

ORIGINAL ALCOHOL BEVERAGE LICENSE APPLICATION

Submit to municipal clerk

For the license period beginning JULY 1 20 10 ;
ending JUNE 30 20 11

TO THE GOVERNING BODY of the: Town of }
 Village of } MADISON
 City of }

County of DANE Aldermanic Dist No 8 (if required by ordinance)

1 The named INDIVIDUAL PARTNERSHIP LIMITED LIABILITY COMPANY
 CORPORATION/NONPROFIT ORGANIZATION

hereby makes application for the alcohol beverage license(s) checked above

2 Name (individual/partners give last name, first, middle; corporations/limited liability companies give registered name): TOWN CENTER DINING, LLC

An "Auxiliary Questionnaire," Form AT-103, must be completed and attached to this application by each individual applicant, by each member of a partnership, and by each officer, director and agent of a corporation or nonprofit organization, and by each member/manager and agent of a limited liability company. List the name, title, and place of residence of each person

Title	Name	Home Address	Post Office & Zip Code
President/Member	<u>MANAGER CARL E. GULLBRANDSEN</u>	<u>1506 WOOD LAKE</u>	<u>MADISON, WI 53705</u>
Vice President/Member			
Secretary/Member			
Treasurer/Member			
Agent	<u>NICHOLAS CURRAN</u>		
Directors/Managers			

3 Trade Name STEENBOCK'S ON ORCHARD Business Phone Number TBD

4 Address of Premises 330 N. ORCHARD STREET Post Office & Zip Code MADISON, WI 53715

- 5 Is individual, partners or agent of corporation/limited liability company subject to completion of the responsible beverage server training course for this license period? Yes No
- 6 Is the applicant an employe or agent of, or acting on behalf of anyone except the named applicant? Yes No
- 7 Does any other alcohol beverage retail licensee or wholesale permittee have any interest in or control of this business? Yes No
- 8 (a) Corporate/limited liability company applicants only: Insert state WI and date 4/16/10 of registration
- (b) Is applicant corporation/limited liability company a subsidiary of any other corporation or limited liability company? Yes No
- (c) Does the corporation, or any officer, director, stockholder or agent or limited liability company, or any member/manager or agent hold any interest in any other alcohol beverage license or permit in Wisconsin? Yes No

(NOTE All applicants explain fully on reverse side of this form every YES answer in sections 5, 6, 7 and 8 above)

9 Premises description: Describe building or buildings where alcohol beverages are to be sold and stored. The applicant must include all rooms including living quarters, if used, for the sales, service and/or storage of alcohol beverages and records. (Alcohol beverages may be sold and stored only on the premises described) SEE ATTACHED

10 Legal description (omit if street address is given above): _____

11 (a) Was this premises licensed for the sale of liquor or beer during the past license year? Yes No

(b) If yes, under what name was license issued? _____

12 Does the applicant understand they must file a Special Occupational Tax return (TTB form 5630 5) before beginning business? [phone 1-800-937-8864] Yes No

13 Does the applicant understand a Wisconsin Seller's Permit must be applied for and issued in the same name as that shown in Section 2 above? [phone (608) 266-2776] Yes No

14 Is the applicant indebted to any wholesaler beyond 15 days for beer or 30 days for liquor? Yes No

READ CAREFULLY BEFORE SIGNING: Under penalty provided by law the applicant states that each of the above questions has been truthfully answered to the best of the knowledge of the signers. Signers agree to operate this business according to law and that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another (Individual applicants and each member of a partnership applicant must sign; corporate officer(s) members/managers of Limited Liability Companies must sign.) Any lack of access to any portion of a licensed premises during inspection will be deemed a refusal to permit inspection. Such refusal is a misdemeanor and grounds for revocation of this license.

SUBSCRIBED AND SWORN TO BEFORE ME

this 24th day of August 20 10

Kristi Gullbranson
(Clerk/Notary Public)

My commission expires Sept. 30, 2012

Carl E. Gullbranson
(Officer of Corporation/Member/Manager of Limited Liability Company/Partner/Individual)

(Officer of Corporation/Member/Manager of Limited Liability Company/Partner)

(Additional Partner(s)/Member/Manager of Limited Liability Company if Any)

TO BE COMPLETED BY CLERK

Date received and filed with municipal clerk <u>8-24-10</u>	Date reported to council/board	Date provisional license issued	Signature of Clerk / Deputy Clerk
Date license granted	Date license issued	License number issued	

Applicant's Wisconsin Seller's Permit Number: <u>7</u>	
Federal Employer Identification Number (FEIN): <u>27-2845458</u>	
LICENSE REQUESTED	
TYPE	FEE
<input type="checkbox"/> Class A beer	\$
<input checked="" type="checkbox"/> Class B beer	\$
<input type="checkbox"/> Wholesale beer	\$
<input type="checkbox"/> Class C wine	\$
<input type="checkbox"/> Class A liquor	\$
<input checked="" type="checkbox"/> Class B liquor	\$
<input type="checkbox"/> Reserve Class B liquor	\$
Publication fee	\$
TOTAL FEE	\$

**Original Alcohol Beverage License Application
Town Center Dining, LLC**

General comment regarding the application

The Wisconsin Alumni Research Foundation (WARF), with its affiliate, Town Center Dining, LLC, has entered into an agreement with Discovery Culinary Collaborative, LLC (DCC). Under the agreement, DCC has an arrangement, akin to a leasing arrangement, to use certain portions of the Wisconsin Institutes for Discovery, as more fully described in the application, and certain equipment and property for the operation of a café, a restaurant and catering operations. DCC will operate for its own account, and not for the account of WARF or Town Center Dining, LLC, which will include DCC's purchase and sale of food and beverages (including alcohol for the restaurant and catering operations only). WARF and DCC intend that DCC will be permitted to purchase and sell alcohol solely under the license to be obtained by Town Center Dining, LLC through this application.

Response to Question 5

Nicholas Curran, the designated agent for the applicant, completed the responsible beverage server training course on July 21, 2008.

Response to Question 8(b)

Applicant is wholly-owned by the Wisconsin Alumni Research Foundation

Response to Question 9

The following information shows the premises affected by this application.

Page A shows the floor plan for Steenbock's on Orchard, a restaurant and bar, and includes seasonal outside seating areas. This is located on the main floor of the Wisconsin Institutes for Discovery building.

Page B shows the storage area in the lower level to be used for the restaurant, bar and catering operations.

Page C shows the first floor of the Institutes, known as the Town Center. Steenbock's on Orchard is depicted in the top right of the diagram. The entire first floor will be an area where catered events may occur.

Page D shows the second floor Researcher's Link, which is not accessible to the public and is another site for catered events.

City of Madison Supplemental Class B License Application

<input type="checkbox"/> Seller's Permit Number <input checked="" type="checkbox"/> Federal Employer Identification # <input checked="" type="checkbox"/> Notarized Original Application Form <input checked="" type="checkbox"/> Notarized Supplemental Form <input type="checkbox"/> Orange Sign (Clerk's Office provides at time of application)	<input checked="" type="checkbox"/> Written Description of Premise <input checked="" type="checkbox"/> Background Investigation Form(s) <input type="checkbox"/> Notarized Transfer of Ownership <input checked="" type="checkbox"/> *Articles of Incorporation <input checked="" type="checkbox"/> *Notarized Appointment of Agent * Corporation/LLC only	<input checked="" type="checkbox"/> Floor Plans <input type="checkbox"/> Lease <input type="checkbox"/> Sample Menu <input checked="" type="checkbox"/> Business Plan
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1. Name of Applicant/Partner/Corporation/LLC TOWN CENTER DINING, LLC

2. Address of Licensed Premise 330 N. ORCHARD STREET, MADISON, WI 53715

3. Telephone Number: TBD 4. Anticipated opening date: NOVEMBER, 2010

5. Mailing address if not opening immediately P.O. BOX 7365, MADISON, WI 53707-7365

6. Have you contacted the Alderperson, Police Department District Captain, Alcohol Policy Coordinator, and the neighborhood association representative for the area in which you intend to locate? Yes No

7. Are there any special conditions desired by the neighborhood? Yes No

Explain. _____

8. Business Description, including hours of operation: SEE ATTACHMENT A

9. Do you plan to have live entertainment? No Yes—What kind? SEE ATTACHMENT A AND ACCOMPANYING ENTERTAINMENT LICENSE APPLICATION

10. Detailed written description of building, including overall dimensions, seating arrangements, capacity, bar size and all areas where alcohol beverages are to be sold and stored. **The licensed premise described below shall not be expanded or changed without the approval of the Common Council.**

SEE ATTACHMENTS B AND C

11. Are any living quarters directly or indirectly accessible and under control of the applicant? Yes No
Please note that alcohol may be sold and stored only on the licensed premise, not in living quarters.

