

PROPOSAL FOR MADISON PUBLIC MARKET  
AUGUST 5, 2013

a new future for



**public market**  
madison, wi

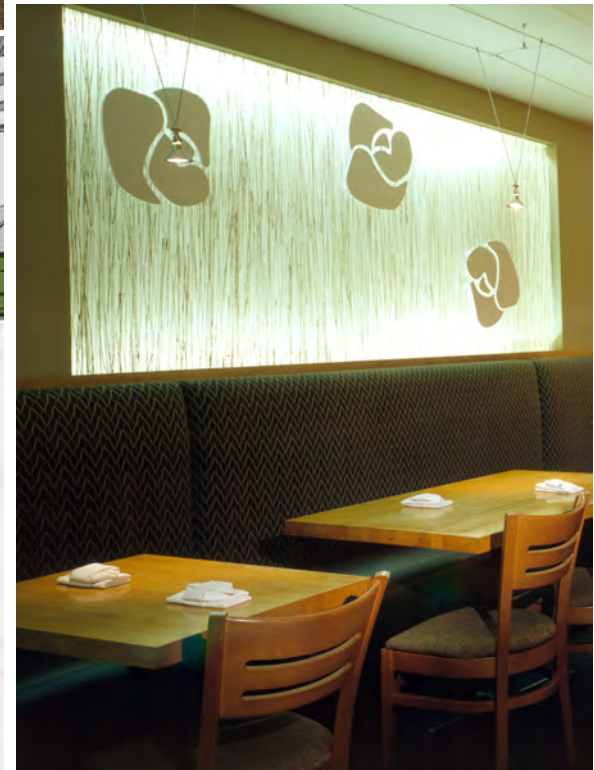


**MICHAEL J. BERNE**  
RETAIL PLANNING LEAD  
MJB CONSULTING

**ANTHONY BRACALI**  
DESIGN PLANNING LEAD  
FRIDAY ARCHITECTS/PLANNERS, INC.

**GREGORY HELLER**  
FOOD ECONOMY EXPERT  
ECONOSULT SOLUTIONS, INC.





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City of Madison Purchasing Services  
City Council Building, Room 407  
Madison, WI 53703-3346

August 5, 2013

Members of the Selection Committee:

Our team of MJB Consulting, Friday Architects/Planners, Inc. and EConsult Solutions, is very excited to submit the following proposal to work with the Madison Local Food Committee and its partners and stakeholders to craft a Business Plan on the feasibility of a future market.

The timing is right for this initiative. Food has reemerged in the last decade as a central feature of everyday life -- as evidenced by the exploding growth of farmers markets, the countless food-related cable television shows, the extensive media coverage of agriculture and food issues as well as the rise of major food-themed tourist like Chelsea Market and Eataly in New York City and the Ferry Building in San Francisco.

Indeed, local food system development today is capable of the same sort of catalytic impact that the creative arts have enjoyed for decades in driving business district revitalization. And food can be far more inclusive than the arts – after all, everyone eats, and all of us come from different food traditions that, when joined properly, give public markets almost unparalleled power to build civic conviviality, serve as a true cultural “crossroads” and strengthen local economies.

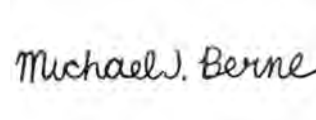
That said, many of the public markets celebrated today manifest a sort of “boutique” market (and charge the kinds of prices) that can limit broader accessibility. This is in contrast to the “working” market model where access to raw product, connection to a sustainably local food chain and availability to a wide spectrum of people are arguably more evident.

**Our team firmly believes that a boutique positioning ultimately prevents the institution from reaching its full potential as a force for change in urban settings.** Not only could a new Market in Madison play a catalytic role in revitalization of a neighborhood, but also, it is capable of and should aspire to the sort of broad and cross-cultural appeal that remains so rare in public markets even today, with white-collar workers, graduate students, loft residents, out-of-town tourists and lower/middle-income folks experiencing, enjoying (and, of course, eating) together.

The proposal that follows describes our team, our unique approach and our proposed scope in greater detail, ending with an outline of our initial thoughts about the project and work plan.

We are really excited to work with everyone in Madison to explore the possibilities for a compelling and inclusive public market. We look forward to the opportunity to meet with your committee in person.

Regards,



Michael J. Berne



Anthony Bracali



Greg Heller



The image features a horizontal band of weathered wooden planks in the center. The planks are light brown with visible grain and some dark spots. To the right of this band is a solid black vertical bar that extends from the top to the bottom of the image. The text "REQUIRED RFP FORMS" is written in white, uppercase letters across the middle of the wooden band.

REQUIRED RFP FORMS



# A. SIGNATURE AFFIDAVIT

RFP# 8297-0-2013/DK Public Market Business Plan

Due Date: 08/05/2013 4:00 PM, CDT  
Page 28 of 48

## 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.

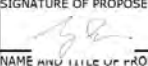
**Local Preference:** (Refer to Section 1.19.8)

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 2, 2013
NAME AND TITLE OF PROPOSER: Anthony Bracali, President	COMPANY NAME: Friday Architects/Planners, Inc.
TELEPHONE: 215-564-0814	ADDRESS: 26 South 20th Street Philadelphia, PA 19103
FAX NO.: 215-564-1157	
Person to Be Contacted If There Are Questions about Your Proposal (if different from above)	
NAME:	TITLE:
TELEPHONE:	FAX NO.:



# B. RECEIPT FORMS AND SUBMITTAL CHECKLIST

## 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 applicable forms)	Initial to acknowledge receipt of RFP Documents	Required Submittals Checklist Initial all submitted documents	
<b>RFP SECTIONS:</b>			
Section 1: General RFP Administrative Information	AB		
Section 2: Project Vision, Purpose, and Goals	AB		
Section 3: Scope of Services	AB		
Section 4: Proposal Submission Requirements	AB		
Section 5: Required Forms	AB		
<b>ATTACHMENTS</b>			
Attachment A: Sample Contract for Purchase of Services	AB		
Attachment B: Standard Terms and Conditions	AB		
<b>ADDENDA</b>			
Addendum No. ___ Dated: _____	AB		
Addendum No. ___ Dated: _____	AB		
Addendum No. ___ Dated: _____	AB		

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

PROPOSER: \_\_\_\_\_



# C. PROPOSER PROFILE INFORMATION

## RFP FORM C: CONTRACTOR PROFILE

1. Proposing Company Name: Friday Architects/Planners, Inc.

2. FEIN 232492357 OR (If Sole Proprietorship, provide SSN upon award, if FEIN is N/A)

DUNN AND BRADSTREET NO. 51414795

3. Form of Organization:  Corporation  Limited Liability Company  General Partnership  
 Sole Proprietor  Unincorporated Association  Other: \_\_\_\_\_

4. Location of Main Office:  
 ADDRESS 26 South 20th Street CITY Philadelphia STATE PA ZIP+4 19103-3376

5. Location of Office servicing City of Madison account:  
 ADDRESS 26 South 20th Street CITY Philadelphia STATE PA ZIP+4 19103-3376

6. Principal Information and Contact:  
 NAME Anthony Bracali TITLE: President  
 TEL. 215-564-0814 TOLL FREE TEL. \_\_\_\_\_  
 FAX 215-564-1157 E-MAIL President

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 Frank Mallas TITLE: President  
 TEL. 215-564-0814 TOLL FREE TEL. \_\_\_\_\_  
 FAX 215-564-1157 E-MAIL ADDRESS President  
 ADDRESS 26 South 20th Street CITY Philadelphia STATE PA ZIP+4 19103-3376

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 Anthony Bracali TITLE: President  
 TEL. 215-564-0814 TOLL FREE TEL. \_\_\_\_\_  
 FAX 215-564-1157 E-MAIL President  
 ADDRESS 26 South 20th Street CITY Philadelphia STATE PA ZIP+4 19103-3376

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 \_\_\_\_\_  We intend to register as a local vendor  
 (Mark ONLY if currently registered on the City website)







**EXECUTIVE SUMMARY**





The MJB Consulting/ Friday Architects/ Econsult Team is distinguished by several key strengths:

### **EXPERTS IN DOWNTOWN MARKETS**

**Michael J. Berne**, Principal of MJB Consulting, is one of North America's leading experts on urban, inner-city and Downtown retail. Not only does he bring a nuanced understanding of ethnically, socioeconomically and psycho-graphically diverse urban sub-markets, but also, he has studied and promoted the concept of "crossover retail" that can appeal to the heterogeneous mix of ethnic backgrounds and income levels often found in such settings.

This "crossover" model has informed Michael's approach in many of the diverse business districts where he has worked, including, for example, the downtowns of Brooklyn (NY), Newark (NJ), Atlantic City, New Haven, Pittsburgh, Cleveland, Denver and Long Beach (CA). MJB also has prior experience in the Upper Midwest, especially in Minneapolis/St. Paul (i.e. North MSP, Northeast MSP, East Side/St. Paul, etc.) and Milwaukee (i.e. Lincoln Village, Silver City, SoHi, Burleigh, Harambee, etc.)

Gregory Heller of Econsult comes with first hand experience with kitchen incubators and workforce development projects. His focus is not just on traditional market typology, but on innovative uses of markets to improve food access and grow the food economy. Greg is an Urban Planner with a dramatic range of experience working on economic development and design projects.

### **NEW APPROACHES TO PUBLIC MARKETS & FOOD SYSTEMS**

**Joe Hansbauer, President and CEO of the Corporation for Findlay Market** and **Amanda Dempsey, Manager of the West Side Market** offer our team new and valuable perspectives on market management practices and operations. They clearly understand through their work the challenges and the opportunities that confront public markets. Amanda's experience with major Capital Projects leading up to her current position makes her uniquely qualified to assist with the search for appropriate buildings/sites.

### **CREATIVE PLANNING IN EXISTING & HISTORIC BUILDINGS**

**Friday Architects/Planners, Inc** is Philadelphia, PA-based architecture and planning firm founded in 1970 responsible for the award-winning Reading Terminal Market Masterplan and Renovations. The Project was led by President Tony Bracali, AIA, LEED AP.

Friday has a wide range of recent work that has required us to research, explore and understand complex existing buildings. This includes understanding the physical elements like structure, floors, walls and roofs in addition to intangibles like circulation and movement patterns. We welcome these challenges and enjoy the process of discovery. Our work at Reading Terminal Market leveraged the best physical aspects of the Market to make its organization stronger and generate more revenue.

### **PROCESS, ENGAGEMENT & OUTREACH**

Our team is used to working with larger and complex client and stakeholder groups to develop successful results. Much of the value that Friday brings to the evolution of a design is a shared commitment to engage clients meaningfully in the discovery and decision making process. To that end, we propose to meet with the Market Steering Committee on a monthly basis throughout the study. Tony Bracali is an expert facilitator and speaker who has worked with the public and community groups of all sizes to develop consensus.

