

**PROPOSAL FOR PUBLIC FOOD MARKET DEVELOPER & OPERATOR**  
PARCEL 7 BOSTON, MA — COMPONENT I

SUBMITTED BY  
**BOSTON PUBLIC MARKET ASSOCIATION**  
FRIDAY MARCH 2, 2012





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Dear Commissioner Soares,

Two and a half centuries ago, downtown Boston featured a year-round marketplace; Faneuil Hall, built by Peter Faneuil in 1742 as a gift to the city. Bustling and chockablock with butchers, fishmongers, merchants, and farmers, Faneuil Hall became a civic institution where some of the country's greatest orators, including George Washington, Samuel Adams, and Susan B. Anthony, spoke. Trade flourished, and a spacious new adjunct, Quincy Market, was erected in the early 1800s. The complex remained vital well into the 20th century, before falling into disrepair in the 1950s as food buying habits changed.

The Boston Public Market Association proposes to restore and renew the tradition of our city's market district by creating a central urban showcase featuring the best food from Massachusetts. This new, downtown Market will connect consumers of all means with the people who produce the food they eat, and educate shoppers on how easy and delicious it is to cook with fresh ingredients. This vital amenity will help make Boston a livelier and healthier place.

Boston is an ideal setting for a public market. Our dense, vibrant city is located in the heart of a remarkable food-producing region. Some of the world's best seafood, cheeses, baked goods, produce, meats, dairy products, and specialty foods come from within just a few hours of Boston. Yet, because area food producers lack a year-round outlet in the region's population and economic center, they lose out on tens of millions of dollars in potential sales annually. The Boston Public Market will reconnect our urban and rural communities, and thereby keep local food sales dollars circulating within the Commonwealth. And because it is a low overhead, community focused nonprofit, the BPMA is uniquely positioned to maximize the revenues that the Public Market can generate for its vendors.

The Boston Public Market is poised to become a national model for eating well, enhancing public health, and promoting regional food sustainability. The BPMA has displayed an unwavering commitment to this project for the past decade. Our team is strategically organized around three areas of expertise – food production, distribution, and sales; complex real estate development; and in major capital campaigns. We are therefore enormously pleased to submit our proposal for designation as the Commonwealth's Parcel 7 Public Food Market developer and operator.

Very Truly Yours,

Donald Wiest, Esq.  
President, Boston Public Market Association



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# 1. PROPOSAL FORM

**SCHEDULE 1**  
**Massachusetts Department of Transportation**  
**Massachusetts Department of Agricultural Resources**  
**Request for Proposals**  
**Public Food Market Developer and Operator**  
**Parcel 7, Boston**  
**PROPOSAL FORM**

NAME OF PROPOSER: Boston Public Market Association, Inc.

The undersigned (the "Proposer") hereby acknowledges that it is fully familiar with all provisions contained in the Request for Proposals, Public Food Market Developer and Operator, Parcel 7, Boston, issued by the Massachusetts Department of Transportation ("MassDOT") and the Massachusetts Department of Agricultural Resources ("MDAR") in December 2011, and in any addenda issued in connection therewith (collectively, the "RFP"). The undersigned hereby represents and warrants that it is submitting this Proposal (the "Proposal") in response to the RFP subject to and in accordance with the terms and provisions of the RFP, and that it offers to enter into a lease or other agreement with the Massachusetts Department of Transportation for the development and operation of a Public Food Market in the Parcel 7 building subject to: (i) the terms and conditions described in the RFP; (ii) the terms and conditions contained in the Proposal; and (iii) further terms and conditions to be negotiated with MassDOT and MDAR.

BY: \_\_\_\_\_ WITNESS: \_\_\_\_\_  
SIGNATURE: Donald W. Wiest SIGNATURE: Kurt Wm. Hemr  
TYPED NAME: Donald W. Wiest TYPED NAME: Kurt Wm. Hemr  
TITLE: President TITLE: Treasurer & Assistant Clerk  
DATE: March 1, 2012 DATE: March 1, 2012

The Proposer hereby designates the following individual as its sole contact person and representative for purposes of providing clarification and any additional information required in connection with this Proposal.

TYPED NAME: Donald W. Wiest TITLE: President  
Brennan, Dain, Le Ray & Wiest, Torpy & Garner, P.C.  
STREET ADDRESS: 129 South Street  
CITY: Boston STATE: MA ZIP CODE: 02111  
TELEPHONE: (617) 542-4874 FACSIMILE: (617) 542-4808  
ELECTRONIC MAIL: dwiest@bdlwtg.com

A downtown public market is part of Boston's heritage. The BPMA model provides a direct channel for consumers to develop relationships with the producers of the food they are buying and provides the growers and producers with the greatest financial return.

John F. Kerry, United States Senator



## 2. MISSION & PHILOSOPHY

The mission of the Boston Public Market Association is to create a permanent, year-round market in downtown Boston providing the public with the best in fresh, healthy food from local growers and producers. Specific BPMA goals in connection with the Public Market project include promoting local economic development, creating a prominent new urban amenity for Boston, and furthering critical public health, food access, and sustainability goals, as follows:

**Economic Development:** Massachusetts farmers struggle to compete with low-cost agribusiness growers in other states for commercial grocery sales. Given limited wholesale opportunities, it is the farm stand, farmers market, and CSA (community supported agriculture) that keep Massachusetts agriculture viable. Massachusetts in fact leads the nation in the percentage of farm income derived from direct sales to consumers.

The Boston Public Market will offer local food producers – and their customers – an unprecedented new, year-round retail outlet in the region’s economic and population center. Public markets in peer cities see approximately six million customer visits annually. We anticipate that the Public Market sales will total approximately \$30 million per year, assuming that sales across the Market’s approximately 15,000 square feet of net retail space achieve the \$2,000/square foot level reached in North America’s strongest public markets. The Market’s vitality will create retail employment on-site, as well as additional jobs out in the farm fields, on fishing boats, and in many specialty food kitchens, to satisfy the demand generated for Bay State goods.

The Public Market will also serve as an incubator for new food businesses. The BPMA will partner with The Boston Beer Company’s Brewing the American Dream (“BTAD”) program, which provides startup food and beverage entrepreneurs with financing, professional coaching, and marketing and branding assistance. The BPMA will lease 1-3 Public Market stalls at all times to selected BTAD vendors, for lease terms of a limited duration. By hosting a regularly changing mix of vendors in the BTAD portfolio, the BPMA intends to ensure a consistently fresh presence of new, innovative food producers on-site. And by providing BTAD vendors with the kind of high-volume consumer exposure that the Market will make possible, BPMA will help nurture the next local food/beverage success stories.

**New Boston Amenity:** The Boston Public Market will be a leading, not-for-profit, civic institution in Boston, and a landmark public amenity on the Greenway. The Market will bring together and showcase our region’s incredible bounty, and thereby support Boston’s growing recognition as a culinary center.

The BPMA’s proven track record in advocating for the permanent facility, as well as its success in operating the seasonal Dewey Square and Government Center Farmers markets, demonstrate they have the know-how, passion, and wherewithal to make this market a reality.

Paul Grogan, President and CEO, The Boston Foundation

The Market will feature seafood landed in Massachusetts; local artisan cheese; wines and craft beer; standard and heirloom produce; old-world bakers; many kinds of locally-ranched poultry and meats; a wide range of dairy products; traditional syrups, honeys, and jams; and many specialty food products such as pastas, sauces, chocolates, and the like. The Market therefore will provide value that is differentiated from but complementary to existing local food markets, such as the Haymarket Pushcart Market and the eventual vendor(s) in the Parcel 9 development. The Boston Public Market will also be a place where many ethnicities find culturally relevant foods.

**Public Health, Food Access, and Sustainability:** The prominence of processed foods in our national diet and the decline of home cooking have had many negative consequences for public health. The BPMA will partner with the Tufts School of Nutrition on a community anti-obesity initiative. We will also collaborate with The Boston Food Bank, The Food Project, Project Bread, and several community health centers, including those in the North End and at South Cove, on public health outreach. We additionally expect to work closely with The Boston Foundation on food accessibility and nutrition issues.

The BPMA is committed to ensuring accessibility and an atmosphere of welcome to consumers at all income levels. The BPMA accepts WIC, Supplemental Nutrition Assistance Program (SNAP), and Boston Bounty Bucks payments at its seasonal markets. By engaging in coordinated outreach to homeless shelters, soup kitchens, and veterans’ facilities, we have been able to generate strong year-over-year gains in our EBT transactions. We will aim to increase this category of sales dramatically within the permanent Parcel 7 Public Market.

**Public Education:** The Public Market will engage and educate its consumers in food literacy – the knowledge of food sources, nutrition, preparation, and economics – through direct interaction between producers and consumers, educational programs, and community outreach. A demonstration kitchen will be a key amenity within the Public Market space. There, local chefs, cookbook authors, and other culinary experts will teach consumers and special visitors (e.g., students at Boston, Cambridge, and other area public schools) to use the fresh foods on sale at the Market to create easy, delicious, and healthy meals. Our programs will inspire, inform, and encourage children to seniors to understand and appreciate the value of nutritious food, its provenance, the labor required to produce it and the skills to prepare it, and the important role it plays in our daily well-being. This facility will truly be the heart and soul of the Market.

**Relationship between the Nature of the BPMA Entity and Public Market Goals:** The BPMA will create and sustain a financially viable and economically self-sufficient Boston Public Market. A conventional, for-profit food retailer, such as a grocer, buys at wholesale from food producers. The BPMA, in contract, will enable its Public Market vendors to sell at retail, and thereby achieve relatively high margins. As a nonprofit business, the BPMA will not need to repay equity investors or make a profit. Because such costs will not be incorporated into Market tenant rents, the BPMA will be able to provide vendors with a relatively low-cost, retail berth downtown. This approach will allow sales revenue to leave the Market hall and filter back into the infrastructure, public programs, and agricultural and fishery communities of Massachusetts.

# 3. PROPOSER TEAM

## A. LEASING ENTITY

The Boston Public Market Association, Inc. (“BPMA”) is a Massachusetts nonprofit corporation whose mission is to create a permanent, year-round market in downtown Boston providing the public with the best in fresh, healthy food from local growers and producers. The BPMA will master lease the Parcel 7 ground-floor retail facility, and will sublease specific stalls to individual vendors and operational partners. The BPMA Board of Directors will supervise Market operations at a policy level. Professional Market staff will be responsible for day-to-day operations as further described in this proposal.

## RELEVANT EXPERIENCE

Expertise in three business sectors that are typically entirely distinct – food production, distribution, and sales; the real estate development process; and institutional fundraising – will all be essential to successfully completing the Boston Public Market project. Vendor sourcing and food retail experience will be necessary to program the Market hall, identify and select tenants, and oversee day-to-day operations. To permit, design, and construct a highly functional market hall will require a robust real estate development capacity. Finally, a strong institutional advancement team will be needed to fully fund the Market’s creation. BPMA Board members have overseen numerous complex projects in all three of these critical areas of competency.

The nucleus of the BPMA emerged from the Massachusetts agricultural and culinary sectors. Two former Agricultural Commissioners for the Commonwealth of Massachusetts, Gus Schumacher and Douglas Gillespie, are longtime BPMA Board members. Mr. Schumacher additionally served as an Under Secretary of Agriculture at the USDA during the Clinton administration, and is today the Executive Vice President of Policy at the Wholesome Wave Foundation. Mr. Gillespie, currently the Executive Director of the Massachusetts Farm Bureau Foundation, now represents more than 6,500 member farmers within the Commonwealth of Massachusetts. Board member Jeff Cole is the Executive Director of the Federation of Massachusetts Farmers Markets. Our food team additionally includes culinary experts Chris Douglass, a pioneer in the local restaurant sourcing movement, and Cambridge School of Culinary Arts founder Bill Dowling, who has trained many of the area’s prominent chefs. Marc Smith, former CEO of Stop & Shop, has overseen the procurement, marketing, and operations functions for this leading commercial grocer at the individual store, regional, and nationwide levels.

The BPMA real estate team is experienced in all facets of the acquisition, permitting, financing, and leasing of real estate. Yanni Tsipis, a Senior Vice President and Shareholder of Colliers International, is a real estate development advisor on complex, large-scale real estate projects in the metropolitan area. Jim Friedman’s law practice specializes in sophisticated commercial real estate transactions, with an emphasis on leasing and financing. Andrew Grace is an architect and urban planner with extensive experience in large-scale, mixed-use urban renewal projects. Tom Davis, who is both an attorney and a real estate project manager, has overseen broad-ranging community redevelopment efforts centered on affordable housing development. Permitting attorney Don Wiest, whose practice focuses on Boston real estate development, is a co-founder of a leading Boston law firm serving all sectors of the real estate industry.

A major private capital campaign must supplement the Commonwealth’s investment in the Public Market project. The institutional advancement professionals on the BPMA team have led development initiatives for Boston-area nonprofits that have in total raised several hundred million dollars.

