

Proposal for Madison Public Market Business Plan



Proposal submitted to:

City of Madison

RFP# 8297-0-2013/DK

August 1, 2013

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Mr. Dan Kennelly, Economic Development Specialist
City of Madison Economic Development Division
Madison Municipal Building, Suite 312
215 Martin Luther King, Jr. Blvd
PO Box 2983
Madison, WI 53701-2983

RE: Madison Public Market Business Plan

Dear Mr. Kennelly,

Market Ventures, Inc. is pleased to submit a proposal to assist the City of Madison and the Local Foods Committee in creating a business plan for the Madison Public Market.

Market Ventures (MVI) will provide the City with creative and accurate, well-researched and reasoned recommendations. As you will see from our firm description and previous experience, public market planning and development are not a sideline to our regular work – they are the focus of our consulting practice. Over the past 25 years, we have studied, developed, and operated public markets throughout the country and we regularly conduct research within public markets. We look forward to sharing the experience and insight we have gained working on similar studies for markets throughout the country.

Recently we completed a feasibility assessment and concept development plan – including site selection – for a new public market in Grand Rapids, Michigan. Based on our work, that project is now coming to fruition: construction is nearly complete and the indoor facility will open later this month (the outdoor components opened in May). The Grand Rapids Downtown Market closely reflects the Madison Public Market vision as described in the RFP and contains all the same features and objectives. The mixed-used facility is on the cutting edge of public market development, with indoor and outdoor vending areas, two restaurants, various event and education spaces, and 35,000 square feet of commercial lease space.

The Downtown Market will be the first LEED-certified public market in the country (LEED Gold). The project's innovations include rooftop greenhouses that will be used for food production, education, and special events; a shared commercial kitchen and kitchen incubator program operated in partnership with local universities; and the country's first demonstration kitchen designed for kids, where the cooking surfaces can be adjusted for the height of six year olds to adults. The Market is already being credited with spurring redevelopment of adjoining properties. Our economic impact analysis found that the Market will create several hundred new jobs at the facility, spur the creation of nearly 1,300 jobs in the region, and create \$775 million of economic impact over 10 years.

The Grand Rapids Downtown Market is an exciting development and the planning process we used there is similar to what we propose for Madison. However, the development

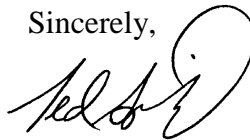
concept that emerges from our work in Madison might be very different. We believe that no two public markets are alike because authentic markets emerge from the distinctive food culture of a region. A great public market reflects the region's evolving farming, food production and culinary traditions, while being sensitive to other food businesses in the region. A year-round public market in Madison must be a unique response to the opportunities of its site and region, the interests and skills of the area's food entrepreneurs and farmers, and the aspirations of its community. To be feasible economically, the public market will need sufficient and consistent income streams to ensure that revenues exceed the costs of management and operations, while simultaneously meeting the market's public goals.

We applaud your decision to look at sites outside of the downtown core and to conceptualize the market as part of a food innovation district. This is exactly the approach we took in Grand Rapids and on other projects. The site we chose was on the downtown fringe, visible from the region's busiest highway and next to a major bus corridor, with adequate space for parking and adjacent to vacant warehouses ripe for redevelopment. We designed the facility to accommodate food producers, not just retailers, with infrastructure that supports food production, storage, and distribution along with marketing. Furthermore, we believe that public markets need multiple income streams rather than just vendor rents. In Grand Rapids, income sources include catered events, educational programming, and rents from restaurants and commercial tenants to supplement the rents from market hall vendors and the outdoor farmers' market vendors. Finally, we pursued numerous partnerships to leverage the community's investment in the facility, which led to Kent County school district and Michigan State University leasing space within the facility and programmatic partnerships with other universities and hospitals.

The team for this project includes myself (as project director and lead planner), Hugh Boyd, FAIA, Mark Weiss, and Patty Cantrell. Hugh is the country's foremost public market architect and has designed similar markets throughout the country, including the Grand Rapids Downtown Market, the Ardmore Farmers' Market at Suburban Square, and the Market at Grand Central Station. Mark is the president of Economic Development Assistance Consortium, the nation's go-to firm for creative public market financing. Patty is the principal of Regional Food Solutions and recently authored *Food Innovation Districts: An Economic Gardening Tool*. Our team has extensive experience in all aspects of public market planning and development and can efficiently lead the business planning process to a successful conclusion.

Please let me know if you need any additional information and thank you for your consideration.

Sincerely,



Ted Spitzer, President

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RFP FORM A: SIGNATURE AFFIDAVIT

Note: This form must be returned with your proposal response.

In signing this proposal, we certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned, submitting this proposal, hereby agrees with all the terms, conditions, and specifications required by the City in this Request for Bid, and declares that the attached proposal and pricing are in conformity therewith, and attests to the truthfulness of all submissions in response to this solicitation.

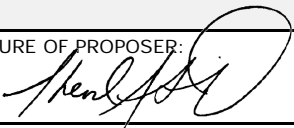
Proposer shall provide the complete information requested below. Include the legal name of the Proposer and signature of the person(s) legally authorized to bind the Proposer to a contract.

Local Preference: (Refer to Section 1.19.8)

We are a registered local vendor
(Mark ONLY if currently registered on
_____ the City website)

_____ We intend to register as a local vendor

Cooperative Purchasing: (Not required for this RFP – please disregard)

Proposal Invalid Without Signature	
SIGNATURE OF PROPOSER: 	DATE: August 1, 2013
NAME AND TITLE OF PROPOSER: Theodore A. Spitzer, President	COMPANY NAME: Market Ventures, Inc.
TELEPHONE: 207-321-2016	ADDRESS: 118 William Street Portland, ME 04103
FAX NO.: 866-757-1705	
Person to Be Contacted If There Are Questions about Your Proposal (if different from above)	
NAME:	TITLE:
TELEPHONE:	FAX NO.:

RFP FORM B: RECEIPT FORMS and SUBMITTAL CHECKLIST

RECEIPT OF FORMS.			
The undersigned hereby acknowledges the receipt of the following forms:			
Request for Proposal (Initial all <u>applicable</u> forms)	Initial to acknowledge receipt of RFP Documents	<u>Required Submittals Checklist</u> Initial all submitted documents	
RFP SECTIONS:			
Section 1: General RFP Administrative Information	TS	[Checkered Pattern]	
Section 2: Project Vision, Purpose, and Goals	TS		
Section 3: Scope of Services	TS		
Section 4: Proposal Submission Requirements	TS		
Section 5: Required Forms	TS		
ATTACHMENTS			
Attachment A: Sample Contract for Purchase of Services	TS		
Attachment B: Standard Terms and Conditions	TS		
ADDENDA			
Addendum No. ____ Dated: _____			
Addendum No. ____ Dated: _____			
Addendum No. ____ Dated: _____			

RFP FORM B: RECEIPT FORMS and SUBMITTAL CHECKLIST - Continued**SUBMITTALS CHECKLIST.**

The undersigned hereby acknowledges the submittal of the following forms: (Initial all applicable forms.)

Chapter 1: REQUIRED RFP FORMS	
RFP FORM A: Signature Affidavit	TS
RFP FORM B: Receipt Forms and Submittal Checklist	TS
RFP FORM C: Contractor Profile	TS
RFP FORM D: Proposer References	TS
Chapter 2: EXECUTIVE SUMMARY	TS
Chapter 3: QUALIFICATIONS, EXPERIENCE, REFERENCES	TS
Chapter 4: PROJECT APPROACH	TS
Chapter 5: COST PROPOSAL	TS
ELECTRONIC COPY	TS

PROPOSER: Market Ventures, Inc.

RFP FORM C: CONTRACTOR PROFILE

1. **Proposing Company Name:** Market Ventures, Inc.
2. FEIN 01-0509162 OR (If Sole Proprietorship, provide SSN upon award, if FEIN is N/A)
- DUNN AND BRADSTREET NO. _____
3. **Form of Organization:** Corporation Limited Liability Company General Partnership
 Sole Proprietor Unincorporated Association Other: _____
4. **Location of Main Office:**
ADDRESS 118 William Street CITY Portland STATE ME ZIP+4 04103
5. **Location of Office servicing City of Madison account:**
ADDRESS Same CITY _____ STATE _____ ZIP+4 _____
6. **Principal Information and Contact:**
NAME Theodore Spitzer TITLE: President
TEL 207-321-2016 TOLL FREE TEL _____
FAX 866-757-1705 E-MAIL tspitzer@marketventuresinc.com
7. **Contact Person about your proposal if different from above:**
NAME _____ TITLE: _____
TEL _____ TOLL FREE TEL _____
FAX _____ E-MAIL _____
8. **Orders and Billing Contacts and Mailing Address:**
NAME same TITLE: _____
TEL _____ TOLL FREE TEL _____
FAX _____ E-MAIL ADDRESS _____
ADDRESS _____ CITY _____ STATE _____ ZIP+4 _____
9. **Affirmative Action Contact:**
The successful Contractor, who employs more than 15 employees and whose aggregate annual business with the City for the calendar year in which the contract takes effect is more than twenty-five thousand dollars (\$25,000), will be required to comply with the City of Madison Affirmative Action Ordinance, Section 3.58(8) within thirty (30) days of award of contract.
NAME N/A TITLE: _____
TEL _____ TOLL FREE TEL _____
FAX _____ E-MAIL _____
ADDRESS _____ CITY _____ STATE _____ ZIP+4 _____
10. **Local Preference Status:**
The City of Madison has adopted a local preference purchasing policy granting a one percent request for bid or a 5 percent request for proposal scoring preference to Dane County based suppliers. Only suppliers registered prior to the bid's due date will receive the preference. Proposers seeking to obtain local preference are required to register on the City of Madison online registration website:
<http://www.cityofmadison.com/business/localPurchasing/index.cfm>
_____ We are a registered local vendor
(Mark ONLY if currently registered on the City website) _____ We intend to register as a local vendor

Chapter 2: Executive Summary

Market Ventures, Inc. is a specialty urban planning and economic development firm that assists public, non-profit, and for-profit clients with planning, creating, and managing innovative food-based projects and programs. We have particular expertise in public markets and farmers' markets, where we blend cutting edge business practices with a thorough understanding of and appreciation for the unique challenges facing local farmers and small food businesses. Our work includes market research, concept development, site selection, and feasibility analysis for both retail and wholesale markets, including the emerging concepts of "food hubs" and "food innovation districts."

Ted Spitzer, President of MVI, will be the principal-in-charge of this project and the project manager. Ted has dedicated his career to the development and operation of public markets. He has created concept and business plans for public markets throughout the country, including the North Market in Columbus, Eastern Market in Detroit, the Milwaukee Public Market, and the Grand Rapids Downtown Market.

Hugh Boyd, FAIA, is the country's foremost public market architect and will be in charge of the design elements of the study. Mark Weiss of Economic Development Assistance Consortium will oversee the analysis of financing options for the Madison Public Market. Patty Cantrell of Regional Food Solutions will advise the team on national and regional models of local food innovation districts and best practices.

Recognizing the need for both creative concept development and rigorous analysis, our approach to the Madison Public Market Business Plan combines three primary elements:

1. A solid foundation of primary and secondary market research that builds off of work completed to date and which solicits input from a variety of sources, including the region's food producers and food artisans, members of the community, those knowledgeable about the local food economy, and potential programmatic partners,
2. A creative process that draws from knowing what works and what doesn't with public markets around the country, and
3. Technical ability and experience with public market planning, development, and operations so as to conduct a thorough, independent analysis, allowing the City to have reliable information upon which to make informed decisions.

The MVI team will bring these three elements together throughout the planning process. In particular, we will explore the five critical factors that explain public market success, including a great site, the physical environment and facilities, a culture of public market shopping, professional management, and great vendors.

We recommend a revised order of tasks, most notably by moving site analysis after the three market research tasks but before we curate the merchandising plan or create a design concept. This will ensure the business plan has specific and tangible information that leads to implementation.

Chapter 3: Qualifications, Experience and References

A. Background and History

Founded in 1996, Market Ventures, Inc. is a specialty urban planning and economic development firm that assists public, non-profit, and for-profit clients with planning, creating, and managing innovative food-based projects and programs. We have particular expertise in public markets and farmers' markets, where we blend cutting edge business practices with a thorough understanding of and appreciation for the unique challenges facing local farmers and small food businesses. Our work includes market research, concept development, site selection, and feasibility analysis for both retail and wholesale markets, including the emerging concepts of "food hubs" and "food innovation districts."

Market Ventures stands apart from other firms because we are both experienced consultants and hands-on developers and operators. As consultants, we produce accurate, independent analyses and recommendations tailored to meet the individual needs and circumstances of our clients. Our extensive national experience provides a wealth of information about what works and what does not. We utilize a range of primary and secondary data sources and we regularly conduct both qualitative and quantitative research within markets. We pride ourselves in creating the highest quality reports and presentations based on solid research and analysis in order to help our clients make the best decisions.

