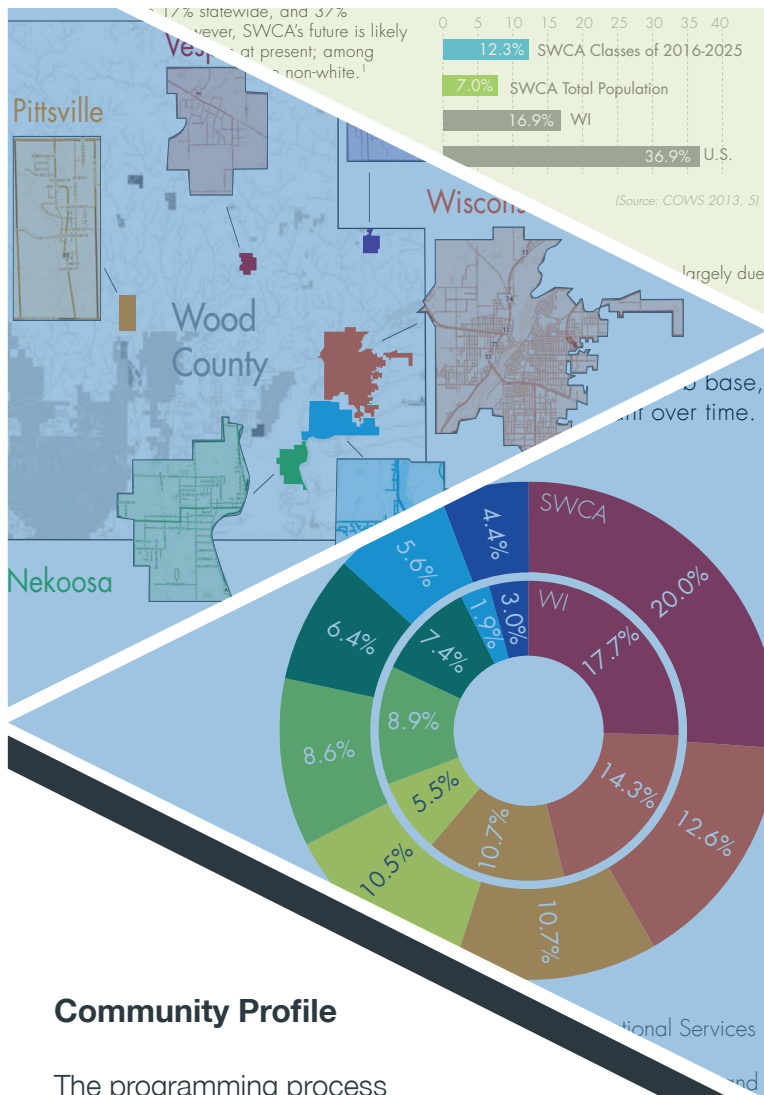
To facilitate such a large and unprecedented democratic undertaking, the project team designed an engagement process that would serve as an effective framework for the community to suggest, select, and hone their ideas.



The community participated in four consecutive community meetings, spaced about one month apart from one another, between October 2013 and February 2014. Each meeting included activities that required participants to work together. All meeting activities transparently built off of the results from previous meeting activities.

This iterative process was the key to a successful engagement effort; it enabled the community to trust the process, the project team, and each other. All contributions were honored and left a meaningful mark on the outcome.

At the end of each meeting, residents filled out meeting evaluations, providing feedback to the project team. Between each community meeting, the project team analyzed the results of the meeting activities and meeting evaluations, and published a summary and digital versions of the evaluation forms on the project website.



Community Profile

The programming process began with data gathering, research, and asset mapping. Building off of Incurage's extensive data and information work, Concordia composed a Community Profile illustrating the historical, geographic, educational, and economic context and characteristics of SWCA. The Profile also included graphics and photos of the Tribune Building, summaries of previous planning efforts, and lists and maps of community assets.

Community assets (such as organizations, non-profits, schools, businesses, and parks) were mapped according to the six Nexus domains: physical, social, cultural, economic, organizational and educational. The Nexus domains serve as a framework for understanding the vital assets and needs of a healthy community.

On every table at Meeting 1, residents were equipped with the Community Profile, asset maps and Incurage's Vital Signs 2013 document – a compilation of in-depth data analysis published by Incurage and the Center on Wisconsin Strategy. These documents presented residents with a broad but detailed picture of regional assets and challenges, and they paved an informed foundation for the engagement process.



Fellows

Concordia worked with Incourage to identify an appropriate number of Fellows that were trained to assist with community organizing and facilitation of community meetings. These Fellows were managed by Incourage with guidance from Concordia.

Fellows are local non-partisan leaders and aspiring leaders who assist with on-the-ground engagement. They spread the word, help organize and facilitate the meetings, and will serve as leave-behind assets after the process concludes. Fellows will continue to play a role during the Design Phase of the project.

Best practices, including Market Creek Plaza in San Diego, CA were provided to get ideas flowing during the engagement process.

Best Practices

Concordia researched best practices with input from Incourage and other Wisconsin Rapids leaders. This research focused primarily on community development projects that have had significant physical, social, cultural, economic, organizational, and educational impacts, to create and strengthen a community or neighborhood.

The project team also researched unique and creative community-based programming options as well as identified local partners as possible program collaborators. These best practices were intended to spur creative development ideas during the planning and community engagement phases.



Outreach

Incourage Community Foundation has worked over the past decade to build local capacity for residents to be adaptive leaders who understand the importance of their participation and engagement in ongoing development of south Wood County.

Incourage's staff and infrastructure has played a key role in bringing so many participants to the table. Each staff member has supported the organizing and engagement work by recruiting community members through their personal and professional networks. Additionally, staff served as table hosts and participated in training and preparation for community meetings.

Concordia supported the outreach process by creating flyers, handouts, and digital documents to promote and document the engagement process. Concordia documented each meeting with interim publications that catalogued the meeting activities, resident work, resident comments, and meeting outcomes.

"Getting to know Galyenne, our Community Fellow, was amazing! She was perfect!"

- Community Member via Meeting 4 Evaluations



Community Meetings

Concordia designed and executed a series of four iterative community meetings with the goal of exploring and developing facility programming at the Tribune Building. The meeting process was structured such that the community members generated ideas and subsequently built on those ideas throughout the process. At the beginning of each meeting, Concordia presented the work and results of previous meetings, both to bring newcomers up to speed and to refresh the memories of returning participants. The recommendations of this programming document reflect the vision of the community that emerged during the meeting process.



Meeting 1



Meeting 1

The kickoff meeting had several important goals: to set the tone of the process, to build an atmosphere of community and trust through participant conversation and engagement, to acquire a clearer

understanding of existing community assets, and to emerge with a broad palette of program ideas for the Tribune Building. The community accomplished all of these goals.

"People experienced the welcoming of all ideas; we felt ownership, like our voice mattered."

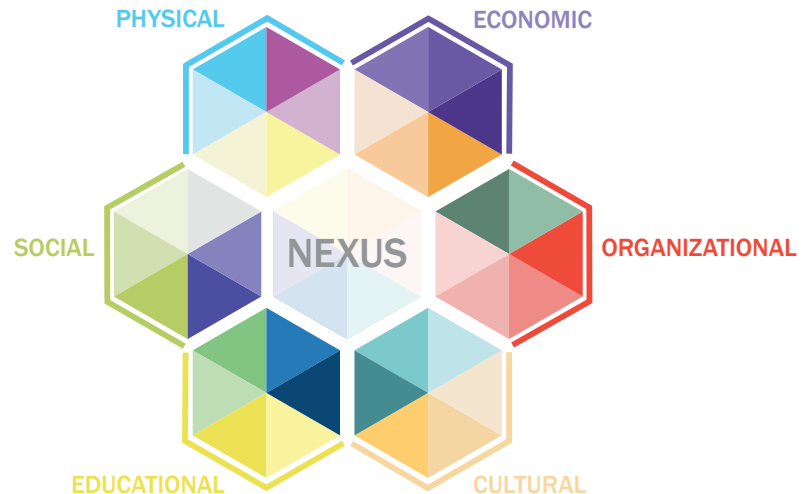
- Community Member via Meeting 1 Evaluations

Before Meeting 1, Concordia prepared materials that would orient everyone to the process. The Community Profile and Incurage's Vital Signs were provided at each table, as well as Nexus asset maps that would be used in Activity 1.

After welcome and introductions, Concordia allocated 10 minutes for participants to share with others at their table the most powerful learning experience they've had in their lives. This small activity encouraged participants to connect with their neighbors and adopt the spirit of openness and collaboration that would carry through the rest of the meeting process.



Next, Concordia gave a presentation about Nexus thinking. The presentation corresponded to the asset maps at each table. The team asked participants to view community assets through the lenses of the six Nexus domains: physical, economic, social, cultural, educational, and organizational. These domains provide a language and formal framework for discussing the benefits of programming ideas; some uses, businesses, and activities function strongly within one domain, while others function in several or even all of the domains.



Next, a "best practices" portion of the presentation helped initiate a brainstorm. Successful, unique community oriented programs from around the country were shown to give the community a taste of the breadth of possibilities.

Following the presentation, participants began the organized meeting activities. The first activity was to review and augment the asset maps provided by Concordia. Each table had one 48" x 36" printed map of SWCA, which showed assets in one of the six Nexus domains. Residents reviewed the maps and added any missing assets. This activity informed everyone, including Concordia, about all the active organizations, groups, businesses, and non-profits in the area, and where they operate. The exercise helped the community identify which programs were abundant in the region, and where there may be programmatic deficiencies.

Activity 2 built off of Activity 1. Participants brainstormed program ideas that would supplement assets within the Nexus domain that their table reviewed. Each table placed post-it notes on a sheet divided into four quadrants:

- Part time/new use
- Full time/new use
- Part time/in partnership
- Full time/in partnership

These four quadrants challenged residents to generate new program ideas, programs that expand existing assets, and programs that may exist temporarily, such as weekly, monthly, or seasonally. These simple parameters encouraged participants get creative with possibilities, while focusing on a single Nexus domain.



...were organized into:
12 Major Categories
 & 49 Subcategories

The results were astounding. Nine hundred and thirty-nine post-its encompassing 168 unique ideas were submitted by the community. These ideas immediately began to exhibit community consensus that would strengthen throughout the process. Concordia organized those 168 ideas into 49 subcategories and 12 major categories to be presented and voted upon at Meeting 2.

Top nominated ideas included: fitness, educational space, community kitchen/incubator, farmer's market, restaurant, meeting space, children's museum, water sports rentals, cultural arts center/gallery, brew pub/microbrewery, yoga, arts classroom, music studio/performance area, business incubator, café, amphitheater, Computer Lab, bike rentals, and makerspace.

All the ideas were organized into 12 major categories: Recreation, Food, Entertainment & the Arts, Education, Business & Innovation, Institutional, Gathering Space, Youth & Teen, Market, Design Ideas, Retail, Social Services.

These results would be the basis for Meeting 2 activities.

<p>160</p> <p>Recreation</p> <p><i>Fitness & Active Recreation Recreational Rentals Water Feature Games & Video River Activities Biking Hub</i></p>	<p>135</p> <p>Food</p> <p><i>Kitchen & Restaurant Café & Coffee House Beer & Wine Ice Cream & Frozen Yogurt Food Aggregator</i></p>	<p>116</p> <p>Entertainment & the Arts</p> <p><i>Art Center & Gallery Art Studios, Dark Room, & Art Classes Music Entertainment Venue Music Center & Studios Theater Woodworking & Tool Shop</i></p>	<p>85</p> <p>Education</p> <p><i>Class Space Computer & Internet Study Space Misc. Education</i></p>
<p>77</p> <p>Business & Innovation</p> <p><i>Business Services Makerspace Misc. Business</i></p>	<p>70</p> <p>Institutional</p> <p><i>Community Historical Tourism & Hospitality Environmental Center Religious</i></p>	<p>67</p> <p>Gathering Space</p> <p><i>Medium & Large Space Social Space Picnic Area Community Share Civic Corner</i></p>	<p>66</p> <p>Youth & Teen</p> <p><i>Misc. Youth & Teen Children's Museum</i></p>
<p>56</p> <p>Market</p> <p><i>Farmers' Market Public Market</i></p>	<p>41</p> <p>Design Ideas</p> <p><i>Green Space Close 1st Ave Compost Environmental Design Misc. Design Ideas</i></p>	<p>38</p> <p>Retail</p> <p><i>Misc. Retail</i></p>	<p>28</p> <p>Social Services</p> <p><i>Health Shelter Misc. Social Services</i></p>

Meeting 2



Meeting 2

At Meeting 2, Concordia presented the results from Meeting 1 to the community as the starting point for discussion, commentary, connection, and eventual voting.

At this meeting, participants engaged in deeper discussion about the programming ideas suggested in Meeting 1, in order to hone in on the best program options.

Residents drew connections, and wrote comments and vision statements for the programming they wanted in the Tribune Building

After Concordia reintroduced the project and the team, and recapped Meeting 1 work and results, participants were soon at work. The results of Meeting 1--the 168 ideas, 49 subcategories, and 12 major categories--were reflected in the table sheets at each table. The large circular sheets presented the 12 categories as wedges proportional in size to their frequency of idea submission at Meeting 1. Each wedge was divided into boxes representing each subcategory, and within those subcategories were the list of unique ideas.

