

DEPARTMENT of ECONOMIC DEVELOPMENT

REDEVELOPMENT AGENCY STAFF MEMO

DATE: March 20, 2018

PREPARED BY: Cara Lindsley

RE: Final Public Market Feasibility Study and Development Plan

REQUESTED ACTION:

Discuss Final Public Market Feasibility Study and Development Plan for Station Center Site 5

POLICY ITEM: Depot District Project Area Plan

BUDGET IMPACTS: None

EXECUTIVE SUMMARY/ANALYSIS: The RDA, in collaboration with the Downtown Alliance, retained GSBS Architects (GSBS) and Market Ventures, Inc. (MVI) to conduct a feasibility study and concept development process to determine the viability of a year-round, indoor public market in the Depot District. The consultant team evaluated the critical elements for market success for the proposed project, and outlined a path forward for developing a feasible public market facility for Salt Lake City. This final study is a follow-up to the Draft Public Market Feasibility Study that was delivered to the RDA Board in July 2017. GSBS, with the Downtown Alliance, will present the findings of the feasibility study at the RDA Board Meeting on March 20, 2018. See Attachment A for the final feasibility study.

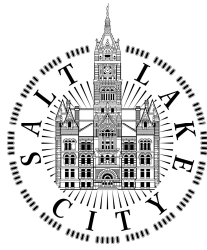
REDEVELOPMENT ADVISORY COMMITTEE RECOMMENDATIONS: N/A

ANALYSIS & ISSUES: In the attached Public Market Feasibility and Development Plan, the consultant team evaluated the critical elements for market success with respect to the proposed project located at "Site 5" in Station Center (a Station Center site plan is provided in Attachment B to this memo). The study begins by suggesting a set of goals for the market that are based on Salt Lake City master plans, input from stakeholders, and the RDA's objectives for the Station Center neighborhood. The study then attempts to answer the following questions through a Market Analysis, Fit Study, and Development Analysis:



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1. Is there sufficient demand and supply to support a year-round, indoor public market in the Station Center District that can operate without subsidy? (**Market Analysis**)
2. Does Station Center Site 5 provide a viable site, based on its size, the district's design guidelines, adjacent uses, and access? (**Fit Study**)
3. Is it feasible for a private developer to construct a public market at Site 5 as part of a mixed-use development? (**Development Analysis**)

The **Market Analysis** and **Fit Study** are provided in the following components of the report:

- Proposed public market goals (Chapter 2)
- Demand analysis, including determination of trade areas and consumer segmentation (Chapter 3)
- Competitive analysis, including research into existing and proposed grocery and fresh food options in the city (Chapter 4)
- Supply analysis, exploring the likelihood of attracting desired vendors to the public market (Chapter 5)
- Site analysis, assessing issues such as zoning requirements, circulation and access, current and planned adjacent uses, and parking (Chapter 6)
- Development program, including core strategies, program elements, and design considerations (Chapter 7)
- Design, including creation of a conceptual plan for the public market at Station Center Site 5 (Chapter 8)
- Ownership and operational structure, including a staffing plan and partnership opportunities (Chapter 9)

The **Development Analysis** is provided in the following components of the report:

- Financial analysis, including a five year operating pro forma, development budget, and financing sources (Chapter 10)
- Economic impact, assessing both the direct benefits and multiplier effects of the public market (Chapter 11)
- Financial Analysis of Mixed-Use Alternatives (Appendix E)

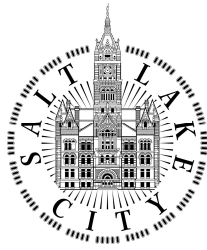
Study Conclusions

The **Market Analysis** found that vendors could reasonably capture \$16.9 million in annual sales for fresh, specialty and prepared foods at the public market, while the region's growing specialty food sector could supply the proposed mix of vendors. With a mix of income from rents, events,



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education, and sponsorship, the analysis shows that the public market can operate without operational subsidy. The **Market Analysis** and **Fit Study** show that the demand could be met with a two-story, 68,500 square-foot building with one level of underground parking (containing 25,300 leasable square feet), which can fit on Station Center Site 5 but would require changes to zoning provisions and the Station Center Design Guidelines. The estimated cost of developing the market, including acquiring the land, is \$31 million.

The **Development Analysis** explored a variety of mixed-use options using a mix of debt, equity, and tax credits to generate income to offset capital costs and to comply with the Station Center Design Guidelines. Because none of the options resulted in adequate cash flow to cover the capital investment costs of the market, the study's recommended development approach is to generate grants or donations to fund the market as a standalone project. This is the approach that was taken by other recently constructed public markets, including the Milwaukee Public Market and the Grand Rapids Downtown Market.

Next Steps

In accordance with the RDA's Real Property Disposition Policy, RDA staff will return to the RDA Board next month with a Pre-Disposition Report for Station Center Site 5, which is a Tier 1 property. The report will outline the development strategy and timeframe for disposition of the property.

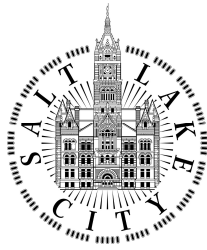
PREVIOUS BOARD ACTION: In 2007, the RDA Board approved \$10,000 in funding for a public market study to determine the feasibility of a public market in Salt Lake City. The Downtown Alliance researched the subject extensively before approaching the RDA with the funding request. The allocated funds were consolidated with funding from other sources to pay for the \$50,000 study. The results of this initial study, conducted by Market Ventures, Inc., concluded that a public market could be supported in Salt Lake City and made a recommendation on what types of markets would be most successful in the community.

In 2011, the RDA Board funded an additional study by Market Ventures, Inc. to locate the public market in the Rio Grande Building. The study recommended a three-phase plan: 1) Implementing a Winter Market in the Rio Grande Depot grand hall and portico; 2) Building market sheds along 500 West to accommodate a linear Farmer's Market along 300 South; and 3) Establishing a year-round public market in a permanent structure located on Parcel 4 or Parcel 5 of the Station Center project.



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The RDA Board approved the Depot District Strategic Plan in 2015, which supports the potential location of a public market on Parcel 5.

The RDA Board approved Station Center Parcel 5 as the location for a year-round public market on March 15, 2016.

In July 2016, as part of Budget Amendment #1 to the FY17 RDA Budget, the RDA appropriated \$176,000 for GSBS Architects and Market Ventures, Inc. to conduct a feasibility study and concept development plan for Station Center Parcel 5.

In July 2017, the Draft Public Market Feasibility Study and Development Plan was presented to the RDA Board. The Board requested that RDA staff return at a later date with a final version of the study, after addressing computation issues in the draft's financial analysis and finalizing the study's conclusions.

ATTACHMENTS:

- A. Salt Lake City Public Market Feasibility Study and Development Plan – February 2018
- B. Station Center Site Plan



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Salt Lake City Public Market Feasibility Study and Development Plan



Prepared for: Salt Lake City Redevelopment Agency and
Downtown Alliance of Salt Lake City

February 12, 2018

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Recommendation summary

GSBS Architects and Market Ventures, Inc. conducted an extensive feasibility and concept development study to determine if a viable and impactful year-round indoor public market could be established in the Station Center District of downtown Salt Lake City. The study addressed a variety of feasibility questions, including:

1. Is there sufficient demand and supply to support a year-round, indoor public market in the Station Center District that can operate without subsidy (Market Analysis)?
2. Does Site 5 provide a viable site, based on its size, the district's design guidelines, adjacent uses, and access (Fit Study)?
3. Is it feasible for a private developer to construct a public market at Site 5 as part of a mixed-use development (Development Analysis)?

The recommended development approach is to rebrand Station Center District as the Salt Lake City Market District and create unified management that links the proposed year-round indoor Salt Lake City Public Market on Site 5 to the 25-year old Downtown Farmers' Market in Pioneer Park, the Winter Market and event spaces within the Rio Grande Depot, and the planned 300 South "festival street."

The Market Analysis found that vendors could reasonably capture \$16.9 million in sales for fresh, specialty and prepared foods at the public market, while the region's growing specialty food sector could supply the proposed mix of vendors. With a mix of income from rents, events, education, and sponsorship, the analysis shows that the Public Market can operate without operational subsidy. The Market Analysis and Fit Study show that the Public Market should be a two-story 68,500 SF building with one level of underground parking for an estimated cost of \$28 million (not including land). This approach will require changes to zoning provisions and Station Center Design Guidelines.

The recommended management structure is for Urban Food Connections of Utah (UFCU), the nonprofit that currently runs the Downtown Farmers' Market and Winter Market, to manage the Market District and Public Market.

The Development Analysis explored a variety of mixed-use options to comply with Station Center Design Guidelines, using a mix of debt, equity, and tax credits. This mixed-use approach was determined to be not feasible because none of the options resulted in adequate cash flow to cover the capital investment costs of the Public Market. The recommended approach is to generate grants or donations to fund the market as a standalone project, which reflects the approach taken by other recently constructed public markets, including the Milwaukee Public Market and the Grand Rapids Downtown Market.

The Station Center District needs a bold, catalytic project that can spark private investment and replace the area's persistent negative activities (drug dealing, loitering) with vibrant, human-scale activity. Well-designed public markets in other cities have played exactly this role and the proposed concept for the Salt Lake City Public Market can play that role here, while providing dozens of entrepreneurial opportunities to small local businesses and creating hundreds of jobs.

Executive summary

Introduction

The Salt Lake City Redevelopment Agency (RDA), in partnership with the Downtown Alliance of Salt Lake City, retained GSBS Architects and its subconsultant, Market Ventures, Inc. (MVI), to assess the feasibility of creating a year-round, indoor public market at Site 5 in the city's Station Center District. The study explored the potential for a mixed-use development that meets the area's design guidelines, including upper level commercial or residential uses. The public market is intended to build on the success of the Downtown Farmers' Market, which has operated in Pioneer Park (and more recently as a winter market in the Rio Grande Depot) for 25 years. This report was prepared by MVI.

The idea of creating a year-round, indoor public market has been discussed in Salt Lake City for many years. In 2016, the Salt Lake City Council passed the Downtown Plan, which identified a downtown public market as a policy goal, as did the Downtown Rising Action Plan adopted by the Downtown Alliance. Previous studies conducted by MVI explored a range of potential sites around downtown. In 2015, MVI evaluated the Rio Grande Depot under the scenario that the State of Utah provided the entire building for this purpose. While the building has a number of positive qualities, it can only accommodate a much smaller public market than the market research indicates is optimal and would require expensive upgrades to meet seismic and public market infrastructure requirements. This plan identifies an important role for the Rio Grande Depot as part of a public market district but not as the site of the core food vending activity.

Goals

Suggested goals for the Salt Lake City public market are:

1. Provide a catalyst for development of the Station Center District
2. Expand the impact and benefits of the Downtown Farmers' Market
3. Create a hub for Utah's local foods movement
4. Support small business entrepreneurship and create jobs
5. Promote community wellness through food access and education

Demand

Based on MVI's capture rate analysis, vendors in the Salt Lake City public market could reasonably capture \$16.9 million in sales for fresh, specialty and prepared foods at the public market out of the region's \$2.45 billion of total demand, or 0.69% of the total. Visitors represent another \$3.4 million of demand, for a total of \$20.2 million. Assuming average sales of \$800 per square foot, the demand for fresh, specialty and prepared foods at a public market in downtown Salt Lake City could be met with 25,300 leasable square feet, or about 40,200 sf of gross building area.

The Salt Lake City Downtown Farmers' Market is the largest and most popular farmers' market in the region, and its customers will be an important core customer base for the public market. Providing room for the Downtown Farmers' Market's ongoing evolution and continuing to improve the customer experience will ensure that it maintains a dominant position in the region and will support the financial sustainability of the public market.

The following chart identifies primary customer segments and key factors that will encourage them to shop at the public market. The development program and design should be focused on attracting these customers:

Type	Demographic profile	Key drivers
Regional residents (20 mile trade area)	<ul style="list-style-type: none"> • Higher income • Well educated 	<ul style="list-style-type: none"> • Unique, interesting, local products • Relationships with vendors • Fun place to shop • Easy access and parking
Downtown residents & employees	<ul style="list-style-type: none"> • Range of income levels • Younger 	<ul style="list-style-type: none"> • Convenience, quick service • Lunch • Social opportunities (drinks, classes)
West side residents	<ul style="list-style-type: none"> • Lower income • Ethnic/minority 	<ul style="list-style-type: none"> • Convenience • Financially accessible through SNAP and Double Bucks • Culturally appropriate foods
Tourists	<ul style="list-style-type: none"> • National and international • Higher income • Range of ages 	<ul style="list-style-type: none"> • Utah products • Opportunity to meet Utah food producers • Convivial, unique atmosphere

Competition

National food consumption trends, including increased focus on fresh, healthy foods, product traceability, sustainability, and local foods suggest that the public market is right “on trend.” There are no other public markets in the region to offer direct competition. The downtown has several strong food retailers, including Harmon's at City Creek and Whole Foods Market in Trolley Square. There are few supermarkets in the area to the site's west and south. The lack of supermarket access is particularly problematic for low income residents in the area.

According to USDA, the western side of downtown Salt Lake City is a food desert.¹

Given the presence of high quality supermarkets, the public market must provide a fundamentally different experience from these competitors. The public market can also play an important role in addressing food access for lower income households on the west side of downtown. However, it is important to recognize the challenges that small, independent fresh and specialty food retailers face in providing low-cost products. Their focus on high-quality, unique and artisanal products generally means that they are perceived as expensive by consumers. Strategies to lower prices for low-income consumers, such as the existing DoubleBucks program and ensuring all market vendors accept SNAP EBT, can increase the market's popularity and social impact.

Supply

Indoor market vendors might come from four sources: current Salt Lake City Downtown Farmers' Market participants, existing Salt Lake City area businesses that relocate to or expand into the public market, existing businesses from outside the region that move to Salt Lake City, or start-up businesses. While the public market should be a place that supports start-ups, at least two-thirds of the leasehold vendors in the market should be experienced, proven operators in order to provide customers with reliable and high quality products and service.

Focus groups and interviews found very strong interest among existing Downtown Farmers' Market vendors in participating in a year-round, indoor market. The interviews with farmers also confirmed earlier research that found strong interest in utilizing new shed structures as part of the outdoor farmers' market.

The experience of both the Downtown Farmers' Market and the growing number of kitchen incubators/shared commercial kitchens in Salt Lake City suggests strong interest among area residents to start and grow food businesses. Many of these businesses utilize the Downtown Farmers' Market as their initial marketing outlet because of its flexibility, low cost, and access to large number of customers. The Winter Market has proven the consistent demand and supply of products throughout the year. In the 2016-17 Winter Market season, Market management reports that 70 different vendors sold a wide variety of fresh, specialty and prepared foods to an estimated 20,000 customers over the course of 13 Saturdays.

Site analysis

The Station Center District has recently become a magnet for daytime loitering and drug use, with scores of people encamped along 500 West and adjacent properties. The City, County and private agencies are working to address these challenges, which are complicated because there are so many vacant properties awaiting development in the district. As seen in other communities, creation of a new, large-scale public market can be the catalyst that sparks revitalization of the entire area.

The sites adjacent to the Public Market, if redeveloped according to district development

¹ USDA Economic Research Service accessed at <https://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

guidelines, will support the active, pedestrian-oriented retail and restaurant functions created by the Public Market. The 300 South “festival street” can be an important asset for the Public Market, particularly if the festival street is operated by Market management.

The site is well served by public transit, including close proximity to the intermodal hub. Since most customers are expected to drive, however, the Market will require 348 parking spaces for customers and employees on weekends and 210 spaces during the week. Parking demand could be even higher if the Market is highly successful. The advent of autonomous vehicles might alter the demand equation if cars can self-park blocks away after dropping off their riders.

As a distinctive historic landmark visible from I-15 and parts of downtown, the Rio Grande Depot can be an important part of the Public Market brand and help address accessibility challenges to the Market’s site. Extending Pierpont Street between 400 and 500 West will greatly improve vehicular circulation, while new signs and gateway features are needed to direct customers to the site.

Development principles

The following set of development principles form the core strategies for creating a successful mixed-use public market that meets the project’s goals:

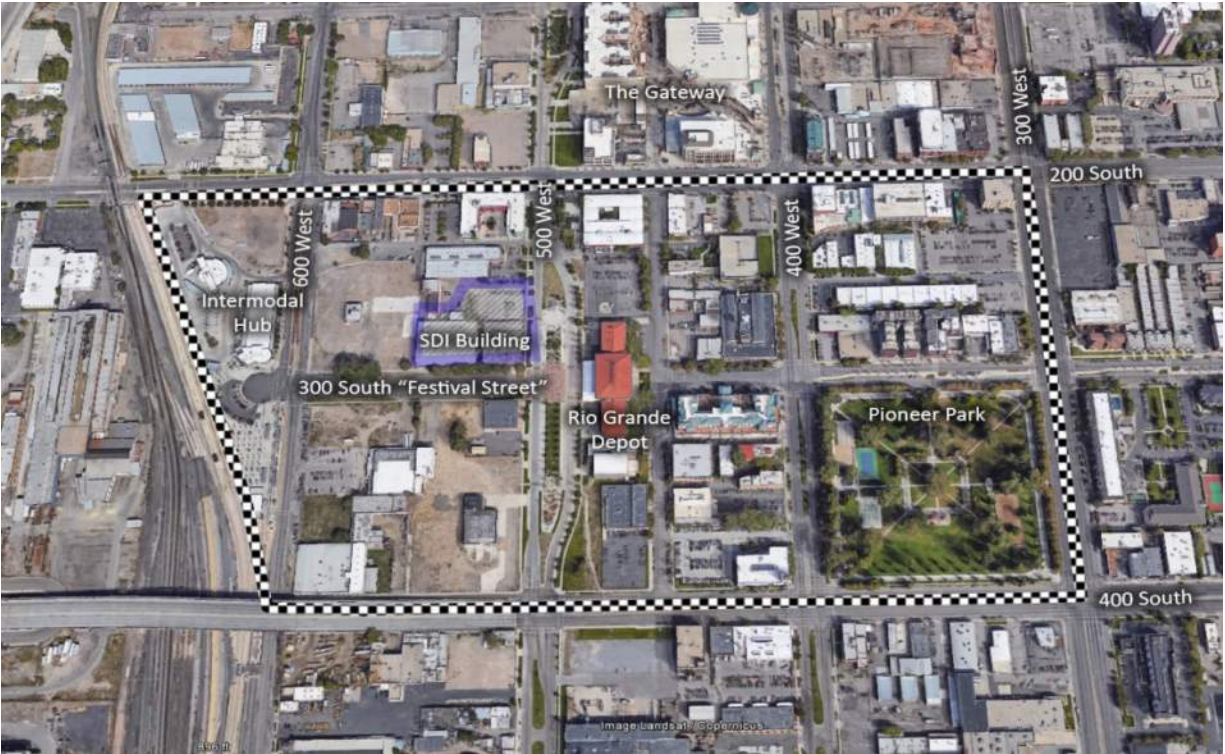
- Conceptualize, develop and manage as a **market district**
 - **Rebrand** the Station Center District as the “Salt Lake City Market District” in order to strengthen the area’s identity and link together the neighborhood’s key assets, with the Public Market and Rio Grande Depot at the geographic center.
 - Position the Public Market as part of the **evolution of the Downtown Farmers’ Market**, building off its success and sharing brand attributes. The market district should work to ensure that the Downtown Farmers’ Market maintains its status as the region’s premier farmers’ market, providing room for ongoing expansion, consistent year-round operation, and shed structures.
 - Pursue **multiple income streams** for the Public Market, including vendor and commercial rents, site rentals and catering, classes, and grants.
 - Create an integrated **management organization** that efficiently runs the Public Market and the Market District’s programs.
- Develop a new **market hall**
 - Stress **innovation** and **on-site production**, so most products are either grown or made by the producer, continually creating a wide variety of unique and specialty products only available in the Market.
 - Recruit passionate and knowledgeable owners who will be **directly involved** with their businesses at the Market, with no national or regional chains.
 - Select vendors with **multiple sales channels** including retail, wholesale, mail order, catering, delivery, corporate sales, etc.
 - Offer a great selection with a **diverse mix of locally-grown fresh, specialty and**

prepared foods, along with some crafts and other nonfood products or services.

- Provide a **range of price points** and create a **welcoming environment** so the Market feels accessible to the entire community and is not perceived as exclusive.
 - Keep **vendor rents affordable**, particularly for staple products and food producers.
 - Create **abundant displays** of fresh and specialty foods, no fast food stalls, and stress the **theater** of being at the Market.
 - Provide **high quality oversight and management** that provides support for start-up entrepreneurs and small businesses, and assures high quality operations and marketing.
- Events
 - Provide a **wide array of event spaces**, from meeting rooms to catered functions to large festivals.
 - Create extensive **event management and food & beverage capabilities** with a **unified promotion and management structure** for event spaces throughout the Station Center District
 - Conceptualize and schedule events to **complement and support the Public Market**, not impede shopping during busy times (Saturday mornings, holidays).
 - Education
 - Stress **educational offerings**: knowledgeable vendors, classes and events that serve the Market’s diverse clientele, including kids and low-income households.
 - Highlight **Utah agriculture and the local foods movement**.
 - Create **unique education spaces**, including a hands-on teaching kitchen, demonstration kitchen, and roof top apiary and fruit trees.
 - Leverage **partnerships and resources** with like-minded organizations.

Market district

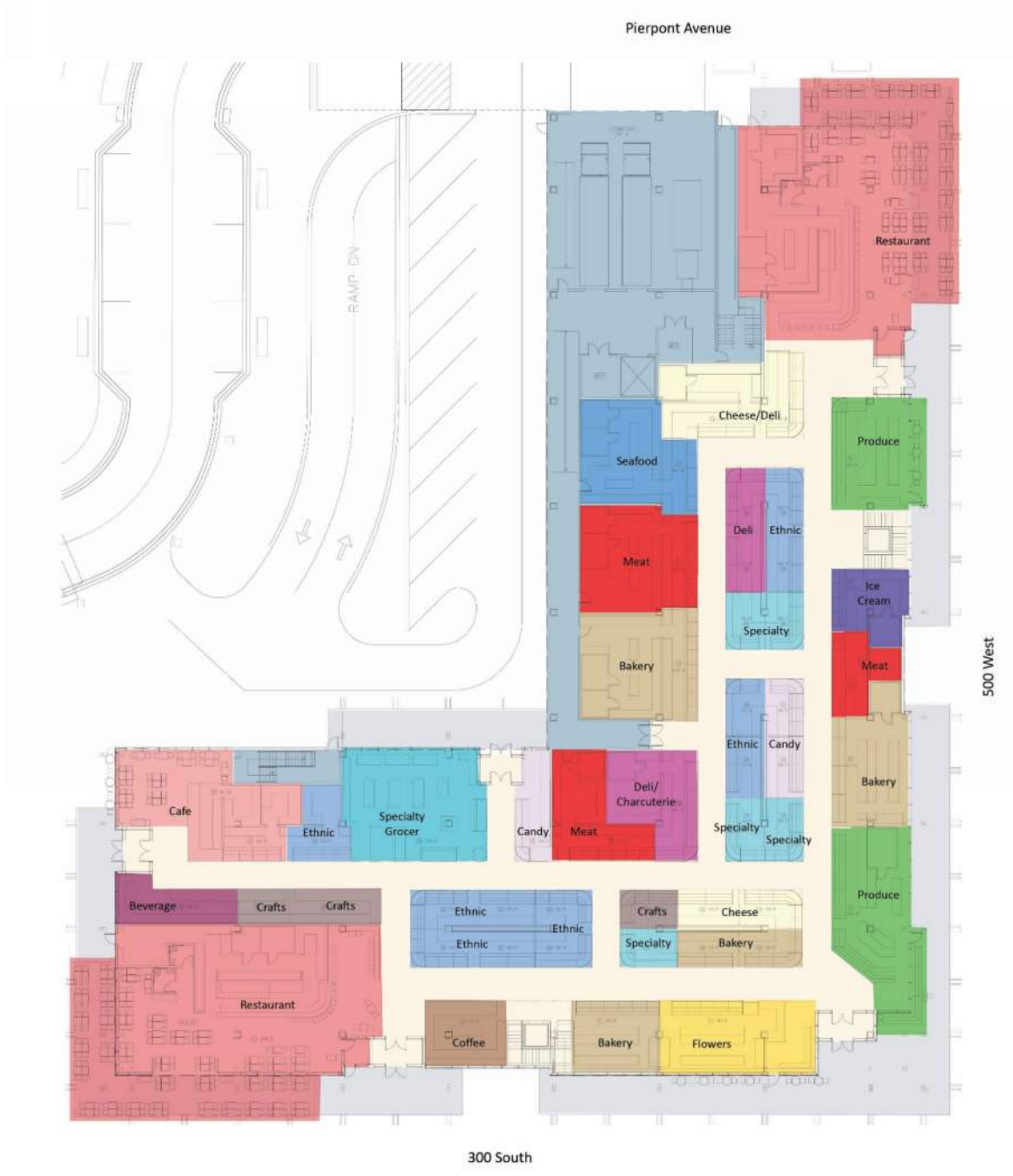
The following map shows potential boundaries of the Salt Lake City Market District, stretching from Pioneer Park to the Intermodal Hub. Further analysis and discussion are needed to determine the district boundaries, particularly whether the properties along 200 South and 300 West should be included in the district.



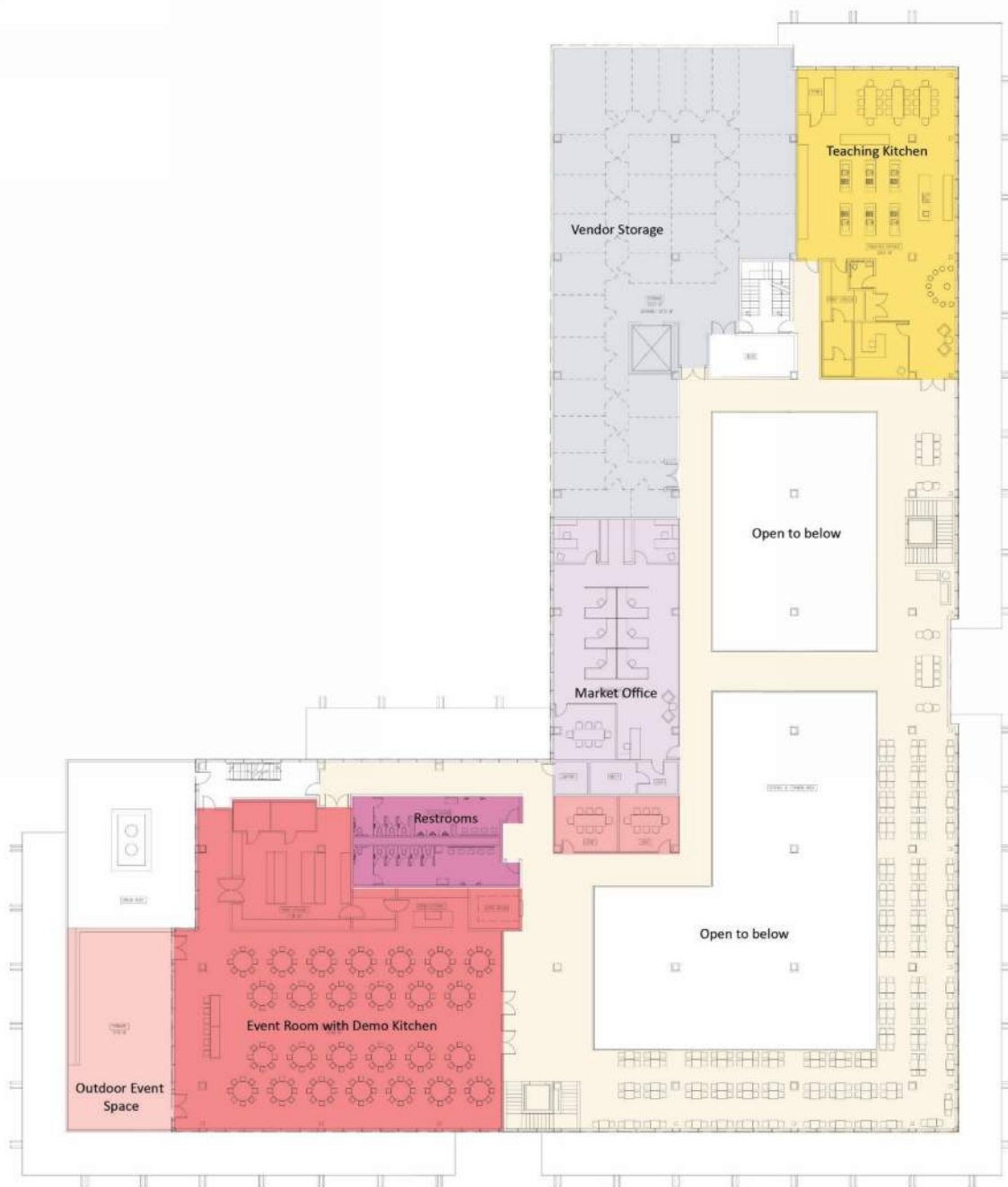
Once the boundaries have been set, then branding elements such as banners, signage, interpretive pieces and public art should be explored for the district gateways and streetscape.

Design

Based on the merchandising concept and programmatic functions, the consultant team developed a layout plan for the ground floor of the Public Market, which has a gross area of 39,000 sf and 24,300 sf of leasable area:



The Public Market mezzanine includes restrooms, common seating areas, meeting and event rooms, the hands-on teaching kitchen, vendor storage, and the Market office. The circulation system (doors, stairs and elevators) is designed so the mezzanine can be accessed when the market hall is closed:



Parking

The concept includes 10 spaces of surface parking plus one level of underground parking, which provides approximately 96 spaces. To meet customer and vendor demand, the Market will need access to adjacent or nearby parking. The preferred location for additional surface parking is 500 West. Initial analysis suggests that approximately 50 angled parking spaces can be created on the block of 500 West adjacent to the Market. The operating pro forma includes

funds to subsidize 200 parking spaces in nearby parking lots.

Perspective drawings

The consultant team prepared the following exterior and interior rendered views to provide a sense of what the Public Market might look like. These images are not intended to imply the final design.





Ownership and operations

Ownership of the property and improvements will depend on the development approach. The site is currently owned by the RDA, which has indicated that it prefers to sell the property as it is doing with other properties in the Station Center District. Development and operations should be led by Urban Food Connections of Utah (UFCU), a tax exempt, nonprofit corporation that has a proven track record of successfully operating the Downtown Farmers' Market and Winter Market. Due to the increased complexity of overseeing the Public Market and the Market District, the UFCU board will need to increase its capacity.

UFCU staff should manage the Public Market and associated event spaces around the Market District, including the 300 South festival street. This will require a robust management staff under the guidance of an experienced executive director.

UFCU has developed numerous partnerships that provide the basis for ongoing and expanded relationships with the Public Market to help achieve the Market's goals of health and wellness, small business development, and neighborhood revitalization.

Financial analysis

Individual operating pro forma were prepared for 35 permanent vendors in the market hall. Total gross sales among these vendors are estimated at \$16.6 million. Rents per square foot and percentage rents vary depending on the type of business, while each business pays the same per square foot charge for common area maintenance (CAM) and marketing fee. Based on projected sales, total costs of occupancy vary from \$33 to \$91 per square foot, with the lowest rents for fresh food businesses such as fresh produce and the highest for small and highly profitable businesses such as coffee. Occupancy as a percentage of sales ranges from 3.2% to 9.9%.

The following chart summarizes income and expenses for the Public Market:

Salt Lake City Public Market	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Income	1,208,771	1,275,619	1,346,420	1,395,726	1,436,929
CAM	194,296	200,125	206,129	212,312	218,682
Other Income	983,435	988,435	1,016,938	1,046,146	1,076,081
Gross Operating Income	2,386,502	2,464,178	2,569,487	2,654,184	2,731,691
Vacancy & bad debt	411,615	271,520	184,539	138,949	143,064
Adjusted Gross Income	1,974,886	2,192,658	2,384,948	2,515,235	2,588,627
Operating Expenses	2,087,218	2,149,834	2,214,329	2,280,759	2,349,182
Net Operating Income	(\$112,332)	\$42,824	\$170,618	\$234,476	\$239,445

Based on this analysis, the Public Market operates in the black in by year two.

Construction budget

Based on square footage costs developed for the mixed-used concept, construction costs for the two story Public Market (ground floor of 39,000 sf and mezzanine of 29,500 sf), one level of underground parking (37,000 sf), and 10,000 sf of exterior plaza and surface parking, are estimated at \$24.4 million, including a 10% contingency and A&E fees.

Soft costs associated with the Public Market (including tenant allowances of \$1.5 million) add another \$3.3 million, bringing total costs, excluding land, to \$27.6 million. Spread over the project's 119,500 square feet, this results in development costs of \$231 per sf. This analysis does not include costs associated with financing.

Financing

Financing for the project will require public or philanthropic investments to pay for the full cost of development; the Public Market is unlikely to carry debt.

Economic impact

The Public Market is expected to create 219 FTE jobs, including vendor employees, restaurant staff, and market management. The economic impact of the Public Market was analyzed using RIMS II Multipliers. Based on total vendor and restaurant sales of \$21.4 million, new economic activity is projected to be \$8.9 million. This new economic activity, along with the one-time economic impact of constructing the facility, will lead to a ten-year economic impact estimated at \$217 million.

Conclusion

The continual growth and popularity of the Salt Lake City Downtown Farmers' Market and the Winter Market have demonstrated the year-round potential for a market selling fresh and prepared local foods in downtown Salt Lake City in a distinctive though currently temporal setting. A permanent indoor public market can build upon this success, continuing to attract customers from a wide geographic region as well as downtown resident, workers, and tourists.

The development program and design considerations have been informed by the experiences of public markets around the country but the Public Market needs to be conceptualized as a place that is a unique reflection of Salt Lake City. The permanent vendors within the market hall are recommended to be food producers, not just retailers, so they can continually innovate and compete with larger competitors. The Public Market District is an important part of the brand concept and will help extend the impact of the Public Market to the entire Station Center area while also providing revenue streams to the Market.

Partnerships can play an important part in the public market's development and operation, building on the organizational assets that exist throughout Salt Lake. In particular, the area's robust health care organizations and the numerous nonprofits focused on education and food provide unique opportunities for partnerships to address community wellness issues such as the high obesity rate. The mixed-use vision for the public market could integrate health care or educational components and therefore "in place" partners for a wide range of programming.

Investment in the Public Market will provide the catalyst that leads to redevelopment of

the Station Center District, offer entrepreneurship opportunities to dozens of small local businesses, generate hundreds of jobs, and create a unique destination in downtown Salt Lake City that serves both regional residents and tourists. Based on expected sales volumes, the Public Market should attract over 800,000 visitors per year.

While public markets can be highly impactful and achieve a variety of notable goals, they are also challenging to develop and operate. This feasibility study is an important step toward creating the right development concept and reducing risk. To move forward, the project will need skilled and experienced design, development, leasing, and management teams with adequate financial resources. The proposed plan offers a feasible public market facility for Salt Lake City that will meet the project goals.

Introduction

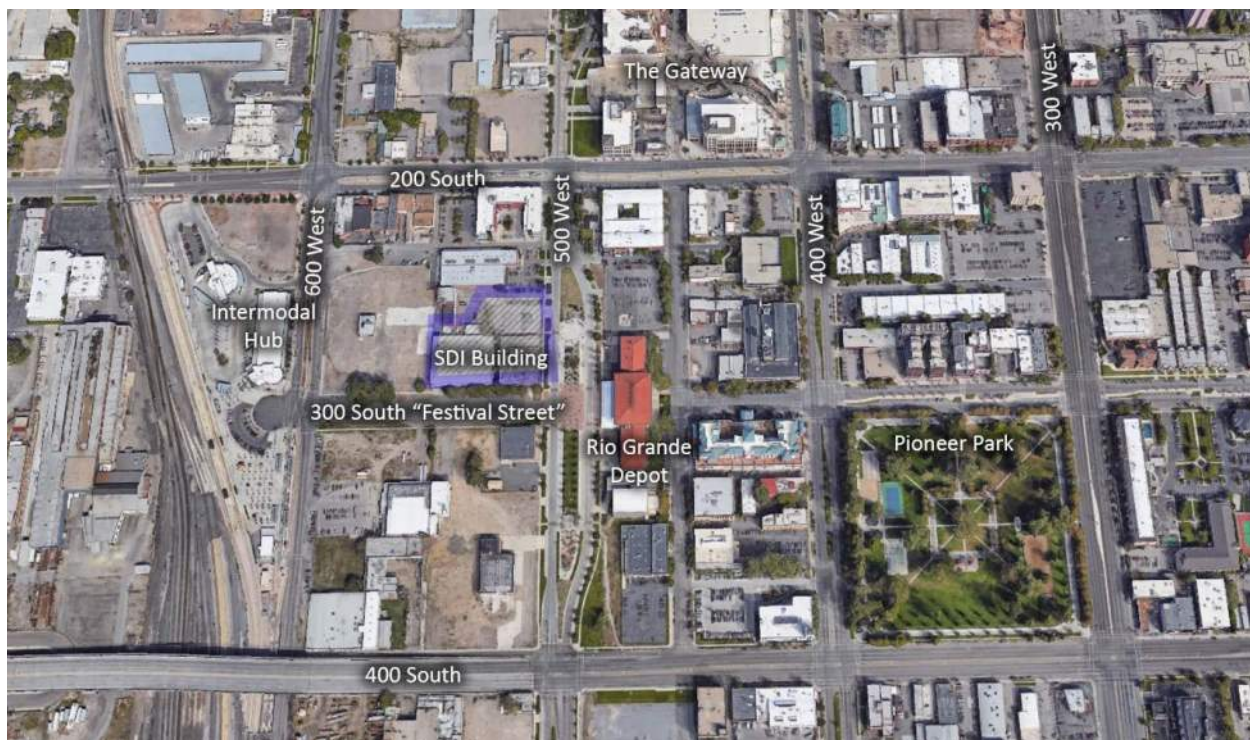
The Salt Lake City Redevelopment Agency (RDA), in partnership with the Downtown Alliance of Salt Lake City, retained GSBS Architects and its subconsultant, Market Ventures, Inc. (MVI), to assess the feasibility and create a development concept for a year-round, indoor public market within the city's Station Center District. The public market is intended to build on the success of the Salt Lake City Downtown Farmers' Market, which has operated in Pioneer Park (and more recently as a winter market in the Rio Grande Depot) for 25 years. The planning and feasibility process described in this report provides a firm foundation of market research, community engagement, analysis, and best practices from similar facilities around the country.

Background

The idea of creating a year-round, indoor public market has been discussed in Salt Lake City for many years. Previous studies conducted by MVI explored a range of potential sites around downtown.² MVI's work in 2012 proposed a phased development approach, including establishment of a winter market in the Rio Grande Depot, followed by creation of open-air sheds within the median of 500 West (on the west side of the Rio Grande Depot) and the eventual creation of a daily public market facility in the Station Center District. The Downtown Alliance implemented the Winter Market in 2013, which began operating every Saturday from November through April in 2017-2018. This expansion has proven to be very successful, with Market management reporting 70 participating vendors during the 2016-17 season and 20,000 customers over the course of 13 Saturdays.

The 2011 study identified the site at the northwest corner of 500 West and 300 South (the SDI Building or Site 5, which is now owned by the RDA and the subject of this study) as a preferred location due to its adjacency to the Rio Grande Depot and the plan to redesign 300 South as a "festival street." The RDA has identified a public market as a key element of the Station Center District, which is intended to be a vibrant, mixed-use, transit-oriented community. The following map shows the project site and its relationship to 300 South, the Rio Grande Depot, Pioneer Park, and the Intermodal Hub:

² Previous studies by MVI prepared for the Downtown Alliance include: "Salt Lake City Feasibility Study," 2008; "Salt Lake City Public Market: Rio Grande Depot Feasibility Study and Phased Development Plan," 2012; and "Rio Grande Depot Building Assessment for Public Market," 2015



The Rio Grande Depot has been identified as a potential site for the public market. In 2015, MVI evaluated the Rio Grande Depot under the scenario that the State of Utah provided the entire building for this purpose. MVI identified the pros and cons of this location and created a layout plan that illustrated a potential market facility within the building. This site's principal benefits include a beautiful landmark structure with strong visibility and familiarity among regional residents, its close proximity to Pioneer Park and the Downtown Farmers' Market, and some existing infrastructure such as restrooms and a restaurant. Major drawbacks include significant design restrictions because of historic guidelines, branding challenges due to the lack of exterior windows and limitations on signage, loud acoustics in the main hall, and limited parking. The building requires substantial and potentially very expensive seismic upgrades. Finally, the area that would work for the food market is only 8,600 square feet, far below what is needed to make a robust market facility that will draw residents and tourists on a regular basis and well below the optimal size based on this study's supply and demand analysis. The layout plan contains only 13 vendors, far below the number proposed in this concept plan. For these reasons, the Rio Grande Depot is considered less feasible than the proposed site, although it is still a critical part of the proposed Salt Lake City Market District concept. The Depot is proposed as the ongoing site for the Winter Farmers' Market and a location for events managed by Market staff.

Approach

Public markets come in many sizes and configurations; there is not a standard model. Rather, key common elements of public markets include:

- Clearly defined public goals, which typically focus on supporting small, independent businesses and a region's local food system.
- Small independent specialty food vendors that feature foods grown and produced in the region. Chain stores are generally prohibited within authentic public markets.
- Great public spaces that welcome all elements of the community.
- Active, on-site professional management that provides a range of services to ensure the public market meets its goals and supports the vendors.
- Community linkages that help the public market meet the evolving needs of the local population and leverage resources for education and training.

Many public markets have strong education programs and host special events for the community. Some markets focus on food production within the facility, provide shared commercial kitchens, and encourage wholesale sales and distribution.

The public market in Salt Lake City must be a unique response to the opportunities of its site and region, the interests and skills of the area's food entrepreneurs and farmers, and the aspirations of the community. To be feasible economically, the public market will need sufficient and consistent income streams to ensure that revenues exceed the costs of operations and debt service (if any), while simultaneously meeting the market's public goals.

To determine a public market's feasibility, MVI seeks to determine if five critical elements can be achieved:

1. A **great site** with excellent visibility, access, parking, and supportive adjacent uses.
2. Sufficient **consumer demand** to support all of the businesses in the market.
3. The ability to attract **high quality vendors** to the market.
4. The ability to create a highly functional and attractive **physical environment** that offers a rich sensory experience of sights, sounds, smells, and tastes within an architecturally distinct setting.
5. The capacity to **develop and manage** the public market efficiently and effectively.

The research explored each of these topics. Specifically, this report includes the following elements:

- Proposed public market goals.
- Demand analysis, including determination of trade areas and consumer segmentation.
- Competitive analysis, including research into existing and proposed grocery and fresh food options in the city.
- Supply analysis, exploring the likelihood of attracting desired vendors to the public market.
- Development program, including core strategies, program elements, and design considerations.

- Site analysis, assessing issues such as zoning requirements, circulation and access, current and planned adjacent uses, and parking.
- Design, including creation of a conceptual plan for the public market at the SDI building site.
- Ownership and operational structure, including a staffing plan and partnership opportunities.
- Financial analysis, including a five year operating pro forma, development budget, and financing sources.
- Economic impact, assessing both the direct benefits and multiplier effects of the public market.

Consultant team

The consultant team was led by Jesse Allen, AIA, ASLA, of GSBS Architects. GSBS team members included Christine Richman, an economic development specialist, and Heather Landvatter. Ted Spitzer, President of Market Ventures, Inc. led the public market planning process and wrote this report. Hugh Boyd, FAIA, Senior Associate of MVI, led the public market design effort.

Study approach and methods

The RDA and Downtown Alliance established a Steering Committee of community and business leaders to meet periodically throughout the study to review the research and development concepts and offer feedback and insights. Members of the Steering Committee are identified by asterisk on the interview list in Appendix A. Consultant presentations made at each Steering Committee meeting are found in Appendix F.

MVI led a trip of Steering Committee members on a study tour of public markets in Michigan, which has a rich trove of historic and newly developed market facilities. The group visited the Grand Rapids Downtown Market and nearby Fulton Street Farmers' Market, Lansing City Market, Ann Arbor Farmers' Market and Kerrytown Shops, Flint Farmers' Market, and Eastern Market in Detroit.

Principle feasibility study research methods included key informant interviews, review of relevant reports, a community internet survey, vendor focus groups, site inspections and observations of the Downtown Farmers' Market and Winter Market, tours of regional food offerings, and secondary data analysis. MVI also relied on its 25-plus year experience studying, planning, developing, and operating public markets to bring understanding of national best practices to this project. A list of everyone interviewed, including local business leaders, food retailers, restaurateurs, public officials, educators, and representatives of various nonprofit organizations, is found in Appendix A.

Goals

By definition, public markets have social and economic development goals. An important part of the planning process is defining these goals so they succinctly capture what the public market is meant to achieve. Once determined, the goals should help drive decision-making during the planning, development, and operational phases, and they should be used to evaluate the market's achievements.

Suggested goals for the Salt Lake City Public Market are:

1. Provide a catalyst for development of the Station Center District
2. Expand the impact and benefits of the Downtown Farmers' Market
3. Create a hub for Utah's local foods movement
4. Support small business entrepreneurship and create jobs
5. Promote community wellness through food access and education

A mission statement for the public market should be established by its developer/sponsoring organization, with input from the market's key constituents. Sample mission statements from other public markets are found in Appendix B.

Demand analysis

Demand analysis looks at who might purchase from a public market at the proposed site, what types of products buyers are likely to purchase, and what factors will either encourage or discourage them from becoming regular shoppers. High-potential customers are segmented and described. The demand analysis seeks to quantify the magnitude of potential demand in order to inform the sales potential of market vendors.

Consumer internet survey

MVI designed and implemented an internet-based survey to gather input from area residents about their experiences (if any) with the Downtown Farmers' Market and their perspectives on creating a new, indoor public market in downtown Salt Lake City. The survey was promoted by the Downtown Alliance through press releases to media, list serves, and neighborhood organizations.

The survey received a very strong response, with 4,964 surveys completed during September and October 2016. Respondents are self-selected and therefore do not represent a random sampling of the general population. Compared to the region's population, the respondents are more likely to be women, they are generally wealthier, have higher levels of education, and are more likely to shop at farmers' markets. However, by analyzing the responses of subgroups (including those who are not regular farmers' market shoppers), the large size of the dataset provides an opportunity to explore how a wide range of people perceive and experience food shopping in Salt Lake City and the proposed public market. Furthermore, more educated, wealthier women are typically the highest spending customers at public markets so the survey respondents mirror the most important customer demographic segment. A full analysis of the survey and findings is found in Appendix E. Highlights of the survey are presented here.

Survey respondents have the following demographic qualities:

- 98% are primary shoppers for fresh foods in their households.
- Women represented 77% of the respondents; men 23%. While women are clearly oversampled since half of the population is female, they are typically more likely to shop at a public market.
- Respondents live throughout the region (152 different zip codes), with slightly less than half (47%) coming from zip codes within Salt Lake City.
- Survey respondents have higher incomes and higher levels of educational attainment than the general population, which is typical of public market shoppers.
- Survey respondents were younger than the general adult population, with the largest group in the 30-39 year bracket, followed by those 20-29.
- Only 9% of survey respondents identified as Hispanic or Latino, compared to 17% of the population in the metropolitan area.

Some of the key findings from the community internet survey include:

- Nearly all respondents (92%) have visited the Downtown Farmers' Market in the past, with an even higher percentage of those with higher incomes. Among those who have visited, nearly all have visited in the past year (89%). Amongst those who have visited in the past year, half visited infrequently (1–3 visits), while only 13% visited very frequently (more than 10 times).
- The largest group of respondents (51%) travel 11-30 minutes to reach Downtown Farmers' Market, while 15% travel 30 minutes or more to get there. This shows that the Downtown Farmers' Market is a regional draw.
- The vast majority of customers (82%) drive to the Downtown Farmers' Market, underscoring the importance of parking. Among those who had not visited in the past year, the most frequent reason for not visiting was the difficulty with finding parking.
- Half of the respondents identified the Downtown Farmers' Market as a place where they buy most of their fresh foods in the summer. Smith's, Harmon's and then other farmers' markets were the next most likely places to buy fresh foods, and therefore the principle competition to consider when creating the new public market.
- The Downtown Farmers' Market is ranked highly by respondents, particularly for the friendliness and good service provided by vendors. The Market scored lowest for prices, easy access, and selection of products. Nearly all respondents feel the Downtown Farmers' Market is fun and they would recommend it to friends or relatives. Given the strong positive feelings about the Downtown Farmers' Market, it will be important to replicate these factors with the public market and closely link the public market and Farmers' Market brands.
- When asked about products they would like to see offered for sale in a new indoor market facility, respondents expressed the greatest interest in having fruits and vegetables, baked goods, local specialty foods, cheeses and meats. They also expressed strong interest in hand-made crafts, and Mediterranean, East Asian, and Latin American prepared foods.
- Respondents expressed strong likelihood in shopping at a new indoor public market in Salt Lake City on a regular basis, particularly for lunch and on Sundays. The strong interest was apparent among all demographic groups, with small but statistically valid differences showing greater interest among younger respondents and greater interest among those with lower levels of educational attainment. Respondents who live closer to downtown Salt Lake City also had higher levels of interest. Even the survey respondents who have never visited the Downtown Farmers' Market expressed strong (although lower) interest in visiting a public market in downtown Salt Lake City.

Overall, the community survey found strong support and enthusiasm both for the Downtown Farmers' Market and for the public market.

Consumer demand

According to research that MVI has conducted at public markets around the country, markets attract a wide range of shoppers in terms of age, ethnicity, and income level. In general, families buy more fresh food than individuals or people living in unrelated households, and people with higher income levels (\$75,000 and above) are more frequent shoppers and spend more than people with lower incomes. Education level is an important indicator of interest in high quality and local foods – people with higher levels of educational attainment are generally higher spending customers. The highest spending customer is typically a 40 to 55 year old, higher income woman.

What is unusual about some public markets, however, is their ability to appeal to both the highest income shoppers and lower income shoppers, particularly when markets are located in places that are easily accessible to both inner city and suburban shoppers. While higher income shoppers might be drawn by unique products and superior quality, lower income and elderly shoppers appreciate the ability to purchase smaller quantities, the opportunity to negotiate with empowered owners, ethnic specialties, and competitive prices. The downtown location of many public markets makes them accessible to lower income households living in the inner city, while many public markets feature vendors that sell culturally-appropriate foods to ethnically and racially diverse customers. Many markets have programs to lower costs for low income families, encouraging the use of SNAP (the federal Supplemental Nutrition Assistance Program or food stamps), WIC (the federal Special Supplemental Nutrition Program for Women, Infants and Children) farmers' market coupons, and "Double Bucks" to make local fresh food more affordable.

Residents

Based on shopping patterns seen at other similar facilities, MVI defines three trade areas for public markets:

1. A nearby area in which the market is the most or very convenient place to buy fresh food and in which there is limited, if any competition;
2. an area in which the market is reasonably convenient and accessible, but where there is substantial competition; and
3. an area where the market is not convenient yet can regularly attract a small percentage of residents who appreciate the unique shopping experience and products available at the market.

"Visitors" are defined as anyone who lives outside the three trade areas. Based on these definitions and the area's geography, the proposed trade areas for the indoor public market are a 2.75 mile ring around the site, the band between 2.75 and 10 miles, and the band between 10 and 20 miles (see maps in Appendix C). These are the same trade area bands used in MVI's 2008 feasibility study, allowing comparisons between these two time periods.

1. **Residents of a 2.75 mile ring around the site.** This ring, which encompasses 24 square miles, includes the entire downtown area and nearby neighborhoods, from I-215 in the west to I-80 on the south. The market can be considered easily accessible for residents in this trade area: some will be able to walk to the public market and for others it will be a short drive, bike ride, bus or light rail trip. Competition in this area for fresh foods increased considerably since 2008, with development of a Whole Foods Market at Trolley Square and creation of a new Harmon's within the City Creek project.
2. **The band between 2.75 and 10 miles.** This band stretches from Sandy in the south to the Great Salt Lake in the west and Centerville in the north, and encompasses 290 square miles. A significant part of this trade area is not populated because of the mountains. The public market will be reasonably convenient to residents and workers in this area, particularly those arriving by car but also by the region's robust public transit system. There are many grocery stores in this trade area.
3. **The area between the 10 and 20 mile rings.** The area within this band is 942 square miles, although much of it is either the Great Salt Lake or mountains. Based on MVI's research at other public markets, this represents the typical extended catchment area for a large downtown public market. Because of the distance, the site cannot be considered convenient to residents of this area but rather could draw customers who care about high quality foods and a unique shopping destination. During the workweek, the market will be convenient for people who live in this area but work in downtown Salt Lake City. Based on drive times and zip codes, many shoppers at the Downtown Farmers' Market come from this trade area. The site's close proximity to the region's major north-south interstate increases its accessibility.

Demographic data about the three trade areas were acquired from Nielsen, a national market research data company. The acquired data include 2010 U.S. Census information, estimates developed by Nielsen for 2016 based on the 2010 Census, and projections for 2021.

Data about the three trade areas are summarized in the chart below. Each band is independent – only the “total” section aggregates the three bands:

Demographics	2.75 m ring	2.75-10 m band	10-20 m band	Total	USA
Population 2010 census	115,581	548,426	515,264	1,179,271	
Population 2016 estimate	122,906	576,350	576,395	1,275,651	
Population 2021 projection	129,381	603,457	621,343	1,354,181	
Population change 2010-2016 (%)	6.3%	5.1%	11.9%	8.2%	4.4%
Population change 2016-2021 (%)	5.3%	4.7%	7.8%	6.2%	3.7%
Population change 2016-2021	6,475	27,107	44,948	78,530	
Racial diversity (% non-white)	30.9%	22.7%	12.4%		28.9%

Demographics	2.75 m ring	2.75-10 m band	10-20 m band	Total	USA
Percent Hispanic 2016	29.0%	19.7%	10.8%		17.6%
Households 2016	52,156	199,725	172,776	424,657	
Households 2021	55,807	210,310	186,598	452,715	
Household change 2016-201	7.0%	5.3%	8.0%	6.6%	3.9%
Average household size	2.36	2.89	3.34	3.00	2.55
Family households 2016	24,259	139,957	140,983		
Family households 2016	46.5%	70.1%	81.6%		66.4%
Average household income 2016	\$63,917	\$81,865	\$102,697		\$77,135
Average household income 2021	\$74,715	\$92,731	\$115,781		\$83,619
Change HH income 2016-2021	16.9%	13.3%	12.7%		8.4%
Household income >\$75,000/yr	13,950	80,120	96,541	190,611	
Household income >\$75,000/yr (%)	26.7%	40.1%	55.9%	44.9%	
Household income <\$15,000/yr	8,679	16,594	6,741		
Household income <\$15,000/yr (%)	16.6%	8.3%	3.9%		
Median age	33.1	33.1	31.4		38.0
Resident age 35-64	44,008	202,403	207,389	453,800	
Targeted age range (35-64)	35.8%	35.1%	36.0%		39.5%
Residents with bachelor's or higher	28,121	112,929	119,642	260,692	
Bachelor's Degree	20.2%	19.5%	23.7%		18.3%
Master's, Professional or Doctorate	13.7%	11.5%	11.5%		11.0%
No Vehicles	15.1%	4.9%	2.5%		

- Trade Area 1: 2.75 mile ring

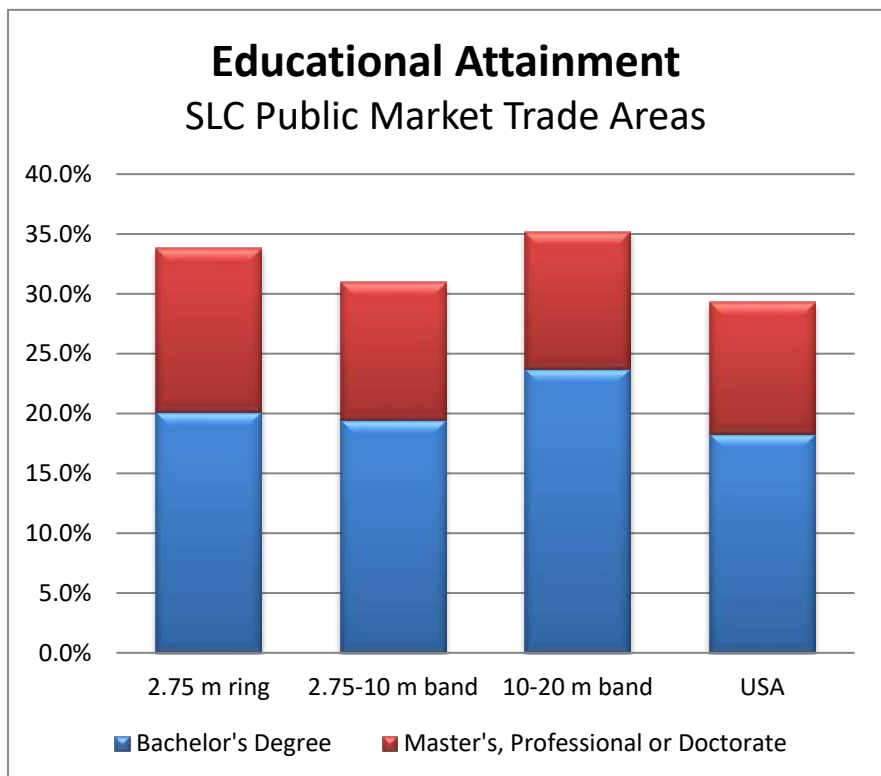
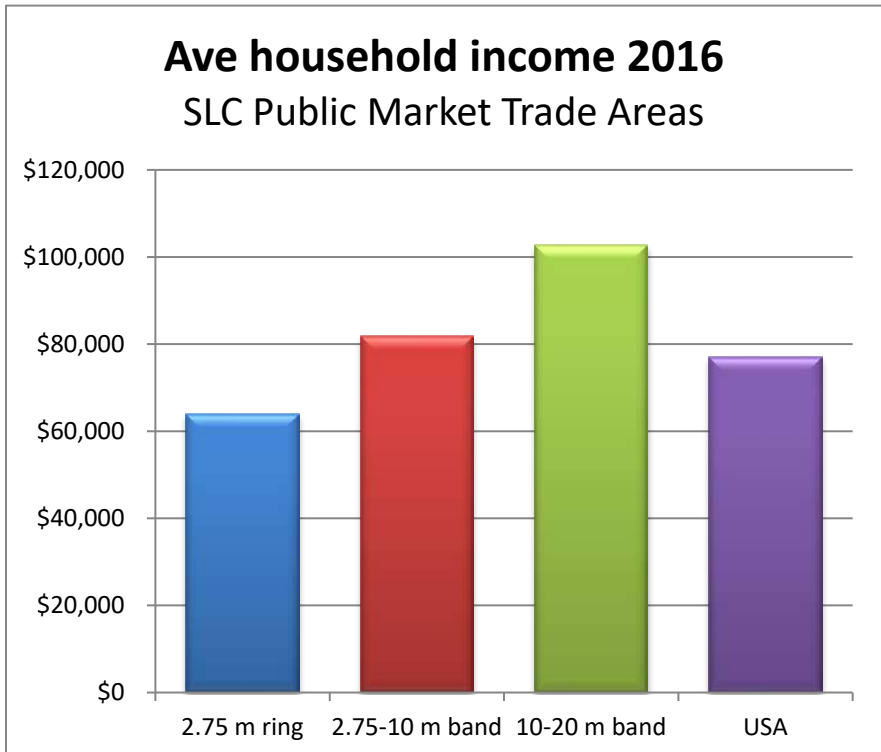
Within the 2.75 mile ring, population is estimated at 122,906 people in 2016, a large 6.3% increase from the 2010 Census count of 115,581. The population is expected to increase again by 2021, with nearly 6,500 more people or 5.3% growth. By comparison, the population of the United States is expected to grow 3.7% between 2016 and 2010. Regardless of other demographic factors, increased population leads to higher demand for fresh and prepared foods.

The trade area is estimated to have 52,156 households in 2016, with an average household size of 2.36 people, which is well below the national average of 2.55 and the other two trade areas. Only 46.5% of these households are families, much lower than the national average of 66.4% and far below the other trade areas. Typically, larger household sizes and larger percentages of families suggest higher than average purchases for fresh food.

Population growth might be even faster if the housing supply continues to increase. According to the *2016 State of Downtown* report, prepared by CBRE and the Downtown Alliance of Salt Lake City, there is substantial need for both affordable and market-rate housing in the city, with a current deficit of 4,720 affordable units and 6,043 market-rate units.³ If created, these nearly 11,000 new housing units would approximately double the projected population growth rate for downtown and create more potential shoppers for the public market.

The median age of the population, at 33.1, is well below the national median of 38.0. A low 35.8% of the population is in the targeted age range of 35 to 64, compared to the national average of 39.5%. This suggests that residents of this trade area might have lower purchases at the public market than other shoppers.

Average household incomes in this area are the lowest of the three trade areas and well below the national average (see chart, “Average Household Income 2016: SLC Public Market Trade Areas”). Average household income in this trade area is \$63,917



³ <http://www.downtownslc.org/development/reports-data>, page 14.

compared to \$81,865 in the second area and \$102,697 in the third area. 16.6% of households have income less than \$15,000 per year. There are 13,950 households with income above \$75,000, or 26.7% of the total. Downtown residents from higher income households are likely to be key customers for the Salt Lake City public market. Lower income residents could be attracted to the public market if there are robust programs to lower product costs, such as the Double Bucks program.

While average incomes are somewhat low, educational attainment in the first trade area is high, surpassing both the second trade area and the national average: 20.2% of those 25 years or older have a bachelor's degree, while 13.7% hold a master's professional, or doctorate degree. The chart labeled "Educational Attainment" clearly demonstrates the high educational attainment in the first and third trade areas compared to the national average. Educational attainment can be strongly correlated with higher spending for quality food, so this demographic quality suggests that sales might be higher in the first and third trade areas.

The population in the first trade area is racially diverse compared to both the other areas and the country. 30.9% of residents identified themselves as non-white compared to 28.9% nationally. 29.0% of the population identified as Hispanic. In communities with large populations of recent immigrants, these residents can be frequent public market shoppers because of their familiarity with market trade in their countries of origin, assuming the market offers products that appeal to this group of consumers, prices are within their means, and they are made to feel welcome at the market and encouraged to shop there.

While the demographic data are for residents, the public market will also be in close proximity to employees in downtown Salt Lake City. According to the *2016 State of Downtown* report, downtown employment grew by over 1,100 positions to 74,150 workers in 2015.⁴ Large new office buildings, including 111 Main Street, are projected to add another 3-4,000 jobs in 2016. New construction in Station Center District will add both residents and workers to the blocks around the public market. This concentration of jobs and businesses provides a strong potential source of sales for public market vendors, for retail sales, meals, and corporate sales and catering.

Most downtown employees work in offices (81.0%), followed by 10.4% in restaurants and 4.7% in retail. Some public markets attract a strong lunch business from nearby workers, which might be particularly true with so many office workers here. The market might also attract downtown employees to shop for fresh and specialty foods on their way to or from work.

Overall, the first trade area is densely populated, has a fairly large and growing population and has a large number of daytime workers. While residents in the area have some demographic characteristics which suggest that sales might be lower than typical (small household sizes, few families, and younger residents), there are countervailing characteristics that suggest higher sales, including high levels of education and rapidly growing income levels.

⁴ <http://www.downtownslc.org/development/reports-data>, page 11.

- Trade Area 2: Area between 2.75 and ten mile rings

This band has a land area of about 290 square miles, which is over twelve times the land mass of the 2.75 mile ring. The population is estimated at 576,350 people in 2016 and it is expected to grow slightly to 603,457 people by 2021, a 4.7% expansion, according to Nielsen. This is the slowest growth rate of the three areas but still well above the national average of 3.7%. This trade area currently has about the same number of residents as the third area, although the third area is expected to grow faster and therefore eclipse it in population.

The second trade area is divided into 199,725 households, with an average household size of 2.89, larger than the first trade area (2.36) and well above the national average of 2.55. The number of households is expected to increase by 5.3% over the next five years.

This population has the same median age of 33.1 years as the first trade area and a slightly smaller percent of residents in the targeted age range of 35-64 at 35.1%. The percentage of family households (70.1%) is well above the national average of 66.4%.

Average household income in this area is \$81,865, above the national average of \$77,135 and the middle of the three trade areas. 40.1% of the households have income of more than \$75,000, or 80,120 households, while 8.3% have household income below \$15,000.

Educational attainment in this trade area is the lowest of the three trade areas but above the national average, with 19.5% of adults having attained a bachelor's degree and 11.5% a higher degree.

The demographic characteristics of residents in the second trade area are generally supportive of the public market: there is a large residential base with many families and high incomes and strong educational attainment.

- Trade Area 3: Area between 10 and 20 mile rings

This band has a land area of about 943 square miles, which is three times larger than the second band. In 2016, the trade area contains 576,395 people divided into 172,776 households. According to Nielsen, this area will experience very rapid population growth of 7.8% over the next five years, far surpassing the national population growth rate of 3.5%.

This trade area has the largest proportion of family households (81.6%), far surpassing both the other two trade areas and the national rate of 66.4%. Average household size of 3.34 is also well above the national average of 2.55 and the other two trade areas.

The median age of 31.4 is far below the national average of 38.0 and the youngest of the three trade areas. 36.0% of residents are within the desired 35-64 age band, below the national average but above the other two trade areas.

Average household income in the third trade area is \$102,697, far above the other trade areas and surpassing the national average of \$77,135 as well. A very high percentage (55.9%) of households has income of more than \$75,000, which translates into 96,541 households.

Educational attainment in this trade area is very strong: 23.7% of adults have a bachelor's degree and 11.5% have a master degree or higher. There are 119,642 residents with a bachelor's or higher.

The demographic characteristics of residents in the third trade area suggest they might have strong interest in a public market. Many residents are within the targeted age range of 35-64 and household incomes are very high, as is educational attainment. Of course, residents of this trade area are the furthest from downtown Salt Lake City and therefore the public market will not be convenient for them to shop on a regular basis. Many of them have also chosen a suburban lifestyle and might not feel comfortable or motivated to shop in an urban setting. According to key informants, many suburban residents are members of the LDS church, which has substantial tithing practices that can limit discretionary income.

Visitors

In some public markets, visitors make up a significant percentage of the clientele. Tourists are attracted to 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 public markets when they travel. Tourists are often well educated and higher income, and willing to spend significantly at a market.

Tourists are generally more interested in buying prepared foods, easily transported products, and craft items than fresh foods. Some fresh food vendors in public markets have found creative ways to sell to tourists, such as the fish merchants at Pike Place Market in Seattle, WA, who ship fresh seafood throughout the country.

The site is within walking distance of existing tourist attractions, including Temple Square and The Gateway, close to downtown hotels, and within easy driving access of the airport. This suggests the public market could be a popular destination for tourists although there are some challenges related to pedestrian access and visibility that need to be addressed (discussed below).

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, Nielsen estimates the retail sales potential for consumer goods. Using their estimated per capita expenditures for various food items, Nielsen 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 2016 estimated food purchasing index for typical products at public markets is:

Index to USA Score	Salt Lake City Public Market		
	2.75 m ring	2.75-10 m band	10-20 mile band
Year 2016 Estimate			
Food at Home – overall	90	109	123
Food away from Home - overall	89	104	119
<i>Market categories</i>			
Bread	85	105	120
Dairy	92	111	127
Cheese	95	118	137
Meat	84	105	120
Poultry	88	104	117
Prepared foods	96	115	131
Produce – fresh	95	112	124
Seafood - fresh	67	87	103
Specialty food (jams, jellies)	86	110	128
Sweets (candy)	99	123	143
Beverages - nonalcoholic	92	108	121
Beer	97	111	120
Wine	86	102	121

The food purchasing index generally correlates to household income, so the scores are typically below 100 in areas where incomes are below national averages. All of the scores in the first ring are below 100, with the highest scores for beer, sweets, prepared foods, fresh produce, and cheese. The lowest score for every trade area is seafood. The index scores are above average for the second trade area and well above average for the third area. These scores are based on core demographic qualities such as age and income and likely do not take into account religious practices or beliefs, which might account for the unexpectedly high alcohol scores in the third trade area.

These findings support the conclusions in the demographic analysis, suggesting that residents in the first trade area might be slightly lower users of the public market for fresh and specialty foods while residents of the other trade areas might be higher, although the public market will need to be a unique, large attraction to overcome the greater distance these residents must travel to shop there.

The charts below show Nielsen estimates for aggregate annual food and beverage expenditures divided between the types of products typically found in public markets, in thousands of dollars. These charts show the magnitude of demand in the three trade areas and how that demand might change in the next five years. Due to projected population and income growth, Nielsen predicts that demand will increase substantially over the next five years in the first trade area, with \$16.5 million more demand by 2021 for fresh and specialty foods and \$13.4 million more demand for food away from home:

Consumer Expenditures: Food & Beverage, SLC Public Market				
2.75 m ring		2021		
Market categories	2016 Estimate	Projection	Δ \$	Δ %
	(000s)	(000s)	(000s)	
Bread	\$8,051	\$8,764	\$713	8.9%
Dairy	\$25,339	\$28,041	\$2,702	10.7%
Cheese	\$6,888	\$7,691	\$803	11.7%
Meat	\$24,512	\$26,876	\$2,365	9.6%
Poultry	\$8,621	\$9,391	\$770	8.9%
Prepared foods	\$13,404	\$14,730	\$1,326	9.9%
Produce - fresh	\$27,719	\$30,760	\$3,041	11.0%
Seafood - fresh	\$2,480	\$2,771	\$290	11.7%
Specialty food	\$14,449	\$16,076	\$1,627	11.3%
Sweets (candy)	\$5,043	\$5,608	\$565	11.2%
Coffee/Tea	\$6,669	\$7,422	\$753	11.3%
Wine/Beer	\$11,865	\$13,380	\$1,515	12.8%
Total	\$155,040	\$171,511	\$16,471	10.6%
All Food at Home	\$204,213	\$225,265	\$21,052	10.3%
Lunch - Fast Food	\$19,722	\$21,647	\$1,925	9.8%
Lunch - Full Service	\$14,389	\$16,331	\$1,942	13.5%
Dinner - Fast Food	\$20,480	\$22,412	\$1,932	9.4%
Dinner - Full Service	\$33,577	\$38,447	\$4,870	14.5%
All Food Away Home	\$110,081	\$123,468	\$13,387	12.2%

In the second trade area, demand for fresh and specialty foods is expected to increase rapidly by 8.4%, with an aggregate increase of \$60.1 million, to a total of \$776 million of demand for these foods. Demand for food away from home will increase even more rapidly, with an 11.9% increase or \$58.4 million more demand.

Consumer Expenditures: Food & Beverage, SLC Public Market

2.75-10 mile band	2016 Estimate	2021 Projection	Δ \$	Δ %
Market categories	(000s)	(000s)	(000s)	
Bread	\$38,080	\$40,536	\$2,456	6.4%
Dairy	\$117,474	\$127,413	\$9,939	8.5%
Cheese	\$32,552	\$35,447	\$2,895	8.9%
Meat	\$117,427	\$126,708	\$9,281	7.9%
Poultry	\$38,853	\$41,854	\$3,001	7.7%
Prepared foods	\$58,978	\$63,717	\$4,739	8.0%
Produce - fresh	\$125,006	\$136,003	\$10,997	8.8%
Seafood - fresh	\$12,352	\$13,474	\$1,122	9.1%
Specialty food	\$68,462	\$74,305	\$5,843	8.5%
Sweets (candy)	\$23,957	\$25,869	\$1,912	8.0%
Coffee/Tea	\$29,970	\$32,586	\$2,616	8.7%
Wine/Beer	\$52,962	\$58,251	\$5,289	10.0%
Total	\$716,073	\$776,163	\$60,090	8.4%
All Food at Home	\$924,607	\$1,028,229	\$103,622	11.2%
Lunch - Fast Food	\$84,659	\$91,292	\$6,632	7.8%
Lunch - Full Service	\$66,504	\$73,110	\$6,606	9.9%
Dinner - Fast Food	\$89,174	\$96,061	\$6,887	7.7%
Dinner - Full Service	\$155,881	\$172,580	\$16,698	10.7%
All Food Away Home	\$489,460	\$547,906	\$58,446	11.9%

In the third trade area, demand for the fresh and specialty food categories is projected to increase \$81.2 million (11.6%) to \$783.1 million, while demand for food away from home will increase \$46.2 million or 9.4%.

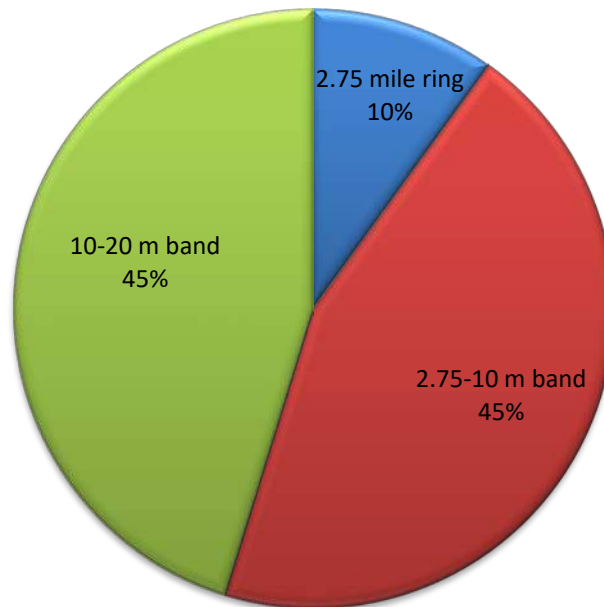
Consumer Expenditures: Food & Beverage, SLC Public Market				
10-20 mile band	2016 Estimate	2021		
Market categories	(000s)	Projection	Δ \$	Δ %
		(000s)	(000s)	
Bread	\$37,559	\$41,141	\$3,582	9.5%
Dairy	\$115,586	\$128,844	\$13,258	11.5%
Cheese	\$32,827	\$36,791	\$3,964	12.1%
Meat	\$116,428	\$129,467	\$13,039	11.2%
Poultry	\$37,808	\$41,993	\$4,185	11.1%
Prepared foods	\$56,388	\$63,017	\$6,629	11.8%
Produce - fresh	\$120,113	\$134,388	\$14,275	11.9%
Seafood - fresh	\$12,672	\$14,291	\$1,619	12.8%
Specialty food	\$67,916	\$75,827	\$7,911	11.6%
Sweets (candy)	\$24,006	\$26,591	\$2,585	10.8%
Coffee/Tea	\$28,801	\$32,281	\$3,480	12.1%
Wine/Beer	\$51,766	\$58,446	\$6,680	12.9%
Total	\$701,870	\$783,077	\$81,207	11.6%
All Food at Home	\$943,096	\$1,020,249	\$77,153	8.2%
Lunch - Fast Food	\$81,805	\$90,128	\$8,324	10.2%
Lunch - Full Service	\$65,490	\$73,896	\$8,406	12.8%
Dinner - Fast Food	\$87,265	\$95,959	\$8,694	10.0%
Dinner - Full Service	\$158,155	\$179,482	\$21,326	13.5%
All Food Away Home	\$493,678	\$539,910	\$46,232	9.4%
Total Fresh/Specialty Food (3 Trade Areas)	\$1,572,983	\$1,730,751	\$157,768	10.0%
All Food at Home	\$2,071,916	\$2,273,743	\$201,827	9.7%
All Food Away Home	\$1,093,219	\$1,211,284	\$118,065	10.8%

Combined, the three trade areas are expected to see a very large increase of \$157.8 million in demand for fresh and specialty foods over the next five years, a 10.0% increase. Overall demand for food eaten away from home is projected to increase 10.8% or \$118.1 million.

The pie chart labeled “Fresh Food Demand” shows the relative size of the demand in the three trade areas, with the first trade area representing the smallest share at 10% and the second and third trade areas each with 45%.

Fresh/Specialty Food Demand 2021

SLC Public Market Trade Areas



Vendors at a public market in Salt Lake City need to carve out (or “capture”) a small percentage of the demand from these trade areas 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 more discretionary wealth.

To estimate the potential demand for fresh, specialty and prepared food products within the public market, this consumer demand data is utilized with projected capture rates for each of the products in each of the three trade areas. The chart labeled “Sales Analysis – 2016,” in Appendix D shows the calculations.⁵

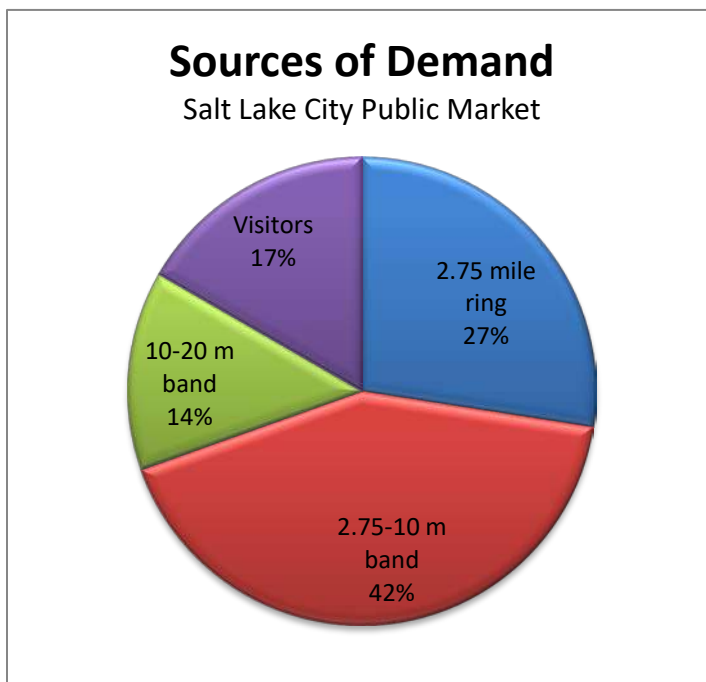
Summing the sales total column for the 2.75 mile ring, a reasonable estimate of demand is \$5.55 million, which represents 2.3% of the demand for all food sales in this trade area. The demand estimate for the second trade area is \$8.51 million (0.8% of the demand for food in this region) and \$2.79 million from the 10-20 mile band, which is 0.3% of demand for that region.

5. 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 public markets around the country. The potential suggests what accomplished vendors in a well located, designed, and managed public market might realistically achieve for sales from a trade area. Particularly strong vendors might achieve higher sales from the trade area if their businesses are unique and attractive to consumers. Conversely, weak vendors will fall short of the demand potential because area residents will spend their dollars elsewhere. This analysis is only meant to provide a barometer of potential, not a prediction of what actual sales might be.

Taken as a whole, the three trade areas reflect \$16.9 million in demand for fresh, specialty food and prepared foods at the public market out of the region's \$2.45 billion of total demand, or 0.69% of the total.

Given the wide variation in tourist purchases, a capture rate methodology has not been developed for visitors. Rather, we utilize a mark-up factor over the sales to local residents. For this analysis, sales to visitors have been projected at 20% of the local consumer demand for fresh and specialty foods. This reflects the expected interest in the public market from tourists to Salt Lake City and the site's easy access from the airport, highways, and downtown hotels and visitor sites. Shoppers from outside of the 20 mile ring are expected to generate annual sales of \$3.37 million, which brings total market sales potential to \$20.2 million.

As the chart labeled "Sources of Demand" shows, the second trade area represents the largest share of potential demand at 42%, followed by the first trade area at 27% and then visitors at 17% of sales potential.



Based on projected increases in food sales over the next five years due to increasing population and wealth, the total demand potential will increase to \$21.5 million using the same capture rate assumptions.

These demand estimates are only for retail sales. Often public market vendors have wholesale accounts, such as bakeries selling bread to restaurants or fish vendors acting as distributors to local accounts. Vendors should be encouraged to identify wholesale trade and other strategies to complement and expand their direct retail sales within the public market since it will create more stable and profitable tenants.

Based on sales of \$21.5 million and average sales of \$800 per square foot (which would provide the basis for vendor profitability), the demand for fresh, specialty and prepared foods at a public market in downtown Salt Lake City could be met with 26,900 leasable square feet. Based on a typical efficiency factor, this would require 44,800 sf of gross building area devoted to fresh, specialty and prepared foods. This does not include area that might be devoted to restaurants.

Customer segmentation

The following chart summarizes the primary customer segments and key factors that will

encourage them to shop at the Salt Lake City Public Market. The development program and design should be constructed to attract these customers:

Type	Demographic profile	Key drivers
Regional residents (30 minute drive radius)	<ul style="list-style-type: none"> • Higher income • Well educated 	<ul style="list-style-type: none"> • Unique, interesting, local products • Relationships with vendors • Fun place to shop • Easy access and parking
Downtown residents & employees	<ul style="list-style-type: none"> • Range of income levels • Younger 	<ul style="list-style-type: none"> • Convenience, quick service • Lunch • Social opportunities (drinks, classes)
Lower income nearby residents	<ul style="list-style-type: none"> • Lower income • Ethnic (particularly Hispanic) 	<ul style="list-style-type: none"> • Convenience • Financially accessible through SNAP and Double Bucks • Culturally appropriate foods
Tourists	<ul style="list-style-type: none"> • National and international • Higher income • Range of ages 	<ul style="list-style-type: none"> • Utah products • Opportunity to meet Utah food producers • Convivial, unique atmosphere

Competitive analysis

National trends

Consumption trends suggest that Americans are consuming more fresh fruit and vegetables, although much less than recommended. An analysis of USDA Economic Research Service data from 1976 to 2009 revealed that fresh fruit consumption grew by 25% and fresh vegetable consumption grew by 54%.⁶ The *Fresh Trends 2016 Survey* found that 71% of consumers are eating more fruits and vegetables than they did five years ago, with more shoppers buying from farmers' markets (9%) than specialty markets such as Whole Foods or Trader Joe's (8%). This survey found that 55% of consumers make a conscious effort to buy locally grown produce.⁷

Despite upward trends, there is a long way to go before Americans consume the recommended quantity of fresh fruits and vegetables. According to recent research from the Centers for Disease Control and Prevention, 38% of US adults consume fruit less than once daily while 23% consume vegetables less than once daily.⁸ With 2/3 of adults and 1/3 of US children categorized as overweight or obese and with national attention to health issues and food rising (through new federal school food guidelines and the national *Let's Move* campaign, for example), industry and policy efforts toward increased consumption of fresh fruits and vegetables are on the rise. The Salt Lake City Public Market can play an important role in providing access to fresh fruits and vegetables to area residents and helping to educate and inspire people to eat a more healthy diet, while positioning itself to take advantage of growing demand for fresh produce.

There is increased consumer demand for high quality, better-for-you foods, according to Technomic's *Foodservice Trends for 2017*.⁹ This includes demand for "unique yet convenient" foodservice experiences, concepts that create community and inclusiveness, "Old World revival" foods, and foods that support a healthy lifestyle. The Salt Lake City Public Market can be "on point" with all of these trends.

Another important trend is increased focus on **food safety**, with stricter federal regulations and greater industry attention to issues such as cold chain compliance and food storage and handling practices. New, state-of-the-art facilities at the Salt Lake City public market can provide small businesses with the infrastructure to compete in the changing regulatory environment that will stress food safety.

An important dimension of food safety is **product traceability** from point of origin to point of final purchase. The Hartman Group called 2013 the "Year of Traceability and Good Stewardship," noting that traced and sustainably produced foods are no longer just an "upmarket

6 Cook, Roberta, "Tracking Demographics and U.S. Fruit and Vegetable Consumption Patterns," Department of Agricultural and Resource Economics, University of California, Davis, October 2011

7 Janice Kresin, *Fresh Trends 2016 Survey*, www.thepacker.com

8 <http://www.cdc.gov/nutrition/downloads/State-Indicator-Report-Fruits-Vegetables-2013.pdf>

9 Technomic's *Foodservice Trends for 2017*, www.specialtyfood.com, 1/22/2017

offering” but increasingly part of the cost of doing business now.¹⁰ While product traceability can connect a food product back to its farm and field anywhere in the world, locally grown products can benefit as a positive point of differentiation from products grown overseas or across the country.

The food industry is seeing increasing demand for products considered “**sustainable**” (a broad term that includes social, environmental, economic impacts along the food supply chain). In part, this trend is consumer driven, as one study from market research firm Datassential found that 30% of consumers had bought food they would describe as sustainable in the past month. It is also industry driven: in that same study, 29% of retail and food service operators indicated a willingness to pay more for sustainably produced foods.¹¹ Environmental sustainability was the #4 trend in the National Restaurant Association’s “What’s Hot in 2013” survey.¹² With this focus on sustainability, production methods are taking center stage, and a labyrinth of claims, certifications and certifiers have emerged to underwrite sustainable production claims.

A key driver of sustainability in the food industry is **local food**, with consumers and industry players (food service and retail sectors in particular) willing to search out and sometimes pay more for local foods.¹³ The Salt Lake City Public Market can potentially distinguish itself as the region’s primary source for locally grown products, with farmers and vendors who are a trusted source for purchasing local foods.

While the dominant trend in the supermarket and distribution industries has been consolidation, there have been some noticeable countertrends. According to a 2012 W.K. Kellogg national survey, 14% of respondents use farmers’ markets as a regular source for fresh produce purchase and 70% said that they have purchased local foods from farmers’ markets or farm stands over the past year.¹⁴ According to USDA, the number of retail farmers’ markets made up of small and medium family farmers has increased in the US from 1,755 in 1994 to 8,669 in 2016 and are becoming a common source of fresh food for many households.

Public and farmers’ markets

There are no similar public markets in Utah so the Salt Lake City Public Market will not experience any direct competition from another public market.

According to USDA, there are 11 farmers’ markets operating within 20 miles of downtown Salt Lake City (zip code 84101).¹⁵ The Salt Lake City Downtown Farmers’ Market is by far the largest of these markets. As with any business, the Downtown Farmers’ Market should be concerned about ways to grow and evolve in order to maintain its premier position in the face of current and potential future competition.

10 Hartman Group: Contemporary Food Trends: Emergent Themes in Products, Retailers and Restaurants, 2009

11 The Packer, “Local Food Still Rules,” 10/25/2012

12 The Packer, “Chef survey says: Local produce hot in 2013,” 12/6/2012

13 The Packer, “Local Food Still Rules,” 10/25/2012

14 http://www.washingtonpost.com/blogs/all-we-can-eat/post/americans-eat-more-fresh-foods-than-they-did-five-years-ago/2012/05/22/gIQAyPS1gU_blog.html

15 <https://www.ams.usda.gov/local-food-directories/farmersmarkets>

Looking further afield, there are 24 farmers' markets in the USDA database within 50 miles of Salt Lake City, stretching from Ogden in the north to Spanish Fork in the south.

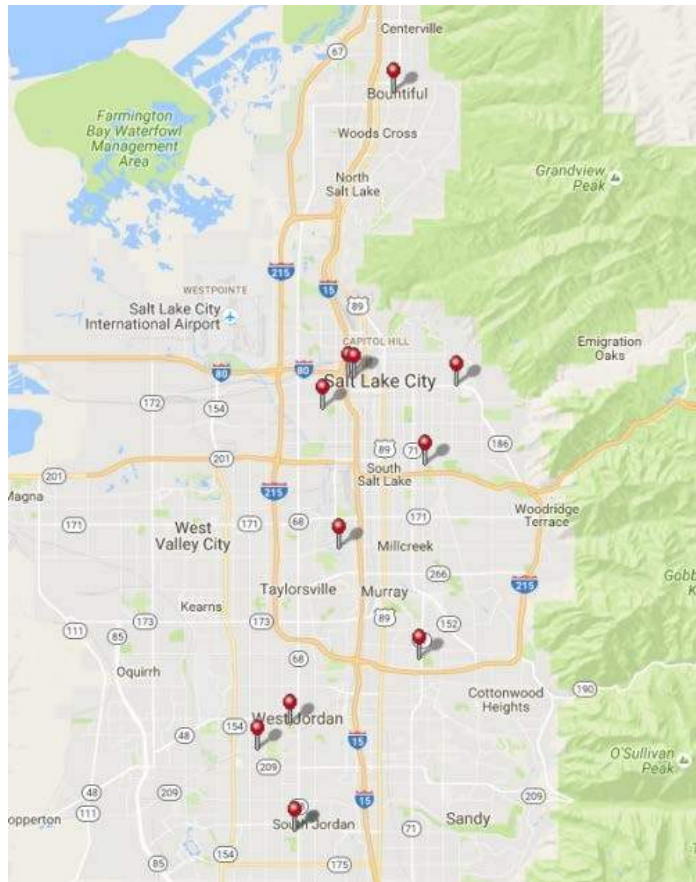
Nationally, there has been a geometric rise in the number of farmers' markets since USDA began their inventory in the early 1990s; in 2016, USDA reported nearly 8,700 farmers' markets around the country. Being adjacent to a year-round indoor public market can further distinguish the Salt Lake City Downtown Farmers' Market from other regional farmers' markets and has the potential to increase visitation and sales.

Supermarkets and specialty food stores

Attracting and maintaining high quality retailers can be the greatest challenge in creating a successful indoor public market, in large part because so few independent specialty food retailers currently exist. Today supermarkets and groceries dominate food retailing in the United States

with nearly 95% market share nationally. The remaining 5.3% of food sales are captured by specialized food stores, defined as stores that are primarily engaged in the retail sale of a single food category such as meat and seafood markets, dairy stores, candy and nut stores, and retail bakers. In the wake of the recession, all food stores faced increased competition from mass-merchandisers and warehouse club outlets and long term trends toward more eating out, resulting in increased competition for a smaller pie.¹⁶

The past 25 years have seen radical changes in the grocery business, commencing with the first Walmart supercenter in 1988 which offered fresh and grocery food items in addition to its large selection of discounted department store merchandise. Along with the growth of warehouse clubs such as Costco and Sam's Club, these nontraditional food stores have grown from controlling 13.8% of the national share of food purchases for at-home consumption in 1986 to a staggering 32.6% in 2006.¹⁷ In less than 20 years, Walmart became the country's single largest seller of food for at-home use. Having saturated the country with supercenters, Walmart



Farmers' markets within 20 miles of downtown SLC

16 Economic Research Service, USDA, "U.S. Food Marketing System, 2002," AER-811

17 Martinez, Steve and Phil Kaufman, "Twenty Years of Competition Reshape the U.S. Food Marketing System," Economic Research Service, USDA, April 2008

is now moving aggressively into smaller format stores with grocery components, including its 15,000 sf neighborhood format.

Walmart is not only the nation's largest food retailer, it is also committed to local foods, as are many supermarket chains. Walmart has stated that its goal is "to support farmers and their communities, through a combination of sourcing more directly from them and providing training in agricultural practices." By the end of 2015, Walmart expected to sell \$1 billion globally in food sourced directly from small, medium, and local farmers. In the U.S., Walmart plans to double its sale of locally sourced produce.¹⁸ While these trends suggest that the largest buyers are looking for locally grown products, they also require large quantities, uniformity, and low prices, requirements rarely met by small growers.

Another major development has been the indirect competition that food retailers have felt from the food-away-from-home sector. In 1988, Americans spent 45.4% of their food dollars on food away from home; by 2006, that percentage had grown to 48.9%. In some parts of the country, expenditures for food away from home exceed those for food bought for consumption at home. The recent recession has altered these figures somewhat but the fact remains that Americans are cooking less and eating fewer of their meals at home.

A third major development has been the growth of "fresh format" stores which emphasize perishables and natural or organic products. From 1999 to 2006, Whole Foods Market, the industry leader, experienced 275% growth in sales while the second largest chain, Wild Oats, saw sales grow 64%. This compares to 22% increase for all grocery stores during the same period. These torpid growth rates have abated as this industry sector has matured but these stores provide formidable competition to public markets.

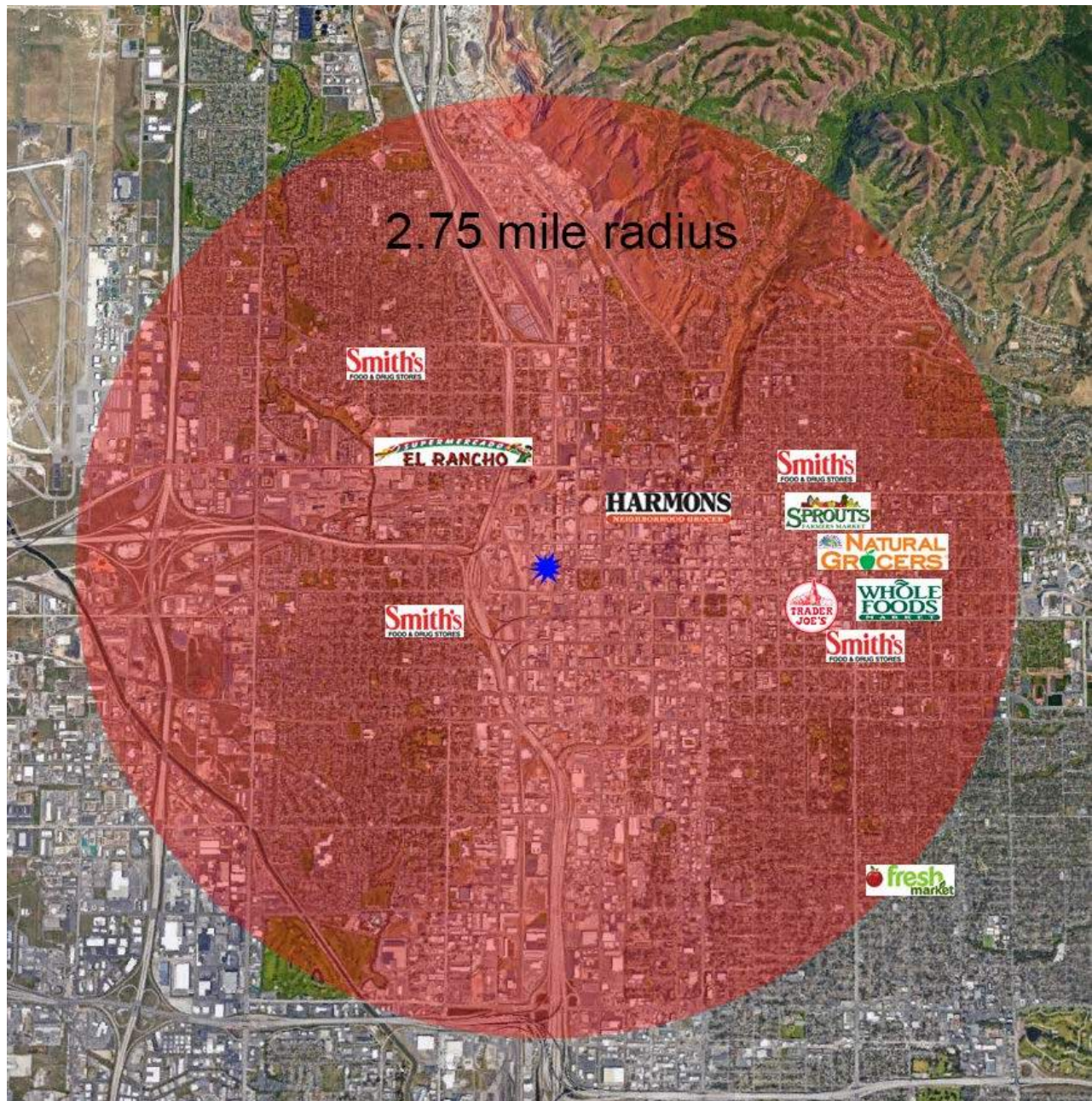
According to government statistics, the Salt Lake City metro area contained 293 food and beverage stores in 2012, a slight 3% drop from 302 in 2007.¹⁹ The Economic Census shows that the metro area's 195 grocery stores (which include 146 supermarkets and 49 convenience stores) represent 90.0% of food sales with average store sales of \$9.83 million. The 2012 Economic Census counts 65 specialty food stores and 33 beer/wine/liquor stores but it does not report sales because the number of firms is too small. Nationally, grocery stores represent 90.3% of food and beverage sales, compared to 2.9% for specialty food stores and 6.7% for beer, wine and liquor stores, so grocery stores in Salt Lake are close to the national average.

According to 2014 County Business Patterns, there are 58 specialty food stores in the Salt Lake City metro area, seven fewer stores than counted by the 2012 Economic Census. The 2012 Economic Census counted 158 specialty food stores for the entire State of Utah. These statistical sources often undercount very small stores so it is likely that the actual number of specialty food stores is higher. Even so, the region has a somewhat small pool from which to draw existing food businesses into the public market.

¹⁸ Wal-Mart Sustainable Agriculture: Fact Sheet, www.walmartstores.com

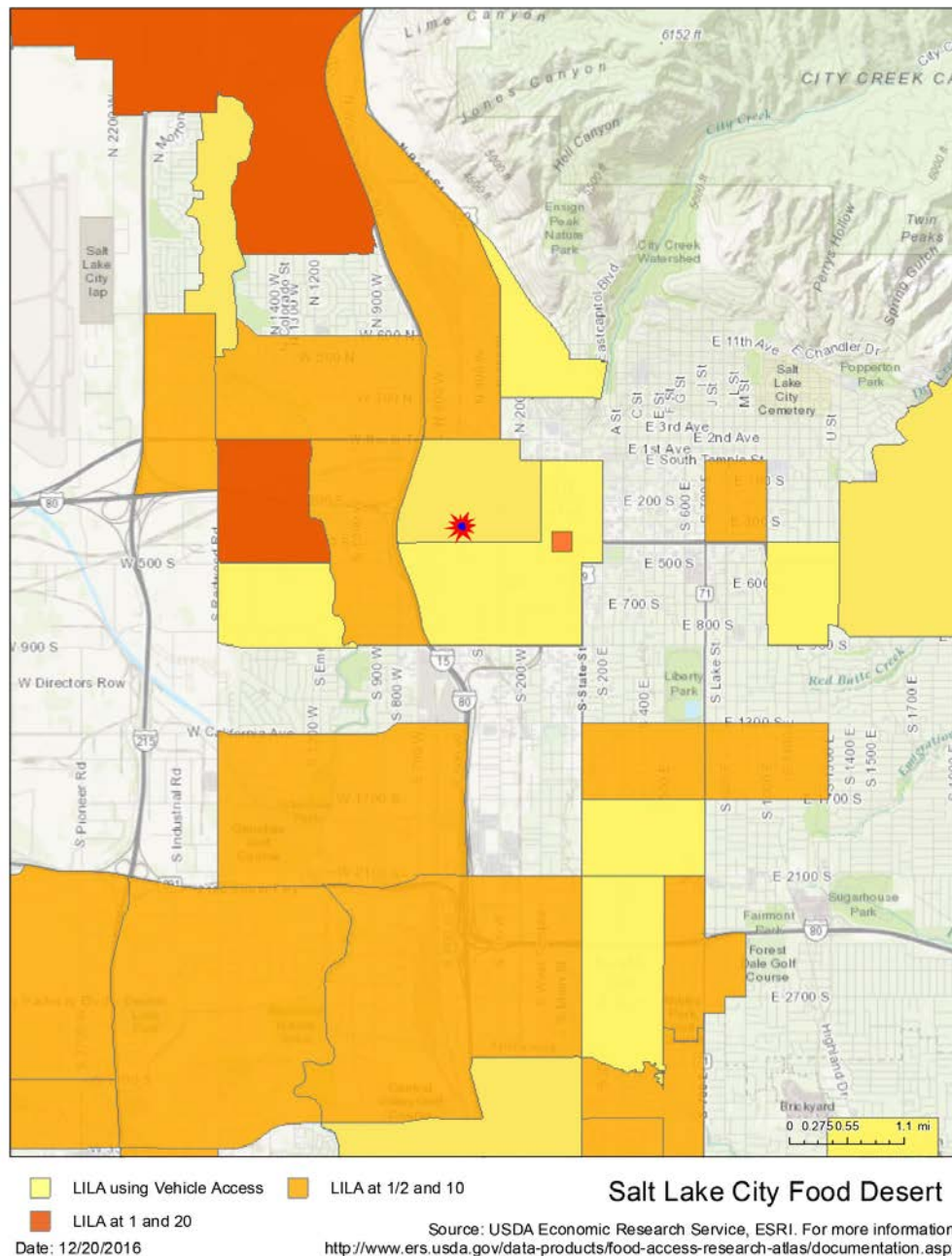
¹⁹ 2012 and 2007 Economic Census of the United States and 2014 County Business Patterns, accessed via American Factfinder at www.factfinder.census.gov

The map below shows only the large format grocery stores within the first trade area. The recent addition of Harmon's at City Creek has created a high quality source of fresh and grocery items in the downtown. Key informants noted that the only supermarket on the west side of downtown, Smith's, is an aging store. A cluster of supermarkets, including Whole Foods Market, Smith's, Natural Grocers, Sprouts, and Trader Joe's, are all located around Trolley Square. A substantial area to the south and west has few supermarket options.



