



CITY OF GRAND RAPIDS

CITY COUNCIL
CHAMBERS
420 NORTH POKEGAMA
AVE.

Meeting Agenda Full Detail City Council Work Session

Tuesday, May 29, 2012

4:00 PM

Conference Room 2A

CALL TO ORDER: Pursuant to due notice and call thereof a Special Meeting/Worksession of the Grand Rapids City Council will be held on Tuesday, May 29, 2012 immediately following the closed session in Conference Room 2A, 420 North Pokegama Avenue, Grand Rapids, Minnesota.

CALL OF ROLL: On a call of roll, the following members were present:

Discussion Items

1. **12-0305** Legislative update with Senator Tom Saxhaug.

2. **12-0333** Discuss the Central School 2012 Strategic Planning Report.
Attachments: [Central School Strategic Planning Report.pdf](#)
[Central School Strategic Planning Agreement.pdf](#)
[Planning Session Participant Packet .pdf](#)
[Survey Results .pdf](#)
[Survey results prioritized.pdf](#)

3. **12-0222** Discuss the 2012 - 2016 Capital Improvement Plan.
Attachments: [2012-2016 Infrastructure Projects by Funding Source](#)
[2012-2016 Projects & Funding Source by Department](#)
[2012-2016 Levy Comparison-Infrastructure Projects](#)

4. **12-0306** Discuss Health Promotion & Prevention Partnership
Attachments: [Health Promotion & Prevention Partnership](#)

Attest:

Shawn Gillen, City Administrator



CITY OF
GRAND RAPIDS
 IT'S IN MINNESOTA'S NATURE

CITY OF GRAND RAPIDS

CITY COUNCIL CHAMBERS
 420 NORTH POKEGAMA
 AVE.

Legislation Details (With Text)

File #: 12-0305 **Version:** 1 **Name:** Legislative Update
Type: Agenda Item **Status:** CC Worksession
File created: 5/15/2012 **In control:** City Council Work Session
On agenda: 5/29/2012 **Final action:**
Title: Legislative update with Senator Tom Saxhaug.

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
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Title

Legislative update with Senator Tom Saxhaug.



CITY OF GRAND RAPIDS

CITY COUNCIL CHAMBERS
420 NORTH POKEGAMA
AVE.

Legislation Details (With Text)

File #: 12-0333 **Version:** 1 **Name:** Central School Strategic Plan-worksession
Type: Agenda Item **Status:** CC Worksession
File created: 5/23/2012 **In control:** City Council Work Session
On agenda: 5/29/2012 **Final action:**
Title: Discuss the Central School 2012 Strategic Planning Report.
Sponsors:
Indexes:
Code sections:
Attachments: [Central School Strategic Planning Report.pdf](#)
[Central School Strategic Planning Agreement.pdf](#)
[Planning Session Participant Packet .pdf](#)
[Survey Results .pdf](#)
[Survey results prioritized.pdf](#)

Date	Ver.	Action By	Action	Result
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Title

Discuss the Central School 2012 Strategic Planning Report.

Body

Background Information:

In March 2012, the City entered into a Strategic Planning Agreement with Michael Andrews to assist in the strategic planning process for Central School. This process involved putting together a task force to develop and implement a survey to determine the strengths, weaknesses, opportunities and threats perceived by the community about Central School. There were 203 surveys returned with 1,644 comments.

Then an Evaluation Committee comprised of 28 community members convened over two days. They analyzed the survey results and developed a proposed vision, mission and guiding principles that help define the future of Central School based on the survey results. The final Report was presented to the Central School Commission on May 17, 2012. The Commission is requesting that the Council:

- *Accept the Central School 2012 Strategic Planning Report
- *Adopt the Vision, Mission, and Guiding Principles outlined in the Report
- *Authorize staff to prepare a Request For Proposal for a developer experienced in adaptive re-use to assist in the development of Central School.

Requested City Council Action

Discuss the Central School 2012 Strategic Planning Report.

**CENTRAL SCHOOL
STRATEGIC
PLANNING REPORT**

Mike Andrews Consulting
20648 Old Loop Road
Grand Rapids, MN 55744
mikeandrewscell@gmail.com
218-327-1897
218-259-4494

May 15, 2012

Subject: Central School 2012 Strategic Planning Report

Great work! You have all helped in the development of strategic planning details which will allow you to provide the City of Grand Rapids with a better understanding of Central School facilities through the eyes of the general public and a number of community stakeholders.

Thanks go out to members of the Central School Task Force for developing and distributing the survey along with researching background materials in preparation for two strategic planning sessions. I would also like to thank the participants who took time out of their schedules to work hard during two half-day long strategic planning sessions. Their task was to condense and prioritize the 1,644 comments and suggestions received from surveys of 203 people. They both validated survey information and offered a wealth of additional observations and suggestions.

A special thanks also to Robert Drake (Central School Commission Vice Chair) and Shirley Miller (City of Grand Rapids Finance Director) for their extensive work in making this strategic planning project a success.

Lastly, thanks to the people who thought enough of the future of Central School to complete the survey. Without the wide variety of candid feedback, we wouldn't have been able to put together a representation of the collective thoughts of our community as a whole.

With this information, Central School Commission can now make recommendations to the Grand Rapids City Council regarding the future of the Central School facility.

Thank you for the opportunity to play a part in planning the future of such an important historic building.

Respectfully Submitted,



Mike Andrews

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III. Executive Summary

The original strategic plan for Central School was completed over 25 years ago. Since then there have been dramatic changes in the economy, lifestyle, and interests of people of all ages. With the number of tenants and traffic through the building declining, the Grand Rapids Central School Commission recommended to the Grand Rapids City Council that a thorough strategic plan be conducted as soon as possible.

On March 26th, the Grand Rapids City Council approved a strategic planning proposal that would officially begin on March 28th and be completed by May 15th, 2012.

This report is based upon 1,644 suggestions received from community survey results combined with the collective analysis and input from 28 individuals who committed two days out of their schedules to help in planning the future for Central School.

The information provided are suggestions for consideration presented to the Central School Commission. The Commission will deliberate and add any comments they deem appropriate. The report will then be presented to City Council. It is up to the Grand Rapids City Council to make appropriate decisions regarding this planning document.

The consensus of those completing the survey and those charged with the responsibility of prioritizing and evaluating the information clearly indicates that Central School should be preserved and developed to the benefit of the entire community. Participants in the planning sessions helped developed a strong vision and mission combined with guiding principles that help define the future of Central School. They also prioritized survey information in several categories, suggested goals, developed strategies, brainstormed publicity, and outlined potential funding sources.

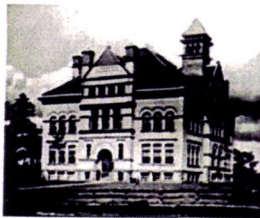
There was agreement from the planning participants that significant action must be taken toward making the building and grounds a "vibrant sustainable facility for civic and economic activity." It is suggested that the City of Grand Rapids initiate a request for proposal to complete a market research study that will determine the best and highest use for Central School.

It was also clear that there has to be a change in management of Central School. Four of the five tables of participants indicated that the current management model is not working. It is suggested that one person or a management company has to have the responsibility and authority for successful operation of Central School on a daily basis.

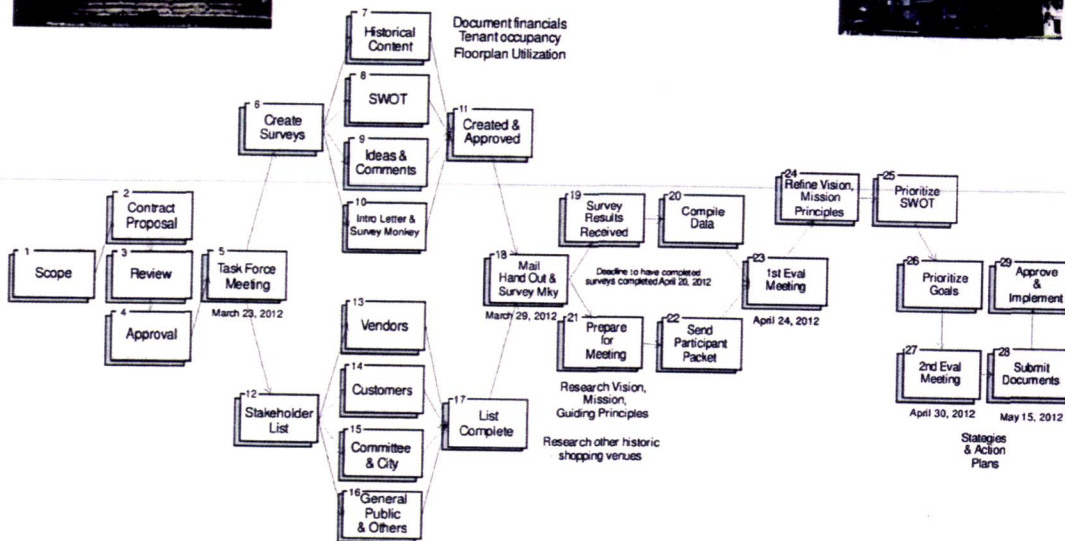
It was evident throughout this process that many people are passionate about the historical landmark. They know that it will take time to realize the vision, but they want action plans from the City of Grand Rapids to keep the momentum going on significant change. They also realize that it will take a considerable amount of funding and resource commitment. It is hoped that this research document will help in guiding the City of Grand Rapids toward the newly created vision for Central School.

IV. Strategic Planning Process

The strategic planning process is normally conducted with the decision makers taking part in the evaluation meetings. In this case, we are collecting community data, prioritizing suggestions, and brainstorming strategies to enable Grand Rapids City Council to determine the best path for the future. The roadmap below gives a graphical representation of the process we are following. A detailed explanation of the various activities can be found in Appendix A. Central School Strategic Planning Agreement.



Old Central School
Strategic Planning
2012 Roadmap



V. Task Force and Planning Meeting Participants

A task force was formed to develop both a community survey and background research required for planning sessions. They were chosen by the Central School Commission for their expertise and interest in the future of Central School. The following task force members worked very professionally and quickly to prepare the necessary documents and to get the surveys distributed throughout the community.

Central School Task Force

Robert Drake
Michelle Carlson
Tanner Spawn
Nancy Saxhaug
Angel Norgord
Dan Erkkila
Emily Crea
Kathy Dodge
Ashley Kolka
Denny Brown
Kevin Docken
Shirley Miller
Shawn Gillen

The success of their hard work can be found in the resulting 1,644 suggestions provided by completed surveys from community members. In addition, the documents found in Planning Session Participant Packets (Appendix C) were prepared through cooperative research by Task Force Members. The Task Force was formed on March 23rd and concluded their work on April 23rd.

Evaluation Planning Participants

Participants in the two half-day planning sessions were chosen from Task Force Members, Central School Commission Members, City Staff and other interested stakeholders located through networking with business and community leaders. An attempt was made to engage a representative variety of stakeholders from the following list.

- Citizens of Grand Rapids
- City of Grand Rapids
- Central School Commission
- Vendors as tenants
- Retail Vendors in Grand Rapids
- General Public
- Tourists

Evaluation Participants played a very important role in condensing research information, developing goals, suggesting priorities and brainstorming strategies regarding the future of Central School in Grand Rapids.

1. Dale Adams; Mayor City of Grand Rapids
2. Kevin Docken; Central School Task Force
3. Jean Healy; Central Square Mall Manager
4. BJ Childs; Realtor Grand Rapids Realty
5. Angel Norgord; Central School Task Force
6. Pastor Kim Johnson; Community Presbyterian Church
7. Jean Halverson; Central School Commission
8. Robert Drake; Central School Commission Vice-Chairman
9. Nancy Saxhaug; Central School Task Force
10. Ben Hawkins; Independent School District #318 School Board
11. Mary Jo Hendricks; former owner "The First Grade Restaurant"
12. Chad McDonald; Realtor, LakeHomes.com
13. Frank Allen; Co-owner Jenny & Co.
14. Al Hanson; Co-owner Three Bears Candy
15. Mary Ives; Co-owner TimberLake Lodge and Event Center
16. Trudy Hasbargen; Owner Baby Steps
17. John Kelsch; Director, Children's Discovery Center and Judy Garland Museum
18. Jackie Dowell; City of Grand Rapids Human Rights Commission
19. Sarah McBroom; Attorney, Legal Aid Services of MN
20. Aaron Squadroni; Architect, Architecture Resources, Duluth & Hibbing
21. John O'Leary; Former Economic Development Rep, U.S. Dept of Commerce
22. Michelle Carlson; Manager- Mike Ives Realty
23. Rick Harding; Owner Rennix Corporation
24. Shawn Gillen; City Administrator- City of Grand Rapids
25. Shirley Miller; Finance Director- City of Grand Rapids
26. Dan Erkkila; U of M Extension Regional Director
27. Jeff Borling; Interim President Itasca Economic Development Corp.
28. Ashley Kolka; Gallery and Finance Director- MacRostie Art Center

Evaluation Planning Participants received their research packets on April 19th and concluded their work on April 30th after providing their input during two half-day sessions and wordsmithing some of the information between sessions.

VI. Survey Letter and Central School Research

Survey

A survey (Appendix C) was developed to get a broad base of information from area stakeholders. The survey gives an indication of the Strengths, Weaknesses, Opportunities and Threats regarding Central School. In addition, people were asked what they would like to see in Central School; what ideas they might have; and what comments they have regarding the survey or anything regarding the strategic planning project.

After creating the survey, 750 were printed. There were 270 mailed to every household in a representative multi-block area of Grand Rapids. Others were presented at the Chamber of Commerce luncheon, as well as other meetings. A number of Task Force Members gave out surveys to those attending the First Friday event in April. They were also given to every business within two blocks of Central School.

To get the information out to a wider demographic without having to mail or hand out a printed survey, a high school member of our Task Force, Tanner Spawn, created a Web based survey that students, community and business people could complete on-line.

Central School Research

A wealth of information is required in order to make informed decisions. A packet of information was hand delivered to all participants three days prior to the first of two planning sessions. These documents are included in the Appendix.

- Agendas
- Survey Example
- Central School Marketing Brochure
- Tenant's Information & Historical Background
- Financial History and Estimated Capital Improvements
- Example Vision, Mission, Guiding Principles
- Examples of Adapting Old Schools to New Uses
- Strategic Planning Participants
- Facilitator Background for Mike Andrews
- Lease Template

These documents are an important part of this strategic planning document and should be reviewed carefully by anyone making decisions regarding the future of Central School.



Central School
Strategic Planning
Sessions 2012

VII. Vision, Mission, Guiding Principles

Since Grand Rapids is the owner of the properties, we want the vision, mission, and guiding principles as they relate to the City of Grand Rapids. Participants in the planning meetings were asked to review the examples that were provided in the packet to get an idea of what they would like to see for Central School. Since they brainstormed these examples prior to analysis of the survey information, they would have about a week to wordsmith the statements depending upon what they learned from the surveys.

For clarity and focus, this document does not contain the many variations and alternatives discussed during the planning sessions. Details are available at any time upon request. With five tables of five or six persons choosing among several suggested statements, it becomes difficult to settle on any terminology that will satisfy all tables, much less all participants. The writer simply compiled what was considered the majority opinion with respect to all statements.

The resulting suggestions for Vision, Mission and Guiding Principles for Central School are included on the following page. In fairly simple terms these three statements characterize what we are striving for, how we go about getting there, and what guides our actions in carrying out our mission.

Vision: It is a statement that best captures the future state or condition we want to accomplish. It is what we are striving for in the next five years.

Mission: A mission is what we do every day to accomplish the vision. It is why we exist.

Guiding Principles: These are the values and principles by which we operate on a daily basis in carrying out our mission toward our vision.

These three statements provide the basic foundation for any strategic plan. They should be displayed prominently and followed closely when carrying out work plans.



Central School

4/30/12 Draft

Vision: Central School is an historical, significant landmark that serves the community as an anchor point.

Mission: To preserve, promote and manage Central School as a vibrant sustainable facility for civic and economic activity

Guiding Principles:

Stewardship- Care and protection of the cultural landmark is paramount.

Encouragement- We value uses which promote Grand Rapids and enrich our lives

Vitality- We value a Central School that adapts to economic and social changes.

Engagement- We value working together with our community, institutions and private enterprise.

Promotion- Active marketing, public relations and advertising are essential to success.

Support: Success will be achieved by supporting all businesses in the Central Business District.

Welcoming: We foster an environment that exemplifies rural community life.

VIII. Strengths, Weaknesses, Opportunities & Threats (SWOT)

Appendix B contains the entire listing of the results of 203 persons who completed a survey whether in written or electronic form. The information was separated into individual suggestions which totaled 1,644 entries. These suggestions were edited for the most part to take out specific references to businesses that would have no bearing on issues at hand. The input was then put into categories and arranged in alphabetical order.

During the April 24th session several pages of suggestions in each category were reviewed by participants at each of five tables. The most important statements from each category were prioritized and a consensus from each table was put into summary spreadsheets included in Survey Results Prioritized which can be found in Appendix D.

These prioritized statements were further analyzed in the April 30th meeting to suggest possible strategies and goals that might be associated with specific statements.

Although these 1,644 suggestions were consolidated and prioritized, that doesn't mean that they all aren't important. Any one of the suggestions that were left out of the prioritized survey results could play an important role depending upon resources and circumstances that often change. That is why all of the suggestions are important to include in this report.

Notes:

1. Since suggestions in the "Likes" and "Ideas" categories were very much similar to those in the "Opportunities" section, they were combined during the final prioritization process.
2. We received 12 additional survey responses after the deadline for inclusion in the planning sessions. Any significant information will be noted for inclusion in a supplemental addendum.
3. A demonstration promotional advertisement CD for Central School was received along with one of the survey responses. It is available to include with the planning documents.
4. A two page copy of a Central School Committee report dated 1972 was sent along with a survey from Terry Helmer. Terry is the son of Stanley Helmer who was a Grand Rapids area designer and building contractor who conducted an inspection of the building on May 12, 1972.

IX. Strategies and Goals

Strategies:

With the following as alternative strategies, all five tables of stakeholders at the April 24th session stated that their preferences based on what they learned from the surveys was to keep the building and commit to a strong revitalization. The second choice was to sell it to a developer (with covenants) or, better yet, lease it to a management consultant company who could "condo-ize" and manage all operations.

A. Keep it

- a. Do nothing
- b. Improve it somewhat
- c. Strong Revitalization**
 - 1. Shops**
 - 2. Offices**
 - 3. Residential**
 - 4. Non profit**
 - 5. Combination**
- d. Tear it down
 - 1. Make a parking lot
 - 2. Turn it into a park

B. Sell it

- a. Developer
- b. Non Profit
- c. County/State

C. Other

On April 24th several strategic options were brainstormed by the stakeholder participants:

1. Conduct a market analysis prior to determination of further action plans
2. Rename the facility if and when appropriate
3. Reform governance
4. Remove from National Registry if restrictions are prohibitive
5. Hire a specialty developer (with assistance from small stakeholder group) to develop the building and grounds
6. Secure liquor license in advance of attracting entrepreneurs
7. Involve Itasca County
8. Should renovations be done all at once, or can it be a phased approach?
9. Have a strong marketing and advertising program
10. Deed over one floor for Native American casino
11. Make it the "Antique Trail of the North"

Goals have to be SMART.

Specific
Measurable
Attainable
Realistic/Resourced
Timed

Goal ideas and examples as handed out during work session:

1. Endowments of \$ _____ by Dec 31, 2020 contribute to ongoing funds equal to 25% of operating costs.
2. Revenues through rents contribute to _____% of operating costs by Dec 31, 2013 and so on.
3. Tenants will occupy 60% of Central School by _____ and 100% by _____
4. An average of 100 people will enter Central School per day by July 15th 2014.
5. A reserve fund equal to estimated capital maintenance expenditures through 2023 will be obtained by _____
6. Capital Bonding from all sources will be prepared by _____
7. Action committees or task forces will be formed to implement all strategic initiatives by _____
8. Endowments, grants and all forms of funding will cover required renovations by the time market analysis is completed.
9. A sound marketing, advertising and promotional program will be developed by _____

It may be desirable to benchmark where we are right now so we can help measure success.

Suggested Goal examples from 4/30/12 Session

Each table of meeting participants were asked to provide one or more examples of a smart goal with regard to any goal they may choose. They are listed here in no particular order.

Goal-

Market Analysis by experienced/qualified firm to determine the best way to use property by 12/31/12.

Goal-

Obtain funding to perform feasibility studies on changes to building & grounds by 12/31/12

Goals-

- Market Analysis (RFP) by 12/31/12 which will result in highest and best uses for Central School
- Restructure Management by 3/1/2013
- Develop Cost Estimates/ Marketing/Funding Strategy by 7/1/13
- Refit Building and Grounds by 7/1/2014 w 80% Occupancy
- Grand Opening with a BANG! 7/4/14

Goal-

- Partner with developer to develop a written proposal by 11/1/12 based on:
- Re-do interior space
- Grounds
- City retains ownership
- Two restaurants & antique mall

Goal -

- Use existing subsidies to attract potential significant traffic generator.
- Make proposal to Visit Grand Rapids (VGR) for a Visitor Center on the garden level suite 1/common space at the second Council meeting in June.
- Increase visibility and get 100% occupancy
- Timing to complete is approximately at the end of the existing lease in Spring of 2013

Note: The city could possibly use the services of The University of Minnesota's Center for Changing Landscapes (CCL) which is an interdisciplinary research and outreach center in whose work combines design/planning expertise with natural resource expertise and knowledge to support land use and community form decision-making at the local, regional, and state levels to protect, preserve, and enhance Minnesota's landscapes and their related cultural, natural, and environmental resources in the face of changing development patterns, resource use, demographics and environmental degradation. Hallmarks of the Center's environmentally sensitive design/planning work are its quality, graphic effectiveness, relevance, usefulness, and publicly engaged character.

X. How to Pay for it

The biggest challenge will not be the "how much will it cost," or the "how will we pay for it?" questions. The challenge will be in obtaining the necessary funding. Following are possibilities for funding that were brainstormed during the meetings.

1. City Bonding
2. Referendum
3. IRRRB and others
4. Benefactors with ties to Central School
5. Increase rents when full and profitable
6. State Bonding
7. Fundraising
8. Federal Grants
9. Partnerships w ICC, Reif, MacRostie
10. Endowment fund
11. Tax Credits
12. Historical Tax Credits
13. Historical preservation grants/loans
14. Sale of building with covenants
15. Kick Start Campaign
16. Naming rights to the building
17. Tax Increment Financing (TIF)
18. Private Sector Sponsors
19. Dedicated levy increase
20. Blandin Foundation and others that may fund:
 - a. Feasibility
 - b. Construction
 - c. Landscaping
 - d. Marketing

XI. Public Awareness and Publicity Suggestions

- Letters to Editor in local newspapers... possibly a series
- Press Release after second session
- Mayor Adams and others speaking before organizations
- ICTV and Shawn Gillen
- Radio (Mayor Adams)
- Other TV stations
- Website
- Email
- Facebook, Twitter, etc.
- Newspapers
- Special edition paper
- Northern Community Internet
- Slogan "Refresh, Renew & Redo" Central School
- Banner with Slogan
- Rally event
- Grocery bags
- Naming rights to the building or rooms within the building
- QR Code
- PUC Mailing
- Direct Mail
- Publicist
- Op-ed newspaper article
- Fundraising and/or endowment campaign
- Billboards coming into town
- T-shirt campaign

XII. Milestones and Timing Examples

The April 24th Participants agreed that this wouldn't be a quick fix and that it may be five years before we are happy with the results. Some significant progress can be made however if we start now.

Year 1

- Grant
- Events & Fundraisers for the Community
- Attractions
- Write grant to have consultant do market analysis
- Keep doors open
- Community gatherings
- Generate excitement and interest that will attract new renters
- Hire consultant

Year 2

- Q 1 Consultant results
- Q 2 Decisions to move forward
- Q 3 Implementation plan
- Funding
- Marketing

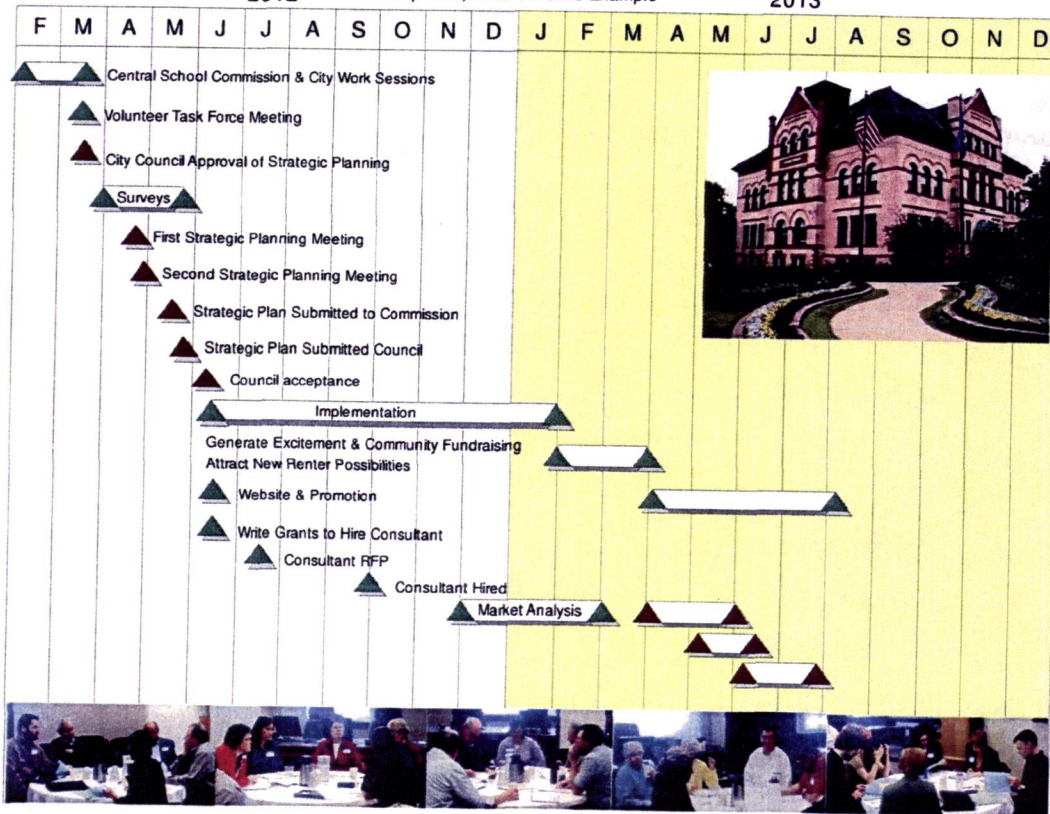
The timeline example on the following page is an indication of some of the activities that might take place over the next year or two. A more specific timeline representation can be made depending upon the strategies that the City Council chooses to follow combined with work plan details.

Central School Strategic Planning Draft

2012

April 24, 2012 Timeline Example

2013



XIII. Appendix

**CENTRAL SCHOOL
STRATEGIC PLANNING
AGREEMENT**

PROPOSAL
March 16, 2012

Old Central School
2012 Strategic Planning
Agreement

Task Force Meeting (Fri March 23, 2012) 8:00 a.m. – 9:30 a.m.

First Evaluation Meeting (Tue April 24, 2012) 10 a.m. – 4 p.m.

Second Evaluation Meeting (Mon April 30, 2012) 10 a.m. – 3 p.m.

Strategic Planning Report May 15, 2012

Prepared by:

Michael D. Andrews

email: mikeandrewscell@gmail.com

Telephone: (218) 327-1897

Cell: (218) 259-4494

Company:

Old Central School, located in downtown Grand Rapids, was designed by F.W. Hollister and built in 1895 in the Richardsonian Romanesque style of architecture. The three story building served as an elementary school from 1895 to 1972. Central School was the first school in the northern part of the state outside of Duluth to offer high school. It also housed the first library in Grand Rapids, and School District One offices. Central School became a grade school (K-8) in 1903 when a new high school was built. Central School became an elementary school (K-6) in 1922, and later it housed grades K-5 until 1972. A community effort restored the building in 1984 and it now serves as a location for commerce, houses the Itasca County Historical Society, and is listed on the National Register of Historic Places. The Central School Commission was formed by a Minnesota State Law in 1986 (Attached). Also attached is a seven page brochure designed to sell space to potential vendors. A brief history of the organization will be contained in a survey to be provided to stakeholders and the general public in April, 2012.

Central School Commission
City of Grand Rapids
420 North Pokegama Avenue
Grand Rapids, MN 55744

Phone: (218) 326-3600

Project Summary:

The original plan for Old Central School was completed over 25 years ago. Since then there have been dramatic changes in the economy, lifestyle, and interests of people of all ages. With the number of tenants and traffic through the building declining, it is now time to conduct a thorough strategic plan.

The suggested strategic planning will begin on March 28th, 2012 and be completed by May 15th, 2012.

Recommendation:

Outlining future direction is serious business. Time spent on the strategic plan is an investment in the future. It gives the Commission and City of Grand Rapids the combined wisdom of volunteers, vendors, staff, and other stakeholders in the goals, priorities and strategies to be taken by the organization.

I have outlined a process to go through in the creation of a strategic plan within a very aggressive timeline. The attached Old Central

School Strategic Planning 2012 Roadmap is a visual step-by-step graphic showing some of the activities necessary toward completion of the plan.

The roadmap lists activities in relation to the order in which they are to be completed. Arrows connecting the activities merely indicate which are to be completed before another activity begins. The length of the arrow does not indicate time duration of any activity. I have suggested dates and times which are subject to change.

Each activity has a number corresponding to an explanation of any "who, what, when, where, why and how much?" information pertaining to that specific activity. Only one person is responsible for completion of an activity. We have found through experience that if two or more people are responsible, it often doesn't get completed on time.

Old Central School Strategic Planning 2012 Roadmap

Activity #1... The scope of the project was learned as a result of a request to give a short branding presentation to the Central School Commission. Mike Andrews first met with Robert Drake to learn about the Commission's interests and to give Mike's background for introduction purposes. Mike then gave the presentation at the February Commission meeting which was followed by two more meetings to determine the best way to proceed. After a City work session it was determined that the Commission should recommend a formal strategic planning proposal to the City Council.

Activity #2... Contract Proposal- A proposal was submitted on Wednesday March 14, 2012.
[Responsibility- Mike Andrews]

Activity #3... Review- This proposal will be presented and reviewed by the Commission on Thursday March 15th, followed by City Council review. Any changes, such as meeting times, agenda, etc. will be agreed upon before acceptance. A strategic planning task force should be formed at this meeting.
[Responsibility- Mike Andrews/Commission]

Activity #4... Acceptance- Approval of the proposal will be given by the City Council. The proposal will be submitted for approval on Monday, March 26, 2012 [Responsibility- City Council]

Activity #5... Task Force Meeting- On Friday, March 23rd, members of the task force will go over the plan and volunteer for a variety of tasks associated with implementing the plan.

Activity #6... Create Surveys and Mailers- Surveys will be created and disseminated in a variety of ways to give some time for people to really think about Old Central School and give honest opinions and recommendations. This survey will have a stamped return envelope that will be addressed to Mike Andrews at his home office:

Mike Andrews
20648 Old Loop Road
Grand Rapids, MN 55744

The respondents are not to identify themselves, nor will handwritten responses be saved after computerizing the information. In this way, we can be assured that the answers to any of the questions will be completely honest and forthcoming. [Responsibility- Mike Andrews]

The second mailer will be composed of a packet of information intended for those persons who will be attending the two evaluation planning sessions in April. A "Save the Date" notification has to be given to all appropriate staff and planning session attendees so they can set aside the dates and times of the two evaluation planning sessions. Arrangements for those dates also have to be made for a meeting location. A save the date letter or email can be sent at any time. RSVP confirmation should be obtained from all attendees. [Responsibility- To be determined]

Activity #7... Historical Content- In order to look at where we want to be in the future, we have to have a good picture of both the past and present. We have to have historical financials, tenant occupancy statistics, floor plan utilization, marketing materials, etc.
[Responsibility- To be determined]

Activity #8... Strengths, Weaknesses, Opportunities & Threats (SWOT)- An explanation and examples of SWOT will be provided for the surveys. [Responsibility- Mike Andrews]

Activity #9... Goals and suggestions of what is needed to improve Old Central School is an important part of the feedback we need in our strategic planning. There may be several outstanding ideas that are generated. [Responsibility- Mike Andrews]

Activity #10... A letter of introduction will be composed with attached Old Central School history along with SWOT forms, examples and goal/comment requests. [Responsibility- Mike Andrews]

Activity #11... Created & Approved- All the necessary components will be provided for approval before sending them out.
[Responsibility- To be determined]

Activity #12... Stakeholders and Survey Participants- There will be four stakeholder groups. We have to generate a listing of who should receive the survey information. It is important that all stakeholders provide input for three reasons. First, it is important that everyone is heard and knows that their thoughts are valuable input. Secondly, each individual can provide creative ideas and thoughts that will help in making the project a success. Third, it creates team pride, collaboration and focus to the strategic planning process and successful results.

Activity #13... Vendors- The first stakeholder group will be vendors and previous vendors who have first-hand knowledge of their needs along with perceived needs of their customers.
[Responsibility- To be determined]

Activity #14... Next is a survey of customers who now frequent the businesses at the Old Central School. They will give input on product offerings, customer service and other aspects pertaining to their wants and needs. [Responsibility- To be determined]

Activity #15... Committee & City- Along with surveys from the entire Commission, a list has to be determined on who will be surveyed from the City, as well as, potential Task Force Members and Evaluation Planning Meeting Attendees. There should be 15-25 Evaluation Planning Meeting Attendees who will participate in the two work sessions in April. It is important that they attend both sessions. This group will receive background information as well as the meeting agendas. [Responsibility- To be determined]

Activity #16... General Public & Others- A list should be generated from business owners, prominent people... and politicians (who may be able to assist with bonding or revising statutes). They should also include a wide demographic which includes school children and senior citizens. [Responsibility- To be determined]

Activity #17... List Complete- Envelopes have to be addressed to certain participants, but all have to receive return envelopes. [Responsibility- To be determined]

Activity #18... Mail Survey & Agenda- The mailing, etc. should be done on March 29th to give enough time for participants to make their comments and return the surveys. A deadline for return of April 20th is requested to give a sense of urgency for people to return the survey in a timely manner. [Responsibility- To be determined]

Activity #19... Survey Results Received- Once survey envelopes are received, each response will be typed into appropriate spreadsheets where it will be reviewed and possibly adjusted to take out any information that might indicate the sender. [Responsibility- Mike Andrews]

Activity #20... Compile Data- After all responses are put into several spreadsheets, they are alphabetized to assure that responses are mixed. They are then assembled into groupings with similar themes. The various categories of spreadsheet data are then copied onto differing colored paper for ease of recall during the planning sessions. [Responsibility- Mike Andrews]

Activity #21... Prepare for Meeting- Refreshment arrangements and agendas/information. [Responsibility- To be determined]

Meeting Room Ready- Tables are arranged such that 5 or 6 people are comfortably situated around each table with full view of wall where flipboard charts can be displayed. [Responsibility- To be determined]

Research Vision, Mission, Guiding Principles- Volunteers from the Task Force will research vision, mission, guiding principles. To be successful, we have to decide what constitutes success. We all have to have a clear understanding of where we are going, what we are doing and how we conduct ourselves in carrying out our mission. In the packet going out to those people attending the planning session, there will be a document with Old Central School's present vision, mission, and guiding principles along with good examples (from other organizations) for comparison. Some input will be given by Mike Andrews. [Responsibility- To be determined]

Research other historic shopping venues- Volunteers from the Task Force will provide input. [Responsibility- To be determined]

Activity #22... Compile Suggestions- [Responsibility- Mike Andrews]

Activity #23... First Planning Meeting- See the agenda below. The timing given here is a suggestion of approximate times. The agenda can be adjusted very easily for time of day. It is important to leave enough time to adequately obtain the necessary results in each section. This information is too important to hurry on to another activity. [Responsibility- Mike Andrews]

Old Central School Draft Agenda

Day One...

Tuesday April 24, 2012

- | | |
|------------|---|
| 10:00 a.m. | Meeting - Introductions, purpose & strategic planning process |
| 10:15 a.m. | Vision, Mission, Guiding Principles (Values) |
| 11:00 a.m. | Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis - Strengths Session |
| 11:15 a.m. | Weaknesses Session |
| 11:30 a.m. | Opportunities Session |
| 11:50 a.m. | Threats Session |
| 12:00 noon | Break for Lunch |
| 1:00 p.m. | Goals/Objectives <ul style="list-style-type: none">a.b.c. |
| 2:00 p.m. | Step-by-step strategy to meet one goal. |
| 3:00 p.m. | Prioritize Goals, Recap, Assignments & Adjourn |

Activity #24... Refine Vision, Goals, etc.- A committee of three meeting participants will be volunteered to work out any questions concerning wordsmithing the vision, mission or guiding principles. All information gained during the first session will be documented for presentation at the second session. [Responsibility- To be determined]

Activity #25... Prioritize SWOT- We have to refine and prioritize SWOT information so it can be used in determination of priority goals.
[Responsibility- Mike Andrews]

Activity #26... Prioritize Goals- We will determine the top goals which will be further prioritized in the 2nd Evaluation Meeting

Activity #27... Second Evaluation Planning Meeting- See the agenda below. The second planning session will concentrate on finalizing information from the first meeting. We will then prioritize and work on building strategies and action plans that will be detailed and adjusted by individuals to be determined.

[Responsibility- Mike Andrews]

Day Two... Monday April 30, 2012

- 10:00 a.m. Refine and finalize Vision, Mission and Guiding Principles
- 10:15 a.m. A listing of priorities and goals will be generated and refined. Written goals have to meet the SMART criterion. Confirm goals and determine priorities and the number of objectives to outline.
- 12:00 Noon. Lunch Break
- 1:00 p.m. Continue prioritization and implementation strategies
- 2:00 p.m. Confirm timing, Recap & Adjourn

Activity #28... Plan Documents- All plan documents will be compiled and submitted by May 15, 2012. [Responsibility- Mike Andrews]

Activity #29... Approve and Implement- The documents will be approved by the Commission and City Council. The best ideas, suggestions and comments are worthless without putting them into documented plans and committing resources to carry them out.

