

MICHIGAN MUNICIPAL LEAGUE

# PlacePlan



## Growing Markets, Growing Downtown Midland, Michigan

MICHIGAN STATE  
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School of Planning, Design  
and Construction

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MICHIGAN MUNICIPAL LEAGUE

# PlacePlan

Growing Markets,  
Growing Downtown  
Midland, Michigan

September 26, 2014



Midland

Photo Source: Michigan Municipal League

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# Acknowledgments

## MIplace Partnership

PlacePlans is supported by Michigan State University and the Michigan State Housing Development Authority as a component of the MIplace Partnership. The MIplace Partnership is a statewide initiative with the purpose of keeping Michigan at the forefront of a national movement known as placemaking. It is based on the concept that people choose to live in places that offer the amenities, resources, social and professional networks, and opportunities to support thriving lifestyles. The partnership helps communities create and bolster those places. Learn more at [miplace.org](http://miplace.org)



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## Local Partners

The PlacePlans team would like to acknowledge the city of Midland's staff, and elected and appointed officials for their constant support and assistance. The local partners ensured that the team had data, documents and the community input necessary for developing this report. Special thanks to Brad Kaye, Director of Planning and Community Development, for coordinating our local efforts.

The PlacePlans team would also like to express gratitude to the Midland residents, business owners, farmers market vendors, and other community leaders who participated in meetings and provided feedback during this process. Placemaking begins with a community-supported vision for what makes a place a true destination; without you, this process would not be possible.





# Action Plan

## Midland, Michigan

Midland has a tremendous opportunity to capitalize on growing interest in its farmers market to better connect Main Street, the riverfront, and East End. The market has seen an explosion of vendors and customers, coinciding with a national trend of increased interest in local food—enough interest that the existing market facility cannot keep up with vendor and customer demand. Simultaneously, the East End development is bringing new workers and visitors to Main Street and community leaders are looking more closely at new investments in the riverfront.

Expanding and reconfiguring the farmers market could be a linchpin project by bringing more food retail opportunities to downtown, filling in the gap between downtown and East End, creating better public gathering places, and opening up opportunities for better public access to the river. Few communities have the collection of assets (river, trails, Main Street, East End, etc.) in close proximity that Midland possesses. To maximize this potential, however, the Midland community, led by the city and its foundation and business partners, must look differently—and aggressively—at the market. It is not just a Saturday morning occurrence, but an economic development catalyst and a hub for a growing local food economy.



**Midland Area Farmers Market**

*Photo Source: Michigan Municipal League*

### Report Contents

The following section of this report, *Why Plan for Place?* provides more detailed background on the project history and timeline and the choices made about technical experts who were brought into the process. The detailed recommendations from the technical consultants are attached as appendices. In addition to the appendices, the Place Assets section of this document articulates a number of recommendations that apply more generally to downtown Midland.

### Key Action Areas

While all of the recommendations contained throughout this report and its appendices are important, there are a few critical steps the city and its community partners must take first to help seize the opportunity that the farmers market presents. To continue the project's momentum, the



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Heather 'n' Holly  
Life is Sweet

CHOCOLATES

OPEN

OPEN

FREE

Michigan Municipal League (the League) recommends the following action items:

### **1. Find project champions from Midland's philanthropic and business community**

While a number of key foundation and business leaders were involved throughout the project, as a group, their participation was sporadic. The history of major projects in Midland shows that non-governmental champions are essential to success. Thus our first recommended step is to share the findings of food economy experts Market Ventures, Inc., and Carmody Consulting with those potential champions, as well as the concepts from Beckett & Raeder, and begin to make the case for a major investment. This conversation should be framed as a complement to the ongoing discussion about the riverfront as a whole.

### **2. Launch a public process to discuss the future of the market and the river**

The discussions involved with this project were, deliberately and strategically, invitation-only and not in the public eye. Tinkering with, let alone dramatically overhauling, a community institution like the farmers market depends on public support. Once project champions from the private and nonprofit sectors are secured, the city should work with them to host a community conversation about the future of the market, the need for change, and potential alternative uses for the riverfront site. The experience of other communities that have relocated their markets to both accommodate market growth and improve downtown connections is that these processes need robust engagement and communications before final decisions are made.

### **3. Select a market site, program of uses, and public space needs**

It will be crucial to keep in mind the perspective that the market site should be designed not just as a highly functional market, but as a community gathering place and a catalyst for economic development in downtown. Viewed through this lens, both Carmody Consulting and Market Ventures recommend the Putnam Park site. Reference their reports in the appendix for more information.

### **4. Develop a more detailed budget, project timeline, roles and responsibilities, and reach out to potential contributors**

Once the market site is selected, city staff should lead the way into the project implementation phase. This is likely to involve a number of funders and regulatory entities, both from government and nonprofit philanthropies. At the state agency level, the Department of Transportation may be interested in supporting project elements that enhance walking and biking connections. The Housing Development Authority will have a keen interest in any mixed-use development that includes housing units. The Department of Agriculture and Rural Development (MDARD) and the Economic Development Corporation both have programs to support food-related entrepreneurs and infrastructure investment. The Department of Natural Resources supports riverfront access and recreational development. Environmental Quality staff support green infrastructure and low-impact development. All of these agencies, as described in the next section, work together via an interdepartmental committee that supports placemaking projects and thus may be willing to tackle Midland's project as a team rather than independently.

### **5. Keep connections to Midland's place assets front of mind when planning and designing the details**

Placemaking should incorporate a number of different perspectives and disciplines to maximize impact. The *PlacePlans Technical Report* section lays out a number of topics that should be incorporated into the project. Some reach beyond the scope of the market itself but are tailored to increasing the economic success of downtown Midland as a whole.

In particular, the "Entrepreneurship" asset recommendations for growing food-based businesses around the market are a direct opportunity to leverage these conversations about the farmers market and downtown vitality. MDARD plans to offer a round of food system planning grants in the first quarter of 2015; materials from the past round of this grant program have been included as an appendix and can be used to outline a proposal in advance of the formal call.

Throughout each of these steps, the League stands ready to help. It also may be advantageous to bring back one or more of the technical experts who were already engaged throughout this process.



# Why Plan for Place?

Midland is one of twelve cities participating in the PlacePlans pilot program, which began in 2012 as a collaboration between the League and Michigan State University (MSU), with funding support from the Michigan State Housing Development Authority (MSHDA). PlacePlans assists communities with their efforts to carefully invest in key public spaces that will drive additional economic development and help them attract and retain residents and businesses.

MSU and MSHDA define placemaking as the process of creating quality places where people want to live, work, play, and learn. Successful placemaking is a dynamic, strategic approach to community and economic development based on an individual community's strengths. PlacePlans is a joint effort between MSU and MML to demonstrate some elements of this process, working through and supporting the leadership of local governments, nonprofit organizations, and businesses.

The PlacePlans process is customized to each project and community, but each involves selection of a priority site in the

community, an intensive community engagement strategy and direct work with key community stakeholders along the way. Products of the PlacePlan projects include conceptual designs, market studies, analysis of community assets and opportunities and better connections to state agency support tools. The goals are to positively impact each participating community's ability to leverage their place-based assets as economic drivers and to provide lessons large and small for other communities across Michigan. For more information about placemaking in Michigan and the PlacePlans program, visit [placemaking.mml.org](http://placemaking.mml.org).



Midland Area Farmers Market

Photo Source: Michigan Municipal League

## Connection to Statewide Initiatives

The MPlace Partnership ([www.mplace.org](http://www.mplace.org)) is a statewide initiative to keep Michigan at the forefront of the national placemaking movement. It is based on the concept that people choose to live in places that offer the amenities, resources, social and professional networks, and opportunities to support thriving lifestyles—and that communities have the ability to foster and grow these places. The partnership helps communities create and bolster those places through education, technical assistance, and implementation tools. It is led at the state agency level by MSHDA, and coordinated through a public/private leadership collaborative known as the Sense of Place Council. MSU and MML, the partners on the PlacePlans program, are part of the Sense of Place Council.

In parallel to PlacePlans demonstration projects, MML developed a policy agenda, called Partnership for Place, which proposes to change the way local and state governments invest in and support quality places. It is built on the idea of a partnership between the state of Michigan and its municipalities that will support sustainable economic growth and invest in key places. The agenda focuses on four fundamental areas of action:

- **Funding for the Future**

Making sure that appropriate funds and tools are available to operate efficiently and work regionally in order to succeed globally.

- **Michigan in Motion**

Shifting from near-exclusive vehicular-based investment to alternative modes of transportation that will accommodate all users.

- **Place for Talent**

Partnering with the State to attract and retain talented workers in our communities through placemaking policies.

- **Strength in Structure**

Seeking out solutions to invest in infrastructure and development where it will produce the best results and target resources with maximum outcomes.

You can find more information about the Partnership for Place at [mml.org/advocacy/partnership-for-place.html](http://mml.org/advocacy/partnership-for-place.html).

## Midland's Project History

Midland was selected for participation in PlacePlans through a statewide competitive selection process in fall 2013. The review panel was impressed with the city's past track record of accomplishing major transformative projects, its supportive group of non-governmental partners and by the potential in the Main Street district and riverfront area.

The initial physical scope of the project submitted by the city, which included a significant portion of downtown and adjacent neighborhoods, was determined to be too large for the time and budget available in 2013-2014. City staff expressed an interest in outside assistance identifying projects that should be considered highest priority, so League staff facilitated a series of meetings beginning in November 2013 to assess opportunities, which included participation from city and DDA staff and representatives of local foundations and businesses. In February 2014, the League recommended focusing on the farmers market as the linchpin project in downtown and for the entire riverfront, for several reasons including:

- Market participation rates had grown dramatically in recent years, resulting in complaints of insufficient facilities and traffic/parking problems
- Competition from other farmers markets in the region is increasing
- Expansion of the existing market is limited by its proximity to the river, which frequently floods the site
- Despite the physical proximity between the market and Main Street, spillover economic benefits between the two appeared to be minimal
- Community stakeholders have a strong interest in additional food-related amenities to support a growing population of downtown office workers and residents
- The market site has great potential as a hub for recreation, community events and natural resource conservation
- Stakeholders identified a need for connective uses between the core of Main Street and the East End development

City leadership, after conversations with community leaders, agreed to narrow the project focus to the farmers market in May 2014, including exploring options for both possible improvements to the existing site and on



**Midland Area Farmers Market**

*Photo Source: Michigan Municipal League*

potential alternate market locations. MML and city staff jointly agreed to engage Market Ventures, Inc. as the initial project consultant. Market Ventures was chosen given its national reputation in farmers market planning and feasibility, and its previous track record in Michigan, including the downtown Grand Rapids market. In June, Ted Spitzer from Market Ventures made a two-day site visit and met with City and DDA staff, market vendors and users, Chamber of Commerce staff and business and foundation leaders. He delivered a report, attached as an appendix, that strongly urged the community to focus its efforts on moving the market to an alternate site to advance its goals both for the continued growth of the market and for leveraging the market in overall downtown development.

The project then moved on to market site identification and physical design. MML and city staff agreed to contract with architecture and planning firm Beckett & Raeder, Inc. to lead this second stage. In August 2013, Beckett & Raeder delivered conceptual designs and cost estimates for both an expansion at the existing site and a new market facility at Putnam Park. These designs, which are attached as an appendix and discussed further in the Action Plan section, were vetted by city staff and critical stakeholders, including local foundations and the Chamber of Commerce. In addition to those work products, Beckett & Raeder engaged Carmody Consulting to assess market operations and expansion potential. Carmody's recommendations are also attached as an appendix.

“ While we can’t easily, nor should we try to, change the underlying fabric of our communities, we need to acquire a deep understanding of what will make communities more competitive now and in the future, and actively seek to push them in this direction...So what does [placemaking] mean for community builders and government officials? It means that we need to forget much of what we learned in the last half of the 20th century and begin implementing new strategies and systems for everything from business attraction programs to service delivery methods. ”

– Michigan Municipal League  
Executive Director & CEO  
Daniel P. Gilmartin

# Place Assets

## Recommendations for Action

The Placemaking approach helps communities identify and build upon their unique strengths and personalities to grow and thrive: it leverages the public spaces within the community, and the activities of people in those spaces, to build virtuous cycles of use. Whether applied to a single lot, a street, or an entire downtown or neighborhood, placemaking helps communities raise up their distinct character both to best serve their residents and to attract new residents and businesses.

Much of the community planning practice of the 20th century focused on separating potentially incompatible land uses, providing for the rapid growth in detached single-family housing stock, treating commercial

real estate as a commodity to serve the global investment market's demand for standardization, and facilitating increased mobility through the personal car (to travel between these newly separated destinations). Unfortunately, the broad application of these trends ignored the human-scale interactions of traditional downtowns and neighborhoods, weakening many of our communities.

Communities must differentiate themselves to attract residents and businesses as the economy continues to globalize. Placemaking's approach of engaging around existing assets supports this goal while honoring local culture and community.



Midland

Photo Source: Michigan Municipal League



Downtown Midland

Photo Source: Michigan Municipal League

## The Eight Asset Areas

While each community will have a different mixture of assets and opportunities, several common elements support placemaking in a broad variety of locations. These common elements provide a sound foundation that communities can build on with their individual assets through the placemaking process.

**These common assets can be grouped into eight general areas:**

- Physical Design and Walkability
- Environmental Sustainability
- Cultural Economic Development
- Entrepreneurship
- Welcoming to All
- Messaging and Technology
- Transportation Options
- Education

## Summary of Evaluation

In support of technical analysis of downtown Midland's farmers market performed by three firms (Market Ventures, Inc., Beckett & Raeder, Inc. and Carmody Consulting), League staff scanned the project area for opportunities in these eight asset areas.

The following pages explain each asset area's importance in building vibrant communities, call out some of the strengths and weaknesses of the downtown area, and identify several opportunities to leverage these assets in support of the farmers market and of the continued growth and development of downtown as a business center and destination. While no single recommendation will be sufficient to transform the prospects of the area, they can help build momentum towards the successful expansion of the farmers market as well as to extend the impact of that project further throughout the city.

Many sections also include a short summary of a related project from across the state. Full details on these and other placemaking examples from communities around Michigan can be found at <http://placemaking.mml.org>.

## » » Physical Design and Walkability

The physical design and walkability of a community helps create interest, connectivity, and overall “sense of place.” Walkability and connectivity can afford people safe and convenient access to the places they live, work, shop, and play. Examples include a traditional downtown with easy access from historic and/or architecturally pleasing residential areas, and mixed-use development that encourages appropriate density, traffic, and other infrastructure design features that value the human scale by considering the pedestrian, bicyclist, and other non-motorized uses of the space.

The challenge is that oftentimes our streets are designed to prioritize cars, aiming to move them through a community as quickly as possible, without appropriate consideration for pedestrians, bicyclists, and other users. Market analysis continues to show that preferences are changing, and more and more people want to live in neighborhoods with walkable downtowns, access to cultural, social, and entertainment opportunities, with a variety of transportation options. Walkability not only helps to create a strong sense of place, it promotes a strong local economy and healthy lifestyle.

### Asset Analysis

Downtown Midland boasts an excellent traditional street grid with short blocks and numerous intersections, which provide the infrastructure for a highly walkable district. However, WalkScore.com only rates the area a 66 out of 100, which their scale translates to “somewhat walkable.” WalkScore primarily measures proximity to destinations, rather than quality of pedestrian experience, suggesting that downtown Midland falls short in quantity of destinations rather than infrastructure. Digging a bit deeper into the scoring shows that the area near the farmers market lacks numerous retail businesses and arts and entertainment destinations. In particular, food-related businesses present an opportunity for potential growth to complement the market. As the East End development fills out and other downtown projects come on line, the district’s WalkScore is likely to continue increasing, but the city and DDA can direct their efforts at filling gaps in the mix of uses and offerings.

Although the street grid and the downtown building stock provide a great foundation, the downtown faces some considerable barriers to walkability. One is the significant grade change as the pedestrian moves southwest toward the river away from Main Street. This hill presents a barrier to farmers market’ shoppers walking around the rest of downtown. Another challenge is the higher-speed one-way US-10 business loop, which creates an obstacle

to cyclists and walkers coming into downtown from surrounding neighborhoods. The M-20 and Poseyville Road bridges, as well the at-grade street crossings those roads create when they cross Main Street, are also barriers.

The city has taken positive steps to mitigate these barriers, including its current plans for Ellsworth Street improvements. It has adopted a complete streets policy and a non-motorized transportation plan, each of which prioritize bicyclists, pedestrians, and other types of travelers.

The city has also recently initiated involvement with the state’s Redevelopment Ready Communities program, which provides a great opportunity to consider how the vision for downtown is shaped by the existing master plan, zoning regulations, and redevelopment approval processes.

### Case Study: Farmington’s “Heart of Downtown”

Michigan communities across the state are improving walkability and design, especially in their downtown areas. Farmington has spent the past decade creating a stronger sense of place in its downtown and the result of this work has been positive for the community’s economy. Municipal officials worked with residents to transform a downtown strip mall parking lot into a public park and pavilion. The new area now houses about 60 events throughout the year,

## » » Physical Design and Walkability continued...

including the farmers market, swing dancing performances, and a winter festival. With more people visiting downtown Farmington on a regular basis, retail stores and restaurants have seen more foot traffic and increased sales.<sup>1</sup>

The park and pavilion initiative also built momentum for the city’s downtown streetscape projects. Farmington’s downtown was divided by Grand River Avenue, a busy, multi-lane roadway. In an effort to reduce road congestion and improve pedestrian safety, street aesthetics, and

the business environment, the city narrowed the road and improved landscaping. The improvements have resulted in additional street parking, increased foot traffic, and encouraged many downtown restaurant owners to add outdoor seating options.<sup>2</sup>

<sup>1</sup> "Heart of Downtown: Sundquist Pavilion in Riley Park," Michigan Municipal League: Placemaking, 2014, accessed June 11, 2014, <http://placemaking.mml.org/heart-of-downtown-sundquest-pavilion-in-riley-park/>.

