

MADISON PUBLIC MARKET

Development & Tenant Leasing Plan At Public Market Square



Public Market Development
Common Wealth Development, Inc.
The Bower Group
City of Madison

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Acknowledgements

Plans for the Madison Public Market have evolved over a five-year period. Literally hundreds of volunteers, supporters, and citizens have helped shape the conception of the Market with their ideas, hopes, questions, and dreams.

In a prior Market Study, conducted in 2007, 97% of a representative sample of Madisonians supported the concept of the Public Market. In doing so, they offered many ideas that have found their way into this report.

The Madison Public Market project team has consistently been a source of guidance, unflagging commitment and many great ideas for this effort. The team consists of Marianne Morton of Common Wealth Development, Jim Bower of The Bower Group, Michael Gay of the City of Madison's Office of Business Resources, Aaron Zaretsky of Public Market Development, and Mark A. Olinger, Director of the City's Department of Planning and Community and Economic Development.

The Madison Public Market working group includes representation from the Dane County Farmers' Market, local neighborhood organizations, the City, and other organized groups. They have consistently provided meaningful guidance and support as the Market has evolved into its present form.

Scores of public and private professionals, too numerous to name, have lent their time and insights into shaping this plan. Recent individuals whose insights have been invaluable include Marsha Rummel, District 6 Alderperson; Deb Archer, President/CEO Greater Madison Convention and Visitor's Bureau (GMCVB); Mark Clear, President, Madison Common Council; Janet Piraino, Mayor's Chief of Staff, David Trowbridge, City Transportation Planner, Madison Planning and Community and Economic Development; Dan McCormick, Assistant City Traffic Engineer, David Dryer, City Traffic Engineer and Parking Manager, Susan Schmitz, President, Downtown Madison, Inc. (DMI); and Warren Hansen, City Street Vending Coordinator.

Lastly, Madison 'Mayor Dave' Cieslewicz has been a tireless advocate for the concept of the Madison Public Market. He truly understands the bounty of multidimensional gifts that the Market will shower on the broader community.

Executive Summary

The Madison Public Market (MPM) is an exciting once-in-a-lifetime opportunity for our community to bring a unique and invigorating multi-purpose asset to downtown Madison. This public market will be a regional destination and a critical next step in strengthening the City and region's local food economy. The MPM will be a diverse, inviting, and community-oriented space strategically located on a publicly owned and underutilized site. The Madison Public Market will be a job generator and create business opportunities in and around the market. It is important to note that the MPM is not a grocery store in either form nor function.

The financial feasibility of the MPM at this site is yet to be determined. The *Madison Public Market Development and Tenant Leasing Plan* is an important document for the City and the downtown community's deliberate, honest, and incremental investigation of the physical, logistical, and marketable realities and opportunities for a public market at the Public Market Square site. This report analyzes and provides solid detail into the key components, functions, orientation, attributes, and market position that must be present to provide the MPM with the best opportunity for success as part of a very complicated redevelopment effort.

The Public Market Square site is situated around many of Madison's most prominent regional and community assets (see Figure 1), ranging in form from museums, to convention and entertainment venues, to education, recreation and government facilities. The central portion of the Isthmus is also strategically connected to dense concentrations of population (residents, workers and visitors), as well as transportation corridors, major food related assets (see Figure 2), and public transportation.

The proposed MPM will be located on the first floor of a mix-used redevelopment site that is projected to include 1,400 underground parking stalls, a bike center, a visitor information center, multiple stories of either office or residential development, and an adjacent new 275-room conference-related hotel connected to the Hilton and Monona Terrace. Major entrances to MPM will be from S. Pinckney Street at the corners of both E. Wilson and E. Doty, with a secondary entrance mid-block along the E. Doty frontage. Visitors may also enter MPM via the elevator and stairs connected to the underground parking ramp (see Figure 4).

The MPM is proposed to spill-out and bulb-out into the sidewalks and right-of-way surrounding the Public Market Square, physically connecting and architecturally integrating with adjacent uses (see Figure 3). It is estimated that exterior day tables, bulb-out and spill-out areas combined with interior net leasable space will provide MPM with roughly 40,000 square feet of net leasable space. Due to the existing site elevation difference (10 feet) between E. Doty and E. Wilson, preliminary architectural assistance will be needed in order to assess and preliminarily design an MPM structure that can accommodate the market's function and connection to outside uses over this grade change. It is equally important that the early stage architectural assistance coordinate with the City's Parking Utility and above market developers so that parking ramps, elevator corridors, stairs, utilities, column spacing, and loading areas work well for all parties involved.

The Madison Public Market is proposed to have the following three distinctive "classes" of food offerings: a) fresh food and ethnic and organic groceries, b) prepared foods in a restaurant or food stall, and c) food production and demonstration spaces. The fresh, ethnic, and organic sections of the market will sell local and organic whenever possible, will feature the freshest of product year-round, and will be able to accommodate many regular and unique fresh grocery needs. The MPM is forecasted to have 1-2 restaurants that could include an expanded Great Dane Pub and Brewing Company presence as well as a café that serves three meals a day featuring locally grown or produced

ingredients. It is hoped that MPM will not only be known as a place where great food is sold, but also a site where food is produced and the cooking and preparing of food is demonstrated. It is anticipated that 30% of the uses/vendors inside MPM will be selling something other than food. These complementary uses will significantly add value to MPM visitors and customers, will provide neighborhood services, will add vitality to the market, and will complement food offerings in the market.

Public markets by design offer many unique internal and external sale venue types, ranging from stalls to stores, and carts to day-tables. MPM will be no different (see Figure #5 for the internal conceptual layout). Stores will be typically permanent glass fronted structures with entrances from both inside and outside of the market. MPM Stalls will have a large range in size, shape and design, averaging about 400 overall square feet in size selling a variety of products. Carts at MPM are estimated to be either 4 feet by 6 feet or 4 feet by 8 feet in size, and will be situated in the central public plaza area. And day tables will likely be situated along S. Pinckney Street to sell fresh produce and, when fresh local produce is not available, handmade crafts.

The profiled MPM tenant mix in this document is based on an understanding of the Public Market Square site demographics, competitive and complementary analysis of surrounding uses, the MPM Survey, additional analysis throughout this document, and extensive expertise from the principal author's 34 years of public market experience throughout the country. The last section of this document, including MPM Recommended Tenants (see Table 4), profiles the current vision of vendors in the market under the internal market layout vision in Figure 5.

Introduction

The Madison Public Market (MPM) will bring the bustle and excitement of a year-round indoor Market to Public Market Square, creating a significant economic and catalytic engine for the region. The MPM will be a feast for the senses that will celebrate the products, culture and diversity of the region's citizens. At the Market, customers from all income levels, from every ethnic group, and from every locale of the region, will find top quality and affordable foods sold by authentic, locally-owned and operated small businesses. The MPM will be a dynamic public space unique to the Madison region where residents and visitors alike will feel welcome.

The purpose of this document is to provide a description of how the Market's development should proceed, and the MPM business opportunities and recommendations. . Information on sales venues, types of food offerings and a recommended tenant mix are detailed in this report. It will be an important resource for public officials, funders, prospective business owners, the Market's designers, and all others who are interested in a detailed vision of the Madison Public Market.

This Development and Tenant Leasing Plan builds on information presented in prior planning documents and assumes that the reader is familiar with the prior overall development recommendations as well as the market research and analysis contained in these related Madison Public Market reports.

There will inevitably be minor adjustments to the proposed tenant mix prior to the MPM grand opening. The most current version of this document should guide tenant recruitment and leasing efforts.

The Character of The Madison Public Market

The MPM should be a place where all of your senses come alive.

Upon entering the Market, the smells of fresh made cheese should mingle with the aroma of fresh ground coffee, newly handmade tortillas, and spicy greens sizzling in the pot. The scent of artisan baked hot bread fresh from the oven should blend with warm pastries cooling on the counter. Upon entering, one should be transported to another place and another time.

Visually, the MPM should be a feast for the eyes. Colors everywhere should reflect the rich tapestry that is Madison and Wisconsin. The foods, art, heritage, history, and culture of Madison should be omnipresent. The production of food should be in full view of customers.

Product displays should be three dimensional works of art. Products such as braided garlic and peppers, cheeses and smoked meats should hang down from the ceiling. Barrels, baskets, bins, crates, and more should rise up from the floor. Counters should offer scintillating displays as they reach out to grab the customer's attention. Lighting should highlight the bounty of product, balancing colors, and celebrating freshness. This is no ordinary food market.



Fremantle Market – Australia.

The MPM should be a tactile experience. Tapestries should sway, as they hang from the walls. Construction materials should be authentic – tiles, brick and wood. This is not a place for slick plastic and chrome.

The Market should be a feast for all your senses. It should be a place to experience familiar flavors, to experiment with new and exciting tastes, and to experience the smells, sights and sounds of a vibrant and diverse public space. The sounds of reggae or jazz might be heard in the distance from the public plaza area.



Deli at Philadelphia's Italian Market

The MPM should celebrate the products and culture of Madison's citizens. Strolling through the aisles, customers should experience a fiesta of color, scents and exciting products. In designing the MPM, emphasis needs to be placed on setting a stage for the products and creating an "experience" for the customer.



Milwaukee Public Market



Public Market Square: The Site For The Madison Public Market

This Development and Tenant Leasing Plan is specific to the Public Market Square site in downtown Madison, Wisconsin.

In the *Site Analysis for Locating a Madison Public Market* report prepared for the City of Madison in May 2010, the Public Market Square site emerged as the strongest site for a public market. The site is located adjacent to the Capital Square and a concentrated downtown employment base, a few minutes walk from the Monona Terrace Community and Convention Center, downtown hotels, and near high-rise housing. It will be a convenient breakfast, lunch, dinner and shopping destination for downtown workers and regional residents. Attracting consumers that are the employees, residents and visitors of the city center is an important goal of the tenant mix.

The Public Market Square site attributes determine the physical market's size and design, and influence the tenant mix.

- 1) This plan assumes a net leasable retail size of 40,000 – 45,000 square feet and a gross ground floor footprint of approximately 50,292 square feet – after the ground floor is narrowed a bit to allow for wider sidewalks. While this is smaller than sites studied previously, it is large enough to create the critical mass of uses necessary for success provided that the retail space is contiguous and maximizes its connection to the street on all three sides.
- 2) The Public Market Square site is adjacent to the King Street entertainment district that is filled with numerous and diverse sit-down restaurants and a popular brew pub. This reduces the need for multiple sit-down restaurants inside the Market. Food carts operate in and around the Square almost exclusively in the warmer months but do not offer indoor seating. There is an unmet opportunity for smaller indoor lunch counter stalls that allow customer to order and eat quickly (in less than 45 minutes). The Public Market Square site is convenient for downtown workers looking for a quick lunch.
- 3) The site has a concentration of nearby high-rise housing, primarily condominiums, apartments and student/affordable housing. These downtown residents will utilize the MPM for morning coffee, after work shopping and dinner. The tenant mix should have offerings to meet many of the needs of these diverse residential groups.
- 4) The close proximity of the Monona Terrace Community and Convention Center, the existing Hotels (Hilton 240 rooms, Hyatt Place 151 rooms, Inn on the Park 214 rooms, Concourse 356 rooms, and Edgewater 107 rooms), and a proposed new convention related hotel on Block 88 (Marcus II 275 rooms) directly across S. Pinckney from the MPM site will ensure a strong visitor and tourist customer base. This Development and Tenant Leasing Plan addresses these connections and opportunities in some of the proposed uses. However, the Plan's assumption is that the best way to serve visitors and tourists is to create the finest authentic *local* Public Market possible. The Market must excel at showcasing local products and culture and must primarily serve the everyday shopping needs of Madison's population. If it does a good job of being a great local Market, visitors and tourists will flock to it.
- 5) Since the site is not located on a major transportation corridor, the Market will need to be a destination that draws customers because of its uniqueness. It must be an irresistible experience that is filled with pizzazz, vitality, and wonder. It must be fun and stimulating and it must be an exciting and diverse public place.
- 6) Because of the proximity to other key uses and because of the relatively narrow surrounding streets, the Market's "back door uses," i.e., garbage, deliveries, etc., should not be visible from the street.
- 7) The Market site is located in the heart of the city surrounded by many attractions – detailed further in the next section of this report. It is also at the heart of the region's highest concentration of residents, employees and visitors/tourists.
- 8) The Market's design should be especially pedestrian and bike friendly. The site is easily bike accessible for downtown, near-east and near-west side residents and workers. It is also easily walkable for downtown workers, visitors and residents. Encouraging and accommodating these

modes of transportation will make the Market more environmentally friendly and hopefully reduce the demand for parking.

