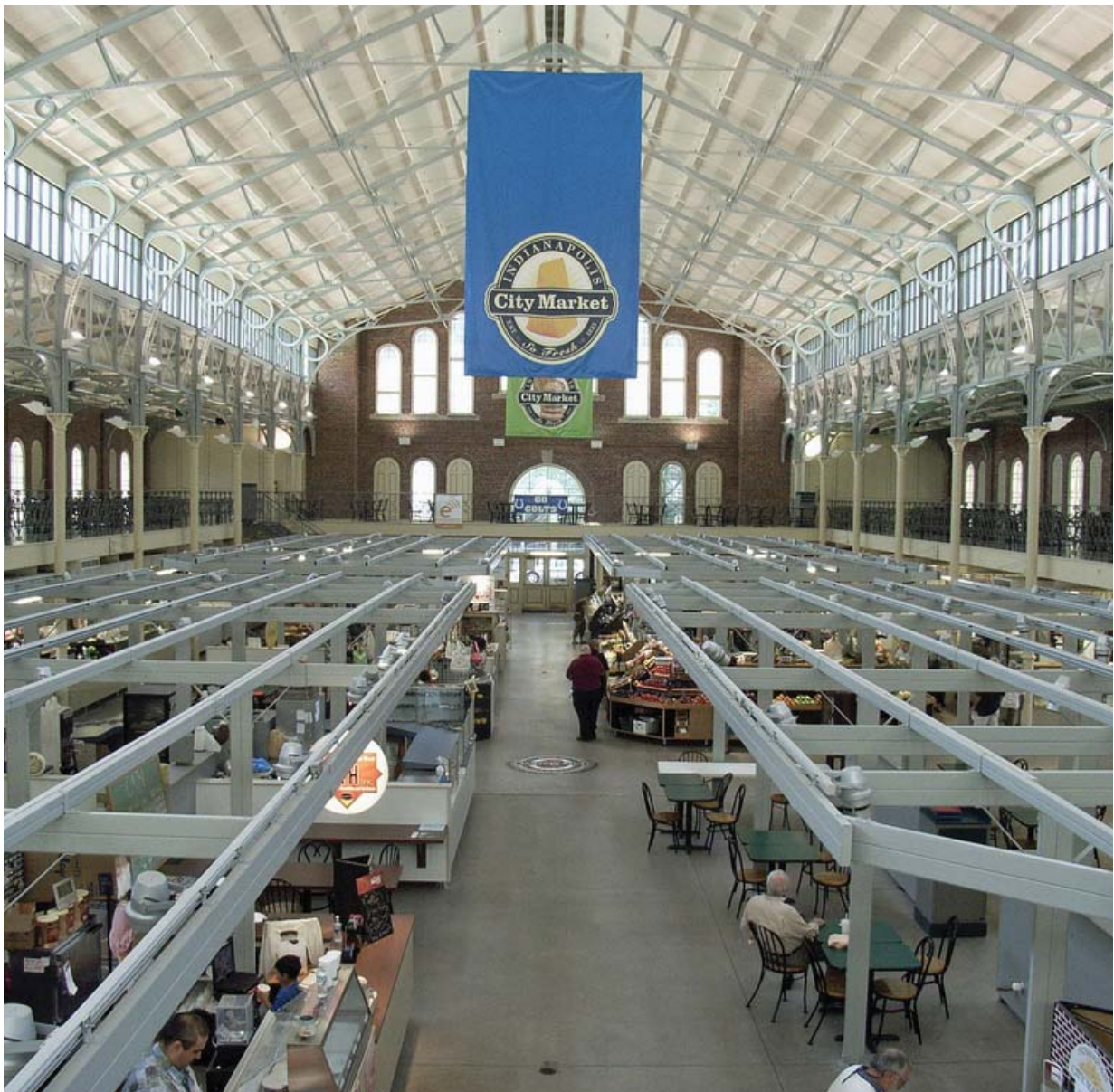


Request for Information:

Urban Design & Strategic City Market Redevelopment Planning

Indianapolis, IN

Kinzelman Kline Gossman | Urban Marketing Collaborative | Front Street Analytics





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December 1, 2009

Mr. Kurt Fullbeck
Project Assistant
Office of the Mayor
200 E. Washington Street
Suite 2501
Indianapolis, IN 46204

RE: Request for Information – **City Market**

Dear Kurt:

Kinzelman Kline Gossman (KKG) and our consultant partners, **Urban Marketing Collaborative and Front Street Analytics** are pleased to offer information regarding the future of the City Market for your review and consideration. Landmarks such as the City Market are precious assets and the City of Indianapolis is to be commended for exploring all avenues for saving this exceptional community facility.

We understand that strategies for keeping such assets must be grounded in sound economics and cannot be dependent upon philanthropy or subsidy to maintain their legacy. This is especially true in these troubled economic times.

Our urban design and redevelopment experience has taught us valuable lessons and challenged us to think well outside the box to find creative solutions for our clients. We broaden the term creativity to include property management, financing / economics as well as design to find ways to keep our precious historic landmarks, invaluable downtowns and urban neighborhoods as valuable real estate investments.

As you review our RFI response, please take note of the unmatched experience in urban public markets as represented by our team member Urban Marketing Collaborative as well as the knowledge of real estate development and consumer behavior and creative finance from Front Street Analytics. We are delighted to package our urban design and retail/hospitality development credentials with our team members to deliver a comprehensive approach to the redevelopment of the City Market property.



Thank you for the opportunity to present our team and approach to assist the City of Indianapolis in the repositioning of the City Market. We look forward to discussing our thoughts and ideas with you.

Sincerely,
Kinzelman Kline Gossman, LLC

Craig Gossman, AIA
Principal

Section 1: Introduction

Project Understanding	3
Historic Context	5
Urban Context	5
Vision Statement	7
Key Concepts & Observations	9
Project Team	11

Section 2: Response

I. Potential Development & Redevelopment Opportunities	15
II. Comprehensive Development Plan	23
III. Cost Structure/Financing Options	31
IV. Alternate Revenue Generating Ideas	33
V. Relevant Experience Statement	35

Appendix

Concept Development Plan | Aerial view
Concept Development Plan | Street View

Primary Contact:

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Project Understanding

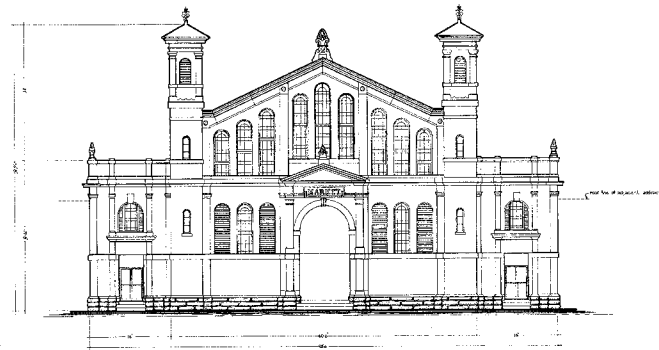
We are pleased to submit our qualifications to provide comprehensive feasibility, planning and conceptual design services for the redevelopment of the Indianapolis City Market. Our services as outlined will include the East & West Wings and plaza redevelopment, organizational and financial restructuring, revenue and operational recommendations.

Our response is based on the information and instructions contained within the Request for Information (RFI) released by Mayor Gregory A. Ballard's Office of Enterprise Development of the City of Indianapolis, Indiana to consider "transformational" ideas to improve the City Market in terms of its financial performance, environmental footprint and contribution to the continued renaissance of downtown Indianapolis.

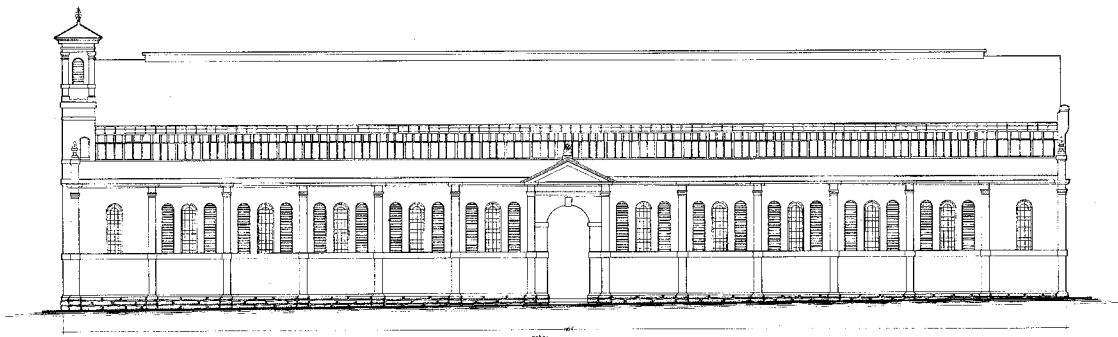
Additionally we have conducted a site visit, interviewed the Executive Director, James A. Reilly and conducted additional research to augment our understanding in the preparation of this submission.

We understand that currently and organizationally the City owns the City Market building and property and a 13-member Board of Directors oversees operations and management responsibilities. Six directors are appointed by the mayor and seven are appointed by the Indianapolis City-County Council. The day-to-day operations of the market are overseen by a full-time professional staff.