<sup>2</sup> "Heart of Downtown: Sundquist Pavilion in Riley Park,"

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> <li>Focus business recruitment efforts on raising downtown Midland’s WalkScore</li> </ul>	<ul style="list-style-type: none"> <li>Current gaps that could be addressed include:               <ul style="list-style-type: none"> <li>Quantity and quality of food-related businesses</li> <li>Arts and entertainment</li> <li>Educational institutions</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Consider enhancements to the farmers market in the context of a long-term vision for a walkable, year-round food district</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the farmers market upgrades in the context of a Transportation Alternatives Program grant application, in particular:               <ul style="list-style-type: none"> <li>Non-motorized connections to the riverfront trail network</li> <li>Poseyville Road at-grade crossing (and potentially the bridge)</li> <li>Connections to the East End and Dow Diamond</li> </ul> </li> <li>Examine downtown properties to catalog the best redevelopment opportunities to support compatible food-related businesses that could connect to the farmers market</li> </ul>
<ul style="list-style-type: none"> <li>Continue to implement the city’s vision for complete streets and non-motorized transportation, along the lines of the planned Ellsworth Street improvements</li> </ul>	<ul style="list-style-type: none"> <li>Focus efforts on connecting the Main Street district to residential and office centers of activity that are separated from downtown by a major road (such as M-20, US-10 business loop, Poseyville Road)</li> <li>Continue working with MDOT to finalize the funding application for Ellsworth Street, currently in “pending” status</li> </ul>
<ul style="list-style-type: none"> <li>Re-engage with the Michigan Fitness Foundation’s Promoting Active Communities program</li> </ul>	<ul style="list-style-type: none"> <li>According to our research, Midland won awards in multiple years under this program, but has not participated since 2007. The program has changed significantly since that time and provides an excellent assessment of a community’s policies and infrastructure to support different modes of transportation</li> </ul>

## » » Environmental Sustainability

Environmental sustainability initiatives are crucial for any community intending to be viable in today's economy. Placemaking is strongly connected to environmental concerns because of the critical role that Michigan's waterways, parks, and green spaces play in defining our communities. Whether through access to healthy local food, recreational trails, streets that prioritize walking and biking, or clean air and water, the environment is a vital part of healthy vibrant communities. Young educated workers consistently express preferences for living and working in communities that value the environment and communicate those values.

### Asset Analysis

The Tittabawassee River is a defining feature of downtown Midland and provides a picturesque setting for the farmers market. However, it is in some ways a curse as well as a blessing, as its periodic flooding presents an obstacle to further development of the area.

Midland's extensive park and recreation offerings, both near the River and in downtown-adjacent neighborhoods, provide tremendous quality of life amenities for residents and visitors alike. Midland is a hub of an ever-expanding

network of regional trails and possesses world-class athletic facilities.

These and other natural resource assets could be more explicitly connected to Main Street and the farmers market as recruiting and marketing tools. Currently, the river is a bit hidden from view on many sections of the downtown shopping district. The resource conservation benefits of shopping local/regional at the farmers market are also underplayed.



Downtown Midland Park

Photo Source: Michigan Municipal League

## » » Environmental Sustainability continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> <li>Wherever possible, integrate green infrastructure into the farmers market expansion and other downtown developments to mitigate stormwater runoff and flood damage</li> </ul>	<ul style="list-style-type: none"> <li>Replace asphalt/concrete with pervious surfaces in parking lots, driveways, and other low-speed traffic areas near the river</li> <li>Install bioswales or other natural detention methods at the market and in other redevelopments downtown</li> <li>View the Michigan Low-Impact Development Manual for more specific recommendations<sup>1</sup></li> </ul>
<ul style="list-style-type: none"> <li>Use the farmers market expansion/relocation conversation as a springboard to a more comprehensive community vision for the riverfront</li> </ul>	<ul style="list-style-type: none"> <li>Promote the possible positive alternative uses for the existing market site and adjacent parking lots to increase both the natural feel and the recreational amenities of the riverfront area.</li> </ul>
<ul style="list-style-type: none"> <li>Market and promote the river and local food more aggressively as downtown/community amenities</li> </ul>	<ul style="list-style-type: none"> <li>Possible first steps include:               <ul style="list-style-type: none"> <li>River-themed signage or other design features along Main Street</li> <li>River history and watershed information at the farmers market through signs, events, and/or public gathering space design</li> <li>Local food promotional campaigns around not only environmental benefits, but public health and economic as well</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Participate in the Michigan Green Communities network.</li> </ul>	<ul style="list-style-type: none"> <li>The Michigan Green Communities Challenge is an opportunity to earn recognition for sustainability initiatives and track progress.</li> </ul>
<ul style="list-style-type: none"> <li>Keep connections to parks and recreational amenities front and center when designing farmers market expansion and other downtown developments</li> </ul>	<ul style="list-style-type: none"> <li>Every development should include a review for connection to non-motorized trails and other recreational facilities</li> </ul>

<sup>1</sup> <http://library.semco.org/InmagicGenie/DocumentFolder/LIDManualWeb.pdf>

## » » Cultural Economic Development

Arts and culture are essential components of a thriving, knowledge-based economy. A healthy creative sector attracts and retains residents and businesses, and produces economic benefits including jobs, a stronger tax base, downtown and neighborhood revitalization, and tourism.

### Asset Analysis

The Midland region enjoys excellent cultural assets, headlined by the Center for the Arts and Creative 360. Local philanthropic foundations are extremely supportive of the arts. Traditionally, these assets are not focused in downtown, but the DDA has made strides in integrating arts into the district in recent years with efforts such as the Summer Sculpture Series and the murals under the Poseyville Road bridge. The Northwood University Gallery will be part of the new mixed-use building under construction on Main Street. The Main Street district is the host of a growing roster of festivals and other special events which celebrate local culture.

### Case Study: Leveraging Public Art for Community Branding

Developing effective community branding and organizing cultural events can be an effective way to increase resident quality-of-life and increase tourism. A group of city leaders and concerned residents came up with the St. Joseph, MI, Public Art project to re-energize the community. A theme is selected each year and local artists paint and decorate unique sculptures, which are placed around the downtown. Past themes include Horses on the Beach, Beach Bears, Hot Cars, Cool Beaches, and more. The Public Art initiative has helped increase downtown storefront occupancy, tourism, downtown foot traffic, and an overall change in attitude among local residents.<sup>3</sup>

<sup>3</sup> "St. Joseph Public Art," Michigan Municipal League: Placemaking, 2014, accessed June 11, 2014, <http://placemaking.mml.org/st-joseph-public-art/>.



Downtown Midland Business District

Photo Source: Michigan Municipal League

## » » Cultural Economic Development continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> <li>Take additional steps to integrate public art into the design of downtown</li> </ul>	<ul style="list-style-type: none"> <li>Project stakeholders expressed interest in a new streetscape for Main Street; if this moves forward, involve the local arts community in the design and planning processes</li> </ul>
<ul style="list-style-type: none"> <li>Celebrate the local arts community in the design of the expanded or relocated farmers market</li> </ul>	<ul style="list-style-type: none"> <li>Possibilities include:               <ul style="list-style-type: none"> <li>Added public gathering space featuring sculptures or other features</li> <li>Murals along the Poseyville bridge wall</li> <li>A regular artists market on the farmers market site or nearby, such as on Main Street under the Poseyville bridge</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Ensure arts and culture community is involved in discussions around community planning and local policy</li> </ul>	<ul style="list-style-type: none"> <li>Make an effort to invite local art organizations and artists to the table when doing community planning and discussion local issues.</li> </ul>

## » » Entrepreneurship

Growing jobs by ones and twos is key to creating strong local economies in the 21st century. Local communities are fueled by small start-ups and growth on main street and economic gardening strategies aimed at developing the talent and potential that already exists right at home. Also central to success are social entrepreneurs, who act as change agents within a community, seizing opportunities others miss to create social value rather than profits. This type of entrepreneurial activity resonates especially with students and Millennials looking to apply their optimism, energy, passion and skills for a positive, tangible impact, as well as Baby Boomers looking for new business opportunities.

### Asset Analysis

Midland is a city founded on the business acumen of visionary entrepreneurs and has continued to celebrate that tradition. It boasts a number of entrepreneur-focused institutions and programs, including Northwood University and its Whiting Home, MidMichigan Innovation Center, Young Entrepreneurs Academy, and Leadership Midland. Building on this strength and the existing Downtown Development Authority as a complementary organization, the community has an excellent opportunity to better connect entrepreneurial programs and institutions to downtown and the riverfront. Likewise, the success of the farmers market presents opportunities to bring additional entrepreneurs into the pipeline.



Photo Source: Michigan Municipal League

### Case Study: Providing Spaces for New Business

In an effort to attract and support small businesses in Ferndale, MI, community leaders started a shared indoor market called Rust Belt Market. The market is a redeveloped vacant commercial building in downtown Ferndale that is now home to more than fifty small business owners. Local entrepreneurs rent an area in the large, renovated building and operate their retail stores alongside other small businesses. Rust Belt also uses the building's communal space to host concerts and community events, improving the city's social offerings and activities.<sup>4</sup>

Similarly, Detroit's "pop-up" Revolve program supports entrepreneurs and activates vacant storefronts. Using a small budget, the Detroit Economic Growth Corporation works with the community and local entrepreneurs to renovate vacant storefronts in walkable Detroit neighborhoods. Entrepreneurs are able to temporarily use the space to test their business and products, and build dedicated clientele and storefronts are renovated for future permanent businesses.<sup>5</sup> Getting creative with new business development, like Rust Belt and Revolve initiatives, can help Michigan communities become successful entrepreneurship destinations.

<sup>4</sup> "Rust Belt Market," Michigan Municipal League, 2013, accessed June 11, 2014, <http://placemaking.mml.org/rustbelt-market/>.

<sup>5</sup> "Revolve" Michigan Municipal League, 2013, accessed June 11, 2014, <http://placemaking.mml.org/revolve/>.

## » » Entrepreneurship continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> <li>Facilitate business expansion opportunities for farmers market vendors in and near downtown</li> </ul>	<ul style="list-style-type: none"> <li>Possibilities include:               <ul style="list-style-type: none"> <li>A year-round indoor market facility that hosts multiple vendors</li> <li>A kitchen incubator that enables vendors to produce more products without investing in their own commercial facility</li> <li>Create additional opportunities for mobile vendors (such as food truck rallies, designated spaces for trucks/carts downtown)</li> <li>The MEDC has in the past offered food vendor grants and may again in the future</li> <li>Provide programming and support for home gardeners to grow into market gardeners, and for very small scale producers of baked goods and similar “cottage foods” businesses to startup and sell at the market</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Explore the market for additional food-related businesses downtown given the anticipated influx of new downtown residents and tenants</li> </ul>	<ul style="list-style-type: none"> <li>Engage with a market analyst, such as Gibbs Planning Group, that could research the possibility of more and greater variety of food related businesses and provide a conceptual framework for any food-related uses determined feasible</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen the connection between downtown and the community’s entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Partner with existing entrepreneur support organizations listed above to create incubator space in downtown and/or bring more entrepreneur events to Main Street</li> </ul>
<ul style="list-style-type: none"> <li>Take advantage of the new state crowdfunding law (the Michigan Invests Locally Exemption, P.A. 264 of 2013) to attract and support entrepreneurs and local businesses to downtown.</li> </ul>	<ul style="list-style-type: none"> <li>Consult the League’s website, <a href="http://www.crowdfundingmi.com">www.crowdfundingmi.com</a>, for a wealth of information on utilizing “investment crowdfunding” as a unique and transformative tool for small business.</li> </ul>

## » » Welcoming to All

Successful 21st century communities are inclusive and welcoming to all, embracing diversity and multiculturalism as a competitive advantage. These types of communities are most attractive to new businesses, and today's fluid, mobile, and global workforce seeks out places that embrace people of all ages, religions, ethnicities, national origins, and races.

### Asset Analysis

The Midland Area Community Foundation has created an exemplary initiative to celebrate and promote cultural diversity through its Cultural Awareness Committee. The committee acts through special events, a speakers bureau, training, and networking activities. One recent example was the integration of cultural events into the RiverDays festival.

Midland is also fortunate, from a cultural diversity perspective, to host multinational corporations and a minor league baseball team. Employees of those organizations come from all over the globe and, if properly integrated into the community, provide an infusion of fresh perspectives—something that cities the size of Midland typically do not experience.

Midland has an active sister city partnership with Handa, Japan.

### Case Study: Gathering over SOUP

Hosting events that bring diverse groups of people together is one way to encourage a welcoming community. Detroit SOUP is a local crowdfunding potluck where attendees make a donation of \$5 and listen to pitches from people doing great things in the community. Throughout the evening, attendees talk, ask questions, share ideas, and support each other. At the end of the night, people vote for their favorite pitch and the winner goes home with all of the money raised at the door as seed funding for their concept.<sup>6</sup> Giving people an opportunity to gather and support each other can help bridge cultural divides and promote a more welcoming community.

6 "Detroit SOUP," Michigan Municipal League, 2014, accessed June 11, 2014, <http://placemaking.mml.org/detroitsoup/>.



Midland Veterans Memorial

Photo Source: Michigan Municipal League

## » » Welcoming to All continued...

<b>Recommendations</b>	<b>Implementation Opportunities</b>
<ul style="list-style-type: none"><li>• Include diverse cultural considerations into farmers market planning and programming</li></ul>	<ul style="list-style-type: none"><li>• Involve the Cultural Awareness Committee in the planning of the expanded market</li><li>• Recruit vendors that offer specialized ethnic products</li></ul>
<ul style="list-style-type: none"><li>• Promote Midland as a city that is welcoming to all and connect new international residents to downtown activities</li></ul>	<ul style="list-style-type: none"><li>• Use examples from cities across the nation that are working to boost their population with immigrants. Welcome Dayton is a great place to start.</li></ul>

## › › Messaging and Technology

People communicate, connect, and engage differently today than they did ten years ago, or five years ago, or last year, or even last month! Rapidly evolving Internet and communication technologies are allowing people to share information in the virtual world in unprecedented ways. Communities that use cutting-edge strategies in their approach to branding, engagement, and communication with new demographics, businesses, cultural institutions, and philanthropic communities are ahead of the game.

### Asset Analysis

Local institutions have a strong web presence, with the city's new website a particular strength. The farmers market has a fairly active Facebook page, but its Twitter feed could use more activity and it would benefit from its own homepage, aside from the limited page on the Chamber's site.

Some downtown businesses offer free WiFi access, but the Main Street and riverfront areas could use more consistent coverage of public networks. Connect Michigan gives the city as a whole a score of 100 for broadband internet access, with multiple internet providers available.

The city has an exemplary and creative effort to engage residents through its Citizens Academy and "Who Wants to be a Midlandaire?"

### Case Study: Sharing the Love in Muskegon

Some Michigan communities are getting creative with messaging, and even letting residents do some of the work. In an effort to promote Muskegon, a group of young professionals designed a logo and slogan for the community, "Love Muskegon," and started boosting the city's online presence. The opensourced logo was widely dispersed throughout the community, which sparked events, photo opportunities, and gave residents an excuse to "have a love affair" with their city.<sup>7</sup>

<sup>7</sup> "Love Muskegon," Michigan Municipal League, 2013, accessed June 23, 2014, <http://placemaking.mml.org/lovemuskegon/>.



Food Trucks at Midland Area Farmers Market

Photo Source: Michigan Municipal League

## ➤ ➤ Messaging and Technology continued...

<b>Recommendations</b>	<b>Implementation Opportunities</b>
<ul style="list-style-type: none"><li>• Amplify the farmers market's web marketing presence</li></ul>	<ul style="list-style-type: none"><li>• Create a separate homepage, apart from the Chamber website</li><li>• Focus more effort on Twitter as a complement to the market's active Facebook page</li></ul>
<ul style="list-style-type: none"><li>• Expand public WiFi access in and around the farmers market site</li></ul>	<ul style="list-style-type: none"><li>• The city and/or DDA, in partnership with a local internet provider, should install limited infrastructure to provide free WiFi internet access to those in the immediate market area, to drive pedestrian traffic and encourage use as a public space. Access could be moderated during certain hours or days.</li></ul>

## » » Transportation Options

Thriving regions offer a range of transit options, from walking and biking to buses and other modes of transit. Developing effective transportation options is a necessary tool for all communities interested in attracting and retaining residents, workers, and businesses. Research shows that people across the nation are choosing communities that offer various modes of transportation, with easy access to the places they live, work, and play. Multimodal transit can be as complex as rail systems and as simple as trails and bike paths.

### Asset Analysis

As noted previously, the downtown area is relatively walkable and is a hub for non-motorized trails. The city has taken strong policy steps via complete streets and its Non-Motorized Transportation Plan. It was recently recognized as a Bike-Friendly City by the League of American Bicyclists. Residents also have access to on-demand transit services.

Despite these options, and the fact that nearly half of the people employed in the downtown area commute from less than 10 miles away, Midland sees only four percent of its population commute by walking, biking, public transit, or “other” non-automobile methods.<sup>8</sup>

MDOT and the city are about to undertake a corridor study looking at the long-term needs for US-10 BR. At present, this is the major vehicular access to and through downtown, and the study is an opportunity to assess opportunities for increasing access to downtown by all travel modes, whether along the corridor or across it.

