



MADISON PUBLIC MARKET DISTRICT COUNCIL BRIEFING

September 2, 2014



A satellite map showing a region with a river and a large lake. The river flows from the top left towards the bottom center. The lake is on the right side. The text "REGIONAL CONTEXT" is overlaid in the center.

REGIONAL CONTEXT



CENTRAL SANDS / FOX VALLEY

- Cranberries
- Diverse Veg.
- Dairy
- Processing

DRIFTLESS AREA

- Organic Mecca
- Strong Food Identity
- Lots of Small Growers
- Branded Products

MADISON

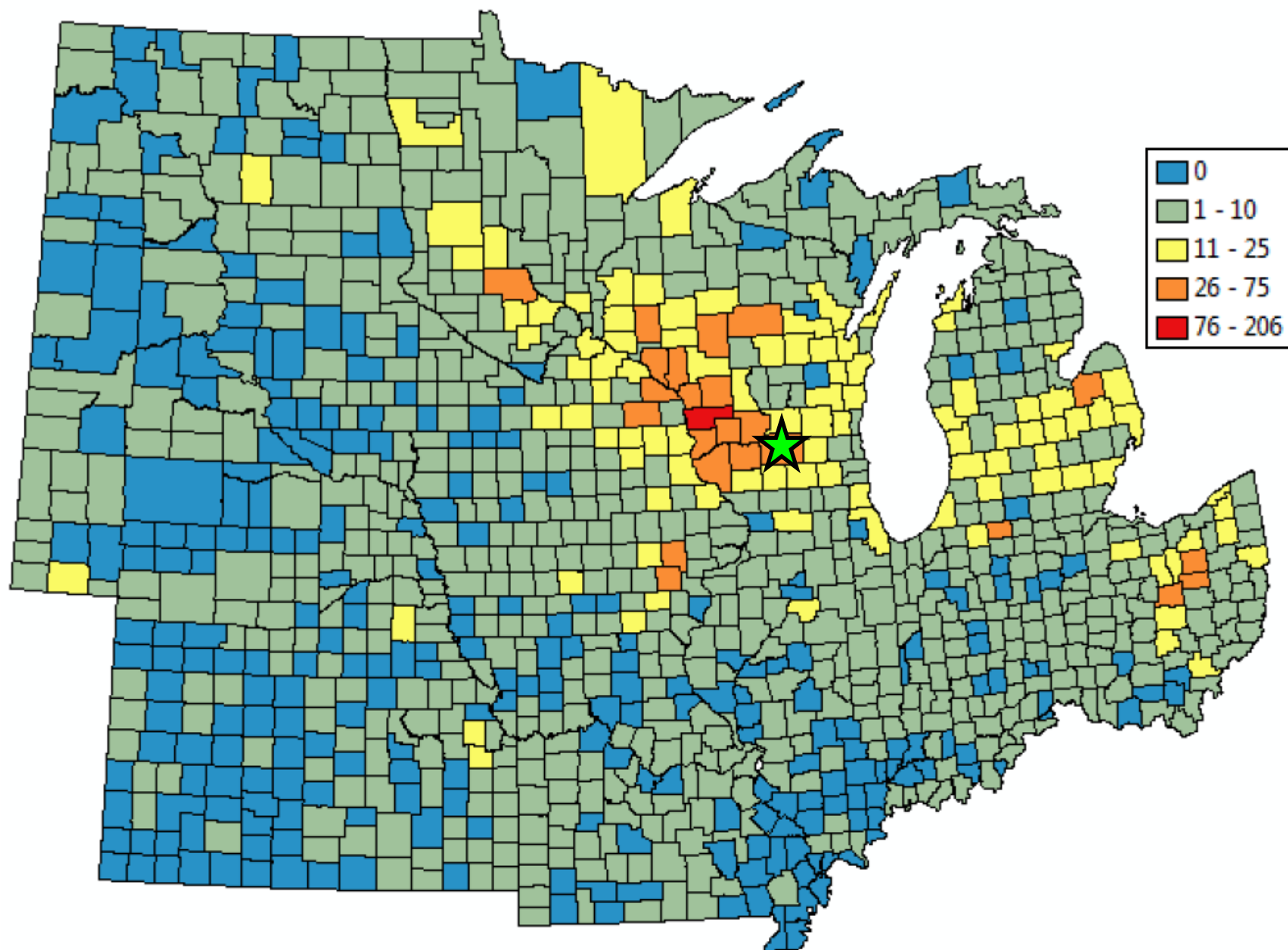
MILWAUKEE/ CHICAGO

- Urban Ag
- Aquaponics
- Culinary Scene
- Global food companies

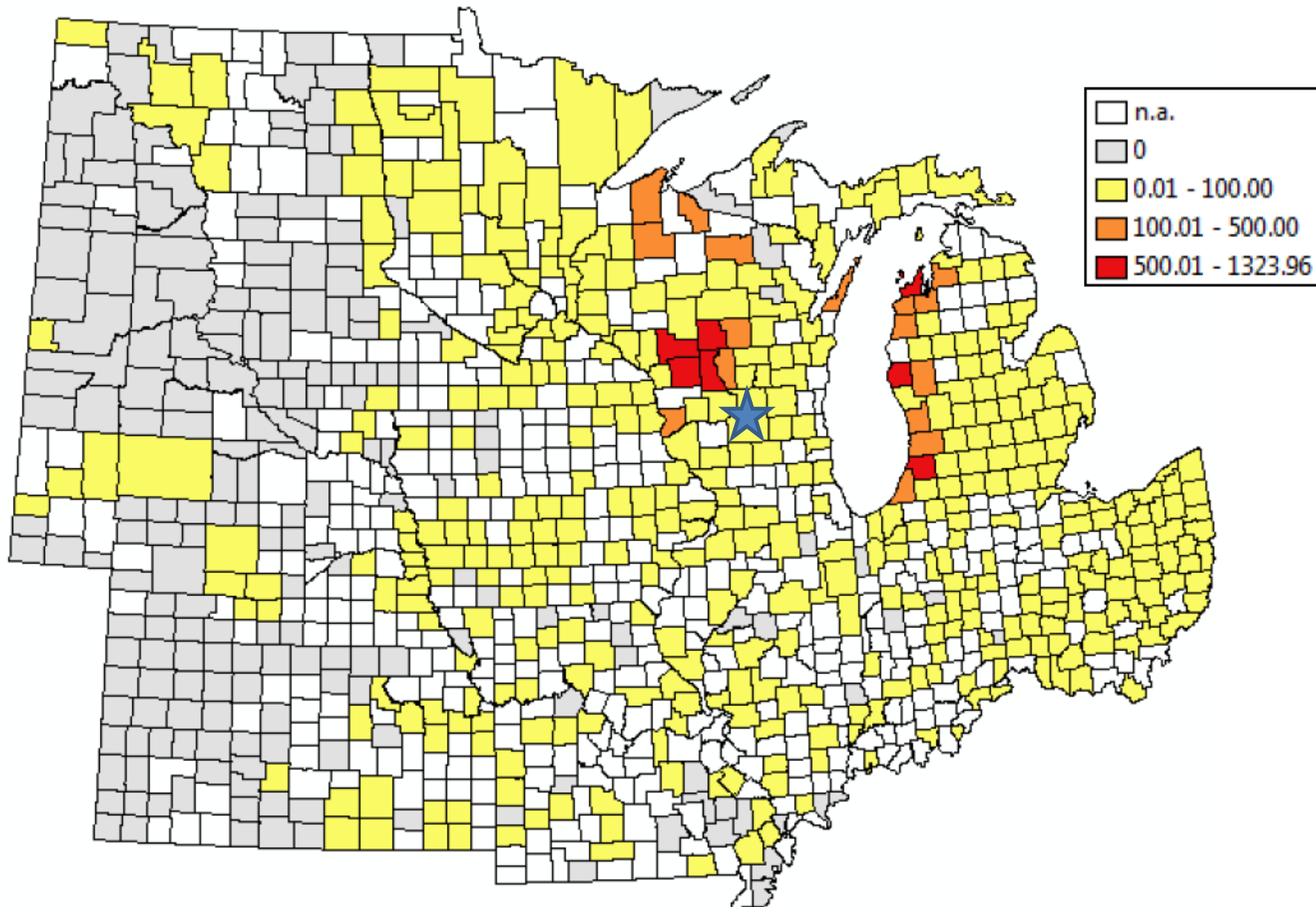
BREAD BASKET

- Traditional Large-Scale Ag
- Ag Equip Industry
- Ag Research Centers

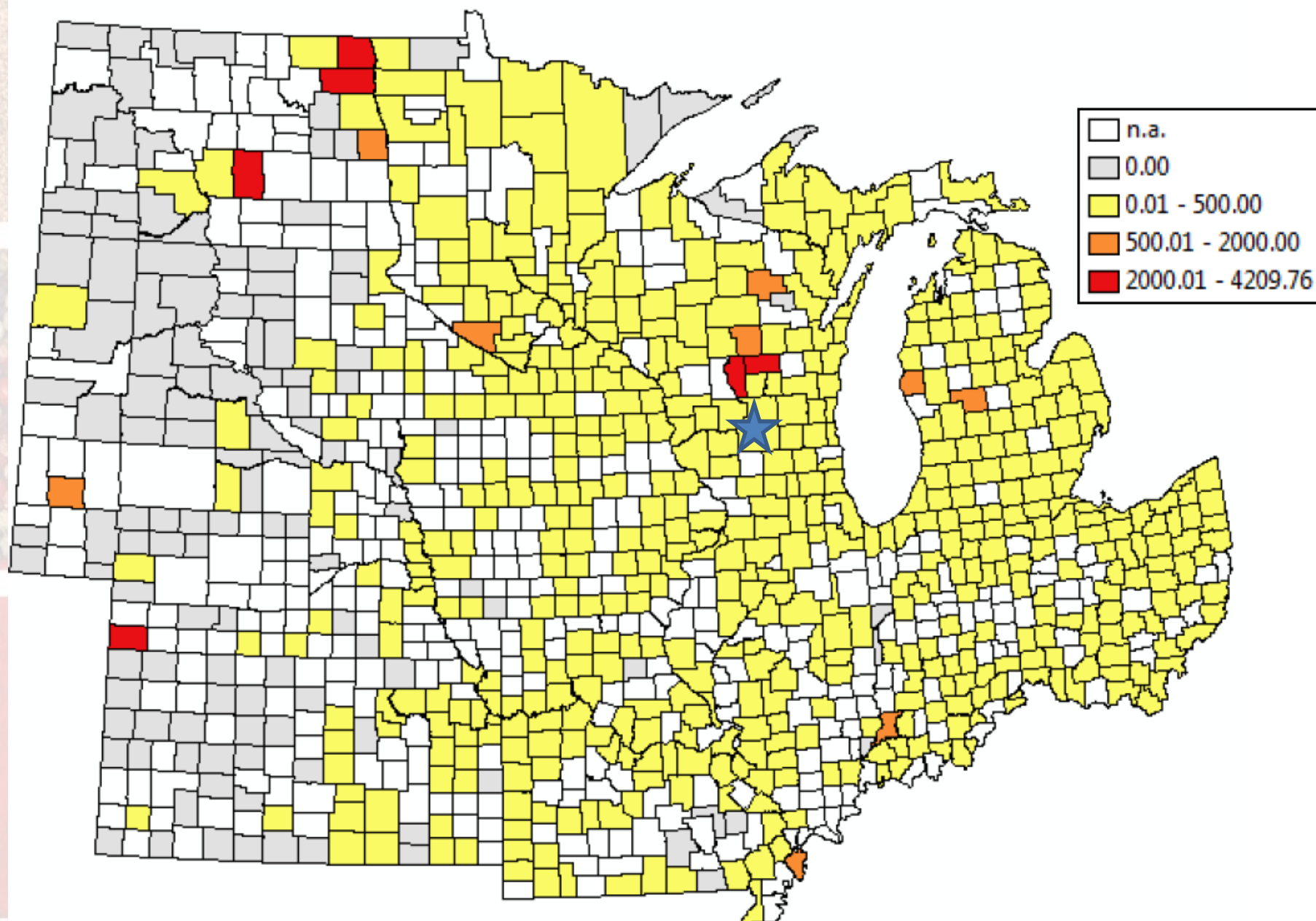
Number of Farms with Organic Production 2007



