



**MADISON PUBLIC MARKET DISTRICT**  
**BOARD OF PUBLIC WORKS BRIEFING**  
**July 8, 2015**

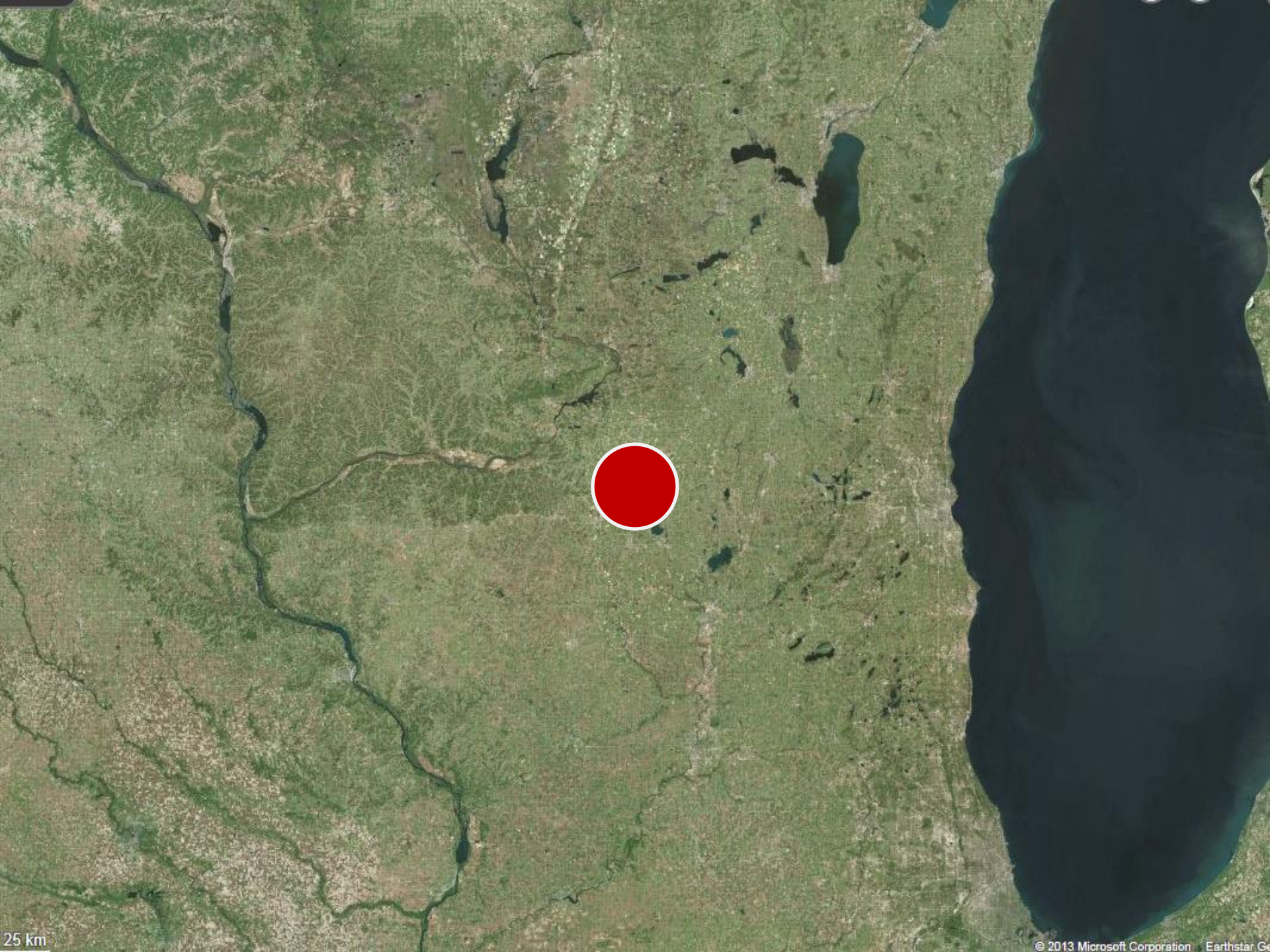


# **BIG QUESTIONS....**

- **Why a Public Market?**
- **What's the Vision?**
- **What's the Business Plan?**

# **BIG QUESTIONS....**

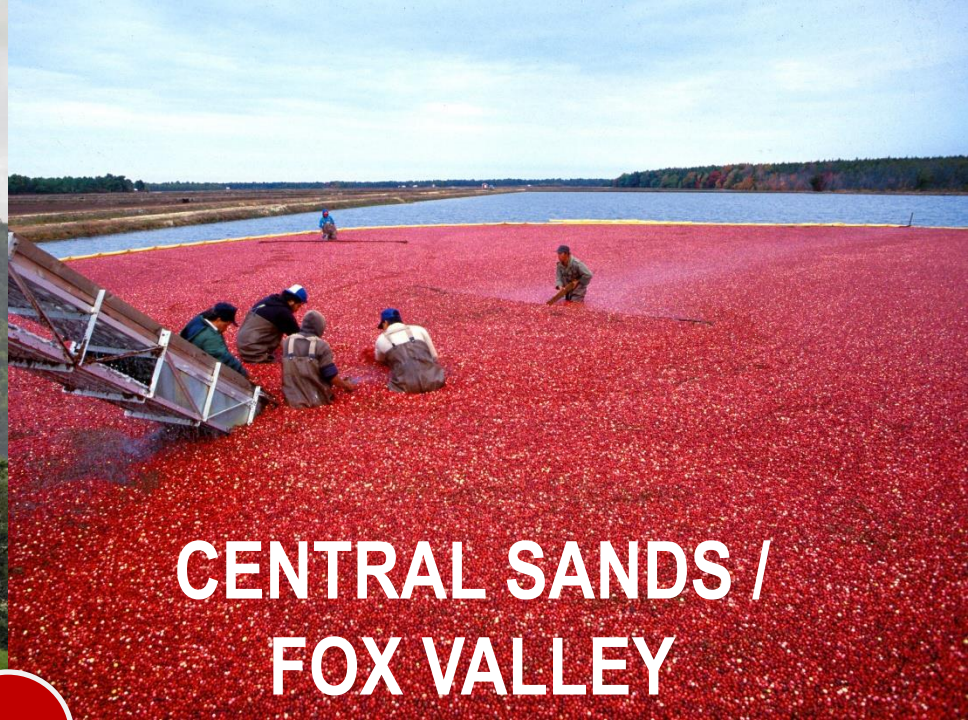
- **Why a Public Market?**
- **What's the Vision?**
- **What's the Business Plan?**



