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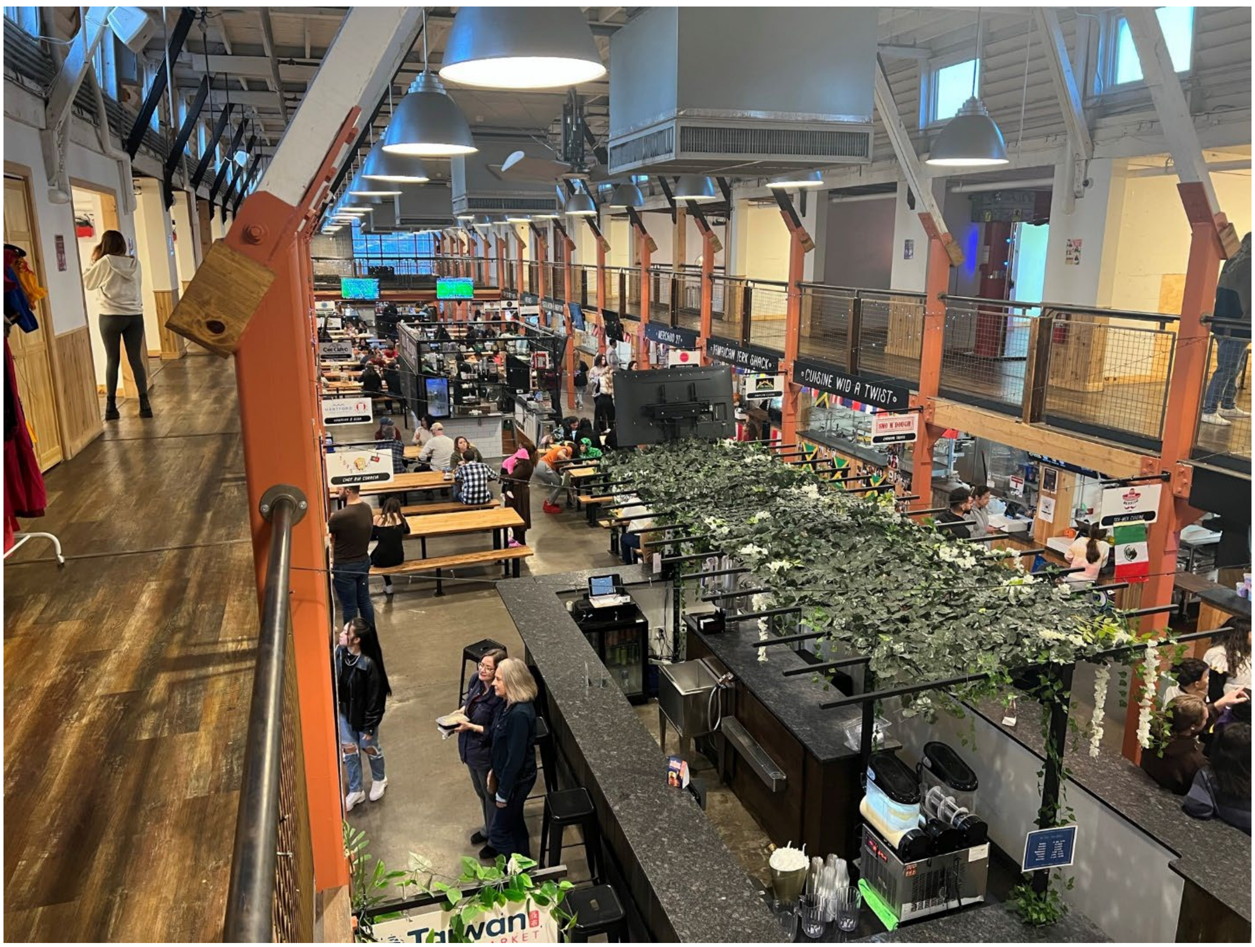
Springfield Food Hall/Public Market Feasibility Study



December 31, 2025

Acknowledgements

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Funding for the Springfield Food Hall/Public Market Feasibility Study was provided by the City of Springfield.

Oversight

The project was overseen by the City of Springfield, Office of Planning & Economic Development:

- Tim Sheehan, Chief Development Officer
- Brian Connors, Deputy Development Officer
- Andrew Strniste, Director of Community Planning

Consultant

The feasibility study was conducted by Market Ventures, Inc. of Portland, Maine. Ted Spitzer, President, was the project manager and lead consultant. Since 1995, Market Ventures has helped communities throughout the country to plan, develop, and operate markets and create economic development strategies based on local food initiatives. More information at www.marketventuresinc.com.

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Introduction

The City of Springfield continuously looks for developments that can activate the downtown, serve residents (including the growing downtown residential population), and provide opportunities for business creation and expansion. The recent growth in market-rate downtown housing has triggered the need for additional nearby amenities. Observing the success that cities within the region and throughout the country have had with their food halls and public markets, the City of Springfield commissioned this feasibility study to explore the potential for creating a similar market facility within the city, with a focus on downtown or nearby neighborhoods.

Food halls and public markets have recently proliferated, featuring local independent food businesses in vibrant facilities that attract both area residents and visitors. Through the feasibility study, the City seeks to obtain a better understanding of the consumer demand for such a venue in Springfield and the components, location qualities, programming, budget, and scale that would be best suited for success. This exploration includes an assessment of the preferred mix of prepared, fresh, and specialty food products for sale, food & beverage vendors, as well as programming to help ensure activation of space each day of operation.

The feasibility study is intended to spur interest among private developers to initiate creation of a food hall or public market, build community support, and provide guidance that will position the market to achieve financial success while maximizing benefits to the city.

Based on their observation of the Worcester Public Market (a five-year-old market that occupies the ground floor of a newly constructed building, with three levels of apartments above) and the recent development of apartments in downtown Springfield and more downtown visitors (particularly visitors to the casino and professional sports), City leadership expressed particular interest in markets that are part of similar mixed-use developments. This idea is predicated on the idea that state and federal financing mechanisms for housing could make the project more financially feasible than a stand-alone market facility.

Market Ventures, Inc. (MVI) brings over thirty years of experience helping communities nationwide explore the feasibility of public markets and foods halls, as well as extensive experience both developing and operating various types of markets. To complement its knowledge of what has worked and what has not at markets around the country, MVI conducted a range of research activities and analyses to explore the potential in Springfield. Study methods included:

- Stakeholder interviews (see Appendix A for the interview list and summary of findings)
- Report review (see Appendix B for a list of reports)
- Site inspections and tour
- Data analysis
- Case studies of Parkville Market in Hartford, Worcester Public Market, and the Milwaukee Public Market (see Appendix D)

This report summarizes the research findings, proposes development strategies, and makes recommendations for next steps.

Definitions: Food hall and public market

Both food halls and public markets are facilities that house independent, locally owned, small food businesses in a professionally managed facility with a mix of leased vendor stalls and common spaces where visitors can circulate and eat. Nearly all food halls and public markets are located in downtown or adjacent urban neighborhoods. The best food halls and public markets are authentic reflections of their local communities and evolving food traditions and offer affordable business opportunities to start-up entrepreneurs. Both create welcoming and active public spaces that attract a diverse range of customers and that spur revitalization in their communities. Both require active, hands-on management to provide rules enforcement, maintenance and cleaning, ongoing leasing, and marketing. What, then, are the differences?

Food halls focus on prepared foods and beverages (F&B) and are generally busiest during lunch and dinner hours. They provide many common tables and chairs for eating on premises. Generally, food halls have one or more bars, which are often operated by the food hall owner. Most food halls are privately owned and operated, often within a mixed-use development. While most food halls are one-off operations, a few companies operate markets in multiple cities, such as the Time Out Markets in Boston, NYC, Chicago, and internationally in Cape Town, Osaka, Dubai, Barcelona, and Bahrain.

Figure 1. Food hall section of Union Street Market, Fort Wayne

Public markets are an umbrella term for multivendor facilities that feature fresh and specialty foods for consumption at home, plus a range of other programming elements. Nearly all public markets are hybrids that include a mix of fresh, specialty, and prepared foods. While there are a few national examples of public markets that are run by local government or for-profit managers, nearly all are operated by nonprofit entities and are mission-driven. Missions vary but they typically include support for start-up entrepreneurs, food access and nutrition, education, regional agriculture, and/or preservation of an historic public market tradition. Recognizing the challenges facing start-ups and

Figure 2. Specialty foods at North Market, Columbus

under-resourced vendors, public markets often aim to keep rents affordable, compared to the profit-maximizing operators of food halls. As nonprofit or government-owned entities, public markets typically pursue public and philanthropic funding to support programs that fulfill their missions and to fund capital expenditures.

Historic public markets in the United States (dating from the early 20th century and before) are survivors of an era when cities regulated food sales and built and operated markets. Public markets from this era include:

- Lancaster Central Market (established 1730)
- Lexington Market in Baltimore (1806)
- North Market in Columbus (1876, relocated 1995)
- Reading Terminal Market in Philadelphia (1895)
- Pike Place Market in Seattle (1905)
- Essex Street Market in New York City (1937, relocated 2019)

Figure 3. Fish vendor at Grand Rapids Downtown Market

There is also a cohort of more recently developed public markets, including:

- Milwaukee Public Market (2005)
- NewBo City Market, Cedar Rapids (2012)
- Grand Rapids Downtown Market (2013)
- Boston Public Market (2015)

Public markets of all ages typically feature artisan food producers and some integrate farmers selling directly to consumers. Some markets are stand-alone buildings (such as North Market in Columbus) while others are part of extensive urban districts (such as City Market in Kansas City). Many have educational spaces including demonstration and teaching kitchens and some have shared commercial kitchens and incubator programs to support start-up food producers. Public markets have diverse physical forms, programming elements, histories, and operations.

For this study, the unmodified term “market” is used when speaking collectively about food halls and public markets.

Springfield food hall/public market goals

In Springfield, the food hall/public market is intended to meet the following goals:

1. Offer affordable business opportunities to area entrepreneurs, including the region's diverse ethnic communities, and provide jobs for community residents
2. Be an authentic, vibrant destination for area residents and visitors
3. Create expanded dining options and build Springfield's reputation as a food destination
4. Operate on a self-sufficient basis, without need for ongoing subsidy

These goals informed the feasibility study process and can be used to evaluate requests for public support to help finance a market project in Springfield.

Demand Analysis

The demand analysis explores potential demand for products sold at a food hall/public market in Springfield, identifying and segmenting potential customers and quantifying potential sales. This analysis informs the location and tenant mix strategies, as well as the financial analysis.

Based on research that MVI has conducted at successful public markets and food halls, customers typically come from a wide geographic area, often up to 30-45 minutes away. Unlike supermarkets, which seek to dominate food retailing within a small geographic zone, public markets attract a small percentage of people from a wide area who appreciate the product selection, atmosphere, and interaction with farmers and independent vendors. By clustering numerous F&B vendors in one place, food halls can act as a strong magnet that draws customers from a much wider radius than individual restaurants typically can.

Data from Placer.ai demonstrates the broad footprint of markets.[1] The figure labeled "Visitor origin Worcester Public Market" shows the home location of visitors over the past 12 months. As the purple dots show, visitors came from throughout the eastern half of Massachusetts, as well as a cluster around Springfield, and into Connecticut, Rhode Island, and New York City.

Similarly, visitors to Parkville Market in Hartford came from a fairly broad geographic area (see figure labeled "Visitor origin Parkville Market,

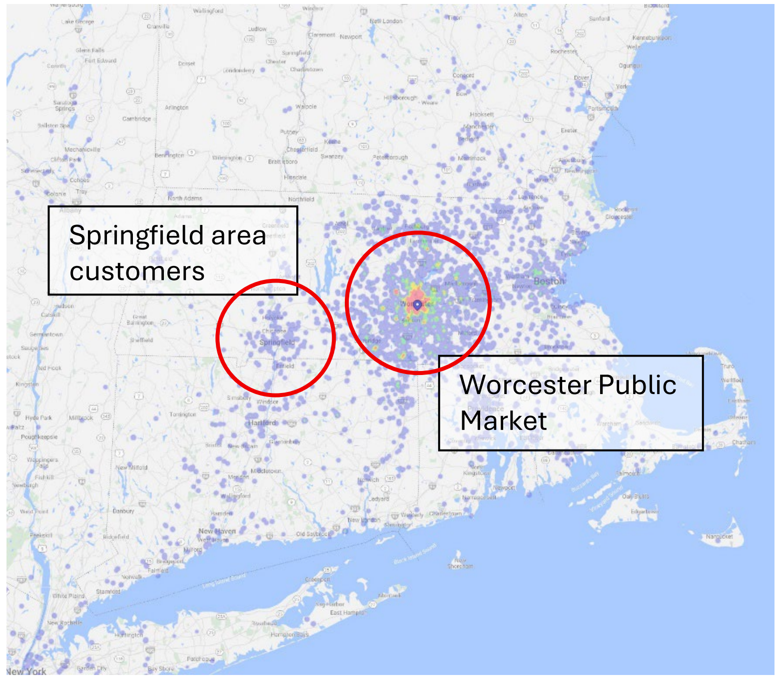

Figure 4. Visitor origin Worcester Public Market. Source: Placer.ai

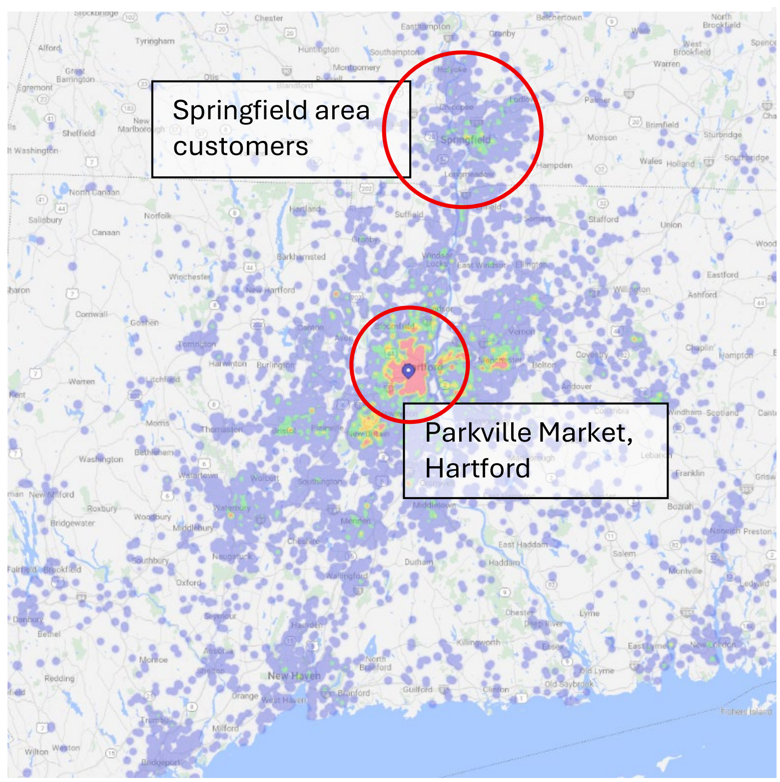

Figure 5. Visitor origin Parkville Market, Hartford. Source: Placer.ai

[1] Placer.ai utilizes location data from cell phones. This technology is evolving and its accuracy and completeness are not verifiable. Despite its limitations, the Placer.ai data provide useful indications of consumer behavior.

Hartford"). Customers came from throughout the western half of Connecticut as well as the Springfield area.

While these markets attract visitors from a wide geographic area, they rely on nearby customers for frequent visits, which represent the bulk of their annual sales. The figure labeled "Visitor origin, minimum 10 visits, Parkville Market" shows that frequent customers come from a much more concentrated area but still represent neighborhoods throughout Hartford. Interestingly, this map shows that some regular visitors come from Springfield as well, suggesting demand for a similar food hall in Springfield that would be substantially closer for these customers.

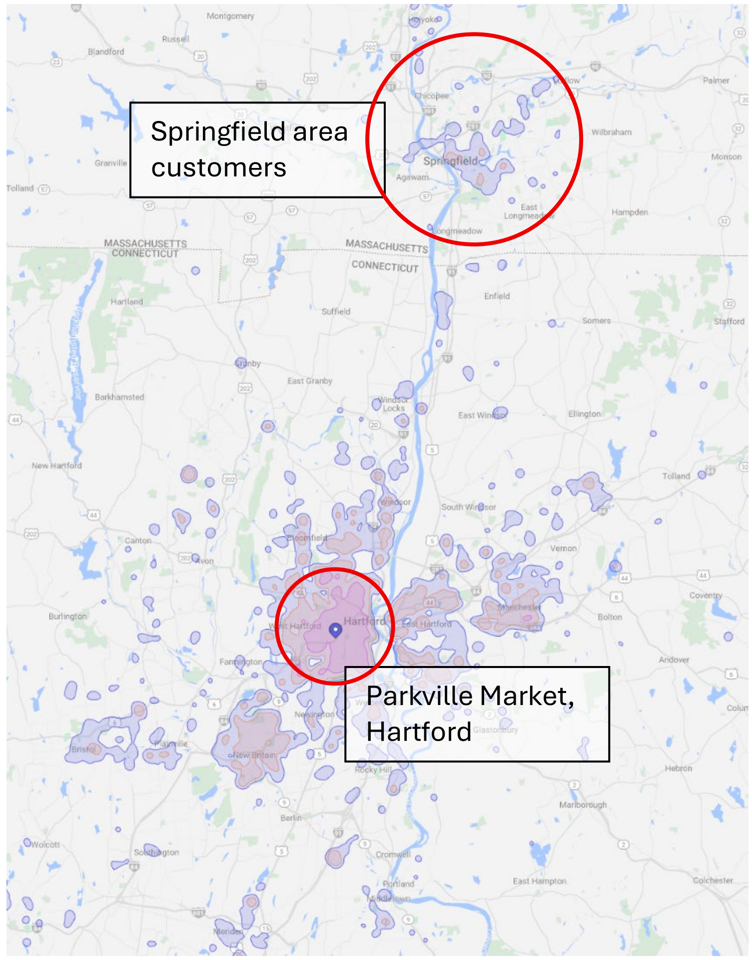

Figure 6. Visitor origin, minimum 10 visits, Parkville Market

Food halls and public markets typically attract consumers representing a broad demographic profile, including recent immigrants familiar with markets from their native countries. Some public markets, because of their accessible urban locations and social mission, have become major redemption points for SNAP benefits and farmers' market scrip. Reading Terminal Market in Philadelphia, for example, is one of the city's largest SNAP redemption sites, while the Rochester Public Market is the country's largest redemption site for farmers' market tokens, with over $2 million in redemptions annually.

In public markets, the highest spending customers are generally well educated, higher income, middle aged women, who travel from a wide area. Customers typically drive to public markets and, except in a few instances, convenient parking is a critical consideration. Tourists are often a substantial component of a market's customer base because they find that markets offer a window into local culture and provide an authentic and unique visitor experience.

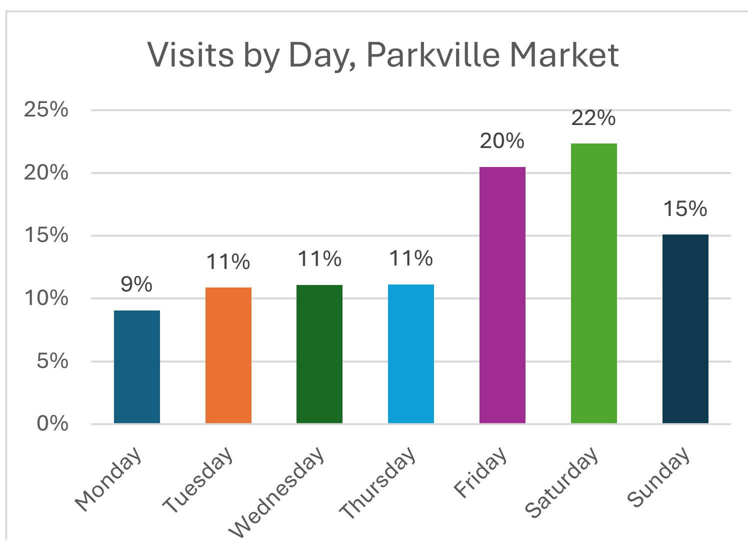

Figure 7. Source: Placer.ai

Markets are typically busiest on the weekends, with Saturdays being the single busiest day. At food halls, the busiest days are typically Fridays and Saturdays. The chart labeled "Visits by Day, Parkville Market," shows Placer.ai data for annual visits at that food hall. Saturday is the busiest day, followed by Friday and then Sunday.

As the chart labeled "Visits by Hour: Parkville Market" shows, Parkville Market is busiest during dinner time (the three hour period from 5 until 8 pm) with 35% of the days' visitors, followed by the lunch period (noon to 3 pm) with 26%. While Parkville Market attracts very few customers before noon, it continues to attract visitors during the midday (the two hour period from 3 to 5 pm) and late nights (from 8 pm to midnight).

Since dinner and late night are so important to food halls (over half the visits at Parkville Market), they need to be located in areas where customers feel safe after dark, particularly for the trip between their car and the market.

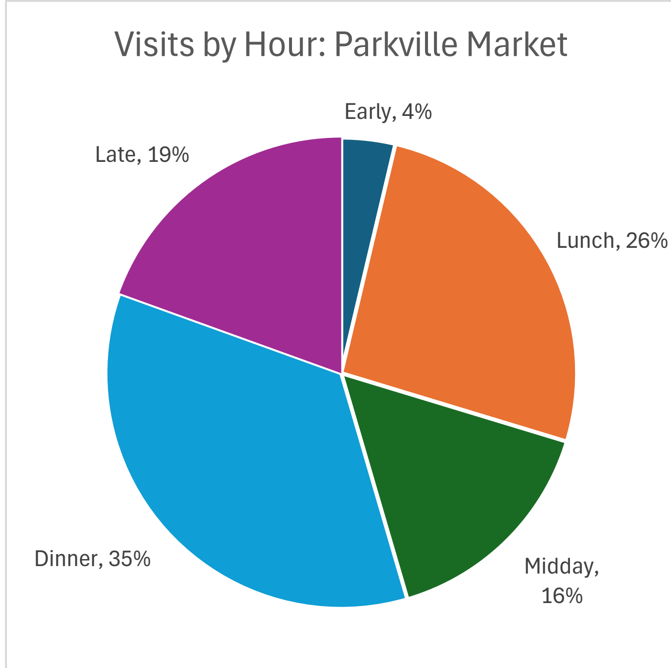

Figure 8. Source: Placer.ai

Trade area analysis

Trade area analysis is used to understand the demographic characteristics of people living in proximity to the market, explore how these populations are changing, and assess the potential for attracting them. A detailed analysis of Springfield's trade areas is found in Appendix C.

Three separate trade areas were defined for the Springfield food hall/public market, based on the experience of similar facilities and the area's geography: a five-minute drive time from downtown Springfield, a 5-15 minute drive time, and a 15-30 minute drive time. See the figure labeled "Trade areas: 5/10/30 minute drive times." The 30 minute drive time reaches Amherst in the north, Palmer in the east, Hartford in the south, and Blandford in the west.

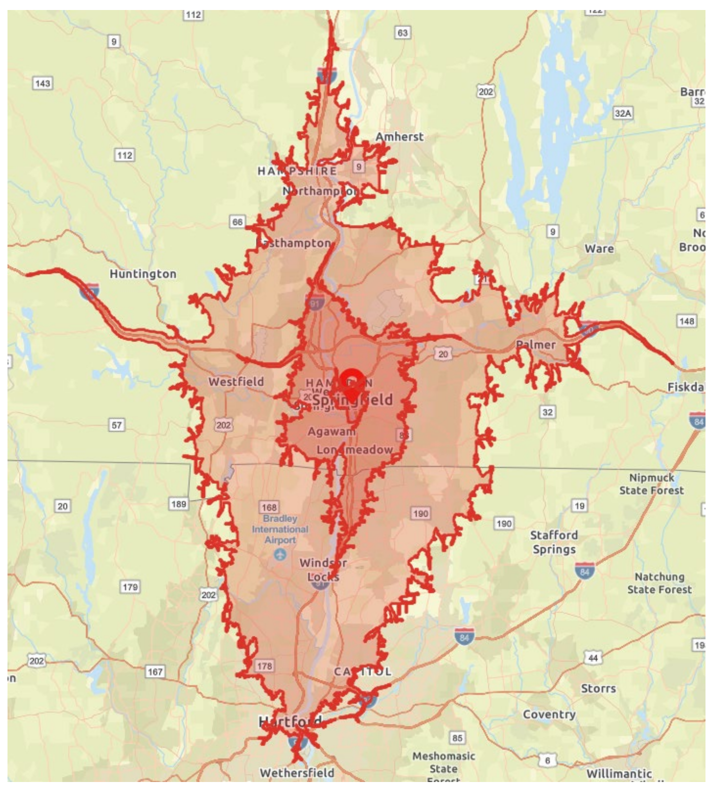

Figure 9. Trade areas: 5/15/30 minute drive times

Demographic data about these three trade areas were acquired from Claritas, a national market research data company.[2] Customers living outside of these trade areas are considered visitors.