As developers, we know the pressures of getting projects implemented in the real world. We understand day-to-day operations because we have been market managers and retailers. Our experience – on projects with development budgets ranging from thousands of dollars to millions – offers a healthy dose of practicality to our consulting efforts.

In sum, we are passionate about public markets and believe strongly in their potential to serve their communities without losing sight of the difficult work required to make them successful. We recognize that not all projects are feasible and we provide our clients with clear and well documented reasons for a project's probability of success. You will find that our clients have been extremely pleased with our diligence, analytics, and creativity. We look forward to sharing the experience and insight we have gained in our years of working on similar projects.

MVI has substantial experience working for governmental agencies on public market projects. Most recently we have worked for the City of Charlottesville, the City of Rochester, the City of St. Louis, the City of Fresno, and the City of Boise. We have also recently worked for state agencies and quasi-governmental agencies such as development authorities. MVI is based in Portland, Maine.

B. Project Team

Ted Spitzer, President, Market Ventures, Inc.

Ted Spitzer will be the principal-in-charge of this project and the project manager. This is a role he has played with numerous public market studies and regularly manages and completes projects in a timely and cost efficient manner.

Ted first became involved with public markets in the mid-1980s and has since worked on public market projects throughout the United States. With Hilary Baum, he is the principal author of the only book devoted to public market planning and development, *Public Markets and Community Revitalization*, published by the Urban Land Institute and Project for Public Spaces in 1995. He is a regular presenter at the National Association of Produce Market Managers (NAPMM) annual conference.

Over the past 25 years, Ted has created concept and business plans for public markets throughout the country, including the North Market in Columbus, Eastern Market in Detroit, the Milwaukee Public Market, and the Portland (Maine) Public Market. Most recently he has led the development efforts for new markets in Grand Rapids, Michigan and Atlantic City, New Jersey.

Hugh Boyd, FAIA, Senior Associate

Hugh Boyd, FAIA, is the country's foremost public market architect and will be in charge of the design elements of the study. He is currently the lead designer for the Grand Rapids Downtown Market and part of the design team for the Rochester Public Market master plan implementation. In New York City, the firm designed the Market at Grand Central Terminal, the relocation of the Essex Street Market in New York, and the Market at Atlas Park in Queens. He designed the redevelopment of Cincinnati's historic Findlay Market and designed the interior of the Milwaukee Public Market. He led the design effort at new public markets in Portland, Maine and Charleston, West Virginia. Mr. Boyd's expertise also extends to the study and design of roadside markets around the country, including the highly successful expansion and renovation of Atkins' Farmers Country Market, in Amherst, MA. Hugh is located in Montclair, New Jersey.

Marcus Weiss, President, Economic Development Assistance Consortium

Mark Weiss will oversee the analysis of financing options for the Madison Public Market. Since 1980, Mark has guided Economic Development Assistance Consortium (EDAC) into the nation's go-to firm for public market financing strategies. For more than three decades EDAC consortium members have developed prototypical models for development finance, business development incentives and training activities for federal, state and local clients. The firm focuses on community economic development projects that catalyze investment and business growth in underserved areas. The firm's work has attracted millions of dollars from federal, state, local and philanthropic sources for worthy public market and kitchen incubator projects. Mark and his colleagues have numerous creative ideas about funding sources to support development of the Madison Public Market.

Patty Cantrell, Principal, Regional Food Solutions

Patty Cantrell will advise the team on national and regional models of local food innovation districts and best practices. Patty is the author of *Food Innovation Districts: An*



Economic Gardening Tool, published in March 2013, which explores ways that communities can create successful clusters of food-oriented businesses, services, and community activities. For more than 20 years, Patty has assisted clients in fostering community economic development through support of family-scale, place-based farms and food businesses.

C. Experience and References

For more than 25 years, members of the MVI team have studied, developed, and operated public markets throughout the country, developing award-winning markets in both new and historic buildings at the cutting edge of merchandising and culinary trends, sustainable design, and educational programming. Our strong research and analytic approach ensures that economic feasibility is front and center in our work, and we draw from the experience and insight we have gained working on similar public market projects throughout the country.

MVI was founded in 1996 to oversee the planning, development, and operation of the **Portland Public Market**, a multi-vendor fresh food market featuring foods and businesses from Maine, including the state's first all-organic outdoor farmers' market. During MVI's tenure, the Market successfully met all of its leasing and development goals and the Market won numerous national awards, including the Rudy Bruner Award for Urban Excellence, the Exemplary Economic Development Award from the American Planning Association, and the first ever Community Building by Design Award from AIA/HUD, as well as awards from ULI, IDA and the Congress for New Urbanism. Our experience managing the Market from its opening in 1998 through 2001, coupled with our experience operating various retail food businesses within the market setting, has greatly informed our work with communities on planning projects since then.

Since 1996, MVI has completed well over 50 public market planning and development projects throughout the United States. We have developed plans for several public market districts, including the recently completed **Charlottesville Market District Study** and the **Rochester Public Market District Master Plan**. This work has included in-depth research into successful public market districts throughout the country that will be transferable to the Madison work. A description of relevant projects is attached.

MVI's recent work planning and developing the **Grand Rapids Downtown Market** is particularly relevant to the Madison Public Market. In 2009, MVI was retained to conduct a feasibility study, identify the site, and develop the concept for a new public market in downtown Grand Rapids, Michigan. Following extensive research into the local food system, MVI envisioned the Market as part of a regional economic development strategy that links West Michigan's expanding agricultural sector to the burgeoning demand for local, fresh foods by area residents and tourists. We identified a vacant 3.5 acre site at the edge of downtown that assured easy accessibility by public transit, room for parking, and adjacency to vacant warehouse buildings that would encourage creation of a market district.

The Downtown Market will be the new hub of the local food system and has captured the attention of the city's political, business, and philanthropic leaders. MVI created an innovative program for the Market, including 27,000 sf of indoor fresh food retailing, a 60 stall outdoor farmers' market shed that can expand to accommodate over a hundred farmers, a 5,000 sf shared commercial kitchen that will host a kitchen incubator program, two restaurants, and dry and cold storage facilities for distribution of locally grown foods to area schools and institutions. The



facility also includes rooftop greenhouses, the country's first demonstration kitchen design for kids (with adjustable height cooking surfaces), and 33,000 sf of education, event, and office space. To address the region's obesity epidemic, the facility will have professional management staff to run a wide range of educational programming that encourages people to buy, cook, and eat fresh foods.

Through extensive key informant interviews and focus groups, MVI reached out to potential community partners, including area hospitals, schools, government agencies, representatives of ethnic communities, and food system advocates to develop long term partnerships that maximize the Downtown Market's impact on the community. One result of this effort is the Kent County school district is expanding its culinary and health programs for high school students within the Market and will lease 13,000 sf on the second floor.

Market Ventures continued to assist Grand Action during the predevelopment phase. Key tasks included assistance with selecting the design team, development and implementation of an extensive board training program, budget refinement, and fundraising. MVI prepared detailed funding proposals to federal agencies and local and national foundations, helping to secure \$16 million in capital support. The Downtown Market will be the country's first LEED-rated public market, with LEED Gold certification expected.

Construction began in January 2012 and the open air component of the Downtown Market opened in May 2013, with the interior sections expected to open in September 2013. During the development phase, MVI helped Grand Action and the new board to select the market director, assisted with marketing and branding, and continued to assist with fundraising and partnership development.

D. Disclosure of Conflict of Interest

There are no potential conflicts of interest due to any other clients, contracts, or property interests. No member of Market Ventures, Inc.'s ownership, management or staff has vested interest in any firm, consultant or subconsultant involved in the project, or any aspect of the project, or with the Department of Planning and Community and Economic Development or the City of Madison.

E. Disclosure of Contract Failures, Litigations

There are NO alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending within the last three years which involves Market Ventures, Inc. or any subcontractor involved in the project. MVI and its subconsultants have never been found guilty or liable for any contract.

F. Financial Capability

MVI has been providing similar consulting studies since 1996. We are financially sound and have the financial stability and capacity to perform the work described in the scope of services.



RFP FORM D: PROPOSER REFERENCESFOR VENDOR: Market Ventures, Inc.

Provide organization name, address, contact person, telephone number, and brief project description for four (4) projects similar to the one described in this RFP. .

Company Name Grand ActionAddress (include ZIP) 120 Lyon NW, Grand Rapids, MI 49503Contact Person Jon Nunn Phone No. 616-456-8100Contract Period 2/2009-12/2011Services Provided Public market feasibility study and business plan,
predevelopment services**Company Name** City of RochesterAddress (include ZIP) 400 Dewey Ave., Rochester, NY 14613Contact Person Jim Farr, Market Director Phone No. 585-428-6755Contract Period 6/2011-presentServices Provided Public market district master plan**Company Name** NJ Casino Reinvestment Development AuthorityAddress (include ZIP) 15 S Pennsylvania Ave, Atlantic City, NJ 08401Contact Person Susan Thompson Phone No. 609-347-0500Contract Period 3/2013-presentServices Provided Public market feasibility study and concept plan**Company Name** Historic Third Ward AssociationAddress (include ZIP) 219 N. Milwaukee St., 3rd Fl., Milwaukee, WI 53202Contact Person Dick Wright Phone No. 612-259-7250Contract Period 1999Services Provided Public market feasibility study and concept plan

RFP FORM D: PROPOSER REFERENCESFOR VENDOR: Market Ventures, Inc.

Provide organization name, address, contact person, telephone number, and brief project description for four (4) projects similar to the one described in this RFP. .

Company Name Grand ActionAddress (include ZIP) 120 Lyon NW, Grand Rapids, MI 49503Contact Person Jon Nunn Phone No. 616-456-8100Contract Period 2/2009-12/2011Services Provided Public market feasibility study and business plan,
predevelopment services**Company Name** City of RochesterAddress (include ZIP) 400 Dewey Ave., Rochester, NY 14613Contact Person Jim Farr, Market Director Phone No. 585-428-6755Contract Period 6/2011-presentServices Provided Public market district master plan**Company Name** NJ Casino Reinvestment Development AuthorityAddress (include ZIP) 15 S Pennsylvania Ave, Atlantic City, NJ 08401Contact Person Susan Thompson Phone No. 609-347-0500Contract Period 3/2013-presentServices Provided Public market feasibility study and concept plan**Company Name** Historic Third Ward AssociationAddress (include ZIP) 219 N. Milwaukee St., 3rd Fl., Milwaukee, WI 53202Contact Person Dick Wright Phone No. 612-259-7250Contract Period 1999Services Provided Public market feasibility study and concept plan

Theodore A. Spitzer

President

Theodore Spitzer is a nationally recognized expert on food markets and alternative local food systems. His core competencies include feasibility analysis, market research, urban planning, and program evaluation.

For 25 years Ted has helped communities throughout the country to develop, revitalize, and improve their public markets and the neighborhoods around them. He led the team that assessed the feasibility of a new wholesale farmers' market in New York City, work that included ground breaking research in demand for locally grown foods among buyers in New York City and potential supply from regional farmers. Mr. Spitzer has recently directed consulting efforts in Grand Rapids, Atlantic City, Fort Wayne, Boise, Fort Collins, Louisville, Salt Lake City, Lynchburg, New Haven, Baltimore, Toledo, Philadelphia, and Milwaukee. He is currently helping to revitalize historic public markets in Rochester and St. Louis and exploring the feasibility of a "food hub" in Northern Michigan.



Ted has led the planning and predevelopment efforts for the new Grand Rapids Downtown Market, including the initial feasibility study and concept plan. This mixed-use market facility includes an outdoor farmers' market shed, a 21 vendor indoor market hall, two restaurants, 35,000 sf of commercial lease space, and a 5,100 sf shared commercial kitchen/incubator. Key innovations include rooftop greenhouses, a large demonstration kitchen and special event space, and the country's first Kid's Kitchen cooking lab with adjustable height cooking surfaces to accommodate six year-olds to adults. Ted has played a central role in fundraising for the \$30 million project and is currently developing community partnerships to enhance the Market, focusing on the education and medical sectors. Construction began in January 2012 and the Downtown Market opened in May 2013.

Mr. Spitzer's experience extends to large-scale program evaluation. In partnership with New York University and Karp Resources, Ted led a team that evaluated the SchoolFood Plus Initiative, a broad-based effort to address obesity by improving meals served in the New York City public schools and purchasing foods from New York farms, funded by the W.K. Kellogg Foundation. Mr. Spitzer was also the Lead Evaluator for the NYC Food & Fitness Partnership, a multi-sector intervention to improve access to healthy foods and active living in low income neighborhoods around New York.

As Project Director for the award-winning Portland Public Market in downtown Portland, Maine, Mr. Spitzer oversaw all aspects of the creation of a new, year-round indoor market with 25 fresh food businesses in the downtown core, including the project's initial concept development and feasibility analysis. He then directed the Market's operation from its opening in October 1998 through October 2001. Under his leadership the Portland Public Market received the Rudy Bruner Award for Urban Excellence, the HUD/AIA Community Building by Design

Award, and awards from the American Planning Association, International Downtown Association, and the American Institute of Architects.