### Case Study: The Dequindre Cut Greenway

Connecting natural assets and business activities is an important way cities can support residents’ interests. In Detroit, the Dequindre Cut Greenway is a former railway redeveloped into a biking and walking path. The Cut links pedestrians and bicyclists to the Detroit Riverfront, Eastern Market, and many residential communities. Building on existing assets, the trail provides a unique opportunity to strengthen social bonds, connect nearby communities, and promote healthy lifestyles in downtown Detroit.<sup>9</sup>

<sup>8</sup> All commute data 2011, from Census Bureau’s 2011 Longitudinal Employer/Household Dynamics (LEHD) dataset

<sup>9</sup> “Dequindre Cut Greenway,” Michigan Municipal League: Placemaking, 2013, accessed June 11, 2014, <http://placemaking.mml.org/dequindre-cut/>.



Pere Marquette Rail-Trail

Photo Source: Michigan Municipal League

## » » Transportation Options continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> <li>• Ensure all transportation plans include consideration of multimodal travel options and connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Use US-10 BR corridor study to model multimodal planning and incorporation of complete streets approaches</li> <li>• Review evolving transportation design practices, such as multimodal level of service (LOS) measures and ITE’s proposed Trip Generation Handbook for person-trips as a replacement for autotrips</li> </ul>
<ul style="list-style-type: none"> <li>• Offer downtown area employees support for non-driving commutes</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the busiest commuting corridors for downtown employees</li> <li>• Once priority corridors are identified, identify appropriate options for alternate modes of transit on those routes, such as protected bicycle facilities or a dedicated commuter bus service</li> <li>• Create a web hub and promotional campaign for downtown commuting options, modeled on Curb Your Car Month and the get Downtown program in Ann Arbor</li> <li>• Congestion Mitigation &amp; Air Quality (CMAQ) grant funding may cover a pilot phase, such as a transportation demand management project, with ongoing funding from DDA TIF or parking system revenues</li> </ul>
<ul style="list-style-type: none"> <li>• Examine bike trail expansion options in light of commuting routes, rather than just recreation</li> </ul>	<ul style="list-style-type: none"> <li>• See walkability section for discussion of Transportation Alternatives Program grant possibilities.</li> </ul>
<ul style="list-style-type: none"> <li>• Consider employee incentives to live in the downtown area, to support a vibrant mix of uses and continued reinvestment with built in-customers</li> </ul>	<ul style="list-style-type: none"> <li>• The Eastern Michigan University-focused “Live Ypsi” program is an example of residential incentives for employees at a smaller scale than the Detroit-based programs. That program is funded by EMU, Washtenaw County, and the DTE Foundation, and targets new hires, who are most likely to be relocating to the area and in the market for a home.</li> </ul>

## » » Education

Education is critical to competing in a global, 21st century economy, and centers of education are vital anchor institutions within communities. From K-12 schools to community colleges, and technical schools to state universities, educational institutions bring innumerable benefits to a community. They are the hub not only for learning, but sports, entertainment, arts and culture, healthcare, and recreation, and serve as engines of economic development. Vibrant communities successfully collaborate with a full range of educational institutions to develop intellectual, human, and physical capital. Collaboration can be as simple as sharing physical facilities such as ballparks and swimming pools, or as complex as formal town-gown strategic plans.

### Asset Analysis

Midland is a community that values education. Over 90 percent of its population hold a high school diploma, and over 40 percent possess a bachelor's degree.

Midland Public Schools serve the community through its 11 schools and the city is also host to a number of private schools. While none of the public schools are in downtown, a few are within walking or biking distance.

Midland is also home to flagship campus of Northwood University, which hosts over 1,500 undergraduate students in a traditional residential setting as well as thousands other through a variety of other programs. While the University campus is not in downtown, the Northwood University Gallery is located on Main Street. This presence could be the first step towards a greater downtown presence, as the demand among college-age students to live in vibrant, mixed-use environments has been demonstrated nationwide.



A student walks past a statue of Abraham Lincoln at Northwood University, 4000 Whiting in Midland.

Ashley L. Conti | The Saginaw News. Photo Source: [http://photos.mlive.com/saginawnews/2010/04/northwood\\_university\\_2.html](http://photos.mlive.com/saginawnews/2010/04/northwood_university_2.html)



Northwood University

Photo Source: <http://www.northwood.edu/locations/michigan.aspx>

## » » Education continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> <li>• Enhance transportation options between educational institutions and downtown</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze non-motorized routes between downtown, specifically the market and riverfront, and nearby schools, including both K-12 and the university, and make those routes a priority for implementation of the Non-Motorized Transportation Plan</li> <li>• Partner with Northwood to experiment with a shuttle bus to downtown, especially on market days</li> <li>• Certain infrastructure improvements may be covered under the Transportation Alternatives and/or Safe Routes to School programs</li> </ul>
<ul style="list-style-type: none"> <li>• Coordinate university housing initiatives with downtown redevelopment plans; Explore the potential of area higher education institutions to offer courses downtown</li> </ul>	<ul style="list-style-type: none"> <li>• New housing for university students, either provided by the institution itself or in partnership through the private market, should explore locating along or near Main Street</li> <li>• Explore the potential for creating classroom space in available downtown buildings and/or the new market facilities</li> </ul>



Midland

Photo Source: Michigan Municipal League



# Appendix

June 16, 2014

Mr. Luke Forrest  
Michigan Municipal League  
1675 Green Street  
Ann Arbor, MI 48105

**RE: Midland Farmers' Market**

Dear Luke,

It was a pleasure traveling with you to Midland on June 10 and 11 and meeting public and private local leaders involved with Michigan Municipal League's Place Plan project. As we had agreed, the purpose of my visit was to assist the community explore ways to improve and expand the Midland Farmers' Market, particularly its role in downtown revitalization. During the visit I had the opportunity to see the farmers' market in operation on a (rainy) Wednesday morning, tour the downtown and the area around the Market, and meet with Market vendors, city officials, and a variety of private leaders.

This letter summarizes my findings and suggested next steps.

**Findings**

There appeared to be consensus among the people I met that the Midland Farmers' Market is both very successful and in need of attention to address a number of challenges. This appears to be an opportune moment to explore redevelopment opportunities which will extend the Market's impact on the downtown and the community. There is also existing and emerging competition from neighboring cities, where discussions about creating new indoor market facilities are apparently underway, which could attract Midland's farmers and other vendors as well as customers.

Explosive recent growth is causing the Market to burst at the seams, with 163 different vendors participating in the Market this May, compared to 117 vendors last May. Market management estimates that 6-12,000 people visit the Market each Saturday, double what the Market experienced six years ago. Some meeting participants have heard that people now stay away from the Market because it has become so crowded and inaccessible.

The Market is serving a wide range of customers, with increased use of SNAP food stamp benefits via the Market's EBT token redemption program. SNAP beneficiaries redeemed \$6,300 worth of tokens in May 2014, far exceeding the \$3,600 in May 2013.

The recent introduction of food trucks has proven to be very successful. Management reports long lines at the food vendors, indicating this is a potential growth area.

The Market's current park setting along the Tittabawassee River is very pleasant. The site is accessible by trail and has adjacent and nearby parking (although insufficient for busy days). The site also has significant challenges. Despite their close proximity, the Market and Main Street are separated by a steep grade change, which discourages people from walking

between the two areas. One participant said the incline “might as well be Mt. Everest.” The site is also adversely effected by being within the flood way. The Market has been completely submerged several times in recent memory and frequently floods. Federal regulations now make it very difficult to build facilities in flood zones, particularly if they have electrical and plumbing systems.

There was also consensus that the current shed structure, constructed in 1970, no longer meets the Market’s needs:

- The shed is too small so vendors have to spill into the open air.
- The Market does not provide adequate room for both trade and socializing, with the aisle frequently impassable. In fact, the congestion has become dangerous, with four recent falls, two of which required ambulances.
- Car circulation around the shed is also of concern, with high potential for accidents, particularly for children running out between the cars.
- Vendors who sell on the shed’s inner ring must come very early (4:30 am) to set up because they cannot get access when the outer vendors arrive. They cannot leave until the exterior vendors have left.
- The site does not have adequate electricity and the system is particularly taxed on rainy days, when water causes the circuits to trip and vendors need to use gas generators.
- The shed does not have gutters so rain drips off of the roof onto vendors, their displays, and customers.
- The bathrooms and storage space are not adequate to meet the demands of so many people.
- There is limited seating areas or tables, and no storage space to put more moveable furniture.

In addition to the physical issues, there are also management challenges. The Market’s annual budget is about \$40,000, providing very limited resources for on-site staffing, marketing, education, facility maintenance or upgrades. One manifestation has been inadequate staffing so far to implement a Double-Up Food Bucks program, despite the availability of funds (management intends to implement the program next year). The redevelopment of the sheds provides an opportunity to address financial and operational issues, as well as facility needs.

Community residents feel affection for the Market’s unique circular design by Alden Dow. Unfortunately, there does not appear to be a way to expand the facility because it is a closed loop. Given its operational challenges and size, alternatives need to be explored.

### **Success Factors for Public Markets**

As I described in my presentation about expansion opportunities for farmers’ markets (attached), MVI has identified five key factors that are present at successful public markets. These include:

1. Location. A great market site is easily accessible to the entire region, visible from highways or major thoroughfares, offers easy circulation, provides sufficient free, at-grade parking, offers good pedestrian access, is located within a supportive retail context (particularly with other food businesses), and can be acquired a reasonable cost.
2. Physical environment. A great market environment is a place where people want to be, offers a landmark structure, provides comfortable public space that welcomes all elements of the community, and has well designed stalls and infrastructure that support farmers and small food retailers.
3. Professional management. Successful markets have engaged professional managers who provide a wide range of services, including property management, leasing, marketing, business assistance, and ongoing community engagement.
4. Culture of market shopping. Successful markets are in communities where consumers care about quality local foods and where a culture of public market shopping is developed. Today, more and more consumers are interested in local foods so trends support the market idea. At the same time, there is more competition than ever, particularly with strong retailers like Whole Foods Market which have made “local” their mantra.
5. Vendors. Finally, markets are successful when they have great vendors who offer unique products and services, and are able to carve out their niche regardless of competition. Finding interested and capable vendors can be challenging as the food industry has become increasingly dominated by supermarkets and discount retailers like WalMart on one end, and high end grocers like Whole Foods on the other. Farmers have numerous options where they can sell. The Farmers’ Market has strong long time farmers and energetic new vendors. It is important that the vendors are part of the planning process and recognize the value of changing their site or facility.

These five factors should be carefully addressed when evaluating redevelopment options.

### **Potential redevelopment options**

Expanding and potentially relocating the Midland Farmers’ Market provides the opportunity to examine the goals for the Market and clarify its mission. A good mission statement provides a succinct, clear description of where an organization is headed in the future, describes what sets it apart from other entities, and makes a compelling case for the need it fills. When utilized effectively, a mission statement can help guide planning, development, operations, and evaluation.

Redevelopment of the Farmers’ Market provides not only the opportunity to create an expanded and improved facility, but also to increase sales during the week and position the Market to catalyze downtown revitalization and perhaps other community goals.

The Market program needs to be carefully defined but some elements appear to be:

- Expand the number of covered and open-air stalls for vendors and food trucks
- Provide truck access to as many stalls as possible

- Provide flexible indoor space that can serve as an indoor “winter market” and event space
- Create a daily retail food component, perhaps a small grocery that will serve the downtown population
- Provide adequate parking but also good pedestrian links and alternative transportation connections
- Improved infrastructure including electricity, water, bathrooms, office, storage, and waste management
- Increase amenities such as seating areas, outdoor event space, and product pick-up

Several participants expressed interest in having a facility like the new Grand Rapids Downtown Market in downtown Midland. The location, program and design of that facility followed a deliberate and extensive planning process that identified particular community needs, assets, competition, and opportunities. While there is much to learn from the Grand Rapids model (and from other successful markets around the country), I believe that the redevelopment options for the Midland Farmers’ Market need to emerge from local needs and opportunities, including a realistic appraisal of consumer demand and the supply of potential vendors. The existing Farmers’ Market is a tremendous asset to build upon and care must be taken to ensure it thrives in a new environment.

During our meetings, two potential locations were identified in downtown Midland that might make good new homes for the Farmers’ Market: Putnam Park and Rodd Street between Main Street and the river.

#### *Putnam Park*

Putnam Park appears to be a lightly used public space that contains the “wishbone” of S. Poseyville Road as it enters the park from Cronkright and George Streets and becomes a bridge. If the bridge ramps could be clustered on the George Street (southeast) side, then there appears to be adequate room for market sheds in the space between Ellsworth and Cronkright Streets. Some preliminary sketches for moving the road have been prepared by the city engineer, with an initial ballpark price tag of \$700-800,000.

This location keeps the Farmers’ Market in a park setting while making a better connection with Main Street and helping to bridge the gap between the core downtown and the new East End and ballpark developments. Perhaps Conkright Street could be made pedestrian-only during Market hours on Saturdays. There are several parking lots adjacent to this space which might provide adequate parking. There might also be an opportunity to purchase adjacent property on Ellsworth Street for indoor flex space and retail food space.

#### *Rodd Street*

This location would keep the Farmers’ Market sheds in Chippewa Park but at higher elevation, with the sheds constructed in the parking lot north of Wyman Street. If the Market included the building at the southwest corner of Main and Rodd Streets then a connection could be established between Main Street and the Market, with this building serving as the Market’s indoor space and the link between the park and Main Street, perhaps with an elevator or escalator to overcome the elevation issue.

## Next steps

The planning process provides the opportunity to explore partnerships and programming, such as education and musical performances. It is also an opportunity to consider changes to product mix (such as perhaps allowing non-food products or limiting the role of food resellers), changes to days and hours of operation, review rules, and assess the lease arrangement with the city. It is also an opportunity to consider changes to rents and the rent structure, perhaps introducing differentiated rents based on products sold.

The following are suggested next steps to develop a plan to improve the Midland Farmers' Market:

1. Goal setting and operations review - Since they are the foundation of any redevelopment plan, the mission of the Midland Farmers' Market should be clarified and refined. Modifications can be proposed during the study, as need warrants. The operations of the current Market should be reviewed.
2. Stakeholder input
  - a. Steering Committee – creation of a group of stakeholders to help guide the planning process and who will serve as ambassadors for the plan once complete
  - b. Key informant interviews – interviews with key informants whose input can provide relevant background information and who can help guide the project. These key informants might include public officials, leaders among the region's food economy (such as restaurateurs, retailers, culinary educators, and food professionals and advocates), farmers, and food producers.
  - c. Neighborhood and community input – this can be done through focus groups or meetings
3. Market research
  - a. Demand analysis – identification of current and potential sources of demand for the expanded Farmers' Market.
  - b. Supply analysis – assessment of businesses currently in the Farmers' Market and identification of additional businesses to expand the product mix
4. Program development – refinement of the various programmatic elements that can be part of the redeveloped market
5. Schematic design for the two sites
6. Operations plan – review of the operating schedule and potential exploration of potential changes. Review of management staffing and tasks, leases and rules, marketing, waste management, etc.
7. Partnerships – exploration of potential partnerships with other organizations, focusing on wellness, nutrition education, and special events
8. Financial analysis
  - a. Development budget – development budgets for the two site options

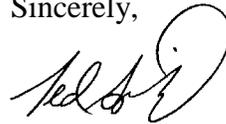
b. Operations pro forma – operations budgets for the two site options

9. Final report

The professional team for this effort should include a farmers' market planner, an experience market architect, and a landscape architect. I often work with Hugh Boyd, FAIA, who is the country's most experienced market architect as well as a talented retail designer. His experience on other market projects is extremely valuable for creating a viable and exciting design concept. A landscape architect who is familiar with Midland and local conditions would complete the project team.

I hope this information is helpful and please let me know if I can be of further assistance.

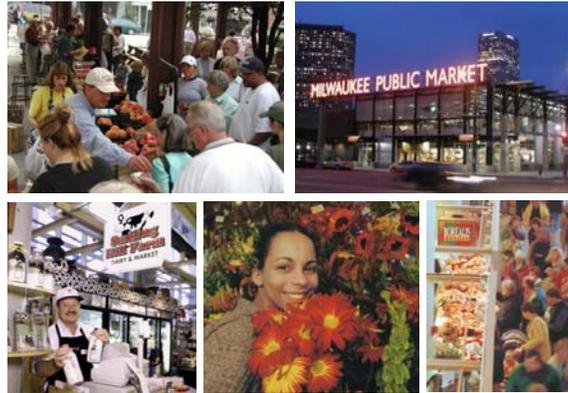
Sincerely,

A handwritten signature in black ink, appearing to read "Ted Spitzer", with a large, stylized flourish at the end.

Ted Spitzer, President

ENC.

## Midland Farmers' Market: Approaches to Expansion



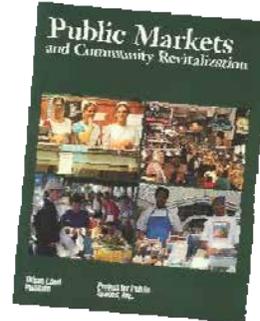
June 2014

Market Ventures Inc.