The lack of supermarket access is particularly problematic for low income residents in

the area. According to USDA, the western side of downtown Salt Lake City is a food desert. The following map shows the areas with large low income population (LI) and low access to food (LA – no grocery store within 1 mile (red) or one-half mile (orange)), with the star showing the approximate location of the public market:²⁰



²⁰ USDA Economic Research Service accessed at <https://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

Given the presence of high quality supermarkets within the first trade area, the public market must provide a fundamentally different experience from these competitors. The public market can also play an important role in addressing the food access challenges facing lower income households on the west side of downtown. However, it is important to recognize the challenges that small, independent fresh and specialty food retailers face in providing low-cost products. Their focus on high-quality, unique and artisanal products generally means that they are perceived as expensive by consumers. Therefore, cost-reduction strategies such as Double Bucks are needed to lower the financial hurdle facing low income consumers.

Restaurants

The Salt Lake City metro area contained 2,096 food service and drinking places (NAICS 772) in 2014.²¹ This was an increase from 1,981 counted by the Economic Census in 2012 and 1,883 in 2007. Key informants noted recent improvement in the diversity and quality of restaurants in downtown Salt Lake City, including independent restaurants and brew pubs. The only restaurant currently located in the Station Center District is the Rio Grande Café, although there are several restaurants around Pioneer Park. Vestar, the new owner of The Gateway, is reportedly planning to increase the number of restaurants and entertainment venues as part of the repositioning of that lifestyle center.

Shared commercial kitchens

Several shared commercial kitchens have opened in Salt Lake City and others are in the pipeline. These include Spice Kitchen Incubator and the new Square Kitchen. Several participants in the Downtown Farmers' Market are utilizing these kitchens, which are playing an important role in helping to create a robust ecosystem of independent food businesses in the area. Due to the availability of these facilities, the proposed public market does not include its own shared commercial kitchen.

²¹ 2014 County Business Patterns, 2012 and 2007 Economic Census accessed via American Factfinder at www.factfinder.census.gov

Supply analysis

The supply analysis examines the sources of vendors and the products that could be sold or produced at the Salt Lake City Public Market. This is a crucial element in determining the market's feasibility: are there enough available and interested vendors with the requisite skills and passion to be successful merchants within the market? Does the region provide "fertile ground" for attracting vendors to the Salt Lake City Public Market?

Salt Lake City Downtown Farmers' Market

As the largest outdoor market in the region, the Salt Lake City Downtown Farmers' Market provides an important anchor for the year-round, indoor public market. Established by the Downtown Alliance 25 years ago, the Downtown Farmers' Market operates outdoors in Pioneer Park on Saturdays from 8 am to 2 pm. In 2016, the 20 week schedule ran from June to October. A second Tuesday Harvest Market took place in Gallivan Plaza on Tuesdays from August until October, from 4 pm to dusk.

Building on the popularity of the Downtown Farmers' Market, the Downtown Alliance initiated the Winter Market in 2013, in part to test the interest in a year-round indoor market facility. The Winter Market takes place every Saturday at the Rio Grande Depot from November until April. The Winter Market has proven to be quite successful, attracting both high quality vendors and crowds of customers. Farmers selling fresh produce and prepared foods (including several food trucks) are located in the outdoor portico area on the west side of the Depot, while specialty food and craft vendors operate from the mezzanine.

In 2015, the Downtown Alliance helped launch and is now incubating an independent organization called Urban Food Connections of Utah (UFCU) to take over operation of the Downtown Farmers' Market. While UFCU is a legally distinct nonprofit corporation with its own board of directors and has achieved federal tax-exempt 501(c)3 status, Market staff are still employees of the Downtown Alliance and work from the Downtown Alliance offices (which itself is located within the offices of the Salt Lake City Chamber of Commerce).

Indoor market vendors

Indoor market vendors might come from four principle sources:

- Current or former participants in the Salt Lake City Downtown Farmers' Market or Winter Market
- Existing Salt Lake City area businesses that relocate or expand to the Public Market
- Existing businesses from outside the region that move to Salt Lake City
- Start-ups

While the Salt Lake City Public Market is intended to support small business entrepreneurship, including efforts to support start-up businesses, at least two-thirds of the leasehold vendors in the Market should be experienced, proven operators in order to provide

customers with reliable and high quality products and service. One-third or fewer of the vendors should be start-ups.

To assess the interest of potential vendors from the Salt Lake area, focus groups and interviews were conducted with 19 farmers and food vendors, most of who sell at the Downtown Farmers' Market, as well as several area restaurateurs. Information was also collected about businesses that utilize the city's shared commercial kitchens through interviews with the kitchen managers and direct observation. Finally, the managers of the Downtown Farmers' Market and other key informants shared their insights about vendors interested in new retailing and food production opportunities.

This research found very strong interest among existing vendors in participating in a year-round, indoor market. The growth in the number and quality of independent food producers in the Salt Lake region reinforces this finding.

The interviews with farmers also confirmed earlier research which found strong interest in utilizing shed structures that could be located adjacent to the Public Market and be part of the outdoor farmers' market.

Secondary data was analyzed about existing food businesses around Salt Lake City. As noted in the competition section above, the federal 2014 County Business Patterns database includes 58 specialty food businesses in Salt Lake County, while the 2012 Economic Census includes 65. However, these databases likely undercount the number of existing food businesses. A review of specialty food businesses such as meat markets, bakeries, and candy stores in www.yellowpages.com for Salt Lake City suggests that the area has many more food businesses, with more than 100 bakeries and 30 meat markets listed. While some of these are chains or national retailers and therefore not appropriate vendors for a public market, employees of these businesses could be potential sources of new businesses.

The experience of both the Downtown Farmers' Market and the growing number of kitchen incubators/shared commercial kitchens suggests strong interest among area residents to start and grow food businesses. Many of these businesses utilize the Downtown Farmers' Market as their initial marketing outlet because of its flexibility, low cost, and access to a large number of customers. Some of the well-known businesses that got their start at the Downtown Farmers' Market and became brick-and-mortar stores in Salt Lake include The Bagel Project, Vive Juicery, Urban Pioneer, Laziz Kitchen, and Rico Foods. As a year-round, indoor facility with food production infrastructure, the Public Market can provide start-up food businesses with a highly supportive environment.

Site analysis

Site description

The proposed site of the Salt Lake City Public Market is Parcel 5 within the Station Center District, bounded by 500 West, 300 South, Pierpont Street, and Parcel 1 (the Cowboy Boyer development). The site is owned by the RDA and has a gross area of 59,670 square feet, which is 1.37 acres.

The land currently contains a vacant warehouse structure that was last used by the SDI Sportswear Company. Since it does not provide a useful shell for the public market, the RDA intends to raze this structure and address any environmental issues, providing a clear building pad for the next owner.

The following drawing shows the public market site and surrounding properties and roadways in the Station Center District. Potential locations for the farmers' market sheds within the 500 West median are also noted (the sheds could shift location depending on roadway realignments and traffic circulation needs):



Zoning and Station Center District

The site is zoned Gateway Mixed Use. As part of a redevelopment area, the site has its own design and development guidelines.

The proposed site is within the RDA's Depot District Project Area, a TIF district that was established in 1998 and includes the area from North Temple to 400 South and from 400 West to I-15. The northern portion of this district (north of 200 South) has been redeveloped as The Gateway and adjacent new residential buildings. The Station Center District includes the land south of 200 South. Since 2011, various studies and planning efforts for potentially locating the Market in Station Center have been included in the RDA budget. The Downtown Plan identified Station Center as an ideal location for the Market because it is a natural extension of the Downtown Farmers' Market in Pioneer Park.

The consultant team reviewed the design guidelines for Station Center District and followed them where possible. Areas where the public market plan diverges from the guidelines include:

- The preferred land uses diagram shows this site as Residential with Street-Level Retail (page 22). Since the public market constitutes the entire ground floor, the plan meets the intention for street-level retail. The feasibility study explored both residential and commercial upper story uses, but neither is considered financially feasible as a private sector investment so the development concept includes only the two-story public market.
- The guidelines require a minimum 44' tall or four story building along 300 South and a minimum 40' along 500 West (p. 46). The proposed two-story Public Market does not meet the height requirement. Additional upper level stories of residential or commercial uses would require more floors of underground parking and are not economically feasible.
- While cantilevered building canopies and awnings are allowed, the guidelines state that awnings or canopies may project up to 10' into public rights-of-way (page 54). The Public Market has been designed with 12' canopies to provide adequate shade.
- The design guidelines contemplate multiple buildings on this site and dictate a maximum floor plate size per building of 25,000 square feet (page 44). To meet the development program and have an efficient facility, the Public Market has a single, larger floor plate. However, since a primary intent of smaller building floor plates is to create public spaces between buildings, the numerous entrances and substantial common areas within the Public Market satisfy this need by creating welcoming and accessible public spaces within the building.

Adjacent functions

The sites adjacent to the Public Market were analyzed for their ability to support or detract from the active, pedestrian-oriented retail and restaurant functions created by the Public Market.

- As of Winter 2017, the Station Center District had become a magnet for daytime loitering and drug use, with scores of people encamped along 500 West and adjacent properties. The City, County and private agencies are working to address these challenges, which are complicated because there are so many vacant properties awaiting development in the district. The region's largest emergency homeless shelter, The Road Home, is located one block from the Public Market site. A plan has been announced to close The Road Home and create homeless shelters elsewhere, actions which will be critical to addressing this problem. As seen in other communities, creation of a new, large-scale public market can be the catalyst that sparks revitalization of the entire area.
- The expected uses for the Cowboy Boyer property include residential, office, parking, and ground floor retail/restaurant. These uses are generally supportive of the Public Market concept, particularly the ground floor retail.
- The state-owned property across 300 South is currently a storage facility, which does not contribute to the Public Market use. However, the State of Utah Department of Heritage & Arts is pursuing development of the Utah Museum of Heritage, History & Art on the site. This facility would likely attract residents from throughout the region and tourists, matching the demographic profile of key Public Market customers, and therefore become a supportive use to the Market. On the flip side, the museum would also increase demand for parking within the district during periods of high demand by the Public Market, such as weekends and holidays.
- The ground floor and balcony of the state-owned Rio Grande Depot are open to the public and host rotating art exhibits curated by the Utah Division of Arts & Museums. The Depot is also the site of the Winter Farmers' Market and the Rio Grande Café. These functions are supportive of the Public Market. The Depot could become an even more vibrant part of the district if its functionality expands as a site for events.
- The state-owned property also includes the parking lot to the north of the Rio Grande Depot. This parcel is important both as a circulation space to Pioneer Park and as a potential site for a parking deck that could serve the Public Market and other properties.
- The fourth property on 300 South, adjacent to the transit center, is privately owned and currently an empty lot. In the short term, this might be a good location for surface parking. Over time, this property will likely be developed and district development guidelines will require active, retail-oriented ground floor uses, which will support the Public Market.
- 300 South between the Rio Grande Depot and the Transit Hub has been designated as a "festival street" in the Station Center District plan, which has the potential to be very supportive of the Public Market. The consultant team met with LOCI Architects, the firm designing the streetscape, and provided input into the proposed design. An active and comfortable pedestrian environment around the Public Market is important to its success. While street festivals and events can attract people to the district, large festivals can also discourage regular shoppers from coming to the Public Market because of congestion and parking hassles. The timing, scale and targeted audiences for the festivals will all determine whether the activities on 300 South support or undermine the Public Market.

Having the Public Market professional management team also manage the festival street will ensure proper coordination.

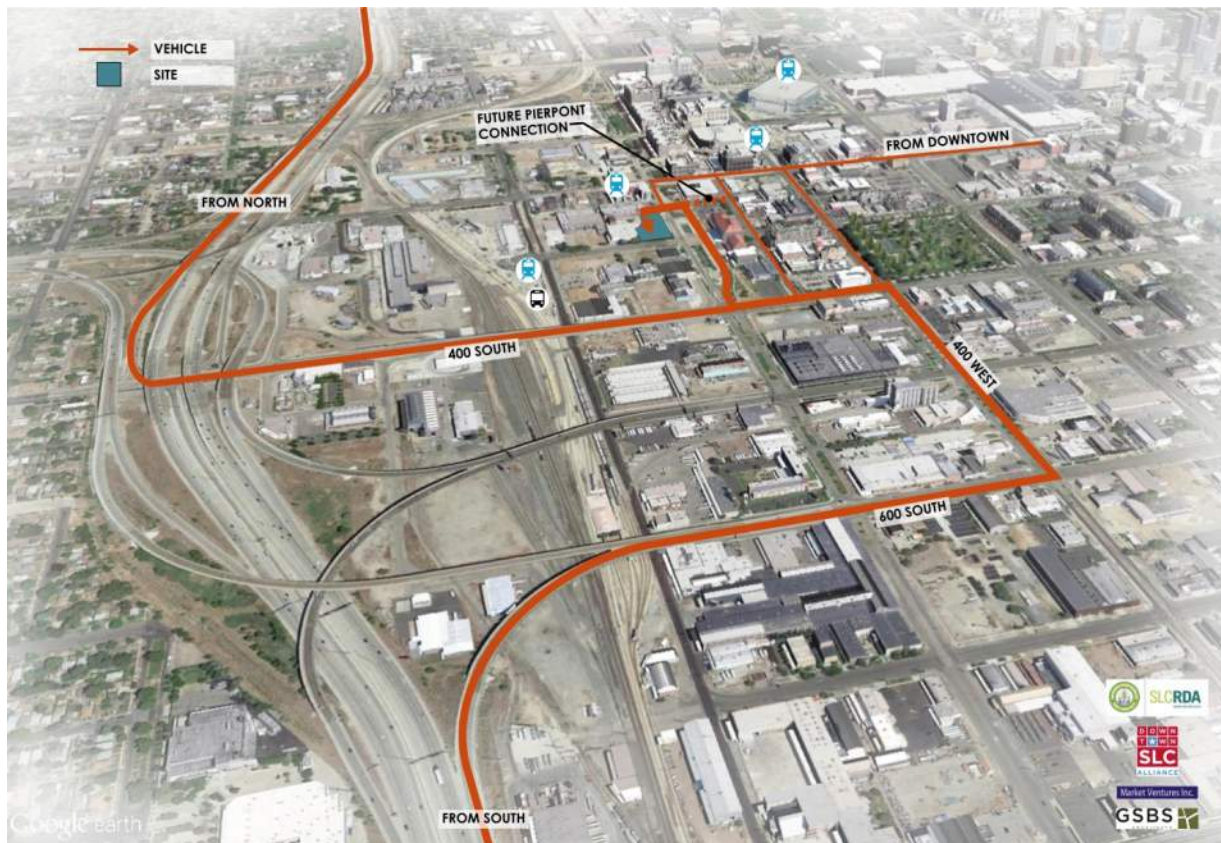
- Shed structures are envisioned within the right-of-way of 500 West as a means to expand and improve the Downtown Farmers' Market. These sheds were proposed as part of the phased development plan by Market Ventures, Inc. in 2012. The shed concept was strongly endorsed by the farmers who sell at the Downtown Farmers' Market. 500 West is also an important source of street parking, so parking spaces should be maximized on this and other district streets.

Accessibility and visibility

To be successful, the Public Market needs to be easily accessible to its targeted customers, including downtown residents and workers, regional residents, and tourists. According to the demand analysis, the largest share of sales are expected to come from regional residents, most of whom will drive to the site via I-15 and need to park their cars in places they perceive as convenient and safe. These regional residents might have limited knowledge of the Station Center District and how to access the site. Therefore signage and improvements that enhance vehicular access are critical.

The Rio Grande Depot is a distinctive historic landmark that is visible from I-15 and, because it is located in the middle of 300 South, is also visible from the east (downtown) as well. This visibility and popularity suggests that the Rio Grande Depot should be an important part of the Public Market brand and marketing efforts, especially during its early years.

The following map shows the principle access routes to the Public Market site from each direction. While the Station Center District is very close to I-15 and the downtown core, the site faces accessibility challenges.



- Notably, customers driving northbound on I-15 must exit at 600 South and then drive to 400 West before making three turns to get to the northbound lanes of 500 West at the southern entrance to the district.
- Similarly, cars coming from I-15 southbound are prevented from turning left onto 500 West when they exit the highway on 400 South. They are forced to drive all the way to 200 South and then turn onto 500 South, which is somewhat difficult because they need to cross the Trax lines.
- Drivers coming westbound from the downtown on 200 South face a difficult left turn onto 500 West because of the Trax line.

If a driver who is not familiar with the area misses a turn, there are few alternate routes back into the Station Center District. This might cause visitors to become frustrated and abandon their trip to the Market.

Access to the site would be greatly enhanced if Pierpont Street went continuously from 400 to 500 West, linking the area north of Pioneer Park to the Station Center District. This would require establishing the street through the Rio Grande Depot parking lot and the adjacent property to the east. There is currently an alleyway and parking lot here.

Signage will play an important part in overcoming the site's access challenges. Directional signs from I-15 are critical, as are gateway-type entrance signs located at the

boundaries of the proposed Public Market District and signs around Pioneer Park and adjacent streets that help guide visitors to the Public Market.

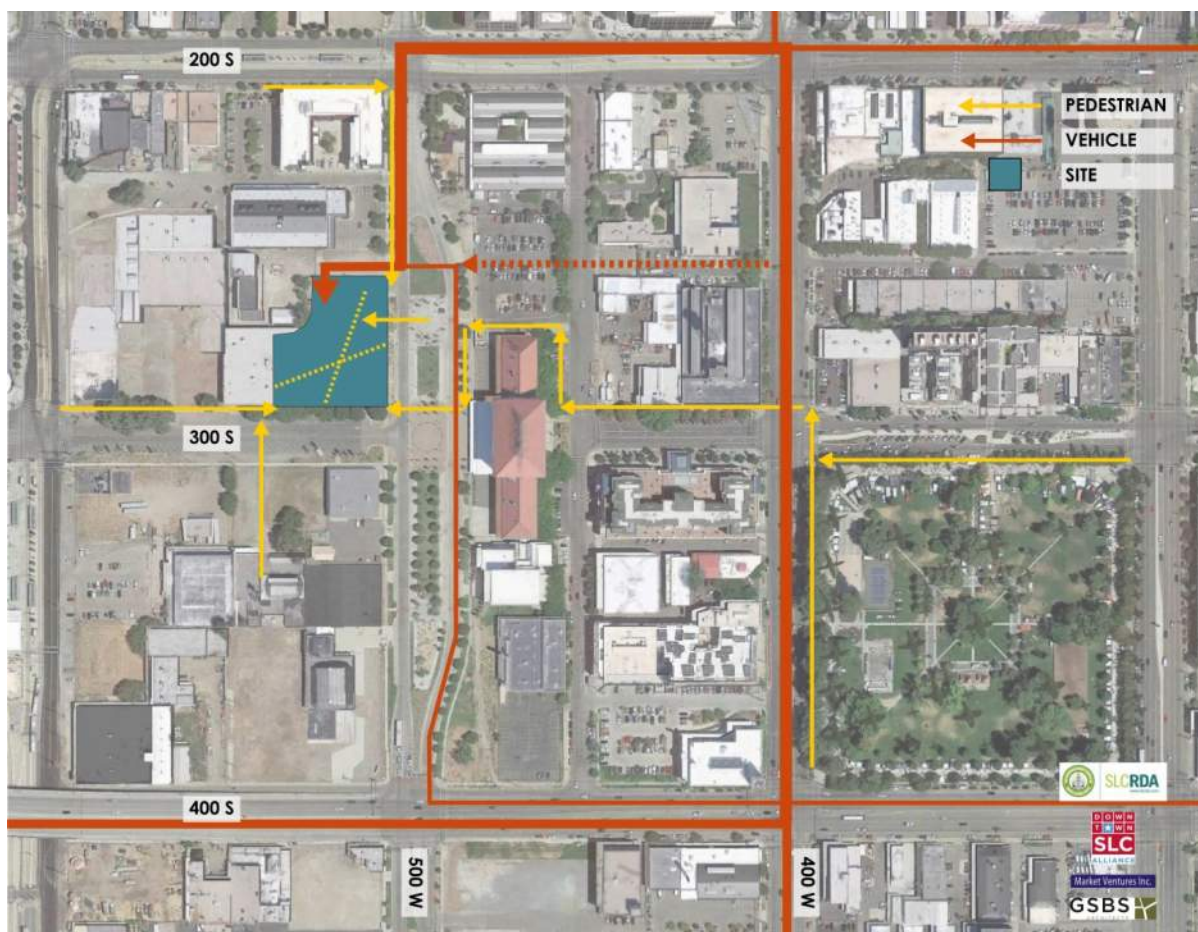
The site has very favorable public transit access. The Trax Green Line serves the Intermodal Hub and provides free service to the downtown core and connection to the entire light rail system. The Transit Hub on 600 West is a multimodal connection for the Frontrunner trains and numerous bus routes.

While the Rio Grande Depot is a valuable landmark, it also blocks the Public Market's visibility from 300 South (from the downtown, looking westward). Incorporating the Depot into the Public Market District brand can help reduce this concern.

Circulation

The following circulation diagram shows expected pedestrian and vehicular access around the Public Market site.

- Pedestrian access will be enhanced with signage and improved routes through and around the Rio Grande Depot.
- As mentioned above, extending Pierpont Street between 400 West and 500 West will greatly improve vehicular circulation. This is particularly important because entering the district from 200 South westbound is challenging due to the Trax line, car traffic, and pedestrians, all of which can make it difficult to turn onto 500 West.
- The entrance to the Public Market's underground parking garage is located on the Pierpont Street side of the building. With the current roadway alignment, vehicles coming from 200 South southbound on 500 West can access the garage by turning right onto Pierpont. Median strips currently prevent vehicles driving northbound on 500 West from turning left onto Pierpont Street. Cars also cannot turn left on 300 South. Circulation within the district will be greatly enhanced by realigning the roadway or creating left turn options on 500 West for northbound traffic.



Parking

Parking is a key to the Public Market's success. Customers must feel that parking is easy, safe and convenient, and there must be adequate parking to meet peak demands, which will likely occur during holiday periods and on Saturdays during peak harvest periods.

The community internet survey found that the vast majority (82%) of customers drive to the Downtown Farmers' Market. Among those who had not visited the Downtown Farmers' Market in the past year, the most frequent reason for not visiting was difficulty with finding parking. As noted in the customer segmentation strategy (above), regional residents from up to a 20 mile radius are a primary customer base and they are expected to drive to the Public Market.

The Downtown Farmers' Market has an arrangement with The Gateway to provide free parking to customers at its parking garages on Saturdays. The closest parking garage entrance to Pioneer Park is on the north side of 200 South. Some of the Public Market's parking demand will be met with an underground parking garage and nearby street parking but the Market will need to rely on other options as well, such as The Gateway parking garages, creating a surface parking lot on currently vacant property in the Station Center District, or the creation of structured parking elsewhere in the district.

To estimate parking demand, total expected retail and restaurant sales (\$20 million) was input into a formula that looks at sales volume distribution during a typical week, and factors in average sales, the likely percentage of customers who will drive to the site, and average duration of stay (among other factors). The highest demand will likely be on Saturdays followed by Sundays. Assuming \$30.00 per customer average sales and a one hour average stay on weekends and 45 minutes during the week, the Public Market will need to provide 287 parking spaces for customers on Saturdays and 144 parking spaces during the week. Demand could be even greater if the market is very successful and parking demand will spike during holiday periods. In addition, parking will be needed for business owners and their employees, as well as Market management staff. Assuming 1.5 cars per vendor (or 56 parking spaces) plus five parking spaces for the Market's professional staff on weekends and ten on weekdays, the Market will need access to 348 parking spaces on Saturdays and 209 parking spaces during the week.

Demand for nearby parking might lessen in the future if autonomous vehicles become common. Cars might drop off their passengers and then find a place to park blocks away, returning when the driver is ready to depart. If this comes to pass, then the Public Market will need pick-up and drop-off areas but less dedicated parking.

According to RDA staff, the RDA is required to provide 11 parking spaces on Site 5 to Macaroni Flats, the adjacent live-work residential project developed by Artspace.

Development program

Development principles

The following set of development principles derive from the goals, market research, and relevant experience from other similar public markets. These principles are meant to form the core strategies for creating a successful public market that meets the project's goals.

The proposed development principles are:

- Conceptualize, develop and manage as a **market district**²²
 - **Rebrand** the Station Center District as the “Salt Lake City Market District” in order to strengthen the area’s identity and link together the neighborhood’s key assets, with the Public Market and Rio Grande Depot at the geographic center.
 - Position the Public Market as part of the **evolution of the Downtown Farmers’ Market**, building off its success and sharing brand attributes. The market district should work to ensure that the Downtown Farmers’ Market maintains its status as the region’s premier farmers’ market, providing room for ongoing expansion, consistent year-round operation within an indoor winter market facility, and shed structures.
 - Pursue **multiple income streams** for the Public Market management organization, including vendor and commercial rents, site rental and catering, classes, and grants.
 - Create an integrated **management organization** that efficiently runs the Public Market and the programs throughout the market district.
- Develop a new **market hall**
 - Stress **innovation** and **food being produced within the Public Market**, so most products are either grown/made by the producer or produced by the vendor within the facility, continually creating a wide variety of unique and specialty products only available in the Market.
 - Recruit passionate and knowledgeable owners who will be **directly involved** with their businesses at the Market, with no national or regional chains.
 - Select vendors with **multiple sales channels** to supplement their retail sales, including wholesale, mail order, catering, delivery, corporate sales, etc.

²² A market district is a **branding and management concept** for a defined urban area with indoor and outdoor market and public space components. The “brand promises” of a market district include robust market activity every day and local food businesses and entertainment that provide a unique cultural experience. Management and oversight are needed to develop and sustain a market district. Management activities typically include consistent marketing and events, streetscape “clean and green” activities, support for existing district assets, business recruitment to continually improve the district with desirable retail stores, and ongoing strategic planning to maintain and enhance the district’s identity and popularity.

- Offer a great selection with a **diverse mix of locally-grown fresh, specialty and prepared foods**, along with some crafts and other nonfood products or services.
- Provide a **range of price points** and create a **welcoming environment** so the Market feels accessible to the entire community and is not perceived as upscale or exclusive.
- Keep **vendor rents affordable**, particularly for staple products and food producers and share risk and reward through a percentage rent structure.
- Create **abundant displays** of fresh and specialty foods, no fast food stalls, and stress the **theater** of being at the Market.
- Provide **high quality oversight and management** that can support start-up entrepreneurs and small businesses, and assures high quality operations and marketing for the Public Market and the entire district.
- Events
 - Provide a **wide array of event spaces**, from meeting rooms to catered functions to large festivals.
 - Create extensive **event management and food and beverage capabilities** with a **unified promotion and management structure** for event spaces within the market district, including the Public Market, Rio Grande Depot, farmers’ market sheds, and festival street.
 - Conceptualize and schedule events to **complement and support the Public Market**, not impede shopping during busy times (Saturday mornings, holidays)
- Education
 - Stress **educational offerings**: knowledgeable vendors, classes and events that serve the Market’s diverse clientele, including children and low-income households.
 - Highlight **Utah agriculture and the local foods movement**.
 - Create **unique education spaces**, including a hands-on teaching kitchen, demonstration kitchen, and roof top demonstration areas for key Utah agricultural products such as fruit trees and an apiary.
 - Leverage **partnerships and resources** with like-minded organizations.

Program elements

The following list summarizes the recommended program elements for the Salt Lake City Public Market:

Program Element		Description	Size/Quantity
1	Outdoor market (open-air and sheds)	Expanded home for Salt Lake City Downtown Farmers' Market with mix of open-air and covered spaces	Pioneer Park and 300 South for outdoor market; shed structures with up to 70 spaces
2	Market hall	Production-focused, multi-vendor indoor facility plus restaurants	~27,000 sf of leasable vendor space (excluding restaurants)
3	Indoor winter market	Flexible indoor space to house food and craft vendors and events	Rio Grande Depot
4	Education	Cooking and nutrition education facilities such as a hands-on teaching and a demonstration kitchen	2,000 – 5,000 sf
5	Events	Indoor and outdoor spaces for events, ranging from meetings to large festivals	Meeting rooms, indoor event spaces, rooftop deck, outdoor sheds, Rio Grande Depot, 300 South Festival Street
6	Seating, support services	Seating and tables to support food service and entertainment; restrooms	Common area with 50-100 seats
7	Storage	Market and vendor storage	4,000 – 6,000 sf
8	Office	Offices for market management and commercial tenants	District management office staff of ~20 FTE
9	Amenities	ATM, bicycle racks, shopping carts	
10	Parking	Parking for vendors and customers	Peak demand: 287 parking spaces for customers and 66 FTE market employees

The market hall vendor mix program includes:

Category	Number	SF	Description and Limitations
Meat	2-3	800-1,000	Meat products including beef, pork, lamb, poultry and other specialty meats. Emphasis on uncooked, semi-prepared or smoked items. No deli-style cold cuts. Meat cutting, sausage making, and other value-add activities should be done on premises. Poultry items, such as fresh eggs, may be sold. Prepared foods might include meat sandwiches, stews, or related items.
Produce	2	700-1,000	Wide range of fresh fruits and vegetables, including organics, with few prepackaged products. Concept could include fresh squeezed juice or salads.
Seafood	1	800-1,200	Fresh and smoked seafood. Prepared seafood products might include sandwiches, soups, salads and related items.
Baked goods – savory and sweet	2-4	400-1,000	Products could include breads, rolls, bagels, biscuits, and muffins. Baked on premises. Concept could include flatbreads and pizzas. The savory bakeries could include some baked dessert items which complement rather than compete directly with dessert bakers. The dessert bakers should specialize in some of the following products: pies, cakes, cookies, or patisserie items.
Dairy - cheese and dessert	2-3	500-900	The cheese vendor should offer a variety of fresh and aged cheeses, with some production on premises. May sell crackers but no bread. Should provide dairy products such as milk, yogurt, butter, etc. Prepared foods could include grilled cheese sandwiches or related concepts. Dairy/dessert feature items such as ice cream or gelato.
Candy/chocolate	2	300-800	Unique, hand-made candies and chocolate, with production on premises
Coffee/tea	1	250-600	Coffee beans, teas, related coffee making small wares, and coffee drinks. Roasting on premises preferred. Espresso bar offerings could include cookies/biscotti. Adjacent to outside door so can operate additional hours.
Deli/charcuterie	2-3	500-750	Deli can sell cold cuts, patés, sliced cheeses, fresh salads, condiments, and prepared sandwiches, but no bread except what is used for sandwiches.

Nuts/Spices/ Specialty products	3-5	300-800	Spices, nuts, condiments, oils, jams, sauces, and other specialty food products, focused on Utah-made.
Ethnic foods	5-7	250-600	Focused ethnic concepts might include pasta/Italian specialties, Mexican, Asian, or other ethnic foods, soup. Vendors must provide items for take-away or home consumption, not only food to eat on premises.
Beverage	1-2	700-1,000	Focus on local beverages, potentially including wine and beer depending on local liquor ordinances. Wine bar could offer cold plates of cheeses, charcuterie or similar products.
Craft, food retail	2-4	250-500	Hand-made items produced by the vendor. Prefer items related to food and cooking
Flowers	1-2	500-800	Cut flowers and potted plants.
Total	26-39		

Market district

Existing elements

The proposed market district integrates a number of existing elements, including:

- Downtown Farmers' Market
- Winter Market in the Rio Grande Depot
- Food retailers and restaurants around Pioneer Park
- Events in Pioneer Park

Key additions

Additions needed to create a robust market district include:

- Public Market (market hall, event/meeting space, education)
- 300 South Festival Street

Potential elements

These elements will strengthen the market district and could be phased in over time:

- Market sheds on 500 West
- Enhancements to the Rio Grande Depot such as improved catering facilities and a glass curtain wall system around the portico on 500 West to improve the winter

farmers' market

- New outdoor markets on days of the week when the Downtown Farmers' Market is not operating, such as a Vintage Market or Makers Market, plus other events that utilize the market sheds and other public spaces
- Development of the Utah History, Heritage & Arts Museum
- Additional restaurants and food retail
- Food trucks

Potential boundaries

The following map shows potential boundaries of the Salt Lake City Market District, stretching from Pioneer Park to the Intermodal Hub. Further analysis and discussion are needed to determine whether the district includes the properties along the periphery or just the properties along the streets within the boundaries (i.e., excluding the properties facing 200 S and 300 W).

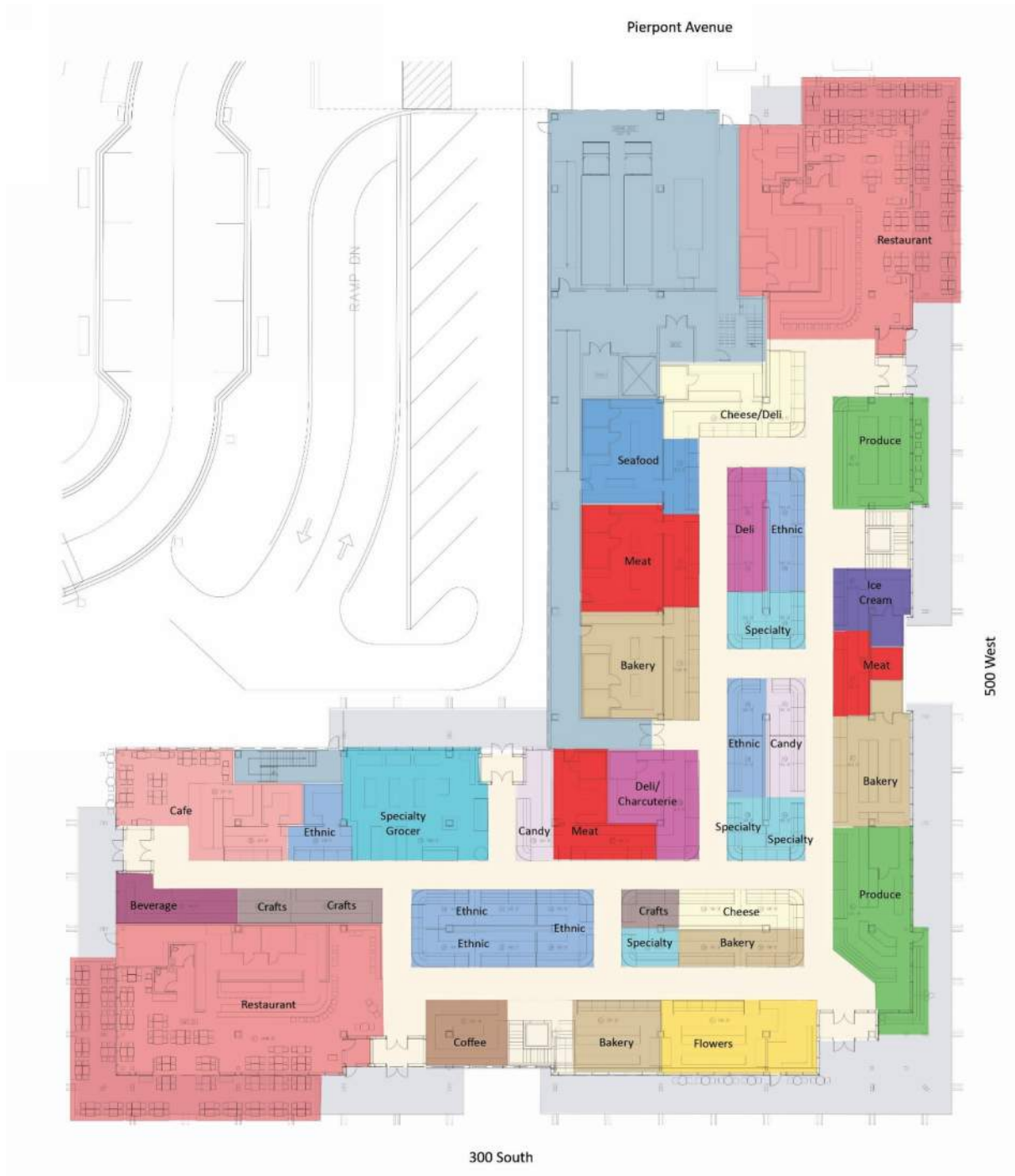


Once the boundaries have been set, then programmatic functions need to be identified and branding elements (such as banners, signage, interpretive pieces and public art) need to be explored for the district gateways and streetscape.

Design

Market hall

Based on the merchandising concept and programmatic functions, the consultant team developed a layout plan for the ground floor of the Public Market:



The gross area of the ground floor is 39,000 sf. The plan provides limited surface parking (10 spaces) plus ramps that access a single floor of underground parking. An enclosed loading dock and waste handling area is located off Pierpont Street, with room for two trucks and a large waste compactor.

The market hall has four primary public access points, plus an entrance from the rear parking area. Two elevators serve the parking garage and mezzanine.

The market hall is anchored by two restaurants (one at each corner), with 2,700 and 2,900 sf, respectively, not including their substantial outdoor seating areas.

The layout incorporates 35 vendor spaces, ranging from 153 to 1,265 sf, with an average of 534 sf. Many of the larger spaces contemplate substantial food production and/or wholesale or mail order sales in addition to retail happening within the Public Market.

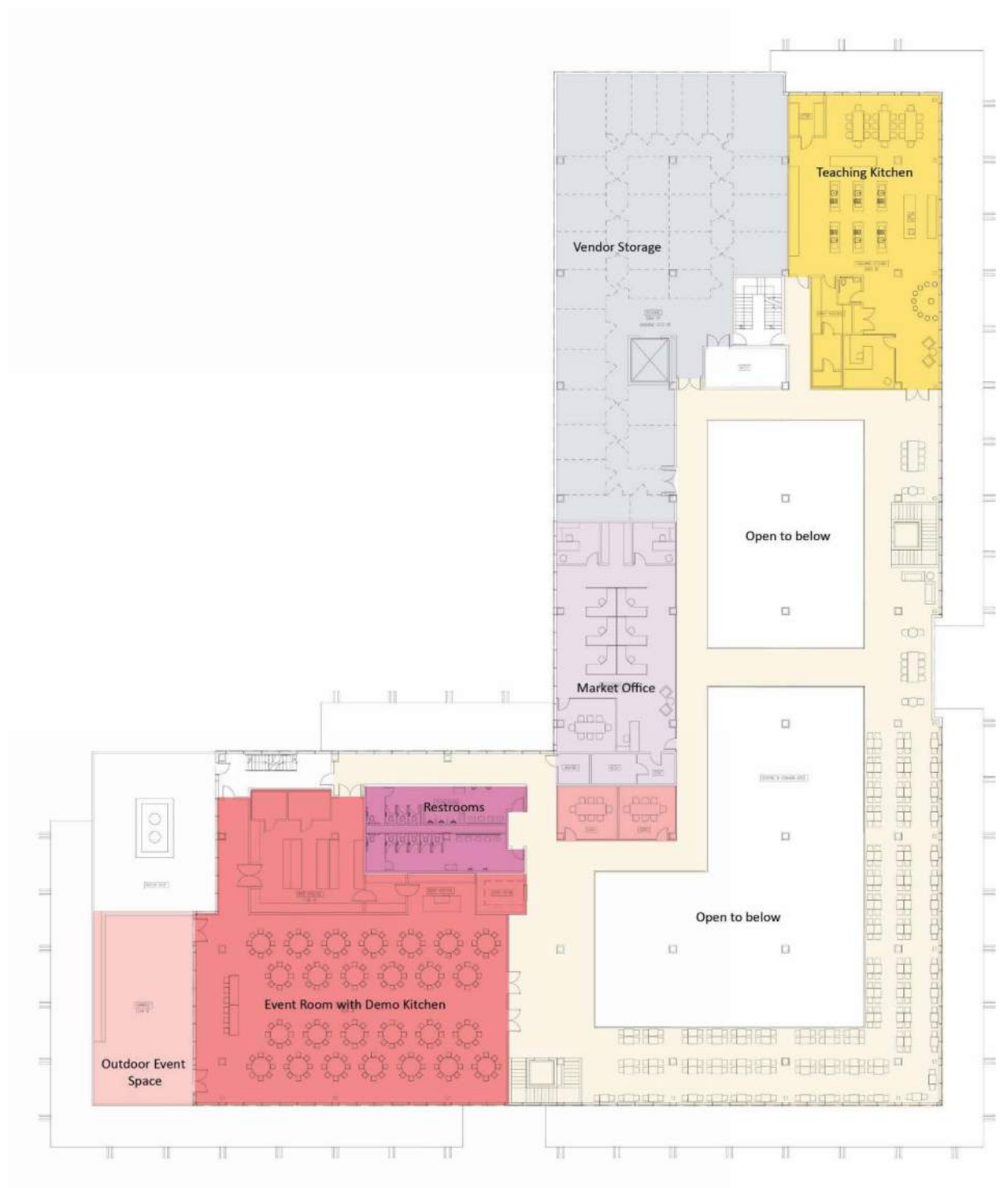
Vendors in the market hall have the following square footage, including areas on the main floor (“stall sf”) and in the storage area on the mezzanine (“storage sf”).

Category	Stall	Stall sf	Storage sf.	SF total
Coffee	2	520	200	720
Baked goods	3	524	200	724
Flowers	4	956	200	1,156
Produce	5	1,041	200	1,241
Baked goods	6	813	200	1,013
Meat	7	354	200	554
Dairy/Ice Cream	8	433	200	633
Produce	9	703	200	903
Cheese	11	926	200	1,126
Seafood	13	925	0	925
Meat	14	1,001	0	1,001
Bakery	15	1,034	0	1,034
Deli/Charcuterie	16	675	0	675
Meat	17	635	200	835
Candy	18	303	0	303
Specialty/grocer	19	1,265	0	1,265
Ethnic	20	318	100	418
Café	21	971	0	971
Beverage	23	406	200	606
Crafts	24	153	0	153
Crafts	25	265	0	265
Ethnic	26	379	150	529

Category	Stall	Stall sf	Storage sf.	SF total
Ethnic	28	360	150	510
Ethnic	30	379	150	529
Crafts	32	180	0	180
Cheese	33	379	200	579
Baked goods	35	379	200	579
Specialty	37	180	100	280
Specialty	38	189	0	189
Ethnic	39	370	150	520
Candy	41	370	200	570
Specialty	43	189	0	189
Specialty	44	360	200	560
Deli	45	379	150	529
Ethnic	47	379	150	529
Total	35	18,693	4,100	22,793

While the vendor types and square footages are defined precisely in this feasibility study, they reflect an idealized vendor mix that will change once leasing begins. It is important to maintain a mix of fresh, specialty and prepared foods, plus food-related crafts that meet the shopping needs of customers and reflects the diversity of local food producers. Furthermore, the square footages will change as the building enters the design and construction phases. Many of the stalls can be joined or divided to meet the needs of actual vendors.

The Public Market mezzanine includes restrooms, common seating areas, a large event room with a demonstration kitchen and outdoor rooftop patio, two small conference rooms, a hands-on teaching kitchen, vendor storage (4,100 sf leasable), and Market office. The hands-on teaching kitchen is modeled after a similar facility in the Grand Rapids Downtown Market, with six cooking stations that have adjustable heights for students and a teacher station, plus an eating area, small office, bathroom, and prep/storage room:



Design qualities

The following are suggested design qualities that should inform the Public Market's architecture:

- Compelling and welcoming

A compelling design is needed to make the public market a destination and thrilling experience. The design should highlight the “theater” of the Market, emphasizing the products and the food production process. The Salt Lake City Public Market needs to be a great public space, designed and programmed to be welcoming to the entire community. It should not appear exclusive or expensive. This can be accomplished by design (such as the selection of materials and fixtures that convey value and rusticity), by engaging community members in the design process, and by marketing and communications that address various community segments, such as Spanish language speakers.

- Practical

The Market’s design must be practical for food production, distribution and high volume retailing. While the architecture of the building’s shell is important, the nuances and efficiencies of vendor stall layout, equipment and fixture selection, lighting, circulation, and mechanical, electrical and plumbing systems will play a large role in determining the vendors’ (and therefore the Market’s) success. For food distribution, the vendors need loading docks and adequate storage for both inputs and finished products, as well as facilities that meet evolving health codes related to food.

- Sustainable

Sustainable design elements are critical for lowering operating costs for both the Market and for vendors, as well as branding the project as environmentally friendly. Sustainability can be a drawing card for environmentally conscious consumers, who tend to be younger and more educated, and help distinguish the Public Market from other places to buy food.

Some important opportunities for sustainable design include:

- Natural and LED lighting
- High efficiency fixtures
- Natural ventilation
- Remote compressors for refrigerated display cases
- Individual vendor metering of water and power so costs are assigned to users
- Recycling and composting to reduce waste
- Commissioning to optimize building systems
- Living or green walls and roofs

Some public markets have pursued a sustainability agenda aggressively, which can be an important selling point in developing the market’s brand. The Grand Rapids Downtown Market, for example, received Gold LEED certification by including a geothermal system for cooling and heating, recycling of building materials, rainwater capture in large cisterns, interior and exterior living walls, and a rooftop greenhouse that was the first project to utilize LEED’s on-site food production credit.

- Flexible

The public market space needs to be flexible so it can adapt over time. Since all markets experience vendor turnover, the vendor stalls should be designed on a grid system that allows spaces to grow and shrink, as needed, to accommodate different businesses. If the Market maintains ownership of the vendor-area sinks, walk-in boxes, cooking hoods, and display cases, new tenants can be quickly added.

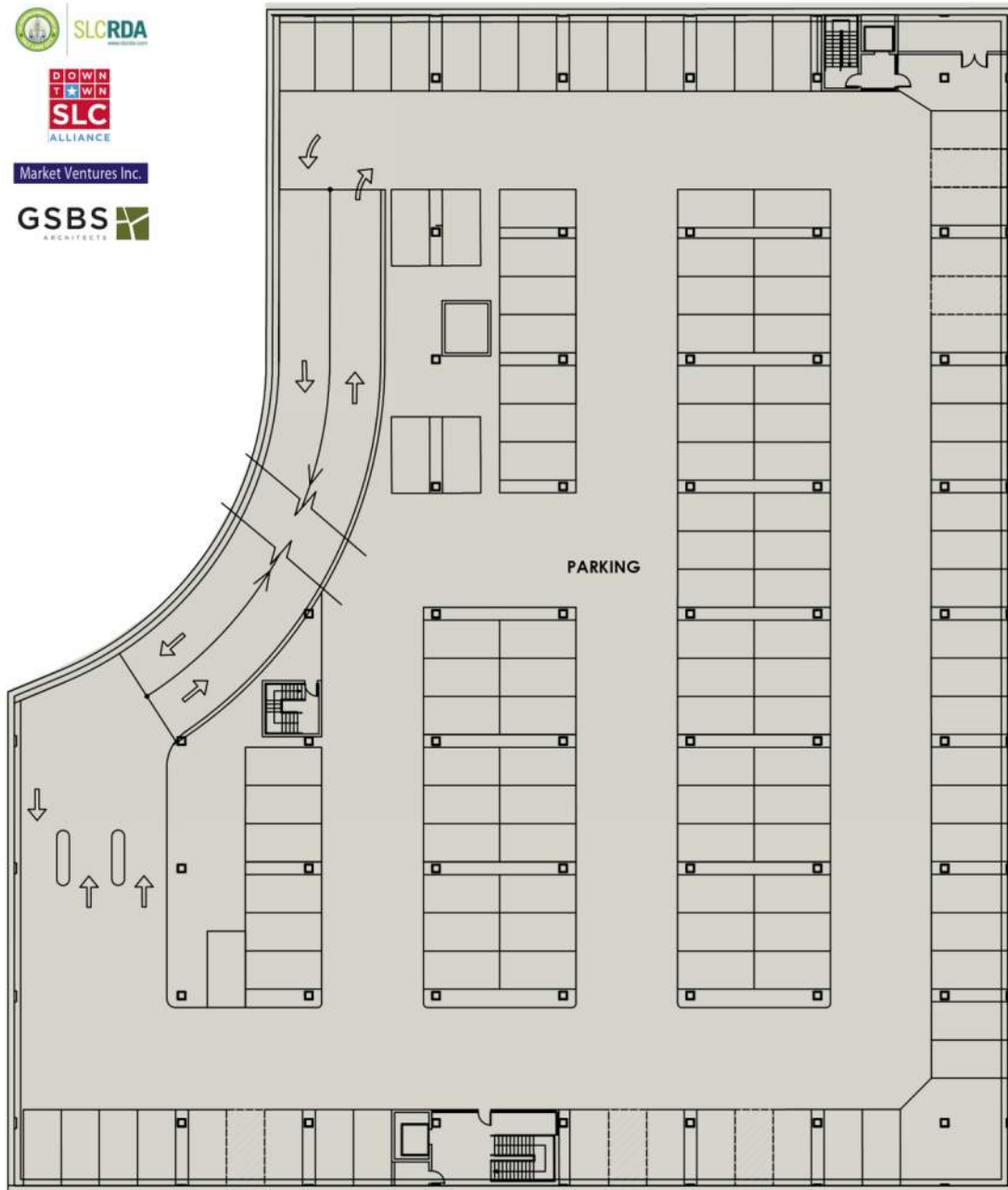
Over time, public market vendors often desire more cooking capacity but this can be limited by the market's air handling capacity. If possible, the design plan should allow for expansion of cooking hoods and make-up air capacity.

Parking

The feasibility study explored a range of underground parking options. The following drawing shows how the underground parking might be arranged, with parking accessed from Pierpont Street and a gating system that can accommodate both permit parkers (Market employees) and hourly parkers (Market customers). This parking layout provides about 127 parking spaces.

As with other underground parking in this area, the garage will likely need a pumping system to remove groundwater, particularly if it is more than one story deep.

The Public Market will need to ensure there is adequate nearby parking for both customers and Market employees. Some of this can be accommodated via short-term parking spaces on adjacent streets, particularly 500 West. The Market might also subsidize parking at nearby lots, including lots that might be created on undeveloped land in the Station Center District before they are redeveloped.



Perspective drawings

The consultant team prepared the following exterior and interior rendered views to provide a sense of what the Public Market might look like. These images are not intended to imply the final design of the Market.





Ownership and operations

The organizational functions of a new public market can be divided into four main categories: owner, developer, sponsor, and manager. These roles can be summed up as follows:

- Owner: the owner of the real property and facilities.
- Developer: the organization that oversees the market's financing, design, construction, leasing, and tenant coordination in preparation for opening. Experience has shown that leasing is best performed by Market management, not commercial brokers, and must be carefully coordinated with the developer.
- Sponsor: the sponsor has legal and fiduciary responsibility for operating the public market. It works to ensure that the market meets its defined goals and operates in a business-like and financially prudent manner. The sponsor typically:
 - Sets strategic direction
 - Hires, oversees and evaluates management
 - Sets policies
 - Approves and signs leases or permits (those with a duration of at least one year) and contracts over a dollar threshold
 - Ensures legal and accounting compliance
 - Raises funds for major capital projects
 - Ensures strong community and government relations
 - Initiates and develops partnerships
- Manager: the management team is responsible for operating the market on a daily basis. Management staff members:
 - Recruit vendors and oversee leasing
 - Provide property management services including stall assignment, rules enforcement, cleaning, security, waste removal, emergency planning, parking, etc.
 - Develop and implement marketing programs and special events
 - Oversee programming and educational activities
 - Maintain good vendor and customer relations
 - Perform financial management
 - Fundraise for special activities and programs
 - Work with partnering organizations
 - In some cases, step in to operate businesses in the public market to prevent vacancies and ensure the availability of core products for customers

Most of these functions are typically performed by management staff; however, some

markets out-source elements such as security, cleaning, waste removal, and some marketing activities.

While the organizational functions can be divided into four distinct categories, in practice these functions can be done by different entities, by one entity, or any combination thereof. Furthermore, there are examples of successful public markets around the country where each of these functions is performed by public, nonprofit or private sector organizations.

Organization structure

Options for owner

The site is currently owned by the RDA. While the RDA could maintain site ownership and lease the property for the Public Market, the RDA has indicated that it prefers to sell the property as it is doing with other properties in the Station Center District. Based on a recent appraisal, the property value is estimated at \$3.2 million.

Ownership of the property and improvements will depend on the development approach. Some financing vehicles, such as New Market Tax Credits, have specific requirements for land ownership that might influence the ownership structure.

The decision about what entity will own the Public Market should be made as part of the ongoing effort to determine the best development and financing strategies.

Options for developer

The feasibility study tested the proposition that a private developer would be the preferred approach for a mixed-use project, under the assumption that upper level office or residential uses would help create sufficient value to offset some or all of the cost of constructing the public market on the lower two levels. However, based on its analysis of rents, operating costs, cost of capital, and other factors, GSBS determined that the project could not create adequate returns to justify a developer's involvement.

In the absence of a private developer's leadership and equity participation, the preferred option is to follow the approach taken by other recent, successful public market developments, including the Milwaukee Public Market and the Grand Rapids Downtown Market. Both of these projects were led by nonprofit organizations that oversaw all aspects of design, financing, and construction of new buildings. They raised funds from public and philanthropic sources to pay for development, including contributions from local redevelopment authorities to provide the land without cost.

Urban Food Connections of Utah is best positioned to lead this development effort, in partnership with the Downtown Alliance. UFCU will need to retain an experienced design team, legal counsel, and financial and other advisors to assist with this project.

Due to the complexity of developing and then overseeing the Public Market and the Market District, the UFCU board will need to increase its capacity. This can be accomplished through recruiting members with development experience. The board should also consider creating a committee structure that addresses the major areas of oversight and planning, and

which includes non- board members to supplement the organization's leadership. The board should also consider creating advisory committees to provide formal channels for input, particularly for the Market vendors.

Options for sponsor

The Public Market sponsor provides the durable, long term leadership that helps drive success. To accomplish its duties, the sponsoring organization should have the following characteristics:

- A dual focus on economic sustainability and accomplishing the market's mission
- Capacity to oversee and evaluate market management
- Access to resources to create a strong, successful market, particularly if it requires additional capital investment or additional leadership
- Ability to make good decisions efficiently and thoughtfully, without being swayed by self-serving interests (which can happen, for example, if vendors are deciding questions of rents or operating policies), political considerations, or hampered by bureaucratic rigidity
- Sensitive to the history, accomplishments, and practices of the Downtown Farmers' Market
- Responsive to community and public interest, yet capable of maintaining independence in order to do what is best for the market and an entrepreneurial mien to take advantage of income producing opportunities for the market
- A broad view that encompasses the market's role in advancing the needs of the community and the city

Urban Food Connections of Utah meets these qualifications and was established specifically to operate the Downtown Farmers' Market and eventually the year-round indoor market. UFCU is a tax exempt, nonprofit corporation that has a proven track record with successfully operating the Downtown Farmers' Market.

Options for management

There are essentially two options for management structure:

1. **Hire the management staff directly.** Responsibility for managing the public market and district would be vested with the sponsor's employees, although some functions (such as cleaning and security) could be outsourced.
2. **Contract with a separate private (for- or non-profit) organization to run the facility.** The management functions and compensation would be enumerated in an agreement between the sponsor and this organization, with clearly described evaluation criteria that reward the contractor for achieving the public market's education and business development mission, not just financial goals.

Most sponsors of public markets utilize their own employees to manage the market (as is the case with the Milwaukee Public Market, Reading Terminal Market, and Grand Rapids Downtown Market). A notable exception is the historic City Market in Kansas City, which is owned by the city, sponsored by a public-private oversight committee, and managed by a private real estate management firm under three-year contracts following an RFP process.

In Salt Lake City, the preferred management structure is to hire the management staff directly. UFCU already has experience with its own management staff, whose members bring valuable market management skills and passion to the project. The management staff will need to be substantially expanded to meet the needs of the Public Market and Market District, along with their ongoing responsibilities running the Downtown Farmers' Market.

Operations

Days of operation

The indoor market hall should operate on a daily basis. Saturday will be a key day for the Public Market because it coincides with the Downtown Farmers' Market. Typically, public markets are busiest on Saturdays, followed by Sundays. In terms of general consumer behavior on a national basis, Sundays have become the busiest day for supermarkets. Sundays are also likely to be a busy day at the Public Market because many regional customers have more leisure time that day and will seek out the unique experience offered by the Market. Parking can also be easiest on Sundays. Public markets are generally open for all holidays except New Year's Day, Thanksgiving Day, and Christmas Day.

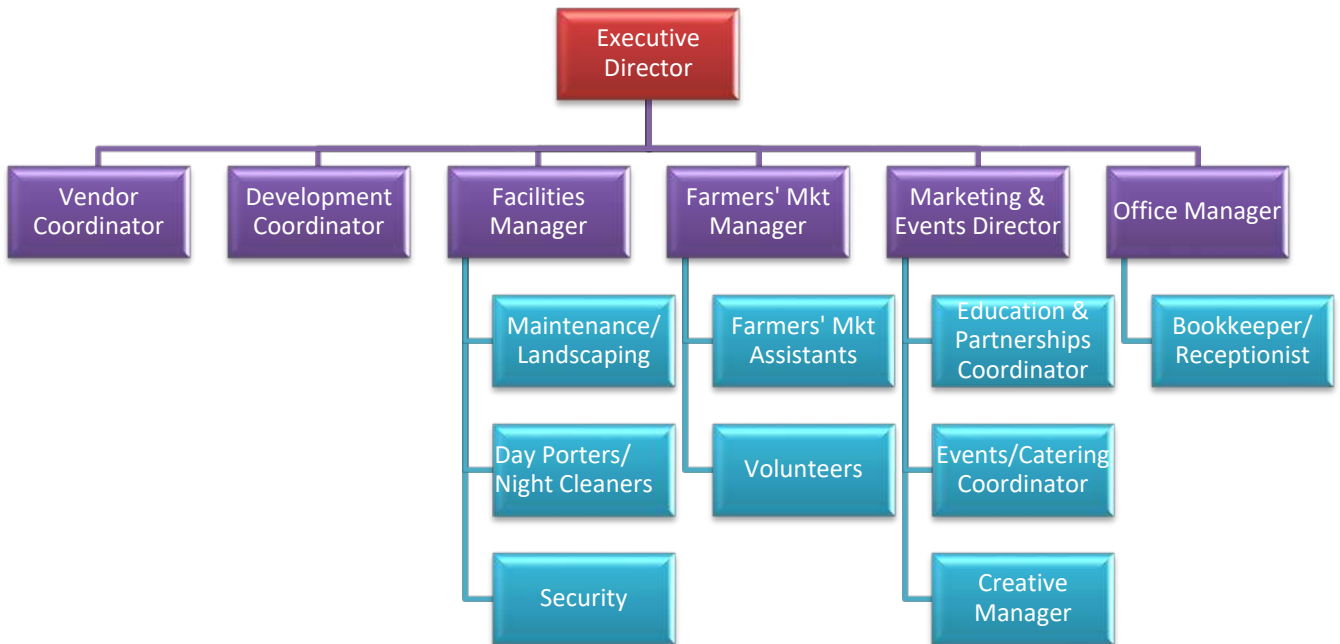
Hours of operation

The Downtown Farmers' Market currently runs from 8 am to 2 pm on Saturdays. The indoor market should have longer hours, from 9 am to 7 pm (with 8 am start time on Saturdays). Some businesses might prefer earlier or later hours, which could be accommodated if they have their own entrances, particularly a coffee business and bakery. The market hall should be available to tenants on a 24/7 basis via a key-card access system.

The event spaces should be designed so they can be accessed in the evenings, after the market hall is closed.

Staffing

The Salt Lake City Public Market requires a robust management staff to run the facility, operate the Downtown Farmers' Market, coordinate educational programming and run events both within the Public Market and throughout the Market District. The following organizational chart identifies the key roles:



Public Market management staff has been identified as 22 full-time equivalent positions, although additional staff might be needed for events and catered functions if the event programs become very popular and if the Market's management becomes involved in other district-wide activities, such as streetscape cleaning and maintenance and district-wide marketing.

The roles and responsibilities of the proposed management positions include:

Executive Director

The Executive Director has overall responsibility for development and operation of the Salt Lake City Public Market and the Salt Lake Market District, ensuring that facilities are managed in a professional, safe, and efficient manner, that the Market achieves its stated economic and social goals, and that the Market meets the evolving needs of tenants and diverse area consumers. The Executive Director works closely with the board of directors to set strategic direction and oversees preparation of annual budgets and work plans. The Executive Director is typically the primary spokesperson and representative for the Market.

Vendor Coordinator

Reports to Executive Director. Responsibilities include:

- Recruiting new vendors
- Enforcing rules
- Addressing vendor issues

- Overseeing vendor training and technical assistance
- Liaison to vendors association

Development Coordinator

Reports to Executive Director. Responsibilities include:

- Soliciting and overseeing fundraising and grants, particularly for the Market's educational programming
- Developing partnerships and sponsorships
- Assisting with communications, including annual reports

Facilities Manager

Reports to Executive Director. Responsibilities include:

- Overseeing day-to-day operations and maintaining and cleaning of all Public Market facilities, ensuring the facilities are operated in compliance with all applicable laws, ordinances and regulations
- Managing the maintenance helpers and day porters, as well as outside maintenance or repair contractors
- Overseeing the operational logistics for events
- Ensuring that all equipment is kept in good repair and working order

Day Porters

Report to Facilities Manager. Responsibilities include:

- Keeping all common areas clean, including interior and exterior walkways, vestibules, seating areas, bathrooms, demonstration kitchen, offices, waste management areas, and glass surfaces
- Assisting with set up for events
- Acting as the eyes and ears of the facility, alerting security staff or others, as needed

Security

Reports to Facilities Manager. Responsibilities include:

- Providing for the safety of customers and employees and the security of property
- Coordinating with law enforcement or social service agencies to address malfeasant or antisocial behavior

Downtown Farmers' Market Manager and Assistants

Reports to Executive Director. Responsibilities include:

- Overseeing operation of the outdoor Downtown Farmers' Market and the indoor winter market
- Recruiting vendors, coordinating stall assignment, setting-up and breaking-down, and collecting fees
- Enforcing outdoor market rules

Marketing & Events Director

Reports to Executive Director. Responsibilities include:

- Developing and overseeing the Public Market's program of marketing and special events
- Creating annual marketing plan and budget
- Coordinating work of outside contractors, such as graphic designers and website administrators
- Overseeing social media
- Responsible for public relations (although the Executive Director might be the prime spokesperson for the Public Market)

Education & Partnerships Coordinator

Reports to Marketing & Events Director. Responsibilities include:

- Developing educational programming for vendors and the public
- Overseeing use of the Public Market's educational facilities, including the demonstration kitchen, hands-on teaching kitchen, and meeting facilities
- Soliciting and overseeing participation of area chefs and other food professionals for cooking demonstrations and classes
- Developing and maintaining partnerships that further the Market's mission and programming

Events & Catering Coordinator

Reports to Marketing & Events Director. Responsibilities include:

- Overseeing public and private events in the Public Market, 300 South Festival Street, Rio Grande Depot, and other event spaces throughout the market district
- Coordinating catering and sales

Creative Director

Reports to Marketing & Events Director. Responsibilities include:

- Maintaining the Public Market brand in creative materials and communications

- Social media
- Preparing advertising, print materials, signs, and other creative materials

Office Manager

Reports to Executive Director. Responsibilities include:

- Overseeing the Public Market's business office
- Interfacing with tenants and the public
- Maintaining a comprehensive system of true and accurate office records, books, and accounts
- Assisting with managing tenant leases
- Overseeing the Public Market's IT infrastructure
- Coordinating sales of Public Market merchandise

Bookkeeper/Receptionist

Reports to Office Manager. Responsibilities include:

- Assisting the Office Manager with bookkeeping and payroll functions, as well as general office duties
- Coordinating scheduling of classes and events

Partnerships

Partnerships provide an opportunity to help achieve the mission of the Salt Lake City Public Market while also building the customer base and creating community good will. Various public and private agencies around Salt Lake City have overlapping interests with the Public Market, including food access, support for regional farmers, nutrition, entrepreneurship, and downtown revitalization. Already UFCU has developed numerous partnerships that provide the basis for ongoing and expanded relationships.

Market vendors play a variety of operational and governance roles in public markets, sometimes having representatives that sit on the sponsor's board, sometimes with representation on management committees, and sometimes with marketing. At Reading Terminal Market, for example, the merchants association runs the catering company that conducts after-hours events at the Market. The association also provides merchants with business services such as ServSafe certification. At Pike Place Market, the merchants association provides various communication tools, including a newsletter, and runs events.

A thoughtfully established vendors association provides a vehicle for constructive engagement between Public Market management and vendors, including the development of programs or services that could be provided by the vendor group in partnership with management. The development process should include establishment of a vendors association, with required membership for all leasehold tenants and initial financial and organizational support from Market management.

Financial analysis

MVI created a financial model for the Public Market under the assumption that the building would include the entire Site 5 lot, as described in the design section, above.

Income

Market hall

Individual operating pro forma were prepared for 35 permanent vendors in the market hall. The vendor pro forma include estimates for retail and wholesale sales, costs of goods, and typical operating expenses, including labor costs based on Salt Lake City metro area wages. The vendors are expected to have retail sales within the food hall seven days per week. Some vendors are expected to have substantial sales outside of the Public Market, such as catering, mail order, or wholesale to retailers and restaurants. Total gross retail sales are estimated at \$16.0 million and wholesale sales are estimated at \$650,000. Based on the experience of similar businesses in public markets around the country, a particular vendor's sales could be either considerably more or less than these estimates. These numbers represent good performance based on the demand potential that was explored in the Demand Analysis and reasonable sales per square foot compared to similar vendors in other public markets.

The following chart shows highlights from the vendor pro forma analysis:

Category	Stall sf	Sales/sf	Total sales	Net Income	Base rent/sf	Occupancy Costs		
						Base/CAM/%	Per sf	% sales
Coffee	520	\$950	\$494,000	\$90,040	\$50.00	\$47,200	\$90.77	9.6%
Baked goods	524	\$893	\$468,000	\$62,253	\$36.00	\$33,616	\$64.15	7.2%
Flowers	956	\$707	\$676,000	\$72,569	\$36.00	\$66,704	\$69.77	9.9%
Produce	1,041	\$699	\$728,000	\$73,441	\$20.00	\$42,308	\$40.64	5.8%
Baked goods	813	\$863	\$702,000	\$142,576	\$36.00	\$58,332	\$71.75	8.3%
Meat	354	\$1,028	\$364,000	\$55,545	\$15.00	\$11,742	\$33.17	3.2%
Dairy/Ice Cream	433	\$901	\$390,000	\$57,788	\$36.00	\$28,052	\$64.79	7.2%
Produce	703	\$962	\$676,000	\$72,991	\$20.00	\$31,564	\$44.90	4.7%
Cheese	926	\$898	\$832,000	\$76,204	\$36.00	\$69,544	\$75.10	8.4%
Seafood	925	\$899	\$832,000	\$96,127	\$36.00	\$59,820	\$64.67	7.2%
Meat	1,001	\$909	\$910,000	\$85,067	\$30.00	\$53,438	\$53.38	5.9%
Bakery	1,034	\$905	\$936,000	\$118,975	\$40.00	\$70,752	\$68.43	7.6%
Deli/charcuterie	675	\$847	\$572,000	\$84,775	\$40.00	\$47,280	\$70.04	8.3%
Meat	635	\$983	\$624,000	\$68,584	\$30.00	\$38,450	\$60.55	6.2%
Candy	303	\$1,116	\$338,000	\$53,780	\$35.00	\$15,309	\$50.52	4.5%

Category	Stall sf	Sales/sf	Total sales	Net Income	Base rent/sf	Occupancy Costs		
						Base/CAM/%	Per sf	% sales
Specialty/grocer	1,265	\$658	\$832,000	\$78,979	\$35.00	\$71,355	\$56.41	8.6%
Ethnic	318	\$981	\$312,000	\$50,459	\$45.00	\$19,494	\$61.30	6.2%
Café	971	\$857	\$832,000	\$97,792	\$50.00	\$81,918	\$84.36	9.8%
Beverage	406	\$961	\$390,000	\$49,652	\$36.00	\$21,464	\$52.87	5.5%
Crafts	153	\$850	\$130,000	\$30,602	\$40.00	\$7,344	\$48.00	5.6%
Crafts	265	\$687	\$182,000	\$52,588	\$40.00	\$14,640	\$55.25	8.0%
Ethnic	379	\$960	\$364,000	\$70,383	\$40.00	\$24,732	\$65.26	6.8%
Ethnic	360	\$1,011	\$364,000	\$71,428	\$40.00	\$23,820	\$66.17	6.5%
Ethnic	379	\$960	\$364,000	\$68,883	\$40.00	\$24,732	\$65.26	6.8%
Crafts	180	\$722	\$130,000	\$46,576	\$45.00	\$9,540	\$53.00	7.3%
Cheese	379	\$1,029	\$390,000	\$49,316	\$36.00	\$25,676	\$67.75	6.6%
Baked goods	379	\$1,098	\$416,000	\$75,483	\$40.00	\$28,752	\$75.86	6.9%
Specialty	180	\$1,011	\$182,000	\$35,034	\$30.00	\$8,640	\$48.00	4.7%
Specialty	189	\$1,101	\$208,000	\$50,715	\$30.00	\$7,182	\$38.00	3.5%
Ethnic	370	\$984	\$364,000	\$87,812	\$40.00	\$24,300	\$65.68	6.7%
Candy	370	\$984	\$364,000	\$64,628	\$40.00	\$25,200	\$68.11	6.9%
Specialty	189	\$1,101	\$208,000	\$47,115	\$30.00	\$10,782	\$57.05	5.2%
Specialty	360	\$867	\$312,000	\$56,508	\$30.00	\$18,000	\$50.00	5.8%
Deli	379	\$1,098	\$416,000	\$59,693	\$40.00	\$29,012	\$76.55	7.0%
Ethnic	379	\$892	\$338,000	\$67,200	\$40.00	\$23,172	\$61.14	6.9%
Total	18,693		\$16,640,000	\$2,421,559		\$1,173,866		7.1%
Average	534	\$855	\$475,429	\$69,187	\$29.57	\$33,539	\$62.80	6.7%
Minimum	153	\$658	\$130,000	\$30,602	\$15.00	\$7,182	\$33.17	3.2%
Maximum	1,265	\$1,116	\$936,000	\$142,576	\$50.00	\$81,918	\$90.77	9.9%

The vendor pro forma assume that these are owner-operated businesses: while the owner works in the business, the owner's labor costs are not included in expenses. Net income represents the return to the owner.

Rents include a fixed rent per square foot, a contribution to common area costs (CAM of \$8.00 per square foot), and a percentage of gross sales on the retail portion of sales only. This allows the tenants to share some of the risk and reward with the Public Market. The pro forma indicate the monthly sales thresholds above which the percentage rents are applied. Rents per square foot vary from \$15-50 per square foot, depending on the business, with an average of \$29.57. Some cornerstone vendors with low profit margins (such as produce, meat and seafood)

have both lower base rents and percentage rents (ranging from 2% - 4%), while higher profit businesses (such as coffee or prepared foods) have higher base and percentage rents (typically 6% - 7%).

Total annual income to the Public Market from base rents, percentage rents and CAM equals about \$1.17 million at full capacity. The Public Market's operating pro forma includes vacancy factors, which reduces this amount. Because a substantial amount of these rents are reliant on percentage rents, the Market could experience either higher or lower rental income depending on vendors' sales.

Restaurant

Rents for restaurants are estimated at \$22.00 per sf, plus \$8.00 CAM. Assuming \$850 sales per square foot, the occupancy costs equal 7% of sales. For comparison, the Milwaukee Public Market reports annual sales per square foot of more than \$1,300.²³

Downtown Farmers' Market

Rental income to the Salt Lake City Downtown Farmers' Market currently equals approximately \$160,000 per year. This figure was used in the operations pro forma.

Special events and room rental

Income from events can represent a substantial share of a public market's income. Rental and special events spaces include the demonstration kitchen/event space, teaching kitchen, market hall, public spaces within the Rio Grande Depot, and the Third South Festival Street. At the Grand Rapids Downtown Market, special events income surpassed \$800,000 in the Market's third year of operation, and that facility does not have an outdoor space like the 300 South Festival Street or a space like the Rio Grande Depot. The following charts provide income estimates for events and conference rooms:

23 <https://www.bizjournals.com/milwaukee/news/2018/01/11/milwaukee-public-market-posts-anotherrecord.html>

Site rental for catered events	Events/year	Average participation	Annual Participants	Rental rate/participant	Net Income
Event Space	80	120	9,600	\$15	\$144,000
Teaching Kitchen	200	20	4,000	\$12	\$48,000
Market Hall	4	500	2,000	\$25	\$50,000
Rio Grande Depot	50	200	10,000	\$12	\$120,000
Festival Street	50	500	25,000	\$5	\$125,000
Total	384				\$487,000

Conference rooms	Rentals/year	Fee	Rent
Conference rooms	150	\$50.00	\$7,500
Income			\$7,500

Other income

Other sources of income include a marketing fee charged to all vendors at \$5.00 per sf, sales of merchandise such as bags and shirts, and donations and sponsorships. The marketing fee represents about \$121,000 in annual income, which offset about half of the out-of-pocket expected marketing expenses. UFCU has a track record with concessions and sponsorships, which formed the basis for the estimates within the Public Market's P&L. Donations and sponsorships could potentially climb significantly with expanded programming in the year-round public market facility.

Expenses

The largest expense in operating a public market is typically management salaries. While some markets operate with a small management staff, most successful public markets need substantial, high quality management to achieve the market's mission and sustain a successful operation.

Recommended staff positions are described in the staffing plan, above. Local salaries were estimated using data from the federal Bureau of Labor Statistics for the Salt Lake City metropolitan areas and a recent survey of public market managers conducted by MVI for the National Association of Produce Market Managers. Annual mean wages were identified for occupational titles that correspond approximately with each management function. Fringe benefits are estimated at 30% and payroll taxes at 10%. The staffing plan includes nearly 22 full time-equivalent positions.

First year personnel expenses include:

Personnel	Year 1	Comparable Occupation BLS (mean wages for SLC)
Executive Director	\$95,000	[NAPMM comparable data]
Development Coordinator	\$53,000	Fundraisers
Vendor Coordinator	\$45,000	[UFCU]
Facilities Manager	\$58,000	Property, RE & Community Assoc Managers
Maintenance/landscaping (20 hrs)	\$20,000	Maintenance and Repair Workers, General
Day porters (126 hrs/wk)	\$68,000	Maids and Housekeeping Cleaners
Night cleaner (56 hrs/wk)	\$30,000	Maids and Housekeeping Cleaners
Security (100 hrs/wk)	\$73,000	Security Guards
Farmers' Market Manager	\$45,000	[UFCU]
Farmers' Market Assistants	\$40,000	40 hours/wk, \$20/hr, 50 weeks/yr
Marketing & Events Director	\$64,000	Public Relations Specialists
Education/Partnerships Coordinator	\$32,000	Self-Enrichment Education Teachers
Events/Catering Coordinator	\$46,000	Meeting, Convention, and Event Planners
Creative Manager (20 hours)	\$25,000	Graphic Designers
Event staff (120 hours)	\$59,000	Recreation attendants
Office Manager	\$53,000	1st-Line Supervisors of Office & Adm Support Workers
Bookkeeper/Receptionist	\$37,000	Bookkeeping, Accounting, and Auditing Clerks
Fringe benefits	\$252,900	
Payroll tax	\$84,300	
<i>Subtotal</i>	\$1,180,200	

The second highest expense after personnel is utilities. A rate of \$2.50 per sf is applied to the Market's common areas (non-leasable square footage) on the ground floor and the entire square footage of the mezzanine. Expenses related to the Farmers' Market operations are derived from UFCU's recent experience. All estimated Public Market costs of operations in Year 1 include:

Market operations	Year 1
Personnel	\$1,180,200
Farmers' market operations	\$120,000
IT	\$25,000
Maintenance/repair	\$100,000
Professional/legal fees	\$50,000
Supplies	\$75,000
Utilities	\$110,308
Waste removal	\$42,000
<i>Subtotal</i>	\$1,702,508

Other expenses

The annual budget for marketing and education is estimated at \$250,000, which is for expenses above and beyond the cost of marketing personnel on staff. The pro forma assumes no payment of property taxes by the Public Market (since UFCU is a tax-exempt nonprofit corporation). Insurance is estimated at about \$39,000 per year.

The expense budget includes \$96,000 in Year 1 to help subsidize customer parking. The closest surface parking lot at 200 South and 300 West currently charges \$60 per month. The pro forma assumes the Market pays \$40 per month for 200 spaces; the balance is collected by the parking lot operator.

Operations pro forma

Based on these assumptions, a five year operating pro forma is below. The pro forma assumes a 25% vacancy rate in year one plus 2% bad debt. The vacancy rate drops to 15% in year two, 8% in year three, and then stabilizes at 5%. Percentage rents are assumed to be 25% less in year one, 10% less in year two, and then stabilized in year three before growing in years four and five.

Once the Market achieves positive net operating income, the pro forma includes bonuses for the management team and allocation of funds to a capital reserve. Management receives 20% of the net operating income (NOI) up to \$100,000 and then 10% of NOI over \$100,000. The annual capital reserve budget is set at \$150,000.

Based on the assumptions herein, this analysis shows that the Public Market should operate with positive NOI in its second year of operation.

Given the uncertainties inherent in a percentage rent model and the complexity of operating the Public Market and the market district, the actual operating income and expenses might vary from these estimates. While this analysis shows positive NOI, it is risky to predict profitability. The development budget should include a cash reserve as a buffer against net losses before the Public Market reaches stabilization.

Salt Lake City Public Market	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Income					
Market Hall - base rent	743,962	743,962	766,281	789,269	812,947
Market Hall - % rent	210,270	252,324	280,360	294,378	302,789
Restaurants - base rent	123,068	123,068	126,760	130,563	134,480
Restaurants - % rent	123,971	148,765	165,294	173,559	178,518
Conference rooms	7,500	7,500	7,725	7,957	8,195
<i>Subtotal</i>	1,208,771	1,275,619	1,346,420	1,395,726	1,436,929
CAM					
Market Hall	149,544	154,030	158,651	163,411	168,313
Restaurants - % rent	44,752	46,095	47,477	48,902	50,369
<i>Subtotal</i>	194,296	200,125	206,129	212,312	218,682
Other Income					
Marketing fee	121,435	121,435	125,078	128,830	132,695
Farmers' Market fees	160,000	160,000	164,800	169,744	174,836
Concessions	15,000	15,000	15,450	15,914	16,391
Special event rental	487,000	487,000	501,610	516,658	532,158
Donations/sponsors	200,000	205,000	210,000	215,000	220,000
<i>Subtotal</i>	983,435	988,435	1,016,938	1,046,146	1,076,081
Gross Operating Income	2,386,502	2,464,178	2,569,487	2,654,184	2,731,691
Bad Debt Expense	30,490	31,944	50,329	52,106	53,649
Vacancy Factor (rent, CAM, mktg)	381,125	239,577	134,210	86,843	89,415
<i>Subtotal</i>	411,615	271,520	184,539	138,949	143,064
Adjusted Gross Income	1,974,886	2,192,658	2,384,948	2,515,235	2,588,627
Operating Expenses					
Market operations	1,702,508	1,753,583	1,806,190	1,860,376	1,916,187
Insurance	38,710	39,872	41,068	42,300	43,569
Parking	96,000	98,880	101,846	104,902	108,049
Property tax	0	0	0	0	0
Marketing	250,000	257,500	265,225	273,182	281,377
<i>Subtotal</i>	2,087,218	2,149,834	2,214,329	2,280,759	2,349,182
Net Operating Income	(\$112,332)	\$42,824	\$170,618	\$234,476	\$239,445
Management bonus	\$0	\$8,565	\$27,062	\$33,448	\$33,944
Capital reserve	\$0	\$0	\$143,557	\$150,000	\$150,000
Profit (Loss)	(\$112,332)	\$34,259	\$0	\$51,028	\$55,500

Construction budget

Land costs are estimated at \$3.2 million based on a recent appraisal of the property.

Construction Control Corporation of Salt Lake estimated construction costs based on a scenario with three levels of underground parking, the Public Market hall and mezzanine occupying the full Site 5 lot, and three levels of office above. General conditions, a 15% contingency, A&E fees, and a developer fee of 10% brought construction costs to \$57.2 million. When coupled with financing costs, GSBS determined that this scenario did not provide the basis for a private developer's participation.

Applying the construction costs on a square foot basis to the proposed smaller public market footprint (39,000 sf) and only one level of underground parking, the construction costs are estimated at \$24.4 million.

Soft costs associated with the Public Market, including tenant allowances, add another \$3.3 million to the development costs. This analysis does not include costs associated with financing or land.

Sale Lake City Public Market	SF	Subtotal	Total	Cost/SF
Construction				
Market hall	39,000	\$9,438,000		\$242
Mezzanine	29,500	\$6,637,500		\$225
Parking level 1	37,000	\$4,440,000		\$120
Roof patio	4,000	\$200,000		\$50
Exterior plaza/surface parking	10,000	\$100,000		\$10
<i>subtotal</i>		\$20,815,500		\$174
Contingency	10.0%	\$2,081,550		
Architecture & engineering	7.0%	\$1,457,085		
<i>subtotal</i>		\$3,538,635	\$24,354,135	\$204
Other				
Signage/graphic design		\$175,000		
Project management/leasing		\$360,000		
Legal/professional fees		\$100,000		
Insurance		\$75,000		
FFE		\$625,000		
Tenant allowances (TI)		\$1,549,400		
Opening promotion/1st yr		\$125,000		
Neg cash flow/operating reserve		\$250,000		
<i>subtotal</i>			\$3,259,400	\$27
Total			\$27,613,535	\$231

Financing

The consultant team explored numerous mixed-use development options and how they might impact financing sources, including both commercial and residential upper story uses and various levels of parking both above and below the market hall. GSBS conducted financial analysis to assess each scenario in order to determine if any scenario could generate a positive return on investment for a private developer. GSBS determined that rents at this location could not provide adequate revenue to offset costs of development and operations, and hence no scenario provides the basis for a private developer's participation in constructing the Public Market. Further detail of this development analysis can be found in Appendix G.

In the absence of a private developer, the Public Market will need to be created along the lines of other recently constructed public markets, which utilized a variety of public and philanthropic sources to finance development. In general, public markets have been unable to carry substantial debt loads and therefore rely on public and philanthropic investments where the "return" is measured in public benefits. Even if the pro forma suggests that the Market can carry debt, the lack of comparable nearby projects will likely require a source to guarantee any loan.

Sources of finance might include:

- State and local governments have been involved with funding public markets. Sometimes their role is to provide long term ground leases at nominal cost or to pay for infrastructure or streetscape improvements in and around the public market site. The Salt Lake City RDA could play a major role in financing by underwriting the cost of land.
- Foundations that give on the local, regional, and national levels have all invested in public markets. The funding has included both grants (which do not need to be repaid) and PRIs (program related investments), which are loans (sometimes forgivable) or other equity investments into the project. Foundation involvement can work nicely with other types of funding to provide bridge loans or paying down other debt.
- Individual or corporate donors have given to public market capital campaigns. Sometimes these gifts have included naming opportunities within the facility. Some companies have provided gifts in-kind, such as kitchen equipment for a demonstration kitchen. The federal Affordable Care Act has changed the ways in which hospitals must demonstrate support for their communities, providing opportunities for hospital investments into wellness programs at public markets.
- Public markets have utilized a variety of tax credit programs at the federal and state levels, including Historic, Brownfield, and New Market Tax Credits. New Market Tax Credits appear to be particularly suited for this project but uncertainty at the federal level makes it hard to predict if they will be available in coming years.
- The federal government has funded public markets through a variety of agencies, including:
 - US Department of Agriculture and its Healthy Food Financing Initiative (in partnership with the Treasury Department and the Department of Health and Human Services).

- The US Department of Commerce, Economic Development Administration (EDA) was the conduit for funding the Milwaukee Public Market (\$2.5 million) and Eastern Market in Washington, DC (\$2 million).
- Department of Health & Human Services through its Community Food & Nutrition Program
- HUD through its Section 108 and Choice Neighborhoods programs
- Department of Energy for energy efficiency initiatives
- Department of Homeland Security through its EB-5 Visa Program

Economic impact

The consultant team estimated the economic impacts that the Public Market would have in the study area, including expected job and business creation within the Public Market and more traditional economic impact analysis, which estimates *direct* benefits in increased sales, *indirect* benefits that flow from increased purchases of other materials and services, and *induced* benefits to household incomes and consumption.

Public Market jobs and businesses

The vendor pro forma analysis includes estimates for employment for each of the proposed 35 vendors in the Public Market, the two restaurants, and jobs in Market management. This analysis identifies 219 full-time equivalent positions within the Public Market.

A substantial proportion of the vendors in the Public Market will be either start-up businesses or micro-businesses that evolve to full-time operations businesses (such as vendors from the Downtown Farmers' Market who become tenants in the Public Market). Based on the experience of other public markets, it is reasonable to expect that one-third of the vendors in the public market will be start-ups, suggesting that the Public Market will launch about 12 new full-time businesses.

Visitors

Based on expected sales of \$20.7 million and average sales per customer of \$30.00 (derived from MVI customer surveys at public markets), the Public Market should attract an average of 13,300 customers each week. Assuming 1.2 visitors per customer (since customers often come in groups, including with children), the Public Market should attract over 800,000 visitors each year.

Economic impact methodology

The methodology for measuring economic benefits of specific projects or programs on affected regions is well established in the field of urban economics. Systematic analysis takes into account inter-industry relationships within regions, because these relationships largely determine how regional economies respond to project or program changes. The tool of regional input-output (I-O) multipliers, developed by the U.S. Bureau of Economic Analysis (BEA) and customized for specific regions as *RIMS II Multipliers*, accounts for highly disaggregated inter-industry relationships within regions. It is based upon BEA's 2007 national benchmark I-O table, which accounts for the input and output structure of more than 500 U.S. industries, and BEA's 2015 regional economic accounts, which show each region's industrial structure and trading patterns.

RIMS II Multipliers can be estimated by BEA for any region composed of one or more counties and for any industry in the national I-O table. For purposes of measuring the economic

benefits of the Public Market, *RIMS II Multipliers* were obtained for the Salt Lake City Metropolitan Statistical Area (MSA).

The table below shows the *Final Demand multipliers* for various industry sectors. The *Final Demand Multipliers* account for all regional economic repercussions of generating an additional dollar of sales or construction output.

RIMS II Multipliers for Salt Lake City MSA

Industry	Final Demand Multiplier		
	Output	Earnings	Employment
Food retail	1.4076	0.4055	15.7878
Food service	1.4999	0.4062	20.1633
Other retail	1.4702	0.3939	12.658
Wholesale	1.4162	0.3501	6.3901
Real estate	1.3830	0.2232	9.5201
Construction	1.4848	0.4101	8.1342

Source: U.S. Bureau of Economic Analysis

The multipliers listed under *Final Demand* include Output, Earnings, and Employment.

- The Output column represents the total dollar change in output that occurs in all industries in the regional economy for each additional dollar of output delivered to final demand by the industry sector corresponding to the row entry (e.g., Food services). In this case, \$10 of new sales in Food Services creates \$14.99 in new economic output.
- Entries in the Earnings column represent the total dollar change in earnings of households employed by all industries in the regional economy for each additional dollar of output delivered to final demand by the industry sector corresponding to the row entry.
- Entries in the Employment column represent the total change in number of jobs that occurs in all industries in the regional economy for each additional one million dollars of output delivered to final demand by the industry corresponding to the row entry.

Direct impact of sales at the public market

Determining the economic impact of the Public Market requires an estimate of sales by Market vendors for each of the industries described in the RIMS II multipliers, including food retail, food service, other retail (for crafts), and wholesale. As discussed above, the sales of any business in the Market could be appreciably more or less than the estimates based on the skills of the business owner, changes to the economic climate, new competition, etc. Therefore, while the

economic impact analysis employs the standard approaches described above, the results must be read with an understanding of the limitations of the sales projections.

The following chart shows a projection of sales, ordered by type of business:

Function	Type	Sales estimate
Market hall vendors	Food retail	\$8,317,400
	Food retail Total	\$8,317,400
Market hall vendors	Food service	\$6,684,600
Restaurants	Food service	\$4,754,900
	Food service Total	\$11,439,500
Market hall vendors	Other retail	\$988,000
	Other retail Total	\$988,000
Market hall vendors	Wholesale	\$650,000
	Wholesale Total	\$650,000
	Grand Total	\$21,394,900

This analysis shows that gross sales by businesses within the Public Market are estimated at roughly \$21.4 million once the market reaches stabilization, projected to be year three. Not all of these sales will be new economic activity. There will be substitutions as consumers choose to replace their purchases from an existing store in the region and instead buy at the Public Market. This analysis assumes that three-quarters of the purchases by tourists will be new sales (tourists are estimated to represent 20% of total demand) and that one-third of purchases by area residents will be new sales. Total new sales are therefore \$8.9 million.

Employing the RIMS II multipliers for each type of business results in the following economic impact:

Industry	Sales	Final Demand Multiplier					
		Output		Earnings		Employment	
Food retail	\$3,465,583	1.4076	\$4,880,000	0.4055	\$1,410,000	15.7878	54.7
Food service	\$4,766,458	1.4999	\$7,150,000	0.4062	\$1,940,000	20.1633	96.1
Other retail	\$411,667	1.4702	\$610,000	0.3939	\$160,000	12.658	5.2
Wholesale	\$270,833	1.4162	\$380,000	0.3501	\$90,000	6.3901	1.7
Total	\$8,914,542		\$13,020,000		\$3,600,000		157.8

In total, the **\$8.9 million in new sales generates \$13.0 million in annual output within the region and increases earnings by \$3.6 million.** Economic activity at the Public Market generates 158 **new jobs** in the region. Over a ten year period, assuming sales increase 3% each year, the aggregate impact of the Public Market on the region would be **\$149 million.**

Direct impact of construction and operations

The development program for the Public Market includes construction of 120,000 square feet of new space. As described above, the total construction budget is estimated at \$24.4 million (excluding land and soft costs). The annual operating costs of the Public Market are projected to be about \$2 million. The following chart shows the relevant RIMS II multipliers for real estate and construction:

Industry	Expenditure	Final Demand Multiplier					
		Output		Earnings		Employment	
Real estate	\$1,991,000	1.3830	\$2,750,000	0.2232	\$440,000	9.5201	19.0
Construction	\$24,354,000	1.4848	\$36,160,000	0.4101	\$9,990,000	8.1342	198.1
Total	\$26,345,000		\$38,910,000		\$10,430,000		217.1

The total economic effects of constructing the Market would represent a one-time increase of **\$36.2 million** by all industries affected by construction activity. Earnings in the region would increase **\$10.4 million** and employment would increase by **217 jobs**. Upon completion, the economic effects of construction on output of the region would come to an end.

The annual operations of the Public Market will increase the region's output by \$2.8 million annually, increase earnings by \$440,000 and support 19.0 additional jobs in the regional economy. Over a ten year period, assuming 3% growth in operating costs each year, the total economic impact of operating the market would be **\$31.5 million**.

Total economic impact

The chart below combines each of the different types of economic impact. Aggregating these various benefits, the Public Market will create 375 jobs, increase earnings by \$14.0 million, and increase output by \$52 million in the first year. **Over ten years, the economic impact of the Public Market is estimated at \$217 million.**

Industry	Output (millions)	10 year impact (millions)	Earnings (millions)	Jobs
Public Market sales	\$13.0	\$149.3	\$3.6	157.8
Management	\$2.8	\$31.5	\$0.4	19.0
Construction	\$36.2	\$36.2	\$10.0	198.1
Total	\$51.9	\$217.0	\$14.0	374.8

Conclusion

The continual growth and popularity of the Salt Lake City Downtown Farmers' Market and the Winter Market have demonstrated the year-round potential for a market selling fresh and prepared local foods in downtown Salt Lake City in a distinctive though currently temporal setting. A permanent indoor public market can build upon this success, continuing to attract customers from a wide geographic region as well as downtown residents, workers and tourists.

The Winter Market has demonstrated the potential to introduce vibrant market activity to the west side of the Rio Grande Depot, across the street from the proposed site for the Public Market. The Winter Market has thrived here despite the illegal drug infestation and threatening environment that have riddled the Station Center District.

Public markets are mission-driven entities. The feasibility study identified five goals that should drive the planning, development, and operation of the project:

1. Provide a catalyst for development of the Station Center District
2. Expand the impact and benefits of the Downtown Farmers' Market
3. Create a hub for Utah's local foods movement
4. Support small business entrepreneurship and create jobs
5. Promote community wellness through food access and education

The proposed development and management plan will accomplish these goals, providing the catalyst that can transform the Station Center District, which sorely needs a spark to initiate development.

Based on the research with area food entrepreneurs and entrepreneurship support organizations, there is significant enthusiasm and interest among vendors for being part of the indoor market. Due to competition from supermarkets, the public market must create a unique niche that draws customers from a wide geographic area. This can be achieved by developing the public market as a facility that contains local food producers, not just retailers. The Public Market has been designed to provide the infrastructure for food production and create an exciting, unique environment that will attract both regional residents and tourists.

Creating a Salt Lake City Market District is an important strategy for distinguishing the Public Market from other food retailers and building on the success of the Downtown Farmers' Market and Winter Market. The proposed multi-block area stretches from Pioneer Park to the intermodal hub, while the management team at Urban Food Connections of Utah can manage programs and initiatives throughout the Market District, including management of the 300 South Festival Street.

Events and education at the Public Market will help create a unique experience for visitors, further the Market's educational goals, and provide a diversified income stream to the project. The proposed development program includes a variety of event areas, including unique spaces like the hands-on teaching kitchen.

The financial analysis demonstrated that the Public Market can achieve positive cash flow by year two, based on the assumptions therein. The development model requires that the capital investment needed to construct the Public Market come from public and philanthropic sources, as has been the case with other successful public markets around the country. Investment in the Public Market will provide the catalyst that leads to redevelopment of the Station Center District, offer entrepreneurship opportunities to dozens of small local businesses, generate hundreds of jobs, and create a unique destination in downtown Salt Lake City that serves both regional residents and tourists. Based on expected sales volumes, the Public Market should attract over 800,000 visitors per year.

While public markets can be highly impactful and achieve a variety of notable goals, they are also challenging to develop and operate. This feasibility study is an important step toward creating the right development concept and reducing risk. To move forward, the project will need skilled and experienced design, development, leasing, and management teams with adequate financial resources. The proposed plan offers a feasible public market facility for Salt Lake City that will meet the project goals.

Appendix A. Interviews & Steering Committee

Name & Title	Organization	Category
Kim Abrams, VP, Corporate Services & Real Estate*	Goldman Sachs	Business
Angela Brown, Owner	SLUG Magazine & Craft Lake City	Business
Judy Cullen, Marketing Director*	Squatters Brewery	Business
Scott Evans, Owner	Pago Restaurant Group	Business
Nick Fuoco, Director of Finance	Nicholas & Company	Business
Kestrel Liedke, Owner*	Tin Angel Café	Business
Ryan Lowder, Owner	Copper Onion Restaurant	Business
Soren Simonsen, Owner*	Community Studio	Business
Derek Allen, Owner	Landforge	Developer
Dan Lofgren, Owner*	Cowboy Partners	Developer
David Ward,	Garbett Homes	Developer
Robb Abrams, Owner	The Bagel Project	Farmer/vendor
Matt Caputo, Owner*	Caputo's	Farmer/vendor
David Chen, Owner	Zoe's Natural Garden	Farmer/vendor
Hasen Cone, Owner	Sweet Lake Limeade	Farmer/vendor
Carly Gillespie, Owner*	Backyard Urban Garden Farms	Farmer/vendor
Cassie Little, Owner	Frody's Salt & Smoke	Farmer/vendor
Lori Major, Owner	Mamachari Kombucha	Farmer/vendor
Deborah Mirin, Owner	Meat business	Farmer/vendor
Allen Parker, Owner	Parker Farms	Farmer/vendor
Scott Querry, Owner	Solstice Chocolate	Farmer/vendor
Moudi Sbeity, Owner	Laziz Foods	Farmer/vendor
Cari Tagge, Owner	Tagge's Farm	Farmer/vendor
Thayne Tagge, Owner	Tagge's Farm	Farmer/vendor
Marissa Taylor, Partner	One Tree Ranch	Farmer/vendor
Brittney Thaxton, Owner	Vive Juicery	Farmer/vendor
John Weyhenmeyer, Owner	Van Kwartel Flavor Science	Farmer/vendor
Tracy Weyhenmeyer, Owner	Van Kwartel Flavor Science	Farmer/vendor
Rachel Wilkerson , Owner	Wilkerson Farms	Farmer/vendor
Richard Wilkerson , Owner	Wilkerson Farms	Farmer/vendor
William Boyce, Program Manager	Utah Department of Agriculture	Government
Wayne Bradshaw, Marketing Director	Utah's Own	Government
Edward Butterfield, Senior Project Manager*	SLC Redevelopment Authority	Government
Robin Cahoon, Director	Utah's Own	Government

Name & Title	Organization	Category
Westin Clark, Senior Policy Advisor*	Salt Lake County	Government
Derek Kitchen, Council Member	Salt Lake City Council	Government
Cara Lindsley, Project Coordinator*	SLC Redevelopment Authority	Government
Susan Lundmark, Project Coordinator*	SLC Redevelopment Authority	Government
Jill Remington Love, Director*	Utah Depart of Heritage & Arts	Government
Ryen Schlegel, Special Events Permit Manager	City of Salt Lake	Government
Hayley Shaffer, Health Scientist	SL County Health Department	Government
Matt Sibul, Chief Planning Officer	Utah Transit Authority	Government
Brian Somers, Deputy Director*	Utah Depart of Heritage & Arts	Government
Bridget Stuchly, Sustainability Program Manager	City of Salt Lake	Government
Lex Traugher, Senior Planner*	Salt Lake City Planning Dept	Government
Katie Wagner, Assistant Professor	USU Salt Lake County Extension	Government
Jill Wilkerson-Smith, Project Manager*	SLC Redevelopment Authority	Government
Alece Ackroyd, Public Relations Specialist	Select Health	Nonprofit
Kerry Case, Director	Westminster College Envir'l Ctr	Nonprofit
Gwen Crist, Chair*	Slow Food Utah	Nonprofit
Jesse Dean, Director Urban Development	Downtown Alliance of SLC	Nonprofit
Alison Einerson, Market Director*	Urban Food Connections of Utah	Nonprofit
Sarah Heller, Program Manager	IRC New Roots Farm	Nonprofit
Kirk Huffaker, Executive Director*	Preservation Utah	Nonprofit
Kristen Lavelett, Executive Director*	Local First Utah	Nonprofit
Aaron Lee, Director	IRC New Roots Farm	Nonprofit
Michael Mack, VP Services*	Visit Salt Lake	Nonprofit
Laurie Maldauer, Director	Park City Culinary Institute	Nonprofit
Deborah Marzano, Program Coordinator	Women's Business Center	Nonprofit
Jason Mathis, Executive Director*	Downtown Alliance of SLC	Nonprofit
Jessica Norie, President*	Artspace	Nonprofit
Ashley Patterson, Executive Director	Wasatch Community Gardens	Nonprofit
Greg Reid, Public Relations	Select Health	Nonprofit
Krystal Rogers-Nelson, Program Coordinator	Real Food Rising	Nonprofit

*Steering Committee

Appendix B. Public market mission statements

Listed below are examples of mission statements from public markets around the country. Constant themes include: providing fresh, local food directly to the consumer, variety, education and preserving the historic nature and/or community relations of the market.

Pike Place Market, Seattle: Allowing consumers to “Meet the Producer” by providing both farmers and craftspeople an opportunity to sell farm-produced or handmade items directly to the consumer; to provide a wide variety of farm products and handmade arts and crafts for shoppers; and to provide direct marketing opportunities for new farmers and craftspeople to pursue their livelihoods.

Reading Terminal Market, Philadelphia:

- To preserve the architectural and historical character, and function, of the Reading Terminal Market as an urban farmers’ market.
- To provide a wide variety of produce, meat, fish, bakery and dairy products, and other raw and prepared food, brought to a public market in the center of the city by farmers, growers, producers and chefs;
- To maintain an environment that recognizes and celebrates the diversity of our citizens and fosters their interaction;
- To strengthen the historic link and mutual dependency of our rural and urban communities; and,
- To achieve this, while preserving the financial viability and achieving self-sufficiency for the Market.