25 km



**DRIFTLESS AREA**



**CENTRAL SANDS /  
FOX VALLEY**



**BREAD BASKET**



**MILWAUKEE/ CHICAGO**



**#1** Ag Producing County in WI

**#63** Ag Producing County in the U.S.  
(top 2%)



U.S. Census of Agriculture, 2007

# How Important is food & agriculture to our economy ?



- **17,000 Jobs in Dane County**
- **2,700 Farms in Dane County**
- **70% of County's land**
- **3,200 Food Manufacturing businesses**



**FRESH. LOCAL Delicious!**

**WE SERVE OVER 50 LOCAL PRODUCTS ON OUR MENU Everyday**

Regions shown on the map: WITTENBERG, CHILTON, SLINGER, MILWAUKEE, MONONA, ELKHORN, BURLINGTON, ALBANY, COLONGUS.

**LOCAL FARMS**

1. **Brooklyn, WI**  
Judy's Farm Produce  
- Eggs  
- Green Beans  
- Rascally  
- Pork Chops  
- Pork Sausage
2. **Brooklyn, WI**  
Judy's Farm Produce  
- Eggs  
- Green Beans  
- Rascally  
- Pork Chops  
- Pork Sausage
3. **Madison, WI**  
Bono Deseigne  
- Cheeses  
- COUNTRY ICE CREAM  
- Ice Cream
4. **Mineral Point, WI**  
Mann Farms  
- Ground Beef  
- House Cheese  
- Auto Cheese
5. **Reister, WI**  
ELDRICHARD  
- Assorted Apples
6. **Orange, WI**  
JACQUES FARM  
- Eggs
7. **Free Axtelush, WI**  
JAMES DAIRY  
- Bacon
8. **Fall River, WI**  
PRAIRIE PRIMAIRE  
- Premium Beef
9. **Platteville, WI**  
LONG FAMILY FARMS  
- Assorted Beef Cuts
10. **Marshfield, WI**  
NASHVILLE DAIRY  
- PETA
11. **Menomonee, WI**  
WINNEBAGO STAR DAIRY  
- PETA
12. **Willard, WI**  
NORTH BENDERS G-OR DAIRY  
- GRASSFED
13. **Wyczena, WI**  
GRASSFED  
- MARZARZELLA
14. **Fond Du Lac, WI**  
SANTO CHEESE CO.  
- ASIAGO

**MADISON'S FAVORITE**

**Our Farms**

Regions shown on the map: WITTENBERG, CHILTON, SLINGER, MILWAUKEE, MONONA, ELKHORN, BURLINGTON, ALBANY, COLONGUS.



# Public Market Economic Impact Estimates

- *\$22 million injected into the economy*
- *265 Permanent Jobs*
- *244 Temporary Construction Jobs*

**PLATFORM FOR  
ENTREPRENEURSHIP**

**CREATE THE  
EPICENTER OF OUR  
FOOD SYSTEM**

**GREAT PUBLIC  
SPACE**

**OPPORTUNITY**

**CELEBRATION OF  
DIVERSE CULTURES**

**SUPPORT  
AGRICULTURAL IN  
REGION**

**COMMUNITY  
WELLNESS**

# **BIG QUESTIONS....**

- ✓ **Why a Public Market?**
- **What's the Vision?**
- **What's the Business Plan?**

MADISON  
Public Market  
DISTRICT



**VISION:**

*Create a multi-use market district featuring a mix of food retail, wholesale, and processing... Celebrate the abundance of our region's food system... Support farmers and create businesses to build a stronger regional food economy... Create platform for economic opportunity and a welcoming community destination for all of Madison*

**LONG TERM VISION**

**BUSINESS PLAN**

### **Market District**

- Mix of retail, processing, distribution
- Multiple buildings
- Phased implementation
- Public & private uses
- Indoor/outdoor space
- Synergies of co-location

### **Public Market**

- Indoor
- Mix of prepared food and produce
- Often arts/crafts
- Showcase of local products

### **Farmers Market**

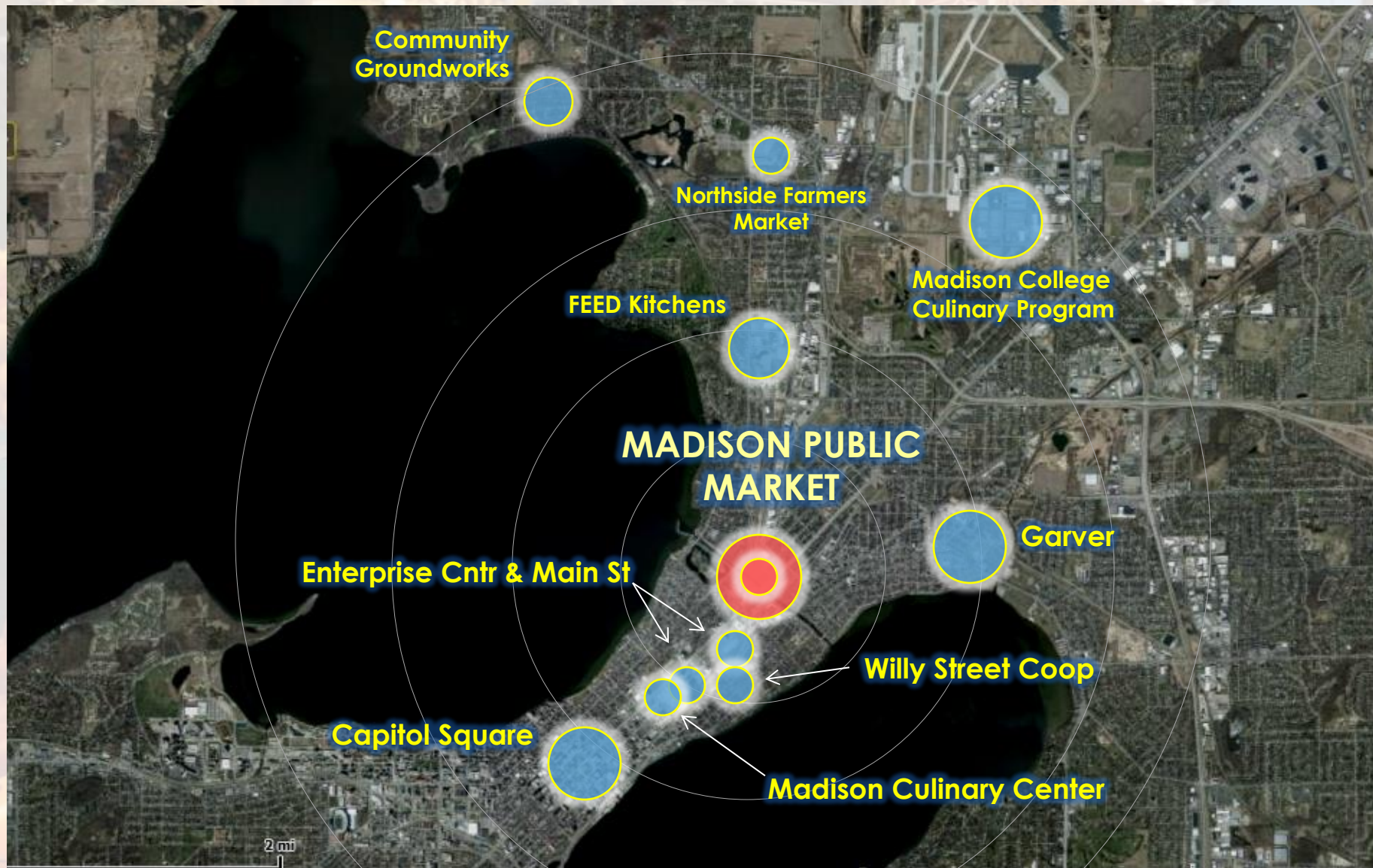
- Seasonal
- 1-2 / week
- Primarily produce retail

