



RFP # 8297-0-2013/DK

# Madison Public Market Business Plan

**August 5, 2013**

Submitted By:  
PROJECT FOR PUBLIC  
SPACES, INC.

Submitted to:  
CITY OF MADISON

419 Lafayette, 7th Floor  
New York, NY 10003

with

BERT STITT & ASSOCIATES  
DESTREE ARCHITECTURE &  
DESIGN  
IDEAL BUILDERS, INC.  
MARK STEVENS

A background image showing a market scene with people sitting at tables under white canopy tents. The scene is outdoors and appears to be a public market.



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# Chapter 1: Required RFP Forms



**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.

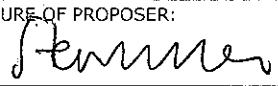
**Local Preference:** (Refer to Section 1.19.8)

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 5, 2013
NAME AND TITLE OF PROPOSER: Stephen Davies, Senior Vice President	COMPANY NAME: Project for Public Spaces, Inc.
TELEPHONE: 212-620-5660	ADDRESS: 419 Lafayette Street, 7th Floor New York, NY 10003
FAX NO.: 212-620-3821	
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**

<b>RECEIPT OF FORMS.</b>		
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</u> <u>Checklist</u> Initial all submitted documents
<b>RFP SECTIONS:</b>		
Section 1: General RFP Administrative Information	SCD	
Section 2: Project Vision, Purpose, and Goals	SCD	
Section 3: Scope of Services	SCD	
Section 4: Proposal Submission Requirements	SCD	
Section 5: Required Forms	SCD	
<b>ATTACHMENTS</b>		
Attachment A: Sample Contract for Purchase of Services	SCD	
Attachment B: Standard Terms and Conditions	SCD	
<b>ADDENDA</b>		
Addendum No. ___ Dated: _____		
Addendum No. ___ Dated: _____		
Addendum No. ___ Dated: _____		



**RFP FORM C: CONTRACTOR PROFILE**

1. **Proposing Company Name:** Project for Public Spaces, Inc.
2. FEIN 13-2808114 OR (If Sole Proprietorship, provide SSN upon award, if FEIN is N/A)
- DUNN AND BRADSTREET NO. 070504337
3. **Form of Organization:**  Corporation  Limited Liability Company  General Partnership  
 Sole Proprietor  Unincorporated Association  Other: Non-profit
4. **Location of Main Office:**
- ADDRESS 419 Lafayette St, 7th Fl CITY New York STATE NY ZIP+4 10003+7033
5. **Location of Office servicing City of Madison account:**
- ADDRESS same CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP+4 \_\_\_\_\_
6. **Principal Information and Contact:**
- NAME Stephen Davies TITLE: Senior Vice President
- TEL 212-620-5660 ext.308 TOLL FREE TEL \_\_\_\_\_
- FAX 212-620-3821 E-MAIL sdavies@pps.org
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 Eleina Olonetsky TITLE: Vice President
- TEL 212-620-5660, ext.307 TOLL FREE TEL \_\_\_\_\_
- FAX 212-620-3821 E-MAIL ADDRESS elena@pps.org
- ADDRESS 419 Lafayette St, 7th Fl CITY New York STATE NY ZIP+4 10003+7033
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 Eleina Olonetsky TITLE: Vice President
- TEL 212-620-5660 ext.307 TOLL FREE TEL \_\_\_\_\_
- FAX 212-620-3821 E-MAIL elena@pps.org
- ADDRESS 419 Lafayette St, 7th Fl CITY New York STATE NY ZIP+4 10003+7033
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



## Chapter 2: Executive Summary

### Three Simple Steps

Quite simply, the Project for Public Spaces (PPS) Team proposal is crafted as a series of ‘go/no-go’ steps to guide collaborative, sequential decisions.

1. The first step is to understand the capacity and composition of what the market can be.
2. The second is to see how this works with specific sites and potential users.
3. The third step would be to choose one site and complete a business plan.

### Evolving Your Food Economy

A public market can have many forms depending on the activities, location and economics – and what that form is goes to the heart of our proposal for Madison. Successful markets are actually the result of a logical evolution that strengthens the existing food economy with the creation of new opportunities and the next generation of entrepreneurs. Understanding the capacity and momentum of your current market and local food culture is key to understanding what kind of public market is best suited for Madison.

### Thinking Outside the Market

This proposal reflects our keen understanding that what goes on outside the market is as important as what goes on inside the market. If Madison’s public market is just a stand-alone market and not a marketplace, then the City will be shortchanged. The PPS Team has unparalleled experience with creating market districts where food innovation can thrive. Moreover, Placemaking – PPS’s core organization mission -- will ensure that our efforts for this project result in a market that is truly connected to its community and vice versa. This underlying objective – creating a Place – will be revisited and tested at each go/no-go decision point.

### People Come First

We have seen too many award winning buildings fail as markets. The core of a market is not architecture: it is about people, products and personality. It is about attracting and serving a diverse range of people from different backgrounds and income levels and reflecting the diversity of the region. A nice building can help, but it can also be a dangerous diversion that can create an illusion of success. We will be careful to guide the City of Madison and the Local Food Committee in a direction that avoids expensive distractions/mistakes and puts the market first with a supportive built environment second.

### Experience Matters

We believe that the PPS Team’s unmatched experience and innovation is a perfect match for Madison’s deepening food culture and the civic desire to create a place for the future home of a public market that suits the City’s personality and vision set forth in the RFP. As an organization that has worked in all 50 states and 43 countries, PPS brings broad national and international on the ground experience with public markets and Placemaking. PPS’s internal team - Steve Davies, David O’Neil, Larry Lund and Kelly Verel -- has worked together for years and brings together expertise in understanding and experience in the economics of markets, the hands-on real world experience of market management and development, proven experience in Placemaking and public market design, and the ability to work collaboratively with communities and put together business plans that make business sense. In fact we have worked with all the markets, which represent diverse typologies and contexts that were

mentioned in the RFP as potential models for Madison: The West Side Market in Cleveland, Eastern Market in Detroit, and Findlay Market in Cincinnati.

Our local partners – Bert Stitt, Mark Stevens, Destree Architecture and Design, and Ideal Builders, Inc. (cost estimators) – also are essential members of our team with their long standing experience and respect in the Madison community. Their knowledge of how Madison functions as a community is critical, as is their insight into how a market can connect to other local civic efforts and be designed to reflect local identity and character.

Together we bring all the skills necessary to go beyond simply completing a study, but, in close collaboration with the City, help Madison achieve its long sought goal of a public market.



**Chapter 3: Qualifications, Experience and References**



## Chapter 3: Qualifications, Experience and References

### A. Background and History

Project for Public Spaces (PPS) is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Our pioneering Placemaking approach helps citizens transform their public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs. Since its founding in 1975, PPS has helped over 2,500 communities in all 50 states and over 40 countries improve their public spaces. Public and private organizations, federal, state and municipal agencies, business improvement districts, the private sector; neighborhood associations, chambers of commerce and other civic groups have all worked with us to create a sense of place in their downtowns and neighborhoods.

### B. Project Team

PPS has assembled a team that brings together expertise in understanding and experience in the economics of markets, the hands-on real world experience of market management and development, and the ability to put together strategic business plans that will insure that appropriate recommendations are made for the development of the Madison Public Market. PPS staff are accompanied on this project by several Madison-based experts in community engagement, architecture and cost estimating. *(Individual resumes to be found at the end of Chapter 3.)*

#### **Fred Kent, President, Project for Public Spaces, Inc.**

Project Role: Strategic advisor

Fred Kent is one of the world's leading authorities on revitalizing city spaces and one of the foremost thinkers in livability and the future of the city. As founder and president of Project for Public Spaces, he is known throughout the world as a dynamic speaker and prolific ideas man. Over the past 38 years, Fred has worked on hundreds of projects, and founded PPS's public market program in 1987. *Total Hours: Fred Kent will contribute his time in PPS's New York office at no charge up until two days.*

#### **Steve Davies, Senior Vice President, Project for Public Spaces, Inc.**

Project Role: Urban Design and Public Spaces/Market Planning

Steve Davies is a member of PPS's senior leadership team. He brings a broad background in architecture, urban design and user research to this project. Mr. Davies has a Master's degree in Architecture from the University of California, Berkeley. Since joining PPS in 1978, Mr. Davies has directed close to 500 major projects located throughout the world. His particular expertise is in downtown urban design, management plans, and the design of mixed-use development projects including public markets. He leads PPS's public market program and as an urban designer he brings to this project the knowledge of how to make a market work to benefit the surrounding community. *Total hours: 136*

#### **David O'Neil, Senior Director of Public Markets Program, Project for Public Spaces, Inc.**

Project Role: Project Director/Market Operations and Implementation Strategies

David O'Neil is an expert in the development and renewal of public markets and their local economies. He has been a consultant to over two hundred historic and new market projects in North America, the South Pacific, Africa, the Middle East and Europe. He is the former General

Manager of Reading Terminal Market in Philadelphia, where he started and directed the overall market revitalization for ten years from 1980-1990. He works with a network of individuals and groups that plan, design, develop and operate markets.