Chattanooga Public Market: Chattanooga Public Market has the educational and charitable purposes to provide healthy, fresh produce, and sustainable agricultural and horticultural products, as well as locally-produced arts and craft wares, to residents of Hamilton County and surrounding areas, encourage commerce, entertainment and trade in our community.

Findlay Market, Cincinnati: Our mission is to preserve historic Findlay Market for future generations by developing it into a thriving, growing, dynamic public market that spurs economic development in the surrounding neighborhood.

North Market, Columbus: The North Market preserves and renews a unique public market experience for all members of the community by nurturing local merchant entrepreneurship, providing fresh and abundant food and food-related merchandise, by sponsoring festive events and through the preservation of a historic public facility.

Grove Arcade, Asheville: To effectively operate a premier destination in downtown Asheville filled with successful businesses and educational programs that reflect our mountain heritage and cosmopolitan taste.

Grand Rapids Downtown Market: The mission of the Grand Rapids Downtown Market is to create a dynamic downtown hub for the West Michigan food system by providing:

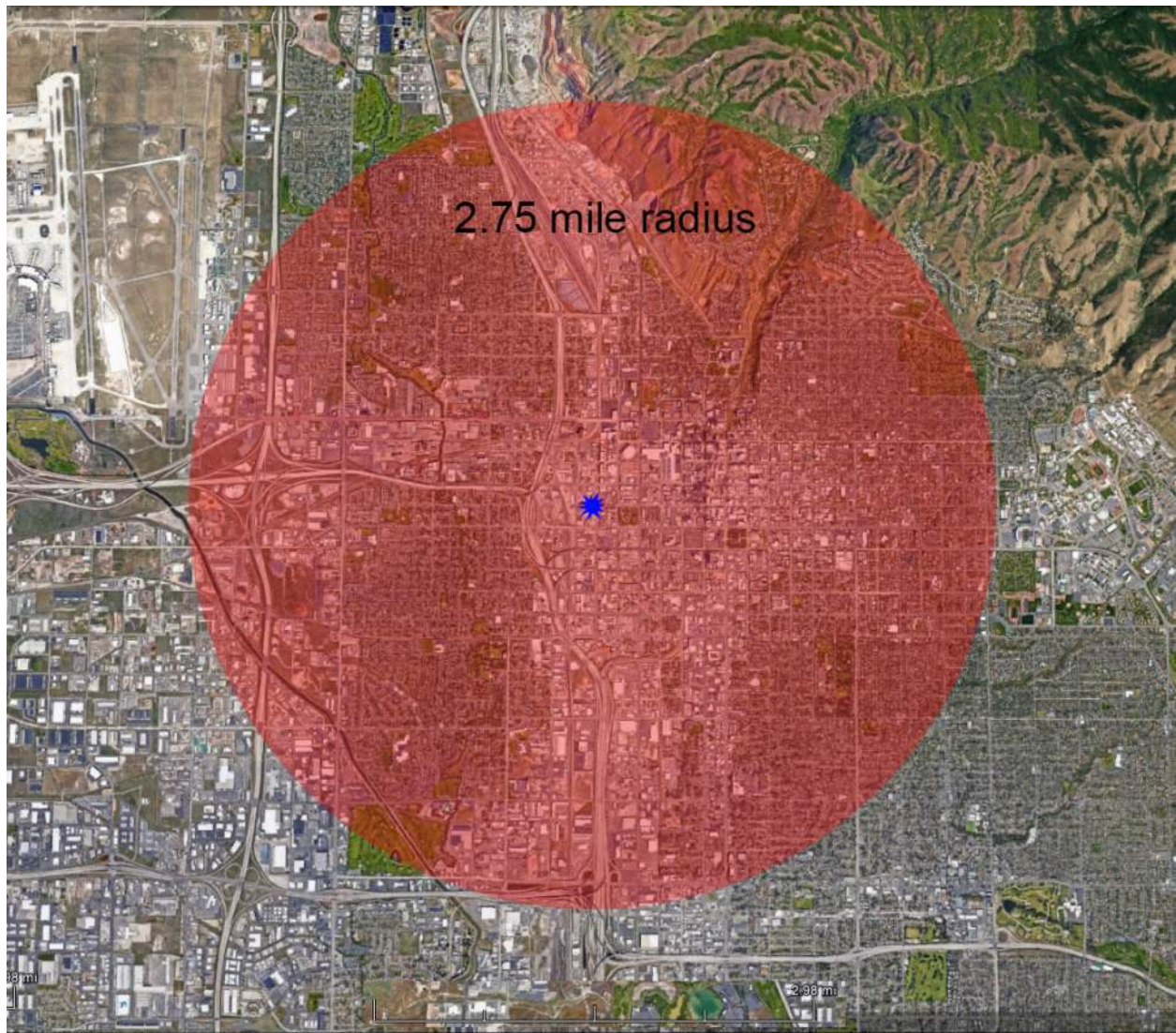
1. a place for local farmers and food producers to connect with diverse customers,
2. opportunities for independent entrepreneurs, and
3. education about farming, food, nutrition, and healthy lifestyles.

Portland Public Market (Oregon):

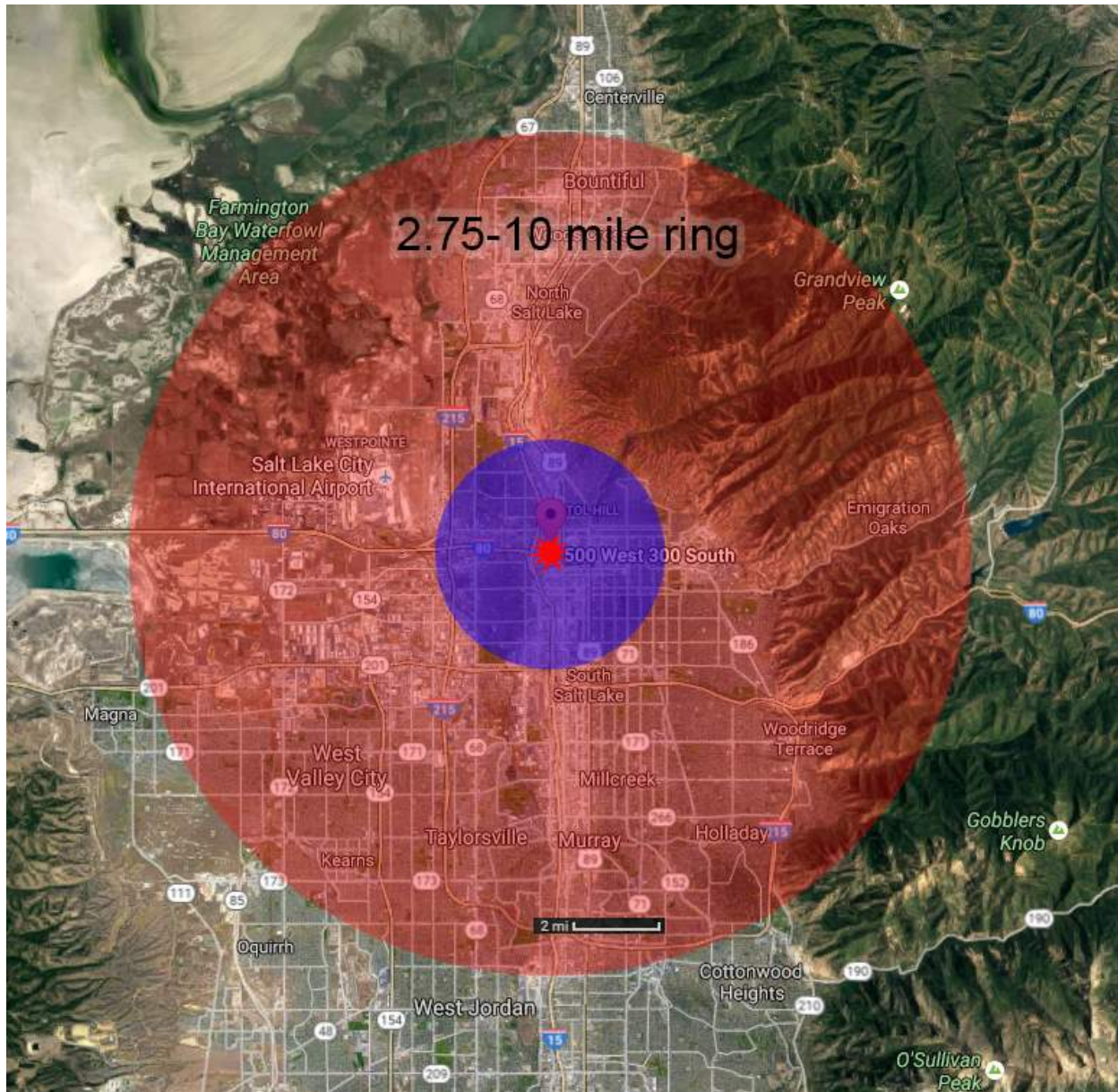
- The Portland Public Market is a showcase for all the best food products from our region, from fresh produce to prepared meals.
- The foods we offer fit our commitment to supporting local growers, promoting the sustainability of our agricultural resources, and encouraging all Portlanders to eat fresh, healthier foods.
- By bringing together the people who produce our food and the people who eat it, and by providing an educational forum, The Portland Public Market will increase demand for all the food that's fit to eat, thereby enhancing our region's quality of life.

Appendix C: Trade area maps

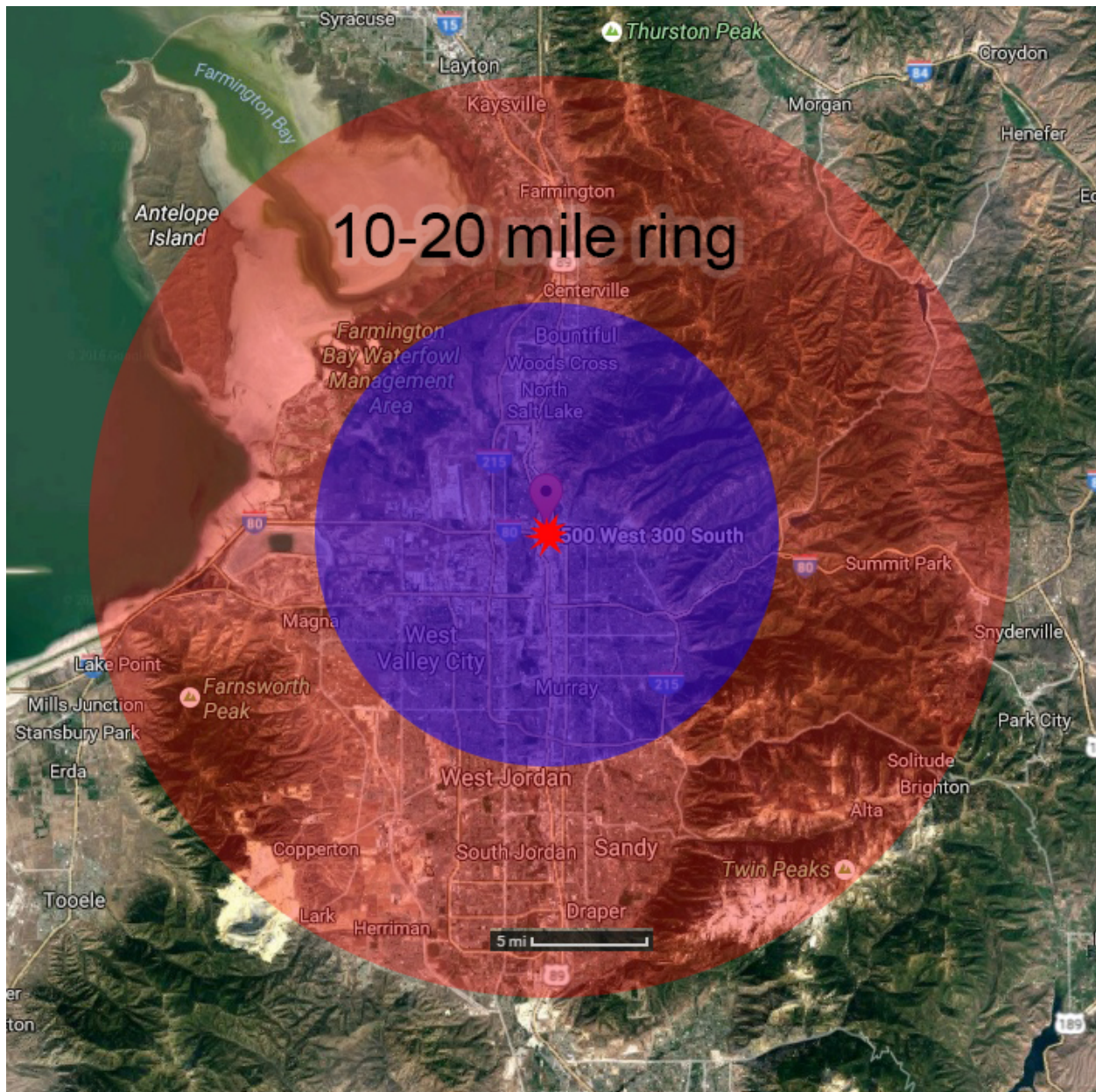
Trade Area 1: 2.75 mile radius



Trade Area 2: Band between 2.75 and 10 mile radius



Trade Area 3: Band between 10 and 20 mile radius



Appendix D. Sales analysis

The two charts below provide the sales analysis for 2016 and 2021, respectively.

The first two columns of each chart contain the product categories and demand estimates from the Consumer Expenditure charts in the Sales Potential section of the report. 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. The fourth column, labeled “Sales,” is the product of multiplying the potential by the capture percentage. For example, in the Baked Goods category, Nielsen estimates \$8.1 million in consumer demand for baked goods within the first trade area. Market Ventures, Inc. estimates that vendors in the Salt Lake City Public Market could reasonably capture 4.5% of those sales, based on our experience and research. This results in the potential for \$362,000 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, the demand for bakery products within the public market from local residents can be reasonably estimated at \$1.12 million.

The capture rates for the first trade area are influenced upward by the close proximity of the public market to residents and favorable demographic characteristics, but downward by the strong competing stores nearby. In the second area, the demographics are strong but there is more competition and the market is not as convenient. Capture rates are estimated at one-third of the first trade area. The third trade area has the most favorable demographics but the site is not convenient for these residents. Capture rates are estimated at one-third the amounts of the second trade area.

Sales Analysis: 2016		2.75 mile ring		2.75-10 m band		10-20 m band		Total	
Population		122,906		576,350		576,395		1,275,651	
Market categories	Demand (000s)	Capture rate	Potential (000s)	Demand (000s)	Capture rate	Potential (000s)	Demand (000s)	Potential (000s)	% of total
Baked goods	\$8,051	4.5%	\$362	\$38,080	1.5%	\$571	\$37,559	\$188	6.7%
Dairy	\$25,339	2.0%	\$507	\$117,474	0.7%	\$783	\$115,586	\$257	9.2%
Cheese	\$6,888	3.0%	\$207	\$32,552	1.0%	\$326	\$32,827	\$109	3.8%
Meat	\$24,512	3.0%	\$735	\$117,427	1.0%	\$1,174	\$116,428	\$388	13.6%
Poultry	\$8,621	3.0%	\$259	\$38,853	1.0%	\$389	\$37,808	\$126	4.6%
Prepared foods	\$13,404	2.5%	\$335	\$58,978	0.8%	\$491	\$56,388	\$157	5.8%
Produce - fresh	\$27,719	4.0%	\$1,109	\$125,006	1.3%	\$1,667	\$120,113	\$534	19.6%
Seafood - fresh	\$2,480	5.0%	\$124	\$12,352	1.7%	\$206	\$12,672	\$70	2.4%
Specialty food	\$14,449	3.0%	\$433	\$68,462	1.0%	\$685	\$67,916	\$226	8.0%
Sweets	\$5,043	2.0%	\$101	\$23,957	0.7%	\$160	\$24,006	\$53	1.9%
Coffee/Tea	\$6,669	3.0%	\$200	\$29,970	1.0%	\$300	\$28,801	\$96	3.5%
Wine/beer	\$11,865	2.5%	\$297	\$52,962	0.8%	\$441	\$51,766	\$144	5.2%
Lunch - Fast Food	\$19,722	1.0%	\$197	\$84,659	0.3%	\$282	\$81,805	\$91	3.4%
Lunch - Full Service	\$14,389	1.0%	\$144	\$66,504	0.3%	\$222	\$65,490	\$73	2.6%
Dinner - Fast Food	\$20,480	1.0%	\$205	\$89,174	0.3%	\$297	\$87,265	\$97	3.6%
Dinner - Full Service	\$33,577	1.0%	\$336	\$155,881	0.3%	\$520	\$158,155	\$176	6.1%
Total/Average/Total	\$243,208	2.3%	\$5,551	\$1,112,292	0.8%	\$8,514	\$1,094,585	\$2,785	100.0%
Notes									
Nielsen estimates for 2016 Consumer Spending Patterns									
Assumes no growth in food expenditures when public market is in place									
Demand Summary									
Resident demand	\$16,850,000								
Visitor demand %	20%								
Visitor demand \$	\$3,370,000								
Total demand	\$20,220,000								
Average sales per sf	\$800								
Supportable sf (net)	25,300								
Supportable sf (gross)	40,200								

Sales Analysis: 2021		2.75 mile ring		2.75-10 m band		10-20 m band		Total	
Population		129,381		603,457		621,343		1,354,181	
Market categories	Demand (000s)	Capture rate	Potential	Demand (000s)	Capture rate	Potential	Demand (000s)	Demand Total	% of total
Baked goods	\$8,764	4.5%	\$394	\$40,536	1.5%	\$608	\$41,141	\$90,441	6.7%
Dairy	\$28,041	2.0%	\$561	\$127,413	0.7%	\$849	\$128,844	\$284,298	9.5%
Cheese	\$7,691	3.0%	\$231	\$35,447	1.0%	\$354	\$36,791	\$79,929	4.0%
Meat	\$26,876	3.0%	\$806	\$126,708	1.0%	\$1,267	\$129,467	\$283,051	14.0%
Poultry	\$9,391	3.0%	\$282	\$41,854	1.0%	\$419	\$41,993	\$93,238	4.7%
Prepared foods	\$14,730	2.5%	\$368	\$63,717	0.8%	\$531	\$63,017	\$141,464	6.0%
Produce - fresh	\$30,760	4.0%	\$1,230	\$136,003	1.3%	\$1,813	\$134,388	\$301,151	20.3%
Seafood - fresh	\$2,771	5.0%	\$139	\$13,474	1.7%	\$225	\$14,291	\$30,536	2.5%
Specialty food	\$16,076	3.0%	\$482	\$74,305	1.0%	\$743	\$75,827	\$166,208	8.3%
Sweets	\$5,608	2.0%	\$112	\$25,869	0.7%	\$172	\$26,591	\$58,068	1.9%
Coffee/Tea	\$7,422	3.0%	\$223	\$32,586	1.0%	\$326	\$32,281	\$72,289	3.7%
Wine/beer	\$13,380	1.0%	\$134	\$58,251	0.3%	\$194	\$58,446	\$130,077	2.2%
Lunch - Fast Food	\$21,647	1.0%	\$216	\$91,292	0.3%	\$304	\$90,128	\$203,067	3.5%
Lunch - Full Service	\$16,331	1.0%	\$163	\$73,110	0.3%	\$244	\$73,896	\$163,337	2.7%
Dinner - Fast Food	\$22,412	1.0%	\$224	\$96,061	0.3%	\$320	\$95,959	\$214,433	3.6%
Dinner - Full Service	\$38,447	1.0%	\$384	\$172,580	0.3%	\$575	\$179,482	\$390,508	6.5%
Total/Average/Total	\$270,348	2.2%	\$5,949	\$1,209,206	0.7%	\$8,944	\$1,222,542	\$2,702,095	100.0%
Notes									
Nielsen estimates for 2021 Consumer Spending Patterns									
Assumes no growth in food expenditures when public market is in place									
Demand Summary									
Resident demand	\$17,904,000								
Visitor demand %	20.0%								
Visitor demand \$	\$3,580,800								
Total demand	\$21,484,800								
Average sales per sf	\$800								
Supportable sf (net)	26,856								
Supportable sf (gross)	44,760								

Appendix E. Community internet survey report

Salt Lake City Public Market Feasibility Study Community Internet Survey Results



Prepared for:
Salt Lake City RDA & Downtown Alliance of SLC

November 17, 2016

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Overview and methodology

To gather input from area residents about creating a new, year-round public market in Salt Lake City, Market Ventures, Inc. conducted an internet-based survey for community residents that explored current food purchasing and potential interest in a new market facility.

Market Ventures, Inc. designed the internet survey instrument using a methodology and core question set that has been used successfully at other public markets around the country, modified to meet the needs of Salt Lake City. A copy of the survey instrument is located in Appendix B.

The survey was promoted by the Downtown Alliance through social media, press releases and emails to the media, list serves, and neighborhood organizations. The survey was available on SurveyMonkey from September 13 through October 6, 2016. The survey received a very strong response, with 4,964 people completing the survey.

Respondents are self-selected and therefore do not represent a random sampling of the general population. As discussed below, the respondents are more likely to be women, they are generally wealthier, have higher levels of education, and are more likely to shop at farmers' markets than the general population. However, by analyzing the responses of subgroups, the large size of the dataset provides an opportunity to explore how a wide range of people perceive and experience food shopping in Salt Lake City and the proposed public market. Furthermore, more educated, wealthier women are typically the highest spending customers at public markets so the survey respondents reflect the most important customer demographic.

Findings

Nearly all of the survey respondents (98%) identified themselves as one of the primary shoppers for fresh foods in their household.

Demographics

Three times more women (77%) took the survey than men (23%). While the survey clearly over sampled women (49.8% of the population in the Salt Lake City MSA^{1,2} is female), research at other public markets has shown that women are more likely to be public market customers than men and spend more on average. Cross tabulations and other statistical techniques were utilized to see if women's responses differed from men's for a variety of questions.

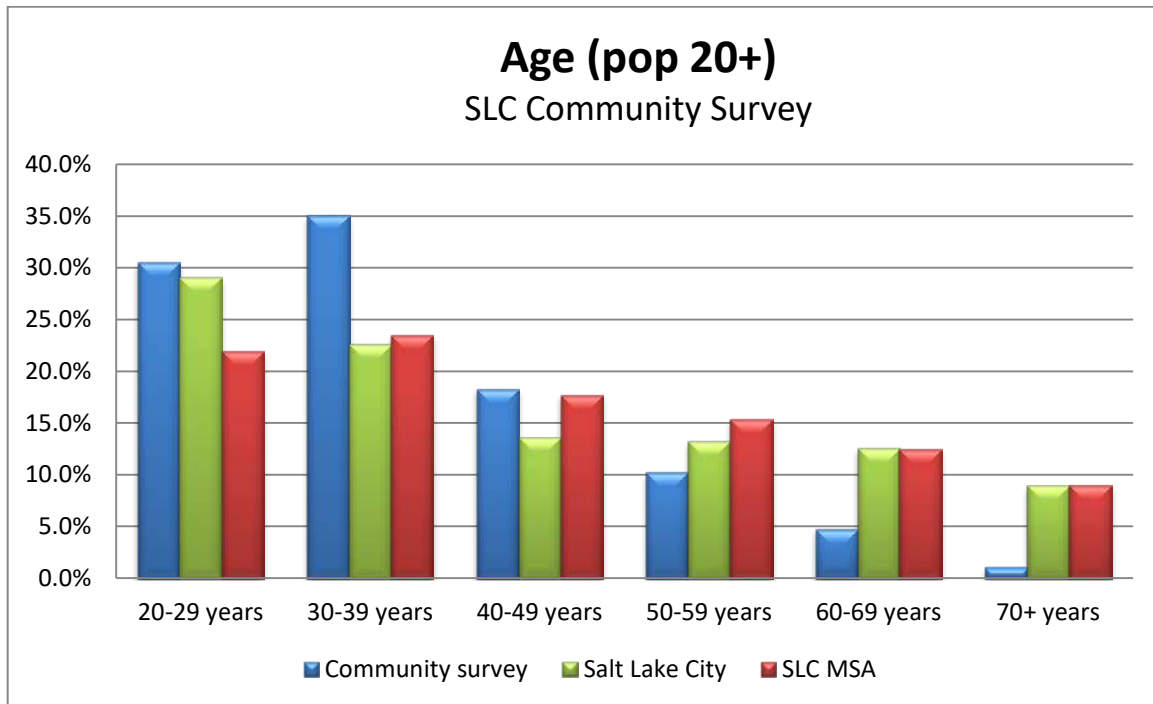
The largest group of respondents was between the ages of 30 and 39 (35%). Compared to residents in the Salt Lake City MSA, survey respondents skewed younger. A small percentage of people aged 60-69 took the survey, and as did very few people 70 or over. In the chart below, the survey respondents are represented by the blue bars while the green bars represent residents

¹ The Salt Lake City Metropolitan Statistical Area (MSA) is made up of two counties: Salt Lake and Tooele. The Salt Lake City MSA is also part of the Salt Lake City-Provo-Orem Combined Statistical Area, which is made up of ten counties and encompasses most of the northwest corner of the state.

² American Community Survey 2015 1-Year Estimates for Salt Lake City, UT Metro Area accessed at www.factfinder.census.gov

of Salt Lake City and the red bars represent the residents of the MSA.³ A small percentage of residents under age 20 took the survey (less than 2%) but they are excluded from the chart because the research was not targeted at youth:

Q22. In what range does your age fall? (N=4,424)



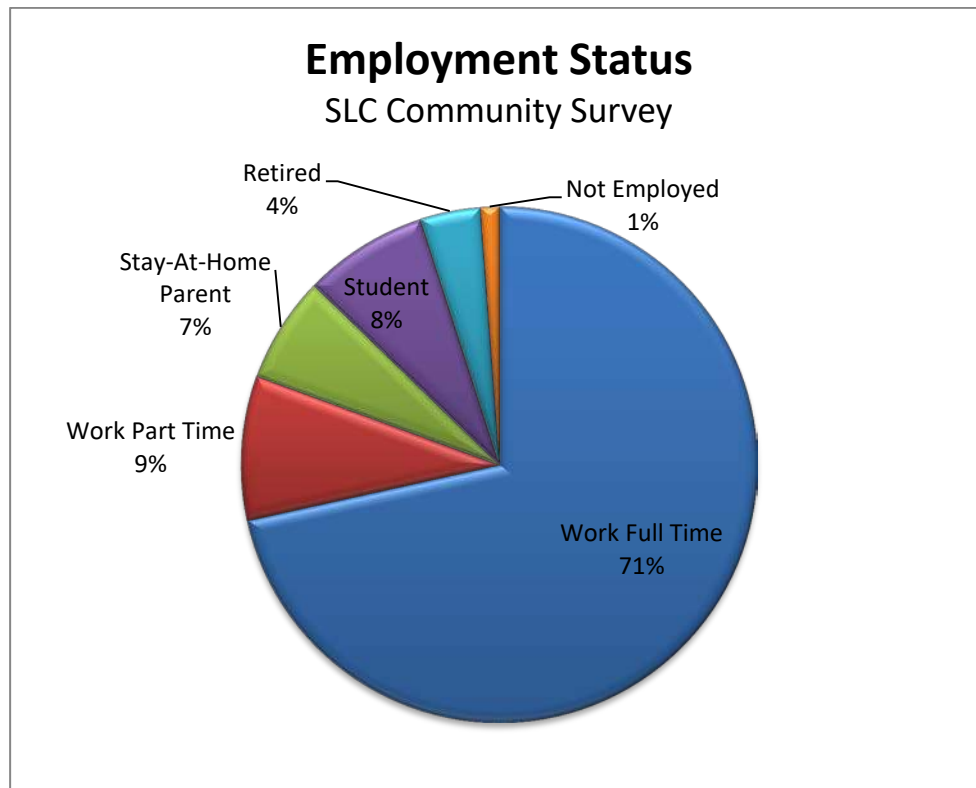
A large majority of survey respondents self-identified as “White/Caucasian/Anglo not of Hispanic origin” (86%), which is above the MSA total of 84%. 9% of survey respondents identified as Hispanic or Latino, compared to census data which indicates 17% for the MSA.⁴

Most respondents are full-time workers (72%), followed by work part-time (9%), students (8%) and stay-at-home parents (7%). Only 4% are retired and 1% not employed.

³ American Community Survey 2014 accessed at www.factfinder.census.gov.

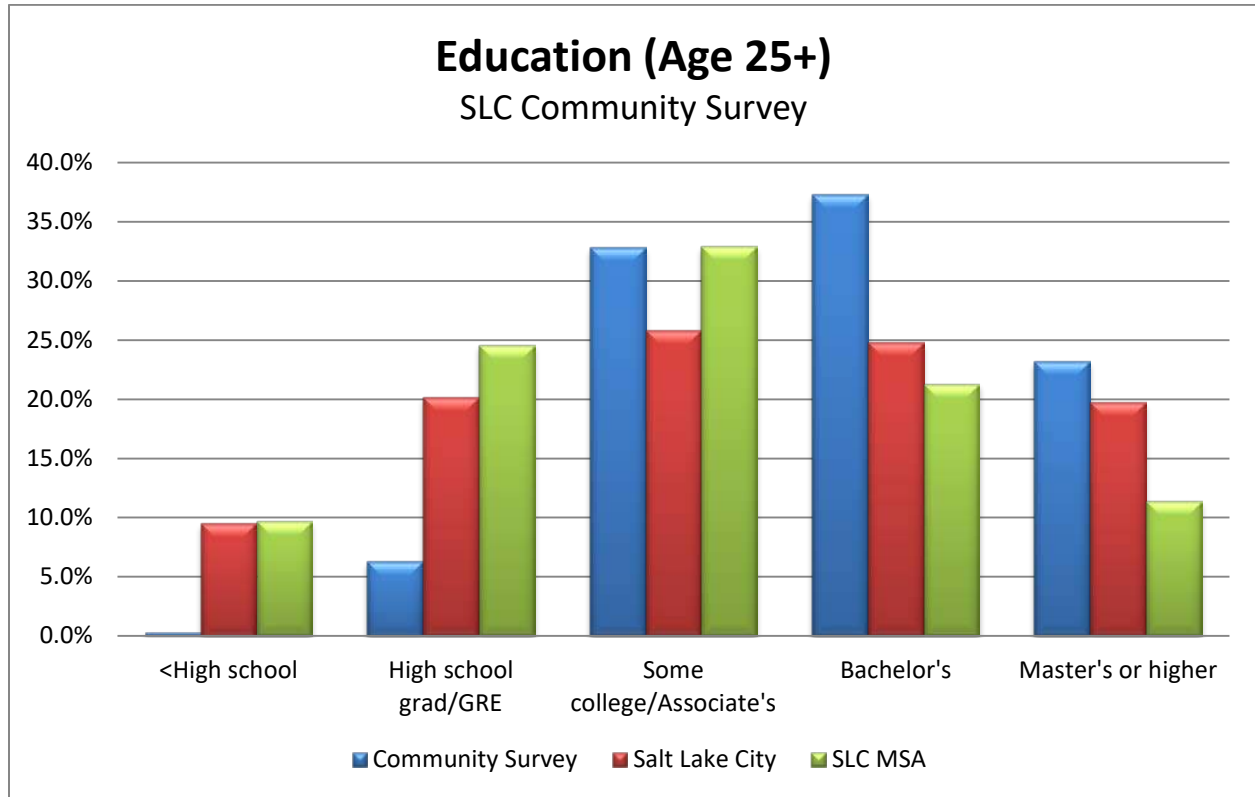
⁴ American Community Survey 2014 accessed via www.factfinder.census.gov.

Q25. Which of the following best describes your current employment status? (N=4,415)



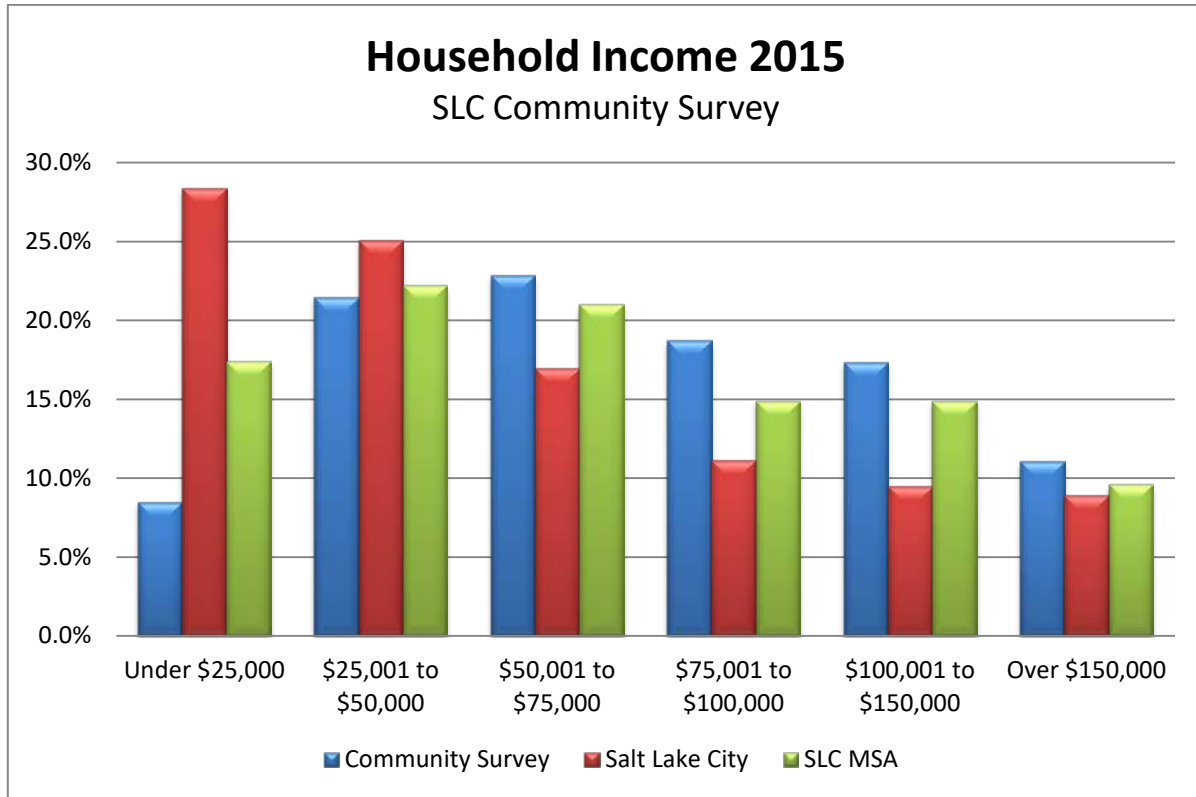
Survey respondents have higher educational attainment than the general population. Almost all respondents reported that they had completed high school, although nearly 10% of area residents over 25 years-old have not completed high school. Similarly, only 6% of survey respondents ended their formal education at the high school level, compared to nearly 25% in the MSA. Rather, 60% of respondents have a bachelor's degree or higher, compared to 34% of residents in the MSA and 45% of residents of Salt Lake City. While respondents' educational level is therefore much higher than the general population, it does reflect who typically shops at public markets in other communities.

Q26. What is the highest level of education that you have attained? (N=4,478)



Survey respondents are generally wealthier than the general population. Relatively few low income residents took the survey: 9% of respondents reported household income under \$25,000, compared to 28% of households in Salt Lake City and 17% of the MSA. Since upper income households are generally more likely to shop at a public market and spend more money, this income distribution reflects who will likely be high spending customers. The analysis explored how respondents with different incomes responded to many of the survey questions.

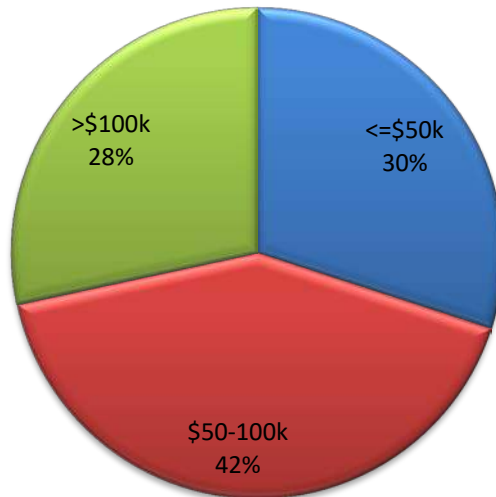
Q24. In what range did your 2015 total household income (before taxes) fall? (N=4,364)



To explore if household income affected particular answers, the responses were divided into three, fairly evenly divided categories: lower income (household income of \$50,000 or less), middle income (household income from \$50,001 to \$100,000), and higher income (above \$100,000).

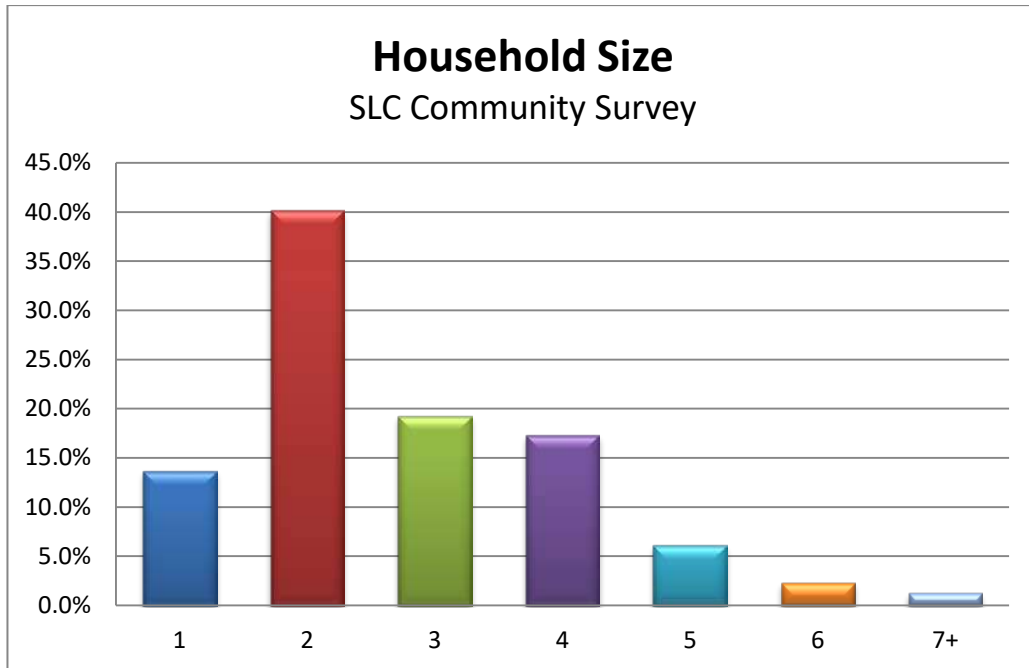
Household Income 2015

Salt Lake Community Survey



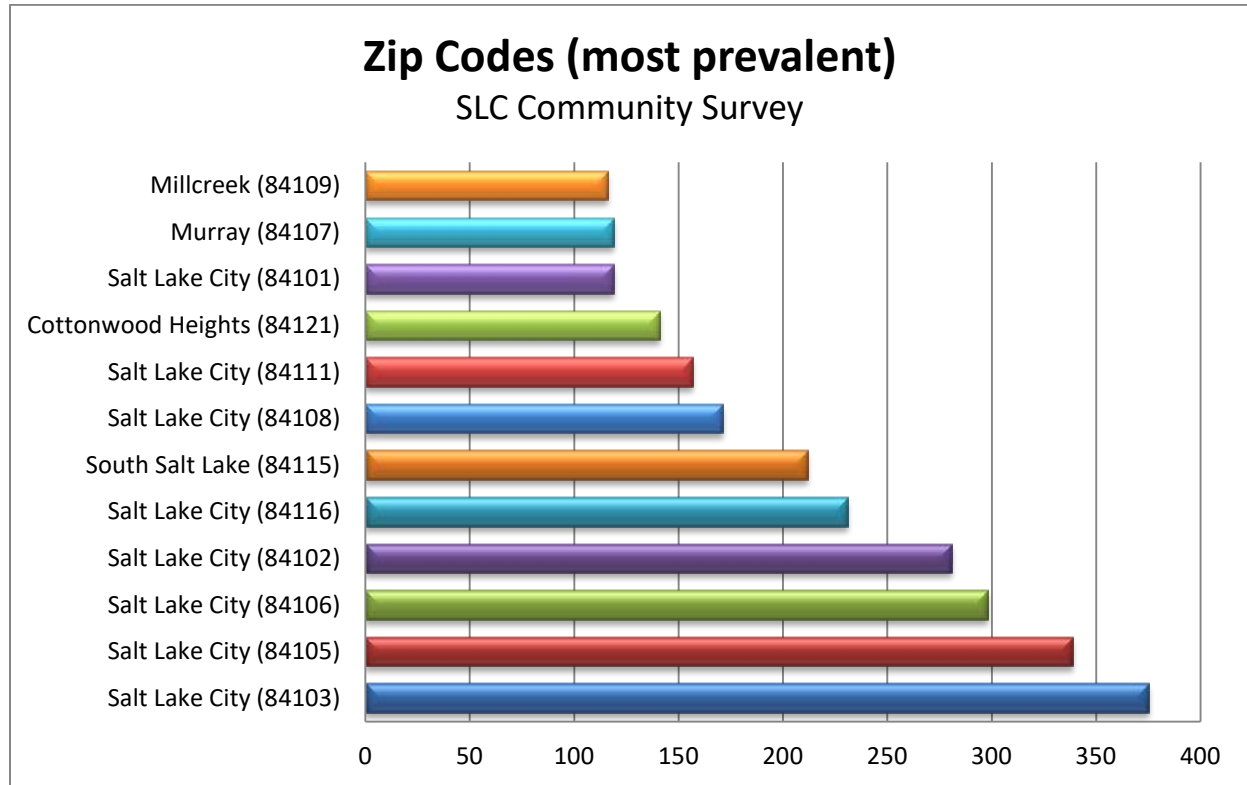
Respondents reported living in households that ranged from 1 to 21 people. The largest group of respondents lives in two person households (40%). Average household size is 2.75, which is above the national average of 2.55 and but below the MSA average household size of 3.07. Summing the data, the survey respondents represent 12,079 people living in these households.

Q23. Including yourself, how many people live in your household? (N=4,392)



Respondents live in 152 different zip codes. While the most common zip codes are all within the city, over half of the respondents (53%) live outside of Salt Lake City, suggesting that the survey reached a broad regional audience. The largest single zip code is 84103, which is essentially the area just north of Pioneer Park starting at South Temple and 500 West, and stretching to Capitol Hill and the northeast. The following chart shows the most frequent zip codes:

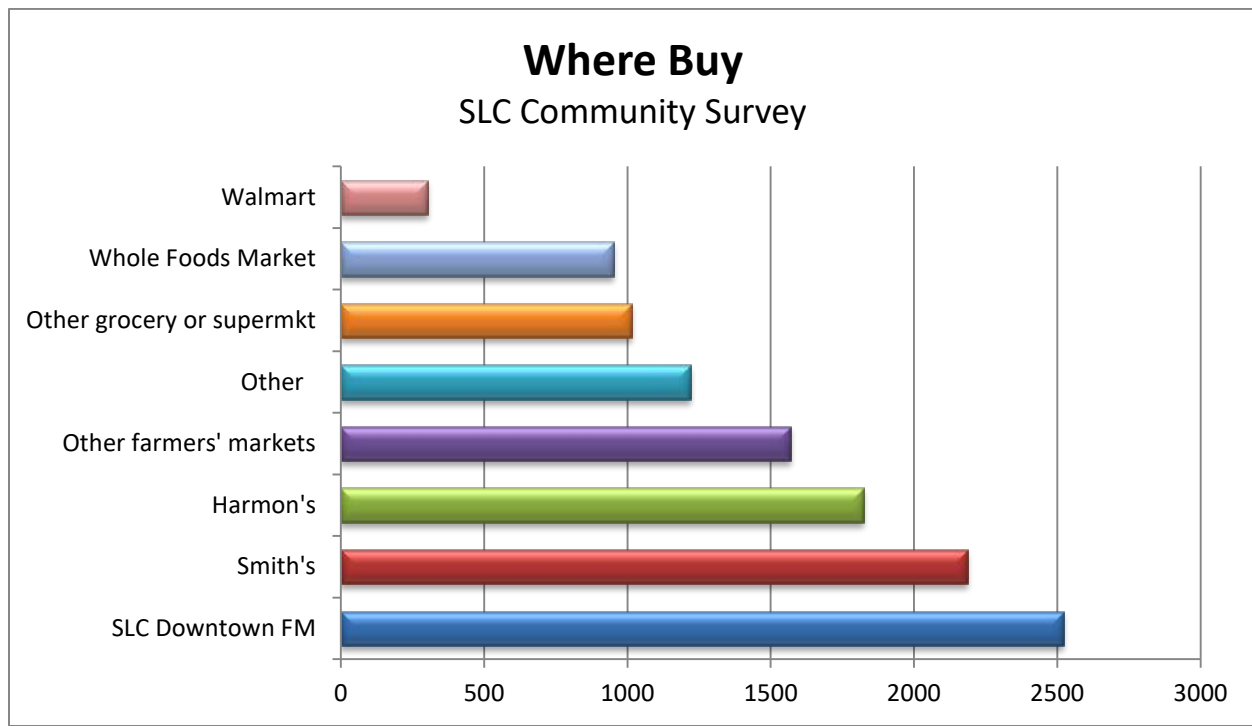
Q21. What is your home zip code? (N=4,365)



Competition

Respondents were asked where their households purchase most of their fresh foods during the summer months. More than one option could be selected. The survey provided a list of supermarkets in the area as well as the Salt Lake City Downtown Farmers' Market and categories for smaller stores (such as "a specialty grocer" or "other farmers' market").

Q2. During the summer months, where does your household purchase most of its fresh foods?



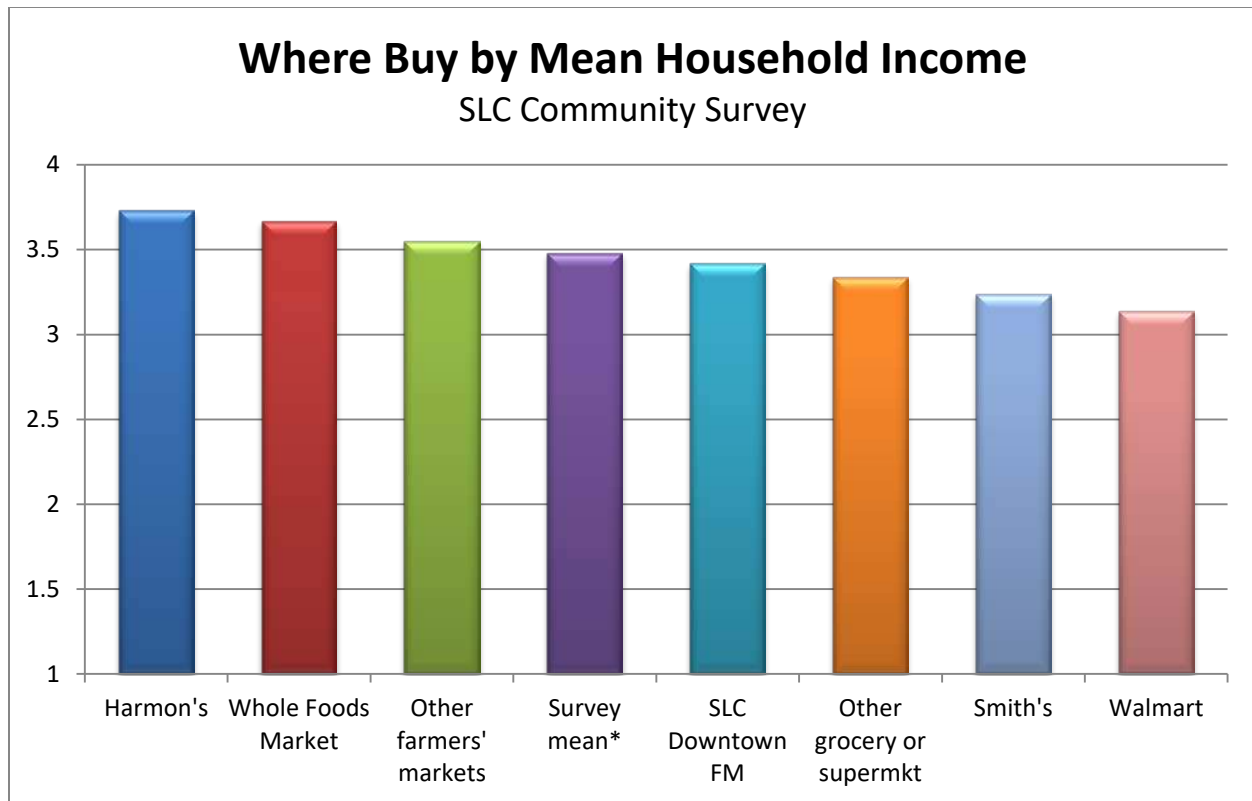
While a sizable group checked only one box (28%), most respondents indicated that they shop at more than one store for their fresh foods, with the largest group selecting two stores:



Overall, the largest group of respondents said they buy most of their fresh foods during the summer months at the Salt Lake City Downtown Farmers’ Market (51% of all survey participants). However, just 4% of respondents only selected the Downtown Farmers’ Market.

The most popular grocery stores are Smith’s, closely followed by Harmon’s. Interestingly, only 19% indicated Whole Foods Market and a very small group indicated Walmart (6%). Large groups of respondents indicated both “other farmers’ markets” (32%) and “other” (25%), which included Sprouts, Trader Joe’s, CSAs (community supported agriculture), individuals’ own gardens, and Costco.

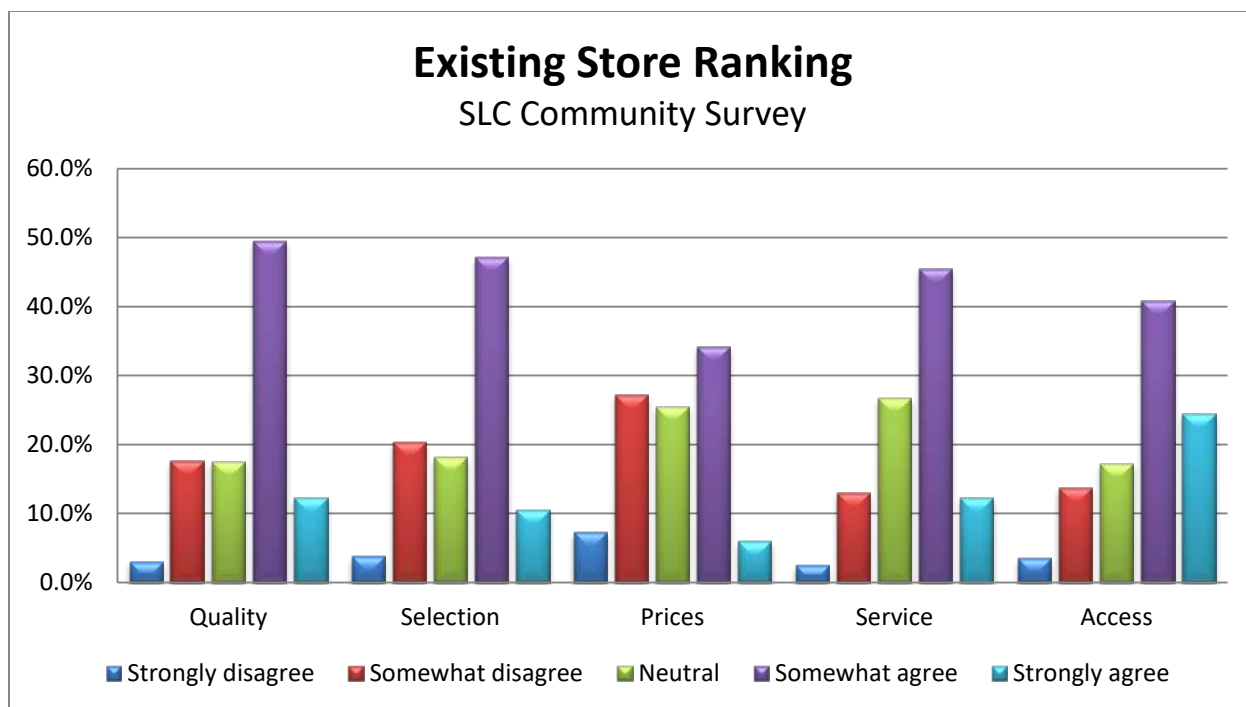
The chart below shows the respondents’ average household income for the most popular places to buy fresh food. The scale on the Y axis refers to the six income categories, ranging from under \$25,000 to \$150,000+. Harmon’s attracts customers with the highest average household incomes, followed closely by Whole Foods Market. Average household income for respondents who shop at the Downtown Farmers’ Market was slightly below the survey mean for income. Not surprisingly, Walmart attract shoppers with the lowest average household incomes.



In order to test resident satisfaction with existing food stores around Salt Lake City, a series of questions were asked about how well these stores meet respondents' needs. For each question the survey provided five potential answers, ranging from 1 "strongly disagree" to 5 "strongly agree." The following chart shows the average score for each question:

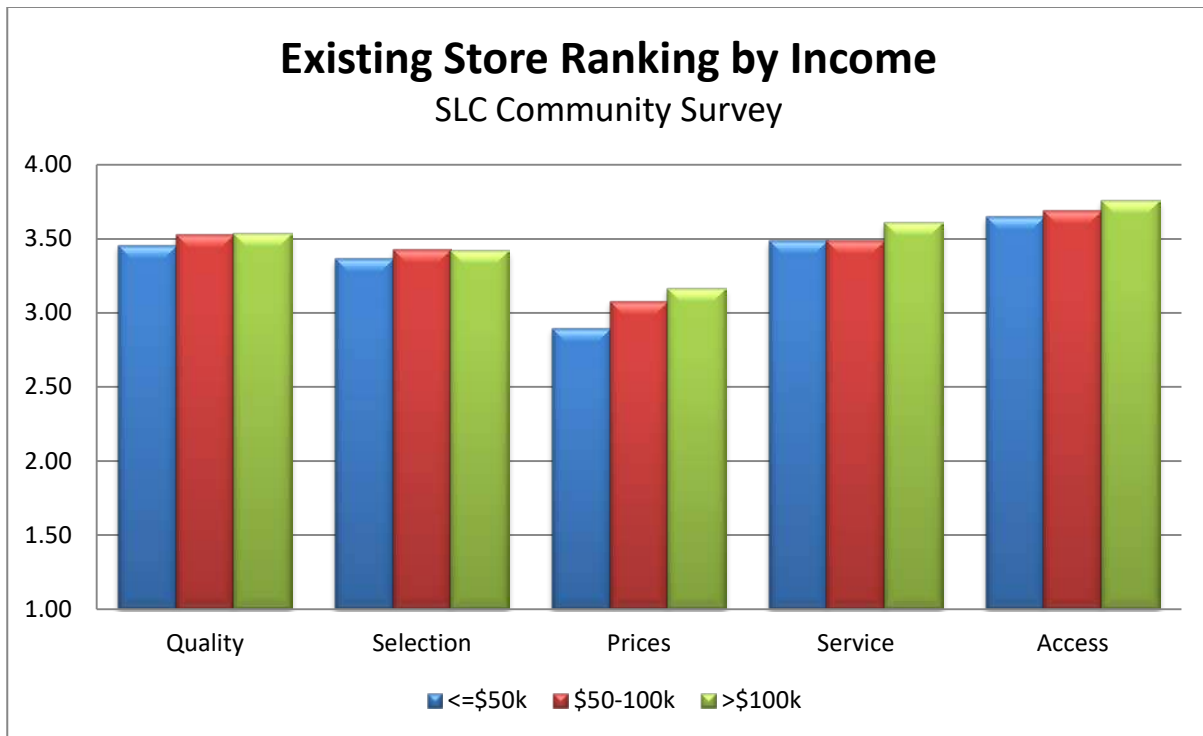
Q3. For each of the following statements, please rate existing food stores around Salt Lake City.

- The quality of fresh foods sold in Salt Lake City meets my needs (N=4,945)
- The selection of fresh foods sold in Salt Lake City meets my needs (N=4,948)
- The prices of fresh foods sold in Salt Lake City meet my needs (N=4,937)
- Existing stores provide good service (N=4,944)
- It's easy to get to food stores around Salt Lake City (N=4,940)



The most frequent response for each question is “somewhat agree,” which suggests that most survey respondents are generally but not fully satisfied with existing food stores. For both “selection” and “prices,” the second most frequent response (with 20% and 27% of the respondents, respectively) was “somewhat disagree.” When combined with those who stated “strongly disagree,” over a third of survey respondents are not satisfied with prices, nearly a quarter express are dissatisfied with selection and over a fifth are dissatisfied with quality.

Which respondents are least satisfied with current stores’ offerings? Men and women showed very little difference in satisfaction. Respondents with different household income levels have statistically significant variation, although in most cases the differences are small. The following chart shows mean rankings divided between the three household income categories. In each case, respondents from higher income categories ranked existing stores higher than respondents from lower income groups. The gaps are particularly evident comparing satisfaction with prices.



The gap between satisfaction among higher and lower income respondents is particularly evident when looking at just those respondents who marked either “strongly disagree” or “somewhat disagree” that existing stores meet their needs. 40% of lower income respondents expressed dissatisfaction with prices compared to 33% of middle income respondents and 30% of high income respondents.

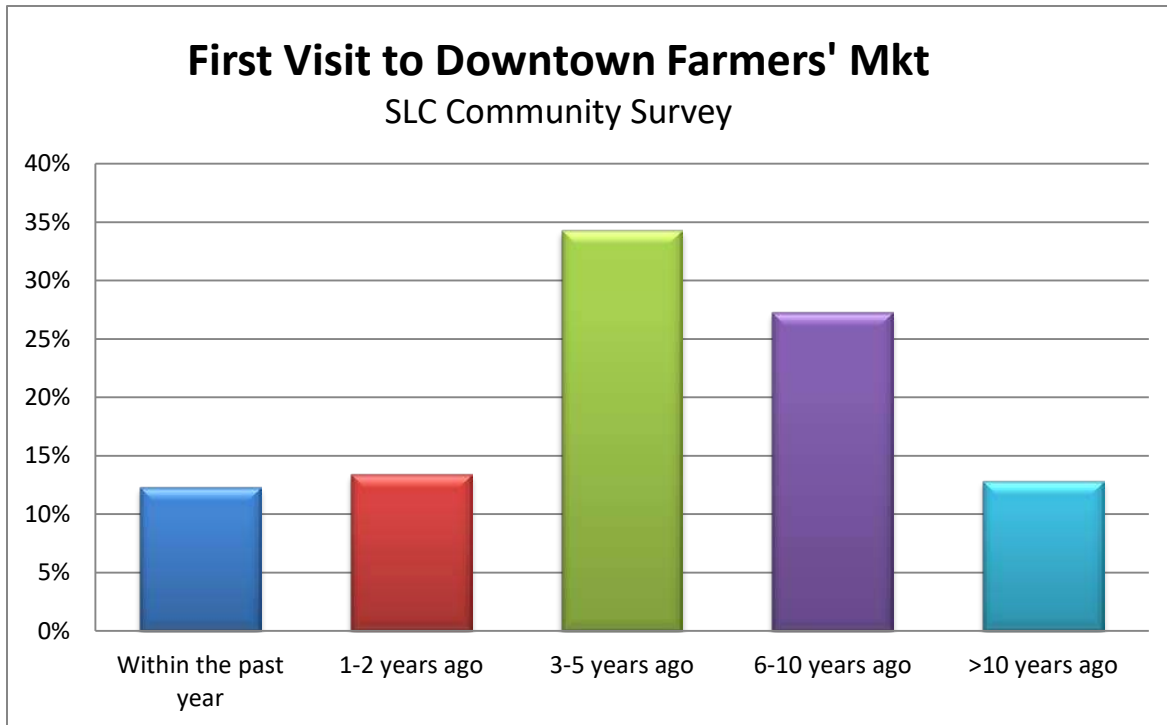
Farmers’ market visits

Nearly all respondents (94%) reported having visited a farmers’ market in the past 12 months. Upper income households were more likely to have visited a farmers’ market: 96% of respondents with household income greater than \$100,000 had visited a farmers’ market compared to 91% of households with income below \$50,000. There was no statistical variation based on age or gender.

Nearly all respondents (92%) reported having ever visited the Salt Lake City Downtown Farmers’ Market. Again, higher income respondents were more likely to have visited the Market: 94% of high income respondents compared to 89% of low income. Older people were more likely to have visited than younger ones, but the difference is small (92% and 93% of those 30-59 and 60+, respectively, compared to 89% of those under 30). If respondents said they had never visited the Downtown Farmers’ Market, the survey skipped ahead to Q15 because they could not report on their personal experiences at the Market.

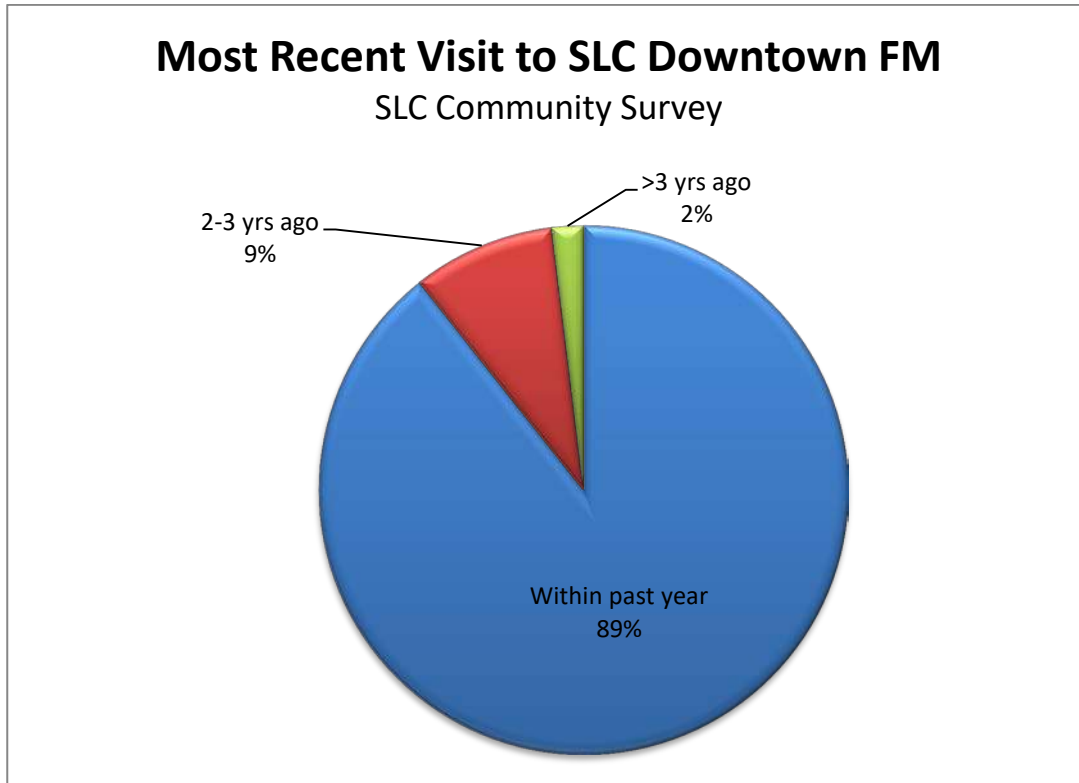
Among those who had visited the Downtown Farmers’ Market, the largest group (34%) first visited the Market three to five years ago. While 12% reported visiting the Market for the first time within the past year (suggesting that the Market is still attracting new customers each year), most respondents have multiple years of experience visiting the Market.

Q6. When was the first time you visited Salt Lake City Downtown Farmers' Market?
(N=4,460)



The survey asked about the most recent time the respondent had visited the Salt Lake City Downtown Farmers' Market. The vast majority (89%) had visited the Downtown Farmers' Market within the past year.

Q7. When was the most recent time you visited Downtown Farmers' Market? (N=4,477)

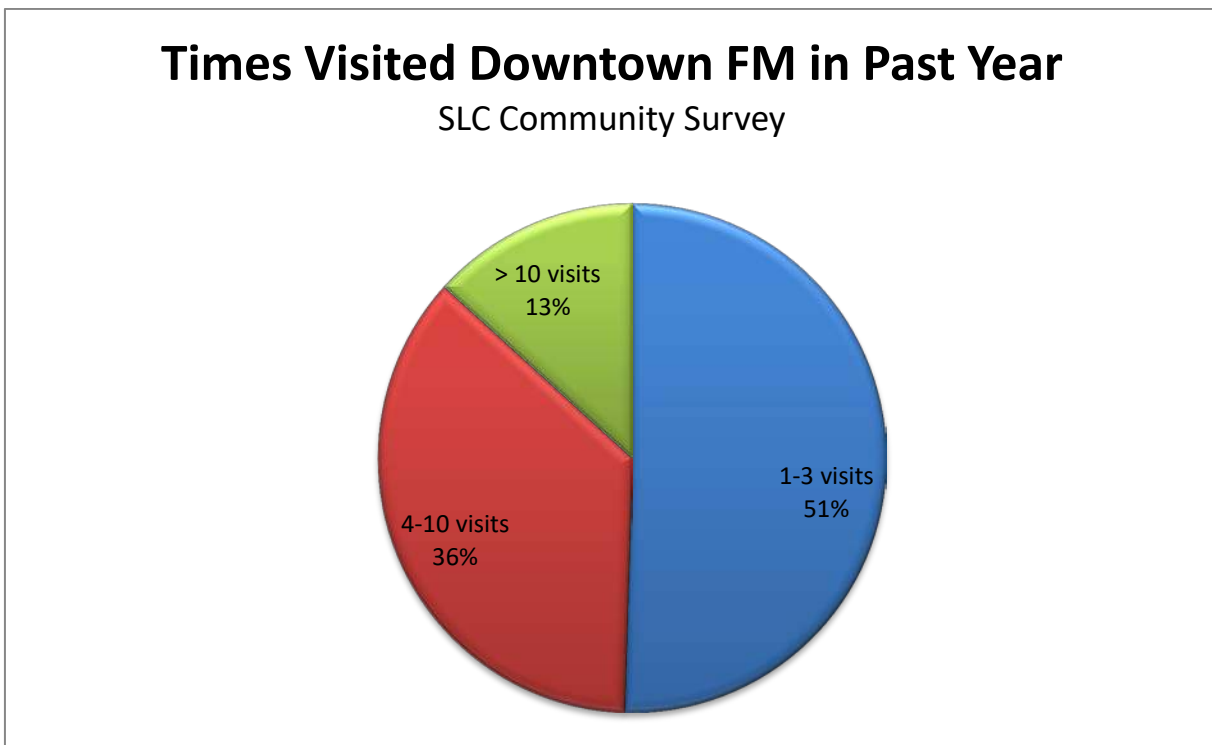


Younger respondents were more likely to have visited the Downtown Farmers' Market most recently: 94% of those <30 had visited within the past year, compared to 86% of those age 30-59 and 85% of those 60+.

Only those respondents who said they had visited the Downtown Farmers' Market within the past year were asked the next series of questions about their recent experiences at the Downtown Farmers' Market. Those who had not visited the Downtown Farmers' Market within the past year were asked instead about why they had not visited.

Respondents were asked the number of times they had visited Downtown Farmers' Market in the past year. The largest group (50%) had visited the Market infrequently (1-3 visits), followed by 36% who visited 4-10 times. Only 13% of respondents had visited the Market very frequently (more than 10 times).

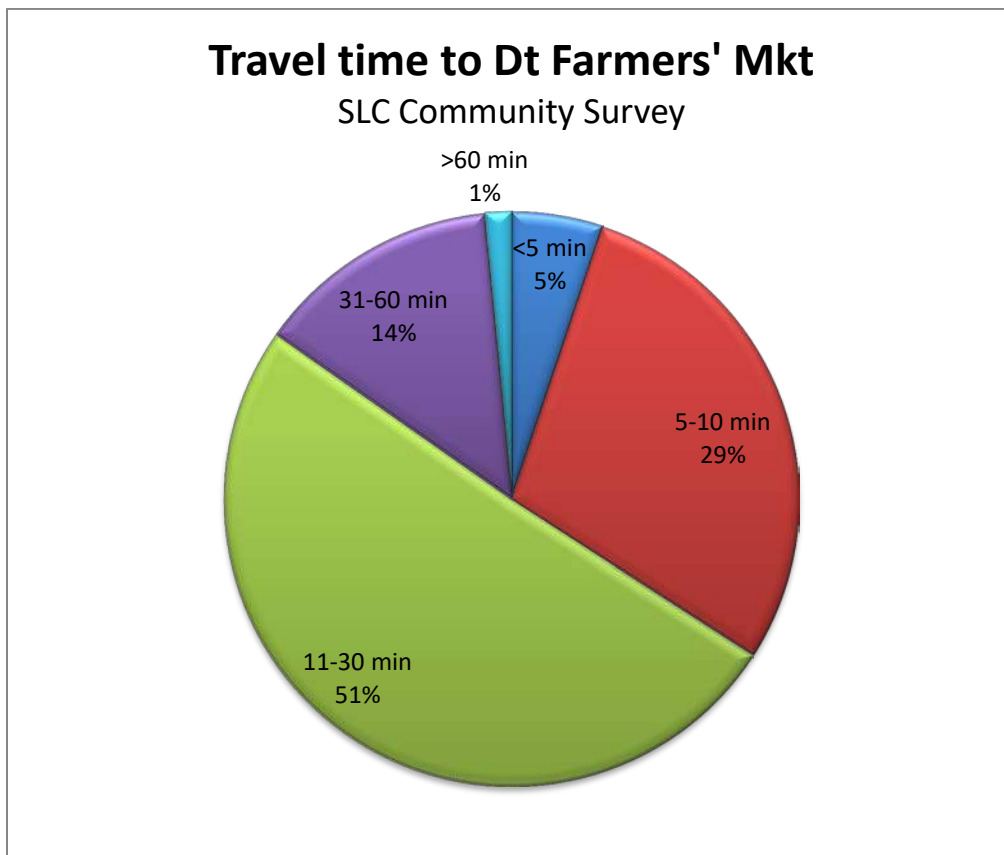
Q8. In the past year, about how many times have you visited Salt Lake City Downtown Farmers' Market? (N=3,920)



Respondents in the middle age range were slightly more likely to visit the Downtown Market most frequently: 14.3% of respondents age 30-59 said they visited more than 10 times, compared to 11.9% of those under 30 and 12.3% of those over 60.

For a small group (5%) of respondents, the Downtown Market is very convenient: it takes them less than five minutes to reach the Market. Most respondents reported that it takes them 11-30 minutes to reach the Downtown Farmers' Market (51%) followed by 5-11 minutes (29%). A fairly large group (15%) said that it takes them 30 minutes or more to get to the Market:

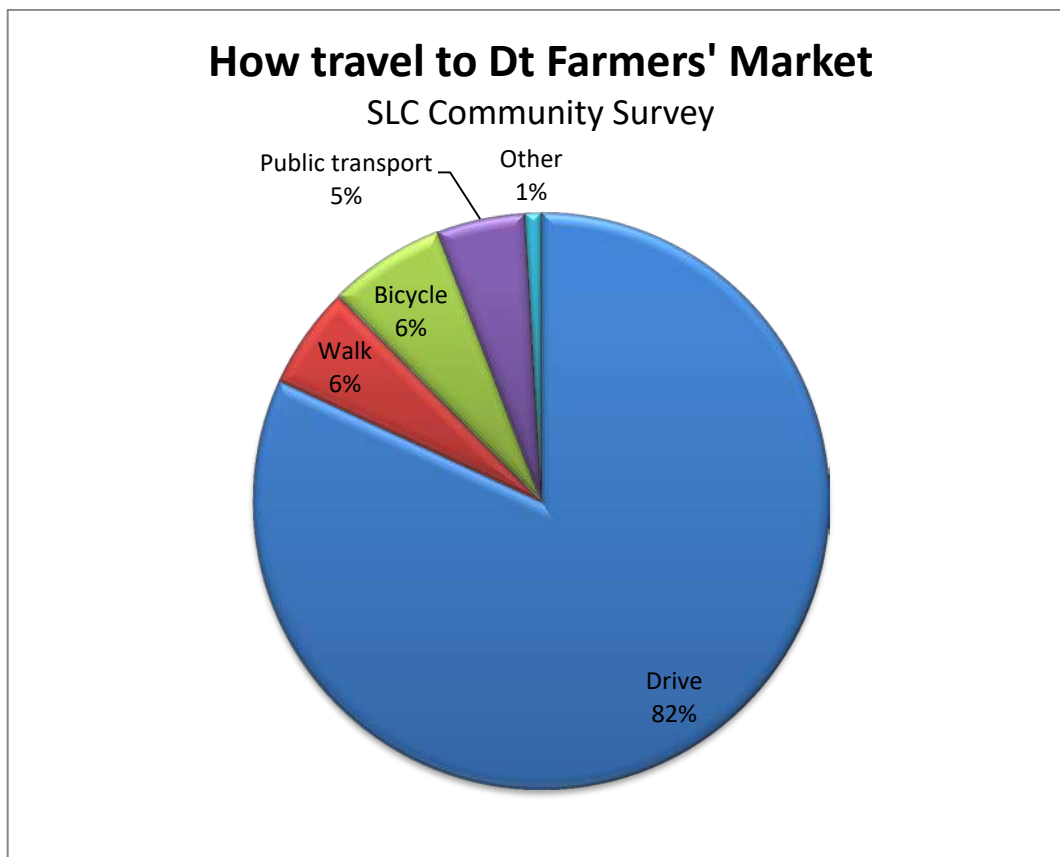
Q9. How long does it typically take you to get to Salt Lake City Downtown Farmers' Market?
(N=3,972)



Not surprisingly, the respondents with shorter travel times to the Downtown Farmers' Market visit most frequently. 15.6% of those who travel less than ten minutes to reach the Downtown Farmers' Market visited more than ten times, compared to 9.8% of those who travel more than 30 minutes.

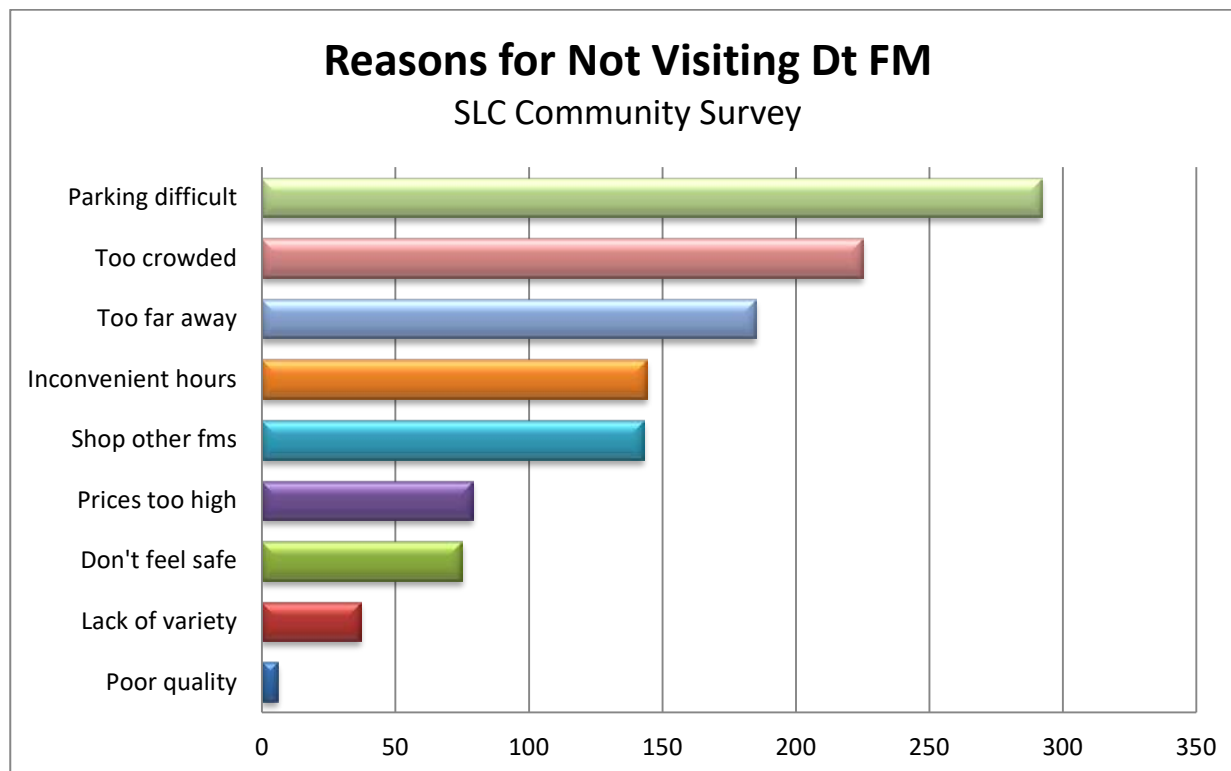
Given the long travel times and the high levels of household income (and hence likelihood of owning cars), it is not surprising that the vast majority (82%) reported that they drove to the Downtown Farmers' Market. Fairly small groups rode a bicycle (7%), walked (6%), or used public transportation (5%). By implication, parking is an important issue at the Downtown Farmers' Market since so many customers drive there.

Q9. For your last visit, how did you get to the Downtown Farmers' Market? (N=3,970)



Respondents who reported not visiting the Downtown Farmers' Market within the past year (505 participants) were asked to identify the main reasons they have not visited the Downtown Farmers' Market recently. Ten options were provided along with an "other" box. The most frequent response was "Parking difficult to find," mentioned by about half of the infrequent visitors, followed by "Inconvenient hours," "Too crowded" and "Too far away." "Other" comments are found in the appendix. Many relate to convenience and the Market's operating schedule.

Q11. What are the main reasons you have not visited the Salt Lake City Downtown Farmers' Market recently? Check all that apply or add other reasons, below.



These respondents were asked what would make them more likely to visit the Salt Lake City Downtown Farmers' Market in the future. All of the answers to this open-ended question are found in Appendix A. Based on textual analysis, the most common responses have to do with parking, operating schedule, crowds, and prices.

Rating

Survey respondents were asked to rate their most recent experiences at the Downtown Farmers' Market. The responses to these questions offered a five point scale, ranging from "strongly disagree" to "strongly agree." Overall, the respondents rated their experiences at the Downtown Farmers' Market very highly for all of the questions.

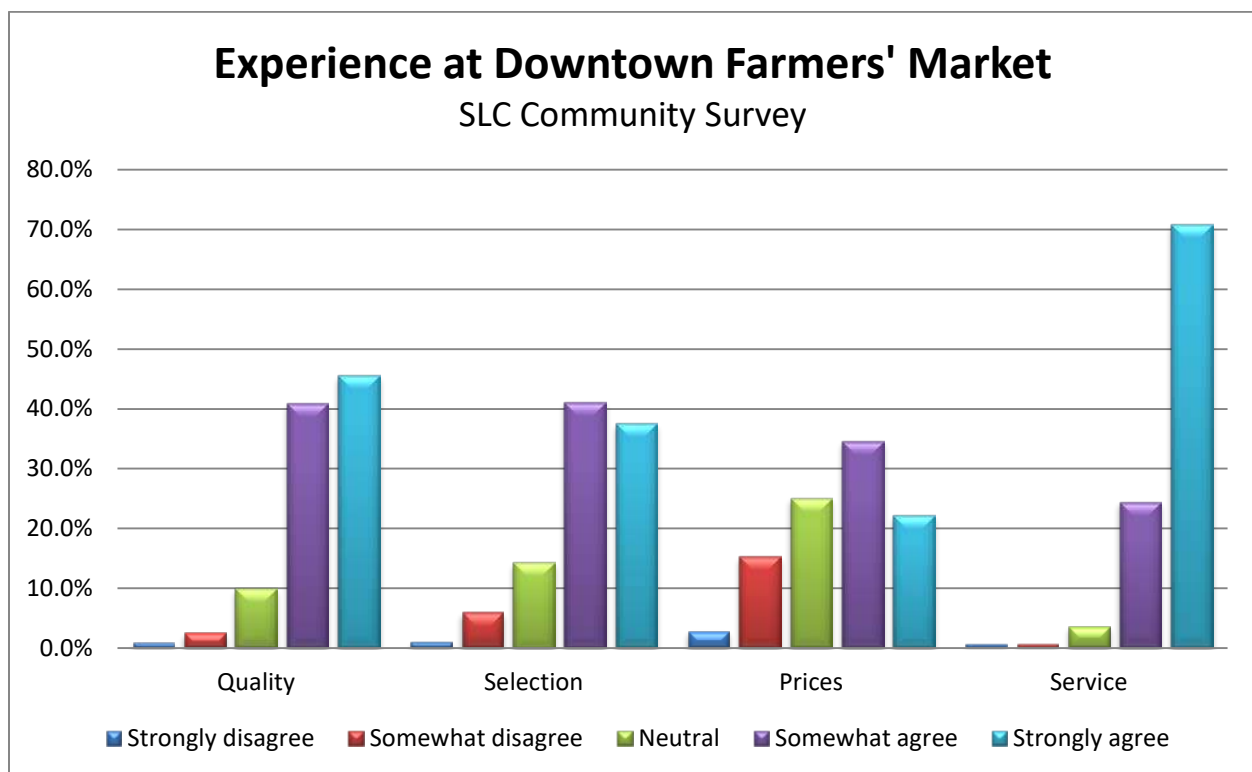
The Downtown Farmers' Market received the highest mean score for "The vendors are friendly and provide good service," followed closely by "I would recommend the Salt Lake City Downtown Farmers' Market to friends or relatives," and "It's fun to shop at the Downtown Farmers' Market."

The Market received the lowest scores for prices ("The prices of products at the Salt Lake City Downtown Farmers' Market are much better than places that sell similar products"), access

(“It’s easy to get to the Downtown Farmers’ Market”) and selection (“The selection of products at the Salt Lake City Downtown Farmers’ Market is much better than places that sell similar products”):

Q13. For each of the following statements, please rate your most recent experiences at the Salt Lake City Downtown Farmers' Market.

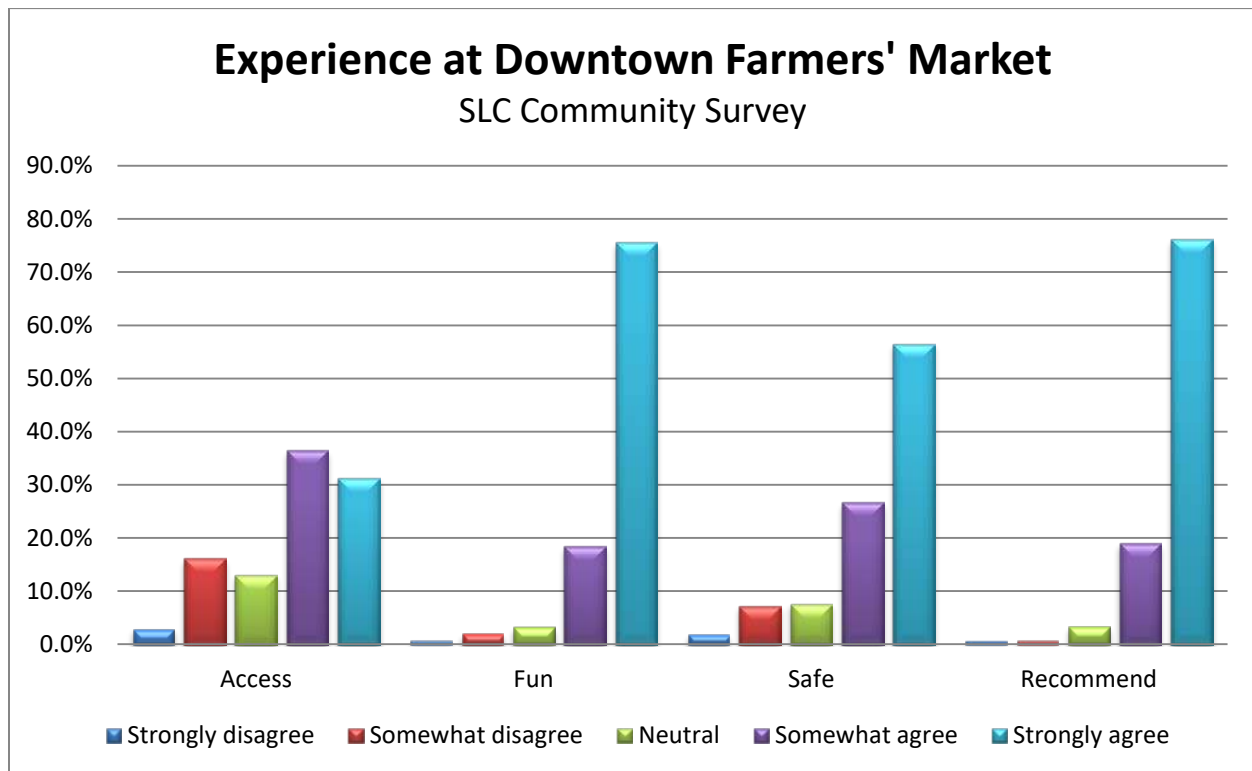
- The quality of products at the Salt Lake City Downtown Farmers' Market is much better than places that sell similar products (N=3,752)
- The selection of products at the Salt Lake City Downtown Farmers' Market is much better than places that sell similar products (N=3,750)
- The prices of products at the Salt Lake City Downtown Farmers' Market are much better than places that sell similar products (N=3,747)
- The vendors are friendly and provide good service (N=3,743)



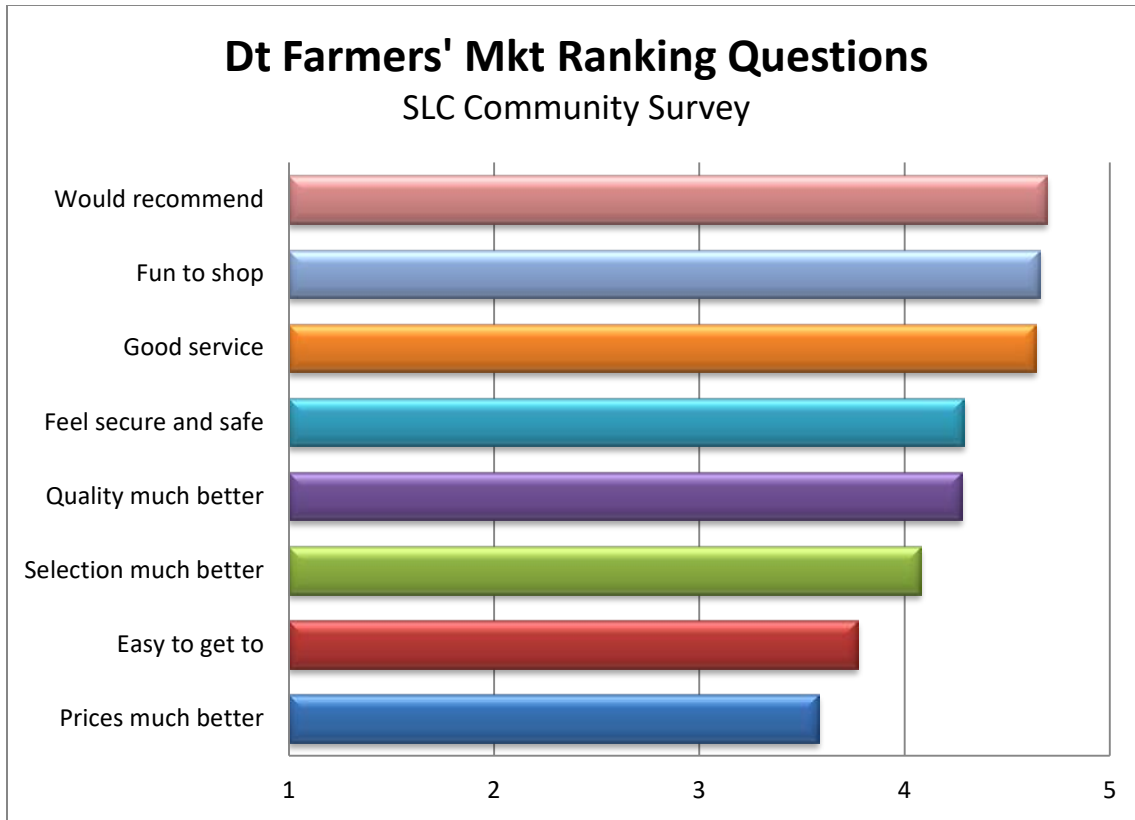
Q14. For each of the following statements, please rate your most recent experiences at the Salt Lake City Downtown Farmers' Market.

- It’s easy to get to the Salt Lake City Downtown Farmers' Market (N=3,746)

- It's fun to shop at the Salt Lake City Downtown Farmers' Market (N=3,745)
- I feel secure and safe walking around the Salt Lake City Downtown Farmers' Market (N=3,748)
- I would recommend the Salt Lake City Downtown Farmers' Market to friends or relatives (N=3,749)



The following chart shows the mean scores for each of the eight questions based on the five point scale, listed from highest to lowest:



Using mean scores, these ranking questions were examined based on the respondents' gender, age, household income, travel time to Market, and frequency of visits. There are statistically significant but small variations along several dimensions. Women rated the Downtown Farmers' Market higher than men for quality, selection, and prices, while men rated the Market higher for ease of access. The youngest age group (21-29) generally ranked the Market higher, particularly for "It's fun to shop at the Market" and "I would recommend the Market to friends or relatives." Respondents from lower income households ranked the Market higher for "I feel safe walking around the Market," although the variations are not large. Not surprisingly, those who live closer to the Market rate it higher for easy access, as well as for feeling safe. Those who shop at the Market most frequently rank it higher for all characteristics.

Respondents were asked to list up to three things that they like most about the Salt Lake City Downtown Farmers' Market. The responses are found in Appendix A. Nearly 7,400 comments were provided. Based on textual analysis, the most frequently mentioned words were:

- Fresh/local produce
- Vendors
- Variety
- Atmosphere

Respondents were asked what changes they would like to see at the Downtown Farmers' Market. They could record up to three answers and 5,032 comments were made. Based on a textual analysis, the most frequently mentioned words were:

- Parking
- Year-round/Permanent
- More vendors
- Longer hours and more days
- Location
- Lower prices

New indoor market hall

Respondents were presented with the following explanation of a new indoor public market:

“We are exploring the possibility of creating a year-round, indoor public market facility that would complement – and not replace – the outdoor farmers’ market or the indoor winter market at the Rio Grande Depot. The indoor market would provide stalls for independent, locally owned businesses (including farmers) to sell fresh and prepared foods. It might also include facilities for educational programs and events.

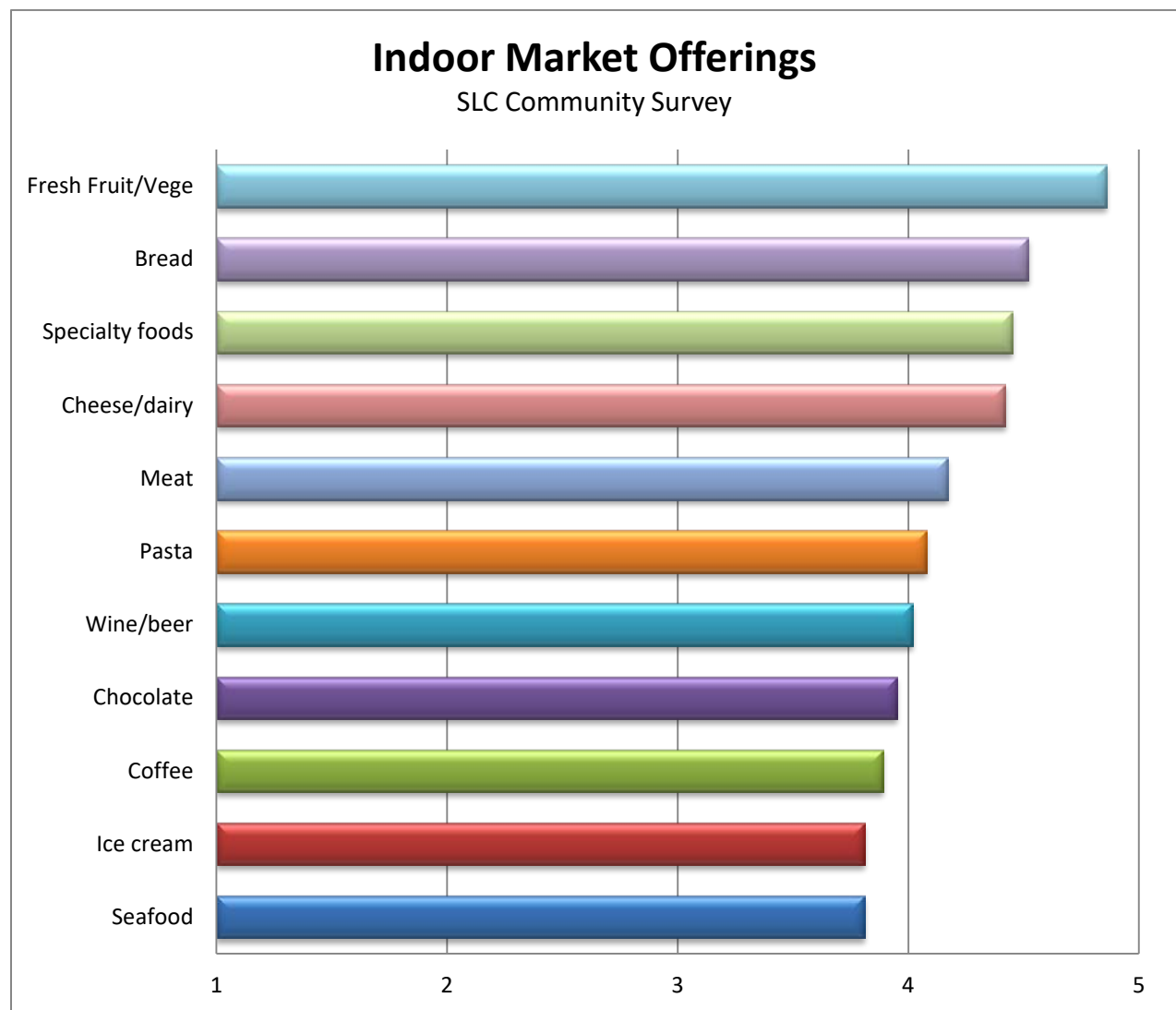
The indoor market would be designed to expand the types of products that are sold to shoppers at the farmers’ market, including fresh foods such as meat, poultry, seafood, dairy, fruits and vegetables as well as baked goods and other prepared foods. While the focus would be on Utah-grown or made products, the indoor market would likely have products from outside the state, too.

Rents would be affordable so small, independent businesses could afford to operate there.”

Survey respondents were asked to rank on a scale of one to five, with one being “Not at all interested” to five being “Extremely interested,” their interest in a list of potential products being offered in a new indoor public market facility in downtown Salt Lake City. Three represents neutral.

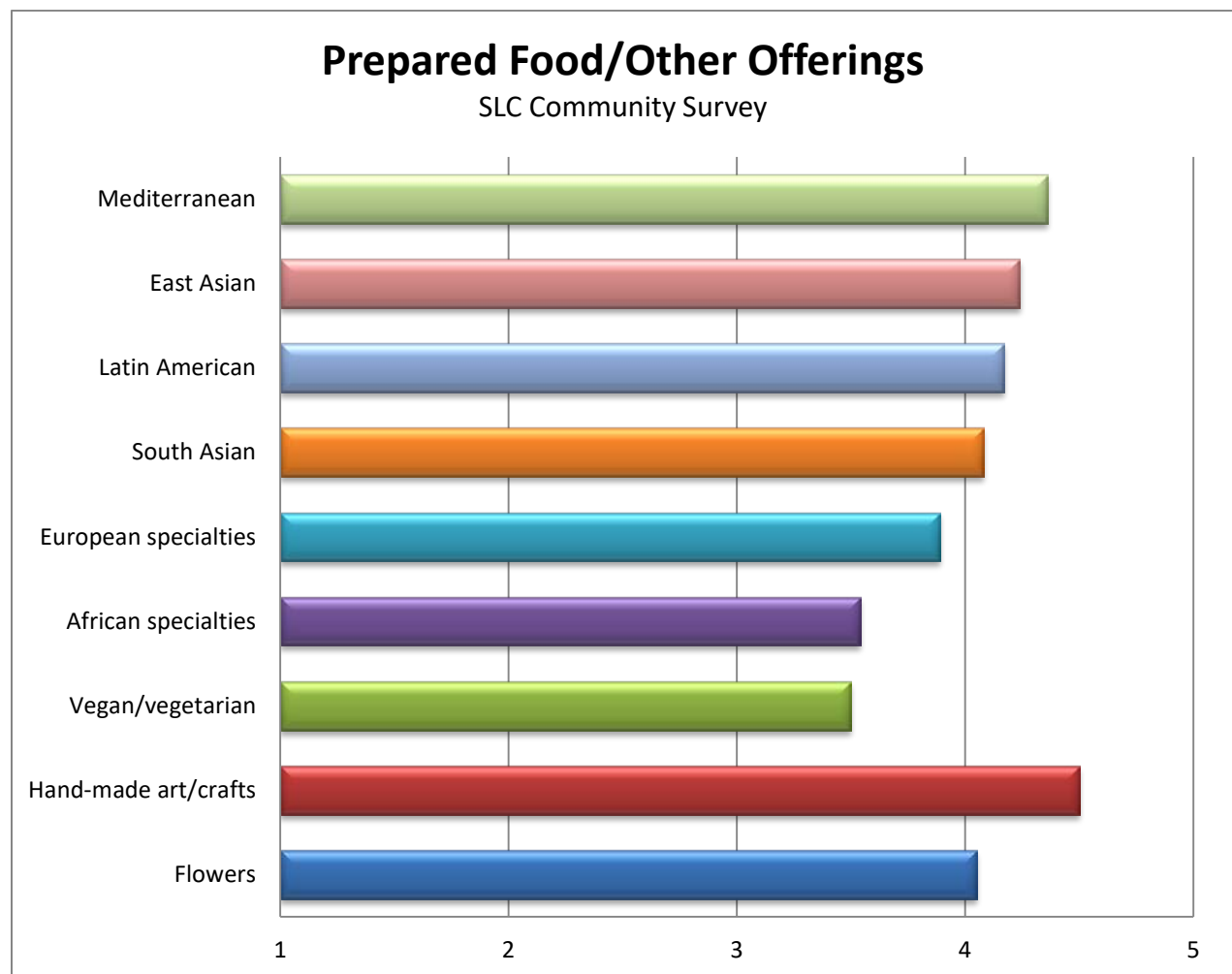
All items received a score of more than three, with fruits and vegetables showing near universal interest (mean of 4.86). Seafood received the lowest score of the fresh foods (mean of 3.81).

Q16. How interested are you in each of the following types of fresh and specialty foods being offered in a new indoor public market in Salt Lake City:



For prepared food offerings, respondents expressed greatest interest in Mediterranean foods, followed by East Asian and Latin American, although all options had scores greater than 3. Hand-made art/crafts scored very highly.

Q17. How interested are you in each of the following types of prepared foods and other products being offered in a new indoor public market in downtown Salt Lake City:



Mean scores for these product offerings were analyzed based on the respondents' gender, household income, education level, and frequency of visits to the Downtown Farmers' Market. Statistically significant variations include:

- Men expressed greater interest in breads, meats/sausages, seafood, coffee, and wine/beer, while women expressed greater interest in fruits and vegetables, pasta, ice cream, and chocolate. For prepared foods and other products, women showed greater preference for vegan and Mediterranean, while men showed greater interest in Latin American, flowers and hand-made crafts.
- Younger respondents showed stronger interest in coffee, wine/beer, and ice cream. Younger residents ranked all of the prepared food and other products higher.
- Based on household income, more wealthy respondents showed higher interest in meat, seafood, coffee, and wine/beer. Lower income respondents showed more

interest in hand-made crafts and many of the prepared food products.

- Based on education level, less educated respondents showed greater interest in fresh pasta, coffee, flowers, and crafts.

