

PROJECT DATA

26-99

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

Project Name PORTLAND PUBLIC MARKET Location PORTLAND, MAINE

Owner LIBRA FOUNDATION

Project Use(s) An indoor, year round food hall housing local farmers and food producers

Project Size 37,000 square feet Total Development Cost \$6 million +

Annual Operating Budget (if appropriate) \$650,000

Date Initiated November, 1995 Percent Completed, December 1, 1998 100%

Project Completion Date (if appropriate) October, 1998

Attach, if you wish, a list of relevant project dates

Application submitted by:

Name Theodore Spitzer Title Director

Organization Portland Public Market

Address 25 Preble Street - Suite 200, Portland, ME. 04101

Telephone (207) 228-2004 Fax (207) 228-2003

E-mail tspitzer@portlandmarket.com

Key Participants (Attach an additional sheet if needed)

Organization	Key Person	Telephone
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Public Agencies	<u>Economic Development, City of Portland - Kathleen Brown</u>	<u>207-874-8683</u>
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Architect/Designer	<u>Boyd Associates, Hugh Boyd</u>	<u>973-783-2878</u>
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Developer	<u>Market Ventures, Inc. Theodore Spitzer</u>	<u>207-228-2004</u>
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Professional Consultant		
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Other	<u>The Boulos Company, Joe Boulos</u>	<u>207-871-1290</u>
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	<u>Portland Museum of Art, Dan O'Leary</u>	<u>207-775-6148</u>
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Community Group	<u>Preble Street Resource Center, Mark Swann</u>	<u>207-775-0026 x 312</u>
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Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Circle all that apply).

Direct Mailing	Magazine Announcement (please specify)	Previous RBA entrant or Selection Committee member	<u>Other</u> (please specify) <u>word of mouth</u>
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ABSTRACT

Project Name: **Portland Public Market**
 Location: Portland, Maine

1. Give a brief overview of the project, including major goals.

The Portland Public Market is a newly constructed indoor fresh food market that houses up to 28 permanent vendors selling fresh food and flowers, and eight daystalls for small farmers and food producers. Since opening in early October, 1998, the Portland Public Market has become a major addition to Portland's downtown, generating tremendous excitement from the community and the media. It is already attributed with aiding in the revitalization of the city.

A gift from the late philanthropist Elizabeth Noyce, the Market is structured as a self-sustaining, entrepreneurial endeavor and will pay all costs of operation through rents collected from the vendors. Market vendors are locally owned and operated businesses, and over two thirds grow or make all of their products. In the first two months, over 40 different micro businesses took advantage of the day tables. Approximately 25,000 customers visit the Market each week and first year's sales should surpass \$8 million.

The Market building is a major physical addition to the cityscape, seeming at once to have always belonged while being strikingly beautiful and unique. Soaring heavy timber framing with 45-foot ceilings creates a dramatic indoor space, equally visible from the exterior because of the liberal use of glass walls. Vendor displays of produce, breads, seafood and meats create a colorful dance for the senses.

The project's major goals include:

- helping to revitalize downtown Portland by creating a magnet that will attract individuals and families from throughout the region, downtown workers, and tourists, and thereby strengthen center city retail,
- providing economic opportunity for small business people,
- expanding on the success of the existing farmers' market and thereby strengthening agriculture in the region, and
- creating a place where people from Portland's various social and ethnic groups mix freely and where the region's multi-ethnic food and agricultural traditions are celebrated.

Even though its operating history is short, the Public Market has made significant progress in achieving each of these goals. The Market has attracted customers from a wide geographic region, reaffirming the role of Portland as a central urban place and aiding nearby institutions and retailers. New businesses have been created within the Market and in the surrounding neighborhood. Area farmers are expanding their production to meet the new demand. And people from all walks of life are finding common ground in the Market, where all are welcome to enjoy the serendipitous pleasures of the Market experience.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality).

The Portland Public Market offers an innovative philanthropic approach to sustainable economic development, recreating a once widespread fixture of the American urban landscape in a modern and entrepreneurial way. While several historic public markets are recognized for their urban excellence, only a few new structures have been constructed since mid-century. The Public Market exemplifies the best characteristics of the historic markets and demonstrates how to create a new public market in a place without a recent history of indoor market activity.

With its distinctive architecture, vendors who sell superior foods from the region, and a magical sense of community, the Portland Public Market is a beautiful, warm and inviting structure. Architecturally, it utilized local materials and building techniques, including a timber framed roof with remarkable workmanship, chosen in part to reflect the timber heritage of Maine. The liberal use of glass both draws the passerby into the Market and exerts a positive influence on the surrounding neighborhood, which was seen as dangerous and foreboding before the Market's creation. A centrally located granite fireplace and works of art throughout the building engage the public in an intimate way, balancing the initial sense of grandeur one feels from the volume of the space and the striking beauty of the craftsmanship. For its architecture alone, the project is worthy of recognition.

However, the Public Market represents something much more, in both its ability to glorify and support Maine agriculture (and hence benefit both the state's rural areas and its largest city), and its support of small, local businesses. In an age of increasing globalization and corporate capaciousness, the Public Market shows that – in the right context and with the right concept – small local companies can succeed. With one third start-up businesses, the Public Market functions as an incubator, with the neophytes working alongside experienced retailers and food producers. A professional on-site management staff provides business assistance and marketing know-how, ensuring that the Market's public goals are met and helping each business achieve profitability.