**The "Market District"**



**The "Public Market"**

# Centerpiece of an Emerging Constellation of Food Assets, Infrastructure, and Businesses



# Centerpiece of an Emerging Constellation of Food Assets, Infrastructure, and Businesses





# **BIG QUESTIONS....**

- ✓ **Why a Public Market?**
- ✓ **What's the Vision?**
- **What's the Business Plan?**

# Business Plan Process



**PHASE 1:  
VENDOR  
OUTREACH  
& MARKET  
ANALYSIS**

**PHASE 2:  
SITE  
SELECTION**

**PHASE 3:  
BUSINESS  
PLAN**

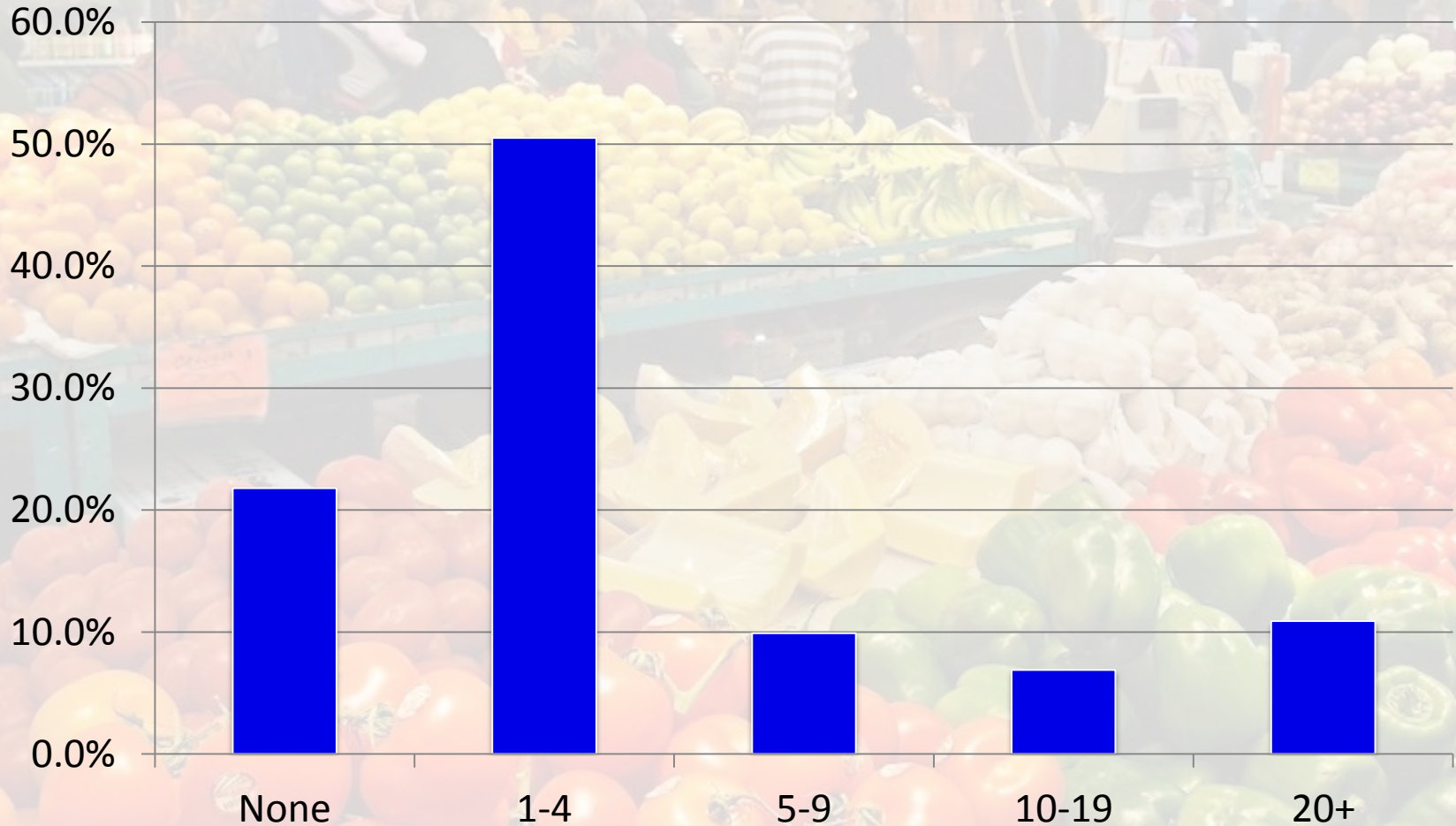


**PHASE 1:  
VENDOR  
OUTREACH  
& MARKET  
ANALYSIS**

1. Stakeholders Interviews
2. Community meetings
3. Vendor focus groups
4. Vendor survey
5. Consumer focus groups
6. Consumer surveys
7. Market Analysis

