

CRSA

# THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY



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FEASIBILITY STUDY



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# TEAM

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

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**DRAFT: AUGUST 28, 2019**

**Prepared For:**

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## TEAM

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David O'Neil, PPS CO-Founder/Public Market Specialist

Steve Davies, PPS, Public Market Design

Benjamin Becker, ZPFI, Economic Analyst

Larry Lund, PPS, Economic Analyst

The Redevelopment Agency of Salt Lake City issued the Request for Proposal for the PUBLIC MARKET FEASIBILITY STUDY AT THE UTAH STATE FAIRPARK and was the contracting agency for this report. Cara Lindsley served as the Project Manager, and she worked closely with the Consulting CRSA Team and the Steering Committee to ensure that the study provided the data, analyses, and recommendations that will be necessary to inform future decision-making.

CRSA managed the production of the report. The firm directed the consultants, coordinated all community engagement, managed the schedule, and compiled and edited this Discovery Report. CRSA provided preliminary site analysis and all additional necessary architectural and graphic support.

Project for Public Spaces, the consultant team's Public Market Specialist, conducted critical interviews and workshops on public placemaking and one-on-one interviews with selected stakeholders and vendors. They advised the creation of the survey and provided economic input on food-specific analytics in the Salt Lake City region and the area directly adjacent to Fairpark. All other economic, demographic and development data was researched, collected and presented by ZPFI.

The Discovery Phase of the project began in early March 2019 and was completed in early June 2019.





# EXECUTIVE SUMMARY

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

### PURPOSE OF THE STUDY

The Salt Lake City Redevelopment Agency issued a Request for Proposal in August 2018 for Consultants to develop a Public Market Feasibility Study at the Utah State Fairpark. In January 2019, the Redevelopment Agency of Salt Lake City signed a contract with the CRSA team, including subconsultants Projects for Public Spaces (PPS) and Zions Public Finance (ZPFI), to provide a study that would determine if:

- there is sufficient demand and supply to support a permanent year-round public market at the Fairpark that can operate without subsidy;
- the Fairpark provides a viable site, based on the land that is available, adjacent uses, access, and the State's vision for activating the property;
- the preferred development scenario for the public market is a stand-alone project, or part of a mixed-use development.

The following study answers these questions, "yes, with some provisions."

Yes, there are both suppliers and customers who are interested in patronizing a public market at the Utah State Fairpark - however, it should be the right type of market, and it should not directly compete in both products and times with other successful markets, to maximize attendance and revenue.

Yes, the Fairpark is a viable site - but it must address the barriers that both literally and figuratively keep the Fairpark from being outward looking, welcoming, comfortable and busy.

Yes, the market can be a small stand-alone market that evolves into a much larger market district, complemented by a mixed-use development on the fairgrounds.

And, just as important, there is a resounding yes from the community. We have heard from Westside citizens, Technical Advisory Committee members, elected officials, the Fairpark Board and Staff, and the general public that opening the Fairpark to ongoing activities, including a public market, is an excellent idea. They welcome the concept of creating a market that can interface with the Jordan River, encourage more weekday use of the Fairpark, and provide a much needed amenity for the surrounding neighborhood and an inducement for development.

### STUDY APPROACH AND REPORT STRUCTURE

Previous studies have focused on the fresh/prepared foods concept for a public market in the Depot District area of Downtown Salt Lake City. These studies have demonstrated that there is public support for using such a market to support the local food movement, provide entrepreneurship opportunities for small businesses, and energize the economy in a currently underserved part of

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**And, just as important,  
there is a resounding yes  
from the community.**

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downtown Salt Lake City. As the Fairpark is less than two miles from the site of the previously studied market, and the data is fresh, those studies provide a compelling case for the role of public markets and the public appetite for a food-centric market in Salt Lake City, and did not need to be repeated.<sup>1</sup>

Rather, this study concentrates on the feasibility of a public market at the Fairpark, specifically:

- if the Fairpark is a suitable site for this endeavor, and if so, where should it be sited within the park's boundaries;
- if it should stand alone or be part of a mixed-used development;
- what the development and start-up operating costs are;
- and, what an appropriate approach to market development is to achieve long-term success.

Sections 3 - 8 comprise the "Discovery Report". They contain information that is critical for a baseline understanding of the Utah State Fairpark and its surrounding neighborhood. These sections also provide our findings on the conditions that are necessary for successful public market development.

CRSA investigated the potential Fairpark sites and analyzed their physical advantages and disadvantages for use as a public market. ZPFI researched economic conditions and development projections of the area surrounding the Fairpark. These sections include the area's history, economics and demographics, as well as its development potential, ownership, zoning, and market characteristics. PPS researched the competition a public market would have within a five-minute drive time of the Fairpark.

PPS spoke with potential vendors about their willingness to participate in a public market at the Fairpark, as well as leaders in the local food and agriculture fields to better understand the overall vendor mix and product offerings of the Salt Lake City region. The report considers two comparable facilities elsewhere in the United States, and uses them as benchmarks. It assesses the local food suppliers' network to predict vendor availability and the availability of and demand for public markets in the Salt Lake City metropolitan area.

The CRSA team researched public desire for further/on-going activation of the Utah State Fairpark and the development of a public market at that site. The RDA and the consultant team assembled a Technical Advisory Committee made up of key community leaders, neighborhood representatives, and food specialists and engaged them in two initial workshops. Simultaneously, the team collected data from 1,800 respondents using two online surveys; staffed a booth at the Living Traditions Festival, engaging hundreds of diverse participants; conducted one-on-one and group interviews with dozens of stakeholders, businesses, state, city and regional leaders; and visited Westside community and business groups.

With this data in hand, the project team moved to the next phase of the study: developing a hypothetical market program based on the location, suggesting a

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**1 Salt Lake City Public Market Feasibility Study and Development Plan, Market Ventures, Inc., 2/12/2018**

**Salt Lake City Public Market: Rio Grande Depot Feasibility Study and Phase Development Plan, Market Ventures, Inc., 6/25/2012**

product mix based on supply and demand, creating a concept design, and building a financial analysis and recommended ownership and operating structure. Sections 9 – 13 detail our team’s approach to developing a market at the Utah State Fairpark, based on what we know about the site, the competition, and the economics of the area.

Upon completion of this effort, the findings, recommendations and design were compiled, published and presented to the RDA and the Technical Advisory Committee (in two subsequent meetings) for review.

### KEY FINDINGS

#### BASIC FAIRPARK INFORMATION

The Utah State Fairpark is a state-owned property located at 155 North 1000 West in Salt Lake City and Salt Lake County. Including the White Ballfield site, it is a 65-acre campus that is enclosed by perimeter walls and fencing for security.

The Fairpark has been the home of the annual Utah State Fair since 1902. It is listed on the National Register of Historic Places. In 1981, when it was first placed on the Register, there were 27 contributing and 15 non-contributing buildings. The structures that were not yet fifty years old were deemed non-contributing. Since then, some contributing structures were demolished, but the State Historic Preservation Office considers all the remaining structures contributing buildings from an age and integrity standpoint.

The legislature privatized the Fairpark in 1995, and mandated it to be self-sufficient and, therefore, not state-subsidized. Year round events ensure sustainability of the State Fairpark. In 2019, the Utah State Fair Corporation reported 61 events per year and 240 event days scheduled, with a total projected attendance of 551,000. However, there are no on-going events or destinations.

The Utah State Fairpark is managed by the Utah State Fair Corporation, which can bond and is a taxing authority. The Board is open to investment opportunities, and will entertain physical changes as inducements to encourage development of businesses, attractions, and amenities that activate the Fairpark.

#### BASIC MARKET RESEARCH

The demographics and context/connections metrics support a public market economically:

- In the five square miles surrounding the site, there are 7,000 people per square mile, with an estimated food purchase potential of \$40.6 million. There are 36,034 residents and 12,480 daytime workers.
- The average household income in the area adjacent to the Fairpark is just under \$60,000 per year. The average income is somewhat higher (\$71,150) in Salt Lake City as a whole, and all of these areas have good accessibility to the Fairpark.
  - The site is bounded by I-15, I-215 Belt Route, and I-80, which provide good regional accessibility for a market.
  - Half of the Salt Lake City population is within a ten minute drive of the Fairpark. A third of the metro area’s population is within a fifteen minute drive.

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**The Salt Lake City Westside is ripe for redevelopment, and a market amenity could be an inducement for developers. Westside business people believe the market could be an engine for economic development.**

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- Salt Lake City's Westside is ripe for redevelopment, and a market amenity could be an inducement for developers. Westside business people believe the market could be an engine for economic development.
- There are grocery stores, but few restaurants in the surrounding area.

### SITE ANALYSIS

The team analyzed both the 10.5 acre White Ballfield located at 1100 West North Temple and the barns that are located at the southwest corner of the Utah State Fairpark proper at approximately 1150 West North Temple. Other sites on the Fairgrounds were also considered during the Placemaking Workshop, particularly in terms of supporting the eventual build-out of a public market.

**White Ballfield** – The ballfield has been used in the past for parking for the Fairpark's large events. It is separated by North Temple from the Fairpark Campus, and lacks infrastructure. The site is large enough to accommodate a mixed-use development that would include a public market. It has direct access to the Jordan River Trail, and great potential for a housing/retail development. Due to its separation from the Fairpark, a market on this site would not be an effective Fairpark activator. A market on the Ballfield would require a full build-out in one phase. This would be costly and would require the market to perform at full capacity upon completion. Without adjacent uses, it would be difficult to generate the customer traffic necessary for a successful retail business.

**Historic Barns** – The barns have been historically utilized for livestock during the 10-day State Fair. During the rest of the year, the barns have a variety of uses including weddings, movie locations, and boat storage. They have received seismic, mechanical, and electrical upgrades. They could be utilized for market activities immediately, and a more complete build-out for permanent tenants could be implemented as the market grows and funds allow. They are not easily accessed from North Temple or the TRAX station and would require penetration of the North Temple wall to improve visibility and accessibility.

Both sites have access to the Jordan River Parkway, public transit, proximity to the airport, and excellent vehicular access via I-15, I-215 Belt Route, and I-80.

**Zoning and Master Plans** – As state-owned properties, the sites are not subject to zoning overlays. However, zoning, defined project areas and district master plans, prepared by Salt Lake City Corporation, consider this area to be critical to the development of a transit-oriented, mixed-use district. The Salt Lake City RDA plans to use its construction loan programs and community partnerships to develop North Temple into a walkable, transit-oriented corridor.

**Historic District Implications** – Listing on the National Register of Historic Places provides the owner the opportunity to receive federal and/or state tax credits for rehabilitation of the property. The State of Utah is a tax-exempt entity and therefore not eligible to receive historic tax credits. However, a master lease can be structured to pass these credits to the tenant if they are financially responsible for the renovation.



There is significant cultural and material value to the historic buildings and site of the Utah State Fairpark. The buildings are adaptable and can be reused, and are important physical representations of Utah's agrarian history. Additional new construction would be acceptable for revitalization of the area.

**Adjacent Uses** – The Jordan River and the Jordan River Trail are both amenities and concerns for current users and future development. The trail is utilized by cyclists and joggers for recreation; however, relocating homeless service facilities from downtown has encouraged camping and loitering along the trail. The Fairpark is surrounded by low scale and low density commercial and residential properties as well as parking lots and utility office buildings. To the south is a significant multi-line railroad spur.

**Parking** – Currently there is ample parking in the northeast sector of the Fairpark, on the White Ballfield, and to the west of the Jordan River. Parking is a considerable source of revenue for the Utah State Fair Corporation, and is addressed in the Market Program and Financial Analysis sections of this report, as it can impact customer attraction to the market.

**Analysis** – Circulation to and from the site works well for vehicles and vendors. Although the Fairpark is the undisputed community anchor, the year-round perimeter fencing around the entirety of the park can be a barrier for local foot traffic. Because there is no thoroughfare, pedestrians must walk around the Fairpark to the TRAX stop or to the Jordan River. The Fairpark has abundant open space which could become a greater local amenity by giving local residents greater access and new offerings year-round.

### VENDOR ANALYSIS

There are vendors for a number of different products that are interested in participating in the market. Their products are as varied as fresh food, prepared foods, arts, crafts, clothing, personal care items, and other locally made products. Typically vendors continue to be loyal to the markets they have been supplying if they are making money, but can also participate in more than one market.

We have learned that there are a number of vendors from the surrounding area who are interested in finding a low-cost way to enter the market and sell their wares. Our public outreach and vendor interviews suggest that the initial launch of a Fairpark public market would capitalize on the “international” food and crafts offerings that these vendors would provide. Currently, there is no night market operating in Salt Lake City. A night market will provide a different time frame for vendors, and the possibility for multiple market participation.

### COMPARABLE FACILITIES

PPS chose two comparable markets for benchmarking: the Allentown Farmers Market at the Allentown County Fairground in Pennsylvania (established in 1955), and the Stockyard Station Market (established 1887) located in the Historic Stockyards of Fort Worth, Texas. Both markets operate year-round and house a series of independent vendors selling fresh food, prepared foods and general merchandise.

Both Allentown and the Stockyards Station are well established and stable. Both use their historic status to their advantage to attract visitors. Both operate

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**Typically vendors continue to be loyal to the markets they have been supplying if they are making money, but can also participate in more than one market.**

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within a bigger context: Allentown within the fairgrounds; the Stockyards Station within the Fort Worth National Historic District that includes hotels, restaurants and shops. Both contribute to the cultural and economic vitality of the districts in which they are located and are considered by locals as important attractions.

PPS ran a series of key demographic analogs in a 15 minute drive time contour, comparing the two markets with the Fairpark market site in Salt Lake City. Salt Lake City has more favorable overall demographics than either the Allentown Farmers Market or the Stockyard Station Market, and is very healthy in terms of population and spending power. The significant difference between these two markets and the proposed Salt Lake Market at the Utah State Fairpark is that they have both been operating for decades with a customer base that pre-existed the local grocery stores.

15-minute Drive Time Contour	Salt Lake City Fairgrounds	Fort Worth, TX Fairgrounds	Allentown, PA Fairgrounds
Population	372,889	266,176	232,966
Households	139,096	90,707	88,093
Avg HH Income	\$81,982	\$67,760	\$75,234
Per Capita Income	\$26,864	\$26,893	\$28,820
% College Degree +	33.8%	20.9%	27.6%
Food at Home Potential	\$610,724,503	\$384,864,595	\$399,900,336
Food Away Potential	\$434,859,992	\$270,529,775	\$277,500,397

TABLE 01: COMPARABLE FACILITIES TABLE

DEVELOPMENT OPTIONS

At the request of the Salt Lake City Redevelopment Agency and the Utah State Fairpark, the consultant team explored two development options.

The first option considered developing a Public Market on the 10.5 acre White Ballfield site. This site is a largely undeveloped property across the street from the Utah State Fairpark proper, with direct access to the Jordan River Trail. The strength of this site is that it is a blank slate with few limitations, and a market could be integrated into a larger mixed-use development. Development of both the site and the market would likely be expensive. The infrastructure must be first integrated into this site, including utilities, storm drains, parking, pedestrian, vehicular circulation, and filling the ground above the flood plain. The market building would need to be completed in one phase, and open as a fully built-out 30,000+ square foot building. Additionally, in order to be viable, the market would need to financially perform at full capacity, six to seven days a week, immediately upon completion.

The second option explored utilizing a site on the Utah State Fairpark campus. The Fairpark staff, consultants, and Technical Advisory Committee members who participated in a Placemaking Workshop agreed that the three historic barns that flank North Temple Street at 1100 West provide the best market opportunity. These barns have recently been seismically upgraded and have fully functional HVAC and electrical systems. They are currently used for a number of diverse activities, and a public market could be phased into the barns over a 5 year period. The first phase would utilize only two barns and initially only be open a day or two per week. Based on the market’s success, the endeavor

Salt Lake City has more favorable overall demographics than either Allentown Farmers Market or the Stockyard Station Market, and is very healthy in terms of population and spending power.

could grow organically, spreading to the surrounding areas and the third barn. The barns could be upgraded as necessary to support the vision and business plan of the operators. Eventually, the market could evolve into an entire market district, incorporating all five historic barns, and integrating the outdoor areas and the Jordan River into its programming.

The second option was more fully developed in this study, given its clear advantages of a quick market launch, phased and organic growth of the operation, and the need for significantly lower financial investment.

### COMMUNITY OUTREACH

The concept of a public market is attractive to most constituents. An international market, a night market, and a beer garden had great support. Many people are eager to see the Fairpark utilized more regularly for ongoing activities, but believe it will need investment in order to overcome the perception that it needs facility and landscape upgrades, better parking options, and more access directly from North Temple.

The key takeaways from public community engagement, one-on-one interviews, and Technical Advisory Committee meetings are revealing. There are many opportunities:

- The Westside neighborhoods need a local community amenity
- A flexible, multi-use destination would draw from the metropolitan area
- The Jordan River Trail and TRAX stop are great assets
- Local food entrepreneurs are looking for opportunities and space
- Product mix can both reflect and cater to Westside residents
- Product mix can be distinct from other Salt Lake City markets
- There is a need for permanent space for job skill development and business incubation

There are also some concerns:

- Markets are financially challenging, requiring adjacent spin-off opportunities
- There are negative perceptions of the Fairpark site, and its deferred maintenance of structures and open space
- Fairpark needs consistent/streamlined marketing
- Existing parking, traffic, and access to the site won't support a public market
- Resistance to Westside gentrification and neighborhood change
- The market might not be the highest and best use of Fairpark structures for the Utah State Fair Corporation, which is mandated by the state to be profitable

There is near universal public support for better utilization of the Fairpark and accessibility to the local neighborhood by integrating year-round activities. Because of the tall, solid wall on North Temple, passersby cannot see the events and activities that already occur on-site. A number of people who responded

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**The Fairpark staff, consultants, and Technical Advisory Committee members who participated in a Placemaking Workshop agreed that the three historic barns that flank North Temple Street at 1100 West provide the best market opportunity.**

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**To be successful, the market at the Fairpark should capitalize on what it already has.**

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to the survey or participated in our discussions believe that the Fairpark only hosts the Utah State Fair, and had no idea of the myriad events that are listed in Section 03 - FAIRPARK BACKGROUND.

Fortunately, a public market can capitalize on most of the opportunities, and most of the concerns can be remedied with critical site planning/design, smart scheduling and sufficient marketing. The financial issues are addressed by our recommendations to phase the market's development over at least a five to seven year period.

### MARKET VISION

The Public Market at the Utah State Fairpark can be an additional activator of the Fairpark, a needed Westside amenity, and an important community connector. Nonetheless, public markets are expensive to build, stock and operate. To fully build-out a new public market building would require funding in the \$30 million range, and if it were not catering to a very specific niche, runs the risk of being in direct competition with other markets and proposed projects that have a loyal vendor pool, and management and operations structures in place.

To be successful, the market at the Fairpark should capitalize on what it already has: three to five buildings and a site that can be immediately put to use, and an experienced event staff, that although is not skilled in public markets understands how to best utilize the existing property. It should slowly build what it doesn't have – an identity, a vendor pool, and a customer base.

### RECOMMENDATIONS:

To create the successful market described above, we suggest utilizing the ***Lighter, Quicker, Cheaper*** model. Simply put, this would mean start small, and grow organically. This is a low-risk strategy that would be relatively inexpensive to implement, self-sustaining (if not immediately profitable), and from an environmental point of view, more green, as it utilizes an existing building.

The only immediate larger-ticket capital expense is removing the wall between Barns 8 and 9 and replacing it with a grand entrance secured by an ornamental gate. This entrance will offer better transparency and pedestrian access from North Temple at the TRAX (light rail) stop into the Fairpark and will go far to providing the much needed permeability: allowing passersby to see that the Fairpark is active year-round. If the gate were open from 8 am to 10 pm, it would help dispel the perception that the Fairpark is difficult to access and not welcoming. Public Market or not, this gateway will provide a much needed view into the Fairpark from North Temple.

Phase 1 of the proposed public market would launch as a temporary, one or two days per month operation using tables, chairs, pop-up tents and food trucks in and around Barns 8 and 9. The market can utilize the Fairpark's existing picnic tables, benches, and stage. Recognizing that the Westside has a very ethnically diverse community, and that there are entrepreneurs who are looking for a marketplace for their foods and goods, we suggest that the operators of the market look first to the "New American" population for their vendor pool and establish an international market. Currently, there is no international market in Salt Lake City so there would be no head-on competition. Additionally, there is no night market operating in Salt Lake City. An international market could work independently or in tandem with a night market.



It is critical that the Fairpark Market creates its own market niche that differentiates itself from the themes of other existing or proposed markets. Ideally, it is open at times other markets are not open, like evenings and Sundays, and connects to the surrounding Westside neighborhoods. By doing this, established market vendors as well as emerging food entrepreneurs could participate in the other markets.

The Market will need a minimum of 32 - 35 vendors at launch to break even. Based on its success level, the market will grow into the surrounding barns and sites. We anticipate that the number of operational days can incrementally grow as well. Although growth will depend on a number of factors, including effective operations, branding, marketing, adjacent programming, and competition, we project that at the end of three years, the number of vendors will have grown to 120, and the market will be open one day per week.

Phase 2 (years 4 - 9) will see the full build-out of Barns 8, 9 and 10 - replacing the temporary tables with permanent tenant space, and further growth of the outdoor space surrounding the three barns to include more seating, permanent performance space, play spaces for children and families, and additional beautification. By Phase 2, the indoor markets in Barns 8 - 10 will be open four days per week, year round. The outdoor market will be open once a week (or more) as customers demand, and the weather permits. During Phase 2, another entry point will be opened on North Temple between Barns 9 and 10. Consideration can be made for a connection to the Jordan River, and utilities capacity expansion.

Phase 3 (years 10+) achieves the vision of a market district that is supported by mixed-use development. The possibilities are limitless and hypothetical - but can include the renovation of the two additional historic barns as well as new construction. Restaurants, retail, and recreation opportunities can be developed on campus and extend north to the Mall. An urban farm, dog park, and outdoor climbing wall could animate the Central Green. This district would be an inducement for housing/office/retail developers on surrounding properties, including the White Ballfield.

### MANAGEMENT OPTIONS

There are three likely options for managing the Fairpark Public Market.

- 1. The Utah State Fair Corporation plans, develops, and manages the entire project in-house using existing event staff, or an individual they hire or with whom they contract.**
- 2. The Utah State Fair Corporation issues a Request for Proposal to solicit an outside entity to manage the market's day-to-day operations.**
- 3. A Hybrid - the market is jointly operated by the Fairpark and an outside entity.**

Of the three, the third is preferable, as it allows the Fairpark to maintain control of certain functions, but to outsource others to a person, persons or organization that has expertise in market operations.

The management structure of the market is likely to evolve as the market grows and becomes more permanent. Fortunately, there are many models nationally

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**It is critical that the Fairpark Market creates its own market niche that differentiates itself from the themes of other existing or proposed markets.**

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that can be emulated. These include: municipality-owned markets operated by a city department, municipality-owned markets operated by a non-profit organization, municipality-owned markets operated by a for-profit private organization, or privately owned markets. No matter the management option chosen, the Utah State Fair Corporation will continue to be involved to some degree in the management of the market to ensure that its operations and business practices are in line with the Fairpark's mission and goals.

### FINANCIAL ANALYSIS AND PRO FORMA

The objective of *Lighter, Quicker, Cheaper* is to focus on the essence of the market: the vendors, their goods, and the excitement of events. Significant capital investments, infrastructure, and more permanent features can be added as they become affordable. There is less initial risk, less upfront financial investment, and great flexibility to experiment with different products, layouts, themes, entertainment, and added events.

*The financials are laid out in Section 13 and Appendix H.*

### OPERATING/MANAGEMENT EXPENSES

Start-up costs, which include pre-opening management and planning, growth management, public relations relationships, programming, outreach, fundraising, fees, and permits, total \$135,000 for Phase 1. Phase 2 grows that number to \$325,000 which includes tenant allowance for a minimum of improvements on the barn interiors including utility hookups, a clean pad, and access to drains and lighting.

### CAPITAL EXPENSES

In creating the Conceptual Design, we made decisions that may be implemented before the market opens or incrementally as the market grows in both Phases 1 and 2, or not at all if the design were to change and incorporate other elements. The capital expenses represented in Section 13 and the spreadsheets in Appendix H represent a cost estimate based on the Conceptual Design provided in this document.

At a minimum, there would be costs associated with opening the wall, signage, and ensuring accessibility between the barns that we would highly recommend prior to opening. Although we have estimated roughly \$800,000 if all the Phase 1 improvements were implemented, the market could be launched for significantly less in capital expenditures. In Phase 2, the cost estimates include \$2.5 million in interior upgrades to build-out the barn to accommodate vendor stalls, commercial stalls, and kitchen and restaurant seating areas, and an additional \$765,000+ in exterior improvements.

In both cases, we have added an additional 30% to cover General Conditions, Overhead and Profit, Fees, Escalation and Contingency costs.

### TOTAL ESTIMATED COSTS

All in, the costs for Phase 1 for operations, management, programming and capital upgrades are an estimated \$1.1 million. For Phase 2, total operations and build-out is approximately \$4.5 million.

Additionally, although not directly related to building or operating a public market, the historic barns, which are currently used for livestock during the State

Fair, would need to be replaced once the market becomes a full-time operation. The Utah State Fairpark Staff has reported that the historic barns are antiquated and that they would prefer to have newer facilities that are closer to other animal-related programs on the fairgrounds and easier to clean. A rough replacement cost is \$1.2 million per barn to purchase and construct metal buildings for livestock, for a total of \$3.6 million.

## SUMMARY

No business endeavor is risk free, but if the right market is planned carefully and implemented strategically, a market at the Utah State Fairpark could be a very successful venture.

***Is there sufficient demand and supply to support a permanent year-round public market at the Fairpark that can operate without subsidy?***

**Yes.** Salt Lake City has a market environment that is thriving. Vendors are on a waiting list for the Downtown Farmers Market, and incubator kitchens are providing food entrepreneurs a place to start businesses without brick and mortar investment. Food trucks are very popular. The west side of Salt Lake City needs more restaurants and particularly more areas to gather and socialize. The nature of the market will play a huge part in determining which vendors will participate. We encourage the Fairpark Market to focus on international offerings, combined with a night market. Community outreach indicates that there is great interest in both of these themes, and Salt Lake City has neither as of yet.

***Does the Fairpark provide a viable site, based on the land that is available, adjacent uses, access, and the State's vision for activating the property?***

**Yes, with provisions.** There are several strengths to the site: the existing barns which can be readily adapted for market use, the trained event staff, the desire of the Utah State Fair Corporation for on-going uses, and other activities that can be scheduled around a market. The Fairpark is easily accessible by many transportation routes, and there is a light rail stop directly adjacent to the barns on North Temple. The challenges include the perception of the Westside as dangerous, the need for perimeter fencing to secure the site from vagrancy is not welcoming, and paid parking. The challenges can be remedied with thoughtful planning and design to improve transparency, visibility and the perception of the Fairpark as a safe public place.

***Is the preferred development scenario for the public market a stand-alone project, or part of a mixed-use development?***

**Yes and Yes.** The preferred development scenario would be to launch the public market in the existing barns and let it grow organically. If it is successful, it could be integrated into a more extensive public marketplace district that includes a variety of hospitality, entertainment and retail concerns.

## COMPARISON TO PREVIOUS SALT LAKE CITY PUBLIC MARKET STUDIES

Finally, this study stands on its own. Because this is the fourth public market feasibility study, and the second study that the RDA has commissioned, there

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**The object of Lighter, Quicker, Cheaper is to focus on the essence of the market ... the vendors, their goods, and the excitement of the event.**

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was significant confusion among constituents if the recommendations of this study would impact the development of a downtown market. There will inevitably be some comparison with the previous studies.

Although some of the data collected for the most recent downtown study is relevant – national trends, regional demographics, drive times, the vendor pool and competitive analysis – this study is not derivative, and what comparisons are drawn, should be drawn carefully. There are two significant differences: the 2018 study for a downtown market evaluated the development of a fresh/prepared food market located in a new building with adjacent development; this study evaluates the development of a Fairpark market in an existing historic facility on an existing campus, with a product mix appropriate for the Fairpark and its surroundings.

As the downtown market is planned but not yet developed, this study assesses only the current food and market competitive climate. Additionally, our findings show that a public market at the Fairpark could potentially survive simultaneously with a downtown market. It could have a different product mix, different schedule, and its implementation could be phased and could work within the framework of other retail, entertainment, recreation and restaurant development in and around the Fairpark.

Moreover, the three previous studies not only assumed a site downtown, but also that Urban Food Connections of Utah, the operator of the Downtown Farmer's Market, would be responsible for management, operations and fundraising for a permanent downtown facility. At this juncture, this Fairpark market has neither the advantages nor the constraints of the downtown market, which has been decades in the creation. This study is an investigation to discover the necessary elements for the success of a public market at the Fairpark – given the right product mix, the right site, and the right development model.

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**The preferred development scenario would be to launch the public market in the existing barns and let it grow organically. If it is successful, then it could be integrated into a more extensive public marketplace district that includes a variety of hospitality, entertainment and retail concerns.**



# FAIRPARK BACKGROUND

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

### Mission: Preserving Utah's Traditions

Key to understanding the Fairpark as a site for a public market is understanding that it is a 65 acre state-owned property that is located within the boundaries of Salt Lake City and Salt Lake County. As such, the state has the responsibility to preserve and maintain the property, but defers the operations and programming of the State Fairpark to Utah State Fair Corporation Staff and Governing Board.

Although the Fairpark strives to be a good neighbor to the surrounding business and residential areas, neither the City nor the County has a fiscal interest or responsibility for the park. Most respondents agree that although the Fairpark is being programmed more frequently, the large campus is underutilized when the 10-day fair is not running. There also is a perception that the state has deferred maintenance at the park and it needs "a fresh coat of paint".

The RDA, in partnership with the Fairpark, commissioned this study to determine if a public market might be a viable way to further activate the Fairpark, trigger nearby development, and be a catalyzing force for economic stimulation in the northwest section of Salt Lake City, which has not attracted a large share of investment by either the private sector or municipal government.

### FAIRPARK GOVERNANCE AND MANAGEMENT

The purpose of the Fairpark's administration and governance bodies is to:

- Manage, supervise, and control activities relating to the annual exposition (Utah Code 63H-6-103 "Amended SB 173")
- Bring economic opportunity to the Fairpark community by increasing the number of events hosted by the Fairpark
- Promote and highlight agriculture
- Acquire, develop and designate exposition sites

In 1995, The Utah State Legislature enacted the "State Fair Act", which privatized the Utah State Fair Organization. The Utah State Fair Corporation thereafter became an independent non-profit State Agency. As per the State Fair Act, "the State of Utah is not liable for the corporation's obligations, expenses, debts, and liabilities." Therefore, the governing board is mandated to make the fair profitable, and works diligently to establish events year-round to ensure its sustainability.

The Governing Board's Composition:

- Director of Division of Facilities Construction Management or designee
- The Commissioner of Agriculture and Food or designee

**... the state has the responsibility to preserve and maintain the property, but defers the operations and programming of the State Fairpark to Utah State Fair Corporation Staff and Governing Board.**

- Two members appointed by the Senate, who have business related experience and are not legislators
- Two members appointed by the Speaker of the House, who have business related experience and are not legislators
- Four members appointed by the Governor with the consent of the Senate as follows: two members who represent agriculture interests and two members with business experience
- One member appointed by the Mayor of Salt Lake City, with the consent of the Senate, who is a resident of the neighborhood located adjacent to the Fairpark
- A representative of Salt Lake County, if Salt Lake County is party to an executed lease agreement with the corporation
- A representative of the Days of 47 Rodeo, if the Days of 47 Rodeo is party to an executed lease agreement with the corporation
- A representative selected by Utah Farm Bureau to represent agriculture

Board members serve one four year term that expires on December 1, four years after the year they were appointed.

In making appointments to the Board, the President of the Senate, the Speaker of the House, the Governor, and the Mayor of Salt Lake City ensure that the terms of approximately 1/4 of the appointed board expire each year. Except as provided in (3) (c) SB 173.

### Staff

The staff of ten is led by an Executive Director and includes employees responsible for sales, events, sponsorships, facilities, and finance.

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**... a master lease can be structured to allow  
the tax credits to be passed on to the entity  
improving the property.**

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### National Register Of Historic Places Designation

In the Site Analysis Section 04 of this report, we describe the historic nature of the site and the implications of the National Register of Historic Places Designation. In the context of this study, it is important to know that there are advantages to the designation. Key among them are the potential for tourist trade, and the availability of Federal and/or State Historic Tax Credits. Although the Fairpark is owned by the state, and government agencies cannot receive the credits, a master lease can be structured to allow the tax credits to be passed on to the entity improving the property.

### Fairpark History, Use, And Management

Information extracted from the Request for Proposal issued by the Salt Lake City RDA in August 2018):

“The Utah State Fair is recognized as a consistently successful State Fair, but it is likely that the Fairpark grounds and facilities could be better used and activated throughout the year when the fair is not operational. The State of Utah completed a master plan and a land use study in 2013 and 2014, respectively, to evaluate potential options for activating the Fairpark.

The Utah State Legislature’s Legislative Management Committee created a Fairpark Working Group in 2015 to review the State Fairpark and its long-term viability. At the end of its review, the group formally recommended that the Utah State Fair remain at its current location, and in 2016 the Utah State Legislature appropriated \$10 million for infrastructure improvements to support the enhancement and greater utilization of the Fairpark. During the same legislative session, the Utah State Fair Corporation (the “Corporation”), the entity charged with running the State Fair and other events on the fairgrounds, was provided tools to assist the Corporation in its efforts to expand the existing use of the State’s property. These tools include:

- the ability to generate revenue by collecting tax equivalent payments on any property that is developed within the Fairpark.
- the ability to issue corporate bonds.

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**The State’s vision for activating the Fairpark is centered around a year-round, multi-use development that incorporates and embraces the Jordan River Trail and surrounding neighborhood.**

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With these tools, when the Corporation enters into agreements to develop property within the Fairpark, such property will be State-owned land that is made available through lease agreements with terms up to 50 years with options to renew. Furthermore, development projects will be required to make a tax equivalent payment to the Corporation each year, and the State and the managing partner of the development project could decide to share the revenue generated by the project.

The State’s vision for activating the Fairpark is centered around a year-round, multi-use development that incorporates and embraces the Jordan River Trail and surrounding neighborhood. The development is envisioned to include the following elements:

- Restaurants
- Small retail pads
- Space for a small outdoor retailer and rental shop (skis, bikes, canoes)
- Short-term accommodations (nationally branded hotel)
- Long-term relationships through long-term leases with tenants or management companies for market-rate housing
- Parking”

EXISTING PROGRAMS AT FAIRPARK

Since 1902, the Utah State Fairpark has hosted the Utah State Fair. Annually the state fair runs ten days from late August to early September. The fair uses the entire 65 acres of the Fairpark. The remainder of the year, the Utah State Fair Corporation makes space in existing structures available for short- and long-term lease. Year-round events ensure the sustainability of the Utah State Fair and the Fairpark, although there are no on-going events nor destinations. In 2019, the Utah State Fair Corporation reported 61 events per year, 240 event days, and an estimated 551,000 attendance at events.

NON-FAIR EVENTS BY BUILDING/SPACE

Source: Graziela S. Appel, Sales & Events Director, Utah State Fairpark

Historic Barns

- Boat Storage
- Pumpkin Nights
- The Market Beautiful

Promontory Building

- Weddings
- Western Winter Sports Representative Association (WWRSA)
- Super Pet Adoption
- Festivals
- School Dances
- Expo shows

Grand Building

- Utah Scottish Festival
- Western Winter Sports Representative Association (WWRSA)
- Super Pet Adoption
- Wasatch Reptile Show
- Weddings
- Quinceaneras
- Utah Beer Festival
- Expo Shows
- Graduation Parties
- School Dances
- Banquets

Zion Building

- Utah Cat Show
- Weddings
- Community events
- Cooking demonstrations
- Family Reunions
- Fundraising events
- Pioneer Building
- Weddings
- School Dance
- Community events
- Fundraising events
- Banquets

Center Malls

- Saboroso Festival
- Utah Beer Festival
- Utah Scottish Festival
- 5K Races
- Super Pet Adoption

Arena

- Days of 47
- Jaripeos
- Concerts
- Barrel Racing
- Motor Sports Events









**HISTORIC BARN**



**HISTORIC BARN**



**WHITE BALLFIELD**

# SITE ANALYSIS

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

### Site Description

There are two proposed sites for the Public Market at the Utah State Fairpark. Both sites, owned by the State of Utah, are managed by the Utah State Fair Corporation. The first would incorporate three existing historic barns at the southwest corner of the Fairpark proper, approximately 1150 West North Temple, and consists of approximately 4 acres within the overall 65 acre Fairpark. The second site is located on the historic White Ballfield site, located at 1100 West North Temple, and consists of approximately 10.5 acres.

### Barns Site

While the Fairpark has over two dozen structures, the immediate area surrounding Barns 8, 9 and 10 are currently used primarily during the 10-day State Fair as animal show barns and are available for lease or rent for events or as storage during the remainder of the year. These three historic barns, fronting North

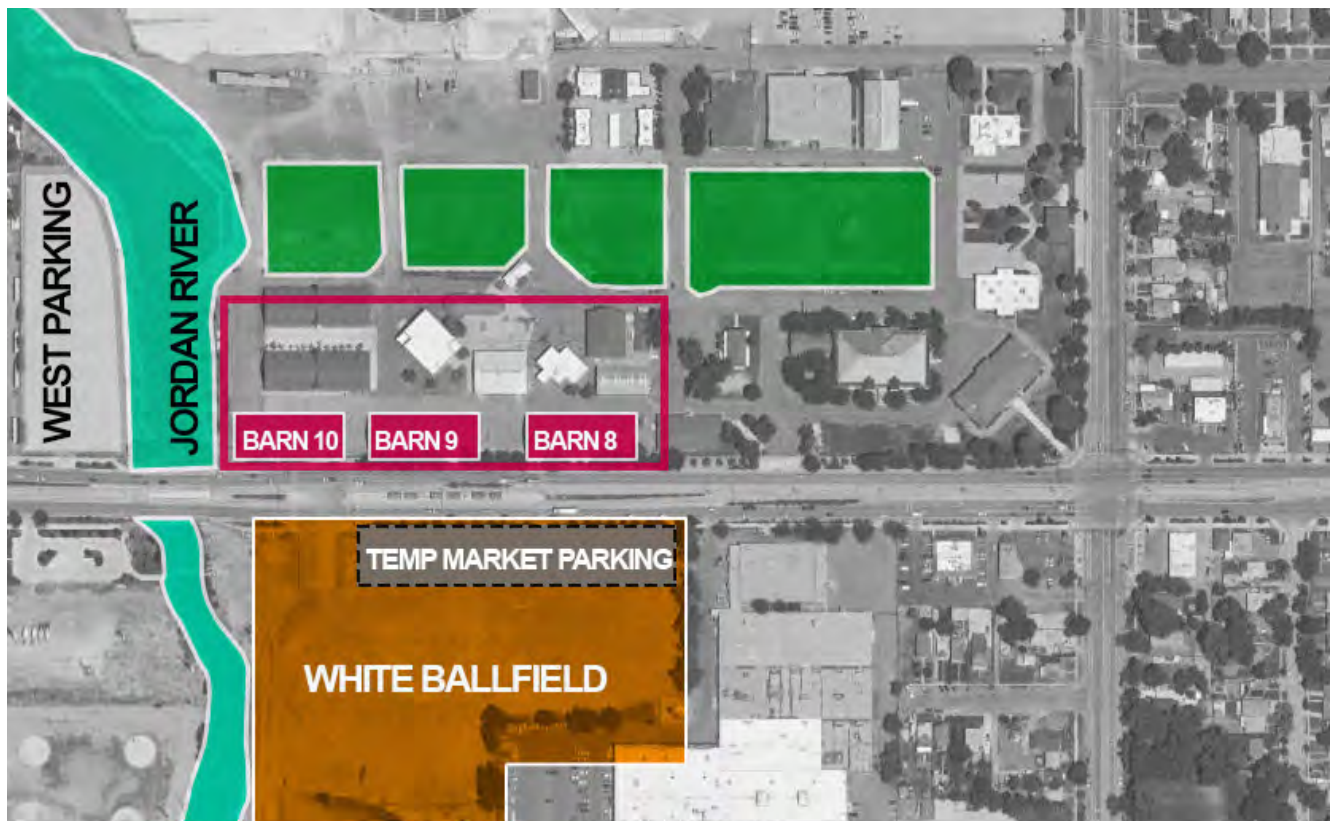


FIGURE 01: NEIGHBORHOOD CONTEXT AND CONNECTIONS

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**Each barn consists of approximately 14,050 square feet of leasable space for a total of 42,150 square feet collectively.**

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Temple, are in good working condition. Each has received structural improvements so that they will withstand a seismic event. The barns have had windows replaced and improvements made to mechanical and electrical systems within the last ten years. Each barn consists of approximately 14,050 square feet of leasable space for a total of 42,150 square feet collectively.

### **White Ballfield Site**

The land contains no structures. The site is currently used for parking during the State Fair and other events at the Fairpark. It is bordered on the north by North Temple, on the west by the Jordan River, on the south by a railroad spur and on the east by a one-story commercial structure.

### **Property Ownership and Site Development Opportunities**

Both sites are owned by the State of Utah and managed by the Utah State Fair Corporation. Under State Bill (SB-173 of Utah Code 63H-6-103) the Utah State Fair Corporation has control of site development opportunities with approval of the Division of Facilities and Construction Management (DFCM) and/or the State Legislature. The Utah State Fair Corporation is a non-profit independent state agency with a purpose to:

- Manage, supervise, and control activities relating to the annual exposition (Utah Code 63H-6-103 “Amended SB 173”)
- Bring economic opportunity to the Fairpark community by increasing the number of events hosted by the Fairpark
- Promote and highlight agriculture
- Acquire, develop and designate exposition sites

The Legislature privatized the Fair by statute in 1995 known as the State Fair Act.

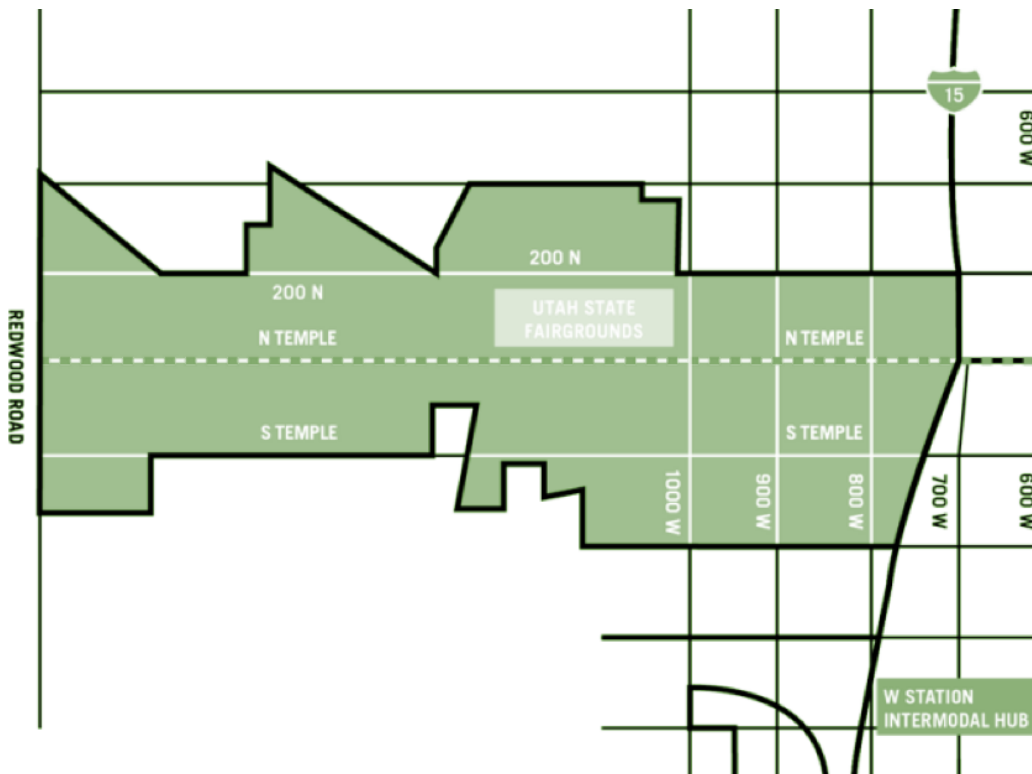
### **State Involvement and Expectations in the Fairpark**

- The State of Utah is not liable for the corporation’s obligations, expenses, debts, or liabilities.
- The corporation shall, following the close of each fiscal year, submit an annual report of its activities for the preceding year to the governor and the legislature.
- Conduct an annual audit of the corporation’s finances, policies and procedures. The audit will be conducted by the state auditor’s office and the findings made public.

### **Zoning and Fairpark District**

State-owned properties and facilities at the Fairpark are not subject to zoning overlays, but the study’s authors acknowledge zoning, defined project areas and district master plans have all considered the area within the Fairpark that borders North Temple to be integral to the development of a transit-oriented district of mixed uses that support retail, residential and walkable environments that benefits all city residents.

The sites are zoned Transit Station Area Special Purpose Station (TSA-SP-C), which is defined by Salt Lake City as “typically centered on a specific land use or large scale regional activity. These areas are generally served by a mix of transit options, usually light rail or bus. New development is limited due to the nature



**FIGURE 02: SITE ANALYSIS MAP:** The proposed sites are within a Tax Increment Financing district (TIF) that was established in 2013 and includes the area from I-15 to Redwood Road and mostly falls within two blocks north and south of North Temple.

of the primary function of the area, but redevelopment of underutilized parcels is likely to occur. Land uses such as restaurants and retail support the dominant land use and attract people to the area.” While state owned property is not required to comply with zoning regulations, it will be important for designers to understand and attempt to address zoning guidelines, which were established to support the transit-oriented development along North Temple.

The area is part of the Salt Lake City RDA’s North Temple Project Area. The North Temple Project Area (NT) is a major entryway to Salt Lake City. Served by the TRAX airport light rail line, or “Green Line,” the North Temple Corridor connects Downtown to the Salt Lake City International Airport, making the area an opportune site for new transit-oriented development. The RDA is working to attract catalytic and infill development to the area by promoting and utilizing its construction loan programs, and through community outreach partnerships. The area’s form-based zoning and significant street improvements are meant to transform it into a vibrant, walkable, transit-oriented corridor.

### North Temple Boulevard Plan | Adopted 2010

The North Temple Boulevard Plan provides a framework for land use and urban design decisions that will be required as North Temple changes from an auto oriented street to a street that accommodates mass transit, pedestrians, bicyclists and automobiles, and provides transportation options for people of all ages and abilities. During 2009 workshops, the Fairpark Station Area comments included requests for:

- More frequent and active uses at the Fairpark, particularly along North Temple

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**The State of Utah  
is not liable for  
the corporation’s  
obligations,  
expenses, debts,  
or liabilities.**

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- Community connections through the Fairpark
- Land uses that can benefit from the proximity to the Jordan River

North Temple Development Policies from the plan include:

- Mobility: Improve the pedestrian environment to create a walkable transit-oriented neighborhood.
- Mix of Uses: Intensify the mix of uses around the Fairpark Station and the Jordan River.
- Placemaking: Create safe, vibrant and useful public spaces.
- The Jordan River: Transform the Jordan River into a centerpiece of the corridor.

The North Temple Boulevard Plan includes the Fairpark Station Area Plan. “The Core Area is the land closest to the station that is likely to see the most significant changes over time. Due to the nature of existing development, it is anticipated that future development will be limited to the Utah State Fairpark and the Former White Ballfield property.” However, subsequent study has determined that the nature of this quote only applies to future development.

### **Fairpark Station Area Plan**

The Fairpark Station Area Plan is also guided by the same four policies to “guide future infrastructure improvements and land use decisions and will provide the regulatory framework for development.” The consultant team reviewed the design guidelines and will follow them where possible. Areas where the Fairpark Public Market Plan diverges from the guidelines (taken from the North Temple Boulevard Plan):

- Establishing more direct pedestrian routes through the Fairpark, north/south and east/west for mid-block walkways, and the implied change in security policy, which will need to be addressed.
- Developing street level activities on the North Temple sidewalks will require programming, designing and activating spaces, which will need to be addressed.
- The activation of the Fairpark ground plane to support a wide variety of uses is desired, but the specifics have not been defined and must be addressed.

### **Preservation**

The Utah State Fairpark, registered on the National Register of Historic Places, contains a number of historic structures and are the primary historical resources.

### **Historical Register Listings**

Both the State Fairpark site and the surrounding Fairpark neighborhood are listed on the National Register of Historic Places. The National Register of Historic Places includes resources that have historic, cultural, archaeological, or architectural significance at the local, state, or national level.

The Fairpark site is listed on the National Register of Historic Places, under the historic name ‘Utah State Fair Grounds’. The listing was approved in 1981. The significance of the Fairpark property is at the state level. At the time of the listing (1981), there were 42 buildings/structures documented on the site and 27 of these contributed to the historic and/or architectural significance of the site. The

other 15 buildings were, at the time, considered out of period (less than 50 years old) and/or did not have historic or architectural significance. Most, if not all, of these buildings are now over 50 years of age and would be considered contributory to the historical and architectural significance of the site.

Additionally, other changes have happened to the site in the ensuing 33 years since it was listed on the National Register. This includes the demolition of some contributing historic structures. From an age and integrity standpoint, the State Historic Preservation Office believes nearly all of the current buildings on the site are contributing historic structures.

The surrounding Fairpark neighborhood is also listed on the National Register of Historic Places as part of the Salt Lake City Northwest Historic District. The historic district was listed in 2001 and consists of 28 blocks, roughly bounded by 1100 West, 600 North, 500 West, and North Temple (minus the Fairpark property, which is listed individually). This district consists primarily of single-family homes (90%), but also includes multi-family dwellings (7%), and commercial structures, public, and quasi-public/ religious buildings (3%, collectively). It has a high level of integrity (77% of buildings are considered contributing to the District's historic nature).

About 15% of the buildings were considered out-of-period and thus, non-contributing at the time of listing. These are now likely eligible and contributing, which would increase the level of integrity further.

**From an age and integrity standpoint, the State Historic Preservation Office believes nearly all of the current buildings on the site are contributing historic structures.**



**FIGURE 03: FAIRPARK LOOK WEST OVER JORDAN RIVER AND BEYOND, 1949:** *Utah Department of Heritage and Arts, Utah State Fair Aerial -Shot 6, MSS C 400 Salt Lake Tribune Negative Collection*

### Benefits / Impacts

Listing on the National Register of Historic Places provides the opportunity for owners to receive Federal and/or State tax credits for costs related to rehabilitation of the property. While a government entity cannot benefit from the tax credits, a master lease structure can be established where the tax credits are passed through to the entity leading the historic property.

Listing on the National Register alone does not restrict what a property owner may do with a property. It does not protect historic properties from alteration or demolition. However, Utah law requires State agencies and developers using



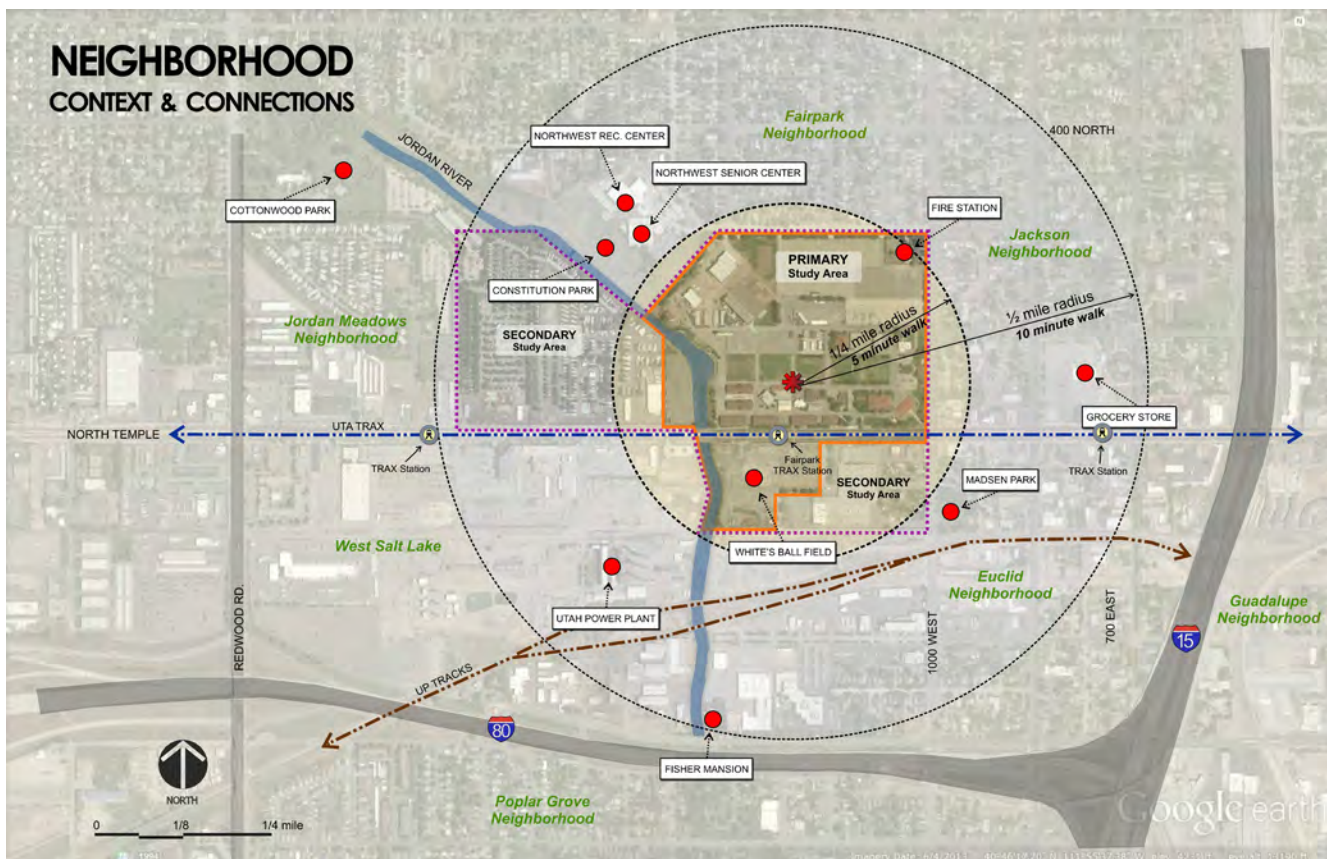
**From a historic preservation perspective, the buildings and site are valuable, physical manifestations of the agrarian history of the State of Utah.**

State funds to take into account how their expenditures or undertakings will affect historic properties. They must also provide the State Historic Preservation Office (SHPO) with a written evaluation of the project and an opportunity to comment. The Public Lands Policy Coordinating Office (PLPCO) is authorized under 9-8-404 to review comments made by SHPO and mediate disputes between a State agency and SHPO.

From a historic preservation perspective, the buildings and site are valuable, physical manifestations of the agrarian history of the State of Utah. They are adaptable and retain eligibility for National Register listing. There is a high re-use potential for the historic buildings and additional new construction on the site would be an acceptable way to revitalize the area and make it more viable. To accomplish this, there may need to be a shift from the Fair as the primary occupant of the site that attempts to find compatible additional uses, to year-round uses as the primary occupant that can/will still accommodate the Fair those days of the year it is in operation.

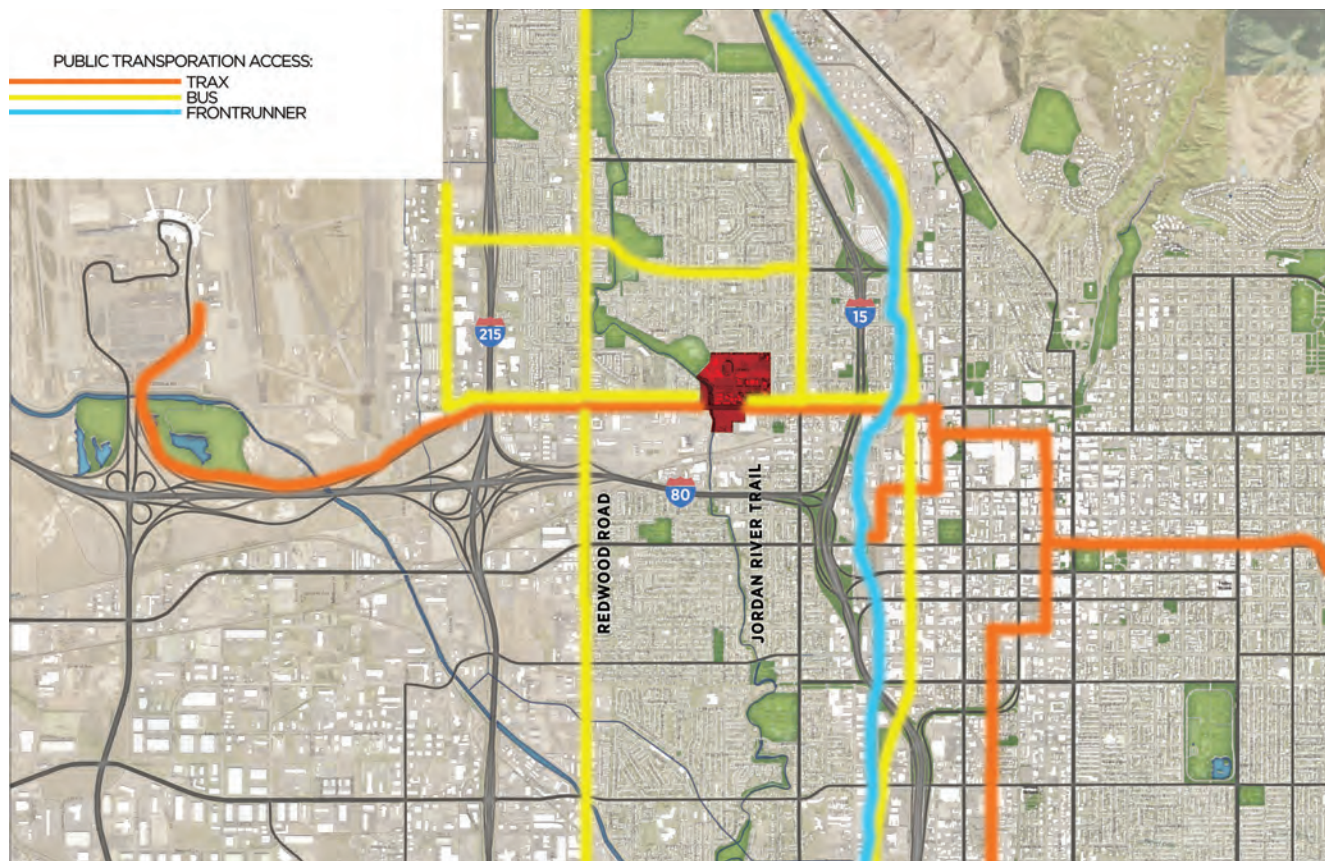
### Adjacent Functions

The Utah State Fairpark is approximately 65 acres and the While Ballfield site is approximately 10.5 acres. The properties adjacent to the Fairpark Public Market sites were analyzed for their ability to support or detract from the active, pedestrian-oriented retail and restaurant functions that may be created by the Public Market.



**FIGURE 04: NEIGHBORHOOD CONTEXT AND CONNECTIONS**

- Shifting homeless services, including the availability of day and long-stay shelters, has forced a large number of homeless persons to the Jordan River Trail adjacent to the Fairpark. Loitering, camping, and drug use by homeless individuals has affected the quality of the user experience Jordan River Trail.
- Undeveloped lot, owned by the State and managed by the Fairpark, north of North Temple and west of the Fairpark. This site is approximately 2 acres and currently serves as livestock vehicle parking during the Fair. It is bordered on the east by the Jordan River and the Jordan River Trail. The Jordan River Trail is popular among cyclists and runners, making it a benefit to the public market through additional visibility and alternate transportation.
- West of the Fairpark on the north side of North Temple are low scale and low density commercial and residential properties. This is an underdeveloped area which will be expected to be redeveloped within the next decade or two.
- West of the Fairpark on the south side of North Temple and west of the Jordan River is a State Liquor Store, PacifiCorp and Rocky Mountain Power properties.
- Gadsby Trailhead on the Jordan River Trail – at grade trail that runs north-south along the western edge of the White Ballfield site.



**FIGURE 05: REGIONAL BASE PUBLIC TRANSPORTATION**

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**... there is plenty  
of Fairpark parking,  
west of the Jordan  
River and at the White  
Ballfield site, with  
quality pedestrian  
pathways and signal-  
ized street crossings  
at North Temple.**

---

- The White Ballfield site currently serves as a parking lot during the Fair and for large events. The site is unpaved and collects seasonal storm water on site. Paving all or part of this site will make it more accessible to users.
- South of the White Ballfield site is a significant multi-line rail spur. This was one of the last holes in the Jordan River Trail, but was funded by the State Legislature as a raised trail to pass over the rail line. This raised section ends at the Fisher Mansion, which is operated and maintained by the Salt Lake City Parks & Public Lands Division.
- East of the White Ballfield site is a commercial property. The site has been used as an event space and has limited parking at its perimeter. The building is one story, but development guidelines allow for an up to 6-story structure.
- The North Temple corridor was reconstructed during TRAX construction and includes a walkable street edge with wide-planting areas and generous sidewalks on the north and south sides of North Temple.

### **Accessibility, Visibility and Parking**

Both the Fairpark Barns site and the White Ballfield site are immediately adjacent to North Temple and thus are highly visible and easily accessible by pedestrians and cyclists. There are over 1,000 parking stalls, not including another 1,000 plus on the White Ballfield site, associated with the Fairpark, although most are located at the northeast corner of the Fairpark site and access to the Historic Barns site is through the Fairpark proper. Currently, there is plenty of Fairpark parking, west of the Jordan River and at the White Ballfield site, with quality pedestrian pathways and signalized street crossings at North Temple.

The White Ballfield is just over 10 acres and the Utah State Fair Corporation supports future development. The site is accessible and visible from North Temple. The site is currently unpaved, and currently serves as a parking area for the Fair and Fairpark events.

The TRAX Fairpark Station is located east of the Jordan River with direct pedestrian access to both the Fairpark and White Ballfield.

### **Circulation**

There is abundant vehicular circulation/access to both sites. Both the I-80 Redwood Road exit and the 600 North I-15 exit are less than a mile from the site with direct access along North Temple to parking and pedestrian access points.

Circulation through the Historic Barns site on the Fairpark is currently limited. Fencing, both permanent brick walls along North Temple and chain link fencing along the Jordan River limit free access into the Fairpark site. There are designated access points along both the west and south borders that are used as entry points with ticket booths during events.

The White Ballfield site has no barriers to access on its north side, adjacent to North Temple. At this time, there is a four lane access point into the site from North Temple at a signalized intersection.

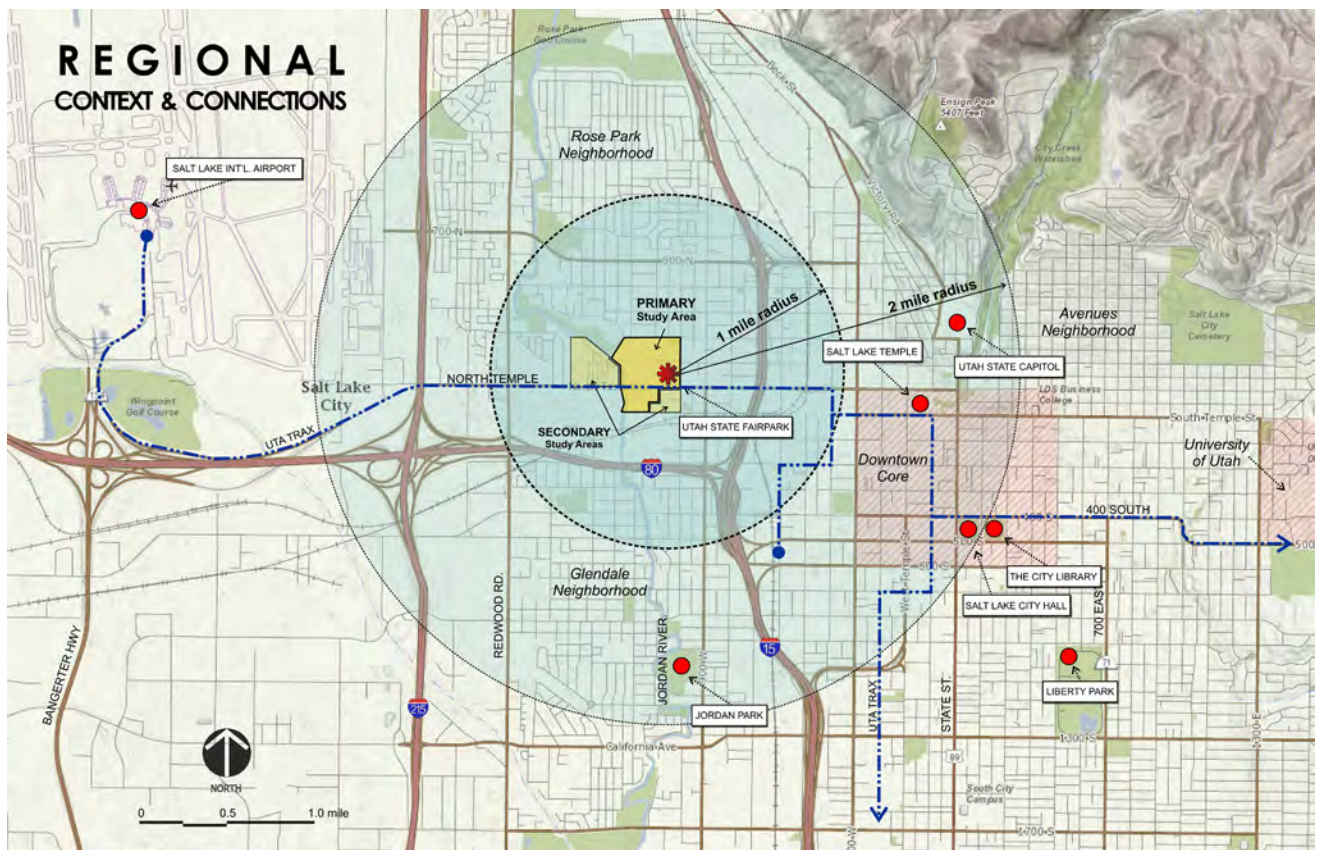


## Regional Context and Connections

The regional context and connections map below illustrates the excellent relative location enjoyed by the Fairpark site. Situated roughly halfway between Salt Lake City's Downtown central business district and Salt Lake International Airport, access to the site is convenient for visitors, residents and commuters. The completion of UTA's Green TRAX Line, as well as upgrades to the streetscape along North Temple now provide a wide variety of mobility alternatives for accessing the site including light rail, on-street bike lanes, and buses in addition to personal automobile use. The Green Line provides riders access to the International Airport and UTA's Intermodal Hub, connecting them to the rest of the region's robust public transportation system. The Jordan River Parkway is immediately adjacent to the site, which offers regional cycling opportunities. Moreover, several interstate highways, I-215 and I-80, are easily accessed via Redwood Road only a few minutes from the Fairpark.

The downtown core falls within a 2 mile radius of the Fairpark site, as well as other key destinations including the Utah State Capitol, Salt Lake City Hall, Temple Square, and several regional shopping centers, city parks, and other cultural resources. From this perspective, the site is within a short walk, ride, or drive for individuals visiting or working in Salt Lake City.

**... several interstate highways, I-215 and I-80, are easily accessed via Redwood Road only a few minutes from the Fairpark, which also quickly leads to I-15 as well.**



**FIGURE 06: REGIONAL CONTEXT AND CONNECTIONS BASE MAP**

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**...While the  
Fairpark is the  
unquestioned  
community anchor,  
it can at times  
be considered  
a barrier.**

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### Neighborhood Context

The Fairpark site was once located on the periphery of Salt Lake City. Today, the site is surrounded by established single-family residential neighborhoods including Fairpark, Jackson, Jordan Meadows, Euclid, and Guadalupe. Moreover, the communities of Rose Park and Poplar Grove are in the immediate vicinity. While each of these neighborhoods feels a strong connection to the site, the Fairpark neighborhood is closest to the site, and feels closely tied to the Fairpark as the anchor of their neighborhood.

Within a ½ mile radius, numerous community niches and nodes exist within walking distance of the site. Some of these include parks such as Constitution, Madsen, and Cottonwood Parks, as well as the Jordan River Parkway offering a green /blue trail meandering through the region. Other community nodes and resources include the Northwest Recreation Center and Northwest Senior Center as well as the historic Fisher Mansion. A grocery store along North Temple is also within comfortable walking distance of the site. Three TRAX stations fall within the ½ mile radius, with the Fairpark station being located immediately adjacent to the Fairpark itself, north of White Ballfield.

The Barns Site is in the Fairpark Community Council District, Salt Lake Council District 1, and the White Ballfields Site is located in the Poplar Grove Community Council District, Salt Lake Council District 2.

Several of the neighboring properties are notable because they are also large parcels of land, or assemblages by landowners who own multiple parcels, which comprise a large amount of land. These significant parcels can be divided into two categories: private property and public property. Both types are available for continued development or development at greater densities that could, in time, result in a density of daytime and nighttime residents.

Large private property parcels immediately west of the site include Camp VIP and Salt Lake KOA. Owned and operated by the Menlove Family, they are on a site of over 40 acres. The 9.5 acre site immediately east of White Ballfield is also a potential development site. Rocky Mountain Power, Utah Power & Light, and PacifiCorp collectively control 37 acres south of North Temple and west of the Jordan River. The property is currently used for power generation facilities.

Large public property parcels include State of Utah owned property in this area (beyond the Fairpark site) on North Temple and along the Jordan River for office facilities. These are the sites of Cannon Health and the Department of Agriculture and Foods. In addition, the Ballfield site has been slated by the Utah State Fairpark Corporation as a potential development site.

### Site Analysis

Circulation from / to the site for vehicles and vendors works well overall providing adequate access and parking for their needs during the fair. Multiple entrances allow entry from several sides of the property for fair visitors. The rest of the year, the east entrance, accessible from 1000 West, is the sole point of access, typically used by visitors to the Department of Public Safety's Driver License office.

While the Fairpark is the unquestioned community anchor, it can at times be considered a barrier. This is because the more than 65 acres which comprise the Fairpark proper (not including White Ballfield and the parcel west of the Jordan River) have perimeter fencing year-round. This means that local residents on

foot who may want to access the TRAX station or Jordan River Parkway must walk the entire distance around the site because there is no thoroughfare access available to them. Finding ways to provide greater access through the site will be important if the Fairpark Public Market will be located here.

While much of the site does not feature permanent structures, it is left unimproved for the express use of parking during the Fair. This is important to the current business model of the Fair because of the revenue generated by paid parking. However, during the rest of the year, this

property is underutilized, specifically the northern portion of the site. While sufficient open space exists in the form of the Jordan River Parkway and several local parks, the opportunity exists for the Fairpark to become an even greater amenity to the local residents. This could mean finding ways to give area residents access to the site, and / or creating new park or open space offerings for use during the rest of the year when the Fair is not in session. With creative visioning, this upgrade could also assist in reducing the urban heat island effect and could process rainwater on site causing the site to become more resilient.



**FIGURE 07: UTAH STATE FAIRPARK SITE MAP**



### SITE OPPORTUNITIES & STRENGTHS

#### Jordan River

The Jordan River is the primary river system running through the entire Salt Lake Valley and beyond. It is an excellent amenity for area residents, businesses and wildlife who utilize it often. Its proximity to the Fairpark property presents an excellent opportunity.

#### Transit Access

With the completion of UTA's Green Line, Downtown Salt Lake is now connected to the airport via TRAX. This connection also serves multiple residential neighborhoods along the North Temple Corridor and the Fairpark & White Ballfield properties.

#### Large Site

The Fairpark and White Ballfield properties combined total around 67 acres. A large site such as Fairpark property in an urban setting provides flexibility for a wide variety of opportunities.

#### Historic Buildings

The Fairpark site is listed on the National Register of Historic Places, and many buildings on the site are contributing structures due to their historic, cultural and architectural significance.

#### Proximity to Downtown

With its central location along North Temple the Fairpark Site is within a mile and a half of Downtown Salt Lake City. It is accessible via multiple modes including bike, bus, car, and TRAX.

#### Proximity to Airport

With its central location along North Temple the Fairpark Site is 3.5 miles from the Salt Lake International Airport.

#### Community Resources

Adjacent to the Fairpark site are several community resources including the Northwest Community Center and Constitution Park.

#### Potential Future Trail

The White Ballfield property is adjacent to a proposed future trail known as the Folsom Trail. The trail, to be constructed as early as 2020, will connect the site with Downtown along an abandoned rail corridor which runs roughly along 100 South.

#### Jordan River Parkway

The Jordan River Parkway Trail runs along the western boundary of the Fairpark site and provides excellent access.

### SITE ISSUES & CONSTRAINTS

#### Difficulty of Utilities Crossing North Temple

Due to the presence of underground utilities, crossing North Temple to connect utilities from the Fairpark site to White Ballfield is not recommended.

#### Historic Buildings

The Fairpark site is listed on the National Register of Historic Places, and many of the buildings on the site are contributing structures due to their historic, cultural and architectural significance. Modification of structures requires engagement and approvals with State Historic Preservation Office (SHPO).

#### 100' Riparian Corridor

A 100' riparian corridor buffer is required on both sides of the Jordan River for any new site development, which may occur along the river. New built structures buffer is 50' from river's edge.

#### Title Report Issues

Unknown conditions in the title report for the parcels in question are being researched by the Fairpark to determine if any restrictions exist preventing future changes to the land use.

#### Unknown Site Conditions Below Grade

Due to unknown subterranean conditions excavation on the site could potentially be more difficult and expensive than a previously undeveloped site.

#### Perception of Safety

Perception of safety of the area around the property does

impact its value and limit some of the potential uses or activities proposed initially for the site.

#### Difficult Drainage

Due to flat topography of the site, gravity driven drainage becomes difficult and must be carefully considered.

#### Salt Lake City Zoning

Salt Lake City zoning for much of the site is Special Purpose Transit Station which intends to support a large scale regional activity, in this case the State Fairpark. It calls for developing underutilized parcels to create land uses which support the dominant land use.

#### High Water Table

A high water table in this area presents difficulties to site drainage and excavation for foundations of future development.

#### Hazardous Materials

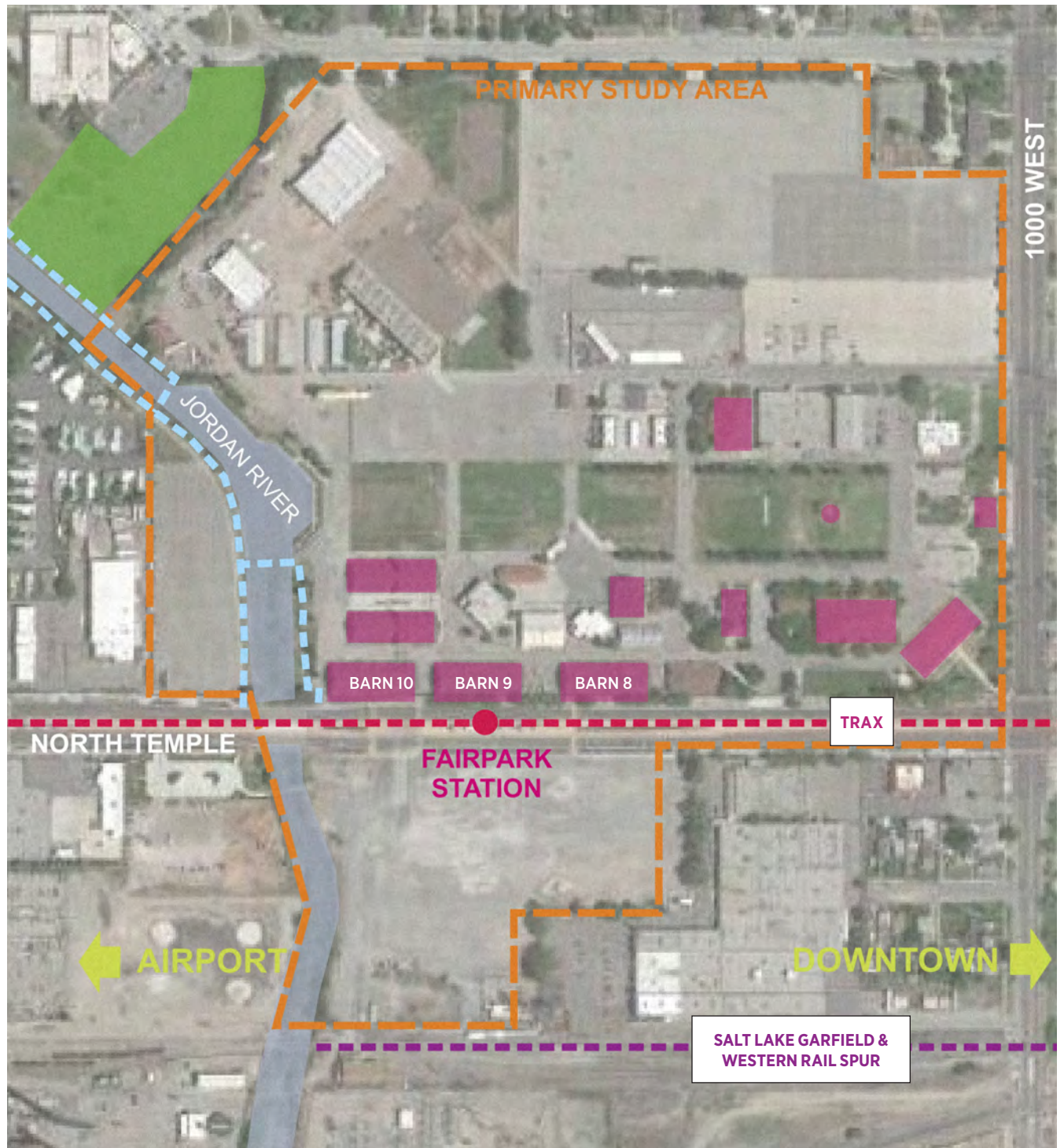
Unknown hazardous materials below the surface of the site could be mobilized by excavation or other site disturbances.

#### Flood Plain Area

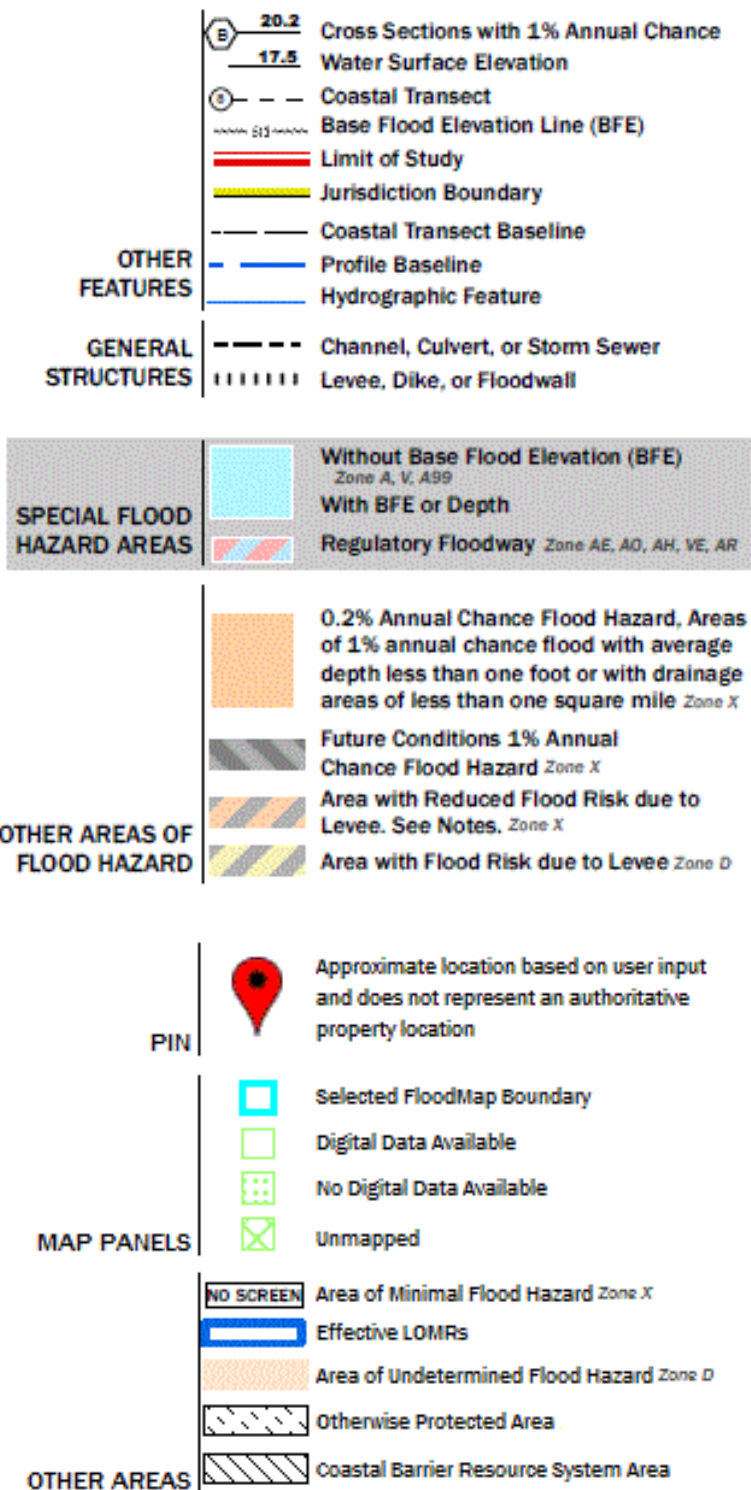
Immediately north and west of the Jordan River the FEMA 100 year flood plain encroaches near the Fairpark site, however levees protect the site from flood inundation. (See Figure 09.)

#### Liquefaction / Soil Quality

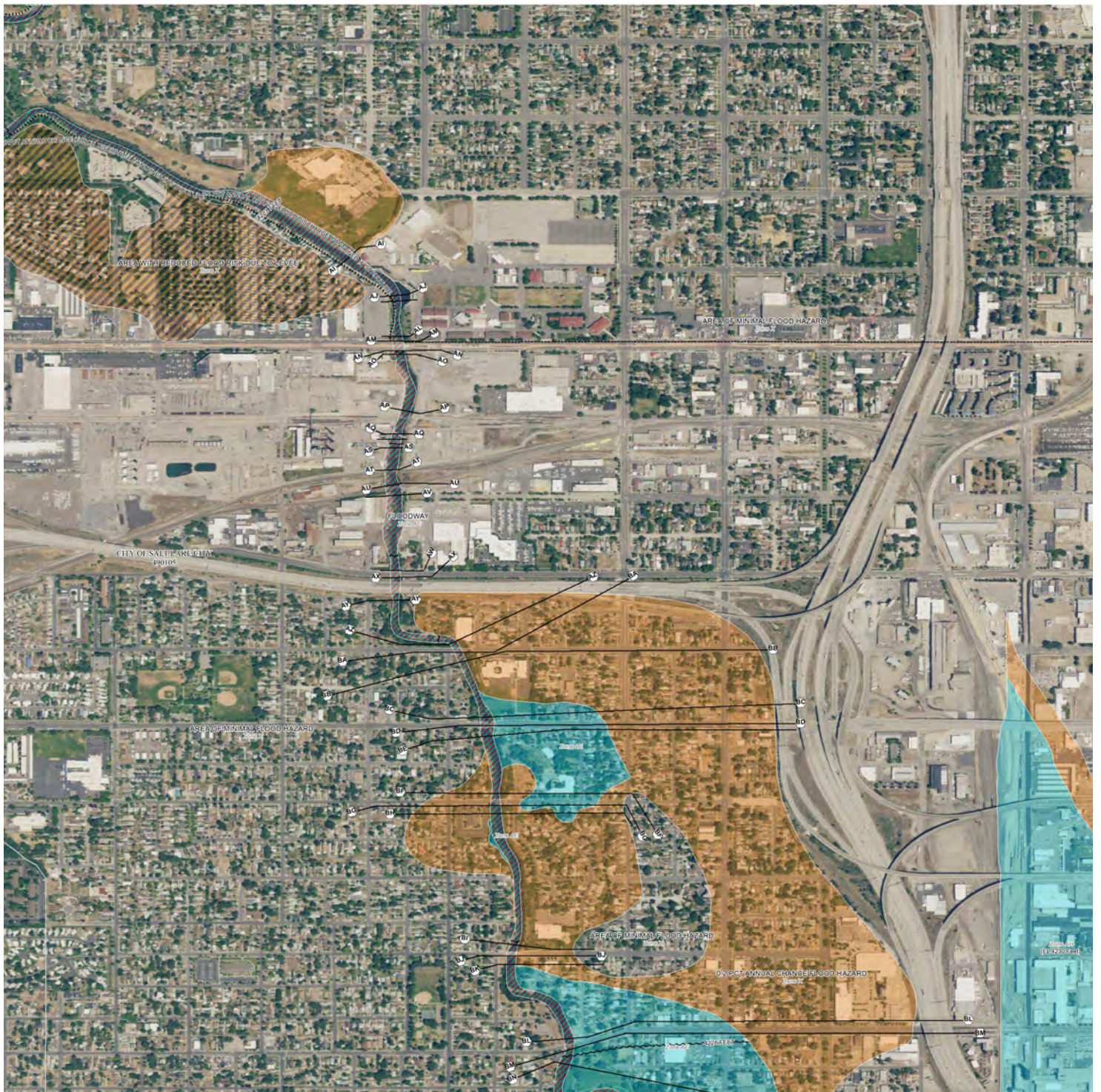
Soil in this part of the Salt Lake Valley are prone to liquefaction, a consideration when determining future development.



**FIGURE 08: FAIRPARK CONTEXT**



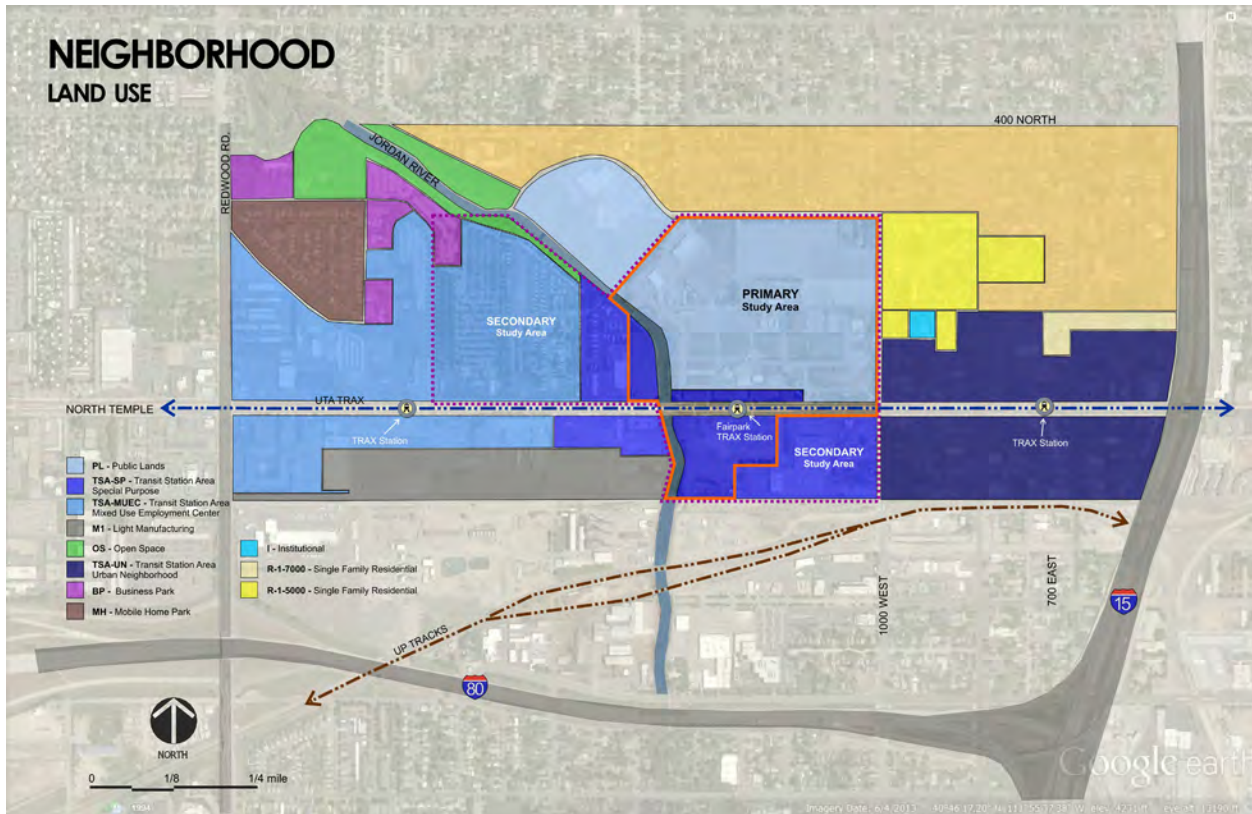




**FIGURE 09: FEMA - NATIONAL FLOOD INSURANCE RATE MAP.**







**FIGURE 12: NEIGHBORHOOD LAND USE**





# BASIC MARKET RESEARCH/ MARKET ANALYSIS

## ZIONS PUBLIC FINANCE, INC.

### THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

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#### Introduction

The Utah State Fairgrounds are in a relatively central portion of Salt Lake City, between the downtown core and the Salt Lake City International Airport. The Fairgrounds have historically been utilized for various community events, some of which draw a significant number of visitors. Recently, consideration has been made for additional utilization of the Fairgrounds area through expanded uses, including the possibility of food and shopping options as well as mixed-use designs. The following report highlights the characteristics of the neighborhood and the basic demographic statistics that are vital in determining the feasibility of future uses.