PROJECT DESCRIPTION

1. What local issues did this project address? How has it affected the local community?

The Portland Public Market addressed a variety of local issues, including the need to revitalize a marginal area of the downtown. Previously a surface parking lot, the site of the Public Market was near the center of downtown but viewed by many as a dangerous and foreboding area. Retail had collapsed and store fronts did not even have signs. As an attraction with regional appeal, the Market has provided a retail destination in the downtown, helping to revive what had been a major retail corridor (Congress Street) before the development of the state's largest suburban mall.

The Market also helped spur local agriculture (which has experienced precipitous decline throughout the state) by encouraging people to buy locally grown and produced foods. Although there has been growing interest in buying fresh, local foods directly from the producer, the state has lacked a central place where these products are available year-round. Farmers, local food producers and small retailers have created viable businesses within the Public Market, with reasonably low capital investments and with management support to help them succeed in a highly competitive industry.

The local community has responded strongly to the Public Market. Long-time businesses in downtown are advertising their location in terms of propinquity to the Public Market. Businesspeople hold impromptu meetings in our seating area, high school kids come in during breaks, families bring their children in carriages; the Market is a gathering place for young and old, wealthy and indigent. About 25,000 people come to the Market each week. A recent survey found that over one third traveled more than 30 minutes to be at the Market. Many people come several days per week. Real estate values are rising nearby. Overall, there is an immense amount of pride about the Public Market and what it means to the future of the city.

2. Describe the design concept, materials used, and visual impact of the project. How was the design shaped and influenced by its intended use? Its urban context?

The design of the Portland Public Market relates conceptually to historic American indoor market halls of the Northern European tradition, such as Central Market in Lancaster, Pennsylvania, and Westside Market in Cleveland, Ohio. These are essentially voluminous open-planned structures tenanted with independent food vendors arranged on a grid system. The site's L-shape and the double sloping grade required variation from the conventional rectangular configuration. The Market has two major aisles with vendors facing both sides and several cross aisles, ensuring each business excellent exposure to the circulating customers. In the design process, the needs of the food businesses came first, in terms of layout, sight lines, lighting, the distribution of utilities, adjacencies, service corridors, and storage areas.

Architecture in Portland features liberal use of local granite, brick, and, in older buildings, heavy timber, although the buildings around the site of the Public Market proffer a disparate range of materials and types. Two sides of the site have seven-story parking garages. To maximize its impact, the Public Market needed to make a strong design statement, recognizing its role as an important piece of civic architecture. The Market created an environment where people would want to go and "be." Heavy timber beams and trusses provide the dominant design element, easily visible from both inside and out because of the liberal use of glass on three sides of the building.

Outdoors, broad sidewalks and a plaza with granite seat wall, wild blueberry planter, and birch trees help create a pedestrian-friendly zone. Interior spaces are warm and inviting, highlighted by a working granite fireplace that provides the hearth of the Market. Comfortable public seating areas with tables designed by local craftsmen and several pieces of public art significantly raise the quality of the experience, particularly if compared to supermarket shopping in the region.

3. Describe the underlying values of the project. What, if any, significant tradeoffs were required to implement the project?

The dominant underlying values of the project were Betty Noyce's love for Maine and her desire to give back to current and future generations. The Public Market was another of her innovative projects for helping to spur the local economy, particularly the revitalization of downtown Portland. These values contributed to the use of local materials, the hiring of only local construction trades, and the recruitment of Maine farmers and food producers. Following the death of Betty Noyce early in the development process, there grew a commitment from all involved to ensure this project was done to the highest quality. While the Public Market was far from her most expensive project, it was the most public and became most directly associated with her.

The success of the Public Market is its ability to strengthen Maine's agricultural economy and simultaneously provide enormous benefits to a marginal area in downtown Portland. Luckily, few tradeoffs other than minor design alterations were needed to make this occur.

4. Describe the key elements of the development process, including community participation, where appropriate.

The concept for the Public Market grew from several sources: (1) the desire to replace a surface parking lot in a part of downtown seen as dangerous and uninviting with an active, pedestrian-oriented use, (2) the popularity of the weekly, seasonal outdoor farmers' market in downtown and the potential for its expansion, (3) interest in supporting local businesses and desire to spur the local economy, and (4) a firsthand view of Pike Place Market in Seattle and Granville Island Public Market in Vancouver. In November, 1995, Elizabeth Noyce hired Public Market Partners of New York to perform a feasibility analysis/conceptual plan, which it completed in May, 1996. Mrs. Noyce decided to move forward with the project and hired Ted Spitzer as Project Director and Hugh Boyd as architect. Mr. Spitzer founded Market Ventures, Inc., which was retained by the Libra Foundation to be the owner's agent and to oversee the development.

