



PROPOSAL FOR

La Crosse Public Market

Public Market Feasibility Study & Site Analysis

SUBMITTED BY:

PUBLIC MARKET DEVELOPMENT

AARON ZARETSKY

ENGBERG ANDERSON ARCHITECTS

MARK ERNST

LA CROSSE, WISCONSIN

JANUARY 31, 2018



By reflecting **the true diversity** of the region, Public Markets also serve as a community gathering space, **encourage social interaction**, and contribute to the overall **economic development**. They create **emphasis** on buying healthy, locally-grown, **fresh food** and cultivate a sense of community spirit.

February 1, 2018

Attn: Andrea Schnick

Economic Development
City of La Crosse

RE: La Crosse Public Market Feasibility Study and Site Analysis Proposal

Dear Andrea,

On behalf of the Public Market Development team, we appreciate the opportunity to respond to the Request for Proposals from the City of La Crosse. We have reviewed the excellent planning that has already occurred in preparation for this effort. As a team, we look forward to evaluating the feasibility and siting for an indoor Public Market in La Crosse. In evaluating the feasibility and if positive, selecting a site, you will find our approach collaborative and insightful while working closely with you and other principals and community leaders in making our recommendations.

Aaron Zaretsky | Public Market Development | PMD

For the past 40 years, Aaron Zaretsky, President of PMD, has exclusively focused on assisting Cities, Counties, private developers, public and business entities, nonprofits, and Downtown Business Associations in the planning, developing/redeveloping, and/or managing of Public Markets. He has assisted in the planning and evaluation of 50+ Public Markets worldwide. He's been a featured speaker at numerous national conferences including a White House Conference on effective community and economic development and was a convener of a Ford Foundation Task Force on utilizing Public Markets as a proven tool for community and economic development. Finally, for 15 years, he was a Director at Seattle's Pike Place Public Market during its \$65,000,000 renovation. He is privileged to have helped to raise over \$120,000,000 in grant funds for numerous Public Market projects. Zaretsky's resume, references and additional supporting information may be found at his professional website – www.publicmarketdevelopment.com

Zaretsky has affection for and experience with the food systems and culture in Wisconsin. While attending UW Madison, he, along with many others, were involved in starting both the Mifflin St and Williamson St. Food Coops. More recently, he worked closely with Dave Cieslewicz, Madison's prior Mayor, in siting and planning the Madison Public Market. He had proposed a site on the perimeter of downtown next to a planned intermodal train station. When Mayor Soglin was elected, he opposed a downtown site and understandably wanted to put his own imprint on the project and thus Zaretsky stepped back from his role.

Mark Ernst | Engberg Anderson Architects

For this project, PMD has chosen to work alongside Mark Ernst, AIA, Partner at Engberg Anderson Architects in Milwaukee. The firm's portfolio is rich in community-based design and believes in the power of Public Markets to provide fresh food to urban populations, create destinations for residents and visitors alike and to catalyze economic development. As an established leader in the Midwest market, Mark's experiences focus on urban planning and community placemaking across Wisconsin. Engberg Anderson Architects is qualified in providing a

cost efficient and creative design for the La Crosse Public Market based on their knowledge of this public building type and their experience with numerous catalytic, urban planning and design projects. More recently, Ernst has been the lead project architect for the creation of the Gulf Coast Public Market in Dickinson, Texas and the new Public Market under development in Mequon, Wisconsin.

Our Approach

Per the RFP, the scope of services requested will be to examine the feasibility and siting options for a Public Market in La Crosse. If, as in a third of PMD Feasibility Studies, we conclude that it is unwise to proceed with a Public Market in La Crosse, we will suggest alternative uses for the sites that you have in mind. In the event of a finding that the Market is not feasible, our fees will freeze at that point.

Assuming that we find that the Public Market is feasible, we will suggest a variety of ownership, management, and funding alternatives for the site as well as development options. The challenge of course, is to take advantage of La Crosse’s rich history while effectively meeting its current needs, especially for fresh and prepared foods. If it is to be successful, the Market will need to be a regional facility that not only serves and reflects the +/- 52,000 local residents, but the more than 137,000 regional residents that live in the Metro area. A successful Public Market will help to enhance a vital and thriving retail community in La Crosse.

Both Zaretsky and Ernst are grateful for the many gifts that have been given to them by their experiences in Wisconsin and we would relish the opportunity to give back by contributing to this exciting project.

Sincerely,



Aaron Zaretsky, Principal
Public Market Development



Mark Ernst, AIA
Engberg Anderson Architects

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PROJECT CONTACTS

Aaron Zaretsky

PUBLIC MARKET DEVELOPMENT

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Weaverville N.C. 28787

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Mark Ernst

ENGBERG ANDERSON ARCHITECTS

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320 East Buffalo Street, Suite 500
Milwaukee, WI 53202



OFFICE LOCATION

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 498 Upper Flat Creek Rd
 Weaverville N.C. 28787
 (828) 645-9291
 (828) 713-4545
 pohlzaret@aol.com

OWNERSHIP & AFFILIATION

Public Market Development is a sole proprietorship wholly owned by Aaron Zaretsky.

SIZE OF AGENCY

Zaretsky collaborates with other professionals such as architects, engineers, architectural illustrators, etc. as appropriate. He is pleased to work with Engberg Anderson Architects on this project’s development.

3.A - E Company Overview [Qualifications]

Type of Organization

Public Market Development (PMD) is a wholly owned entity, founded by its principal, Aaron Zaretsky. Zaretsky collaborates with other professionals (primarily architects, engineers, and estimators) as appropriate. For this project, PMD would be prime and would be collaborating with Engberg Anderson Architects.