Trade area 1

The first trade area, a five-minute drive time from downtown Springfield, has a population that is fairly small (estimated at 8,996 households in 2025), is very diverse racially and ethnically, has very low median household income, and is younger than the other trade areas. Educational attainment is very low, with only 15.7% of adults holding a bachelor's or higher degree. Many households in this area do not have vehicles and, with a poverty rate of 40%, are likely to qualify for SNAP and other food assistance programs, which could present sales opportunities for fresh food and grocery products (although recent federal cuts in food assistance will likely reduce this demand).

While Claritas projects that the population will decline slightly over the next five years, this might not account for recently developed housing or additional units in the pipeline. The city reports that 100-200 new units have been added downtown in the past few years and 300 more units are at various stages of development. Key informants noted that the city's ability to add more housing downtown will be influenced by the availability of additional amenities to complement these new residences.

For customers in the first trade area, the food hall/public market will be highly convenient and there is very limited competition from supermarkets and other food stores. Key informants noted that two recent efforts to provide fresh food in the downtown, at the Big Y Express within Tower Square on Main Street and the Farm Store on Dwight Street at State (in the Chestnut Towers) have not met sales expectations. Depending on its components and approach, a market might be very appealing to recent immigrants, particularly from countries with strong market traditions. However, the demographic characteristics of this trade area generally suggest very modest expenditures at a market.

Trade area 2

The band between a five- and fifteen-minute drive time has eleven times more households than the first trade area, with over 100,000 households in 2025. Claritas projects that this band will lose a small number of residents by 2030. Median household income in this area is well above the first trade area but still relatively low at $54,878 compared to the national median of $83,730. This area has the largest households, with average household size of 2.55, about the same as the national average. Educational attainment is low, with 27.4% of the adult population holding a bachelor's degree or higher, compared to 35.0% of the US population.

Popular restaurants in Springfield likely draw the majority of their customers from this trade area. According to Placer.ai, the Red Rose Pizzeria had 281,000 visitors in the past 12 months, with half coming from within about eight miles and 75% coming from within 30 miles. Their most frequent customers came from West Springfield (zip code 01089), Westfield (01085), and Chicopee (01013 and 01020).

Trade Area 2 has a substantial but stagnant population with average household size, modest

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[2] The acquired data include information from the 2020 U.S. Census, estimates developed by Claritas for 2025 based on the 2020 Census, and projections for 2030. Claritas provides the data as rings around the site address, so the second trade area includes both the first and second areas and the third trade area includes all three areas. Where the underlying data permits, MVI has separated the data into distinct bands, so, for example, the second trade area includes only the population between the five- and fifteen-minute drive time.

household income, and below average educational attainment. While there are supermarkets and restaurants throughout the trade area, a market in Springfield will be reasonably convenient to this population and offer a unique shopping experience.

Trade area 3

The band between fifteen- and thirty-minute drive time has about 160,000 households, the most of the three areas. The population is projected to grow slightly in the next five years. The area has the highest median household income of $71,203 and has the highest educational attainment, with 37.6% of the adult population holding a bachelor's degree or higher, above the national average. The area has the highest median age at 40.6, above the national median of 38.8. Nearly every household has at least one vehicle so customers should be able to access the market by car.

Major attractions in Springfield such as MassMutual Center likely draw from this broader area. According to Placer.ai, that facility had 620,000 visitors in the past 12 months. Half came from within 11 miles and 75% came from within 50 miles.

Residents from this trade would likely be the highest spending customers at a food hall/public market but the market will not be convenient for them.

Visitors

At the crossroads of Interstates 90 and 91, Springfield is well positioned to attract visitors from throughout New England, whether they are staying in the area or passing through. The Greater Springfield Convention & Visitors Bureau reports that four million people visit Western Massachusetts annually and spend $158 million on food and beverage. Springfield has several national attractions, including the Naismith Basketball Hall of Fame, the Dr. Seuss Museum, and the Big E, the nation's fourth-largest fair. Regional attractions include the MGM Springfield casino and professional hockey and major events at the MassMutual Center. According to the Massachusetts Convention Center Authority, revenues and attendance at the convention center have recently increased, demonstrating that the convention business is recovering from the COVID shutdowns. Springfield is the gateway to numerous attractions throughout Western Massachusetts, including prestigious colleges and universities.

Typically, visitors are attracted to markets because they are unique places, offering a window into the culture of the region where they are located. Based on MVI's research at other public markets, tourists are generally more interested in buying prepared foods and craft items than fresh foods (although vendors in some markets do a brisque business with tourists with both fresh and specialty foods). Visitors can be among the highest spending customers at the market, which correlates to the fact that they are often wealthier than local residents (the Springfield CVB reports that average household income for visitors is nearly $94,000).

Markets in other cities have benefited from meetings and conventions, both from visitors' interest in markets as fun places to visit and by hosting private events organized by convention planners that take place at the market, including full market "buy-outs" (where the space is used exclusively by convention goers and the vendors provide small plates as the food catering). The CVB supports nearly 100 conventions and meetings in Springfield annually, plus downtown hotels host additional meetings and events that do not involve the CVB directly.

Competitive analysis

There are two public markets or food halls in the region: Parkville Market in Hartford (30 miles away) and Worcester Public Market (50 miles away). As the Placer.ai data show, some residents from the Springfield area are frequent visitors to Parkville Market. Since they are far from each other, these two markets are unlikely to offer substantial competition to a market in Springfield. Rather, the existence of these two markets is likely to have spurred interest and demand for a similar facility in Springfield that will be more convenient to area residents.

Springfield is home to the Urban Food Brood on Albany Street in the Gasoline Alley corridor, less than two miles from the downtown core. This multi business, 5,000 sf facility was conceived as a collaborative food processing and retail space, started by the owners of Monsoon Roastery, Nosh Bakery & Café, and Urban Artisan Farm. Three additional tenants include Corsello Butcheria, Happy Man Freeze Dried, and Wicked Whisk Meals. Urban Food Brood began operations in July 2023. After some experimentation, the owners determined that the facility should be open to the public three days per week: from 7 am to 2 pm on Fridays and from 9 am to 2 pm on Saturdays and Sundays. They noted that customers come from throughout the region and tourists find the facility, despite its location. In addition, Monsoon Roastery is a tenant at Worcester Public Market and the owner expressed enthusiastic support for a food hall in Springfield.

There are two food courts in downtown Springfield: one on the second floor of Tower Square and the other in the MGM Springfield casino. According to Tower Square's retail directory, there are only three vendors in the food court: Le Greque, Iona's Kitchen, and Fantastico. The earliest opens at 6 am and all are closed by 2:30 pm. Most of the food concepts in the casino are operated by the casino itself.

According to the federal Economic Census, the three counties of the Pioneer Valley (Hampden, Hampshire, and Franklin) had a total of 1,173 restaurants and other eating places in 2023 (NAICS 72251). Most (739) are in Hampden County. Half of the region's restaurants are small operations, with fewer than 10 employees. About a third of the restaurants in the region (426) are classified as "limited service" (NAICS 722513), which are the likely classification of food service vendors within a food hall.[3]

While existing restaurants will provide competition to the F&B offerings of a market, some key informants noted that Springfield has fewer restaurants than comparably sized cities, an observation also made by MVI. While there are successful, longstanding restaurants and food service operators in downtown, independent new entrants have struggled, particularly start-ups. A well-executed market can provide the concentration of food service options, cooking and customer service infrastructure, and the marketing activities that allow small operators to thrive. Furthermore, existing restaurants throughout the region provide fertile grounds to recruit vendors to a market. While expressing some trepidation about additional competition, restaurateurs interviewed also noted that a food hall could provide them a useful platform to launch new food service concepts.

In terms of retail food, the area appears to be well served by supermarkets. The supermarket closest to downtown Springfield is the Big Y in West Springfield, a mile from the downtown core. To address food access in the downtown, the city supported the creation of a smaller format grocery store, Big Y Express, within Tower Square. However, this store recently eliminated nearly all of its fresh food because sales were so low and is now more of a convenience store. There are other Big Y's throughout the Springfield area, as well as Stop & Shop, Super Walmart, Aldi, Price Rite, and other large grocery stores. Springfield has several longstanding Italian specialty food stores, including Frigo's, AC Produce, and La Florentina Pastry Shop, and numerous Latino grocers. Only a few specialty butchers remain in the region and no seafood markets.

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[3] Economic Census accessed on 9/24/2025 at https://data.census.gov/table/

Sales potential

Based on the demographic profile of area residents and typical expenditure patterns as determined by the Bureau of Labor Statistics' Consumer Expenditure Survey, Claritas estimates the retail sales potential for consumer goods. Using their estimated per capita expenditures for various food items, Claritas creates a Food Purchasing Index that compares local expected purchases to national averages on the household level. A score of 100 would reflect meeting the national average.

Based on their formula, the first trade area indexes far below national averages in every "food at home" category. The second trade area indexes below national averages in all but one category, while the third trade area has only three categories at or above national averages. For "food away from home," the three trade areas index below national averages, as well.

Springfield Trade areas	Index Score		
Yr 2025 Estimate	**5 Min Drive**	**5-15 Min Drive**	**15-30 Min Drive**
Food at Home - overall	65	87	95
Food away from Home - overall	58	79	90
Market categories			
Baked goods	73	92	100
Dairy	72	89	97
Meat (beef)	65	79	85
Poultry	66	82	90
Prepared foods	65	81	90
Produce - fresh vegetables	75	94	104
Seafood - fresh	76	100	111
Specialty food (jams, jellies)	63	81	90
Sweets	64	81	90
Coffee	61	80	90

Claritas also provides dollar estimates of demand (see Appendix C for the estimates by product type). For *food at home* in the first trade area, total demand for fresh and specialty foods is estimated at $29.6 million and is expected to grow by 2.3% by 2030 to $30.3 million. In the second trade area, the demand is $437.9 million and expected to grow by 3.1% to $451.7 million. In the third trade area, the demand is $792.1 million and expected to grow by 5.5% to $836.0 million. To be successful, retail vendors at a market need only capture a very small fraction of the nearly $1.3 billion in demand from residents in the three trade areas.

For *food away from home* (using the categories fast food, full service restaurants, and alcohol at restaurants and taverns), total demand in the first trade area is estimated at $19.7 million and $315.3 million in the second trade area. Claritas projects that demand will shrink by about $4 million over the next five years. Demand in the third trade area is estimated at $592.9 million and projected to increase by $5.5 million. Total demand in the three trade areas is estimated at $927.9 million in 2025 and projected to be $929.2 million in 2030.

Capture analysis

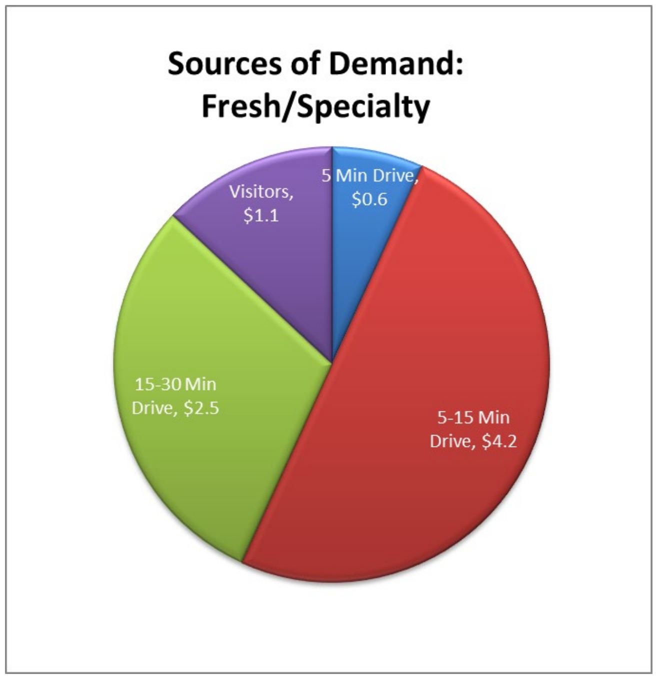
Vendors at a food hall/public market in Springfield need to carve out (or "capture") a small percentage of the demand from these trade areas plus demand from visitors in order to have adequate sales. Furthermore, the amount of money that consumers spend on food is not a fixed figure: changing preferences and intriguing offerings can induce consumers to spend more on food rather than other goods, particularly for households with discretionary wealth.

To estimate the potential demand, the estimates of consumer demand data are utilized with projected capture rates for each of the products in each of the three trade areas. The chart labeled “Sales Analysis - 2025” in Appendix C shows the calculations. This chart includes the product categories and demand estimates in the first two columns. The third column, labeled “Potential,” contains a realistic estimate for the percentage of sales that market vendors could be able to obtain, based on the analysis of demographic factors, distance to the market, and existing competition.[4]

The fourth column, labeled “Sales,” is the product of multiplying the potential by the capture percentage. For example, in the Baked Goods category, Claritas estimates $4.0 million in consumer demand for baked goods within the first trade area. Market Ventures, Inc. estimates that vendors in a public market in Springfield could reasonably capture 2.0% of those sales, based on our experience and research. This results in the potential for about $80,000 in annual baked goods sales at the public market from residents in the first trade area. Adding the sales for baked goods across all three trade areas, we estimate that the demand for bakery products within the public market is reasonably $1.0 million.

The capture rates for the first trade area are influenced upward by the close proximity of the public market to residents and the lack of competing stores nearby, but substantially downward by the weak demographics in this area. The recent experience of Big Y Express in Tower Square, which eliminated nearly all of its fresh food because sales were so low, highlights the challenge of offering fresh foods in the downtown.

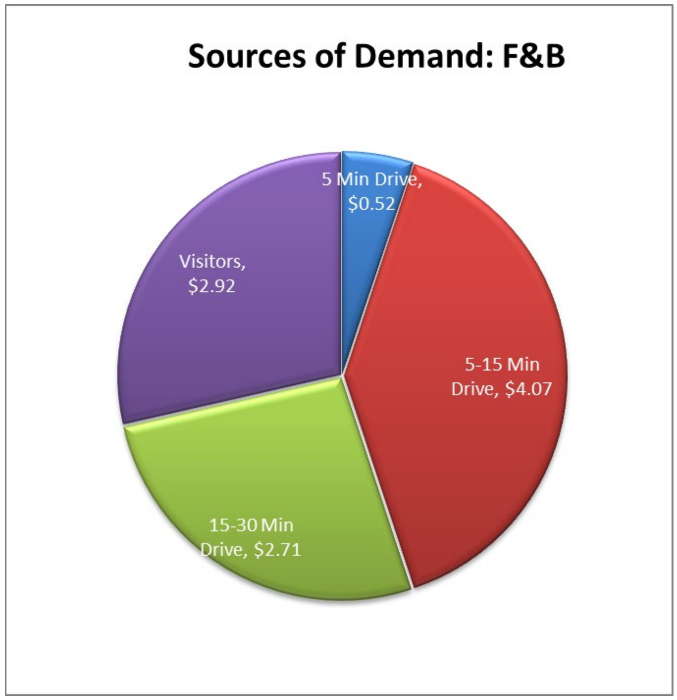
In the second area, the demographics are more supportive but there is more competition and the market will not be as convenient. Capture rates are one-half of the first trade area. The third trade area has the largest population but the market will not be convenient for these residents. Capture rates are estimated at one-third the amounts of the second trade area.



Summing the sales total column for the first trade area, a reasonable estimate of demand is $1.1 million, which represents 2.2% of the demand for all fresh food sales and food away from home in this trade area. The demand estimate for the second trade area is $8.3 million (which equates to 1.1% of the demand for fresh, specialty, and food away

[4] These estimates have been developed and refined by the Market Ventures, Inc. through its work planning, developing, and operating public markets and its research of other food halls and public markets around the country. The potential suggests what accomplished vendors might realistically achieve for sales from a trade area, assuming the market is in an accessible location with ample parking, is a well-designed facility, there is adequate marketing, and competent market management. Particularly strong vendors might achieve higher sales, while weak vendors will fall short of the demand potential because area residents will spend their dollars elsewhere. Building sales takes time, particularly for new markets and start-up vendors. This analysis is only meant to provide a barometer of potential, not a prediction of what actual sales might be, since there are so many unknowns at this stage of planning.

from home in this region) and $5.2 million from the third trade area, which is 0.38% of demand for that region. Taken as a whole, the three trade areas reflect $14.6 million in demand for fresh, specialty, and prepared foods at the public market out of the region's $2.2 billion of total demand, or 0.67% of the total.



Visitors make up a meaningful share of sales at some public markets and a substantial share at food halls. For this analysis, sales to visitors have been projected at 15% of the local consumer demand for fresh and specialty foods, and 40% of the demand for prepared foods. This equates to about $1.1 million of more demand for fresh and specialty foods and $2.9 million for F&B. This brings total market sales potential to $8.4 million for fresh and specialty foods and $10.2 million for F&B.

As the charts labeled "Sources of Demand" shows, the second trade area represents the largest share of potential demand for both types of products, at 50% of fresh/specialty and 40% of F&B. For F&B, residents of the third trade area and visitors both represent slightly more than a quarter of projected demand.

To translate the capture potential to leasable square footage, the total demand is divided by an estimate of average sales per square foot at a level that should provide the basis for vendor profitability. The chart labeled "Springfield Capture Estimate" shows the calculations. For fresh and specialty demand, sales of $8.4 million and average sales of $850 per square foot, Springfield could support vendors covering 9,900 leasable square feet. For F&B, Springfield could reasonably support a food hall of 10,200 square feet at $1,000 per square foot. Assuming average vendor stall size of 350 square feet and 400 square feet of common area per vendor, then the food hall would have 14 vendors. Average sales per vendor would equal $750,000, another good indicator of profitability.

Springfield Capture Est.		Fresh/Specialty		F&B
Estimated trade area demand		$7,293,000		$7,295,800
Tourist demand	15.0%	$1,093,950	40.0%	$2,918,320
Total demand		$8,386,950		$10,214,120
Average sales per sf		$850		$1,000
Supportable sf		9,867		10,214

Development strategies

The development strategies build upon the project's goals, the results of the research and analysis, and the experience of other food halls and public markets. They are intended to provide strategic guidance for a successful market project in Springfield.

1. Recommended focus: food hall

The recommended approach is to explore creation of a food hall in Springfield, not a public market. The research did not uncover an interested and capable nonprofit developer that would create a mission-driven public market. Based on the research conducted for this study, there were no indications of vendors who would be interested in focusing on fresh and specialty foods. A public market would likely require substantial free capital to develop and operational subsidies in its initial years. Rather, the food hall approach is the more feasible alternative. The remainder of the feasibility study focuses on the food hall model.

That said, some food halls include fresh food offerings. The mix of prepared and fresh products helps explain the tremendous success of the Milwaukee Public Market over the past 20 years (although, as a mission-driven public market that initially required substantial public and philanthropic investment, this model is not recommended for Springfield). Detailed information about the Milwaukee Public Market is found in Appendix D. While a large component of sales are food and beverages consumed in the Market, the atmosphere is much more interesting because of the fresh products and items to purchase at retail. It feels like a "real" market and not a food court.

Figure 10. Denver Central Market

A good example of a food hall that incorporates some fresh food is Denver Central Market, which opened in 2016. The Market has 11 vendors in a 14,000 square foot historic building. While most of the vendors focus on F&B sales and there is substantial common area seating, many vendors also offer retail products to take home in addition to eat in the Market. The meat vendor, Butchers at RINO, offers fresh meats and sausages as well as BBQ sandwiches and platters. The fish vendor, Tammen's Fish Market, offers fresh fish plus a wide range of prepared seafood dishes and oysters (although it should be noted that the fresh seafood component has diminished over time. When the market opened, the seafood vendor had a large display of fresh fish on ice. Today there is a modest retail display). GreenSeed is primarily a fresh salad business but also offers fresh fruits and vegetables. Izzio Artisan Bakery offers savory and sweet baked goods plus sandwiches, bowls, and egg dishes.

Creating a market that includes fresh and specialty foods along with F&B has important implications for design, development, leasing, and operations. Vendor stall design is more complex and requires display merchandisers, including refrigerated units for most fresh foods. More storage is needed. These items can drive up fit-out costs. Vendors need to be skilled and interested in both retail and F&B, and their staff need to be knowledgeable about a wider range of products and more capable salespeople. Benefits include a more interesting market experience and more diversified sales for vendors. Fresh foods could also be purchased using SNAP benefits.

2. Regional attraction with a broad demographic target

To be successful, the food hall must draw customers from a broad area around Springfield, not just nearby residents and downtown workers. Being a regional attraction has numerous implications:

- Scale: the food hall must be large enough to be a magnet, while not being so large that each vendor cannot achieve high sales or that compromises are made to fill the food hall with weak vendors.
- Access and parking: the vast majority of customers will drive to the food hall so it should be easily accessible from the highway with sufficient nearby parking that is affordable and feels safe.
- Marketing: potential customers must be made aware of the food hall and encouraged to visit. A larger trade area generally drives up marketing costs, although the growing use of social media makes marketing more affordable.
- Authenticity: a food hall that feels connected to the unique attributes of the Pioneer Valley will help create a sense of pride and loyalty among local consumers while also attracting visitors. Authenticity is established through the physical space (particularly being located within an interesting historic building), by highlighting the use of locally grown and produced foods, and by featuring foods and vendors who reflect the diverse culinary heritage and ethnicities of area residents.

A food hall can serve multiple demographic segments, including families and young adults. Everyone eats, and the wide range of dining options and moderate price points can appeal to a broad swath of the region's residents.

3. Within mixed-use project

Situating the food hall within a mixed-use project can result in greater operational efficiency as staff can manage more square footage and potentially share services such as waste management, marketing, and security. A variety of uses, including housing, may open up additional sources of capital to fund development.

Some developers have created food halls as an amenity within a larger development. While the food hall should be expected to pay its operating costs, a developer may lower its profit expectations if it is creating value for the larger project.

4. Multiple income streams

Rents will likely represent the highest percentage of income. However, achieving operational sustainability will be more likely if the facility has multiple income streams. Strategies used by food halls include:

- Alcohol sales. In many food halls, the facility owner operates the bar or bars and does all beverage catering. This can be effective if the owner has bar operations experience and the capability to operate the business. However, if the owner restricts alcohol sales to itself, then vendors do not have the opportunity to achieve these sales and there is less consumer choice and convenience.
- Event space rental and catering. Food halls can be desirable places for parties and events, with the vendors providing on-site catering options. Corporate events often require privacy and quiet so appropriate spaces will need to be designed for this purpose.
- Merchandise sales. Food hall "swag" can provide some (likely limited) revenue.
- Parking revenue. As discussed below, customers expect free or low-cost parking when shopping and dining so it is important, particularly in the initial years as the food hall becomes established, that parking be complementary for at least 30 to 60 minutes. Longer term parking can provide revenue.
- Events. Some markets have developed profitable events that provide substantial revenue streams. For example, the Grand Rapids Downtown Market has operated a Bavarian-style ChristKindl Market for several years. Following several years of planning, the Market made a major investment in wood kiosks for outdoor vendors and outdoor lighting systems, and then recruited vendors from throughout the Midwest. Total revenues in 2024, including vendor sales, rents, beverage sales, and parking equaled $5.4 million. The Market's projected revenues from this event in 2025 (excluding the vendors' sales) are $2.7 million, including $1.75 million in beverage sales. The ChristKindl Market will take place over 26 days in November and December.

5. Professional management

The food hall should have skilled and passionate managers. Successful markets have engaged professional managers who enforce rules (particularly hours of operation and cleanliness), keep the common areas clean, support the vendors, provide effective marketing, utilize data from a common POS system, and address customer concerns. Management staff drive the private events program. Managers oversee various property management service contracts, such as waste hauling, pest control, hood cleaning and maintenance, grease trap cleaning, and sprinkler/fire monitoring.

6. Community engagement

Engaging with Springfield's diverse ethnic communities can help achieve the authenticity strategy discussed above and expand buy-in and enthusiasm for the market. For start-up entrepreneurs, investing in a market business can represent a large share of their (and likely their family's) assets so there needs to be trust and good communications, with clear expectations from all parties.

The development process should include engagement with area institutions, including schools and universities and nonprofit technical service providers. Partnerships can be created that provide support for entrepreneurs and event programming at the food hall. Parkville Market has established a deep roster of partners, including health care providers and schools, and translates these partnerships into well attended events that help drive customer loyalty.

Programming & Design

Vendors

Independent local vendors selling prepared foods and beverages are the core offering of food halls. The food hall should recruit talented food businesses and curate a mix of vendors who offer a range of cuisines.

To feel authentic to the region, the food hall vendors should reflect the diverse ethnicities and nationalities who make Western Massachusetts their home, particularly the area's large Hispanic population. The Parkville Market provides a good model of vendors offering numerous Latin American and Caribbean cuisines.