Throughout the development process, significant efforts were made to inform and educate the community about public markets in general and the Portland Public Market, in particular. Local and state government were actively solicited for their ideas and views, as were the region's farmers. A public forum about the project was held at the Art Museum and later broadcast numerous times on local TV. The development office occupied a storefront location across from the building site, with display windows exhibiting information. The project attracted significant media coverage, with the local ABC affiliate running a weekly feature about the Market. Outreach to neighboring institutions resulted in the involvement of a local social service agency, the Preble Street Resource Center, as a vendor in the Market with their first entrepreneurial venture, Stone Soup Foods.

To ensure accessibility for the entire community, the design team retained Alpha One, a local handicapped advocacy organization, to assist with the design. Their involvement led to refinements in the grading and entryways, and their full support for the project.

Following Planning Board approval, groundbreaking took place in June, 1997. The site required soil remediation because previous uses included gas stations and a dry cleaner. Timber framing took place in the winter of 1998 and the building was enclosed by mid-summer. An elevated pedestrian walkway, linking the Public Market Garage to the Market's mezzanine level, was lifted into place in May. Tenant fit-out and final construction took place in early fall and the Market opened to the public on October 6, 1998.

5. Describe the financing of the project. Please include all funding sources, and square foot costs where applicable.

The vast majority of financing came through the philanthropy of Elizabeth Noyce – initially from one of her privately held corporations and then, after her death in September, 1996, through her Libra Foundation. Building costs were over \$6 million. Divided over the project's 37,000 total square footage, building costs were about \$200 per square foot.

The City of Portland, through the Downtown Portland Corporation, provided \$250,000 for streetscape improvements, including new sidewalk, street lamps, and crosswalks on the public right-of-way.

The Market's original 21 vendors made significant financial investments, as well, reflecting the developer's belief that they should have a meaningful financial stake in the project. In total, vendors spent about \$1.1 million on stall improvements and equipment, ranging from \$14,000 to nearly \$250,000. They utilized a variety of funding sources, including personal assets, commercial bank loans, and economic development loan funds operated by the City of Portland and Coastal Enterprises, Inc.

6. Describe what is unique about the project. Is the model adaptable to other urban settings?

The Portland Public Market is unique because of the way it combines a number of elements: (1) high quality design and construction in a section of downtown noted for aging social service agencies and back offices, (2) the building's transparency between indoors and outdoors, which serves to welcome everyone in the community, and the continuation indoors of the welcome feeling through design elements such as a fireplace and public art, (3) the collection of local farmers and food producers who are selling their own products with beautiful displays and remarkable quality, and (4) the Market's operational structure, which shares both some downside risk with the tenants and the potential upside financial gain, allowing the project to operate on a self-sustaining basis and providing financial incentives for the management to help maximize sales.

This model is certainly adaptable to other urban settings. Each interested city would need to establish its own public goals and create a market that fits its local community both physically and programmatically, but many parts of the country would benefit from a large-scale indoor public market along the lines of the Portland Public Market. Growing interest in sustainable agriculture near cities and freshly picked, high quality foods, along with the need for effective economic development initiatives, suggest that the Portland Public Market offers an excellent model for other cities to learn from.

PUBLIC AGENCY PERSPECTIVE

12/98

Nominee: Portland Public Market

Submitted By: Kathleen J. Brown, Economic Development Director/City of Portland

Address: 389 Congress Street, Portland, ME 04101

Telephone: (207) 874-8683; Fax: (207) 756-8217

1. What role did your organization play in the development of this project?

Located in the heart of downtown Portland, the Portland Public Market is the single most important development project to occur within our community within the past decade. From the beginning, the project has had the active support of the City's Economic Development Center, most specifically through its financing arm, the Downtown Portland Corporation. Recognizing the importance of the project and realizing that the infrastructure in the development area was in need of attention, the Downtown Portland Corporation provided a \$250,000 grant for all public improvements designed to support the Portland Public Market, including sidewalks, landscaping, granite curbing and street lights. In addition, the Downtown Portland Corporation provided direct commercial loans to four vendors in the Portland Public Market, in an amount totaling \$67,500. The low-interest loans gave the entrepreneurs, many of whom were venturing into the retail sector for the very first time, the capital that they needed to get started.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

Administration of the pertinent local ordinances were not the responsibility of the Economic Development Center, but of other City departments. However, prior to any investment into the project, the Economic Development Center, through the Downtown Portland Corporation, required evidence that the project met all local codes and ordinances, particularly with respect to zoning, site plan and urban design. In addition, the size of the public sector investment in the project area triggered the participation of the Portland Public Market in the City's One Percent for Art Program. Public art, both visual and performing, has been integrated into the project in such a way as to be accessible and meaningful to all members of the community.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What tradeoffs and compromises were required? How did you participate in making them? With hindsight, what would you do differently?

The Portland Public Market was conceived as a way to stimulate new investment in downtown Portland, at a time when private sector confidence was low and development was minimal. The project emphasizes the importance of small (micro) businesses and provides entrepreneurs with both an organized opportunity and a place to begin a venture. The location of the project, just off of a major commercial arterial in downtown Portland, was an area which for many years had been neglected and underutilized. Selection of the project site was strategic, in that that decision alone acted as a catalyst for future investment into the neighborhood. The Portland Public Market is a project which has exceeded all community expectations - a difficult thing to achieve, since discussion of the project, even conceptually, generated a high level of enthusiasm and praise. It has inspired other private investors to re-look at downtown Portland. Within the context of economic development, there has been no other recent project within downtown Portland which has been as important to stimulating economic opportunity and community building as this one has.