12. Describe existing parking and how parking lot is to be monitored. _____

SEE ATTACHMENT A

13. Describe your management experience, staffing levels, duties and employee training.

SEE ATTACHMENT A

14. Identify the **registered agent** for your Corporation or LLC. This is your corporation's agent for service of process, notice or demand required or permitted by law to be served on the corporation.

Name <u>WISCONSIN ALUMNI RESEARCH FOUNDATION, ATTN: CARL GULBERGENSEN,</u>	Address <u>P.O. Box 7365, MADISON, WI 53707-7365.</u>
<u>MANAGING DIRECTOR,</u>	

15. Utilizing your market research, who would you project your target market to be?

SEE BOTTOM OF PAGE 3 OF ATTACHED BUSINESS PLAN

16. What age range would you hope to attract to your establishment? ALL AGES DURING THE DAY

PROFESSIONALS FROM 25-75 IN THE EVENINGS

17. Describe how you plan to advertise/promote your business What products will you be advertising?

SEE ATTACHMENT A

18. Are you operating under a lease or franchise agreement? Yes (attach a copy) No

19. Owner of building where establishment is located: WISCONSIN ALUMNI RESEARCH FOUNDATION (70%)

Address of Owner: P.O. BOX 7365, MADISON, WI, 53707-7365 Phone Number 608-263-2500

THE UNIVERSITY OF WISCONSIN MADISON OWNS 30% OF THE BUILDING, SUBJECT TO A CO-OP AGREEMENT

20. Private organizations (clubs): Do your membership policies contain any requirement of "Invidious" (likely to give offense) discrimination in regard to race, creed, color, or national origin? Yes No

21. List the ^{MANAGER} ~~Directors~~ of your Corporation/LLC

CARL GULBRANSEN, 614 WALNUT STREET, 13TH FLOOR, MADISON, WI 53726

Name

Address

Name

Address

Name

Address

22. List the Stockholders of your Corporation/LLC

SEE QUESTION 19

Name

Address

% of Ownership

Name

Address

% of Ownership

Name

Address

% of Ownership

23. What type of establishment are you? (Check all that apply) Tavern Nightclub Restaurant

Other Please Explain. _____

24. What type of food will you be serving, if any? _____

Breakfast Lunch Dinner

25. Please submit a sample menu with your application, if possible. What might eventually be included on your operational menu when you open? Appetizers Salads Soups Sandwiches Entrees

Desserts Pizza Full Dinners

26. During what hours of your operation do you plan to serve food? SEE ATTACHMENT A, QUESTION 8

27. What hours, if any, will food service not be available? AFTER 10 PM SEATING TO 6:00 A.M.
28. Indicate any other product/service offered. NONE
29. Will your establishment have a kitchen manager? Yes No
30. Will you have a kitchen support staff? Yes No
31. How many wait staff do you anticipate will be employed at your establishment? SEE ATTACHMENT A
During what hours do you anticipate they will be on duty? 6 AM TO COMPLETION OF 10 PM SEATING
32. Do you plan to have hosts or hostesses seating customers? Yes No
33. Do your plans call for a full-service bar? Yes No BEER & WINE ONLY, FULL SERVICE FOR COVERED AND PRESCHEDULED PRIVATE EVENTS
If yes, how many bar stools do you anticipate having at your bar? 12-15
How many bartenders do you anticipate you would have working at one time on a busy night? 2
34. Will there be a kitchen facility separate from the bar? Yes No
35. Will there be a separate and specific area for eating only? Yes No
If yes, what will be the seating capacity for that area? THE RESTAURANT, WHERE ALCOHOL MAY BE SERVED, SEATS 163, PLUS AN ADDITIONAL 55 FOR SEASONAL OUTSIDE SEATING, TOTAL 218
36. What type of cooking equipment will you have? Stove Oven Fryers Grill Microwave
37. Will you have a walk-in cooler and/or freezer dedicated solely to the storage of food products? Yes No
38. What percentage of your overall payroll do you anticipate will be devoted to food operation salaries?
90%
39. If your business plan includes an advertising budget, what percentage of your advertising budget do you anticipate will be related to food? > 90%
What percentage of your advertising budget do you anticipate will be drink related? < 10%
40. Are you currently, or do you plan to become, a member of the Madison—Dane County Tavern League or the Tavern League of Wisconsin? Yes No
41. Are you currently, or do you plan to become, a member of the Wisconsin Restaurant Association or the National Restaurant Association? Yes No

42. What is your estimated capacity? *AS NOTED IN QUESTION 35, RESTAURANT CAPACITY IS 218. SEE ALSO ATTACHMENT A FOR CAPACITY OF OTHER AREAS*
43. Pursuant to Chapter 23 of the Madison General Ordinances, all restaurants and taverns serving alcohol beverages shall substantiate their gross receipts for food and alcohol beverage sales broken down by percentage. For new establishments, the percentage will be an estimate.

Gross Receipts from Alcoholic Beverages	25 %
Gross Receipts from Food and Non-Alcoholic Beverages	75 %
Gross Receipts from Other	%
Total Gross Receipts	100%

44. Do you have written records to document the percentages shown? Yes No
 You may be required to submit documentation verifying the percentages you've indicated.

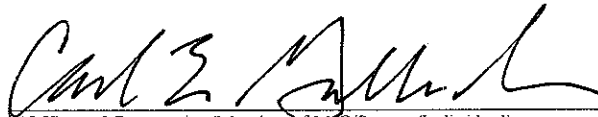
NOTE THAT THIS IS A NEW OPERATION AND THESE ARE ESTIMATES

Read carefully before signing: Under penalty provided by law, the applicant states that the above information has been truthfully completed to the best of the knowledge of the signer. Signer agrees to operate this business according to law and that the rights and responsibilities conferred by the license(s), if granted will not be assigned to another. Any lack of access to any portion of a licensed premise during inspection will be deemed a refusal to permit inspection. Such refusal is a misdemeanor and grounds for revocation of this license.

Subscribed and Sworn to before me:

this 24th day of August, 2010

Kristi Sullivan
 (Clerk/Notary Public)


 (Officer of Corporation/Member of LLC/Partner/Individual)

My commission expires Sept. 30, 2012

Town Center Dining, LLC

Attachment A – Supplemental answers to questions for City of Madison Class B License Application

Required documentation

Set forth below is an explanation for the exclusion of the following items typically submitted with the applications.

1. Seller's permit number: because Applicant will not conduct the operations of the restaurant and catering services, it will not have a Seller's Permit
2. Notarized transfer of ownership: not applicable
3. Lease: Applicant is a wholly-owned subsidiary of Wisconsin Alumni Research Foundation, the owner of the property. A simple form of lease will be drafted providing Applicant and its Agent with rights to the areas shown in this application.
4. Sample menu: Applicant is currently developing a menu with Discovery Culinary Collaborative, LLC.

Question 8 – Hours of Operation

This is a new facility; currently planned hours of operation are as follows.

- The Café will likely be open from 6:00 a.m. to 6:00 p.m. (No alcohol.)
- Steenbock's on Orchard will likely be open from 11:00 a.m. to 10:00 p.m. (latest seating)
- Catering service for private gatherings may be held during various times and may extend beyond the hours of the restaurant.

Question 9 – Live entertainment

The venues are primarily support for interaction within the building and may include presenters holding informal lectures and discussions. There may occasionally be acoustic music in the adjacent spaces. The applicant will also be applying for an Entertainment license.

Question 12- Describe existing parking and how it is to be monitored

There will be no on-site parking. Parking for the Institutes will be provided as part of the overall University campus parking plan. Transportation and parking services will be provided to the facility on the same basis and service as provided to existing University departments and divisions. Visitor parking is located in University facilities; Lot 21 in the 1300 block of University Avenue across from the building, Lot 17 on Engineering Drive adjacent to Camp Randall Stadium two blocks away and under the new Union South across from the building (to be available in the Spring 2011).

Question 13 – Management

The Town Center will have a professional manager for its food and beverage venues. The applicant has contracted with Discovery Culinary Collaborative, LLC as its agent to manage the café, restaurant, bar and catering operations for its own account. Nicholas Curran, currently a General Manager of another restaurant venue in Madison, will serve as the full-time general manager for his facility. Nancy Christy and Andrea Craig are assisting the applicant as consultants in the initial set up of this restaurant. They have collectively managed four Madison restaurants over the years. The general manager and the consultants have each run restaurants with Class B liquor and beer licenses, without incident. The manager and those serving alcohol will complete responsible beverage server training.

Question 17 – Advertising

We will advertise the business as one that allows people to enjoy light meals, dining and refreshments in conjunction with coming to the Town Center of the Wisconsin Institutes of Discovery to engage in the displays and presentations.