The number of vendors will depend in part on the selected site. A reasonable number of vendors is 12 to 20. Based on estimated demand of $10.2 million for F&B sales, 14 vendors would average about $750,000 in gross sales, a level that should provide profitability for them. If the facility allows it, then the food hall could be designed so more vendors can be added in future phases.

Typically, two-thirds to three-quarters of food hall vendors require kitchen exhaust systems for open-flame cooking and to capture grease-laden vapors. Vendors not needing exhaust systems include coffee, salads, bars, ice cream, and baked goods (if no baking on premises). Some jurisdictions allow vendors to use electric appliances such as panini presses and soup warmers without exhaust systems; this can be explored with the health and fire departments.

To attract vendors, food hall developers typically provide some of the costly infrastructure needed within the vendor stalls. This approach allows the developer to control much of the food hall's design aesthetic, ensure quality construction, and facilitate the project's launch on a targeted date. Provided elements could include:

- Kitchen exhaust systems with fire suppression
- Plumbing: three-compartment sinks, hand sinks, accessible water and drainage lines (for other equipment needing plumbing), plus shared mop sinks
- Electrical: an electrical panel within or accessible to each vendor stall, outlets in finished walls, and conduits to the front counter
- Walk-in refrigeration (within a stall or in a remote but accessible location)
- Finished floors, walls, and ceilings with retail and task lighting

Vendors generally pay for their own display and cooking equipment, reach-in or undercounter refrigerators, construction of their front counter, a landlord designated point-of-sale (POS) system, signage, plus supplemental lighting. The food hall should provide written criteria that describe the design and installation process.

Since vendor spaces are small, efficient design is critical to achieving high sales. An experienced market architect should both design the food hall and work with each vendor on stall design, helping to pick the best equipment and create alluring displays and signage, all within the food hall's design aesthetic but allowing for individual brand identity.

Vendors should contribute toward capital costs, ensuring they have "skin in the game" when the food hall opens. However, to support low capitalized but talented start-up entrepreneurs or to attract popular restaurateurs, developers sometimes need to provide allowances for tenant improvements (TI). Having funds designated in a TI budget provides the developer more flexibility to recruit a strong mix of vendors.

Many food halls require that vendors use a centralized POS system. Each vendor has its own POS terminal but the data is centralized and available to the food hall owner. The system allows the food hall to verify gross sales while also providing great functionality, like market-wide online ordering and gift cards, and generating market-wide data for analysis, Each vendor's sales should be kept confidential but food hall management can use the sales information for performance analysis and to provide each tenant with regular sales reports. These reports should offer comparisons with the food hall as a whole and by product category so each vendor can assess its own performance on both an absolute and relative basis, and use the data to make improvements. Management can also use the information to enhance its own management and marketing practices.

Tables & chairs

Common seating is needed to support dining in the food hall. The Worcester Public Market provides 100 seats in the central dining area, while some vendors have their own counter seating or tables and chairs within their leased areas. The original plan for the Parkville Market included 80 seats on picnic-style tables and about 40 seats at two- and four-top tables; there is also seating on the mezzanine. The Milwaukee Public Market offers 224 seats on the mezzanine and 270 seats outside, while some vendors have counter seating and the seafood vendor has a dining area with about 30 seats.

Based on the proposed scale of the food hall in Springfield, it should provide 140-180 indoor seats plus comparable numbers of seats outside.

Storage

Storage is needed for each vendor and for the food hall itself. Most vendors need both cold and dry storage, with some needing freezer as well as refrigerator.

From the perspective of operational efficiency, storage located with the vendors' own stalls reduces the time needed to transport products between spaces. More storage allows vendors to meet busy times and they can often get lower prices if purchasing in bulk. However, for capital efficiency and to address size constraints, storage is often located in lower value spaces, such as basements or back-of-house areas. An architect experienced with food halls is critically important to design the vendor spaces and meet their storage needs.

Generally, shared storage should be avoided since it leads to conflicts between vendors. Storage rooms can be divided within lockable chain link enclosures, with approximately 80-100 square feet per vendor.

Events

Food halls host various types of events, from public festivals and programming to private parties and receptions. These events can help build the customer base and provide rental and catering opportunities. Key informants mentioned that meeting/catering spaces for 20-40 people are particularly needed in Springfield. They also mentioned the desire for outdoor space for pop-up markets and event programming.

The Parkville Market has been particularly aggressive with its public programming, offering indoor and outdoor events almost daily. Some recur regularly, such as weekly Trivia Night and Karaoke Night, Monday movie night, and salsa dance lessons. Some are one-time programs, such as a Back-to-School event in August offering free haircuts, backpacks, and books to students.

The event program will require both appropriate space and staff. Events can be staged in partnership with outside producers or organizations, helping to build connections in the community and increase loyalty.

Some markets include demonstration kitchens that support cooking classes and private events such as chef dinners and wine tastings.

Amenities

Food halls provide a range of amenities, including:

- Restrooms
- Wifi (public and private)
- Background music
- ATM
- Water fountain

Back of house: loading and waste management

Vendors receive numerous deliveries each week, with products arriving in cars, vans, box trucks, and sometimes even tractor-trailers. Because they are relatively small buyers, food hall vendors generally cannot dictate to delivery companies when products must arrive. Rather, the food hall needs to accommodate deliveries at any time.

A loading dock can facilitate off-loading. However, many delivery trucks have a built-in gate lift, so a dock is not critical.

Food halls generate substantial waste. To reduce waste and elevate the dining experience, some food halls provide standard flatware and dishes and have a centralized dishwashing service run by market management. However, this drives up the food hall's capital and operating costs and requires additional space.

The food hall should plan for recycling and general waste. Some markets have compost programs. Compactors are particularly helpful for general waste because they can help contain odors and reduce the frequency of pickups. A second compactor is used by some markets for corrugated boxes, which is helpful because vendors often fail to break down their boxes and they can overwhelm the waste handling area, causing more work for management. Sometimes, corrugated can have lower tipping fees than general waste.

Management office

Food halls have management staff overseeing operations, security, cleaning, maintenance, marketing, events, vendor relations, and customer service. When food halls are part of mixed-use developments, these functions can be shared across the properties. The food hall should provide an on-site office for management.

Site analysis

As with all retail developments, the location of the food hall/public market will play a critical role in its potential success. The feasibility study identifies the important attributes that should be considered when selecting a site for the market and then analyzes various sites in Springfield that the city identified as potential locations. MVI is not recommending a particular site since it will depend on the interest of potential developers but rather sharing information that can inform the site selection process.

Site attributes

Key site attributes include:

- Size. The site must be large enough to accommodate the program elements. Based on the demand analysis and the precedent markets, the site should accommodate a leasable area of 4-7,000 square feet, common areas of 5-8,000 square feet, plus office space. Total size is therefore 10,000-16,000 sf. Additional areas could be developed for event spaces. Outdoor space for seating and programming is also very valuable.

- Architecture/atmosphere. The market's architecture is important for creating an interesting and attractive atmosphere. While successful food halls/public markets are located in both new and retrofitted buildings, historic warehouses provide compelling settings for markets because they offer an authentic sense of place, often with appealing architectural features like wood beams and clerestory windows, as well as an interesting backstory about how the structures were used in the past.

  Of the three case studies, only the Parkville Market is within an historic building. Regardless of the building's age, food halls should be designed by experienced architects and engineers who understand the requirements for small food businesses (essentially designing highly efficient mini restaurants that generate substantial waste), strong design skills to create comfortable and compelling public spaces, and complex HVAC and kitchen exhaust mechanical systems.

- Parking. The vast majority of customers are expected to drive to the food hall, particularly on weekends. Based on estimated sales volume of $10.2 million for the food hall and daily, year-round operations, peak parking demand on summer Saturdays can be estimated at 169 spaces. This assumes seasonal variation with one-third of the customers coming in the summer, 97% of visitors driving to the food hall, 1.8 customers per car, and customers staying an average of one hour. During peak weekdays, the parking demand is estimated at 122 spaces. This assumes that 90% of customers drive to the food hall, there are 1.5 customers per car, and they stay an average of 45 minutes.

  The Parkville Market has about 125 free parking spaces within its property boundary, adjacent to the food hall. The Milwaukee Public Market offers about 200 parking spaces next to the Market (under an elevated highway) and the Historic Third Ward Business Improvement District (BID, which owns the Market) manages 900 spaces in parking structures within a few blocks.

  More parking will be needed for the food hall to exceed the estimates in the demand analysis. The Milwaukee Public Market reports average vendor sales per square foot of

$2,000 as opposed to the $1,000 per square foot used for the Springfield analysis. Doubling the vendors' sales will lead to up to twice the demand for parking, although customers will likely be willing to walk longer distances from their parked cars for such a popular market.

Customers generally expect parking to be free when they shop for food and they desire low cost or free parking for dining. During its launch phase, when the food hall's initial reputation and customer base is being created, the food hall should offer free parking for a reasonable duration (one hour).

- Visibility. The food hall will benefit from visibility from a major thoroughfare or highway. The Grand Rapids Downtown Market is located at the southern end of downtown, adjacent to an elevated highway. When the Market opened in 2013, it was surrounded by vacant land and buildings (the area has since been revitalized). To address this isolation, the design included a rooftop greenhouse that rises above the adjacent elevated freeway, providing a unique signpost for the Market.
- Accessibility. Since customers are expected to arrive from throughout the region, the location needs to be readily accessible from the highway. It will benefit from being in a place that is comfortable for visitors who might not be familiar with Springfield.

  A second type of accessibility is the market's placement within a building. The market should be on the ground floor, where it is easily accessible and visible. Retail and restaurants on upper levels are generally difficult to make successful. However, certain programmatic functions, such as seating, offices, education and events spaces, restrooms, mechanical rooms, and storage can be on upper (or lower) levels. These functions will likely require elevators.
- Adjacent uses. The food hall will benefit from being in a location with complementary adjacent uses, such as other restaurants or retail stores. Several key informants stressed the need to address walkability in downtown, believing that people are not comfortable walking around downtown at present but that a market could encourage more walking.
- Cost of development. The cost of development includes both property acquisition and construction. Some sites may have higher development costs, including if the building is on the National Register of Historic Places and therefore must adhere to strict design guidelines. Other sites may have high demolition or clean-up costs.
- Zoning. The zoning will ideally allow retail, restaurant and assembly spaces as-of-right.
- Mixed-use potential. Depending on the developer's approach, the site might benefit from being in a place that is appropriate for residential or other commercial development.

Potential sites

The matrix in Appendix E includes ten sites that city staff identified as potential locations for a market. They are listed going from south to north along Main Street. This is not meant to be an exhaustive list and developers are encouraged to propose other suitable locations. The figure labeled "Potential Market Sites" shows the location of the ten sites.

The first several sites are close to MGM Springfield casino, including 101 State Street (at the southwest corner of State and Main Streets, part of the casino block, Site #1) and 1208 Main Street (the Shean Block, on the northwest corner, Site #2). Neither of these sites have their own parking. Customers could potentially access the free parking provided in the casino garage but would then need to navigate through the casino to arrive at the market. The casino has its own food service, including a small food court. Being so close to the casino, the food hall might struggle to establish its own identity in these locations. In addition, loading and services will be challenging at these sites.

Figure 11. Potential Market Sites

The Juvenile Court (Site #3) and Old First Church (Site #4) offer architecturally interesting buildings but would likely be very expensive to renovate. These two locations also lack surface parking. An interesting precedent is the St. Roch Market in New Orleans, which dates to 1875 (see the figure labeled “St. Roch Market, New Orleans”). Although originally constructed as a market, its colonnaded interior is reminiscent of a church building.

Figure 12. St Roch Market, New Orleans

Market Place at 1365 Main Street (on the east side of Main Street, Site #5) and Tower Square (on the west side of Main Street, Site #7) are existing buildings with vacant spaces that could be retrofitted for a food hall. Some spaces within Market Place are located along the rear pedestrian alley (Market Street) and would benefit from proximity to the existing restaurant (Nosh Café). Market Street connects with the new plaza and parking garage across the street from the MassMutual Center. Visibility from this site is challenging.

Tower Square already has some elements of a food hall: a food court on the second floor with five independent local food businesses and a large seating area overlooking Steiger Park, and ground floor uses that include White Lion Brewing Company, Springfield Wine Exchange, Hot Table restaurant, and Big Y Express convenience store. One possibility could be expanding and improving the existing food court, such as by improving the connection between the ground floor and the food court space with a new staircase. New recreational activities should also be considered, such as a bowling alley/games and other entertainment. This initiative would require rebranding and relaunching the food court as a food hall.

The new MassMutual Center garage (Site #6), which opened in April 2025 and has about 700 parking spaces, has a vacant 10,000 square foot of ground floor space plus a 2,000 sf mezzanine that could be the site of a food hall. The space is currently raw, with dirt floors and deck ceilings. The current asking price is $10 per square foot and the landlord is open to a long-term lease. The site requires a major capital expenditure. Creating a compelling food hall environment within a parking garage is challenging. This was recently attempted in Delray Beach, Florida by a private developer on the ground floor of a private parking garage. The food hall was billed as the largest in Florida, at 60,000 sf. The Delray Beach Market opened in April 2021 and did not achieve the developer’s high expectations for sales (impacted in part by the COVID pandemic). The food hall closed in January 2023 and has been retrofitted for five separate leaseholds.

Worthington Street between Main and Dwight Streets (Site #8) is being rebranded as the “restaurant district” and includes The Student Prince, Theodore’s Blues, Booze, and BBQ, Del Rey Taqueria Mamou, Petra, and others in the pipeline. The area has both surface and garage parking, as well as pleasant outdoor space with Stearns Square and Duryea Way Park. Existing buildings could potentially be retrofitted for a food hall and there is vacant property nearby. The pedestrian scale of this area, plus its close proximity to the downtown core, makes this a compelling location for a food hall.

Formerly home to the Hippodrome Theater, 1678 Main Street (Site #9) is a four-story building adjacent to the railway overpass, which creates a sense of boundary for the northern edge of downtown. The building currently includes an Indian restaurant (Panjabi Tadka). Ownership of the building recently changed hands and key informants mentioned that the owner may be creating an event space. The building has some surface parking along Gridiron Street but may not be adequate for a food hall.

Finally, the Peter Pan Bus Barn is located at 11 Liberty Street, north of the elevated railroad tracks and adjacent to I-91. The owner is planning to relocate the bus maintenance functions to a new location and this site might become available. The site is 2.26 acres (nearly 100,000 square feet) and has a 39,000 square foot building constructed in 1971. The site has potential visibility from I-91 and has generally easy access, especially coming from the north on I-91. The current uses around the site, including a self-storage facility, a USPS distribution center, and two-story office buildings, do not enhance the retail environment. The site appears large enough to accommodate some parking and there is street parking and perhaps nearby parking lots could be used as well, particularly on weekends.

Based on the site criteria and analysis of the sites, the following chart identifies the sites that are highly feasible, feasible, or challenged. The most feasible location is the Worthington Street restaurant district. Other feasible locations include Tower Square, the new civic center garage, and the Peter Pan bus barn.

Site #	Site	Feasibility
1	101 State Street	Challenged
2	1208 Main St (Shean Block)	Challenged
3	Juvenile Court	Challenged
4	Old First Church, State Street	Challenged
5	1365 Main Street	Challenged
6	New civic center garage	Feasible
7	Tower Square	Feasible
8	Worthington Street/Stearns Square "restaurant district"	Highly feasible
9	1678 Main St (Hippodrome Theater)	Challenged
10	11 Liberty Street (Peter Pan Bus Barn)	Feasible

Economic Analysis

Development costs

Development costs are highly specific to the selected site and vary based on local labor costs, site conditions, square footage, new construction vs. rehabilitation, vendor fit out, and levels of finish. Building a food hall often compares in cost with constructing a restaurant, although the food hall has multiple kitchens.

To determine an order-of-magnitude development cost, we can look at two modern market facilities.

- Milwaukee Public Market: the development cost of the 26,000 square foot facility was approximately $10 million in 2005. According to the Bureau of Labor Statistics CPI Inflation Calculator, this equates to $16.3 million today, or $627 per square foot.
- Worcester Public Market: the development cost of the 18,000 square foot market hall and 48 apartments above on three levels (72,000 total sf), was approximately $23 million in 2005. This equates to $31.9 million today, or $443 per square foot.

Assuming a food hall in Springfield is 16,500 square feet and development costs equal $400-600 per square foot, the total development budget would be between $6.6 and $9.9 million.

As the operating budget shows (below), the food hall is unlikely to provide adequate cash flow to cover the full cost of development. Therefore, the project might require subsidized capital and/or grant support, as is typical of these types of projects.

Operating budget

A detailed operating budget, projected over five years, is found in Appendix F.

Income

Vendor rents

The principal source of income for food halls is typically vendor rents. Rental structures vary. Most food halls charge vendors a percentage of their gross sales (sometimes up to 30% of gross sales), while some charge flat rates (such as the Worcester Public Market), and some a combination of the two. Some markets charge both base rents and a share of operating costs, called either CAM (common area maintenance) or OpEx (operating expenses). The Milwaukee Public Market follows this model.

This feasibility study includes a rent structure that includes base rent, CAM, and percentage rent. While somewhat complex, it does the best job of sharing risk and reward between the tenant and landlord, while ensuring the landlord has a steady stream of revenue regardless of sales. The percentage rent component allows rents to be lower if sales are lower, but rents rise as sales become higher.

This structure creates an economic partnership between landlord and tenants, incentivizing the developer to find hard working and talented vendors and to invest in quality operations, marketing, and programming that drive customers to the food hall and increase their satisfaction. While vendors never like to pay more in rent, they should want the landlord to have adequate resources to run the facility well and have a vested interest in their success. The key is to ensure that rents never become too onerous (as measured by rent as a percentage of sales) and that the vendors can thrive in a range of sales environments, particularly during the initial years as sales grow over time.

Since percentage rents are not typical for commercial leases, potential vendors will need to be educated about how they work and their benefits to both parties. An important difference between food halls and most commercial spaces is the wide range of services provided by the landlord, items that a storefront business would need to pay directly. These can include:

- **Marketing**. Food halls include on-staff marketing professionals who provide a range of branding, advertising, social media, public relations, classes, and events to promote the market. Vendors can build their own brands and grow their sales with support from marketing professionals and alongside the food hall's brand recognition.
- **Common area utilities**. The food hall provides building-wide HVAC (heating, ventilation and air conditioning), common area lighting, bathroom water and sewer, etc. Vendors typically pay for utilities used within their premises.
- **Tables and chairs**. While vendors can integrate counter seating within their stalls, most indoor and outdoor seating is provided, maintained, and replaced by the food hall.
- **Waste management.** Food halls provide integrated waste management programs, with recycling, trash removal, and sometimes food waste composting.
- **Restrooms**. Public and staff restrooms are provided and maintained by the food hall.
- **Cleaning**. The food hall's day porters and contractors bus and clean the tables, keep the floors and bathrooms clean, and maintain and clean the grease traps and exhaust ducts. Vendors are only responsible for cleaning their own premises.
- **Hood cleaning**. Since the market owns the hoods and needs to ensure their maintenance and operational safety, hood cleaning is included as a market management function.
- **Centralized grease trap**. Every business that cooks needs a grease trap. This function can be centralized rather than under each sink, with the cost of cleaning and maintenance part of the CAM costs.
- **Pest control.** The food hall provides building-wide pest control services.
- **Security**. The food hall is responsible for building security, working closely with the police, installing and operating a camera system, and (if necessary) hiring uniformed security guards.
- **Ice.** Food halls can provide complementary ice to vendors from an accessible ice machine.
- **Technology**. The food hall provides public and private Wi-Fi, background music, security, and other technology services. The integrated POS system offers valuable marketing and management capabilities, including market-wide gift cards, loyalty cards, and sophisticated CRM (customer relationship management) functionality.
- **Business support services.** POS reporting can provide management with a wealth of comparative sales data that it can share with vendors to guide business analytics and support vendor growth. Using the data and other research (such as secret shoppers), management can work with each vendor to improve operations and increase sales.

- **Coordinated food ordering and delivery**. The growth in on-demand food delivery is particularly attractive in a multi-vendor environment, giving customers diverse choices. The food hall can promote and coordinate food ordering, delivery and pick-up services to maximize opportunities for vendors.
- **Event spaces.** Vendors can use the event spaces for classes or demonstrations that promote their products and share their expertise.
- **Catering opportunities.** Many events at the food hall will need catering services and the vendors are well positioned to capitalize on these. Food hall management promotes catering opportunities to market vendors and helps coordinate these relationships.

The percentage rent structure allows variation in rents paid by different vendors, providing relief for vendors who are struggling (hopefully just temporarily) while helping the food hall achieve enough revenue to operate in the black.

The key is to structure the rents to meet the following conditions:

- A **fixed base rent** that is paid monthly regardless of sales, ensuring the vendor shows up and makes at least minimal effort. Failure to pay base rent makes it more straightforward for a landlord to terminate a lease, if necessary. Base rents should approximate storefront rents per square nearby (because vendor spaces are small, the resulting base rents are still reasonable). In the pro forma, rents per square foot are $30 for prepared food vendors, $25 for specialty food, and $40 for the bar.
- A **fixed CAM charge** that helps offset some of the cost of operating the food hall (items such as cleaning and other site personnel, utilities, property taxes, marketing costs, maintenance, waste management, and supplies). In the pro forma, CAM charges per square foot are $30 for prepared food vendors, $25 for specialty food, and $30 for the bar. The fixed CAM charge means that vendors won't be surprised if operating costs are higher than projected and the lease allows these costs to be passed on to the tenant.
- **Percentage rent** that kicks in at monthly sales over a minimum threshold, where the vendor should be operating profitability. Depending on the products sold, this is typically gross sales between $20,000 and $30,000 per month. The percentage should not be onerous so the vendor can still achieve profits. In the pro forma, the percentages are 12% for prepared foods, 10% for specialty foods, and 14% for the bar.
- **Reduction in the percentage** if monthly sales are particularly high, so the rent does not climb beyond reasonableness. In the pro forma, the percentages drop in half when sales average about $76,000 per month.

Private events

The ability to host private events will depend in large part on the spaces created within the food hall that support events and having adequate staff to recruit and manage events.

- **Event room**. The pro forma assumes an event room of 1,600 square feet and that events generate $30 of net revenue per attendee (this could be a mix of location fees and F&B profits). Assuming 24 events per year and revenue of $6,000 per event, the event space would generate $144,000 in revenue in year one. By year five, there are 43 events generating $292,000 in revenue.
- **Mezzanine events**. Twelve smaller events are budgeted with revenue of $2,500 per event, or $30,000 per year.

- **Food hall events**. Food hall events are "buy-outs" of the entire food hall for large parties, where the vendors are paid to provide small plates of their offerings. The pro forma assumes three buy-outs in year one with net revenue to the food hall of $15,000 per event, for $45,000 in year one. By year five, there are six buy-outs with total net revenue of $102,000.

Based on these assumptions, total private event revenue equals $219,000 in year one and grows to $4582,00 in year five.

Merchandise

The pro forma assumes some swag sales and other merchandise. Net revenue is estimated at $1,000 in year one and $1,360 in year five.

Adjusted Gross Income (AGI)

Gross Income is estimated at $1.54 million in year one. This number is adjusted by estimates for bad debt (1.0% of rental income in year one and then stabilizing at 3.0% in year four and onward) and a vacancy factor (25% of rental income in year one, 15% in year two, and then stabilizing at 5% thereafter).

AGI is $1.20 million in year one and rises to $1.92 in year five.

Expenses

The highest expense of operating a food hall is typically staff salaries. In the pro forma, staff include:

- Market Manager
- Day Porters (who are responsible for cleaning, waste management, light maintenance, being the "eyes and ears" of the food hall). The pro forma budgets for one lead porter plus three FTE.
- Marketing Coordinator
- Private Events Coordinator (one full-time) and support staff (one half-time FTE)
- Staff Accountant (half time)

For the first several years, the Market Manager, Marketing Coordinator, and Private Events Coordinator are expected to be full time positions. As the food hall settles into an operational groove, these positions might require less time.

To determine the approximate cost of these positions, comparable job titles were identified in the federal Bureau of Labor Statistics database of wages in Springfield and the median wage for this title was utilized, inflated to August 2025 dollars. Fringe benefits were calculated at 25% and payroll taxes at 7.5%, with annual wage increases of 3.5%. Total year one staff costs are estimated at $641,565.

Other major expenses will likely include:

- Contract services (night cleaning, pest control, hood cleaning and maintenance, grease trap cleaning and maintenance, linen service, and sprinkler/fire monitoring)
- Maintenance and repair
- Marketing
- Supplies

- Technology
- Travel/conferences
- Utilities
- Waste management

These operational expenses total are estimated at $368,000 in year one and increase 3% per year. With payroll costs, total food hall operations are estimated at slightly above $1 million in year one.

Other expense items in the pro forma include a management fee, property taxes, customer parking subsidies, and professional services. Along with food hall operations, total expenses are estimated at $1.33 million in year one and increase to $1.51 million in year five.