### **PRACTICAL EXPERIENCE WITH IMPLEMENTATION AND RECRUITMENT**

Not wanting to just write reports that then sit on shelves, MJB Consulting differentiates itself by also including implementation tasks in its typical scope-of-work. For instance, it will develop retail-specific leasing/marketing brochures and identify, pre-qualify and pursue prospective tenants on behalf of districts and projects.

As a result of its retail attraction efforts, MJB has developed a keen understanding of the retailer's perspective and preferences in the site location process. Indeed the firm has enjoyed quite a bit of success with recruitment in some very challenging settings: for example, through resourceful use of data and reference to comparable locations, MJB has managed to sell a high percentage of targeted operators on the Downtowns of both Wichita, KS and New Haven, CT, and it is currently working with landlords and brokers on matching these interested leads to suitable spaces.





QUALIFICATIONS, EXPERIENCE AND REFERENCES



# A. BACKGROUND AND HISTORY

MJB Consulting (MJB) is an award-winning, New York City- and San Francisco Bay Area-based national retail planning and real estate consulting concern retained across all of North America to undertake market analyses, devise tenancing strategies and spearhead recruitment efforts.

Our clients include municipalities, quasi-public/non-profit development corporations, BID's and institutions as well as private developers, landlords and retailers. We are among the nation's leading consultancies on urban and Downtown retail, having strategized and recruited for some of the highest-profile CBD's in the U.S. and Canada, including, most recently, Brooklyn (NY), Toronto, Pittsburgh, Cleveland, St. Louis and Denver. In addition, we have worked in many other Downtown/neighborhood business districts within larger cities and metros, including ones in Brooklyn (NY), Queens (NY), Boston/Cambridge, Philadelphia, Baltimore, Pittsburgh, Cleveland, Columbus (OH), Cincinnati/Covington, Atlanta/Decatur, Milwaukee, Minneapolis-St. Paul, Dallas, San Antonio, Phoenix/Tempe, Seattle, San Francisco/Hayward and Los Angeles/Long Beach. Finally, we are also active in smaller cities and markets, including Downtown and "Main Street" business districts in New Haven (CT), Kitchener (ON, CA), Akron, Fort Wayne (IN), Roanoke (VA), Mobile (AL), Winnipeg, Saskatoon (SK, CA), Wichita, Albuquerque, Las Cruces (NM) and Modesto, amongst numerous others.

## OUR UNIQUE APPROACH

We at MJB Consulting approach our craft differently from our competitors, and offer unique strengths and specialized expertise in a number of areas:

1. We are retail specialists: it is our passion and our obsession.
2. We work in business districts across all of North America.
3. We are able to identify opportunities where others cannot, with our emphasis on psycho-graphics and our understanding of diverse sub-markets.
4. We fully immerse ourselves in our study areas, as if we were locals ("total immersion"), in order to truly understand their unique rhythms and sensibilities.
5. We possess a keen understanding of the tenant's perspective as well as practical experience in the leasing and selling of retail space.
6. We have devised a number of proprietary tools, including our database of retailers willing to consider Downtown and "Main Street" settings.
7. We have promoted the concept of small "chainlets" as balancing local distinctiveness with the landlord's desire for creditworthy tenants.
8. We do more than provide lots of data; we also interpret all of that information and tell you what to do with it on a block-by-block level.
9. We do not write reports that sit on shelves: our scope-of-work typically proceeds to implementation and actual tenant recruitment.
10. We are able to explain the nuances and intricacies of retail clearly and accessibly to different sorts of audiences, including those new to the field.
11. We do not pull punches, but we are able to convey the harsh realities while still generating excitement for what is in fact possible.
12. We are a boutique consultancy: our Principal (and not some junior associate) is the Project Manager and the one who develops the work product.



Friday Architects/Planners Inc. has maintained its reputation as an imaginative design office since the firm opened its doors in 1970. Its open (somewhat funky) studio culture has cultivated almost three generations of community service oriented Philadelphia architects and spawned numerous other architectural firms.

In 2007, Anthony (Tony) Bracali joined Friday as a principal. Tony spent five years building his own successful design practice in Philadelphia serving educational, arts, non-profit and recreational clients. His firm earned design awards and national exposure for their design of a new outdoor public space for skateboarding on the Benjamin Franklin Parkway in Philadelphia. Tony takes the lead in transitioning the firm into a new generation of leadership and service.

The transition to the future of Friday is supported by a talented and committed staff with expertise in all phases of the architecture and planning processes: Campus and neighborhood planning; project planning, programming, and feasibility studies; design, construction documentation, and construction contract administration. Many Friday people are LEED certified and apply environmental and socially sensible attitudes toward every project in the office.

At the time of the firm's founding, the word Friday was commonly used in popular culture as word to connote the everyman. The classic examples of this are the fictional Detective Joe Friday and the generic secretary Gal Friday. Daniel DeFoe assigned the same name to Robinson Crusoe's trusted island sidekick. Under the umbrella of a non-personal common word name, Friday's work becomes a true collaboration of its principals, staff, and even clients.

Under the leadership of founding partner Don Matzkin, the firm gained an early foothold serving community, governmental, arts, educational and non-profit clients. The addition of Frank Mallas and then Arlene Matzkin allowed the firm to expand and diversify its services to colleges, universities, corporations and residential clients. The work of Friday is noted for being inventive, well crafted and budget conscious.

The Friday principals have exhibited their commitment to community service and education through teaching assignments at local colleges and universities, board membership, community organization and leadership positions on local planning, historic preservation organizations and professional societies..

# Friday



Econsult Solutions, Inc. (ESI) is a Philadelphia-based economic consulting firm that provides businesses and public policy makers with economic consulting services in urban economics, real estate economics, transportation, public infrastructure, development, public policy and finance, community and neighborhood development, planning, as well as expert witness services for litigation support.

ESI has a robust portfolio of food economy projects including a kitchen incubator feasibility study for Findlay Market in Cincinnati; a report on diversifying farmers markets for Partners for Public Spaces; project management of the Baltimore Food Hub; retail vision, survey, and study in Chester, PA; a commercial corridors assessment in Philadelphia; and an economic analysis of Detroit's food system.

**Joe  
Hansbauer**

A serial social entrepreneur, Findlay Market hired Joe Hansbauer as president and CEO. One of his initial projects will be the development of a new strategic plan as it braces for its next big growth wave, sparked by a streetcar line that would run along its east and west boundaries and real estate speculation in the rapidly changing western blocks of Over-the-Rhine. He is Fairfield native who is a well-known member of Cincinnati's young professionals community with visionary qualities, that will take Findlay Market to the next level.

Hansbauer is a former IT consultant with Accenture who helped build Give Back Cincinnati into a 5,000-member volunteer army of local young professionals. Among the nonprofit's volunteer initiatives was UGive.org, which promotes volunteerism among high school and college students. Hansbauer started it in 2008 and merged with a Louisville nonprofit last year just as the Corp. for Findlay Market announced its search for a new president.

With over 30 years of urban revitalization, planning, and economic development experience, Ken most recently served as Senior Economic Development Advisor and Executive Director of the award-winning University Park Alliance (UPA) for The University of Akron (UA). Reporting directly to University President Luis M. Proenza, Ken was responsible for the revitalization of the downtown neighborhoods surrounding this prominent urban university. He also provided strategic guidance for UA's local and regional economic development initiatives, and helped attract over \$15 million in grants for UPA and UA initiatives.

Previously, Ken served as senior vice president of planning for the Downtown Cleveland Partnership (DCP) where he initiated and led their efforts to revitalize Euclid Avenue, Cleveland's Main Street, resulting in over \$400 million in real estate investment in only six years. Ken's other projects at DCP included management of DCP's advocacy efforts on over \$1 billion in major infrastructure projects, developing and managing the housing and safety strategies, and providing strategic guidance and support for DCP's marketing, public realm, and fundraising efforts.

Prior to his tenure in Cleveland, Ken worked as a redevelopment executive and expert in several South Florida cities and downtown, including work in South Beach, Miami, Hollywood, and West Palm Beach. He is also a nationally recognized expert in innovative urban safety programs, and has developed an innovative system that actively addresses perceptions using integrated improvements to environment, programs, and communications.

Ken has served on the boards of the Downtown Akron Partnership, Rebuilding Together of Summit County, Southwest Cleveland Housing Enterprise, Cleveland Neighborhood Development Coalition, Ohio CDC Association, and was the founding president of Cleveland's Southwest Development Partnership. He is a 2004 University of Miami Fellow of the Knight Program in Community Building, a member of the Urban Land Institute, a member of CEO's for Cities, and a graduate of Leadership Akron Class XX. Ken has served as an anonymous nominator for the prestigious Heinz Awards, and his projects and programs have received awards

from IEDC, the Governor of Ohio, The Dominion Foundation, and Northern Ohio Live Magazine. He holds a master's degree in Urban and Regional Planning from the University of Illinois, graduated Magna Cum Laude from Thomas More College in Kentucky, and holds professional certificates from the National Charrette Institute, the National Crime Prevention Institute, and the University of Illinois Sustainability program.



SAA Design Group, Inc. is a civil engineering, urban planning, and landscape architecture firm. We specialize in context sensitive, sustainable and low impact site design solutions. We are dedicated to creating vital and sustainable communities through forward-thinking leadership in public space and infrastructure design. Founded in 1984 in Madison, Wisconsin; SAA serves clients throughout the Upper Midwest. Nolen Shore, Madison, WI (SAA Project)

#### PRINCIPALS

David R. Schreiber, PLA, ASLA – 41 yrs.  
John Lichtenheld, PE, AICP – 37 yrs.

#### ASSOCIATES

Gil Jevne, PLA, ASLA – 24 yrs.  
Bruce Morrow, PLA, ASLA, LEED® AP – 18 yrs.  
Blake Theisen, PLA, CPSI – 14 yrs.  
Aaron Williams, PLA, ASLA – 11 yrs.