- 9) The majority of Madison Metro's major bus routes pass through the central city around the Capital Square, just one block from Public Market Square. Proximity to public transportation is another important linkage for Market customers. Also important to note is that Madison Metro buses revert to the "Outer Loop" of the Capital Square during special events, thus putting bus riders right in front of the Public Market on E. Doty Street numerous times a year (weekend farmers market, summer Concerts on the Square, Ironman competition, and the like). There is currently an "alternate" bus stop on site that will need to be addressed as the Market is developed. Furthermore, several buses arriving from the Williamson Street neighborhood pass by (and could eventually stop) on the E. Wilson frontage of the Market.
- 10) The Market should incorporate a self-supporting, paid shopping and/or delivery service in the facility's design and operation. This will allow customers who arrive on foot, by bike or bus to have their purchases delivered if they buy more than they can carry. Orders could also be placed via the internet and Market goods delivered to a fixed address (or hotel) at a pre-arranged time. Pricing should be based on whether the order is simply delivered or if the Market's shopping service is also utilized. Delivery prices should reflect distance and quantity.

Site / Market Context

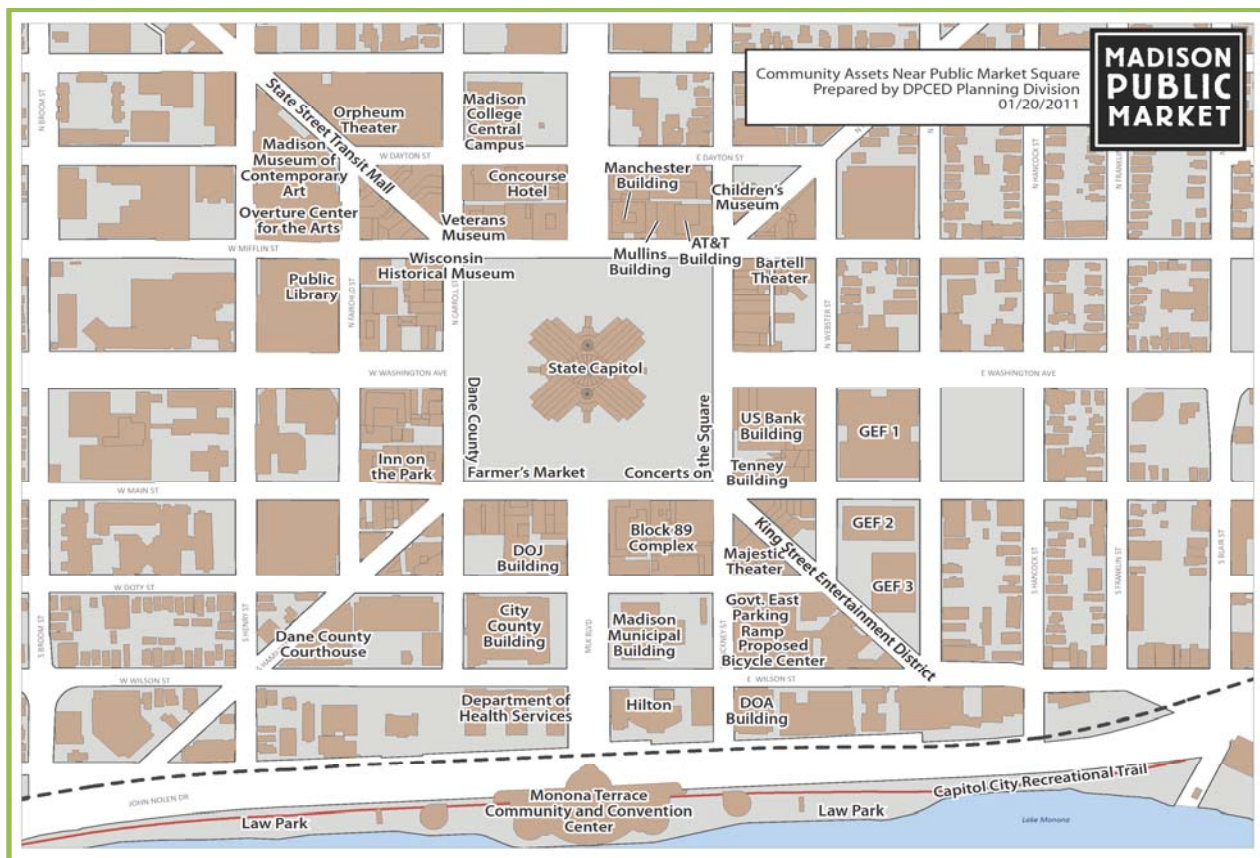
Assets, Events and Attractions

As visitors flow out of the Monona Terrace Community and Convention Center, the Hilton hotel, the proposed new hotel on Block 88, and the new City underground parking ramp (the existing Government East parking ramp is the most popular and utilized public ramp in the Parking Utility's portfolio), it is fitting that they will first encounter the Madison Public Market which will reflect the Madison region's bounty and diversity.

The Market's close proximity to the employee concentration around the Capital Square, and its central location and easy access from all of Madison makes it a great location for the Public Market.

The MPM should function as a hub for surrounding attractions. The following attractions and events are located within a 15-minute walk (six-block radius) of the Market:

Figure 1 Community Asset Map



- Four museums (Children's, Contemporary Art, Wisconsin Historical, and Veterans)
- Dane County Farmers' Market
- Overture Center for the Arts
- State Capitol
- Madison Public Library
- Monona Terrace Community and Convention Center
- King Street Entertainment District
- Lake Monona Bike/Walking Path
- State Street Transit Mall

- Summer Concerts on the Square
- Madison College (MATC) Central Campus
- Three Private Theatres (Majestic, Bartell, and Orpheum)
- Law Park
- City and County Government Offices
- State Government Offices (heaviest concentration of state employees)
- Epicenter of CBD Class A office development
- Proposed Bicycle Center
- Existing 600-Stall Public Parking Ramp that is the premier public ramp
- Over 40 existing restaurants

Site Specifics on People and Transportation

Public Market Square is centrally located and easy to get to by car, bike and bus from all directions. The Central Business District attractions above are served by 11 public parking ramps/lots containing 5,536 off-street parking spaces. This figure does not include the 1,223 metered on-street parking spaces in the Central Business District. These numbers assume the planned underground 1,400+ spaces in the new Public Market Square Ramp. The section on “Parking” later in this report focuses on how many parking spaces the Market is likely to need for its customers.

Currently, there are 25,272 employees who work within an easy walk (½ mile) of the Public Market Square site. 37,697 employees are located within one mile of the site.

The streets that surround the Market are relatively narrow and currently do not carry a high volume of traffic. Traffic volume will increase once the Public Market and other nearby projects are completed. On an average weekday, the perimeter streets surrounding Public Market Square carry 4,700 vehicles on S. Pinckney St., 13,400 vehicles on E. Doty St., and 15,000 vehicles on E. Wilson St.

According to Madison Metro Transit, there are approximately 25 separate bus routes serving all areas of the community within 1-3 blocks of Public Market Square.

The Market will be located in close proximity to a proposed Bicycle Center and is easily accessed (two short blocks) from the popular Capital City/Lake Monona Bike Path.

Existing Food Opportunities

The approximately 42 restaurants (see Figure #2) located within the 6-block radius of the Public Market Square are a mix of traditional American-style food and many kinds of ethnic foods including French, Mexican, Costa Rican, Indian, Italian, German, Cajun, Caribbean, Irish, Middle Eastern, and Chinese. Madison residents clearly have a taste for ethnic food.

There are 14 bars in the area plus 6 fast food outlets – all of which are sub shops. It is interesting to note that aside from sub shops, no other fast food outlets are represented in the study area. Some sit-down restaurants do have “quick” lunch specials; however, there seems to be an overall lack of fast eating luncheon options given the fact that there are over 25,000 employees in the area.

Finally, in addition to three shops selling fresh ground coffee, there are 4 small shops selling specialty food – 3 of which sell chocolate and one selling primarily cheese.

There is only one very small grocery (Market Basket) within the 6-block study area. Although Merchant Grocery has “grocery” in its name, it defines itself as urban grocery, restaurant, and craft bar.

will be part of a much larger underground parking facility that spans under S. Pinckney Street and the east side of Block 88 (undeveloped back lot portion of the Madison Municipal Building lot).

Madison Public Market Development Recommendations

Madison Public Market Site Size, Exterior Design, Access, and Development Integration

The existing footprint of the Government East Parking Ramp is currently 52,272 feet. This assumes a current length of 198 linear feet along both E. Doty and E. Wilson Streets; and 264 linear feet along S. Pinckney Street.

Sidewalks

Currently, sidewalks, including all paved areas on both E. Doty and E. Wilson, are 7½ feet wide plus 6 inches of sidewalk “holdback” against the building to accommodate future repaving. Sidewalk vending and activity spaces are uniquely important to the overall function of public markets throughout the country. As a result, the sidewalks at MPM should be widened on both E. Doty and E. Wilson to a minimum of 13 feet to accommodate street trees, pedestrians, bike racks, and retail merchandise “spill-out”. This will result in a friendlier pedestrian and biking environment on the north and south sides of MPM. The proposed new 13’ wide sidewalk will be used as follows:

Along E. Doty and E. Wilson Streets

3’ – space for a curb and planting strip

6’ – sidewalk/pedestrian walkway

4’ – of spill-out/display space.

In order to accomplish this sidewalk widening and not encroach into the existing right-of-way, the building will have to be narrowed by 5 feet on both the north and south side by cantilevering the building out above the MPM first floor to recreate the original footprint. Narrowing E. Doty and E. Wilson Streets in the vicinity of the Market space may, if feasible, be a less costly way of accomplishing the sidewalk widening. This second approach would likely have a negative effect on on-street parking and the current physical design of both streets.

This Report assumes that the building will need to be narrower at the Market level and will thus decrease the gross square foot footprint of the building from 198’ x 264’ or 52,272 SF to 198’ x 254’ or 50,292 SF.