[Responsibility- To Be Determined]

Results

The completed strategic plan will include documentation of:

1. Process
2. Historical Information
3. SWOT Results
4. Suggested Goals
5. Comments and Suggestions
6. Survey and Meeting Participants
7. Refined Vision, Mission, Guiding Principles
8. Refined Goals and Priorities
9. Suggested Strategies toward Priority Goals

Compensation

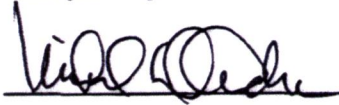
For this Old Central School Project only, compensation will be \$4,000 inclusive of all time spent from the day of acceptance in March through the delivery date of May 15, 2012.. Strategic planning services offered by Michael D. Andrews are usually \$7,000 plus expenses. Services are to be paid in two installments including one half upon proposal acceptance, and the remaining half upon delivery of completed plan and approval of that plan. There will be associated costs of printing, mailing, etc. which are the responsibility of the City of Grand Rapids.

Contact Person

The main contact person for the City of Grand Rapids with whom Mike Andrews will communicate is:

Contact information

Accepted by



Date: 3/23/2012

Dale Adams

Date: 3-28-12

Dale Adams

Print Name

Mike Andrews Consulting

City of Grand Rapids, Minnesota

1986, Regular Session

Laws of Minnesota 1986

CHAPTER 347-H.F.No. 2236

An act relating to the city of Grand Rapids; permitting the creation of the Central School Commission. BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:

Section 1. [CENTRAL SCHOOL COMMISSION.]

Subdivision 1. A Central School commission in the city of Grand Rapids, Minnesota, may be created by the city.

Subd. 2. The commission shall be composed of seven members. The first seven members shall be appointed by the Grand Rapids city council. Subsequent appointments due to vacancies or expired terms shall be pursuant to nomination by the commission subject to ratification by the council.

Subd. 3. The term of each member of the commission shall be three years, except that three of the original appointees shall serve a term of two years. A member may serve a maximum of three consecutive terms. Each member of the commission shall have one vote.

Subd. 4. The commission shall have the powers and duties delegated to it by ordinance by the Grand Rapids city council which may include, but are not limited to, the following:

(a) The commission may have full operational responsibility for the Central School building, excluding the exterior grounds. The commission's objective in the management of Central School shall be to maximize the participation of community residents and visitors in the events and activities at the Central School, consistent with the historical heritage and cultural theme of the Central School.

(b) The commission may have the power to retain a custodian, on an independent contractor basis, who shall be responsible for maintenance and upkeep of the common areas of the Central School building.

(c) The commission may have the power, subject to city council approval, to retain a manager, either as an employee or independent contractor, to promote the activities of and coordinate the operations of the Central School.

(d) The commission may adopt bylaws to designate officers and committees as the commission deems appropriate.

The commission may not be empowered to enter into leases for space in Central School nor to vary the terms of leases entered

into by the city council.

Sec. 2. [LOCAL APPROVAL.]

This act is effective the day after compliance with Minnesota Statutes, section 645.021, subdivision 3, by the governing body of the city of Grand Rapids.

Approved March 19, 1986

**PLANNING SESSION
PARTICIPANT
PACKET**

Central School Strategic Planning Sessions

Tuesday, April 24, 2012, 8 am to 1 pm

Monday, April 30, 2012, 8 am to 1 pm

City Hall Council Chambers

Central School Strategic Planning Participants

Thank you for agreeing to participate in our strategic planning sessions on April 24th and April 30th. You will play a very important role in condensing research information, developing goals, suggesting priorities and brainstorming strategies regarding the future of Central School in Grand Rapids.

Your information will be developed into a strategic plan that will be delivered to the Central School Commission on May 15, 2012. The Commission will then make recommendations to the Grand Rapids City Council who will determine action plans going forward.

Enclosed are documents that will give you background information and enable us to save time in the meetings.

1. Agendas
2. Survey Example*
3. Central School Marketing Brochure
4. Tenant's Information & Historical Background
5. Financial History and Estimated Capital Improvements
6. Example Vision, Mission, Guiding Principles
7. Examples of Adapting Old Schools to New Uses
8. Strategic Planning Participants
9. Facilitator Background for Mike Andrews
10. Lease Template

Please arrive on time for the meetings. We want to be respectful to our participants and to short time allotments.

If you have any questions, please contact me at any time.

Thank You,



Mike Andrews

Mike Andrews Consulting
20648 Old Loop Road
Grand Rapids, MN 55744
218-327-1897 Office
218-259-4494 Cell
mikeandrewscell@gmail.com

*Survey Sample- Sent or delivered to representative groups of stakeholders for their input.

Central School Strategic Planning Session Agendas

Day One...

Tuesday April 24, 2012

- 8:00 a.m. Meeting - Introductions, purpose & strategic planning process
- 8:15 a.m. Vision, Mission, Guiding Principles (Values)
- 9:00 a.m. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis - **Strengths** Session
- 9:15 a.m. **Weaknesses** Session
- 9:30 a.m. **Opportunities** Session
- 9:50 a.m. **Threats** Session
- 10:00 a.m. Coffee Break
- 10:15 a.m. Goals/Objectives
- 11:15 a.m. Step-by-step Strategy Discussion
- 12:00 Noon Lunch & Continue Work Session
- 12:50 p.m. Prioritize Goals, Recap, Assignments
- 1:00 p.m. Adjourn

Day Two...

Monday April 30, 2012

- 8:00 a.m. Refine and finalize Vision, Mission and Guiding Principles
- 8:20 a.m. Priorities and goals generated and refined. Written goals have to be Specific, Measurable, Attainable, Realistic/Resourced, and Timed.
- 9:30 a.m. Confirm goals, suggest priorities and strategies
- 10:00 a.m. Coffee Break
- 10:15 a.m. Continue prioritization and implementation strategies
- 12:00 Noon Lunch & Continue Work Session
- 12:50 p.m. Strategic Plan Outline and next steps including draft strategic plan submission, review, revision, final draft (May 15) and presentation.
- 1:00 p.m. Thank You... Adjourn

Central School Survey

1. When you think about the Central School building and property what do you see as its strengths? What makes it special?

2. What about Central School do you think are its weaknesses?

3. What opportunities do you think should be looked at based on what makes it so special?

4. What threats do you see ahead in improving Central School because of its weaknesses?

5. What would you like to see in Central School that would make you go there more often?

6. Do you have any other ideas we should consider?

7. Additional comments?

Old Central School – A Unique Marketplace

The City of Grand Rapids Central School Commission Presents:

**OLD CENTRAL SCHOOL
'A UNIQUE MARKETPLACE'**



Old Central School – A Unique Marketplace

Overview:

Looking for downtown office space in a central location of Grand Rapids? Look no further than the Old Central School. This unique facility has a variety of office space available to suit your needs. Now is the time to move your business to this renovated, highly visible, high traffic location. A variety of tenants already are making use of this building, and space is available now.



Old Central School is owned by the City of Grand Rapids and managed by the Central School Commission, appointed by the City Council. It is the Commission's intent that Central School be operated as a tenant "co-op", with all tenants taking an active part in the care, programming, and marketing of the building. The Commission is seeking tenants who are compatible with the historical heritage and cultural theme of the Old Central School.

Location: Northwest corner of Hwy 169 and Hwy 2. Grand Rapids, MN 55744.

Directions: From any direction, take either Hwy 169 or Hwy 2 to downtown Grand Rapids. The Old Central School is located at the NW corner of the west intersection of Hwy 169 and Hwy 2 in downtown Grand Rapids.

Available Space: See schedule and drawings on following pages.

2011 Lease Rates:	Garden Level:	\$11.69/sf
	1st Floor:	\$12.70/sf
	2nd Floor:	Occupied – Itasca County Historical Society
	3rd Floor:	\$9.11/sf

Water, Sewer, Heating, and Cooling: Provided

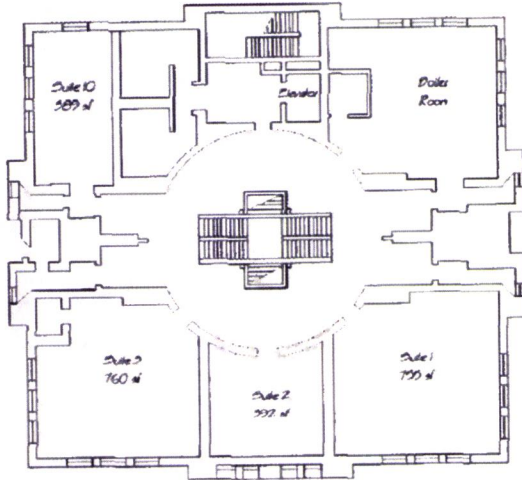
Property Taxes: Paid by tenant

Telecommunications: Arranged and paid for by tenant (several options available on-site)

Parking: On-site parking lot (some 2 hour parking and some 4 hour parking), on-street parking on 1st Ave NW adjacent to the property, and several off-site parking lots within walking distance.

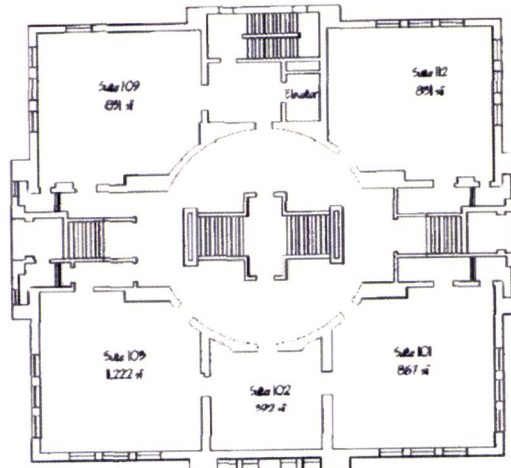
Old Central School - A Unique Marketplace

Floor Layouts:



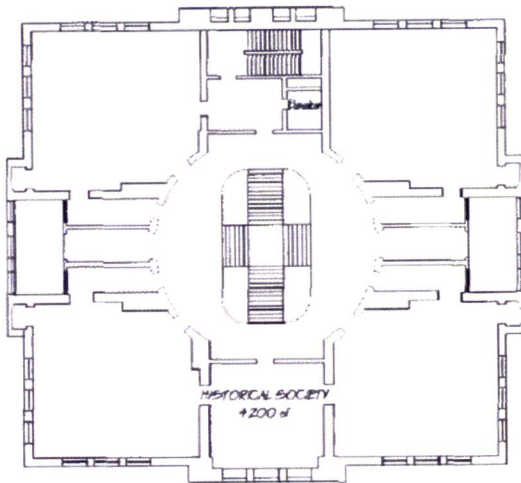
Garden Level

Suite 1	755 sf	Available
Suite 2	392 sf	Minnesota Education Corp
Suite 3	760 sf	Babysteps
Suite 10	389 sf	Available



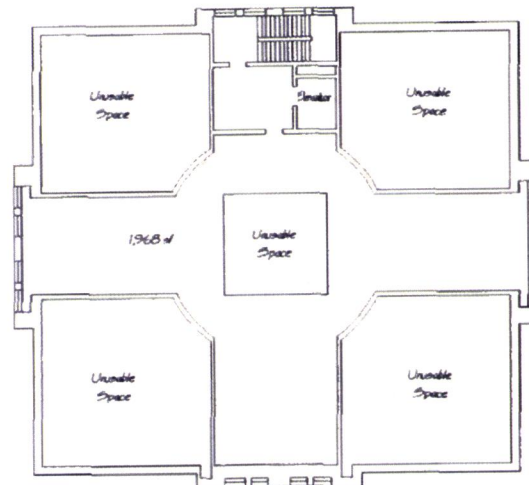
First Floor

Suite 101	867 sf	Stained Glass with Class
Suite 102	392 sf	ABCs of Quilting
Suite 103	1222 sf	ABCs of Quilting
Suite 109	831 sf	Available
Suite 112	831 sf	Available



Second Floor

2 nd Floor	4200 sf	Itasca County Historical Society
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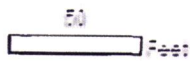


Third Floor

3 rd Floor	1902 sf	Available
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Old Central School – A Unique Marketplace

Site Map:



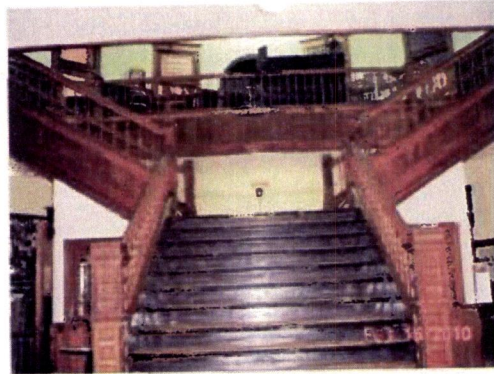
Old Central School
Site Map

Old Central School – A Unique Marketplace

Building Photos:



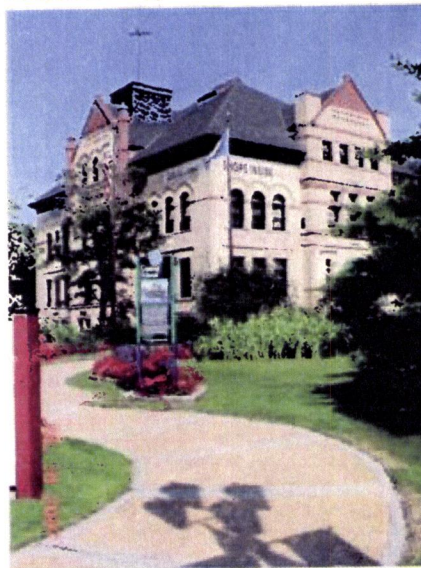
Tenant Sign



Main Stairway



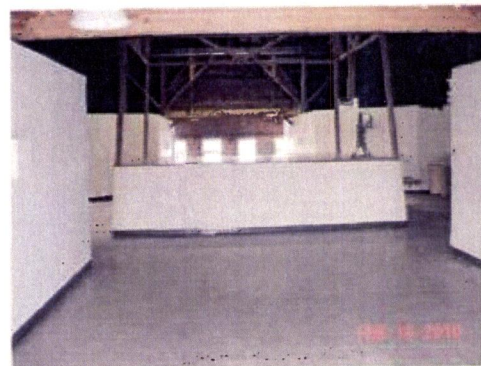
One of several entrances



Yellow brick road



Available Space (Suite 112)

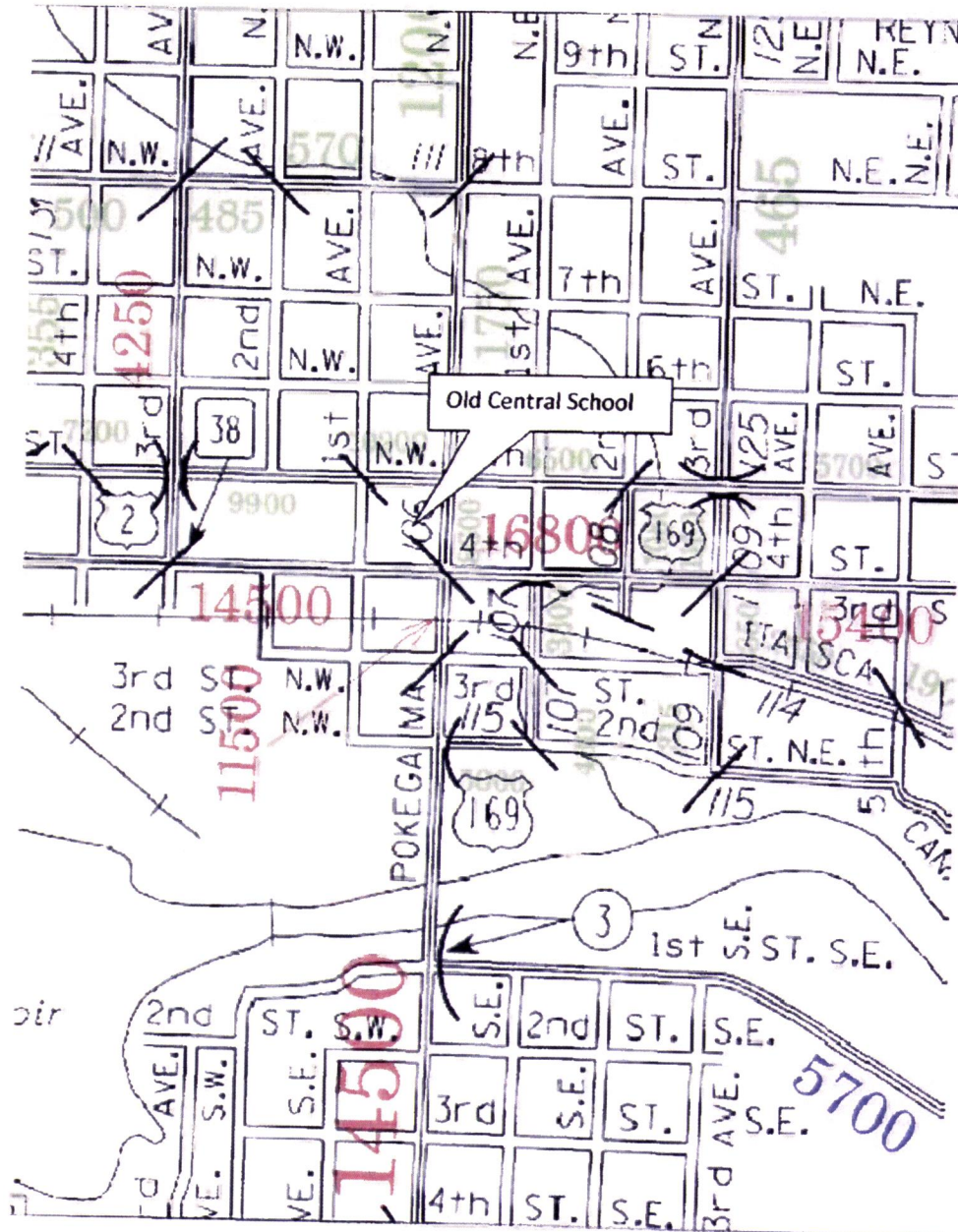


Available Space (Third Floor)

Old Central School – A Unique Marketplace

Traffic Data:

The Old Central School is located adjacent to the most highly traveled roadways in the area, making the facility and signage very visible. The traffic count map shown below shows the MnDOT average daily traffic counts from 2004 and 2005. The City street counts are shown in green, and the state highway counts are shown in red.



Old Central School – A Unique Marketplace

Contact Information:

City of Grand Rapids
Shirley Miller
420 North Pokegama Avenue
Grand Rapids, MN 55744
218-326-7616
smiller@ci.grand-rapids.mn.us

Tom Schmoll
Building Manager
218-256-0240
218-327-9186
tom@filthycleanmn.com

4

CENTRAL SCHOOL
TENANT'S INFORMATION

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General Information and Operational Goals
Of the Central School

Central School is owned by the City of Grand Rapids and managed by the Central School Commission, appointed by the City Council. The Commission's charge is to function as the board of Directors of Central School. The Commission's objective in the management of Central School shall be to maximize the participation of community residents and visitors in the events and activities consistent with the historical heritage and cultural theme of the Central School.

The Commission has full operational responsibility for the Building. The Commission is responsible to generate sufficient income from the operation of Central School, through rents, its programs and special promotions to meet all operating costs of Central School

It is the Commission's intent that Central School be operated as a tenant "co-op". With all tenants taking an active part in the care, programming and marketing of the building.

The Commission requires the active involvement in the Tenant's Committee meetings to give input to the Commission on operational and promotional issues. This is done in the monthly Tenant's meeting.

Anything outside of the scope of business should be brought to the Tenant's Committee and then to the Central School Commission for approval.

If there is a conflict between tenants, the tenants try to work it out among themselves. If the issues cannot be resolved in that manner, each party should bring the issue in writing to the Building Manager. The Building Manager will discuss with the tenants and bring the issue to the next tenant's meeting. If it cannot be resolved at the tenant's meeting, the Building Manager will bring the issue to the Commission meeting.

If the above procedures are not followed, the Commission will not address the issue until it has gone through the above process.

All proposed changes to lease space and use of common areas should be brought to the Building Manager in time for the Building Manager to bring to the Commission for presentation.

To insure that cost of operation be kept to a minimum, all tenants and employees of tenants are encouraged to assist in keeping the building in an inviting manner, that care be taken in the operation of the building's equipment. Tenants are encouraged to plan and conduct activities that bring the general public into the building, and to take an active part in the Tenants Organization. They are also encouraged to assist in the operation of the building with tenants working together to market the attractions of Central School.

As a public entity, the Central School Commission does not pay property taxes. However, any for-profit leased space in a public building is subject to personal property taxes. Thus, in addition to the terms of any lease signed with the Central School you may also be required to pay property taxes directly to Itasca County. Consult your attorney, tax advisor or the County Auditor for information on personal property taxes.

Amended July 15, 2010

Chapter 61

Grand Rapids Central School Commission

61.01 PURPOSE. Pursuant to Minn. Stat. Chapter 347 (H.F. 2236), there is hereby created a Grand Rapids Central School Commission, which will have the membership, powers and duties as set forth below: (4-23-86)

61.02 MEMBERSHIP. The Commission shall be composed of seven (7) members, at least one (1) of whom shall be a member of the Itasca County Historical Society. One member of the Commission shall be affiliated with a current non-profit tenant of Central School and one member shall be affiliated with a current for-profit tenant of Central School.

61.03 APPOINTMENT. The original seven (7) members of the Commission shall be appointed by the Grand Rapids City Council. Subsequent appointments due to vacancies or expired terms shall be pursuant to nomination by the Commission, with ratification by the Grand Rapids City Council.

61.04 TERM OF MEMBERSHIP. The term of each member of the Commission shall be three (3) years. A member may serve a maximum of three (3) consecutive terms. Each member of the Commission shall have one vote. (4-23-86)

61.05 MEETINGS. The Commission shall meet with such frequency as the Commission deems appropriate, but at least quarterly. Meetings of the Commission shall be open to the public.

61.06 POWERS AND DUTIES. (a) The Commission shall function as the Board of Directors of Central School. In addition to the powers and duties specifically set forth in this Ordinance, the Commission is hereby delegated those powers and duties which accrue to the Lessor or to the Board of Directors under the leases between tenants of Central School and the City of Grand Rapids. The Commission's objective in the management of Central School shall be to maximize the participation of community residents and visitors in the events and activities at the Central School, consistent with the historical heritage and cultural theme of the Central School.

(b) The Commission shall have full operational responsibility for the Central School Building, including the following:

1. The Commission shall be responsible to safeguard Central School building and to arrange for appropriate ongoing upkeep and maintenance in order to preserve Central School building;
2. Prior to September 1 of each calendar year, the Commission shall submit to the City Council for approval an annual budget for the Central School operations for the upcoming calendar year;
3. The Commission shall generate sufficient income through the operation of Central School and its programs and promotions to meet all operating costs of Central School and shall accumulate necessary funds to finance long-term capital expenditures for the maintenance and preservation of Central School, said capital accumulation to be at least equal to the percentage of operating expenses as set forth in the leases for Central School building;
4. The Commission shall seek tenants for Central School whose use of the facility will be consistent with the historical heritage and cultural theme of the Central School. The Commission may not be empowered to enter into leases for space in Central School nor to vary the terms of leases entered into by the City Council; (4-23-86)
5. The Commission shall promote activities and special events at the Central School, and exterior grounds, which complement

community events and promotions and which promote the historical heritage and cultural theme of the Central School;

6. The Commission shall encourage the development of a Central School Tenants Organization which will give input to the Commission on operational and promotional issues;

7. The Commission shall develop and approve short and long term plans and goals for Central School and appropriate strategies to accomplish these goals;

8. The Commission shall retain a custodian, on an independent contractor basis, who shall be responsible for the maintenance and upkeep of the common areas of the Central School building;

9. The Commission may have the power, subject to City Council approval, to retain a manager, either as an employee or independent contractor, to promote the activities of and coordinate the operations of the Central School. (4-23-86)

(c) The Commission shall adopt by-laws which shall designate such officers and committees as the Commission deems appropriate. The by-laws shall provide that each member of the Commission shall be entitled to one vote of equal weight to that of any other member.

(d) The Commission shall keep and preserve accurate minutes of each meeting of the Commission or any committee thereof.

(e) The Commission shall report to the City Council quarterly, or more frequently as the Commission deems appropriate, on the activities of the Commission.

(f) The Commission shall request, in writing to the City Administrator, staff assistance from the appropriate Departments of the City of Grand Rapids, on an as-needed basis.

61.07 EXTERIOR GROUNDS. The exterior grounds of Central School shall be maintained as a City Park by the appropriate City Departments. The Commission and the City Parks and Recreation Department shall coordinate plans for events at the exterior grounds. The

City Parks and Recreation Department shall have final authority to authorize and schedule usage of the exterior grounds.

61.08 EFFECTIVE DATE. This ordinance becomes effective upon its passage and publication according to law.

Adopted 1-25-84

Amended 4-23-86

CENTRAL SCHOOL POLICIES

Rental Policy

It is the intent of the Central School Commission to maintain a strong and viable tenancy in the Central School building.

This requires that the Commission:

- Select tenants whose activities are in keeping with the character of the community and the restored school building.
- Select tenants who's activities compliment each other.
- Maintain a balance of historical, retail, and non-profit organizations who's operations are supported within the community.
- To meet the community charge, the Commission will have, with City Council concurrence, the obligation to keep the building financially solvent.
- The Commission must have first and full knowledge of any present tenant not wishing to renew their lease, or requesting changes in the lease. Notice will be given to the Commission in writing in a timely manner, as per the terms of the signed lease.
- The Commission will have the full responsibility in notifying the present tenants and the community of space available.
- When space becomes available and a present tenant expresses an interest, it shall be the Commission's obligation to determine if this request is in keeping with the charge of the Commission.
- If two or more tenants request the same available space, consideration will be given to the tenant submitting a written request first. A written request is kept on file as first come, first serve until notice is given to

the Finance Director that the tenant is no longer interested in the space. All requests will be reviewed and approved by the Commission.

- If a present tenant desires the space for another use not presently being operated by the tenant, the request shall be processed as a general request from the advertised space available notice.
- If no present tenant is interested in available space it shall be the Commission's responsibility to advertise space available. The Commission shall set the terms of request.

Adopted: January 19, 2006

Rental Deposit Policy

At the time the lease is signed, lessee will pay three months rent on deposit plus first month's rent payment. Deposit may be a cash deposit, letter of credit or surety bond.

Tenants who have demonstrated "acceptable" (on time) rent payments may have their deposit reduced to one month. Acceptable means at least three (3) years of on time rent payments. On time means rent has to be paid by the fifth (5th) day of the month that the rent is due.

If a tenant does not continue to maintain an "acceptable" rent payment schedule, the Central School Commission shall initiate the process to collect the payment from the deposit. The Commission shall then require three (3) months deposit.

Adopted: September 25, 1995

Central School Tenant Parking Policy

Tenants and their employees shall not park their private vehicles in the Central School parking lot during the hours that Central School is open to the public. (See attached map for parking areas.)

Adopted July 19, 1984

Central School Window Treatment Policy

Narrow, horizontal, buff-colored Venetian blinds are the most appropriate treatment for Central School windows. Any other kind of treatment idea or exterior color will have to be submitted in writing to the Commission.

Adopted July 19, 1984

Central School Smoking Policy

No smoking will be allowed in any portion of Central School. As per the City of Grand Rapids Ordinance, no smoking is allowed in City parks which include the Central School grounds.

Central School Food Preparation and Sales Policy

With the exception of in building food services, no food is to be prepared or sold in the Central School building. Coffee, tea, and snacks may be served to small group meetings and employees, but only within the confines of each tenants leased space. Requests for larger receptions and public events must be submitted in writing to the Commission at least two weeks before the next scheduled Commission meeting. Plans for serving or selling food and beverages on the grounds must be cleared by the Grand Rapids Recreation and Park Department.

Adopted July 19, 1984

Amended January 19, 2006

Central School Posting Policy

With the exception of tenant's promotional materials, no poster, brochures, signs or leaflets will be displayed in the common areas. Permission for deviations from this policy must be brought to the Commission for approval. Materials for display should be given to the Manager to post.

Tenants promotional materials will only be displayed in the locked display cabinet. Tape, nails, or outside materials will not be used on the physical structure of the building to post signs in any area of the building.

Adopted October 11, 1984

Amended January 19, 2006

Central School Rental Policy for Non-Tenants

Civic groups may use areas in Central School for events which do not conflict with tenant use or with the purpose of the building. A \$100.00 per day fee will be assessed for janitorial services and utilities. The events scheduled must be approved by the Commission. The group using the facility will be responsible for cleaning up the areas used. All common areas in the building will not be rented out for private or for-profit activities.

Adopted October 11, 1984

Amended January 19, 2006

Central School Advertising Policy

All proposed Central School advertising authorized in the Central School budget shall be submitted to the Building Manager who will submit request to the Central School Commission before any funds are approved and expended. The Building Manager will be responsible for securing the advertising. Any advertising expenses incurred by a tenant will be the responsibility of the tenant.

Signage

The Central School Commission will provide tenant signage on the southeast and southwest corners of the Central School block. Tenants will be responsible for obtaining their own signage for the outdoor signs on the north side of the building at their own expense. The tenant will obtain signage that matches the rest of the signs. The current signs were done by Silver Tip Graphics and they have all of the necessary information to make the signs to match the current display. The Central School Commission is responsible for the maintenance of the overall signs.

CENTRAL SCHOOL TENANTS COMMITTEE

Purpose:

To plan, help promote and coordinate activities in Central School, and to advise the Central School Commission or the City Council of tenant's concerns.

Membership:

The meetings are open to all tenants, or their representative. Each tenancy has one vote. All issues concerning tenants and Central School will go through the Tenants Committee.

Meetings:

Regular meetings will be held on the first Friday of each month at 8:30 am. Unless a change is so designated.

Coordinator:

The building manager/coordinator will be responsible to give notice of the meetings, facilitate the meetings, supply minutes, and refer information to the Commission.

Quorum:

A quorum shall consist of those present.

CENTRAL SCHOOL MANAGEMENT

The Commission has the power, subject to City Council approval, to retain a building manager, either as an employee or independent contractor to coordinate operations of Central School. (Use description from 61.06 item 9.)

The Manager/Coordinator duties at Central School will include the following:

Administration:

- Liaison with Tenants, City Staff and Contractors.
- Facilitate use of building by Tenants and outside groups.
- Coordinate with City staff, requirements for use of park grounds and parking lot for community activities.
- Provide support to the Commission on operations, maintenance and repair.
- Submit invoices to Finance Department for preparation of bill list for Central School approval.
- Maintain file copy of building keys.
- Schedule and facilitate monthly Tenants meetings.
- Handle lease requirements i.e., advertising, show lease space, contact prospective lessees.

Facility Maintenance and Coordination:

- Purchase and inventory supplies.
- Recommend to the Commission capital repair and building improvements.
- Supervise daily janitorial services.
- Initiate minor repairs.
- Maintain public information posting and distribution.
- Be "on call" for emergency needs of the building.

Public Works Facility Maintenance:

- Recommend to the Commission projects for contract service providers as appropriate.
- Coordinate programming activities, equipment and maintenance needs.
- Oversee warranties, contracts and supervise contracted work.

CENTRAL SCHOOL HISTORICAL BACKGROUND

Central School was designed by F.W. Hollister and built in 1895 by Swartz and Spindler, all from Saginaw, Michigan. Central School is designed in the Richardsonian Romanesque style which was popularized by Henry Hobson Richardson. This was a very popular style for public buildings in the late 19th century, although quite rare in this particular area at the time it was built.

Central School was the first school in the northern part of the state outside of Duluth to offer high school. It also housed the first library in Grand Rapids, and the District One offices. District One was one of the largest school districts in the U.S., covering all of Itasca County.

Central School became a grade school (K-8) in 1901 when a new high school was built a few blocks away. Central School became an elementary school (K-6) in 1922, and later it housed grades K-5.

In 1972 Central School's formal school days were over, and the building was transferred to the City of Grand Rapids. The building was then used as a heritage and arts center, housing the Kozy-Rest Senior Citizens, Itasca Art Association, Craft Shop, and Itasca County Historical Society-all using the building mainly during the summer months.

The fate of the building was uncertain because many structural improvements were needed. A rather heated community debate ensued, with some believing that the people of Grand Rapids would be better served by having a parking lot at the school site. Central School was placed on the National Register of Historic Places in the early 1980's, and preservation prevailed with the passing of a city bond issue. Tenants moved out in spring of 1983 when restoration began, the work was completed a year later and tenants returned in July of 1984.

Restoration of Central School was funded by the Blandin Foundation, a City of Grand Rapids bond issue, the Itasca County Historical Society, the Itasca Art Association, Bass Brook Township, the Minnesota Historical Society, the Iron Range Resources and Rehabilitation Board, and approximately three hundred donations from individuals and other

organizations. The total cost was about one million dollars. The building is owned by the City of Grand Rapids.

CENTRAL SCHOOL USE AND RESTORATION

Central School has four main rooms on each of the two main floors, and two of similar size on the lower level which had been used as classrooms. There were also two smaller rooms on the first floor and four on the second floor, which were used as offices, library, storage, Normal School, and possible lunch rooms. The south main rooms on each floor had one cloak room each. Those on the north had two each. Actual use of each room is hard to determine as the use changed from year to year as needed.

The basement also had a girls' rest room, south center; boys' rest room, northwest; a furnace room, northeast; a fan room, north center.

The attic was originally accessible only by a ladder through a trap door in the ceiling of the west center room and contained only fresh air duct work. The large and small grills in the rooms were the heat supply, from the fan room in the basement, and the fresh air supply, from the attic ducts and small cupola on the roof. The original boiler was wood fired, then changed to coal and then to oil.

The original roof structure and the base for the bell tower are visible in the third floor. A few framing members were removed or relocated to provide headroom.

The bell tower was removed sometime prior to World War II for safety reasons. The airplane was built just after Lindberg's flight in 1927 and mounted on the bell tower, and later where it is now located when the tower was removed. It was restored by the Blandin Paper Co. It had also been rebuilt some time ago when it "took off" in a windstorm.

The framing in the center of the attic is the old light shaft from the skylight on the roof (now closed) to the skylight in the second floor ceiling. The raised platform in the attic is the structural support and lighting for the present skylight.

The present elevator and fire code stairway on the north center eliminated the fan room in the basement and an office and two cloak rooms on each floor.

Three fire escapes were added over the years, two on the north and one on the south. These were removed during restoration. Also removed was a coal bunker on the north. Many years ago there was a metal school bus garage and shop in the parking lot that was removed about the time of WWII.

CENTRAL SCHOOL EMERGENCY & SERVICES NUMBERS

Emergency 911

Denny Brown.....326-6488
Commission Chair

Grand Rapids Police.....326-3464

Sheriff's Office.....326-3477

Ron Edminster.....326-7600
Cell Phone.....259-4709

Everett Baumgarner.....326-7600
Cell Phone.....259-5132

Jeff Davies.....326-7480
Public Works Director

Central School
10 NW 5th Street
Grand Rapids, MN 55744

Usage of Suite 1

Until the Commission has a tenant for Suite 1, tenants may use Suite 1 free of charge if they are using it for something related to their current business in Central School. Tenants must arrange this use through the Building Manager. The tenants must clean up the room after each use and will not store anything in this space. The tables and chairs are for "on-site use only" and are not to leave the building.

If an outside organization want to rent the space, they need to contact the Building Manager. Only events that are listed under the Class 1 Events of the City Insurance Requirements and Rates for Use of City Facilities will be allowed to rent the space without prior Commission approval. The rental fee will be \$25 per day and \$15 per half-day.

CENTRAL SCHOOL COMMISSION

CURRENT BY-LAWS

In 1986 the Central School Commission was created under State Statute Chapter 347 (H.F. 2236). The Commission was created in the aftermath of efforts to preserve and restore the building. These efforts began in the mid 1970's and culminated with the passing of a \$390,000 bonding bill by a two thirds margin of voters in Grand Rapids.

The Commission's objective in the management of Central School shall be to:

1. Maximize the participation of community residents and visitors in the events and activities at Central School, consistent with the historical heritage and cultural theme of Central School.
2. Safeguard the Central School building and to arrange for appropriate ongoing upkeep and maintenance.
3. Preserve the Central School building.

The Commission must generate sufficient income through the operations, programs and promotions of Central School to meet all operation costs. The Commission shall also accumulate necessary funds to finance long-term capital expenditures for the maintenance and preservation of Central School. The operating costs of Central School are funded through rental income from the operating leases, as per the Ordinance. The City does not provide operating funds to Central School.

**CITY OF GRAND RAPIDS
CENTRAL SCHOOL COMMISSION
ACTUAL 2007-2010 EXPENDITURES, 2011 BUDGET, PROPOSED 2012 BUDGET**

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012 BUDGET</u>
REVENUES:						
Leases	\$ 113,727	\$ 118,784	\$ 113,418	\$ 88,179	\$ 82,363	\$ 96,045
Late Lease Payments	64	28	1,327	170	-	-
State of Minnesota-Grant	37,950	-	-	11,011	7,000	20,000
Blandin Foundation	37,950	4,781	7,269	-	-	-
Cookbook Sales	1,369	391	560	618	632	-
Miscellaneous	3,094	-	19,740	25	1,181	-
Interest from Investment	3,010	2,928	1,658	732	865	-
Interest - Capital Reserve	3,704	2,999	1,750	1,062	1,299	-
Interest - Blandin Grant	-	426	137	-	-	-
Operating Transfer -In	12,000	12,000	12,000	12,000	17,000	17,000
TOTAL REVENUE:	<u>212,868</u>	<u>142,337</u>	<u>157,857</u>	<u>113,797</u>	<u>110,340</u>	<u>133,045</u>
EXPENDITURES:						
Supplies & Materials:						
Maintenance Tools/supplies	3,533	3,352	4,370	3,491	3,056	3,600
Total Supplies & Materials:	<u>3,533</u>	<u>3,352</u>	<u>4,370</u>	<u>3,491</u>	<u>3,056</u>	<u>3,600</u>
Other Charges & Services:						
Professional Services	-	-	-	2,017	-	-
Accounting/Audit	1,600	1,696	1,696	1,686	1,686	1,700
Legal	325	618	1,528	293	1,129	700
Exterminator	122	306	1,151	369	316	500
Janitorial	9,952	10,623	9,678	10,549	11,366	11,000
Management Contract Service	7,200	7,200	7,200	7,200	5,550	5,400
Telephone	543	544	546	1,713	1,450	1,700
Postage/freight	144	166	275	186	256	225
Seminar/meetings	-	-	-	-	224	-
Fundraising Expenses	220	-	-	-	-	-
Promotions/Advertising/Publishing	1,682	4,072	3,409	2,404	4,041	3,000
General Insurance	16,991	17,156	15,034	14,128	12,361	16,500
Electricity	22,650	20,969	19,358	20,519	16,350	21,000
Garbage	2,839	3,005	3,096	3,400	3,694	3,200
Heat-natural gas	19,400	17,492	17,773	12,521	15,339	17,000
Maintenance contracts - elevator	2,340	2,468	2,369	2,028	2,142	2,600
Building maint/repairs	26,545	18,235	30,920	26,197	14,987	14,000
Fire Alarm & heating contracts	9,779	7,347	7,204	7,204	7,712	7,500
Gen Equip Maint/Repair	344	24	170	-	103	1,500
Miscellaneous	126	52	137	189	147	100
Building Maint/Cap Res	-	-	1,222	25,110	22,000	-
Dues/subscriptions	20	30	20	20	20	20
Total Other Charges & Services:	<u>122,823</u>	<u>112,003</u>	<u>122,787</u>	<u>137,734</u>	<u>120,872</u>	<u>107,645</u>
Capital Outlay:						
Bldg improvement	80,633	4,781	15,300	-	-	40,000
Bldg imprv-capital reserve	4,400	4,400	6,240	6,224	6,224	5,562
Total Capital Outlay:	<u>85,033</u>	<u>9,181</u>	<u>21,540</u>	<u>6,224</u>	<u>6,224</u>	<u>45,562</u>
TOTAL EXPENDITURES:	<u>211,390</u>	<u>124,536</u>	<u>148,697</u>	<u>147,449</u>	<u>130,152</u>	<u>156,807</u>
Excess Revenue > Expenditures	<u><u>1,478</u></u>	<u><u>17,801</u></u>	<u><u>9,160</u></u>	<u><u>(33,651)</u></u>	<u><u>(19,812)</u></u>	<u><u>(23,762)</u></u>

CITY OF GRAND RAPIDS

Capital Improvement Projects to be considered for Old Central School

Elevator Replacement - The life expediency of an elevator is twenty five years. The elevator at old central school is twenty eight years old and in very poor shape. Estimated cost to replace is \$120,000.