#### STAFF

Landscape Architects and Designers  
Civil Engineers  
Urban and Community Planners  
GIS/CAD Technicians  
Marketing/Creative Services  
Administrative and Clerical

#### CLIENTS [65% Public, 35% Private]

Governments | Illinois, Iowa, Wisconsin  
Institutions | Upper Midwest  
Corporations | Upper Midwest  
Community Organizations | Upper Midwest  
Developers | Upper Midwest  
Professional Services Consultants | Nationwide

## B. PROJECT TEAM

a new future for

# MADISON public market

team leadership



**MICHAEL J. BERNE**  
*RETAIL PLANNING LEAD*  
MJB CONSULTING



**ANTHONY BRACALI**  
*DESIGN/PLANNING ARCHITECT*  
FRIDAY ARCHITECTS/PLANNERS, INC.



**GREGORY HELLER**  
*FOOD ECONOMY EXPERT*  
ECONOSULT SOLUTIONS, INC.

market advisors



**JOE HANSBAUER**  
*MARKET OPERATIONS ADVISOR*  
FINDLAY MARKET



**AMANDA DEMPSEY**  
*MARKET OPERATIONS ADVISOR*  
WEST SIDE MARKET

key consultants



**KEN STAPLETON**  
*URBAN DESIGN/SECURITY CONSULTANT*  
KEN STAPLETON & ASSOCIATES



**DAVID R. SCHREIBER, PLA, ASLA**  
*LOCAL URBAN PLANNER*  
SAA DESIGN GROUP





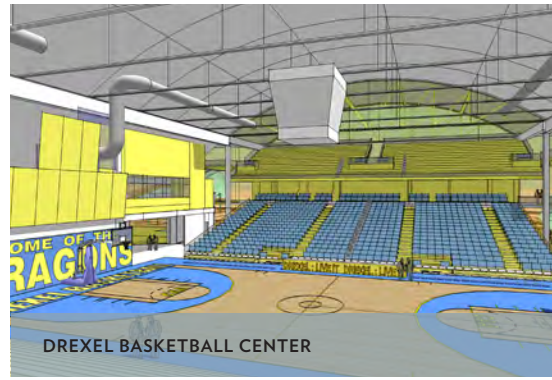
**ANTHONY BRACALI AIA, LEED AP**

**President**

Anthony (Tony) Bracali, AIA is President of Friday Architects/Planners Inc in Philadelphia. Tony's role is to guide the firm to a new generation of service and creativity. Prior to joining Friday in 2007, he devoted five years building his own small design practice with work in a variety of areas including the community, public, institutional, educational and academic realms. During that time, Tony won a major commission to design a new public space for skateboarding for the City of Philadelphia. His subsequent design and the philosophy that helped to shape it have gained the project increasing national attention.

In 2006, Tony received the AIA Philadelphia's Young Architect Award, and was one of the youngest architects ever to be so honored. He has lectured on a variety of topics concerning architecture, public space and skateboarding locally and nationally and he has garnered design awards from AIA Philadelphia and AIA Pennsylvania for his professional work.

Tony has also given much back to the community. He has served on the Board of Directors of AIA Philadelphia and as the Board President for The Charter High School for Architecture + Design (CHAD). Bracali has taught as an adjunct professor at Drexel University and has also taught at Community College of Philadelphia and Philadelphia University.



**DREXEL BASKETBALL CENTER**



**FRANKLIN TOWNE CHARTER ELEMENTARY SCHOOL**



**PAINES PARK PROJECT**

**Professional Experience**

Friday Architects/Planners, Inc	2007–Present
Anthony Bracali ARCHitecture	2002–2007
Ewing Cole	2001–2002
Nalls Architecture	1999–2002
Venturi, Scott Brown & Associates (VSBA)	1995–1999
The Architectural Studio (part-time)	1994–1995

**Community Activities**

Charter High School for Architecture & Design	
• <i>President</i>	2006–2008
• <i>Board Member</i>	2008–2009
• <i>Ex-Officio Member</i>	2004–2006
Philadelphia Art Museum Collab Board	
• <i>Friend of Collab</i>	2009
American Institute of Architects	
• <i>Board of Directors</i>	2004–2006
Doo-Wop Preservation League	
• <i>Board of Directors</i>	2005–2009
Allen High Engineering Academy, Allentown, PA	
• <i>Steering Committee</i>	2001

**Awards & Honors**

Young Alumni Entrepreneur Award,	
• <i>Drexel University 2008</i>	
Young Architect Award, AIA Philadelphia	2006
Faculty Prize Winner, Drexel University	1999

**Education**

Drexel University, Philadelphia, PA	B.Arch. 1999
Professional Registration	
Pennsylvania, New York, New Jersey, Delaware	



## MJB Consulting : A Retail Real Estate Consulting Firm

### Our Firm

**MJB Consulting** (MJB) is an award-winning, New York City- and San Francisco Bay Area-based national retail planning and real estate consulting concern retained across all of North America to undertake market analyses, devise tenancing strategies and spearhead recruitment efforts.

Our clients include municipalities, quasi-public/non-profit development corporations, BID's and institutions as well as private developers, landlords and retailers.

We are among the nation's leading consultancies on urban and Downtown retail, having strategized and recruited for some of the highest-profile CBD's in the U.S. and Canada, including, most recently, Brooklyn (NY), Toronto, Pittsburgh, Cleveland, St. Louis and Denver.

In addition, we have worked in many other Downtown/neighborhood business districts within larger cities and metros, including ones in Brooklyn (NY), Queens (NY), Boston/Cambridge, Philadelphia, Baltimore, Pittsburgh, Cleveland, Columbus (OH), Cincinnati/Covington, Atlanta/Decatur, Milwaukee, Minneapolis-St. Paul, Dallas, San Antonio, Phoenix/Tempe, Seattle, San Francisco/Hayward and Los Angeles/Long Beach.

Finally, we are also active in smaller cities and markets, including Downtown and "Main Street" business districts in New Haven (CT), Kitchener (ON, CA), Akron, Fort Wayne (IN), Roanoke (VA), Mobile (AL), Winnipeg, Saskatoon (SK, CA), Wichita, Albuquerque, Las Cruces (NM) and Modesto, among numerous others.



### Our Principal

Our Principal, **Michael J. Berne**, is one of the nation's foremost experts on urban and Downtown retail.

Michael is a frequent speaker at the conferences of the International Downtown Association (IDA) and sits on its Board of Directors. He has also presented at the annual gatherings of the International Economic Development Council (IEDC), the National Main Street Center, the Local Initiatives Support Corporation (LISC) and the International Council of Shopping Centers (ICSC), among others.

Michael has lectured at the University of Pennsylvania, written numerous articles for the Urban Land Institute's (ULI) *Urban Land* magazine as well as the prestigious *Journal of Urban Affairs*, served on expert advisory panels for the ULI and the IEDC, and appeared in high-profile publications such as *The Washington Post*, *The Financial Times* and *The San Francisco Chronicle*.

Michael received a B.A. degree from Columbia University (Columbia College) in New York City and an M.Phil degree from Cambridge University (Gonville & Caius College) in the United Kingdom. He currently splits his time between residences/offices in Berkeley's Elmwood neighborhood and New York City's Union Square.

## MJB Consulting : A Retail Real Estate Consulting Firm

### Our Unique Approach

We at MJB Consulting approach our craft differently from our competitors, and offer unique strengths and specialized expertise in a number of areas:

1. We are retail specialists: it is our passion and our obsession.
2. We work in business districts across all of North America.
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4. We fully immerse ourselves in our study areas, as if we were locals ("total immersion"), in order to truly understand their unique rhythms and sensibilities.
5. We possess a keen understanding of the tenant's perspective as well as practical experience in the leasing and selling of retail space.
6. We have devised a number of proprietary tools, including our database of retailers willing to consider Downtown and "Main Street" settings.
7. We have promoted the concept of small "chain-lets" as balancing local distinctiveness with the landlord's desire for creditworthy tenants.
8. We do more than provide lots of data; we also interpret all of that information and tell you what to do with it on a block-by-block level.
9. We do not write reports that sit on shelves: our scope-of-work typically proceeds to implementation and actual tenant recruitment.
10. We are able to explain the nuances and intricacies of retail clearly and accessibly to different sorts of audiences, including those new to the field.
11. We do not pull punches, but we are able to convey the harsh realities while still generating excitement for what is in fact possible.
12. We are a boutique consultancy: our Principal (and not some junior associate) is the Project Manager and the one who develops the work product.



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**Gregory Heller**  
Senior Advisor, Economic Development

**Gregory Heller** is a Senior Advisor at Econsult Solutions Inc., specializing in economic development initiatives and policy, business incubators/accelerators, and urban development projects. Through his experience researching and developing food business incubators, Greg also brings expertise in a range of food economy projects.

### ESI Projects

- **Economic Analysis of Detroit's Food System:** Part of a consulting team addressing strategic planning for an equitable food system in Detroit.
- **Culinary Maker Space** (Boston, MA): business planning, program development, budgeting, and feasibility assistance for proposed project in Boston.
- **Griggstown Quail Farm & Market** (Princeton, NJ): Brand analysis and development of preliminary marketing strategy for sustainable poultry farm.
- **Findlay Market Kitchen Accelerator**(Cincinnati, OH): Feasibility study to create a food business accelerator, affiliated with Findlay Market.
- **Baltimore Food Hub** (Baltimore, MD): Engaged by American Communities Trust to carry out project management of Baltimore Food Hub—a \$16.3MM project to redevelop a 3.5 acre campus of food-industry uses and programs, including a large-scale food business incubator.
- **Load of Fun Arts** (Baltimore, MD): Real-estate consulting services to assess scenarios for recapitalizing existing artist studios building.
- **National Food Business Incubator Study:** A survey of 140 food business incubator and shared-use commercial kitchen projects across the U.S. to assess existing models and assemble best practices research.

### Past experience

- **Center for Culinary Enterprises** (Philadelphia, PA): Managed design, development, and construction of 13,000 sf food business incubator in role as Director of The Enterprise Center Community Development Corp. Project is now open and operational.
- **Delaware Valley Regional Planning Commission** (Philadelphia, PA): Design Analyst in Office of Smart Growth, responsible for developing policy reports on urban design and development, as well as administering grant programs.
- **Parkside Historic Preservation Corporation** (Philadelphia, PA): Worked with nonprofit developer on financing of historic rehabilitation projects.

### Education

- Wesleyan University (Middletown, CT), BA, American Studies (Urban Studies Focus)
- ServSafe Food Protection Manager Certification (2013)

### Publication

- *Ed Bacon: Planning, Politics, and the Building of Modern Philadelphia* (University of Pennsylvania Press, 2013)

### Honors

- Community College of Philadelphia's Distinguished Leadership Award (2012)
- Named one of "101 Emerging Connectors" by LEADERSHIP Philadelphia (2008)

## JOE HANSBAUER

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### SUMMARY OF QUALIFICATIONS

- Experienced in balancing priorities for short and long term goals
- Ability to adapt quickly to challenges and changing environments
- Entrepreneurial problem solver.
- Able to coordinate multiple projects and meet deadlines under pressure
- Able to facilitate effective communications across multiple organizations
- Strong history of completing projects on time and within budget
- Proven fundraiser through corporate and family foundations, and government grants.

### PROFESSIONAL AND NONPROFIT EXPERIENCE

- FINDALY MARKET (CEO & President January 2013 – Present)**
- Managed Ohio's oldest continuously operating public market with budget of \$1.5 MM
  - Developed new focus on neighborhood and community development.