The pro forma identifies a net operating loss in year one of about $132,000, positive income of about $82,000 in year two, and then increasing to $309,000 in year five.

	Year 1	Year 2	Year 3	Year 4	Year 5
Food Hall Rents					
Base rent	469,125	483,199	497,695	512,626	528,004
Percent rent * % rent factor	458,366	504,203	554,623	582,354	611,472
Market OpEx	396,955	408,864	421,130	433,763	446,776
Subtotal	1,324,446	1,396,265	1,473,447	1,528,743	1,586,252
Other Income					
Merchandise	1,000	1,080	1,166	1,260	1,360
Event rental	219,000	287,000	359,000	419,000	458,200
Subtotal	220,000	288,080	360,166	420,260	459,560
Gross Operating Income	**1,544,446**	**1,684,345**	**1,833,614**	**1,949,003**	**2,045,813**
Bad Debt Expense	13,244	27,925	29,469	45,862	47,588
Vacancy Factor	331,112	209,440	73,672	76,437	79,313
Subtotal	344,356	237,365	103,141	122,299	126,900
Adjusted Gross Income	**1,200,090**	**1,446,980**	**1,730,472**	**1,826,703**	**1,918,913**
Operating Expenses					
Market operations	1,009,927	1,048,111	1,104,773	1,144,456	1,184,351
Management fee	96,000	84,000	72,000	74,160	76,385
Taxes	57,750	59,483	61,267	63,105	64,998
Parking	108,000	111,240	114,577	118,015	121,555
Professional services	60,000	61,800	63,654	65,564	67,531
Subtotal	1,331,677	1,364,634	1,416,271	1,465,300	1,514,820
Net Operating Income	**($131,587)**	**$82,346**	**$314,201**	**$361,404**	**$404,093**
Management bonus	FALSE	FALSE	$6,420	$11,140	$15,409
Capital reserve	$0	$0	$75,000	$77,250	$79,568
Profit (Loss)	**($131,587)**	**$82,346**	**$232,781**	**$273,013**	**$309,116**

Conclusion

Springfield appears well positioned for a successful food hall development, following the model of Hartford's Parkville Market and borrowing elements of the thriving Milwaukee Public Market. Like at Parkville, the food hall in Springfield should reflect the culinary diversity of the city and the region, and offer event spaces. A food hall can fill the need for a highly programmed space with casual dining options and event space, which attracts both area residents and visitors. Like at the Milwaukee Public Market, the vendor mix should integrate some fresh and specialty foods to make a more interesting shopping experience and provide supplemental sales to vendors.

The market research determined that a market in Springfield should be able to draw from a 30-minute driving radius, plus visitors. Multivendor markets nearby include Urban Food Brood in Gasoline Alley and the food courts in Tower Square and the MGM casino. Total demand for food at home within the trade areas is nearly $1.3 billion while demand for food away from home is estimated at $928 million. A well-developed and managed market in Springfield could reasonably capture up to $8.4 million in sales for fresh and specialty foods and $10.2 million for food & beverages.

Recommended development strategies include:

1. Develop a food hall, not a public market, with a focus on food and beverage vendors rather than fresh and specialty foods.
2. Target customers from a broad region around Springfield, creating a large enough facility that will be a magnet, in an accessible location with sufficient nearby parking, and with vendors that reflect the unique attributes of the Pioneer Valley.
3. Create the food hall within a mixed-use project to share operational costs and access additional sources of development capital.
4. Tap multiple income streams, including rents, alcohol sales, event space rental and catering, parking revenue, and special events.
5. Provide professional management with the passion and skills to operate a multivendor market and events center.
6. Engage local residents and institutions to achieve authenticity and community buy-in.

The development program for a food hall in Springfield should include 12-20 vendors selling primarily prepared foods and beverages, drawn from the diverse ethnicities and nationalities found throughout the Pioneer Valley. The food hall should provide some of the costly infrastructure needed within the vendor stalls, including kitchen exhaust systems and walk-in refrigeration. The food hall needs to provide 140-180 indoor seats, storage, event spaces, efficient loading and waste management facilities, and a management office. The vendors will need technical assistance and capital support, which can be provided both by market management and third-party providers.

The site for the food hall should be easily accessible, with ample parking, and in proximity to other restaurants and attractions to increase downtown's walkability. The site should be able to accommodate a food hall of 10,000-16,000 square feet. The most feasible location appears to be the Worthington Street "restaurant district" area. Other sites appear feasible as well, including Tower Square, the new civic center garage, and the Peter Pan bus barn. Ideally, the food hall will be within an architecturally interesting, existing warehouse or similar historic building, although successful markets have been created in new buildings. Regardless, the food hall should be designed by an experienced market architect with expertise in both public space design and small food operations.

Active programming will be needed to attract customers and to provide revenue from events. The food hall can create partnerships with numerous organizations to help stage public events. Private event rentals in isolated spaces within the food hall can draw visitors and provide an important stream of revenue.

Based on the experience of other similar developments, total development costs are likely between $6.6 and $9.9 million. Since the food hall is unlikely to provide adequate cash flow to cover the full cost of development, the project will likely require subsidized development capital. Making the food hall an amenity within a larger mixed-use development, as has been done on various similar projects, may offer a viable pathway to implementation. With a strong mix of tenants, income from various sources, and a capable management team, the food hall should be able to achieve positive net operating income by the second year of operations.

Food halls have been developed successfully in the region and throughout the country. They require careful planning and development, and consistent professional management. When done correctly, they can bring extensive benefits to their communities, including support for local entrepreneurs, jobs, and vibrant urban environments. Springfield has the opportunity to learn from these experiences and enjoy similar success.

Appendix A. Interviews

MVI conducted 23 interviews with a diverse group of stakeholders knowledgeable about Springfield, local businesses, and development.

Name	Organization	Sector
Ray Berry, Owner	White Lion Brewing Co.	Business
Matt D'Amour, VP, Real Estate & Store Dev	Big Y Supermarkets	Business
Kelly Dobbins, Owner	Iona's Kitchen	Business
Frank Fitzgerald, Broker	Opal Real Estate	Business
Tim Monson, Owner	Monsoon Roastery	Business
Payton Shubrick, CEO	6 Bricks Cannabis	Business
Teri Skinner, Owner	Nosh Café	Business
Sara Smith, General Manager	Tower Square	Business
Edison Yee, President	Bean Restaurant Group	Business
Betsy Johnson, President	Metro Center Association	Community
Dinesh Patel, Principal	Tower Square	Developer
Raipher Pellegrino, Principal	Raipher PC	Developer
Ed Woodbury, Principal	McCaffrey Development	Developer
Lavar Click-Bruce, City Councilor	City of Springfield	Government
Sean Curran, City Councilor	City of Springfield	Government
Jose Delgado, City Councilor	City of Springfield	Government
Tim Sheehan, Chief Development Officer	City of Springfield	Government
Gene Cassidy, CEO	Eastern States Exposition	Nonprofit
Michelle Grout, Executive Director	Springfield Bus Improvement District	Nonprofit
Tony Maroulis, Executive Director	Community + Strategic Initiatives, UMass	Nonprofit
Andrew Melendez, Executive Director	Latino EDC	Nonprofit
Liz O'Gilvie, Director	Springfield Food Policy Council	Nonprofit
Mary Kay Wydra, President	Convention & Visitors Bureau	Nonprofit

Summary of findings

This summary was generated by Microsoft Copilot from the interview notes.

Project Goals and Vision

The primary aim of the food hall/public market initiative is to invigorate Springfield's downtown economy by providing a vibrant, walkable destination that supports local entrepreneurs, offers diverse food and specialty products, and complements existing city assets such as housing developments and cultural institutions. Stakeholders envision the market as a mixed-use development that integrates market-rate housing, supports small businesses, and enhances community engagement. Success models referenced include Reading Terminal Market in Philadelphia, Hartford's food hall, Worcester Public Market, and Time Out Markets, which combine food, entertainment, and retail in adaptive reuse spaces.

Background and Economic Context

Springfield has faced significant economic challenges, including bankruptcy in 2004 and recovery efforts involving state oversight and federal funding, particularly after the 2012 tornado that severely impacted low-income areas. Recent investments, such as ARPA funds for small business development, and the presence of institutions like UMass satellite campus, position the city for revitalization. However, issues remain, including a fragmented housing mix and a need for better promotion of the city's cultural assets like the Basketball Hall of Fame and Springfield Armory.

Community and Vendor Perspectives

Interviews reveal strong community interest in fresh, specialty, and culturally diverse foods reflecting Springfield's Latinx, Southeast Asian, and Black populations. There is recognition of a food desert and a need for affordable, accessible fresh food options. Local entrepreneurs, food truck operators, and restaurateurs express enthusiasm but note challenges such as insufficient business acumen, lack of consistent vendor commitment, and the need for technical assistance and shared commercial kitchen facilities. The importance of engaging minority and immigrant entrepreneurs and providing ongoing support is emphasized.

Location Considerations

Potential sites discussed include areas near the train station (Paramount Station and Worthington Street corridor), Tower Square, Stearns Square, Mason Square, and the waterfront. Proximity to parking, walkability, and safety are critical factors. Several stakeholders caution against locating near the casino due to concerns about patron flow and family-friendliness. The Tower Square area is seen as promising due to existing infrastructure and anchor tenants, though parking challenges persist. Adaptive reuse of historic buildings and integration with new housing developments are viewed as opportunities.

Implementation Strategies

There is consensus that a food hall/public market should be part of a mixed-use development, ideally led by private developers with nonprofit partnerships. The project requires strong leadership, dedicated management, and a clear business model that includes event programming, marketing, and community engagement. Stakeholders highlight the need for a technical assistance provider familiar with the community to support entrepreneurs. Funding sources may include grants, ARPA funds, and philanthropy, though local funding is limited and competitive.

Challenges and Opposition

Challenges include overcoming negative perceptions of downtown Springfield, addressing safety concerns, and ensuring affordability for vendors and customers, particularly given high SNAP participation rates. Opposition may arise from existing businesses such as MGM casino, which may prefer to retain patrons within their facilities. Additionally, there is skepticism about the city's capacity for genuine community engagement and the need for a strategic public relations campaign to educate residents about the food hall concept.

Existing Food Scene and Market Demand

Springfield's food scene includes a mix of long-standing restaurants (e.g., The Student Prince Café, Red Rose Pizzeria), ethnic eateries, and food trucks. However, downtown lacks sufficient fast-casual options, sports bars, and fresh specialty food venues. The MGM Springfield food court serves some demand but is limited in scope and accessibility. There is a growing residential population downtown, with market-rate housing units increasing, but office employment remains below pre-pandemic levels. Visitors from suburban areas and events at venues like the Mass Mutual Center contribute to potential customer bases.

Stakeholder and Institutional Support

Key stakeholders include city councilors, economic development officials, local business improvement districts, food policy councils, educational institutions (UMass Amherst, Springfield College), and regional organizations like the Economic Development Center of Western Mass. Partnerships with entities such as the Food Bank of Western Mass and Community Foundation of Western Mass are seen as vital. Political support from local legislators and the governor is considered important for funding and advocacy.

Summary Table of Key Aspects

Aspect	**Details**
Goals	Economic revitalization, support for local entrepreneurs, fresh and specialty foods
Models	Reading Terminal Market, Hartford Food Hall, Worcester Public Market, Time Out Markets
Locations	Tower Square, Worthington Street corridor, Mason Square, waterfront, near train station
Vendor Types	Restaurateurs, food trucks, new Americans, specialty food producers
Challenges	Safety, parking, affordability, community engagement, opposition from casino
Support	City resources, ARPA funds, philanthropy, technical assistance providers
Community Needs	Affordable fresh food, cultural representation, accessible event space
Housing Integration	Market-rate housing to support customer base

Appendix B. Reports

MVI reviewed the following reports:

1. Springfield Metro Center Neighborhood Investment Plan 2025-2035
2. "An Update of Residential Market Potential for the Downtown Study Area, City of Springfield," Zimmerman/Volk Associates, 9/2023
3. Springfield Public Market Feasibility Study 2001, Market Ventures, Inc., prepared for Springfield Business Development Corporation
4. "Accelerating Inclusive Growth in the Pioneer Valley: A Prospectus for Transformative Investment," MassINC and Cambridge Econometrics
5. "The Economic Impact of Visitors in Massachusetts 2023," Dean Runyan Associates, October 2024

Appendix C. Trade Area Analysis

Three separate trade areas were defined for the food hall/public market, based on the experience of similar facilities data and the geography of Springfield: a five-minute drive time, 5-15 minute drive time, and 15-30 minute drive time. Demographic data about the three trade areas were acquired from Claritas, a national market research data company.[5]

Trade area 1: residents of five-minute drive time around downtown Springfield.

The rings are centered on 1500 Main Street (Tower Square). Trade area 1 includes Springfield's downtown area and a small part of East Springfield.

The market will be easily accessible for residents in this trade area: some can walk, or it is a short drive, bike ride, or bus trip. There is limited competition within this area for fresh foods so the market could be a convenient place to buy fresh products for trade area one residents.

Figure 13. Trade Area 1

Trade area 2: the band between a five- and fifteen-minute drive. This band encompasses the rest of Springfield and its neighboring communities, including Holyoke to the north,

For customers from this trade area, the market will be reasonably convenient but there are many other places to purchase fresh foods and dine.

[5] The acquired data include information from the 2020 U.S. Census, estimates developed by Nielsen-Claritas for 2024 based on the 2020 Census, and projections for 2029. Nielsen-Claritas provides the data as rings around the site address, so the second trade area includes both the first and second areas and the third trade area includes all three areas. Where the underlying data permits, MVI has separated the data into distinct bands, so, for example, the second trade area includes only the population between the five- and fifteen-minute drive time.

Trade area 3: the band between a 15-30 minute drive.

This band represents the greater Springfield area, from Northampton in the north, Westfield in the west, Hartford in the south, and Palmer to the east.

The Regional Market cannot be considered convenient for residents who live more than 15 minutes away yet the experience of other public markets shows that many customers regularly drive to the market from this distance or further. While there is extensive competition for both fresh and prepared foods in this trade area, a large scale, unique market can attract a substantial percentage of residents in this area.

In addition to these trade areas, the demand analysis includes estimates of potential patronage by tourists (defined as anyone who lives outside the 30-minute drive area). For some markets and food halls, this can be a large portion of the customers.

Data about the three trade areas are summarized in the chart below. Where possible, data for each band is independent from the other. In some cases (market with an asterisk) the data includes all the households living with the outer drive radius, not distinct bands.

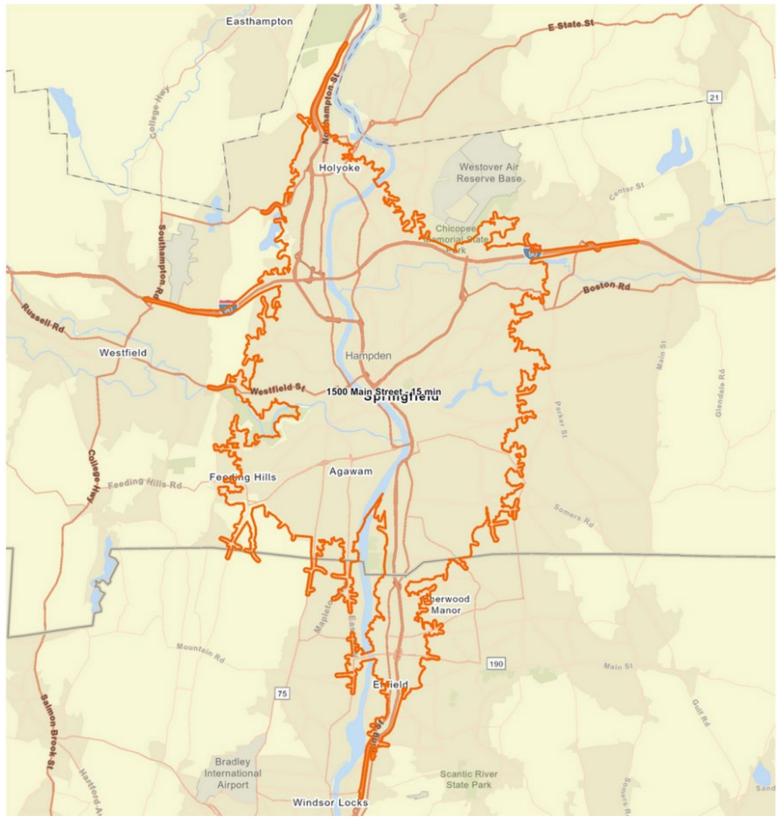


Figure 15. Trade Area 2

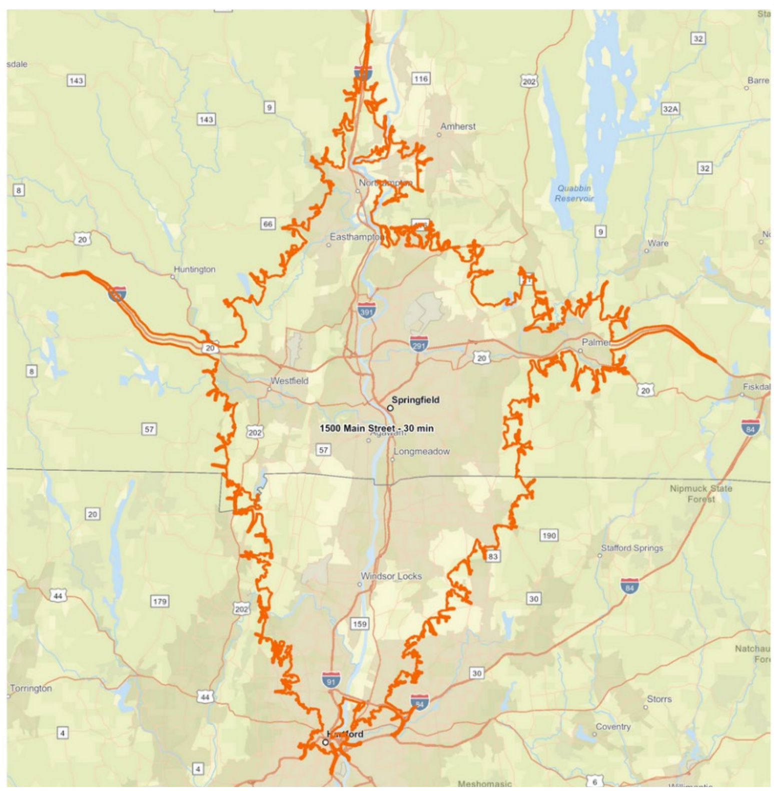


Figure 15. Trade Area 3

Drive time:	5 Min	5-15 Min	15-30 Min	Total	USA
Population 2020 census	20,785	261,519	390,077	672,381	331,449,281
Population 2025 estimate	20,403	258,041	388,852	667,296	336,482,000
Population 2030 projection	20,319	257,656	392,413	670,388	343,754,000
Population change 2020-2025	-1.8%	-1.3%	-0.3%	-0.8%	1.5%
Population change 2025-2030	-0.4%	-0.1%	0.9%	0.5%	2.2%
Population change 2025-2030	-84	-385	3,561	3,092	
Racial diversity (% non-white)	73.8%	46.6%	31.2%	38.5%	24.7%
Percent Hispanic 2025	66.0%	35.6%	14.0%	24.0%	19.5%
Households 2025	8,996	101,171	159,023	269,190	
Average household size	2.27	2.55	2.45	2.48	2.54
Median age*	34.3	38.1	40.6		38.8
Median household income 2025*	$20,801	$54,878	$71,203		$83,730
Mean household income 2025*	$42,201	$80,000	$98,693		$114,395
Household income >$75,000/yr	1,507	41,207	86,153	128,867	
Household income >$75,000/yr	16.8%	40.7%	54.2%	47.9%	46.8%
Families below poverty line*	39.8%	16.2%	10.4%		9.1%
Family households	31.7%	64.4%	37.6%	47.5%	
Age 35-64*	35.6%	36.5%	37.5%		
Workforce participation*	48.6%	58.9%	61.3%		
Households without vehicles	43.2%	14.4%	9.6%	12.5%	
Bachelor's Degree	9.6%	16.1%	21.7%	19.3%	21.2%
Master's, Professional or Doctorate	6.1%	11.3%	15.9%	13.9%	13.8%
Total	15.7%	27.4%	37.6%	33.2%	35.0%

* Rings, not bands

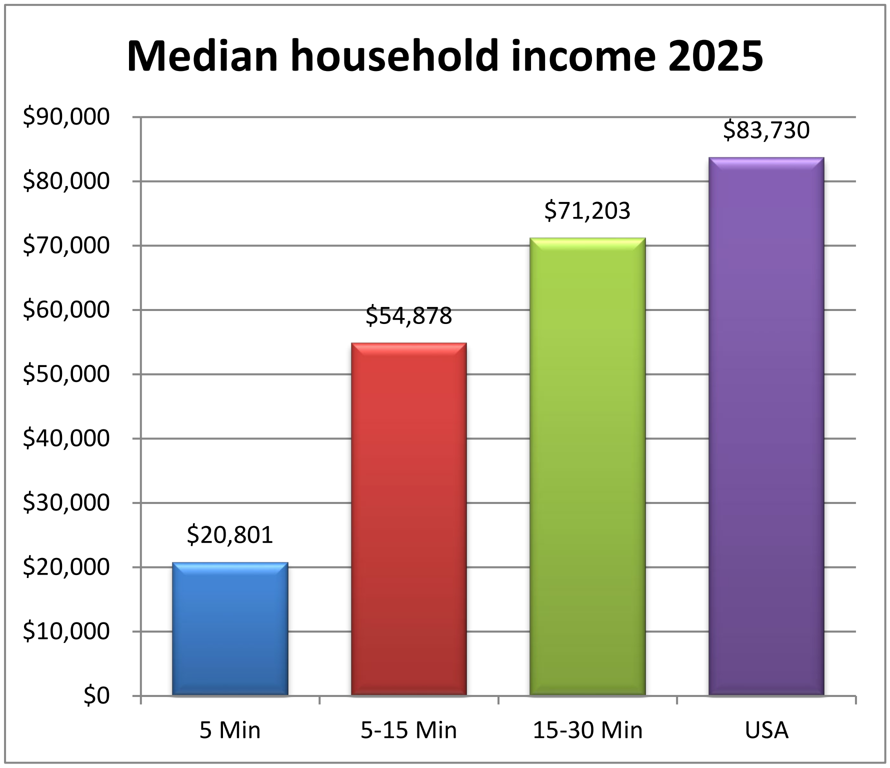
Trade Area 1: five-minute drive

2025 population for the five-minute drive is estimated at 20,403 people, which represents a 1.8% decrease from the 2020 Census count. According to Claritas, the population is expected to drop slightly by 2030. However, the population might increase because of nearby development, including new housing developments in the downtown.

Trade area one is estimated to have 8,996 households in 2025, with an average household size of 2.27, well below the national average of 2.54 and below the region as a whole at 2.48. Less than a third of these households are families, compared to 47.5% in the region. Typically, small household size and smaller percentage of families would suggest lower than average purchases for fresh food per household.

The median age of the population, at 34.3, is far below the region at 40.6 and the national median of 38.8. Younger customers typically spend less on average than middle aged customers for fresh and prepared foods. They typically are more interested in experiences and dining out, such as events and food truck rallies.

Median household income in this trade area is very low at $20,801 compared to $54,878 in the second ring and $71,203 in the third ring. By contrast, median 2025 household income in the USA is $83,730. Similarly, average household income is well below the other trade areas and the national average.

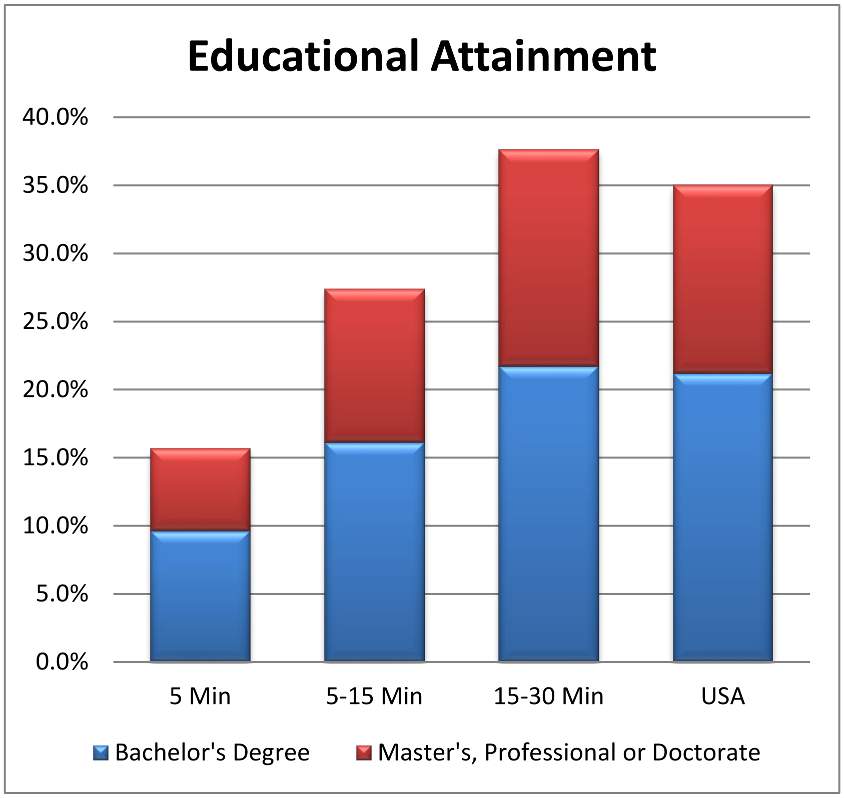


Not every household in the first trade area has low income, although only 17% of households have a household income of more than $75,000. These households are likely to spend more at the food hall/public market.