31. Wait staff

For the restaurant, we anticipate lunch and dinner staff of 7-12 people. This will vary during the seasons, due to the UW schedule and outdoor seating. The two smaller venues will have service personnel during the day, averaging 1.5 people.

Because about 75% of the staff will be part-time hourly employees, the entire wait staff may be as high as 30 people for the restaurant, and five for the other venues.

Question 42 – Capacity

The Café will seat 35, plus an additional 20 seasonally. No alcohol

The Restaurant will seat 163, plus an additional 55 seasonally. Alcohol may be served.

The Researcher's Link, used for private events only, can seat up to 116, plus an adjacent board room that can seat 42. Alcohol may be served

The Town Center, the main floor of the Institutes, will host catered events. A dinner hosted on the entire floor has an estimated capacity of about 1000. Alcohol may be served.

Attachment B

Response to question 10 - Detailed written description of building...

The Wisconsin Alumni Research Foundation in partnership with the University of Wisconsin and the State of Wisconsin has embarked on the development of the **Wisconsin Institutes for Discovery**, a 300,000 square foot biomedical research facility on a 1.9 acre site on the 1300 block of University Avenue. The facility will help the university compete for the best and brightest faculty, and generate interdisciplinary research to spur new inventions, treatments, cures for disease and economic development for the region.

The Institutes will be an innovative facility that will enable researchers from diverse fields to collaborate in answering fundamental questions in biology and human health, using biotechnology, information technology and nanotechnology and other tools to discover treatments and cures for devastating diseases and to find solutions to other important problems. The diagram below visually portrays the key attributes of the project. At its center is research collaboration with social interaction, knowledge transfer, education and outreach and building operation and management serving as vital contributors to a successful interdisciplinary research facility.

ATTACHMENT 4

Building Concept Program Plan



There are three dimensions in this vision that will yield a unique facility:

- **Sustainability.** The goal is to reduce the carbon emissions and water usage by 50% compared to recent UW lab buildings. In addition, a Silver LEED certification is targeted as a goal.
- **Changeability.** The intent is to build for the long term, incorporating flexibility to allow conversion of spaces over time to respond to the changes in basic scientific research.
- **National model research institute.** The goal is to incorporate best practices to create a unique research environment.

At the heart of the building at the ground level is a 65,000 gross square foot Town Center. This area will be open to the campus and the broader community. It includes a forum space for seminars and meetings as well as places to meet informally over lunch, dinner or a cup of coffee. A fundamental element of the mission is the desire to engage the broader community in a fundamental understanding of the transformation of biological and biomedical research as informed by the physical sciences, art and humanities, social sciences and biological sciences. The facility will also establish an innovative educational component that will seed and integrate cross disciplinary science in K-12 education, general public education and research for undergraduate, graduate and post-graduate education.

Two food service areas are included in the Town Center as part of this application. The main restaurant, ***Steenbock's on Orchard***, including a kitchen and server, is located on the east side of the Town Center along North Orchard Street. This restaurant is comprised of three environments, an enclosed restaurant, an adjacent bar/lounge area and an outside terrace under the building's canopy along North Orchard Street. The enclosed restaurant includes seating for 76 and a private dining room with 20 table seats and 10 non-table seats. In the bar/lounge area, there are 13 seats at the bar and 44 seats at the tables and banquettes. The outside terrace has capacity for approximately 55 seats. The restaurant has a full production kitchen for the *Steenbock's on Orchard* restaurant and for catered events within the Institutes. Separate storage spaces for liquor and food supplies are located in the lower level of the building below the kitchen, accessible by stairs and elevator from the kitchen proper.

The second Town Center food venue is ***Aldo's Café***, a coffee and bakery in the northeast corner of the Town Center. Adjacent to the North Garden, the coffee and bakery will set 37, including eight at tables, nineteen lounge seats and eight counter seats. In addition, an outside terrace along North Orchard Street has the capacity for approximately 24 seats. No alcohol will be sold from this venue.

At times, the Town Center will be used for receptions and dinners. In these cases, the kitchen at Steenbock's will be used for the catering of these events. Seating for these events could be up to 1200 (120 tables of ten).

On the second floor, in the research environment is a non-public space, ***The Researcher's Link***. Available to the researchers on the research floors of the building and invited guests, with event space that will seat up to 116. An adjacent boardroom provides an additional 22 table seats and 20 non-table seats. The space will be used for special events not open to the public and is within the secure envelope of the research environment. Alcohol may be served for these events through the catering operations.

Floor plans for all the described venues and the Town Center are included in this application in Attachment C.

Alcohol Beverage License Application
Town Center Dining, LLC
Attachment C

Response to Question 10, Premises description

The following information shows the premises affected by this application.

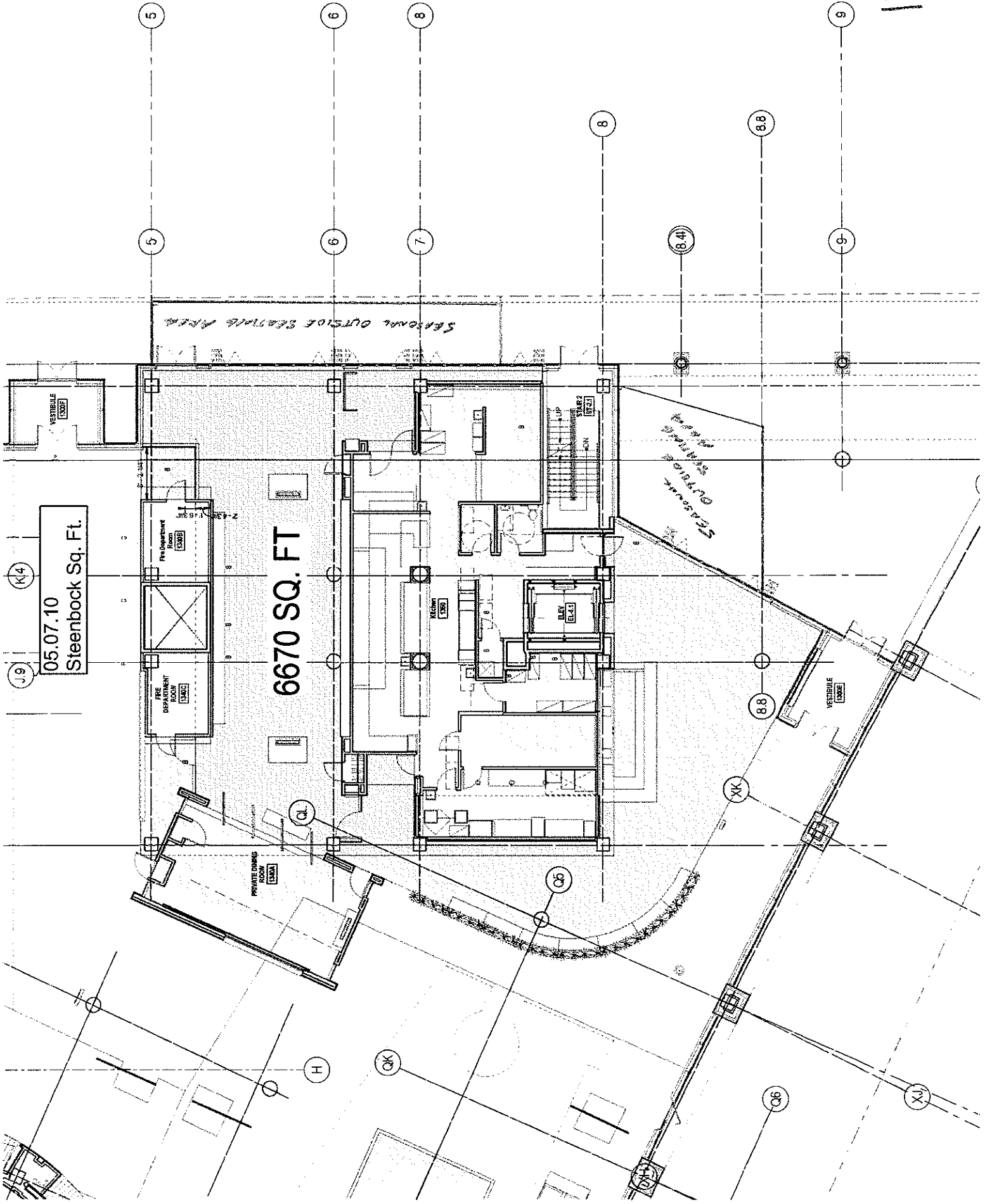
Page A, attached, shows the floor plan for Steenbock's on Orchard, a restaurant and bar, and includes the seasonal outside seating areas. This is located on the main floor of the Wisconsin Institutes for Discovery building.

Page B, attached, shows the restaurant, bar and catering storage area, which is located in the lower level.