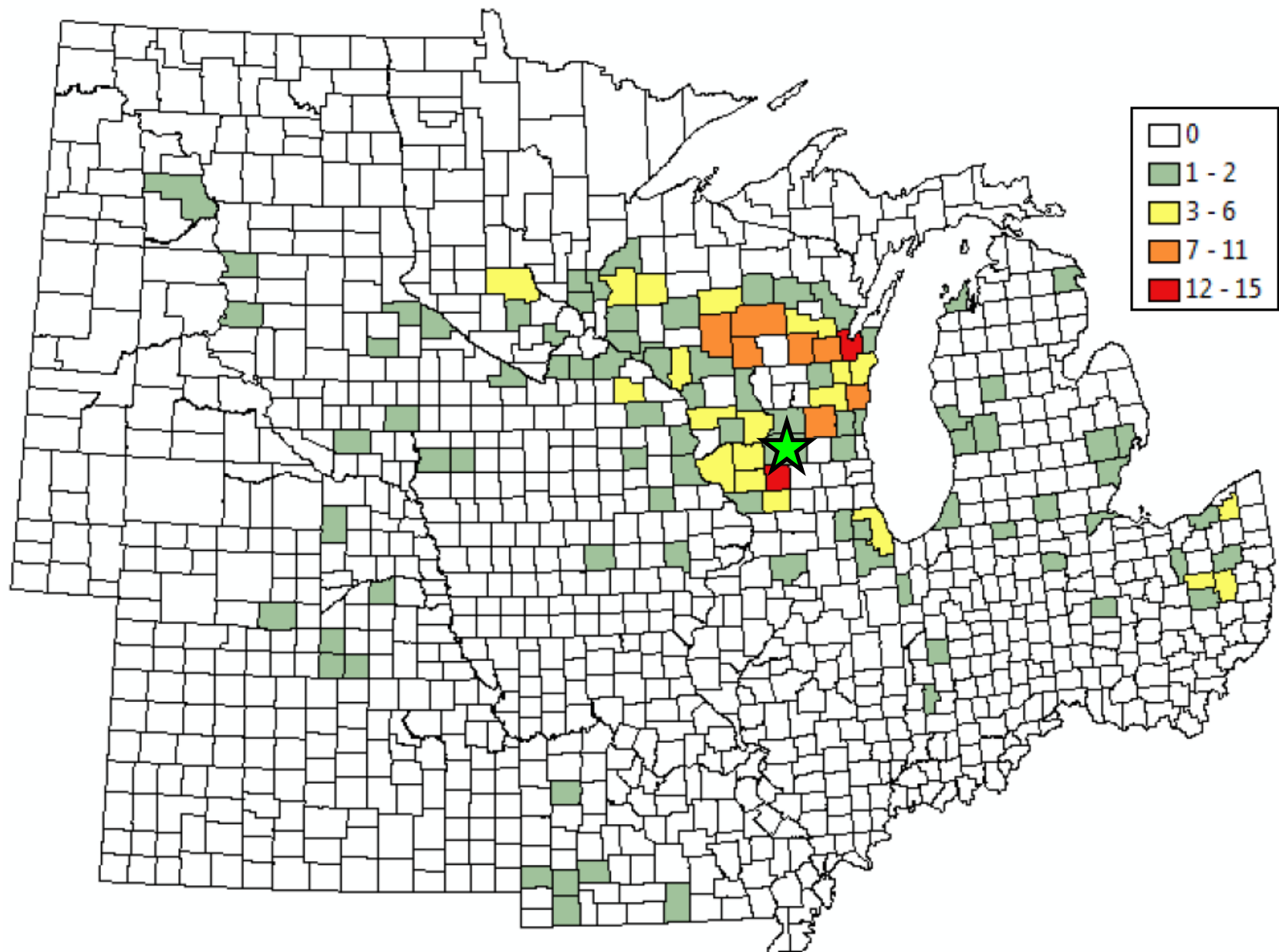
Sales Per Capita Fruit Nuts and Berry Farms 2007 (\$)

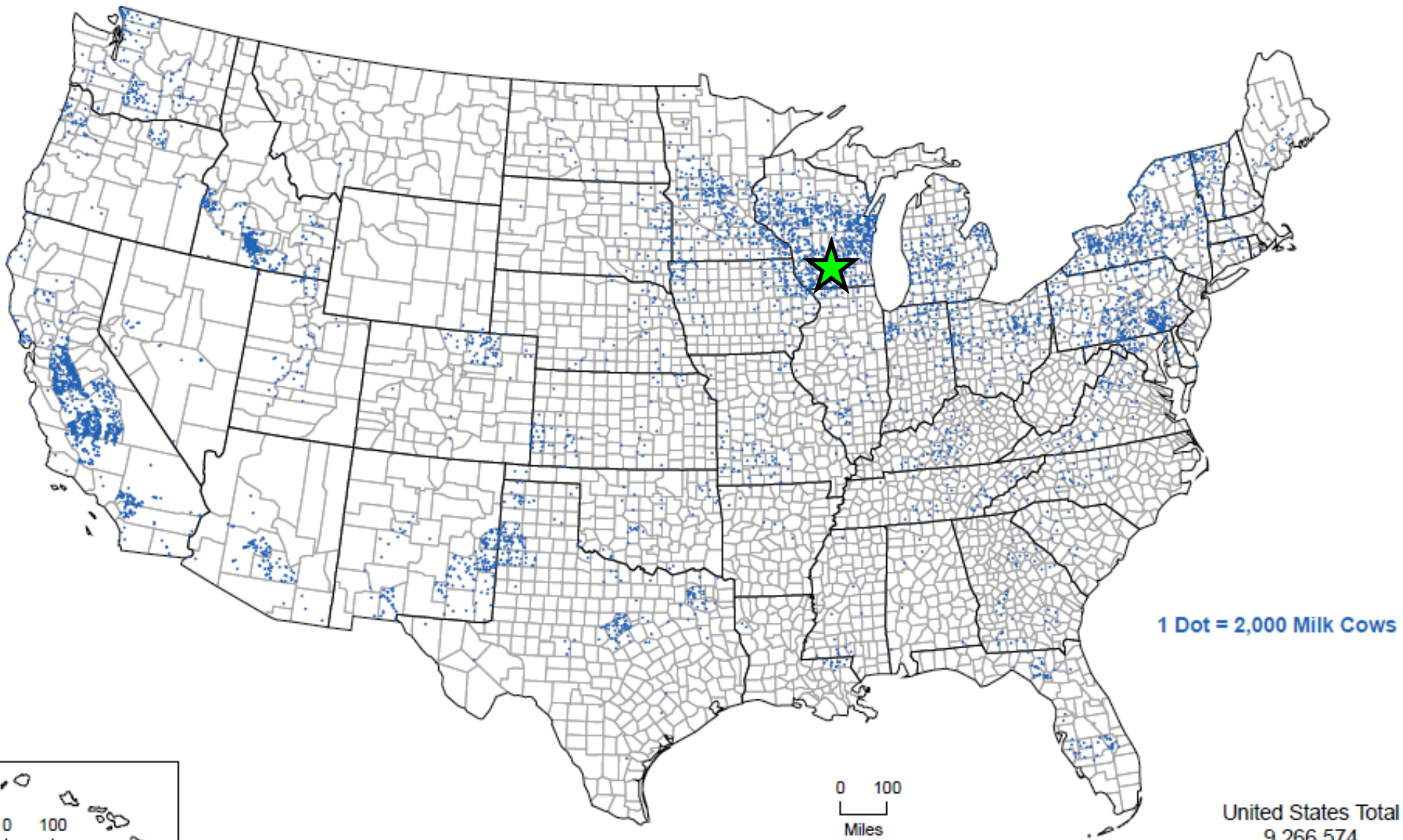


Sales Per Capita Vegetable Melon Potato Farms 2007 (\$)



Number of Cheese Mfg

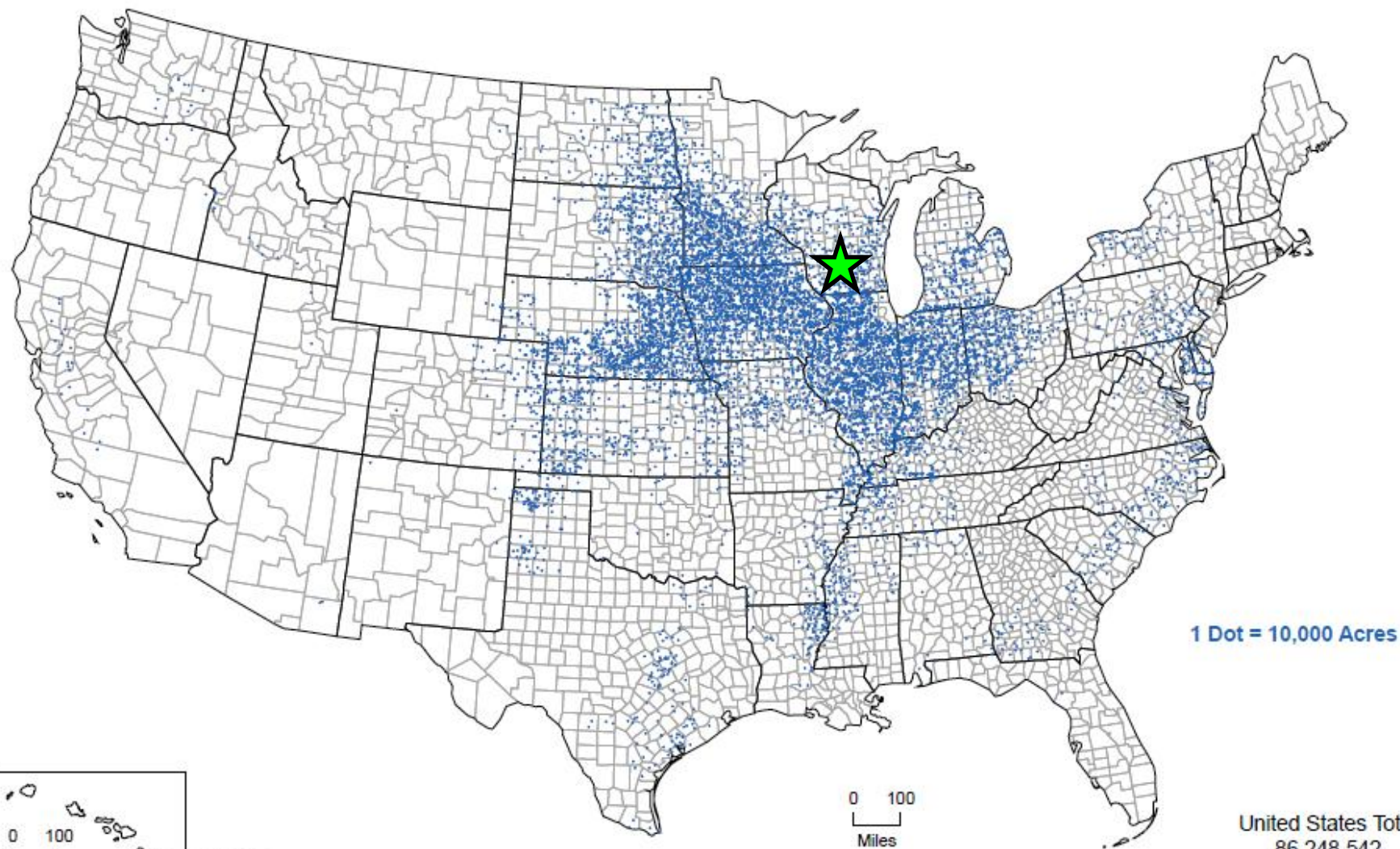




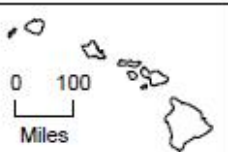
0 200
Miles



Corn for Grain, Harvested Acres: 2007



0 100
Miles



LOCAL CONTEXT



How Important is agriculture to Dane County's economy ?