A more extensive discussion of the backgrounds and areas of professional focus of our Board team appear in Component II, Section 7

## PRIOR BPMA PROJECTS

In preparation for operating a permanent public market, the BPMA has run seasonal farmers markets in downtown Boston since 2005. The BPMA’s Dewey Square Market, initiated in 2006, represented the first activation of the Rose Fitzgerald Kennedy Greenway. These seasonal markets, operated from May through November, have brought superb, delicious food to local consumers while providing access to the Boston marketplace for dozens of area farmers and other food producers. As further detailed in Component II, Section 7B, the BPMA has worked consistently to expand the impact of its seasonal markets, including adding supplemental programming during market days (e.g., cookbook signings), running off-season special food events, and engaging in community outreach, such as to area soup kitchens and shelters in connection with our markets’ eligibility for Supplemental Nutrition Assistance Program (SNAP) and Bounty Bucks payments.



We are excited about the prospect of the BPMA operating the Boston Public Market because we know they will keep the focus on Massachusetts’s farms, which will allow us to continue to expand our business.

Scott Hurwitz, Silverbrook Farms, Dartmouth MA

## B. OTHER TEAM MEMBERS

### DESIGN & CONSTRUCTION SERVICE PROVIDERS

**Architects:** CBT Architects. CBT is a Boston-based professional design firm providing services in architecture, interior design, and urban design. Founded in 1967, the firm works nationally and internationally on projects that range from urban district master planning to large-scale mixed-use developments, to civic buildings, corporate and restaurant interiors, and academic projects.

**Preconstruction Services Provider:** Suffolk Construction Company, Inc. Founded and headquartered in Boston, Suffolk is one of the most successful privately held building contracting firms in the country. Suffolk provides preconstruction, construction management, design-build, and general contracting services to clients in all major industry sectors, including commercial, healthcare, education, science & technology, food service, and government.

**Structural Engineer:** McNamara/Salvia, Inc. McNamara/Salvia brings award winning creativity, innovation, and experience in structural design for a variety of project types. The firm specializes in all types of building structures including world-class medical, educational and research facilities, urban and suburban corporate headquarters and campuses, high-rise towers, retail, commercial and mixed-use developments, and multi-unit residential structures.

**Civil Engineer:** Nitsch Engineering. Nitsch Engineering specializes in providing civil engineering, land surveying, transportation engineering, sustainable site consulting, planning, and GIS services. Founded in 1989, the firm has worked with a wide range of clients on major private development and public infrastructure projects in 17 states and five countries.

**MEP Engineer:** Vanderweil Engineers. Founded in 1950, Vanderweil Engineers is a highly experienced mechanical, electrical, plumbing (MEP) and fire protection consulting engineering firm. Vanderweil provides design excellence and innovative solutions to engineering challenges for clients in the academic, athletic, commercial, healthcare, industrial, mission-critical, telecommunications, power and utilities, pharmaceutical, and biotechnology industries.

**Traffic Engineer:** Howard/Stein-Hudson Associates. Howard/Stein-Hudson Associates is a transportation-consulting firm experienced in advancing complex projects on behalf of clients. HSH provides transportation planning, traffic engineering, civil engineering, and public involvement/strategic planning for public agencies, institutions, design and construction firms, developers, corporations, law firms, and environmental consultants.

### MARKET CONSULTANT

Epicurean Endeavors, LLC. Principal Nora Carey holds both a Grande Diplôme de Cuisine from La Varenne, Paris, and an MBA, and has consulted on the design, build out, and operations of approximately 50 restaurants, as well as numerous culinary festivals and specialty food events. Prior projects include Sir Terence Conran's mixed-use Butler's Wharf development in London, the opening of 30 restaurants for Euro Disneyland near Paris, launching the American affiliate of the Bocuse d'Or international culinary competition, and managing the Epcot International Food & Wine Festival at Walt Disney World.

I am looking forward to partnering with the BPMA on creating a Boston Public Market that acts as an incubator for small businesses in Massachusetts. I believe no other group is as prepared to make this long awaited dream a reality.

Jim Koch, Founder & Brewer, The Boston Beer Company

### LEGAL SERVICE PROVIDERS

**Permitting:** Brennan, Dain, Le Ray, Wiest, Torpy & Garner, P.C. Brennan, Dain, Le Ray, Wiest, Torpy & Garner, P.C. is a leading Boston law firm focused on the real estate industry. BDLWTG offers developers, business and property owners and users experienced legal representation in all aspects of real estate development, ownership, and operation.

**Leasing and Financing:** Bernkopf Goodman LLP. Bernkopf Goodman provides representation across the full spectrum of commercial real estate and business transactions as well as complex litigation. Founded in 1894, Bernkopf Goodman ranks among Boston's oldest and most respected law firms.

**General Corporate, Tax, and Litigation:** Skadden, Arps, Slate, Meagher & Flom LLP. Founded in 1948, Skadden is a prominent law firm based in New York City. With nearly 2,000 attorneys, it is one of the largest and most well-respected law firms in the world, counting a majority of the Fortune 500's top 50 companies as clients. Skadden's Boston office, the firm's first office outside New York, has represented national and international clients in corporate and litigation matters of critical importance for almost 40 years. Skadden has provided pro bono legal assistance to the BPMA on numerous occasions.

### MARKETING / PR CONSULTANTS

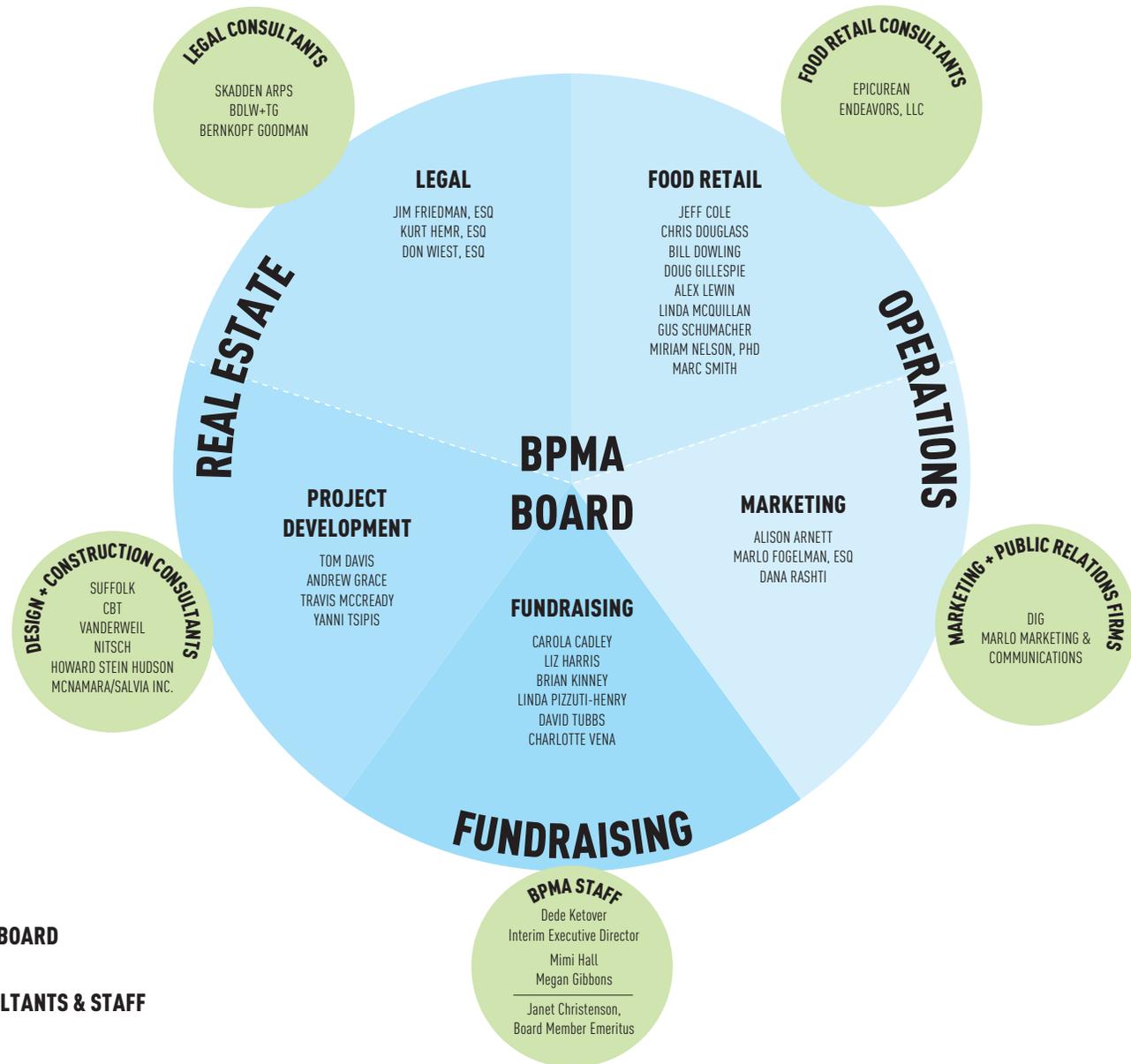
**Digital Interactive Group:** DIG is a full-service digital marketing agency with social media at the core. DIG delivers highly interactive marketing programs that help companies unlock the social potential of their brands and amplify its impact to drive business results.

**Marlo Marketing/Communications:** MMC is a full-service agency that excels in strategic, integrated PR, and marketing campaigns for best-of-class consumer products and services, including many restaurant and hospitality concerns. With offices in Boston and New York, MMC serves clients and collaborates with media and other key influencers nationally and internationally.

#### Additional Information:

Additional materials identifying individual service providers and providing information relating to past projects are included in the Additional Information section of Component II. 7. A. Resumes.

# TEAM ORGANIZATION CHART



**BPMA BOARD**

**CONSULTANTS & STAFF**

# 4. MARKET PROPOSAL

## A. PROGRAM

### I. PRODUCT MIX

The categories of foods available throughout the year are indicated in Table I, Products and Availability (Page 8). The Implementation Plan calls for two types of Vendors, “Permanent” and “Day.” The “Permanent” category has been maintained as defined in the plan and the “Day” category has been split into “Seasonal Interior Stalls” and “Temporary Exterior Stalls/Tables.” Seasonal Interior and Temporary Exterior are described below:

#### PERMANENT YEAR ROUND INTERIOR

Table II (Page 9) provides the profile of the vendors available on a permanent basis, including the proposed allocated square footage.

#### SEASONAL INTERIOR STALLS

Vendors who will occupy on a 3-month lease

Table III (Page 9) provides the profile of seasonal vendors including the proposed allocated square footage. These stalls will be operational for 12 months of the year – with a rotation of vendors.

#### TEMPORARY EXTERIOR DAY STALLS

Stalls and Tables allocated to temporary vendors who may only commit to as little as one day per week and up to 5 days per week on a seasonal basis.

Table IV (Page 9) provides the profile of the vendors who will occupy the Exterior Day Stalls, including the proposed allocated square footage. The “season” is considered to be from April through December (9 months) and the rotation is assumed to be at a 100% occupancy rate. Due to the significant expansion of winter farm production in the region, driven by consumer demand, we anticipate that the stalls are likely to be operated on a 12-month basis. The Implementation Plan recommends 12 months.

The summary of the estimated number of vendors, stalls and square footage is as follows:

| Type of Vendor                | # of Vendors* | # of Stalls | Total SF         |
|-------------------------------|---------------|-------------|------------------|
| Permanent Year Round Interior | 37            | 37          | 13,188 SF        |
| Seasonal Interior             | 6             | 6           | 600 SF           |
| Temp Exterior Day Stalls      | 27            | 27          | 2,700 SF         |
| Temp Exterior Day Tables      | 20            | 20          | 1,000 SF         |
| <b>TOTAL</b>                  | <b>90</b>     | <b>90</b>   | <b>17,488 SF</b> |

\* This does not represent the total number of purveyors, as one vendor could represent several farms or entrepreneurs. In addition this number does not represent the rotation of the Seasonal Interior Stalls and the Temporary Day Stalls, which would also increase the Vendor number.



Interior View of Market Hall

### II. SOURCING

The range of foods, both fresh and specialty, fulfills the recommendations in the Implementation Plan; however, it differs in that all goods will be sourced in Massachusetts and not from the greater New England area as suggested on p. 20 of the Implementation Plan. TABLES I, II, III, (Pages 8-9) provide an overview of the type of product, geographical source and type of provider for each category.

### III. SEASONALITY

With the exception of Soft Fruits and Orchard Fruits, the market will provide the consumer with a robust selection of products from every food category throughout the year. We will pursue a marketing & communications strategy that celebrates the virtues of SEASONALITY and showcases the diversity of Massachusetts winter crops in order to address expectations of shoppers vis-à-vis supermarket produce. Our educational programs will also support this marketing message.