Page C, attached, shows the first floor of the Institutes, known as the Town Center. Steenbock's on Orchard is depicted in the top right of the diagram. The entire first floor will be an area where catered events can occur.

Page D, attached, shows the second floor Researcher's Link, another site for catered events.

A



05.07.10
Steenbock Sq. Ft.

6670 SQ. FT.

SEASONAL OUTSIDE SEATING AREA

SEASONAL OUTSIDE SEATING AREA

Pre Department Room
13A02

PRIVATE DINING ROOM
13A01

RECEPTION
13B0

LOBBY
13C1

STAIR2
13C2
UP
DN

J9

K4

5

6

7

8

8.8

9

5

6

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8.4

9

8.8

QK

Q6

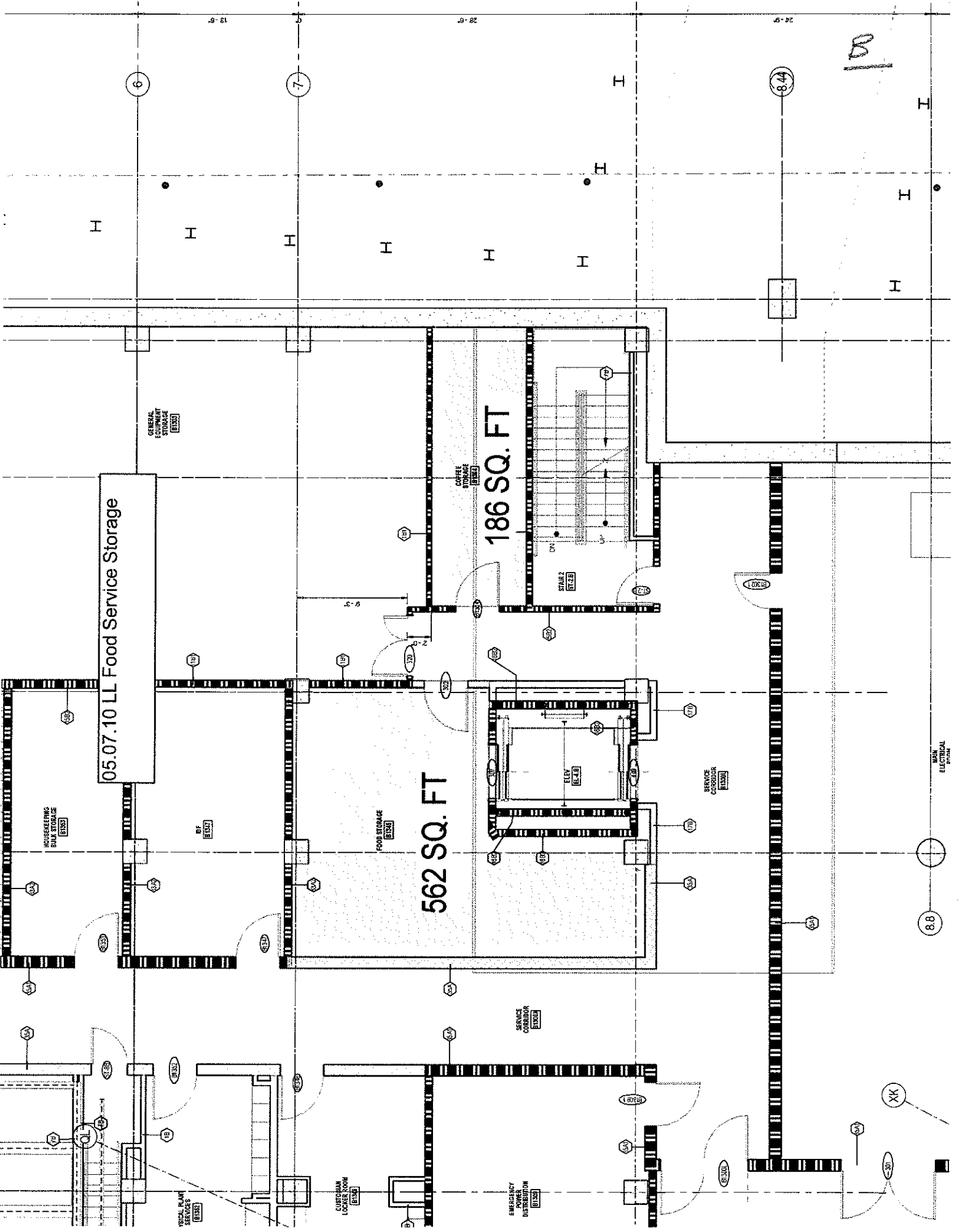
Q8

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QK

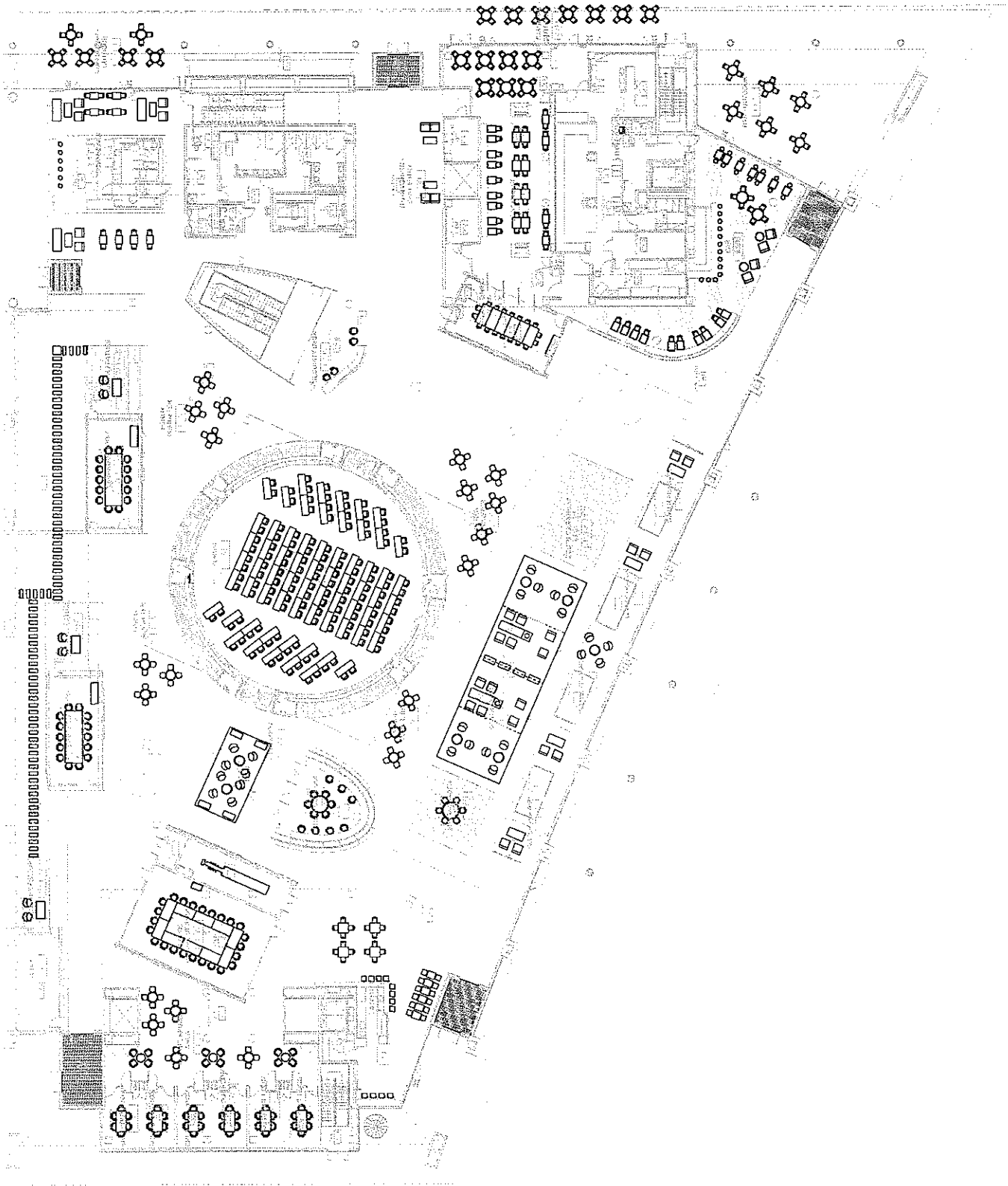
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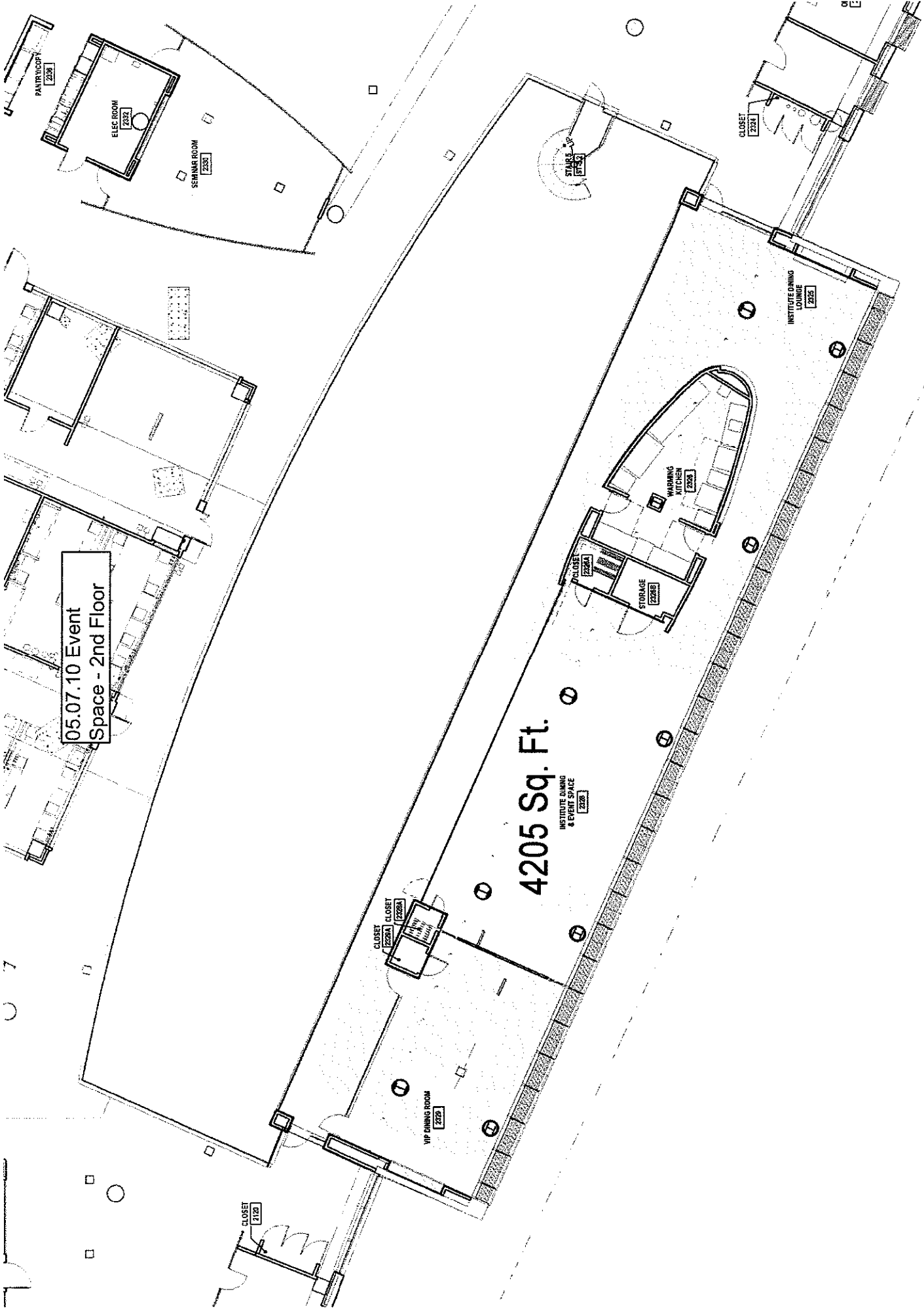