- **17,000 Jobs**
- **\$2.3 billion in farm sales**
- **\$117 million in taxes**
- **70% of County's land**

-UW Extension

#1 Ag Producing County in WI

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

Dane County – Wisconsin

Ranked items among the 72 state counties and 3,079 U.S. counties, 2007

Item	Quantity	State Rank	
MARKET VALUE OF AGRICULTURAL PRODUCTS SOLD (\$1,000)			
Total value of agricultural products sold	470,593	1	
Value of crops including nursery and greenhouse	134,406	1	
Value of livestock, poultry, and their products	336,187	1	

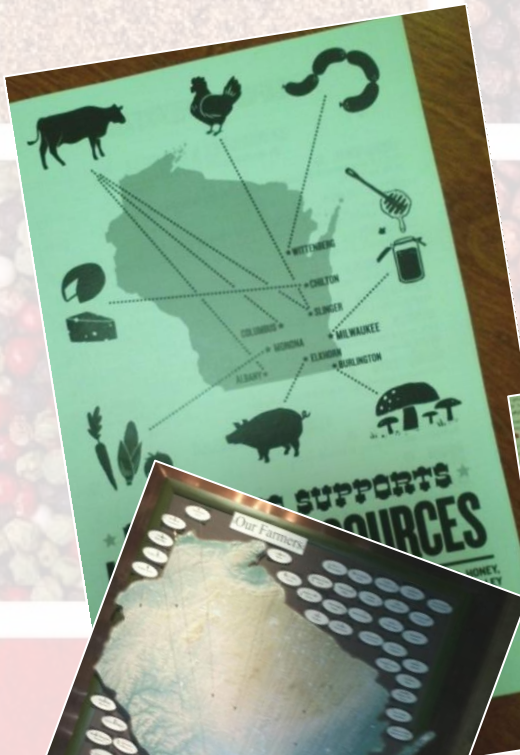
U.S. Census of Agriculture, 2007

Madison's bragging rights connect with Food:

- Top 10 Foodie City: Livability
- 15th Most Socially Networked U.S. City: Men's Health,
- In Top Ten Greatest Cycling Cities: USA Today
- Safest City in America for Kids: Men's Health
- #4 in Best Cities for Health Care: The Daily Beast
- Best Green Town: Wisconsin Trails
- Most Educated City in America: Men's Health
- 3rd Best City for Young Professionals: Forbes
- Best City for Educated Workers: Huffington Post
- 8th Best Music Scene: Livability.com
- 10th Best Town to Live: Outside Magazine

Close Link Between our Food, our Economy, and our Identity

Wisconsin is
on our menus!



Incredible Local Asset, Expertise, Energy, and Synergy in Madison



MADISON Public Market DISTRICT



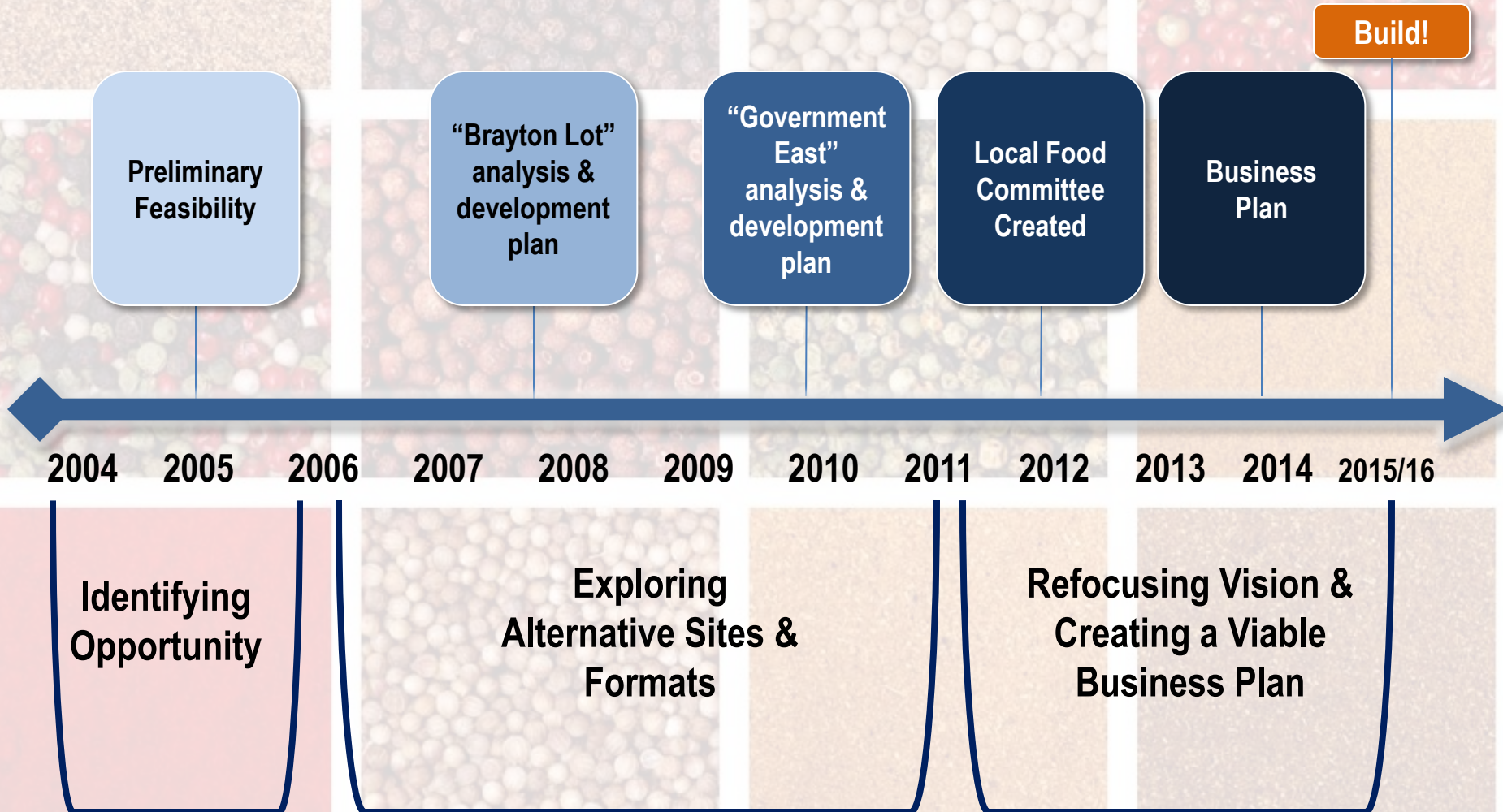
VISION:

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 business to build a stronger regional food economy

GOALS:

- Cultivate and grow food businesses
- Provide access to healthy local food
- Support regional agriculture & strengthen supply chain
- Create an extraordinary public space

Project History



Business Plan Timeline

TODAY
↓

PHASE 1: OUTREACH AND MARKET ANALYSIS

- Kick-off public meeting
- Stakeholder interviews
- Vendor outreach
- Consumer analysis

Nov– May
*(6 months,
35% of budget)*

PHASE 2: SITE SELECTION

- Community meetings
- Parcel analysis
- Site analysis
- Huff gravity model

May – Aug
*(4 months,
15% of budget)*

PHASE 3: BUSINESS PLAN

- Design workshop
- Cost estimating
- Financial Plan
- Operating structure
- Vendor agreements
- Staffing Plan
- Fundraising

Sept – Dec
*(4 months,
50% of budget)*

Phase 1: Methodology

- 1. Extensive interviews with regional experts**
- 2. Community outreach meetings**
- 3. Vendor focus groups & survey**
- 4. Consumer focus groups**
- 5. Consumer surveys**
- 6. Food Retail Market Analysis**

Stakeholder Meetings

- **REAP**
- **Dane Buy Local**
- **Dane County Farmers Market**
- **FEED Kitchens**
- **Wisconsin Food Hub**
- **Dane County**
- **Community Action Coalition**
- **Public Health**
- **Willy Street Coop**
- **MadRep**
- **Extension**
- **Spring Rose Growers Coop**

Prospective Vendor/Partner Meetings

- **Retail Farmers**
- **Wholesale Farmers**
- **Prepared food vendors**
- **Value-added producers**
- **Community user groups**
- **Food Hub Users**
- **Arts/Craft Vendors**
- **General-invite vendor open house**

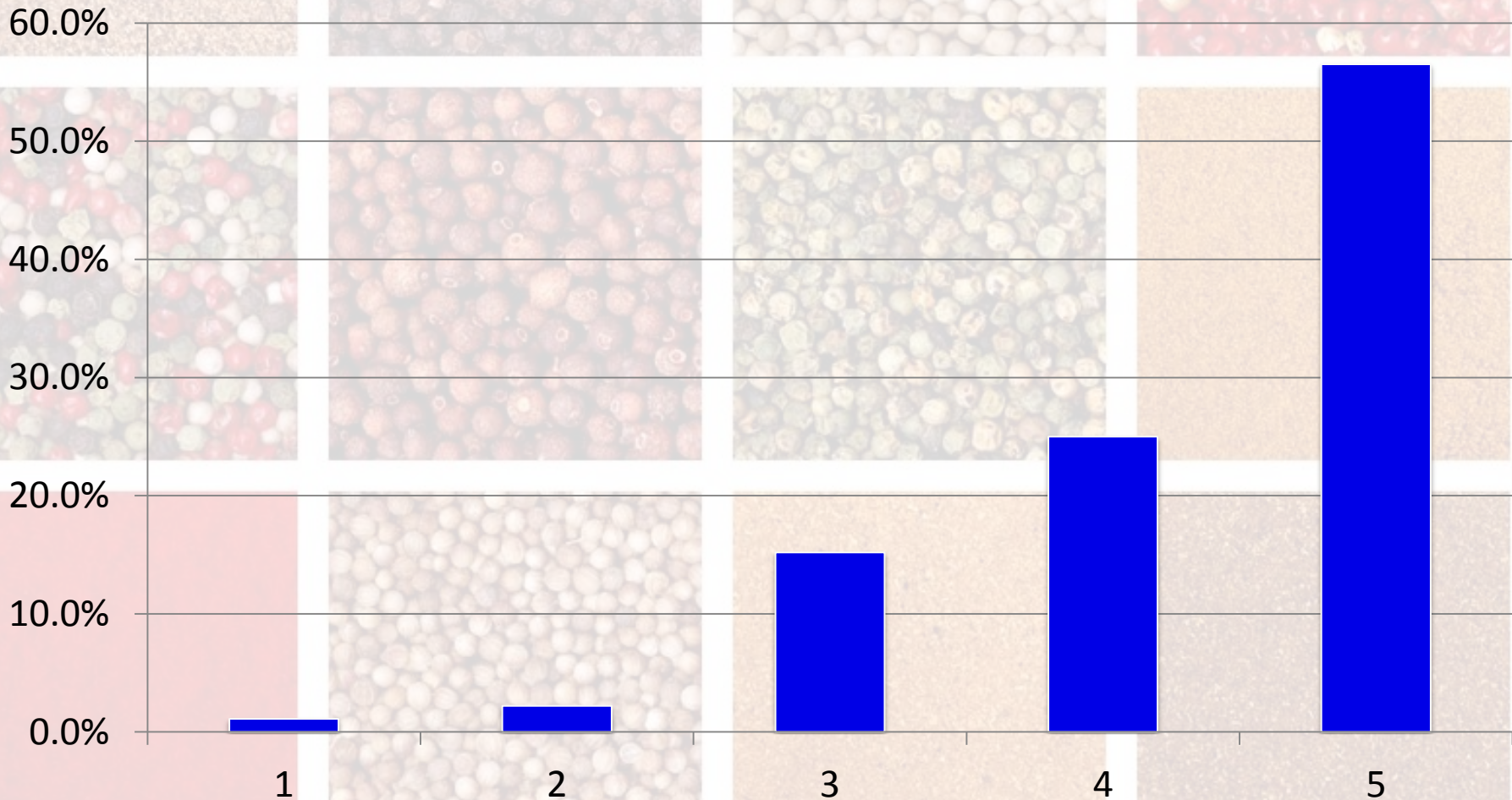
(Spanish and Hmong Translators at meetings plus one all Spanish meeting)