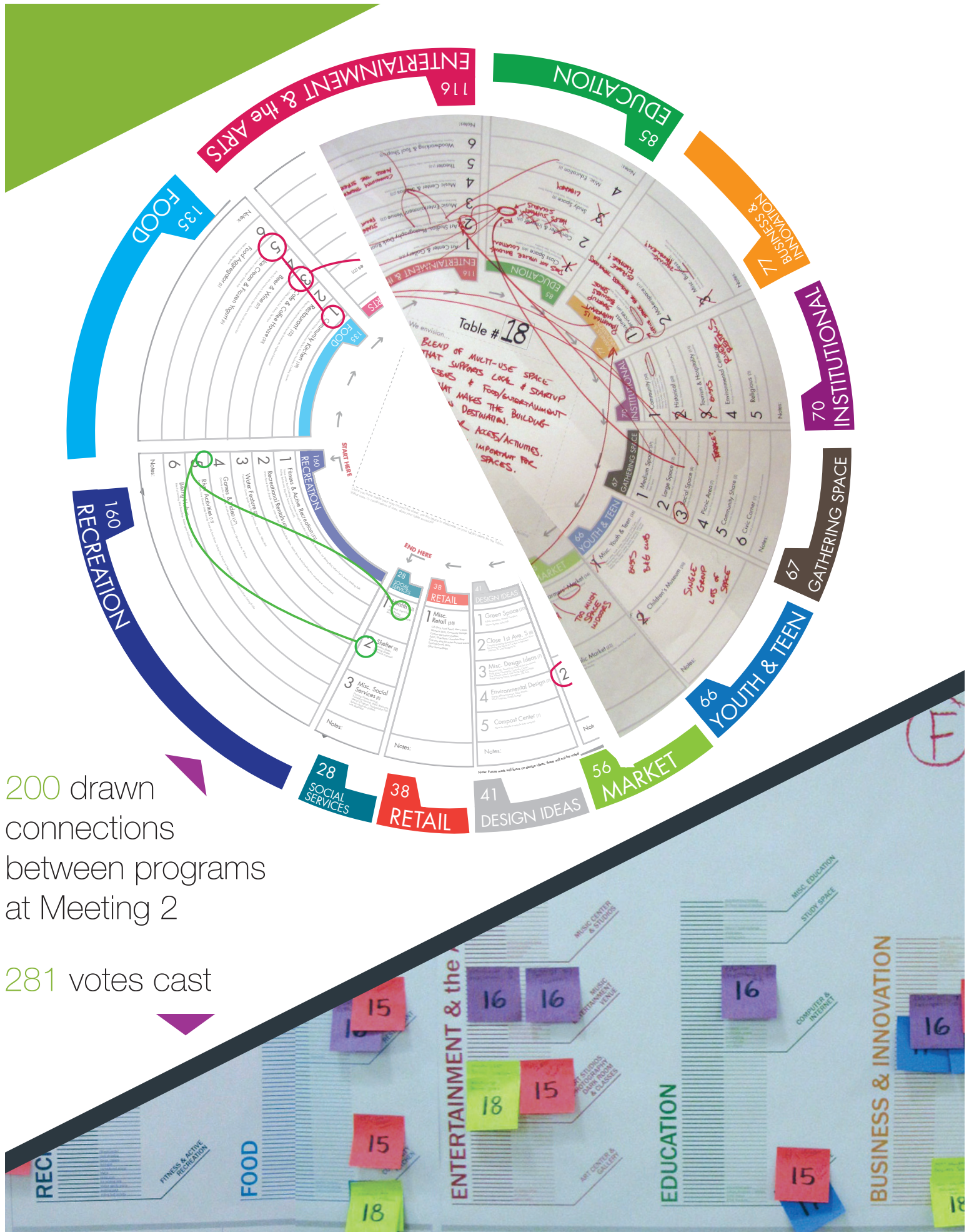
For Activity 1, each table worked around the circular sheet and considered the categories, subcategories, and ideas. They were asked to write in comments and draw connections they saw between ideas or larger categories. Once they considered all the ideas, they wrote a vision statement that reflected their goals and hopes for the Tribune Building. This statement synthesized the options they reviewed into a cohesive programming mix in the building.

Moving into Activity 2, each table evaluated their comments and vision statement in order to come to a consensus on how to allocate ten votes for the programming they thought was best suited for the Tribune Building. Residents were able to vote on the 49 subcategories or the 12 major categories. They placed their post-it votes on one of five wall graphics that illustrated the major categories and the 49 subcategories. Twenty-eight tables, including one online "virtual table," voted, resulting in 281 votes.



"We envision an adaptive space - that's sustainable, building on our food assets, youth, recreational assets and our desire to gather and connect."

- Table 3 via Meeting 2 Vision Statement



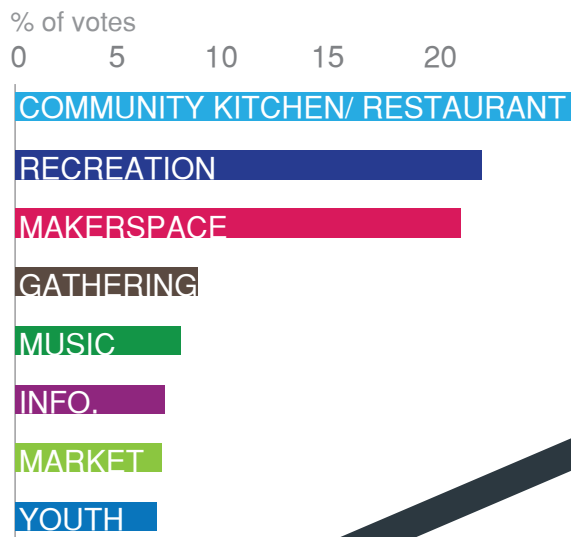
200 drawn connections between programs at Meeting 2

281 votes cast

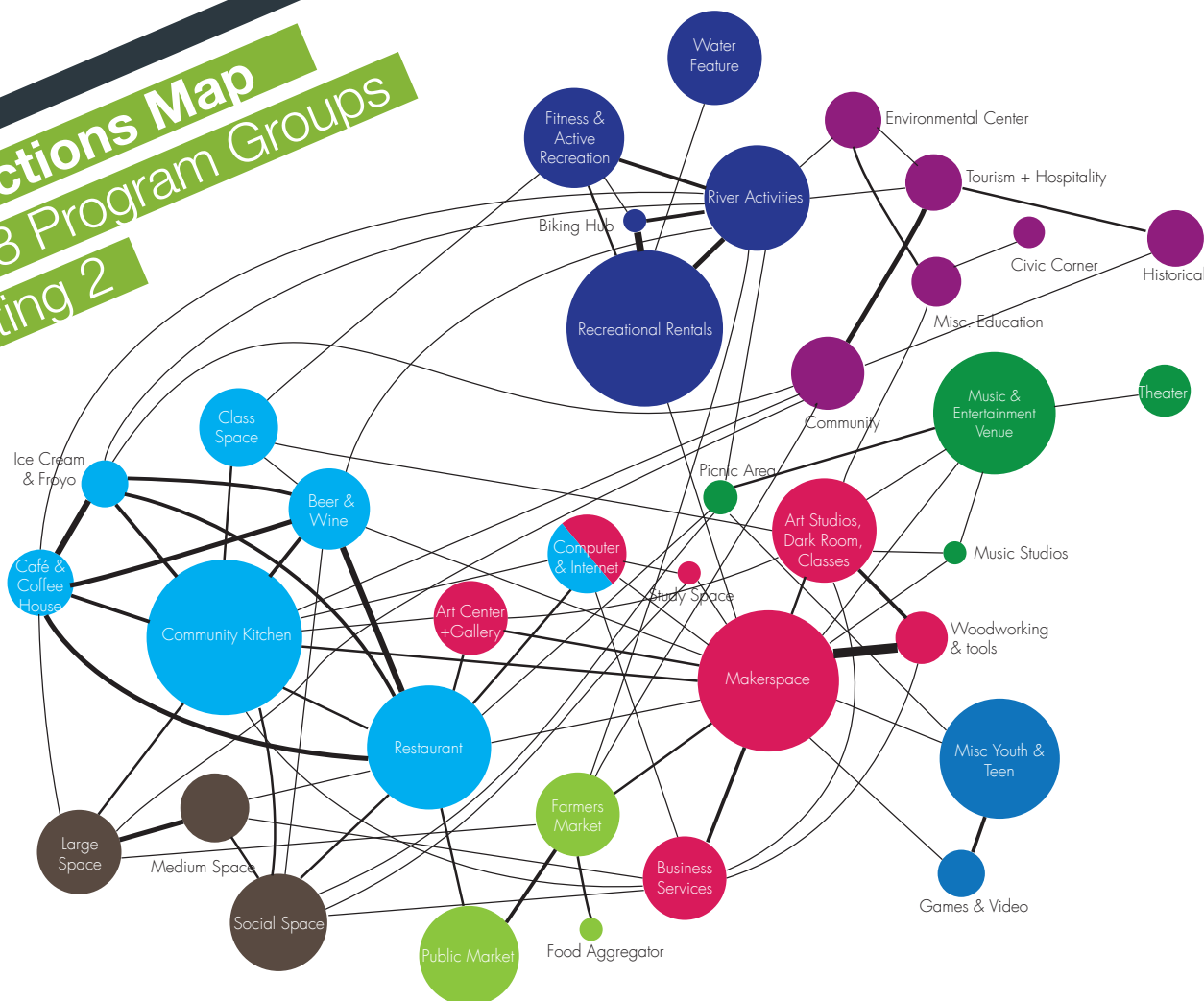
The results from Meeting 2 enabled Concordia to map the preferences and groupings of each table. The voting results, paired with the vision statements and comments, clearly illustrated community preferences.

The drawn connections between the vote-getting ideas demarcated new programming groups. Ninety-two percent of the votes fell into one of the top eight programming groups, and 66% of the votes went to the top four groups. In order of popularity, the top eight groups were: Community Kitchen/Restaurant, Recreation, Makerspace, Flexible & Gathering Space, Music Entertainment, Community Information, Market, and Youth Oriented.

Meeting 2 Voting Summary



Connections Map of Top 8 Program Groups at Meeting 2



Meeting 3



Meeting 3

While Meeting 2 established the popularity of program ideas and groups of ideas, Meeting 3 honed in on each idea to turn them into clearly defined program elements.

Once defined, residents ranked the elements within each group.

"We were able to determine how to make the top choices selected at the last meeting more feasible." - Community Member via Meeting 3 Evaluations



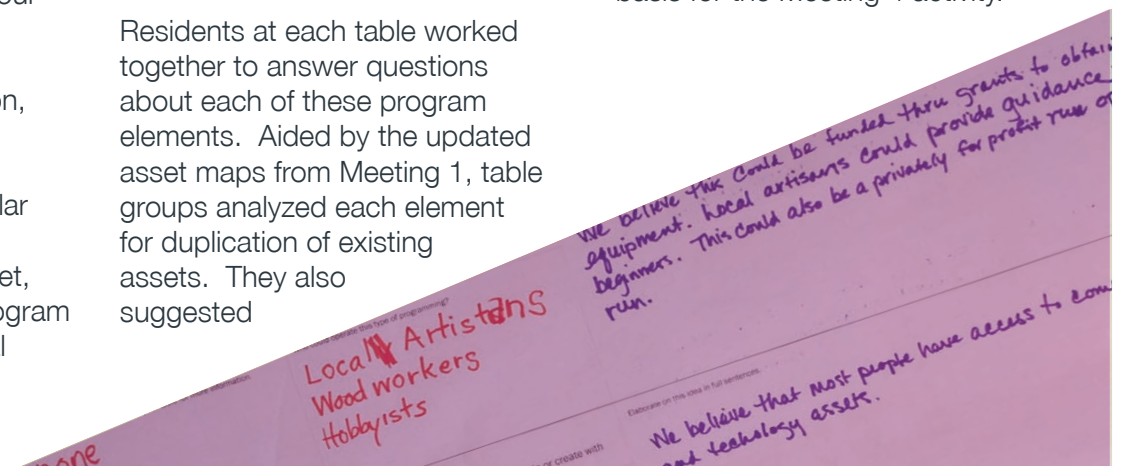
After the welcome, project introduction, and overview of previous meetings and results, residents were introduced to their activity. On each table were five sheets – our corresponded to the top four program groups: Community Kitchen/Restaurant, Recreation, Makerspace, and Flexible & Gathering Space, and the fifth was one of the four less popular options: Music Entertainment, Community Information, Market, and Youth Oriented. Each program group was divided into several program elements with a brief description.

These program elements were based on the most popular ideas that the community mentioned and connected to one another throughout the process. For instance, the Community Kitchen/Restaurant sheet was divided into five elements: Rentable Kitchen, Commercial Restaurant, Culinary Training, Rooftop Dining/Social Space, and Rooftop Garden.

Residents at each table worked together to answer questions about each of these program elements. Aided by the updated asset maps from Meeting 1, table groups analyzed each element for duplication of existing assets. They also suggested

operators, elaborated on the ideas in full sentences, and identified time and space utilization for each programming element. After considering each element, tables ranked the elements within each program group on their table sheets.

This activity provided the project team with a more detailed picture of what programs the community wants. Meeting 2 votes resulted in group rankings, while Meeting 3 ranked the specific ideas within those groups, and honed the definition of those ideas. The sum of this information became the basis for the Meeting 4 activity.



"There were a lot of tough decisions, but at the end of the meeting, we were able to narrow down the ideas for the building space."

- Community Member via Meeting 3 Evaluations

Meeting 3 Ranking Results

23% percent of votes from Meeting 2

Community Kitchen/ Restaurant

1. Rooftop Dining/Social Space
2. Commerical Restaurant
3. Culinary Training
4. Rentable Kitchen

19%

Recreation

1. Misc. Recreational Rental
2. Bike Rental or Bike Share
3. Water Feature
4. Boat Docks/ Fishing Pier
5. Indoor Climbing Wall
6. Water Safety Training

18%

Makerspace

1. Business Incubator Focus
2. Computer & Technology Focus
3. Woodshop Focus
4. Art Focus

7%

Flexible & Gathering Space

1. Rooftop Social Space
2. Rentable Flexible Space
3. Rentable Meeting Rooms

7%

Music Entertainment

1. Rooftop Performances
2. Band Shell/Amphitheater
3. Indoor Performances

6%

Community Information

1. Welcome Center/Info. Kiosk
2. Historical Focus
3. Environmental Focus
4. Multicultural Center

6%

Market

1. Public Market
2. Farmers' Market

6%

Youth Oriented

1. Children's Museum
2. Game Room
3. Mentoring Programs

Meeting 4



Meeting 4

For Meeting 4, Concordia designed an activity that would challenge the community to think spatially. Divided into 24 table groups, community members discussed and arranged program blocks into floor plan diagrams on table sheets.