Length of time that the company has been in business

Public Market Development has provided conceptual, development, fundraising, feasibility, siting, management, and design services to over 50 Cities, Counties, economic development entities, community development entities, private nonprofits, and private developers for 40 years. Its work has focused solely on the development or redevelopment of Public Markets. For 15 years, Zaretsky was a Director of the nation’s largest and most successful Public Market – Seattle’s Pike Place Market. Zaretsky’s professional website may be found at www.publicmarketdevelopment.com. It contains his Resume as well as a wealth of proven tools and resources helpful in developing a Public Market.

Engberg Anderson is a full service architectural firm based in Madison and Milwaukee Wisconsin with additional offices in Chicago and Tucson. For over 30 years their work has focused on planning and design of urban projects including neighborhood and urban planning. The design of Public Markets has long been a focus because of their commitment to sustainable economic and community development. Mark Ernst, a principal in the firm, will be the lead from Engberg Anderson. Mark was the lead architect on three other Public Markets, Milwaukee’s Fondy Market, Dickinson, Texas’ Gulf Coast Public Market and the Spur 16 Market in Mequon, Wisconsin. Engberg Anderson’s website may be found at <http://engberganderson.com/>

Location of the principal office

Public Market Development c/o Aaron Zaretsky will be responsible for implementing this contract. It will be found at Aaron Zaretsky, Public Market Development, 498 Upper Flat Creek Rd., Weaverville NC 28787. (828 645-9291) pohlzaret@aol.com www.publicmarketdevelopment.com

Engberg Anderson Architects



Who We Are

Engberg Anderson, Inc was founded in 1987 and has been an active corporation for 30 years. Our 40 person firm is comprised of six partners and three principals with a professional staff who bring together a depth of diverse architectural, interior design and planning experience. From sensitive historic preservation projects to complex public and private community projects of a highly technical nature, we collaborate with clients to help them achieve their goals with inspired work that supports activities and institutions at the heart of a vibrant community.

A Full Range of Architectural, Interior Design & Planning Services

Building Design	Site Evaluation	Construction Admin
Interior Design	Site Planning	Adaptive Reuse
Space Planning	Zoning & Code Analysis	Heritage Conservation/
Programming	Feasibility Assessments	Historic Preservation
Master Planning	ADA Compliance	Public Art Coordination

Our Experience

With a portfolio including streetscapes, adaptive reuse, river walks, civic facilities and urban Markets, Engberg Anderson is reinventing the concept of urban spaces. By blending culture with commerce, we create accessible, people-friendly places that highlight community assets, spur neighborhood revitalization and transcend common needs. Urban spaces that define the distinct character of a neighborhood and strengthen a community's social, ecological and economic wellbeing.

Urban Spaces Reimagined

A thriving urban neighborhood is one that fosters a spirit of community. Achieving this sense of harmony requires a tight juxtaposition of land use: housing, retail, parks, schools, offices and civic buildings that are carefully entwined into the fabric of the neighborhood. We work with our clients to create a dynamic, inclusive solution that serves as both a community resource and a unique and purposeful destination.

Collaborative Approach

By understanding the needs and aspirations of the community, we integrate input from both stakeholders and the general public. This collaborative approach blends community vision with the expertise of the Parks staff and the creativity of our design team. In addition to resolving programmatic issues, this approach helps build collective support for the project that is key to winning necessary funding.

Building Green

Regardless of particular use, every building should be a wholly-integrated project that optimally serves the client and the community. The art of green design lies not in the number of rooftop solar panels or LED light fixtures a building contains, but rather in the ability to derive multiple benefits from one solution. Green building is a successful blend of technology, environmental sensitivity and financial resources with architectural planning and design.

PARTNERS

Mark Ernst, AIA, LEED AP
 Alex Ramsey, AIA
 Joe Huberty, AIA, LEED AP
 Bill Williams, AIA, LEED AP
 Bill Robison, AIA, LEED AP
 Eric Ponto

PRINCIPALS

Timothy Wolosz
 Jim Brown, AIA
 Shaun Kelly, AIA
 Felipe Ornelas

STAFF

35 Architects, Designers
 & Interior Designers
 6 LEED AP

LOCATIONS

Chicago

5600 N River Rd, Ste 800
 Rosemont, IL 60018
 (847) 704-1300

Milwaukee

320 E Buffalo St, Ste 500
 Milwaukee, WI 53202
 (414) 944-9000

Madison

305 W Washington Ave
 Madison, WI 53703
 (608) 250-0100

Tucson

2 E Congress, Ste 900
 Tucson, AZ 85701
 (520) 882-6900

WEBSITE

www.engberganderson.com

3.E - F Capabilities + Experience

Organizational Structure of Team

Public Market Development (PMD) has consulted on over 50 Public Market projects over a 40-year period. Many, if not the majority of these projects, have involved feasibility and/or Site Analysis studies. PMD is a wholly owned business entity. Zaretsky, its principal, is supported by his associate, Judith Pohl.

Engberg Anderson Architects, located in Milwaukee, WI, has over 40 professional partners and employees. Mark Ernst will be assisted by a full-service team of architects and interior designers.