**UGIVE.ORG (Executive Director June 2008 – January 2013)**

- Managed development of robust custom volunteer management platform from specifications through implementation.
- Managed team of 5 professionals, 19 AmeriCorps VISTA members and 2 Interns. Zero turnover in 4.5 years.
- Managed budget in excess of \$1 MM, including \$550,000 in Federal grants.
- Developed significant regional and national partnerships which aided in rapid growth of the platform.
- Developed a social entrepreneurship curriculum for high school students, currently being delivered to more than 250 students in 8 cities.

**CINCINNATI COMMUNITY TOOLBANK (FOUNDER – JUNE 2011 - PRESENT)**

- Spearheaded Board development and formation, recruiting more than 15 board members in 2 months.
- Responsible for coordinating and executing fundraising plan which raised more than \$200,000 in startup capital in 8 months.

**GIVE BACK CINCINNATI (FOUNDER – DECEMBER 2000 - PRESENT)**

*Served as Board Chair (January 2005-January 2012)*

- Expanded membership from 300 to more than 5000 during my tenure on the operational board and as Chair of the Board.
- Created repeatable and sustainable process for recruiting, training and transitioning a 100% volunteer based organization.
- Developed several new programs and initiatives including Lily Pad, Give Back Beyond, Fuel, and Fall Feast.

**ACCENTURE (EXECUTIVE OCTOBER 1999-JUNE 2008)**

*Clients included: Microsoft, DuPont, iMany, Encompys, Sony*

- Managed technology efforts to implement multi-site development and production data center environments for new clients.
- Estimated change controls for various new initiatives and worked with business sponsors to ensure projects remained on budget and delivered on schedule. Consistently recognized critical path activities and tasks and escalated issues when appropriate.
- Acted as liaison between senior executives, vendors, business users and technical teams to facilitate the identification of process improvements, solution design, testing and implementation, often requiring coordination of multiple functional areas.
- Monitored staffing mix of resources assigned to projects. Forecasted team capacity and recognized and dealt with resource constraints accordingly. Management of delivery team resources, including client, onshore and offshore.
- Coached and mentored team members. Built relationships with senior executives, clients, business users, vendors and technical teams.
- Proactively reported status, issues and risk to executive management to ensure deliverables were on schedule.

### AREAS OF STRENGTH

STRONG COMMUNICATION SKILLS, PROVEN LEADERSHIP CAPABILITIES, ENTREPRENEURIAL MINDSET, PROJECT MANAGEMENT, PROBLEM SOLVING AND DECISION MAKING, EXCELLENT INTERPERSONAL AND ORGANIZATIONAL SKILLS, SIGNIFICANT TECHNOLOGY, COMMUNICATIONS AND SOCIAL MEDIA BACKGROUND.

### EDUCATION

UNIVERSITY OF CINCINNATI  
B.S. Electrical Engineering – June 1999

### ACTIVITIES

2006 40 Under Forty  
2011 International Fellow – Praxis Social Entrepreneurship Accelerator  
2012 Cincinnati Parks Gentleman of Substance and Style

## KENNETH C. STAPLETON

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Bay Harbor Islands, FL 33154  
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### EXPERIENCE

#### Urban Revitalization Consultant

1988 – Present

- Provide variety of urban planning, economic development, real estate, policy research, fundraising, urban safety, and organizational development consulting services to redevelopment agencies, universities, and governments such as the **Ohio Board of Regents, Mercer University, Florida International University, Miami DDA, Kent State University, City of Miami Beach, and Lincoln Road Development Corporation.**
- Regular training presentations at national and regional professional development conferences and seminars – Florida APA, UEDA, Coalition of Urban Serving Universities, International Economic Development Council, American Planning Association, and ULL.

#### Senior Economic Development Advisor and

**Executive Director, University Park Alliance, Akron, Ohio** Feb 2003 – June 2010

Office of the President, The University of Akron

Reported directly to University President Luis M. Proenza, providing expertise for University's real estate and economic development initiatives. Accomplishments included:

- Providing assistance to numerous retail, service, real estate, and medical businesses for their growth and location efforts. Directed land assembly, financial incentives, government approvals, market research, collective marketing, and partnership development activities.
- Conducting a variety of planning analyses and studies and creating revitalization plans for the neighborhood.
- Attracting and managing more than \$13 million in national and local funding for these land use and revitalization development initiatives, including over \$500,000 for parks.
- Representing the University of Akron in National, State, and Regional Economic Development and Urban Policy coalitions, including work in Washington, D.C.
- Leading highly-successful revitalization efforts for mixed-use neighborhoods in a 50-block area surrounding the University, including managing multi-disciplinary teams composed of members from multiple organizations and governments.
- Developing and managing major marketing and Public Relations initiatives that resulted in extensive positive media coverage throughout Ohio and the United States.



David Schreiber, PLA, ASLA

**Principal  
Senior Landscape Architect  
Park and Open Space Planner**

David Schreiber is one of the Midwest's most experienced landscape architects, with a private practice career that started in 1972. He has an extensive background in open space, land use, and redevelopment planning, design, and implementation. His approach is comprehensive, with thorough consideration given to a project's functional, aesthetic and environmental issues. Dave's experience with public process facilitation and a proven ability to craft funding strategies that build public/private partnerships have played a valuable role in implementing urban revitalization projects throughout the region. Registered Landscape Architect: WI #154, MN #0129143, and IL #157-000724

**EDUCATION**

B.S., Landscape Architecture, UW-Madison



**MEMBERSHIPS AND PROFESSIONAL AFFILIATIONS**

American Society of Landscape Architects (ASLA)  
Urban Land Institute  
Center for New Urbanism

**RELATED PROJECT EXPERIENCE**

Beloit Riverfront, Beloit, WI  
City Center, Beloit, WI  
Riverside Drive Reconstruction , Beloit, WI  
North Barstow Neighborhood Plan, Eau Claire, WI  
Phoenix Park, Eau Claire, WI  
Central Park, Madison, WI  
Hillpoint Properties Development Plan, Madison, WI  
James Madison Park, Madison, WI  
Madison Children's Museum, Madison, WI  
Monona Terrace, Madison, WI  
30th Street Industrial and Economic Corridor, Milwaukee, WI  
Moline Centre Riverfront, Moline, IL  
Riverside Drive Corridor Design, Moline, IL  
Lake Point/West Broadway Neighborhood Plan, Monona, WI  
Andalusia Road Corridor Plan, Rock Island and village of Milan, IL  
Reliant Site Redevelopment, Rock Falls, IL  
Riverfront and Trail, Rock Falls, IL  
Rock Island Parkway, Rock Island, IL  
Schwiebert Riverfront Park, Rock Island , IL



Monona Terrace and Martin Luther King Jr. Boulevard, Madison, WI (SAA Projects)

# C. EXPERIENCE AND REFERENCES



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## Bayview Retail Revitalization : San Francisco, CA (2013)

Best known as the home of Candlestick Park, “The Bayview”, sitting in the far southeastern corner of San Francisco, is easily the city’s most isolated, impoverished and crime-infested neighborhood. As part of an effort to revitalize its struggling commercial corridor, Third Street, the City of San Francisco’s Office of Economic and Workforce Development (OECD) retained MJB Consulting (MJB) to lead a workshop with existing landlords and stakeholders on the latent retail opportunities that might be tapped there.



Since the nearby development of the Hunters Point Naval Shipyard in 1940, the Bayview has been home to one of the Bay Area’s most well established African American communities. However, due largely to San Francisco’s escalating housing costs, that population only accounted for 13% of total residents by 2013. MJB argued, then, that Third Street would need to diversify its reach with broadly desirable and widely accessible “crossover retail” that appealed to the neighborhood’s large numbers of Asians and Hispanics, its modest contingent of higher-income homeowners as well as more adventuresome types from across the city.

MJB further suggested that the basis for this strategy should be food, given its proven ability to lure consumers across often-impenetrable cultural and socio-economic barriers and to catalyze revitalization in struggling corridors and neighborhoods – especially in the Bay Area, with its foodie-obsessed culture and early-adopter mindset. However, in detailing the kinds of restaurateurs and concepts that should be targeted and the marketing tactics that should be employed, MJB underscored the importance – in both social and economic terms – of staying true to the Bayview’s history (and brand equity) as a deeply rooted African American enclave.

### CLIENT

Andrea Baker (City of San Francisco consultant)  
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## Central West Baltimore : Baltimore, MD (2012)

The enclave of Bolton Hill, with its tranquil, tree-lined blocks and rows of well preserved late-19th century brownstones, is among the most idyllic in Baltimore, populated by a mix of empty-nester homeowners and young student renters (at the renowned Maryland Institute College of Art, or MICA). However, it sits immediately adjacent to the impoverished, crime-infested neighborhoods of Madison Park, Upton, Druid Heights and Reservoir Hill, with Eutaw Place and West North Avenue as the rarely crossed “dividing lines” between these two separate worlds.



In an effort to reweave the urban fabric, Jubilee Baltimore, a respected local CDC, hired Goody Clancy, a Boston-based planning firm, to devise a redevelopment plan centered on these two transition zones. Funded by a HUD Choice Neighborhood Initiatives grant, the goal was to identify approaches for dissolving physical and psychological barriers and bringing these disparate populations together, partly through urban, pedestrian-focused design but also through a retail tenant mix that would appeal to both sides of the current divide. For this latter element, Goody Clancy looked to MJB Consulting, with its experience and expertise in urban/inner-city markets.

The extent of the challenge could not be overestimated. There are few examples of true “crossover” retail that appeals equally to such demographically dissimilar sub-markets; indeed, none of the local developers and brokers interviewed felt that it was even possible or worth pursuing. Moreover, interest groups within the community held to very different (and often conflicting) interpretations of the project’s underlying goals, with some, for example, envisioning simply an extension of Bolton Hill and others seemingly wanting to distance themselves from their own neighborhood’s cultural distinctiveness and consumer preferences.

It was nearly impossible, in other words, to satisfy everyone. That said, MJB was able to identify a mix of compelling retail concepts that would realistically locate in such a setting and draw from the entire study area, including affluent brown-stoners, hipster art students as well as low-income families, while at the same time not undermining revitalization efforts on nearby Pennsylvania Avenue, the historic commercial spine of African-American Baltimore. MJB also outlined an implementation strategy that included specific recommendations on phasing, rent levels, possible operators and a recruitment campaign. Since its release, a private builder has purchased a key property at Eutaw and McMechen with plans to redevelop it in accordance with the plan.