Mr. Spitzer's academic training includes urban and regional planning, local economic development, statistics and econometrics, and public affairs from Columbia and Princeton Universities.

With Hilary Baum, Ted Spitzer co-authored *Public Markets and Community Revitalization* (Urban Land Institute/Project for Public Spaces, 1995), which has been called the definitive guide to the field. The book provides an in-depth look at public markets throughout the United States, discusses their benefits and the challenges to developing markets, and presents a comprehensive approach to public market planning and development.

Mr. Spitzer is the founder and past president of Farm to Market, Inc., a nonprofit corporation that operated businesses within the Portland Public Market in order to ensure Maine farmers and food producers ongoing access to the Market's customers. Experience gained in establishing and running Farm to Market, Inc. provides a further foundation of specialized knowledge to inform Market Ventures' consulting practice. With his wife, Mr. Spitzer is the owner/operator of Maine's Pantry, a successful store started within the Portland Public Market that features specialty foods produced in Maine.

In 1991, Mr. Spitzer was a founding principal of Public Market Partners, a tax-exempt, nonprofit organization that worked in partnership with communities to plan, develop, and manage public markets and related projects. He helped create new markets and provided planning assistance to existing markets throughout North America, including the Maxwell Street Market in Chicago, the Dallas Farmers' Market, and the Reading Terminal Market in Philadelphia. Mr. Spitzer authored the initial redevelopment plan for the North Market in Columbus, which was successfully relocated and expanded. He helped develop and manage the Bronx Sunday Market and the East Harlem Community Market, seasonal, open-air markets located in low income communities in New York City.

Prior to co-founding Public Market Partners in 1991, Mr. Spitzer was Associate Director of the Public Market Collaborative, where he co-directed a \$350,000 HUD-funded public market technical assistance program and provided assistance to seven cities. He led a consulting team in a major management and design study of the French Market in New Orleans and was the program director and organizer for the first International Public Market Conference. In 1989, he co-founded and chaired the New York Food and Agriculture Network, which lobbied city and state government on food and farming issues relevant to consumers in NYC.

In 1984, Ted Spitzer joined Project for Public Spaces, Inc., an organization dedicated to developing strategies for spurring downtown rebirth through the improvement of public spaces. In 1986-87, Mr. Spitzer conducted extensive research into comprehensive downtown management organizations, which was published by the American Planning Association. Amongst his consulting projects, he worked on projects in Opa Locka, Florida; Hoboken, New Jersey; Pittsfield, Massachusetts; Washington, D.C.; and Brooklyn, New York.

Education

Woodrow Wilson School of Public and International Affairs, Princeton University, Master's Degree in Public Affairs and Urban and Regional Planning, 1995.

Columbia College, Columbia University, B.A. in Urban Studies, 1987.

Publications and Presentations

“Competing with the Retail Giants: How Public Market Vendors Can Differentiate and Succeed when Everyone’s Offering ‘Local’,” National Association of Produce Market Managers Conference, April 2011

“Alternative Local Food Systems,” American Planning Association National Conference, March, 2005.

“Public Markets as an Economic Development Strategy,” *News & Views*, Economic Development Division, American Planning Association, January, 1999.

Public Markets and Community Revitalization, Urban Land Institute/Project for Public Spaces, Washington, DC, 1995. Produced under a grant from the Surdna Foundation.

“New Orleans’ Evolving Public Market,” *Urban Land*, Urban Land Institute, February, 1991.

“Maximizing the Benefits of Farmers’ Markets,” *Center City Report*, International Downtown Association, January, 1991.

“Successful Downtown Management. Part One: Leadership and Cooperation,” and “Successful Downtown Management. Part Two: Changing Roles of Downtown Organizations,” *PAS Memos*, American Planning Association, April and May, 1987.

Market Portraits: the Magic of Downtown Farmers’ Markets (videotape), Project for Public Spaces, 1989. Produced under a grant from the National Endowment for the Arts.

Civic and Professional Affiliations

Treasurer, Cultivating Community

President, Friends of Portland Public Library

Trustee, Portland Public Library

Coordinator, Portland School District Wellness Policy Team

Board of Directors, Greater Portland Regional Chamber of Commerce

Board of Advisors, Open-Air Market Net

Additional information available at www.marketventuresinc.com



Hugh A. Boyd, FAIA, Senior Associate Principal, Hugh A. Boyd, Architects

Hugh Boyd, FAIA, is principal of Hugh A. Boyd, Architects, a specialty architecture firm based in Montclair, New Jersey, that he founded in 1987. Mr. Boyd has extensive experience in retail and commercial space design, merchandising, and graphic concepts, with particular expertise in the programming and design of public markets.

Mr. Boyd is the lead architect on the Grand Rapids Downtown Market. He worked initially with Market Ventures, Inc. on the feasibility study and concept plan and then assembled a team of local architects and engineers that was selected to design the 137,000 sf facility and oversee construction. Mr. Boyd is also working with all of the vendors within the Market to design their individual spaces.

Recent design credits include the very successful Market at Grand Central Terminal in New York City, the new expanded facility for the Ardmore Farmers' Market, the redevelopment of Cincinnati's historic Findlay Market, and new public markets in Portland, Maine and Charleston, West Virginia. The firm has designed supermarkets for some of the country's most successful specialty retailers, including the Balducci's store in New York City, as well as cutting edge supermarket developments in the Philippines. Mr. Boyd's expertise extends to the study and design of roadside markets around the country, including the highly successful expansion and renovation of Atkins' Farmers Country Market, in Amherst, MA.

As a Senior Associate of Market Ventures, Inc., Mr. Boyd provides unique expertise in the design and development of public markets. Clients benefit from his ability to identify areas of potential profit, create merchandising concepts, and develop construction budgets based on projects recently implemented. He understands the particular needs of small, independent food retailers and creates design plans that maximize their chance of success, while fulfilling the sponsor's need for people-oriented, active public spaces. He has a thorough understanding of the day-to-day functioning of public markets and the need to create efficient operations. Recent projects with MVI include design concepts for the Charlottesville market district, redevelopment of the indoor and outdoor sheds at the Rochester Public Market, the design for a new wholesale farmers' market in New York, and development of new public markets in Atlantic City, Fort Collins, Milwaukee and San Diego.

Mr. Boyd was the principal architect for the Portland Public Market, which won numerous awards in architecture and planning, including the first ever Community Building by Design Award from the American Institute of Architects and the U.S. Department of Housing and Urban Development. He has helped create public markets in historic spaces, including the Market at 30th Street Station in Philadelphia, where he provided design and coordination for a



new 35,000 sq. ft. market within a National Register train station; the Capital Market in Charleston, West Virginia, inside an 1890's train shed; and the highly successful Ardmore (Pennsylvania) Farmers' Market. Mr. Boyd provided the architectural services for the Twelve Oaks Farmers' Market in Savannah, Georgia, a renovation of a 13,000 sq. ft. supermarket into a 20-tenant mixed-use market; and the Reston Market in Reston, Virginia, a new 25,000 sq. ft. fresh food market in a new town center.

In 2001, Mr. Boyd became a Fellow of the American Institute of Architects, the highest honor in the field, in large measure because of his expertise in public markets and his role in the renaissance of public markets in the United States. He was named Architect of the Year in 2008 by the New Jersey chapter of AIA.

Education

University of Notre Dame, Bachelor of Architecture, Magna Cum Laude

Recipient of the Nellie W. Kervich Gold Medal of Architecture from the Graham Foundation

Affiliations

Fellow of the American Institute of Architects

Registered architect in ten states

Registered with the National Council of Architectural Registration Boards

Board of Trustees, AIA New Jersey/New Jersey Society of Architects

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E-MAIL: EDACmark@aol.com

FACSIMILE: (617) 367-0908
WEB: www.EDACweb.com

MARCUS S. WEISS

PROFESSIONAL SUMMARY

Marcus Weiss is President of *Economic Development Assistance Consortium (EDAC)*, a national consulting firm specializing in community revitalization initiatives and social enterprises. In addition to undertaking frequent technical assistance, evaluation and grantsmanship assignments for federal grantees, he has served as a contractor to federal agencies analyzing innovative approaches for community development finance capitalization, securitization and the leveraging of supplemental private sector resources. Subsequent to growing up in the family grocery business, Marcus Weiss has also aided governmental and foundation grantees in the development of food hubs, core neighborhood supermarkets/public markets, food trucks, aquaponics, community farms and restaurants as well as manufacturing incubators and retail districts.

PROFESSIONAL EXPERIENCE:

- 1980 - Present President, *Economic Development Assistance Consortium (EDAC)*, Boston, Massachusetts
- EDAC is a national consulting firm specializing in the areas of community development finance, commercial district revitalization, minority business inclusionary programs, strategic planning, obtaining governmental and bank finance for economic development projects and technical assistance innovations.
- Duties include undertaking frequent technical assistance, evaluation and grantsmanship assignments for federal grantees and community development entities, serving as a contractor to federal agencies analyzing innovative approaches for community development finance capitalization, securitization and the leveraging of supplemental private sector resources and authoring publications.
- 1975 - 1979 Staff Attorney, Massachusetts Law Reform Institute, Boston, MA
- Duties included legislative drafting, lobbying, training of attorneys regarding community economic development and litigation.
- 1974 - 1975 Fellowship - Reginald Heber Smith Community Lawyer Fellowship Program
- Engaged in fellowship activities, coordinated by Howard University for the federal Legal Services Program. Facilitated activities regarding civil rights law, urban planning and community economic development.

EDUCATION:

- 1970 - 1973 Boston University School of Law, Boston, MA.
Juris Doctor
- 1966 - 1970 American University, School of Government,
Bachelor of Arts in Political Science

AFFILIATIONS:

Current:

Boston Housing Development Corporation II – Board Member and officer

Past:

Massachusetts Bar Association –Chairman, Urban Development Committee
Massachusetts Bar Association – Vice Chairman of Property Law Council
Department of Labor’s Community Audit Experts Panel
Enterprise Foundation’s Best Practices Database Advisory Board
Ford Foundation - Public Markets Advisory Group
U.S. Department of Housing and Urban Development – Sworn in as special expert

PUBLICATIONS:

BOOKS:

Building Partnerships Between State TANF Initiatives and CDCs – A Guidebook for Practitioners and State Officials, NCCED publication for HHS, March 2000.

Networking Across Boundaries: New Directions In Community-Based Job Training and Economic Development, (co-edited with Bennett Harrison), companion case studies to Workforce Development Networks, 1998.

Rethinking National Economic Development Policy, a study prepared for the U.S. Department of Commerce (co-investigator with Bennett Harrison), 1997.

Workforce Development Networks: Community-Based Organizations and Regional Alliances, published by Sage Publications, Inc. in 1997 (co-authored with Bennett Harrison).

Building Bridges: Community Development Corporations and the World of Employment Training, a Ford Foundation publication, January 1995 (co-authored with Bennett Harrison and Jon Gant).

Community Reinvestment Act, published by Sheshunoff Information Services, Inc., Austin, Texas, December, 1990 (co-authored with Jerome Groskind, Esquire, and Nena Groskind).

Community Reinvestment Act: Access to Development Capital/Operating in a Changing Regulatory Environment, published by Massachusetts Continuing Legal Education, Inc., Boston, MA, 93-19.06, November 1992 (Edited by Marcus Weiss).

JOURNAL ARTICLES:

Filling the Lending Vacuum, *Shelterforce*, Summer 2011.

Trends for Funding CDC Commercial Projects, *Shelterforce*, September/October 2003.

Regional Workforce Development Networks, chapter from *Bridging the Divide: Making Regions Work for Everyone-Shaping the Federal Agenda*, U.S. Department of Housing and Urban Development, Washington, D.C. 2000.

CDCs Access New Economic Development Resources, *Shelterforce*, July/August 1999.

Consumer Protection Legislation: Where's it Headed? *The Bankers Magazine*, Nov/Dec 1990 (co-authored with Jerome Groskind, Esquire).

Regulators Turn Up the Heat on CRA Compliance, *The Bankers Magazine*, May/June 1990 (co-authored with Jerome Groskind, Esq.).

The Tax Reform Act: Effects of the New Legislation, *New England Real Estate Directory*, 1986 (co-authored with Harold H. Oshima).

Nonprofits and Subsidiary Ventures, *Citizen Participation*, Winter 1984 (co-authored with William Spring).

Financing Community Economic Development, *Adherent: A Journal of Comprehensive Employment Training and Human Resource Development*, September 1980, Volume 7 Number 2.

Community Reinvestment Act: Has it Promoted New CDC/Bank Relationships? *CCED Review*, quarterly journal, published by the Center for Community Economic Development, Cambridge, MA, Winter, 1980 (co-authored with Belinda Hudnall, CCED staff).