### Market Ventures, Inc.

Consulting / Development / Operations

- National consultants on public markets and food-based economic development projects
- Lead Author, *Public Markets and Community Revitalization*
- Conduct public market feasibility studies and research throughout the United States



By Ward Market, Ottawa



Rochester Public Market



Grand Rapids Downtown Market

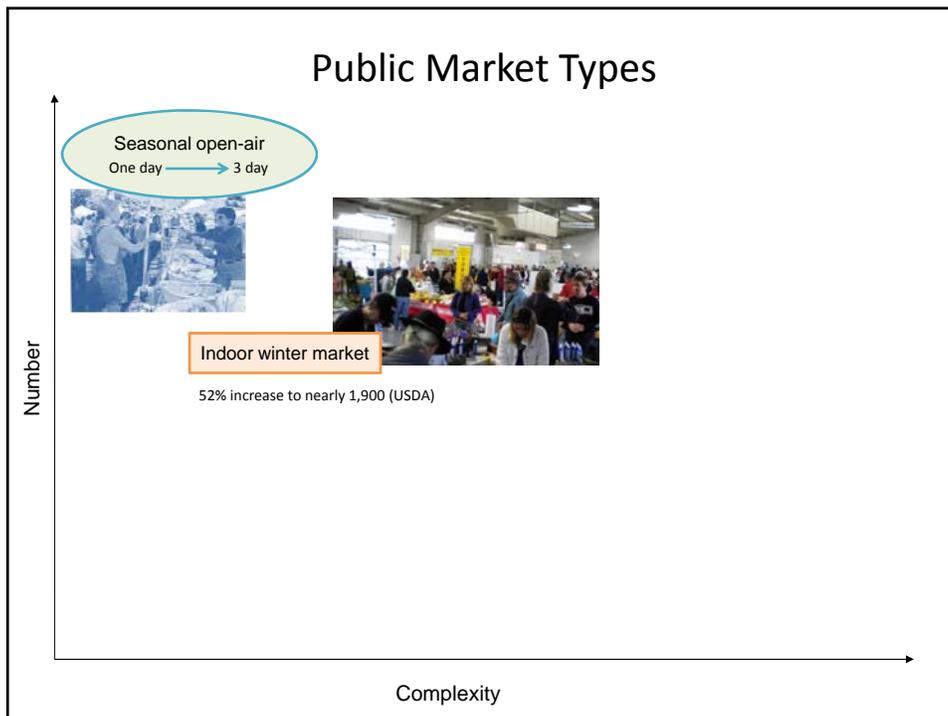
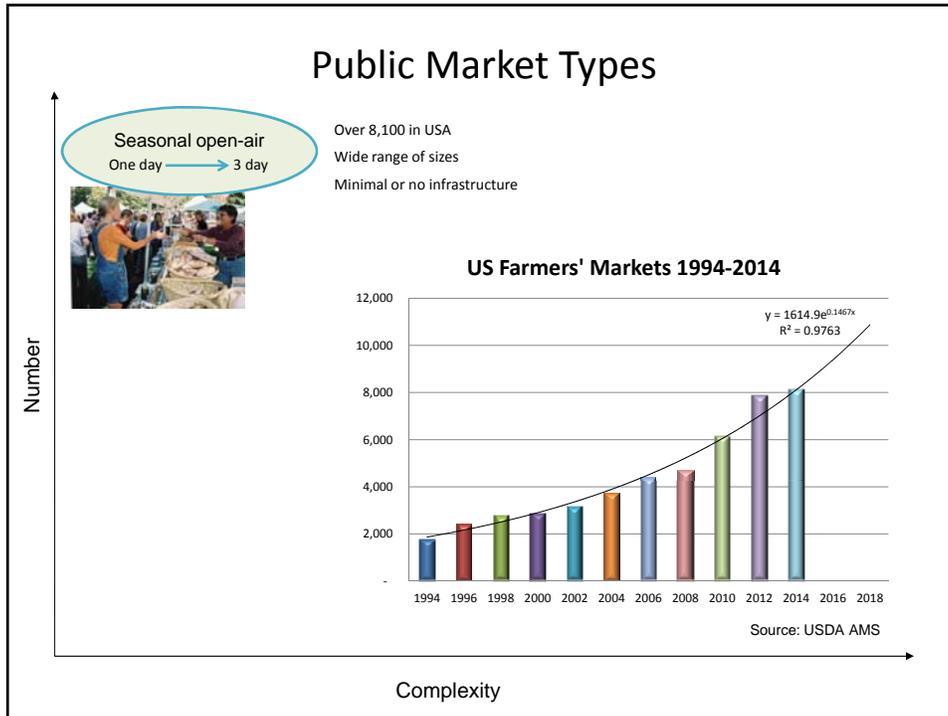
## Market Ventures, Inc. Recent Projects

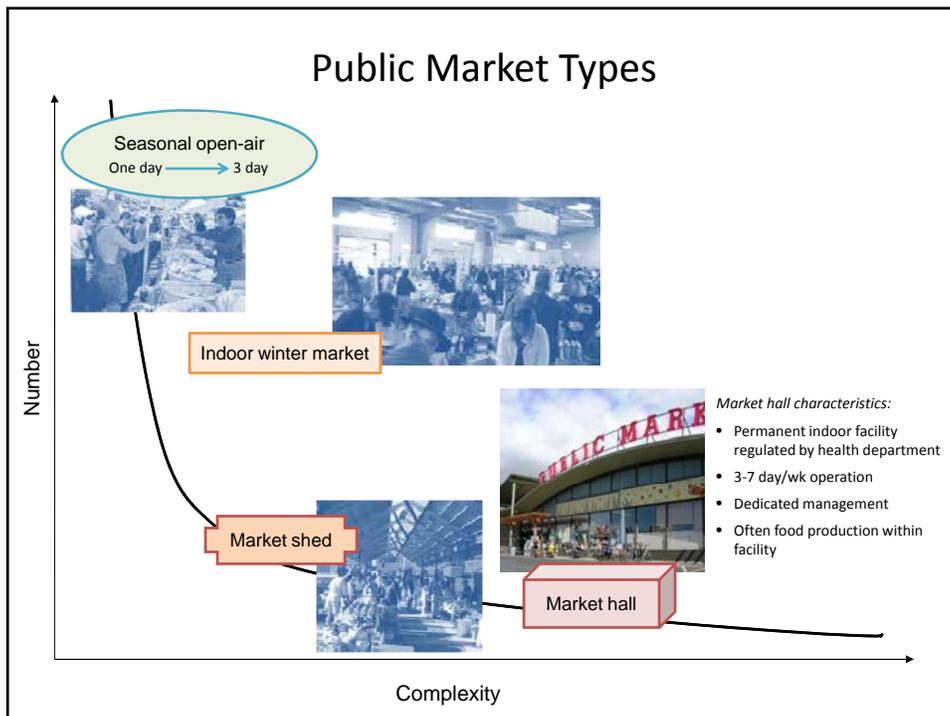
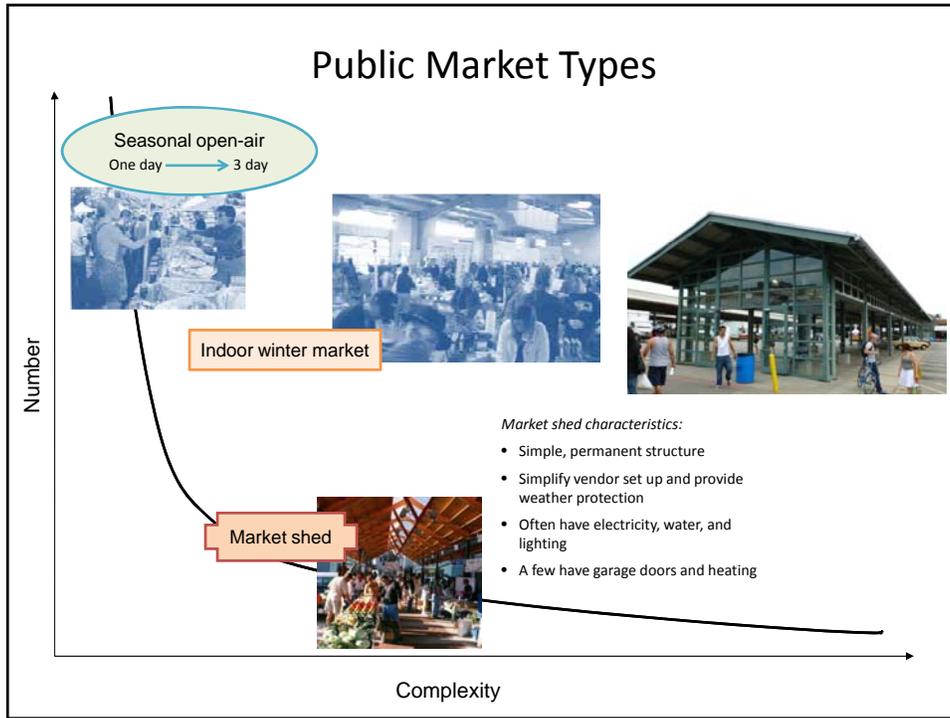
- Grand Rapids Downtown Market (opened May 2013)
- Essex Street Market Relocation Plan
- Hartford Regional Market Master Plan
- Lexington Market Master Plan
- Charlottesville City Market District Plan
- Atlantic City Public Market Feasibility Assessment
- Rochester Public Market Renovation & Expansion Plan
- Boise Public Market Feasibility Study
- Grand Traverse Regional Market/Food Hub Feasibility Study
- Fort Collins Community Marketplace Feasibility Study
- Salt Lake City Public Market District Plan
- NYC Wholesale Farmers' Market Feasibility Study & Development Plan
- SchoolFood Plus Initiative (NYC) Program Evaluation
- Milwaukee Public Market Feasibility Study & Concept Plan
- Tioga County Cooperative Market & Distribution Study
- Reading Terminal Market Merchandising Plan

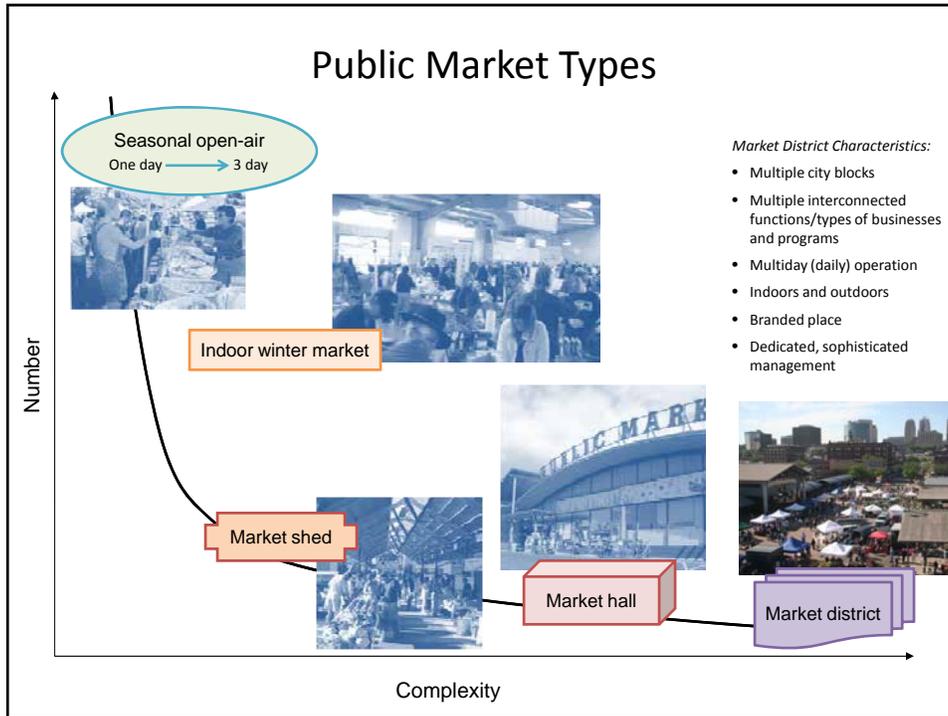


- Developer/Operator: Bronx Sunday Market, Portland Public Market
- President, Farm to Market, Inc.
- Co-owner, Maine's Pantry









### National Examples

Market	Population (MSA, million)	Year opened	Facilities	Property Owner	Sponsor	Management
Sante Fe Farmers' Market	0.146	1968; year-round 2002	Mixed use - outdoor farmers' market, shed, restaurant, education	City of Sante Fe	Sante Fe Farmers Institute (building)	Sante Fe Farmers' Market
Midland Farmers' Market	0.198	1970	Open shed	City of Midland	Midland Chamber of Commerce	Midland Chamber of Commerce
Bellingham Farmers' Market, Washington	0.204	1993; shed facility 2006	Enclosed shed	City of Bellingham	Bellingham Farmers' Market Association	Bellingham Farmers' Market Association
Holland Farmers' Market	0.264		Open sheds	City of Holland	City of Holland	City of Holland
Ann Arbor Farmers' Market, Michigan	0.348	1919	Sheds	City of Ann Arbor; Kerrytown Market and Shops	Public Market Advisory Commission	City of Ann Arbor
Dane County Farmers' Market, Madison, WI	0.576	1972	Open-air, winter market	Dane County	Dane County Farmers' Market, Inc.	Dane County Farmers' Market, Inc.
Charleston City Market, SC	0.682	1804	District: sheds, retail	City of Charleston	City Market Preservation Trust, LLC	City Market Preservation Trust, LLC
Grand Rapids Downtown Market	0.774	2013	Mixed use facility with market hall, sheds, events & education	Grand Rapids DDA	Grand Rapids Downtown Market, Inc.	Grand Rapids Downtown Market, Inc.
Rochester Public Market, Rochester, New York	1.040	1905	District: open-air, sheds, indoor market, retail	City of Rochester	City of Rochester	City of Rochester
City Market, Kansas City	1.780	1857	District: open-air, sheds, indoor market, retail	City of Kansas City	City Market Committee	KC Commercial Realty Group (private real estate management firm)

## Bellingham

- Shed facility owned by city, leased to farmers' market for Saturdays
- Beams salvaged from highway bridge
- 110 stalls (140 total vendors)
- 1,500 customers/week
- Depot Market Square can be rented for events
  - 5,200 sf building
  - 15,000 sf courtyard
  - 8,200 covered shelter



## Dane County Farmers' Market

- Located on public property, run by farmer membership organization: Dane County Farmers' Market, Inc.
- Claims to be largest producer-owner market in country
- Outdoor market operates Saturdays at Capitol Square and Wednesdays on MLK Boulevard (April-November)
- Indoor market operates six Saturdays from November 17 through December 22 at Monona Terrace convention center with 50-70 vendors
- Indoor market moves to Madison Senior Center (city-run) for January – mid-April



### Sante Fe Farmers' Market



- Longstanding farmers' market relocated to rail yard in downtown
- Operates Saturdays year-round, Tuesdays in season
- Indoor and outdoor components
- Separate organization runs building and farmers' market
- Building contains event space, restaurant, education space, offices



### Sante Fe Farmers' Market



Smallest city with a  
“market district”:  
Ann Arbor, MI

- Pop. 348,000
- City-run farmers’ market under sheds
  - Saturday operation year-round
  - Wednesdays seasonal
- Kerrytown Shops (private indoor market similar to Main Street Market)
  - Seafood, meats & produce, spices, oils, coffee
  - Crafts
  - Restaurants
- Zingerman’s Deli
- Minimally branded as “market district,” no common management



Kerrytown Shops



Rochester Public Market

- Established 1905
- Owned by City of Rochester, operated by Dept of Parks & Rec
- Year-round operation; retail sheds open Tuesdays, Thursdays, Saturdays; Sunday and evening events
- ~1,000 parking spaces
- 40,000+ customers Saturday



## Rochester Public Market

### ROCHESTER PUBLIC MARKET - CONCEPTUAL MASTER PLAN

**STATISTICS**

**PROPOSED VENDOR SPACES:**  
 VENDOR SPACES (Larger stalls) - 128 (+/- 250 stalls)  
 PUBLIC TOILET FACILITIES - 241 (+/- 8 stalls)

**PROPOSED RESTROOMS:**  
 PUBLIC USE - 241 (+/- 8 stalls) (prior to re-landscaping)  
 VENDOR USE SPACES - 128 (+/- 250 stalls)  
 TOTAL RESTROOMS (AVAIL.) - 409 (+/- 128 stalls)

**PROPOSED PARKING:**  
 PUBLIC USE SPACES - 281 (+/- 250 stalls) (prior to re-landscaping)  
 VENDOR USE SPACES - 128 (+/- 250 stalls)  
 TOTAL PARKING SPACES (AVAIL.) - 409 (+/- 128 stalls)

Master plan components

- New open & enclosed shed stalls
- Code-compliant indoor stalls within rebuilt "Wintershed"
- New storefront building (private)
- New education facilities

Phased development plan  
 City has secured \$7.5m of \$8.4m Phase 1 budget

## What makes a public market successful?

1. A great site
  - Easily accessible to the entire region (physically and psychologically)
  - Visible from highways or major thoroughfares
  - Easy circulation
  - Lots of free at-grade parking
  - Pedestrian access/proximity to downtown
  - Supportive context, particularly other food businesses
  - Ease and cost of acquisition

Milwaukee Public Market

Granville Island Public Market, Vancouver

## What makes a public market successful?

### 2. Environment

- A place people want to be
- Landmark structure
- A comfortable public space that welcomes all elements of the community
- Well designed stalls and infrastructure that support small food retailers



West Side Market, Cleveland



Portland Public Market

## What makes a public market successful?

### 3. Engaged professional management

- Property management
- Leasing
- Marketing
- Business assistance
- Community engagement



## What makes a public market successful?

4. Consumers who care about local, quality food; a “culture” of public market shopping



## What makes a public market successful?

5. Great vendors with unique products and services who carve out their niche regardless of competition
- Product innovation
  - Service innovation



## Competition is stiff – Recent trends

- Growth of high quality supermarkets, driven by competition from mass merchandisers and warehouse clubs
- Increase in meals eaten away from home
- Cheap food mentality
- Proliferation of farmers' markets
- Bottom line: consumers have many options – they don't need market vendors
- "Local foods" is no longer the sole domain of public and farmers' markets



## Wal-Mart Commitment to Local Food

- Our goal is "to support farmers and their communities, through a combination of sourcing more directly from them and providing training in agricultural practices."
- "No other retailer has the ability to make more of a difference than Walmart. Grocery is more than half of Walmart's business."
  - *Comments by Mike Duke, President and CEO, Wal-Mart Stores, Inc., October 2010*
- By the end of 2015, WalMart will sell \$1 billion globally in food sourced directly from small, medium and local farmers
- In the U.S., Walmart will **double** its sale of locally sourced produce and increase its purchase of select U.S. crops.
  - *Walmart Sustainable Agriculture: Fact Sheet, [walmartstores.com](http://walmartstores.com)*

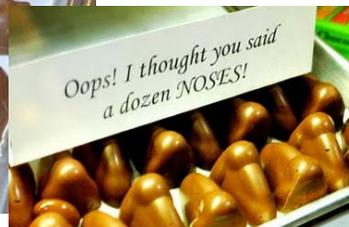
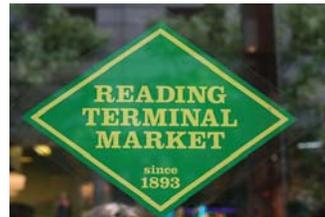


## Product Innovation

- What no one else can offer: products made or grown by the vendor
- Need to continually create or source new products
- Customers looking for “food with a story,” deeper connection
- Vendors must know their competition



## Product Innovation







## Grand Rapids Downtown Market

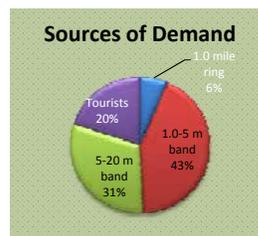
Cutting-edge new public market development

### Problem

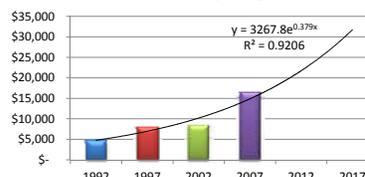
- How create an economically self-sustaining new year-round public market in a mid-size Midwestern city?
- Where locate the market for maximum revitalization impact and highest probability of success?
- Who should develop and run the facility?