The RFI was released in response to a recommendation by the City Market Board to close the historic downtown landmark until 2013. The recommendation was made as a result of a recent comprehensive study "The Indianapolis City Market Recommendation for Change," August 2009, Excelleration Inc. We understand that Mayor Ballard is requesting alternative "turnaround" plans.



South Elevation.



East Elevation.



Historic Context

The City Market is located at 222 E. Market Street Indianapolis, Indiana. The original 1886 historic center structure remains and has been listed with the National Register of Historic Landmarks since 1974. The City Market underwent a comprehensive historic renovation of the building in 1977 and the construction of wing buildings, located on the east and west sides of the historic center building between Delaware and Alabama Street.

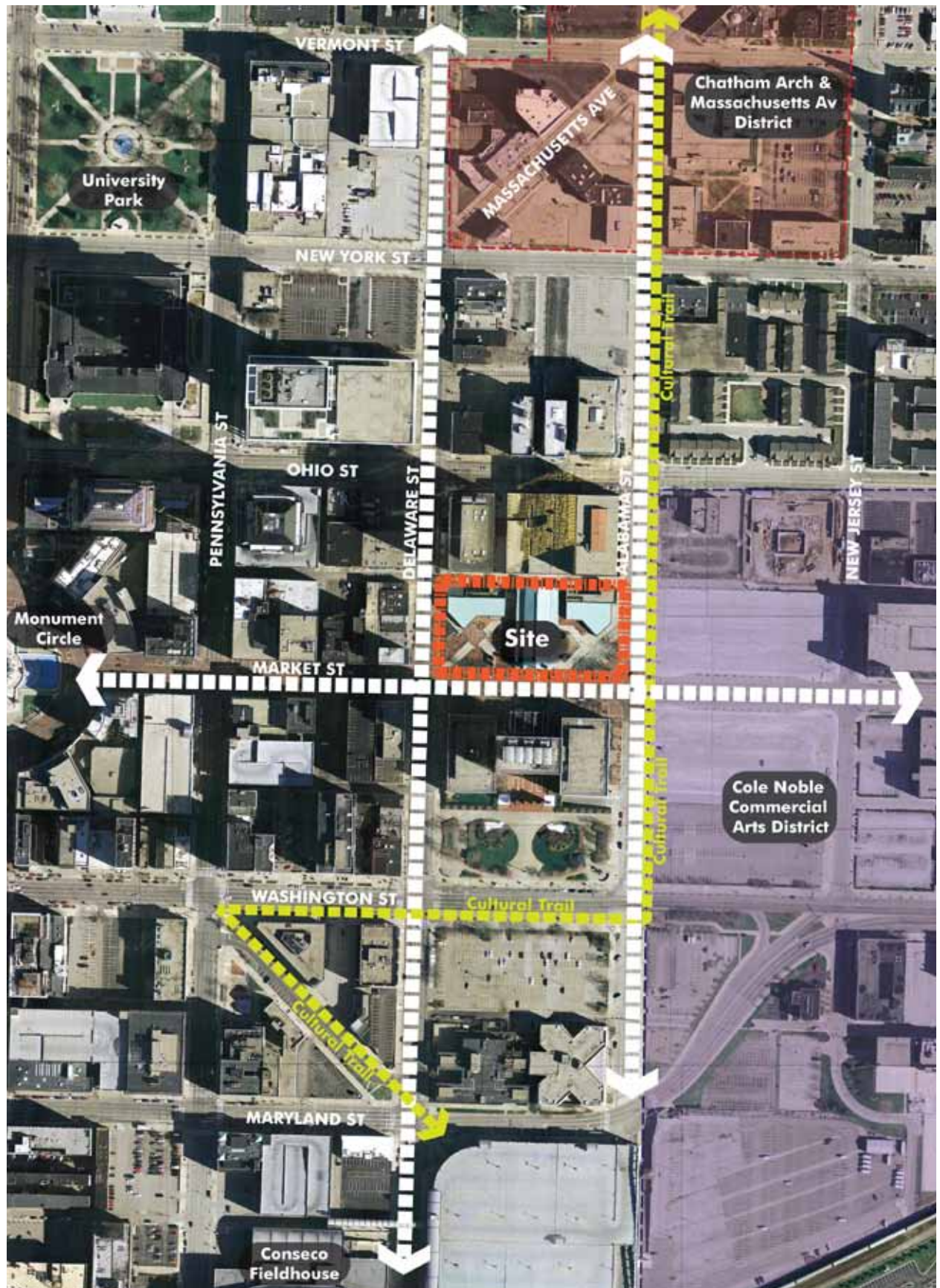
The City Market underwent another major renovation in 2007. The East and West wing buildings remain and these obsolete structures remain largely unoccupied and expensive to maintain.

The plaza to the west of City Market once housed Tomlinson Hall, was damaged by fire consequently it was demolished in 1958. The remnant arch of Tomlinson Hall was discovered during the 1970's rehabilitation of City Market, reerected and incorporated into the current west plaza design.

Urban Context

The Indianapolis City Market is strategically located on the eastern fringe of downtown between the dense downtown built form to the west and cultural district to the east. The market site's proximity to the Monument Circle, University Park, old city building and cultural districts/landmarks of downtown provides it with a strong public presence. It creates an appeal that transcends its age with the strong architectural/urban design form that helps to bridge the gap between the past, the historic urban fabric and the present, the new mixed use developments. It also creates a guiding light for the future development of the district/area through effective use and refinement of its strong assets.

The site is flanked by downtown skyscrapers on the north, south and west sides with predominately business oriented uses except for some retail uses on the ground floor of the buildings. The Cole-Noble Commercial Arts District lies on the eastern side of the site as also the Chatham Arch & Massachusetts Avenue District to the northeast. Together they form a strong cultural landscape that relates well with the context of this site. The existing surface parking lots on the east side of the site are potentially being redeveloped as mixed use housing/residential.



The site and its surroundings are currently linked with the downtown core with pedestrian scale improvements and is connected by automobile-oriented traffic. Plans are underway for the construction of the Cultural Trail which connects this site with the rest of the downtown and urban core. Streetscape / roadway enhancements have been implemented in the surrounding roadways and current initiatives will further enhance the site's position in the greater marketplace.

The site is in close proximity to a downtown core that is walkable in scale, and is well-served by public transportation and has the potential to increase the amenities for alternative transportation methods such as bike use.

Vision Statement

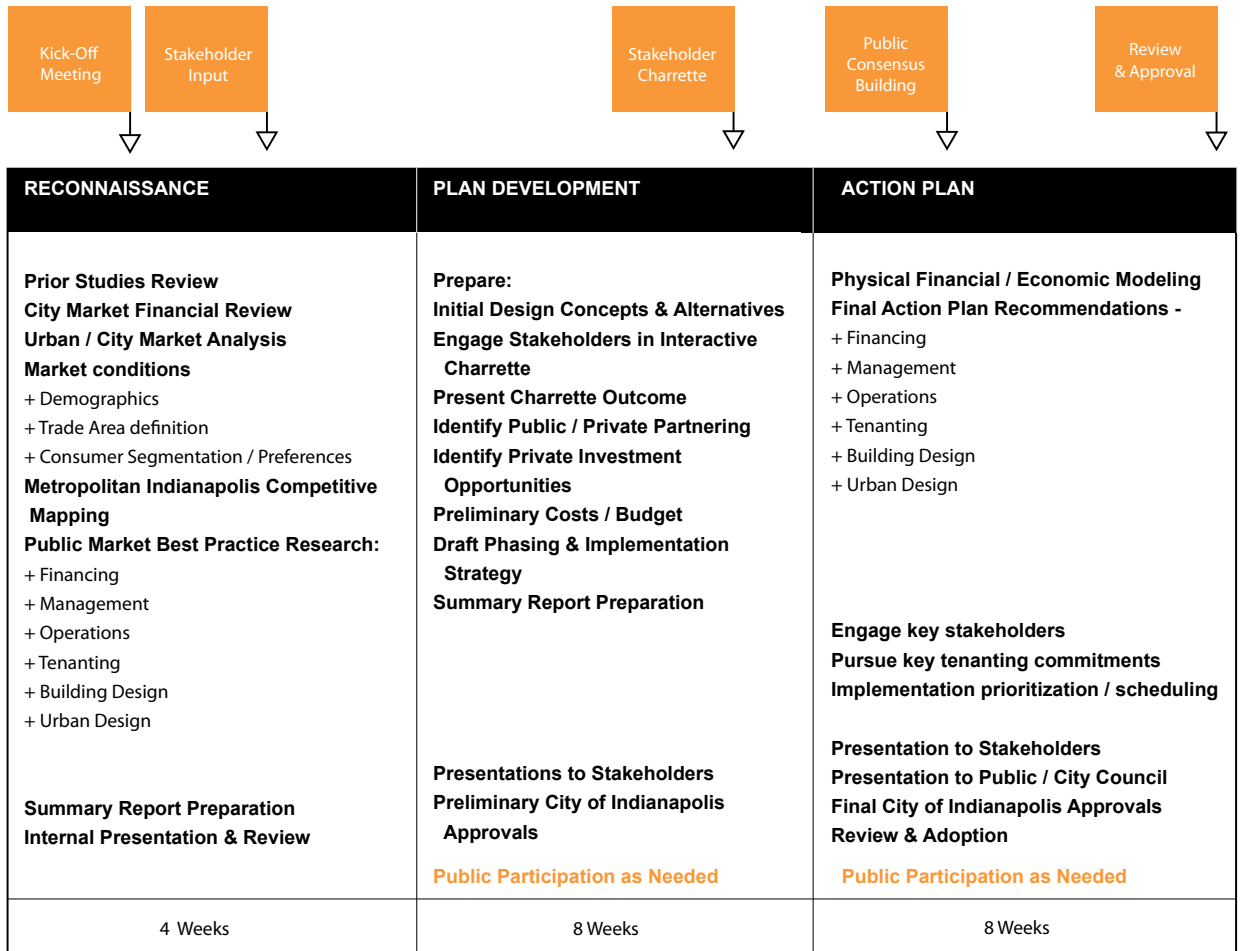
As a firm that believes that context appropriate architecture and creative urban design solutions can give form to new and much-needed concepts of sustainability, we are excited to explore ideas that will restore and regenerate the urban environment of the City Market location at a district level. We believe there is an excellent opportunity to address this historic sites' role as a "missing tooth" in the urban fabric, by repairing connections that have been lost over time and repositioning to meet current market opportunities.