Vendor Outreach Summary

- **90 attendees to meetings**
- **101 survey responses**
- **~200 direct contacts to express interest**
- **700 names on target list**

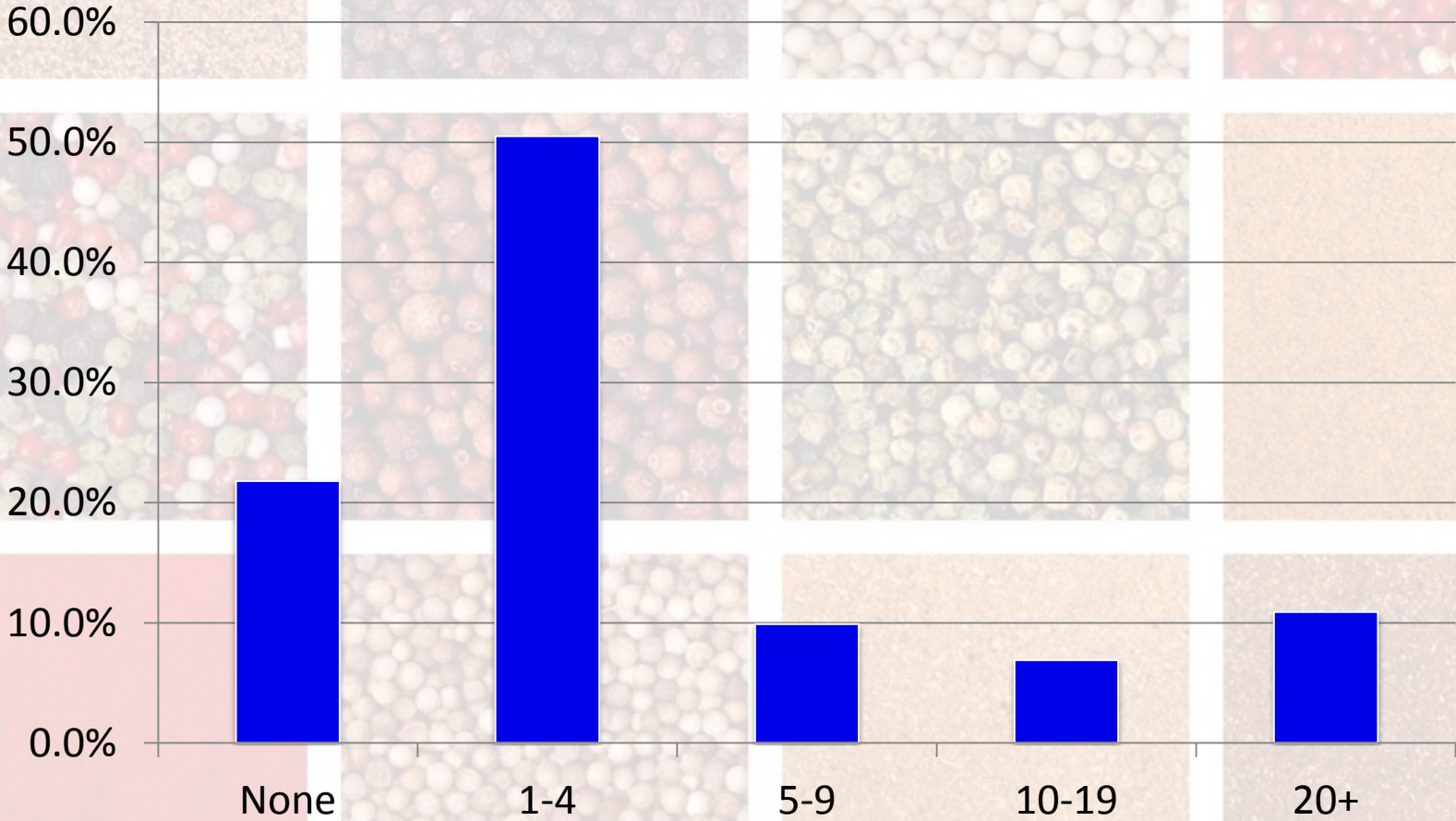
High level of interest in the project

How Interested are you in being part of the Madison Public Market (1=not interested, 5=very interested)?



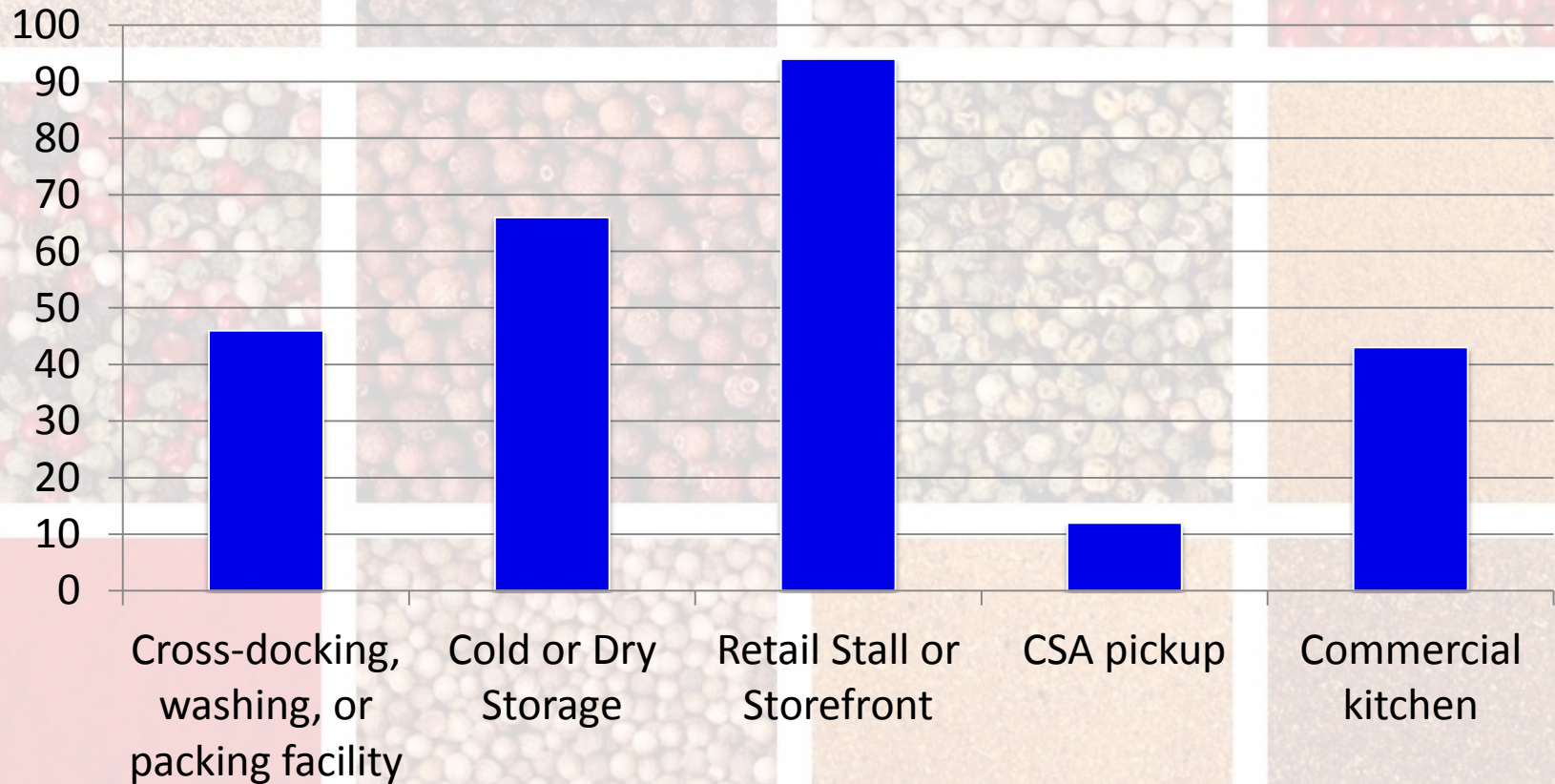
Interested Vendors are Mostly Very Small Businesses

How Many Employees do you Have?