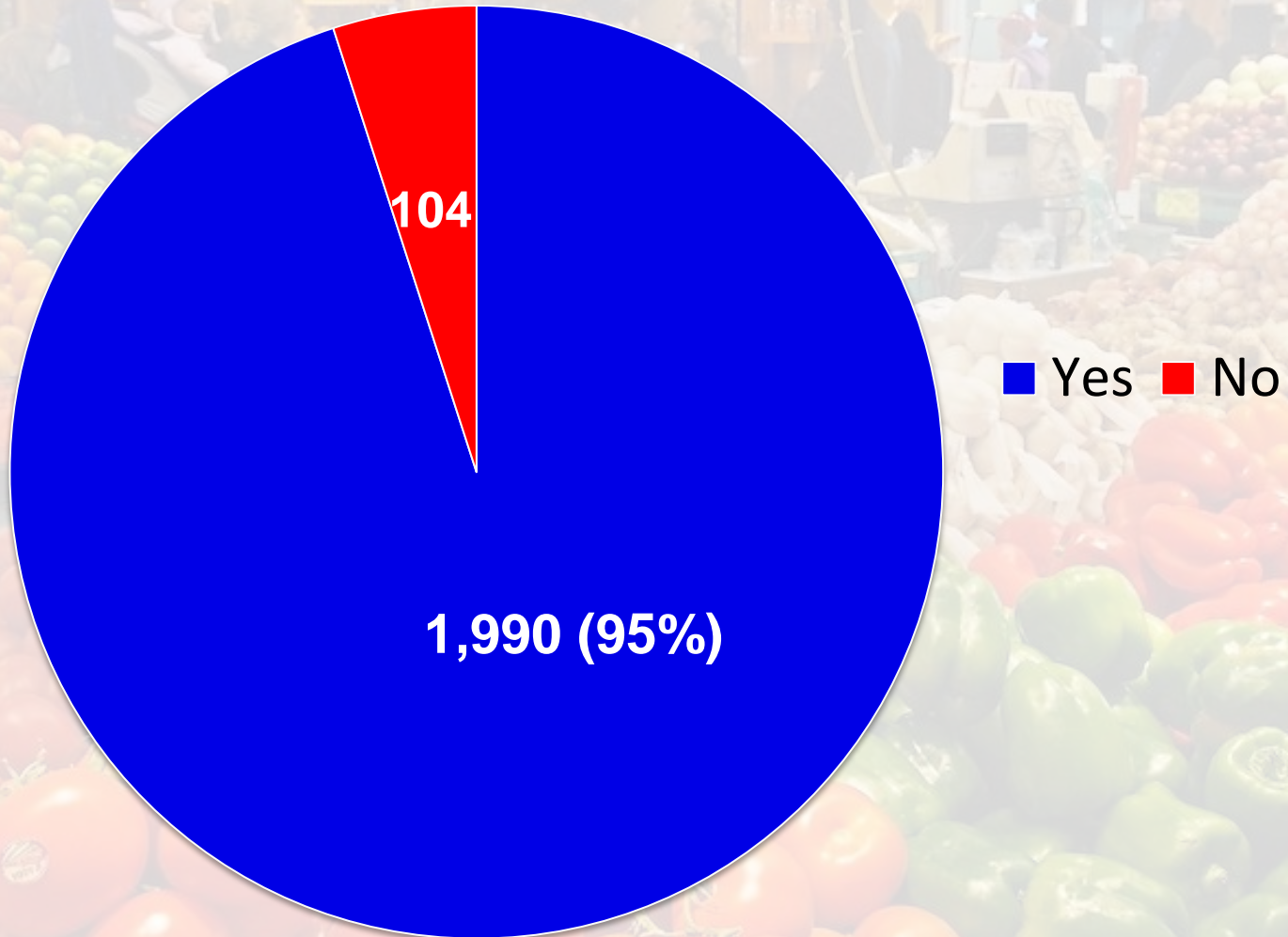
# Interested Vendors are Mostly Very Small Businesses

How Many Employees do you Have?



# Strong Community Support

Community Survey Response: Do you Support the Idea of a Madison Public Market District?



# Phase 1: What We Learned

- Public Market needs to fit with existing assets
- Vendor pool is mostly small farmers and entrepreneurs looking to start or grow a young enterprise
- Madison residents are enthusiastic
- It's a "market district" not a single facility

# Business Plan Process



**PHASE 1:  
VENDOR  
OUTREACH  
& MARKET  
ANALYSIS**

**PHASE 2:  
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# Business Plan Process

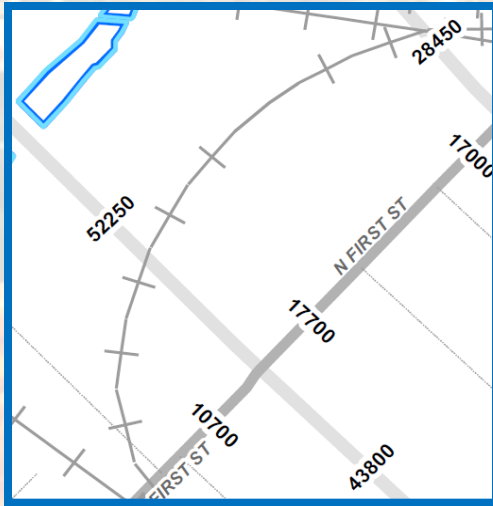
## PHASE 2: SITE SELECTION

1. Real Estate Availability
2. Community Input
3. Vendor Preferences
4. Transportation Access
5. Area Demographic Analysis