This trade area is also marked by significant numbers of households living in poverty. Nearly 40% of the families in this area are below the federal poverty line. Many households in this group likely quality for SNAP and other food assistance programs, presenting sales opportunities for fresh food and grocery products, although food assistance programs have recently been slashed by the federal government.

A large percentage of households in this trade area do not own a vehicle (43.2%), far above the regional share of 12.5%. Convenience becomes very important for food shopping so the market can benefit from its close proximity to households in the first trade area.

Educational attainment typically has a strong correlation with higher spending for quality food. The first trade area is well below the other areas in education: 15.7% of the population over 25 years old has a bachelor's degree or higher, compared to 27.4% of the second area and 37.6% for the third area. The chart labeled "Educational Attainment" demonstrates the relative levels of educational attainment in the trade areas.



The population in this trade area is very diverse. Nearly three-quarters (73.8%) of residents identified themselves as non-white compared to 31.2% in the third trade area and 24.7% for the country. Trade areas one has a very large Hispanic population, with 66.0% of the residents, compared to 19.5% nationally.

Although the population is small, the first trade area could provide an important customer base because the market would be highly convenient to these residents and there is limited competition from supermarkets and other food stores. The small household size, lower educational attainment, and the low household income all suggest that residents of this trade area will not be the highest spending customers for fresh food, yet the use of SNAP and DoubleUp Food Bucks could substantially increase spending power and the public market could play an important role in food access for residents of this area.

Trade Area 2: Area between 5-15 minute drive

The band between five- and fifteen-minute drive time has nearly 13 times more residents than the first trade area, with a population estimated at 258,041 in 2025. This band is estimated to have lost about 1.3% of its population between 2020 and 2025 and is expected to lose a small number of residents by 2030.

Trade Area 2 is divided into 101,171 households, with an average household size of 2.55, the largest of the trade areas. The median age at 38.1 is above the first trade area but below the third area and just slightly below the national average. While not as diverse as Trade area 1, this trade area is 46.6% nonwhite, far above the national rate of 24.7%. The trade area is

Median household income in the 15 minute ring area is well above the first trade area but still relatively low at $54,878 compared to the national median of $83,730. 41% of households have income of more than $75,000, while 16.2% of families live below the poverty line.

Educational attainment in this trade area is higher than the first trade areas but lags well below the third area and the national average.

Trade Area 2 has a substantial but stagnant population with average household size, modest household income, and modest educational attainment. The Market is reasonably convenient to residents of this trade area and 41% of households have income above $75,000. While there is convenient places to shop and eat throughout the trade area, the Market is reasonably convenient to this population and could offer a unique experience.

Trade Area 3: Band between 15- and 30-minute drive

The band has an estimated population of 388,852 people, so it is the largest trade area. While the population dropped slightly in the past five years, it is projected to grow slightly by 2030, with about 3,600 new residents.

The trade area contains about 159,000 households. The third trade area is the least diverse of the three but still diverse compare to the nation, with 31.2% of the population being non-white and 14.0% Hispanic. The area has average household size of 2.45, under the national average of 2.54. It is the wealthiest, with median household income of $71,203. A slight majority (54.2%) of households have income more than $75,000. Finally, this area has the highest educational attainment, with 37.6% of the population aged 25+ having a bachelor's or higher degree (compared to a national rate of 35.0%).

Given these demographic characteristics, customers from this area would be expected to have the highest average sales at a market. However, a site in downtown Springfield would not be convenient for residents of this area. There are many more convenient places nearby for them to buy fresh or prepared food.

Visitors

Typically, visitors are attracted to food halls/public markets because they are unique places, offering a window into the culture of the region where they are located. As Americans have become more interested in food and cuisine, they are searching out food halls/public markets when they travel. Tourists are often well educated and higher income, and willing to spend significantly at a market.

Based on MVI's research at other public markets, tourists are generally more interested in buying prepared foods and craft items than fresh foods, although there are exceptions. Some fresh food vendors in public markets have found creative ways to sell to tourists, such as the fish merchants at Pike Place Market, but this requires a sophisticated shipping operation.

Sales Potential

Based on the demographic profile of area residents and typical expenditure patterns as determined by the Bureau of Labor Statistics' Consumer Expenditure Survey, Claritas estimates the retail sales potential for consumer goods. Using their estimated per capita expenditures for various food items, Claritas creates a Food Purchasing Index that compares local expected purchases to national averages on the household level. In any category, a score of 100 means that households within the defined trade area are expected to buy exactly the same as the national household average. If households in the targeted trade area are expected to purchase less of a particular product, the index will be less than 100. Conversely, if they are expected to buy more of a certain item, the index will be more than 100. For example, if the average household in the trade area is expected to buy $1,200 worth of baked goods per year and the national average is $1,000 per household, then the index would be 120.

For each trade area, the estimated food purchasing index for 2025 is:

Springfield Trade areas	Index Score		
Yr 2025 Estimate	5 Min Drive	5-15 Min Drive	15-30 Min Drive
Food at Home - overall	65	87	95
Food away from Home - overall	58	79	90
Market categories			
Baked goods	73	92	100
Dairy	72	89	97
Meat (beef)	65	79	85
Poultry	66	82	90
Prepared foods	65	81	90
Produce - fresh vegetables	75	94	104
Seafood - fresh	76	100	111
Specialty food (jams, jellies)	63	81	90
Sweets	64	81	90
Coffee	61	80	90

For nearly every category in the first two trade areas, the food purchasing index is below 100. In the first trade area, food away from home is particularly low at 58. In the second trade area, only seafood meets the national average. In the third trade area, three of the scores meet or exceed 100, including baked goods, fresh fruits and vegetables, and seafood.

The chart below shows the Claritas estimates for aggregate annual food and beverage expenditures divided between the types of products typically found in public markets, in millions of dollars. These data give an indication of the magnitude of dollars in the region being spent on different types of foods. Very modest growth or slight declines are expected over the next five years. The highest growth is expected in the third trade area, with an overall bump of 5.5%:

5 min drive **Market categories**	2025 Estimate (000,000s)	2030 Projection (000,000s)	Δ $ (000,000s)	Δ %
Baked goods	$4.0	$4.2	$0.2	4.7%
Dairy	$3.9	$4.0	$0.1	1.4%
Meat	$4.4	$4.2	($0.2)	-4.5%
Poultry/eggs	$2.0	$2.0	($0.1)	-3.4%
Prepared foods	$1.8	$1.9	$0.1	4.5%
Produce - fresh	$6.0	$6.3	$0.3	4.7%
Seafood	$1.5	$1.6	$0.1	3.8%
Specialty food	$3.4	$3.6	$0.2	4.7%
Sweets	$1.4	$1.5	$0.1	4.7%
Coffee/Tea	$1.1	$1.1	$0.1	6.1%
Total	$29.6	$30.3	$0.7	2.3%

5-15 min band **Market categories**	2022 Estimate (000,000s)	2027 Projection (000,000s)	Δ $ (000,000s)	Δ %
Baked goods	$59.4	$62.6	$3.2	5.3%
Dairy	$57.5	$58.8	$1.3	2.2%
Meat	$63.1	$60.9	($2.2)	-3.5%
Poultry/eggs	$29.9	$29.1	($0.8)	-2.7%
Prepared foods	$26.7	$28.3	$1.5	5.6%
Produce - fresh	$89.9	$94.8	$4.8	5.4%
Seafood	$22.6	$23.8	$1.2	5.3%
Specialty food	$51.0	$53.7	$2.7	5.3%
Sweets	$21.5	$22.7	$1.1	5.3%
Coffee/Tea	$16.0	$17.0	$1.0	6.4%
Total	$437.9	$451.7	$13.8	3.1%

15-30 min band **Market categories**	2022 Estimate (000,000s)	2027 Projection (000,000s)	Δ $ (000,000s)	Δ %
Baked goods	$107.3	$115.7	$8.4	7.8%
Dairy	$103.5	$108.2	$4.7	4.5%
Meat	$113.1	$111.6	($1.5)	-1.3%
Poultry/eggs	$54.0	$53.7	($0.3)	-0.6%
Prepared foods	$48.9	$52.8	$4.0	8.1%
Produce - fresh	$162.6	$175.3	$12.7	7.8%
Seafood	$41.5	$44.8	$3.3	8.0%
Specialty food	$92.7	$99.7	$7.1	7.6%
Sweets	$39.1	$42.1	$3.0	7.7%
Coffee/Tea	$29.4	$32.0	$2.6	8.7%
Total	$792.1	$836.0	$43.9	5.5%
Total (3 Trade Areas)	$1,259.6	$1,317.9	$58.3	4.6%

In total, residents in this region are estimated to spend about $1.26 billion on fresh and specialty foods for home consumption. Combined, the three trade areas are expected to see an increase of $58.3 million in demand for fresh and specialty foods over the next five years, a 4.6% increase.

Consumers also spend on food to eat away from home. Claritas provides estimates of consumer demand for various categories in the food away from home sector. Using the categories most appropriate for a food hall/public market, the charts below show that there is about $19.7 million of demand for food away from home from residents of the first trade area, $315 million in the second trade area, and $593 million in the third. Very little growth is forecast for the next five years.

5 min drive	2025 Estimate (000,000s)	2030 Projection (000,000s)	Δ $ (000,000s)	Δ %
Fast food	$9.1	$8.8	($0.3)	-3.4%
Full service restaurants	$9.0	$8.9	($0.1)	-1.4%
Alcoholic beverages at restaurants, taverns	$1.5	$1.5	($0.0)	-2.9%
Total	$19.7	$19.3	($0.5)	-2.4%

5-15 min band	2025 Estimate (000,000s)	2030 Projection (000,000s)	Δ $ (000,000s)	Δ %
Fast food	$140.0	$137.2	($2.8)	-2.0%
Full service restaurants	$149.1	$148.4	($0.7)	-0.4%
Alcoholic beverages at restaurants, taverns	$26.2	$25.9	($0.3)	-1.1%
Total	$315.3	$311.5	($3.8)	-1.2%

15-30 min band	2025 Estimate (000,000s)	2030 Projection (000,000s)	Δ $ (000,000s)	Δ %
Fast food	$258.3	$258.1	($0.2)	-0.1%
Full service restaurants	$283.2	$288.5	$5.4	1.9%
Alcoholic beverages at restaurants, taverns	$51.5	$51.8	$0.3	0.7%
Total	$592.9	$598.4	$5.5	0.9%
Total (3 Trade Areas)	$927.9	$929.2	$1.3	0.1%

What sales could a food hall/public market reasonably expect to capture from these three trade areas? The following chart shows MVI's capture rates estimates and the resulting potential sales.

Sales Analysis - 2025

Springfield Food Hall/Public Market

	5 Min Drive			5-15 Min Drive			15-30 Min Drive			Total		
Population	20,403			258,041			388,852			667,296		
Market categories	Demand (000,000s)	Capture rate	Potential	Demand (000,000s)	Capture rate	Potential	Demand (000,000s)	Capture rate	Potential	Demand (000,000s)	Demand Total	% of total
Baked goods	$4.0	2.0%	$79,800	$59.4	1.0%	$594,000	$107.3	0.33%	$358,000	$170.8	$1,031,800	7.1%
Dairy	$3.9	2.0%	$78,400	$57.5	1.0%	$575,000	$103.5	0.33%	$345,000	$165.0	$998,400	6.8%
Meat	$4.4	2.0%	$87,900	$63.1	1.0%	$631,000	$113.1	0.33%	$377,000	$180.6	$1,095,900	7.5%
Poultry	$2.0	2.0%	$41,000	$29.9	1.0%	$299,000	$54.0	0.33%	$180,000	$85.9	$520,000	3.6%
Prepared foods	$1.8	2.0%	$36,000	$26.7	1.0%	$267,000	$48.9	0.33%	$163,000	$77.4	$466,000	3.2%
Produce - fresh	$6.0	2.0%	$120,900	$89.9	1.0%	$899,000	$162.6	0.33%	$542,000	$258.6	$1,561,900	10.7%
Seafood - fresh	$1.5	2.0%	$30,100	$22.6	1.0%	$226,000	$41.5	0.33%	$138,000	$65.6	$394,100	2.7%
Specialty food	$3.4	1.5%	$51,300	$51.0	0.8%	$382,000	$92.7	0.25%	$232,000	$147.1	$665,300	4.6%
Sweets	$1.4	1.5%	$21,500	$21.5	0.8%	$161,000	$39.1	0.25%	$98,000	$62.1	$280,500	1.9%
Coffee/Tea	$1.1	2.0%	$21,100	$16.0	1.0%	$160,000	$29.4	0.33%	$98,000	$46.5	$279,100	1.9%
Fast food	$9.1	4.0%	$365,700	$140.0	2.0%	$2,800,000	$258.3	0.67%	$1,722,000	$407.4	$4,887,700	33.5%
Full service restaurants	$9.0	1.0%	$90,500	$149.1	0.5%	$745,000	$283.2	0.17%	$472,000	$441.3	$1,307,500	9.0%
Alcoh bev at restaurants, taverns	$1.5	4.0%	$61,400	$26.2	2.0%	$524,200	$51.5	1.00%	$515,000	$79.2	$1,100,600	7.5%
Total/Average/Total	$49.3	2.2%	$1,085,600	$753.2	1.1%	$8,263,200	$1,385.0	0.38%	$5,240,000	$2,187.5	$14,588,800	0.67%

Appendix D. Case Studies

Selection criteria

MVI identified three public markets/food halls for case studies that offer insights into developing a new market in Springfield. The selected markets met the following criteria:

- Population: markets were selected in communities that approximate the population of the Springfield metropolitan area, which is about half a million people
- Market location: situated within the center city or adjacent neighborhoods
- Recently developed: established within the past 20 years, recent enough to be modern but with at least five years of operating history
- Development type: the selected markets represent several approaches to private sector development and operations, including both for-profit and nonprofit models
- Vendor mix: vendors offering food & beverage and fresh/specialty foods

Two of the selected markets opened in 2020 and are near Springfield: the Worcester Public Market and the Parkville Market in Hartford. The other market is the Milwaukee Public Market, which opened in 2005.

Worcester Public Market

Overview

The Worcester Public Market, opened in 2020, is a 28 vendor, 18,000 square food hall/public market occupying the ground floor of a four-story building with 48 units of rental housing above. The Market, located just south of downtown in the Canal District, was developed by a local architect and operates as an independent, nonprofit corporation.

About Worcester

The Worcester MSA contains about 880,000 people, so it is somewhat larger than Springfield. Worcester is the second largest city in Massachusetts and is about 50 miles to the east of Springfield. The City of Worcester is economically more secure than Springfield, with a median household income of $69,262 compared to Springfield’s $47,101. In terms of educational achievement, 38.3% of Worcester adults have a bachelor's degree or higher, compared to Springfield’s 18.1%. In terms of ethnic diversity, about a quarter of Worcester is Hispanic compared to nearly half of Springfield.

Market location and parking

The Worcester Public Market is located in the Canal District, an emerging redevelopment area immediately south of downtown. The Canal District has numerous historic warehouses that have been adapted to have active ground floor uses, including ethnic restaurants, grocery stores, and other small businesses. The Canal District includes the recently constructed Polar Park, home of the AAA minor league baseball team Worcester Red Sox. Several large residential developments have been constructed nearby in the past decade, increasing the neighborhood population.

The Public Market is located one block west of I-290, providing easy access to the entire region. I-290 has a highway exit onto Kelley Square, a busy roundabout with about 30,000 cars per day. The Public Market faces Kelley Square. See the figure label "Location map, Worcester Public Market."

The Public Market occupies the ground floor of a four-story building with 48 rental units on the upper floors (16 units on each of three stories). Previously, the site was a vacant lot. The building is all new construction.

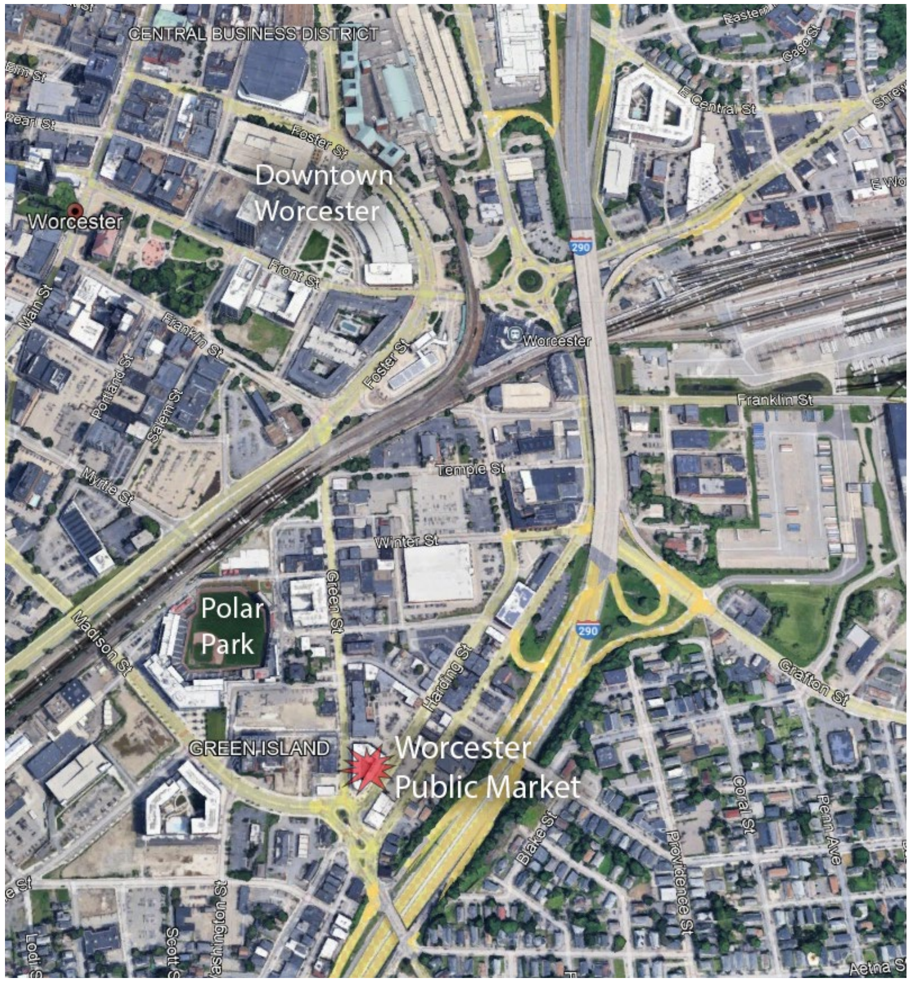


Figure 16. Location Map, Worcester Public Market

The Public Market does not offer free customer parking. The development includes its own paid parking lot that serves both the residential units and Market customers. The first hour of parking is $5 and the second hour of parking is $4. The surrounding streets all have metered parking and there are several other paid parking lots nearby.

Development and operations

The Worcester Public Market is the brainchild of a local architect, Allen Fletcher, who had witnessed the positive impact of multi-vendor markets in Europe and elsewhere in the United States. A longtime Worcester resident, Fletcher wanted to create a catalytic development next to Kelley Square, within the Canal District. Fletcher owns the building with a partner.

He conceived the Market as the ground floor use of a multistory building with upper-level rental housing. Recognizing the need for subsidy to develop and operate the Market, he created a tax-exempt, 501(c)3 organization in 2017, called Worcester Public Market, Inc., to make the project eligible for contributions and grants. The Public Market leases the entire ground floor (except for the entryway to the upper-level apartments) as a tenant of the overall project.

The project's total development cost was approximately $23 million. The land was purchased for $900,000 in 2014. Financing included a bank loan of $16 million, local tax increment financing valued at $838,000 (based on 70% of the assessed value of the developed property), state funding to support the housing (estimated at $2 million), and a $750,000 grant from USDA.

As a tax-exempt nonprofit, Worcester Public Market, Inc. is required to file and make public its annual tax return on Form 990. According to its Form 990 in FY2021, Worcester Public Market, Inc. received contributions and grants of nearly $1.5 million in FY2020, the year the Market opened.

The Market opened in February 2020 but then was forced to shutter for several months during the early stages of COVID-19. It reopened in June 2020.

Mission

The mission of the Market is to:

- Contribute to the urban vitality of the City of Worcester and the Canal District.
- Support the incubation and growth of small, diverse and locally owned businesses.
- Enhance the viability of regional agriculture and food production.
- Create a venue for the joyful congregation of people.

Organization and staffing

Worcester Public Market, Inc. has a board of directors of five people, with Allen Fletcher as president. The nonprofit manages the Market and employs an executive director to oversee daily operations. Many of the employees are called “Floor Managers” (typically called “day porters” or “cleaning staff” at other markets), who are responsible for cleaning, busing tables, and light maintenance. Initially, the Market hired its own security guards but then decided they were not necessary.

The Market operates one of the vendor stalls with a business called Market Pantry, so its staff are Market employees.

According to its Form 990 in FY2023, Worcester Public Market, Inc. had 26 employees over the course of the year. This number might be lower today since the Market no longer hires its own security guards.

Operating schedule

The Market is generally open from 11 am to 8 pm on Wednesday, Thursday, and Sunday, and from 11 am to 9 pm on Friday and Saturday. These are typical hours for a food hall. The Market is closed on Monday and Tuesday. Several Market tenants have their own entrances from the street and they may operate extended hours.

Wachusett Brewing Company operates different hours. It opens at 3 pm on Wednesday and Thursday and operates from noon to 10 pm on Friday and Saturday. It sometimes opens earlier if there is an afternoon game at Polar Park.

Vendors

The Market has 28 vendors. Most are prepared food businesses, offering a range of ethnic foods. Specialty food vendors include coffee, dessert bakeries, and ice cream. There are also vendors featuring nonfood items such as apparel, gifts, photography, and jewelry. The Market recently added a wine bar.

The largest tenant is a brewpub called Wachusett Brewing Company. They occupy about 4,500 square feet, or one-quarter of the Market. The brewpub has both street entrances and direct access to the food court via a large interior garage door, which separates the brewpub from the food court during times when their hours of operation differ.

The Market includes two “pop-up” spaces where start-ups can rent space for $50 per day to test their concepts.

All of the vendors are independent, local businesses. One vendor, Monsoon Coffee Roasters & the Spilled Milk Gang, is based in Springfield. The Market’s executive director has an ownership interest in several of the businesses, including the New England Burger Bah and Tapa Vino wine bar.

Market staff operate a specialty food and gift store called The Market Pantry, which features New England products. It has the largest footprint among the vendors within the market hall.

Most of the vendors are located inside the hall but there are also several more traditional retail storefronts around the edges. Due to their higher elevation on a sloping site, the retail businesses along Green Street are not connected to the interior.

