Contributors

The Project for Public Spaces

Project for Public Spaces (PPS) is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Our pioneering place making approach helps citizens transform their public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs. For almost 40 years PPS has completed projects in over 2500 communities in 40 countries and all 50 US states. Partnering with public and private organizations, federal, state and municipal agencies, business improvement districts, neighborhood associations and other civic groups, PPS improves communities by fostering successful public spaces.

David O’Neil, International Market Consultant

David is an international market consultant and expert in the management and development of public markets and rebuilding local economies. In addition to serving as the PPS Senior Market Consultant, David is the Director of the Public Market Collaborative, a network of individuals and organizations who plan, design, develop and operate public markets. He is also an instructor for the U.S. Housing and Urban Development’s Neighborhood Reinvestment Corporation, teaching a course in market development. David is the former General Manager of the Reading Terminal Market in Philadelphia, where he directed the overall market revitalization for ten years and was a contributing writer and advisor to the Urban Land Institute’s recently published book, “Public Markets and Community Revitalization”.

Larry Lund, Real Estate Planning Group

Larry and the Real Estate Planning Group (REPG) work with teams during the creative process to ensure that ideas are economically sustainable in the marketplace. Larry is skilled at answering the question: is there sufficient market capacity and how to make the project better? REPG clients are municipalities, developers, and retailers, as well as architects and planners. Their assistant is particularly helpful in the conceptual stage and provides support in the public and private review process. Larry specializes in public food market analysis and GIS technologies. He produced the Huff-Gravity analysis contained herein.
In 2001, a group of food lovers, producers, and state and city officials gathered to begin what would become the Boston Public Market Association, a 501 (c)3 organization that would go on to run two of Boston’s largest farmers markets and successfully advocate for a year-round Boston Public Market. In 2012, the Association was designated by the Commonwealth as the developer and operator of Boston’s Public Market: a 28,000 square-foot indoor retail location on the ground floor of the Haymarket T-station building abutting both Boston’s Greenway and Government Center.

The Boston Public Market project is a partnership between the Boston Public Market Association, individual and corporate investors, foundations, the City of Boston, and the project’s seed funder, the Commonwealth of Massachusetts. The Commonwealth identified the location as low to no-rent at an estimated rental value of $2.1 million per year and Governor Patrick appropriated $4 million dollars in State funding for the initial build-out of the interior space. The Boston Public Market is currently raising additional funds in order to reach the $15.5 million dollars in total capital necessary to complete the project and open the doors in 2015.

The Boston Public Market will be a permanent, year-round, self-sustaining market that provides local, healthy food to consumers from all income levels, and that enriches our community. It will educate the public about food sources, nutrition, and preparation. The market will offer farmers, fishermen, and specialty food producers in Massachusetts and throughout New England a vibrant Boston marketplace with high visibility, foot traffic, and a growing residential, professional, and tourist customer base. The Marketplace will include a kitchen classroom for community demonstrations and programming. Our non-profit model assumes a break even operating margin, existing solely to create, run, and promote the marketplace and provide for the education of our community.

Vendors will offer an assortment of local products in permanent, temporary, and day stalls. Products will include farm fresh produce; meat, poultry, and eggs; cheese and dairy; fish and shellfish; bread and baked goods; plants and flowers; beer and wine; and an assortment of specialty and prepared foods, including several “grab-and-go” lunch options.

Once open, the Boston Public Market will be the only locally sourced market of its kind in the United States. All products offered will either originate in New England or be produced here.

A marketplace built for success

There are five critical reasons why the Boston Public Market will succeed:

1. **Unparalleled location.** The Boston Public Market is in an unparalleled location that offers the high visibility and heavy foot traffic necessary to support a retail enterprise. The location enjoys

Once open, the Boston Public Market will be the only locally sourced market of its kind in the United States.
a favorable competitive landscape and is designed to serve as the cornerstone of Boston’s market district.

2. **Growing consumer demand.** The Boston Public Market fresh and local assortment is on trend with prevailing grocery attitudes that demonstrate a growing market for fresh foods and a clear preference for local sourcing.

3. **First-rate regional supply and keen vendor interest.** The New England region offers a first-rate supply and assortment of products that is unique in the United States. With many of our producers within close proximity to Boston, the size and scale of Massachusetts’ farming enterprise enjoys a tradition of direct sales to consumers that is second only to California and Washington.