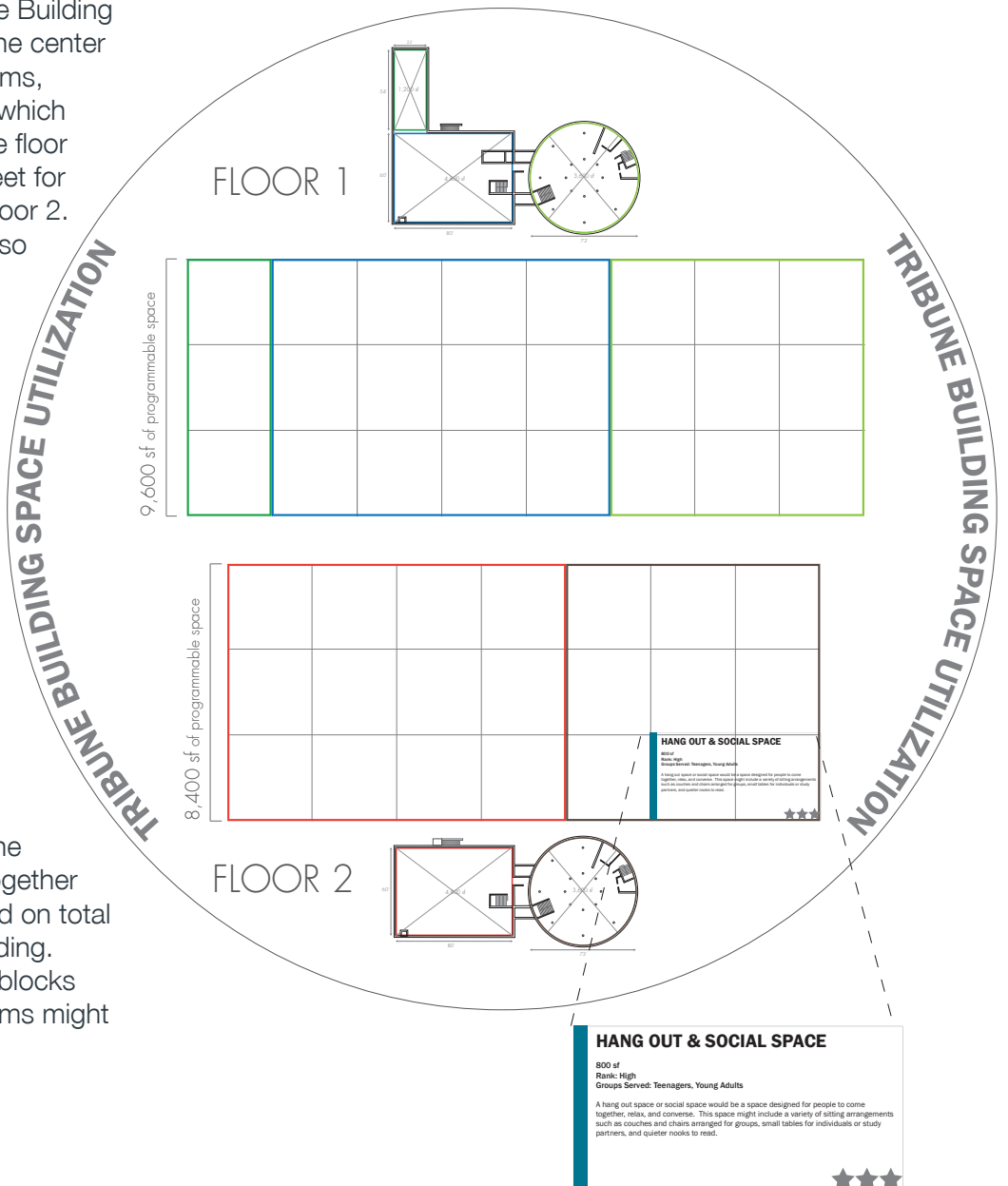
Because residents could choose between varying sizes of certain programs, such as the Restaurant, the community selected the average desired sizes for these programs, as well as rank and adjacency preferences.

"It is making people feel their ideas really matter and thus they feel more attached to the community." - Community Member via Meeting 4 Evaluations

On each table was a large circular sheet, with plan views of the 1st and 2nd floor of the Tribune Building and dimensions of the rooms. In the center of the sheet were two large diagrams, corresponding to each floor plan, which clearly depicted the programmable floor area of each floor: 9,600 square feet for floor 1 and 8,400 square feet for floor 2. The divisions of the rooms were also shown.

Concordia provided residents with rectangular blocks of varying sizes that represented different programming elements. On each block was a description of the program, the population served, the estimated necessary floor area, and the popularity of the program from previous meetings. Some programs could be a range of sizes, in which case residents had a variety of blocks to choose from.

Community members had more program blocks than would fit in the building, requiring them to work together and prioritize their selections based on total available space in the Tribune Building. They also arranged their program blocks based on how neighboring programs might affect one another.



Residents arranged program blocks into the diagram on their table sheets at Meeting 4.

Raw Frequency Rankings reflect the popularity of program options at Meeting 4.

Program rank was also crucial to Meeting 4. In this instance, rank refers to the raw number of times a program was included on a participant table sheet.

Top ranking programs result from combining identical uses of varying size (e.g., small or large Game Room). Also included were instances when participants included multiple copies of the same program.

Raw Program Rankings

- 39 Small & Medium Flexible Space
- 31 Conference Room
- 24 Microbrewery
- 24 Recreational Rental Facility
- 22 Café
- 22 Culinary Kitchen
- 20 Welcome Center
- 19 Game Room
- 18 Art Studio
- 18 Hang Out Space
- 18 Small Meeting/Study Room
- 16 Restaurant
- 16 Large Meeting/Classroom
- 14 Art Gallery Space
- 13 Indoor Climbing
- 12 Computer Lab
- 12 Woodshop
- 10 Play Area
- 9 Large Flexible Space
- 3 Dark Room
- 2 Interactive Learning Center
- 2 Child Care

Concordia analyzed adjacencies for each program option included in the Meeting 4 Activity.

Adjacency Frequencies

	Restaurant	Café	Micro Brewery	Culinary Kitchen	Recreational Rental	Indoor Climbing	Woodshop	Computer Lab	Large Meeting	Study Room
Restaurant			14	8	1		1		2	
Café			5	8	9	3		3	3	5
Micro Brewery	14	5		11	3		2	1	4	2
Culinary Kitchen	8	8	11		1		2		4	2
Recreational Rental	1	9	3	1		7	2			1
Indoor Climbing		3			7		1			
Woodshop	1		2	2	2	1		1	5	1
Computer Lab		3	1				1		4	4
Large Meeting	2	3	4	4			5	4		1
Study Room		5	2	2	1		1	4	1	
Conference Room	3	5	7	3	2	1	4	3	12	4
Art Studio	2	2	3	5	5	1	6	2	4	
Art Gallery	1	2	1	6		1	1	1	1	
Dark Room							1			
Large Flexible Space	4		1	3						1
Small and Medium Flexible Space	7	5	9	7	5	3	6	5	4	2
Hang Out Space	1	6		1	7	1	1	6	1	2
Welcome Center	1	4	2		13	2	2	1		3
Interactive Learning Center					1			1	1	
Child Care							1			
Play Area		2		1	5	3				1
Game Room		3	1	4	4	1		3		2

The graphic below encapsulates both adjacency data and ranking for all options.

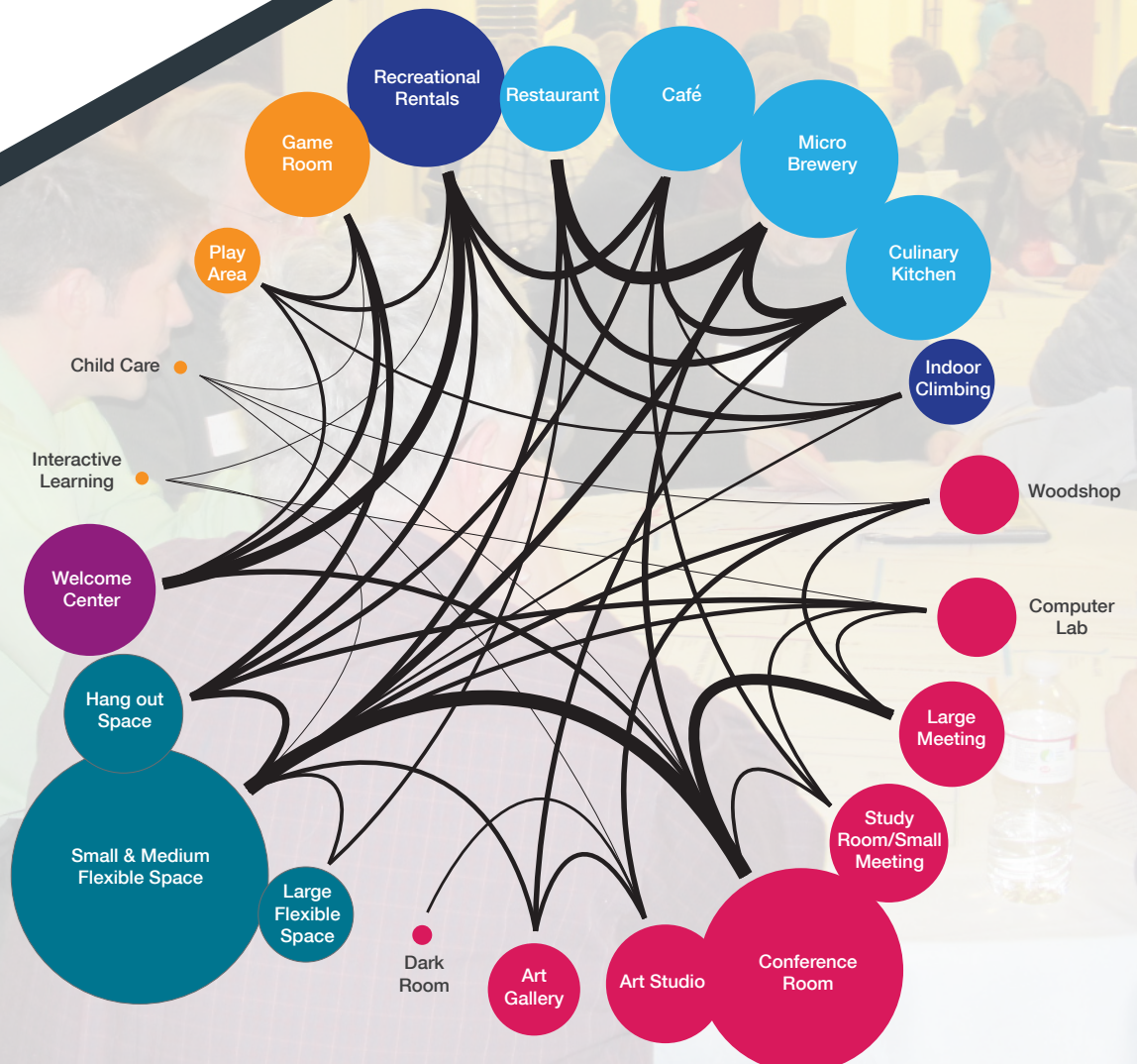
Because this meeting activity was only concerned with interior space, popular ideas that evolved over the process that might take place outside the building were not addressed. These included an outdoor music venue, picnic area, outdoor market, rooftop social space, rooftop garden, and boat docks.

Exterior programming would work in concert with the interior programming. Concordia made

it very clear that these program elements have not been discarded, and they will be pursued with the same vigor as the interior program elements at a point later in the process.

The results of this meeting are directly reflected in the recommendations of this programming document.

This graphic depicts the frequency of inclusion of each program in Meeting 4 and the frequency of adjacency between program blocks.