Interior Repairs - Plaster finishes on some of the walls and ceiling are in need of repair. Estimate to repair is \$3,000.

Heating/Cooling - Unit heaters have been a point of concern for a number of years. In the summer time there are issues with excess moisture causing units to clog creating drain overflow which has caused ceiling damage. In the winter time the fresh air intakes have to be covered to eliminate unit freeze up which results in loss of heat. There are several options possible to eliminate this problem ranging from \$240,000 to \$600,000.

External Exit - Adding an external exit from the third floor to make the floor usable ranges around \$250,000.

Vision, Mission, Guiding Principles Suggestions

The Vision, Mission and Guiding Principles are in the eyes of the beholder or stakeholder. In the case of the Central School, some of the stakeholders are:

1. Citizens of Grand Rapids
2. City of Grand Rapids
3. Central School Commission
4. Vendors as tenants
5. Retail Vendors in Grand Rapids
6. General Public
7. Tourists

In our case we want the vision, etc. as they relate to the City of Grand Rapids who is the owner of the properties.

Vision: To simplify, it is a detailed statement that best captures the future state or condition we want to accomplish. It is what we are striving for in the next five years.

Example 1- Central School is a vibrant sustaining facility maintaining its historical beauty and significance to the community.

Example 2- Central School is a historical and cultural landmark in which businesses can thrive and sustain a viable market and customer base.

Example 3- Central School is a successful anchor point of civic and economic activity that exists without the need of tax dollars.

Example 4- A colorful and active downtown excites visitors, residents and shoppers.

Mission: A mission is what you do every day to accomplish the vision. It is why you exist.

Example 1- To operate Central School as a historic, self-sustaining anchor point of commerce and civic activity in the Central Business District of Grand Rapids.

Example 2- To promote, manage and market Central School properties for the betterment of the people it serves.

Example 3- To offer an exciting mix of retail, food and/or cultural amenities of interest to local citizens and travelers alike.

Example 4- Old Central School will:

- Attract people to Grand Rapids
- Connect people to our natural and rural small-town experience
- Direct people to all Grand Rapids shopping and entertainment experiences

Guiding Principles: These are the values and principles by which you operate on a daily basis in carrying out your mission toward your vision. There can be several guiding principles. We want to perhaps narrow the list to 5-10 guiding principles. Please feel free to add any guiding principles you feel are important.

- Equal access and opportunity to tenancy (disability, race, creed, etc.)
- Recognizing that the property belongs to the citizens of Grand Rapids
- City of GR recognizes its role in maintaining the property as an asset, upkeep, etc.
- Success for Central School can't be achieved without success for individual tenants
- Customer service and hospitality are paramount
- Create exciting experiences.
- Participate in the life of downtown Grand Rapids.
- Foster a friendly environment.
- Exemplify rural, small town atmosphere and values.
- Promote activities in building and on grounds.
- Contribute to downtown night life.
- Enrich in-town residential life.
- Increase pedestrian traffic.
- Ensure building longevity.
- Adapt to economic and social changes.

ADAPTIVE REUSE PRINCIPLE

Historic structures must meet the needs of today and tomorrow. It is impossible to adapt tomorrow to meet the needs of historic structures.



BLANDIN FOUNDATION™

Mission

To strengthen communities in rural Minnesota,
especially the Grand Rapids area

Vision

Healthy rural communities grounded in strong economies
where the burdens and benefits are widely shared

Values

As stewards of Blandin Foundation, we commit ourselves to
the following values in the service of our mission and vision:

Integrity

We strive to be honest, trustworthy and reliable
We aim for fairness, clarity and candor
We commit to respecting and listening to all people

Engagement

We value cooperation and collaboration
We are engaged in rural community life
We seek and embrace diverse voices in
purposeful dialogue

Learning

We seek continuous improvement in all that we do
We base decisions on dialogue, research and evaluation
We value innovation and risk taking to promote learning
and change

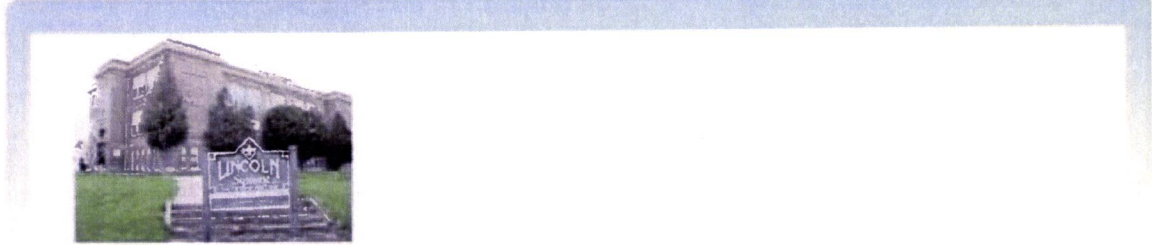
Leadership

We develop and cultivate community leaders
We apply Blandin Community Leadership
principles and skills in all aspects of our work
Leadership is best when it considers the impact
on future generations

Adapting Old Schools to New Uses

Land-banking (demolition of existing buildings, seeding the land, fencing it off and then waiting for development sometime in the future) is not a strategy for strengthening neighborhoods. Renovation, rehabilitation and adaptive reuse of school buildings can become symbolic of the city's ability to recover and renew itself.

Demolition and replacement show that we have lost respect for our history. The clean slate approach, at this time of scarcity and escalating cost of building materials, is simply wrong. [New Orleans Archives]



Lincoln Square Apartments

Chisholm, MN 55719

Gorgeous Remodeled School and Spacious Townhomes...Location Near Shopping And Fine Dining... Great Neighborhood.... Combine the charm and elegance of the historic Lincoln School with newly constructed apartments, an abundance of parking, beautiful grounds and you have Lincoln Square Apartment Residences. A dominant landmark of Chisholm, the Lincoln School has been completely renovated and remodeled to offer you spacious new one and two bedroom apartments. There is ample off-street parking for all residents. Garages are also available. The beautifully landscaped grounds offer a wonderful place to spend your time outdoors. This charming rental community is also conveniently located a short distance from restaurants, banking, shopping, and much more!

BANGOR DAILY NEWS

Finding new uses for old schools poses challenge



Bridget Brown | BDN

Posted May 08, 2011, at 6:25 p.m.

With declining enrollments, more and more schools have become vacant not just in Maine, but around the nation. Communities are struggling with their fates. Is it OK to tear some down? When are they worth renovating? What is the highest and best use of an old school?

Communities throughout Maine will be wrestling with these questions in the coming years. Some already have made decisions about abandoned schools, with mixed results. Many old schools have been sold at below-market prices to local nonprofit groups and then converted into artist studios, producing modest income. The low rents mean little money is available to keep the building in good repair. Others have been converted into housing for seniors or people of low income; only government subsidies make those sorts of endeavors work financially.

In Brewer, where four schools are no longer needed, a local committee is leaning toward demolishing two buildings and perhaps reusing two. Much of the decision-making process, in Brewer and elsewhere, seems to be guided by the period in which the schools were built.

The brick buildings constructed in the 1885 to 1935 period have, for the most part, held up well. Their builders splurged on their aesthetic appeal, so granite arches or headers over windows, columns and window transoms over entrances, and soaring ceilings and broad staircases in lobbies were the norm. These amenities make the case for preservation.

Schools built to serve the baby boom generation in the mid-1950s through the early 1970s often were stick-built, on slab foundations with flat roofs. They have not aged well. These are the schools that are likely — and appropriately — candidates for demolition.

Because schools have such amenities as parking lots, athletic fields, auditoriums and gymnasiums, they lend themselves to public uses. They often are in or near prime downtown locations. But public uses may not be the best uses. Just as some old churches have been converted to high-end condos, single-family homes and restaurants, the highest and best use of old schools might come by selling them not at a discount but at fair-market value.

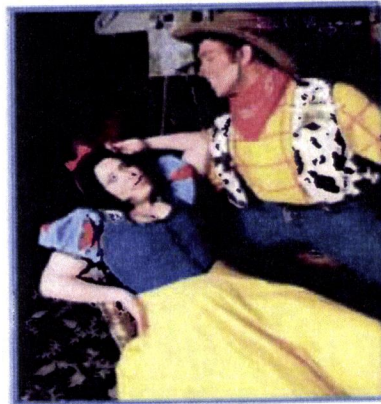
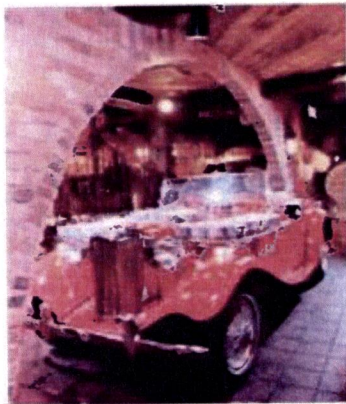
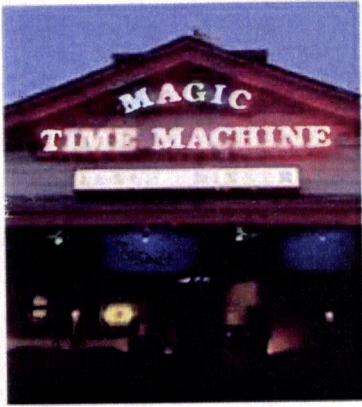
But some money might need to be spent by the prospective seller. A fine old Victorian home that has fallen into disrepair is not likely to sell for a good price, and the new owner may not be able to invest in the needed renovations. Though local governments loath to do so, they may need to invest in improving old school buildings so they will fetch top dollar and, maybe more important, owners who will treat them with TLC.

Scanning Web search results from news sites around the country, it seems the wheel is reinvented each time communities must dispose of an old school. There are plenty of listings for community meetings at which brainstorming sessions take place to arrive at a reuse plan.

It seems an opportunity exists for a firm of bright, creative architects to offer plans for renovating Maine's better old schools.

<http://bangordailynews.com/2011/05/08/opinion/editorials/finding-new-uses-for-old-schools-poses-challenge/> printed on April 17, 2012

MAGIC TIME MACHINE RESTAURANT; Dallas & San Antonio



ABOUT:

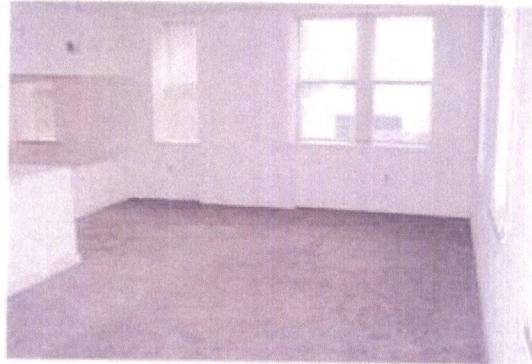
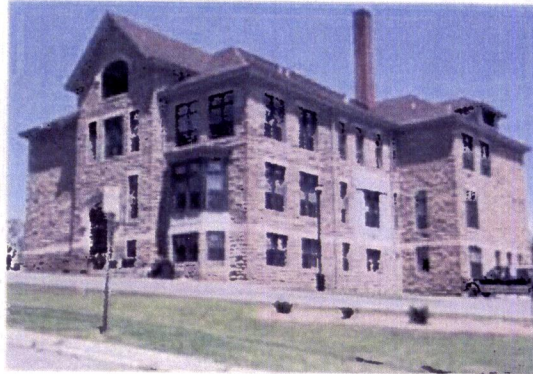
A theme-based restaurant.

Over 35 years later, the Magic Time Machine is still exciting guests with much the same menu and fanfare that brought in the original crowds. In fact, we have been recognized by numerous publications as 'Best Special Occasion Restaurant' and 'Best Children's Restaurant' multiple times. The Magic Time Machine is a great place to celebrate birthdays, anniversaries, and just about anything else.

TECHNICAL INFORMATION:

- This is not an historic adaptive reuse building project

MINERAL POINT SCHOOL APARTMENTS; MINERAL POINT, WI



ABOUT:

The historic Mineral Point Middle School was Stone House's third project. This all-stone building has been renovated into eleven spacious, unique, mixed income apartments. The project received permanent financing through the WHEDA small project bond program and received a Preservation Award. One- and two- bedroom units with over sized windows and high ceilings. The Mineral Point School House Apartments offer both historic charm and modern conveniences.

TECHNICAL INFORMATION:

- Developed by Stone House Development Inc., Madison, WI
- Section 42 and Historic Tax Credit multi-family housing
- Contact: 608-251-6000 or <http://www.stonehousedevlopment.com/home.html>



Historic Preservation

[Historic Buildings](#)

[Featured Restoration Home](#)

[Mineral Point High School](#)

[Historic Preservation](#) > [Historic Buildings](#) > [Restoration](#) > [Mineral Point High School](#)

BEING KEPT AFTER SCHOOL

Mineral Point High School

Built as Mineral Point's High School in 1903, and later converted into the middle school, this building served the young people of the area well for decades. It was designed by F.S. Allen, who also designed Washington School in Appleton and Kenosha High School. Allen designed all three schools in the same Richardsonian Romanesque style, but the Mineral Point building is distinctive in its use of the dolomite limestone native to the southwestern part of the state.



Mineral Point High School before restoration

When the Mineral Point school district abandoned the building, Stone House Development stepped in with a proposal to convert it to eleven apartments. Stone House has developed a reputation for sensitively converting historic schools to apartments and has many successful projects around the state, including in New Glarus, Janesville and Jefferson. They combine the use of affordable housing tax credits with state and federal preservation tax credits to make the projects feasible.



Mineral Point High School was converted to eleven apartments using historic preservation tax credits.

The firm takes particular relish in maintaining the special historic details that allow visitors and residents to appreciate the building as a school despite the changes necessary to convert it to a new use. Lockers are often left in place in the original wide corridors and blackboards are kept as interesting and functional wall treatments.

Most old schools have had their windows unsympathetically replaced or walled-over in ill-advised attempts to save energy. That was the case here, so Stone House replaced the blocked-down windows with new ones, based on the original appearance as documented in a historic photograph. The firm says that their schoolhouse apartments are easy to rent: the special character of a historic building gives these apartments a real competitive advantage.

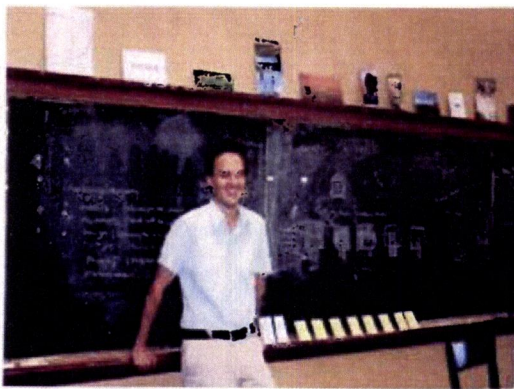
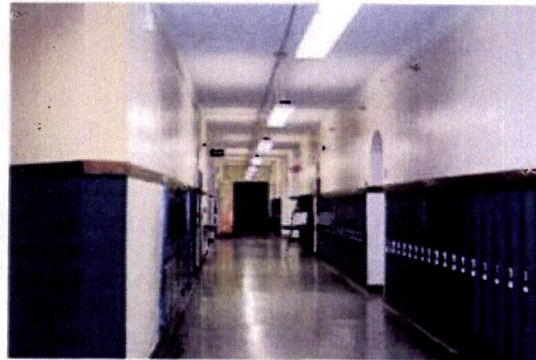
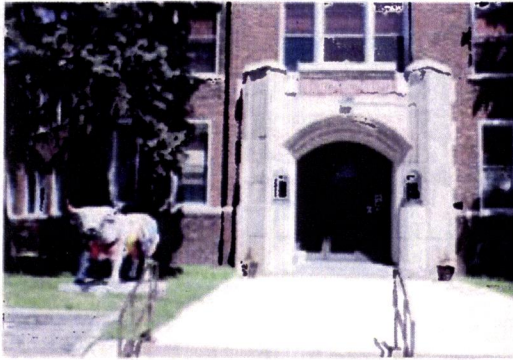
HIGHLIGHTS

> [Featured Restoration](#)

RELATED RESOURCES

> [Wisconsin's National Register of Historic Places Home](#)

FRANKLIN ARTS CENTER; Brainerd, Minnesota



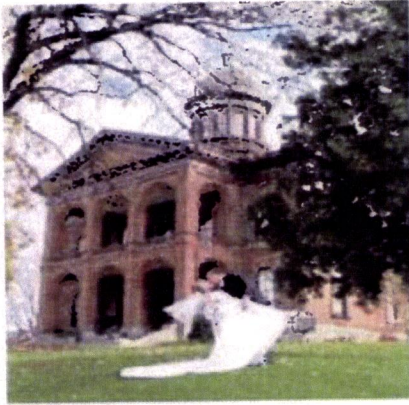
ABOUT:

Franklin Junior High School, was a landmark in this north central Minnesota community for more than seven decades. And a landmark it will remain when **Artspace** transforms it into a multipurpose arts center with **25 affordable live/work studios for individuals and families**, 37,775 square feet for artist studios, arts organizations, and arts-friendly businesses; and 36,247 square feet that will be operated by the Brainerd School District as community programs space. Construction on this \$9 million project is underway and expected to be fully leased by early 2009.

TECHNICAL INFORMATION:

- 74,022 square feet commercial space
- Blandin Foundation partial funder
- Contact information 612-333-9012 or <http://www.artspace.org/index.html>

WASHINGTON COUNTY HISTORIC COURTHOUSE; Stillwater, MN.



ABOUT:

The Washington County Historic Courthouse welcomes local, national, and international visitors to meetings, exhibits, performances, and receptions. The courthouse represents a classic example of adaptive re-use of an historic site. It is included in the National Register of Historic Places. The building has become an important historic and cultural resource for the St. Croix Valley.

MISSION PURPOSE:

The purpose of the Historic Courthouse is to preserve, re-adapt, restore and interpret this historic landmark for current and future generations. This is accomplished through programs which foster knowledge and appreciation of the county's heritage and providing an outstanding rental venue.

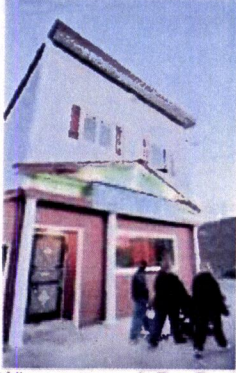
CONTACT:

612-275-7075

<http://www.co.washington.mn.us>

Gilbert's famous Whistling Bird Cafe has closed for good

By: Candace Renalls, Duluth News Tribune



When owners JoPat Curtis, a longtime Iron Range chef, and her husband, Toney Curtis, a Jamaican, opened the restaurant in downtown Gilbert in 1999, it became a dining destination, prompting many from Duluth to make the hour long drive to Gilbert.

The Whistling Bird Café and Bar, a well-known Jamaican restaurant in downtown Gilbert, has closed for good.

"It'll definitely be missed, not only by the people in Gilbert, but it drew from a wide area," said Jim Currie, president of the Laurentian Chamber of Commerce, which serves an area including Gilbert, Virginia, Mountain Iron and Eveleth.

"The food was fantastic, the atmosphere was very inviting, the service was terrific," he said. "It was out of the ordinary, and that was a draw. They were known far and wide for their Jamaican specialties."

The economic downturn hurt the restaurant, as did health issues that reduced the amount of time that co-owner JoPat Curtis could be at the restaurant, said Gilbert Mayor Donald Bellerud, who is also a neighbor of Curtis and her husband, Toney. The Curtises couldn't be reached for comment Wednesday. Tuesday was the last day the restaurant was open.

When JoPat Curtis, a longtime Iron Range chef, her husband, who is Jamaican, opened The Whistling Bird in 1999, it was an immediate success. The neon storefront livened up Gilbert's main street. The menu featured tropical drinks, authentic Jamaican dishes such as coconut shrimp, mahi mahi and the restaurant's signature spicy jerk sauce made with JoPat Curtis' secret recipe.

"It's been really quite a conversation piece," Bellerud said. "There's people from all over the country who have been here. It's been a different place to eat. And it's bad to lose that."

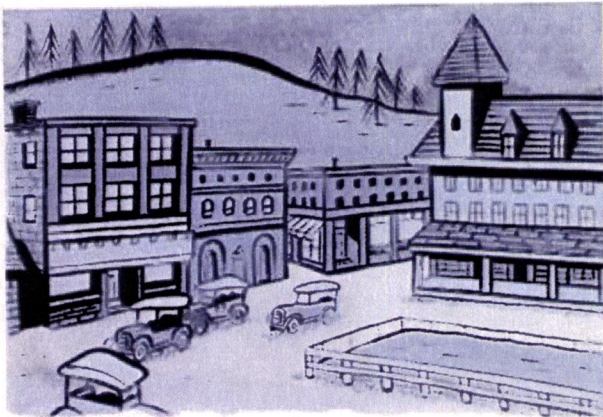
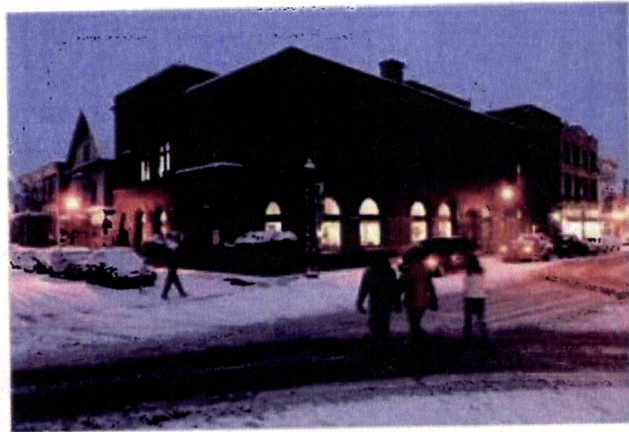
Some Twin Ports-area residents would make the hour long drive to Gilbert just to eat at the restaurant.

"It seems every weekend you'd see a stretch limo in downtown Gilbert, and you'd know the people were at The Bird," Currie said. "People would come up and make it a night out."

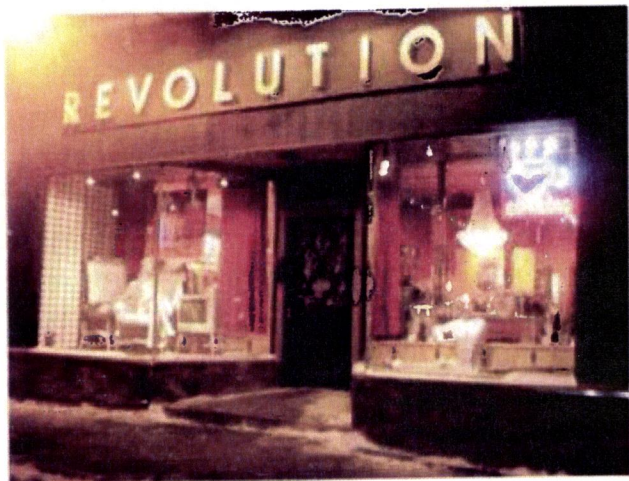
Its fame increased when the cast and crew of "North Country" discovered the restaurant while filming the movie on the Iron Range in 2005.

Currie said the economic downturn has caused the demise of several businesses in the area in the last 18 months.

WHITE RIVER JUNCTION, VT & TIP TOP MEDIA ARTS CENTER



WHITE RIVER JUNCTION - MAIN AND GATES STS. - CIRCA 1920'S



ABOUT WHITE RIVER JUNCTION:

White River Junction (WRJ) was the first and largest railroad center in Vermont and New England north of Boston. The village reflects the architecture of the late 1800's and early 1900's and has been designated a National Historic District. Today, WRJ is the center of commercial, cultural and government activity with a population of 2569.

ABOUT TIP TOP MEDIA ARTS CENTER:

The anchor of WRJ's arty revitalization is the Tip Top Media and Arts Building (85 North Main Street; 802-356-1933; www.tiptopmedia.com), a former industrial bakery that now houses 33 studios, workshops and small businesses.

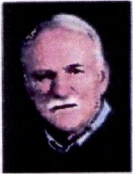
FURTHER READING:

"On the Arty Side of the Tracks in White River Junction, Vt." by Branden Spiegel, New York Times, 12.10.09
<http://travel.nytimes.com/2009/12/13/travel/13surfacing.html>

"A NEW HAVEN: A onetime railroad hub reinvents itself a harbor for artists" by Kathleen Burge, Boston Globe, 1.2.08
http://articles.boston.com/2008-01-02/travel/29271080_1_freight-house-small-plates-upscale-eateries

CENTRAL SCHOOL 2012 STRATEGIC PLANNING
EVALUATION COMMITTEE

1. Mayor Dale Adams; City of Grand Rapids
2. Frank Allen; Co-owner Jenny & Company
3. Jeff Borling; Interim President IEDC
4. Denny Brown; Central School Commission Chairman
5. BJ Childs; Realtor, Grand Rapids Realty
6. Kevin Docken; Central School Task Force
7. Jackie Dowell; City of Grand Rapids Human Rights Commission
8. Robert Drake; Central School Commission Vice Chairman
9. Jean Halverson; Central School Commission
10. Al Hanson; Co-owner Three Bears Candy
11. Rick Harding; Owner Rennix Corp.
12. Trudy Hasbargen; Director Baby Steps
13. Jean Healy; Manager Central Square Mall
14. Mary Jo Hendricks; former owner The First Grade restaurant
15. Harvey Hietala; ISD 318 School Board
16. Kim Johnson; Pastor Community Presbyterian Church
17. Mary Ives; Co-owner TimberLake Lodge and Event Center
18. John Kelsch; Director Judy Garland Museum
19. Bev Leckie; Sales Manager KQ105
20. Sarah McBroom; Attorney, Legal Aid Services of Minn.
21. Chad McDonald; Realtor, LakeHomes.com
22. Angel Norgord; Realtor, Central School Task Force
23. John O'Leary; Former Economic Development Rep, U.S. Dept of Commerce
24. Nancy Saxhaug; Central School Task Force
25. Aaron Squadroni; Architect, Architecture Resources Duluth & Hibbing



MICHAEL D. ANDREWS
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mikeandrewscell@gmail.com

CAREER OUTLINE

Mike began his strategic planning consulting firm in 1982 after working with Sears Corporation for 12 years. Since that time, he has worked with a wide variety of companies and organizations and has an active network of individuals throughout North America and several countries in the world. This work continued at Itasca Economic Development Corporation (IEDC) since September of 2000. At IEDC he was Interim President and the Director of the Small Business Development Center in Grand Rapids, Minnesota. He also had an engagement as CEO of Minnesota Discovery Center, a nonprofit facility in Chisholm, Minnesota.

Clients range from individual entrepreneurs to Fortune 500 companies. Among his accomplishments are:

- * Assisted in over three hundred successful new company start-ups including Magnetation, Inc.
- * Selected as the 2007 Minnesota State Star for business development consulting
- * Certified facilitator for Franklin Covey 7 Habits for Small Business Owners/Manager workshops
- * Facilitated the largest land exchange in the State of Minnesota for the \$1.6 Billion Essar Steel project.
- * Elected to serve on the board of directors of the Edmonton Chamber of Commerce after only three years in Canada's fifth largest city.
- * Organized and documented logistical plans for a multi-million dollar hospital complex in Austin, Texas.
- * Developed strategic step-by-step plans for Keller-Williams realty which helped bring them from one location and less than 20 agents to over 78,000 agents operating in over 500 locations throughout the United States and Canada.
- * Compiled a comprehensive fundraising activity model for Living Bibles International in addition to critical path plans for implementing translation of the Bible into over 200 languages in the world.
- * Named Technical Director for a 23-person laboratory in Columbus, Ohio where losses from 113 Sears product recalls in one year at the manufacturing plant had run into the millions of dollars. Within a year, we had reorganized quality control and manufacturing operations completely. Recalls fell to zero and productivity jumped sharply.
- * Worked extensively with an entrepreneur wanting to start a computer software consulting business that subsequently climbed to over \$5,000,000 sales per year in less than five years.
- * Served as chair for the Sears Task Force on New Product Introduction that designed the first strategic model for new product introductions involving eleven departments at Sears and their suppliers.
- * Wrote several articles, published in national trade journals and served as chair for symposia and seminars.

AFFILIATIONS

Co-founder/past Commander of Sons of the American Legion Post #476, Co-founder of Greenway Alumni Association and Foundation. Co-chaired the 2002 Junior Olympics for Ski Jumping, Executive Committee of the Itasca County Genealogy Club, Co-founder of the Itasca County Veterans Council, Co-founder of the Itasca Housing Coalition, Co-founder of Global Country Canada Foundation, Director Occupational Development Centers and past Director Edmonton Chamber of Commerce.

LEASE AGREEMENT

This Lease Agreement, by and between the City of Grand Rapids, Minnesota hereinafter referred to as "Lessor" and _____ hereinafter referred to as "Lessee", entered into this 1st day of January, 20.

ARTICLE 1 - LEASED PREMISES

1.1 In consideration of and subject to the mutual covenants, condition and obligations of this Lease Agreement to be kept and performed, the Lessor does hereby lease and demise to Lessee the premises identified in Exhibit "A" attached hereto, comprising approximately _____ square feet together with the right to use in common with other lessees of the Central School their invitees, customer and employees, the elevators, stairways, halls, toilets and sanitary facilities, and all other general common facilities contained in the Central School, as well as the sidewalks, delivery areas, and appurtenances thereto, to be used by Lessee for the purposes generally described in Exhibit "B" attached hereto, in the Central School, Grand Rapids, Minnesota.

This Lease Agreement will also include one parking pass for the Lessee's use in the Central School lot at no additional cost to the Lessee. The Lessee will be provided one parking pass that must be displayed conspicuously by the Lessee. The Lessee will be able to park in any location within the parking lot of Central School. There will not be a designated parking spot. If the lot is full, the Lessee will utilize off street parking. This pass only applies to the Central School lot. If the pass is lost, stolen or needs to be replaced for any reason, there will be a \$25 plus tax replacement fee.

ARTICLE 2 - TERM

2.1 The Term of this Lease Agreement shall commence on January 1, 20 and shall continue through December 31, 20 unless earlier terminated in accordance with the provisions of this Lease Agreement.

ARTICLE 3 - RENT

3.1 Lessee shall pay to Lessor as rent for the leased premises the sums hereinafter provided in this Article 3.

The term "operating costs for the Central School Building" as used in this Article 3 shall exclude all costs related to the exterior grounds except signs promoting tenants but shall otherwise include all those direct costs of operation and maintenance to be incurred by Lessor, including by way of illustration but not limitation, (1) all utility charges (sewer, water, electricity, heat, garbage collection, elevator service) except telephone and other communications equipment; (2) maintenance, insurance, repairs, parts and supplies, equipment and tools, and electrical maps, tubes, starters and ballasts; (3) the annual costs for a custodian and/or manager; and (4) promotion costs; and (5) a capital reserve equal to 5% of the total projected operation costs, excluding the capital reserve. The term "operating costs for the Central School Building" shall not include the original capital investment or associated debt service.

The term "rented square footage in the Central School Building" as used in the Article 3 shall exclude common areas, exterior grounds and space not rented.

3.2 Calendar year 20 base rent shall be in the amount of \$ _____ per square foot annually, payable in equal monthly installments beginning on the 1ST day of January, 20 and continuing on the first day of each month thereafter through December 31, 20.

3.3 Base rent shall be adjusted effective January 1, of the second calendar year (January through December) of the term and each January 1 thereafter. Lessor shall notify Lessee of the adjusted base rent between October 15 and November 15 preceding the next rent adjustment.

The adjusted base rent per square foot annually shall be based on total rented square footage in the Central School Building as of the June 30 preceding the adjustment, divided into the sum of projected annual operating costs for the Central School Building. The total estimated annual operating costs shall become final upon approval by the City Council in conjunction with overall approval of the budget submitted by the Central School Commission.

The adjusted base rent per square foot annually shall be paid in equal monthly installments of the first day of each month for twelve months beginning on January 1, 20 effective date through December 31, 20.

3.4 Lessee shall pay as additional rent a late charge in the amount of 1.5% of the monthly rental payment in the event that the monthly rental payment is received after the fifth day of the month due. This late charge shall be exclusive of any other remedy which Lessor may have for Lessee's failure to timely pay rent.

3.5 At the commencement of the term of this Lease Agreement, Lessee shall furnish to Lessor a surety bond, letter of credit or cash deposit in an amount equivalent to three month's rent, to assure compliance with the provisions of this Lease Agreement. If Lessee fails to comply with the provisions of this Lease Agreement, Lessor shall be entitled, without further notice to Lessee, to call upon said surety bond, letter of credit or cash deposit to satisfy Lessee's obligation hereunder. Lessor's right to call upon the surety bond, letter of credit or cash deposit shall be exclusive of any other remedy which Lessor may have for Lessee's failure to comply with the provisions of this Lease Agreement. The surety bond or letter of credit furnished by Lessee shall be maintained in effect for the term of this Lease Agreement and during any period of holding over. If Lessee furnishes a cash deposit pursuant to this Paragraph, said cash deposit shall be held by Lessor for the term of this Lease Agreement unless earlier called upon by Lessor to satisfy Lessee's obligations hereunder. Said cash deposit shall be invested by Lessor and any interest earned shall be paid annually to Lessee.

3.6 Rental payments shall be made to the order of the City of Grand Rapids and mailed or delivered to: City Administrator, 420 N. Pokegama Avenue, Grand Rapids, MN 55744.

3.7 Lessee shall timely pay when due any personal property or real property tax on the leasehold estate.

ARTICLE 4 - IMPROVEMENTS

4.1 In taking possession of the leased premises, Lessee acknowledges that same were on the date of occupancy in good, clean and tenable condition, subject only to the repairs or improvements which Lessor has agreed to make at Lessor's expense and which are set forth on Exhibit "C" attached hereto, if there are any.

4.2 Lessee agrees to make at its own expense all alterations and improvements to the leased premises except as otherwise indicated to be the obligation of Lessor under this Lease Agreement. All such improvements and alterations made by Lessee shall be undertaken only upon advance approval of Lessor, shall be made under the supervision, direction and control of Lessor's architect, shall be made in good and workmanlike manner according to the terms, conditions and requirements set by Lessor and its architect, and shall be in keeping with the historical character of the building. All alterations and improvements performed on the leased premises by Lessee shall be performed by competent contractors and subcontractors approved by Lessor, which approval shall not unreasonably be withheld. Lessee shall pay for all architectural, engineering and other services and all costs incurred by Lessor in connection with Lessee's improvement or alteration of the leased premises, including the work, if any, of Lessor's engineer, architect and other agents connected therewith. Prior to undertaking any alterations or improvements to the leased premises, Lessee shall obtain and deliver to Lessor a valid waiver and release of mechanic's liens by each party who will furnish labor, materials or services to the lease premises.

4.3 At the expiration or termination of the term of this Lease Agreement, all improvements and alterations made to the leased premises by Lessee shall remain with the leased premises and shall be the property of Lessor. Lessee shall, at its expense, remove Lessee's goods and effects, including trade fixtures, machinery, and equipment, and quit and deliver up the leased premises to Lessor, peaceably and quietly in as good order and condition as same were in on the original date of occupancy, reasonable wear and tear excepted. Any property left in the leased premises at the expiration or termination of this term of this lease shall be deemed to have been abandoned and shall become the property of Lessor to be disposed of as Lessor deems expedient, with all costs of cleanup and disposal of goods abandoned at the leased premises to be paid by Lessee. Lessee shall not permit any mechanic's or materialmen's liens to stand against the leased premises or against the Central School and Lessor may require appropriate assurances by way of bond, deposit or other reasonable procedure to protect against such liens and may, should such liens arise out of Lessee's acts hereunder, pay and discharge same and such amounts shall become due and payable to Lessor from Lessee with interest at the rate of eight percent (8%), or such greater amount as shall then be permitted by law, per annum.

ARTICLE 5 - MAINTENANCE, REPAIRS

5.1 Lessee shall at all times be responsible for maintaining at its own expense the leased premises in a clean, orderly and safety condition, except as hereinafter provided. Lessee shall be responsible, at its own expense, to clean and maintain all trade fixtures, machinery and equipment furnished by Lessee within the leased premises. Lessee shall be responsible to deposit normal office waste and rubbish at a location at the Central School as designated by Lessor.

5.2 Lessee shall be responsible to perform all repairs the need for which is caused by Lessee's use of the premises except that Lessor shall be responsible to perform major repairs of a structural nature. Lessor shall be responsible to arrange for removal of waste and rubbish from the location designated as the deposit location for lessees. All costs incurred by Lessor pursuant to the obligations of this Paragraph shall be included within "operating costs".

5.3 Lessor shall provide custodian services for the common areas of Central School. Costs incurred by Lessor in providing such custodian services shall be included within "operating costs".

ARTICLE 6 - UTILITIES

6.1 Lessor shall furnish such heat, water, sewer, electricity, elevator services, central air conditioning and garbage removal in and about the leased premises as shall be necessary, in Lessor's judgment, for comfortable occupancy of the leased premises, under normal business conditions. Lessor's obligation to provide electricity to the leased premises shall include only electricity for standard building lighting and office use. Any electricity supplied to the leased premises for extraordinary purposes, such as kitchen equipment, refrigeration equipment and air conditioning units, shall be paid by the Lessee upon Lessor's billing of same.