Respondents were asked if there were any particular food businesses from the Salt Lake City area that they would like to see located in a public market. Respondents could provide up to three answers. The most frequent suggestions (with the approximate number of mentions in parentheses) were:

- | | |
|-----------------------------------|-------------------------------|
| • Tony Caputo's (129) | • Gourmandise (14) |
| • Beehive Cheese (71) | • Siegfried's Deli (14) |
| • Laziz (66) | • Amour Spreads (13) |
| • Red Iguana (47) | • Bruges Waffles (13) |
| • City Cakes & Café (40) | • Crumb Brothers Bakery (12) |
| • Liberty Heights Fresh (23) | • La Barba Coffee (12) |
| • Publik Coffee (22) | • Rico Foods (12) |
| • Buds Sandwiches (20) | • Sages Cafe (11) |
| • Ruby Snap (19) | • Waffle Love (11) |
| • Eva's Bakery (16) | • Jack Mormom Coffee (10) |
| • Wasatch Creamery Ice Cream (16) | • Mazza (10) |
| • Red Iguana (15) | • Oh Mai Banh Mi (10) |
| • The Bagel Project (14) | • The Rose Establishment (10) |
| • Creminelli Meats (14) | • Salt and Smoke Meats (10) |

Respondents were asked to rank the likeliness of their visiting a new indoor public market (again on a scale of one to five) under a variety of scenarios.



Q18. How likely are you to visit a new indoor public market in Salt Lake City...

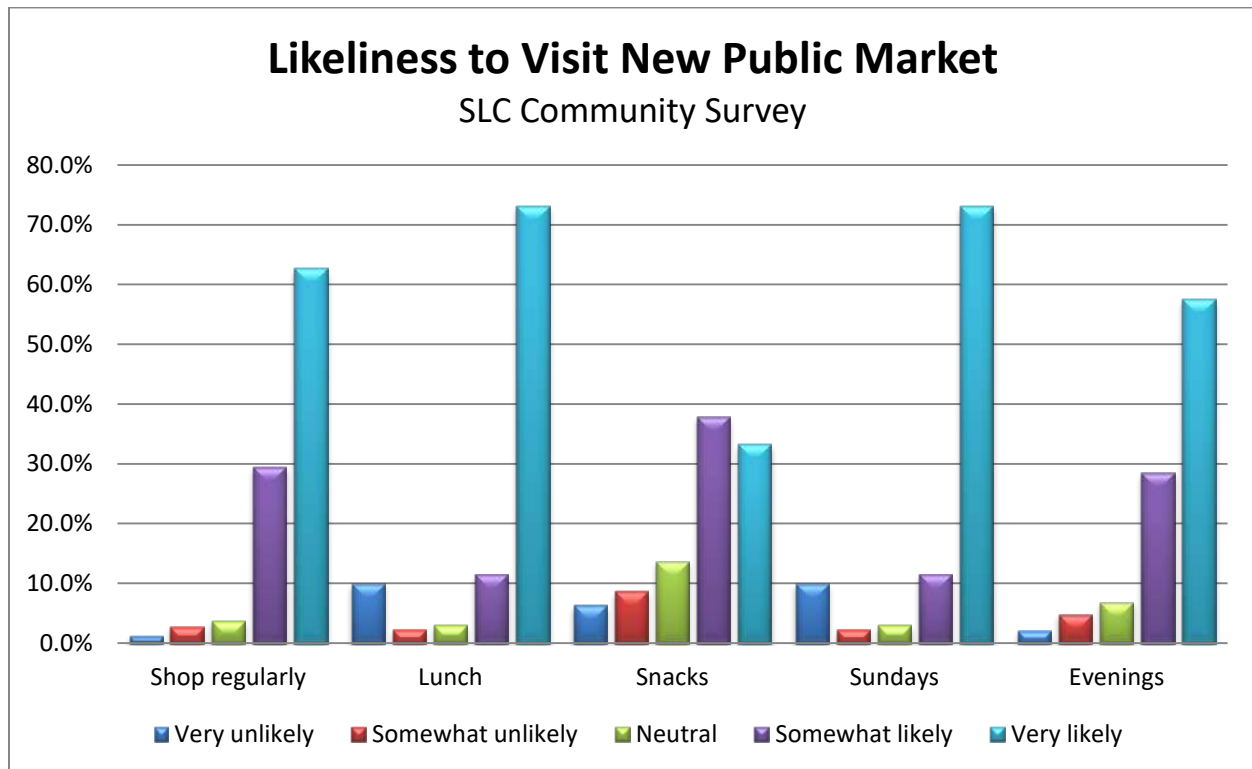
... to shop for fresh foods on a regular basis (N=4,542)

... for lunch on a regular basis (N=4,539)

... for coffee, tea or snacks? (N=4,528)

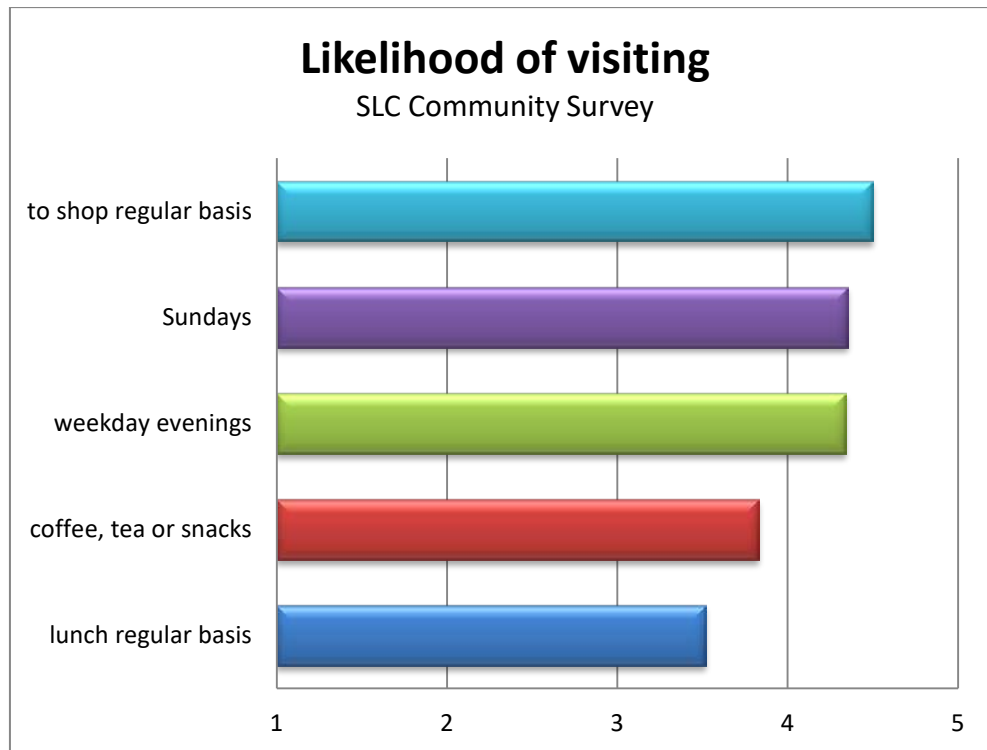
... if it were open on Sundays? (N=4,539)

... if it were open on weekday evenings? (N=4,530)

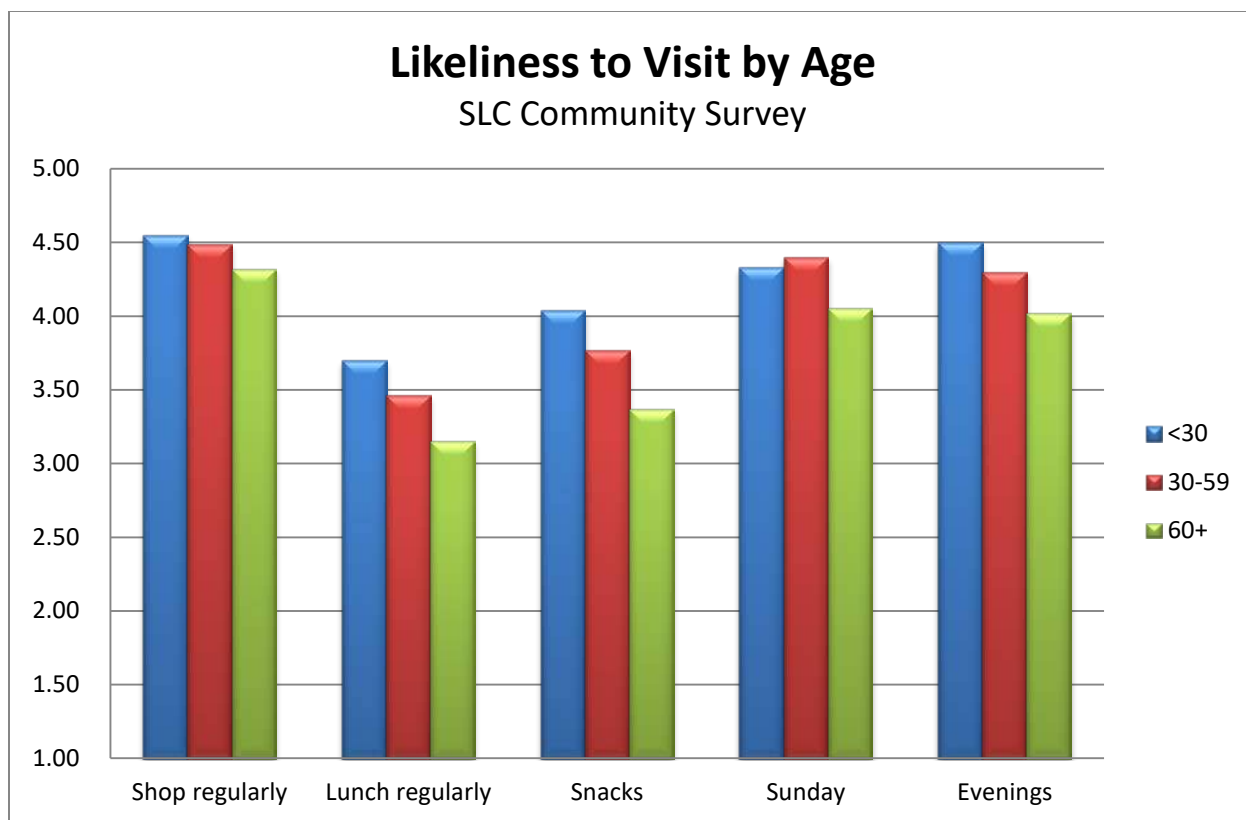


As the chart above shows, the majority of respondents said it was “very likely” to shop regularly, visit for lunch on a regular basis, visit on Sundays and in the evenings. When analyzing these responses based on mean score, all five questions received high scores, with visiting the indoor market hall on a regular basis the most highly rated (4.36), closely followed by visiting on Sunday. The lowest ranking was for lunch on a regular basis (3.49).

Q18. How likely are you to visit a new indoor public market in Salt Lake City...

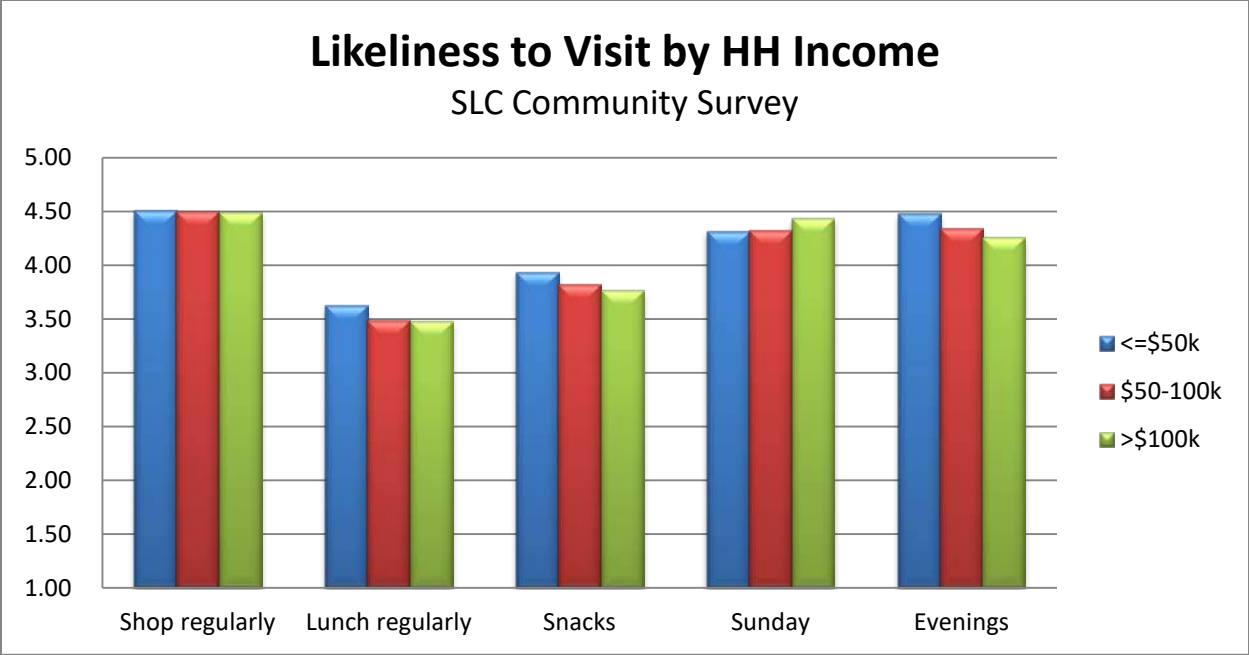


Men and women generally expressed similar interest in visiting a new indoor public market; men have slightly higher interest in visiting on Sundays. There are statistically significant differences based on a number of other demographic factors. Younger respondents (below age 30) showed significantly higher interest in visiting the public market under each scenario. Older respondents showed the least interest in visiting a public market for lunch.

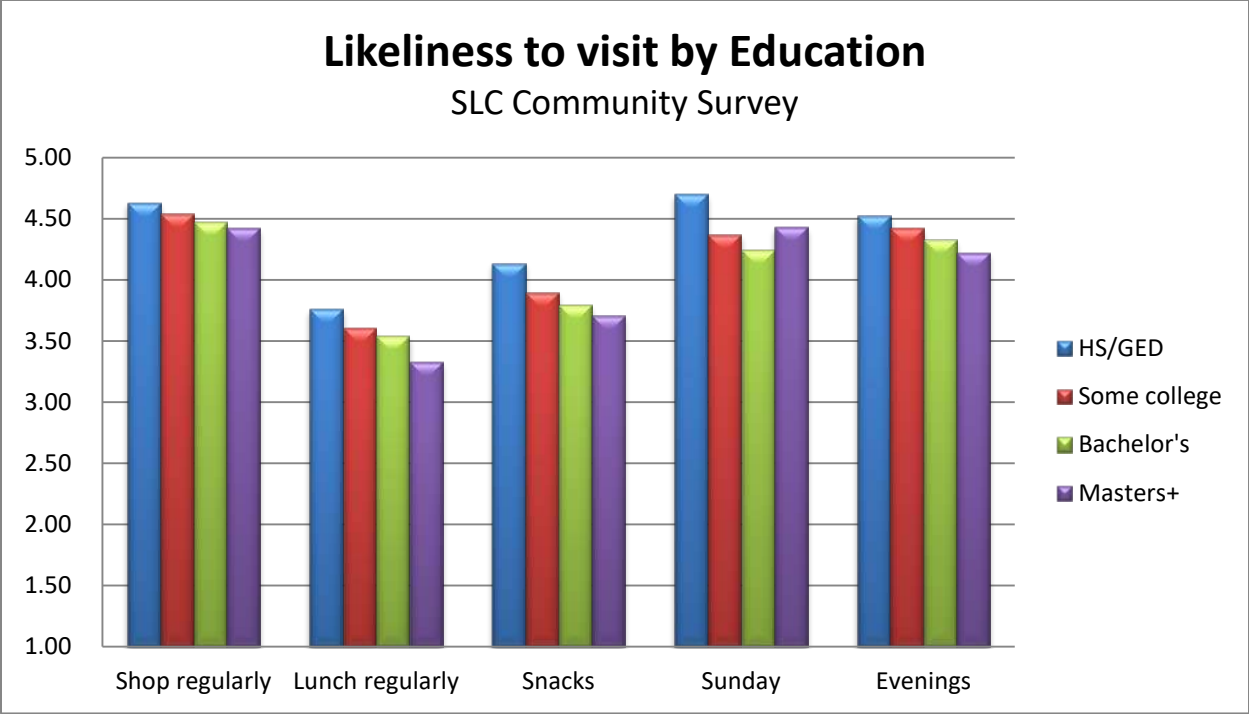


Strong interest among younger residents likely reflects the trend among Millennials to seek out unique places and their general interest in local food and drink.

Respondents with different household incomes showed very little difference in their interest in visiting the public market. Mean responses were almost identical for likelihood to shop for fresh food on a regular basis. Respondents from lower income households expressed slightly greater interest in coming for lunch, snacks, or in the evenings, while higher income respondents expressed more interest in shopping on Sundays:

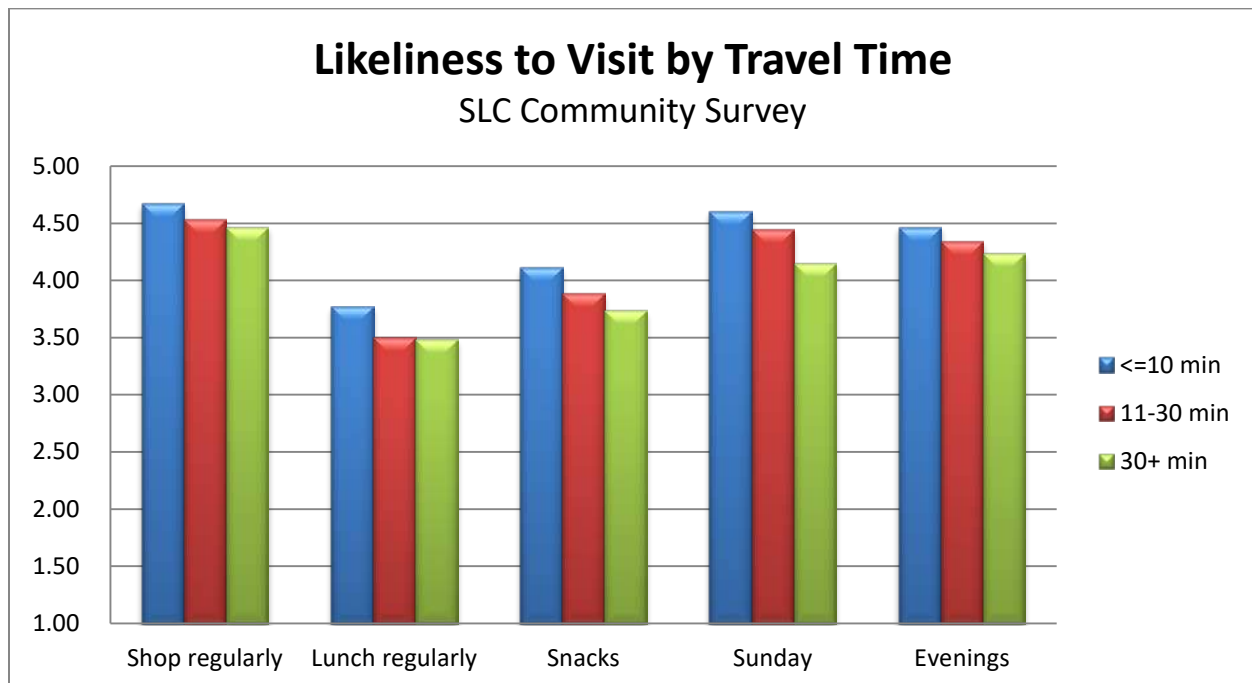


Similarly, respondents who reported lower levels of educational attainment expressed highly likelihood for visiting the public market



Finally, those who travel shorter distances to the Downtown Farmers’ Market showed

more interest in visiting a public market than those with longer travel times, although all the mean scores are still high.



Final comments

The survey provided an open-ended box for respondents to provide any additional comments they wanted to share about a Salt Lake City public market. Respondents provided 1,567 comments. Nearly all are very positive and enthusiastic. They include comments such as:

- “Please make this happen! It would be amazing for our city!”
- “A year round market would be great for SLC. I believe we could and would support that as a community.”
- “An indoor public market would be amazing for Salt Lake City!! I would go there all the time!”

While nearly no comments were negative, some expressed caution or concern about the proposed location, parking, and the potential for high prices. Some representative comments include:

- “The situation around Pioneer Park is getting worse each time I visit. I no longer feel safe traveling to and from the market. I would not be inclined to visit an indoor market in that area.”

- “Ample parking is important. For people like me who live near the city, public transportation is not helpful so if I know parking is going to be a problem then I just don't go downtown.”
- “I don't see the need for a year round market. Very few cities that have these pull it off well and create a clean and inviting space throughout the market. There might be an area that is lively but much of it becomes run down and an attractor for undesirable activities. If Salt Lake were able to combat this, I'd be for it, but I have serious doubts due to the area proposed for this market.”

Appendix A includes all of the comments.

Conclusion

The Salt Lake City Community Internet Survey provides valuable insight into area residents' current shopping habits, their preferences, and their interest in being customers at a new downtown public market. While the self-selected nature of an internet survey means that respondents do not necessarily reflect the general population, the large number of responses provides adequate statistical power to explore how different groups responded to different questions.

Respondents showed general satisfaction with the area's existing food stores and very strong satisfaction and support for the Downtown Farmers' Market. They also showed great interest in shopping at a new indoor public market, with the greatest interest among younger residents. While some respondents expressed concern about the location and parking, the majority of participants expressed great enthusiasm.

Appendix A. Open-ended questions

Q12. What would make you more likely to visit the Salt Lake City Downtown Farmers' Market in the future?

1. 7 Days a week Indoors, Quicker access
2. 7 days/week, more variety of produce. More farmers, less crappy crafts and sugary treats.
3. a better facility
4. A daily market would help, plus satellite markets in the south and west of the valley.
5. A free Sat morning
6. A larger area. Example: Liberty Park. It's so crowded where it's at now, it takes the fun out of it. And there is never any parking. Inconvenience.
7. A location away from the homeless shelters!
8. A more permanent, more spacious situation would be wonderful for both the vendors and shoppers. To set up and take down in inclement weather is a hardship for vendors as well as standing around in cold weather or heat. I don't mind walking some distance from parking, but I really hate searching for a spot. So if the crowds could be spread out a bit and parking centralized, I would go.
9. A permanent venue selling from the farm products at a reasonable price.
10. A safer environment
11. A safer location. Free parking.
12. Accessibility. More variety. More space.
13. Actual farmers market rather than a craft fair
14. Adequate parking and great prices
15. Alignment of pricing to better match free standing grocers... Three dollars for six individual Swiss chard leaves left me agast and I never returned... grow my own for a few cents!
16. All year round
17. An easy way to park, and get produce/food without it taking all morning. I prefer the Murray Market as I can stop get produce and it only takes about 30 minutes to get what I need and then can do other things.
18. As my health gets better, I will go back to the Market.
19. Availability
20. Available parking and easier viewing like Pike Place--not a square block which is claustrophobic!
21. Awesomely easy/clear parking, clarity about what will still be available late am/mid day... It always seems like a good idea, but it takes overcoming some inertia. Might be more

likely to go to Sat am event at Shouse park.

22. Balance of vendors
23. being open a bit later would be good
24. Being year-round would mean I could make it more often since I live in Logan
25. Better advertising and information on what stuff will be there.
26. Better advertising to remind me it's there.
27. Better and more varied products
28. Better health
29. Better hours and fewer crowds. A more relaxed environment would be better. I find going to the current market stressful.
30. Better hours and more frequent! Like pikes market! 8am- 8pm everyday!
31. Better hours and parking
32. Better hours! Even later into the day / afternoon would help.
33. better location
34. Better location
35. Better location and parking
36. Better parking
37. Better parking
38. Better parking
39. Better parking
40. Better parking
41. Better parking
42. Better parking
43. Better parking access. More police presence.
44. Better parking and better hours
45. Better parking and more space. It is too crowded and accompanying a person in a wheelchair the space is almost impossible to navigate.
46. Better parking options
47. Better parking options. Different locale. Maybe frequent shuttles to one or two parking lots
48. Better parking or shuttles, indoor option or covered market
49. Better parking, better organization
50. Better parking, larger space
51. Better parking, less crowded



52. Better parking, less crowded.
53. Better parking, less crowds
54. Better parking, longer hours
55. Better parking, more days open.
56. Better parking, not too high prices
57. Better parking, open more days during the week.
58. Better parking, safer venue
59. Better parking. Also the last few years have seen a decline with the area of Pioneer Park. I don't like being over there. It's dirty, kinda gross, and makes me wonder about people too much.
60. Better parking. Open longer during Saturday. Open on Sundays (my main shopping day).
61. Better parking. Free shuttle service
62. Better parking. I live in Provo, so it's an "event" when we pack up the family and head up to SL for the market
63. Better parking. Maybe longer hours someplace on the east bench?
64. Better prices, less arts and crafts, less hipster
65. Better selection, better prices, actual edible goods (I'm not looking to buy "handmade" frames or aprons, etc.). This Farmers' Market has plenty to learn from the Farmer's Markets I grew up with (LatAm), where the food was always the freshest AND most affordable—plus, it wasn't marked up because it was the freshest, either. "Farmers" at FMs here think we should pay more for their stuff because they think it's a luxury for us to buy THEIR produce, when they should instead pass on their savings to us.
66. Better variety, more room to walk around
67. Better, closer parking Less congestion/crowding More convenient hours Closer location to me
68. Bum park is a scary place, move it to a safer place.
69. Clean up the area
70. Close parking Living closer to downtown
71. Close parts of the street down and spread vendors out a little in order to thin the crowd.
72. Closer parking to the market... I have trouble breathing i'm on oxygen and by the time i walk from a parking space to the market i am out of breath and energy it would be nice to have one indoors like some of the swap meets around town and in other areas
73. Convenient parking
74. Convenient parking space
75. Definitely. I would really like to, I just need to find time to do it.

76. diet and attitude change
77. Different area. I worry about what I am walking on at Pioneer Park and the parking is awful. And, STOP ALLOWING DOGS AT THE MARKET AROUND FOOD!!!!
78. Different hours - evenings are best
79. Different hours or different work hours. Better parking.
80. Different location
81. Different location with more space if possible. I'd love to take my kids, but it is hard to navigate. I also don't feel safe down there.
82. Different location, cleaner park
83. Different, safer, more, accessible location especially for parents with young children.
84. Discounts, easy parking
85. Easier access
86. Easier access and better prices
87. Easier access, better sidewalks, safer neighborhood.
88. Easier access.
89. Easier and free parking
90. Easier movement between stands. Open more days/hours.
91. Easier parking
92. Easier parking
93. Easier parking
94. Easier parking access. Less crowded.
95. Easier parking and less homeless
96. Easier parking or better public transport. We're located in the Liverty Park area and although we're not far it, it is still over 30 mins walking for us to get to it.
97. Easier parking, better location, maybe Sugarhouse
98. Easier parking, more hours (M-F mornings).
99. Easier parking, more hours and days of operation.
100. Easier to find produce vendors. I want a farmers market, not a craft show
101. Easier to get produce to my car.
102. Easy parking, longer hours.
103. Easy parking, regular hours,
104. Easy to park, free parking, well laid out so I can come for local meat, produce and fish without having to browse other types of products. There are too many people who come to just stroll, walk dogs and hang out, making it too crowded and inconvenient for those who

would come to shop.

105. Extended days ... more free parking... More farmer produce less crafts... Less panhandlers
106. Extended days, parking
107. Extended hours
108. Extended hours, better accessibility
109. Extended hours.
110. Faster in and out time.
111. Fewer crowds, better parking. I liked to frequent the Tuesday market when it was at Pioneer Park.
112. Figuring out transit that works for me
113. Free parking guaranteed, other attractions in the area
114. Free parking, better location
115. Free public transit.
116. Fresh food at a decent price & if Utah allowed high point craft beer to be sold on tap
117. Get rid of the aggressive vagrants and pan handlers. The ones that are peaceful and pleasant I have ZERO problems with. When they become aggressive then there are infringing on my rights. This is not ok.
118. Have it on Saturday and Sunday. I'm just rarely downtown but would love a year round market.
119. Have it open on sunday
120. Have longer hours
121. Having a bigger, more fixed locale with more parking. Year-round market.
122. Having one that's consistently there so I can go at my leisure. Not being restricted to certain hours it's open for.
123. Holding the market more days of the week so that the it's not as congested with customers.
124. I always plan to get down town and other things come up. I do enjoy the matket and the vendors; I just wish it were closer. I like the idea of a year round market. And one open 6 or 7 days a week. Also longer hours... maybe 8 to 8.
125. I am not sure. We really like Wasatch Front Farmers Market
126. i don't know
127. I don't know
128. I don't know
129. i had no idea there was a website with vendor information until I looked before answering this question.
130. I just will visit more often.



131. I like the idea of it being in a building/permanent location, NOT in Pioneer Park, where there is ample parking.
132. I like the smaller markets, with less hoopla and just the produce, etc. I understand the fun, social atmosphere of the Saturday market, but I steer clear of crowds like that.
133. I like the Tuesday market because it is less crowded and food focused
134. I love dogs, but they don't belong there.
135. I love the farmers market and would visit it more often if we lived closer. However, having an indoor market during colder months would be appealing to me, because there is nothing like that local to where I am. It would be an excellent activity/outing during colder months when playing outside and gardening at ones home isn't available.
136. I love the farmers market.
137. I now live closer so can start going!
138. I prefer the Murray market. Ample parking, just food. No arts and crafts.
139. I shop on Sunday
140. I use to go befokre they started to charge a fee in the parking garage.
141. I work a night shift, so getting up very early to get the best ingredients is not in my priority list.
142. I work there
143. I would like a market to just shop for food. Its turned into a big event where the produce has become an afterthought.
144. I would visit if I could find parking
145. I'm gonna make more of an effort since they're open after work through October
146. I'm uncomfortable approaching booths if I don't know that I'm actually going to purchase something from them.
147. If I could get up early enough, I would come more often. Also, it's a 1/2 hour drive to and from. If I lived closer, I would visit more.
148. If I could go whenever I wanted. I want to shop local and support the local community, it's just not very convenient.
149. If I didn't have to work
150. If I had the time and better ways of getting there
151. If i happen to wake up super early on a Saturday to avoid the crowds...
152. If I lived closer
153. If I moved to SLC
154. If it had Sunday hours
155. If it happened more often

156. If it moved from Pioneer Park.
157. If it was less crowded, more fresh produce less crafty Year round
158. If it was open more days of the week and open after work hours.
159. If it was open more often, wasn't so crowded with other nonsense booths
160. If it was permanent.
161. If it was permanent. The vendors were pretty consistent.
162. If it was running when I am available.
163. If it wasn't at pioneer park and of the prices weren't so high
164. If it wasn't downtown
165. If it we're in Trolley Square
166. If it were available daily, better hours, indoor/outdoor options. I'm not a big fan of the over crowding, or trying to organize going on a certain day at a certain time. Plus I feel for the vendors who have to put so much work in for a few hours every summer.
167. If it were in a location with more room and had longer hours so it wouldn't be so crowded
168. If it were in a permanent building
169. If it were less crowded-- though Im not sure that's very realistic.
170. If it were open other days
171. If prices dropped and crowds disappeared. It used to be an enjoyable event.
172. If the food were cheaper and parking was better
173. If the hours were expanded and better parking was available.
174. If the market was open more days a week
175. If there was a year round market in an enclosed area with sufficient parking.
176. If there was an area that was always in market-mode, I would be more likely to consider it when thinking about where to shop.
177. Improved access to parking
178. Improved parking
179. Improved safety of the area, especially since I would like to walk so I don't have to find parking.
180. Increased hours of operation, increased parking.
181. It always seems so crowded that I feel like you have to rush through and be quick about everything because there is a crowd of people pushing you around. Also I really dislike pioneer park, it just seems like a rougher part of town a younger woman shouldn't be wandering around all by herself. Parking is always hard to find and some walking is always required.
182. It not being in pioneer park/rio grande building, later hours

183. It was easier to access and offered other times besides Sat AM.
184. It's too crowded and parking if pretty nuts
185. Items labeled organic or not sprayed.
186. Keep it open later and have it on Sunday as well as Saturday!
187. Knowing there was sufficient cheap (preferably free) parking would help a lot.
188. Larger selection of fresh fruit and vegetables.
189. Larger size, less people,
190. Larger, more variety and had more stock.
191. Later hours of operation. I have a weird schedule that makes getting there in the morning difficult.
192. Later hours. Restaurant
193. Less craft stalls and more food vendors. Maybe a change in venue. More parking options.
194. Less crafts more produce
195. Less crowd and better parking
196. Less crowd, evening hours.
197. Less crowded
198. Less crowded and easier access
199. Less crowded and less of a spectacle would make it more attractive to me. I just want to buy fresh produce. Honestly I now go to the small local city markets to avoid all the hassle of the downtown.
200. Less crowded. Broader hours. We prefer Sugarhouse Farmers' Market now.
201. Less crowds
202. Less crowed
203. Less people. I go to Wheeler Farm.
204. Living closer to downtown. And maybe longer hours.
205. Local grown, fresh veggies and fruit.
206. Location is factor - so an option in Daybreak/South Jordan would be great
207. Longer hours and lower prices - better and more convenient location
208. Longer hours of operation
209. Longer hours to be able to shop during week and after work.
210. Longer hours with a bigger location. I tend to have a lot going on in the mornings and that can make it difficult to get to the farmer's market before it closes.
211. Longer hours, better parking, live music

- 212. Longer hours, more days.
- 213. Longer hours. Better transportation.
- 214. Longer operating hours
- 215. Longer, more varied hours (I work every Saturday at least until 2)
- 216. Lower prices
- 217. Lower prices or specials that suburban markets don't have
- 218. Lower prices. Easier parking. More areas for shade or cooling/misting stations.
- 219. Make it year round, put it in doors and near transit/parking
- 220. Make parking easier.
- 221. Maybe if there were another day we could come to the Market. Having only one day for thos big of an area is silly. It's also too crowded to bring my kids. We can't find decent parking for a reasonable price either.
- 222. More access during the whole year
- 223. More access to parking and feel safe with my family walking around.
- 224. More affordable prices prices
- 225. More availability.
- 226. More bulk food at reasonable prices, plus more accessible parking or pick up. If I want a lug of something, I don't want to have to ""lug"" it 2 blocks!
- 227. More convenient hours less crowded location
- 228. More convenient parking
- 229. More farmers and less craft vendors.
- 230. More farmers, less hippy/hipster junk.
- 231. More frequent, especially in winter
- 232. More fresh food, less artisan/pre-made things. Better prices. Not so crowded.
- 233. More fresh produce
- 234. More fruits and vegetables, less crafts.
- 235. More goods and handmade art. Like San Francisco, Seattle, Boston.
- 236. More handicap accessible.
- 237. More hours
- 238. More hours during the week.
- 239. More hours, more days
- 240. More locations
- 241. More of a market, less of a hipster gathering ogling over absurdly priced produce.

- 242. More options during the year. And parking!
- 243. More organic produce, better prices for hand made goods, better hours of operation.
(Service industry workers have to work late and/or on weekends)
- 244. More parking and available year round.
- 245. More parking and longer hours.
- 246. More parking and price on the food
- 247. More parking or parking validation.
- 248. More parking would be necessary.
- 249. More parking, or more frequent buses or closer to Rose Park.
- 250. More parking.
- 251. More produce. Less nonfood items for sale. Closer location. Less crowds
- 252. More space, less packed together. I also like Murray farmer's market because I feel like the focus is on the farmers and their food.
- 253. More variety and either consistency or an online list of available produce each week.
- 254. More variety in fresh produce as opposed to so many booths for jewelery and t shirts. I enjoy the different items that people create but there were more of them at one point than there was of produce. Also price does very much play a part for most people I talk to and know.
- 255. More variety of fresh fruits/veggies
- 256. More/better parking and/or easy access to TRAX. However walking on the south side of the street from 200 s 500 w trax would be terrifying
- 257. More/better produce
- 258. Mostly the summer season
- 259. Move it to a more secure brick and mortar site.
- 260. Move to a safer location. Remove vagrants from the Rio Grande area. Too many drug dealers and criminal activity.
- 261. Moved to another location with better parking
- 262. no dogs around! I hate that people bring dogs around food and the dogs are always sniffing or barking at you.
- 263. No dogs.
- 264. Not at Pioneer Park
- 265. not sure
- 266. Not sure
- 267. Not sure
- 268. Not sure



- 269. Nothing
- 270. Nothing
- 271. Nothing
- 272. Nothing, would rather visit markets not in the downtown area. Better parking, etc
- 273. Okra, parking, a butcher shop, fresh fish, flowers,
- 274. open daily. more variety of products. No f@#king crafts!!!!
- 275. Open during week days.
- 276. Open every day.
- 277. Open later.
- 278. Open longer in the day or semi indoor.
- 279. Open more days with later hours
- 280. Open more hours in different days of the week
- 281. Open more hours, more parking availability, and less crowded.
- 282. Open more often
- 283. Open more often and lower prices
- 284. Open Sunday's or Friday evenings
- 285. Open when other farmers markets aren't.
- 286. Parking and advertising on the web of what is available for purchase.
- 287. Parking and I don't want to walk a mile to get there
- 288. Parking and improve safety.
- 289. Parking availability and not crowded
- 290. Parking, greater variety in food, and less non-food related booths
- 291. Parking.
- 292. Parking. Supply. Variety. Reasonable prices.
- 293. Permanent location
- 294. personal schedule
- 295. Plenty of parking. A wider selection of fresh foods and local products.
- 296. Provide the variety and goods you can find in places like Seattle's Pike Place or Philadelphia's Reading market. Food stalls and or trucks
- 297. Quick parking options for in out access
- 298. Readily available close parking
- 299. Really good prices and more vendors

- 300. Safer area
- 301. Safer environment, better parking!
- 302. Safer location with better parking and Friday hours.
- 303. Safer venue
- 304. Seasonal offerings
- 305. Seriously limit the amount of vendors! No other vendors beside food/drink and grocery.
- 306. Similar to Seattle's Farmer Market all round year market to several cities like Thanksgiving point, and Gardner's Village.
- 307. Someone to go with me, easier to find parking.
- 308. Something more stable and better parking to ride to options
- 309. That I know about it and now seeing what products are available.
- 310. The above
- 311. The above corrected. Also more vegan options.
- 312. There is a huge homeless problem in Salt Lake City. While I'm not unsympathetic to the plight, being repeatedly panhandled on my way to and from while volunteering for the market is BULLSHIT! I took public transit, ""to save parking spaces for patrons"", what a load! Its over crowded, overpriced, and a waste of time.
- 313. There is just too much crime and people asking for money, or doing things I don't want my children to see. I wish it was safer around pioneer park.
- 314. There needs to be better access, either easy access to parking or better public transport. You typically have to park far away which limits your to purchasing only what you can carry.
- 315. Time and Gas to get there
- 316. Too live in the USA again.
- 317. Unique produce
- 318. Unique products
- 319. We like to get out of town on weekend so maybe another morning added?
- 320. We view it more as a fun morning out than a shopping experience
- 321. Weekday hours, longer hours, smaller crowds
- 322. Weekday or night hours
- 323. Year round
- 324. Year round market
- 325. Year roundness and if they let more local companies in.
- 326. Yes I would!

Q29. Final question! If you have any additional comments that you would like to share about a Salt Lake City public market, please do so below.

1. A butcher shop would be amazing there is a huge lack of one in the valley
2. A fun place to take visitors would be awesome! If it's also a practical shopping place, even better!
3. A good bakery is needed downtown that is not so upscaled that you could afford to buy breads and pastries, cookies, donuts etc.
4. A good comparison could be made with Union Station in Denver which has a central bar, several popular local restaurants as outposts and unique boutiques.
5. A great idea!
6. A indoor market would be a great spot for a food truck day similar to Thursdays at the galivan Center.
7. A market like Pike's Place would be great, but I don't think simply putting a market like the current Farmer's Market indoors would be very successful. It would need more variety and better prices on fresh fruit and vegetables, they are always over-priced at the current market.
8. A market like this would be a wonderful addition to the culture and personality of SLC. Things like this provide the motivation for people to get downtown to begin with, which then encourages more traffic to other businesses and attractions down town. I feel this can only be a good thing.
9. A market would be more than amazing! Salt lake is already becoming more of a foodie center, and I think a year round market would really push the food culture forward--especially with the increasing popularity of farm to table restaurants and vendors.
10. A more centrally located market with easy to access parking and more frequent availability would make the market perfect. The Sunday market is fantastic and its more of an event than a lifestyle choice which is unfortunate. It would be nice to shop at the market regularly. Having lived in London, markets are such a great attraction and vibrant part of city life.
11. A new market such as this would increase Salt Lake's good reputation and provide new outlets.
12. A permanent type farmers market should be the 'next step' for Salt Lake. I would be a regular shopper. I believe Utah is ready for this . Please Create It!.
13. A permanent, high quality market, similar to Pikes Place in Seattle would be a great step forward. The challenges would be getting enough vendors to really make it a draw, and to make sure it was open on Sunday.
14. A permanant fish monger and a great butcher shop is seriously lacking downtown. Restaurant workers and savvy downtown patrons would gobble something like this up.
15. A public farmer's market similar to Pike Place and open weeknights and Sundays would be

incredibly appealing. I often skip the Saturday market if I can't make it there before 8 because it's just not worth the hassle. I am also often doing activities or out of town on weekends. Additionally, I'd love to have casual coffee/weekend lunch/music/entertainment/wine & beer bar options. We have plenty of hipster-influenced dining. What I feel is missing from the city is a casual, unpretentious gathering spot where residents can shop, meet for coffee or a drink, and listen to a little music over good and reasonably priced local food. Thank you for sending out this survey, I am so excited about the possibilities.

16. A public market is a great idea. I wonder how the new Boston market is doing? Trolley square could be a good space for this . . . Or if u do make one- have it be open and lively. .. A destination place. Thank you!!!
17. A public market is a great option for Salt Lake City and it would really fill a need for shopping local and fresh. Operating hours on weekdays, weekday evenings, and both Saturday and Sunday would be great. This kind of option in the neighborhood being considered will fill a need for residents and workers. I work in the neighborhood and would shop the market regularly for lunch, as well as for other food needs. Please also consider gluten free options for the public market.
18. A public market is an idea that I fully support!
19. A public market that also functions as a ""gathering place"" to browse, visit, eat a meal, etc. would be wonderful. My Saturday mornings are busy, so I don't get to the Farmer's Market as often as I used to. Having additional times to shop for fresh/local food would also be beneficial.
20. A public market would be a fantastic asset to our growing and thriving community. Do it!
21. A public market would not only help existing businesses in SLC, it would create jobs, usher in a new and improved era in the struggling Rio Grande depot area and continue SLC's growth as a major player in the West.
22. A public market would really pull the community together!
23. A space for local food trucks would be cool to include! And, a fresh flower shop would be amazing! Especially one that sells more than just Daisies, Carnations, and Roses!
24. A year round market sounds wonderful! Please make sure it has plenty of parking.
25. A year round market would be great for SLC. I believe we could and would support that as a community.
26. A year-round indoor market would be a wonderful and welcome addition to SLC!
27. A year-round public market would also be a great tourist attraction for downtown SLC.
28. A year-round public market would be an amazing addition to SLC. I would go all the time, and bring friends! :)
29. Absolutely love the idea, but too far away to make any regular use of it. Incorporate Real Food Rising. Mobile farmers market for food deserts.
30. Absolutely needed in SLC!!



31. After visiting markets in Seattle, Philadelphia, and Washington D.C, this would be a great addition to downtown SLC.
32. Alcoholic options
33. Allow all artists to participate without exclusion through religious ideals
34. Allow artsy bars and music
35. Also check out The Source in Denver for implementation ideas!
36. Also think about Reading Terminal Market in Philadelphia for ideas.
37. Alternating food trucks would be a fun option as well
38. Although I don't visit frequently, I am a hugely in favor of this project! If there was a year-round place I could depend on (recognizing that a lot of the items are seasonal), I would be likely to shop more frequently there. Sure would be great if there was more parking! Although I am pretty close to the location (downtown, but on the east side), paying 5 bucks to ride the Trax is a downfall. Sure wish there was an exemption for Farmer's Market shoppers! Like, people can ride to the market for free if they have a special card on them, and they can ride home for free if they have proof that they bought something there. Just a thought! :)
39. Although I have done quite a lot of service for homeless people, they are becoming increasingly aggressive and scary. This is a real concern about going to the farmers market. I still go but I have felt unsafe at times just getting to the market from two blocks away.
40. Always a great experience. Love when the Utah football team has been there.
41. Always like to support start ups - they need a financial break at the start and for many years because profit margins are so small
42. Ample parking is important. For people like me who live near the city, public transportation is not helpful so if I know parking is going to be a problem then I just don't go downtown.
43. An indoor market also is a destination shopping experience for me, more than a daily shopping experience.
44. An indoor public market space would be fantastic here in Salt Lake City. Maybe we could promote more local buying, local growing and a local atmosphere.
45. An indoor public market would be amazing for Salt Lake City!! I would go there all the time!
46. An indoor year round market is a great idea.
47. Another good example to look at would be the Westside Market in the Ohio City neighborhood in Cleveland, OH. When I lived in Cleveland, I shopped there weekly for bread, cheese, meats, veggies.
48. Another location for the market not in the rio grande area.
49. Any kind of booth for local farmers to use would be amazing.
50. Any place that brings people together and gives them an outlet for talents and to have an



income, is great for the area!

51. Anything open on Sunday would be a treat!
52. Anything that makes downtown more unified and walkable and a greater draw with more to do--think Boulder Colorado!
53. Appreciate the work of the organizers and volunteers. Salt Lake is lucky to have such a passionate community in regards to local, fresh, sustainable products.
54. Art from local artists!!!
55. Art, art, art!! And I would be interested in vending! Even live painting!
56. As a downtown resident with no grocery in walking distance, I rely heavily on the farmers market in the summer for my shopping. Every other week in winter is nice, but it would be great if this were more consistent with bigger selection.
57. As a longtime lover of farmers markets it would be a great welcome to the city and families wanting to eat local and support local.
58. As exciting as it would be to have a full time market, it would be hard to support a full time at the rio grande due to the overwhelming homeless population in the area. Attending the saturday market has become more and more difficult due to this.
59. As much as I love the idea, I would not go often given the proposed location.
60. As our city is growing—businesses, diversity and food and drink offerings—it would be awesome to have a new shopping outlet and experience for getting local, fresh foods and goods.
61. As someone who grew up in Utah and lived in SLC 5 years, then moved to Seattle and work in Pike Place Market it's a wonderful idea. Look closely at their history funding and community involvement. This would add depth and serious benefits for farmers who need it and a community to become stronger. I would support this fully.
62. As the chef/ owner of a local restaurant I would be more than thrilled to see a market like this, where I could work with farmers to buy great local produce all year around for my restaurant.
63. Asking people their ethnicity and then asking if they are of Hispanic origin is pretty much the same question, and quiet frankly, a little offensive. Everyone in the city is trying to reach out to more diverse communities, yes, especially Hispanics... doesn't mean we have to target them in such a specific manner after they've already been asked their race. Maybe you could assure that people in undeserved communities in the valley have more education and awareness, actually do something to reach out to them.
64. Assume there would reflective restaurant s ad well as retail
65. Atlanta has a great market. Please check out Ponce city Market www.poncecitymarket.com This would be a dream to have in SLC. I think it has a great mix of commercial and local spaces. Once I saw it I really wished Trolley Square would do something like this.
66. Awesome idea!

67. Awesome idea. Trolley square? Fairpark?
68. Baltimore has the model you should be looking at, Fells Point and the Cross Street Markets are very similar to what you are should benchmark against. Pike Place and Reading Terminal Markets are too touristy and not a place where locals can make a quick stop on Sunday or afterwork to get that day's fresh groceries.
69. Be open on Sunday's!!! Please :)
70. Be sure to include parking in the planning process. Provide more vegetarian options.
71. Be sure to place a year round market in an area accessible by public transportation but also with adjacent parking. I know at one time an area by the central transportation hub was proposed.
72. Because people buy large baskets of groceries, limited parking nearby will never work
73. Been hoping for this for years. I get overwhelmed by the crowds on Saturdays but love to shop local when I can. Your winter market is my favorite. Keep up the good work!
74. Besides from having amazing and affordable goods and delicious foods, please make sure to advertise this well. My husband and I make trips SLC and Provo to shop and eat. If I know it's going on and where we will definitely go!
75. Best idea. Would be great in Sugarhouse. Also great if trax stop was close
76. Best public market I have even been to is on Granville Island in Vancouver, BC. Check them out for ideas!
77. Better fix the homeless problem! And maybe a weekend market event every week to attract people come down to slc! Foot traffic is not a lot in downtown now.
78. Bring in more out of state vendors. It doesn't always need to be local. It's always the same vendors at every event. More variety in items.
79. Bring it!
80. BRING US A YEAR AROUND MARKET! Thank you for all you have done to support local and to encourage our city to do the same. I LOVE THE FARMERS MARKET!
81. Build it!!!
82. Cake Cake Cake Cake Cake Cake Cake Cake Cake Cake Cake
83. Can't wait!
84. Central and safe location with easy parking would be great!
85. Change that stupid trolley square into an indoor market!!
86. Cheaper bouquets of flowers. The flowers in SLC are overpriced.
87. Check out the Cleveland west side market to see how an awesome year round market is done. Indianapolis also has a great City Market with a small bar on the upper level. This is a great way to make the marks appealing to a wide range of people. This market is also often attended by locals for lunch through the week.
88. Check out the Olympia ,WA farmers market too

89. Check out this great new indoor market in NYC, I just stumbled across it and it is GREAT!
<http://gothamwestmarket.com/>
90. Closeby and adequate parking is essential.
91. Come up with involvement opportunities for people who want to make this happen! And do some serious outreach to find best team of leadership to put this together. This can be an opportunity for people to want to have a stronger role in the community but haven't found the right situation yet.
92. Consider adding an 85°café.
93. Consider looking at the old Children's Museum lot. There is so much green space and a building and I would love to see it revitalize that area, possibly the State Fair Park area to. People will come, put it in a place where it will do some good.
94. Consider the Gateway as a location. It's largely vacant and could work well. Especially if it's combined with night time entertainment and dining. But clean up the criminal element.
95. Convenience of parking and/or accessibility will determine if I will shop at the market. Weekends would be preferred.
96. Cooking, how to classes or demonstrations would be nice.
97. cool idea
98. Cool idea! Excited to see good things happening in SLC
99. Creating a true destination market that is indoors and can be visited year-round is a fantastic ideas. Lunch options, FRESH seafood, specialty food and gift items, with some local artisans... all great! My suggestion would be to have a ratio of known food establishments to mom and pop type food businesses with the bulk being momandpop specialty shops. I would hate to see this taken over by chain restaurants. This should truly be a specialty destination with a few known names to draw in a crowd. I can see this being a true hit year-round and especially during the holiday season, it would feel like a mix of Pike Place Market, San Francisco Ferry Building, and a German Christkindlmarkt or Weihnachtsmarkt. Just what Salt Lake needs!
100. Currently we just get groceries at trader joes but if a public market opened year round it would for sure be the only place to get groceries for my household, we'd love to see something like this happen to salt lake!
101. Definitely want it open on Sunday! I would be most likely to go on weekends.
102. DO IT
103. Do it
104. Do it ! Great for tourism!
105. Do it in one of the vacant buildings downtown- it would be great if for the winter to come...
106. Do it!
107. Do it!
108. Do it!



109. Do it!
110. Do it!
111. Do it!
112. Do it!
113. Do it!
114. Do it!
115. do it! benhoke75@gmail.com
116. Do it! Do it! Do it!!!!!!!!!!!!!!!!!!!!!! And have the knife sharpener there as well! What a great service to shop for fine foods and leave the market with perfectly sharpened knives! Oh, and how about a stall with fine cookware/tools, serveware, barware, table linens, etc.? Completes the picture!!!
117. Do it! This would be so great for local businesses, it would provide a cheaper place for Utahns to get fresh and organic produce, and would be a fun place to explore and see what Utah has to offer! It could be a tourist attraction as well as helpful to Utah businesses and citizens!
118. Do it! Do it!
119. Do it! Do it! Do it! I'd do come down to SLC for this!
120. Do it! I love the current SLC Farmer's Market and would be thrilled to shop there in the ""off season
121. Do it! It would be awesome, considering everything else sucks, and everything else is closed on Sunday's. Everyone from Utah County would be up here 24/7.
122. Do it! Love this idea
123. Do it! Open a year round market please!!
124. Do it! Please! Include handicap accessible parking near the entrance.
125. DO IT! SLC I think would appreciate not only the vast cultural differences that are present at an Indoor Market, but the accessibility and sheer entertainment they hold. I hope to hear good things about this in the future! Thank you!
126. Do it! The more development of our local food scene the better.
127. Do it! This is a great idea. Check out the SF ferry building.
128. Do it!!
129. Do it!!!
130. Do it!!!
131. Do it!!!
132. Do it!!!
133. Do it!!!

134. Do it!!!!
135. Do it!!!!
136. DO IT!!!!!!
137. Do it!!!!!!!!
138. Do it. Every time I think about going to the winter market it seems like it's the wrong week
139. Do it. Do it now.
140. DO NOT bring in places like bruges waffles, cupbop, roll up cafe, etc. They are overpriced, bad quality, and spit on the face of food from those regions. Please ensure authenticity. No chains!
141. Do SLC proud! Make this adventure worthy to impress & lure incoming tourist and to help clean up & improve our quickly degenerating downtown. So many homeless & drug addicts that less & less people want to attend Farmers. Let's revise our reputation from the ""SLC drug ghetto's"" to a city of attraction and worth.
142. Do this!
143. Do this!!!
144. Dogs are an increasingly important part of the Salt Lake community. Please do your best to allow us to continue to bring our puppies with us. Thanks for taking the initiative to make this a thing, we are excited to see what becomes of it.
145. Don't ever close down!
146. Don't just base your idea on Seattle's market. Boston and Philladelphia also have excellent public markets that have been in place and thriving for 300 years research those as well. Yes even before the constitution was signed. If you'd like a tour of them lets go I'll show you around .
147. Don't make it too fancy.
148. don't take away from existing struggling markets, like caputo's and fish market. Find someplace SAFE. I am not feeling safe this year at the Saturday farmer's market downtown
149. Dooooo itttt!!!!!!
150. Downtown farmers market is wonderful. I love that I can purchase fresh fruits and vegi's that are grown locally. I enjoy access to arts, crafts and henna. I look forward to the different musicians, events and activities - like the book sale by the library. I also appreciate that it's a dog friendly space.
151. Downtown people do not scare us. But that's the biggest reason some people go to Murrays market rather than pioneer park.
152. Easy access schedule of vendors
153. Ensign floral Boutiques
154. Excellent idea for locals but also tourists. Always love visiting public markets when I

travel.

155. Excellent idea! I would be ecstatic to have a market like that! I've been to some in Europe and Australia and they are lovely, great way to get people together. Check out pics of the market in Adelaide - it had a wonderful atmosphere and was busy for a small city. The historic location you have would be great too; however people I talk to that don't live in this area like I do, they are fearful of the area, so it might not draw the crowds you want until the drug/mentally ill/homeless problem is improved.
156. Excellent idea!!
157. EXCELLENT IDEA, please just make sure there is enough parking close by
158. Excited about this idea!
159. Extended hours and affordable prices would make me very likely to utilize a public market
160. Fabulous idea! Best of luck getting it off the ground!
161. Farmers Market year around is Awesome idea
162. Farmers Markets are amazing, but sometimes it is hard to get there on a Saturday before late afternoon. In a home with 2 full time working parents, Saturdays are our home project days. I love that Park City has a wednesday market for that reason. Something that was open everyday and after typical work hours would be amazing...
163. Figure out the drug and homeless problem!!!! No one is going to spend more time downtown until they feel safe.
164. Find a place that is large enough that would accommodate many vendors as well as large crowds. Easy access in the Salt Lake Valley.
165. Find another park and make another one! Rip out the useless trees and put in fruit bearing trees and let the homeless and others enjoy them in their season! Make it more affordable for other vendors to join in- Make a section for Food Trucks- Expand :-)
166. Fix the homeless problem down town and I would go more often-- its becoming an awful mess and ruining the city. There is trash everywhere, people sleeping on curbs, its disgusting.
167. Flowers like in Seattle's public market!!
168. Flowers!!!!
169. Focus on good architecture and dense urban setting
170. Food only
171. For us the market is only a Saturday option, coming from Heber City. In the summer we love to go because of the location and atmosphere AND because dogs are allowed and welcomed. If they cannot go into an indoor market, most likely would not make the trip.
172. Free classes on different regions of cooking with food stuff readably available to purchase! S/a Indian Mediterranean African...
173. Fresh fish, a deli, and a butcher would be great!

174. Fresh flowers and seafood and butchers are most important to me
175. Fresh flowers! I love the fresh flowers available at Pike Market!
176. Fresh local fruits and veggies, and more vegan options would be amazing! Whole Foods is so expensive, and it would be great to have affordable options. However, I am willing to pay comparable prices for produce that is local, organic, and non-gmo.
177. Fresh produce would need to be imported during the winter, negating the value of a farmer's market to me.
178. Fresh produce, some art items, a booth that could be used for pet adoptions. Kids activities, local artisans, who could rent a booth for short periods of time, like a weekend each month.
179. From my families point of view, the drug/crime problem surrounding the homeless services in the proposed neighborhood will be a large detractor from us making regular visits. Its not fun to go somewhere like what is proposed if you don't feel safe.
180. Fully supportive. Seems like an excellent city-building measure.
181. Get better food, healthier, tastier and organic
182. Get control of the homeless situation - the current condition will not work with this plan if in the Rio Grande area
183. Get this done! Would love to have an indoor public farmers market!
184. Get to know what they do at pike place market and learn from its success. Also into what markets that failed did wrong. Spokane has a good example of a failed public market.
185. Given where you are proposing to place the market, please consider how patrons will access the market, and whether they will need to pass by the numerous homeless encampments in the area. Thanks!
186. Glad you're sending out this survey. Community thoughts and suggestions are important to the planning process.
187. Gluten free
188. Gluten free bakery would be awesome
189. Gluten Free Local vendors would be a big draw for me.
190. Go for it Would be a great addition to Salt Lake City's ambiance
191. GO LOCAL!
192. Godspeed!
193. Good idea
194. Good luck and I hope SLC has a public market in its future!
195. Good luck!
196. Good luck! Live local, buy local, and enjoy local...long live the SLC!
197. Good Luck. Hope it happens



198. Good luck. Make this happen!
199. Good seafood would be such a bonus in this landlocked state. I believe the homeless issue needs to be addressed before this project could become a success.
200. Good, authentic, British fish and chips. It's hard to come by around here. I'm tired of fish sticks covered in corn dog batter.
201. Granite High School would be a great location, like Faneuil Hall in Boston.
202. Great idea
203. Great idea - I think SLC could really benefit from a market like this
204. Great idea!
205. Great idea!
206. Great idea!
207. Great idea!
208. Great idea!
209. Great idea!
210. Great idea! I'd love to see this in SLC!
211. Great idea! Love to see fun development happening in my neighborhood
212. Great idea! Go for it.
213. Great idea! It would be nice if it were in the Rio Grand area. This would make this part of town look nicer. There is also more space for parking. One big deterrent of the current location is how crowded it is.
214. Great idea! The area needs to be cleaned up and offering amenities like this could be the first step.
215. Great idea!!
216. Great idea!!
217. Great idea!! Location and easy access will be key to it being successful. Good luck.
218. Great idea!!! Very exciting!
219. Great idea, but don't like how the homeless get thrown away to make room for the farmer's market
220. Great idea, would also like to see more cooking & wine pairing classes
221. Great idea, would love to see options for (some) different vendors every week so part time vendors can participate and break into the business. Would love to see variety of ethnic foods (supplies, and cooked). Only useful if there is decent free/cheap parking
222. Great idea. Anything to draw people together on an ongoing basis.
223. Great idea. Who is doing the survey?
224. Great ideas!!! Thanks for all you do.



225. Great opportunity to reshape the direction of west side downtown.
226. Great place to shop fresh veggies, love the vibe just wish I was closer. Just moved to holladay and regret it really miss the downtown scene. Love downtown.
227. Great, safe, and easy bike parking would be appreciated!
228. Guys, really... you have some rocking people, some of the best stuff I have seen in public markets. I come from St. Louis and I level things up with Soulard and other places I have been to around the world. To be honest, your market has a certain feeling which makes it better than most... HOWEVER, as I have said... I have not been in a few years because I will be damned if I am going to go somewhere and be harassed. It's worse here than in larger cities... Wake up and smell the damn coffee.
229. Handle the homeless problem in the Rio Grande area. Otherwise people won't go.
230. Harambe loved fresh produce
231. Harmons is a wonderful addition to downtown, as is Tuesday market at Gallivan. I am not convinced SLC can support another market - - especially if this is not replacing farmers or winter markets.
232. Have music - local acts are nice
233. Have visited other year round, indoor markets in other states and love this idea! Would also like to see several around the valley in the coming years!
234. Have wine available
235. Having a market inside is a nice idea, however I don't know how well an all year market would do. Fresh produce is more difficult to come by in the winter. Seattle & San Fran have fresh seafood all year but that's not the case for us. Maybe I'm wrong but I think most people come out for the fresh produce and to enjoy the sunny summer Saturday morning. Good luck!!
236. Having a year round market would be a total game changer for the local food movement in Salt Lake. Please make this happen!
237. Having been to Pikes Place, Redding Terminal Market, the San Francisco Wharf....Salt Lake City needs a market as an anchor to downtown. As the city moves forward with plans to relocate the homeless shelters, the Pioneer Park/Gateway/Old Greek Town district could be an amazing place to be in Salt Lake City. The new owners of the Gateway would be a great business partner in updating and re-invigorating this neighborhood. There are many condos and flats in the vicinity, and it is a bit of a food desert. Harmons is the only option near the downtown core, and that is 6 blocks away. Salt Lake is rising, and a public market would be an amazing addition to our portfolio of tourist stops and local markets.
238. Having commercial kitchens available for vendors would be an incredible advantage and draw for these small business owners.
239. Having credit cards accepted by all vendors is preferred.
240. Having lived in other major American cities (especially LA, SF, NYC) where public markets are loved and play an important role in the community, I am confident that this

project would be successful in SLC.

- 241. Having occasional promotions or events would be fun.
- 242. Having public transportation to the public market drawing from neighborhoods like Millcreek, Holladay, Sandy, Murray, etc. would be wonderful. I'd love if it was convenient for me to hop on Trax from my house (1400 E 4100 S) and be at the Market in less than 30 minutes. It takes about 20 minutes for me to drive. I would also love to see a high quality, reasonably priced celiac-friendly bakery and/or restaurant. Finally, I think it is a great opportunity for the Utah food community to have a central hub of food education, a farmers market coalition of sorts, a place to communicate and network with farmers and food producers and a place for food-related nonprofits and businesses to work together. Very exciting!
- 243. Heck yeah!!! Build it and they will come! Thanks for making Salt Lake City cooler!! ?????
- 244. Here, you will need to rely on prepared foods more than other regions in the country might, so having a good selection of ready to eat foods and adequate space to enjoy them in is very important, imo. As much as I personally dislike what a ""social scene"" the DT market has become, I think you will have to rely on that factor attracting people, and as demand grows and/or becomes steady, more farmers should be willing to invest in the infrastructure that allows for year round growing. I'm all for a year round market, and will spend my money there!
- 245. Hi! I would love to shop this market after work and on Sundays, I work downtown but live in South Jordan and the offerings are very slim here. The farmer's market is wonderful but so insanely congested for parking and if you don't get there early enough you are left with ""sold out"" signs. Please open a year round market, we also have a business office in Seattle near Pike's Place, some of our clients have a space there and they do so well to stay small and better support their families and community.
- 246. Hope it becomes a reality!!
- 247. Hope it happens
- 248. Hope to see this actually happen!
- 249. Hope you can make it happen
- 250. Hopefully this plan comes to fruition. Public markets are always one of my favorite aspects of other cities and I have wanted one in Salt Lake for some time.
- 251. Hopefully this works out. It would be amazing
- 252. How can the community push for this to happen? What can we do now to help this process along? I think this is a great idea, but I also think it should consider existing food deserts in Salt Lake, how to provide for ALL community members (not just those with a stable job), and maybe even partnering with food incubators (like Spice Kitchen Incubator) to give low-income entrepreneurs a chance to succeed!
- 253. Hurry!
- 254. I absolutely love going to the farmers market on the weekends. If it would be available all year round, it's bringing a better community environment to salt lake. There are far more

pros then cons with opening a farmers market all year. And giving people employment, and introducing people to a fresh product.

- 255. I absolutely love the farmers market. I would love to see one open year around, or even more hours during the week in the summer. The only reasons I don't go more are that parking is a pain and it's always super crowded. So it takes a long time to just run and get a few veggies for the week.
- 256. I absolutely love the farmers market. It is one of my favorite things about living in SLC. A year-round market would be amazing!
- 257. I absolutely love this idea and fully support the decision to move forward with a year-round public market!
- 258. I absolutely love this idea and support it 100%
- 259. I absolutely love this idea! Great way to display people's talent.
- 260. I always visit the public markets in the cities to which I travel. They are the mark of a savvy city. It's time SLC had one!
- 261. I am constantly looking for local: fresh, natural, organic, homemade and/or home grown! Everything is better when not from a mass-production place!!
- 262. I am excited for this to happen! I think this would be a great idea for locals, for tourists, etc. keep up the great work!!
- 263. I am extremely excited by this possibility. I think it would be very successful, and I hope that you will consider including spaces for handcrafted non-food goods, such as jewelry, to be sold.
- 264. I am from Seattle and go to Pikes Market a lot. Their flowers are what bring me back. They are \$10 for BEAUTIFUL floral arrangements. Food around is amazing and it is a huge tourist attraction. SLC would benefit greatly from having one
- 265. I am interested in bringing my business here.
- 266. I am looking forward to expansion!
- 267. I am most interested in local vendors and art and less interested in imported foods and products.
- 268. I am moving to West Jordan in October and would DEFINITELY use the indoor market. Great idea!
- 269. I am only interested in this venture if it stays local. I don't see a need for additional outsourced foods!
- 270. I am originally from Michigan, and visit the Downtown Market in Grand Rapids all the time when visiting family. It is an awesome place and would love to see something similar here in SLC.
- 271. I am so excited about the idea of a year round market! I work most Saturdays so it makes it very hard to get to the farmers market.. And urban farm and feed is so far down in Sandy that I hate driving all that way when they might not have what I'm looking for. Going to a

local, fresh market, multiple times a week to pick up food that I want to make for dinner that night sounds wonderful! I really hope this can be a reality! My email address is carlack7@gmail.com if there is anything, volunteer-wise you need someone with a sporadic work schedule to do!

272. I am so excited at even the idea of a year round SLC market! I will visit daily if/when it happens!
273. I am so excited at the prospect of an indoor market. These are the types of places I love to visit when I travel, and I think it would be great for locals and tourists alike.
274. I am very excited about this idea! My favorite thing about living in Salt Lake City is how many local businesses we have that have been embraced by and flourished in this community. I mean, in what other small city are you more likely to find local craft beer in the grocery store instead of cheap big box brands? I am hoping to also see other local companies that don't make food or drinks to be involved. I bought a great chapstick at the Salt & Honey Market this winter and am hoping for more local health and beauty brands to be involved in this market.
275. I am very interested in having my business have a booth if this ends up opening! Id love to rent here.
276. I believe a year-round Farmers Market would be wonderful as long as the majority of stalls weren't dedicated to crafts. That tends to happen at a lot of Utah markets.
277. I believe for an indoor farmers market they will need some type of security at all times.
278. I believe it's a great idea to bring projects like the big cities here to SLC; the only thing is I hope the shelter close by gets move somewhere else. It's scary around Rio Grande
279. I believe this is a wonderful opportunity for SLC shoppers, locals and visitors alike. I sincerely hope the indoor market will come to pass! I'll look forward to it!
280. I cannot adequately stress the level of frustration I experience when trying to park. I wholeheartedly support and regularly attend the Downtown Farmer's Market, but if there is anything that can be done to improve the parking situation, I would probably be able to get even more friends/family to join me. When asking others to join me, if regrets are expressed, it is almost always related to the parking situation. There isn't even a Trax stop close enough to help alleviate parking concerns - so that suggestion is almost always shot down.
281. I cannot wait to have one and hope it encourages the year round farming of vegetables and fruits.
282. I completely support the idea of a year round farmers market
283. I do not live downtown. I would not visit it often, but it would be nice to have it.
284. I do not live in Utah year round. We have a condo in Scottsdale, Arizona and we go back and forth between our homes all year long if not traveling elsewhere. We love the Farmers Market in Old Town Scottsdale. And we love Pikes Market in Seattle. To have something like this all year long in SLC would, in my opinion, would be a great ""draw"" for tourists and an economy boost.

285. I do not see the value of building an indoor marketplace in downtown SLC AND keeping the SL Farmers markets at Pioneer Park and the Rio Grande...seems duplication of businesses...am not in favor of an indoor market that would just be another place for the homeless men to congregate...SLC needs to solve the homeless problem before adding a shopping area to the homeless Mecca downtown...
286. I don't attended the farmers market in salt lake because the one time I did it was more crafts and merchandise then fresh food.
287. I don't know where you plan to put this but having apartments nearby would be beneficial in assuring that people are always at the market.
288. I don't live downtown but I work downtown and would frequent the market for lunch multiple times per week
289. I don't live in the city so I probably wouldn't use it as much as others. I would probably enjoy it more than the Farmer's Market bease I don't tolerate heat.
290. I don't see the need for a year round market. Very few cities that have these pull it off well and create a clean and inviting space throughout the market. There might be an area that is lively but much of it becomes run down and an attractor for undesirable activities. If Salt Lake were able to combat this, I'd be for it, but I have serious doubts due to the area proposed for this market.
291. I don't think it's necessary to have a market in addition to the two other ones. If they were combined that would be great. I also don't think you need to construct a new building to house the market. You could permanently use the rio grande facility, or rent a space in trolley square and it would be wonderful and save money.
292. I don't understand why there would be a "" last"" question asking if I'm Latino? Does that disqualify me from this surgery? It's weird. I was excited about this survey until I felt like my race excluded me from any credit.
293. I don't want to see a new building. There is vacant buildings throughout SLC it would nice to see repurposing of property instead of a new building
294. I enjoy it
295. I enjoy the farmers market but it's difficult to park & we were accosted by some random homeless guy which made me extremely uncomfortable & was scary
296. I feel confident that the SLC area has tyre economic stability, cultural diversity and interest to sustain this market. Just spent last weekend at Pike's Place and was coveting an equal facility at home! Please let me know how too further support this effort.
297. I feel like it would be incredibly beneficial for a public market to have: 1) An art gallery with submission from local artisans 2)Places for local musicians to play music 3)A flexible space that could be used for holidays and events (i.e. events of the same caliber and feel as the This is The Place Christmas Market); this space could also double as the aforementioned art and music galleries. Thank YOU for taking the time to gather public feedback! I have shared this survey with friends so you will hopefully get the feedback that will help you create an amazing market. You rock, anonymous survey-free response-reader. You, specifically. May armies of your favorite animal appear at your will and

behest, and may the superpower to make your favorite foodstuff appear on Tuesdays manifest itself speedily.

298. I feel like Utah is such a growing community that focuses on supporting local and healthy options that a public market would be used regularly and bring something worthwhile to SLC. It is awesome to see all these people who regularly go to the farmers market to shop and support these farmers, craftsman and foodies. Everyone is generally really friendly and excited to share their products/knowledge.
299. I feel that salt lake has great potential for bringing good quality,authentic, fresh and inexpensive food. We just need to see things out of the box. We all want to eat better but not everyone can afford to go to whole foods for all their groceries. We all want fresh and good wholesome food.
300. I find it irrelevant to be asked about my income, schooling, job, race, and gender. I was appalled with the final questions. However, it would be nice to see good healthy pet food there as well as local businesses and NO corporately owned ones. Thank you, Blessed Be
301. I find that using front runner is the best way to come to the summer market and then walking to the park. However this june was coming to the market but didn't feel safe walking around Rio Grande.
302. I frequent the Wheeler farm market because of the parking and wide walk ways that I can move around people who are at a both or just chatting. I am concerned about parking with the type of homeless population that spend there time in the outlying areas.
303. I get busy on Saturdays or often work, making it difficult to get downtown - it would be nice to have an option that I could go to all days of the week.
304. I grew up in Mexico, walking to the ""mercado"" at least twice a week was an amazing time, getting fresh produce, visiting with friends and family there for lunch afterwards or breakfast before shopping, sampling and buying fresh products, arts and crafts, suporting small business owners and vendors,people watching, etc. It was an interesting experience everytime. I miss the simplicity of that!
305. I grew up in philadelphia, with the Reading Terminal Market. Not all vendors were open every day (the Amish bakery was only there Tuesday-Saturday) but they still have permanent stations. This is OK to do..if that's something you were worried about with Sunday's
306. I grew up in Philly and LOVE going to Reading Terminal Market for lunch. So many options but parking is always an issue. Also as far as fresh veg goes it seems that at the downtown market the quality isn't any better than my local grocer. At Home the market has tomatoes that taste garden fresh. If there is no difference in taste then it isn't worth it and it usually costs more than my grocer. I go for things like Ruby Snaps, or the fresh salsa. Those never disappoint.
307. I grow rare hot chili's and other items,I would like to join this very much. I sell mostly hot sauces and salsas as of now, But look in my to expand into a bigger grow operation,veggies ect. next year. I'm exited for its new market! Don 801 824 8232
308. I guess you know about the, um, problems with the neighborhood. I hope this could be part

of a revitalization but much more needs to be done. Until the shelters are moved, it's going to be a tough go at Rio Grande.

309. I hate to say it but in order for this to work it would have to be very ""hipster"" and in a good neighborhood:)
310. I have been amazed how hard it has been to get good fresh produce in Utah. There are several parts of the city that are food deserts. Their only option is fast food or poorly stocked grocers. Opening a Salt Lake City public market would give a wider variety of people the ability to buy fresh healthy foods. Also, Salt Lake City and the surrounding areas has a high population of people on state assistance. Having a place that provides healthy foods and accepts state assistance as payment would make a significant difference in people's lives.
311. I have been to many year round public markets and I think that having one in salt lake city would be a great addition.
312. I have been working on a business plan and thinking of ways to get grant money to bring one of these to SLC. I have a building I would love to buy and start on in.
313. I have faith in you. But if you're gonna do it-- do it right. Don't half ass it. Put Seattle to shame. Make Utah's market the talk of the west. It needs to be an event... not a market as much. You're going to have to do something about all the homeless in that area too. Good luck! The idea of this is very exciting to me.
314. I have felt that Salt Lake City was a bit behind. Someone needs to visit the farmer's markets in Santa Monica and LA. Utah is a very crafty place. Not that healthy oriented. The outdoor markets need to have more and a better selection of healthy food. It's getting better but it's more a craft market than a food market. I am in favor of having the indoor market. Would be nice to support our local farmer's all year round. I look forward to spreading the word if it happens. Would be great for Salt Lake.
315. I have longed for a year-round market just like this one for years. As someone who has worked in food or in a grocery store for many years, I hear my sentiments echoed in many, many voices. This could help bring vitality and life into downtown, and create a cultural hub centered around the best our local companies have to offer.
316. I have missed the Farmers market most of this year, as I work on Saurday A year round, daily, and evenings would be wonderful.
317. I have purchased recycleable bags at the store for farmers market purpose, but usually forget to bring them. If this indoor market happens, i think having recycleable bags with purchase of market items available would be nice. Even for existing markets.
318. I have seen smaller cities do a year-round indoor farmer's market quite well. The community experience is great! It would be an awesome opportunity for smaller entrepreneurs who cannot yet afford the overhead of a brick and mortar location as well as customers who are looking to find a deeper investment locally. Good for the economy. Good for the community.
319. I have visited the public markets in San Francisco and Philadelphia which added to the vibrant atmosphere and diversity of both cities. I think this would be a wonderful addition

to SLC, especially if it is opened on SUNDAY

320. I have wanted this for a long time. Thanks for all the hard work and perseverance it has taken to get this going.
321. I haven't been to winter market... Which I know is a thing. But maybe if there was an established time/place all year? I would like to show out-of-town friends that kind of resource and enjoy the social atmosphere.
322. I hope any location will have a unique look. Maybe some wall murals or other art. The atmosphere is a big draw. I usually choose Harmons over cheaper supermarkets because they take extra effort to make their stores and signs personalized and quirky. I hope that you allow the vendors to be quirky and weird.
323. I hope it happens! I would be a regular visitor! Especially if it was Sunday's mornings and evenings!
324. I hope the public market would have a good amount of free parking since it can be a pain to find parking downtown sometimes.
325. I hope this becomes a reality.
326. I hope this happens! I will gladly support & shop at the year round farmers market! :)
327. I hope this happens, it sounds like a fantastic idea!
328. I hope this is approached with an open minded way. I won't go to City Creek Mall because it is so very restrictive and uptight with all their rules. It is ok to ask people to be respectful and I agree with it, I just think City Creek Mall takes things way too far with their rules.
329. I hope this is going to happen.
330. I hope this venture works out, it would be great to have a year round market.
331. I hope this year round market comes to fruition. It isn't close to my house, but I'd make it a point to visit if great fruit and vegetable options are offered.
332. I just moved here and the Saturday downtown farmer's market is one of the best I have ever seen! Dayton and Columbus both have indoor markets and they are very enjoyable to shop on a random weekday/weekend or to have seasonal events to draw more people there.
333. I just moved here in August so find it hard to get info (times, locations, special events etc). Definitely interested in excellent bakery and fresh fruit/ veg - plus local arts/crafts and family events! Anything that helps a newcomer find these things would be very much appreciated!!
334. I just want to reiterate that the pricing of similar quality items, having to research what booth has the best deals on zucchini or carrots cause a big waste of time. I'm glad for the large selection, but sometimes I'm upset I spent 8 dollars on tomatoes when there's just as big a selection/quality sold by a vendor in a less desirable location (not a corner?) for less.
335. I know you guys are dead set on restoring Rio Grande, but I see it's proximity to the panhandler camps as a major challenge. Also, I think it may be a missed opportunity. Seattle has theirs in their tourism area. Our biggest tourism area is around Temple Square and the convention center. Wouldn't be better to build one closer to there and close to

TRAX on S Temple?

336. I know you guys will do a great job. I am really excited for this to become apart of our community.
337. I like the freshness of the products but I'll stop by mostly for the lemonade stand and the fresh eggs, they make a difference in flavor when cooking..I would love to be able to have a larger variety of fresh produce for cooking. ..it
338. I like the idea but not sure if the location is right.
339. I like the idea of a full time farmers market. I understand that it may include some out of state vendors but, especially for produce, I hope you keep the focus on local, instate products. Part of why I like farmers markets is to support more environmentally healthy consumption, rather than polluting the world with all the shipping of things to far away places. I like a wide variety of items, but please keep it local as much as you can!
340. I like the idea of a public market because it would offer another option for food shopping for foodies and home cooks and it could also be a visitor's destination. just like pikes market in Seattle and the one in Vancouver BC.
341. I like the idea of a public market but as Salt Lake grows so do its neighborhoods. I live in the Cottonwood area and there seems to be a great deal of ""Downtowners"" who put there nose up at any area past 2100 South. It's too bad such a public market couldn't be more central to all of the area.
342. I like the idea of a public market depending on where it'd be. I'd also be hesitant about seafood since we are land locked. I lived in WA before and Pike Place Market has excellent seafood, but it's fresh. For the freshness, it'd have to be flown in making it expensive for consumers. I do love this idea though! Wenatchee WA, where I'm from, got a public market a few years ago and it's great!
343. I like the idea of a Salt Lake City public market!
344. I like the idea of having more market options in salt lake city. Also, please, more vegan/vegetarian options and food trucks too. I am currently dependent on public transportation and work Saturdays so I have missed out on the SLC Farmer's market this year. I feel bad about that. I want to commit to supporting more SLC markets but it is very difficult for my schedule to add in extra commute time. I live in the Aves and work in Marmalade district so I keep hoping a farmer's market or bazaar will pop up within walking distance of where I live or work and then I will be sure to visit and spend \$\$ regularly.
345. I like the idea of the location being West of Rio grande if that means the area will be cleaned up. This may help. But if that area stays as it is I would be less likely to come.
346. I like the idea that some vendors are there only part of the time, so that some of the vendors change regularly. Or maybe have a booth to spotlight new business owners or Farmers so everyone gets a chance. Plus if it was the same all the time there would be less rain to go regularly I want to see who is new and what they have to offer as well as see my favorites.
347. I like the open park setting best.
348. I like when there is live music, and I'm a huge fan of shellfish. Also, I like when markets

carry seasonal produce.

349. I live a little ways away but would love this!!! If I lived closer I would be there all the time! I grew up in Seattle and love pile place! I crave the things they have and often wish I was there. This is exciting!
350. I live downtown and frequent markets in slc and other cities I visit. But honestly locating this west of the Rio grand depot as the intro states, seems too dangerous and seems to completely ignore the situation there right now. I would NOT shop there until the homeless situation and 500 west campground is fully addressed. It feels WAY too dangerous over there right now to even think about shopping at what I'm sure would be a cool indoor public market otherwise. Fix the problem than build the market. Or maybe build the market somewhere else.
351. I live downtown, so walking safety from my home to a public market is a concern for me-- the Rio Grande district is kinda unnerving at times, so any added security measures in the area would be a huge bonus. Excited to hear more about this!
352. I live in Alpine and work in Salt Lake. Sometimes I make the drive to go to the farmers market on Saturday. It would be great to have the market open during some weekday evenings. I would go there all the time!
353. I live in Bountiful, but work in salt lake. I would stop by to shop here on my way home, or we would probably come to eat on the weekends. It would be great for us if the location was close to the freeway. That is more realistic for us to visit from Davis county.
354. I live in Provo, but if this was an ongoing option I would love to visit sometimes. I think bringing in extra vendors that have gifts and other kinds of items (soaps, etc.) would be great. So many amazing businesses are from this area.
355. I live in the Rio Grande neighborhood, as a tax-paying homeowner. Please help us convince the police department to actually enforce the law in our neighborhood. Homelessness is compelling, but the police dept's decision to allow camping & open drug culture in Pioneer Park is making our neighborhood ugly and unappealing, and increasingly unsafe. Many of my friends who live elsewhere will no longer come to the market because the campers/squatters in the park (the rest of the week) create an such an unappealing aesthetic. I don't think the homeless PEOPLE are the turn off. It's all of their STUFF. Camping is illegal in the park. Police just need to enforce that law.
356. I live in the south west end of the valley. The travel, and condition of the area effect my decision to frequent the market.
357. I LIVE IN WEST VALLEY AND IT WOULD BE NICE AND MORE EASER FOR SOME OF US OUT HERE IF THERE WAS A FARMERS MARKET MORE CENTRAL.. LOCATED IN THE MIDDLE NOT SO FAR NORTH EAST
358. I live the markets, however, it's still not easy shopping for myself having celiac's. To get quality foods that are fresh or local is almost impossible or over priced.
359. I lived in a city with a farmers market open Tuesday, Thursday, and Saturday. They provided fresh meats and fruit and vegetables. I did almost all of my shopping there weekly. Great idea expanding service. Check out the Flint farmers market.

360. I lived in Cleveland Ohio and shopped at the Westside Market weekly. It is one of my best memories of living there and was very disappointed when I realized SLC didn't have one. It would be great to have one here!
361. I lived in Minneapolis and Milwaukee and absolutely loved the market. I just visited Copenhagen and they have a fantastic market. I think SLC definitely needs one. I think the Liberty Park/Trolley Square area would be a great central location. I shop at Trader Joes, Whole Foods, Natural Grocers, and Smiths. Being in that area would allow for people to have variety close and encourage healthy competition.
362. I lived in Seattle for over six years and the Pike Public Market was almost a daily visit for me. Not only is it essential to have a reliable destination for fresh, quality foods, local crafts, art, and flowers, it was always a bustling, welcoming and joyous place to be. To get to know local vendors (and other customers) on a first name basis is so wonderful, and enhances a sense of familial community that I feel downtown SLC is severely lacking. A public market could do wonders for our city (and ESPECIALLY the strained situation plaguing the Rio Grande area), not to mention boost tourism! Please please please make this happen! I would be a consistent visitor. Please and thank you!
363. I lived outside Philadelphia for a couple of years and loved to visit Reading Terminal Market. It was a destination for locals and tourists. It would be great to have something like this in Salt Lake City.
364. I loooove farmers market...make it year round!
365. I love all farmers market. But I wished it was at a different park. I found a used syringe at its play ground during the farmers market. I love to go to the market with my kids but I'm not sure if it is family friendly to spend time.
366. I love coming to get my fresh produce from reliable and local farmers!
367. I love farmer markets!
368. I love farmers markets for both groceries and socializing with friends when there are food trucks/stands BUT the prices are becoming unshoppable. I pay \$20 for a few greens and maybe one or two individual fruits but \$20 at Smiths can get me full produce for a week for 1 person. I know it is not the city deciding prices but farmer's markets are now becoming to be more of a "hip" thing to do than an affordable way to get fresh produce and help the local community/businesses sustain itself. Many of the vendors are using this fad to capitalize to a point where I don't want to spend my money on something I know is overpriced even if it is local. I would love to see some type of input that involves more reasonable pricing for consumers.
369. I love going to Farmers markets all over the city however I find them quite pricey. I love to support local businesses but they have to remember that if they want their communities support to eat / buy local they should not get so greedy.
370. I love going to the market, and would appreciate if it was available all year round
371. I love having the farmers market! It would be wonderful to see some sort of farmers market in Liberty park. It's the best park in salt lake.
372. I love how dog friendly it is so I can bring the whole family

373. I love it
374. I love it! I wish I could go more often and would if I lived closer.
375. I LOVE IT!!! honestly I look forward to it every week it's the highlight..recommend it to all my friends and family and have introduced some new comers to the awesomeness ! I cant express enough appreciation for it
376. I love love love the farmers market and would really enjoy having a year round addition. I'm happy to support this any way I can!
377. I love most everything about a permanent public market the location is the only thing that would keep me from going there regularly. Down town, especially that area is not appealing to us suburbanites.
378. I love pike place market and indoor farmer markets in the East and Northwest. I hate Pioneer Park. It's too crowded but it's the parking and environment that I really hate.
379. I love pikes market
380. I love Pike's Place (my daughter lives in Seattle). Have said many times how much I would love to have a public market here in Salt Lake not only for my own shopping choices, but also as a visitors' destination.
381. I love Pikes Place because they have a variety of foods that you don't get anywhere else, that's what I would look for in a place like this in Salt Lake.
382. I love Seattle pike's place and San Francsico ferry plaza market and it would be so incredible to see something like that come to salt lake.
383. I love seeing dog rescue groups.
384. I love that there are more vendors each time I visit. Reminds me of the markets I grew up going to. Although it would be great to add food vendors that sold fresh fruit salads, drinks.
385. I love the Downtown Farmers Market! It's frustrating that the public market has taken such a long time to come together but I think now is the right time for our community. This is YUGE opportunity for Utah's food community.
386. I love the Downtown Farmers Market! It's one of my very favorite things about summer.
387. I love the downtown market! Would love to have a year round option.
388. I love the Farmer's Market -- in theory! I always get excited about opening day but never follow through with plans to visit on a weekly basis. I'm not sure why, exactly, but it has to do with the market layout. I get overwhelmed. I lose track of where vendors are located and don't return to their booths. I feel like I spend way too much for very little. I know I'm probably just doing it wrong so anything you can do to improve the experience would be greatly appreciated. Thanks for all you do!
389. I love the farmers market, but I'd also love a public market
390. I love the farmers' markets - both the main one in the summer and the smaller, indoor one in the winter time!! I would love it if we had a year round market as well, and I think it would be great for the community!!

391. I love the idea and I think it would be a draw for visitors as well
392. I love the idea and think if done right it could be a great tourist attraction. Unfortunately I rarely shop downtown because of parking.
393. I love the idea for indoor market like pike place, but there needs to be community cleanup before this is achieved for it to be at Rio grande. Also, there needs to be good marketing for it. I'm planning on attending ""made in Utah"" at gateway and I love this idea! Definitely a fan! Hopefully this goes through :)
394. I love the idea of a local, year round market. If you're going to do it though, make it primarily about the food, not the artists. If the farmers/ranchers/etc end up secondary, it defeats the purpose of shopping at a Farmer's market if it's not mainly about the farmers
395. I love the idea of a more frequent, permanent, year-round option to purchase local food - I would shop there multiple times per week for the majority of my groceries!
396. I LOVE the idea of a Salt Lake City indoor market. I think it would greatly promote local businesses, and benefit the Salt Lake economy altogether. I hope this happens!
397. I love the idea of a year round market, it would be so convenient to be able to shop for specialty food and fresh produce without traveling to several stores. A food hall would also be a great addition. I love eating at the LA market, Eataly and the Packing House in Orange County.
398. I love the idea of an indoor public market like those I've seen in Europe. I would definitely shop there if the quality of the products was high and the vendors mostly local.
399. I love the idea of having a farmers market year round. I love going to get out, get fresh food & bring my dogs out for socializing.
400. I LOVE the idea of having an indoor SLC market similar to pikes place in seattle. Would definitely go all the time, especially if there were vegan vendors.
401. I love the idea of having artisan food, alcohol, good quality handmade products, FRESH seafood, and fresh fruits and veggies
402. I love the idea of supporting local business
403. I love the idea! I commute out of the city though for work so personally would only use it on weekends and evenings.
404. I LOVE the idea!!
405. I love the idea!!
406. i love the idea!!! hope to see it become a reality!
407. I love the idea, but Wiuld want to make sure that it was well populated and safe to visit current proposed location is sketchy, but with the right plan I'm sure the city could help make it great. Also please make sure to have plenty of parking!
408. I love the idea, but would love to know there is ample parking available and is located in a good place... somewhere that is aesthetically pleasing as well. Think: Pike Place. The surrounding area is beautiful. We want the Market AND the Experience!

409. I love the idea, I think that it would create a great community venue and startup space for local businesses.
410. I love the idea. As SLC gets more residents downtown, I can see this emerging as not just a nice ""amenity,"" but a real need. I was just in Detroit, and even though their Eastern Market is just on weekends, it's big and vibrant and amazing. SLC could make this work.
411. I love the idea. I have been to Pikes Place market, Reading market, Eatly in NYC, Quincy Market in Boston, midtown market in Minneapolis and other markets around the country and the world. I travel a lot for work and an indoor, local market is really just an awesome place to get a taste of local food and other goods. There is nothing I love more than looking at all the fun, delicious produce from the local area, eating the local specialties, observing locals shopping or stopping in for lunch, and just really feeling the vibe. I've noticed around many public markets there are many business of all types, probably attracted by the foot traffic of the market. Really, the public markets are just great places and real hubs of downtown. I love the idea of making one for salt lake. Really nice idea.
412. I love the idea. I would support it.
413. I love the idea. Very excited about more fresh food options and supporting local businesses. I am concerned about the location due to the crime and homeless population in the area.
414. I love the idea. We could really use something like this, especially on Sundays! Could be great for tourism.
415. I love the market but walking to it sometimes is a pain. I've been screamed at, bothered, and harassed by the homeless population especially on Main Street and by caputos. Is there anything that can be done to improve safety? I'd be 100% more likely to stay longer if I wasn't worried about someone harassing me.
416. I LOVE the market in Seattle and would love to have something similar here! I hope this is something that can be done and would even be willing to donate time or small amounts of money.
417. I love the market! I wish I lived closer to downtown!
418. I love the market. I love being involved. Hope we can help with the new market, but we will shop there either way.
419. I love the markets in other cities and would welcome an additional year round marketplace in Salt Lake City. If it were open on Sundays or would be fantastic.
420. I love the public market in Napa valley. If you can have a similar design it would be amazing.
421. I love the Salt Lake City Downtown Farmers Market. I live in Provo and always make a point to come to it at least three times a season. Provo has one but it just can't compare. If there were a year-round public market I'd fully support it. Especially if it were open on week day and weekend evenings. I recently went to a cool food hall in California. It was like a giant food court for local eats. I think it would do so well in SLC. Here's the link: <http://anaheimpackingdistrict.com/>.

422. I love the salt lake farmer's market! Keep up the good work! I especially want to see fresh eggs if the indoor year round market comes to be.
423. I love the Seattle market with a mix of food vendors, artisans, and I especially love the low cost of most items the market provides and would love something similar in Salt Lake
424. I love the SLD farmers market and have been going every year at least twice a month every year. This year I noticed with the popularity of the farmers market it seems that the produce prices have gone up exponentially because people have made the trip out there, they might as well purchase what they came for. I've done some pricing of fresh local produce and Harmon's used to be high end expensive, but now compared to the SLDFM they have better prices with better produce and the convenience of going when you please. I love the excitement and fun of the farmers market, but I've learned what is a good deal and what is a rip off (\$1 for one tomato, \$4/lb for cherries?). A lot of the art vendors have gotten boring and some of my favorites have left. I'll keep going because its awesome, but If I have some input, here it is! Thank you for all you do!
425. I love the summer market, but what keeps me away is the heat in July and August. It can get unbearable real early in the day. An indoor facility to complement the outdoor one would bring me in more often, especially if it was open in the early evening.
426. I love the thought of it being open on Sundays! Hoping the location would be downtown & easy access for biking and public transport.
427. I love the Winter Market, such a fabulous addition! Looking forward to a full-time public market.
428. I love this concept and hope it comes to fruition.
429. I love this idea and think it would really upgrade the city. Please make it open on sundays, and please keep it in the city or on the west side such as pioneer park area.
430. I love this idea and will happily support it!
431. I love this idea and would love it even more if there are spaces for musicians and artists to perform regularly. I feel strongly that such a market is best suited for local food businesses, craftspersons, and artisans and should not be co-opted by larger chains and corporate entities (in which I would include Harmons, Smith's, and the like). I would also encourage the market to embrace regionally available foods rather than importing items like seafood (which I love but is not sustainable for transportation and consumption in the Great Basin). Pike's Place Market offers welcome inspiration. So what would a Rio Grande Station Market look like? Butchers slinging sides of beef, lamb, and pork to one another? Juniper rubs and sage spice mixes next to local cheese-mongers? Fresh coffee roasters and gourmet hot chocolates? So many exciting possibilities...
432. I love this idea so much better then your ""art project"" idea. Looking at other successful city models and building off of that to make it our own is such a great idea! even
433. I love this idea so much!!! Please do this!! Gateway Mall needs a makeover!
434. I love this idea!
435. I love this idea! Thanks for making it happen. My schedule often doesn't allow me to hit

the local markets (and take time to figure out where/when they are). I like the idea of knowing it's all in one place everyday and I can head over there when it works for me.

- 436. I LOVE this idea! Whenever we travel we go to fabulous food markets and wish there was an option like that in salt lake!
- 437. I love this idea! However, I don't think we need an upscale indoor market until we have curbed the homelessness issue significantly. They need homes more than I need specialty foods—especially food they couldn't afford.
- 438. I love this idea! I think it's the next step for Salt Lake. People need more options during the week for produce and this would help the farms. I love that classes will be a part of this experience as well!!
- 439. I love this idea! Keep up the great work!
- 440. I LOVE this idea! Please make it happen!
- 441. I love this idea! The indoor markets in Philadelphia and Seattle are my favorites! The current neighborhood is a HUGE drawback though. That area has deteriorated dramatically, and frankly I don't want to bring my children anywhere near there!
- 442. I love this idea!!
- 443. I love this idea!!! I think it would be a great asset to residents, as well as a tourist attraction. My only concern is it's location near Pioneer Park. I would not want to take visitors there for that reason.
- 444. I love this idea!!!! Please do it!
- 445. I love this idea!!!! Would love to see it come to life!
- 446. I love this idea, and I love the Depot location idea. I think putting a year-round public market at the Gateway is a perfect way to perk up the business of the area, and since I live right there, it's also very convenient for me. I would love to be able to walk to do my grocery shopping rather than get in the car to drive to Harmons.
- 447. I love this idea, I hope it comes true!
- 448. I love this idea. But honestly-I will probably not go to a market that is right by the homeless shelter and ""skid row"" behind the gateway. If it's the area I'm thinking of-are you serious?? That place is disgusting. There would have to be major changes in the surroundings. And I'm sure many others will agree-no one wants to be accosted by the homeless and drug addicts that congregate there.
- 449. I love to introduce my kids to local shops/experiences. Easy access for small kids is important for my family. Shopping carts w/ child seats or room to take a stroller. Also, a place I can park safely and get my kids to and from the shop easily.
- 450. I love Tues night market because less crowded and no arts/crafts. Would be great to see this more often!!
- 451. I love you!!!
- 452. I loved being at Pike's place in Seattle, and would love to have a location that is constantly

dedicated as a market place in SL

- 453. I make my family visit the farmers market every week we can. I can't even fathom the awesomeness we could experience at a public market like the one proposed.
- 454. I moved to SLC 3 years ago from the Bay Area. I was nervous about moving here, but I have fallen in love with this city. And it keeps getting better. I'd love a ferry building here. ??
- 455. I only buy organic produce
- 456. I only live by myself but I shop for others, for my daughter in law, etc. so it is not a fair representation
- 457. I only shop vegan and organic. I have been less inclined lately to travel to the Farmer's Market because the offerings for these foods have been limited.
- 458. I prefer to shop local so I would love to have more local shops to support.
- 459. I really enjoyed the farmers market back before it was trendy. Now it just seems over crowded and catering to the ""in"" crowd instead of normal people.
- 460. I really hope this becomes a thing!!!
- 461. I really hope this comes into fruition and cannot wait to hear more about it! Would be a great asset to salt lake to have year young with a solid addition to our growing locally thriving economy!
- 462. I really hope this happens! I am from Seattle, and I have been saying since I moved here how a Pike Place-esque market would be the most amazing thing in Salt Lake. I like shopping local; I hate going to Smith's.
- 463. I really hope we get one, it'd be super nice to have access to all of Utahs local vendors.
- 464. I really hope you guys do this!!! It would be so amazing!!!
- 465. I really like Pike Market in Seattle, however there is one I like even better- Philadelphia's Reading Terminal market. year round totally closed in for comfort in cold and hot seasons.
- 466. I really like the idea!
- 467. I really, really, really want this market to happen! It would be an amazing thing for salt lake city!
- 468. I recently visited Kansas City and thought their riverfront market is another great example.
- 469. I see the pictures are of pike place market, if it had similar wares (minus the seafood due to no proximity to water) I'd go there. I love the honey, olive oil, vinegar, and other such goods that you find at pike place.
- 470. I serve on the Rose Park Community Council. People in my up and coming neighborhood are crying out for something just like this. If you build it, they will come.
- 471. I shop at the Downtown Farmers Market every Saturday in the summer, and try my best to make it to every winters market. I love the idea of a public market, but I feel that it would have to bring something different to the table, something that you don't see everyday. I would love to see a place where I could get my produce, my meat and fish, my wine, and

my fresh flowers all in one place, while also connecting with the people that sell me these goods. That to me would be a successful public market.

- 472. I strongly support opening a Salt Lake City public market and feel it will be great for our community.
- 473. I support a public market. I think they add to a city's culture. When I travel I often visit a city's public market.
- 474. I support this fully and very excited about this possibility.
- 475. I think a local market would be great. I couldn't shop frequently but i would occasionally. And if it was like Seattle it would be great for tourism also
- 476. I think a location by the intermodal hub would be a good one. I've always thought this would be a great idea here... especially since we dont have food coops like most normal cities.
- 477. I think a market could provide a great resource for locals, particularly outside the summer season, and could potentially be an attraction for tourists (like Pike's Place, Reading Terminal, etc.).
- 478. I think a pleasant mix of local produce with giving ethnic groups a chance to show us their restaurant skills would be excellent. There is a market sort of like that and called Emeryville Public Market in Emeryville California. It is always packed and always very very popular. It also Sports an arcade and pool hall
- 479. I think a public market would be an amazing place making opportunity. I would hope that in addition to excellent vendors, you would seek out a building that has architectural appeal (not a beige new-build!) and that artists would have the chance to design sitting/gathering spaces/public artworks should the space allow for that.
- 480. I think a public market would be wonderful! I think it is important to have a good layout that lends itself to people popping in to grab something quickly and also provide space for those who want to hang out and enjoy the market. It would be nice to have adequate setting so people could eat there, along with accessible parking. I also think it might be good to separate the crafts from food and farmers so if people want to grocery shopping they don't have to filter through jewelry stands. I have stopped going to the downtown market because it is so crowded and impossible to get through the crowds with my kids.
- 481. I think a year around market would be a great addition to our city and also a great place for tourists to visit.
- 482. I think a year round market is an amazing idea
- 483. I think a year round, daily market would be fantastic for not only my needs but increasing the quality of business in Salt Lake. I would go at least once a week and probably do as much of my grocery shopping there as possible!! I would also love to have more ideas/options for local coffee shops and I would visit multiple times a week for that.
- 484. I think a year-round market would be a great thing for the public and for the downtown area.
- 485. I think a year-round market would be a great use of space for the central location being

considered. I would also recommend checking out the layout of DC's Eastern Market as you are gathering inspiration!