Attachment C - Building Floor Plan - 1st Floor

10



10



05.07.10 Event Space - 2nd Floor

4205 Sq. Ft.

INSTITUTE DINING & EVENT SPACE 2228

CLOSET 2229A

CLOSET 2229B

VIP DINING ROOM 2229

STAIRS UP 2234

STAIRS DOWN 2235

STORAGE 2232

WARMING KITCHEN 2233

INSTITUTE DINING LOUNGE 2225

CLOSET 2231

CLOSET 2231A

CLOSET 2231B

PAINT/COFF 2236

ELEC ROOM 2237

SWIMMER ROOM 2238

CLOSET 2122



PO Box 7365
Madison, WI 53707-7365
PH: 608-263-2500
FAX: 608-263-1064
www.warf.org

August 23, 2010

David A. Hart, Chair
Alcohol License Review Committee
City of Madison

Dear Chairman Hart:

Attached is an application for a Class B Liquor License from Town Center Dining, LLC, an affiliate of the Wisconsin Alumni Research Foundation (WARF), for the Wisconsin Institutes for Discovery. We are also submitting an application for an Entertainment License.

The Institutes will be a 21st century, interdisciplinary scientific facility. As a public-private initiative, the Institutes will support collaboration in scientific research and the acceleration of discoveries to benefit humankind. The building address is 330 North Orchard Street, but would be better known as the new building between Johnson Street and University Avenue as you come into town from Campus Drive.

Incorporated in the design of the 300,000 square foot facility is a small (less than 9,000 square feet) but important area dedicated to food and beverage service. Whether to promote collaboration between scientists, or provide a link to the public in the building's first floor Town Center, WARF seeks to provide convivial environments for people in which to communicate and collaborate.

Following is a brief overview of what is presented in our application and how it relates to the goals outlined above.

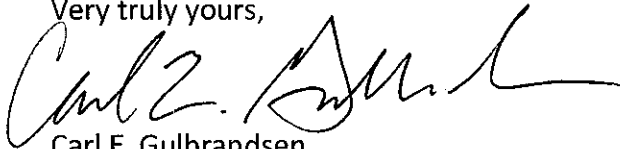
- WARF has established an affiliate, Town Center Dining, LLC to oversee its food and beverage operations at the Institutes.
- There are two food venues to be overseen by WARF at the Institutes: Aldo's Café, which will not be involved in the service of alcohol, and Steenbock's on Orchard, a restaurant and bar that will. There will also be catering in other areas of the building.
- A full Class B license is sought, with the stipulation that only beer and wine will be served in Steenbock's restaurant and bar areas, including seasonal outside seating. Distilled spirits will only be offered for catered and prescheduled private events on the

first floor of the Institutes known as the Town Center (including Steenbock's) and the second floor Researcher's Link.

- While entertainment is not a key focus for the Institutes, it will be available to compliment certain events, so we are also applying for an Entertainment license with this application.
- WARF has entered into an agreement with Discovery Culinary Collaborative, LLC (DCC). DCC is the agent chosen to operate the café, restaurant, bar and catering services. DCC will fully comply with all responsible beverage guidelines, and will employ the use of electronic ID scanners in Steenbock's.
- WARF has also engaged the services of Christy and Craig Associates, a company owned by Nancy Christy Heinen and Andrea Craig, as consultants for the planning and opening of these venues.

Those of us associated with this project would be pleased to answer any questions you have regarding this application.