Interior Program Options

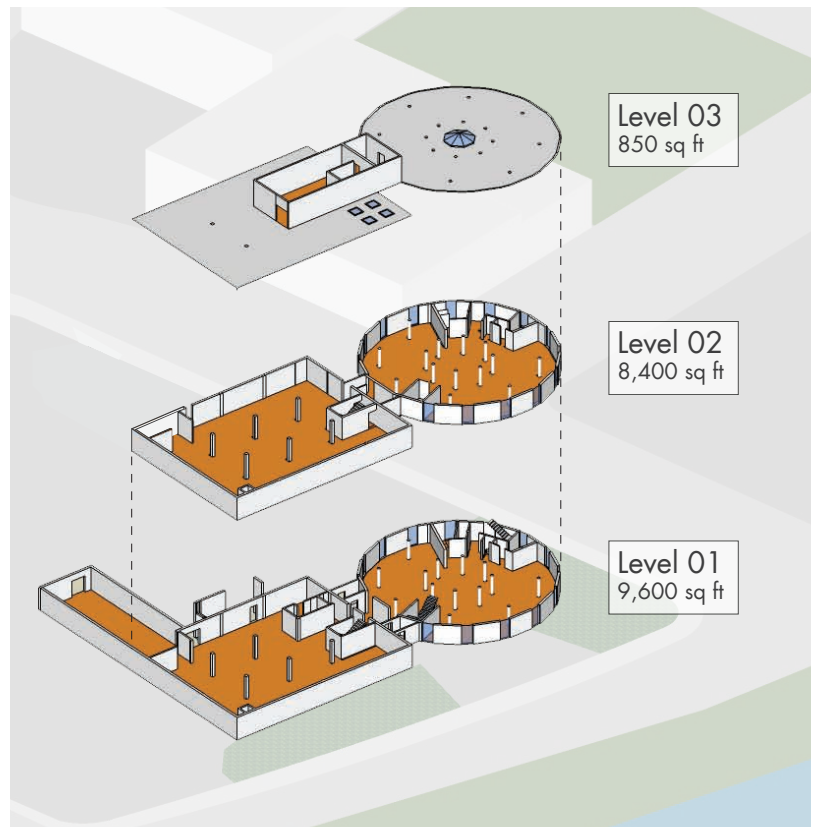
Interior Program Options

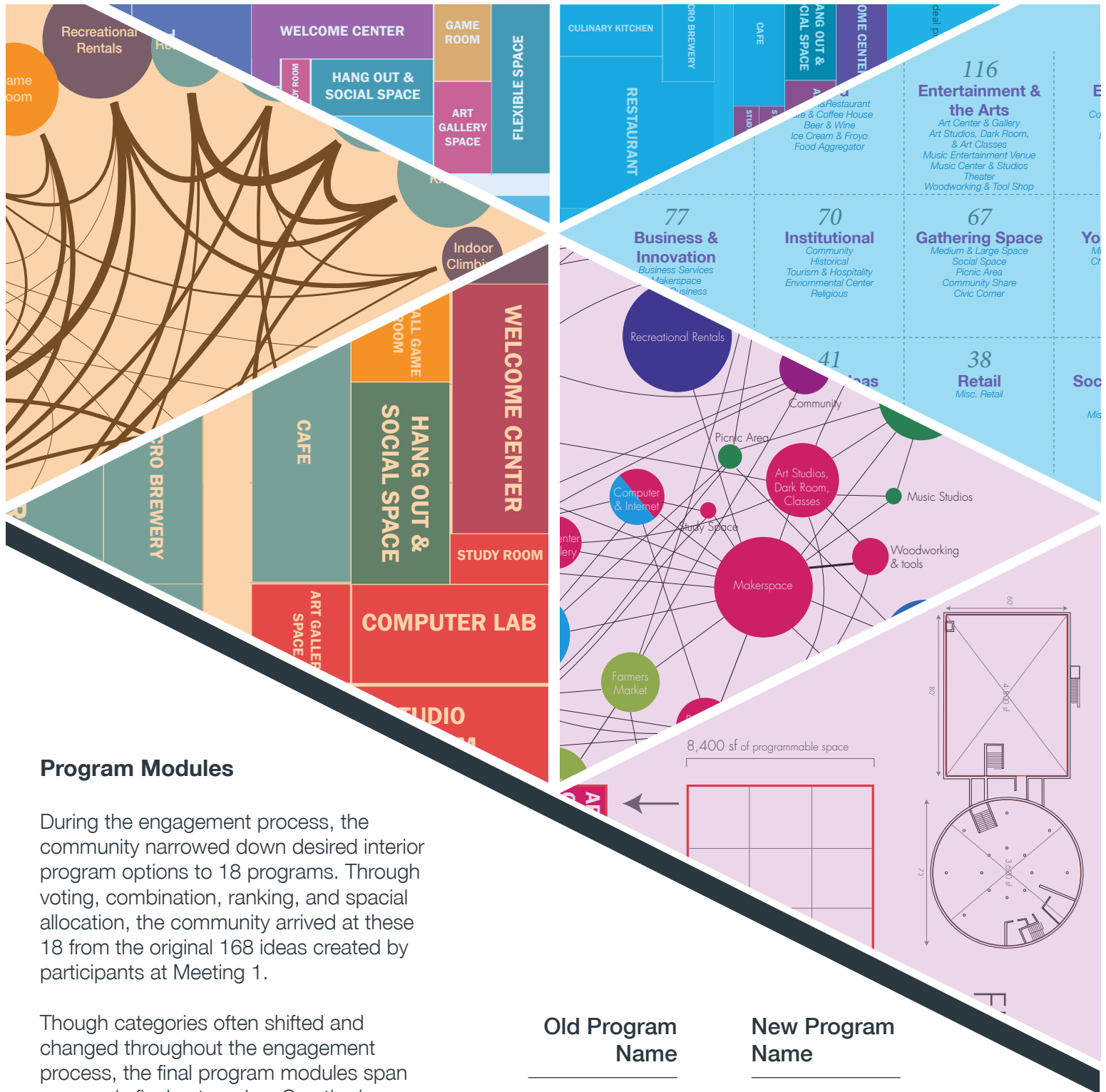
The Interior program options recommended in this section were created through the engagement process described in the Methodology section of this document. Concordia has analyzed the results from all of the meetings, and used them as the basis for these program options.

The dedication of Incurage Community Foundation to authentic engagement is unique and impressive, but it also presents challenges for design professionals. Because the process has been very open and transparent, with no "set-in-stone" programming-specific goals, there are nearly infinite possibilities for programming the Tribune Building's interior spaces.

The building blocks of the final programming scenarios are described on the following pages. These Program Modules include more thorough information that will be required as we move into design. They also provide Incurage with information that will be helpful with operations, governance, and research over the coming months.

Following receipt of this document, Incurage will examine the three scenarios and provide feedback and guidance to Concordia. Concordia will make the final decision about building programming based on input received from Incurage, as well as design considerations and architectural expertise.











Program Modules

During the engagement process, the community narrowed down desired interior program options to 18 programs. Through voting, combination, ranking, and spacial allocation, the community arrived at these 18 from the original 168 ideas created by participants at Meeting 1.

Though categories often shifted and changed throughout the engagement process, the final program modules span across six final categories: Creative/Innovation, Recreation, Dining, Community, Youth & Teens, and Flexible Spaces.

The following pages detail the objectives, use, size, and other information pertaining to each of these 18 program options. Once a Final Program Scenario has been determined, the architectural team will continue to define and detail attributes of each program included in that scenario.

Old Program Name		New Program Name
Information		COMMUNITY
Makerspace		CREATIVE/INNOVATION
Food		DINING
Social & Gathering		FLEXIBLE SPACES
Recreation		RECREATION
Youth Oriented		YOUTH & TEENS

Program Modules

	Use	Square Footage	Page
COMMUNITY	Welcome Center	1200	45
CREATIVE/INNOVATION	Art Studio	1200	46
	Art Gallery	400-1200	47
	Woodshop	1600-3200	48
	Computer Lab	800	49
DINING	Restaurant	3200-3600	50
	Rentable Kitchen	800	51
	Micro Brewery	800-2000	52
	Café	1200-1600	53
FLEXIBLE SPACES	Conference Room	400	54
	Large Meeting Room/Classroom	800	55
	Social Space/Hang Out	800	56
	Open Flexible Space	800-1200	57
RECREATION	Recreational Equipment Rental	2400	58
	Indoor Climbing Wall	1200	59
YOUTH & TEENS	Play Area	800	60
	Game Room	400-800	61

PROGRAM MODULE

Program Modules

COMMUNITY

Welcome Center



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide a welcoming space for community members and visitors to be informed about activities in the building, downtown destinations, and regional culture and history. Visitors and residents can come here to learn about all the events and opportunities in the building and the region.

Anticipated Use

Year-round

Assignable Area

1,200-1,600 SF

Occupancy Type

Assembly A-3

Capacity

80-107

Potential Spaces

- ◀ Reception
- ◀ Open Space
- ◀ Storage Closet

Finishes/Treatments

- ◀ Resilient flooring or other durable, hard, easily cleanable surface for floors
- ◀ Curtains or shades at windows for acoustic absorption

Equipment

N/A

Engineering Requirements

N/A

Technology

- ◀ Wi-Fi
- ◀ Voice and Data Connection

FFE

Millwork, circulation desk, tables, chairs, sofas, soft seating, magazine racks, display areas

WELCOME CENTER

Program Modules

CREATIVE/INNOVATION

Art Studio



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide a workspace and learning space for painting, drawing, and sculpting by students, teachers, hobbyists, and artists. This space would be available for after school, summertime, and night-time art classes.

Anticipated Use

Year-round

Assignable Area

1,200 SF

Occupancy Type

Business

Capacity

12

Potential Spaces

- ◀ Studio
- ◀ Storage

Finishes/Treatments

- ◀ Durable, hard surface, easily cleanable surface for flooring
- ◀ Curtains or shades at windows for acoustic absorption and lighting control

Equipment

- ◀ Deep basin sinks
- ◀ Mop sink

Engineering Requirements

- ◀ Track lighting
- ◀ Sink with traps and cleanout

Technology

- ◀ Wi-Fi

FFE

Millwork cabinets, counters, studio tables, stools, storage cabinets, drying racks, open shelves, pin-up space, displays, easels

ART STUDIO

Program Modules

CREATIVE/INNOVATION

Art Gallery



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide an accessible space where artists can display and sell their work. This space should foster social interaction and promote local artists and culture.

Anticipated Use

Year-round

Assignable Area

400-1,200 SF

Occupancy Type

Assembly A-3 (Standing space)

Capacity

80-240

Potential Spaces

- ◀ Gallery
- ◀ Storage

Finishes/Treatments

- ◀ Painted sheetrock walls for displaying artwork
- ◀ Provide plywood backing behind sheetrock or blocking between the studs at art hanging height

Equipment

N/A

Engineering Requirements

- ◀ Track lighting

Technology

- ◀ Wi-Fi

FFE

Movable partitions

ART GALLERY

Program Modules

CREATIVE/INNOVATION

Woodshop



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide the space and tools for experienced craftspeople and woodworkers as well as beginners to do woodworking projects and take classes. This space would be an asset to local crafts organizations and those who want to learn woodworking skills.

Anticipated Use

Year-round

Assignable Area

1,600-3,200 SF

Occupancy Type

Business

Capacity

16-32

Potential Spaces

- ◀ Shop
- ◀ Storage
- ◀ Monitor Room

Finishes/Treatments

- ◀ Durable, hard surface, easily cleanable flooring

Equipment

- ◀ Deep basin sinks
- ◀ Mop sink
- ◀ Dust collector
- ◀ Band saw
- ◀ Miter saw
- ◀ Drill press
- ◀ Jointer/planer
- ◀ Sander
- ◀ Table Saw

Engineering Requirements

- ◀ Air filtration system

Technology

- ◀ Wi-Fi

FFE

Cabinets, counters, workbenches, open shelves

WOODSHOP

Program Modules

CREATIVE/INNOVATION

Computer Lab



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide a computer lab space for programmers, designers, and creative use, as well as for general computer and internet access to the community at large. The computer lab would enable programmers, digital artists, and computer enthusiasts to meet, share, teach and learn. The lab would have a 3-D printer to print models and digital sculptures.

Anticipated Use

Year-round

Assignable Area

800 SF

Occupancy Type

Business

Capacity

8

Potential Spaces

◀ Storage Closet

Finishes/Treatments

◀ Carpet or other acoustic absorbing material for floors
 ▶ Curtains or shades at windows for acoustic absorption
 ▶ Acoustic ceiling tile or similar acoustic product for ceiling

Equipment

◀ Flat Panel TV/Monitor
 ▶ Computer Stations
 ▶ Presenter's Station
 ▶ 3D Printer

Engineering Requirements

N/A

Technology

◀ Audiovisual System
 ▶ Wi-Fi

FFE

Movable tables, chairs, markerboards, presenter's station/podium

COMPUTER LAB

Program Modules

DINING

Restaurant



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide a unique full-service restaurant with indoor dining. Patrons to include people of all ages, both small and large parties. This would work in conjunction with rooftop dining and social space if possible.

Anticipated Use

Year-round

Assignable Area

3,200-3,600 SF

Occupancy Type

Assembly A-2

Capacity

213-240

Potential Spaces

- ◀ Commercial Kitchen
 - Prep Area
 - Cooking
 - Serving
- ◀ Receiving and Storage Areas
 - Dry Storage
 - Dish/Glassware Storage
 - Refrigerators
 - Freezers
- ◀ Sanitation Areas
 - Handwash Area
 - Dishwashing Area
 - Pot and Pan Section
- ◀ Dining Room/Bar
- ◀ Outdoor/Rooftop Seating
- ◀ Management Office
- ◀ Coatcheck
- ◀ Waiters Station

Finishes/Treatments

- ◀ Finishes to meet USDA Food Safety and Inspection Service guidelines
- ◀ Stainless steel or antimicrobial surfaces in prep area
- ◀ Durable, slip-resistant flooring in kitchen

Equipment

- ◀ Range/Hood
- ◀ Convection/Electric Oven
- ◀ Walk-In Cooler
- ◀ Undercounter Refrigerator
- ◀ Multiple Compartment Sinks
- ◀ Dishwasher/Dish Machine
- ◀ Fryer
- ◀ Ice Machine
- ◀ Freezer
- ◀ Handwash Sink
- ◀ Bar Sink

Engineering Requirements

- ◀ Exhaust hood at range
- ◀ Grease traps at sinks
- ◀ Light fixtures to comply with USDA guidelines
- ◀ GFCI-protected receptacles in wet locations

Technology

- ◀ Wi-Fi

FFE

Millwork cabinets, counters, prep tables, table tops and bases, chairs, bar stools, booths, sofas/ottomans, movable carts

RESTAURANT

Program Modules

DINING

Rentable Kitchen



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide a rentable kitchen facility for use by residents and community groups for special events, parties, cooking demonstrations, and culinary classes. The kitchen would enable community groups to prepare large meals for events, such as parties, fundraisers, and wedding receptions. It would also accommodate group culinary classes and training.