486. I think an indoor market comparable to cities like Seattle, D.C. and New York is just what Salt Lake needs! If it is done well and keeping to the local only businesses to support our local economy. Most cities have something like this and it is a great way to maintain the buzz of the summer market throughout the year. It would also be a great attraction for tourists to visit, all the better serving our community and local businesses.
487. I think having a variety of musical guests each week would draw more people in.
488. I think having a year round market would be a huge draw...could be marketed for tourism too.
489. I think having an indoor facility is a really good idea and hope it happens! Local products here and salt lake is amazing and I would love to have access to those products as often as I can.
490. I think having year round farmers market will benefit Salt Lake City. It will provide things to do for people, who don't like to do outdoor activities. Also it will bring the community closer together.
491. I think if it were a true downtown or especially Sugarhouse market (where the old DI was located) I think this would be a popular tourist attraction
492. I think it would be amazing. Also products that might not be grown in UT bring in from other areas
493. I think it is a great idea! I love Pike's Market in Seattle.
494. I think it is a great idea! I would love to have more regular access to local produce and meats.
495. I think it is a wonderful idea! Go for it!!
496. I think it is an amazing idea!!!! I prefer shopping at the farmers market than the grocery store.
497. I think it is great idea and could bring a positive influence into that area, good luck
498. I think it sounds pretty great, and only marked down that I wouldn't eat there for lunch because I do not work downtown.
499. I think it would be a great addition and a major draw to come to Salt Lake City.
500. I think it would be a great asset to our community!
501. I think it would be a great place to go and obtain local products.
502. I think it would be a wonderful addition to downtown
503. I think it would be AWESOME to have a more permanent farmers market similar to Seattle. I go to the Seattle market EVERY time I visit!
504. I think it would be great for tourism! I always like visiting the indoor markets in other cities and countries.

505. I think it would be great to have a year round, indoor market. Salt Lake needed one years ago. Let's do it!!
506. I think it would be great to have a year-round public market. As the city continues to grow, I'd love to see it embrace and support more of the local vendors and shops vs. big box stores. Make the market a one of a kind experience so that word will spread!
507. I think it would be great to have different hours offered and a year round market!
508. I think it would be not only a boon for local customers, but for tourists, as well.
509. I think it would be really great to have a year round market like Pike Place Market in Seattle. I think if done correctly it could great for tourism too.
510. I think it would be such a fun experience to have a public market in Salt Lake City! It would be great to have such wonderful food, but also, just to experience it and see what there is to see!!
511. I think it would be wonderful to have, especially on Sundays!
512. I think it would increase cultural awareness and provide a strong community influence, while promoting healthy eating, and driving local business.
513. I think it'd be an amazing addition and I would be a regular customer
514. I think it'd be so awesome to have a year round public market! Let's make it happen!
515. I think it's a good idea. I think having it so close to the homeless shelter is a deterrent, especially when it's dark. Would it be pay parking? I hope not. I also hope it's not just a flea market. Maybe mix it up a bit.
516. I think it's a great idea and would love to support it. I would be interested in food products, not arts and crafts. Something like French Market in Chicago would be amazing.
517. I think it's a great idea as long as the focus was on local businesses and producers - things made locally or specialties directly imported by local businesses (like olive oil and citrus) so that the profits go directly back into our economy. I also would want to see a strong emphasize on quality and sustainable origins. I would shop there on a regular basis in preference to a regular grocery.
518. I think it's a great idea to revitalize the area around Rio Grande. However, the homeless population will be largely displaced. Is there a plan in place to address this issue?
519. I think it's a great idea!
520. I think it's a great idea! As long as the quality is there and it stays fairly affordable!
521. I think it's a great idea, I love supporting local!
522. I think it's a wonderful idea and hope this idea comes to fruition. It would also be a great place to feature local musicians and artists.
523. I think it's an excellent idea! It would be great for the local economy, and for our tourist. We need a one stop market.
524. I think Salt Lake City culture is ready for this!!

525. I think salt lake is growing tremendously and a public year round market would add so much to an already lively culture.
526. I think that a public market would be an amazing idea. I live outside the city but I come in frequently for the farmer's market. Having a public market would make it so much easier with small children and I don't have to bother my husband to go in with me on his one of his only days off. But if it's anything like Pikes, he might go willingly.
527. I think that good parking options should be available. Also some sort of crowd control, the farmers market in pioneer park gets insanely crowded
528. I think that it would be really nice to have this year round market as long as we don't lose the farmers and vendors that we now have at the summer market.
529. I think that with winter market would be too much competition. And you would need to host events there to get people used to going there. Living in Sandy, I am not likely to go unless it's for a special reason.
530. I think the idea of a year-round market is INCREDIBLE. I lived in Seattle this summer, and Pike Place adds so much life to the city. Very good idea.
531. I think the main reason I don't shop at the farmer's market now is that its not at the time I usually shop. However, a year round area, that is open in the evenings, would be perfect for someone like me!
532. I think the market is fantastic and like the idea of expanding it. The city needs to do more to reduce homelessness and drug activity near pioneer park
533. I think the public market is a great idea. However, that area is experiencing an increasing amount of homelessness and crime. Panhandling is a major problem and one of the main reasons why I try to avoid that area. There would need to be an increase in police presence before I would feel comfortable parking and walking to that building by myself, especially during evening hours or when it's dark.
534. I think the public market would be a great idea, and great place for tourist to stop by.
535. I think the SLC public market is a great asset to our city and hope that it continues to grow and expand in the coming years.
536. I think the tough part will be handling parking. If it is located near a garage or has one built in (if this is new construction), it may help, but the farmers market is usually a zoo and people drive in a dangerous manner while trying to find parking makes it too intimidating for me anymore.
537. I think this is a brilliant idea!!
538. I think this is a brilliant idea. I hope it works out
539. I think this is a fabulous idea for locals, and to boost tourism. I would love to also see something like this for Ogden or Cache Valley, as these are closer for me. However, if a Farmers Market, such as Pikes were to open in SLC, I would definitely make the drive. I have been to Pikes Market in Seattle twice in one year.
540. I think this is a FABULOUS idea! Florence Italy has something called the ""Super

Mercato"" It is an indoor markwt as well as a place where several ""restaurants"" are but just one Huge eating area with tables and chairs sgared amongst all the customers of the vendors. It's always busy and a place I LOVE to visit! It would be fun to have a place like that here! It sounds like this indoor market is a similar concept.

- 541. I think this is a fantastic idea.
- 542. I think this is a great idea and I would love to see it! It puts us on par with other large cities with diverse communities. I would leaving a blank space for gender, as not all individuals identify as male or female exclusively.
- 543. I think this is a great idea and if styled right I think it would encourage more people to eat healthy and locally grown products.
- 544. i think this is a great idea and i'm certain the public response would be highly positive. my only concern would be the location; i rarely visit the winter market at the rio grande because of the overwhelming homeless presence in the area and my feeling less than comfortable there even in daylight.
- 545. I think this is a great idea!
- 546. I think this is a great idea!
- 547. I think this is a great idea! It will help local businesses, the Salt Lake City economy & improve the area around Rio Grande.
- 548. I think this is a great idea. Great for locals and a place for visitors to go. The Mercato Centrale in Florence is a great one I have been to that farmers market items, specialty cooking items and had restaurants lined up with a lunch counter setup. Would love to see something like that.
- 549. I think this is a great idea. I would love more opportunity and access to local products and fresh food.
- 550. I think this is a great idea. I'm skeptical of the location though. I personally don't like walking in that area especially at night and would be worried about my car being broke into my entire trip if I drove.
- 551. I think this is a great idea. Tons of cities have these markets.
- 552. I think this is a great idea. We love going to Pike's in Seattle and would love to see something like that close by.
- 553. I think this is a great idea. You should also check out the Reading Market Terminal in Philadelphia. It is a foodies paradise.
- 554. I think this is a really great idea. I'm a manager of a local restaurant--how great it would be to be able to get fresh, local produce more regularly! For work and home.
- 555. I think this is a terrific idea. Salt Lake is booming and there is a great call for local, fresh food and more variety and the kind of culture that comes with promoting local businesses. I would be a very frequent customer of a year-round market, and I know that many of my SLC area friends in the same age range (30s and 40s) feel the same.
- 556. I think this is a wonderful concept and would support 100%

557. I think this is a wonderful idea!
558. I think this is a wonderful idea! I think it will benefit local small businesses but also I think it will be another huge draw for tourism. I'm thrilled by this idea!
559. I think this is an amazing idea and I hope it pans out!
560. I think this is an amazing idea!
561. I think this is an AWESOME idea and I would do whatever I can to support it.
562. I think this is an incredible idea. I am very pleased with the direction Salt Lake City is going in regards to promoting small businesses and accessibility to local-grown food.
563. I think this project would make SLC a competitive place to visit similar to cities that have an indoor market (like Seattle and Vancouver). For residents, it will help spread out traffic so the experience can be enjoyed. I love supporting local food but I HATE the hassles (lack of parking, congestion, safety hazards) that the current Liberty Park location has. Those things greatly reduce the number of times I'm willing to shop there.
564. I think this public market idea is great, but it would need to be somewhat different than the farmer's market. I wouldn't go regularly if it was just a replica.
565. I think this sounds like a great idea. I would love to be able to get a beer and walk around and do some shopping. Maybe also have a play area for children.
566. I think this sounds like a great opportunity to display the unique culture and products Utah and SLC has to offer, but I'd be concerned about the homeless population in that area (just like with the farmer's market) and stocking the market through the winter months. Unlike coastal places like Seattle or SF, the seafood wouldn't be a draw, or realistic really. A hope for this market would be that it be very unique to Utah, this region, and what can grow and be plentiful here, as well as the talented makers and shakers we have. Sounds awesome if it shakes out!
567. I think this would be a great idea! When we lived in San Francisco we shopped at the farmers market at Ferry Plaza every week. I think Salt Lake has grown up enough to sustain this type of market.
568. I think this would be a phenomenal addition to our city.
569. I think this would be a wonderful asset for the community. It would give locals the chance to purchase fresh produce all year long. It is a nice way for the community to come together.
570. I think this would be an amazing addition to the Downtown area!
571. I think this would be FABULOUS!!! Please do something like this, we desperately need it in our city to support local companies. I travel to Milwaukee a lot and spend a lot of time at their public market. They would be a good example. I will definitely be sharing this survey!
572. I think this would be great for local and tourist business.
573. I think this would be so great!
574. I think this would be Wonderful and I hope to visit a year around market in the near future.

100% for it!!! :)

575. I think turning Gateway into this market would be great! Each of those empty shops turning into restaurants or delis, and adding pubs and bars in would be great.
576. I think with something like this, starting with a scale down version to start with may be wise. I would hate to see a market open up just to close its doors just a few months later. Also, a grand opening in summer, when people are more likely to shop, may be best to peak interest then extend to year round. Fantastic idea!
577. I travel extensively and try to attend as many farmers markets as I can find. The only one that comes close to the SLC farmers market that I have seen in the past 10 years is Portland, OR and I don't think it had the number of vendors that SLC does! KEEP UP THE GREAT WORK!!!!
578. I try to only buy organic fruits and veggies; and non-gmo foods; and hormone, antibiotic-free meats and eggs; organic dairy. That would be my most important reason for travelling to downtown SLC for this type of market.
579. I use the farmer's market to teach my daughters about where food comes from especially in our state. I also prefer to support local artisans and farmers.
580. I used to live outside Seattle. I would travel into Seattle just to hit Pikes Place Market. The variety, and accessibility made it the perfect place for shopping/meeting friends, and the atmosphere made it a place we wanted to be. I would love that in Salt Lake City.
581. I visit Salt Lake every 3-6 months and do my teacher training there. Every summer is a wonderful opportunity for me to spend time at the market. I would love seeing an indoor market for my October visits!
582. I volunteered for two years with the market (and not court ordered, I might add!) I did it out of love for my community (poplar grove), which desperately needs some help as our homeless population continues to explode and the overflow migrates into our neighborhood. I worked ""Information"", which is great to a point, but got really weird when tweakers came asking where to score.
583. I want a local source of Louisiana products. Boudin, Alligator sausage, Andouille, Crawfish tail meat, Okra
584. I was there this past Saturday volunteering at a booth and ended up getting a \$30 parking citation because I parked in a no Parking zone. The sign was nearly impossible to see as a driver because it was partially obscured by a tree growing next to it. The parking situation is the #1 reason why I don't visit this Farmers Market more often so this made me even more unhappy. SLC needs to come up with an easier more convenient way to get people downtown for the Farmers Market and other events.
585. I was very happy to see this survey on fb. I hope my long held dreams for the farmers market are finally able to come to fruition.
586. I welcome the idea of a permanent market and would make extra efforts to visit it. I would urge strongly to focus on actual **food**, and try to give preference to locally grown fresh food. Please don't include carved fairies, shaman sticks, scented candles, wire jewelry etc. Nothing against these merchants but when I go to a farmers' market I am looking for

FOOD.

587. I wish it was easier to park at the new location of the downtown Tuesday's Farmers Market. It was so easy to park and access at Pioneer Park. I went 3 times to Gallivan and then stopped. Too hard to park and carry heavy produce purchases back to my car.
588. I wish there was an inside farmer's market no Sundays. With having a full time job and being a grad student, I don't have a lot of time. It would also be great if there was a ""starving-student"" program or some type of discount for students.
589. I wish, wish, wish we had a Sunday market.
590. I work downtown, so the idea of a market on weekday nights would be very appealing to me. I have visited the Gallivan market on Tuesdays and have purchased things, but I love the idea of a more comprehensive market. If I stay away from the downtown market on some weekends, it's because I don't want to brave the parking issues.
591. I work in an office just north of the Gateway Mall. I would love better food options in this part of town!
592. I work in downtown and would love to go to another place like Harmon's city creek that has snack and lunch options and also let's me make purchases for dinner. I tend to shop daily for my grocery needs because fresh food is the best food.
593. I work with SLC nonprofits and community development. I would love to see a year round market - I know there is less food production in the winter, but it exists and I think it would be nice to cut down on the amount of arts and crafts during the summer and add in more of these during the winter months. I wish it was open on Sundays, weekdays, etc. I would LOVE to have a full time market and think that it would bring amazing development to the Rio Grande area - the farmer's market has already improved so much, let it be a main part of the community!! (and PLEASE lower booth fees for farmers and artists!!!!)
594. I worry about the safety in the location next to the Rio Grande. We were regular dinners at the Rio Grande restaurant and recently we have gone elsewhere because of our young family and lacking of safety. :(
595. I worry that the location you specified would be unsafe due to the proximity of the crazy homeless problem that slc currently has.
596. I would absolutely love this! I think it's a great idea and I fully support it. I'd love to experience the farmers market all year long.
597. I would absolutely love to have a year round market!!!
598. I would absolutely support a public market to Salt Lake City! I would make intentional weekly trips
599. I would also like to see Tony Caputo, Solstice Chocolate and Japanese ramen places (Tosh's, Kyoto, etc.)
600. I would be interested if crafts were not involved. I would love a market that was based on food only.
601. I would be very inclined to shop at an indoor farmers market. The location isn't ideal,

however, as I would feel unsafe coming or going from the rio grande area. I'd support a market in a different location, or at the rio grande provided the homeless / vagrant issues are resolved.

- 602. I would be very interested an indoor market like the one in Seattle. Since I am concerned about parking, I would like to see it at a venue where ample parking is available.
- 603. I would be very interested in gluten free options. I don't know any gluten free businesses or I would have listed them.
- 604. I would be very interested to support our local industry. However, as with the farmers market currently and the area in general I won't be coming over unless something is done about the homeless situation in the area. I refuse to bring my family to a place where I don't feel safe. I'm disgusted at how run down and dilapidated the gateway area has become.
- 605. I would be willing and happy to buy California (or other) produce in winter which cannot be grown in Utah.
- 606. I would definitely drop by but I don't expect I'd be a regular.
- 607. I would go to the farmers market all the time if it were more easily accessed by transit!
- 608. I would go to the farmer's market every weekend if trying to find a place to park weren't such a pain.
- 609. I would like a place like this emphasize local farmers and producers as vendors.
- 610. I would like it if they had better hours of operation. Going to a farmers market on Saturday is not always possible so having availability on weekday evenings or Sat-Sun would be awesome.
- 611. I would like small farmers and businesses, no businesses with multiple locations already. Let's help support the little guys & independent farmers
- 612. I would like the market to be just for Utah producers.
- 613. I would like the winter market expanded to weekly
- 614. I would like to see an air-conditioned place that sells lunch breads and cheeses also fresh fruit and vegetables wine and beer
- 615. I would like to see Beehive Winery there.
- 616. I would like to see effort put into providing affordable fresh items.
- 617. I would like to see more flexibility with the hours sometimes I can't make to the farmers market because of the hours that it's open
- 618. I would like to see soy free and gluten free options
- 619. I would like to see this not turn into something like the winter market that is downtown- i am not impressed by that market and don't enjoy it. I'd love to see something available on Sundays as well - there are TONS of non LDS folk at the market and I bet it could still be profitable.
- 620. I would love a better parking situation, takes as long to find parking as it does to shop.

621. I would love a farmers market to help support local businesses!
622. I would love a new farmers market! Salt lake would be the best spot for it and would bring people from around the world just like pike place has for Seattle. The locals would love having it as well. We all need it. I would shop there everyday and eat there every day since I work downtown.
623. I would LOVE a public market in downtown SLC!!! Food brings community together and is a big part of bringing tourists to the city as well. It would be a huge asset to the community of SLC!!!
624. I would love a public market to have easy access to free parking. I know that's a difficult request for downtown, but I am someone who loves to be able to grab some lunch for work. I don't work downtown but I will definitely go downtown for meals or to grab groceries to take with me on my way home if I can easily park my car. I don't usually go places where parking is difficult. unfortunately public transportation isn't convenient where I live or work.
625. I WOULD LOVE A PUBLIC MARKET! I'd go EVERY WEEK
626. I would love a winter market. I wouldn't be super regular because dragging the family 30 min to shop is rough but I would probably go once a month
627. I would love a year round market with a variety of items. I am sad when the season is over.
628. I would love a year round market! Such a wonderful idea!!!
629. I would LOVE a year round market!!!!
630. I would love a year round market, and would be most inclined to shop if it were in a place where I felt safe bringing my family/children, where we had access to decent parking and if it were a market where we had access to local and fresh food items. I personally do not care at all for the art and handmade booths at farmers markets.
631. I would love an all year round market! It makes grocery shopping an experience rather than a chore, and I love the idea of supporting our local vendors year round. I think it brings a sense of sustainability to our state and improves health as well by promoting healthy eating. Hopefully over time prices would drop as well and become even more affordable.
632. I would love an indoor market! Yes please!
633. I would love an indoor marketplace. We lived in Columbus, Ohio, and they had the North Market there, and it is a marvelous part of downtown. I would to see SLC have something similar.
634. I would love for the city to continue efforts revitalizing the rio grande area, north temple and the west side.
635. I would love for there to be a public market. I'm from about an hour away from SF and I grew up going there on the weekends with my family. And I love going to the Ferry Building anytime I have the chance to go back to the city. Love buying local goods(:
636. I would love for there to be a SLC public year round market, I'd attend as a vendor some and as a shopper some. Distance keeps me from saying I'd be a 'regular' shopper.

637. I would love for this public market to actually happen! This would be an amazing thing to have in our community.
638. I would love for this to happen.
639. I would love for this to happen. SLC needs another permanent tourist attraction. Something similar to Reading Terminal Market in Philadelphia.
640. I would love if it were at the fairgrounds--it has plenty of parking and would be an opportunity to revitalize the area
641. I WOULD LOVE IF THERE WAS A PUBLIC MARKET
642. I would love it if it was easily accessible with a variety of food carts for lunch.
643. I would love it to be a free to the public yr round market..i have been to Pikes Market..i rwmwmbner wishing slc had a great market life yr round that offers all flavors and encompasses diversity at all times through art and food..i also loved that there was a Tea & Crumpet house and it would be great to have these cool corners within the market for Teas and Coffees when its cold here, with little areas fireplaces of brning logs and mini bars for ahots of alcohol and just great foods to eat on location..i would love to be a vendor that sold fried new zealand ssgs & chiips/fries :)
644. I would love it!
645. I would love live music at the market, good seafood and coffee options. My family enjoys the market but we live a distance away and cannot frequent as often as someone who lives downtown.
646. I would love love LOVE to have a SLC public market! I would frequent it extremely often! I would love to see lots of vegan options, like vegan cheese and faux meats, things like that.
647. I would love some place with good parking and easily accessible by Trax.
648. I would love something close to my house so I can walk. And this location would be perfect! I love the idea of something similar to a pikes place market in salt lake. It'd be absolutely wonderful. There are such a small choice of fresh/organic/variety of food on the west side and this would really help with offering better food options on the west side.
649. I would love the space to be dog friendly as it is now. That is one thing I really love about it currently. Friends and I would go frequently to spend some time outside and get the dogs out while we shopped. I stayed near the Boccaria in Barcelona and loved getting up in the mornings and running down the road to snag fresh cups of fruit for breakfast and picking up fresh ingredients for dinner. I truly dislike grocery shopping and avoid it until I absolutely have to go. I looooved going to the boccaria to snag food. The overall feel was beautiful and charming. It would be amazing to create a space like that in SLC.
650. I would love this and would love one in Utah County as well. This is a fantastic idea and I think it works really well in other major cities!
651. I would love this as I now live close to downtown!!! Make it happen!!!
652. I would love this idea! Our family goes to the farmers market every other weekend all

summer. We enjoy the different foods and fresh produce.

653. I would love this to be a thing! It would help our community out so much!!
654. I would love this!
655. I would love this!! Please do this!
656. I would love to be able to get fresh vegetables in the winter
657. I would love to be able to shop for fresh local produce on a better schedule, and with easier access/parking. I would like a market where I can buy fresh local foods that is open every day, not just a few hours a week. Neither Saturday morning or Tuesday night are convenient for me.
658. I would LOVE to have a better place to buy organic and free range meats where I can talk to the people who own the farm, especially in the winter.
659. I would love to have a public market. One other recommended one to benchmark would be the Milwaukee public market. They had a mix of fresh flowers, local chocolate, wine, spices, as well as cooking classes. It was always such a blast to visit and hang out there.
660. I would love to have a Salt Lake City indoors farmers market that would be open all year around. I think it's a fantastic idea! And I would come by often.
661. I would love to have an indoor year round farmers market. I value supporting local business, but my schedule is often unpredictable so more hours would make it possible for me to shop at farmers markets more often
662. I would love to only shop at a Salt Lake City market with more local and/or organic options than grocery stores.
663. I would LOVE to see a Ferry-type building here in our little city. I think it would add a fun new dimension to the city.
664. I would love to see a market like this, especially one not dominated by the Pazo restaurant group or other similar restaurant monopolies in salt lake. There is so much culture and food salt lake has to offer. Why not invite our refugee communities to take part. What if there were Iranian, Cambodian, Laotian, and Burmese food booths? I love this prospect and would love to be more involved
665. I would love to see a mix between a farmers market and something like Oxbow Market in Napa.
666. I would love to see a permanent space for the Farmers Market! We love to get outside on the weekends and often miss it because we want to hike, sail, bike early on hot days in summer and the weekend is the only time we can go farther as a family. A market like this doesn't have to be huge. Start small. I come from northern Indiana and have therefore been spoiled by an abundance of produce, Amish markets and so forth. I honestly think that one of them, the South Bend Farmers market, is a not too fancy, smaller than Pike's indoor equivalent with a more inner-city vibe than Shipshewana that you could look to for ideas. It has been successfully in operation since 1924.
<https://www.facebook.com/SouthBendFarmersMarket/> Some things I would like to see as regular features at such a market and isn't really covered in your survey questions is a

book exchange/reading cafe which could also serve as an educational or multipurpose space. Family space too is important - lactation station, play area for kids - we love going to either the Downtown Market, Murray City Market or the Sunday market because they include spaces for our child to play and enjoy herself as well as we do. Many of the coffee houses in our lovely city are not very rambunctious child friendly. If you provide an inner-city space where kids can play and moms can talk/enjoy a break during long winter days? I think it would be very popular. Thanks for allowing us to provide input in this process.

- 667. I would love to see a public market in downtown salt lake city. However I do think the homeless problem needs to be addressed for safety concerns.
- 668. I would love to see a public market open on a regular basis. It would allow people to eat local produce, explore new dishes, and strengthen the community.
- 669. I would love to see a public market!
- 670. I would love to see a public market, specifically somewhere in the Rio Grande neighborhood. While it's not super inconvenient to go shopping, Smith's and Harmon's are a decent walk away (we hate driving), so it would be excellent to have something closer. We live on the north side of Pioneer Park, so the current summer market is amazingly convenient for us, but a year-round market in the area would be brilliant.
- 671. I would love to see a Salt Lake City public market! We love so close and we are always going into salt lake. This would just give us one more reason to head downtown and grow my love for the city!
- 672. I would love to see a variety market, similar to Pike Place Market in Seattle. THAT would be AWESOME!!
- 673. I would LOVE to see a year round market in Salt Lake City! Best of Luck!
- 674. I would love to see a year round market!!
- 675. I would love to see a year-round market similar to the Ferry Building in San Francisco or Pike Place in Seattle!!
- 676. I would love to see in this market a small wine/beer/hard cider/liquor/bitters store that emphasizes local products and small batch production. Also, I would love to see craft stores intermixed between food vendors. Your public market should have an airy feeling with lots of light and please keep the musicians. The bands are great, but I just adore to pieces the single our duets players peppered throughout.
- 677. I would love to see it happen!
- 678. I would love to see mom and pop stores in a SLC public market. I love the idea of having these types of shops in one space. I especially like the idea of having different ethnic food stores. Currently I have to drive all over the valley to get specific ingredients for certain recipes. I would also like to see some gift shops located in the market.
- 679. I would love to see more floral in a public space like this for local florists that would rather support a farm here than shipped in mass produced goods
- 680. I would love to see more Indian foods available in Salt Lake.

681. I would love to see more vegan options for kids or a kids area. Also it would help if there was small taste samples to make sure we like what we purchase.
682. I would love to see some of the less common countries and products represented. Especially any products from Portugal would get me down there a LOT more. Also would love Chukar Cherries from Seattle to come.
683. I would love to see something like Cleveland's Westside market.
684. I would love to see something like Reading Terminal Market(Philadelphia) here in SLC. It should reflect the history of the city and be something we can be proud of 100 years down the line. No stucco please!
685. I would love to see the market patterned after Chelsea Market in NYC
686. I would love to see the use of food stamps at the indoor market like at the outdoor market
687. I would love to see this become a part of Salt Lake, I constantly refer people to Pikes in Seattle because of how fun it was. I did wish there was a greater abundance of local fresh fruits and vegetables however! That would be a huge staple for me! And a kids area, so after shopping I can bribe kids with a play spot
688. I would love to see this happen
689. I would love to see this happen for SO many reasons.
690. I would love to see this happen if it will promote local farmers and local businesses. Nobody needs a stall full of stuff that has been trucked in from who knows where. Success would depend on having local organic produce/farmers, most of whom would not be able to afford to hire help to man a stall at the market. I hope you pull it off, I would love to shop a local, year-round Farmers Market!!
691. I WOULD LOVE TO SEE THIS HAPPEN!
692. I would love to see this happen!
693. I would love to see this happen!
694. I would love to see this happen!
695. I would LOVE to see this happen. Promise to keep it local- no Rita's ice shacks or any other chains/franchises.
696. I would love to see this year round anywhere in slc, but now that some of my 'how likely' questions were affected by your proposed location (if it were close to my home/work I would definitely go for lunch regularly for example)
697. I would love to see very inexpensive permeant short lease stalls for small businesses, start-ups, seasonal products. I would like to sell honey but only need a stall for one or two weeks per year. I would like to be able to find a Tupperware rep when I want a warrantee replacement for a broken seal without having to have a go-to person or wait until the next vendor fair at christmas (just a one-time transaction at a retail location with a local mom trying to add to her family's income). I would like to offer free weekly cooking demos without having to book a hotel or convention center. I would like to find unique handmade items that change every few weeks rather than the same stuff over and over like in a retail

store and yet know who the upcoming crafters will be so i can plan to shop at the right time.

- 698. I would love to visit more often; the drive makes it a little prohibitive. I also like to support my local markets when they are open (Provo, Spanish Fork).
- 699. I would more likely visit if the prices remained reasonable for customers. I would think a ""trendy"" indoor market will raise prices for customers. It would make sense if rent for the vendors were affordable so they wouldn't feel the need to increase prices especially for a ""boutique"" atmosphere.
- 700. I would NOT go to a farmers market by the Rio train station/homeless shelter/police influence/drug hotspot/murders and stabbings. I would go to a safer location.
- 701. I would not likely visit a dedicated market located in the Rio Grande area of Salt Lake City. If it were located further east I would be much more likely to regularly shop there.
- 702. I would not want to visit an indoor market if animal products were a central thing being sold -- especially animal products with a strong scent. I dislike going to Whole Foods because the dead fish have a strong odor. I would love a pleasant seating area in an indoor market -- one that felt very site-specific, e.g., hinted at Salt Lake history.
- 703. I would really like to see it have hours on Sunday and also on a midweek evening.
- 704. I would really love to have more floral shops. And to have a big market all year round to buy lunch and coffee and be able to sit and hang with friends.
- 705. I would really love to see is a more diverse seafood option that is at a reasonable market rate. Also would LOVE to see a diverse, multi-cultural cuisine offering when it comes to restaurants and vendors.
- 706. I would support the shit out of this idea.
- 707. I would support this. Let's get it done.
- 708. I would take the train in to shop at this but I'd be far more likely to do that if it were open on Sunday
- 709. I would treat a market like Seattle's as a mall and grocery store rolled into one big beautiful package! This would be awesome!
- 710. I would very much like to see a public market and hope that Salt Lake will make it a place where businesses and food vendors can thrive. Beer and wine should definitely be available at dining spots and the layout should provide good flow so it doesn't feel overcrowded and cramped. Parking is also important.
- 711. I would visit the market more regularly if it were more easily accessible. I have visited other countries and cities where the public transportation made visiting local markets a daily pleasure. In some places, I could stop at the market daily to purchase fresh fruit, bread, savory meat pies, etc. I would love the opportunity to enjoy this ritual in Salt Lake City.
- 712. I would want to see predominantly local producers who adhere to organic or natural growing or production standards. I can get conventional foods at any grocery store. More

crafts, less ""art"" please! Upcycled / repurposed goods are great! But not flea market junk. Would love to see more vendors for home and personal care products (beside soap bars).

- 713. I'd be much more interested if it wasn't near rio grand...needs to be somewhere safer!
- 714. I'd like to have a place like Pikes Place in Salt Lake.
- 715. I'd love if it were held outside until the first snow! The weather is so in the fall. Also Friday night farmers market would be awesome. Also more stands with fresh food snacks, like mango on a stick or fresh corn on the cob.
- 716. Id love it to have better parking options, or validations available. Parking would deter me from coming
- 717. I'd love this!
- 718. I'd love to be able to purchase local produce in the winter! I'd like a shop selling Tibetan/Nepali momos/dumplings only.
- 719. I'd love to see a market focused on fresh fruits, veggies, meats and cheeses. I don't think it should be a place for a lot of arts and crafts though I think it should be focused on local fresh foods.
- 720. I'd love to see a thriving year-round market downtown! I've lived in Seattle and I loved going to Pike Place.
- 721. I'd love to see encouragement of plastic-free, biodegradable and reusable packaging from vendors. There's a growing market for alternatives and I still have to visit multiple stores and farmers markets to find items like bar soap, lotions, etc in eco friendly packaging. I look forward to seeing this coming to life.
- 722. I'd love to see more diversity come to our city and have a central point to gather. I think an indoor farmer's market could aid in making that vision become a reality.
- 723. I'd love to see more options of fresh fish and meat! Also I'd definitely ship there more knowing there were great quality local businesses offering healthy, low calorie meals. I've loved the wider variety of vegetables and fruits at the market now, but it's not worth fighting traffic and parking, finding cash and remembering bags to carry food.
- 724. I'd love to see something like Anaheim Packing Disrict which is a warehouse type facility with a huge variety of food vendors. Like a food truck food court. It was awesome!!! Live music on the weekends.
- 725. I'd love to see this happen
- 726. I'd love to see this, but I do have to say that I would like to see a culturally diverse market that supports small businesses. I have seen other markets drive businesses out because of raising rents because of the popularity of the market and I feel like that defeats the purpose of having an indoor market.
- 727. I'd prefer it to be located near the current market, but mainly just because that's where I live.
- 728. I'd recommend the indoor market to all my friends ;)



729. If correctly year round market could be a tourist attraction. I'm not confident in the proposed location. The area has gotten so crime ridden since I moved to Salt Lake 18 yrs ago. I would prefer something closer to the heart of the city.
730. If done locate it in a central area where we from the outlying towns can get to it. Holladay tried a summer market on Saturdays & it did not do well. I think they tried to get too Many hi ended venders & not a real farmers market.
731. If done right it would be great for SLC!!
732. If done, I think it's imperative that this market make a concentrated effort to develop its own unique identity. Seattle and San Francisco have very distinct locations and themes. What is SLC's? This has a potential to become an attraction for state visitors, but it can't simply be a cheap knock off of Pikes or Ferry. Make it unique!
733. If fine correctly, this could be a huge boon to SLC. Thanks for exploring the idea!
734. If I go by myself I feel a bit unsafe until I step into the park.
735. If it can be done and done on the right scale (Pike Place) it would be an asset to SLC
736. If it is as good as the one's in New Orleans and Milwaukee I would visit regularly.
737. If it truly will be a farmers market, lets please keep it a FOOD Market in the mode of the great european markets and not a crappy crafts and bad art market. Thanks!
738. If it were to be somewhat like the Original Farmers Market in L.A. where you can go and grab an inexpensive dinner and local beer with a comfortable place to sit and eat our family would frequent it for dinner.
739. If it's not open on Sunday, if it caters primarily to Mormons (tons of LDS related booths, crafts, no alcohol or coffee, etc) or families with small children (everything kid related and always packed with children), and if there wasn't adequate parking or the prices weren't reasonable, we probably wouldn't go there.
740. If it's open daily, I'm more likely to go. I don't go often because I find large crowds overwhelming.
741. If Salt Lake City does have an enclosed public market, please, please do not allow dogs inside. Also, do not allow so many craft items. In my opinion, a market should be for food only, not crafts.
742. If the public market resembled the reading terminal market in Philadelphia it would create a huge community and an awesome cultural hotspot.
743. If there is a market make sure there is ample parking and have food trucks available
744. If there is a year round indoor market, see no need for the Depot Winter Market. Honestly, it's not all that good and I would much rather stroll around a nicely laid out indoor market. Also don't like the area it's in. Enough sturdy seating for those who can't walk steadily for an hour or two. Good parking in a safe area I love dogs, but they shouldn't be allowed. Between all the carriages and dogs, the Saturday market can be a bit difficult to navigate. And, we always feel sorry for the dogs! Some restaurants, coffee shops and bakeries with seating Seattle and Vancouver both have good markest, as do many European countries.

Vancouver probably comes closest to what would be great to have here. Great idea.....Hope it happens.

- 745. If there was easy, SAFE public trans. access to this market, I would consider stopping off after work to enjoy it. If I have to drive to it, it's a no go, since I prefer not to drive downtown anymore - I would NOT be driving just to come to the market.
- 746. If this existed, I would shop there often. I haven't been to any of our famrer's markets because their times don't line up with my work. So, if something was more consistently open, I'd be able to use it.
- 747. If this is possible, somewhere near a trax station or within walking distance of one is preferred.
- 748. If we were to finally get a year round indoor market I would like to see it be a venue for connecting consumers to farmers and ranchers. I would like to see it be less upscale and more about the farm to table connection. It would be nice for it to be a location where people can join co-ops and partner with producers. I would like to be able to purchase and pick up bulk meat (1/2 beef, full lamb, 1/2 pork) and produce. The ability to pre-order bulk purchases on-line and pick up at a pick up location would be great. Cooking, canning, charcuterie classes would be amazing. It would be especially nice to see produce seconds, day old baked goods for sale. An educational booth on how to reduce food waste, increase awareness about food insecurity, educate people on ways to become involved with food related groups. Special events with speakers (cook book authors) talking about food from all aspects would be especially differentiating.
- 749. If you are going to do it, please find an older cool building like pikes or Chelsea market in New York. It needs to have character!
- 750. If you are really serious about this, please do it right! Bring good quality and a lot more options. Make parking easier, have a lot more seating spaces. Salt Lake really really really needs a place like this!
- 751. If you build it... Feature some local artists or let small venues like god hates robots show their current art. Under \$500 range..?
- 752. If you can't control the crime or homeless problem in the area then I won't attend. I actively avoid the farmers market and the area you are targeting due to the crime and homeless population.
- 753. If you could create a Pike Place type experience here in SLC, I would go every week and I would take all of my out of town guest there. This is a no-brainer. Do it.
- 754. If you have room for the people selling their handmade crafts for exorbitant prices then sure put them in there but I think a farmers market means it should have farmed things being sold. The point is to help local farmers, not local esty kids who decided not to get a job and contribute to society. So it should be at least 70% food/produce/specialty sauces/etc. But also I would rather have educational booths in the spaces as well, like suicide prevention, Utah AIDS foundation, the rape recovery center, Utah humane society, environmental organizations, 4th street clinic, etc. One of the main reasons I haven't gone to the farmers market is because every time I've gone I've seen about 20 produce and food vendors and like 80 craft vendors. I came there for food

755. If you have this you're around market it will take away from the experience at the farmers market downtown people will go whenever they want instead of having it like a Saturday event it will eventually hurt the farmers that can only make it on the Saturday market
756. If you move forward in something like this, please consider the area around Main St, south of 800 or 900 S. Great things are happening in that area (Proper Burger, etc).
757. If you sell fish please make it sustainable... Monterey aquarium has a great program
758. If you're going to do it, do it big!
759. I'll bet it would be very popular.
760. I'm 100% for this idea and would love to see this happen as long as no tax payer dollars go to making this possible. I will fight against this if it's public ally funded.
761. I'm a huge fan of this idea. It'd be great to have something year round as well as something that is open most of the time, instead of just Saturday mornings. I often either work Saturdays or am out of town, so it'd be nice to be able to do some shopping for local goods more easily during the week as well as having easier access during fall and spring.
762. I'm a Seattle native and my great grandparents were the original fresh flower vendors at Pike Place. Something similar to Pike Place would be AMAZING! In addition to vendors, they also have entertainment (Theater Sports) and perfect date night restaurants (The Pink Door) and music venues. A place to spend the entire day! Shops where the customer can create art (pottery, painting, etc) would be awesome too. I can't think of a better addition to SLC.
763. I'm excited about this!
764. Im excuted about this coming to SLC. I love Pikes place in Seattle, so it'd be cool to have something like that in Utah. Plus, it's a good option to take visitors from out of town to.
765. I'm from Grand Rapids and love!!!! their downtown market!!!
766. I'm from Seattle. A destination market like Pike Place is a fantastic gathering spot and tourist attraction. It brings diversity of cultures and a feeling of pride to the people of the area! GO FOR IT!
767. I'm from the Cleveland area and would frequent the West Side Market on a monthly to weekly basis for produce, specific food vendors, and to show off to visitors! I had been told that the WSM was a significant reason some of the cultural/historical family businesses stayed alive for dozens of years! I would love to see a deeper history of food and farming in SLC for the generations to come, just like the WSM. Please consider parking and the potential for valet, if appropriate. Safety walking from a ways away with the current safety issues downtown with safe parking and individuals approaching you is a serious deterrent. Or is there potential that this location could be located somewhere less traffic congested or directly accessible to Trax to aide in pollution reduction? Thank you for this important idea for SLC!
768. I'm from Washington and i loved going to their indoor farmers market ... seriously I would go ape shit if there was an indoor farmers market all year round...
769. I'm glad this is being taken into consideration! The connection between people and the

food they eat is one that has been lost in our modern industrialized world. Encouraging everyone to shop locally and as organically as possible can have such a great impact on the SLC economy and the environment at large.

- 770. I'm highly interested in local businesses providing us with more vegan options. This would be a great way for us to support local farmers and businesses all year. Please do this!
- 771. I'm interested in markets similar to Pike's Place and such around the valley. County run markets would help immensely with consistent vendors throughout the valley.
- 772. I'm so excited about this! It would greatly increase accessibility to lower price, healthy fresh foods to all citizens of SLC, would support local business and economy, and reduce SLC's ecological footprint, as well as bring unprecedented cultural opportunities, and likely become a great tourist attraction adding to the incredible, on the rise, downtown culture of SLC.
- 773. I'm so grateful it exists. I couldn't be more thankful for a program like this in our community. I wish it had a different location.
- 774. I'm vegetarian so it would be great if they had that there.
- 775. Improve the parking downtown!
- 776. In a growing community, the availability of food and entertainment is severely lacking. A year round market will help the local economy, tourism and bring more traffic to our downtown area. Seems like a GREAT idea.
- 777. In addition to Seattle's Public Market, look out the Reading Terminal Market in Philadelphia for inspiration.
- 778. In addition to the services already provided, I would love to see game meats available, as well as more local organic poultry.
- 779. In California, the local farmers markets have a program for families who have EBT. They receive a funds match for up to \$40 if they use it to purchase fresh produce at the local farmers markets in an attempt to make fresh local foods more accessible. I think that this is a WONDERFUL idea that could be adopted at Utah. Here's the link:
<http://ecologycenter.org/marketmatch/>
- 780. In general it's hard to find healthier options late at night and on Sundays, any effort is appreciated!
- 781. In regards to the questions about grocery stores in the city--not all grocery stores are created equally, and some neighborhoods lack grocery stores altogether. It frustrates me to go to my neighborhood grocery store (Rose Park) to find subpar produce and higher prices. The overall selection is smaller and the building less well maintained than other stores of the same chain in higher SES neighborhoods. If I want better produce or prices I have to go to other neighborhoods. What frustrates me more than that is that although I have the means to shop elsewhere, many do not. Why do the poor pay more for lower quality food? If you're truly going to make this market, it would be great to market to the low SES neighborhoods, make it easier for them to shop there (bus routes, parking, EBT machines), and not just have ""rich people food"" like fancy sausage but rather things families can and will use.

- 782. Include a parking structure
- 783. Include art booths!
- 784. Income range will be much higher for his year now that I am out of college and working full time.
- 785. Incorporate an Artists Co-Op
- 786. Indoor is needed!!!
- 787. Indoor market needs to have more space than Rio Grande and be in one floor. The winter market is way to cramped and basically impossible to take strollers if you have kids. Also needs lots of room to sit and eat breakfast/lunch.
- 788. Indoor year round, open Sunday's, with vegan options. Yeah for sure would be there more then the store.
- 789. It has become more for the Arts instead of food.
- 790. it is a wonderful place and to see it grow will be exciting
- 791. It is about time!
- 792. It is dumb u r asking my race. Seriously.
- 793. It is good to have the crowds come out - good sense of community, but it seems like you have to force your way forward to buy things and sometimes it doesn't seem worth the effort.
- 794. It is such a great idea!! I hope this is made into a reality.
- 795. It must be easier to get to than he downtown market if you want to pull from outlying areas
- 796. It needs to be a venue with some good vide. Parking availability will be very important.
- 797. It needs to be accessible! I know too many people who hate driving into downtown despite the myriad alternate transportation options. Wherever it is located, it needs to not feel like a burden to get there. Location and ease of access are critical. I want a year-round, open on Sundays market!
- 798. It needs to be for all income levels and it needs to be multi-cultural. Make a place for EVERYBODY!
- 799. It needs to be located away from the heart of the homeless issues that plague the current downtown farmer's market.
- 800. It needs to be located in a safe area
- 801. It needs to have easy public transportation and easy private parking with validation. An outside leasure area to relax and eat.
- 802. It rocks
- 803. It seems a bit unfair for you guys to create something that competes directly with those who invest in brick and mortar, pay taxes and try to make their business work in the city. Also, unless there were a big change at Rio Grande more than just creating this market, I would never go to it.

- 804. it should be at the RIO GRANDE building and year round -- best thing in SLC is the Farmers Market
- 805. It should be welcoming of all backgrounds and cultures.
- 806. It should include an educational space that is available to local non-profits and other groups to use for classes, meetings, workshops, seminars.
- 807. It sounds awesome! While I don't get out as much as all that, I like the idea a lot. Also, consider being open during a weekday for the olds & people with flexible schedules or who might go there to lunch.
- 808. It would absolutely incredible!
- 809. It would be a fantastic addition to downtown!
- 810. It would be a fun novelty to got to a couple times a year like the malls downtown but generally too far out of my way for regular shopping.
- 811. It would be a great addition to SLC
- 812. It would be a great boost! Pike's Market in Seattle is busy all the time, I think one in Salt Lake Cory could be successful as well!
- 813. It would be a great idea to add to a thriving downtown.
- 814. It would be amazing if we had an indoor market! It would be great for our community and I would visit it often.
- 815. It would be amazing to get the variety that pikes place has, and the cheap prices for flowers they have.
- 816. It would be amazing to have a public market that is central to all of Salt Lake.
- 817. It would be amazing!
- 818. It would be amazing! It would be a great facility for Salt Lake. I would definitely shop there.
- 819. It would be awesome to have an option for an farmers market on a Sunday. Park Silly os amazing but far away. There are a lot of people who do different things on a Sunday and a public market is something I'd do every week plus weekday nights as well. Do it!!!!
- 820. It would be awesome to have something like Pikes Place
- 821. It would be awesome!
- 822. It would be awesome!
- 823. It would be better for more mass producers to be a part to bring some prices down. also some kind of membership/discount scheme should be available to regular buyers.
- 824. It would be cool to have some booths available for people to try out their business ideas. But these booths would have an expiration date so it was constantly bringing in new people with new ideas.
- 825. It would be cool to see a public market go in to a historic space that isn't being used - something like Granite High School but located downtown



826. It would be fabulous and greatly enhance downtown.
827. It would be great if dogs were allowed! And it would be nice to have a small green area nearby or somehow incorporated into the structure, like a roof garden.
828. It would be great if it were welcoming to all socioeconomic backgrounds - not too fancypants
829. It would be great to have this in an easy to reach, central location rather than right smack in the middle of downtown.
830. It would be great to see lots of local art displays/galleries/installations. Also recycling.
831. It would be great!
832. It would be nice if it was made like the outlets at Traverse Mountain (Lehi) where you could make it indoor or outdoor depending on the weather. Great if it had a patio where you could enjoy your meal/coffee or wine.
833. It would be nice to have a halal butcher and halal prepared foods and vendors. It's hard to find affordable halal meats and halal restaurants. Many restaurants say halal but they serve Alcool which is not halal therefore it defeats that status. It would be nice to have more places to go eat halal food. Or an affordable seafood place not one that charges 30 a lb.
834. It would be so amazing to be able to shop local and fresh on other days besides Saturdays and Tuesdays. I would love to stop somewhere for lunch or be able to grab things on my way home for dinner. I'd much rather prefer to support the farmers and businesses directly rather than a grocery store.
835. It would be so amazing to have an indoor public market! Hopefully it would also be open on Sunday's
836. It would be so wonderful to have an opportunity to buy local items during the winter! AND somewhere to meet friends on days off
837. It would be such a treat to have this available!
838. It would be wonderful to have a place to buy fresh farm produce everyday. An people would drive from Park City to shop there. I drive to Sprouts an Trader Joes weekly
839. it would get more customers is it is close to tracks and in a safer area
840. It would great if you could bring vendors that sell fresh Kosher meat and/or processed meat. Thanks!
841. It'll make SLC like Seattle but better!
842. It's a brilliant idea!
843. ItS a fantastic idea and should be open on Sundays for sure.
844. It's a fantastic idea!
845. It's about time we get a year round market! Fully have my support!
846. It's about time! But we do need to deal with the homeless problem first.
847. It's all about location in relation to downtown, so something like Reading Terminal Market

in Philly is my ideal situation, where there is a variety of food sources that could be supplemented by stands for shops/produce/etc. I love this idea.

848. It's great to think that something other than more apartments will be added to slc.
849. It's important that we support and enjoy local sustainable food. It's a good start to changing our future environmentally . Changing the health and attitudes of our communities . And possibly preparing for a future of more cruelty free and kind foods. Who knows what happens if karma shifts in a good direction.
850. it's not going to attract enough people, fix pit holes, sprinklers causing pedestrians to walk in street, light at whole foods is dangerous people never wait for pedestrians to cross, reeducate utah drivers how to respect pedestrians and not cut in and out whenever they feel like it, utah has many problems shopping places is not one of them
851. It's one of my favorite parts about this city.
852. It's time we get one. Other communities have thriving public markets and Salt Lake's culture is one that would appreciate it.
853. It's wonderful. Thank you for all you do to make it so great!
854. I've been to markets in other cities and absolutely loved it, something like this would be great for the culture of SLC and can bring so much more local flair to downtown
855. I've been to public markets all over the world and I would love to see SLC have a market on par with the best.
856. I've lived in four different states, and the Salt Lake City farmers' market is, by far, the best. A year round indoor market would be amazing! My only wish is to live closer. Or have the market (at its current level of glory) closer to my home. Thanks!
857. I've lived in International cities with a full time indoor market and I loved it!! I'd very much like to see this in this city.
858. I've recently committed to eating all organic, grass-fed, non-GMO, and preferably locally produced produce and meats. I spent a month in Santa Fe this summer and loved buying all my food from the rail yard farmers market and La Montanita Co-op. Back home in SLC, it feels like my options are a lot more limited. Saturday mornings aren't always a great time for me to get downtown to buy groceries, and I'd love to be able to buy fresh, local produce throughout the week -- and the year.
859. I've spent time at both the SF Ferry building, Pikes place market and Oxbow market. Let's do it in SLC!!!! We're ready!
860. I've traveled to various cities and LOVE the idea of a public market! I'm thinking of something like Reading Terminal Market in Philly or Pike Place in Seattle. A great meeting spot, as well as great place for for tourists and visitors. Would be extremely helpful to have it open Sunday's and weekday evenings tho since that is when I would be most available. And have free and easy Peking available if I'm coming from work and can't take trax. I've been deterred from going to the tueaday market at gallivan due to Parking costs
861. Just please have a year round market.

- 862. Just Do It. It will evolve and the public needs options. Retail produce is terrible and there are good farmers here in Utah.
- 863. Just keep it unique and have very diverse products...people will always come to see what they find
- 864. Just make sure there is a festive environment with tons of parking and no homeless concentration.
- 865. Just moved here from Oregon and am pretty dismayed at the lack of local meat and produce available in stores- a year round public market would certainly be a step in the right direction.
- 866. Just moved here from Vermont, where there is a thriving local food scene that my husband has been part of for 20 years. We very much want to support the local scene here as much as possible and hope it thrives!
- 867. Just visited Pikes market over the weekend in Seattle. Absolutely fell in love with all of the fresh foods. Loved the atmosphere. Super excited of salt lake does this.
- 868. Keep growing :)
- 869. Keep it about the food. Arts and crafts should have their own venue.
- 870. Keep it downtown SLC
- 871. Keep it fresh and keep it local. Maybe offer some classes such as healthy cooking classes, yoga classes, etc.
- 872. Keep it LOCAL VENDORS! KEEP IT AFFORDABLE! KEEP IT NON GMO!
- 873. Keep the prices down and it would be a great addition to the city
- 874. Keep the vibe and atmosphere of any market safe and non threatening. Don't have too many people panhandling and loitering/camping out.
- 875. Keep up the good work. The farmers market has become an integral part of my grocery experience and would love to see it continuing to do so - especially if weekday evenings for individuals who have 9-5 jobs.
- 876. Keep up the great work! If you build it, we will come!
- 877. Less crafts
- 878. Less expensive -- low-income people deserve fresh foods, too.
- 879. Let us create an opportunity for back yard gardeners to share/their produce and fruit.
- 880. Let's do it!
- 881. Let's do it!
- 882. Let's do it!!!
- 883. Let's do it, market with food wine and good music!!
- 884. Let's do this shit! The Big Salty is ready to shine!
- 885. Let's do this!!! All year farmers market sounds great. Check Philadelphia's Reading



terminal market too!!

- 886. Let's do this, let's show our out of town guests and us locals what we have to offer
- 887. limited complimentary transportation eases congestion and and enhances air quality.
- 888. Lived in Milwaukee for 10 years and loved the public market... had great ethnic food options, wine, beer coffee,cooking classes etc. Initially it opened with fresh produce and similar vendors but evolved to become A place where you could find a wide variety of prepared foods under the same roof. Take future growth into consideration, it will be popular.
- 889. Lived in Seattle 17 years and loved Pikes Place Market. Would love to see something similar here with a Utah named flair - Peaks Place Market! Yup, genius name.
- 890. Living in Midvale, it is nice to have the Wheeler's farmer's market in the summer months. I would love if something could open year-round in the middle of the valley, so that it's not just a downtown thing.
- 891. Located a little more south would help the commute for many I know that would be willing to drive from Draper Sandy and Cottonwood Heights area.
- 892. Location - somewhere easy to get to and close to town, eg trolly square or near gallivan centre/ library. Assistance with homeless population around area
- 893. Location location location! Salt Lake has terrible food deserts. All the fresh food is on the east side of the city. Please consider a location that is more accessible to lower income and underserved communities- close to public transit and in a neighborhood not already saturated with grocery stores.
- 894. Location matters. Pioneer park is easily accessible with ample parking for those that drive, as well as for those that bike or take trax. I don't know how far ""west"" you are looking, but the further the location moves away from the more populated or easily access areas, the less likely I (and others) will be willing to visit.
- 895. Location proposed is a high crime area, need to get drug sales and beggars, and homeless out of this area.
- 896. Location range: 300 west -700 east 600 south-south temple
- 897. Location, location, location! If it's in the ghetto (fair park area) it will not be a desirable destination. Maybe the gateway???
- 898. Look at examples of South American markets as well as US markets. Many of them are vibrant and bring a steady flow of people through the area not just the market
- 899. Look at venues with good trax access
- 900. Look at what Columbus OH did several years ago in there Short North area. We can do something just as cool! Our own downtown library can be used as an example: Let's create something extraordinary!; ""if we build it, they will come"".
- 901. Look into Columbus, Ohio's North Market for ideas!!!
- 902. Looking forward to it! Thank you.



- 903. Looking forward to that market opening
- 904. Looking forward to the new market!
- 905. Love it
- 906. LOVE IT! Let's get the winter market going! You're doing an amazing job. Thank you
- 907. Love it!!!
- 908. love it, love going. this city could really use an indoor market, but it HAS to be accessible or I don't think anyone will go. Look at any indoor market in any city - it is accessible to the transportation that is most used in the city. in SLC its a driving city - better make sure there is parking and easy driving in and out. downtown may not be the best place, depending on where it ends up.
- 909. Love love love the idea! We travel to cities like San Francisco and Seattle for their fresh and innovative vegan foods and markets. We would definitely utilize the year round market.
- 910. LOVE LOVE LOVE the idea-yes please!
- 911. Love our markets
- 912. Love pikes place market. It would be a dream come true to have something similar!
- 913. Love supporting local vendors and being a part of the community. Fresh foods and great coffees and soaps are the best!
- 914. Love the downtown's farmer market and the growing localvore movement in the SL region. Keep it up!
- 915. Love the Farmers market just would like to feel more secure when I shop and more space to do it in
- 916. Love the Farmers Market would love to see a year round market.
- 917. Love the Farmer's Market!
- 918. Love the farmers market! Bring in more Breweries!!!
- 919. Love the idea - please do it!!
- 920. Love the idea a lot.
- 921. Love the idea of a permanent indoor market. I've lived in Boston and visited Philly and Seattle several times and I love the permanent Markets. I think it would do great things for local businesses and enhance Salt Lake City culture. Please make this happen!
- 922. Love the idea of SLC having a market like Eastern Market in DC. Would be fun for locals and tourists.
- 923. Love the idea!
- 924. Love the idea!
- 925. Love the idea! I would definitely frequent a year round market. It would be great if it were open on Sundays as well. I have really enjoyed the winter market at the Rio Grande.



926. Love the idea! I'll try my best to show support and tell family about it!
927. Love the idea! The survey could use an ""agree""/""disagree"" category. I needed it to more accurately represent my opinion on several questions. Thank you!
928. LOVE the idea!!!
929. Love the idea, but Rio Grande area is notorious for homeless activity and appears very unsafe at times
930. LOVE THE IDEA. DOIT!!
931. Love the market thank you!
932. Love the market!
933. Love the market!
934. Love the market. It would be great if the crowds could be lower and it was open on Sundays. Only thing that deters me from going is that after 9am the crowds are nuts and I just can't get up that early on Saturdays :)
935. Love the public market!
936. Love the Saturday market and would love to see it indoors! Also- wine!! But Utah. I understand. Sigh.
937. Love the SLC Downtown Farmers Market! One of the best! Keep up he great work.
938. Love the year around market idea! Downtown Farmer's Market is terrific--my only real complaint is the crowds. It takes an effort for me to get there, and arriving to find it overcrowded to the point of not being able to approach a vendor is disappointing. Not sure what can be done about this. I would absolutely support a year round indoor market.
939. Love this and So feasible!
940. LOVE this idea Could see this thriving near 900s / 400e area - becoming very trendy next 9th and 9th almost and this could be an awesome addition! And it's near enough to Liberty Park that could add to its attraction.
941. love this idea and fully support your goals!
942. LOVE THIS IDEA!
943. Love this idea!
944. Love this idea!
945. Love this idea! Great for local economy.
946. Love this idea!!
947. Love this idea!!
948. LOVE this idea. It would be so great to be able to go of an evening and buy farm fresh groceries without having to contend with the Saturday morning crowds and parking.
949. LOVE this idea. To make it especially successful, please include the food trucks/restaursnt stall idea like Eataly in NYC. People come, shop, snack, and socialize all in one place. An

indoor market would take our food scene to the next level!

- 950. Love this!
- 951. Love to buy local!
- 952. Love to have a public market where I can enjoy the things I've experienced around the world.
- 953. Love to have an all year round farmers market in slc!
- 954. Love to see more ethnic options from local refugee groups; both food and crafts
- 955. Love, love this idea! If you do this, please make sure there's so many different shops like Pikes Place (from Washington, pretty much went to that place every weekend) Flowers, fresh veggies, local homemade jam .. It should be a place that locals and tourist can love. And I can't say this enough, make it safe as possible to shop or sell from. Sometimes I need to think if I want to go downtown when I have no one with me, it would be nice to be able to shop even when my family or friends can't go with me.
- 956. Loved the Seattle Public Market and I think Salt Lake would benefit as well. It could have fresh fish, fresh produce, coffee, baked treats and more.
- 957. Love this idea
- 958. Make it fun, affordable, and make some breakfast options available. That's what we love about Pike Place Market. You can sit down to eat, and then you can shop. The flowers available at Pike Place are out of this world!
- 959. Make it happen
- 960. Make it happen!
- 961. Make it happen!
- 962. Make it happen!
- 963. Make it happen!
- 964. Make it happen!!!!
- 965. Make it quick, easy and safe to access. Provide parking suggestions.
- 966. Make it so.
- 967. Make it so.
- 968. Make parking convenient.
- 969. Make sure Hagar it captures the local products. Make sure it would qualify as a tourist attraction. Don't let it become state fair-ish.
- 970. Make sure parking is easy
- 971. Make sure there is a built in residential base to support the market. Perhaps develop some of the surrounding residential lots in phase I. Cater to adults at least as much as to children. There are already plenty of child friendly attractions, and not enough that cater to a more grown up shopper.

- 972. Make sure there is plenty of parking. That is what keeps me away from the market today.
- 973. Make sure there's enough parking!!
- 974. Make the item affordable and I'll be there I won't pay over priced items
- 975. Make this an experience not just a shopping center.
- 976. Make this happen.
- 977. Making sure accessibility from major office buildings downtown (mostly on main/state) is easy for lunch/coffee purposes.
- 978. Maybe a market around 3300 south.
- 979. Maybe a vegan specialty place. This is such a great idea!!
- 980. Maybe look a bit fitter south then RG. How about 8-9s 3-5W
- 981. Maybe not plausible, I KNOW I would visit even more often if it were somewhat closer, so maybe having two different times but having one a little farther south ... however, I recognize this the SLC market. :)
- 982. Minimum design it like the one in flint Michigan, eastern market Detroit would be nice. Western market Cleveland would be good. Pikes is the gold standard --- Grand Rapids level would be realistic.
- 983. More affordable organic produce!
- 984. More local and small business!
- 985. More native foods please
- 986. More organic produce!
- 987. More parking!!!!
- 988. More please!
- 989. More space, year round ability, and more parking!!! What an awesome thing! Could become my mainstay for shopping altogether.
- 990. More vegan options!!!!
- 991. Move it somewhere awesome.
- 992. Multi-level would be best. Underground parking, two or more levels of shops, even better if you can put affordable residences above it. Well-lit at night. Would be awesome if it could be indoor-outdoor like City Creek Mall with a roof that opens! Dog friendly would be nice. Plenty of open green spaces. Gotta have lots of live plants with spaces to sit -- mix the nature with the industrial/commercial to make people actually enjoy their time there and want to stay longer. Places for kids to play while parents shop, and places for adults to hang out without screams from children piercing their ears. Benches both out in the open and in cozy corners. Places for nursing mothers to sit and breastfeed without feeling harassed (even if this means a sitting area inside the restroom). Any education component would be great, teaching about local nonprofits like Wasatch Community Garden and Green Urban Lunchbox and how you can get involved. A classroom style setting where

you can learn new skills (gardening, DIY things, cooking/preparing, etc.). Involve local nonprofits and have a rotating space where they can set up.

993. Music could be closer to the vibe of the market
994. My big thing is location. It should be somewhere people feel safe. Plenty of parking, it should also be close enough to public transportation so that people can use it to get to the market. I would also say there needs to be a good variety of products and companies in the market. NOT just one business for each product. People like choices and want to compare to make sure they are getting the best deal, but also the best product. With out enough variety, it will limit the people coming to the market. Also some things I have noticed at markets from talking to vendors is the lack of products they want. There are plenty of great produce vendors in utah and I am glad to get local produce and other products. However there are things that just dont come from Utah. So it is important to myself to be able to find high quality products from other areas that you simply cannot produce here. Also a variety of different vendors, i want to be able to get some one stop shopping done. Not have to drive all over town
995. My family eats strictly organic foods (or those produced following the same standards or better). All answers on this survey assume that organic products will be available. Thank you!
996. My father is from Lancaster, pa where they have ""market""the same concept every Tuesday Sat/Sunday. I have loved it and the idea I think this would be awesome for SLC. I've been a fan of the market forever(20 years), please please please!
997. My husband and I drive all the way to Colorado to go to a charcuterie restaurant in Fort Collins called ""The Welsh Rabbit."" They have a selection of wines and cheeses and cured meats, and you order them sushi style. It would be amazing to have something like that here!
998. My major concern is parking. If I knew that parking was accessible I would go more often. I am not big on clusters of people milling around.
999. My only concern is keeping the place safe, with the homeless shelter so nearby people very likely will get harassed, cars vandalized, etc.
1000. My only concern is the location. The west side of the rio grand station is increasingly growing difficult to manage. While I feel safe going to the farmers market on Saturday, will the police presence be available on a daily basis?
1001. My only concern would be the location with the homeless issue in that area - would it be safe?
1002. My only request is that it's not near the current location unless it's across the street from the central transit station.
1003. Native Americans have been marginalized for centuries and attempts were made to wipe us off of the planet. Not listing Native American as a race option is offensive. I expect something better from Salt Lake City.
1004. need more vegan options please

1005. Need more wine beer areas
1006. Need to move away from Pioneer Park. Aside from many transient visitors hanging around and making it an unsafe place to spend several hours at the parking is not very good.
1007. nice thing to do once all I repeat all other civic needs are met--streets, lights, parks, public safety
1008. No dogs
1009. No farms = No food, support local farmers and businesses
1010. No fast food or chain restaurants. In fact I would like to see the restaurants kept to a minimum. More shops like Caputo's that serve a dual purpose. Live music would be fantastic!
1011. No GMO FOODS please, anything treated with Monsanto or Bayer herbicides or pesticides is poisoning the American people... all organic or actual food please.
1012. No hipster zone! :)
1013. Nobody will come if there are transients around. Gateway is just as beautiful a shopping center, with more practical stores--people don't like it b/c HOMELESS and no parking. Additionally, the food is nowhere near affordable in this state--I just came from WA state where it is beneficial to forgo stores for local-but not here. If you want the students and young, hip people, you'll have to get the prices down. PS What San Fran and Seattle have in common is water-side and +++ tourists--neither of which Utah really has. . .
1014. Non GMO fresh and tasty veg year round good cost for value. Not necessarily cheap Friendly community customer service
1015. Nothing else to say, but hope this happens.
1016. Nothing I can think of right now. But I do enjoy it. As I mentioned earlier, I just wish it wasn't so crowded.
1017. Obviously Pike's Place Market in Seattle is fabulous. Hard to say if that will work in Salt Lake, but would like it if someone is willing to try. However, don't want it to be a negative impact on Caputo's, Siegfrieds or similar unique places.
1018. On your research please include this market, Market Hall , Rotterdam in the Netherlands, have a lot of similarities with SLC as far as structure and grow.
1019. One of my favorite markets that I have ever visited was Reading Terminal Marketing in Philadelphia. They offer quality food, restaurants, and specialties that you cannot get anywhere else. That is what the SLC public market should offer. Food that you cannot replicate.
1020. One of my favorite things to do in SLC!!! Never disappointing!!!
1021. One reason Seattle is my favorite city to visit is because of the public market-I think it'd be a great addition to SLC!
1022. One summer I traveled a lot and everywhere I went I made it a point to visit the local farmers markets. I was very surprised when I returned home and visited ours that it was

the very sat!

- 1023. One thing that keeps us from going is that all the good stuff seems to be gone by the time we arrive
- 1024. Only buy organic produce would want organic options.
- 1025. Only concern would be the location. It's hard to feel safe in that area anymore with all the drug activity.
- 1026. Open it!
- 1027. Open Sunday
- 1028. Our family loves the farmers market. We go to farmers markets all over the country and the SLC market is one of the best. My biggest 'complaint' is all the people that bring their dogs - it seems like a dog parade most of the time. I have not experienced this extreme at other market locations and it seems to continue to get worse.
- 1029. Our kids would like to see the homeless or jobless have ways or opportunities to make an income or being able to eat. Being able to do chores for food
- 1030. Paleo foods
- 1031. Parking and homeless people pan handling at the location turns me down from going to the downtown market. If they get resolved I'd go more often. I really love the atmosphere of the market and I wish you held them on Sundays too!
- 1032. Parking is always a hassle. I turned around so many times. And not to sound discriminating, skid row is not the ideal place for a market. Any industrial compound SW of the station would be a better location. Just because of the namesake, it doesn't have to be smack in Pioneer Park/ Rio Grande Station.
- 1033. Parking is an important consideration for the new market
- 1034. Parking needs to be a priority.
- 1035. Parking please!
- 1036. Parking Sucks at the current location.
- 1037. Parking would have to be safe in the area; it is not right now.
- 1038. Parking would help.
- 1039. parking! I really like the winter farmers market best - mostly food, almost all local, excellent facility and PARKING.
- 1040. parking!!!! Free, accessible, handicap spots, and not a thousand mile hike to the front door.
- 1041. Pay attention to the rules outlaid at other successful indoor/year around markets. Eg Seattle, etc. The customer only needs one poor experience to choose not to return again. Businesses only looking to exploit the low cost to customer ratio will only serve to lessen the market quality.
- 1042. Permanent market is a great idea. MORE SEAFOOD. Don't have a stand that sells



jewelry made from cutlery. Who likes fork art anyways?

- 1043. Pike market!!! Fresh fruits from around the world and small restaurants....
- 1044. Pike place market, Venice beach, Kreuzberg turkish market (and all Berlin swap-meets), and of course the fantastic amazing Torvehallerne in Copenhagen should be the models for this amazing idea!
- 1045. Pike's is my favorite part of Seattle. This would be a great opportunity for Salt Lake to have a space like this. I am excited!!
- 1046. Pikes Place is great but you should definitely look into the atmosphere of what Portland, OR has going on with their food truck lots and farmers markets.
- 1047. Pikes place Market or The big Los Angeles farmers market is what i hope our city can enjoy one day. Thank you for your effort in making this a reality for our amazing city.
- 1048. Pioneer park is an absolute nightmare. I lived in NYC for 30 years and never encountered such disgust, and mind you I was born in the 70's when NY REALLY sucked.
- 1049. Place it in a place that's accessible by public transportation so that people can commute in an environmentally responsible matter and it's accessible to people with lower incomes and disabilities. Thank you!
- 1050. Pleas make this happen!!!!
- 1051. Please add the year-round market!!
- 1052. Please be sure that the building in accessible to all. Thank you!
- 1053. Please bless that this will be a real thing! It can help so many people all over by having affordable produce. I really think a public market would really be helpful in SLC!
- 1054. Please bring in more organic, well priced foods.
- 1055. Please bring it! This sounds like a fantastic idea!!
- 1056. Please bring this wonderful idea to SLC!
- 1057. Please build one!!
- 1058. Please build the indoor market!!!
- 1059. Please build this. It is missing from downtown :-)
- 1060. Please build! I've wished we had a indoor FM for a long time. This would be great!
- 1061. please change location away from homeless community. tired of being harrassed.
- 1062. Please check out Cleveland's West Side Market as a potential model for the Salt Lake year-round market. I would love to see something similar here.
- 1063. Please complete this project!! It would be a wonderful addition to our downtown and valley!!
- 1064. Please contact all of the local tv news stations, newspapers, magazines, etc. as well as more heavily promoting this survey and publicizing the conversation surrounding the possibility of a permanent public market in SLC, as well as handing out flyers, etc. at the weekly



Farmer's Market to spread the word about this and get greater public input :) I think that this is fantastic idea and feel confident that many people would also want this to become a reality- they just don't know it's even a possibility right now. Create a hashtag and keep promoting on social media!!!!

- 1065. Please create a year round public market. Slc is becoming such an awesome place to live and this will only add to it.
- 1066. Please do a year round market!!
- 1067. Please do an awesome year round farmers market w the same prices for produce!
- 1068. PLEASE DO IT
- 1069. Please do it :)
- 1070. Please do it!
- 1071. Please do it!
- 1072. Please do it!
- 1073. Please do it!
- 1074. Please do it!
- 1075. Please do it! Thank you!
- 1076. PLEASE DO IT!!
- 1077. Please do it!!
- 1078. Please do it!!
- 1079. Please do it!!
- 1080. Please do it!! And fast. This sounds so awesome.
- 1081. Please do it!!!
- 1082. PLEASE DO IT!!! YOU BUILD IT, WE WILL COME !!!
- 1083. Please do it!!! It would be so amazing to have!
- 1084. Please do it!!!! One of my favorite things about Seattle and San Fran! Such a lovely and amazing idea.
- 1085. Please do open a year-round market. Please also ensure adequate parking and security to prevent drugs and crime- I'm sick of seeing used needles laying around.
- 1086. Please do this
- 1087. Please do this and continue to get great vendors at the farmers market. Make it fun and exciting, neon lights hands on things a place to go and want to be
- 1088. Please do this it would be good for salt lake
- 1089. Please do this!
- 1090. Please do this!



1091. Please do this!
1092. Please do this!
1093. Please do this! A public market would make this city feel like a bonafide city!
1094. Please do this! I just got back from a trip to Portland OR. The scope of their outdoor markets was so impressive. We can do so much better!!!
1095. Please do this! If San Francisco and Seattle can do it, so can we.
1096. Please do this! It'd be the best, and is also a way to revitalize the Gateway District!
1097. Please do this! We need a unique market to get a variety of foods not easily available products. I'm so there!
1098. Please do this! You will be so surprised st how busy and fun it Will be
1099. Please do this!!
1100. Please do this!!
1101. Please do this!!!
1102. Please do this!!! I would LOVE this!!! It'd be so great if it were close to downtown.
1103. Please do this!!! It would greatly enhance our community and be such a fun space for eveyone to shop for great fresh foods all year round!
1104. Please do this!!!! I'm originally from Seattle & Pike Place is my absolute favorite thing to do when visiting there. I have always wished we had something like this in Salt Lake & would visit frequently.
1105. Please do this, SLC needs it and every other major city have one
1106. Please do this. It would be great for the city.
1107. Please don't allow cheap China imported junk
1108. Please don't put an indoor market downtown!!!!!!!!!!!!!! It is too busy, hard to get to and no parking!! Locate it is in a new an upcoming neighborhood that is more easily assessable. 9th and 9th, 15 & 15th. Sugarhouse or Holliday Center next to new Tony Caputos. Anywhere but downtown. People with disposable income who live in Sugarhouse and East Bench and Olympus Cove will NEVER regularly go downtown.
1109. Please encourage prices to stay affordable!
1110. Please expand :)
1111. Please find a way to do this and make it an easy to access location line he summer market with easy parking. Encourage more urban farmers to grow in hoop and green houses so we can eat locally and we'll all year long!
1112. Please first find a solution to rehoming the homeless, rather than displacing them in order to create more attraction and revenue to SLC. Don't relegate them to a less ""desirable"" location as a temporary solution.
1113. Please focus on the needs of the community and the vendors.

1114. Please for the love of god do this. It would be incredible!
1115. Please give us a great market with affordable price!
1116. Please give us a year round market. We love the vendors, the musicians, arts & social climate if offers us
1117. Please give us an indoor market!! Such a great idea!
1118. Please have a plan in place to keep this from becoming an indoor camping zone for the street people. I lived downtown for four years and they ruin all the nice things down there.
1119. Please have good seafood! Plenty of parking, and do it on the East side of the valley not the west.
1120. Please have the indoor market be dog friendly as well as water bottle filling stations.
1121. Please have vegan food vendors.
1122. Please include non-Mormon options! (Sunday, beer/wine). North downtown (north of the temple area) location would be ideal! It needs some love.
1123. Please insure there is parking and it is safe. Also limit/ban dogs.
1124. Please keep in mind the people of Rose Park and do not cause the prices of things we need to get by to rise to the point of driving people out. Volunteering with the local schools such as Meadowlark Elementary and Newman elementary to have them learn about healthy food and access to more education. Handicapped and wheelchair access is a must. The increase in traffic might help spark awareness of our lack of street maintenance too. Finally maybe people would see that there is also a lack of entertainment for children too.
1125. Please keep the farmer's market open more and expand it to the Gateway!
1126. Please keep the panhandlers out.
1127. Please let this be a thing!
1128. Please look at Torvehallerne for inspiration! It is amazing!
1129. Please make a year round market!! I would love that!!!
1130. PLEASE MAKE AN INDOOR MARKET HAPPEN! <3
1131. Please make it happen! This is the kind of thing that helps make cities great and the location will be great continuing to help revitalize that area.
1132. Please make it happen!!
1133. Please make it happen!! :)
1134. please make it happen.
1135. Please make it open on Sunday's. Utah misses out on a huge market of people who want to shop and enjoy themselves on Sunday. This is a fabulous idea! It would be a huge tourist attraction too! Air conditioned!
1136. Please make it so
1137. Please make more vegan options available at the market! Thanks



important to me. Local foods are the only way for us to survive.

- 1159. Please make this permant! I believe it would attract tourists as well as locals. Heck, I drive from Layton because I like it so much!
- 1160. Please make this real.
- 1161. Please model after Vancouver outdoor market.....clean, classy, high quality. Seattle pike place is, by contrast, touristy, crowded and dirty. I would never eat food from there. Good luck and thank you
- 1162. PLEASE open a yearly public market with locally grown/made produce & items! I would shop there all the time! :D
- 1163. Please open indoor
- 1164. Please open on Sundays
- 1165. Please open on Sundays and at least a few nigjts per week. Li
- 1166. Please open this market!
- 1167. Please please make this happen! I was just in Seattle and adore Pike Place. Please make sure it's open sundays, there is nothing to do on sundays.
- 1168. Please please make this happen!!'
- 1169. Please please please
- 1170. Please please please do it! This would be a dream come true and I know tons of people are for it! Much love!
- 1171. PLEASE PLEASE PLEASE do this!
- 1172. Please please please do this! And hire me to help run it or market it! ;-)
Aspenlanderson@gmail.com look me up on linked in, seriously I would rock.
- 1173. Please please please do this!!!
- 1174. Please please please do this!!!! It would add to the Salt Lake culture so much and be a huge boost to our local economy. It's just another step to making Salt Lake the next best city to be in and it would be a huge addition to our culture and business here. It would really be a shame to not see this happen- I have no doubt it would be a huge success in multiple levels!
- 1175. Please please please give local farmers more of a leg up in this new project. We need more of a way to support local farmers and get fresh produce. We need to encourage people to buy food locally.
- 1176. Please please please make gluten free options more readily available. There are so few in the valley right now and it's hard to find food I can eat and enjoy.
- 1177. Please please please make it happen and clean up the area! Make it a landmark destination and people will come. Music, art, tourists and fun will follow and our farmers and artisans will be happy!!
- 1178. Please please please make it year round and open on Sundays!!! I would be go all the time!
- 1179. Please please please on Sundays. PLEASE.



1180. Please please please open up a new farmers market. I would love to be able to purchase more local fresh foods!
1181. Please please please! Oxbow in Napa, 5the market in Seattle are the best!
1182. Please pleeeeeease do this. I would visit so often and would pour much money into it
1183. Please put a year round market here!
1184. Please put it in a safer area. I was harassed once.
1185. Please put it in Trolley Square!!!!
1186. Please sell alcohol.
1187. Please so a fair priced fresh market please please please
1188. Please take your time to make sure you're showcasing the best and most diverse products Utah has to offer.
1189. Please! Make this happen
1190. Please! Pikes place in Seattle and the Saturdays market in portland are two of my very favorite places. They offer variety, fresh foods, handmade products, and they support their local community.
1191. Please!!!!!!!!
1192. Please, do this! I would love to have a year round market.
1193. Please, please do it....I would LOVE to have a public market here.
1194. Please, please do this right, more emphasis on food, and make it a real alternative to a grocery store. Don't fill it up with craft stalls.
1195. Please, please make parking a priority - i'd love to go downtown for a weekend shopping adventure, but I don't want to carry my purchases 10 blocks
1196. Please, please PLEASE have a public market located downtown. PLEASE have it open on Sunday and allowed to sell Beer & Wine.
1197. Please, please, please do whatever it takes to get us a year-round market. I will be the most loyal customer!
1198. Please, please, please keep it local- what is the point if not? Consider reduced rates for booths for scholarships for emerging artists and crafts people. Mix up selection of vendors more often. Find a way to integrate homeless services (planning and board participation, job placement, food donations, public education) into this venture since market locations often overlap. Keep entry free and locations near public transportation.
1199. PLEASE, PLEASE, PLEASE MAKE THIS HAPPEN!!!!
1200. Please, please, please put one in. Make it a destination like Pike Place. Get vendors the fish guy at Pike Place who throws fish around and involves the crowd.
1201. Please, please, please: make ithappen! It would be so much fun!!!!
1202. Please. A pikes place type experience would be awesome. Maybe take over gateway.

1203. Pleeeeeeease!!!
1204. Plenty of available parking, public transit within a block , snow removal
1205. Ponce City Market in Atlanta is amazing! Hope this becomes a reality!
1206. Progress is awesome!
1207. Provide easily accessible free parking and people will come!!
1208. Provide for the handicapped and disabled community, and this does not mean a few wheelchair ramps. Design all movements for disabled community, practical design works for all users, universal design
1209. Provide opportunity by promoting small start businesses or for women to start their own food business through the market structure.
1210. Put it in trolley square please!
1211. Put it inside the train station! Like the winter market.
1212. Put it on main street or right downtown. And let's call it a name that's not like Seattle's. Let's have our own unique name of notoriety
1213. put the market near liberty wells!
1214. Really concerned about the homeless population and violence/drug scene around that area. They seem to clear out ok once a week for the summer market but I don't know how the city would control that for a year-long market. I wouldn't come if it was like it down there as it is now when I go to the gateway or restaurants nearby.
1215. Really excited about this prospect! Eager to see how it develops and as a Rose Park resident and downtown lover it would be wonderful to have a market like this and be able to shop closer to home while supporting local producers. So much of the downtown market is more of an experience than a full grocery shopping venue - this would complement it beautifully!
1216. Really good markets have real farmers, plus food stalls and trinkets . Pikes, the Eastern Market in Detroit, even the neighborhood markets in bellingham WA or Missoula MT have that mix. The one in Portland is mostly prepared foods and ""stuff"", and, tho it's a fun time, isn't someplace I'd go to routinely. We are unusual in growing a lot of our food, and I am a snot about fruit as I come from a long line of orchardists. However, I know a lot of people who feel the same way about the pioneer park market: too many trinkets and jars and not enough ""food"". If you want to address the food desert issue, unprepared foods make more sense than cooked ones, cause the ""value added"" component drives the cost too high for low income folks . Please keep this, and parking , (UTA still hasn't got in-town buses/trains dialed in: they serve the suburbs better than the city) in mind as you plan: Can't wait for a year round market !
1217. Really look at ""The Yards"" in Albuquerque it is unique, beautiful and fun. A cross between that and the Ferry Building in San Francisco would be awesome. We have great old rail buildings west of Rio Grande too. It doesn't have to be a costly endeavor. Don't let this take ten years of surveys and public input either. Get it going already!

1218. Really love this idea. Pikes Place in Seattle, Ferry Building in SF, Philly's Reading Terminal Market are all wonderful. But why do we have to build something new? This concept in Trolley Square would be amazing!
1219. Regulate the parking around the park. Some people park terribly and it ruins it for 2+ cars that could have fit at that space.
1220. Rio Grande is so scary! The homeless people doing drugs and begging are by far the biggest reason we would not shop at a market at Rio Grande.
1221. Rotate vendors so it doesn't become stale and boring
1222. Running the gauntlet of the panhandlers is tiresome. Not sure what can/should be done. Lots of security encourages participation. If dogs are to be allowed, please give them their own area. Really excited to see this area of downtown come to life. SL central transit will be really useful!
1223. Safety would be a large concern. Especially when we support local biking walking or train
1224. SALT LAKE CITY NEEDS THIS!!
1225. Salt lake doesn't have access to ""fresh fish"" or produce really. The prices that are charged are really high (go to Pikes, everything is FRESH and cheaper than anything I have seen here in SLC, I have friends in the Seattle area and visit several times a year) Good luck, I just think there are enough people in the downtown area to support this type of market.
1226. Salt lake is long overdue for a year round market. One of the things I miss most about the Seattle area is the abundance of farmers markets.
1227. Salt Lake would truly benefit by having a large public market. It would be well received!!!
1228. Security and walking distance to Trax.
1229. Security, it's a little scary being a single mom down there on my own
1230. Security. Shelter detracts from overall experience
1231. See Midtown Global Market in Minneapolis
1232. Seriously, that Rio Grande area is sketchy and I have not been back since I visited in the winter because I do not want to go to that area.
1233. SLC HAS BEEN READY FOR THIS TYPE OF MARKET SHOPPING ARENA FIR A LONG TIME. WOULD LOVE TO SEE THIS MATERIALIZE...
1234. SLC needs a year-round market option
1235. SLC NEEDS THIS!!!!!! I also think it'd be really cool to have some fitness class, yoga or dance as well.
1236. SLC needs this, not just for trendiness sake, but we're being gouged by grocery stores & ""natural food stores"", and parking at pioneer park is ridiculous, there's gotta be more choices and alternatives. Thanks
1237. Small note just on the survey layout-- make sure to allow for people who do not identify along the gender binary of male or female.

1238. So excited about this possibility...
1239. So excited at the thought of a market with local businesses. The ""support local"" scene in Salt Lake is so strong and growing every year. Do it!
1240. So excited! Hope it works out.
1241. So exciting!!!
1242. So much will depend on the location. I only go to the downtown market 3-4 time a summer because the wheeler farm market is so much closer and more convenient. I'd live a year round market, but probably wouldn't go there often if it is hard to get to or park at.
1243. Some of my favorite experiences visiting other cities have been in their public markets. I think a public market in Salt Lake sounds like a fantastic idea.
1244. Something like the Public market in Seattle, Oxbow in Napa, or Ferry building in SF..... with seasonal produce would be amazing! I love the downtown farmers market, but Saturday is too busy and parking is a pain. Tuesday harvest starts too late in the day for me. So I end up at Harmons more often.
1245. Sounds AWESOME!!!
1246. Sounds exciting. I can't wait to come shop!
1247. Sounds great. I have gone to the other winter farmers markets. I liked having it available again. It was just a little cold in the tent setting. Sunday's would be terrific.
1248. Sounds like a good idea
1249. Sounds like a great idea - I hope it catches on....
1250. Sounds like a great idea I would support!
1251. Sounds like a great idea! I'm excited for this!!
1252. Sounds like an amazing opportunity for a lot of people. Good job SLC!
1253. spent time this summer in seattle and visited the pike place market daily. would love to see something similar in SLC
1254. Stay beautiful!
1255. Strollers are a nuisance. I realize it's family friendly event and I hesitate to even say anything but they are still a nuisance.
1256. Stupendous idea! Thanks for making SLC great.
1257. Such a great idea! Hope it's an accessible place where parking would be available.
1258. Such a great idea! These markets are all over Europe and they are my favorite!!'
1259. Sunday hours would be amazing. It would be even better if we had Sunday hours for a package store selling local alcohol
1260. Sunday market!
1261. Supporting local is good for the economy and our community. It's very desirable to me to have a place that encourages small businesses and grows the emphasis on supporting local

business.

- 1262. Tables set up to eat would be great
- 1263. Taco cart
- 1264. Ted Spitzer is a crook! Jk
- 1265. Thank you asking-great idea!!
- 1266. Thank you for beginning this process!
- 1267. Thank you for doing this. I've been saying salt lake needs a market for YEARS.
- 1268. Thank You!
- 1269. Thank you!
- 1270. Thank you!!!
- 1271. Thank you. I think it'd be a hit.
- 1272. Thanks for looking at new ideas to increase the culture of our city
- 1273. Thanks for putting the effort to better our city. It's appreciated :)
- 1274. Thanks for the fun destination!
- 1275. Thanks for this idea! Really hope it happens :)!
- 1276. Thanks for yr hard work in bringing healthy choices to our community
- 1277. That space would be filled and local restaurants/cafes would be present. So it doesn't turn out to be like the winter farmer's market that was once present and when you went, there were hardly any vendors and the space wasn't filled.
- 1278. That would be cool! I grew up with the Farm Woman's Market in Bethesda MD. Would love to have that again!
- 1279. That your Facebook page highlight a couple vendors each week
- 1280. The area has really gone down hill. There would need to be a dramatic change in the amount of crime and an increase in a safe family friendly atmosphere for me to visit again.
- 1281. The best place for the year around market is in the Rio Grande Depot with expansion to the west as it grows.
- 1282. The Boqueria in Barcelona is my favorite place on the planet to buy food, it would be really great to have something along those lines in Salt Lake City. Also a very good resource for restaurants.
- 1283. The Boston Public Market next to Faneuil Hall in Boston is EXACTLY what SLC needs.
- 1284. The choice of fresh foods in Utah is slim. It would be so nice to have some speciality vendors available year round. I am especially interested in meat and seafood vendors. I hate shopping for those things at grocery stores.
- 1285. The concept of an indoor Public Market is intriguing and exciting as can be! I'd love to see



the idea come to fruition and thrive under the patronage of quality vendors from around the entire Salt Lake Valley!

1286. The current downtown farmer's market is a joke. Produce is scant and overpriced. There are a lot more sellers of trinket and useless junk than produce. We need fresh produce, meat, dairy products and prepared foods at reasonable prices. Not sure why the place is overwhelmed with junk. Pay a visit to the weekend street market in a similarly sized city such as Portland, OR, to see the variety of produce and food we can have.
1287. The current format is too crowded, does not have enough parking, and is not too safe. It deters us from attending.
1288. the downtown alliance should cover the health department fees for the food vendors. The SLVHD is a criminal organization.
1289. The Downtown Farmer's Market is at the core of SLC's growing community. I appreciate the local and fresh vibes that radiate through Pioneer Park on Saturdays! Hope this can continue through other seasons!
1290. The farmer's market is a great asset to our community. Keep up the great work!
1291. The fee needs to be reasonable, otherwise you'll only have those vendors that are big enough and are selling in local grocery stores, such as Harmon's or Smith's.
1292. The homeless camps drive away business. Panhandlers should be repelled.
1293. The homeless population may deter some shoppers from going to the proposed permanent covered site. I don't enjoy that aspect and it wouldn't keep me away.
1294. The indoor market in San Francisco is one of my favorite places to visit in SF. Also, check-out the Chelsea Market in NYC. Make it hip/artsy and people will come! Also create an open venue for live music and free performances.
1295. The indoor market sounds interesting, but only if it isn't polluted with lots of imported products like poor quality store grade products, generic food service prepared foods, or foreign manufactured trinkets.
1296. The last time I visited the farmers market my exact words were ""I wish they could hold this year round!
1297. The location choice is troubling. The area proposed is over run with homeless and a lot of crime goes on in the area. I don't know how safe I would feel walking down by the old rio grand station, even in daylight. There would need to be a lot of changes before I felt comfortable going there.
1298. The location needs to be safe. Going to places around Pioneer Park, Rio Grande and the Gateway have become less desirable with the increase in criminal activity
1299. The main reason I don't go to the Sat morning farmers market more often are because of the crowds! Even when I get there right at 8 am or slightly earlier, it's crazy. Then by 9 am it's totally nuts, and people with their dogs make it so awkward to walk around. I'm glad it's so popular, but I go less than i used to because of its popularity.
1300. The main reason I don't visit the farmer's market as much is because of the days/hours and

the parking.

1301. The market has helped me in times of need to get fresh local produce and other items for a good price or even free via the SNAP program, so it's been invaluable to me personally! I now work during the time it operates and really would love to see an open market with more hours similar to Pike's place and other markets around the country so I can continue to get local produce and items year round and later in the evening and support local business as well as benefit from freshly made and harvested items! The fact that this is being considered is very exciting for the local community and I'm excited to see where this goes! Thank you!
1302. The more local food and businesses, the better.
1303. The only issue I feel would need to be addressed is the homeless situation in that area. That area is swamped with homeless people and would need to be cleaned up.
1304. The only problem would be the homeless shelter. I think that could be fixed with Mayor Jackie's plan though!
1305. The only reason I marked unlikely to go for lunch is because I work on the other side of town. Otherwise I'd totally be there!
1306. The only thing I worry about is it becoming a ""DIY market"" where people sell their junky, home-made items. It would be great for it to be a place for established local businesses only.
1307. The Pioneer park location is terrible. I have visited farmers markets in Raleigh NC, Idaho, Washington and Oregon. The Raleigh market (while not the best overall) is probably the best template for SLC to emulate. It is a combination of covered and open air (though it's location was just okay). Something like the fairgrounds, but located somewhere like Liberty Park, or even the Gallivan Plaza (too small) would be light years better than the current incarnation at Pioneer ""park"". Pioneer park is awful and we should all stop pretending it is a park, it's not, it's a ropery no-mans land. peace and good luck
1308. The questions about ethnic options are a little weird - I sort of get it, but diversity is amazing and shouldn't be left out no matter what interest level survey takers indicate. Literally all of those are awesome and everyone would love it once they tried it! You should provide a melting pot where people can gain exposure to different things and our amazing diverse community can be welcomed and showcase their talents and wares.
1309. The Rio Grande area is a very unsafe place to hold public events. Pioneer Park is always filled with vagrants and there is illegal activity on a daily basis. I used to attend the Farmers' Market regularly, but I feel differently bringing my small children to such a sketchy area of town. Parking near the Market and having to walk anywhere in that area is unsafe. Please seriously consider moving the Farmers' Market to a more safe and family friendly environment, like Liberty Park.
1310. The Rio Grande neighborhood is scary. Much worse than Pioneer Park. The homeless issue needs to be addressed before you consider moving the Farmers Market. Great warehouse spaces near Ballpark.
1311. The situation around Pioneer Park is getting worse each time I visit. I no longer feel safe

traveling to and from the market. I would not be inclined to visit an indoor market in that area.

- 1312. The smaller markets in salt lake do not offer a good selection. Downtown is hard to commute to. I would love to see an outdoor market at liberty park with increased selection.
- 1313. The staff is fantastic! Give them a raise.
- 1314. The west sound of town is scary. A market in Central City would be great for the area!
- 1315. The wheeler farms market is my favorite
- 1316. The winter market is nice but awkwardly spaced. The gaps in time between the beginning of the summer market and the end of the winter market always confuse me. Please please please have a year round market!!
- 1317. There are too many dogs at Downtown Farmers Market. I love dogs just not there??
- 1318. There is a glut of good options downtown, if you do this shouldn't be in a food dessert on the west side?
- 1319. There needs to be a place to park for free
- 1320. There needs to be safe parking, especially if it will be open at night.
- 1321. There should really be a ""extremely, EXTREMELY interested"" for the wine/beer section! Would also love to see more local distilleries like Sugarhouse and High West. Lastly, the chocolate and cheese festival that is hosted at the Natural History Museum has been overly packed the last few years and I would love to see those businesses get more exposure through a regular indoor market to help the over crowding in those festivals. I work for Artspace and I know my community would love to see an indoor marketplace like this!
- 1322. There's a huge difference between a craft fair, a mall, and a public market. Utah can figure this one out. It's time! Best wishes!
- 1323. Think this is a great idea.
- 1324. This area is dangerous and I've been assaulted, yelled at, and had to watch people shooting up on the sidewalk. My friends and I have decided it's much safer to stay away from the area. Until we see the massive tent cities gone, less transients, and more productive people in the area we will avoid it.
- 1325. This could be a great place to offer evening community events - like wine tastings, cooking/tasting classes, art events, etc... I look forward to it coming to fruition!!!
- 1326. This could be the shopping and tourist attraction downtown needs. We need an identity.
- 1327. This is a brilliant idea!
- 1328. This is a brilliant use! I have been to other cities that have similar markets and I think it really adds to the community/keeps business local
- 1329. This is a fantastic idea! I think this would be a huge success and also allow local farmers and business start their own legacy. Seriously, look up Chef Blu!! You will want her in on this.
- 1330. This is a fantastic idea.



1331. This is a fantastic idea.
1332. This is a fantastic survey! Thank you for considering a year round market! I've always envied Pikes Place in Seattle.
1333. This is a great idea and you should definitely make it happen! SLC needs this!
1334. This is a great idea!
1335. This is a great idea!
1336. This is a great idea!
1337. This is a great idea! Anything that gives local businesses/farms/artisans more opportunities is great.
1338. This is a great idea! I hope you are able to make it happen!
1339. This is a great idea! Salt lake needs this. Make it easier to get good quality, local food year round. The farmer's market downtown is not that convenient, even though it's nice. The winter's market could be every week, not every other. Please, this year round market full of local farmers and food vendors would be fantastic!!! I would go all the time! My fourth local business I would love to see... Liberty Heights fresh.
1340. This is a GREAT idea! What a fun thing!
1341. This is a great idea!!
1342. This is a great idea!!
1343. This is a great idea!! Please do it!
1344. This is a great idea, let's do it!
1345. This is a great idea, location will be key.. Look at 9th south area.. Easy on and off access from I-15. Area under the overpass would be awesome, revitalize the area like they did in Portland and NYC
1346. This is a great idea, please do it!
1347. This is a great idea. I love Ferry Market in San Francisco and Pike's Market in Seattle. I hope you will consider implementing the SNAP benefit program there.
1348. This is a great idea. Please make it happen.
1349. This is a great idea. Things that I think need to be considered is the safety of the neighborhood- my job is in this neighborhood and we have lost a lot of business in recent years due to customers feeling a lack of safety. Also, the market should promote the smallest of local businesses that are less accessible to the consumer for reasons like not having their own store location. The more we can promote local, small business and locally sourced food the better. I'm looking forward to seeing this unfold.
1350. This is a Saturday Tradition for my friends and family
1351. This is a very exciting idea!
1352. THIS IS A WONDERDUL IDEA!!! ??



1353. This is a wonderful idea. I really hope it takes root, as I believe it could be a real economic engine for Salt Lake businesses! Good work y'all!
1354. This is an amazing idea & would be a wonderful addition to our city!
1355. This is an amazing idea and I whole-heartedly support it!
1356. This is an amazing idea that will bring us into the foodie leagues of Seattle and other big cities.
1357. This is an idea that I would be very excited about, and I hope that it works out! I've been to similar markets in Europe, and the experience, as much as the quality of products, makes it a desirable attraction for any city.
1358. This is awesoms!!
1359. This is exactly the type of thing that salt lake needs to add in order to continue our belief of bringing culture to the city!
1360. This is exactly what SLC needs!
1361. This is exciting!
1362. This is exciting, I hope you do it!
1363. This is exciting. Good luck
1364. This is fantastic - I love the farmers market but Saturday mornings are filled with commitments and it's unbearably crowded. If I could go after work and/or on Sunday I'd do a significant chunk of my food shopping there.
1365. This is great! I would love to see local vendors and maybe snack/coffee shops inside. But whatever you do, dont bring starbucks in! They have enough business elsewhere, let the little guys come in.
1366. This is most exciting idea out of SLC in a long while! Please make it happen.
1367. This is so exciting! I would love to see something like this.
1368. This is so exciting! Please make this happen. I want to support more local farmers and reduce the transit time for my food
1369. This is so great that you guys are working on projects like this. The food culture in Utah is growing and needs to be nurtured. Besides giving us the best quality food possible it builds community along with cultural awareness and diversity. Not to mention reconnecting ourselves to the planet through food, the farming community, showing the next generations where it all comes from. Plus it brings more fun and family friendly things to do in the city! Thank you for continuing to drive our city and state forward
1370. This is such a fabulous idea and I would love to do anything I can to bring it to people's attention.
1371. This is such a great idea! I think that a public market would do very well in Salt Lake!
1372. This is such a great idea! I would love to see it come alive!
1373. This is such a great idea! Please make it happen... I would choose to ove a mall any day!



1374. This is such a great idea! Tourists would love it too
1375. This is the best idea I've heard in a very long time!!
1376. This issue wonderful idea and I would love to see something like this come to SLC.
1377. This market needs to feature more socialization options - be that beer and wine tastings, cooking demos, arts and crafts. I would like to see it evolve a bit more to have that Pikes Place feel.
1378. This market would be another great reason to visit our state from a tourist perspective if done in a fun artistic way.
1379. This needs to be done, so glad somebody is trying to do this! Every other great American city has this so it's our turn now. Also the hooker response was a joke btw
1380. This needs to happen! Not just in Salt Lake City, but in other cities as well like Ogden!
1381. This public market must not create a negative impact on historic properties. Please try to utilize a historic property if one is available. Also, please encourage/support Wasatch Cooperative to locate there or collaborate with you. I support their cause but don't understand why they keep dragging out their ""planning"". Thank you for getting something done. A public market is overdue in Salt Lake.
1382. This SOUNDS AMAZING
1383. This sounds awesome!
1384. This sounds awesome! Love visiting these types of markets around the country. It could be a great tourist spot too.
1385. This sounds awesome! Please make it happen!
1386. This sounds great! I've always loved the Pike Place Market in Seattle and would love the same or similar feel here. Fun!
1387. This sounds like a great idea!
1388. This sounds like Pike Place Market for SLC. I'm from Seattle and having an open market like that here where I now would be a dream come true!
1389. This survey is awesome.
1390. This will be a failing proposition if you don't first deal with the skyrocketing crime rates and homeless population in the area. Keeping these things in check every day verses a few hours one day a week is a daunting task. Just ask the current business owners.
1391. This will be awesome i hope this happens.
1392. This will make a visit to Salt Lake for people who don't live in town but consider it their primary city more enjoyable, and more of a destination for weekends especially.
1393. This will sound rude but, baby strollers (like the dogs) clog the walk ways. Thank you for providing SNAP participation.
1394. This would be a dream!!!!
1395. This would be a fantastic addition to salt lake!