4. **Self-sustaining economics.** The Boston Public Market model—because of its partnership with the State—is built on viable, self-sustaining economics that limit a reliance on ongoing fundraising campaigns and instead balance operating cost on a percentage of sales revenue and modest fees.

5. **Genuine public value.** The market model offers a strong value proposition for the obvious marketplace beneficiaries: our customers and vendors—the farmers, fishermen, and local food producers in New England and the consumers who support them. However, the public benefits reach far beyond the marketplace, appealing to environmentalists, conservationists, and those most interested in sustainability; to public health advocates who are excited by the opportunity to increase access to and education about healthy eating options; and to individuals who see the opportunity in creating a new public space through the revitalization of a 12-year vacant building.

**Unparalleled location.**

Located on the Greenway and along the Freedom Trail, 136 Blackstone is a one-of-a-kind retail location in a dynamic and growing section of Boston that has a long history of public market activity.

- **High visibility and heavy foot traffic driven by residents, workers, visitors and commuters**
  - **Residents:** Within an approximate half-mile radius of the market is the entire North End, West End and large sections of Beacon Hill. This trade area has an estimated 11,000 households with a high average household income of $100,000 annually. Residents are also highly educated with 4.8 times the
number of college degree residents as there are high school graduates.

- **Workers:** Within walking distance of the Financial District and Government Center, there are more than 102,000 employees estimated to work in the 7-minute radius of 136 Blackstone. A population of this size is estimated to spend, on average, $25 million during lunchtime alone. Development plans for the area include more than 2 million square feet of new office space.

- **Visitors:** Located along the Freedom Trail— which sees 1.7 million visitors annually—and one block from Faneuil Hall and its 17 million annual visitors, 136 Blackstone is centered in an activity hub. Additionally, the State is currently relocating the new Boston Registry of Motor Vehicles to the floor directly above the market. With more than 30,000 monthly transactions, the RMV will bring 360,000 annual visitors directly into the building.

- **Commuters:** The Haymarket T station, on the Orange and Green lines, is located within 136 Blackstone. More than 8,600 commuters use the station weekly. North Station and its 40,000 commuters is a short walk away and the Haymarket bus hub is next door. 136 Blackstone has a parking garage offering subsidized parking rates at $3 for 3 hours.

**Within a 5-minute walk to the Market doors there are:**
- 11,000 households
- 102,000 workers
- 1.7 million visitors to the Freedom Trail
- 17 million visitors to Faneuil Hall
- 48,000 commuters
- 1,500 new residences under development

- **A neighborhood that has become a destination for development investment.** Within blocks of the market, five current residential and commercial developments are underway, including the recently announced plans to replace the Government Center Parking garage (located just across the street) with a 600-foot office tower with 771 residences, 1.3 million square feet of office space, 1,100 parking spaces, and 82,500 square feet of stores and restaurants. Other developments include the Nashua Street residences, TD Garden towers, the Victor, and the new mixed-use development on Lovejoy Wharf that will welcome the Converse headquarters back into Boston. In total, these developments will bring more than 1,500 new residences within a quarter mile of the Market. The Boston Globe has said of the “neighborhood-building” development: “transformations of this size and speed are rare in Boston.”

- **Center stage in the Boston Market district.** The Boston Redevelopment Authority and the Commonwealth have conducted two feasibility and implementation studies of the location; both entities are committed to developing a broader Boston Market District around the 136 Blackstone location and are zoning and developing the area accordingly. Full-fledged market districts are the most highly evolved form of public markets. They function as economic zones in which open air markets, specialty food stores, and market halls reinforce each other’s customer base and their economic dynamism attracts related businesses. A Boston market district will increase the range of healthy food available to its residents, stimulate its economy, and enliven its culture.
• **An indoor / outdoor space with just the right scale.** With 28,000 square feet of indoor retail space and the addition of a large, useable outdoor plaza that abuts the Greenway, 136 Blackstone is neither too large nor too small. Today’s average grocery store is 46,000 square feet, but a smaller 15,000 to 25,000 urban, fresh format footprint is emerging. Notably, in a commercial enterprise this is typically being achieved by right-sizing non-perishables, and today, 70 percent of grocers are planning to shrink their center store and grow their fresh offerings. The addition of the plaza allows for a robust seasonal and day stall operation—design plans can accommodate up to 68 vendors—which increases the diversity of product lines and allows important access for smaller vendors who might otherwise be unable to meet year-round production standards.