Anticipated Use

Temporary: by reservation

Assignable Area

800 SF

Occupancy Type

Business (Kitchens, commercial)

Capacity

4

Potential Spaces

- ◀ Commercial Kitchen
 - Prep Area
 - Cooking
 - Serving
- ◀ Storage Areas
 - Dry Storage
 - Dish/Glassware Storage
 - Refrigerators
 - Freezers
- ◀ Sanitation Areas
 - Handwash Area
 - Dishwashing Area
 - Pot and Pan Section

Finishes/Treatments

- ◀ Finishes to meet USDA Food Safety and Inspection Service guidelines
- ◀ Stainless steel or antimicrobial surfaces in prep area
- ◀ Durable, slip-resistant flooring in kitchen

Equipment

- ◀ Range/Hood
- ◀ Convection/Electric Oven
- ◀ Walk-In Cooler
- ◀ Multiple Compartment Sinks
- ◀ Dishwasher/Dish Machine
- ◀ Fryer
- ◀ Ice Machine
- ◀ Freezer
- ◀ Handwash Sink

Engineering Requirements

- ◀ Exhaust hood at range
- ◀ Grease traps at sinks
- ◀ Light fixtures to comply with USDA guidelines
- ◀ GFCI-protected receptacles in wet locations

Technology

- ◀ Wi-Fi

FFE

Millwork cabinets, counters, prep tables, stools, mirrors for viewing

RENTABLE KITCHEN

Program Modules

DINING

Micro Brewery



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Expand the restaurant to include a facility for craft beer brewing, consumption, and demonstrations for both beer connoisseurs and adults. Beer made in the micro brewery would be special local brews to be sold in the restaurant. Bottling capabilities would increase the necessary size of the facility. If restaurant is not included, the necessary size of the micro brewery will need to be larger as well, to provide space for a bar and service.

Anticipated Use

Year round

Assignable Area

1000-2,000 SF

Occupancy Type

Factory Industrial F-2 Low Hazard

Capacity

10-20

Potential Spaces

- ◀ Micro Brewery
 - Prep Area
 - Brewing Space
 - Fermenting Space
 - Cool Room
 - Kegging Space
 - Mill Room
- ◀ Storage
 - Keg Storage
 - Glassware Storage
- ◀ Sanitation Areas
 - Handwash Area
 - Dishwashing Area
- ◀ Bar/Seating

Finishes/Treatments

- ◀ Finishes to meet USDA Food Safety and Inspection Service guidelines
- ◀ Stainless steel or antimicrobial surfaces in Micro Brewery
- ◀ Durable, slip-resistant flooring in Micro Brewery

Equipment

- ◀ Kettles
- ◀ Hot/Cold Storage Tanks
- ◀ Fermenting Machinery
- ◀ Multiple Compartment Sinks
- ◀ Keg Cooler/Dispenser
- ◀ Undercounter Refrigerators
- ◀ Kegs
- ◀ Brewing System
- ◀ Handwash Sink
- ◀ Dishwasher
- ◀ Ice Bins
- ◀ Bar Sink

Engineering Requirements

- ◀ Grease traps at sinks
- ◀ Light fixtures to comply with USDA guidelines
- ◀ GFCI-protected receptacles in wet locations

Technology

- ◀ Wi-Fi

FFE

Bar back, counters, millwork cabinets, prep tables, table tops and bases, chairs, bar stools, booths, sofas/ottomans

MICRO BREWERY

Program Modules

DINING

Café



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide a casual dining and snacking option. The café would sell a range of lower-cost food and refreshments, such as sandwiches, coffee, tea, smoothies, ice cream or other items that cater to a social atmosphere, short waiting times, and to-go options for those enjoying the riverfront or other areas of the building.

Anticipated Use

Year-round

Assignable Area

1,200-1,600 SF

Occupancy Type

Assembly A-2

Capacity

80-107

Potential Spaces

- ◀ Commercial Kitchen
 - Prep Area
 - Cooking
 - Serving
- ◀ Receiving and Storage Areas
 - Dry Storage
 - Dish/Glassware Storage
 - Refrigerators
 - Freezers
- ◀ Sanitation Areas
 - Handwash Area
 - Dishwashing Area
 - Pot and Pan Section
- ◀ Order Station/Cash Wrap
- ◀ Bussing Station
- ◀ Indoor Seating

Finishes/Treatments

- ◀ Finishes to meet USDA Food Safety and Inspection Service guidelines
- ◀ Stainless steel or antimicrobial surfaces in prep area
- ◀ Durable, slip-resistant flooring in kitchen

Equipment

- ◀ Range/Hood
- ◀ Commercial Refrigerator
- ◀ Display Refrigerator
- ◀ Multiple Compartment Sinks
- ◀ Dishwasher/Dish Machine
- ◀ Fryer
- ◀ Commercial Freezer
- ◀ Ice Machine
- ◀ Handwash Sink

Engineering Requirements

- ◀ Exhaust hood at range
- ◀ Grease traps at sinks
- ◀ Light fixtures to comply with USDA guidelines
- ◀ GFCI-protected receptacles in wet locations

Technology

- ◀ Wi-Fi

FFE

Millwork cabinets, counters, prep tables, table tops and bases, chairs

CAFÉ

Program Modules

FLEXIBLE SPACES

Conference Room



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide a professional conference room that can be reserved and used by start-ups, non-profit organizations, businesses, residents and community groups for presentations, meetings and conference calls. The conference room would support entrepreneurial efforts of all kinds by providing a professional environment for meetings.

Anticipated Use

Year-round: By reservation

Assignable Area

400 SF

Occupancy Type

Assembly A-3

Capacity

27

Potential Spaces

N/A

Finishes/Treatments

- ◀ Carpet or other acoustic absorbing material for floors.
- ◀ Curtains or shades at windows for acoustic absorption.
- ◀ Acoustic ceiling tile or similar acoustic product for ceiling.

Equipment

- ◀ Flat Panel TV/Monitor
- ◀ Conference Phone

Engineering Requirements

- ◀ Mechanical equipment, VAV boxes, and fan-coil units should not be located above, below, or adjacent to conference room.
- ◀ Air handlers to have low sound-level ratings
- ◀ Size ducts to provide low air velocities. Diffusers should have NC rating of 25 or less.
- ◀ Use sound absorbing duct liners.

Technology

- ◀ Audiovisual System
- ◀ Videoconferencing
- ◀ Wi-Fi
- ◀ Voice and Data Connection

FFE

Conference table, conference chairs, console, markerboards, display boards, movable cart

CONFERENCE ROOM

Program Modules

FLEXIBLE SPACES

Large Meeting Room/ Classroom



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide a general space for classes, meetings, group discussions and presentations for students, start-ups, community groups and other organizations. This meeting room would be larger than a conference room and would include flexible tables that can be arranged for large group discussion and conferences, or for lecture-style classes.

Anticipated Use

Year-round: By reservation

Assignable Area

800-1000 SF

Occupancy Type

Assembly A-3

Capacity

54-67

Potential Spaces

◀ Storage Closet

Finishes/Treatments

◀ Carpet or other acoustic absorbing material for floors
◀ Curtains or shades at windows for acoustic absorption
◀ Acoustic ceiling tile or similar acoustic product for ceiling

Equipment

◀ Flat Panel TV/Monitor
◀ Presenter's Station

Engineering Requirements

N/A

Technology

◀ Audiovisual System
◀ Wi-Fi

FFE

Movable tables, chairs, markerboards, display boards, presenter's station/podium

LARGE MEETING
ROOM

Program Modules

FLEXIBLE SPACES

Social Space/Hang Out



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide a space where community youth can gather freely, socialize, work on laptops, and study. This space would be an open and accessible space for groups to form and congregate.

Anticipated Use

Year-round

Assignable Area

800 SF

Occupancy Type

Assembly A-3

Capacity

54

Potential Spaces

- ◀ Reading nooks
- ◀ Places for both group and individual activity

Finishes/Treatments

- ◀ Carpet or other acoustic absorbing material for floors
- ◀ Curtains or shades at windows for acoustic absorption
- ◀ Acoustic ceiling tile or similar acoustic product for ceiling

Equipment

- ◀ Computer Stations

Engineering Requirements

N/A

Technology

- ◀ Wi-Fi

FFE

Sofas, lounge chairs, tables, chairs

SOCIAL SPACE/
HANG OUT

Program Modules

FLEXIBLE SPACES

Open Flexible Space



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide a flexible space for scheduled uses for individuals and small groups. Activities may include group meetings, parties, and fitness activities such as yoga and dance classes.

Anticipated Use

Year-round

Assignable Area

800-1,200 SF

Occupancy Type

Assembly A-3

Capacity

54-80

Potential Spaces

- ◀ Open Space
- ◀ Storage Closet

Finishes/Treatments

- ◀ Resilient flooring or other durable, hard, easily cleanable surface for floors
- ◀ Curtains or shades at windows for acoustic absorption
- ◀ Acoustic ceiling tile or similar acoustic product for ceiling

Equipment

N/A

Engineering Requirements

N/A

Technology

- ◀ Wi-Fi

FFE

Foldable tables, foldable chairs

OPEN FLEXIBLE
SPACE

Program Modules

RECREATION

Recreational Equipment Rental



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide rentable recreational equipment such as bicycles, canoes, kayaks, paddleboards, and winter sports equipment for use by adults, youth, families, cyclists, and tourists. Provide information regarding local walking and cycling trails as well as training for equipment use.

Anticipated Use

Year-round

Assignable Area

2400 SF

Occupancy Type

Business

Capacity

24 (varies for locker room areas)

Potential Spaces

- ◀ Reception
- ◀ Office
- ◀ Rental Area
- ◀ Storage
- ◀ Changing Rooms
- ◀ Docks
- ◀ Storage facility near the dock for rental equipment

N/A

Finishes/Treatments

- ◀ Bicycles
- ◀ Kayaks
- ◀ Paddleboards
- ◀ Canoes
- ◀ Winter sports equipment

Equipment

N/A

Engineering Requirements

- ◀ Wi-Fi
- ◀ Voice and Data Connection

Technology

Circulation desk, tables, chairs, soft seating, displays, brochure racks, lockers, benches, showers

FFE

RECREATIONAL
EQUIPMENT
RENTAL

Program Modules

RECREATION

Indoor Climbing Wall



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function

Provide an indoor climbing venue for youth, teens, and adults. The indoor climbing area would be a year round exercise and recreation option that caters to avid climbers and families alike.

Anticipated Use

Year-round

Assignable Area

1,200 SF

Occupancy Type

Assembly A-3 (Exercise room)

Capacity

24

Potential Spaces

- ◀ Reception
- ◀ Office
- ◀ Rental Area
- ◀ Storage
- ◀ Changing Rooms

Finishes/Treatments

- ◀ Soft surface flooring per climbing manufacturer's recommendations that is durable and easily cleanable
- ◀ Reinforced walls to support holds and climbers
- ◀ Higher ceilings are recommended

Equipment

- ◀ Climbing walls system
- ◀ Climbing holds
- ◀ Top ropes
- ◀ Belay system/grigri stations
- ◀ Harnesses

N/A

Engineering Requirements

- ◀ Wi-Fi
- ◀ Voice and Data Connection

Technology

Circulation desk, tables, chairs, soft seating, displays, brochure racks, lockers, benches, showers, safety mats

FFE

INDOOR CLIMBING
WALL

Program Modules

YOUTH & TEENS

Play Area



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function	Provide a fun, safe space for young children to play indoors.
Anticipated Use	Year-round
Assignable Area	800 SF
Occupancy Type	Assembly A-3 (Exercise room)
Capacity	16
Potential Spaces	<ul style="list-style-type: none"> ◀ Play Room ◀ Storage Closet
Finishes/Treatments	<ul style="list-style-type: none"> ◀ Resilient flooring or other durable, hard, easily cleanable surface for floors ◀ Curtains or shades at windows for acoustic absorption ◀ Acoustic ceiling tile or similar acoustic product for ceiling
Equipment	N/A
Engineering Requirements	N/A
Technology	<ul style="list-style-type: none"> ◀ Wi-Fi ◀ Voice and Data Connection
FFE	Soft seating, tables, chairs, play equipment, open shelving/bin storage

PLAY AREA

Program Modules

YOUTH & TEENS

Game Room



Star rating derived from meeting 2, 3, and 4 results. Refer to methodology section for more information.

Objective / Use / Function	Provide a space for youth and teens to meet, socialize, and play pool, board games, and video games.
Anticipated Use	Year-round
Assignable Area	500-800 SF
Occupancy Type	Assembly A-3
Capacity	34-54
Potential Spaces	<ul style="list-style-type: none"> ◀ Game Area ◀ Storage Closet
Finishes/Treatments	<ul style="list-style-type: none"> ◀ Resilient flooring or other durable, hard, easily cleanable surface for floors ◀ Curtains or shades at windows for acoustic absorption ◀ Acoustic ceiling tile or similar acoustic product for ceiling
Equipment	<ul style="list-style-type: none"> ◀ Flat Panel TV/Monitor
Engineering Requirements	N/A
Technology	<ul style="list-style-type: none"> ◀ Wi-Fi ◀ Voice and Data Connection
FFE	Soft seating, tables, chairs, open shelving

GAME ROOM



Programming Scenarios

Programming Scenarios

The Program Modules in Section 6 are the “building blocks” of the Tribune Building programming Scenarios.