4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

Evidence of the Portland Public Market's positive economic impact on the surrounding neighborhood is contained in the following example. Directly across the street from the main entrance to the Portland Public Market is a 15,000 square foot building which stood vacant as the result of a business bankruptcy. The building, even when occupied,

had been marginally maintained and was not considered to be in a location which ensured the success of either retail or service sector businesses. Furthermore, it was not accessible to those with disabilities. With the advent of the Portland Public Market, the building caught the attention of a local entrepreneur. He acquired the building and invested in major renovations to the property; the total new investment in the property has exceeded \$1 million and included a new elevator and other ADA improvements. The renovation of the property has resulted in the creation of both new businesses and new jobs in the neighborhood. A retail operation now successfully operates on the first floor; a growing insurance company occupies a portion of the upper floors. The Portland Public Market has served to stimulate interest and activity in an area of downtown that for many years has not been attractive to investors. The project has directly influenced the private sector's confidence and resulting appetite for participation in its revitalization.

5. What about this project would be instructive to agencies like yours in other cities?

The Portland Public Market, through its unique financing source, is a project which is not easily duplicated in another community. The project is indeed a gift to the City of Portland, and through the leadership and vision of Mrs. Elizabeth Noyce and the foundation which she created, downtown Portland has been significantly changed for the better. That being said, however, there are many things about the design and the organization of this project that are very well done and can serve as inspiration for other communities. From the onset, the principals in the Portland Public Market adopted a process for community dialogue and inclusion that ensured the full participation of all stakeholders. The project has received widespread support because it has always been presented as a project for the people. In addition, the attention to design detail in the building has guaranteed that the individual's experience of the Portland Public Market matches the community's expectations. For example, the sky bridge connection of the Portland Public Market with a large parking facility makes the experience of shopping and dining downtown less intimidating and more convenient for those living outside of the urban core.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

The Portland Public Market only needs to stay the course to be considered a success in the future. Then, as now, the Market would be bustling with diverse individuals from a cross section of communities in the region, and the state. Small businesses would be on a waiting list to occupy space in the Market. Vendors who started in the market when it opened will have thriving businesses, perhaps with locations/distribution systems outside of the Portland Public Market. The value of real estate around the Portland Public Market will continue to rise as more and more private investment occurs in the area. The residents in the neighborhood which is adjacent to the Portland Public Market will consider the project to be "theirs." The Portland Public Market will continue to provide entry level jobs and training opportunities to those members of the Maine community that might not have many opportunities otherwise. The Public Market will be seen as a gathering place for all types of people who have a chance to see their neighbors and friends they don't yet know. The Portland Public Market will function as an incubator for entrepreneurs wishing to give a small business a try. Five years from now, the Portland Public Market will be everything that it is today.

PUBLIC AGENCY PERSPECTIVE

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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name Kathleen J. Brown Title Economic Development Director

Organization City of Portland Telephone (207) 874-8683

Address 389 Congress Street, Portland, ME 04101

Fax (207) 756-8217 E-mail ljb@ci.portland.me.us

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Signature  12-14-98

1. What role did your organization play in the development of this project?

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

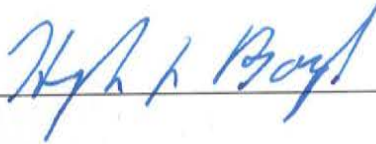
3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What tradeoffs and compromises were required? How did you participate in making them? With hindsight, what would you do differently?

ARCHITECT OR DESIGNER PERSPECTIVE

Name: Hugh Boyd, A.I.A. Title: Project Architect
Organization: Hugh A. Boyd Associates Telephone: (973) 783-2878
Address: 271 Grove Street, Montclair, NJ 07042
Fax: (973) 783-1418 E-mail: Habarch53@aol.com

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1. Describe the design of the project including design concept, choice of materials, scale, etc.

The 37,000 square foot Portland Public Market is a newly constructed market hall sheltering up to 30 fresh food vendors. The 26,000 square foot ground floor follows an L-shape, and two mezzanine levels provide an additional 7,000 square feet of useful space. The dynamic geometry of Douglas Fir roof trusses and rafters, sitting atop concrete columns, animate the building, which is surrounded on three sides by glass. Individual vendor stalls line two sloping internal aisles in each wing, creating islands of beautifully presented produce, meats, seafood, breads, and flowers within the center of the hall. Vendors with heavy cooking and refrigeration requirements are located along the back of the hall, which features a single story flat roof and adjacent loading areas and service drive. Auxiliary uses, including common area seating, a café space, management offices and a demonstration kitchen/community room with seating for 50, take place in the two mezzanines overlooking the Market floor below. The palate of materials and colors were kept simple to comfortably fit in with the existing neighborhood and to allow the vendors' products and graphics to become the main point of expression. A great deal of emphasis was also placed on using indigenous materials in keeping with Portland's historic downtown buildings. These materials included locally produced brick, white pine decking, and Deer Isle granite, which are also found on the building's exterior, plaza and sidewalks.