In addition, the sidewalk at S. Pinckney is currently 7 feet of pavement (including the 6” paver edge by the building). This is completely inadequate for the main pedestrian street accessing the Market from Capital Square. Removing the 6 existing on-street metered spaces will allow the sidewalk to be widened by an additional 12 feet, creating a much more appropriate 19-foot sidewalk. This sidewalk should be utilized as follows:

Along S. Pinckney

4’ – Spill-out/displays

6’-9’ - Pedestrian sidewalk (9’ in front of day tables)

3.5’ - Portico day tables

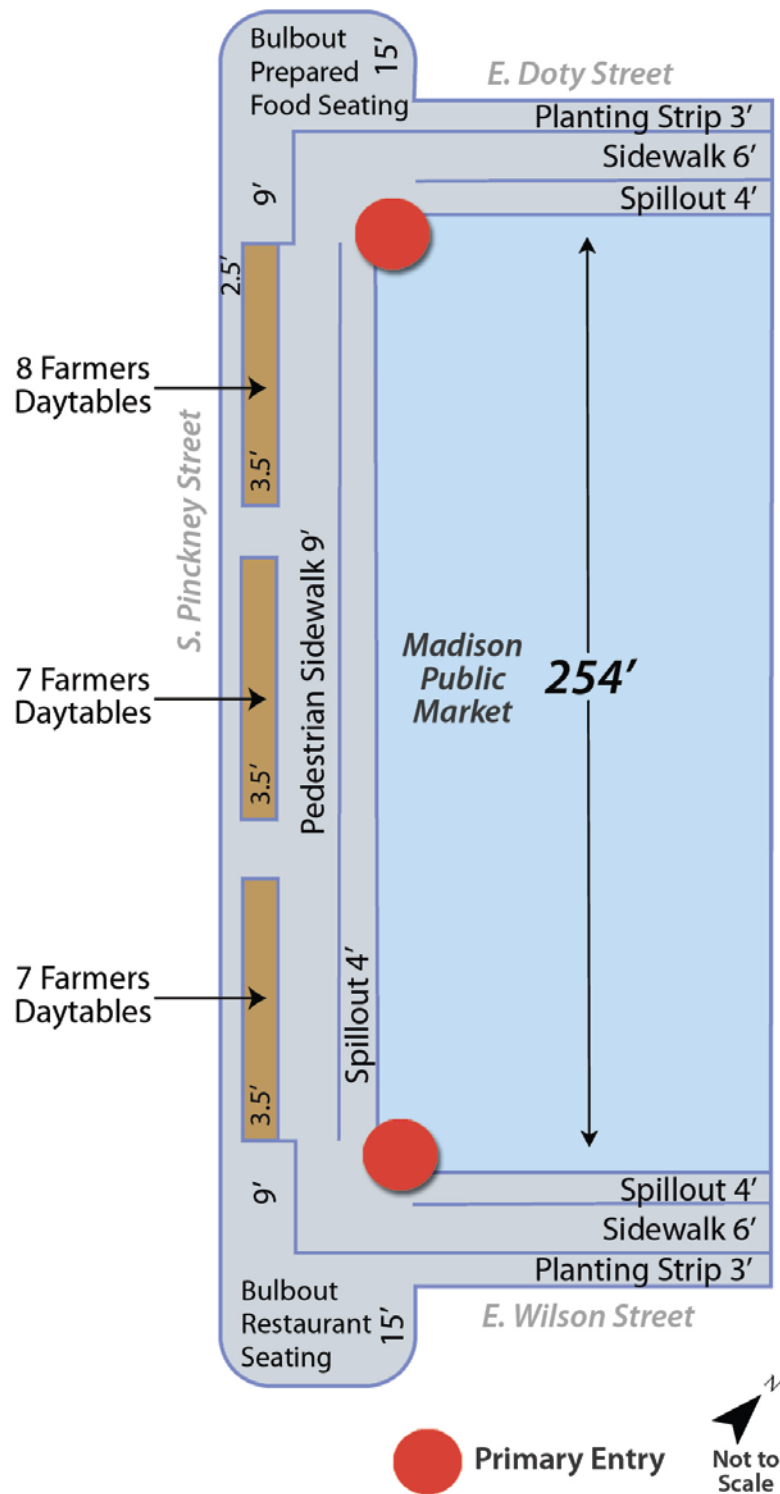
2.5’ - Standing space for farmer/crafter sellers

3’ – Curb, planting area

In addition to the wider sidewalks, the corners of S. Pinckney and E. Doty, and S. Pinckney and E. Wilson should have sidewalk bulb-outs that wrap around the corner for at least one parking space. This

will accommodate the potential for (leased) restaurant seating at one-bulb out and non-leased public outdoor seating for prepared food booths at the other bulb-out. For more specific sidewalk and first floor exterior details, please see Figure 3 –Madison Public Market Exterior.

FIGURE 3 – Madison Public Market Exterior



Development Issues for Common Areas

The Market's potential main floor square footage will be further encumbered by the need to accommodate at least two access ramps for the underground public parking ramp below and a significant lobby and elevator core for the air rights development above the Market.

This report recommends that an additional "utility/service ramp" be created in the eastern corner of the site along E. Wilson Street (next to the former Magnus Restaurant) to accommodate a lower level garbage compactor/dumpster, two delivery bays for box trucks to deliver goods for dry, cold and freezer storage, a recycling space, and a freight elevator. In addition to preserving precious ground floor retail space, this utility/service ramp placement will remove the Market's "back door" from view.

Table 1a identifies the non-retail uses that will likely reduce ground floor space. Table 1b shows how much space will remain for actual tenant leasing.

TABLE 1a: Common Area Impacts on Madison Public Market Ground Floor

Non-retail Use	Approximate Dimensions	Lost Ground Floor SF	Assumptions
Wider sidewalks	5' X 264' X 2 (sides of the building)	2,640 SF	Widens sidewalks on two sides. Assumes building above and below would be at the original footprint and would cantilever over the Market.
2 parking ramps	One ramp at 18' deep X 30' wide Second ramp at 18' deep X 36' wide to include a 6' bike lane.	1,180 SF	Assume 18' before sufficient head room is gained for cars. Both sets of lanes are two-way. There could be three 10' lanes per ramp or two 15' lanes per ramp. Pedestrians would mostly exit via the elevator, but if necessary could share the bike lane.
3 Service lanes for Market/Building	32' wide X 26' deep	832 SF	2 loading bays for box trucks and a dumpster bay. Assume 26' before sufficient head room is gained for box trucks. Assumes dumpster is mechanically cabled up the incline once a week to be emptied.
Lobby for building above	30' x 25'	750 SF	Can be larger or smaller depending on use.
Elevator core for parking, freight and building elevator	18' x 36'	648 SF	Assumes 2 elevators for building above and 2 parking elevators. Assumes mechanical rooms etc., are all on lower level.

TABLE 1b: Public Market Square Site Net and Gross Square Footage Summary

Non-retail Use	Approximate Dimensions	Ground Floor SF Changes	Assumptions
Original Site Footprint	52,272		Current footprint
New Footprint after cantilever	50,292		New Footprint
Lost SF from original due to new ground floor building non-retail uses (including cantilever loss)		-6,050	Total of above figures
New Retail <i>Gross</i> Ground floor SF	44,242		Sum of above two figures
Internal ground floor uses – Circulation (excludes spill out space), Public Area, Demonstration Kitchen, Bathrooms, Common Seating, Public Amenities, etc.	+/- 20% of gross	9,244	Non-rent deriving space
Total Net Ground floor space available for retail leasing		35,048	100% leasable – includes spill-out
Total Retail Loft space		1,000 SF	Restaurant, Bike Center, etc.
Total projected net leasable retail space in Public Market Square site		36,048 SF	This # includes interior (only) spill-out space. It does not include exterior spill-out, bulb-out, and day table space.

In summary, this Report assumes an internal net leasable footprint of 36,048 square feet. When exterior spill out, bulb out, and day table spaces are added, net leasable space at the Market will be slightly over 40,000 SF.

As the figures in Tables 1a and 1b are vetted through site development planning, these SF numbers will change somewhat. For financial planning purposes, these SF numbers includes spill-out on the inside of the building as well as loft space that is likely to bring less dollar/SF/year rent. It does not include square footage or income from the outdoor portico/day tables or income derived from exterior spill-out and bulb-outs.

Architectural Details

The proposed MPM Design Program should be utilized as a guide for an architect to refine the design concepts contained within this report.

The current sidewalk width around the building should be increased to accommodate the sidewalk width and uses addressed earlier in this report. South Pinckney Street, in front of the Market, should have the widest sidewalk to accommodate the day stalls.

Where tenants choose to not lease spill-out space, this area should be filed with benches, bike racks, signage, and other public amenities. Bench design should not permit sleeping.

The Market should have interior circulation aisles that are 14.5 feet wide, 7.5 feet for customers, and 3.5 feet on each side to permit spill-out and counter seating. Recommended square footage for specific uses is contained elsewhere in this report, including potential spill-out recommendations.

Outdoor restaurant seating should occur at the bulb-out on S. Pinckney and E. Wilson. This will allow the restaurant to utilize the higher ceilings on the Wilson side of the building to accommodate loft seating. The bulb-out at E. Doty and S. Pinckney should accommodate public seating for all food stall and food cart vendors. It will be important to regularly maintain this area and to provide refuse containers where users can “bus” their table and discard their own refuse.



Restaurant seating on an outdoor bulb-out

Entryways

The Market entryways should be inviting. Tenants with colorful products such as fresh flowers should be placed just inside the entryway – visible but not immediately accessible from the street.

The two recommended major entries are located on the diagonal at the corners of S. Pinckney and E. Doty, and S. Pinckney and E. Wilson. Except during the worst weather, these entries should be open to the outside and not behind closed doors. When it is open, infrared heaters should help temper the entry air.

Portals should be well-lit, broad and inviting. Generally, the architecture of a Public Market building needs to mostly “set a stage” for the main event – the Market’s products. However, in the case of entryways, creative architecture can be valuable and important. Recommended building penetrations and key relationships to surrounding buildings are graphically outlined below in Figure 4.

Figure 4 - Madison Public Market At Market Square Site

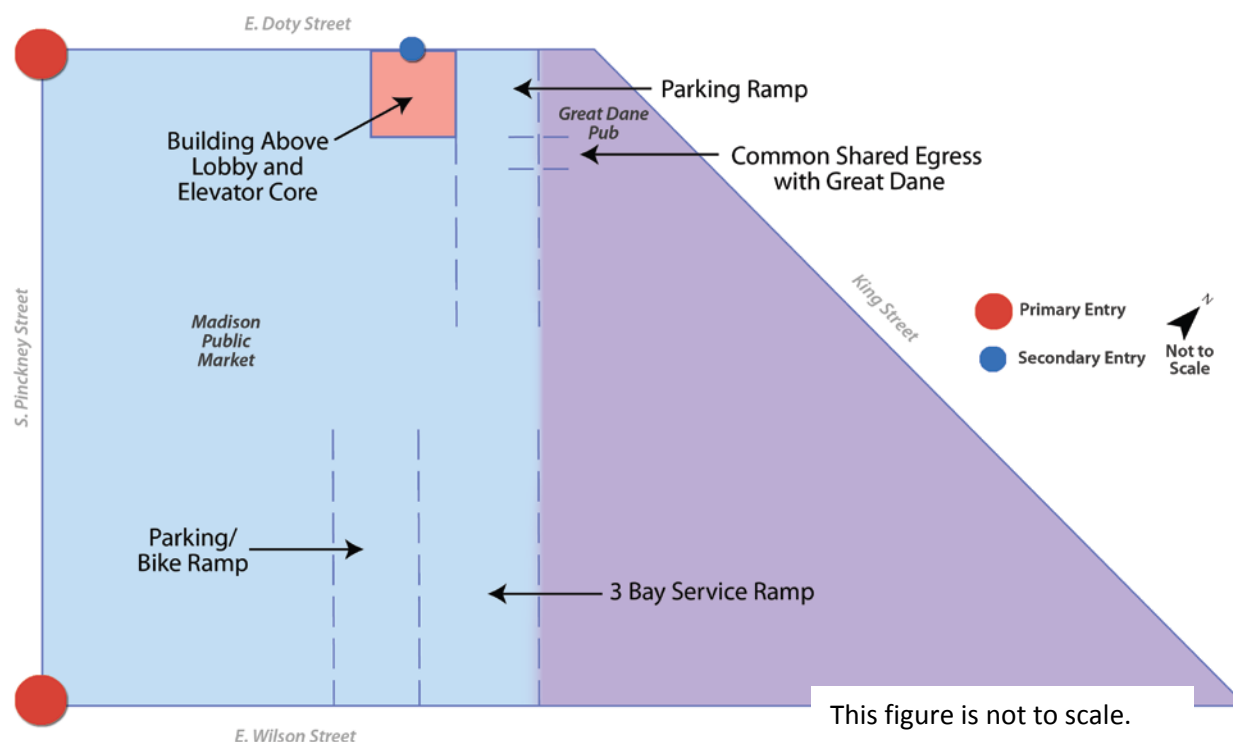


Figure 4 Notes

Madison Public Market Entries – The two main entries to the Market are recommended for the corners of S. Pinckney and E. Wilson, and S. Pinckney and E. Doty. The site occupies roughly half of a larger block. The eastern side of the block is taken up by other buildings. Major entries are preferred at corners. South Pinckney Street provides easy access to the Capital Square, Monona Terrace, the Hilton Hotel and the proposed new hotel on Block 88. South Pinckney Street is easiest to close off between the Square and the Market for public events, festivals and an expanded Dane County Farmers’ Market. The possibility of cutting the building back a bit – on the diagonal to open the entries a bit more – at the two corner entries should be explored.