Key Personnel | Team Roles

Aaron Zaretsky | Public Market Planner

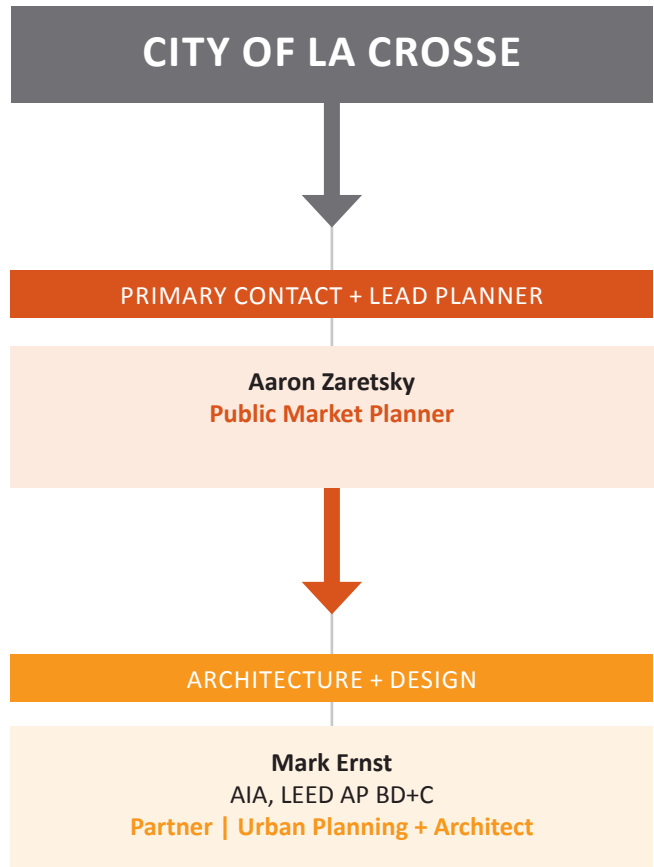
In this role, he will take responsibility for organizing and summarizing the review of existing data, completing the creation of the 3 Reports, and facilitating the stakeholder / public input efforts. He will coordinate the team’s effort to develop appropriate strategy for the Public Market’s development.

Mark Ernst, AIA | Design Architect

Mark will guide the design team through all major phases of the project. As the Lead Design Architect, he will also guide the conceptual scenarios for a potential Public Market. He will examine issues relating to implementation and sequencing, and provide initial cost estimates. His efforts will be evident in the final project report.

On the following pages, we have provided detailed resumes of experience, credentials and capabilities for each team principal member. >>>

Team Organizational Chart



Aaron Zaretsky

PUBLIC MARKET PLANNER

Public Market Development is a national planning firm founded by its Principal, Aaron Zaretsky. For 40 years, it has focused exclusively on working with local governments, community groups, CDC's, CRA's, private developers and stakeholders to evaluate, plan, design, implement, and/or manage Public Markets. Zaretsky has extensive experience in creating and implementing plans for scores of new and/or renovated Public Market projects in over 50 urban, metropolitan and smaller communities, including several great North American cities. He has also worked on developing Public Markets in Saudi Arabia and Cuba.



PUBLIC MARKET DEVELOPMENT

EDUCATION

Leadership Seattle
Leadership Asheville

B.A. University of Wisconsin -
Anthropology.

Vilas Scholar. Significant graduate level
course work. (1966 - 1971)

Extensive Professional Continuing
Education - including seminars in non
profit management, business planning,
direct mail, corporate and foundation
funding, board management, special
events funding, program planning
and proposal writing, nonprofit
business ventures, deferred giving,
charitable estate planning, web site
development, and team building.

A number of national businesses worth
hundreds of millions of dollars, first
started and flourished as small, owner-
operated "mom and pop" businesses
at Pike Place Market while Zaretsky
was a Director. These businesses
include Starbucks Coffee, Sur La
Table, Wax Orchards, Chukar Cherries,
and Cascadian Farm Foods. He is
the recipient of dozens of national,
regional, and local awards and honors.

The Gulf Coast Public Market. Dickinson, Texas

Zaretsky did the Feasibility Analysis in this community that is similar in urban and regional population to La Crosse. This Study recommended that the project proceed. A 300+ page Business Plan and comprehensive road map was then prepared. This \$12,000,000 project is currently under development with opening slated for 2020. The client was the City of Dickinson and the City's Economic Development Commission.

The Connecticut River Valley Public Market, Windsor Locks, Connecticut

Zaretsky wrote a Feasibility Study and Site Analysis for a Public Market in this New England community whose Main Street had been devastated by urban renewal. Windsor Locks has a somewhat smaller urban population and a somewhat larger regional population than La Crosse. The Client was the First Selectman (the City's Mayor).

Des Moines, Iowa

Zaretsky prepared a Feasibility Study and Site Analysis for this midwestern City that is somewhat larger than Lacrosse. The Client was the CEO of the 'Downtown Partnership'.

In addition to the above three relevant examples, Zaretsky has created successful Feasibility and/or Siting Analysis studies for the following 26 communities: (See 'Resume' at www.publicmarketdevelopment.com for additional information.)

- Riviera Beach, Florida
- Tri Cities, Washington
- Wisconsin Dells, Wisconsin
- Birmingham, Alabama
- Miami, Florida
- Oakland Park, Florida
- Woodland Park, Colorado
- Baltimore Maryland
- Edmonton, Alberta
- Orlando, Florida
- Palm Beach County, Florida
- Madison, Wisconsin
- Savannah, Georgia
- Willits, California
- Atlanta, Georgia
- Charlotte, North Carolina
- Minneapolis, Minnesota
- Myrtle Beach, South Carolina
- Asheville, North Carolina
- Covington, Georgia
- Waterloo, Iowa
- Baltimore, Maryland
- Penn Center, South Carolina
- Chattanooga, Tennessee
- Fort Worth, Texas
- Greenville, South Carolina



Mark Ernst

AIA | LEED AP BD+C | NCARB | PARTNER IN CHARGE

Mark is a Partner at Engberg Anderson and a recognized architectural planning and design leader in the Milwaukee area. As an art activist, he has served on numerous non-profit arts groups' boards and assisted with their facility design. His proven commitment has strengthened many groups including Theater X, Ko Thi Dance Company, Sharon Lynne Wilson Center for the Arts, Kenosha Public Museum, and Milwaukee Theatre.