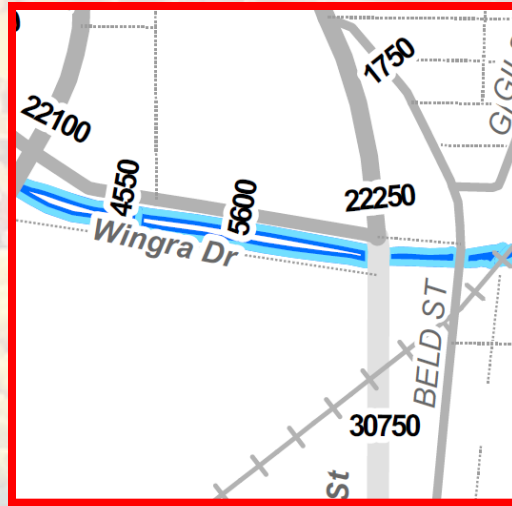


# Traffic Counts

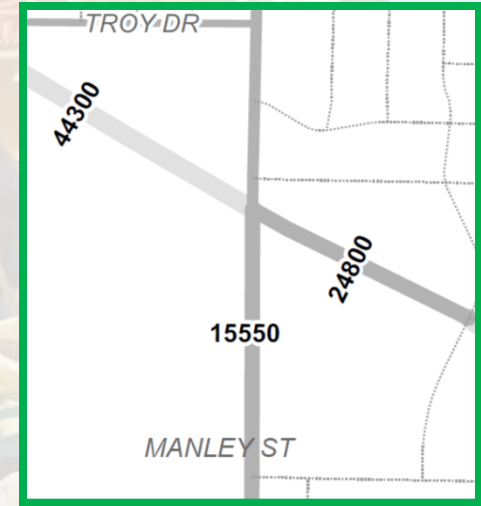
**SITE #1: E. Washington**



**SITE #2: S. Park**



**SITE #3: Northside**



# Bus Access

## SITE 1: E. Washington

Routes	10
Weekday busses/day	222
Weekend busses/day	33
Busses/Week	1,176
Average Busses/Day	168

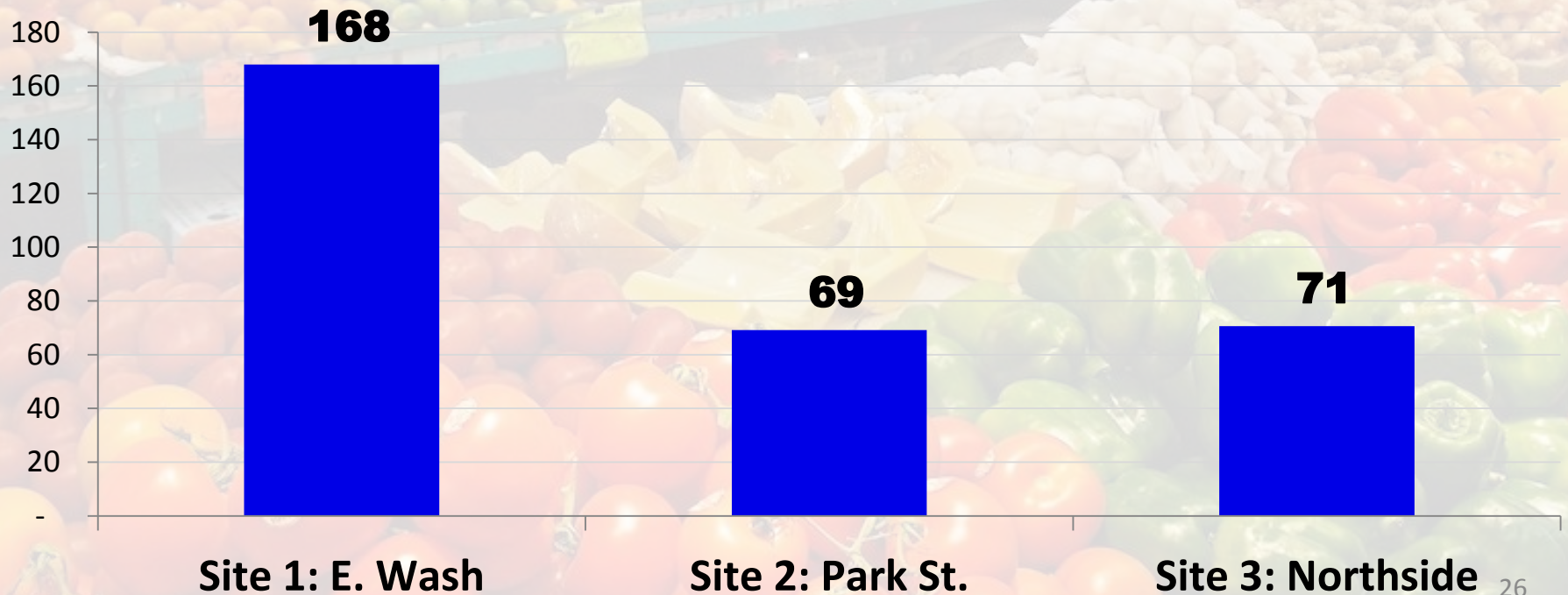
## SITE 2: Park Street

Routes	3
Weekday busses/day	84
Weekend busses/day	32
Busses/Week	484
Average Busses/Day	69

## SITE 3: Northside

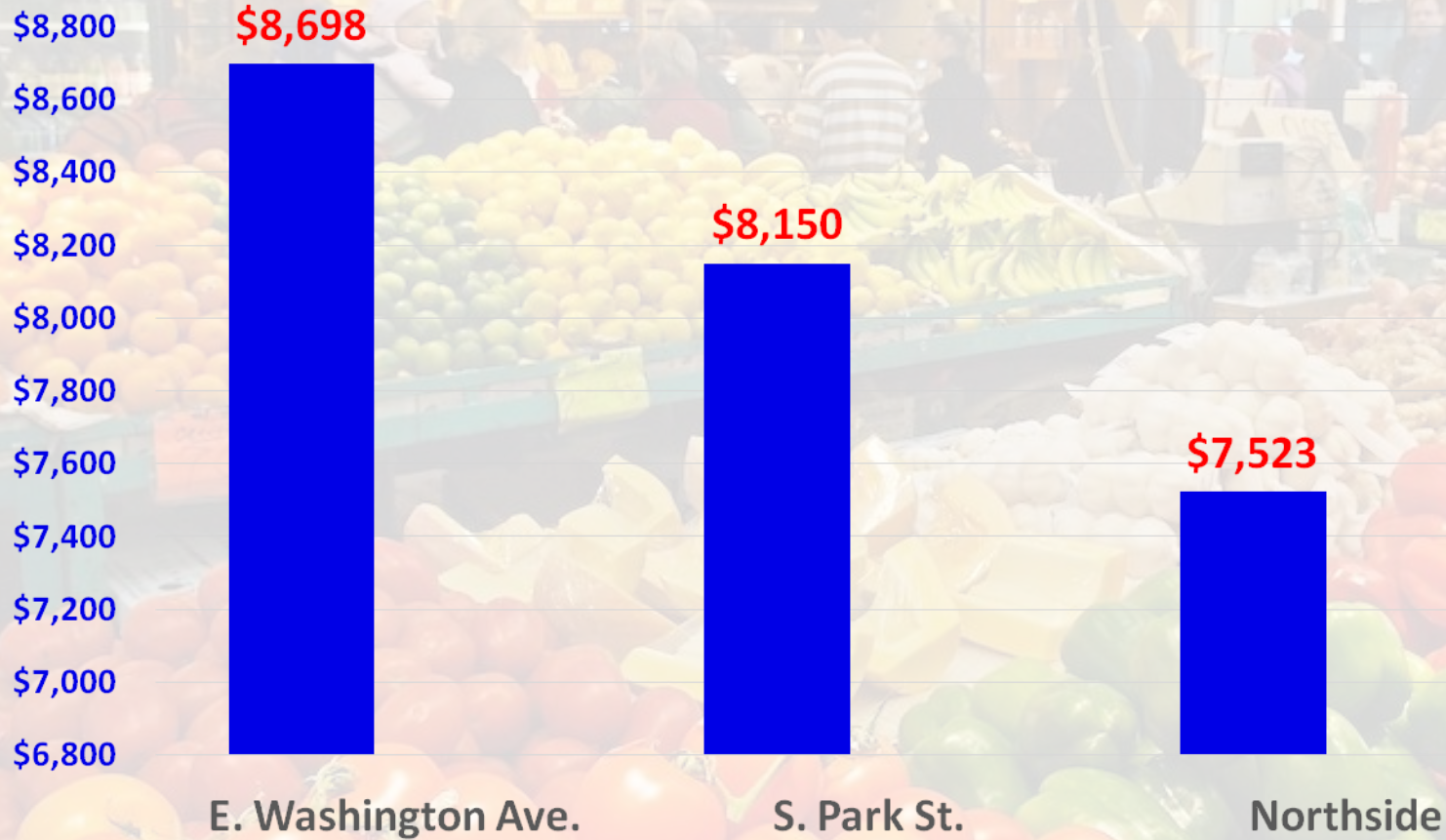
Routes	3
Weekday busses/day	86
Weekend busses/day	32
Busses/Week	494
Average Busses/Day	71