Very truly yours,

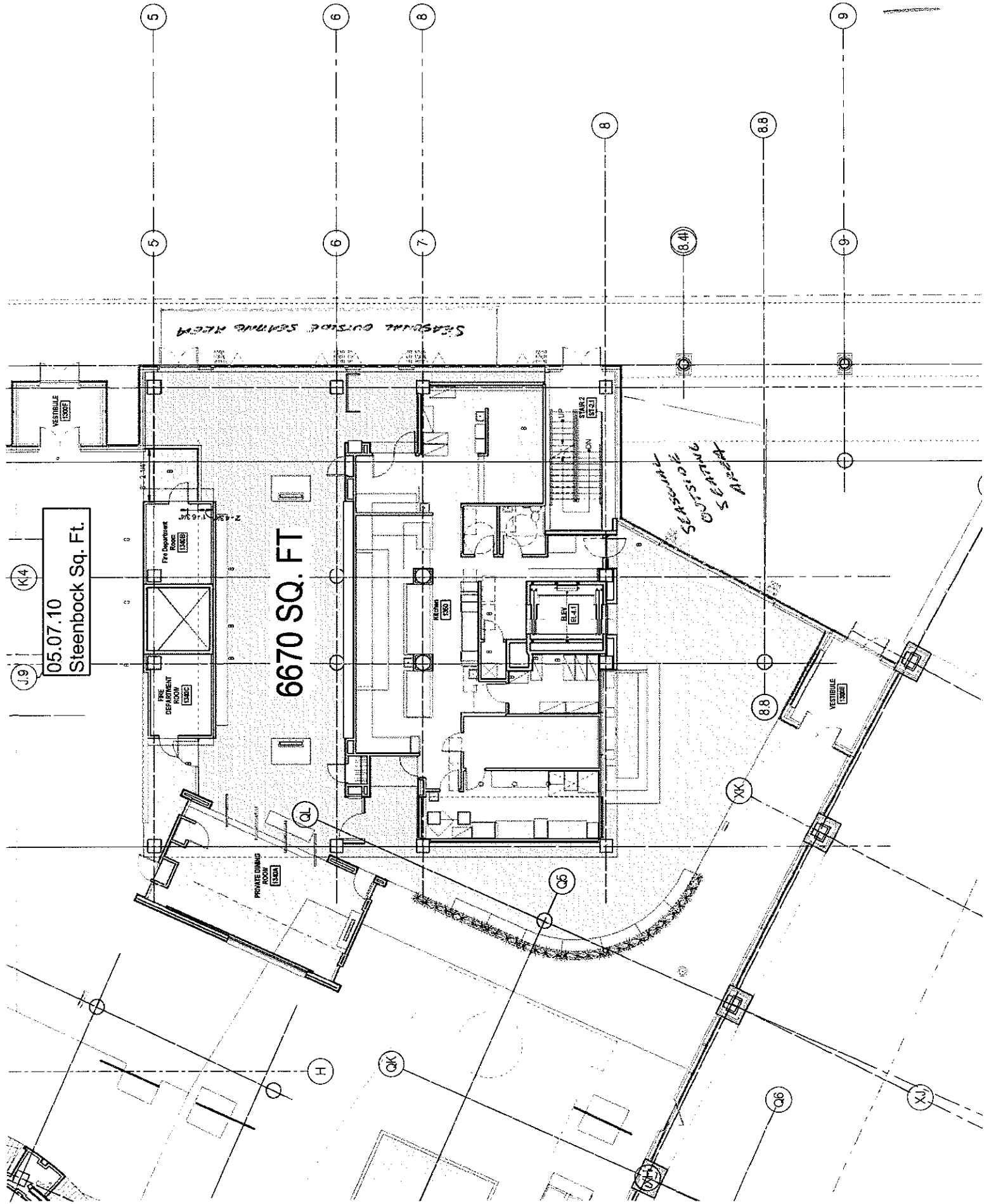


Carl E. Gulbrandsen
Managing Director

cc:

Aldersperson Bryon Eagon
City Clerk Maribeth Witzel-Behl
Assistant City Attorney Steve Brist
Captain Mary Schauf

A



05.07.10
Steenbock Sq. Ft.

6670 SQ. FT.

FIRE DEPARTMENT ROOM [L30C]

FIRE DEPARTMENT ROOM [L30B]

PRIVATE DINING ROOM [L30A]

RECEPTION [L30D]

ELEVATOR [L30E]

VESTIBULE [L30F]

VESTIBULE [L30G]

SEATING OUTSIDE SEATING AREA

SEATING OUTSIDE SEATING AREA

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6

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8

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K4

J9

H

CK

C6

XK

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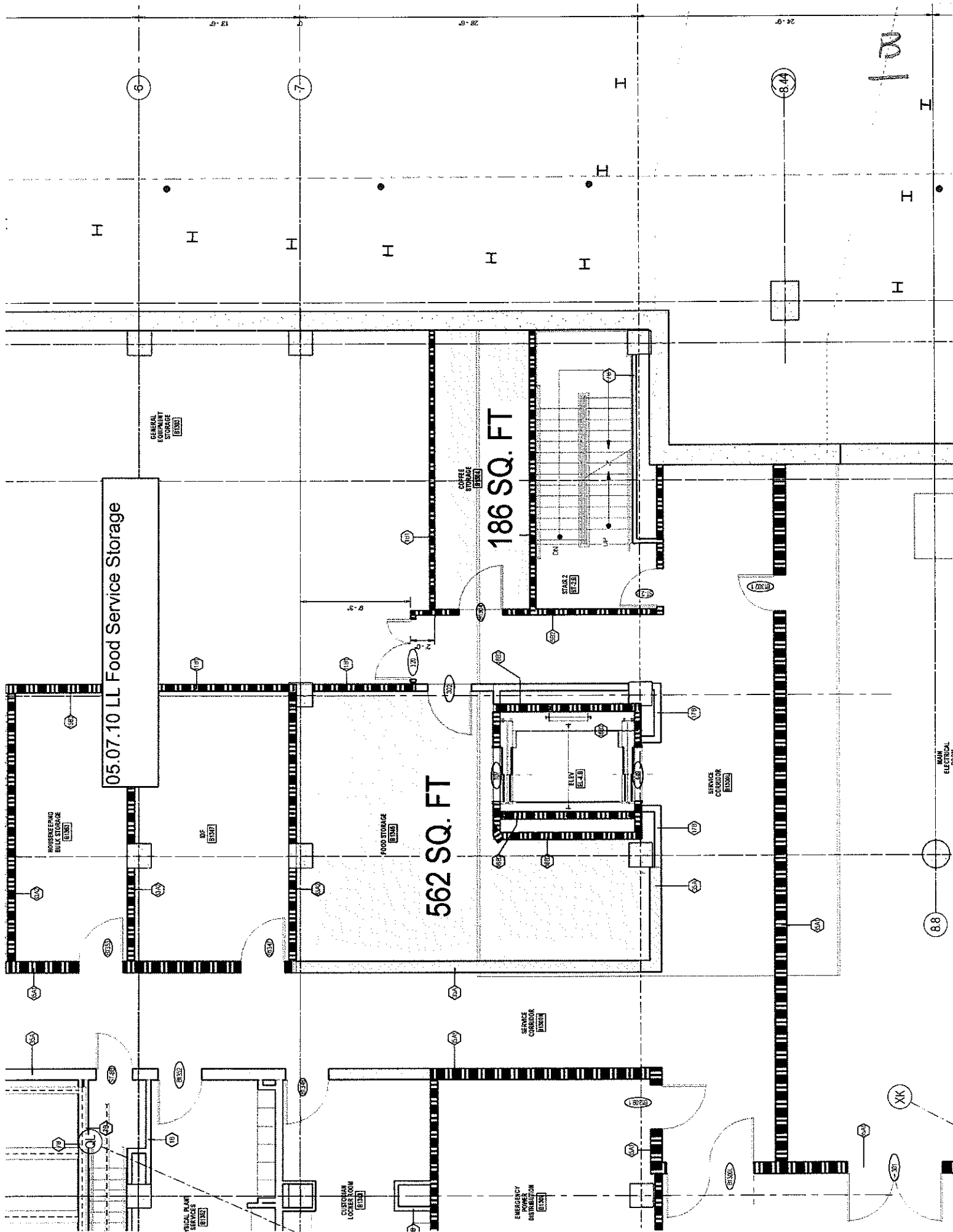
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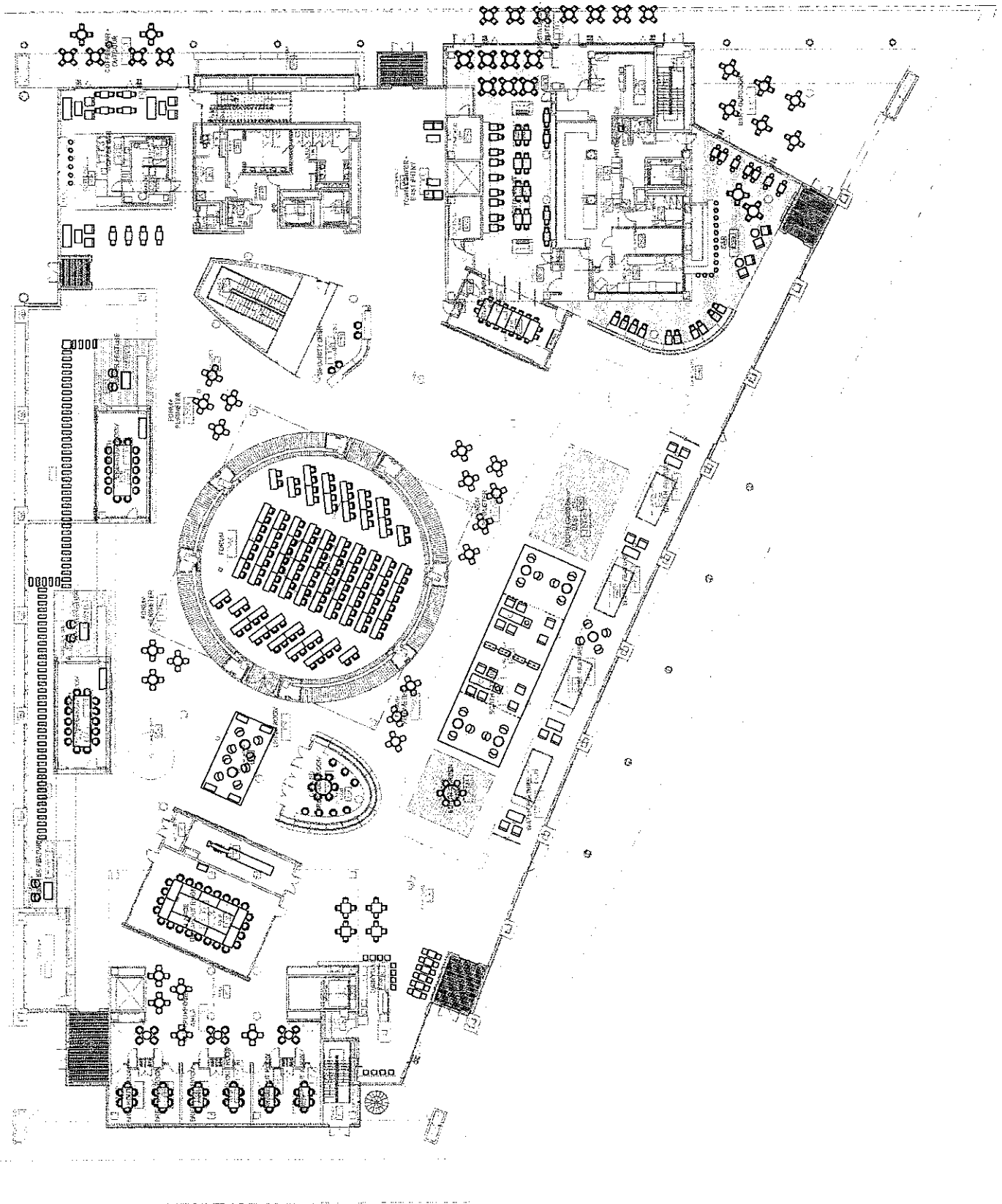
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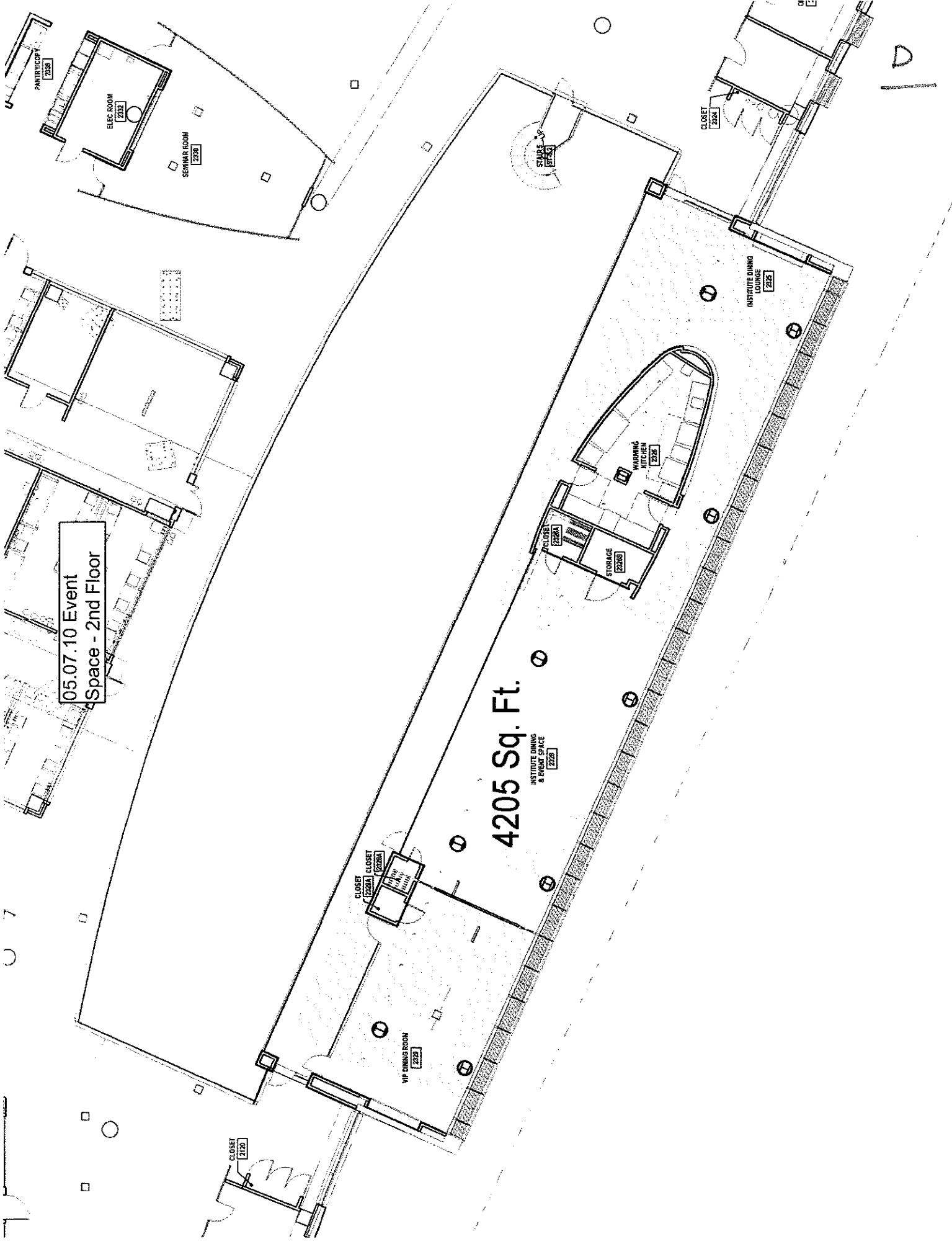
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8.8