EDUCATION

University of Wisconsin - Milwaukee
Master of Architecture, 1978

The Architectural Association
London, England, 1974

Miami University, Oxford, OH
Bachelor of Environmental Design
1975

REGISTRATIONS

Registered Architect
WI | NY | TX | MI | VA

National Council of Architectural
Registration Boards
(NCARB) Certified

LEED Accredited Professional
Building Design + Construction (LEED
AP BD+C)

ACTIVITIES | AFFILIATIONS

Congress for New Urbanism
Member

Future MKE Participant, 1988

Greater Milwaukee Committee
Member

Economic Development Committee
Current Member

Urban Land Institute, Member

US Green Building Council (USGBC)
Member

Wisconsin Green Building Alliance
(WBGA), Current Member

Wisconsin Trust for
Historic Preservation
President, 2005 - 2015
Current Member

RELEVANT EXPERIENCE

The Gulf Coast Public Market, Dickinson, Texas

Planning, siting and lead architect for this new Public Market currently under development.

Connecticut River Valley Public Market, Windsor Locks, CT

Currently planning the development of a site plan for this new, New England Public Market

Pete's Fruit Market, Milwaukee, WI

Pete's Fruit Market looks to continue the tradition of delivering quality produce at the best price. Pete's Fruit Market has played a significant role in the overall revitalization efforts and commercial development in Bronzeville.

Garden Terrace, La Crosse, WI

44-units of multifamily housing, 6 townhomes and a community center for a community kitchen and a green house

Vliet Street Market Charrette, Milwaukee, WI

Through a community design charrette, the ethnic diversity and the entrepreneurial spirit of the neighborhood, a proposed public market offered great flexibility and opportunity not only economically, but also socially.

Spur 16 Public Market and Mixed-use Development, Mequon, WI

Development features a mix of retail, multifamily housing and townhomes, a hotel and commercial office spaces.

Fondy Food Center, Milwaukee, WI

Redevelopment of an existing outdoor farmer's Market with enclosure of a portion of the Market to create a year-round Public Market hall and incubator kitchen.



Dickinson Public Market

Dickinson, Texas



Dickinson has tremendous resources and assets which will lead to a successful Public Market. The plan details specific suggestions of how to establish and maintain a healthy and vibrant Market environment. The vibrancy and color of the Dickinson Public Market will expand economic opportunities and improve life for residents of Dickinson. Engberg Anderson is working with Public Market Development to provide planning, and A/E design services.

Status

In Progress

Size

32,000 sf Public Market

7 acre site



Pete's Fruit Market

Milwaukee, WI



Designed by Engberg Anderson, Pete's Fruit Market looks to continue the tradition of delivering quality produce at the best price. Located in Milwaukee's Bronzeville neighborhood on Martin Luther King Jr. Drive and North Avenue the project looks to integrate itself within its community by utilizing clean lines, flexible exterior spaces, and a material palette of metal, cement board panels, and reclaimed wood. The addition of large window openings on the east wall will allow fresh colorful produce to be visible to exterior foot traffic, at the same time allow a vast amount of natural daylight into the space. Pete's Fruit Market has played a significant role in the overall revitalization efforts and commercial development in Bronzeville.

Status

Completed 2017

Size

16,505 sf

Construction Cost

\$1.8 million



Vliet Street Market

Milwaukee, WI



After a Market Study was conducted for a mixed-use development in the near westside neighborhood of Milwaukee, results showed the community wanted a facility that was economically viable and that would serve as a destination for people to come together. Through a community design charrette, the ethnic diversity and the entrepreneurial spirit of the neighborhood, a proposed public market offered great flexibility and opportunity not only economically, but also socially.

Status

Design Completed 2016



Spur 16 Public Market

Mequon, WI



Adjacent to Mequon's City Hall, Library and the Interurban Bike Trail, the city envisioned a program and master plan for a town center that would complement these adjacent uses in an effort to create a more integrated destination for the community. Our development features a mix of retail, multifamily housing and townhomes, a hotel and commercial office spaces. One of the retail uses could potentially be a public market. Aesthetically, the project features the reuse of three existing buildings to keep the historical charm.

Status

In Construction

3.G Project Team References

Public Market Development

The Gulf Coast Public Market, Dickinson, TX

(Under development)

Darrell Carney, Board President

Dickinson Economic Development Commission

DCarney@Chrysbio.com

O: (409) 497-4083

M: (281) 352-5247

Connecticut River Valley Public Market, Windsor, CT

(Actively in Planning Phase)

Chris Kervick, Windsor Locks' First Selectman (Mayor)

Ckervick@Wlocks.com

O: (860) 627-1444

Des Moines Public Market, Des Moines, IA

(Proposed)

Glenn Lyons, Former CEO

Downtown Community Alliance

Glenn@571polson.com

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M: (515) 243-3649

Engberg Anderson Architects

City of Milwaukee

Tom Barrett, Mayor

mayor@milwaukee.gov

(414) 286-2200

Tanesay Development

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(303) 906-4328

WiRED Properties

Blair Williams, President

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(414) 375-0244

3.H Project Approach + Understanding

Public Markets

Our team believes in the power of Public Markets. We have a sense of the importance of the development of a Public Market to the City of La Crosse. Every City needs the improvements in community cohesion that a Public Market can bring. Citizens love “their” Public Market. Every community wants its children to be able to return home to a prosperous, fun environment where there is an abundance of economic opportunity.