## Average # Buses Per Day

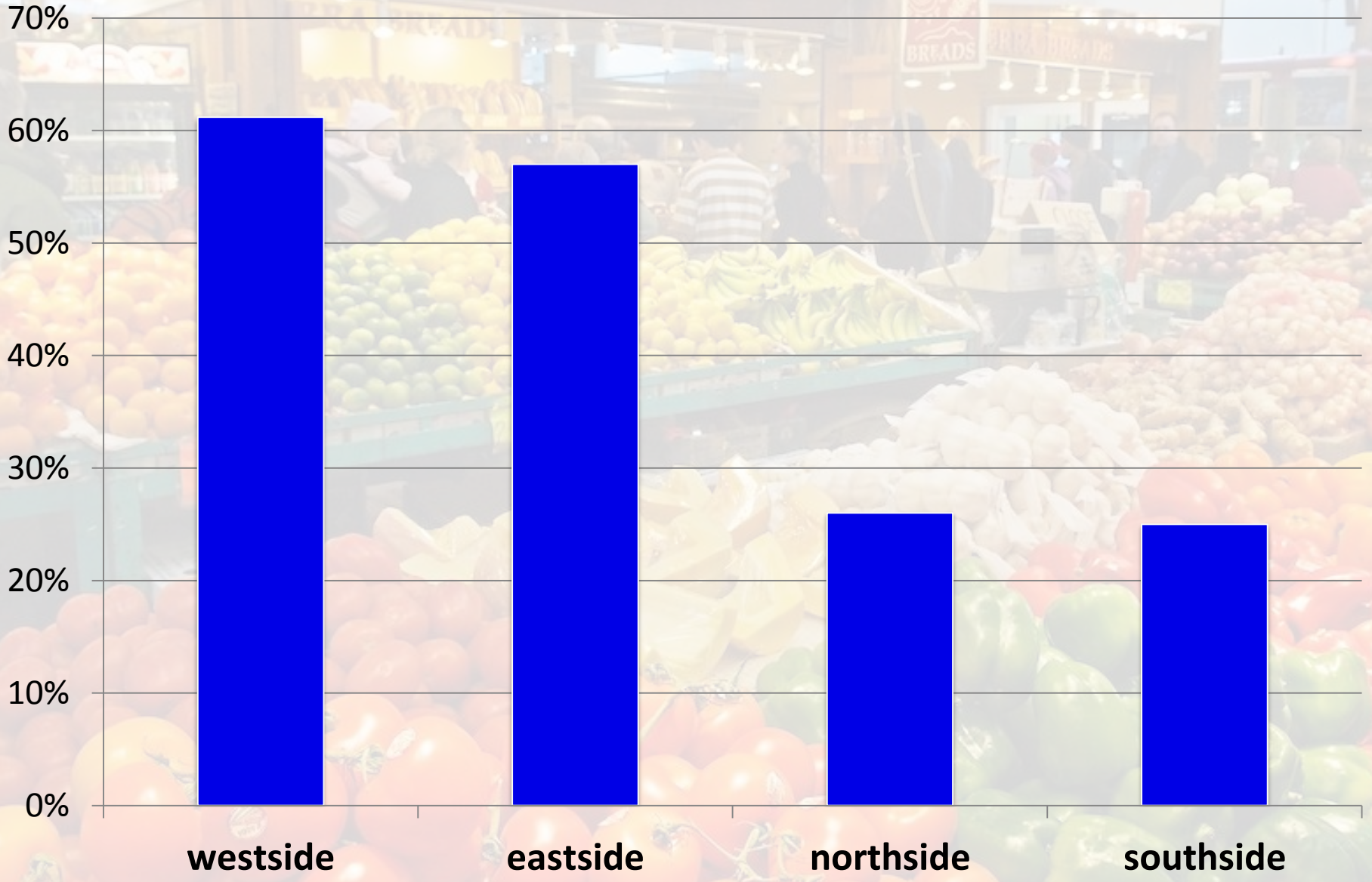


# Gravity Model - Potential Market Share

Locational Strength



# Vendor Survey: Level of interest in different areas of the City



# Phase 2: Rational for Site



1. City-owned site
2. Building well-suited to conversion to a Market
3. Potential vendor success
4. Synergy with nearby food uses
5. Visibility & Access
6. Dense, economically mixed area
7. Riverfront connection



FLEET SERVICE  
CITY OF BARRON

NO LEFT TURN  
10:05



4422

CAUTION

4500



3936

4500

LEACH

NORTH EQUIPMENT





# Basics:

## PHASE 3: BUSINESS PLAN

- 3 Floor Plan Options
- Project Cost - \$9 to \$14 million
- Operating Revenue - \$903,000
- Operating Expenses - \$883,000
- Flexible Design – Opportunities for day tables, “markets within the market,” special events, etc.
- Likely a non-profit operating entity