• **A favorable competitive landscape.** Haymarket vendors have been in continuous operation in the location of the Boston Public Market since the early 1800s. Today, they operate an outdoor, year-round market next to 136 Blackstone on Fridays and Saturdays, generally reselling low-price produce from wholesale distribution terminals north of Boston. Haymarket is a uniquely successful market. A 2009 Haymarket survey showed 14,423 transactions over two days—a level that nears the equivalent of the average United States supermarket, open seven days a week, at 14,892. About three in 10 Boston area residents shop at Haymarket annually.
Our national consultant, Project for Public Spaces, concludes that Haymarket attracts one of the most diverse populations of any market and its geographic reach exceeds any they have seen. The downtown residential and office populations—individuals who are likely to represent the average Boston Public Market customer—represent only a small part of Haymarket’s success. Haymarket serves customers of all income levels, including individuals, families, smaller shop owners, and restaurateurs seeking to pick up a bargain or shop in bulk in a bustling environment.

The Public Market’s close proximity to Haymarket is a benefit to both operators. The Haymarket assortment increases the supply of bargain and non-seasonal produce on Fridays and Saturdays while the BPM will bring fresh seafood, meat, and other specialty products that are not currently available or permissible to sell at Haymarket. The close proximity of the markets broadens the food shopping opportunities to Haymarket’s notably cost conscious and underserved population; but the BPM pricing is unlikely to be able to compete with that of an average Haymarket vendor. Given the complementary—rather than competitive—assortment of food offerings and price points, the expectation is that the markets together will create a “fresh food” center in downtown Boston.

Growing consumer demand.

In the United States, a more educated consumer, growing concern about food safety and nutrition, and an interest in buying local have elevated the fresh movement.

- **Consumer trends.** Eating at home may be one of the few behavioral changes from the recession to stick. According to the American Dietetic Association Foundation, 73 percent of meals were eaten at home in 2010. This was up from just 52 percent in 2003. It appears that the trend is one part stretching household budgets and another part finding a genuine joy in cooking and breaking bread with family and friends, as at home dining seems to be back in vogue. Cooking has become hip, says Rick Smilow, president of the Institute for Culinary Education, where registration for recreational courses was up 10 percent last year.

- **The rise of fresh format.** Perishables are the engine of growth in the grocery business. Fresh format stores (e.g., Whole Foods, Fresh Market) and limited assortment formats (e.g., Trader Joe’s, Save-A-Lot) have been growing at a faster rate than more traditional grocery chains and are predicted to maintain a heady rate of 13 percent growth per year in the coming years. Within existing stores, “fresh” is the fastest growing product category.

### Anticipated Compound Annual Sales Growth Rate vs. Inflation: 2012 - 2017 (Grocery and consumables)

- Fresh Format: 13.40%
- E-Commerce (food and) 12.10%
- Limited Assortment: 6.20%
- Dollar: 6.00%
- Convenience (with gas): 3.50%
- Drug: 3.40%
- Wholesale Club: 3.20%
- Super Warehouse: 2.80%
- Supercenter: 2.70%
- Other (small) grocery: 2.10%
- Convenience (without gas): 1.90%
- Military: 1.70%
- Traditional Supermarkets: 0.20%
- Mass merchandising (Wal-Mart, etc.): -6.80%

47% of adults would be willing to pay more for fruit, vegetables, meat and cheese produced near their homes and 52% of consumers report that it’s more important to buy local produce than organic.

• **Local, the new organic.** In consumers’ eyes, “Local is the new Organic.” According to recent surveys 47 percent of adults would be willing to pay more for fruit, vegetables, meat and cheese produced near their homes and 52 percent of consumers report that it is more important to buy local produce than organic. Nearly half of consumers believe locally-sourced food to be safer and have higher nutritional and health value.

• **Great retail demographics for the location.** Residents within an approximate ½ mile radius of the market location are highly educated (more than 68 percent have college degrees) and boast higher incomes—the two most reliable characteristics of the average farmers market customer in surveys done across the United States. Millennials and baby boomers are the two critical sub-segments of consumers who are driving national consumer trends towards “Buy Local.” The demographics of the Boston Public Market trade zone feature populations from ages 22 to 35, and older baby boomer households with high incomes.