### IV. TYPES OF VENDORS

Please refer to Tables II-IV (Page 9)

### V. OCCUPANCY

Please refer to Tables II-IV (Page 9)

## TABLE I: PRODUCTS & AVAILABILITY

| PRODUCT          | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
|------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| ORCHARD FRUIT    | •   | •   | •   | •   | •   |     |     |     | •   | •   | •   | •   |
| SOFT FRUIT*      |     |     |     | •   | •   | •   | •   | •   | •   |     |     |     |
| VEGETABLES/HERBS |     |     |     |     |     |     |     |     |     |     |     |     |
| MEAT             |     |     |     |     |     |     |     |     |     |     |     |     |
| POULTRY          |     |     |     |     |     |     |     |     |     |     |     |     |
| EGGS             |     |     |     |     |     |     |     |     |     |     |     |     |
| DAIRY            |     |     |     |     |     |     |     |     |     |     |     |     |
| FISH             |     |     |     |     |     |     |     |     |     |     |     |     |
| SHELLFISH        |     |     |     |     |     |     |     |     |     |     |     |     |
| MAPLE SYRUP      |     |     |     |     |     |     |     |     |     |     |     |     |
| HONEY            |     |     |     |     |     |     |     |     |     |     |     |     |
| CHOCOLATE        |     |     |     |     |     |     |     |     |     |     |     |     |
| BREAD            |     |     |     |     |     |     |     |     |     |     |     |     |
| PASTA            |     |     |     |     |     |     |     |     |     |     |     |     |
| BAKED GOODS      |     |     |     |     |     |     |     |     |     |     |     |     |
| VALUE ADDED      |     |     |     |     |     |     |     |     |     |     |     |     |
| SWEET PRESERVES  |     |     |     |     |     |     |     |     |     |     |     |     |
| SAVORY PRESERVES |     |     |     |     |     |     |     |     |     |     |     |     |
| ROASTED NUTS     |     |     |     |     |     |     |     |     |     |     |     |     |
| COFFEE ROASTERS  |     |     |     |     |     |     |     |     |     |     |     |     |
| TEA BLENDERS     |     |     |     |     |     |     |     |     |     |     |     |     |
| SOFT DRINKS      |     |     |     |     |     |     |     |     |     |     |     |     |
| WINE             |     |     |     |     |     |     |     |     |     |     |     |     |
| BEER             |     |     |     |     |     |     |     |     |     |     |     |     |
| SPIRITS          |     |     |     |     |     |     |     |     |     |     |     |     |



\*Inclusive of beach plums, blueberries, red/white/black currants, figs, gooseberries, grapes, rhubarb, strawberries, raspberries. Excludes fresh cranberries that will be available from mid-November to mid-Jan.



## VI. FOOD PREPARATION AND SERVICE

As per the Implementation Plan, we anticipate that the majority of the prepared foods will be part of fresh food vendor's "value added" offerings, i.e. a poultry farmer may enhance his offering with spit-roasted chickens, a dairy purveyor may provide quiche & ice cream, a bread purveyor may add sandwiches, or a pasta maker would provide ready to heat dishes.

### ADDITION/MODIFICATIONS

We propose to convert Areas 8 & 12 on the corner of Congress and New Sudbury to two different uses:

1. Area 8 would become a permanent Demonstration Kitchen. This dedicated space will allow for a more professional area than the "Flex" space currently on the Implementation Plan and would be used for a multitude of complimentary and paid lectures, cooking demonstrations, tastings, book signings, children's programs and entertaining. A portion of the room would be allocated for the sale of cookbooks, and possibly other culinary related goods and publications. A confined program area will eliminate congestion in the aisles and in front of the vendors, which would disrupt sales and the shopping experience if the activities were to occur within an open flex area.
2. Area 12 will be combined with the section titled "storage" on the Implementation Plan - adjacent to the garage entrance wall - to create a larger Cold Storage area for the vendors.

### INTERIOR DAYS STALLS/FLEX AREA

The stalls indicated on the Implementation Plan at the Plaza & Hanover Street corner would be converted to six Seasonal Interior Stalls (Total 600 SF) and two permanent stalls (Total 730 SF). The "Flex" space will be a permanent stall (290 SF). This differs from the Implementation Plan that recommends the use of 953 SF as half "Flex" space and half Interior Day Stalls.

**TABLE II: YEAR ROUND INTERIOR VENDORS**

| PRODUCT              | YEAR ROUND PROVIDER     | GEOGRAPHICAL SOURCE <sup>A</sup> | EST. # OF VENDORS | EST. SF                     | AREA ON LAYOUT |
|----------------------|-------------------------|----------------------------------|-------------------|-----------------------------|----------------|
| VEGETABLES/<br>HERBS | FARMER                  | SE/CAPE-ISLANDS                  | 1                 | 430 SF                      | 12             |
|                      | FARMER                  | CENTRAL                          | 1                 | 345 SF                      | 24             |
|                      | FARMER COOP             | BERKSHIRES                       | 1                 | 285 SF                      | 7              |
|                      | FARMER COOP             | PIONEER VALLEY                   | 1                 | 250 SF                      | 30             |
| ORCHARD FRUIT        | FARMER                  | CENTRAL                          | 1                 | 280 SF                      | 23             |
|                      | FARMER COOP             | BERKSHIRES                       | 1                 | 275 SF                      | 8              |
| MEAT                 | FARMER                  | CENTRAL                          | 1                 | 230 SF                      | 22             |
|                      | FARMER                  | BERKSHIRES                       | 1                 | 245 SF                      | 25             |
| POULTRY              | FARMER COOP             | CENTRAL                          | 1                 | 280 SF                      | 26             |
|                      | FARMER COOP             | PIONEER VALLEY                   | 1                 | 250 SF                      | 29             |
| DAIRY                | PRIVATE INDIV.,<br>COOP | BOSTON METRO                     | 1                 | 250 SF                      | 32             |
|                      | PRIVATE INDIV.,<br>COOP | BERKSHIRES                       | 1                 | 745 SF                      | 13             |
| FISH                 | FISHERMAN               | SE/CAPE-ISLANDS                  | 1                 | 390 SF                      | 27             |
|                      | COOP                    | SE/CAPE-ISLANDS                  | 1                 | 215 SF                      | 17             |
| SHELLFISH            | PRIVATE INDIVS.         | SE/CAPE-ISLANDS                  | 2                 | 770 SF                      | 37             |
|                      | PRIVATE INDIVS.         | SE/CAPE-ISLANDS                  | 2                 | 515 SF                      | 28             |
| MAPLE SYRUP          | COOP MA MAPLE           | STATEWIDE                        | 1                 | 290 SF                      | 15             |
| HONEY                | COOP                    | STATEWIDE                        | 1                 | 110 SF                      | 6              |
| CHOCOLATE            | PRIVATE INDIV.          | BOSTON METRO                     | 1                 | 290 SF                      | 20             |
| BREAD                | PRIVATE INDIVS.         | BOSTON METRO                     | 2                 | 365 SF                      | 10             |
|                      | PRIVATE INDIVS.         | BOSTON METRO                     | 2                 | 285 SF                      | 19             |
| PASTA                | PRIVATE INDIV.          | BOSTON METRO                     | 1                 | 638 SF                      | 2              |
| BAKED GOODS          | PRIVATE INDIVS.         | BOSTON METRO                     | 2                 | 1340 SF                     | 1              |
|                      | PRIVATE INDIVS.         | BOSTON METRO                     | 2                 | 250 SF                      | 31             |
| SPECIALTY ITEMS      | PRIVATE INDIVS.         | BOSTON METRO                     | 3                 | 290 SF                      | 36             |
|                      | PRIVATE INDIVS.         | BOSTON METRO                     | 3                 | 290 SF                      | 33             |
|                      | PRIVATE INDIVS.         | BOSTON METRO                     | 3                 | 250 SF                      | 16             |
| PRESERVES            | COOP                    | BOSTON METRO                     | 1                 | 295 SF                      | 35             |
| ROASTED NUTS         | PRIVATE INDIV.          | BOSTON METRO                     | 1                 | 365 SF                      | 9              |
| COFFEE ROASTERS      | PRIVATE COMPANY         | NORTHEAST                        | 1                 | 500 SF                      | 5              |
| TEA BLENDERS         | PRIVATE COMPANY         | NORTHEAST                        | 1                 | 165 SFw                     | 21             |
| SOFTDRINKS           | PRIVATE COMPANY         | BOSTON METRO                     | 1                 | 445 SF                      | 18             |
| WINE                 | PRIVATE                 | SE/CAPE-ISLANDS                  | 2                 | 360 SF                      | 11             |
|                      | PRIVATE                 | CENTRAL                          | 2                 | 360 SF                      | 34             |
| BEER                 | PRIVATE INDIV.          | BOSTON METRO                     | 1                 | 345 SF                      | 4              |
| SPIRITS              | PRIVATE INDIV.          | BOSTON METRO                     | 1                 | 310 SF                      | 3              |
| HORTICULTURE         | DISTRIBUTOR             | BOSTON METRO                     | 1                 | 315 SF                      | 14             |
| <b>TOTAL</b>         |                         |                                  | <b>37</b>         | <b>13,188SF<sup>B</sup></b> |                |

**TABLE III: SEASONAL INTERIOR VENDORS**

| PRODUCT              | SEASONAL PROVIDER | GEOGRAPHICAL SOURCE | EST. # OF VENDORS | EST. SF      | AREA ON LAYOUT |
|----------------------|-------------------|---------------------|-------------------|--------------|----------------|
| VEGETABLES/<br>HERBS | FARMERS           | BOSTON METRO        | 1                 | 100 SF       | PLAZA/HANOVER  |
|                      | FARMER COOP       | CENTRAL             | 1                 | 100 SF       |                |
| ORCHARD FRUIT        | FARMER            | CENTRAL             | 1                 | 100 SF       | PLAZA/HANOVER  |
|                      | FARMER COOP       | BERKSHIRES          | 1                 | 100 SF       |                |
| SOFT FRUIT           | FARMERS           | PIONEER VALLEY      | 1                 | 100 SF       | PLAZA/HANOVER  |
|                      |                   |                     | 1                 |              |                |
| HORTICULTURE         | HORTICULTURALIST  | BOSTON METRO        | 1                 | 100 SF       | PLAZA/HANOVER  |
| <b>TOTAL</b>         |                   |                     | <b>6</b>          | <b>600sf</b> |                |

**TABLE IV: TEMPORARY EXTERIOR DAY STALLS/TABLES**

| PRODUCT              | TEMPORARY PROVIDER | GEOGRAPHICAL SOURCE | EST. # OF VENDORS | EST. SF <sup>C</sup> | AREA ON LAYOUT              |
|----------------------|--------------------|---------------------|-------------------|----------------------|-----------------------------|
| VEGETABLES/<br>HERBS | FARMERS            | BERKSHIRES          | 4                 | MIX                  | 3 ON CONGRESS<br>7 ON PLAZA |
|                      |                    | PIONEER VALLEY      | 3                 |                      |                             |
|                      |                    | NORTHEAST           | 3                 |                      |                             |
| ORCHARD FRUIT        | FARMERS            | PIONEER VALLEY      | 3                 | MIX                  | 3 ON CONGRESS<br>6 ON PLAZA |
|                      |                    | BERKSHIRES          | 3                 |                      |                             |
|                      |                    | CENTRAL             | 3                 |                      |                             |
| SOFT FRUIT           | FARMERS            | NORTHEAST           | 3                 | MIX                  | 2 ON CONGRESS<br>6 ON PLAZA |
|                      |                    | SE/CAPE-ISLANDS     | 3                 |                      |                             |
|                      |                    | BERKSHIRES          | 2                 |                      |                             |
| BAKERY               | PRIVATE INDIV.     | CENTRAL             | 2                 | MIX                  | 2 ON CONGRESS<br>3 ON PLAZA |
|                      |                    | BOSTON METRO        | 2                 |                      |                             |
| BREAD                | PRIVATE INDIV.     | BOSTON METRO        | 4                 | MIX                  | 2 ON CONGRESS<br>4 ON PLAZA |
|                      |                    | NORTHEAST           | 2                 |                      |                             |
| SPECIALTY FOOD       | PRIVATE INDIV.     | SE/CAPE-ISLANDS     | 3                 | MIX                  | 3 ON CONGRESS<br>3 ON PLAZA |
|                      |                    | BOSTON METRO        | 3                 |                      |                             |
| HORTICULTURE         | PRIVATE INDIV.     | SE/CAPE-ISLANDS     | 1                 | MIX                  | 3 ON PLAZA                  |
|                      |                    | CENTRAL             | 2                 |                      |                             |
| <b>TOTAL</b>         |                    |                     | <b>46</b>         | <b>3,700sf</b>       |                             |

<sup>A</sup> Berkshires (farthest western reaches), Pioneer Valley (Hampden, Hampshire & Franklin counties) Central (Worcester County), Northeast (Essex and Middlesex Counties), Boston Metro (Towns within 25 miles of Boston Proper), Southeast, Cape Cod & Islands Region includes part of Norfolk, all of Bristol, Plymouth, Barnstable, Dukes and Nantucket <sup>B</sup> Includes the Flex space on Figure 6 in the RFP (Now #36) and the addition of Areas 15, 16 & 17. Excludes Area 8 & 12 (1,363 SF) in the RFP. Indicates increased footage for change of Bakery location. See page 8 for explanation on alternate use of Area 8 & 12 and page 11 for proposed design. <sup>C</sup> The vendor Stalls are 10 x 10 ft and Tables are 5 x 10 ft

## B. & C. DESIGN AND DRAWINGS

We have retained the spirit of the PPS Implementation Plan; however, we have made some modifications to improve the efficiency of the facility and to increase the enjoyment of the public's experience. Please refer to the Design Plans on pages 11-15 which illustrates the narrative below.