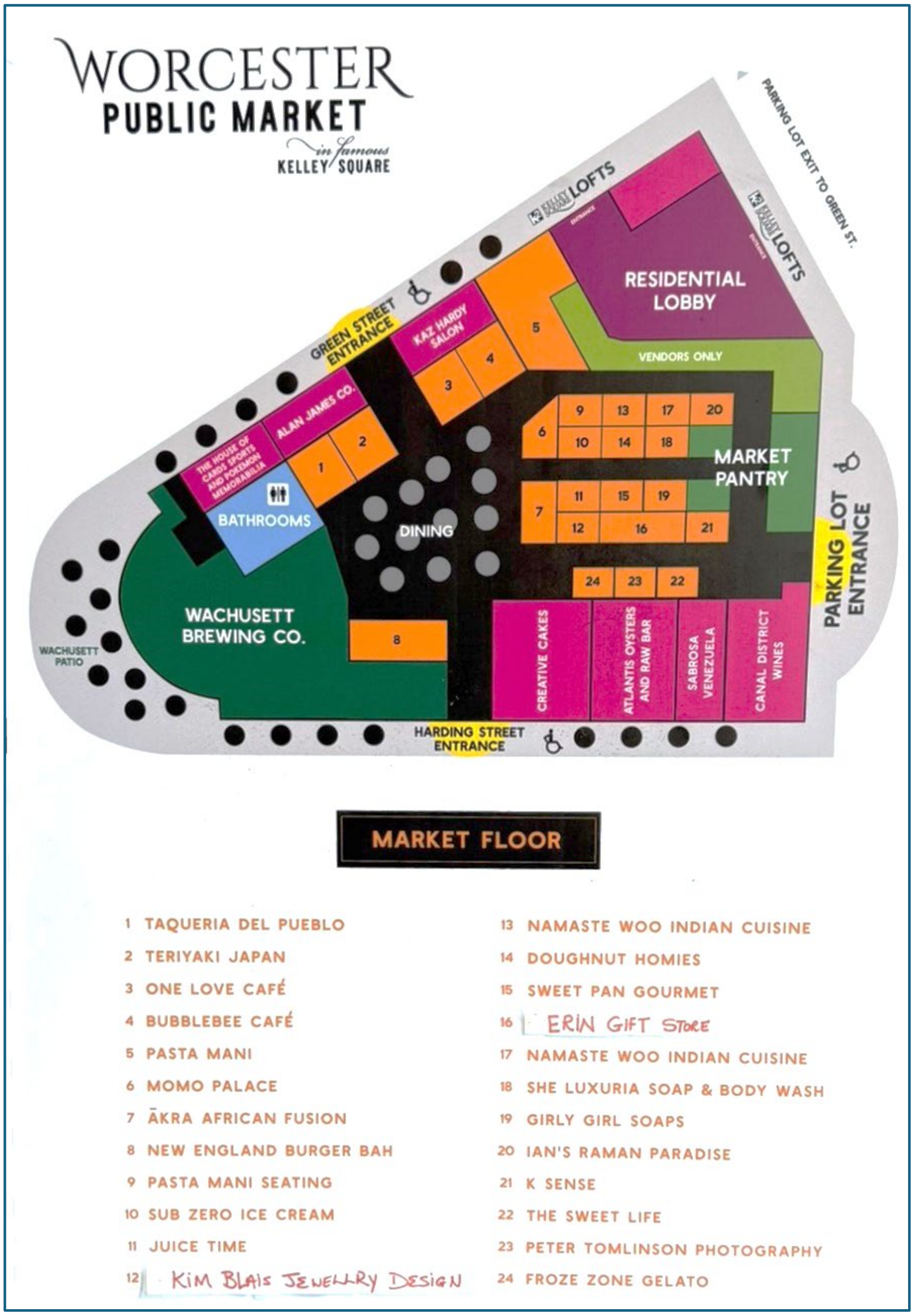


Figure 17. Layout Plan, Worcester Public Market

At the center of the Market are food court-style tables and chairs, with 100 seats. An image of the seating is shown in the figure labeled “Food court seating in Worcester Public Market.” About 10 common tables are located on the outdoor sidewalks. A few of the vendors have their own counter seating. The wine bar has 40 seats while the brewpub has several hundred seats, both indoor and outdoor.

To improve the vendor mix, management has identified the need for a breakfast place, Italian foods (pizza, pasta), an Italian-style bakery, and a bread bakery. They would also like to see fresh foods such as meat and seafood. A vendor sold fresh produce when the Market opened but did not last.

Three-quarters of the vendors are women-owned businesses and 78% are minority owned.

Management reports that there has been constant turnover of businesses since the beginning. Initially, every business was a start-up and required substantial assistance to go through design, stall fit-out, and licensing processes. The Market has been able to maintain nearly full occupancy because of expansion of successful operators, attraction of new tenants, and investments by Market ownership and management into new businesses.

Figure 18, Food court seating in Worcester Public Market

Design and layout

The Market footprint is 18,000 square feet. As shown in the drawing labeled “Layout Plan, Worcester Public Market,” the site is triangular, with Green Street on the north side and Harding Street on the south side.

Vendor stalls have a variety of sizes, with the smallest being interior spaces of only 10 x 12 feet, or 120 square feet. Some vendors have started in these small stalls and then “graduated” to larger spaces. Some stalls only have electric cooking because not all stalls have kitchen exhaust systems. The Market installed and pays the maintenance for all of the kitchen exhaust systems as well as other infrastructure such as sinks and electrical distribution.

The Market was designed without any storage or any office space for management, which management identifies as major oversights. The Market created a small office in a former closet and carved out space for a walk-in refrigerator which has several cages where vendors can store their backstock. The Market also lacks a loading zone so deliveries are made around the Market’s periphery.

The Market includes several types of public art, including murals, sculpture, and a diorama showing the Blackstone Canal and structures in the Canal District in the late 19th century.

Customers

The developer describes the Market as a “middle-class diversion,” meaning that it provides an entertainment and enjoyable experience, not an essential service.

The Worcester Public Market attracts visitors from throughout the city and adjacent towns. The executive developer reports seeing many license plates from Connecticut, as well as many tourists. The Market receives large influxes of visitors when there are games at Polar Park.

Based on data provided by Placer.ai, the Market attracts visitors from a large geographic area. The largest group of visitors come from within five miles of the Market (44%), while one-third come from between five and 30 miles and 23% come from more than 30 miles away.

The map labeled “Visitors to Worcester Public Market, source: Placer.ai” shows the home location of visitors to the Market over the past 12 months. Many of these are one-time visitors, while repeat visitors are much more likely to live near the Market:

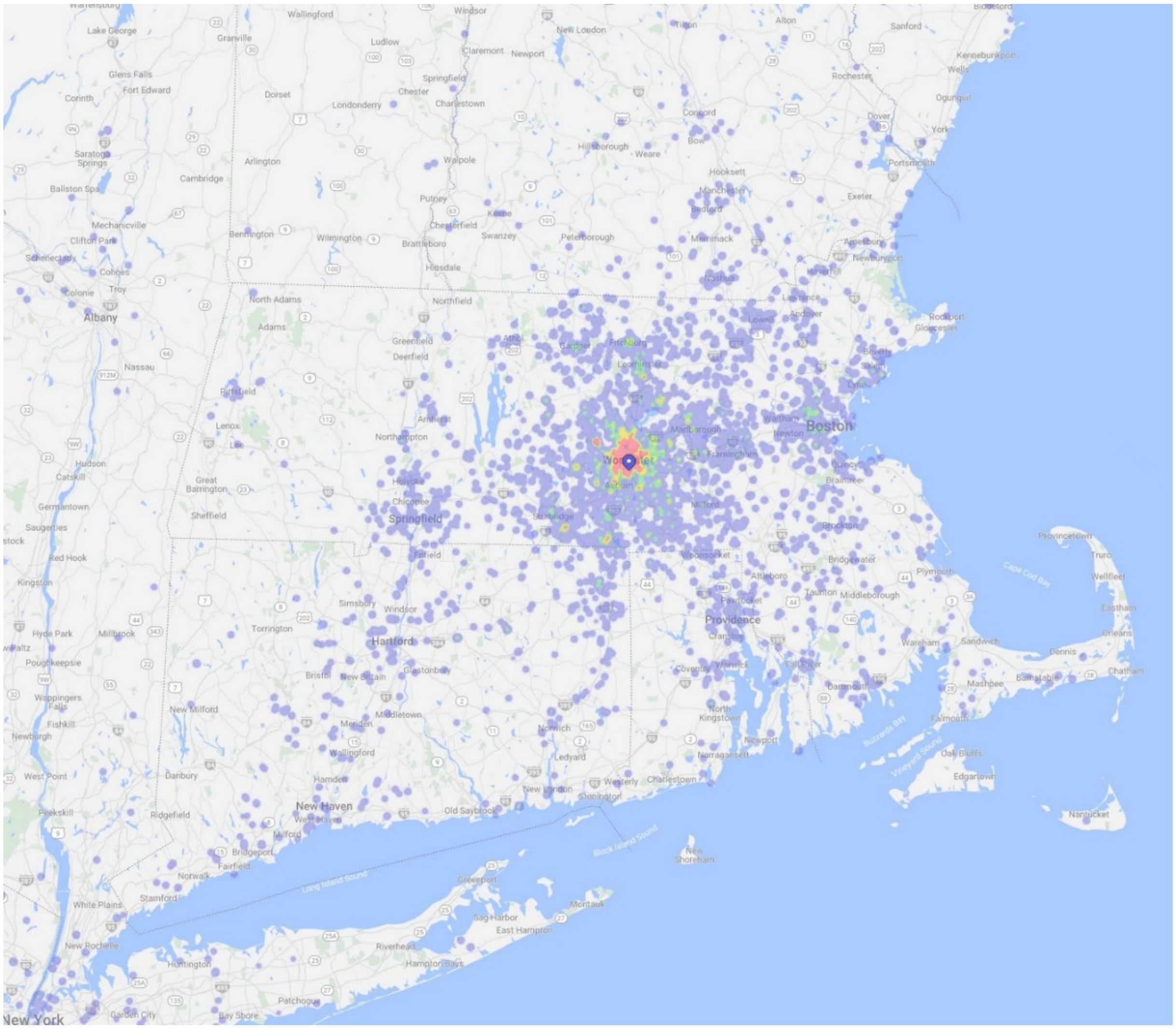


Figure 19. Visitors to Worcester Public Market, source: Placer.ai

Again according to Placer.ai, Worcester Public Market attracts a higher income clientele, with average income of $108,000 and median income of $81,000 (by contrast, the median household income in the City of Worcester was $69,262 in 2023 and $94,099 in Worcester County). 59% of visitors are white, with 19% Hispanic or Latino, 8% Black, and 7% Asian.

The Market has a very limited marketing budget and no staff devoted to marketing. The focus is on social media through multiple channels. The Market engages a marketing professional to make posts, mostly featuring individual vendors. The Market also promotes the vendors with video monitors inside the market hall.

Financial performance

Financial information was gathered from the Market’s forms 990 (FY2020 through FY2023) and information provided by Market management and vendors.

The Market has three primary sources of income: rents paid, contributions, and sales. Sales likely reflect transactions at The Market Pantry although it could include merchandise like swag or other direct sales (likely to be a small amount). The Market's income from all sources in 2023 was $1.3 million.

Rental income in 2023 was $506,535, which is 39% of total income. Based on 18,000 sf gross area, gross rent per square foot paid by Market vendors equals $28.14. The vendors are only charged for areas they occupy, not any portion of the common areas. Management reports that vendors generally pay $45 per square foot gross rent, which includes all utilities used by their business as well as all other charges that would typically be part of common area charges. At $45 per square foot, a 120 square foot stall would be rented for $450 per month. One of the larger restaurants reports paying $3,500 per month. The developer's stated goal is to keep rents affordable for vendors.

Rental income dropped slightly each year between 2021 and 2023, from $531,551 to $512,515 to $506,35.

Contributions were the largest source of revenue in 2023 at $652,193 (50% of all revenue). As reported on forms 990s, contributions have varied considerably year-to-year, with the largest amount reported in 2020 (nearly $1.5 million) but that year might have included capital contributions. Contributions dropped to $275,000 in 2021 and then increased to $540,000 in 2022 before surpassing $650,000 in 2023.

As rental income dropped each year, subsidies increased. This suggests that the Market was moving further from operational self-sufficiency during this period.

The third primary source of income, sales, equaled $323,328 in 2023 (again, this is likely sales at Market Pantry). Subtracting the cost of goods of $180,174, net sales income was $143,154 (or 11% of total income). Gross sales hovered around $300,000 each year from 2020 to 2023.

Operating expenses are listed at $1.16 million in 2023. Salaries account for about a quarter of this cost (nearly $300,000). The largest expense line is "rental expenses" at $384,218, which might include items such as utilities, waste management, and property tax. "Occupancy" is likely rent paid to the landlord, at $156,267 or 13% of expenses. Based on a gross leasable area of 18,000 square feet, this would equal $8.68 per square foot. According to the owner, occupancy costs cannot be reduced because they are part of the development's overall pro forma and changes would require approval of the bank lender.

If rental income and net sales are considered "earned income" (which together equaled about $650k in 2023), then the Market operated in the red by slightly over $500,000 that year. The contributions received in 2023 ($652k) allow the nonprofit to report a positive net income of $138k on its tax return.

The owner reports that the project overall has adequate income to pay back the investors.

Successes, challenges and lessons learned

The Worcester Public Market offers an interesting model of a civic-minded, for-profit developer combining residential units above an active ground floor food hall. The Market appears to have played an important role in revitalizing the Canal District and attracting both local residents and visitors to the area. The Market has provided opportunities for numerous local, small businesses to become established in a supportive and affordable environment.

A principal challenge facing the Worcester Public Market is the need for ongoing subsidies. It appears that the local philanthropic community has been willing to make annual investments into the Market during these initial years but this may not be sustainable. The increase in contributions each year between 2021 and 2023 suggests that the need for subsidies has increased, not decreased, with each passing year. To be economically sustainable, the Market needs to increase its earned income, with either higher rents, increased vendor participation in paying for operating expenses, or other sources of income such as events or sales.

Another challenge is the building's design deficiencies, such as the lack of storage, which could prevent vendors from achieving high sales or increase their cost of goods because they cannot buy in sufficient quantities. Springfield should use an experienced public market architect who understands the needs of small food businesses and the qualities that make a successful public market environment.

Parkville Market

Overview

The Parkville Market is a 22 vendor, 20,000 square foot food hall and event space that opened in 2020. The Market is located about two miles from downtown, adjacent to I-84 at the site of a former lumber yard. The Market was created by a local real estate developer and is operated by his management company.

About Hartford

The City of Hartford has a population of about 120,000 people (smaller than Springfield's 156,000) while the region (Hartford County) has 900,000, so it is larger than Springfield. The distance between Springfield and Hartford is less than 30 miles.

The City of Hartford has an even lower median household income than Springfield (about $42,400 in 2023, compared to $47,000) and a high poverty rate (26%). Educational attainment in both cities is nearly the same, at 18% of the adult population having a bachelor's degree or higher. A third of the population is Black or African American and 45% identify as Latino or Hispanic.

Hartford County is wealthier and less diverse. Its median household income is over $80,000 and the poverty rate is 10%. About 18% of the population identifies as Hispanic or Latino and 14% is Black or African American.

Market location and parking

Parkville Market is located southwest of downtown Hartford, approximately two miles away. The

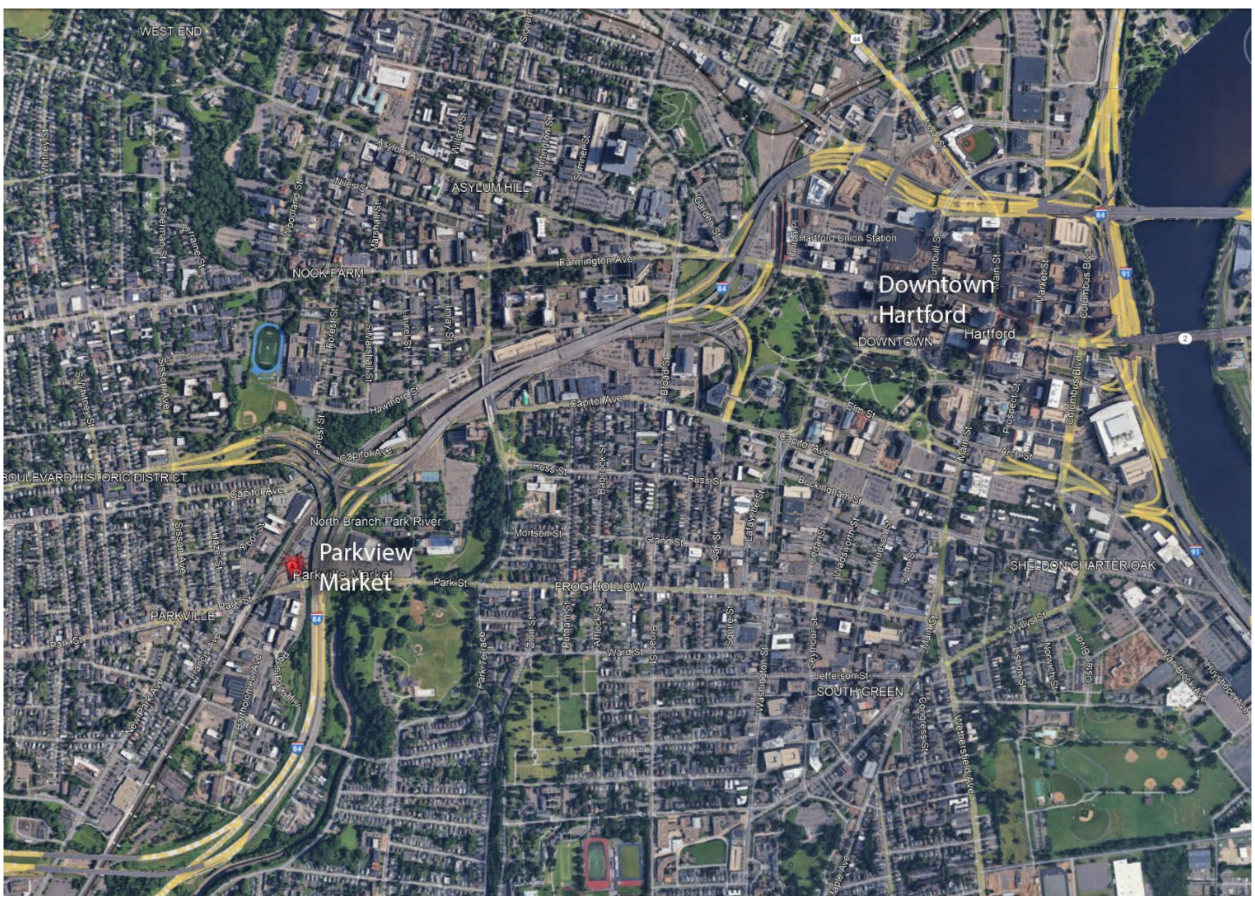


Figure 20. Location map: Parkville Market in Hartford

Market is adjacent to I-84 on Park Street. See the figure labeled "Location map: Parkville Market in Hartford."

The triangular site was formerly a lumber yard, with railroad tracks along the northwest edge and the elevated I-84 forming the eastern edge. The site has two parallel warehouses: the food hall is located in the warehouse building to the west. The area between the two warehouses is used for outdoor seating and programming.

The site has its own parking lot with about 125 parking spaces. Parking is free.

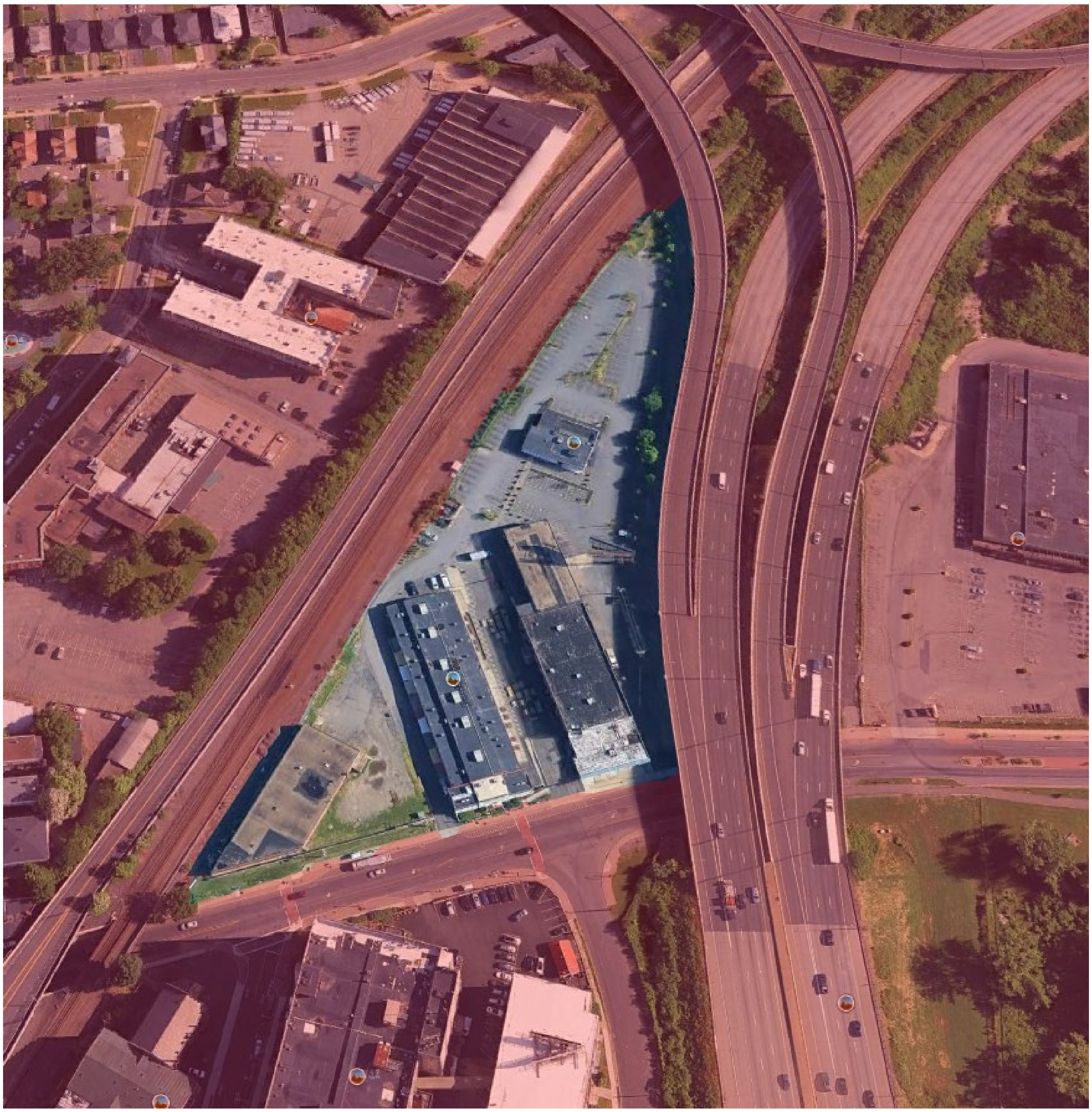


Figure 21. Parkville Market boundaries

Figure 22. Parkville Market exterior, looking north from Park Street

Development and operations

Parkville Market is a private development undertaken by Parkville Management, a development company based in Hartford. The firm's principal and the guiding light behind Parkville Market is Carlos Muta, an immigrant from Mozambique who moved to the United States in 1975 and settled in the Parkville neighborhood. The company focuses on commercial and mixed-use spaces and owns over one million square feet of residential and commercial properties, principally in Parkville.

The site was formerly Capital City Lumber, which operated out of 100-year-old warehouses. The area around the site was formerly a manufacturing area and is now a mix of residential and commercial uses, as well as art galleries.

Parkville Market opened in May 2020, in the midst of the pandemic. The total cost of development was $5.3 million. Financing included two loans from public sources: a $300,000 loan from the Connecticut Department of Economic & Community Development and a $3.5 million construction loan from the Capital Regional Development Authority.

Parkville Management has embarked on a multi-phase, neighborhood-wide revitalization project including mixed-use development in other manufacturing buildings, 200 new market-rate and affordable apartments, new commercial space, and streetscape improvements. Total project cost is estimated at $92 million.

Mission

The Market is private and does not communicate a mission statement. However, it has stayed committed to supporting small, independent, local food businesses and provides a welcoming and active public space for visitors.

Organization and staffing

Parkville Market is operated by Parkville Management.

Operating schedule

The Market is open daily. The Market is only closed on Thanksgiving Day and Christmas Day.

Each day the Market opens at 11 am and closes at 8 pm on Sunday and Monday, 9 pm on Tuesday through Thursday, and 10 pm on Friday and Saturday. The Local bar opens at 3 pm on Monday through Friday and at noon on Saturday and Sunday. Except for Monday, it stays open one or two hours later than the food vendors.

Vendors

The Market has 22 food vendors, predominately prepared food stalls but also coffee, boba tea, and desserts. Offerings include a wide range of cuisines, although the Market is particularly strong with Latin American and Caribbean concepts. There are six Latin food vendors, including Brazilian Gula Grill, Mofongo (Puerto Rican), Mercado 27 (Peruvian), Burrito Loko (Tex-Mex), Las Tortas (Mexican), and Tacocho (Mexican street food). Caribbean concepts include Lion's Den and Jamaican Jerk Shack.

The Local bar is located on the second story. Like at many food halls, it appears to be operated by Market management.

The Market has a few retail businesses on the upper level, including clothing, which operate on a pop-up basis.

Private Events

The Market offers several spaces for private events. These include:

- Brick Room. This space holds up to 75 people and includes a build in bar. The space accommodates seated dinners and cocktail parties
- The Local. This is the Market's cocktail bar on the second story and can be rented out for private events up to 75 people.
- Conference Room. Space designed for meetings up to 25 people
- Double Stall. Spaces on the Market's second floor, open to the public, that can accommodate up to 25 people. The spaces contain picnic tables that generally serve as public seating areas.

Parkville Market had its first "Market buyout," in which the space was closed to the public during a private event. The Hartford Symphony rented the entire facility to hold its annual Bravo! Gala fundraiser at the Market in May 2025, replacing the picnic tables inside the food hall with eight-top round tables as well as seating upstairs and in the large event room.