# Preliminary Design

**DRAFT**

**LEGEND**

- CAFE/RESTAURANT 2662 SF
- PRODUCTION/RETAIL 7223 SF
- CIRCULATION/MECH/ELEV 6548 SF
- FLEX SPACE 2823 SF
- AGGREGATION/MERCHANDISE 1638 SF
- LOADING/SHIPPING 1446SF
- STORAGE 1439 SF
- DEMO KITCHEN 786 SF
- PERMANENT STALLS 12367 SF
- SEASONAL STALLS 5795 SF
- RESTROOMS 1387 SF
- TRASH ROOM 478 SF
- MARKET ARCADE 1881 SF
- COVERED TEMP STALLS 1872 SF



# Option 1 – Existing Footprint

**DRAFT**

LEGEND



- MARKET ARCADE 1881 SF
- COVERED TEMP STALLS 1872 SF



# Option 2 – + Larger permanent production / retail spaces

**DRAFT**

LEGEND



STORAGE 1439 SF



# Option 3 – + 3<sup>rd</sup> floor event space and rooftop plaza/ garden

DRAFT

LEGEND

- CAFE/RESTAURANT 2662 SF
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## Overview of Capital Costs and Operating Performance of Three Options

	Option 1	Option 2	Option 3
<b>Total Square Feet</b>	<b>36,420</b>	<b>47,420</b>	<b>56,320</b>
<b>Total Capital Cost</b>	<b>\$9,500,000</b>	<b>\$11,000,000</b>	<b>\$13,500,000</b>
<b>Stabilized Annual Operating Revenue</b>	<b>\$534,672</b>	<b>\$860,016</b>	<b>\$903,489</b>
<b>Stabilized Annual Operating Cost</b>	<b>\$783,000</b>	<b>\$833,000</b>	<b>\$883,000</b>
<b>Not Operating Income</b>	<b>-\$248,328</b>	<b>\$27,016</b>	<b>\$20,489</b>



## **EQUITY ANALYSIS (ONGOING)**

- **Diverse focus groups**
- **Vendor outreach efforts**
- **One-on-one conversations with community leaders**
- **Equity survey**
- **Equity Workshop**
- **Working through the equity tool**



# Public Markets as a Vehicle for Social Integration and Upward Mobility

Phase I Report: An Overview of Existing Programs  
and Assessment of Opportunities



PREPARED FOR:  
The Ford Foundation

SUBMITTED BY:  
Project for Public Spaces, Inc.  
153 Waverly Place - 4th Floor  
New York, New York 10014  
212-620-5660

Partners for Livable Communities  
1429 21st Street NW  
Washington, DC 20036  
202-887-5990

September, 2003

***“...The social and economic goals of public markets are intertwined....***

***...It is the economic activity , and low barriers to entry that make public markets vehicles for upward mobility...***

***...the vendors’ success depends on their ability to create a profit , and depends on the survival of the market as an economic enterprise..”***



Equity Factor



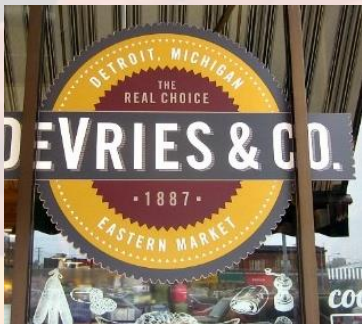
## How Public Markets Support Small Businesses Owned by Women, Minorities and Immigrants

BY GREG SCRUGGS | JUNE 16, 2014



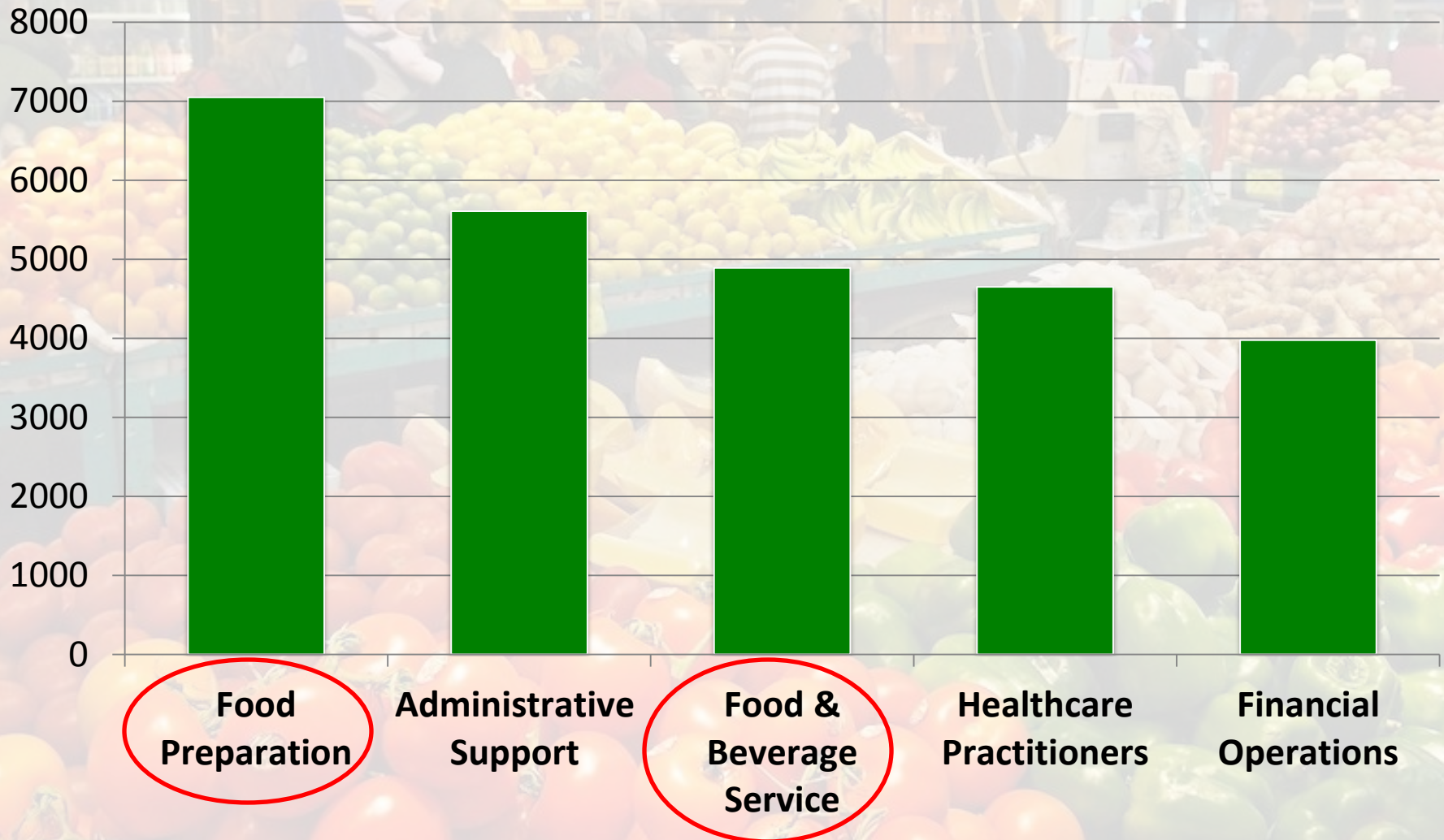
***“Markets lower the rungs of economic opportunity for huge classes of entrepreneurs who have been boxed out and priced out of traditional retail”***