### I. LAYOUT AND CIRCULATION

We propose to concentrate the interior stalls within the Congress Street, Hanover Street and Plaza hub sector. The original Area 8 and 12 stalls, located at the corner of Congress St. and New Sudbury, will be utilized for a Demonstration Kitchen and a Cold Storage area for our vendors. We believe that any vendors in this area would otherwise be isolated from the heart of the market. This space, with a direct entry from the sidewalk, provides a perfect opportunity to develop a world-class Demonstration Kitchen in a dynamic setting, with flexible seating to serve our programming, educational and entertaining needs.

In addition, we have allocated the area originally identified as Storage and Deliveries as our main Bakery area. This modification allows for direct access to the Bakery from the Plaza and into and from the Market. The location also can further energize the Plaza with related interior/exterior seating and casual tables for Bakery patrons. The original location isolated the Bakery from the Market.

We have also increased the interior Vendor stall space by combining the original Flex space with Area 9, and Area 10 with Area 11. We have also added three more stalls along the Hanover Street wall (Area 15, 16 and 17), by reducing the width of the original Area 13.

The suggestion of mezzanines has been considered, but the height of the space appears insufficient for this approach, once the added floor framing, raised main floor and MEP/FP distribution is accounted for.

### II. ACCESS

We have maintained seven entrances; however, the locations differ from the Implementation Plan in the following ways:

On the **Plaza side** we have maintained the entrance to the original Storage and Deliveries section (Entry 1), eliminated the original Bakery entrance, and added Entry 2 to the left of the Office lobby.

On **Hanover Street** we have maintained Entry 3 and 4.

On **Congress Street** we have maintained Entry 5, eliminated the direct entrance into the Market, and maintained Entry 6 from the MBTA.

On **New Sudbury Street** we have maintained Entry 7.

### III. STORAGE

We have allocated the original Area 12 and the abutting space as our Cold Storage area. The Vendors can directly access the space from the market.

### IV. DELIVERY AND LOADING

We are cognizant of the loading limitations on New Sudbury Street, and as a result, our vendors will need to coordinate their activities with other tenants of the building. The vendors will also need additional loading access to the building. We believe the best area is through Entry 2, during off-hours, with ample controlled, short-term truck loading along the length Blackstone Street curb. We would also like to explore the option of drop-off on Congress Street during off-peak hours, in consultation with the Boston Transport Department.

### V. RESTROOMS

We have maintained the size and configuration of both the Public and Staff restrooms; however we have switched the designations. The restrooms adjacent to the exhaust ventilation shaft (near the Office Lobby entrance) are more centrally located for the public.

### VI. SIDEWALK AND PLAZA

We envision increasing the number of day stalls (10'x10') on the Plaza from 16 to 27. In addition, there is an opportunity to include up to five vendor tables (5'x10') against the wall of the building. On Congress Street, we have maintained the 15 vendor tables (5'x10') under the arcade.

### VII. EXTERIOR FAÇADE

On the Plaza side, we envision removing the flat glass canopy over Entry 2 and replacing it with a fan-shaped structure similar to the one over the Office lobby entrance. The existing fixed glass windows for the Bakery will be replaced with panels that will open onto the Plaza to provide a café ambiance. For Entry 7 at New Sudbury Street, a new arch-shaped marquee will be installed to denote the entrance to the Demonstration Kitchen.

### VIII. SIGNAGE

To generate awareness of the Market, we recommend the installation of three significant and strategically placed Boston Public Market building-top signs. One facing the North End, on the corner of the Plaza and Hanover Street, the second sign on the corner of Congress Street and New Sudbury Street - visible from the future apex of the Bullfinch Triangle - and the third location, on the corner of Hanover Street, visible from City Hall Plaza. A fourth graphic for the market, discreetly placed relative to the CA/T air intake tower, should be studied near the intersection of the Plaza and New Sudbury St. to address the Greenway. The visual cue from both the North End and Government Center will be the iconic Red Tomato of the BPMA, positioned as a blade sign above Entry 3. There will be a pedestrian level Boston Public Market - Demonstration Kitchen sign located above the windows at Entry 7, attached to the new arched-shaped marquee. The small glass canopies could be removed for more market specific canopies and banners by modifying the mounts. The design and content of the interior signage will be established in consultation with the MBTA and MDOT.



## IX. UTILITIES

It is assumed that primary MEP/FP systems will originate in the subgrade mechanical rooms of the garage, or the top floor mechanical penthouse above the garage. The concept for the market is to incorporate a series of vertical utility columns, architecturally enclosed to feed water and power to each vendor stall zone. Water distribution to vendor sinks could also be from above and down the columns, but waste water removal poses a challenge due to the existing steps in the concrete floor and the slab separation to the vent building below. To solve these challenges, a uniform raised floor (12") of a new concrete slab cast over foam blocks is proposed to facilitate local drains from sinks and grinder pumps to push waste up and over to main drops into the pump room.

Exiting toilet plumbing floor chases that appear to have been designed into the building will be used to the fullest extent.

A main electric room of 15SF to 200SF will be needed within the market, with conduit distribution across the ceiling above, to avoid floor outlets. The fire alarm system will be zoned into the office building system at the common fire command center in the office lobby.

The market fire protection system is assumed to be zoned off the existing system and fire pumps, unless supplemental capacity is needed.

It is assumed that utilities will go out to Congress Street.

## X. VENTILATION AND FOOD PREPARATION

Although our operational plans do not include a conventional sit-down restaurant, a full HVAC system will be required to condition the space, provide fresh air, and exhaust sufficient to meet not only the building code, but to favor a high air-change rate to properly manage food market odors. It is assumed that the mechanical penthouse (originally built for future systems) on the top of the garage will be available for main packaged air handlers. A riser route to the market will have to be established (possibly using past planned knock-outs at the office floors above) to connect to a market ceiling duct network rationalized for the market layout with fixed primary and flexible secondary branching (to accommodate vendor changes). The Demonstration Kitchen will require an exhaust system with grease scrubbers that can be easily accommodated.

## XI. FLOORS AND CEILINGS

As described above, a raised floor is envisioned to facilitate utilities and also to create an even floor level, accessed by gentle 5% grade ramps near the entries. The even floor level will be best for circulation and movement of produce and goods. A washable surface of either polished concrete or granite tile would be appropriate. Electric outlets in the floor will be avoided to permit safe wash-down and maintenance. The ceiling finish is envisioned as an open architectural grid, sufficient to screen MEP systems, but flexible to accommodate stall, signage and lighting arrangements. A solid surface ceiling clouds option at selective vendor groupings will work with the grid.



## XII. STALLS

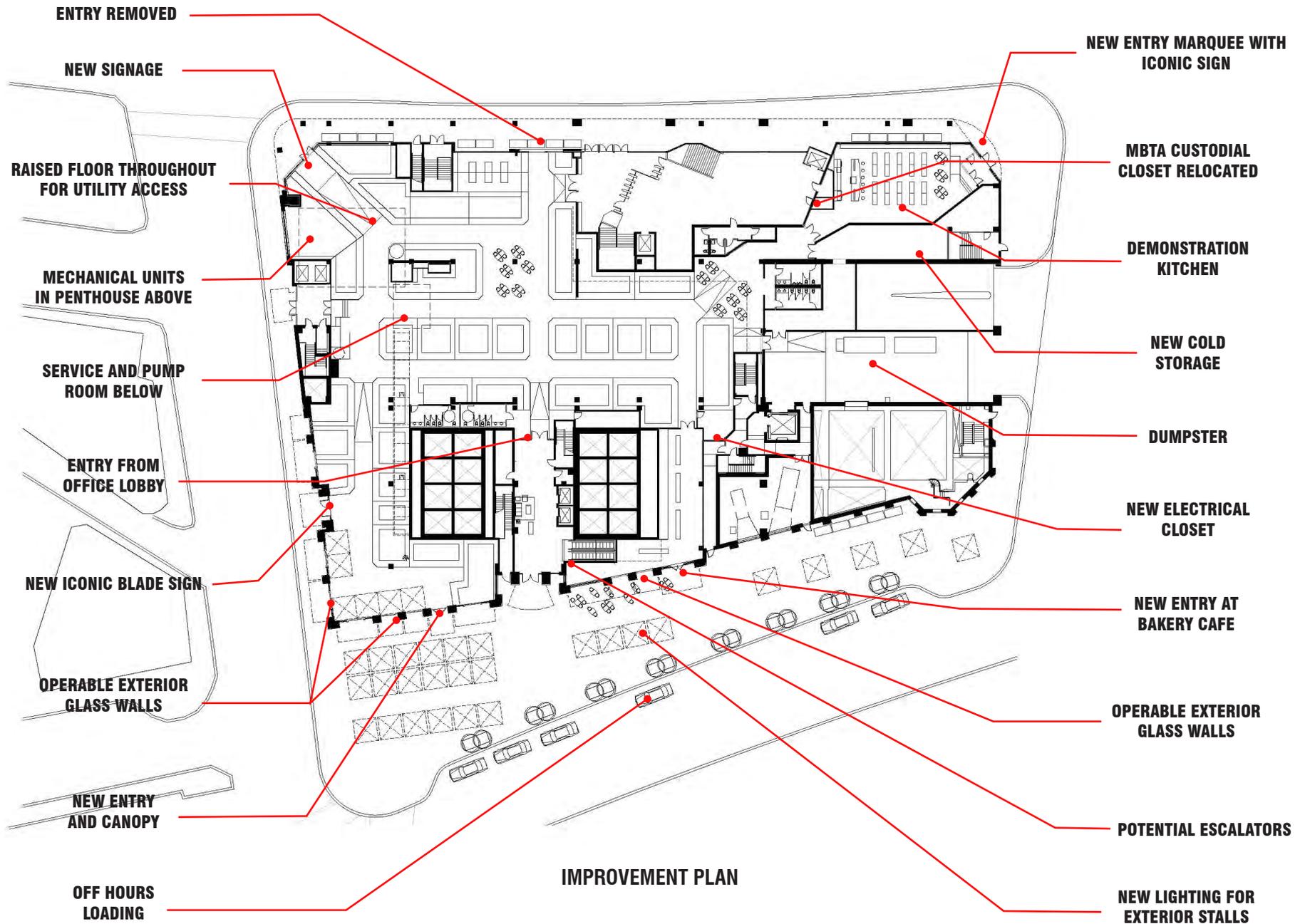
We have three types of Vendor stalls; Permanent year-round interior, Seasonal interior, and Temporary exterior based. The details for these stalls, including size, can be found in Tables II, II, & IV (Page 9). Each permanent year-round interior stall will be provided with a minimum of a hand sink, separately metered electricity, and floor drainage. The heating, ventilation, and air conditioning will be provided by the lease-holder and charges will be pro-rated back to the vendors. For design aesthetics, the BPMA will collaborate with its architectural team to establish design guidelines for each vendor type.