It is understood and agreed that Lessee shall be responsible to pay to Lessor, as additional rent, the cost of separately-metered-electricity supplied to the leased premises. Lessee shall also be responsible for the construction of insulation of a separate electrical meter when required.

6.2 Lessee shall conserve heat, water and electricity and shall not neglect or misuse water, fixtures, electrical lights, or other equipment or facilities furnished in conjunction with Lessor's provisions of utilities pursuant to this Article.

6.3 In the event energy use restrictions are established by Federal or State authorities or that an energy supply emergency is declared by Federal or State authorities, Lessor may reduce the quantity or quality of any utilities or other services to be provided under this Article as may be necessary to comply with directives and regulations promulgated by said authorities.

6.4 Lessor shall be responsible to provide light, heat and other utility services to the common areas of the Central School as, in Lessor's discretion, is appropriate. The cost of providing such heat, lighting and other utilities shall be included within "operating costs".

ARTICLE 7 - BUILDING USE, REGULATIONS, SECURITY

7.1 Lessee shall use the leased premises only for the purpose of purposes generally described in Exhibit "B". Lessee shall keep the leased premises in a clean, orderly and safe condition and shall not permit any hazardous or dangerous activity thereon or any activity which will increase insurance risks or premiums on the leased premises. Lessee shall at all times comply with all statutes, ordinances, codes, and regulations of any governmental authority concerning the use and maintenance of the leased premises and the Central School. Lessee shall not overload the floors in the leased premises.

7.2 Lessee shall use the leased premises and the common areas of the Central School in accordance with such reasonable rules and regulations as may from time to time be promulgated by Lessor or the Central School Commission for the general safety, comfort and convenience of Lessor and Lessees of the Central School and their invitees and Lessee shall cause its clients, employees and invitees to abide by such rules and regulations. The Lessor will allow the Lessee to utilize up to 12 square feet of floor space in the common areas adjacent to the Lessee's business for display purposes only. Storage of equipment, recycling, or anything deemed not to be display items, is prohibited.

The items placed in this space must not be affixed permanently to the floor or wall in any way. The usage of a table, shelf, or rack is acceptable. The Lessee will adhere to all fire and building access codes.

If the Lessee wishes to use more than 12 square feet of floor space, a written letter to the Lessor with the Lessee's intent is required. The Lessee cannot proceed with their plans until the Lessor has granted the request in writing.

The Lessee is required to supply the Lessor with documentation from the Lessee's insurance company that the Lessee's property is covered while in the common areas of Central School.

7.3 Lessee shall keep the leased premises open to the public during such days and hours of operation of the Central School as may from time to time be determined by Lessor.

7.4 Lessee shall be responsible for securing the leased premises by locking doors and windows providing direct access to the leased premises. Lessor covenants that other Lessees within the Central School will have similar responsibilities to those required of Lessee under this Paragraph.

7.5 Lessee shall pay to Lessor on demand for any damage done to the Central School or the leased premises, including broke glass, caused by Lessee, Lessee's agents or employees, or Lessee's invitees.

7.6 Lessee shall not conduct or permit to be conducted on the leased premises any business or permit any act which is contrary to or in violation of the laws, ordinances or regulations of any governmental unit, federal, state or local.

ARTICLE 8 - COMMON AREAS, EXTERNAL GROUNDS

8.1 Lessee's use of the common areas and external grounds of Central School shall be in compliance with rules and regulations which may be promulgated from time by Lessor.

8.2 Lessee shall place nothing in the common areas of the Central School, including displays, advertising, merchandise, or other items of any sort whatsoever, without the advance written approval of the Central School Commission.

8.3 Lessee shall place no signs which will be visible outside the leased premises, including no signs which may be visible through a window and no signs which may be visible within the common areas of the Central School or from the external grounds of the Central School or beyond, without the advance written approval of Lessor. Lessor shall provide signs, of a number, style and quality as deemed appropriate in Lessor's exclusive judgment, to be placed on the external grounds of the Central School, which signs will identify the lessees within Central School. Cost incurred by Lessor in providing said signs shall be included within "operating costs". Signs within the interior common areas of Central School shall be approved in advance by Lessor and, if provided by Lessor, the expense thereof shall be included within "operating costs".

ARTICLE 9 - BOARD OF DIRECTORS, MANAGER

9.1 The Grand Rapids City Council shall appoint a Central School Commission consisting of seven (7) members, to be known as the Central School Commission, at least one of whom shall be a representative of a current for-profit tenant of Central School, and at least one shall be a representative of a current non-profit tenant. The City Council may delegate rights and duties to said Central School Commission to act as Lessor as the City Council, in its sole discretion, deems appropriate from time to time. To the extent that the City Council shall delegate to said Central School Commission the rights and duties of Lessor under this Lease Agreement, Lessee shall abide by said delegation and shall deem the actions of the Central School Commission to be those of Lessor for purposes of the terms and conditions of this Lease Agreement.

9.2 Lessor reserves the right to retain the services of a manager for Central School at any time prior to the expiration of the term of this Lease Agreement. The duties of said manager may include, but need not be limited to building promotion, program development and coordination of tenant activities. The decision as to whether to retain such a manager, when to do so, who to retain, and the duties of said manager shall be exclusively in the discretion of Lessor. Expenses incurred by Lessor in retaining the services of a manager shall be included within "operating costs".

ARTICLE 10 - INSURANCE

10.1 Lessor shall maintain general liability, fire and extended coverage insurance on the Central School, including common areas and exterior grounds, and Lessor's fixtures and equipment and Lessor shall cause Lessee to be named as an additional insured. Lessee shall insure its own personal property on the premises as it sees fit. All personal property placed upon or in the leased premises or common areas or external grounds shall be at the risk of Lessee or the owner of the personal property and Lessor shall not be liable to Lessee or any other party for any damage or destruction of said personal property arising from any cause whatsoever. Lessee shall maintain at its own cost and expenses general liability insurance required herein. All insurance coverage is subject to approval of the City and shall be maintained by Lessee at all times this Agreement is in effect. Lessee further agrees that to protect themselves as well as the City of Grand Rapids under the indemnity Contract set forth above, the Lessee shall at all times during the term of the Agreement have and keep in force insurance protection as specified by Minn. Stat. Cpt. 466.04, subd. 1 as may be modified from time to time by the State Legislature and Lessee shall name Lessor as an additional insured on said policy. Throughout the term of this Lease Agreement, Lessee shall provide Lessor with evidence that Lessee has obtained the insurance required by this Article and that Lessor is an additional insured under said policies of insurance. All costs incurred by Lessor in maintaining insurance coverage pursuant to this Article shall be included within "operating costs".

10.2 Notwithstanding anything in this Lease Agreement to the contrary, Lessor shall not be liable to Lessee and Lessee shall not be liable to Lessor for any damage to or destruction of the Central School Building by fire or other perils or for any claim or cause of action arising out of any death, injury or damage to property in, on or about the leased premises or the common areas or exterior grounds of Central School. Lessor and Lessee shall furnish to each other appropriate written consents from their respective insurers to this waiver of liability provision.

ARTICLE 11 - LESSOR ACCESS

11.1 Lessor, its agents and employees shall have the right to enter the leased premises upon reasonable advance notice for the purpose of inspection, cleaning, repairing, altering or improving the premises, or to exhibit the premises to prospective tenants. Lessor's reserved rights hereunder

shall include, without limitation, free, unhampered and unobstructed access to the airways, equipment ducts, stairways, access panels and all utilities and services to the Central School. There shall be no diminution of rent and no liability on the part of Lessor by reason of any inconvenience, annoyance or injury to business caused by Lessor's reasonable exercise of rights reserved by Lessor in this Article.

ARTICLE 12 - FIRE OR OTHER CASUALTY: CONDEMNATION

12.1 If during the term of this Lease the leased premises shall be damaged or destroyed by fire or other casualties so that the premises shall thereby be rendered unfit for use or occupation, Lessor shall have the option to either (a) repair such damage with all reasonable diligence and restore the premises to substantially the condition immediately prior to such event, and until such premises have been duly repaired and restored the rent herein reserved, or a just and proportionate part thereof according to the nature and extent of the injury which has been sustained shall be abated, or (b) Lessor may terminate this lease and end the term hereof, and in case of such termination and cancellation the rent shall be paid to the date of such fire or other casualty and all other further obligations on the part of either party hereto shall cease. Lessor is required to notify Lessee of whether it will repair or terminate within thirty (30) days of the date of such damage or destruction. Provided, however, that in the event the premises are not so restored within one hundred eighty (180) days after the occurrence, Lessee may, at its option, terminate this lease.

12.2 Lessee shall be entitled in any full or partial taking by eminent domain to take that portion of the net award representing payment for Lessee's leasehold interest, trade fixtures, moving expenses or business interruption. All amounts paid pursuant to an agreement with a condemning authority in connection with any taking shall be deemed to constitute an award on account of such taking. Lessee agrees that this Lease shall control rights of Lessor and Lessee in any such award, and any contrary provision of any present or future law is hereby waived. If any taking shall result in Lessee being deprived of space in excess of 5 percent of the space then leased to Lessee, Lessee shall have the right on thirty (30) days advance written notice, to terminate the obligations hereunder effective as of such taking. If Lessee continues occupancy following a partial taking, rent will be adjusted on a pro-rata basis for the remainder of the lease term.

ARTICLE 13- ARBITRATION

13.1 Any unresolved dispute arising under the terms of this Lease may be submitted to arbitration in accordance with the provisions of the Uniform Arbitration Act of the State of Minnesota, such arbitration to be conducted in Itasca County, Minnesota, by a board of arbitrators composed of three (3) members. Lessor shall appoint one (1) arbitrator, Lessee shall appoint one (1) arbitrator, and those two arbitrators shall select a third arbitrator. The party demanding arbitration will notify the other party in writing, specifying the matter to be submitted to arbitration and the name of the arbitrator selected by the party making such demand. Upon receipt of such written notice, the other party shall have ten (10) days in which to notify the demanding party of its selection of an arbitrator and of any unresolved dispute which such other party desire to also have submitted to the arbitration panel. The two arbitrators so selected shall have ten (10) days in which to select a third arbitrator. In the event the third arbitrator is not selected within ten (10) days, the third arbitrator shall be appointed by the District Court of Itasca County, Minnesota, upon application of any party after at least eight (8) days notice to the other party of such application. Within thirty (30) days after appointment of the third arbitrator, the arbitration panel shall be convened to consider the issue(s) submitted and to render a decision. A decision in which any two of the arbitrators so appointed shall concur shall in all cases be binding and conclusive upon the parties.

Arbitration shall be the exclusive remedy for the settlement of unresolved disputes arising under this Lease Agreement and no action at law or in equity shall be instituted by any party hereto other than to enforce the award of the arbitrators or to take an appeal from same to District Court. Each party shall pay the fees and expenses of the arbitrator appointed by such party and the fees and expenses, if any, of the third arbitrator shall be borne equally by both parties. Provided, however, this Article shall not preclude Lessor from initiating an unlawful detainer action for non-payment of rent.

ARTICLE 14 - QUIET POSSESSION

14.1 Lessor hereby warrants and covenants that it has full authority to execute this Lease Agreement and further agrees that Lessee, upon paying rent and performing the covenants and

conditions of this Lease Agreement, shall quietly have, hold and enjoy the leased premises during the term hereof.

ARTICLE 15 - NOTICE

15.1 Any notice, demand, request or other communication which may or shall be given or served by Lessor or Lessee pursuant to this Lease Agreement shall be deemed to have been given or served on the date the same is deposited in the United States mail, registered or certified, postage prepaid and addressed as follows:

To Lessee:

To: Lessor

City Administrator
City Hall
420 N. Pokegama Avenue
Grand Rapids, MN 55744

ARTICLE 16 - ASSIGNMENT, SUBLETTING

16.1 Lessee agrees that neither the leased premises nor any part thereof shall be sublet nor shall this Lease Agreement be assigned by Lessee without prior written consent of Lessor, which consent shall not be unreasonably withheld. If Lessor does give consent, such consent shall not release Lessee from its obligation hereunder, unless a release is specifically given by Lessor.

ARTICLE 17 - NO PARTNERSHIP

17.1 Nothing contained in this Lease Agreement shall be deemed or construed to create a partnership or joint venture of or between Lessor and Lessee or to create any other relationship between the parties hereto other than that of Lessor and Lessee.

ARTICLE 18 - DEFAULT BY LESSEE

18.1 Lessor and Lessee agree that this Lease Agreement is made upon the condition that if the Lessee shall neglect or fail to keep, observe and perform any of the covenants and agreements contained in this Lease Agreement which are to be kept, observed or performed by Lessee, so as to be in default, or if the leasehold interest of Lessee shall be taken by execution or other legal process

of law, or if Lessee shall petition to be or be declared to be bankrupt or insolvent according to law, or if Lessee shall vacate said premises or abandon the same for a period of 45 days during the term of this Lease Agreement, then and in any of said cases the Lessor may, at its option, immediately or at any time thereafter without further notice or demand, enter into and upon the leased premises, or any part thereof, in the name of the whole, and take absolute possession of the same without such re-entry working a forfeiture of the rents to be paid and the covenants to be performed by Lessee for the full term of this Lease Agreement, and may, at Lessor's election, lease or sublet the leased premises, or any part thereof, on such terms and conditions and for such rents and for such time as the Lessor may elect, and after crediting the rent actually collected by Lessor from such reletting, collect the balance of rent owed pursuant to this Lease Agreement from Lessee, charging Lessee such reasonable expenses as the Lessor may expand in putting the premises in tenable condition and collecting said rentals from Lessee, including reasonable attorney's fees.

Alternatively, Lessor may at its election and upon written notice to Lessee declare this Lease Agreement forfeited and void under the condition set forth above, and Lessor may re-enter and take full and absolute possession of said premises as the owner thereof, free from any right or claim of Lessee or any person or persons claiming through or under Lessee, and such election and re-entry shall be and constitute an absolute bar to any right to enter by Lessee. The commencement by Lessor of any action to recover possession of the leased premises or any part thereof shall not be deemed an election by Lessor to treat this Lease Agreement as void and terminated, without the written notice above specified.

In the event of termination or re-entry by Lessor for default by Lessee, Lessor shall make every reasonable effort to re-rent, lease or sublet the premises. Lessor, at its option, may make such alterations, repairs, replacements and/or decorations to the leased premises as Lessor, in its sole judgment, considers advisable and necessary for the purpose of reletting the premises; and the making of such alterations, repairs, replacements and/or decorations shall not operate to be construed to release Lessee for liability hereunder as aforesaid.

ARTICLE 19 - DEFAULT BY LESSOR, LESSEE

19.1 Lessor shall not be deemed to be in default under this Lease Agreement until Lessee shall have given Lessor written notice specifying the nature of the default and Lessor shall have not

cured such default within ten (10) days after receipt of such notice, or within such reasonable time thereafter as may be necessary to cure such default where such default is of a character as to reasonably require more than ten (10) days to cure.

19.2 Except with respect to the payment of rent, for which no notice of default shall be necessary, Lessee shall not be deemed to be in default under this Lease Agreement until Lessor shall have given Lessee written notice specifying the nature of default and Lessee shall have not cured such default within ten (10) days after receipt of such notice or within such reasonable time thereafter as may be necessary to cure such default where such default is of a character as to reasonably require more than ten (10) days to cure.

ARTICLE 20 - HOLDING OVER

20.1 Any holding over by Lessee of the leased premises after the expiration or termination of the term of this Lease without consent of Lessor shall constitute a default by Lessee hereunder and Lessee shall be liable and responsible for all damages and costs sustained by Lessor thereby. Said holding over shall constitute Lessee to be a tenant from, subject to all the conditions, provisions and obligations of this Lease Agreement insofar as the same can be applicable to a month-to-month tenancy. *A tenant will not be allowed to hold over for a period longer than three (3) months from the termination date of the lease. If a tenant does wish to rent for a period extending beyond the three (3) month hold over period, said tenant must sign a new lease upon mutually agreed terms.*

20.2 ***HOLD OVER TERMS.** Upon request of the below-signed tenant, said tenant hereby invokes his/her opportunity to hold over for a period not to exceed three (3) months. Said tenant agrees to hold over and rent the above-described property from _____ to _____ for a rental price of \$ _____, plus an additional 10% of that price as asserted in 20.1. The tenant must vacate the property by the end of the term specified above, or sign a new lease before the term expires.*

Tenant's Signature _____

Grand Rapids City Official _____

ARTICLE 21 - WAIVER, MODIFICATION, ENTIRE AGREEMENT

21.1 No waiver of any condition, covenant, right of option of this Lease Agreement by the Lessor shall be deemed to imply or constitute a further waiver of any like condition or covenant of said Lease Agreement.

21.2 No amendment or modification of this Lease Agreement shall be valid or binding unless expressed in writing and executed by duly authorized representatives of the parties hereto in the same manner as the execution of this Lease Agreement. The City Council shall consider the recommendation of the Central School Commission in determining whether to approve any amendment or modification of this Lease Agreement.

21.3 Neither Lessor nor any agent or employee of Lessor has made any representations or promises with respect to the leased premises or the Central School except as herein expressly set forth, and no rights, privileges, easements or licenses are acquired by Lessee except as herein expressly set forth.

ARTICLE 22 - WINDOW TREATMENT

22.1 Lessee, at its expense, may install shades, drapes or window coverings and, if installed, Lessee shall maintain said window coverings in an attractive and safe condition, provided however, in the sole judgment of Lessor said window coverings are in harmony with the exterior and interior appearance of Central School and will create no safety or fire hazard.

ARTICLE 23 - PARKING

23.1 Lessor has established public parking facilities on the grounds of Central School. Lessee warrants that it will enforce regulations providing that its employees will not park their private vehicles in said public parking area during time when said employees are working at the leased premises (except on a short-term basis for emergencies or for deliveries).

DISCRIMINATION PROHIBITED: The Landlord shall not discriminate based upon race, color, creed, religion, national origin, sex, marital status, age, handicap, or disability, familial status or recipients of public assistance; and shall comply with all nondiscrimination requirements of Federal, State and local law.

IN WITNESS WHEREOF, the parties have hereunto set their hands on the date first written above.

LESSOR:

Mayor

City Clerk

Date: _____

LESSEE:

BY: _____

BY: _____

Its _____

Date: _____

Exhibit A – Location in the Building

Exhibit B – Use of Space

Anything outside of the scope of business should be brought to the Tenant's Committee and the Central School Commission. The Commission can restrict certain types of activities, in that they exceed the scope for which the property was leased. The Commission will serve notice upon the offenders to cease and desist from certain activities. If the problem continues, the Commission may terminate the lease.

Exhibit C – Improvements

SURVEY RESULTS

Survey Results Central School April 2012

S	813	A central gathering place for the community (the grounds)
S	814	A great entrance to travelers
S	815	A great focal point for downtown
S	816	A great place to visit
S	817	A major historical building in the center of the community
S	818	A wonderful welcome to downtown GR
S	819	Aesthetic beauty of the building; historical architecture
S	820	Ample parking
S	821	An anchor of history in the center of town
S	822	An attractive historical centerpiece for Grand Rapids.
S	823	An icon of Grand Rapids representing education and community.
S	824	Architecturally appealing
S	825	Architecture makes it stand out in comparison to the other commercial buildings
S	826	Architecture of building - historic time period - Can see how it "used to be" as a classroom.
S	827	Area for community activities/events
S	828	As a center of downtown it is striking
S	829	Attractive appearance of the building
S	830	Attractive building seen as a focal point of the city from two highways
S	831	Authentically historic... love the old classrooms with great windows.
S	832	Beautiful architecture
S	833	Beautiful attractive building
S	834	Beautiful building in center of town in park area
S	835	Beautiful building with interesting shops
S	836	Beautiful historic building
S	837	Beautiful Landmark building inside and out.
S	838	Beautiful town square
S	839	Being in the middle of town, with a whole city block to its name is a great strength. The historical connection to Grand Rapids makes it special.
S	840	Being the only building on the block affords it as a unique attraction to the general public
S	841	Best visual representation of historic Grand Rapids. Design and location make it special. Central square for community.
S	842	Building- great center piece
S	843	Center of city and off two major highways (2 & 169)
S	844	Center of GR
S	845	Center of town
S	846	Center of town
S	847	Center of town location with great exterior building lighting
S	848	Centerpiece of GR
S	849	Central focal point of small northern MN community. Small towns need these historical points of interest.
S	850	Central Location
S	851	Central Location
S	852	Central Location
S	853	Central location & landmark of downtown
S	854	Central location, accessibility and adequate parking
S	855	Central location, historic site.
S	856	Central location, nicely groomed landscape/appearance, nice architectural building, historical. Nice wood interior, nice windows, centralized atrium.
S	857	Central School has become a landmark in our community. Visitors comment on how nice it is that this building was preserved and connects Grand Rapids with Central School for them.
S	858	Central School is a beautiful building
S	859	Central School is GRs' premier historical and architectural landmark. It helps define the community.

S	860	Central School is special because it is a part of history and we have so little "history" in our society in this day and age. Americans tear down everything that is old instead of renovating it as they do in Europe. Grand Rapids without Central School would just be like any other town.
S	861	Centrally located
S	862	Centrally located
S	863	Charm of the building and green space surrounding
S	864	City landmark of great character
S	865	Connection to the past
S	866	Creates a calming scene to what could be a frenetic downtown.
S	867	Curiosity about what is in there
S	868	Depicts downtown in the "Old Days"
S	869	Elevator is a plus
S	870	Fantastic Building
S	871	Fascinating architecture and history... great staircase
S	872	First Friday was fun! I'm a visitor, but I'd come again!
S	873	First high school in northern MN outside of Duluth
S	874	Good condition
S	875	Good location for the County Historical Society
S	876	Good museum
S	877	Good parking
S	878	Good parking lot and nice lawns for social events
S	879	GR is identified by it
S	880	Grand Rapids History
S	881	Great building
S	882	Great historical significance
S	883	Great landmark, nice grounds, great historic building
S	884	Great lawn -- makes it a draw to building
S	885	Great location!
S	886	Great location, very visible
S	887	Great location. Architecture. Nostalgia.
S	888	Great location... centerpiece of city
S	889	Great look, location, brick, stone design, history, wood, blackboards (there should be chalk & writing on boards)
S	890	Great passive park grounds.
S	891	Greatest strength: It looks good! It's a great centerpiece of the downtown area, which without Central School, would quite frankly, be pretty boring looking. I also think the continuity it has created over the past century is a strength.
S	892	Handsome building and grounds
S	893	Has an elevator
S	894	Historic Architecture
S	895	Historic architecture, focal point of downtown
S	896	Historic center of town
S	897	Historic landmark
S	898	Historic landmark
S	899	Historic landmark
S	900	Historic location
S	901	Historical
S	902	Historical building with sense of history of the City and area
S	903	Historical building, unique design with lots of original fixtures. Circular layout places it somewhere between traditional "mall" and office space.
S	904	Historical Landmark
S	905	Historical landmark
S	906	Historical Landmark! We have so very few old buildings in America, compared with Europe. This building is a treasure worth keeping. It's central, crossroads location make it especially compelling as a gathering point, cultural center, icon for our town.

S	907	Historical significance
S	908	Historical significance, great location
S	909	Historical Society
S	910	Historical value
S	911	Historical value
S	912	Historical value - Attractive - Central Location
S	913	Historical, attractive
S	914	Historical... an icon of GR
S	915	History of it is special
S	916	History of our area and beautiful landmark
S	917	History, location , unique shops
S	918	I believe it shows everyone where we came from. It's important that we have reminders of our past.
S	919	I like it when community events are held on the lawn
S	920	I like the way we are using it now. I really like the Tall Timber Days & craft shows.
S	921	I love that our community has this structure. It helps to make G.R. unique
S	922	I love the building, central setting, grounds/greenscapes. Should be the perfect setting for complementary shops.
S	923	I think it's a great location for unique local shops. Don't know why it's not working.
S	924	I think of it as one place in the community where history is still very much alive
S	925	I think that the history of the building is it's strongest asset. It has a great location and is easy to access.
S	926	I went to school there K- 6th grade
S	927	I would consider it a landmark
S	928	Incredible building that is elegant and majestic
S	929	Integral LOCATION in downtown Grand Rapids. Perfect LOCATION as a walk-thru from one part of downtown to another part of downtown. Central LOCATION at intersection of two major highways.
S	930	Interesting architecture, old wooden floors
S	931	Interesting shops & museum
S	932	It anchors downtown and is a centralized location for businesses
S	933	It gives the foundation, comfort and peace of mind of home and our heritage
S	934	It gives the town character
S	935	It has a atmosphere. It has character. It is a great place to house unique shops, a quaint restaurant, or a gallery. Parking is great, location is great, and it's a cornerstone of the community.
S	936	It has a lot of room with strong historical and architectural value.
S	937	It has an ideal central location with green spaces, parking and high visibility
S	938	It has beautiful architecture inside and out. I love the woodwork inside.
S	939	It has parking & space surrounding building
S	940	It has the best location in town
S	941	It is a beautiful building... and an educational building
S	942	It is a focal point in GR
S	943	It is a focal point of the downtown area.
S	944	It is a great asset to downtown.
S	945	It is a great location right in the center of downtown on the major intersection.
S	946	It is a historical centerpiece of our town!
S	947	It is a landmark in our community sitting in the center of town and next to Hwy's 169 & U.S. 2 is an asset
S	948	It is a unique connection to Grand Rapids' history and a downtown landmark.
S	949	It is a very beautiful building inside & out. It would be sad to see it empty.
S	950	It is a visible symbol about the history of RG with the Mississippi River, forests, industries, homes, etc. as background. Central School building has a unique style of architecture.
S	951	IT IS AN HISTORICAL BUILDING
S	952	It is an old unique tourist attraction in the GR area
S	953	It is certainly a part of the history of Grand Rapids and a very unique building.
S	954	It is iconic and symbolic of the city and county.
S	955	It is seen as a landmark in our community.

S	956	It is the centerpiece of downtown Grand Rapids
S	957	It is the focal point for our downtown area. The building is a wonderful representation of our history.
S	958	It is the focus of GR
S	959	It is the only historical building that Grand Rapids has
S	960	It is the repository of Itasca County and Grand Rapids history.
S	961	It looks like the central hub of the town and it gives Grand Rapids a unique center.
S	962	It makes Grand Rapids special. Every town, city I visit across the country looks identical with their strip malls, Targets, Starbucks and occasionally you see a gem like Central School, but not very often.
S	963	It makes this city unique and harmonizes with other vintage buildings such as The Depot and Pokegama Hotel
S	964	It provides relief from the flat-topped monotony of the rest of local buildings. It has individuality.
S	965	It reminds our young people of what schools were like in the early 1900's
S	966	It sits as an icon of the city
S	967	It stands alone with lots of green in summer and white in winter
S	968	It still smells like a schoolhouse
S	969	It was lots of fun to bring visitors to eat there.
S	970	It was saved once because people care
S	971	It's a beautiful building that should be preserved and its part of the City/County's history
S	972	Itasca County Genealogy Dept.
S	973	It's a beautiful historic building
S	974	It's a beautiful landmark
S	975	It's a beautiful landmark
S	976	It's a beautiful place representing GR area
S	977	It's a beautiful, Historic "center piece" to our downtown/city. It's a beauty.
S	978	It's a beautiful, historical building -- an asset to our city
S	979	It's a connection with Grand Rapids history. We've seen a lot of old buildings removed and replaced with new ones and GR has to change with the times but it sure would benefit future generations to have the Central School maintained as a connection to the past.
S	980	It's a definite plus for the downtown area, a central area for community events. Visitors always comment on it.
S	981	It's a great old building that gives downtown GR some character and heritage
S	982	It's a historical building, that in itself makes it special
S	983	It's a historical location that's free and open to the public. When people visit, we always take them there.
S	984	It's a landmark w building and grounds
S	985	It's a nice building, but old and it has history. I went to school there.
S	986	It's a part of Grand Rapids
S	987	It's a piece of our history & about the only "old" building left in town.
S	988	It's a symbol of GR and a bridge from our past to the present.
S	989	It's a wonderful building!!
S	990	It's age, heritage and architecture inside and out.
S	991	It's an anchor of the community- Most all historic buildings in GR have either been torn down or soon to be.
S	992	It's an old building on the register of historic places. We must preserve these treasures. It would be horrible to lose this wonderful architectural marvel.
S	993	It's beautiful and historic
S	994	It's central to downtown
S	995	It's green space
S	996	It's historical beauty is worth preserving. So many people come into the bldg just to see it... not so for others
S	997	It's historical significance. Schools were the very foundation of our society and hence our community
S	998	It's historical value makes it special. Also the location is key to having it be a draw for visitors, walkers, etc. It should be made more available by having events in the building and could also be a starting/stopping place for tours of area exhibits and places of interest.
S	999	Its history - Style of building
S	1000	It's history and architectural design of the past as it was for the students and educators in the past. The school is the crown jewel of Itasca County and is under utilized.

S	1001	Its history makes it special to the downtown. It's unique in that few such buildings are around. It has a nice atmosphere.
S	1002	It's history. The building design. It's location could be a strength but also a weakness.
S	1003	It's impressive
S	1004	Its location
S	1005	Its location
S	1006	It's location
S	1007	Its location at the busiest intersection in Grand Rapids.
S	1008	Its location in the center of town and the "look" of the building. It's a visible, central location for community activities.
S	1009	Its location, strength, age and design make it special
S	1010	It's obvious visual impact and central location
S	1011	It's on the main arteries in GR
S	1012	Its possibilities
S	1013	Its role in our community's history, its architecture and central location--(like a town square), it lets visitors and residents alike know that the community values the past.
S	1014	It's seen from every direction, with great access. Its central location.
S	1015	It's special because it symbolizes Grand Rapids as a landmark and it's architecture is unique.
S	1016	It's very antique and original
S	1017	Landmark historical building
S	1018	Landmark to all education in northern MN
S	1019	Landmark, location (crossroads of Hwy 2 & 169) centrality, history
S	1020	Local landmark, amazing construction and unique architecture, history as a school.
S	1021	Location
S	1022	Location
S	1023	Location
S	1024	Location
S	1025	Location and attractive building
S	1026	Location and green space
S	1027	Location and lovely grounds
S	1028	Location in center of town
S	1029	Location is it's strength. Being a nationally registered historic building is the other
S	1030	Location is the most obvious special characteristic
S	1031	Location. historical aspect. Location!
S	1032	Location. History & Architecture
S	1033	Location. history, character of the building. They don't make them like that anymore
S	1034	Location. how unique it is being focal point of the downtown
S	1035	Location, location, location (crossroads of two state highways in the center of town)!!
S	1036	Location, location, location!!! and architecture
S	1037	Main landmark of downtown. Unique architecture that if destroyed will be gone from here forever. It could house non-profits, thereby open the properties that the non profits are on now to tax paying entities to gain tax base.
S	1038	Majestic Landmark
S	1039	Memories
S	1040	Memories as I attended school here and so did my dad!!
S	1041	Museum
S	1042	My mom and husband attended school there.
S	1043	Nice green area
S	1044	Nice grounds around the building
S	1045	Nice grounds to rest & allow children to run & play
S	1046	Nice large windows
S	1047	Nostalgia, centralized atrium for shops/exhibits, appreciation for past history -- timelessness
S	1048	Not enough people enter the building
S	1049	Not much

S	1050	Not only is it historic but it is a beautiful building.
S	1051	Obvious beautiful landmark in the center of town
S	1052	Obviously it's architecture and the icon it is being in the center of town
S	1053	Ok parking
S	1054	Old, charming, space, lawn
S	1055	One of few original buildings in downtown Grand Rapids that has any character
S	1056	Only building on National Register in Grand Rapids
S	1057	Opportunity for businesses to be located in the central business district
S	1058	Owned by City - a benefit of public ownership means its historical significance is protected (e.g., private owners may have decided to raze the building as the location was too valuable to be occupied by an old school).
S	1059	Park-like
S	1060	Part of local history
S	1061	People and the unique shops also make it special, but they need to make money- as well perhaps and have craft displays, live music, etc.
S	1062	Plenty of parking nearby.
S	1063	Prime central location, historical location.
s	1064	Prime location with good parking, lawn and green space
S	1065	Provides some green space in the center of town
S	1066	Quilt Shop
S	1067	Relatively interesting design - "stately"
S	1068	Retaining interior stairs, wood floors, etc
S	1069	Seems to be well preserved, well located, draws peoples attention, anyone with an affinity to the past will want to know more about it and to visit it.
S	1070	Small business shops
S	1071	Some parts of the building have school tables, chalkboards. Keeping it the way it was in the past makes it special
S	1072	Space for special stores, but that has not seemed to be profitable
S	1073	That it is in the "center" of town -- it can be a sort of anchor in a shriveling (historic) downtown.
S	1074	The anchor for the historical downtown area. Classic architecture.
S	1075	The appearance.
S	1076	The architecture makes it look interesting and you don't get tired of looking at it
S	1077	The architecture, history and beautiful old interior -- the nicest building in town
S	1078	The benches & yellow brick road
S	1079	The biggest strength is the location of Central School and the fact that it adds "green" space to downtown.
S	1080	The Building appeal. It is a beautiful site and a central location in town.
S	1081	The building does have very nice bathroom facilities and an elevator.
S	1082	The building is gorgeous and very Grand Rapids. It is the image of Grand Rapids that visitors remember. It is the one thing that is keeping the G.R. downtown unique and picturesque.
S	1083	The building is sound and in good shape
S	1084	The building is unique and it is unusual in this area to see a building of that age that is well preserved. The grounds are beautiful and should be preserved the way they are.
S	1085	The building represents strength & beauty to the eyes of the locals, but especially people passing thru for 1st time.
S	1086	The building, design, and location.
S	1087	The building's history makes it special, as does the green space surrounding the building.
S	1088	The Central School property is beautiful. Plush lawn that is well manicured on all sides of the building, but especially the lawn that runs parallel with the highway
S	1089	The craftsmanship of this building is beautiful, inside and out.
S	1090	The green space/plantings are a wonderful and welcoming sight for visitors and residents
S	1091	The grounds are beautiful, park like - could be better used and promoted
S	1092	The grounds around the building are beautiful and well cared for
S	1093	The historical integrity should be a model for the rest of the town
S	1094	The historical part is important to me
S	1095	The historical value

S	1096	The history
		The history of the building is the first thing I think about. I was thrilled when the decision was first made to renovate the building. There are fond memories of dance classes, dining, craft fairs and the Peter Pan Tree associated with Central School.
S	1097	
S	1098	The landscaping is beautiful, large
S	1099	The location
S	1100	The location and the old historic look. It has always sparked my interest. Impressive landmark
S	1101	The location is perfect for travelers to be introduced to our area. Adults and children should be inspired by it
S	1102	The location makes it special.
S	1103	The location seems to anchor the town.
S	1104	The look and history
S	1105	The main staircase really draws people in and the outside is beautiful.
S	1106	The museum aspect
S	1107	The only thing that makes it special is it's historic value/architecture
S	1108	The school shows that the earliest settlers were dedicated to education.
		The strengths of Central Schools are in part its connection with the mindset of the community. For generations Central School has sat in the center of our town and been a symbol of what was been done in the past. Its steadiness and longevity has a soothing effect on the mindset of the community.
S	1109	
S	1110	The structure itself represents architecture from a different era
S	1111	The woodwork & staircase are lovely - seems a sort of treasure.
S	1112	The yellow brick road (bricks) continues to be a delight.
S	1113	Third floor shops seem doomed... nobody goes up there.
S	1114	This historic building is impressive especially from the south as you approach it
S	1115	Tie to "Old Grand Rapids" from many people still living here.
S	1116	Tourist site - history
S	1117	Tribute to a strong community
S	1118	Unique & Historical
S	1119	Unique architecture & history
S	1120	Unique building in town
		Unique look and being a historic building. It's history is interesting, & important for towns to hold on to and preserve special, old buildings. A town will look boring and have no character if all buildings are new. Do not tear down Old Central School! Visitors comment on what a cool old building it is. It has such a wonderful, unique look. We just have to get people to go there!
S	1121	
S	1122	Unique old structure They just don't build them like that anymore!
S	1123	Unique setting
S	1124	Unique, historical value
S	1125	Very historical
S	1126	Visibility (related to location and design).
S	1127	We love Central School - it's a local treasure
S	1128	We think the bell, the yellow brick road with names, & it's old so people know about it
S	1129	Well kept grounds
S	1130	Well maintained
S	1131	We've lost the small town "downtown" feeling because of the mill expansion but the school helps define GR
S	1132	Wonderful landscaping and lawn
		Center of downtown. Historical building. I think of it as an icon of this community. I see potential for it to be more of a tourism "center".
S	1133	
S	1134	Central location. Common area for community events.
S	1135	Centrally located. Lots of traffic (both motor & non motor) going by daily. Historic. Visually appealing.
S	1136	From the outside, the Central School is Grand, historic and a beautiful piece of history in our community.
S	1137	Grand Rapids landmark. It a big, beautiful old building.
S	1138	Historical property.
S	1139	History of the building, the grounds are well maintained. It can be used as a whole museum of the area!