### Approach

- Conduct extensive market research (100+ interviews, focus groups of farmers and consumers, analysis of demographics and agricultural data)
- Comprehensive site evaluation process – examined potential sites throughout downtown for size, access, adjacencies, availability, topography
- Build from both local and national experience
- Educate downtown leaders and philanthropists on project's potential to impact downtown and region
- Explore partnerships with leaders in food and agriculture, education, and health sectors
- Economic impact analysis



Direct Marketing Sales (000s)  
West Michigan Region



## Development Program Principals

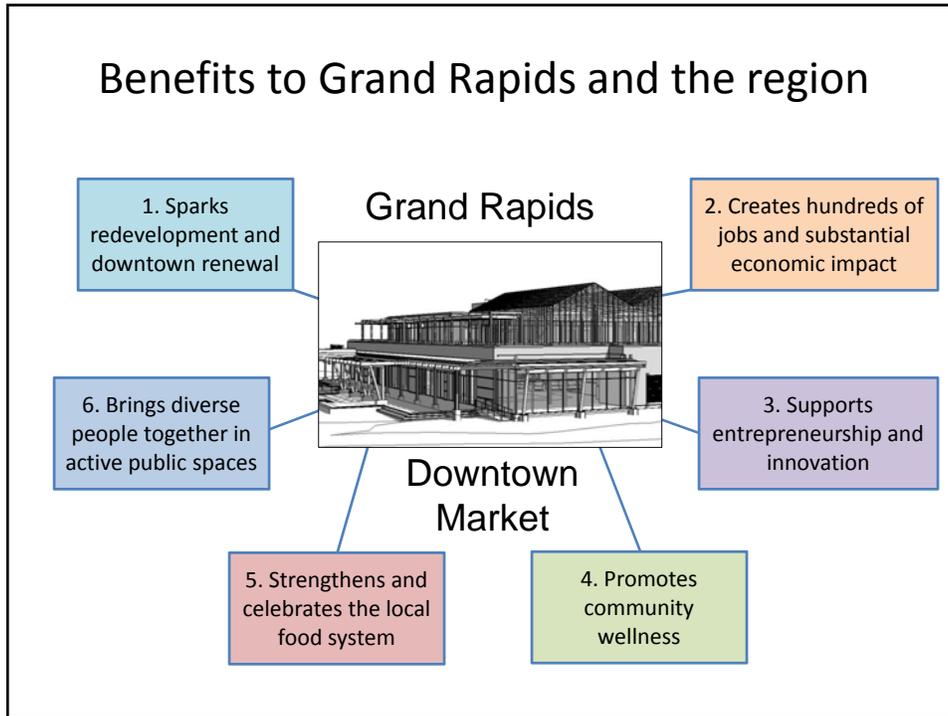
- “Center of local food excitement”
- Complexity of uses, with multiple income streams
- Large enough to be regional and tourist magnet but not too large that exceeds potential demand or supply
- Able to be phased
- Production focus – products made by the vendors



## Mission

- The mission of the Grand Rapids Downtown Market is to create a dynamic downtown hub for the West Michigan food system by providing:
  - a place for local farmers and food producers to connect with diverse customers,
  - opportunities for independent entrepreneurs, and
  - education about farming, food, nutrition, and healthy lifestyles.

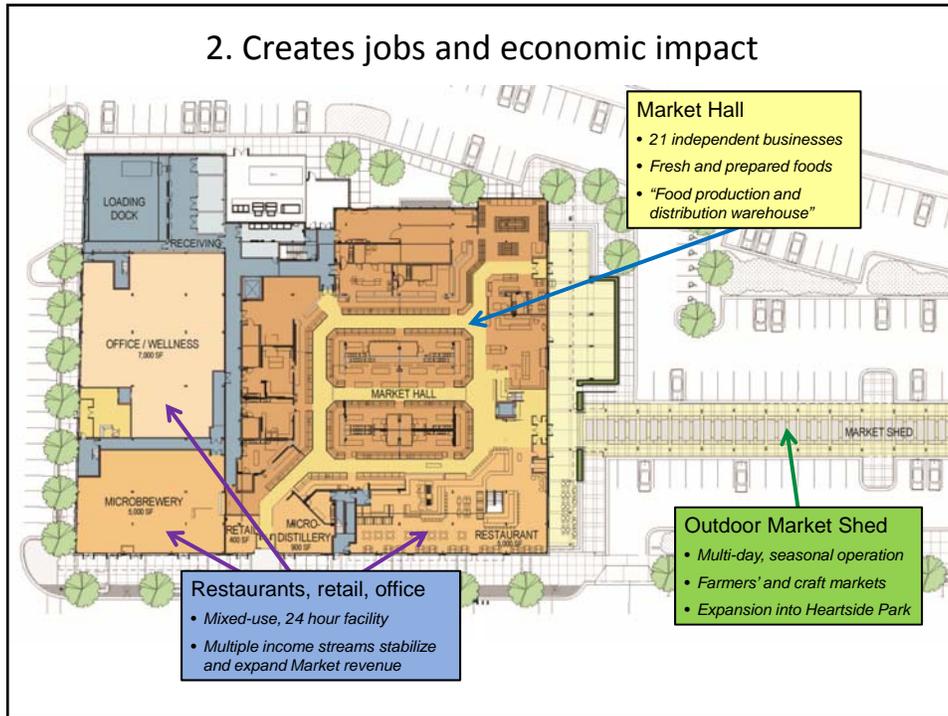




### 1. Sparks redevelopment

- 3.5 acre vacant site, owned by DDA
- Redefines southern edge of downtown
- Expands walkability of downtown
- Site visible from I-131 with easy highway access
- Downtown streetscape extended
- Adjacent properties already being redeveloped: Baker Building, Klingman Building

## 2. Creates jobs and economic impact



## 2. Creates jobs and economic impact

**Economic impact analysis:**

- Create 270 jobs within the Market
- Provide opportunities for dozens of entrepreneurs
- Stimulate creation of 1,271 jobs and \$775 million of economic impact over ten years

The collage includes photos of a market entrance, a seafood counter, a bar area, a dining area, and a produce stand. Arrows connect these photos to the corresponding areas on the floor plan in the diagram above.

### 3. Supports entrepreneurship and innovation

- Shared commercial kitchen
  - Kitchen incubator program
  - Supports catering, special events
  - Surplus production space for vendors
- MSU Extension, Product Center
- Vendor stalls designed for production

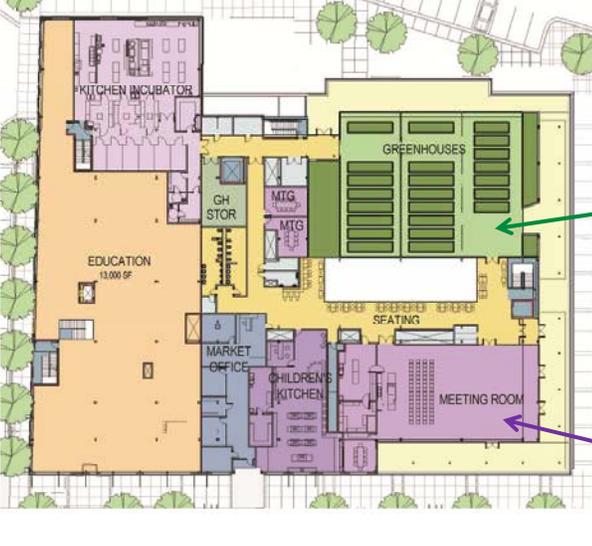


### 4. Promotes community wellness

- Three-pronged approach to combating obesity and diet related diseases
  - Access (physical and financial)
  - Education (greenhouses, Kids' Kitchen, demo kitchen)
  - Excitement (video, social media, fun!)
- Kent County School District
  - culinary and health programs



### 5. Strengthens & celebrates the local food system



- Greenhouses for training gardeners and farmers
- Demonstration kitchen/ special event room for 250
- Kids' Teaching Kitchen
- Outdoor farmers' market



### 6. Brings diverse people together

- Downtown location accessible to entire community; adjacent to three low income neighborhoods
- Designed for sociability
- Room for 200 parking spaces
- Near current and future public transportation
- Adjacent to Heartside Park – opportunity for large scale programming, fitness, farmers' market expansion



### Outdoor Market Ribbon Cutting and Opening Day May 4, 2013



### Grand Rapids Downtown Market



## Fort Collins Development Program Principles

- Build on current downtown local food assets (farmers' market, Winter Market, Food Co-op)
- Maximize return to farmers and food producers
- Substantially differ from existing and emerging competition by focusing on direct marketing and food production
- Address opportunities in produce distribution, education, arts
- Able to be phased and flexible
- Minimize operating costs and development risk



## Development Program

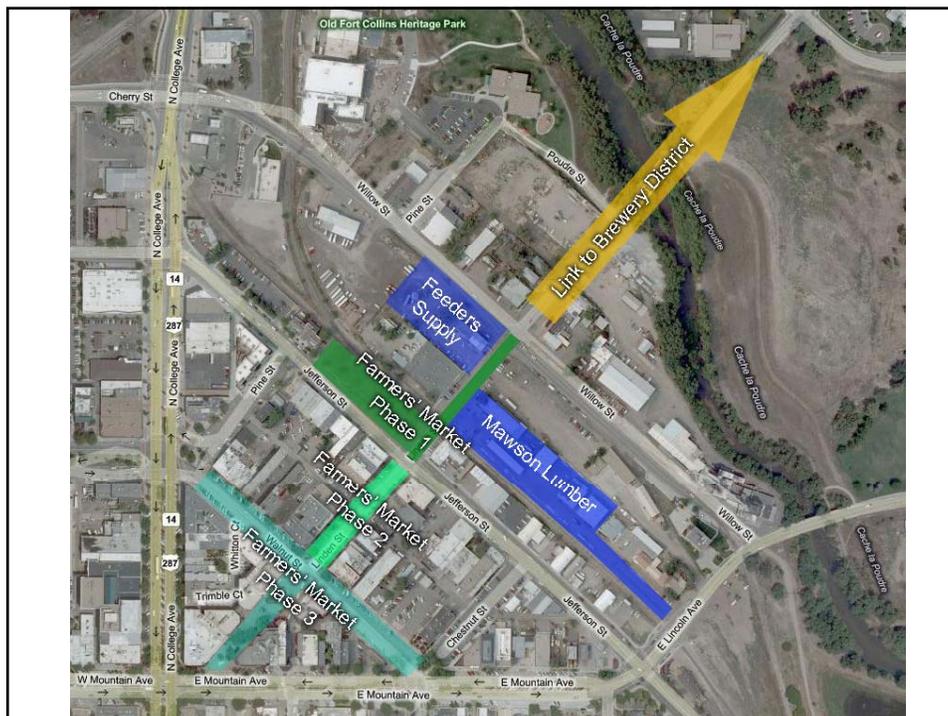
1. Expanded farmers' market
  1. Relocate Larimer County Farmers' Market
  2. Outdoor shed
  3. Expandable open-air
2. Flex building (4-8,000 sf)
  1. Indoor farmers' market/Winter Market
  2. Special events
  3. Restaurant seating overflow
  4. Upper level demonstration kitchen, offices, meeting rooms
3. Year-round daily indoor food retail (10-15,000 sf)
  1. Expanded Food Co-op (double size)
  2. Subleased butcher, bakery, florist, café

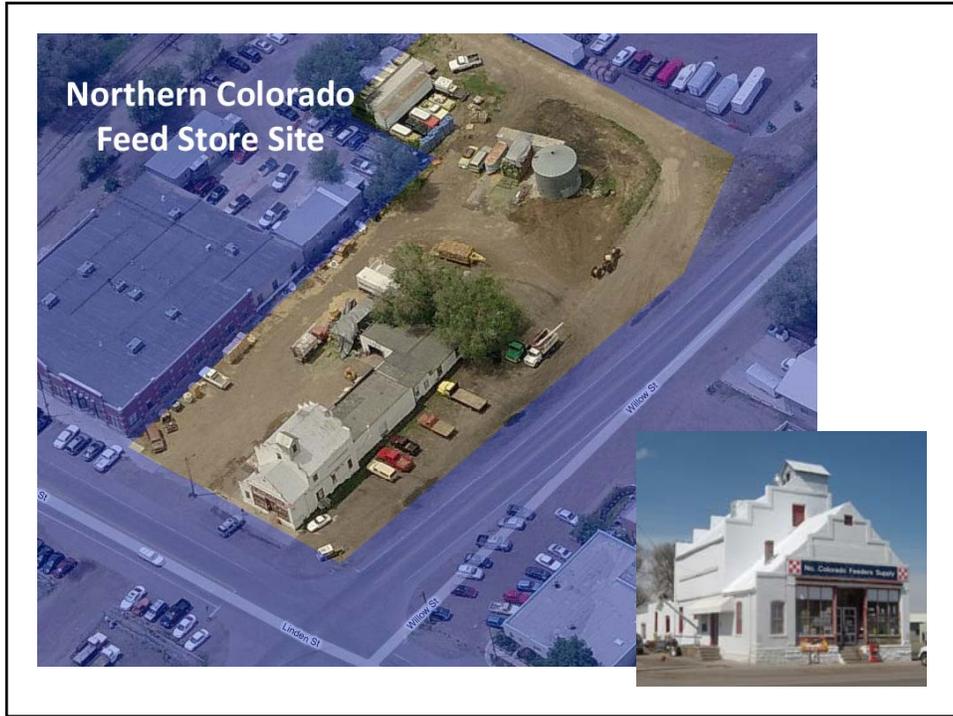


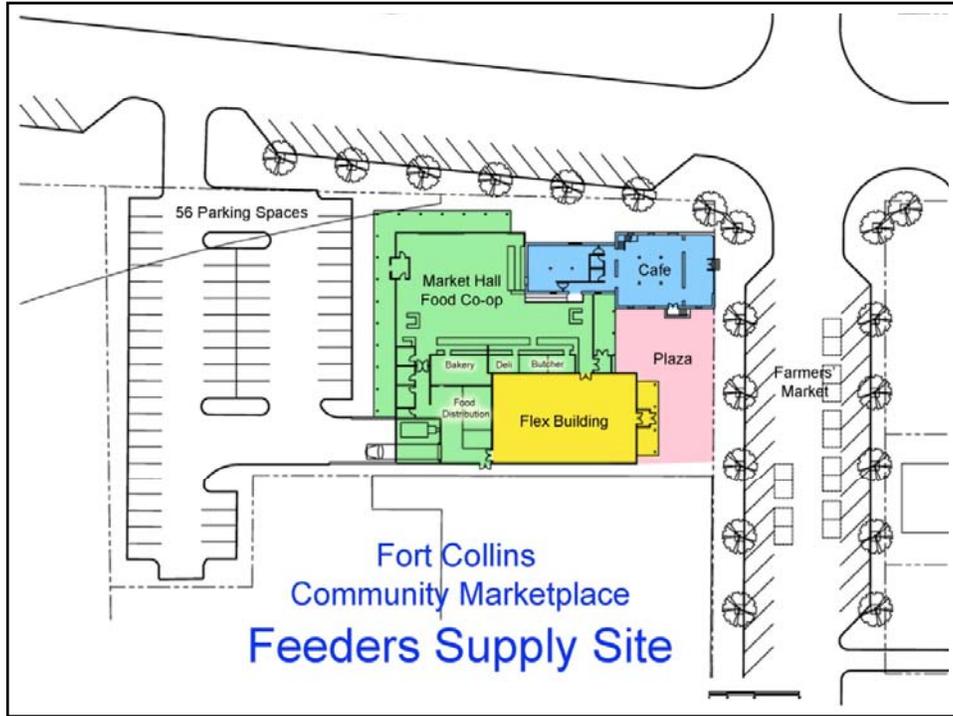
## Development Program

4. Restaurants/Biergarten (1,500-3,000 sf)
5. Food and artist production space (up to 10,000 sf)
  1. Retail sections for farmers' market days
  2. Shared commercial kitchen/kitchen incubator program
6. Produce distribution (cold and dry storage, docks; 1,500-4,000 sf)
7. Dedicated parking

*Program will vary depending on site*







## Midland Farmers' Market: Approaches to Expansion



June 2014

Market Ventures Inc.