• **Competition.** In downtown Boston today, there are only three supermarkets larger than the Boston Public Market – Whole Foods Charles River, Shaw’s at Prudential (a good distance away), and Super Stop & Shop in the Longwood Area (a great distance away.)

First-rate regional supply and keen vendor interest.

**Local Supply.** Can a public market, facing the seasonality of the New England growing season, attract enough vendors with ample year-round production and deep enough variety to sustain a year-round customer base? Simply put, is our local agriculture, livestock, fishing, and specialty food industry strong and deep enough? The answer is an unequivocal, yes.

• **Lead the nation in direct farm sales.** New England is first in the nation in direct to consumer farm sales of produce and livestock. Our farms have remained small to medium in size, agribusiness has commanded little to no presence in our farmlands, and farmers have continued an almost 200 year history of sales in their local communities, at road-side stands or through a thriving regional cooperative market system. Massachusetts’ agriculture economy generates $469 million in sales, a healthy 20 percent of New England’s $2.4 billion agricultural economy. The local growing corridor is a valley of extensive agriculture.

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<thead>
<tr>
<th>Rank</th>
<th>State</th>
<th>Percentage of all farms with direct sales</th>
<th>Direct sales as a percentage of all farm sales</th>
<th>Average direct sales as a percentage of all farm sales</th>
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<td>$10,803</td>
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with superb soils and experienced farmers who are looking for new and growing markets for their goods.

- **First in the nation seafood supply.** In addition, New England is home to some of the most nutrient rich fishing grounds in the world including Georges Bank, the Gulf of Maine and Cape Cod Bay. Georges Bank is arguably the most productive piece of ocean bottom in the entire world. Today’s fishermen work within regulations designed to eliminate overfishing and promote the stock’s biomass growth. While certain populations are still at risk, over the last 17 years the fishery biomass in New England has grown by more than 500 percent. New England’s annual catch size is second in value only to Alaska, and today, scallops help New Bedford, Massachusetts, bring in more revenue than any fishing port in the nation for the 11th consecutive year in a row.

- **Growth of Farmers Markets.** Not only are we seeing an influx in more locally grown, caught, and produced products, we’re seeing dynamic change in our local supply chain. The number of Massachusetts farmers markets has grown steadily from about eight in 1979 to 289 this year—making us seventh in the nation behind the larger, more populous agricultural states of California, New York, Illinois, Michigan, Ohio, and Pennsylvania. In Boston alone, farmers markets have more than doubled in the past 10 years and Massachusetts ranks 3rd in the Nation in number of farmers markets per person which makes our residents both highly urbanized and highly supportive of local agriculture. Our growing network of small farmers markets carry produce, meat and poultry, breads, dairy, locally produced cheeses, wines, and beers, and a thriving number of specialty products year-round.

**Vendor Interest.** Even vendors who are thriving at the City’s farmers markets crave the predictability, climate control, storage, and relative simplicity of the permanent market. Many vendors currently sell at more than 10 farmers markets per week—one of our current produce vendors is selling at 23 markets a week in addition to running a 1200 share CSA (community supported agriculture) program. That means 23 different set-up and breakdown procedures, 23 different market managers, 23 different traffic patterns, 23 different customer bases, and 23 different inventory plans to develop and implement. The State commissioned 2011 Market Implementation Plan concluded that there is “more potential interest for vending space than there will be space available” at the 136 Blackstone site.

The Market is a new economic opportunity that offers a significant break for local farmers, fishermen, and specialty food producers who otherwise face barriers to market entry including: supply chain obstacles, limited access to local grocery store shelves, inability to operate an entire storefront with their products alone, little expertise in, or scale to be able to afford, the marketing, branding, or promotion of their products, and the high rents of the most ideal Boston retail spaces.

- **Interest vs. footprint.** There will be space to accommodate up to 40 year-round indoor tenants. Once those 40 are divided by category (see below), it is quickly apparent that vendor demand will far surpass available space in the market. For example, there are more than 1,000 vegetable farms in the state, but there will only be space for four or five of them—on a permanent basis—at the market. Good economics will likely result in the use of aggregator and
co-op models in a couple of key categories, including produce, meat, cheese, dairy, fish, and seafood.