Our team brings the necessary expertise to transform these under-utilized sites into a vibrant focal point for downtown Indianapolis. We believe the historic City Market is an incredible opportunity to create great urban spaces through the integrated design of buildings, renewed public spaces, and district connective elements.

A visionary, mixed-use sustainable project in this location has the potential to revive the street-level pedestrian environment, while restoring connections with Indianapolis's historic urban fabric and reviving the retail environment.

We believe that great cities are essential to a sustainable American future. Urban density and diversity make it possible to create communities for the 21st century: low-carbon footprint, energy-efficient communities that support healthy, culturally rich living.

Preliminary Engagement Process



January 2010 ————— February 2010 ————— April 2010 —————>

Building on the site's current resources—urban, natural, and historic we will fully explore advanced strategies for energy efficiency, environmental quality, and restorative natural connections. Important concepts to explore will include a multi-use site design, alternative transportation facilities, visual and performing arts facilities, green design strategies, and sustainable revenue generation.

Opportunities for complementary uses that will connect surrounding uses with the City Market, increase its viability and increase pedestrian traffic for economic ROI and help existing tenants of the market and their long term viability and growth.

Visitors and residents alike will recognize the City Market as a centerpiece of the city's cultural landscape. The proposed redevelopment will be a potential "bridge" between the heart of downtown, the Cole-Noble Commercial Arts District, the Cultural Trail and the proposed housing developments located to the east, which would help direct foot traffic and economic activity to the city center. In an area whose streets are currently dominated by cars and parking, successful new buildings will bring mixed pedestrian and bike route activity to the street level.

Key Concepts & Observations

1. The City Market's lack of success is linked directly to the urban district in which it resides.
2. The 70's era wings do not contribute to the Market's iconic architecture or consumer appeal.
3. An assertive City Market redevelopment initiative could serve as a national example of sustainability and "green" architecture.
4. The current management organization of the City Market needs to be re-structured to run more efficiently.
5. Replace existing wings of the market house with mixed use buildings supporting "green" architecture and complementary uses such as outdoor performance venue, bike hub/shop, "green" grocer, micro-brewery and wine bar that enhances the development of cultural district theme within the eastern portion of downtown Indianapolis.

Team Roles


Kinzelman Kline Gossman	Urban Marketing Collaborative	Front Street Analytics
<p>Urban Design Placemaking Retail / Market Strategists Architecture / Landscape Architecture / Graphic Design Redevelopment Strategist</p> <p>Stakeholder Consensus Building Project Administration</p>	<p>Public Market Analysis Public Market Strategist Public Market Operations Management & Strategic Leasing</p>	<p>Market Conditions & Analysis Demographic Analysis Competitive Analysis Public Private Partnering Economic Modeling</p>

Kinzelman Kline Gossman




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kline
gossman*

*Landscape Architecture
Planning
Urban Design
Architecture*







Sustainable Urban Design Practice

Lexington Streetscape Master Plan, Lexington Cheapside Entertainment District & Public Market House, Lexington, KY
International Downtown Association: 2009 Downtown Achievement Award Winner in Sustainable Design

Project Team

Our team brings the organizational, analytical and creative skills necessary to guide the City Market Redevelopment Initiative. Our project team is comprised of senior professionals all of whom possess an impressive breadth of experience in public markets, urban design, public/private partnering, implementation, planning, visioning, community analysis, market awareness, and urban redevelopment.

Our team members are comfortable in the public/private arena having led numerous interactive community consensus building exercises from small working committees to town hall meetings with over 500 attendees. Our charge is always the same; find a path for community buy-in that balances the community's vision and long-term economic sustainability.

Kinzelman Kline Gossman (KKG)

Kinzelman Kline Gossman (KKG) brings architects, landscape architects, certified planners, graphic designers and economists together to offer creative design, planning, economic and sustainable solutions. KKG offers multidisciplinary professional services through our offices in Ohio, Kentucky and Indiana. Principal leadership and expertise guide five distinct areas of practice strength; Urban Design, Private Development, Campus Planning, Parks and Recreation and Transportation.

KKG considers the environmental, financial, human, historic and cultural impacts of design & development decisions. Specialized strategic planning, urban design and economic solutions can set the stage for great cities with livable communities and neighborhoods.

KKG is committed to sustainable design as an integral part of its planning and design process. KKG supports the underlying principals of sustainability with early evaluation of project objectives, seeking a balance between economic, environmental and societal impacts and opportunities. Applying creativity and innovation to solve current issues while striving for responsible, long-term, practical solutions. All design and planning projects begin with overall sustainability goals and consideration of LEED certification whenever appropriate.

Urban Marketing Collaborative

U · R · B · A · N
M · A · R · K · E · T · I · N · G
C · O · L · L · A · B · O · R · A · T · I · V · E



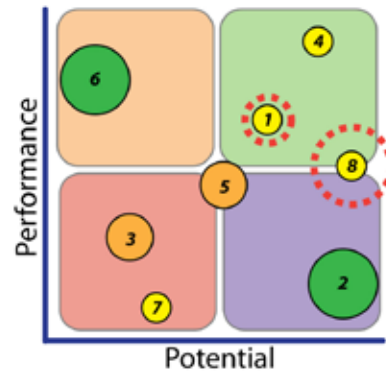
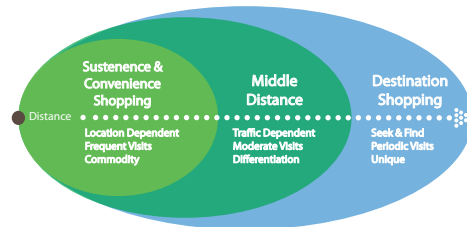
International Public Market Experience

- Edmonton International Market, Edmonton, Alberta
- Dubai Creek Development – Souk Development, Dubai
- Mediterranean Gate, Tunis, Tunisia
- The Enterprise Development Company, U.S.A.
- The Rouse Corporation, U.S.A.
- Craft Markets – La Villita and Market Square, San Antonio, Texas
- Sylvia Place Market, Niagara Falls, Ontario
- Hamilton Farmers’ Market, Hamilton, Ontario
- Downtown Fort Worth, Fort Worth, Texas
- Downtown Orlando Farmers’ Market, Orlando, Florida
- Southlake Farmers’ Market, Southlake, Texas
- Greensboro Downtown Market, Greensboro, North Carolina
- Feasibility Study for a Public Market, Texarkana, Arkansas
- Findlay Market, Cincinnati, Ohio
- Irvine Ranch Farmers’ Market, Newport Beach, California
- Jamaica, Queen’s, New York
- Tacoma, Washington
- Downtown Miami Street Vendor Program, Miami, Florida
- London Covent Garden Market, London, Ontario
- Nashville Farmers’ Market — Relocation, Nashville, Tennessee
- North Market, Columbus
- Kitchener Farmers’ Market, Kitchener, Ontario
- Saint John City Market, Saint John, New Brunswick
- St. Catharines, St. Catharines, Ontario
- St. Lawrence Market, Farmers’ Market, Toronto, Ontario

Front Street Analytics



Retail Geography



Market Conditions & Analysis

- Consumer Segmentation
- Demographics Spending
- Consumer Trending / Channeling Strategy
- Focus groups / Surveys / Intercepts
- Economic Impact Assessment
- Financial Feasibility / Funding Strategy
- Retail Strategy
- Public Private Partnerships

Urban Marketing Collaborative (UMC)

Urban Marketing Collaborative (UMC) is a firm made up of internationally renowned farmers'/public market experts who not only have broad experience working with farmers'/public markets, retailing, and real estate but also have an extensive database on the operations, budgets, and organizational structures of farmers'/public markets throughout North America. UMC consultants are recognized as leaders in the field of farmers'/public market development. UMC write articles and regularly speak on the subject at conferences and association meetings (e.g., International Downtown Association and the National Association of Produce Market Managers). As well, UMC also has extensive experience in business district organization and revitalization strategies for commercial areas. This knowledge and experience brings a balance between the latest in farmers'/public market trends, and what can be realistically achieved.