A Special Report on the Expansion of EDA, *CCED Review*, Fall, 1979 (co-authored with Belinda Hudnall).

Final CETA Regulations: New Roles for CBOs, *CCED Review*, Summer 1979.

Comprehensive Employment and Training Act Amendments of 1978, *CCED Review*, Winter, 1979.

CETA Legislative Revisions Create Increased Opportunities for CBOs, *CCED Review*, June/July, 1978.

Minority Business Participation in Federal and State Programs, *CCED Review*, October/November, 1977.

LECTURER:

Frequent panelist at HHS grantee and related conferences.

Co-taught summer course for mid-career professionals in community economic development and community development finance for the Radcliffe Institute of the Kennedy School of Government at Harvard University.

MIT Department of Urban Studies and Planning - guest presenter.

Patty Cantrell

Writer • Facilitator • Project Developer

patty@regionalfoodsolutions.com



231.794.1792

regionalfoodsolutions.com

PO Box 194 Beulah, MI 49617

Communications • Strategy • Project Development

Recent Projects

- *Food Innovation Districts: An Economic Gardening Tool* — Lead Author: Local government guide to developing vibrant community spaces where food and farm entrepreneurs can collaborate, grow, and better supply local and regional demand. Winner of a 2013 Innovation Award from the National Association of Development Organizations. Client: Northwest Michigan Council of Governments. Web: <http://tiny.cc/zd0qhw>
- Financing Farming in the U.S. — A project to build lender understanding of smaller, diverse farms. Client: Center for Regional Food Systems, Michigan State University. Web: <http://tiny.cc/eg0qhw>
 - Co-Author: Food Producers Case Studies, Financing Healthy Food Options: Implementation Handbook, U.S. Department of the Treasury, CDFI Fund, Capacity Building Initiative, June 2012, http://www.cdfifund.gov/what_we_do/resources/Food%20Prod%20Case%20Studies%20Final.pdf
- The Michigan Good Food Charter — Outreach and advocacy for Charter priorities. Client: Center for Regional Food Systems, Michigan State University. Web: michiganfood.org
- Michigan Voices for Good Food Policy — Communications re. 2012 Farm Bill Client: National Sustainable Agriculture Coalition. Web: <http://tiny.cc/9o0qhw>
- TEDx Manhattan: Changing the Way We Eat. Featured speaker 1/21/2012. Web: <http://tiny.cc/yn1qhw>
- *Field Guide to the New American Foodshed* — Web-based farm business development resource Clients: Farm Credit Council and Ecological Farming Association. Web: foodshedguide.org
- The Michigan Good Food Charter — Infrastructure Task Force Chair, 2010 Client: C.S. Mott Group, Michigan State University. Web: michiganfood.org

Employment History

Michigan Land Use Institute

1998 - 2010

Served as food and farming program director (8 years), managing editor (2 years), and policy specialist (2 years). Extensive work in community organizing, communications, and policy advocacy, including research, investigative reporting, journalism, editing, public speaking, conference organizing, and other outreach. Specific responsibilities for strategic planning, project development, fundraising, team facilitation, and management. More at Web: mlui.org.

Highlights at MLUI include:

- *Northwest Michigan Food and Farming Network* — Led development of this six-county collaborative group of citizens and organizations working to increase the resilience and double the value of the region's food and agriculture system in 10 years. Regional economic development efforts have adopted the Network and its goals

and objectives as one of six implementation groups for the region's 50-year Grand Vision development plan. More at foodandfarmingnetwork.org and thegrandvision.org.

- *Food and Farming Program* — Developed this 10-county local food initiative, which has since 2004 helped build northwest Michigan's national reputation as a small community with a big food culture and growing local food economy mlui.org/foodandfarming. It includes 3 FTE working on the 1) annual guide to local foods and related marketing assistance to farms and retailers www.LocalDifference.org 2) Healthy Food for All project, including leadership in developing farm-to-school programming across the region, with more than 40 now serving 3) Get Farming/Keep Farming project of business services for aspiring and transitioning farmers.
- *Campaigns and Special Reports* — Led and participated in community organizing and communications efforts of a number of policy initiatives over the years. Advocacy on regional food systems has resulted in special reports that figure prominently in the movement both in Michigan and the nation: *See the Local Difference, Eat Fresh and Grow Jobs, Michigan, The New Entrepreneurial Agriculture, Northwest Michigan's Farm Factor*. See mlui.org/specialreports.
- *Management Team* — Served as a member of the management team that has built MLUI into an innovative and resilient nonprofit leader, including strong financial and organizational performance through recessionary times. Key roles: Strategic planning, editorial leadership, group facilitation, and new project development.

National Food and Society Policy Fellow

2008 - 2009

Promoted regional food systems as economic development through this program at the Institute for Agriculture and Trade Policy. Accomplishments include:

- Co-chair, Food System Infrastructure work group, Michigan Good Food Charter.
Presentation: <http://michiganfood.org/index.php?q=patty-cantrell-video-clip>
Report author: http://michiganfood.org/assets/goodfood/docs/Food_System_Infrastructure_Report.pdf
- “See the Local Difference —Regional food systems become essential ingredient for Michigan’s future”
<http://www.mlui.org/downloads/SeetheLocalDifference.pdf>
- Case studies re. “Sysco’s Journey from Supply Chain to Value Chain”
<http://ngfn.org/resources/research-1/innovative-models>
- Decentralize, Diversify, Localize — presentation at the 2009 National Food Policy Conference, Washington D.C.
<http://www.mlui.org/farms/fullarticle.asp?fileid=17360>
- Speaker Urban Agriculture forum, University of Michigan-Dearborn, hosted by *Crain’s Detroit Business*.
<http://www.umd.umich.edu/urbanfarming>
- Good Food Tour series of articles about regional food system development in Michigan
<http://www.mlui.org/report.asp?spid=75>

Drury College

1996 - 1998

Adjunct professor in business and economics at this liberal arts college in Springfield, MO.

Freelance Writer

1995 - 1998

Independent journalist and copywriter with a business focus, including editing Great Game of Business™ open-book management guides, publishing articles in *U.S. News and World Report* and *Ms. Magazine*, and authoring an acclaimed grassroots action report, *Hog Wars*, for the Missouri Rural Crisis Center.

Springfield News-Leader (MO)

1992 - 1995

Senior business reporter and columnist with this daily Gannet newspaper serving Missouri's third-largest city. Daily news and investigative reporting, feature writing, and a weekly opinion column.

Rocky Mountain Institute (CO)

1990 - 1992

Program specialist with RMI's Economic Renewal program. Included development of the *Food and Agriculture Workbook*, which has figured in the national spread of "food system assessments" for community development.

Institute for Community Economics (MA)

1989

Internship with ICE's revolving loan fund and community land trust programs. (Greenfield MA)

Columbia Tribune (MO)

1989

Copy editor, news and features, at this daily mid-Missouri paper.

Education

Masters in Business Administration

1994 - 1996

Drury College, Breech School of Business Administration, Springfield, Missouri.

Fulbright Scholarship

1987 - 1988

Based at the University of Cologne, Germany, studied labor economics and community economic development.

Bachelors of Arts in Economics and Political Science

1982 - 1987

Summa cum laude and Phi Beta Kappa honors at the University of Missouri – Columbia.

Community Service

Michigan Food Policy Council

2008 - present

Governor-appointed. Chair of the Council's Farmer Task Force

National Sustainable Agriculture Coalition

1/2010 - 2012

Co-Chair, Marketing, Rural Development, and Food Systems Committee

National Good Food Network

1/2009 - 2011

Member, Advisory Council

Grow Benzie!

2009 project

Facilitated startup of this new community-garden based, Benzie County hub of good food and green energy activity.

Village of Beulah, Trustee

2006 - 2010

Initiated a process now resulting in downtown improvements and waterfront and streetscape investments.

Darcy Library of Beulah, Board Chair

2004 - 2006

Managed the council's work through fundraising and construction of a new, \$500,000 facility.

Benzie County Democrats

2006 project

Facilitated the county chapter's strategic planning process.

Benzie County Court Watchers**2000 project**

Facilitated development of this ongoing citizen volunteer effort to monitor domestic violence court activity.

Honors**Environmentalist of the Year, 2009**

Northern Michigan Environmental Action Council

TRAVERSE magazine feature, Nov. 2005

“To Market, To Market: Patty Cantrell’s drive to make Northern Michigan buy local and save family farms is backed by an MBA. But underneath that business savvy is a Missouri farm girl who knows how to roll up her sleeves.”

<http://www.mynorth.com/My-North/November-2009/Patty-Cantrell/>

Environmental Journalist of the Year, 2000

Northern Michigan Environmental Action Council

Exceptional Merit Media Award, 1995

National Women’s Political Caucus and Radcliffe College

Project Experience

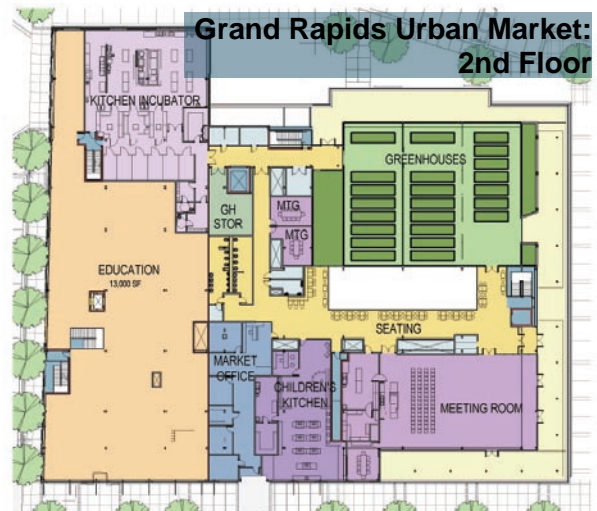
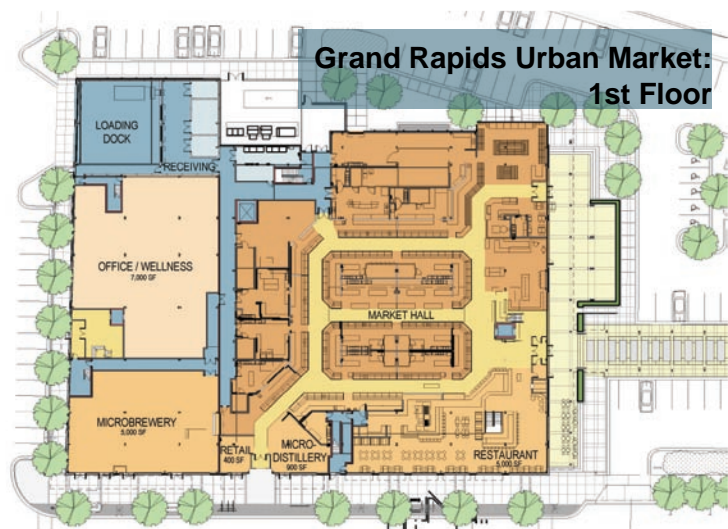
Feasibility analysis and concept planning

Market Ventures, Inc. conducts feasibility analysis and concept planning for public markets, farmers' markets, and other innovative economic development projects. Since no two projects are alike, the creative process of creating a successful development concept must be carefully linked to the analytic process of testing feasibility. MVI takes an iterative approach, with market research findings blending with project goals, national experience, site and design opportunities, and economic analysis to create development concepts that meet the client's financial and programmatic objectives.

Downtown Market Concept Plan and Feasibility Study, Grand Rapids, Michigan, (2009-12)

Grand Action, a nonprofit representing the city's business and philanthropic leadership, has spurred revitalization of downtown Grand Rapids by playing the lead role in developing a successful 12,000 seat entertainment/sports facility, a one-million-square foot convention center, and a full-scale renovation of the historic Civic Theater. The organization has turned its attention to creating a year-round downtown Downtown Market as part of a regional economic development strategy that links West Michigan's expanding agricultural sector to the burgeoning demand for local, fresh foods by area residents and tourists. Grand Action retained Market Ventures, Inc. to conduct a feasibility study, identify the site, and develop the concept for this facility.

MVI created an innovative program for the Downtown Market within a complex of six historic warehouses, including 27,000 sf of indoor fresh food retailing, a 60 stall outdoor farmers' market shed that can expand to accommodate over a hundred farmers, a kitchen



incubator program within a 5,000 sf certified commercial kitchen, and dry and cold storage facilities for distribution of locally grown foods to area schools and institutions. The plan also calls for rooftop greenhouses (utilizing the heat generated within the market), 10,000 sf of education and event space, restaurants and other retail, and office space. The facility will have professional management staff to run a wide range of educational programming that encourages people to buy, cook, and eat fresh foods.

Through extensive key informant interviews and focus groups, MVI's reached out to potential community partners, including area hospitals, schools, government agencies, representatives of ethnic communities, and food system advocates to develop long term partnerships that maximize the Downtown Market's impact on the community. The Downtown Market will be the new hub of the local food system and has captured the attention of many of the city's political, business, and philanthropic leaders.