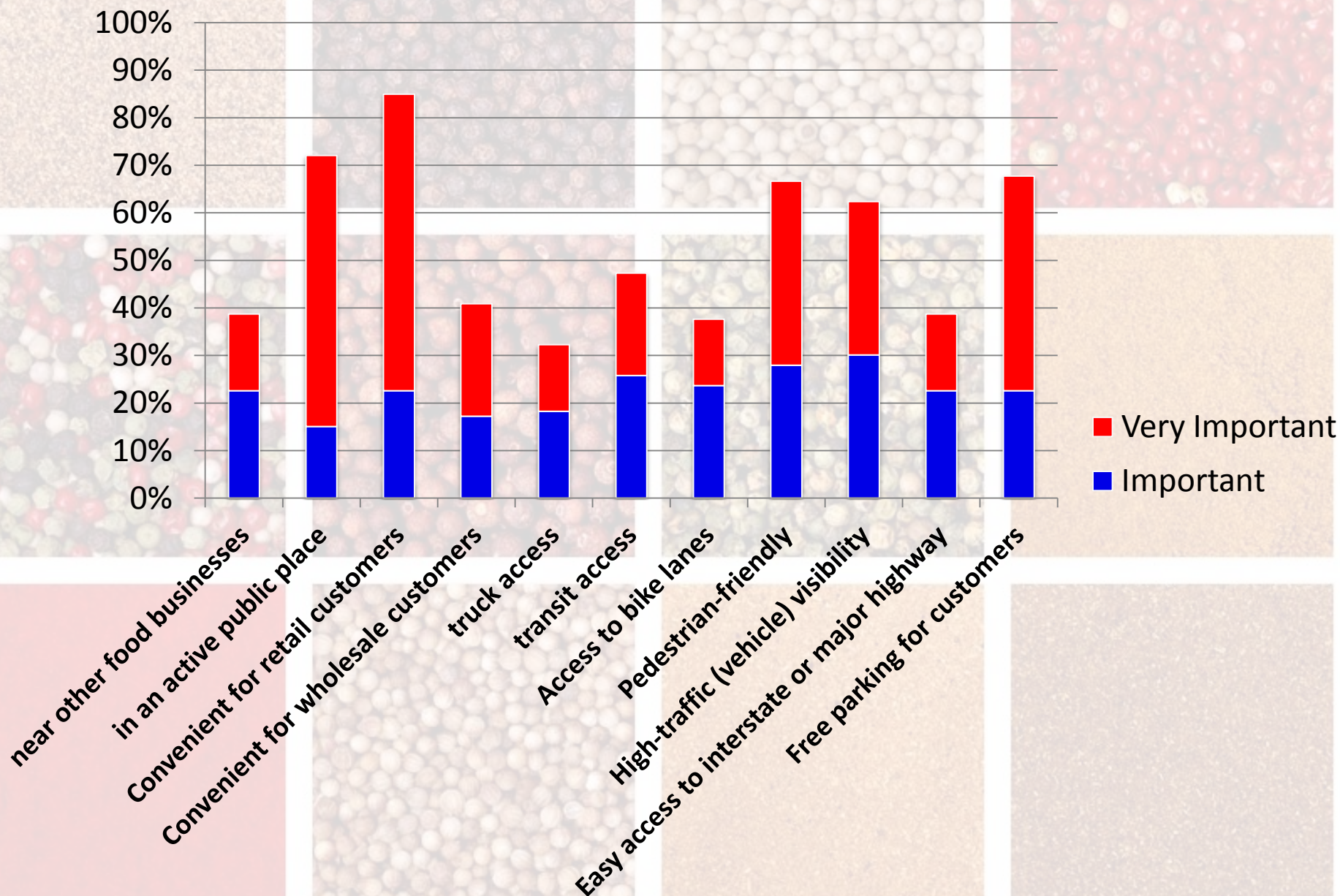


There is interest in a wide range of uses but opportunities for retail sales is the driver

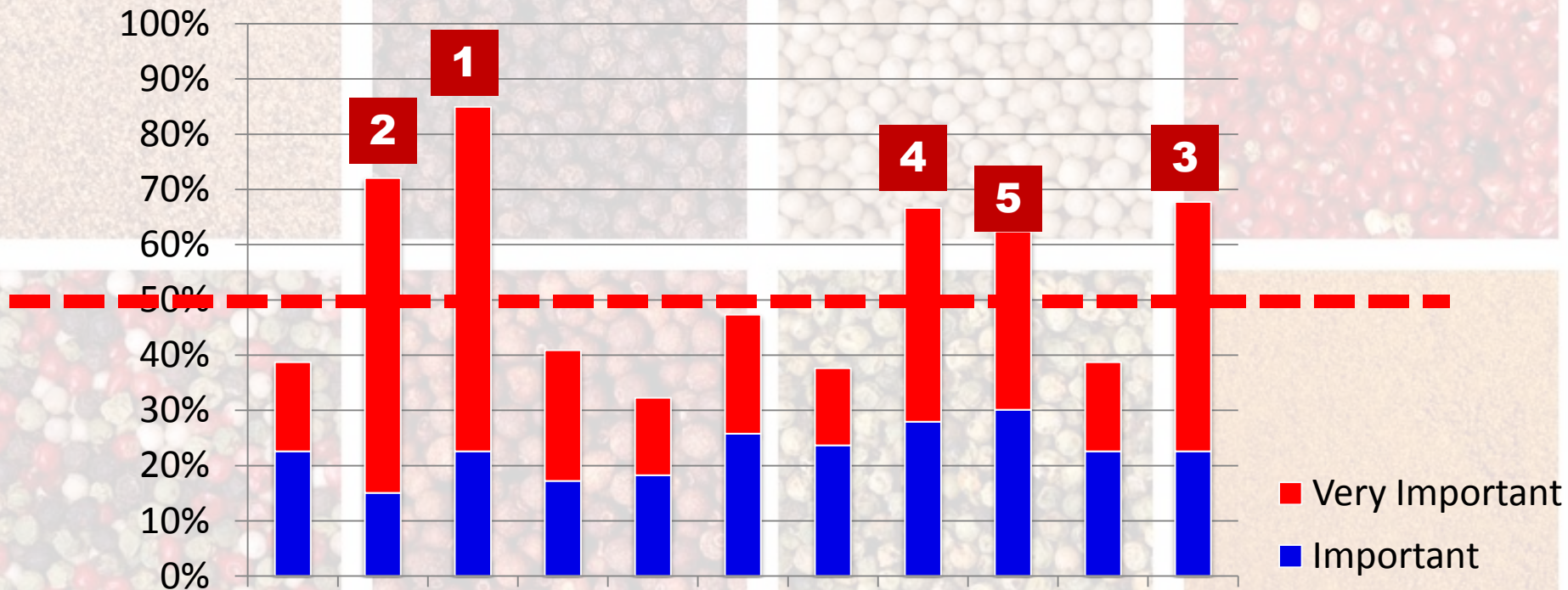
What types of facilities would you utilize if part of a Madison Public Market?



How important are these factors?



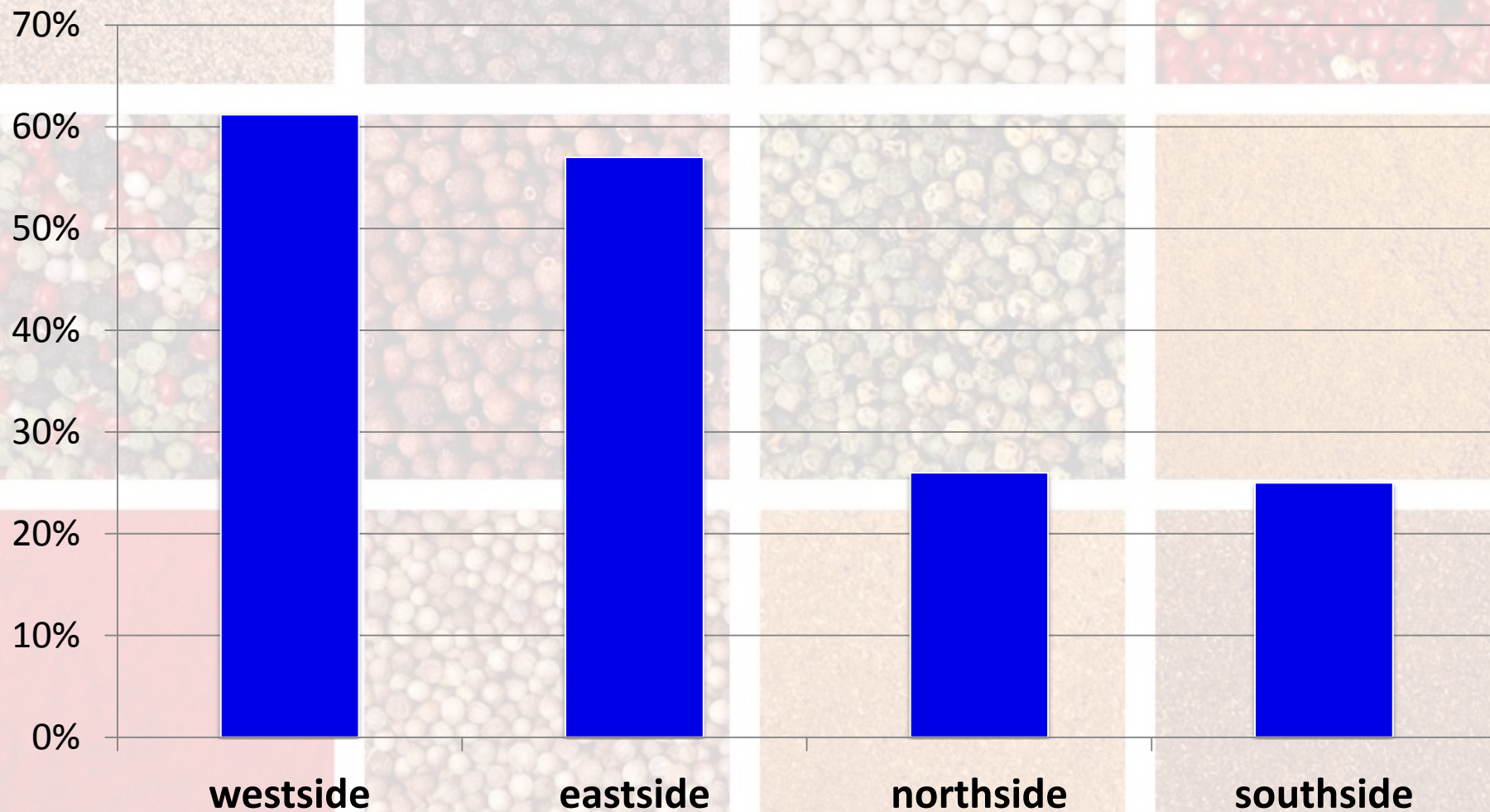
How important are these factors?



Most important to Vendors:

- 1. Convenient to Retail Customers**
- 2. Active Public Space**
- 3. Plenty of Parking**
- 4. Pedestrian-Friendly**
- 5. High Traffic Count for Visibility**

Level of interest in different areas of the City (from 2012 Vendor Survey)

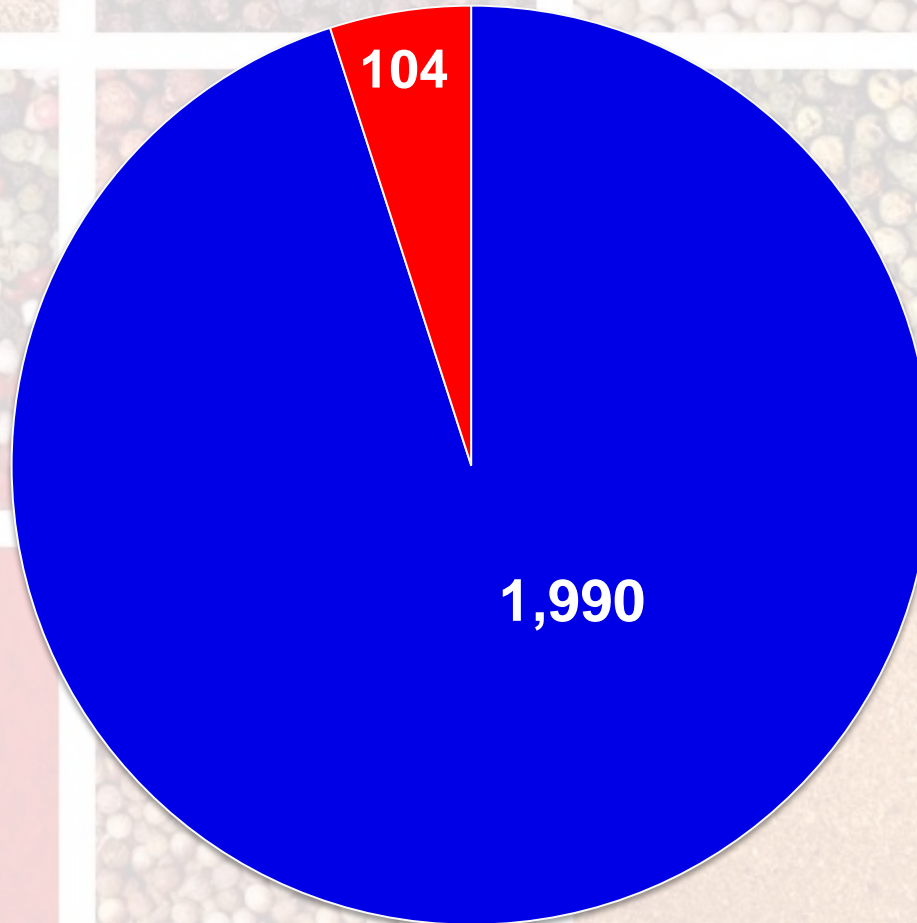


Consumer Outreach/Analysis

- 2,200 online responses to voluntary survey
- 350 completed “panel survey” response
- 55 in-person “intercept surveys”
- 24 Focus group participants
- 60 Kick-off open house attendees
- 80 participants in Community Conversations

People like this idea!