*Total hours: 234*

**Larry E. Lund, Senior Associate, Project for Public Spaces, Inc.**

Project Role: Economic Feasibility Analysis

Larry Lund is a specialist in economic and market analysis. His work is international and his focus is on retail, mixed-use development, and public markets. He is one of the founders of the PPS's Public Market program was a contributing writer to the Urban Land Institute's book, *Public Markets and Community Revitalization*. He applies economic and demographic models to help ascertain the feasibility of markets and evaluate locational alternatives. He has been practicing real estate analysis for more than 35 years, and has worked with PPS on more than 50 market projects.

*Total hours: 294*

**Kelly Verel, Senior Associate, Project for Public Spaces, Inc.**

Project Role: Project Manager

Kelly Verel joined the Public Markets program at PPS in 2006 as grants manager for PPS's national grant program for farmers markets funded through the Ford and W. K. Kellogg Foundations. In addition to administering the grants program, Kelly provided technical assistance to over 40 farmers markets from 22 states across the United States and worked to develop an effective communications and marketing campaign for the program. At PPS, she manages major market technical assistance projects, applying her expertise in farmer market operations and management. Prior to PPS, Ms. Verel was the publicity associate at Greenmarket, the largest network of farmers markets in the country. She will be the primary contact with the City for this project.

*Total hours: 298*

**Alessandra Galletti, Landscape Architect, Project for Public Spaces, Inc.**

Project Role: Public Space Standards and Urban Design

Alessandra Galletti is a licensed Landscape Architect with an interest and expertise in designing public spaces. She is lead designer on most PPS projects and has worked PPS market projects in Baltimore and Halifax. Before joining PPS, Ms. Galletti was involved in many public projects in the NY area, and some commercial and urban planning abroad. While working for WRT, a leading Landscape Architectural firm, she developed the schematic design for the Masterplan and the Guidelines for Queens West South, located in Hunter's Point Queens, NY.

*Total hours: 39*

**Mark Stevens, Consultant**

Project Role: Community Engagement

Mark Stevens has an acute interest in relationships and engaging communities in conversation. He is a keen observer, thoughtful analyst, and compassionate, practical facilitator, planner, and systems thinker. He consults in areas of environment, organizational and community wellbeing, food systems, sustainability, and quality of life using a suite of facilitation techniques including Appreciative Inquiry, Compassionate/Nonviolent Communication, Dynamic Facilitation, Integral Facilitation, Peer Circles, Open Space, and World Café. He will support the team's community engagement efforts.

*Total Hours: 40*

**Bert Stitt**, Founder, Bert Stitt & Associates

Project Role: Community Engagement

Bert Stitt is practiced in the art and skill of facilitating the evolvement of community. He has often been on the front lines of turning things around by helping communities examine the basics of Shared Values, Shared Vision, and Shared/Individual Accountability. He will support the team's community engagement efforts.

*Total Hours: 40*

**Melissa Destree**, Founder, Destree Design Architects, Inc.

Project Role: Architect

Melissa Destree founded the Madison-based architectural firm, Destree Design Architects, Inc. in 2000, applying her extensive project knowledge and experience to building a successful eight member firm, with professional skills in architecture, interior design, historic renovations, and the construction trades. Destree has successfully completed over a dozen City of Madison projects and Pre-Design Studies over the past six years. Each of these projects seamlessly integrated the City's goals for sustainability and alternative energy concepts. The firm has extensive experience working with neighborhood groups, commissions and the many departments at the City of Madison and they have been awarded for projects that have enhanced Madison, including Third Lake and State Street.

*Total Hours: 200*

**Jason Bollig**, Vice President, Ideal Builders Inc.

Project Role: Cost Estimator

Jason Bollig is a partner and Vice President at Ideal Builders with over 10 years of construction industry experience. He has extensive experience in both design-build and plan-specification construction processes. Mr. Bollig is proficient at pre-construction planning, problem solving, and in-progress coordination of multiple projects. His organizational skills and attention to detail have led to a long list of projects completed on time and on budget. Mr. Bollig is involved in projects from the initial client contact through the turnover of a facility.

*Total Hours: 60*

## C. Experience and References

Since 1987, PPS has assembled a team of experts to assist in the development of new public markets, and to revitalize existing markets. This is not a team that has been assembled just for the purpose of this study; we have worked together for twenty years. All the team members have years of successful real world, hands-on experience in assessment, planning, marketing, leasing, managing, and developing projects that help revitalize markets. PPS Senior Vice President Steve Davies and Senior Associate David K. O'Neil, the co-directors of the markets program, have a combined 50 years of experience providing technical assistance to over 200 market projects around the world. An affiliate of PPS, Larry Lund with Real Estate Planning Group has also been working with PPS since 1985. He has written both business plans and conducted market and economic analysis of more than 50 markets throughout the U.S.

They are well-versed in and highly capable of performing site analyses, including how to combine markets with multiple uses; market design and layout; market and economic analyses and product mix determinations; merchandising and marketing; parking, loading and servicing issues; and developing management, operational and leasing structures. In addition, Larry Lund brings real world development

experience conducting economic and market studies, as well as feasibility analysis to a variety of commercial developments.

In 1995, PPS co-published with the Urban Land Institute (ULI) the definitive work on developing and improving public markets, *Public Markets and Community Revitalization*. Steve Davies, David O’Neil and Larry Lund were all contributors to the book; in addition, Mr. Davies edited the edition. PPS have been building on that work with new tools and research ever since. PPS has also sponsored eight international conferences on public markets including our most recent conference held in Cleveland, OH in September 2012.

In addition to these publications and conferences, PPS also holds its popular “How to Create Successful Markets” in New York City every spring and fall, training hundreds of public market sponsors, practitioners, and developers in the details of bringing a project from concept to opening day, and creating a sustainable, economically viable public market in the process.

In recent years, PPS has also played a role in shaping both public and private funding for public markets. Notably, our work since 2002 with the Ford and W.K. Kellogg Foundations has helped generate over \$3 million dollars for start-up and capital costs for public market development.

Another hallmark of PPS’ public market experience is our ability to negotiate and forge successful partnerships to enable existing markets to mature to the next level of success. We are experienced in to conducting broad-based public workshops on market development, engaging wide varieties of stakeholders. We help develop new partnerships between community development organizations, public health agencies and government entities. Overall, PPS encourages diverse sets of stakeholders to work together towards common goals.

PPS have provided assistance to public market projects in more than one hundred cities and towns in both the U.S. and internationally. The goal of our technical assistance program is to transfer market skills to participating market sponsors, managers, and community development officials. These projects typically engage local stakeholders in a collaborative visioning process, as well as provide concrete technical assistance on market design and operational issues.