### CLIENT

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## Downtown Newark : Newark, NJ (ongoing)

Even with the well-publicized struggles of Newark, its CBD boasts a thriving retail sector, with mass-transit access and high pedestrian counts supporting a major comparison-shopping destination at and near the historic “Four Corners” intersection of Broad and Market. However, while lower-income African Americans and Latinos account for almost all of the foot traffic in this highly visible district, a number of other “latent” sub-markets exist in the vicinity and remain grossly underserved by the existing offerings.



The Brick City Development Corporation (BCDC), the quasi-public development arm of Mayor Cory Booker’s administration, hired MJB Consulting to devise a retail strategy that would broaden the mix so as to better serve these sub-markets (while retaining Downtown’s appeal to its core customer), and then, to create a retail-specific marketing brochure that would draw attention to their presence, convey a positive narrative of Downtown’s revitalization and thereby take aim at current perceptions and reframe the opportunity in the minds of tenants and brokers. Finally, MJB was tasked with identifying and pre-qualifying a set number of prospects that might be pursued.

Presently in the draft phase, MJB’s strategy, focusing on the Halsey Village sub-district within the Downtown, targets not only the existing customer base but also, these other nearby sub-markets, including the more than 25,000 students studying at Rutgers-Newark, New Jersey Institute of Technology (NJIT) and the University of Medicine and Dentistry of New Jersey (UMDNJ); the 4,000 white-collar jobs soon to materialize at a new Prudential Financial office tower; the empty nesters and young professionals who will be occupying the three new market-rate residential complexes in the development pipeline; as well as the cross-traffic to be generated by an adjacent large-format retail development.

**CLIENT**  
Daniel Jennings  
Senior Vice President of Real Estate  
Brick City Development Corporation  
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## Downtown New Haven Plan, Strategy and Tenant Recruitment New Haven, CT (ongoing)

A textbook example of “Town and Gown”, Downtown New Haven’s retail mix is a reflection of the city itself, catering not just to a large student population from Yale University and the professors and empty nesters drawn to its many cultural attractions, but also, a sizable contingent of lower-income, blue-collar African-American, Hispanic and white households who live in nearby neighborhoods and depend on its long-time manufacturing sector.



MJB Consulting devised a retail merchandising plan and positioning strategy for Downtown New Haven and its various sub-districts, on behalf of the Town Green Special Services District (the Downtown’s BID). Specifically, MJB discussed the different kinds of retail that would appeal to each of these diverse sub-markets, and indicated where they are most appropriately located within the Downtown.

The result was a blueprint for how the different parts of Downtown should be “positioned” from a retail point-of-view. MJB also proposed a role for the SSD in retail recruitment, one in which it supports local landlords and brokers by identifying and pursuing smaller retail “chain-lets” from other markets beyond the New Haven metro. With buy-in from the property owners, leasing professionals and other major stakeholders, MJB was ultimately given the green light on this initiative.

MJB has since proceeded with this tenant recruitment campaign, which has included the creation of one-page “sell sheets” for each of the available spaces, the development of a list of prospects – mostly smaller “chain-lets” – and finally, an initial round of outreach (drawing on the firm’s network of industry contacts).

Consistent with its experience, MJB has found that perceptions die hard and that many retailers still think of New Haven as a low-income, crime-infested place. However, with resourceful use of available data and reference to comparable business districts elsewhere, MJB has succeeded in selling a high percentage of the targeted operators (57%) on both the market and the location. The firm is currently working with landlords and brokers on matching interested tenants to suitable spaces.

**CLIENT**  
Winfield Davis, (Current) Executive Director  
Town Green SSD  
203-401-4245  
win@downtownnewhaven.com  
Rena Leddy, (Former) Executive Director  
Town Green SSD  
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## PHILADELPHIA, PA

# Re-Establishment of Historic Avenue 'D'

## READING TERMINAL MARKET

Friday Architects was selected to work together with the Reading Terminal Market Corporation to develop a master-plan for renovations and improvements to the east end and basement of the famed Reading Terminal Market.

The goals of the project were to create more retail space (additional revenue stream), improve the customer experience by adding new toilet rooms and consolidate the management functions into a central administration area. The total square footage involved totaled approximately 25,000 square feet.

The plan developed created valuable additional retail space by "re-aligning" the meandering Avenue D aisle and by relocating much of the cold storage to the basement. These two moves freed space for new vendors and allowed for a large portion of the floor area to be allocated for new toilet rooms. The plan conceived allowed phasing for much of the work, so that new toilet rooms were constructed and operational prior to the old being demolished.

Friday is currently working with new vendors that will soon be housed at the newly renovated Reading Terminal Market.







## PHILADELPHIA, PA

# Merchant Relocation Renovation

## READING TERMINAL MARKET

As part of the larger Avenue D revitalization project, there were several merchant moves that fell into place to make the bigger picture work. First came DiNic's Roast Pork. Gathering more fame & clientele, DiNic's felt the need to expand. The vacating of a larger merchant space allowed an easily modification to fit their growing need of a more functional prep and seating spaces in order to feed their growing demand. The result is a bluestone counter ringed on 2 sides with fixed stools around which their line can form for customers to place their orders at the far corner for take out.

Spataro's, another long-standing merchant & purveyor of cheese steaks & hoagies was also looking to increase their space in order to add to their menu offerings. Spataro's seized the opportunity to move into DiNic's original location just across the aisle. Even with the additional square footage, Friday faced the challenge of arranging equipment as compactly & efficiently as possible. Maintaining a large cooktop on Center Court was a goal to draw patrons to the stand. Reinventing their logo & projecting their strong Philadelphia roots, the Spataro family wanted their colors to reflect the Phillies 80's era team colors. Maroon & white are the major colors of the new logo & walls which are ringed at the exterior with a powder blue accent tile.

The final player in the major market renovation was the Flying Monkey stand. As a center stall that stood in the middle of the newly re-created Avenue D & the market's new multipurpose rental room (Rick Nichols Room), the Flying Monkey bakery had to move to make way for the completion of the main project. Since Spataro's stand was now vacant & another merchant had closed, there was enough space to allow Flying Monkey to have frontage on the prominent Avenue C as well as gain needed additional square footage for their growing operations. Modeled with a 60's airplane feel (to compliment her aviator monkey logo), the new stall features a swooping curved wall & smoky pendant light fixtures.



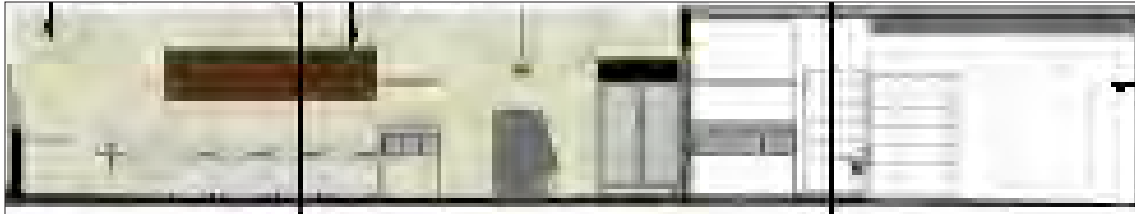




## PHILADELPHIA, PA

# New Merchant Renovations

### READING TERMINAL MARKET

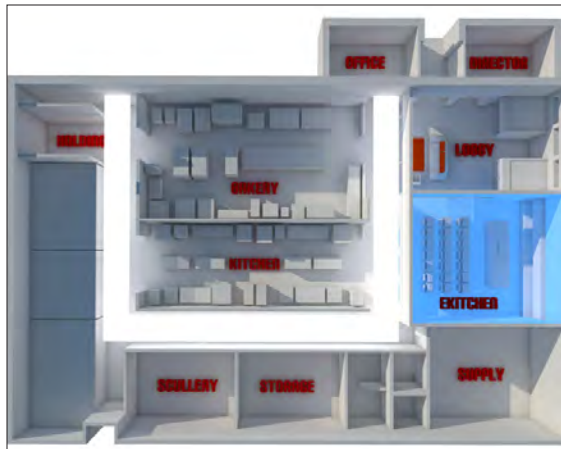


**Tubby Olive-** The Tubby Olive had so much success at their store on a quaint main street in Newtown, PA that they jumped at the chance to be in a prominent location in the Reading Terminal. Located opposite Valley Shepherd Creamery, the Tubby Olive set out to make the most of their just over 300sf space. The premise of their business is the shiny metal fusti which is the vessel that holds & dispenses the gourmet olive oil & vinegars for tasting. Therefore, the goal of the space was to allow them to showcase as many different offerings as could physically fit around the perimeter of the space. Boasting enough counter space for 33 fusti, Friday was able to give them millwork that is functional & a beautiful display that deals with difficult existing conditions in an elegant way. The traditional feel of their Newtown store was brought in with the perimeter wainscot tile that is not only gives them the simple clean look they wanted to achieve but a durable surface that will hold up to the harsh market environment.

**Valley Shepherd Creamery-**The Valley Shepherd Creamery set out to accomplish a Market first – to bring what they have been doing at their farm (making sheep's milk cheese in front of spectators) to their new stand at the Market. Though there were some unforeseen hurdles that had to be accomplished to achieve the final approvals from the city & state entities, Valley Shepherd is on its way to completion for January 2013. They will be the first vendor that will be making their wares & selling them all from the same location. Logistics of milk delivery, pumping to a tank in the basement & then up from the basement to the cheese vat in the production room had to be worked out over many hours of design. Mitigating the issue of the production room being a clean space from a health department standpoint as well as conditioned space so that on-lookers could view the process from the aisle, Friday designed a stand that streamlines the process & highlights the features of the artisans. Not only with the cheese be made & sold on site but there will be hot Panini sandwiches produced for sale along with olives & other complimentary condiments. This full service stand features all the facets from production to consumption all in less than 700sf.

**Keven Parker Soul Food Café-**Coming soon in January 2013! Keven Parker of the famous Ms. Tootsie's Restaurant is taking over the merchant space previously home to Delilah's Southern Cuisine. Keven's vision for the space was to maintain the kitchen & dining area as they existing but completely revamp the finishes & fixtures with his own clean, modern flair. The design incorporates a warm wood look with clean white subway tile & a feature wall with a large black & white family mural. The light fixtures evoke a mod 60's feel & the rustic wood contrasts to compliment the comfort food fair.