Building (Above) Madison Public Market Lobby and Elevator Core – This feature would serve as the gateway for whatever use will locate above the Public Market ground floor use. If the Bike Center function wishes to co-locate in the Public Market Square building, the elevator to the parking below should accommodate bikes and should open into a small lobby that directs people into the circulation pattern of the Market (during business hours). The first adjacent Market business should be a substantial Bike Shop for rentals, repairs, bike sales, events, and perhaps a small historical bike museum-style exhibit. When the Market is closed, the parking patrons would exit to the street. The elevator core for the building above should be exclusive to that function. The building uses above MPM could be public or private offices, different kinds of residential uses, or a hotel.

Two-Three Lane Parking/Bike Ramp on E. Doty Street – If the Bicycle Center function co-locates in the Public Market Square building, passive bike storage could be immediately adjacent to the base of the parking ramp one level below grade. This would have the advantage of continuous surveillance by the parking attendant. The parking lane at this location is

assumed to be wider by the width of 6 feet - a standard bike lane to allow bikers to safely enter the building.

Two–Three Lane Parking Ramp on E. Wilson Street – This ramp would provide a second double loaded entry to the parking below.

Three-Bay Service Ramp on E. Wilson Street – This ramp would end at two below-grade loading docks for the businesses in the Public Market large enough to service box trucks. These loading docks would provide access for pick-ups and deliveries for the Market and potentially for the balance of the building and parking deck as well. A variety of service-related uses (dry, cold, and frozen storage, utility rooms, recycling, etc. (described in detail in the Utility section later in this document) would be located at this lower level. The compacting dumpster would be pulled to the street via a mechanical conveyance/winch for once a week dumping. Since this happens only weekly (or at most biweekly) there may be an architectural solution that allows the compacting dumpster to be tucked to the side of the two bays and still mechanically moved to the street level for dumping - thereby eliminating the need for a full third drive lane on the ramp.

Common Entrance to Great Dane Pub and Brewing Company – The Great Dane leadership has met with the MPM project team regarding opportunities and synergies with the proposed MPM. If negotiations and planning prove feasible for the Great Dane to partner with MPM, it will be necessary to break through the common wall and integrate this popular brew pub into the Madison Public Market.

Utilities and Back of Market Functions

Utilities and back of market uses should be located off the ground floor on the first parking sub-level. To the extent possible, the ground floor of the Market should be reserved exclusively for retail and Market uses. Details of the size and design of the uses that follow are to be found in a future Design Program document produced by the MPM architects. For the purpose of this document, utilities are any non-retail uses that are necessary to support building or Market functions. Wherever possible, these utility related uses should be placed on the lower level of the site to avoid reducing the first floor retail space availability.

Utility and back of market uses that will likely be needed include:

- 1) An electric utility room where meters and switches are located.
- 2) A gas meter room (gas & electric can be combined if code permits).
- 3) A mechanical room, assuming HVAC is being provided centrally. The Market should provide central HVAC in the stall area and plaza only. Stores should probably have separately metered “package” units.
- 4) A hot water heater room. Ideally, hot water should be centrally provided and piped by the landlord to tenant spaces that need it. Heating water with gas will be much less expensive than electricity. This will also save space in each tenant’s area and save money for the start-up tenants. The landlord should charge for the hot water (roughly \$6,000 one time reimbursement per restaurant, \$3,000 per prepared food stall, and \$1,000 reimbursement per shop/stall). Monthly cost of providing the utility should be figured into the utility portion of tenant rent.
- 5) Janitor rooms including a mop sink, cleaning supplies, ladder storage, etc.
- 6) Small changing rooms for uniformed staff that can also serve as a holding room.

- 7) A 2-3 bay loading dock to allow for trucks to back in and off-load deliveries of products. Customers will also use this dock to pick up bulk and wholesale orders.
- 8) A maintenance/shop room for making simple carpentry repairs and fabrications, storage of light bulb replacements, mechanical filter replacements, filters, paint cans, tools, etc.
- 9) An elevator pit room.
- 10) A separate dry storage area with chain link fence enclosures. Individual units should range from 50 SF to 200 SF with most being 100 SF. Aisles should be wide enough to accommodate a pallet jack. Storage areas should be used for re-supply of retail spaces. Retail spaces should not be used for product storage. Shops should utilize their space for the display of products for sale.
- 11) Walk-in coolers and freezers. Aisles should also accommodate pallet jacks. Coolers that are 8' x 10', 10' X 12' and freezers that are 8' X 10' should be provided and leased to tenants. As above, tenants should be discouraged from having walk-in refrigeration within their individual retail spaces. They should use these leased coolers and freezers for re-supply, and they should use their space for retail sales and food prep only.
- 12) A dumpster room. Dumpster waste should be compacted. There should be roughly 1 cubic yard of dumpster capacity for every 3,500 SF of restaurant or other food use, and about 1 cubic yard for every 5,000 square feet of other retail uses. The dumpster rooms should be enclosed, with negative air pressure vented to the roof. In addition to the dumpster, an ozone generator, room for recyclables, a cardboard bailer, can-wash facilities, walls for wash down, a floor drain, etc., should be provided. Food garbage should be compacted daily and hauled twice per week.
- 13) Utility uses should be combined whenever code and practicality permit.

Some utility and back of market uses could be incorporated off-site. An example of this is constructing a central collection tank for grease that is piped from all grease producing businesses under the sidewalk.

Lower level Market utility and back of market uses are likely to require roughly 4,000 – 5,500 SF.

Ground Floor Non-Retail Uses

- 1) Required public restrooms should be provided on the ground floor. They should be set back to allow for screening and should be located at the “back” of the building to require customers to pass the other uses.
- 2) These restrooms should be relatively indestructible. They should have air dry only, no paper towels. All plumbing fixtures should be automatic. All surfaces should be easy to wash down and the design should minimize maintenance requirements while maximizing attractiveness and cleanliness. Use tiles to fashion unusual and creative designs.
- 3) Way-finding signage and event/kiosk/bulletin boards should be provided throughout the Market
- 4) Happenstance seating should be provided in nooks and crannies wherever possible.

Second Floor And / Or Loft Uses

- 1) A multipurpose conference/meeting room with a state-of-the-art demonstration kitchen should be provided on the second level of the building. It should be able to accommodate: a Board meeting (around a table) with 20 attendees, a cooking class (classroom style) with 40 attendees, or a public meeting with 60 (standing) attendees. The kitchen could be used to accommodate cooking classes,

demonstrations, nutritional education classes and neighborhood cook-offs. The kitchen will also be used to cater parties and events occurring in the central interior Market Plaza. This use should be immediately connected to the administrative office. This space should have easy access to the central Market Plaza.

- 2) An administrative office of about 2,000 square feet should be located on the building's second level adjacent to the meeting space. This space will be used for Market staff, functions, trainings, tenant interviews, etc. In addition to staff work spaces and a reception area, there should be a small 2-6 person meeting room.
- 3) It is assumed that the second floor (and subsequent floors above the ground floor) will be level. Since the Market falls off 10 feet from E. Doty to E. Wilson Streets, there should be room for loft retail selling spaces for certain appropriate uses (Bike Center, Restaurant, etc.) that are located on the E. Wilson Street side of the Market.

Madison Public Market Plaza

A central public plaza should be located in the Market's center that will serve as the key public gathering place for the MPM. The plaza should be a place for public performances, fiestas/parties, community gatherings, public art, multi-media shows, public health events, etc. When it is not being used for a special event, it should accommodate happenstance seating for Market "grazers."

This space will be large enough to have an ATM and eight free-standing carts when there are no public activities. It will also need a storage room to accommodate storage of public seating, multi-media and audio equipment, and a portable stage. The plaza should be the focal point for public events at Madison Public Market. Finger food stalls for "grazing" and artisan/ethnic craft stalls should be concentrated around the perimeter aisles near the plaza.

The plaza should be approximately 2,000 square feet in size. This should be able to accommodate an assembly use of approximately 225 people, during a standing only concert or 100 people seated at tables.

Interior Spill-Out

Part of the character of the MPM should be that most of its shops have distinctive products that spill-out onto the sidewalk and/or the interior aisles. Spill-out space will occupy about 4,900 square feet of the interior Market space.

There are several advantages to incorporating interior spill-out into the Public Market. These include:

- 1) The color, and lure of a businesses' individual products should be prominently displayed, engaging the customer. The customer does not have to go inside the shop to experience what is being offered. Although glass storefronts are transparent, they serve as a wall rather than a bridge between prospective customers and the shop's offerings.
- 2) For the landlord, the spill-out space is minimally finished, typically not requiring significant utilities or build-out, yet it is stimulating and generating rent at the same rate as the tenants' finished space.

- 3) For the tenant, spill-out space will typically generate the highest volume of sales per square foot of any part of the tenant's space. If it is properly done, the spill-out space will irresistibly draw the customer into the stall or shop.
- 4) The color and diversity of the spill-out displays will create a vibrant character for the Market itself, as customers traverse a rich cornucopia rather than a tunnel of glass.
- 5) The Madison Public Market should have aisles that are 14.5 feet wide – 7.5 feet as a pedestrian way, 3.5 feet for spill-out or counter seating on either side. Common aisles that would otherwise feel constrained by narrow widths feel comfortable, since the spill-out typically does not rise above waist height. Thus, a narrow 7.5 foot aisle effectively feels like a wide and comfortable passageway.
- 6) Where spill-out is inappropriate or not desired and leased by a specific tenant, the wider aisles and the sidewalks built to accommodate spill-out can also accommodate happenstance seating, public art, informational bulletin boards, and the like. At an 80,000 square foot Public Market in Asheville, North Carolina, 59 of 60 tenants chose to lease their spill-out space.

For some uses, such as restaurant table seating, spill-out must be wide enough to accommodate the use. For other uses such as produce displays, and counter style seats, spill-out can be as narrow as 2.5 – 3.5 feet wide.



North Market: Columbus, Ohio



Milwaukee Public Market



Standing Diners Table

Exterior Spill-Out

In addition to stalls spilling onto the internal Market aisles, stores located on the exterior should spill onto the sidewalk. While winter snow and frigid temperatures will limit this use for the rest of the year, the Market's bounty will enliven the building exterior.

Exterior spill-out can be anywhere from 3.5 – 6 feet wide depending on the sidewalk width. This report recommends 4 feet of sidewalk spill out on the three sides of the building that front onto the street.

A subset of the idea of spill-out is the notion of bulb-outs. These are rounded sidewalk extensions that allow sidewalks to jut into the street at corner intersections. These bulb-outs are useful for the following reasons:

- 1) They are valuable for sidewalk seating for restaurants, cafés and the prepared food stalls.
- 2) They are effective at making parkers and pedestrians exiting their parked cars; feel more secure as there is a physical (and psychological) barrier between the pedestrian and the moving traffic.
- 3) They reduce the time pedestrians are in the roadway as they cross the street.
- 4) They serve as a traffic calming device – slowing down fast-moving traffic to create a safer, more pedestrian friendly environment.
- 5) Where appropriate and with proper design, they can allow for diagonal rather than parallel parking. This can double available curbside parking depending on the angle of the parking.

Parking

Parking is critical to the success of the Madison Public Market. Parking needs can be well accommodated at Public Market Square.