We have experience working with the three “models” of public markets that were identified in the RFP:

- Ten year engagement with **Eastern Market** in Detroit, MI, as well as a partnership with Eastern Market on a variety of city-wide market development projects funded by the Kresge and W.K. Kellogg Foundations
- Development of a plan for the **West Side Market District**, Cleveland, OH, combined with planning for PPS’s 8<sup>th</sup> International Public Markets Conference in Cleveland, September 2012
- Conducted a thorough study of business plans and objectives from similar markets for **Findlay Market**, Cincinnati, OH, to determine the best ways to optimize income and determine fair rental rates and policies for the market’s growing vendor base

Other relevant projects from the last five years, which show our range of experience in diverse types and contexts for public markets that can be drawn upon for the Madison project, include:

- A repositioning plan for the **Halifax Seaport Farmers Market**, Halifax, NS, Canada
- A feasibility study and plan for **Boston Public Market District** and the development of an **implementation plan for the Boston Public Market**

- Site selection, economic feasibility study, and concept development plan for **NewBo City Market**, Cedar Rapids, IA, as a catalyst for the revitalization of the NewBo neighborhood following a devastating flood (market opened in October, 2012)
- Concept proposal for the redesign and revitalization of the **Roanoke City Market** and **City Market District** in Virginia
- Site evaluation, relocation and expansion plan for the **Flint Farmers Market** in Flint, MI
- Operation and public space plan for the **Kingston Farmers Market**, Kingston, Ontario, Canada
- Revitalization plan for the **Moore Street Market**, Brooklyn, NY
- Revitalization plan for the **ByWard Market**, Ottawa, ONT, Canada
- Public and vendor workshops for **Eastern Market**, Washington, DC to assist in new management and investment
- New market management plan for the **Charleston City Market**, [Charleston, SC](#)

In addition to our project work, PPS has a wide range of experience in research about public markets:

- Research conducted under a grant from the Robert Wood Johnson Foundation to study the barriers of farmers markets for low-income communities
- Research conducted in conjunction with the USDA and the Good Food Network/Winrock International on public markets that support food hub activities
- Research, compilation of case studies and development of a handbook for farmers market operators interested in operating a SNAP/EBT program at their market

*(RFP Form D: Proposer References to be found at the end of Chapter 3.)*

#### D. Disclosure of Conflict of Interest

PPS, nor any member of the organization's ownership, management or staff, have a vested interest in any firm, consultant or subconsultant involved in this project, or any aspect of this project, or with the Department of Planning and Community and Economic Development of the City of Madison.

#### E. Disclosure of Contract Failures, Litigations

PPS, nor any of its subcontractors, have any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending within the last three (3) years which involves our firms.

#### F. Financial Capability

PPS has the financial stability and capability to perform the work outlined within the Scope of Services.





**Project Team Resumes and RFP Form D: Proposer References**



# Fred Kent

## PRESIDENT

Email: [fredkent@pps.org](mailto:fredkent@pps.org)

Fred Kent is a leading authority on revitalizing city spaces and one of the foremost thinkers in livability, smart growth and the future of the city. As founder and president of Project for Public Spaces, he is known throughout the world as a dynamic speaker and prolific ideas man.

Fred travels over 150,000 miles each year, offering technical assistance to communities and giving talks across the US, as well as internationally, on the importance of place. Each year, he and the PPS staff train over 10,000 people in Placemaking techniques.

Currently, Fred is working on a new major multi-use waterfront destination for Saadiyat Island in Abu Dhabi. Saadiyat Island will offer a transit-based and walkable mix of recreational, cultural and commercial offerings. The Tourism Development and Investment Company (TDIC) of Abu Dhabi engaged PPS to develop a detailed master plan and development guidelines for the Marina Waterfront Precinct with the goal of creating a vibrant waterfront district that becomes the hub of island life and a regional destination.

Over the past 37 years, Fred has worked on hundreds of projects, including Bryant Park, Rockefeller Center, and Times Square in New York City; Discovery Green in Houston, TX; Campus Martius in Detroit, MI; Main Street in Littleton, NH; Granville Island in Vancouver, BC, Canada; and a City-Wide Placemaking Campaign in Chicago, IL. In addition to projects, Fred has led trainings across the world for audiences such as the Urban Redevelopment Agency and the National Parks Board in Singapore, representatives from the City of Hong Kong, the Ministry of Environment in Norway, the leading Dutch transportation organization in the Netherlands, Greenspace in Scotland, UK, numerous transportation professionals from US State DOTs, and thousands of community and neighborhood groups across the US.

Before founding PPS, Fred studied with Margaret Mead and worked with William H. Whyte on the Street Life Project, assisting in observations and film analysis of corporate plazas, urban streets, parks and other open spaces in New York City. The research resulted in the now classic 'The Social Life of Small Urban Spaces' published in 1980, which laid out conclusions based on decades of meticulous observation and documentation of human behavior in the urban environment. Fred has a B.A. from Columbia University where he studied Urban Geography, Economics, Transportation and Planning at the undergraduate and graduate levels.

In 1968, Fred was Program Director for the Mayor's Council on the Environment in New York City under Mayor John Lindsay. In 1970, and again in 1990, Fred was the coordinator and chairman of New York City's Earth Day.

He has taken over half a million photographs of public spaces and their users, which have appeared in exhibits, publications and articles.



# Stephen Davies

## SENIOR VICE PRESIDENT

Phone: 212.620.5660, ext. 308

Email: [sdavies@pps.org](mailto:sdavies@pps.org)

Stephen (Steve) Davies, Senior Vice President of Project for Public Spaces, has a broad background in architecture, urban design and user research and is a member of PPS's senior leadership team. Since joining PPS in 1978, Mr. Davies has directed close to 500 major projects located throughout the world. He currently leads PPS's public market program but has broad expertise in all of PPS's program areas, including downtown urban design and management, transportation, and multi-use development projects.

Building on his extensive project experience, Steve has been instrumental in creating and shaping key programs at PPS over his tenure. Beginning in 1987, Steve helped found PPS's public market program, which focuses on making markets more sustainable and community-centered. Through this work, he has provided assistance to dozens of communities starting new markets and expanding existing ones – from small towns to major cities. Projects include Detroit's Eastern Market, West Side Market district in Cleveland, a new public market and district for Boston, NewBo City Market in Cedar Rapids, and a relocation plan for the Flint Farmers Market, and a repositioning plan for Halifax Seaport Farmers Market. He is currently working with the Kresge and W.K. Kellogg Foundations on a program to rebuild Detroit neighborhoods around markets and local food stores. With support from the Ford Foundation and the W.K. Kellogg Foundation from 2005 to 2008, Steve oversaw a \$3 million, 3-year grant program to enhance the impacts of public markets on communities. Finally, he has directed eight International Public Market conferences, most recently in Cleveland (2012).

Until 2003, Steve led the development of PPS's transportation program, completing an extensive research program on transit and livable communities, and expanding this into a broad-based transportation program which included PPS's first Context Sensitive Solutions training program. PPS has since trained thousands of transportation professionals, and five state DOT's in CSS. Steve has co-authored and written many books and articles, including *Public Markets and Community Revitalization*, *Managing Downtown Public Spaces* and *The Role of Transit in Creating Livable Metropolitan Communities*.

From 1993 to 2009, Steve developed and managed PPS's work in Eastern Europe, beginning with an innovative Placemaking program in the Czech Republic, supported by the Rockefeller Brothers Fund (RBF), to revitalize public spaces in historic town centers. Today, this program is part of the Czech Environmental Partnership Foundation. Following the work in the Czech Republic, he expanded this work to Serbia, Kosovo and Montenegro.

Among the many downtown projects he has directed are downtown master plans for Orlando, FL; Worcester, MA; Springfield, MA; and San Bernardino, CA; design improvement plans for streetscapes, plazas, central squares, and transit malls in Rochester, NY; Salt Lake City, UT; and New Haven, CT; and comprehensive downtown management plans for both large cities and small towns, including Hartford, CT; Pittsfield, MA; and Hoboken, Madison and Morristown, NJ. Steve has also directed PPS's downtown mixed-use development projects, including a master plan for the Orlando City Hall, built through an innovative public-private partnership.

## EDUCATION

Williams College, Bachelor of Arts in Art and Environmental Studies  
University of California, Berkeley, Masters in Architecture



# David O'Neil

## SENIOR DIRECTOR, PUBLIC MARKETS

Phone: 215.482.5130

Email: davidkoneil@verizon.net

David O'Neil is widely recognized as one of the nation's foremost experts in the management and development of public markets and rebuilding local economies. He is the former General Manager of the Reading Terminal Market in Philadelphia, where he directed the overall market revitalization for ten years.

After Reading Terminal Market, he traveled the ancient trade routes of Asia, studying markets in cities and remote areas, walking over a thousand miles. For nearly 15 years, he has worked with PPS to provide technical assistance with regard to development and operation of public markets and farmers markets. He has been a consultant to over two hundred historic and new market projects in the United States, Canada, New Zealand, Africa and Europe, ranging from small neighborhood farmers markets to major public market halls and market districts.