Programming

The Market runs extensive programming. In August 2025, for example, there was programmed activities on nearly every day of the month, including weekly Trivia Night and Karaoke Night, Monday movie night (geared to families and sponsored by the Capitol Region Education Council) with Kids Eat Free (free kids entrée with the purchase of a regular meal), salsa dance lessons, Fiesta Fridays music, acoustic and electronic concert series, drag story hour, a chess tournament, and a special event on Sunday August 24 called Back to School offering free haircuts, backpacks, and books (with sponsors including the Connecticut Association of School Librarians and the State Department of Education). Other months had similar levels of programming.

Design and layout

The food hall encompasses about 20,000 square feet of interior space.

The Market is designed as a horseshoe, with most of the vendor stalls along the outer edge and common seating in the middle. A few vendors are in the center space. While there is some size variation, most vendors are situated between building columns, forming a common pattern in the Market.

The layout plan (see figure, below) shows the original space design, which included more varied common seating, seating as part of most of the vendor stalls, a large produce market, and a specialty grocer. While these elements are different, the basic vendor stall configurations remain.

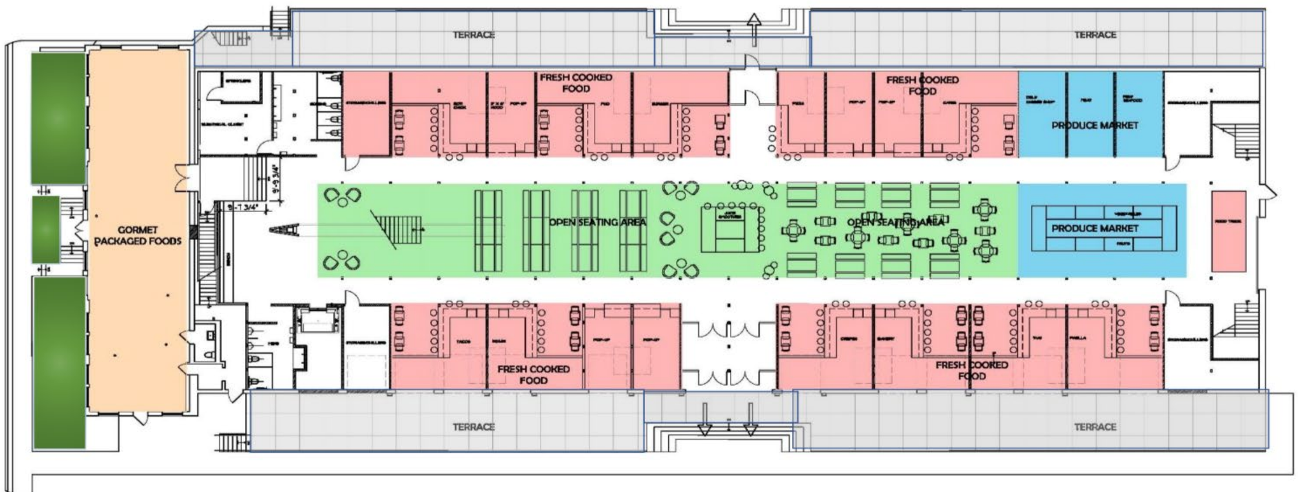


Figure 23. Original layout plan of Parkville Market

On the ground floor, seating is generally on shared picnic tables. Upstairs, there are small rooms that have additional seating, as well as a few small retail stores, video games, and some murals. There are over 400 seats for indoor and outdoor dining.

Aesthetically, the Market gets its character from the historic warehouse, with interesting structural elements and painted wood. Finishes are generally rough, which connotes a sense of value and matching the communal nature of the shared tables.

Figure 24. Overview of Parkville Market interior

Figure 25. Parkville Market common seating and consistent vendor stalls

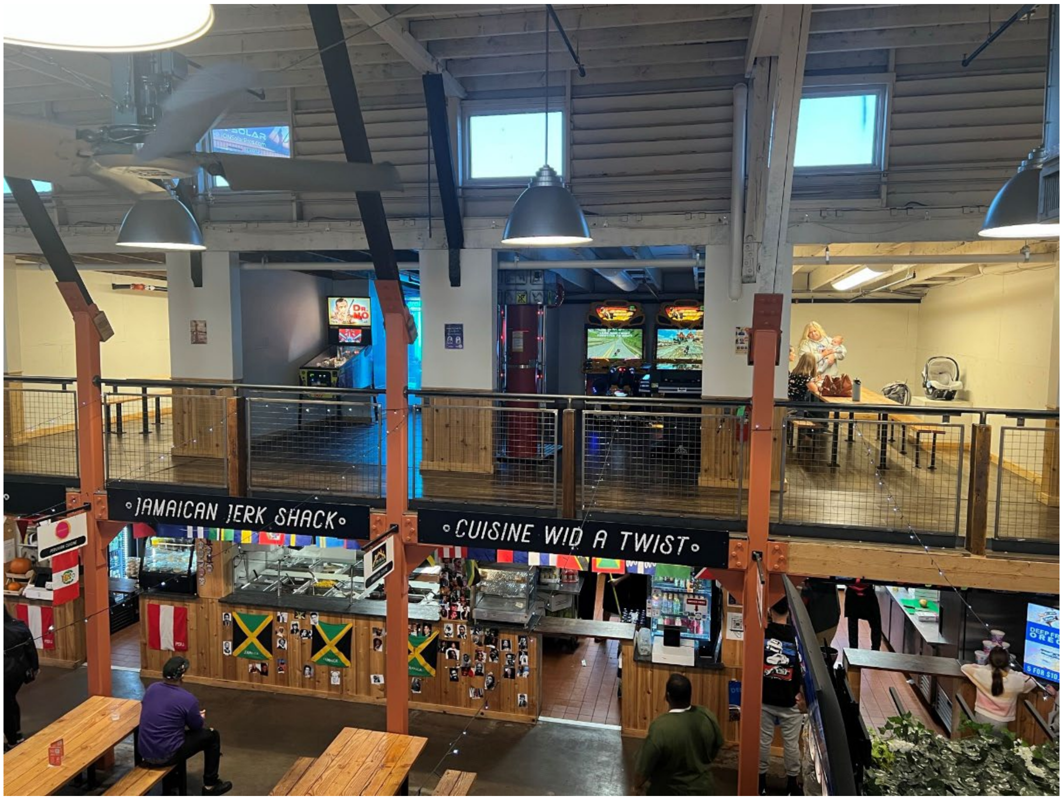


Figure 26. Parkville Market upstairs seating and video games

Customers

According to Placer.ai, Parkville Market draws most of its customers from throughout the Hartford area but also a sizable cluster from Springfield as well as throughout Connecticut. See the figure labeled “Trade area map for Parkville Market by Placer.ai.” A quarter of the Market’s customers come from less than two miles away and half come from less than seven miles away.

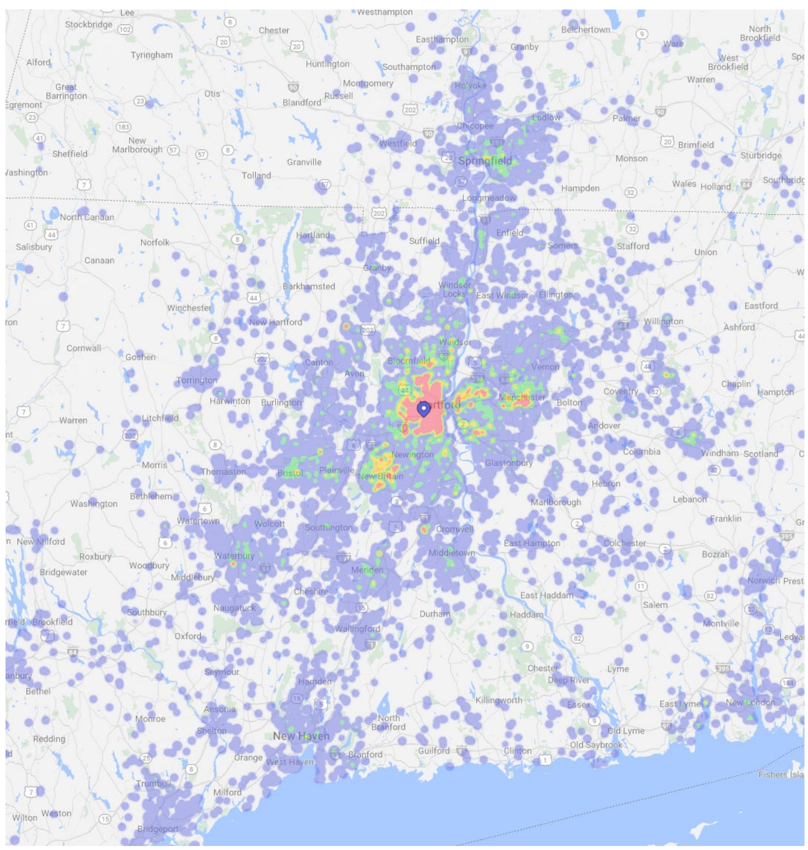


Figure 27. Trade area map for Parkville Market by Placer.ai

Average household income is $88,000 and median household income is $61,000. This is above the city’s median household income but well below the median income in Hartford County.

Customers are much more diverse than at the other two markets. White customers make up 37%, with Hispanic at 34% and Black at 21%.

Using the Experian Mosaic dataset, Placer.ai identifies the largest groups of frequent customers as "Aspirational Fusion" (nearly 30%), defined as "Lower-income singles and single parents living in urban locations and striving to make a better life" and "Singles and Starters" (21%), defined as "Young singles starting out and some starter families living a city lifestyle."

Financial performance

Parkville Market is privately owned and financial information is not available. Overall, it appears to be operating sustainably. As is typical at food halls, there has been turnover among the Market's vendors.

Successes, challenges and lessons learned

Parkville Market bills itself as Connecticut's first hall and it appears to be going strong. Important features of the Market include:

- Ample free parking
- Attractive historic warehouse setting
- Substantial seating both indoors and outdoors
- Diverse mix of ethnic food stalls, including several Latin concepts in a city with a large Hispanic population
- Consistent programming
- Continual efforts to recruit new vendors as businesses leave the Market

Milwaukee Public Market

Overview

The Milwaukee Public Market, which opened in 2005, is located at the southern edge of downtown, in the Historic Third Ward neighborhood. The Market was voted the best public market in the United States for the past two years by USA Today. Its 18 vendors, including a mix of fresh, specialty and prepared foods, reported gross sales last year of nearly $28 million and the Market attracted two million visitors. The building, including a partial mezzanine and basement, is 26,000 square feet with 13,600 leasable square feet. The Milwaukee Public Market helped spur revitalization of the district, which went from 30 residents in the 1990s to over 4,000 today, and with total property values rocketing from $250 million in 2005 to $1.25 billion today.

About Milwaukee

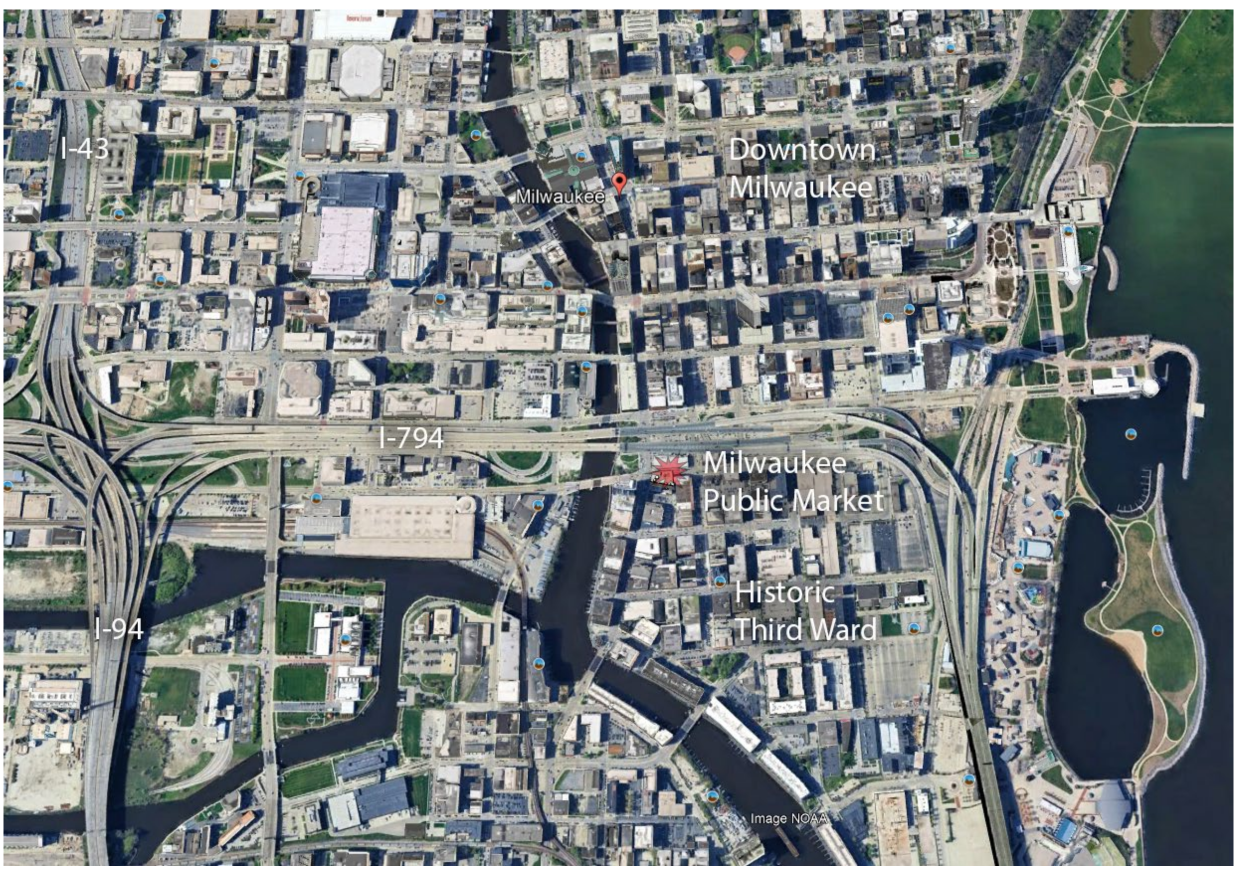
The City of Milwaukee is substantially larger than Springfield, with a population of about 577,000. Population in Milwaukee County is nearly one million and the population of the four-county metro area is about 1.6 million.

The city's median household income is low, at $53,000, although higher than Springfield's at $47,000. Income in Milwaukee County is only slightly higher, at $63,000.

The City of Milwaukee is ethnically and racially diverse. The population is 20% Hispanic and 39% Black.

Market location and parking

The Milwaukee Public Market is located on the southern edge of the downtown core in the Historic Third Ward. The Market building is adjacent to the highway.



When the Milwaukee Public Market was under development in the early 2000s, the Third Ward still had a remaining vestige of a once-thriving produce distribution district. Only about 30 people lived in the district. While there were substantial vacancies and underutilized properties, the Third Ward has been home to the Milwaukee Institute of Art & Design since 1992 and there were small theaters there, as well.

The Milwaukee Public Market operates a parking lot adjacent to the Market, under elevated I-794, with about 200 parking spaces. This lot offers 30 minutes of free parking for Market customers. There is metered parking on the streets surrounding the Market. The BID also operates two parking structures in the Third Ward. All told, the BID manages 900 parking spaces.

A free streetcar called The Hop circulates around downtown and stops at the Public Market. The Market is also adjacent to several city bus lines. A bike share station is located at the Market.

Development and operations

Planning for the Milwaukee Public Market began in 1999. Market Ventures, Inc. was hired by the Historic Third Ward Association, one of the city's first business improvement districts, to develop a concept plan, recommend the preferred site, and conduct a feasibility study. The president of the association, along with two other community leaders, led the planning and development effort.

The leaders wanted the market to be similar to historic public markets, with a focus on fresh foods grown in the region. The initial mix focused on fresh produce, meat, seafood, dairy products, flowers, and a range of specialty foods including sweet and savory baked goods, coffee, and spices. The plan also called for some prepared foods and the infrastructure included cooking facilities.

The original plan called for an outdoor farmers' market to accompany the market hall. The local architects designed a shed structure under the highway, which never caught on. The shed was eventually removed.

The development cost was about $10 million. Financing included a federal Economic Development Administration grant (secured by Congressman Paul Ryan), donations by local foundations, and a substantial donation by one of the project's leaders.

The Market owns the building catty corner

Figure 28. Parking under highway in 2010, Milwaukee Public Market

across Broadway, where Café Benelux is located.

The Market opened in 2005, nearly fully leased with a mix of vendors that met the original leasing plan. The initial years were somewhat rocky, as the first market manager did not have the needed skillset or experience to launch the concept and the vendors were learning how to be effective businesses.

The Market experienced a major improvement in 2015 when the Wisconsin Department of Transportation upgraded the elevated highway. Previously, the underside of the highway structure and the parking lot were dirty and dimly lit, making the area feel unsafe and unpleasant. See the figure labeled “Parking under highway in 2010, Milwaukee Public Market,“ to get a sense of the environment during the Market’s first ten years of operation. Improvements included painting, enhanced lighting, and murals. The state provided Milwaukee Public Market with a 40-year land lease, allowing it to make additional investments in the parking lots.

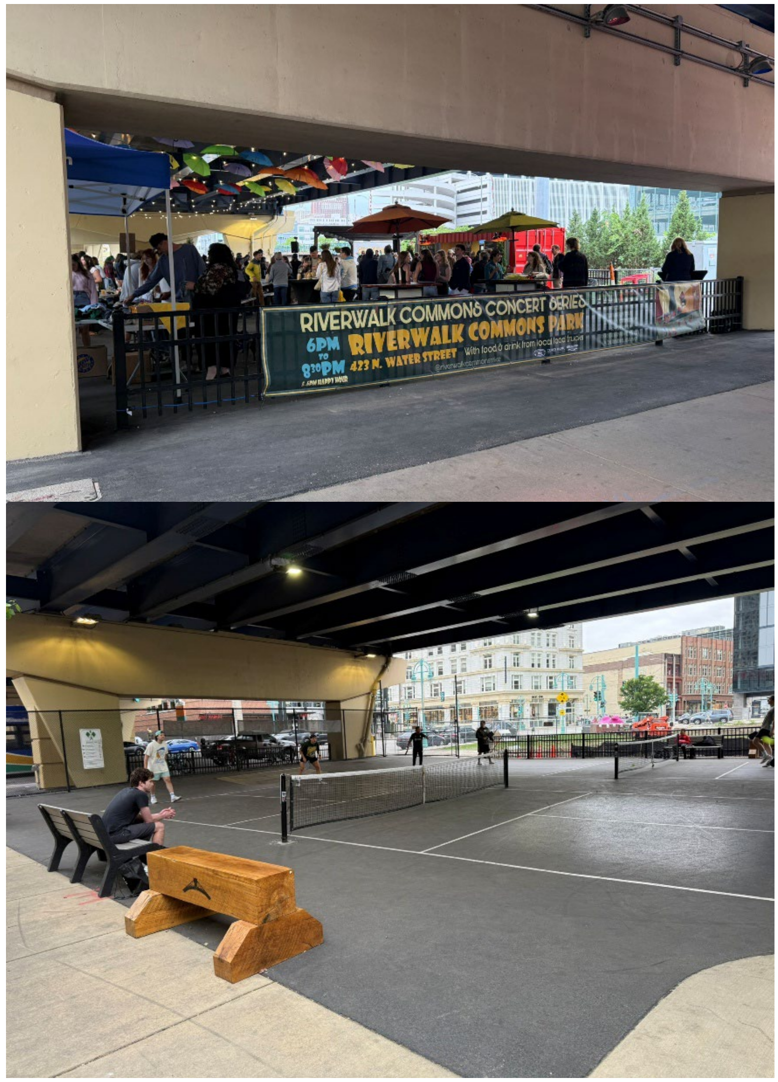


Figure 29. New uses under highway at Milwaukee Public Market

Market staff now actively program the space, with an event space for outdoor concerts and pickleball courts, in addition to parking; the Market is now adding a dog park. See the figure labeled “New uses under highway at Milwaukee Public Market” to get a sense of the improvements.

The current Executive Director had been the Market’s operations manager so moved into the top position with valuable experience. He has led the Market to great success. The neighborhood around the Market has been transformed into a vibrant, mixed-use district. The Milwaukee Public Market was named the best public market in the United States for the past two years by USA Today.

Mission

“The Milwaukee Public Market is dedicated to fostering a sense of community and supporting local businesses and organizations through initiatives that enhance the social, cultural, and economic fabric of our city.”

Organization and staffing

While the Milwaukee Public Market was owned and operated by an independent nonprofit organization during its initial years, ownership and operation were transferred to the Historic Third

Ward Association within five years of its opening, following a rift between the Market's initial leaders. Today the Market's executive director is also the director of the BID.

The BID has 80 people on staff, with most devoted to "clean and green" and security functions. The Market's professional staff includes the following roles:

- Executive Director
- Marketing & Communications Manager
- Events & Hospitality Manager
- Operations Manager
- Facility Manager
- Building Manager
- Digital Systems Manager
- Event Coordinator
- Maintenance Coordinator (2)
- Events & Admin Coordinator
- Accounting Clerk

Management provides a wide range of programs to support its mission and draw customers to the Market. Last year, the Market conducted 94 events, including a Harvest Festival (which has happened annually since year one) and ten free outdoor concerts along Riverwalk Commons (under the highway). The Market is home to festivals conducted by other organizations, including a vintage pop-up market. The Market runs cooking classes and events in its demonstration kitchen, which draws many first-time visitors to the Market although most (60%) come from the Milwaukee area.

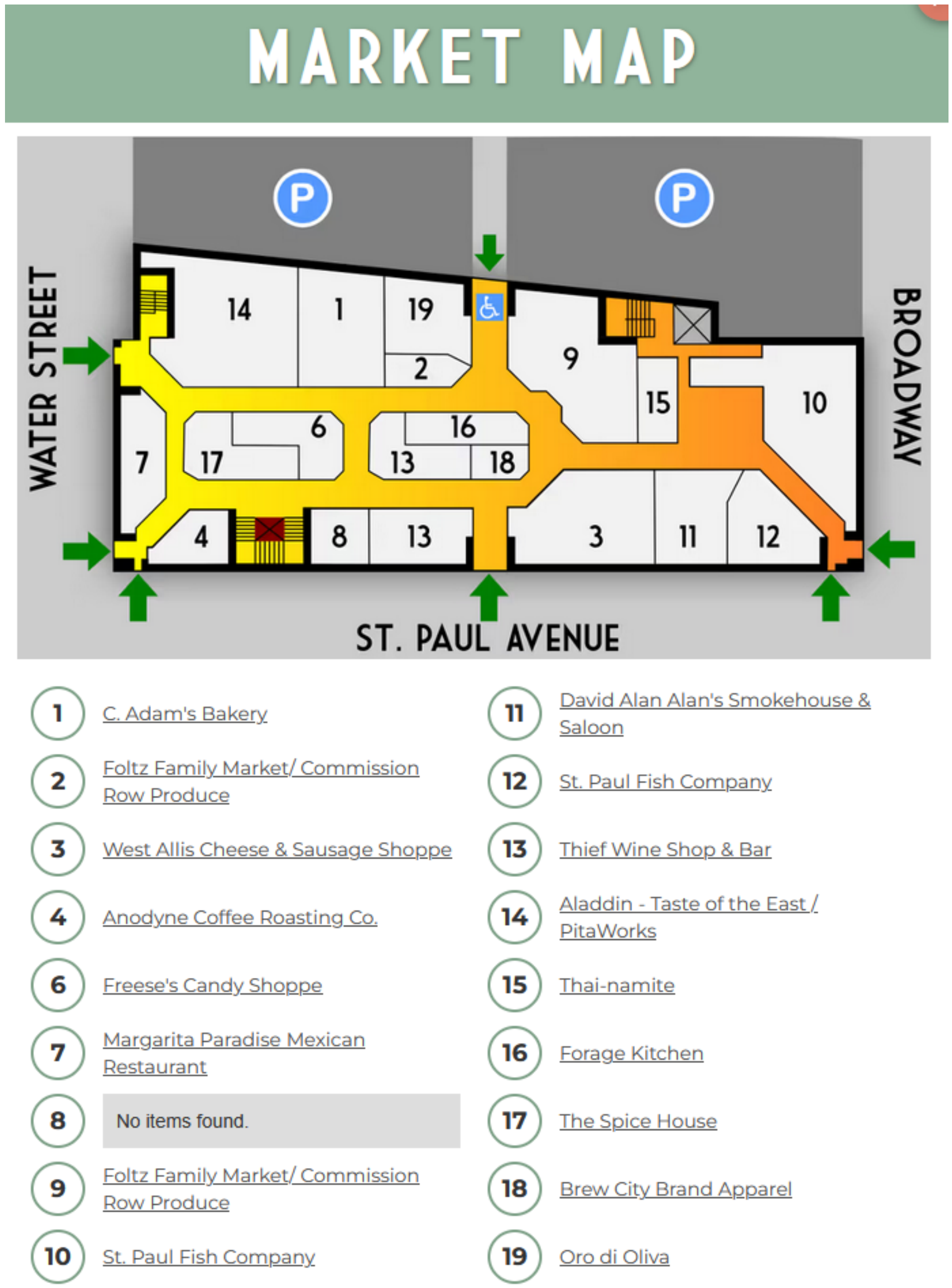
The Market is the setting for numerous corporate events as well as weddings and parties. Events take place on the mezzanine while the Market continues to operate on the ground floor.