With 23% of the population of La Crosse living in poverty, it is easy to get excited about the jobs and economic benefits that a Public Market promises. The chart that follows was prepared by PMD for the Ford Foundation and details the myriad of benefits that a Public Market project can bring to a community.

However, for a community to derive all or some of these benefits, the Public Market must be conceived and designed for success. The term “Public Market” can connote very different meanings.

For 6,000 years, Public Markets were the fresh food “utility” that brought together diverse populations in a centrally located, vibrant, colorful and safe ‘common ground’ to buy and sell mostly fresh food products that reflected their community’s Public Markets are beloved by their customers. Recently, at the height of the recession, Seattle voters voted overwhelmingly to raise their property taxes by \$73 million to complete a new round of physical renovations at Pike Place Public Market. They did so because they understood how critical “their” Public Market was to the lifeblood of Seattle.

As an economic engine, Public Markets provide jobs, entrepreneurial opportunities, fresh and prepared foods, and a beloved meeting ground that brings communities together. Public Markets also add tremendous value to nearby real estate. The \$65 million dollars in grants which funded the initial renovation of Seattle’s Pike Place Market has leveraged over twenty times that amount in nearby, immediately surrounding, private investment resulting in a downtown that is second to none in the USA.



The Public Markets developed by the respondents, often include a Farmer’s Market component. Typically, they are located adjacent to the Market in a freestanding ‘pergola’ (see photo above).

The secret to creating a successful Public Market is captured in the following anecdote:

When Zaretsky was a Director at Seattle’s Pike Place Market, a customer intercept survey was commissioned where customers in the Public Market and in a nearby mall were asked – “Why did you come down here today” and “How much did you spend here today”. At the mall, 94% of respondents said one form or another of “I came to shop” – “I needed to buy a vacuum cleaner bag and this was the place to get it.” In contrast, at the Public Market, only 26% of respondents “came to shop”. Customers came for fundamentally social and experiential reasons. They came to meet a friend, to people watch, to enjoy the street musicians, to mix with people who were different from themselves in a secure, vital and fun environment. Despite the fact that Public Market customers “didn’t come to shop” they actually spent roughly twice as much per customer visit at the Public Market, than the shoppers at the Mall.

A La Crosse Public Market needs to be finely tuned to the needs and culture of the local, regional and visitor community. On the following pages are some general Public Market trends which illustrate our approach.

PUBLIC MARKETS

CREATING SYNERGY + AN INTERSECTION FOR COMMUNITY ISSUES
 6,000 YEARS OF BUILDING HEALTHY COMMUNITIES



1

THE PUBLIC MARKET SHOULD HAVE SEVERAL RETAIL LOCATIONS WHERE PRODUCTS ARE PRODUCED ON-SITE.



This “eye candy” can include baked goods, chocolates, fresh roasted coffee, tortillas, fresh roasted nuts, etc. Visual appeal, as well as great smells, are important. Pictured is Pike Market’s Beecher’s Cheese, a very successful example for a potential Public Market business that could be emulated in La Crosse. Market tenants should be owner-operators appealing to a broad cross section of the community’s residents.

The tenant mix should be curated for local representation, likelihood of success, diversity and uniqueness, as well as sensory appeal.

2

**FRESH WATER.
FRESH FISH.**



Since the Market will be near fresh water, a fresh fish Market will be an important component. The Market team should work with the UW La Crosse and Cooperative Extension to develop year-round, value added products, such as smoked walleye.

3

A UNIQUE USER EXPERIENCE.



A Public Market is not, and should not feel like a supermarket.

4

SUPPORTING LOCAL BUSINESS.



In addition to owner-operated new and 'start-up' businesses, the La Crosse Market should include 2nd locations of flavorful and successful local businesses like Bubba's Meat Market.

5

SUMPTUOUS DISPLAYS ARE IMPORTANT.



Proper display includes a sense of abundance, colors are balanced, good smells permeate the air, products are displayed on the diagonal and fill the display space on horizontal & vertical planes. The offerings look scrumptious.

6

HANDCRAFTED GOODS.



Although fresh foods should predominate, crafts, prepared foods, and other needed neighborhood businesses might be included.

7

UNDERSTANDING THE COMMUNITY.



Each place is unique — the expression of its diverse peoples, cultures, environment and history. Because of the complexity of cities, it is inevitable that there are cycles of decline and regeneration. A City’s expression of itself is best personified at its core or center- The Public Market. The La Crosse Public Market should make efforts to ensure that its vendors and offerings reflect the demographics of the community with a significant number of woman and minority owned businesses.

8

THE MARKET SHOULD NOT ALLOW FLEA MARKET TYPE GOODS.



Potentially great Markets, like the French Market in New Orleans, are failures because flea Market goods predominate.

9

CREATING A MIXED-USE DESTINATION.



The City might consider creating a mixed-use site with the Public Market on the ground floor and privately developed residential or commercial space above. This can help fund the Market as well as provide a ready customer base.

Public Market Development helped plan the Midtown Global Market Place in Minneapolis on the ground floor of a 1.2 million SF Sears Tower that had sat empty for 30 years. Ryan Development built housing, a hotel, and commercial office space on the upper floors. See: <http://www.midtownglobalMarket.org/>

10

ENHANCE. DON'T HARM THE FARMER'S MARKET.

Consider locating a Farmers Market on the outside of the Public Market. Every effort should be made to enhance, not harm, the existing Farmers Market.

11

CREATING PARTNERSHIPS.

Make every effort to expand the local and fresh food/agricultural products sold at the Public Market by working closely with producers, local and statewide agricultural organizations, Cooperative Extension, UW La Crosse, and trade groups.