He is an experienced trainer in market operations and development. He was an instructor for the Neighborhood Reinvestment Corporation, teaching a course in market development, and co-instructs PPS's training course, "How to Create Successful Markets."

One of the key elements in any market venture is working with would-be entrepreneurs to develop small-scale businesses that work in markets. He has worked successfully with many vendors and farmers who had no previous entrepreneurial experience.

Mr. O'Neil was a contributing writer and advisor to the PPS/Urban Land Institute book "Public Markets and Community Revitalization" published in 1994. He completed "Reading Terminal Market, An Illustrated History" published by Camino Press in 2003. He has the world's largest collection of market documents and photographs and has lent or donated parts of his collection to museums, periodicals, authors and TV programs.

For PPS, he has co-directed six consecutive International Public Market Conferences: Philadelphia (1996); Pike Place Market in Seattle, WA and Granville Island Market in Vancouver, BC (1998); New York (2002); Washington DC (2005); San Francisco (2009) and Cleveland (2012). Conferences in 2002 and 2005 were both sponsored by the Ford Foundation and the W.K. Kellogg Foundation.

Recent projects include markets in: Halifax, Baltimore, Boston, Anchorage, Brooklyn, Charleston, Flint, Detroit, Kingston (Ontario), Cleveland, and Trenton.

## EDUCATION

University of Pennsylvania, Bachelor of Arts, 1977

Resume -David O'Neil





## Larry Lund

PRINCIPAL, REAL ESTATE PLANNING GROUP, CHICAGO, IL

Phone: (312) 751-1250

Email: [Larry@REPG-Lund.com](mailto:Larry@REPG-Lund.com)

Larry Lund is Principal of Real Estate Planning Group, a Chicago based company he formed in 1990 after previously working with U.S. Equities Realty Inc. and Rubloff – then the largest commercial real estate company in Chicago with offices nationwide. Mr. Lund’s expertise is in the application of market analysis for conceptual real estate planning and he has broad experience in all forms of urban retailing today.

Mr Lund has worked with Project for Public Spaces, Inc since the mid 1980s and he is one of the founding participants in the PPS’s Public Market program and he has continued focusing on market and economic studies for developing public markets. Larry has worked with over 40 public markets throughout the country from startups, to repositioning, to ongoing customer monitoring. He has been conducting biennial customer surveys since 2003 at Reading Terminal Market in Philadelphia. Recent market projects include feasibility studies for the Boston Market District, Boston Public Market, Cedar Rapids’ NewBo City Market, Moore Street Market in Brooklyn, and Flint Farmers Market.

In 1995, he was a contributing author to the book *Public Markets and Community Revitalization* published by the Urban Land Institute and Project for Public Spaces, Inc. writing the chapter on Market Research. Mr. Lund has been a speaker at all six PPS International Public Market Conferences: New Orleans (1991) "Markets as Catalysts for Development" and "Private Sources of Finance"; Philadelphia (1996) "Using Research to Enhance Markets"; Pike Place Market in Seattle and Granville Island Market in Vancouver (1998) "Improving Your Markets Potential"; New York City (2002) "Evaluating Your Market"; Washington, DC (2005) "Understanding Your Customer to Create Great Shopping Destinations"; and San Francisco (2009) "Understanding your Customer".

Larry is also a member of the National Association of Produce Market Managers and he has spoken at several of their conferences including: St. Louis (2001) "The Experience Economy"; San Francisco (2007) "Market Research: Whose Your Market and How Can You Better Serve Them?"; and Dallas (2010) "Paying Attention to Your Customers: What Market Research Techniques Can Provide Management"

Larry also is a perennial lecture on market research at many of the universities in the Chicago area and he teaches continuing education classes in market research techniques.

Mr. Lund is a Fellow of Lambda Alpha International, an honorary land economics society and has been awarded its Richard T. Ely Distinguished Service Award. He served as International President 2004-2005. He is also a former president of Chicago’s Friends of Downtown, and served as the President of the venerable Chicago arts club, The Cliff Dwellers from 2008-2009.

On a professional basis, Mr. Lund has served as International President of Lambda Alpha International, the honorary society for the advancement of land economics and is a fellow in that organization. He is a former president of Friends of Downtown (Chicago), and a former president of The Cliff Dwellers – a 100-year-old arts club in Chicago. He is a member of the prestigious Realty Club of Chicago, which is over 100 old and limits its membership to 60 members. Larry currently teaches a graduate course in market analysis at the Real Estate Center at DePaul University.

### EDUCATION

Carthage College, BA; Graduate Studies, Roosevelt University



# Kelly Verel

## SENIOR ASSOCIATE

Phone: 212-620-5660, ext 331

Email: kverel@pps.org

Kelly joined PPS in 2006 to further the work of the Public Markets Program. As an apprentice farmer, Kelly sold produce through a 45-member CSA, a semiweekly farmers market in Boston's Copley Square, and to over 10 restaurants in the Boston/Cambridge area. After relocating to New York, Kelly was on the administrative team at Greenmarket, one of the country's largest farmers market networks. She handled media relations, in-market events and promotions, assisted in market assignments and worked with local community organizations to benefit over 40 farmers markets. With her hands-on experience, Kelly brings a strong understanding of both the vendor and management side of public markets.

## SELECTED PROJECT EXPERIENCE

**International Public Markets Conference, San Francisco, CA and Cleveland, OH:** Organized and created materials and presentations for the 7<sup>th</sup> and 8<sup>th</sup> International Public Markets Conference in 2009 and 2012.

**Implementation Plan for a Public Market in Boston, Boston, MA:** Project Manager for the creation of an implementation guide for planning and operating a year-round, indoor public market adjacent to Boston's historic Haymarket and Rose Kennedy Greenway.

**Birmingham Public Markets Study: Creating Healthy Food Hubs for the "Magic City", Birmingham, AL:** Project Manager on a project with Main Street Birmingham funded through the CDC's "Communities Putting Prevention to Work" grant program to study and make recommendations to help position the City to improve food access. After a series of surveys, public and stakeholder workshops and a site selection process PPS proposed the implementation of Healthy Food Hubs throughout the City which would provide residents with quality, affordable food, cooking and nutrition classes, community gathering spaces and access to health care. Several pilot programs have begun in the City including the creation of several new farmers markets.

**Cedar Rapids City Market Feasibility Study, Cedar Rapids, IA:** Project Manager on a project to provide in-depth analysis of the sales potential, vendor availability and site selection of a new market district in downtown Cedar Rapids, IA. The new district is slated to include a market store, indoor market, farmers market, flexible gathering space and café.

**Kaiser Permanente Thriving Markets Initiative, Nationwide:** Retained by Kaiser Permanente, the country's largest HMO, to evaluate 30 farmers markets and farm stands operating at their clinics and hospitals across the country, PPS facilitated surveys and conducted interviews with market operators and KP personnel responsible for the markets and developed a set of guidelines for improving and expanding the market program.

## EDUCATION

Master in Communications Studies, Boston University, Boston, MA. (2002).

B.A. in Religious Studies, College of the Holy Cross, Worcester, MA. (1997)



# Alessandra Galletti

## LANDSCAPE ARCHITECT

**Phone:** (212) 620-5660

**Email:** [agalletti@pps.org](mailto:agalletti@pps.org)

Alessandra is a registered Landscape Architect with a broad range of experience in architectural and urban design, in both the public and private sectors, designing public spaces that work for people. Alessandra's role at PPS is to integrate and support PPS's approach of collaboration with communities, with the technical and design skills acquired from her many years practice and successful project implementation.

She worked as a consultant on a number of PPS's projects from 2003 to 2007, helping PPS and their clients transitioning the vision and the concepts agreed upon in community workshops into drawings and sketches. This step gives a clear vision to the planning process and is necessary to achieve the realization of good public spaces. Alessandra joined PPS full-time in 2007 as Senior Associate at PPS and Director of Design. As Senior Associate at PPS and Director of Design, Alessandra directs PPS's work on public spaces and Parks, and she is facilitating community workshops that engage the public in the planning process. Her projects have ranged from master plans for new town centers and adaptive reuse of industrial sites, to waterfront and urban park designs to public market districts.