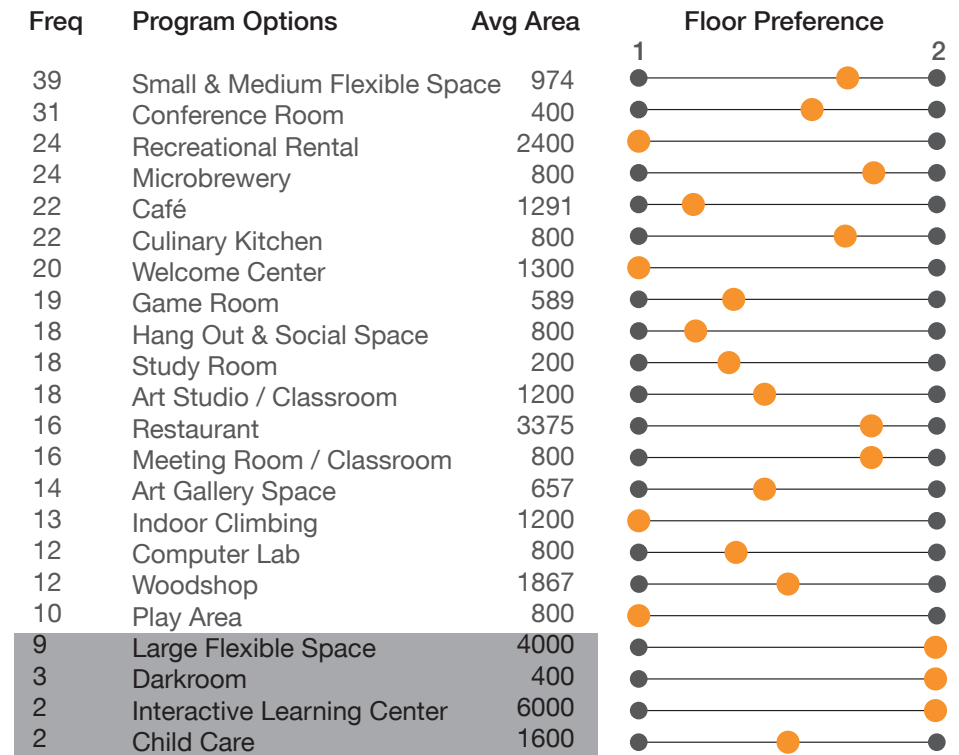
Adjacencies & Rank

Meeting 4 provided the project team with final program ranking and adjacencies preferences, which directly inform the final three Program Scenarios.

The chart below shows all of the programs from Meeting 4 ranked by frequency of inclusion in participants’ table sheets.

Some program options at Meeting 4 included a range of floor area sizes. The third column shows the average floor area that community members allocated to each program.

The fourth column depicts a sliding scale of floor preference for each program. These data points were carefully considered while creating the Final Programming Scenarios.



These low-ranking options from Meeting 4 are not specifically included in any scenario program recommendation.

Engagement Results

First, Concordia used all of the Meeting 4 information to diagram the “average community ideal” scenario.

The diagram below represents this average community ideal; essentially, Concordia created an “average” table sheet.

Below, topmost program options are arranged with the closest adherence to meeting results, including frequency, rank, adjacencies, floor preference, and size of each program.

In this scenario, the top 15 of the 18 Program Modules are included.

This diagram was the starting point for Concordia to create final Programming Scenarios, but this arrangement itself is not an option. Although this gives a great picture of the average community allocation, design by “average” is not an ideal strategy.

Simply including the top 15 vote-getting options and adjacencies doesn’t account for existing room separation or stairways and access. Other issues deserve consideration, including traffic flow, creative program combination, forward-thinking design adjacencies, and building flexibility.

The Welcome Center was always placed on the first floor.

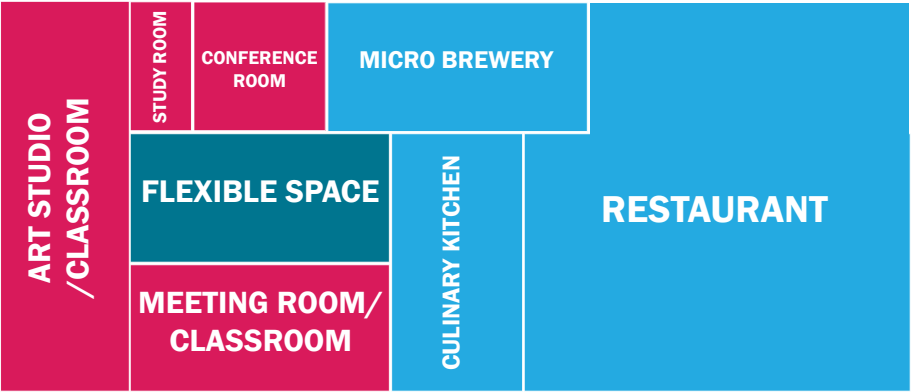
Participants overwhelmingly included flexible spaces - usually one on each floor.

“Average” Meeting 4 Program Scenario

The Climbing Wall was low-ranked after Meeting 3, but in Meeting 4 participants used it frequently.

Many participants used both the Café and Restaurant Program Modules.

Participants used the Study Room somewhat frequently, but often as a filler for empty space, and frequently in locations not conducive to study.



Many tables placed the Restaurant on the second floor, likely in anticipation of being able to access the roof (though exterior programming options have yet to be considered).





Considerations

Taking the next step in creating the final three Program Scenarios, Concordia took into account several considerations. First, the team considered combining certain programs, such as integrating the art gallery into other programs in the building – an idea that was widely supported by the community throughout the process. Combining programs where possible has multiple advantages: it allows for larger, more open, and more engaging spaces; it decreases the need for wasteful hallways and underutilized rooms; and creates a stronger sense of building identity.

Second, Concordia considered scenarios in which certain programs were removed or reduced to make room for others. Concordia preserved the top ranking program options,

while recommending different combinations of lower ranking options.

While every scenario has robust dining, recreational, creative, and flexible space, the mix in each one is unique. Each recommendation has a strong identity, but all of them are grounded in the results of the engagement process.

The following list of combination options was developed to aid in the creation of final scenarios:

► Café and Restaurant

- Include both Café and Restaurant
- Include only Café or Restaurant

► Flexible Space

- Use both Small and Medium Flexible
- Include only Small or Medium
- Create a combination size Flexible Space

► Meeting and Conference Room

- An option where Meeting Room and Conference Room are different spaces
- An option when the Meeting Room and Conference Room are the same space but flexible

► Art Gallery

- Generally, making the Art Gallery be in other places – in the hallway, on the exterior, etc. (Restaurant is not ideal from an artist's perspective)

► Climbing Wall

- Two options that include the Climbing wall, and one that does not. This is justified in that the option was low-ranking coming out of Meeting 3, but higher-ranked coming out of Meeting 4.

► Fringe Options

- Computer Lab
- Play Area
- Woodshop



Scenario



► Scenario Description

Scenario A prioritizes culinary, recreation, creative, and flexible space.

In Scenario A, the first floor is primarily composed of white-box spaces that are very open to the community. Meeting and

Flexible Spaces combined with the Welcome Center and Hangout & Social Space and Café make the first floor function as a community living room and social hub.

In this way, folks wanting to use the very public spaces on the first floor can find them easily and without barriers to entry. This also makes building security on the first floor easy.

The combination Hang out / Social + Art Gallery + Café is a larger space that invites visitors to relax, grab a bite to eat, or look at local art, and it functions as a place for community and social interaction.

Looking toward the building design phase, the Hang Out and

Recreational Rental spaces could even be a single large space.

The Welcome Center serves not only to welcome visitors to the building and region, but also physically separates the private meeting rooms and flexible space in the circular volume from the wide open public spaces on the other side of the building.

In Scenario A, the Café is larger than in other scenarios. Visitors can stop in for a cup of morning coffee, hangout and read the paper, get frozen yogurt, or grab food and drinks after activities on the riverfront via the recreational rental facility.



Scenario A, continued

Stepping onto the second floor, visitors will find the Classrooms and Computer Lab, as well as a large food and restaurant focus. This second floor configuration is composed of destination uses for visitor subpopulations.

By locating the Culinary Kitchen, Microbrewery and Restaurant adjacent to one another, these similar uses can also share MEP/HVAC infrastructure.

The Restaurant as envisioned on the second floor in Scenario A would likely function better as a fine dining establishment or a

restaurant that would function as a destination. Adjacency to the Microbrewery provides opportunity for collaboration, and locating the Game Room upstairs makes it usable, if possible, by the Microbrewery.

► Other Notes

Access to exterior space by dining establishments is imperative. In Scenario A, this would require the roof to function in that manner. However, it is important to note that the Roof access shouldn't be an afterthought, but a main element for the business

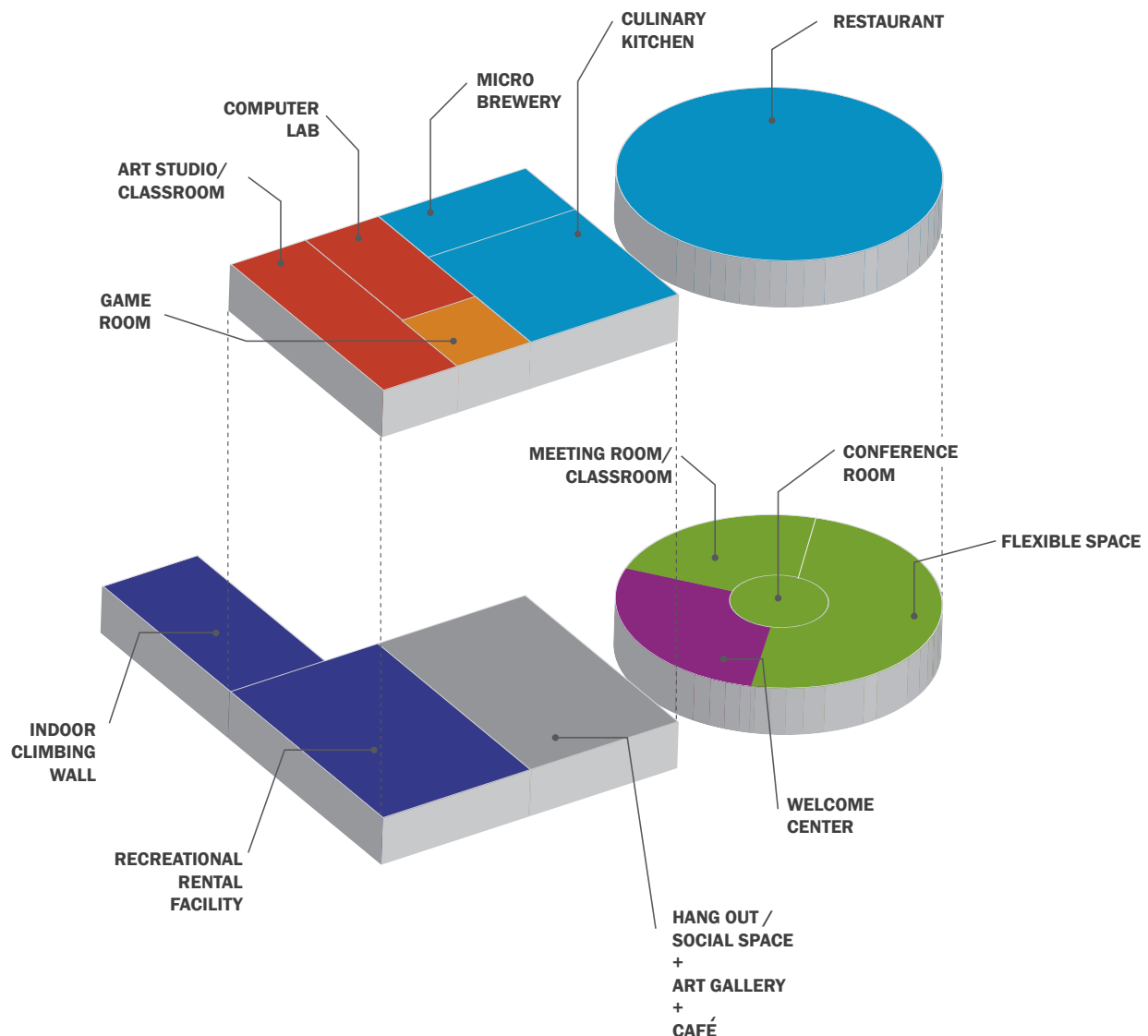
establishment to attract visitors and thrive.

No Study Rooms are included in Scenario A.

Access to the second floor Restaurant would need to have secure late night access.

► Design Phase Notes

Daylighting possibilities for Hangout Space to Microbrewery above, or even grand stair access to below in the evenings.



Scenario B

► *Scenario Description*
 Scenario B prioritizes makerspace uses (creative), culinary, recreation and flexible space.

In Scenario B, the first floor is centered on the public Welcome Center and social space.

Commercial businesses anchor the ends.

While Scenario A had a Game Room more oriented toward digital and non-active gaming, the Game Room in Scenario B would prioritize active gaming, including, corn hole, board games, and other related activities, although over time, this space could be flexible.

Scenario B does require two primary entrances rather than the existing single primary entrance. Entry through the main vestibule will provide access to either the Restaurant or Welcome Center and Brewery + Art Gallery. This allows visitors to relax while waiting and an easily accessible, direct entry to the dining environment.

A second entrance will be required into the Recreational Rental space, likely located towards the southwest corner of the first floor and providing ideal access to the river.

On the second floor are a variety of smaller and more private uses. When visitors step upstairs, they land in the Hangout & Social Space, which is open-oriented. The remaining programmed uses branch off of the Hangout Space. This eliminates the need for hallways and highlights the Hangout Space as a nexus of activity that sees many different types of people.



Scenario B, continued

In this iteration, the Café is smaller than in Scenario A and has a different function. Rather than a place to grab and go for waterfront activities and morning coffee, the Café will thrive as a social space for purchasing food while upstairs working/cooking/painting/creating. It would serve smaller pre-made sandwiches or refreshments for meetings.

One benefit of the Art Studio location in Scenario B is that artists benefit from indirect north

light that is so crucial for painting. In addition, the Art Studio and Woodshop are both messy programs. Together they can share a slop/mess room and the MEP/HVAC infrastructure.