## PHILADELPHIA, PA

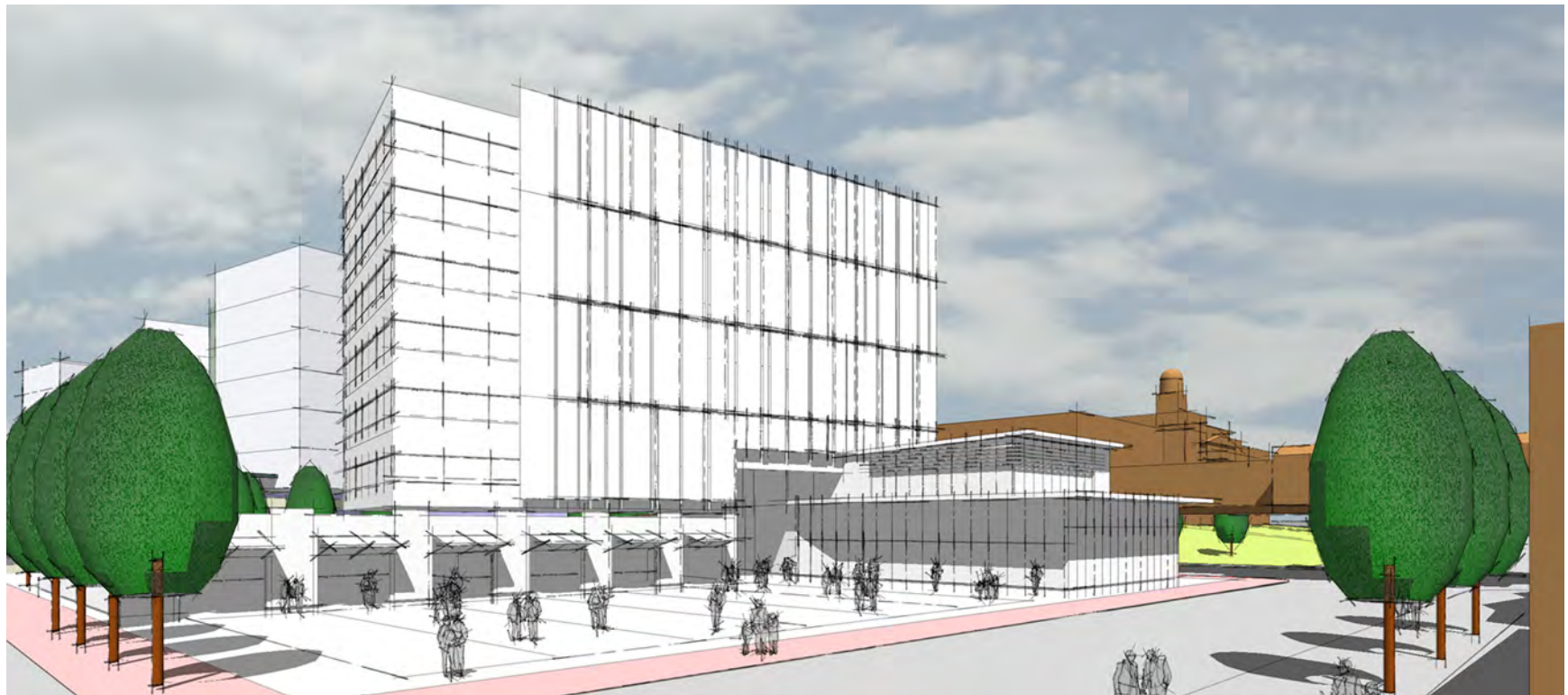
# Dorrance H. Hammlton Center for Culinary Enterprises

## ENTERPRISE CENTER CDC

Once home to a thriving community grocery store, this building sat vacant for many years waiting for a new tenant. In 2008, the Enterprise Center CDC purchased the building with plans to re-purpose it as a “culinary incubator” facility. This type of facility is growing in popularity around the country and provides commercial kitchen space to start-up food service and catering entrepreneurs.

Friday developed a design that creates retail spaces along 48th Street and reserves the rear portion of the building for the “incubator.” The design respects the original facade organization and details along 48th Street and provides new entrances for retail spaces. The facade upgrades and tenant spaces will be completed as Phase 1 of the project. Phase 2 includes the culinary “incubator” and site development.

The center was designed using LEED guidelines and sustainable practices and opened September 2012.



**PHILADELPHIA, PA**

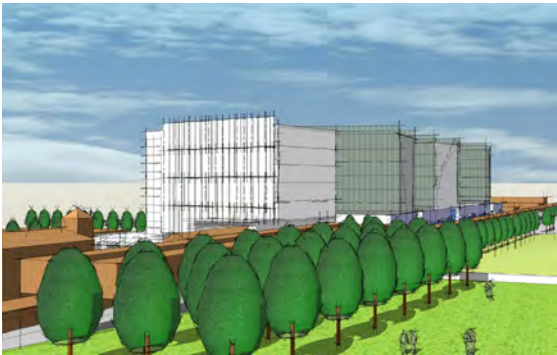
# Urban Mixed-Use Office Building

## THE PLAZA DESIGN COMPETITION

As part of an invited competition, Friday developed a proposal for a new 80,000 sq ft mixed-used office building on an urban site at 46th and Market Streets. The Enterprise Center CDC has been involved in re-development efforts in this area for sometime and had an ambitious goal of LEED Silver or Gold for the project. In addition to office space, the program includes a large farmer's market, retail space and community meeting room.

Friday developed a scheme to respond to the client's budget that considered various options for the building's exterior skin, driven by cost projections for these assemblies. This menu of façade options could then be applied to the building based on the solar and site orientation of the building. In order to support the LEED aspirations of the client, Friday's scheme proposed a highly-insulated exterior envelope to ensure maximum efficiency of the mechanical systems.

The orientation of the building on the site was a product of the optimum solar orientation to maximum sun exposure of the plaza. The retail portion was aligned along the Market Street corridor and the farmers' market arranged along the plaza. The adjacency of the plaza to the farmer's market allows the market to expand out into the plaza during warm, summer months.









## PHILADELPHIA, PA

# Rockland Mansion Restoration

## FAIRMOUNT PARK

Rockland Mansion, a splendid example of Federalist architecture built in 1810, is the first of the Fairmount Park Mansions successfully converted for private use. Leased on a long term basis by the Psychoanalytic Center of Philadelphia, the three upper floors and the stair were restored to their original aesthetic with new HVAC, lighting and life safety features discreetly placed.

Working in concert with the Fairmount Park Historic Preservation Trust, missing sash and doors were rebuilt, fireplaces, hearths, mouldings, hardware, and flooring were restored. Historical paint analysis identified original colors which were then faithfully applied. The exterior pebble dash stucco was repaired and painted, and new shutters were constructed.

The lower floor serves the modern business needs of the organization with its handicapped entrance, toilet rooms, library, and office functions.









## CHESTER COUNTY, PA

# John Miller Dickey Hall

## LINCOLN UNIVERSITY

Commissioned by the Department of General Services and Lincoln University, one of the nation's first African-American universities, John Miller Dickey Hall is a 60,800sf, three story building housing Lincoln's Social Science division and departments of mathematics and computer sciences.

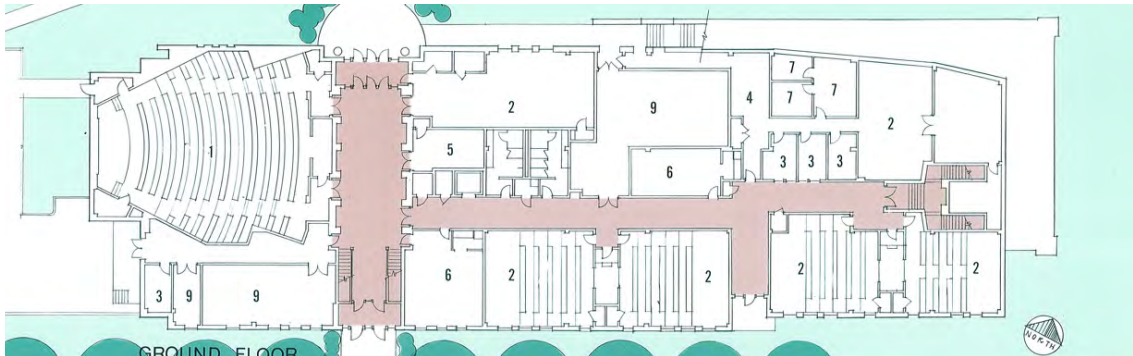
By taking advantage of the sloping site, entrances on two levels were developed -- one from the dormitory and student activity portion of the campus and the other providing direct access from other academic buildings. Parking for 123 cars is located to minimize visual impact and integrate with the University's master plan. The building contains a 200-seat lecture hall, computer-equipped classrooms and tutorials, traditional classrooms, departmental and faculty offices, and computer and media centers.

Friday's design of the facade employs African graphic motifs that emerge out of traditional collegiate gothic imagery, symbolizing the richness of Lincoln's African-American history. Indeed, as part of their approval, the State Art Commission stated, "The Commission commends your imaginative design and awareness of scale in so large a building on the campus."

John Miller Dickey Hall received an Award for Design Excellence in 1991 from the Philadelphia Chapter AIA.

Client:

Commonwealth of Pennsylvania  
Department of General Services  
18th & Herr Streets  
Harrisburg, PA 17125



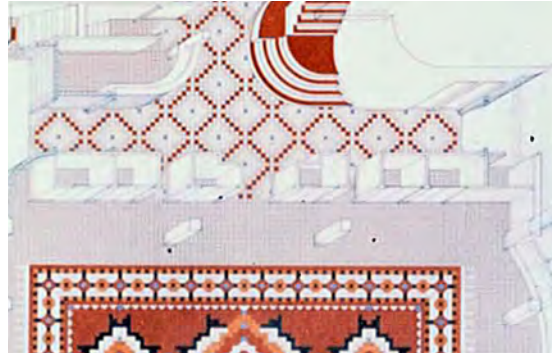






## LANCASTER, PA

# Old Pine Community Center



The client group consisted of four distinct organizations, each with its own goals that joined together to develop a vacant corner parcel of land into Old Pine Community Center. The components to be incorporated into the scheme included a community center, expanded space for the Old Pine Street Presbyterian Church congregation, archive space for The Presbyterian Historical Society, and additional classroom and physical education space for Saint Peter's School.

Friday conducted an intensive programming, planning, and conceptual design process out of which evolved an air-rights arrangement which allowed for efficient below grade archival storage for the Historical Society, an affordable, multi-use community center with appropriate educational spaces above grade, and almost half the site remaining open for development as public open space.

The solution provides a compact 28,900 sf building with simple and direct circulation. The building also contains a dividable Social Hall, a nursery school with sizeable outdoor play-deck, reading and crafts rooms, a gymnasium, locker rooms, ample storage space, and a fully equipped kitchen.

Old Pine Community Center received the 1978 Award of Excellence from the Delaware Valley Masonry Institute for excellence in masonry design, and was a featured building in the June 1978 issue of Progressive Architecture. It is included in The Guide to U.S. Architecture 1940-1980 as one of ten noteworthy buildings of the period to visit in Philadelphia, as well as Philadelphia Architecture - A Guide to the City, published by the Foundation for Architecture.











## PHILADELPHIA, PA

# Paines Park Project

## BENJAMIN FRANKLIN PARKWAY

Philadelphia is internationally known in the world of skateboarding. With the 2002 closure of LOVE Park, the City initiated a project to create a new public, outdoor space for skateboarding. In 2004, Friday Principal Tony Bracali, AIA was awarded this very unique commission.