2. Describe the most important social and programmatic functions of the design.

The most important programmatic function of the design was to create an environment that would give the local food vendors, including many first-time operators, the optimum chance to succeed. Vendor spaces had to be designed to be extremely efficient in layout and operation to minimize the vendors' costs and increase their potential for profitability. The arrangement and location of the individual vendors were also carefully choreographed to accentuate the vendors' visual strengths, theatrical opportunities for their displays, and exposed preparation areas. Around these stalls, a variety of aisles and seating areas were created to enhance the shoppers' and general public's experience within the large hall.

3. Describe the major challenges of designing this project and any design tradeoffs or compromises required to complete the project.

The late philanthropist Betty Noyce envisioned the Portland Public Market as a major stimulus for revitalizing a transitional neighborhood in downtown Portland, Maine, and an incubator for small businesses. Betty Noyce also hoped that the Market would become a gathering place and focal point for the community, welcoming all socioeconomic groups. The major challenge was to take these sometimes conflicting ideals and make them work together. For example, today's food vendors need an enormous amount of refrigeration and processing equipment, ample utilities, and cooking exhaust systems, which are all best served by a solid building perimeter (hence the appearance of most supermarkets). Yet to impart maximum positive benefit to the neighborhood, the appearance of barriers had to be minimized. Our solution was to design large expanses of glass, numerous entrances, and a sloped floor in the Market that conforms with the exterior sloping grade so as to minimize interior steps and ramps. Refrigerated equipment has been grouped behind discrete display hutches, allowing the vendors to operate efficiently while not blocking views. The careful balancing of the slope of the interior aisles with the natural slope of the site and the stepping of each individual vendor space enables the disabled to have complete access to the project, as well.

4. Describe the strengths of the project's design and architecture, and the way in which it relates to its urban context.

The market hall was designed to enable its whole neighborhood to become a focused business district, with the Market acting as a covered market square, where a variety of social activities could take place along with the shopping experience. The large glass windows dissolve the distinction between the exterior and interior so that passersby can see the ongoing functions of the Market at all hours of the day and night. Broad metal canopies along the exterior of the building extend over the sidewalk and appear to embrace the surrounding neighborhood while simultaneously providing exterior protection for street retail, such as seasonal farmers' tables, Christmas trees and plant sales. A large, cut-granite fireplace forms the heart and hearth of the Market and has become an informal gathering place.

The project also included the first skybridge over a public right-of-way in Maine. Since one of our goals had been activating the street with pedestrians, the development team initially questioned the wisdom of introducing a separate circulation system. However, the skybridge proved to be a major addition to the project because of the protection it provides shoppers from the area's frequent inclement weather and because it offers a unique vantage point to view the city. The skybridge was designed as an extension of the Market, with liberal use of glass and a standing seam metal roof.

DEVELOPER PERSPECTIVE

Name: Theodore Spitzer Title: Project Director
Organization: Market Ventures, Inc. Telephone: (207) 228-2000
Address: 25 Preble Street, Suite 200, Portland, ME 04101
Fax: (207) 228-2003 E-mail: tspitzer@portlandmarket.com

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1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

When Elizabeth Noyce first considered creating a public market in the fall of 1995, I led the consulting team that conducted the feasibility analysis and concept development. When the decision to implement the plan was made in the spring of 1996, I established Market Ventures, Inc. and went under contract with Betty Noyce (and after her death, the Libra Foundation). Market Ventures, Inc. oversaw every aspect of the development of the Portland Public Market, including design, construction, budgeting, leasing, community relations, marketing, and, now that the Market is up and running, day-to-day operations. As Project Director, I worked as the owner's agent in managing the architects, construction manager, and construction contractors. My staff (including a Marketing Director and Tenant Coordinator) assisted in recruiting vendors and dealing with all aspects of marketing and public relations.

2. What, if any, modifications were made to the original proposal as the project was developed? What tradeoffs or compromises were required during the development of the project?

The project expanded in size from the original proposal when it was determined that the Market needed to be larger to create a more synergistic space with vendors lining both sides of two aisles. Due to the tremendous support the project received from local government, the city offered to sell us an adjacent parcel of underutilized land that the Public Library used for staff parking.

The significant pitch on the site required a continual trade-off between accessibility and the preferred flatness of the Market interior. The architects created a series of shallow ramps for the common area walkways, ensuring wheelchair accessibility at every entrance while eliminating most stairs within the Market.

Numerous design and equipment changes were made during the bidding stage to keep the project on budget. "Value engineering" allowed us to find less expensive ways to provide air conditioning, roofing, and various construction systems. Granite was eliminated on parts of the exterior façade to help reduce costs, as well.

3. What, if any, innovative means of financing the projects were used?

The late philanthropist Elizabeth Noyce provided nearly all the funds for development. It is quite unique for a foundation to be leading an economic development project of this scale, particularly in terms of the amount of risk involved. However, Betty Noyce used her wealth on projects that she felt would benefit the people of Maine both economically and socially. Her recent strategic investments in Portland – both commercial and philanthropic – have helped revitalize the city, particularly the downtown core.