05.07.10 Event
Space - 2nd Floor



4205 Sq. Ft.

INSTITUTE DINING & EVENT SPACE

[2228]

CLOSET [2224]

CLOSET [2224A]

CLOSET [2224B]

CLOSET [2224C]

VIP DINING ROOM [2229]

STORAGE [2225]

WASHING KITCHEN [2226]

CLOSET [2224A]

INSTITUTE DINING LOUNGE [2227]

CLOSET [2224]

SEMINAR ROOM [2230]

ELEC ROOM [2232]

PANTY/COPY [2228]

CLOSET [2225]

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FOOD at the Wisconsin Institutes for Discovery The Business Plan

September 10, 2009

Report for the Board of Trustees, Wisconsin Alumni Research Foundation

Christy & Craig Associates

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Summary of Business Plan

“The WID should be the catalyst for social interaction opportunities among UW and other researchers. These lunches, receptions, and other gatherings will connect people in important ways that can lead to valuable collaborative projects.”

Wisconsin Institutes for Discovery Focus Group, June 29, 2006

“Foster mingling in an informal setting.”

Wisconsin Institutes for Discovery, Morgridge Institute for Research
Industry Focus Group, January 18, 2007

The role of food and food service at the Wisconsin Institutes for Discovery is first and foremost to enhance the goals of the Institutes: to provide inviting public and private “restaurant” spaces for the researchers and simultaneously serve the Town Center.

Behind the scenes, the food venues are intended to maximize the impact of the resources devoted to them: 1) to incorporate two social goals— the inclusive hiring of people with disabilities and intentional menu development around local foods; 2) to showcase Wisconsin food; 3) and to function as a laboratory for research and education.

There are separate food service venues and an important catering component incorporated into the business plan for Food at the Wisconsin Institutes for Discovery. The public restaurants anchor the first floor Town Center, Aldo’s Café, and Steenbock’s on Orchard. Catering from the Steenbock’s kitchen will go to the second floor researcher dining and event space, to the Forum, and for events using the entire Town Center space. The kitchen is designed to accommodate food preparation for all functions.

The food concepts – menu, service, ambiance, layout and design – in their own small way aim to reflect the high level of the research institutes. They are designed to reflect the aesthetics of the building and to be “destination” level concepts. The quality of the food and service are deliberately crafted for each concept; each has its own separate identity. This is done for two reasons: to serve the broad needs of the two institutes and to attract enough customers to generate the volume of sales projected to make the business financially sustainable.

Although part of a non-profit organization, public food venues and the catering to the Town Center are structured as a single business. The financial plan is organized in the same way as a private sector counterpart would be, using the uniform system of accounts for restaurants and management accounting to control costs. The management and oversight system follows small business best practices; the goal is for food venues which thrive while consistently providing excellent food, service, and continuity of management.

The Food Business at the Wisconsin Institutes for Discovery

Mission of the Food Venues at the Wisconsin Institutes for Discovery

- While adhering to budget, provide the people who work for and visit The Wisconsin Institutes of Discovery a full-range of wonderful food inspired by local ingredients; where the food is produced and served by a full and part-time staff which intentionally includes people with disabilities; where the service is welcoming, professional, and warm, and the spaces are comfortable, aesthetically pleasing, and well-utilized.