- **Flexibility to accommodate other vendors.** The flexibility of the public market footprint—which includes flexi stalls within the market and an additional 2,600 square feet of rentable outdoor space on the Greenway plaza and the sidewalks surrounding the marketplace—will allow occupancy to swell with additional vendors during high seasons and holidays. It also allows the Market to accommodate vendors who may be interested in testing the profitability of their idea or products.

<table>
<thead>
<tr>
<th>LOCAL SUPPLY SCORE CARD</th>
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<tr>
<td><strong>PRODUCT CATEGORY</strong></td>
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<tr>
<td>Produce and Farm Stand</td>
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<td>Meat, Poultry, and Eggs</td>
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<td>Cheese and Dairy</td>
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<td>Bread and Baked Goods</td>
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<td>Flowers</td>
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<td>Prepared Foods</td>
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<td>Alcoholic Beverages</td>
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<td>Specialty Items</td>
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Sources: Initial planning documents from BPM architectural team; U.S. Department of Agriculture 2011 farm data; Massachusetts Division of Marine Fisheries, 2011 Annual Report.

* Willard Bishop 2009 Total Store Super Study (Safeway, Stop and Shop and Jewel/Osco)

** Removes those department BPM will not carry (frozen, general merchandising, health and beauty. Cuts “grocery” to 25% of traditional size. Weights outcomes.

*** Based on a 2012 survey by Progressive grocery that asked operator to rank the most influential store departments driving the most traffic.

**** Assumes the high number of vendors in each category.
Viable, Self-Sustaining Economics

As a 501 (c)(3) with support from the City and the Commonwealth, the BPM will generate ample income to operate while simultaneously providing an impossible to match business opportunity for the region’s agriculture, seafood and aquaculture and specialty foods industries.

- **Break even operating margin.** The market model is built on a breakeven operating assumption. Annual operating costs will be met through vendor’s rents, a mix of fee-based programming and limited and/or endowed programmatic fundraising, and additional opportunities for revenue generation which include rental space, fees, and select sponsorships. Any surplus operating funds from the market will be used for capital replacement and/or educational programs with wide reaching benefit to Massachusetts farmers and consumers.

- **Subsidized rents.** The Boston Public Market is able to keep vendor rents to a minimum due to the Commonwealth’s commitment to provide subsidized space for local growers, fishermen, and food vendors. The year-one rent package charged to vendors is about half the amount the same retail space would command on the open market and includes all facility services, marketing and advertising, and the ability to be in a larger branded marketplace. Preliminary conversations with interested vendors suggest that the proposed rents would be readily acceptable.

- **Operating reserve.** In developing the preliminary Boston Public Market financial statements, the model assumes that the best way for the market to succeed is by giving vendors a soft start with more favorable rents, achievable revenue projections, and short term lease agreements that will allow market management to have the flexibility to adjust assortment and vendor mix. To this end, our start-up budget includes a $1 million operating reserve. This reserve is meant to bolster the market in its early years, cover any vacancy shortfalls, and meets a specific State requirement to do all of the above.
Meets a diverse set of public needs.

Successful markets are experiential. They provide visitors with more than just an opportunity to purchase products. They say something about the community that they are located in, and the people who shop there like what that market says about them. Markets introduce people to new tastes and new ideas; different people and different traditions. A market educates shoppers about new food and products and ways to prepare them. Shoppers go to a market expecting discovery. It introduces the farmers, fishermen, producers, and food practices that are behind the food that we buy. A good market is smart economics and a well-choreographed experience that introduces quality products and talented vendors onto a stage that is simple but smart in its presentation and authenticity.

Public markets must have public goals. Public goals give a defined civic purpose to the market activity. Nationally, these goals have included anything from attracting shoppers to a downtown or neighborhood commercial district, providing affordable retailing opportunities to small businesses, preserving farming or farmland in the region, affording access to healthy, affordable fresh foods, activating an underused public space, or displacing an undesirable use of a public space.

The Boston Public Market has five focused public impact goals:

1. **Economic development.** The Boston Public Market will be a robust urban/rural exchange that helps to boost regional farm sales. The market is an incubator for small business, a job creator (throughout the value chain), and a marketplace to drive customer demand for local products.