For purposes of this assignment, the subject's study neighborhood is defined largely by major transportation corridors, including Interstate 215 (I-215) to the west, and Interstate 15 (I-15) to the east. These major thoroughfares bookend the neighborhood, with Interstate 80 (I-80) to the south, and industrial uses and residential neighborhoods to the north. Historically, the area has been characterized by multiple ethnicities, lower median incomes, limited retail offerings, and generally older residential product. As will be noted in this report, the area appears to have numerous opportunities for some near-term and future growth.

Key demographic and market highlights for the subject study neighborhood are highlighted below:

- Significant new construction is intended for the neighborhood, primarily for moderate to high density residential uses
- The study neighborhood is more ethnically diverse than most other Salt Lake City neighborhoods
- Household income levels are lower in the study neighborhood than most other areas of Salt Lake City
- Annual transportation costs per household vary significantly in the study area
- Retail is deemed as overbuilt in the neighborhood, with vacancies in excess of 15% of existing supply

Also noted within this report are current market conditions. As is briefly highlighted, retail is likely overbuilt, while residential is in strong demand. The benefit of an Opportunity Zone is significant, as developers are now looking to the area with healthy interest and desire to construct in the near term. Additionally, a por-

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**... most interviewed felt that the Fairgrounds is a potential, major asset to the neighborhood, but requires reconfiguration to maximally utilize and market the area's characteristics.**

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**Responses from  
developers and  
brokers in the  
study area show  
some relative  
confusion about  
the role of the  
Fairgrounds.**

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tion of the study area is within the North Temple RDA project area, with funds potentially available for key projects. The availability of economic development tools is a critical component to the success of the neighborhood.

Responses from developers and brokers in the study area show some relative confusion about the role of the Fairgrounds. Most believe that the grounds could play a pivotal role in attracting additional development, although changes would be necessary in order to provide a more accessible Fairground site. For example, several noted the lack of direct access from North Temple, particularly from the TRAX stop. Others indicated that the walled entrances and specific building orientations are not conducive to an open neighborhood and would need to be changed to have an integrated area. Finally, most interviewed felt that the Fairgrounds represent a potential, major asset to the neighborhood, but require reconfiguration to maximally utilize and market the area's characteristics.

### Key Data Points

- Roughly 1,000 to 1,400 residential rental units planned or envisioned for the area in the next three to five years.
  - Designs include two and three-story townhomes to five to seven stories of flats over podium parking
  - Target age groups are 22-37 and 37-45. Working professionals and small families
- Planned residential units would equate to approximately 2,200 to 3,100 additional residents in the immediate area (depending on size of built units).
- Retail space is overbuilt, according to brokers and developers, in Salt Lake City and within the study neighborhood. Roughly 25 square feet currently per capita, and a healthy, equalized market would be closer to 15-20 square feet per capita.
- If you took 7.5 square feet off for 20,000 people in the neighborhood (to get closer to the equalized market number of 15-20 square feet per capita), you would reduce retail square footage by 150,000 square feet.
- New residential growth could spur 35,000 to 50,000 square feet of retail needs.
- Developers are not anxious to build more retail.
  - Partially due to mixed-use financing concerns
  - Concern about excess supply in the neighborhood
  - Better returns on other property types
- The existing excess retail means there is a greater need for new retail to be well-located with strong experiences and draws.
- Some existing retail to the east of the Fairgrounds will need to be repurposed, and some of this is proposed by developers for eventual residential conversion.
- Daytime population in the area is fairly strong, but additional retail use would be supported by stable employment through additional office use.

- Surveyed 11 different apartment complexes with a total of 2,200 units. Occupancy near 97%, healthy statistics. Rents ranging from \$750 to \$2,000 per month, averages near \$1,200 to \$1,300 per month. These numbers, with current construction costs for the neighborhood, result in achievable profits near 25%. The required profit range is 20-25% from most developers. Developers are not yet pursuing here because returns are greater in other areas.
- Opportunity zone is adding 3%-4% return, which is now making this area more desirable.
- Immediate neighborhood residents spending approximately \$14,100 per year on transportation, which is reported as roughly 23% of median household income. Housing costs are about 24% of income. 22,000 household vehicle miles traveled per year, notably high. For the larger study neighborhood, this average declines significantly to \$13,200 per year, and 21% of total income. Significant influence with the tract neighborhood immediately west of I-15. Higher incomes, less travel times, more disposable incomes.
- Average household size – 3.5.
- 64% of residential supply in the area is defined as single-family homes.
- Median household incomes in area around Fairpark are notably low, ranging from tracts at \$32,000 to \$47,000, and an average of \$33,600.
- 12% of workers in the area use transit.
- What is doing well in Utah for retail? – Grocery (although changing to fit trends), specialty retailers, eateries, experience stores, automotive service stations, etc. Highest number of store closings occurred in 2017, but also highest number of store openings. Much smaller stores, more attempts at specialty food stores, etc.

### Key Neighborhood Characteristics

The immediate subject neighborhood, as previously defined, is shown in the maps included in this section. It is noted that for purposes of a public market, the drawing area is likely significantly more expanded, based on precedence of other public markets throughout the United States. For this portion of the analysis, however, consideration is given for additional development and activity for the fairgrounds and the impacts of the noted neighborhood.

Population within the area is currently not forecasted by the state for rapid growth, as indicated on the associated map. This is primarily due to the lack of available land. However, the utilized projections do not take into account currently planned developments, nor the impact of financial and tax incentives now available to large portions of the area. Consequently, the population map (Figure 13) reflects a conservative approach to growth.

Due to the lack of available land, future growth is largely dependent upon redevelopment opportunities. The age of most structures does suggest the likelihood of some buildings needing major renovation or full-scale redevelopment in the near term. Age is represented by Figure 14, with most development immediately surrounding the fairgrounds to have been constructed prior to 1970. Most recently, redevelopment has largely occurred along the eastern portion of the

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**Opportunity zone  
is adding 3%-4%  
return, which is now  
making this area  
more desirable.**

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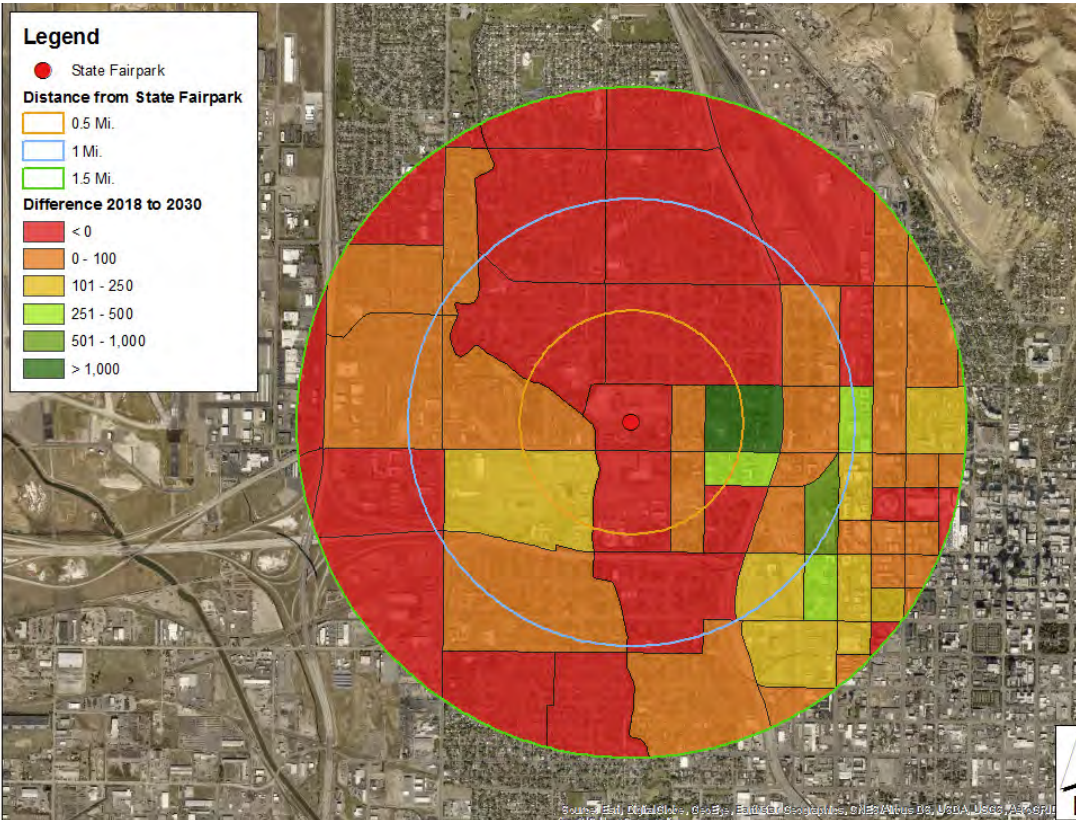


FIGURE 13: POPULATION GROWTH

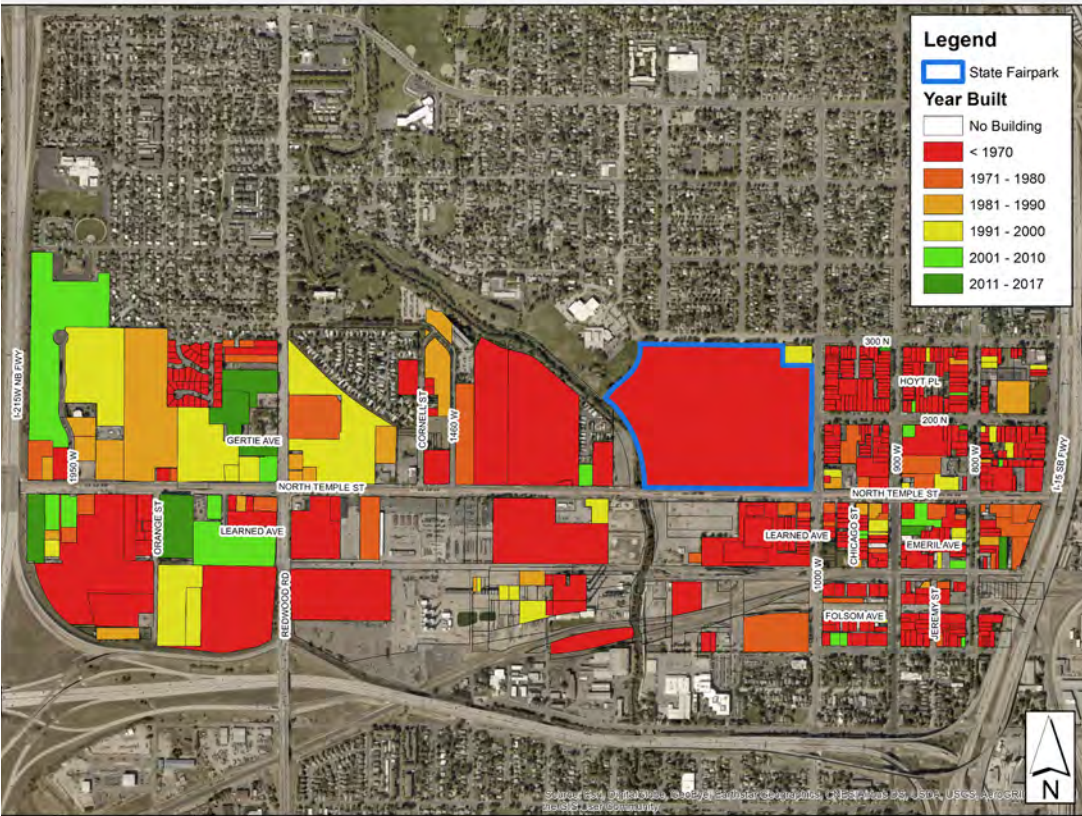


FIGURE 14: NORTH TEMPLE: YEAR BUILT



neighborhood, primarily in the form of multi-family residential housing.

Figure 15 shows improvement and land values for select parcels within the study neighborhood.

Typically, properties with low improvement values, as compared to higher values at neighboring sites, reflect opportunities for redevelopment.

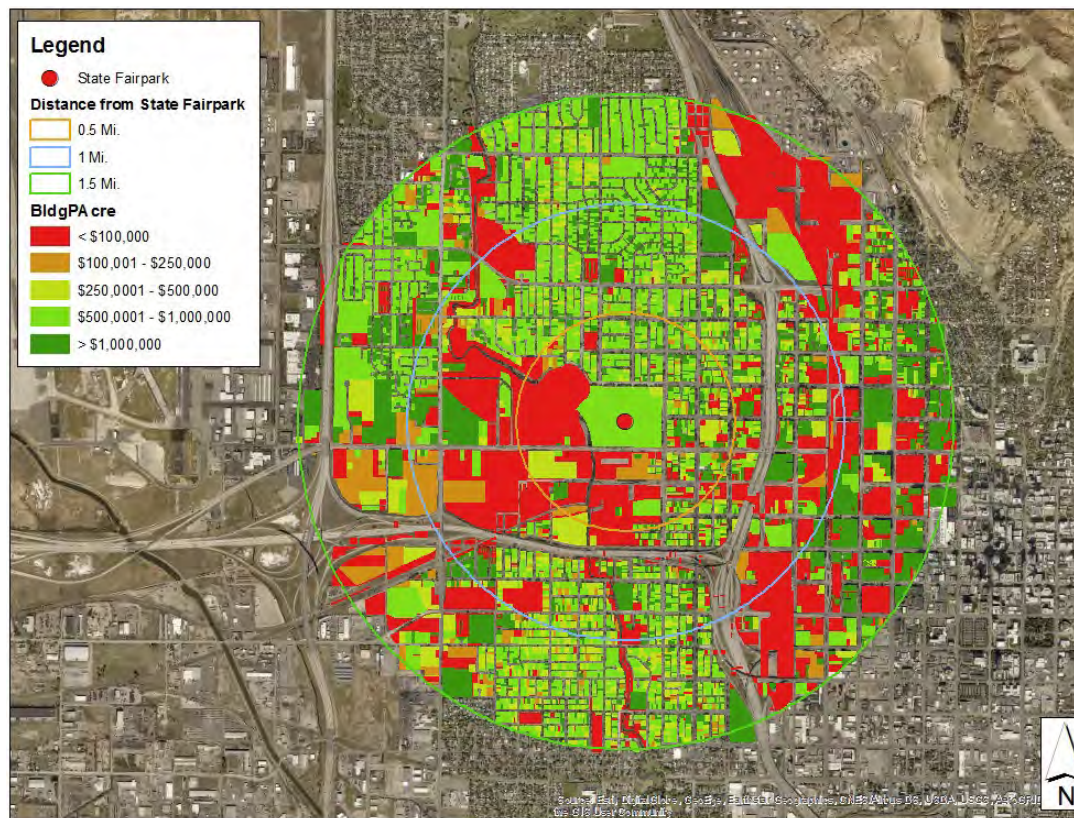


FIGURE 15: BUILDING VALUE PER ACRE

### Local Assessment

The neighborhood surrounding the Fairpark (see **Figure 16: Neighborhood Surrounding Fairpark**) is a dense neighborhood with about 7,000 people per square mile, but it is an “island” bounded by Interstates I-15, I-215 Belt Route, and I-80. Immediately outside of these boundaries, the area is dominated by industrial uses and the airport. Within this 5-square-mile neighborhood there are 36,034 residents and 12,480 day-time workers.

The average household income of these residents is \$59,797 with an average household size of 3.4 people, resulting in a low per capita income of \$17,838. About 48% of the community is Hispanic/Latino, which means that the public market vendors will need to take these food cultures into account. Overall, the four major supermarkets in the adjacent area are competing over an estimated food at home buying potential of \$40.6 million (Food away from home, i.e. food service potential, from the surrounding neighborhood is \$28.5 million), but restaurants and other food service providers frequently look beyond their immediate neighborhood to attract customers.



FIGURE 16: NEIGHBORHOOD SURROUNDING FAIRPARK



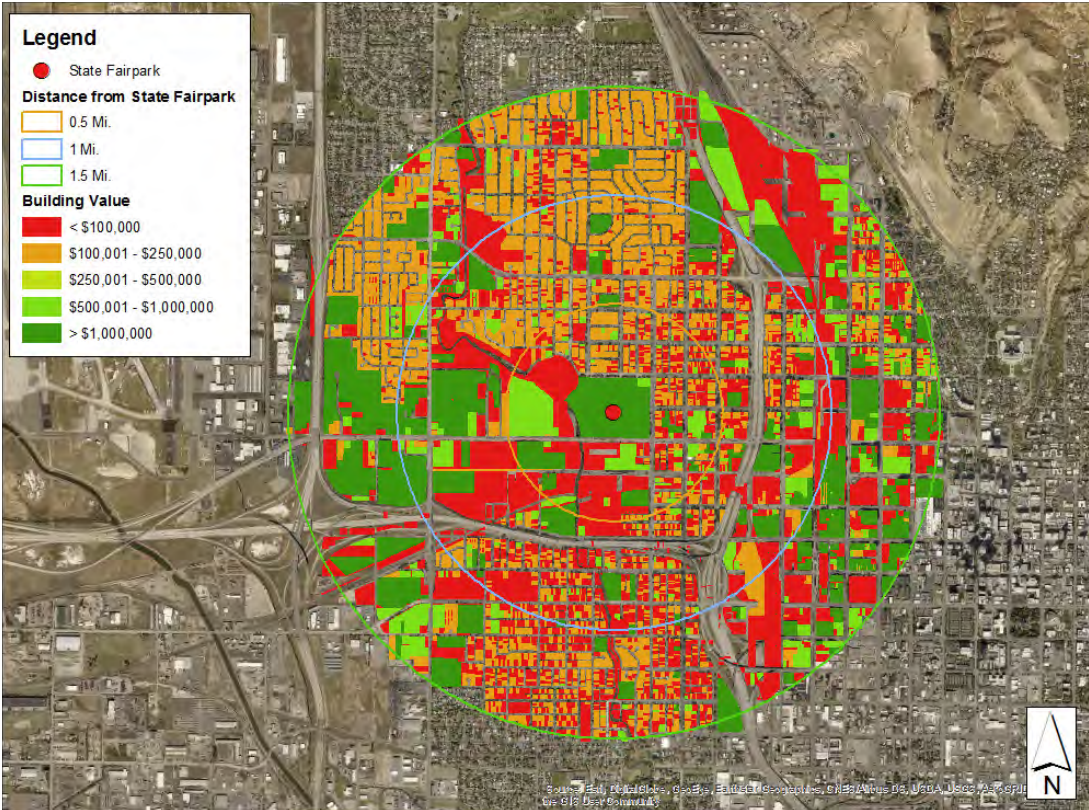


FIGURE 17: BUILDING VALUE

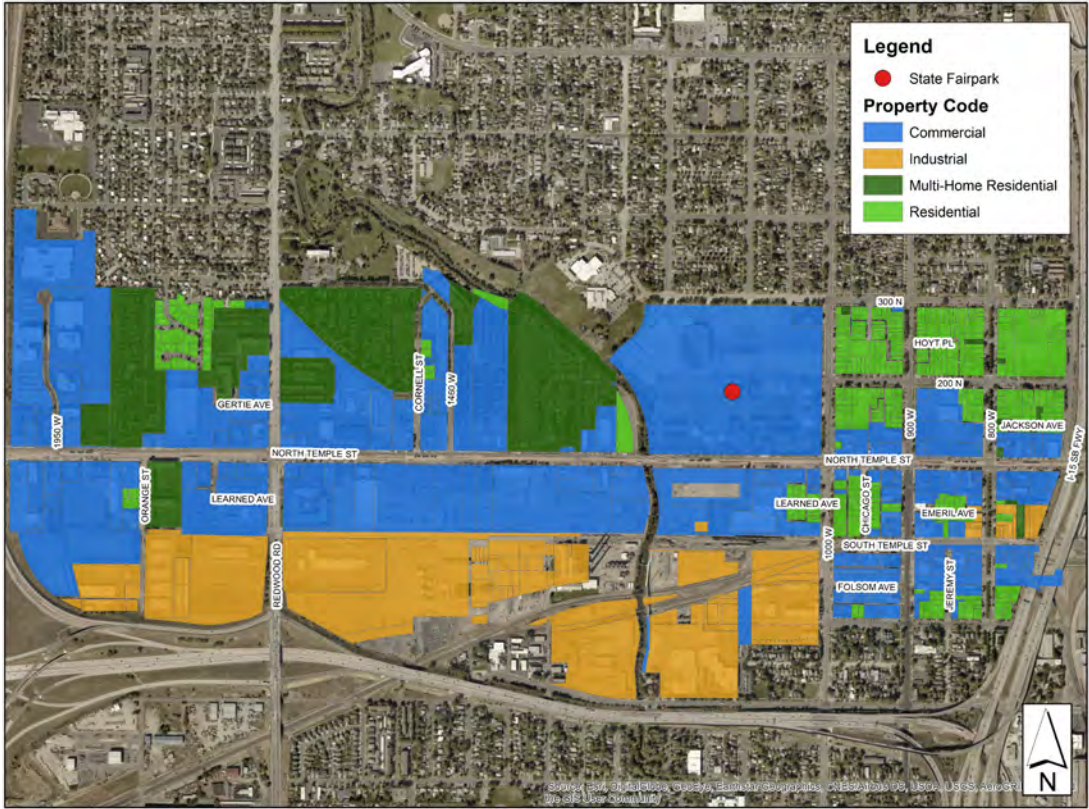


FIGURE 18: NORTH TEMPLE PROPERTY CODE

North Temple is a major corridor in the downtown area carrying more than 20,000 cars daily. However, even though North Temple connects to the airport west of I-15, traffic drops significantly with just 13,232 vehicles daily at 1200 West (Yr. 2015). Redwood Road (Route 68) is a more significant road carrying more than 20,000 vehicles north of North Temple and more than 28,000 vehicles south of I-80 (Source: ESRI). The TRAX light rail system already has a station near the proposed market site, but ridership on this line is low. This low traffic volume along North Temple reduces the market's exposure to new customers. However, the anticipated redevelopment of the White Ballfield site with commercial and residential uses will provide much needed visibility and traffic. Additionally, the possibility of adding more commercial development on the Fairpark property along the north side of North Temple would also increase activity in the area and support the public market activities.

Oftentimes, developers will look at neighborhood valuation maps to see where undervalued properties exist. These sites can be redeveloped solely or assembled for a larger purpose.

As indicated in Figure 17 in the red and orange colors, there are numerous sites on key parcels (intersections, well-trafficked roadways) that show low building values in relation to neighboring properties. Some of these are currently being evaluated by developers for new uses, most of which are centered around multi-family residential options.

The study area is noted to have good access to transportation corridors and basic amenities. It is within close proximity to numerous employment bases, is near the downtown core, and is just removed from the expanding Salt Lake International Airport. Most existing uses are single-family homes, although retail is interspersed with minimal office use. Figure 18 shows use designations, with the commercial designation the most prevalent for property on North Temple, near the fairgrounds, with residential interspersed. Industrial product is generally located south of North Temple.

### Supermarket Competition

The major food competitors of a potential public market are the large supermarkets in the immediate vicinity of the Fairpark site. While public markets have long competed with supermarkets, today's public markets need to be especially creative in establishing a compelling market niche. The Competitive Alignment table (Table 02) on a following page shows the major food competitors that are within an approximate 5-minute drive time of the Fairpark location. *The Fairgrounds with 5-Minute Drive: 9 Competitors* (Figure 19) map shows the location of the competitors along with each of their 5-minute drive time contours. The star symbol indicates the Fairpark and the shaded area marks the boundary of the 5-minute drive time from the site. The pins show the larger nearby food stores along with each store's 5-minute drive-time contour. Apart from Whole Foods Market and the cluster of food stores that includes Walmart Supercenter, Sam's Club, and Costco, all the other nearby food stores share parts of the 5-minute drive time contour of the Fairpark public market 5-minute contour. This spatial analysis shows that Fairpark's primary trade area is highly competitive.

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**... today's public markets need to be especially creative in establishing a compelling market niche.**

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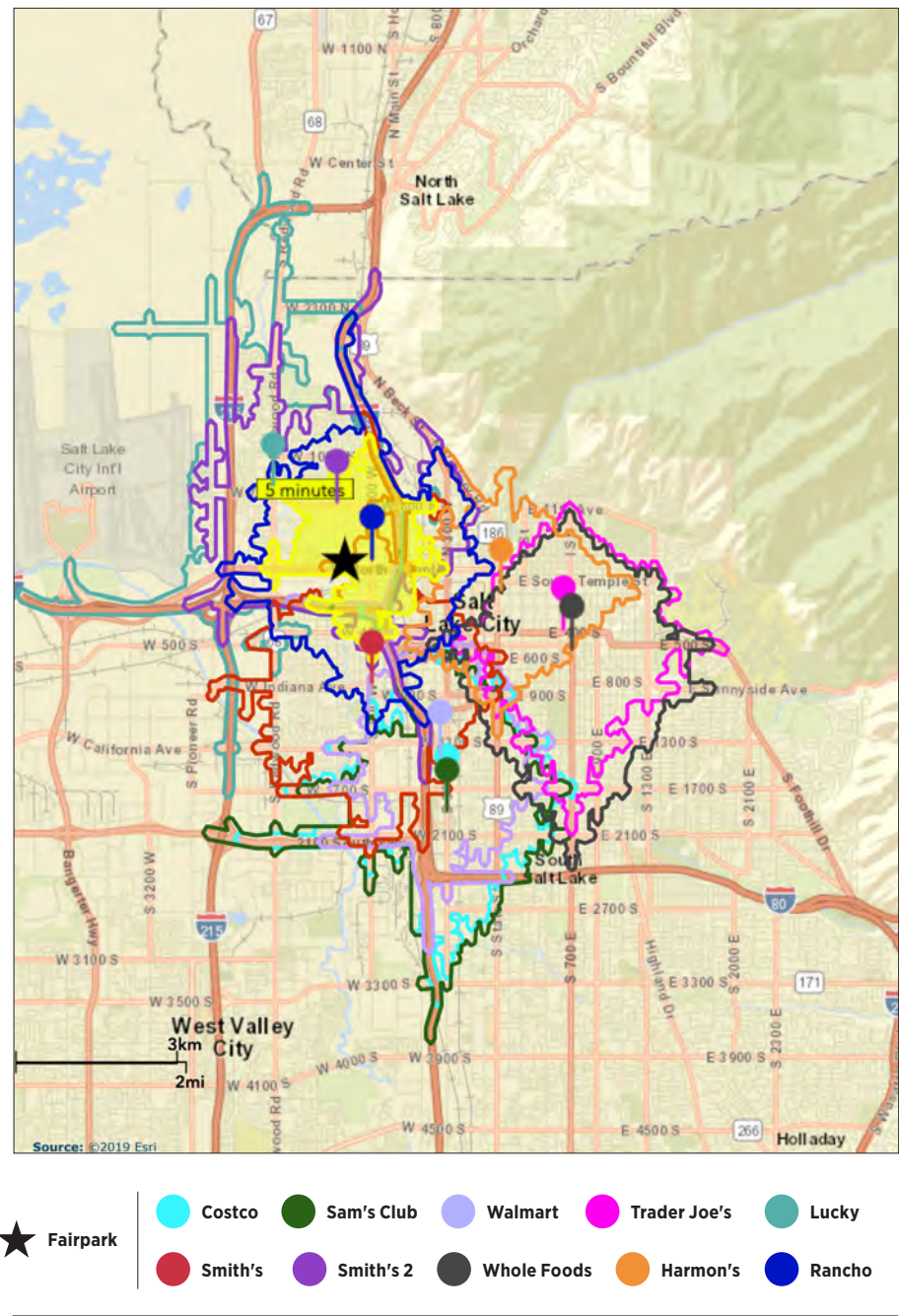


FIGURE 19: FAIRGROUNDS WITH 5-MINUTE DRIVE: 9 COMPETITORS

Competitive Alignment

This competitive alignment of food stores for the “share of the stomach” spending includes national leaders like Whole Foods, Trader Joe’s, and some quality local grocers (see Figure 19: *Competitive Alignment* ). Also located nearby are the value leaders like Costco and Walmart. In addition, Salt Lake City has established farmers markets that operate just outside the immediate area. A public market will need to find highly qualified vendors that offer competitive products, services and prices that are superior to the existing offerings.

	LOCATION	ESTIMATED AREA (SF)
<b>STORES WITHIN FAIRGROUNDS 5-MIN DRIVE:</b>		
Rancho	140 N 900 W	45,000
Smith's	1174 W 600 N	50,000
Smith's	828 S 900 W	50,000
Lucky's	729 N Redwood	45,000
<b>STORES ADJACENT TO FAIRGROUNDS 5-MIN DRIVE:</b>		
Harmon's	135 E 100	60,000
Whole Foods Market	544 S 700 E	60,000
Trader Joe's	634 E 400 S	15,000
Walmart Supercenter	350 W Hope	225,000
Sam's Club	1905 S 300 W	135,000
Costco	1818 S 300 W	250,000

Grocery Stores
  Specialty Stores
  Big Box Cluster

TABLE 2: COMPETITIVE ALIGNMENT

### Demographic Analogs

The location “science” for evaluating public food markets is not well-defined. Each public food market is historically different, and because of the nature of public markets, there is a profound lack of reliable data on customers and sales. The methodology applied in this case is to use analogs to compare the proposed Fairgrounds site with local supermarkets and other national public markets that share similar characteristics.

The Utah State Fairpark is conveniently located on North Temple (see Figure 20). This location is about a mile off of I-80 via the Redwood Drive exit ramp, which is between I-15 and the I-215 Belt Route. These interstates provide good regional accessibility for the proposed public market.

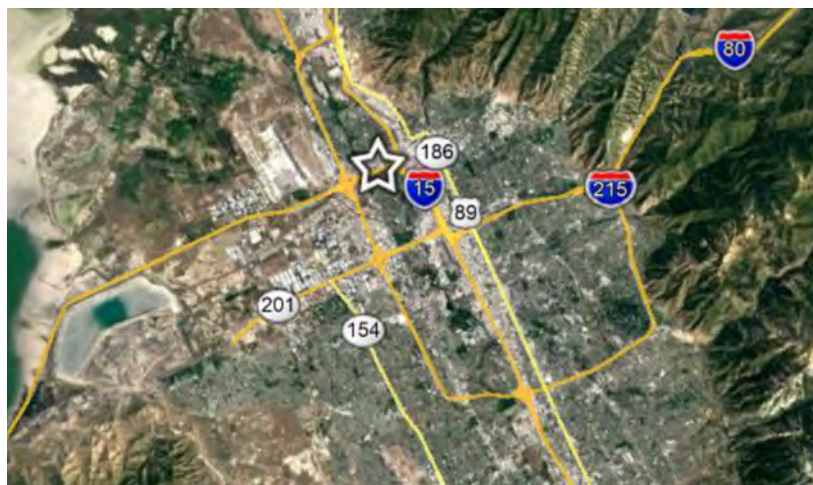
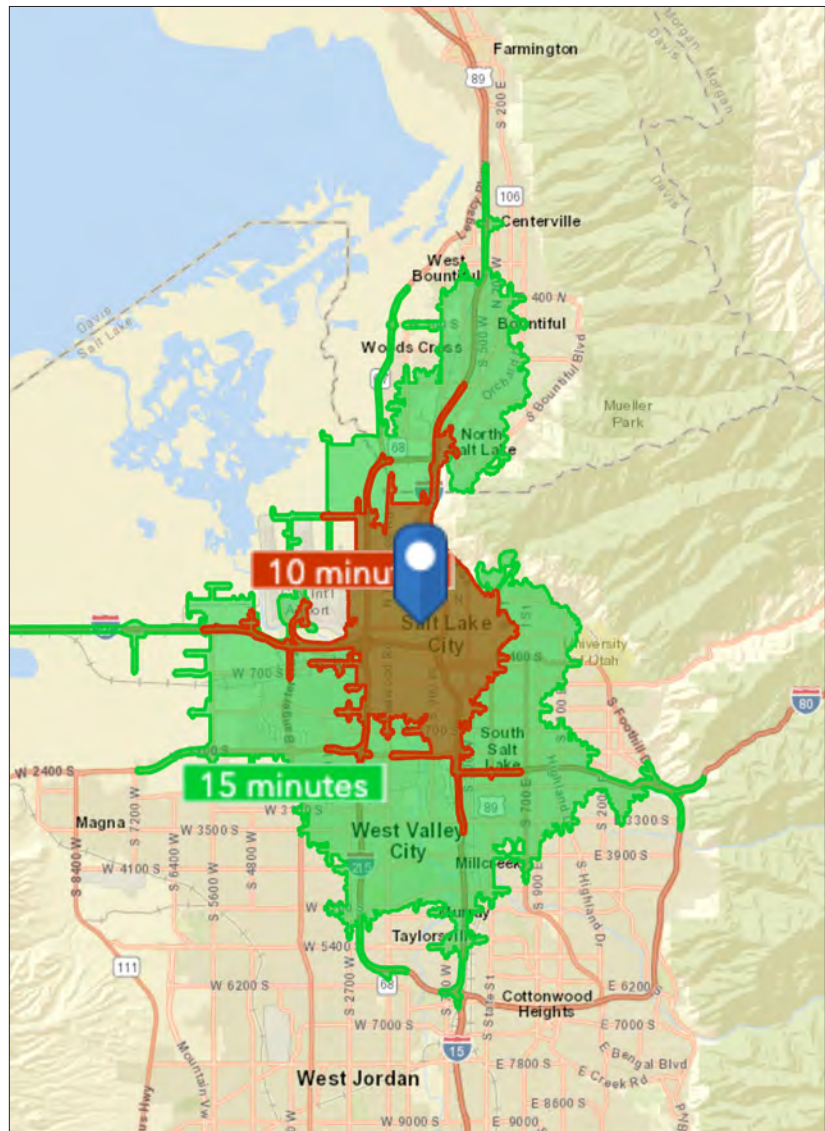


FIGURE 20: AERIAL VIEW OF SALT LAKE CITY



About half (47%) of the city's population is within a 10-minute drive of the Fairpark, and about a third of the metro area's population is within a 15-minute drive of the site. (see Figure 21: 10 and 15-Minute Drive Time Map ).



**FIGURE 21: FAIRGROUNDS WITH 10 AND 15-MINUTE DRIVE TIME**

The market would be easily accessible to the neighborhood adjacent to the Fairpark, but there might be some physical and psychological barriers to the market for the neighborhoods to the south of I-80 and to the east of I-15. Few Salt Lake City proper residents live west of I-215 because of the adjacency of the airport and nearby industrial uses.

The site is convenient to the Fairpark neighborhood but residents living farther away will need a compelling reason to shop at this less convenient location.

Grocery store and food purchase options are available throughout the neighborhood. Most are relatively small in size, and several reflect the area's strong ethnic diversity. Figure 22 highlights the grocery options in the neighborhood.

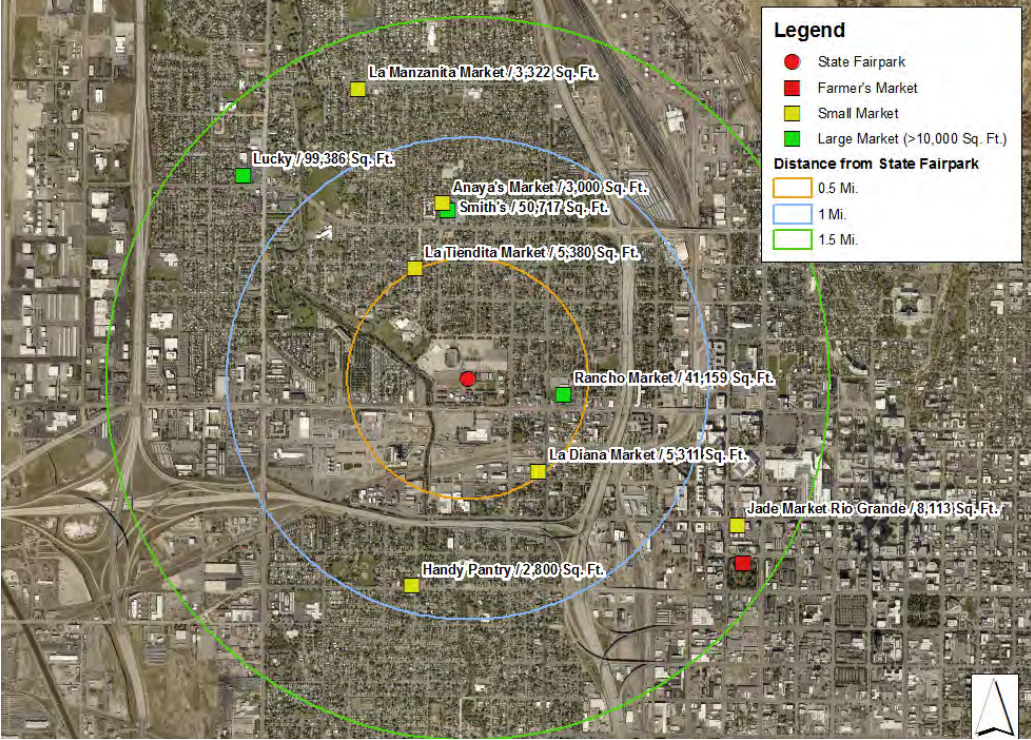


FIGURE 22: GROCERY STORES AND MARKETS

Key Demographic Characteristics

The study area represents a diverse neighborhood of multiple ethnicities. White and Hispanic are the two main identified ethnicities, as shown in Figure 23.

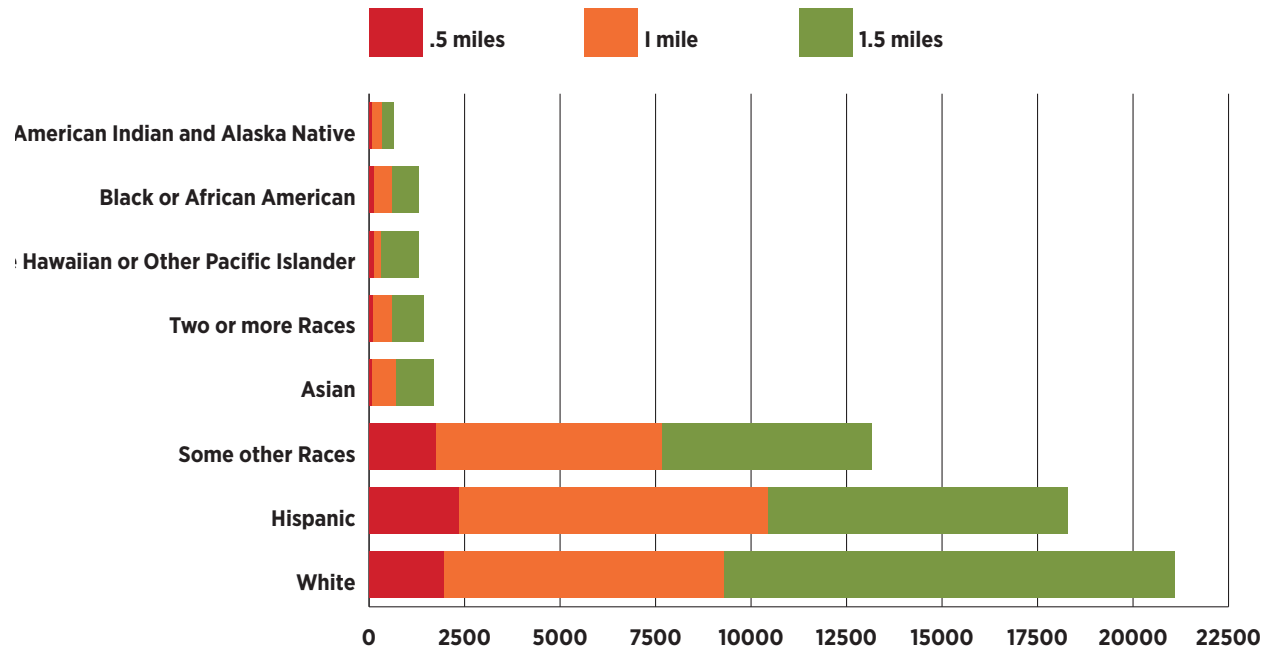


FIGURE 23: AREA ETHNIC BREAKDOWN

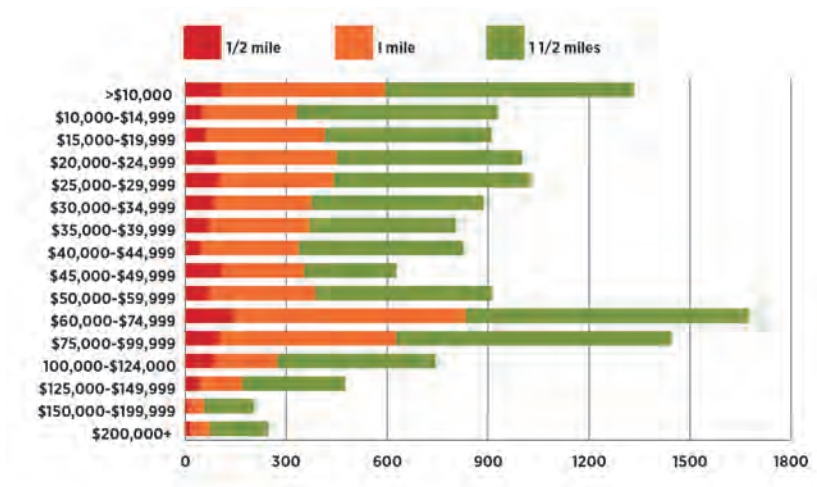


FIGURE 24: INCOME LEVELS

Overall, the neighborhood has a wide range in household incomes, with median levels below most of Salt Lake. Some tracts show incomes as low as \$32,000, while the overall immediate neighborhood has an average of \$33,600. Incomes increase notably with distance beyond one mile from the fairgrounds (see Figure 24). The study area is noted to have a higher percentage of residents living in poverty than in the greater Salt Lake City market, as reflected in Figures 25 and 26. The income characteristics are a notable consideration for prospective retailers, as competitive sites offer more attractive demographic conditions. Consequently, in order to attract additional development, the neighborhood should consider economic incentives. These may include the Opportunity Zone and RDA financing tools.

Neighborhood residents largely utilize automobiles as the main source of transportation. While a UTA TRAX line exists along North Temple, it has somewhat low ridership numbers in the area. Data from the U.S. Census shows that only 12% of workers in the area utilize mass transit options. Annual costs of transportation per household are relatively notable, with significant variation throughout the neighborhood. As shown in Figure 27, annual costs range from roughly \$8,000 to \$14,000 per household per year. The upper end is reflective of average costs within Salt Lake County.

The ability of residents to spend on retail goods, housing, and transportation is a consideration in estimating what can be built in the neighborhood. Housing values in the subject area are largely lower than other places throughout Salt Lake City, although recent years have shown notable price increases. Affordability persists as a concern, similar to most communities along the Wasatch Front.

Figure 28 indicates the percentage of household median income spent on housing and transportation costs. Areas in excess of 35% are notable throughout the neighborhood and represent a threshold that is typically considered when determining the financial health of an area. Some areas in the subject study neighborhood are spending upwards of 50% of median income on housing and transportation costs. It is likely that these numbers could decline with superior transportation options, although commute times average roughly 28 minutes per work day. This suggests that employment options for some in the neighborhood are far enough removed from the area that transit may not be a feasible option.

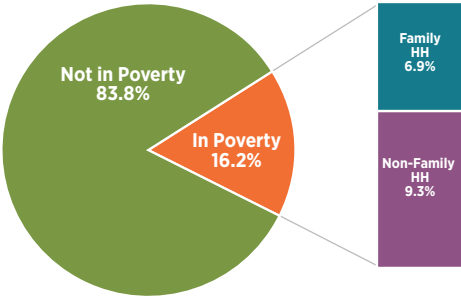


FIGURE 25:  
SALT LAKE CITY HOUSEHOLDS IN  
POVERTY IN THE LAST 12 MONTHS

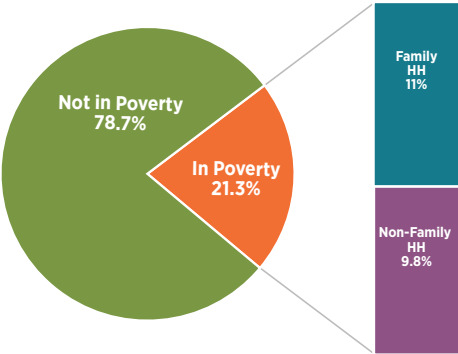
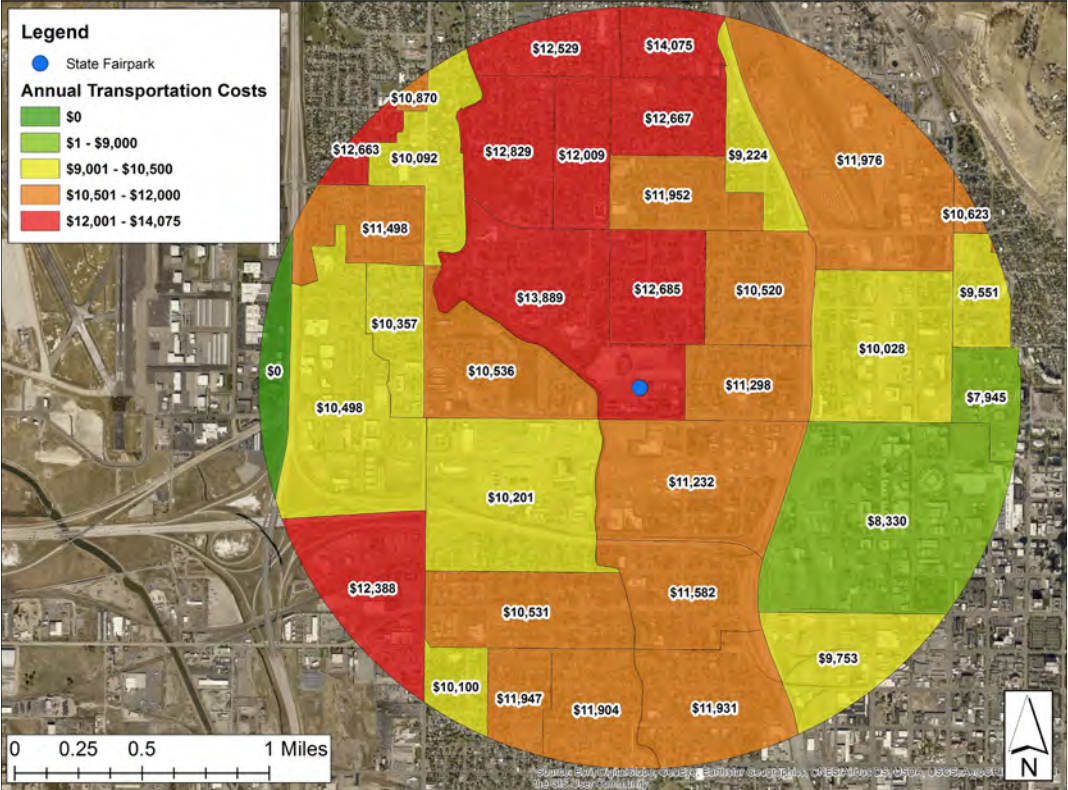


FIGURE 26:  
PUBLIC MARKET NEIGHBORHOOD HOUSE-  
HOLDS IN POVERTY IN THE LAST 12 MONTHS





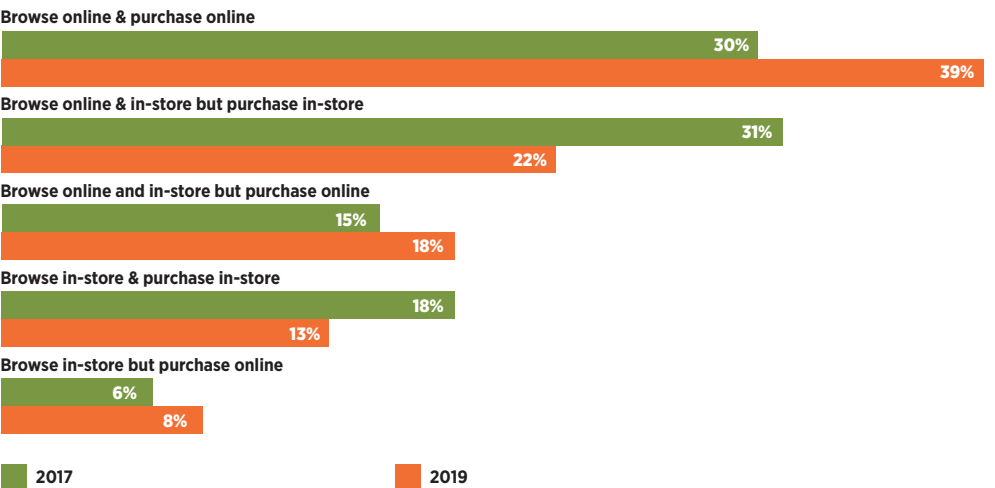


Key Market Characteristics

The subject neighborhood is also characterized with a variety of retail and commercial buildings, several of which are vacant or underutilized. Existing supply suggests a retail vacancy rate near 15%, but a notably higher rate is shown if month-to-month leases are included. Overall, roughly 25 square feet of retail space exists per capita. This is noted to now be in excess due to online shopping and changing consumer trends, with brokers and developers indicating that a more stabilized number would be near 15-20 square feet per capita. Consequently, a notable excess exists and suggests that future retail will need to be well positioned to be feasible. Furthermore, if residential construction can support new population to the neighborhood, new retail may be supported in select, key locations.

The Figure 29 infographic shows the continuing trend to more online shopping, thereby influencing the need and use of local area retail. More consumers are preferring to both shop and purchase online than in previous years, a trend highlighted below.

How Do US Millennials Prefer to Shop?  
% of respondents, 2017 & 2019



Note: Ages 22-37  
Source: CouponFollow, "Millennial Shopping Report 2019," March 19, 2019

FIGURE 29: HOW DO U.S. MILLENNIAL PREFER TO SHOP?

Office use is limited in the neighborhood, with most office properties located to the west of the Fairgrounds. Local area brokers and developers note that residents do not have notable options for office employment in the immediate neighborhood, although the dense downtown district is just removed to the east. Demand from office users is increasing for the general area, due to the proximity to the expanding Salt Lake International Airport and the growing downtown core. A major concern of office users is the overall lack of restaurant and eating options in the neighborhood, with many describing the subject neighborhood as an overall "food desert." If food and shopping options could be improved, office use may become more feasible. Conversely, retailers lament the

lack of daytime population that is associated with office users, suggesting that the area has need for retail and office uses to complement one another.

Residential housing is in strong demand throughout the immediate area, a trend similar to most of the overall state. Apartment rents are strong, with occupancy rates represented at near 97% to 98%. Property managers note quick turnover periods and limited, if any, need for concessions (Table 3 highlights numerous existing apartment projects in the neighborhood with their age and rent characteristics).

The apartment complexes show a fairly wide range in achievable rents, with the lower rents often due to age of the building and overall size of the individual units. Most complexes indicate that rents have increased upwards of 10% over the past two years.

	UNITS	RENT		EFFECTIVE YEAR BUILT
		MIN.	MAX.	
FREEDOM LANDING APARTMENTS	109			1990
NORTH TEMPLE FLATS	168	\$950	\$1195	2017
SKY HARBOR	540	\$750	\$1978	1986
MERIDIAN	263	\$1000	\$1595	2017
WEST STATION APARTMENTS	145	\$879	\$1329	2015
DISTRICT NORTH APARTMENTS	148	\$979	\$1379	2017
LANDING POINT APARTMENTS	126	\$910	\$1040	1995
BODHI	80	\$875	\$1375	2017
644 CITY STATION	132	\$1056	\$1599	2012
CITIFRONT	162	\$990	N/A	2008
BRIDGES	295	\$1050	\$1570	2014

**TABLE 3: APARTMENT AGE AND RENT**

Active developers in the area are presently considering numerous sites for multi-family construction. Some proposed concepts include two and three-story townhome designs with surface or covered parking, while other proposals have higher densities and reflect four and five-story buildings with some covered parking.

The development appeal of the study area has increased in the past year due to the federal designation of an Opportunity Zone. This governmental program is intended to incentivize private investment into areas of low incomes. The potential tax savings for investors are notable, and demand for investments in these areas has most recently surged. Developers, looking to roll capital gains (capital gains taxes can be reduced in an Opportunity Zone, with new investments altogether having the option of no capital gains taxes if held for a period of ten years) are actively looking at the neighborhood. While residential development in the area had some appeal prior to the federal designation, the new status results in greater feasibility.

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**The appeal of the study area has increased in the past year due to the federal designation of an Opportunity Zone.**

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Proposed or considered residential developments could result in upwards of 1,400 units over the next five years. This may result in an increase in the area population of over 3,000 and should provide some additional need for well-located services and retail options. If the Fairgrounds provide some destination shopping or events, the area would be ripe for multi-family housing. The availability of land is noted, as are the number of parcels in close proximity that show low improvement values. Developers have taken note of both these characteristics and are moving forward with preliminary assemblage plans and/or individual site purchases.

If 3,000 people are ultimately added to the immediate neighborhood, future retail will need to consider the demographic make-up. Developers are inclined in the neighborhood to build near transit options, with the anticipation that millennial users and workers will be inclined to more transit usage in the future. Targeted age groups for developers in the neighborhood are from 22-37 and 37-45, with working professionals and small families as the focus.

A population increase of 3,000 could increase retail needs of 35,000 to 50,000 square feet in the immediate neighborhood. This would suggest that older, tired retail space in the area could be repurposed, and present an opportunity for focused, new development in key areas.



# MARKET/VENDOR ANALYSIS

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

### INTRODUCTION

The Existing Markets matrix in Appendix E shows there is an extensive existing market culture and network in Salt Lake City. The concept of a market at the Fairpark is to fill a niche and complement rather than compete with the existing markets in the area. Gaining an understanding of the existing market landscape and geographic spread of markets in Salt Lake County (in addition to our interviews with existing market operators) helps inform the recommended market type, product mix, and phasing of the project. Further, vendors often participate in more than one market so a comprehensive market list helps establish a potential vendor pool/mix of the Fairpark Public Market. As the Fairpark market evolves over time, it will be important to stay attuned to changing market trends and offerings throughout Salt Lake City so the market stays relevant and financially viable.

In terms of product mix, "produce" refers to local fruits and vegetables; "arts/crafts" refers to local art and handmade goods (jewelry, ceramics, etc.); "value-added" refers to raw products that have been enhanced (jams, soaps, etc.); "prepared food" refers to ready-to-eat food and food truck products; "services" refer to transactions without physical goods (knife sharpening, haircuts, etc.); "wellness" refers to health-related products and services (massage, essential oils, etc.); "flea/vintage" refers to second-hand goods (clothing/accessories, furniture); and "collectibles" refer to rare/valuable items (records, comic books, etc.).

The following list is meant to give a general breakdown of the market product mix in the Salt Lake City area. A more thorough list can be found in Appendix E.

- Markets offering primarily produce include the Liberty Park Market, Sunnyvale Farmer's Market, University of Utah Farmer's Market, 9th West Farmer's Market.
- Primarily crafts/art markets include the Utah Art Market, Salt Lake City Urban Flea Market, Salt Lake City Indoor Swap Meet, 9th West/People's Market.
- Markets selling a mix of produce and crafts/art include Downtown Salt Lake City Farmer's Market, Wheeler Farm.
- 3 of these markets operate year-round and the rest are seasonal. (*Year-round - Downtown Salt Lake City Farmer's Market, Salt Lake City Urban Flea Market, Salt Lake City Indoor Swap Meet*).
- Saturdays and Sundays are the most popular market days. No markets operate on Mondays. Tuesdays, Wednesdays, and Fridays only feature short-term seasonal summer markets.
- 7 markets operate morning-afternoon (*Downtown Salt Lake City Farm-*



er's Market, 9th West, Salt Lake City Urban Flea, Wheeler Farm, Salt Lake City Indoor Swap Meet, Utah Art Market, Sunnyvale) and 3 have evening hours (three of which only operate in summer). (Downtown Salt Lake City Farmer's Market [SUMMER], Liberty Park, Salt Lake City Indoor Swap Meet)

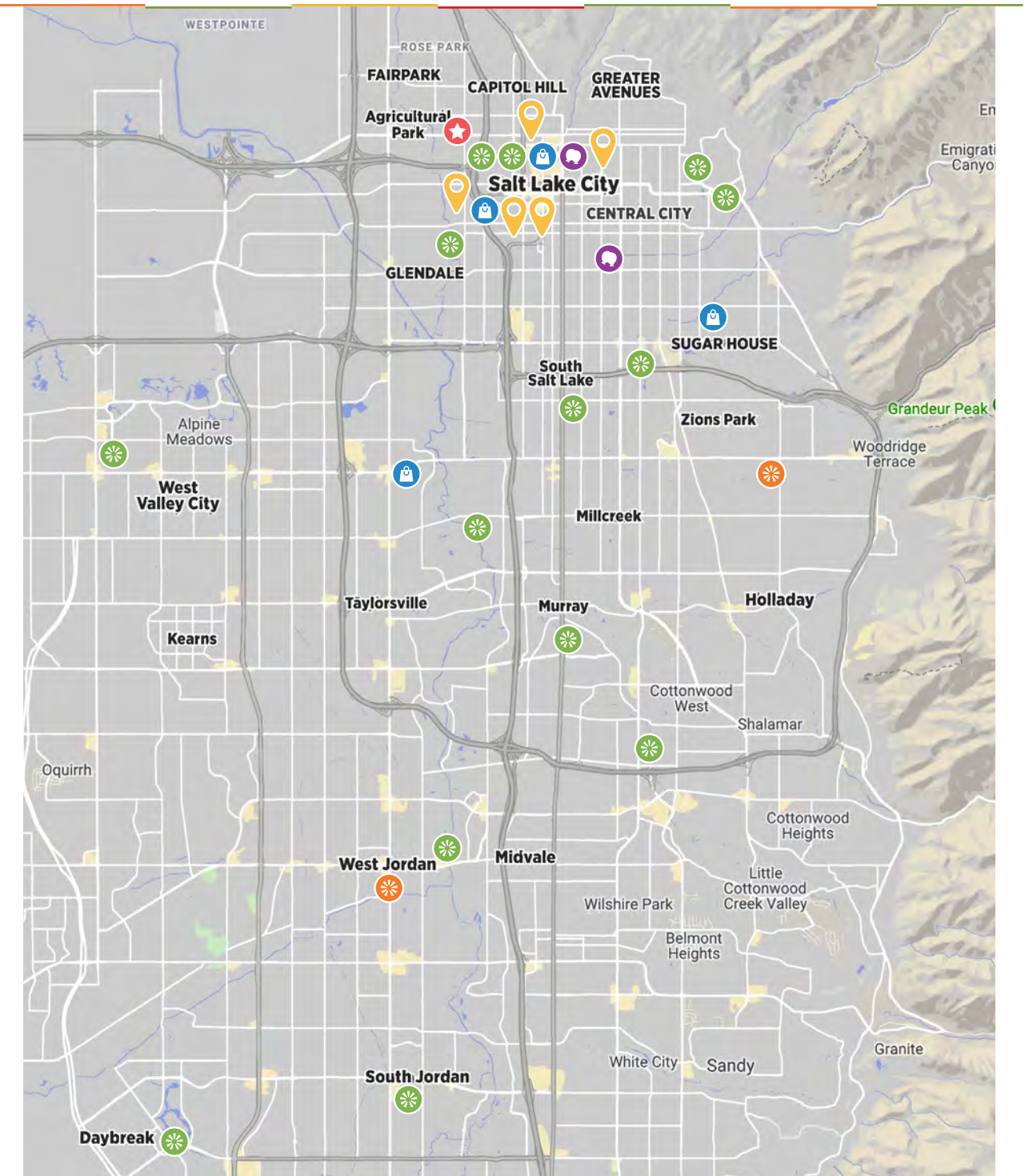
- Markets range in size from 2-5 vendors to 280, with most featuring ~60.

## EXISTING MARKETS

- 🌻 Downtown Salt Lake City Farmers Market–SUMMER
- 🌻 Downtown Salt Lake City Farmers Market–HARVEST
- 🌻 Downtown Salt Lake City Farmers Market–WINTER
- 🌻 Sugar House Farmers Market–CLOSED
- 🌻 9th West Farmers Market / People's Market
- 🌻 Liberty Park Farmers Market
- 🌻 Sunnyvale Farmers Market (Project of International Rescue Committee New Roots Program)
- 🌻 Wheeler Farm Farmers Market
- 🌻 Back to Our Roots Farmers Market–NEVER OPENED
- 🌻 Murray Park Farmer's Market
- 🌻 University of Utah Farmer's Market
- 🌻 VA Farmers Market
- 🌻 South Jordan Towne Center Farmers Market
- 🌻 Daybreak Farmers Market
- 🌻 New Roots Farmers Market at Central Park
- 🌻 Gardner Village (Wasatch Front Farmer's Market)–CLOSED
- 🌻 West Jordan Farmers Market–CLOSED
- 🌻 Millcreek Community Market–CLOSED
- 🌻 Salt Lake City Urban Flea Market–WINTER
- 🛒 Salt Lake City Urban Flea Market - SUMMER
- 🛒 Salt Lake City Indoor Swap Meet
- 🛒 Utah Art Market
- 🛒 Craft Lake City
- 🗨️ Sunday Drum Circle and Craft Market
- 🗨️ Living Traditions

## OTHER RELEVANT DEVELOPMENTS

- 📍 Food Alley
- 📍 IRC Spice Kitchen–General Store
- 📍 The Exchange
- 📍 Fleet Block Project–Granary District
- 📍 Square Kitchen



**FIGURE 30: EXISTING MARKETS**

Interviews with several local stakeholders and members of the project Technical Advisory Committee were conducted to explore common themes related to the possible development of a market at the Fairpark. Below are the key opportunities and concerns common among multiple stakeholders.

### OPPORTUNITIES

#### Site Specific

- The Westside neighborhood is in need of a local community amenity
- A flexible, multi-use destination would create greater draw
- A “lighter, quicker, cheaper” incremental approach would make most sense
- Adjacent Jordan River Trail and TRAX stop are great assets

#### General

- Existing local food entrepreneurs are looking for opportunities and space
- Product mix should reflect/cater to Westside residents
- Product mix should be distinct from other Salt Lake City markets
- Need for permanent space for job skill development and business incubation

### CONCERNS

- Confusion around how this study relates to past market studies
- Markets are financially challenging and require adjacent spin-off opportunities
- Negative perception of the Fairpark site
- Need for consistent/streamlined marketing for all Fairpark events
- Existing parking, traffic, and access to the site would not support a public market
- Gentrification and neighborhood change loom on the Westside

#### ***From Stakeholder Interviews:***

The following comments from the stakeholder interviews formed the basis for the key opportunities and concerns outlined above.

- There are many existing local food entrepreneurs looking for opportunities and space.
  - One statewide agency focused on local food is seeing an average of 3-5 new food companies applying to start up business every week.
  - International refugee programs are seeing a lot of interest from participants in starting food businesses – they currently have a wait list. Many are looking for permanent vending space to establish their brands and grow their businesses.
  - Salt Lake City is seeing an uptick in the number of farmers markets and the number of local farmers, but most of this growth is from small-scale vegetable farms in urban areas. Some larger scale farms are also increasing production.
- It would be important to create a product mix that both reflects and caters to local neighborhood residents and is distinct from offerings at other markets in Salt Lake City.

- Many folks said the Fairpark could be a great venue to feature culturally relevant products that reflect and celebrate the multiculturalism and diversity of the neighborhood's residents (e.g. international arts, crafts, culturally relevant produce).
- The market would need a clear mission and distinct product mix to succeed.
- The Westside is the most diverse neighborhood in Salt Lake City and all of Utah, which is a major asset.
- Products should be affordable since there are more low-income residents on the Westside.
- Markets located on the Westside get a lot of low-income shoppers.
- Permanent space for job skill development and business incubation is needed.
  - A Westside program that provides job training to women experiencing homelessness currently operates on a vacant lot, but they could definitely use a permanent site for business incubation and job skills workshops. The TRAX line would also be a major asset, since most of these constituents don't have cars.
  - Of the 51 start-up business participants of an international refugee program, some are doing prepared meals (e.g. Blue Apron) and food carts, a good mix of prepared and fresh. Many constituents are ready to move into permanent vending spaces and are seeking regular vending opportunities to establish their brands and grow their businesses.
- There is confusion around how this feasibility study relates to past studies, which is contributing to some stakeholder burnout and wariness. Messaging thus far has led to the perception that a market at the Fairpark would create increased competition for existing markets in Salt Lake City.
  - It is important to emphasize that a market at the Fairpark would not be in direct competition with the Downtown Farmer's Market.
  - There was a sense from folks at the first TAC meeting that there's a lot of confusion about who is doing which studies – "they are all starting to run together."
  - The Downtown Farmers Market vendors are very loyal to that market, which is important to consider in terms of the product mix at a market at the Fairpark. A few vendors sell at both the Downtown Market and Wheeler Farm Market– markets that are both quite large and successful.
- Markets are challenging financially. It is important to avoid creating a market just for the sake of it.
  - Markets are great only if they can be supported through sufficient income.
  - It takes years for markets to become established and build up a stable customer base. This also makes it difficult to attract vendors.



- It is critical to think about what entity would organize, operate, and fund a market early on, as this greatly impacts the concept. Should it be an existing entity or a partnership of varied interests?
- Any new market will need a few larger scale anchor farmers who can supply more products.



# COMPARABLE FACILITIES

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

### Comparable Facilities

The two comparable markets chosen for this study are located in relevant locations; the Allentown Farmers Market is located at the Allentown County Fairground in Pennsylvania, and the Stockyard Station Market is located in the historic stockyards of Fort Worth, Texas. Both markets operate year-round and house a series of independent vendors selling fresh food, prepared foods and general merchandise.

Both comparable facilities attract local customers and tourists and are an amenity for their neighborhoods and their historic locations.

The Allentown Farmers Market is operated independently of the Fairgrounds and the Fort Worth market is operated by the Stockyard, showing that there are options for approaching the ownership and management of such projects.

PPS also ran a series of key demographic analogs in a 15 minute drive-time contour, comparing Allentown and Fort Worth with the Fairpark location in Salt Lake City. Interestingly, the Salt Lake City Fairpark has more favorable overall demographics than either of the two comparable market sites, as shown in Table 4 below. While this does not indicate a market at the Fairpark will automatically be successful, it does show that the Salt Lake City location is indeed “healthy in terms of its surrounding population numbers and spending power”.

### Salt Lake City Fairground Demographic Analogs 15-min Drive Time Contour with Fort Worth TX Fairgrounds and Allentown, PA Fairgrounds

15-minute Drive Time Contour	Salt Lake City Fairgrounds	Fort Worth, TX Fairgrounds	Allentown, PA Fairgrounds
Population	372,889	266,176	232,966
Households	139,096	90,707	88,093
Avg HH Income	\$81,982	\$67,760	\$75,234
Per Capita Income	\$26,864	\$26,893	\$28,820
% College Degree +	33.8%	20.9%	27.6%
Food at Home Potential*	\$610,724,503	\$384,864,595	\$399,900,336
Food Away Potential*	\$434,859,992	\$270,529,775	\$277,500,397

**TABLE 4: Salt Lake City Fairground Demographic Analogs 15-min Drive Time Contour with Fort Worth TX Fairgrounds and Allentown, PA Fairgrounds.**

\* U.S. Dept. of Labor's Consumer Expenditures (CE) Survey.

While this study does not include an analysis of the food stores surrounding each of these two comparable fairgrounds, it is likely that such an analysis would find similar levels of intense local competition. The major difference, however, is that both the Fort Worth and Allentown public markets have been in existence

... today's public markets need to be especially creative in establishing a compelling market niche.

for many years and preceded most of the supermarkets that later entered the market. As a result, these markets already had a pre-established customer base.

### **ALLENTOWN, PA**

#### **Allentown Fairgrounds**

Established: 1852

Owner and Operator: Lehigh County Agricultural Society (non-profit)

Mission: "...improvement of agriculture, horticulture, livestock, domestic and mechanical arts and entertainment of its membership and patrons"

Revenues: \$4,000,000+

Programs operated year-round: markets, exhibits, trade shows, concerts

The original 1852 location was only five acres. The Fairgrounds moved to its present 46-acre site in 1889 featuring a grand entrance and midway, a 59,000 square foot exhibition building, 'farmers market', theater, enclosed animal barns, open-sided sheds, half-mile racetrack, and grandstand for 10,000 seated patrons. The site is surrounded on three sides by a hospital, commercial and residential areas, and the other side abuts a large cemetery.

Abundant parking is available on site (1000+ spaces) with additional parking in surrounding areas. The site is also accessed by three buses.

Except during Fair time, the Lehigh County Agricultural Society generously allows vehicles to pass through its gates to allow for unimpeded traffic flow and lets the public traverse its grounds. The Fairgrounds has been used for events ranging from city parades to high school band practice, along with other donated community uses.

#### **Allentown Fairgrounds Farmers Market**

Established: 1955

Hours: Open three days per week – Thursday, 9am to 8pm, Friday, 8am to 8pm, and Saturday, 8am to 6pm.

The Allentown Fairgrounds leases a building to a for-profit market operator, who then subleases spaces to individual market stall holders. The Farmers Market operates year-round in permanent structures adjacent to the grandstand.

The market features 60 vendors selling primarily fresh and prepared foods, along with a few who sell general merchandise and offer services, such as knife sharpening and haircuts. While fresh foods predominate at the market, produce is not as strong as it once was. Many of the original 'farmers' have diversified and now offer conventional produce alongside local. Prepared foods are popular and expanding. Many different cuisines are available, including Korean, Vietnamese, Mexican, Mediterranean, Italian, Polish and Amish. Meat and poultry vendors appear to be doing exceedingly well.

While there are no actual figures, both the management and vendors interviewed said that nearly all customers drive to the market. Even though the market is located adjacent to a city neighborhood, the majority of customers come from outside the 10-minute drive/walk trade area. The Allentown Fairgrounds Farmers Market is a destination in and of itself.

Parking is abundant and immediately flanks the market.

Vendors said that most events at the Fairgrounds are good for business, but not all. For instance, the antique, gun and dog shows are good for business, but they say the “Giant Garage Sale” is not.

**Strengths**

- Management – A husband and wife team manage the market and are on site full-time; their association with the market goes back 60 years. They focus on promotion and keeping stalls full of popular vendors and merchandise. They also own and operate several of the stalls in the market.
- Mix of merchandise – management has created a well-balanced mix
- Mix of customers – mixed race, age, sex, income
- Strong vendors – good displays, service, products
- Market is consistently busy – large and loyal customer base
- Historic, regional attraction – the market is the primary destination of the Fairgrounds
- Synergy with Fairgrounds – the market operates symbiotically with the Fairgrounds
- Parking – abundant, 1000+ spaces on site and more located in the area nearby
- Walkability – the market is located across the street from city neighborhoods
- Accessible – Fairgrounds is un-gated and allows people to walk and drive through the property

**Weaknesses**

- No public seating or event spaces
- No outdoor vending
- The market building is worn out and is in need of investment
- Local products are not emphasized
- There are no adjacent uses during most days

**FORT WORTH, TX****Fort Worth Stockyards**

Established: 1887

Scale: 98 acres plus other parcels

Originally built and owned by the City of Fort Worth, the Stockyards were sold to private investors in 1893 and became a major shipping point for livestock. After World War II, the city saw a decline in trade and the Stockyards began to evolve with the addition of more retail, entertainment, food and drink. The Stockyards is now one of Texas' most popular tourist destinations.

Traditions are very much alive at the Stockyards and the district excels at telling an authentic story. Livestock sales, open stockyards, daily cattle drives and an indoor rodeo coliseum provide contemporary thrills and a sense of history.



COMPARABLE FACILITIES



Allentown Fairgrounds Farmers Market

Visitors are transfixed by the atmosphere, architecture and experience of seeing a living old-fashioned stockyard district. The great story of "where the West begins" is woven throughout the district and continues to attract more and more people interested in experiencing the authentic American West.

The Fort Worth Stockyards National Historic District has 46 contributing buildings as well as newer hotels, restaurants and shops. There is limited free street parking and parking lots charge \$5. All parking during special events costs between \$5 and \$10.

Implementation of a phased master plan is underway with the most recent effort being a \$175 million repositioning of the Horse and Mule Barns to create a "premier experience" anchored with local and national brands. The City of Fort Worth approved \$26 million in tax incentives to spur redevelopment interest and created a TIF district in 2014 to fund new infrastructure. The City has also created a Historic Stockyards Design District Task Force to preserve the area's heritage. A historic creek that runs through the district is also being ecologically restored.

### **Stockyards Station**

Established: 1887

Hours: Monday to Saturday, 10am to 6pm, Sunday, 12pm to 6pm

Stockyards Station operates as a public market, although it is not necessarily referred to as a "market." It houses multiple vendors and has the feel of a market with 20 permanent vendors selling food and drink, as well as gifts and general merchandise. The Station is located at the far end of the Stockyards and does not get as much traffic as other areas. In contrast to the rest of the district, which is undergoing a face lift, this part of the experience has a tired feel. However, the developers see an opportunity to rethink the "market" as part of the master plan, which also includes an open-sided shed for local producers to back into and sell from their trucks. This information was gathered while working with Stockyards Station on projects through interviews with several people and observation by PPS.

The Station has an active rail line—the Grapevine Vintage Railroad operates a tourist train between Grapevine TX and the Stockyards.

### **Strengths**

- Preservation of historic buildings
- Daily, active programming
- Continuing investments to create a stronger attraction
- Multiple public-private partnerships
- Ecological restoration projects underway

### **Weaknesses**

- 2.5 miles from downtown
- Not a walkable destination, but walkable once you get there
- Stockyards Station is tired and needs to become more of an attraction
- There is a lot of alcohol available, so the District needs to be careful to avoid becoming a Bourbon Street





Fort Worth Stockyards Station

# COMMUNITY OUTREACH PROGRAM

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

### Preliminary Community Outreach Report

CRSA worked with the RDA to obtain input on the viability of a public market and further activation of the State Fairpark from the Salt Lake City community, particularly Westside stakeholders. We:

- Created a Technical Advisory Committee comprised of Utah State Fairpark staff and board, Utah State officials, Salt Lake City officials, Community council chairs, food industry representatives, developers, farmers and market operators.
- Conducted One-on-One interviews.
- Participated at public events including a public open house, Living Traditions Festival and the Rose Park Community Council BBQ.
- Attended Westside Coalition and River District Chamber meetings.
- Conducted two Internet surveys built by the consultant and disseminated through the Salt Lake City RDA's website to a broad geographical sampling of the Salt Lake City community.

### Technical Advisory Committee

The Technical Advisory Committee (TAC) was assembled by Salt Lake City RDA and its consultant, CRSA. Sixty people were invited to sit on the committee. Many attended workshops and meetings held at the Utah State Fairpark that were conducted by the CRSA | People for Public Spaces | ZPFI team.

### Fairpark Public Market Feasibility Study Technical Advisory Committee Statewide Interests/Agencies

<b>James Russell</b>	State of Utah, DFCM
<b>Kirk Huffaker</b>	Preservation Utah
<b>Kynda Curtis</b>	Utah State University - Agricultural Extension
<b>Larry Mullenax</b>	Utah State Fairpark
<b>Laurie Seron</b>	Utah's Own
<b>Levi Roberts</b>	Utah Transit Authority
<b>Mike Shultz</b>	Utah State Legislature - Fairpark Committee
<b>Nina Mendoza</b>	Utah's Own
<b>Ruby Ward</b>	Utah State University - Agricultural Extension
<b>Scott Beck</b>	Visit Salt Lake
<b>Soren Simonsen</b>	Jordan River Commission
<b>Steve Cornell</b>	State of Utah Department of Heritage and Arts



### Community/Neighborhood Representatives

<b>Kristen Lavalette</b>	Local First Utah
<b>Maria Garcia</b>	Neighborworks Salt Lake
<b>Richard Holman</b>	Westside Coalition
<b>Sarah Munro</b>	University Neighborhood Partners
<b>Thomas King</b>	Fairpark Community Council

### Business/Development Representatives

<b>Bill Coker</b>	Red Iguana
<b>Chris Parker</b>	Giv Development
<b>Chris Zarek</b>	Form Development
<b>CJ Hellige</b>	Giv Communities
<b>David Galvan</b>	Mestizo Coffee House
<b>Justin Belliveau</b>	Grid City Beer Works
<b>Kent Whipple</b>	Whipple Plumbing
<b>Sean Neves</b>	Congregation Spirits

### Food/Vendor/Garden Representatives

<b>Ashley Patterson</b>	Wasatch Community Gardens
<b>Deborah Myrin</b>	Canyon Meadows Ranch
<b>James Hunter</b>	International Rescue Committee
<b>Kathryn Idzorek</b>	Spice Kitchen
<b>Kent Pyne</b>	Pyne Farms
<b>Michele Corigliano</b>	Salt Lake Area Restaurant Association
<b>Tamara Hed</b>	Blue Spring Farms

### City/County Representatives

<b>Bridget Stuchly</b>	Salt Lake City Sustainability Department
<b>Cami Munk</b>	Salt Lake County Arts and Culture
<b>Cara Lindsley</b>	Salt Lake City Redevelopment Agency
<b>Jennifer Seelig</b>	Salt Lake City Mayor's Office
<b>Lex Traugher</b>	Salt Lake City Planning Department
<b>Shannon Williams</b>	Salt Lake City Sustainability
<b>Susan Lundmark</b>	Salt Lake City Redevelopment Agency
<b>Valerie Price</b>	Salt Lake County Arts and Culture
<b>Weston Clark</b>	Salt Lake County Mayor's Office

### Chambers of Commerce

<b>Nigel Swaby</b>	River District Chamber
<b>Tiffany Ente</b>	Utah Asian Chamber of Commerce
<b>Alex Guzman</b>	Utah Hispanic Chamber of Commerce
<b>Vivi Tran</b>	Utah Vietnamese American Chamber of Commerce
<b>James Jackson</b>	Black Chamber of Commerce
<b>Silvia Castro</b>	Suazo Business Center

### Other Potential Stakeholders

<b>Brian Tonetti</b>	Seven Canyons Trust Jordan River Commission
<b>Brittany Reese</b>	Sugar Space
<b>Gwen Crist</b>	Slow Food Utah

### TAC Workshop #1 – March 6, 2019

*PROJECT INTRODUCTION* - Cara Lindsley from Salt Lake City RDA introduced the project to the TAC and provided a background on why the study is taking place. The project team was introduced.

*FAIRPARK OVERVIEW* - Larry Mullenax, Executive Director, provided an update on the current funding and management strategy for the Fairpark:

- Noting that one time appropriations from the State are winding down
- No permanent funding exists, requiring the Fairpark to raise revenue through events
- Annual budget is approximately. \$5,000,000. Currently 240+ days are booked at the Fairpark across 53+ events
- Recent upgrades include the arena.
- The Fairpark is fully secured due to past issues with vandalism.
- The Fairpark will continue to look for partners and events to raise revenue.
- Certain events are quite large, however, the community in general may not be aware of them. Current advertising is through social media and tends to target interested groups versus larger public. Many events leave a lot of dollars in the area.

### **Successful Public Markets – Case Studies/Precedents**

Kelly Verel/David O'Neil – PPS discussed public markets. PowerPoint is attached in Appendix A – TAC 1.

### **Types of Markets**

- Open Air Markets (Like Salt Lake City Farmers Market)
- Enclosed Markets (Overhead structure/non-permanent booths)
- Food Halls (Permanent structures and booths)
- Market Districts

### **Example Markets**

- Eastern Market (Washington, D.C. historic structure)
- Cedar Rapids, new structure
- Santa Fe Railyards

### **Ten Ingredients for Successful Public Markets:**

- Vendors
- Location
- Mix
- Mission
- Public Spaces
- Connections
- Economics
- Promotion

- Value
- Management

### **Public Market Visioning / Brainstorming (Kelly Verel / David O'neil- PPS)**

*What are your Hopes and Wishes? What are your Issues and Concerns?*

- Concerns
  - Draw folks into community and support community.
  - Fairpark permeability, public access, public spaces, food desert, daily use, destination for 5,000 office workers, connection to Jordan River.
  - Address economic viability of Fairpark (w/o negative impact to public market). Could 2 markets exist and thrive?
  - Differentiation and sustainability.
  - Authentic to "State Fair".
  - Preserve Westside cultural diversity.
  - Concern about initial investment and competing for public funds/ donor support, etc.
- Opportunities/Desires
  - Grow community groups/resources using the Fairpark district's unique characteristics – build on walkability.
  - Increase diversity of TAC.
  - Parity across city regarding access, resources, vendor opportunity.
  - Community – centric destination.
  - Evaluate stability of use of historic structure or implied history. Building loss.
  - History as point of celebration.
  - Opportunity to add market resources to Salt Lake City.
  - Give space for prepared foods/vendors.
  - Cultural diversity.
  - Build on Fairpark identity.
  - Transit stop great opportunity.
  - Accessibility – Bus/TRAX/Ped – pay attention to how visitors might access site/market.
  - What is potential for international public market?
  - Look at "food alley" outdoor/incubator/refugee = public market place = packaged food.

### **Fairpark Site – Baseline SWOT Analysis (Kathy Wheadon/Kelly Gillman – CRSA; Benj Becker - ZPFI)**

WHAT MAKES A GREAT PLACE?

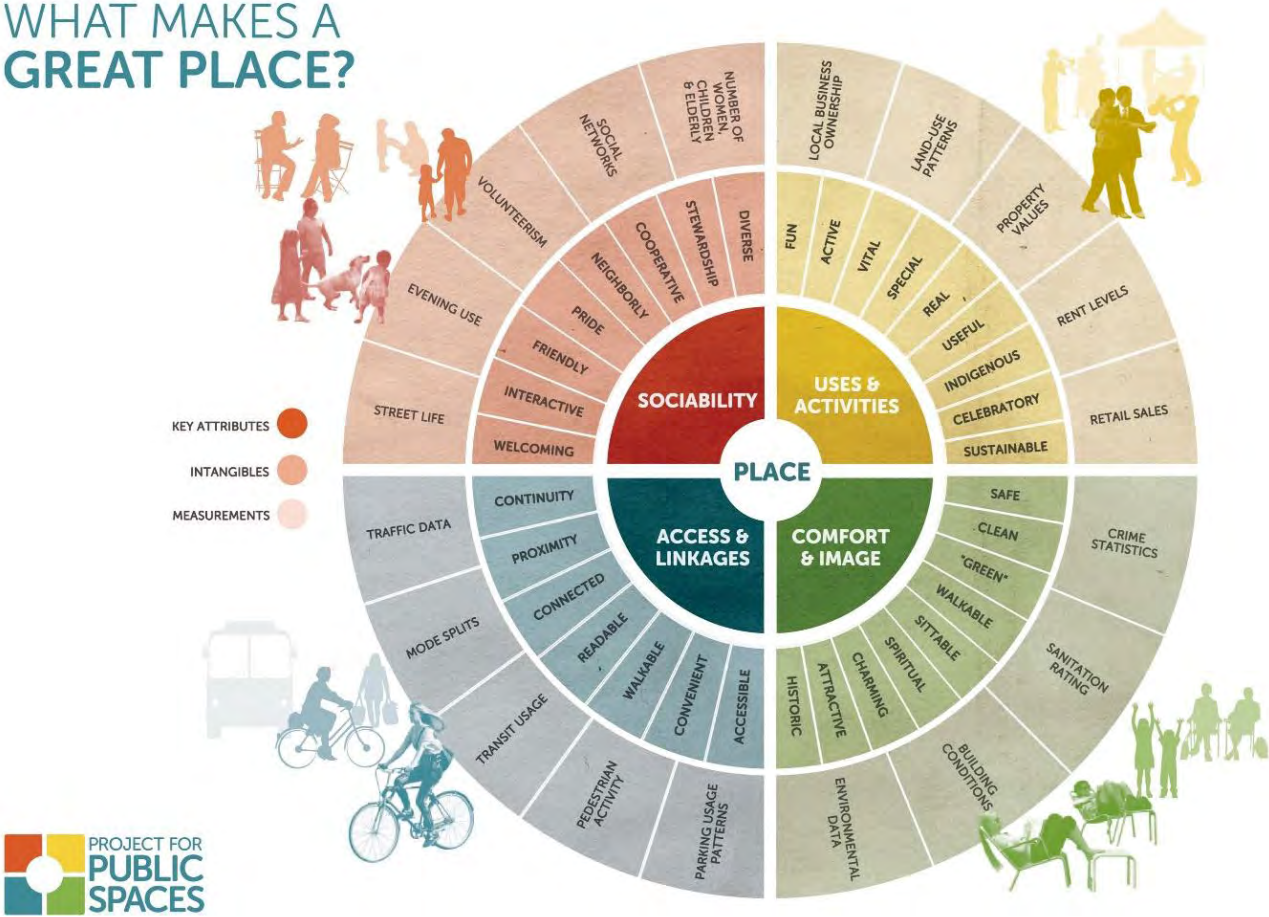


FIGURE 31: WHAT MAKES A GREAT PLACE?



Kathy Wheadon administered a SWOT Analysis with the TAC. Notes were placed on each of the two SWOT boards. One board was for the Fairpark and the other for the Whites Ball Field. See separate SWOT spreadsheets – *SWOT Analysis is found in Appendix A – TAC 1.*

### TAC Workshop #2 – Placemaking Workshop - May 15, 2019

Utilizing the PPS principles for “What Makes a Great Place” summarized in the “What Makes a Great Place” diagram, a series of Placemaking outreach methods were used to engage the community in identifying opportunities for the Fairpark to work more effectively as a community gathering place. While previous workshops had focused on the market itself, these activities were intended to investigate how to make a Fairpark Market a more vibrant destination and to understand what types of markets would attract residents of Salt Lake City.

#### Placemaking Workshop



**FIGURE 32: Fairpark Site Map for Placemaking Workshop**

On May 15, 2019, PPS facilitated a Placemaking Workshop for the Technical Advisory Committee with about 25 members attending. Following a presentation on the elements and benefits of great public spaces, participants were broken into four groups of 6-7 people each to evaluate five different public space areas in and near the historic barns using PPS’s Place Game. (See map below) Participants spent time observing and evaluating their specific site followed by time with their small groups brainstorming short and long-term improvements to the site. The consolidated results of the Place Game and notes from the Workshop can be found in Appendix B.

Using the PPS Place Game, groups “imagined” each site addressing the follow-

ing questions:

- What kinds of things would you like to be able to do here?
- How would you like to be able to get to and from here?
- How could this place better connect to other places nearby?
- What kinds of amenities/features would you like to see here that would add to the character of this place and make it more comfortable?
- What kinds of opportunities are there for social interaction? What would compel you and a group of your friends to come here?

Groups then identified opportunities:

- What do you like best about this place?
- List things that you would do to improve this place that could be done right away and that wouldn't cost a lot.
- What changes would you make in the long term that would have the biggest impact?
- What local organizations, partnerships, or talent can you identify that could help implement some of your proposed improvements or a market?