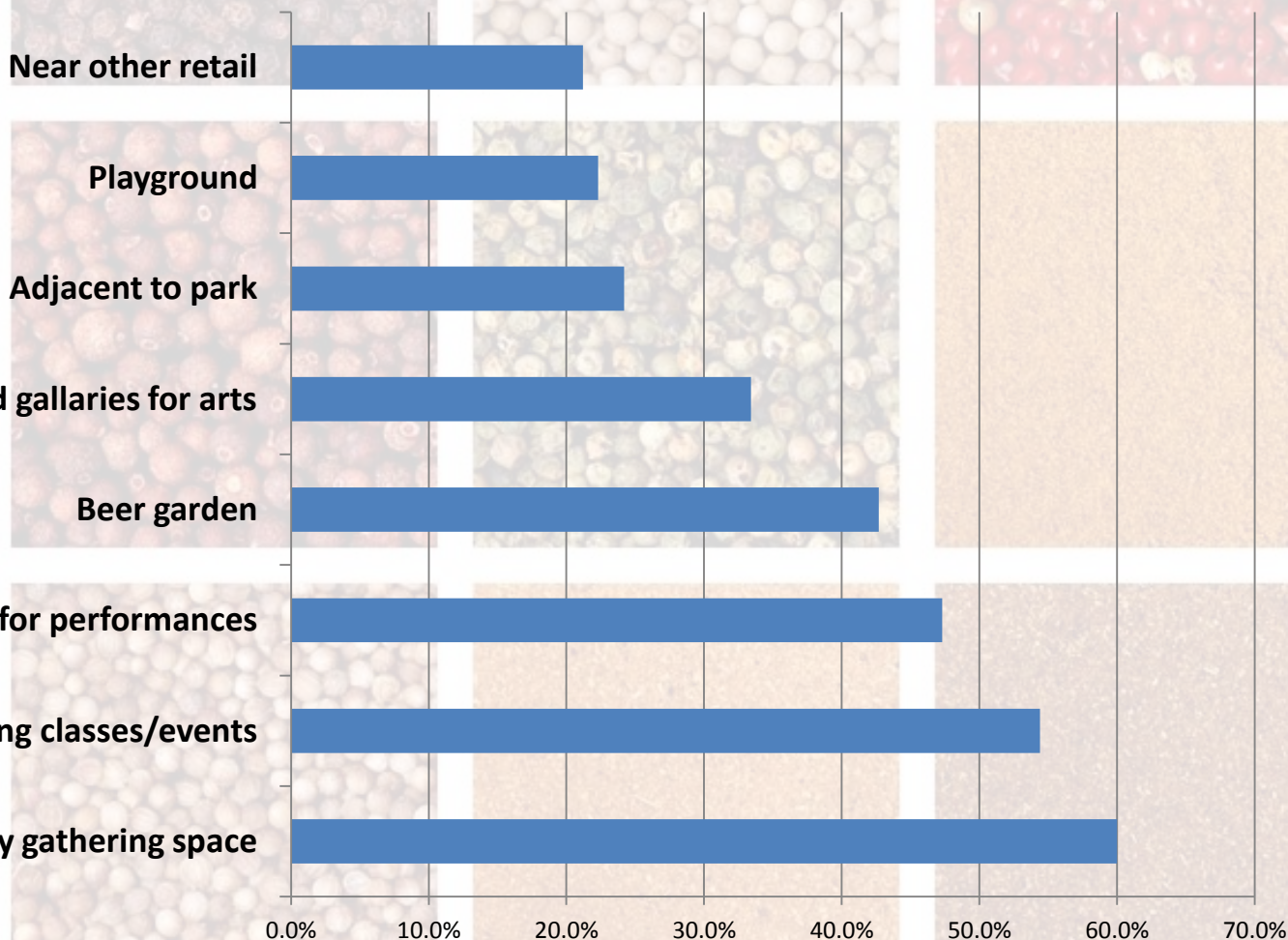
If Madison had a public market, would you go there?



■ Yes ■ No

People are looking for a mix of uses -- far beyond simply a place to buy things!

Amenities the Community is Looking For in the Market District (other than retail)



Phase 1: What We Learned

- Public Market needs to fit with existing assets
- Vendor pool is small farmers, entrepreneurs, and very small businesses
- Vendors foresee a variety of uses at the Market but retail sales is the driver
- Madison residents are enthusiastic
- It's a "market district" not a single facility

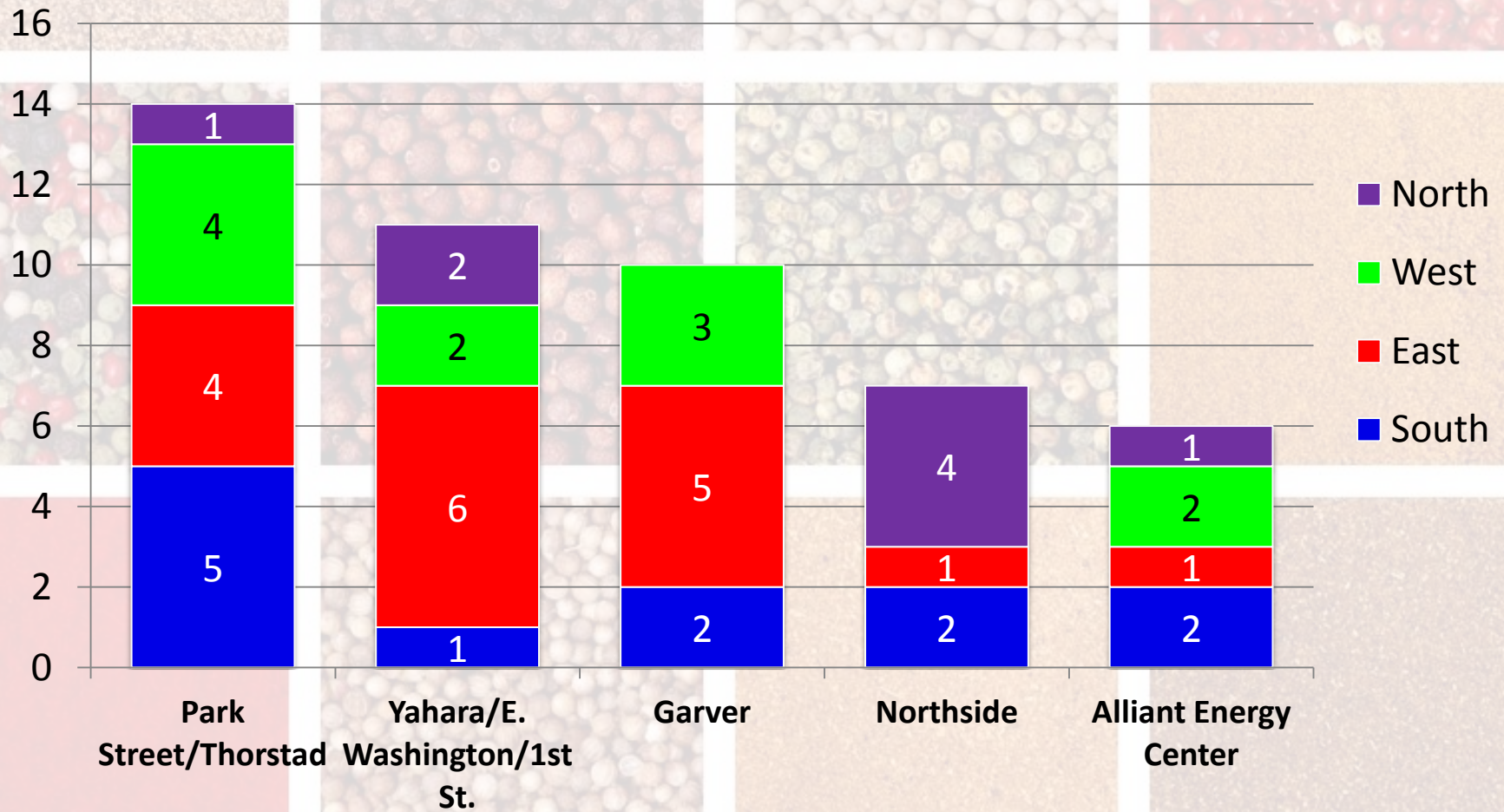
Phase 2: Methodology



1. Four Community Meetings
2. Site Analysis
3. Retail Gravity Model Analysis

Site Preferences expressed at Meetings

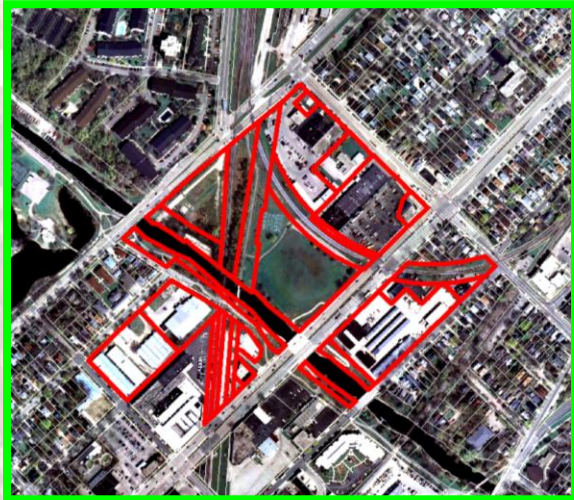
Top 5 Sites/Areas
(Displayed by number of “votes” per meeting)



Three Sites Summary

SITE #1: E. Washington

East Washington Avenue
Corridor Near 1st Street and the
Yahara River



Square Feet	1,531,116
Acres	35.15
Parcels	28

SITE #2: S. Park

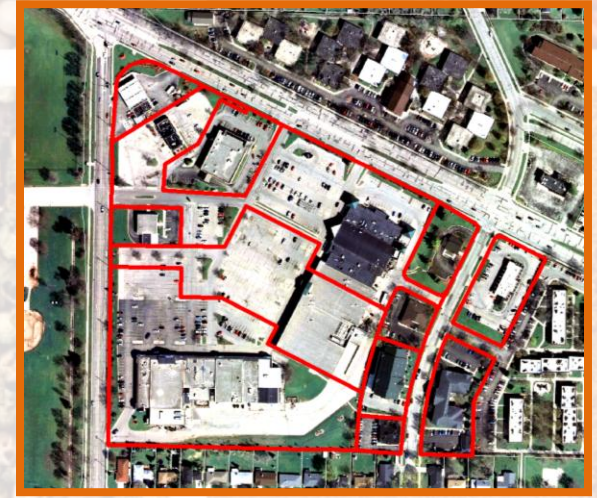
Park Street Corridor Near
Wingra Drive and Plaenert
Drive