S	1140	I see the last building in Grand Rapids with historic value! If you have ever been to Europe you will see the value in preserving our past. There, most of the buildings are hundreds of years old and you can feel the history. Central school should continue to be used as the center of our vital downtown community. In Mexico, each little town has it's "town square" where families gather in the evening to enjoy each others company. If we tear it down, we loose the "Center" of our community.
S	1141	I think it's a beautiful, nostalgic old building that represents another era. It's special because the inside has remained original. The location is great.
S	1142	I think the building is a wonderful piece of history. Certainly, a Grand Rapids Icon in the community. Special as an historical building and central location in Grand Rapids.
S	1143	Iconic presence in the center of the community. The location is excellent. The lawn around it is well suited for events.
S	1144	Impressive building in town, give directions by where the building is.
S	1145	It is a beautiful physical landmark in the center of the city. It sets a tone for the community (visitors and residents alike)
S	1146	It is a Grand Rapids landmark. It's location is the center of town, which provides a great backdrop for our community events. It has old fashioned charm.
S	1147	It is a landmark. Strengths are the setting and visual of Downtown Grand Rapids.
S	1148	It is an nostalgic attraction that people like to visit. But usually only once.
S	1149	It's located downtown and it's a historical building.
S	1150	Location, location, location. It is located in the heart of Grand Rapids. It's architecture is unique and appealing to the eye.
S	1151	Location, strength & beauty in structure, history, town square, common central meeting place. Beautiful views looking out the windows. Warm, wonderful floors.
S	1152	Park-like atmosphere in the middle of town.
S	1153	The beauty of the building and grounds
S	1154	The history of the building makes it unique. It is a landmark in Grand Rapids. It has a convenient location.
S	1155	unique architecture, focal point of the downtown area
S	1156	Unique beautiful building, the heart of downtown grand rapids

Survey Results Central School April 2012

W	1324	3RD FLOOR IS UNUSABLE DUE TO NO SECOND EXIT
W	1325	A must- a more varied product to attract all ages.
W	1326	A strong tenant that would pull in large volumes of traffic... or several of them [examples]
W	1327	A very busy road (Hwy 2) on one side of the property and not a lot to draw someone inside the building.
W	1328	Accessibility - this is a tandem issue with parking. As someone coming into the city, it is just not clear where the "front door" of this facility is.
W	1329	Accessibility for elderly and handicapped.
W	1330	Accessibility, parking, aloof "haunted house" facade from highway.
W	1331	Advertising
W	1332	Age and designed for school, not retail or housing
W	1333	Age of Big maybe
W	1334	Age of building
W	1335	Age of the building and the cost of doing business there.
W	1336	Age, deterioration and upkeep \$\$
W	1337	Aging infrastructure (HVAC, insulation inefficiencies).
W	1338	Always looks closed. Windows always have the shades down. Nothing draws me in to it. No drive through for picking up food. Parking lot always empty, looks like nothing is happening in the building
W	1339	As a business/retail center, people direct most of their activities toward the south side of GR. I have heard rents are too high and not competitive.
W	1340	As a historical building, it doesn't have any weakness other than upkeep
W	1341	As a long time ICHS member it gripes me that the county board charges rent for performing valuable public service
W	1342	At present there is little or no shops to interest people
W	1343	Attracting long-term tenants - if retail it needs more, but could provide overflow office space
W	1344	Being able to keep shops and renters in the building
W	1345	Biggest weakness: Accessibility to the disabled.
W	1346	Building and grounds could use more timely attention
W	1347	Building des not appear to be clean, as I remember it a few years ago, i.e. restrooms, floors, lights out.
W	1348	Building is falling apart
W	1349	Businesses come and go so quickly that the shoppers do not become accustomed to frequenting the shops.
W	1350	Businesses pretty specialized
W	1351	Central School has had a turn-over in clientele.
W	1352	Central School is in need of updating as far as maintenance is concerned.
W	1353	Charging taxes to tenants discourages new ones
W	1354	Children must be watched at all times because of traffic
W	1355	Competing with all others, <u>as a retail space</u> , puts Central School into a highly competitive market.
W	1356	Cost
W	1357	Cost- it needs major work
W	1358	Cost of maintaining the building
W	1359	Cost of maintenance and improvements
W	1360	Cost of upkeep and heating
W	1361	Cost to have a shop in the building
W	1362	Cost to maintain
W	1363	Could have more tenants... a dynamic drawing card
W	1364	Cultural agencies are scattered about town and cannot be consolidated. MacRostie Art Center will continue as center for visual arts and it will be across 1st Avenue, not in Central School. Performing arts will have their bases at Reif Center.

W	1365	Curb appeal....need to draw people in!!! It's not clear what is inside. The community needs to utilize the building and property for community events.
W	1366	Current management structure
W	1367	Current signage is uninspiring
W	1368	Currently when people enter, because it is so quiet, they feel conspicuous. Somehow it needs to be easier to come in and not be the center of attention.
W	1369	Cut-up rooms
W	1370	Despite it's location, it isn't "visible" in the sense that the public overall doesn't have a good awareness of what's happening there. What are the hours? What businesses are there?
W	1371	Difficult access
W	1372	Difficult to maintain and care for
W	1373	Distance from 1st Ave to front door
W	1374	Distance from sidewalk to door... 80 feet or more
W	1375	Does it have an elevator?
W	1376	Does not presently have a tenant that draws a wide variety of client/customer interest. There is no real anchor.
W	1377	Doesn't generate enough money to maintain itself
W	1378	Doesn't have a "special" restaurant. One that people would make a point of visiting like the First Grade.
W	1379	Doesn't have good management
W	1380	Don't really know when open
W	1381	Don't really see any
W	1382	Don't seem to have any new and fresh business located in it.
W	1383	Downtowns everywhere are threatened and become less vital with the growth and spread of "big box" stores and, in Grand Rapids, the retail center moved and continues to move south.
W	1384	Drawing people to it
W	1385	Driving thru GR if you missed that corner sign you would just think it's an old bldg
W	1386	Easy access
W	1387	Empty businesses
W	1388	Empty space that sits in it. What is it's propose: retail or office space? The mix of tenants may create confusion on the purpose of the building.
W	1389	Escape routes for fire.
W	1390	Evaluate how accessible it is to elderly and handicapped people. Make changes as necessary
W	1391	Except for upkeep- there are none
W	1392	Expensive rent (so I hear!). Current businesses don't draw in enough local traffic to make it feel like a vibrant shopping center. It's an attraction for tourists, but not necessarily something that they'd keep coming back to once they've been there.
W	1393	Expensive to heat/maintain
W	1394	Expensive to operate
W	1395	Exterior & "bones" are great. interior needs to be completely overhauled and remodeled. No continuity... old
W	1396	Focus us does not draw enough interest from the local general public. A feeling of old without a strong enough sense of historical richness.
W	1397	Getting people in the door. The internal shops are not appealing to a wide audience and not advertised.
W	1398	Grounds are unusable, hilly and not friendly with too perfectly cut grass
W	1399	Hard to heat
W	1400	Has been difficult to maintain fun shops and a thriving restaurant. It is underutilized.
W	1401	High cost for maintenance
W	1402	High cost of rent
W	1403	High cost of rent -- keeping businesses out
W	1404	High rent
W	1405	High rent cost

W	1406	High rent!!
W	1407	Historic focus on upper floors not easy to access for most older people
W	1408	Historical buildings have rules for changes
W	1409	Historical registration limits improvements we need to make to the building
W	1410	Historical Society doesn't do enough to promote building such as Christmas, Easter egg hunt, children tours, collaboration with Forest History Center, Judy Garland Museum and activities on grounds.
W	1411	Huge central space that hasn't been rented and costs a lot to heat and maintain. Attic and much of the basement are the same as well as the many stairwells - this makes renting per square foot of useful space expensive.
W	1412	I am in that building at least once a month and I have seen morgues more lively. I has so much potential to be a cool, hip, place to shop.
W	1413	I can't think of any.
W	1414	I does not seem to be able to secure long term tenants.
W	1415	I don't quilt and I'm not really interested in the Historical Society. Why would I go there? Give me a reason.
W	1416	I don't believe the businesses that are located there are vibrant enough to attract people.
W	1417	I don't see any visitor information -- and signs are incorrect pertaining to businesses not there
W	1418	I don't think it is advertised well enough. It needs signs on major roads into town so people know it's attractions.
W	1419	I have heard that there are a lot of rules you must follow as a business and there are current tenants that "run the place" and make all the decision are against any change.
W	1420	I have no idea what a weakness would be. Maybe it is hard to heat in the winter?
W	1421	I know that the restaurant business is a tough one, especially getting a liquor license.
W	1422	I miss the quilt/fabric shop
W	1423	I see no weaknesses with Central School.
W	1424	I suspect it is costly to maintain and preserve.
W	1425	I think a lot of people are unaware of the variety of shops inside
W	1426	I think an eating area is essential
W	1427	It needs some renovation. I would like to see it updated and full of life without losing it's history or character
W	1428	I think it needs updated utilities. It MUST be maintained!
W	1429	I think it's old fashioned charm is also its weakness, as the general impression of the interior is that it needs some work. Also, I don't find that I need to visit any of the tenants in there, so it seems to be an underutilized property.
W	1430	I wonder if there are restrictions due to the building being an historical site that might impede some enterprise from happening. (Bar, cooking more than stove top items, etc.)
W	1431	I'd like to see more inside -- more exhibits, more shops, more events hosted there.
W	1432	If the owner of the building is the city or county (I am not sure) then any expansion of office space needed by that entity should be made to occupy the school - top floor. Build in your own anchor renter and some baseline rent.
W	1433	If there is a sign listing the stores inside it's not noticeable from the highway. If they don't see it, why stop in?
W	1434	I'm not going into a building unless there is a business that is selling what I need.
W	1435	I'm not sure if all the floors are open
W	1436	I'm sure it's difficult to keep tenants and the costs of maintaining a historic building are probably high, but I can't think of any "weaknesses" in preserving such an important building...
W	1437	Inability to generate income independently of public support
W	1438	Information about what's in there
W	1439	Inside it's so empty and lifeless, that's the only weakness
W	1440	Inside, broken up so it is hard for a larger retail to even look at renting space
W	1441	Internal space configuration could pose problems for some lease-holders, uses.
W	1442	Is it retail or business?
W	1443	Is the building structurally sound? What about inner workings? Does plumbing work properly... heating, insulation

W	1444	Is there an accessible bathroom? Old bathrooms can be fun, too.
W	1445	It doesn't look inviting with drab old signs and faded windows. The window's outside appearance is poor. Please paint the trim, clean the windows and decorate the windows for festive occasions.
W	1446	It doesn't have a central feature to draw people to it as a business center. The loss of the cafe (and its expensiveness before!) was the loss of a central focus.
W	1447	It has never has a good marketing plan -- or plan at all that I know of.
W	1448	It is a money pit that can't be fully utilized.
W	1449	It is an old building that requires updating.
W	1450	It is not multi-purpose enough.
W	1451	It is not really set up well as a retail space. No traffic in the building. The retail space there does not bring in enough traffic. The signage is very unprofessional. Tenants can also be slightly tacky.
W	1452	It is to compartmentalized and confusing to navigate in
W	1453	It makes a poor retail/office space as its not very accessible and has no exterior commercial appeal.
W	1454	It needs more businesses in it that are more appealing to the public
W	1455	It needs more shops and attractions that draw a younger audience in.
W	1456	It needs to be more accessible and interactively laid out
W	1457	It probably costs more to maintain than a modern building
W	1458	It seems to be not taken care of well. It should not have such as shabby run down feel.
W	1459	It's a hang out for kids that cross the road to the station and don't care if there's a car coming!
W	1460	It's age and repair history along with future repairs
W	1461	It's an eyesore
W	1462	It's called a school and there is no focus on education.
W	1463	It's in need of substantial repairs.
W	1464	It's not being used as a community school
W	1465	It's old - costly to maintain (update and heat). Hard for an individual just walking in to know what is inside and where to go. In that sense - not very welcoming to a tourist or other person coming in off the street.
W	1466	It's old and a tax burden on the taxpayers in GR
W	1467	It's old & creaky. There are not enough stores that interest me in there to make me stop, park and go in.
W	1468	It's very hard to find places inside the building. All the shops seem very disconnected from one another. I also think that not many people know what exactly the building can be used for and what it has in it.
W	1469	I've heard from a former shop owner that rent is high, and there are many restrictions on what a shop owner can "do to the space" because of the many rules of being a historic building.
W	1470	Keeping up the new requirements
W	1471	Lack of advertisement
W	1472	Lack of attractive food service like "First Grade"
W	1473	Lack of business
W	1474	Lack of businesses
W	1475	Lack of consensus about how the building should be used (competing community objectives for use of the space).
W	1476	Lack of diversity in shops
W	1477	Lack of interesting shops.
W	1478	Lack of meeting space
W	1479	Lack of parking
W	1480	Lack of parking and inability for businesses to market to a wide audience based on walk-through traffic.
W	1481	Lack of profitability for shops
W	1482	Lack of promotion (event planning) & use of the grounds
W	1483	Lack of regular information for the public
W	1484	lack of right mix of tenants that will attract activity.
W	1485	Lack of steady businesses

W	1486	Lack of successful retail store to drive people into the building
W	1487	Lack of sustainable businesses that draw visitors into Central School. It really needs a good restaurant like First Grade was. I miss the First Grade Restaurant as do many of my friends.
W	1488	Lack of visibility about what is inside and it needs some way to get more traffic inside
W	1489	Limited parking
W	1490	Limited parking
W	1491	Limited parking
W	1492	Little public use
W	1493	Location - yes, it is also a weakness, because downtown is no longer a strong retail center, as retail, food and lodging moved south of town. This has hurt its marketability, or marketability of vendors located in the building. CBD is generally seen as a business/government center (city, county, legal, banking, insurance, etc.)
W	1494	Looks a little lonely standing in its property needs some landscaping that would draw the eye. Maybe statuary, historic plaque connections to History Center, Garland House.
W	1495	Maintain in present state?
W	1496	Maintenance cost
W	1497	Maintenance cost and the huge expenses meeting City regulations.
W	1498	Maintenance is expensive
W	1499	Management
W	1500	Many businesses have come and gone
W	1501	May have limited parking
W	1502	Maybe the cost of maintenance.
W	1503	Mix of occupants that does not draw me in. I have no reason to go in there.
W	1504	More regular advertising or news about Central School
W	1505	More usage may make more demands for upkeep
W	1506	Mostly upkeep
W	1507	Needs an eating establishment.
W	1508	Needs better advertising
W	1509	Never been good signage to know what is in the building
W	1510	No food available
W	1511	No leadership or continuity of what's in the building
W	1512	No lively business to draw ample traffic through its doors. Old codes limit potential.
W	1513	No one knows what goes on there
W	1514	No parking
W	1515	No reason to go in
W	1516	No reason to go there
W	1517	No signs entering GR showing upcoming location
W	1518	No variety of shops, e.g. -- hobby, food, art, clothing.
W	1519	None
W	1520	None
W	1521	Non-profits in the basement is not an attraction, but understandable.
W	1522	Not a café (luncheon area) that remains viable
W	1523	Not a clear ownership and management structure
W	1524	Not enough "foot traffic"
W	1525	Not enough draw. As a kid C S was a place to go and find those unique shops... that is no longer the case
W	1526	Not enough information on the outside about the shops & galleries inside
W	1527	Not enough marketing about what is there
W	1528	Not enough people know about it
W	1529	Not enough shops. At entrances it feels vacant.
W	1530	Not enough tenants

W	1531	Not many people know what it really is
W	1532	Not many people visit it because it's not advertised
W	1533	Not open in the evening
W	1534	Not sure how much it can be "fixed up" due to its historical significance
W	1535	Not uniform operating hours with all present tenants
W	1536	Not used to the extent that it could be
W	1537	Not very fluid to walk through inside, broken apart or confusing, older appearance (looks run down).
W	1538	Nothing
W	1539	Nothing in it to make me want to go in anymore
W	1540	Nothing! It is a beautiful site to people when they are visiting our town. Many have told us so.
W	1541	Of course, having been built over 100 years ago, it probably has some structural and maintenance issues, even despite the upgrades 20+ years ago. Financially, it seems to have had difficulty sustaining profitability, whether as individual business ventures, or as a stand-alone enterprise.
W	1542	Old building with lots of empty hall space. 75' from street to front doors, then you have to walk thru a large hallway. Like a maze.
W	1543	Old buildings are expensive to remodel and maintain.
W	1544	Old, needs repair, maintenance expensive
W	1545	Once inside, the disappointment is immediate. The businesses as a whole do not fit within the character and history of the building. The Historical Society is the only thing that fits within the building. I can recall going to the Central School with wonder as a child and feeling such a disappointment that I could not go into the Top Floor museum without payment. The museum coming to life was what made the School special. The Building serves no purpose. It has clearly lost it's identity. Similar to the "mall".
W	1546	Openness/access to community and visitors. Don't think the public, including visitors, see it as an "open" building that holds history and shops. Don't want to diminish it's character but people realize stores are open and Central School may not appear as such.
W	1547	Other than Historical Society, I don't even know what other businesses are in there
W	1548	Owned by City - Also a liability, in that resources aren't there to make "significant" investments.
W	1549	Parking
W	1550	Parking
W	1551	Parking
W	1552	Parking
W	1553	Parking
W	1554	Parking and affordable rent!
W	1555	Parking expansion is limited
W	1556	Parking for major events
W	1557	Parking is a bit of a weakness, but not too bad.
W	1558	Parking, 2/4 hour parking. Getting ticketed while shopping.
W	1559	Parking, shops are expensive and don't really go with the history of the town.
W	1560	Part of its weakness is its strength. People see it as something that has always been there and that will continue to be there no matter what they as an individual do. It is in part this mindset that makes people think that they don't need to give it any extra thought and they don't need to visit the building because it will still be there later.
W	1561	People go to the historical society as a destination. There needs to be more shops of the type that will create a traffic flow; a restaurant would be included. The traffic flow aspect would enhance the destination aspect and vice-versa.
W	1562	People see the specialty shops once, and don't feel the need to visit again.
W	1563	Please update signage. People are disappointed when they com in and don't find advertised stores
W	1564	Poor acoustics in open areas
W	1565	Poor location for any business due to lack of traffic.

W	1566	Poor management that leads to unhappiness of tenants
W	1567	Poor signage
W	1568	Poor upkeep of building
W	1569	Possibly cost to rent space
W	1570	Probably it's upkeep costs
W	1571	Probably the cost to heat & maintain it
W	1572	Property costs money - get it off the tax rolls -sell it - Quit wasting money we could use elsewhere
W	1573	Rental cost for merchants is high
W	1574	Rents are all high enough to drive people out!
W	1575	Right know known for retail space & historical society
W	1576	Rude clerks in one store
W	1577	Safety
W	1578	School district and city have allowed it to fall into disrepair. Grants need to be written to restore this building to its glory...we spent \$3 million on the golf course that pays no taxes...why not save an icon of the city...it seems so odd we tear all these types of buildings down then drive to Stillwater and other towns to enjoy the beauty of the same types of buildings...we need these to add beauty to our city's "industrial" image
W	1579	Seems quiet and sleepy
W	1580	Serious lack of adequate site parking in light of today's standards and use of cars.
W	1581	Set back from road where visibility of "storefronts" is low
W	1582	Shops have dwindled. I haven't been inside for a few years. I haven't noted anything that makes me think, "Wow - I really want to go there!"
W	1583	Signage
W	1584	Signage issues - can't always tell if a sale or something new is going on (need for advertising)
W	1585	Signage- It's hare to tell what shops are in Central School
W	1586	Signage to know what's inside, and that it's free
W	1587	Signs aren't classy
W	1588	Signs on bldg are hard to read
W	1589	Small areas & stairs
W	1590	Small parking lot
W	1591	Small space limits type of business/groups that could locate
W	1592	Smells old, space is not used to its potential.
W	1593	Some may not value it's importance as they should
W	1594	Squeaky stairs
W	1595	Stability of tenants
W	1596	Stairs (not one level)
W	1597	Structure of building may limit use
W	1598	Tenants
W	1599	Tenants come and go
W	1600	The age of the structure and maintenance costs
W	1601	The available spaces are not always conducive to housing a successful business (I wouldn't want to open a business there because not enough people actually go inside).
W	1602	The biggest weakness that I see is the lack of businesses that attract people to the building.
W	1603	The building has some ADA (Americans with Disabilities Act) and related access issues.
W	1604	The businesses that are located their do not draw in people.
W	1605	The City operates it as an enterprise making rents too high for the available infrastructure. Therefore, it can't attract and keep a business base that fits with the building's assets.
W	1606	The cost of maintaining the facility. Small, chopped up spaces that aren't conducive to businesses.
W	1607	The cost to maintain it.
W	1608	The cost to maintain retail businesses has been too high, therefore hard to keep business there.

W	1609	The covering up of the heating system is rather tacky
W	1610	The creaking floors Spaces are small and closed in. Make it brighter in rooms.
W	1611	The expense of its upkeep.
W	1612	The extreme fluctuation between hot and cold in many of the rooms.
W	1613	The fact that the City Council charges so much for rent discourages people from having businesses in Central School and the younger people don't appreciate it's value.
W	1614	The generations with the most direct links to the School and those most concerned with local history are moving away and/or passing away. Children and families of pioneers are most active supporters and patrons of the school and the Museum.
W	1615	The Historical Society & Judy Gariand. They just take up valuable space. Get rid of 'em!
W	1616	The limited parking might pose a problem if the Central School was to attract many people.
W	1617	The long walks up to the doors to get in
W	1618	The money that would be needed for renovation
W	1619	The parking is very limited...and far away from the building - that makes it hard to find a place at times and if the stores within were busy - the lot would fill quickly - there is no reason to keep all of the grass around the building - you should consider selecting half of that to turn into parking and try to preserve one approach that is mostly grass. There is no reason that plantings will not do well around the building and parking lots.
W	1620	The property has been somewhat unkempt in recent years and should be made to be more safe and clean. There should be more attempts to find creative ways to keep the rooms occupied so that there are really things going on there rather than a bunch of empty space. Maybe the rent being charged of the lessees is too high? There has been a lot of turnover in the past year or so.
W	1621	The school might collapse because it is so old
W	1622	The sings currently in place are lame. The school needs signs which are a unique as the bldg.
W	1623	The stairs and age
W	1624	The top level is a huge mess of junk and paperwork.
W	1625	The weaknesses are the businesses in residence.
W	1626	There appears to be no viable plan for operating the facility.
W	1627	There aren't enough shops to make it attractive to visit. It really needs a good restaurant.
W	1628	There doesn't seem to be a big draw to get people in the doors.
W	1629	There doesn't seem to be anything that draws me in. I don't think about going there to shop.
W	1630	There is not a business plan to make it self-sufficient.
W	1631	They need a restaurant - People as every day if there is a place to eat there.
W	1632	Too big and expensive to maintain
W	1633	Too geared toward tourists and not enough to existing community.
W	1634	Too many changes with businesses coming and going
W	1635	Too many small rooms
W	1636	Too many stairs, not enough businesses that draw regular foot traffic. Really misses a good restaurant.
W	1637	Tough to attract tenants to support overhead costs
W	1638	Under utilized grounds, we need to use it as a jumping off spot for tourists
W	1639	Upkeep
W	1640	Upkeep and lease partners
W	1641	Upkeep costs, stairs
W	1642	Volunteer governing body doesn't work
W	1643	Walk in and you do not find any activity in the public space -- too quite!
W	1644	When "The First Grade" left, there was nothing to <u>regularly</u> draw in local customers.

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<input type="radio"/>	611	A café is needed
<input type="radio"/>	612	A good anchor store. A restaurant, regular events, classes.
<input type="radio"/>	613	A good restaurant and more interesting shops.
<input type="radio"/>	614	A much broader marketing plan
<input type="radio"/>	615	A restaurant and something for children
<input type="radio"/>	616	A restaurant of similar size, quality and theme of 1st Grade would draw tourists and locals.
<input type="radio"/>	617	A restaurant or other sort of food stand would be ideal in that location.
<input type="radio"/>	618	A total shake-up is needed
<input type="radio"/>	619	A visitor center because of its location a the intersection of G.R. highways
<input type="radio"/>	620	Add tenants to draw locals and tourists
<input type="radio"/>	621	Advertise, promotion of lakes, ethnic groups, mining, pioneers.
<input type="radio"/>	622	Allow a major name brand restaurant.
<input type="radio"/>	623	Allow sensible variances and provide long time improvements that will reduce maintenance costs.
<input type="radio"/>	624	Allowing more small business to rent space at a reasonable price, that will enhance the building and the business.
<input type="radio"/>	625	An affordable restaurant. Local, unique businesses. A more visible, accessible interpretive history center.
<input type="radio"/>	626	An arts supply shop, touristy types of shops, coffee shop or small restaurant, local art gallery, artsy craftsy shops.
<input type="radio"/>	627	Antiques and old stuff
<input type="radio"/>	628	Anything that needs to be done to keep the building sound & looking good.
<input type="radio"/>	629	Are there community organizations that would like to occupy the space?
<input type="radio"/>	630	Are there open spaces that could be rented on a month-to-month for seasonal business?
<input type="radio"/>	631	Art, restaurant and retail hub
<input type="radio"/>	632	Arts and Educational along with restaurant/bar
<input type="radio"/>	633	Assuming the parking/accessibility issues can be solved: Finding the right collection of tenants is key! Museums are only a small segment of the traveling public's interests. The current small collection of tenants does not attract the necessary traffic.
<input type="radio"/>	634	Attract tourists as was done in the past.
<input type="radio"/>	635	Based on it's charm, could it be turned into an event center (for weddings, conventions, etc.)?
<input type="radio"/>	636	Best feature was when they had the school room restaurant that brought the most people into the building
<input type="radio"/>	637	Better management for events and promoting building
<input type="radio"/>	638	Bring in children for activities- they will come back
<input type="radio"/>	639	Bring in more different businesses
<input type="radio"/>	640	Bringing in public needs (senior space or free clinic)
<input type="radio"/>	641	Business/office space.
<input type="radio"/>	642	Businesses or organizations that can take advantage of its architectural features -- restaurants, boutique shops, performance spaces.
<input type="radio"/>	643	Businesses that sell things that are used often or needed.
<input type="radio"/>	644	Central School is a school and more educational activities or learning activities (fun of course!)
<input type="radio"/>	645	City council should charge the Historical Society or any other business minimal rent and should spent money for the upkeep of the school. They seem to waste money on other projects.
<input type="radio"/>	646	Classes held there or special events to let people visit the establishments there.
<input type="radio"/>	647	Classes in music, art, dance, exercise, whatever
<input type="radio"/>	648	Classes, meetings
<input type="radio"/>	649	Coffee shop or restaurant that can sustain itself would be nice
<input type="radio"/>	650	Combining w Judy Garland, ICC, Reif, MacRostie

<input type="checkbox"/>		Community based organizations that reflect the new city motto, "Grand Rapids is in Minnesota's Nature" is what should be based in Central School. Tourism, fishing, hunting, bicycle trails, recycling, snow snowmobiling, etc.
<input type="checkbox"/>	651	
<input type="checkbox"/>	652	Community events indoors
<input type="checkbox"/>	653	Consider alternative uses for the property - demolish the building and leave green space.
<input type="checkbox"/>		Consider collecting adequate rent to cover the square foot costs - but work to make this a tax free zone or limited tax zone to give businesses an advantage to move into the space. Build in your own anchor renter and some
<input type="checkbox"/>	654	baseline rent.
<input type="checkbox"/>	655	Continue to expand history of the school, city and county in it's museum
<input type="checkbox"/>	656	Continue to use it as a location for the museum; restaurant; and try to get businesses that would have lots of traffic
<input type="checkbox"/>		Could there be some internal restructuring to allow small performances/concerts to be held inside? Maybe small
<input type="checkbox"/>	657	concerts scheduled on the lawn and moved inside if the weather changes.
<input type="checkbox"/>	658	Craft Shops, gift shops, snack place
<input type="checkbox"/>	659	Cultural expression, music space, "hanging out" space, coffee shop, art, wifi, tech companies.
<input type="checkbox"/>		Currently I think it is a destination rather than an automatic place to stop. You really have to think about going
<input type="checkbox"/>	660	there. It could be more shopper/user friendly. What about incorporating places for lunch and government areas?
<input type="checkbox"/>		Do something in the upgrade that is really unique - e.g., go as "green" as possible using solar panels or other things
<input type="checkbox"/>	661	to help keep operational costs low, etc. and also draw attention to this "really great idea the City had in preserving something old by infusing something(s) really new into the design". Great way to market it that will bring people to it, and also provide walk-in traffic.
<input type="checkbox"/>	662	Downtown housing is needed. Talk to _____
<input type="checkbox"/>	663	Education- draw children & parents, family will follow. History programs, classes, crafts, health/fitness challenge
<input type="checkbox"/>	664	Endowment possibilities
<input type="checkbox"/>		Envision and "Arts Academy" which would enhance its original purpose and bring people/classes in woodworking,
<input type="checkbox"/>	665	quilting, cooking, music, yoga, dance, art supply store would complement and utilize its potential- Native American input and classes
<input type="checkbox"/>	666	Events and use
<input type="checkbox"/>	667	Expand the Karjala reasearch center.
<input type="checkbox"/>	668	Find a new use that is financially viable
<input type="checkbox"/>	669	Find a way to keep Historical Society there at a reasonable price.
<input type="checkbox"/>	670	Find specialty businesses that complement an old building - wrapping paper, bows & ribbons - clock shop
<input type="checkbox"/>	671	Fixing it to be safe and keeping it just the way it is
<input type="checkbox"/>	672	Food, group meetings
<input type="checkbox"/>	673	Food...patio with service in that beautiful green space
<input type="checkbox"/>	674	Functions to draw history-minded reunions
<input type="checkbox"/>	675	Get one or more anchor tenants who can start creating excitement and the "talk of the town"
<input type="checkbox"/>	676	Get the chef school in Hibbing to start a "teaching restaurant"
<input type="checkbox"/>	677	Getting people to stop and see what's there
<input type="checkbox"/>	678	Gift shop w items specific to school, community history & maintained by knowledgeable merchandisers
<input type="checkbox"/>	679	Give citizens a reason to go there for gov business, etc and SHOPPING
<input type="checkbox"/>	680	Great parking lot
<input type="checkbox"/>	681	Great question. I wish I had the Golden Idea. If I think of one, I will get a hold of you.
<input type="checkbox"/>		Have a room where you can rent a desk for office space but be provided some shared necessities like a copier and a
<input type="checkbox"/>	682	person to answer and direct calls or take messages.
<input type="checkbox"/>	683	Have ethnic lunches been tried.
<input type="checkbox"/>	684	Historic Preservation grants

<input type="radio"/>	685	History suggests that a great food anchor (like the First Grade restaurant) will generate activity. Granted, while we now have [competition] that didn't exist then, we do not have an abundance of good local food options. Quite honestly, I could see something like the First Grade style co-existing with [existing coffee shops]. Competition is good.
<input type="radio"/>	686	History, uniqueness of the building, location
<input type="radio"/>	687	Host more events so people have a reason to visit the museums and shops
<input type="radio"/>	688	Host special events inside the building (music events, speakers, etc). Market it in light of a special venue
<input type="radio"/>	689	Hosting events
<input type="radio"/>	690	Housing may need added safety exit to use loft space on 3rd floor- may be worth the cost.
<input type="radio"/>	691	How about a small play area on the east side of the building? Perhaps swings, small slide, teeter-totter& benches
<input type="radio"/>	692	How many townships contribute financial support
<input type="radio"/>	693	How to showcase the Itasca County Historical Society and what it can offer to the community of G.R.
<input type="radio"/>	694	I believe we need a strong restaurant to bring in traffic or else we need to turn the space into a professional building which does not need the space for traffic.
<input type="radio"/>	695	I really think that there should be a display somewhere in the building that has information about the history of the school.
<input type="radio"/>	696	I think a coffee shop/sandwich place would do great.
<input type="radio"/>	697	I think an old fashion soda fountain bar with Sundaes and floats etc would be great fun. A place where groups can come and have a social gathering.
<input type="radio"/>	698	I think it should become more of a community center used for out of school time learning opportunities through Community Education.
<input type="radio"/>	699	I think it's too late for that, which is a shame.
<input type="radio"/>	700	I think the downtown area is on the right track with some of the surrounding buildings. The city hall, [a couple of shops] the old bank building, depot, etc seem to be tied to the era. I think we should try to make it a more pedestrian friendly shopping destination.
<input type="radio"/>	701	I think the greatest potential of Central School is as a larger museum-- expand the current museum or bring in other museums.
<input type="radio"/>	702	I think there should be some innovative merging of events with the Forest History Center. Maybe there could be a room in Central School that does some live history presentations during the summer season. This should definitely include some type of food as part of the presentation, such as pie making//bread making, etc. and a place for people to eat a piece of pie, or soup making and a place to have a bowl of soup. If we want tourists to come and see our town and learn of the history, we need to have something for them to see in a location that is accessible and convenient. Food and music are natural draws for people. There are many other kinds of community resources that could work together to accomplish this kind of an idea, including school students and community education people, non-profits, etc.
<input type="radio"/>	703	I wish it could house shops like the Walker area. Walker draws many tourists and also remains open all year
<input type="radio"/>	704	If it was connected to a series of historical sites....so that it is one destination as part of a larger whole.
<input type="radio"/>	705	If there is more desirable space - that would be easier to rent to commercial concerns that are currently occupied by the owner (town, county) move people from the more desirable space and into the school - then rent the more desirable space to commercial businesses.
<input type="radio"/>	706	Incorporate history into businesses that rent from Central School
<input type="radio"/>	707	Inquire about grants to keep the school available for community use.
<input type="radio"/>	708	Inside "mall shopping" (meaning several shops under one roof).
<input type="radio"/>	709	It is the "center" location of the city. Crossroads of two of the county's major highways.
<input type="radio"/>	710	It is the centerpiece of G.R. w 2 major highways converging there. 1,000's of tourists see that school and say what a wonderful centerpiece

<input type="radio"/>	711	It is the focal point of downtown... use it. Do events to make it a draw not just to the outside, but inside too.
<input type="radio"/>	712	It might be a good idea to add new businesses here
<input type="radio"/>	713	It needs an anchor business
<input type="radio"/>	714	It needs an anchor business/café
<input type="radio"/>	715	It should be a gathering place w a restaurant and quaint shops
<input type="radio"/>	716	It should be a magnet for specialty shops, restaurants and other small businesses.
<input type="radio"/>	717	It should be better advertised so more people com t see it. It could become the hub of the community.
<input type="radio"/>	718	It should be used as a "hometown" gathering place for family activities
<input type="radio"/>	719	It should serve as a community cultural resource, not a commercial operation. Perhaps a mix is okay.
<input type="radio"/>	720	It was a much more vibrant place when the 1st grade restaurant was located in there.
<input type="radio"/>	721	It was a school, so maybe an idea that has to do with education might be considered. It is a historical landmark in Grand Rapids, and so a huge museum might be an option.
<input type="radio"/>	722	It would be fun to have some signage within the school with fun facts about Central School...like the separate stairways for boys and girls. Or the teacher clapping cadence while the students file down. I'm sure there are more instances...maybe label the doors as to what they used to be in its heyday. The Historical Society is an excellent fit...
<input type="radio"/>	723	It's a focal point when you get to center of GR. Fill w shops & keep doing events in summer so that it's noticed
<input type="radio"/>	724	It's a great location for cultural and art activities, as well as a site for the county historical society, but perhaps the rent needs to be subsidized so that such businesses can afford to be in the building. It is so much more interesting than a strip mall, but probably it costs more to be in Central School than in the Village Mall. At least that is my perception.
<input type="radio"/>	725	It's a showcase for the city and should be promoted as such.
<input type="radio"/>	726	It's fun to listen to the old graduates and the families of people that tell stories of what the old school stood for, and what it produced. Don't lose the stories that people still remember.
<input type="radio"/>	727	I've heard people say winery, brew pub, art galleries, "upscale" it or trendy
<input type="radio"/>	728	Judy Garland
<input type="radio"/>	729	Just as the City closed a street segment to address [other companys'] issues, could there be a closure of the street segment of NW 1st Ave between 4th and 5th to create a retail mall area with better parking? Not sure how/if that would work - seriously land-locked there so parking is a difficult issue.
<input type="radio"/>	730	Keep originality for historical purpose
<input type="radio"/>	731	Keep the "old" feel - but update the inside to make it work better for shops, businesses, etc. Make it easier to navigate without having to just wander around looking for something.
<input type="radio"/>	732	Let's fill it up w people, business & history
<input type="radio"/>	733	Local agencies could be house in upper levels, tourist draw on lower levels.
<input type="radio"/>	734	Make it a destination place that will draw in people who appreciate its uniqueness
<input type="radio"/>	735	Make it into a government center for Grand Rapids city offices (and any other governmental agencies). It is city property and the city will always need offices. That would be an appropriate use and would keep it vital.
<input type="radio"/>	736	Make it more community friendly
<input type="radio"/>	737	Make it <u>the</u> place to get info... OR make it <u>all</u> shopping. Not both. <u>Fill it</u>
<input type="radio"/>	738	Make this a space for either professional services (i.e. insurance agents etc.) or turn it into apartments. I don't see a future continuing to try to use it for small businesses or coffee shops. GR just doesn't have the broad base of shops/ restaurants/attractions downtown that would draw people to browse and spend.
<input type="radio"/>	739	Making it more of a museum instead of having shops.
<input type="radio"/>	740	Many people visited the other shops before or after dining @ the First Grade Restaurant
<input type="radio"/>	741	Maybe antique stores, a tea house, a more user friendly historical society.
<input type="radio"/>	742	Maybe Central Business District could place donation canisters to keep the school in funds.
<input type="radio"/>	743	Maybe have a "Welcome Center" there

<input type="radio"/>	744	Maybe one kind of business in the building - or a business that can have the windows open, maybe an attraction on the outside of the building.
<input type="radio"/>	745	More business to bring back the roots of Grand Rapids
<input type="radio"/>	746	More community events and programs to draw people in
<input type="radio"/>	747	More community events on the grounds
<input type="radio"/>	748	More community focused events on the grounds. Encourage the public to use it, not avoid it. For example, during public events downtown, the public is discouraged from using restroom facilities.
<input type="radio"/>	749	More community involvement/events. Could it be turned into a retail center? Are there open spaces that could be rented on a month-to-month for seasonal business?
<input type="radio"/>	750	More encouragement of retail- galleries, shops, attractions
<input type="radio"/>	751	More inclusion in city celebrations (i.e. Tall Timber Days, Crazy Days
<input type="radio"/>	752	More main street type of business instead of crafty stuff and non-profits, crafts.
<input type="radio"/>	753	More promoting of specials during community events would help
<input type="radio"/>	754	More promotional events to enhance public awareness of how unique it is.
<input type="radio"/>	755	More unique shops (crafts and a good restaurant)
<input type="radio"/>	756	More use of perimeter area... benches, tables on lawn
<input type="radio"/>	757	More use of the grounds that complement the building use.
<input type="radio"/>	758	Need businesses that would draw walk through traffic.
<input type="radio"/>	759	Needs a more "inviting" look.
<input type="radio"/>	760	Non profit organization offices, community education classes, event center. I think this building could be used on a much smaller scale like the Landmark Center in St. Paul.
<input type="radio"/>	761	None come to mind. The committee should look at how other communities use their historic venues.
<input type="radio"/>	762	Nonprofit center?
<input type="radio"/>	763	Old Central School is a Historical Building and should remain so.
<input type="radio"/>	764	One of the <u>best</u> things about Central School's past was having the First Grade Restaurant. It's uniqueness even made it known in other newspapers and magazines- including <i>Taste of Home</i> . Bring in businesses that are unique and can capitalize on being in a school.
<input type="radio"/>	765	Opening the stair landing as a performance area. If students are scheduled to perform in Central School, parents and relatives will come into the building.
<input type="radio"/>	766	Outdoor events, band concerts, etc.
<input type="radio"/>	767	People get excited about unique shops and experiences that they can't find in a new building. Out of town guests want something they can't find anywhere else.
<input type="radio"/>	768	Performances: readings, theatre, music, drum circles
<input type="radio"/>	769	Perhaps using it in community events
<input type="radio"/>	770	Play up the idea of it being a community heritage center & meeting place.
<input type="radio"/>	771	Possibility for gathering space inside, such as for weddings and other events.
<input type="radio"/>	772	Public Events
<input type="radio"/>	773	Recession altered all funding, but people willing to set forward with legacy funding
<input type="radio"/>	774	Rename the building
<input type="radio"/>	775	Restaurant on 1st floor should be resurrected.
<input type="radio"/>	776	Retail for town
<input type="radio"/>	777	Return it to it's original use...a school!! If the curb appeal was better, maybe more "happening" businesses would rent out space. It is in the perfect location for a "tourist trap"
<input type="radio"/>	778	Revitalize it to make it the center of town activities--food, music, gathering place, etc...
<input type="radio"/>	779	Shops should be sought out.... romanced perhaps, to join the property. And then listen to the owners... their concerns. There is a lot of overhead in operating a business in an economically repressed area. Don't nickel and dime them on rent, insurance, fees, dues, advertising, etc.
<input type="radio"/>	780	Shops with larger draw to the public. Possibly housing.
<input type="radio"/>	781	Shows like at MacRostie