## XIII. SECURITY

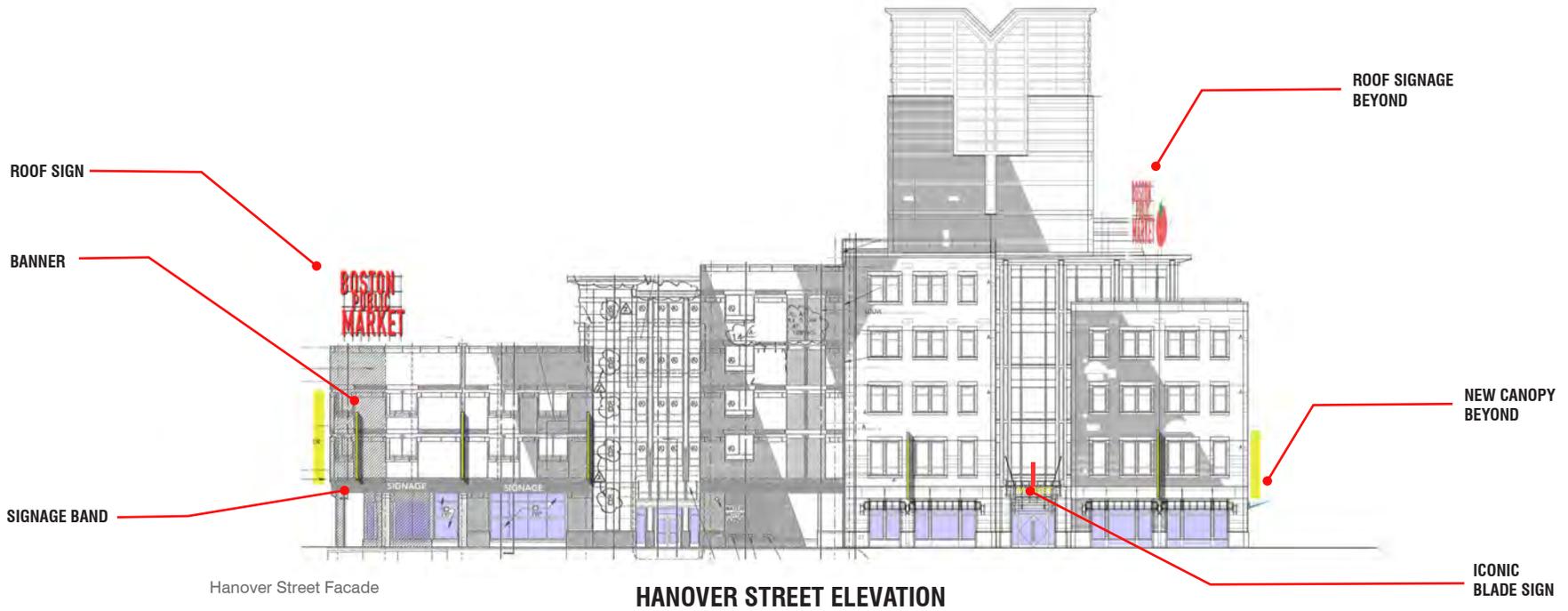
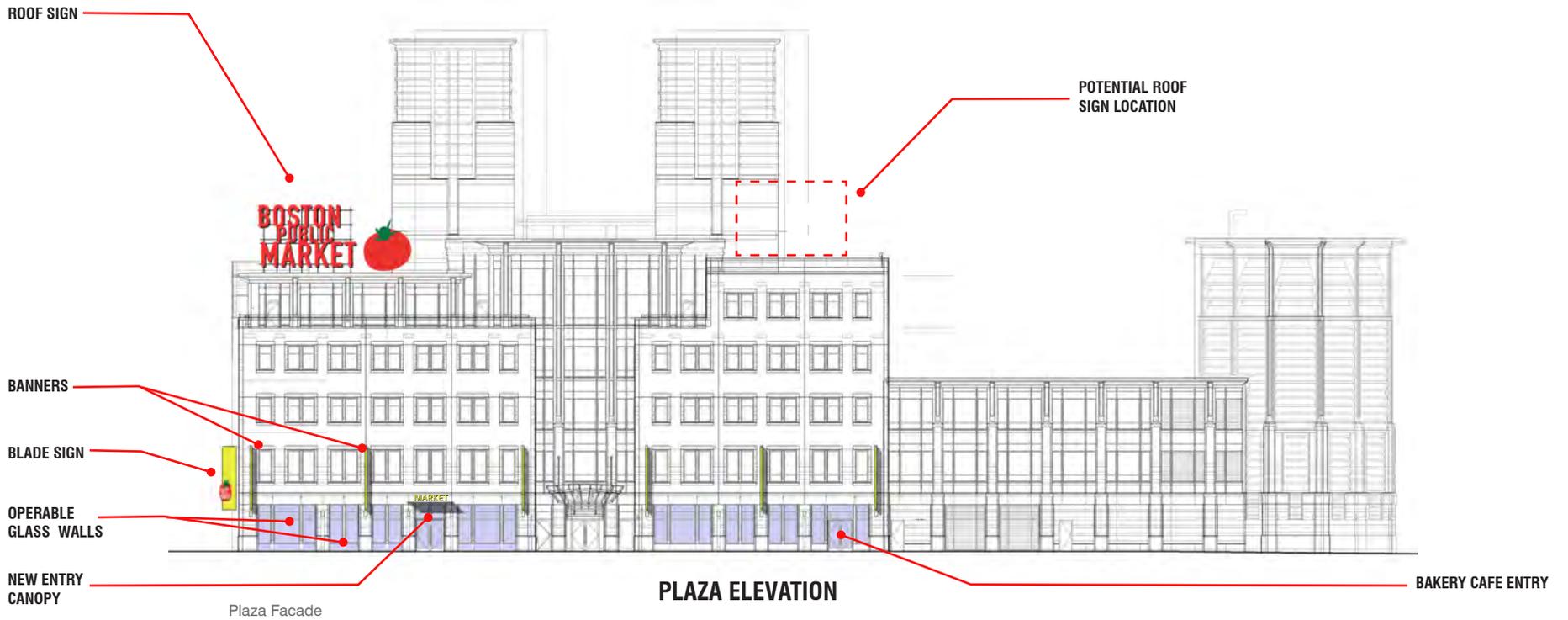
Design guidelines will include two to three different security options for the permanent interior Vendors to choose from (i.e., vertical or horizontally drawn security grilles). The Seasonal interior stalls will not require a security system, as the Vendors will be required to remove all belongings at the end of the day. The security for the public entries, in particular the ones adjacent to the MBTA and the public parking lobby, will be reviewed on an individual basis. Additionally, per our Operations plan, the Market will be staffed with two full-time security agents.

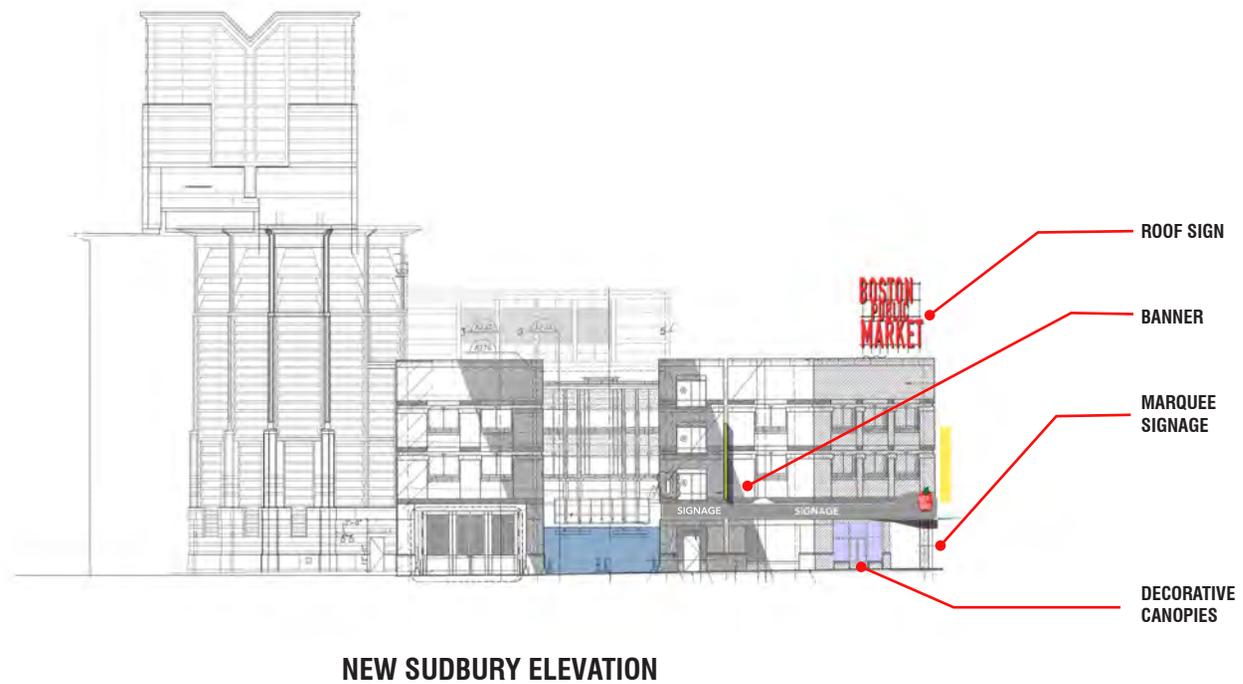
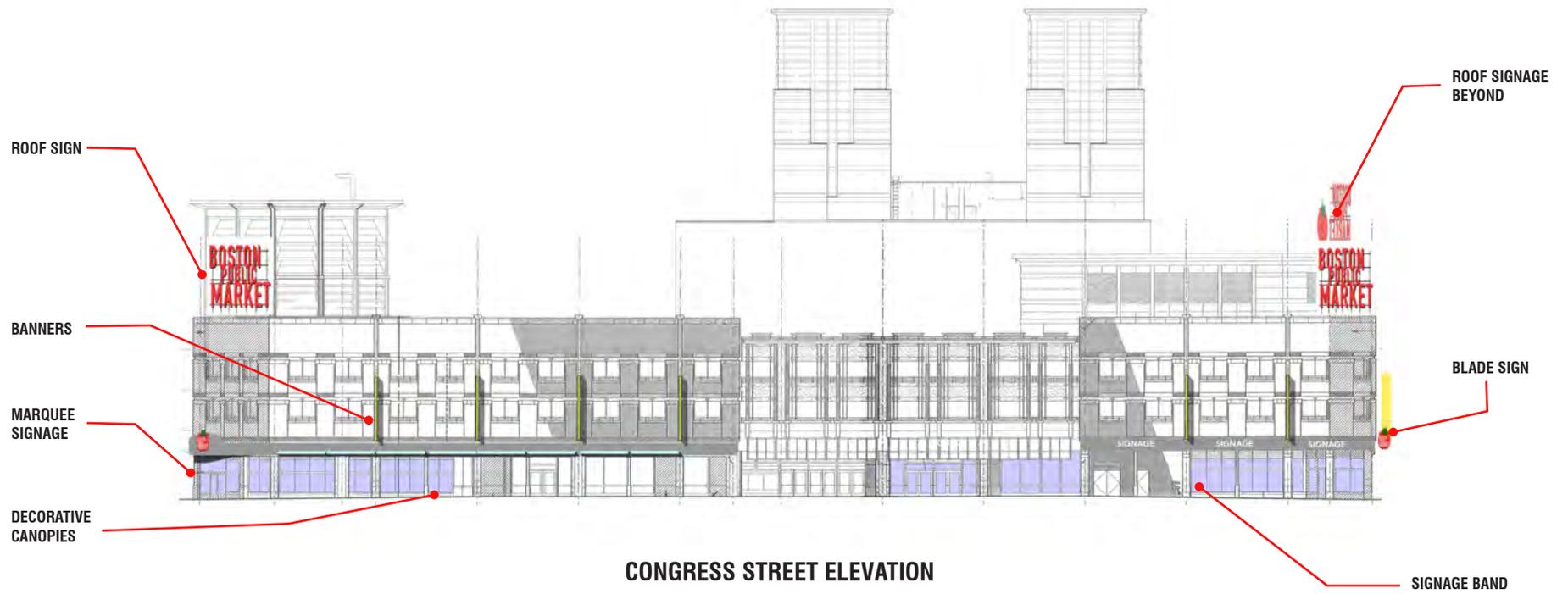
## XIV. OTHER BUILDING USES

As per the design layout, we have suggested where the office escalators could be installed to allow departure to the upper floor and arrival down from at a point directly associated with the office lobby. We observe that the escalators are best placed on either the east or west sides of the north stacks for overall accommodation of both the market and the offices, without interference with the existing drainage trough or the fire-stairs. This suggestion is subject to the office program and circulation.



**IMPROVEMENT PLAN**





## D. OPERATIONS

### I. VENDOR SELECTION, CONTRACTING, AND REMOVAL

All potential Vendors will be required to submit a Market application and will be evaluated and selected within their food category on the following criteria: quality/taste, region, farming practices or production standards, full compliance with permits and insurance, commitment to provide the estimated quantity required for the duration of their contract, method of sales (direct representative or coop representative) and pricing strategy. Permanent vendors will need to demonstrate the ability to create an attractive stall within the design guidelines that will be pre-established by the BPMA. Senior management will interview all potential Vendors and will have their operating facilities inspected prior to final contracting.

#### CONTRACTING

The BPMA will manage the contractual relations with all the Vendors and the length of the contracts will be similar to those proposed in the Implementation Plan, except the “Day Stalls” are divided into two categories – “Seasonal” and “Temporary.”

Permanent: Term to be negotiated

Seasonal: Based on a renewable three-month period

Temporary: Ranging from daily, weekends or weeks throughout the year



We are in full support of the BPMA's proposal - they are poised, experienced and ready to build and operate the Boston Public Market, bringing another valuable local food resource to Massachusetts.

Jean McMurray, Executive Director  
Worcester Food & Active Living Policy Council

Rent levels may be differentiated based on size, product, location, Vendor investment, experience and importance to the Market's mission and popularity. Payment terms for Permanent and Seasonal Vendors will be on a monthly basis, with a one-month deposit required with the first month's rent. The payment schedule will be the first day of the month. Fees for the Temporary Vendors will also be collected on the first of the month, prior to accessing their facility, based on the total number of days that they will be present during any given month.

#### REMOVAL

The BPMA will have the right to terminate the lease of a Vendor for any breach of terms in their contract, i.e., lack of compliance with the established operating guidelines and/or failure to pay rent.

### II. VENDOR MONITORING

The BPMA will conduct routine stall inspections to ensure that the products and services of each Vendor conform to their initial application. The frequency of the inspections will be on a weekly basis for Permanent and Seasonal Vendors and daily for Temporary Vendors. If a vendor wishes to sell additional products during the terms of their lease, they will be required to submit a written request for approval to the BPMA, as well as a sample and proof of source. In addition, a team from the BPMA will conduct annual inspections of the farm and/or production facility of each Vendor to ensure that the origin of source maintains the Market standards.

### III. PRICING

Vendors will be selected on their ability to offer fair and inclusive pricing models with each vendor offering product mix at various price points. The BPMA believes that if the Vendors supply value for money, it will create a healthy competition amongst them and help to maintain a high level of quality goods. All Vendors will be required to clearly mark the price and source of each product, use certified scales and be willing to sell in any units (small to large) requested by the customer.