## Appendix B: Carmody Consulting recommendations memo for Midland Farmers' Market

City of Midland PlacePlan



# CARMODY CONSULTING

STRATEGIC THINKING FOR DOWNTOWNS AND LOCAL FOOD SYSTEMS

1981 Hyde Park, Detroit, MI, 48207 260.494.6015 carmody55@gmail.com

## **Midland Farmers Market**

### **Development Strategy**

**August 22, 2014**



### **Existing Conditions**

The Midland Farmers' Market currently operates on Wednesdays and Saturdays from 7am to 12 noon from May 3 to October 29 at a beautiful site along the Tittabawassee River. The vitality of the market and its recent growth indicate strong support for local agricultural and food producers and capable management.

### **Current Site Advantages**

- **Beautiful Site**  
The riverfront park is a beautiful setting that attracts visitors. Lush landscaping and a trail system are well designed and maintained.
- **Other Nearby Activities**  
While the riverfront park within which the market structure sits is compelling itself offering picnicking and trail activities, other recreational facilities accessible via the Tridge make the site a wonderful destination for families with a variety of interests.
- **Proximity to Downtown**  
The site is only a few blocks from Main Street and there is good line of site visibility between the market and downtown.



Effective◆Inclusive◆Entrepreneurial◆Incremental◆Organic

- **Sufficient Parking**  
Adjacent free parking makes the site convenient and accessible to those who have limited mobility.
- **Community Tradition**  
The current market shed provides sufficient space to house a competitive farmers' market and with restroom facilities. The current site has been successful. Public markets endear themselves to communities and this site has stood the test of time to become a fond Midland tradition.

**Current site drawbacks:**

- **Limited Expansion Opportunities**  
While sufficient to provide a competitive market, the current site is not easily expanded to accommodate growing demand for additional vendor space or to provide more storage and customer services.  
  
The great aesthetic quality of the current market facility would likely be compromised with any expansion.
- **Limited Interaction With Main Street**  
The grade change between the current site and Main Street inhibits pedestrian travel between the two. This is especially true for those with limited mobility - many of the elderly who are bedrock supporters of the market.
- **Inability to Leverage Local Food System Growth**  
While not far from Main Street, the current farmers' market is disconnected from nearby retail space that might incubate food businesses. Such clustering helps build traffic that supports both the market and emerging food businesses.
- **Parking Limitations**  
There is a lack of parking to satisfy peak market demand at the riverfront site. The grade change between the riverfront site and Main Street also limits utilization of secondary parking areas. Expansion at the current site would reduce the amount of parking to support a larger market unless additional parking is developed nearby.
- **Flood Plain**  
Periodic flooding of the site increases maintenance costs and reduces consistency of operations. Flooding also reduces opportunities to build permanent year-round facilities adjacent to the farmers market.
- **Opportunity cost**  
Expansion at the current site eliminates the use of valuable riverfront property for other community purposes. While there is room to expand the farmers' market at its current site, a community engagement process is needed to determine how the city's premier riverfront park should be programmed to provide the greatest civic good.

## **Alternative Site**

In addition to the current site, Putnam Park was evaluated as an alternative site.

## **Putnam Park Advantages**

- **Improved Downtown Connectivity**

Downtown Midland is a long and narrow. Main Street in full bloom is a fantastic horticultural experience. Despite its great visual appeal, Main Street becomes weaker as you go from west to east.

Dow Diamond is one of finest minor league parks in the nation. Despite being exceptional and despite the development of an excellent mixed-use project across the street from the park, the ballpark complex still needs a stronger connection with downtown to fulfill its catalytic potential.

Developing a new market complex at Putnam Park will better leverage previous community investment in Main Street and Dow Stadium.

- **Food Innovation District - Convenience Retail Cluster**

Higher vacancies in the blocks just west of Putnam Park can provide space for a variety of food related enterprises that can spin-off from an enhanced market project.

Farmers' Markets are being leveraged to build more robust local food systems. Moving from no structure, to covered structure, to enclosed structure is happening alongside the development of facilities to incubate and accelerate food entrepreneurs. See the attached Food Innovation District report prepared by the NW Michigan Council of Governments.

Providing space for a year-round (indoor) market hall, space for a shared use commercial kitchen facility that can be used both to incubate new food businesses and to provide a place for kitchen literacy and nutrition classes, and attracting farm-to-table restaurants are possible in the area due west of Putnam Park given that several spaces are already configured for restaurant use.

Incubating small food businesses and providing space for them as they mature into storefront businesses can be as much a game changer for downtowns as upper floor housing has been in recent years.

As a cluster, food-businesses represent both specialty and every day retail markets. Convenience (everyday) retailing has been a weak spot for downtowns for several decades. Food clusters have the chance to drive more everyday traffic to downtown and proximity of the Ace Hardware store, another convenience retailer, adds strength to the convenience retail sector.

In the new downtown Flint Public Market for example, a hardware retailer has become an anchor tenant.

- **More than Sufficient Parking**  
Ballpark parking to the north of Putnam Park and the city-owned parking lot to the west of Putnam Park provide sufficient short term parking to support a farmer's market at Putnam Park and the underutilized public parking building further to the west provides a supply of long-term parking as the Food Innovation District becomes more densely developed.
- **Developing a Strong Portfolio of Downtown Anchors**  
Moving the Farmers' Market from the riverfront site to Putnam Park provides the community with opportunity to hone four compelling anchors. In addition to developing a compelling market and food innovation district in the Putnam Park area, the community will be able to reconfigure the current market site as another dynamic space.

With four distinctive anchors, Dow Diamond - Putnam Market - Main Street - Riverfront Park Midland will have the critical mass needed to take Downtown Midland to the next level as a destination for residents and tourists.

### **Expansion Potential**

Expanding the site at its current location or at the Putnam site seems necessary given the incremental growth of the market in recent years. How much additional space and how to configure that space are key questions.

Future growth depends on trends in farmers market / local food sector, on regional competition, on the increased capacity to manage a larger market, and on how the market is expanded at either site.

### **Farmers Market / Local Foods Sector Trends**

Nationally, as indicated in Ted Spritzer's excellent report, the growth trend in farmers markets and their evolution into more complicated facilities has increased dramatically in recent years. Data released by the USDA earlier this month details the continuing year on year increase in farmers markets nationally.

The development of a wide variety of food hubs and public markets in Michigan over the last few years has been staggering. Flint's new public market joins Grand Rapids Public Market and Detroit's Eastern Market as larger successes while successful food hubs in Traverse City and the Upper Peninsula give smaller cities models to emulate.

Local food system development has become a growing trend over the last five years. Midland has an opportunity to leverage its successful farmers market to anchor a more robust local food district but must do so within the context of regional competition for customers and vendors.

### **Regional Competition**

Midland is positioned within a rich agricultural setting. The crop diversity of Michigan provides Midland with proximity to growers unavailable to many communities. Midland's ability to attract diverse growers is constrained by extensive regional competition.

Regional competition includes:

Downtown Bay City	Thursdays 10 - 4, June - Oct
Saginaw	M, W, F, 10-3 / S, 9 - 1, May - Oct
Mt. Pleasant	Thursdays & Saturdays, 7:30 am - 2pm, June - Oct
Frankenmuth	Saturdays 9-1, May - Oct / Wednesdays 3-6, June - Sept

The limitations of this study did not allow for a thorough analysis of regional supply and demand dynamics.

The vitality of the Midland Farmers' Market is largely due to strong supply and demand characteristics. Simply put the region has a wide variety of producers and Midland has a stronger customer base than many other area cities.

Deeper understanding of market characteristics from income and purchasing power to a more detail understanding of regional food retailing should be completed as the market development program unfolds.

Developing an inventory of available regional producers would also be a prudent step towards understanding the growth potential of the Midland Farmer's Market.

### **Management**

The Midland Area Chamber of Commerce provides Farmer's market management. The recent addition of food trucks, surge in number of vendors, and effective space utilization are strong indicators of excellent market management.

The talent, enthusiasm, and dedication of current staff to grow the market are significant assets to build upon. Transitioning the Market Manager Position from part time to full time is a key step to continuing the growth and development of the local food economic cluster in Midland.

Developing the management capacity to operate a larger market is perhaps more important to consider than the issues related to how and where to expand facilities.

In addition to moving from a part time to a full time manager, an expanded market will require new collaborations with programming partners to increase food access and other programming at the market and to increase food entrepreneurship.

Working with Fair Food Network to provide Double Up Food Bucks - a food voucher that provides Supplemental Nutrition Assistance Program (SNAP) participants with up to \$20 in matching funds to buy Michigan grown fruits and vegetables - can also provide some operating support for the program to help fund the transition to a full time manager.

Other collaborations can be established with Michigan State University Extension, Michigan State University Product Center, and area community colleges to help develop food businesses in conjunction with the development of a larger market and/or food innovation district.

## **Market Expansion**

Incremental expansion of markets is important. One of the key attributes of a successful market is its sense of bustling. Put the current market in twice the space and its energy diminishes - it won't seem as busy even if sales remain the same.

For this reason, an expansion from 89 to 110 stalls is recommended. It is very important, however to design a facility that can be incrementally expanded down the road.

The new market space should be comprised of a mix of uncovered, covered, and enclosed space. The cost of providing enclosed space will drive project costs but also increase facility utilization rates and increase facility rental fee income to help support higher operating costs.

Providing enclosed, heated space for 40 vendors would provide enough space to present a smaller, yet compelling winter season market. Year-round market operations are an important aspect of food hub or local food innovation district development. Emerging food businesses need year round support to flourish.

Designing, funding, building, and operating a more complicated market complex will require the kind of public private partnership that Midland has already demonstrated it can execute. The excellence of Main Street and of Dow Diamond resulted from similarly outstanding community collaboration.

Given that the Michigan Baseball Foundation has had the experience of designing, funding, building, and operating one of minor league baseball's most outstanding parks and that they have developed the parking that a public market would need to share if a move to Putnam Park is selected as the site for an expanded market, they would be a logical community partner to develop and operate the new market facility.

The Chamber of Commerce could focus on growing its staff capacity to operate a larger, year-round farmers market and on providing the mentoring and support services to food entrepreneurs.

Given that Dow Stadium already offers a variety of function spaces for community events they also would be an excellent collaborator to ensure that the enclosed space that is developed is complimentary rather than duplicative of existing function spaces in the Midland Market.

## **Conclusions**

Midland's Farmers Market is currently a great market with three viable options:

Remain at its current setting and continue what has become a local tradition at its current size.

Expand at its current location with additional covered and uncovered space.

Expand at the Putnam site, out of the flood plain that allows for a combination of covered, uncovered, and enclosed space.

The community investment required varies greatly between these three options. Remaining at the current site requires only an investment in maintaining the current building.

Expanding in the current location will require a modest investment in building a new covered structure or modifying the parking lot to create expanded space for vendors to set up in an uncovered area.

Expanding at Putnam Park is a larger and more complicated project that will require significant site preparation in realigning the roadways to increase park area and fine tune pedestrian/vehicular access to the site. The Putnam Park site will allow for a more complicated building that will require greater investment to build, maintain, and operate.

Possible community benefits also vary greatly.

Maintaining the current market will provide the community with a highly sustainable market at the size they currently enjoy.

Incremental expansion at the current site will incrementally improve the range of products available at the Midland Farmer's Market but reduce convenience slightly with the loss of parking, unless compensated for by additional property acquisition and further parking development near the riverfront.

Relocation and expansion to the Putnam Park site will provide geometrically larger community benefit than the other two options.

The Putnam Park site will improve the connectivity of downtown and Dow Diamond, create the opportunity for Midland to develop four different downtown anchors, and give Midland the opportunity to energize the east end of downtown and build a more robust local food economy.

As part of this project, preliminary concepts are being developed for the latter two of these options.

These concept plans should be used to ferment community discussion to help align Midland's vision for its downtown and its food culture. More refined analysis is needed to hone the concept chosen to allow Midland to best achieve its vision.

# Appendix C: Beckett & Raeder Conceptual Plans for Midland Farmers' Market

City of Midland PlacePlan



## Option 1: Renovation of the Farmers Market at the Current Site

### Site Opportunities and Constraints

Today, the farmers market is located in a beautiful park setting with towering trees and the iconic Tridge over the Tittabawasee River as a backdrop. The current market shelter, designed by Alden Dow, has historic importance to the community and is unique in its circular design. The current shelter is connected to the Pere Marquette Rail Trail, providing non-motorized transportation options to the market.

However, the site is difficult to reach from Main Street due to a large grade change and the overall distance to the downtown shops. This makes it difficult for shoppers to carry their purchases from the market back to their car if it is parked outside of the immediate market vicinity. Most shoppers need to park farther away from the market shelter than is ideal because parking is limited on the current site. There are not enough parking spaces to accommodate both vendors and patrons of the market, especially during the busy Saturday morning market. In addition, there are many pedestrian and vehicular conflicts within the site due to the circular design and parking layout. Vehicles use the circle drive as a pick-up and drop-off zone and are in conflict with shoppers crossing out of the shelter to their parked cars. Expansion of the market into a more enclosed, year-round market is made difficult or impossible due to the location of the floodplain, which covers the market area. This makes it difficult to add other food-related elements that would require enclosed space or electrical service.

### Design Summary

A renovation of the existing market site would solve some, but not all, of the current challenges. The conceptual plan rendering adapts the historic circular shelter to connect to additional shelters, matching or closely complementing the current structure design, to the east and northwest. Half of the current shelter would become an overhead pergola on the existing masonry columns, and the remaining half would be re-roofed as necessary though closely matching the original design. The plaza space created by the semi-circular pergola provides shoppers with more space to socialize without impeding foot traffic near the vendor stalls. A pergola over the drive lanes would connect the remaining semi-circular shelter to the additional 26-foot wide shelters, providing partial shade for shoppers while maintaining vehicular access for vendors. Pedestrian and vehicular conflicts are further reduced through the use of collapsible bollards near the entrance to the shelter area. These bollards would be down when vendors are setting up before the market opens (and on non-market days) and then they would be lifted up to create a pedestrian-only environment during market hours.

The renovated shelter accommodates 148 vendor stalls, 74 of which would have adjacent single-stacked parking, and 74 would not have immediately adjacent parking. There are 55 additional parking spaces on site that those vendors could use. The shelter could be later expanded to accommodate a total of 168 vendors and additional parking. The expanded shelter would have no overhead doors, but instead would be kept open similar to the existing shelter, due to the location of the shelter in the floodplain. The floodplain also impedes the improvement of electrical service to the shelter. In addition, the existing restrooms would remain open.

Additional site improvements include the creation of flexible space between the eastern shelter expansion and the patron parking, additional sidewalks for pedestrian access, and landscape improvements. A mix of concrete and special pavement is shown to create visual interest and aesthetic appeal.

Although the renovated shelter provides more than the minimum 110 vendor stalls that are needed for the market to continue to grow, existing patron parking is lost in the expansion. Some of this parking loss could be offset by the expansion of the parking lot to the south of the H Hotel. The lawn between the H Hotel and the expanded market shelter would be developed to a plaza area on-axis with the hotel entrance and could accommodate H Hotel events.

Renovation of the current market shelter could be developed in a phased approach. For example, either the east or west shelter could be installed before the other. And, as was previously mentioned, the shelter can be expanded in the future from 148 vendor stalls to 168 vendor stalls by elongating one side.

### Adaptive Reuses

If the current farmers market is relocated to an alternative location, there are many ways the historic shelter could be adaptively re-used. Since the current structure is in-scale with the current park and provides an appealing architectural element to the park, it could host many different types of community events. For example, the structure could be used as performance space for small plays, concerts, or even cultural events relating to the area's heritage. Group exercise or fitness classes could be held in the space, such as yoga, kickboxing, or tai chi. Many park visitors already use the area for picnics, and this could be continued and expanded with the organization of a food truck court. The space could also be used for temporary art installations, art events, or art classes. Even in the winter months, the shelter could be used as a venue for holiday tree sales.

### Option 2: Relocation of the Farmers Market to Putnam Park

#### Site Opportunities and Constraints

Putnam Park is located between the "core" of downtown and the recently implemented East End development and the Dow Diamond, where the Poseyville Road ramps connect to Ellsworth Street. The park is largely vacant aside from the bridge ramps, mature trees, a few sidewalks and site furnishings. The City of Midland is considering the consolidation of the Poseyville Road ramps to one side of the park. If those plans were implemented, a large enough area would be created to support an improved, expanded, and diversified farmers market.

The Putnam Park site would be preferable to the existing market site for several reasons. First, the site is not located in the floodplain of the Tittabawassee River. This allows many more possible development types and does not preclude a fully enclosed shelter and full utility services. Second, the site is not only well connected to the core of downtown, but also a development in this location would better connect the East End development and the Dow Diamond with downtown Midland. Parking near the site is abundant; several parking lots and a parking ramp are within easy walking distance within line of sight, and no significant grade change separates them from Putnam Park. Although Main Street runs between Putnam Park and the Pere Marquette Rail Trail, the overall distance between them is relatively small and a connection would be easily implemented. Finally, the location easily lends itself to becoming a part of a "Food Innovation District" with opportunities for food-related infill development nearby.