Front Street Analytics (FSA)

Front Street Analytics (FSA) provides services related to economic analysis, development feasibility, market sustainability and consumer research to private development and public planning entities. FSA provides directional advice to its clients by working closely with the client and their development partners in preparing relevant market profiles, consumer behavior analysis, needs assessments, and financial modeling.

Determining the highest and best use of a particular site involves choices across various land use types and classes. FSA helps determine a project's optimum product mix by forecasting financial performance, costs and revenues under variable development cost, product mix, density, absorption, and pricing scenarios. This work typically involves the analysis of build-out and absorption as it relates to cost recovery and the development of public revenue streams which determine the level and type of available public financing.

This information is developed in a flexible project model which allows for sensitivity analysis which can be used to identify financial benchmarks and funding gaps.

Core Leadership & Expertise

Kinzelman Kline Gossman	Urban Marketing Collaborative	Front Street Analytics
<p>Craig Gossman, AIA, NCARB Urban Design Studio Leader Principal Craig is highly experienced in the complex issues surrounding redevelopment. His experience includes, mixed-use development planning and architectural concept design and implementation, economic strategic planning, land use analysis from a market driven perspective and identifying the needed infrastructure and incentives to support redevelopment.</p> <p>Brian Kinzelman, ALSA, AICP, LEED AP Principal Brian is founding principal of Kinzelman Kline Gossman with over 30 years experience as a landscape architect and planner. His professional background includes extensive experience in urban design and mixed use development, development guidelines and streetscape, community enhancement, corridor planning and design for public spaces.</p> <p>Gregory Greyson, RLA Associate Greg has 23 years of practice experience in a wide range of landscape architectural and planning project areas. His expertise includes urban site analysis, conceptual design, master planning, streetscape design, and feasibility studies.</p>	<p>Maureen Atkinson Senior Partner Maureen is a senior partner at Urban Marketing Collaborative. She is recognized as a leading thinker on public markets, retailing, business district revitalization, and entertainment districts. She is a frequent speaker on Public Markets and retailing in Downtowns, and is a Board Member of the International Downtown Association, Inc.</p> <p>Bob Usher Public Market Consultant Bob is the general manager and leasing manager of the London Covent Garden Market. Under his leadership the market has gone from a loss of over \$90,000 to a profit situation of approximately \$200,000. Bob Usher will be an active member of the UMC Team contributing his expertise on the vision for the market as well as ideas related to operations, design, promotions, and special events.</p>	<p>Aaron Whittaker Principal Managing Partner Aaron's experience draws from a wide range of professional disciplines including statistical market analysis, quantitative financial modeling, retail strategy, public/private partnerships, and economic proforma sensitivity analysis. This work has taken him across the United States on projects involving complex development conditions, demanding economic / lending environments and meaningful public participation on development efforts.</p> <p>Chris Breda Vice President Chris brings nearly 20 years of professional experience in real estate development, strategic planning and execution, economic and feasibility analysis, asset and project management, acquisition/disposition, finance, negotiation, planning and design, economic incentives and valuation. Chris' breadth of experience includes retail, office, residential, industrial and mixed-use projects in both suburban and urban locations.</p>

I. Potential Development & Redevelopment Opportunities

1. Background

Public markets have become even more popular today in part because of food trends such as:

- Buy local
- Slow food movement, and
- Organics preference.

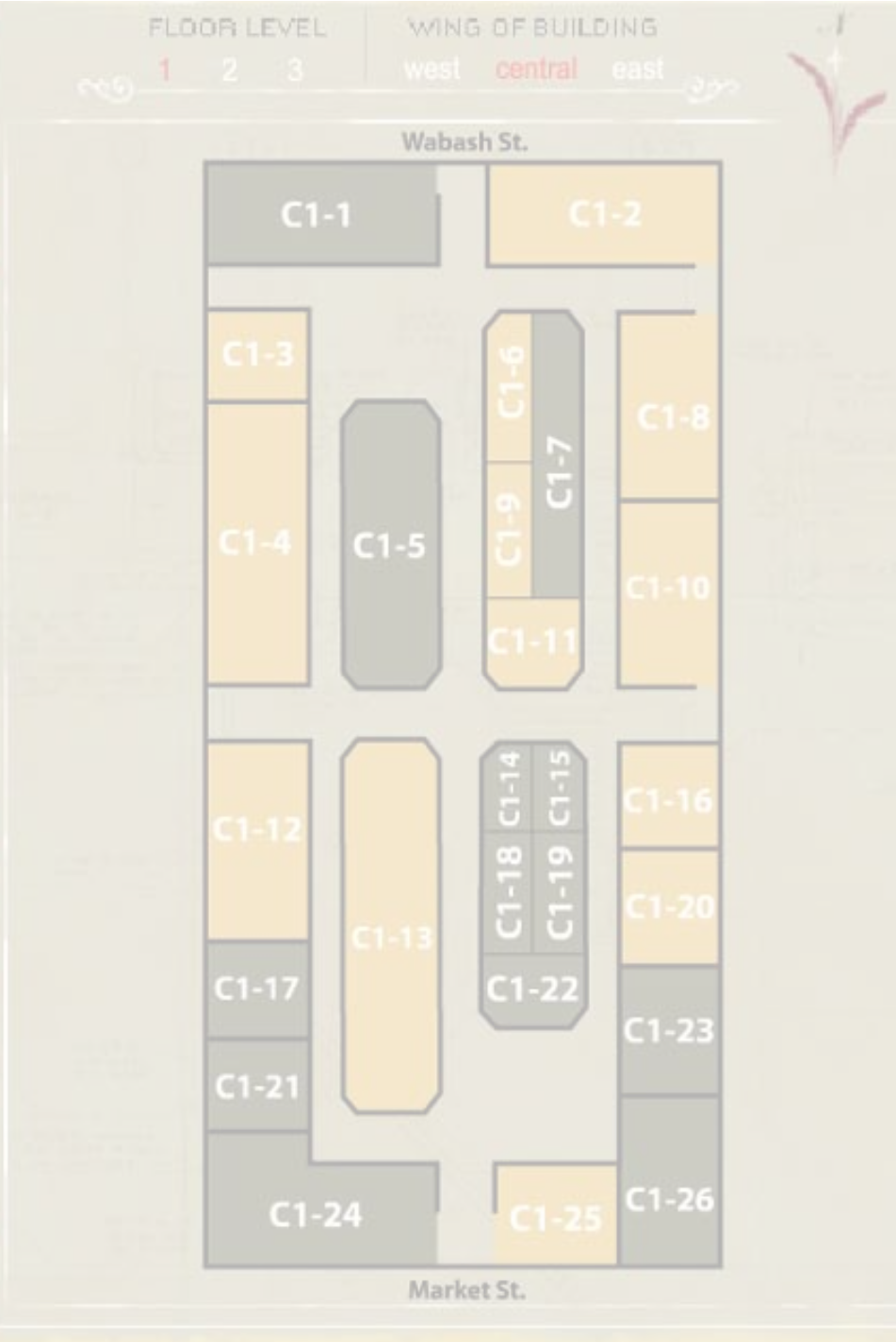
In general, public markets are very difficult entities to make successful for a number of reasons. Some of these obstacles to success include:

- Poor locations that are not conducive to retail success because they lack visibility or neighborhood access,
- Lack of parking
- A long list of overwhelming expectations for the market including retail success for the vendors, supplying fresh food to underserved communities, providing a place for local growers to showcase their products, supporting small business and making money,
- Vendor and customer political activism,
- Management that is not experienced in retail management and marketing,
- High staff costs (if run by the municipality),
- Lack of critical mass in product mix, and
- Poor facilities planning that make logistics difficult.

It is not surprising that most public markets in North America are not owned and operated by private sector companies that also require a return on their investment. The vast majority of North American public markets are owned and/or operated by municipalities, organizations linked to the municipality or independent non-profit organizations. Frequently public markets lose money and have to be supported by the local tax payers. This is why cities are developing new and innovative ways to help public markets to become self-sustaining.

Urban Marketing Collaborative has worked closely with many public markets as they transition from money losing, municipally controlled organizations to independent non-profit entities that are financially viable.

OUR MERCHANT LOCATION MAPS



2. Success Issues for Markets

A successful public market needs first to have a good retail location. While having other supporting retailers around the market is ideal, the key issue for markets is to have good residential neighborhoods close by. The market can often generate spin-off retailers but they cannot attract regular shoppers from a far distance. While creative marketing can help overcome some deficiencies in the neighborhood structure, it cannot make up for a very poor location.

The market building is also key to the success of public markets. While being in a historic building is a great bonus, the most important issue for the building is to showcase the products well and make it easy for the customer to buy. Most successful markets also have an outdoor component that spills out and attracts the customers in to shop for more. This enhances the street life around the market and creates the retail excitement that consumers love about good markets.

Strategic leasing and placement of vendors is very important to making a market successful. The location and strength of the fresh food offering will signal to shoppers whether this place is truly a market or just a publicly supported food court or flea market. That is not to say that markets have to be all fresh food. Often markets will depend on prepared food vendors to add variety to the market especially in ethnic foods and help financially by paying higher rents than fresh food vendors. Other issues such as the placement of anchor tenants e.g. small grocery stores, meat vendors, support areas e.g. seating, make the layout of markets particularly difficult.

