

**Notes from April 30 Madison Local Food Committee:  
Summary of suggested changes and additional questions from the draft  
Madison Public Market Business Plan**

**For Local Food Committee's Meeting on 5-7-15**

**Some Broader Issues That Were Not Directly Discussed at the Meeting on April 30:**

- The Business Plan presents three options for build out of the Fleet Building and describes the strengths and weaknesses of each. Any thoughts about which of the three (or a hybrid) the City should pursue? Any thoughts on the total budget for the project? Are there potential cost savings or additional features/amenities that should be incorporated.
- The Committee discussed the expense side of the equation in the pro forma and made some suggestions, but did not really discuss the revenue side. Any thoughts or questions about vendor rents, event review, vacancy, etc.
- Recognizing that implementation of the Public Market in the Fleet Building is likely a few years out, is there an opportunity to find interim provisional space for the first few years of operations?

**Detailed suggested edits/changes:**

- Staff whitepaper on larger context - Add a page for Dane County in the staff report about the larger context of the Public Market and the Market District
- p. 70 - In the discussion of the Public Market and the City's equity initiative, add case studies about markets that achieved positive outcomes in terms of supporting diverse entrepreneurship and creating jobs.
- p. 5-10 – Mention the area across the river as part of the district.
- p. 5-10 – Add more to the discussion about transit on how transit accessibility needs to be more than just having routes that serve the site
- p. 5-10 – Be more explicit that insufficient parking is a problem that needs to be addressed
- p. 20-40 – add pictures of the interior of the existing fleet building. Add images from other markets and/or 3d renderings to better communicate the potential design character of the space.
- p. 33-35 – Say more about how maximum flexibility and the ability to change is critical

- p. 33-35 – Mention that acoustics should be considered to ensure the ability to host music/events
- p. 32 – Label the future expansion area as potential parking
- p. 51 – clarify whether the transition committee would be creating a mission statement for the market or for the committee itself
- p. 51 – Say more about the standards of performance for the market. Lay out some potential metrics that can be used (number of new vendors, jobs, sales, etc.). This will help highlight that the performance of the market is more than simple ROI.
- p. 41-53 – Discuss the future role of the LFC in the context of establishing the transition committee
- p. 41-53 – Research whether the creation of a public authority is a legal and viable option. Say more about the potential strengths/weaknesses of this option
- p. 56 – Include some accounting for inflation in the expenses section of the pro forma. Perhaps show how some expenses could be phased in over time. For example, do the assistant managers and maintenance staff get added in a future year?
- P. 56 – Increase the salary and fringe for the executive director and staff
- P. 56 –Reduce some of the cost items (maintenance, garbage, etc) to reflect savings from this being a city-owned building
- p. 56 – include the Outreach Coordinator position in the expense section - who would be responsible for mission-driven programming and operations in the market.
- p. 56 – Be more conservative if needed on the costs and break-even point. Consider stretching the timeframe to operational sustainability from three years to five years.
- p. 49 – Create an overall project schedule from now until opening day
- p. 49 – Discuss the option of using provisional space until the Fleet Building becomes available.
- p. 54 – Say more about partnering with local organizations on programs and services that help fulfill the public mission of the project - business support

services for vendors, nutritional education, etc. Specifically reference organizations.

- p. 77 – be more specific about tenant/management tensions and solutions
- p. 77 – say more about tenant selection process, recruitment, and how to achieve the right mix.
- p. 79 – the section about specialization is unclear, specifically the sentence about exclusives being illegal.