Below are the visions each group developed for the five different areas.

### 1. The Central Green: Heart of the Fairpark

This area should continue to function as the site for large festivals and concerts with the addition of other activities and amenities, including:

- Playground and splash pad
- Sports activities (field sports, climbing wall, etc.)
- Restaurant or café
- Open green space for recreation

### 2 & 3. Jordan River Park and Trail: Connecting the trail to Fairpark

The adjacent Jordan River trail is a major asset to the Fairpark with potential for many additional uses/activities that would complement a market:

- Expanded riverwalk and trail
- Entrance to the Fairpark
- Public boat launch and boat/kayak rental
- Dog park
- Splash pads, playground and pool
- Social plaza (music, dance, gathering)

### 4. The Historic Barns: Year-round showcase of Salt Lake City and Utah Culture

The barns will be the focal point of the public market but will feature a variety of other complementary programming and events as well, including galleries and exhibits, public art, flexible event spaces, performing arts space, and agricultural shows.

### **5. Fairpark Gateway: Creating a transit destination & expanding access to the Fairpark**

It will be critical to remove physical and visual barriers to the Fairpark and improve access both to and through the site:

- No walls along North Temple – open up the Fairpark
- Direct access from TRAX to the Fairpark and future development site
- New development that reflects the character of Fairpark
- Design treatment that creates a strong gateway to the Fairpark
- Convenient parking and bicycle access/parking

### **TAC Meeting #3 – Wednesday, July 10, 2019 – 3:30 – 5:15 pm**

The Technical Advisory Committee met to review and discuss the marketing concepts and proposed design options.

After a brief review of the Discovery Report findings, Kathy Wheadon and Fran Pruyn presented the key conclusions from the Placemaking Workshop:

- Access needs to be improved;
- Additional visibility is critical;
- Public spaces at the Fairpark should be activated by a wide variety of uses including a market;
- Many people are very excited about the idea of a public market on the west side of Salt Lake City, and want to see it happen quickly.

Kathy and Fran then presented the PPS-prepared Preliminary Market Program which included the following recommendations:

- Lighter, Quicker, Cheaper is the preferred method to start a public market because it could be up and running quickly. The growth of the market can be organic and phased over time.
- Make a market that fits the place.
- Potential market themes include an International Market modeled after the Living Traditions Festival and tied to a Night Market.
- Proposed market mix includes local farm produce, prepared foods sold inside the barns, on the site around the barns and from food trucks, as well as non-food items such as arts and crafts.
- International foods, reflecting the diversity of the Westside, could provide the necessary market niche and be reflective of the surrounding neighborhood.
- Value added products should be featured. These include items like locally produced chocolate, cheese/dairy products, salsa, and other products reflecting the west side of Salt Lake City.
- Music/concerts and other activities can attract a wider customer base.
- A beer garden can be an attraction and a profit center.

Kathy Wheadon and Jeremy Bringard presented the recommended Development Options and Concept Design based on the above market program.

As described in more depth in Section 4 of this document, the sites considered for the Public Market at the Utah State Fairpark were the White Ballfield and Fairpark Historic Barns.

The White Ballfield site is an empty site with little established infrastructure. As such, a new public market building would have to be designed and constructed, either alone or as part of a more extensive mixed-use development. Not only would this effort be very costly, it would not have the synergistic opportunities likely if it were located on the Fairpark proper, and separated from adjacent activities by North Temple Street.

The preferred site for a Lighter, Quicker, Cheaper market is Historic Barns 8, 9, and 10, and their surroundings as they are existing facilities that could be used “as-is” in the first phase, and built out in the second phase, if the market succeeds and grows. The third phase could integrate the market with additional development, including related hospitality/restaurants, as well as recreational vendor and retail opportunities inspired by the adjacent Jordan River and Jordan River Trail.

The interior layouts (Section 11 Conceptual Design) are meant to be flexible, and can change in a day, if needed, taking advantage of opportunities or mitigating circumstances that may arise. They can adjust as market management learns and organically grow to fit the customer needs. The initial exterior concepts (Section 11 Conceptual Design) show vendors spilling out onto North Temple between Barns 8 & 9. As demand rises, and the public market grows, more space surrounding Barns 8, 9 and 10 will be absorbed for additional vendor stalls, seating, food truck parking and event space.

The consultants concluded that the key strategies for success are:

- Use a Lighter, Quicker, Cheaper market development process.
- Involve a creative management team with a vision for the Market, the Fairpark and the neighboring community.
- Create a mix of uses: music, eating, planned activities, shopping, public art.
- Apply a strong economic model – the financial analysis and pro forma to be provided at the final TAC meeting, following refinements made to the market program and concept design based on input by Technical Advisory Committee members and other key stakeholders.

The community benefits of public market for the Fairpark include further activation, momentum for year-round uses, and improving the value of the Fairpark. For the surrounding Westside Salt Lake City neighborhoods, the market can be a neighborhood shopping amenity, it can create jobs, make the area safer and provide cultural and social integration. Ideally, for the city and the region, the market will help the Fairpark become a year-round attraction, integrate the east and west sides of the city, build light rail ridership, and bring diverse people together.

## Questions And Answers

**Q:** *Will the market occupy only the space between Barns 8 & 9 in the beginning?*



**A:** It will depend on the size and nature of the vendor pool. One option is to cover the area between Barns 8 and 9.

**Q:** *Who will run the market?*

**A:** There is no manager at this point. The Utah State Fair Corporation is mandated by the legislature to manage the Fairpark, they may want to solicit someone with experience running a market, or send out a Request for Proposal.

**Q:** *What would the management structure be?*

**A:** There are several options: 1) the Fairpark can manage the market in-house with their own expertise; 2) the Fairpark can contract with a management organization; 3) a hybrid of the two.

**Q:** *How will the market be inclusive to the entire community?*

**A:** Community organizations, including community councils, local businesses and ethnic chambers of commerce, have been invited to sit on the TAC, the consultants are asking for input from a wide spectrum of the community.

**Q:** *Who owns White Ballfield?*

**A:** The Ballfield is a part of the Utah State Fairpark. The long term master plan calls for its eventual development.

**Q:** *What is the pipeline of potential vendors? Who would come?*

**A:** The consultants have spoken with representatives from the ethnic chambers of commerce and vendors such as the Spice Kitchen and other food business incubators. They have been invited to sit on the TAC and have participated in the first two TAC Workshops. It will be critical for the management of the market to have a good relationship with these organizations.

**Q:** *What will it take to launch this?*

**A:** Less than \$500,000 for 1st phase\*

**Q:** *If a check were written for the \$500,000 now, could this market happen next spring?\**

**A:** Perhaps

**Q:** *Where would the livestock go if a public market happens at the Fairpark?*

**A:** The Fairpark would like to relocate the animals to new barns behind the arena.

**Q:** *If the animals are moved behind the arena, what steps would be taken to mitigate insects for surrounding neighbors?*

**A:** Mosquito abatement and using a feed for the animals that kills fly eggs.

**Q:** *Where does the money come from for site management improvements?*

**A:** Utah State owns the Fairpark property, but the legislature has

\*This cost projection does not include suggested capital improvements.

assigned the management of the property to the Utah State Fair Corporation. Fairpark is a for-profit entity. Heat will be put in next year, site upgrades being completed now. The Fairpark thinks like a business – this must be a destination.

**Q:** *Would profits stay with the Fairpark or go back into the Public Market?*

**A:** It will depend on the business model.

**Q:** *Could vendors be at the Fairpark during the State Fair?*

**A:** Yes.

**Suggestions and Comments made by the TAC:**

- TAC: The public market should be accountable and inclusive to the diverse community.
- RDA: Community outreach is incumbent within this study's scope. The project is a diversification effort, and an opportunity to bring six West-side communities together.
- Landscaping and greenspace suggestions.
- Sequester a portion of Jordan River for access and integrate it into Phase 1. Provide access to the river for kayaking, paddle boarding.
- Urban forestry on south side to create a corridor and a tree line on south and west sides to cover power lines and boxes.
- Don't just remove the wall, but create a more elegant entrance.
- Better access to restrooms
- There is possible activation across North Temple and with the Jordan River. There could be a pop-up market on White Ballfield to activate both sides of North Temple.
- This Fairpark location is at LEAST as good as Sugar House and Sugar House is burgeoning.
- The destination itself seems more important (than the market).
- The perception of the west side is that it is a dangerous area (safety issues).
- The Public Market should engage amenities such as the amphitheater by Jordan River. Programming is important.
- A public market at the Fairpark is competition for the Downtown Farmer's Market. TAC Member doesn't believe that two public markets can co-exist. Perhaps it's possible, but it doesn't seem likely.
- Why can't the Fairpark run an International Night Market now? (It can.)
- A public market is usually a building. This project seems more like a marketplace.
- TAC Member: I like the idea of using existing infrastructure and a phased approach.
- There is a need for a public education campaign about the Westside and Fairpark.

- UTA stops running closer to midnight, which is something that should be considered when thinking of a Night Market.
- Parking immediately adjacent to proposed market/restaurant areas is preferable to most consumers.

### **TAC meeting #4 – Wednesday, September 4, 2019 - 3:30 - 5:30 pm**

The fourth and final meeting of the Technical Advisory Committee was held on Wednesday, September 4, 2019.

Cara introduced consultant team and reviewed what was asked of team in the Request for Proposals (RFP):

- Is there is sufficient demand and supply to support a permanent year-round public market at the Fairpark that can operate without subsidy?
- Does the Fairpark provides a viable site, based on the land that is available, adjacent uses, access, and the State's vision for activating the property?
- What is the preferred development scenario for the public market is a stand-alone project, or part of a mixed-use development?

### **Key Findings - Discovery Report Recap (CRSA)**

Yes to People – the demographics support a public market; the Salt Lake City demographics surrounding the fairpark are more favorable than two comparable existing markets in Pennsylvania and Texas that we studied as benchmarks.

Yes to Products – we have talked to a broad group of vendors. There is particular interest in Westside “start-up” businesses, who do not have the cash to invest in brick and mortar shops. The Downtown Farmer's Market has a waiting list for vendors. It would be particularly good to specialize in products that are produced by and appeal to the population on the west side of Salt Lake City.

A Provisional Yes to Place. It is accessible by car by many different interstates and primary surface roads. It also has good light rail access, however its barricaded and fenced nature does not make it welcoming for “drop-ins or walk-throughs” or transparent about on-going activity. At this point, it is not very walkable.

The site analysis and placemaking workshops concluded that reusing the historic barns would be a better use of Fairpark resources, as a market on the White Ballfield would require extensive site development work, as well a one-phase build-out. The historic barns could be upgraded incrementally as the market grew.

Two surveys and public outreach concluded that there is considerable interest in 1) more activation of the Fairpark as the general perception is that the Fairpark is underutilized, 2) public markets in general, and 3) an international/night market at the fairpark.

### **Market Concept (CRSA/PPS)**

- A market is not just a grocery store; a Fairpark market will need to be a more open community gathering space to be successful.
- Start lighter, quicker, cheaper. See if there is interest and build on it. Grow it organically.

- Everything is competition, but this market is more of “completing” than “competing”.
- This market would give a place for businesses that cannot get into the current Downtown Farmers’ market.
- Product mix would be a combination of fresh food, prepared food, non-food (collectibles, furniture, plants, vintage items, antiques).
- Food is always big.
- There are no night markets in Salt Lake City, and the market could run concurrently or sequentially with an international market. (Queen Victoria day market is cleaned out around 5:00 p.m. and re-setup as a night market with all new vendors that runs until about 10:00 p.m.).
- The market is a creative exercise, driven by management.
- Phase 1 – Barns 8 & 9: all temporary fixtures. Having a public market in and around Barns 8 & 9 with lighter, quicker, cheaper, allows management to see what works and what doesn’t.
  - Stall, flex/event and vending setup concepts for inside the barns. The width of the barns allows for a double aisle.
- Phase 2 – Growth of permanent fixtures – Barn 9 – could turn into permanent tenant improvements, i.e. beer garden, restaurant) Add Barn 10 as needed – single permanent vendor.
  - More public spaces. 2 entrances from North Temple
- Phase 3 – Permanent public market. Extend to around all barns, and potential other development opportunities.

### Management Options (PPS)

- Option 1 – Fairpark runs the market.
- Option 2 – Fairpark lets an RFP and hires a market operator.
- Option 3 – Hybrid management – Fairpark and operator manage together.
- Phase 3 Management – requires more sophisticated management. This could include 501c(3), non-profit authority, for-profit company, privately owned and operated, or professional realty management.
- Larry Mullinax (Executive Director of Fairpark) says that the Fairpark Corporation doesn’t want to run it. They would rather issue an RFP. The Fairpark manages most of the events, including the State Fair. TAC’s recommendations will be presented to the Fairpark board and the board will make the decision.
- Don’t try to figure everything out. Markets get in financial trouble by overspending. It’s hard to get a market out of trouble once it gets into trouble. Initially, vendors bring in their own temporary fixtures and do their own setup and take down.
- Example: Seattle’s public market started with 12 vendors and has become a district.
- Start out once a month. Try out a night market since there is no competition. You’ll know what you want to do at the end of year one better than you’ll know now because you’ve been watching all year.



### Financial Analysis (PPS)

- 32 vendors is minimum critical mass. Numbers start to balance out at 32 vendors. (review of pro forma)
- Don't think you have to be full. Finesse the space with musicians or tables and chairs to make the market look more full, but allowing spaces to look open makes others feel they can jump in and be a part of the market—shows opportunities.
- Testing the Numbers: "An easy way to think this through is that if a vendor doesn't make \$500 in a night, they're not coming back."
- Markets can draw a lot of people and Salt Lake City has a solid customer base.

**Q:** *Soren: What is expected geographic reach.*

**A:** *15 – 20 minute walk/drive/train; Builds with popularity and geographic reach is extended, including tourists. Don't underestimate electric scooters (Larry).*

Outdoor market generates foot traffic for the indoor market (Washington, D.C.). Indoor market run by city and outdoor run by two separate management teams.

Sponsorships/Partnerships are important (transit, health organizations, etc.)

Capital Costs: Richard – how much of the capital improvements will be made by the Fairpark whether or not the market takes place?

**A:** *The state owns the properties so how much of the burden for capital improvement costs will have to be determined by the State Fairpark (Larry) – electricity was already run for outside vendors, and the Fairpark reinvests frequently in the Fairpark's facilities. The state is responsible for capital operations and maintenance.*

### Questions and Answers

**Q:** *Has there been any comparison and whether or not they can compete with another public market within a 2 mile radius?*

**A:** *We tried to stick to questions requested in the RFP, however, we believe that the two markets would have different mixes of vendors.*

Cara: The Downtown Farmers' market is 28 years old and is mature. This Fairpark Public Market would be a young market. The two markets are therefore very different and don't necessarily have to compete with each other.

Comment: It's not a competitive market with the current Downtown Market. The scalability, sense of context is very different. Don't talk about competition in further communications. I have had a 180 degree change of opinion.

Comment: This is, can be, and should be different. I like the idea of building a neighborhood-focused market. My perspective has evolved. The activation of this area is really good. We can't get into the competition with the Downtown Market.

Comment: I see potentials for both markets to coexist. Play up the international market even more. The Downtown Market (proposed) isn't meant to do away with the current Farmers' Market. Show differentiation between this market and the Downtown Market (current and proposed). Build on the history of the Fairpark area. Embrace more of the River District.

Consultant: There's no more room at the Downtown Farmer's Market.

Consultant: The night market would be a differentiator.

Comment from Westside Coalition: name we'd coined was "International Market at the Fairpark". Marketing to those who would attend and would sell at this market should show differentiation.

Consultant: This is a study. The next step would be to write a business plan.

Fairpark, Larry: Guests to the Fair this year can kayak and canoe on the river to see what the public reaction is. This is an example to show that the Fairpark is listening during the TAC meetings and doing things like installing electricity and flower beds. We're creating community.

**Q:** *Did you contact any current vendors?*

**A:** *Vendors have been positive. People from the Farmers Market didn't all call back, but many others are looking for places to sell.*

**Q:** *To RDA reps: is this going to be presented to City Council?*

**A:** *The report will be presented, but the Downtown Study and Fairpark Study are not apples to apples as the RDA would potentially have different incentive tools to offer each project.*

**Q:** *Will this idea get past your board?*

**A:** *(Larry) If the people think they want a market here, the board will listen. Financing will come from the State Fair, State and hopefully county. The Fairpark doesn't want to compete with others and doesn't solicit events to move venues.*

**Q:** *How many medium to large events does the Fairpark host in a year?*

**A:** *Large: dozen (ticketed events: 12/year). Some events are not good for some vendors.*

## Stakeholder Interviews

CRSA and PPS spoke with the following individuals as part of its community outreach:

**Maria Garciaz**, CEO, NeighborWorks

**Bridget Stuchly**, Salt Lake City Sustainability, Mobile Markets

**Scott Beck/Pat Holmes**, Visit Utah

**Richard Holman**, Westside Coalition

**Larry Mullenax**, Utah State Fairpark Executive Director

**Alison Einerson**, Downtown Alliance, Urban Food Connections of Utah

**James Rogers/Ana Valdemoros**, Salt Lake City Council

**Derek Kitchen**, Utah State Senate – District

**Kate Idzorek and James Hunter**, IRC Spice Kitchen

**Michael Sanders and Kate Wheadon**, Salt Lake City Urban Flea Market

**Laurie Seron**, Program Director, Utah's Own

**Robin Carbaugh**, Carbaugh Associates

**Tamara Hed**, Blue Spring Farm

**Ashley Patterson**, Wasatch Community Garden

**Kirk Huffaker**, Preservation Utah, Urban Food Connections of Utah

**Nigel Swaby**, Realtor

Comments from the stakeholders are included in Section 06.

### PUBLIC EVENTS

#### Public Open House

CRSA and the Salt Lake City RDA held a public meeting on May 16, 2019 from 4 – 7 pm in the Zion Building at the Utah State Fairpark. The public meeting included preliminary information in both PowerPoint and board formats, using information collected during the Discovery Process. This included basic information about the Fairpark, demographics in the area surrounding the Fairpark, public market potential, comparable markets, public transit, interview summaries, market vendor analysis, and preliminary survey summary (*See Appendix F: Public Meetings: Public Market Open House, Living Traditions Festival*). The public meeting was widely advertised through the Salt Lake City feedback community, the RDA's website, community councils, and Facebook, and flyers were posted across the Westside, but the event was only attended by approximately 25 people, possibly because of the time of day, weather, or location.

At the meeting, the RDA and consultant solicited input on both the Fairpark and a potential market. Using boards that illustrated potential Fairpark amenities and public market types, participants were encouraged to place dots near graphics that would attract them to visit the Fairpark and/or market. Participants were given 3 dots for each board, each board having six different choices. Results are shown in the following pages.

#### Living Traditions Festival

*From the Website: "Living Traditions is produced by the Salt Lake City Arts Council, The Living Traditions Festival is a free three-day multicultural festival celebrating the traditional music, dance, crafts and foods of Salt Lake City's contemporary ethnic communities. Admission is free for all event attendees, which brings together over 90 cultures that have made Salt Lake City their home."*

CRSA/PPS/RDA staffed a booth for peak periods over all three days at the Living Traditions Festival, and used the hand-outs and boards to solicit input through dots and post-it notes. *See Appendix F: Public Meetings: Public Market Open House, Living Traditions Festival.*

The Fairpark Public Market booth was surrounded by hundreds of people who were interested to hear about and give feedback on the Fairpark and the possibility of a public market at the Fairpark. All participants were given six dots and

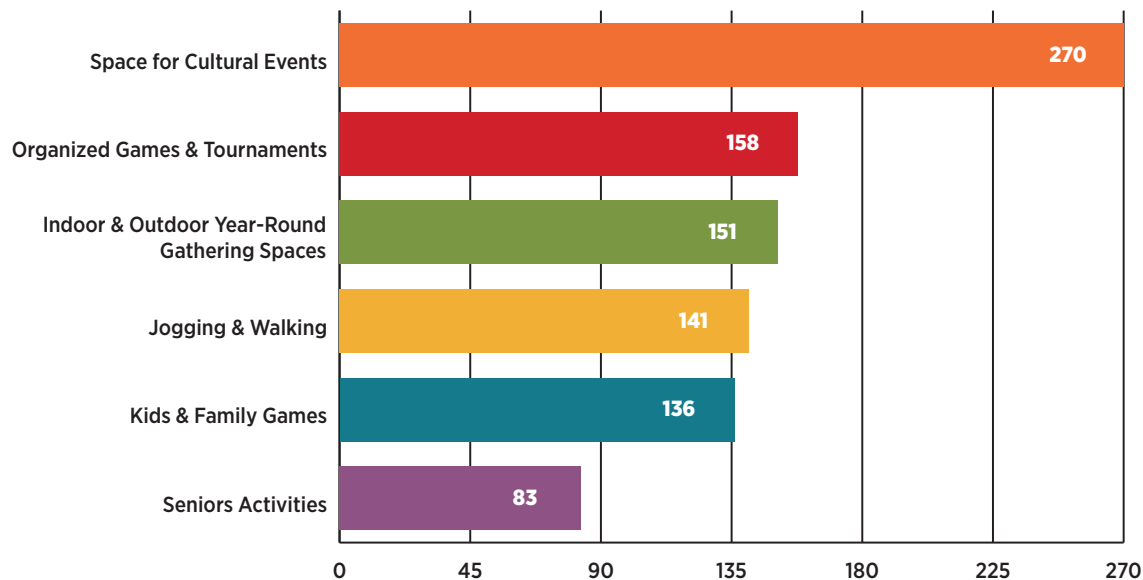
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**In general, there was much consensus and excitement about the potential of Fairpark public spaces to become stronger attractions.**

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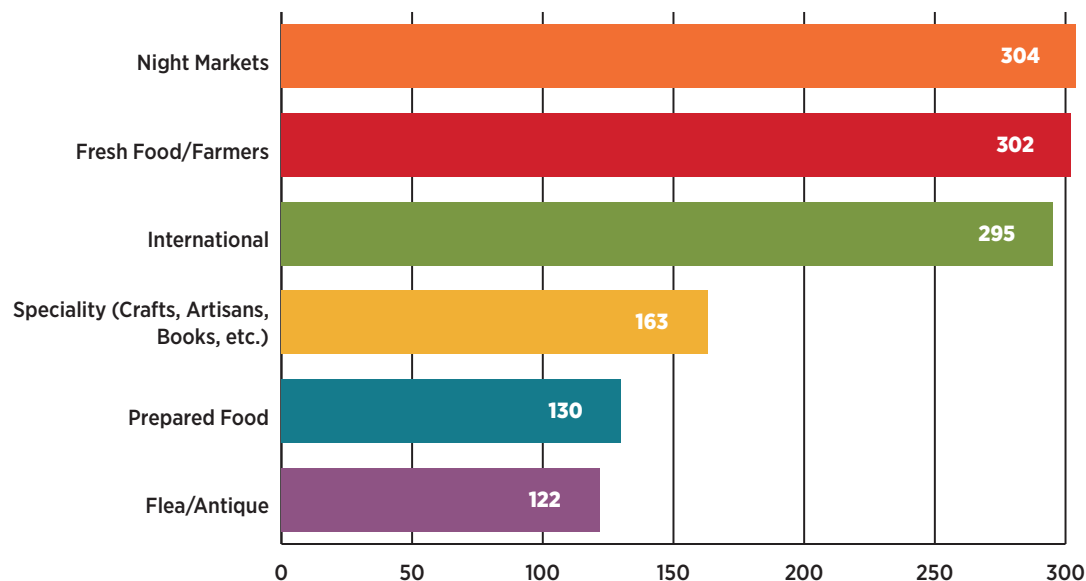
asked to choose their favorites among the images. Many people said, “I need more dots – I want them all.” Although only anecdotal, the participants that were attracted to the booth were a very diverse cross-section of festival attendees in terms of age, gender and race.

**Open House & Living Traditions Board: What uses and activities would attract you to the Fairpark?**



**FIGURE 33: Open House & Living Traditions Board: What uses and activities would attract you to the Fairpark?**

**Open House & Living Traditions Board: What types of Markets would attract you?**



**FIGURE 34: Open House & Living Traditions Board: What types of markets would attract you?**



Open House & Living Traditions Board: What features would you like at the Fairpark\*?

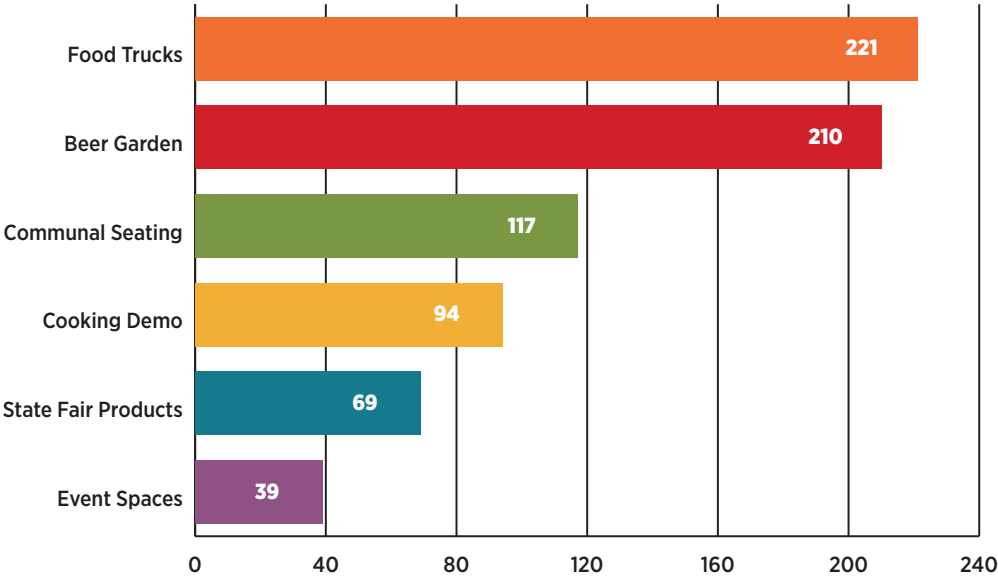


FIGURE 35: Open House & Living Traditions Board: What features would you like at the Fairpark?

Open House & Living Traditions Board: What would make the Fairpark more comfortable?

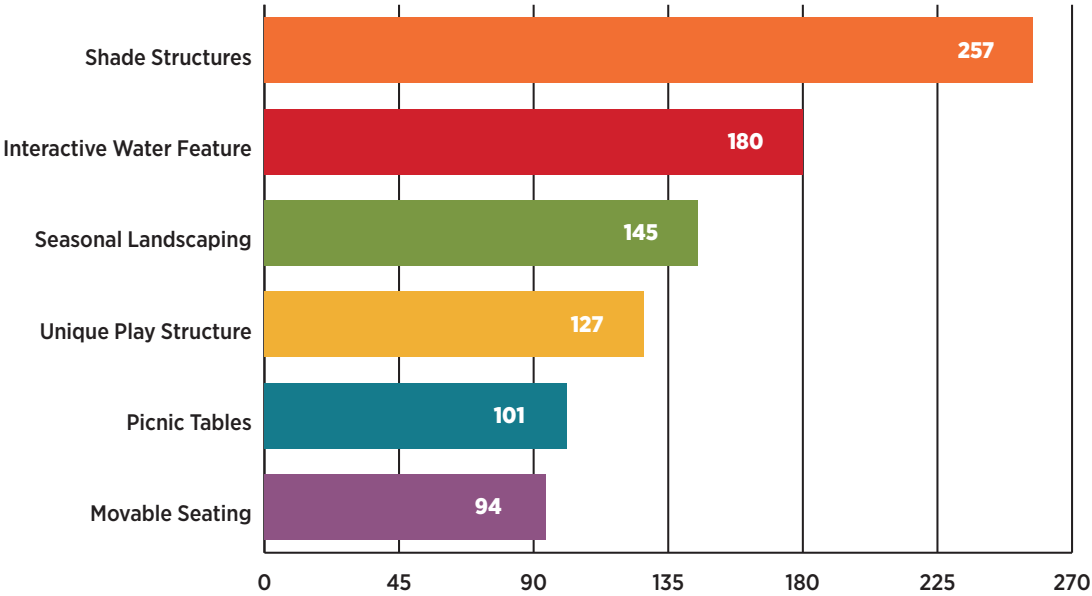


FIGURE 36: Open House & Living Traditions Board: What would make the Fairpark more comfortable?

### Open House & Living Traditions Board: Share Your Other Ideas for How to Improve the Public Spaces at the Fairpark!

NUMBER OF SIMILAR COMMENTS		
AMENITIES/OFFERINGS	Food/bars (local restaurants, vendors, food trucks, etc.)	7
	Dog park or dog friendly spaces	5
	Family-friendly rides (e.g. carousel, playground)	5
	Park/green space	4
	Good bathrooms	4
	Beer garden	3
	Jogging/walking trail (or better access to cleaned-up Jordan trail)	3
	Rentable event space	3
	Public art/space for local artists	3
	More seating/comfortable spaces	2
	Water/drinking fountains	2
	Co-working space	1
	Bike parking	1
	Co-op grocery/co-op businesses	1
	Higher-ed satellite location/government offices	1
	Restoration of historic buildings	1

NUMBER OF SIMILAR COMMENTS		
PROGRAMMING	Live music	8
	Family-friendly activities, including seniors (camp, games, crafts)	7
	Marketplace (of some kind)	3
	Night market	1
	Cultural events/workshops	2
	Opportunities for busking	2
	Seasonal festivals	1
	Business incubation opportunities	1
	Square dancing	1
	Swap meet	1
	Dark sky/astronomy nights	1

NUMBER OF SIMILAR COMMENTS		
USER EXPERIENCE & SITE DESIGN	Improved marketing/event advertising	11
	Better access into and through the site	5
	Better pedestrian experience from North Temple	4
	Site beautification (painted pavement, landscaping)	4
	Parking	-
	Better access from the parking lot into the site	2
	Free parking	4
	Shade and lighting	3
	Better event signage	1
	Access to the Jordan River	1
	Better public transit experience (e.g. free TRAX ride with purchase of event ticket)	1
	Better access from TRAX station to Fairpark	1

**FIGURE 37: Open House & Living Traditions Board: share Your Other Ideas for How to Improve the Public Spaces at the Fairpark**

### Concerns/Things to Avoid:

- A farmers market would be redundant to other Salt Lake City farmers markets (3)
- Remove the fence along North Temple (2)
- Need to address on-street parking during events (2)
- No residential development (1)
- No fast food (1)

### Comments Included:

- Need something that draws people daily
- Concerts
- Night events (twilight concert series) and market
- Better community communication/advertising/marketing
- More shade, more seating
- Easier access to and through site. Make Fairpark open and welcoming along North Temple
- Create clear comfortable walking path from TRAX station to Fairpark
- Better signage
- Free parking closer to the events/destinations
- Pet friendly spaces
- Outdoor restaurants, dog friendly beer garden, food trucks. Have predictable hours, consistently open
- Year round community events
- Year round wine/beer bar with music
- Landscaping, public comfort spaces, restrooms and drinking fountains
- Public art, public workshops in kitchen/event space. Gardens and greenhouse

### Existing Programming of Fairpark

It is important to note that the Fairpark is already used for a variety of activities – from festivals to family reunions – outside of the State Fair itself (Refer to "Existing Programs at Fairpark (Non-Fair) by Building/Space", pg. 18). Many people commented, however, that these uses, even when they are open to the public, were not well publicized and the Fairpark's website needed to be updated. A public market located in the Fairpark has an opportunity to link to these existing activities to help attract more people and activate the Fairpark more often.

### River District Chamber/Westside Coalition

CRSA and RDA representatives met with members of the River District Chamber and Westside Coalition to apprise them of the study and its intent, and invite their members to attend the Public Open House and take the on-line survey. Representatives from both organizations were invited to sit on the Technical Advisory Committee, as were chairs of nearby community councils.

The feedback received during the meetings was enthusiastic but guarded given the lack of funding and operating structure. There appears to be consensus from

representatives of Westside businesses and community groups that the Fairpark is under-utilized particularly given the lack of access for community activities.

## **PUBLIC SURVEY RESULTS**

### **Overview and Methodology**

To gather information from the general public about creating a public market at the Fairpark, the CRSA team created an internet-based survey to assess interest. The survey was designed by PPS and modified to fit the needs of the Salt Lake City RDA. There was no attempt to replicate the previous survey for a new public market at the downtown site.

The survey was hosted on the Salt Lake City RDA website and publicized through the Salt Lake City Feedback Community, social media, and list serves to community councils and other similar organizations. The consultants also contacted a variety of organizations that serve Westside citizens and encouraged them to share the survey with their mailing lists. These groups included: The Utah State Fairpark, Neighborhood House, University Neighborhood Partners, Westside Coalition, and River District Chamber. The consultant also attempted to reach Living Color, Asian Chamber of Commerce, African Chamber of Commerce, and the Utah Black Chamber but were unable to make contact. The Hispanic Chamber of Commerce chose to not share the survey.

Over 1,500 people responded to the survey. The respondents were self-selecting; however, we found it encouraging that a large number of people from the west side of the city near the Fairpark responded. Almost twice as many women than men responded, and of the 1,517 people who responded to the race question, 1,298 of them indicated that they are white. 75% of the respondents have an annual household income above \$50,000 annually, 45% of which have an annual household income of over \$100,000 annually.

### **Summary Of Survey Results**

A copy of the survey instrument is included in Appendix G to this report.

- 60% of the people who answered the survey had visited the State Fairpark within a year of the survey
- 32% of those had visited more than once
- 470 out of 1,001 had attended an event other than the State Fair
- 70% arrived using personal transportation
- 66% traveled 15 minutes to arrive at the Fairpark
- 31% of respondents thought that the State Fair was the only event staged at the Fairpark
- Given a list, the most popular Salt Lake City attractions were a large, community minded park with an aviary, followed by two large, socially engaging shopping centers
- Liberty Park, an 80-acre park just outside Downtown Salt Lake City, is the most popular community gathering place. This park is home to many community gatherings, the Tracy Aviary, and a large expanse of greenspace mixed with park amenities
- Out of a list of 11 markets and the option of “other”, 67% of respondents had visited the Salt Lake City Farmers Market and/or Winter Market



within the year. 45% also visited the Liberty Park Farmers Market. The lowest attended by respondents were the Sunnyvale Market and Sunday Drum Circle and Market

- When asked what most attracted respondents to the market they frequent most, with “products sold”, “social atmosphere”, and “close to my home”, 57% chose “products sold” as the most important
- Over half said they attend markets with their families
- 84% said they would consider shopping at a market at the Utah State Fairpark
- Respondents chose fresh food, prepared food and makers goods as the top three things they would purchase at a market, with “collectibles” as the least favored choice
- When asked what else would attract respondents to the Fairpark, the top three choices in order of preference were:
  - Place for cultural events, concerts and events
  - Year-round community events
  - Beer garden or wine bar
- Most respondents live or work in the Salt Lake Area, were older than 31, have an income of at least \$50,000 a year, own a residence, and are white females.

### **Survey To Government Workers:**

A member of the Technical Advisory Committee noted that approximately 5,000 state workers are officed within a mile of the Fairpark. With that in mind, the RDA/Consultant contacted each division and encouraged them to share a survey to their workers. Without knowing who received the survey, the RDA received approximately 300 responses. Their results follow:

- 92% of respondents would consider shopping at a market at the Fairpark
- Asked to check all the times they would attend, “during my lunch hour” and “after work” were the most popular
- 92% would eat lunch at a public market
- 71% currently eat lunch at their desks
- 75% have 30 – 60 minutes for lunch
- The top three things they would purchase at a public market are “fresh food”, “prepared food”, and “makers goods”
- When asked what else would attract respondents to the Fairpark, the top three choices in order of preference were:
  - Place for cultural events, concerts and events
  - Year-round community events
  - Beer garden or wine bar
- Over half of the respondents lived and/or worked in the Salt Lake Area
- The majority of respondents were white females 31 years of age and older, with household incomes of at least \$50,000 who owned a residence

## Summary

In general, there was much consensus and excitement about the potential for Fairpark public spaces to become stronger attractions and about the potential for a public market at this site, evolving the Fairpark from a place that is primarily used for special events to a regular destination. Because place is important no matter what kind of public market is developed, and because a market will thrive in a location where there are multiple attractions and destinations, this outreach provided a strong foundation for understanding the potential of a future public market and the Fairpark as a whole.

It should be noted that many of the proposed improvements could be accomplished at relatively low cost and in a short period of time, if access were improved. There was strong consensus that access to the Fairpark was a major obstacle, and that opening the walls on North Temple by the TRAX station, and providing convenient parking, would do much to create more potential for a public market in the historic barns and the Fairpark as a whole.

Finally, based on this outreach, there appears to be strong interest in a public market at the Fairpark site. While there was significant interest in a fresh food/farmers market at this location, there was equal if not more interest in a variety of other types of markets, especially night markets and international markets that would feature food representing the diversity of Salt Lake City, much like the Living Traditions Festival, but on a regular basis. These results suggest that the Fairpark has an opportunity to experiment with different types of markets and evolve and incubate these and other activities in both the historic barns and surrounding public spaces.





# DEVELOPMENT OPTIONS

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY



FIGURE 38: Development Options Site Map

### WHITE BALLFIELD

#### Single Phase Full Build-out

The White Ballfield is located south of North Temple Street, adjacent to the TRAX Station and across the street from the Fairpark. The site has direct access to the Jordan River Trail. It has been used for parking during high volume events.

The ballfield site is largely undeveloped property. It is separated from the Fairpark proper, and lacks infrastructure. The site's strength is that it could integrate into a larger mixed-use development; it is a blank slate with few restrictions. However, as a development on this site is not part of the main Fairpark, the Fairpark will not be strongly activated by its presence. Moreover, the market will require a full build-out in a single phase, which will be significantly more expensive than Option B. The market will also need to financially perform at full capacity immediately upon completion.

### FAIRPARK BARN 8, 9 & 10

#### Multiple Phases / 10+ Years to Full Build-Out

Under this scenario, the market would utilize the historic barns that line North Temple on the north side of the street and flank the Jordan River. All services on the site are available, and can be easily expanded. There is access to parking on the White Ballfield, to the west and within the main Fairpark lot on the central east side of the campus. The barns are not easily accessed from North Temple or the TRAX station, and would require penetration of the wall to improve visibility and accessibility.

Upon initial opening, the market would use only Barns 8 and 9, and then over a ten year period expand to Barn 10, and the "Sheep and Market" barns. All 5 barns have ample open space that could be used to create public areas for market activities. These spaces provide the opportunity for organic growth of the market, require far less capital investment than the White Ballfield both initially and upon expansion, and provide streamlined implementation.





# OPTION A

## White Ballfields Single Phase Full Build-out



# OPTION B

## Fairpark Barns 8 & 9 Phase 1 - Initial Activation - Yrs 1-2

## Fairpark Barns 8, 9 & 10 Phase 2 - Scaling up the Destination - Yrs 4-9

## Fairpark Barns Plus Phase 3 - Achieving the Vision - Yr 10+

### SITE DEVELOPMENT

- Site utilities extended to project area
- Fill above flood plain & storm drain upgrades
- Parking, pedestrian/vehicular circulation
- Exterior public space, landscape, signage
- Refuse/recycling, loading, fire lane

- Utilities capacity expansion
- Gateway structures, signage, parking
- Storm drain upgrades and grading
- Loading area, refuse/recycling
- Stage backdrop & canopy at soccer bldg
- Site lighting, amenities, landscape
- Capitalize on parking west of the Jordan River

### BUILDING IMPROVEMENTS

- Fully built out 30,000 sf public market and amenities - including commercial kitchen, restrooms, outdoor venues, building operations center, etc.

- Restrooms (separate facility)
- New entry doors vestibule
- Building utilities (elec, IT, limited HVAC/plumbing)
- Building envelope improvements

### INTERIORS

- Includes all necessary provisions to support full-time, year-round and seasonal vendors in both temporary and permanent stalls.

- Temporary table stalls morphing to permanent
- Shared resources (i.e. commercial kitchen)
- Tenant Improvements (cooking exhaust)
- Evolving to permanent purveyors / restaurant(s)

### OPERATIONS

- 6 to 7 days per week, year-round

- Night Market - Friday or Saturday night
- Add in Sunday morning/day
- As needed for events (holiday market)
- Add another market day
- 3-4+ days per week

# MARKET PROGRAM

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

The Fairpark Public Market (actual name to be determined) will become a year-round, mixed-use, public gathering place for community, culture and commerce. It will become an iconic public destination that showcases local history, incubates new local businesses, and cultivates Salt Lake City's local creative community. It will be inclusive, welcoming and engaging for everyone. The Fairpark Public Market will be a place that is continually shaped by its users and the community, evolving over time to become a landmark destination where Salt Lake City residents and visitors—indeed people from all over Utah—come together.

### PLACEMAKING: TRANSITIONING THE FAIRPARK TO A YEAR-ROUND DESTINATION

#### Build off the Existing Programming of the Fairpark

Adding more programs and events that complement the Fairpark's existing programming is an organic way to strengthen people's relationship to the site and attract new visitors, while preserving the authentic character of the place. As the Fairpark Public Market changes and evolves, establishing consistent, streamlined marketing and promotion of all events and programs at the Fairpark will be key to putting it "on the map."

The Fairpark buildings (Promontory, Grand, Zion, Pioneer, etc.) are already becoming destinations beyond the dates of the annual State Fair. These buildings are being used for special events and festivals, weddings, school dances, exhibitions, banquets, fundraisers, etc. The Arena is programmed for major events such as concerts, barrel racing, and motor sports. The barns are being used for the Market Beautiful (an annual vintage/flea market held in Montana and Utah), weddings, movie shoots, car shows, mobile activation sales, and more. Barns 8 and 9, as well as the Sheep Barn, are used for RV and boat storage over the winter.

The central green that runs down the center of the site east to west is used for many festivals, including the Saboroso Festival, the Utah Beer Festival, the Utah Scottish Festival, 5K Races, and Super Pet Adoption. (See *Figure 07, page 31 for reference.*)

#### Making the Fairpark a Destination

In essence, public markets are places for people to come together to buy and sell products. Markets must also be social gathering places to stay relevant and sustainable over time—this is the energy that helps fuel economic transactions. A major obstacle to a public market at the Utah State Fairpark is the lack of activity when the fair is not operating, along with poor access both to and between places within the Fairpark site. As the Fairpark evolves into a year-round destination, the historic barns will be an important draw and focal point, but they will work best if there are other destinations within the Fairpark to help build a critical mass of activity.

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**Adding more programs and events that complement the Fairpark's existing programming is an organic way to strengthen people's relationship to the site and attract new visitors, while preserving the authentic character of the place.**

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The following vision came out of the Placemaking Workshop held for the Technical Advisory Committee in May 2019. Workshop participants spent time observing and evaluating specific sites within the Fairpark, and then developed recommendations for short- and long-term improvements to the site. (See a full summary of the outcomes from the workshop in Section 8.)

### Key Strategies And Principles For Success

Achieving this vision will require a phased approach to development that will be guided by the following strategies and principles:

- **Lighter, Quicker, Cheaper (LQC):** This activation strategy will initiate the project utilizing fast, creative, economical ways to capitalize on local ingenuity and turn public spaces into treasured community places. Lighter, Quicker, Cheaper is a low cost, high outcome strategy to reactivate the historic barns and adjacent public spaces.
- **Creative Management:** Solid operations and programming are essential to successful public spaces. With more than 40 years of experience, PPS has learned that management contributes as much as 80% to the success of public space. Management is more important than design in ensuring that a space is safe, comfortable and well-used. The Fairpark Public Market can be simple from the start and succeed over time with a creative and nimble LQC-style approach to management, which allows for the space to be reactivated with limited means and builds momentum and public support for its evolution.
- **A Magic Mix of Uses / Power of 10:** The success of public spaces and markets can largely be attributed to the activities, events, recreational uses and social gatherings that take place, whether planned or spontaneous. For success, the project must feature multiple places to go and multiple things to do. The Fairpark Public Market will best succeed with a series of LQC programming and events such as:
  1. Markets: pop-up markets, night markets, multicultural/international markets
  2. Food and Beverage: local, healthy, specialty
  3. Expositions: art, trade shows, local business incubation
  4. Music: live concerts, local buskers and recorded music
  5. Culture: festivals, fundraisers, events
  6. Education: health, wellness, history
  7. Recreation: games, sports, water activities
  8. Commerce: museum, retail, office
  9. Public Spaces: urban park, indoor and outdoor
  10. Inside other Fairpark buildings: makerspace, work space

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**PPS has learned  
that management  
contributes as much as  
80% to the success of  
public space.**

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Currently, the Fairpark entertains a number of these events, but not often simultaneously (the exception to this is the Utah State Fair). To complicate this situation, the Fairpark itself is very large and can seem quite empty even when a wedding is one building, a film shoot is in another, and a beer festival is in a third area. The arena hosts live concerts and rodeo sports, but before the event begins or after it ends there is no permanent restaurant, museum, or market inviting patrons to linger. And, there is a notable

lack of trails and green space in the Fairpark where locals can feel comfortable, walking, jogging, picnicking or socializing. An on-going permanent market, particularly one that encourages public art, concerts, and recreation, will grow organically, building more ongoing activity and knitting together the Fairpark activities.

- **Strong Community Connections and Partnerships:** To provide a gathering place for all of Salt Lake City to come together, enlisting partnerships for events, sponsors and education will be another key factor to make the market come alive. One aspect of the LQC strategy is to identify mutually beneficial partners. Partnerships can provide many resources ranging from expertise to fundraising to special event planning, promotion and so on. Partners can help stretch resources and bring new assets and people to the site.

As the proposed market will be on the west side, it is an opportunity to reach out to the multicultural groups who live nearby that have already expressed interest in being a customer or vendor. One of the best strategies to include diverse groups of people is to have a vendor pool that reflects that diversity. Outreach to potential vendors on the west side should not only produce some fine products, it will help identify the market as an anchor for the many communities on the west side. The leasing effort should definitely plan to spend time cultivating this audience. If the vendors reflect the community, the community generally follows as customers.

- **Sound Economics:** Our goal is for the market to be operationally self-sustaining from the outset. The quickest and cheapest way to move toward that goal is to create a critical mass of market-based activities that bring people, products and personality back to the site by employing LQC strategies and growing the buzz organically.

### Recommended Program

- Proposed Mix
  - Prepared foods
  - Food trucks, outdoor and indoor stalls
  - Fresh foods
  - Local and/or value-added such as chocolate, cheese, salsas, culturally relevant products reflecting Westside residents
  - Flowers
  - Beer garden/bar
  - Seating area
  - Arts and crafts (international flair) – sold by the artisans
  - Vintage, antiques, collectibles
- Complementary uses (within Fairpark)
  - Seating area
  - Dog park
  - Children's play area
  - Splash pad(s)
- Complementary Programming

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**Our goal is for the market to be operationally self-sustaining from the outset.**

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- Buskers
- Live music/shows
- Demonstrations and education (for diverse age levels)
- Water recreation connected to the river

### MARKET THEMES

#### Night Market

A night market was a very popular choice among those who responded to the survey and members of the community that engaged with the project team. Night markets have become more popular in the United States responding to changing demographics, work schedules and a time when more families or groups are able to attend together. Night markets combine shopping with entertainment (live music/performance) and eating, giving attendees multiple choices for how to spend their time and money. Night markets often start early in the evening when it is still light and end around 9 or 10pm. They tend not to be late night affairs and can be held during the week or on weekends. There are currently no night markets in Salt Lake City, so the time would not compete with any of the other markets currently operating in and around the area. This would also allow vendors that currently sell at other markets to participate in the night market. Many vendors like to sell at multiple venues in Salt Lake City.

#### International Market

An international market that celebrates the multiculturalism of the Westside neighborhood was also a popular choice among stakeholders interviewed and those who participated in the pop-up placemaking events. Outside of the annual Living Traditions Festival, there are no other regular international markets that occur in Salt Lake City. The market could operate as a separate market on Sundays to avoid competition with other daytime markets in Salt Lake, or it could be integrated into a night market, as outlined above. In terms of product mix, a range of products would work best, including culturally relevant fresh food, prepared food, and makers good. The addition of relevant programming, performances, and events would create additional draw.

### MARKET CONCEPT & DESIGN STRATEGY—PROJECT PHASES

#### Overview

The market concept is defined and illustrated in three phases, but the reality is that the market will grow even more incrementally, building the number of vendors, operating days and customers gradually. The key is that the market is able to grow and evolve over time without becoming overburdened by high costs and overhead. The following project timeline can be used as a general baseline, but the timing of each phase will vary depending on a number of factors, including the interest and capacity of the market management and vendors.

For example, if the market is a huge success from the outset, increasing the frequency of the market to twice a month or even weekly may make sense in the first year. Alternatively, if the market is slow to start out, it may be better to keep the schedule to a monthly basis, rather than increasing its frequency at various points throughout Phase 1. Depending on other opportunities the vendors have to sell their products throughout the city and region, they may want fewer or

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**There are an infinite number of variables to consider, so it will be important for the market to remain nimble and adaptable.**

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more opportunities to sell at the Fairpark, which will impact the market schedule. There are an infinite number of variables to consider, so it will be important for the market to remain nimble and adaptable.

PHASE	MARKET TYPE	SEASON	OPERATIONAL MONTHS	MARKET SCHEDULE	TOTAL # MARKET DAYS	# VENDORS/ MARKET (RANGE)
1 (Year 1)	Temporary	May - Oct (or longer)	6 - 12	1 market, once/month	12	32 - 85
1 (Year 2)	Temporary	Year-round	12	1 market, twice/month	24	85 - 120
1 (Year 3)	Temporary	Year-round	12	1 market, once/week	52	85 - 120
2 (Years 4 - 9)	Outdoor	May - Oct (possible holiday market in Nov/Dec)	6 - 8	Continues once/week or more based on outcome of Phase 1	26 - 52	85 - 120
	Indoor	Year-round	12	4 markets/week, Thurs - Sun	208	30-40
3 (Years 10+)	Outdoor	May - Oct (possible holiday market in Nov/Dec)	6 - 8	Continues once/week or more based on outcome of Phase 2	26 - 52	85 - 120
	Indoor	Year-round	12	4 markets/week, Thurs - Sun, or more based on outcome of Phase 2	208+	30 - 40*

**TABLE 05: Phasing of Market Implementation**

\* Note: the number of indoor vendors is significantly smaller than the estimated number of vending stalls per barn presented in Section 11 Conceptual Design. This is due to the fact many vendors will choose to rent more than one 100 square foot vending stall, meaning that the total number of vendors will not align with the total capacity of standard-size stalls in each barn.

1. Phase 1 involves the implementation of Lighter, Quicker, Cheaper place-making strategies and modest capital improvements that prioritize the reactivation of the historic barns and surrounding public spaces.
2. Phase 2 will focus on scaling up the destination to support programming that has proven successful in Phase 1, including building out permanent tenant stalls in Barns 8, 9 and 10 to accommodate permanent indoor public market activity.
3. Phase 3 represents the market's maturation, characterized by a robust mix of uses throughout the Utah State Fairpark, anchored by inclusive, engaging public spaces – a true transit-oriented development.

### Phase 1 “Initial Activation”- Years 1-3

Phase 1 prioritizes the reactivation of historic barns 8 and 9 with Lighter, Quicker, Cheaper placemaking and programming strategies. In the initial activation, the focus is on creating buzz and shifting the public's perception of the Fairpark as a destination. Accomplishing this rebirth sustainably and expeditiously will require significant planning, collaboration, and public participation, which we have outlined below.

Additional outreach into the Westside business community to tap into the local vendor pool, as well as public relations, marketing/branding, and sponsorship outreach will be critical to the ultimate success of the market. These elements are included in the start-up capital costs discussed in the Financial Analysis section.



Fig 39: Rendering of Phase 1 (For a larger spread, see Conceptual Design)

Market Season/Schedule

There are many alternatives for the market’s size, season, and frequency. As the market gains momentum and becomes more established, the vendor pool will likely expand, supporting an extended market season and increased frequency. Below is one possible scenario for how the market could grow over time. The anticipated expenses and income associated with the number of vendors per market day are discussed further in the Financial Analysis section.

PHASE	SEASON	OPERATIONAL MONTHS	MARKET SCHEDULE	TOTAL # MARKET DAYS	# VENDORS/ MARKET (RANGE)
Year 1	May - Oct (or longer)	6 - 12	1 market, once/month	6 - 12	32 - 85
Year 2	Year-round	12	1 market, twice/month	24	85 - 120
Year 3	Year-round	12	1 market, once/week	52	85 - 120

TABLE 06: Phasing of Market Implementation

Market Description

A night market on Friday or Saturday nights featuring a beer garden, food trucks, live performances, and other entertainment. This market could be combined with the international market concept described above or follow the introduction of an international day market, depending on the outcome of outreach into the Westside business community and the considerations of the selected market operator. The market will feature a variety of vendor types, located between and around Barns 8 and 9. Additional vendors will utilize temporary table stalls inside the barns, with most market activity shifting indoors especially during the colder winter months. Possible scenarios for temporary indoor market layouts in Barns 8 and 9 are included in the Concept Design section. Below are breakdowns of different possible vendor mixes, reflecting the anticipated growth of the market throughout Phase 1 from 32 up to 120 vendors.

## Site Development

In the beginning, the market will be centered between Barns 8 and 9. This space will become a pocket park that could include seating, performance space, murals, and food trucks, along with other amenities listed below. Site development steps to be taken in the short-term include:

- Remove the wall along North Temple Street and create an entrance from the TRAX station
- Add a gateway structure and signage to establish a sense of entry (LQC)
- Expand limited utilities capacity – add electricity
- Improve access to restrooms and add enclosure fencing
- Add a loading area/refuse and recycling
- Install site lighting

## Furniture, Beautification, and Amenities (Lighter, Quicker, Cheaper Strategies)

Vendors will bring their own temporary table stalls and pop-up tents and pack them up at the end of each market day. Other furniture and fixtures can be provided by the Fairpark for temporary use or purchased inexpensively through the Fairpark’s existing vendors:

- Tables and chairs
- Picnic tables
- String lights (over the pocket park and along the edges of the barns to illuminate the buildings at night)
- Shade structures
- Stage area/space for performances
- Outdoor play area for children
- Bike parking
- Basic landscaping – plants, flowers, art

## Building Improvements

Only limited improvements to Barns 8 and 9 are needed in Phase 1 to accommodate the temporary indoor vendors and customers – we recommend the addition of public restrooms in Building 7 and limited HVAC improvements in Barns 8 and 9.

## Phase 2 “Scaling Up The Destination” – Years 4-9

Phase 2 envisions a scaled-up, year-round indoor public market with permanent tenants in Barns 8, 9 and 10, operating in tandem with the outdoor market established in Phase 1. As momentum and public support for the Fairpark Public Market builds, the second phase of development will serve to refine and expand upon the placemaking and programming strategies that prove to be successful in the first phase. With the expansion to Barn 10, total public space square foot-

VENDOR MIX (32)	
VENDOR TYPE	QUANTITY
Food Trucks	4
Food Stalls	10
Non-Food Stalls	15
<b>TOTAL VENDORS</b>	<b>29</b>

VENDOR MIX (60)	
VENDOR TYPE	QUANTITY
Food Trucks	6
Food Stalls	20
Non-Food Stalls	30
<b>TOTAL VENDORS</b>	<b>56</b>

VENDOR MIX (85)	
VENDOR TYPE	QUANTITY
Food Trucks	10
Food Stalls	30
Non-Food Stalls	40
<b>TOTAL VENDORS</b>	<b>80</b>

VENDOR MIX (120)	
VENDOR TYPE	QUANTITY
Food Trucks	10
Food Stalls	40
Non-Food Stalls	60
<b>TOTAL VENDORS</b>	<b>110</b>

**TABLE 07: VENDOR MIXES:** *Note that additional tenant types, including beer sales and specialty retail are included as separate line items in the pro formas. These additional sources are counted as “vendors” to reach the total vendor numbers above (32, 60, etc.). See the Financial Analysis section for more detail.*



age for the market increases, allowing for additional activities, programming, and outdoor vendors, as well as better connectivity to the Jordan River.



Figure 40 Rendering of Phase 2 (For a full spread, see Concept Design)

Market Season/Schedule

As in Phase 1, there are many alternatives for the market’s size, season, and frequency. The introduction of a climate-controlled space indoors will facilitate more days and hours year-round. Based on actual conditions at the time improvements are made, one possible scenario is to establish a year-round, four-day per week schedule for the indoor market, from Thursday to Sunday. While the outdoor market and activities will continue to grow and be supplemented by the use of the barns and permanent tenants, a weekly schedule six to eight months out of the year is probably more realistic for the outdoor vendors since the barns will no longer be available for temporary use during colder months. However, the addition of a seasonal holiday market might extend the outdoor market season. The scenario below also assumes that by Phase 2 the vendor pool will have grown to support a larger average number of vendors per market day. Phase 2 is not meant to replace the first phase, but is a continuation of the momentum and growth of the existing market and market culture. The anticipated expenses and income associated with the addition of the indoor public market are discussed further in the Financial Analysis section.

PHASE 2 (Years 4 - 9)	SEASON	OPERATIONAL MONTHS	SCHEDULE	TOTAL # MARKET DAYS	# VENDORS/ MARKET (RANGE)
Outdoor Market	May - Oct (possible holiday market in Nov/Dec)	6 - 8	Continues once/week or more based on outcome of Phase 1	26 - 52	85 - 120
Indoor Market (Barns 8 - 10)	Year-round	12	Four times/week, Thursday - Sunday	208	30 - 40

TABLE 08: Phase 2, Years 4 - 9

\* Note: the number of indoor vendors is significantly smaller than the estimated number of vending stalls per barn presented in Section 11 Conceptual Design. This is due to the fact many vendors will choose to rent more than one 100 square foot vending stall, meaning that the total number of vendors will not align with the total capacity of standard-size stalls in each barn.

## **Market Description**

With full tenant improvements built out in Barns 8, 9, and 10, the concept would be to have multiple permanent vendors in Barns 8 and 9 and a multiple permanent tenant in Barn 10, such as a restaurant or beer garden. The leasing strategy for the permanent tenants inside the barns could be based on the chosen market theme for Phase 1, whether that is a night market or international market (or both), or it could evolve independently of the outdoor market concept. The core outdoor market activity would still be centered between Barns 8 and 9, with additional outdoor spaces for vending and other programming expanding west towards the river along the northern side of the barns. Again, the market will be a continuation of the market from Phase 1, but it can continue to explore new themes, programming and products utilizing LQC strategies to keep the event fresh and lively. Additional seasonal markets, festivals and events can be integrated into the schedule based on what proved successful in the first phase. Outdoor vendors will continue to utilize temporary table stalls and pop-up tents.

## **Site Development**

As the outdoor market activity extends westward towards the Jordan River, Phase 2 should emphasize the creation of a strong pedestrian zone north/west of Barns 8, 9, and 10, as well as improved flow and access between the barns. This will also require an additional pedestrian entry point between Barns 9 and 10. Other site development steps to be taken at this stage include:

- Limited utilities capacity expansion
- Add water-related facilities (e.g. storage for rental boats/kayaks, boat launch)
- Storm-water systems modifications, as needed
- Develop a more permanent gateway structure and additional signage, as needed
- Potential expansion of the river trail and/or addition of a plaza near the river (based on ideas from the Placemaking Workshop)

## **Furniture, Beautification, and Amenities**

The expanded pedestrian zone to the north of the barns will require extended site lighting, landscaping, and additional amenities that could include:

- More seating
- Permanent performance space
- An area for children and families with play structures
- Splash pad
- Additional beautification (e.g. murals, public art)

## **Building Improvements**

Several permanent improvements are needed for Barns 8, 9, and 10 in Phase 2, including the addition of an entry/vestibule, utilities, and building envelope improvements. Once food is prepared in the barns, certain improvements will be required to meet the conditions for occupancy as specified by the Health Department. These would include ventilation systems for cooking, hot and cold wa-

ter distribution, sinks, refrigerated cold storage and other food safety upgrades to the building. The addition of shared warming kitchens for tenants in Barns 8 and 9 is another possibility, as well as a space for cooking demonstrations. Full HVAC will be needed in all three barns and additional permanent restrooms in or near Barn 10 will also need to be considered.



TABLE 41: Rendering of Phase 3 (For a full spread, see Conceptual Design)

Phase 3 “Achieving The Vision” – Years 10+

Signifying the maturation of the Fairpark Public Market as a dynamic, mixed-use, transit-oriented development, Phase 3 will occur in year 10 and beyond depending on future conditions. The objective of Phase 3 is to complete all required capital improvements in order to facilitate the “full” build-out of programming and commercial uses throughout the Fairpark site. While this phase is somewhat nebulous, the goal would be for additional public spaces and programming to support the continued growth and interconnectedness of places within the Fairpark to reach peak year-round activity. By year 10, the concept, scale, and future direction of the market will be entirely informed by the first two phases of growth, so the Phase 3 financial analysis is based on variables established in Phase 2.

PHASE 3 (Years 10+)	SEASON	OPERATIONAL MONTHS	SCHEDULE	TOTAL # MARKET DAYS	# VENDORS/MARKET (RANGE)
Outdoor Market	May - Oct (possible holiday market in Nov/Dec)	6 - 8	Continues once/week or more based on outcome of Phase 2	26 - 52+	85 - 120
Indoor Market (Barns 8 - 10)	Year-round	12	Four times/week, Thursday - Sunday	208+	30 - 40

TABLE 09: Phasing of Market Implementation

Market Season/Schedule & Description

By Phase 3, connections are made between the market and other adjacent programming located at the Fairpark, such as activities associated with the Jordan

River and trail (e.g. boating/kayaking, recreational events) and other buildings (soccer club, archery, possible makerspace, etc.). Additional market types, days and extended hours can be considered based on outcomes from the first two phases.

### **Site Development & Amenities**

Full build-out of the site would include capital improvements made to all buildings north of the Central Green area running east to west through the Fairpark, as well as permanent parking and additional commercial/retail developed on the White Ballfield site. Another pedestrian entry point could be added to the site from the Jordan River to improve permeability and flow. The pocket park between Barns 8 and 9 could become an enclosed public space to further support opportunities for year-round programming. Other potential spaces and amenities to be added include an urban farm, dog park, outdoor climbing wall, etc.

### **Building Improvements**

Renovations to Barns 11 and 13 (Sheep and Market Barns) north of Barns 8, 9, and 10 can create the potential for more indoor complementary uses and activities related to the market. The scale of the renovations is dependent on outcomes from earlier phases.

### **Conclusion**

The Fairpark Public Market's long-term success will hinge on its ability to grow organically and incrementally based on Lighter, Quicker, Cheaper experiments in its early phases. The Fairpark has incredible potential to become a lively year-round destination that serves residents and visitors from the Westside neighborhood, to the city, to the state at large.

How a market can benefit and work for the:

- **Fairpark:**
  - Activation
  - Creates value
  - Builds momentum for year-round uses
- **Westside:**
  - Neighborhood shopping amenity
  - Job creation
  - Social integration
  - Cultural expression
  - Makes the area safer
- **City/Region:**
  - Helps the Fairpark become a year-round attraction
  - Integrates Eastside and Westside
  - Builds light rail ridership
  - Creates jobs
  - Brings diverse people together







UTAH STATE FAIRPARK PUBLIC MARKET - HISTORIC BARNs DEVELOPMENT PHASING PLAN

1

Initial Activation - Yrs 1-3  
FAIRPARK BARNs 8 & 9  
Phase 1

2

Scaling up the Destination - Yrs 4-9  
FAIRPARK BARNs 8, 9 & 10  
Phase 2

3

Achieving the Vision - Yr 10+  
FAIRPARK BARNs PLUS  
Phase 3

SITE DEVELOPMENT	<ul style="list-style-type: none"><li>Limited utilities capacity expansion</li><li>“LIGHTER, QUICKER, CHEAPER” gateway entry, signage</li><li>Site lighting, amenities, landscape</li><li>Loading area, refuse/recycling</li><li>Access to restrooms &amp; enclosure fencing</li><li>Open up wall along N Temple and create entrance</li></ul>	<ul style="list-style-type: none"><li>Pedestrian Zone creation north/west of Barns - improve pedestrian flow/access between Barns</li><li>Open up another entry point between Barns 9 and 10</li><li>Connect with River; add water-related facilities</li><li>Limited utilities capacity expansion</li><li>Storm water systems modifications as needed</li><li>Permanent gateway structure, signage - depending on experience</li><li>Extend site lighting, amenities, landscape based on experience - more seating, play area for children, organized games)</li></ul>	<ul style="list-style-type: none"><li>Build-out of capital improvements north to Mall</li><li>Re-use/redevelop complementing uses in Fairpark structures</li><li>Potential enclosed public space between Barns 8 &amp; 9</li><li>Possible additional pedestrian entry from Jordan River</li><li>Develop parking and additional commercial/retail on White Ballfield site</li></ul>
BUILDING IMPROVEMENTS	<ul style="list-style-type: none"><li>Utilize existing restrooms (Building 7)</li><li>Limited HVAC improvements</li></ul>	<ul style="list-style-type: none"><li>Barns 8, 9 &amp; 10 - entry/vestibules, building utilities, envelope improvements</li><li>Barns 8, 9 &amp; 10 - build-out of permanent tenant stalls and required infrastructure (cooking exhaust, cold storage, etc.)</li><li>Additional permanent restrooms in/near Barn 10</li><li>Barns 8, 9 &amp; 10 - full HVAC</li></ul>	<ul style="list-style-type: none"><li>Renovate and attract complementary uses in Barns 11 &amp; 13</li></ul>
FURNITURE & AMENITIES	<ul style="list-style-type: none"><li>Temporary table stalls and pop-ups (vendor provided)</li><li>Picnic tables, benches, stage (use Fairpark’s)</li></ul>	<ul style="list-style-type: none"><li>More seating</li><li>Permanent performance space</li><li>Play spaces for children/families (structures, amenities)</li><li>Additional beautification (murals, public art, etc.)</li></ul>	<ul style="list-style-type: none"><li>Urban farm, dog park, and outdoor climbing walk to animate Central Green</li></ul>
OPERATIONS	<ul style="list-style-type: none"><li>Night market - Friday or Saturday night, beer garden, food trucks, live performances, and/or international market concept (or a combination)</li><li>Year 1, 1 market, once/month expanding to 1 market, once/week by year 3</li></ul>	<ul style="list-style-type: none"><li>Outdoor market continues once/week (or more)</li><li>Indoor market in Barns 8, 9 &amp; 10 - Four days/ week year-round</li></ul>	<ul style="list-style-type: none"><li>Continued operation from Phase 2 or more based on outcomes Phase 2</li><li>Connections made between market and other programming (Fair Park, Jordan River Trail, Fisher Mansion, soccer club, archery, boat rental)</li></ul>

# RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

# 1

## FAIRPARK BARN 8 & 9

Phase 1

*Initial Activation - Years 1-3*





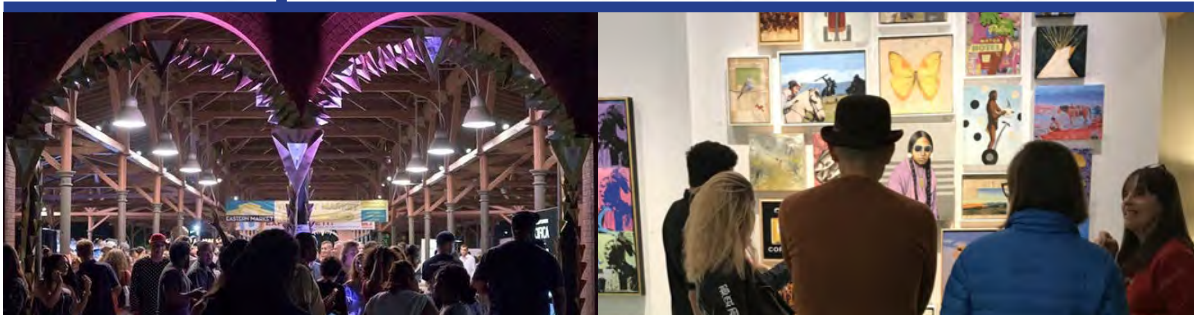
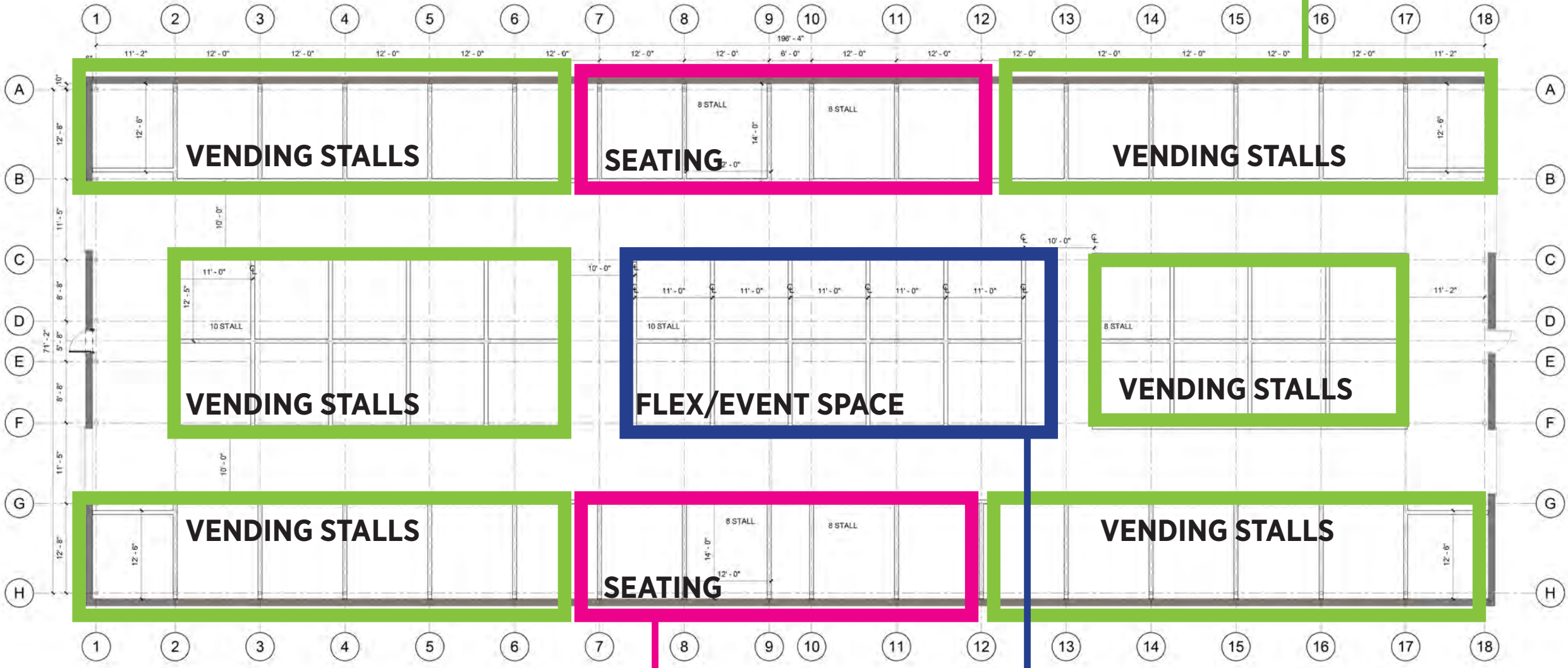
# RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

## 1 SCENARIO 1

FAIRPARK BARN 8 - 42 STALLS

Phase 1

*Temporary Table Stall Layout*





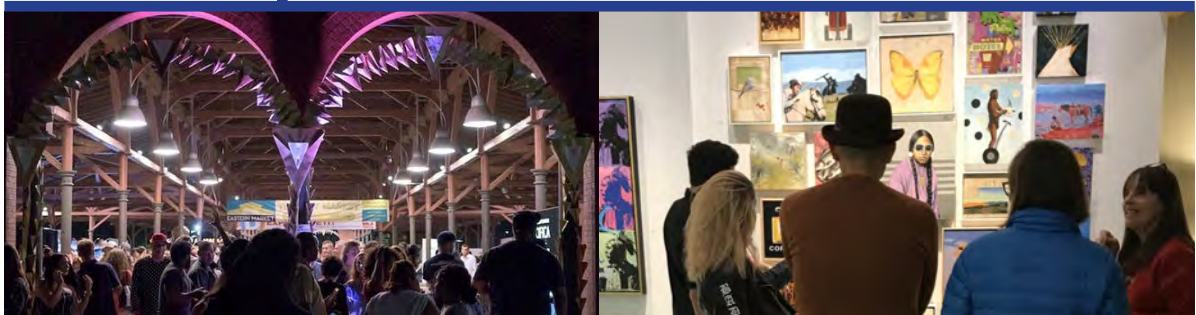
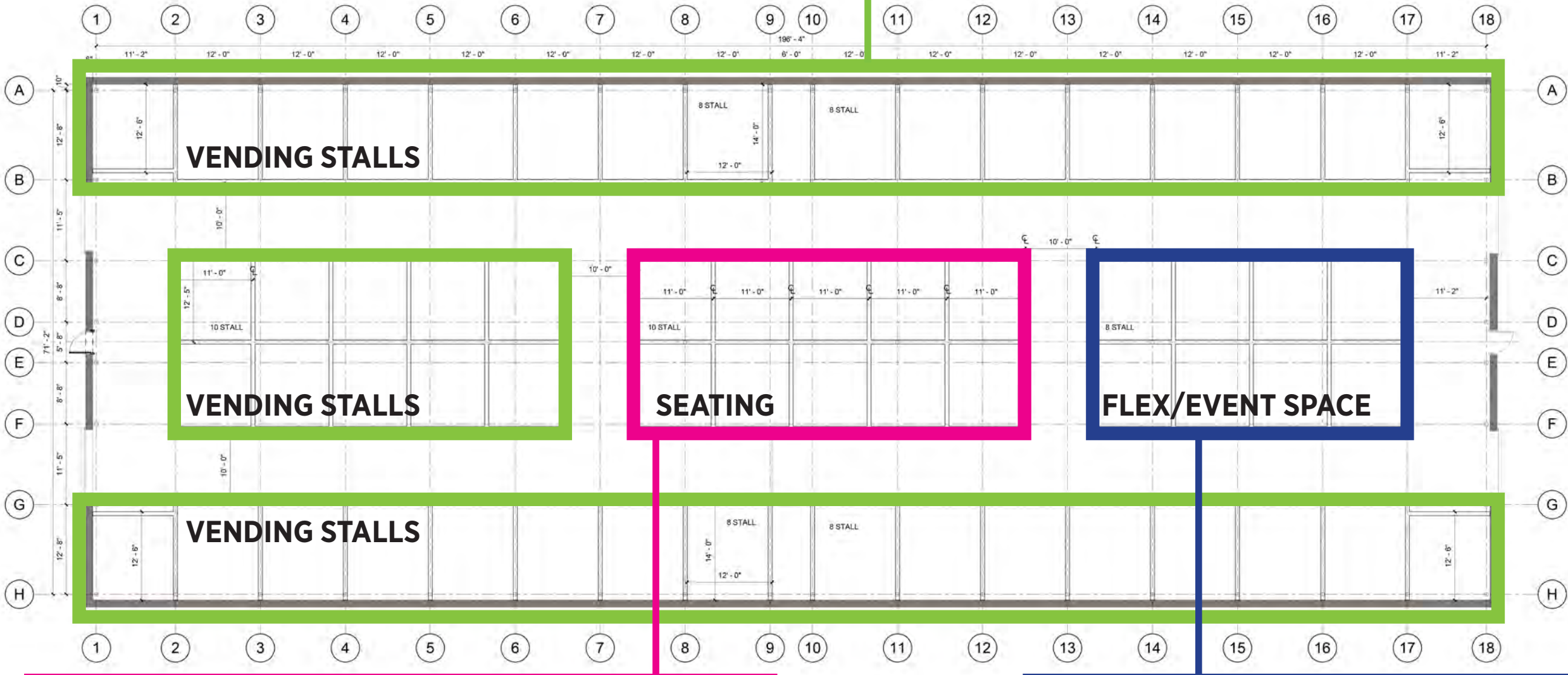
# RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

1

## FAIRPARK BARN 8 - 44 STALLS

Phase 1

*Temporary Table Stall Layout*

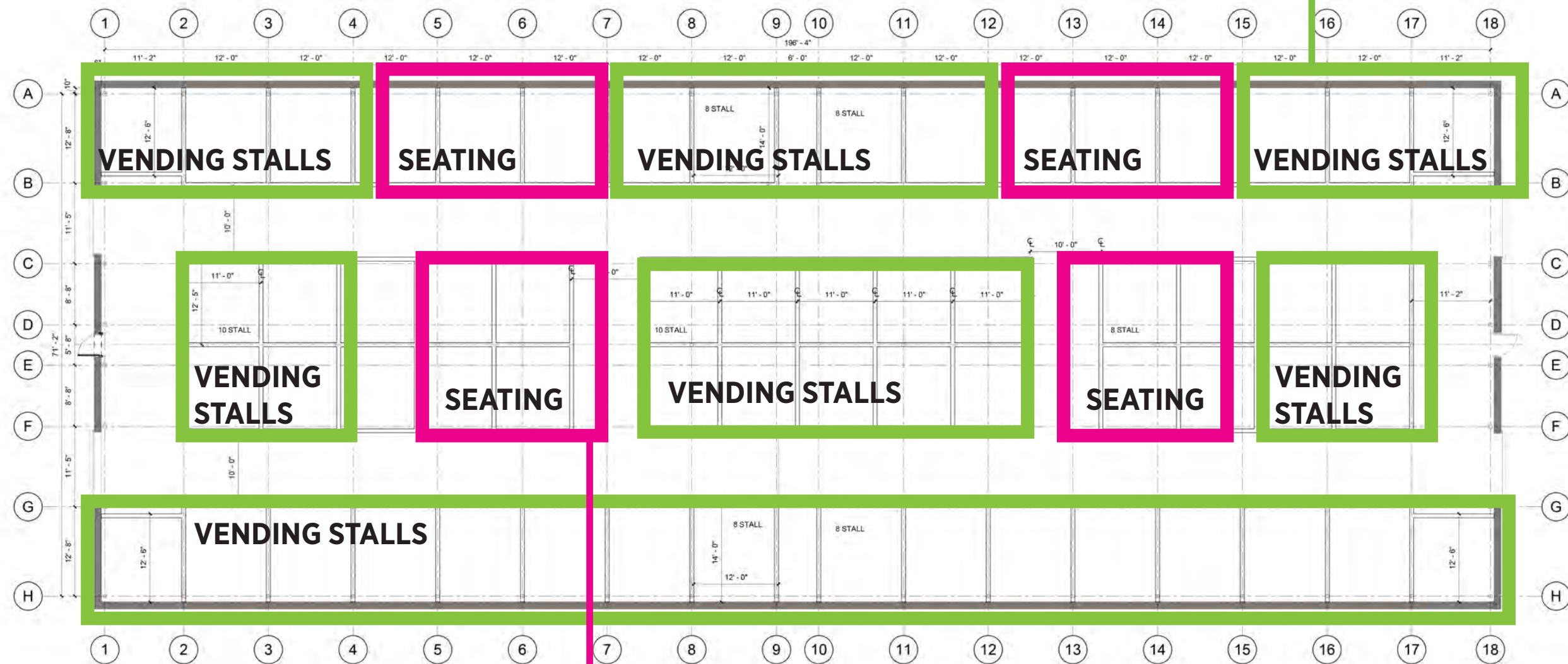




## 1

## FAIRPARK BARN 8 - 44 STALLS

### ***Temporary Table Stall Layout***





# RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

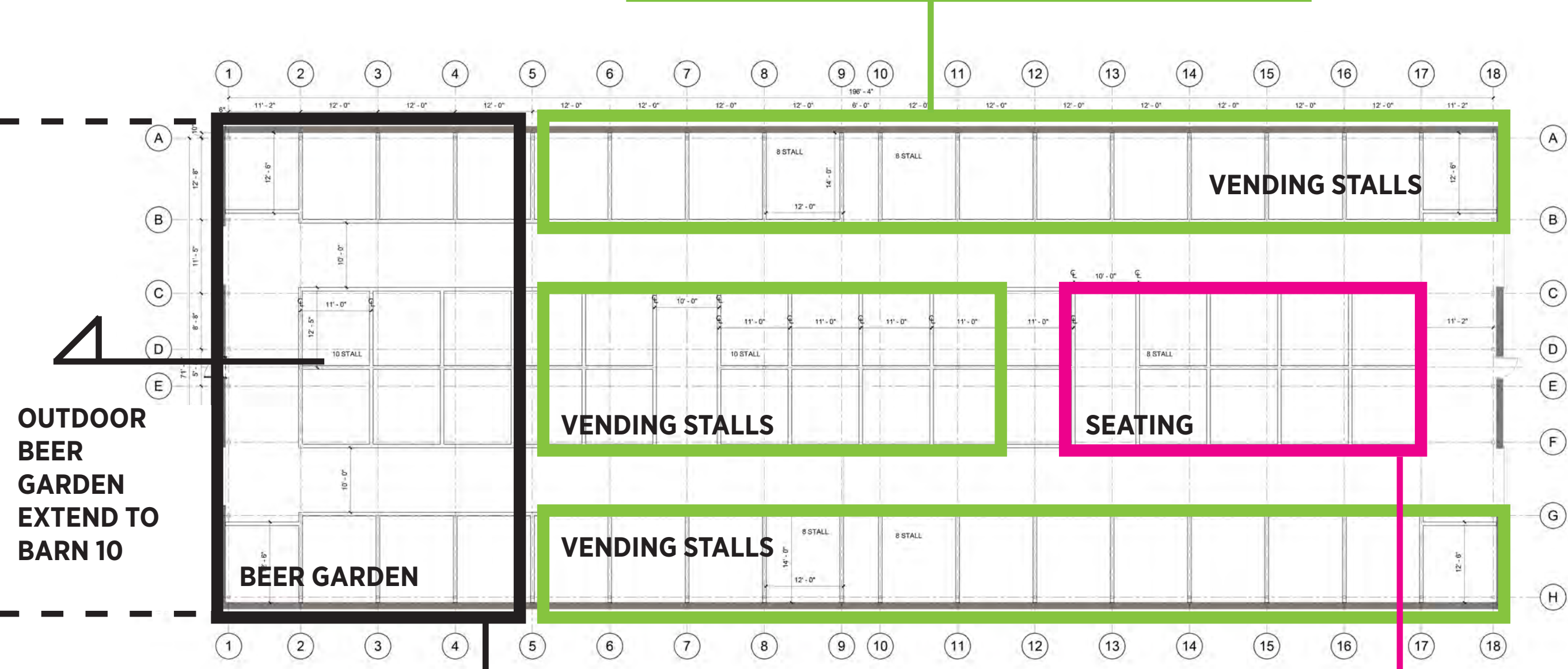
1

SCENARIO

FAIRPARK BARN 9 - 36 STALLS

Phase 1

Temporary Table Stall Layout





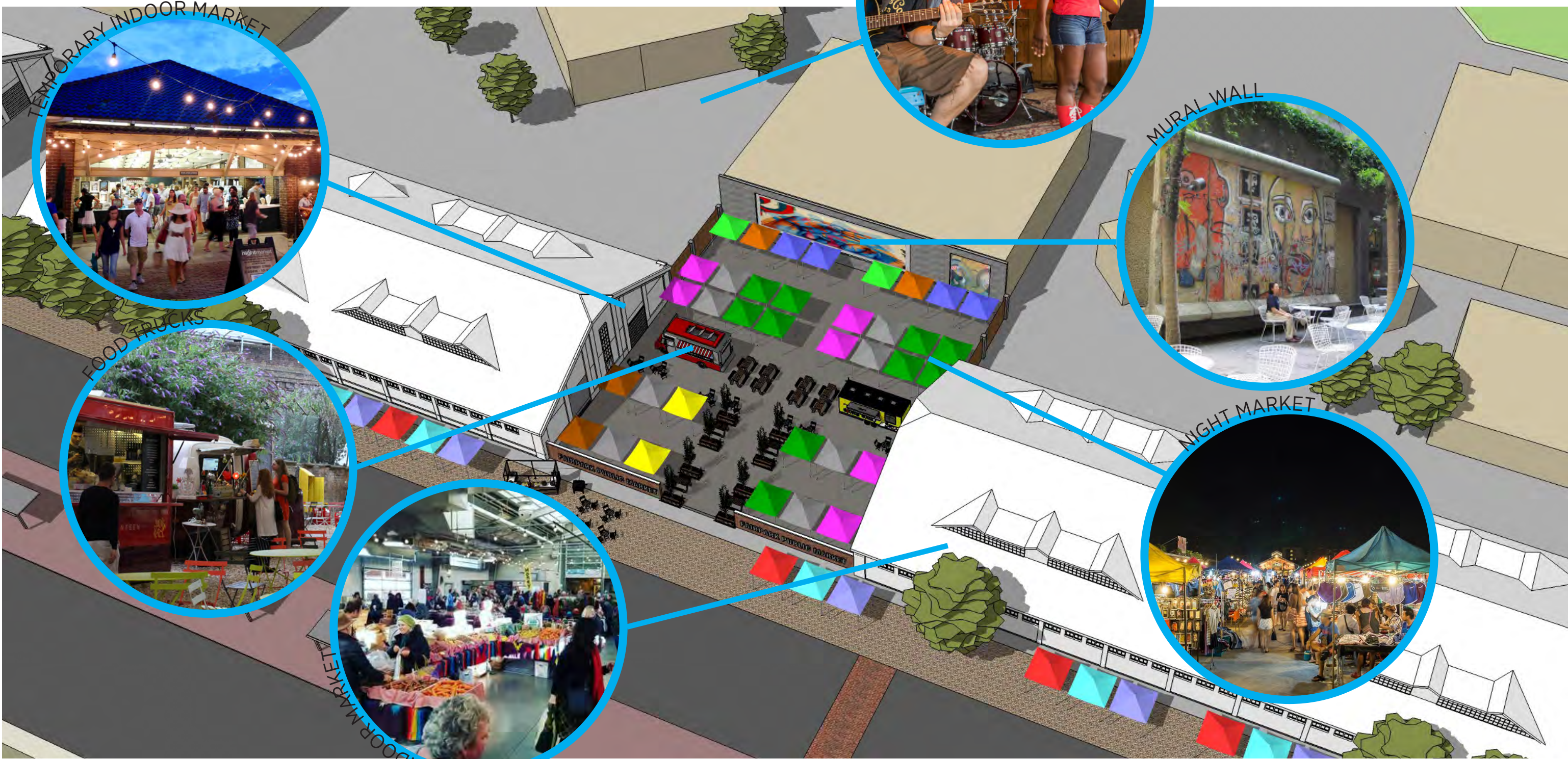
# RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

1

## FAIRPARK BARN 8 & 9

Phase 1

Initial Activation - Years 1-3





# RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

## 2

### FAIRPARK BARN 8, 9 & 10

Phase 2

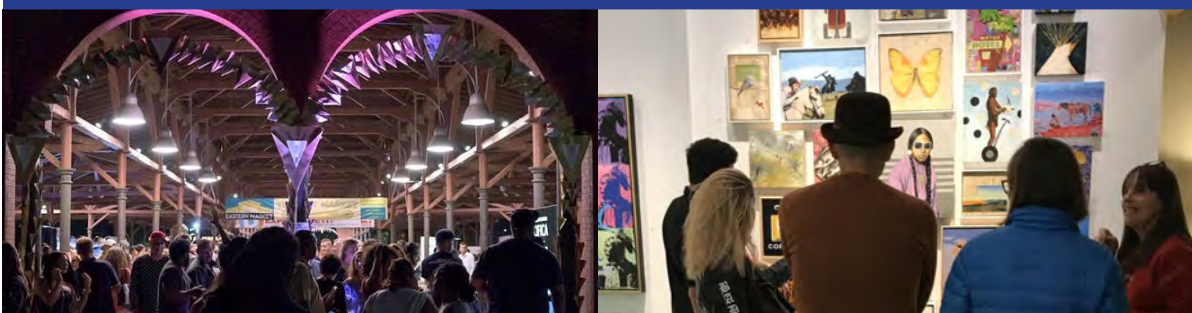
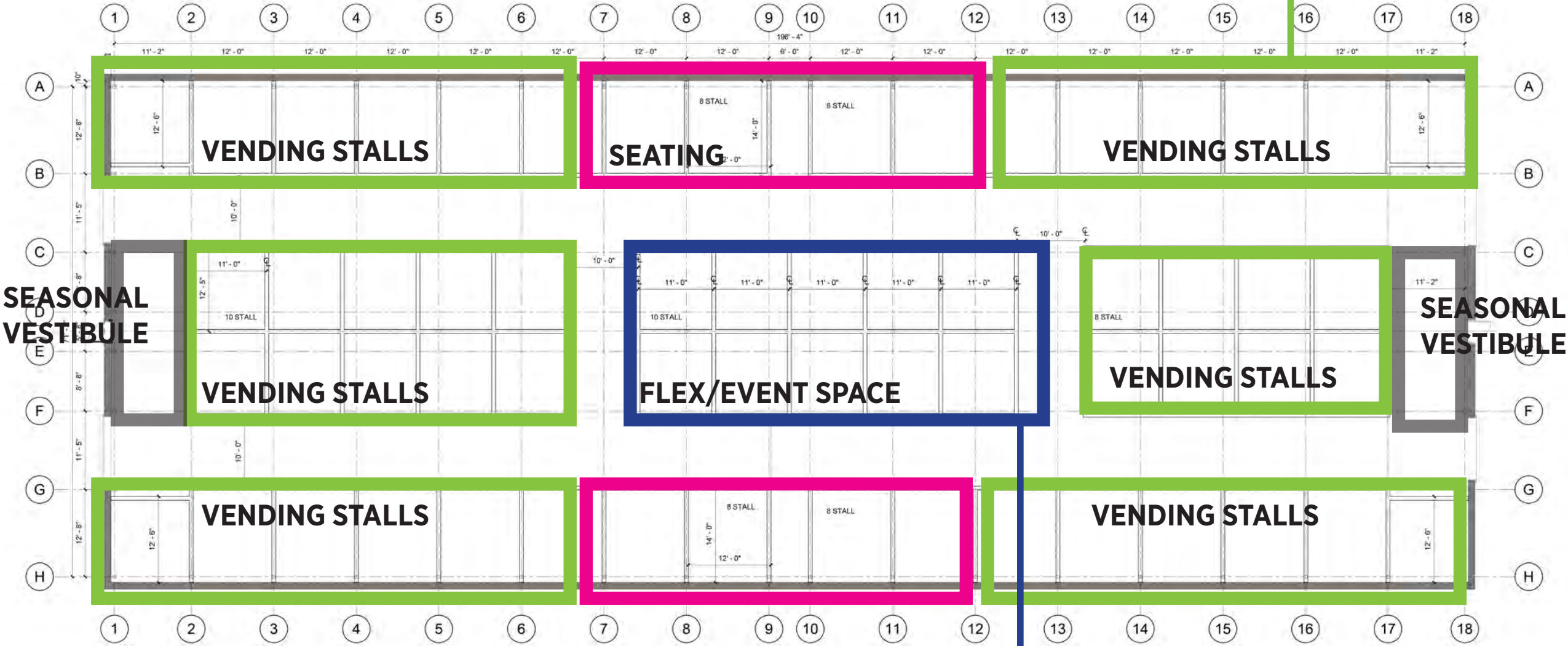
*Scaling up the Destination - Years 4-9*





RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

2 SCENARIO  
FAIRPARK BARN 8 - 42 STALLS  
Phase 2  
Temporary & Fixed Stall Layout





RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

2 SCENARIO  
FAIRPARK BARN 9 - 36 STALLS  
Phase 2  
Temporary & Fixed Stall Layout



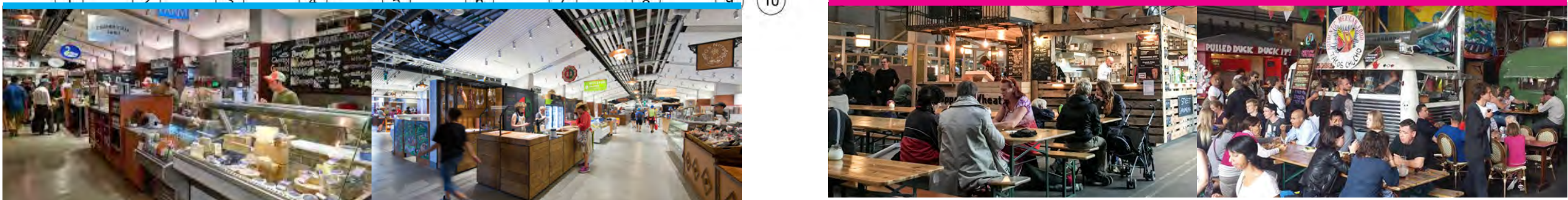
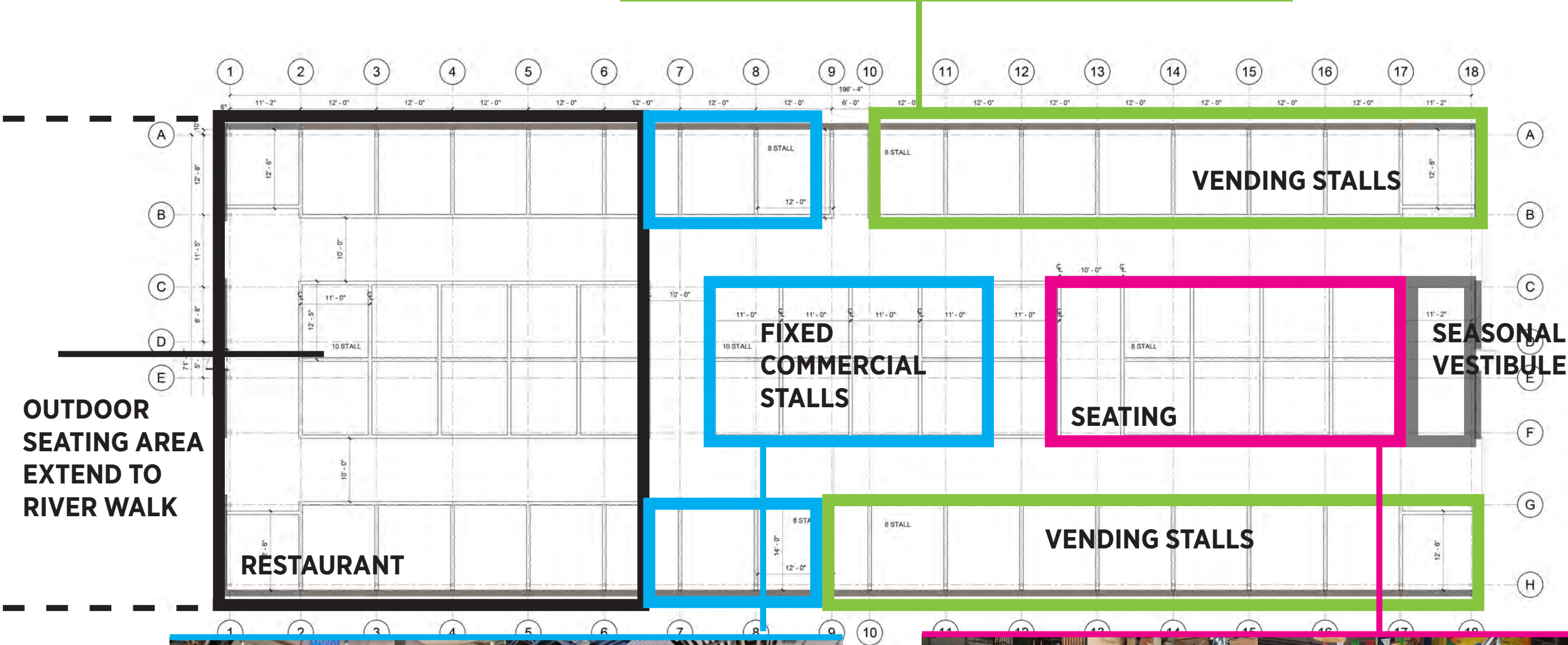
OUTDOOR  
BEER  
GARDEN  
EXTEND TO  
BARN 10





RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

2 SCENARIO  
FAIRPARK BARN 10 - 36 STALLS  
Phase 2  
Temporary & Fixed Stall Layout





RDA FAIRPARK PUBLIC MARKET HISTORIC BARNs DEVELOPMENT PHASING PLAN

2  
FAIRPARK BARNs 8, 9 & 10

Phase 2  
*Scaling up the Destination - Years 4-9*





# RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

3

## FAIRPARK BARN PLUS

Phase 3

*Achieving the Vision - Year 10+*







# ORGANIZATION AND MANAGEMENT STRUCTURE

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

Historically, most public markets were owned and operated by their municipality. This has changed significantly over the last several decades and municipalities that own markets have moved away from the market operating business, transferring that responsibility to carefully chosen entities that are producing better opportunities and outcomes. Following this trend, recently developed public markets are also often managed and operated by private entities, often non-profits, partnering with local municipalities in their efforts.