The site is located near the Museum of Art, along the recently extended Schuylkill River recreational trail. Our goal for the project was to create a public space to serve many users, including skateboarders.

Our design is informed by the real urban spaces which spawned street style skateboarding. In 2006, our team completed an extensive community outreach process which resulted in two conceptual designs for the project. Our team held thirteen meetings with the public in a variety of neighborhoods around the city. The final design has been well-received by members of the skateboarding community, neighbors, fellow designers, and media.

The project was awarded a Citation of Merit from AIA Pennsylvania in 2006 and a honor award from AIA Philadelphia in 2007. It has been published locally and nationally, including in Dwell Magazine in June 2006.

## RFP FORM D: PROPOSER REFERENCES

FOR VENDOR: Friday Architects/Planners, 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** Reading Terminal Market  
 Address (include ZIP) 51 N 12th Street Philadelphia, PA 19107  
 Contact Person Paul Steinke, General Manager Phone No. 215-922-2317  
 Contract Period 2009-2012  
 Services Provided Architecture and Planning

**Company Name** Dorrance Hamilton Center for Culinary Enterprises  
 Address (include ZIP) 310 South 48th Street Philadelphia, PA 19143  
 Contact Person Gabriel Mandujano, Former Executive Dir. Phone No. 215-459-6892  
 Contract Period 2008-2011  
 Services Provided Architecture

**Company Name** DiNics Roast Pork  
 Address (include ZIP) 1136 Arch St Philadelphia, PA 19107  
 Contact Person Tommy Nicolosi, Owner Phone No. 215-923-6125  
 Contract Period 2011  
 Services Provided Architecture

**Company Name** Iovine Brothers  
 Address (include ZIP) 1136 Arch St Philadelphia, PA 19107  
 Contact Person Vincent Iovine, Owner Phone No. 215-928-4366  
 Contract Period 2011  
 Services Provided Architecture

## RFP FORM D: PROPOSER REFERENCES

FOR VENDOR: Michael J. Bernes Consulting

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** Network at Woodlawn  
 Address (include ZIP) 6320 S. Dorchester Ave. Chicago, IL 60637  
 Contact Person Wesley Walker, Exec Director Phone No. 773-256-6942  
 Contract Period Consulting  
 Services Provided \_\_\_\_\_

**Company Name** Chicago Loop Alliance  
 Address (include ZIP) 27 E Monroe St 900 A Chicago, IL 60603  
 Contact Person Mike Edwards, Exec Director Phone No. 312-782-9180  
 Contract Period \_\_\_\_\_  
 Services Provided Consulting

**Company Name** Progressive Urban Management Associates  
 Address (include ZIP) 1616 17th St Denver, CO 80202  
 Contact Person Rena Leddy, Vice President Phone No. 310-600-3247  
 Contract Period Consulting  
 Services Provided \_\_\_\_\_

**Company Name** Downtown Winnipeg Business Improvement Zone  
 Address (include ZIP) 426 Portage Avenue, Winnipeg, MB Canada R3C 0C9  
 Contact Person Stafano Grande, executive Director Phone No. 204-948-4622  
 Contract Period Consulting  
 Services Provided \_\_\_\_\_



## RFP FORM D: PROPOSER REFERENCES

FOR VENDOR: EConsult Solutions, 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** American Communities Trust  
 Address (include ZIP) 1040 Hull Street, Suite 200, Baltimore MD  
 Contact Person Peter Eierman, Executive Director Phone No. 419-231-3710  
 Contract Period \_\_\_\_\_  
 Services Provided Consulting

**Company Name** Cringstown Quail Farm and Market  
 Address (include ZIP) 484 Bunker Hill Rd Princeton, NJ 08540  
 Contact Person Matthew Sytsema, Chef Phone No. 908-359-5218  
 Contract Period \_\_\_\_\_  
 Services Provided Consulting

**Company Name** The Detroit Food and Fitness Collaborative  
 Address (include ZIP) 2131 Beaufait, Detroit, MI 48207  
 Contact Person Meredith Freeman Phone No. 734-213-3999  
 Contract Period Consulting  
 Services Provided \_\_\_\_\_

**Company Name** \_\_\_\_\_  
 Address (include ZIP) \_\_\_\_\_  
 Contact Person \_\_\_\_\_ Phone No. \_\_\_\_\_  
 Contract Period \_\_\_\_\_  
 Services Provided \_\_\_\_\_

RAMPART HOLDINGS INC.

221 S. 12th Street Suite 205N Philadelphia, PA 19107

June, 2013

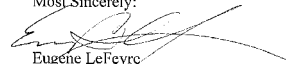
Members of the Selection Committee:

As a longtime Member of the Board of the Reading Terminal Market Corporation and the current Treasurer I was instrumental in the strategic planning process that lead up to the hiring of Friday Architects/Planners, Inc in 2009. As we were undertaking only our second major capital improvement project; we needed to make a careful choice about which firm could offer a new look at our Market and solve the public space, planning and retail challenges we identified. Friday was the ideal selection! The firm's long history of solving varied design problems in a creative and cost effective way we viewed as a big asset.

Friday Architects/Planners, Inc and President Tony Bracali worked with the Board and Management closely to understand the history of the market and its development patterns over time. Their plan to "realign" Avenue D was a great move that improved traffic flow, added more viable retail space and created a new footprint for large toiler rooms and a special events space. Today, many people come into the Market and recognize that something has changed, but they are not certain what. That's certainly the biggest compliment to Friday as they kept the feeling of the place while adding new elements all around.

You should also know that just recently, we were notified that the project will receive an award from Preservation Pennsylvania for its creative approach to bolstering this community icon. Large credit for this goes to the folks at Friday. Please feel free to call me at 215-440-0900 if you would like to discuss our project any further and always feel free to visit the Market!

Most Sincerely:

  
 Eugene LeFevre  
 Reading Terminal Market Corporation  
 Board Treasurer

**D. DISCLOSURE OF CONFLICT OF INTEREST**  
**E. DISCLOSURE OF CONTRACT FAILURES AND LITIGATION**  
**F. FINANCIAL CAPABILITY**

In Response to Questions on Page 24 of the RFP dated 8/5/2013 at 4pm.

**D. Disclosure of Conflict of Interest.**

No member of our team has any conflict of interest due to any other clients, contracts, or property interests. No member of Friday Architect/Planners, Inc 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.**

Friday Architects/Planners, Inc has no prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending within the last three (3) years and we are aware of none with our subcontractors involved in the project.

**F. Financial Capability**

Friday Architects/Planners, Inc and our lead consultants have the financial stability and capability to perform the work outlined within the Scope of Services. We are willing to provide further information to demonstrate financial capability prior to execution of a contract.









# PROJECT APPROACH



## APPROACH

Indeed, local food system development today is, we feel, capable of the same sort of catalytic impact that the creative arts have enjoyed for decades in driving business district revitalization. And food can be far more inclusive than the arts – after all, everyone eats, and all of us come from different food traditions that, when joined properly, give public markets almost unparalleled power to build civic conviviality, serve as a true cultural “crossroads” and strengthen local economies.

### A PLAN BUILT FROM ENGAGEMENT WITH MADISON

The foundation of the Friday practice (since 1970) is built on direct and interactive client engagement. In our opinion, no one does it better. We excel at asking the right questions and absorbing the answers. We work with diverse groups to achieve consensus (and we revel in the results). Tony is an experienced meeting facilitator, teacher and speaker and has organized these kinds of sessions with all kinds of people. Depending on the group, the sessions will take on a different character. They will provide insight into the thoughts and ideas of all parties. For the process of imagining this new place to really take hold, it must be a product of the Madison Community. Friday’s role will be to guide, support and inform the process.



Friday has led community outreach, input and design sessions for:

- Charles Melton Center Masterplan - (4 meetings: 60-80 people)
- Center for Culinary
- Enterprises - (4 meetings; +200 people)
- West Shore Recreation Commission - (6 meetings; +150 people)
- Paines Park Project - (13 meetings; +300 people)



Friday will lead the team to provide a series of face to face sessions for stakeholders and the public. Friday will work with SAA Design Group to understand the culture, context and neighborhoods of Madison. We will both coordinate our work with marketing and outreach plan developed by your committee.

THE SCOPE THAT HAS BEEN DEVELOPED BY YOUR COMMITTEE FOR THIS PROJECT IS WELL WRITTEN. IN OUR ESTIMATION, THE “GO” OR “NO-GO” POINTS ARE VERY CLEAR. THESE DECISION POINTS SHOULD OCCUR AFTER STEPS 3 AND 6.

### 3.1. WORK PRODUCT #1: REGIONAL FOOD ASSET INVENTORY AND ANALYSIS

- Develop a comprehensive summary of existing assets, projects, and organizations in the Madison area focused on some aspect of supporting the regional food system
- Conduct interviews with key organizations and stakeholders involved in food system projects to discuss how the public market project can contribute to their mission
- Create an asset map showing the geography of the region’s food system and location of key assets.



#### DATA COLLECTION & ANALYSIS

Our team will begun by first be reviewing any studies, plans or surveys that have been recently undertaken in connection with this Project. We have also found past media clippings to be helpful in providing useful background. We want to be sure not to duplicate any past planning efforts.

#### RETAIL MARKET ASSESSMENT

Our analysis of each of the possible sites will start with the following examination of the market for a new Public Market, including delineation of conditions and dynamics relevant to specific sites (if indicated)

- Developing demographic and psycho-graphic profiles for the trade area, including identification and quantification of possible “latent” sub-markets
- Determining and assessing the relevant competition for different kinds of consumers and merchants/vendors
- Speaking with up to three (3) local retail experts active in the Madison marketplace and/or with experience in neighborhood leasing and redevelopment

THE SCOPE THAT HAS BEEN DEVELOPED BY YOUR COMMITTEE FOR THIS PROJECT IS WELL WRITTEN. IN OUR ESTIMATION, THE “GO” OR “NO-GO” POINTS ARE VERY CLEAR. THESE DECISION POINTS SHOULD OCCUR AFTER STEPS 3 AND 6.

## 3.2. WORK PRODUCT # 2: VENDOR OUTREACH AND CULTIVATION

Meet with individual prospective vendors or groups of vendors to gain a thorough understanding of the following of their spatial, operational, financial and programming needs and expectations. Gauge their level of commitment and support for the effort.

## 3.3. WORK PRODUCT # 3: COMMUNITY OUTREACH AND MARKET ASSESSMENT

- a) What type (size, location, etc.) of Market can be supported by current market demand?
- b) What type of customer (i.e. age, race, income, etc.) would likely shop at the Market, and what amenities would be required for that customer to utilize the Market (i.e. car and/or bike parking, public transit access, etc.)?
- c) What type of community amenities may be desired within a Market facility (i.e. a commercial kitchen, etc.)?