Square Feet	1,705,338
Acres	39.1
Parcels	12

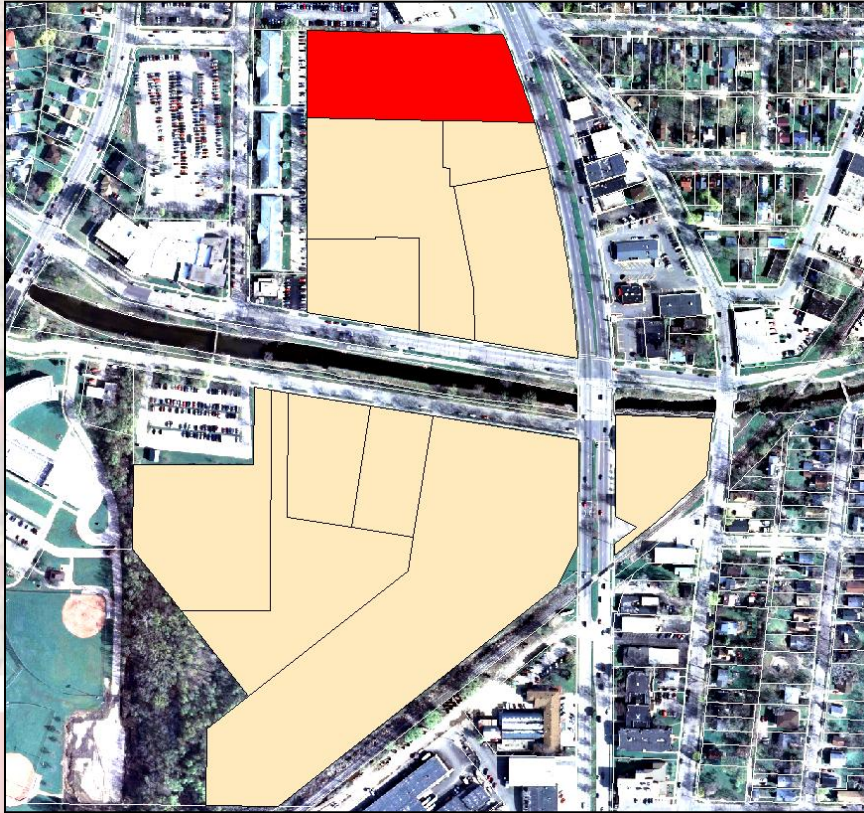
SITE #3: Northside

Northside Town Center
shopping center (Northport &
Sherman)



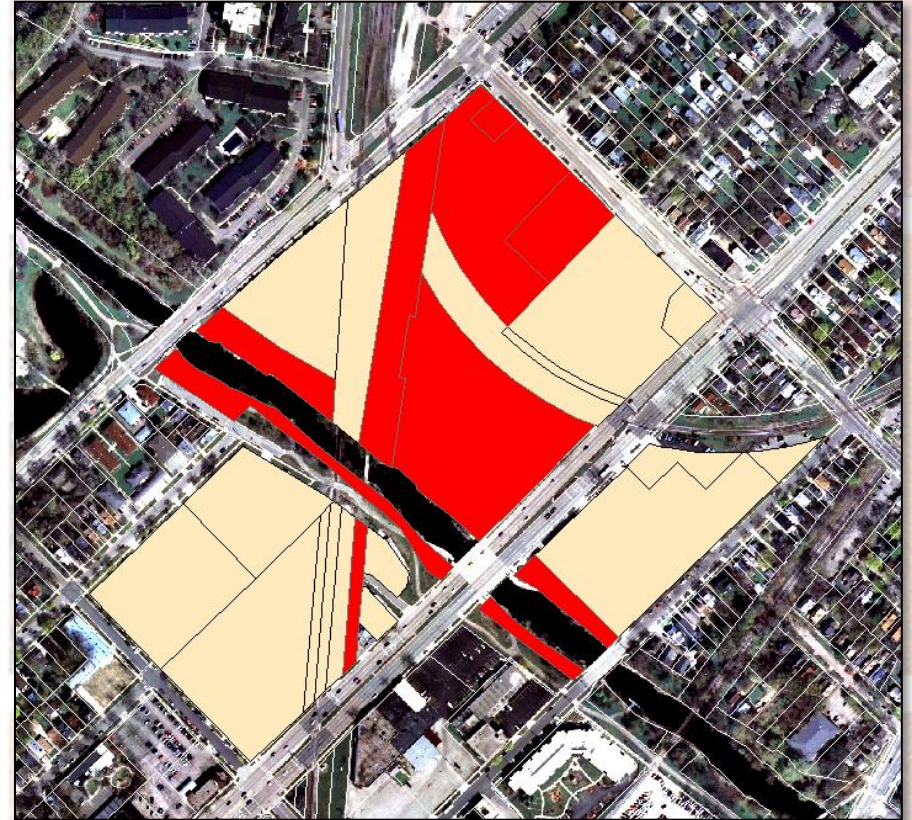
Square Feet	1,091,460
Acres	25
Parcels (1 owner)	12

Current City Ownership (red)



Park Street Site:

1 Parcel
3.5 Acres

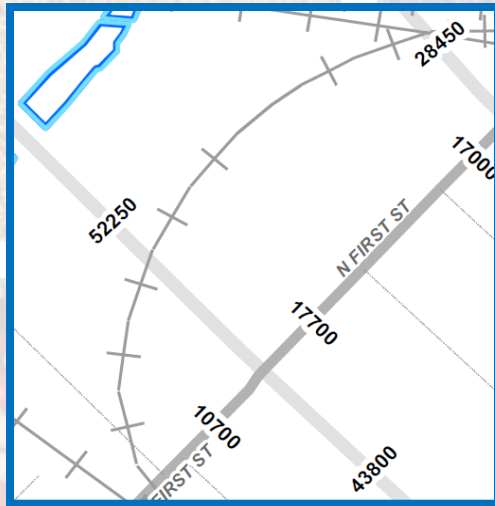


E. Washington Site:

10 Parcels
14 Acres

Traffic Counts

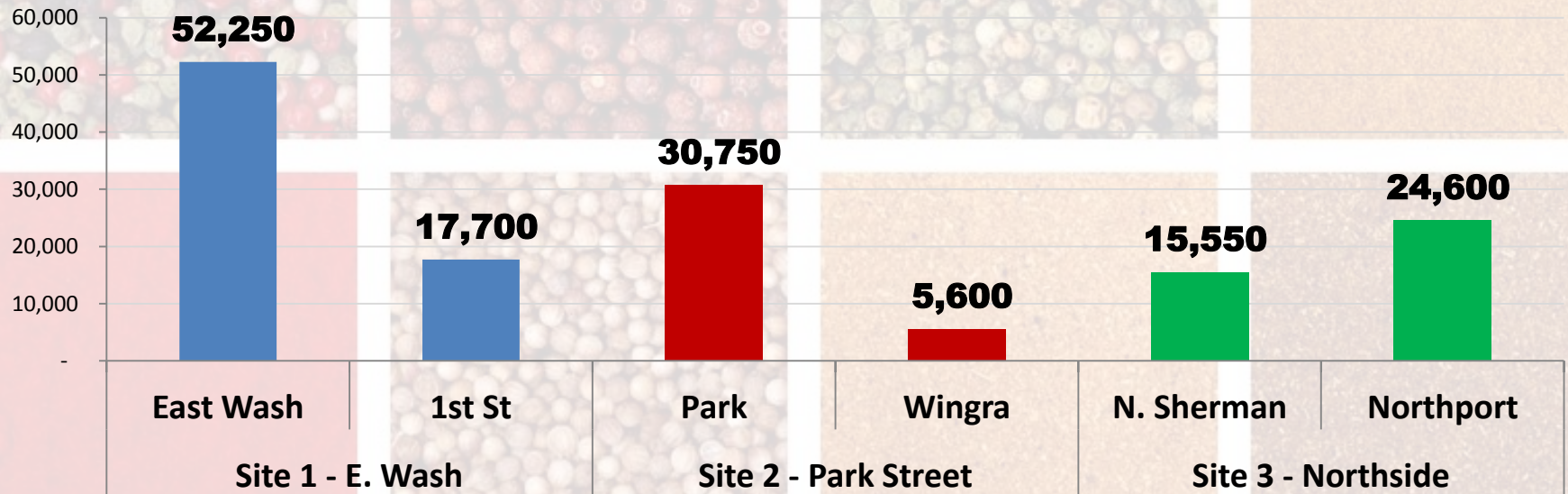
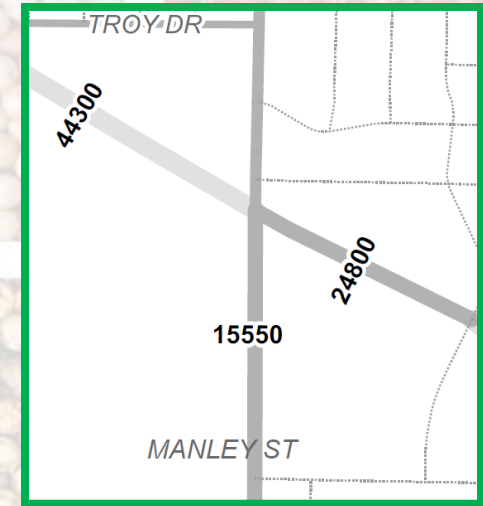
SITE #1: E. Washington