The management of public markets is very challenging because of the conflicting goals for the market as well as the fact that the customer is often very vocal in how the market is managed. Successful markets harness this customer activism to help ensure that the market benefits rather than is hurt by this phenomena. The management is further challenged by the fact that city owned markets often suffer from political interference and vendor political activism. While it can be argued that the city should have a voice in the management, it makes it impossible for management to meet the goals and please everyone. While many successful markets are still city owned, the trend in the past ten years is for markets to become not-for-profit entities and to move towards financial independence.



This trend has a number of benefits, including:

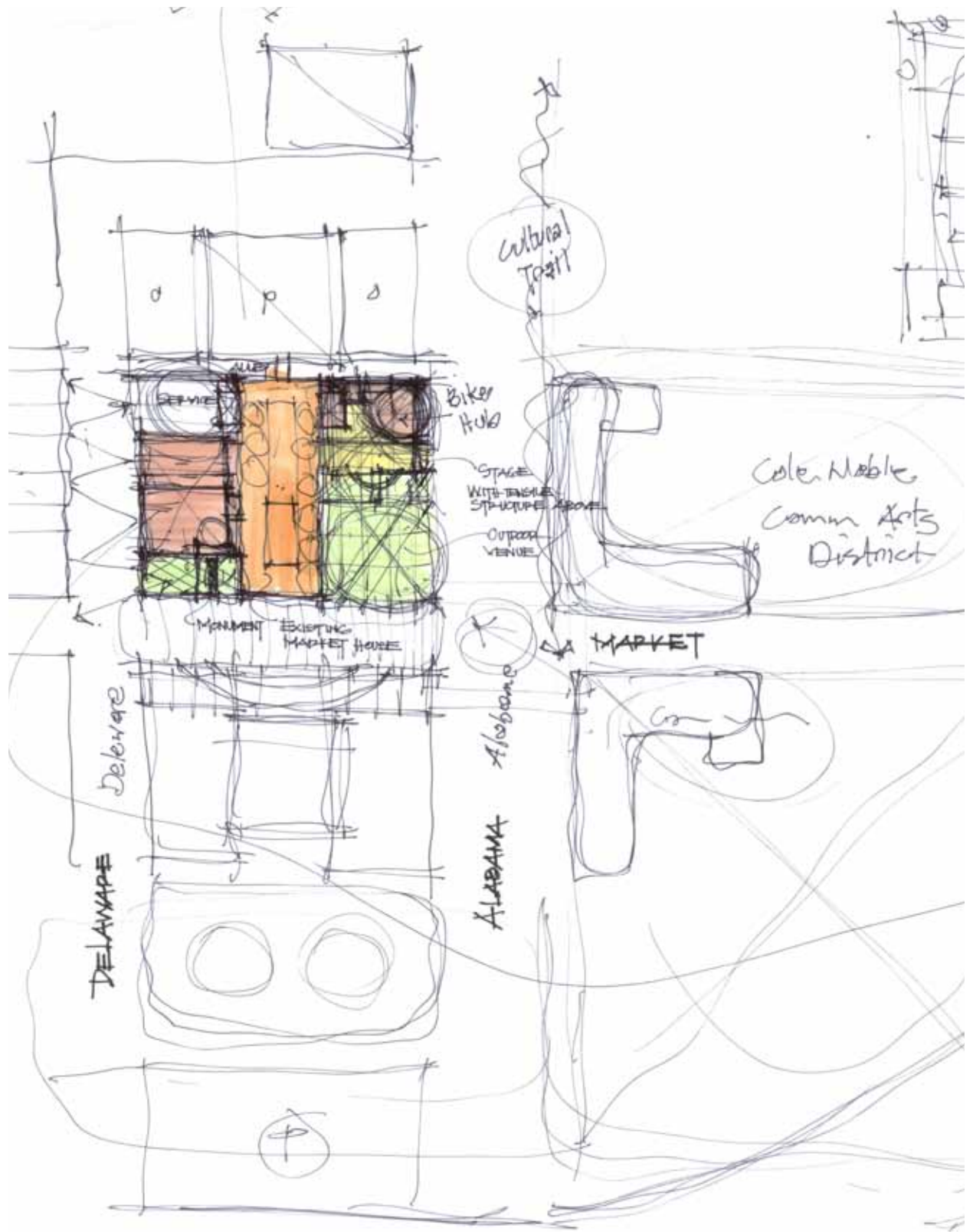
- Less political interference and more consistent long term planning,
- More dependability for the city in terms of their financial commitments,
- No requirement to pay city wages or to be bound by city collective agreements,
- More involvement of active customers, and
- Market management more likely to be professional retail managers rather than city employees.

Probably the most important issues to address in planning the success of a market is to ensure the financial sustainability. Typically, markets that have achieved this operating viability have alternative sources of funding beyond rent revenues. Some options include rents from other parts of their building, parking revenues, fundraising and endowments. Extensive renovations are usually undertaken using public funds but the goal for successful markets is to have surplus operating accounts that are earmarked for future renovations and improvements.

3. Key Development Concepts

Location, Location, Location! The current economic condition of the City Market is the result of several factors most of which relate directly to the Market itself (the right vendors in the right spot, sizes of stall space, not having a key anchor tenant, vendor synergy, vibrant interior space, etc.).

However, a key reason for the Market's lack of success is directly related to the urban area where the Market is located. The Market was at one time in the heart of the warehousing district and had a direct relationship to the retailing and wholesaling of consumer goods and products. Consumers flocked to the Market as a part of their daily lives to socialize and buy products. Today the Market is adjacent to the City / County Justice Center, Bail Bondsmen, judicial services and office buildings which offer little in the way of building confidence in the consumer as a retail district destination. Conveniently located within two blocks of Monument Circle, the Market itself does not have enough drawing power and needs the help of creative on-site redevelopment of the poorly performing east and west wings as well as adjacent property re-tenanting to lure customer traffic to the district.



Obviously the residential communities being built to the east in the Cole Noble Commercial Art District will bring new consumers directly to the door step of the Market. However, until that time it seems increasingly important to “re-tool” the Market and be in a position to unveil a “new and improved” Market when more neighborhood development is in place.

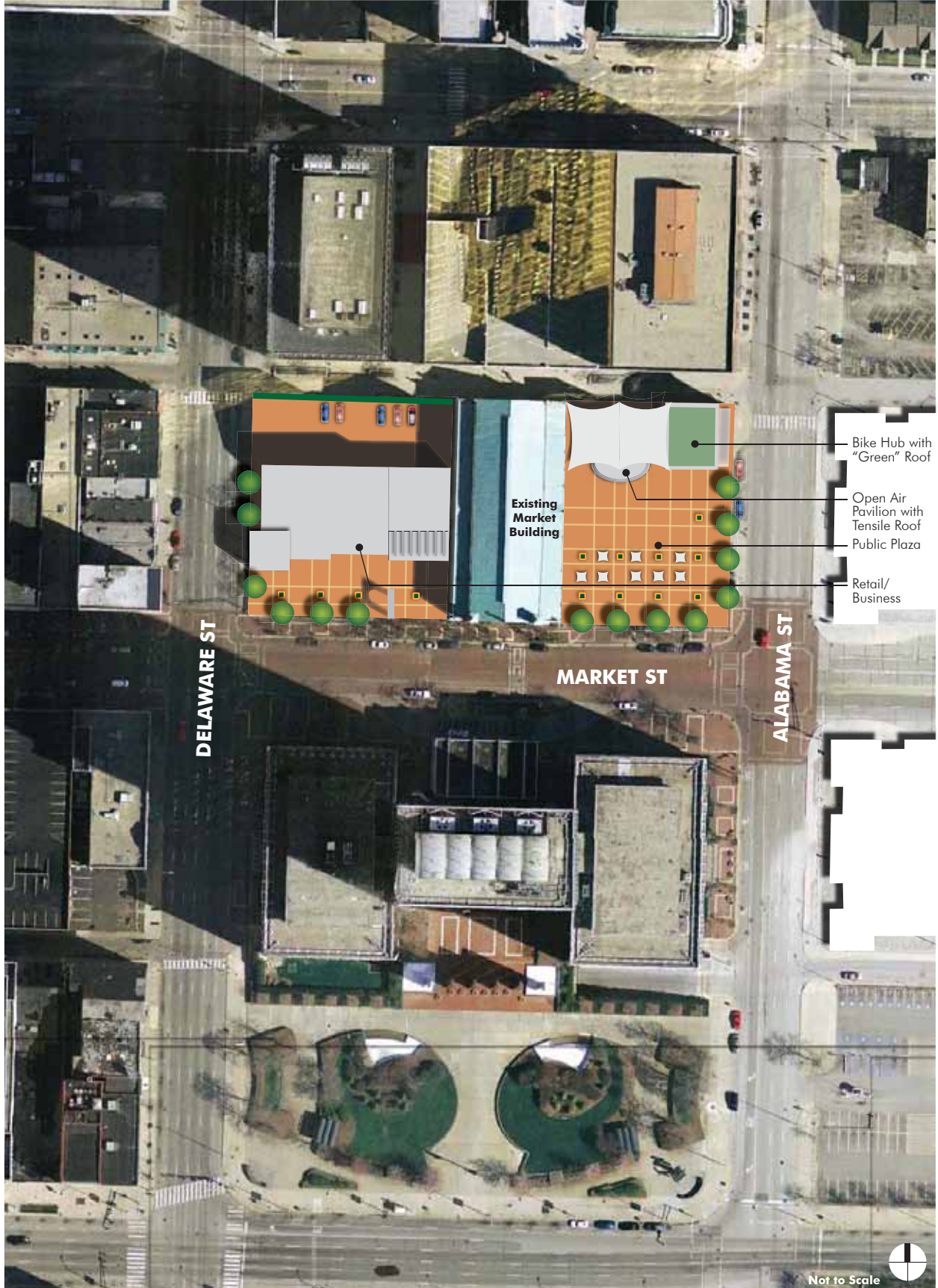
Successful retail shopping malls are made up of several anchoring tenants, retailers, restaurants or entertainment destinations which attract consumers in search of a vibrant environment with quality products from which to choose. This allows the retailers to play off of each other from a marketing and product offering perspective. Consumers know they will find what they are looking for while discovering even more and consequently will frequent these places often.