12

CREATE PUBLIC SPECIAL EVENT SPACES.

Consider locating an indoor and/or outdoor special events space in the Public Market. This space could accommodate ethnic festivals, public health education, music events, Taste of La Crosse fairs, kid's activities, ethnic festivals, cooking demonstrations by celebrity chefs, films, etc.

13

CREATE A PLACE FOR COMMUNITY USES.



Consider a multi-purpose meeting room next to a multipurpose demonstration kitchen for public meetings, tenant meetings, non-profit board meetings, school class Market education, tenant meetings, management meetings, etc. This will both serve the Market and introduce new potential customers.

14

WELLNESS EDUCATION.



Use the Market as a vehicle for delivering public health services such as nutritional education, blood pressure and diabetes screening, aids education, etc.

15

MEETING COMMUNITY NEEDS.



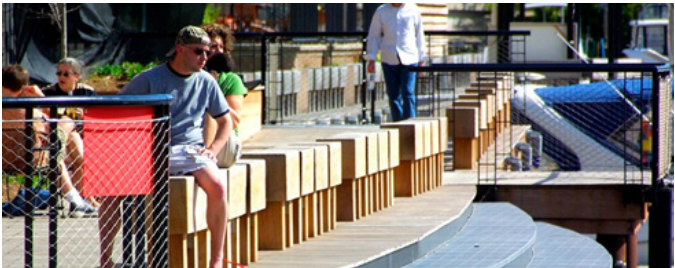
Assess the need and costs for a multipurpose institutional/community kitchen to ramp up cottage industry producers, nutritional education, restaurant chef demonstrations, commissary kitchen for special events – “Taste of La Crosse” etc.

16

RESPRESENTING THE RICH HISTORY AND ASSETS OF LA CROSSE.

The ceiling of the Public Market space should be high and broken up with suspended hanging tapestries capturing the historic role that food has played in La Crosse. Historic images of La Crosse as well as current images from area food processors and producers such as Shefelbine Orchards and Kathan’s Homestead berries should be highlighted.

17

CONNECTING TO GREEN SPACE.

Maximize the Market’s public connection to the Wisconsin River. If it makes sense to site the Public Market in proximity to the River, use special events, trails, canoe rental kiosks, etc. to utilize the existing green space along the river bank to draw local residents and visitors to the River.

18

EDUCATING THE YOUTH OF LA CROSSE.

Develop a 4th grade curriculum for all county students to “meet the producer” and learn that food does not grow in Styrofoam containers. The students will love it and will go home and drag their parents back to “their” Public Market.

Project Understanding

The respondents to this RFP are proposing three separate Reports to satisfy the Scope of Services in this RFP. These deliverables are a Feasibility Study, a Site Analysis, and a partial Business Plan. At the conclusion, the three Reports will be bound together to form one comprehensive Study.

Prior to the preparation of any of these three documents, the two principal consultants will visit La Crosse for a 3-4 day period (including travel) to familiarize themselves with the City's goals for the project, the local food culture, the potential sites, complementary and competitive uses, etc. This will help lay the foundation for the Studies that will follow.

All 3 studies will be presented in draft format to the Client. The Consultants will review the suggested changes and will make appropriate revisions at no additional cost.

The following rough Tables of Content that follow, outlines what will be covered by each of the documents.

Phase One | The Feasibility Study

The Feasibility Study will be done first and will establish the potential Market for and likelihood of success for a Public Market in La Crosse. Roughly 1/3 of the Feasibility Studies written by Public Market Development have resulted in a recommendation to not proceed. If the principals representing the client and the consultant agree that it does not make sense to proceed, than the other two documents will not be created and billing will be frozen at just the cost of the Feasibility Study.

The Feasibility Study will include an analysis of roughly 150 random sample questionnaires that will be separately targeted to 6 separate cohort groups – local residents, more distant residents, local employers, local employees, visitors, and commercial realtors. Each cohort questionnaire will contain roughly 30 questions that are specifically targeted to that cohort group. The questionnaire results will be adjusted

based on Zaretsky's past experience in comparing questionnaire results with actual customer spending and attendance patterns once the Public Market opens. The results will help to inform the Feasibility Analysis. They will also be used to create an economic model of the Market. By being able to estimate approximate annual visitation and expenditures, gross sales, rent levels and operating costs can be more accurately predicted.

Feasibility Study – Draft Table of Contents

- Acknowledgements
- Executive Summary
- Existing conditions in La Crosse
- Local receptivity and need for a Public Market
- Who are the authors of this report?
- What is a Public Market?
- A review of past relevant documents
- Mapping La Crosse
- Complementary and competitive factors
- Strengths and weaknesses of primary, secondary, tertiary, quaternary and quinary customer-based demographics
- Results and Analysis of Questionnaires
- Demand and Supply Analysis and Feasibility for a Public Market in La Crosse
- Draft Mission and Goals (if feasible)
- Next steps
- Conclusion
- **Maps**
- Map 1: La Crosse Relationship To Its Region
- Map 2: La Crosse Location In Wisconsin
- Map 3: Relationship To Other Towns In The County
- Map 4: Historic Map Of La Crosse
- Map 5: Aerial View Of Potential Sites
- Map 6: La Crosse Today
- Map 7: Existing Area Farmers Markets
- Map 8: Concentric Customer Trade Areas
- **Tables**
- Table 1: Shopping Venues. Asheville Nc Vs. La Crosse
- Table 2: Trade Area Demographics
- Table 3: Ancestry Of La Crosse Residents
- Table 4: La Crosse Household Income Distribution
- Table 5: La Crosse Vs. Wisconsin – Work And Jobs
- Table 6: Means Of Transportation To Work

- Table 7: La Crosse Concerning Statistics
- Table 8: Average Climate Activity In La Crosse
- Table 9: ESRI Prediction Of Retail Demand And Supply In La Crosse
- Table 10: La Crosse Traffic Counts
- Table 11: Tourist Spending Away From Home
- Table 12: Successful Public Markets In Similar Sized Communities
- Appendix 1: Actual Questionnaire Results.