The MPM Report, which was based on the Brayton Lot site, predicted that most, but not all, potential Market customers would drive to do their fresh shopping at the Market. Potential customers self-reported a weighted average of 63% of shoppers arriving at the MPM by car. The Public Market Square site could increase the percentage of customers arriving by bike, walking, or public transportation. This is due to the closer proximity to the employment base, the proposed Bike Center, and enhanced public transportation. However, it should be noted that according to the Bicycle Federation of Wisconsin, in 2009, Madisonians made only 4.97% of their daily trips by bicycle. In addition, Madison's harsh winter curtails biking for all but the hardiest individuals for a period of 4-6 months each year.

Table 2, below, summarizes the survey results.

Table 2: Parking Usage By Customer Base

Customer Base	Residents	Tourists/Visitors (Annual)	Employers	Employees	University	Brayton Lot – Primary Trade Area	Weighted Average %
% Using a Car When Shopping	59%	80%	N.A.	63%	58%	83%	63%

Types of Parking That Will Be Needed

Assuming approximately 42,000 SF of net retail space and 60% of customers arriving by car, the Market would need approximately 126 hourly customer spaces and about 70 monthly farmer/employee/merchant spaces. These spaces do not need to be separately dedicated within the Public Market Square parking ramp below the Market. The prediction of the roughly 200 spaces needed is to help the Parking Utility predict demand. This translates to roughly 5 spaces per 1,000 square feet multiplied by 60%.

It should be noted that the Market's demand for parking will be somewhat countercyclical with other sources of parking demand. The highest parking demand for Square employees is likely to be on weekday mornings and at the end of the work day. The highest demand from Market customers will occur mid-day and on weekends. There could be positive revenue implications from Madison Public Market related parking.

The existing 6 parking meters on S. Pinckney between E. Doty and E. Wilson should be eliminated to accommodate a wider sidewalk where the farmer's day table portico would be located. The S. Pinckney corners in front of the Market should accommodate broad bulb-outs that wrap around onto E. Doty and E. Wilson to accommodate prepared food and restaurant seating.

Excluding the S. Pinckney parking meters in front of the Market, there are currently 19 two- hour on-street parking meters and one 15-minute parking meter on either side of the Market. Of these 20 metered spaces, the two spaces nearest the Market entry on E. Doty and E. Wilson should be for 5-

minute loading. The two adjacent meters should be 15-minute meters, and all of the remaining meters should be one-hour meters. Shorter time will allow for customer pick-up and one hour instead of two-hour parking will encourage more frequent turnover.

Market customer parking needs to be inside the complex, adjacent to the building or at most across the street. Customers will (hopefully) be carrying heavy shopping bags, many will be elderly, and many will have children. They will not come if convenient parking is not readily available.

If necessary, it may be possible to get Market merchants and employees, and day table vendors to access parking as much as two blocks away. If the under-the-Market parking has insufficient height, then parking for up to 10 larger-than-a-pick-up farm trucks must be accommodated off-site.

City staff should investigate whether it might be possible to accommodate slightly more narrow drive lanes along E. Doty or E. Wilson adjacent to the Market, to accommodate diagonal parking on one side of the street. If safe, this would have the effect of calming traffic and increasing parking and parking revenue.

Parking Validation Program

The Market will need to negotiate with the City to allow for a subsidized parking validation program where customers will receive ½ hour of free parking for each \$10 that they spend at a particular merchant. This cost should be apportioned between the merchant and the City. The City's subsidy can decrease over time, however, the ability to offer "free" parking for Market customers will be especially important during the Market's early years. Details of how to implement this plan should be developed prior to the project's completion.

Madison Public Market Leasing Plan and Recommendations

Tenant Leasing Plan Details

Madison Public Market Food Offerings

The MPM will have three distinctive “classes” of food offerings, a) fresh foods and ethnic and organic groceries, b) prepared foods in a restaurant and food stalls, and c) food production and/or demonstrations. Specific recommended individual food uses are detailed at the end of this report.

- **Fresh foods and ethnic and organic groceries** – The MPM should be a place that anyone who considers themselves a chef – professional or not – goes to find the freshest and most distinctive ingredients.

Some ethnic cuisines will overlap. For example, a tropical produce stall should be able to serve the needs of several ethnic groups. However, care should be taken to ensure that the key components of the cuisines of several different ethnic groups are available.

Organic and locally-produced foods and produce should be readily available.

In some instances, fresh and prepared foods should be sold from the same setting. For example, one of the most popular shops at the Cross Street Public Market in Baltimore sells a great selection of fresh fish and shellfish. You can also pick out the fish or shellfish you like and it will be immediately prepared in front of you while you quench your thirst at the counter with any of a dozen kinds of local microbrews and international beers.

There is not enough space in the MPM to both do a great job at serving the fresh and ethnic food needs of its customers, and also serve the full range of their everyday shopping needs. Items like cleaning supplies, many canned and bottled goods, paper products, etc., should be provided but limited in the Market’s mix. Madison Public Market customers will still frequent traditional supermarkets for these goods.

However, the Madison Public Market should be *THE* place to shop week in and week out for great fresh, organic, local and ethnic foods at reasonable prices. Many of these food items will be produced on-site in view of the customer.

Whenever possible, fresh food vendors should source their products from local sources. These products should be highlighted and celebrated as “local.” However, the Public Market will succeed only if customers can find fresh produce there year-round. When local produce is not available, vendors should source produce to maintain a year-round inventory.

- **Prepared foods** – Opportunities for enjoying prepared foods at the MPM should be a mix of prepared food stalls, production facilities that sell food, and sit down, family-style restaurants.

Prepared foods should be distinctive and *should not* mirror the offerings that are readily available throughout downtown Madison. For example, a Mexican restaurant could offer unique items of particular regional Mexican cuisines that are not readily available rather than offering tacos and enchiladas. Yucatecan food, could be represented by “panuchos” (crispy grilled corn tortilla stuffed with charbroiled turkey, black beans, red onions, lettuce, tomatoes, and avocado) or “brazo de reina” (steamed tamale in banana leaf with spinach, ground roasted pumpkin seeds, hard boiled eggs, topped with a unique tomato sauce).

People in public markets love to “graze” buying bits of different kinds of prepared foods from different vendors. These morsels will appeal to a broad audience, from locals looking for a hearty meal, to tourists searching for the unique, as well as anyone else with adventurous taste buds.

The Madison Public Market should be known as an irresistible food extravaganza. A place where one can find authentic and unique foods.

Restaurants

Since the Market is located in an area of downtown Madison which already contains over 40 restaurants, there should only be 1-2 mid-sized restaurants in the Market. These 1-2 restaurants should be unique and open for all three meals. Breakfast could include more “American-style” offerings.

The 1-2 sit-down restaurants should be located, where they can accommodate sidewalk/bulb-out seating. This will serve as a visible and colorful beacon to other prospective customers, and it will be an enjoyable lure for the restaurant patrons themselves – in appropriate weather. A Market restaurant will serve as a convenient gathering place for informal get-togethers and meetings. Many of the restaurants surrounding the Market do not serve breakfast and Market merchants and employees will often be a significant part of the customer base for a restaurant serving excellent breakfast fare. The 1-2 restaurants should be located in a prepared food zone of the Market at the end of an arcade that contains all other prepared food stalls. This is not only good marketing but will decrease the costs to the Market and the tenants as lines for grease traps, plumbing, and ganged hood vent shafts are laid out.

Prepared Food Stalls

While the Market’s vicinity has many sit-down restaurants, it has a surprisingly few places where customers can access, order and be served within their typically allotted 45-minute lunch break. There are only four fast food restaurants (Quiznos, Milios, Cousins Subs, and Subway) within an easy walk (6 blocks) of the site (including the Capital Square).

For food that can be ordered and eaten within a typical one hour lunch period, food carts typically serve this function. According to Warren Hansen, Street Vending Coordinator for the City, Madison has a total of 46 potential food carts. Of these carts, typically 7 or 8 serve the downtown with their location on the Square. Of these, about a third serves non-lunch items such as popcorn or juice drinks.

Mr. Hansen reports that the carts are financially lucrative for many of their owner-operators with many cart owners supporting home mortgages and college tuition for their families from food cart income. In contrast with the many downtown sit-down restaurants which serve variations of American-style food, the food carts overwhelmingly represent distinctive ethnic foods. The most popular carts (East African, Indonesian, Jamaican, and Costa Rican), seem to represent the most distinctive and unusual ethnic cuisines. With few exceptions, carts typically function from late-April to mid-November. So, for nearly six months a year, there are less than a handful of nearby eating options that serve employees with a one hour, or less, lunch break.

Food carts can represent a stepping stone for a second location for owner-operators who wish to open a year-round counter/stall style prepared food location at the Madison Public Market.

This report recommends that 6 counter/stall type locations be created that can serve a complete meal – breakfast, lunch, and/or dinner. Vendors should be required to be open and sell at least two meals a day. These prepared food stalls should mostly focus on a mix of distinctive, regional ethnic cuisines with one stall that features soup and salad. Some stalls should have counter type seating; others can have common, shared seating with a few small tables. All of these stalls should be located next to each other in the prepared food zone of the Market. This will facilitate shared plumbing, grease traps, and through the roof venting as code permits. Each stall will require its own cooking hood but it is likely (with proper engineering) that they can share one roof penetration – thereby saving the Market and the vendors hundreds of thousands of dollars.

“Take-away,” non-food venues that do not require cooking vents – such as roasted nuts, fresh juice/smoothies, etc., can be accommodated in carts which should be located in the central public area.

- **Food Production and Demonstration** – An important part of many public markets is the element of food production. The Madison Public Market should be known as a place where food is not only sold, but also a place where certain kinds of foods are produced on site. This is a key element in creating a distinctive and sensory rich experience for Market customers.

The following criteria should be used in selecting food production tenants:

- 1) Is the merchant talented and an expert/leader at their craft? Is the production site going to be kept sanitary and orderly? Ask for samples when considering leasing to production and prepared food tenants.
- 2) Encourage production processes that are active, not passive. Is it interesting to watch?
- 3) Are there good or bad smells associated with the production process?
- 4) Encourage production processes that “recycle” wholesome foods that are too ripe to sell, from other businesses – a juicery using “soft” fruits, a salsa maker utilizing quality peppers and tomatoes that may be a bit too ripe to sell.
- 5) Are the products being produced particularly unique, flavorful, colorful, etc.?
- 6) Does the merchant have a firm understanding of food safety (state and local ordinances, regulations, and laws) and product presentation?



**Kettle Corn at
Milwaukee Public
Market**

Other Market Retail Uses

In addition to fresh foods, prepared foods, food production space and a restaurant, the Market can accommodate up to 30% of uses that are not food-based. These specific uses will be detailed further in this report; however, they should be selected based on the following criteria:

- 1) Will the use bring significant additional customers to other businesses in the Market?
- 2) Will the use provide a needed neighborhood service that is desired by the local community but not currently available in the Market's vicinity?
- 3) Will the use provide needed goods or services to a specific group that the Market wishes to serve as part of its overall mix – for example, lower-income, local resident or seniors?
- 4) Will the use add to the color and vitality of the overall Market or will it interfere with other food uses that are of primary importance?
- 5) Is the use willing to be subject to the same kind of design criteria that will guide the design of other tenant spaces?

While the Madison Public Market should feel primarily like a food market, other retail uses can complement food vendor offerings. The primary factor should be the health of the overall Market and conformance to the Market's original goals.



A Traditional Non-Food Retail Market Use

Sales Venue Types At Madison Public Market

The Madison Public Market will have four types of sales venues:

- Stores
- Stalls
- Free-Standing Carts
- Outdoor Day Tables

Stores

Stores are typically, glass fronted – to the outside – selling spaces that we are familiar with from our neighborhood commercial streetscapes and malls. Stores should be located at the perimeter of the building with products seasonally spilling out onto the sidewalk and bulb-outs. Some stalls may be open to the interior of the Market and may be shuttered via a simple chain gate when the Market is closed.

Stores typically lease for 3-20 years – depending on the amount and length of tenant financing. They typically range in size from 400-2,500 SF. They are enclosed by walls and their doors are locked at night. Some stores should provide through passage to the stall market aisles when the Market is open.