### IV. MAINTENANCE STANDARDS

As per the Implementation Plan, it will be the obligation of the BPMA to create a welcoming, inclusive and enjoyable environment. To achieve this, high maintenance standards will be established and respected to ensure that the physical plant is maintained in excellent working conditions and an efficient trash pick-up system will be coordinated with the Boston Transportation Department. A full-time janitorial team will be hired to provide daily cleaning of the building interior, as well as the surrounding sidewalks and Plaza that will be utilized by the Vendors. The Management team will be vigilant in identifying and implementing improvements as deemed reasonable.

The permanent Vendors will be required to keep the interior of their stalls clean and tidy, with a minimum sweeping/mopping of the floor space at closing. They will be obligated to remove their trash and remove all perishable items to a storage area. Seasonal and Day stall vendors will be required to remove all belongings and trash from their stall at the end of the day and sweep clean the area in and around their stall. Vendors will be required to report any maintenance concerns in and around their stall.

## V. DAYS AND HOURS

We anticipate that the Market will operate on a five days per week basis for the first year of operation, six days in year two and seven days in Year 3 and thereafter. The market will be closed for seven public holidays: New Years Day, Easter, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas.

The opening hours will be scheduled as follows:

| YEAR 1 | DAYS                        | PUBLIC                   | VENDORS                  |
|--------|-----------------------------|--------------------------|--------------------------|
| 5 days | Wednesday - Sunday          | 8am to 6pm               | 6am to 7pm               |
| YEAR 2 | DAYS                        | PUBLIC                   | VENDORS                  |
| 6 days | Tuesday - Sunday            | 8am to 6pm               | 6am to 7pm               |
| YEAR 3 | DAYS                        | PUBLIC                   | VENDORS                  |
| 7 days | Monday - Saturday<br>Sunday | 8am to 6pm<br>9am to 4pm | 6am to 7pm<br>7am to 5pm |

## VI. GOVERNANCE AND SENIOR MANAGEMENT

### Overview of Public Market Governance:

The Public Market Commission will be responsible for ensuring that the Parcel 7 Operator appropriately upholds the goals of the Boston Public Market project.

The BPMA Board will provide leadership to and oversight of the staff at a policy level.

The Board's Governance Committee will be the primary point of contact for the Commission for matters relating to the Market.

BPMA Staff will be responsible for the day-to-day operations of the market.

### Structure of Senior on-Site Public Market Staff:

As a general matter, Public Market staff will report to the Director, and the Director will report to the BPMA Board's Governance Committee. During the development phase of the Public Market project, the BPMA will conduct a nationwide search for a permanent Market Director to fulfill the requirements for this complex operation. Other team members will be recruited as per the staff plan outlined in Section VII.

During the projects' development phase, Nora Carey will be the BPMA's market consultant. Ms. Carey, Principal of Epicurean Endeavors, LLC, holds both a Grande Diplôme de Cuisine from La Varenne, Paris, and an MBA, and has consulted on the design, buildout, and operations of approximately 50 restaurants, as well as numerous culinary festivals and specialty food events. Prior projects include Sir Terence Conran's mixed-use Butler's Wharf development in London, the opening of 30 restaurants for Euro Disneyland near Paris, launching the American affiliate of the Bocuse d'Or international culinary competition, and managing the Epcot International Food & Wine Festival at Walt Disney World.

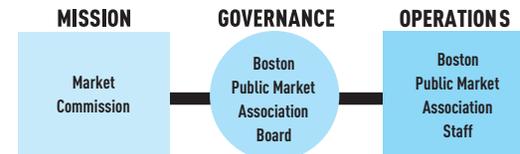
### BPMA Current Staff/Consultants:

Dede Ketover is the BPMA's Interim Executive Director.

Mimi Hall is the Operations Manager.

Megan Gibbons is the Market Manager for the BPMA's seasonal markets.

Bios of the current BPMA staff and Epicurean Endeavors may be found in Component II Section 7 A. Resumes.



## VII. STAFFING

The BPMA will staff the Public Market along lines similar to the recommendations made in the Implementation Plan. The only major modifications would be titling the "Assistant Manager" as "Marketing Manager."

The total number of personnel will need to be increased from the Implementation plan in year two and three in order to provide total coverage for 7 days of operation.

Training/orientation of the staff will be the responsibility of the Director. Consulting services specific to operating Public Markets may be utilized in the pre-opening phase.

### FULL-TIME EMPLOYEES (TOTAL 11)

#### Director

Overall responsibility for operating the Public Market, including staff oversight, financials, reports, marketing and development

#### Marketing Manager (2)

Assists Director and takes lead with promotions, events, education and volunteer program

#### Facilities/Operations Manager

Oversees Market maintenance/custodial team and security team

#### Vendor Manager

Manages relations with all permanent, seasonal and day vendors, schedules seasonal and day stalls, oversees the on-site inspection of Vendor products as per mission of the Public Market and coordinates the annual inspections to the farm/production facilities

#### Clerical (2) Office Administration

Phones, correspondence, billings, records and lease maintenance

#### Maintenance/Custodial Team (2)

#### Security Team (2)



NEW SUDBURY ELEVATION

## PART-TIME EMPLOYEES

### Loading and Traffic Assistant

Morning coordination for all activities concerning building deliveries

### Farm/Production facility Inspectors

Ensures that the farm/production facilities are in compliance with the Market's regulations

### Out-sourced Professional Services

Accounting, Legal, Graphic Arts, Communications, etc.

### Volunteers

Community residents and students will contribute to the operation of the Information Booth, the Demonstration Kitchen, Plaza activities and miscellaneous duties

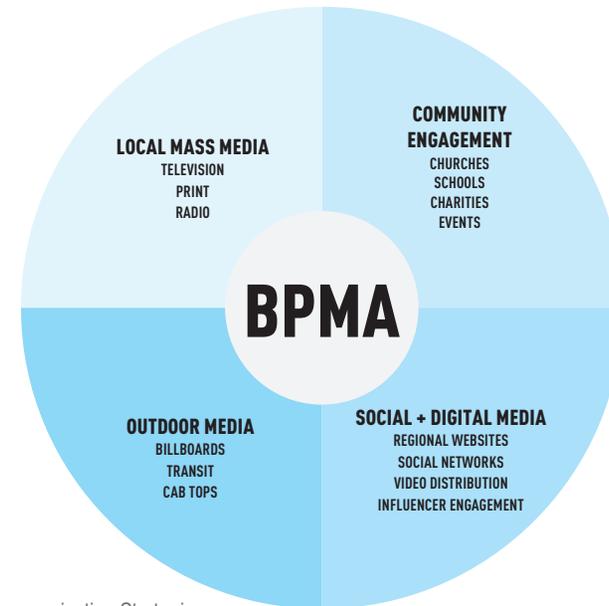
## VIII. MARKETING AND ADVERTISING

The BPPA anticipates a bold launch for the Public Market. The marketing campaign for the first year will be critical to define the Market's distinct brand position, to create interest for consumers and vendors, to generate velocity of foot traffic to the Market District and to ensure a strong and durable momentum. In support of this vital goal, the marketing plan will pursue four key strategies:

1. Define a relevant and compelling brand identity that is distinct from other consumer alternatives like Haymarket, or chain supermarkets
2. Segment its audiences based on a deep understanding of their needs and purchase patterns in order to deliver focused, relevant messaging that will have maximum effect of customizing value and driving initial and repeat foot traffic
3. Create awareness and community engagement through an integrated, multi-media outreach campaign that will be phased to provide both continuity and layering of messages
4. Create excitement for the Public Market and Market District through education, events and promotions

### 1. BRAND IDENTITY

We believe there is a unique opportunity to differentiate the Market as THE Boston source for fresh, nutritious food, produced in Massachusetts, and delivered directly to the consumers by sustainably conscious producers in the agricultural, fishing, dairy and specialty sectors. Key messages and a tag line will be created for the launch and carried throughout the campaign to firmly establish the Market's compelling brand and value proposition. We also believe that the Market will become a landmark civic institution and the branding of the Market will be developed to establish this central idea from the get-go.



Four Key Communication Strategies

### 2. SEGMENTATION

Recognizing that effective marketing is not one-size-fits-all, we will have a targeted and personal approach to resonate and motivate our different audiences. Market research will be conducted with key constituents prior to launch in order to determine the optimal segmentation. This is usually iterative and fine-tuned through continuous learning of what works best over time. Variables that may be relevant to segmentation, but not exhaustive, are geographic proximity, product provenance and socioeconomic factors.

**Geographic Proximity:** A resident or worker in downtown Boston may view the Market as a utility - a vital daily resource and convenience. A person who lives around the 128 Beltway may view the market as a shopping destination on weekends. Going further out, the Market might be viewed as an enjoyable activity to be experienced on a trip into Boston. Our marketing resources would focus on audiences in closer proximity since they are the most likely to generate the volume and velocity in the Market. However, some media cast a broad net (e.g., cable TV and radio) so rotating in messages for multiple audiences can generate a better return on the media investment and generate a more diverse customer base for the Market over time. **Product Provenance:** Some shoppers are driven by health, sustainability and knowledge of where their food comes from; others are looking for new food experiences, experimentation and the guidance to explore new products successfully. Targeted channels - like direct mail, social media and digital media - can deliver relevant messages to different audience segments very efficiently.

**Socioeconomic Factors:** The Public Market will be a resource for all socioeconomic subsets, with a common interest in sourcing healthy and affordable food. The marketing tactics would be tailored to specific subsets. For example, the communications for ethnic consumers residing in the food deserts of Suffolk County, could appear in a foreign language in the local publications, transit and outdoor billboard ads. In addition, the BPMA would continue its outreach to social hubs such as community centers and places of worship. An important message to this socioeconomic subset will be the availability of the SNAP and EBT programs at the Market.

### 3. INTEGRATED MULTI-MEDIA CAMPAIGN:

As touched upon in the Segmentation section, there are several communication channels to attract and engage our audiences. When the channels are used in concert, there is a harmonic that improves the performance of the whole as well as each part. We believe that a powerful mix of brand messaging; local PR, broad social and digital media, community engagement and a passionate set of partners (local chefs, restaurateurs, sponsors, community and government agencies and celebrities) will drive significant awareness. The net impression will be that the Market's messages are high impact, focused and omnipresent. The calendar for the media rollout for the first year, including a pre-launch period, will use these individual channels on a sliding scale.

### 4. EDUCATION, EVENTS AND PROMOTIONS

The experience within the Public Market and the Market District should foster curiosity and learning, enthusiasm for shopping and pleasure from entertainment. We will develop a year-round program of events to engage our customers, connect them to our vendors and introduce them to new food experiences in fun and entertaining ways. The interior of the Market will benefit from a dedicated Demonstration Kitchen for this purpose and the Plaza will be the stage for periodic events. For additional information please see Sections 4.B. Design- XIV, Other Building Uses and 4.E. Public Education.

## IX. COORDINATION

The BPMA and their architect team and contractor will coordinate all design and construction activities with the Commission and MassDOT.

### START-UP

The pre-opening phase will be an important period for the BPMA to work with all public, private and government entities to establish policies, procedures and relationships that will contribute to the success of the Market and related activities in the district. Of particular importance will be the establishment of a parking plan for the patrons and vendors and the development of an inclusive marketing plan that clearly educates the public on differences between the products of the Market and those of the HPA. The BPMA will continue to foster their existing relationship with the Greater Boston Food Bank and the Greenway Conservancy and will reach out to other organizations ranging from Mass MoCA to explore joint programming to the North End Community Health Center and the Food Project for public service endeavors.

### ONGOING

The BPMA, with its operating team and Board of Directors, will continue to develop and strengthen its ties with the agricultural and fishery community and all concerned public, private and government entities to ensure that the Public Market maintains its mission and prospers for the benefit of all concerned.

## X. PARKING

We anticipate a close collaboration with the Boston Transportation Department in order to address the parking and circulation challenges for the patrons and Vendors of the Market. We will hire a transportation consultant, as per the recommendation in the Implementation Plan. An in-depth study will be required to ascertain the actual space available in Parcel 7 (presumably subject to Parcel 7 office tenant conditions and existing allocations), the Government Center Garage and the street parking within a reasonable range – relative to the anticipated attendance. The study will need to incorporate the additional traffic related to the operations of the Haymarket Pushcart Association on Thursday afternoons (set-up), Fridays and Saturdays.

The BPMA's communication plans will also concentrate on encouraging other methods of access to the Market to help eliminate congestion in the area, i.e. public transport, pedestrian and bike options.

## XI. EVALUATION AND CHANGE

The BPMA will monitor and evaluate the performance of the Public Market against the established financial goals and the overall feedback and satisfaction from the vendors, patrons and the abutting community.