The City of Portland provided about \$250,000 in street and sidewalk beautification. In aggregate, the individual vendors invested over \$1 million in equipment and stall fit-out. They relied on a variety of bank loans, personal assets, and economic development loan funds, including programs run by the Downtown Portland Corporation and Coastal Enterprises, Inc.

4. How did the financial benefits and economic impacts of this project differ from other projects? How does the project's quality relate to the financial goals?

The benefits of the Portland Public Market are meant to accrue to the vendors within, neighboring stores, institutions, and property owners, area farmers, and the general public. Financially, the Market adopted an entrepreneurial model with rents based in large part on a percentage of gross sales. This structure aligns the financial interest of the landlord with each tenant. The Market management is similarly incentivized, so all parties in the Market work towards maximizing sales and ensuring profitability. If the Market is very successful, it is possible that rents will eventually pay back the initial capital investment. This idea appealed to Mrs. Noyce, who could then use these funds to help support the people of Maine in another way. She was willing to accept the risk of low base rents, to better assure (but in no way guarantee) tenant profitability.

The developers and architects of the Public Market recognized the intensely competitive environment for retail food sales and the need to design a building that would provide advantages to the independent purveyors within. The project was designed to be the highest quality shopping experience in New England in order to permit the vendors the chance to succeed and to ensure the Market's relevance over the next generation.

5. What was the most difficult task in the development of this project? What was the least successful aspect? With hindsight, would you do anything differently?

The most difficult *design* aspects to the project arose from the site's small size and the use of timber as a structural element. The size necessitated tradeoffs between providing ample active vendor selling areas and back-of-the-house/storage areas. A larger site would have provided more storage and potential room for expansion. The long spans of unsupported timber, complicated by three-point joints, became a major engineering problem. Unfortunately, we had to use steel components along with the heavy timber, although they are generally well hidden.

Programmatically, the most difficult problem was finding qualified vendors for the Market who fit our desired tenant mix and vendor profile. Our goal was to recruit vendors who either grew or produced the products themselves. Convincing Maine farmers and small businesses (a naturally conservative and suspicious lot) to set up their first retail endeavor in an untested location with a new concept was a major challenge. In the end, the Market was able to attract vendors offering a full selection of fresh foods (meat, seafood, produce, dairy, baked goods, etc.) and more than two thirds are farmers or food producers. All are locally owned family businesses. We would have liked to attract vendors representing a wider range of ethnicities but were unable to find qualified applicants who fit this description.

6. What about this project would be instructive to other developers?

The Portland Public Market is an exciting example of economic development philanthropy: a project that seeks to achieve a number of clearly stated public goals by harnessing a private sector business model, minus only the burden of initial development costs. Compared to other recent economic development schemes (such as hugely expensive publicly funded downtown stadiums), the Portland Public Market represents an inexpensive approach to revitalizing an urban area with an appropriately scaled, beautiful building that attracts volumes of people of all ages and income levels.

Developers could also learn from the project's success in creating public spaces, particularly the Market's relationship to the street, the integration of common seating areas, the fireplace, and the demonstration kitchen.

Finally, the Market effectively features the area's unique local qualities, including both the foods of Maine and the people from the region. By making an authentic public market to serve the people of Maine, tourists will "discover" the Market on their own, without our altering the concept to meet their needs.

7. If, five years from now, you were to judge this project was still successful, what characteristics would convince you of that fact?

Five years from now people would recognize the Portland Public Market as a center of community life, a place to meet and shop together, and a downtown landmark. The neighborhood around the Market will be viewed as a vital business district. Fresh foods from Maine would still be the dominant product offering; the Market would not have become a lunch time "food court" or a tourist-focused destination. Maine agriculture would be on the rebound, with more foods available locally than today. Financially, the businesses within the Market would be profitable (although not so profitable that the owners had lost their competitive drive). As importantly, visitors to the Market – whether on their first trip or 500th – would still maintain the infectious happiness that now overcomes almost everyone who walks through the Market's doors.

OTHER PERSPECTIVE

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Name JOSEPH F. BOULOS Title PRESIDENT
Organization THE BOULOS COMPANY Telephone (207) 772-1333
Address ONE CANAL PLAZA, PORTLAND, MAINE 04101
Fax (207) 871-1288 E-mail boulos@aol.com

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1. What role did you play in the development of this project?

The Boulos Company was asked by the Libra Foundation to secure the necessary land for the Portland Public Market and a 600-car parking garage that would service the project. Once the Boulos Company secured the land through purchase and sale contracts, they assigned the agreements to Libra Foundation and the deal was closed. Subsequent to the closing, the Boulos Company managed the construction of the 600-car parking garage located west of the site of the future Portland Public Market.

2. From your perspective, how was this project intended to benefit the urban environment?

From the very beginning, the Libra Foundation made it very clear to us that the site selected for the Portland Public Market would be one that would benefit a blighted area in downtown Portland. There were numerous recommendations to locate the Portland Public Market in an area that was much more conducive to successful retailing. Time after time, Owen Wells, President of the Libra Foundation, said that the Portland Public Market would only be located in a place that would ultimately help to revive a blighted area in downtown Portland.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

Within two days of the opening of the Portland Public Market, the area has seen an increase in traffic of 1,000 fold. What was once considered a somewhat suspect area to walk through has become one of Portland's primary thoroughfares. The Boulos Company has had numerous calls since the market opened to lease office space in 477 and 465 Congress Street. Both buildings are contiguous to the Portland Public Market. Prior to that time, the leasing of these buildings was hampered by the blighted area west of their location. Boulos Brokerage Company is now fielding calls from small retailers wanting to locate in and around the Portland Public Market.