Market Ventures continued to assist Grand Action during the predevelopment phase. Key tasks included assistance with selecting the design team, development and implementation of an extensive board training program, budget refinement, and fundraising. MVI prepared detailed funding proposals to federal agencies and local and national foundations, helping to secure \$16 million in capital support.

Construction began in January 2012 and the Downtown Market is scheduled to open in July 2013. During the development phase, MVI helped Grand Action and the new board select the market director, assisted with marketing and branding, and continued to assist with fundraising and partnership development.



Grand Rapids Downtown Market
Ribbon Cutting May 2013

Atlantic City Public Market Feasibility Assessment, Atlantic City, New Jersey (2013)

As part of its efforts to diversify the Atlantic City economy and visitor experience as well as activate the downtown streetscape, the NJ Casino Reinvestment Development Authority retained MVI to determine an appropriate development concept for an Atlantic City Public Market and assess the concept's feasibility. Phase 1 work included site analysis, consumer demand assessment, review of competition, supply analysis, and a preliminary determination of the project's feasibility based on a refined set of project goals and development principles. In Phase 2, MVI created a tenant mix plan and conceptual site plan on the selected site, developed a ten year operating pro forma, estimated development costs, proposed an ownership and operational structure, and identified key factors that will determine the project's feasibility.

Boise Public Market Feasibility Study, Boise, Idaho (2011)

Established in 1994, the Capital City Public Market has evolved into a large and successful Saturday morning outdoor farmers' market located on streets and plazas in the downtown. The City of Boise, along with the Market organization and a new nonprofit called the Idaho Center for Sustainable Agriculture, retained Market Ventures, Inc. to explore the potential for creating a year-round public market facility in the downtown. This worked included an analysis of supply and demand, identification of potential functions within the facility, and creation of a multi-year financial model that explored economic feasibility.



To better understand current and potential customers, MVI designed and implemented an in-person customer survey and an Internet-based survey. This research, along with key informant interviews, focus groups, site inspections, and analysis of secondary consumer and agricultural data led MVI to propose a mixed-use public market facility that included a winterized market shed, shared food production facilities, and 12,000 sf of market retailing facilities.

Grand Traverse Regional Market/Food Hub Feasibility Study, Traverse City, MI (2012)

The Grand Traverse Regional Market is conceived as a professionally managed, multi-function facility that supports the production, retailing, storage, and distribution of locally grown and produced foods. The Regional Market is meant to benefit farmers throughout the region who need infrastructure for food production, year-round direct marketing, and distribution support to meet the needs of local consumers and tourists, and to tap new potential buyers. Moreover, the project seeks to increase availability and access of local foods for low-income area residents, create jobs, encourage education and knowledge sharing, and create a social space for the community.

MVI was hired to conduct a feasibility study for creating a “food hub” within Building 58 of the Village at Grand Traverse Commons. The building once housed the central commissary of the North Michigan Asylum, feeding 3,500 patients and staff daily. MVI's scope of services included market analysis (quantification of supply and demand), assessment of functions, identification of preferred

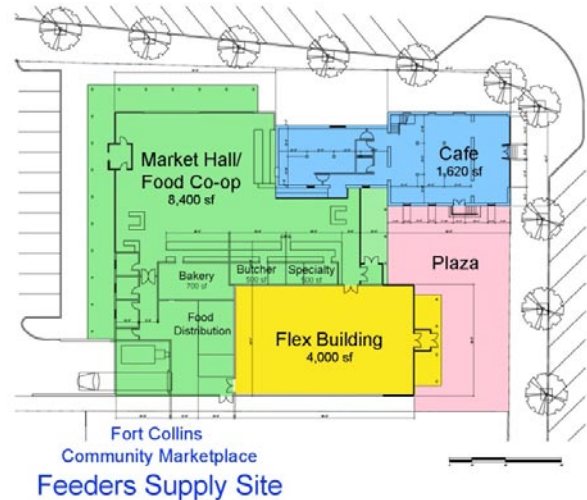


management and operations, financial modeling, and assessment of economic impact.

Principle study methods included key informant interviews, focus groups of potential facility users, site inspections of regional food offerings, review of relevant reports, secondary data analysis, and pro forma analysis. We explored the full range of potential wholesale buyers for the Regional Market and quantified demand, as well as analyzed the local farm economy and identified needs for food producers. The work included developing a business model and management plan for the facility.

Community Marketplace Economic Feasibility Study, Fort Collins, Colorado (2010-11)

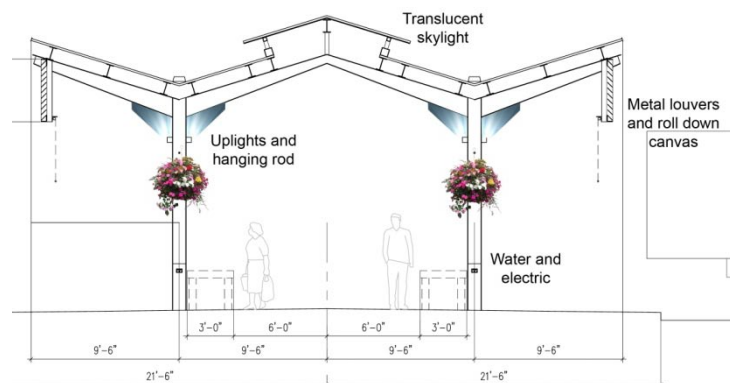
Fort Collins Downtown Development Authority selected Market Ventures (with subconsultant Brinkman Associates, a local real estate firm) to conduct a professional feasibility study for a new indoor public market. Extensive market research determined that not enough vendors were available for a traditional public market hall. MVI recommended a creative hybrid approach that incorporates a longstanding downtown food co-op as the anchor tenant, which will oversee management of three independent vendors, providing daily fresh food retailing without need for market management oversight. MVI recommended moving a longstanding but stagnate farmers' market to the new location and creating a flexible building that could provide indoor farmers' market retail every Saturday year-round. A nonprofit sponsoring organization will oversee the entire Marketplace facility and will operate the farmers' market and flex building events. This hybrid approach will meet the market's goals while reducing development risk and reaching profitability by the third year of operation.



Salt Lake City Public Market Feasibility Study, Salt Lake City, Utah (2007-08; 2011-12)

The Downtown Alliance of Salt Lake City, which has successfully operated the open-air Saturday Market in Pioneer Park for 15 years, retained Market Ventures, Inc. to conduct a feasibility study for a new, year-round indoor public market at a downtown location. The work plan included research into comparable public markets, market research (including capture rate analysis), vendor analysis, site selection, and financial analysis.

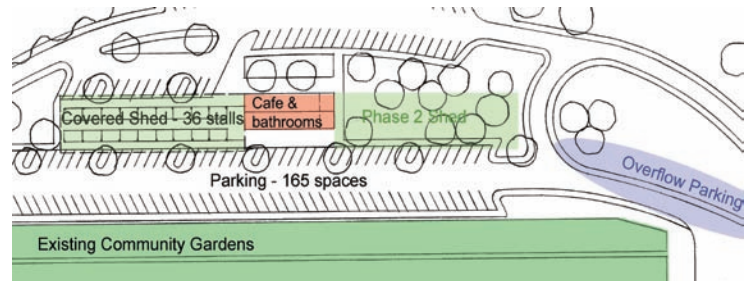
Based on the successful outcome of this study, the Downtown Alliance retained MVI to conduct a Phase 2 study that explored design and development opportunities at the Rio Grande Depot, a historic but underutilized train station one block from the farmers' market site in Pioneer Park. MVI developed a three-phase strategy that included creating a "winter market" inside the



historic train station, constructing two multi-purpose farmers' market sheds adjacent to the station, and developing a new year-round facility within the emerging Hub District to the west of the train station.

Broome County Regional Farmers' Market Feasibility Study, Binghamton, NY (2009)

While farmers' markets have proliferated throughout New York's Southern Tier region, there are no year-round, permanent facilities to serve the region's direct marketers or customers. Market Ventures, Inc. was retained by the Broome County Department of Planning and Economic Development



to develop a concept plan and explore the feasibility of creating a Regional Farmers' Market. MVI's scope of services included market research of supply and demand, competitive analysis, research into comparable facilities around the country, site selection and design description, recommendation of a management structure, and financial analysis. To ensure the facility met the needs of growers, MVI conducted focus groups with farmers throughout the region. MVI determined that the preferred site for the Regional Farmers' Market was the county's Otsiningo Park, which could accommodate two covered sheds with space for 72 farmer stalls, plus indoor café and restrooms, with excellent visibility from Interstate I-81.

NYC Wholesale Farmers' Market Feasibility Study, New York, New York (2003-2007)

While Greenmarkets have demonstrated the enormous demand among New York City consumers for locally grown foods purchased directly from farmers, significant barriers at the wholesale level prevent local restaurants, grocers, caterers, and food service institutions from accessing foods grown or produced in New York or adjacent states. To address this problem, the New York State Department of Agriculture and Markets retained a team led by Market Ventures, Inc. and Karp Resources to study the feasibility of creating a new wholesale farmers' market or markets in NYC.

In Phase 1, the Market Ventures team identified and surveyed potential buyers among the nearly 20,000 restaurants, retailers, distributors, and other wholesale food purchasers in New York, as well as hundreds of farmers located in the neighboring counties. International examples of wholesale farmers' markets were studied. Outcomes of the project included quantification of the demand and supply for locally grown foods in New York City, estimates for economic impact, creation of an "ideal model," and identification of buyer and seller preferences. The team created a web site to enhance communication.



As a result of this work, the Department, again with support from USDA, retained the MVI/Karp team, including Hugh A. Boyd Architects, to lead an in-depth planning process, including site selection, design, financial analysis, and management planning. Two high potential

sites were identified – the Hunts Point Terminal Produce Market and the Fulton Street Fish Market – and the team received initial support from the cooperatives that run both markets to locate the wholesale farmers’ market there. The Governor of New York identified the NYC wholesale farmers’ market as his top agricultural priority and the state’s FY2009 budget includes \$25 million to support its development.

New Haven Public Market Feasibility Study, New Haven, Connecticut (2006-2007)

Following on the success of their outdoor seasonal farmers’ markets, the nonprofit CitySeed retained Market Ventures, Inc. to explore the feasibility of establishing a new, year-round public market within downtown New Haven. The scope of services included site analysis, market research, concept development, financial analysis, and design concepts. Due to shifting public priorities and lack of suitable sites, MVI guided CitySeed in determining that a public market is not currently feasible. As an alternative, MVI provided recommendations for improving the organization’s principal outdoor farmers’ market.

Battery Maritime Building Market Concept Plan, New York, New York (2007)

In association with Karp Resources, Market Ventures, Inc. assisted the Dermot Companies create a food/market concept for the second floor of the Battery Maritime Building, at the southern edge of Manhattan. Under the guidance of the NYC Economic Development Corporation, this historic ferry terminal is being redeveloped with a boutique hotel and a grand public space within the terminal’s former second floor waiting room. Ferries still depart from the ground floor to Governor’s Island. Research activities include focus groups with potential users, demand analysis, and local competition. The team created a schematic design concept and recruited potential tenants.



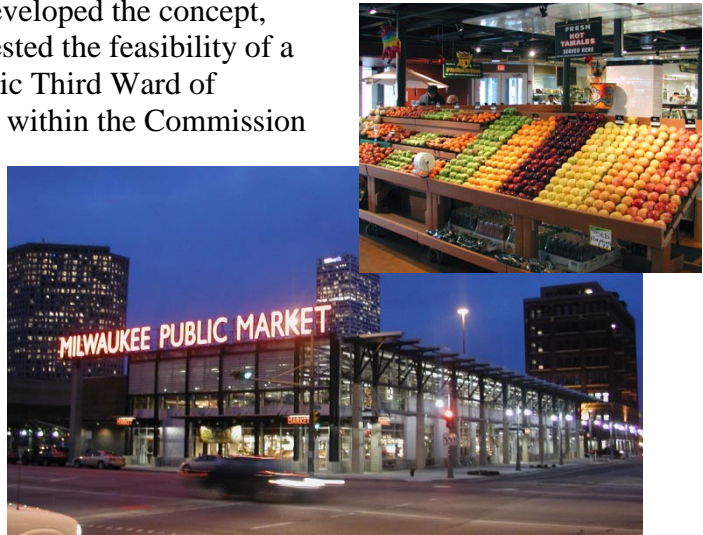
Old Police Headquarters Public Market, San Diego, California (2005)

GMS Realty, LLC, is redeveloping the historic police headquarters building in downtown San Diego on property owned by the Port of San Diego. MVI conducted feasibility analysis and developed the business plan for the public market component of the project, which will feature foods grown and produced in Southern California. The Public Market is expected to serve the growing downtown residential population, consumers from San Diego County, and the city’s strong tourist base. Given the project’s location, a key to the Market’s success was balancing the needs of local residents with tourists in terms of product mix, parking, and accessibility.