<input type="radio"/>	782	Since it was a school I think it should reflect that genre. Maybe an extension of ICC or GRHS. Community Ed classes held there?
<input type="radio"/>	783	Small regular contributions can provide stability
<input type="radio"/>	784	Some way to charge reasonable rent to specialty businesses so they could afford to be in the building. A professional PR person to get the word out to both people passing through and far away that this is a destination.
<input type="radio"/>	785	Something to make this building a place where people like to hang out. Something that builds community, encourages socializing, exchanging ideas.
<input type="radio"/>	786	Something to use the building and make it a destination
<input type="radio"/>	787	Special food establishment that plays on the history of the building. Recreate the "First Grade" restaurant.
<input type="radio"/>	788	Special guests - Speeches
<input type="radio"/>	789	Take a section and make it like the common space - shared work space
<input type="radio"/>	790	The bakery that will be opening is a great idea to increase traffic
<input type="radio"/>	791	The building needs a sit-down restaurant which creates foot traffic... and it can't be a sandwich/deli/cafe style
<input type="radio"/>	792	The city should work HARD to maintain the historical society in the facility--and making it tourist friendly. There is room for a much needed toddler park for tourists to run off steam for kids. This idea has been thrown out before but always put down. People need a place to stop and this has the yard and green space to do it. Putting a city service in the building would MAKE people go there, making it relevant. Right now there is no good reason for anyone who lives here to actually go there.
<input type="radio"/>	793	The further utilization of the structure and grounds to better bring out the community and to get them involved with their community. The structure can make an amazing back drop to many things from community events to conventions.
<input type="radio"/>	794	The grounds surrounding Central School should draw people with improved visuals
<input type="radio"/>	795	The questions are flawed. Opportunities should be based on feasibility, not on emotions.
<input type="radio"/>	796	to make it more of a draw for community visitors maybe a "welcome center" to GR w tourist info, gift shop, etc.
<input type="radio"/>	797	Tourists... maybe an outdoor exhibit
<input type="radio"/>	798	Unique retail area. The opening of the new gallery fits well with the atmosphere you have when you walk into the building. You can't find the customer service you get by going into a local shop on the internet.
<input type="radio"/>	799	Up to date easy usable access to local historical information. A more user friendly atmosphere. I believe there is a much greater interest in family history than there is in local history. I think that focus is not strong enough or friendly and easy enough. The interest in this activity is not only a local home town interest - it's world wide. We have a rich melting pot heritage of many nationalities in Itasca County. People travel all over the world following this search. To find the information they are seeking they need first to find as much information as possible on this side of the pond first. They are used to using the internet freely, but need to access "home" information. Making the school a more welcoming, comfortable easy to use facility, with a reputation to go with it and a good working association with other facilities, might make it more of a destination location.
<input type="radio"/>	800	Upgrading the facility to allow for a good quality downtown dining location.
<input type="radio"/>	801	Use common space for workshops
<input type="radio"/>	802	Use it up to it's potential
<input type="radio"/>	803	Use the grounds as the park they are
<input type="radio"/>	804	Use the grounds more - maybe create a durable playground - make it a stroller destination for young families. Outdoor concerts in summer. A snack kiosk.
<input type="radio"/>	805	Using it as a community gathering space is great.
<input type="radio"/>	806	Visual history of the community Needs a tenant that is a major draw.
<input type="radio"/>	807	We have a visitor center at the depot, but perhaps a unique center for visitors to view exhibits of local attractions

<input type="radio"/>		
<input type="radio"/>	808	We should promote the school to film makers for movie making as well as other great movie sites such as the Judy Garland House, Forest History Center, Showboat Landing and boat, county fair, our lakes, and near here Hibbing mine pits for movies...plus our winters...the school could be a center for movie operations.
<input type="radio"/>	809	Whatever shops or facilities go in must be something that will draw the local people as well as tourists
<input type="radio"/>	810	When --First Grade-- was in there we went often into the building especially with out of town guests.
<input type="radio"/>	811	Work towards actively securing some new shops
<input type="radio"/>	812	If I knew what they were, I'd buy it or rent space

Survey Results Central School April 2012

T	1157	"History" would be lost if weaknesses were not improved
T	1158	\$ -- current economy
T	1159	A general apathy about it. Overcome this with really exciting programs & GOOD ADVERTISING.
T	1160	A lack of renters to produce enough cash flow to sustain the building
T	1161	A myopic view of potential uses and restrictions that were placed on the property at conception
T	1162	Accessibility limitations
T	1163	Age of building, technological limitations, accessibility issues.
T	1164	As with all local retail, the threat of internet shopping. Understanding the benefit of the local, unique offerings you get from shopping from local businesses.
T	1165	Attempting to make it a "modern" building could lose its uniqueness. Show the ware and tear use by students over the years. Needs to be safe and usable, but don't overdue it.
T	1166	Beating the same unsuccessful biz plan to death
T	1167	Being empty
T	1168	Being on the historical registry limits possible upgrades and improvements that could make it operate more fiscally mature.
T	1169	Big drain on the taxpayer.
T	1170	Building codes are barriers to some of the businesses that would improve visitor traffic flow
T	1171	Businesses do not survive in GR.
T	1172	Businesses may not get enough people thru the doors & rent is high so they leave... therefore not enough \$\$
T	1173	Buying the school and demolishing it to build a mall
T	1174	Cheapskates not willing to invest in keeping it as a centerpiece of the community.
T	1175	City's ability to fund investment, upgrades.
T	1176	Closing down. How does it make money?
T	1177	Cost
T	1178	Cost
T	1179	Cost
T	1180	Cost and Cost to taxpayers
T	1181	Cost and poor economy, not exactly the best time to take a chance on a new business... or is it?
T	1182	Cost for the building including heat, air
T	1183	Cost-- lack of taxpayer dollars to fund renovations/upkeep.
T	1184	Cost of improving Central School. Money is always an issue when you make improvements. Where will the money come from?
T	1185	Cost of rent too high = no businesses... lack of visitors/consumers = no businesses... no businesses = no need for building
T	1186	Cost to the tax payers
T	1187	Costs
T	1188	Costs to renovate
T	1189	Craft Shops located elsewhere
T	1190	Developing traffic. Hard place for true retail store to set up with building issues plus extra difficulties of meeting city requirements that are different than just a true commercial retail spot.
T	1191	Economy and cutbacks in funding
T	1192	Economy and inability of shops. etc. sustaining
T	1193	Economy and short sightedness of the general public
T	1194	Enormous expense meeting current codes especially for food operation.
T	1195	Fear that the State Historical Society won't approve our plans
T	1196	Finance
T	1197	Finances
T	1198	Financial cost & shops with low general appeal
T	1199	Fix fire access

T	1200	Funding
T	1201	Funding difficulties.
T	1202	Funding- It's been deemed structurally strong with upgrading and maintenance, but a fire escape is a necessity
T	1203	Funding, infrastructure
T	1204	Generating enough money to maintain itself
T	1205	Gut the interior but reuse any material in a different way...
T	1206	Hard to make it pay for itself.
T	1207	High rent and heating and cooling costs.
T	1208	Historic Registration restricts what you can do to the outside. Yet, if you change too much with the outside, it may look ugly. No amount of rent may be enough to support capital improvements.
T	1209	Historical Society (prime tenant) like other similar agencies and museums, will always be dependent on fluctuating governmental subsidies. Tourism fluctuates too and the area must serve as a "composite of attractions" to form a strong destination.
T	1210	How to make it cost effective for the city -- the "best" ideas for businesses or organizations that would "fit" the space might not bring in enough money to be sustainable.
T	1211	I always worry that the powers that be are going to decide to tear down the structure. There is not much left of historic Grand Rapids, and Central School is such a pretty building, and sits in a perfect spot, on a block all to itself. It is beautiful, and tearing it down would not be the answer.
T	1212	I am afraid the city council will reduce/remove funding due to high costs of maintenance
T	1213	I am assuming you will tax the taxpayers and taxes are already becoming excessive.
T	1214	I am guessing high overhead costs.
T	1215	I am not aware of structural capabilities and if there are major ones that need to be addressed, getting activities going in the school may be cost prohibitive.
T	1216	I believe the biggest obstacle is finding businesses and shops to fill the empty rooms. There needs to be a way to get younger people thru the doors so finding a venue that targets a younger customer base would be ideal.
T	1217	I don't know if fixing the parking problem will be fixable without a lot of money being used.
T	1218	I don't know what the improvements are? Shoppers should not get tickets for parking. Tickets will drive shoppers away and we will shop elsewhere.
T	1219	I feel that the biggest threat to improving the Central School is the politics that will be involved in working out a plan for the building.
T	1220	I worry that there is not enough steady occupation of the space to continue to be economically viable. If I recall correctly, the eating establishments that have attempted to occupy some of the space have been very expensive due to the rent.
T	1221	If you keep doing what you've always done, you will keep getting what you've always got
T	1222	If you tear it down, you can't have it back.
T	1223	I'm sure someone could use the lot for a new business.
T	1224	I'm wondering if the council sees it as a great parking lot location.
T	1225	In the summer, being on the school grounds isn't pleasant with the questionable youth that hang around the east side.
T	1226	Inability to create a design that solves parking/access issues
T	1227	Increasing costs
T	1228	Increasing maintenance and restoration cost
T	1229	Insufficient funding
T	1230	Integrity of its history... I know that in the past who gathers there has been an issue
T	1231	It costs too much to keep it heated. If you do not have the spaces filled, you will need to close its doors. Perhaps the Historical Society needs to find a new home and the 2nd level become office space.
T	1232	It has never been able to sustain itself.
T	1233	It may not be viewed as justified

T	1234	It seems to be falling apart.
T	1235	It will require money to update it and make it safer.
T	1236	It will turn into a parking lot.
T	1237	It would be a shame to have to take the building down because it would become abandoned or unusable.
T	1238	It would be difficult to hold large events here due to limited parking.
T	1239	It's hard to get businesses to buy into a place that no one visits.
T	1240	Keeping the building useable needs more money than the rents could ever generate. Research other sources of financial support. Public complaining about tenant rental costs does not give a positive impression of the operation.
T	1241	Lack of community consensus to allocate funds to improve the building.
T	1242	Lack of downtown business and shopping.
T	1243	Lack of inertia to be really innovative in the upgrade.
T	1244	Lack of initiative or fresh new ideas. You need to get the community behind this in a big way.
T	1245	Lack of Money
T	1246	LACK OF USABLE SPACE FOR BUSINESSES ETC
T	1247	Lack of use will lead to lack of interest will lead to lack of community support and eventually lack of city support
T	1248	Limited access means fewer people can enjoy the shops.
T	1249	Losing the historical society and other appropriate tenants.
T	1250	Loss of historic preservation leading to possible maintenance and aesthetic problems
T	1251	Loss of tenants
T	1252	Mainly the financial concerns of maintaining it and making it cost effective to keep it.
T	1253	Maintaining funding
T	1254	Maintenance
T	1255	Maintenance always a problem
T	1256	Making the \$ back that has been put into it
T	1257	Money
T	1258	Money and keeping rent costs down
T	1259	Money and the fact that you'd be using public money to compete with private businesses.
T	1260	Money- cities don't want to spend \$\$ on heritage. Most city officials don't understand the importance of heritage.
T	1261	Money could probably be an issue if many improvements are necessary in order to keep the building going. Otherwise I think the biggest threat is vacancy and safety for the people who do have businesses in the building. It seems that there are people hanging around the grounds in the evenings.
T	1262	More janitorial work
T	1263	More wasted tax payer's money
T	1264	Negative. old school thinking -- need to create a new focus and generate new ideas.
T	1265	No business so no rent coming in
T	1266	No connection with younger generations with businesses or surroundings
T	1267	No renters, who is going to continue to pay for a empty building
T	1268	No tenants
T	1269	No threats in improving... the threat is just letting it sit there.
T	1270	No threats other than the money it takes to keep it. We sure don't need a small mall in the middle of town.
T	1271	None
T	1272	None
T	1273	None if interest is stimulated
T	1274	None other than if we don't do anything it will fall down
T	1275	None, it would only make downtown stronger.
T	1276	Not enough public interest to keep locals coming in & shopping
T	1277	Not having enough businesses to keep the school open

T	1278	Not having enough tenants
T	1279	Operational costs
T	1280	Our economy first, & a possible lack of understanding of the difference between historical research & family research, & strength of interest in family history beyond our little local community. If the focus is our local history, I don't see a strong enough interest to support using this prime location or building.
T	1281	Parking is a problem.
T	1282	Paying for the renovations.
T	1283	People close to the building may well have a view of what it needs to continue to be (see my parking lot vs. grass comment above for one example) that will keep it from being possible to set the building on an affordable path. Compromises that do not significantly alter the actual building structure beyond what makes sense must be seen as areas where compromises can be made.
T	1284	People will want to re-deploy the excellent location for business or civic purposes (parking lot, etc.)
T	1285	Poor economy- probably not something that you don't already know
T	1286	Possibly closing
T	1287	Raising city taxes. We already pay \$3,700/year for taxes. We can't afford higher taxes.
T	1288	Restrictions due to status on National Register
T	1289	Some may not appreciate it's uniqueness and be reluctant to provide funding
T	1290	State and local retail economies will determine the health of downtown GR retail businesses and if Central School is to be a retail space, it will be subject to those economies as well.
T	1291	Structural limitations
T	1292	Takes too much \$
T	1293	That no one will think beyond artsy community.
T	1294	That the school would be purchased by a developer for purposes other than historical and tourism
T	1295	The biggest problem is the current economy. Hang in there!
T	1296	The building decaying
T	1297	The city deciding to tear down the building!
T	1298	The community doesn't think of going there to shop anymore.
T	1299	The cost of maintaining the building. The City of Grand Rapids is pouring extensive funds into Central School. To my knowledge, the rents do not come close to covering these costs. Even if grants are received, these are tax dollars that are paying to sustain this building.
T	1300	The cost of maintenance, reduced budgets
T	1301	The cost to the city in this horrendous economy. CPA's saying we can't afford it anymore.
T	1302	The cost.
T	1303	The economy and tight budgets could threaten needed maintenance
T	1304	THE expense of utilities ,building maintenance and businesses moving south of town, taking the tourist and business with them.
T	1305	The in-efficiency of the building & the cost to operate and maintain
T	1306	The interior feels like it's "a dump". Unless you lose this perception, it won't really change the situation
T	1307	The loss of downtown business in general.
T	1308	The major area in Grand Rapids that draws a traffic flow is centered to the south on top of the hill around Wal-Mart and Target and Cub Foods. Wal-Mart coming in was predicted to make things difficult for the Grand Rapids downtown area.
T	1309	The mind set of the people. You must over come the idea that Central School has nothing new to offer them and to get them to come out and see what is offered.
T	1310	The only threat I see is that if the school is not producing a lot of business traffic or successful business ventures then "John Doe the tax payer" and other city officials will say to themselves, "let's build a parking lot..."
T	1311	The separation of each area may be a threat to the continuity of the building.
T	1312	The thought of making changes known to the community would be difficult, although worthwhile
T	1313	Threat that it can't be fully rented out to the public.

T	1314	Threats is a value-laden word. The cost of heating the building is too great. The third floor is heated to keep the snow off the roof. It was heated all winter and there was no snow. The businesses in the building have to pay to heat an entire floor that is unusable. There comes a time when the emotional attachment is too expensive to keep.
T	1315	Too many empty buildings downtown that have cheaper rent
T	1316	Too many empty spaces, dullness, if businesses can't make it, lack of support from city, county, non-profits
T	1317	Until County Board and City of G.R. accept that this is a quasi-public service it will always struggle
T	1318	Unwillingness to try new ideas.
T	1319	Vacancy.
T	1320	Watching the structure become in poor repair and an eye sore.
T	1321	Where does the maintenance money come from?
T	1322	With little people traffic it makes maintain a store/business very difficult to recoup rent let alone any profit for the owners.
T	1323	Without relevance from the general population, the building will fail to raise enough money to keep the building operational.

Survey Results Central School April 2012

Idea	106	A big box restaurant like Red Lobster or something in that order
Idea	107	A brew pub
Idea	108	A charter school
Idea	109	A coffee shop with couches and reading material, affordable good food
Idea	110	A consignment gallery.
Idea	111	A forum, an open are/writers studio
Idea	112	A fun community atmosphere would be ideal. Our community is turning back to the arts and old Central School becoming a fun environment for the whole family to discover would be the perfect addition!
Idea	113	A hair salon
Idea	114	A high quality themed restaurant.
Idea	115	A lighted marquee/signage on more than one side of the building would be helpful to identify occupants.
Idea	116	A popular restaurant like Red Lobster or Olive Garden... something nice.
Idea	117	A simple restaurant would attract visitors.
Idea	118	Advertise -- what you repeatedly hear about and read - you go to visit.
Idea	119	Advertise as a place to photograph weddings, senior portraits or family pictures.
Idea	120	ADVERTISE w signs as you come into town where visitors can get info, discounts on lodging, freebees, etc.
Idea	121	ALCOHOL - BEER - WINE - MUSIC
Idea	122	All activities need more media promotion. Newspapers, Radio, TV and press releases about various activities provide free promotion.
Idea	123	Allow one room for meetings or a gathering place.
Idea	124	An antique mall concept would be ideal if it was economically feasible. It would serve to attract visitors and tourists year after year while keeping it's historical "flavor."
Idea	125	An old time photo booth
Idea	126	Antique shop or high end consignment store
Idea	127	Antique stores
Idea	128	Anything for tourist to see and do to get them to come to town and stay
Idea	129	Appealing to families of students who attended school there.
Idea	130	Apply to grant for historic upgrades
Idea	131	Are grants being looked at? What about a funding drive for support from the community.
Idea	132	Are there any benefactors interested in assuming ownership & preservation of this landmark?
Idea	133	Are there any other sources of funding that could support a particular use of the space to supplement income from rent? I'm thinking particularly of arts applications -- Art Space deals with the use of historic buildings for arts-related activities.
Idea	134	Are there bonding monies available for capital improvements?
Idea	135	Art exhibits, more local art shops, local design services
Idea	136	Art space: Office and performance space for arts/culture organizations... promote GR as a cultural destination
Idea	137	Artists, vendors, petting zoo, face painting, info table w area attractions, music workshops and events.
Idea	138	Arts & crafts for kids!
Idea	139	As an out of state former resident, I always enjoy revisiting my old school. Brochure for class reunions and other gatherings
Idea	140	Ask other organizations what they would use it for
Idea	141	Ask teachers their ideas
Idea	142	Attempt to get more nonprofits, which create traffic, back into the lower level.
Idea	143	Attract at least one tenant which would create traffic
Idea	144	Availability for no charge for non-profit group meetings or for a small fee for other meetings. It is a nice, central location.
Idea	145	Ballroom dancing classes
Idea	146	Bank branch office

Idea	147	Bank or financial advisor/office type area on one of the floors
Idea	148	Barber shop
Idea	149	Bathrooms on the main floor would be good. Bathrooms being open would be a better benefit.
Idea	150	Be bold. Be innovative. Solve the parking problems.
Idea	151	Be willing to consider removing the building from the registry of historic places if that becomes a hindrance to a good new plan.
Idea	152	Being a historic site is great, but it does come with rules. How can the rules for what you can do with a historic site be used to their advantage?
Idea	153	Bicycle center
Idea	154	Big fountain (gathering place)
Idea	155	Bike rentals for summer vacationers
Idea	156	Bike shop or some athletic shop
Idea	157	Blandin grant to subsidize rent for cottage artisan shops, outdoor bazaar, up-scale flea mkt, chain saw carvers
Idea	158	Book reading club
Idea	159	Book Store, Garden
Idea	160	Brew Pub or wine bar
Idea	161	Bring in more small local businesses.
Idea	162	Building - nothing - tear it down
Idea	163	Cabaret with food & performance space
Idea	164	Café, restaurant, coffee shop combined with internet café or bookstore
Idea	165	Candy Store
Idea	166	Candy Store... café... art supplies
Idea	167	Casino or Viking stadium?
Idea	168	Chamber of Commerce promote as a downtown business and the void it would leave if it closed. Other businesses benefit from tourists who come to see it and then go across the street to other businesses.
Idea	169	Change the bylaws to increase flexibility of leases and grounds usage. I realize it's a cozy park but these restrictions limit utilization of the grounds.
Idea	170	Change the look inside, it's wasted space
Idea	171	Change the name. It's not a school anymore. Get over it!
Idea	172	City should get rid of it... wasting tax money on a losing money pit
Idea	173	Clothing store
Idea	174	Coffee shoppe
Idea	175	Colorful walls
Idea	176	Community room for non-profit meetings
Idea	177	Computer space, offices and businesses that don't need a lot of space
Idea	178	Conservatory pyramids or structures for plants, butterflies, etc. that would draw visitors and locals
Idea	179	Consider applying for a "green" grant to upgrade the school melding past with modern (which will soon be history)...let's create a new history
Idea	180	Contact Minneapolis/St. Paul or out-of-state "adaptive re-use" developers to offer completely new ideas. This may mean a major remodeling addition to the building. Don't be afraid of change.
Idea	181	Continue the Historical Society
Idea	182	Continue to utilize it for interesting shops, coffee shop, etc.
Idea	183	Converting to use as apartments
Idea	184	Create an art design Mecca for the area (interior design services, fiber artists, etc.) Create artists studios for local artists, or open for rental by public groups
Idea	185	Daycare center for children of downtown workers?
Idea	186	Decorate for the holidays!!! Old central school should be what visitors remember about our town.
Idea	187	Dedicate some sq ft to public educ. where all ages could be "brought up to speed" e.g. iPads, iPhones, nooks..

Idea	188	Deli would be nice for lunches... has anyone talked to a catering company?
Idea	189	Demolition?
Idea	190	Develop a themed playground outside to attract families
Idea	191	Devote the entire building to the preservation, display and research of Itasca County History
Idea	192	Devoting the entire building to a well managed Itasca County History Ctr/Gift Shop, the building can be sustained
Idea	193	Diversity in shopping
Idea	194	Do what Duluth did and give a free lease to someone who can show what they can do to liven it up.
Idea	195	Don't give out tickets for parking, it looks empty all the time, let it be parking all day! Re-do the hills, cut down some trees, put in a gazebo, look at putting back a fake Peter Pan tree, put lights on all the small trees during the winter time
Idea	196	Don't lose the historical value for residents and tourists
Idea	197	Don't turn it into an office building!
Idea	198	Eating area
Idea	199	Endowment fund... a fund that could help out when times are tough.
Idea	200	Events like small craft shows. Maybe featured types at a time since space would be limited
Idea	201	Explore connecting to art & music
Idea	202	Farmer's Market
Idea	203	Fill upper levels with non-profit renters, rent must cover most of the operation costs of the building. Lower levels need to act as a draw for the community
Idea	204	Find a developer who can vision a financially viable use and sell the building to the developer.
Idea	205	Find a way to reduce advertising costs for the renter as an incentive for moving into the School.
Idea	206	Find out what other towns are doing that makes their use of historic buildings successful
Idea	207	Find things that are missing in Grand Rapids that could be implemented in Central School.
Idea	208	First Friday event has been a great community builder. Think of ways to build on that.
Idea	209	Fish or wildlife display- tourists love them
Idea	210	Fishing display "Hall of Fame" or Hunting "Hall of Fame" or resort display of old resorts
Idea	211	Food goes with everything
Idea	212	Food truck(s)? Does this help get around codes being that it is outside? The facility has great grounds and parking lot to accommodate some sort of entertainment and refreshments/food served from a food truck. They are very popular in larger cities.
Idea	213	Food/restaurant/cafe
Idea	214	Free meeting room for other non-profits? I use River Grand for free- Gets me "in the door" & promotes good will
Idea	215	From past experience having my retail store in there- fill it! Get locals in town with \$\$\$ to help
Idea	216	Fun shops
Idea	217	G.R. lacks for meeting places for small, mid-sized groups. If meeting rooms were available at a modest price, individuals and businesses alike may book them -- especially now w [one of the local] meeting rooms no longer available. It would be even better if a hospitality kitchen (w minimum facilities like fridge, sink, stovetop, microwave) were available an/or catering services nearby.
Idea	218	Game & candy store
Idea	219	GLBT Center [Gay, Lesbian, Bisexual, Transgender]
Idea	220	Great spot for an antique mall. Contact Chris Worth! He was interested when I was there.
Idea	221	Group marketplace (several vendors w one manager type)
Idea	222	Have music & food carts outside in the summer with a sitting area
Idea	223	Have periodic special events to bring regulars.
Idea	224	Have popcorn and ice cream cones sold in the hallways.
Idea	225	Have special events here
Idea	226	Having Central School updated & full of activity would help with growth & promote the importance of downtown GR
Idea	227	Historical information available for tourist trade. More unique historical items available for tourists to purchase

Idea	228	Historical Society own building
Idea	229	Hold a festival, hire a musician!
Idea	230	Hold old fashioned ice cream social and/or lawn picnics- perhaps dress in period with lawn games and live music
Idea	231	Housing
Idea	232	Housing development... apartments
Idea	233	How about a café/coffee shop?
Idea	234	How about a little bistro that supports live music?
Idea	235	How about a real "Goods from the Woods" home... artisans can demonstrate & even sell through internet/Webcam
Idea	236	How about a theater on Fri nights... for Indie films & wine?
Idea	237	How about an artists colony?
Idea	238	How about high quality antiques - not necessarily large, but unique?
Idea	239	How about offering free rent for a year to get some ideas. Apply to a board to decide who gets it.
Idea	240	I hope we can continue to enjoy the serenity of the historical school
Idea	241	I know there was \$\$ raised for a children's playground and that the money still exists. As a kid there was the big peter pan tree. Why not get a fake tree for kids to climb through or familiys to sit under?
Idea	242	I really liked Central School when it had lots of cool shops and an eating place.
Idea	243	I really think that if there was a restaraunt again the amount of traffic would increase substancialy. Rather than having a privately owned restaurant, maybe the commission could run manage it.
Idea	244	I think it needs a specialty restaurant where people can relax.
Idea	245	I think the tenants should form a group to promote their places of business. First Friday was great...just need more of that.
Idea	246	I think the visual & historical value of the building is very important to the identity of the area and Grand Rapids
Idea	247	I would like to see computer classes for Apple/Mac be offered someplace' what about day sessions being offered making it a school again?
idea	248	I would like to see the integrity of the building upheld.
Idea	249	I would love to see an old fashioned restaurant, a children's play space w old dresses and fund pretend rooms w stoves and beds and older household items
Idea	250	I would really like to see Central School succeed in the long run. If the County Historical Society moves out - I would like to have other "attraction" oriented things and/or shops that I could point my guests at my resort to go there.
Idea	251	Ice cream or gelato parlor
Idea	252	Ice Cream Shoppe
Idea	253	Ice Cream vendors during good weather at art/craft fair & music.
Idea	254	Ice cream, candy store, soda fountain... Kids have cash and increase foot traffic would be a great start
Idea	255	If done correctly it could be an attraction - high end restaurant/bar, real stores
Idea	256	If it is unable to keep its tenants, consider minimal heat in the basement and only open it during tourist season
Idea	257	If nothing works, maybe it has to be razed.
Idea	258	If space remains vacant, offer business groups the space for meetings. Might increase traffic and bring more in.
Idea	259	If the owner of the building is the city or county (I am not sure) then any expansion of office space needed by that entity should be made to occupy the school - top floor. Build in your own anchor renter and some baseline rent.
Idea	260	If we don't have it, try it. Also, this would be a nice place to live.
Idea	261	If you have any hope of keeping the Grand Rapids "downtown" alive for future generations, promote "Old Central School".
Idea	262	Image is already shaky. Do the change drastic & do it well. Shock locals into a new image. Nice! Not cheesy.
Idea	263	Improve park area w lighted trees at Christmas, musical events, gazebo

Idea	264	In business they say the three most important things are location, location, and location. Now Central School may have the location but is still lacking in the draw needed to peek the interest of the average person the community. In part this can be over come by the inviting of different group out to participate in events both on the ground and in the building, but always with an emphasis on actually entering the building. Draw them out, then draw them in.
Idea	265	In interest of keeping building occupied, city might subsidize rents in part or totally, especially for non-profit orgs.
Idea	266	In order for the city to be of help...get community behind refurbishing the building by donating time and equipment like they do for habitat for humanity. Once the repairs and updates are done..the building should be good for decades to come making it cheaper to rent.
Idea	267	Information center
Idea	268	Invite businesses that represent the North Woods and American made products
Idea	269	Is there a way to work with their neighbors better?
Idea	270	It definitely needs a café/restaurant to entice shoppers to come and stay longer
Idea	271	It looks like the "institution" it was. Needs colorful, inviting "flags" that line the walkways & decorate the building
Idea	272	It may be neat to turn the grounds into a community park space with picnic area, playground, sculptures, etc.
Idea	273	It may be useful as a single retail/restaurant location, but it's commercial usefulness is limited.
Idea	274	It needs energy. I'd hate to see it demolished. I'm sure those w a passion to preserve it are lagging in energy. Invite new ideas "new voices" and encourage partnerships with community organizations.
Idea	275	It's a beautiful building & tenants should be ones that can capitalize on that asset
Idea	276	Just go to MSP, Duluth, Bemidji and copy what they have going.
Idea	277	Keep historical ties
Idea	278	Little historical plays
Idea	279	Local fishing Hall of Fame
Idea	280	Look at an organization that specializes in marketing plans for historical buildings
Idea	281	Look for state/federal grants to hire a professional to promote the building and what it has to offer.
Idea	282	Lower the rent for all functions so they feel free to invest in expansion and feel a little more welcome
Idea	283	Make it "wireless"
Idea	284	Make it a parking lot!
Idea	285	Make it affordable for nonprofits to rent
Idea	286	Make it easy or little cost to use the grounds
Idea	287	Make it into an antique shopping mall that is open occasionally. Buffalo MN does this and it's really successful.
Idea	288	Make the public space available to events, i.e. weddings, community fundraisers, small concerts, etc.
Idea	289	Make the spaces in the building affordable for new business to flourish. No need to bleed businesses dry.
Idea	290	Maybe a hobby shop?
Idea	291	Maybe a weekly or monthly get together BBQ with a "back to the past" theme
Idea	292	Maybe an all-class reunion before former students get too old
Idea	293	Maybe housing or services/businesses downstairs so people com in to do business... Bank or Credit Union?
Idea	294	Maybe housing?
Idea	295	Maybe lease from private instead of government
Idea	296	Maybe make the landscaping more elaborate and build a bigger and better sign recognizing the C. S.
Idea	297	Maybe offer non-profits low rent space
Idea	298	Maybe something could be done in conjunction with the Forest History Center?
Idea	299	Maybe the Co-op would be a good fit- health food store
Idea	300	Maybe we could have sewing and knitting classes there

Idea	301	Michael's, Herbergers or Dept of Motor Vehicles
Idea	302	Micro brewery may be a draw
Idea	303	Modernize one level for Mail like business opportunities with additional space constructed on one side
Idea	304	More advertising in the paper on the various things that are there
Idea	305	More advertising!
Idea	306	More fun stuff for families and charity events
Idea	307	More retail businesses in the building
Idea	308	More shops, summer fun picnics in the beautiful outside area
Idea	309	Most of all -- keep it fun and lighthearted... like a weekly summer band or chorus and an ice cream truck.
Idea	310	Move ahead, make a decision and do it. Develop positive outcomes.
Idea	311	Move historical society to 1st level and retail on 2nd
Idea	312	Move Historical Society to either top level or basement. Space could be utilized better. Prime rooms for more \$\$\$
Idea	313	Movie night
Idea	314	Multi-use: Offices, shops/restaurants, housing on different levels
Idea	315	Music store, art gallery or thrift store
Idea	316	Music, bluegrass
Idea	317	Music, events with spark
Idea	318	Need a dedicated building manager with dedicated funding
Idea	319	Need building manager w experience in leadership or have a separate person that recruits, promotes, advertises, etc. which could be the Chamber or Visit GR staff
Idea	320	Need to involve community, clubs, etc. Hard to involve already busy people so work through organizations
Idea	321	Needs a business popular enough to draw the public to it.
Idea	322	Needs to be an investigation into the reasons why shops have left. This may open eyes as to a major problem.
Idea	323	Nice if there were people who could tell the history of the building working when there are certain events going on
Idea	324	Not sure there is any feasible way that it's commercial value can be enhanced. Need to find a single commercial tenant who can utilize the entire building
Idea	325	Offer meeting rooms for organizations
Idea	326	Offer rent free space for start-up businesses on a month to month basis
Idea	327	Old fashioned ice cream parlor
Idea	328	Old fashioned school lessons... County historical society, retired teachers, community theatre
Idea	329	Opening fishing season activities, Tall Timber Days centered there at the hub of our town show people we have fun
Idea	330	Outdoor sculptures
Idea	331	Party supply store
Idea	332	Perhaps apartments are the best use of whole facility
Idea	333	Perhaps reducing the rent so more tenants would be interested in being there.
Idea	334	Perhaps the license bureau could move there too.
Idea	335	Perhaps there could be a "tea" room and used for wedding, baby showers, retirement or birthday parties. There was a business similar to this years ago by McKinney Lake.
Idea	336	Play off the local history
Idea	337	Play up the yellow brick road... those who walk it could get discounts to J. Garland's Museum or some memento
Idea	338	Playground equipment on the grounds...people miss the old Peter Pan Tree.
Idea	339	Possible housing.
Idea	340	Possibly city or county offices & services might be housed there
Idea	341	Private ownership
Idea	342	Public meeting rooms
Idea	343	Public office space
Idea	344	Put a fun water feature outside that people can play in on hot days

Idea	345	Put in technology that would allow for business meetings
Idea	346	Put something out in the lawn that can be seen that is special - there are too many trees covering the building
Idea	347	Reduce the rents until the building is filled with tenants
Idea	348	Remodel 1 classroom & hold "school" during summer. Kids could go one day w old fashioned teacher, write on slate boards, read "Dick & Jane", Have recess, etc. Nominal cost to cover expenses. Historical Society might run this. A novel experience for kids today
Idea	349	Re-name it... let the school theme die
Idea	350	Rent out a few rooms to the public for Special Occasions, Wedding Receptions, Meetings, Etc.
Idea	351	Rent out space for meetings?
Idea	352	Restaurant advertising menu and specials & ethnic offerings while getting people in for browsing in the other shops
Idea	353	Restaurants, women's apparel shops
Idea	354	Return the hostesses to interpret the building to the visiting public
Idea	355	Schedule singing, music, theatre groups from surrounding schools, 4-H, and scouting groups. Schools and other organizations often look for areas to perform in.
Idea	356	Seek preservation and legacy endowments from children of pioneers --- to relieve the financial pressures of building upkeep, maintenance and occupancy.
Idea	357	Sell shares like they did for the yellow brick road
Idea	358	Sell the building?
Idea	359	Should have the chamber, visit grand rapids, and other non profits use this location as a central office location for area non profits.
Idea	360	Small admission to museum. Why was this discontinued?
Idea	361	Small Event Center
Idea	362	Small hotel/motel
Idea	363	Small Music Festivals, bands, arts, sports and ethnic foods popular to this area
Idea	364	Some kind of draw on the grounds i.e., ice cream stand or a historical interest that's visible could be added
Idea	365	Something for all ages
Idea	366	Something for people on vacation that they can count on being there during their stay
Idea	367	Something that makes us want to go there more than once.
Idea	368	Something that will get locals as well as tourists to visit regularly.
Idea	369	Tear it down
Idea	370	Tear it down and build downtown parking...
Idea	371	The grounds are beautiful. Do something in the summer to get tourists to picnic. Maybe mobile food carts. It must be visible though.
Idea	372	The Judy Garland museum on the 3rd floor was a big draw
Idea	373	The top floor would make a nice restaurant
Idea	374	There is a need to attract for-profit businesses.
Idea	375	Three way partnership among 1) City of Grand Rapids, 2) Businesses in GR and 3) Blandin Foundation
Idea	376	Tie to tourism
Idea	377	Tourist items of history to purchase
Idea	378	Tourist request for maps
Idea	379	Tourists buy souvenirs - is there room her for a shop? Old fashioned candy store?
Idea	380	Try and collaborate with a retail/deli/coffee shop
Idea	381	Try to do inside the building every day of the year, what you do outside the building on Tall Timber Days
Idea	382	Updating the interior but not losing the old school feeling
Idea	383	Upper levels could be great as housing -- with shops on the lower levels (coffee shop, bistro, art gallery/shop, etc).
Idea	384	Use for government offices
Idea	385	Use it as a community center

Idea	386	Use public dollars to remove building and open area for a part & related activities, i.e., Farmer's Market
Idea	387	Use some of the space for "movies" of local history and interest
Idea	388	Use the courtyard more and make it visible from all directions
Idea	389	Use the Wizard of Oz connection when possible.
Idea	390	Using too much space for offices limits the variety of people who come & go in the building. Yes- it pays the utility bills but does it create long term enthusiasm, interest & commitment to the building?
Idea	391	Variety of shops, gift items, local unique items
Idea	392	Video games for people of all ages
Idea	393	Violin players, special events
Idea	394	Visit Grand Rapids office
Idea	395	Visitor center to refer restaurants and other businesses in the area
Idea	396	Volunteer training and maybe signage on historical details, interesting stories
Idea	397	We also need to work together from Central School to 1st Ave, etc. It is more of an issue than just Central School
Idea	398	We need to draw locals to our downtown to shop... to think of the downtown first.
Idea	399	Wed & Sat to coincide w farmers market, music, etc. & pay a stipend of \$50 per day to 10 vendors 2 days/wk
Idea	400	Were the community to know of the opportunities within the building perhaps more people would become involved
Idea	401	What about a soda shop/candy shop? It's a historical site, let's bring back some of the historical parts of Grand Rapids (Ben Franklin's soda bar).
Idea	402	Why not move part of the Farmer's Market to the Central School grounds on Wednesdays and Saturdays
Idea	403	Work with event centers - providing a community event package for conventions coming to town.
Idea	404	Work with outside talents to promote the building (This community is full of talent).
Idea	405	Would it be possible to base rent on the profit of a shop/business/restaurant?
Idea	406	Years ago District 318 has a spelling bee for elementary students on the inside steps of Central School. The moderator dressed as an old fashioned school teacher - very unique! What about using this building for caroling, etc. by school choirs at Christmas?
Idea	407	Yes. I think it should be offered that some of the empty space could be used by some of the non-profit agencies that work with people with developmental disabilities at a reduced price. They could use some of the space as a work space to work on projects as well as to possibly market things they have made. I would be interested in this and would be willing to volunteer some time to such an idea.
Idea	408	Yes. It should have a nice expensive/quality modern interior mixed in with the old architectural design.
Idea	409	Yoga studio on 3rd floor -- someplace with a view
Idea	410	You got them all.
Idea	411	You have already been applying for grants I assume.
Idea	412	Youth center activities along with senior activities

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Like	413	"Choral groups singing on steps... small group plays... or storytelling
Like	414	"Snappy " restaurant, coffee house
Like	415	A better restaurant
Like	416	A central senior meeting area with a comprehensive assortment of senior services, activities, etc....Red Hatters, Let's go fishing with Seniors, RSVP, Elder circle...make it the go-to place for vibrant baby boomers
Like	417	A coffee shop
Like	418	A Coffee shop, lunch room that shows its history in surroundings and food!
Like	419	A coffee/cafe with meeting rooms and a good, affordable coffee shop with internet... and an affordable menu. Advertisement would be good. A good sign that announces what's happening in the meeting rooms that day and maybe specials for the day.
Like	420	A community room where people could have parties, baby & wedding showers.
Like	421	A cozy coffee shop
Like	422	A decent restaurant or sports bar.
Like	423	A diversified base of shops and activities. With a combination of both annual and special events to better capture the energy and feel of the community.
Like	424	A fascinating, vibrant place, bustling w activities that I can take guests and grandchildren to. A place to meet friends - to eat, to shop, to browse, to attend special events.
Like	425	A food place or live music/poetry reading, beyond participation in First Friday.
Like	426	A fun, one-of-a-kind eating and DRINKING establishment. Must have ALCOHOL - WINE - BEER. Create FUN and people will come.
Like	427	A good art shop that sells art supplies. The current shop is not open all week and is primarily crafts
Like	428	A good coffee shop and restaurant
Like	429	A good moderately priced Italian restaurant
Like	430	A good restaurant
Like	431	A good restaurant
Like	432	A good restaurant would be a big draw for tourists & locals.
Like	433	A good restaurant. At least breakfast and lunch.
Like	434	A place for light lunches (not needed personally)
Like	435	A place like "The First Grade" restaurant was. I miss that place. Maybe talk to other local establishments to see if they might relocate. A jewelry store would fit in nicely there.
like	436	A place where you can go to have "pie & coffee" - not much in the city
Like	437	A quick stop lunch place with healthy menu & Smoothies
Like	438	A restaurant that serves wine
Like	439	A restaurant/sandwich shop & soup bar
Like	440	A store that is not such a specialty store that I will want to go inside... not into knitting, babies and stained glass
Like	441	A true visitor center
Like	442	A variety of good restaurants so people have a choice
Like	443	A wider variety of exhibits, more interactive pieces, events
Like	444	Additional eatery with fresh look
Like	445	Again, food and more opportunity to "gather" outside. Tables
Like	446	All rooms occupied by interesting tenants, etc
Like	447	An eating establishment.
Like	448	An expanded museum that serves coffee.