While working for WRT, a leading Landscape Architectural firm, she developed the schematic design and Construction Documents for Queens Plaza Pedestrian and Bicycle Improvement Project, Queens, NY (Wallace Roberts and Todd, Landscape Architects) . This project, recently completed, received a 2008 AIA NYC chapter merit award. This streetscape projects extends for 12 city blocks in Long Island City, Queens NY, and provides bicycle connection to Manhattan via the Queensboro Bridge, The project aims to improve the flow of traffic and enhance the pedestrian environment with new sidewalks, curbs, plantings, landscaped traffic medians, and improved lighting. It also includes the creation of a 1.5-acre open space with artist-designed benches and pavers, a bikeway, and a pedestrian walkway. Cost:\$45 million. Alessandra specific role for this project was designer, and project liaison for the Schematic design, Design development, construction detail Phases.

## PROFESSIONAL EXPERIENCE

Landscape Architect, Wallace Roberts & Todd, LLC, New York City, 2005 to 2007

Landscape Architect, Alessandra Galletti Landscape Architecture, New York City, 2001 to 2005

Landscape Architect, EDAW Inc., New York City, 1996 to 2001

Landscape Designer, Signe Nielsen

Landscape Architect P.C., New York City, 1990 to 1996

## EDUCATION

Bachelor of Architecture, Pratt Institute School of Architecture Brooklyn, New York, 1989

Urban Planning and Landscape Architecture, Facolta' degli Studi di Roma, Italy, 1982



# MARK R. STEVENS

2409 Kendall Ave. Madison, Wisconsin 53726 stevens.markr@gmail.com (608) 249-1531

## OBJECTIVES FOR FACILITATING PARTICIPATION

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To help organizations, communities, and professional networks transform the fabric of their conversations and move more readily into futures of their choosing by facilitating more sincere and authentic relatedness, listening, commitment, honest dissent, possibility, and ownership. To work with other professionals, organizations, community residents, and leaders who are curious, creative, critical, compassionate, and committed.

## EDUCATION

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Ph.D. Urban and Regional Planning Dissertation: <i>Effectiveness Beliefs of WAPA-Member Planners Practicing in Wisconsin</i> Minor: Organizational and Institutional Change	University of Wisconsin-Madison	2005
M.S. Land Resources Thesis: <i>A Rhapsody in Problem Solving</i>	Institute for Environmental Studies University of Wisconsin-Madison	1996
B.S. Environmental Conservation	University of New Hampshire	1979

## RECENT WORK HISTORY

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Consultant	<i>Engaging Minds</i>	Madison, WI	2005-present
Program Specialist	<i>Biodiversity Project</i>	Madison, WI	2006-2007
Program Specialist	<i>Environmental Resources Center</i>	Madison, WI	2001-2005
Lecturer	<i>UW Dept. of Urban and Regional Planning</i>	Madison, WI	Spring 2000
Project Assistant	Madison Food System Project	Madison, WI	1996-2000

## RECENT EXPERIENCE

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### Facilitating Participation

- Co-facilitated citizen advisory panel for the Madison Water Utility's East Side Water Supply Project following requirements of the utility's Public Participation Process For Water Utility Facilities (SOP #ENG-001) and the EPA's 40CFR25 Regulations
- Co-facilitated dynamic conversation and follow-up work sessions with teachers, staff members, administrators, school-board members, parents, students, boosters, and city political leaders in the Columbus School District to increase trust & understanding
- Co-facilitated four seasons (November to May) of monthly Madison Homelessness Initiative Dialogues On Homelessness among Capital Neighborhood business professionals, residents with and without homes, and service providers
- Co-facilitated Action Summit at 2012 Economic Democracy Conference
- Co-facilitated strategic planning for Heart of the City—Fort Atkinson
- Co-presented training sessions on participatory meeting skills to:
  - Attendees at Wisconsin Association of School Boards (WASB) Leadership Conference
  - Attendees to the 90th State Education Convention
  - Staff and residents of the Capital Lakes Retirement Community
- Facilitated and co-facilitated sessions on a broad range of topics in several venues, e.g.
  - Creating more sustainable communities in south central Wisconsin
  - Community Purchasing session at Lieutenant Governor's Climate Change Summit
  - Transportation concerns and alternatives for energy-conservation agency staff related to their move to new LEED-certified office





# Bert Stitt – Resume – Projects – Practice Profile – References

120 S. Franklin Street • Madison, WI 53703-3414 • 608-219-0075 • bert@bertstitt.com • [www.bertstitt.com](http://www.bertstitt.com)

## Shifting Community Culture via Intentional Stewardship

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### *Skills & Attributes:*

Seasoned, and Intuitive Facilitator • Effective Public/Motivational Speaker • Excellent Writing and Communication • Able and Compassionate Manager of Difficult People and Difficult Situations • Effective Task Master • Resourceful Implementer • Patient • Persistent • Passionate • Willing to go the extra mile • Adept at calm observation in the midst of chaos and anxiety ... while having fun.

### *Professional History:*

**Bert Stitt & Associates (Since 1989)** an individual consulting practice, with occasional professional collaborations, engaged in providing service in the areas of facilitation, community building, public engagement, strategic planning, visioning, meeting coaching, organizational development and mediation.

- Established a three-state (Wisconsin, Illinois and Minnesota) presence in Community development: Downtown Development, Environmental Initiatives, Organizational Development, Small Business Development
- Manage all of the day-to-day affairs of a small business
- Frequently raise the money to pay my fees.

### **Current Projects:**

- **Driver Opera House Restoration** – Darlington, Wisconsin.  
Provide coaching, facilitation, organizational discipline for a project in some distress to move forward and achieve their goals.
- **The Valley Stewardship Network** – New board retreat facilitation and follow-up.
- **Center for Community Stewardship – Founder, Board Member and Active Project Guide.** A not-for-profit providing fiscal sponsorship to community-based initiatives in such areas as homelessness, Alzheimer's, Music Camps, Neighborhood History and more.
- **Benton Bank** – Benton, Wisconsin.  
Facilitation of employee conversations, Board Retreats, Stockholder gatherings and individual coaching.
- **CORE (Consulting for Organizational Reflection and Effectiveness)**  
Serving as volunteer member of steering committee to establish a program of consulting services to improve the capacity of non-profits to more successfully achieve their goals.

### **Recent Projects (2010-2011):**

- **Madison Water Utility - East Side Water Supply Study**  
Provide public engagement consulting and facilitation as the Water Utility undertakes a major engineering study of future water supply and quality needs so as to establish future budgeting to meet those needs.  
Importantly; establish a context within which the Water Utility can re-build trust with the community.
- **Imagine – An ongoing developmental project in Dane County and all the Counties around it**

Establishing a framework designed to engage the public from across the capital region in a conversation focused on **heating up the connectivity within the creative ecology** of the region.

**Downtown Development Coordinator:  
1979 – 1989 State of Wisconsin**

Department of Local Affairs and Development (re-named Department of Development Then the Department of Commerce and now Wisconsin Economic Development Corporation) *Built the foundation for a downtown program in the State of Wisconsin -Starting from scratch.*

- *Developed a program* designed to build the capacity of local people to Better handle their own downtown revitalization and development.
- *Provided the research and background support* to write the Business Improvement District (BID) legislation, signed into law in 1984: Also built public awareness of the importance of this legislation.
- *Designed and implemented the Interactive Strategic Planning (ISP) Program* which emphasized the importance of engaging the entire community in the process of downtown visioning and regeneration.
- *Organized the Wisconsin Downtown Action Council*, a statewide organization that provides education and advocacy to support downtown development.
- *Provided front-end awareness building and staff support to getting legislation for the Wisconsin Main Street Program, A model for managing downtowns.*

***Education:***

**B.A.** Wayne State University, Detroit, Michigan (April 1969) English Literature – Criticism

***Training:***

- **Advanced Facilitator Training** – Interaction Associates, San Francisco.  
An intensive one-week interactive training that established the basis for confident facilitation.
- **Public Engagement Training** – The International Association for Public Participation (IAP2)  
A series of training workshops designed to enhance skills in providing public participation.
- **Mediation Training** - Lincoln Land Institute, Cambridge, MA  
Intensive training in the mediation skills of land use dispute.