Stores at the MPM should be as open as possible to the sidewalk. There is an obvious tension between trying to do a LEED-certified, energy efficient building and the desire for the product displays to be as visible and permeable as possible from the street. Weather-tight windowed garage doors, and traditional store fronts that are especially weather tight should be explored. Care should be taken to assure that spill-out space is visible from the cash register inside the store.

Some stores can combine with stalls so that they can be entered off the sidewalk and, off of the internal common aisle. If a particular business does open in two directions, their lease should require that both entries are open during business hours so that they do not leave a “dead space” on whatever side they leave closed.



A Store at Cincinnati's Findlay Market

Stalls

Stalls can be anywhere from 150 to 600 SF in size depending upon use with an average stall being about 400 SF, including spill-out and/or counter space. They should generally be open to customers with no walls above 36-40" in height. Displays should also come down from above; however, roughly 36" should be left open at eye level to permit visual connectivity throughout the stall market. All stalls should be visually transparent to the customers. All stalls should be located in the interior of the Market away from exterior perimeter walls. Depending on the size and use of the stall, customers may access goods across a counter or they may stroll into the stall itself. Stalls should be located indoors, and accessed from either side of a common aisle. Stalls can be "O," "U," "I" or "L" in shape and design.

Stalls are typically leased for 2-5 years although some may need more time depending on financing. They will generally be closed and secured via a chain gate or shutters after hours. If all the businesses inside the Market are closed at the same time, and, if the stalls are only available behind a locked building entry door at night, then stalls do not necessarily need to be secured at all.

Counter height walls with displays or counter seating in front, and displays hanging down from above predominate stall design. Displays are on the diagonal. Encourage the liberal use of moveable baskets, bins, barrels, and boxes for product display in the spill-out area.



A Stall at a Public Market in Barcelona

Carts

Free-standing carts can be as small as 4'X 6' or 4' X 8', depending on their use. With their unique designs, they should add color and “jazz” to the common area plaza of the Market. Carts can move into wider parts of the outdoor sidewalk and bulb-outs during nice weather and during events and festivals occurring in the Market’s plaza.

Cart space should be rented by the month for no more than a one-year lease. For special events, cleaning, etc., the tenant lease should allow the landlord to have the cart removed to a pre-designated space at the landlord’s request.

Cart design should not be uniform but all cart designs should follow general pre-published cart design guidelines and should be approved by a design committee and meet the requirements of the Madison-Dane County Public Health Department and the Wisconsin Department of Agriculture. Carts should add color and vibrancy to the Market’s public plaza. They should be designed to highlight the product being sold. Some of the carts may need places to plug in for electricity to support their use; for example, refrigeration for an Italian ices cart.



A design for a simple food cart

Food carts can be used for “takeaway food items” that don’t need to be vented as well as for other retail and local craft items.

Day Tables

There should be outdoor day tables along S. Pinckney Street that include tables that can be rented for the selling of fresh produce and handmade crafts when there are not enough farmers to fill up the day tables. Farmers should be given preference over crafts people and they should receive twice the length of display space as crafters (at the same rent) to display their products. The design goal should be to create day tables that can be utilized year-round. Electric plugs that can accommodate display lighting and weather appropriate heating from above should be provided. Day tables should run the length of S. Pinckney Street except for bulb-outs which should be created at either corner. Customers should walk on the sidewalk between the day tables and the storefronts with their spill-out/displays.

In the Market Report, there is a lengthy discussion of the importance of maintaining a cooperative relationship between the Dane County Farmers' Market (DCFM) and the MPM. To that end, all avenues for synergy and cooperative marketing between DCFM and MPM should be explored.



**Day Tables at the Grove Arcade Public Market,
Asheville N.C.**

Assuming that S. Pinckney (outside of its crosswalks) is 264 feet long and assuming that bulb-out space will remove about 20' on either side, there is roughly 224' available for day table use along S. Pinckney. Individual day tables should be about ten feet long and should be broken up about every 70' with a five foot aisle to allow for pedestrian and product resupply access from the storage areas below the building. Thus, there could be two banks of seven day tables each and 1 bank of 8, accommodating 22 permanent day tables.

The day tables should be open year-round whenever the Public Market is open. Day tables should be leased by the day with the exception of farmers who agree to come at least 5 days a week and should, therefore, be permitted to lease by the growing season.

Rules and regulations should be developed that require that farmers grow and produce their items. Farmers can have agents or be part of a marketing cooperative but farmers should sell at the Market themselves a minimum of 20% of the time. Value-added goods should be permitted and encouraged but they should contain a set amount of product grown by the farmer.

Day table uses will add freshness, color, affordability, and eye appeal to the overall Market experience. The day tables should be housed in a portico under the cantilevered upper level which itself should be architecturally stimulating. They should be a welcome portal to the buildings on which they front.

Loading zones from 7:30 – 8:30 AM and 5:30-6:00 PM should be reserved for trucks setting up and taking down day table displays. Off-site and on-site parking should be provided for day table trucks to allow stall operators the ability to restock their tables.

Ideally, a duplex electric outlet, a heating outlet and a hose bib should be shared between each table. The electric load should be capable of accommodating display lighting and heating. Tables should be sheet metal clad, inclined somewhat toward the customers - to facilitate wash downs. They should have a small "stop" along the bottom. Farmer tables should each run roughly 10' long.

South Pinckney Street should be temporarily closed to traffic and the DCFM should extend down S. Pinckney to E. Wilson Street on DCFM Saturdays. DCFM sales should be in the street, while day table sales and authorized street food cart vendors continue on the sidewalk.

There may be demand for additional space as the Market grows, during the harvest season and the Christmas holidays. Management should consider allowing vendors who are willing to pay the same rent and live by the same use restrictions and rules, to set up temporary tables, at approved locations on the sidewalk at E. Doty and E. Wilson, to augment the permanent tables. This should not be permitted when the DCFM is operating on Saturdays and Wednesdays.

Having a variety of retail sales venues will allow the MPM to accommodate tenants with different levels of experience and financing. The Market should strive to have 1/3 of its tenants be experienced businesspeople with an accomplished track record, 1/3 second locations of existing successful and flavorful businesses, and 1/3 start-up businesses. The seasoned businesses will help to mentor the start-ups.

Madison Public Market should avoid the temptation to 'cherry pick' successful businesses away from existing locations in order to maintain a positive relationship with local landlords and business associations.

While additional locations of popular local businesses are to be encouraged, chains and franchises should be absolutely barred. Owners should be required to be actively involved in the operation of their businesses.

Flexibility of The Tenant Leasing Plan

While this plan attempts to identify quite specific uses for each type of space, Market management should feel free to respond to changing conditions, new good ideas, and lessons learned from prior experience. It should be noted that we would anticipate there will be some minor adjustments to the tenant mix prior to the Market opening.

A specific tenant leasing plan is necessary to establish where required floor drains, hot water rough-ins, hood vent shafts, electrical etc., are to be located. It also aids in creating the shopping experience that will help to drive the Market's success.

Based on prior experience, the final tenant mix should closely mirror (roughly 90%) the final tenant leasing plan upon its adoption.

However, prospective tenants will come to Market management with great ideas that were not anticipated and/or could easily be substituted for recommended uses. For example, it may be difficult to find a tenant to prepare Yucatecan food, but a bankable tenant from Oaxaca or Argentina may come forward ready to showcase the unique cuisine of his/her homeland. This kind of substitution should not present any problem.

That said, care should be taken to maintain a balance of local, organic, and ethnic uses. Similarly, care should be taken to assure that all of the kinds of fresh staples that one finds around the perimeter of a supermarket are readily available. Staples such as meats, produce, fish, cheeses, juices, poultry etc., are common to almost all ethnic cuisines and must be available in abundance.

The Market will succeed if it becomes *the place* that many people shop, week in and week out, for fresh food. Market management always needs to keep their eyes on this particular ball if the Market is to realize its full potential.

Conclusions on Plan Flexibility

The success of the MPM development will rely on its ability to accomplish three things:

- 1) Serve the needs of its potential customers as captured in the MPM Market Report.
- 2) Select diverse tenants that will create an exciting and vibrant mix reflecting the best of Madison, while meeting the community's everyday shopping needs.
- 3) Create a MPM that uses honest materials, and that sets the stage with elegant simplicity, for displaying the community's bounty.

Madison Public Market must represent the hopes and aspirations of the Madison community by constantly and consistently taking its pulse, showcasing its entrepreneurial vibrancy, honoring its history, celebrating its rich diversity, and expressing its cultural prowess and *joie de vie*.

Internal Tenant Competition

Experts disagree heartily on the issue of competition within Public Markets. It has been said that one vendor selling a product is a monopoly, two is a conspiracy, and only with three do you approach healthy competition that benefits the Market and the consumer.

Conversely, others have stressed the importance of protecting the unique offerings of each vendor whereby some Market operators have approved non-compete clauses in their tenant leases.

It is our recommendation that leases should have very specific use restrictions that bind the tenant to specific uses that are part of a well-conceived overall balanced tenant mix. Otherwise, if someone succeeds with a particular product, other tenants will copy them and the Market moves toward a character which is homogenized and lacks distinctive shops. However, even within particular product categories, the landlord should help their tenants to carve out a particular niche that is specific and unique.

For example, there is a recommendation in this document for three separate produce stands to be located at the Madison Public Market. One stand should focus on tropical and unusual fruits not typically available in a supermarket, the second on ripe fruits and vegetables that are especially affordable because they are still wholesome but approaching being over-ripe and the third should focus on local, organic and high quality produce. All will be selling produce, all should be located near each other to maximize customer choice, and all should be attractive and potentially successful due to their own unique products.

In addition to assuring that there is a balance of various ethnic products, the Public Market should ensure that there is a mix of products that appeal to different economic and ethnic groups. At Pike Place Market, two of the more successful businesses are Sur La Table and Kitchen Basics. Both make money for their owners and both attract lots of customers to the Market and contribute substantially to the Market's overall success. The first store is the kind of place that if you want to buy a hand-hammered, copper frying pan for \$350, you can choose from three options. The second shop sells discounted kitchen supplies that were overstocked or closeouts, affordable to surrounding student, low-income, and senior residents. Both are important to the diverse fabric of the Market. Sur La Table pays many times more in rent per square foot than does Kitchen Basics.

The Madison Public Market needs to recognize and respond to the demographic diversity of the community. The lesson of the Market Report should not be forgotten - *Madison Public Market must always be a place where customers from all income levels, from every ethnic group and from every part of the region will feel welcome and find a great selection of quality and diverse offerings that meet their family's everyday shopping needs.*

Madison Public Market Merchandising and Marketing

Marketing the MPM is the subject of another report. However, tenants should be offered training in merchandise display, lighting, and more.

Sampling of foods is highly encouraged. It will be important to check with Madison-Dane County Public Health Department for regulations governing this activity.

Some degree of "hawking" – calling out the excellence of your wares to passing customers should be encouraged – within reason.

The Market should incorporate a self-supporting, paid shopping and/or delivery service in the facility's design and operation. This will allow customers who arrive on foot, by bike or bus to have their purchases delivered if they buy more than they can carry. Orders could also be placed via the internet and Market goods delivered to a fixed address (or hotel) at a pre-arranged time. Pricing should be based on whether the order is simply delivered or if the Market's shopping service is also utilized. Delivery prices should reflect distance and quantity

Sizing Retail Venues

Uses that are listed in the utilities section of this report are located either above or below the ground floor retail uses. Those uses will be specifically sized in the Design Program. Lower level Market utility uses are likely to constitute 4,000 – 5,500 SF.