Operating schedule

The Market operates daily. It opens at 10 am each day and closes at 8 pm, except on Sundays when it closes at 6 pm. The coffee vendor opens at 7 am and two vendors do not open until 11 am.

Vendors

The Market has 18 vendors. While they continue to provide a mix of fresh, specialty and prepared foods, the balance has shifted more toward food & beverage over the years. Meat, seafood, produce, cheeses, and baked goods are all still featured in the Market, as well as a range of specialty foods, and now the Market has a wider variety of dining and drinking options.



St. Paul Fish Company is one of four original vendors who have operated since the Market opened in 2005. Since the beginning, it has been the Market's highest grossing vendor, offering a wide range of fresh seafood and live lobster, an oyster bar and prepared seafood dishes, and (more recently) a very popular outdoor tiki bar along Broadway. During its initial years, St. Paul Fish operated a successful wholesale seafood distribution business out of the Market, serving area restaurants. Now it focuses on sales within the building as the Market has become increasingly popular.

The other three original vendors include C. Adams Bakery, West Allis Cheese Company, and Aladdin's Middle East Cuisine. The Market has one nonfood business, called Brew City Brand Apparel, selling clothing.

Several vendors have their own liquor licenses and sell wine and beer. A vendor called Thief Wine has a selection of retail bottles and a popular wine bar.

The figure labeled "Market Map" shows current vendors and their locations. There is currently one vacancy in the Market (stall 8).

Design and layout

The Market building has a gross area of 26,000 square feet, which includes a partial mezzanine and partial basement. The leasable area is 13,600 square feet. Divided among the 18 vendor spaces, the average vendor stall is 756 square feet.

The Market's interior was designed by Hugh Boyd, FAIA, the country's most experienced public market architect (and a Senior Associate of MVI). As shown in the figure labeled "Original Floor Plan, Milwaukee Public Market," the layout includes multiple customer entrances, vendor stalls facing every customer circulation path, and a variety of stall sizes to meet the individual needs of each business.

The layout plan did not include any food court-style seating on the ground floor, reflecting the original intention of the Market being a place for food shopping, not dining. Some vendors have seats within their own stalls but the bulk of customer seating is on the mezzanine, which has 224 seats in a variety of table sizes (about 50 of the seats are in the demonstration kitchen, which is open to the public when classes are not taking place). The wide sidewalk along St. Paul Avenue (the southern side of the building) provides for outdoor seating and there is limited outdoor seating on the north side, as well. The outdoor areas have 270 seats.

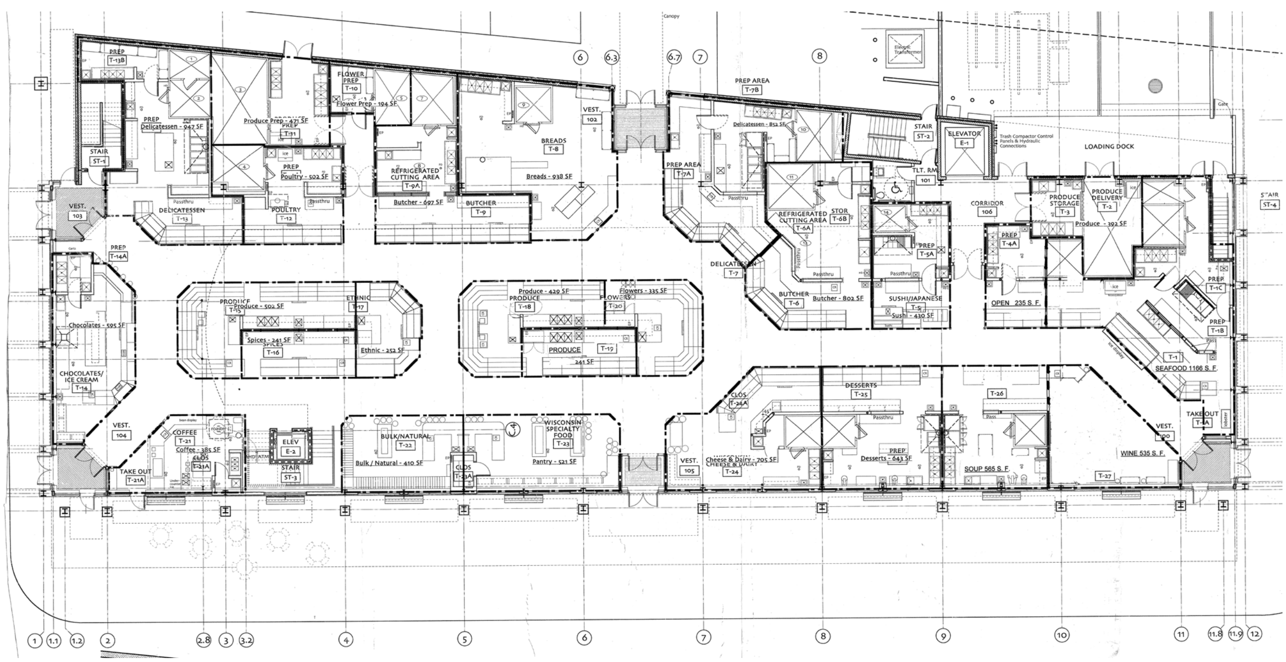


Figure 30. Original Floor Plan, Milwaukee Public Market

Figure 31. Mezzanine seating at Milwaukee Public Market

The Market has a partial mezzanine, which includes customer seating, a demonstration kitchen, public restrooms, and market offices. There is vendor storage in the basement, along with mechanical equipment and a common refrigeration system for the vendors' display cases.

Customers

The Market reports two million visitors per year. It is one of the most visited attractions in the city.

Market management notes that half of its customers come from within five miles of the Market. The Market attracts many tourists, particularly on the weekends.

According to Placer.ai, the Market attracts customers from throughout the Midwest, including a large concentration from Chicago:

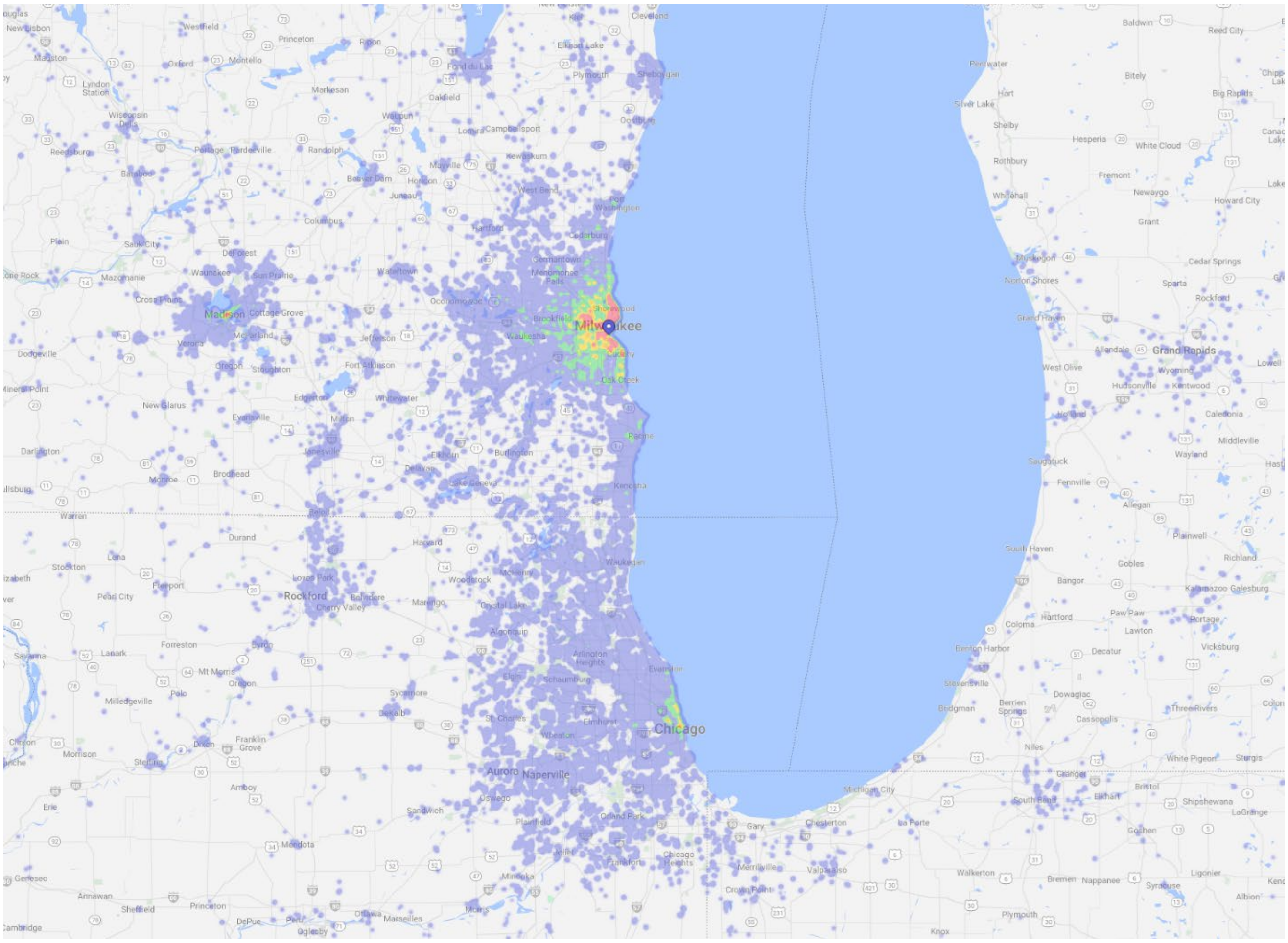


Figure 32. Placer.ai visitation data for Milwaukee Public Market

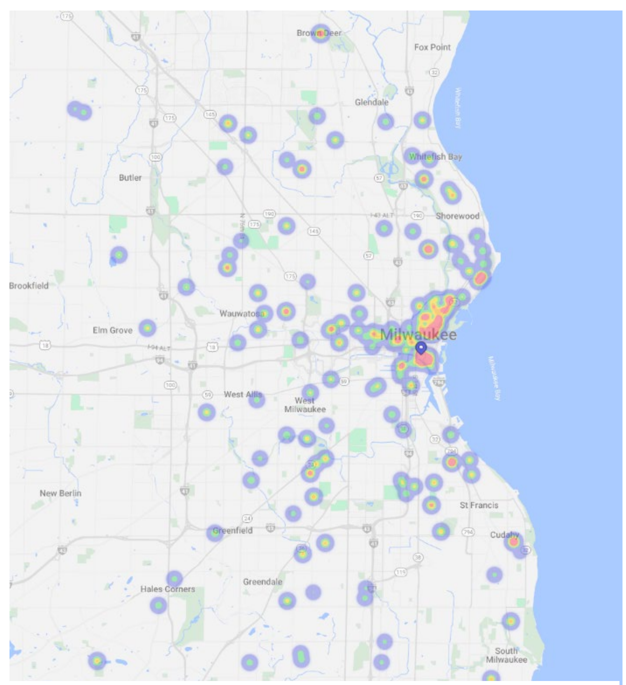


Figure 33. Placer.ai visitation data for Milwaukee Public Market, minimum 10 visits

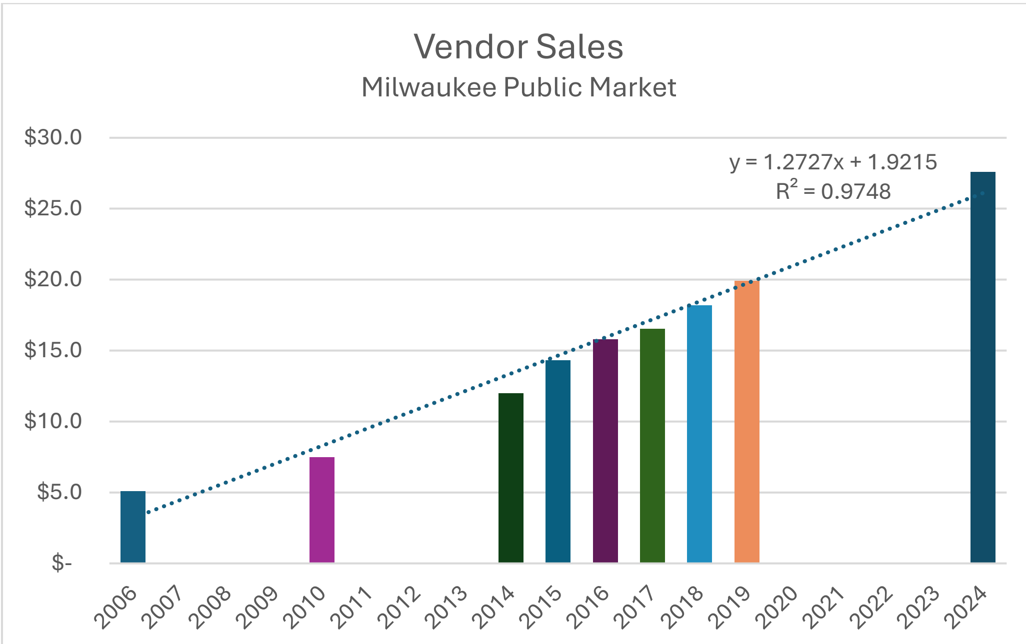
Not surprisingly, the Market's regular customers live in and around the city. While the greatest concentration is visitors who live nearby, the Market attracts repeat customers from throughout the county. The map labeled "Placer.ai visitation data for Milwaukee Public Market, minimum 10 visits" shows Placer.ai data for visitors who came a minimum of ten times in the past 12 months.

The Placer.ai data identifies the median visitor income at $74,000 and the average income at $108,000. 65% of customers are white, 14% are Black, 12% are Hispanic, and 5% are Asian.

Financial performance

Vendors are required to report gross sales to management. In 2024, they reported gross sales of $27.6 million, or approximately $2,000 per leased square foot. On average, vendors are grossing about $1.5 million each.

Sales have climbed continuously since the Market opened in 2005. While sales were not publicly announced each year, the chart labeled “Vendor Sales“ shows the change over the Market’s 20-year history based on announcements made by Market management. Reported sales were only $5 million in 2006 but had likely doubled within about five years. They doubled again by 2019 and have continued to climb. A linear regression line closely matches the data (R^2 of 0.975). The growth in annual gross sales has equaled nearly 10% per year.



The Market reports that it is financially self-sustaining. The Market has a $3.1 million operating budget. Income comes from vendor rents, surface parking revenues, food and beverage sales, and various miscellaneous sources.

Vendor rents represent 44% of the budget, or $1.36 million. This translates to $100.29 per square foot of the leased area (13,600 sf) or $52.49 per sf of the gross building area (26,000 sf). Based on reported gross sales of $27.6 million, rents equal slightly under 5% of total vendor sales.

Vendors pay a standard CAM charge, with the same rate for every vendor, and base rent. The Market recently instituted percentage rent so vendors will be required to pay a portion of their gross sales. (Percentage rents were recommended in the original feasibility study but not implemented until now.)

Surface parking provides 38% of the operating budget, or nearly $1.2 million. This translates to revenue of about $3,200 per day from parking.

Food & beverage net income represents 16% of the budget, or nearly $500,000. Miscellaneous income is $62,000.

Successes, challenges and lessons learned

The Milwaukee Public Market has evolved over its 20-year lifespan, adding more food and beverage options in response to customer demand. It has proven to be enormously successful, with the vendors’ gross sales increasing each year and the Market earning a reputation as one of the finest public markets in the country.

Appendix E. Site Matrix

Site #	1	2	3	4	5	6	7	8	9	10
Site	101 State Street	1208 Main St (Shean Block)	Juvenile Court	Old First Church, State Street	1365 Main Street	New civic center garage	Tower Square	Worthington Street/Stearns Square "restaurant district"	1678 Main Street (Hippodrome Theater)	11 Liberty Street (Peter Pan Bus Barn)
Location	State and Main, adjacent to casino	Downtown core, across street from casino and MassMutual Center	Court Street	Court Square	Market Place development on Main St	Dwight Street	Main Street between Boland and Bridge Streets	Worthington St. and Stearns Square, east of Main Street	Northern edge of downtown, adjacent to RR overpass	Adjacent to I-91 and near Union Station, on the northern side of downtown
Size (sf)		14,153		25,250	Various spaces	10,000 sf ground floor plus partial mezzanine		34 Stearns Sq: 2 story historic structure with murals; open parking lot next door; 7,300 sf	36,743 sf	2.26 acres (98,636 sf) with a 39,000 sf maintenance shed built in 1971
Zoning	Business C	Business C	Business C	Business C	Business C	Business C	Business C	Business C	Business C	Industrial 2
Adjacencies	MGM Springfield, MassMutual Center	MGM Springfield, MassMutual Center	Park	Courthouse relocating. Adjacent buidling redeveloped as residential rental	Retailers and bank on Main Street, "Market Street" behind. New plaza finalizing construction	MassMutual Center, new urban plaza on Bruce Landon Way, Market Street retail alley with Nosh Café	Core downtown location. Across street from Steiger Park. Currently second floor food court; White Lion Brewery , Big Y Express, and Hot Table restaurant on ground floor. Connected to two downtown hotels	Several well-known restaurants: Theodore's, Del Rey Taqueria, Momouj; city park, subsidized housing	Panjabi Tadka restaurant; RR overpass	Adjacent to elevated highway (I-91) and railroad. Across street from self-storage facility, back of USPS distribution center, two story office buildings, access point to river
Access (vehicular, pedestrian, loading)		Easy pedestrian access. Difficult loanding: small alley to rear of building		Easy pedestrian access, no current loading area				Pedestrian friendly environment		Easy access from I-91 southbound (at foot of exit); good access from I-91 northbound via E Columbus Ave and 291 westbound via Chestnut Street exit
Parking	None on site. Close to casino parking garage (free)	None on site. Close to casino parking garage (free)	Potential underground parking? Minimal adjacent street parking, near casino	Minimal adjacent parking, near free parking at casino and new parking deck on Dwight St.	New Civic Center garage	Within new parking garage	Parking garage within complex with entrance on Columbus Avenue; other nearby garages; very limited street parking	Street and lot but likely inadequate	Limited parking behind building	Site can accommodate some parking; adjacent to gated lot (perhaps available on weekends), street parking
Visibility		Highly visible at corner of Main and State Streets		Within Court Square Park, visibile from Main Street			Tower Square is well known and visible. The food hall/public market would need to establish street-level visibility, like the other retailers in the complex	Visible from		Potential visibility from I-91
Facility/environment		Historic building (1928), 2 story, vacant, recently cleaned exterior	HH Richardson historic	Beautiful historic church	Near empty interior atrium, connecting historic buildings. Existing		Current interior Is modern mall. Food hall would need to create its own vibe		4 story historic building. Former Hippodrome Theater	Current facility is nondescript maintenance shed so likely new construction
Ownership/availability	MGM	Springfield Redevelopment Authority	State	City of Springfield	Paul Bongiorni	State	Private - owner interested in exploring market concept	Various		Privately owned; owner seeking to relocate current use
Assessed value		$933,000		$3.7 million				$ 820,000	$2.1 million	$2.5 million

Appendix F. Financials

Operating Projection Springfield food hall	Year 1	Year 2	Year 3	Year 4	Year 5
Food Hall Rents					
Base rent	469,125	483,199	497,695	512,626	528,004
Percent rent * % rent factor	458,366	504,203	554,623	582,354	611,472
Market OpEx	396,955	408,864	421,130	433,763	446,776
Subtotal	1,324,446	1,396,265	1,473,447	1,528,743	1,586,252
Other Income					
Merchandise	1,000	1,080	1,166	1,260	1,360
Event rental	219,000	287,000	359,000	419,000	458,200
Subtotal	220,000	288,080	360,166	420,260	459,560
Gross Operating Income	**1,544,446**	**1,684,345**	**1,833,614**	**1,949,003**	**2,045,813**
Bad Debt Expense	13,244	27,925	29,469	45,862	47,588
Vacancy Factor	331,112	209,440	73,672	76,437	79,313
Subtotal	344,356	237,365	103,141	122,299	126,900
Adjusted Gross Income	**1,200,090**	**1,446,980**	**1,730,472**	**1,826,703**	**1,918,913**
Operating Expenses					
Market operations	1,009,927	1,048,111	1,104,773	1,144,456	1,184,351
Management fee	96,000	84,000	72,000	74,160	76,385
Taxes	57,750	59,483	61,267	63,105	64,998
Parking	108,000	111,240	114,577	118,015	121,555
Professional services	60,000	61,800	63,654	65,564	67,531
Subtotal	1,331,677	1,364,634	1,416,271	1,465,300	1,514,820
Net Operating Income	**($131,587)**	**$82,346**	**$314,201**	**$361,404**	**$404,093**
Management bonus	FALSE	FALSE	$6,420	$11,140	$15,409
Capital reserve	$0	$0	$75,000	$77,250	$79,568
Profit (Loss)	**($131,587)**	**$82,346**	**$232,781**	**$273,013**	**$309,116**

Operating Projection Springfield food hall	Year 1	Year 2	Year 3	Year 4	Year 5
Base rent increase	0.0%	3.0%	3.0%	3.0%	3.0%
% rent factor	-20.0%	10.0%	10.0%	5.0%	5.0%
OpEx increase	0.0%	3.0%	3.0%	3.0%	3.0%
Vacancy	25.0%	15.0%	5.0%	5.0%	5.0%
Bad debt expense	1.0%	2.0%	2.0%	3.0%	3.0%

Market operations	Year 1	Year 2	Year 3	Year 4	Year 5
Personnel	$641,565	$664,020	$704,222	$728,870	$754,380
Contract services	$103,990	$107,110	$110,323	$113,633	$117,042
Maintenance/repair	$35,000	$36,050	$37,132	$38,245	$39,393
Marketing	$77,222	$84,217	$91,681	$97,450	$102,291
Supplies	$24,000	$24,720	$25,462	$26,225	$27,012
Technology	$6,000	$6,180	$6,365	$6,556	$6,753
Travel/conference	$14,400	$14,832	$15,277	$15,735	$16,207
Utilities	$57,750	$59,483	$61,267	$63,105	$64,998
Waste removal	$50,000	$51,500	$53,045	$54,636	$56,275
Subtotal	$1,009,927	$1,048,111	$1,104,773	$1,144,456	$1,184,351

Personnel	Year 1	Year 2	Year 3	Year 4	Year 5	Comparable Occupation BLS (mean wages for Springfield MSA 2(	FTE Y1
Market Manager	$98,000	$101,430	$104,980	$108,654	$112,457	Average: Facility & FS Managers	1.0
Lead Day Porter	$58,000	$60,030	$62,131	$64,306	$66,556	First-Line Supervisors of Housekeeping and Janitorial Workers	1.0
Day Porters	$127,800	$132,273	$136,903	$141,694	$146,653	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3.0
Marketing Coordinator	$77,100	$79,799	$82,591	$85,482	$88,474	Public Relations Specialists	1.0
Private Events Coordinator	$72,100	$74,624	$77,235	$79,939	$82,736	Meeting, Convention, and Event Planners	1.0
Private events staff	$23,900	$24,737	$38,403	$39,748	$41,139	Customer Service Representatives	0.5
Staff accountant/Office Manager	$27,300	$28,256	$29,244	$30,268	$31,327	Bookkeeping, Accounting, and Auditing Clerks	0.5
Fringe benefits	$121,050	$125,287	$132,872	$137,523	$142,336		
Payroll tax	$36,315	$37,586	$39,862	$41,257	$42,701		
Subtotal	$641,565	$664,020	$704,222	$728,870	$754,380		8.00

Annual raise	3.5%
Fringe benefits	25%
Payroll taxes	7.5%

Contract services	Hours/week	Rate/hour	Total/wk	Total/year	
Night cleaner	42	$35.00	$1,470	$76,440	
Pest control				$5,000	
Hood cleaning & maintenance				$12,000	$500 per hood, 2x/year
Grease trap cleaning & maintenance				$5,000	
Linen service				$4,800	
Sprinkler/fire monitoriing				$750	
Subtotal				$103,990	

Utilities	SF	Rate/sf	Total
Food hall	16,500	$3.50	$57,750
Mezz	0	$2.50	$0
Subtotal			$57,750

Marketing	5.0%	of Gross Operating Income
Waste removal/recycling	$50,000	
Expense inflator	3.0%	