The City Market is not a retail shopping center or mall but it can learn valuable lessons from the way shopping center managers and marketing professionals promote their properties and position tenants in the best locations to be successful. This starts with the Market itself, expands to the re-development of the wings and hopefully bridges to the adjacent properties around the Market to build the area into a successful urban retail district.

The City Market site is uniquely positioned to serve as a gateway to several key districts of downtown reversing the perception that the market is somewhat on its own. The CBD, Cole Noble Commercial Arts District and Massachusetts Ave District all are adjacent to the Market and should allow marketing efforts to heighten this awareness among consumers.

An Era Gone By: The City Market is a significant structure that contributes to the superior collection of iconic historic architecture located throughout downtown Indianapolis. The classic design of the building has a wonderful scale and simple elegance which is expressed masterfully within the urban fabric.

In an attempt to link the Market Square Arena to adjacent parking and the City Market, two wings were constructed in the 70’s which tried to serve as background buildings and frame two exterior plazas flanking the City Market. Perhaps this was successful when Market Square Arena and State Historical Museum traffic enlivened the district by attracting hundreds of thousands of visitors to the area.



- Bike Hub with "Green" Roof
- Open Air Pavilion with Tensile Roof
- Public Plaza
- Retail/ Business

DELAWARE ST

MARKET ST

ALABAMA ST

Not to Scale



II. Comprehensive Development Plan

1. Tear down the wings

Unfortunately, the east and west wings of the building do not blend with or complement the historic Market building. Additionally, the negative PR that comes with the failing Market annex wings presents challenges regarding securing quality tenants that would bolster the retail/market offerings of the main market building. Although the size of the wings is compatible for the needs of a fresh market / grocer or a restaurant, micro-brewery, etc, the dated architecture and mechanical systems, coupled with the less than ideal location on the site, suggests that serious consideration be given to the discussions currently underway between the City and Market management regarding demolition of the wings. In our opinion the wings offer little in the way of redevelopment potential.

By tearing down the wings, the east and west side properties could be placed in the hands of a real estate developer to build higher density mixed-use development.

Our preliminary thoughts regarding this opportunity suggest that the west side property be developed for higher density mixed use and the east side property be developed as a public / private development. The new development should utilize sustainable design practices and exemplify the philosophy of sustainability principles in every aspect of its design and operation.

A signage and wayfinding system should be developed both within the City Market development and linking to adjacent districts.

2. West side property development characteristics

At first glance it appears a 3-4 story 50,000 sf – 60,000 sf building with a 12,500 sf – 15,000 sf ground floor footprint could be built comfortably on the site allowing for a generous urban plaza fronting Market Street, service / delivery area to the rear and a two story linkage connection to the City Market. Our concept sketch shows the new building being positioned closer to the corner of Market St. & Delaware St. than the wings currently are located.



DELAWARE ST

Existing Market Building

MARKET ST

ALABAMA ST

- Bike Hub with "Green" Roof
- Open Air Pavilion with Tensile Roof
- Public Plaza
- Retail/ Business

Additional due diligence and preliminary design studies might suggest the possibility of adaptive new-use of the lower level of the Tomlinson Hall building which stood at the corner of Market & Delaware Streets.

Benefits to the City Market:

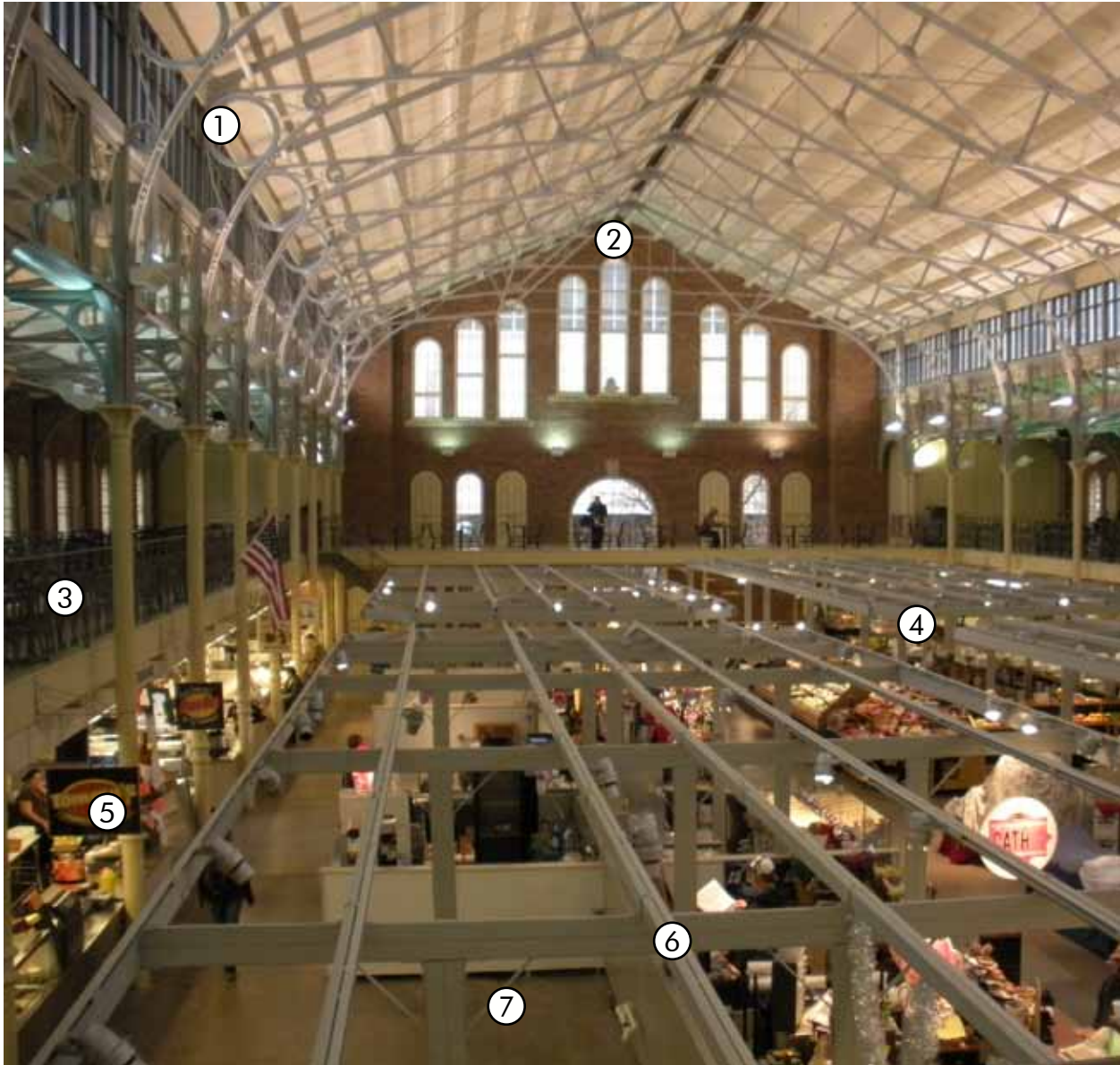
- Additional revenue to the City Market through a ground lease
- An anchor ground floor retail / food tenant for increased consumer traffic [Home furnishings value retailer, micro-brewery restaurant, Indiana wine / tapas bar, green grocer specifically a Trader Joes type operation for limited competition to the Market vendors]
- An anchor entertainment tenant option [neighborhood community or black box theater, live entertainment club or dinner theater]
- Upper story tenants for additional on-site consumer traffic [public or private offices, urban education campus building or live/work space for visual & performing artists.

3. East side property development characteristics

Our initial thoughts on the east side property are to allow for a generous public plaza to front the corner at Market and Alabama Streets and to construct a 18,000 sf +/- multi-purpose pavilion on the northern portion of the site. The multi-purpose pavilion would house 10,000 sf of open space and a 8,000 sf bicycle hub facility to accommodate bike commuters utilizing the Cultural Trail along Alabama Street.