1396. This would be a fantastic idea!
1397. This would be a fantastic, relevant investment for this city and a great addition to downtown SLC! We have seen this city grow and become more diverse over the last several years - so great! Additional amenities and cultural events and opportunities draw a larger, more diverse population to the city. We all love this city. We contribute to this city. And we are so excited to see it continue to expand and evolve. *Also, when designing surveys, if you include a gender question you really need to allow for an open ended answer/result. The binary is terribly limiting and dismissive of many in this community.
1398. This would be a great addition to Salt Lake City and would provide many benefits to the community.
1399. this would be a great addition to Salt Lake City, I would have a reason to go to the city more often. Born and raised in SLC, have lived elsewhere and have always wished there was a place to get fresh bread and meats, pasta and good wine and flowers. That's what I have loved about NYC, Boston and LA.
1400. This would be a great addition to salt lake. Just make sure there's parking. Lots of ppl come from outside of downtown SLC. Excited!!
1401. This would be a great addition to slc.
1402. This would be a great addition to the Salt Lake Valley, but maybe think of not having it downtown. Mid-valley would be perfect in my opinion!
1403. This would be a great idea, but prices would need to be more competitive with local food stores. If it's an indoor place with food then there would need to be some regulations about pets.
1404. This would be a great investment !!!!!!!!!!!
1405. This would be a great thing for the community!
1406. This would be a lot more appealing in a different location, perhaps somewhere like Trolley Square - still convenient from Downtown, but better from the U. Rio Grande isn't the most convenient location coming from many parts of the valley, and the homeless problem surrounding the facility and lack of adequate parking would be an issue.
1407. This would be a very exciting thing for Salt Lake !!
1408. This would be a wonderful public service
1409. This would be amazing!
1410. This would be amazing!
1411. This would be amazing! As long as it stays clean and nice. Not a loitering spot for transients, I think it could have a huge impact.
1412. This would be amazing! We need a location that is open year round, and has an amazing organic selection!
1413. This would be amazing!!
1414. This would be an amazing addition for Utah and I hope it comes to fruition!

1415. This would be an amazing addition to our city!!
1416. This would be an amazing addition to Salt Lake, I would definitely do my shopping there if prices were within reason!
1417. This would be an incredible addition to downtown SLC! Please make this happen! Please!
1418. This would be an incredible addition to our city.
1419. This would be awesome!
1420. This would be awesome! Please make it happen!
1421. This would be awesome!!! I think it would also help salt lakes food scene and open more people open to eating more diverse foods! There are so many places I would try in salt lake, but they are after thoughts or have poor parking options. It would be incredible for both businesses and consumers if they were more accessible
1422. THIS WOULD BE AWESOME!!! Let's make it happen!!
1423. This would be excellent! The community needs a well advertised and easily accessible way to access local goods and support our community
1424. This would be fantastic- I hope you do it!
1425. This would be fantastic! It would help local businesses, the downtown area, help beautify the Rio Grande area, and would enrich the local culture.
1426. This would be great for Trolley Square. Check out The Source in Denver for a great example.
1427. This would be great to have and would like to see vegan options.
1428. This would be great! I hope it happens.
1429. This would be incredible and I would love to help spread the word and do what we need to help make this happen
1430. This would be pretty great.
1431. This would be so awesome to have and would add to the appeal of downtown SLC.
1432. This would be so cool!!
1433. This would be so so great!
1434. This would be such a great addition to SLC. One reason why I love going up to the city is because of the great food and this would really help SLC gain more followers.
1435. This would be wonderful! I used to live in Cleveland, and West Side Market was one of my favorite places. I'm so glad this is being considered.
1436. This would foster community, support local, and be a great tourist destination. I think there is a lot of opportunity.
1437. This would make all my wildest dreams come true!!
1438. Titties would be killer.



1439. To have places to bring guests from out of town that are diverse and show the realness of this city, is badly missing. I love slc, but, there aren't many destination places in the city outside the churchie ones.
1440. Tons of Vegan options would be wonderful!! If it was located on the west side of town would be great as well, too many things downtown.
1441. Too many dogs. Especially big dogs. We once saw a large dog lick pastries on display. We have several times witnessed dog fights. Almost tripped over dogs or dog leashes. We seldom go because of the dogs. If there were fewer or no dogs we would probably go more regularly.
1442. Two words... Trolley Square... We have talked for years about how incredible it would be to have that space be our version of Redding Terminal in Philly (one of our favorite east coast places to visit)
1443. Unless something is done to reduce/move the homeless population, all you'll have is a warm place for them to spend the winter. Location is no good.
1444. Unless the homeless shelter issues are resolved I doubt it's going to work. I'm not sure what has happened or is happening, but that one issue kept many away from the outdoor mall. That whole area is ripe for gentrification and I would love to open a shop with my locally produced candy there but wouldn't invest much until the homeless situation is solved. I personally have been panhandled or yelled at by mentally ill people with my small children in that area too many times. I hate the great and spacious mall (city creek) but at least it feels safer and cleaner.
1445. Unless you move the homeless out of the Rio Grande neighborhood you'll fail to draw consistent numbers of consumers to make this sustainable.
1446. Until the drug dealers, aggressive pan handlers and drugged out people are gone we will not go to that area we have friends with a business there and the filth on their building and in the parking lot let's u know that the whole area is full of disease
1447. Use the space at gateway and revamp it to work with this idea.
1448. Utah favorites - Beehive Cheese, Cafe Ibis coffee. A Sam Wellers/Ken Sanders spot would be awesome. I miss the craft booths in the winter, so that would be nice to have - better place to find christmas and birthday gifts, in my opinion.
1449. Utah's growing season is so short I would be worried that there would not be enough offerings to draw folks in the winter.
1450. Variety is best! I want to drink beer or wine at the market, which is probably an unreasonable request in this state.
1451. VEGAN EVERYTHING!
1452. Vegan options would be the best.
1453. Very excited for this!
1454. Very happy with the current operation, always take out of town visitors there to show it off
1455. Very interested in seeing this happen! Thanks for your hard work!

1456. Very interested!
1457. Very interested, but please do some advertising
1458. very nice place, people you can go there and find things you have never seen in other places
1459. Visited one in Philly. What a great idea!
1460. Want easy parking and to be safe - Pioneer Park is not the place!
1461. Was there a produce market at what is now Salt Lake Central terminal? Could you re-purpose an existing building for a Permanent Market? Will Pike Market in Seattle be a model?
1462. We are in full support of this!! Salt Lake is Ready for this!! So exciting!!
1463. We are in need of fresh local (at least regional) food year round. Shipped in produce is awful.
1464. We are moving to Sugarhouse and would love access to a year round market!!!
1465. We have a rather large vegan community here. It would be great to see that represented, in easy access to local foods and goods.
1466. We have been living in South America for about a year and have loved the open markets here, several days a week. Going to the market for fresh food is simply a way of life here and it's such a happy and healthy way to live. I'd love for this type of thinking to catch on in my beloved salt lake! We will be back next year and I'm eager to come back to the downtown market!
1467. We just moved here a year ago and when we visited before we moved the farmers market was was one of our most favorite things!!!
1468. We live in Idaho, we have family in Utah and travel there often. We always visit the SLC Farmer's Market! We love it and will support an indoor market! ??
1469. We love the quality and unique goods offered at pikes place market in Seattle. We actually stay down by the market when we go there. The people, food, crafts, art, energy are all amazing. And the flowers are killer!
1470. We need a food truck block like in Portland OR
1471. We need it!
1472. We need less authentic people selling produce they don't actually grow
1473. We need more local markets to support local families
1474. We need that!
1475. WE NEED THIS SO BADLY! In the winter, our air is polluted, no sunshine, it helps so much to eat fresh produce. My son has autism and doesn't like to try new foods. When he sees them being sold at a booth at the farmers market and they let him taste something, with a friendly smile, he is much more likely to eat new foods.
1476. We need this. I don't really have time to chase farmer's markets.

1477. We need transit to the markets.
1478. We really need something like this here. We need to be able to buy locally all year round, not just the summer. It would really help to strengthen SLC's reputation as a foodie town. It would be a great place for people to gather
1479. We really need this. Brings communities together
1480. We spent six weeks in Europe this summer and loved visiting the markets. The variety and culture is something we wish we had here. Don't screw this up!
1481. We visit Pike's Market in Seattle once a year just for fresh seafood and specialty items you can't find in SLC. Having that available in a growing SLC would benefit the market.
1482. We would LOVE a public market! I hope this becomes a reality!
1483. We would LOVE a year round public market! Please make this happen!
1484. We would LOVE to have a market! Please put it in an area that is easy to park at and close to all areas.
1485. We would love to have a year-round market and would use it regularly!
1486. We would love to see a public market in Utah!
1487. We'd love to see a full-time market in SLC. Having worked in the public market in Columbus, Ohio, during its transition to its current building in the 1990's, I've seen the benefit as well as the struggles of markets. Skillfully done, it can benefit both public and private sector, as well as creating a healthy and sustainable attraction right in the center of downtown.
1488. Weekends are hard for me, which is why I haven't been to Farmers Market on Saturdays. If it was available more with later hours I would absolutely buy from Farmers Market.
1489. Well the homeless are very intrusive but then again it adds to the ambience
1490. We've even taken in a movie or concert stayed over night to fill our coolers at the farmers market.
1491. What a fabulous idea!!!
1492. What a great idea for Salt Lake City! I fully support this.
1493. What a great idea! Everyone I know would love a year round market!
1494. What about trolley square?
1495. What an amazing idea! Design it after the European markets!
1496. what an exciting plan! I selfishly hope this happens. Downtown gets passed over all too often because ""all"" the people live south. To have something like a Pike Place market, albeit on a smaller scale & hopefully without seafood, would be awesome!!! Oh!, speaking of like place market, a donut hole place, made on the spot, would be yummy! & now that bees are in the endangered species list & they're a symbol of UT, clay beehive piggy banks would be cool - like the pig ones they have in Seattle. NO GUM WALL, please ;)
1497. What is going on with you people cutting edge of the most profound words I have ever read



the book of Mormon the effects of the United States of America and the mother of all the bad news for you to share the same thing as before. I am confident that you will find

1498. What more can I do to help?
1499. What will the parking be like for the indoor year round farmers market? There is already so little parking for the summer and winter markets. Will it cost anything? How will panhandling be addressed? Will bulk produce (eg. for canning) be offered?
1500. When I travel markets are one of the first places I visit. A market would be a great tourist destination and give more personality to our city.
1501. When I visited Pikes Place in Seattle, I was immediately reminded of Trolley Square. I wish you would put this there instead of in the Rio Grande district. I do not feel safe in that area, especially after dark. The homeless services and those who patronize them will need to be moved out of the area for me to truly be excited about the possibility of our own Pikes Place. I'm tired of the drugs and the crime and being hassled for money. I'm losing my empathy.
1502. When i was back east in PA, we used to shop at the type of indoor year round market that you are talking about. I loved to have that kind of access to good, healthy food. It was also just plain fun! Thank you for the Summer market you have now. Don't think I could ever stop shopping at that one!
1503. When visiting other cities I enjoy visiting the public markets. Toronto is one shining example. Consider doing some research about what makes those markets successful. For me, price is important. If I feel like a vendor is ripping me off ti taints the whole market experience. At the current Downtown Farmer's market I have seen simple fresh basil priced at \$20 per pound. Ridiculous. I am from Buffalo NY. There the farmer's markets are real - great, fresh produce cheaper than a chain grocery store.
1504. Whenever we travel to other cities, we always check out the public markets. It's a great way for tourists to get the real flavor of a city, or state.
1505. Where will all the homeless people be relocated to?
1506. Why don't you make the Gateway into this market?
1507. Why has it taken so long to get to this point? We need a year round indoor market.
1508. Why not have it in Sandy, Utah?
1509. Why would an all year indoor market NOT replace the outdoor summer market and winter market at the Rio Grande Depot? What better use for the old depot than transforming it into a full time indoor market??
1510. Wonderful idea, would love to visit often!
1511. Work - with city the help homeless & educate the public to stop subsidizing their addictions / untreated mental illnesses. The area has become extremely dangerous. I never spend time there other than the farmer's market. It's depressing how the homeless problems have impacted the Gateway.
1512. Work on the homeless situation near the park, Rio Grande and this location for the market.

I can't imagine coming there at night or staying long after work the way it is now.

- 1513. Working downtown this would be exciting! As long as there's parking. I love farmers markets but don't often frequent because parking is a pain and the crowds. This would be awesome to hit for lunch though on a regular basis.
- 1514. World foods & spices.
- 1515. Worry about the homeless issue 1st before tackling a new indoor facility
- 1516. Would a public market also involve the large refugee community in slc, in particular refugee-run food businesses?
- 1517. Would absolutely LOVE to see a trendy year round farmers market in SLC! Hope it happens quickly!
- 1518. Would be great to get fresh local veggies there!
- 1519. Would be great to have something like the Grand Central Market in downtown LA grandcentralmarket.com or possibly other community resources, laundromat? internet cafe?
- 1520. Would be ideal if the indoor market would be vegan friendly
- 1521. Would be less likely to visit because of the homeless population in the area
- 1522. Would be SO great if there was beer and/or wine for consumption there, like most of the other amazing indoor markets across the US and beyond!
- 1523. Would like a better seafood market. Food stands/carts that have seating. Cheap and easy parking. Buskers are always nice.
- 1524. Would like a market that is vegan, animal and environmentally friendly and healthy!
- 1525. Would like more than one location and/or other than downtown. Free parking close to venue or closer to Trax.
- 1526. Would love a year round market!
- 1527. Would love for it to be inside and located at a place that has tons of parking that I wouldn't have to worry about paying for. I would also love for it to be on the west side of the city, because I live there and because I feel like there are lots of food deserts on the west side.
- 1528. Would love if they featured some local bands a couple days a week
- 1529. Would love it!
- 1530. Would love love for Abigail's Oven natural sourdough bread to be available at the market! It is the best!
- 1531. Would love this amenity to be added to the city, but please, please, please have it open on Sunday's.
- 1532. Would love this in a more central Part of The salt lake valley and More accessible
- 1533. Would love this to happen! I miss European open air markets.
- 1534. Would love this!



1535. Would Love this! It needs to happen.
1536. Would love this!!!
1537. Would love to go on Sunday!
1538. Would LOVE to have this here in SLC
1539. Would love to see better options for fresh seafood, meats and flower markets.
1540. Would love to see fresh flowers being sold in slc! And also would love for it to be a safe place that I could walk if it were just my baby and I.
1541. Would love to see it open on Sunday's!
1542. Would love to see more halal options
1543. Would love to see one in SLC. Public markets are some of my favorite places to visit in other cities.
1544. would love to see something like the ferry building in san francisco! wine, cheese, and yummy places to eat!
1545. Would love to see this become a reality
1546. Would love to see this exist somewhere in the Rio Grande District. Maybe in the shops at Pierpont or even Gateway. I think this would help with patrolling and cleaning up the area.
1547. Would love to see this happen to give us a year round option.
1548. Would love to see this happen!
1549. Would love to see this!
1550. Would love year round!
1551. Yay public market! ??????????
1552. Yeah for year round option!
1553. Year round market would be a dream! Sunday market would be great too!
1554. Yes please do it
1555. Yes please!
1556. Yes!
1557. YES! We need an outdoor market like this. If we had something like this, I would change my shopping habits. I think a lot of people would support local business and it would be really great for Utah and downtown.
1558. Yes! Do it!
1559. Yes, please! With bike parking! :)
1560. Yes, please! I would love a year-round indoor or most indoor market. Low rents are VERY important to keep food affordable and prevent low-income vendors (particularly ethnic vendors) from being squeezed out.
1561. Yes, please!!!



1562. Yes, yes, yes, yes, yes!!!! Make it happen!!!! The Rio Grand area would be perfect for that if the current business there could be moved. Or, maybe Gateway could be altered and brought back to life for this purpose!!!!
1563. YES. I love it.
1564. You are amazing! Thank you for making SLC a magical place to live! Looking forward to seeing all of your hard work pay off ! I hope the Double Up Food Bucks and SNAP programs will run at the indoor market.
1565. You are awesome :)
1566. You rule!
1567. Your biggest threat is the location you described. It seems dangerous over by the rio grande to average person. That area has a rampant homeless problem fraught with crime and drugs.

Appendix B: Survey Instrument



Salt Lake City Public Market Community Survey

Welcome

Thank you for visiting the Salt Lake City public market survey! The survey will take about 10 minutes to complete. It was created to gather community input into the idea of building upon the success of the Salt Lake City Downtown Farmers' Market by creating a permanent, year-round indoor public market at a site in the Station Center District, just west of the Rio Grande Depot. This indoor market would NOT replace the existing Downtown Farmers' Market in Pioneer Park but would create a facility where small, local, independent businesses would provide fresh and prepared foods to area residents on a daily basis throughout the year.

Your answers to this survey will help ensure that the public market meets the needs of area residents. The information you provide will be aggregated with other responses and not used for any other purposes.

Due to the great response, we have extended the deadline to October 6, 2016. We appreciate your feedback!



Salt Lake City Public Market Community Survey

Primary shopper

*** 1. Are you one of the primary shoppers for fresh foods in your household?**

☐ Yes

☐ No

2. During the summer months, where does your household acquire most of its fresh foods?

☐ Smith's

☐ Harmon's

☐ Whole Foods Market

☐ Walmart

☐ Other grocery store or supermarket

☐ Salt Lake City Downtown Farmers' Market

☐ Other farmers' markets

☐ Other (please specify)

3. For each of the following statements, please rate existing food stores around Salt Lake City.

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
The quality of fresh foods sold in Salt Lake City meets my needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The selection of fresh foods sold in Salt Lake City meets my needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The prices of fresh foods sold in Salt Lake City meet my needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existing stores provide good service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's easy to get to food stores around Salt Lake City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Have you visited any area farmers' markets in the past 12 months?

☐ Yes

☐ No

Salt Lake City Public Market Community Survey

Ever visited the Salt Lake City Downtown Farmers' Market

*** 5. Have you ever visited the Salt Lake City Downtown Farmers' Market?**

- ☐ Yes
- ☐ No
- ☐ Don't Know



Salt Lake City Public Market Community Survey

First visit to the Salt Lake City Downtown Farmers' Market

6. When was the first time you visited the Salt Lake City Downtown Farmers' Market?

- ☐ Within the past year
- ☐ 1-2 years ago
- ☐ 3-5 years ago
- ☐ 6-10 years ago
- ☐ More than 10 years ago
- ☐ Don't Know

*** 7. When was the most recent time you visited the Salt Lake City Downtown Farmers' Market?**

- ☐ Within the past year
- ☐ 2-3 years ago
- ☐ More than 3 years ago
- ☐ Don't know

Salt Lake City Public Market Community Survey

Visits to the Salt Lake City Downtown Farmers' Market

8. In the past year, about how many times have you visited the Salt Lake City Downtown Farmers' Market?

- ☐ 1-3 visits
- ☐ 4-10 visits
- ☐ More than 10 visits
- ☐ Don't know

9. How long does it typically take you to get to the Salt Lake City Downtown Farmers' Market?

- ☐ Less than 5 minutes
- ☐ 5-10 minutes
- ☐ 11-30 minute
- ☐ 31-60 minutes
- ☐ More than 60 minutes

10. For your last visit, how did you get to the Downtown Farmers' Market?

- ☐ Drove a private vehicle
- ☐ Walked
- ☐ Rode a bicycle
- ☐ Took public transportation
- ☐ Other (please specify)

Salt Lake City Public Market Community Survey

Why not visited

11. What are the main reasons you have not visited the Salt Lake City Downtown Farmers' Market recently? Check all that apply or add other reasons, below.

- ☐ The Downtown Farmers' Market is located too far away
- ☐ Inconvenient hours of operation
- ☐ Prices too high
- ☐ Lack of variety or does not have the products I am looking for
- ☐ Poor quality of products
- ☐ Parking difficult to find
- ☐ Too crowded
- ☐ Do not feel safe there
- ☐ Shop at other farmers' markets in the region

Other (please specify)

12. What would make you more likely to visit the Salt Lake City Downtown Farmers' Market in the future?

Salt Lake City Public Market Community Survey

Experiences at the Salt Lake City Downtown Farmers' Market

13. For each of the following statements, please rate your most recent experiences at the Salt Lake City Downtown Farmers' Market.

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
The quality of products at the SLC Downtown Farmers' Market is much better than places that sell similar products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The selection of products at the SLC Downtown Farmers' Market is much better than places that sell similar products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The prices of products at the SLC Downtown Farmers' Market are much better than places that sell similar products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The vendors are friendly and provide good service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's easy to get to the SLC Downtown Farmers' Market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's fun to shop at the SLC Downtown Farmers' Market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel secure and safe walking around the SLC Downtown Farmers' Market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend the SLC Downtown Farmers' Market to friends or relatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. What things do you like most about the Salt Lake City Downtown Farmers' Market?

-
-
-

15. What changes would you like to see at the Salt Lake City Downtown Farmers' Market?

Change 1

Change 2

Change 3

Salt Lake City Public Market Community Survey

New indoor public market

We are exploring the possibility of creating a year-round, indoor public market facility that would complement – and not replace – the outdoor farmers' market or the indoor winter market at Rio Grande Depot. The indoor market would provide stalls for independent, locally owned businesses (including farmers) to sell fresh and prepared foods. It might also include facilities for educational programs and events.

The indoor market would be designed to expand the types and availability of products that are sold to shoppers at the farmers' market, including fresh foods such as meat, poultry, seafood, dairy, fruits and vegetables as well as baked goods and other prepared foods. While the focus would be on Utah-grown or made products, the indoor market would likely have products from outside the state, too.

Rents would be affordable so small, independent businesses could afford to operate there.



16. How interested are you in each of the following types of fresh and specialty foods being offered in a new indoor public market in Salt Lake City:

	1 Not at all interested	2 Not very interested	3 Neutral	4 Somewhat interested	5 Extremely interested
Breads and other baked goods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fresh meats and sausages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fresh fruits and vegetables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seafood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cheeses and other dairy products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fresh pasta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fresh roasted coffee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wine and beer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ice cream	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chocolates and other candies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Locally-made specialty foods like jams, mustards, and sauces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. How interested are you in each of the following types of prepared foods and other products being offered in a new indoor public market in downtown Salt Lake City:

	1 Not at all interested	2 Not very interested	3 Neutral	4 Somewhat interested	5 Extremely interested
Vegan or vegetarian specialties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
African specialties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eastern or Northern European specialties (such as Polish or German)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Latin American specialties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mediterranean specialties (such as Italian or Greek)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
East Asian specialties (such as Korean, Vietnamese, Japanese or Chinese)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
South Asian specialties (such as Indian and Pakistani)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flowers and plants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hand-made art/crafts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Salt Lake City Public Market Community Survey

Likely to visit

18. How likely are you to visit a new indoor public market in Salt Lake City...

	1 Very unlikely	2 Somewhat unlikely	3 Neutral	4 Somewhat likely	5 Very likely
... to shop for fresh foods on a regular basis?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... for lunch on a regular basis?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... for coffee, tea or snacks?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... if it were open on Sundays?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... if it were open on weekday evenings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Are there any particular food businesses from the Salt Lake region that you would like to see located in a downtown public market? What are their names:

1.
2.
3.

Salt Lake City Public Market Community Survey

Please provide a little information about yourself

This information will only be used to help us understand who participated in this survey and not for any other purposes.

20. What is your gender?

- ☐ Male
- ☐ Female

21. What is your home zip code?

22. In what range does your age fall?

- ☐ Less than 21 years
- ☐ 21-29 years
- ☐ 30-39 years
- ☐ 40-49 years
- ☐ 50-59 years
- ☐ 60-69 years
- ☐ 70 or older

23. Including yourself, how many people live in your household?

24. In what range did your 2015 total household income (before taxes) fall?

- ☐ under \$25,000
- ☐ \$25,001 to \$50,000
- ☐ \$50,001 to \$75,000
- ☐ \$75,001 to \$100,000
- ☐ \$100,001 to \$150,000
- ☐ Over \$150,000

25. Which of the following best describes your current employment status?

- ☐ Work Full Time
- ☐ Work Part Time
- ☐ Stay-At-Home Parent
- ☐ Student
- ☐ Retired
- ☐ Not Employed

Other (please specify)

26. What is the highest level of education that you have attained?

- ☐ Less than high school diploma
- ☐ High school graduate or GED
- ☐ Some college or Associate's Degree
- ☐ Bachelor's Degree
- ☐ Master's Degree or higher

27. What is your ethnic background?

- ☐ White, Caucasian, Anglo
- ☐ African-American, Black
- ☐ Hispanic or Latino
- ☐ Asian (including Asian Indian, Chinese, Filipino, Korean, Japanese, Vietnamese)
- ☐ Two or more races

Other (please specify)

28. Are you of Hispanic origin?

- ☐ Yes
- ☐ No

Salt Lake City Public Market Community Survey

Final question

29. Final question! If you have any additional comments that you would like to share about a Salt Lake City public market, please do so below.

Thank you for your input!

Please share this survey with your friends, family and colleagues! Copy and paste the survey address into an email or post on your Facebook wall. https://www.surveymonkey.com/r/SLC_Public_Market_Survey

Appendix F. Steering Committee presentations

Salt Lake City Public Market Feasibility Study



Steering Committee Meeting 1
August 2016

Market Ventures Inc.

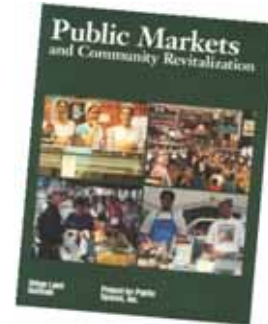
Agenda

1. Introductions
2. Steering Committee roles
3. Public market definition, forms and key planning issues
4. Case study: Grand Rapids Downtown Market
5. Feasibility study scope of work
6. Next steps

Market Ventures, Inc.

Consulting / Development / Operations

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



By Ward Market, Ottawa



Rochester Public Market



Boise Public Market

Market Ventures, Inc.

Project Experience

New Markets

- Cleveland Hub 55 Market Hall Feasibility Study
- **Grand Rapids Downtown Market (opened August 2013)**
- Atlantic City Public Market Feasibility Assessment
- Boise Public Market Feasibility Study
- Grand Traverse Regional Market/Food Hub Feasibility Study
- Fort Collins Community Marketplace Feasibility Study
- **Salt Lake City Public Market District Plan**
- NYC Wholesale Farmers' Market Feasibility Study & Development Plan
- **Milwaukee Public Market Feasibility Study & Concept Plan**

Historic/Existing Markets

- Western North Carolina State Farmers' Market Master Plan
- Essex Street Market Relocation Plan, New York City
- Hartford Regional Market Master Plan
- Lexington Market Master Plan, Baltimore
- Rochester Public Market Renovation & Expansion Plan
- Reading Terminal Market Merchandising Plan



SLC Public Market Feasibility Study

Steering Committee #1

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



Hugh A. Boyd, FAIA, Senior Associate

Public market and food industry design

- Fellow, American Institute of Architects
- Architect of the Year, New Jersey AIA
- Extensive experience with public market start-ups and renovations



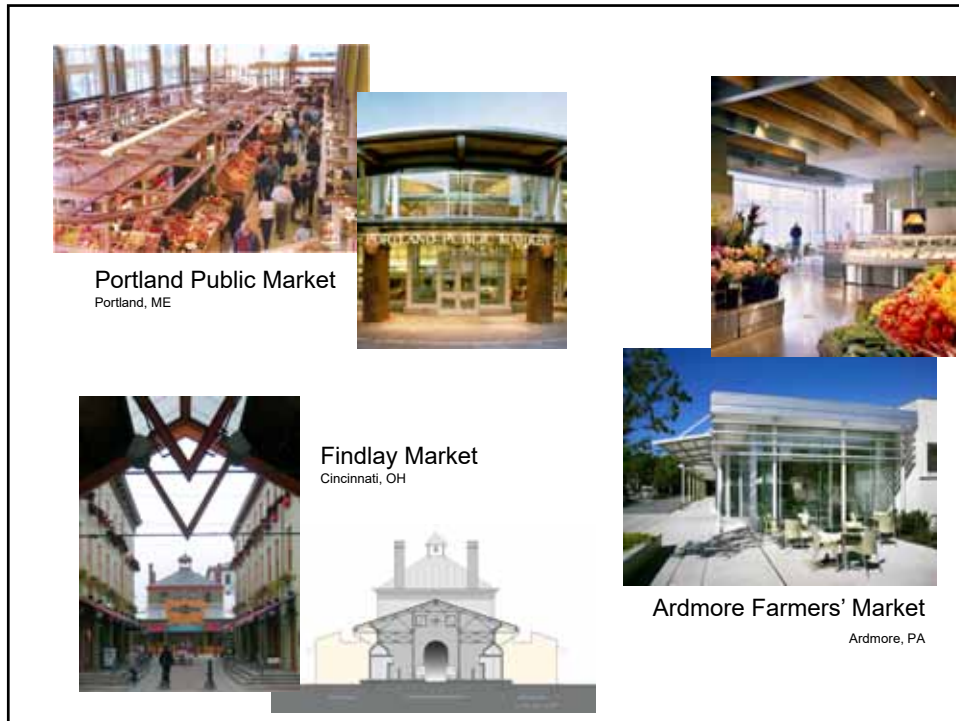
Capitol Market, Charleston WV



Grand Central Market, NYC



Milwaukee Public Market



Steering Committee Roles

1. Provide input into the research and analysis
2. Ensure all necessary perspectives are considered and be conduit for feedback from public market constituents
3. Understand analysis and recommendations
4. Potentially become advocates for the plan
5. Four meetings over course of study

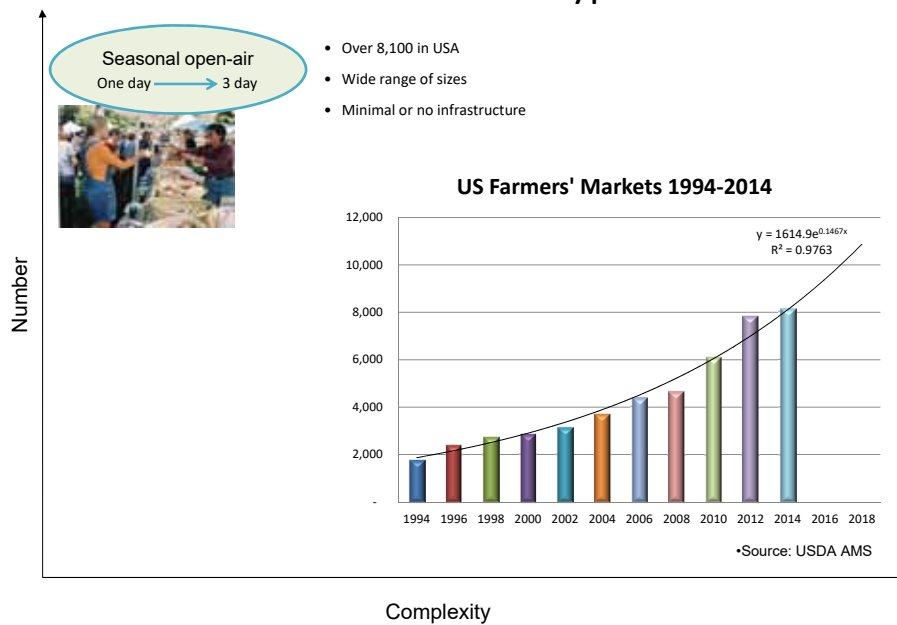


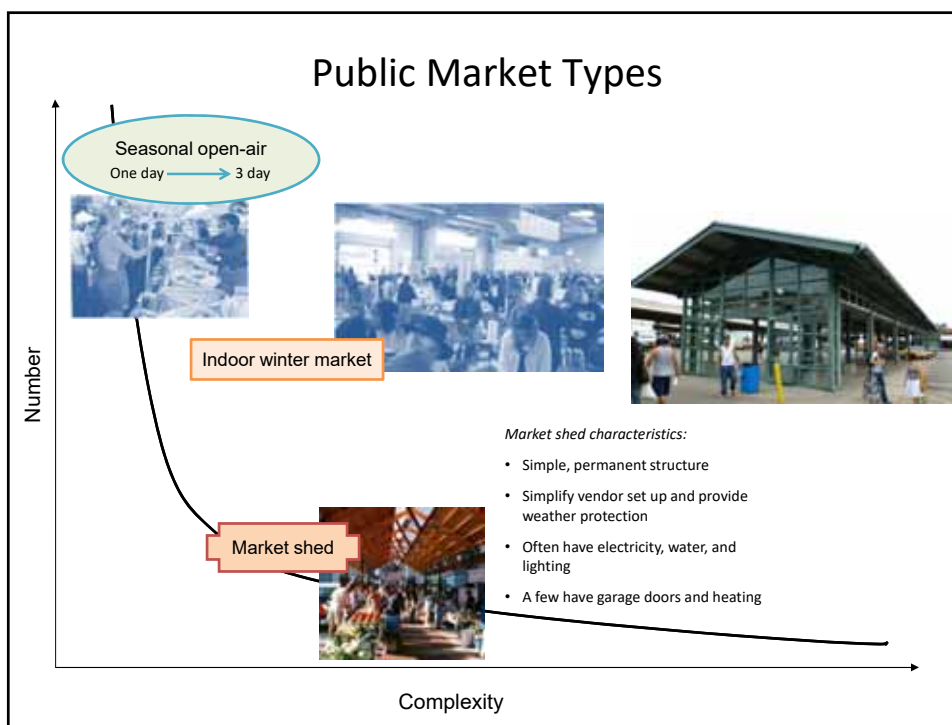
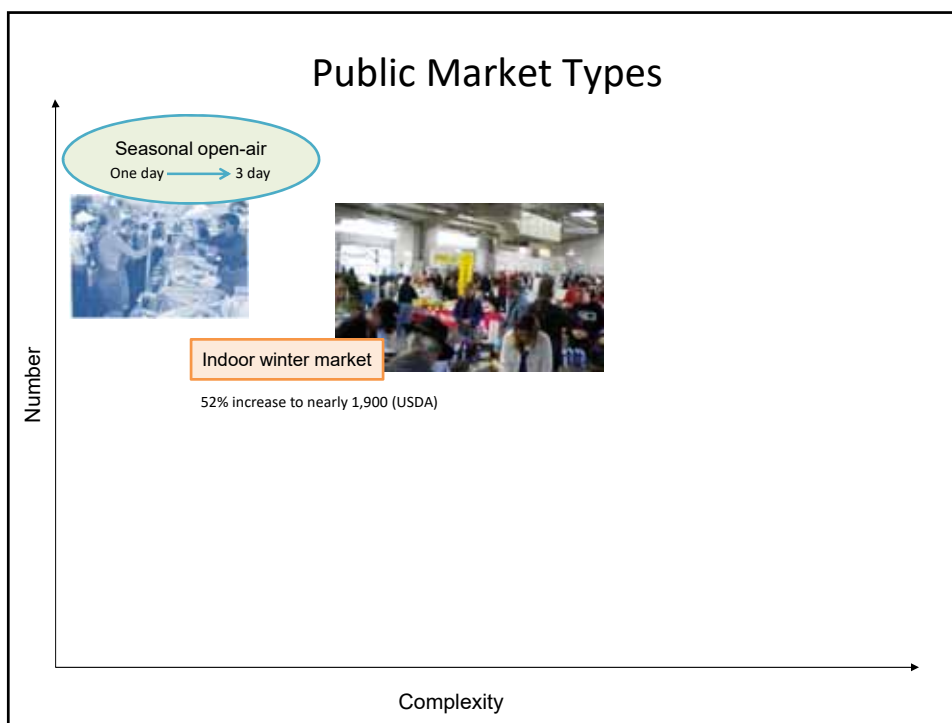
Public Market Definition

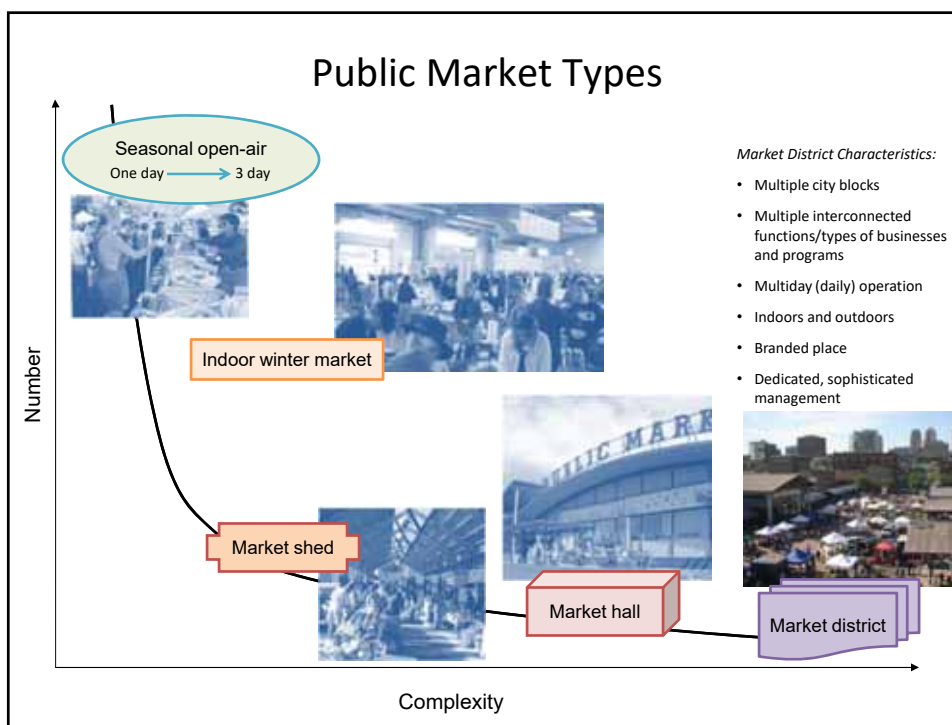
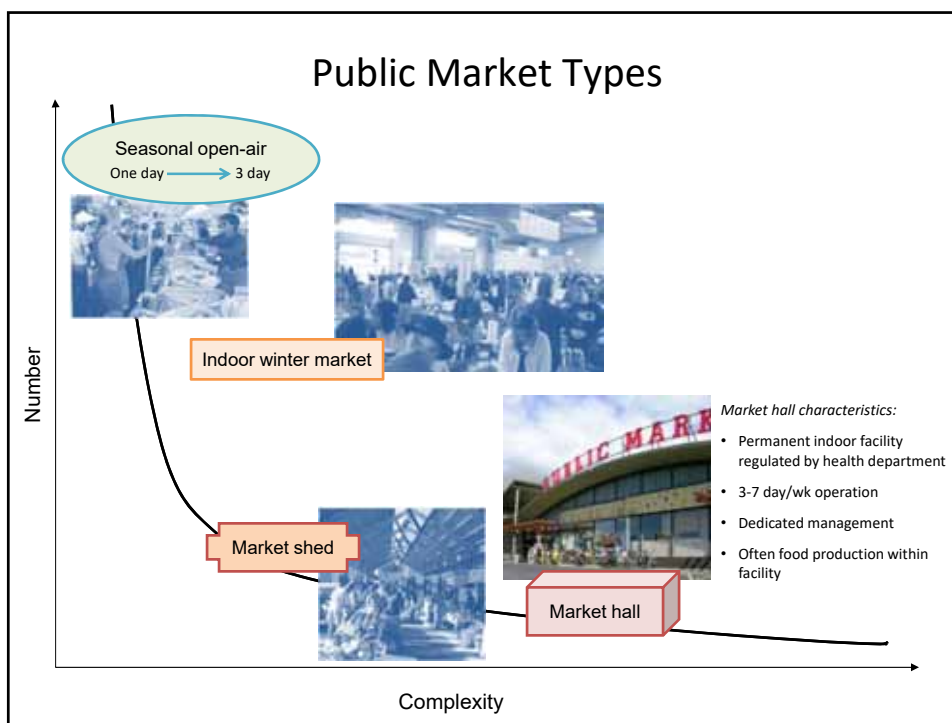
1. Public markets have public goals (mission driven)
2. Public markets are located in or create public spaces within the community
3. Public markets are made up of locally-owned, independent, primarily food businesses

Wide variation of physical forms and programmatic components;
levels of complexity

Public Market Types







Planning Considerations: Mission

- Public markets are mission-driven entities
- Example: Pike Place Market, Seattle
 - *Allowing consumers to “Meet the Producer” by providing both farmers and craftspeople an opportunity to sell farm-produced or handmade items directly to the consumer;*
 - *to provide a wide variety of farm products and handmade arts and crafts for shoppers; and*
 - *to provide direct marketing opportunities for new farmers and craftspeople to pursue their livelihoods.*



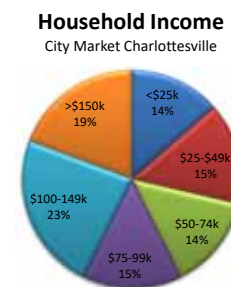
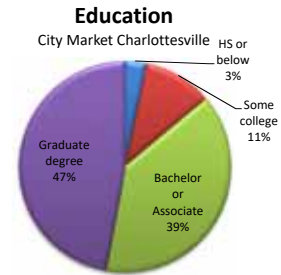
Planning Considerations: Site Location

- Size, opportunities for expansion
- Accessibility (physical and psychological)
- Visibility from highways or major thoroughfares
- Easy circulation
- Lots of free at-grade parking
- Pedestrian access/proximity to downtown
- Supportive context, particularly other food businesses
- Ease and cost to secure, duration



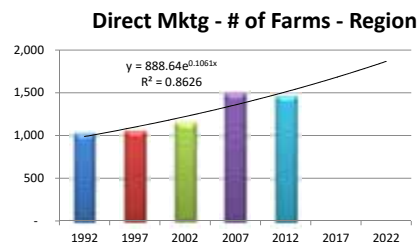
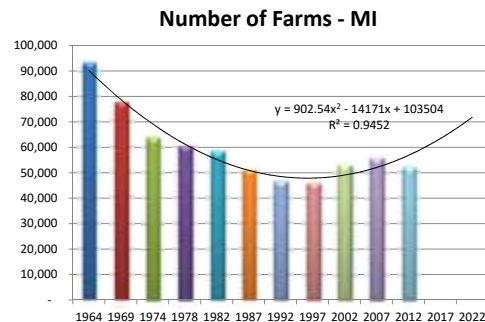
Planning Considerations: Demand

- Who are likely customers?
- Highest spending market customers
 - Higher income
 - Well educated
 - Women
 - Age 35-64
- Markets can attract and serve diverse audiences
- Numerous strategies to attract low-income shoppers: Farmers' market coupons, Double Bucks, Prescription Bucks



Planning Considerations: Supply

- Who are likely vendors?
- Typical market vendor categories
 - Staple foods (fruits and vegetables, meat, fish, milk)
 - Specialty foods (value added products such as baked goods, cheese, jam, tea, candy)
 - Prepared foods
 - Crafts/services
 - Nonprofits
- To be successful, market vendors must innovate with both products and services



Product Innovation

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



Product Innovation



Service Innovation

- Must constantly develop new ways to sell products, provide services, create extra value
- Theater, create a show
- Develop trust
- A customer requires customized solutions
- Vendors must know their customers and figure out new ways to serve them



Implications for Public Market Development and Operations

- Physical spaces large enough and designed for production
- Recruitment of food producers
- Assistance with marketing, training
- Distribution facilities
- Keep rents low by creating markets as part of mixed use developments (spread cost of management and operations)



Planning Considerations: Environment

- A place people want to be
- Landmark structure
- A comfortable public space that welcomes all elements of the community
- Well designed stalls and infrastructure that support farmers and small food retailers
- Amenities – seating and tables, restrooms, ATM
- Infrastructure for events, performance, and education



Planning Considerations: Governance

- **Owner:** the owner of the real property and facilities
 - **Sponsor:** the sponsor has legal and fiduciary responsibility for the public market, works to ensure that the market meets its defined goals and operates in a business-like and financially prudent manner. The sponsor typically:
 - sets strategic direction
 - hires, oversees and evaluates management
 - sets policies
 - approves and signs leases (those with a duration of at least one year) and contracts over a dollar threshold
 - ensures legal and accounting compliance
 - raises funds for major capital projects
 - ensures strong community and government relations
 - initiates and develops partnerships
- Sponsors can be public, private nonprofit, or for-profit entities; most new markets are being sponsored by nonprofit organizations

Planning Considerations: Governance

- **Management:** The management team is responsible for operating the market on daily basis. Management staff members:
 - recruit vendors and oversee leasing
 - provide property management services including stall assignment, rules enforcement, cleaning, security, waste removal, emergency planning, etc.
 - develop and implement marketing programs and special events
 - oversee programming and educational activities
 - maintain good vendor and customer relations
 - perform financial management
 - fundraise for special activities and programs
 - work with partnering organizations
- Typical functions that can be outsourced: security, cleaning, waste removal, marketing, bookkeeping

Planning Considerations: Partnerships

- Partners can help achieve mission and extend impact of market
- Build community support and attendance
- Develop programs and initiatives that support farmers, such as Double Bucks for food stamp recipients and Prescription Bucks for people with diet-related diseases
- Create classes in nutrition education for children and families
- Support Market vendors with business planning, marketing, finance
- Build off of existing community assets
- SLC Public Market offers a compelling opportunity to explore health and wellness partnerships

Planning Considerations: Economics

- **Capital**
 - Initial development cost
 - Future repair and upgrades
 - Some markets carry debt but feasibility generally requires debt-free facilities
- **Operations**
 - Market vendors need to be profitable from outset
 - To compete with high quality grocers, need to innovate with both products and services
 - Vendors often need multiple income streams, not just retail sales within Market
 - Market's operating income must cover all operating costs
 - Income – some markets rely on vendor rents and fees, others have multiple income sources (commercial rents, events, grants) and/or subsidy
 - Expenses – management labor is typically highest cost; utilities, marketing, maintenance, property taxes can be significant
 - Operating pro forma will assess all income and expenses, identify gaps



Grand Rapids Downtown Market

Cutting-edge new public market development

Problem

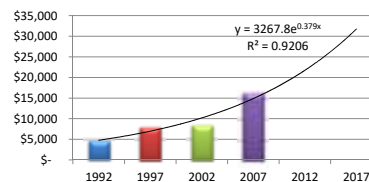
- How create an economically self-sustaining new year-round public market in a mid-size Midwestern city?
- Where locate the market for maximum revitalization impact and highest probability of success?
- Who should develop and run the facility?

Approach

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



Direct Marketing Sales (000s)
West Michigan Region

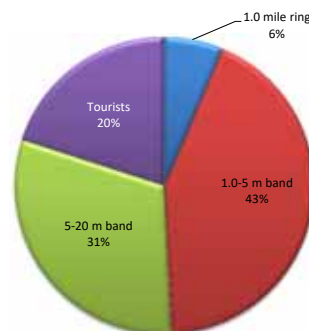


Demand analysis conclusions

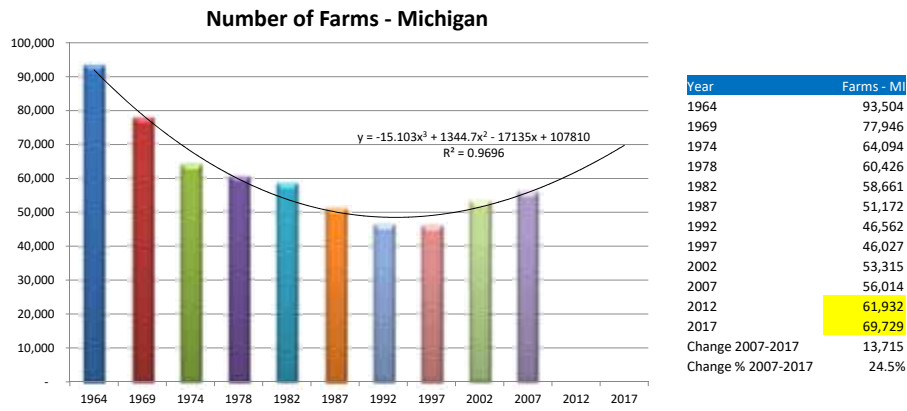
- Fresh food sales potential – capture rate methodology

Trade Area	Demand
1.0 mile ring	\$1,293,000
1.0-5 m band	\$8,696,500
5-20 m band	\$6,222,400
Tourists	\$4,052,975
Total	\$20,264,875

Source of Demand

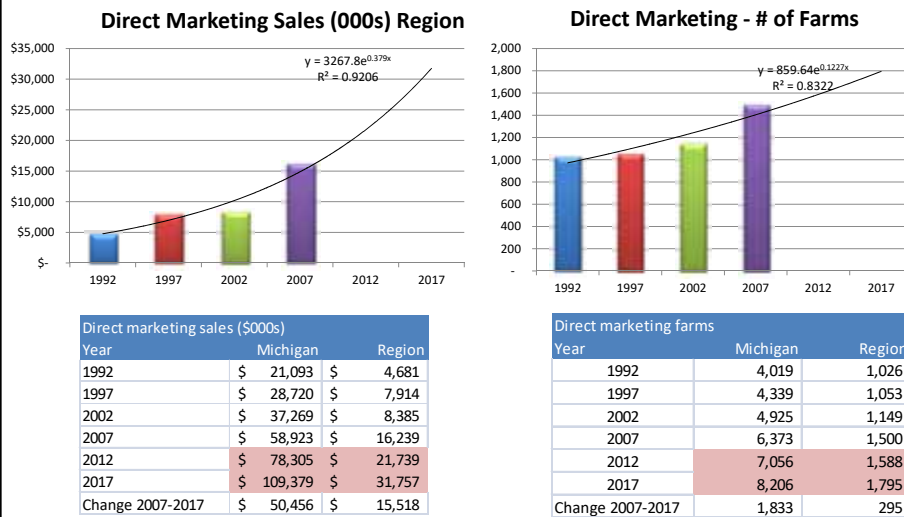


Key Agricultural Data Findings



Source: USDA Census of Agriculture

Key Agricultural Data Findings



•Source: USDA Census of Agriculture

Site Selection

Site criteria

- Visibility from highway
- Accessibility by car, bus and foot
- Surface parking
- Context/supportive adjacent uses
- Size/mixed use opportunity (4 acre minimum)
- Availability and cost
- Reuse of historic buildings
- Potential to influence downtown revitalization

Site identification

- Over 20 sites identified and examined

Preferred sites

- Sonneveldt (Ionia and Wealthy)
- Fulton/Market (Charlie's Crab)
- North Monroe (along river)
- Bridge Street near I-131



Recommended Site

- Sonneveldt site
 - Location: Ionia to I-131, Wealthy to Logan
 - Size: 3.45 acres
 - Ownership: DDA



Recommended Site - Sonneveldt

- Principal advantages
 - Superb highway visibility
 - On-site parking
 - Easy access via car, bus, foot, and bicycle
 - Architectural interest and reuse of historic buildings
 - Extends downtown, helps revitalize “frontier”, encourages walkability
 - Developable adjacent properties
 - Supports nearby investments by nonprofit developers and Catholic diocese
- Principal challenges
 - Perceived as outside downtown
 - Perceived as unsafe (Heartside Park)
 - Adjacent properties need to be developed in complementary manner
 - Additional parking needed



Mission

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



Development Program Principles

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



Sustainability

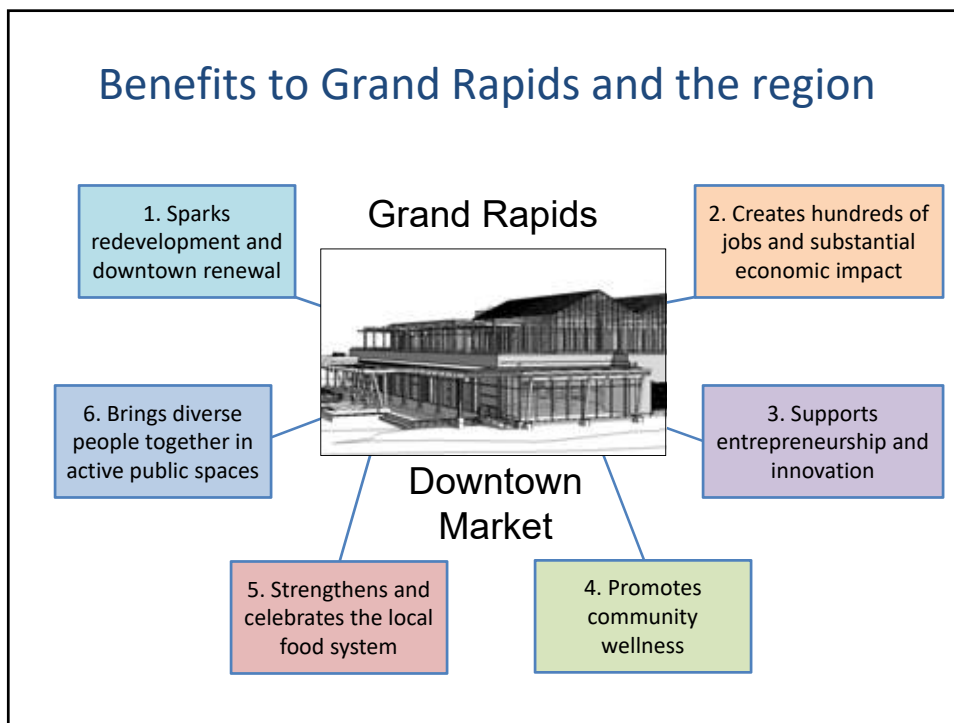
- LEED Gold rating
- Construction materials
 - Reuse of materials from historic warehouses
 - High R factor insulation
 - Green materials
- Energy
 - Geothermal heating and cooling
 - Greenhouses with heat capture; green roofs
 - Green walls
 - Clustered refrigeration compressors
 - High efficiency appliances
- Waste handling
 - Composting and recycling
 - Biodigester
- Water
 - Submetered water
 - Low water fixtures
- Lighting
 - Natural lighting
 - High efficiency LED lighting
- Transportation
 - Access to public transportation
 - Convenient for walking
 - Bicycle racks and promotions





Development Program

Program Element	Square feet
Permanent market retail	26,766
Outdoor farmers' market shed	9,700
Crafts/art studios	9,310
Complementary retail	10,930
Restaurants/wine bar	13,925
Food aggregation and distribution	2,770
Kitchen incubator/food processing	3,910
Education, meeting rooms, community space	6,000
Events, performance, public space	3,750
Rooftop greenhouse	23,915
Wine cave/root cellar	5,000
Housing	19,410
Office	11,680
Basement storage	10,000

Benefits to Grand Rapids and the region



1. Sparks redevelopment



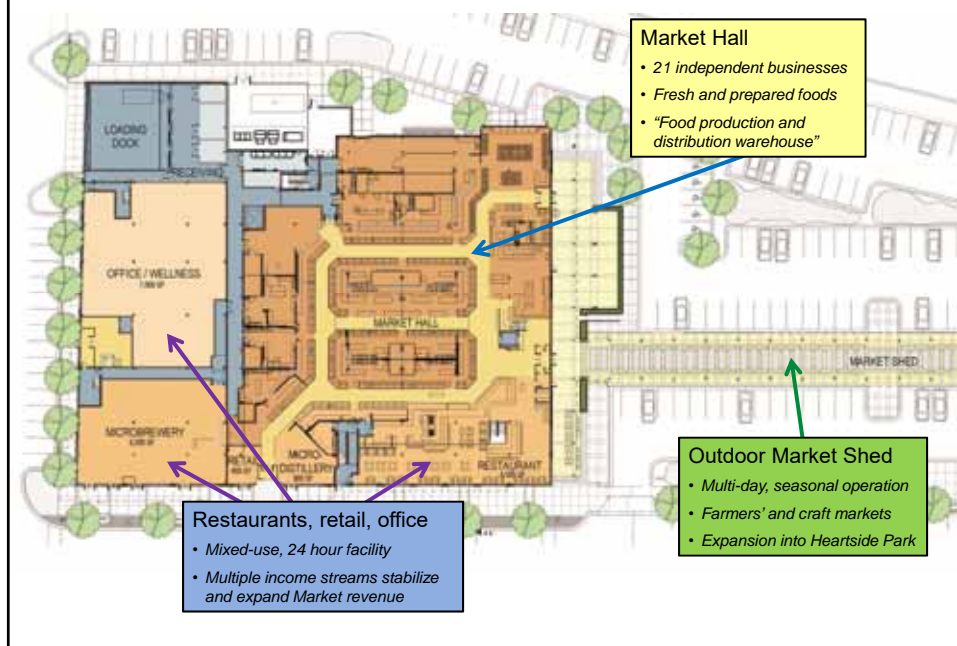
- Redefines southern edge of downtown
- Expands walkability of downtown
- Site visible from I-131 with easy highway access
- Downtown streetscape extended

1. Sparks redevelopment

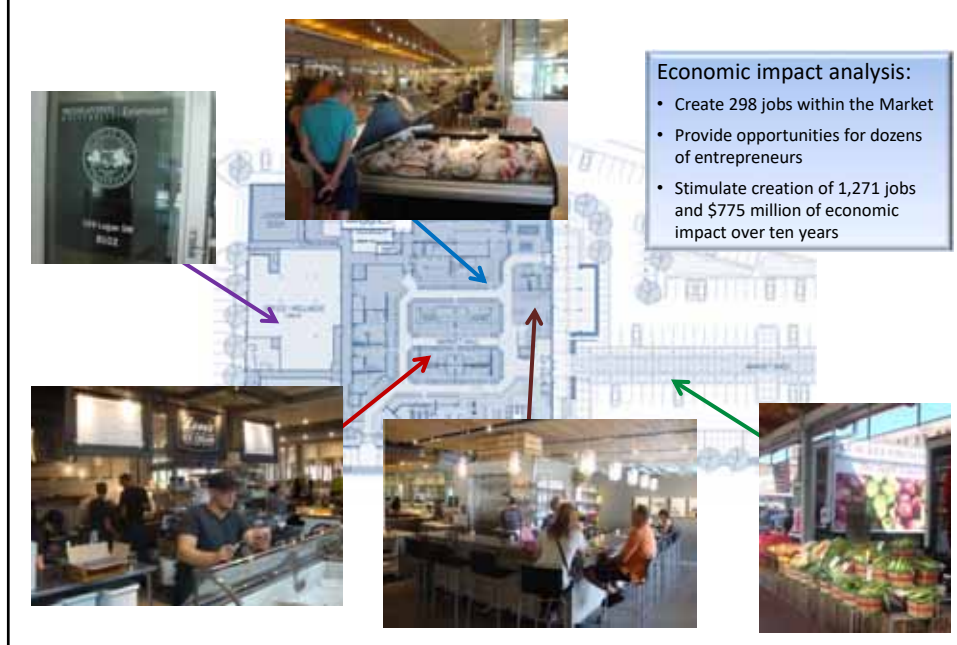


- Adjacent large vacant warehouses: Baker Building and Klingman Building
- Redeveloped into 170 units of mixed-income housing with ground floor retail
- Market has attracted 250,000 people per year

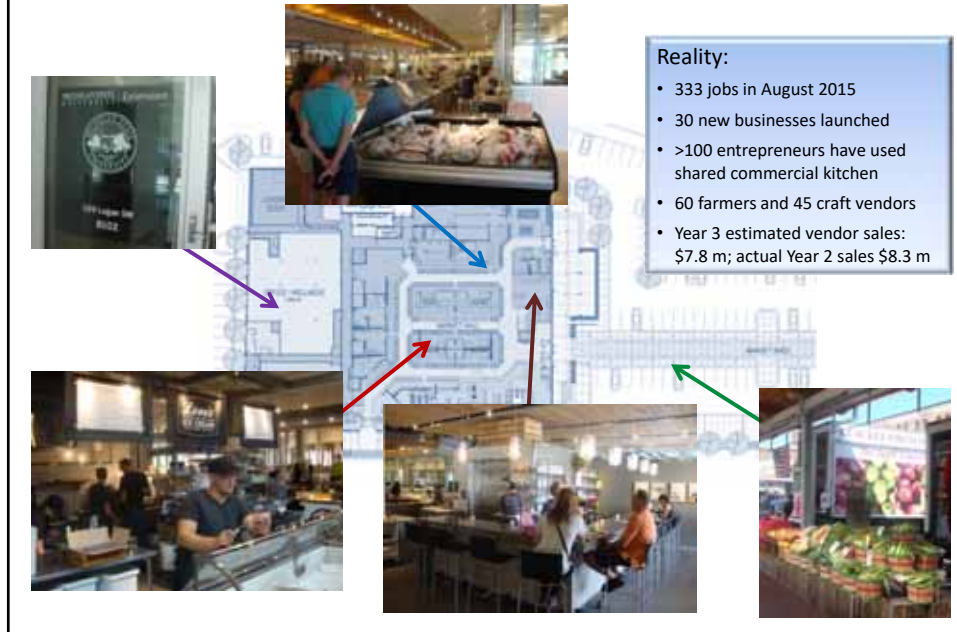
2. Creates jobs and economic impact



2. Creates jobs and economic impact



2. Creates jobs and economic impact



Reality:

- 333 jobs in August 2015
- 30 new businesses launched
- >100 entrepreneurs have used shared commercial kitchen
- 60 farmers and 45 craft vendors
- Year 3 estimated vendor sales: \$7.8 m; actual Year 2 sales \$8.3 m

3. Supports entrepreneurship and innovation

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



4. Promotes community wellness

Three-pronged approach to combating obesity and diet related diseases

- Access (physical and financial)
- Education (greenhouses, Kids' Kitchen, demo kitchen)
- Excitement (video, social media, fun!)

Kent County School District

- Culinary and health programs

Gold LEED

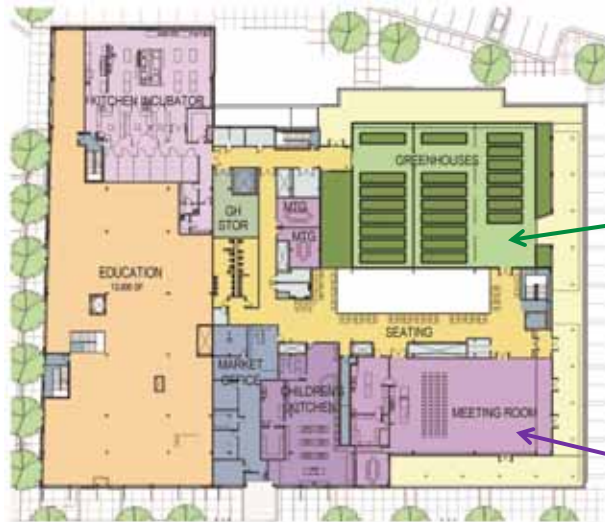


4. Promotes community wellness

- Hands-on teaching kitchen with multiple cooking areas
- Dining area to model the benefits of eating together with fresh healthy foods
- Adjustable height cooking surfaces
- Make healthy food desirable and fun



5. Strengthens & celebrates the local food system



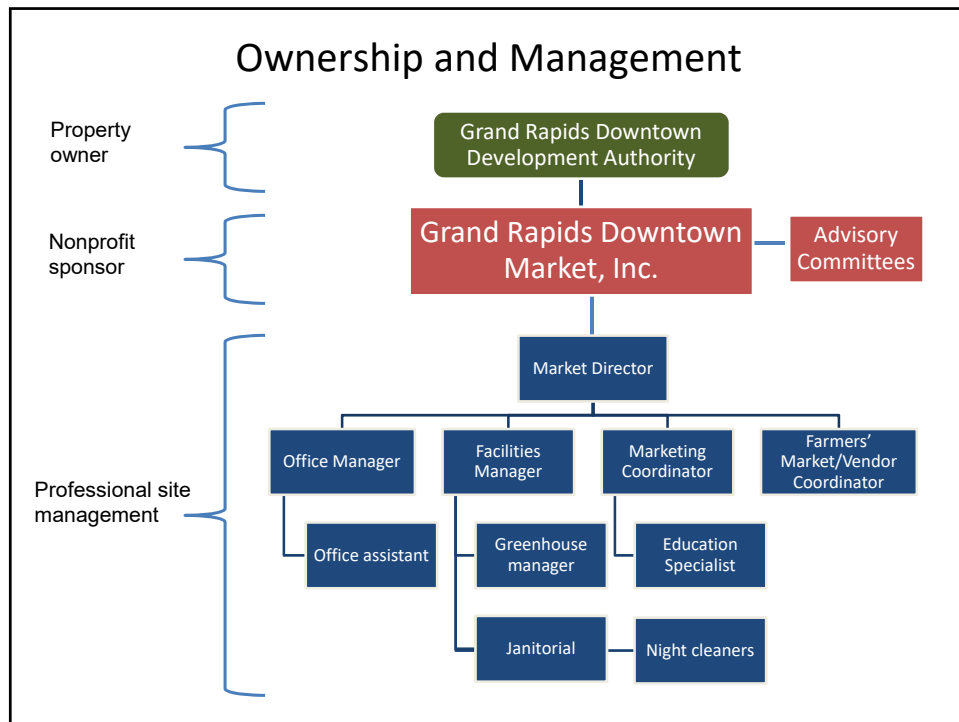
- Greenhouses for training gardeners and farmers
- Demo kitchen/ special event room for 250
- Kids' Teaching Kitchen
- Outdoor farmers' market



6. Brings diverse people together

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





Budget and Timeline

- Development budget: \$28 million, including operating reserve
- Private investment of \$13 million intended to leverage \$15 million in public funding (tax credits, federal grants, DDA contribution)
- Did not attract New Market Tax Credits so private sector increased support



Outdoor Market Ribbon Cutting and Opening Day May 4, 2013



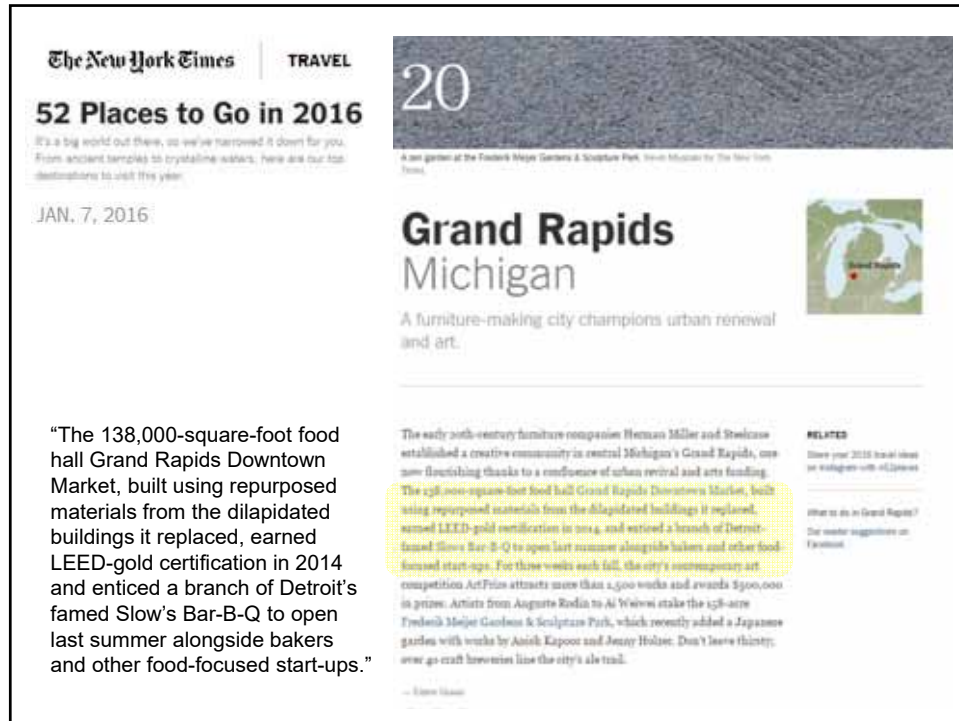
Grand Rapids Downtown Market



Winner! 2015 Rudy Bruner
Award for Urban Excellence



Winner! 2015 APA Excellence Award in
Economic Development Planning



Scope of Work

1. Project initiation
 - a) Goal setting
 - b) Partnership opportunities
 - c) Steering Committee meeting #1
2. Demand analysis
 - a) Key informant interviews
 - b) Resident Internet survey
 - c) Trade area analysis
3. Supply analysis
 - a) Vendor assessment
 - b) Vendor focus groups
 - c) Competitive analysis
 - d) Mixed-use opportunities
4. Steering Committee meeting #2
5. Michigan markets site visit
6. Merchandising concept & development program
7. Design concept
8. Steering Committee meeting #3
9. Financial analysis
 - a) Vendor *pro forma*
 - b) Operations *pro forma*
 - c) Development estimate
 - d) Financing
10. Ownership, management and marketing
11. Economic impact analysis
12. Steering Committee meeting #4; report

Next Steps

- Market research
 - Resident Internet survey
 - Steering Committee review
 - Assistance needed to publicize
 - Trade area analysis
 - Input on trade area boundaries
 - Competitive analysis
- Michigan site visit – 9/29-10/2
 - Grand Rapids Downtown Market
 - Flint Farmers' Market
 - Eastern Market, Detroit
- Steering Committee meeting #2

Salt Lake City Public Market Feasibility Study



Steering Committee Meeting 1
August 2016

Market Ventures Inc.

Salt Lake City Public Market Feasibility Study



Steering Committee Meeting 2
November 2016

Market Ventures Inc.

Agenda

1. Michigan markets tour
2. Market research findings
3. Parking and development scenarios
4. 500 West update
5. Next steps

Key Informant Interviews

Name & Title	Organization	Category
Robb Abrams, Owner	The Bagel Project	Business
Matt Caputo, Owner*	Caputo's	Business
Hasen Cone, Owner	Sweet Lake Limeade	Business
Nick Fuoco, Director of Finance	Nicholas & Company	Business
Cassie Little, Owner	Frody's Salt & Smoke	Business
Ryan Lowder, Owner	Copper Onion Restaurant	Business
Lori Major, Owner	Mamachari Kombucha	Business
Scott Querry, Owner	Solstice Chocolate	Business
Greg Reid, Public Relations	Select Health	Business
Moudi Sbeity, Owner	Laziz Foods	Business
Soren Simonsen, Owner	Community Studio	Business
Marissa Taylor, Partner	One Tree Ranch	Business
Brittney Thaxton, Owner	Vive Juicery	Business
John Weyhenmeyer, Owner	Van Kwartel Flavor Science	Business
Tracy Weyhenmeyer, Owner	Van Kwartel Flavor Science	Business
Derek Allen, Owner	Landforge	Developer
Dan Lofgren, Owner	Cowboy Partners	Developer
David Ward,	Garbett Homes	Developer
William Boyce, Program Manager	Utah Department of Agriculture	Government
Edward Butterfield, Senior Project Manager*	SLC Redevelopment Authority	Government
Robin Cahood, Director	Utah's Own	Government
Cara Lindsley, Project Coordinator*	SLC Redevelopment Authority	Government
Matt Sibul, Chief Planning Officer	Utah Transit Authority	Government
Bridget Stuchly, Sustainability Program Manager	City of Salt Lake	Government
Jill Wilkerson-Smith, Project Manager*	SLC Redevelopment Authority	Government
Kerry Case, Director	Westminster College Environmental Center	Nonprofit
Jesse Dean, Director Urban Development	Downtown Alliance of SLC	Nonprofit
Alison Einerson, Market Director*	Urban Food Connections of Utah	Nonprofit
Deborah Marzano, Program Coordinator	Women's Business Center	Nonprofit
Jason Mathis, Executive Director*	Downtown Alliance of SLC	Nonprofit
Deborah Mirin, Owner	Meat business	Nonprofit
Laurie Moldawer, Director	Park City Culinary Institute	Nonprofit
Jessica Norie, President*	Artspace	Nonprofit
Ashley Patterson, Executive Director	Wasatch Community Gardens	Nonprofit
Krystal Rogers-Nelson, Program Coordinator	Real Food Rising	Nonprofit

* Steering Committee

Community Internet Survey

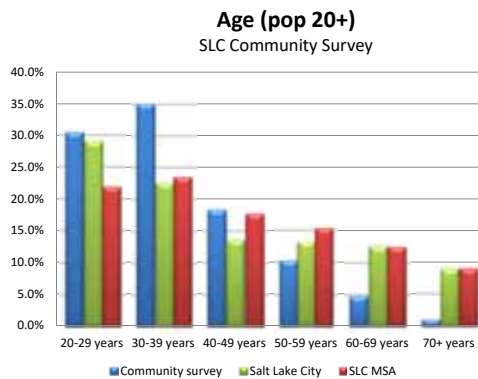
- Survey instrument utilized a question set that MVI has refined for other similar projects, altered to fit needs of this project
- Survey available on-line from September 13 – October 6, 2016
- Promoted by local project team via press releases, email blasts, and social media
- 4,964 surveys completed
- Self-selected respondents so not a random sampling of the population, but large dataset provides sufficient statistical power to explore how different groups perceive and experience the Downtown Farmers' Market, food shopping in Salt Lake City, and the proposed public market



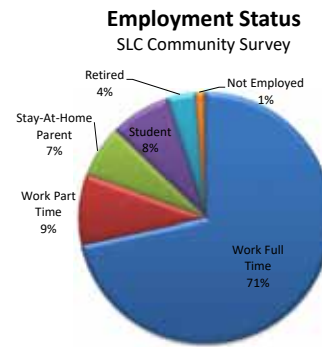
Community Internet Survey: Demographics

- 77% women; 23% men – women more likely to shop at a public market and typically spend more than men
- Largest group of respondents age 30-39
- Most respondents work full-time
- Average household size 2.75, above national average of 2.55 and below SLC metro area average of 3.03
- Respondents represent 12,079 people

Q22. In what range does your age fall? (N=4,424)



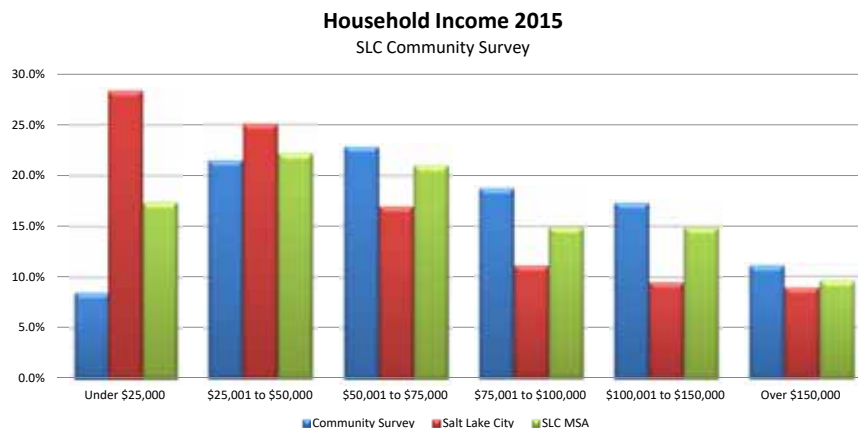
Q25. Which of the following best describes your current employment status? (N=4,415)



Community Internet Survey: Demographics

- Survey respondents more educated than general population, typical of many public market customers.

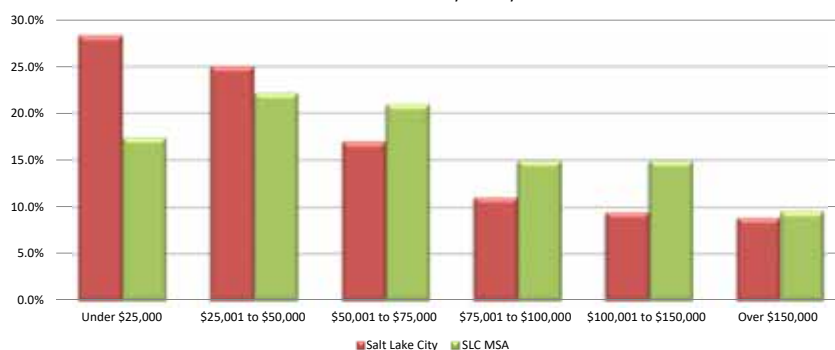
Q24. In what range did your 2015 total household income (before taxes) fall? (N=4,364)



Community Internet Survey: Demographics

- Salt Lake City has larger proportion of lower income households compared to metropolitan area (MSA)

Household Income 2015
SLC Community Survey

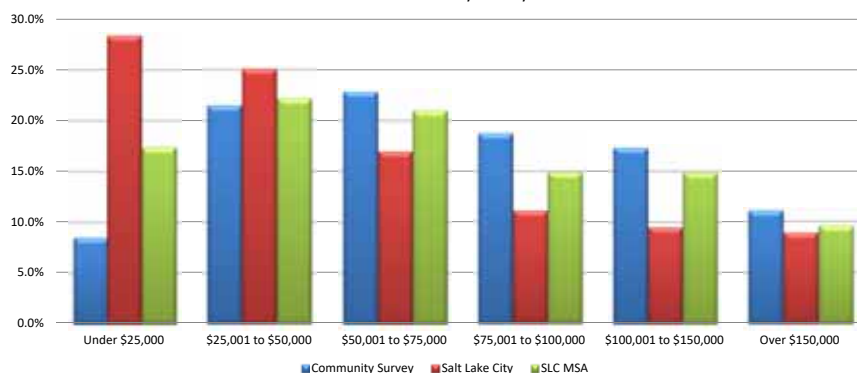


Community Internet Survey: Demographics

- Survey respondents wealthier than general population, typical of many public market customers. Survey completed by 1,309 respondents earning \$50,000 or less

Q24. In what range did your 2015 total household income (before taxes) fall? (N=4,364)

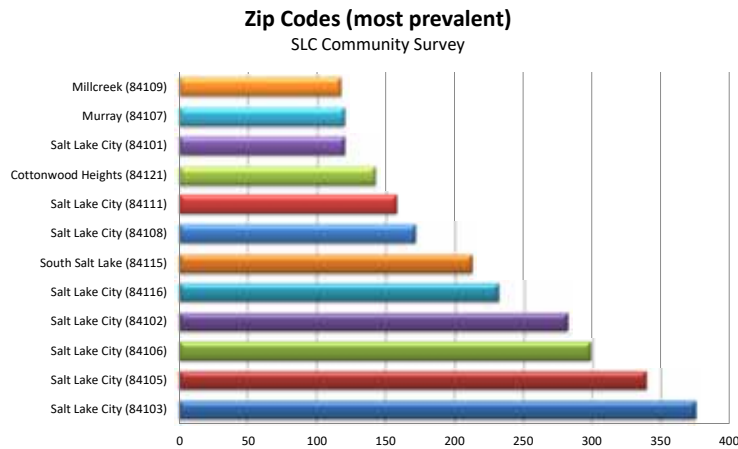
Household Income 2015
SLC Community Survey



Community Internet Survey: Demographics

- Respondents live in 152 zip codes, nearly all in SLC MSA
- Salt Lake City zip codes represent 47% of respondents

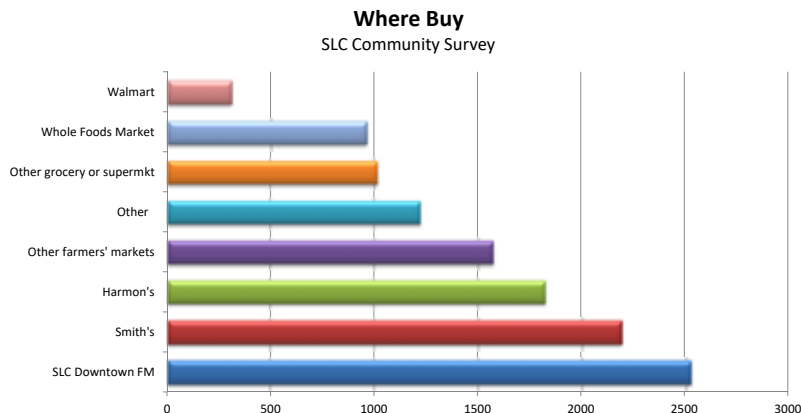
Q21. What is your home zip code? (N=4,365)



Community Internet Survey: Competition

- Majority (72%) indicated that they shop for most of their fresh foods at more than one store
- 51% indicated Downtown Farmers' Market; 44% identified Smith's and 37% Harmon's

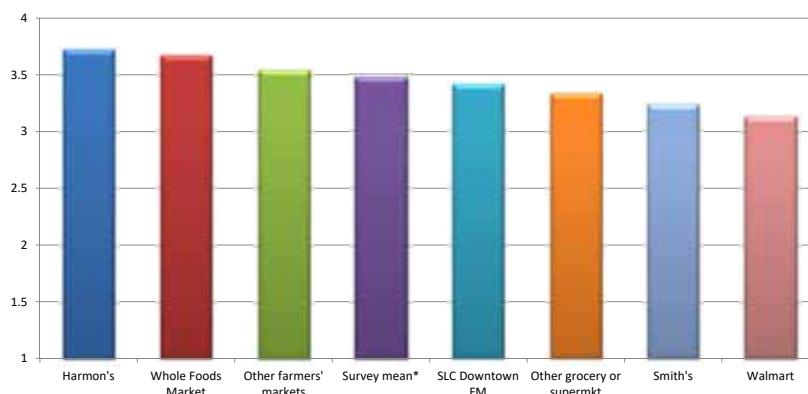
Q2. During the summer months, where does your household purchase most of its fresh foods?



Community Internet Survey: Competition

- Where does your household purchase most of its fresh foods by mean household income (five categories)

Where Buy by Mean Household Income
SLC Community Survey

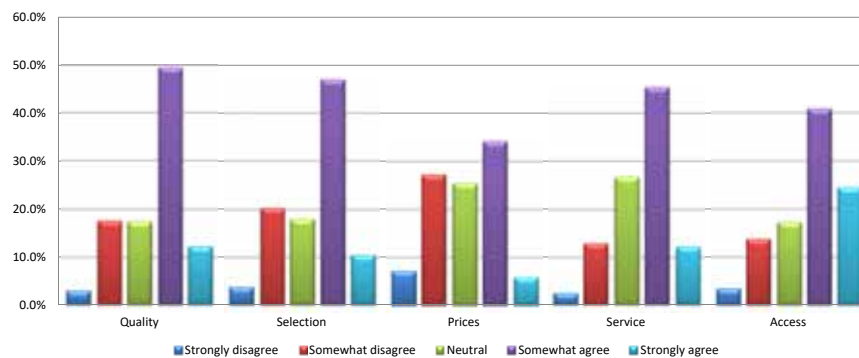


Community Internet Survey: Competition

Q3. For each of the following statements, please rate existing food stores around Salt Lake City.

- The quality of fresh foods sold in SLC meets my needs (N=4,945)
- The selection of fresh foods sold in SLC meets my needs (N=4,948)
- The prices of fresh foods sold in SLC meet my needs (N=4,937)
- Existing stores provide good service (N=4,944)
- It's easy to get to food stores around SLC (N=4,940)

Existing Store Ranking
SLC Community Survey



Community Internet Survey: Competition

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- Existing stores provide good service (N=4,944)
- It's easy to get to food stores around SLC (N=4,940)

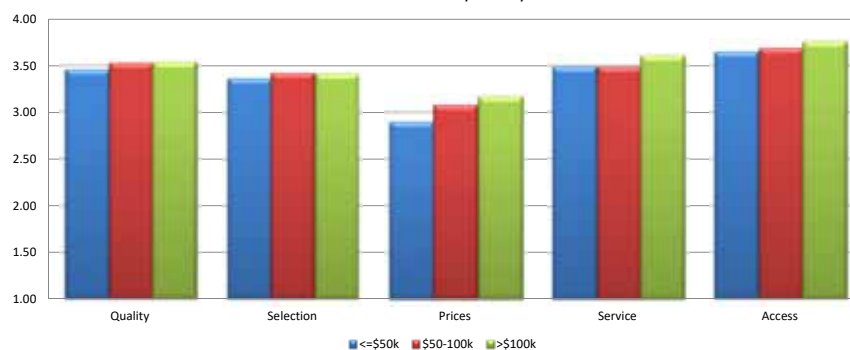
Existing stores: Strongly & Somewhat Disagree
SLC Community Survey



Community Internet Survey: Competition

- Women less satisfied with quality and prices; men less satisfied with service
- Respondents from lower income households slightly less satisfied than upper income

Existing Store Ranking by Income
SLC Community Survey

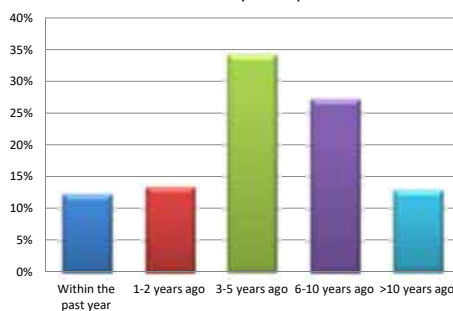


Community Internet Survey: Farmers' Market

- Nearly all respondents (94%) had visited a farmers' market in the past 12 months
- Nearly all respondents (92%) had ever visited the SLC Downtown Farmers' Market; 89% of these visited within past year
- Largest group started coming 3-5 years ago and shop with moderate frequency

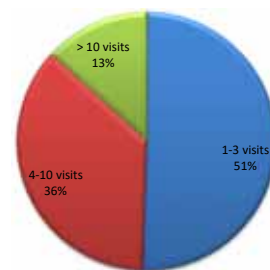
Q6. When was the first time you visited the SLC Downtown Farmers' Market? (N=4,460)

First Visit to Dt Farmers' Mkt
SLC Community Survey



Q8. In the past year, about how many times have you visited SLC Downtown Farmers' Market? (N=3,920)

Times Visited Dt FM in Past Year
SLC Community Survey

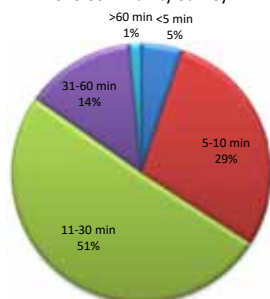


Community Internet Survey: Farmers' Market

- Most respondents travel 11-30 minutes to Downtown Farmers' Market, while substantial proportion (15%) travel more than 30 minutes
- Large majority of respondents (82%) drive to the Farmers' Market, signaling the importance of access and parking

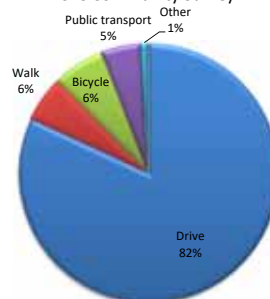
Q9. How long does it typically take you to get to the SLC Downtown Farmers' Market? (N=3,972)

Travel time to Dt Farmers' Market
SLC Community Survey



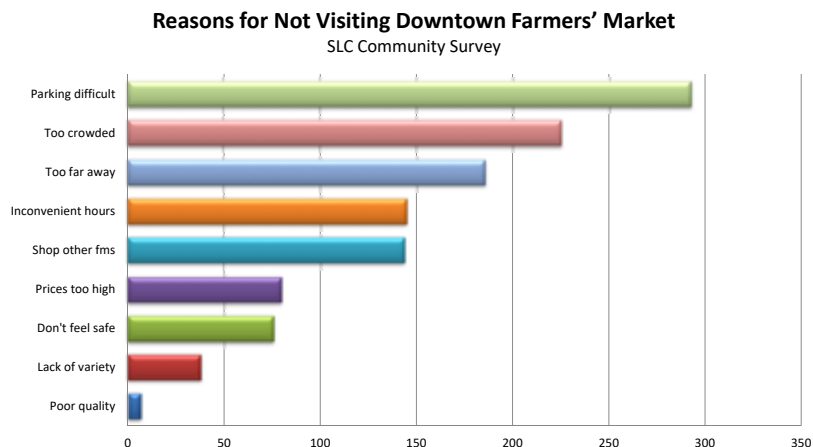
Q10. For your last visit, how did you get to the Downtown Farmers' Market? (N=3,970)

How travel to Dt Farmers' Market
SLC Community Survey



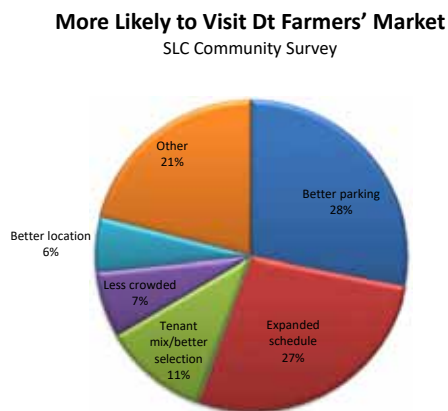
Community Internet Survey: Farmers' Market

Q11. What are the main reasons you have not visited the SLC Downtown Farmers' Market recently? Check all that apply or add other reasons, below. [11% of respondents]



Community Internet Survey: Farmers' Market

Q12. What would make you more likely to visit the SLC Downtown Farmers' Market in the future? (N=290)



Community Internet Survey: Farmers' Market

Q12. For each of the following statements, please rate your most recent experiences at the SLC Downtown Farmers' Market.

- The quality of products at the SLC Downtown Farmers' Market is much better than places that sell similar products (N=3,003)
- The selection of products at the SLC Downtown Farmers' Market is much better than places that sell similar products (N=3,009)
- The prices of products at the SLC Downtown Farmers' Market are much better than places that sell similar products (N=3,011)
- The vendors are friendly and provide good service (N=3,014)

Experience at Downtown Farmers' Market

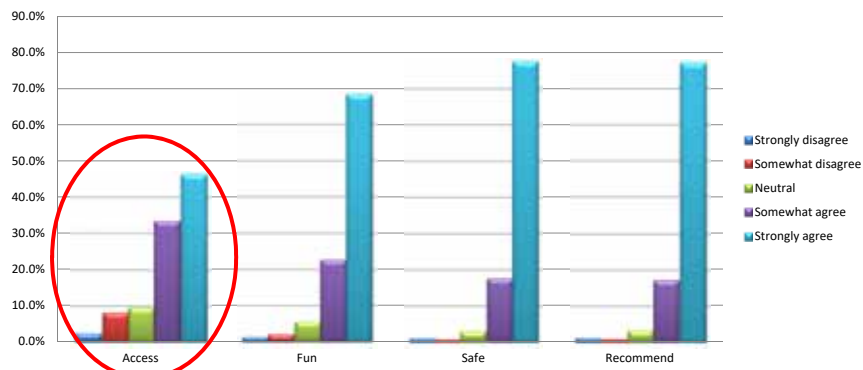


Community Internet Survey: Farmers' Market

Q12. For each of the following statements, please rate your most recent experiences at the SLC Downtown Farmers' Market.

- It's easy to get to the SLC Downtown Farmers' Market (N=3,011)
- It's fun to shop at the SLC Downtown Farmers' Market (N=3,016)
- I feel secure and safe walking around the SLC Downtown Farmers' Market (N=3,008)
- I would recommend the SLC Downtown Farmers' Market to friends or relatives (N=3,009)

Experience at Downtown Farmers' Market



Community Internet Survey: Indoor Market

“We are exploring the possibility of creating a year-round, indoor public market facility that would complement – and not replace – the outdoor farmers’ market. The indoor market would provide stalls for independent, locally owned businesses (including farmers) to sell fresh and prepared foods. It might also include facilities for educational programs and events.

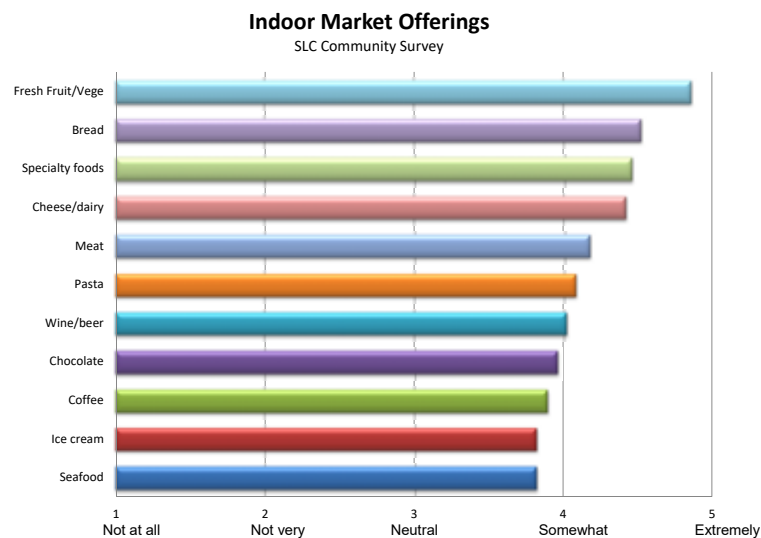
The indoor market would be designed to expand the types and availability of products that are sold to consumers at the farmers’ market, including fresh foods such as meat, poultry, seafood, dairy, fruits and vegetables as well as baked goods and other prepared foods plus handmade crafts. While the focus would be on Wisconsin grown or made products, the indoor market would likely have products from outside the state, too. Vendor stalls could be designed so food could be made in the market.

Rents would be affordable so small, independent businesses could afford to operate there.



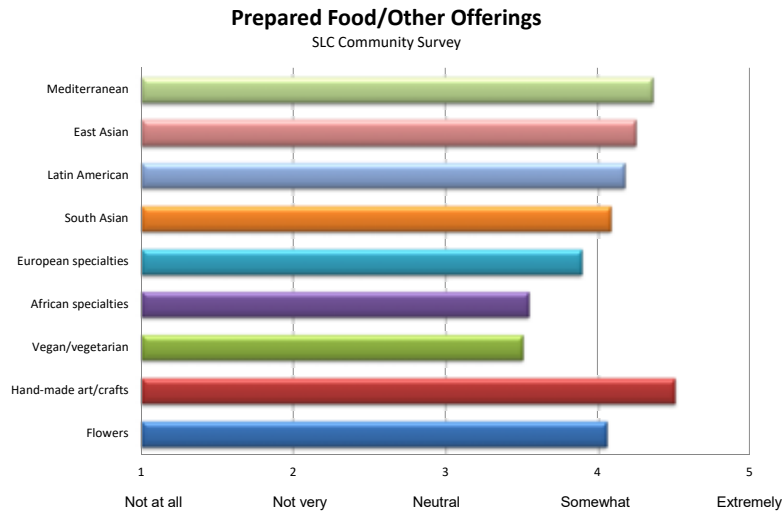
Community Internet Survey: Indoor Market

Q15. How interested are you in each of the following types of fresh and specialty foods being offered in a new indoor market facility in central SLC:



Community Internet Survey: Indoor Market

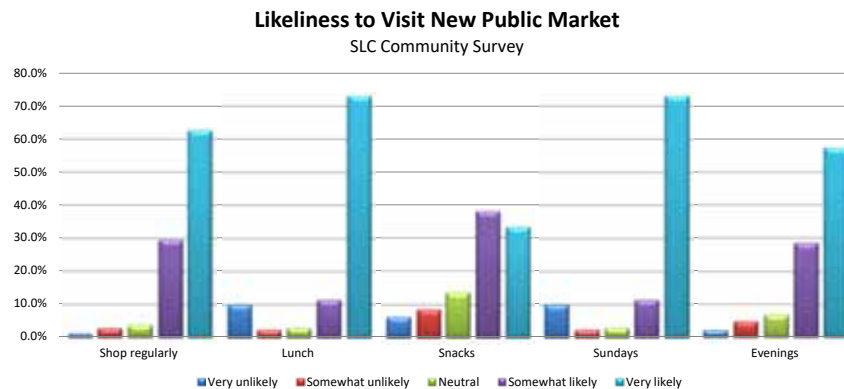
Q16. How interested are you in each of the following types of prepared foods and other products being offered in a new indoor market facility in central SLC:



Community Internet Survey: Indoor Market

Q17. How likely are you to visit a new indoor public market in downtown SLC...

- ... to shop for fresh foods on a regular basis? (N=4,542)
- ... for lunch on a regular basis? (N=4,539)
- ... for coffee, tea or snacks? (N=4,528)
- ... if it were open on Sundays? (N=4,539)
- ... if it were open on weekday evenings? (N=4,530)

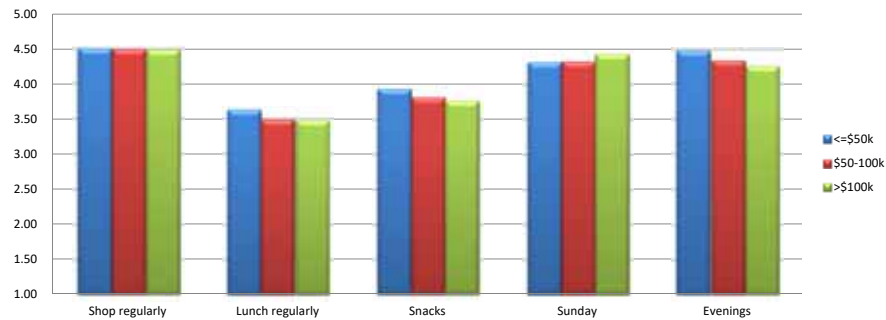


Community Internet Survey: Indoor Market

Q17. How likely are you to visit a new indoor public market in downtown SLC...

- ... to shop for fresh foods on a regular basis?
- ... for lunch on a regular basis?
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Likelihood to Visit by HH Income
SLC Community Survey

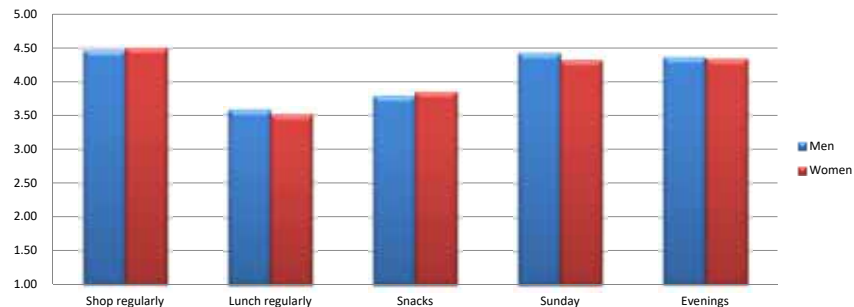


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Likelihood to Visit by Sex
SLC Community Survey

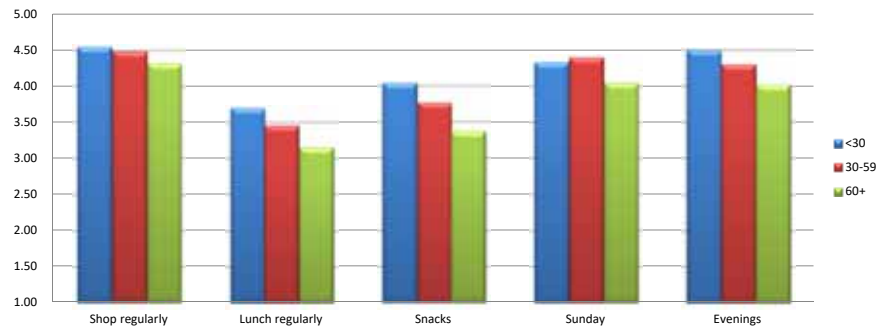


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Likelihood to Visit by Age
SLC Community Survey

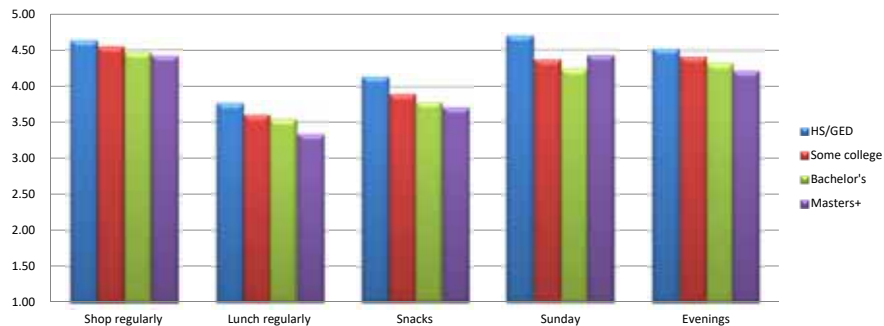


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- ... if it were open on weekday evenings?