Like	449	An inexpensive restaurant. Something that could fill the void left by other establishments where people stopped to eat and visit in the comfortable furnishings and make use of a meeting room for small groups.
Like	450	Another local coffee shop with live music and art
Like	451	Another small café or malt shop (ice cream parlor)
Like	452	As I live on the other side of the country now, nothing in particular.
Like	453	Being able to buy souvenirs
Like	454	Boutique shops
Like	455	Bring back a summer music program in the park.
Like	456	Café
Like	457	Café
Like	458	Café
Like	459	Café that once was there was great.
Like	460	Candy store, good toy store, gift store that is open daily, local artist consignment gift shop, antique store
Like	461	Chamber of Commerce
Like	462	Chipotle Mexican Grill
Like	463	Clothing shops. School related shops (i.e.. teacher supply). Specialty shops.
Like	464	Clothing stores, shoe stores, drug store, dollar store - anything retail would make me stop.
Like	465	Coffee shop
Like	466	Coffee shop :) Expand one of the local coffee shops
Like	467	Coffee shop/Café
Like	468	Committee or community meetings
Like	469	Community Activities
Like	470	Community classes/events
Like	471	Continued community events
Like	472	Could even rent our room for meetings, etc. If so, add a <u>good</u> coffee shop.
Like	473	Create an inviting atmosphere with more newspaper ads and publicity. Take advantages of big news media for special effect and get more Minnesota Exposure.
Like	474	Dance Studio
Like	475	Destination restaurant like Whistling Bird or Magic Time Machine
Like	476	Different type of restaurant w quality food and unique menu
Like	477	Dining. A GOOD lunch spot. I loved the old First Grade
Like	478	Dining/bakery/coffee shop.
Like	479	Drop-off daycare
Like	480	Eatery and History
Like	481	Events in the park, i.e., music during the summer, especially on days of the Farmer's Market
Like	482	Excellent coffee shop/bakery, community concerts, gourmet cooking store, candy shop, art gallery, etc. - Could be made a great place for tourists, think DeWitt Seitz building in Canal Park, Duluth.
Like	483	Exciting Coffee Spot with fabulous pies
Like	484	Expand the Historical Society rooms again, coffee shop, senior man's woodworking activity rooms, other craft making facilities
Like	485	Flyer with monthly activities at Central School
Like	486	Food court or good restaurant
Like	487	Food service & entertainment
Like	488	Food tastings
Like	489	Food, unique, <u>FRIENDLY</u> stores

Like	490	Gift shop
Like	491	Gift shop with wine bar (Tapas) restaurant
Like	492	Good food, good coffee, good friendly operator
Like	493	Good lunch restaurant
Like	494	Good Restaurant
Like	495	Good restaurant, casual meeting place, unique retail.
Like	496	Good restaurant, preferably with an on-sale liquor license.
Like	497	Good Restaurant.
Like	498	Have some night events and be open later
Like	499	Help establish another restaurant or coffee shop.
Like	500	High-class or excellent restaurant...something really nice, as we might find in the twin cities. Even if it were only open during times when tourists swell our ranks. Coffee shop, other vibrant small business. I loved First Grade restaurant before it closed.
Like	501	Historical things thru entire area
Like	502	History. Unique shops. Not another office building.
Like	503	How about a restaurant on the very top floor, with views and alcohol.
Like	504	I am not certain. This becomes the purpose of whether it is a business or not. Sometimes things are preserved because of memories. I am not certain anything specific would draw me to Central School. A great restaurant, a clothing store, etc would draw me to it regardless of its location assuming it has something special to offer. That is like any business. If it is not going to be a business hub I hope it isn't a museum. Maybe it needs to be gutted and redone on the inside. The external part of the building is what seems to be the attraction. Maybe use it for city hall or something like that??
Like	505	I feel that some shops would bring more business from tourists. Unfortunately, there are currently three non-profits that I'm sure don't bring business.
Like	506	I like the historical society and other non-profits.
Like	507	I liked when there was a café
Like	508	I think it already has a nice mix of businesses and should definitely have a museum.
Like	509	I think that it would be a great place for a boutique, bridal shop, or coffee shop.
Like	510	I think there is an easy hook with Central School, a strong arts movement. I think Central School needs to be a greater part of the local business community as well. I think it needs to be feel more accessible visually - with a reason to stop whether just driving thru - (We've traveled thru all the US except Maine and Alaska. We winter in Florida. People from the whole country and Canada use or have traveled Hwy 2 and remember "going thru" Grand Rapids. Please note the quotation marks.) Without the big box stores in downtown, the opportunity to introduce visual interest is great. The big chair, for instance is great. The presentation of Central School, right now, is a bit depressing. Sorry I'm not adding something more concrete. My personal reason to stop there would be family research 1st, History 2nd. The building and presentation or the businesses as present is depressing, and coming in to do research feels like going over or around road blocks. I've not been in the Historical Soc section this year yet, but last year it felt at least as bad if not worse. I'm anxious to see the recent changes.
Like	511	I think this is a great location for the Chamber of Commerce or other community-minded businesses. I think it would be a great event center as well.
Like	512	I wish the Chinese restaurant would have been located in the building as they always seem to draw people.
Like	513	I would go there more often if there was a good café or coffee shop.

Like	514	I would love to see a restaurant/bar. Something that takes advantage of the beautiful views from the top floors
Like	515	I would love to see the building full of interesting shops and restaurants but also realize the lack of traffic makes it very difficult to stay in business.
Like	516	Ice cream, tasty snacks that are not machine made
Like	517	I'd like to see a dining place/restaurant similar or better than the 1st Grade. It would draw more people to the bldg.
Like	518	I'd like to see a restaurant in there again. It was a favorite location when it had a cafe and I am thinking back to years ago. I am guessing it was 20-25 years ago when I went there, and I have continued to patronize any coffee shop or cafe that leased space there over the years.
Like	519	I'd love to meet friends here for lunch or coffee... Would like more boutique-like shops to browse in.
Like	520	If I were an empty-nester I may be interested in renting the third floor as a Penthouse Apartment. Views of the city and very attractive space to be retrofitted into an appealing living space.
Like	521	If it was an outstanding tourist location, I would take out-of-town friends and relatives to visit. If the shops were better, I might consider shopping there more.
Like	522	If it was functioning as a centralized cultural, arts and history center, with changing exhibits, I'd go there more. But, the success, with earned income, would still be tenuous without Blandin Foundation support.
Like	523	Interesting retail shops - not just gift shops, but could include women's wear or something along that line. A coffee shop (that also serves lunch). Possibly more shops in the line of the "arts". The crafters shop is a nice first step - but they aren't open every day (understandably so).
Like	524	Interesting shops, perhaps public meeting rooms.
Like	525	It is very important the Historical Society remain as a tenant... it is a the logical place for it.
Like	526	It was most vital when the First Grad Restaurant was in operation. A breakfast and lunch restaurant would create the most foot traffic. But, there is a lot of competition already.
Like	527	It would be nice to get a chain restaurant in there like in Canal Park & use for some historical purpose... or have two of them like Clyde Iron Works.
Like	528	Jazz Bar
Like	529	Juicing bar or strong restaurant like the old 1st Grade. Perhaps a [national chain] coffee house or a unique boutique for clothing. It has to be something which will bring in customers.
Like	530	Keep it tourist friendly.
Like	531	Keeping the Historical Society there
Like	532	Light food service or tea shop would bring people to a central area for meeting others and a break from shopping
Like	533	Lunch spot that has reasonably priced yet good food. No more fast food in Grand Rapids. Let's bring in some character.
Like	534	Maybe an antique mall or other interesting shops, restaurants, etc.
Like	535	Maybe weekly activities (First Friday expanded?)
Like	536	Meeting rooms and city government offices
Like	537	More activities, music, food, exhibits inside and out... more hometown pride.
Like	538	More activities, not just business oriented. Traveling displays, historic portrayals, etc. Invite clubs, out of town schools, travel groups.
Like	539	More and different shops
Like	540	More art, crafts, bakery, Italian restaurant
Like	541	More artistic events. Possibly using the school as a site for community education classes.
Like	542	More business oriented than retail
Like	543	More community events
Like	544	More events/activities like weddings, tours, musical programs, Indian culture
Like	545	More History exhibits.
Like	546	More local artistry

Like	547	More of a mall concept
Like	548	More public activity/events in the building year round.
Like	549	More retail, but retail items to fit with the vintage look of the building.
Like	550	More shops like existing ones.
Like	551	More shops like the local forest craft shop (I don't recall the name).
		More shops. Eating Place.
Like	552	Craft shop.
Like	553	More small shops and interesting stores
Like	554	More small shops.
Like	555	More specialized shops that fit the traditional style of the building
Like	556	Music
Like	557	Music, food and conversation
		My family and I enjoyed the weekly musical events that took place once summer. If you can get some people there in conjunction with the businesses being open, there may be more walk in traffic.
Like	558	
Like	559	New bakery/coffee shop
Like	560	Nice place to have lunch (soup and sandwiches) or coffee and dessert.
Like	561	Nice restaurant, clothing store, gift store, toy store, children's clothing store, book store.
Like	562	Night entertainment (poetry, music, exhibitions) with a small stage in one room
		One of a kind business there, specialty shops. Example a silver smith shop, a glass blower shop, a cabinet and wood carver work shop.
Like	563	
Like	564	Open, appealing workspace for e-commuters.
Like	565	Other tourist attractions
Like	566	People, business, café, activity
Like	567	Performances (music, art, theater, etc.)
Like	568	Perhaps if the place were converted into a restaurant/bar complex - which I think would be pretty cool! I don't see any other commercial value for me that would compel me to visit the place.
Like	569	Phenology center with nature displays to intrigue and inform tourists & locals alike
Like	570	Plays/programs
Like	571	Quality restaurant
Like	572	Restaurant
Like	573	Restaurant
Like	574	Restaurant and bar, something out of the ordinary like a Grandma's as in Duluth
Like	575	Restaurant that can succeed.
Like	576	Restaurant w healthy fresh food prepared without the use of frying.
Like	577	Restaurant w soups, Panini's & desserts
		Restaurant with decent food--how about a bar and restaurant with live music that also had a "picnic lunch" that folks could take out on the lawn? get nice outdoor tables and chairs...
Like	578	
Like	579	Restaurant(s), shops
Like	580	Restaurant, coffee spot, wine bar.
Like	581	Restaurant, performing arts
Like	582	Restaurant.
Like	583	Restaurant/Bistro with wine & beer & good ambiance
Like	584	Restaurants, community centers, public spaces

		Seriously? Another First Grade-style restaurant (table service, not cafeteria). What they had was special (good cooking, pies, etc.). Loved that decor - it fit the building!! The last time we've seen something since (in terms of food) was the cafe at the airport. Excellent food (not fancy!), excellent home-cooked desserts. Table service. Lighting. I have lived here for over 20 years. I cannot recall the last time I was in the Old Central School. If a new "First Grade" came back, I would GUARANTEE I would be there at least 3-4 times a month. No question about it. I would bring business guests there. I would recommend it to family and friends who visit. Right now, I do none of that of any of our restaurants. Not meaning to degrade them, but [the franchises are all the same] - if you've been to one you've been to all. [additional comments about specific coffee/dining]
Like	585	
Like	586	Something(s) kid friendly
Like	587	Speakers
Like	588	Special days for kids where they can do crafts
Like	589	Specialty shops beyond what is there
Like	590	Sponsoring history information events for pre-schoolers through seniors in high school
Like	591	Stuff that is community based.
Like	592	Summer concerts (like Longyear Park) in evening and keep shops open on that night
Like	593	The Chamber, the visit GR tourism. Make it the one place for visitors & locals to get info on the area
Like	594	The history center is very appropriate - but the rent is way too much for an organization that funds itself by public and private grants...
Like	595	The school should have a full service restaurant like the "First Grade". All the rooms should be full w thriving shops
Like	596	There could be some music in the building and some historical pictures, banners, etc. in the main hallways or perhaps an occasional art display from the area elementary schools, in keeping with the school theme. This could be done as an art show/reception at the building once per month. There needs to be more of a sense of welcoming to people entering the building.
Like	597	Thrift shop or consignment shop
Like	598	Tours, food, people and more opportunities
Like	599	Unique Shops
Like	600	Unique shops - they need to be affordable
Like	601	Use of the grounds. Community nights during nice weather with music or an outdoor movie. A boutique type shop for tourists (however, not full of "up north" knick knacks like every other store in town! A pastry or candy shop. Ice cream shop. Give people (mainly visiting women) a reason to spend a day in town, shopping, stopping for lunch, and grabbing a treat.
Like	602	Variety of shops. Crafts, gifts gallery, clothes/shoes.
Like	603	We look for family things to do that don't cost money... easier to stay away from those that require spending.
Like	604	We NEED a good restaurant to go back in. Allow the interior to be changed enough to accommodate it.
Like	605	What I do most is eat and have a drink. If there were something there that would accommodate... I'm there!
Like	606	When it is replaced by a parking lot businesses and apartments
Like	607	Wine bar and gourmet bistro
Like	608	Wine bar with music
Like	609	Wonderful restaurant.
Like	610	Youth, educational, and community education programs.

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Com	1	A wonderful community resource that appears to be under used.
Com	2	As a life long resident of GR. I am happy to see there is a continued commitment to the C.S. However, I have no reason to go to the school as a resident. Do visitors? If not, that should be a priority again.
Com	3	Be careful not to "over-modernize" or commercialize the building
Com	4	Be creative - find an appropriate use for the space. It is linked so closely with the history of the city.
Com	5	Best of Luck!
Com	6	Best of Luck!!
Com	7	Central School is a valuable asset to Grand Rapids and should be preserved.
Com	8	Central School is an icon of Grand Rapids. Look what the Judy Garland Museum has done and has to offer folks of the community and tourists.
Com	9	Central School is an important part of our community and needs to be preserved and the Historical Society is an important part of Central School.
Com	10	Don't give up on your vision!
Com	11	Don't lose the historical value for residents and tourists
Com	12	During the Nov craft weekend, my friend and I went to Centrals School for lunch... sadly, it was empty.
Com	13	Everyone has their own view on what the school is to them, but they don't always base this view in the fact of what the building is. So draw out the ones that want to learn. Do this by sharing what the school is and what it was. Get them to see it as a place that can and will grow with the community. What was done in the past is important, but is does not have to completely define what is done in the future. Don't be afraid to do what has not been done and realize that change can be both good and bad. That path that is chosen does not need to be a straight one but one with many turns and bends with many other paths converging and diverging along the way.
Com	14	Find new home for the Historical Society and start fresh. Perhaps a merger w Garland Museum site w new space
Com	15	Get better use of staffing
Com	16	Glad someone is doing a strategic plan!
Com	17	Good luck
Com	18	Good luck! The school is a beautiful building and could be a great community asset if we can find a way to fulfill its potential.
Com	19	Good Luck!!
Com	20	Good luck. I look forward to seeing and hearing what the committee comes up with.
Com	21	Great work
Com	22	Have fun with it!
Com	23	Honestly, if nothing else, Central School is valuable purely as a landmark. It could be completely empty, as long as the grounds and exterior are maintained. I wouldn't prefer it this way, but it's such an important landmark, that even in this state it would continue to be an asset to the community.
Com	24	Hope the old can be maintained alongside the new.
Com	25	How do you improve something that's a tradition
Com	26	How much do GR citizens 50 years old & younger really know about CS? Maybe we need an awareness raising campaign.
Com	27	I am biased, I attended Central in my youth and appreciate "Old Buildings"
Com	28	I feel the Central School is a tax burden for our City and our Community. Although it may be a perceived landmark in Grand Rapids, this block could be better utilized by new development - bringing viable jobs to our area.
Com	29	I have lived 4 blocks from there for 10 years and never stepped foot in it! It's nothing special to anyone I know!
Com	30	I have too many thoughts and ideas and not enough paper
Com	31	I heard that they were going to level it -- but I hope not
Com	32	I hope it doesn't become an office building.
Com	33	I hope it will be an important part of our city for years to come.

Com	34	I know we can't keep every historical building but it would change GR quite a bit to lose Central School.
Com	35	I live in Florida and have family in Grand Rapids but I grew up in Taconite. I go as often as I can.
com	36	I look forward to seeing what the new plan for Old Central School will be. The building is a centerpiece to GR, important to keep, and hopefully will become a destination for tourists and locals. I work in the mall, and I'm often asked "where's a good place for lunch?" Since Central School is within walking distance, I would love to direct people there for lunch. Chinese food or snacks are the only other option, without driving away. Keeping customers downtown is a good goal, and revitalizing Old Central School will help.
Com	37	I miss Kremers for the history. I am 44 yrs old and grew up here. I can still smell the popcorn & hear the floors creaking...
Com	38	I think all tenants should be treated equally, not open whenever they wish to be. It seems the rules for the majority are not followed by everyone so that all tenants are not being treated equal. Dissention is sure to create tension and resentments within the tenants.
Com	39	I think GR may have to concede to subsidizing this facility so that an attractive rental package could be put together to attract businesses. The City already subsidizes a number of facilities that are not revenue neutral.
Com	40	Although, most of these are educational (library), or recreational (Arena and Sports Complex).
Com	40	I understand historical preservation but it needs to still allow progress
Com	41	I went to school here and so did my parents
Com	42	I would hate to see this building turn empty. It's great having it located in the central part of town. It's a great place to help promote all the businesses that are downtown.
Com	43	I would shop the school if there were more options other than the quilt shop. Downtown GR is a joke! ___[comments about various stores and shops]___ Some shops SSSD! [Same Stuff Different Day] So as you see, you have an opportunity to get shoppers away from other towns and their businesses.
Com	44	I'm a male age 85 and lived in GR for 57 years
Com	45	I'm just glad it's being preserved
Com	46	Is the idea of the strategic plan to preserve the building in the best possible way? Or, to preserve it only as an Arts and History Center? Or, is it to be simply more downtown retail space and are we suggesting tenants and directions in that vein?
Com	47	It is a great historic building that I feel is under utilized and could be marketed more effectively as the center of the downtown district.
Com	48	It is an amazing place. Good Luck!
Com	49	It sits at the center of town, so make it once again truly central to the town
Com	50	It will be an everlasting shame to lose the non-profits from Grand Rapids because of the cost of City regulations.
Com	51	It's a valuable resource! Good Luck! It's a challenge!
Com	52	I've heard rumors from a few sources that there is a difficult tenant in the building, who might be making it difficult for other tenants. I don't know particulars. But I wonder if there's something that can be done about that sort of situation...a grievance committee or something?
Com	53	Just leave it alone because it is a landmark
Com	54	Keep it
Com	55	Keep Old Central School as original as possible. It is so Special to our city and Grand Rapids residents. This town would not be the same without it.
Com	56	Keep the beauty
Com	57	Keep the building
Com	58	Keep up the good work!
Com	59	Make the basement/lower portion of the building look more like it came from the same era as upper
Com	60	My first time in town so I may have missed some signage or obvious things in a quick visit
Com	61	Never heard of tenants (shops) paying property tax for the building owned by someone else. That's ridiculous!
Com	62	No, thanks for asking
Com	63	Once again, a survey using value-laden words does not have much value.
Com	64	Other towns leave their landmarks so leave it stand... [Heck] with making everything so modern looking!

Com	65	Please never, ever consider tearing this building down. It defines our town, our city and how much we care about our past. Ask any visitor what they remember..."Central School." Thank you for asking.
Com	66	Please preserve it's beauty!
Com	67	Please, please keep exploring positive ideas for the Central School legacy. Thank you, thank you to the Committee!!!
Com	68	Preserve at all costs
Com	69	Preserve the oldness, but keep it clean
Com	70	Questions are weird. should ask why is C.S. important to you? the city? downtown? Do you think the city should be the owner or business owned? Did you know that the city does not put any money in the building? Because you now know that the ordinance doesn't allow the city to put money in the building, do you think the city should change the ordinance and help to support the building? Do you think it should be run by volunteers or should it be run by a business person? Should the city rename the building?
Com	71	Save Central School!
Com	72	Some years ago a gentleman moved into your community and wrote an article that I think was true then and more important now. I've enclosed the article. Please read but more important listen to what he is saying. [he moved here from California in 1980 partial quote follows] "A miracle is defined as a change in perception. We have many chances for that opportunity. Guts, common sense, imagination are this area's history. We are smart, creative, blessed people. Our chance to see things differently has never been better. Change is good and new beginnings even better. Looking up is the only place to look. So pull up your bootstraps, suck in your ego, listen with depth and be willing to change. Miracles will then happen."
Com	73	Sometimes we spend more time and money to preserve stuff that has some wonderful attributes but is not very productive. Sometimes the drastic change is necessary to make something successful. Does the inside need to be gutted and allow for office spaces with technology? I am not sure, I have not put much thought into this, just speaking off the cuff.
Com	74	Strict office space rental does not create people traffic. Chamber office operation belongs in the Depot.
Com	75	Tear it down and put in a band shell.
Com	76	Thank you
Com	77	Thank you
Com	78	Thank you for gathering ideas. Put this out so more of the community can participate.
Com	79	Thank you for setting up this survey. I hope Central School becomes an important, vital part of Grand Rapids once again.
Com	80	Thanks for caring about Central School
Com	81	Thanks for taking this on.
Com	82	Thanks for your efforts in keeping Central School well & happy!
Com	83	Thanks!
Com	84	Thanks. I've always wanted to let someone know what I think.
Com	85	The building should be preserved at <u>all</u> costs.
Com	86	The Central School is an old historic building that has many opportunities waiting to be used. Not many college degrees are needed to see what an asset this building could be to Grand Rapids. It just takes 'common sense'. Lower the rent on all spaces to an affordable rate. When the city of Grand Rapids charges \$52,000 per year to the Itasca County Historical Society for rent, the city council should be ashamed!!! Where does the rent money go that is collected from Central School?? Minnesota has 87 counties and only one Historical Society in the State of Minnesota pays rent. \$52,000 per year to the city of Grand Rapids, Minnesota. Grand Rapids should be proud!!! And if you still don't see the light, step down to the common world where there are people who could have figured this out without wasting time at meetings --- 'trying to find a solution and what should be done'. Lower the rent and have a full building. Lots of happy faces -- people shopping, visiting and having a good time, etc ---etc --- etc.
Com	87	The community should be asked if they (taxpayers) are willing once again to make a substantial investment in the building and grounds.

Com	88	The downtown council is a one note wonder. They don't seem to care at all despite the PR that goes out.
Com	89	The Historical Society is a perfect fit - but they just can't afford the space they need
Com	90	Think BIG!!!
Com	91	This building is a jewel. Its condition is a reflection of the health of our community.
Com	92	This is a staple of this community's history. It would be a shame to lose such a unique building.
Com	93	To get a renter interested in central school, the city is going to have to make it very a very attractive lease. It is a hard location (I don't know why it is so difficult) to get people to come into the building. Also the city would have to watching the parking. If the employees of business are parking in the Central School parking, where are the customers going to park?
Com	94	Try and fix the floors
Com	95	Unfortunately, there should have been a long-term plan started years ago to provide financing to keep it updated. I'd <u>hate</u> to see this building torn down to make room for other shopping which should go in the SE or SW area of town.
Com	96	WASTE of taxpayers money
Com	97	We do not preserve our buildings in this country. It's unique architecture is disappearing in this country
Com	98	We have millionaire seniors in this town that should be asked to loosen their belts to support the school. First we need a detailed list of ALL that needs to be done and in what order at what cost...Hard to get behind a project when we don't know EXACTLY what we are dealing with.
Com	99	We need to advertise to get a great # of people to G.R. Our county could support 50-60,000 people... we only have 45,000... Lets work together
Com	100	We need to preserve history in our community!
Com	101	Went there often when I used Baby Steps and Step Ahead
Com	102	When I traveled on Greyhound from the U of M to GR 60 yrs ago and saw the top of Central School from Powers Hill, I felt home again. I felt the same way when I returned in 2010 after four yrs in the Twin Cities. It always says home. It must be preserved.
Com	103	Would we be worse as a community without the building? I'm all for saving it if it can be re-purposed but I'm not in favor of an endless amount of taxpayer \$\$'s going into its continued preservation.
Com	104	You can organize the best "party" in the world, but if you don't send out "invitations" no one will show!
Com	105	Your Central School survey is very important. I ask that you follow through on the suggestions. First, your plan, or the old plan, has been a topic at many coffee shops, cocktail parties, business community meetings and tax payer meetings. But, nothing has ever been done. Though I appreciate your efforts, there is a successful outline I might suggest... 1. Define the problem precisely 2. Define specific solutions to the problem with desired outcomes 3. Identify optimal means to achieve those solutions -- least cost for maximum benefit 4. Make appropriate adjustments to the strategies and tactics used to achieve the desired outcomes. 5. Establish clear limits in resources and to achieve the desired outcome or cancel the efforts completely. [answered survey questions] And so to close, don't be afraid of outside people coming in to your community. they have great perceptions and ideas, welcome them -- they are right underneath your noses. And for goodness sake, get rid of the stigma of the Good Old Boys. Yes, it's nice to remember the folks and families that have lived in this area for many years -- but if you want <u>the money</u> that the new people bring into the area -- then quit doting on the old families only. I have a friend who wanted to donate something of value from her grandparents who lived in central Minnesota. She was told that the history center won't accept anything from anyone who isn't from a Grand Rapids family. She has not been back to the Central School since -- she said it's a club and she doesn't belong. Shame on you... your "exclusiveness" is driving you out of business. Thank you for your time. I'll be watching with great anticipation if you consider my comments or just blow them off.

SURVEY RESULTS
PRIORITIZED

Threats

Central School Survey Prioritized			Responsibility:	
			How to minimize or eliminate	Goal?
	1	City's ability to fund investment, upgrades.		
xxx	2	\$ -- current economy	Creative grant writing	Self-sustaining
	3	Lack of initiative or fresh ideas. You need to get the community behind this in a big way.	Put in radio and newspaper	
	4	The mind set of the people. You must over come the idea that Central School has nothing new to offer them and to get them to come out and see what is offered.	*First get something worth marketing... then market	
xx	5	A general apathy about it. Overcome this with really exciting programs & GOOD ADVERTISING.		
	6	Without a significant connection with the general population, the building will fail to raise enough money to keep the building operational.	Shops/businesses need to make locals\visitors feel good.	
	7	Where does the maintenance money come from?		
xx	8	Financing operations, infrastructure, maintenance & capital improvements	Make it self-sustaining	
xx	9	Cost and Cost to taxpayers		
	10	Being empty		
	11	"History" would be lost if weaknesses were not improved		
	12	If you keep doing what you've always done, you will keep getting what you've always got		
	13	I always worry that the powers that be are going to decided to tear down the structure. There is not much left of historic Grand Rapids, and Central School is such a pretty building, and sits in a perfect spot, on a block all to itself. It is beautiful, and tearing it down would not be the answer.		
	14	Building codes are barriers to some of the businesses that would improve visitor traffic flow	Find out if it is a threat	
	15	The loss of downtown business in general.		

xx- Means that more than one table chose that as a priority comment.

*Once there are good retail shops, etc. then with Website/Signage/Advertising a rebranding can be done in a unified, careful way. Needs to be strong!

Strengths

Central School Survey Prioritized		Responsibility:		
		How to Build on Strengths	Goal?	
	1	Best visual representation of historic Grand Rapids. Design and location make it special. Central square for community.		
	2	Central location, nicely groomed landscape/appearance, nice architectural building, historical. Nice wood interior, nice windows, centralized atrium.		
	3	Greatest strength: It looks good! It's a great centerpiece of the downtown area, which without Central School, would quite frankly, be pretty boring looking. I also think the continuity it has created over the past century is a strength.	Improve signage on property and use as directional marker	
xx	4	Integral location and a great focal point in downtown. Perfect location as a walk-thru from one part of downtown to another part of downtown.	Marketing & Advertising	Increase Traffic & Awareness
	5	It anchors downtown and is a centralized location for businesses		
	6	It gives the foundation, comfort and peace of mind of home and our heritage		
	7	It has a atmosphere. It has character. It is a great place to house unique shops. Parking is great, location is great, and it's a cornerstone of the community.		
	8	It sits as an icon of the city like the lift bridge in Duluth		
	9	Iconic presence in the center of the community. The lawn around it is well suited for events.		
xxx	10	An anchor of history in the center of town	Maintain it	
	11	It's a piece of our history & about the only "old" building left in town.		
	12	It's a symbol of GR and a bridge from our past to the present.		
	13	The strengths of Central Schools are in part its connection with the mindset of the community. For generations Central School has sat in the center of our town and has been a symbol of what was being done in the past. Its steadiness and longevity has a soothing effect on the mindset of the community.		
	14	The last building in GR with historic value! In Europe you will see the value in preserving our past. There, most of the buildings are hundreds of years old and you can feel the history. Central school should continue to be used as the center of our vital downtown community. In Mexico, each little town has it's "town square" where families gather in the evening to enjoy each others company. If we tear it down, we loose the "Center" of our community.		
	15	I think it's a beautiful, nostalgic old building that represents another era. It's special because the inside has remained original. The location is great.		
	16	Architecture makes it stand out in comparison to the other commercial buildings		
	17	Authentically historic... love the old classrooms with great windows.		
	18	Fascinating architecture and history... great staircase		
xxx	19	It's a beautiful landmark in our community sitting in the center of town on Hwy's 169 & U.S. 2	Reinvest/Preserve/Protect	
	20	It makes GR special. Every town, city I visit across the country looks identical with strip malls, Targets, Starbucks and occasionally you see a gem like Central School, but not very often.		
	21	Owned by City - a benefit of public ownership means its historical significance is protected (e.g., private owners may have decided to raze the building as the location was too valuable to be occupied by an old school).		
	22	The building is gorgeous and very Grand Rapids. It is the image of Grand Rapids that visitors remember. It is the one thing that is keeping the G.R. downtown unique and picturesque.	Market & Promote	
xx	23	The grounds are beautiful, park like - could be better used and promoted	*Streamline Governance	
	24	Tourist site - history - tourist draw		

*Streamline Governance & decision making process to make it easier for people/businesses to use the property.

- a. Eliminate multiple boards and create one governing body.
- b. Give director greater authority for decision making.

Weaknesses

Central School Survey Prioritized		Responsibility:	
		Minimize or turn into strength	Goal?
	1	I don't quilt and I'm not really interested in the Historical Society. Why would I go there? Give me a reason.	
	2	Despite it's location, it isn't "visible" in the sense that the public overall doesn't have a good awareness of what's happening there. What are the hours? What businesses are there?	Consolidate with Central Square
	3	Advertising, Promotion, Marketing	Marketing plan for best use
	4	No one knows what goes on there (poor signage, looks closed, no advertising)	
xx	5	Not enough tenants and does not presently have a tenant that draws a wide variety of client/customer interest. There is no real anchor. No lively business to draw traffic.	Create atmosphere that draws tenants
xx	6	Cost of maintenance & improvements; expensive to operate; age, deterioration upkeep \$\$	
xx	7	The signs currently in place are lame. It's hard to tell what shops are in Central School The school needs signs which are as unique as the bldg.	Too many banners
	8	Structure of building may limit use and old codes limit potential	Uniform signage
	9	I don't see any visitor information & signs are incorrect pertaining to businesses not there	
xx	10	High cost of rent	Change perception of rent costs
	11	Cut-up rooms	
xx	12	Inside, broken up so it is hard for a larger retail to even look at renting space	*Completely redesign interior
	13	It doesn't have a central feature to draw people to it as a business center. The loss of the cafe was the loss of a central focus.	
	14	No place to eat or have coffee	
	15	Not enough "foot traffic"	
	16	Part of its weakness is its strength. People see it as something that has always been there and that will continue to be there no matter what they as an individual do. It is in part this mindset that makes people think that they don't need to give it any extra thought and they don't need to visit the building because it will still be there later.	Address misconceptions by ICTV
	17	Perception that the building is falling apart.	
xx	18	Accessibility for elderly and handicapped. (and perceptions of inaccessibility)	Level the grounds-make kid friendly
xx	19	Distance from 1st Ave to front door & long walks up to the doors to get in	**Restaurant spilling out to plaza
xx	20	Third floor is unusable due to no second exit	
xx	21	Current management structure. Volunteer governing body doesn't work	**Clear/Change Governance

xx- Means that more than one table chose that as a priority comment.

*Completely redesign and remodel interior for more leasable sq.ft., better energy efficiency and have more attractive spaces for tenants.

**Create a restaurant area with gardens and landscape architecture to create and segway between 1st ave and that side. Hire landscape architect.

***Four tables wanted to change management structure. Streamline then turn over to existing city staff & create city staff position or management company. Management of Central School properties needs to have financial benefits (risk/rewards) for operations and success of the facilities and grounds.