Phase Two | Site Analysis

Assuming that the Feasibility Study concludes that a Public Market in La Crosse should proceed, than the consultants will return to La Crosse for a 2-3 day visit to better familiarize themselves with potential sites, meet with property owners and present a generic PowerPoint to a public assembly on “What is a Public Market”. This second visit will also be an opportunity to further discuss mission and goals with key persons in La Crosse.

Following this second visit, a Site Analysis will be prepared. The Site Analysis will create a matrix comparing X number of mutually agreed on sites on the basis of roughly 60 – 70 separately weighted criteria that go into selecting a site for a successful Public Market. The potential sites to be analyzed and the specific criteria will be established following an extended on-site visit by the respondents and the preparation of the Feasibility Study. The selection of potential sites and evaluative criteria will be done in consultation with the principals representing La Crosse.

The RFP suggests that the Consultants evaluate five separate sites suggested by the City. While visiting on-site, the consultants will be willing to look at as many sites as the City deems appropriate. It may well be that based on the consultants’ visit, that the number of sites to be evaluated may be expanded or contracted based on the mutual agreement of the consultants and the principals representing La Crosse. It may even be possible that one site may be so obviously superior to the other sites that the expense

of a specific Site Analysis can be avoided. The number of sites to be evaluated will be mutually determined by the parties after the consultant’s on-site visit to La Crosse.

Site Analysis Draft Table of Contents

- Executive Summary
- Summary Of Feasibility Findings
- What Should A Public Market In La Crosse Be Like To Be Successful
- What Are The Important Criteria For Siting A Public Market
- Matrix Analysis Of X Sites Based On Multiple (Roughly 60) Criteria
- Strengths And Weaknesses Of Each Site
- Recommended Site Based On The Above Analysis
- Suggested Mitigations For Any Weaknesses In The Recommended Site
- Next Steps
- Conclusion
- Appendix – Maps, Site Photos, Area Photos, Etc.

Phase Three | Partial Business Plan

Once a site is mutually agreed on between the parties, a partial Business Plan will be prepared.

Typically, Public Market Development prepares a Business Plan that includes a comprehensive road map to get from an early conceptual stage to a grand opening. This partial Business Plan will include a great deal of valuable information sufficient to begin public education, fundraising and tenant recruitment. The partial Business Plan will layout the key capital and operating plans and budgets necessary to advance the project.

The partial Business Plan Table of Contents

- Executive summary
- Types of tenants for a La Crosse Public Market
- Possible special tenants
- Recommended Market’s size, dimensions, components and amenities
- A conceptual layout and site plan for the interior and exterior of the building

- Parking/transportation need and location Infrastructure requirements
- A staffing chart including brief job descriptions and salaries
- Operating Budget
- What is a start-up leasing reserve?
- Capital Budget
- What's needed in the Public Market's name
- Suggested potential partners
- Recommended development options
- The range of Management options
- Specific recommendation of a preferred management option and idealized Board member composition
- Milestones and Timeline for the La Crosse Public Market
- Why do Public Markets deserve Public Funding?
- Specific fundraising plan for the Public Market
- 3 reproducible color renderings – a site overview, a view of the proposed building, and an interior rendering inside the building.
- Next steps
- Conclusion

While the partial Business Plan will be useful in moving the project forward, it is recommended that, as the project proceeds, the comprehensive Business Plan should be fleshed out with additional chapters which will help to see the Public Market through to a successful opening. These additional chapters should include:

- A Comprehensive Design Program – written design instructions to the architect.
- A chapter on Marketing the Market – specific plans for PR, advertising, advertising and special events.
- An idealized Tenant Leasing Plan including specific tenant sizing, location, and operational/architectural needs.
- A chapter on Market needed public amenities and events.
- How to select Public Market tenants.

- Economic, job creation and tax revenue impacts.