Likelihood to visit by Education
SLC Community Survey

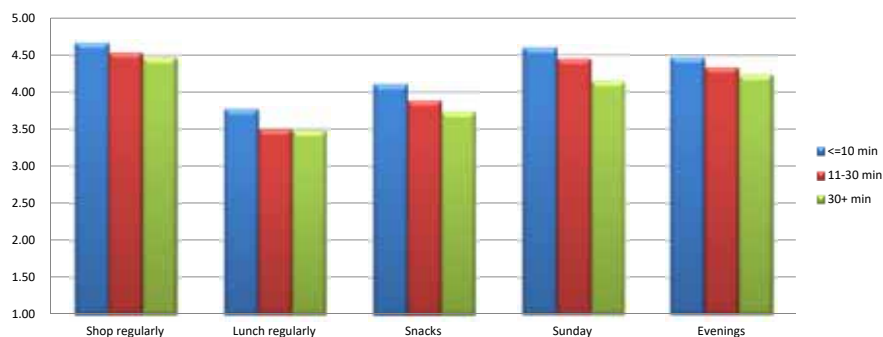


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Likelihood to Visit by Travel Time
SLC Community Survey



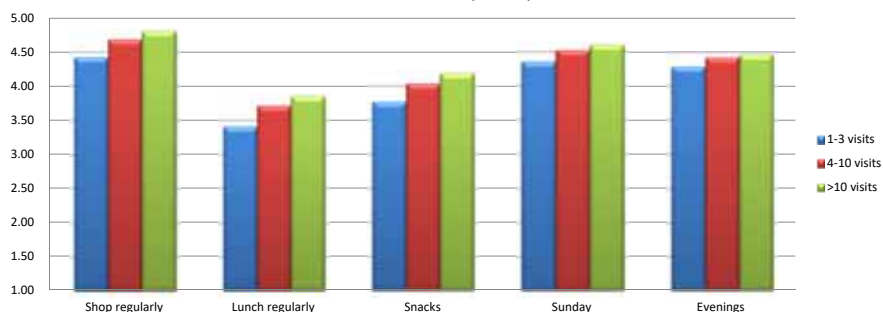
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- ... for lunch on a regular basis?
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- ... if it were open on Sundays?
- ... if it were open on weekday evenings?

Q8. In the past year, about how many times have you visited the SLC Downtown Farmers' Market?

Likelihood to Visit by Downtown Farmers' Market Visits
SLC Community Survey



Community Internet Survey: Indoor Market

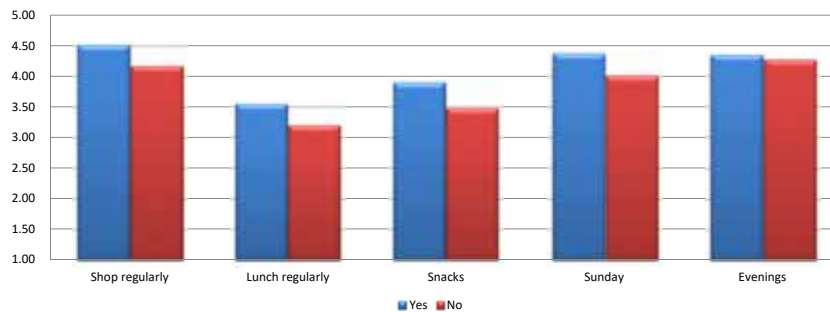
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- ... if it were open on weekday evenings?

Q4. Have you visited any area farmers' markets in the past 12 months?

Likelihood to visit by Visited a farmers' market in past 12 months

SLC Community Survey



Businesses mentioned in community survey

Q18. Are there any particular food or craft businesses from the SLC region that you would like to see located in a downtown public market? What are their names:

- | | | |
|-----------------------------------|------------------------------|-------------------------------|
| • Caputo's (78) | • Red Iguana (15) | • Rico Foods (12) |
| • Laziz (41) | • The Bagel Project (14) | • Sages Cafe (11) |
| • Beehive Cheese (31) | • Creminelli Meats (14) | • Waffle Love (11) |
| • City Cakes & Café (22) | • Gourmandise (14) | • Jack Mormom Coffee (10) |
| • Publik Coffee (22) | • Siegfried's Deli (14) | • Mazza (10) |
| • Buds Sandwiches (20) | • Amour Spreads (13) | • Oh Mai Banh Mi (10) |
| • Ruby Snap (19) | • Bruges Waffles (13) | • The Rose Establishment (10) |
| • Eva's Bakery (16) | • Crumb Brothers Bakery (12) | • Salt and Smoke Meats (10) |
| • Wasatch Creamery Ice Cream (16) | • La Barba Coffee (12) | |

Community Internet Survey: Comments

- 1,528 comments
- Nearly all very positive and enthusiastic
 - “Please make this happen! It would be amazing for our city!”
 - “A year round market would be great for SLC. I believe we could and would support that as a community.”
 - “An indoor public market would be amazing for Salt Lake City!! I would go there all the time!”
- Some cautionary: concern about location, potential for high prices, parking
 - “The situation around Pioneer Park is getting worse each time I visit. I no longer feel safe traveling to and from the market. I would not be inclined to visit an indoor market in that area.”
 - “Ample parking is important. For people like me who live near the city, public transportation is not helpful so if I know parking is going to be a problem then I just don't go downtown.”
 - “I don't see the need for a year round market. Very few cities that have these pull it off well and create a clean and inviting space throughout the market. There might be an area that is lively but much of it becomes run down and an attractor for undesirable activities. If Salt Lake were able to combat this, I'd be for it, but I have serious doubts due to the area proposed for this market.”

Trade Area Analysis

- Goal: to understand the characteristics of people living in and around SLC in order to identify likely customers and estimate potential demand
- Trade areas
 1. The area where the market is easily accessible, including for people without cars, and a very convenient place to shop for fresh foods (2.75 mile radius)
 2. The band around the first area that is reasonably convenient but where there are other places to purchase similar products (band between 2.75 and 10 miles)
 3. The band around the second area that is not convenient but which can attract a small percentage of customers who appreciate the unique market environment and product offerings (band between 10 and 20 miles)



SLC Public Market Feasibility Study Steering Committee #2

Demographics	2.75 m ring	USA
Population 2010 census	115,581	
Population 2016 estimate	122,906	
Population 2021 projection	129,381	
Population change 2010-2016 (%)	6.3%	4.4%
Population change 2016-2021 (%)	5.3%	3.7%
Population change 2016-2021	6,475	
Racial diversity (% non-white)	30.9%	28.9%
Percent Hispanic 2016	29.0%	17.6%
Households 2016	52,156	
Households 2021	55,807	
Household change 2016-201	7.0%	3.9%
Average household size	2.36	2.55
Family households 2016	24,259	
Family households 2016	46.5%	66.4%
Average household income 2016	\$63,917	\$77,135
Average household income 2021 est	\$74,715	\$83,619
Change HH income 2016-2021	16.9%	8.4%
Household income >\$75,000/yr	13,950	
Household income >\$75,000/yr (%)	26.7%	
Household income <\$15,000/yr	8,679	
Household income <\$15,000/yr (%)	16.6%	
Median age	33.1	38.0
Resident age 35-64	44,008	
Targeted age range (35-64)	35.8%	39.5%
Residents with bachelor's or higher	28,121	
Bachelor's Degree	20.2%	18.3%
Master's, Professional or Doctorate	13.7%	11.0%
No Vehicles	15.1%	

Trade Area 1: 2.75 m ring

- Rapidly growing population; strong reversal from 2007 forecast
- Low percentage family households but expanding
- Diverse population, particularly large Hispanic community
- Fairly high household incomes for urban center, expected to increase rapidly
- Nearly 14,000 households with income above \$75,000
- Very young median age
- Below average percentage of residents in targeted age range (35.8%)
- Very high educational attainment: 28,121 adults with college or higher degrees
- Substantial percentage without vehicle (15.1%) so public transit access valuable

Demographics	2.75-10 m band	USA
Population 2010 census	548,426	
Population 2016 estimate	576,350	
Population 2021 projection	603,457	
Population change 2010-2016 (%)	5.1%	4.4%
Population change 2016-2021 (%)	4.7%	3.7%
Population change 2016-2021	27,107	
Racial diversity (% non-white)	22.7%	28.9%
Percent Hispanic 2016	19.7%	17.6%
Households 2016	199,725	
Households 2021	210,310	
Household change 2016-201	5.3%	3.9%
Average household size	2.89	2.55
Family households 2016	139,957	
Family households 2016	70.1%	66.4%
Average household income 2016	\$81,865	\$77,135
Average household income 2021 est	\$92,731	\$83,619
Change HH income 2016-2021	13.3%	8.4%
Household income >\$75,000/yr	80,120	
Household income >\$75,000/yr (%)	40.1%	
Household income <\$15,000/yr	16,594	
Household income <\$15,000/yr (%)	8.3%	
Median age	33.1	38.0
Resident age 35-64	202,403	
Targeted age range (35-64)	35.1%	39.5%
Residents with bachelor's or higher	112,929	
Bachelor's Degree	19.5%	18.3%
Master's, Professional or Doctorate	11.5%	11.0%
No Vehicles	4.9%	

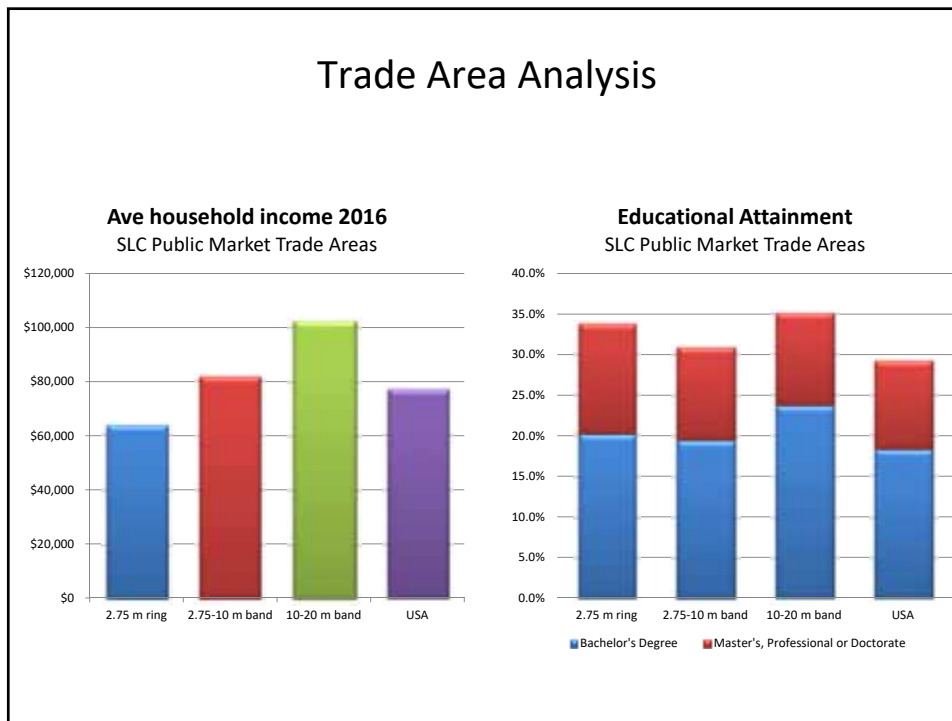
Trade Area 2: 2.75-10 m band

- Large population, growing slower than Trade Area 1
- Large household size, high percentage of family households
- High average household income, growing rapidly
- Large number of higher income households (80,120)
- High educational attainment. Nearly 113,000 adults with bachelor's degree or higher
- Few households without vehicles

Demographics	10-20 m band	Total	USA
Population 2010 census	515,264	1,179,271	
Population 2016 estimate	576,395	1,275,651	
Population 2021 projection	621,343	1,354,181	
Population change 2010-2016 (%)	11.9%	8.2%	4.4%
Population change 2016-2021 (%)	7.8%	6.2%	3.7%
Population change 2016-2021	44,948	78,530	
Racial diversity (% non-white)	12.4%		28.9%
Percent Hispanic 2016	10.8%		17.6%
Households 2016	172,776	424,657	
Households 2021	186,598	452,715	
Household change 2016-201	8.0%	6.6%	3.9%
Average household size	3.34	3.00	2.55
Family households 2016	140,983		
Family households 2016	81.6%		66.4%
Average household income 2016	\$102,697		\$77,135
Average household income 2021 est	\$115,781		\$83,619
Change HH income 2016-2021	12.7%		8.4%
Household income >\$75,000/yr	96,541	190,611	
Household income >\$75,000/yr (%)	55.9%	44.9%	
Household income <\$15,000/yr	6,741		
Household income <\$15,000/yr (%)	3.9%		
Median age	31.4		38.0
Resident age 35-64	207,389	453,800	
Targeted age range (35-64)	36.0%		39.5%
Residents with bachelor's or higher	119,642	260,692	
Bachelor's Degree	23.7%		18.3%
Master's, Professional or Doctorate	11.5%		11.0%
No Vehicles	2.5%		

Trade Area 3: 10-20 m band, Total

- Large and rapidly growing population
- Very large household size and percent of families
- Very high household income, highest of three trade areas
- 96,541 upper income households, 56% of population
- Highest percentage of residents in targeted age group
- Very high educational attainment; 119,642 adults with bachelor's or higher
- Very few households without vehicle



Trade Area Analysis

Fresh and specialty food purchasing index

Index to USA Score

Yr 2016 Estimate

Food at Home - overall

Food away from Home - overall

Market categories

Bread
Dairy
Cheese
Meat
Poultry
Prepared foods
Produce - fresh
Seafood - fresh
Specialty food (jams, jellies)
Sweets (candy)
Beverages - nonalcoholic
Beer
Wine

SLC Public Market

2.75 m ring	2.75-10 m band	10-20 mile band
90	109	123
89	104	119
85	105	120
92	111	127
95	118	137
84	105	120
88	104	117
96	115	131
95	112	124
67	87	103
86	110	128
99	123	143
92	108	121
97	111	120
86	102	121

Source: Nielsen 2016

Trade Area Analysis

Consumer Expenditures: Food & Beverage, SLC Public Market

2.75 m ring	2016 Estimate	2021 Projection	Δ \$	Δ %
Market categories	(000s)	(000s)	(000s)	
Bread	\$8,051	\$8,764	\$713	8.9%
Dairy	\$25,339	\$28,041	\$2,702	10.7%
Cheese	\$6,888	\$7,691	\$803	11.7%
Meat	\$24,512	\$26,876	\$2,365	9.6%
Poultry	\$8,621	\$9,391	\$770	8.9%
Prepared foods	\$13,404	\$14,730	\$1,326	9.9%
Produce - fresh	\$27,719	\$30,760	\$3,041	11.0%
Seafood - fresh	\$2,480	\$2,771	\$290	11.7%
Specialty food	\$14,449	\$16,076	\$1,627	11.3%
Sweets (candy)	\$5,043	\$5,608	\$565	11.2%
Coffee/Tea	\$6,669	\$7,422	\$753	11.3%
Wine/Beer	\$11,865	\$13,380	\$1,515	12.8%
Total	\$155,040	\$171,511	\$16,471	10.6%
All Food at Home	\$204,213	\$225,265	\$21,052	10.3%
Lunch - Fast Food	\$19,722	\$21,647	\$1,925	9.8%
Lunch - Full Service	\$14,389	\$16,331	\$1,942	13.5%
Dinner - Fast Food	\$20,480	\$22,412	\$1,932	9.4%
Dinner - Full Service	\$33,577	\$38,447	\$4,870	14.5%
All Food Away Home	\$110,081	\$123,468	\$13,387	12.2%

Consumer Expenditures: Food & Beverage, SLC Public Market

2.75-10 mile band	2016 Estimate	2021 Projection	Δ \$	Δ %
Market categories	(000s)	(000s)	(000s)	
Bread	\$38,080	\$40,536	\$2,456	6.4%
Dairy	\$117,474	\$127,413	\$9,939	8.5%
Cheese	\$32,552	\$35,447	\$2,895	8.9%
Meat	\$117,427	\$126,708	\$9,281	7.9%
Poultry	\$38,853	\$41,854	\$3,001	7.7%
Prepared foods	\$58,978	\$63,717	\$4,739	8.0%
Produce - fresh	\$125,006	\$136,003	\$10,997	8.8%
Seafood - fresh	\$12,352	\$13,474	\$1,122	9.1%
Specialty food	\$68,462	\$74,305	\$5,843	8.5%
Sweets (candy)	\$23,957	\$25,869	\$1,912	8.0%
Coffee/Tea	\$29,970	\$32,586	\$2,616	8.7%
Wine/Beer	\$52,962	\$58,251	\$5,289	10.0%
Total	\$716,073	\$776,163	\$60,090	8.4%
All Food at Home	\$924,607	\$1,028,229	\$103,622	11.2%
Lunch - Fast Food	\$84,659	\$91,292	\$6,632	7.8%
Lunch - Full Service	\$66,504	\$73,110	\$6,606	9.9%
Dinner - Fast Food	\$89,174	\$96,061	\$6,887	7.7%
Dinner - Full Service	\$155,881	\$172,580	\$16,698	10.7%
All Food Away Home	\$489,460	\$547,906	\$58,446	11.9%

Source: Nielsen 2016

Trade Area Analysis

Consumer Expenditures: Food & Beverage, SLC Public Market

10-20 mile band Market categories	2016 Estimate (000s)	2021 Projection (000s)	Δ \$ (000s)	Δ %
Bread	\$37,559	\$41,141	\$3,582	9.5%
Dairy	\$115,586	\$128,844	\$13,258	11.5%
Cheese	\$32,827	\$36,791	\$3,964	12.1%
Meat	\$116,428	\$129,467	\$13,039	11.2%
Poultry	\$37,808	\$41,993	\$4,185	11.1%
Prepared foods	\$56,388	\$63,017	\$6,629	11.8%
Produce - fresh	\$120,113	\$134,388	\$14,275	11.9%
Seafood - fresh	\$12,672	\$14,291	\$1,619	12.8%
Specialty food	\$67,916	\$75,827	\$7,911	11.6%
Sweets (candy)	\$24,006	\$26,591	\$2,585	10.8%
Coffee/Tea	\$28,801	\$32,281	\$3,480	12.1%
Wine/Beer	\$51,766	\$58,446	\$6,680	12.9%
Total	\$701,870	\$783,077	\$81,207	11.6%
All Food at Home	\$943,096	\$1,020,249	\$77,153	8.2%
Lunch - Fast Food	\$81,805	\$90,128	\$8,324	10.2%
Lunch - Full Service	\$65,490	\$73,896	\$8,406	12.8%
Dinner - Fast Food	\$87,265	\$95,959	\$8,694	10.0%
Dinner - Full Service	\$158,155	\$179,482	\$21,326	13.5%
All Food Away Home	\$493,678	\$539,910	\$46,232	9.4%
Total Fresh/Specialty Food (3 Trade Areas)	\$1,572,983	\$1,730,751	\$157,768	10.0%
All Food at Home	\$2,071,916	\$2,273,743	\$201,827	9.7%
All Food Away Home	\$1,093,219	\$1,211,284	\$118,065	10.8%

Source: Nielsen 2016

Trade Area Analysis Capture Rate Analysis

Market categories	2.75 mile ring Population 122,906			2.75-10 m band 576,350			10-20 m band 576,395			Total 1,275,651	
	Demand (000s)	Capture rate	Potential (000s)	Demand (000s)	Capture rate	Potential (000s)	Demand (000s)	Capture rate	Potential (000s)	Demand (000s)	Demand Total (000s)
Baked goods	\$8,051	3.0%	\$242	\$38,080	1.0%	\$381	\$37,559	0.3%	\$94	\$83,690	\$717
Dairy	\$25,339	3.0%	\$760	\$117,474	1.0%	\$1,175	\$115,586	0.3%	\$289	\$258,399	\$2,224
Cheese	\$6,888	3.0%	\$207	\$32,552	1.0%	\$326	\$32,827	0.3%	\$82	\$72,267	\$615
Meat	\$24,512	3.0%	\$735	\$117,427	1.0%	\$1,174	\$116,428	0.3%	\$291	\$258,367	\$2,200
Poultry	\$8,621	3.0%	\$259	\$38,853	1.0%	\$389	\$37,808	0.3%	\$95	\$85,282	\$743
Prepared foods	\$13,404	2.5%	\$335	\$58,978	0.8%	\$491	\$56,388	0.2%	\$117	\$128,770	\$943
Produce - fresh	\$27,719	4.0%	\$1,109	\$125,006	1.3%	\$1,667	\$120,113	0.3%	\$400	\$272,838	\$3,176
Seafood - fresh	\$2,480	3.0%	\$74	\$12,352	1.0%	\$124	\$12,672	0.3%	\$32	\$27,504	\$230
Specialty food	\$14,449	3.0%	\$433	\$68,462	1.0%	\$685	\$67,916	0.3%	\$170	\$150,827	\$1,288
Sweets	\$5,043	2.0%	\$101	\$23,957	0.7%	\$160	\$24,006	0.2%	\$40	\$53,006	\$301
Coffee/Tea	\$6,669	3.0%	\$200	\$29,970	1.0%	\$300	\$28,801	0.3%	\$72	\$65,440	\$572
Wine/beer	\$11,865	2.5%	\$297	\$52,962	0.8%	\$441	\$51,766	0.2%	\$108	\$116,593	\$846
Lunch - Fast Food	\$19,722	1.0%	\$197	\$84,659	0.3%	\$282	\$81,805	0.1%	\$68	\$186,186	\$547
Lunch - Full Service	\$14,389	1.0%	\$144	\$66,504	0.3%	\$222	\$65,490	0.1%	\$55	\$146,384	\$421
Dinner - Fast Food	\$20,480	1.0%	\$205	\$89,174	0.3%	\$297	\$87,265	0.1%	\$73	\$196,919	\$575
Dinner - Full Service	\$33,577	1.0%	\$336	\$155,881	0.3%	\$520	\$158,155	0.1%	\$132	\$347,613	\$988
Total/Average/Total	\$243,208	2.3%	\$5,634	\$1,112,292	0.8%	\$8,634	\$1,094,585	0.2%	\$2,118	\$2,450,085	\$16,386

Trade Area Analysis

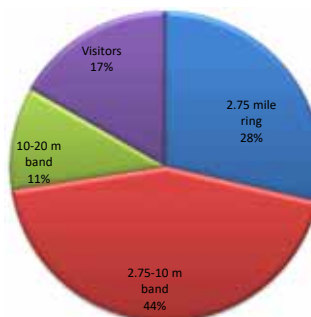
Capture Rate Analysis

Demand Summary

Resident demand	\$16,386,000
Visitor demand %	20%
Visitor demand \$	\$3,277,200
Total demand	\$19,663,200
Average sales per sf	\$800
Supportable sf (net)	24,600
Supportable sf (gross)	37,300

Sources of Demand

SLC Public Market



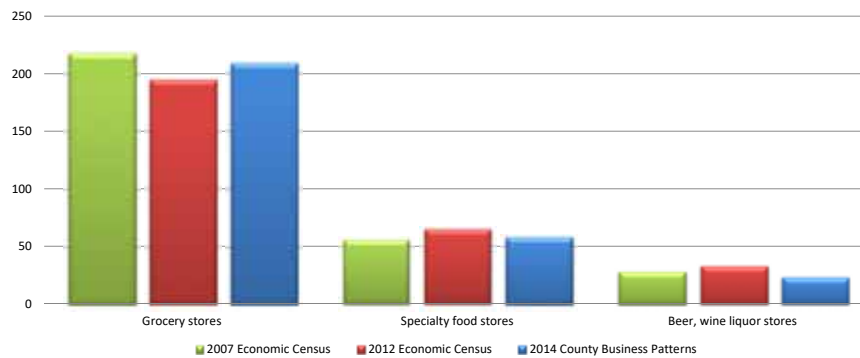
Supply Analysis

- Key informant interviews
- Economic census
- USDA data on farmers' markets
- Vendor focus groups
- Competitive analysis

Supply Analysis

- In Utah, grocery stores capture 91.4% of sales. Nationally, specialty food stores capture 2.8% of sales while beer/wine/liquor stores capture 6.9%
- Total food & beverage store sales in SLC MSA = \$2.13 billion (2012 Census)

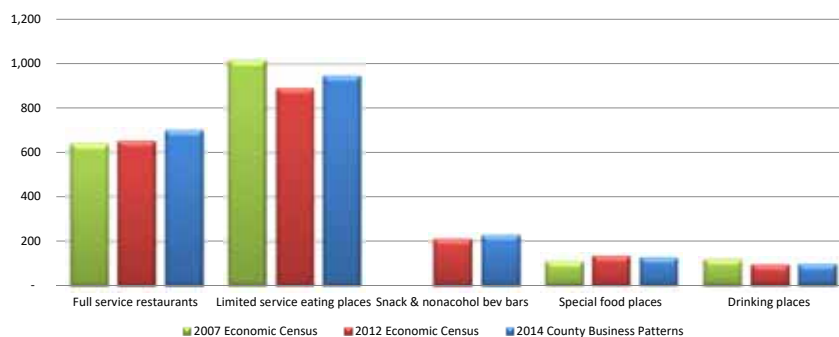
Food & Beverage Stores
SLC MSA



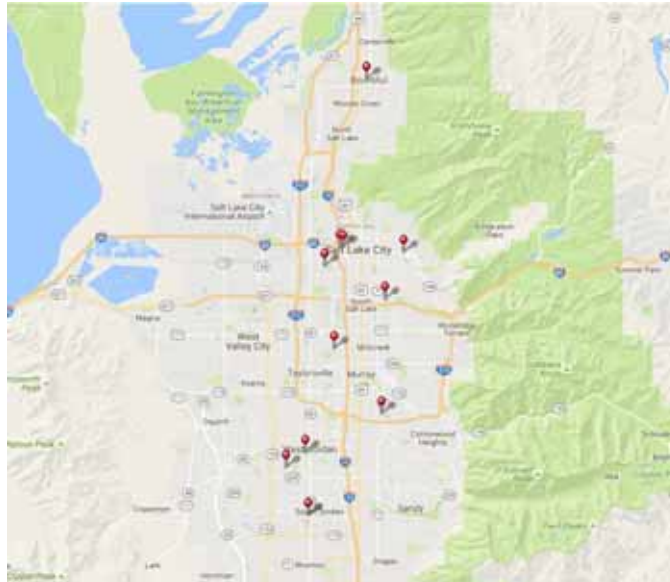
Supply Analysis

- In Utah, limited service eating places capture 50.4% of sales, compared to 36.7% for full service restaurants
- Total food service & drinking places sales in SLC MSA = \$1.70 billion
- Average full service restaurant sales = \$989,000
- Average limited service eating places sales = \$868,000

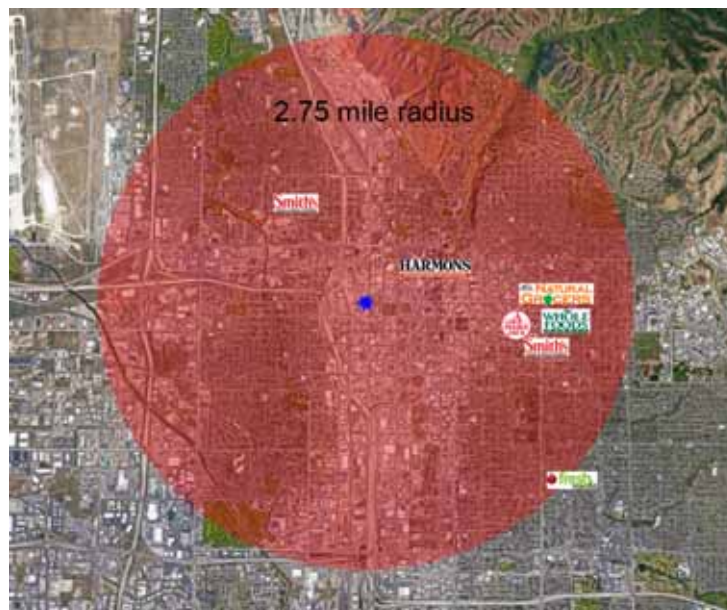
Food Service & Drinking Places
SLC MSA



Farmers' Markets – 20 mile radius



Competition



Next Steps

- Market research
 - Additional interviews
 - Finalize resident internet survey & report
- Merchandising concept and development program
 - Identify key business strategies/merchandising principles
 - Describe program functions
 - Prepare initial conceptual design
- Steering Committee meeting #3

Salt Lake City Public Market Feasibility Study



Steering Committee Meeting 2
November 2016

Market Ventures Inc.

Salt Lake City Public Market Feasibility Study



Steering Committee Meeting 3
January 18, 2017

Market Ventures Inc.

Agenda

1. Market research summary
2. Customer segmentation strategy
3. Public market goals refinement
4. Site analysis
5. Key business strategies & merchandising principles
6. Program functions
7. Conceptual design
8. Next steps

Market Research Summary

- Research methods
 - Primary research (community survey, previous DA surveys, interviews and focus groups, site tours/observations)
 - Secondary research (demographic and food expenditure analysis of trade areas)
- Key findings - demand
 - Enthusiastic base of farmers' market customers with strong interest in shopping at public market
 - Survey respondents live throughout the region, with most driving 11-30 minutes
 - Parking and schedule have limited visits to the Downtown Farmers' Market
 - Strong interest in a variety of indoor market offerings, particularly produce, bread, specialty foods and cheese
 - Very positive demographics: substantial and growing population, high education levels, high incomes that are expected to increase
 - Reasonable estimate of demand potential: \$19.7 million, primarily within 10 mile ring

Market Research Summary

- Key findings - supply
 - Very interested vendors with high quality products and experience with both farmers' markets, winter market, and own retail locations
 - Area has an increasing supply of small, specialty food stores; producers from incubators
- Key findings - competition
 - Strong but limited competition, particularly high quality supermarkets such as Harmon's and Whole Foods Market, so public market must differentiate from these stores
 - Survey respondents showed most dissatisfaction with prices, selection and quality
 - Few grocery options on West Side
 - No other public markets in the region
- Key findings – partners
 - History of partnerships with DFM and DA
 - Willing and interested partners for both education and entrepreneurship development

Customer Segmentation

- What compelling attributes will attract customers to the SLC Public Market?

Type	Demographic profile	Key drivers
Regional residents (30 minute drive radius)	Higher income Well educated Women Age 35-64	<ul style="list-style-type: none">• Unique, interesting, local products• Relationships with vendors• Fun place to shop• Add-on to Downtown Farmers' Market visit• Easy access and parking
Downtown residents & employees	Range of income levels Younger	<ul style="list-style-type: none">• Convenience, quick service• Lunch• Social opportunities (drinks, classes)
Lower income nearby residents	Lower income Ethnic (particularly Hispanic)	<ul style="list-style-type: none">• Convenience• Financially accessible through SNAP and Double Bucks• Culturally appropriate foods• Welcoming environment
Tourists		<ul style="list-style-type: none">• Utah products• Opportunity to meet Utah food producers• Convivial, unique atmosphere

Public Market Goals Refinement

1. Provide a catalyst for development of the Station Center District
2. Expand the impact and benefits of the SLC Downtown Farmers' Market
3. Create a hub for Utah's local foods movement
4. Support small business entrepreneurship and create jobs
5. Promote community wellness through food access and education

Goals should drive the planning, development, operation, and evaluation of the public market

Site Analysis: Vehicular & Transit Circulation

- Accessibility and visibility
 - Excellent proximity to public transit
 - Need easy car access to attract core (regional) customers
 - Signage at gateways critical
 - Need access route at Pierpont St
 - Address visibility from east side of Rio Grande Depot
- Circulation
 - Need left turn onto 300 South and Pierpont from 500 West
 - Pedestrian circulation through Rio Grande Depot important



Site Analysis: Pedestrian & Vehicle Circulation



Site Analysis

- Parking
 - Adequate, convenient parking is critical for the public market's success
 - Public market alone will likely require 300-350 parking spaces at peak; Saturday Farmers' Market and events will increase demand substantially
 - Upper floor commercial uses require parking but could be in nearby garage
- Adjacent functions
 - Mixed-use functions planned for Station District highly supportive of public market
 - "Festival Street" is ideal adjacent use for the public market, as long as customers can still access the market and parking, and too frequent events don't discourage regular shoppers
 - Rio Grande Depot provides opportunity for ongoing Winter Market and catered events
 - Farmers' market sheds on 500 West will improve the Downtown Farmers' Market and provide additional covered event space
 - Current encampment and drug activities must be resolved before the public market opens

Site Analysis



Development Strategies

- Market hall
 - Stress **innovation** and **on-site production**, so most products are either grown/made by the producer or produced by the vendor on-site, continually creating a wide variety of unique and specialty products only available in the Market
 - Recruit passionate and knowledgeable owners who will be **directly involved** with their businesses at the Market, with no national or regional chains
 - Select vendors with **multiple sales channels** so they do not rely exclusively on retail sales, including wholesale, mail order, catering, delivery, corporate sales, etc.
 - Offer a great selection with a **diverse mix of locally-grown fresh, specialty and prepared foods**, along with some crafts and other nonfood products or services
 - Create **abundant displays** of fresh and specialty foods, no fast food stalls, and stress the **theater** of being at the Market
 - Provide a **range of price points** and create a **welcoming environment** so the Market feels accessible to the entire community and is not perceived as upscale or exclusive
 - Create **two operating zones** – a daily area and a part-time zone (3 days/week) to accommodate a wide range of vendors
 - Keep **vendor rents affordable**, particularly for staple products and food producers

Development Strategies

- Conceptualize, develop and manage as a **Market district**
 - Multiple public/private, indoor/outdoor assets with common branding and management
 - The public market is part of the evolution of the Downtown Farmers' Market, building off its success and sharing brand attributes
 - Offer expanded marketing opportunities for farmers, including shed structures
 - Develop **multiple income streams**, including vendor & commercial rents, site rental and catering for events, classes, and grants
- Events
 - Provide a **wide array of event spaces**, from meeting rooms to catered functions to large festivals
 - Create extensive **event management and food & beverage capabilities** with a **unified promotion and management structure** for event spaces within the Station Center District, including the Public Market, Rio Grande Depot, farmers' market sheds, and festival street
 - Conceptualize and schedule events to **complement and support the public market**, not impede shopping during busy times (Saturday mornings, holidays)

Development Strategies

- Education
 - Stress **educational offerings**: knowledgeable vendors, classes and events that serve the Market's diverse clientele, including children and low-income households
 - Highlight **Utah agriculture and the local foods movement**
 - Create **unique education spaces**, including a hands-on teaching kitchen, demonstration kitchen, apiary, fruit trees
 - Leverage **partnerships and resources** with like-minded organizations

Program Elements

- | | |
|---|---|
| • Market hall | • Seating (mezzanine, vendor stalls) |
| • Winter market (Rio Grande Depot, new sheds) | • Restrooms (large enough for street festivals) |
| • Farmers' Market (outdoor and new sheds) | • Market office |
| • Restaurant | • Storage (vendors and market management) |
| • Services/project partner space | • Loading dock |
| • Events/education <ul style="list-style-type: none">– Hands-on teaching kitchen with 6-8 cooking stations, common eating area– Demonstration kitchen and large event space– Outdoor event space (300 South, sheds)– Meeting rooms– Utah ag items demonstrations – top 10 national producer (fruit trees, onions, bee hives, trout) | • Waste management |

Program – Market Hall Tenant Mix

Category	Number	SF	Description and Limitations
Meat*	2-3	800-1,000	Meat products including beef, pork, lamb, poultry and other specialty meats. Emphasis on uncooked, semi-prepared or smoked items. No deli-style cold cuts. Meat cutting, sausage making, and other value-add activities should be done on premises. Poultry items, such as fresh eggs, may be sold. Prepared foods might include meat sandwiches, stews, or related items.
Produce	2	700-1,000	Wide range of fresh fruits and vegetables, including organics, with few prepackaged products. Concept could include fresh squeezed juice or salads.
Seafood*	1	800-1,200	Fresh and smoked seafood. Prepared seafood products might include sandwiches, soups, salads and related items.
Baked goods – savory and sweet*	2-4	400-1,000	Products could include breads, rolls, bagels, biscuits, and muffins. Baked on premises. Concept could include flatbreads and pizzas. The savory bakeries could include some baked dessert items which complement rather than compete directly with dessert bakers. The dessert bakers should specialize in some of the following products: pies, cakes, cookies, or patisserie items.
Dairy - cheese and dessert	2-3	500-900	The cheese vendor should offer a variety of fresh and aged cheeses, with some production on premises. May sell crackers but no bread. Should provide dairy products such as milk, yogurt, butter, etc. Prepared foods could include grilled cheese sandwiches or related concepts. Dairy/dessert feature items such as ice cream or gelato.
Candy/chocolate	2	300-800	Unique, hand-made candies and chocolate, with production on premises
Coffee/tea	1	250-600	Coffee beans, teas, related coffee making small wares, and coffee drinks. Roasting on premises preferred. Espresso bar offerings could include cookies/biscotti. Adjacent to outside door so can operate additional hours.
Deli/charcuterie	1-2	500-750	Deli can sell cold cuts, patés, sliced cheeses, fresh salads, condiments, and prepared sandwiches, but no bread except what is used for sandwiches.
Nuts/Spices/ Specialty products	2-3	300-800	Spices, nuts, condiments, oils, jams, sauces, and other specialty food products, focused on Utah-made.

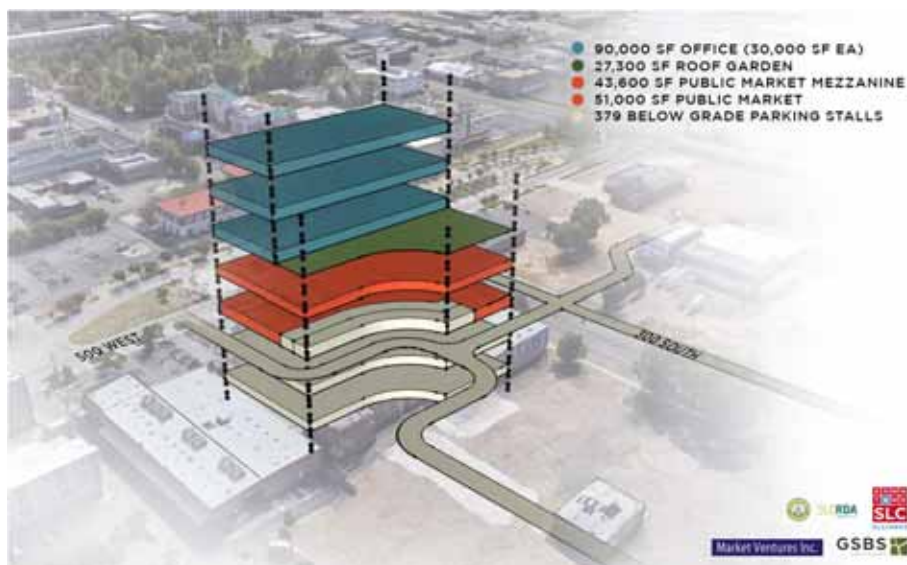
Program – Market Hall Tenant Mix

Category	Number	SF	Description and Limitations
Ethnic foods*	5-7	250-600	Focused ethnic concepts might include pasta/Italian specialties, Mexican, Asian, or other ethnic foods, soup. Vendors must provide items for take-away or home consumption, not only food to eat on premises.
Wine/beer	1-2	700-1,000	Focus on local wines and beer. Wine bar could offer cold plates of cheeses, charcuterie or similar products.
Craft, food retail	2-4	250-500	Hand-made items produced by the vendor. Prefer items related to food and cooking
Flowers	1	500-800	Cut flowers and potted plants.
Total	24-35		

Program – Market Hall Tenant Mix

	Vendors low	Vendors high	SF/vendor low	SF/vendor high	SF low	SF medium	SF high
Meat	2	3	800	1000	1,600	2,250	3,000
Produce	2	2	700	1000	1,400	1,700	2,000
Seafood	1	1	800	1200	800	1,000	1,200
Baked goods	2	4	400	1000	800	2,100	4,000
Dairy	2	3	500	900	1,000	1,750	2,700
Candy	2	2	300	800	600	1,100	1,600
Coffee	1	1	250	600	250	425	600
Deli	1	2	500	750	500	938	1,500
Nuts/spices/specialty	2	3	300	800	600	1,375	2,400
Ethnic	5	7	250	600	1,250	2,550	4,200
Wine	1	2	700	1000	700	1,275	2,000
Craft/retail	2	4	250	500	500	1,125	2,000
Flowers	1	1	500	800	500	650	800
Total - leasable	24	35			10,500	18,238	28,000
Average					438	521	800
Efficiency					60.0%	60.0%	60.0%
Total - gross					17,500	30,396	46,667

Massing Plan



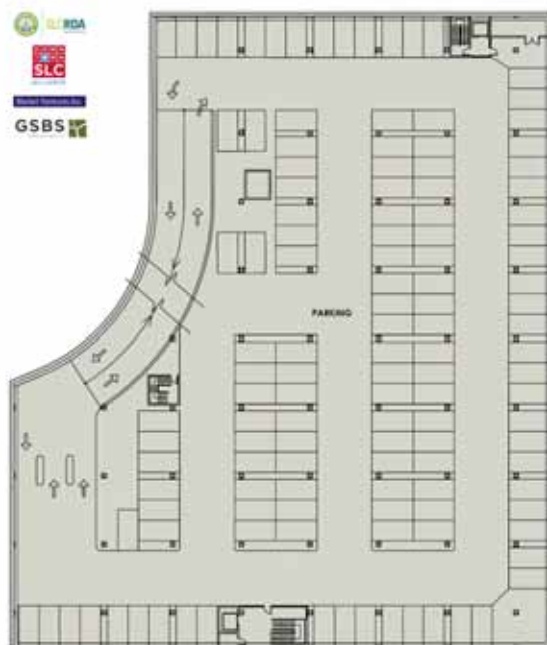
Conceptual
Design:
Ground Floor



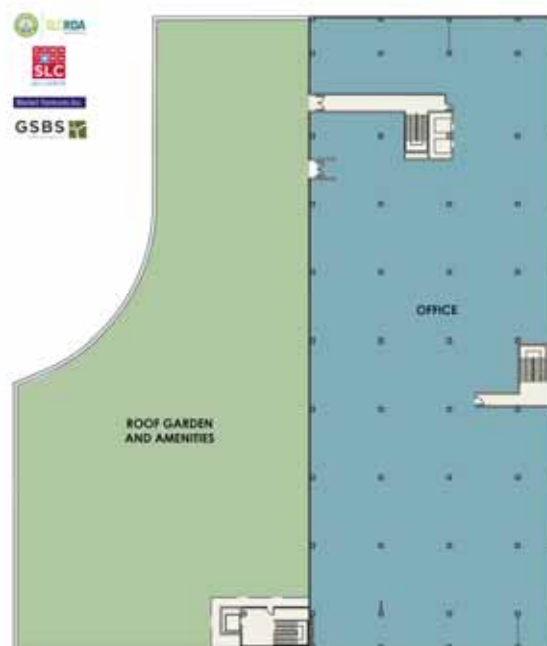
Conceptual
Design:
Mezzanine



Conceptual
Design: Lower
Level Parking



Conceptual
Design: Upper
Level



Next Steps

- Refine conceptual design
- Ownership & management options
- Financial analysis
- Economic impact analysis
- Draft report
- Steering Committee meeting #4

Salt Lake City Public Market Feasibility Study



Steering Committee Meeting 3
January 18, 2017

Market Ventures Inc.

Salt Lake City Public Market Feasibility Study



Steering Committee Meeting 4
March 16, 2017

Market Ventures Inc.

Agenda

1. Conceptual design refinement
2. Renderings
3. Market district
4. Ownership & operations
5. Financial analysis
6. Development budget
7. Financing
8. Next steps

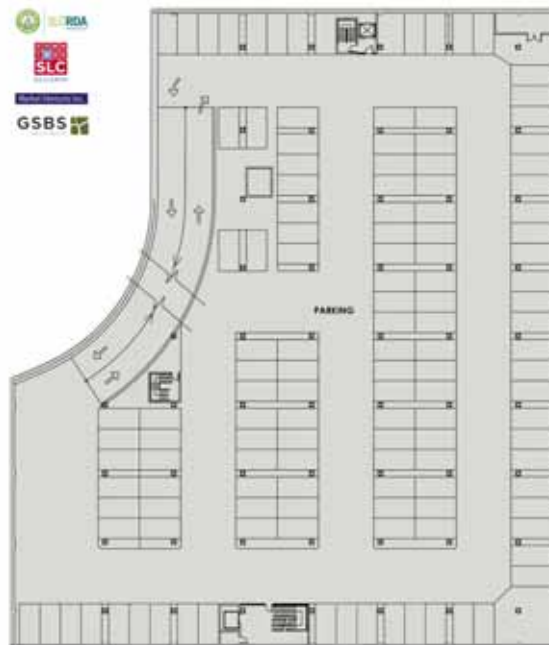
Conceptual
Design:
Ground Floor



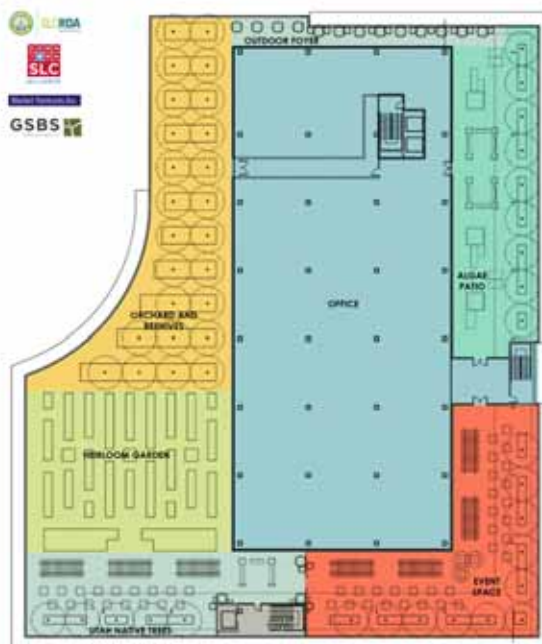
Conceptual
Design:
Mezzanine



Conceptual
Design: Lower
Level Parking



Conceptual
Design: Upper
Level







Market District

- A “market district” is a branding and management concept for a defined urban area, with indoor and outdoor (public space) components
- Management and oversight are needed to develop and sustain the district
 - Marketing/events
 - Streetscape “clean & green”
 - Support existing assets
 - Complementary business recruitment
 - Strategic planning
- Brand promises
 - Robust “market experience” every day
 - Unique local food businesses and entertainment, cultural experience
- Benchmark public market districts
 - Granville Island, Vancouver
 - Pike Place Market, Seattle
 - Byward Market, Ottawa
 - Eastern Market, Detroit
 - City Market, Kansas City



Byward Market District, Ottawa

SLC Market District Elements

- Existing elements
 - Downtown Farmers’ Market, Winter Market
 - Food retailers and restaurants around Pioneer Park
 - Events in Pioneer Park
- Key additions
 - Public Market (market hall, event/meeting space, education)
 - Market sheds on 500 West
 - 300 South Festival Street
- Potential elements
 - Enhancements to Rio Grande Depot
 - Catered events; improved catering support facilities
 - Glass curtain wall around portico
 - New outdoor markets: Vintage Market, Makers Market (Sundays)
 - Utah History, Heritage & Arts Museum
 - Additional restaurants and food retail
 - Food trucks



Potential Market District Area



Market District Design Elements

- Locations
 - Gateways/entrances
 - Streetscape
- Elements
 - Banners
 - Murals/public art
 - Signage/interpretive elements



Public Market Ownership and Operations

- Owner: the owner of the real property and facilities
- Developer: oversees financing and construction
- Sponsor: legal and fiduciary responsibility for operating the market
 - Ensures the market meets goals and operates in a business-like, prudent manner
 - Sets policies, ensures legal compliance, sets strategic direction, and oversees and evaluates management
 - Approves and signs leases and large contracts
 - Engaged in community and government relations, including partnership development
- Manager: team operating the public market and district on a daily basis
 - Recruits vendors and oversees leasing; provides vendor business assistance
 - Manages the property
 - Stall assignment
 - Rules enforcement
 - Cleaning & security
 - Waste removal
 - Emergency planning
 - Maintains good vendor and customer relations
 - Performs marketing, educational activities
 - Oversees events throughout district, including Festival Street; liquor license
 - Manages finances
 - Fundraises for special activities

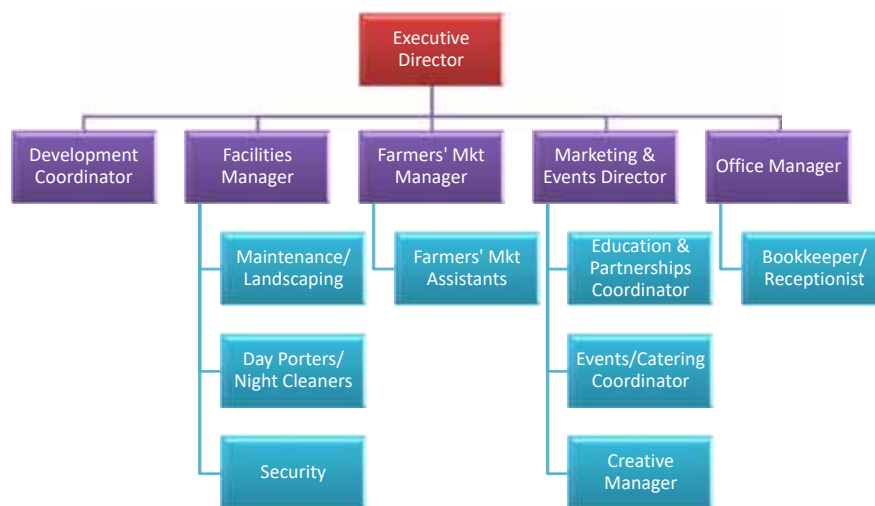
Owner & Developer: Qualities & Recommendation

- Owner
 - Ensures public interest is served, committed to Market's success
 - If Public Market fails, maintains asset and can repurpose the facility
 - Appropriate conduit for development funding
 - Financing can influence ownership, particularly New Market Tax Credits
 - RDA prefers to sell land and not be long-term property owner
 - Recommendation: TBD based on financing
- Developer
 - Tap private developer experience for financing, A&E team management, permitting, construction, office leasing
 - Work cooperatively with UFCU for Public Market leasing, vendor coordinator and program planning
 - Recommendation: retain fee-based developer committed to SLC Chamber and Public Market success

Public Market Sponsor

- Characteristics
 - Ability to operate the market with a dual focus on profitability and accomplishing the Market's mission
 - Access to resources to create a strong, successful market district, particularly if early struggles
 - Responsive to community and public interest
 - Able to make good business decisions: efficient and thoughtful, not swayed by particular interests (such as vendors) or politics
 - Address broader issues, such as downtown revitalization, support for the region's food system, and related "buy local" efforts
- Options to consider
 - Existing nonprofit
 - New nonprofit
- Recommendation
 - Existing nonprofit: UFCU – operates Downtown Farmers' Market, tax exempt entity
 - Perhaps add *ex officio* board members representing Downtown Alliance or SLC Chamber
 - Create board committees to divide workload and include non-board members
 - Create Advisory Committees – conduit for various constituent groups, including vendors

Management Staffing Plan



FTE = 19.7

Executive Director

- Experience with public and farmers' markets, events management, marketing, and property management
- Knowledge of specialty food retailing, education, catering
- Entrepreneurial, "skin in the game"
- Ability to develop good rapport and trust with vendors and project partners
- Ability and willingness to enforce rules
- Financial management skills
- Strong communications skills that range from individual relationships with vendors and members of the public to the board of directors and media
- Ability to guide and motivate staff
- Ability to develop and lead partnerships with government, nonprofits, and area businesses
- Passion for markets, downtown revitalization, small businesses, farming, and food

Public Market Pro Forma – Management

Personnel	Year 1	Comparable Occupation BLS (mean wages for SLC)
Executive Director	\$95,000	[NAPMM comparable data]
Development Coordinator	\$53,000	Fundraisers
Facilities Manager	\$58,000	Property, Real Estate, and Community Association Managers
Maintenance/landscaping	\$39,000	Maintenance and Repair Workers, General
Day porters (140 hrs/wk)	\$76,000	Maids and Housekeeping Cleaners
Night cleaner (56 hrs/wk)	\$30,000	Maids and Housekeeping Cleaners
Security (70 hrs/wk)	\$51,000	Security Guards
Farmers' Market Manager	\$45,000	[UFCU]
Farmers' Market Assistants	\$40,000	40 hours/wk, \$20/hr, 50 weeks/yr
Marketing & Events Director	\$64,000	Public Relations Specialists
Education/Partnerships Coordinator	\$42,000	Self-Enrichment Education Teachers
Events/Catering Coordinator	\$46,000	Meeting, Convention, and Event Planners
Creative Manager	\$51,000	Graphic Designers
Office Manager	\$53,000	First-Line Supervisors of Office and Administrative Support Workers
Bookkeeper/Receptionist	\$37,000	Bookkeeping, Accounting, and Auditing Clerks
Fringe benefits	\$234,000	
Payroll tax	\$78,000	
Subtotal	\$1,092,000	
Annual raise	3.0%	• Wages from BLS May 2015 Wage Estimates Salt Lake City http://www.bls.gov/oes/current/oes_41620.htm
Fringe benefits	30%	• Incentive with management bonuses when achieve positive net income (20% of NOI up to \$100k, then 10%)
Payroll taxes	10%	

Sample Vendor Pro Forma

Sample Vendor Pro Forma									
		Cheese							
Square footage - stall		539							
Square footage - storage		200							
Total sf		739							
Total sales/stall s.f.		\$1,061							
Income			sales/wk						
Annual sales - on premise		\$520,000	\$10,000						
Annual sales - off premise		\$52,000	\$1,000						
Annual sales - total		\$572,000							
Cost of Goods - retail/on premise		\$260,000	50%						
Cost of Goods - wholesale/off premise		\$31,200	60%						
Gross Profit		\$280,800							
Expenses									
Advertising		\$5,000							
Credit Card		\$9,360	3.0%	60%					
Depreciation		\$13,435	\$75,000						
Dues, licensing		\$1,500							
Insurance		\$1,500							
Marketing fee		\$2,695	\$5.00per sf						
Miscellaneous		\$5,000							
Office expenses		\$2,500							
Payroll (1)		\$103,314							
Payroll taxes		\$10,331	10%						
Payroll benefits		\$3,099	3%						
Professional fees		\$5,000							
Rent - retail space		\$19,404	\$36.00per sf						
Rent - storage		\$3,600	\$18.00per sf						
Percentage rent 1 (on premise sales)		\$12,000	6.0%	\$300,000					
Percentage rent 2 (on premise sales)		\$800	4.0%	\$500,000					
Rent - CAM		\$4,043	\$7.50per sf						
Repairs & Maintenance		\$3,500							
Supplies		\$11,440	2.0%						
Telephone		\$1,200							
Uniforms and laundry		\$3,000							
Utilities		\$1,078	\$2.00	1.0					
Vehicle/Transportation		\$4,000							
Subtotal		\$226,799							
Net Operating Income		\$54,001							

SLC Public Market Feasibility Study

Steering Committee #4

Vendor Sales Model

Vendor Cheese
Retail sf 539
Storage sf 200

Pro forma summary		% of Sales
Sales	\$572,000	
COG	\$291,200	51%
Expenses	\$226,799	40%
Net Income	\$54,001	9%

	Rent/sf	Annual rent	% rent floor	% rent ceiling
Base rent	\$36.00	\$19,404		
Storage rent	\$18.00	\$3,600		
% Rent 1	6.0%		\$300,000	\$500,000
% Rent 2	4.0%		\$500,000	\$800,000
CAM	\$7.50	\$4,043		
Marketing fee	\$5.00	\$2,695		
Fixed amounts:		\$29,742		

Sales/yr on premise	Sales/month off premise	Total sales/year	Annual sales/sf	Annual base rent & CAM	Annual % rent 1	Annual % rent 2	Occupancy	Occupancy as % sales
\$200,000	\$60,000	\$260,000	\$482	\$27,047	\$0	\$0	\$27,047	10.4%
\$300,000	\$90,000	\$390,000	\$724	\$27,047	\$0	\$0	\$27,047	6.9%
\$400,000	\$120,000	\$520,000	\$965	\$27,047	\$6,000	\$0	\$33,047	6.4%
\$500,000	\$150,000	\$650,000	\$1,206	\$27,047	\$12,000	\$0	\$39,047	6.0%
\$600,000	\$180,000	\$780,000	\$1,447	\$27,047	\$12,000	\$4,000	\$43,047	5.5%
\$700,000	\$210,000	\$910,000	\$1,688	\$27,047	\$12,000	\$8,000	\$47,047	5.2%
\$800,000	\$240,000	\$1,040,000	\$1,929	\$27,047	\$12,000	\$12,000	\$51,047	4.9%
\$900,000	\$270,000	\$1,170,000	\$2,171	\$27,047	\$12,000	\$12,000	\$51,047	4.4%

Tenant Mix Analysis

Category	SF Total	Sales/sf	Total sales	Net Income	Base rent/sf	Occupancy Costs		
						Base/CAM/%	Per sf	% sales
Cheese	739	\$1,061	\$572,000	\$54,001	\$36.00	\$39,847	\$73.93	7.0%
Crafts	124	\$1,048	\$130,000	\$51,244	\$40.00	\$7,690	\$62.02	5.9%
Specialty	807	\$900	\$546,000	\$62,652	\$36.00	\$43,085	\$70.98	7.9%
Coffee	1,106	\$746	\$676,000	\$99,411	\$50.00	\$75,895	\$83.77	11.2%
Produce	1,263	\$576	\$728,000	\$66,191	\$20.00	\$44,293	\$35.07	6.1%
Beverage	850	\$800	\$520,000	\$43,480	\$36.00	\$39,075	\$60.12	7.5%
Craft	215	\$726	\$156,000	\$56,640	\$40.00	\$13,573	\$63.13	8.7%
Bakery	825	\$915	\$572,000	\$65,337	\$36.00	\$43,988	\$70.38	7.7%
Flowers	917	\$891	\$728,000	\$55,078	\$36.00	\$56,460	\$69.11	7.8%
Seafood	1,048	\$893	\$936,000	\$90,395	\$36.00	\$66,788	\$63.73	7.1%
Meat	846	\$983	\$832,000	\$71,374	\$30.00	\$44,005	\$52.02	5.3%
Bakery	1,525	\$750	\$1,144,000	\$143,569	\$40.00	\$89,558	\$58.73	7.8%
Ethnic	991	\$630	\$624,000	\$79,246	\$36.00	\$58,109	\$58.64	9.3%
Bakery	860	\$726	\$624,000	\$76,702	\$36.00	\$50,210	\$58.38	8.0%
Meat	993	\$838	\$832,000	\$79,529	\$30.00	\$52,278	\$52.65	6.3%
Candy	424	\$929	\$208,000	\$32,292	\$40.00	\$14,240	\$63.57	6.8%
Deli	592	\$929	\$364,000	\$64,054	\$40.00	\$27,340	\$69.74	7.5%
Ethnic	631	\$965	\$416,000	\$73,980	\$40.00	\$33,353	\$77.38	8.0%
Ethnic	631	\$965	\$416,000	\$73,980	\$40.00	\$33,353	\$77.38	8.0%
Bakery	874	\$926	\$624,000	\$106,680	\$36.00	\$46,119	\$68.43	7.4%
Specialty	481	\$925	\$260,000	\$52,048	\$36.00	\$15,824	\$56.31	6.1%
Craft	381	\$740	\$208,000	\$39,434	\$40.00	\$15,148	\$53.91	7.3%
Produce	874	\$772	\$520,000	\$69,825	\$20.00	\$26,935	\$39.96	5.2%
Ethnic	690	\$849	\$416,000	\$73,025	\$40.00	\$33,835	\$69.05	8.1%
Ethnic	573	\$976	\$364,000	\$53,415	\$40.00	\$25,158	\$67.45	6.9%
Deli	842	\$810	\$520,000	\$93,122	\$40.00	\$51,295	\$79.90	9.9%
Meat	846	\$966	\$624,000	\$62,676	\$30.00	\$40,785	\$63.13	6.5%
Candy	633	\$841	\$364,000	\$45,965	\$40.00	\$24,888	\$57.48	6.8%
Specialty	633	\$961	\$416,000	\$61,636	\$36.00	\$29,396	\$67.89	7.1%
Dairy	846	\$885	\$572,000	\$80,828	\$36.00	\$41,781	\$64.68	7.3%
Cheese	842	\$810	\$520,000	\$66,974	\$36.00	\$44,327	\$69.05	8.5%
Total	23,902		\$16,432,000	\$2,144,782		\$1,228,623		7.5%
Average	771	\$754	\$530,065	\$69,187	\$32.80	\$39,633	\$62.36	7.5%
Minimum	124	\$576	\$130,000	\$32,292	\$20.00	\$7,690	\$35.07	5.2%
Maximum	1,525	\$1,061	\$1,144,000	\$143,569	\$50.00	\$89,558	\$83.77	11.2%

SLC Public Market Feasibility Study

Steering Committee #4

Other Income

Site rental for catered events	Events/year	Average participation	Annual Participants	Rental rate/ participant	Income
Event Space	60	150	9,000	\$15	\$135,000
Teaching Kitchen	100	20	2,000	\$10	\$20,000
Roof Garden	40	50	2,000	\$15	\$30,000
Market Sheds	10	100	1,000	\$10	\$10,000
Market Hall	3	500	1,500	\$20	\$30,000
Total	213				\$225,000

Office suite & conference rooms	SF	Rent/sf	Rent	CAM/sf	CAM
Office suite	2,763	\$20.00	\$55,260	\$7.50	\$20,723
Conference rooms	300	\$20.00	\$6,000	\$0.00	\$0
Income			\$61,260		\$20,723

3 Day Market	Year 1	Year 2	Year 3	Year 4	Year 5
Stalls	23	23	23	23	23
Days used/week	3	3	3	3	3
Weeks/year	50	50	50	50	50
Fee/stall/day	\$50.00	\$50.00	\$55.00	\$55.00	\$60.00
Income	\$172,500	\$172,500	\$189,750	\$189,750	\$207,000

Market sheds	Year 1	Year 2	Year 3	Year 4	Year 5
Stalls	40	40	45	45	50
Days used/week	2	2	2.5	2.5	2.5
Weeks/year	30	30	35	35	35
Fee/table/day	\$35.00	\$35.00	\$38.00	\$38.00	\$40.00
Income	\$84,000	\$84,000	\$149,625	\$149,625	\$175,000

Other Income

	SF	Rent	CAM	Marketing fee	Sales/sf	Sales	% Rent	Total occupancy	Occupancy as % sales
Restaurant 1	2,698	\$59,356	\$20,235	\$13,490	\$800	\$2,158,400	\$69,504	\$149,095	6.9%
Restaurant 2	2,434	\$53,548	\$18,255	\$12,170	\$800	\$1,947,200	\$56,832	\$128,635	6.6%
Subtotal	5,132	\$112,904	\$38,490	\$25,660			\$126,336	\$277,730	
Rate:		\$22.00	\$7.50	\$5.00					
						Restaurant percentage rent:			
						6.0%	of the amount over		\$1,000,000
						3.0%	of the amount over		\$3,000,000

SLC Public Market Feasibility Study
Steering Committee #4

Operations
Pro Forma -
Income

	Year 1		
Rental Income			
Market Hall - base rent	773,898		
Market Hall - % rent	230,220		
Restaurant	112,904		
Restaurants - % rent	94,752		
3-Day Indoor Market	172,500		
Market sheds	84,000		
Office suite & conference rooms	61,260		
Subtotal	1,529,534		
CAM			
Market Hall	147,765		
Restaurant	38,490		
Office suite & conference rooms	20,723		
Subtotal	206,978		
Other Income			
Marketing fee	124,170		
Farmers' Market fees	160,000		
Concessions	15,000		
Special event rental	225,000		
Donations/sponsors	200,000		
Subtotal	724,170		
Gross Operating Income	2,460,682		
Bad Debt Expense	37,214	Bad debt expense	2.0%
Vacancy Factor (rent, CAM, mktg fee)	465,170	Vacancy	25.0%
Subtotal	502,384		
Adjusted Gross Income	1,958,297		

Operations
Pro Forma -
Income

	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Income					
Market Hall - base rent	773,898	773,898	797,115	821,028	845,659
Market Hall - % rent	230,220	276,264	306,960	322,308	331,517
Restaurant	112,904	112,904	116,291	119,780	123,373
Restaurants - % rent	94,752	113,702	126,336	132,653	136,443
3-Day Indoor Market	172,500	172,500	189,750	189,750	207,000
Market sheds	84,000	84,000	149,625	149,625	175,000
Office suite & conference rooms	61,260	61,260	63,098	64,991	66,940
Subtotal	1,529,534	1,594,528	1,749,175	1,800,135	1,885,933
CAM					
Market Hall	147,765	152,198	156,764	161,467	166,311
Restaurant	38,490	39,645	40,834	42,059	43,321
Office suite & conference rooms	20,723	21,344	21,985	22,644	23,323
Subtotal	206,978	213,187	219,582	226,170	232,955
Other Income					
Marketing fee	124,170	124,170	127,895	131,732	135,684
Farmers' Market fees	160,000	160,000	164,800	169,744	174,836
Concessions	15,000	15,000	15,450	15,914	16,391
Special event rental	225,000	225,000	231,750	238,703	245,864
Donations/Sponsors	200,000	205,000	210,000	215,000	220,000
Subtotal	724,170	729,170	749,895	771,092	792,775
Gross Operating Income	2,460,682	2,536,885	2,718,652	2,797,397	2,911,662
Bad Debt Expense	37,214	38,638	62,900	64,741	67,637
Vacancy Factor	465,170	289,783	167,732	107,902	112,729
Subtotal	502,384	328,420	230,632	172,643	180,366
Adjusted Gross Income	1,958,297	2,208,465	2,488,021	2,624,754	2,731,297
Base rent increase	0.0%	0.0%	3.0%	3.0%	3.0%
% rent factor	-25.0%	-10.0%	0.0%	5.0%	8.0%
CAM increase	0.0%	3.0%	3.0%	3.0%	3.0%
Vacancy	25.0%	15.0%	8.0%	5.0%	5.0%
Bad debt expense	2.0%	2.0%	3.0%	3.0%	3.0%

Operations Pro Forma

	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Operating Income	2,460,682	2,536,885	2,718,652	2,797,397	2,911,662
Bad Debt Expense	37,214	38,638	62,900	64,741	67,637
Vacancy Factor	465,170	289,783	167,732	107,902	112,729
<i>Subtotal</i>	<i>502,384</i>	<i>328,420</i>	<i>230,632</i>	<i>172,643</i>	<i>180,366</i>
Adjusted Gross Income	1,958,297	2,208,465	2,488,021	2,624,754	2,731,297
Operating Expenses					
Market operations	1,800,070	1,854,072	1,909,694	1,966,985	2,025,995
Insurance	39,308	40,487	41,702	42,953	44,242
Property tax	0	0	0	0	0
Marketing	250,000	257,500	265,225	273,182	281,377
<i>Subtotal</i>	<i>2,089,378</i>	<i>2,152,060</i>	<i>2,216,621</i>	<i>2,283,120</i>	<i>2,351,614</i>
Net Operating Income	(\$131,081)	\$56,405	\$271,399	\$341,634	\$379,683
Management bonus	\$0	\$11,281	\$37,140	\$44,163	\$47,968
Capital reserve	\$0	\$0	\$150,000	\$150,000	\$150,000
Profit (Loss)	(\$131,081)	\$45,124	\$84,259	\$147,470	\$181,715

Construction Cost Estimate

PROJECT ESTIMATE		CONSTRUCTION CONTROL CORPORATION				3/2/2017
PROJECT NAME.....SALT LAKE PUBLIC MARKET		TOTAL OPTIONS				
LOCATION.....SALT LAKE CITY, UT						
ARCHITECT.....GSSS						
STAGE OF DESIGN.....SCHEMATIC						
C/SI #	DESCRIPTION	BASE	PARKING -1 LEVEL	ADD PARKING LEVEL	OFFICE SHELL - EACH	
BUILDING COST SUMMARY						
02	SITEWORK & DEMOLITION	\$ 3,202,859	\$ 873,815	\$ 733,525	\$	30,000
03	CONCRETE	\$ 659,262	\$ 2,123,240	\$ 1,853,788	\$	112,286
04	MASONRY	\$ 215,489	\$ 57,761	\$ 57,761	\$	-
05	METALS	\$ 2,660,608	\$ 26,266	\$ 26,266	\$	582,052
06	WOODS & PLASTICS	\$ 545,963	\$ -	\$ -	\$	483
07	THERMAL & MOISTURE PROTECTION	\$ 2,487,956	\$ 514,267	\$ 110,752	\$	264,681
08	DOORS & WINDOWS	\$ 1,247,328	\$ 8,000	\$ 8,000	\$	375,670
09	FINISHES	\$ 2,165,847	\$ 168,440	\$ 168,440	\$	134,134
10	SPECIALTIES	\$ 224,558	\$ 43,823	\$ 43,823	\$	250
11	EQUIPMENT	\$ 1,511,100	\$ -	\$ -	\$	-
12	FURNISHINGS	\$ 400,000	\$ -	\$ -	\$	-
13	SPECIAL CONSTRUCTION	\$ -	\$ -	\$ -	\$	-
14	CONVEYING SYSTEMS	\$ 400,000	\$ 95,000	\$ 90,000	\$	70,000
15	MECHANICAL	\$ 3,606,149	\$ 1,015,554	\$ 990,554	\$	469,061
16	ELECTRICAL	\$ 2,241,650	\$ 605,273	\$ 605,273	\$	180,079
SUBTOTAL		\$ 21,568,768	\$ 5,531,438	\$ 4,688,179	\$	2,218,696
GENERAL CONDITIONS 6%		\$ 1,294,126	\$ 331,886	\$ 281,291	\$	133,122
OVERHEAD & PROFIT 4%		\$ 862,751	\$ 221,258	\$ 187,527	\$	88,748
DESIGN CONTINGENCY 15%		\$ 3,235,315	\$ 829,716	\$ 703,227	\$	332,804
TOTAL CONSTRUCTION COST		\$ 26,960,961	\$ 6,914,297	\$ 5,860,223	\$	2,773,370

Development Budget

	Number	Rate	Subtotal	Total	Cost/SF	Total SF
Land acquisition (estimated appraisal value)				\$2,600,000		
Construction						
Market hall & mezzanine*	1	\$18,901,564	\$18,901,564		\$216	87,666
Parking level 1	1	\$5,331,438	\$5,331,438		\$92	57,645
Parking additional levels	2	\$4,688,179	\$9,376,358		\$81	115,290
Office shell	3	\$2,218,696	\$6,656,088		\$99	67,425
<i>subtotal</i>			\$40,265,448		\$123	328,026
General conditions		6.0%	\$2,415,927			
Overhead & profit		4.0%	\$1,610,618			
Contingency		15.0%	\$6,039,817			
Architecture & engineering		7.0%	\$2,818,581			
Developer fee		10.0%	\$4,026,545			
<i>subtotal</i>			\$16,911,488	\$57,176,936	\$174	
Other						
Signage/graphic design			\$175,000			
Project management/leasing			\$360,000			
Legal/professional fees			\$100,000			
Insurance			\$75,000			
FFE			\$800,000			
Tenant allowances (TI)			\$1,363,200			
Opening promotion/extraordinary 1st yr			\$125,000			
Negative cash flow/operating reserve			\$250,000			
<i>subtotal</i>				\$3,248,200	\$10	
Total				\$63,025,136	\$192	

* Minus kitchen equipment, millwork, furnishings, demolition
Budget does not include financing costs

Financing

- Options Review
 - Market/Office/Parking vs Market only
 - Non-Profit vs For Profit Owner/Developer
 - Public funding sources vs traditional equity/debt capital
- Pro forma modeling assuming traditional equity/debt structure
 - 10 year “hold” period
 - Market, 3-levels office, 3-levels parking
 - Preliminary Pro forma = positive return on investment
 - Longer than usual hold period required
 - Market, 2-levels office, 1-level parking
 - Preliminary Pro forma = break even
 - Longer than usual hold period required
 - Market, 1-level parking
 - Preliminary Pro forma = significant fund raising required

Capital Funding Opportunities

- Private equity
- Debt
- Foundations (local, regional, national)
 - Grants
 - Program Related Investments
- Individual/corporate donors
 - Naming opportunities
 - Public utilities
 - Hospitals
- Tax credits (federal, state)
 - New Market Tax Credits
- State/local government
 - CDBG
 - TIF
- Federal government
 - Department of Agriculture
 - Healthy Food Financing Initiative
 - Department of Commerce, EDA
 - \$2.5 million for Milwaukee PM
 - \$2 million for Eastern Market, DC
 - Department of Health & Human Services
 - Community Food & Nutrition Program
 - HUD (Section 108, Choice Neighborhoods)
 - Department of Energy
 - DHS EB-5 Visa Program

Feasibility Assessment

- Public markets are challenging developments
- Downtown Farmers' Market proves that a market can succeed in downtown SLC; provides strong customer, vendor base
- Downtown SLC can capture adequate consumer demand to support a public market with about 25,300 sf leasable of fresh & specialty foods
- Enthusiasm and interest from potential vendors
- Site has access challenges but close proximity to downtown and interstate, excellent public transit
- Focus on food production and variety of retailing opportunities
- Market District must attract local and regional residents and tourists by maintaining event atmosphere and consistent marketing
- Events and education will be important components to create unique experience and provide diversified income stream
- Need skilled design, development, and management teams with adequate financial resources to create a successful project
- Based on the development concept and operating assumptions, the proposed plan offers a feasible public market facility and district for Salt Lake City

Next Steps

- Economic impact analysis
- Report

Salt Lake City Public Market Feasibility Study



Steering Committee Meeting 4
March 16, 2017

Market Ventures Inc.

Appendix G. Development Analysis

GSBS analyzed the various options for mixed use development on Site 5 of Station Center. To review the viability of a mixed-use development anchored by the Public Market, GSBS created a residential pro forma of 1 Bedroom units that qualify for 4% Low Income Housing

Tax Credits. The public market is assumed to qualify for New Market Tax Credits. In addition to the residential option, pro forma analysis of an office option that includes one level of office that is non-profit owner-occupied and 2 levels of market-rate office space. In this scenario the

public market and the non profit owner occupied office space are assumed to qualify for New Market Tax Credits. The final pro forma scenario is the public market and the non profit owner occupied office space. All options include three levels of underground parking.

The following assumptions are consistent in each of the scenarios:

	DEVELOPMENT COMPONENT	GROSS SF/LEVEL	LEVELS	\$/SF	TOTAL	SETTINGS	NOTES
Hard Costs	Demo & Site Costs Public Market		1	\$45.23	\$2,698,676		Cost Estimate from CCC
	Site Costs Office/Residential		1	\$1	\$30,000		Cost Estimate from CCC
	Site Costs Parking Level 1		1	\$15	\$873,833		Cost Estimate from CCC
	Site Costs Parking Level 2_3		2	\$12	\$1,467,086		Cost Estimate from CCC
	Public Market Hall & Mezzanine	87,666	1	\$184	\$16,127,603		Cost Estimate from CCC
	Parking Level 1	57,645	1	\$81	\$4,657,903		Cost Estimate from CCC
	Parking Lower Level	57,645	2	\$69	\$7,909,308		Cost Estimate from CCC
Soft Costs	General Conditions			6%	\$2,157,186		Cost Estimate from CCC
	Overhead & Profit			4%	\$1,438,124		Cost Estimate from CCC
	Design Contingency			15%	\$5,392,965		Cost Estimate from CCC
	A&E			7%	\$2,516,717		Cost Estimate from CCC
Land	Land Acquisition Price	59,670	1	\$53.63	\$3,200,000		Appraisal dated January 18, 2017
Public Market Other Expenses	Signage/Graphic Design					\$175,000	From MVI
	Project Management/Leasing					\$360,000	From MVI
	Legal/Professional Fees					\$100,000	From MVI
	Insurance					\$75,000	From MVI
	FFE					\$800,000	From MVI
	Tenant Allowances					\$1,363,200	From MVI
	Opening Promotion/1st yr					\$125,000	From MVI
	Neg Cash flow/reserve					\$250,000	From MVI

	DEVELOPMENT COMPONENT	GROSS SF/LEVEL	LEVELS	\$/SF	TOTAL	SETTINGS	NOTES
Pro forma	Month Construction Start					6	
	Construction Period (Months)					12	
	Parking Visitor Validations			\$1.25			Current downtown retail price/ hour
	Visitor Parking Hours/Mo/Floor	1,750	3	5,250			Average utilization of non-profit downtown office tenant
	OpEx					27%	
	Janitorial			\$0.85			
	Maint & Repairs			\$0.60			
	Utilities			\$1.00			
	Insurance			\$0.22			
	Management Fee			\$0.47			
	Office Reserves			\$0.10		\$0.10	
Financial	Take out month					0	
	2017 Office Cap Rate					7%	Cushman & Wakefield 2017 Q1 Market Report
	Office Exit Cap Rate Adjustment					2%	Increase in Office Cap Rate for Future
	2017 Multi-family Residential Cap Rate					5%	Cushman & Wakefield 2017 Q1 Market Report
	2017 Retail Cap Rate					7%	Cushman & Wakefield 2017 Q1 Market Report
	New Market Tax Credit Ratio					25%	Maximum amount?, Public Market & 1 level of non-profit owned office
	LIHTC Ratio					9%	Nine percent qualifying project
	Origination Fee					1%	
	Take out Fee					0%	
	Loan Period (months)					360	
Tax Credit Investor Pay-ins							
	Closing	15%					
	25% Complete	15%					
	50% Complete	15%					
	75% Complete	15%					
	Cert. of Occupancy	20%					
	Stabilization	18%					
	*8609	2%					
		100%					

- In addition to the assumptions listed above the pro forma analysis assumed the following:
- The public market and related parking are New Market Tax Credit Eligible
 - The non-profit office element is New Market Tax Credit Eligible
 - The housing is Low-Income Housing Tax Credit Eligible (4%)
 - The effective date of permanent financing is immediately following final tax credit investor pay-in (month depends on scenario)

- The construction loan interest rate is assumed to be 3.03 percent
- Construction loan is interest only until permanent financing is in place
- To calculate the internal rate of return after financing, MIRR was used with the financing rate equal to the scenario interest rate and the reinvestment rate 1% (the IRR “guess” in the calculation).
- Market rate residential lease rates are based on information in Salt Lake City’s draft Housing Plan as verified by Equimark data and current household income

levels in Salt Lake City. . Current market rates are equal to 80 percent AMI for most household sizes.

Each scenario “Deal Summary” is accompanied by the comprehensive set of pro forma assumptions. The table below provides a summary of all of the scenarios.

RESIDENTIAL - 1 BEDROOM UNITS

MARKET CONDITIONS	TOTAL NUMBER OF UNITS	PERCENT AFFORDABLE	STABILIZED VACANCY RATE	CONCESSIONS	MONTHS TO STABILIZATION	PERMANENT LOAN RATE	TOTAL CAPITAL COST	EQUITY FROM LIHTC	EQUITY FROM NMTC	PERMANENT LOAN	EQUITY FROM CITY INCENTIVE (GRANT)	EQUITY FROM PRIVATE FUNDRAISING	GAP	PROJECT PERIOD ANALYZED (MONTHS)	Without LIHTC/ NMTC/Debt Services		With LIHTC/NMTC/ Debt Services	
															Net Project CF	MIRR	Net Project CF	MIRR
Current	212	60%	5%	0	6	5%	\$77,017,688	\$9,452,084	\$7,664,913	\$21,122,421	\$0	\$0	(\$38,778,270)	120	(\$57,265,306)	-0.29%	(\$27,276,735)	0.68%
Current	212	100%	5%	0	6	5%	\$77,017,688	\$15,753,474	\$7,664,913	\$18,951,055	\$0	\$0	(\$34,648,247)	120	(\$59,216,958)	-0.38%	(\$22,475,269)	0.85%
Market Change	212	60%	10%	3	12	8%	\$77,017,688	\$9,452,084	\$7,664,913	\$19,765,317	\$0	\$0	(\$40,135,374)	120	(\$59,911,469)	-0.23%	(\$35,393,778)	1.28%

SCENARIO - 3 LEVELS OF OFFICE

MARKET CONDITIONS	TOTAL LSF	NONPROFIT OWNER OCCUPIED LEVELS	STABILIZED VACANCY RATE	CONCESSIONS	MONTHS TO STABILIZATION	PERMANENT LOAN RATE	TOTAL CAPITAL COST	EQUITY FROM LIHTC	EQUITY FROM NMTC	PERMANENT LOAN	EQUITY FROM CITY INCENTIVE (GRANT)	EQUITY FROM PRIVATE FUNDRAISING	GAP	PROJECT PERIOD ANALYZED (MONTHS)	Without LIHTC/ NMTC/Debt Services		With LIHTC/NMTC/ Debt Services	
															Net Project CF	MIRR	Net Project CF	MIRR
Best	53,940	1	7%	3	6	5%	\$59,684,453	\$0	\$12,447,444	\$15,081,347	\$0	\$0	(\$32,155,661)	120	(\$44,882,036)	-0.33%	(\$27,026,228)	0.44%
Mid	53,940	1	11%	5	9	8%	\$59,684,453	\$0	\$12,447,444	\$14,009,881	\$0	\$0	(\$33,227,127)	120	(\$47,333,569)	-0.31%	(\$33,127,804)	0.93%
Worst	53,940	1	14%	6	12	10%	\$59,684,453	\$0	\$12,447,444	\$12,947,666	\$0	\$0	(\$34,289,343)	120	(\$47,274,910)	-0.15%	(\$33,780,569)	1.52%

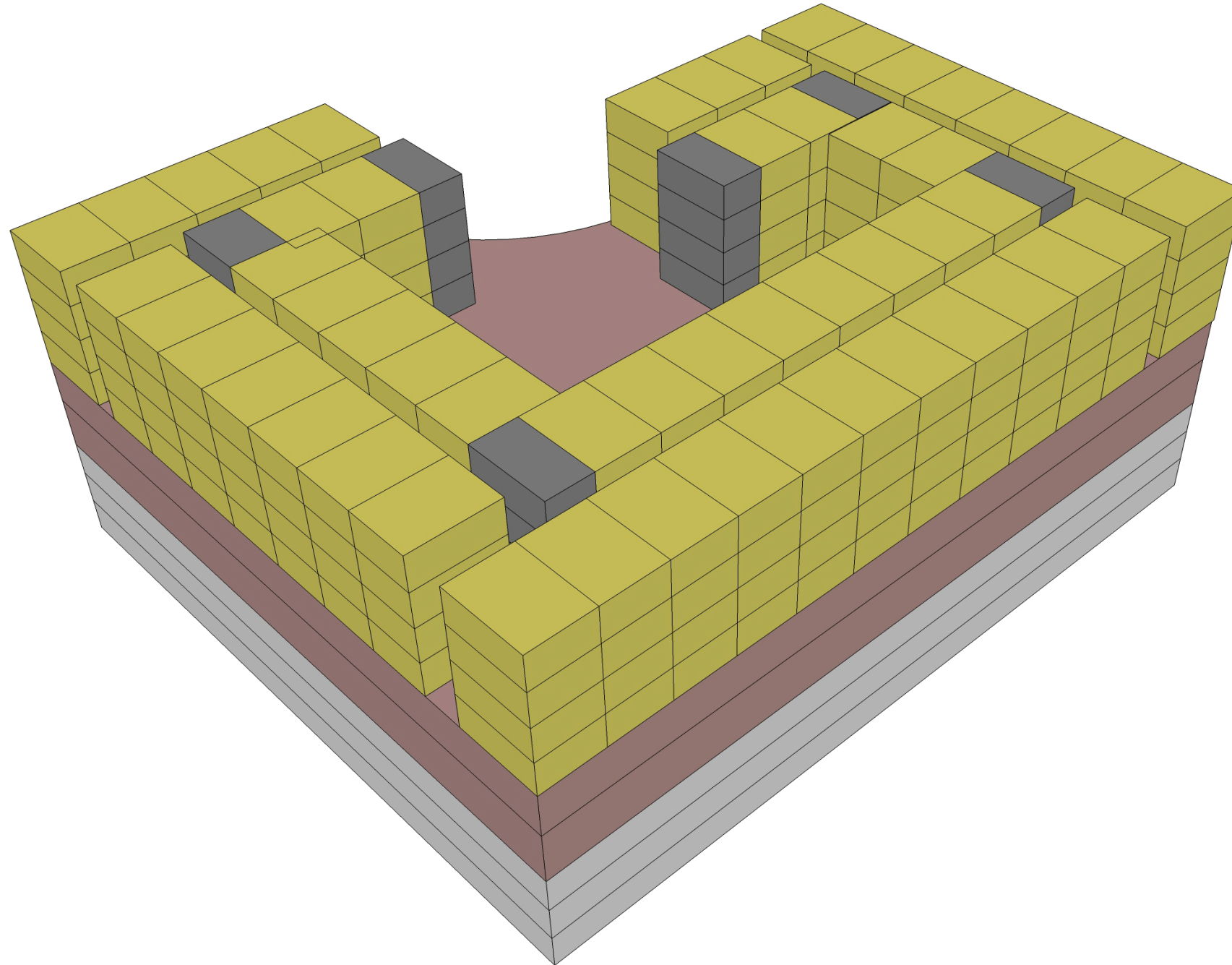
SCENARIO - NON PROFIT OFFICE

MARKET CONDITIONS	TOTAL LSF	NONPROFIT OWNER OCCUPIED LEVELS	STABILIZED VACANCY RATE	CONCESSIONS	MONTHS TO STABILIZATION	PERMANENT LOAN RATE	TOTAL CAPITAL COST	EQUITY FROM LIHTC	EQUITY FROM NMTC	PERMANENT LOAN	EQUITY FROM CITY INCENTIVE (GRANT)	EQUITY FROM PRIVATE FUNDRAISING	GAP	PROJECT PERIOD ANALYZED (MONTHS)	Without LIHTC/ NMTC/Debt Services		With LIHTC/NMTC/ Debt Services	
															Net Project CF	MIRR	Net Project CF	MIRR
Owner Occupied	17,980	1	0%	N/A	0	5%	\$53,906,296	\$0	\$12,139,276	\$4,871,009	\$0	\$0	(\$36,896,011)	120	(\$48,864,322)	-1.13%	(\$43,621,547)	-0.09%

As can be seen in the Table, none of the options result in positive cash flow on a cash basis. When tax credits are applied, net cash flows improve but there remains a significant capital investment gap of between \$32.1 MM and \$48.8 MM.

The following pages are the detailed assumptions and “Deal Summary” for each of the options. Following the deal summaries for each option, are the cost estimates used to calculate cost of the option. In the case of residential costs a similar, LIHTC, 5 story over podium, residential development in the immediate vicinity were used. There are

some amenities included in the comparable costs that are not present in the current Public Market residential options, but the overall costs were left in the estimate as a conservative approach.