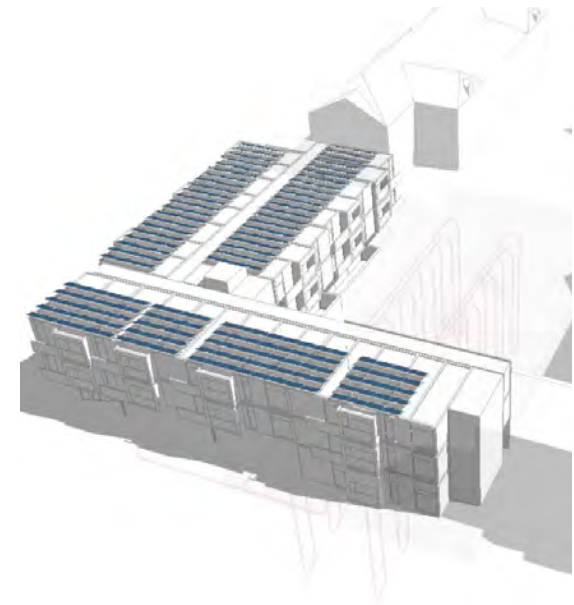
### Go-No-Go STAGE 1

We need to be certain that the merchant base is on board for this project. If it is determined through these interviews that there is not sufficient support within the regional retail market and local vendor/merchant community, it would be at this point the study effort would need to shift direction. One likely approach would be to develop a more detailed pro-active campaign to recruit and build vendor/merchant support.



### 3.4. WORK PRODUCT # 4: CONCEPTUAL BUILDING PROGRAM AND DESIGN

- a) Identify the size, design, materials, and systems needed to support a Market that will be utilized by vendors and desirable to customers as identified in earlier work products
- b) Explore ways, if appropriate, in which a Market building could incorporate elements of other food-related initiatives already underway, such as the Northside FEED Kitchen Incubator or Wisconsin Food Hub Cooperative
- c) Identify “green” and “sustainable” building materials and technologies that could and should be incorporated into the facility
- d) Prepare conceptual floor plans, site plans, massing studies, etc. of a Market facility



#### CONCEPT DEVELOPMENT

Friday Architects/Planners, Inc will take lead on Conceptualizing the Market program into designs and renderings that can be used to explain the project to the local community, possible merchants and specific funders. Friday will engage a cost estimating consultant to prepare estimates for various locations explored. These will be in “menu” format so the client can work with us to pick and choose priorities. This generic design will used to study and evaluate potential locations in Stage 3.7 of work.

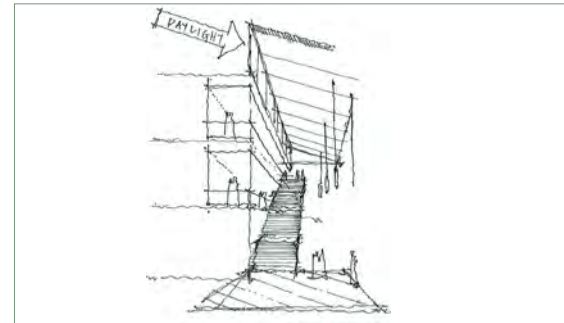
#### SUSTAINABILITY AND GREEN DESIGN

Friday is committed to incorporating principles of sustainable design and energy efficiency into all our projects to create buildings which not only meet programmatic and functional requirements, but are environmentally and socially responsible.

The LEED Green Building Rating System, developed by the U.S. Green Building Council, is a set of guidelines used for evaluating and measuring green building achievements. Many of the LEED guidelines are standards that responsible architects and engineers (including Friday) have long incorporated into their design processes, even before the official rating system was instituted -- principles such as sensible site selection, building orientation, equipment efficiency, alternative energy options, and creative stormwater management. Together with other LEED guidelines which address energy management, material manufacturing and handling, mechanical systems and equipment, and construction processes, we now have a truly comprehensive means for evaluating sustainable design. Many of Friday’s principals and staff are LEED accredited professionals and have experience with the LEED guidelines, rating system, and process.

### 3.5. WORK PRODUCT # 5: OPERATING STRUCTURE

- a) Summarize 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
- b) Prepare a staffing and programming plan, to include any desired support programming for market entrepreneurs; identify annual operating costs associated with this plan
- c) Prepare a tenant leasing plan
- d) Summarize operating revenue options for the Market, including likely rental income from vendors based on the tenant leasing plan
- e) Including facility operating and maintenance expenses identified in Work Product #4, along with all of the items identified in Work Product #5, prepare several annual operating budget options for the Market
- f) If applicable, include a phasing strategy for the project if the cost estimates and market analysis indicate that the project will be built over time



### 3.6. WORK PRODUCT # 6: FINANCIAL PLAN AND FUNDING

- a) Using information from the other work products, preparation of a financial plan for the Market, including sources and uses of funds for construction and sources and uses of funds of operations
- b) Identification of public, philanthropic, sponsorship, and private investment funding opportunities, and outreach to organizations to gauge initial level of interest in funding portions of the Market



#### Go-No-Go STAGE 2

With a prototype program, operations and financial plan preliminary conversations can be had with funders about next steps in the project. These conceptual plans will also be reviewed with the local merchant and business community to gauge their interest and reaction.

### 3.7. WORK PRODUCT #7: SITE SELECTION ASSISTANCE

- a) Provide the City with a list of site criteria for a Market
- b) Provide the City with a list of building criteria needed for a suitable adaptive reuse of an existing structure
- c) Provide the City with information related to the other Work Products that would help the City make a determination about whether or not a specific site or building is appropriate for the Market
- d) Should the City have several sites or buildings under consideration as potential locations for the Market, provide guidance on which site or building is most suitable and why
- e) If the City identifies a specific site or building as the location for the Market during the course of this Business Plan preparation, complete the following:
  1. Prepare an estimate of construction cost for the facility
  2. Prepare an estimate of the annual costs to maintain and operate the facility
  3. Amend the other Work Products as appropriate to recognize the selection of this location



MJB Consulting will undertake a rigorous analysis of the possible locations for a New Market, examining both the site specifics (e.g. size and dimensions, automobile and pedestrian counts, visibility and access, etc.) as well as the broad neighborhood context (e.g. community input, current initiatives and projects, catalytic potential and competitive impact, etc.).

As part of the examination of the site specifics, MJB will also rely on the observations and evaluations of Ken Stapleton & Associates in the area of public safety and security (see below).

Throughout its retail market assessment and site location analysis, MJB will be referencing the case studies of other public markets from across North America, with a focus on comparables in neighborhood settings -- both the ones mentioned in the RFP as well as others with which the firm is intimately familiar.



## SAFETY AND SECURITY EVALUATION

Ken Stapleton will evaluate safety in both real and perceived terms. He will interview police and others to ascertain real safety issues and will review available crime statistics and pin maps for the area over at least two years. Simultaneously, he will review any past surveys, focus group reports, media reports, or market research that can provide insight into safety perceptions - and then interview a variety of people to gain insight about those perceptions. Importantly, part of this process is to help the client remember that perceptions drive revenues and help them understand that crime statistics improvements do not usually lead to perception improvements unless accompanied by a more intentional strategy.

With that baseline information, Stapleton will analyze the following:

1. Existing and proposed physical environments, including any key travel paths to and from the site, land use patterns and retail and residential mix;
2. Existing and proposed programs at and around the site, including patrols, events, cleaning and landscaping efforts, wayfinding systems, and other efforts that substantially impact both real and perceived safety;
3. Existing and proposed communications strategies and materials, with a focus on how they impact safety perceptions. This includes marketing materials, press releases, crisis communications plans, and much more.

Draft recommendations will be developed in each of these categories and reviewed with the client. Based on team and client feedback, these will be finalized into a formal report that also provides background support for the approach and the recommendations. Ken has also worked to coordinate his safety work with university medical centers and could do the same in other locales.

### 3.8. WORK PRODUCT #8: ECONOMIC DEVELOPMENT CONSIDERATIONS

- a) 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
- b) Identify what businesses would be competitors to a Market, and what impact the Market will have on this competition
- c) Identify what businesses could be further supported by a Market and what benefits might a Market bring to these businesses
- d) Identify, on an annual basis, what the economic impact of a Market might be; including through property tax and sales tax
- e) Describe the impact that a Market could have on surrounding property values and the opportunity for additional private investment
- f) Other useful information recommended by selected consultant team



#### POSITIONING AND TENANT STRATEGY

- Recommending a positioning/merchandising concept and square footage for a new Public Market
- Detailing a specific vendor mix as well as synergistic opportunities for non-food retailers and non-retail activities, delineated not just in terms of numbers and sizes, product categories or prepared-to-fresh ratios but also, target sub-markets
- Providing a hierarchy of the possible locations as based on site specifics as well as broader neighborhood context
- Drafting a retail site plan that ensures the desired pedestrian-circulation patterns (just as in a conventional shopping center), including placement of anchors, layout of stalls and other retailers/activities, way-finding signage, etc. (in concert with Anthony Bracali and Gregory Heller)
- Presenting the outlines of a possible marketing and branding concept, as communicated through signage, interior atmospherics, outreach and advertising, etc., with special attention to the goal of attracting latent sub-markets.
- Providing tenant leasing/sourcing strategies as well as estimates of likely sales figures and sustainable rent levels for vendors and other retailers in the different phases of the Market's evolution, to feed into pro forma and revenue projections.

### 3.9. WORK PRODUCT #9: CONSULTANT TEAM MANAGEMENT

- a) 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
- b) Preparation of a Business Plan development schedule. This schedule should include a delineation of milestones indicating key decision points during the process. Further, the schedule and approach to the project should include noting critical points during the process for the team will make “go/no go” decisions on different concepts the project as a whole and/or.
- c) Preparation of a professional, comprehensive Madison Public Market Business Plan document that can be used to inform policy-makers and/or developers interested in building and operating the Market
- d) Presentations to the Madison Local Food Committee, Madison Food Policy Council, Common Council, and other appropriate City committees for the purpose of seeking feedback during the preparation of the Market Business Plan; and, to present the final version of the Market Business Plan at the conclusion of the contract
- e) Preparation of interim draft materials suitable for posting on the City’s website, along with an executive summary document suitable for printing and posting



The MJB Consulting/ Friday Architects |Planners/ Econsult Solutions Team will seek a solution together with the Madison Committee and Stakeholder groups that is specific to the history, context and retail conditions of Madison. Our past work has proven us ALL as leading-edge thinkers and our goals are to craft an innovative plan that sets a bold vision for a working urban market and an essential public building within a vital neighborhood.