SITE #2: S. Park

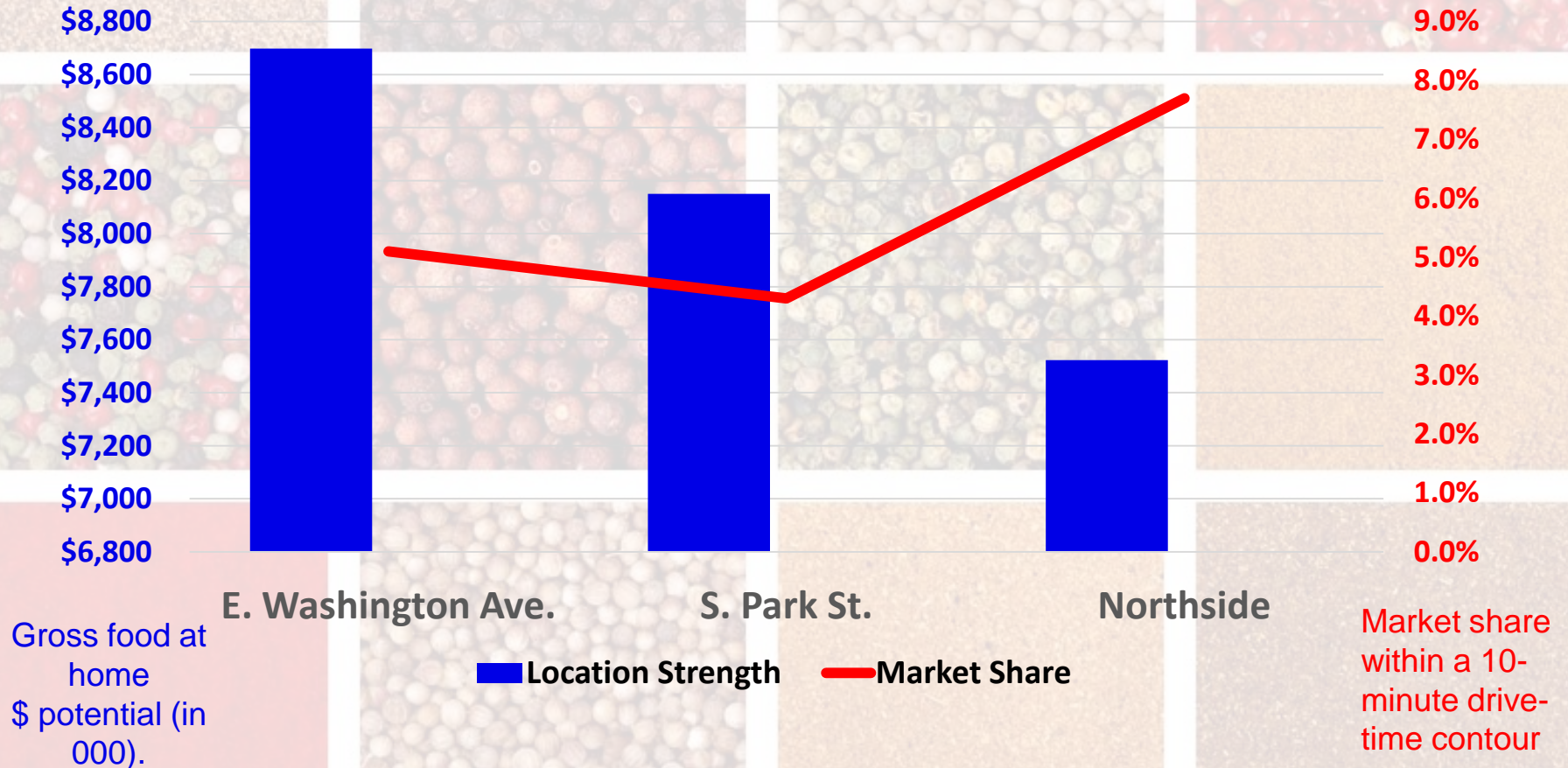


SITE #3: Northside



Locations' Potential Market Share and Potential Food @ Home Capture Amount from Huff Gravity Model

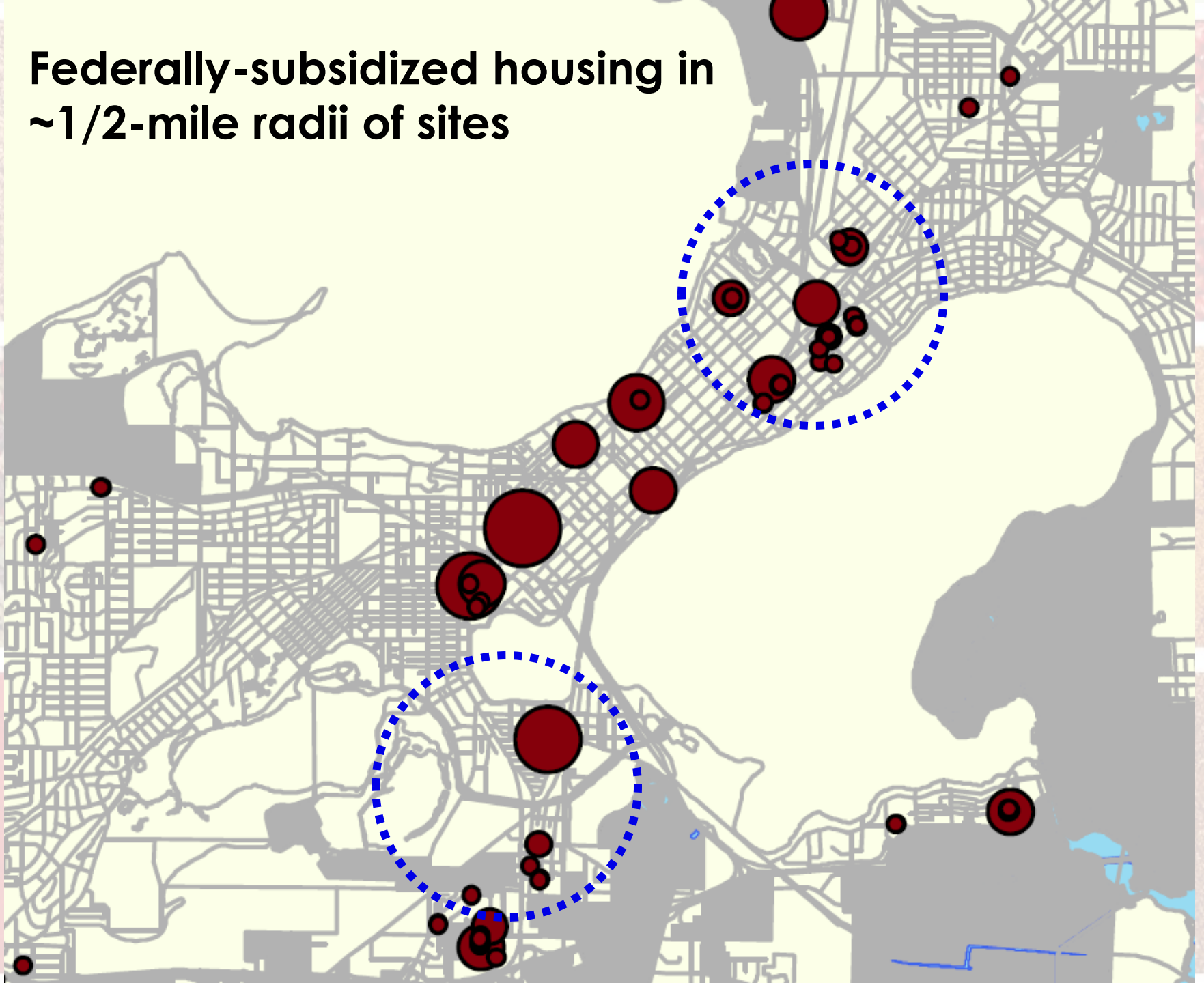
Locational Strength



Population and Income of 1/2 –mile radii around sites

	E Washington/ 1st Street	S Park/Wingra Dr
Total Households	2,783	1,182
Population	5,210	2,691
Per Capita Income	\$32,195	\$21,620
Median Household Income	\$78,041	\$40,914
Households without a vehicle	16%	13%
Under \$15,000	333 / 12%	204 / 17%
\$15,000-\$24,999	260 / 9%	150 / 13%
\$25,000-\$34,999	294 / 11%	206 / 17%
\$35,000-\$49,999	503 / 18%	202 / 17%

Federally-subsidized housing in ~1/2-mile radii of sites



PPS Recommendation

Based on this analysis, PPS recommends that the City of Madison pursue further the development of a public market district on the East Washington Avenue/Yahara River site.



July 29, 2014

Anne Reynolds, Chair, Local Food Committee
City of Madison
210 Martin Luther King Jr. Blvd.
Madison, WI 53703

Dear Anne:

Project for Public Spaces (PPS) is pleased to inform you that Phase Two of the Madison Public Market Business Plan Project has been completed. Using site selection criteria developed at the end of Phase One, we assessed, in close advisement with City Staff, three sites – presented to us based on input from the four public outreach meetings. Based on this analysis, PPS recommends that the City of Madison pursue further the development of a public market district on the East Washington Avenue/Yahara River site.

The East Washington Avenue site offers a number of strengths for the development of a public market district. The site is located in a dense area of the City serving a variety of demographics; it is centrally located along a burgeoning development corridor; has high traffic and visibility, as well as excellent transit access; shows the potential of strong sales; and already is under significant public ownership. But, perhaps its greatest strength is that the site is located along the Yahara River, and with that great natural amenity Burr Jones Field, has the potential to become an extraordinary public gathering space for the City of Madison.

Despite our strong support for the East Washington Avenue site, we also believe that the South Park Street location offers the opportunity to create a successful, though somewhat different, Public Market District. With its excellent access, the Park Street site has the potential to become a public market district as part of a comprehensive redevelopment strategy. This project could bring great benefit to the South Side while serving the whole city but it would require more time and resources to develop than the East Washington site.

The Northside Town Center also has great redevelopment possibility, but, because of its less central location, we do not believe this site should be pursued for the public market district at this time. However, a number of great efforts are already under way in the area, including the FEED Kitchen and Troy Gardens, and North Side residents are passionately engaged in the success of their neighborhood. Based on these factors, we believe that a more neighborhood oriented destination can be pursued at this site which would build off of the area's assets and the enthusiasm and support of its community. Focusing on a northside based opportunity has part of the City's current redevelopment planning for the site is something we strongly encourage.

We want to thank you again for this opportunity and we look forward to working with you on Phase Three, should the project move forward. Please let us know if you have any questions or concerns.

Sincerely,

A handwritten signature in dark ink that reads 'Stephen Davies'.

Stephen Davies
Executive Vice President



Phase 2:

What We Learned



- E. Wash at 1st Street Site is best Opportunity for Widest Range of Uses
- Park Street Site could support a successful, albeit different, Public Market District Project
- We need to talk to the property owners in detail
- City needs to work on food access issues throughout the community
- Keep in mind expansion opportunities, new locations, and complimentary facilities

Phase 2: What We Learned



Why East Washington Site was Preferred

1. Vendor interest
2. Potential Sales
3. Existing publically-owned real estate
4. Synergy with nearby food uses
5. Visibility & traffic count
6. Accessibility to low income households
7. Opportunity for riverfront public space

Powerful Economic Impact Potential: One Example - Pike Place Public Market

- 250 commercial businesses
- 100 Farmers
- 200 artists/craftspeople
- 70 people employed in market operations
- Total of 2,000 direct jobs
- Starting point for businesses that “make it big”
- ***Keep in mind, this took 100 years to create!***



Public Markets Are Fragile!

Common Pitfalls

1. Wrong location
2. Poor mix of vendors
3. No anchors
4. Too Big
5. Too Small
6. Poor management
7. Overemphasis on building it
8. Try to do too much right away





City Working on Food Access Challenges on Multiple Fronts

- **Food Policy Council**
- **Food retail in underserved areas sub group**
- **Double dollars farmers market program**
- **SEED grants**
- **NRTs**
- **Northside Town Center analysis**
- **Southside grocery market study**

Local Food Committee's work (by the #'s)

2 years of research, outreach, and LISTENING

- **26** public committee meetings since May 2012
- **9** Stakeholder meetings with key organizations and thought leaders
- **60** attendees to the business plan kick-off public open house
- **24** randomly selected participants in 2 focus groups
- **80** Participants in **9** targeted vendor outreach meetings
- **101** responses to a prospective vendor survey
- **2,200** respondents to an online public community survey
- **350** respondents to a “panel survey” conducted by phone
- **80** attendees to 4 public community meetings to discuss site selection
- **50** comments submitted to online public comment form
- **650** subscribers to project email list

Next Steps

- **City Council resolution to move forward**
 - **Affirms committee site preference**
 - **Directs staff to talk to property owners of all sites**
 - **Authorizes moving into Phase 3 of Business Plan**
- **Property due diligence and negotiations**
- **Phase 3 of the Business Plan**
 - **Design workshop**
 - **Tenant finalization**
 - **Phasing, development plan and cost**
 - **Financing and operating plan**

Long Road and Many Challenges Ahead!

Closed Issues

- Vendors are interested
- Several key potential partners
- Customers are supportive
- It's a district not just a market
- Multitude of uses
- Good potential sites

Open Issues

- Design
- Mix of Uses
- Operating plan
- Cost
- Management Plan
- Phasing
- Partners
- Grants
- Maintenance
- Governance
- Ownership
- Economic Impact
- Supply Logistics
- Oversight
- Site Cleanup
- Financing
- Rents
- Lease Structure
- Marketing Plan
- Vendor Recruitment
- Startup
- Vendor Support



MADISON Public Market DISTRICT