This approach would be in keeping with the proposed Cole Noble Commercial Arts District Plan and the Indianapolis 2002 Market Square Plan which calls for green urban plazas along the Market Street corridor throughout downtown while retooling the portion of Market Street in between the City County Building and City Market into a vibrant public piazza space accommodating vehicles, bicycles and pedestrians.

Additionally the public space would provide visual connectivity between the City Market and proposed ground floor retail space along the east side of Alabama Street as well as performance / entertainment space around an amphitheater.



City Market House Interior Recommendations

1. Improve historic character and appearance by highlighting decorative metal structural components. Suggest contrasting paint color preferably black, to echo wrought iron.
2. Install banner system for ease of installation and change of seasonal/event/themed banners.
3. Recognize mezzanine railing as significant decorative element opportunity: Suggest contrasting paint color.
4. "Right size" tenant allocation of floor space.
5. Improve tenant signage, provide updated signage design guidelines to all tenants.
6. Remove grid superstructure and replace with less visually intrusive vertical system.
7. Provide for more vibrant and comfortable gathering spaces.

Benefits to the City Market

- Additional revenue to the Market through leasing of the 12,000 sf +/- pavilion. [multi-purpose space for vendors, weddings, receptions, events, etc.]
- Additional revenue to the Market through leasing of the 5,000 sf +/- bicycle operation. [bike shop (leased), bicycle hub including lockers, restrooms, showers, etc.]
- Additional market day vendor space, performance / audience space and another green oasis along the Market Street corridor from the redesigned public plaza.

4. Reorganize and freshen the Interior of the City Market Building

Realizing the City recently invested into a substantial renovation of the City Market, the suggestions for reorganization of the interior are only meant to complement the city's investment by enhancing the retail environment and consequently increasing the revenue stream into the Market.

Recommendations for the Interior

- Reduce the sizes of the current stalls to increase the number of vendors, increase the product offerings and increase rent receipts.
- Develop a strategic lease plan that locates key / successful tenants in the optimum locations
- Build more home product lines into the retail mix to attract nearby urban dwellers
- Consider the benefits of the larger anchor tenant opportunities discussed above and reconfigure the Market layout accordingly. [the ceremonial front door may not be the highest traffic front door].
- Consider replacing the lighting / power grid for a more transparent system. [much of the openness and beauty of the interior is diffused by the current grid.
- Consider painting the ornamental iron railings, columns and easy to reach truss components black with limited metallic accent to bring out the architectural beauty [This is a retail environment and should have life in the interior design components]
- Consider installing a retractable decorative banner system for ease of replacement. [seasonal banners, city-wide promotions and special event advertising opportunities] With the system comes potential revenue generation.



- Consider improved vendor signs. [Objects, neon, clever painting, etc.-all contribute to the vibrancy of the retailing / entertainment experience]

5. Elevate the City Market's urban importance as a destination

The Market's current less than successful state has contributed to a public perception that the Market is not as important of a destination or landmark that it once was. Poor performance as a historic public market is certainly directly related to weak tenancing, and faltering consumer confidence as evidenced in the modest daily shopping traffic visiting the Market.

Recommendations to enhance the urban importance of the Market:

- Perform the redevelopment outlined above with the property adjacent to the Market
- Redevelop the public realm along Market Street between the City County Building & the City Market into a green urban piazza
- Promote a Food /Commodities Trail between the City Market, Marsh's downtown Grocery Store and other downtown specialty food / home goods stores
- Encourage re-tenancing of Delaware Street storefronts into retail shops as redevelopment of the West side property takes shape
- Demand retail ground floor uses in the proposed Cole Noble Commercial Arts District
- Cater to the urban bicycle commuter traffic along the Cultural Trail with service retail uses
- Consider a downtown trolley along Market Street to shorten the trip time for consumers to get to & from the City Market, eastern [and western] downtown residential communities & CBD
- Follow the recommendations of the Market Square Vicinity Implementation Plan



III. Cost Structure / Financing Options

As outlined above in Section I and II, our team has provided what we believe to be development initiatives critical to the long term success of the Market. Like any complex mixed-use project, a comprehensive implementation plan detailing public and or private responsibilities, development time frames, management & operation mandates, financial risks and financing options with expected ROI is a tall order at this juncture. Without a thorough investigation of all conditions, issues and opportunities along with detailed discussions and negotiations with City Market management representatives, real estate development partners, public / private stakeholders, lenders, vendors and prospective key tenants, any attempt to delineate a comprehensive development / implementation strategy or plan would be virtually impossible.

However, to help understand the development benefit of our potential development & operational opportunities outlined in / section I and II above, we offer the following financing & revenue generation recommendations as outlined, predicated by the following critical assumptions:

1. The current operational costs for maintaining the City Market exceed the current revenue stream.
2. Our discussions with the Market's Executive Director, Jim Reilly helped us understand the current rent structure. Rents range from \$20 psf-\$25 psf [including a \$14 psf CAM charge] depending upon whether they are food or retail tenants.
3. The Annex space [wings] on the East & West sides of the Market are antiquated and do not meet the demands of modern retail, hospitality or entertainment tenants and therefore should be removed.
4. The immediate area around the Market does not provide a synergistic environment which could leverage increased consumer traffic benefitting the Market's tenants.
5. As a tax exempt site owned by the city, many of the creative financing tools normally offered to developers to incentivize investment into second tier urban sites, are not available.
6. Future development of the Cole Noble Commercial Arts District, adjacency to the Massachusetts Ave District, downtown Marsh Grocery and Monument Circle are positive conditions and attributes, however physical linkage to these destinations is weak at best.



IV. Financing & Revenue Generation Recommendations

1. Form a Not for Profit Private LLC as an ownership entity for the Market and contiguous property.
2. 2.) Establish a TIF District immediately around the Market [or broaden any adjacent TIF district if already formulated].
3. Develop a strategic redevelopment plan including management, operations, leasing, marketing and real estate development of the east & west property.
4. Have consulting team prepare physical & economic models to prepare development pro-forma with optional scenarios for negotiating with developers.
5. Negotiate with a developer to implement the vision for both the East side & West side redevelopment projects including a reasonable ground lease in lieu of land purchase to reduce up-front development costs for the developer and provide long-term revenue stream for the Market LLC. The deal structure might include a building “gift back” to the Market LLC at the completion of the amortization term.
6. Use TIF Funds to pay for public realm enhancements surrounding the Market site.
7. Negotiate with the developer for CAM contribution to offset City Market maintenance & marketing expenses for additional revenue stream to Market LLC.
8. Direct the revenues generated from the ground leases to the Market LLC not the city of Indianapolis for self sufficient sustainability.
9. Sell naming rights for the new East side Pavilion for additional revenue to the LLC.
10. Consider bundling a “Best of the Market” products collection under a City Market Brand and lease kiosk space in City Center Mall during holiday season for sales AND marketing.
11. Leverage the City Market’s access to a State of Indiana 3-Way liquor license to recruit restaurant and or entertainment tenants to the Market location. We understand the Indiana State Code allows Public Markets to access liquor licenses even when the location the market is located in has a moratorium on license issuance. Liquor licenses can be expensive to acquire and should be a helpful tool in recruitment efforts.



Entertainment Pavilion & Bike Hub
Dayton Riverscape Phase III Dayton,
OH (KKG)



Sustainable Architecture
Christian Moerlein Lager
House, Cincinnati, OH (KKG)



Farmers Market
Lexington Public Market
Lexington, KY (KKG)

V. Relevant Experience Statement

Kinzelman Kline Gossman

The KKG team brings extensive national experience in Urban Retailing ,Urban Districting, Aesthetic Design Guidelines, Community Planning and Visioning, Historic and Cultural Asset Preservation, Feasibility Planning, Streetscape Master Planning, Parks and Public Space Design, Environmental Graphics and Economic Revitalization.

Please reference additional qualification materials previously submitted.

All KKG team members are licensed professionals in the State of Indiana.

As illustrated, KKG has led the development of several strategic planning, redevelopment and urban design initiatives that are particularly relevant needs of this project.

KKG Indiana Project Experience List

- Evansville Downtown District Strategic Development Action Plan, Evansville, IN
- JW Marriott Development, Indianapolis, IN *
- Lucas Oil Stadium, Indianapolis, IN*
- Garfield Park Master Plan, Indianapolis, IN
- Interlake Area Recreation Master Plan, Pike & Warren Counties, IN
- Purdue University Recreational Sports Center, West Lafayette, IN
- Crown Point Downtown Circulation Study, Crown Point, IN
- Reid Hospital Site Redevelopment Plan, Richmond, IN
- Richmond Comprehensive Plan, Richmond, IN
- Richmond Downtown Strategic Redevelopment Plan, Richmond, IN
- Middlebury Comprehensive Strategic Plan, Middlebury, IN
- Richmond Technology Center, Richmond, IN
- Downtown Visioning, Ossian, IN
- Lawrenceburg, IN Riverfront Redevelopment Design Competition

*Work completed in conjunction with former affiliate firm CBA

Downtown Promotion Reporter

Public food markets need a good location to have a big impact on downtown

A public food market is not going to revitalize a community that is struggling to attract people. But it can be a powerful tool to help a community that is struggling to attract people. It can be a powerful tool to help a community that is struggling to attract people.