The management structure of a potential public market at the Utah State Fairpark has a few options to choose from, as outlined below. Our basic recommendation is that in the first phases of the market the management structure remain relatively simple to keep costs low and to allow management to be nimble and creative. One great benefit of locating a market at the Fairpark is that the site already has strong event and facility management capabilities, which are an asset for the market's opening and development. Over time, as the public market grows, more sophisticated options may be explored or necessary. Some national examples of these types of structures are outlined below.

### PHASES 1 AND 2 – ORGANIZATIONAL OPTIONS

#### **Option 1: In House Management – The public market is operated by the Utah State Fairpark**

In this scenario the Fairpark takes full responsibility to plan, develop, manage and operate the market. They may already have the staff capacity to launch, open and operate the market, or they could hire or contract an individual to work in-house and lead the market project.

#### **Option 2: Outsource Management – The Fairpark hires an outside entity to operate and manage the public market**

In this second option the Fairpark could issue an RFP to solicit potential operating entities or individuals to operate the market on a day-to-day basis. The Fairpark would remain involved, to some degree, to ensure that the market is in line with the overall site's mission and goals. There are a number of existing market operators in the Salt Lake City area who may be interested in this opportunity, or a new entity may emerge.

#### **Option 3: Hybrid Management – The public market is jointly managed by the Fairpark and an outside entity**

This option may be preferable if the Fairpark prefers to manage certain aspects of the market while outsourcing others. As the Fairpark evolves into a more permanent destination, there will be more full-time tenants (restaurants, shops, entertainment) that will require more conventional property management. At this point, market management might evolve into a general property manag-

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**Our basic recommendation is that in the first phases of the market, the management structure remain relatively simple to keep costs low and to allow management to be nimble and creative.**

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**As the public market grows in size and permanence it may be necessary for the management structure to evolve as well.**

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er overseeing commercial tenants, or the Fairpark might want to manage the permanent retail properties, while the temporary market activity continues to be managed by an outside entity, or designated in-house staff.

### **Phase 3 – Organizational Options**

As the public market grows in size and permanence it may be necessary for the management structure to evolve as well. Fortunately, there are a number of different types of organizing structures to look to from around the country. A list, by type, is below, followed by descriptions of several of these markets and how they function today.

#### **Municipality-owned market operated by a non-profit 501c(3)**

- Reading Terminal Market, Philadelphia, PA
- Eastern Market, Detroit, MI
- French Market, New Orleans, LA

#### **Municipality-owned market operated by a non-profit authority**

- Pike Place Market, Pike Place Preservation and Development Authority, Seattle, WA

#### **Municipality-owned market managed by a for-profit company**

Operating agreement established with private or public corporation

- City Market, Kansas City, MO
- Ferry Building Marketplace, San Francisco, CA
- City Market, Charleston, SC

#### **Municipality-owned market operated by a city department**

- Souard Market, St. Louis, MO
- West Side Market, Cleveland, OH
- Eastern Market, Washington, DC

#### **Privately owned and operated market**

- Grand Central Market, Los Angeles, CA
- Mercato Metropolitano, London, UK
- Brooklyn Flea, New York, NY and other locations

### **EXAMPLES**

#### **Municipality-owned market operated by a non-profit authority - Pike Place Market, Pike Place Preservation and Development Authority, Seattle, WA**

The Pike Place Market Preservation and Development Authority (PDA) is a non-profit public corporation chartered by the City of Seattle in 1973 to serve as caretaker and steward of the city's historic public market center.

Pike Place Market is an eight-acre market 'district' – much like what the area along North Temple Street at the Fairpark could become; a multi-use destination with market activities, restaurants, shops, offices and services.





**Pike Place Market, Seattle, Washington**

The market also has a 501(c)(3), The Market Foundation, which works to support human service agencies, advocate for low-income and needy residents and raise funds to support the public purposes of the PDA.

PDA staff activities are governed by the PDA Council, a 12-member volunteer board consisting of four Mayoral appointees, four members elected by the Market Constituency, and four members appointed by the PDA Council itself. Council members serve four-year terms.

The PDA serves as landlord and manager for 80% of the properties located within the nine-acre Market Historical District. The remaining properties are owned by various private interests. All buildings and activities within the Pike Place Market, regardless of ownership, are governed by the covenants and ordinances designed to protect and preserve the traditional commercial and cultural uses of the market. Revenues for the market are derived through property management activities. The market is not tax supported.

**Owner:** City of Seattle

**Operator:** Pike Place Market Preservation and Development Authority

### **Municipality-owned market operated by a non-profit 501(c)(3)- Reading Terminal Market, Phila., PA**

In 1892, the Reading Railroad built this 75,000 square foot public market as part of its new downtown train station and office building. Operated by the railroad until 1990, when it was sold to the Pennsylvania Convention Center Authority (PCCA), the market has been in continuous operation since its inception. Today, the market is still thriving with upwards of 80 permanent tenants and nearly eight million visitors per year.

The market was physically renovated in the early 1990s and all of the nearly \$26 million in costs were borne by PCCA. The market is debt free and is leased by PCCA to the nonprofit Reading Terminal Market Corporation.

**Owner:** A Municipality: Pennsylvania Convention Center Authority (PCCA)

**Operator:** Reading Terminal Market Corporation, 501(c)(3)

- Reading Terminal Market Corporation Board Composition – seven members

1. Pennsylvania Convention Center Authority Appointee
2. Philadelphia City Council Appointee
3. Mayor of Philadelphia Appointee
4. Reading Terminal Merchants Association Appointee
5. Reading Terminal Market Preservation Fund Appointee
6. Preservation Alliance of Philadelphia Appointee
7. Board Chair chosen by the above six members



**Reading Terminal Market, Philadelphia, Pennsylvania**

### **Municipality-owned market operated by a non-profit 501(c)(3) - Eastern Market, Detroit, MI**

Eastern Market is a large, historic market district located on the edge of downtown Detroit. The district encompasses mostly private real estate holdings owned by wholesalers, abattoirs, cold storage, apartments, offices and restaurants. The center of the district features a series of five sheds that host retail and wholesale markets, as well as events. The market sheds were operated by the City of Detroit until recently when management was transferred to a nonprofit, 501(c)(3). This transition to a mission-driven, nonprofit management entity has transformed the market district through better management and operations. A strong fundraising effort has led to an ongoing renovation of the sheds and a transformation of the market into a major attraction and economic generator for the City that is largely based on food (local and non-local) as an organizing principle.

**Owner:** City of Detroit

**Lessee and Operator:** Eastern Market Corporation, 501(c)(3)

**Operator Selection Process:** Formed collaboratively with the City, market interests and downtown development organizations

#### **Oversight:**

- Operating Agreement – Eastern Market Management and Promotion Agreement
- Eastern Market Corporation Board Composition includes 15-21 members
  - All initial board members were appointed by Mayor
  - All future board members are recommended by the Eastern Market Corporation and approved by the Mayor

- 1/3 represent city and government interests
- 1/3 represent Eastern Market stakeholder interests
- 1/3 represent Eastern Market District interests and funding representatives



**Eastern Market, Detroit, Michigan**

### **Municipality-owned market managed by a for-profit company - City Market, Kansas City, MO**

This is another example of a large, mixed-use market district, with covered sheds that host a variety of markets (farmers, flea and even automobiles) as well as permanent shops for food and general merchandise, a museum and restaurants that stay open even after the market is finished operating for the day.

The City Market is operated by Commercial Realty Resources, a private, for-profit real estate company retained by the City of Kansas City under a private management contract and they are the master lease operator of record. There is also a 13-member oversight committee that acts as a watchdog for the market's interests. The market was previously operated by the City of Kansas City and they continue to subsidize market operations and pay for capital improvements.

**Owner:** City of Kansas City

**Operator:** Private Real Estate Management Company



**City Market, Kansas City, Missouri**





# FINANCIAL ANALYSIS

## THE UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY

### Financial Analysis

This section recommends a parallel approach to the Lighter, Quicker, Cheaper market concept discussed in the Market Program and Concept Design sections.

#### SUMMARY OF FINANCIAL ANALYSIS:

While the market concept is defined and illustrated with three distinct phases, the reality is that the market will grow even more incrementally, building the number of vendors, operating days and customers on a more gradual basis. This section contains information reflecting this gradual, organic growth for Phases 1 and 2. By year 10 and beyond, the concept, scale, and future direction of the market will be entirely informed by the first two phases of growth, so Phase 3 has the same financial assumptions as Phase 2, but will be impacted by the continued development of the surrounding site and area. Included in this section for Phases 1 & 2:

- Operating Schedules
- Income & Expenses
- Pro formas
- “Testing the Numbers”
- Additional Sources of Income
- Start-up Costs

**The market can be opened with a modest investment, allowing it to grow and evolve over time, unburdened with high costs and overhead.**

### OPERATING SCHEDULE

#### Phase 1

PHASE 1	SEASON	OPERATIONAL MONTHS	MARKET SCHEDULE	TOTAL # MARKET DAYS	# VENDORS / MARKET (RANGE)
YEAR 1	MAY-OCTOBER (or longer)	6-12	1 Market, once/month	6-12	32-85
YEAR 2	Year-round	12	1 Market, twice/month	24	85-120
YEAR 3	Year-round	12	1 Market, once/week	52	85-120

TABLE 11: Phase 1 Operating Schedule

#### Phase 2

PHASE 2 (Years 4-9)	SEASON	OPERATIONAL MONTHS	SCHEDULE	TOTAL # MARKET DAYS	# VENDORS / MARKET (RANGE)
Outdoor Market	MAY-OCTOBER (possible holiday market Nov/Dec)	6-8	Continues once/week or more based on outcome of Phase 1	26-52	85-120
Indoor Market (Barns 8-10)	Year-round	12	Four times/week, Thursday-Sunday	208	30-40

TABLE 12: Phase 2 Operating Schedule

## INCOME & EXPENSES (Cross Reference With Pro Forma Spreadsheets)

### Outdoor Market (Phases 1 & 2)

#### Income

The number of markets and size of each market (number of vendors) are based on the proposed market season and schedule above (and discussed in detail in the Market Program & Concept Design section). As mentioned in the Market Program, the temporary market will feature a variety of vendor types, located between and around Barns 8 and 9. Additional vendors will utilize temporary table stalls inside the barns, with most market activity shifting indoors especially during the colder winter months. The following estimates consider that the temporary market will evolve over the course of each season and are meant to give a general sense for possible income growth over time. The market(s) may need some time to ramp up in the beginning and other factors, such as weather and month, may impact the total number of vendors per market. Providing a mix of market sizes/vendors builds in flexibility and gives a more realistic average of potential income over the course of each year. Sources of income could include:

- Vendor stall rents – fluctuate based on scale and phase
- Sponsors and partner contributions – mostly in the form of program-ming costs
- Specialty retail tenant rents – Phase 2
- Percent rent from beer/alcohol sales – possibly Phase 1, Phase 2

#### Phase 1

The anticipated income-per-market calculations summarized below can be found in the attached Outdoor Market Pro Forma spreadsheets in Appendix H.

#### Year 1

##### Option 1 (6 Markets in Year 1):

ANNUAL MARKET MIX	INCOME PER MARKET	INCOME SUBTOTAL
1 market with 32 vendors	(\$18) x 1 market/year	= (\$18)
1 market with 60 vendors	\$174 x 1 market/year	= \$174
4 markets with 85 vendors	\$1,954 x 4 markets/year	= \$7,816
<b>6 TOTAL MARKETS</b>	<b>TOTAL INCOME YEAR 1</b>	<b>= \$7,912</b>

TABLE 13: Phase 1, Year 1, Option 1 (6 Markets in Year 1)

##### Option 2 (12 Markets in Year 1):

ANNUAL MARKET MIX	INCOME PER MARKET	INCOME SUBTOTAL
2 markets with 32 vendors	(\$18) x 2 markets/year	= (\$36)
4 markets with 60 vendors	\$174 x 4 markets/year	= \$696
6 markets with 85 vendors	\$1,954 x 6 markets/year	= \$11,724
<b>12 TOTAL MARKETS</b>	<b>TOTAL INCOME YEAR 1</b>	<b>= \$12,384</b>

TABLE 14: Phase 1, Year 1, Option 2 (12 Markets in Year 1)

**Year 2**

ANNUAL MARKET MIX	INCOME PER MARKET	INCOME SUBTOTAL
16 markets with 85 vendors	\$1,954 x 16 markets/year	= \$31,264
8 markets with 120 vendors	\$4,116 x 8 markets/year	= \$32,928
<b>24 TOTAL MARKETS</b>	<b>TOTAL INCOME YEAR 2</b>	<b>= \$64,192</b>

**TABLE 15: Phase 1, Year 2****Year 3**

ANNUAL MARKET MIX	INCOME PER MARKET	INCOME SUBTOTAL
32 markets with 85 vendors	\$1,954 x 32 markets/year	= \$16,528
20 markets with 120 vendors	\$4,116 x 20 markets/year	= \$82,320
<b>52 TOTAL MARKETS</b>	<b>TOTAL INCOME YEAR 3</b>	<b>= \$144,848</b>

**TABLE 16: Phase 1, Year 3****Phase 2 (Outdoor Market Only)**

ANNUAL MARKET MIX	INCOME PER MARKET	INCOME SUBTOTAL
26 markets with 85 vendors	\$1,954 x 26 markets/year	= \$50,804
22 markets with 120 vendors	\$4,116 x 22 markets/year	= \$90,552
<b>52 TOTAL MARKETS</b>	<b>TOTAL INCOME YEAR 4</b>	<b>= \$191,436</b>

**TABLE 17: Phase 2, Outdoor Market Only****Expenses**

Expenses are based on the above-mentioned evolving schedule. As with income, total expenses grow in proportion to the number of vendors per market, which is shown in detail in the pro forma spreadsheets. Expenses include:

- Management – part-time, on-site positions
- Security – part-time, on-site positions
- Cleaning – part-time, on-site positions
- Advertising
- Programming – covered by sponsorships
- Miscellaneous

**Indoor Market (Phase 2)**

While the Phase 2 program includes continued operation of an outdoor market with the addition of an indoor public market with permanent tenants, the following information will only apply to the indoor public market in Barns 8 – 10.

**Income**

The pro forma for the indoor public market in Barns 8 – 10 (Appendix H) uses base rents of \$20 - \$30/square foot per year. These are minimum rents needed to operate the Barns at a sustainable level. Rents of \$20 - \$30/square foot may be considered as high for the area, which typically range from \$10-16/square

foot, with an existing 13-15% vacancy rate. However, public market rents are generally higher when compared to traditional retail rents because public market tenants need less space and their rent does not include square footage used for aisles, storage, event space, seating areas, etc.

BARN 8				
Total SF	Aisles, seating, storage, event space SF	Leasable SF	Rental cost/SF/Year	Annual Rent
14,000	6,500	7,500	\$30	<b>\$225,000</b>

**TABLE 18: Barn 8 Possible Annual Rent Revenue**

BARN 9				
Total SF	Aisles, seating, storage, event space SF	Leasable SF	Rental cost/SF/Year	Annual Rent
14,000	6,500	7,500	\$30	<b>\$225,000</b>

**TABLE 19: Barn 9 Possible Annual Rent Revenue**

BARN 10		
Total SF (rented to a single tenant)	Rental cost/SF/Year	Annual Rent
14,000	\$20	<b>\$280,000</b>

**TABLE 20: Barn 10 Possible Annual Rent Revenue**

### Common Area Maintenance (CAM)

CAM is the portion of the operating expenses that is rebilled to the tenants in Barns 8 and 9.

COMMON AREA MAINTENANCE (CAM)			
Leasable SF	Total leasable SF for Barns 8 and 9	CAM Fees/SF/Year	CAM Charges/Year
7,500	15,000	\$8	<b>\$120,000</b>

**TABLE 21: Common Area Maintenance**

### Expenses

The expenses for Barns 8 – 10 outlined in the pro forma in Appendix H were based on a 4 days per week market, operating 10 hours/day, and include:

- Management – One, full-time position starting at \$80,000
- Assistant Manager – One, full-time position starting at \$50,000
- Clerical – One, part-time position starting at \$15,000
- Maintenance and Janitorial – One, full-time position at \$40,000 and three part-time positions at \$13,333
- Development/PR/Events – One, part-time position starting at \$40,000
- Security – One, full-time position starting at \$40,000
- Advertising/Events – Annual costs for promotions estimated at \$100,000 to start
- Other administrative/miscellaneous costs



**PRO FORMAS PER MARKET (see spreadsheets in Appendix H)**

For Phase 1, we are supplying a variety of Outdoor Market pro formas depending on the market's size. Thirty-two (32) is the base number of vendors needed to break even financially, meaning the market should have at least 32 vendors to start out and can scale up from there. The additional proposed market sizes (60, 85, 120) are based on the number of vendors the site can or will likely accommodate as the area between and around the barns is developed over time.

For Phase 2, we are supplying one pro forma for Barns 8-10 working under the market program put forth earlier in this document which states that Barns 8 and 9 will be used for indoor public market tenants in individual stalls, while Barn 10 will be used for an indoor beer garden, or one large tenant. Depending on the stall size/preferences of the indoor vendors, Barns 8 and 9 will likely accommodate between 30 and 40 vendors in total. The outdoor market will continue to operate alongside the indoor public market.

The Phase 2 Indoor Market pro forma shows minimum income and expense levels for the indoor public market to operate without a subsidy. The assumption is that the indoor public market will open without debt, so the pro forma does not include debt service, and that capital costs will be raised and paid for by sources other than market rents.

**Testing The Numbers – How Many Customers Does A Market Need?**

The following exercise is another way of “testing the numbers” to explore how many customers each market needs to achieve sales that allow the vendors to pay rent and make a reasonable profit. The following scenario is meant to give a general sense of the variables to be considered and numbers needed to sustain a market.

**Assumptions:**

- Vendors can afford to pay approximately 10% of their total sales as rent.
- PPS has learned from surveying many markets over the years that an average customer spends roughly \$20 per visit. While some customers spend considerably more and others don't spend anything, this is a helpful average to use in estimating how many customers the market needs to attract.

**Phase 1**

Each estimate was calculated using the following process – To estimate the total sales needed per outdoor market day to support the vendor rents outlined in the pro formas (see spreadsheet in Appendix H), the total income from vendor rents for each market size (32, 60, 85 vendors, etc.) was divided by .10. This established the total sales needed if vendors pay 10% of their sales in rent. Then, the total sales number was divided by \$20 to estimate the number of customers needed to support these vendor rents.

*Sample Calculation:*

32 Vendor Market

Total rents paid at the 32 vendor market are \$3,750, which is equivalent to 10% of \$37,500 in total sales.

$(\$3750 / .10 = \$37,500)$

$\$37,500 \text{ divided by } \$20 \text{ (average expenditure per customer)} = 1,875 \text{ customers}$

## Summary

### Phase 2

NUMBER OF VENDORS	NUMBER OF CUSTOMERS NEEDED PER MARKET
32	1,875
60	3,300
85	4,600
120	6,800*

**TABLE 22: Phase 2: Customers Needed per Number of Vendors**

\*The Downtown Farmers Market attracted 13,000+ customers per market in 2018.

This estimate was calculated using the following process – To estimate the total sales needed per indoor market day to support the tenant rents outlined in the pro formas (see spreadsheet in Appendix H), the total income from tenant rents for Barns 8 – 10 was divided by .10. This established the total sales needed if tenants pay 10% of their sales in rent. Then, the total sales number was divided by \$20 to estimate the number of customers needed to support these tenant rents.

If the indoor public market needs to attract 365,000 customers/year and it operates four (4) days/week, or 208 days/year, it needs to attract at least 1,754 customers/day.

BARN	% OF SALES FOR RENT	ANNUAL RENT	ANNUAL SALES NEEDED
8	10%	\$225,000	\$2,250,000
9	10%	\$225,000	\$2,250,000
10	10%	\$280,000	\$2,800,000
<b>TOTAL</b>		<b>\$730,000</b>	<b>\$7,300,000</b>

**TABLE 23: Phase 2: Annual Sales Needed per Year per Barn.**

SALES NEEDED/YEAR	SALE(\$)/CUSTOMER	# CUSTOMERS/YEAR
\$7,300,000	\$20	365,000

**TABLE 24: Phase 2: Customers Needed per Year to Meet Sales Goal**

### Sales/Square Footage

For reference, restaurants in the vicinity of the Fairpark are experiencing annual sales of \$250/SF, excluding the Red Iguana. However, \$251/SF in annual sales is low for a public market and represents the minimum sales level needed to be operationally self-sustaining. It is hoped that the public market can significantly exceed this level and have an impact on the Fairpark and the west side of Salt Lake City.

ANNUAL SALES	GROSS LEASABLE SF	SALES(\$)/SF
\$7,300,000	29,000	\$251.72

**TABLE 25: Phase 2: Annual Sales Needed per Leasable Square Foot**

## ADDITIONAL SOURCES OF INCOME

### Percentage Rents

**Based on vendor sales.** Based on the products being sold, percentage rents would kick in after a vendor's sales reach a certain level. In general, prepared food vendors are charged higher percentage rents than non-food vendors. However, these decisions are made differently at each market and can be reevaluated as the market matures, customer visits increase, and sales figures rise.

### Permanent Rents

As the outdoor and indoor markets evolve and bring more people, more often to the Fairpark, there will likely be interest from tenants in opening more "brick-and-mortar" businesses, such as a restaurant, in the Fairpark. These permanent locations could be identified by the Fairpark as part of their master plan to establish year-round activation.

### New Events

With the anticipated popularity of the markets at the Fairpark, there will likely be more interest in hosting other events in the barns. This could include more weddings, specialty event markets (e.g. holiday markets, collectible markets, and antique markets), and rentals for parties, fundraisers, auctions and special events. Rental income for specialty events would prove to be an excellent source of income in addition to the market itself. The barns are already being used for multiple purposes and the Fairpark should expect to see increased activity of this type.

### Parking

The Fairpark currently generates significant revenue from parking and will look to do so with the markets. The parking issue should be managed so the cost is not seen as a deterrent to attending the markets. While it would be ideal if the parking were free to stimulate maximum customer attraction, this may not be possible for the Fairpark.

If parking revenue is essential to the Fairpark there are a number of options to consider:

1. Sponsored parking – Underwritten by a market booster or partner
2. Vendor Validated Parking – Vendors pay validated parking for minimum customer expenditures.  
This could be time consuming and costly to operate, so may not be the best way forward.
3. Paid parking and free parking – Some markets charge customers to park in parking lots that are close to the market while offering free parking at more distant, but still convenient lots.

## START-UP COSTS<sup>1</sup>

### Phase 1

**Pre-Opening Management and Planning** **\$50,000**

Includes:

- 3-6 months of the market manager

<sup>1</sup>All financial details, including breakdown of capital costs are included in Appendix H

- Office expenses and equipment
- Accounting systems setup
- Outreach and development of market vendors

Growth Management **\$35,000**

The pro formas only show expenses for on-site management at each market – this item is for the cost of one person, half-time, for one year. There will also be part-time management costs during Phase 1 to grow the market's operations and evolve into Phase 2:

Public Relations and Marketing **\$25,000**

Advertising materials, branding strategy, pre-opening promotion

Sponsorships/Partnerships **\$20,000**

Includes:

- Identify program opportunities such as children's activities, music, health screenings and other popular attractions.
- Outreach and fundraising with potential programming sponsors or partners.

Fees, Permits, Legal **\$5,000**

---

**Subtotal: \$135,000**

### CAPITAL COSTS

Phase 1 Limited Interior Improvements (Barns 8 & 9) **\$578,160**

Phase 1 Limited Exterior Improvements (Barns 8 & 9) **\$364,875**

30% add for General Conditions, Overhead & Profit, Fees, Escalation, Contingency **\$282,911**

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**Subtotal: \$1,225,946**

**PHASE 1 TOTAL START UP COSTS: \$1,360,946**

### Phase 2

The indoor public market in Barns 8, 9 and 10 will incur the following start-up costs:

Pre-Opening Management and Planning **\$150,000**

Includes:

- 12 months of the market manager
- Office expenses and equipment
- Outreach and development of market vendors
- Identifying funding sources

Public Relations and Marketing **\$100,000**



Advertising materials, branding strategy, pre-opening promotion

Sponsorships/Partnerships **\$25,000**

- Identify program opportunities such as children's activities, music, health screenings and other popular attractions.
- Outreach and fundraising with potential programming sponsors or partners.

Tenant Allowance **Optional**

A market tenant will expect a minimum of improvements such as utility hookups, a clean pad, access to drains and lighting. The construction and furnishing of a tenant space is sometimes paid in full by the tenant, and sometimes the landlord or market sponsor provides an 'allowance' to help them complete their spaces.

Markets with a high demand from tenants generally contribute the least amount towards a tenant allowance. Markets with low demand often find they have to provide more of an inducement in the form of tenant allowances.

Fees, Permits, Legal **\$50,000**

**Subtotal: \$325,000**

(plus potential tenant allowance)

## CAPITAL COSTS

Phase 2 Interior Improvements (Barns 8 & 9) **\$2,487,580**

Phase 2 Exterior Improvements (Barns 8 & 9) **\$764,460**

30% add for General Conditions, Overhead & Profit, Fees, Escalation, Contingency **\$975,612**

**Subtotal: \$4,227,652**

**PHASE 2 TOTAL START-UP COSTS: \$4,552,652**

Estimated cost of three 15,000 SF metal livestock barns

@\$1,200,000 each to replace historic barns **\$3,600,000<sup>2</sup>**

**PHASE 2 TOTAL: \$8,152,652**

## STRATEGIC RECOMMENDATION:

The market can be opened with a modest investment, allowing it to grow and evolve over time, unburdened with high costs and overhead. This is a time-tested way to open a market. The evolutionary and organic growth of the market becomes part of the aura of its success.

A relatively low-cost opening strategy, combined with effective management, can produce simple economic benefits in the short term and profound impacts over the long-term culminating in a year-round destination for Salt Lake City, the region and state.



# APPENDIX A-TAC 1

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PUBLIC MARKET@THE STATE FAIRPARK







## Public Market Feasibility Study for the Utah State Fairpark AGENDA: TAC Meeting #001

**Date:** Wednesday, March 6, 2019; 11:00 a.m. – 2:00 p.m.  
**Location:** Utah State Fairpark, Pioneer Building  
**Re:** Project Introduction and Visioning  
**Attachments:** N/A

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### ANTICIPATED ATTENDEES:

Kathy Wheadon, CRSA  
Kelly Gillman, CRSA  
Fran Pruyn, CRSA  
Jeremy Bringard, CRSA  
John Ewanowski, CRSA  
Benj Becker, ZPFI

Kelly Verel, Project for Public Spaces  
David O'Neil, Project for Public Spaces  
Cara Lindsley, SLC RDA  
Susan Lundmark, SLC RDA  
Larry Mullenax, Utah State Fairpark  
Invited TAC Members

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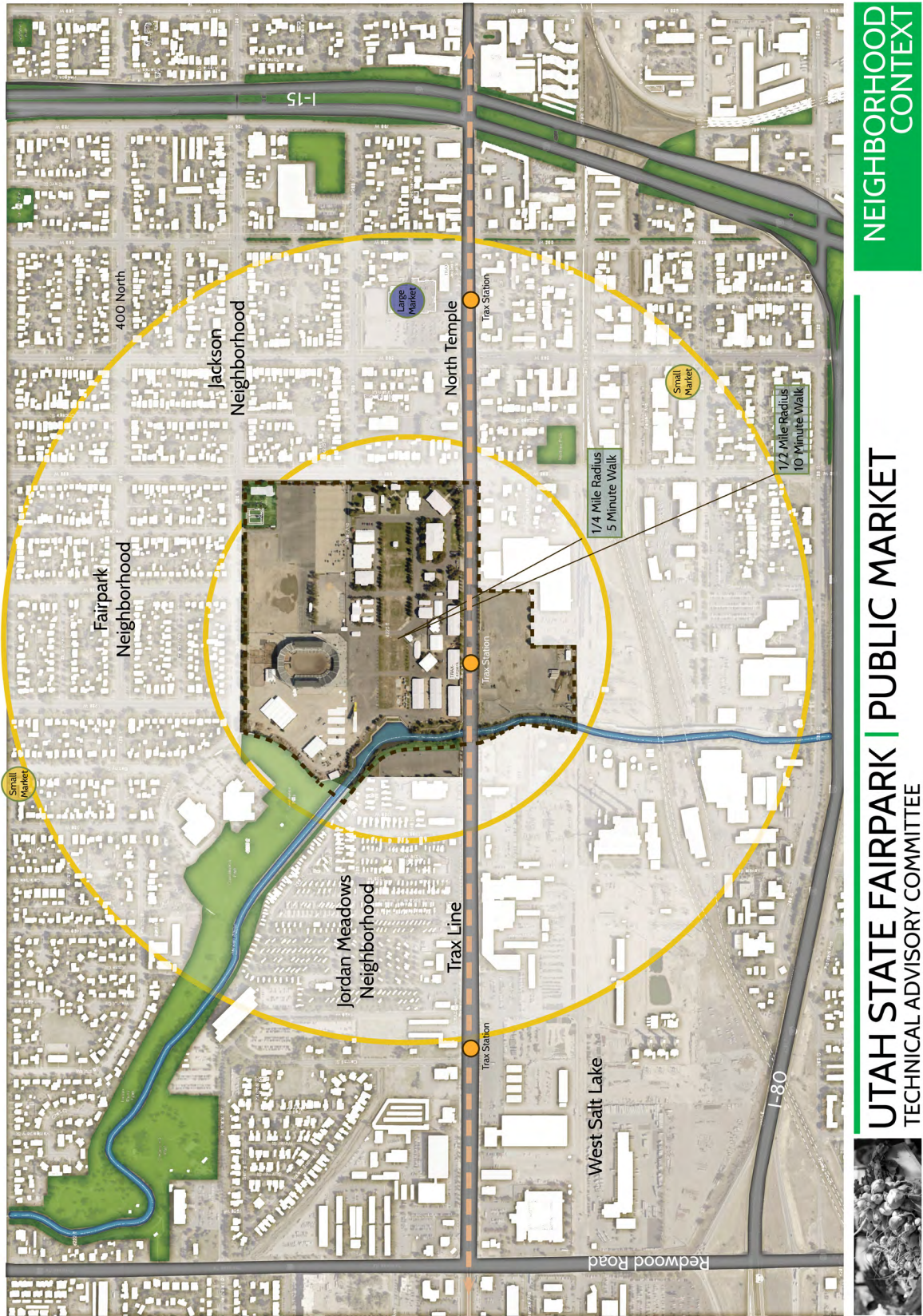
### MEETING OVERVIEW:

This is the first of four Technical Advisory Committee (TAC) meetings to help guide/administer the process of developing a Feasibility Study for a Public Market at the Utah State Fairpark site. Lunch to be served ~ 11:45.

### AGENDA ITEMS:

1. PROJECT INTRODUCTION (10 MINUTES, Cara Lindsley - SLC RDA)
  - a. Overview of the Project
  - b. Introduction of the Project Team
2. UTAH STATE FAIRPARK OVERVIEW (3 to 5 MINUTES, Larry Mullenax – Utah State Fair)
  - a. What's new at the Fairpark
  - b. What's the vision for it's future
3. SUCCESSFUL PUBLIC MARKETS – CASE STUDIES/PRECEDENTS (30 to 45 MINUTES; Kelly Verel/David O'Neil – PPS)
4. PUBLIC MARKET VISIONING/BRAINSTORMING (30 to 45 MINUTES; Kelly Verel /David O'Neil– PPS)
  - a. What are your Hopes & Wishes?
  - b. What are your Issues & Concerns?
5. FAIRPARK SITE – BASELINE SWOT ANALYSIS (15 MINUTES; Kathy/Kelly – CRSA; Benj Becker - ZPFI)
6. SWOT ANALYSIS EXTENSION EXERCISE (30 to 45 MINUTES; CRSA, ZPFI, SLC RDA)
7. WRAP UP/NEXT STEPS (5 MINUTES; CRSA, SLC RDA)









REGIONAL  
CONTEXT

UTAH STATE FAIRPARK | PUBLIC MARKET  
TECHNICAL ADVISORY COMMITTEE



S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
Existing Brand/Recreation Jordan River Trail Traffic Historic Buildings are assets	Public perception that the park is not accessible/active The isolated nature of the Fairpark, makes it hard for me to envision how a public mkt would create any synergy in this neighborhood Generation of future commercial synergy	Surrounding residents, adaptive reuse of historic structures supporting neighborhoods to the North Continue to grow the use To better sign all entrances (wayfinding package) and have all 3 open daily	Competition with other markets both from funding and public engagement
Jordan River Really amazing building, parking, location Good looking site with character	Enclosed/restricted lighted 24/hr activity in the immediate vicinity	Funding to dress up the place	Development pressure on historical buildings
Fair Park has buildings that are underutilized Could expand income stream and for state to contribute Quick connection to downtown and airport	Not clear marketing focus for this location. Seems like an "appendage" Unlike downtown you aren't going to attract a tourist component here	Opportunity to revitalize the area Create a new different space than rest of city	State legislatures attempting to do away with Fair and sell Fairpark Brand of the Fairpark
Open space, parking, opportunity to use existing building Jordan River and trail with active transportation connection from Provo to Ogden	Thought of the county fair as livestock and upscale food and shops Low existing traffic	Culture and cuisine on the west side offer exciting value proposition	Building not easy to access/understood



Existing infrastructure, historic buildings, river corridor Heritage site is amazing	Public transportation to location Competition with downtown market space Need to build new parking might be an issue	Interesting historical assets The market should be right at the front door of TRAX	Rio Grande Public Market
Lots of parking Easier to see a public market when driving compared to the middle of the Fairgrounds Well known location	Accessibility is still car focused, little to no foot traffic Lots of density	Major catalyst for change and re-vitalization of the neighborhood	
Access via public transportation Jordan River access New construction Cultural Heritage Pre-Existing building to leverage and connect to Utah culture	Access: walkability poor from neighborhood Lack of foot traffic	Create something vibrant on Jordan River Parkway	Stigma with this neighborhood from those outside the neighborhood
To save money on infrastructure expenses by using existing building Financial Viability potential for a community gathering space Active community	Poor Access Not centrally located Funding Lack of understanding of what the site is		Accessibility during other events taking place at the fair
			Lack of clarity on what the project is clearly a front end problem

S	W	O	T
	STRENGTHS	WEAKNESSES	THREATS
Great underdeveloped access to the Jordan River and Trail Ball field is a blank canvas and is already slated for improvement	Limited parking of White Ballfield lacks infrastructure - water, power	Possibility of integration into mixed use development - utilize development partner to build	Wide high traffic street not easy to cross to Fairpark
Wide open blank slate	Lack of neighborhoods to the South (North Temple is a barrier)	Frontage on North Temple	Not connected to the Fairpark so you lose the historic feel
Create a central place to engage community on East and West side	No infrastructure Separated from main Fairpark Site is unknown - starting at zero		
Open space Huge blank slate	Surrounding community - High homeless area		
	Will detract from activity at Fairpark Residents are across the tracks - feels industrial		
	Access: poor walkability from neighborhood (N. Temple acts as a physical barrier)		
	Not centrally located No existing buildings Lack of density		
	Lack of foot traffic Not sure what's there - don't connect it to Fairpark		



01



Squares, Parks, Downtowns, Streets,  
Transit Stations, Public Buildings,  
Rural Communities, Waterfronts,  
and, of course, **Public Markets**

40+ Years of Placemaking

02



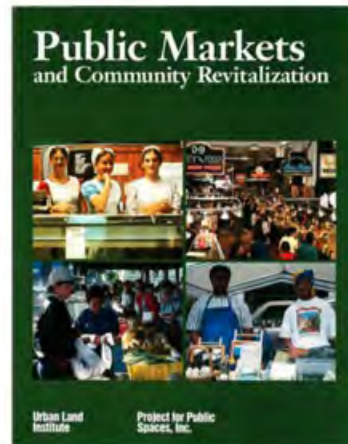
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04



## WHAT IS A PUBLIC MARKET?



A public market...

- has public goals
- operates in public space
- and serves locally owned & operated businesses

05

## THE GROWTH OF PUBLIC MARKETS



Source: USDA

06



07



Renews Downtowns & Neighborhoods

08





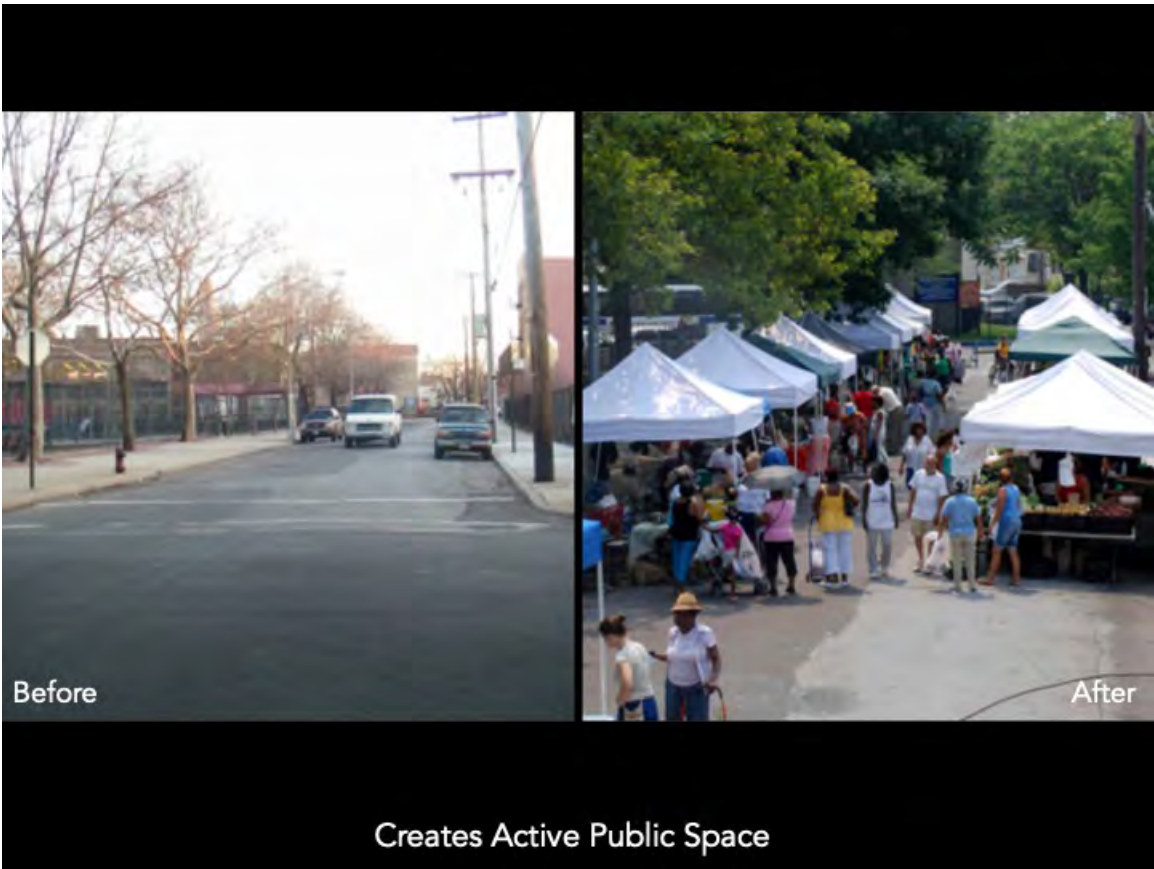
Brings Together Diverse People

09



Brings Together Diverse People

10



11



12





Promotes Public Health

13



Provides Economic Opportunity

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15



16





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19



Main Street Farmers Market, Washington PA

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Main Street Farmers Market, Washington PA

21



Main Street Farmers Market, Washington PA

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Eastern Market, Washington DC

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Eastern Market, Washington DC

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NewBo City Market, Cedar Rapids IA

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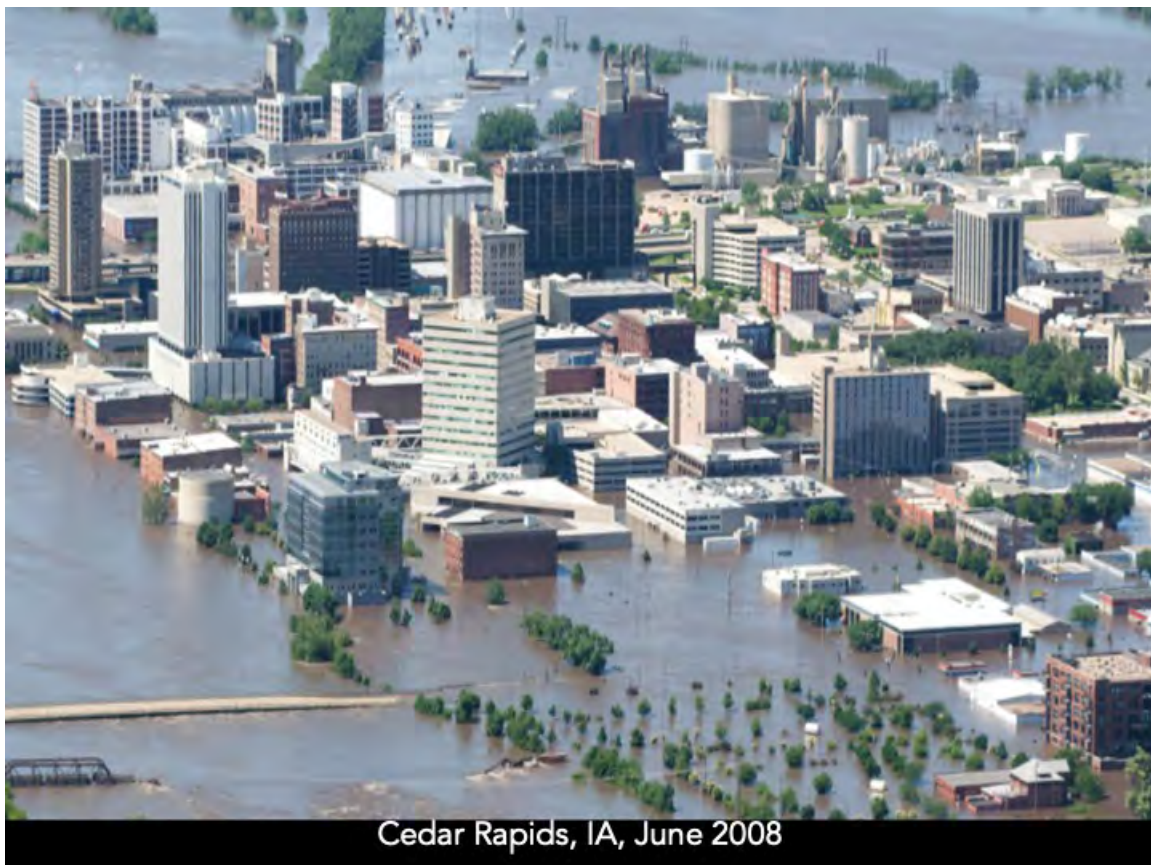
NewBo City Market, Cedar Rapids IA

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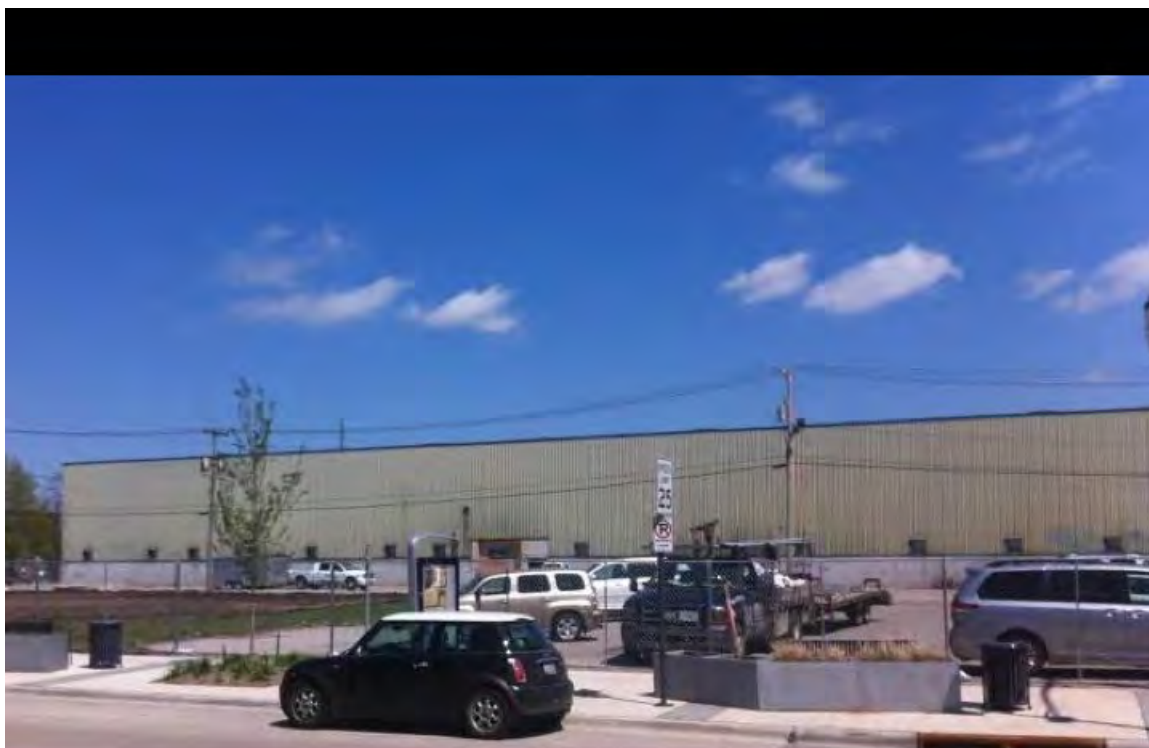


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NewBo City Market, Cedar Rapids IA

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NewBo City Market, Cedar Rapids IA

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18,000 Sq Ft Market Hall @ NewBo City Market, Cedar Rapids IA

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29 Permanent Tenants, 28 Temporary Spaces,  
Flex Space, and Seating @ NewBo City Market, Cedar Rapids IA

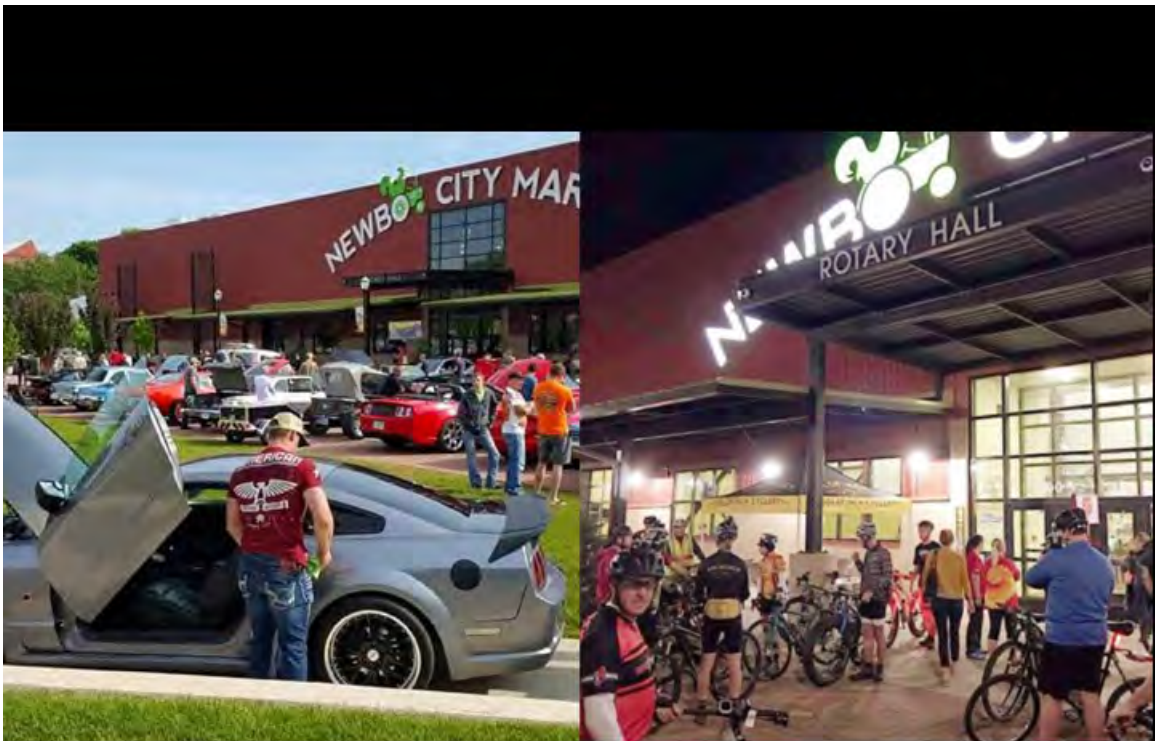
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Special Events in the Market Yard @ NewBo City Market, Cedar Rapids IA

37



Special Events in the Market Yard @ NewBo City Market, Cedar Rapids IA

38





Special Events in the Market Yard @ NewBo City Market, Cedar Rapids IA







Santa Fe Farmers Market, Santa Fe NM



Santa Fe Farmers Market, Santa Fe NM

## Anchor in redevelopment of historic railyard







45



46



47

## 10 INGREDIENTS OF SUCCESSFUL PUBLIC MARKETS

You need the right.....

1. Vendors
2. Location
3. Mix
4. Mission
5. Public Spaces
6. Connections
7. Economics
8. Promotion
9. Value
10. Management

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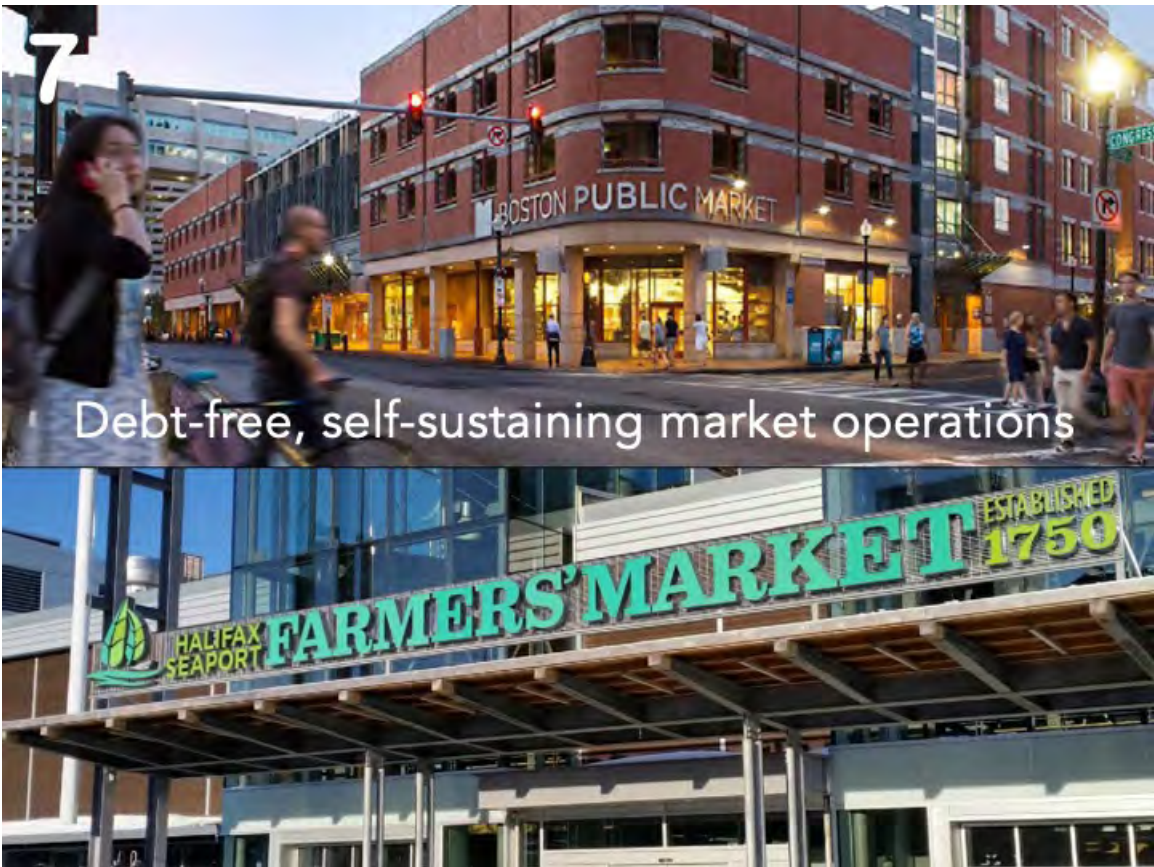
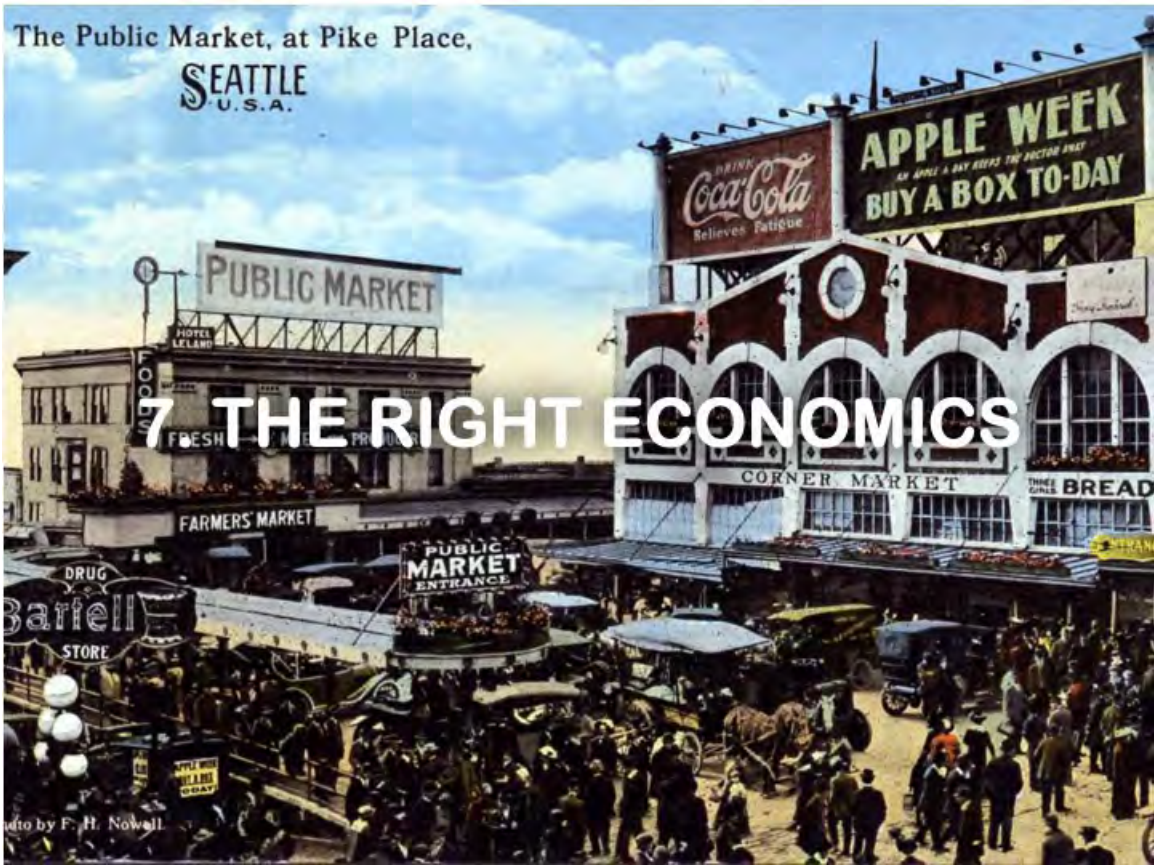


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## 9. THE RIGHT VALUE

63



## 10. THE RIGHT MANAGEMENT

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10  
Right Management can be  
Private, Public, Profit or  
Non-profit



65



CASE STUDIES

66



# Allentown Fairgrounds Farmers Market



67



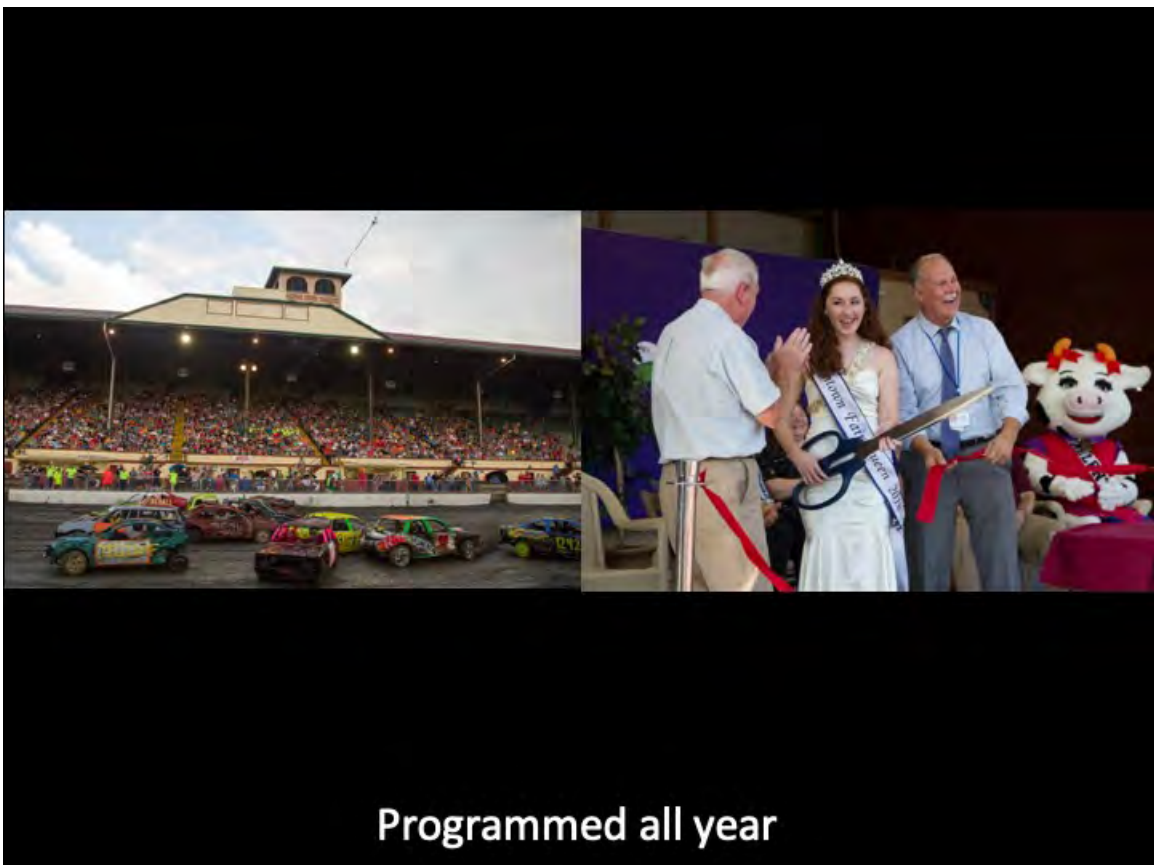
## Fairground layout and mixed uses

68





69

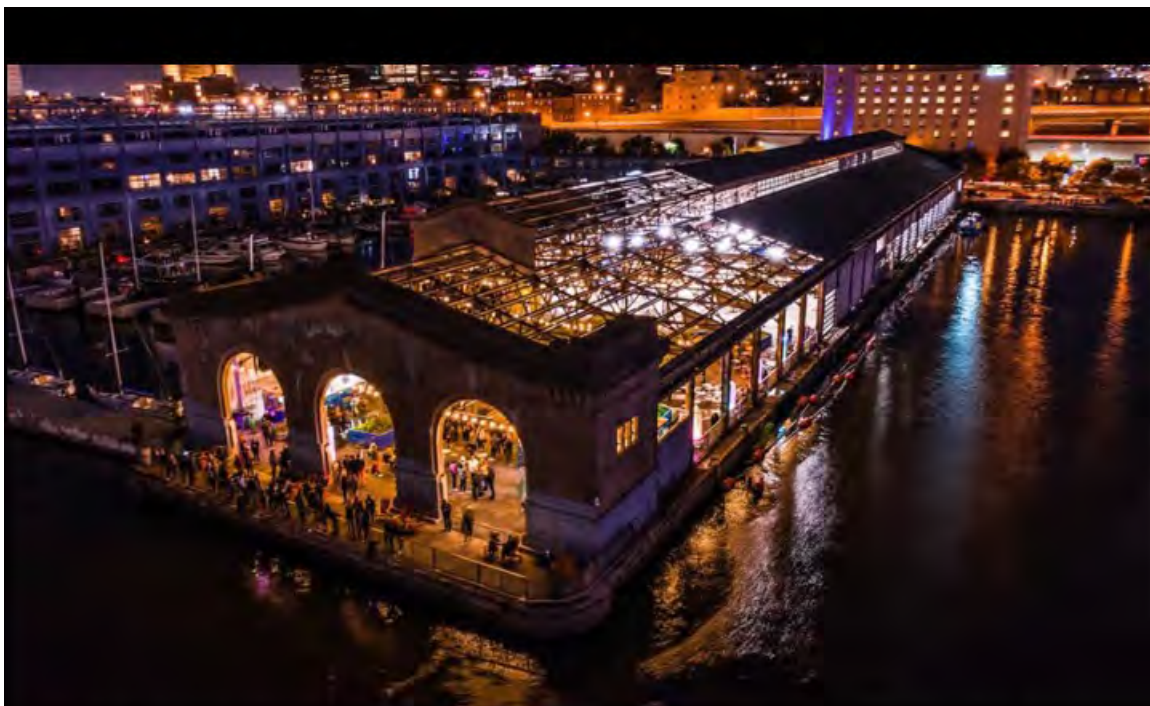


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# Cherry Street Pier, Philadelphia, PA



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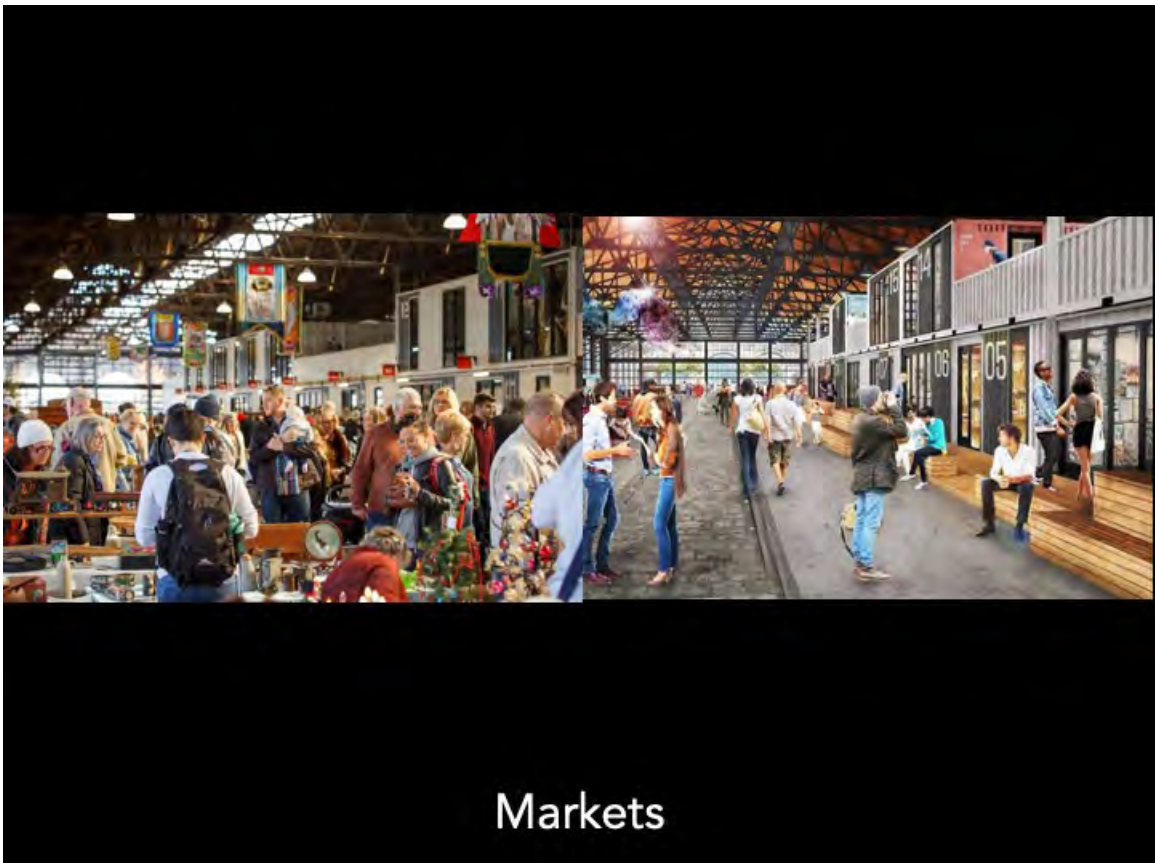
55,000 sf warehouse and former shipping pier  
\$5 million investment

72





73

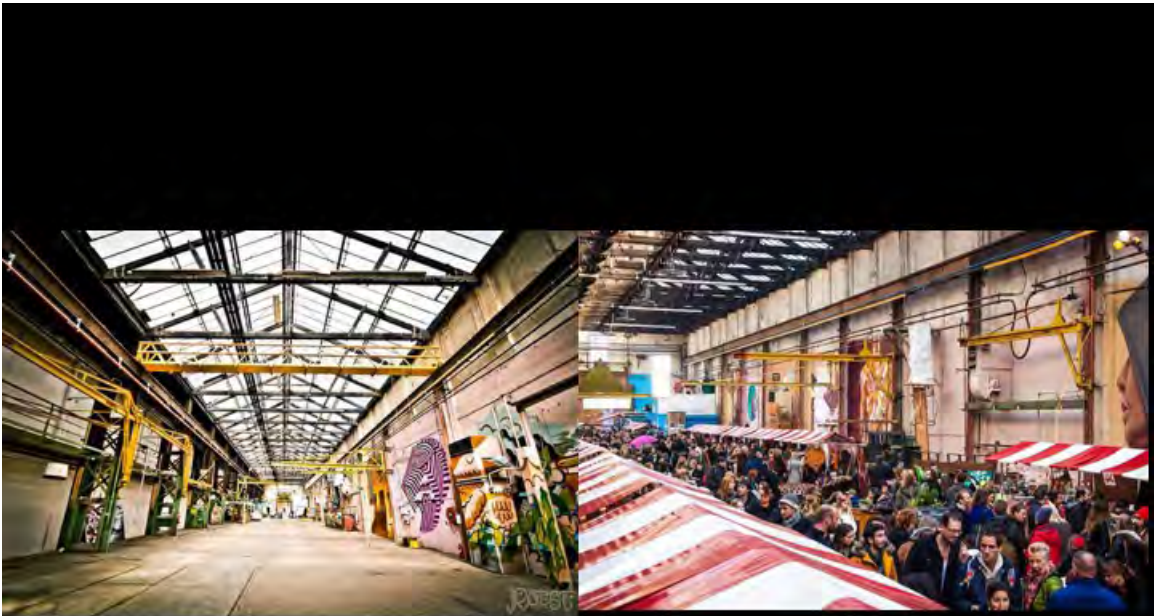


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Markets

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Flexible space, special events & programming

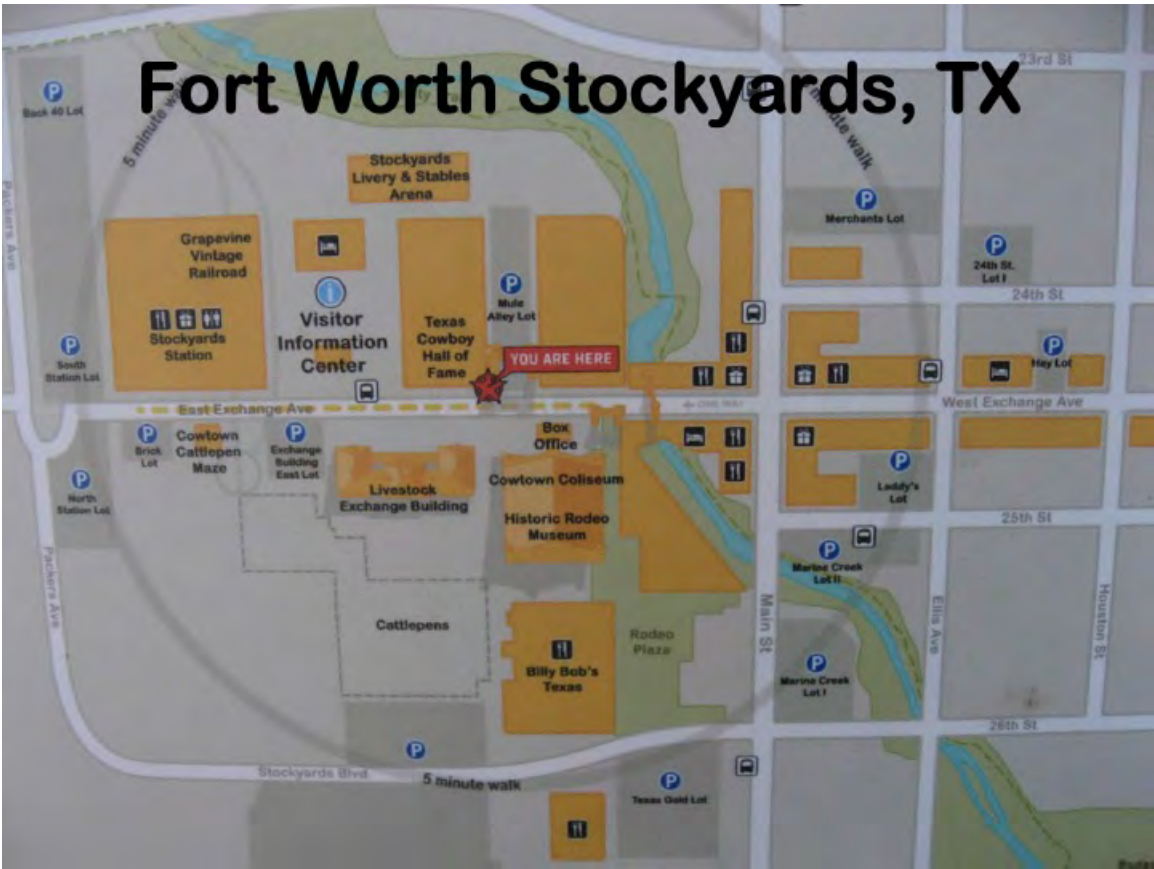
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Outdoor programming

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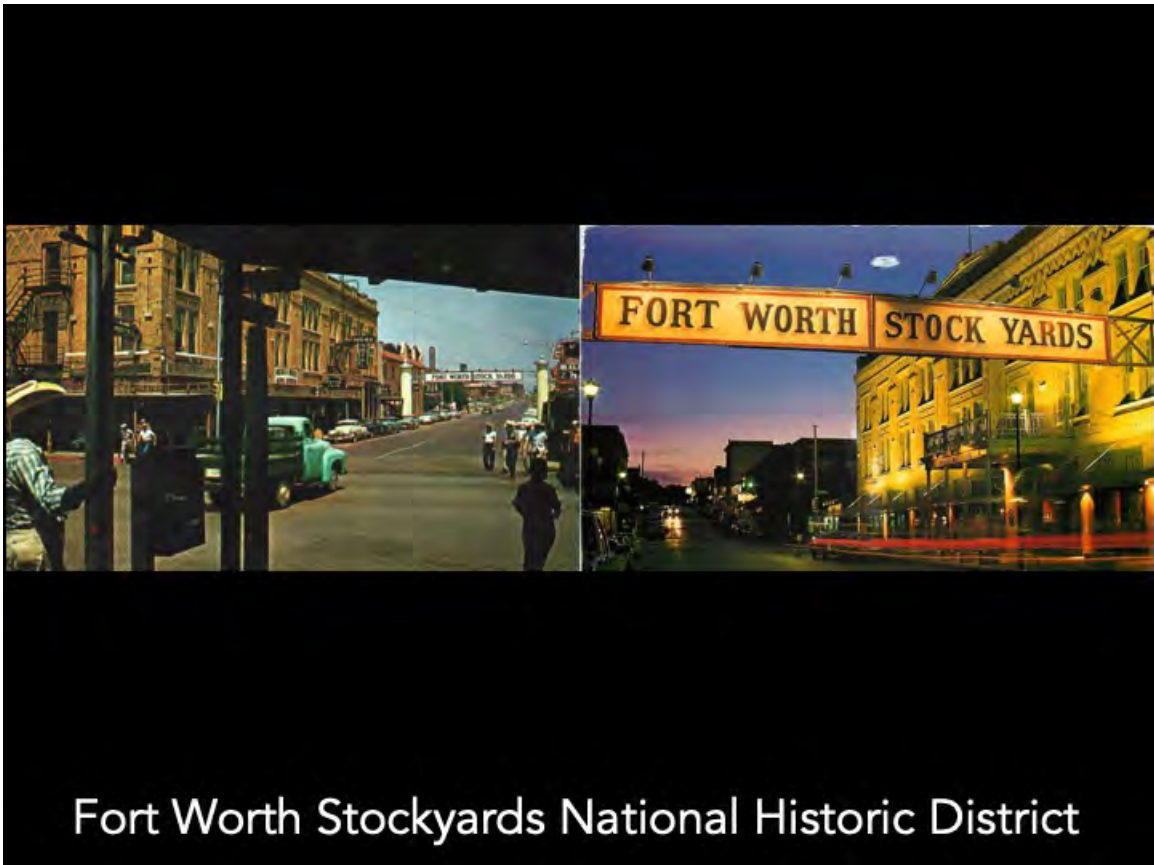


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81



82



\$175MM retail redevelopment

83

What are your hopes and wishes for a public market at the State Fairpark?

What are your concerns and issues with a public market at the State Fairpark?

84

# APPENDIX B-TAC 2

## PLACEMAKING

---

**PUBLIC MARKET@THE STATE FAIRPARK**







## **Fairpark Public Market Placemaking Workshop**

- |       |   |
|-------|---|
| 9:00  | Welcome and Introductions   |
| 9:15  | Presentation:<br>How can a Public Market activate Fairpark and its Public Spaces? |
| 9:45  | Conduct Place Game (small groups)   |
| 10:30 | Working Group Discussion (small groups)   |
| 11:00 | Groups Report Back  |
| 11:45 | Summarize Ideas and Next Steps  |
| 12:00 | Adjourn   |

### **Key Contacts:**

Fran Pruyn, CRSA  
(801) 355-5915  
fran@crsa-us.com

Cara Lindsley, SLC RDA  
(801) 535-7257  
Cara.Lindsley@slcgov.com

Steve Davies, PPS  
sdavies@pps.org



FIGURE 00: PLACEMAKING



# PLACEMAKING WORKSHOP SUMMARY (MAY 15, 2019)

## PUBLIC MARKET@THE STATE FAIRPARK

### PROCESS

The four sites in Figure 00 were evaluated during the Placemaking Workshop, as shown on the map. The Technical Advisory Committee was divided into four groups (one group combined sites 2 and 3), and each group used PPS's Place Game to evaluate the sites according to the four key features of PPS's Place Diagram (below): Uses and Activities, Access and Linkages, Comfort and Image, and Sociability.

#### Using the PPS Place Game, groups “imagined” each site addressing the following questions:

- What kinds of things would you like to be able to do here?
- How would you like to be able to get to and from here?
- How could this place better connect to other places nearby?
- What kinds of amenities/features would you like to see here that would add to the character of this place and make it more comfortable?
- What kinds of opportunities are there for social interaction? What would compel you and a group of your friends to come here?

#### Groups then identified opportunities:

- What do you like best about this place?
- List things that you would do to improve this place that could be done right away and that wouldn't cost a lot.
- What changes would you make in the long term that would have the biggest impact?
- What local organizations, partnerships, or talent can you identify that could help implement some of your proposed improvements or a market?

### FINDINGS

A summary of key points by each group is presented below. Note that short term and long term ideas are color coded (**?**), as recommended by each group:

- Short term low cost
- Long Term biggest impact

### GROUP 1 – CENTRAL GREEN

#### Most Liked

- Beautiful view/green space
- Proximity to river
- Easy access from TRAX
- Parking
- Size/available land

#### Challenges

- State Fair as a competing land use
- No entrances on South, North, West
- Feel isolated, empty, a vacuum
- No street visibility
- Buildings are spread apart

#### Ideas

##### *Uses and Activities*

- Concerts and programming to test ideas
- Festivals – Food and Drink Events
- Food truck
- Beer garden pop-up
- Food competitions (Zion Building)
- Workspace
- Splash pad
- Dog park
- Landscaping (ie planter boxes) high level
- Family activities
- Trail connection to running track
- The space is in a void right now and is not part of an active space. Assuming that surrounding events will bring people to this area.

#### Access and Linkages

- Public transit – provide a central entrance and signage from TRAX
- Connect to Jordan River
- Bike
- Walk
- Open up North, South, East, West entrances
- Become more inviting and integrated into community
- Maybe most challenged space from outside Fairpark because of its location. The center of the Fairpark doesn't exist in the minds of our customers, yet

**Comfort and Image**

- Landscaped spaces short term – long term
- Playground
- Outdoor patio seating
- High quality design
- Gas fire pits – long term
- Restaurants, cafes, coffee shops
- Beer garden
- String lighting
- Restaurant incubator
- Outdoor equipment rental/adventure center
- Climbing wall
- Almost devoid of those things currently

**Sociability**

- Programming
- Complimentary uses
- Pop-up market, food
- Food trucks
- Food show, competitions
- Look at series/sequence of pop-up events, instead of consistent events. Curated by one group/individual who understands locale

**Challenges:**

- Competing land-use with State Fair
- Public may not know about the space because of its placement

**Partners**

- First Tracks Entertainment
- Media/Arts Partners
- Salt Lake Area Restaurants Associates

**GROUP 2 & 3: RIVERFRONT AND NORTH BARN****Most Liked**

- River and connection of historic buildings to nature
- Unique historic buildings
- Triangular courtyard – defined space in front of Sheep/Market buildings
- Space between Sheep Barn and Market Building is a great outdoor spaces
- Area along river, including amphitheaters
- Multiple means of access (train, car, canoe, bike) in less than five minutes



### Ideas

#### *Uses and Activities*

- Walking, shopping, sitting
- Places to eat/picnic area
- Drink beer
- Interact with the river
- Bring pets
- Canoe rental, public boat launch
- Concerts
- Urban agriculture (in an existing building), husbandry - add additional opportunities for food production through greenhouse, community garden, hydroponics, aquaponics systems in buildings (Educational opportunity)
- Kids activities in barn (Little Hands Farm)
- Demonstration kitchen (in connection to urban agriculture)
- Take more advantage of amphitheater space

### Access and Linkages

- Open up gates to trail connection
- Take down the fence blocking off the Jordan River trail
- Enhance Multiple Modes Infrastructure
  - Take train
  - Walk
  - Canoe
  - Bike
- Permeability to North Temple (no wall)
- Canoe accessibility (need deck)
- Integrate (in a controlled way) the trail and river connections with the Fairpark
- 5 minute walk from all transportation options

### Comfort and Image

- Indoor and outdoor
- Reinstall dormers for natural light
- Sun, water, history
- Circulation in and around buildings
- Shared street
- Competing uses between State Fair (serve food in barns where sheep were housed during fair?) Would market need to vacate during State Fair?
- Create a better intersection with the river
- Daylight City Creek

**Sociability**

- Playspace
- More grass to sit on with pets
- Food trucks with seating area
- Cooking classes
- Community gardening
- Outdoor concerts
- Activating negative spaces between buildings
- Expanding the current concerts
- Increasing overall trail integration in Fairpark

**GROUP 4: HISTORIC BARNs***Most Liked*

- Historic nature/barns
- Size of site and buildings
- Easy access
- Open slate for opportunity

**Ideas***Uses and Activities*

- Market: fresh food and prepared (start small and grow over time)  
non-profit/incubator space, segregate according to type of vendor
- Music
- Greenscape
- Outdoor eating
- Outdoor canopies
- Gathering spaces
- Signage
- Wayfinding
- Active streetscape
- Vendors on the street
- Food trucks
- Better restroom facilities (currently hidden, not very many currently)

**Access and Linkages**

- Signage
- Close convenient parking
- Direct connection from barns to Trax and street
- How do you get in through North Temple? Take down historic brick wall. Provide transparency and permeability. Take into consideration security

- Connection to TRAX from bike lane and sidewalk
- Better connections to Jordan River

### **Comfort and Image**

- Take advantage of negative space: structure in between with lighting, signage, softening space with landscaping
- Food, wine, beer
- Play area for children
- Maker spaces in building
- Looking to the North across walkway, stark contrast
- Update metal building

### **Sociability**

- International concept: food, music, drinks, shops
- Culture of the neighborhood (local)
- Living Traditions year round

### **Partners**

- Will require several partners:
  - Salt Lake City
  - RDA
  - Salt Lake County
  - City Art
  - American Institute of Architects (AIA)
  - Wasatch Community Gardens
  - International Refugee Committee
  - City Arts
  - Utah Division of Arts & Museums (UDAM)
  - Public Art
  - County Art
  - Tracy Aviary
  - Historic Preservation
  - Local Food Advisory Board
  - Spice Kitchen
  - Community Council

## **GROUP 5: TRAX STATION AND RIVERFRONT**

### *Most Liked*

- Blank canvas
- Transit access
- Access to Jordan River
- Easily connect to Fairpark



**Ideas***Uses and Activities*

- Direct access to Jordan River with amazing park across the way
- Boat launching (river cleanup)
- Dog park
- Playground park
- Food trucks
- Concert plaza (small amphitheater for performances)
- Parking structure
- Splash pads, pool, lunch area, mini golf/family activities and destination
- Activate as night space
- Kiosks, food and drink, coffee, night activities
- Serve the needs of the people on the West Side
- North Temple has development: use frontage for office use, retail

**Access and Linkages**

- Amazing access from TRAX with Grand Entrance to White Ballfield and Fairpark
- Pedestrian bridge
- Open walls into Fair entrances
- Remove Building 8 to open up to North Temple
- Link to future Folsom Trail

**Comfort and Image**

- Landscaping and more trees
- Traffic calming signage and art
- Public art
- Signage
- Highlight River rental area for kayaks, paddle boats
- Riverwalk

**Sociability**

- Program the Jordan River
- Interactive floating cruise
  - Highlighting history of West Side
  - Food and drink
  - Public Art
- Landscaping maze/labyrinth

**Partners**

- County

- City
- Local businesses
- Non-profits
- Fairpark
- Urban forestry
- Programming partners



## WHAT MAKES A GREAT PLACE?



Project for Public Spaces (PPS) is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Our pioneering Placemaking approach helps citizens transform their public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs.