The Putnam Park site is not without its challenges. First, the site is not large enough to accommodate a single linear structure, but an L-shaped structure is feasible. Second, the Poseyville Road reconstruction must be completed in order to build a farmers market structure in this location. Finally, the site is adjacent to a few higher-traffic roads, which, while providing greater visual exposure of the park and market to passing vehicles, creates a moderate pedestrian barrier. This could be mitigated through streetscape enhancements, some of which the City is already implementing in the short term.

#### Design Summary

The Farmers Market Relocation rendering depicts a 32-foot-wide L-shaped structure with several segments connected by pergolas. At the north-easternmost edge of the site, the structure is fully enclosed and contains the market offices, restrooms, and other elements requiring full enclosure, as well as market vendors. A pergola connects that section with a shelter that has overhead doors to partially enclose the space. A second pergola connects the partially enclosed shelter to an open shelter without overhead doors. In total, the shelter can accommodate 110 vendor stalls and can be expanded to 140 stalls if vendors were to set up underneath the pergola sections. Ninety-four of the vendor stalls have immediately adjacent single-stack parking, and 16 vendor stalls do not have adjacent parking. Eighteen additional parking spaces on site can accommodate those vendors.

Vehicular and pedestrian conflicts on site are reduced with the use of collapsible bollards. These bollards would be down for the vendor set-up and on non-market days, and then they would be raised up when the market is in session, closing the interior parking lot, and potentially Cronkright between Main Street and Ellsworth Street, to vehicular traffic. Shoppers can park at any number of nearby parking lots, as well as in the parallel parking along Ellsworth Street. Quick exchanges are facilitated at the Main Street end of the shelter via a drop-off, and if Cronkright is left open during market hours, also at Larkin.

Several plaza spaces are created on site where shoppers can socialize. In the interior of the L-shape, a large plaza is created with an overhead Pergola to provide shade. Across the drive lane, another plaza with café tables is flanked by

food trucks creating a lively atmosphere for picnicking in the park. Behind the plaza is flexible open lawn space for any number of activities.

Although it is unlikely that all stormwater detention would be possible on-site, there are many opportunities to include green infrastructure and low-impact development techniques. Rain gardens can be used in any planting areas, such as surrounding the food truck plaza, and a pervious paving system could be implemented in any areas of special pavement or in the parking lanes. In addition, the open lawn area has potential to become a larger rain garden. These elements are dependent upon soils with high infiltration rates, so their feasibility would need to be verified in future design phases. Sustainable design practices could be implemented in and on the market shed structure and might include such features as a photovoltaic roof, radiant heat sources, roof rainwater harvesting, a green roof, and low flow plumbing fixtures.

A farmer's market at the Putnam Park site would have a variety of connection opportunities. Across Cronkright, there is potential for Food Innovation infill development such as a year-round market hall, a shared commercial kitchen facility, or small business incubators. Connection to the Pere Marquette Rail Trail can be enhanced through improved crosswalks across Main Street to the existing sidewalk connecting to the trail. In addition, a stairway could be implemented to provide a direct, though not universally accessible, connection to the trail.

The construction of this market structure could be phased in multiple different ways. It is important that the structure be initially developed with space for 110 vendors in order for the market to continue to grow. The fully-enclosed portion of the shelter could be implemented first, with enough of the shelter built to the south to accommodate these 110 vendors, and then the remaining portions could be built as pergola until a later time. Alternatively, both anchors of the structure at Ellsworth Street and Main Street could be constructed first to establish the means to draw in patrons from both ends, and the center portion could remain pergola until a later phase.

### Notes

- 148 Vendor stalls
- 74 with single-stacked vehicle spaces
- 74 without vehicle spaces
- 33 extra parking spaces on site
- Expandable to 168 stalls
- 26' Wide Shelter, 16,340 sf
- 3,000 sf renovated shelter
- 3,000 sf pergola on existing columns
- 8,000 sf new shelter without overhead doors
- 2,340 sf pergola over drive lanes

Midland Place Plan Farmers Market  
Michigan Municipal League  
City of Midland

Farmers Market Renovation Conceptual Plan

August 2014



**SITE CONSTRUCTION COSTS**

Qty	Unit	Description	Unit Cost	Unit Total	Total
<b>Site Preparation</b>					
750	lf	Filter Fabric Fence	\$3.50	\$2,625.00	
8	ea	Structure Erosion Control Measure	\$150.00	\$1,200.00	
1,000	lf	Tree Protection Fence	\$3.50	\$3,500.00	
1	ls	Construction Entrance Mud Mat	\$1,250.00	\$1,250.00	
1	ls	Traffic Control	\$2,500.00	\$2,500.00	
					\$11,075.00
<b>Demolition</b>					
6	ea	Tree Removal, 1-6"	\$250.00	\$1,500.00	
8	ea	Tree Removal, 7-12"	\$350.00	\$2,800.00	
4	ea	Tree Removal, 13" and up	\$750.00	\$3,000.00	
979	lf	Concrete & HMA Sawcut	\$3.50	\$3,426.50	
15,700	sf	Concrete Walk Removal	\$1.00	\$15,700.00	
0	sf	Concrete Drive Removal	\$1.25	\$0.00	
1,600	lf	Concrete Curb & Gutter Removal	\$6.00	\$9,600.00	
25,550	sf	HMA Removal	\$1.00	\$25,550.00	
3,800	sf	Brick Removal	\$1.25	\$4,750.00	
9,774	sy	Strip Sod and Topsoil	\$5.00	\$48,870.00	
1	ls	Misc. Demolition	\$5,000.00	\$5,000.00	
					\$120,196.50
<b>Earthwork</b>					
1	ls	Earthwork (Rough Grading)	\$40,000.00	\$40,000.00	
					\$40,000.00
<b>Utilities</b>					
1	ls	Adjust Existing Structures (Allowance)	\$2,500.00	\$2,500.00	
4	ea	Food Truck Electrical Hook Up	\$1,750.00	\$7,000.00	
1	ls	Underground Storm Detention (Allowance)	\$55,000.00	\$55,000.00	
					\$64,500.00
<b>Site Improvements</b>					
1,540	lf	Concrete Curb & Gutter	\$22.00	\$33,880.00	
22,825	sf	Concrete Sidewalk, 4"	\$4.00	\$91,300.00	
0	sf	HD Concrete Sidewalk, 7"	\$7.00	\$0.00	
4,380	sf	Special Pavement	\$16.00	\$70,080.00	
2,700	sy	Standard Duty Asphalt Paving	\$27.00	\$72,900.00	
12,470	sf	Special Pavement (Vendor Parking)	\$16.00	\$199,520.00	
66	sf	Truncated Domes	\$10.00	\$660.00	
1	ls	Pavement Striping	\$750.00	\$750.00	
					\$469,090.00
<b>Site Lighting</b>					
2	ea	Parking lot Shoebox Lights	\$4,000.00	\$8,000.00	
					\$8,000.00
<b>Site Furnishings</b>					
6	ea	Benches with Back	\$1,200.00	\$7,200.00	
4	ea	Trash Receptacle	\$800.00	\$3,200.00	
6	ea	Bike Hoop	\$250.00	\$1,500.00	
5	ea	Collapsible Bollards	\$1,000.00	\$5,000.00	
1	ea	Pavilion Structure behind H Hotel	\$65,000.00	\$65,000.00	
600	sf	Pergola behind H Hotel	\$60.00	\$36,000.00	
1	ls	Regulatory Signage (Allowance)	\$1,500.00	\$1,500.00	
					\$119,400.00
<b>Landscaping</b>					
71	ea	Canopy Trees	\$450.00	\$31,950.00	
3,000	sf	Groundcover, Perennial, Shrub bed	\$10.00	\$30,000.00	

37	cy	Mulch	\$35.00	\$1,283.33
111	cy	Plant Mix	\$35.00	\$3,888.89
7,651	sy	Seeded Lawn	\$1.00	\$7,651.00
842	cy	Topsoil	\$35.00	\$29,456.35
1	ls	Irrigation System	\$17,500.00	\$17,500.00
				\$121,729.57

**BUILDING CONSTRUCTION COSTS**

**Modify Existing Canopy**

3,000	sf	Remove Existing Shelter Roof	\$15.00	\$45,000.00
3,000	sf	Replace Roof with Pergola on Existing Columns	\$45.00	\$135,000.00
				\$180,000.00

**New Straight Canopy Structure (Prefabricated)**

2,340	sf	Pergola over Drive Lanes	\$75.00	\$175,500.00
8,000	sf	New Shed Structure (without overhead doors)	\$90.00	\$720,000.00
1	ls	Lighting (Allowance)	\$9,000.00	\$9,000.00
1	ls	Graphics and Signage (Allowance)	\$4,000.00	\$4,000.00
1	ls	Electrical Service (Allowance)	\$5,000.00	\$5,000.00
1	ls	Water Service (Allowance)	\$5,000.00	\$5,000.00
				\$918,500.00

Subtotal	\$2,052,491.07
General Conditions (5%)	\$102,624.55
Design Contingency (10%)	\$215,511.56
<b>Hard Costs (i.e., Construction Costs)</b>	<b>\$2,370,627.19</b>

Soft Costs (25%)	<b>\$592,656.80</b>
Architectural & Engineering Fees	
Topographic Survey	
Construction Contingency	
Materials Testing	
Legal	
Construction Inspections	
Permitting Fees	

**Project Grand Total** **\$2,963,283.99**

Notes: Estimate prepared without benefit of topographic survey and based on preliminary level Schematic Design. Therefore, it should be considered as budgetary in nature only and subject to change as additional information and design detail becomes available.



**Notes**

- 110 Vendor stalls
- 94 with single-stacked vehicle spaces
- 16 without vehicle spaces
- 18 extra parking spaces on site
- Expandable to 140 stalls

32' Wide Shelter, 22,270 sf

- 7,825 sf fully enclosed shelter
- 4,812 sf with overhead doors
- 5,792 sf without overhead doors
- 3,840 sf pergola as future expansion space

**Midland PlacePlan Farmers Market**  
 Michigan Municipal League  
 City of Midland

**Farmers Market Relocation Conceptual Plan**  
 August 2014



**SITE CONSTRUCTION COSTS**

Qty	Unit	Description	Unit Cost	Unit Total	Total
<b>Site Preparation</b>					
800	lf	Filter Fabric Fence	\$3.50	\$2,800.00	
5	ea	Structure Erosion Control Measure	\$150.00	\$750.00	
300	lf	Tree Protection Fence	\$3.50	\$1,050.00	
1	ls	Construction Entrance Mud Mat	\$1,250.00	\$1,250.00	
1	ls	Traffic Control	\$2,500.00	\$2,500.00	
					\$8,350.00
<b>Demolition</b>					
6	ea	Tree Removal, 1-6"	\$250.00	\$1,500.00	
8	ea	Tree Removal, 7-12"	\$350.00	\$2,800.00	
4	ea	Tree Removal, 13" and up	\$750.00	\$3,000.00	
912	lf	Concrete & HMA Sawcut	\$3.50	\$3,192.00	
2,600	sf	Concrete Walk Removal	\$1.00	\$2,600.00	
0	sf	Concrete Drive Removal	\$1.25	\$0.00	
800	lf	Concrete Curb & Gutter Removal	\$6.00	\$4,800.00	
9,000	sf	HMA Removal	\$1.00	\$9,000.00	
0	sf	Brick Removal	\$1.25	\$0.00	
10,500	sy	Strip Sod and Topsoil	\$5.00	\$52,500.00	
1	ls	Misc. Demolition	\$3,000.00	\$3,000.00	
					\$82,392.00
<b>Earthwork</b>					
1	ls	Earthwork (Rough Grading)	\$35,000.00	\$35,000.00	
					\$35,000.00
<b>Utilities</b>					
1	ls	Adjust Existing Structures (Allowance)	\$2,500.00	\$2,500.00	
4	ea	Food Truck Electrical Hook Up	\$1,750.00	\$7,000.00	
1	ls	Underground Storm Detention (Allowance)	\$110,000.00	\$110,000.00	
					\$119,500.00
<b>Site Improvements</b>					
1,980	lf	Concrete Curb & Gutter	\$22.00	\$43,560.00	
34,150	sf	Concrete Sidewalk, 4"	\$4.00	\$136,600.00	
1,030	sf	HD Concrete Sidewalk, 7"	\$7.00	\$7,210.00	
2,300	sf	Special Pavement (Food Truck Plaza)	\$16.00	\$36,800.00	
1,750	sf	Porous HMA Pavement	\$90.00	\$157,500.00	
1,850	sy	Standard Duty Asphalt Paving	\$27.00	\$49,950.00	
1	ls	Poseyville Road Retaining Wall Mural (Allowance)	\$20,000.00	\$20,000.00	
330	lf	Streetscape Improvements (Ellsworth and Main)	\$600.00	\$198,000.00	
0	sf	Special Pavement (Vendor Parking)	\$16.00	\$0.00	
66	sf	Truncated Domes	\$10.00	\$660.00	
1	ls	Pavement Striping	\$2,500.00	\$2,500.00	
					\$652,780.00
<b>Site Lighting</b>					
5	ea	Parking lot Shoebox Lights	\$4,000.00	\$20,000.00	
					\$20,000.00
<b>Site Furnishings</b>					
6	ea	Benches with Back	\$1,200.00	\$7,200.00	
4	ea	Trash Receptacle	\$800.00	\$3,200.00	
6	ea	Bike Hoop	\$250.00	\$1,500.00	
18	ea	Collapsible Bollards	\$1,000.00	\$18,000.00	
982	sf	Pergola Structures on Site	\$60.00	\$58,920.00	
1	ls	Regulatory Signage (Allowance)	\$1,500.00	\$1,500.00	
					\$90,320.00
<b>Landscaping</b>					
22	ea	Canopy Trees	\$450.00	\$9,900.00	

1,650	sf	Bioswale / Rain Garden Seeding (1/2 plugs)	\$0.61	\$1,006.50
20	cy	Mulch	\$35.00	\$705.83
61	cy	Plant Mix	\$35.00	\$2,138.89
3,200	sy	Seeded Lawn	\$1.00	\$3,200.00
352	cy	Topsoil	\$35.00	\$12,320.00
1	ls	Irrigation System	\$17,500.00	\$17,500.00
				\$46,771.22

**BUILDING CONSTRUCTION COSTS**

**Fully Enclosed Structure**

7,825	sf	Fully Enclosed Structure with Restrooms	\$225.00	\$1,760,625.00
1	ls	Graphics and Signage (Allowance)	\$2,000.00	\$2,000.00
1	ls	Electrical Service (Allowance)	\$15,000.00	\$15,000.00
1	ls	Water Service (Allowance)	\$15,000.00	\$15,000.00
1	ls	Sanitary Service (Allowance)	\$15,000.00	\$15,000.00
				\$1,807,625.00

**New Straight Canopy Structure (Prefabricated)**

4,812	sf	New Shed Structure (with overhead doors)	\$145.00	\$697,740.00
5,792	sf	New Shed Structure (without overhead doors)	\$90.00	\$521,280.00
3,840	sf	Pergola as Future Expansion Space	\$75.00	\$288,000.00
1	ls	Lighting (Allowance)	\$18,000.00	\$18,000.00
1	ls	Graphics and Signage (Allowance)	\$8,000.00	\$8,000.00
1	ls	Electrical Service (Allowance)	\$5,000.00	\$5,000.00
1	ls	Water Service (Allowance)	\$5,000.00	\$5,000.00
				\$1,543,020.00

Subtotal	\$4,405,758.22
General Conditions (5%)	\$220,287.91
Design Contingency (10%)	\$462,604.61
<b>Hard Costs (i.e., Construction Costs)</b>	<b>\$5,088,650.75</b>

Soft Costs (25%)	<b>\$1,272,162.69</b>
Architectural & Engineering Fees	
Topographic Survey	
Construction Contingency	
Materials Testing	
Legal	
Construction Inspections	
Permitting Fees	

**Project Grand Total** **\$6,360,813.43**

Notes: Estimate prepared without benefit of topographic survey and based on preliminary level Schematic Design. Therefore, it should be considered as budgetary in nature only and subject to change as additional information and design detail becomes available.

The Poseville Road relocation costs are not included in this estimate.

The Food Innovation District and Incubator costs for building infill, parking and streetscape improvements across Cronkright are not included in this estimate.



Group Exercise and Fitness



Food Trucks and Picnicking



Temporary Art Installations and Classes



Performances and Cultural Events



Holiday Tree Sales



# Midland PlacePlan Farmers Market

Michigan Municipal League  
City of Midland

Farmers Market Adaptive Reuse Character

August 2014

Appendix D: MDARD Value Added / Food System Program sample materials

City of Midland PlacePlan





RICK SNYDER  
GOVERNOR

STATE OF MICHIGAN  
DEPARTMENT OF AGRICULTURE  
AND RURAL DEVELOPMENT

JAMIE CLOVER ADAMS  
DIRECTOR

## Agriculture Value Added/Regional Food Systems Grant Program

(Last updated 10/31/13)

### Overview

The Michigan Department of Agriculture & Rural Development (MDARD) is offering a grant opportunity that will promote and enhance Michigan's \$91.4 billion agriculture industry. Proposals for the competitive grant program, also known as, the "Value Added/Regional Food Systems Grant Program", will be accepted through January 10, 2014, at 3:00pm EST.