2. **Resiliency in the regional food system.** While the Boston Public Market is similar to other public markets, in one way, it is entirely unique: it is the first public market in the United States to carry an all-local assortment. By focusing assortment on local New England production, the market will showcase local agriculture, fisheries, and specialty food production and—in certain categories—will introduce market demand that’s strong enough to expand local production. The average food item travels 1,500 miles from farm to plate. The average farmer gets 9 cents of your food dollar, while grocery stores, marketers, processors, and middlemen get the other 91 cents. Large industrial farms employ just three full-time workers per $1 million in revenue, while local farms employ 13. Given limited wholesale opportunities, it is the farm stand, farmers market, CSA, etc., that will keep New England agriculture, small fishermen, and artisan food producers viable.

3. **Education.** Education, informal and formal, will be at the core of everything at the marketplace. Educating consumers will shape the market and stall designs, external and internal signage and messaging, vendor and customer interactions, events, workshops and formal programs. The 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

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The average farmer gets 9 cents of your food dollar, while grocery stores, marketers, processors, and middlemen get the other 91 cents.

By focusing assortment on local New England production, the market will showcase local agriculture, fisheries, and specialty food production and—in certain categories—will introduce market demand that’s strong enough to expand local production.
community outreach. The market will teach consumers, visitors, school children, and residents about the importance of fresh, local, and sustainable food, especially as it relates to public health and the local economy. The Boston Public Market will integrate education into the market experience through experiential learning, the demonstration kitchen and classroom, by promoting health and nutrition, and offering a robust fee and free classroom schedule.

4. **Public Health.** Programming will address a number of critical local health challenges including obesity, maternal and child health, cooking for toddlers, a class dedicated to bringing back the “family dinner,” ways to cook and buy local produce with Supplemental Nutrition Assistance Program (SNAP) benefits, etc. Sustainability curriculums will focus on the use of lesser known species of fish, canning, freezing fresh foods, etc. Programming will emphasize the important connections between what we eat and where it is grown; participants will be invited to spend some time in the fields, urban gardens, and seas where food is procured. Training will include market “fresh fellowships” for local teens to learn about all sides of the local food production chain, getting specialized training in developing a small business enterprise and running a prepared foods stall as a workforce-training module for at-risk youth.

5. **Affordability and access to underserved communities.** Access to and promotion of public assistance dollars will ensure that the Market remains accessible to residents of all income levels. The Boston Public Market will maintain affordability by ensuring price competition, promoting the availability of SNAP and EBT benefits, and partnering with Haymarket. The Market will explore creating direct access to local produce within underserved communities.

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**Market Operations, design and construction, budget and timeline**

**Market leasing**

The market is effectively two marketplaces in one: the indoor year-round vending floor is comprised of approximately 40 permanent vendors and a handful of rotating seasonal stalls and the exterior market, which can accommodate up to 68 vendors and will be available throughout the year.

Three types of lease agreements will define the market: year-round, seasonal, and temporary. Indoor agreements will be structured to reflect year-round assortments. Outdoor (and indoor) temporary rental agreements will be negotiated as either seasonal rental agreements on a renewable three-month period or as a temporary contract ranging from daily, weekend, or weeks throughout the year.

Year-round lease agreements will be individualized and speak to a number of the priorities detailed herein but may also stipulate crop lists by season, pricing expectations, goals for local sourcing, etc. Where aggregators are used to increase access to smaller producers and deepen product inventory, the lease will detail their margin for mark up, sourcing goals, and outcomes. Prepared foods vendors may need to commit to certain standards in production including the use of locally grown or caught ingredients.
Vendor Selection Criteria

All vendors will be evaluated using a scorecard that’s based on the following selection criteria:

- **Product quality.** This includes product freshness, consistency, uniqueness and diversity, taste, selection of ingredients, and sourcing.
- **Provenance.** The goal is to select the highest quality product from the most local source.
- **Business plan.** The experience and reputation of the vendor, the method of sales (direct representatives vs. coop), production practices and standards, business size, financial plans, staffing, pricing, display, references, proven ability to compete within product category, and commitment to mission.