**Melissa Destree, AIA, IIDA, NCARB**  
*Architect/Interior Designer*

Growing up on a 1000 acre organic vegetable farm in southwestern Wisconsin, Melissa was an early member of Organic Valley, grower for Willy Street Co-op and farm market vendor. While working summers at her family farm, Melissa worked toward and received her Bachelor of Science in Architecture degree in 1992 as well as her Master of Architecture in 1994 from the University of Wisconsin – Milwaukee. After completing her education, she joined the Madison offices of Flad & Associates as an intern architect in 1994-1998. She developed a keen ability to work with large complex teams on intricate research and development projects and master planning. In 1998, she made a move to Kahler Slater Architects, there focusing on corporate and healthcare design.

In February of 2000, she began Destree Design Architects, a general practice firm focusing on local commercial architecture, residential design and interior design. Celebrating over thirteen years in design, Destree has developed a reputation for award winning projects throughout Wisconsin.

Melissa is an active member of both the International Interior Design Association (IIDA) and the American Institute of Architects (AIA). She is a current member of both the AIA-Wisconsin and IIDA-Wisconsin Board of Directors. Her work has been featured in Madison Magazine, Wisconsin Architect, Wisconsin Builder, the Wisconsin State Journal, Money Magazine and Architect Magazine.

**CURRENT PROJECTS:**

City of Madison – James Madison Park Shelter Study

Middleton Hills Neighborhood Center and Apartments

Youth Services of Southern Wisconsin

The Red Zone – Regent Street

**Projects of Note:**

**Samba Brazilian Grille, Madison, WI**

**Fromagination, Madison, WI**

**AIA/City of Madison - Allied Drive Design Charrette**

**Eager Economy Building, Evansville, WI**



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Madison, WI 53703  
www.destreearchitects.com  
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**EDUCATION**

University of Wisconsin—Milwaukee  
Bachelors of Science in Architecture  
Certificate in Urban Planning 1992

University of Wisconsin—Milwaukee  
Masters of Architecture 1994

**REGISTRATIONS**

Wisconsin Architect  
Wisconsin Interior Designer  
Certified DBE – WI Unified Certification Program  
WBE –WI Woman Business Enterprise

**AFFILIATIONS & ACTIVITIES**

American Institute of Architects (AIA)  
International Interior Design Association (IIDA)  
National Council of Architectural Registration Boards  
(NCARB)

**EXPERTISE**

Conceptual Development & Contextual Design  
Restaurant & Commercial Kitchen Design  
Retail  
Sustainable Design & Alternative Energy  
Building Renovations & Repurposing





# JASON BOLLIG

VICE PRESIDENT / PROJECT EXECUTIVE

## RESPONSIBILITIES

Jason is a partner and Vice President at Ideal Builders with over 10 years of construction industry experience. He has extensive experience in both design-build and plan-specification construction processes. Jason is proficient at pre-construction planning, problem solving, and in-progress coordination of multiple projects. His organizational skills and attention to detail have led to a long list of projects completed on time and on budget. Jason is involved in projects from the initial client contact through the turnover of a facility.

## PROFESSIONAL EXPERIENCE

Vice President – Ideal Builders, Inc. 2004-present

Project Manager – The Renschler Company, Inc. 2000-2004

## EDUCATION

Bachelor of Science, University of Wisconsin-Platteville – Building Construction Management, May 2000.

LEED Accredited Professional

## SPECIAL PROJECT CREDITS

### Navitus Health Solutions – Grand Chute, WI

› New construction of a 70,000 sq. ft., 3-story office and call center building in Grand Chute, Wisconsin for an expanding pharmacy benefits company. This project contains a metal, stone and masonry exterior and large central open staircase with skylights.

### Navitus Health Solutions – Madison, WI

› This 25,000 sq. ft. build-out in the Arbor Gate development was completed in 12 weeks. The space includes high-end finishes and significant telecom and security requirements.

### Sentry Insurance – Madison, WI

› This 25,000 sq. ft. build-out in the Arbor Gate development

### Arbor Gate – Madison, WI

› Arbor Gate is a 213,000 sq. ft. Class-A, 6-story office building with an attached 5 level parking ramp. This project was an urban redevelopment of a blighted area and was completed in 16 months. Ideal Builders has also been the general contractor on all of the interior build-outs at Arbor Gate. Jason was the project manager on the Arbor Gate building and all of the anchor build-outs and responsible for the project schedule and budget. He lead all client and subcontractor meetings from schematic design thru project closeout.

### Food Concepts, Inc. – Middleton, WI

› Food Concepts, Inc. was a complete renovation and addition to an already existing 78,000 sq. ft. office / manufacturing facility. This Class-A corporate headquarter expansion/renovation project includes office and manufacturing space. The project was design-build and Jason was integral to the partnership between the Owner, Architect and Ideal Builders.

### Middleton Police Station & Municipal Court – Middleton, WI

› This 52,000 sq. ft. facility was completed in March of 2010. This was an \$8 million dollar public bid project that contains state of the art detention, surveillance and IT systems. Jason was the project manager on this project.

### Wisconsin Heart and Vascular Institute – Madison, WI

› This design-build project consisted of 27,000 square-feet of finished clinical and office space. This project included numerous high-end architectural finishes, nurse station, patient rooms, data center and x-ray facilities. Jason's ability to manage the design-build process smoothly allowed Ideal to deliver the project on time in spite of an incredibly aggressive schedule.

### Dean Health Systems: Orthopedic Center – Madison, WI

› This 14,848 sq. ft. clinic space in the Arbor Gate building was designed by Codgell+Spencer Erdman. Construction was completed in 11 weeks.



**RFP FORM D: PROPOSER REFERENCES**FOR VENDOR: Project for Public Spaces, 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** West Side MarketAddress (include ZIP) 1979 W. 25th Street, Cleveland, OH 44113Contact Person Amanda Dempsey Phone No. 216-664-3541Contract Period 2009-2013Services Provided Development of a market district plan, combined with planning for PPS's 8th International Public Markets Conference.**Company Name** Charles Stewart Mott FoundationAddress (include ZIP) 503 S. Saginaw St., Ste., 1200 Flint, MI 48502Contact Person Ridgway White Phone No. 810-238-5651Contract Period 2012-2013Services Provided Conceptual design, market layout, community outreach and tenant guidelines for relocating the Flint Farmers Market.**Company Name** NewBo City MarketAddress (include ZIP) 1200 3rd St. SE, Cedar Rapids, IA 52401Contact Person Sarah Ordover Phone No. 319-533-5692Contract Period 2009-2010Services Provided Site selection, economic feasibility study and concept development plan for a new public market in Cedar Rapids.**Company Name** Commonwealth of MassachusettsAddress (include ZIP) 251 Causeway St., Ste. 500, Boston, MA 02114Contact Person Mark Lilienthal Phone No. 617-894-1467Contract Period 2011Services Provided Development of an implementation plan for a new public market in Boston, MA.





# Chapter 4: Project Approach



## Chapter 4: Project Approach

While meeting all the requirements set forth in the RFP, the PPS Team is proposing a three phase schedule for the project (subject to more discussion with the City of Madison), which includes key “go/no go” decision points for each phase. Each phase gets progressively more site specific.

- Phase I: Based on community outreach, surveys, and analysis, the first phase will result in a recommendation and an assessment of the feasibility for the market and, if feasible, what kind of public market and innovation district makes the most sense.
- Phase II: This phase includes site exploration studies that enable the City to understand how a public market could work in different contexts and locations in the city.
- Phase III: Once a final site is selected and a public Placemaking workshop completed, the final business plan and design can be prepared.

This approach will be more cost effective for the City and eliminate duplication or re-doing of efforts during the study. This also enables the final product – the Madison Public Market Business Plan – to be a more effective tool for implementation.

We understand that the City is undergoing a public outreach process for this project, as outlined in the Local Food Committee Community Outreach Plan. Our proposal is a response to the Scope of Work as described in the RFP and because some of the activities from the Outreach Plan were not included in the RFP our involvement is subject to further discussion and negotiation.