Milwaukee Public Market District, Milwaukee, Wisconsin (1999-2002, 2005)

Market Ventures selected the site, developed the concept, created a financial and leasing model, and tested the feasibility of a new, year-round indoor market in the Historic Third Ward of downtown Milwaukee, Wisconsin. Located within the Commission Row area, which functioned as a wholesale produce market for 100 years, the Milwaukee Public Market is a new, stand alone market building with 21 permanent tenants, plus an outdoor farmers' market shed located under the highway overpass. The public market district includes restaurants and related retail. Construction began in 2004 and the Market opened in October 2005. To support the Market's opening, MVI provided assistance with marketing and conducted vendor training and post-opening vendor evaluation.



Lancaster Avenue Public Market Feasibility Study, Philadelphia, Pennsylvania (2004)

The Farmers' Market Alliance retained Market Ventures, Inc. to analyze the feasibility of establishing a year-round, indoor public market in West Philadelphia at a site to be determined along Lancaster Avenue. The market is envisioned as a place for members of the community to access food produced in the region from independent, owner operated businesses. The task of Market Ventures was to determine the economic feasibility of such a market and to provide recommendations on a merchandising concept and operating guidelines.

Sonoma County Food & Wine Center, Santa Rosa, California (2000-2002, 2004-2005)

The City of Santa Rosa and a citizen's planning group named CityVision retained Market Ventures to develop the concept and explore the feasibility of creating a public market district in the city's historic Rail Road Square District. The plan, which has already attracted \$6 million in funding and is moving into implementation, includes a 21,000 sf market hall, outdoor farmers' market that will accommodate up to 50 farmers, extensive culinary and wine education facilities, a 10,000 sf wine pavilion to highlight Sonoma County as a world class center of wine production, catering facilities to accommodate up to 2,000 guests, Sonoma County tourist information, transportation linkages, and public spaces. In 2004, MVI was retained to update the feasibility study and to provide ongoing guidance with design and development. MVI continues to advise the nonprofit board as the project moves into implementation.

Springfield Public Market, Springfield, Massachusetts (2000-2003)

Market Ventures analyzed potential sites, created the development concept, and assessed the feasibility of establishing a year-round, indoor public market in downtown Springfield. Farming and specialty food retailing in the region were analyzed and the project team met with potential tenants to assess their potential interest. The 21,000 square foot layout incorporates 21 vendor stalls featuring foods of the Pioneer Valley.

Portland Public Market, Portland, Maine (1995-2001)

As principal of Public Market Partners, Ted Spitzer led the concept planning and feasibility analysis for the Portland Public Market, a new year-round public market at a site selected by the owner in downtown. Betty Noyce, a wealthy philanthropist interested in economic development, had purchased the former parking lot and was searching for a more active use. Feasibility study tasks included demographic and market research, competitive analysis, tenant mix formulation, the creation of operating pro forma for each market vendor and the market as a whole, conceptual design, and the preparation of a development pro forma and timeline. Market Ventures, Inc. was then retained to oversee all aspects of implementation, including oversight of design, construction, leasing, marketing and operations.



Business and master planning

Market Ventures' business planning activities include strategic marketing plans, redevelopment concepts, pro forma analysis, and impact assessment.

Rochester Public Market Renovation & Expansion Plan, Rochester, NY (2011-2013)

The hugely popular Rochester Public Market, owned and operated by the City of Rochester, has been serving the citizens of upstate New York for over 100 years. Market Ventures joined a team of local architects and planners to re-imagine the Wintershed, an enclosed Market shed that was poorly designed and had physically deteriorated. MVI conducted extensive market research, helped design and lead a public involvement process, explored best practices at comparable facilities around



the country, and developed a multi-phased series of recommendations to improve the facility. MVI also prepared an economic impact analysis that helped support the proposed public investment. Based on the project team's recommendations, the City is moving forward with construction of new market facilities and expanding the Wintershed. The master plan received the American Planning Association's Excellence Award for Best Practice in 2012. MVI continues to advise the city and the design team as the project has moved into the design development phase.

Soulard Market Master Plan, St. Louis, Missouri (2011-2012)

MVI was the lead planner and public market expert on a team of architects and engineers that created a long term planning tool to guide redevelopment of historic Soulard Market. Unlike previous planning efforts that sought to fundamentally alter the Market's design and operation (and were rejected by key constituents), the MVI plan aimed to make incremental improvements that were based on a research and consensus-driven process. The planning process included a comprehensive public involvement process that involved customers, vendors, neighbors, event/permit groups, the City, and the Soulard Business Association. Based on input from stakeholders and an evaluation of the operations and facility, the team created a master plan with phased recommendations for the Market and adjacent park. The plan included guidelines for governance, new management and operational practices, physical improvements, landscaping, maintenance and funding.



Market Hall Financial Analysis, Eastern Market, Detroit, Michigan (2008-2009)

Historic Eastern Market is one of the largest public market districts in the United States, attracting over 30,000 customers on a typical Saturday and serving farmers and food producers from throughout Southeastern Michigan and beyond. As part of its efforts to revitalize the Market, the recently formed Eastern Market Corporation is planning to enclose one of the shed structures into a year-round indoor market hall. Market Ventures, Inc. refined the concept for the Market Hall and conducted a thorough financial analysis of the plan, including individual vendor pro forma and operating statements for the new facility. MVI's work includes outreach to food producers in the region to explore their interest in the concept.



Cultivating Community Business Plan, Portland, Maine (2009-2010)

Market Ventures, Inc. led a business planning process for Cultivating Community, a nonprofit agency that couples organic, sustainable farming and gardening with high-impact youth and community development programs in order to reconnect people to natural systems and help feed the hungry. The business plan focused on diversifying the organization's income streams by identifying earned income opportunities.

Lynchburg Community Market, Lynchburg, Virginia (2005-2006)

Working with a local architect, Market Ventures, Inc. assisted the City of Lynchburg create a new development concept and plan for its historic indoor market, which suffered from low sales. Market research included customer focus groups, competitive analysis, and trends analysis. Using its proprietary capture rate analysis, MVI determined primary and secondary trade areas and estimated demand for fresh and prepared food at the Market. With Hugh A. Boyd Architects, MVI created a redevelopment strategy with a new merchandising plan and tenant configuration. MVI also reviewed leases and operating guidelines and made recommendations to improve the operation of the facility, including the potential switch to nonprofit management.

Erie Street Market, Toledo, Ohio (2003-2004)

The Erie Street Market opened in downtown Toledo in 1997 with great fanfare but with a poorly conceived design, too few vendors, and weak management. Six years later, the Market remained open with only a handful of vendors, few customers, and significant operating losses. The City of Toledo hired Market Ventures to reconceptualize and redesign Erie Street Market, develop a leasing strategy, and prepare recommendations for exterior improvements. Market Ventures developed a bold plan to move the food hall and redesign the entire complex, while adding new parking and outdoor vending spaces.



Erie Street Market Redevelopment Plan
Market Ventures, Inc./Hugh A. Boyd, Architects

South Carolina State Farmers' Market, Columbia, South Carolina (2002-2003)

Concerned that the 50+ year old wholesale and retail South Carolina State Farmers' Market might be relocated outside of the county, Richland County Government retained Market Ventures to analyze the impact of moving the \$250 million farmers' market to a new location, including impacts to the region's farmers, wholesalers, customers, and employees. As part of its work, MVI created a design program for the relocated market with renewed emphasis on featuring South Carolina farm product and expanding the market's retail potential, while maintaining the efficient movement of wholesale products.



Reading Terminal Market, Philadelphia, Pennsylvania (1999-2000)

To address a changing customer base and nearby development pressure, Reading Terminal Market (established 1892), one of the largest and most diversified fresh food markets in the country, retained Market Ventures to prepare a strategic marketing strategy that would lead to effective, measurable results. The plan was based on a solid foundation of market research and analysis utilizing research methodologies created by Market Ventures and was developed with significant input from the merchant community. Each proposed marketing strategy was prioritized based on cost and impact, and were implemented by the client.



In 1991-1992, as principal of Public Market Partners, Ted Spitzer led a consulting team that created two plans for the historic Reading Terminal Market. The team prepared a merchandising plan for the entire 80,000 sq. ft. market hall, which contains more than 80 independent merchants, focusing on retaining fresh food sales to serve local consumers. In a second project, a concept plan was developed for the Reading Terminal Market Arcade, a vacant 15,000 sq. ft. space in the historic Headhouse Building, that would strengthen Reading Terminal Market's main building and reinforce market activity within the district around the market hall.



Dallas Farmers' Market, Dallas, Texas (1997, 1991)

Faced with the redevelopment of the 100 acre district around the historic Dallas Farmers' Market, the City of Dallas retained Public Market Partners in 1991 to help prepare a market analysis and master plan to revitalize the Market at its current location and position it to prosper with the upcoming changes to the area. Of particular importance was developing strategies for supporting the range of wholesale and retail food and floral businesses that surround the city-owned Market. In 1997, Market Ventures was hired to review potential changes to the new indoor market hall.



Food systems planning

Building on its extensive experience with alternative local food systems, Market Ventures, Inc. assists clients with food systems planning projects, particularly with developing business-oriented strategies that can increase sales for regional farmers and increase the supply and demand of locally grown foods.

Building Louisville's Local Food Economy, Louisville, Kentucky (2007-2008)

Market Ventures, Inc., in partnership with Karp Resources, assisted the City of Louisville – Kentucky's largest urban center – to develop strategies for increasing Kentucky farm income through expanded sales in the city. The project team studied Louisville's existing food economy (including retail, wholesale, distribution, and manufacturing sectors), explored the present status of the region's agriculture and agricultural initiatives, and identified high potential opportunities for expanding the sale of local foods. To explore farmer interest and capabilities, the team conducted focus groups with farmers in 13 neighboring counties. The team determined measurable outcomes for the selected strategies and is developing recommendations for targeted investments.



Based on this foundation of research, the team identified twelve high potential opportunities for expanding the sale of local foods. The team determined measurable outcomes for the selected strategies and developed recommendations for targeted public and private sector investments. Mayor Abramson endorsed the study's findings and created a "fresh food initiative" that followed the recommendation to create a regional organization to implement the strategies.

Cooperative Marketing and Distribution Study, Tioga County, New York (2004)

The Tioga County Department of Economic Development and Planning retained Karp Resources and Market Ventures, Inc. to investigate the potential for new cooperative distribution methods for area agricultural products. The study examined whether Tioga County’s small agricultural entrepreneurs hinder themselves from expanding their market because they cannot hurdle product distribution obstacles and to test the belief that, apart from commercial food processing facilities, there are other mechanisms by which county farmers and agricultural producers can productively and profitably get their goods to market. Planning methods included extensive interviews with farmers, distributors, supermarkets, and other buyers, and analysis of agricultural trends. As a result of the work, the County is developing resources to hire an agriculture “champion” to lead the area’s producers to the identified opportunities.

NYC Wholesale Farmers’ Market Feasibility Study, New York, New York (2003-2007)

The NYC Wholesale Farmers’ Market was designed to be a major component of the region’s local food distribution system (full description above).

Long Island Market Authority, Riverhead, New York (2005-2006)

With Karp Resources, Market Ventures, Inc. developed a concept plan and conducted feasibility analysis for a new food and wine center in Riverhead, New York, which is situated at the gateway to Long Island’s agriculturally diverse North and South Forks. The Market Center will promote Long Island’s farming, winemaking and seafood harvesting industries by providing education and marketing services to enhance their stature in the wholesale and retail marketplaces, emphasizing the local distinctiveness inherent of Long Island foods.



The following project was co- directed by Ted Spitzer as Principal of Public Market Partners:

Poughkeepsie Food Incubator, Poughkeepsie, New York (1995)

The City of Poughkeepsie Partnership retained Public Market Partners to test the feasibility of creating a food processing incubator facility, which is intended to reverse the decline of downtown and generate new businesses. The concept includes storefront retail and shared manufacturing kitchens, bottling, packaging, and warehousing facilities, targeted at food producers throughout the Hudson Valley.

Evaluation

Utilizing its analytic and research capabilities along with its ability to lead teams of professionals, Market Ventures, Inc. conducts program evaluations, with particular focus on collaborations in the food sector. The firm utilizes both quantitative and qualitative methodologies.

New York City Food & Fitness Partnership – Evaluation, New York, NY (2007-2008)

Market Ventures, Inc. served as the Lead Evaluator of the NYC Food & Fitness Partnership, a broad-based consortium of government agencies, nonprofits, and businesses that is working to improve access to healthy food and active living in New York City, particularly in low-income communities suffering the highest rates of obesity and related diseases. As one of nine collaboratives nationally funded by the W.K. Kellogg Foundation, the Partnership is developing a long range strategic plan that will promote projects and policies aimed at increasing New Yorkers' access to healthy foods (particularly those grown or produced in the region) and improving the built environment to encourage more physical activity. MVI conducted a process evaluation of the planning stage, helped to develop outcome measures for the multiyear implementation period, and participated in the national evaluation.