There will be several mechanisms to solicit feedback:

- Formal periodic meetings will be scheduled with the vendors

- A Public Market Information booth will be established and manned within the interior of the facility to assist shoppers and to register their comments. There will also be a "Suggestion Box" to collect feedback

- Periodical "in market" surveys will be conducted with the patrons  
The BPMA will develop a robust social media plan to communicate with the public and encourage feedback

- The BPMA will keep the lines of communications open with the leaders of abutting community and will establish meetings, on a formal or informal basis, as deemed necessary

- The BPMA will report their findings and make their recommendations to the Commission on a regular basis prior to implementing any changes

## E. PUBLIC EDUCATION

### I. BPMA EDUCATION PROGRAM

The BPMA will be devoted to making the Education Program the heart and soul of the Market - teaching consumers, visitors and school children from throughout the state about the health benefits and pleasures derived from fresh, local, sustainably grown food. Through a variety of educational programs, the public will discover the year-round diversity of the Commonwealth's bounty from land to sea and be encouraged to choose the Market for their weekly shopping.

At the center of our educational approach will be a dedicated Demonstration/Teaching Kitchen that will accommodate multiple educational events for school groups, seniors and the general public that will include cooking demonstrations, lectures, book signings/readings, receptions, dinners, etc. A modular seating arrangement will allow for up to 40 attendees, with standing capacity at 60. The design plan on Page 11 indicates the location of this Demonstration Kitchen on the corner of Congress and New Sudbury Streets. The area will connect directly to the Market and will also retain the access to and from the corner intersection, as per the Implementation Plan.

The annual programming of the Demonstration Kitchen, while ultimately the responsibility of the Public Market Director, will be planned with input and cooperation from our community partners, including, but not limited to:

- Tufts University's Friedman School of Nutrition
- Community Health Centers: Codman Square, North End Waterfront, and South Cove
- Massachusetts Public Health Association
- Greater Boston Food Bank
- Nuestras Raices

The Demonstration Kitchen will also draw on expertise from prominent culinary & beverage specialists, the agriculture and fishing community - including the U.S. and Massachusetts Department of Agriculture, the eight Massachusetts "Buy Local Groups," the Massachusetts Department of Fish & Game, the New England Aquarium's Sustainable Seafood Program and others.

The Marketing Managers will be responsible for the implementation logistics with the assistance of Volunteers.

In addition to the events held at the Demonstration Kitchen, the BPMA will continue its public awareness outreach of the SNAP and EBT programs that will be available at the Public Market.

The BPMA will also partner with local tourism groups for Market District Tours and organize a program of seasonal activities on the Market Plaza. These activities will focus primarily on educational info-tainment and will complement our existing City Hall and Greenway Conservancy programs. (Please see Component II, 7.B. Past Projects and Related Experience for additional information on the BPMA's current programs).



Interior View of Demonstration Kitchen



Given my nervousness about using EBT, nothing would have chased me away faster than an unfriendly experience the first time I used my card. Instead, I discovered that the market managers at Dewey Square Farmer's Market were knowledgeable about the program and always willing to help and the vendors went out of their way to assist me.

Jennifer K., Boston Resident

## II. COMMUNITY LEARNING CENTER PROGRAM SAMPLE

A sample of the proposed Programs in the Demonstration Kitchen over the course of a year may look like the following:

### 1. SCHOOL CHILDREN NUTRITION SERIES

The BPMA's ongoing relationship with leading health researchers at The Friedman School of Nutrition Science and Policy at Tufts University opens the opportunity to collaborate on the ChildObesity180's Healthy Kids out of School initiatives. This program, committed to preventing childhood obesity, focuses on increasing the availability of healthy food and beverage offerings and providing activities in Out-of-School Time (OST) programs for their nine national partners. The partners include youth groups ranging from the YMCA of the USA, National 4-H Council, to The Boy and Girl Scouts of America. The children from these organizations will be invited to tour the Public Market, meet the Farmers and participate in hands-on-cooking classes to punctuate the health benefits of selecting, preparing and eating fresh, locally produced food.

### 2. SEASONAL EATING ON A BUDGET SERIES

This program will combine a Market tour and a cooking demonstration with local farmers and chefs. The curriculum will be tailored to accommodate families, seniors, young adults on a budget and others. The series will be designed to educate each group on how to shop and cook with the seasonal harvest; while emphasizing nutrition, health and affordability.

### 3. CLOSING THE LOOP SERIES

Local experts on composting food waste, backyard gardening and urban agriculture will conduct these lectures. The mission will be to raise awareness and encourage more efficient waste management in the urban environment.

### 4. FISH & SHELLFISH SERIES

A collection of demonstration classes will instruct on how to buy, prepare and cook the fabulous array of sustainably raised and caught fish and shellfish from our Massachusetts shores, rivers and aquaculture producers.

### 5. BUTCHERY & GAME SERIES

This series will help to de-mystify the art of butchery by providing practical home-techniques on how to breakdown carcasses or large cuts of meat, how to handle fresh game and how to apply the best cooking techniques to make delicious dishes.

### 6. GOING NATIVE SERIES

A signature lecture/demonstration series championing the most iconic foods of the Commonwealth while they are at their peak of the season: Lobster, Oysters, Haddock, Cranberries, Beach plums, Apples, etc.

### 7. SPOTLIGHT ON THE ARTISAN SERIES

This collection of demonstrations/lectures will provide an opportunity for our regional artisans to share their craft in diverse specialties: Bottling & Preserving, Bread Making, Brewing, Charcuterie, Cheese Making, Chocolate, Distilling, Coffee bean selection and roasting, etc.

### 8. CALL OF THE WILD SERIES

This series of lectures/demonstrations will feature products from nature's pantry, participants will learn how and where to forage in Massachusetts and how to prepare the bounty.

### 9. YOUNG SPROUTS SERIES

A children's series of fun activities that will be hands-on, entertaining and educational – and always with a focus on seasonality.

### 10. BAKING SERIES

Culinary demonstrations on the making of pastries, pies, tarts and yeasted goods with flours and fillings sourced in Massachusetts.

### 11. FOOD TRADITIONS FROM AROUND THE GLOBE

Many of the same holidays are celebrated all over the globe, yet the foods shared at these gatherings are worlds apart; holidays are unique to a culture, with certain foods and preparations associated. This series of culinary demonstrations/lectures will be a journey in discovering the foodways relevant to the vibrant cultures of Massachusetts.

### 12. MEET & GREET GUEST CHEFS AND LOCAL TALENT

This program will feature book signings by Massachusetts authors in the field of cooking, farming and gardening, etc. It will also be an opportunity for Massachusetts entrepreneurs who are eager to share their "start-up stories" and promote a new product relevant to the mission of the Market.

## F. PERMITTING AND APPROVALS

We believe that the following city, state, and federal permits and approvals may be required in connection with the construction of the Boston Public Market, though this list is by no means intended to be definitive or to capture every permit, approval, or review process that will be required during the course of the Boston Public Market's development:

### BOSTON

**Boston Redevelopment Authority:** Potential Small Project Review (Article 80E), Design Review, Comprehensive Sign Review; Land Disposition Agreement review; Government Center Urban Renewal Plan review

**Boston Zoning Board of Appeal:** Conditional use permit for take-out food; other potential use-related relief

**Boston Landmarks Commission:** Consultation as part of Section 106 Review

**Public Improvement Commission:** Potential discontinuance; potential licensing of specific repairs/marquee or canopy projections; potential licensing of seasonal outdoor market activities

**Boston Transportation Department:** Review of proposed Market District loading zone

**Boston Inspectional Services Department:** Building permit(s); site cleanliness license (compactors; dumpsters); permanent dumpster placement permit; food service health permit; weights and measures inspection for any scales; potential patio seating permit

**Department of Public Works:** Potential sidewalk café permit

**Boston Fire Department:** Fire Code review; kitchen exhaust hoods and ducts certification

**Boston Public Health Commission:** Kitchen exhaust hoods and ducts review

**Boston Licensing Board:** Common victualler's licenses, possible liquor licensing

**Boston Water & Sewer Commission:** Site Plan Review/Connection Permit

### STATE

**Executive Office of Environmental Affairs:** Request for advisory opinion/potential MEPA Office review

**Massachusetts Historical Commission:** Consultation/Section 106 review of signage, etc.

**Massachusetts Department of Transportation:** Engineering review of proposed construction

**Massachusetts Water Resources Authority:** Potential MWRA permit

**ABCC:** Possible liquor licensing

**Architectural Access Board:** Potential technical variances relating to addressing numerous level changes within Public Market space

**DEP:** Potential Chapter 91 License (will only become potentially relevant if MEPA review is required)

**Executive Office of Public Safety:** Potential building permit(s)

**Massachusetts Department of Transportation:** Lease negotiation

### FEDERAL

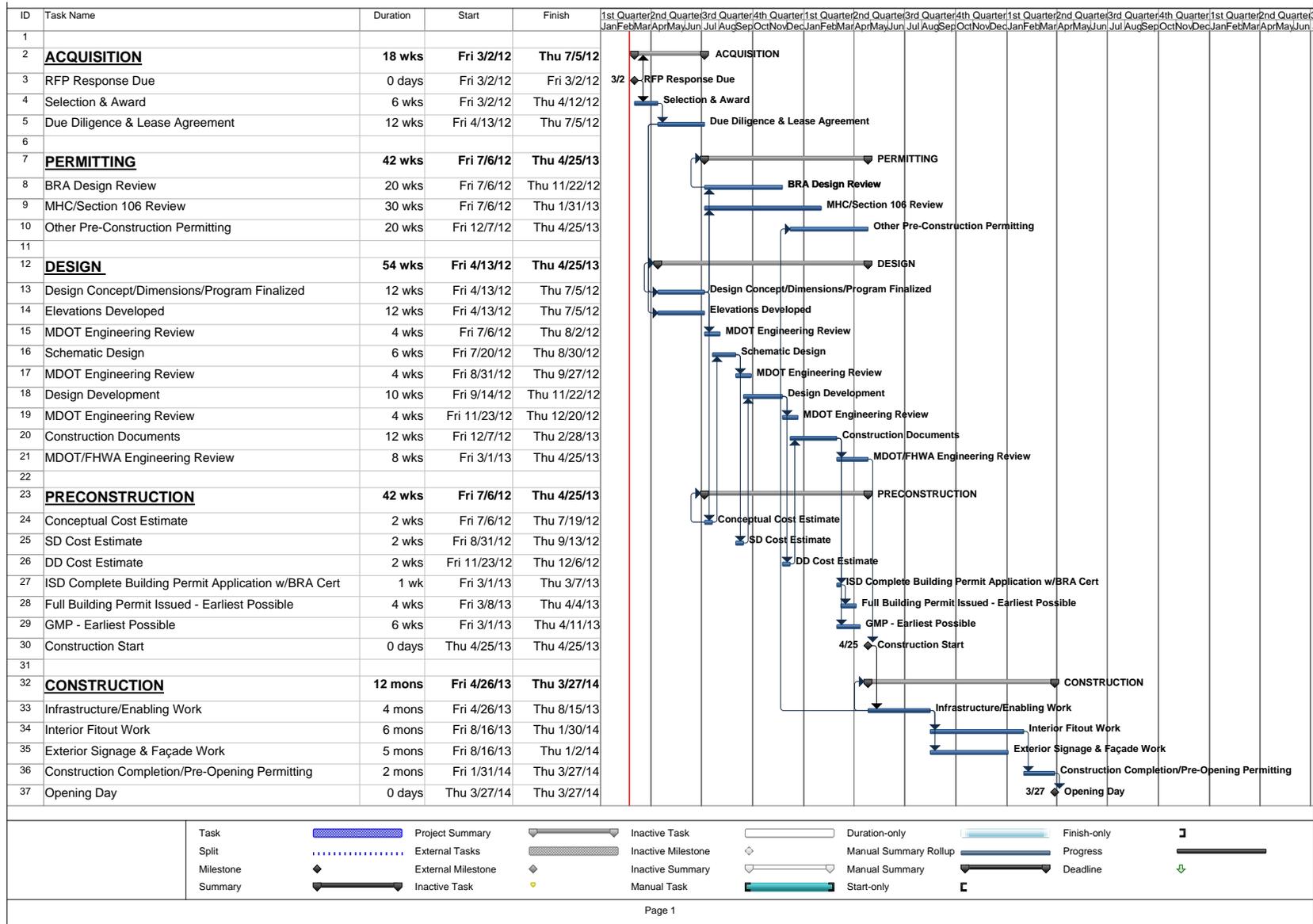
**Federal Highway Administration:** Lease review; engineering review of proposed construction



We are well aware of the BPMA's efforts of reaching out to involve local growers and consumers from every corner of our State. We applaud their approach to bringing together local agriculture and public health efforts and are looking forward to being a part of these efforts