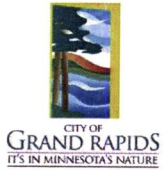
Opportunities (Ideas & Likes)

Central School Survey Prioritized			Responsibility:	
			How to develop Opportunities	Goal?
	1	A Coffee shop, lunch room that shows its history in surroundings and food!		
	2	A fascinating, vibrant place, bustling w activities that I can take guests and grandchildren to. A place to meet friends - to eat, to shop, to browse, to attend special events.		
	3	A food place or live music/poetry reading, beyond participation in First Friday.		
	4	Excellent coffee shop/bakery, community concerts, gourmet cooking store, candy shop, art gallery, etc. - Could be made a great place for tourists, think DeWitt Seitz building in Canal Park, Duluth.	Build something like this for lunch time w evening jazz bar	
	5	How about a restaurant on the very top floor, with views and alcohol.		
	6	Jazz Bar		
xx	7	ALCOHOL - BEER - WINE - MUSIC		
	8	A café is needed		
	9	Night entertainment (poetry, music, exhibitions) with a small stage in one room		
	10	Phenology center with nature displays to intrigue and inform tourists & locals alike		
	11	Possibly more shops in the line of "arts"		
	12	Visitor center to refer restaurants and other businesses in the area	*subsidies for traffic generation	
	13	Remodel 1 classroom & hold "school" during summer. Kids could go one day w old fashioned teacher, write on slate boards, read "Dick & Jane", Have recess, etc. Nominal cost to cover expenses. Historical Society might run this. A novel experience for kids today		
	14	Old fashioned ice cream parlor		
	15	Possible housing.		
	16	How about a real "Goods from the Woods" home... artisans can demonstrate & even sell through internet/Webcam	Collaborate on marketing year round & common sales	
	17	Fish or wildlife display- tourists love them	Focus on year round	
xx	18	Fishing display "Hall of Fame" or Hunting "Hall of Fame" or resort display of old resorts		
xx	19	An antique mall concept would be ideal if it was economically feasible. It would serve to attract visitors and tourists year after year while keeping it's historical "flavor."	Unique shops for local & tourists	
	20	Chelsea Market Boutique w wine, chocolate, restaurant, cheese, flowers, gifts		
	21	Change the name. It's not a school anymore. Get over it!		
	22	Do a big drastic change & do it well. Shock locals into a new image. Nice! Not cheesy.	Outside Developer?	
	23	Micro brewery may be a draw		
xxx	24	Brew Pub or wine bar	Attract one	
	25	A high quality themed restaurant.	Attract one	
	26	A lighted marquee/signage on more than one side of the building would be helpful to identify occupants.		
xx	27	A total shake-up is needed		
	28	A good anchor store. A restaurant, regular events, classes.	Tie anchor to smaller shops	Free rent to good 1
	29	Businesses or organizations that can take advantage of its architectural features -- restaurants, boutique shops, performance spaces.		
	30	Attract tourists as was done in the past.		
	31	Arts and Educational along with restaurant/bar		
	32	Central School is a school and more educational activities or learning activities (fun of course!)		
	33	Community activities/classes/events		

34	Community based organizations that reflect the new city motto, "Grand Rapids is in Minnesota's Nature" is what should be based in Central School. Tourism, fishing, hunting, bicycle trails, recycling, snow snowmobiling, etc. Northwoods nature shops.		
35	Envision and "Arts Academy" which would enhance its original purpose and bring people/classes in woodworking, quilting, cooking, music, yoga, dance, art supply store would complement and utilize its potential- Native American input and classes		
36	Food, group meetings		
37	I think there should be some innovative merging of events with the Forest History Center. Maybe there could be a room in Central School that does some live history presentations during the summer season. This should definitely include some type of food as part of the presentation, such as pie making/bread making, etc. and a place for people to eat a piece of pie, or soup making and a place to have a bowl of soup. If we want tourists to come and see our town and learn of the history, we need to have something for them to see in a location that is accessible and convenient. Food and music are natural draws for people. There are many other kinds of community resources that could work together to accomplish this kind of an idea, including school students and community education people, non-profits, etc.		
38	More use of Green Space around building... benches, tables on lawn		
39	Revitalize it to make it the center of town activities--food, music, gathering place, etc...		
40	Something(s) kid friendly		
41	How about a small play area on the east side of the building? Perhaps swings, small slide, teeter-totter& benches		
42	Use the grounds more - maybe create a durable playground - make it a stroller destination for young families. Outdoor concerts in summer. A snack kiosk.		
43	It should serve as a community cultural resource, not a commercial operation. Perhaps a mix is okay.		
44	It should be used as a "hometown" gathering place for family activities		
45	It is the focal point of downtown... use it. Do events to make it a draw not just to the outside, but inside too.		

xx- Means that more than one table chose that as a priority comment.

* Target subsidies (reduced rent, etc.) to tenants who generate traffic to Central School (example: Visit Grand Rapids)



Legislation Details (With Text)

File #: 12-0222 **Version:** 1 **Name:** Discuss 2012-2016 Capital Improvement Plan
Type: Agenda Item **Status:** CC Worksession
File created: 4/10/2012 **In control:** City Council Work Session
On agenda: 5/29/2012 **Final action:**
Title: Discuss the 2012 - 2016 Capital Improvement Plan.

Sponsors:

Indexes:

Code sections:

Attachments: [2012-2016 Infrastructure Projects by Funding Source](#)
[2012-2016 Projects & Funding Source by Department](#)
[2012-2016 Levy Comparison-Infrastructure Projects](#)

Date	Ver.	Action By	Action	Result
5/14/2012	1	City Council Work Session		

Title

Discuss the 2012 - 2016 Capital Improvement Plan.

Body

Background Information:

For the last several years, the City has adopted a Five Year Capital Improvement Plan (CIP) that included capital and infrastructure projects. That Plan for 2012 through 2016 has not been formally adopted by the City Council. The Council did approve capital equipment purchases when they adopted the 2012 budget to be funded from the Capital Equipment Replacement Fund with a transfer from the General Fund in the amount of \$33,200. There was approximately \$60,000 left in the Capital Equipment Replacement Fund. Those items included:

- *\$12,000 Engineering - extended license agreement
- *\$58,000 Police - 2 vehicles
- *\$15,000 Civic Center - upper lobby doors
- *\$ 8,000 Fire - HVAC rooftop unit replacement

The infrastructure projects ordered for 2012 are:

- *2004-3 4th Street SW/SE (2nd Ave West - 7th Avenue East)
- *2011-4 Horseshoe Lake-Isleview Partial Reconditioning
- *2011-6 Horseshoe Lake Road - Golf Course Road to 21st Street SW

Staff would recommend adopting the 2012-2016 Capital Improvement Plan as proposed. Then do a tour of proposed City infrastructure projects in June and prioritize for the 2013-2017 CIP.

Attachments: All Projects & Funding Sources by Department, Engineering Infrastructure Projects by Funding Source, and Levy Comparison for Years 2011-2016.

Requested City Council Action

Discuss the 2012 - 2016 Capital Improvement Plan.

City of Grand Rapids, Minnesota
Amended Capital Improvement Plan
 2012 thru 2016

PROJECTS BY FUNDING SOURCE

Source	Project#	Priority	2012	2013	2014	2015	2016	Total
Assessments								
4th St SW/SE (2nd Ave W - 7th Ave E)	2012/2004-3	2	328,886					328,886
Horseshoe Lake-Isleview Partial Reconditioning	2012/2011-4	2	434,271					434,271
Horseshoe LK RD - GCR to 21st Street SW	2012/2011-6	1	457,759					457,759
4th & 5th Ave NE (5th St)	2013/2007-5	2		188,578				188,578
6th St NE (2nd Ave - 5th Ave)	2013/2012-1	2		56,100				56,100
4th Ave NE (5th St - 7th St)	2013/2012-3	2		42,400				42,400
City Wide Overlays-Urban	2014/2010-2	1			124,500			124,500
10th Ave NE (5th St - 7th St)	2014/2011-1	2			38,100			38,100
7th St and 11th Avenue NE	2014/2011-3	2			114,100			114,100
City Wide Overlays-Urban	2014/2011-4A	1			100,000			100,000
Remer-DeSchepper Overlays-Rural	2014/2012-4A	2			125,000			125,000
City Wide Overlays-Rural	2014/2013-2	1			40,000			40,000
21st St SW (3rd Ave to Horseshoe Lk Rd)	2015/2003-18	2				389,496		389,496
4th Ave NW (9th - 13th)	2015/2009-1	2				98,800		98,800
3rd Ave NE (5th - 8th)	2015/2010-1	2				76,600		76,600
Crystal Lake Blvd 1st Ave NW - 12th St NE	2015/2011-2	2				83,700		83,700
9th St NE (1st Ave to Reynolds)	2015/2012-2	2				58,900		58,900
City Wide Overlays-Urban	2015/2012-4	2				194,500		194,500
Elida Drive Extension	2015/2012-5	2				353,254		353,254
City Wide Overlay-Urban	2015/2013-2B	1				75,000		75,000
2nd Avenue NE (6th to 8th)	2015/2014-2	1				110,000		110,000
City Wide Overlays-Rural	2015/2014-3	1				97,500		97,500
City Wide Overlays-Urban	2015/2014-3B	1				94,000		94,000
2nd Ave SE (10th St - 11th St)	2016/2002-4	2					322,408	322,408
NW Street Reconstruction	2016/2016-1	1					245,000	245,000
5th Street North Overlay	2016/2016-2	3					250,000	250,000
Assessments Total			1,220,916	287,078	541,700	1,631,750	817,408	4,498,852
ATP Funds-Infrastructure								
4th St SW/SE (2nd Ave W - 7th Ave E)	2012/2004-3	2	136,712					136,712
ATP Funds-Infrastructure Total			136,712					136,712
Federal Other								
Mississippi Riverfront Bridge	2015/2010-5	1				1,673,028		1,673,028
5th Street North Overlay	2016/2016-2	3					500,000	500,000
Federal Other Total						1,673,028	500,000	2,173,028
General Fund								
Golf Course Road Improvements	2013/2011-5	2		214,500				214,500

Source	Project#	Priority	2012	2013	2014	2015	2016	Total
General Fund Total			214,500				214,500	
GO Bonds								
4th St SW/SE (2nd Ave W - 7th Ave E)	2012/2004-3	2	1,122,923					1,122,923
Horseshoe Lake-Isleview Partial Reconditioning	2012/2011-4	2	484,774					484,774
Horseshoe LK RD - GCR to 21st Street SW	2012/2011-6	1	700,000					700,000
City Wide Overlays-Urban	2014/2010-2	1			497,996			497,996
City Wide Overlays-Urban	2014/2011-4A	1			390,000			390,000
Remer-DeSchepper Overlays-Rural	2014/2012-4A	2			583,938			583,938
City Wide Overlays-Rural	2014/2013-2	1			155,000			155,000
21st St SW (3rd Ave to Horseshoe Lk Rd)	2015/2003-18	2				663,333		663,333
City Wide Overlays-Urban	2015/2012-4	2				666,950		666,950
Elida Drive Extension	2015/2012-5	2				243,876		243,876
City Wide Overlay-Urban	2015/2013-2B	1				308,500		308,500
City Wide Overlays-Rural	2015/2014-3	1				390,000		390,000
City Wide Overlays-Urban	2015/2014-3B	1				376,000		376,000
GO Bonds Total			2,307,697	1,626,934	2,648,659			6,583,290
GO Reconstruction Bonds								
4th & 5th Ave NE (5th St)	2013/2007-5	2		286,353				286,353
6th St NE (2nd Ave - 5th Ave)	2013/2012-1	2		482,119				482,119
4th Ave NE (5th St - 7th St)	2013/2012-3	2		316,342				316,342
10th Ave NE (5th St - 7th St)	2014/2011-1	2			313,125			313,125
7th St and 11th Avenue NE	2014/2011-3	2			937,084			937,084
4th Ave NW (9th - 13th)	2015/2009-1	2				830,544		830,544
3rd Ave NE (5th - 8th)	2015/2010-1	2				672,708		672,708
Crystal Lake Blvd 1st Ave NW - 12th St NE	2015/2011-2	2				737,369		737,369
9th St NE (1st Ave to Reynolds)	2015/2012-2	2				507,650		507,650
2nd Avenue NE (6th to 8th)	2015/2014-2	1				495,667		495,667
NW Street Reconstruction	2016/2016-1	1					2,969,520	2,969,520
GO Reconstruction Bonds Total			1,084,814	1,250,209	3,243,938	2,969,520		8,548,481
GR Public Utilities-Sanitary								
4th St SW/SE (2nd Ave W - 7th Ave E)	2012/2004-3	2	359,951					359,951
4th & 5th Ave NE (5th St)	2013/2007-5	2		36,938				36,938
6th St NE (2nd Ave - 5th Ave)	2013/2012-1	2		150,300				150,300
10th Ave NE (5th St - 7th St)	2014/2011-1	2			98,100			98,100
7th St and 11th Avenue NE	2014/2011-3	2			19,100			19,100
4th Ave NW (9th - 13th)	2015/2009-1	2				273,500		273,500
9th St NE (1st Ave to Reynolds)	2015/2012-2	2				158,200		158,200
2nd Avenue NE (6th to 8th)	2015/2014-2	1				143,000		143,000
NW Street Reconstruction	2016/2016-1	1					186,600	186,600
GR Public Utilities-Sanitary Total			359,951	187,238	117,200	574,700	186,600	1,425,689
GR Public Utilities-Water Main								
4th St SW/SE (2nd Ave W - 7th Ave E)	2012/2004-3	2	1,103,033					1,103,033
4th & 5th Ave NE (5th St)	2013/2007-5	2		80,683				80,683
6th St NE (2nd Ave - 5th Ave)	2013/2012-1	2		176,600				176,600
4th Ave NE (5th St - 7th St)	2013/2012-3	2		111,600				111,600

Source	Project#	Priority	2012	2013	2014	2015	2016	Total
10th Ave NE (5th St - 7th St)	2014/2011-1	2			115,250			115,250
4th Ave NW (9th - 13th)	2015/2009-1	2				125,800		125,800
3rd Ave NE (5th - 8th)	2015/2010-1	2				245,800		245,800
Crystal Lake Blvd 1st Ave NW - 12th St NE	2015/2011-2	2				59,900		59,900
9th St NE (1st Ave to Reynolds)	2015/2012-2	2				185,900		185,900
2nd Avenue NE (6th to 8th)	2015/2014-2	1				143,000		143,000
NW Street Reconstruction	2016/2016-1	1					301,080	301,080
GR Public Utilities-Water Main Total			1,103,033	368,883	115,250	760,400	301,080	2,648,646
MSA								
Horseshoe Lake-Isleview Partial Reconditioning	2012/2011-4	2	567,366					567,366
5th Street North Overlay	2016/2016-2	3					250,000	250,000
MSA Total			567,366				250,000	817,366
MSAS-Bonding								
4th St SW/SE (2nd Ave W - 7th Ave E)	2012/2004-3	2	1,455,383					1,455,383
Horseshoe Lake-Isleview Partial Reconditioning	2012/2011-4	2	2,020,450					2,020,450
Horseshoe LK RD - GCR to 21st Street SW	2012/2011-6	1	1,043,780					1,043,780
14th Street to Ridgewood Road - Phase 1	2013/2001-14	1		991,667				991,667
21st St SW (3rd Ave to Horseshoe Lk Rd)	2015/2003-18	2				500,000		500,000
Elida Drive Extension	2015/2012-5	2				300,000		300,000
MSAS-Bonding Total			4,519,613	991,667		800,000		6,311,280
PIR								
14th Street to Ridgewood Road - Phase 1	2013/2001-14	1		70,000				70,000
PIR Total				70,000				70,000
ST/MN-DNR								
Mississippi Riverfront Bridge	2015/2010-5	1				118,257		118,257
ST/MN-DNR Total						118,257		118,257
ST/MN-IRR								
Mississippi Riverfront Bridge	2015/2010-5	1				300,000		300,000
ST/MN-IRR Total						300,000		300,000
Storm Water Utility								
4th St SW/SE (2nd Ave W - 7th Ave E)	2012/2004-3	2	50,000					50,000
Horseshoe Lake-Isleview Partial Reconditioning	2012/2011-4	2	50,000					50,000
Horseshoe LK RD - GCR to 21st Street SW	2012/2011-6	1	50,000					50,000
City Wide Overlays-Urban	2014/2011-4A	1			50,000			50,000
4th Ave NW (9th - 13th)	2015/2009-1	2				50,000		50,000
Storm Water Utility Total			150,000		50,000	50,000		250,000
GRAND TOTAL			10,365,288	3,204,180	3,701,293	11,800,732	5,024,608	34,096,101

City of Grand Rapids, Minnesota
Amended Capital Improvement Plan
 2012 thru 2016

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project#	Priority	2012	2013	2014	2015	2016	Total
Airport								
RWY 5/23 Clear Zone Land Acquisition	2012/AP-1	2	450,000					450,000
<i>Airport Capital Fund Balance</i>			32,500					32,500
<i>CIP Fund</i>			6,250					6,250
<i>FAA</i>			405,000					405,000
<i>Itasca County</i>			6,250					6,250
Snow Blower Attachment	2012/AP-2	1	201,445					201,445
<i>Airport Capital Fund Balance</i>			54,649					54,649
<i>CIP Fund</i>			6,250					6,250
<i>Itasca County</i>			6,250					6,250
<i>ST/MN-Airport</i>			134,296					134,296
8 & 10 T Hangar Ramp Replacement	2013/AP-1	2		250,000				250,000
<i>Airport Capital Fund Balance</i>				33,000				33,000
<i>CIP Fund</i>				39,750				39,750
<i>FAA</i>				75,000				75,000
<i>Itasca County</i>				39,750				39,750
<i>ST/MN-Airport</i>				62,500				62,500
Conventional Tractor with Flail Mower	2013/AP-2	2		100,000				100,000
<i>Airport Capital Fund Balance</i>				10,900				10,900
<i>CIP Fund</i>				11,050				11,050
<i>Itasca County</i>				11,050				11,050
<i>ST/MN-Airport</i>				67,000				67,000
Crack Sealing Taxiway A	2013/AP-3	1		90,000				90,000
<i>CIP Fund</i>				2,250				2,250
<i>FAA</i>				85,500				85,500
<i>Itasca County</i>				2,250				2,250
General Aviation Ramp Replacement	2014/AP-4	2			250,000			250,000
<i>CIP Fund</i>					6,250			6,250
<i>FAA</i>					237,500			237,500
<i>Itasca County</i>					6,250			6,250
Land ACQ. - So. Boundary Tract 56	2015/AP-2	3				120,000		120,000
<i>CIP Fund</i>						3,000		3,000
<i>FAA</i>						114,000		114,000
<i>Itasca County</i>						3,000		3,000
RWY 16/334 - Extension Justification	2015/AP-3	3				15,000		15,000
<i>CIP Fund</i>						375		375
<i>FAA</i>						14,250		14,250
<i>Itasca County</i>						375		375
RWY 16/34 - 1,500 Ft. Extension - Design	2016/AP-1	3					350,000	350,000
<i>CIP Fund</i>							8,750	8,750
<i>FAA</i>							332,500	332,500
<i>Itasca County</i>							8,750	8,750
Airport Total			651,445	440,000	250,000	135,000	350,000	1,826,445

Department	Project#	Priority	2012	2013	2014	2015	2016	Total
Building Maintenance								
City Hall Bathroom Fixtures <i>CIP Fund</i>	2013/CH-2	2		10,000 10,000				10,000 10,000
Admin & Finance Carpet Replacement <i>CIP Fund</i>	2014/CH-2	2			12,000 12,000			12,000 12,000
Council Chambers Carpet Replacement <i>CIP Fund</i>	2015/CH-1	2				12,000 12,000		12,000 12,000
Building Maintenance Total				10,000	12,000	12,000		34,000
Cemetery								
Cemetery Mower Replacement <i>CIP Fund</i>	2013/CEM-1	2		7,500 7,500				7,500 7,500
Cemetery Total				7,500				7,500
Engineering								
4th St SW/SE (2nd Ave W - 7th Ave E) <i>Assessments</i>	2012/2004-3	2	4,556,888 328,886					4,556,888 328,886
<i>ATP Funds-Infrastructure</i>			136,712					136,712
<i>GO Bonds</i>			1,122,923					1,122,923
<i>GR Public Utilities-Sanitary</i>			359,951					359,951
<i>GR Public Utilities-Water Main</i>			1,103,033					1,103,033
<i>MSAS-Bonding</i>			1,455,383					1,455,383
<i>Storm Water Utility</i>			50,000					50,000
Horseshoe Lake-Isleview Partial Reconditioning <i>Assessments</i>	2012/2011-4	2	3,556,861 434,271					3,556,861 434,271
<i>GO Bonds</i>			484,774					484,774
<i>MSA</i>			567,366					567,366
<i>MSAS-Bonding</i>			2,020,450					2,020,450
<i>Storm Water Utility</i>			50,000					50,000
Horseshoe LK RD - GCR to 21st Street SW <i>Assessments</i>	2012/2011-6	1	2,251,539 457,759					2,251,539 457,759
<i>GO Bonds</i>			700,000					700,000
<i>MSAS-Bonding</i>			1,043,780					1,043,780
<i>Storm Water Utility</i>			50,000					50,000
14th Street to Ridgewood Road - Phase 1 <i>MSAS-Bonding</i>	2013/2001-14	1		1,061,667 991,667				1,061,667 991,667
<i>PIR</i>				70,000				70,000
4th & 5th Ave NE (5th St) <i>Assessments</i>	2013/2007-5	2		592,552 188,578				592,552 188,578
<i>GO Reconstruction Bonds</i>				286,353				286,353
<i>GR Public Utilities-Sanitary</i>				36,938				36,938
<i>GR Public Utilities-Water Main</i>				80,683				80,683
Golf Course Road Improvements <i>General Fund</i>	2013/2011-5	2		214,500 214,500				214,500 214,500
6th St NE (2nd Ave - 5th Ave) <i>Assessments</i>	2013/2012-1	2		865,119 56,100				865,119 56,100
<i>GO Reconstruction Bonds</i>				482,119				482,119
<i>GR Public Utilities-Sanitary</i>				150,300				150,300
<i>GR Public Utilities-Water Main</i>				176,600				176,600
4th Ave NE (5th St - 7th St) <i>Assessments</i>	2013/2012-3	2		470,342 42,400				470,342 42,400
<i>GO Reconstruction Bonds</i>				316,342				316,342

Department	Project#	Priority	2012	2013	2014	2015	2016	Total
<i>GR Public Utilities-Water Main</i>				111,600				111,600
City Wide Overlays-Urban	2014/2010-2	1			622,496			622,496
<i>Assessments</i>					124,500			124,500
<i>GO Bonds</i>					497,996			497,996
10th Ave NE (5th St - 7th St)	2014/2011-1	2			564,575			564,575
<i>Assessments</i>					38,100			38,100
<i>GO Reconstruction Bonds</i>					313,125			313,125
<i>GR Public Utilities-Sanitary</i>					98,100			98,100
<i>GR Public Utilities-Water Main</i>					115,250			115,250
7th St and 11th Avenue NE	2014/2011-3	2			1,070,284			1,070,284
<i>Assessments</i>					114,100			114,100
<i>GO Reconstruction Bonds</i>					937,084			937,084
<i>GR Public Utilities-Sanitary</i>					19,100			19,100
City Wide Overlays-Urban	2014/2011-4A	1			540,000			540,000
<i>Assessments</i>					100,000			100,000
<i>GO Bonds</i>					390,000			390,000
<i>Storm Water Utility</i>					50,000			50,000
Remer-DeSchepper Overlays-Rural	2014/2012-4A	2			708,938			708,938
<i>Assessments</i>					125,000			125,000
<i>GO Bonds</i>					583,938			583,938
City Wide Overlays-Rural	2014/2013-2	1			195,000			195,000
<i>Assessments</i>					40,000			40,000
<i>GO Bonds</i>					155,000			155,000
21st St SW (3rd Ave to Horseshoe Lk Rd)	2015/2003-18	2				1,552,829		1,552,829
<i>Assessments</i>						389,496		389,496
<i>GO Bonds</i>						663,333		663,333
<i>MSAS-Bonding</i>						500,000		500,000
4th Ave NW (9th - 13th)	2015/2009-1	2				1,378,644		1,378,644
<i>Assessments</i>						98,800		98,800
<i>GO Reconstruction Bonds</i>						830,544		830,544
<i>GR Public Utilities-Sanitary</i>						273,500		273,500
<i>GR Public Utilities-Water Main</i>						125,800		125,800
<i>Storm Water Utility</i>						50,000		50,000
3rd Ave NE (5th - 8th)	2015/2010-1	2				995,108		995,108
<i>Assessments</i>						76,600		76,600
<i>GO Reconstruction Bonds</i>						672,708		672,708
<i>GR Public Utilities-Water Main</i>						245,800		245,800
Mississippi Riverfront Bridge	2015/2010-5	1				2,091,285		2,091,285
<i>Federal Other</i>						1,673,028		1,673,028
<i>ST/MN-DNR</i>						118,257		118,257
<i>ST/MN-IRR</i>						300,000		300,000
Crystal Lake Blvd 1st Ave NW - 12th St NE	2015/2011-2	2				880,969		880,969
<i>Assessments</i>						83,700		83,700
<i>GO Reconstruction Bonds</i>						737,369		737,369
<i>GR Public Utilities-Water Main</i>						59,900		59,900
9th St NE (1st Ave to Reynolds)	2015/2012-2	2				910,650		910,650
<i>Assessments</i>						58,900		58,900
<i>GO Reconstruction Bonds</i>						507,650		507,650
<i>GR Public Utilities-Sanitary</i>						158,200		158,200
<i>GR Public Utilities-Water Main</i>						185,900		185,900
City Wide Overlays-Urban	2015/2012-4	2				861,450		861,450
<i>Assessments</i>						194,500		194,500
<i>GO Bonds</i>						666,950		666,950
Elida Drive Extension	2015/2012-5	2				897,130		897,130
<i>Assessments</i>						353,254		353,254

Department	Project#	Priority	2012	2013	2014	2015	2016	Total
<i>GO Bonds</i>						243,876		243,876
<i>MSAS-Bonding</i>						300,000		300,000
City Wide Overlay-Urban	2015/2013-2B	1				383,500		383,500
<i>Assessments</i>						75,000		75,000
<i>GO Bonds</i>						308,500		308,500
2nd Avenue NE (6th to 8th)	2015/2014-2	1				891,667		891,667
<i>Assessments</i>						110,000		110,000
<i>GO Reconstruction Bonds</i>						495,667		495,667
<i>GR Public Utilities-Sanitary</i>						143,000		143,000
<i>GR Public Utilities-Water Main</i>						143,000		143,000
City Wide Overlays-Rural	2015/2014-3	1				487,500		487,500
<i>Assessments</i>						97,500		97,500
<i>GO Bonds</i>						390,000		390,000
City Wide Overlays-Urban	2015/2014-3B	1				470,000		470,000
<i>Assessments</i>						94,000		94,000
<i>GO Bonds</i>						376,000		376,000
2nd Ave SE (10th St - 11th St)	2016/2002-4	2					322,408	322,408
<i>Assessments</i>							322,408	322,408
NW Street Reconstruction	2016/2016-1	1					3,702,200	3,702,200
<i>Assessments</i>							245,000	245,000
<i>GO Reconstruction Bonds</i>							2,969,520	2,969,520
<i>GR Public Utilities-Sanitary</i>							186,600	186,600
<i>GR Public Utilities-Water Main</i>							301,080	301,080
5th Street North Overlay	2016/2016-2	3					1,000,000	1,000,000
<i>Assessments</i>							250,000	250,000
<i>Federal Other</i>							500,000	500,000
<i>MSA</i>							250,000	250,000
Engineering Total			10,365,288	3,204,180	3,701,293	11,800,732	5,024,608	34,096,101

Fire

Class A Rescue/Pumper	2012/FD-1	2	625,000					625,000
<i>Township Fire Contract-Depreciation</i>			625,000					625,000
HVAC Rooftop Unit Replacement	2012/FD-2	1	8,000					8,000
<i>CIP Fund</i>			8,000					8,000
Lockers	2012/FD-3	3		8,000				8,000
<i>CIP Fund</i>				8,000				8,000
Brush Truck Replacement	2013/FD-1	2		65,000				65,000
<i>Township Fire Contract-Depreciation</i>				65,000				65,000
Fire Hall Doors	2013/FD-2	2		40,000				40,000
<i>CIP Fund</i>				40,000				40,000
Fire Total			633,000	113,000				746,000

Golf Course

Pokegama Park Play Structure	2012/GC-1	2	7,200					7,200
<i>Golf Course Enterprise Fund</i>			7,200					7,200
Golf Course Greens Aerifier	2012/GC-2	2	22,000					22,000
<i>Golf Course Enterprise Fund</i>			22,000					22,000
Pokegama Park Docks	2012/GC-3	3	20,000					20,000
<i>Golf Course Enterprise Fund</i>			20,000					20,000
Clubhouse Basement Air Conditioning Unit	2012/GC-4	3	4,000					4,000

Department	Project#	Priority	2012	2013	2014	2015	2016	Total
<i>Golf Course Enterprise Fund</i>			4,000					4,000
Clubhouse West End Fence Project	2012/GC-5	2	5,800					5,800
<i>Golf Course Enterprise Fund</i>			5,800					5,800
Golf Course 4000 D Rough Mower	2013/GC-2	3		28,000				28,000
<i>Golf Course Enterprise Fund</i>				28,000				28,000
Golf Course Greensmower	2014/GC-1	3			14,500			14,500
<i>Golf Course Enterprise Fund</i>					14,500			14,500
Golf Course Tee Mower	2014/GC-2	2			16,000			16,000
<i>Golf Course Enterprise Fund</i>					16,000			16,000
Golf Course Fairway Mower	2015/GC-1	3				21,000		21,000
<i>Golf Course Enterprise Fund</i>						21,000		21,000
Golf Course Fairway Mower	2016/GC-1	3					21,000	21,000
<i>Golf Course Enterprise Fund</i>							21,000	21,000
Golf Course Total			59,000	28,000	30,500	21,000	21,000	159,500
Library								
Replace self check computer	2015/LIB-1	3				15,000		15,000
<i>Library</i>						15,000		15,000
Library Total						15,000		15,000
Management Information								
Purchase of GIS Extended License Agreement (ELA)	2012/GIS ELA	n/a	25,000					25,000
<i>CIP Fund</i>			12,200					12,200
<i>GR Public Utilities</i>			9,000					9,000
<i>Grants-Other</i>			3,800					3,800
Replace EDMS server	2012/IT-1	2		4,000				4,000
<i>General Fund</i>				4,000				4,000
Replace two core network switches	2013/IT-1	2		5,000				5,000
<i>General Fund</i>				5,000				5,000
Replace staff workstations	2013/IT-2	2		14,500				14,500
<i>General Fund</i>				14,500				14,500
Replace main city firewall	2014/IT-1	1			10,000			10,000
<i>CIP Fund</i>					10,000			10,000
Replace two core network switches	2014/IT-2	2			2,150			2,150
<i>General Fund</i>					2,150			2,150
Replace two virtual server host computers	2014/IT-3	2			12,500			12,500
<i>CIP Fund</i>					12,500			12,500
Replace staff workstations	2014/IT-4	2			23,400			23,400
<i>General Fund</i>					23,400			23,400
Replace three core network switches	2015/IT-1	2				5,000		5,000
<i>CIP Fund</i>						5,000		5,000
Replace staff workstations	2015/IT-3	2				5,700		5,700
<i>General Fund</i>						5,700		5,700
Replace City file server	2016/IT-1	2					4,000	4,000
<i>General Fund</i>							4,000	4,000
Replace the City email server	2016/IT-2	2					10,000	10,000
<i>CIP Fund</i>							10,000	10,000

Department	Project#	Priority	2012	2013	2014	2015	2016	Total
Management Information Total			25,000	23,500	48,050	10,700	14,000	121,250
Parks and Recreation								
Replace West Exterior Doors <i>CIP Fund</i>	2012/P&R-3	2	15,000 15,000					15,000 15,000
Civic Center Roof Replacement <i>CIP Fund</i>	2013/P&R-1	2		150,000 150,000				150,000 150,000
Playground Revitalization <i>CIP Fund</i> <i>Park Land Dedication</i>	2013/P&R-2	2		35,000 35,000	50,000 50,000			85,000 50,000 35,000
Dehumidification Replacement <i>CIP Fund</i>	2013/P&R-3	1		75,000 75,000				75,000 75,000
Refrigeration System Replacement <i>CIP Fund</i>	2015/P&R-1	4				1,100,000 1,100,000		1,100,000 1,100,000
Parks and Recreation Total			15,000	260,000	50,000	1,100,000		1,425,000
Police								
Police Vehicle Replacement Plan <i>CIP Fund</i>	2012/PD-1	2	58,000 58,000	65,000 65,000	63,000 63,000	64,000 64,000	65,000 65,000	315,000 315,000
Police Remote Pole Cameras <i>CIP Fund</i>	2013/PD-1	3		50,000 50,000				50,000 50,000
Police In-Car Video Replacement <i>CIP Fund</i>	2015/PD-1	2				50,000 50,000		50,000 50,000
Police Taser Replacement <i>CIP Fund</i>	2015/PD-2	3				26,000 26,000		26,000 26,000
Police In-Car Computer Maint Contr <i>GO CIP Bonds</i>	2015/PD-3	3				48,000 48,000		48,000 48,000
Police Impound Building <i>CIP Fund</i>	2016/PD-1	4					145,000 145,000	145,000 145,000
Police Total			58,000	115,000	63,000	188,000	210,000	634,000
Public Works								
PW Pickup Truck Replacement <i>CIP Fund</i>	2013/PW-2	3		35,000 35,000				35,000 35,000
PW Turf Lawnmower Replacement <i>CIP Fund</i>	2013/PW-3	2		18,000 18,000				18,000 18,000
City Entrance Signs (4) <i>CIP Fund</i>	2013/PW-4	2		15,000 15,000	15,000 15,000	15,000 15,000	20,000 20,000	65,000 65,000
PW Backhoe Replacement <i>Equipment Certificates</i>	2016/PW-1	2					200,000 200,000	200,000 200,000
PW Dump Truck Replacement <i>Equipment Certificates</i>	2016/PW-2	2					320,000 320,000	320,000 320,000
PW Flail Mower Tractor <i>Equipment Certificates</i>	2016/PW-3	3					110,000 110,000	110,000 110,000
PW Turf Lawnmower Replacement <i>Equipment Certificates</i>	2016/PW-4	3					75,000 75,000	75,000 75,000
PW Pickup Replacement W/Plow #2	2016/PW-5	3					50,000	50,000

Department	Project#	Priority	2012	2013	2014	2015	2016	Total
<i>Equipment Certificates</i>							50,000	50,000
PW Pickup Replacement W/Plow #1	2016/PW-6	3					50,000	50,000
<i>Equipment Certificates</i>							50,000	50,000
Public Works Total				68,000	15,000	15,000	825,000	923,000
Storm Water Utility								
Street Sweeper	2013/SWU-1	2		180,000				180,000
<i>Storm Water Utility</i>				180,000				180,000
Storm Water Utility Total				180,000				180,000
GRAND TOTAL			11,806,733	4,449,180	4,169,843	13,297,432	6,444,608	40,167,796

CITY OF GRAND RAPIDS

LEVY COMPARISONS FOR YEARS 2011- 2016

Based on 2012 -2016 CIP Requests

	2011 Levy Payable 2012 Amount	2012 Levy Payable 2013 Amount	2013 Levy Payable 2014 Amount	2014 Levy Payable 2015 Amount	2015 Levy Payable 2016 Amount	2016 Levy Payable 2017 Amount
Levies for Infrastructure:						
2001 Improvement Bonds	\$ 12,864	\$ 12,743	\$ 12,575	\$ 17,609	\$ 17,083	\$ -
2004 Improvement Bonds	106,460	111,112	49,285	50,077	50,691	51,127
2005 Improvement Bonds	50,933	51,089	48,668	49,056	49,475	42,064
2007 Improvement Bonds	119,947	117,311	119,923	122,325	119,268	116,210
2006C Prj 2004-1B Sp Levy	27,852	26,776	26,777	25,700	24,646	23,549
2002/2006 Prj 2001-6 Sp Levy	33,217	31,900	30,600	29,291	27,983	26,674
2008 Improvement Bonds	153,645	150,866	152,983	149,644	146,012	147,630
2008 Prj 2007-7 Sp Levy	2,749	2,645	2,749	2,645	2,540	2,436
2009 Improvement Bonds	339,466	339,888	345,297	318,543	303,278	307,320
2009 Equipment Certificates	138,320	141,067	138,117	140,268	141,967	145,179
2010 Improvement Bonds	153,541	150,489	145,941	140,973	135,610	140,381
Adjustment for Debt Study	(62,500)	(62,500)	(62,500)	(70,929)	(44,730)	(34,500)
2011 Improvement Bonds	50,577	54,378	54,647	54,746	54,675	54,467
2012 Improvement Bonds	-	196,028	196,621	195,209	193,417	191,102
2013 Improvement Bonds	-	-	94,805	96,862	96,042	95,085
2014 Improvement Bonds	-	-	-	256,472	251,810	254,731
2015 Improvement Bonds	-	-	-	-	525,274	515,726
2016 Improvement Bonds						264,707
Total Debt Service Levies	\$ 1,127,071	\$ 1,323,792	\$ 1,356,489	\$ 1,578,491	\$ 2,095,041	\$ 2,343,888
Percent increase		17.45%	2.47%	16.37%	32.72%	11.88%
Miles of street improvements		0.36	1.20	4.89	6.13	0.63



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ITS IN MINNESOTA'S NATURE

CITY OF GRAND RAPIDS

CITY COUNCIL CHAMBERS
420 NORTH POKEGAMA
AVE.

Legislation Details (With Text)

File #: 12-0306 **Version:** 1 **Name:** Wellness Partnership
Type: Agenda Item **Status:** CC Worksession
File created: 5/16/2012 **In control:** City Council Work Session
On agenda: 5/29/2012 **Final action:**
Title: Discuss Health Promotion & Prevention Partnership

Sponsors:

Indexes:

Code sections:

Attachments: [Health Promotion & Prevention Partnership](#)

Date	Ver.	Action By	Action	Result
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Title

Discuss Health Promotion & Prevention Partnership

Impetus For Change

- A minimum of 40% of all deaths in US attributed to four behaviors:
 - Poor nutrition
 - Inadequate levels of physical activity
 - Smoking and exposure to tobacco
 - Hazardous drinking
- Only about 5% of the US population lives without an identifiable risk factor
- For the first time ever, children in the US are expected to live shorter lives than their parents
- *HP3 has the opportunity to: 1) Directly invest in improving population health 2) Engage a community in health promotion*

Partnership Philosophy

- Establish a baseline health index at both an individual and community level
- Create a continuum of wellness support by integrating community resources
- Connect individuals to the most appropriate resources for their needs
- Create a dynamic approach, respecting the unique needs of each community
- Measure key outcomes and learn from results
- Place emphasis on improving 4 health behaviors
 - Nutrition
 - Physical activity
 - Tobacco cessation
 - Alcohol consumption

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Supporting Primary Care

- *The HP3 goal is not to burden primary care physicians, but simply to make prevention and wellness an achievable goal through a concerted effort making it easier for physicians to connect patients to appropriate resources as it relates to obesity, tobacco prevention, and mental health.*

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Grant Description

- Up to \$500,000 to each organization
- To be used over 3 years
- Seed money – not meant to be everything for the program, but enough to make a big impact in navigating major barriers
- No formal requirement to “match” funds, but it is part of the agreement to seek other external grants to support the partnership’s sustainability
- Ten to thirteen hospitals or health systems will participate in the partnership, providing momentum for the model as different communities share learnings with each other



Key Outcomes

HP3's goal is to create a partnership that aims to improve overall health by positively impacting six areas of metrics:

1. Biometric health markers
2. Patient health risks
3. Patient activation measures
4. Patient perception of local organization and Allina
5. Physician capability in addressing and referring for preventive care
6. Utilization of community wellness resources



HP3 Potential Timeline (Cohort B)

Friday, January 13: Send out RFP to CEO Summit Organizations

Monday, January 16: Conference call to discuss RFP and field questions

June 8: RFP due (small "planning grant" given upon RFP completion)

June 22: Signed grant agreements

July 13: Grant Y1 money to organizations

August 6: Target date for organizations to hire necessary personnel

August 10: First all-leadership conference call

August 17: All-leadership kick-off event at Allina Commons

Mid-September: Baseline screening begins