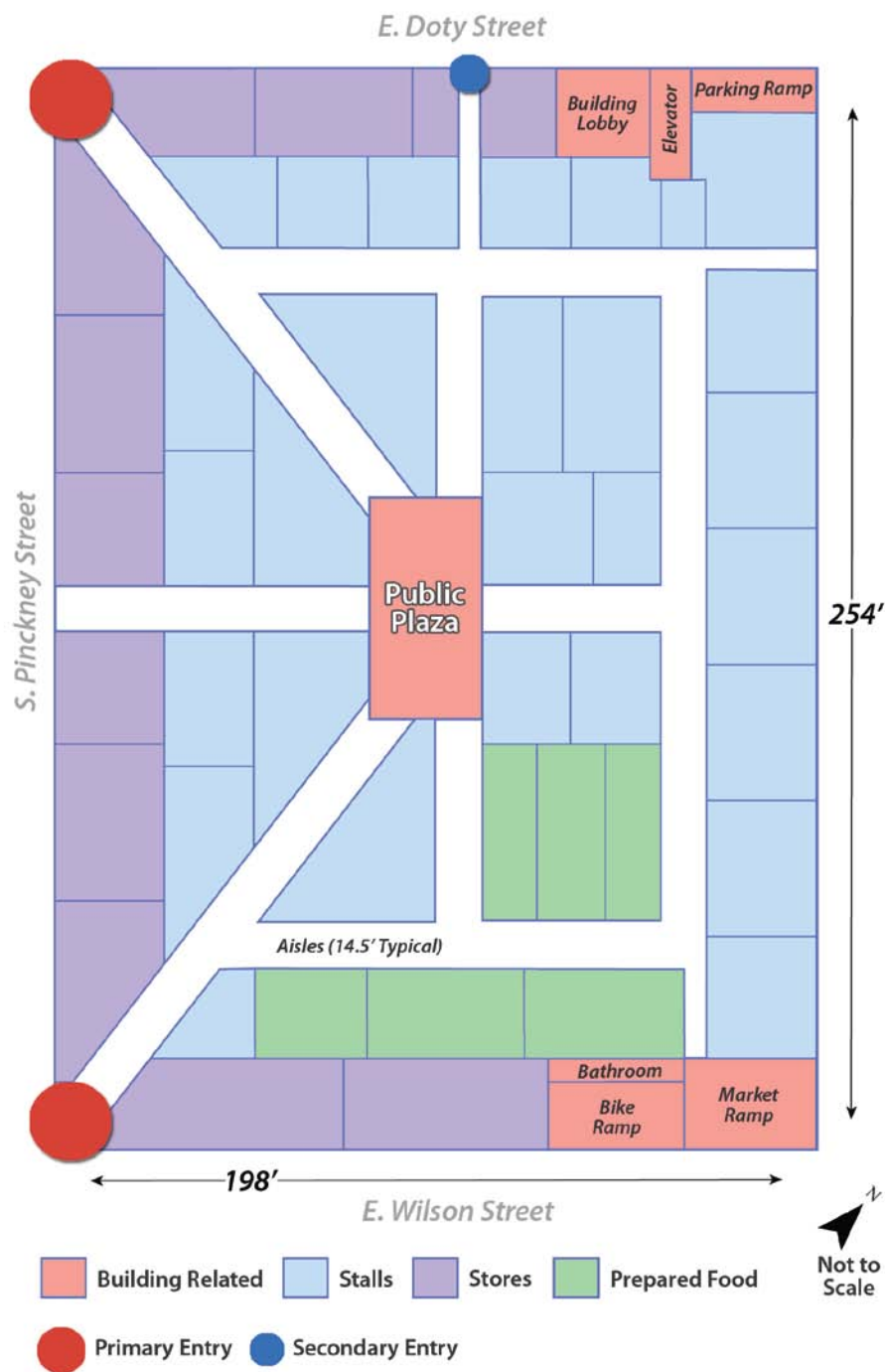
Figure 5 illustrates how the ground floor Market site could be configured. While not to scale it is roughly proportional. Dashed lines denote very approximate dividing walls. Certain retail uses are specifically located for a variety of reasons. For example, the restaurant and bike shop are located on the E. Wilson Street side of the building to take advantage of the higher ceiling height to allow for retail loft spaces. All prepared food stalls are also located nearby to allow them to "gang" their hoods together with a minimum of roof penetrations. This will likely save hundreds of thousands of dollars. Interesting uses – cheese production, flowers, etc., are located at entries. There are store uses on all three exterior sides of the building (Fresh Bakery/Café, Prepared and Fresh Fish Shop, and the Restaurant) with a second entry into the building's interior to facilitate additional building penetrations and fire exiting.

The Market will be able to accommodate the following:

- 8 carts located in the public plaza averaging 60 SF.
- One or two sit-down restaurants (+/- 2,000 SF including a 500 SF loft) should be located on E. Wilson Street at the exterior of the building fronting on the sidewalk and an internal aisle. The second site, if feasible, will likely front E. Wilson or S. Pinckney Streets.
- 9 stores of +/- 1,000 SF – (the Bike Center with a loft of +/- 500 SF).
- 6 larger prepared food stalls of more than 400 SF in size (averaging 650 SF).
- 7 smaller stalls of less than 400 SF (averaging 350 SF in size).
- 19-20 larger stalls of 400 - 800 SF in size (depending on desire of Great Dane Pub and Brewing Company for extra seating or an internal location).
- 22 day-tables for farmers (44 day tables for crafts).

Stalls and stores will be both larger and smaller depending on their use. This will be more specifically addressed in the MPM Design Program.

Figure 5 – Interior Market Layout



Based on the assumptions contained in Figure 5, Table 3 details the mix of projected types of retail venues to be located in the Market. This assumes a Market with 52 permanent merchants at any one time plus 22 farmer day tables for a total of 74 vendors. This number of tenants is needed to create a successful critical mass.

Table 3: Retail Interior Square Footage

Retail Type	SF Range	SF Average	Number	Approximate Total SF
Carts	40-100	60	8	480 SF
Stores (includes restaurant)	800-2,000	1,200	10 + 1,000 SF loft space	13,000 SF
Store lofts	500	500	2	1,000 SF
Prepared food stalls	400-800	650	6	3,900 SF
Smaller stalls	250-400	350	7	2,450 SF
Larger stalls	400-800	700	19-20 (depends on brew pub)	13,650 SF
Info booth	200-300 (storage lower level)	250	1	250 SF
Retail Interior SF without interior spill-out				+/- 34,730 SF
Approx. Interior spill-out	+/- 1,000' X 3.5'			3,500 SF
Interior Total Leasable SF				38,230 SF

* (Excludes exterior spill-out, bulb-out and day tables)

This estimate of Retail Interior Square Footage should be considered accurate within +/- 5%.

The layout shown on Figure 5 is an attempt by a non-architect to show one possible layout with entries, aisles, the public plaza and amenities, and the locations of critical retail uses. This is an attempt to show what might be possible given a specific site and specific desirable uses. Uses that are specifically identified are there for reasons detailed later in this report. The Figure 5 layout needs to be vetted by the project team and revised by an architect to accommodate code and other considerations.

Food-Related Uses

The Market cannot survive solely as a tourist attraction. The way to insure the Market's success is to maximize the number of people who shop the Market for their weekly fresh food needs. All of the fresh food offerings of a grocery store in addition to specialty fresh foods that are not readily available should be represented.

Food venues should have a broad range of affordability. Families, low-income elderly downtown residents and office workers should all find a welcoming environment and many products that are attractive and affordable to them.

While products should not be limited to local products, every attempt should be made to source and highlight local products and organic products should be well represented and labeled.,

Product display is key and market management should provide free assistance to new tenants in planning and maintaining their fresh food displays.

Prepared food stalls should focus primarily on unique ethnic foods. There should be one vegetarian "soup and salad" stall, and there should be lots of finger food available for customers who like to graze

Other Retail-Related Uses

Up to 1/3 of the Market could be non-food uses. This should include the following special uses:

Bicycle Center

It would be ideal if the proposed Bike Center could be located at the Public Market Square Site. Bikers would have direct access off of the Lake Monona and Capital City Bike Path. A dedicated bike lane would allow access to bike storage that could be located one level under the Market with elevator access to the Market. The bike storage should be located next to the parking attendant to help with security issues. The Bike store would be located immediately above the area where bikes are being stored. It would accommodate bike repair, rental and sales of bikes, accessories, maps, etc. It could also have a small historic exhibit. Details on the Bike Center will emerge during the Public Market Square planning process.

Visitor Information Center

Currently, the only Visitor Information Centers near the Capital Square are at Monona Terrace – a place that many visitors don't attend and along State Street at Lisa Link Peace Park. In discussions with Deb Archer, CEO of the Greater Madison Visitors and Convention Bureau, there was strong interest in locating a Visitor Information Center at the Market. It could be small in size and resupply information could be located in the lower level dry storage area.

Consideration should be given to expanding this use in size and scope to include a City services information booth as well as a place to pay City bills, and utility bills, receive Chamber of Commerce information, etc. This multifunction use could be staffed by one person. In any event, the use should be located towards the back of the Market to encourage customer travel by the other uses.

Made in Wisconsin Store

This use could be sponsored by the State and modeled after similar highly successful State Craft Centers such as West Virginia's Tamarack, NC's Folk Art Center, SC's Artisan's Center, and Appalachian Spring in Washington, DC. Alternatively, it could be privately run in which case The "Made in Washington" store at Seattle's Pike Place Market would be a good model.

Recommended Tenant Use Mix

Tenant uses are recommended based on an understanding of the Market's demographics, competitive and complementary analysis of surrounding uses, the Madison Public Market Cohort Survey, additional analysis in the Market Report, the source material identified at the beginning of this report, and 34 years of the author's experience in visiting hundreds of markets and developing and/or managing dozens of Public Markets across the country.

All recommendations assume that tenants who are talented, creative and capable operators, who are bankable and hard working, and who fill the specific recommended niches will be aggressively recruited.

It is likely to take two to three years from the Market's Grand Opening to completely lease the Market. However, the author's experience is that it is not difficult to find willing appropriate tenants to fill the allotted uses. Tenant leases should dictate specific uses that are permitted.

Several uses are strategically located on Figure 5. This has been done for a variety of reasons having to do with venting locating visual or sensory attractions at entrances, etc. Other uses should be grouped together in zones. For example, MPM could locate craft-related stalls and dessert stalls around the public plaza. Fresh food stalls, stores and delis should be adjacent to each other in the same zone on the E. Doty side of the building, etc.

The tenant lists that follows are grouped by size and sales venue. They are not in any particular order of importance.



Broadway Market - Baltimore, MD



Fresh Pasta Stand - Montreal Public Market



Jams, Sauces, Spices and Canned Goods Store - Montreal Public Market

Madison Public Market Recommended Uses

Larger Stores – The Market should have eight (8) larger stores:

- 1) **International Grocery** - Everything needed to make that special dish – chutneys, sauces, fresh herbs and spices, specialty ingredients from the six continents. A great selection of specialty herbs and spices. Alternatively, this could be an additional location for the Willy Street Co-op in which case the International Grocery use could be moved to a smaller space.
- 2) **Cheese Store** – An on-site production facility for cheese modeled after Beecher's Cheese Store at Pike Place Market - <http://www.beechershandmadecheese.com> In addition to locally-made cheeses, the store should have the best Madison selection of international cheeses. Also, a variety of grilled cheese sandwiches hot off the grill. The store could also carry a limited supply of other (non-cheese) dairy products like hand-painted wall murals of cows, cheese making, etc.
- 3) **Seafood Store/Restaurant/Sushi** outlet that sells fresh fish and shellfish on ice – some fish may be in live tanks. It should have the ability to prepare and serve fish/shellfish in a bar/counter type setting. Also serves dozens of Wisconsin & international beers. The store should be modeled after the fresh/prepared seafood stall at Cross St. Market in Baltimore. It should open directly into the interior of the Market where there should be a fresh shellfish bar that sells oysters, clams, mussels, etc. to go or to steam and consume on site with a variety of sauces. This space requires negative air venting to the exterior.
- 4) **Bakery/Cafe** specializing in great crusty artisan breads baked on-site. The bakery should also bake desserts, and have coffee and tea available.
- 5) **Café 150 (restaurant)** that serves 3 meals a day, including a great casual breakfast, lunch and dinner featuring ingredients grown or produced within 150 miles of the MPM. It is characterized by fresh ingredients and a creative menu. It should have a liquor license, be open late and should be located on E. Wilson Street near S. Pinckney. It should include loft seating as well as seating at the bulb out at E. Wilson and S. Pinckney. The breakfast menu should include affordable American-style breakfasts as well as more innovative fare.
- 6) **Bicycle Center** as described earlier in this report.
- 7) **"Made in Wisconsin" Store** featuring Wisconsin specialty foods like Door County cherries, wild rice, cranberries, mustards, etc., as well as Wisconsin crafts described earlier in this report.
- 8) **Great Dane Pub and Brewing Company.** Expansion of this neighbor, if logistically and financially feasible, should be accommodated inside MPM.