PPS was founded in 1975 to expand on the work of William (Holly) Whyte, author of *The Social Life of Small Urban Spaces*. We have since completed projects in more than 3000 communities in 43 countries and all 50 U.S. states and are the premier center for best practices, information and resources on placemaking. More than 600 people worldwide are members of our Placemaking Leadership Council.

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419 Lafayette St, 7th Fl, New York, NY, 10003 212.620.5660 @PPS\_Placemaking www.pps.org



## PLACE GAME

## Rate the Place

## Identify Opportunities

COMFORT & IMAGE	POOR	BETTER	GOOD	
Overall attractiveness	1	2	3	4
Feeling of safety	1	2	3	4
Cleanliness/Quality of Maintenance	1	2	3	4
Comfort of places to sit	1	2	3	4

Comments/Notes:

ACCESS & LINKAGES	POOR	BETTER	GOOD	
Visibility from a distance	1	2	3	4
Ease in walking to the place	1	2	3	4
Transit access	1	2	3	4
Clarity of information/signage	1	2	3	4

Comments/Notes:

USES & ACTIVITIES	POOR	BETTER	GOOD	
Mix of stores/services	1	2	3	4
Frequency of community events/activities	1	2	3	4
Overall busy-ness of area	1	2	3	4
Economic vitality	1	2	3	4

Comments/Notes:

SOCIABILITY	POOR	BETTER	GOOD	
Number of people in groups	1	2	3	4
Evidence of volunteerism	1	2	3	4
Sense of pride and ownership	1	2	3	4
Presence of children and seniors	1	2	3	4

Comments/Notes:

1. What do you like best about this place?

2. List things that you would do to improve this place that could be done right away and that wouldn't cost a lot:

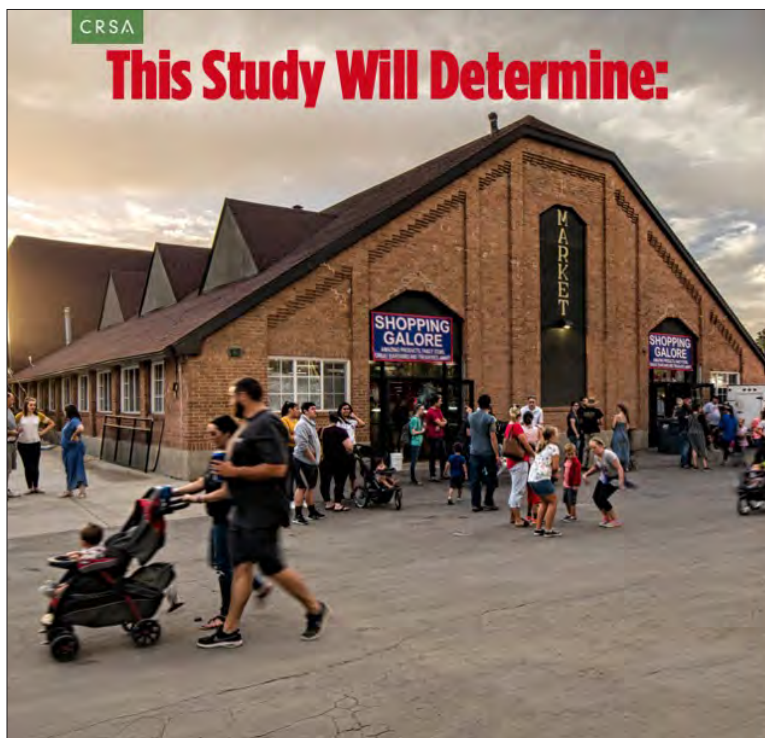
3. What changes would you make in the long term that would have the biggest impact?

4. Ask someone who is in the "place" what they like about it and what they would do to improve it. Their answer:

5. What local partnerships or local talent can you identify that could help implement some of your proposed improvements? Please be as specific as possible.



01



## This Study Will Determine:

- Does the Fairpark provide a viable site for the state's vision for activating the property?
- Should this be a Standalone or Mixed Use Development?
- Is there sufficient demand and supply for a permanent Year-Round market at the Fairpark without subsidy?

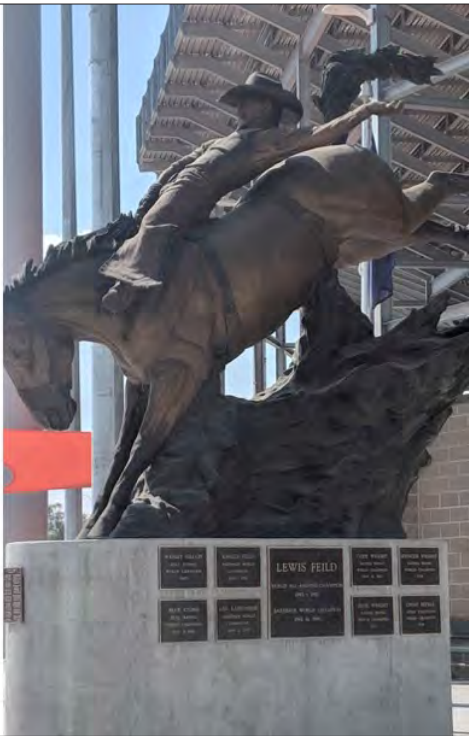
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CRSA

# FAIRPARK BASICS

- 50 acres
- State Owned- located in SLC
- Mission: "Preserving Utah's Traditions"
- National Register of Historic Places
  - 27 contributing buildings/15 not contributing



03



# Fairpark Basics

- Utah State Fairpark Corp - Manager
- Legislature privatized in 1995
- Fair mandated to be profitable, not taxpayer subsidized
  - Year-round events ensure sustainability of State Fair

04



CRSA

## Fairpark Basics

- 61 events per year, 240 event days, 551,000 attendance
- No on-going events/destinations
- Fairpark Board can bond; is a taxing authority.
- Significant investment opportunities.
- Fairpark Board open to investment and physical changes



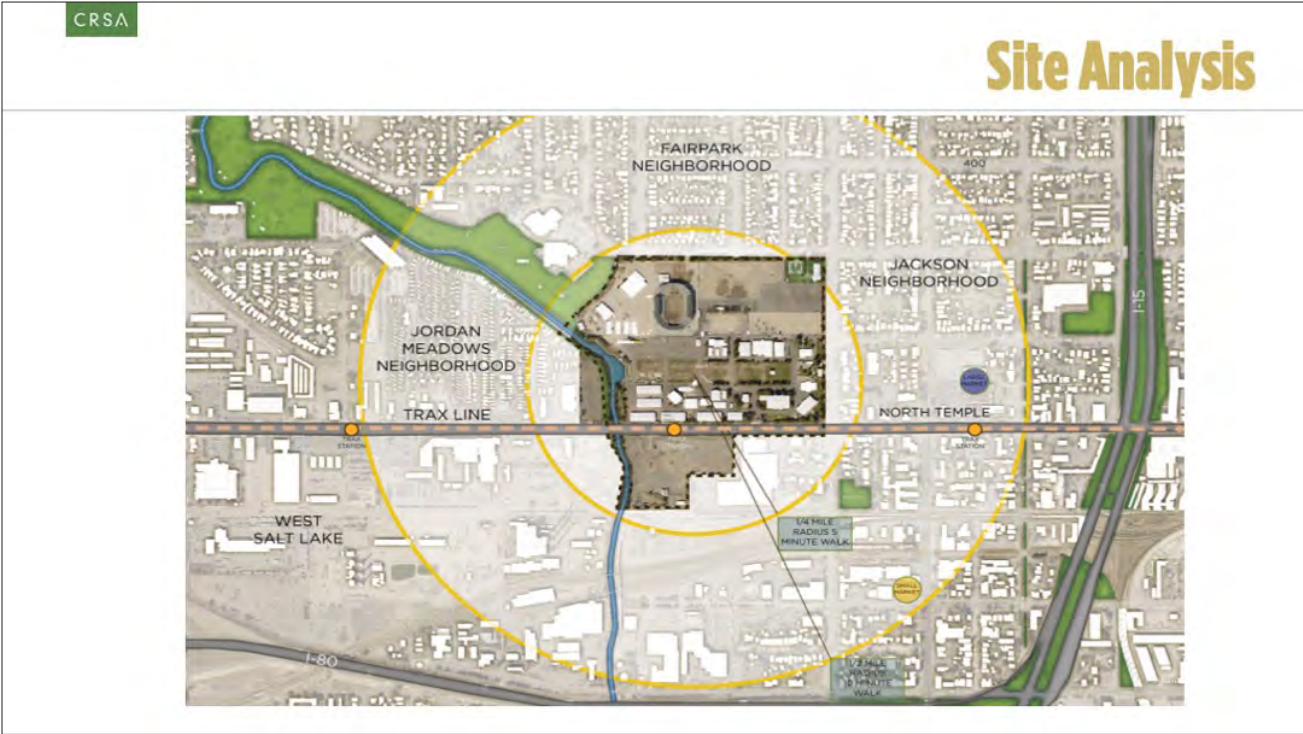
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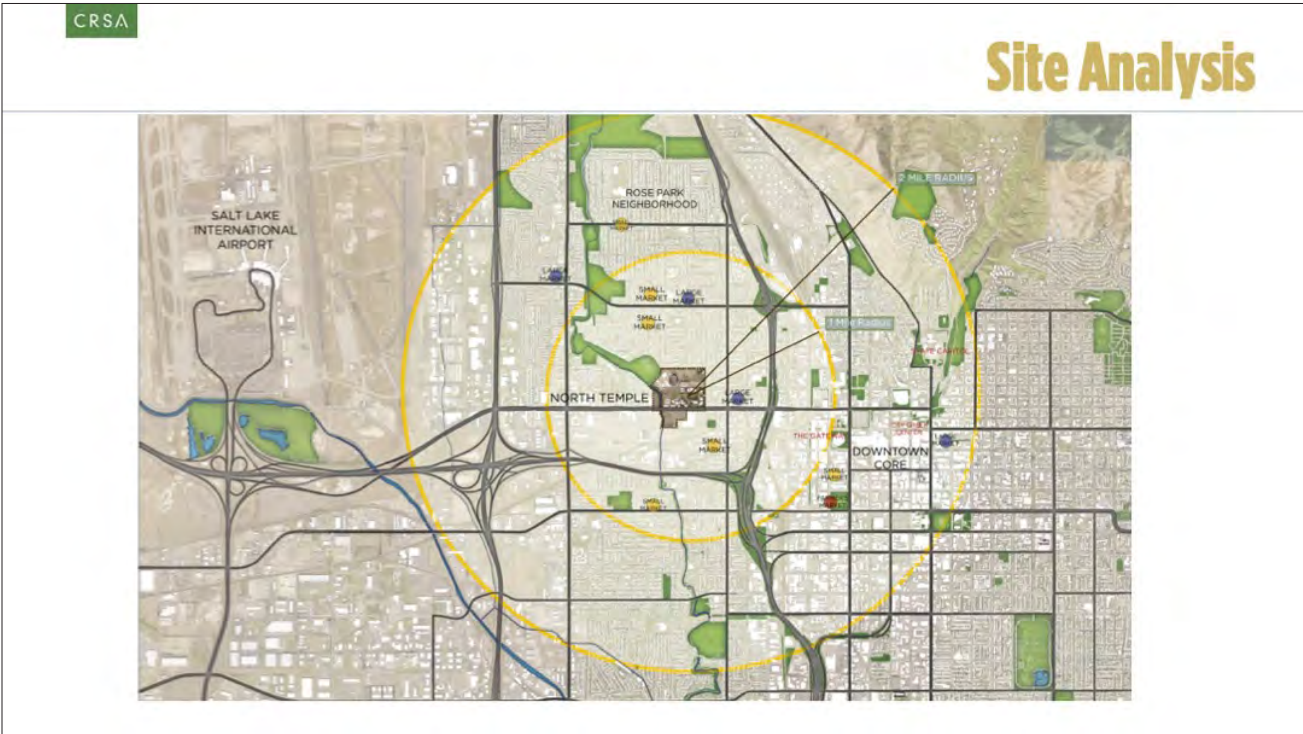
## 10 Ingredients of Successful Markets

1. Vendors
2. Location
3. Mix
4. Mission
5. Public Spaces
6. Connections
7. Economics
8. Promotion
9. Value
10. Management

06

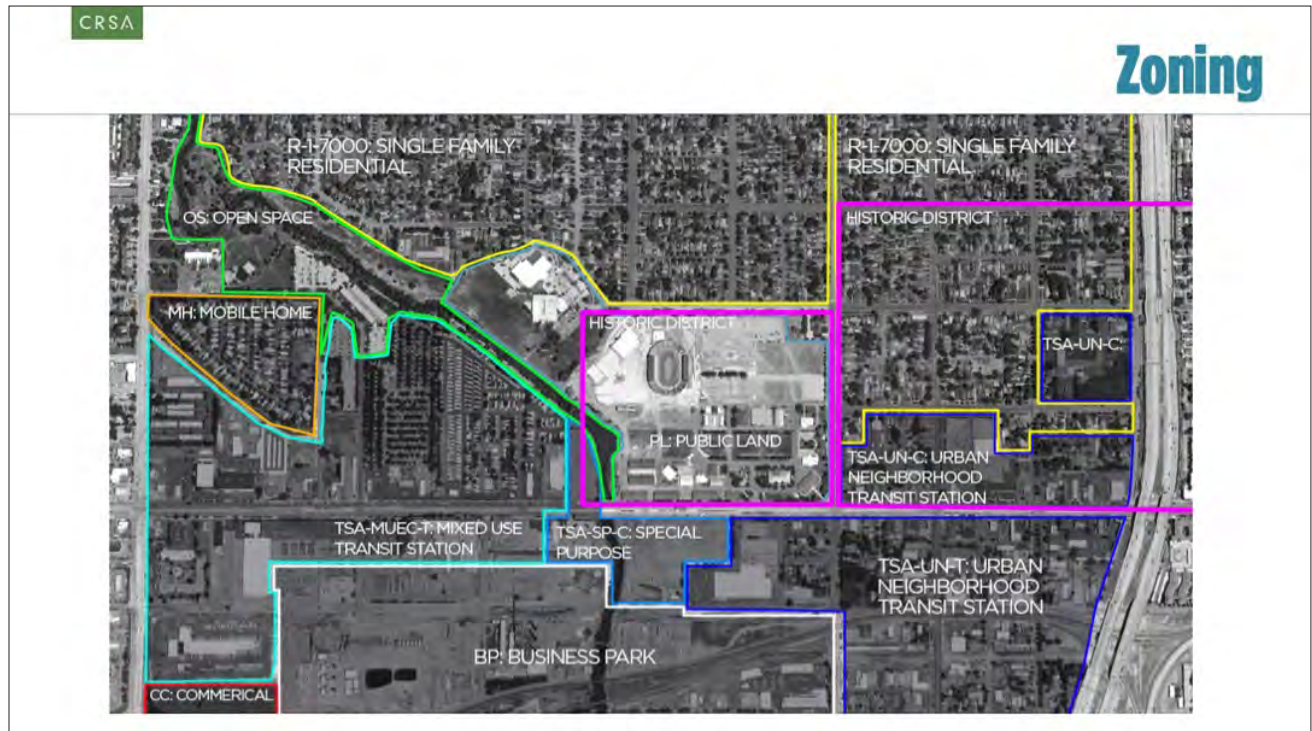


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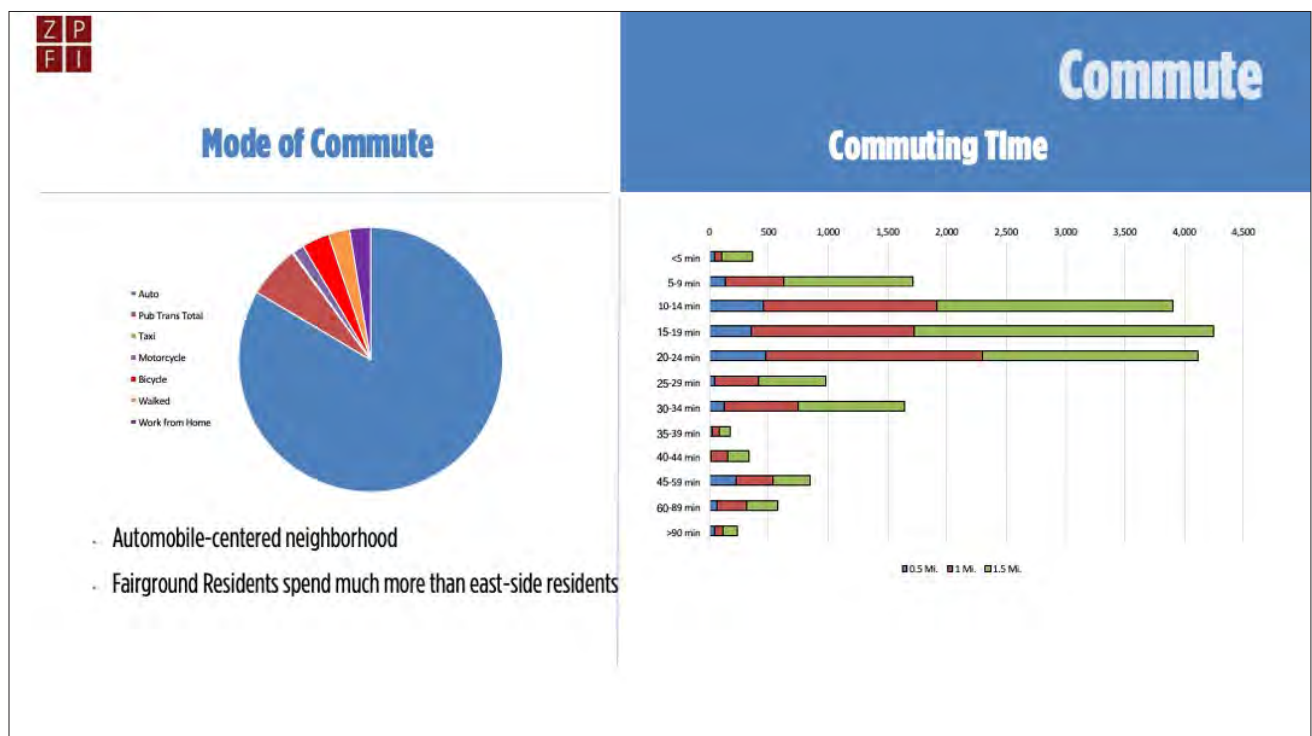


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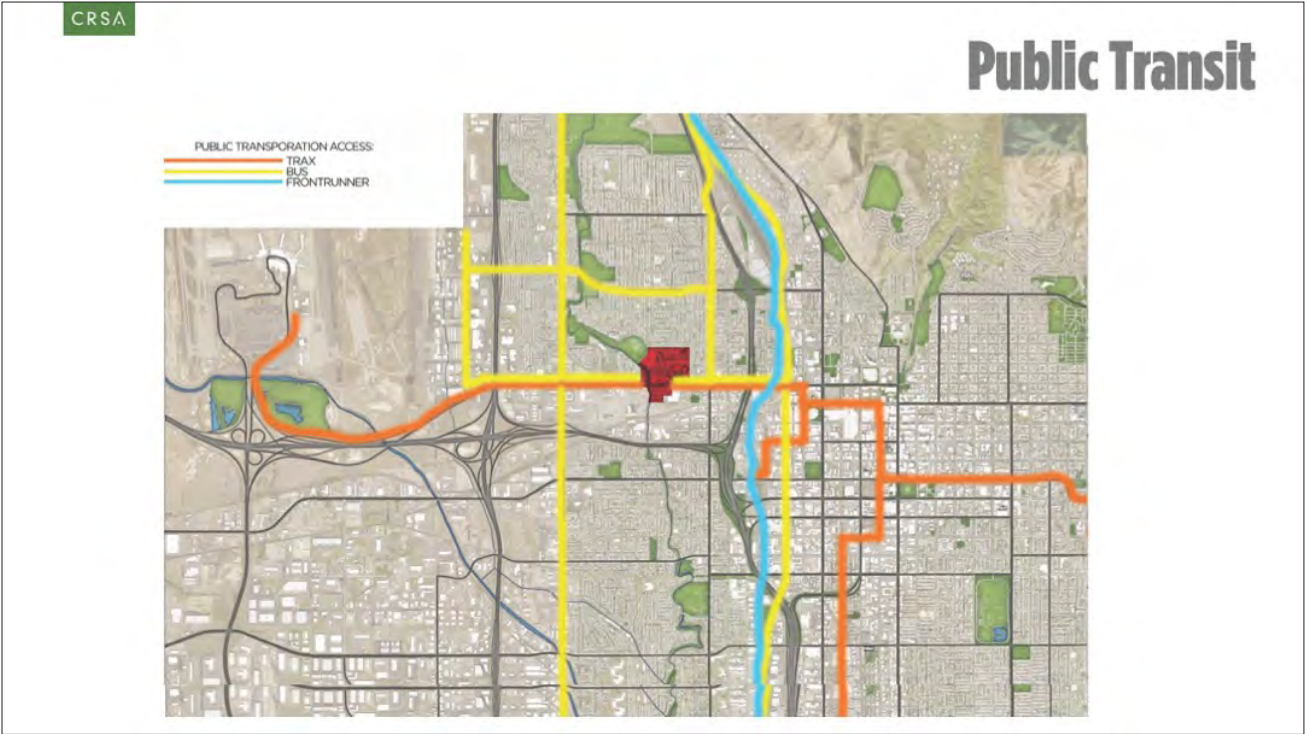


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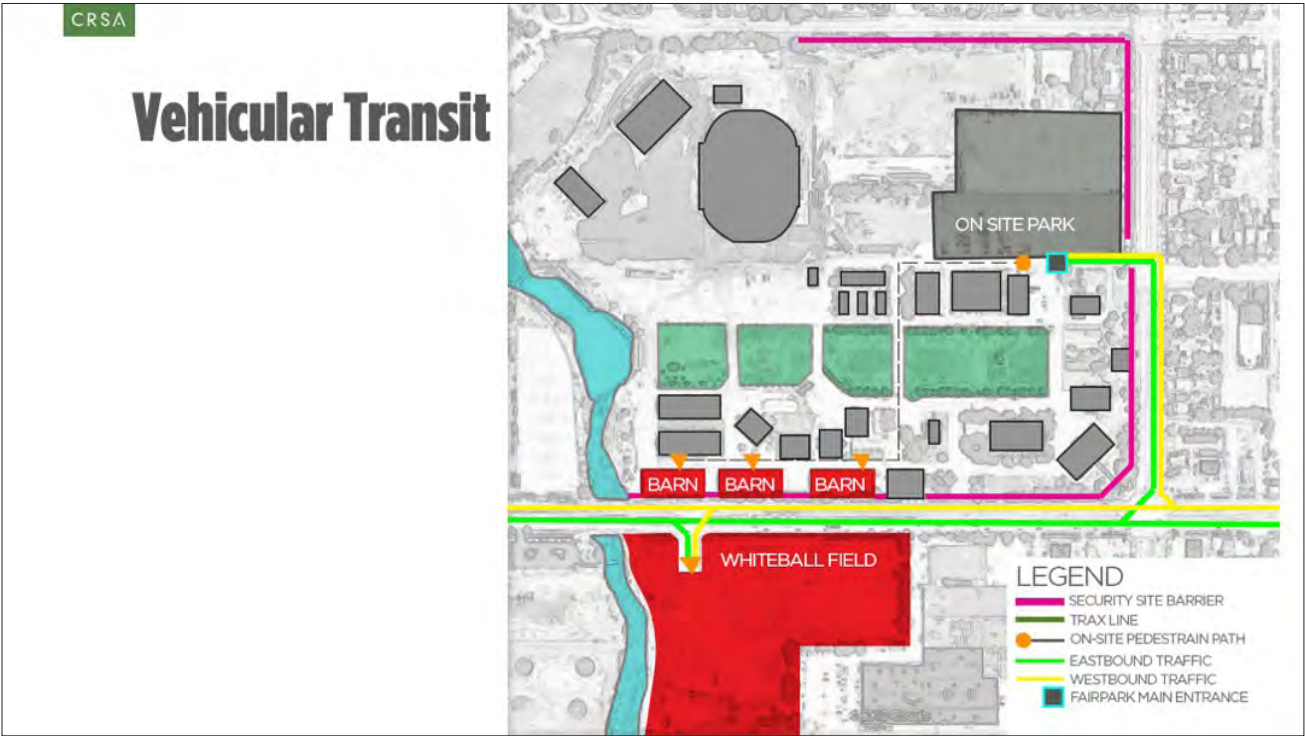


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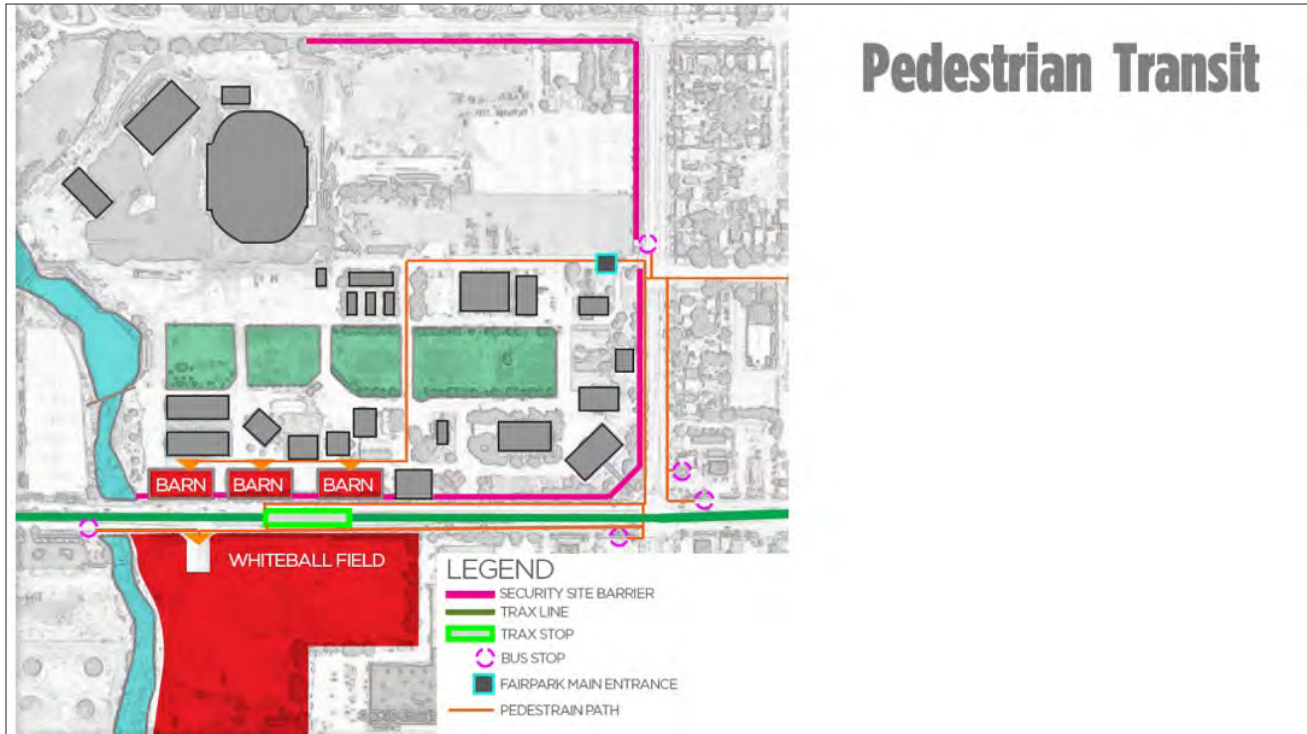




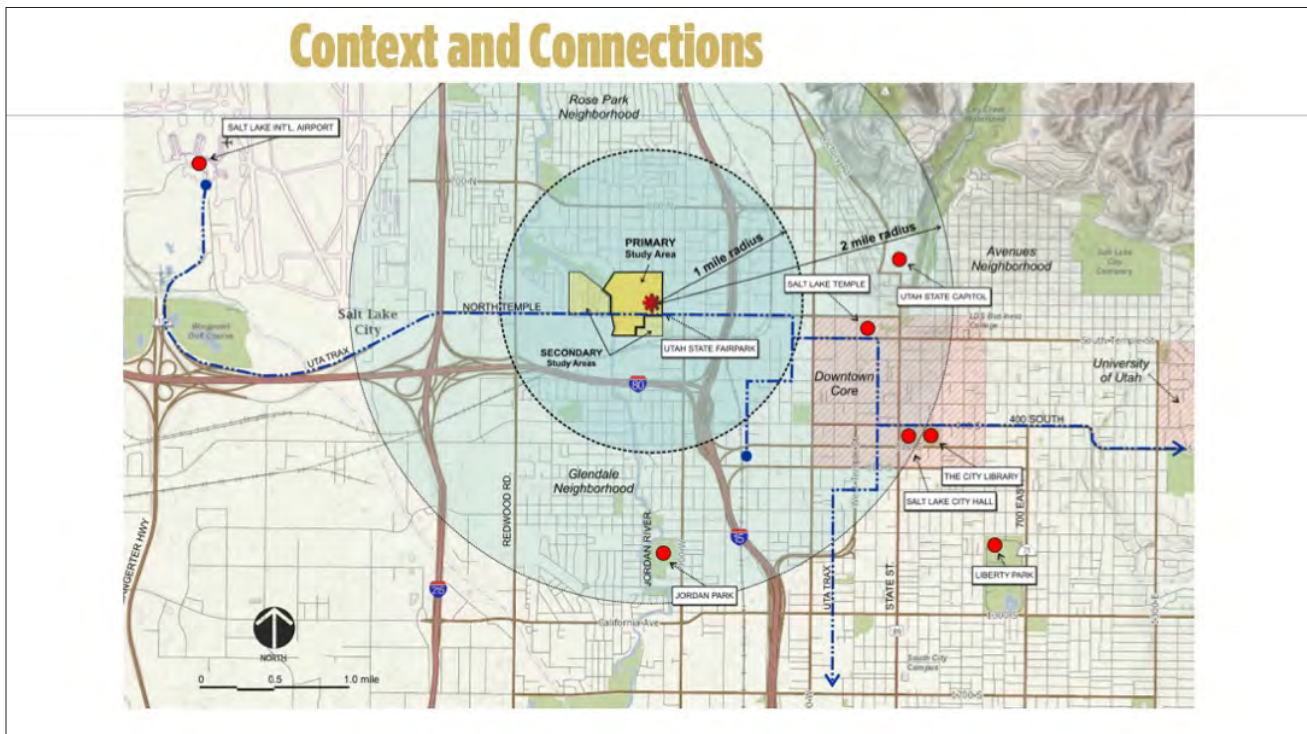
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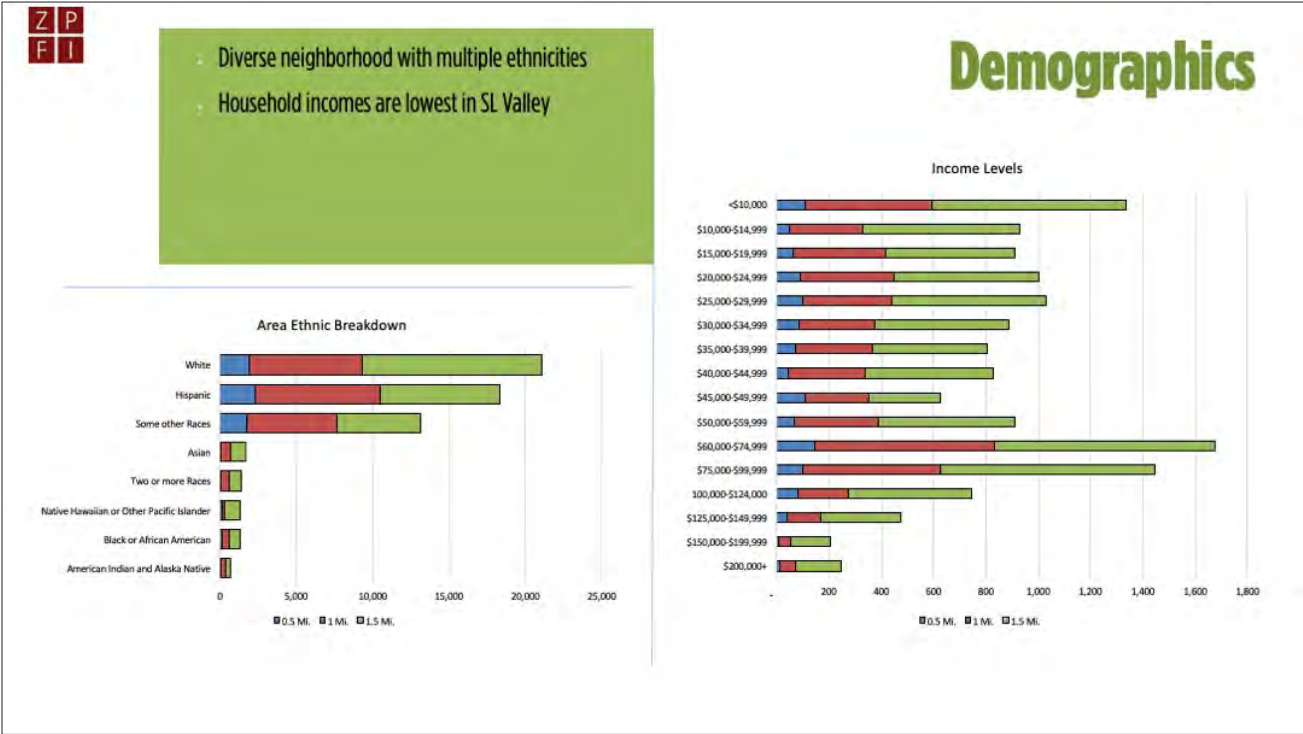


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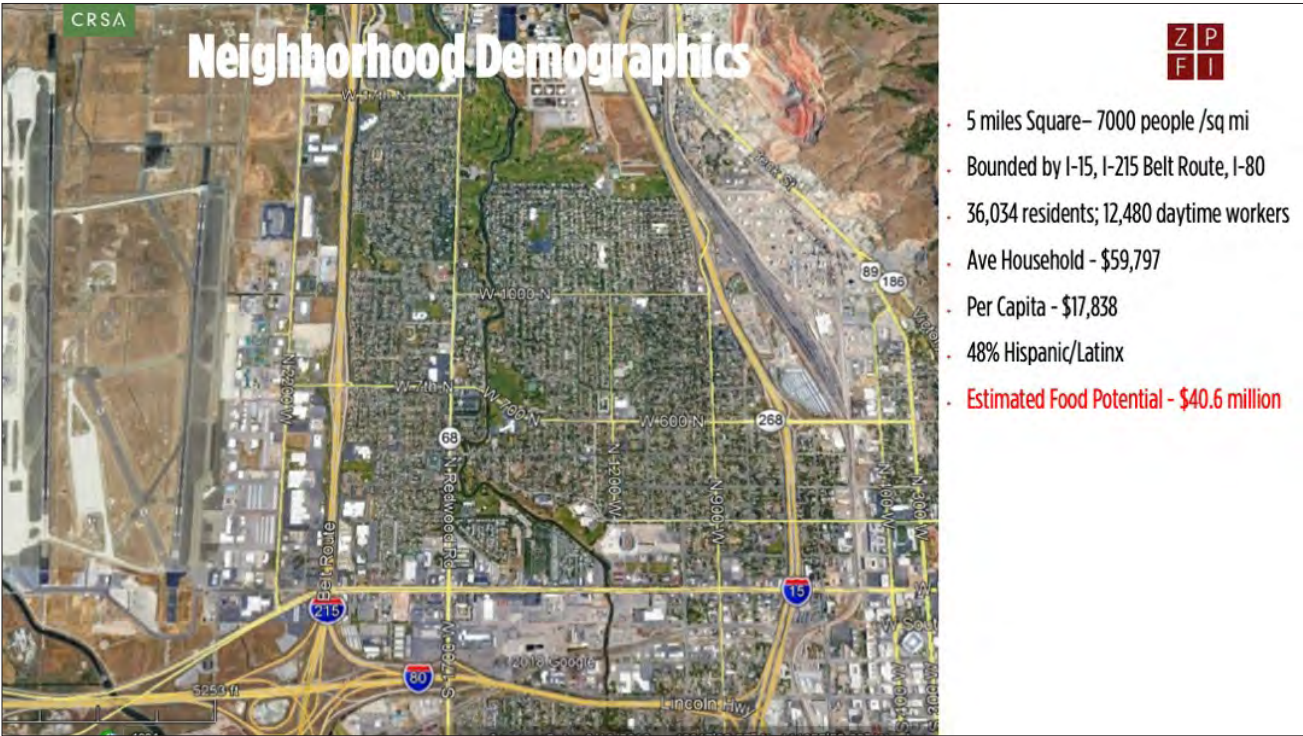


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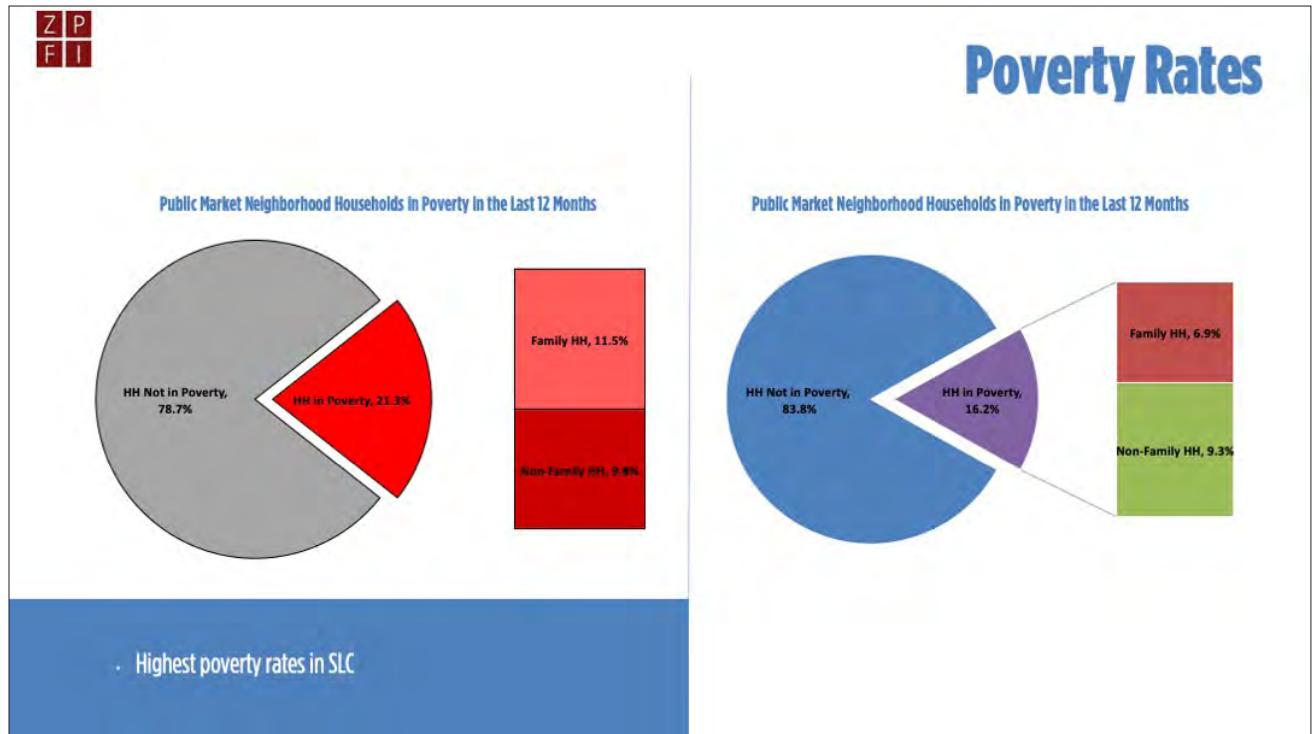


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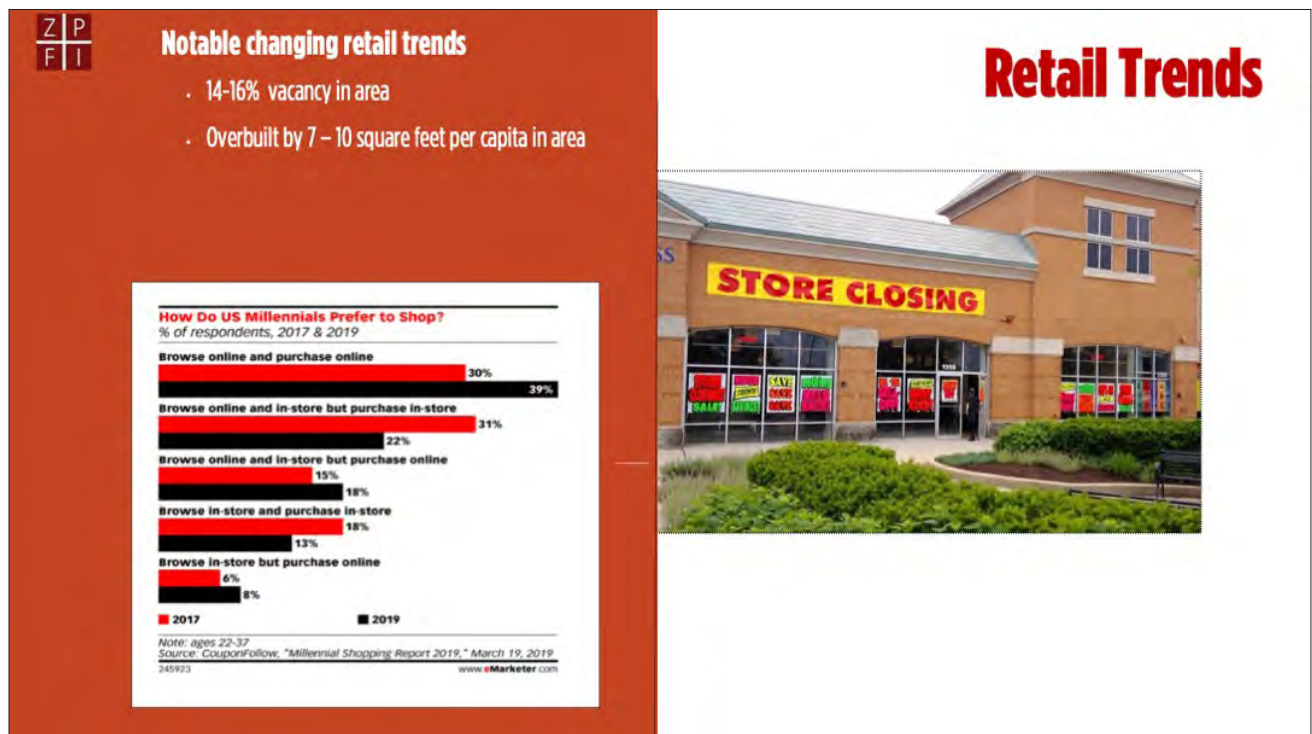


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17



18




## Development

Potential of upwards of 1,400 housing units considered for the neighborhood

- Opportunity Zone influencing development decisions
- Proposed designs include 2 and 3 & 3 story low-rise and 5+ story buildings over parking



19



**Proposed development could bring 3,000 new residents to neighborhood**

- Will focus future retail on key areas
- Developers want proximity to transit
- Returns are more enticing for development in the neighborhood



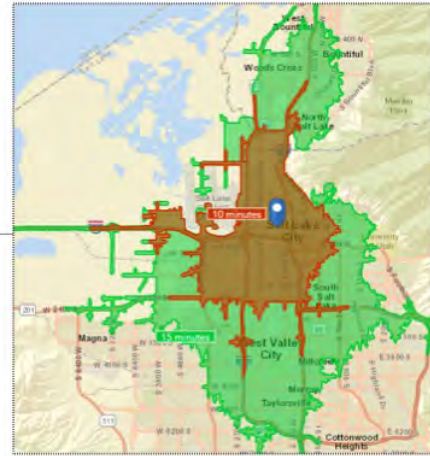
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- Interstates provide *good regional accessibility* for market.
- Half of SLC population within ten-minute drive of the Fairpark,
- Third of metro area's population within 15-minute drive.
- Potential physical and psychological barriers to other neighborhoods.
- Distant residents need compelling reason to shop at less convenient location.

## Demographic Analogs



5 and 10-minute drive time

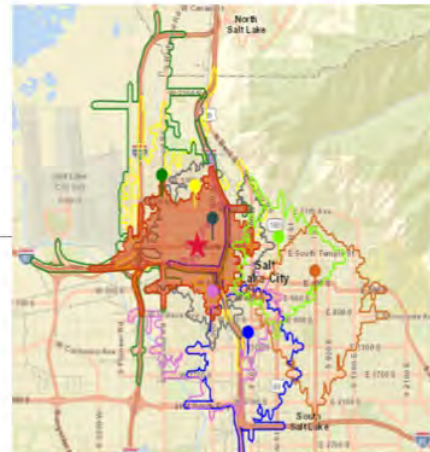
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## Supermarket Competition

Competitive Alignment		
Stores within Fairgrounds 5-min drive:		
Rancho	140 N 900 W	45,000
Smith's	1174 W 600 N	50,000
Lucky	729 N Redwood	45,000
Smith's	828 S 900 W	50,000
Stores adjacent to Fairgrounds 5-min drive:		
Harmon's	135 E 100	60,000
Specialty Stores nearby:		
Whole Foods Market	544 N 700 E	60,000
Trader Joe's	634 E 400 S	15,000
Big Box Cluster:		
Walmart Supercenter	350 W Hope	225,000
Sam's Club	1905 S 300 W	135,000
Costco	1818 S 300 W	250,000

Public market must find highly qualified vendors offering competitive products, services and prices, or experience, different than existing offerings.



Fairgrounds with 5-min drive; 9 competitors

22





**Interview Summary:**

**OPPORTUNITIES**

- Westside neighborhood needs a local community amenity
- Flexible, multi-use destination would draw
- “lighter, quicker, cheaper” approach makes most sense
- Jordan River Trail and TRAX stop are great assets

23



**Interview Summary:**

- Local food entrepreneurs looking for opportunities and space
- Product mix should reflect/cater to Westside residents
- Product mix should be distinct from other SLC markets
- Need for permanent space for job skill development and business incubation

24



## Interview Summary: CONCERNS

- How does this study relate to past market studies?
- Markets are financially challenging requiring adjacent spinoff opportunities
- Negative perception of the Fairpark site
- Fairpark needs consistent/streamlined marketing
- Existing parking, traffic, and access to the site won't support public market
- Westside gentrification and neighborhood change

25

## Nine Markets in Salt Lake City in Regular Operation

(excluding market festivals that occur one weekend per year)

Three of these markets operate year-round, and the rest are seasonal



**3**

PRIMARYLY  
PRODUCE



**3**

PRIMARYLY  
CRAFTS/ARTS



**3**

PRODUCE &  
CRAFTS/ARTS

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
No markets operate				short-term seasonal summer markets	most popular market days	



6 markets  
operate  
morning -  
afternoon



4 markets have  
evening hours  
(3 operate only  
in summer)

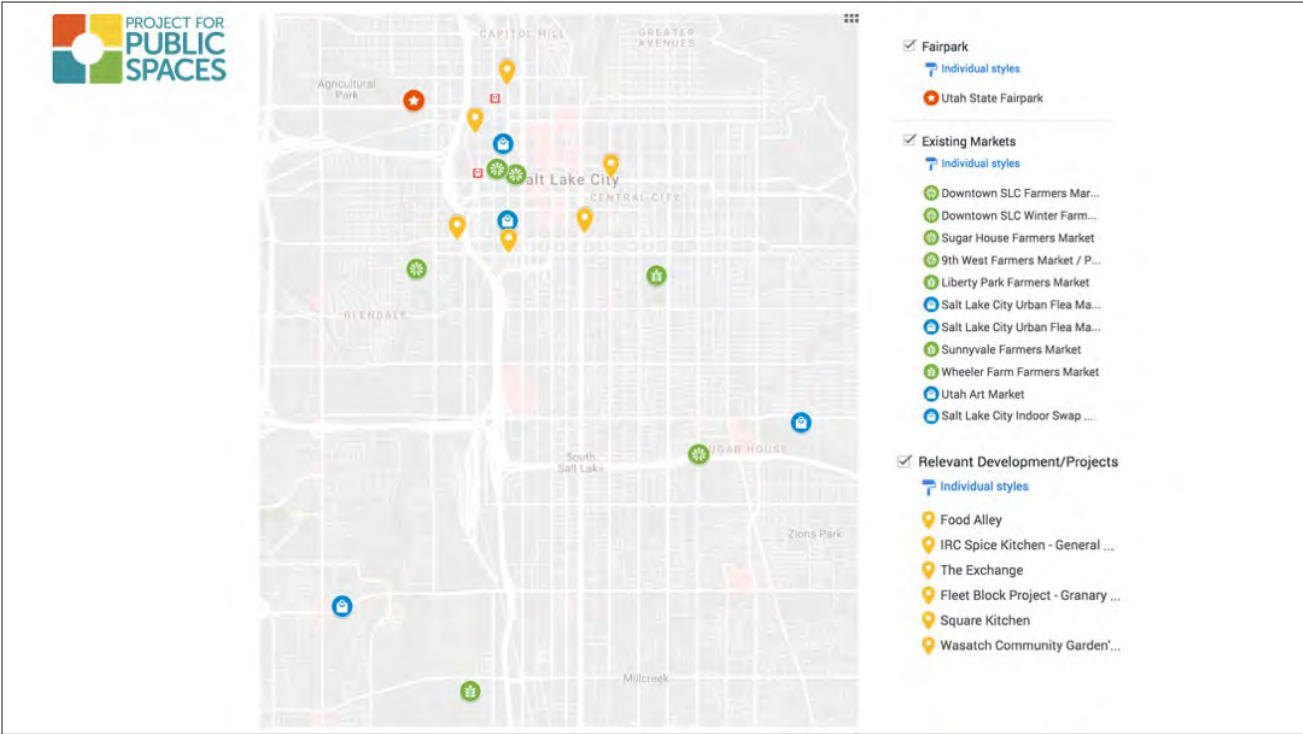


MARKETS RANGE IN VENDOR SIZE FROM  
**2-5** to **180** with most featuring **60**

26



APPENDIX B - PLACEMAKING WORKSHOP



27



28





For-profit farmers market operator  
Pays rent to Fairground  
60 vendors  
Year round  
Open Thursday-Saturday

## Allentown Farmers Market at the Fairgrounds



29



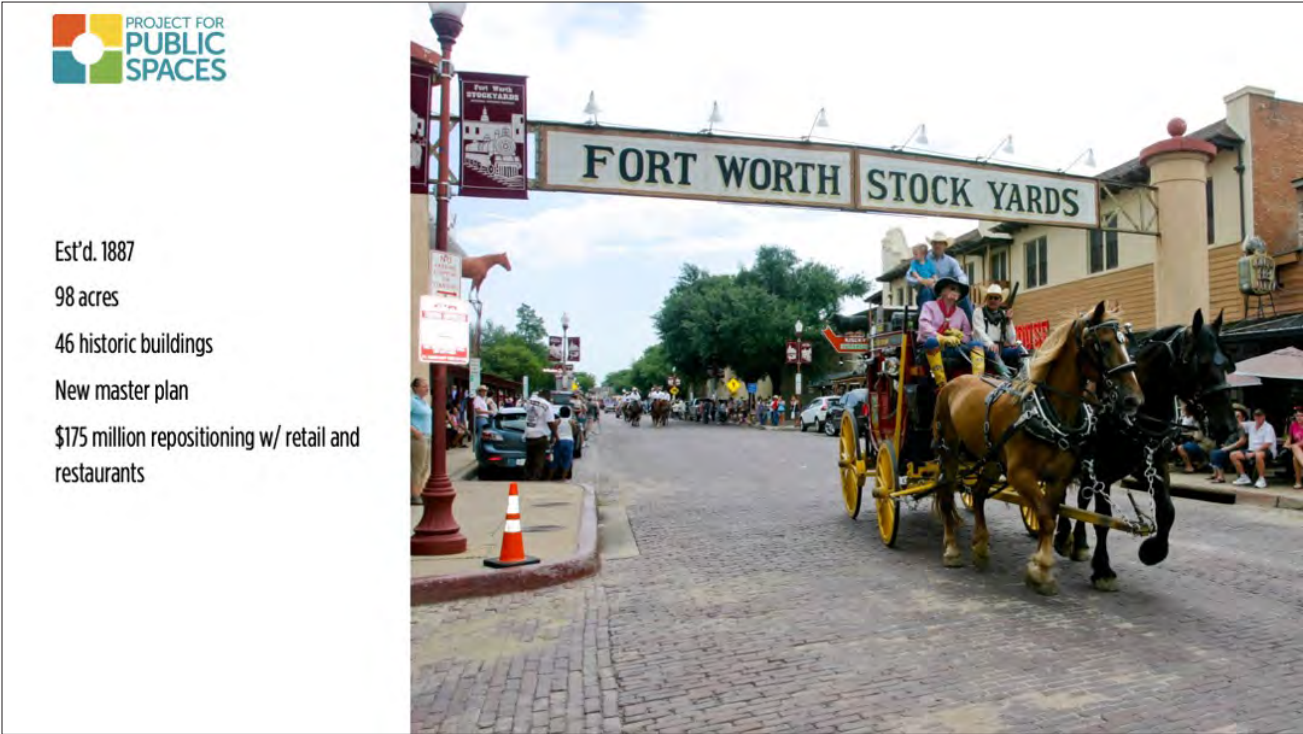
Fresh and prepared food vendors  
Abundant parking  
Established vendors  
Market co-exists well with other activities

## Allentown Farmers Market at the Fairgrounds



30





31



32



Multi-vendor market  
20 vendors  
Food and merchandise  
Open 7 days  
Historic train line runs through market



33



## Organization & Management Options

Fewer markets run by public agencies  
More markets run by private or non-profit entities  
Creative partnerships with better outcomes, opportunities



34





# Public Food Market Analog

Salt Lake City Fairground Demographic Analogs 15-min Drive time contour with Fort Worth TX Fairgrounds and Allentown, PA Fairgrounds			
15-minute Drive Time Contour	Salt Lake City Fairgrounds	Fort Worth, TX Fairgrounds	Allentown, PA Fairgrounds
Population	372,889	266,176	232,966
Households	139,096	90,707	88,093
Avg. HH Income	\$81,982	\$67,760	\$75,234
Per Capita Income	\$26,864	\$26,893	\$28,820
% College Degree+	33.8%	20.9%	27.6%
Food at Home Potential	\$610,724,503	\$384,864,595	\$399,900,336
Food Away Potential	\$434,859,992	\$270,529,775	\$277,500,397

SLC demographic and economic metrics are better than both comparable public markets located at fairground sites.

35



## Example: City Market, Kansas City

Owned by city  
Operated under contract by private management company  
30 permanent and hundreds of temporary vendors



36

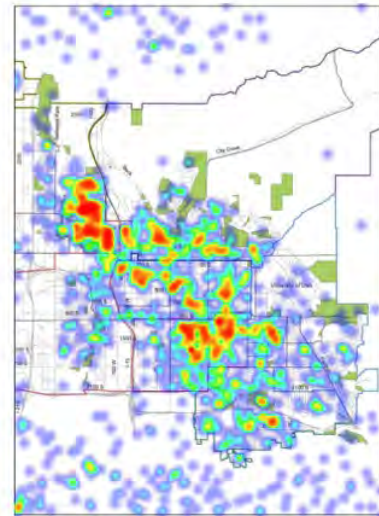
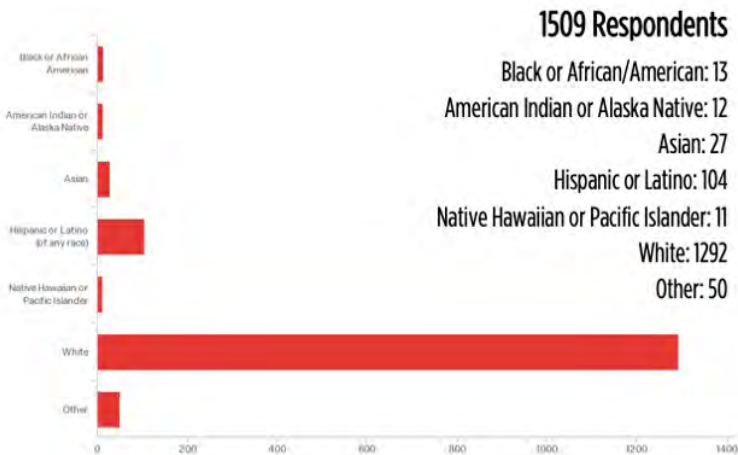
## Pike Place Market, Seattle

Owned by City  
 Operated by non-profit authority  
 9 acres  
 Started as open air market in 1907  
 10 million visitors/year



37

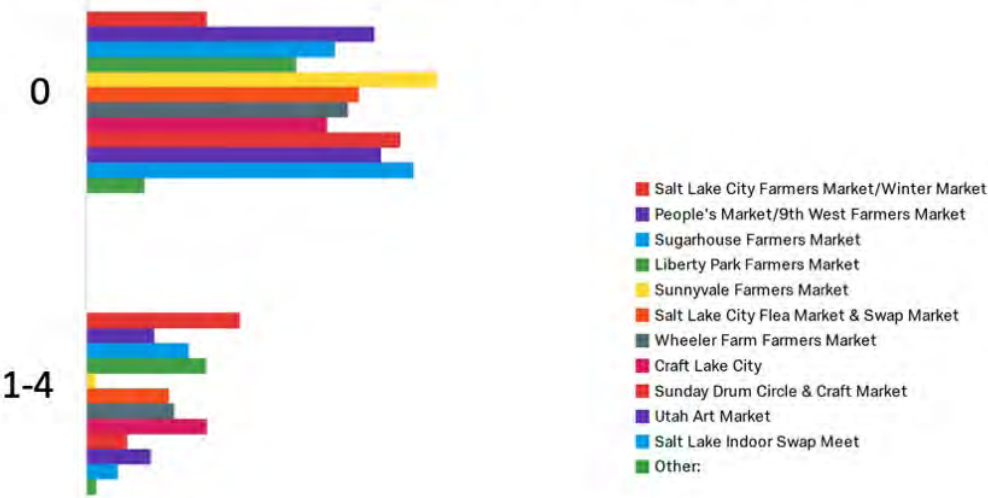
## Survey Demographics



Location of Respondents

38

Survey: How many times in the past 12 months have you visited each of the following markets?



39

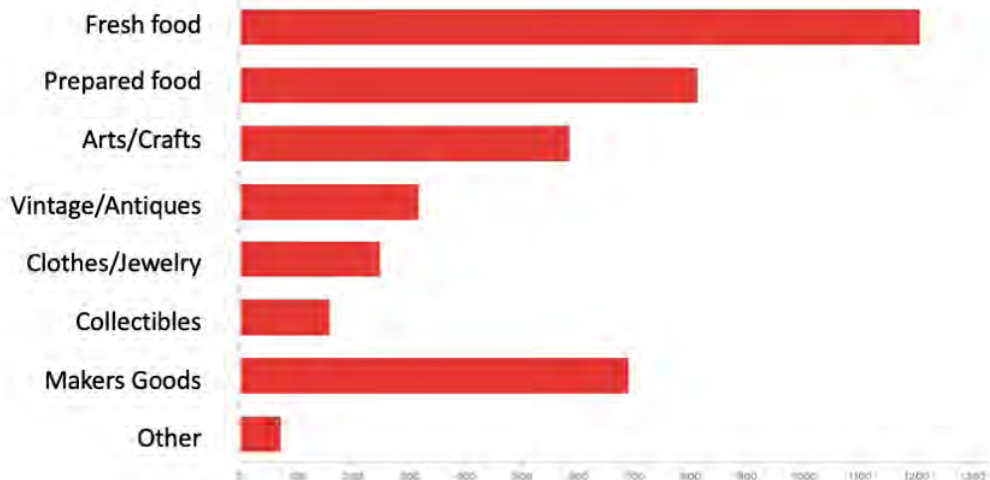
Survey: In thinking of the market you frequent most, what is the main attraction to you?



40



## Survey: Which would you prefer to buy?



41

## Survey: What else would attract you to the State Fairpark?



42



# Preliminary Conclusions:

Is there sufficient demand and supply to support a permanent Year-Round market at the Fairpark without subsidy?

- People - Yes
- Products - Yes
- Place – Accessible but challenged



- Next Steps in the study
  - Making a market that fits the place
  - Ownership and Operations
  - Financial Feasibility

# APPENDIX C-TAC 3

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**PUBLIC MARKET@THE STATE FAIRPARK**







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## **Public Market Feasibility Study for the Utah State Fairpark**

### **AGENDA: TAC Meeting #003**

**Date:** Wednesday, July 10, 2019, 3:30 – 5 pm  
**Location:** Utah State Fairpark, Zion Building  
**Re:** Market Strategy and Concept

---

#### **MEETING OVERVIEW:**

#### **AGENDA ITEMS:**

1. INTRODUCTION (5 MINUTES, Susan Lundmark - SLC RDA)
  - a. Summary of Project
  - b. Tasks completed, Tasks in Process, Tasks forthcoming
  - c. Completion Dates
2. DISCOVERY REPORT SUMMARY (3 to 5 MINUTES, Fran Pruyn, CRSA)
  - a. Key Findings
  - b. Foundations of Market Strategy and Concepts
3. MARKET CONCEPTS & STRATEGY (10 MINUTES, Kathy Wheadon/Fran Pruyn, CRSA)
  - a. Key Conclusions from Placemaking
  - b. Lighter, Quicker, Cheaper
  - c. Proposed Market Mix
  - d. Potential Themes
4. CONCEPT DESIGN & DEVELOPMENT OPTIONS (30 MINUTES, Kathy Wheadon/Jeremy Bringard, CRSA)
  - a. Phasing
  - b. Exterior Layouts
  - c. Interior Layouts
  - d. Community Benefits
  - e. Strategies for Success
5. WORK SESSION (20 MINUTES, CRSA)
6. REPORTING, WRAP-UP (15 – 20 MINUTES; CRSA, SLC RDA)





# TAC 3 SUMMARY

## (JULY 10, 2019)

### DISCOVERY REPORT: PUBLIC MARKET@THE STATE FAIRPARK

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#### QUESTION & ANSWER PERIOD MINUTES

1. Space between 8 & 9 only in beginning?
  - Depends on vendor pool.
  - It was suggested by Richard Holman to have a roof/cover between Barns 8 & 9.
2. Who will run the market? Not sure at this point. An RFP may be sent out,
  - Will city or state appoint someone or send out an RFP?
  - Larry says they may want to solicit someone with experience running a public market.
3. What would the management structure be? It is a state owned facility, so will the state support the management?
  - Keep market inclusive to community organizations. (Tiffany Ente)
  - Fran' trying to keep community informed by inviting groups to TAC and meeting with them (Hispanic and African-American Chambers).
  - We are trying to get diverse input, but cannot seem to connect to the right people.
4. Who owns White Ball Field?
  - It is not intended to stay a parking lot (reference to conceptual drawings). Will eventually be developed.
  - Zoning question--state doesn't have to follow zoning they have flexibility
5. Soren: What is pipeline of potential vendors? Who would come?
  - Soren mentioned that he did not see representatives from chambers of commerce or vendors such as the Spice Kitchen.
  - Fran assured him that representatives of chambers and the Spice Kitchen have been invited to meetings, and that they have attended. Fran asked Tiffany Ente from the Asian Chamber if she could help connect us to more leaders of chambers who participate in the Living Color organization. Tiffany and Fran agreed to talk offline about the best ways to may those connections.

6. Activation across North temple and Jordan River
7. This Fairpark location is at LEAST as good as Sugar House and Sugar House is burgeoning.
8. The destination itself seems more important.
  - Pop-up market on White Ballfield to activate both sides of North Temple.
9. The perception of the Westside is that it is a dangerous area (safety issues)
10. What will it take to launch this?
  - Less than \$500,000 for 1st phase
  - If a check was written for the \$500,000 now, could this market happen next spring?
11. The Public Market should engage amenities such as the amphitheater by Jordan River.
  - Programming is important
12. Where would animals go if a public market happens at the Fairpark? (Larry responded)
  - The Fairpark would like to relocate the animals to new barns behind the arena.
13. If the animals are moved behind the arena, what steps would be taken to mitigate insects for surrounding neighbors?
  - Mosquito abatement and feed for animals that kills fly eggs.
14. Landscaping and greenspace suggestions:
  - Sequester portion of Jordan River for access and integrate it into phase 1. (Richard Holman)
  - Provide access to the river for kayaking, paddle boarding, etc.
  - Urban forestry on south side to create corridor and a tree line on south and west sides to cover power lines and boxes. (Richard Holman)
  - Don't just remove the wall, but create a more elegant entrance.
  - Better access to restrooms
15. A public market at the Fairpark is competition for the Downtown Farmer's Market. (Kristen)
  - Doesn't believe that two markets can co-exist. Perhaps it's possible, but it doesn't seem likely.
  - Why can't the Fairpark run an international night market now?
16. A public market is usually a building. This project seems more like a market-place. (Soren Simonsen)
  - Look at Faneuil Hall in Boston.
17. Where does the money come from for site management improvements?
  - Fairpark is a for profit entity.
  - Heat will be put in next year, site upgrades being completed now. Fair-

park thinks like a business – this must be a destination.

- Would profits stay with the Fairpark or go back into the Public Market?

18. Will this be a developer led project? (Tiffany Ente) Asian Chamber

- The public market should be accountable and inclusive to the diverse community
- Community outreach incumbent on study scope.
- The project is a diversification effort. Bring six Westside communities together: Hispanic/African-American/Asian Chambers.

19. Nigel – like the idea of using existing infrastructure and a phased approach.

20. What is the future of White Ball Field?

- It can be developed.

21. Soren: Public education campaign about the Westside and Fairpark.

22. Could vendors be at the Fairpark during the State Fair?

- Yes.

23. UTA stops running closer to midnight, which is something that should be considered when thinking of a night market.

24. Parking immediately adjacent to proposed restaurant areas is desired.

- Show walk time on map.

25. Draw people in through North temple



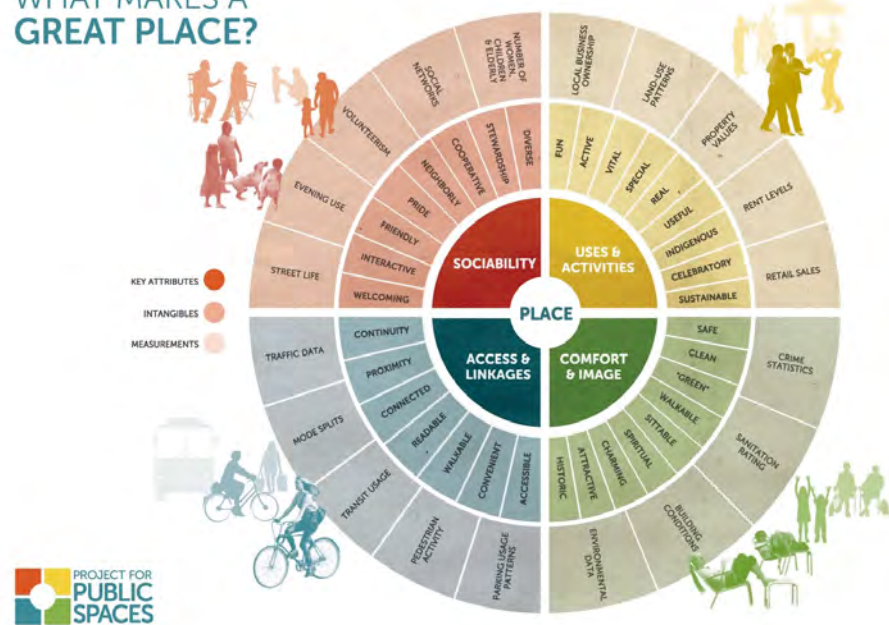


## DISCOVERY REPORT SUMMARY

Is there sufficient demand and supply to support a permanent Year-Round market at the Fairpark without subsidy?

- People - Yes
- Products - Yes
- Place – Accessible but challenged

## WHAT MAKES A GREAT PLACE?



## KEY CONCEPTS FROM PLACEMAKING

Significant interest and opportunity to make Fairpark a year-round destination





**KEY CONCEPTS FROM  
PLACEMAKING**

**Opportunity to  
build on current  
programming of  
Fairpark**



**KEY CONCEPTS FROM  
PLACEMAKING**

**Significant interest in  
historic barns as a  
public market – indoor  
and outdoor**





## **KEY CONCEPTS FROM PLACEMAKING**

**Accessibility  
needs to be  
improved**



## **KEY CONCEPTS FROM PLACEMAKING**

**Market should be  
activated as a  
public space to  
be successful**

## KEY CONCLUSIONS FROM PLACEMAKING

Start “Lighter Quicker Cheaper”

- Low cost activation
- Simple placemaking techniques
- Fairpark market grows organically



## WHERE DO WE GO FROM HERE?

### Next Steps in the study

- **Making a market that fits the place**
- **Ownership and Operations**
- **Financial Feasibility**



## FAIRPARK MARKET AND POWER OF 10+

1. Shopping
2. Eating
3. Music
4. Things for kids
5. Demonstrations
6. Seating areas
7. Public art
8. Socializing
9. People watching
10. Drinking





## PROPOSED MARKET MIX

Prepared Food: Food trucks, indoor/outdoor stalls

Fresh foods Local and/or value-added such as chocolate, cheese, salsas, culturally relevant products reflecting Westside residents

“Fair” food: showcase of award winners

Beer Garden/bar

Arts and crafts – sold by the artisans

Vintage goods, antiques,& collectibles







**POTENTIAL  
THEME:**

**International  
Market**



Living Traditions Festival,  
May 2019







**POTENTIAL  
THEME:**

**Night Markets**







RDA FAIRPARK PUBLIC MARKET  
DEVELOPMENT OPTIONS



**WHITE BALLFIELD**  
*Single Phase*  
**Full Build-out**

The White Ballfield is located south of North Temple, adjacent to the Tax Station and across the street from the Fairpark. The site has direct access to the Jordan River Trail. It has been used for parking during high volume events. The ballfield site is largely undeveloped property. It is separated from the Fairpark proper, and lacks infrastructure. The site's strength is that it could integrate into a larger mixed-use development; it is a blank slate with few restrictions. However, as a development on this site is not part of the main Fairpark, the Fairpark will not be strongly activated by its presence. Moreover, the market will require a full build-out in a single phase, which will be significantly more expensive than Option B. The market will also need to financially perform at full capacity immediately upon completion.

**FAIRPARK BARN 8, 9 & 10**  
*Multiple Phases*  
**5+ Years to Full Build-out**

Under this scenario, the market would utilize the historic barns that line North Temple on the north side of the street and flank the Jordan River. All services on the site are available, and can be easily expanded. There is access to parking on the White Ballfield, to the west and within the main Fairpark lot on the central east side of the campus. The barns are not easily accessed from North Temple or the Tax station, and would require penetration of the wall to improve visibility and accessibility. Upon initial opening, the market would use only Barn 8 and 9, and then over a five year period expand to Barn 10, and the "Sheep and Market" barns. All 5 barns have ample open space that could be used to create public areas for market activities. These spaces provide the opportunity for organic growth of the market, require far less capital investment both initially and upon expansion, and provide streamlined implementation.

**Option A    Option B**

<b>WHITE BALLFIELDS</b> <i>Single Phase</i> <b>Full Build-out</b>	<b>FAIRPARK BARN 8 &amp; 9</b> <i>Phase 1 - Initial Activation - Yrs 1-2</i> <b>FAIRPARK BARN 8, 9 &amp; 10</b> <i>Phase 2 - Scaling up the Destination - Yrs 3-4</i> <b>FAIRPARK BARN PLUS</b> <i>Phase 3 - Achieving the Vision - Yr 5+</i>	
	<b>SITE DEVELOPMENT</b>	
	<b>BUILDING IMPROVEMENTS</b>	
	<b>INTERIORS</b>	
	<b>OPERATIONS</b>	

- Site Utilities extended to project area
- Fill above flood plane & storm drain upgrades
- Parking, pedestrian/vehicular circulation
- Exterior public space, landscape, signage
- Refuse/recycling, loading, fire lane

- Utilities capacity expansion
- Gateway Structures, Signage, Parking
- Storm drain upgrades and grading
- Loading area, refuse/recycling
- Stage backdrop & canopy at soccer bldg
- Site lighting, amenities, landscape
- Capitalize on West River Parking

- Fully built out 30,000 sf public market and amenities - including commercial kitchen, restrooms, outdoor venues, building operations center, etc.

- Restrooms (separate facility)
- New entry doors/vestibule
- Building utilities (elec, IT, limited HVAC/plumbing)
- Building envelope improvements

- Includes all necessary provisions to support full-time, year-round and seasonal vendors in both temporary and permanent stalls.

- Temporary table stalls morphing to permanent
- Shared Resources (i.e. Commercial Kitchen)
- Tenant Improvements (Cooking exhaust)
- Evolving to Permanent Purveyors/Restaurant(s)

- 6 to 7 days/week, year-round

- Night Market - Friday or Saturday Night
- Add in Sunday Morning/Day
- As Needed for Events (holiday market)
- Add Another Market Day
- 3-4 Days per Week

## RDA FAIRPARK PUBLIC MARKET HISTORIC BARNs DEVELOPMENT PHASING PLAN

### 1a

**FAIRPARK BARNS 8 & 9**  
Phase 1  
*Initial Activation - Years 1*

- Limited utilities capacity expansion
- LIGHTER, QUICKER, CHEAPER® gateway entry, signage, West River parking
- Site lighting, amenities, landscape
- Loading area, refuse/recycling
- Access to RR & enclosure fencing

- Restrooms (separate facility)

- Temporary table stalls

- Night market - Friday or Saturday night, beer garden, food trucks, live performances, (this could alternatively come after the introduction to a day market)

### 1b

**FAIRPARK BARNS 8, 9 & 10**  
Phase 1  
*Scaling up the Destination - Yrs 3-4*

- Limited utilities capacity expansion
- Storm water systems modifications as needed
- More permanent gateway structure, signage - depending on experience
- Extend site lighting, amenities, landscape based on experience - more seating, play area for children, dog park, organized games

- Stage backdrop & canopy at soccer bldg
- Restrooms (possibly in or adjacent to barns)
- New entry doors/entrance
- Building utilities (elec, IT, limited HVAC/plumbing)
- Building envelope improvements

- Temporary Table Stalls

- Add a Sunday morning/day market - crafts, vintage, international focus (this could alternatively come after a night market)

### 2

**FAIRPARK BARNS 8, 9 & 10**  
Phase 2  
*Scaling up the Destination - Yrs 3-4*

- Pedestrian Zone creation north/west of barns - improve pedestrian flow/access between barns
- Open up another entry point between barns 9 and 10

- Barn 10 - entry/entrances, building utilities, envelope improvements
- Possibility of bringing a permanent restaurant (multiple restaurants) into barn 10
- Permanent restrooms
- Tenant improvements (cooking exhaust)

- Shared commercial kitchen (possibly barn 10)
- Barn 10 initial capital improvements
- Partial tenant improvements on Barns 8 & 9 for permanent vendors/operations
- Full HVAC in Barns 8 & 9

- Consider adding another market day per week (regular) depending on experience

### 3

**FAIRPARK BARNS PLUS**  
Phase 3  
*Achieving the Vision - Yr 5+*

- Build-out of capital improvements north to Mill
- Including - removal and replacement of facilities, site amenities, utilities, landscaping, signage, etc.
- Develop parking on White Ballfields site

- Entry enclosure between building 8-9
- Full tenant improvement building-out

- Buildings 8-10 north to mill area

- Vendor driven requirements
- Connections made between market and other programming (Fair Park, Jordan River Trail, Fisher Mansion, soccer club, archery, boat rental)
- 8-14+ days per week (based on experience)

## RDA FAIRPARK PUBLIC MARKET HISTORIC BARNs DEVELOPMENT PHASING PLAN

### 1a

**FAIRPARK BARNS 8 & 9**  
Phase 1  
*Initial Activation - Years 1*



### 1b

**FAIRPARK BARNS 8, 9 & 10**  
Phase 1  
*Scaling up the Destination - Yrs 3-4*



### 2

**FAIRPARK BARNS 8, 9 & 10**  
Phase 2  
*Scaling up the Destination - Yrs 3-4*



### 3

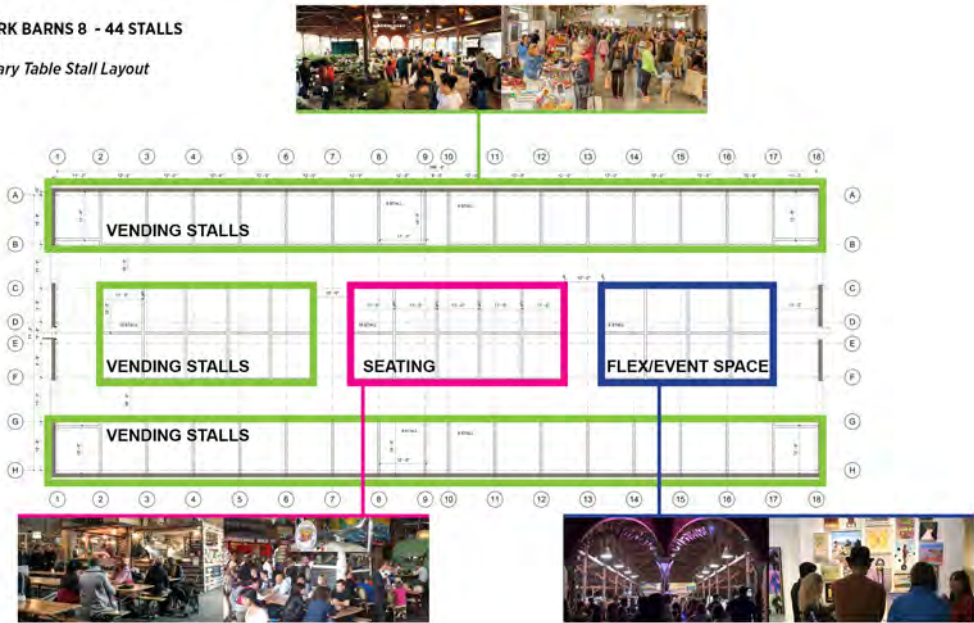
**FAIRPARK BARNS PLUS**  
Phase 3  
*Achieving the Vision - Yr 5+*





RDA FAIRPARK PUBLIC MARKET HISTORIC BARNs DEVELOPMENT PHASING PLAN

**1a**  
FAIRPARK BARNs 8 - 44 STALLS  
Phase 1  
Temporary Table Stall Layout



RDA FAIRPARK PUBLIC MARKET HISTORIC BARNs DEVELOPMENT PHASING PLAN

**1a**  
FAIRPARK BARNs 8 - 42 STALLS  
Phase 1  
Temporary Table Stall Layout



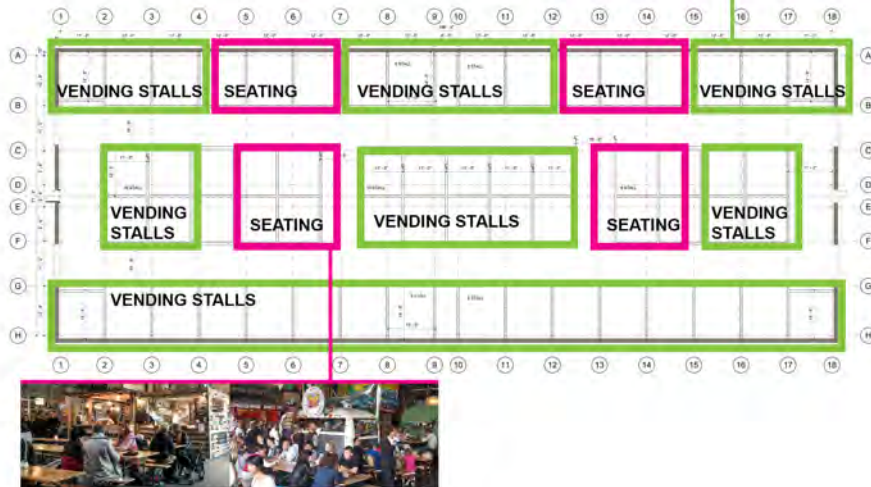
RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

**1a**

FAIRPARK BARN 8 - 44 STALLS

Phase 1

Temporary Table Stall Layout



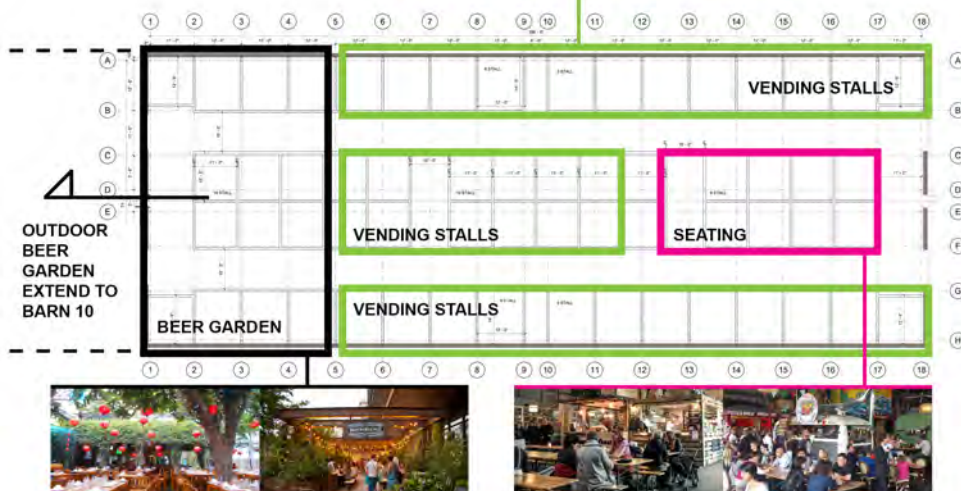
RDA FAIRPARK PUBLIC MARKET HISTORIC BARN DEVELOPMENT PHASING PLAN

**1a**

FAIRPARK BARN 9 - 36 STALLS

Phase 1

Temporary Table Stall Layout





RDA FAIRPARK PUBLIC MARKET HISTORIC BARNs DEVELOPMENT PHASING PLAN

1a

FAIRPARK BARNS 8 & 9  
Phase 1  
Initial Activation - Years 1

1b

FAIRPARK BARNS 8, 9 & 10  
Phase 1  
Scaling up the Destination - Yrs 3-4



RDA FAIRPARK PUBLIC MARKET HISTORIC BARNs DEVELOPMENT PHASING PLAN

2

FAIRPARK BARNS 8, 9 & 10  
Phase 2  
Scaling up the Destination - Yrs 3-4





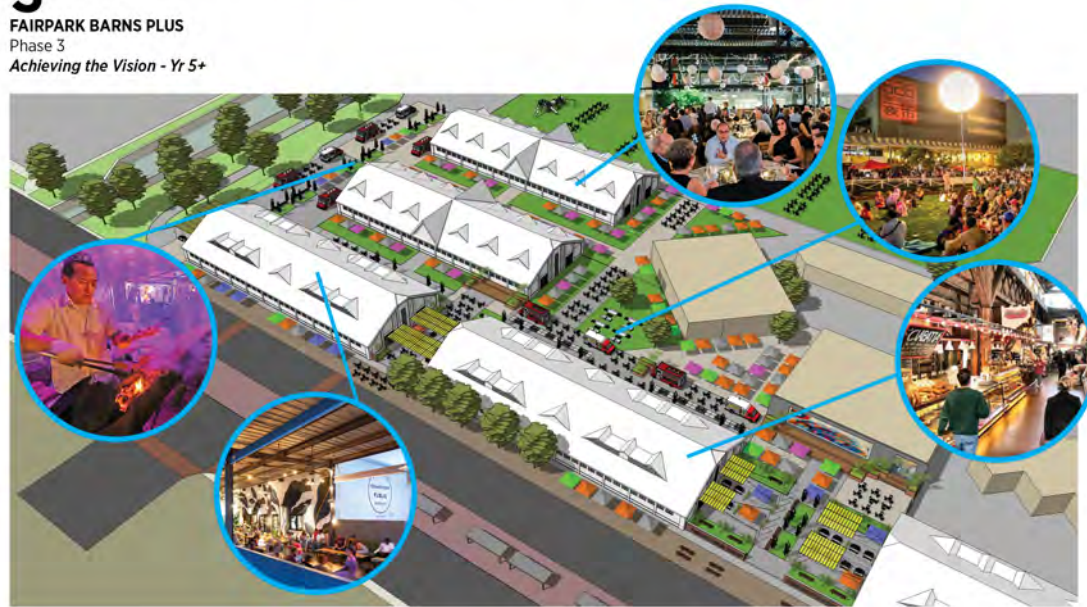
RDA FAIRPARK PUBLIC MARKET HISTORIC BARNs DEVELOPMENT PHASING PLAN

**3**

**FAIRPARK BARNs PLUS**

Phase 3

*Achieving the Vision - Yr 5+*



# Community Benefits

- **Fairpark**
  - Activation
  - Creates value
  - Builds momentum for year-round uses
- **West Side**
  - Neighborhood shopping amenity
  - Job creation
  - Social integration
  - Cultural expression
  - Makes the area safer
- **City/Region**
  - Helps Fairpark become a year-round attraction
  - Integrates East Side and West Side
  - Builds light rail ridership
  - Creates jobs
  - Brings diverse people together

## **Conclusion: Key Strategies for Success**

- **Lighter, Quicker, Cheaper**
- **Creative Management**
- **A Magic Mix of Uses / Power of 10**
- **Strong Community Connections and Partnerships**
- **Sound Economics**

## **WORK SESSION**

**Take the next 15-20 minutes:**

- **Read and highlight any questions you have,**
- **Opportunities to build on,**
- **Things you like to see incorporated,**
- **Ideas we may have missed,**
- **Or comments you have.**

**Please write on the materials and return them to the CRSA team. Many thanks.**

# APPENDIX D-TAC 4

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**DISCOVERY REPORT: PUBLIC MARKET@THE STATE FAIRPARK**







ARCHITECTURE • PLANNING • INTERIORS  
649 E SOUTH TEMPLE • SLC, UT 84102 • 801.355.5916

## Public Market Feasibility Study for the Utah State Fairpark

### AGENDA: TAC Meeting #004

**Date:** September 4, 2019, 3:30 – 5:30 pm  
**Location:** Utah State Fairpark,  
**Re:** Feasibility Study Results and Recommendations

**MEETING OVERVIEW:** Presentation of Findings, Market Recommendations, Management Options and Pro Forma to Technical Advisory Committee.