Hilda Colon, Executive Director, Nuestras Raices

# G. SCHEDULE



## PLANNED WORK SCHEDULE FROM RFP RESPONSE TO OPENING DAY

# 5. FINANCIAL PROPOSAL

## A. FINANCIAL PROJECTIONS

### I. BUDGET

| GROSS AREA OF FACILITY                   |                    | 28,000       |  | GSF   |  |
|--|--------------------|--------------|--|-------|--|
| ACQUISITION COSTS                        |                    | % OF TOTAL   |  | NOTES |  |
| Site Acquisition Cost                    | \$0                | 0.0%         |  |       |  |
| Acquisition/RFP Legal                    | \$20,000           | 0.1%         |  |       |  |
| Acquisition engineering/environmental/D  | \$40,000           | 0.3%         |  |       |  |
| <b>SUBTOTAL ACQUISITION COSTS</b>        | <b>\$60,000</b>    | <b>0.4%</b>  |  |       |  |
| <b>HARD COSTS</b>                        |                    |              |  |       |  |
| <b>TOTAL HARD COST</b>                   | <b>\$7,000,000</b> | <b>46.7%</b> | @ \$250/GSF                                      |       |  |
| Tenant Improvement Allowances            | \$1,110,000        | 7.4%         | \$30,000 per permanent stall @ 37 perm stalls    |       |  |
| Exterior Signage & Wayfinding            | \$350,000          | 2.3%         | Marquee & banners for Market District            |       |  |
| Preconstruction Services                 | \$50,000           | 0.3%         | Cost estimating, etc.                            |       |  |
| Hard Cost Contingency (10%)              | \$945,556          | 6.3%         | 10% of total hard costs                          |       |  |
| <b>SUBTOTAL HARD COSTS</b>               | <b>\$9,455,556</b> | <b>63.0%</b> |  |       |  |
| <b>SOFT COSTS</b>                        |                    |              |  |       |  |
| <b>PUBLIC RFP PROCESS</b>                |                    |              |  |       |  |
| Preparation Costs                        | \$25,000           | 0.2%         | RFP Consultants' fees + Reimbursables            |       |  |
| <b>DESIGN/PERMITTING/CONSULTANTS</b>     |                    |              |  |       |  |
| Architecture Basic Services              | \$600,000          | 4.0%         | Basic Arch Svcs                                  |       |  |
| Structural/MEPFP Engineering             | \$250,000          | 1.7%         | All Structural/MEPFP consultants                 |       |  |
| A/E Permitting Services                  | \$50,000           | 0.3%         | Presentation materials etc etc                   |       |  |
| A/E Reimbursables                        | \$68,000           | 0.5%         | 8% of basic services fees                        |       |  |
| Landscape Architecture                   | \$15,000           | 0.1%         | Minor plaza improvements, street furniture, etc. |       |  |
| Urban Design/Planning                    | \$20,000           | 0.1%         | Market District coordination                     |       |  |
| Surveys & Site Conditions Verification   | \$30,000           | 0.2%         |  |       |  |
| Traffic Engineer                         | \$25,000           | 0.2%         | Parking/BTD work & PIC for signage etc.          |       |  |
| Civil Engineering                        | \$45,000           | 0.3%         | Utility Coordination                             |       |  |
| Geotech / Site Environmental Engineering | \$5,000            | 0.0%         | Confirmatory only - no design work               |       |  |
| Food Service Consultant                  | \$50,000           | 0.3%         |  |       |  |
| Lighting Consultant                      | \$30,000           | 0.2%         |  |       |  |
| Health/Code Consultant                   | \$50,000           | 0.3%         |  |       |  |
| Permitting Studies/Modeling              | \$25,000           | 0.2%         |  |       |  |
| Historic Consultant                      | \$10,000           | 0.1%         | If needed for MHC/Section 106 Review             |       |  |
| Testing/Commissioning                    | \$75,000           | 0.5%         | Owner's test materials & LEED Commissioning      |       |  |
| Security/Tel/Data                        | \$30,000           | 0.2%         |  |       |  |
| Other BPMA Consultants                   | \$0                | 0.0%         |  |       |  |
| LEED                                     | \$30,000           | 0.2%         |  |       |  |
| <b>DEVELOPMENT FEES</b>                  |                    |              |  |       |  |
| Project Management/BPMA Owner's Rep      | \$200,000          | 1.3%         | 20 mths @ 10,000/mth                             |       |  |
| BPMA Staff Overhead                      | \$480,000          | 3.2%         | 24 mths @ \$20,000/mth                           |       |  |

| ACQUISITION COSTS                      |                     | % OF TOTAL    |  | NOTES |   |
|--|---------------------|---------------|--|-------|---|
| <b>LEGAL/PUBLIC RELATIONS</b>          |                     |               |  |       |   |
| Permitting Legal                       | \$25,000            | 0.2%          |  |       |   |
| Contracts & Leases Legal               | \$50,000            | 0.3%          |  |       |   |
| Real Estate Legal                      | \$25,000            | 0.2%          |  |       |   |
| Enforcement Protocol Legal             | \$15,000            | 0.1%          |  |       |   |
| Financing Legal                        | \$0                 | 0.0%          |  |       | Depends on debt structure, if any               |
| Title / Recording                      | \$10,000            | 0.1%          |  |       |   |
| Public Relations/Marketing             | \$200,000           | 1.3%          |  |       | Pre-opening campaign                            |
| Marketing & Advertising                | \$450,000           | 3.0%          |  |       | Initial collateral materials & public awareness |
| Capital Campaign Costs                 | \$525,000           | 3.5%          |  |       | 5% of \$11M capital campaign                    |
| <b>FINANCING FEES</b>                  |                     |               |  |       |   |
| Construction/Perm/Mezz Loan Arrangem   | \$0                 | 0.0%          |  |       |   |
| Construction Loan Origination/Commitm  | \$0                 | 0.0%          |  |       |   |
| Construction Lender engineering fees   | \$0                 | 0.0%          |  |       | Assumes no Debt                                 |
| Construction Lender legal fees         | \$0                 | 0.0%          |  |       |   |
| Title / Recording                      | \$0                 | 0.0%          |  |       |   |
| Lender's Appraisal                     | \$0                 | 0.0%          |  |       |   |
| <b>FINANCING CARRY</b>                 |                     |               |  |       |   |
| Construction Debt Carry                | \$0                 | 0.0%          |  |       | Assumes no Debt                                 |
| Mezzanine Debt Carry                   | \$0                 | 0.0%          |  |       |   |
| <b>LEASING FEES</b>                    |                     |               |  |       |   |
| Retail Leasing                         | \$0                 | 0.0%          |  |       | No brokerage protection                         |
| <b>OTHER SOFT COSTS</b>                |                     |               |  |       |   |
| Property Taxes After Conveyance        | \$0                 | 0.0%          |  |       | Exempt  |
| Logistics/Transportation/Misc Expenses | \$25,000            | 0.2%          |  |       | Development period BPMA expenses                |
| Startup Expenses                       | \$500,000           |               |  |       | Allowance for staff, equipment, vehicles, etc.  |
| Operating & CapEx Reserve              | \$1,000,000         | 6.7%          |  |       | 2 yrs operating reserves                        |
| Soft Cost Contingency (10%)            | \$548,667           | 3.7%          |  |       | 10% of total soft costs                         |
| <b>SUBTOTAL SOFT COSTS</b>             | <b>\$5,486,667</b>  | <b>36.6%</b>  |  |       |   |
| <b>TOTAL DIRECT COSTS</b>              | <b>\$15,002,222</b> | <b>100.0%</b> |  |       |   |

The projected total development budget of approximately \$15 million encompasses work that is to be funded by three distinct sources: (i) private fundraising by the Parcel 7 designee, (ii) the 2008 Agricultural Bond Bill's appropriation of \$4 million for the creation of a Boston Public Market, and (iii) MassDOT funding for base building and utility upgrades.



## B. FINANCING

### I. FUNDRAISING

We anticipate that the Boston Public Market will require a minimum investment within the range of of \$15 million in order to open its doors to the public (see Section 5.A.: Financial Projection Page 25). The BPMA will endeavor to raise up to \$11 million dollars of private funding (see Table V). We are confident in this pursuit and have established a Capital Campaign Committee whose single focus will be to achieve this goal. When designated, the Committee will be comprised of over 40 professionals, each with a proven track record in raising significant private funds within a wide range of disciplines.

The key Capital Campaign members include:

|                            |   |
|----------------------------|---|
| <b>CAROLA CADLEY</b>       | Vice President of Corporate Development and Special Events Children’s Hospital Trust                                  |
| <b>SERGE DENIS</b>         | Managing Director at Langham Hotel, Boston  |
| <b>LIZ HARRIS</b>          | Entrepreneur and Arts Management  |
| <b>LINDA PIZZUTI-HENRY</b> | Community Activist and Philanthropist   |
| <b>DEDE KETOVER</b>        | Interim Executive Director, BPMA  |
| <b>BRIAN KINNEY</b>        | Co-Founder and Owner, Panther Partners, LLC   |
| <b>LINDA MCQUILLAN</b>     | Community Volunteer and Fundraiser  |
| <b>MIRIAM NELSON</b>       | Ph.D Director, John Hancock Research Center on Physical Activity, Nutrition, and Obesity Prevention, Tufts University |
| <b>GUS SCHUMACHER</b>      | Executive Vice President Policy, Wholesome Wave Foundation  |
| <b>MARC SMITH</b>          | Consultant  |
| <b>BILL TAYLOR</b>         | General Manager, Four Seasons Hotel, Boston   |
| <b>DAVID TUBBS</b>         | Senior Managing Director, Massachusetts General Hospital Development Office   |
| <b>CHARLOTTE VENA</b>      | Director, John W. Henry Family Foundation   |

NOTE: Biographies of each Committee Member are included in Component II, 7A Resumes

### TABLE V. CAPITAL CAMPAIGN FUNDRAISING GOALS

| FUNDING GROUP | GIFT AMOUNT         | PERCENTAGE     |
|---------------|---------------------|----------------|
| Individuals   | \$ 2,475,000        | 22.50%         |
| Corporations  | \$4,425,000         | 40.23%         |
| Board         | \$50,000            | .45%           |
| Foundations   | \$3,425,000         | 31.14%         |
| Government    | \$625,000           | 5.68%          |
| <b>TOTAL</b>  | <b>\$11,000,000</b> | <b>100.00%</b> |

These funds will be raised through individuals, BPMA Board, Capital Campaign Committee Members, corporations, government and foundations (private and public). The remaining \$4 million will be provided by the State grant, as per the RFP. We anticipate that the total amount of gifts from each group will be distributed as per Table V. We project that the capital campaign will require 18-24 months, with the majority of the funds being obtained within the initial 12 months.

To date, the BPMA has successfully raised approximately \$2.5 million to cover the operating expenses of two seasonal farmers markets, staffing, marketing, and advocacy for a permanent market. Our work has been enabled by the generous support of many individuals, corporations and foundations. We will continue to benefit from the strong relationships we have developed to attain contributions on a larger magnitude. Our strategy will also include the cultivation of new partners in order to attain our goal of \$11 million.

Once we obtain official designation to develop and operate the Boston Public Market, we will be able to secure financial commitments for this long anticipated public amenity. A number of organizations have expressed their strong interest in supporting the Market upon designation, including The John W. Henry Family Foundation, Harvard Pilgrim Healthcare Foundation, Project Bread and The Boston Foundation. Please refer to Component II Section 7.D. Support Letters for additional information.

In addition to the funding identified in Table V, the Committee will explore other avenues for the general public to become stakeholders in this important civic project. One engaging opportunity could include the purchase of tile for the new floor, with allocations commensurate to the size of the tile. The Capital Campaign Committee, drawing on its significant experience, also anticipates hosting a series of major fundraising events throughout the campaign, targeting all Boston residents, generating a tremendous amount of energy and excitement for the project. Potential locations for these events include the Rose Kennedy Greenway, Fenway Park, and the Museum of Science.

## II. EQUITY

The BPMA does not envision the application of any private equity funding in connection with the market's development. All sources of funds for project development will be sourced through our Capital Campaign and other BPMA sources.

## III. DEBT

The BPMA does not anticipate carrying the need to raise any debt in order to finance the Boston Public Market's development or operation. In connection with the BPMA's Capital Campaign, the BPMA will not pledge, mortgage, or otherwise encumber the leased premises, market leases & rents, or other tangible assets of the market to any funding source.

## C. RENT TO MASSDOT

As a 501 (c)(3) organization, the BPMA's mission is to serve the public by developing and operating a Public Market for the Commonwealth of Massachusetts and the City of Boston. Our organization will undertake a significant endeavor to raise over \$11 million dollars for the initial Capital Campaign and envisions additional Campaigns throughout the terms of the lease. Specific lease terms with MassDOT will be subject to negotiation upon initial designation. As a result of our non-profit status and our mission of generating as much income as possible for Massachusetts farmers and producers, we propose that the BPMA be exonerated from a rent schedule, other than a nominal annual rent of ten dollars (\$10.00). Our mission is to dedicate operating income generated by the market back into the market's infrastructure, public programs and the Massachusetts agricultural community.

## D. ALTERNATIVE FINANCING & RENT PROPOSALS

Not Applicable to this proposal.



Farm Aid stands alongside the Boston Public Market Association in its efforts to open the doors to a Boston Public Market because the Market will share our goals to expand opportunities for farmers and introduce more people to the good food from family farms.

Carolyn Mugar, Executive Director, Farm Aid



**INTERIOR VIEW OF MARKET HALL**

# THANK YOU!

Boston Public Market Association  
PO Box 52385 | Boston, MA 02205-9761  
[bostonpublicmarket.org](http://bostonpublicmarket.org)

Disclaimer  
All facts, figures, and commitments are based on a good-faith understanding of the current building and project, but are contingent and subject to change.