4. What tradeoffs and compromises were required during the development of the project? Did you participate in making them?

I believe the largest tradeoff and compromise required for the development of this project was the above-market price that ultimately was paid for the site assemblage. The Libra Foundation's goal was not one of attempting to secure a below market price for the land, but rather to secure the land and create a development that would benefit the entire downtown Portland area.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

From a purely economic viewpoint, the least successful aspect of the project is the subsidizing of the parking in the parking garage to accommodate the large influx of shoppers to the Portland Public Market. Again, the goal of the Libra Foundation was not to make money, but to make the Portland Public Market successful and ultimately contribute to the economic vibrance of downtown Portland. If the market required a subsidy on parking, then the Libra Foundation would provide it.

6. What can others learn from this project?

Five years from now the success of this project should be judged from only one prospective – is the formally blighted area now a viable economic part of the city? Even if the Portland Public Market is no longer a viable retail project, but the surrounding area has been inhabited, built up and contributes positively to the downtown, then this project without doubt has been a success.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

I believe others can learn from the Libra Foundation that philanthropy does not necessarily mean writing out a check to an individual or an organization, but can be done through economic development. By creating a vibrant retail project, a blighted area of the city of Portland has been rejuvenated, jobs have been provided, excitement has been created and the economic viability of a blighted area has been dramatically increased.

OTHER PERSPECTIVE

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Name **Daniel E. O'Leary**

Title **Director**

Organization **Portland Museum of Art**

Telephone **(207) 775-6148**

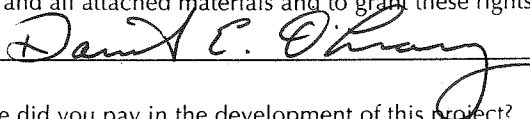
Address **Seven Congress Square, Portland, ME 04101**

Fax **(207) 773-7324**

E-mail

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Signature



1. What role did you play in the development of this project?

My relationship to the Portland Public Market project has been that of an observer and a community representative who is responsible for a nearby public resource, the Portland Museum of Art. Because the Museum is located on Congress Street in downtown Portland, four blocks from the Portland Public Market, the completion of the Market has been eagerly awaited because of its anticipated positive impact on the vitality of the city and on visitation to nearby destinations. Because I was hopeful that the Market would add significantly to Portland's profile as a desirable place, I arranged for Portland Public Market Director Ted Spitzer to present a slide lecture to interested Portland and Maine business leaders while the Market was in its initial planning stages. I also found many opportunities to endorse the Market when meeting with elected city representatives and with the Museum's trustees, staff, and members.

2. From your perspective, how was this project intended to benefit the urban environment?

My understanding of the intent of the project was that it was envisioned as a catalyst for the city and region that would foster the consumption of locally produced products, empower farmers and growers, create and support jobs, encourage private enterprise, and bring new life to a portion of the city that had not participated in Portland's recent commercial growth. Because I frequently had the chance to discuss the Portland Public Market with its benefactor, Elizabeth B. Noyce, I knew that she believed the Market would become a life-enhancing feature of the city--one that traditional forms of financial investment would never venture to consider.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

In the architectural quality of the structure and in the energy it has brought to the city of Portland, the Portland Public Market has far exceeded all of my expectations and hopes. The building creates an inspired atmosphere in which a joyful interchange between merchants and shoppers is consistently evident. I have never had such a positive experience in an American food or produce venue before. The same observation has been made to me by dozens of acquaintances, who feel that the Market has deeply enriched the definition of our city and that going there is an act of community participation and a cultural event, akin to attending a performance of the Portland Symphony or visiting the Museum. We are delighted to find that since the Market opened our Museum attendance has risen nearly 15 percent, in great part due to the increased activity in our area sparked by the Market.

4. What tradeoffs and compromises were required during the development of the project? Did you participate in making them?

There was no point when I was personally involved in any tradeoffs or compromises that were required during the development of the project. It was evident from local media coverage that the development of the Market and adjacent parking structure faced normal city oversight by zoning boards and that these requirements were satisfied. I had expected that the Market would need to compromise with respect to the quality and diversity of the vendors it would initially attract, but I was amazed to find that the Market began with a full slate of excellent vendors that provide every kind of fish, meat, and produce that my wife and I hoped for.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

As an observer I am not in a strong position to speculate on anything that might have been done differently during the evolution of the project. I am definitely not aware of any aspect of the project that was unsuccessful. However, like so many hundreds of people--certainly even thousands of people--I greatly regret that Elizabeth B. Noyce unexpectedly died before she was able to see and experience the Portland Public Market. Mrs. Noyce was a person of irresistible charm and extraordinary humanity who would have been enormously pleased to see her vision become the magic, welcoming, and dynamic center that now thrives in a once underutilized and uninspired area of our city.