### PHASE I – VISIONING, ASSET MAPPING, AND OUTREACH (schedule - 120 days, upon signing of contract)

#### 1. Initial Site Visit/Confirmation of Project Goals and Vision (108 hours)

An initial site visit will be conducted to familiarize the entire PPS Team with the City and project stakeholders and refine the scope of work. This visit will include the following elements: meet with the Madison Local Food Committee to vision and refine the goals of the project; tour the City of Madison/potential market sites, including visits to markets and different food attractions to become familiar with the City and the region; and interview key stakeholders, including if possible the Madison Food Policy Council, Common Council, and other appropriate City committees and community organizations to determine their vision and goals for a potential Madison Public Market, to be organized by the City.

##### *Deliverables*

After these initial meetings and tours, the PPS Team will have a confirmed scope of work and possibly a revised vision statement for this project.

#### 2. Regional Food Asset Inventory and Analysis (94 hours)

The greater Madison area already has an extensive network of local and regional food businesses and organizations, including the Dane County Farmers Market, cooperative grocery stores, restaurants featuring local ingredients, small businesses producing innovative food products and a recently launched shared use commercial kitchen and a “Food Hub” being led by Dane County and the Wisconsin Farmer’s Union.

To begin our assessment of the local and regional food movement, the PPS Team will review previous food asset studies for Dane County and interview key organizations and stakeholders involved in food system projects to discuss how the public market project can contribute to their mission. The public market concept will also be explored within the context of these existing assets and projects, including developing a comprehensive summary of existing assets, projects, and organizations in the Madison area focused on some aspect of supporting the regional food system.

To review these assets, the PPS Team will use a “wide angle lens” approach to the non-retail potential, i.e. wholesaling, production, etc. of this public market. The team will look at how food processing and distribution (i.e. wholesaling) facilities have been evolving and we will look at the growth of new firms and the size of firms by employment by different segments with whatever fine-grain published data is provided. The PPS Team will use available business data to map the location of various industries to identify if existing sites provide insight into the potential location of the public market. We would also look into how clustering of food businesses might assist in developing a local food innovation center using physical infrastructure or intellectual capital that would give new industries a strong opportunity to succeed. Using our GIS system, the PPS Team will map these various assets to help illustrate these potential geographical attributes.

*Deliverables (Work Product #1)*

Create a “food system asset map” showing the geography of the region’s food system and location of key assets. An opportunity matrix will accompany the map and will summarize assets, projects, and organizations that have the potential to synergize with the proposed public market.

### **3. Tenant/Vendor Outreach and Cultivation (111 hours)**

The vision for the public market in a food innovation district includes a wide range of possible types of tenants, including experienced market vendors, farmer cooperatives, specialty producers, and residents who will use this market as an opportunity to start their own small business. Using the results of the recent Madison Public Market Vendor Survey as our foundation, as well as potentially working with the City to set up a website exclusively for attracting new, potential businesses/vendors, we will reach out to these potential users. In addition, we want to identify other complementary facilities, such as a community center, library, flexible event space, restaurants, etc., that will help the market become a stronger, multi-use community destination. We will rely on the City and members of our team based in Madison to help us identify these constituencies.

To understand the interests and needs of a wide variety of types of potential tenants, the PPS Team will conduct at least five focus groups, to be organized by the City, with potential tenants and vendors, according to type (new businesses, experienced businesses, community organizations, partners, etc.) to obtain the following information:

- Type and size of space desired
- Desired operational structure (hours of operation, etc.)
- Financial considerations (lease rates, etc.)
- Market programming desired (such as business assistance for vendors)
- Level of interest and commitment to the project

- Hopes and wishes for a healthy and vital Madison Public Market
- Potential sites for the market
- Other useful information as necessary

Follow up interviews will be conducted as necessary.

*Deliverables (Work Product #2)*

The PPS Team will provide a summary of prospective vendors and tenants, what would be necessary to attract them to the Market, and their financial expectations.

**4. Community Outreach and Market Assessment (190 hours)**

**a) Consumer Focus Groups (14 hours)**

Because consumer behavior is so difficult to model, we recommend first conducting three focus group sessions before we undertake the quantitative research. The focus group sessions would each have about 12 people. These participants would be selected from the Madison community at large and not be directly associated with the “food movement.” At least one of the groups would include consumers that meet the criteria of being from an “underserved” population. The moderator would have a written guide that would lead the discussion among these participants about: their perceptions regarding their food shopping focusing on availability of choices and eating healthier, pricing, quality, convenience, buying local, organics, and the social function of shopping. We would also ask them how farmers markets fit into their food buying behavior as well as learning how established food retailers like supermarkets are meeting their needs. These focus groups will also provide an opportunity for us to explore what consumers think a public market might provide and how it might be different from what they are now receiving from their farmers markets and at the other places where they now shop for food. The benefit of focus groups is that they help probe the “why” behind their food shopping behavior and the experience they want when they shop for food. The sessions would each last about 90-minutes. The City will provide a meeting room and A/V equipment and support.

**b) Consumer Surveys (35 hours)**

Following the focus groups, we will conduct a web based panel survey of area residents. While the focus groups will provide qualitative information regarding food shopping, the surveys will provide quantitative data. To achieve a high level of confidence in the survey, we will complete 385 surveys with the primary food shopper in the household. This number of completed surveys will provide a 95% level of confidence that the margin of error will be within  $\pm 5\%$ .

The surveys will measure what consumers believe is important to them in their food buying and their level of satisfaction with how their needs are currently being met. The survey will also measure their food shopping behavior and their perceptions regarding key issues that the focus groups will identify. The surveys will help confirm if what we are hearing from the limited number of people who participated in focus groups is held more broadly throughout the community. We will also use the surveys in helping to estimate how residents spend their food budget among the key alternatives now

available. This will help in the following phases and in estimating the economic sustainability of different options that we will be exploring.

**c) Huff Gravity Model (21 hours)**

An earlier study that Madison undertook included a gravity model to estimate market shares. Since the 2005 study changes have occurred in the marketplace that would affect those results. The PPS Team will provide a new study in this phase at a broad, citywide level to show graphically how customer market shares are distributed amongst key food retailers throughout the area. In later phases of this study, we will use this model to evaluate specific sites' potential draw.

**d) Phase I Summary Report and Presentation (120 hours)**

The PPS Team will prepare a summary report of findings from Phase I and conduct presentation with the Local Food Committee.

*Deliverables (Work Product #3)*

The PPS Team will summarize the results of the above tasks into a report which will address the following core questions, enabling the City and the Local Food Committee to make a "go/no go" decision about taking the project to the next step:

- What does Madison's food system need? Is there opportunity for agglomerating different uses?
- Is there sufficient market capacity to ensure the project's economic sustainability? What is the level of interest and the capacity from the different interest? Which groups are interested in working together?
- What type of public market should be pursued for further consideration?
  - Form (indoor, outdoor, shed building, multiple buildings)
  - Mix (retail, wholesale, on site production, prepared food, fresh food, non-food)
  - Location: preliminary site potentials, as may have been suggested during Phase I
  - Seasonality
  - Complementary uses

A one day presentation to the City will be made to present the findings and recommendations of Phase I.

**Decision Point: Go/No Go**

A decision will be made as to whether a public market makes sense for the City, and whether site explorative studies should be conducted.

## PHASE II – SITE EXPLORATION STUDIES (schedule - 60 days, upon approval to proceed)

In PPS's experience, the site for a market has a major impact on its mix, form, economics, uses and customer base. During this phase, the PPS Team will work with the City to identify up to three different districts in which the market could be located and, to identify at least one feasible site for further exploration. This will enable the City to understand what kind of market different neighborhoods/districts would want and to identify what types of market the community can support in each of these places.

### 1. Site Selection Assistance (100 hours)

The PPS Team's assistance to the City will include:

- Site criteria/building criteria – The PPS Team will provide the City with a list of site criteria, including a list of building criteria for a suitable adaptive reuse of an existing structure for the market. Criteria will include such factors as visibility, accessibility, cost, availability, adjacent uses, and community support for the market.
- Site(s) identification (with the City and Local Food Committee) – The PPS Team will provide guidance to the City through its site selection process, including information related to other Work Products that would help the City make a determination about whether or not a specific site or building is appropriate.
- Site selection – The PPS Team will provide guidance on which site or building is most suitable and why.

#### *Deliverables (work product #7)*

Through narrative information, such as a memo or matrix, the PPS Team will summarize site selection criteria, evaluate why a site is or is not a suitable location for a market, and, if requested in collaboration with the city, identify the three potential sites for further site exploration studies.