The location of a public food market is a critical factor in its success. It can be a powerful tool to help a community that is struggling to attract people. It can be a powerful tool to help a community that is struggling to attract people.

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In this issue...

Market layout tips - When it comes to market layout, there are some rules to follow. It can be a powerful tool to help a community that is struggling to attract people.

'Success' helps new city markets - The success of a public food market is a critical factor in its success. It can be a powerful tool to help a community that is struggling to attract people.

City business tips to help when planning downtown areas - When it comes to market layout, there are some rules to follow. It can be a powerful tool to help a community that is struggling to attract people.

Looking ahead: More public markets - The success of a public food market is a critical factor in its success. It can be a powerful tool to help a community that is struggling to attract people.

2014 highlights - The success of a public food market is a critical factor in its success. It can be a powerful tool to help a community that is struggling to attract people.

Market layout tips - When it comes to market layout, there are some rules to follow. It can be a powerful tool to help a community that is struggling to attract people.

UMC has worked on the following farmers' and/or public markets:

- Craft Markets – La Villita and Market Square, San Antonio, Texas
- Sylvia Place Market, Niagara Falls, Ontario
- Hamilton Farmers' Market, Hamilton, Ontario
- Downtown Fort Worth, Fort Worth, Texas
- Downtown Orlando Farmers' Market, Orlando, Florida
- Southlake Farmers' Market, Southlake, Texas
- Greensboro Downtown Market, Greensboro, North Carolina
- Feasibility Study for a Public Market, Texarkana, Arkansas
- Findlay Market, Cincinnati, Ohio
- Irvine Ranch Farmers' Market, Newport Beach, California
- Jamaica, Queen's, New York
- Tacoma, Washington
- Downtown Miami Street Vendor Program, Miami, Florida
- London Covent Garden Market, London, Ontario
- Nashville Farmers' Market — Relocation, Nashville, Tennessee
- Nashville Farmers' Market, Nashville, Tennessee
- North Market, Columbus (two projects)
- Kitchener Farmers' Market, Kitchener, Ontario
- Kitchener Farmers' Market Public Consultation Process, Kitchener, Ontario
- Your Kitchener Market One Year Review, Kitchener, Ontario
- Saint John City Market, Saint John, New Brunswick
- St. Catharines Downtown Redevelopment and Streetscape Study, St. Catharines, Ontario
- St. Lawrence Complex Redevelopment, Toronto, Ontario
- St. Lawrence Market Interim Plan, Toronto, Ontario
- St. Lawrence Market, Farmers' Market, Toronto, Ontario
- Edmonton International Market, Edmonton, Alberta
- Dubai Creek Development – Souk Development, Dubai
- Mediterranean Gate, Tunis, Tunisia
- The Enterprise Development Company, U.S.A.
- The Rouse Corporation, U.S.A.



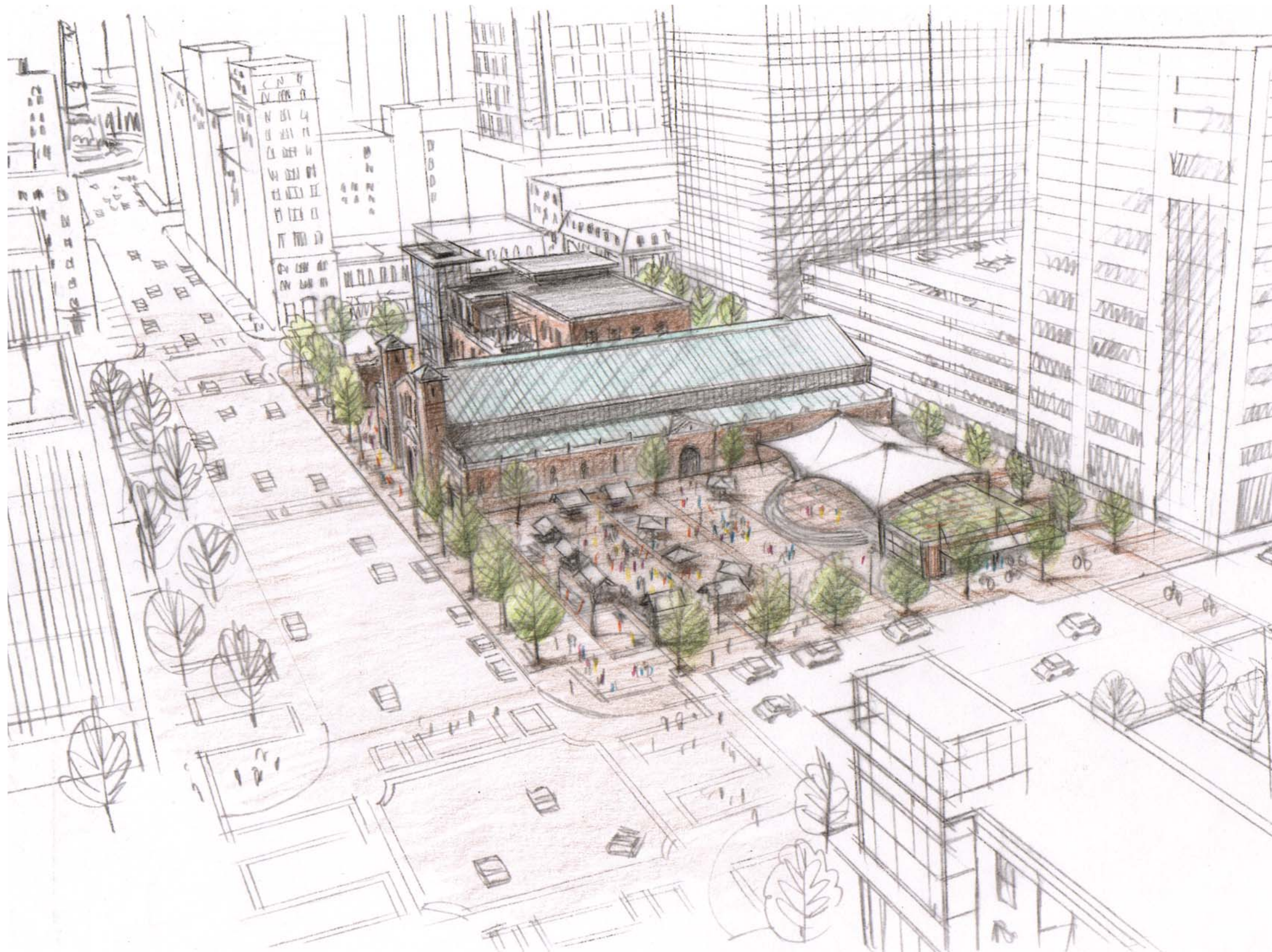
Urban Marketing Collaborative

UMC brings the market concept and feasibility study a unique blend of “world-class” expertise gained from working in both small and large farmers’/public market projects in the United States and Canada. Most recently, UMC has brought this experience to souk retailing development in the Middle East. The benefit of this experience is the ability to create an action program that is first class, realistic to the local market, and can deliver results.

The firm is made up of internationally renowned farmers’/public market experts who not only have broad experience working with farmers’/public markets, retailing, and real estate but also have an extensive database on the operations, budgets, and organizational structures of farmers’/public markets throughout North America. UMC consultants are recognized as leaders in the field of farmers’/public markets. We write articles and regularly speak on the subject at conferences and association meetings (e.g., International Downtown Association and the National Association of Produce Market Managers). As well, UMC has extensive experience in business district organization and revitalization strategies for commercial areas. This knowledge and experience brings a balance between the latest in farmers’/public market trends, and what can be realistically achieved.

We understand specific issues related to downtown neighborhoods in general. This includes work with farmer’s/public market development, commercial developments, and other urban economic initiatives.

Action, not just theory and design, is the hallmark of UMC’s work. While studies are important to reveal the facts of the marketplace, action is what produces results. The recommendations produced will be to an actionable level of detail that only people with UMC’s experience can furnish.



Aerial View Potential East Side Property Development

- Conceptual development aligns with Cole Noble Commercial Arts District Plan and the Indianapolis 2002 Market Square Plan which calls for green urban plazas along the Market Street corridor
- Portion of Market Street in between the City-County Building and City Market retooled into a vibrant public piazza space accommodating vehicles, bicycles and pedestrians
- 18,000 sf +/- multi-purpose pavilion on the northern portion of the site consisting of multi-purpose pavilion and bicycle hub facility
- Potential market day vendor space, performance / audience space
- Public space along Market Street would provide visual connectivity between the City Market and proposed ground floor retail space along the east side of Alabama Street



Street View Potential West Side Property Development

- Mixed use building allowing for a generous urban plaza fronting Market Street, service / delivery area to the rear and a two story linkage connection to the City Market
- 3-4 story 50,000 sf – 60,000 sf building with a 12,500 sf – 15,000 sf ground floor footprint
- An anchor ground floor retail / food tenant for increased consumer traffic [Home furnishings value retailer, micro-brewery restaurant, Indiana wine / tapas bar, green grocer specifically a Trader Joes type operation for limited competition to the Market vendors]
- An anchor entertainment tenant option [neighborhood community or black box theater, live entertainment club or dinner theater]
- Upper story tenants for additional on-site consumer traffic [public or private offices, urban education campus building or live/work space for visual & performing artists]