**RESIDENTIAL TYPE - ALL 1 BEDROOM**

43,040 SF/level
53/level or 212 total on 4 levels

PUBLIC MARKET

87,666 SF (LEVEL 1 & MEZZANINE)

3 LEVELS OF PARKING

57,645 SF/LEVEL

Pro Forma Assumptions - Public Market - 1 Bedroom - 60% Affordable @ 60% AMI - Current Market Conditions									
Development Component		Gross		\$/SF	Total	Settings	Notes	LIHTC Basis	NMTC Basis
		SF/Level	Levels						
Hard Costs	Demo & Site Costs Public Market		1	\$45.23	\$2,698,676		Cost Estimate from CCC	\$2,698,676	\$0
	Site Costs Office/Residential		1	\$1	\$30,000		Cost Estimate from CCC	\$30,000	\$0
	Site Costs Parking Level 1		1	\$15	\$873,833		Cost Estimate from CCC	\$733,189	\$140,643
	Site Costs Parking Level 2_3		2	\$12	\$1,467,086		Cost Estimate from CCC	\$0	\$1,467,086
	Public Market Hall & Mezzanine	87,666	1	\$184	\$16,127,603		Cost Estimate from CCC	\$16,127,603	
	Office Core & Shell	22,475	0	\$97	\$0		Cost Estimate from CCC	\$0	
	Residential_Wood	43,040	4	\$114	\$19,697,326		Cost Estimate from recent projects - various developers	\$19,697,326	\$0
	Residential_Steel	43,529	0	\$231	\$0		Cost Estimate from recent projects - various developers	\$0	
	Parking Level 1	57,645	1	\$81	\$4,657,903		Cost Estimate from CCC	\$3,908,214	\$749,689
	Parking Lower Level	57,645	2	\$69	\$7,909,308		Cost Estimate from CCC	\$0	\$7,909,308
Soft Costs	General Conditions			6%	\$3,207,704		Cost Estimate from CCC	\$1,624,044	\$1,583,660
	Overhead & Profit			4%	\$2,138,469		Cost Estimate from CCC	\$1,082,696	\$1,055,773
	Design Contingency			15%	\$8,019,260		Cost Estimate from CCC	\$4,060,111	\$3,959,149
	A&E			7%	\$3,742,321		Cost Estimate from CCC	\$1,894,718	\$1,847,603
Land	Land Acquisition Price	59,670	1	\$53.63	\$3,200,000		Appraisal dated January 18, 2017		
Pro forma	Month Construction Start					6			
	Construction Period (Months)					12			
	Total Gross SF					432,761			
	% Affordable Residential					60%			
	Micro Units/Level					0			
	Micro Avg SF					400			
	Micro Market Monthly Rent/SF					\$2.64	Salt Lake City Draft Housing Plan & Equimark data		
	Micro Affordable Monthly Rent/SF					\$1.98	HUD Guidelines - 1 person HH		
	Studio Units/Level					0			
	Studio Avg SF					525			
	Studio Market Monthly Rent/SF					\$2.01	Salt Lake City Draft Housing Plan & Equimark data		
	Studio Affordable Monthly Rent/SF					\$1.51	HUD Guidelines - 1 person HH		
	1-1 Units/Level					53			
	1-1 Avg SF					660			
	1-1 Market Monthly Rent/SF					\$1.72	Salt Lake City Draft Housing Plan & Equimark data		
	1-1 Affordable Monthly Rent/SF					\$1.29	HUD Guidelines - 1.5 person HH		
	2-2 Units/Level					0			
	2-2 Avg SF					900			
	2-2 Market Monthly Rent/SF					\$1.51	Salt Lake City Draft Housing Plan & Equimark data		
	2-2 Affordable Monthly Rent/SF					\$1.13	HUD Guidelines - 3 person HH		
	3-2 Units/Level					0			
	3-2 Avg SF					1,100			
	3-2 Market Monthly Rent/SF					\$1.37	Salt Lake City Draft Housing Plan & Equimark data		
	3-2 Affordable Monthly Rent/SF					\$1.03	HUD Guidelines - 4 person HH		
	Ratio Utility Billing System - Avg/Unit/Year					\$0.00	Assumed in base rent		
	Stablized Residential Vacancy Rate					5%	Current Rate - Equimark		
	Residential Parking Places Required					106	0.5 stalls/unit		
	Concessions					0	Current Rate - Equimark		
	Residential Lease Up Period					6	Current Rate - Equimark		
	Residential Rental Rate Annual Inflation					3%	Current Rate - Equimark		
	Parking Visitor Validations				\$1.25		Current downtown retail price/hour		
	Visitor Parking Hours/Mo/Floor	1,750	3		\$,250		Average utilization of non-profit downtown office tenant		
	OpEx					27%		Salt Lake County	0.002371
	Janitorial				\$0.85			Salt Lake City	0.004457
	Maint & Repairs				\$0.60			City Library	0.000705
	Utilities				\$1.00			Multicounty ass	0.000011
	Taxes				\$1.41		Non profit owner and tenant	County collectin	0.000257
	Insurance				\$0.22			SLC SD	0.00618
	Management Fee				\$0.47			Metro	0.000349
	Office Reserves				\$0.10	\$0.10		SL Mosquito	0.000171
									0.014501

Financial	Take out month	0		
	2017 Office Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Office Exit Cap Rate Adjustment	2%	Increase in Office Cap Rate for Future	
	2017 Multi-family Residential Cap Rate	5%	Cushman & Wakefield 2017 Q1 Market Report	
	2017 Retail Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Period of analysis	10	Years	
	New Market Tax Credit Ratio	22%	Maximum amount?, Public Market & 1 level of non-profit owned office	
	LIHTC Ratio	3.2%	Four percent project	
	City Incentive Month	0		
	City Incentive Amount	\$0		
	Private Fundraising Amount	\$0		
	DCR - Permanent Loan	1.4		
	LTC Ratio	27%		
	Construction Loan Rate	3.03%		
	Permanent Loan Rate	5%		
	Origination Fee	1%		
	Take out Fee	0%		
	Loan Period (months)	360		
	Interest Only Period (Y/N)	Y		
	Interest Only Period (Months)	120		
Public Market C	Signage/Graphic Design	\$175,000		
	Project Management/Leasing	\$360,000		
	Legal/Professional Fees	\$100,000		
	Insurance	\$75,000		
	FFE	\$800,000		
	Tenant Allowances	\$1,363,200		
	Opening Promotion/1st yr	\$125,000		
	Neg Cash flow/reserve	\$250,000		
LIHTC Basis & C	Total Project Costs	\$77,017,688		
	(-) Ineligible Items	-\$41,288,713		
	(-) Non-Exclusive Items	\$0		
	Total Eligible Basis	\$35,728,975		
	(x) Applicable Fraction	60%		
	Total Qualified Basis	\$21,437,385		
	(x) Basis Boost (Transit)	130% \$27,868,601		
	(x) Floating Rate	3.20% \$891,795		
	(-) UHC max and reduction	\$0		
	Total Housing Credits	\$891,795		
	(x) Investor-Member %	99.99%		
	Total Credits to Investor	\$8,917,060		
	Net Proceeds to Project	\$9,452,084		
Tax Credit Investor Pay-ins		Month		
	Closing	15%	0	
	25% Complete	15%	5	

Deal Summary - Public Market - 1 Bedroom - 60% Affordable @ 60% AMI - Current Market Conditions																
Project Summary					SF		Units		Development Summary				Income			
Market Residential			55,968	85	40%	Total Gross SF	432,761		Unit Type	%	Units	Total SF	Rate/SF	Annual Rent		
Affordable Residential			83,952	127	60%	FAR	7.3		Market Residential							
Leasable SF - Office			0		0%	Residential Units	212		Micro	0%	0	0	\$2.64	\$0		
Total Leasable SF or Units			139,920		100%	Residential SF/Unit	660		Studio	0%	0	0	\$2.01	\$0		
						Office Stories	0		1-1	40%	85	55,968	\$1.72	\$1,151,923		
Site size			59,670 SF		1.37 acre	Office - Leasable SF / Level	—		2-2	0%	0	0	\$1.51	\$0		
									3-2	0%	0	0	\$1.37	\$0		
Costs Timeline								Affordable Residential								
Soft costs			Month 1	to	Month 6				Micro	0%	0	0	\$1.98	\$0		
									Studio	0%	0	0	\$1.51	\$0		
Hard Costs			Month 6	to	Month 18				1-1	60%	127	83,952	\$1.29	\$1,295,914		
Residential Leasing Timeline						City Incentive - timing		Month 0	2-2	0%	0	0	\$1.13	\$0		
Lease up - Residential			Month 19	to	Month 25				3-2	0%	0	0	\$1.03	\$0		
Rent Concessions			0 months free			City Incentive - \$		\$0	Office							
Office Leasing Timeline									Owner/Occupied			0	\$17.00	\$0		
Lease up - Office			Month 19	to	Month 19				Upper Levels		—	0	—	\$0		
Rent concessions			0 months free			RETURNS			Monthly Office Parking Revenues		—		\$110.00	\$0		
						Without LIHTC/NMTC/Debt Service			Visitor Parking Revenues		5,250		\$1.25	\$78,750		
Reserves - Office			\$0.10 PSF			Net Cash Flows	-\$57,265,306		Public Market CAM			87,666	\$3 per SF	\$250,590		
						IRR	-0.3%		Office CAM			0	\$4 per SF	\$0		
Hold Period			0 Years	or	0 Months	EM	.26x		RUBS Income				\$0 per unit	\$0		
						With LIHTC/NMTC/Debt Service			Residential Total	100%	212	139,920	\$17.49	\$2,447,837		
Project Capitalization					Per SF		Value		Office Total			0	\$0	\$0		
Land Purchase price			\$53.63		\$3,200,000				Public Market Total			87,666	\$3	\$250,590		
Total Development costs			\$163.1		\$70,569,488	Net Cash Flows	(\$27,276,735)		Parking Total			172,935	\$0	\$78,750		
Public Market Other Costs					\$3,248,200	IRR	0.7%		Gross	100%	212	227,586	\$12.20	\$2,777,177		
Total basis			\$178.0		\$77,017,688	EM	.33x		Residential Vacancy	5%	11	6,996	\$17.49	-\$122,391.8		
Financing								Office Vacancy								
DCR			1.4			Untrended Yield on Cost:			Net	97%		220,590	\$12.03	\$2,654,785		
LTC			27%			2.8%			Opex - 27.0%					(\$749,838)		
Loan amount			\$21,122,421			Trended Yield on Cost:			NOI					\$1,904,947		
Rate			5.0%													
Origination Fee			1.0%													
Exit Fee			0.0%													
2017 Residential Cap Rate	5%															
2017 Office Cap Rate	7%															
2017 Retail Cap Rate	7%															
Estimated Investment Value	\$38,098,948															
Difference to Cost	(\$38,918,741)															
Equity Raised from LIHTC	\$9,452,084	Equity Raised from NMTC	\$7,664,913													
City Incentive (Grant)	\$0	Private Fundraising	\$0													
CAPEX GAP	(\$38,778,270)															

Pro Forma Assumptions - Public Market - 1 Bedrooms - 100% Affordable @ 60% AMI - Current Market Conditions									
Development Component		Gross SF/Level	Levels	\$/SF	Total	Settings	Notes	LIHTC Basis	NMTC Basis
Hard Costs	Demo & Site Costs Public Market		1	\$45.23	\$2,698,676		Cost Estimate from CCC	\$2,698,676	\$0
	Site Costs Office/Residential		1	\$1	\$30,000		Cost Estimate from CCC	\$30,000	\$0
	Site Costs Parking Level 1		1	\$15	\$873,833		Cost Estimate from CCC	\$733,189	\$140,643
	Site Costs Parking Level 2_3		2	\$12	\$1,467,086		Cost Estimate from CCC	\$0	\$1,467,086
	Public Market Hall & Mezzanine	87,666	1	\$184	\$16,127,603		Cost Estimate from CCC		\$16,127,603
	Office Core & Shell	22,475	0	\$97	\$0		Cost Estimate from CCC		\$0
	Residential_Wood	43,040	4	\$114	\$19,697,326		Cost Estimate from recent projects - various developers	\$19,697,326	\$0
	Residential_Steel	43,529	0	\$231	\$0		Cost Estimate from recent projects - various developers		\$0
	Parking Level 1	57,645	1	\$81	\$4,657,903		Cost Estimate from CCC	\$3,908,214	\$749,689
	Parking Lower Level	57,645	2	\$69	\$7,909,308		Cost Estimate from CCC	\$0	\$7,909,308
Soft Costs	General Conditions			6%	\$3,207,704		Cost Estimate from CCC	\$1,624,044	\$1,583,660
	Overhead & Profit			4%	\$2,138,469		Cost Estimate from CCC	\$1,082,696	\$1,055,773
	Design Contingency			15%	\$8,019,260		Cost Estimate from CCC	\$4,060,111	\$3,959,149
	A&E			7%	\$3,742,321		Cost Estimate from CCC	\$1,894,718	\$1,847,603
Land	Land Acquisition Price	59,670	1	\$53.63	\$3,200,000		Appraisal dated January 18, 2017		
Pro forma	Month Construction Start					6			
	Construction Period (Months)					12			
	Total Gross SF					432,761			
	% Affordable Residential					100%			
	Micro Units/Level					0			
	Micro Avg SF					400			
	Micro Market Monthly Rent/SF					\$2.64	Salt Lake City Draft Housing Plan & Equimark data		
	Micro Affordable Monthly Rent/SF					\$1.98	HUD Guidelines - 1 person HH		
	Studio Units/Level					0			
	Studio Avg SF					525			
	Studio Market Monthly Rent/SF					\$2.01	Salt Lake City Draft Housing Plan & Equimark data		
	Studio Affordable Monthly Rent/SF					\$1.51	HUD Guidelines - 1 person HH		
	1-1 Units/Level					53			
	1-1 Avg SF					660			
	1-1 Market Monthly Rent/SF					\$1.72	Salt Lake City Draft Housing Plan & Equimark data		
	1-1 Affordable Monthly Rent/SF					\$1.29	HUD Guidelines - 1.5 person HH		
	2-2 Units/Level					0			
	2-2 Avg SF					900			
	2-2 Market Monthly Rent/SF					\$1.51	Salt Lake City Draft Housing Plan & Equimark data		
	2-2 Affordable Monthly Rent/SF					\$1.13	HUD Guidelines - 3 person HH		
	3-2 Units/Level					0			
	3-2 Avg SF					1,100			
	3-2 Market Monthly Rent/SF					\$1.37	Salt Lake City Draft Housing Plan & Equimark data		
	3-2 Affordable Monthly Rent/SF					\$1.03	HUD Guidelines - 4 person HH		
	Ratio Utility Billing System - Avg/Unit/Year					\$0.00	Assumed in base rent		
	Stablized Residential Vacancy Rate					5%	Current Rate - Equimark		
	Residential Parking Places Required					106	0.5 stalls/unit		
	Concessions					0	Current Rate - Equimark		
	Residential Lease Up Period					6	Current Rate - Equimark		
	Residential Rental Rate Annual Inflation					3%	Current Rate - Equimark		
	Parking Visitor Validations			\$1.25			Current downtown retail price/hour		
	Visitor Parking Hours/Mo/Floor	1,750	3	5,250			Average utilization of non-profit downtown office tenant		
	OpEx					27%			
	Janitorial			\$0.85				Salt Lake County	0.002371
	Maint & Repairs			\$0.60				Salt Lake City	0.004457
	Utilities			\$1.00				City Library	0.000705
	Taxes			\$1.41				Multicounty ass	0.000011
	Insurance			\$0.22			Non profit owner and tenant	County collectin	0.000257
	Management Fee			\$0.47				SLC SD	0.00618
	Office Reserves			\$0.10		\$0.10		Metro	0.000349
								SL Mosquito	0.000171
									0.014501

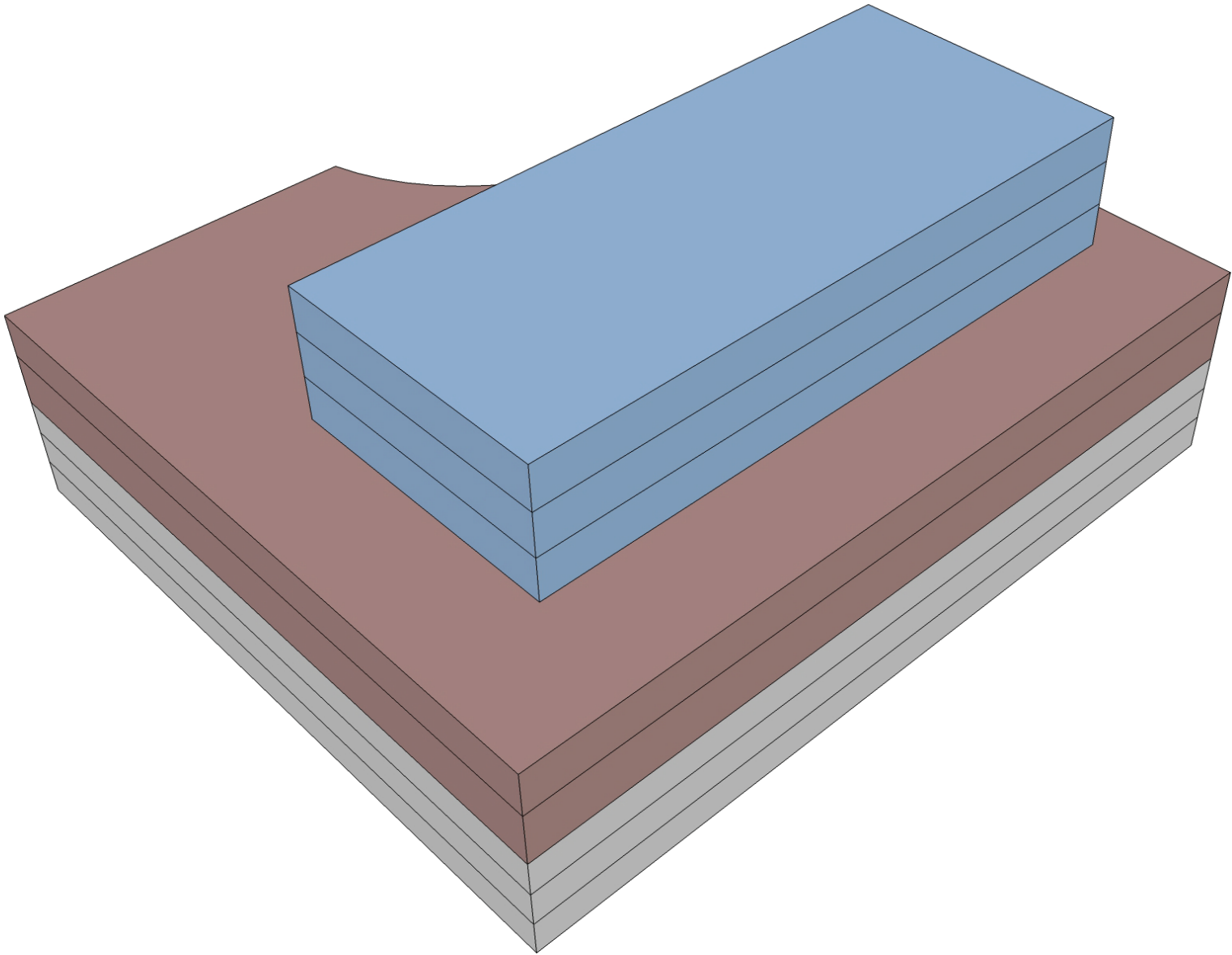
Financial	Take out month		0		
	2017 Office Cap Rate		7%	Cushman & Wakefield 2017 Q1 Market Report	
	Office Exit Cap Rate Adjustment		2%	Increase in Office Cap Rate for Future	
	2017 Multi-family Residential Cap Rate		5%	Cushman & Wakefield 2017 Q1 Market Report	
	2017 Retail Cap Rate		7%	Cushman & Wakefield 2017 Q1 Market Report	
	Period of analysis		10	Years	
	New Market Tax Credit Ratio		22%	Maximum amount?, Public Market & 1 level of non-profit owned office	
	LIHTC Ratio		3.2%	Four percent project	
	City Incentive Month		0		
	City Incentive Amount		\$0		
	Private Fundraising Amount		\$0		
	DCR - Permanent Loan		1.4		
	LTC Ratio		25%		MIRR finance ra MIRR reinv. rate
	Construction Loan Rate		3.03%		
	Permanent Loan Rate		5%		5% 1%
Public Market Oth	Signage/Graphic Design		\$175,000		
	Project Management/Leasing		\$360,000		
	Legal/Professional Fees		\$100,000		
	Insurance		\$75,000		
	FFE		\$800,000		
	Tenant Allowances		\$1,363,200		
	Opening Promotion/1st yr		\$125,000		
	Neg Cash flow/reserve		\$250,000		
	Total Project Costs		\$77,017,688		
	(-) Ineligible Items		-\$41,288,713		
	(-) Non-Exclusive Items		\$0		
	Total Eligible Basis		\$35,728,975		
	(x) Applicable Fraction		100%		
	Total Qualified Basis		\$35,728,975		
LIHTC Basis & Cre	(x) Basis Boost (Transit)		130%	\$46,447,668	
	(x) Floating Rate		3.20%	\$1,486,325	
	(-) UHC max and reduction			\$0	
	Total Housing Credits			\$1,486,325	
	(x) Investor-Member %			99.99%	
	Total Credits to Investor			\$14,861,767	
	Net Proceeds to Project			\$15,753,474	
Tax Credit Investor Pay-ins		Month			
	Closing	15%	0		
	25% Complete	15%	5		
	50% Complete	15%	9		
	75% Complete	15%	14		
	Cert. of Occupancy	20%	18		
	Stabilization	18%	24		
	*8609	2%	27		
		100%			

Deal Summary - Public Market - 1 Bedrooms - 100% Affordable @ 60% AMI - Current Market Conditions																
Project Summary					SF		Units		Development Summary		Income					
Market Residential		0	0	0%	Total Gross SF	432,761			Unit Type	%	Units	Total SF	Rate/SF	Annual Rent		
Affordable Residential		139,920	212	100%	FAR	7.3			Market Residential							
Leasable SF - Office		0		0%	Residential Units	212			Micro	0%	0	0	\$2.64	\$0		
Total Leasable SF or Units		139,920		100%	Residential SF/Unit	660			Studio	0%	0	0	\$2.01	\$0		
					Office Stories	0			1-1	0%	0	0	\$1.72	\$0		
Site size		59,670 SF		1.37 acre	Office - Leasable SF / Level	-			2-2	0%	0	0	\$1.51	\$0		
									3-2	0%	0	0	\$1.37	\$0		
Costs Timeline					Start		End		Affordable Residential							
Soft costs		Month 1	to	Month 6					Micro	0%	0	0	\$1.98	\$0		
									Studio	0%	0	0	\$1.51	\$0		
Hard Costs		Month 6	to	Month 18					1-1	100%	212	139,920	\$1.29	\$2,159,856		
Residential Leasing Timeline					City Incentive - timing		Month 0		2-2	0%	0	0	\$1.13	\$0		
Lease up - Residential		Month 19	to	Month 25					3-2	0%	0	0	\$1.03	\$0		
Rent Concessions		0 months free			City Incentive - \$		\$0		Office							
Office Leasing Timeline									Owner/Occupied			0	\$17.00	\$0		
Lease up - Office		Month 19	to	Month 19					Upper Levels		-	0	-	\$0		
Rent concessions		0 months free			RETURNS				Monthly Office Parking Revenues		-		\$110.00	\$0		
					Without LIHTC/NMTC/Debt Service				Visitor Parking Revenues		5,250		\$1.25	\$78,750		
Reserves - Office		\$0.10 PSF			Net Cash Flows	-\$59,216,958			Public Market CAM			87,666	\$3 per SF	\$250,590		
					IRR	-0.4%			Office CAM			0	\$4 per SF	\$0		
Hold Period		0 Years	or	0 Months	EM	.23x			RUBS Income				\$0 per unit	\$0		
					With LIHTC/NMTC/Debt Service				Residential Total	100%	212	139,920	\$15.44	\$2,159,856		
Project Capitalization					Per SF		Value		Office Total			0	\$0	\$0		
Land Purchase price		\$53.63		\$3,200,000					Public Market Total			87,666	\$3	\$250,590		
Total Development costs		\$163.1		\$70,569,488	Net Cash Flows	(\$22,475,269)			Parking Total			172,935	\$0	\$78,750		
Public Market Other Costs				\$3,248,200	IRR	0.9%			Gross	100%	212	227,586	\$10.94	\$2,489,196		
Total basis		\$178.0		\$77,017,688	EM	.38x			Residential Vacancy	5%	11	6,996	\$15.44	-\$107,992.8		
Financing									Office Vacancy	0%		0	-	\$0		
DCR		1.4			Untrended Yield on Cost:				Net	97%		220,590	\$10.79	\$2,381,203		
LTC		25%			2.6%							Opex - 27.0%		(\$672,083)		
Loan amount		\$18,951,055			Trended Yield on Cost:				NOI							
Rate		5.0%												\$1,709,120		
Origination Fee		1.0%														
Exit Fee		0.0%														
2017 Residential Cap Rate	5%															
2017 Office Cap Rate	7%															
2017 Retail Cap Rate	7%															
Estimated Investment Value	\$34,182,409															
Difference to Cost	(\$42,835,280)															
Equity Raised from LIHTC	\$15,753,474	Equity Raised from NMTC	\$7,664,913													
City Incentive (Grant)	\$0	Private Fundraising	\$0													
CAPEX GAP	(\$34,648,247)															

Pro Forma Assumptions - Public Market - 1 Bedrooms/60% Affordable @ 60% AMI/Change in Market Conditions								
Development Component		Gross SF/Level	Levels	\$/SF	Total	Settings	Notes	
Hard Costs	Demo & Site Costs Public Market		1	\$45.23	\$2,698,676		Cost Estimate from CCC	\$2,698,676
	Site Costs Office/Residential		1	\$1	\$30,000		Cost Estimate from CCC	\$30,000
	Site Costs Parking Level 1		1	\$15	\$873,833		Cost Estimate from CCC	\$733,189
	Site Costs Parking Level 2_3		2	\$12	\$1,467,086		Cost Estimate from CCC	\$0
	Public Market Hall & Mezzanine	87,666	1	\$184	\$16,127,603		Cost Estimate from CCC	\$16,127,603
	Office Core & Shell	22,475	0	\$97	\$0		Cost Estimate from CCC	\$0
	Residential_Wood	43,040	4	\$114	\$19,697,326		Cost Estimate from recent projects - various developers	\$19,697,326
	Residential_Steel	43,529	0	\$231	\$0		Cost Estimate from recent projects - various developers	\$0
	Parking Level 1	57,645	1	\$81	\$4,657,903		Cost Estimate from CCC	\$3,908,214
	Parking Lower Level	57,645	2	\$69	\$7,909,308		Cost Estimate from CCC	\$0
Soft Costs	General Conditions			6%	\$3,207,704		Cost Estimate from CCC	\$1,624,044
	Overhead & Profit			4%	\$2,138,469		Cost Estimate from CCC	\$1,082,696
	Design Contingency			15%	\$8,019,260		Cost Estimate from CCC	\$4,060,111
	A&E			7%	\$3,742,321		Cost Estimate from CCC	\$1,894,718
Land	Land Acquisition Price	59,670	1	\$53.63	\$3,200,000		Appraisal dated January 18, 2017	
Pro forma	Month Construction Start					6		
	Construction Period (Months)					12		
	Total Gross SF					432,761		
	% Affordable Residential					60%		
	Micro Units/Level					0		
	Micro Avg SF					400		
	Micro Market Monthly Rent/SF					\$2.64	Salt Lake City Draft Housing Plan & Equimark data	
	Micro Affordable Monthly Rent/SF					\$1.98	HUD Guidelines - 1 person HH	
	Studio Units/Level					0		
	Studio Avg SF					525		
	Studio Market Monthly Rent/SF					\$2.01	Salt Lake City Draft Housing Plan & Equimark data	
	Studio Affordable Monthly Rent/SF					\$1.51	HUD Guidelines - 1 person HH	
	1-1 Units/Level					53		
	1-1 Avg SF					660		
	1-1 Market Monthly Rent/SF					\$1.72	Salt Lake City Draft Housing Plan & Equimark data	
	1-1 Affordable Monthly Rent/SF					\$1.29	HUD Guidelines - 1.5 person HH	
	2-2 Units/Level					0		
	2-2 Avg SF					900		
	2-2 Market Monthly Rent/SF					\$1.51	Salt Lake City Draft Housing Plan & Equimark data	
	2-2 Affordable Monthly Rent/SF					\$1.13	HUD Guidelines - 3 person HH	
	3-2 Units/Level					0		
	3-2 Avg SF					1,100		
	3-2 Market Monthly Rent/SF					\$1.37	Salt Lake City Draft Housing Plan & Equimark data	
	3-2 Affordable Monthly Rent/SF					\$1.03	HUD Guidelines - 4 person HH	
	Ratio Utility Billing System - Avg/Unit/Year					\$0.00	Assumed in base rent	
	Stablized Residential Vacancy Rate					10%	Double Current Rate	
	Residential Parking Places Required					106	0.5 stalls/unit	
	Concessions					3	Double Current Rate	
	Residential Lease Up Period					12	Double Current Rate	
	Residential Rental Rate Annual Inflation					2%	2/3 current rate	
	Parking Visitor Validations			\$1.25			Current downtown retail price/hour	
	Visitor Parking Hours/Mo/Floor	1,750	3	\$5,250			Average utilization of non-profit downtown office tenant	
	OpEx					27%		Salt Lake Count
	Janitorial			\$0.85				Salt Lake City
	Maint & Repairs			\$0.60				City Library
	Utilities			\$1.00				Multicounty as:
	Taxes			\$1.41			Non profit owner and tenant	County collecti
	Insurance			\$0.22				SLC SD
	Management Fee			\$0.47				Metro
	Office Reserves			\$0.10		\$0.10		SL Mosquito
								0.014501

Financial	Take out month	0		
	2017 Office Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Office Exit Cap Rate Adjustment	2%	Increase in Office Cap Rate for Future	
	2017 Multi-family Residential Cap Rate	5%	Cushman & Wakefield 2017 Q1 Market Report	
	2017 Retail Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Period of analysis	10	Years	
	New Market Tax Credit Ratio	22%	Maximum amount?, Public Market & 1 level of non-profit owned office	
	LIHTC Ratio	3.2%	Four percent project	
	City Incentive Month	0		
	City Incentive Amount	\$0		
	Private Fundraising Amount	\$0		
	DCR - Permanent Loan	1.4		
	LTC Ratio	26%		
	Construction Loan Rate	3.03%		
	Permanent Loan Rate	8%		
	Origination Fee	1%		
	Take out Fee	0%		
	Loan Period (months)	360		
	Interest Only Period (Y/N)	Y		
	Interest Only Period (Months)	120		
Public Market O	Signage/Graphic Design	\$175,000		
	Project Management/Leasing	\$360,000		
	Legal/Professional Fees	\$100,000		
	Insurance	\$75,000		
	FFE	\$800,000		
	Tenant Allowances	\$1,363,200		
	Opening Promotion/1st yr	\$125,000		
	Neg Cash flow/reserve	\$250,000		
	Total Project Costs	\$77,017,688		
	(-) Ineligible Items	-\$41,288,713		
LIHTC Basis & C	(-) Non-Exclusive Items	\$0		
	Total Eligible Basis	\$35,728,975		
	(x) Applicable Fraction	60%		
	Total Qualified Basis	\$21,437,385		
	(x) Basis Boost (Transit)	130%	\$27,868,601	
	(x) Floating Rate	3.20%	\$891,795	
	(-) UHC max and reduction		\$0	
	Total Housing Credits		\$891,795	
	(x) Investor-Member %		99.99%	
	Total Credits to Investor		\$8,917,060	
	Net Proceeds to Project		\$9,452,084	
Tax Credit Investor Pay-ins		Month		
	Closing	15%	0	
	25% Complete	15%	5	
	50% Complete	15%	9	
	75% Complete	15%	14	
	Cert. of Occupancy	20%	18	
	Stabilization	18%	30	
	*8609	2%	33	
		100%		

[illegible]



3 LEVEL OF OFFICE
22,475 SF/LEVEL

PUBLIC MARKET
87,666 SF (LEVEL 1 & MEZZANINE)

3 LEVELS OF PARKING
57,645 SF/LEVEL

Pro Forma Assumptions - Public Market - 3 Levels of Office/1 Level Nonprofit Owner Occupied/Current Market Conditions									
Development Component		Gross SF/Level	Levels	\$/SF	Total	Settings	Notes	LIHTC Basis	NMTC Basis
Hard Costs	Demo & Site Costs Public Market		1	\$45.23	\$2,698,676		Cost Estimate from CCC	\$0	\$2,698,676
	Site Costs Office/Residential		1	\$1	\$30,000		Cost Estimate from CCC	\$0	\$30,000
	Site Costs Parking Level 1		1	\$15	\$873,833		Cost Estimate from CCC	\$0	\$873,833
	Site Costs Parking Level 2_3		2	\$12	\$1,467,086		Cost Estimate from CCC	\$0	\$1,467,086
	Public Market Hall & Mezzanine	87,666	1	\$184	\$16,127,603		Cost Estimate from CCC		\$16,127,603
	Office Core & Shell	22,475	3	\$97	\$6,566,087		Cost Estimate from CCC		\$2,188,696
	Residential_Wood	37,995	0	\$114	\$0		Cost Estimate from recent projects - various developers	\$0	\$0
	Residential_Steel	43,529	0	\$231	\$0		Cost Estimate from recent projects - various developers		\$0
	Parking Level 1	57,645	1	\$81	\$4,657,903		Cost Estimate from CCC	\$0	\$4,657,903
	Parking Lower Level	57,645	2	\$69	\$7,909,308		Cost Estimate from CCC	\$0	\$7,909,308
Soft Costs	General Conditions			6%	\$2,419,830		Cost Estimate from CCC	\$0	\$2,419,830
	Overhead & Profit			4%	\$1,613,220		Cost Estimate from CCC	\$0	\$1,613,220
	Design Contingency			15%	\$6,049,574		Cost Estimate from CCC	\$0	\$6,049,574
	A&E			7%	\$2,823,135		Cost Estimate from CCC	\$0	\$2,823,135
Land	Land Acquisition Price	59,670	1	\$53.63	\$3,200,000		Appraisal dated January 18, 2017		
Pro forma	Month Construction Start					6			
	Construction Period (Months)					12			
	Total Gross SF					328,026			
	Total Gross Office SF					67,425			
	Office Efficiency					80%			
	Net Leasable Office SF					53,940			
	Month of first leasing					18			
	Non Profit Office Lease rate					17.00	Potential tenant current rate - tenant data		
	For Profit Office Lease rate					21.52	Cushman & Wakefield 2017 Q1 Market Report		
	Office Lease Rate Annual Inflation					3%	Tenant current lease agreement inflator		
	Office Lease up period					6	Cushman & Wakefield 2017 Q1 Market Report		
	Concessions					3	Cushman & Wakefield 2017 Q1 Market Report		
	Stabilized Office Vacancy Rate					7%	Cushman & Wakefield 2017 Q1 Market Report		
	Parking Office Monthly rents	126	3	\$110			Current downtown retail pricing		
	Guaranteed Monthly Stalls/Office Floor	35	3	105					
	Parking Visitor Validations			\$1.25			Current downtown retail price/hour		
	Visitor Parking Hours/Mo/Floor	1,750	3	5,250			Average utilization of non-profit downtown office tenant		
	OpEx					27%		Salt Lake County	0.002371
	Janitorial			\$0.85				Salt Lake City	0.004457
	Maint & Repairs			\$0.60				City Library	0.000705
	Utilities			\$1.00				Multicounty asse	0.000011
	Taxes			\$3.10			Non profit owner and tenant	County collecting	0.000257
	Insurance			\$0.22				SLC SD	0.00618
	Management Fee			\$0.47				Metro	0.000349
	Office Reserves			\$0.10		\$0.10		SL Mosquito	0.000171
									0.014501

Financial	Take out month	0		
	2017 Office Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Office Exit Cap Rate Adjustment	2%	Increase in Office Cap Rate for Future	
	2017 Multi-family Residential Cap Rate	5%	Cushman & Wakefield 2017 Q1 Market Report	
	2017 Retail Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Period of analysis	10	Years	
	New Market Tax Credit Ratio	22%	Maximum amount?, Public Market & 1 level of non-profit owned office	
	LIHTC Ratio	3.2%	Four percent project	
	City Incentive Month	0		
	City Incentive Amount	\$0		
	Private Fundriasing Amount	\$0		
	DCR - Permanent Loan	1.4		
	LTC Ratio	25%		
	Construction Loan Rate	3.03%		MIRR finance rat
	Permanent Loan Rate	5.00%		MIRR reinv. rate
	Origination Fee	1%		
	Take out Fee	0%		
	Loan Period (months)	360		
	Interest Only Period (Y/N)	Y		
	Interest Only Period (Months)	120		
Public Market Othe	Signage/Graphic Design	\$175,000		
	Project Management/Leasing	\$360,000		
	Legal/Professional Fees	\$100,000		
	Insurance	\$75,000		
	FFE	\$800,000		
	Tenant Allowances	\$1,363,200		
	Opening Promotion/1st yr	\$125,000		
	Neg Cash flow/reserve	\$250,000		
Tax Credit Investor	Pay-Ins	Month		
	Closing	15%	0	
	25% Complete	15%	5	
	50% Complete	15%	9	
	75% Complete	15%	14	
	Cert. of Occupancy	20%	18	
	Stabilization	18%	24	
	*8609	2%	27	
		100%		

Deal Summary - Public Market - 3 Levels of Office/1 Level Nonprofit Owner Occupied/Current Market Conditions																					
Project Summary					SF		Units		Development Summary							Income					
Market Residential		0	0	0%	Total Gross SF		328,026		Unit Type		%	Units	Total SF	Rate/SF	Annual Rent						
Affordable Residential		0	0	0%	FAR		5.5		Market Residential												
Leasable SF - Office		53,940		100%	Residential Units		0		Micro		0%	0	0	\$2.11	\$0						
Total Leasable SF or Units		53,940		100%	Residential SF/Unit		0		Studio		0%	0	0	\$2.01	\$0						
					Office Stories		3		1-1		0%	0	0	\$1.72	\$0						
Site size		59,670 SF		1.37 acre	Office - Leasable SF / Level		17,980		2-2		0%	0	0	\$1.51	\$0						
									3-2		0%	0	0	\$1.37	\$0						
Costs Timeline					Start		End		Affordable Residential												
Soft costs		Month 1	to	Month 6					Micro		0%	0	0	\$1.98	\$0						
									Studio		0%	0	0	\$1.51	\$0						
Hard Costs		Month 6	to	Month 18					1-1		0%	0	0	\$1.29	\$0						
Residential Leasing Timeline					City Incentive - timing		Month 0		2-2		0%	0	0	\$1.13	\$0						
Lease up - Residential		Month 19	to	Month 25					3-2		0%	0	0	\$1.03	\$0						
Rent Concessions		0 months free			City Incentive - \$		\$0		Office												
Office Leasing Timeline									Owner/Occupied				17,980	\$17.00	\$305,660						
Lease up - Office		Month 19	to	Month 25					Upper Levels			2	35,960	\$21.52	\$773,859						
Rent concessions		3 months free			RETURNS				Monthly Office Parking Revenues			105		\$110.00	\$138,600						
					Without LIHTC/NMTC/Debt Service				Visitor Parking Revenues			5,250		\$1.25	\$78,750						
Reserves - Office		\$0.10 PSF							Public Market CAM				87,666	\$5 per SF	\$399,069						
					Net Cash Flows		-\$44,882,036		Office CAM				53,940	\$6 per SF	\$299,483						
Hold Period		0 Years	or	0 Months	IRR		-0.3%		RUBS Income					\$0 per unit	\$0						
					EM		.25x		Residential Total		0%	0	0	\$0.00	\$0						
Project Capitalization					Per SF		Value		With LIHTC/NMTC/Debt Service					53,940	\$26	\$1,379,002					
Land Purchase price		\$53.63		\$3,200,000					Office Total												
Total Development costs		\$162.3		\$53,236,253	Net Cash Flows		(\$27,026,228)		Public Market Total				87,666	\$5	\$399,069						
Public Market Other Costs				\$3,248,200	IRR		0.4%		Parking Total				172,935	\$1	\$217,350						
Total basis		\$182.0		\$59,684,453	EM		.22x		Gross		0%	-	141,606	\$14.09	\$1,995,421						
Financing									Residential Vacancy		5%	0	0	\$0.00	\$0.00						
DCR		1.4							Office Vacancy		7%		3,776	\$25.57	(\$96,530)						
LTC		25%			Untrended Yield on Cost:				Net		97%		137,830	\$13.78	\$1,898,890						
Loan amount		\$15,081,347			2.8%									Opex - 27.0%	(\$538,764)						
Rate		5.0%			Trended Yield on Cost:				NOI						\$1,360,127						
Origination Fee		1.0%																			
Exit Fee		0.0%																			
2017 Residential Cap Rate	5%																				
2017 Office Cap Rate	7%																				
2017 Retail Cap Rate	7%																				
Estimated Investment Value	\$27,202,538																				
Difference to Cost	(\$32,481,916)																				
Equity Raised from LIHTC	\$0	Equity Raised from NMTC	\$12,447,444																		
City Incentive (Grant)	\$0	Private Fundraising	\$0																		
CAPEX GAP	(\$32,155,661)																				

Pro Forma Assumptions - Public Market - 3 Levels of Office/1 NonProfit Owner Occupied/Mid-Range Market Conditions									
Development Component		Gross SF/Level	Levels	\$/SF	Total	Settings	Notes	LIHTC Basis	NMTC Basis
Hard Costs	Demo & Site Costs Public Market		1	\$45.23	\$2,698,676		Cost Estimate from CCC	\$0	\$2,698,676
	Site Costs Office/Residential		1	\$1	\$30,000		Cost Estimate from CCC	\$0	\$30,000
	Site Costs Parking Level 1		1	\$15	\$873,833		Cost Estimate from CCC	\$0	\$873,833
	Site Costs Parking Level 2_3		2	\$12	\$1,467,086		Cost Estimate from CCC	\$0	\$1,467,086
	Public Market Hall & Mezzanine	87,666	1	\$184	\$16,127,603		Cost Estimate from CCC		\$16,127,603
	Office Core & Shell	22,475	3	\$97	\$6,566,087		Cost Estimate from CCC		\$2,188,696
	Residential_Wood	37,995	0	\$114	\$0		Cost Estimate from recent projects - various developers	\$0	\$0
	Residential_Steel	43,529	0	\$231	\$0		Cost Estimate from recent projects - various developers		\$0
	Parking Level 1	57,645	1	\$81	\$4,657,903		Cost Estimate from CCC	\$0	\$4,657,903
	Parking Lower Level	57,645	2	\$69	\$7,909,308		Cost Estimate from CCC	\$0	\$7,909,308
Soft Costs	General Conditions			6%	\$2,419,830		Cost Estimate from CCC	\$0	\$2,419,830
	Overhead & Profit			4%	\$1,613,220		Cost Estimate from CCC	\$0	\$1,613,220
	Design Contingency			15%	\$6,049,574		Cost Estimate from CCC	\$0	\$6,049,574
	A&E			7%	\$2,823,135		Cost Estimate from CCC	\$0	\$2,823,135
Land	Land Acquisition Price	59,670	1	\$53.63	\$3,200,000		Appraisal dated January 18, 2017		
Pro forma	Month Construction Start					6			
	Construction Period (Months)					12			
	Total Gross SF					328,026			
	Total Gross Office SF					67,425			
	Office Efficiency					80%			
	Net Leasable Office SF					53,940			
	Month of first leasing					18			
	Non Profit Office Lease rate					17.00	Potential tenant current rate - tenant data		
	For Profit Office Lease rate					19.37	10% drop from Cushman & Wakefield 2017 Q1 Market Report		
	Office Lease Rate Annual Inflation					3%	Tenant current lease agreement inflator		
	Office Lease up period					9	50% increase from Cushman & Wakefield 2017 Q1 Market Report		
	Concessions					4.5	50% increase from Cushman & Wakefield 2017 Q1 Market Report		
	Stabilized Office Vacancy Rate					11%	50% increase from Cushman & Wakefield 2017 Q1 Market Report		
	Parking Office Monthly rents	126	3	\$110			Current downtown retail pricing		
	Guaranteed Monthly Stalls/Office Floor	35	3	105					
	Parking Visitor Validations			\$1.25			Current downtown retail price/hour		
	Visitor Parking Hours/Mo/Floor	1,750	3	5,250			Average utilization of non-profit downtown office tenant		
	OpEx					27%		Salt Lake County	0.002371
	Janitorial			\$0.85				Salt Lake City	0.004457
	Maint & Repairs			\$0.60				City Library	0.000705
	Utilities			\$1.00				Multicounty asse:	0.000011
	Taxes			\$3.10			Non profit owner and tenant	County collecting	0.000257
	Insurance			\$0.22				SLC SD	0.00618
	Management Fee			\$0.47				Metro	0.000349
	Office Reserves			\$0.10		\$0.10		SL Mosquito	0.000171
									0.014501

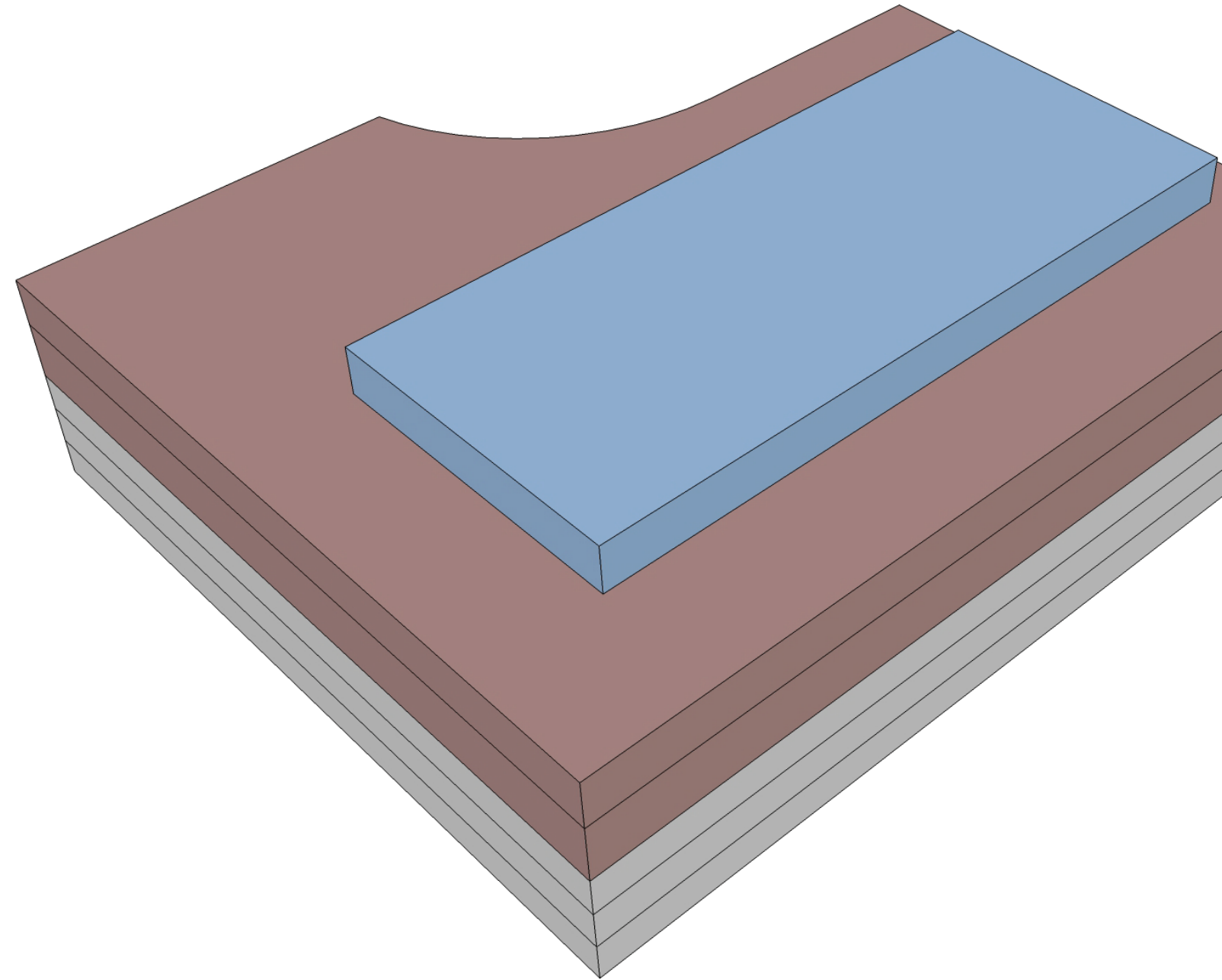
Financial	Take out month	0		
	2017 Office Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Office Exit Cap Rate Adjustment	2%	Increase in Office Cap Rate for Future	
	2017 Multi-family Residential Cap Rate	5%	Cushman & Wakefield 2017 Q1 Market Report	
	2017 Retail Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Period of analysis	10	Years	
	New Market Tax Credit Ratio	22%	Maximum amount?, Public Market & 1 level of non-profit owned office	
	LIHTC Ratio	3.2%	Four percent project	
	City Incentive Month	0		
	City Incentive Amount	\$0		
	Private Fundriasing Amount	\$0		
	DCR - Permanent Loan	1.4		
	LTC Ratio	23%		
	Construction Loan Rate	3.03%		
	Permanent Loan Rate	8%		
	Origination Fee	1%		
	Take out Fee	0%		
	Loan Period (months)	360		
	Interest Only Period (Y/N)	Y		
	Interest Only Period (Months)	120		
Public Market Office	Signage/Graphic Design	\$175,000		
	Project Management/Leasing	\$360,000		
	Legal/Professional Fees	\$100,000		
	Insurance	\$75,000		
	FFE	\$800,000		
	Tenant Allowances	\$1,363,200		
	Opening Promotion/1st yr	\$125,000		
	Neg Cash flow/reserve	\$250,000		
Tax Credit Investor Pay-Ins		Month		
	Closing	15%	0	
	25% Complete	15%	5	
	50% Complete	15%	9	
	75% Complete	15%	14	
	Cert. of Occupancy	20%	18	
	Stabilization	18%	27	
	*8609	2%	30	
		100%		

Deal Summary - Public Market - 3 Levels of Office/1 NonProfit Owner Occupied/Mid-Range Market Conditions												
Project Summary					Development Summary		Income					
		SF	Units				Unit Type	%	Units	Total SF	Rate/SF	Annual Rent
Market Residential		0	0	0%	Total Gross SF	328,026	Market Residential					
Affordable Residential		0	0	0%	FAR	5.5	Micro	0%	0	0	\$2.11	\$0
Leasable SF - Office		53,940		100%	Residential Units	0	Studio	0%	0	0	\$2.01	\$0
Total Leasable SF or Units		53,940		100%	Residential SF/Unit	0	1-1	0%	0	0	\$1.72	\$0
					Office Stories	3	2-2	0%	0	0	\$1.51	\$0
Site size		59,670 SF		1.37 acre	Office - Leasable SF / Level	17,980	3-2	0%	0	0	\$1.37	\$0
Costs Timeline							Affordable Residential					
		Start		End			Micro	0%	0	0	\$1.98	\$0
Soft costs		Month 1	to	Month 6			Studio	0%	0	0	\$1.51	\$0
							1-1	0%	0	0	\$1.29	\$0
Hard Costs		Month 6	to	Month 18			2-2	0%	0	0	\$1.13	\$0
Residential Leasing Timeline					City Incentive - timing Month 0		3-2	0%	0	0	\$1.03	\$0
Lease up - Residential		Month 19	to	Month 25			Office					
Rent Concessions		0 months free			City Incentive - \$ \$0		Owner/Occupied			17,980	\$17.00	\$305,660
Office Leasing Timeline							Upper Levels		2	35,960	\$19.37	\$696,473
Lease up - Office		Month 19	to	Month 28			Monthly Office Parking Revenues		105		\$110.00	\$138,600
Rent concessions		5 months free			RETURNS		Visitor Parking Revenues		5,250		\$1.25	\$78,750
					Without LIHTC/NMTC/Debt Service		Public Market CAM			87,666	\$5 per SF	\$399,069
Reserves - Office		\$0.10 PSF			Net Cash Flows -\$47,333,569		Office CAM			53,940	\$6 per SF	\$299,483
					IRR -0.3%		RUBS Income				\$0 per unit	\$0
Hold Period		0 Years	or	0 Months	EM .21x		Residential Total	0%	0	0	\$0.00	\$0
					With LIHTC/NMTC/Debt Service		Office Total			53,940	\$24	\$1,301,616
Project Capitalization		Per SF		Value	Net Cash Flows (\$33,127,804)		Public Market Total			87,666	\$5	\$399,069
Land Purchase price		\$53.63		\$3,200,000	IRR 0.9%		Parking Total			172,935	\$1	\$217,350
Total Development costs		\$162.3		\$53,236,253	EM .17x		Gross	0%	-	141,606	\$13.54	\$1,918,035
Public Market Other Costs				\$3,248,200			Residential Vacancy	5%	0	0	\$0.00	\$0.00
Total basis		\$182.0		\$59,684,453			Office Vacancy	11%		5,664	\$24.13	(\$136,670)
Financing							Net	96%		135,942	\$13.10	\$1,781,365
DCR		1.4			Untrended Yield on Cost:				Opex - 27.0%			(\$517,869)
LTC		23%			2.4%		NOI					
Loan amount		\$14,009,881			Trended Yield on Cost:							
Rate		7.5%										
Origination Fee		1.0%										
Exit Fee		0.0%										
2017 Residential Cap Rate	5%											
2017 Office Cap Rate	7%											
2017 Retail Cap Rate	7%											
Estimated Investment Value	\$25,269,912											
Difference to Cost	(\$34,414,541)											
Equity Raised from LIHTC	\$0	Equity Raised from NMTC	\$12,447,444									
City Incentive (Grant)	\$0	Private Fundraising	\$0									
CAPEX GAP	(\$33,227,127)											

Pro Forma Assumptions - Public Market - 3 Levels of Office/1 Level Nonprofit Owner Occupied/Worst Market Conditions								
Development Component		Gross SF/Level	Levels	\$/SF	Total	Settings	Notes	
								LIHTC Basis
								NMTC Basis
Hard Costs	Demo & Site Costs Public Market		1	\$45.23	\$2,698,676		Cost Estimate from CCC	\$0
	Site Costs Office/Residential		1	\$1	\$30,000		Cost Estimate from CCC	\$0
	Site Costs Parking Level 1		1	\$15	\$873,833		Cost Estimate from CCC	\$0
	Site Costs Parking Level 2_3		2	\$12	\$1,467,086		Cost Estimate from CCC	\$0
	Public Market Hall & Mezzanine	87,666	1	\$184	\$16,127,603		Cost Estimate from CCC	\$16,127,603
	Office Core & Shell	22,475	3	\$97	\$6,566,087		Cost Estimate from CCC	\$2,188,696
	Residential_Wood	37,995	0	\$114	\$0		Cost Estimate from recent projects - various developers	\$0
	Residential_Steel	43,529	0	\$231	\$0		Cost Estimate from recent projects - various developers	\$0
	Parking Level 1	57,645	1	\$81	\$4,657,903		Cost Estimate from CCC	\$0
	Parking Lower Level	57,645	2	\$69	\$7,909,308		Cost Estimate from CCC	\$0
Soft Costs	General Conditions			6%	\$2,419,830		Cost Estimate from CCC	\$0
	Overhead & Profit			4%	\$1,613,220		Cost Estimate from CCC	\$0
	Design Contingency			15%	\$6,049,574		Cost Estimate from CCC	\$0
	A&E			7%	\$2,823,135		Cost Estimate from CCC	\$0
Land	Land Acquisition Price	59,670	1	\$53.63	\$3,200,000		Appraisal dated January 18, 2017	
Pro forma	Month Construction Start					6		
	Construction Period (Months)					12		
	Total Gross SF					328,026		
	Total Gross Office SF					67,425		
	Office Efficiency					80%		
	Net Leasable Office SF					53,940		
	Month of first leasing					18		
	Non Profit Office Lease rate					17.00	Potential tenant current rate - tenant data	
	For Profit Office Lease rate					17.00	Rate = to non-profit tenant rate	
	Office Lease Rate Annual Inflation					3%	Tenant current lease agreement inflator	
	Office Lease up period					12	100% increase from Cushman & Wakefield 2017 Q1 Market Report	
	Concessions					6	100% increase from Cushman & Wakefield 2017 Q1 Market Report	
	Stabilized Office Vacancy Rate					14%	100% increase from Cushman & Wakefield 2017 Q1 Market Report	
	Parking Office Monthly rents	126	3	\$110			Current downtown retail pricing	
	Guaranteed Monthly Stalls/Office Floor	35	3	105				
	Parking Visitor Validations			\$1.25			Current downtown retail price/hour	
	Visitor Parking Hours/Mo/Floor	1,750	3	5,250			Average utilization of non-profit downtown office tenant	
	OpEx					27%		
	Janitorial			\$0.85				Salt Lake County 0.002371
	Maint & Repairs			\$0.60				Salt Lake City 0.004457
	Utilities			\$1.00				City Library 0.000705
	Taxes			\$3.10				Multicounty asses: 0.000011
	Insurance			\$0.22				County collecting t 0.000257
	Management Fee			\$0.47				SLC SD 0.00618
	Office Reserves			\$0.10		\$0.10		Metro 0.000349
								SL Mosquito 0.000171
								0.014501

Financial	Take out month	0		
	2017 Office Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Office Exit Cap Rate Adjustment	2%	Increase in Office Cap Rate for Future	
	2017 Multi-family Residential Cap Rate	5%	Cushman & Wakefield 2017 Q1 Market Report	
	2017 Retail Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Period of analysis	10	Years	
	New Market Tax Credit Ratio	22%	Maximum amount?, Public Market & 1 level of non-profit owned office	
	LIHTC Ratio	3.2%	Four percent project	
	City Incentive Month	0		
	City Incentive Amount	\$0		
	Private Fundriasing Amount	\$0		
	DCR - Permanent Loan	1.4		
	LTC Ratio	22%		MIRR finance rate MIRR reinv. rate
	Construction Loan Rate	3.03%		
	Permanent Loan Rate	10%		10%
	Origination Fee	1%		1%
	Take out Fee	0%		
	Loan Period (months)	360		
	Interest Only Period (Y/N)	Y		
	Interest Only Period (Months)	120		
Public Market Ott	Signage/Graphic Design	\$175,000		
	Project Management/Leasing	\$360,000		
	Legal/Professional Fees	\$100,000		
	Insurance	\$75,000		
	FFE	\$800,000		
	Tenant Allowances	\$1,363,200		
	Opening Promotion/1st yr	\$125,000		
	Neg Cash flow/reserve	\$250,000		
Tax Credit Investor Pay-Ins		Month		
	Closing	15%	0	
	25% Complete	15%	5	
	50% Complete	15%	9	
	75% Complete	15%	14	
	Cert. of Occupancy	20%	18	
	Stabilization	18%	30	
	*8609	2%	33	
		100%		

Deal Summary - Public Market - 3 Levels of Office/1 Level Nonprofit Owner Occupied/Worst Market Conditions																										
Project Summary					SF		Units		Development Summary					Income												
Market Residential					0		0		0%		Total Gross SF		328,026		Unit Type		%		Units		Total SF		Rate/SF		Annual Rent	
Affordable Residential					0		0		0%		FAR		5.5		Market Residential											
Leasable SF - Office					53,940				100%		Residential Units		0		Micro		0%		0		0		\$2.11		\$0	
Total Leasable SF or Units					53,940				100%		Residential SF/Unit		0		Studio		0%		0		0		\$2.01		\$0	
											Office Stories		3		1-1		0%		0		0		\$1.72		\$0	
Site size					59,670 SF				1.37 acre		Office - Leasable SF / Level		17,980		2-2		0%		0		0		\$1.51		\$0	
															3-2		0%		0		0		\$1.37		\$0	
Costs Timeline					Start				End						Affordable Residential											
Soft costs					Month 1		to		Month 6						Micro		0%		0		0		\$1.98		\$0	
															Studio		0%		0		0		\$1.51		\$0	
Hard Costs					Month 6		to		Month 18						1-1		0%		0		0		\$1.29		\$0	
Residential Leasing Timeline											City Incentive - timing		Month 0		2-2		0%		0		0		\$1.13		\$0	
Lease up - Residential					Month 19		to		Month 25						3-2		0%		0		0		\$1.03		\$0	
Rent Concessions					0 months free						City Incentive - \$		\$0		Office											
Office Leasing Timeline															Owner/Occupied						17,980		\$17.00		\$305,660	
Lease up - Office					Month 19		to		Month 31						Upper Levels				2		35,960		\$17.00		\$611,320	
Rent concessions					6 months free						RETURNS				Monthly Office Parking Revenues				105				\$110.00		\$138,600	
											Without LIHTC/NMTC/Debt Service				Visitor Parking Revenues				5,250				\$1.25		\$78,750	
Reserves - Office					\$0.10 PSF						Net Cash Flows		-\$47,274,910		Public Market CAM						87,666		\$5 per SF		\$399,069	
											IRR		-0.1%		Office CAM						53,940		\$6 per SF		\$299,483	
Hold Period					0 Years		or		0 Months		EM		.21x		RUBS Income								\$0 per unit		\$0	
															Residential Total		0%		0		0		\$0.00		\$0	
Project Capitalization					Per SF		Value				With LIHTC/NMTC/Debt Service				Office Total						53,940		\$23		\$1,216,463	
Land Purchase price					\$53.63				\$3,200,000						Public Market Total						87,666		\$5		\$399,069	
Total Development costs					\$162.3				\$53,236,253		Net Cash Flows		(\$33,780,569)		Parking Total						172,935		\$1		\$217,350	
Public Market Other Costs									\$3,248,200		IRR		1.5%		Gross		0%		-		141,606		\$12.94		\$1,832,881	
Total basis					\$182.0				\$59,684,453		EM		.18x		Residential Vacancy		5%		0		0		\$0.00		\$0.00	
Financing															Office Vacancy		14%				7,552		\$22.55		(\$170,305)	
DCR					1.4						Untrended Yield on Cost:				Net		95%				134,054		\$12.40		\$1,662,577	
LTC					22%						2.3%										Opex - 27.0%				(\$494,878)	
Loan amount					\$12,947,666						Trended Yield on Cost:				NOI										\$1,167,699	
Rate					10.0%																					
Origination Fee					1.0%																					
Exit Fee					0.0%																					
2017 Residential Cap Rate					5%																					
2017 Office Cap Rate					7%																					
2017 Retail Cap Rate					7%																					
Estimated Investment Value					\$23,353,972																					
Difference to Cost					(\$36,330,481)																					
Equity Raised from LIHTC					\$0		Equity Raised from NMTC		\$12,447,444																	
City Incentive (Grant)					\$0		Private Fundraising		\$0																	
CAPEX GAP					(\$34,289,343)																					



1 LEVEL OF OFFICE

22,475 SF/LEVEL

PUBLIC MARKET

87,666 SF (LEVEL 1 & MEZZANINE)

3 LEVELS OF PARKING

57,645 SF/LEVEL

Pro Forma Assumptions - Public Market - NonProfit Owner Occupied Office									
Development Component		Gross SF/Level	Levels	\$/SF	Total	Settings	Notes	LIHTC Basis	NMTC Basis
Hard Costs	Demo & Site Costs Public Market		1	\$45.23	\$2,698,676		Cost Estimate from CCC	\$0	\$2,698,676
	Site Costs Office/Residential		1	\$1	\$30,000		Cost Estimate from CCC	\$0	\$30,000
	Site Costs Parking Level 1		1	\$15	\$873,833		Cost Estimate from CCC	\$0	\$873,833
	Site Costs Parking Level 2_3		2	\$12	\$1,467,086		Cost Estimate from CCC	\$0	\$1,467,086
	Public Market Hall & Mezzanine	87,666	1	\$184	\$16,127,603		Cost Estimate from CCC		\$16,127,603
	Office Core & Shell	22,475	1	\$97	\$2,188,696		Cost Estimate from CCC		\$2,188,696
	Residential_Wood	37,995	0	\$114	\$0		Cost Estimate from recent projects - various developers	\$0	\$0
	Residential_Steel	43,529	0	\$231	\$0		Cost Estimate from recent projects - various developers		\$0
	Parking Level 1	57,645	1	\$81	\$4,657,903		Cost Estimate from CCC	\$0	\$4,657,903
	Parking Lower Level	57,645	2	\$69	\$7,909,308		Cost Estimate from CCC	\$0	\$7,909,308
Soft Costs	General Conditions			6%	\$2,157,186		Cost Estimate from CCC	\$0	\$2,157,186
	Overhead & Profit			4%	\$1,438,124		Cost Estimate from CCC	\$0	\$1,438,124
	Design Contingency			15%	\$5,392,965		Cost Estimate from CCC	\$0	\$5,392,965
	A&E			7%	\$2,516,717		Cost Estimate from CCC	\$0	\$2,516,717
Land	Land Acquisition Price	59,670	1	\$53.63	\$3,200,000		Appraisal dated January 18, 2017		
Pro forma	Month Construction Start						6		
	Construction Period (Months)						12		
	Total Gross SF						283,076		
	Total Gross Office SF						22,475		
	Office Efficiency						80%		
	Net Leasable Office SF						17,980		
	Month of first leasing						18		
	Non Profit Office Lease rate						17.00	Potential tenant current rate - tenant data	
	Office Lease Rate Annual Inflation						3%	Tenant current lease agreement inflator	
	Office Lease up period						0	Owner Occupied	
	Concessions						0	Owner Occupied	
	Stabilized Office Vacancy Rate						0%	Owner Occupied	
	Parking Office Monthly rents	126	3	\$110				Current downtown retail pricing	
	Guaranteed Monthly Stalls/Office Floor	35	1	35					
	Parking Visitor Validations			\$1.25				Current downtown retail price/hour	
	Visitor Parking Hours/Mo/Floor	1,750	3	5,250				Average utilization of non-profit downtown office tenant	
	OpEx						27%		Salt Lake County 0.002371
	Janitorial			\$0.85					Salt Lake City 0.004457
	Maint & Repairs			\$0.60					City Library 0.000705
	Utilities			\$1.00					Multicounty asse: 0.000011
	Taxes			\$0.00					County collecting 0.000257
	Insurance			\$0.22					SLC SD 0.00618
	Management Fee			\$0.47					Metro 0.000349
	Office Reserves			\$0.10			\$0.10		SL Mosquito 0.000171
									0.014501

Financial	Take out month	0		
	2017 Office Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Office Exit Cap Rate Adjustment	2%	Increase in Office Cap Rate for Future	
	2017 Multi-family Residential Cap Rate	5%	Cushman & Wakefield 2017 Q1 Market Report	
	2017 Retail Cap Rate	7%	Cushman & Wakefield 2017 Q1 Market Report	
	Period of analysis	10	Years	
	New Market Tax Credit Ratio	22%	Maximum amount?, Public Market & 1 level of non-profit owned office	
	LIHTC Ratio	3.2%	Four percent project	
	City Incentive Month	0		
	City Incentive Amount	\$0		
	Private Fundriasing Amount	\$0		
	DCR - Permanent Loan	1.4		
	LTC Ratio	9%		MIRR finance rat: MIRR reinv. rate
	Construction Loan Rate	3.03%		
	Permanent Loan Rate	5%		5%
	Origination Fee	1%		1%
	Take out Fee	0%		
	Loan Period (months)	360		
	Interest Only Period (Y/N)	Y		
	Interest Only Period (Months)	120		
Public Market O	Signage/Graphic Design	\$175,000		
	Project Management/Leasing	\$360,000		
	Legal/Professional Fees	\$100,000		
	Insurance	\$75,000		
	FFE	\$800,000		
	Tenant Allowances	\$1,363,200		
	Opening Promotion/1st yr	\$125,000		
	Neg Cash flow/reserve	\$250,000		
Tax Credit Investor Pay-ins				
	Closing	15%	0	
	25% Complete	15%	5	
	50% Complete	15%	9	
	75% Complete	15%	14	
	Cert. of Occupancy	20%	18	
	Stabilization	18%	18	
	*8609	2%	21	
		100%		

Deal Summary - Public Market - NonProfit Owner Occupied Office												
Project Summary					Development Summary		Income					
		SF	Units				Unit Type	%	Units	Total SF	Rate/SF	Annual Rent
Market Residential		0	0	0%	Total Gross SF	283,076	Market Residential					
Affordable Residential		0	0	0%	FAR	4.7	Micro	0%	0	0	\$2.11	\$0
Leasable SF - Office		17,980		100%	Residential Units	0	Studio	0%	0	0	\$2.01	\$0
Total Leasable SF or Units		17,980		100%	Residential SF/Unit	0	1-1	0%	0	0	\$1.72	\$0
					Office Stories	1	2-2	0%	0	0	\$1.51	\$0
Site size		59,670 SF		1.37 acre	Office - Leasable SF / Level	17,980	3-2	0%	0	0	\$1.37	\$0
							Affordable Residential					
Costs Timeline		Start		End			Micro	0%	0	0	\$1.98	\$0
Soft costs		Month 1	to	Month 6			Studio	0%	0	0	\$1.51	\$0
							1-1	0%	0	0	\$1.29	\$0
Hard Costs		Month 6	to	Month 18			2-2	0%	0	0	\$1.13	\$0
Residential Leasing Timeline					City Incentive - timing	Month 0	3-2	0%	0	0	\$1.03	\$0
Lease up - Residential		Month 19	to	Month 31			Office					
Rent Concessions		3 months free			City Incentive - \$	\$0	Owner/Occupied			17,980	\$17.00	\$305,660
Office Leasing Timeline							Upper Levels		—	0	—	\$0
Lease up - Office		Month 19	to	Month 19			Monthly Office Parking Revenues			35	\$110.00	\$46,200
Rent concessions		0 months free			RETURNS		Visitor Parking Revenues			5,250	\$1.25	\$78,750
					Without LIHTC/NMTC/Debt Service		Public Market CAM			87,666	\$1 per SF	\$127,116
Reserves - Office		\$0.10 PSF			Net Cash Flows	-\$48,864,322	Office CAM			17,980	\$2 per SF	\$44,051
					IRR	-1.1%	RUBS Income				\$0 per unit	\$0
Hold Period		0 Years	or	0 Months	EM	.09x	Residential Total	0%	0	0	\$0.00	\$0
					With LIHTC/NMTC/Debt Service		Office Total			17,980	\$19	\$349,711
Project Capitalization		Per SF		Value			Public Market Total			87,666	\$1	\$127,116
Land Purchase price		\$53.63		\$3,200,000	Net Cash Flows	(\$43,621,547)	Parking Total			172,935	\$1	\$124,950
Total Development costs		\$167.7		\$47,458,096	IRR	-0.1%	Gross	0%	—	105,646	\$5.70	\$601,777
Public Market Other Costs				\$3,248,200	EM	.10x	Residential Vacancy	10%	0	0	\$0.00	\$0.00
Total basis		\$190.4		\$53,906,296			Office Vacancy	0%		0	\$19.45	\$0
Financing							Net	100%		105,646	\$5.70	\$601,777
DCR		1.4			Untrended Yield on Cost:						Opex - 27.0%	(\$162,480)
LTC		9%			1.0%		NOI					\$439,297
Loan amount		\$4,871,009			Trended Yield on Cost:							
Rate		5.0%										
Origination Fee		1.0%										
Exit Fee		0.0%										
2017 Residential Cap Rate	5%											
2017 Office Cap Rate	7%											
2017 Retail Cap Rate	7%											
Estimated Investment Value	\$8,785,940											
Difference to Cost	(\$45,120,356)											
Equity Raised from LIHTC	\$0	Equity Raised from NMTC	\$12,139,276									
City Incentive (Grant)	\$0	Private Fundraising	\$0									
CAPEX GAP	(\$36,896,011)											

Base Cost Estimate - Public Market with finishes & most equipment							
Total SF	87,666						
Site SF	59,670						
Category	Item	Unit	Qty	\$/Unit	Total Cost	Category Cost	Per SF
	Existing Bldg I	CF	0	\$0.31	\$0		
	Site Clearing	SF	0	\$0.59	\$0		
Demolition						\$0	\$0.00
	Excavation	CY	5,263	\$6.00	\$31,578		
	Shoring	SF	0	\$35.00	\$0		
	Backfill & Con	CY	1,053	\$30.00	\$31,590		
	Spoil Haul-off	CY	4,210	\$6.00	\$25,260		
	Building Grad	SF	47,368	\$0.39	\$18,474		
	Gravel under	Ton	926	\$30.00	\$27,780		
	Sub-slab Drain	SF	0	\$2.00	\$0		
	De-watering	LS	0	\$50,000.00	\$0		
	Site Grading	SF	-47,368	\$0.45	-\$21,316		
	SWPPP	LS	1	\$10,000.00	\$10,000		
Earthwork						\$123,366	\$2.07
	Water & Fire	LS	1	\$115,000.00	\$115,000		
	Storm Drain	LS	1	\$110,000.00	\$110,000		
	Sewer Service	LS	1	\$25,000.00	\$25,000		
	Gas	LS	1	\$15,000.00	\$15,000		
	Power	LS	1	\$30,000.00	\$30,000		
	Comm	LS	1	\$15,000.00	\$15,000		
Utilities						\$310,000	\$5.20
	Shed Building	SF	9,503	\$125.00	\$1,187,875		
	Outdoor Canc	SF	7,795	\$100.00	\$779,500		
	Site Improvements/Landscaping				\$0		
Site Improvements						\$1,967,375	\$32.97
	Curb & Gutter				\$0		
	Entry/Sidewal	SF	9,587	\$5.00	\$47,935		
Site Concrete						\$47,935	\$0.80
	Site lighting	Allow	1	\$150,000.00	\$150,000		
	Misc Site Elec	Allow	1	\$50,000.00	\$50,000		
Site Electrical						\$200,000	\$3.35
Site Specialities		Allow	1	\$50,000.00	\$50,000	\$50,000	\$0.84
Total Site & Demo						\$2,698,676	\$45.23
	Continuous Fc	CY	250	\$325.00	\$81,250		
	Spot Footing	CY	200	\$335.00	\$67,000		
	Dock Wall	SF	521	\$29.68	\$15,463		
	Elevator Pit Fc	CY	0	\$335.00	\$0		
	Foundation V	SF	3,900	\$29.68	\$115,752		
	Concrete Colu	CY	0	\$600.00	\$0		
	Slab on Grade	SF	47,368	\$3.75	\$177,630		
	Freezer/Cooler	SF	2,085	\$12.00	\$25,020		
	Dock Paving	SF	2,385	\$4.23	\$10,089		
	Topping Slab	SF	40,298	\$3.55	\$143,058		
	Concrete Ram	SF	0	\$5.50	\$0		
	PT Slab	CY	0	\$580.00	\$0		
	Concrete Add	CY	0	\$50.00	\$0		
	Interior Concr	Allow	1	\$10,000.00	\$10,000		
	Bollards	Allow	1	\$5,000.00	\$5,000		
	Vapor Barrier	SF	47,368	\$0.19	\$9,000		
Concrete						\$659,262	\$7.52
	Masonry Wall	SF	0	\$17.68	\$0		
	Exterior CMU	SF	3,313	\$17.68	\$58,574		
	Brick Veneer	SF	7,846	\$20.00	\$156,920		
Masonry						\$215,494	\$2.46
	Floor Structur	LB	443,278	\$1.95	\$864,392		
	Roof Structur	LB	646,756	\$1.95	\$1,261,174		
	Metal floor de	SF	40,298	\$2.95	\$118,879		
	metal roof de	SF	58,796	\$1.95	\$114,652		
	Mezzanine rail	LF	484	\$325.00	\$157,300		
	Decorative St	SF	149	\$250.00	\$37,250		
	Decorative Fri	LF	110	\$350.00	\$38,500		
	MP Stairs	SF	735	\$53.00	\$38,955		
	Freestanding	LF	112	\$135.00	\$15,120		
	Wall Railing	LF	127	\$75.00	\$9,525		

	Dock Wall Rail	LF	36	\$135.00	\$4,860		
Metals						\$2,660,608	\$30.35
	Wood Plates	SF	87,666	\$0.35	\$30,683		
Carpentry						\$30,683	\$0.35
	Bar/Counter	LF	168	\$365.00	\$61,320		
	Reception De	LF	18	\$515.00	\$9,270		
	Vanity	LF	24	\$265.00	\$6,360		
	Other Millwork	Allow	1	\$100,000.00	\$100,000		
Millwork						\$176,950	\$2.02
	Roof Membra	SF	58,796	\$3.45	\$202,846		
	Rigid Roof Ins	SF	58,796	\$3.25	\$191,087		
	Roof-top Plaza	SF	15,000	\$50.00	\$750,000		
	Roof-top Garc	SF	10,000	\$35.00	\$350,000		
	Rigid Wall Ins	SF	15,692	\$2.00	\$31,384		
	R-19 Batt Wal	SF	15,692	\$0.75	\$11,769		
	Moisture/Vap	SF	15,692	\$3.25	\$50,999		
	Sound Batt	SF	81,987	\$0.89	\$72,968		
	Foundation In	SF	3,900	\$1.65	\$6,435		
	Foundation V	SF	1,950	\$7.00	\$13,650		
	Ext. Framed C	SF	4,764	\$30.00	\$142,920		
	Exterior Wall	SF	15,692	\$1.75	\$27,461		
	Exterior Meta	SF	7,846	\$35.00	\$274,610		
	Sunshading D	SF	4,707	\$65.00	\$305,955		
	Metal Wall Ca	LF	970	\$12.95	\$12,562		
	Flashing & Sh	SF	1,940	\$6.50	\$12,610		
	Fire Caulking	SF	87,666	\$0.10	\$8,767		
	Caulking & Se	SF	87,666	\$0.25	\$21,917		
Thermal & Moisture Protection						\$2,487,939	\$28.38
	Double Vestib	EA	11	\$3,850.00	\$42,350		
	Single Exterio	EA	16	\$2,050.00	\$32,800		
	Single Interior	EA	43	\$1,150.00	\$49,450		
	Double Exteri	EA	0	\$2,250.00	\$0		
	Double Interi	EA	21	\$1,950.00	\$40,950		
	Single Swingir	EA	3	\$1,650.00	\$4,950		
	Double Swing	EA	1	\$3,200.00	\$3,200		
	Overhead Doc	EA	3	\$7,650.00	\$22,950		
	Sliding Grilles	Allow	1	\$13,230.00	\$13,230		
	Exterior Curta	SF	15,692	\$65.00	\$1,019,980		
	Exterior Glazir	SF	0	\$65.00	\$0		
	Interior Glazir	SF	500	\$35.00	\$17,500		
Doors & Windows						\$1,247,360	\$14.23
	Exterior Wall	SF	31,383	\$4.00	\$125,532		
	Interior Partit	SF	64,811	\$2.25	\$145,825		
	Shart/Stairwe	SF	17,176	\$8.00	\$137,408		
	Gyp Wallboar	SF	179,666	\$1.45	\$260,516		
	Ceilings	SF	87,666	\$3.80	\$333,131		
	Flooring	SF	86,632	\$7.50	\$649,740		
	Restroom Floi	SF	1,034	\$19.95	\$20,628		
	Paint Gyp Wa	SF	179,666	\$0.65	\$116,783		
	Ceilings - Pain	SF	0	\$1.81	\$0		
	Sealed Concre	SF	0	\$0.99	\$0		
	Striping	SF	0	\$0.03	\$0		
	Elevator, Stair	SF	0	\$10.00	\$0		
	Paint/Stain Dc	Leaf	107	\$65.00	\$6,955		
	Paint Exposed	LS	1	\$10,000.00	\$10,000		
	Wall Finishes	SF	179,666	\$2.00	\$359,332		
Finishes						\$2,165,849	\$24.71
	ADA Toilet Pa	EA	2	\$900.00	\$1,800		
	Toilet Partitio	EA	9	\$850.00	\$7,650		
	Bathroom Acc	EA	17	\$165.00	\$2,805		
	Grab Bar	Sets	5	\$185.00	\$925		
	Baby Changin	EA	2	\$350.00	\$700		
	Mirror	SF	225	\$12.65	\$2,846		
	Identifying De	LS	1	\$30,000.00	\$30,000		
	Install Cart Bu	Allow	1	\$2,500.00	\$2,500		
	Misc. Speciali	SF	87,666	\$2.00	\$175,332		
Specialities						\$224,558	\$2.56
	Kitchen Equip	LS	0	\$1,500,000.00	\$0		
	Dock Bumper	EA	6	\$350.00	\$2,100		

	Docker Levele	EA	2	\$4,500.00	\$9,000		
Equipment						\$11,100	\$0.13
	Seating Furnit	LS	0	\$400,000.00	\$0		
Furnishings						\$0	\$0.00
	Passenger Ele	EA	2	\$80,000.00	\$160,000		
	Passenger Ele	EA	1	\$120,000.00	\$120,000		
	Passenger Ele	EA	0	\$30,000.00	\$0		
	Freight Elevat	EA	1	\$120,000.00	\$120,000		
Conveying Systems						\$400,000	\$4.56
	Core HVAC	SF	0	\$30.00	\$0		
	Shell HVAC	SF	0	\$15.00	\$0		
	HVAC	SF	87,666	\$35.00	\$3,068,310		
	Fire Sprinkler	SF	87,666	\$2.95	\$258,615		
	Plumbing		1	\$279,225.00	\$279,225		
	Groundwater	LS	0	\$50,000.00	\$0		
Mechanical						\$3,606,150	\$41.14
	Service & Dist	SF	87,666	\$4.00	\$350,664		
	Core Power	SF	0	\$3.50	\$0		
	Shell Power	SF	0	\$0.50	\$0		
	Power	SF	87,666	\$6.25	\$547,913		
	Core Lighting	SF	0	\$12.00	\$0		
	Shell Lighting	SF	0	\$0.50	\$0		
	Lighting	SF	87,666	\$9.50	\$832,827		
	Fire Alarm	SF	87,666	\$2.25	\$197,249		
	Telecommuni	SF	87,666	\$1.00	\$87,666		
	Security	SF	87,666	\$2.00	\$175,332		
	Event Room A	LS	1	\$50,000.00	\$50,000		
Electrical						\$2,241,650	\$25.57
Building Subtotal						\$16,127,603	\$183.97
	General Cond	Percent	6%	\$1,129,577			
	Overhead & P	Percent	4%	\$753,051			
	Design Contin	Percent	15%	\$2,823,942			
	A&E	Percent	0%	\$0			
Contingencies						\$4,706,569.69	\$53.69
Total Estimate						\$23,532,848.43	\$268.44

Add 3+ Cost Estimate - Office Core & Shell Each Level							
Total SF	22,475						
Site SF	59,670						
Category	Item	Unit	Qty	\$/Unit	Total Cost	Category Cost	Per SF
	Existing Bldg (CF	0	\$0.31	\$0		
	Site Clearing	SF	0	\$0.59	\$0		
Demolition						\$0	\$0
	Excavation	CY	0	\$6.00	\$0		
	Shoring	SF	0	\$35.00	\$0		
	Backfill & Con	CY	0	\$30.00	\$0		
	Spoil Haul-off	CY	0	\$6.00	\$0		
	Building Grad	SF	0	\$0.39	\$0		
	Gravel under	Ton	0	\$30.00	\$0		
	Sub-slab Drain	SF	0	\$2.00	\$0		
	De-watering	LS	0	\$25,000.00	\$0		
	Site Grading	SF	0	\$0.45	\$0		
	SWPPP	LS	0	\$10,000.00	\$0		
Earthwork						\$0	\$0
	Water & Fire	LS	1	\$10,000.00	\$10,000		
	Storm Drain	SF	0	\$0.55	\$0		
	Sewer Service	LS	1	\$10,000.00	\$10,000		
	Gas	LS	1	\$5,000.00	\$5,000		
	Power	LS	0	\$30,000.00	\$0		
	Comm	LS	1	\$5,000.00	\$5,000		
Utilities						\$30,000	\$1
	Shed Building	SF	0	\$125.00	\$0		
	Outdoor Canc	SF	0	\$100.00	\$0		
	Site Improvements/Landscaping				\$0		
Site Improvements						\$0	\$0
	Curb & Gutter				\$0		
	Entry/Sidewal	SF	0	\$5.00	\$0		
Site Concrete						\$0	\$0
	Site lighting	Allow	0	\$150,000.00	\$0		
	Misc Site Elec	Allow	0	\$50,000.00	\$0		
Site Electrical						\$0	\$0
Site Specialities	Allow	0	\$50,000.00	\$0	\$0	\$0	\$0
Total Site & Demo						\$30,000	\$1
	Continuous Fe	CY	100	\$325.00	\$32,500		
	Spot Footing	CY	0	\$335.00	\$0		
	Dock Wall	SF	0	\$29.68	\$0		
	Elevator Pit Fe	CY	0	\$335.00	\$0		
	Foundation W	SF	0	\$29.68	\$0		
	Concrete Colu	CY	0	\$600.00	\$0		
	Slab on Grade	SF	0	\$4.23	\$0		
	Freezer/Cooler	SF	0	\$12.00	\$0		
	Dock Paving	SF	0	\$4.23	\$0		
	Topping Slab	SF	22,475	\$3.55	\$79,786		
	Concrete Ram	CY	0	\$580.00	\$0		
	PT Slab	CY	0	\$580.00	\$0		
	Concrete Add	CY	0	\$50.00	\$0		
	Interior Concr	Allow	0	\$10,000.00	\$0		
	Bollards	Allow	0	\$2,500.00	\$0		
	Vapor Barrier	SF	0	\$0.19	\$0		
Concrete						\$112,286	\$5.00
	Masonry Wall	SF	0	\$17.68	\$0		
	Exterior CMU	SF	0	\$17.68	\$0		
	Brick Veneer	SF	0	\$20.00	\$0		
Masonry						\$0	\$0.00
	Floor Structur	LB	247,225	\$1.95	\$482,089		
	Roof Structur	LB	0	\$1.95	\$0		
	Metal floor de	SF	22,475	\$2.95	\$66,301		
	metal roof de	SF	0	\$1.95	\$0		
	Mezzanine rail	LF	0	\$325.00	\$0		
	Decorative St	SF	0	\$250.00	\$0		
	Decorative Fri	LF	0	\$350.00	\$0		
	MP Stairs	SF	454	\$53.00	\$24,062		
	Freestanding	LF	45	\$135.00	\$6,075		
	Wall Railing	LF	47	\$75.00	\$3,525		

	Dock Wall Rai	LF	0	\$135.00	\$0		
Metals						\$582,052	\$25.90
	Wood Plates	SF	1,379	\$0.35	\$483		
Carpentry						\$483	\$0.02
	Bar/Counter	LF	0	\$365.00	\$0		
	Reception De	LF	0	\$515.00	\$0		
	Vanity	LF	0	\$265.00	\$0		
	Other Millwor	SF	0	\$5.00	\$0		
Millwork						\$0	\$0.00
	Roof Membra	SF	0	\$3.45	\$0		
	Rigid Roof Ins	SF	0	\$3.25	\$0		
	Roof-top Plaz	SF	0	\$50.00	\$0		
	Roof-top Garc	SF	0	\$35.00	\$0		
	Rigid Wall Ins	SF	5,448	\$2.00	\$10,896		
	R-19 Batt Wal	SF	5,448	\$0.75	\$4,086		
	Moisture/Vap	SF	5,448	\$3.25	\$17,706		
	Sound Batt	SF	5,700	\$0.89	\$5,073		
	Foundation In	SF	0	\$1.65	\$0		
	Foundation W	SF	0	\$7.00	\$0		
	Ext. Framed C	SF	0	\$30.00	\$0		
	Exterior Wall	SF	5,448	\$1.75	\$9,534		
	Exterior Meta	SF	5,448	\$35.00	\$190,680		
	Sunshading D	SF	0	\$65.00	\$0		
	Metal Wall Ca	LF	726	\$12.95	\$9,402		
	Flashing & Sh	SF	1,452	\$6.50	\$9,438		
	Fire Caulking	SF	22,475	\$0.10	\$2,248		
	Caulking & Se	SF	22,475	\$0.25	\$5,619		
Thermal & Moisture Protection						\$264,681	\$11.78
	Double Vestib	EA	0	\$3,850.00	\$0		
	Single Exterio	EA	0	\$1,150.00	\$0		
	Single Interior	EA	3	\$1,150.00	\$3,450		
	Double Exteri	EA	4	\$3,650.00	\$14,600		
	Double Interi	EA	0	\$1,950.00	\$0		
	Single Swingir	EA	0	\$1,650.00	\$0		
	Double Swing	EA	0	\$3,200.00	\$0		
	Overhead Doc	EA	0	\$7,650.00	\$0		
	Sliding Grilles	Allow	0	\$13,230.00	\$0		
	Exterior Curta	SF	0	\$65.00	\$0		
	Exterior Glazi	SF	5,448	\$65.00	\$354,120		
	Interior Glazir	SF	100	\$35.00	\$3,500		
Doors & Windows						\$375,670	\$16.72
	Exterior Wall	SF	10,896	\$4.00	\$43,584		
	Interior Partit	SF	2,740	\$2.25	\$6,165		
	Shart/Stairwe	SF	2,960	\$8.00	\$23,680		
	Gyp Wallboar	SF	16,848	\$1.45	\$24,430		
	Ceilings	SF	1,379	\$3.80	\$5,240		
	Flooring	SF	1,379	\$7.50	\$10,343		
	Restroom Floi	SF	0	\$19.95	\$0		
	Paint Gyp Wa	SF	16,848	\$0.54	\$9,098		
	Ceilings - Pain	SF	0	\$1.81	\$0		
	Sealed Concre	SF	0	\$0.99	\$0		
	Striping	SF	0	\$0.03	\$0		
	Elevator, Stair	SF	0	\$10.00	\$0		
	Paint/Stain D	Leaf	3	\$65.00	\$195		
	Paint Exposed	LS	0	\$10,000.00	\$0		
	Wall Finishes	SF	5,700	\$2.00	\$11,400		
Finishes						\$134,134	\$5.97
	ADA Toilet Pa	EA	0	\$900.00	\$0		
	Toilet Partitio	EA	0	\$850.00	\$0		
	Bathroom Acc	EA	0	\$165.00	\$0		
	Grab Bar	Sets	0	\$185.00	\$0		
	Baby Changin	EA	0	\$350.00	\$0		
	Mirror	SF	0	\$12.65	\$0		
	Identifying De	LS	1	\$250.00	\$250		
	Install Cart Bu	Allow	0	\$2,500.00	\$0		
	Misc. Speciali	SF	0	\$0.50	\$0		
Specialities						\$250	\$0.01
	Kitchen Equip	LS	0	\$1,500,000.00	\$0		
	Dock Bumper	EA	0	\$350.00	\$0		

	Docker Level	EA	0	\$4,500.00	\$0		
Equipment						\$0	\$0.00
	Seating Furnit	LS	0	\$400,000.00	\$0		
Furnishings						\$0	
	Passenger Ele	EA	0	\$65,000.00	\$0		
	Passenger Ele	EA	0	\$120,000.00	\$0		
	Passenger Ele	EA	2	\$35,000.00	\$70,000		
	Freight Elevat	EA	0	\$120,000.00	\$0		
Conveying Systems						\$70,000	\$3.11
	Core HVAC	SF	1,379	\$30.00	\$41,370		
	Shell HVAC	SF	21,096	\$15.00	\$316,440		
	HVAC	SF	0	\$3.00	\$0		
	Fire Sprinkler	SF	22,475	\$2.95	\$66,301		
	Plumbing	SF	22,475	\$2.00	\$44,950		
	Groundwater	LS	0	\$25,000.00	\$0		
Mechanical						\$469,061	\$20.87
	Service & Dist	SF	22,475	\$4.00	\$89,900		
	Core Power	SF	1,379	\$3.50	\$4,827		
	Shell Power	SF	21,096	\$0.50	\$10,548		
	Power	SF	0	\$1.00	\$0		
	Core Lighting	SF	1,379	\$12.00	\$16,548		
	Shell Lighting	SF	21,096	\$0.50	\$10,548		
	Lighting	SF	0	\$4.00	\$0		
	Fire Alarm	SF	22,475	\$2.00	\$44,950		
	Telecommuni	SF	1,379	\$1.00	\$1,379		
	Security	SF	1,379	\$1.00	\$1,379		
	Event Room A	LS	0	\$50,000.00	\$0		
Electrical						\$180,079	\$8.01
Subtotal						\$2,188,696	\$97.38
	General Cond	Percent	6%	\$133,122			
	Overhead & P	Percent	4%	\$88,748			
	Design Contin	Percent	15%	\$332,804			
	A&E	Percent	0%	\$0			
Contingencies						\$554,673.96	\$24.68
Total Estimate						\$2,773,369.78	\$123.40

Add 1 Cost Estimate - Parking level 1							
Total SF	57,645						
Site SF	59,670						
Stalls	126						
Category	Item	Unit	Qty	\$/Unit	Total Cost	Category Cost	Per SF
	Existing Bldg C	CF	0	\$0.31	\$0		
	Site Clearing	SF	0	\$0.59	\$0		
Demolition						\$0	\$0
	Excavation	CY	21,350	\$6.00	\$128,100		
	Shoring	SF	11,000	\$35.00	\$385,000		
	Backfill & Con	CY	1,068	\$30.00	\$32,040		
	Spoil Haul-off	CY	20,283	\$6.00	\$121,698		
	Building Grad	SF	0	\$0.39	\$0		
	Gravel under	Ton	0	\$30.00	\$0		
	Sub-slab Drain	SF	57,645	\$2.00	\$115,290		
	De-watering	LS	1	\$50,000.00	\$50,000		
	Site Grading	SF	0	\$0.45	\$0		
	SWPPP	LS	1	\$10,000.00	\$10,000		
Earthwork						\$842,128	\$14
	Water & Fire	LS	0	\$115,000.00	\$0		
	Storm Drain	SF	57,645	\$0.55	\$31,705		
	Sewer Service	LS	0	\$25,000.00	\$0		
	Gas	LS	0	\$15,000.00	\$0		
	Power	LS	0	\$30,000.00	\$0		
	Comm	LS	0	\$15,000.00	\$0		
Utilities						\$31,705	\$1
	Shed Building	SF	0	\$125.00	\$0		
	Outdoor Canc	SF	0	\$100.00	\$0		
	Site Improvements/Landscaping				\$0		
Site Improvements						\$0	\$0
	Curb & Gutter				\$0		
	Entry/Sidewal	SF	0	\$5.00	\$0		
Site Concrete						\$0	\$0
	Site lighting	Allow	0	\$150,000.00	\$0		
	Misc Site Elec	Allow	0	\$50,000.00	\$0		
Site Electrical						\$0	\$0
Site Specialities	Allow	0	\$50,000.00	\$0	\$0	\$0	\$0
Total Site & Demo						\$873,833	\$15
	Continuous Fo	CY	222	\$325.00	\$72,150		
	Spot Footing	CY	216	\$335.00	\$72,360		
	Dock Wall	SF	0	\$29.68	\$0		
	Elevator Pit Fo	CY	6	\$335.00	\$2,010		
	Foundation W	SF	13,763	\$29.68	\$408,486		
	Concrete Colu	CY	80	\$600.00	\$48,000		
	Slab on Grade	SF	54,420	\$4.23	\$230,197		
	Freezer/Cooler	SF	0	\$12.00	\$0		
	Dock Paving	SF	0	\$4.23	\$0		
	Topping Slab	SF	0	\$3.55	\$0		
	Concrete Ram	SF	3,225	\$5.50	\$17,738		
	PT Slab	CY	2,016	\$580.00	\$1,169,280		
	Concrete Add	CY	2,016	\$50.00	\$100,800		
	Interior Concr	Allow	0	\$10,000.00	\$0		
	Bollards	Allow	1	\$2,500.00	\$2,500		
	Vapor Barrier	SF	0	\$0.19	\$0		
Concrete						\$2,123,520	\$36.84
	Masonry Wall	SF	3,267	\$17.68	\$57,761		
	Exterior CMU	SF	0	\$17.68	\$0		
	Brick Veneer	SF	0	\$20.00	\$0		
Masonry						\$57,761	\$1.00
	Floor Structur	LB	0	\$1.95	\$0		
	Roof Structur	LB	0	\$1.95	\$0		
	Metal floor de	SF	0	\$2.95	\$0		
	metal roof de	SF	0	\$1.95	\$0		
	Mezzanine rail	LF	0	\$325.00	\$0		
	Decorative St	SF	0	\$250.00	\$0		
	Decorative Fr	LF	0	\$350.00	\$0		
	MP Stairs	SF	332	\$53.00	\$17,596		
	Freestanding	LF	42	\$135.00	\$5,670		

	Wall Railing	LF	40	\$75.00	\$3,000		
	Dock Wall Rail	LF	0	\$135.00	\$0		
Metals						\$26,266	\$0.46
	Wood Plates &	SF	0	\$0.35	\$0		
Carpentry						\$0	\$0.00
	Bar/Counter	LF	0	\$365.00	\$0		
	Reception De	LF	0	\$515.00	\$0		
	Vanity	LF	0	\$265.00	\$0		
	Other Millwor	SF	0	\$5.00	\$0		
Millwork						\$0	\$0.00
	Roof Membra	SF	0	\$3.45	\$0		
	Rigid Roof Ins	SF	0	\$3.25	\$0		
	Roof-top Plaz	SF	0	\$50.00	\$0		
	Roof-top Garc	SF	0	\$35.00	\$0		
	Rigid Wall Ins	SF	0	\$2.00	\$0		
	R-19 Batt Wal	SF	0	\$0.75	\$0		
	Moisture/Vap	SF	0	\$3.25	\$0		
	Sound Batt	SF	0	\$0.89	\$0		
	Foundation In	SF	0	\$1.65	\$0		
	Foundation W	SF	71,408	\$7.00	\$499,856		
	Ext. Framed C	SF	0	\$30.00	\$0		
	Exterior Wall	SF	0	\$1.75	\$0		
	Exterior Meta	SF	0	\$35.00	\$0		
	Sunshading D	SF	0	\$65.00	\$0		
	Metal Wall Ca	LF	0	\$12.95	\$0		
	Flashing & Sh	SF	0	\$6.50	\$0		
	Fire Caulking,	SF	0	\$0.10	\$0		
	Caulking & Se	SF	57,645	\$0.25	\$14,411		
Thermal & Moisture Protection						\$514,267	\$8.92
	Double Vestib	EA	0	\$3,850.00	\$0		
	Single Exterio	EA	0	\$2,050.00	\$0		
	Single Interior	EA	5	\$1,150.00	\$5,750		
	Double Exteri	EA	1	\$2,250.00	\$2,250		
	Double Interio	EA	0	\$1,950.00	\$0		
	Single Swingir	EA	0	\$1,650.00	\$0		
	Double Swing	EA	0	\$3,200.00	\$0		
	Overhead Doc	EA	0	\$7,650.00	\$0		
	Sliding Grilles	Allow	0	\$13,230.00	\$0		
	Exterior Curta	SF	0	\$65.00	\$0		
	Exterior Glazi	SF	0	\$65.00	\$0		
	Interior Glazir	SF	0	\$35.00	\$0		
Doors & Windows						\$8,000	\$0.14
	Exterior Wall	SF	0	\$4.00	\$0		
	Interior Partit	SF	0	\$2.25	\$0		
	Shart/Stairwe	SF	0	\$8.00	\$0		
	Gyp Wallboar	SF	0	\$1.45	\$0		
	Ceilings	SF	0	\$3.80	\$0		
	Flooring	SF	0	\$7.50	\$0		
	Restroom Flo	SF	0	\$19.95	\$0		
	Paint Gyp Wa	SF	0	\$0.65	\$0		
	Ceilings - Pain	SF	57,645	\$1.81	\$104,337		
	Sealed Concre	SF	57,645	\$0.99	\$57,069		
	Striping	SF	57,645	\$0.03	\$1,729		
	Elevator, Stair	SF	485	\$10.00	\$4,850		
	Paint/Stain De	Leaf	7	\$65.00	\$455		
	Paint Exposed	LS	0	\$10,000.00	\$0		
	Wall Finishes	SF	0	\$2.00	\$0		
Finishes						\$168,440	\$2.92
	ADA Toilet Pa	EA	0	\$900.00	\$0		
	Toilet Partitio	EA	0	\$850.00	\$0		
	Bathroom Acc	EA	0	\$165.00	\$0		
	Grab Bar	Sets	0	\$185.00	\$0		
	Baby Changin	EA	0	\$350.00	\$0		
	Mirror	SF	0	\$12.65	\$0		
	Identifying De	LS	1	\$15,000.00	\$15,000		
	Install Cart Bu	Allow	0	\$2,500.00	\$0		
	Misc. Speciali	SF	57,645	\$0.50	\$28,823		
Specialities						\$43,823	\$0.76
	Kitchen Equip	LS	0	\$1,500,000.00	\$0		

	Dock Bumper	EA	0	\$350.00	\$0		
	Docker Level	EA	0	\$4,500.00	\$0		
Equipment						\$0	\$0.00
	Seating Furnit	LS	0	\$400,000.00	\$0		
Furnishings						\$0	\$0.00
	Passenger Ele	EA	1	\$65,000.00	\$65,000		
	Passenger Ele	EA	0	\$120,000.00	\$0		
	Passenger Ele	EA	1	\$30,000.00	\$30,000		
	Freight Elevat	EA	0	\$120,000.00	\$0		
Conveying Systems						\$95,000	\$1.65
	Core HVAC	SF	0	\$30.00	\$0		
	Shell HVAC	SF	0	\$15.00	\$0		
	HVAC	SF	57,645	\$3.00	\$172,935		
	Fire Sprinkler	SF	57,645	\$2.75	\$158,524		
	Plumbing	SF	57,645	\$11.00	\$634,095		
	Groundwater	LS	1	\$50,000.00	\$50,000		
Mechanical						\$1,015,554	\$17.62
	Service & Dist	SF	57,645	\$3.00	\$172,935		
	Core Power	SF	0	\$3.50	\$0		
	Shell Power	SF	0	\$0.50	\$0		
	Power	SF	57,645	\$1.00	\$57,645		
	Core Lighting	SF	0	\$12.00	\$0		
	Shell Lighting	SF	0	\$0.50	\$0		
	Lighting	SF	57,645	\$4.00	\$230,580		
	Fire Alarm	SF	57,645	\$1.00	\$57,645		
	Telecommuni	SF	57,645	\$0.50	\$28,823		
	Security	SF	57,645	\$1.00	\$57,645		
	Event Room A	LS	0	\$50,000.00	\$0		
Electrical						\$605,273	\$10.50
Subtotal						\$4,657,903	\$80.80
	General Cond	Percent	6%	\$331,904			
	Overhead & P	Percent	4%	\$221,269			
	Design Contin	Percent	15%	\$829,760			
	A&E	Percent	0%	\$0			
Contingencies						\$1,382,933.90	\$23.99
Total Estimate						\$6,914,669.50	\$119.95

Add 2 Cost Estimate - Parking level 2 & 3							
Total SF	57,645						
Site SF	59,670						
Stalls	126						
Category	Item	Unit	Qty	\$/Unit	Total Cost	Category Cost	Supercategory Cost
Demolition	Existing Bldg t	CF	0	\$0.31	\$0		
	Site Clearing	SF	0	\$0.59	\$0		
						\$0	\$0
	Excavation	CY	21,350	\$6.00	\$128,100		
	Shoring	SF	11,000	\$35.00	\$385,000		
	Backfill & Con	CY	1,068	\$30.00	\$32,040		
	Spoil Haul-off	CY	20,283	\$6.00	\$121,698		
	Building Grad	SF	0	\$0.39	\$0		
	Gravel under	Ton	0	\$30.00	\$0		
	Sub-slab Drain	SF	0	\$2.00	\$0		
Earthwork	De-watering	LS	1	\$25,000.00	\$25,000		
	Site Grading	SF	0	\$0.45	\$0		
	SWPPP	LS	1	\$10,000.00	\$10,000		
						\$701,838	\$12
	Water & Fire	LS	0	\$115,000.00	\$0		
	Storm Drain	SF	57,645	\$0.55	\$31,705		
	Sewer Service	LS	0	\$25,000.00	\$0		
	Gas	LS	0	\$15,000.00	\$0		
	Power	LS	0	\$30,000.00	\$0		
	Comm	LS	0	\$15,000.00	\$0		
Utilities						\$31,705	\$1
Site Improvements	Shed Building	SF	0	\$125.00	\$0		
	Outdoor Canc	SF	0	\$100.00	\$0		
	Site Improvements/Landscaping				\$0		
Site Concrete						\$0	\$0
	Curb & Gutter				\$0		
Site Electrical	Entry/Sidewalk	SF	0	\$5.00	\$0		
Site Specialties	Site Lighting	Allow	0	\$150,000.00	\$0		
	Misc Site Elec	Allow	0	\$50,000.00	\$0		
Total Site & Demo						\$733,543	\$12
Concrete	Continuous Footing	CY	50	\$325.00	\$16,250		
	Spot Footing	CY	100	\$335.00	\$33,500		
	Dock Wall	SF	0	\$29.68	\$0		
	Elevator Pit Footing	CY	0	\$335.00	\$0		
	Foundation Wall	SF	13,763	\$29.68	\$408,486		
	Concrete Columns	CY	80	\$600.00	\$48,000		
	Slab on Grade	SF	0	\$4.23	\$0		
	Freezer/Cooler	SF	0	\$12.00	\$0		
	Dock Paving	SF	0	\$4.23	\$0		
	Topping Slab	SF	0	\$3.55	\$0		
Masonry	Concrete Rammed Aggregate	CY	119	\$580.00	\$69,020		
	PT Slab	CY	2,016	\$580.00	\$1,169,280		
	Concrete Additions	CY	2,135	\$50.00	\$106,750		
	Interior Concrete	Allow	0	\$10,000.00	\$0		
	Bollards	Allow	1	\$2,500.00	\$2,500		
	Vapor Barrier	SF	0	\$0.19	\$0		
						\$1,853,786	\$32.16
	Masonry Wall	SF	3,267	\$17.68	\$57,761		
	Exterior CMU	SF	0	\$17.68	\$0		
	Brick Veneer	SF	0	\$20.00	\$0		
	Floor Structure	LB	0	\$1.95	\$0		
	Roof Structure	LB	0	\$1.95	\$0		
	Metal floor deck	SF	0	\$2.95	\$0		
	metal roof deck	SF	0	\$1.95	\$0		
	Mezzanine railing	LF	0	\$325.00	\$0		
	Decorative Stairs	SF	0	\$250.00	\$0		
	Decorative Front	LF	0	\$350.00	\$0		
	MP Stairs	SF	332	\$53.00	\$17,596		
	Freestanding	LF	42	\$135.00	\$5,670		
	Wall Railing	LF	40	\$75.00	\$3,000		

	Dock Wall Railing	LF	0	\$135.00	\$0		
Metals						\$26,266	\$0.46
	Wood Plates	SF	0	\$0.35	\$0		
Carpentry						\$0	\$0.00
	Bar/Counter	LF	0	\$365.00	\$0		
	Reception Desk	LF	0	\$515.00	\$0		
	Vanity	LF	0	\$265.00	\$0		
	Other Millwork	SF	0	\$5.00	\$0		
Millwork						\$0	\$0.00
	Roof Membrane	SF	0	\$3.45	\$0		
	Rigid Roof Insulation	SF	0	\$3.25	\$0		
	Roof-top Plaza	SF	0	\$50.00	\$0		
	Roof-top Garage	SF	0	\$35.00	\$0		
	Rigid Wall Insulation	SF	0	\$2.00	\$0		
	R-19 Batt Wall	SF	0	\$0.75	\$0		
	Moisture/Vapor Barrier	SF	0	\$3.25	\$0		
	Sound Batt	SF	0	\$0.89	\$0		
	Foundation Insulation	SF	0	\$1.65	\$0		
	Foundation Wall	SF	13,763	\$7.00	\$96,341		
	Ext. Framed Columns	SF	0	\$30.00	\$0		
	Exterior Wall	SF	0	\$1.75	\$0		
	Exterior Metal	SF	0	\$35.00	\$0		
	Sunshading Device	SF	0	\$65.00	\$0		
	Metal Wall Columns	LF	0	\$12.95	\$0		
	Flashing & Sill	SF	0	\$6.50	\$0		
	Fire Caulking	SF	0	\$0.10	\$0		
	Caulking & Sealing	SF	57,645	\$0.25	\$14,411		
Thermal & Moisture Protection						\$110,752	\$1.92
	Double Vestibule	EA	0	\$3,850.00	\$0		
	Single Exterior	EA	5	\$1,150.00	\$5,750		
	Single Interior	EA	0	\$1,150.00	\$0		
	Double Exterior	EA	1	\$2,250.00	\$2,250		
	Double Interior	EA	0	\$1,950.00	\$0		
	Single Swing	EA	0	\$1,650.00	\$0		
	Double Swing	EA	0	\$3,200.00	\$0		
	Overhead Door	EA	0	\$7,650.00	\$0		
	Sliding Grilles	Allow	0	\$13,230.00	\$0		
	Exterior Curtain	SF	0	\$65.00	\$0		
	Exterior Glazing	SF	0	\$65.00	\$0		
	Interior Glazing	SF	0	\$35.00	\$0		
Doors & Windows						\$8,000	\$0.14
	Exterior Wall	SF	0	\$4.00	\$0		
	Interior Partition	SF	0	\$2.25	\$0		
	Shart/Stairwell	SF	0	\$8.00	\$0		
	Gyp Wallboard	SF	0	\$1.45	\$0		
	Ceilings	SF	0	\$3.80	\$0		
	Flooring	SF	0	\$7.50	\$0		
	Restroom Floor	SF	0	\$19.95	\$0		
	Paint Gyp Wall	SF	0	\$0.65	\$0		
	Ceilings - Paint	SF	57,645	\$1.81	\$104,337		
	Sealed Concrete	SF	57,645	\$0.99	\$57,069		
	Striping	SF	57,645	\$0.03	\$1,729		
	Elevator, Stair	SF	485	\$10.00	\$4,850		
	Paint/Stain Deck	Leaf	7	\$65.00	\$455		
	Paint Exposed	LS	0	\$10,000.00	\$0		
	Wall Finishes	SF	0	\$2.00	\$0		
Finishes						\$168,440	\$2.92
	ADA Toilet Partition	EA	0	\$900.00	\$0		
	Toilet Partition	EA	0	\$850.00	\$0		
	Bathroom Access	EA	0	\$165.00	\$0		
	Grab Bar	Sets	0	\$185.00	\$0		
	Baby Changing	EA	0	\$350.00	\$0		
	Mirror	SF	0	\$12.65	\$0		
	Identifying Device	LS	1	\$15,000.00	\$15,000		
	Install Cart Bumper	Allow	0	\$2,500.00	\$0		
	Misc. Specialties	SF	57,645	\$0.50	\$28,823		
Specialties						\$43,823	\$0.76
	Kitchen Equip	LS	0	\$1,500,000.00	\$0		
	Dock Bumper	EA	0	\$350.00	\$0		

	Docker Level	EA	0	\$4,500.00	\$0		
Equipment						\$0	\$0.00
	Seating Furniture	LS	0	\$400,000.00	\$0		
Furnishings						\$0	\$0.00
	Passenger Elevator	EA	0	\$65,000.00	\$0		
	Passenger Elevator	EA	0	\$120,000.00	\$0		
	Passenger Elevator	EA	3	\$30,000.00	\$90,000		
	Freight Elevator	EA	0	\$120,000.00	\$0		
Conveying Systems						\$90,000	\$1.56
	Core HVAC	SF	0	\$30.00	\$0		
	Shell HVAC	SF	0	\$15.00	\$0		
	HVAC	SF	57,645	\$3.00	\$172,935		
	Fire Sprinkler	SF	57,645	\$2.75	\$158,524		
	Plumbing	SF	57,645	\$11.00	\$634,095		
	Groundwater	LS	1	\$25,000.00	\$25,000		
Mechanical						\$990,554	\$17.18
	Service & Distribution	SF	57,645	\$3.00	\$172,935		
	Core Power	SF	0	\$3.50	\$0		
	Shell Power	SF	0	\$0.50	\$0		
	Power	SF	57,645	\$1.00	\$57,645		
	Core Lighting	SF	0	\$12.00	\$0		
	Shell Lighting	SF	0	\$0.50	\$0		
	Lighting	SF	57,645	\$4.00	\$230,580		
	Fire Alarm	SF	57,645	\$1.00	\$57,645		
	Telecommunications	SF	57,645	\$0.50	\$28,823		
	Security	SF	57,645	\$1.00	\$57,645		
	Event Room A	LS	0	\$50,000.00	\$0		
Electrical						\$605,273	\$10.50
Subtotal						\$3,954,654	\$68.60
	General Conditions	Percent	6%	\$281,292			
	Overhead & Profit	Percent	4%	\$187,528			
	Design Contingency	Percent	15%	\$703,229			
	A&E	Percent	0%	\$0			
Contingencies						\$1,172,049.13	\$20.33
Total Estimate						\$5,860,245.63	\$101.66

Theoretical LIHTC structure														
Exective Summary														
Total Uses			per foot*	% of Costs										
Land		\$	-		Included elsewhere									
Hard Costs		\$	12,925,226	\$114	100.00%	*includes parking costs but not parking footage; gross footage								
Soft Costs		\$	-		Included elsewhere									
Developer Fee		\$	-		Included elsewhere									
Financing Expense		\$	-		Included elsewhere									
Hard Cost Continge		\$	-		Included elsewhere									
Soft Cost Continger		\$	-		Included elsewhere									
Reserves		\$	-		Included elsewhere									
Total Uses		\$	12,925,226	\$114	100.00%									
Amenities														
Net Zero Building														
T.O.D. Location														
Clubhouse														
Gym & Exercise Room														
Conference Room														
Creative & Start-up Space (out of basis)														
Bike Repair Room														
Bike Rack														
Bike Wash Station														
Communal Viewing Balconies														
On-site Public Art														
Electric Car Charging														
Free Fiber Internet														
Secured Parking														
Finishes														
Granite Countertops														
Tankless/Unlimited Hot Water														
Stainless-looking Appliances														
Ample Storage														
Walk-in Closets														
Low-Flow Fixtures														
LED Lighting														
9' Ceilings														
Expansive Windows														

Station Center Site Plan and Development Status