SchoolFood Plus Initiative Program Evaluation, New York, NY (2004-2007)

Market Ventures, Inc., in partnership with Karp Resources and the Center for Health & Public Service Research at New York University, conducted

an extensive formative and outcome evaluation of the SchoolFood Plus Initiative, a collaborative, multi-agency effort led by the nonprofit FoodChange to improve the eating habits, health and academic performance of New York City public schoolchildren. With funding from the W.K. Kellogg Foundation, the Initiative links school meal reforms by the NYC Department of Education with food, science and culinary education; increased physical activity; youth, community and civic engagement; and procurement of locally grown fresh fruits and vegetables.



The evaluation analyzed the impact of the Initiative's many elements and examined the coalition development process, as well as provided regular feedback to program developers over a three year period. In 2004, Market Ventures and its team commenced the evaluation process via the collection of background information and baseline data, initial interviews, and development of innovative strategies for testing both student *choice* of vegetable-based recipes and their *consumption* of these recipes, as well as their knowledge, attitudes, and behavior about food. Outcome evaluation commenced in Fall 2005, with before/after intervention analyzed over the next two school years. The evaluation team is also assisted the project partners develop the local procurement aspects of the Initiative, linking the Department of Education's distributors with potential local sources of fresh foods in New York State.

Market research

Most Market Ventures, Inc. projects include market research components, including primary and secondary research methodologies. MVI has developed expertise in intercept surveys within the public market context and has created a database of information that permits comparisons between public markets around the country. The firm is experienced with both quantitative analyses using large datasets and qualitative research methods including focus groups and directed interviews.

Peaked Mountain Farm, Dedham, Maine (2006)

Market Ventures, Inc., in partnership with Karp Resources, conducted a market feasibility study for Peaked Mountain Farm in support of its USDA-funded Value-added Maine Wild Blueberry Products project. Specifically, the team analyzed the sales potential for the farm’s wild Maine blueberry dog treats in New England and New York utilizing both primary and secondary research methods. Secondary research included an overview of trends in the US pet food industry, identification of potential sales channels, quantification of the size of the market and growth trends, identification of competitors, and discovery of relevant research about customer profiles. The team then conducted primary research, randomly identifying potential customers throughout the region and conducting telephone interviews after they had received a complimentary case of the product.

Lexington Market, Baltimore, Maryland (2003-2004)

The West Side of downtown Baltimore is changing rapidly, with the expansion of the University of Maryland, new housing, and renewed cultural institutions. At the center of this district, Lexington Market has served Baltimore residents for over 200 years. Lexington Market, Inc. retained Market Ventures, Inc. to help it adapt to the area’s revitalization by better serving new downtown residents and positioning it for future growth, while maintaining its core of low income shoppers. Market Ventures’ work



included focus group research of downtown workers and residents, survey analysis, research into best practices at comparable public markets nationwide, and lease review.



With Hugh A. Boyd Architects, Market Ventures also created a new design and development concept for the West Market, a 20,000 sq. ft. building adjacent to the main Market hall, which will expand the range of product offerings and reaffirm the Market’s role as the premier fresh food venue in Baltimore.

Building Louisville's Local Food Economy, Louisville, Kentucky (2007-2008)

Market Ventures, Inc., in partnership with Karp Resources, helped the City of Louisville to develop strategies for increasing Kentucky farm income through expanded sales of Kentucky-grown products in the city. As part of their demand analysis, the consultant team identified and quantified Louisville's existing food economy, including stores, restaurants, farmers' markets and CSAs, retail food processors and manufacturers, institutional food service operators, distributors, and emergency feeding sectors. The supply analysis explored the present status of the region's agriculture and agricultural initiatives, including review of statistical data and primary research that included focus groups with 90 farmers from 13 neighboring counties and 65 key informant interviews.

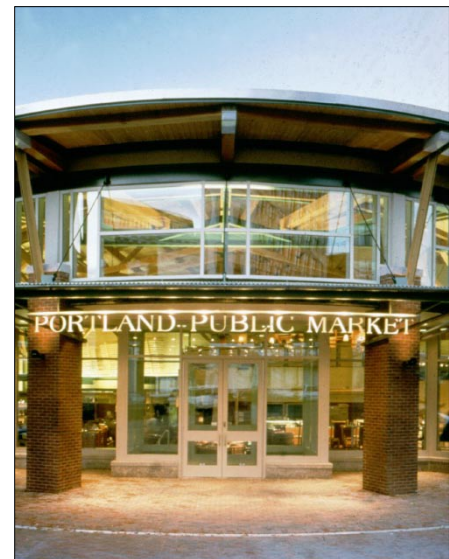
Development and operations

Market Ventures, Inc. has extensive experience in the development and operations of public markets as well as the food stores within public markets. This experience extends from weekly, open-air markets to daily, indoor market halls. Experience with vendor operations gives the firm insights into the challenges and opportunities for creating successful businesses within the public market environment.

Portland Public Market, Portland, Maine (1996-2001)

Following successful completion of its feasibility study in 2006, MVI was then retained to oversee all aspects of construction, leasing and marketing. Construction began in July, 1997 and the Market opened in October, 1998 with over 80% of space leased. MVI operated the Market under contract with the owner until October 2001. Each year the Portland Public Market reached its sales goals, the Market reached full capacity in 2000 and attracted a top New York City chef to develop a restaurant in the Market that featured Maine foods.

Among many honors, the Market won the 1999 Rudy Bruner Award for Urban Excellence, the American Planning Association Award for Exemplary Economic Development, the International Downtown Association Merit Award for Economic Development, and the first ever AIA/HUD Community Building by Design Award.



Maine's Pantry, Portland, Maine (1996-present)

Ted Spitzer and his wife, Elena Morrow-Spitzer, own and operate Maine's Pantry, a high-grossing specialty food store that was created in the Portland Public Market and expanded to a new location in downtown Portland in 2006. Maine's Pantry features specialty foods from over 80 Maine farmers and small batch producers, as well as a selection of unique products from throughout the country. More information at www.mainespantry.com.



Farm to Market, Inc., Portland, Maine (2000-2001)

In response to vendor transitions within the Portland Public Market, Ted Spitzer established Farm to Market, Inc., a nonprofit corporation that operated fresh food stores within the public market until private owners could be identified. Farm to Market strengthened connections with Maine farmers and ensured a consistent supply of fresh meat, poultry, dairy and produce in the market. Experience running Farm to Market heightened MVI's understanding of the potential and challenges of operating stores within the public market context.

Bronx Sunday Market and La Marqueta Open-Air, New York, NY (1992-1995)

As a principal of Public Market Partners, Ted Spitzer helped develop and operate the weekly, open-air Bronx Sunday Market and La Marqueta Open-Air, combination farmers' markets and community events that included local craft vendors, community outreach services, and performances. The Markets were located in a park across from Bronx Borough Hall in the South Bronx and adjacent to the historic La Marqueta in East Harlem.

Training

Market Ventures, Inc. develops and leads training programs for market vendors and managers. Vendor workshop sessions cover topics that are critical for vendor success, including merchandising, competitive advantages/disadvantages of public market vendors, customer service and sales techniques, product quality and safety, employee preparation and training, vendor marketing, media relations, and developing a community of vendors. MVI also provides one-on-one training with individual vendors, offering concrete suggestions for product selection, merchandising, marketing, and other issues for which they need assistance.

Grand Rapids Downtown Market, Grand Rapids, Michigan (2011)

Market Ventures, Inc. designed and implemented an eight month training program for the new nonprofit Grand Rapids Downtown Market, Inc. board of directors to familiarize the members with all aspects of developing and operating a new public market.

Milwaukee Public Market, Milwaukee, Wisconsin (2005)

Market Ventures, Inc. developed vendor training workshops prior to the Milwaukee Public Market's opening in October 2005, helping to ensure that the vendors were prepared for the anticipated large volumes they would encounter during the grand opening. Half-day sessions were repeated over several days to provide opportunities for the 20 vendors to participate in sessions that covered a range of topics, including merchandising, customer service, employee training, and marketing.



Farm to Market, Inc., Portland, Maine (2000-2001)

MVI developed and implemented an extensive employee training program to train sales associates for their duties within the Portland Public Market.

Chapter 4: Project Approach

Throughout the country, interest in public markets reflects the burgeoning demand for unique, fresh, and sustainably grown and produced local foods among both local consumers and tourists, as well as a new focus among independent food entrepreneurs and farmers on direct-to-consumer sales. Historic public markets have been revitalized and returned to a central role in their cities' social and economic life, while new public markets have become the centers of local food excitement in their communities. Public markets typically attract customers from a wide geographic region, including tourists drawn to an area's local food traditions.

We believe that no two public markets are alike because authentic markets emerge from the distinctive food culture of a region. A great public market reflects the region's evolving farming, food production and culinary traditions, while being sensitive to other food businesses in the region. A year-round public market in Madison must be a unique response to the opportunities of its site and region, the interests and skills of the area's food entrepreneurs and farmers, and the aspirations of its community. To be feasible economically, the public market will need sufficient and consistent income streams to ensure that revenues exceed the costs of management and operations, while simultaneously meeting the market's public goals.

Recognizing the need for both creative concept development and rigorous analysis, our approach to the Madison Public Market Business Plan combines three primary elements:

1. A solid foundation of primary and secondary market research that builds off of work completed to date and which solicits input from a variety of sources, including the region's food producers and food artisans, members of the community, those knowledgeable about the local food economy, and potential programmatic partners,
2. A creative process that draws from knowing what works and what doesn't with public markets around the country, and
3. Technical ability and experience with public market planning, development, and operations so as to conduct a thorough, independent analysis, allowing the City to have reliable information upon which to make informed decisions.

The MVI team will bring these three elements together throughout the planning process.

Through our work researching and analyzing public markets over the past 25 years, we have identified five critical factors that explain public market success. Our scope of services will explore whether these five factors can be achieved in Madison:

1. **A great site.** Like all retail, location is a critical factor. While not every successful public market might have the following site characteristics, a great public market site is:
 - Easily accessible to the entire region and to tourists (physically and psychologically)
 - Available for development at a reasonable cost

- Visible from highways or major thoroughfares
- Has easy circulation around and through the site
- Provides pedestrian access and generally is in close proximity to downtown
- Large enough to accommodate the full development program
- Able to be phased so the market can expand over time
- Has lots of convenient parking, ideally free and at-grade
- Offers a supportive context of other independent local businesses nearby, including food-related businesses and restaurants, and room for an outdoor farmers' market and public spaces

We will use these criteria (and others, as appropriate) to evaluate the locations that have been identified for the Madison Public Market, supplemented by our understanding of what makes successful market districts.

2. Environment. Public market architecture includes the market building and public spaces, as well as the design and layout of each tenant space. Historically, cities perceived their public markets as important works of civic architecture; many of these public markets are impressive and beautiful structures. A great public market environment is:

- A place people want to be and a comfortable public space that welcomes all elements of the community
- A visible, landmark structure
- A facility with well designed stalls and infrastructure that support small food retailers and food producers, as well as educational experiences
- A rich sensory experience of sights, sounds, smells, and tastes
- A place that offers customer amenities such as comfortable seating areas and clean restrooms
- On the cutting edge of sustainability, including green construction elements, energy efficiency, waste minimization, and composting/recycling

Our design process for the Madison Public Market will create schematic design concepts that support the specialized needs of market vendors and provide a compelling space for customers, while achieving the project's goals in terms of creating a phased development approach that allows the market district to grow organically over time.

3. Culture of public market shopping. Communities throughout the country are awakening to the benefits of buying locally grown foods. Some communities like Madison have developed a culture of public market shopping, with residents going out of their way to purchase locally grown food direct from producers and willing to make it a spending priority, even as supermarket competitors have improved their offerings and shopping experience.

Our demand analysis will explore the level of consumer support for a public market in Madison at particular sites, considering both local residents and tourists. We will determine how the Madison Public Market can be set apart from other local food initiatives and sources, and explore how these attributes are communicated through the Public Market brand.

4. Professional management. Well-run public markets have highly skilled professional managers who focus on helping the market achieve its mission, support the vendors, and ensure that customers have a positive shopping experience. Some of the critical roles that management plays include:

- Property management (including cleaning, security, maintenance, and rules enforcement)
- Customer service
- Farmer and vendor recruitment
- Small business assistance and vendor training
- Marketing (including advertising, special events/promotions, public relations, education, Internet, and consumer research)
- Partnership development and leveraging

Our operational analysis will determine the preferred management structure for the Madison Public Market and explore the cost of providing this management, which is typically the largest expense in operating a public market.

5. High quality retailers. The most important determinant of a public market's long term success is the quality of its retailers. Once the developer of a public market has "set the stage" in terms of site, facility and management team, it is the retailers who become "the show." Their ability to offer high quality and unique products, as well as superior services, will determine whether a sufficient customer base is established over time.