*Ethnic and specialty food.* Between 1980 and 2000, foreign-born individuals accounted for 357 percent in the overall growth of Boston. Haymarket vendors—traditionally Italian immigrants—are now over 50 percent new immigrants, with growing numbers of Hispanic and Asian vendors. The number of Hispanic-owned firms in Boston increased by 97 percent between 1997 and 2002 while the number of Asian-owned businesses grew by 41 percent. Immigrant entrepreneurs and new residents have provided a major boost in the resurgence of neighborhoods such as Fields Corner, East Boston, Allston Village, and Jamaica Plain. The immigrant population is an important part of our New England community and a critical customer base. Vendor selection will give consideration to the overall diversity of our product assortment and the diversity of the vendors themselves.

**Smart, flexible, design and construction**

Guiding principles for design are that the space be clean, well lit, use durable materials, achieve the utmost usability, and maintain the “rough space” feel that is core to the charm of successful markets. The layout of the space will create a comfortable market setting for customers to interact directly with producers and employees from local farms, food businesses, fishing boats and restaurants.

*Between 1980 and 2000, foreign-born individuals accounted for 357 percent in the overall population growth of Boston.*
Architerra. The Boston Public Market has commissioned Architerra, an award winning Boston architecture, community design, and development firm, to design the market. Architerra’s environmentally sensitive work is distinguished by design creativity, a specialization in building repurpose and reuse, interdisciplinary collaboration, and funded research. One hundred percent of Architerra’s full-time professional staff is LEED accredited. Architerra is joined by Colliers International’s project management team, an experienced and diversified group of engineering consultants, and two cost estimating teams working to produce separate blind bids—as a check and a balance—in addition to providing two perspectives at the best value engineering proposals.

Interior challenges. While the location of the 136 Blackstone site is ideal, the interior is complicated. It is effectively four buildings in one: the Haymarket T-Station, a parking garage, office suites including Boston’s RMV, and two of the Big Dig’s largest vent shafts. Four existing floor levels and nine existing entrances will need to be reconciled by the design and construction of the space. In addition, the fit out for a marketplace is closer to the build-out of restaurant or laboratory; not that of a grocery store or a commercial office building. The 28,000 square feet of retail space will need to have a raised floor to accommodate full floor drainage, many of the market stalls will need hand sinks and refrigeration, the demonstration kitchen, bakery, and food service tenant is likely to need commercial venting. Health code requirements put further specifications on build-out.
Exterior plans. Current exterior plans contemplate a central entrance on the corner of Hanover and Congress and taking advantage of the building’s signature vent shafts by up-lighting them according to the season and corresponding seasonal offerings.
**Flexibility of stall design.** Working with local vendors, we’ve created a simple, flexible set of variable options for individual stall build-out. Principles of design have focused on flexibility, durability, affordability, and allowing for individuality.

![Diagram of stall design](image)

**Cost, fundraising, and timeline**

The total start-up cost for the market, including construction and design and a one million dollar operating reserve is $15.5 million. The State’s commitment of $4 million in capital improvements leaves a gap of $11.5 million in private fundraising.

**Programmatic fundraising.** The Boston Public Market is seeking additional funding for programmatic support of the demonstration kitchen and classroom, price accessibility programs, and farm, fish, and food incubator efforts. This could be in the form of direct financial support, in the form of a broader partnership to develop approach, curriculum, or programming units, or—preferably—some combination of both.

**Giving with lasting impact.** Because of the Market’s self-sustaining model, a one-time gift to the Boston Public Market’s project budget (capital campaign) has lasting impact. While we anticipate a degree of fundraising and partnership around specific programming outcomes, the market itself will become a living, self-sustaining civic institution and community organization for years to come.
**Conclusion**
The strength of the Boston Public Market concept is built on an ideal retail location, measurable growth in consumer demand for fresh, local food, a history of small and medium sized production in the region, sound financials and revenue projections, and a multidimensionality in its public benefit. But, what’s equally important is the broad base of its appeal. A public market, appeals to any resident eager for a new source for fresh, locally sourced food; to the chef in each of us; to environmentalists, conservationists, and those most interested in sustainability; to public health advocates who are excited by the opportunity to increase access to healthy eating options; to small business owners, local fishermen and farmers who appreciate the market as an incubator and opportunity to sell directly to consumers. The Boston Public Market has the most important ingredient to any enduring civic institution—it means something to everyone.
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