#### AGENDA ITEMS:

1. REVISIT PROJECT GOALS (3 MINUTES, Cara Lindsley - SLC RDA)
  - Is there is sufficient demand and supply to support a permanent year-round public market at the Fairpark that can operate without subsidy?
  - Does the Fairpark provides a viable site, based on the land that is available, adjacent uses, access, and the State's vision for activating the property?
  - What is the preferred development scenario for the public market is a stand-alone project, or part of a mixed-use development?
2. KEY FINDINGS – DISCOVERY REPORT RECAP (5 MINUTES, CRSA)
3. MARKET CONCEPT (15 MINUTES, PPS)
  - Lighter, Quicker, Cheaper
  - Themes, Vendors, Product Mix
  - Phasing and Timeline
  - Necessary Physical Requirements and Upgrades
4. MANAGEMENT OPTIONS (10 MINUTES, PPS)
5. FINANCIAL ANALYSIS (10 MINUTES, PPS)
6. Q & A (40 MINUTES)
7. SUMMARY AND TAKE-AWAYS (5 MINUTES)

## AGENDA – UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY TAC MEETING #004





# APPENDIX E-EXISTING MARKETS

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**PUBLIC MARKET@THE STATE FAIRPARK**

### 01. FARMER'S PRODUCE/MARKETS

MARKET	LOCATION	SEASON	DAYS OF OPERATION
<b>Downtown Salt Lake City Farmers Market</b>	Pioneer Park 350 300 West Salt Lake City, Utah 84101	Summer: June 8–October 19	Saturdays
<b>Downtown Salt Lake City Farmers Market HARVEST</b>	Pioneer Park 350 300 West Salt Lake City, Utah 84101	Fall: August 6–September 24	Tuesdays
<b>Downtown Salt Lake City Farmers Market WINTER</b>	Rio Grande Depot 300 South Rio Grande Street Salt Lake City, Utah	Winter: November 10–April 20	Saturdays
<b>University of Utah Farmers Market</b>	U of U Tanner Plaza 201 South 1460 East Salt Lake City, Utah 84112	Late August–?	Thursdays
<b>9th West Farmers Market / People's Market</b>	International Peace Gardens 1000 S 900 West Salt Lake City, Utah 84104	Summer/Fall June–October	Sundays
<b>Liberty Park Farmers Market</b>	East Side of Liberty Park 1031 South 600 East Salt Lake City, Utah 84102	Summer/Fall June 7–October 4	Fridays (Every Third Friday–"Art in the Park" program)
<b>Sunnyvale Farmers Market (Project of International Rescue Committee New Roots Program)</b>	Sunnyvale Park 4013 South 700 West Salt Lake City, Utah	June–mid-October	Saturdays
<b>Wheeler Farm Farmers Market</b>	Wheeler Historic Farm 6351 South 900 East Murray, Utah 84121	June–October	Sundays
<b>Murray Park Farmers Market</b>	Murray City Park 296 East Murray Park Avenue Murray, Utah 84107	July 26–October 26	Fridays and Saturdays

HOURS	VENDORS	SUMMARY OF PRODUCT MIX	TIME OF DAY
Saturdays: 8 am–2 pm	280	Produce, arts/crafts, value-added, prepared food, services, wellness	morning/afternoon
4 pm–Dusk	10–15	Produce, value-added	evening
10 am–2 pm	65	Produce, arts/crafts, value-added, prepared food, services, wellness	morning/afternoon
10 am–2 pm	-30	Produce, arts and crafts	morning/afternoon
10 am–2 pm	8	Produce, crafts	morning/afternoon
4 pm–Dusk	30 - 40	Produce, prepared food, value-added, flowers	evening
noon–2 pm	2-5	Produce, value-added, prepared food, arts/crafts	afternoon
9 am–2 pm	60+	Produce, prepared food, value-added, flowers	morning/afternoon
9 am–2 pm	60+	Produce, value-added, prepared food	morning/afternoon



### 01. FARMER'S PRODUCE/MARKETS, CON'T

MARKET	LOCATION	SEASON	DAYS OF OPERATION
<b>VA Farmers Market</b>	Picnic area outside Building 8 500 Foothill Drive Salt Lake City, Utah 84148	August–September	Wednesdays
<b>South Jordan Towne Center Farmers Market</b>	1600 Towne Center Drive South Jordan, Utah 84095	August 4–October 27	Saturdays
<b>Daybreak Farmers Market</b>	11274 Kestrel Rise Road. South Jordan, Utah	June–September	Saturdays
<b>New Roots Farmers Market at Central Park</b>	Central Park 2797 South 200 East Salt Lake City UT 84115	July 9–September 24	Tuesdays
<b>Gardner Village (Wasatch Front Farmer's Market)-CLOSED</b>	Gardner Village 1100 West 7800 South West Jordan, 84088	July 13–October 26	Saturdays
<b>West Jordan Farmers Market-CLOSED</b>	7875 South Redwood Road Salt Lake City, Utah	August–October	Tuesdays
<b>Millcreek Community Market-CLOSED</b>	Old Baldwin Radio Factory Artipelago 3474 South 2300 East Millcreek, Utah	July–September	Thursdays
<b>Sugar House Farmers Market-CLOSED</b>	Fairmont Park 1040 East Sugarmont Drive Salt Lake City, Utah 84106	Summer: July–Sept	2nd Sundays
<b>Back to Our Roots Farmers Market-NEVER OPENED</b>	Centennial Park 5405 West 3100 South West Valley City, Utah 84119	July 7 - October 12	Saturdays

HOURS	VENDORS	SUMMARY OF PRODUCT MIX	TIME OF DAY
11 am–2 pm	?	Produce, value-added, prepared food, arts/crafts	morning/afternoon
8 am–2 pm	~30	Produce, value-added	morning/afternoon
9 am–1 pm	~50	Produce, value-added, prepared food, arts/crafts	morning/afternoon
5 pm–7:30 pm	?	Produce, social services	evening
9 am–2 pm	50+	Produce, prepared foods, value-added, arts/crafts	morning/afternoon
3 pm–7 pm	–	Produce	afternoon/evening
4 pm–8 pm	–	Produce, prepared food, arts/crafts	evening
8:30 am–12:30 pm	~20	Produce, arts/crafts, value-added, prepared food	evening
9 am–1 pm	?	Produce, arts/crafts	morning/afternoon

### 02. NON-PRODUCE MARKETS

MARKET	LOCATION	SEASON	DAYS OF OPERATION
<b>Salt Lake City Urban Flea Market - WINTER</b>	The Gateway 12 South Rio Grande Street Salt Lake City, Utah 84101	November-May	2nd Sundays
<b>Salt Lake City Urban Flea Market SUMMER</b>	400 West 700 South Salt Lake City, Utah	June-Oct	Summer
<b>Salt Lake City Indoor Swap Meet</b>	1500 West 3500 South West Valley, Utah 84119	May 17-19	Thursday-Sunday
<b>Utah Art Market</b>	Sugarhouse Garden Center 1602 East 2100 South Salt Lake City, Utah 84108	February, April, October, November, and December	5 weekends (Sat-Sun) per year

### 03. OTHER RELEVANT EVENTS/FESTIVALS

MARKET	LOCATION	SEASON	DAYS OF OPERATION
<b>Craft Lake City</b>	Gallivan Center 239 Main Street Salt Lake City, Utah 84111	August 9-11	3 days per year
<b>Sunday Drum Circle and Craft Market</b>	Liberty Park 700 East 1300 South Salt Lake City, Utah 84102	Year-round, weather permitting	Sundays
<b>Living Traditions</b>	Library Square 200 East 400 South Salt Lake City, Utah 84111	May 17-19	3 days per year



HOURS	VENDORS	SUMMARY OF PRODUCT MIX	TIME OF DAY
10 am–4 pm	~120	Flea/vintage, collectibles	morning/afternoon
10 am–4 pm	~120	Flea/vintage, collectibles	morning/afternoon
Thursday & Friday-12pm-7pm Saturday - 10am-7pm Sunday - 10am-6pm	60-80 (although only 9 businesses featured on website)	Arts/crafts, jewelry, clothes, accessories, antiques, collectibles, prepared food, misc	morning/afternoon/evening
Sat- 10am–7pm Sun-10am–5pm	~135 artists featured	Arts/crafts	morning/afternoon/evening

HOURS	VENDORS	SUMMARY OF PRODUCT MIX	TIME OF DAY
Friday 5–10 pm Saturday Noon–10 pm Sunday Noon–7 pm	250	Art/crafts, prepared food, new inventions	afternoon/evening
–	–	Music jam meet-up with occasional gem and jewelry vendors	
Friday May 17, 8–10 pm Saturday May 18, Noon–10 pm Sunday May 19th Noon–7 pm	30+ craft artists 22 food vendors	Multi-cultural festival celebrating the traditional music, dance, crafts and foods of Salt Lake City's contemporary ethnic communities	morning/afternoon/evening

04. PROJECT DEVELOPMENT

PROJECT/ DEVELOPMENT	LOCATION	ANTICIPATED OPENING / COMPLETION DATE
Food Alley	757 South State Street	2020
IRC Spice Kitchen General Store	600 South between 3rd and 4th West Salt Lake City, Utah 84101	-
The Exchange	300 East 400 South Salt Lake City, Utah 84111	2019-2020
Fleet Block Project Granary District	800 and 900 South and 300 and 400 W Salt Lake City, Utah 84101	TBD
Square Kitchen	751 West 800 South Salt Lake City, Utah 84104	Open since May 2018
Food Hub	Location Unknown	-

DESCRIPTION	DEVELOPER/ CONTACT
17 small restaurants on the ground floor offering specialized menus. On the second floor, 21 artist lofts will feature the work of professional artists. Also partnering with IRC Spice Kitchen to feature refugee businesses.	Sapa Investment
Hot lunch buffet, cafe, storefront featuring IRC businesses	IRC
Mixed-use development planned to include 216 market-rate and 196 affordable residential units. The number of units will total 412 units. Current plans have more than 20,000 square feet of street-front retail space, which will be anchored by an international food hall and marketplace in partnership with the IRC's Spice Kitchen business incubator program. Other notable features of the development will include "The Shop at Salt Lake City", Domain's innovative co-working and business accelerator platform.	Joint venture between Giv Development, a local development firm, and Domain Properties, a New York based real estate firm
Large block of mostly city-owned property with a planned mixed-use development. Currently in the conceptual planning phase.	-
Serves 52 clients. Commercial incubator kitchen; cold, frozen and dry storage; event space; business services (marketing, branding, legal)	Ana Valdemoros and Tham Soekotjo
For the last 8-10 years, Salt Lake City has been considering the creation of a food hub, a food aggregator designed for institutional use (hospitals, schools, etc.).	Utah's Own





# APPENDIX F – PUBLIC MEETINGS

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PUBLIC MARKET@THE STATE FAIRPARK





# UTAH STATE FAIRPARK PUBLIC MARKET



## PUBLIC TRANSIT



- Interstates provide good regional accessibility for market
- Half of Salt Lake City population within 10 minute drive of Fairpark
- Third of metro area's population within 15 minute drive
- Potential physical and psychological barriers to other neighborhoods
- Distant residents need compelling reason to shop at less convenient location

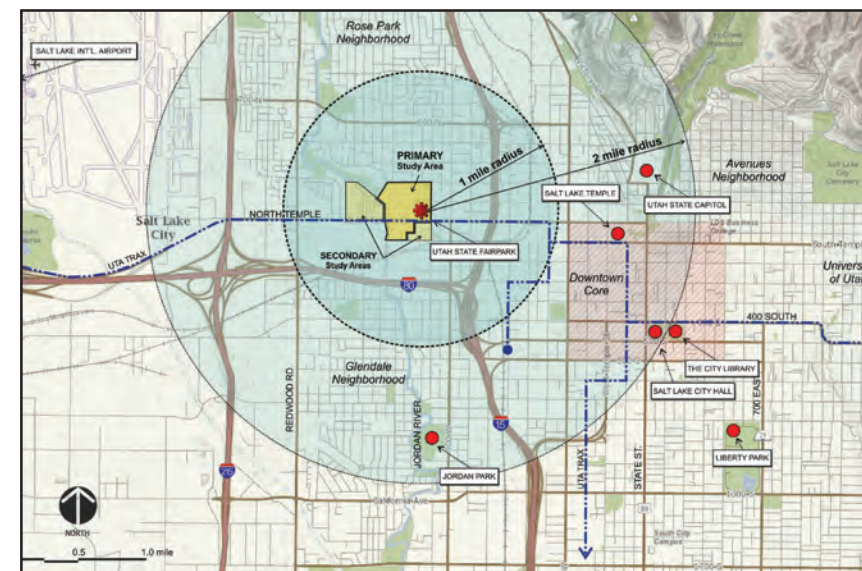
## 10 INGREDIENTS OF SUCCESSFUL MARKETS

1. Vendors
2. Location
3. Mix
4. Mission
5. Public Spaces
6. Connections
7. Economics
8. Promotion
9. Value
10. Management

## FAIRPARK BASICS

- 50 acres
- State Owned—located in Salt Lake City
- Mission: “Preserving Utah’s Traditions”
- National Register of Historic Places
- 27 contributing buildings/15 not contributing
- Utah State Fairpark Corp—Manager
- Legislature privatized in 1995
- Fair mandated to be profitable, not taxpayer subsidized
- Year-round events ensure sustainability of State Fair
- 61 events per year, 240 event days, 551,000 attendance
- No on-going events/destinations
- Fairpark Board can bond; is a taxing authority
- Significant investment opportunities
- Fairpark Board open to investment & physical changes

## CONTEXT AND CONNECTIONS



- 5 miles Square: 7000 people /sq mi
- Bounded by I-15, I-215 Belt Route, I-80
- 36,034 residents; 12,480 daytime workers
- Ave Household: \$59,797
- Per Capita: \$17,838
- 48% Hispanic/Latinx
- Estimated Food Potential: \$40.6 million

## ONE-ON-ONE INTERVIEW SUMMARY

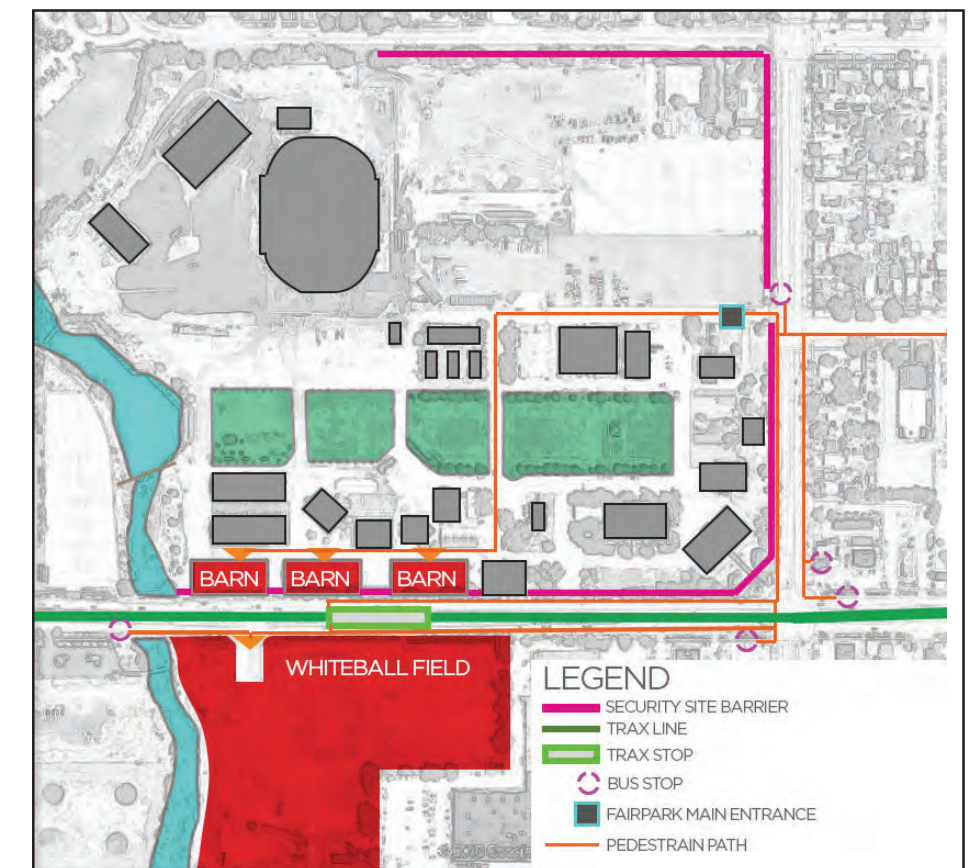
### OPPORTUNITIES

- Westside neighborhood needs a local community amenity
- Flexible, multi-use destination would draw
- “Lighter, quicker, cheaper” approach makes most sense
- Jordan River Trail and TRAX stop are great assets
- Local food entrepreneurs looking for opportunities and space
- Product mix should reflect/cater to Westside residents
- Product mix should be distinct from other Salt Lake City markets
- Need for permanent space for job skill development and business incubation

### CONCERNS

- How does this study relate to past market studies?
- Markets are financially challenging requiring adjacent spin-off opportunities
- Negative perception of the Fairpark site
- Fairpark needs consistent/streamlined marketing
- Existing parking, traffic, and access to the site won't support public market
- Westside gentrification and neighborhood change

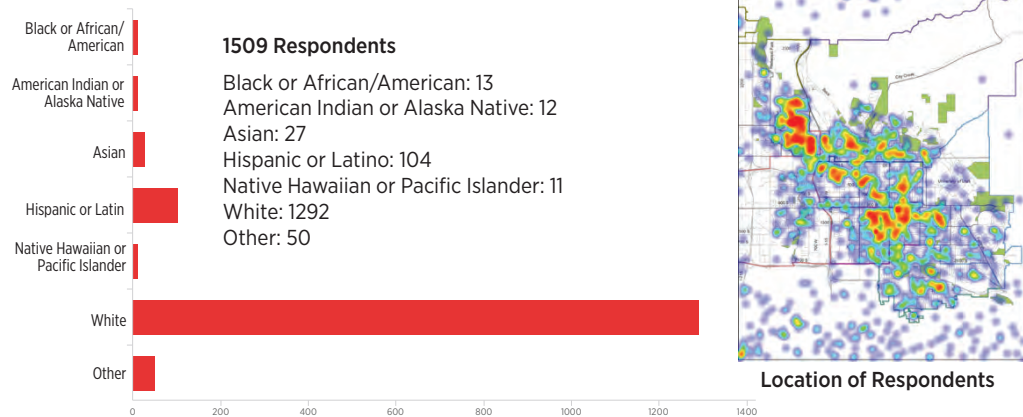
## PEDESTRIAN TRAFFIC



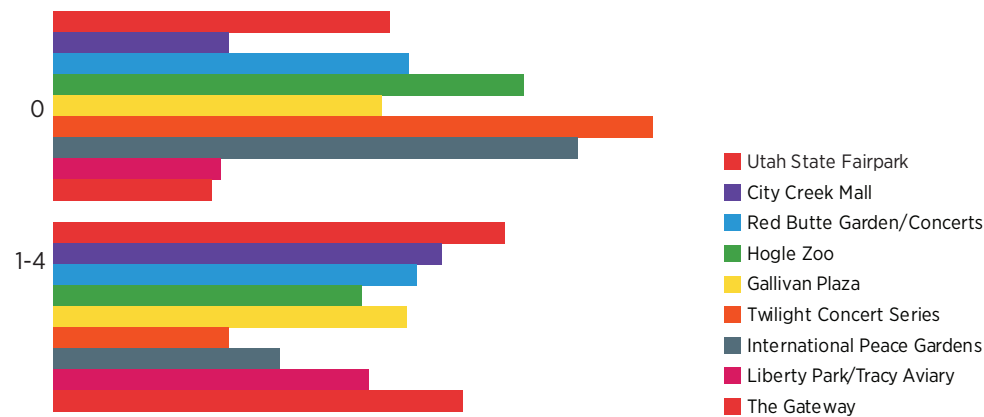


## SURVEY SUMMARY

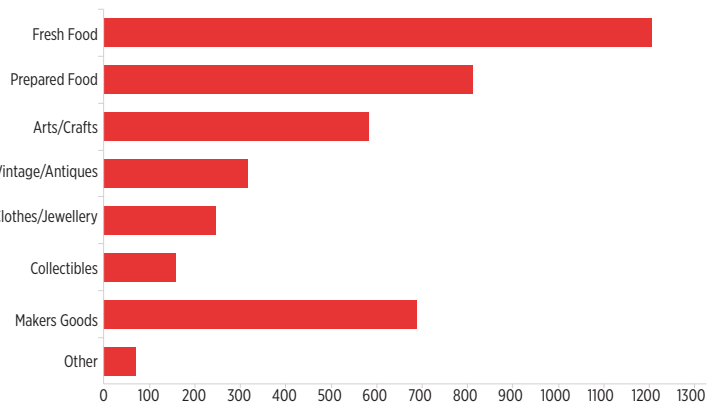
### Survey Demographics



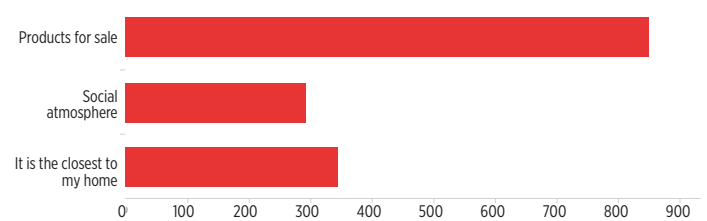
### How many times in the past 12 months have you visited each of the following markets?



### Which would you prefer to buy?



### In the market you frequent most, what is the main attraction?

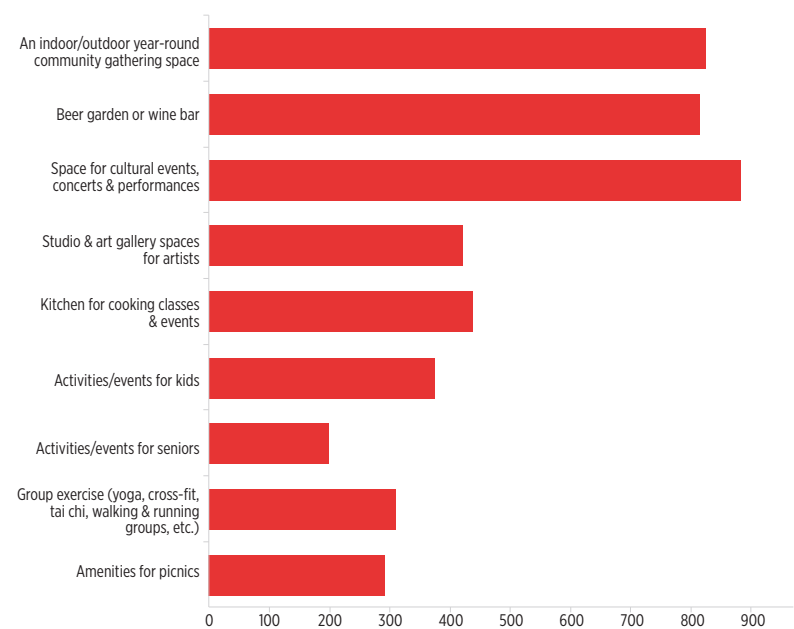


### PRELIMINARY CONCLUSIONS

Is there sufficient demand and supply to support a permanent Year-Round market at the Fairpark without subsidy?

People - Yes  
Products - Yes  
Place - Accessible but challenged

### What else would attract you to the State Fairpark?



## COMPARABLES

### Public Food Market Analog

Salt Lake City demographic and economic metrics are better than both comparable public markets located at fairground sites.

Salt Lake City Fairground Demographic Analogs 15-min Drive time contour with Fort Worth TX Fairgrounds and Allentown, PA Fairgrounds				
15-minute Drive Time Contour	Salt Lake City Fairgrounds	Fort Worth, TX Fairgrounds	Allentown, PA Fairgrounds	
Population	372,889	266,176	232,966	
Households	139,096	90,707	88,093	
Avg. HH Income	\$81,982	\$67,760	\$75,234	
Per Capita Income	\$26,864	\$26,893	\$28,820	
% College Degree+	33.8%	20.9%	27.6%	
Food at Home Potential	\$610,724,503	\$384,864,595	\$399,900,336	
Food Away Potential	\$434,859,992	\$270,529,775	\$277,500,397	

UTAH STATE FAIRPARK PUBLIC MARKET

## MARKET VENDOR ANALYSIS

### Nine Markets in Salt Lake City in Regular Operation

(excluding market festivals that occur one weekend per year)

Three of these markets operate year-round, and the rest are seasonal



MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
No markets operate				short-term seasonal summer markets	most popular market days	



MARKETS RANGE IN VENDOR SIZE FROM 2-5 to 180 with most featuring 60

# PUBLIC MARKET OPEN HOUSE

## DISCOVERY REPORT: PUBLIC MARKET@THE STATE FAIRPARK

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### COMMENTS ON SPECIFIC IDEAS FROM PLACEMAKING WORKSHOP

May 17, 2019

#### Site #1 – Jordan River

- Activities
  - This could be a gem of the Fairpark public market/river walk
  - Music and outdoor theater (2)
  - Food trucks
  - Kayaks, canoe, and boat launch area with adequate space to drive and park (3)
- Canoe and kayak rental
- Community Kayak trips
- Amenities
  - Picnic tables and grills for BBQ/cook outs (3)
  - Public art! Water fountains.
  - Secure bike racks/bike repair tools (2)
  - Info about native plants growing on Jordan River
  - Runner rest station
  - Better landscaping
  - Create boardwalk thru wetlands with Tracy Aviary or nature conservancy
- Connections
  - Connect Jordan River Trail to Fairpark
  - Improve marketing
  - Enhance access from multiple points
  - Emphasize active transportation (bicycle) as an asset of Jordan River Trail.
  - Make Fairpark a destination on the bicycle trail – Ogden to Kearns!
- Other
  - Transition Fairpark from event focus to community gathering place. Permanent activities but flexible.



- Improve security
- Free parking
- Bad idea [splash pads]. Why put a splash pad by a river?

### Site #2 – Central Green Space

- Activities
  - Free concerts/BYOB concerts would draw a huge crowd (4)
  - Snack stand
  - Movies in the park, popcorn
  - Free concerts
  - Agriculture demonstrations
  - Splash pad and a separate adult use area here
- Alternative views:
  - Splash pads better suited to neighborhood parks
  - Splash pads are empty most of the year, and waste water
  - Connections
    - Year round pedestrian access
    - Add gates around Fairpark
    - Solve the parking issue
- Amenities
  - Keep area green and open/ Barefoot friendly grass!
  - Garden space
  - Dog friendly/designate a dog park section
  - Bike racks
  - Historic agriculture implements displays
  - Pea patch
  - Public pianos
  - Picnic tables (BYOB) and grills for cookouts (2)

### Site #3 – Historic Barns

- Activities
  - Use the market building!
  - Public market
- Give the market an international focus
- Showcase local rather than “Utah” culture
- Restaurant
- Shares common space
- Beer/wine bar

- Cooking workshops
- Native American presence - food, art, culture
- Artist and craftsman space: shared resources: wood and metal shop, printing studio, etc.
  - Interpretive center with history of area and six west side communities
  - Indoor ag/grow space
  - Concerts
  - Craft workshops
  - BYOB
- Connections
  - Create new entrance (arrow between two of the barns)
  - Fix parking
  - Need security at any entrances; clear bags, metal detectors.
- Why is this more of a concern here than at any other public market? No metal detectors for State Fair
- Other
  - Protect historic buildings

**Site #4 - Fairpark Gateway**

- Activities
  - Riverside Restaurants
  - River recreation – rent kayaks, etc.
  - No housing!
  - Dog park
  - Community games
  - Tailgating for events
- Amenities
  - Emphasize sustainability—the last green space that needs to be honored and loved
- Connections
  - Pedestrian bridge
  - A nice entrance would be great
  - Parking
- Free parking
- Motorcycle parking and secure bicycle corral
- Plan parking to prevent on-street parking
- Stroller parking
- Level parking lot to get rid of the “lake”

### APPENDIX 3: LIVING TRADITIONS FESTIVAL COMMUNITY OUTREACH RESULTS

#### Other Ideas For How To Improve The Public Spaces At The Fairpark

*May 17-19, 2019*

#### IDEAS FOR IMPROVEMENTS

Note: Numbers in parentheses indicate the total number of comments if made multiple times.

##### Activities

- Food / bars (local restaurants, vendors, food trucks, etc.) (8)
- Dog park / or dog friendly spaces (6)
- Family-friendly rides (e.g. carousel, playground) (6)
- Beer garden (4)
- Jogging/walking trail (or better access to cleaned-up Jordan trail) (4)
- Rentable event space (4)
- Co-working space (2)
- Co-op grocery / co-op businesses (2)
- Higher ed satellite location / government offices (2)
- Programming
  - Live music (9)
  - Family-friendly activities, including seniors (camp, games, crafts) (8)
  - Marketplace (of some kind) (4)
- Night market (2)
- Business incubation opportunities (2)
  - Cultural events / workshops (3)
  - Opportunities for busking (3)
  - Seasonal festivals (2)
  - Square dancing (2)
  - Swap meet (2)
  - Dark sky/astronomy nights (2)

##### Amenities

- Park / green space (5)
- Good bathrooms (5)
- Water/drinking fountains (3)
- Public art / space for local artists (4)
- More seating / comfortable spaces (3)
- Site beautification (painted pavement, landscaping) (5)
- Shade and lighting (4)
- Better event signage (2)



### Connections

- Improved marketing / event advertising (12)
- Better access into and through the site (6)
- Better pedestrian experience from North Temple/remove the wall (6)
- Bike parking (2)
- Access to the Jordan River (2)
- Parking
- Better access from the parking lot into the site (3)
- Free parking! (5)
- Better public transit experience (e.g. free TRAX ride with purchase of event ticket) (2)
- Better access from TRAX station to Fairpark (2)

### CONCERNS / THINGS TO AVOID

- A farmer's market would be redundant to other SLC markets (4)
  - Need to address on-street parking during events (3)
  - No residential development (2)
  - Avoid fast food (2)
-



# PUBLIC MEETINGS SUMMARY

## PUBLIC MARKET@THE STATE FAIRPARK

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### ROSE PARK COMMUNITY BBQ

CRSA attended the Rose Park Community BBQ to explain the study and gather input. Attendees were in support of a public market at the Fairpark and interested to see more happening at the Fairpark.

### RIVER DISTRICT CHAMBER/WESTSIDE COALITION

CRSA met with both the River District Chamber and the Westside Coalition to advise them of the scope of the feasibility study and ask their thoughts about locating a public market. The feedback we received was enthusiastic but guarded given the lack of funding and operating structure.

There appears to be consensus from representatives of Westside businesses and community groups that the Fairpark is under-utilized particularly given the lack of access for community activities.

### LIVING TRADITIONS FESTIVAL

*From the Website: "Living Traditions is produced by the Salt Lake City Arts Council, The Living Traditions Festival is a free three-day multicultural festival celebrating the traditional music, dance, crafts and foods of Salt Lake City's contemporary ethnic communities. Admission is free for all event attendees, which brings together over 90 cultures that have made Salt Lake City their home."*

CRSA/PPS/RDA staffed a booth for peak periods over all three days at the Living Traditions Festival, and used the hand-outs and boards to solicit input through dots and post-it notes. See Appendix C – Public Meeting/Living Traditions – boards, PowerPoint, hand-out.

The Fairpark Public Market booth was surrounded by hundreds of people who were interested to hear about and give feedback on the Fairpark and the possibility of a public market at the Fairpark. All participants were given six dots and asked to choose their favorites among the images. Many people said, "I need more dots – I want them all." Although only anecdotal, the participants that were attracted to the booth were a very diverse cross-section of festival attendees in terms of age, gender and race.



APPENDIX F - PUBLIC MEETINGS





**Your Input is Needed!**

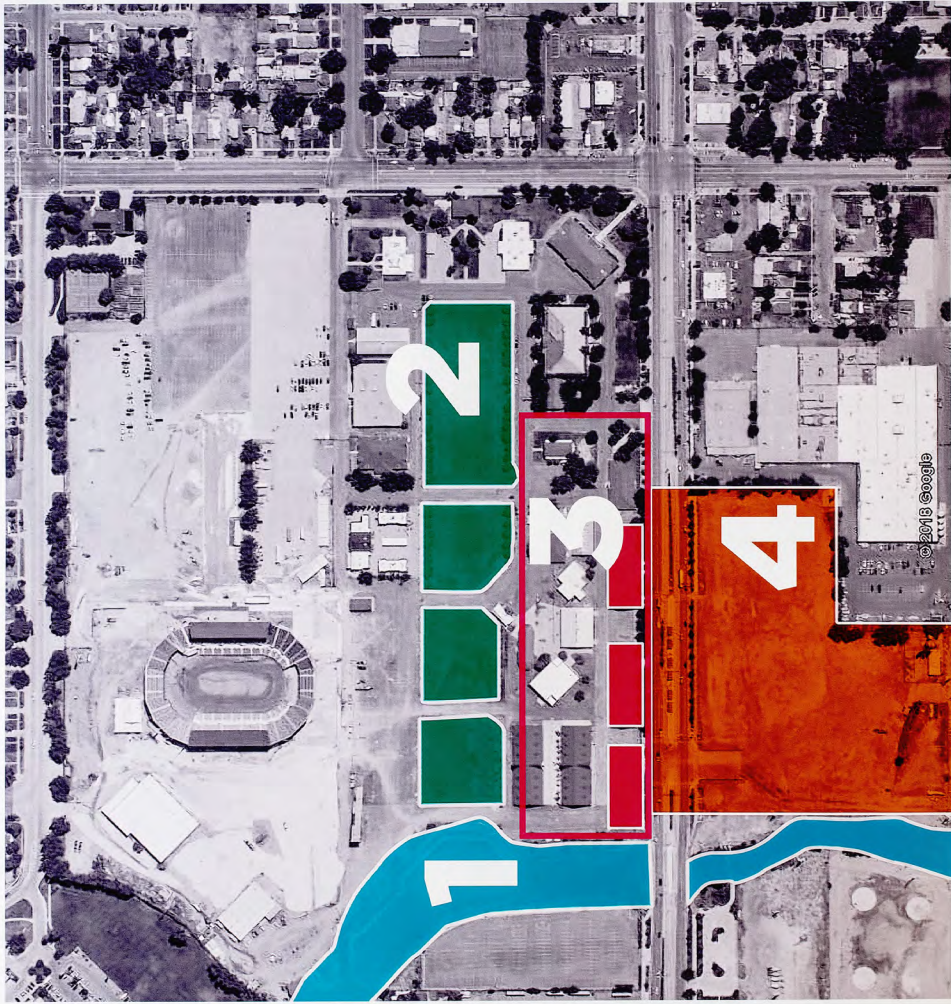
A successful Public Market requires surrounding sites offering distinct activities, destinations and amenities.

On each of the following four boards:

- 1 Think about which types of activities or destinations would work best in each area.
- 2 Take a Post-It note and write your ideas.
- 3 Attach your note to the board.

# FOUR PUBLIC SPACES

- 1 JORDAN RIVER
- 2 CENTRAL GREEN SPACE
- 3 HISTORIC BARNS
- 4 FAIRPARK GATEWAY







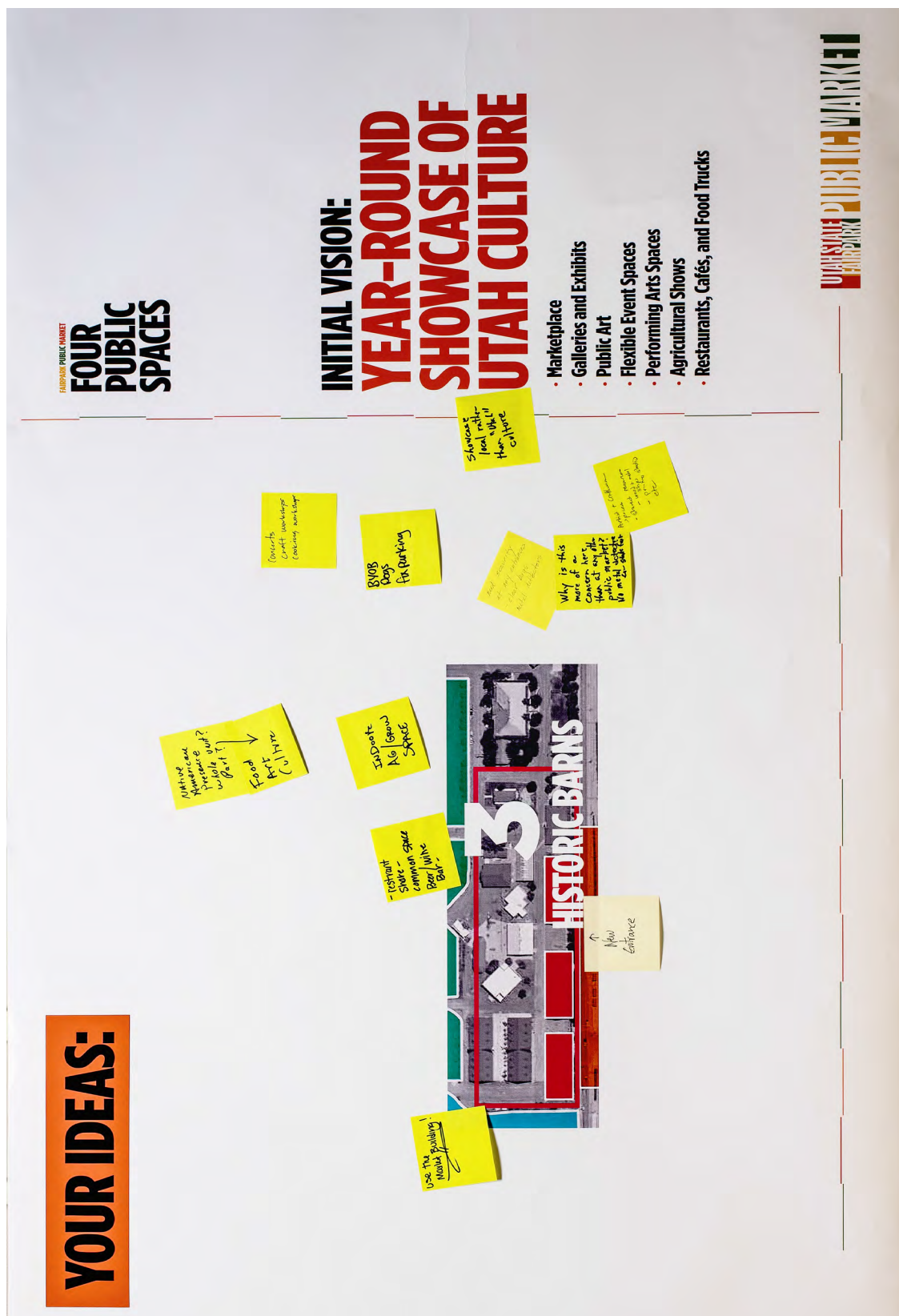
## YOUR IDEAS:-

## FOUR PUBLIC SPACES

## INITIAL VISION:- HEART OF THE FAIRPARK

- Large Concerts
- Festivals
- Playground and Splash Pad
- Restaurant or Café
- Sports Activities (Field Sports, Climbing Wall, etc.)
- Open Green Space for Recreation

UNIVERSITY OF SHEFFIELD  
**PUBLIC MARKET**



**YOUR IDEAS:-**

- Engagingly Environmentally friendly site together with green + blue infrastructure
- A nice outdoor walkway from North Gate to South Gate via
- Pedestrian bridge
- Interactive Centre with living wall of concrete or substrate Community
- Children's play area
- Play Park Community space
- Tailoring for events
- Free parking
- Lead to get 13 of the value
- Placemaking Parking A secure Bicycle car park
- Yes!!! →

**INITIAL VISION:- FAIRPARK GATEWAY**

- Open Fairpark Walls on North Temple
- Provide Direct Access From TRAX to Fairpark and Future Development Site
- New Development that Reflects Character of Fairpark to Fairpark
- Design Treatment that Creates a Strong Gateway to Fairpark
- Convenient Parking and Bicycle Access
- Expanded Riverwalk and Trail

**FAIRPARK PUBLIC MARKET**



SHARE YOUR OTHER IDEAS FOR HOW TO IMPROVE  
THE PUBLIC SPACES AT THE ~~MARKETPLACE!~~ FAIRPARK!

4

No market  
we all ready  
have an  
amaizing  
established mkt  
downtown

# horses + monkeys

Consider  
something like  
Gainesville  
Thank in  
Van Leer, TX

OUTDOOR  
RESTAURANTS

Space to support  
local artists

No apartment building

Night Market  
for arts/food  
↳ very popular  
in Portland,  
OR

Event spaces for a reasonable price

gardens  
on hands  
urban gardening  
spaces

- Not food court approach - nice restaurants - but saved space for dining
- Continuous re-est - not just weekend → evenings
- town between est - focus on fixed market
- all pop. growth (on outside)

Allow A Limited  
number of vendors  
to set up a booth  
on weekend days  
throughout the summer  
mid-June - to just  
before the end

Square Dancing  
Folk Dancing  
as well as  
R+R

- Beer garden that is dog friendly!
- live music
- food truck

I would like to have  
a beer garden to  
meet / socialize with  
my neighbors.  
I would better  
even keep  
a dog (and my)

Activate the space  
with restaurants/bars  
for local residents.  
These should be good  
consistent and predictable  
hours.

Activities all  
the time for  
families !!!  
A great "park"  
Love the  
Market place !!

encourage age diverse audiences → include people from other cultures to aid in cultural events/workshops, different hours from popular summer farmers markets

Local farmers  
sell fresh beef  
+ eggs. Could  
sell other places

Need to make  
restaurants  
not fast food.  
Use local produce  
→ beef from local  
agricultural land in  
Salt Lake City

CREATE CLEAR  
COMFORTABLE  
WALKING PATH  
FROM TRUCK  
STATION TO

Carousel  
or  
similar

DIY - esque

opportunity  
for kids to  
ask

Public Transportation

Pop Up  
Event Spaces

free  
Parking.

tree parking

London unity  
o-o-p  
beyond store  
or other  
businesses

working  
Space

turn and/or  
business  
evaluation

the sky / astronomy  
lights  
stars (light)

een  
tivities

Good  
thromb

Life  
her Ed  
and/or  
instrument  
vile  
Location

Opportunity  
for Music  
Busking

Good Bathroom

Schedule  
Higher Ed  
and/or  
Government  
Service  
Location

SHARE YOUR OTHER IDEAS FOR HOW TO IMPROVE  
THE PUBLIC SPACES AT THE FAIRPARK!







2

[illegible]



3

# WHAT TYPES OF MARKETS WOULD ATTRACT YOU TO THE FAIRPARK?

 <p>Fresh Food/Farmers Market</p>	 <p>Specialty Markets—Crafts, Artisans, Books, etc</p>	 <p>Night Markets</p>	 <p>International Markets</p>
 <p>Flea/Antique Markets</p>	 <p>Prepared Food Markets</p>		



4

# WHAT OTHER FEATURES WOULD YOU LIKE TO SEE IN THE MARKETPLACE?



Communal Seating



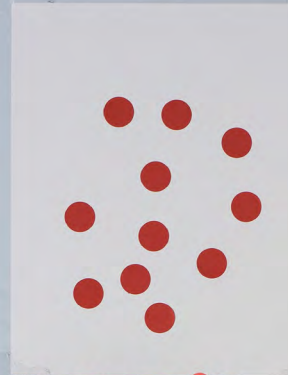
State Fair Winner Products



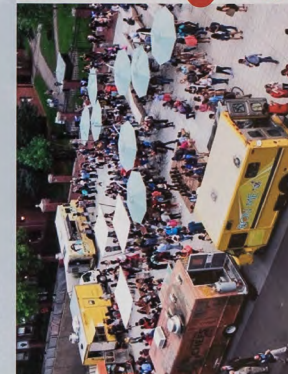
Cooking Demonstrations



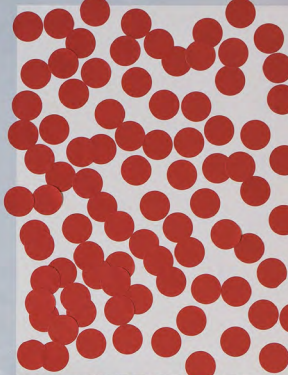
Event Spaces



Beer Garden



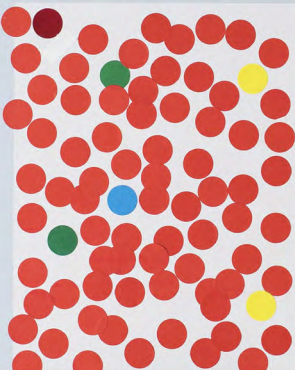
Food Trucks



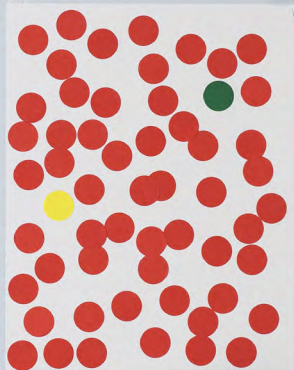


5

WHAT USES AND ACTIVITIES  
WOULD ATTRACT YOU TO THE FAIRPARK?




Organized games and tournaments




Activities/events for kids and families




Indoor/outdoor year-round community gathering place



Space for cultural events, concerts, and performances



Jogging/walking path



Activities/events for seniors

280

UTAH STATE FAIRPARK PUBLIC MARKET FEASIBILITY STUDY | CRS&A



# WHAT USES AND ACTIVITIES WOULD ATTRACT YOU TO THE FAIRPARK?

6



Organized games and tournaments



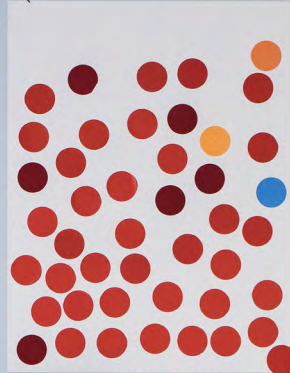
Space for cultural events, concerts, and performances



Activities/events for kids and families



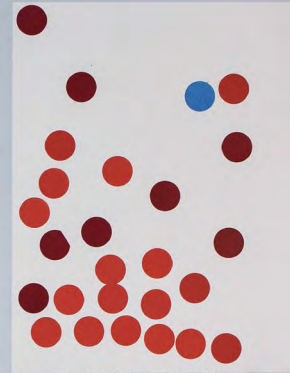
Jogging/walking path



Indoor/outdoor year-round community gathering place




Activities/events for seniors






7


WHAT TYPES OF MARKETS WOULD ATTRACT YOU TO THE FAIRPARK?




Fresh Food/Farmers Market




Flea/Antique Markets



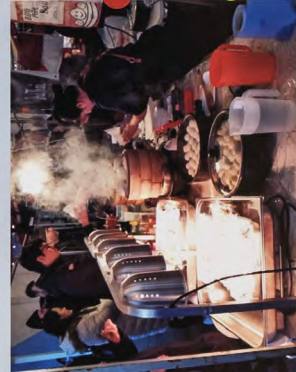
Prepared Food Markets



Specialty Markets—Crafts, Artisans, Books, etc



Night Markets



International Markets

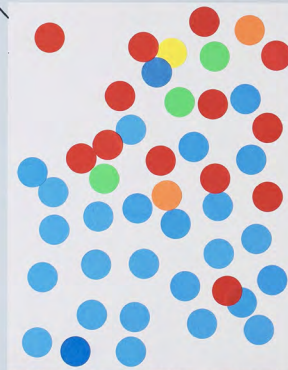


8

# WHAT OTHER FEATURES WOULD YOU LIKE TO SEE IN THE MARKETPLACE?



Communal Seating



State Fair Winner Products



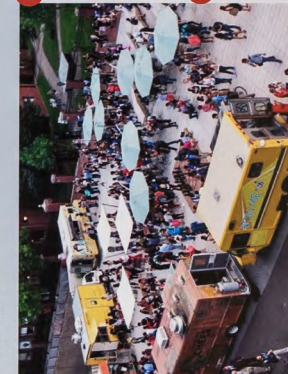
Cooking Demonstrations



Event Spaces



Beer Garden



Food Trucks



9

WHAT AMENITIES AND OTHER FEATURES WOULD MAKE THE FAIRPARK PUBLIC SPACES MORE COMFORTABLE?



Shade structures



Picnic tables



Seasonal landscaping



Unique play equipment



Movable seating



Playground with water feature





WHAT AMENITIES AND OTHER FEATURES WOULD MAKE THE FAIRPARK PUBLIC SPACES MORE COMFORTABLE?

 <p>Shade structures</p>	 <p>Picnic tables</p>	 <p>Unique play equipment</p>	 <p>Playground with water feature</p>
 <p>Seasonal landscaping</p>	 <p>Movable seating</p>	 <p>Movable seating</p>	 <p>Movable seating</p>



# APPENDIX G- SURVEY INSTRUMENTS

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PUBLIC MARKET@THE STATE FAIRPARK





## State Fairpark Public Market

The Redevelopment Agency of Salt Lake City ("RDA") is conducting a brief online survey to determine public interest in the possibility of bringing a public market to the Utah State Fair Park (the "Fairpark"). Public markets exist across the country in various forms, and we would like your input about the type of market and products you would most like to see if a market is created at the Fairpark. The survey will take a few minutes to complete and all replies are anonymous. Please respond by May 3, 2019. Responses will be made public by May 31, 2019. Thank you for your participation!

Salt Lake City RDA

Q1 How many times in the last 12 months have you visited each of the following Salt Lake City attractions?

	0	1-4	5-10	11+
Utah State Fairpark				
City Creek Mall				
Red Butte Garden/Concerts				
Hogle Zoo				
Gallivan Plaza				
Twilight Concert Series				
International Peace Gardens				
Liberty Park/Tracy Aviary				
The Gateway				

Q2 What are your two favorite community-gathering places in Salt Lake City?

Q3 How frequently have you visited the State Fairpark in the last 12 months?

- a. Never
- b. Once
- c. 2-4 times
- d. More than 5 times

Q4 What did you visit the State Fairpark for?

- a. Utah State Fair
- b. Days of 47 Rodeo
- c. Live Concert
- d. Flea Market
- e. Other

## APPENDIX G - SURVEYS

Q5 How do you get to the State Fairpark?

- a. Private vehicle
- b. TRAX
- c. Electric Scooter/Motorcycle
- d. Bus
- e. Taxi/Uber/Lyft
- f. Walk
- g. Personal Bike
- h. Bike/Scooter Share
- i. Other

Q6 Approximately how long does it take you to get to the State Fairpark from your home?

- a. Less than 5 minutes
- b. 6-10 minutes
- c. 11-15 minutes
- d. 16-20 minutes
- e. More than 20 minutes

Q7 How many times in the past 12 months have you visited each of the following markets in Salt Lake City?

	0	1-4	5-10	11+
Salt Lake City Farmers Market/Winter Market				
People's Market/9th West Farmers Market				
Sugarhouse Farmers Market				
Liberty Park Farmers Market				
Sunnyvale Farmers Market				
Salt Lake City Flea Market & Swap Market				
Wheeler Farm Farmers Market				
Craft Lake City				
Sunday Drum Circle & Craft Market				
Utah Art Market				
Salt Lake Indoor Swap Meet				
Other:				

Q8 In thinking of the market you frequent most, what is the main attraction to you?

- a. The products that are for sale
- b. The social atmosphere
- c. It is the closest to my home

Q9 In thinking of the markets you frequent the most, with whom do you usually visit with?

- a. On my own
- b. With my family
- c. With friends



Q10 Would you consider shopping at a market at the Utah State Fairgrounds?

- a. Yes
- b. No

Q11 If the State Fairpark had a public market with multiple vendors each specializing in selling a specific item what would you like to buy there? (pick your top 3)

- a. Fresh food
- b. Prepared food
- c. Arts/crafts
- d. Vintage/antiques
- e. Clothes/jewelry
- f. Collectibles
- g. Makers goods
- h. Other

Q12 What else would attract you to the State Fairpark? (pick your top 3)

- a. An indoor/outdoor, year-round community gathering space
- b. Beer garden or wine bar
- c. Space for cultural events, concerts & performances
- d. Studio & art gallery spaces for artists
- e. Kitchen for cooking classes & events
- f. Activities/events for kids & events
- g. Activities/events for seniors
- h. Group exercise (yoga, cross-fit, tai-chi, walking & running groups, etc.)
- i. Amenities for picnics

The following demographic questions are optional and will be kept strictly confidential.

Q13 On the map, please click on the approximate location nearest to your home or workplace. If you do not live or work in Salt Lake City please click off the map in the white space.

Q14 What is your age?

- a. Younger than 18
- b. 18-21
- c. 22-30
- d. 31-40
- e. 41-50
- f. 51-60
- g. 61 or older

## APPENDIX G - SURVEYS

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Q15 What is your household income level?

- a. \$0-\$14,999
- b. \$15,000-\$24,999
- c. \$25,000-\$49,999
- d. \$50,000-\$74,999
- e. \$75,000 - \$100,000
- f. \$100,000- \$150,000
- g. \$150,000+

Q16 Are you a student?

- a. Yes
- b. No

Q17 Do you rent or own?

- a. Rent
- b. Own

Q18 What is your gender?

- a. Male
- b. Female
- c. Non-Binary/Third Gender
- d. Prefer to self-describe
- e. Prefer to not say

Q19 What is your ethnicity?

- a. Black or African American
- b. American Indian or Alaska Native
- c. Asian
- d. Hispanic or Latino (of any race)
- e. Native Hawaiian or Pacific Islander
- f. White
- g. Other

Q20 How aware are you of events at the Utah State Fairpark?

- a. Only know about the Utah State Fair
- b. Somewhat aware of other events that take place, but do not follow them
- c. Very aware

The City Feedback Community is an essential tool in engaging and seeking feedback from residents. Would you would like to join the Feedback Community and be informed of upcoming engagement opportunities?

- a. I would like to join the Feedback Community
- b. I do not want to join the Feedback Community
- c. I am already a member of the Feedback Community

The City has regular newsletters from the Mayor and City Council. Are you interested in receiving these newsletters?

- a. Mayors Newsletter
- b. City Council Newsletter
- c. Both Mayor's and City Council Newsletters
- d. None

Please enter your name and email address below. You will only be registered to receive updates on your selected choices. All information provided will be kept private.

- a. First Name
- b. Last Name
- c. Email Address
- d. Address
- e. Zip Code

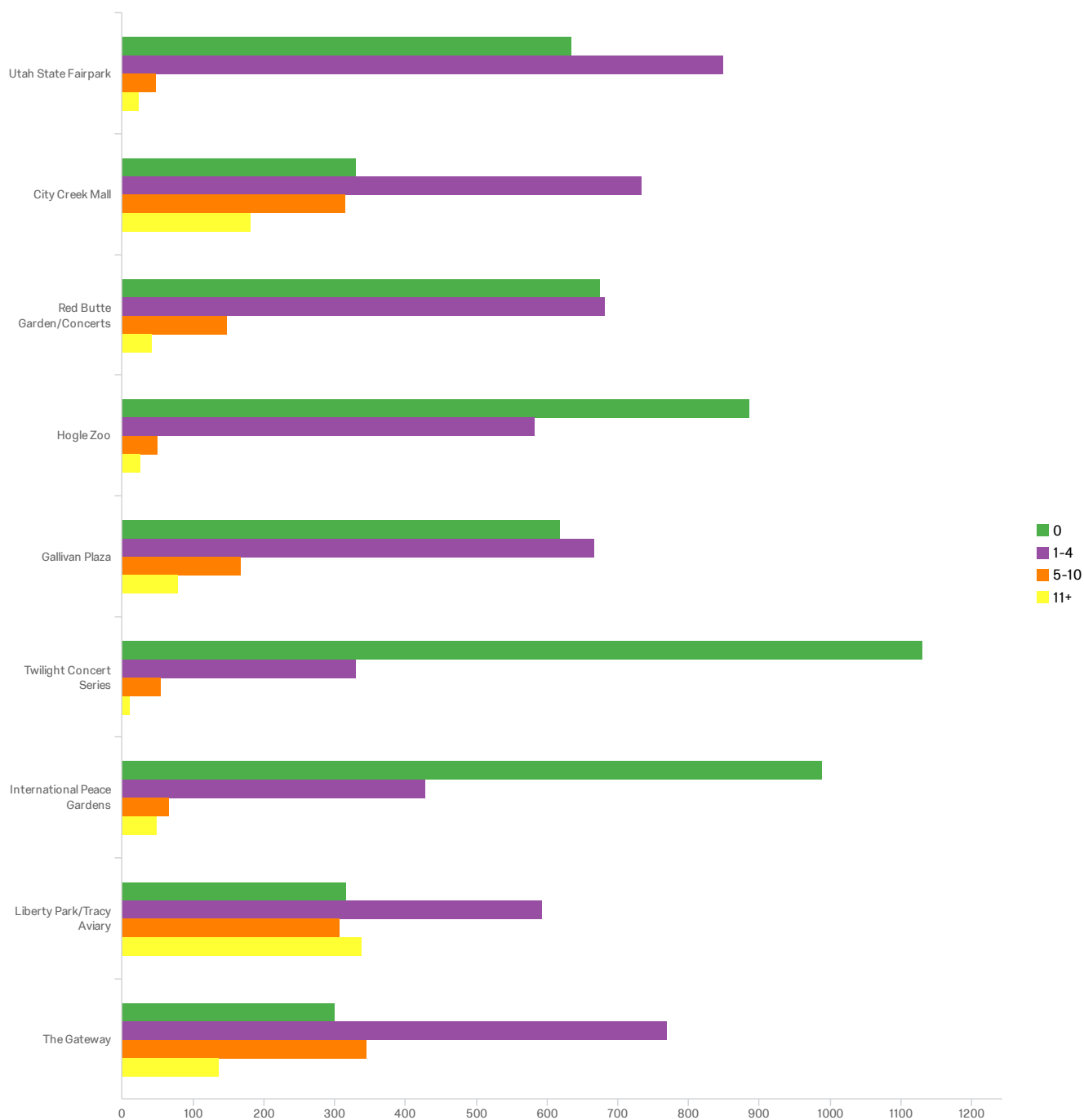
Is there anything else you would like to tell us?



# Public

State Fairpark Market  
May 17, 2019 1:02 PM MDT

Q1 - How many times in the last 12 months have you visited each of the following Salt Lake City attractions?



#	Field	0		1-4		5-10		11+		Total
1	Utah State Fairpark	40.81%	635	54.56%	849	3.08%	48	1.54%	24	1556
2	City Creek Mall	21.19%	331	46.99%	734	20.17%	315	11.65%	182	1562
3	Red Butte Garden/Concerts	43.63%	675	44.09%	682	9.57%	148	2.71%	42	1547
4	Hogle Zoo	57.35%	886	37.73%	583	3.24%	50	1.68%	26	1545
5	Gallivan Plaza	40.38%	619	43.51%	667	10.96%	168	5.15%	79	1533
6	Twilight Concert Series	74.02%	1131	21.66%	331	3.60%	55	0.72%	11	1528
7	International Peace Gardens	64.56%	989	27.94%	428	4.31%	66	3.20%	49	1532
8	Liberty Park/Tracy Aviary	20.39%	317	38.14%	593	19.74%	307	21.74%	338	1555
9	The Gateway	19.33%	300	49.61%	770	22.23%	345	8.83%	137	1552

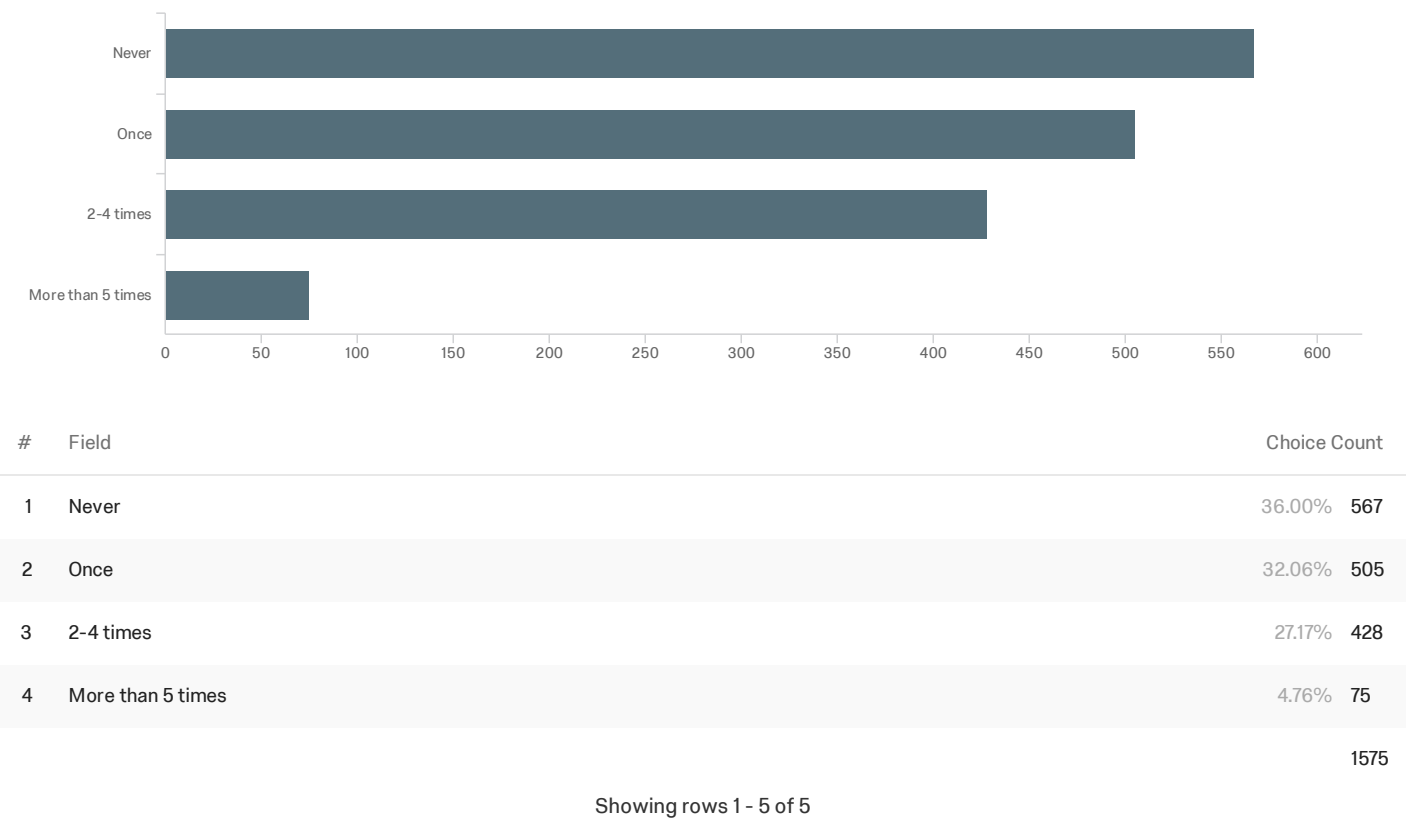
Showing rows 1 - 9 of 9

Q2 - What are your two favorite community-gathering places in Salt Lake City?

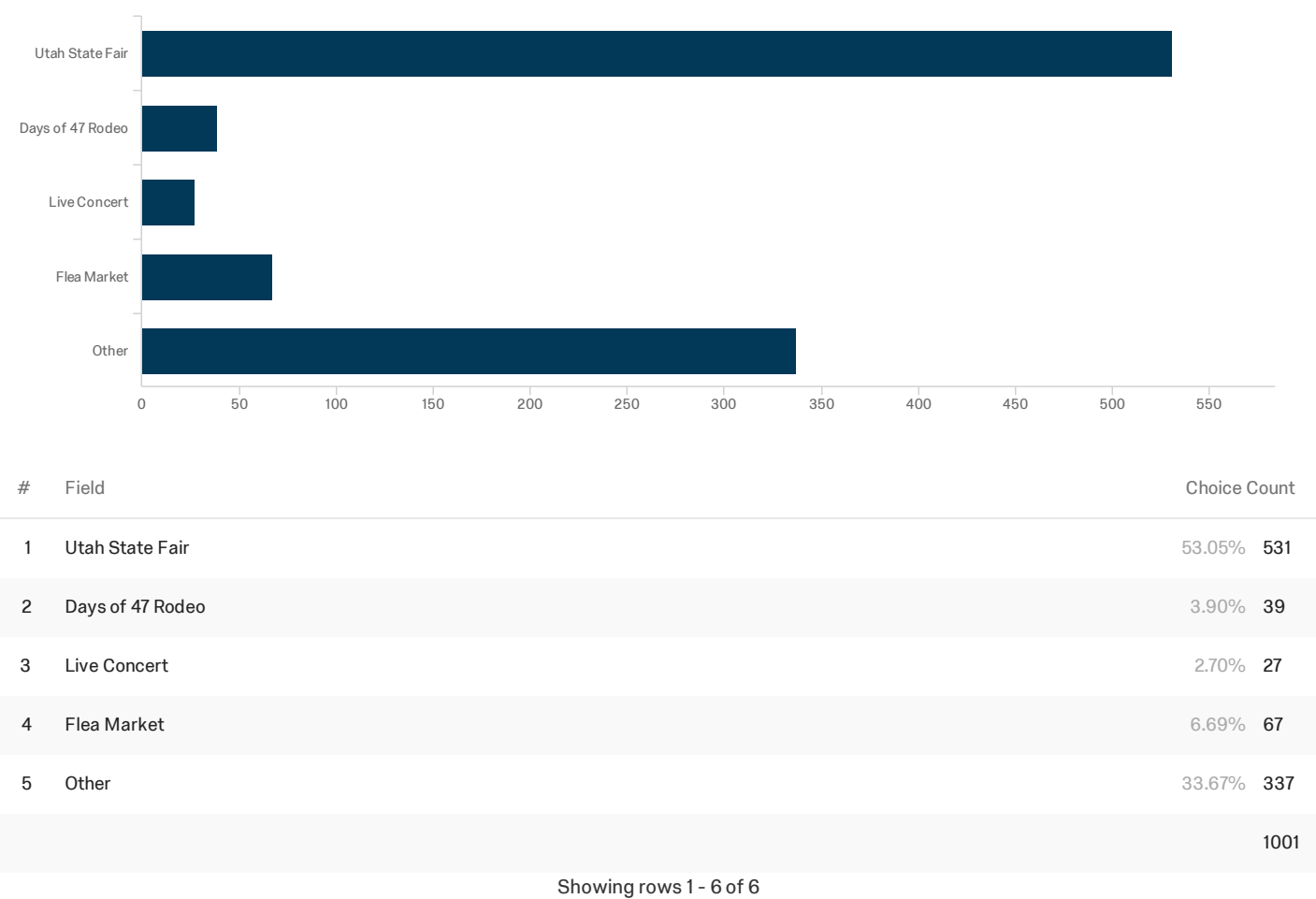




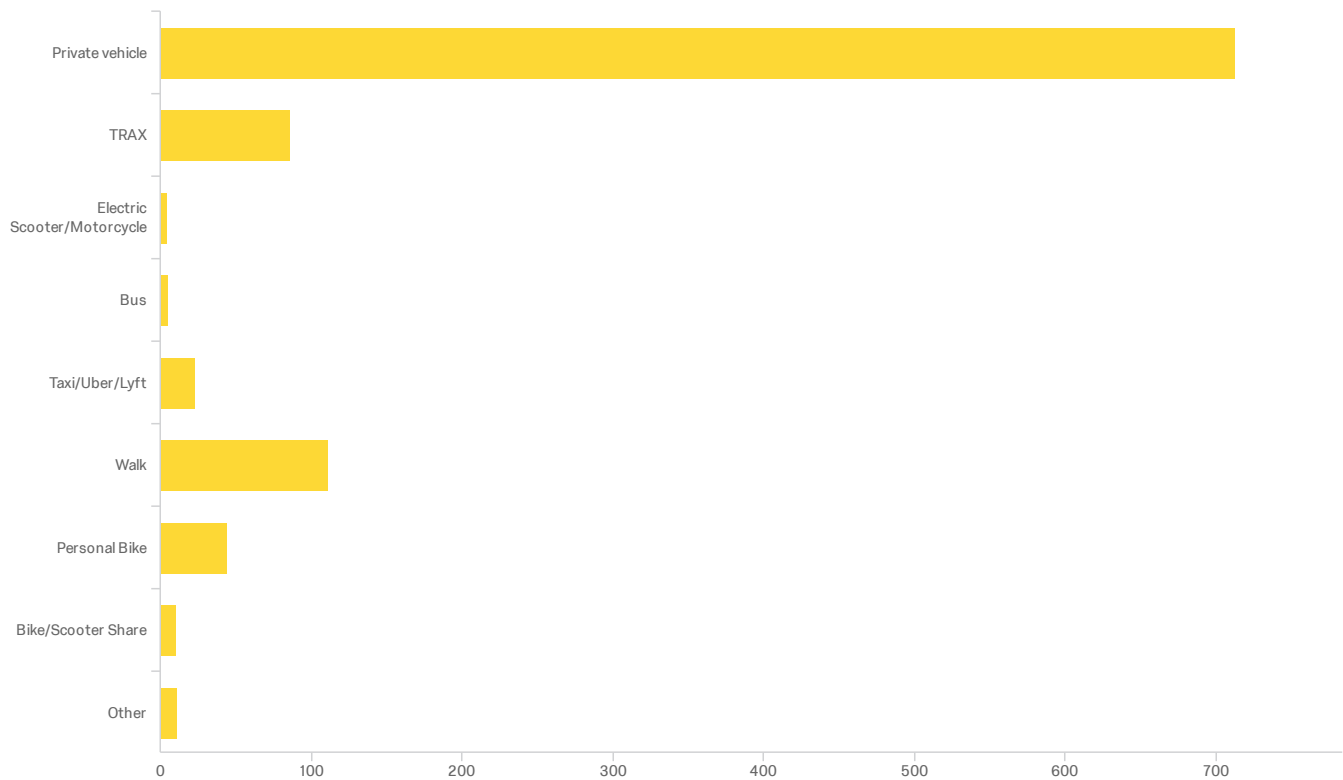
Q3 - How frequently have you visited the State Fairpark in the last 12 months?



Q4 - What did you visit the State Fairpark for?



## Q5 - How do you get to the State Fairpark?



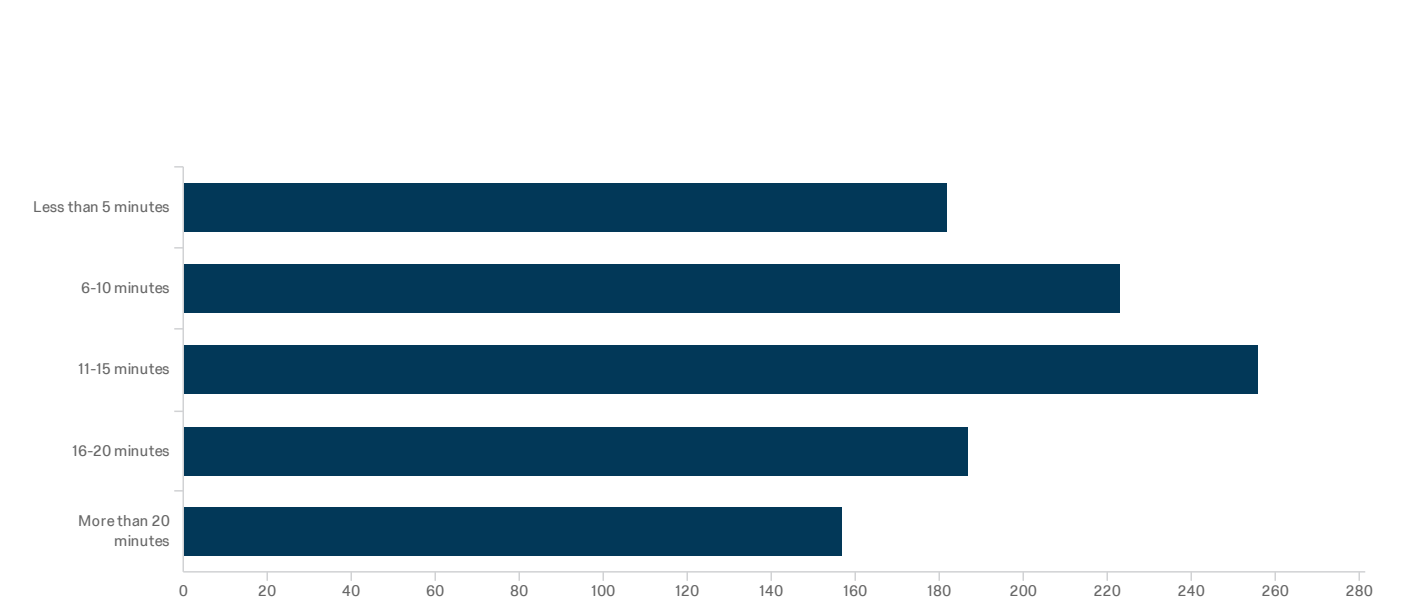
#	Field	Choice Count
1	Private vehicle	70.80% 713
2	TRAX	8.54% 86
3	Electric Scooter/Motorcycle	0.40% 4
4	Bus	0.50% 5
5	Taxi/Uber/Lyft	2.28% 23
6	Walk	11.02% 111
7	Personal Bike	4.37% 44
8	Bike/Scooter Share	0.99% 10
9	Other	1.09% 11
		1007

Showing rows 1 - 10 of 10



APPENDIX G - SURVEYS

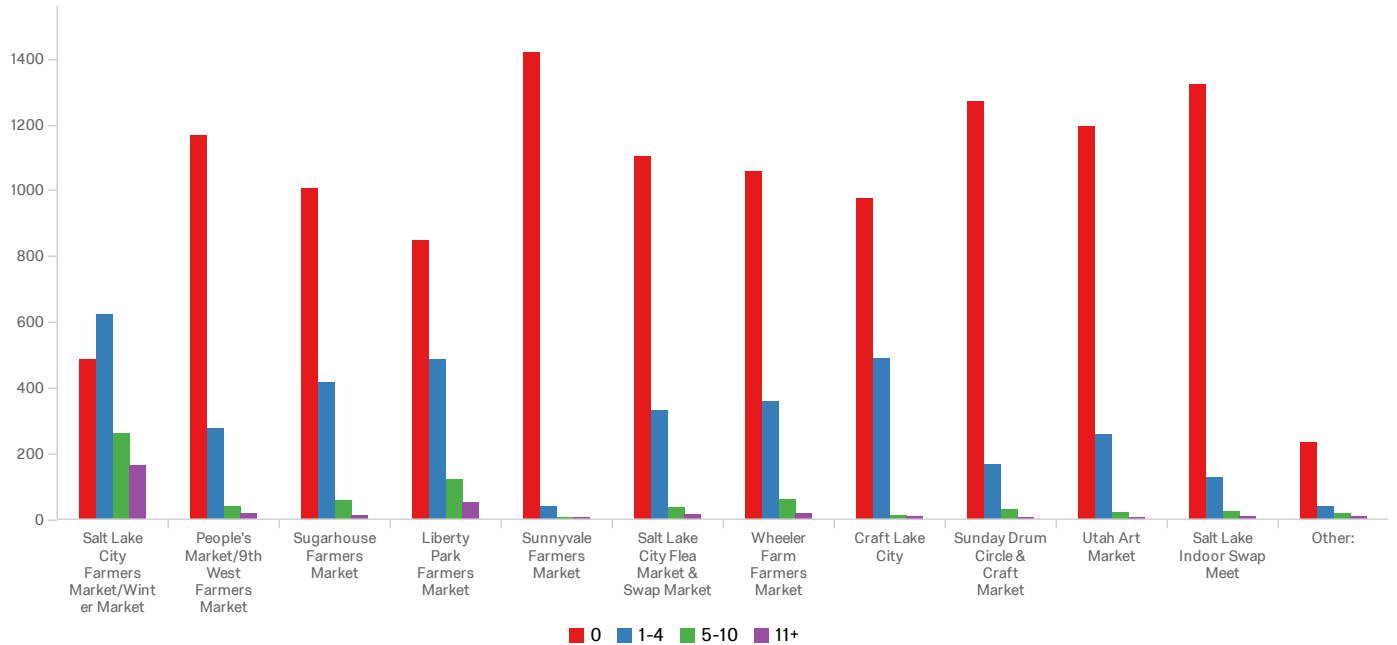
Q6 - Approximately how long does it take you to get to the State Fairpark from your home?



#	Field	Choice Count
1	Less than 5 minutes	18.11% 182
2	6-10 minutes	22.19% 223
3	11-15 minutes	25.47% 256
4	16-20 minutes	18.61% 187
5	More than 20 minutes	15.62% 157
		1005

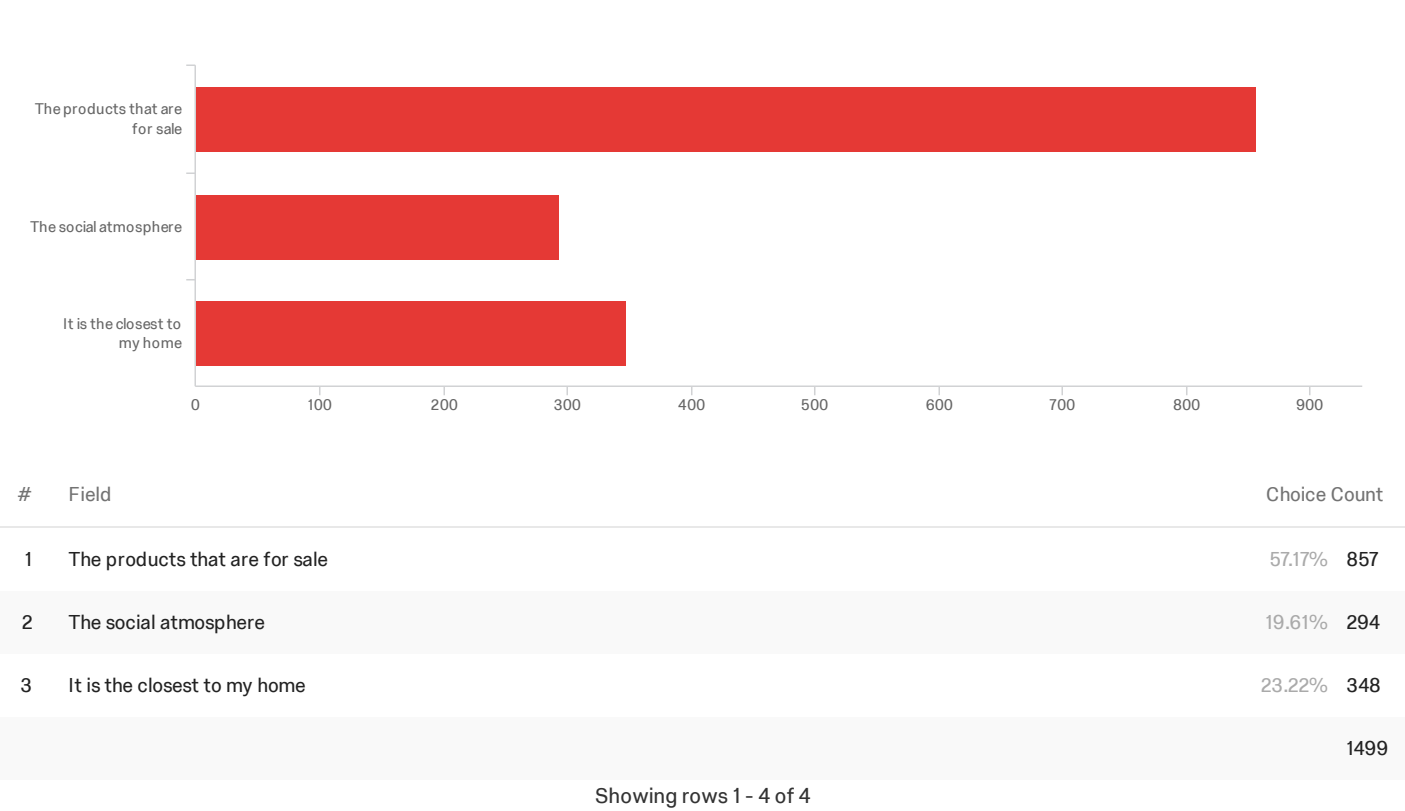
Showing rows 1 - 6 of 6

Q7 - How many times in the past 12 months have you visited each of the following markets in Salt Lake City?



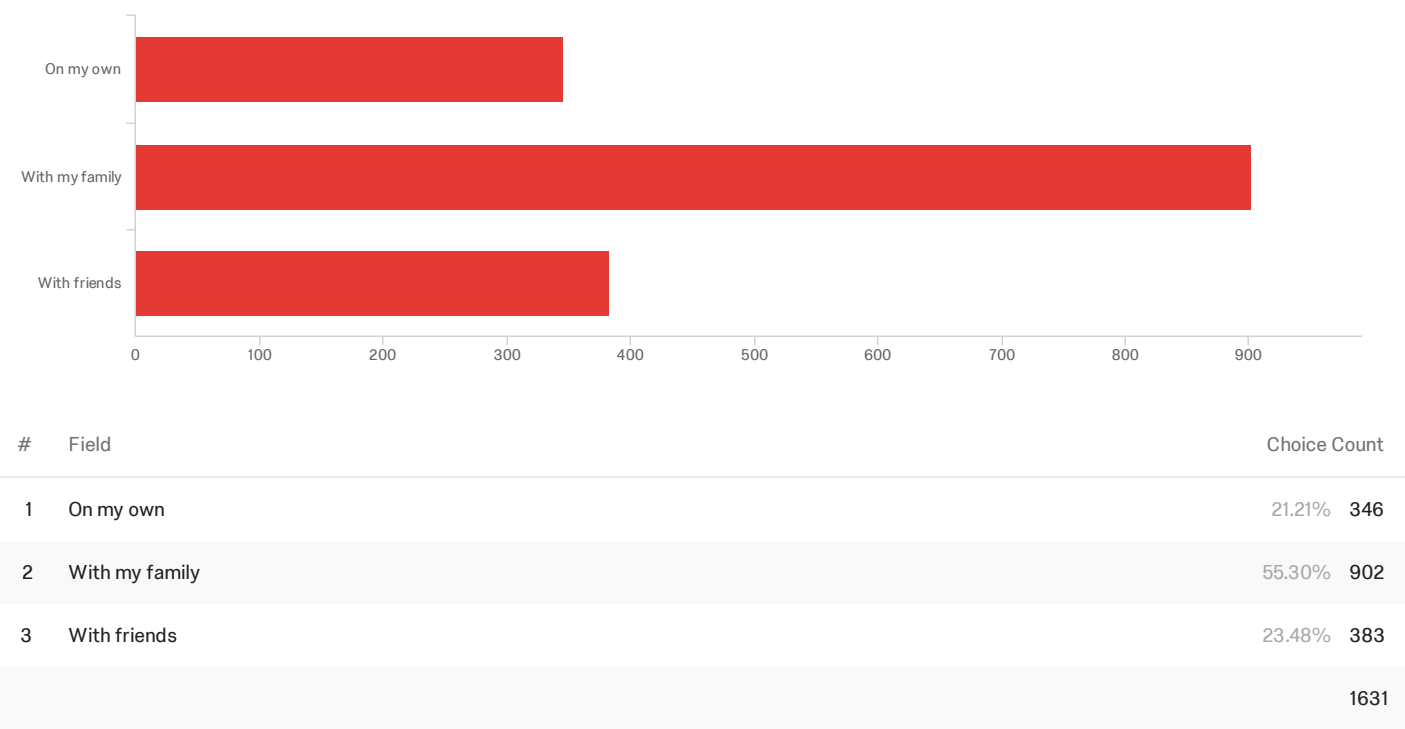
#	Field	0	1-4	5-10	11+	Total
1	Salt Lake City Farmers Market/Winter Market	31.64% 485	40.64% 623	17.09% 262	10.63% 163	1533
2	People's Market/9th West Farmers Market	77.79% 1166	18.35% 275	2.67% 40	1.20% 18	1499
3	Sugarhouse Farmers Market	67.49% 1007	27.88% 416	3.82% 57	0.80% 12	1492
4	Liberty Park Farmers Market	56.37% 849	32.34% 487	7.97% 120	3.32% 50	1506
5	Sunnyvale Farmers Market	96.53% 1419	2.59% 38	0.41% 6	0.48% 7	1470
6	Salt Lake City Flea Market & Swap Market	74.24% 1104	22.33% 332	2.35% 35	1.08% 16	1487
7	Wheeler Farm Farmers Market	70.77% 1058	23.95% 358	4.08% 61	1.20% 18	1495
8	Craft Lake City	65.68% 974	32.91% 488	0.74% 11	0.67% 10	1483
9	Sunday Drum Circle & Craft Market	86.29% 1271	11.27% 166	2.04% 30	0.41% 6	1473
10	Utah Art Market	80.55% 1193	17.49% 259	1.49% 22	0.47% 7	1481
11	Salt Lake Indoor Swap Meet	89.21% 1323	8.63% 128	1.55% 23	0.61% 9	1483
12	Other:	78.60% 235	13.04% 39	5.69% 17	2.68% 8	299

Q8 - In thinking of the market you frequent most, what is the main attraction to you?





Q9 - In thinking of the markets you frequent the most, with whom do you usually visit?



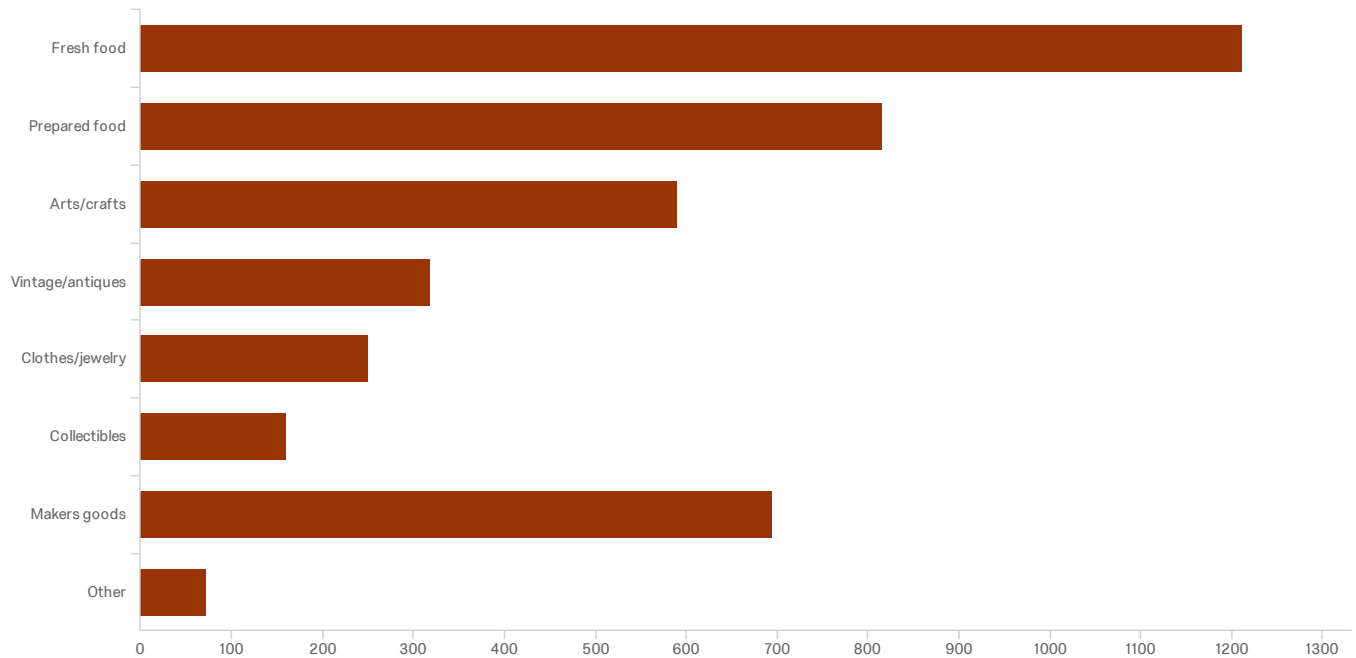
Showing rows 1 - 4 of 4

Q10 - Would you consider shopping at a market at the Utah State Fairgrounds?