Our supply analysis will explore the critical questions of who might be vendors in the Madison Public Market and then we will propose a compelling vendor mix and project the likely sales and profitability of market vendors. Since rents from market vendors are typically the largest source of operating revenue for a public market, our *pro forma* analysis will determine the likelihood that the Madison Public Market can be economically sustainable. At the same time, we understand that public markets need to provide low barriers to participation for small local entrepreneurs and farmers and therefore costs of participation need to be very reasonable.

The RFP's Scope of Work describes a thorough approach to assessing the region's potential for supporting a public market. Since this project is called a *business plan* (not a feasibility study) and the project timeline shows construction starting in 2015, we assume the city is looking for a road map for implementation. The planning process should be based on a strong foundation of market research and analysis and consider multiple options for each topic within the business plan (whether program elements, design, ownership, management, etc.). However, the business plan itself should propose and describe the *best* option for each element that will lead to implementation and operational success. Based on our experience taking public

market projects from idea to reality, we recommend a revised order of tasks, most notably by moving site analysis after the three market research tasks but before we curate the vendor mix or create a design concept.

We believe that without a site, there is no project. To create a realistic plan that leads to implementation, we recommend that a preferred site be selected before the program elements are identified and before schematic design is performed. With a specific development program at a chosen site, we can perform realistic financial analysis for both development costs and operations, and identify potential funding sources that might be available for that particular site. Without focusing on a specific site, the planning process becomes a theoretical exercise and the report will become quickly outdated (and dusty). Without a site, the design and financial work would need to be repeated once a site is chosen, driving up planning costs and delaying implementation.

While the scope of work outlines a sequential planning process, in reality the process is iterative and looping. The various tasks influence each other and the planning process needs sufficient flexibility to accommodate feedback, new ideas, and unforeseen opportunities and challenges. The information and conclusions contained in deliverables produced at the end of each work task might therefore change in the final business plan.

Market Ventures, Inc. will utilize a range of research and analytic methods for this project, all of which have been developed and tested in similar projects across the country. We typically work with a local advisory committee and look forward to doing the same in Madison.

Scope of Work

1. **Regional Food Asset Inventory and Analysis.** This initial task will apply a “wide-angle lens” to the region’s food system to gain an understanding of how the Public Market project can best contribute to the region’s already robust local food economy.
 - a. Tasks
 - i. Key informant interviews. Working with the client and the Local Food Committee, the consultant team will identify key informants whose input can provide relevant background information and who can help guide the project. These key informants might include project partners, city officials, leaders among the region’s creative food economy (such as restaurateurs, retailers, culinary educators, and food professionals and advocates), and farmers and food producers.
 - ii. Asset inventory. The consultant team will develop a comprehensive summary of existing assets, projects, and organizations in the Madison area that support the regional food system including farmers’ markets, cooperative and conventional grocery stores with buy local programs, restaurants featuring local ingredients, institutional buyers such as schools, and small businesses producing innovative food products. The assessment will also identify recently launched projects including a multi-user commercial kitchen and food business incubator and a food aggregation and distribution center (“Food

Hub”). Where possible, the team will quantify the demand for fresh and local foods utilizing methodologies that have been refined on other similar studies.

- iii. Asset map. The consultant team will create an asset map showing the geography of the region’s food system and location of key assets.
 - b. Deliverables: The consultant team will prepare a concise and compelling summary of the region’s key food system features and projects, a “food system asset map” illustrating the physical locations of key assets in the region, and a summary narrative describing the potential synergies between these assets and the proposed public market.
2. **Community Outreach and Market Assessment.** The purpose of this task is to understand what the community wants from the public market, to identify and describe potential wholesale and retail customers, and to quantify potential demand. This will help determine the size and location of a Public Market that can be supported by current and future demand and help guide the vendor analysis. The consultant team will work closely with the Madison Local Food Committee and City staff to plan and execute community outreach.
- a. Tasks
 - i. Focus groups. MVI will conduct up to three focus groups of potential Public Market customers and area residents to explore individuals’ experiences and interests in buying from a new public market and to test their reactions to potential programmatic elements and locations. MVI will design the question set in advance of the meetings and work with the client to identify focus group participants. MVI will lead the focus groups and then compile findings and results.
 - ii. Web-based survey. MVI will design an Internet-based survey that will explore participants’ current shopping habits, current means of buying locally grown and produced foods, and interest in shopping at a year-round public market at various locations. The survey will explore what amenities are needed to help drive customer patronage. MVI will prepare a draft instrument and integrate feedback from the client. Where practical, the instrument will be similar to other survey instruments utilized by MVI in order to make comparisons with other public markets. MVI will identify the preferred number of responses and the method of administration, utilizing a web tool such as Survey Monkey. MVI will work with the client to promote the web-based survey to members of the Madison community in order to maximize participation. MVI will compile all of the survey responses into a computerized database and analyze the results using a statistical program such as SPSS. Where appropriate, analysis will include cross tabulations, regression analysis, comparison of means, and other statistical measures.
 - iii. Trade area analysis. MVI will determine trade areas, review key demographic factors and population trends, and identify and segment potential customers for the Public Market. MVI will then utilize its proprietary capture rate methodology for determining potential sales in a public market environment, using estimates for annual food and beverage expenditures in the market’s

trade areas. This methodology has been refined over many years and has proven to be quite accurate in projecting sales potential.

- iv. Wholesale buyers. MVI will conduct telephone or in-person interviews with 8-12 buyers representing different types and volumes (supermarkets, restaurants, food manufacturers, other distributors, public institutions such as schools, etc.) This research will explore buying trends, opportunities for buying products made or distributed at the Public Market, and key factors that will drive their utilization of the Public Market as a purchasing hub. High potential wholesale buyers will be identified.
 - b. Deliverables: The consultant team will prepare a clear narrative that identifies and describes potential retail and wholesale customers based on the results of the market research. MVI will prepare a report that summarizes the survey process, reports on the results using text, charts, and graphs, and draws conclusions about the results.
3. **Vendor Analysis and Competition.** The consultant team will identify potential vendors for the Public Market from the Madison region, exploring the interest and needs of local food vendors in participating in the Public Market, as well as identify potential competition.
- a. Tasks
 - i. Vendor interviews. The consultant team will meet with individual prospective vendors or groups of vendors to gain a thorough understanding of their experience, business concepts, space requirements, desired operating schedule, financial constraints, business assistance needs, and level of interest in the project.
 - ii. Data analysis. Potential vendors will be assessed through review of secondary data, including USDA census data on direct marketing for Dane County and adjacent counties and data on food retailing and food service from the Economic Census for the Madison MSA. The analysis will consider the food cycles of Wisconsin, including the seasonal availability of local foods and the potential for season extension.
 - iii. Competitive analysis. The consultant team will research existing and proposed grocery and fresh food options around the potential sites, assessing the range of products, quality of the shopping experience, quantity and quality of local foods, access and parking, etc.
 - b. Deliverables: The consultant team will prepare a clear narrative that identifies and describes potential vendors, identifies what is necessary to attract them to the Market, and analyzes appropriate lease rates or stall fees.
4. **Site Analysis.** The consultant team will provide guidance to the City to analyze and select a potential site for the Public Market that is located on a major transportation corridor that includes transit service.
- a. Tasks

- i. Site selection criteria. The consultant team will identify site selection criteria, including criteria for adaptive reuse of an existing structure, that will best support a food innovation district and public market facilities.
 - ii. Site analysis. The consultant team will analyze potential sites based on the site selection criteria and the sites' proximity to key local food assets identified on the asset map. The team will recommend the preferred site for the Public Market which will be the basis for the development program, design, and financial analysis.
 - b. Deliverables: The consultant team will prepare a clear narrative that describes site selection criteria, analyzes potential sites, and recommends a preferred site.
- 5. **Building Program and Schematic Design.** The consultant team will develop a proposed program of uses for the Madison Public Market based on the results of the market research, relevant experience with other public markets, and the site qualities.
 - a. Tasks
 - i. Program elements. The consultant team will identify a set of development principles and propose a merchandising strategy for the Public Market that showcases the region's culinary strengths and marketing opportunities. A variety of functions will be analyzed and proposed, including retail, food production, food service, storage and distribution, education, and events, with a range of square footage requirements and descriptions of each. Opportunities for integrating other food-related initiatives already underway, such as the Northside FEED Kitchen Incubator or Wisconsin Food Hub Cooperative, will be explored. Other programmatic elements will be determined, such as common area seating, offices, meeting rooms, restrooms, etc. Both indoor and outdoor program functions will be described. Parking requirements will be determined.
 - ii. Conceptual site plan. Based on the merchandising concept and key programmatic elements, the consultant team will prepare a schematic design concept for the Public Market on the preferred development site. This could include new construction or adaptive reuse of existing structures.
 - iii. Green design. The consultant team will identify "green" and "sustainable" building materials and technologies that could be incorporated into the facility, particularly those that will lower operating costs and reinforce the facility's attractiveness to consumers.
 - iv. Developer interest. The team will meet with private developers to explore their interest in development projects within the food innovation district that will complement the Public Market facility.
 - b. Deliverables: The consultant team will prepare a narrative that describes the development principles and program elements and create drawings that include a conceptual site plan and floor plans.
- 6. **Operational structure.** The consultant team will explore potential ownership, sponsorship, and management structures for the Public Market and recommend a preferred structure.

- a. Tasks
 - i. Ownership. Options for owning the Public Market and other properties within a food innovation district will be explored, including public, nonprofit, and private structures.
 - ii. Management. Based on national models and experience, various alternatives for the Market's management structure will be explored, linking the needs for financial accountability and stability, representation of the Market's various constituencies, and operational efficiency. Key management responsibilities will be outlined and a staffing plan developed.
- b. Deliverables: The consultant team will prepare a narrative that describes the options and recommended operational structure for the Public Market.

7. Financial analysis

- a. Tasks
 - i. Vendor *pro forma*. The consultant team will prepare individual operating pro forma for each proposed vendor in the Public Market that identifies potential sales from wholesale and retail sources, costs of goods, and typical operating expenses. Particular attention will be focused on local labor rates since labor is typically the biggest operating expense for vendors. Flat and percentage rent models will be explored. Rental payments and fees will be aggregated for all the vendors and then flow into the Market's pro forma.
 - ii. Operations *pro forma*. Based on operating costs at similar public markets in other communities and local conditions, a five year operating *pro forma* for the Public Market will be prepared. Rental income from each income source will be estimated, along with operating expenses such as personnel, marketing, waste hauling, utilities, insurance, etc.
 - iii. Development budget. Based on our recent experience developing public markets, an estimated development budget will be prepared for the proposed design concept, reflecting typical square footage construction costs. Start-up costs will be identified.
 - iv. Financing. The consultant team will identify potential sources of funds to pay for Public Market implementation. The analysis will include public funds from local, state, and federal sources, private philanthropic grants, and private debt options. Analysis will include a matrix and program-by-program reviews of funding sources along with typical sizes of grant or loan awards, anticipated due dates, funding source contact persons and potential requirements pertaining to collaborating entities.
- b. Deliverables: The consultant team will prepare a concise report that includes the vendor *pro forma*, the operations *pro forma*, and a sources and uses of funds statement.

8. Economic Development Considerations

- a. Tasks



- i. Economic impact analysis. The consultant will estimate the economic impact of the Public Market, including both direct benefits and multiplier effects, using RIMS II multipliers for the target market area. Numbers of new businesses and jobs will be estimated, as well as property tax, sales tax, and sales of locally produced food. The team will describe the Market’s potential impact on surrounding property values and the opportunity for additional private investment.
 - ii. Other local food initiatives. The consultant team will explore potential relationships between the Market and other food related initiatives currently underway, such the Northside FEED Kitchen Incubator and Wisconsin Food Hub Cooperative.
 - iii. Competition. The consultant team will seek to identify the impact the Market will have on competitive businesses, identified in Task 3 above.
- b. Deliverables: The consultant team will prepare a narrative statement that describes the Public Market’s economic impact and other economic development considerations.

9. Consultant Team Management and Report

- a. Tasks
 - i. Site visits and presentations. The consultant team expects to make five site visits during the course of the project. The team will make interim and final presentations as part of these visits, as needed.
 - ii. Project management. The consultant team will guide and manage the aforementioned work products toward a useful data-driven decision on the viability of a Market, including providing guidance to the City on the resolution of conflicting development scenarios that may become apparent throughout this work.
 - iii. Business plan implementation schedule. The consultant team will prepare an implementation schedule, including delineation of milestones indicating key decision points during the process. The schedule and approach to the project will note critical points during the process for the team to make “go/no go” decisions on different project elements.
- b. Deliverables: The consultant team will submit fifty (50) paper copies of a professional, comprehensive Madison Public Market Business Plan document, along with a digital version suitable for posting on the City’s website. The plan will include an executive summary. The team will make final presentations to the Madison Local Food Committee, Madison Food Policy Council, and other appropriate City committees and community organizations during a two day site visit.

Timeline

The scope of work will be completed within six to nine months.