6. What can others learn from this project?

Personally, I have learned that the future of urban areas--which is generally left in the hands of elected leaders and private entrepreneurs--can be superbly enhanced by philanthropy when such an effort is conceived through strong strategic planning and accomplished with appropriate expertise. The Portland Public Market will contribute more to the lives of people in this area and to the viability of this city than countless government programs. The project demonstrates that architecture can inspire and strengthen human activity and elevate the life and vitality of a city. The Portland Public Market, in addition to being a superb place to shop, gives its visitors an enhanced understanding of their community and fosters a powerful optimism concerning downtown Portland.

I believe that the presence of the Market, both through the marvelous nature of its architectural spaces and through its inspiring level of energy and activity, offers Portland and Maine a great model for success in future public projects. The Market sets entirely new standards of excellence and will empower people to envision and expect more in the development of this city during the next century.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Five years from now, the success of the Market will be measured by the degree to which it maintains the energy and quality it now so clearly displays. In addition, there will I believe be strong evidence of the Market's impact as a catalyst upon the public and private property surrounding it. I have spoken to people with office space in nearby buildings--locations that before the Market was built were considered undesirable--that are now premier areas because of their view of and proximity to the Market. In addition, the waves of people who now shop at the market have transformed the neighborhood into one of Portland's most active and comfortable areas, erasing a prior aura of insecurity and neglect. I expect that these healthy characteristics will continue to grow for the next five years and beyond.

Five years from now I look forward to observing that Maine products will have gained greater, widespread support and that the neighborhood to the north of the Market will have experienced a financial renaissance. I additionally expect that this project, both in terms of its architectural components and its vendor participants, will inspire additional public markets in New England and nationally.

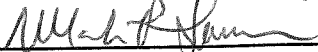
COMMUNITY REPRESENTATIVE PERSPECTIVE

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This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name Mark R. Swann Title Executive Director
Organization Preble Street Resource Center Telephone (207) 775-0026
Address P.O.Box 1459 Portland, ME 04104
Fax (207) 874-8975 E-mail preble st@aol.com

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Signature 

1. How did you, or the organization you represent, become involved in this project? What role did you play? For example, was there a public review process in which you took part?

Preble Street Resource Center is a multi-service agency for homeless and low-income persons. We first became involved in the Portland Public Market when its Director, brand new on the job, visited our agency and introduced himself by stating: "The Market we're building one block away from you is not just about economic development - it's also about neighborhood development. We want to be near you and the other social service agencies here. We want to be part of the neighborhood and be good neighbors." From that beginning, we built a relationship and eventually Preble Street put in a vendor application with the Market. It was accepted, and we have opened a restaurant/retail operation, "Stone Soup", in the Market to support our culinary arts training program for homeless and low-income people.

2. From the community's point of view, what were the major issue concerning this project?

One important issue in the development of the Portland Public Market was the concern about the Market "fitting in" to the neighborhood and to the potential gentrification of the area surrounding it which consists of a significant number of social service agencies, homeless shelters and affordable housing units. The Market has addressed this issue head-on, working closely with agencies like Preble Street Resource Center, building alliances with the neighborhood, and most importantly, creating an environment that is welcoming to all and that offers affordable shopping opportunities.

3. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what, if anything, would you do differently?

I am unaware of tradeoffs and compromises made in the overall development of the Portland Public Market. In terms of Preble Street's role as a vendor applicant and eventual vendor, we worked closely with Ted Spitzer, the Market Director, on our business plan and in our own development process. In envisioning and creating Stone Soup, Preble Street found the Market to be extremely knowledgeable and helpful. Finding our niche at the Market, as a non-profit, was a creative and challenging process and Ted Spitzer and his staff were good partners and mentors.

4. How has this project made the community a better place to live? Why should it win this Award? Please be as specific as possible.

The Portland Public Market clearly has improved this community in many ways, and is thus deserving of the Rudy Bruner Award. It has improved the neighborhood in a physical way, turning a parking lot into a dynamic center of activity. The Market is a destination spot in a part of the city that up until now had been largely ignored by the community. It has also improved the neighborhood in the less tangible way of making this area feel better about itself. There is a growing sense of pride in the area. A neighborhood association has just recently been organized. The Market fits into the neighborhood and enhances the quality of life for the area residents and businesses.

5. If a community group came to you for advice in carrying out a similar project, what would you tell them?

My advice to a group thinking of developing a public market would be, first and foremost, to meet with Ted Spitzer who made the Portland Public Market a reality. Ted's vision, technical knowledge, and leadership were instrumental in developing the Market. And, second, I would advise the group to involve the community at all levels and across different sectors. Being true to the spirit of "public" in "public market" has ensured the Portland Public Market's success.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

There are a number of characteristics with which I would judge the Portland Public Market's success in five years: Has the Market solidified its place as a "community center", of sorts? Are there free events/music/workshops for all kinds of people? Is it a dynamic, engaging environment that is welcome to both the avid shopper from the suburbs of Portland and the low-income family who live nearby? Has the Market helped in a broad neighborhood revitalization effort without a sweeping displacement of affordable housing and homeless shelters?