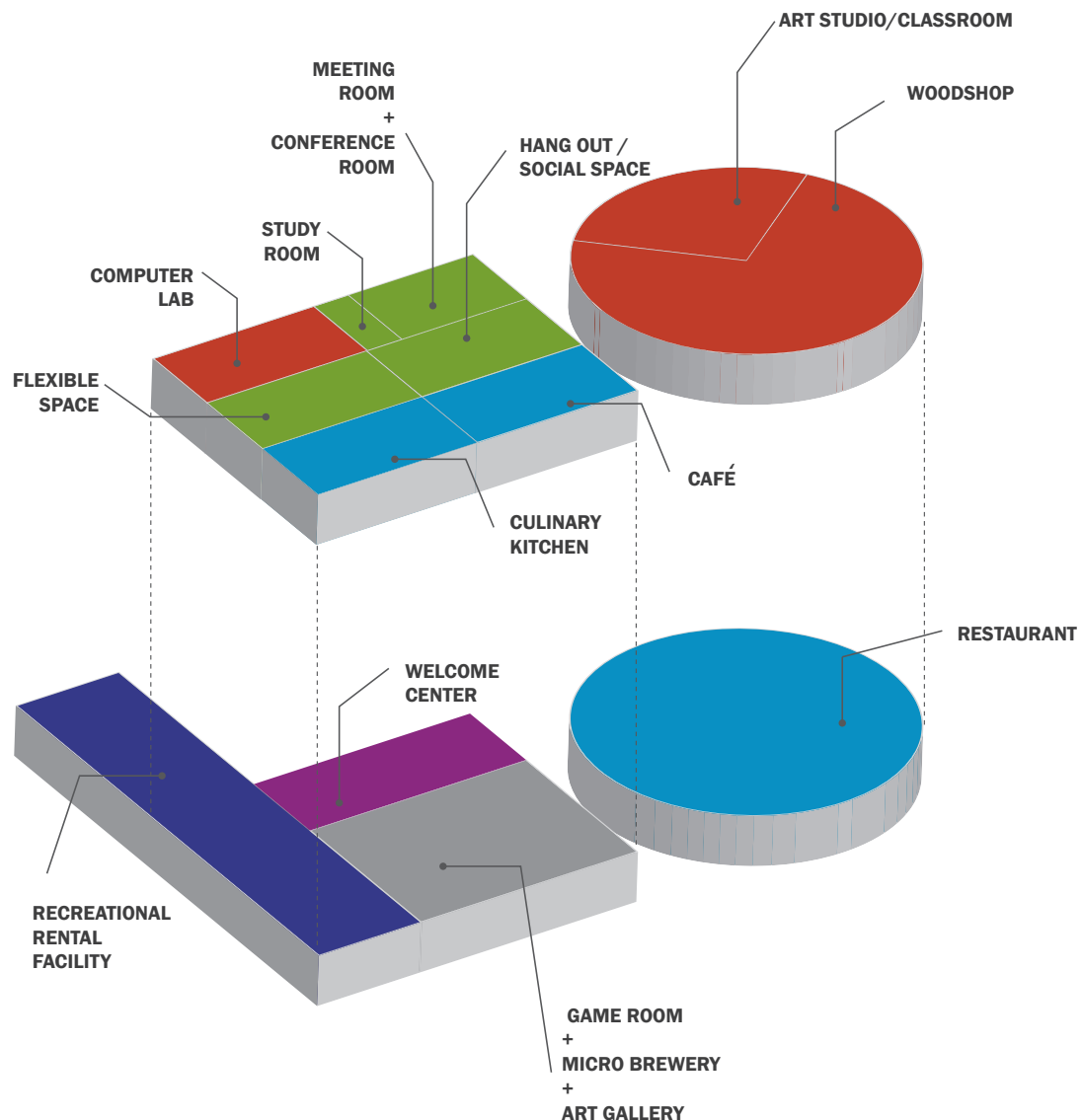
Lastly, the Meeting Room + Conference Room, Computer Lab, and Flexible Space are all easily accessible on 2nd floor. The culinary kitchen is tucked away from other uses where it won't be as much of a distraction.

► Notes

Very little true flexible space is included in Scenario B.

► Design Phase Notes

Though the Climbing Wall has been excluded in this Scenario, it could eventually be added back in if the Recreational Rental business was downsized or utilized different nearby space.





Scenario

► Scenario Description

Scenario C prioritizes Flexible Space, Recreation, Youth Activities, and Culinary.

In Scenario C, uses are located according to the building language.

Creative uses are consolidated into the circular volume, with Creative uses located on the first floor and creative culinary activities located on the second floor. Culinary and Food is still very present in the building, but has been decreased in order to allow other uses to shine.

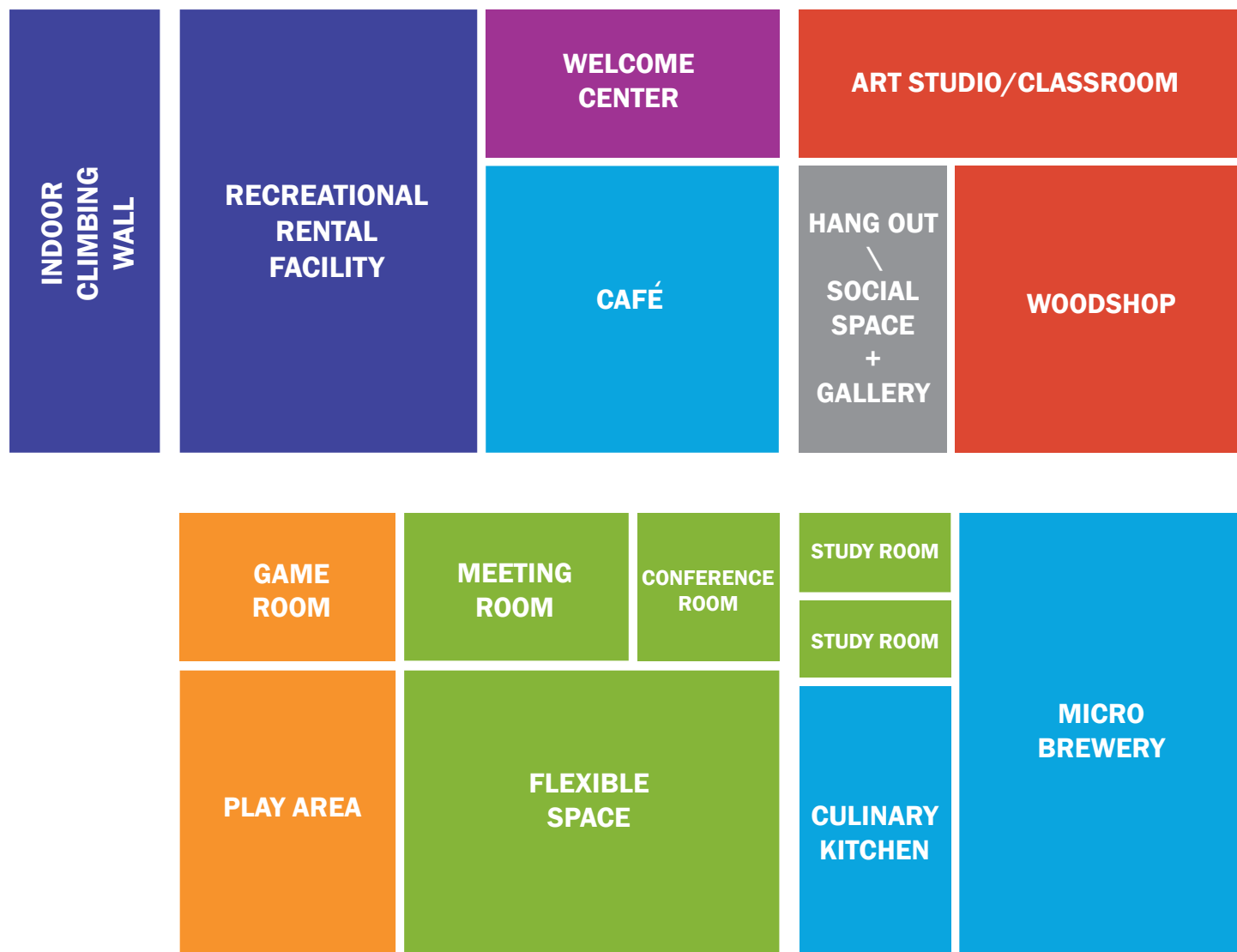
Much like Scenario B, the Art Studio and Classroom located on the first floor benefits from north light. Also like Scenario B, the Woodshop and the Art Studio get to share a slop/mess room, as well as MEP/HVAC infrastructure.

The Hang Out, Social Space, and Gallery serve as a central common

gathering area. This benefits from close proximity to the larger (in relation to other Scenarios) Café.

On the second floor, the Flexible Space, Brewery, and Play Area all benefit from views of the River. Scenario C envisions a larger Microbrewery.

The absence of a large Restaurant means that Scenario C benefits from being much more youth and flexible space oriented. It has a larger Game Room suitable for digital and other non-active games, and a large Play Area. Importantly, Scenario C is the only Scenario with a Play Area. Organizationally, Scenario C may



Scenario C, continued

be more corridor-based than other options. It may require corridors located on the first and second floors to create ideal access to all uses.

► Notes

Scenario C does not contain a large, full-service Restaurant. It is the only scenario of the three that does not have a Restaurant.

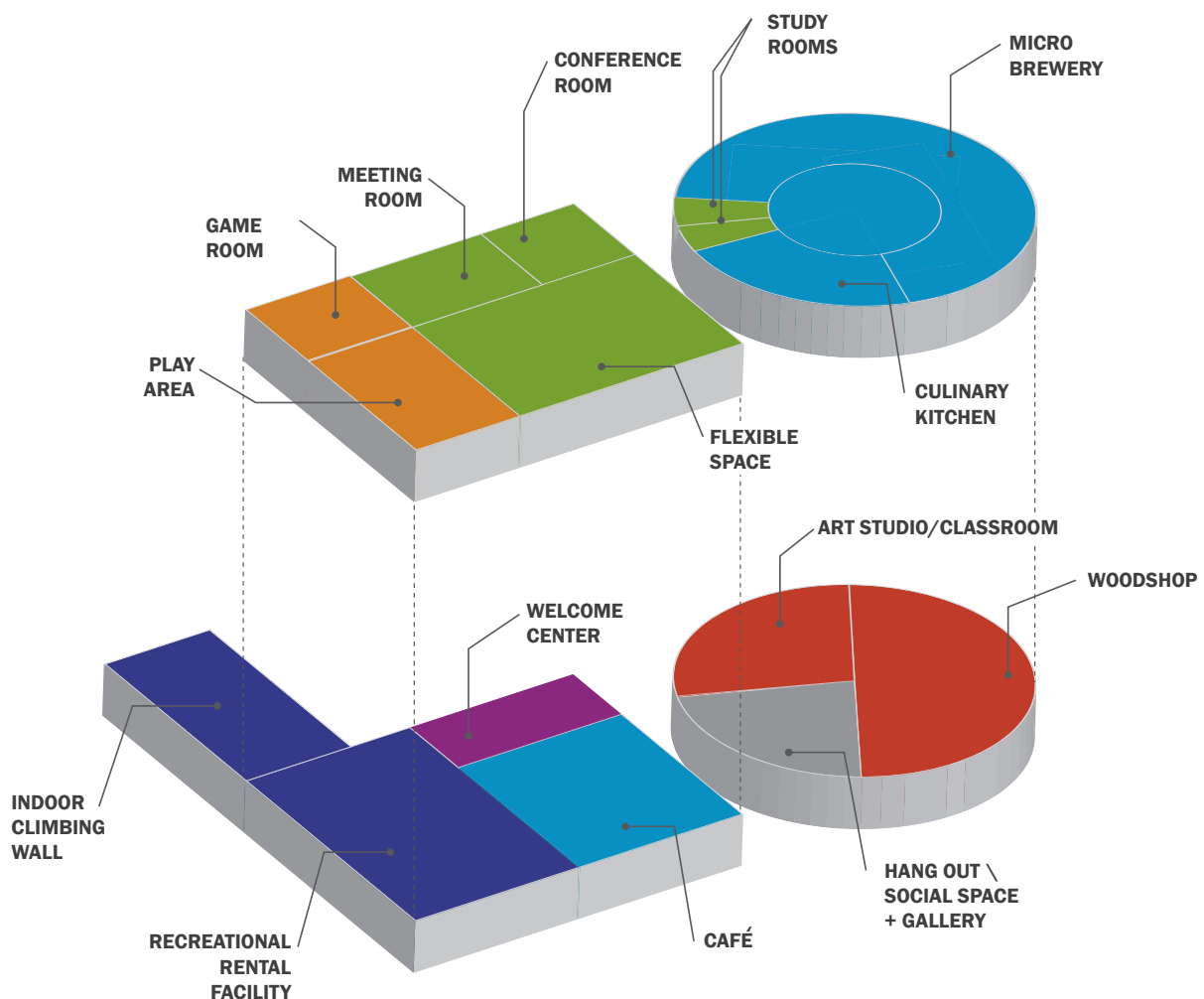
Scenario C does not contain a dedicated Computer Lab space. This program was relatively low-ranking on the scale of community

preference.

This Scenario is the only Scenario that includes two Study Rooms. Study Rooms were frequently included in community results during the activity at the fourth community meeting.

► Design Phase Notes

The Welcome Center and Café can be one large open space, but are kept separate here for use designation.



FINAL SCENARIO RECOMMENDATION

► Justification

The Final Tribune Building programming scenario recommended by Concordia is an adaptation of Scenario C.