Showing rows 1 - 3 of 3

Q11 - If the State Fairpark had a public market with multiple vendors each specializing in selling a specific item what would you like to buy there? (pick your top 3)



#	Field	Choice Count
1	Fresh food	29.46% 1212
2	Prepared food	19.83% 816
3	Arts/crafts	14.34% 590
4	Vintage/antiques	7.75% 319
5	Clothes/jewelry	6.08% 250
6	Collectibles	3.89% 160
7	Makers goods	16.89% 695
8	Other	1.75% 72

4114

Showing rows 1 - 9 of 9



## APPENDIX G - SURVEYS

I don't know what "makers goods" are

Flowers

Flowers

Meat/seafood/cheese

Beer

Plants

Prepared food, restaurants, Arts/crafts, flowers, fresh seafood and fish, items similar to Pike Market and River Market/Little Rock, Arkansas

home made soaps, gifts for others

Craft Beer

Beer

Vegan

Food as gifts (i.e. chocolate, candy, etc.)

Drinks

Flowers

Window shopping just for the atmosphere, but buying something to eat as well.

Flowers

plus the rest of the choices

Fresh fruits and vegetables

Tupperware, (I would like to sell)

Outdoor gear

Adopt a Pet... Best Friends, Humane Socieity any Rescues!

Swap meet

local items

Flowers/plants

Hiking, camping, emergency supplies
Flowers
Cooking classes or demos to show how to use the fresh produce you're buying
Fresh Produce
entertainment
services?
prepared food/breakfast/lunch
No "back" button????
Kitchen accessories
Beer
natural cleaning/beauty products
Alcohol
Flowers
Local goods
beverages
Bread, food trucks, nonprofits, prisoner produce, pet adoptions
Seeds, seedlings
Craft beer
Coffee, flowers
No more flea market crap or craft stuff
All of above
Craft foods and drinks
Flowers
Used Books and records

## APPENDIX G - SURVEYS

Craft beer

What are makers goods?

Swap meet items

only interested in fresh food

all of the above by local artisans

Made in Utah goods & local books

Soaps and other everyday usable goods

Fruit

Local local local whatever (including beverages with and without alcohol)

anything love the idea

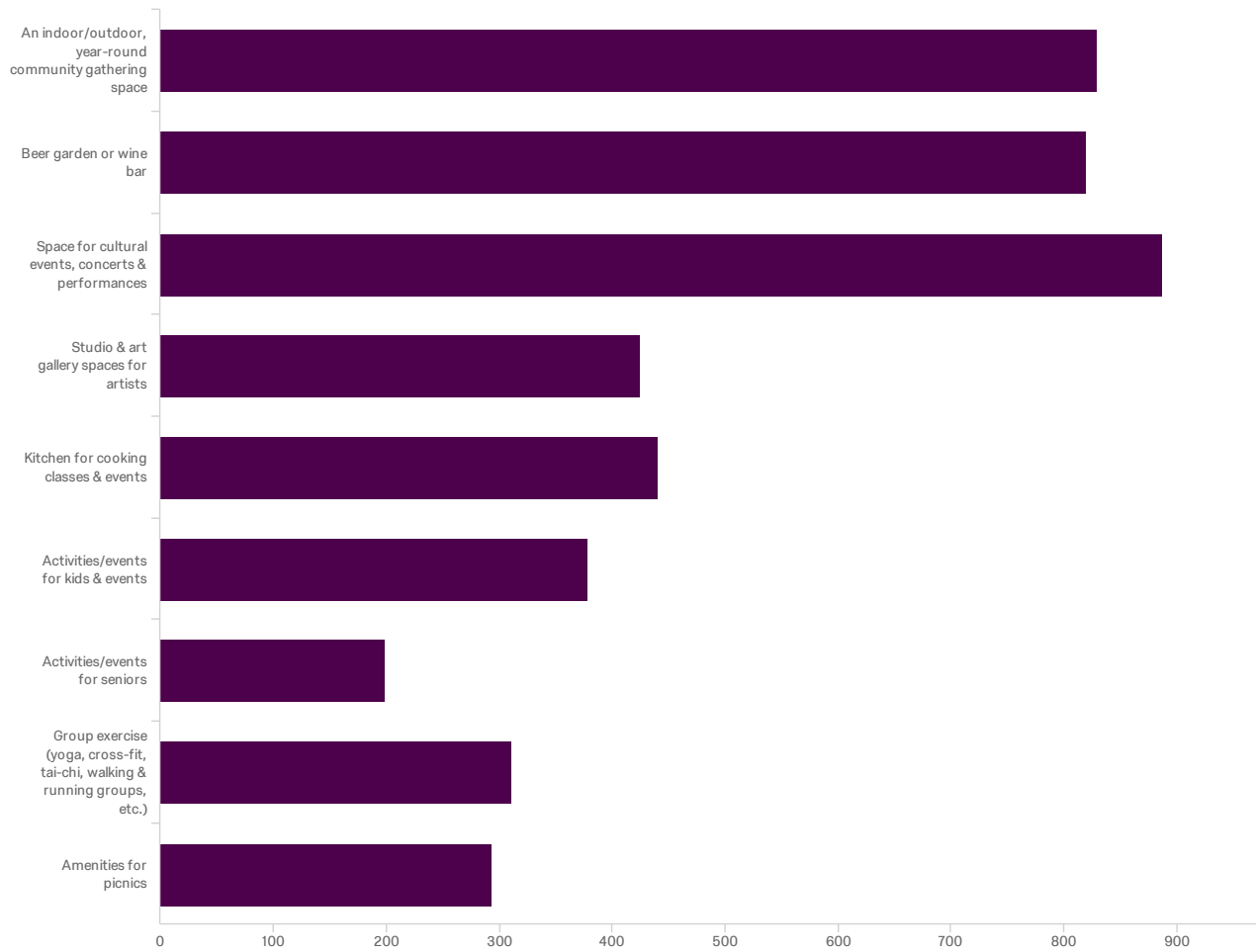
ETHNIC INGREDIENTS

Flowers

Gardening and homesteading supplies and workshops, especially for small-space and apartment gardening



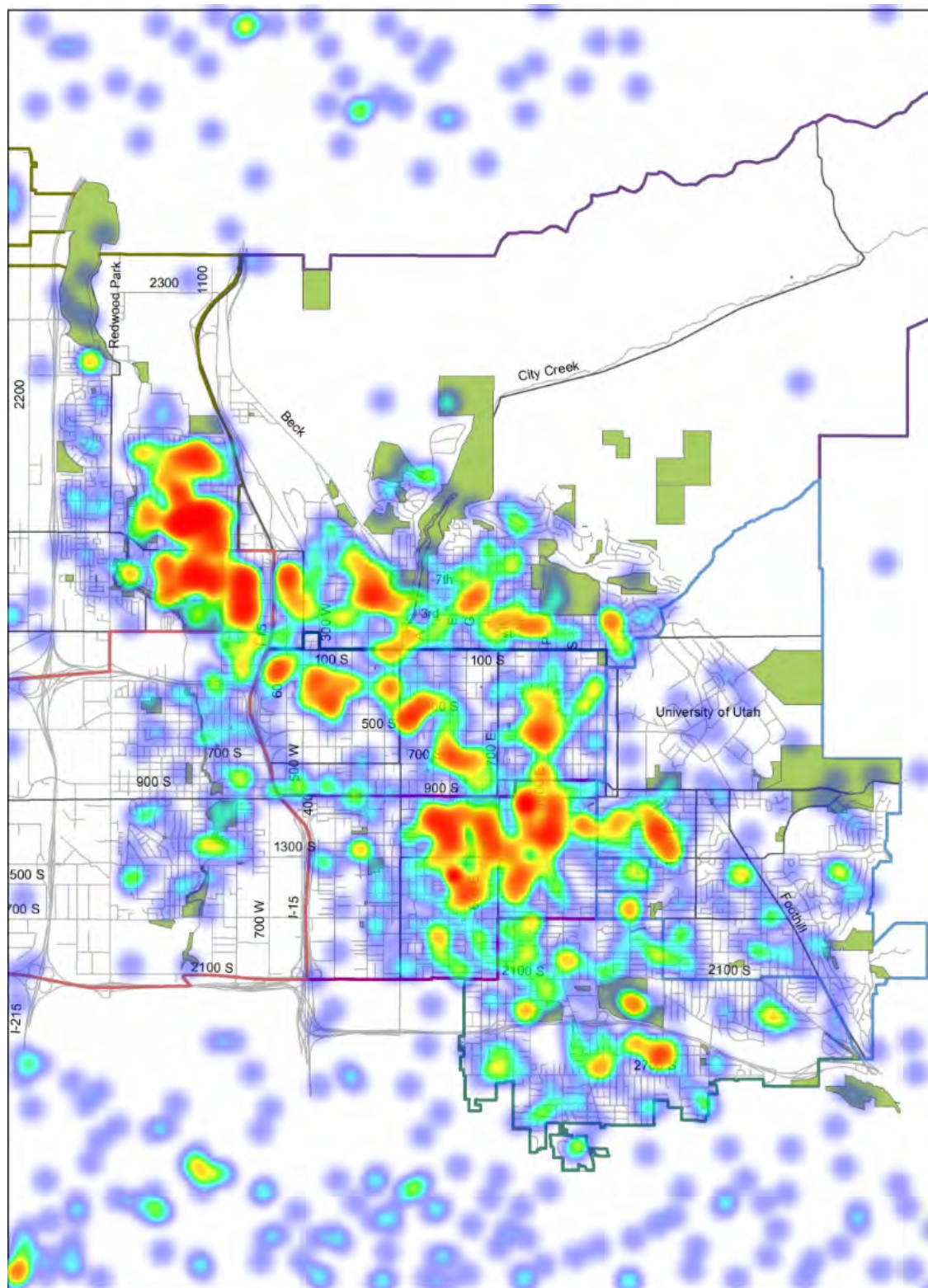
## Q12 - What else would attract you to the State Fairpark? (pick your top 3)

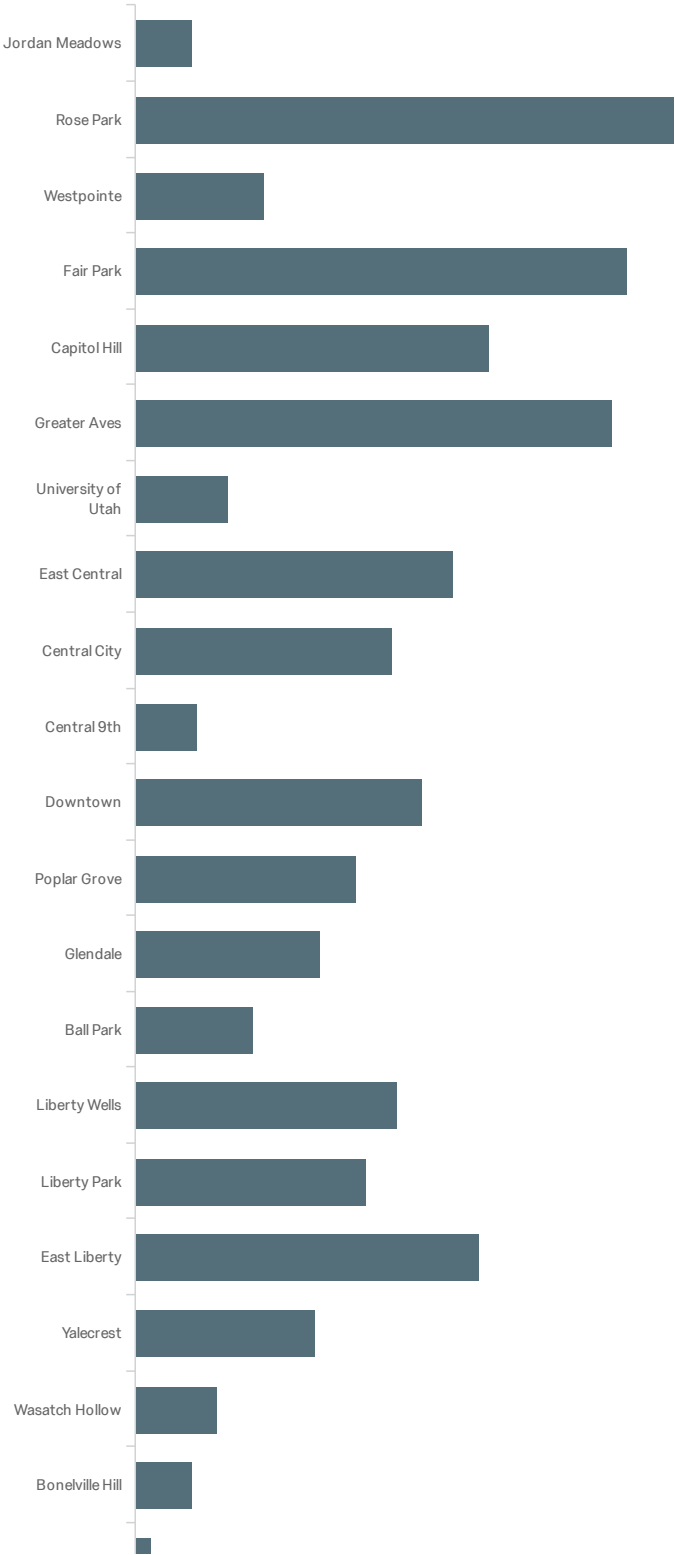


#	Field	Choice Count
1	An indoor/outdoor, year-round community gathering space	18.09% 830
2	Beer garden or wine bar	17.88% 820
3	Space for cultural events, concerts & performances	19.36% 888
4	Studio & art gallery spaces for artists	9.27% 425
5	Kitchen for cooking classes & events	9.61% 441
6	Activities/events for kids & events	8.26% 379
7	Activities/events for seniors	4.34% 199
8	Group exercise (yoga, cross-fit, tai-chi, walking & running groups, etc.)	6.78% 311
9	Amenities for picnics	6.41% 294
		4587

## APPENDIX G - SURVEYS

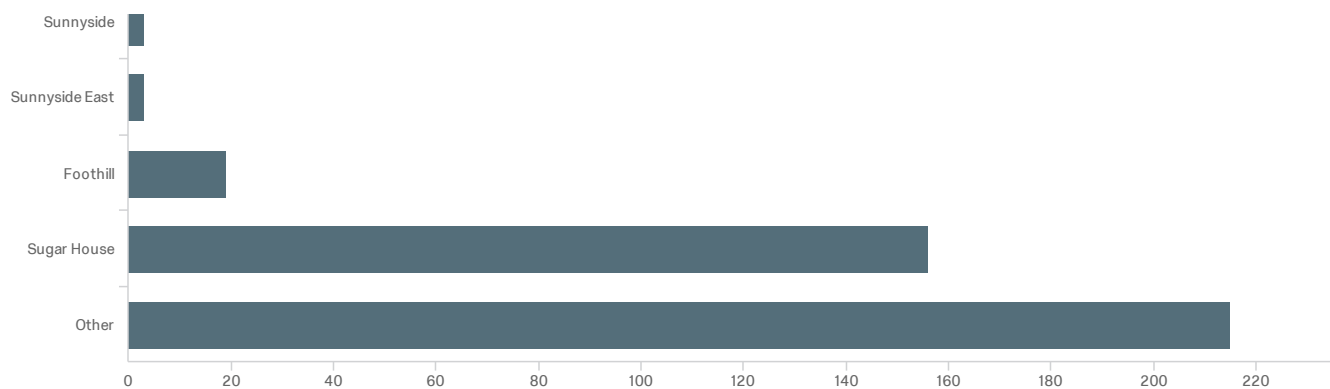
Q13 - On the map, please click on the approximate location nearest to your home or workplace. If you do not live or work in Salt Lake City please click off the map in the white space.



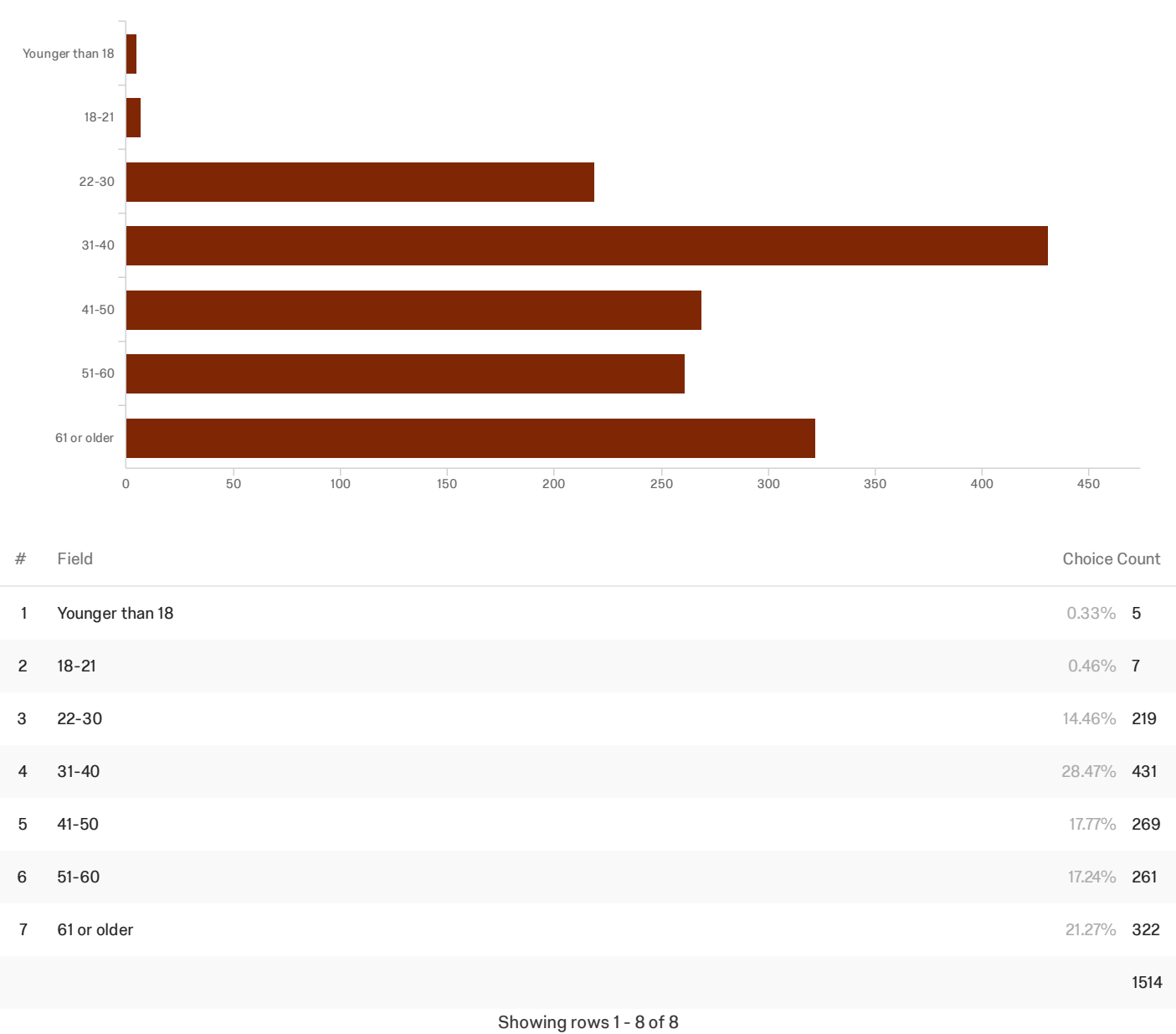




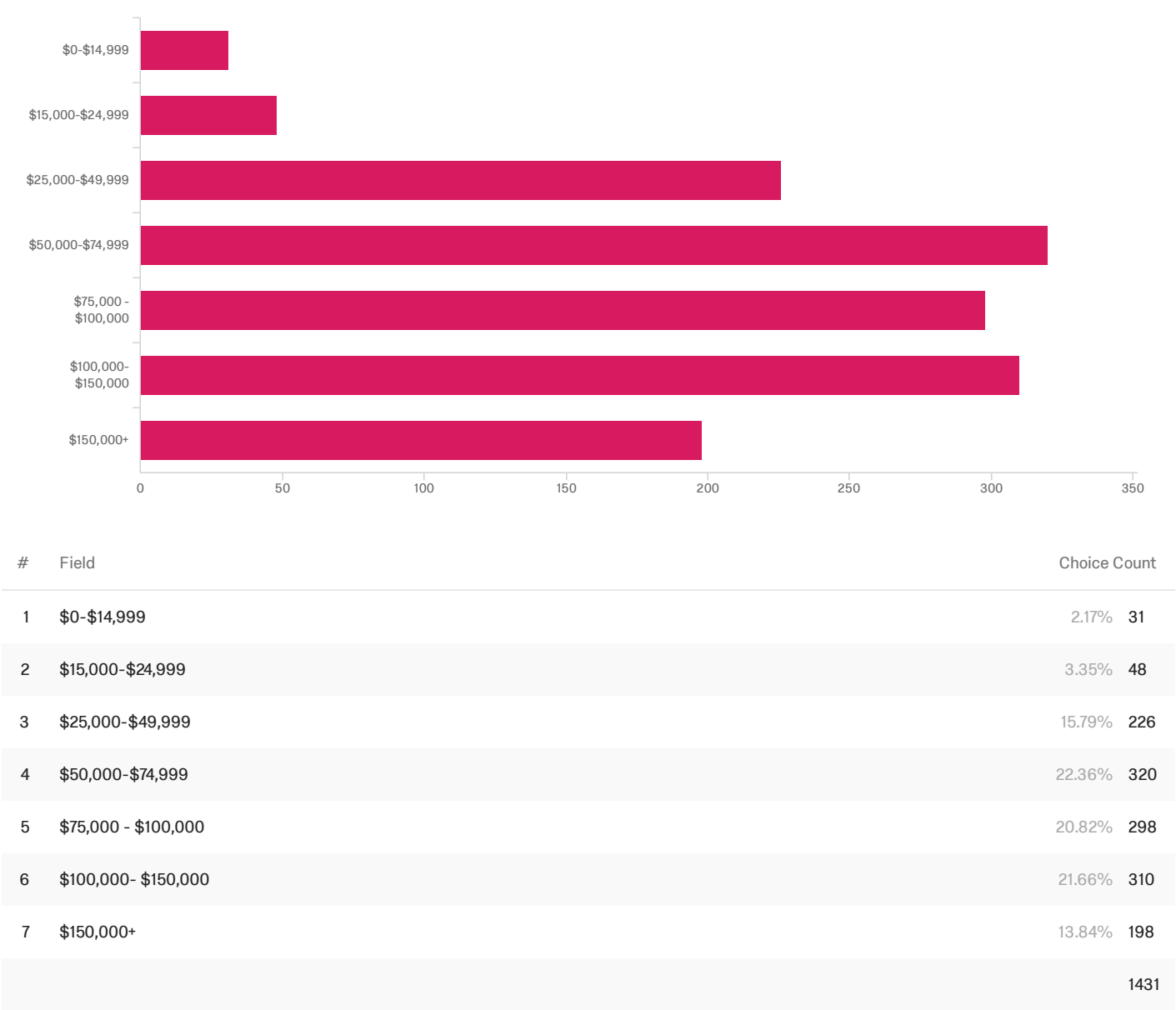
(Q13, Cont'd)



Q14 - What is your age?



Q15 - What is your household income level?



Showing rows 1 - 8 of 8



Q16 - Are you a student?



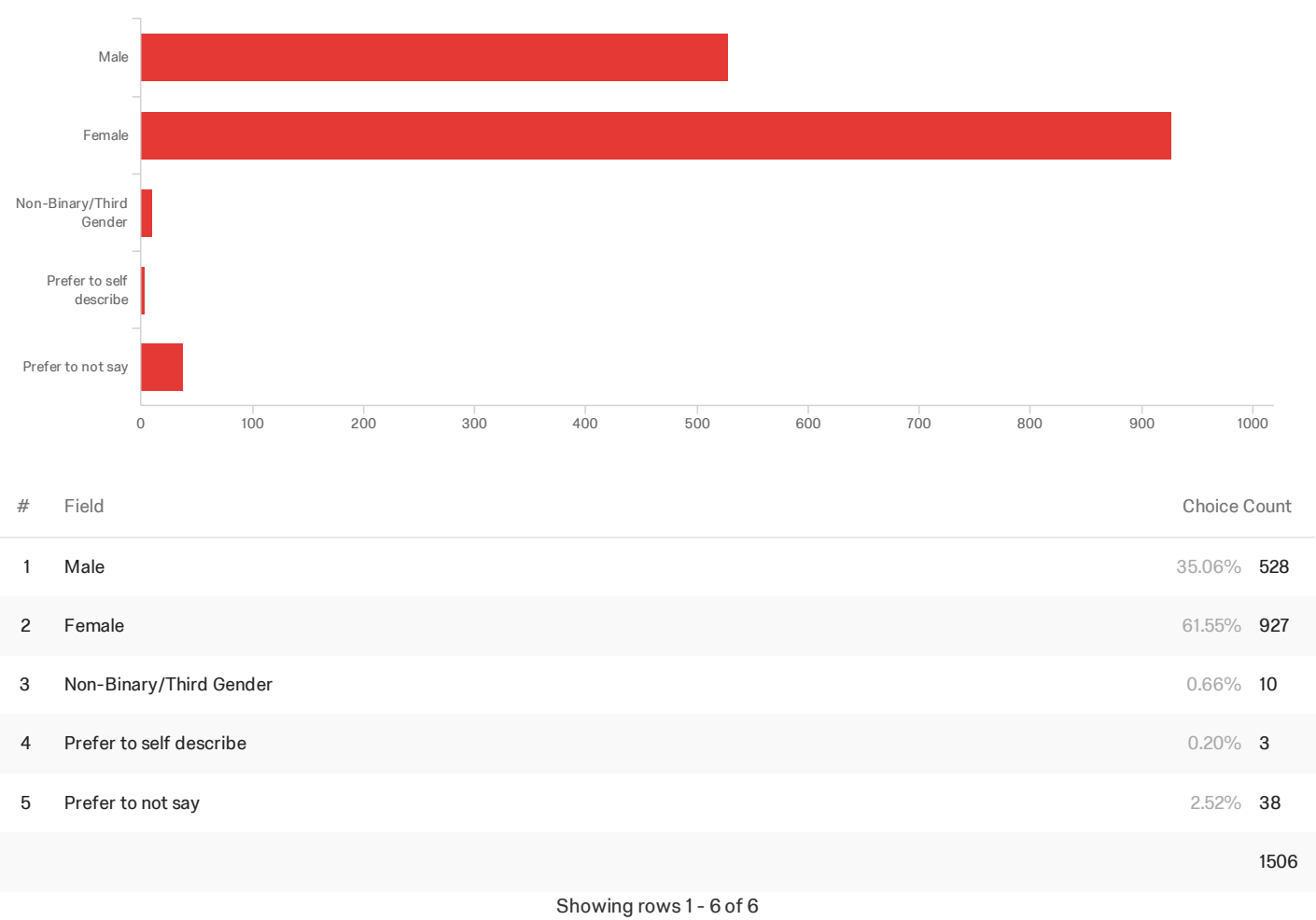
Showing rows 1 - 3 of 3

Q17 - Do you rent or own?



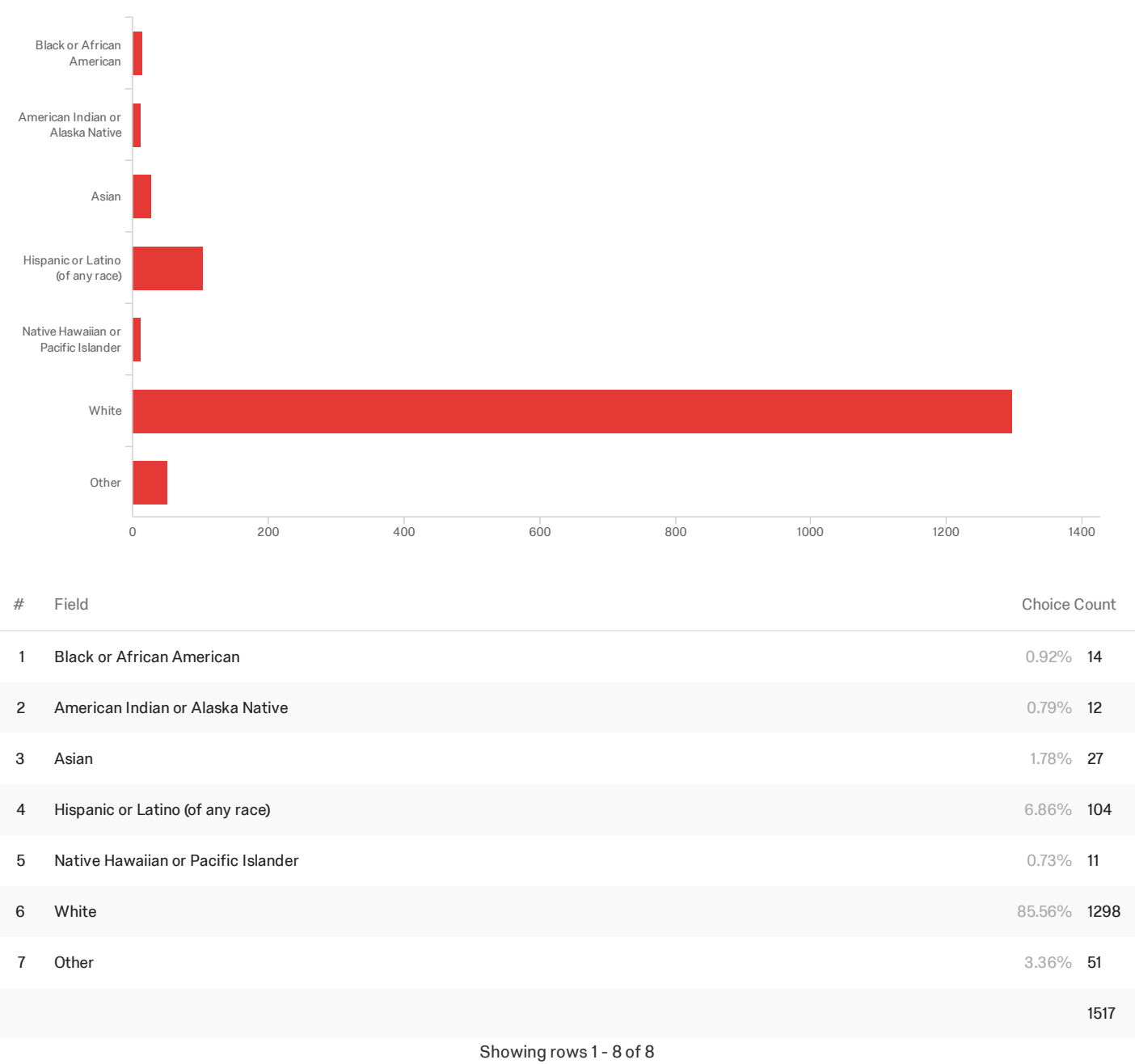
Showing rows 1 - 3 of 3

Q18 - What is your gender?

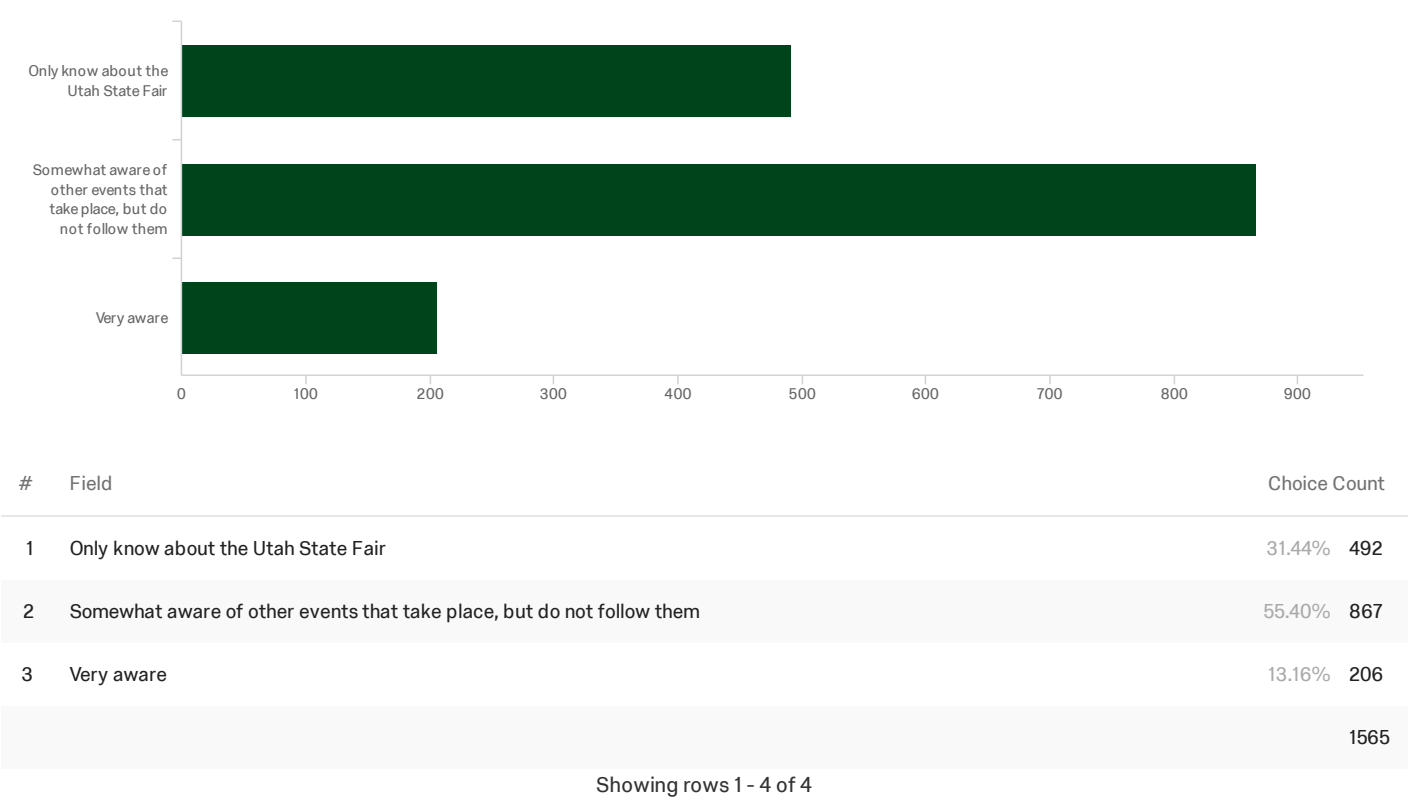




Q19 - What is your ethnicity?



Q20 - How aware are you of events at the Utah State Fairpark?



## APPENDIX G - SURVEYS

Date	Name	Email	Phone	Zip Code	Where	Comment
4/12/2019					Email	Let's get this! Just did your survey. You left no place for additional comments! One of the most important factors for a market is access via public transit; there is a TRAX station at the Fairpark which makes it a good area to consider. I regularly use TRAX so would prob take it there.
4/12/2019					Email	I just took your survey and thought that the questions were designed to mean nothing...there was no place for people to answer what they really thought. The Fair Park is a dump...it needs a major overhaul to get anyone to go there. The only tenant is the drivers license division...not very appealing. It has vast areas of pavement, few trees expect in select areas and just generally run down. The place is huge with no feeling of continuity. Get rid of the current manager and turn it into something. Money better spent that the continual remodeling of Pioneer Park...
4/12/2019					Email	
<b>QUALTRICS: Is there anything else you would like to tell us?</b>						
A swap meet like in vegas and keep the fair at the fair park swap meet can be suspended for the fair.						
A lot of energy and time has been invested in exploring a year round market at Rio Grande. The Fair Park doesnt currently have a farmers market. It feels like this idea is just to shoe horn a use for Fair Park.						
A market is a great idea. I frequent these types of markets on my travels. They are always in a city center, near bike paths and easily accessible. The fair grounds are a terrible choice for this.						
A market would subsidized by tax dollars would be a gross misuse of funds. There a too many other markets already in place. Use tax payer resources to clean up the area, clear out the homeless and make the place safe before you do anything else.						
A public market would be better if it was accessible via public transportation. Easy for tourists and locals						
A trax line near would definitely influence my visit rates for the better						
A trending very calm environment						
A year round market will allow the salt lake cultural and food scene to flourish						
Actual notification of products/events would be a plus. I've never heard of most of these farmers markets.						
Advertisel I wasn't even aware of most of the markets listed in this survey.						
Affordable local groceries						
all sound good						
an expanded Flea Market would be great						
An international market would be a unique opportunity						
Any of the the big permanent market spaces in other big cities would be a great example of something that SLC would benefit from. Fairpark is underutilized but can you get business to invest in opening shops there if the infrastructure was in place. Would SLC have weird arcane regulations that make it hard for small businesses to establish themselves?						
As a small business owner, I would absolutely love to see this at the Utah State Fair and would definitely be interested in being a vendor.						
Attended Livestock many years ago. Loved it. Would love to see something like it again.						
Better advertising would help.						
Bike valet is so valuable when I visit Craft Lake City or the downtown farmer's market. Please have an option to make bike travel convenient if you do this! It would be even better if you could drop off your bike at the valet and have it tuned up (for an optional fee/donation, of course) while you're shopping.						
Bring back the proposal for a public market at Station Center/Rio Grande. It doesn't make sense anywhere else.						
can we lease the large building for weekend events?						
Check out additional public spaces in other countries (food fallen in Amsterdam, Time out in Portugal)						
Chef prepared food tasting bar, cooking demos/diet themes like cooking keto, low carb, sugar free, etc.						
Community markets that are managed well can be a top attraction. If you do a trip advisor search in most major cities the markets are often on the top ten if not top twenty attractions. Manage it right and they will come. Don't sell out to corporate sponsors. A market is not a mall.						



Currently, most attractions I've looked into are so expensive I can't afford to take my family of six and I won't go alone; please get the prices down!
Decent free parking
Do it!!! Put SLC on the map! I love public markets all over the world, just visited 3 in London, 2 in Vancouver, 1 in Milwaukee, 1 in Detroit. They're my favorite way to experience a city.
Do something closer to downtown
Don't close the fair park.
Don't like the neighborhood out there. Put a market place downtown
Don't put the public market at the Fair Grounds
Downtown can be very crowded and parking can be a pain. Being a Fairpark resident, I would love something within my own community; this market would motivate me to walk more, given the proximity and be more social with my own neighbors.
Due to my rotating work schedule, there biggest factor for attending community markets is when they're offered. I am much more likely to attend a market if they offer varied days/hours rather than the same time every week. Ex: morning and evening hours instead of just Saturday mornings
Excited by the idea of a cool market on the west side! I'd love it if it would take food stamps and SNAP. Would also love it if it has scholarship or fellowship programs for artists who couldn't afford studio space (preferably artists of color). If there is a focus on makers and artists, I'd hope the city would commission a local artist to install murals and local sign painters to make signage. I'd also love to see bike lanes around Fairgrounds separated from traffic a bit more from traffic. Ait gets very scary/unsafe to ride around the park perimeter when there is traffic.
Excited to hear that the RDA is moving forward with this plan, as it is needed in this community!
Fair grounds are great now
Fair Park is too old a property and not well kept up
Fair Park should be used for more functions. Parking, rail, buildings, food facilities, festival atmosphere. Do not use taxpayer money to duplicate these amenities downtown. Invest 1/10 the money and program and promote the Fairpark. It will help bridge the divide between east & west and different income levels. Fair Park should have the first investment and only when it succeeds should one cent of taxpayer resources be spent to re-create the same amenities further east. and
Fairpark is such a wonderful space that is very underutilized. It would be great to have a year-round market/social activities in that space. Please make it happen!
Fairpark is too far away
Farmers markets are better done online.
Food Truck Gathering Space with dining tables & maybe live music on a specific day of the week would be great
Free parking
free parking for fairpark
Free parking would be a huge draw
Fresh local food & talent, Good security, dogs allowed on leash, park benches - tasting food
Good ideas here, thanks.
Good space to break world records that need large number of participants.
GREAT IDEA!
Great ideal Focusing on local, sustainable vendors would be nice
Great use of an underused facility
Having lived on the east coast, SLC definitely needs more market-like spaces. The fair park is a good space, but it's not super close to me (even though I live downtown). That said, opening one, if it's successful, as I think it will be, then more will open.
Healthy teen hangout other than mall
honestly, that whole area is so out of the way for me, none of these would bring me there. everything listed is already offered elsewhere in a location closer to home and more accessible
Horrible area
How about a place for seniors to line dance and ballroom dance in the early evening. How about a place to gather that prioritizes conversation--that does NOT have music so people can TALK and HEAR one another talk, or just sit and LISTEN to birds chirp and the river flow.
How is a public market any different than the uccrent farmers market?

I am very supportive of developing the Fairgrounds, especially if it was done with independent business and a big city feel, collaboration of good food, casual wine and beer, unique shops... it could be awesome.
I applaud the effort to rejuvenate and activate the Fairpark. I think it is an undiscovered opportunity.
I currently associate the State Fairpark with failure. I would be interested in seeing what a market might look like there, but it would take a significant development/accomplishment to get me there.
I don't live in the neighborhood and think folks who live closer should have larger say.
I don't live near the Fairpark, so it is not really convenient for me - although I might make a special effort to get there for a farmer's market.
I don't think there is anything that would take me there. It's just too far from my house to parking at the Utah State Fairpark plus I don't really enjoy crowds of people.
I find the state fair grounds to be a very unappealing location. I would must prefer to see more event in the central business district down to improve Downtown's vibrancy and 24/7 vibe. I work downtown and am here every day. love to see throngs of people downtown for ANY reason (sporting events, bars, restaurants, shopping, concerts, plays, fairs events, whatever). Let's make downtown great! We should concentrate on downtown for the market. Rio Grande/Gateway would be a much better area for a public market.
I hate your parking fees. I would go to more events at the fairpark if parking was free.
I have gone to many swap meets and fairgrounds in California year round. The weekend Swap Meets are a good activity for my family, with fresh food, entertainment and consistent vendors for a very low entrance fee and free parking
I hope the market at Fairpark becomes a reality!
I hope the Summer Pioneer Park Farmers Market will continue.
I like the farmer's market where it is and if you are talking about spending money to expand it you should build on what is already working. Changing the neighborhood would likely kill it.
I like the idea... I hope it spreads all along north temple. I live in rose park, minutes away from the fair grounds but I don't like going there because of the homeless.
I live in draper so it would have to be really cool to be worth the trip. I love the pioneer park farmers market because of the social atmosphere. So it would have to be poppin to be worth my while
I live in S Ogden
I love Farmers Markets, need smooth walks for bringing my walker
I love having more gardens, flowers, fresh foods, clean water, parks, arts, and community development like this. Thank you! Keep it up please!
I love the idea of a permanent market like this, but am concerned that it wouldn't be as highly utilized as other locations. But I would definitely visit and do it very often!
I love the idea of a permanent public market at the fairgrounds!
I love these markets in other cities and would go often
I love this idea
I love this idea and want to see broad implementation
I love this idea! Great tourism potential as well.
I love this idea. I think it will help out the west side. I hope you consider people that do their work locally and environmentally sound. I also hope you provide adult beverages. There's nothing like having a local beer when hanging out at a market.
I LOVE this idea. It is a great way to re-vitalize otherwise unused public spaces in an area (the west side) that is missing the food, art & culture available in more affluent neighborhoods. One thing not included in the survey is if there might be services included for the homeless and underserved populations suffering from addiction, etc. I would hate to see a "Rio Grande Operation" happen here. Let's not just displace the needy. Let's see if this place of community gathering can also serve them.
I prefer the Rio Grande location
I think a community space at the Fairpark is a fantastic idea and I would definitely go.
I think a location like the Fair Park would be a great step in pulling the west side into the great development and improvement of Salt Lake City.
I think an emphasis on multi-culturalism would be interesting and attract more people to the market (myself included!).
I think it is a great idea. A couple of good restaurants would be nice.
I think it would be a great idea and help revitalize the North Temple District.
I think it would be wonderful to have a community gathering place off of North Temple sand on the west side
I think it's hard to sell that location as it's so far from the commuters path. Some of the best Public Markets across the county are the nearest to public transportation options, crossing commuter paths and increasing daily foot traffic/transaction numbers. I think it would be a shame to move the Public Market that far from downtown and create another driving detestation for a city that is trying to become more walk-able and conscious of it's environmental impact.

I think mit is a good idea. Brings more of a chance to come into town
I think that if there Fairpark had a more attractive entrance it would be more inviting than it is now. The parking lot transition to the rest of the park is inelegant and doesn't reflect the beauty of the space once you actually enter. People don't usually realize how responsive they are to aesthetics of space but I believe this is an aspect that is lacking.
I think the downtown location makes more sense for a public market. The farmers market in pioneer park has been gearing up for this for decades - and the rio grande neighborhood is the right spot.
I think the Fairpark is not an ideal location for a public market. It should be closer to downtown.
I think the Fairpark would be the ideal Location. It already has everything that is needed.
I think the idea of looking at the fair park is ridiculous. It doesn't hold any appeal at all to me.
I think there is so much potential in our Fairgrounds. Thank you for gathering community input to create a better community gathering place!
I think this can and hopefully will be an awesome space for all year! Bars and locally owned restaurants with a unique edge!!!!
I think this is a fantastic idea for an underutilized space.
I think this is a grand idea! I think we need something like this year round.
I think this is a GREAT idea that would encourage people to come to an otherwise lacking downtown space. Salt Lake needs more spaces for local crafters, artists, musicians, and farmers to showcase their goods. Salt Lake also needs a better place for people to gather with friends and be in a space where local fare is offered
I think this would be fantastic for our little Rose Park/ Fair Park community. I don't attend many events in Salt Lake because I have children and it's hard to get out. But if there was a Public Market that we could walk to and that had a place for kids to play it would be a game changer!
I would frequent a public market as long as parking was free because I'd be spending my money inside the market.
I would like it to be self supported, not subsidized!
I would like to see an emphasis on local growers rather than people who by produce and resell; would also like it to be sustainable and a place I can buy products without additional packaging I typically find at grocery stores. I would also like to get there from home on public transportation without having to transfer 2 times.
I would love to see a dance floor with regular ballroom, swing, western and contemporary dancing evenings
I would love to see a public market at the State Fairgrounds *and* the entire Fairgrounds made accessible all year around - including the area near the river. The entire property should be made into a public park. Thank you!
I would love to see artists/vendors from the Fairpark, Rose Park area given priority as a way to prioritize and give back to the community in which the market would reside. Gentrification is an issue and bringing in outside vendors and outside customers will not benefit low-income, non-homeowning residents.
I would love to see many more events and social happenings in that space
I would love to see more community/family activities in the fairpark area!!
I would love to see the Fairpark used for more things and more often
I would love to see this Market at the Fair Park - we need more West Side entertainment
I would most likely only visit the market at the fairgrounds if I had friends or family visiting from out of town and we wanted something fun and touristy to do. When it comes to regular shopping. I choose the market closest to my home: Liberty Park Market.
I would prefer the market somewhere like rio grand. This area doesn't seem ready/able to support a marketplace at this time.
I'm all for a SLC public market! This would be such an important asset for our community and could support residents, small businesses, local farmers, and local food entrepreneurs. I would strongly prefer it to be located near the Rio Grande station/intermodal transit hub area. Much more convenient. If it were located near the intermodal hub/Rio Grand area I would shop there regularly - like weekly. LOVE THE IDEA.
I've always thought the Fairpark was a beautiful and tragically underused spot. Historic character, public space, right on the river! Having recently moved to the Fairpark neighborhood - I am really cheering for some new energy for this place. It really could be like a Pikes Place Market here in SLC if we do it right!!
I'm so excited to see new life brought to this fantastic space!
I've visited similar markets in all major cities I've visited and I felt like I got more culture of that city from my visit and got a taste and a feel for what the people there had to offer.
If a public market is created at the fairpark, it would be very beneficial to also make it convenient to access the market from the Jordan river bike path and the Trax station, rather than accessing the market via only/primarily the parking lot. That will encourage people (including me) to visit the market using sustainable/alternative transportation. Also, given SLC's goal to transition to 100% renewable electricity and 80% reduction in greenhouse gases, bold efforts should be made to maximize renewable energy generation and efficient use of energy at a public market.



If development of a farmer's market will take place at the Fair Grounds, development and cleaning up of the surrounding area should be a priority too. There are vacant lots, abandoned buildings, and some of the Rio Grande drug traffic has moved to North Temple. A project must look into the making the entire area more desirable to visit. It has the Jordan River Parkway, is close to downtown, and closer to the airport. Entice restaurants, bars, breweries, and denser housing to create a vibrant community that people will linger in after visiting a farmer's market.
If done right, this has great potential. Lots of free parking would encourage attendance.
If it's a market to sell us things, it annoys me to have to pay to get in to shop.
If there is going to be a year-round public market a beautiful permanent structure with ample natural light and connection to the outdoors/surrounding community is a must
If there was a farmers market with fresh organic produce from local farmers I'd definitely consider going to that because it would be so close to home and that's something I'm interested in.
If there were events like they have at the South Town convention center at the Utah Fair Park I would go
If we make it like our own Pike Place Seattle market or like the Kerrytown Market of Ann Arbor MI (but on a bigger scale) - It could really help development on the north temple area around it! But don't make it too large as it shouldn't swallow up the other unique gatherings in different neighborhoods of slc that we enjoy frequenting.
If you have it there provide free public transportation.
If you want a market, I would love to come if. Hi businesses are truly local. A local Lularoe or Scentsy consultant is not a LOCAL company. Please don't low any MLMs!
If you want people to come to the fairgrounds, you'll want to consider how to make the area feel safe and deal with the large homeless population that is in the area. I work down the street from the fairgrounds and have noticed a serious increase in homeless people and honestly I don't feel safe walking in the area by myself like I used to. This is the same problem faced at Pioneer Park Farmers Market, but since Operation Rio Grande, they've moved farther west. Good luck!
Is this different than the year round market proposed for the rio grande area?
It is a great idea! That space is mostly empty and it could be transformed into a great amenity
It is really important to me that this development doesn't force gentrification on the surrounding communities and that diversity and equal housing access is prioritized. I'm hoping that this will also provide stable employment for members of that community.
It is time for SLC to have a full time public market. I do not think the fair park is a good venue, much prefer the Rio Grande area. More enteral to more SLC residents.
It needs a lot more trees- quite hot in summer time
It seems that a public market would be the best use of the fair grounds as you would need extremely enticing events to get people to go to the fair grounds. There is no street engagement so people just driving by will not be compelled to walk in. However, I think a public market at the Station Center development would be much better and more utilized.
It should be at the Rio Grande. That's a space that needed revitalization and would provide a great connection to the existing Downtown Farmers Market
It would be a wonderful idea to use the fairpark for a year-round market - this could be a huge draw for people all over the valley and for tourists. It would enhance the northwest area of the city and is also accessible by roads and trax.
It would be fantastic for SLC to get a year round public market!
It would be great if you added more picnic tables and an eating area because if there is a market or a gathering place people would want to bring there families. This could also translate into fair time with more places for families to sit and enjoy the fair together.
It would be great to see the city support the west side of SLC and the north temple area.
It would be nice to have some more community gathering/activities on the westside of town. I've had to travel my entire life to experience farmers markets, concerts and other activities since there is nothing
It would be very nice to have a winter indoor gathering spot PLEASE!!! People get lonely and sad in the winter.
It would better if the farmer's market was open on weekdays as well as weekends
It's not a convenient location - and not near anywhere else that I would shop if what I am looking for is not at that market.
It's still scary over there
It's a good idea to revitalize the west side neighborhood, and retain culture by supporting local businesses and artisans.
It's next to the multipurpose center they covers some of your answers. Closing off entrances and making it harder for locals and customers who don't want to pay for parking is stupid. It deserves to fail if people aren't your main interest.
It's out of the way and difficult to get to.
It's to bad Utah doesn't do like FI
Just do it the crowds will come. Look at Pioneer Park with the Farmers Market the problem is it isn't open long enough during the day.
Keep it clean..Not the Walmart crowd..Higher prices and paid parking helps keep out the trash...Do NOT offer picnic /park type areas that is magnet for bums and panhandlers...SLC has enough of that already

keep the prices low so that venders can get a years use out of the space without wonder if they can budget it easy	
Keep up the good work. I grew up in the area and still go there even though I live farther away as an adult.	
Let people know what could be going on with signs and info about what you can still do there now i dont know what available	
Living as close as i do to the fairgrounds, I would like to see residential parking permits like around the U if this takes place. Many of my neighbors, like myself do not have off street parking. I would love to see even more events at the Fairgrounds, but i hate having to plan my life around whether or not I can park at my own home.	
Local goods and art	
Lots of bike racks	
Lots of parking and free	
Love it. Let's make it happen	
Love the fairpark for its long history there	
Love the idea of a public market but would like to see it closer to the CBD	
Love the idea of a year round market at the fairgrounds. It's an amazing space and sorely under-utilized	
Love this idea! I live so close to the fairpark and would love to see this happen!	
lower prices that going to attract a lot people.. thats what were all looking for..	
Make it happen already	
Make it like Terminal Market in Philly and I will be there all the time	
Make it like Union Market in DC! Local food and local goods vendors!	
Make it safer, parking easy and free	
Make sure you have sufficient parking for events, I will not come down to that area of town and fight parking outside of the park. Not interested in another flea market, has to be something different than offered in other locations.	
Make The Fair Park the jewel of our city.	
Making use of the park can help the community	
Many of these questions only allow for one choice and should allow for multiple options. Also there is no "back" option to use for amending answers. One who wrote the survey may be inclined to respond in defense of the survey as it is. However in its current configuration the results will be skewed. Maybe that's the point and decisions have already been made, rendering the survey a technicality within sad political bureaucracy. If the survey is meant to legitimately gather public opinion, it must be revised.	
More for dogs	
My survey is not valuable. I am in my 80s and markets are not of interest to me at this time.	
needs easy access by public transit (TRAX), make it walkable	
None of these activities would be an attraction to cause me to attend anything at Fair park	
Not sure what makers goods are	
Nothing should be done at the fairpark that would bring more people and increase air pollution on the west side	
Offer free or validated TRAX tickets, to encourage people to get there in a green way.	
Offer option to pay with EBT, affordable prices, LOVE the community input you're gathering! Incentives or bonus perks for biking to the State Park	
One example to look at - Alameda Flea, a monthly event	
Parking can be really bad for big events. Worried if this goes big will i still be able to park in front of my house?	
parking is always a huge factor. i don't go downtown that often unless i can justify paying the price of parking.	
Parking keeps me from many of the other markets - I want to go, but I get so anxious about parking! Fairpark is easy to get to in so many different ways. I'd love a market there!	
Parking needs to be free. Activities SHOULD NOT be subsidized through a parking fee! The event should be organized well enough that community attendance creates enough revenue, not parking!	
Pickle ball courts would be nice	
Please communicate how this is different than the proposed public market in the Riogrande neighborhood	

Please don't make this an middle-upper class only type of space. There are a lot of diverse communities and economic classes surrounding the Fairpark. Inclusiveness, access, and social and cultural consciousness should be considered as you develop this idea.
Please get a wine and beer license. I moved here from CA, love Utah, hate the laws.
Please make bars and affordable local food available there
Please make the market consumer friendly and walkable/bikeable.
Please make the market it would be great for Salt Lake City it would be similar to the one in Washington
Please make this a year-round community gathering place that both reflects the community around the Fairgrounds as well as attracts people who live outside Rose Park/downtown. Thank you!
Please provide the West Side more options for where we can get local fresh produce
Please respect the west side community as these ideas advance! Any success needs to be inclusive and sensitive to the context of its immediate community.
Please take this opportunity to make the most of pedestrians, bicyclists and transit users.
Please! Please! Please! Thanks!
Prices in Salt Lake markets are much higher than any markets I have been to outside of Salt Lake and Utah.
Proper Security (including parking) would make all of the above fun and inviting.
Public market at Fair Park is a great idea! Perfect location for something of that sort.
Public Market should be downtown
Ready, set, Pike place. Go!
Retail is dying but food and beverage is thriving. Good markets should not only have products for sale but food and drink and space to enjoy. I.E. Milk Market in Denver.
Riding facility and horse through time museum
Rio Grande would make a much better location for the year round market.
Salt Lake City has a real opportunity to do something great here - keep it simple.
Seats in stadium horrible. Not for large individuals
Seems like a great idea - and alcohol is definitely a driver to get younger adults involved!
SLC is ready for a year-round public market and I think the Fairgrounds would be a great place for it! Even though it's not close to my home, it would be great to help that area of the west side.
SLC needs a public market :)
Small restaurant stalls for local ethnic food would be amazing!
So you're not going with Rio Grande, huh? Downtown is a better location for this
Sounds awesome!
Sounds like a great idea!
Still need to be able to have the State Fair onsite - this shouldn't pre-empt the State Fair
Successful markets like you're proposing are in vibrant urban centers with other shopping & attractions nearby, not in the back corner of the city at the languishing fair grounds
suggest showing outdoor film or movie, free parking, first aid & security, list scheduled events in internet
Swap meets
Swap meets are a poor use choice
Thanks for all you do.
The concert venue at the Fairpark is a great place. I'd like to see it attract bands and artists at other times besides when the Fair is going on.
The current downtown location captures visitors to downtown who can easily walk from their hotel and discover this amazing amenity is slc. Vendors need these visitors and so do the surrounding businesses all within walking distance. This is what makes pike place great and accessible and what is needed to keep downtown a vibrant and cultural center.
The fair grounds are so beautiful and easily accessible by public transportation. I live in this neighborhood and to have a market like this would do wonders for our community!
The fairgrounds are in an unsafe neighborhood- most people would be afraid to attend
The Fairgrounds feel unaccessible. I only think of it for the fair. I needs to be marketed differently. I think this is a good idea.



The fairgrounds is overall poorly designed and it isn't an attractive space. The grounds would need significant improvement in order to host something of high quality there.
The Fairpark Area is gentrifying. Start now and it will be a success. Lots of foodies here.
The FairPark is completely underutilized and I think having a community public market would be an excellent use of this space. The downtown farmers market has gotten so crowded and Fairpark is a great alternative space to develop a year round market space. It would e great in revitalizing the area as well and helping to draw more desirable business into NOTE
The Fairpark is too far from downtown and doesn't have the right atmosphere. There are so many perfect places in the city.
The Fairpark isn't a good spot for a market. A market needs to be closer to the center of the city, like Rio Grande or Pioneer Park.
The fairpark just doesn't seem convenient for most things. We tolerate it for the fair, but I guess I'd have to be convinced that things are totally different and the hassle was worth it to want to go to other events there.
The Fairpark seems like a compromise between proximity to downtown and availability of parking for a venue like this. However, for something like this to be successful, it needs to be closer to Downtown and areas that typically host this type of venue in other cities (industrial, produce suppliers, etc.) The Granary neighborhood seems fitting, but when I consider markets in other cities outside of the ones previously mentioned (Chelsea Market in NYC, Oxbow Market in Napa), I can't help but think of Trolley Square. It seems like a such a waste that that space isn't being utilized better. In any case, these other markets are closing to high concentrations of residents and the fact that people can get the Fairpark via Trax doesn't mean they will just to visit a few stalls. You'll end up getting downtown residents driving that way, and essentially defeating the purpose of living downtown or creating something that is part of walkable, rideable city.
The market would have to have a strong & experienced organizer to be successful.
The space needs to be safe.
The state fair park is not in a good and safe area, it's better off in downtown where tourists can also enjoy
The State Fairpark is a bit outside of town and not quick to get to.. It would be great to have this venue closer to downtown, ie. like Pike Place Market in Seattle
The West side needs investment by the city beyond affordable housing. A year round market at the fair park would be an amazing investment in the community.
The Westside Market in Cleveland is an amazing year round market. The market houses butchers, cheese mongers, fresh produce, fresh cut flowers, bakeries and casual dining. I would love to see a market like that in SLC!
There have been community meetings and input for a long long time... when are we going to stop talking and start DOING?
There is typically homeless wandering the area just off the Jordan river trail that do approach people at the fair park trax stop.
There would need to be great public transit. Sundays are difficult.
This is a brilliant idea
This is a creative idea. I really like how they have these in other cities.
This is a fabulous idea. We love the State Fair, and the facility is underutilized.
This is a great idea - I'd hope it had not only fresh local foods, but also small local restaurants
This is a great idea, and I would absolutely frequent and support it!
This is a great idea, i love the markets in Detroit and Seattle
This is awesome!! SF has a great market that could be a model.
This is where RSL academy and stadium should be located. The city and state have had multiple viable options in front of them over the years and they have rejected them. I have no faith that either could make the area attractive
This needs to be closer to downtown. I like the idea but if we are building one by Rio Grand they will be too close to one another.
This neighborhood desperately needs some more cultural and community options that brings in all city residents. Very exciting any of these options are being considered!
This study is a waste of tax dollars and was pushed through so James Rogers could pander to his District. There is a site that has been studied and is ready to move forward where you already have proof of concept given the very successful Winter Market - and it's owned by the RDA. Stop wasting tax dollars on meaningless studies and get to work on the site that has already been identified.
This would be a great opportunity for salt lake events
This would be a positive force for the Fairpark and surrounding neighborhoods. Please include those communities in the decision and direction of these proposals, including those who are not currently housed.
This would be such an excellent use of this space. I would really love to see this happen
timing of a food (produce) market would be most important to me. Prefer a midweek day.
Utah State Fairgrounds are in a rough part of town and not near anything else.

Vans Skatepark is a +++++	
Visited the park for State Fair, Days of '47 & barrel races (couldn't mark all 3 on survey)	
We desperately need a year-round market, but it needs to be centrally located. The people who will go to a market like this are going to want to be nearer to downtown.	
We enjoy the summer farmers markets close to home, would love to have them year round. The Fair park would be a great place for this type of market, BUT I would Probably NOT attend very often if I had to pay the outrageous parking costs of \$10 a vehicle that is charged during the state fair.	
We find that things at the market are a lot of trinkets we don't need and high priced garden goods. I grow my own vegetables now because we have not been impressed with the markets here in Utah. We avoid things at the Utah State Fair park because we don't like paying for parking and the surrounding area is a bit sketchy to park in. We worry about our vehicle during the Utah State Fair. Public transportation is not convenient form of transportation for us and the cost keeps rising. It's cheaper for us to just drive and find free parking. We are willing to walk a few blocks for free parking and in an area that we feel more comfortable leaving our car in.	
We have a child on the Autism Spectrum. It would be best practice, if the State Fairpark Market allowed him to be himself. A space that he can move about, be creative, interact with others, snack on delicious food & not be a nuisance to the general public. There aren't many venues along the Wasatch Front that provide space for children with Autism.	
We have been on a mission so haven't been to SLC as much as usual. You should ask where people travel from. For us, Davis County.	
We love the public markets in other cities but one of the best things about them is that they are right in the heart of the city. State Fair Park seems pretty far out of the way and therefore not a location we would frequent as often as someplace more centrally located. Seems like Salt Lake is great place for a public market, but the Fairpark...not so much.	
We need things like this all around the Salt Lake Valley. I love that this is being considered!	
We need to attract ALL people of Salt Lake City and compete with other cities. Therefore a beer garden or wine bar is key along with places to enjoy local food!	
We should be always activating downtown. stop moving things away	
We took Trax to the state fair on a Sunday once and almost missed the last train	
We travel all over the US and Europe. We try to visit public markets everywhere we go. Some of my favorites were in Helsinki, Madrid, and Florence. Last month I visited a new one in Raleigh, NC. I would love if SLC had our own!!!	
We used to live in Columbus, Ohio and frequented the North Market often. It was a very successful indoor farmer's market with lots of delicious food and specialty items.	
We want a fresh flower market like Pike Place. I would go all the time if it were like that.	
We would definitely support this! Yay!	
We would love to see a market in the Fair Ground. We feel it would bring a lot of positive movement to the area.	
What happened to the downtown space across the street from the Rio Grande?	
While I have not visited the state fair park many times this year, I would be very excited to have a year round market and would visit often as it is within biking distance from my home.	
With all the various markets across the city and at various times of the year, it's unclear what problem would be solved by creating a market at the Fairpark. I would go there and I would be supportive, but I'm not sure I'm your target customer. There are so many other options I don't feel like we're missing out on markets.	
With the exception of the state fair, providing free parking would increase the draw to some of these venues, especially for seniors on fixed incomes.	
Would love it as long as it's not like little Tijuana	
would love it if the public market could be dog-friendly	
Would love this at the Rio Grand Depot! Would be great to have a full service bar area!!!	
Would love to see a year round farmer's market	
Yes! Yes! I want a public market on the west side. I just moved to Poplar Grove a few months ago and am excited to see more public gatherings spaces and food choices over here.	
You already missed this opportunity. It's too late now and doing this will hurt other markets.	
<b>QUALTRICS: What are your two favorite community-gathering places in Salt Lake City?</b>	
Farmers market, marmalade library	
the peace gardens and Jordan river parkway to ride bikes	
(1) Temple Square and City Creek; (2) University of Utah	
11th ave park, poperton park	
1st Liberty Park and everything else 2nd. We loved them all!	

9th & 9th and Sugarhouse	
9th & 9th, Gallivan	
9th and 9th and Avenues Street Fairs	
9th and 9th, and Liberty Park	
9th west farmers market and downtown farmers market	
9th West Farmers Market, Downtown Farmers Market, Wheeler Farm Farmers Market, 9th & 9th Street Fair, Avenues Street Fair, Marmalade Jam Fest, Gardner Village	
Abravenel Hall; iviant Center	
Abravenal hall, Gallivan Plaza	
Abravenel Hall, Red Butte Garden	
All	
All the libraries	
Any of the parks	
anywhere	
anywhere along the CBD stretch of Main Street	
Anywhere in Sugarhouse	
Anywhere there's an event I want to go to without the threat of homeless attacks.	
Arts Festival	
As above	
As if. So many ! Liberty Park, Hidden Hollow, Hogle Zoo, Red Butte Gardens, Gallivan Plaza, Regent St	
Bees games, Jazz games	
Big cottonwood canyon	
Bonneville Shoreline Trail & Jordan River Parkway	
Broadway cinemas, Library	
Capitol building and Liberty Park	
Capitol Hill, Sugarhouse area	
Christmas lights Temple Square and this is the place	
Church, dog park	
City and county building, Liberty Park	
City branch libraries and liberty Park	
City County Building and Liberty Park	
city county building, gateway	
City County Building, Joseph Smith Memorial	
city county building, pioneer park	
city county building, rio grande	
City county building/library square and gallivanting center	
City creek	
City Creek	
city creek	
City Creek	



APPENDIX F - SURVEYS

City Creek (except for Sundays, boo)	
City Creek & Memory Grove	
City Creek & Pioneer Park	
City Creek & Vivint Arena	
City Creek and anywhere downtown	
City Creek and fair park	
City Creek and Gallivan Center	
City Creek and Gallivan Plaza	
City Creek and Gateway	
City Creek and Gateway	
CITY CREEK AND INTERNATIONAL PEACE GARDENS	
City Creek and Liberty Park	
City Creek and Liberty Park	
City Creek and Library Square	
City creek and state fair park	
City creek and sugarhouse	
City Creek and Sugarhouse Park	
City Creek and temple Square	
City Creek and The Gateway	
City Creek and the Gateway	
City Creek and Trolley Square	
City Creek and Vivint Arena	
City Creek Canyon and Golden Braid/Oasis Cafe	
City Creek Canyon and Liberty Park	
City Creek Canyon and Sugarhouse Park	
City Creek Center & The Utah State Fairpark	
City Creek Center and Sugar House	
City creek liberty park	
City Creek Mall	
City Creek Mall	
City Creek Mall - Hogle Zoo	
City Creek Mall & Red Butte	
City Creek Mall and Farmers Market in Pioneer Park	
City Creek mall and Fashion Place mall	
City Creek mall and Red Butte Garden	
City Creek Mall and Sugarhouse Park	
City Creek Mall and The Gateway	
City Creek Mall and The Gateway	
City Creek Mall, Red Butte Gardens - And Temple Square (strangely not listed above...)	

City Creek park and canyon and Eccles theater
City Creek Park, Gallivan Plaza
City creek park. Liberty park
City creek temple awuare
City creek, Temple Square
City Creek, Conference Center Concerts
City creek, downtown farmers market
City Creek, Gallivan
City Creek, Gallivan Center
City Creek, gallivan center
City Creek, Gateway/Union Station Farmer's Market
City Creek, international peace gardens
City creek, liberty park
City Creek, Main Street (Downtown)
City Creek, Memory Grove
City Creek, Memory Grove Park
City Creek, State fairpark
City Creek, Swap Meet in West Valley Redwood
city creek, temple square
City Creek, temple square
City Creek, Temple square
City Creek, The Gateway
City Creek, The Gateway
City Creek, Tracy Aviary
City Creek. Riverside Park
City Creek/ Temple Square, 400 South Restaurants/shops
City Creek/RegentStreet
city hall grounds/library square,
City Hall, library square
City library and jordan river parkway
City library and Liberty Park
City library and Sugarhouse park
Coffeshops or slcpl
Community Center by the Jordan River and Farmers Market
Community parks
Concerts, farmers market
Conference center, jsmd, cheesecake factory, city creek
Cottonwood Dog Park
Cottonwood Dog Park, Liberty Park (especially during events)

## APPENDIX G - SURVEYS

Diwntown Farmers Market - Pioneer Park, Winter Market - Rion Grande
Don't have a favorite
don't have one currently
Don't know.
Don't know
Downtown
Downtown
Downtown
Downtown and the Main Library
Downtown Farmer's Market at Pioneer Park & Rio Grande Depot; Abravanel Hall
Downtown Farmer's Market at Pioneer Park and Red Butte Gardens
Downtown farmer's market in Pioneer Park; Liberty Park
Downtown Farmer's Market and Pinners Conference
Downtown farmers market
Downtown Farmers Market
Downtown farmers market
Downtown farmers market
Downtown Farmers Market and 9th and 9th shopping district
Downtown farmers market and red butte
Downtown Farmers market and Twilight Concert Series
Downtown Farmers Market at the Rio Grande or Pioneer Park, and Liberty Park
Downtown Farmers Market-Pioneer Park, Memory Grove
Downtown Farmers Market, Abravanel Hall
Downtown Farmers Market, Gateway
Downtown farmers market, Liberty Park
Downtown Farmers Market, Red Butte Concerts
Downtown Farmers Market, Sugarhouse Farmers Market
Downtown Farmers Market, Sugarhouse Park
Downtown Farmers Market, Twilight Concert Series
Downtown Farmers Markets
Downtown Farmers' Market (Pioneer Park), Salt Lake City Public Library/library square
Downtown Library and Fairpark
Downtown library area; Gallivan Plaza
Downtown market
Draper Park & Trolley Square
During farmer market at the Pioneer park. I also believe I have been to many events at the Gallivan plaza. The rest are too expensive to go often.
Eccles Theater, City Creek
Eccles theatre, Pioneer theatre
Eccles, when we do get out. Hermits.



Expo Center
Fair and Liberty park
Fair grounds and farmers markets
Fair park & Gateway
Fair Park & Liberty
fair park and city creek mall
Fair Park, City Creek
Fair Park, City Creek Mall
Fair park, zoo
Fairgrounds and Gallivan Plaza
Fairmont Park and sugarhouse park
Fairmont Park, ashington Square
Fairmont Park, Sugar House
Fairmont Park, Sugarhouse Park
Fairmont Park, Sugarhouse Park
fairpark
Fairpark
Fairpark
Fairpark & Gateway
FairPark & Red Butee
Fairpark and City Creek Mall
Fairpark and Gallivan Plaza
Fairpark and Liberty Park
Fairpark and liberty park
Fairpark Liberty
Fairpark, Liberty park
Fairpark, peace gardens
Farmer's Market
Farmer's Market - Liberty Park and Pioneer Park
Farmer's Market @ Pioneer Park; Gallivan events
Farmer's market downtown, gateway
Farmer's market only
farmer's market Pioneer park
Farmer's market, Liberty Park
Farmer's Market, 9th and 9th
Farmer's Market, Library events
Farmer's Markets
Farmer's Market and The Gateway
Farmers Market

farmers market	
Farmers market	
Farmers market	
Farmers market	
Farmers Market and Salt Lake Acting Company.	
FARMERS MARKET ARTS FESTIVAL	
Farmers Market @ Pioneer Park, Jazz shows at Gallivan	
Farmers Market & City Creek Mall	
Farmers Market & Liberty Park	
Farmers Market and Liberty Park	
Farmers market and local park. Rosewood	
Farmers Market and Pride	
Farmers market and state fair park	
Farmers Market and Sugar House park	
Farmers Market and Utah Arts Festival	
Farmers market art market	
Farmers market at pioneer park and memory grove park	
Farmers market at pioneer park and Utah state fair at fair grounds	
farmers market at pioneer park, liberty park, sugarhouse park	
Farmers Market at Pioneer Park, Library Square	
Farmers Market at Pioneer Park, Winter Market at Rio Grande	
Farmers Market at Pioneer Park; Liberty Park	
farmers market downtown and urban flea market at gateway	
farmers market gallivan plaza	
Farmers Market in Pioneer Park	
Farmers market pioneer park	
Farmers market pioneer park/ State Fair	
Farmers market- Pioneer Park; Red Butte Gardens	
Farmers market, concert venues	
Farmers market, festivals (living traditions, pride, etc)	
farmers market, flea market, gatherings at gateway like the Italian Festival and the Gospel Brunch	
Farmers market, gallivan	
Farmers market, gateway	
Farmers Market, Liberty Park	
Farmers Market, liberty park	
farmers market, red butte concerts	
Farmers Market, Sugarhouse Park	
Farmers market, Twilight	
Farmers Market.	

Farmers market/outdoor concerts
Farmers Markets and Downtown Library
Farmers markets at rio grande and liberty park
Fashion place and Salt Palace
Federal Building (for rallies); Liberty Park
Fisher Brewery
Fisher brewing
Fisher Brewing Company. Liberty Park.
Galavan center, Liberty Park
Galivan Center/Gateway
Galivan plaza, liberty park
gallavin plaza and liberty park
Gallavin plaza and pioneer park
Gallivan
Gallivan & Farmers Markets @ Pioneer Park
Gallivan and City & County Building
Gallivan and City Creek
Gallivan and Gateway
Gallivan and Gateway
Gallivan and libertu park
Gallivan and Liberty park
Gallivan and Red Butte
Gallivan and Sugarhouse park
Gallivan and twilight/Pioneer patk
Gallivan and Utah Fairpark
Gallivan and Wheeler farmers market
Gallivan center
Gallivan center & city creek mall
Gallivan Center and Downtown Farmers Market
Gallivan Center and Fairmont Park
Gallivan center and Gateway
Gallivan Center and Gateway
Gallivan Center and Liberty Park
Gallivan Center and Liberty Park
Gallivan Center and Liberty Park
Gallivan center and liberty park
Gallivan Center and Liberty park
Gallivan center and liberty park
Gallivan Center and Library Square



APPENDIX G - SURVEYS

Gallivan Center and Library Square	
Gallivan Center and Pioneer Park.	
Gallivan Center, Winter Market	
Gallivan Center, City Creek	
Gallivan Center, City Creek area	
Gallivan Center, liberty park	
Gallivan Center, Liberty Park	
Gallivan Center, Liberty Park	
Gallivan center, Liberty park	
Gallivan Center, Library Square	
Gallivan Center, Pioneer Park	
Gallivan Center, Red Butte	
Gallivan Center, Sugarhouse Park	
Gallivan center, utah state fair park	
Gallivan center. Downtown Farmers Market at Pioneer Park	
Gallivan Centet and Gateway	
Gallivan Main Street	
Gallivan Plaza	
Gallivan Plaza & Liberty Park	
gallivan plaza & liberty park	
gallivan plaza and fairpark	
Gallivan Plaza and International Peace Gardens	
Gallivan Plaza and Liberty Park	
Gallivan Plaza and Red Butte Garden	
gallivan plaza and state fair	
Gallivan Plaza and State Fair	
Gallivan Plaza and the Gateway	
Gallivan Plaza and the Gateway	
Gallivan plaza concerts and main street	
Gallivan Plaza for Twilight, Craft Lake City and other events. Library Square for Living Traditions and the Utah Arts Festival	
Gallivan Plaza, and Salt Lake City and County building	
Gallivan Plaza, Gateway	
Gallivan Plaza, International Peace Gardens	
Gallivan plaza, liberty park	
Gallivan plaza, liberty park	
Gallivan Plaza, Liberty Park	
Gallivan Plaza, Liberty Park	
Gallivan Plaza, Liberty Park, Gateway Mall, City Hall/Library City Creek	
Gallivan Plaza, Pioneer Park	

Gallivan Plaza, Pioneer Park (Saturday Market)
Gallivan Plaza, The Gateway
Gallivan Plaza. City Creek Center
Gallivan Sugar House Park
Gallivan, City Creek
Gallivan, downtown library.
Gallivan, liberty
Gallivan, Liberty Lark
Gallivan, Liberty Park
GALLIVAN, liberty park
Gallivan, Library Square
Gallivan, Library Square
Gallivan, parks
Gallivan, Pioneer Park, Liberty
Gallivant and Red Butte
Gallivant Plaza, State Capitol grounds
Gallivanting. Liberty
Gallivants Plaza, liberty park
Galvin Center and Liberty Park
Gardner Village. Hale Center Theater
Gateway
Gateway
Gateway
gateway
Gateway International Peace Gardens
Gateway (Urban Flea Market) and DIY Festival
Gateway & Fairpark
Gateway & Liberty Park
Gateway & Temple Square
Gateway and 9th & 9th
Gateway and City Creek
Gateway and Dog Parks
Gateway and downtown
Gateway and Galivan
Gateway and Gallivan
Gateway and Gallivan
Gateway and Liberty Park
Gateway and Liberty Park
Gateway and liberty park

APPENDIX G - SURVEYS

Gateway and rio grande	
Gateway city Creek mall	
Gateway Gallivan	
Gateway mall & fair grounds in salt lake	
Gateway mall, Temple Square	
Gateway mall, Utah state fair park	
Gateway now and Fairgrounds	
Gateway pioneer	
Gateway, City Creek Mall	
Gateway, Gallivan Plaza	
Gateway, Hogle Zoo	
Gateway, Liberty Park	
Gateway, Liberty Park	
Gateway, Liberty Park	
Gateway, Red Butte	
Gateway, Red Butte	
Gateway, U of U	
Gateway, Utah State Fairpark	
Gateway/City Creek	
golf courses and rec centers	
Grand Theatre SLCC; Mount Tabor concerts	
Herman Franks Dog Park, Liberty Park	
Hogle zoo	
Hogle Zoo & Gallivan Plaza	
Hogle zoo & utah state fairpark	
Hogle Zoo & ZXM Mall	
Hogle Zoo and any Sundance location (like Red Butte)	
Hogle Zoo and Gateway Mall	
Hogle Zoo and International Peace Gardens	
Hogle Zoo and the downtown famers market	
Hogle Zoo and Utah State Fairpark	
Hogle Zoo and Wheeler Farm	
Hogle Zoo, City Creek	
Hogle Zoo, Tracey Aviary	
Hogle Zoo, Tracy Aviary	
Hogle Zoo, Tracy Aviary	
Hogle Zoo, Tracy Aviary	
Hogle Zoo, Utah State Fairpark	
Holladay Lions Rec Center and Murray pickleball courts	



Hoogle Zoo and City Creek	
How about right in the middle of downtown, such as on State Street, which remains needlessly blighted despite development on Main?	
I do like to go to farmer's markets and things when I hear about them.	
I don't get out much	
I don't go to community-gathering places. I prefer to avoid crowds.	
I don't have a favorite gathering place in SLC	
I don't have any favorites	
I don't have favorites, but gallican is the worst.	
I hang out at Memory Grove with my dog. I have meet several people there. I also go to Liberty Park.	
I have none as I don't live in the city.	
I like fair park and Rio grande building for convenience and parking availability.	
I like Liberty Park and Sugar House Park	
I live in Tooele, but love the Aviary abd Zoo.	
I lived in FI and oh my the outside marketing is so over the top. You should take a lesson from them.	
I love International Peace Gardens and also Liberty Park.	
I love the community gardens in SLC and the parks	
I love the fairpatk	
I love to visit the International Peace Gardens and any of the markets (downtown farmers, winter market, etc.)	
I love what the Gateway is becoming, it is great for date night, grab a bite, or see a free summer concert.	
I love what they are doing with The Gateway.	
I really do like liberty park because I can walk there. I actually sort of hate city creek in principle- but I have regular events scheduled there.	
I Street, Parley's Historic Nature Walk	
Internacional Peace Gardens	
International peace gardens	
International Peace Gardens and Liberty Park	
International Peace Gardens and Mestizo Coffeehouse	
International Peace Gardens,	
International Peace Gardens, City Creek Canyon	
International Peace Gardens, City Creek Mall	
INTERNATIONAL PEACE GARDENS, LIBERTY PARK/TRACY AVIARY	
International Peace Gardens, Utah State Fairpark	
It used to be Pioneer Park before the park was destroyed with "remodleing"; Main Library.	
JCC and Library Square	
JCC, Costco	
Jordan Park & Liberty Park	
jordan park and chapman library	
Jordan park and State Fair park	
Jordan Park, Peace Gardens	
Jordan River Parkway Trail, Bonneville Shoreline Trail	

APPENDIX G - SURVEYS

Jordan river parkway, liberty park
Jordan River Trail and Memory Grove
Krishna Temple
Laird Park and Sugarhouse Park
Laird Park, Sugarhouse Park, Wasatch Park.
LDS Temple Square and Salt Palace
Legends Sports Pub, The Gateway
Liberty park, foothills
liberty
Liberty and anywhere Downtown!
liberty and sugarhouse parks
Liberty Park
Liberty Park
Liberty park
liberty park
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Liberty Park
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liberty park

Liberty park
Liberty Park and downtown SLC
Liberty park Reservoir park
Liberty Park and golf courses
Liberty Park and the Sugar House district.
Liberty park , Downtown
Liberty Park / City Creek Mall
Liberty Park / Downtown
Liberty Park / International Peace Gardens
Liberty Park / Peace Gardens
Liberty Park / Tanner Park
Liberty Park & .. ?
Liberty Park & City Creek
Liberty Park & Downtown farmers market
Liberty Park & Farmers Market
Liberty Park & Farmers Market @ Pioneer Park
Liberty Park & Gallivan Center
Liberty Park & Gateway Mall
Liberty park & hogle zoo
Liberty park & library square
Liberty Park & Pioneer Park
Liberty Park & Red Butte Gardens
Liberty Park & Rio Tinto Stadium
Liberty Park & Sugarhouse Park
Liberty Park & the Granary District
Liberty Park & the grounds of the City & County building
Liberty Park & This The Place Legacy Park
Liberty Park & Washington/Library Square
Liberty Park and
Liberty park and 9th & 9th
Liberty Park and Abravenel Hall
Liberty Park and anywhere I can take public transit to
Liberty Park and Capital building
Liberty Park and Capitol Theater
Liberty Park and City County Building
Liberty Park and City Creek
Liberty Park and City Creek
Liberty Park and City Creek
Liberty Park and City Creek Canyon



APPENDIX G - SURVEYS

Liberty Park and City Creek Center
Liberty park and city creek mall
Liberty Park and Downtown Farmers Market
Liberty park and downtown farmers market
Liberty Park and Downtown Farmers Market (Pioneer Pk)
Liberty Park and Downtown Library
Liberty Park and Fairmont Park
Liberty Park and Fairmont Park
Liberty Park and Fairpark
Liberty Park and Farmers Market
Liberty Park and Gallivan
Liberty Park and Gallivan Center
Liberty Park and gallivan plaza
Liberty Park and Gallivan Plaza
Liberty park and gallivan plaza
Liberty Park and Gallivan Plaza
Liberty Park and Gallivan Plaza
Liberty Park and Gallivan Plaza
Liberty park and gallivan plaza
Liberty park and Gallivants Center
Liberty Park and Gateway
Liberty Park and Gateway
Liberty park and gateway
Liberty Park and Gateway Mall
Liberty Park and International Peace Gardens
Liberty park and International Peace Gardens
Liberty Park and international peace gardens
Liberty Park and Library Square
Liberty Park and Library Square
Liberty Park and Library Square
Liberty Park and library square
Liberty Park and Library Square
Liberty Park and LindsayGardens
Liberty Park and Little Creek Canyon
Liberty Park and local river pathways
Liberty Park and Memory Grove
Liberty Park and Memory Grove
Liberty park and memory grove
Liberty Park and Peace Gardens

Liberty Park and Pioneer Farmers Market
Liberty park and pioneer park
Liberty Park and Pioneer Park
Liberty park and pioneer prk
Liberty Park and Red Butte
Liberty park and red butte
Liberty Park and Red Butte
Liberty park and red butte
Liberty Park and Red Butte Garden
Liberty Park and Red Butte Gardens
Liberty Park and Red Butte Gardens
Liberty Park and Red Butte Gardens
Liberty Park and Reservoir Park
Liberty Park and Sherwood Park
Liberty Park and State Fair Park
Liberty Park and Sugar House Park
Liberty park and Sugar house park.
Liberty park and sugar house shopping area
Liberty park and sugarhouse
Liberty Park and Sugarhouse Park
Liberty park and Sugarhouse park
Liberty Park and Sugarhouse Park
Liberty park and sugarhouse park
Liberty Park and Sugarhouse Park
Liberty Park and Sugarhouse Park
Liberty Park and sugarhouse park
Liberty Park and Sugarhouse Park, Utah State Fairpark is great when there are things going on.
Liberty Park and Temple Square
Liberty Park and the Fairpark
Liberty Park and the Farmer's Market
Liberty Park and The Gateway
Liberty park and the gateway
Liberty Park and The Gateway
Liberty Park and The Gateway
Liberty Park and The Gateway
Liberty park and the gateway
Liberty Park and The Gateway
Liberty park and the gateway
Liberty Park and the International Peace Gardens

APPENDIX G - SURVEYS

Liberty Park and the International Peace Gardens
Liberty park and the Jordan river trail
Liberty Park and the Jordan River Trail.
Liberty Park and The Library
Liberty Park and the library
Liberty park and the plaza between the library and the city government building.
Liberty Park and The Rio Grande
Liberty Park and the Salt Lake City Main Public Library
Liberty park and the sugarhood
Liberty Park and The Utah Arts Festival
Liberty Park and Tracy Aviary
Liberty Park and Trolley Square
Liberty Park and Trolley Square
Liberty park and Utah State Fairpark
Liberty park and utah state Fairpark
Liberty Park and Utah State Park
Liberty Park and Wasatch Hollow
Liberty park and Washington square
Liberty park city creek mall
Liberty Park Downtown Sugarhouse
Liberty Park Farmers Market
Liberty Park Gallivan Center
Liberty Park gallivan center
Liberty Park Gateway
Liberty Park Hogle zoo
Liberty park hogle zoo
Liberty park jordan park
Liberty Park Library
Liberty park red butte
Liberty Park Sugar house park
Liberty park sugarhouse park
Liberty Park,
Liberty Park,
Liberty park, gallivan center
Liberty Park, Gateway
Liberty park, Red Butte gardens
Liberty Park, 9th & 9th
Liberty Park, and I dunno... 9th and 9th
Liberty Park, and Sugarhouse Park



Liberty park, any farmers market
Liberty Park, Ballpark
Liberty park, big o doughnuts
Liberty Park, City & County Building/Library Square
Liberty Park, City Creek
Liberty park, City Creek
Liberty Park, City creek canyon
Liberty Park, City Creek Canyon/Memory Grove
Liberty Park, City Creek Park
Liberty Park, City Library, Gateway Mall
Liberty Park, Coffee shops
Liberty Park, dog parks
Liberty Park, Downtown
Liberty Park, Downtown Farmers Market
Liberty Park, Downtown Farmers Market
Liberty Park, Downtown Farmers Market
Liberty park, downtown farmers market
Liberty Park, downtown library
Liberty park, downtown public library
Liberty Park, Fairgrounds on North Temple
Liberty Park, Fairmont Park
Liberty Park, Fairmont Park
Liberty Park, fairpark
Liberty park, farmers market
Liberty Park, farmers market
Liberty park, farmers market
Liberty Park, farmers market
Liberty Park, Farmers Markets
Liberty Park, Galivan center
Liberty park, gallavin plaza
Liberty Park, Gallivan
Liberty Park, gallivan
Liberty Park, Gallivan
Liberty park, gallivan
Liberty Park, Gallivan
Liberty Park, Gallivan
Liberty Park, Gallivan Center
Liberty Park, Gallivan Center
Liberty Park, gallivan center