Smaller stores – The Market should have three (3) smaller stores:

- 1) **Butcher Shop** selling local, organic, halal, and standard cuts of meat including beef, lamb, pork, etc. It should also carry a full line of specialty fresh and smoked sausages made on site – wieners, summer sausage, smoked meats, etc., “The best brats in Wisconsin!” This use needs to be located near the fish market so that it can share the shaft with negative air venting to the outside.
- 2) **Fair Trade Store** that specializes in fair trade foods and crafts from Wisconsin and around the world.
- 3) **Florist with cut flowers and house plants** located at the corner of E. Wilson and S. Pinckney. They should be open (in good weather) to the entrance aisle.

Larger stalls – The Market can accommodate 19 or 20 larger stalls:

- 1) **Farmer’s Marketing Co-op** that promotes solely local foods and carries a full line fresh and value added foods available year-round and made exclusively by its members. These products should include items like cheesecake, herb vinegars, pickles, preserves, honey, eggs, cheese, meat, jams, etc.
- 2) **Fresh Tortilla Maker** that makes corn and flour tortillas on site with roasted garlic or leeks, or shallots, or peppers pressed into the tortillas.
- 3) **The Green Grocer**. Local/Organic Produce that features local vegetables and fruits in season and sources product year-round at varying price points.
- 4) **Ripe Fruits Juicery/Smoothies**. Discounted fruit at the peak of ripeness. Fresh squeezed juice and smoothies made on site utilizing quality fruit that is too ripe to sell but still wholesome to use.
- 5) **International Dumplings** all made on site. Kreplach, shu mai, raviolis, dim sum, etc. Available raw, boiled or fried, with dozens and great sauces and teas to choose from.
- 6) **Fresh Pasta Shop** with all pasta and sauces produced on site. “Grab and go” hot pasta dishes.
- 7) **Coffee & Tea Shop** with on-site coffee roasting and a full complement of international teas. Espresso & tea drinks. Coffee and tea accessories.
- 8) **Chocolate** that sells hand-crafted and international chocolates, desserts and serves the best hot chocolate and espresso in the world.
- 9) **Poultry/Eggs** - fresh and frozen (not pre-packaged). Needs to be enclosed location with negative air venting to the outside.
- 10) **Unique Kitchen Supplies**. Kitchen hand tools & cook books.
- 11) **Italian Deli**. Salamis, cheeses, olives, salads, candies & bread, etc. “Grab and go” sandwiches and meals. Any of the delis in Philadelphia’s Italian Market District would be a good model – or the Genova Deli on Telegraph Avenue in Oakland, California.
- 12) **German Deli & Sausage Maker**. Brats, wiener schnitzel, northern European cheeses, spaetzel, etc. Fresh sausages made on site and the best brats in Wisconsin. “Grab and go” sandwiches and meals. Bavarian Meats at Pike Place Market could be a good model.

- 13) **New York Style Deli.** The best hot pastrami sandwiches in Wisconsin, chicken soup, challah, lox, whitefish, knishes, blintzes, meatloaf, etc. Possible second location of Ella's Deli.
- 14) **Nature Store** emphasizing field guides, optics, bird houses, walking sticks, Wisconsin nature guides and trail maps. Information on Wisconsin environmental groups and organizations like the International Crane Foundation and the Aldo Leopold Center.
- 15) **Wine and Beer Bar** offering Wisconsin, domestic and international wines and local brews by the glass or bottle to go. Limited menu of small plates. If the Great Dane takes up a presence inside of MPM, this bar should be limited to selling wine only. If the Great Dane Brew Pub desires extra seating in the Market, roughly 400 SF of space adjacent to the common wall entrance connecting the pub and the Market may be used for that purpose. If this occurs, one of the uses contained herein may need to be dropped or consolidated with another use.
- 16) **Made in Wisconsin Crafts Gallery** that includes Wisconsin Native American crafts as well as crafts from around the state.
- 17) **Local Bookstore** that does a great job within a limited niche featuring used and new books and maps from Wisconsin authors and organizations. Store should allow seating/reading.
- 18) **A Bulk Foods Stall** with specialty trail mixes, granola, wasabi peas, pumpkin seeds, grains, etc.

Smaller Stalls – The Market can support eight (8) smaller stalls:

- 1) **The Shellfish Bar** may also be part of the seafood store.
- 2) **“Hot stuff, its chili.”** A stall that focuses only on peppers and pepper products – pepper wreathes, hot sauces, jerks, rubs, spicy seasoning mixes and pastes, BBQ sauces, etc. Model it after “Hot stuff” at the Central Market in Lancaster PA.
- 3) **Ethnic and Tropical Produce.** African-American, Hispanic, Caribbean, African, Latin American, and Asian specialty produce.
- 4) **The Information Booth.** Visitor Center described in detail above.
- 5) **Hmong Needlework**
- 6) **Amish Furniture Showcase**
- 7) **Shoe and Luggage Repair Shop**
- 8) **A Multi-purpose Community Use Space** for non-profits.

Prepared Food Stalls - Up to six (6) prepared food stalls featuring:

- 1) **Hmong Prepared Food.** Chiao giao (lettuce wrapped, steamed rice paper spring roll - stuffed with shrimp, Pho, etc.
- 2) **Wisconsin Prepared Food.** Possibilities include: Native American– corn soup, fried bread, cranberry cornbread, wild rice, venison, etc., Pasties – meat and vegetarian traditional pasties, the original “grab and go” food of Welsh miners. Swiss Specialties – limburger on rye, roesti potatoes, kalberwurst, red cabbage, etc.

- 3) **“Soul Food”** stall modeled after “12 Bones” an incredibly successful restaurant in Asheville NC. Lip smackin’ ribs, ham hock greens, jalapeno corn bread, spicy grits, etc., to eat in the market or grab and go.
- 4) **Soup and Salad** featuring healthy unique vegetarian soups and salads including “grab and go.”
- 5) **Latin/Mexican Prepared Food**, specializing in a unique regional cuisine such as Yucatecan.
- 6) **Market Diner**. A real Wisconsin diner in the style of Mickie’s Dairy Bar with burgers, a great Friday night fish fry, lunch specials and traditional breakfast fare.

Carts – Eight (8) carts featuring:

- 1) **Wisconsin Fresh and Dried Fruits** (cranberries, cherries, etc), that are hand-dipped on site in warm melted chocolate.
- 2) **Chestnuts and Nuts** roasted fresh onsite (but not on an open fire).
- 3) **“There’s a fungus among us”** specializes in dried, fresh, local mushrooms.
- 4) **Cannoli Cart**. Only cannoli (that’s a mouthful!) that is made onsite.
- 5) **Wisconsin historic postcards and photographs**.
- 6) **Hot Donuts Now**. There’s a small machine that can fit on a cart that makes great mini-donuts.
- 7) **All Things Ginger and Garlic**. International specialty foods that are based on either products – aioli, candied ginger, garlic chutney, pickled ginger, etc. – as well as fresh garlic and ginger, garlic and ginger cookbooks, etc.
- 8) **“Naturally Healthy.”** ‘Natural’ supplements, salves, lotions, vitamins, remedies, etc. It could be a second location of the Community Pharmacy.

Uses By Type

Of the above recommended tenant list of 52 (non-day table) permanent tenants:

- 18 uses are primarily local products – 35%.
- 8 include organic products - 15%.
- 24 are primarily fresh foods – 38%.
- 4 are primarily dried, preserved, or other non prepared, non fresh foods – 8%.
- 15 are non-prepared foods produced on-site - 29%.
- 1 is a restaurant and another (fish) is a partial restaurant - 3%.
- 6 are prepared food stalls – 12%.
- 36 are primarily food related - 69%.
- 6 are primarily crafts – 12%.
- 8 are primarily restaurants and prepared foods - 15%.
- 10 are non-food and non-craft - 19%.

Some uses in the list above fall into more than one category.

The tenant leasing plan above assumes a net internal retail footprint on the ground floor of +/- 36,048 SF not including day tables, bulb-outs, or exterior spill-out, but including carts and lofts. Adding circulation, public restrooms, the plaza, walls, necessary ground floor utilities, etc., the ground floor footprint of the building will be +/- 50,292 SF. This number assumes a 5' cantilever of the current building above (on Doty and Wilson) to accommodate wider sidewalks. This translates into a building that has an efficiency of 77%. When the public plaza is removed from the calculation, the efficiency surpasses 80% which is roughly standard for retail developments.

Table 4: Madison Public Market Recommended Tenants

	8 Large Stores
1	International Grocery
2	Cheese Store
3	Seafood Store/Restaurant/Sushi
4	Production Bakery/Cafe
5	Café 150
6	Bike Store
7	"Made in Wisconsin" Store
8	Great Dane Pub and Brewing Co.
	3 Smaller Stores
1	Butcher Shop
2	"Fair Trade Store"
3	"Market blooms" Florist
	19-20 Larger Stalls
1	Farmer's Marketing Co-op
2	Fresh corn and flour tortillas Production
3	The Green Grocer
4	Ripe Fruits Juicery/smoothies
5	International House of Dumplings
6	Fresh Made Pasta Depot
7	Coffee Roaster and Grinder
8	"Chocolat"
9	Poultry/Eggs
10	Kitchen Supplies
11	Italian Deli
12	German Deli
13	Jewish Deli
14	"Naturally Wisconsin" A Nature Store
15	"WI Drink" - Wine and Beer Bar
16	Craft Stall Cooperative
17	Wisconsin Authors Bookstore
18	Bulk Foods Stall

	8 Smaller Stalls
1	Shellfish Bar
2	"Hot stuff - It's chili"
3	Ethnic and Tropical Produce
4	Visitor Center Information Booth
5	Hmong Needlework
6	Amish Furniture Showcase
7	Shoe and Luggage Repair Shop
8	Multi-purpose Community Use Space
	6 Prepared Food Stalls
1	Hmong or Cambodian food
2	Native American
3	"Soul Food"
4	"Soup and Salad" - Vegetarian
5	Latin/Mexican Prepared Food Stall
6	Market Diner
	8 Carts
1	"Wisconsin's Fruity" - Fresh and Dried Fruits
2	"Nuts to You"
3	"There's a fungus among us"
4	"Only cannoli"
5	Wisconsin historic postcards and photographs
6	"Hot Donuts Now"
7	All Things Ginger and Garlic
8	"Naturally Healthy"
51	Total Interior Retail Tenants
22	Outside Farmers (44 if Crafts)
73	Total Vendors

Appendix A: Source Material for Tenant Leasing & Development Plan

Documents that have been utilized in the development of this report include:

- Central Business District Parking Map
- Destination 2020 Study (GMCVB)
- Trans Madison Parking Map
- Vendor Cart Report
- Downtown Madison Map and Guide
- Downtown Madison Development Map (May 2009)
- Isthmus Daily Page Summary of Downtown Development
- Going Beyond Visit, Visitors Guide and Map (GMCVB)
- Visitmadison.com website
- Tiger II Funding Application
- Getting Dane There, factsheet and website
- 9-22-10 Cap Times article on high-speed rail
- Madison Public Market site analysis and other prior MPM planning documents
- East Washington Capital Gateway Corridor BUILD Plan
- Madison Leisure and Business Visitor and Potential Visitors Survey Results
- Northstar MPM Economic Impact Report
- MPM website
- Survey of all uses within 6 blocks of the Government East site: conducted by Michael Gay of the City of Madison