### 2. Site Exploration Studies (Three Sites) - PROPOSED ADDITIONAL WORK OUTSIDE THE SCOPE

For each of the three sites, the PPS Team will prepare a program and site concept informed through the following:

- Conduct an initial site visit and neighborhood tour with local stakeholders and identify key issues and opportunities for the site.
- Work with City staff to collect basic site information including land use and zoning, access, circulation, ownership, etc.
- Key Neighborhood Stakeholder Workshop: Organized by the City, the PPS Team will facilitate an invitation-only workshop for key neighborhood leaders to explain the concept of the public market followed by brainstorming a number of key issues and questions for a potential public market in their neighborhood: what are your hopes and wishes for a healthy, vital public market in your neighborhood? What are your concerns and issues about a public market in your neighborhood? What other uses should be combined to enhance this as a destination? Where would be some possible best locations? What type of community amenities would be desirable?

#### *Deliverable*

The PPS Team will prepare a conceptual diagrammatic plan for each site, accompanied by a memo outlining:

- Complementary uses and mix
- “Bubble Diagram” Concept layout
- Potential Partners
- Costs parameters
- Potential economic development opportunities
- Advantages and disadvantages of different sites

### **3. Gravity Model (Three sites) - PROPOSED ADDITIONAL WORK OUTSIDE THE SCOPE**

Using the basic model established in the Phase I, the PPS Team will use the Huff Gravity Model, which estimates market shares to different retail food venues based on convenience and size of the offering to help in estimating potential sales. This model is useful for helping to arrive at an opinion about the potential sales that a retail food venue like a public market might be able to achieve at these three specific locations.

#### *Deliverable*

Our opinion of potential fresh food sales for each site based on the results from the Huff Gravity Model and the survey data from Phase I on market segmentation.

#### **Decision Point: Go/No Go**

A decision will be made for selecting a site at this point, or the project will not go forward.



## PHASE III – MADISON PUBLIC MARKET BUSINESS PLAN (schedule - 90 days, upon approval to proceed)

Once a specific site or building is identified for the market, the PPS Team will prepare a final business plan for the market, including an estimate of construction costs and annual costs to maintain and operate the facility, drawing on previous Work Products as appropriate.

### 1. Placemaking/Visioning Workshop (57 hours)

The PPS Team will conduct a public, participatory workshop, organized by the City, in the selected neighborhood to obtain the input of a broad representation of the community members, stakeholders, and potential partners. The workshop will address the Placemaking potential of the new market, which will be key to its success as well as help refine the program, activities and uses of the public market and inform the design process. Participants will not only help to shape the space, but, more importantly, provide the program that activates it.

The PPS Team will begin the workshop with a PowerPoint presentation that draws from our research and experience with great public markets and multi-use destinations elsewhere, how they are activated and the benefits that they engender. After the presentation, which will be located within walking distance of the selected public market site/building, participants will be taken to the proposed site to complete the Place Performance Evaluation Game™, special forms created by PPS to evaluate public spaces and envision new ones. By participating in this “game,” participants will get to know each other better and gain new insights into ways to look at the potential of their public space environment and the areas within them as meaningful “places.” We also include a “Power of Ten” evaluation to better understand the existing destinations and the potential for new ones.

Participants return to the training session venue for a discussion of observations from the proposed market site, and the PPS Team will lead in a discussion of the following issues: what are your hopes and wishes for a healthy, vital public market in your neighborhood? What are your concerns and issues about a public market in neighborhood? What other uses should be combined to enhance this as a destination? What type of community amenities would be desirable?

#### *Deliverable:*

The PPS Team will provide the City with a summary of the Workshop participants’ observations, desires and issues regarding the proposed public market and this information will inform the Madison Public Market Business Plan.

### 2. Conceptual Building Program and Design (300 hours)

#### a) Facility Requirements (28 hours)

The PPS Team will identify items/elements of the building program and design that are needs/requirements of a facility; and those items/elements that are optional, but “nice to have.”

#### b) Conceptual floor plans, site plans, massing studies (202 hours)

After identifying the size, design, materials and systems needed to support a market for tenants/vendors and customers identified in Phase I, the PPS Team in partnership with Destree Design Architects, Inc. will prepare conceptual floor plans, site plans, massing studies, etc. of a market facility. Destree Design Architects, Inc. will identify “green” and

“sustainable” building materials and technologies that could and should be incorporated into the facility

**c) Cost estimates (70 hours)**

The PPS Team, in partnership with Ideal Builders Inc., will prepare an estimate of construction costs for the facility.

*Deliverables (Work Product #4)*

The PPS Team will provide the City with a thorough understanding of the building needed to support a Market. This analysis will be included in the final business plan.

**3. Operating Structure (21 hours)**

The PPS Team will prepare an operating plan for the market including:

- Governance/ownership – The PPS Team will present to the City a summary of operating structures used to support other public market facilities, and present the reasons why such an operating structure may or may not be appropriate in Madison.
- Potential partnerships – All successful public markets have strong partners throughout their city and region. The PPS Team will recommend potential partners for the market based on our experience working with other public markets and through the outreach completed in Phases I.
- Staffing and programming plan – The PPS Team will prepare a staffing and programming plan which will include any desired support programming for market entrepreneurs and the annual costs associated with this plan.
- Merchandising, use and a tenant leasing plan – This is one of the most important aspects to opening a public market and the PPS Team will guide the City in how it should go about leasing space to potential tenants/vendors. Input will also include information gathered during the vendor outreach task of Phase I.
- Operating revenue/pro formas – The PPS Team will summarize operating and maintenance expenses identified in Phase III, Task I, along with the staffing and programming costs. Several annual operating budgets will be prepared for the market.

*Deliverables (Work Product #5)*

The PPS Team will provide the City with a thorough understanding of the operating structure needed support a market and what it will generate in revenues and expenses on an annual basis. This analysis will be included in the final business plan.

**4. Economic Development Considerations (21 hours)**

The PPS Team will explore the impacts of the market and food innovation district on the broader Madison community. This analysis will explore potential relationships between the Market and other food related initiatives currently underway, such as the Northside FEED Kitchen Incubator and Wisconsin Food Hub Cooperative; identify what businesses would be competitors to a market, and what impact the market will have on this competition; identify what businesses could be further supported by a market and what benefits might a market bring to these businesses; identify, on an annual basis, what the economic impact of a market might be; including through property tax and sales taxes; and describe the impacts that a market could have on surrounding property values and the opportunity for additional private investment.

*Deliverables (Work Product #8)*

This analysis will be included in the final business plan.

## **5. Financial Plan and Funding (14 hours)**

Based on our work in Phase I and II, the PPS Team will prepare a financial plan for the market, including sources and uses of funds for construction and operations. This plan will also identify public, philanthropic, sponsorship, and private investment funding opportunities for the market, and outreach to some of these organizations to gauge initial interest in funding portions of the market.

### *Deliverables (work produce #6)*

The PPS Team will provide the City with a thorough understanding of the financial structure needed to support a market. This will be included in the final business plan.

## **6. Prepare Madison Public Market Business Plan (325 hours)**

### **a) Draft Report (120 hours)**

The PPS Team will prepare a comprehensive draft document that can be used to inform policy-makers and/or developers interested in building and operating the Market. The PPS Team will guide and manage the aforementioned work products toward a useful data-driven decision on the viability of the Market; including providing guidance to the City on the resolution of conflicting development scenarios. The PPS Team will prepare interim draft materials suitable for posting on the City's website, along with an executive summary document suitable for printing and posting on the city web site.

### **b) Presentations of Draft Report (75 hours)**

The PPS Team will present at least one dozen (12) presentations of draft work products to the Madison Local Food Committee, Madison Food Policy Council, Common Council, and other appropriate City committees and community organizations, clustered into no more than seven person days.

### **c) Final Report (68 hours)**

The PPS Team will prepare the final document, including an executive summary of the final business plan suitable for posting on the City's website and printing by the City as needed.

### **d) Presentations of Final Report (62 hours)**

The PPS Team will present at least one dozen (12) presentations of the final business plan to the Madison Local Food Committee, Madison Food Policy Council, Common Council, and other appropriate City committees and community organizations clustered into no more than five person days.

### *Deliverables*

The PPS Team will complete and deliver 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.