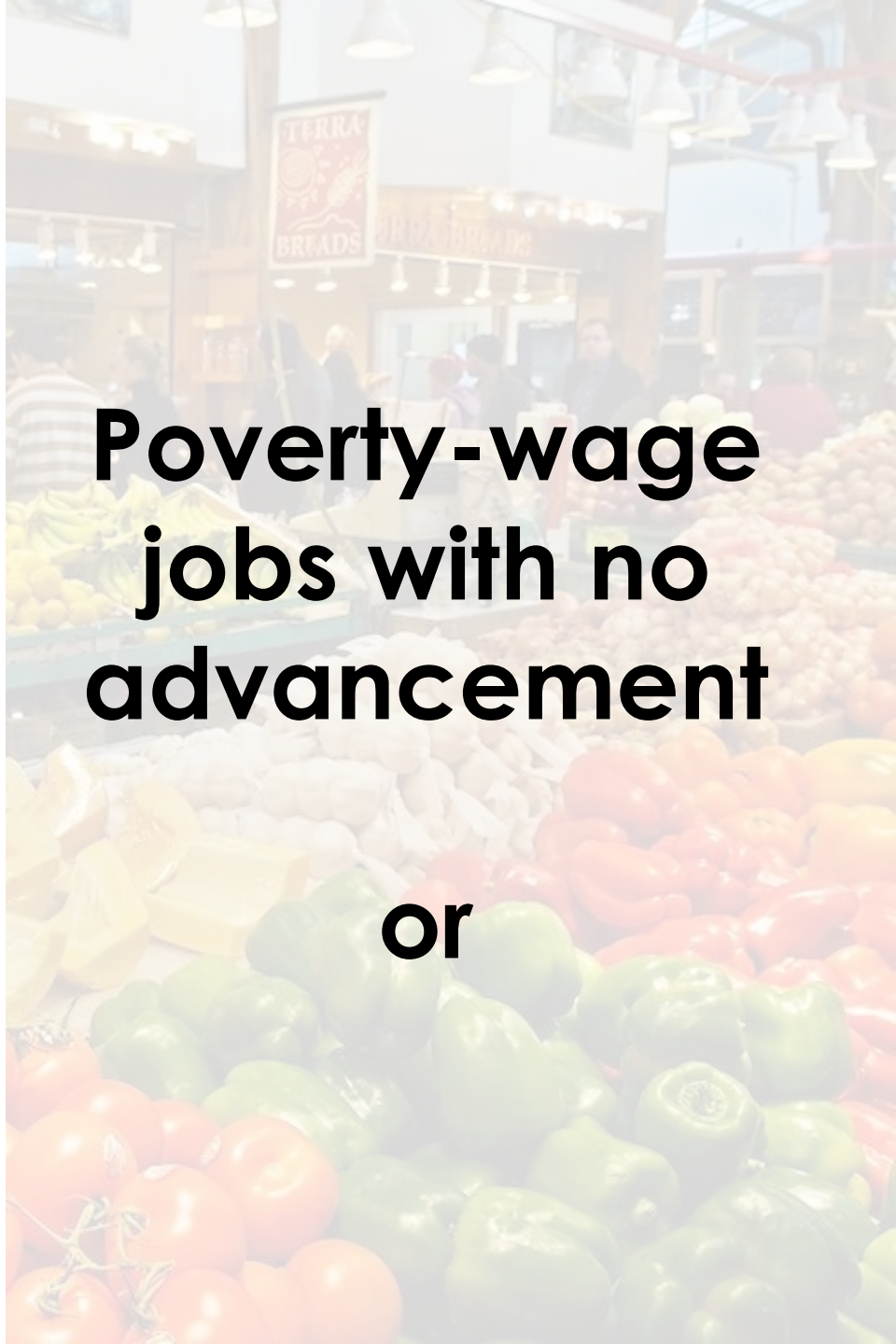
# Public Markets Can Be Launch Pads for Economic Opportunity



# Rapid Growth in Food Service Jobs

## Top 5 Growth Occupations for Dane County





**Poverty-wage  
jobs with no  
advancement**

**or**



**Detroit Food Academy**



**Economic empowerment & wealth-building**



**De Loma Tamales Founders**



**Feverish Ice Cream Founders**

# **BIG QUESTIONS....**

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# Community Outreach and Listening So Far:

- Kick-off public open house
- Stakeholder meetings
- Diverse focus groups
- Vendor outreach meetings
- City committee meetings
- Four site-selection community meetings
- On-site “placemaking” workshop
- Equity Workshop
- Vendor Surveys
- community survey
- “Panel survey”
- Equity Survey
- 100State brainstorming
- East side Sustainability Panel
- Latino Chamber Enlace
- South Metropolitan Planning Council
- Display at MadCity Bazaar
- Online engagement





# Next Steps

- **Finalize Business Plan (*Summer 2015*)**
- **Establish Operating Organization (*Winter 2015/2016*)**
- **Fundraising & grant writing (*2016 - ongoing*)**
- **Leasing (*2016 - ongoing*)**
- **Provisional Space and Temporary Markets (*find and open in 2016??*)**
- **Fleet Relocation (*TBD*)**
- **Fleet Building Retrofit (*TBD*)**
- **Opening of Permanent Market (*soonest 2019, latest 2021*)**