This Request for Proposals ("RFP") is issued by the Michigan Department of Agriculture & Rural Development, Office of Agriculture Development (OAD). The OAD will remain the main point of contact throughout the proposal process.

**If you are currently a MDARD Value Added Grantee, you are not eligible to receive grant dollars under this grant program for this grant cycle.**

All communications concerning this RFP should be sent via e-mail to:  
[mda-grants@michigan.gov](mailto:mda-grants@michigan.gov).

The Michigan Department of Agriculture & Rural Development will accept proposals intended to establish, retain, expand, attract and/or develop value added agricultural processing and/or develop regional food systems by enhancing or facilitating aggregation and distribution of Michigan grown agricultural products.

- Applicants must provide a minimum of (10%) ten percent in cash matching funds
- In-kind contributions will not be counted as part of the required match
- Regional collaboration and partnerships are encouraged
- This is a cost reimbursement grant program
- Grants will be awarded at a maximum amount of \$75,000
- Only one proposal per applicant will be considered
- These grant dollars can be used to leverage additional funds (ie., federal funds)

Grant funds **cannot** be used to pay for the acquisition of land or the purchase, construction, or structural repair of a building or facility.

Indirect costs are **not** allowable under this grant program. Indirect costs are defined as the expenses of doing business that are not readily identified within the project, but are necessary for the general operation of the organization and the implementation proposal related activities. These costs benefit more than one cost objective and cannot be readily identified with a particular final cost objective without effort disproportionate to the results achieved.

MDARD reserves the right, at its sole discretion, to reject an application if it:

- ✓ Does not meet the mandates including scope, eligibility, and allowable grant fund use
- ✓ Is received after the deadline
- ✓ Is incomplete or missing any of the required forms, narrative, and supplemental budget
- ✓ Does not follow the outlined application requirements

Additionally, an application will be rejected (after submission or prior to award) if information comes to MDARD's attention that:

- ✓ It has been determined an organization is ineligible for an award
- ✓ The application is materially misleading or incorrect
- ✓ Indicates fraud or mismanagement of federal or state funds by the organization

## **Value Added Eligible Entities**

- **Agricultural Cooperative:** A group-owned or member-owned entity or business that provides, offers, or sells agricultural products or services for the mutual benefit of the members thereof.
- **Producer Network:** A producer group- or member-owned organization or business that provides, offers, or sells agricultural products or services through a common distribution system for the mutual benefit of the members thereof.
- **Producer Associations:** An organization or other business that assists, serves, or represents producers or a producer network.
- **Nonprofit Corporation:** Any organization or institution defined by Michigan Public Act 162 of 1982.
- **Business Entities:** An organization as defined by Michigan Public Act 23 of 1993, who is in good standing with the state of Michigan and whose primary function involves the production, processing or marketing of Michigan grown agricultural products.

## **Food System Eligible Entities**

- **Agricultural Cooperative:** A group-owned or member-owned entity or business that provides, offers, or sells agricultural products or services for the mutual benefit of the members thereof.
- **Producer Network:** A producer group- or member-owned organization or business that provides, offers, or sells agricultural products or services through a common distribution system for the mutual benefit of the members thereof.

- **Producer Associations:** An organization or other business that assists, serves, or represents producers or a producer network.
- **Nonprofit Corporation:** Any organization or institution defined by Michigan Public Act 162 of 1982.
- **Economic Development Organizations:** An organization whose mission is the improvement, maintenance, development and/or marketing or promotion of a specific geographic area.

Activities appropriate for the Value Added/Regional Food Systems Grants include, but are not limited to, the following:

**1. Technical Assistance**

- A. Increasing farmer revenue, production and efficiency, or reducing expenses
- B. Providing transportation and delivery systems for agricultural products
- C. Implementing approved food safety and handling techniques

**2. Marketing**

- A. Enhancing product value and sales
- B. Increasing direct marketing of agricultural commodities
- C. Identifying and implementing vendors and/or direct markets to provide citizens access to Michigan agricultural products

**3. Equipment and Innovation**

- A. Implementing green/renewable technology
- B. Season extension technology
- C. Implementing and developing waste management/recycling systems as it relates to agriculture or agricultural products
- D. The improvement of electronic systems, value-added processing and packaging, and refrigerator and freezer capacity

**4. Training and Outreach**

- A. Providing consumer education that addresses new food and agricultural products, and product applications with an emphasis on the assessment, evaluation, and impact of such education on consumer patronage at eligible markets/entities
- B. Training, technical assistance, educational (including distance learning)
- C. Recruitment programs for new, existing and transitioning farmers including minority, women, immigrant, and transitioning farmers
- D. Establishment of healthy, direct-market, food outlets
- E. Enhance the utilization of locally grown products by potential institutional purchasers

**Project Length**

All projects should not exceed 15 months in length. Project work will begin April 1, 2014, and be completed by July 31, 2015. Work plans should be outlined as such in the proposal.

## **Proposal Narrative Format**

The narrative portion of the project proposal, including the supplemental budget summary, must not exceed 10 pages. Please submit the proposal and any attachments as a WORD document. Please include any pictures, estimates, documentation, etc. in the email. Photos, letters of support, etcetera do not count towards the 10-page limit.

**All applications and related documents must be submitted by the deadline to [mda-grants@michigan.gov](mailto:mda-grants@michigan.gov). Any letters of support or other supporting materials must be included with your application and will not be accepted separately.**

## **Scoring**

Projects will be scored on a variety of factors, including, but not limited to: a well-defined and focused project; overall impact of the project on the community. See the scoring sheet for details.

MDARD will convene an evaluation committee comprised of individuals with an interest in and knowledge about Michigan agriculture, food systems, and value added agriculture. The committee will score proposals, and recommendations will be made to the MDARD Director who will make the final determination on awards.

## **Other Details**

- The project will be subject to audit by the State who may review the adequacy of the financial management/reporting system during or at any time subsequent to the award
- Funding decisions are final and made on the basis of one round of competition and the level of funding available
- Letters of support for the project from the community, industry and others are encouraged but not required. Please attach any letters with your application
- It is anticipated that all grantees will comply with reporting requirements outlined in the grant agreement. Failure to comply with those requirements may cause forfeiture of any or all grant monies

## PROPOSED WORK PLAN (*Sample*)

Proposed Work Plan		
Tasks	Responsible Individual	Completed by
Meeting of partners to review project plans and responsibilities.		days after project approval
Organize a planning committee		October 1
Mailing sent to potential sponsors for xxx Event.		Early October
Event held		December
Conduct two seminars		February/March
Conduct three meetings		January/February/March
Update information and materials to website		January to March
Perform a content review and updates to the website		March to August
Process project invoices and financial reporting		As required
Prepare grant reports		As required

**PROPOSED BUDGET PLAN (Sample)**

Item	Grant Funds	Matching Funds (optional)	Project Totals
<b>Salaries</b>			
Executive Director (.2 FTE, \$ Annual Salary)	\$	\$0	\$
Manager, (.2 FTE, \$ Annual Salary)	\$	\$0	\$
Total Salaries	\$	\$0	\$
<b>Fringe Benefits- % ( Social Security and Medicare %, State Unemployment Insurance %, Workman’s Compensation Insurance %, Disability Insurance %, Retirement %, Health Insurance Supplement %)</b>			
Executive Director	\$	\$0	\$
Manager	\$	\$0	\$
Total Fringes	\$	\$0.00	\$
<b>Domestic Travel</b>			
Travel for grant ( approximately miles@ \$./mile)	\$	\$0	\$
Lodging- 4 nights ( ) for 2 people @ \$ /night	\$	\$0	\$
Meals- for 2 staff members for 4 nights @ \$ person/night	\$	\$0	\$
Total Domestic Travel	\$	\$0	\$
<b>Materials &amp; supplies</b>			
Copies of training materials, supplies etc.	\$	\$0	\$
Meeting Room rental ( rooms @ \$ / room day rental)	\$	\$0	\$
Total Materials & supplies	\$	\$0	\$
<b>Contracts</b>			
	\$	\$0	\$
Hotel - (event name). This is a fixed rate.	\$	\$0	\$
Total Contracts	\$	\$0	\$
<b>Other</b>			
Please describe	\$	\$0	\$
Total Other	\$	\$	\$
Total Direct Cost	\$	\$	\$

# VALUE ADDED/REGIONAL FOOD SYSTEMS GRANT APPLICATION PROPOSAL (FY 14)

Requested funding: \$

To: Michigan Department of Agriculture & Rural Development  
Attn: Nancy Nyquist, Office of Agriculture Development  
525 West Allegan Street  
Constitution Hall  
P.O. Box 30017  
Lansing, Michigan 48909  
[Mda-grants@michigan.gov](mailto:Mda-grants@michigan.gov)

**Applications must be submitted electronically to:  
Mda-grants@michigan.gov**

From: Organization Name (here)  
Project Manager  
Address  
Phone Number  
Fax Number  
Employer Identification Number (EIN)  
E-mail address

**Cover Page:** (does not count toward 10 page limit) - Include your employer identification number. If you are not already registered with the State of Michigan as a vendor, please go to this website for directions on how to register for a Vendor Identification Number.

[http://www.michigan.gov/budget/0,1607,7-157-13404\\_37161-179392--,00.html](http://www.michigan.gov/budget/0,1607,7-157-13404_37161-179392--,00.html)

Cover page must include the Primary Project manager contact information including a phone number and email address. This person is responsible for signing the grant agreement and will serve as the main point of contact for all project inquiries.

## **Application Categories to Be Completed:**

**Project Title:** Must capture the primary focus of the project, and match the title on the provided budget form.

**Requested Value Added/Regional Food Systems Grant Program Funding and Matching Funds:** Indicate the dollar amount (use whole dollar amounts only, do not use cents) requested from MDARD.

**Executive Summary:** Should not exceed 200 words and must include the following:

- Project description
- Goals to be accomplished
- Stages of work and resources required
- Expected timeframe for completing all tasks and results

This summary of the proposed project must also be suitable for dissemination to the public.

**Are you applying for a Food System Grant or a Value Added Grant?** Please indicate what grant you are applying for and see related criteria. **If you are currently a MDARD Value Added Grantee, you are not eligible to receive grant dollars under this grant program for this grant cycle.**

**Background Statement:** Provide a brief history of the entity. Describe past, current, and/or future events, conditions, or actions taken that justify the need for the project. Correlate the background and purpose of the activity to support your particular project issue. Please include why this project/proposal important to the agriculture industry and other entities that are in support of this project. All applicants must also indicate (federal, state, local) all other funding sources that are being applied to this project.

**Work Plan:** Provide a timeline and a planned scope of work, including anticipated stages (benchmarks) and the resources required to complete each activity. Identify who will do the work, whether collaborative arrangements or subcontractors will be used, the resource commitments of the collaborators, and the role(s) and responsibilities of each collaborator or project partner. Indicate in-kind and volunteer work, and whether matching or other funding is being provided. Include appropriate timelines for the project and expected date of completion. All projects must be completed by July 31, 2015.

**Expected Outcomes and Project Evaluation:** Describe what is to be accomplished (goal), the expected results, and how success will be measured at the completion of the project by providing will be considered important background information.

**Goal:** The objective you are seeking (realistic results that you hope to achieve during the project process).

**Target:** The specific number, percentage, dollar amount, etc. that you are hoping to achieve. (Examples: 10% increase in sales within one year; 250 growers participating by the projects end).

**Benchmark:** The baseline number, dollar amount, etc. that you are measuring from (if known). (Examples: 2010 sales in this market were \$1.5 million).

**Performance Measure:** How you will measure whether the goals and target are achieved. If using a survey or a questionnaire to measure performance, provide information about the nature of the questions and the population to be surveyed. If a draft is available, include a copy. (Examples: sales figures will be collected from retailers; follow up surveys will be sent to participating growers to measure certifications achieved).

**Monitoring:** Include how performance toward meeting the outcomes will be monitored. If expected measurable outcomes will be monitored after the grant period ends, describe how monitoring will continue once the grant funding has been exhausted.

**Beneficiaries:** Identify the geographic area, agricultural products, individuals, organizations, and/or entities that will benefit from this project. Indicate how they will benefit. Why is this project important to them?

**Budget Narrative:** Provide justification for your budget proposal that is outlined in the provided Budget Form. A completed budget form must accompany your application. Please include sources and amounts of match dollars and any in-kind funding. The budget narrative must include the following categories (if applicable to project) and a budget narrative that provides justification for such budget categories and items:

**Personnel/Contractual:** List the individual and/or contractor's name and title and the general categories of services the person/contractor cost will cover (e.g., project manager). Show annual/hourly rates and estimated number of hours to be spent on the project by each project participant. In the budget narrative:

A. Indicate the duties of each individual and correlate those duties to the purpose/goals of the project.

B. For contractors, indicate if the expense represents a flat fee for services or an hourly rate. Provide justification for how and why the contractor was selected vs. the organization's own staff/personnel. List the general categories of services the contract covers (e.g., professional services, travel, lodging, administrative expenses, etc.).

C. Proof must be provided of the customary charges for such services rendered, based on the individual's qualifications.

**Travel:** Itemize the details and purpose of each trip and the anticipated travel expenses. List each expense separately including: (1) the name of each person traveling, (2) purpose and date(s), (3) number and duration of trips, (4) destination(s), (6) number of miles, and (7) lodging and meals (as applicable). Mileage rates include gas costs and therefore MDARD will not recognize additional gas expenses as allowable. Include specific details about the travel expenses in the budget narrative.

**Equipment:** Indicate anticipated purchases of equipment. List separately each item of equipment, its cost and use. Equipment means any tangible, non-expendable, personal

property, including exempt property charged directly to the grant. In the budget narrative, provide the basis of the cost estimate (e.g. price analyses, vendor quotes) for each piece of equipment and its correlation to the purpose/goals of the project to justify your need for the equipment to be purchased.

**Supplies:** Provide an estimate of projected supply expenditures. Applicants must list each item separately, its cost and use. Supplies means any tangible, personal property other than equipment (as defined above), excluding debt instruments and inventions. In the budget narrative, provide the basis of the cost estimate (e.g. price analyses, vendor quotes) for each supply item being requested and its correlation to the purpose/goals of the project to justify your need for the supplies to be purchased.

**Other:** Provide in sufficient detail an itemized list of projected expenditures, their cost and use. Other items mean any item not fitting into the personnel, contractual, equipment, travel, and supplies categories explained above (e.g., rentals). In the budget narrative, provide the basis of the cost estimate (e.g. price analysis, vendor quotes) for each item being requested and its correlation to the purpose/goals of the project to justify your need.

Indirect costs are **not** allowable under this grant program. Indirect costs are defined as the expenses of doing business that are not readily identified within the project, but are necessary for the general operation of the organization and the implementation proposal related activities. These costs benefit more than one cost objective and cannot be readily identified with a particular final cost objective without effort disproportionate to the results achieved.

#### **Supplemental Questions for Current Food System Grantees:**

If you are a current MDARD food system grantee this section must explain how this project is building on your success. Your proposal must be for programmatic/implementation activities. Please answer the following questions when applicable:

1. Why is this proposal new or innovative? How are you building on your success?
2. What kind of demand are you experiencing for your products and services? Sales numbers?
3. What are the financial goals of your organization for the next five years?
4. What percentage of your producers is small or midsized?
5. Who are your current or intended customers?
6. What percentage of your product(s) is currently sourced from Michigan or other local businesses? What percentage increase do you anticipate with these grant dollars?
7. How many new direct jobs were created by your previous project? How many jobs will be created by this new proposal?
8. Are you equipped to accept Supplemental Nutrition Assistance Program (SNAP, federal food assistance) benefits?

## 2013 Value Added/Regional Food System Grant Proposal Evaluation Sheet

Name of Community: \_\_\_\_\_

MDARD Project Number: \_\_\_\_\_ Amount of Grant Request: \_\_\_\_\_

Name of Reviewer: \_\_\_\_\_

### PROPOSAL GRADING CRITERIA

Please rate the following areas using the following 5 point scale: Low: 1-2 Average: 3-4 High: 5

1. Project Purpose	Maximum Points Possible	Points Received
How well does the applicant define the need for and the purpose of the project?	10	
Rate the level of the project's timeliness and importance.	5	
<b>2. Potential Impact</b>		
How effective will the project be at enhancing the utilization of Michigan grown products?	10	
Rate the positive impact this project will have for the food and agribusiness sector in their community/region.	5	
Assess the ability of the project to have an impact within the next five years.	5	
<b>3. Expected Measurable Outcomes</b>		
Do the measurable outcomes support the project's purpose? Are the outcomes meaningful and realistic?	10	
How effective is the method of evaluation of the project?	5	
<b>4. Work Plan</b>		
How well do the activities relate to the objectives and goals?	5	
How well do the activities match the needs or problems that are being addressed?	5	
<b>5. Budget</b>		
Rate the reasonableness of the requested budget and individual line items.	10	
Rate the expected benefits commensurate with the total investment.	5	
Is there at least a 10% cash match?	5	
<b>6. Sustainability</b>		
Rate the level of lasting benefits after the end of the project.	10	
Is the project sustainable after the grant dollars?	5	
<b>7. Additional Information</b>		
Rate the level of support this project demonstrates; is the community actively involved or have they pledged their support of the project's goals?	5	

<b>SUB-TOTAL</b>	<b>100</b>	
<b>BONUS: Does the project create or retain jobs or create additional community investment?</b>	<b>5</b>	
<b>TOTAL</b>	<b>Possible 105</b>	

**STRENGTHS / WEAKNESSES**

What are some of the strengths and/or weaknesses of this proposal?

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**COMMENTS**

Please provide any additional comments, questions, or concerns you have regarding this project.

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