Needed Level Of Support

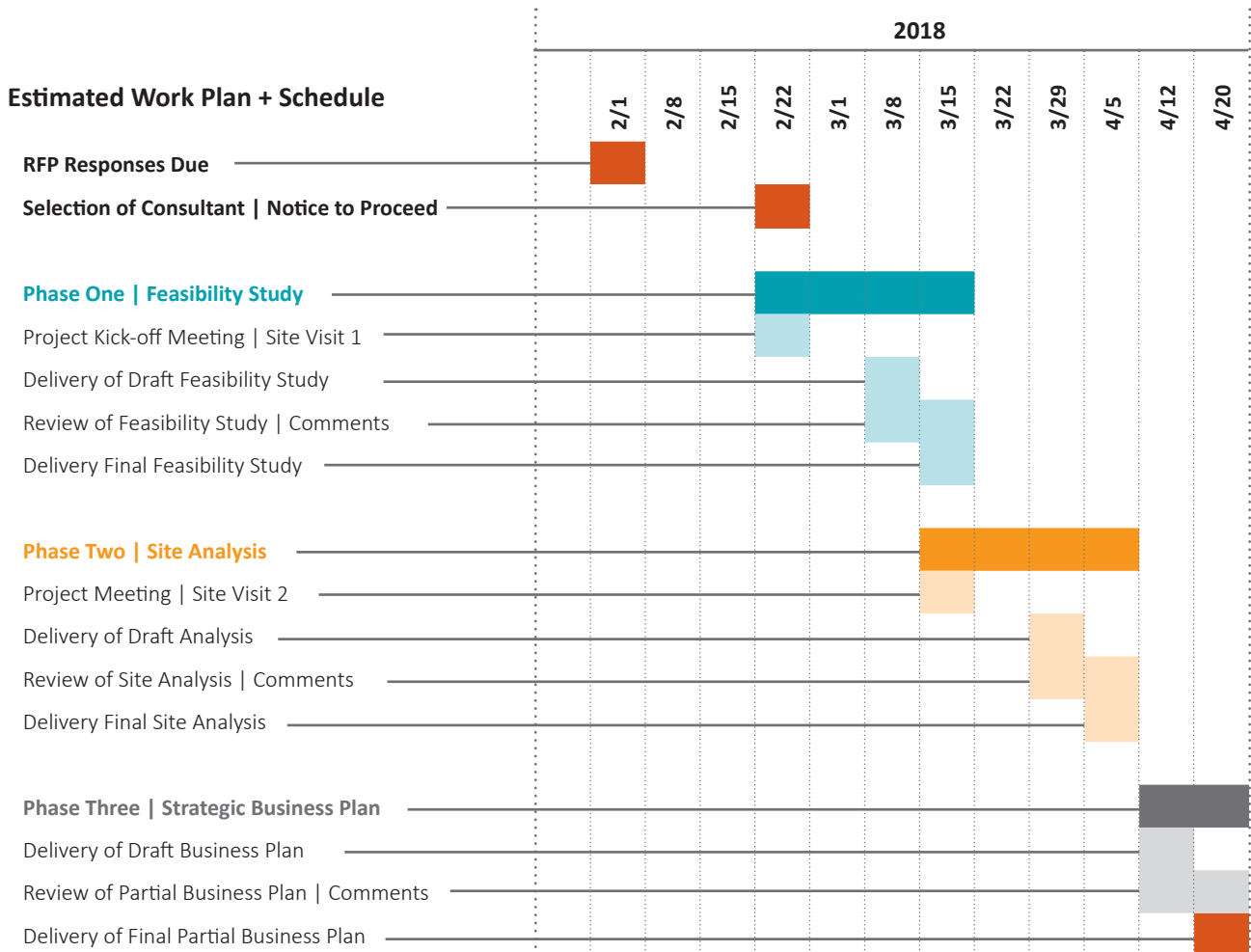
The consultants would anticipate that the project sponsor would:

- Arrange for meetings with key players while consultants are on site to discuss mission, goals, opportunities and constraints, etc.
- Arrange for a room and publicity for the proposed public meeting following the Feasibility Study
- Provide planning and informational documents that are relevant but not otherwise publicly available
- Point consultants towards internal governmental resources to answer specific questions like “Who can we speak with to see if hood vents can be ganged or if they need separate roof penetrations”, Who can we contact to obtain specific traffic counts, etc.
- Arrange meetings with potential site owners and provide tours and access to the insides of specific potential sites.
- Provide a general overview tour of specific neighborhoods, culture and history in La Crosse.
- Cooperate with consultants to find 2-3 individuals (Marketing class students, City personnel, interested citizens, etc.) who could administer the actual surveys to be prepared by the Consultants. People administering the actual surveys would be trained and overseen by Zaretsky.

Proposed Consultant’s Timeline

Based on the Scope of Services requested per the RFP, completing the study within a less than two-month timeline will be challenging. With our extensive experience with this project type, our approach will be adjusted to meet the needs City. If the City cannot expand the timeline, we would exclude the questionnaire portion during Phase One. In this event, the proposed budget can be adjusted by mutual consent. Clearly, if the notice to proceed is delayed, than the other dates will be similarly delayed. Likewise, expenses will likely be higher than proposed if plane tickets cannot be purchased within a two-week notice window.

We would strongly encourage that more time be given to this important planning phase of the project. However below, we have provided a base timeline that aligns our approach with the timeline specified in the RFP.



3.1 - J Fee Proposal + Review

Fee Proposal

As stated earlier, charges could be frozen following the Feasibility Study, if a decision is made not to move forward. It is also possible that following the Consultant's visits that there would be no need for a Site Analysis if, in the mutual opinion of the parties, one site was clearly superior to all of the others.

The following table has not-to-exceed costs for expenses. Only actual expenses will be charged based on actual costs of travel (airfare, meals, hotel, etc.) Consistent with the Terms of Service attached herein and incorporated by reference into this proposal.

I would urge the evaluators to hire the best team. The Public Market will be a multimillion dollar endeavor and whatever you pay in initial pre-development costs will likely save you millions in downstream avoidance of mistakes and other cost savings.

The following chart summarizes possible costs.

Cost For Performing The Above Scope Of Services	
Phase One Feasibility Study	\$30,000.00
Phase Two Site Analysis- \$12,000 + \$5,000 for each site compared	\$?
Phase Three Partial Business Plan	\$55,000.00
Not to exceed travel reimbursement expenses- trip 1 (2 people)	\$1,800.00
Not to exceed travel reimbursement expenses- trip 2 (2 people)	\$1,600.00
On – site daily reimbursement (for 2- including travel time)	\$1,400.00

Review Of Existing Plans

The applicants have briefly reviewed the Plans and documents that are publicly available and listed in the RFP. These documents have helped to inform this proposal.

It is obvious that a great deal of thought and prior planning has gone into this effort. If this team is selected, we would anticipate a more thorough and comprehensive review of these plans as well as many other documents available on the internet and/or provided by the City.