Reasons for recommending this Scenario as the basis for moving forward to further engage community members in the design of the building include:

- Inclusion of a climbing wall, a popular option in the final community meeting.
 - Food-focused programming, without the operating, design, and flexibility challenges presented by a full-service large restaurant.
 - The presence of dedicated flexible space, a key element of future accommodation for community use.
 - Programming options specifically tailored to youth of different ages and interests to ensure the Tribune Building accommodates all ages.
 - A sensible division of first- and second-floor uses to maximize building function and respond to building programming.
- *Adaptations*
- In this Recommended Scenario, adaptations to Scenario C have been made for a variety of purposes. Those adaptations include:
- The Game Room and Play Area have been separated. The envisioned demographics for these two programs are different enough from one another that providing more separation for the two will make them more attractive for both kinds of users. The Game Room has also been increased from the size found in Scenario C to better reflect the recommended sizes in the Program Modules.



- One Study Room, rather than the two found in Scenario C, has been retained. The Study Rooms were frequently included in community feedback. It has been moved to the first floor. This location will serve the expected demographic of the Study Room, as it is close to the Café and Hang Out / Social Space.
- The Culinary Kitchen has been increased in size with the hope that more space for this program will result in creative uses of the kitchen not just for cooking, but for education, training, and other unique activities.
- The Woodshop has been renamed, instead labeled the Creative Workshop. This change reflects a flexible space program that is more accommodating of the variety of activities that can take place in the Creative Workshop,

including computer use, 3D printers, soldering, and other creative 21st Century activities.

► Other Notes

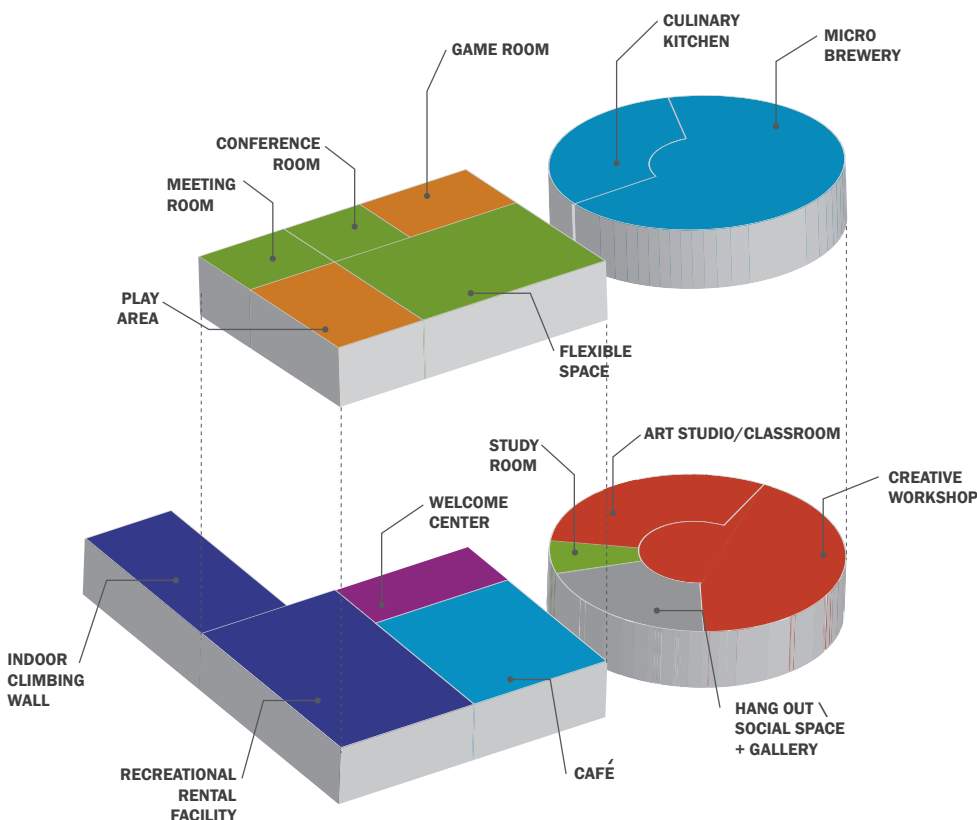
While the final recommended Scenario includes only a single Study Room, the project team felt this was sufficient. This change will encourage better utilization of the Conference and Meeting Rooms. Busy times for those two spaces will likely be during business hours, while most studying activities take place at night. Encouraging use of the Meeting and Conference Rooms for studying and similar activities will maximize utilization of the building.

It was important to the project team to keep the Art Studio / Classroom as close as possible to the size as recommended in the Program Modules, though a compromise was made to fit in a Study Room. In the long term,

it could be possible to get rid of the Study Room and dedicate that space to the Hang Out or Art Studio spaces, if necessary.

The project team feels that the recommended scenario presents a multitude of options for attracting youth to the Tribune Building. Youth looking to be studios can use the Study Room on the first floor or the Meeting and Conference Rooms on the second floor. For those looking to be social, the Café and Hangout Space are an attractive option on the first floor, and the Game Room serves as a magnet for youth on the second floor.

Most importantly, Concordia feels that this scenario strongly reflects the robust community input received during the four Tribune Building Project community meetings.



► By the Numbers

First Floor

Recreational Rental	2400
Café	1600
Welcome Center	800
Indoor Climbing Wall	1200
Study Room	200
Creative Workshop	1600
Hang Out/Social/Gallery	800
Art Studio/Classroom	1000

Second Floor

Flexible Space	2000
Micro Brewery	2400
Conference Room	400
Culinary Kitchen	1200
Play Area	1200
Meeting Room	600
Game Room	600



Next Steps

Next Steps

With receipt of this document, Phase I of the Tribune Building Project is concluded.

Based on the Final Scenario as presented in this document, Incourage will move forward with pursuing a better understanding of the impacts and opportunities of these programming recommendations on the south Wood County area.

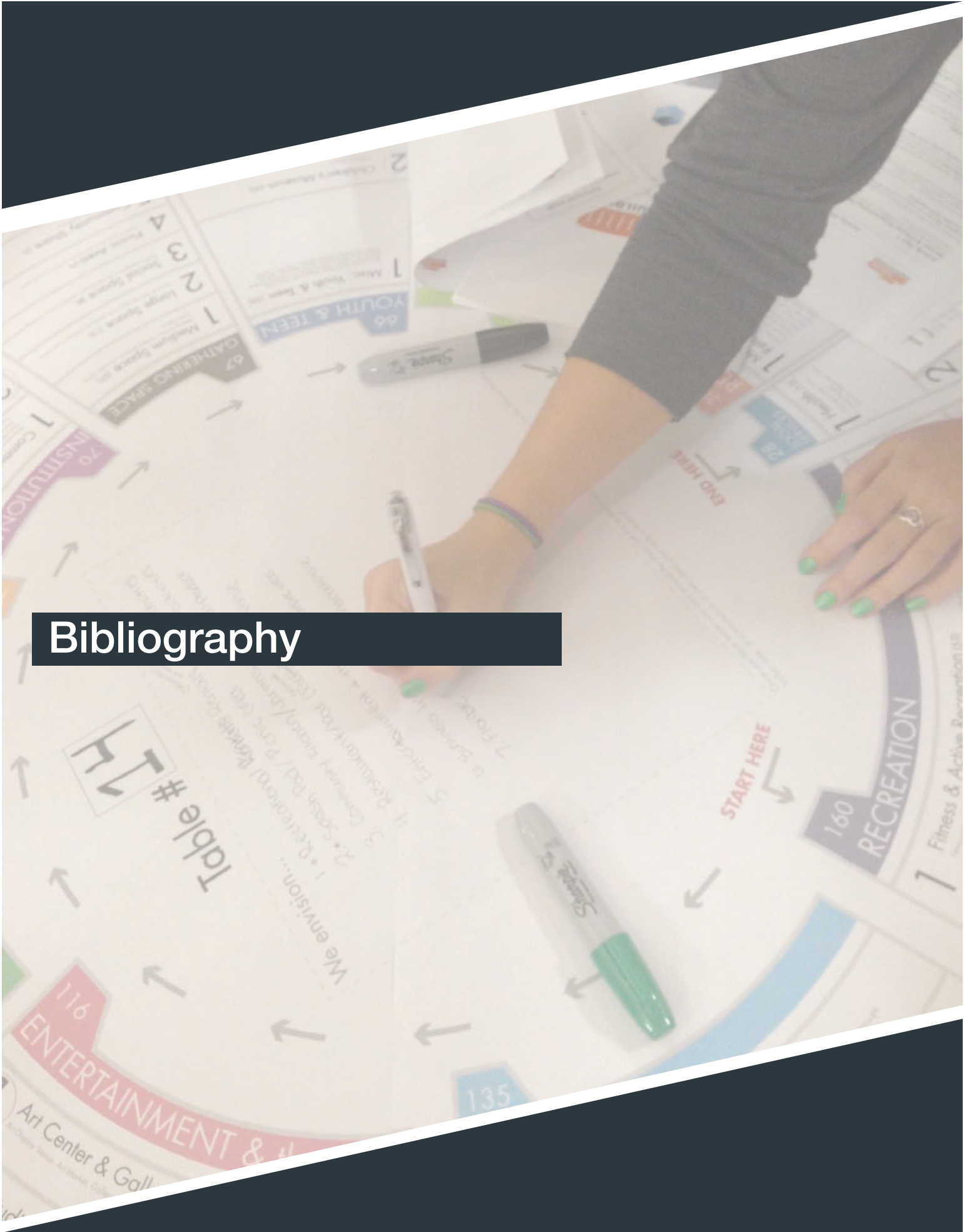
Between now and the beginning of Phase II Design, Incourage will consider the following factors in its review of the scenarios:

- Ownership
- Operations
- Governance
- Local Market Economics
- Potential Partnerships
- Duplicate Uses

Phase II Design will begin April 29, 2014, and will consist of a series of six public meetings spanning a total of six months.

Residents will again be invited to participate in and lead the decision-making process. All community members are welcome and encouraged to participate, regardless of involvement in Phase I.





Bibliography

Bibliography

This Tribune Building Project Programming Document is the culmination of much research, work, thought and effort by the community and the project team.

The findings in this document stem from many different sources, including:

Community Input and Feedback

- Results from meeting activities in each of the four Tribune Building Project community meetings
- Meeting Evaluations from each of the four Tribune Building Project community meetings
- Programming information and Scenario information sourced from community input during Tribune Building Project community meetings.

Photographs and Graphics

- Photographs of community meetings and meeting participants taken by Concordia and In courage Community Foundation
- Document graphics, layout, and visual aids created by Concordia
- Photographs of community meeting worksheets taken by Concordia following Tribune Building Project community meetings

Square Footage Calculation Tools

- Square footage information in Program Modules based on Community Input, Concordia expertise, and in-depth research.
- Square footage information in Program Modules partially based on Time Saver Standards for Interior Design and Space Planning. DeChiara, Joseph De, Julius Panero, and Martin Zelnik. Time-saver Standards for Interior Design and Space Planning. 2nd Edition. McGraw-Hill Professional, 2001. Print.
- Square footage information in Program Modules partially based on Time Saver Standards for Building Types. Chiara, Joseph De and Michael J. Crosbie.

Time-saver Standards for Building Types. Third Edition. McGraw-Hill Professional, 2001. Print

Context Information

- Selected topographic and flood plain information sourced from the Wood County, Wisconsin Land Records Management Page, “Wood County GIS Data File Downloads”, FEMA Flood Hazards – ESRI Shapefile, Roads – ESRI Shapefile, GIS Geodatabase, published 02.10.2014.

History:

- <http://www.mcmillanlibrary.org/history/shorthistory.html>
- <http://www.wirapids.org/departments/division.php?structureid=118>
- <http://www.scls.lib.wi.us/mcm/history/lwv.html>

Biking and Hiking:

- <http://visitwisrapids.com/things-to-do/outdoor-recreation/biking-and-hiking/>

Centralia Center:

- <http://www.wirapids.org/departments/division.php?structureid=74>

Wisconsin Rapids Mall:

- <http://rapidsmall.com/>

Wisconsin Rapids Community Theatre:

- <http://www.wrctheatre.org/>

First Moravian Church:

- <http://www.wrmoravian.org/>

Mead-Witter Building:

- <http://www.wisconsinrapidstribune.com/article/20140212/WRT01/302120406/Vintage-Venues-Mead-Witter-Block-now-under-new-ownership>

Central Wisconsin Cultural Center:

- <http://culturalcenterarts.com/>

Trading Post:

- <http://www.thetradingpostllc.com/>



Climate Information

Average Temperature and Precipitation:

- <http://www.weather.com/weather/wxclimatology/monthly/graph/54494>

Topography and Flood Zoning Information

- Selected topographic and flood plain information sourced from the Wood County, Wisconsin Land Records Management Page, “Wood County GIS Data File Downloads”, FEMA Flood Hazards – ESRI Shapefile, Roads – ESRI Shapefile, GIS Geodatabase, published 02.10.2014.

Tax and Parcel Information

- Wood County, State of Wisconsin, Land Records Management Website, Accessed January 2014. Parcel information for various downtown parcels.
- Wood County, State of Wisconsin, Land Records Management Interactive GIS Mapping tool, Accessed January 2014. Parcel, flood data, and other information.
- <http://www.co.wood.wi.us/Departments/Treasurer/TaxPublic/ViewTaxBillPage.aspx?TaxKey=3402493>

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- Environmental Site Assessment, completed by Lampert-Lee & Associates of Wisconsin Rapids for Incourage Community Foundation on December 21, 2012
- Tribune Building Site Survey information, document of record July 1974.

Selected Historical Data and Contextual Information

- Incourage Vital Signs Publication, COWS. Vital Signs 2013. Publication. Wisconsin Rapids: Incourage Community Foundation, 2013. Print.
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Directory

Client:

Incorporate Community Foundation
478 E. Grand Avenue
Wisconsin Rapids, WI 54494
www.incorporatecf.org
(715) 423-3863

Consultant:

Concordia LLC
201 St. Charles Ave. Ste. 4318
New Orleans, LA 7017
www.concordia.com
(504) 569-1818



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