Goals and Objectives

- Achieve “breakeven” financial performance within two years
- Sustain employment turnover rate below the national average for restaurants by year 2.
- Reach local food purchases of 40%.
- Maintain food and beverage costs at targeted percentage by month three of operations.
- Employment of people with disabilities: employees to be hired and trained after business model is established.
- Have in place one food-related research activity before December, 2011.

Business Philosophy

- Plan and operate multi-dimensional concepts which maximize the impact of resources by including social goals: as an example, intentionally contributing to sustaining the local food economy and deliberately including people with disabilities in the work force.
- Play an unobtrusive but deliberate role in building community by creating good public places where people can, and do, come together harmoniously.
- Be reliably proficient in anticipating and providing for customer needs.
- Practice good management which emphasizes mutually responsible relationships, clear and timely communication, fair and thoughtful treatment, and the respectability and worthiness of hospitality work.
- Be a good organizational citizen.

Market

Customers

- Researchers and staff in residence at the two Institutes
- Researchers and other academicians connected formally to the Institutes
- Students connected to the Institutes
- Researchers, students, and staff in related fields.

- University of Wisconsin staff (unconnected) from the immediate (walking) neighborhood
- Students living or going to school from the immediate neighborhood
- All University of Wisconsin staff
- People, including children, attending programs and events at the Institutes
- Business people, governmental employees, politicians, entrepreneurs connected to the Institutes through their interest in its work
- Visitors to the Institutes
- People who come simply as restaurant customers whether because of convenience and/or because the food, service, and ambiance are worth the trip.

Stakeholders:

- State of Wisconsin and the University of Wisconsin
- Wisconsin Alumni Research Foundation
- John and Tashia Morgridge
- Wisconsin Institute for Discovery
- Morgridge Institute for Research
- Residents of Wisconsin

Food Service and Restaurants: The Industry

Restaurants are public places where people are treated democratically. In a restaurant, ideally, each customer deserves to be treated with the same professional standards. Because restaurants are places of service-- the customer is greeted warmly, is waited on, receives prepared food, asks for and receives accommodations - being a restaurant customer is a little luxury.

The proportion of the food dollar spent away from home has grown steadily from the middle of the twentieth century to today when nearly half of consumers' food budget is spent in restaurants (of all kinds.) The current recession has had an impact on total restaurant sales. Projections made in December, 2008 for 2009 show an increase in dollar sales of 2.5 % which is an inflation-adjusted decline of 1% after years of consistent real growth. The employment outlook for the industry for the summer months of 2009 brightens the picture slightly: a 4.1 percent increase in employment over the March, 2009 employment level. The outlook for demand for restaurants continues strong although customer choices of restaurant type will reflect the current economic mood.

A continuing challenge for the restaurant industry is that because it has relatively low wages and low benefits restaurant jobs are often spoken of as not "good" jobs. However, on-the-job satisfaction is often quite high. In the private sector, significant improvement of wage and benefit levels hangs to a great degree on public policy concerning minimum wage levels

and health insurance, as well as the continuation of tax-payer subsidies of commodities which has allowed the American consumer to become accustomed to cheap food.*

People like to eat out. One attribute of the attitude of restaurant customers is reflected by the fact that one of three adults say that they are not eating out as often as they wish. (National Restaurant Association survey.) Working in an environment where people are happy to be able to avail themselves of the products and services you offer is a positive work place characteristic.

Business advantages in the proposed plan

- Create a groundbreaking (Institutional) Food Service Model
- Connect deeply with the University through research and educational opportunities
- Food venues which in their own way aspire to the creativity and excellence of the mission of the Institutes of Discovery
- Add sensual pleasure through sights, sounds, smells and taste to the town center.
- Attract people to the Town Center that might not have come otherwise
- Give visitors to the town center added pleasures -- for example, kids visiting the garden are able to have a Monkey Puzzle cookie that reinforces their learning experience
- Offer all kinds of food possibilities from a snack (organic ice cream cone or hand-tied pretzel), to a cup of coffee, to top level restaurant dining, take home convenience, farmers market, and catering
- Offer healthy food, making it possible to eat well & with pleasure
- Contribute to the local food & employment economy

*The percentage of all personal disposable income which is spent on food steadily declined over the last eighty years into single digits - 9.6% in 2008 from over 23% as recently as 1947 - in spite of the fact that over the same period away-from-home-eating as a portion of all expenditures for food has steadily increased from 18% to 41%.

The Food Concepts Summary

Purposes of the concepts:

- Create the feel of a neighborhood which contributes to the vitality and authenticity of the Town Center.
- Reflect harmoniously the building's architecture.
- Whenever suitable, make the craft of the food preparation visible.
- By intentional menu development, showcase the abundance and high quality of Wisconsin's food and at the same time contribute to the area's economy.
- Serve a broad variety of food so as to appeal to a wide array of palates and pocketbooks.
- Differentiate the concepts from the ones planned for Union South so as to avoid unnecessary competition and to contribute to the number of choices available to the neighborhood and community.
- Prepare, display, and serve the food carefully but without self-reference or pretension.

Aldo's Café, seating about 35 plus seasonal outdoor seating

Aldo's Café, currently, will bake baguettes throughout the day. The smell and presence of the baking will add an enticing sense of place to the bakery, as will special items such as cookies in the shape of the monkey puzzle tree in honor of those trees in the Mesozoic garden close by, for the kid (and grownup) Town Center visitors. Fortune cookies are designed with the Town Center motto as the interior surprise. Delicious coffee and its seductive aroma will also add texture to that part of the Town Center and will welcome early morning arrivals. At lunch, sandwiches on baguette sold by the inch, weighed and wrapped will add to the feeling that people can get exactly the amount of food that they want. House made croissants and cookies will be available throughout the



day.

One of the distinguishing characteristics of the Bakery is that it will feature traditional baked goods from around the world, featuring Madison's sister cities' specialties. These unique baked goods will be available on a rotating basis with the hope of connecting the University's and Madison's international communities to the bakery at the Institutes. They will allow for a cultural leaning experience and again differentiate itself from the food concepts at Union South and the local completion.



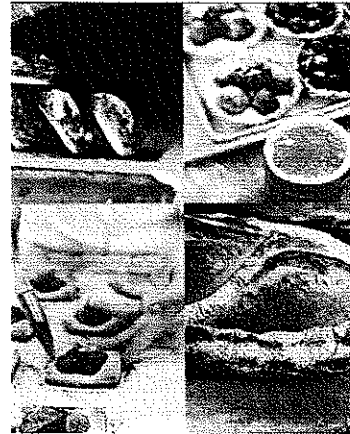
Steenbock's at Orchard, seating for 163 including private dining room; plus seasonal outdoor, 55

The restaurant will have a contemporary full service menu with table service in the restaurant and a form of self service in the bar at lunch. (People order and pay at the bar; their food is delivered to the table.) This provides another service choice at the food venues. The menu will feature local food, preserved, cured and fresh which will change with the seasons. The standards for the service personnel include being efficient and knowledgeable, and always providing a high level of welcoming hospitality. The private dining room which seats around twenty should be much in demand. The bar menu will reflect the underlying emphasis of the service of alcoholic beverages as a pleasurable part of a



meal and as an accompaniment to food.

There is a separate food preservation kitchen which is attached to the main kitchen. It is designed with a window which looks out on the Town Center so that visitors to the Town Center and the restaurant can observe the activity inside.



Catering

Town Center catering projections are based on information from Laura Heisler, the WARF Director of Programming. Here are some of the assumptions upon which catering sales projections are based:

1. 10% capacity first year
2. Broad expectations for Food Venue catering to Town Center
 - a. Food and/or drink to all 2nd Floor Dining space events.
 - b. Food and drink at all of the full TC events
 - c. Estimate food and drink directly (box lunches to sit down) at 30% Forum events and additional business of 20% spillover to non-catered events. The spillover numbers are not included here but are picked up in the estimates for the food venues sales.
3. Event space full capacity
 - a. VIP room 3x per day
 - b. Researcher event space, if no drop-in lunch: 2xs per day; with drop-in lunch, evenings and 1 weekly event lunch. (Used latter for estimates.)
 - c. Entire Town Center 1x per day
 - d. Forum 3x per day
4. Subsequent sales assumptions made by us based on the following
 - a. Spaces would operate at 60% of total capacity. For example, the Forum with a capacity of 250 people would attract at an average 150 people per event.
 - b. We treated the Forum catered events as if there was one lunch per week and six evening opportunities.
 - c. For the forum "spillover events", half would be lunch, half dinner. These sales are picked up in the separate venue projections.
 - d. Average check for catered lunch \$12, for catered dinner (entrée with salad, dessert, one alcoholic beverage) \$35. (Today's prices.)
 - e. Town Center average capacity of 500-1000. (60% 300- 600, or average 450)