APPENDIX G - SURVEYS

Liberty Park, Gallivan Center
Liberty Park, Gallivan Center
Liberty Park, Gallivan Plaza
Liberty Park, Gallivan Plaza
Liberty Park, Gallivan Plaza
Liberty Park, Gallivan Plaza
Liberty Park, Gallivan Plaza
Liberty park, gallivan.
Liberty Park, Gateway
Liberty park, Gateway
Liberty Park, Gateway
Liberty Park, Gateway
Liberty Park, Gateway
Liberty Park, Gateway Mall
Liberty Park, Herman Franks Dog Park
Liberty Park, Hogle Zoo
Liberty Park, International Peace Garden
Liberty Park, International Peace Gardens
Liberty Park, Jordan River Trail
Liberty Park, Library
Liberty Park, Library Square
Liberty park, library square
Liberty Park, Library Square
Liberty park, library square
Liberty Park, Library Square
Liberty Park, Library Square
Liberty Park, Library Square
Liberty Park, Library square for festivals
Liberty Park, Library Square/Washington Square
Liberty Park, local library
Liberty Park, location of the SLC Farmers Market
Liberty Park, main library
Liberty Park, Main Street SLC
Liberty park, marmalade library
Liberty park, Marmalade Library,
Liberty park, Memorial Park
Liberty Park, Memory Grove
Liberty park, memory grove
Liberty park, memory grove

Liberty Park, Memory Grove
Liberty park, memory grove park
Liberty Park, Memory Grove/City Creek
liberty park, my house
Liberty Park, NHMU
Liberty park, nostalgia cafe
liberty park, peace gardens
Liberty Park, Peace Gardens
Liberty Park, Pioneer Park
Liberty Park, Pioneer Park
Liberty Park, pioneer park
Liberty Park, Pioneer Park
Liberty Park, Pioneer Park
Liberty Park, Pioneer Park
Liberty Park, Pioneer Park Farmers Market
Liberty Park, Pioneer Park Farmers markets. Also love taco fest in rose park
Liberty Park, pioneer Park market
liberty park, pioneer park, library square
Liberty park, popperton park
Liberty Park, Red Butt (concerts)
Liberty Park, Red Butte
Liberty Park, red butte
Liberty Park, Red Butte
Liberty Park, Red Butte
Liberty Park, red butte
Liberty Park, Red Butte Garden
Liberty Park, Red Butte Garden
Liberty Park, Red Butte Garden
Liberty park, red butte garden
Liberty Park, Red Butte Garden
Liberty park, red butte gardens
Liberty Park, red butte gardens
Liberty park, red butte gardens
Liberty Park, Red Butte gardens (concerts)
Liberty Park, Reservoir Park
Liberty park, rio grande
Liberty Park, Rio Grande Depot
Liberty Park, Salt Lake City & County Building
Liberty Park, Salt Lake Farmer's Market



APPENDIX G - SURVEYS

Liberty Park, Salt Lake Library
Liberty Park, sic library plaza
Liberty Park, SLC summer Farmer's Market
Liberty Park, State Fairpark
Liberty Park, Sugar House Park
Liberty Park, Sugar House Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, Sugarhouse Park
Liberty Park, The City Library
Liberty Park, The Gateway
Liberty Park, The Gateway
Liberty Park, The Gateway
Liberty park, the state room
Liberty park, This Is the Place
Liberty Park, This is the place.
Liberty Park, University of Utah
Liberty Park, University of Utah Lower Campus
Liberty Park, Utah State Capitol grounds
Liberty Park, Utah State Fair Park
Liberty park, Utah state fair park
Liberty Park, Utah State Fairpark
Liberty Park, Washington Square
liberty park, west point park
liberty park, Zoo
liberty park,gilgal gardens
Liberty Park; events at Library/Washington Square

Liberty Park; Public Library; City and County building grounds
Liberty Park; Salt Lake City Main Library
Liberty park. Peace gardens
Liberty Park. City Creek
Liberty park. Gateway
Liberty park. Main city library
Liberty park. Red butte
Liberty Park. Sugarhouse Park
Liberty park/ 15th and 15th
Liberty Park/ Main Street
Liberty Park/Tracy Aviary
Liberty Park/Tracy Aviary and Gallivan Plaza
Liberty Park/Tracy Aviary and Red Butte Garden
Liberty Park & Pioneer Park
Liberty park and City creek canyon
liberty park sugarhouse park
Libraries
Libraries and parks
Libraries and Sugarhouse Park
Libraries, recreation centers central in the valley
Library
Library
Library & Peace Gardens
Library Square
Library Square & State Capitol
Library Square and Liberty Park
Library square and liberty park
Library square and sugar house park.
Library Square and the downtown farmers market
Library Square Liberty Park
Library Square- and you forgot that on your list!
Library Square, Gallivan Center
Library Square, downtown like Gallivan or gateway
Library Square, Gallivan Plaza
Library Square, Liberty Park
Library Square, State Capitol
Library Square; Liberty Park
Library Square/City-County Bldg. Pioneer Park (Farmers Mkt)
Library, Farmers Market

APPENDIX G - SURVEYS

Library/Washington square and Liberty Park
Library/Washington Square & Liberty Park
Librty Park, Gallivan Center
Lindsey Gardens
Lindsey Gardens and Liberty Park
Living Traditions and The Public Library in SLC
Living traditions, public library
Main library
Main Library, Gallivan
Main Public Library, Farmer's Market
Main Street and 9th & 9th
Main Street and state street
Marmalade Branch Public Library & Abravanal Hall
Marmalade Library, Rose Wagner
Marriott library, and The Front Climbing Club
Memory Grove
Memory Grove and Liberty Park
Memory Grove and Liberty Park
Memory Grove and Liberty Park
Memory Grove park - Utah State Capitol
Memory Grove Park and City Creek
Memory grove park and food truck parks (soho or gallivan)
Memory Grove Park and Gallivan Plaza
Memory grove park, city creek
Memory Grove Park, City Creek
Memory Grove Park, Liberty Park
Memory Grove park, Red Butte
Memory Grove, City Creek
Memory Grove, downtown library
Memory Grove, Salt Lake Farmer's Market
Memory Grove/city creek canyon, Avenues area
Mestizo coffee house and international peace gardens
Metro Music Hall, NHMU Canyon
Mtn. America center on State Street, So. Jordan park
Murray Park, Temple Square
My home, my kids homes
my own backyard, clever octopus
n/A
N/A



n/a	
natural history museum, gateway	
Natural history museum, liberty park	
New to the city	
NHMU & Red Butte Gardens	
No real favorite.	
None	
None	
None	
none	
None	
None	
None / Make our city safer	
None are really favorites. But the Yards in Albuquerque were really fun.	
None in particular	
None in Salt Lake City, I live in Rose Park and we go to Foxboro splash pad and a new park in Bountiful.	
Northwest Recreation Center and Rivers Bend Senior Center	
not from SLC area	
Of those above? Maybe City Creek and Gallivan.	
ones that don't cost me, a taxpayer, more taxes.. Get it???	
outdoor summer food markets	
parks	
Parks	
parks	
Parks	
Parks (especially dog parks)	
Parks & Museums	
Parks and canyons	
Parks and city creek mall	
Parks and fairpark	
Parley's Nature Dog Walk Park, Wheeler Farm	
Parleys Nature Preserve	
Peace Garden, JR Parkway	
Peace gardens, and liberty park.	
peace gardens, gateway	
Peace Gardens, Liberty Park	
Peace gardens, liberty Park	
Peace Gardens, Pioneer Park Farmer's Mkt	
Peace gardens, usana	

## APPENDIX G - SURVEYS

Pioer Down pub and Wadlington Square
Pioneer and liberty park
Pioneer Park (Farmer's Market) and Rio Grand/Gateway areas
Pioneer park (farmers market) sugarhouse park
Pioneer Park and Liberty Park!
Pioneer Park and winter market at Rio Grande building
Pioneer Park Famers Market
Pioneer Park Farmer's Market, Liberty Park.
Pioneer park farmers market
Pioneer park farmers market and food truck night in sugar house
Pioneer Park Farmers Market and Peace Garden Sk8park
Pioneer Park Farmers Market, Christmas Market at Heritage Park
Pioneer park farmers market, Utah state fairpark
Pioneer Park Farmers' Mkt, Liberty Park
Pioneer Park for Farmers Market & Rio Grand Depot for Winter Market
pioneer park for farmers market and twilight, Gallivan Plaza
Pioneer Park for Saturday Market, Local coffee shops and the Foothills for exercise
Pioneer park liberty park
pioneer park marker, rio grande winter market
Pioneer Park Market and Gallivan Center
Pioneer Park Saturday market
Pioneer Park Summer Farmer's Market & Public Library
Pioneer Park Summer Farmers Market, Liberty Park
Pioneer Park which is being developed by money-monger developers.
Pioneer park- farmers market, red butte garden
Pioneer Park, The Gateway/Depot
Pioneer Park, City Library
Pioneer Park, Fair Park
Pioneer Park, Gallivan
Pioneer park, gallivan center
Pioneer Park, Gallivan, City County building for festivals...
pioneer park, gateway
Pioneer park, red butte garden
Pioneer Park, RioGrande
Pioneer Park, State Fairpark
Pioneer park(when it isnt all torn up) city county building grounds
Pioneer Theater. Sugarhouse Park
Places with free bicycle parking
Places with green space and easy access with public transportation

Planetarium Childrens Theater
Probably red butte gardens and Tracey aviary, but I love the dog parks and spend more time there than anywhere else
Publik Kitchen, Cactus and Tropicals
Raw Bean Coffee
Red Bute Garden, Pioneer Park Farmer's Market
Red Butte
Red Butte
Red butte
Red Butte
Red butte
Red Butte & Hale Center
red butte & Sugarhouse Park
Red Butte Amphitheater, Sugar House Park
Red Butte and City Creek
Red Butte and Downtown Farmer's Market
Red Butte and downtown library
Red Butte and farmers market
Red Butte and Galivan
Red Butte and Galivan Plaza
Red butte and Gateway area
Red Butte and Hogle
Red butte and hogle zoo
Red Butte and Liberty
Red Butte and Liberty Park
Red Butte and Liberty Park
Red Butte and Liberty Park
Red Butte and Library Square/City and County Building grounds
Red Butte and Main Library
Red Butte and Peace Gardens
Red Butte and Sugarhouse Park
Red Butte and Sugarhouse Park
Red Butte and Sugarhouse Park
Red butte concerts
Red Butte Concerts; Existing Farmer's Market (Rio Grande and Pioneer Park)
Red Butte Dirks Gield
Red Butte for concerts & Pioneer Park for Farmers Market
Red Butte Garden & Liberty Park/Tracy Aviary
Red Butte Garden & Univeersity of Utah
Red Butte Garden and Liberty Park

## APPENDIX G - SURVEYS

Red Butte Garden and Liberty Park
Red Butte Garden and Liberty Park/Tracy Aviary
Red Butte Garden and the Natural History Museum
Red Butte Garden, Downtown Pioneer Park Farmers Market
Red Butte Garden, Fairmont Park/downtown Sugarhouse
Red Butte Garden, Liberty Park
Red butte garden, liberty park
Red Butte Garden, Main Library/Washington Square
Red Butte Garden, State Room
Red Butte Gardens Library Square
Red Butte Gardens & City Creek Mall
Red Butte Gardens & Sugarhouse Park
Red Butte Gardens   The Gateway
Red butte Gardens and City Creek Mall
Red Butte Gardens and Liberty Park
Red Butte Gardens and the dog park off 1700 South.
Red Butte Gardens Concerts and Liberty Park
Red Butte Gardens, However I would LOVE it to be the fairpark
Red Butte Gardens, Liberty Park
Red butte gardens, liberty park
Red Butte Gardens, Liberty Park
Red Butte Gardens, Liberty Park
Red Butte Gardens, Liberty Park, Tracy Aviary
Red Butte Gardens, Steiner Recreation Center and Tracy Aviary
Red Butte Gardens, Utah Museum of Fine Arts
Red butte gardens. Must go see the daffodils!
Red Butte Gsrden, Northwest Recreation Centet
Red butte Liberty oak
Red Butte Park and liberty park
Red Butte Tracy Aviary
Red Butte, Tracy Aviary
Red Butte, and any of the flea markets
Red Butte, City Public Library
Red Butte, Gallivan
Red Butte, Gallivan
Red Butte, Gallivan Plaza
Red Butte, Gateway
red butte, liberty
Red Butte, Liberty Park



Red Butte, Liberty Park
Red Butte, Liberty Park, Farmers Market at Pioneer Park
Red Butte, Liberty Park, Gallivan
Red Butte, Pioneer Park farmers market
Red Butte; Pioneer Park
Red Butte/gallivan
Red Butte/Liberty Park
RedButte concert, Farmers mkt
RedButte Gardens and Gallivan Plaza
Redbutte gardens liberty park
Revamped Gateway Mall and Liberty Park if it can stay clean
Rice-Eccles Stadium and the LDS Conference Center
Rio Grand Winter Market and The People's Market
Rio Grande
Rio Grande and Pioneer Park
Rio Grande winter farmer's market, Memory Grove
Riverside Park and Liberty Park
Riverside Park and Liberty Park
Riverside Park Smiths Ballpark
Riverside Park, Liberty Park
Rosewood Park, Liberty Park
Salt and Honey and the SLC Farmer's market
Salt Lake City Downtown Library, Gateway Mall
Salt Lake City Downtown Library, International Peace Gardens
Salt Lake City Farmers Market, Red Butte Garden/Concerts
Salt Lake City Library and Gallivan Plaza
Salt Lake City Public Library, Sugarhouse Park
Salt Lake Farmer's Market
Salt Lake Farmers market
Salt Lake Main Library and Red Butte
Salt Lake Public Library, Granary District
SANDY EXPO CENTER
Sandy Senior Center, Salt Lake County Library
Sat Farmers Market downtown and Natural History Museum
Saturday farmers market, Liberty park
Ski Resorts and parks
SL Public Library
SLC Downtown Farmers Market, City Creek Mall, Gallivan Plaza
SLC Downtown Farmers Markets, Liberty Park

## APPENDIX G - SURVEYS

SLC farmer's market at Pioneer Park and Liberty Park
SLC Library and Liberty Park
SLC winter & summer farmer markets, red butte gardens
SLC Winter market and summer
Smaller neighborhood parks and red Butte
Square Kitchen and happy hour
State fair
State Fair
State Fair & Lagoon
state fair park /liberty park
State fair park and Bees ballpark
state fair, lagoon
State Park and Gateway
Steiner ice rinks, Temple Square
Sugar house coffee, red butte gardeb
Sugar House Park
Sugar house park & Gallivan
Sugar house park and liberty park
Sugar House Park and Library Square
Sugar House Park and Sugar House Commons
Sugar House Park, any of the can you s
Sugar House Park, Evergreen Senior/Library/Fitness Center
Sugar House Park, Fairmont
Sugar house park, Galivan center
Sugar House park, Liberty park
Sugar House park, library square
Sugar House Park, Wasatch Hollow Park
Sugar House Park; Natural History Museum
Sugar House, downtown
sugar space gateway
Sugarhouse
SUGARHOUSE - DOWNTOWN
Sugarhouse area and Liberty Park
Sugarhouse CBD, Sugarhouse Park
Sugarhouse park
Sugarhouse Park ; University of Utah
sugarhouse park and foothill village
Sugarhouse Park and Liberty Park
Sugarhouse Park and Liberty Park

Sugarhouse Park and Liberty Park	
Sugarhouse Park and Liberty Park	
Sugarhouse park and liberty park	
Sugarhouse Park and Liberty Park	
Sugarhouse Park and Liberty Park	
Sugarhouse Park and Red Butte Gardens	
Sugarhouse Park and SLC Public Library	
Sugarhouse Park, City Creek	
Sugarhouse Park, Family History Library	
Sugarhouse Park, Farmer's Market	
Sugarhouse Park, Gateway	
Sugarhouse park, Gateway	
Sugarhouse Park, Jordan River Parkway	
Sugarhouse park, Liberty park	
Sugarhouse park, Liberty park	
Sugarhouse park, Red Butte	
Sugarhouse park, Red Butte	
Sugarhouse Park, Red Butte Gardens	
Sugarhouse Park, S-Line Greenway in Sugarhouse	
Sugarhouse Park, Tanner Park	
Sugarhouse Park, The Gateway	
Sugarhouse park, zoo	
Sugarhouse Park; Red Butte	
Sugarhouse Plazas, Miller Audoban	
Sugarhouse, 9th and 9th	
Sugarhouse, draper	
Summer and Winter farmers markets	
Summer and winter farmers markets	
Summer and winter farmers markets, liberty park	
Summer farmers market pioneer park and public library	
Swap meet at the drive-in, farmers market downtown.	
Swap meet and home	
Symphony and Parks	
Tanner park, rio tinto stadium	
Temple square	
Temple Square & Abavenal Hall	
Temple Square and Downtown Farmers Market	
Temple square and liberty park.	
Temple square and parks or the peace gardens.	

APPENDIX G - SURVEYS

Temple Square and Pioneer Park	
Temple square and zooe	
temple square,	
Temple Square, Aviary/Liberty Park, This is the Place state park	
Temple square, city building area	
Temple Square, City Creek mall	
Temple Square, Fair grounds	
Temple Square, Liberty Park	
Temple Square, Sugar House Park	
Temple square, sugarhouse park	
Temple Square, The Gateway	
Temple Square, Vivint Arena	
Temple Square. Sugar House Park	
Thanksgiving Point, Gardiner Village	
The 10th East Senior Center.	
The Canyons and the Jordan River	
The Capitol Hill area and Red Butte	
The City & County Building: Liberty Park	
The downtown Farmers Market and Urban Flea Market	
The Downtown Farmers Market, local breweries	
The fairpark and gateway	
The Fairpark and Liberty Park	
the Fairpark and the Jordan Parkway	
The farmer's market in Pioneer Park, and the Convention Center	
The farmer's markets, wherever they are, and 9th and 9th.	
The Farmers Market	
The Farmers Market at Pioneer Park and the Winter Market at the depot	
the farmers markets - murray park summer, pioneer park summer, union station winter	
The gallivan and the salt palace	
The Gateway	
The Gateway & Liberty Park	
The Gateway & Liberty Park	
The gateway and fairgrounds	
The Gateway and Gallivan Plaza	
The Gateway and Liberty Park	
The gateway and red butte, but would love love to do more at the Fairpark.	
The gateway and Sugarhouse Park	
The Gateway and the Fair park.	
The Gateway and the Fairpark	



The Gateway and the Main Library
The Gateway and the zoo
The Gateway, anywhere with decent parking
The gateway, city hall
the gateway, fairpark
The Gateway, Liberty Park
The Gateway, Liberty Park.
The Gateway, Red Butte Garden
The Gateway, summer and winter farmers market
The Gateway, Utah State Fairpark
The gateway, Wheeler farm
The Gateway, Main Street/Downtown
The Ginormous Pumpkin Regatta at Daybreak and Utah State Fair
the Jordan river bike trail/bird refuge, and gay cruising out on 7200 west
The King's English bookshop and Osher Lifelong Learning Institute at the U of U
The parks, Liberty, Fairmont, Sugar house, Peace Gardens
The Salt Lake Farmer's Market in Pioneer Park and Liberty Park
The slcpl and Fairpark
The State Fair and the International Peace Gardens
The state Fair,
There are non that I'm aware of on the west side of salt lake
There is none in SLC!!
This is the Place State Park and Red Butte Gardens
Tracy aviary Red butte
Tracy Aviary and City Creek
Tracy aviary hogle zoo
Tracy Aviary, international peace gardens
Tracy Aviary/Liberty Park; Sugarhouse Park
Trolley Square and Library Square
Trolley Square and Temple Square
Trolley Square Pioneer Park
Trolley square, Gallivants, Red Butte
Trolley Square, Liberty Park
Trolley Square, the city building
Trolley square, liberty park
Twilight Concerts & Farmers Market
twilight & liberty
Twilight Concert Series & The Urban Chariot Race
Twilight Concert Series, Red Butte Garden

## APPENDIX G - SURVEYS

Twilight concerts at Pioneer Park and Beer Fest at the Utah State Fairpark
Twilight concerts/Red Butte Concerts
twilight, farmers market
U of U, Wheeler Farms
University of Utah 9th & 9th
University of Utah and City Creek
Urban Flea Market at the Gateway, Jordan River Parkway
Urban flea market, 9th West farmers market
usually gather out side of salt lake, holladay , spring city
Ut state fair park-rodeos, maverick ctr-hockey,
Utah Arts Alliance
Utah Arts Festival (Library Square), Farmers Market at Pioneer Park (before construction)
Utah Beer Festival Fairpark, DIY Festival Gallivan
Utah Fair Grounds. Northwest community center.
Utah fair park and city creek
Utah fairgrounds
Utah Museum of Natural History, Alta Club
Utah State Fair & Hogle Zoo
Utah State Fair and Hogle Zoo
Utah State Fair and Liberty Park
Utah State Fair grounds because they have lots of parking space
Utah state fair park and hogle zoo
Utah State Fair Park and Liberty Park
Utah state fair park, liberty park
Utah state fair, hogle zoo
Utah State fairpark
Utah State Fairpark / Gateway
Utah state fairpark and Downtown Sic
Utah State Fairpark and Farmer's Market at Rio Grande Depot
Utah State Fairpark, City Creek
Utah State Fairpark, Farmers Market
Uth's Hogle Zoo
Vivint and Gateway
Vivint Arena and Liberty Park
Vivint Smart Home Arena and Liberty Park
Washington Square / Library Plaza and Capital Hill
Washington Square, Temple Square
We are outdoors people... Mountains or Jordan River trail
West side!

Wheeler farm, downtown
wheeler farm, zoo
Wheeler Farms in Sandy, UT
Zoo & gateway
Zoo and fairpark
Zoo and liberty park
Zoo and red butte
Zoo and sugar house
Zoo temple square
Zoo, Aviary
Zoo, fairpark
Zoo, Liberty Park
Zoo, Liberty Park
Zoo, parks
Zoo, red butte
Zoo, Tracy Aviary
Zoo. Twilight Concerts





**Utah State Fairpark  
Survey – for Government Workers**

- 1. Would you consider shopping at a market at the Utah State Fairgrounds?**
  - a. Yes
  - b. No
  
- 2. If so, would you visit the market (check as many that apply)**
  - a. Over your lunch break
  - b. After work
  - c. On a break
  - d. On a weekend
  
- 3. Would you consider eating lunch at a public market at the Utah State Fairgrounds?**
  - a. Yes
  - b. No
  
- 4. Where do you regularly eat lunch now?**
  - a. I skip lunch
  - b. I eat at my desk
  - c. I eat in an employee breakroom
  - d. I eat in my car
  - e. I eat in a restaurant
  
- 5. How long do you have for lunch?**
  - a. 30 minutes
  - b. 60 minutes
  - c. I work through lunch
  - d. Other
  
- 6. If the State Fairpark had a public market with multiple vendors each specializing in selling a specific item what would you like to buy there? (Pick your top 3)**
  - a. Fresh food
  - b. Prepared food
  - c. Arts/crafts
  - d. Vintage/antiques
  - e. Clothes/jewelry
  - f. Collectibles
  - g. Makers goods

h. Other (please specify)

**7. What else would attract you to the State Fairpark? (Pick your top 3)**

- a. An indoor/outdoor, year-round community gathering space
- b. Beer garden or wine bar
- c. Space for cultural events, concerts and performances
- d. Studio and gallery spaces for artists
- e. Kitchen for cooking classes and events
- f. Activities/events for kids and families
- g. Activities/events for seniors
- h. Group Exercise (yoga, cross-fit, tai-chi, walking and running groups, etc.)
- i. Amenities for picnics/BBQs
- j. Other (please specify)

**8. What is your home zip code? (open-ended)**

**9. With which gender do you identify?**

- a. Male
- b. Female
- c. Prefer not to answer

**10. In what range does your age fall?**

- a. Less than 21 years
- b. 21 – 29 years
- c. 30 – 39 years
- d. 40 – 49 years
- e. 50 – 59 years
- f. 60 – 69 years
- g. 70 or older

**11. What is your ethnic background?**

- a. White, Caucasian, Anglo
- b. African-American, Black
- c. Hispanic or Latino
- d. Asian (including Asian Indian, Chinese, Filipino, Korean, Japanese, Vietnamese)
- e. Two or more races
- f. Other \_\_\_\_\_

**12. Including yourself, how many people live in your household? \_\_\_\_\_**

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

- a. Less than high school diploma
- b. High school graduate or GED
- c. Some college or Associate's Degree
- d. Bachelor's Degree
- e. Master's Degree or higher

**14.** Additional Comments you would like to share: \_\_\_\_\_





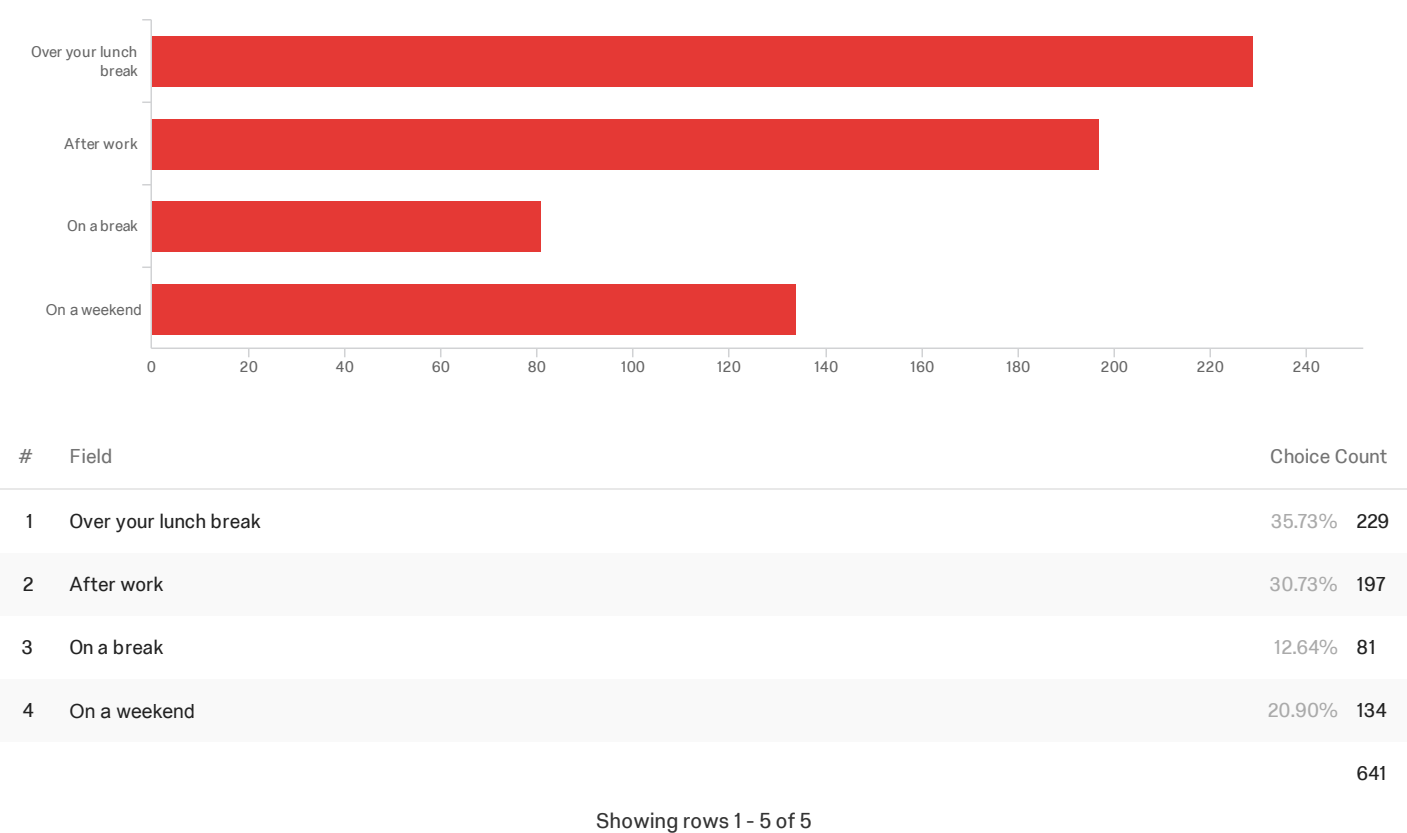
# Public

State Fairpark Market - GOV WORKERS  
July 22, 2019 1:33 PM MDT

Q1 - Would you consider shopping at a market at the Utah State Fairgrounds?



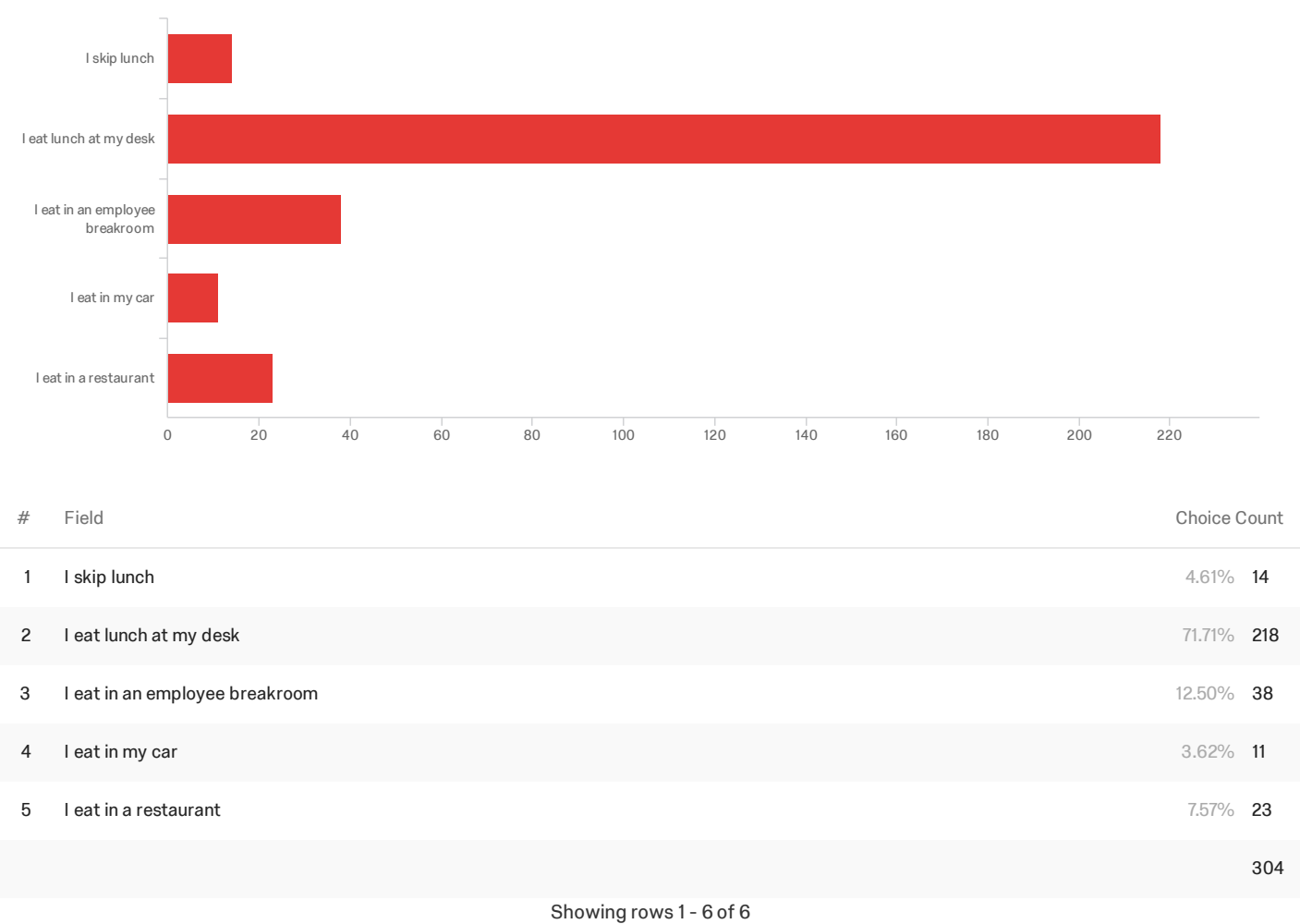
Q2 - Would you visit the market (select all that apply):



Q3 - Would you consider eating lunch at a public market at the Utah State Fairgrounds?

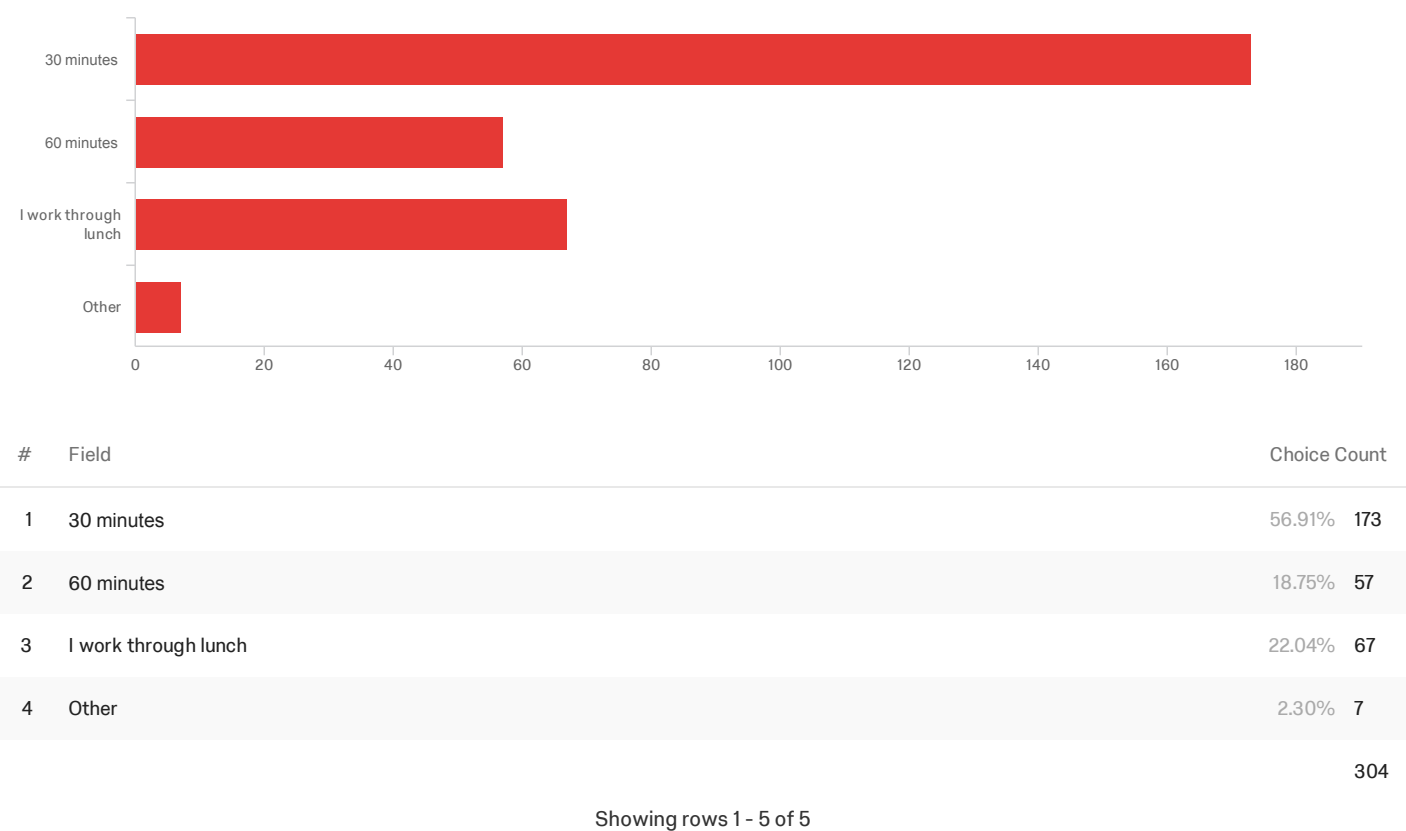


Q4 - Where do you regularly eat lunch now?





Q5 - How long do you have for lunch?

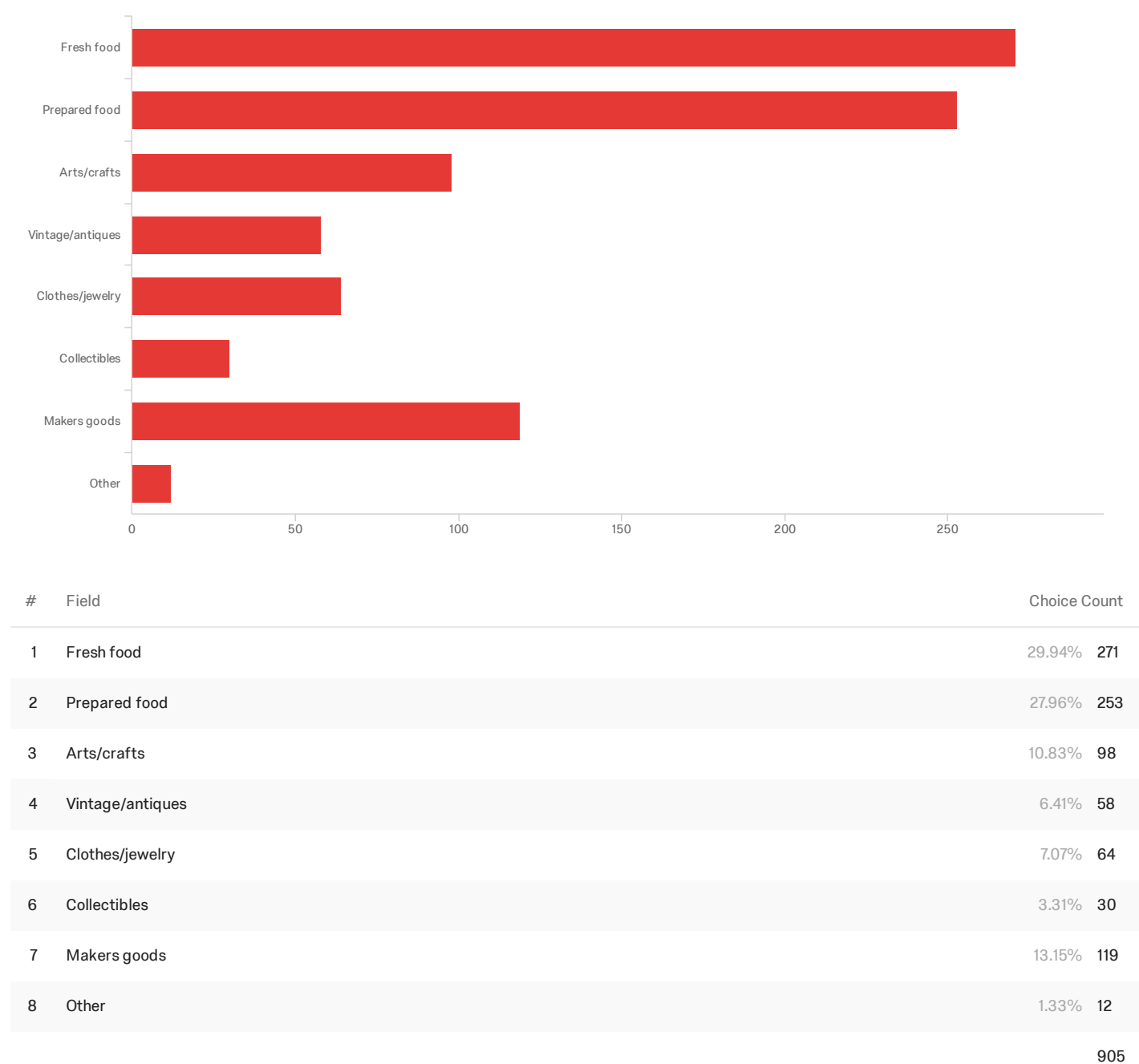


Q32\_4\_TEXT - Other

- Other
- what fits in with my schedule that day
- only have breaks, work part time
- It varies day-to-day, and I can take as long as I would like/need
- 30-60 minutes, sometimes work through lunch
- 30-60 minutes
- 30-60
- 15 minutes

APPENDIX G - SURVEYS

Q6 - If the State Fairpark had a public market with multiple vendors each specializing in selling a specific item what would you like to buy there? (pick your top 3)



Showing rows 1 - 9 of 9

Q12\_8\_TEXT - Other

Other

local produce

None - no interest

specialty items: honey, cheese, etc

Coffee

Organic and allergen friendly lunch options

Specialty food items

Fishing Gear

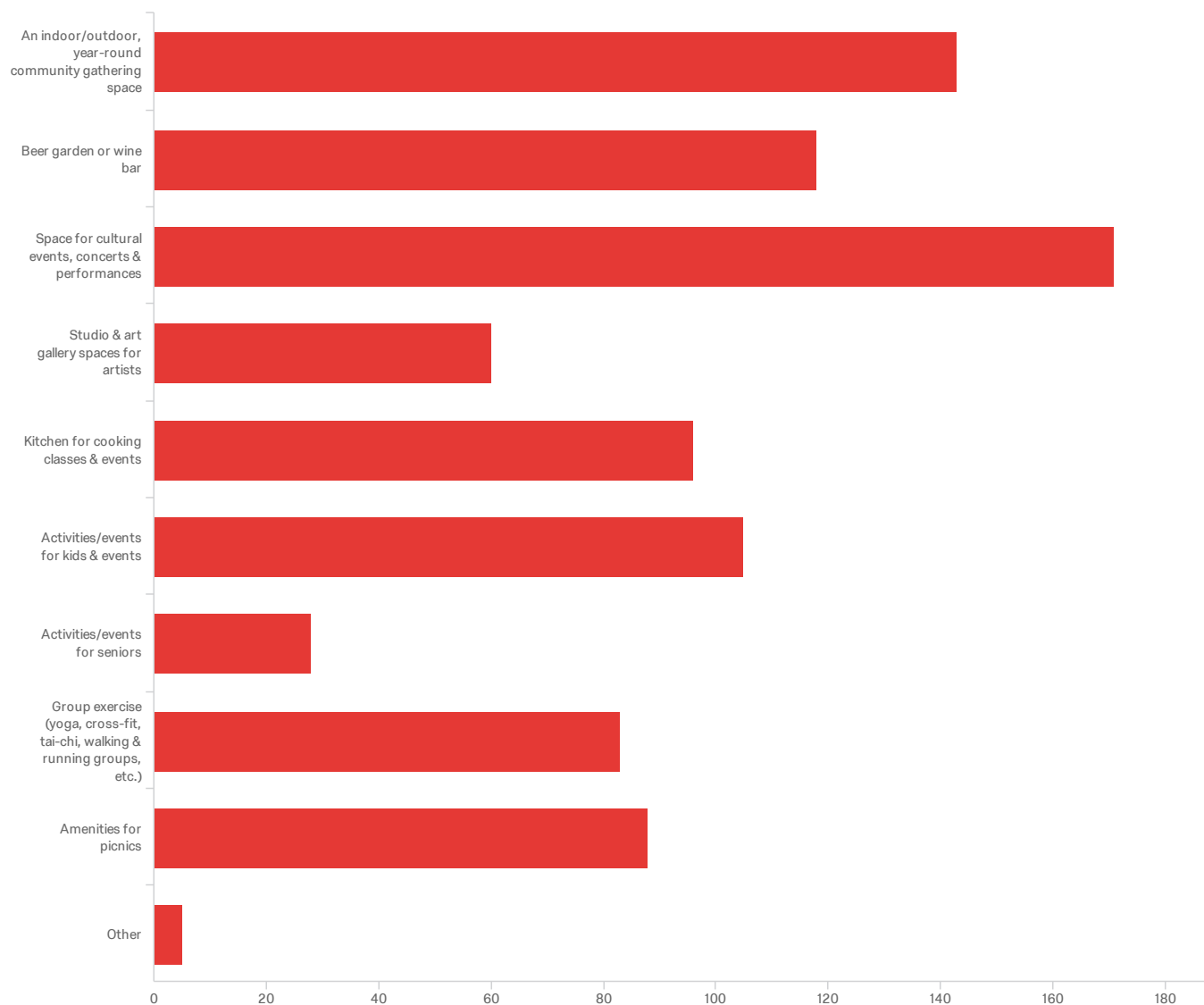
locally sourced cheese, eggs, fruit and vegetables

farmers market items

Produce/Meat/eggs

## APPENDIX G - SURVEYS

### Q7 - What else would attract you to the State Fairpark? (pick your top 3)



#	Field	Choice Count
1	An indoor/outdoor, year-round community gathering space	15.94% 143
2	Beer garden or wine bar	13.15% 118
3	Space for cultural events, concerts & performances	19.06% 171
4	Studio & art gallery spaces for artists	6.69% 60
5	Kitchen for cooking classes & events	10.70% 96
6	Activities/events for kids & events	11.71% 105



7	Activities/events for seniors	3.12%	28
8	Group exercise (yoga, cross-fit, tai-chi, walking & running groups, etc.)	9.25%	83
9	Amenities for picnics	9.81%	88
10	Other	0.56%	5

897

Showing rows 1 - 11 of 11

## APPENDIX G - SURVEYS

### Q8 - Is there anything else you would like to tell us?

Is there anything else you would like to tell us?

Thank you for considering opening this up year round. I think it will be a nice addition to the community.

specialty vendors such as cheeses would be great!

N/A

Thanks for conducting this survey! I enjoy the Pioneer Days celebration at the fairgrounds each year. thanks!

I would want to make sure I felt safe using a market there. Currently we have a large transient population in the area and there are reports from our director about used needles around the building/trails. During the day, walking to a lunch area at the fairpark would be a nice change.

I would like if this benefited the neighbors as well, not just more privileged shoppers. It would be great to reach out to the local community to see what they would want.

Consider the existing community and their needs

This is a great idea! I love similar markets in other cities I have visited and the fairgrounds would be perfect for it!

Great idea if done right! Focus on local producers!

Safety in this area is a significant concern.

I think it would be great to have a public market at the fairgrounds!

It would depend on the accessibility (quick in and out), parking (close and free), costs of goods (competitive prices with lower end, cheaper places such as Walmart and fast food. No high end expensive items).

Love the idea of a public market!! Would shop consistently there!

I think it is a Great idea.

Check out Sweet Auburn Curb Market and Ponce City Market in Atlanta as well as the Boston Public Market in Boston. Both great markets!!!

This is a FANTASTIC idea. SLC should include a space of this type. It may become a social gathering place for many while improving the economic fabric of our community!

Be aware that some people will answer your survey about things they are only temporarily interested in. I would hate for vendors to invest and then have people's interest wane over time.

Great idea for the nearby community, too. Many offerings in one place.

Please keep it reserved for local businesses and make accessible to people of all income levels.

Dont forget the Chocolates , Candy, Slushes, Bakery

Is there anything else you would like to tell us?

I love the idea of turning that area for this type of redevelopment.

My answers are contingent upon, that all the vendors not be Mexican or Hispanic products and food. Considering the community surrounding the State Fair grounds I think it would quickly become a Mexican/Hispanic Market and I would NOT shop or go there. The products and food would need to be more diverse in order for me to become a patron. Also the market would need to be safe and well maintained. I currently eat at my desk because I do not feel safe anywhere outside my work building in this area. It's a disgusting and dangerous area. To be honest, I believe the market would quickly become over-run with homeless and panhandlers before it would become successful.

Reading Terminal Market in Philadelphia is a good example to emulate.

Look at Ponce City Market in Atlanta. A similar model would be amazing to have in Utah.

It might be a good place for festivals. (asian festival, blues festival, etc.)

Homeless and drug crime is pretty rampant in the area. That would need to be managed for people to feel safe enough to come to the area.

I would like to see the Public Market to be a family place that I can take my kids to.

This would be an amazing addition to the downtown/Rio Grande Market. PLEASE DO IT!

You spelled weekend incorrectly. It lists on one of the answers as weeked

Make sure it's a clean and safe environment in order to help people feel comfortable going there. Also, free parking would be a big factor.

It needs to be transient-free, otherwise it will drive away the public/purchasers

We need healthy lunch options in this area! Our state office has the worst onsite meal vendor. I would love for this to happen!

i think this is a fantastic opportunity

If you could attract a wide variety of food vendors, similar to Quincy Market in Boston, or any of the European food markets I'd be there frequently with half of my office

This is a great idea! I strongly support it and loved these kinds of markets in other places I lived.

Would like to have a place where we could do meetings with our teams there, as an opportunity to leave our building and support this idea.

Focus on food, and minimal arts / crafts

Farmer's Market with local vendors would be a good idea

This sounds like a dream! I love the idea.

UDAF is moving to Taylorsville, so we will not likely come to the State Fairgrounds for lunch

The Days of '47 Arena is awesome and I have attended 10 nights of events there.

free is key

## APPENDIX G - SURVEYS

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Is there anything else you would like to tell us?

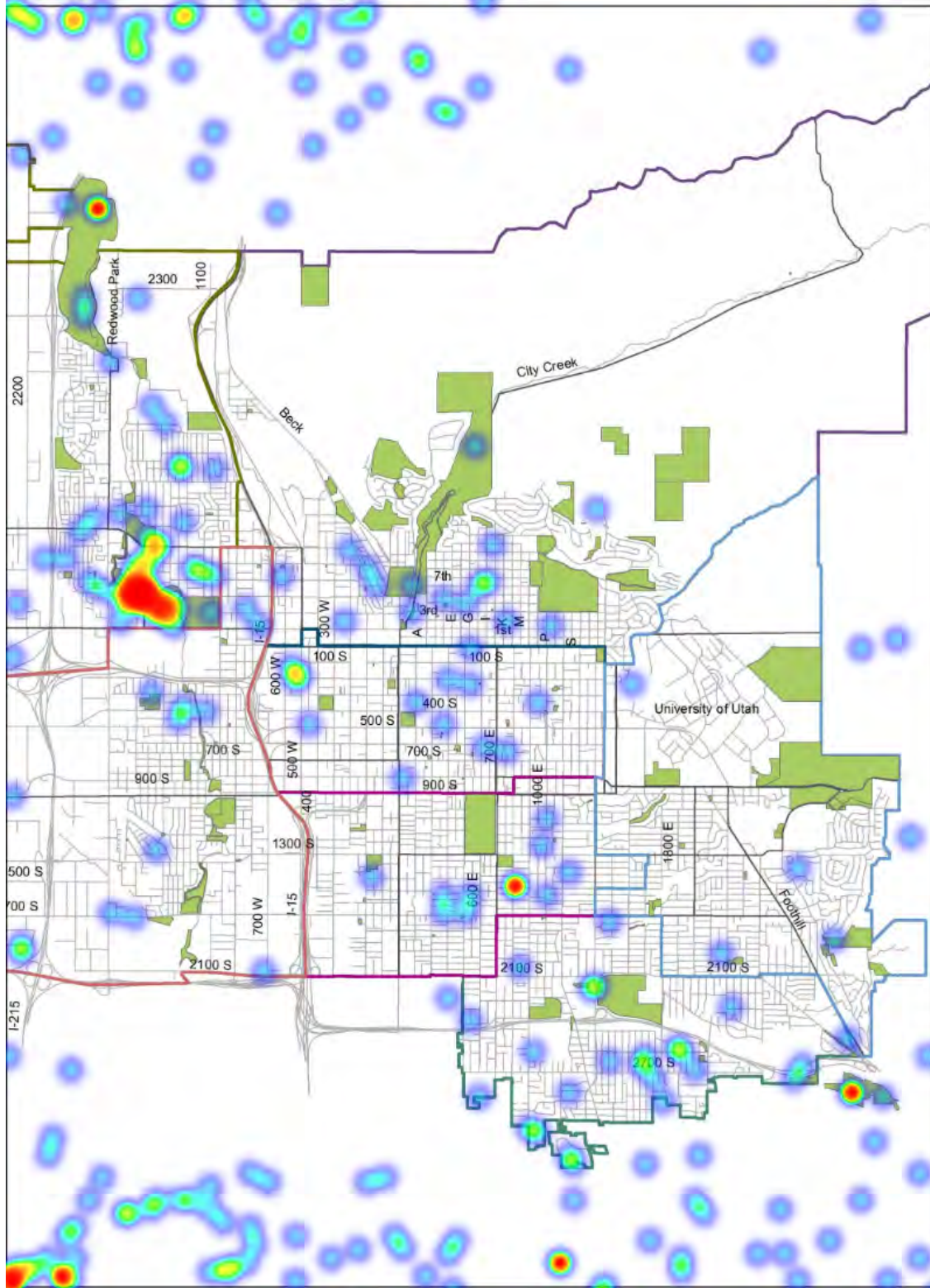
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I would love a place to go close by that I could eat or shop at.

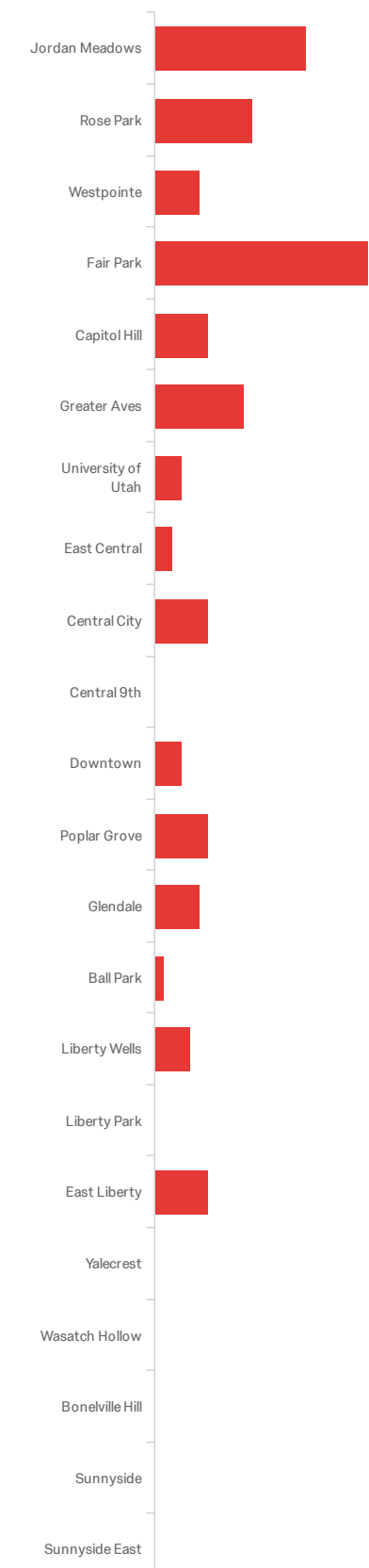
Sounds wonderful! Check out <https://www.northmarket.com/>, North Market in Columbus, Ohio. Would be great to have something like that!

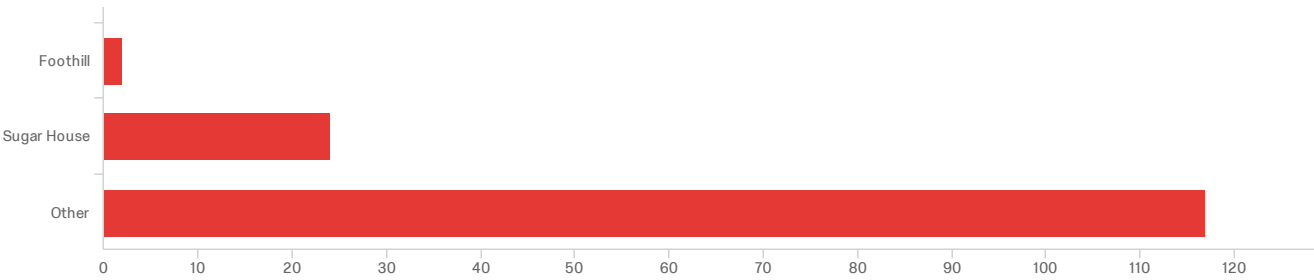


Q9 - On the map, please click on the approximate location nearest to your home. If you do not live or work in Salt Lake City please click off the map in the white space.

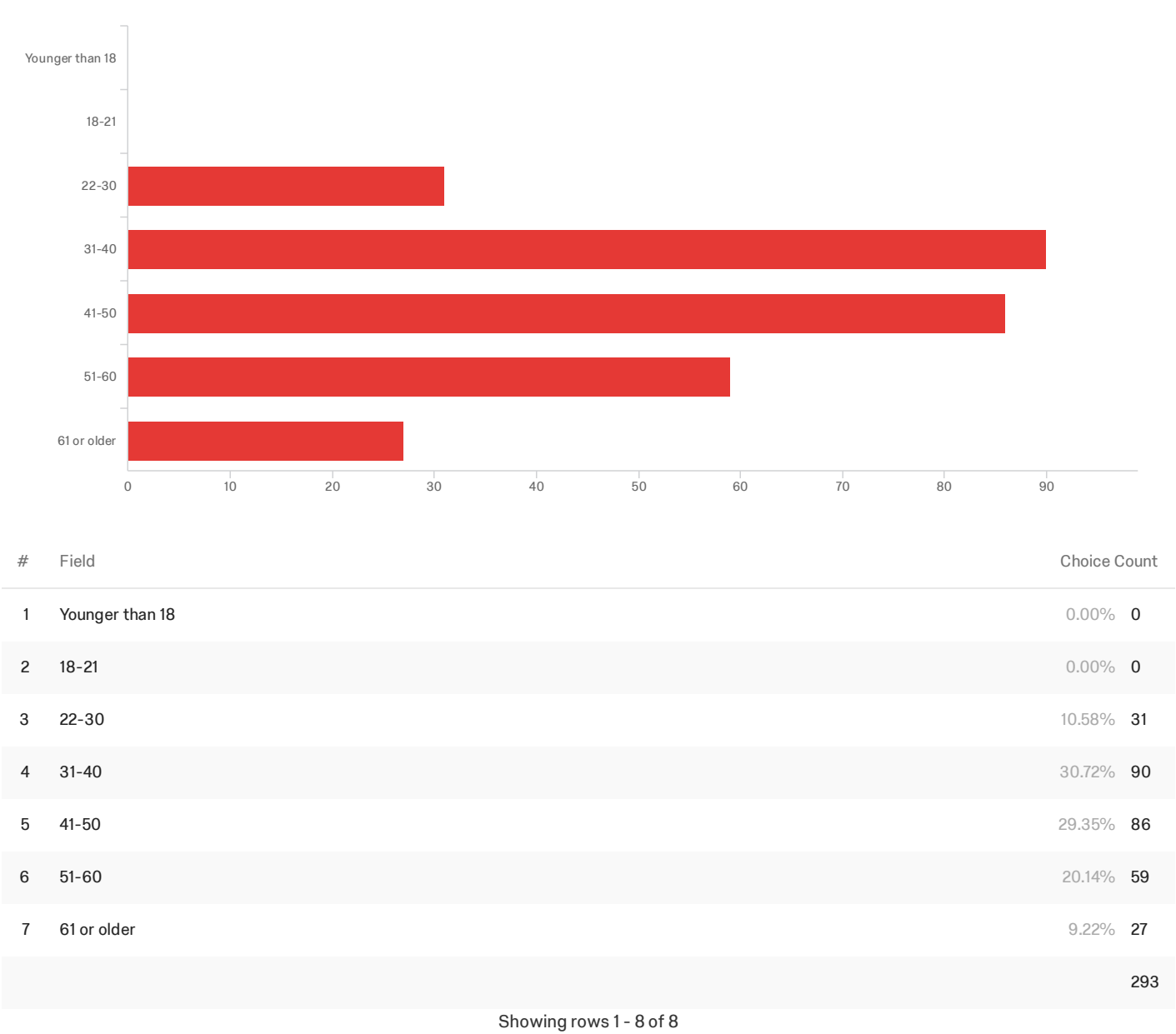


(Q9 Continued)



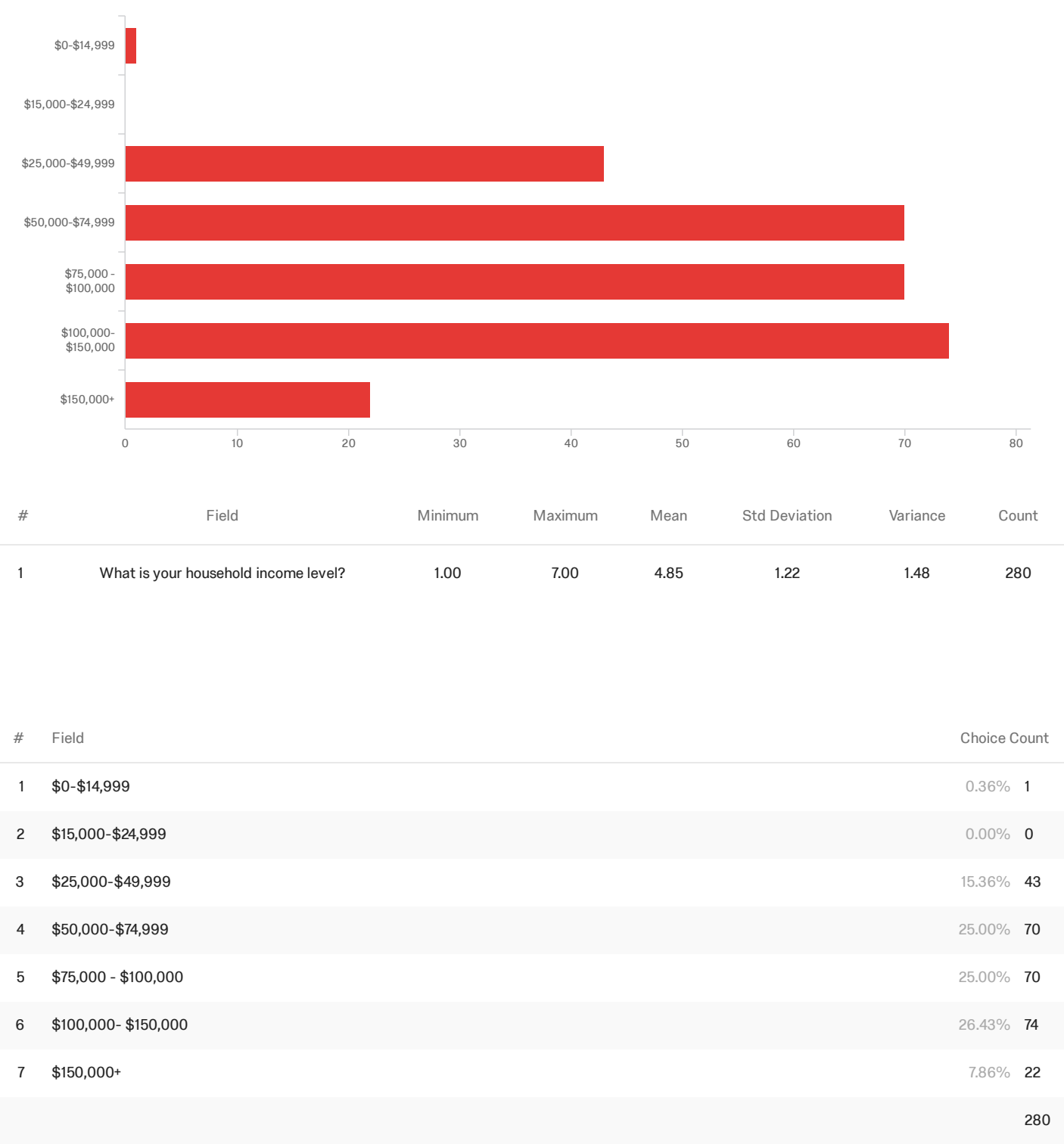


Q10 - What is your age?



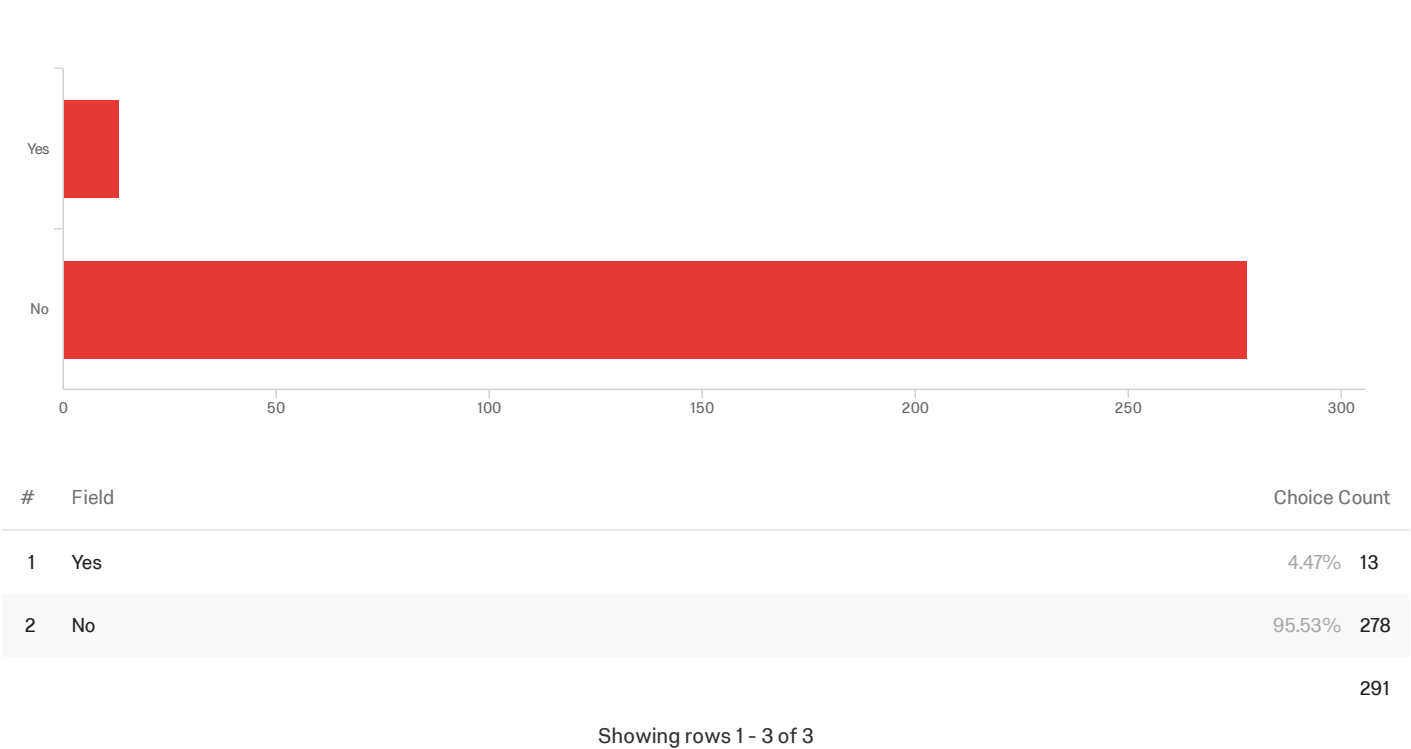


Q11 - What is your household income level?

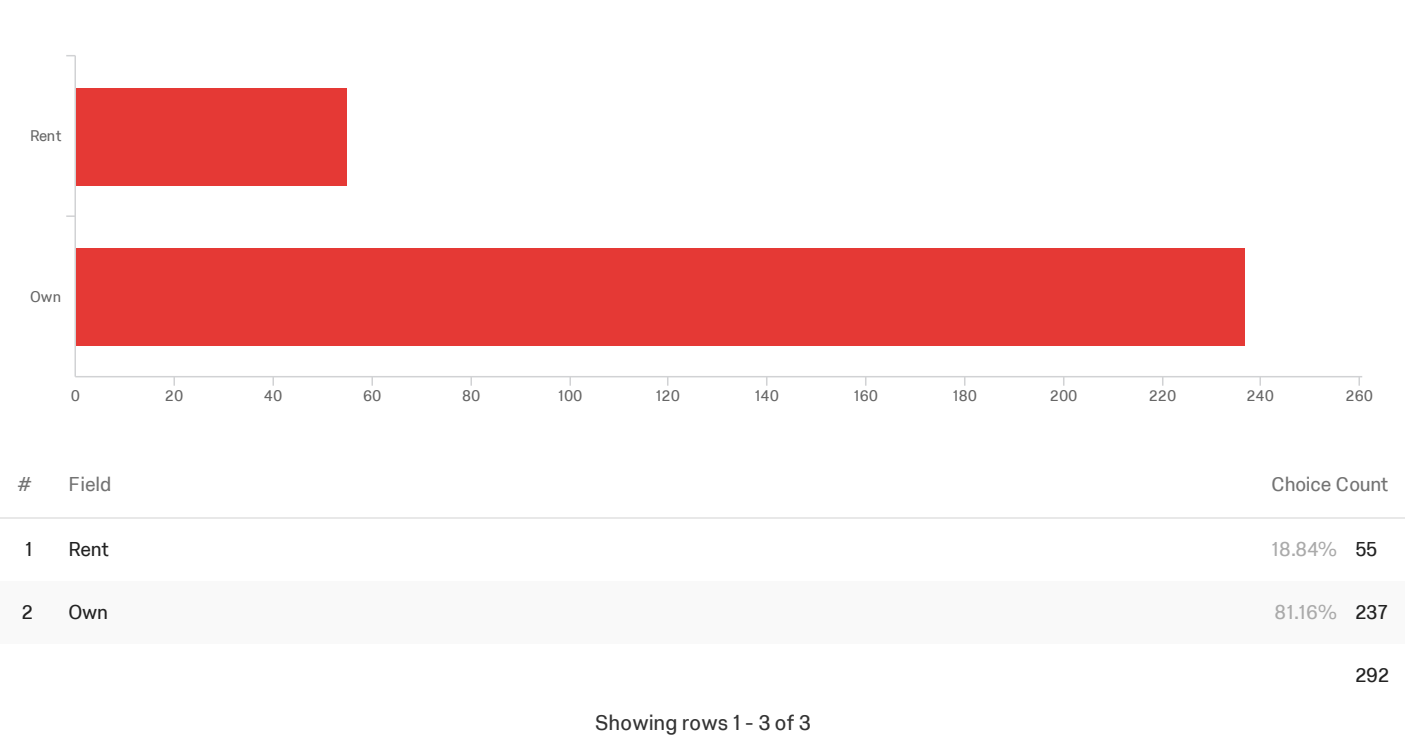


Showing rows 1 - 8 of 8

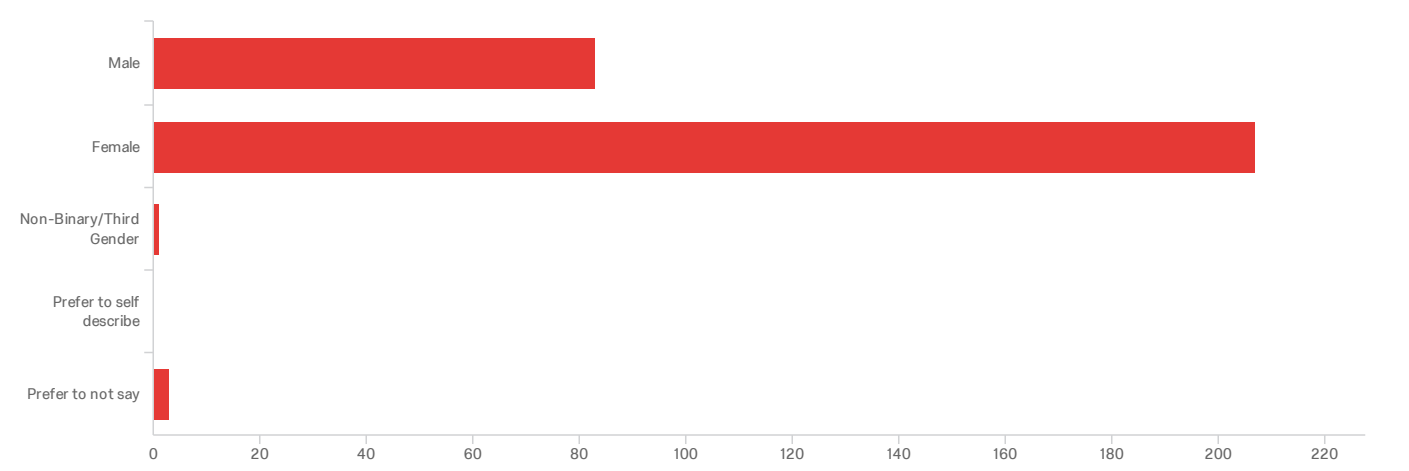
Q12 - Are you a student?



Q13 - Do you rent or own?



Q14 - What is your gender?

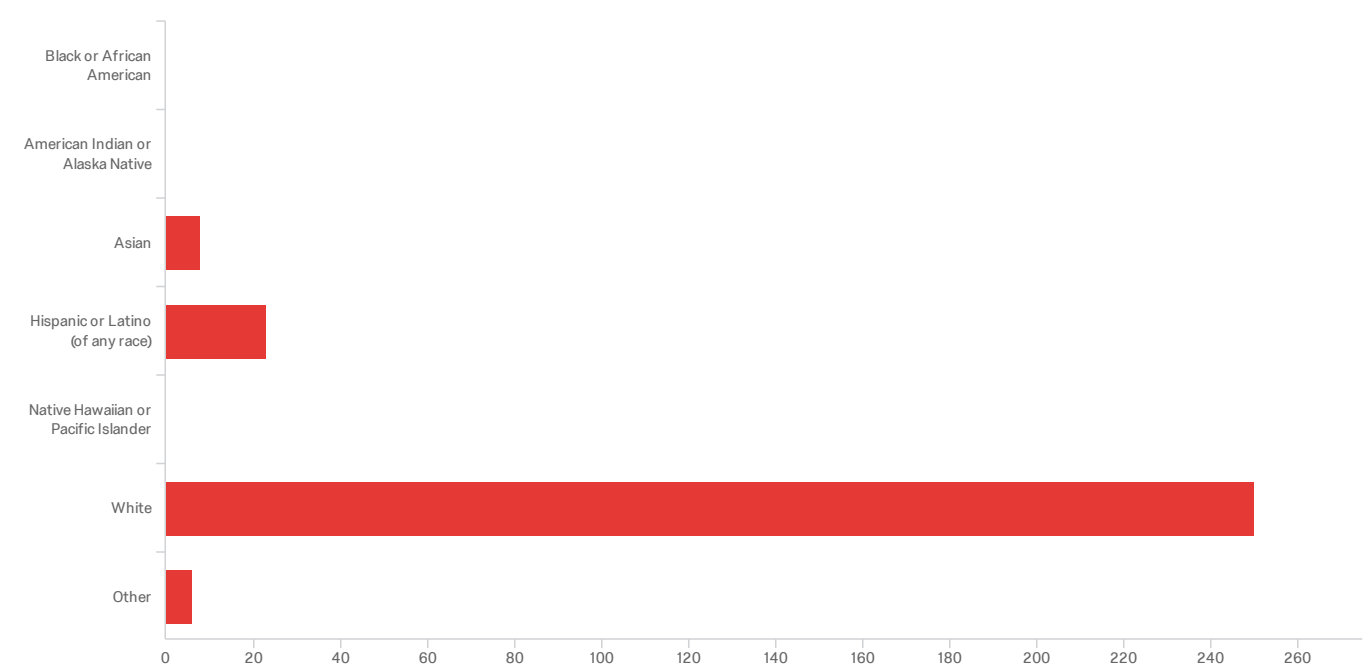


#	Field	Choice Count	
1	Male	28.23%	83
2	Female	70.41%	207
3	Non-Binary/Third Gender	0.34%	1
4	Prefer to self describe	0.00%	0
5	Prefer to not say	1.02%	3
			294

Showing rows 1 - 6 of 6



Q15 - What is your ethnicity?



#	Field	Choice Count
1	Black or African American	0.00% 0
2	American Indian or Alaska Native	0.00% 0
3	Asian	2.79% 8
4	Hispanic or Latino (of any race)	8.01% 23
5	Native Hawaiian or Pacific Islander	0.00% 0
6	White	87.11% 250
7	Other	2.09% 6
		287

Showing rows 1 - 8 of 8

End of Report



# APPENDIX H – FINANCIAL BACKUP

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PUBLIC MARKET@THE STATE FAIRPARK





Outdoor Market Pro Forma with 32, 60, 85, and 120 Vendors

	NUMBER OF VENDORS			
	32	60	85	120
Net Income/Market	\$18.00	\$174.00	\$1,954.00	\$4,116.00
Number of Markets Annually	1	1	4	8
Annual Net Income/Market Size	\$18.00	\$174.00	\$7,816.00	\$32,928.00
TOTAL ANNUAL NET INCOME	\$40,900.00			

VENDOR MIX (32)			
INCOME			
VENDOR TYPE	QUANTITY	STALL FEE	TOTAL INCOME
Food Trucks	4	\$100	\$400
Food Stalls	10	\$100	\$1,000
Non-food stalls	15	\$80	\$1,200
TOTAL VENDORS	29		
		Income (Vendors)	\$2,600
OTHER INCOME			
Beer (% rent)	1	\$750	\$750
Specialty Retail	2	\$200	\$400
Sponsors/Partners			PROGRAMMING
Total Vendors/Tenants	32	Income Subtotal	\$3,750
EXPENSES			
EXPENSE	STAFF QUANTITY	DAILY RATE	TOTAL EXPENSE
Management*	2	\$250	\$500
Security	1	\$288	\$288
Cleaning	3	\$160	\$480
Advertising			\$2,000
Programming			SPONSORED
Miscellaneous			\$500
		Expense Subtotal	\$3,768
INCOME PER MARKET			(\$18)

VENDOR MIX (60)			
INCOME			
VENDOR TYPE	QUANTITY	STALL FEE	TOTAL INCOME
Food Trucks	6	\$100	\$600
Food Stalls	20	\$100	\$2,000
Non-food stalls	30	\$80	\$2,400
TOTAL VENDORS	56		
		Income (Vendors)	\$5,000
OTHER INCOME			
Beer (% rent)	1	\$1,000	\$1,000
Specialty Retail	3	\$200	\$600
Sponsors/Partners			PROGRAMMING
Total Vendors/Tenants	60	Income Subtotal	\$6,600
EXPENSES			
EXPENSE	STAFF QUANTITY	DAILY RATE	TOTAL EXPENSE
Management*	3	\$250	\$750
Security	2	\$288	\$576
Cleaning	5	\$160	\$800
Advertising			\$3,500
Programming			SPONSORED
Miscellaneous			\$800
		Expense Subtotal	\$6,426
INCOME PER MARKET			\$174

Outdoor Market Pro Forma with 32, 60, 85, and 120 Vendors

VENDOR MIX (85)			
INCOME			
VENDOR TYPE	QUANTITY	STALL FEE	TOTAL INCOME
Food Trucks	10	\$100	\$1,000
Food Stalls	30	\$100	\$3,000
Non-food stalls	40	\$80	\$3,200
TOTAL VENDORS	80		
		Income (Vendors)	\$7,200
OTHER INCOME			
Beer (% rent)	1	\$1,200	\$1,200
Specialty Retail	4	\$200	\$800
Sponsors/Partners			PROGRAMMING
Total Vendors/Tenants	85	Income Subtotal	\$9,200
EXPENSES			
EXPENSE	STAFF QUANTITY	DAILY RATE	TOTAL EXPENSE
Management*	3	\$250	\$750
Security	2	\$288	\$576
Cleaning	6	\$160	\$960
Advertising			\$4,000
Programming			SPONSORED
Miscellaneous			\$960
		Expense Subtotal	\$7,246
INCOME PER MARKET			\$1,954

VENDOR MIX (120)			
INCOME			
VENDOR TYPE	QUANTITY	STALL FEE	TOTAL INCOME
Food Trucks	10	\$100	\$1,000
Food Stalls	40	\$100	\$4,000
Non-food stalls	60	\$80	\$4,800
TOTAL VENDORS	110		
		Income (Vendors)	\$9,800
OTHER INCOME			
Beer (% rent)	1	\$2,000	\$2,000
Specialty Retail	9	\$200	\$1,800
Sponsors/Partners			PROGRAMMING
Total Vendors/Tenants	120	Income Subtotal	\$13,600
EXPENSES			
EXPENSE	STAFF QUANTITY	DAILY RATE	TOTAL EXPENSE
Management*	4	\$250	\$1,000
Security	3	\$288	\$864
Cleaning	7	\$160	\$1,120
Advertising			\$5,000
Programming			SPONSORED
Miscellaneous			\$1,500
		Expense Subtotal	\$9,484
INCOME PER MARKET			\$4,116

Phase 2: Barns 8-10, Indoor Public Market 5-Year Operating Pro Forma					
KEY ASSUMPTIONS			VACANCY RATES		
Operating Months per Year	12		Year 1	20%	
Operating Days per Month	16		Year 2	15%	
Fringe Benefits (%)	25%		Year 3	10%	
Inflation Rate	2%		Year 4	5%	
Rent Growth over Inflation	2%		Year 5	5%	
	YEAR 1	YEAR 2	YEAR 3	Year 4	Year 5
INCOME					
Barn 8	\$ 225,000	\$ 229,500	\$ 234,090	\$ 238,772	\$ 243,547
Barn 9	\$ 225,000	\$ 229,500	\$ 234,090	\$ 238,772	\$ 243,547
Barn 10	\$ 280,000	\$ 285,600	\$ 291,312	\$ 297,138	\$ 303,081
Common Area Charges CAM	\$ 120,000	\$ 122,400	\$ 124,848	\$ 127,345	\$ 129,892
Vacancy Lost	\$ 170,000	\$ 130,050	\$ 88,434	\$ 45,101	\$ 46,003
Total Income	\$ 680,000	\$ 736,950	\$ 795,906	\$ 856,925	\$ 874,064
EXPENSES					
Personnel					
Manager	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,896	\$ 86,594
Assistant manager	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,121
Clerical	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918	\$ 16,236
Maintenance and Janitorial	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,896	\$ 86,594
Development, PR and Events	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448	\$ 43,297
Security	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448	\$ 43,297
Fringe Benefits	\$ 76,250	\$ 77,775	\$ 79,330	\$ 80,917	\$ 82,535
Advertising/Events	\$ 100,000	\$ 102,000	\$ 104,000	\$ 106,120	\$ 108,243
Office	\$ 12,000	\$ 12,240	\$ 12,484	\$ 12,734	\$ 12,989
Legal/Professional	\$ 10,000	\$ 10,200	\$ 10,400	\$ 10,612	\$ 10,824
Insurance	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530	\$ 27,060
Fees/Permits	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412
Net Utilities	\$ 60,000	\$ 61,200	\$ 62,424	\$ 63,672	\$ 64,945
Garbage	\$ 35,000	\$ 35,700	\$ 36,414	\$ 37,142	\$ 37,885
Maintenance and Repair	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,121
Supplies	\$ 30,000	\$ 30,600	\$ 31,212	\$ 31,836	\$ 32,472
Total Expenses	\$708,250	\$722,415	\$736,818	\$751,595	\$766,625
Net Operating Income (NOI)	\$ (28,250)	\$ 14,535	\$ 59,088	\$ 105,330	\$ 107,439

## APPENDIX H - FINANCIAL BACKUP

### Phase 2 Indoor Market Annual Rent Income

BARN 8				
Total SF	Aisles, seating, storage, event space SF	Leasable SF	Rental cost/SF/Year	Annual Rent
14,000	6,500	7,500	\$30	<b>\$225,000</b>

BARN 9				
Total SF	Aisles, seating, storage, event space SF	Leasable SF	Rental cost/SF/Year	Annual Rent
14,000	6,500	7,500	\$30	<b>\$225,000</b>

BARN 10		
Total SF (rented to a single tenant)	Rental cost/SF/Year	Annual Rent
14,000	\$20	<b>\$280,000</b>

COMMON AREA MAINTENANCE (CAM)			
Leasable SF	Total leasable SF for Barns 8 and 9	CAM Fees/SF/Year	CAM Charges/Year
7,500	15,000	\$8	<b>\$120,000</b>

### Phase 2 Indoor Market Annual Sales Needed to Support Vendor Parts

BARN	% OF SALES FOR RENT	ANNUAL RENT	ANNUAL SALES NEEDED
8	10%	\$225,000	\$2,250,000
9	10%	\$225,000	\$2,250,000
10	10%	\$280,000	\$2,800,000
<b>TOTAL</b>		<b>\$730,000</b>	<b>\$7,300,000</b>

SALES NEEDED/YEAR	SALE(\$)/CUSTOMER	# CUSTOMERS/YEAR
\$7,300,000	\$20	365,000

ANNUAL SALES	GROSS LEASABLE SF	SALES(\$)/SF
\$7,300,000	29,000	\$251.72





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Fairpark Public Market - Capital Improvements Cost Estimate

Limited Interior Improvements Phase 1

Area	Square Feet	Building	Cost	Unit	Subtotal	Description
Limited HVAC Impr.	6,229	Barn 8	\$40	/SF	\$ 249,160	Minor modification to manage seasonal cooling needs
Limited Lighting Impr.	12,000	Barn 8	\$20	/SF	\$ 240,000	
Limited Signage	1,500	Barn 8	\$30	/SF	\$ 45,000	
Misc. Improvements	440	Barn 8	\$100	/SF	\$ 44,000	
Limited Interior Improvements Phase 1					\$ 578,160	

Limited Exterior Upgrades Phase 1

Material	Square Feet	Quantity	Cost	Unit	Subtotal	Description
Concrete	1,197		\$3	/SF	\$ 3,591	Widen sidewalk at new front of entrance
Repaved Asphalt	10,000		\$5.50	/SF	\$ 55,000	Replace existing asphalt, regrade area and rework storm drain system
Decking	1,386		\$20	/SF	\$ 27,720	Raised deck area to be constructed over existing flatwork. Trex material
Turf	2,584		\$2	/SF	\$ 5,168	Natural and artificial turf, as well as irrigation etc
Trees		8	\$550	EA	\$ 4,400	Small trees in planters
Planters	339	8	\$35	/SF	\$ 11,856	3 x 7' planters
Overhead string lighting	440	LF	\$85	/LF	\$ 37,400	Metal post to support lights
Food Truck Service		8	\$1,250	EA	\$ 10,000	Power stancheon for ten locations
Fencing	161	LF	\$20	/LF	\$ 3,220	Chain link, vinyl coated, 6 foot high. Need gate for fire access
Site Furniture	2,040		\$6	/SF	\$ 12,240	Tables, chairs, benches. Dollar per sqare foot cost
Demo - 24' of brick fencing removed for main entrance.					\$ 3,840	
Signage	1,500	Barn 8	\$110	/SF	\$ 165,000	
Entrance enlarged to 53', rail fence and gate installed.					\$ 25,440	New main front entry area and gateway
Limited Exterior Upgrades Phase 1					\$ 364,875	

Interior Upgrades Phase 2

Area	Square Feet	Building	Cost	Unit	Subtotal	Description
Vendor Stalls	3,744	Barn 8	\$110	/SF	\$ 411,840	12' x 12' areas. 20 stalls with limited access to services, including gas and electric utilities stubbed to each stall with access to 3 compartment & hand sink.
Seating	1,596	Barn 8	\$20	/SF	\$ 31,920	
Flex/Event Space	1,500	Barn 8	\$30	/SF	\$ 45,000	Seating plus AV/IT
Vestibules	440	Barn 8	\$175	/SF	\$ 77,000	2 vestibules on each side (east and west) with 2 sets of double doors each.
Vendor Stalls	1,872	Barn 9	\$110	/SF	\$ 205,920	12' x 12' areas. 10 stalls with limited access to services, including gas and electric utilities stubbed to each stall with access to 3 compartment & hand sink.
Fixed Commercial Stalls	1,872	Barn 9	\$120	/SF	\$ 224,640	10 Stalls, 12' x 12' areas with greater access to services. Gas, electric and natural gas plus a 6' x 6' vent hood for cooking and grease trap.
Seating	1,400	Barn 9	\$20	/SF	\$ 28,000	
Beer Garden	3,111	Barn 9	\$130	/SF	\$ 404,430	600 sq ft of Beer Garden space includes all needed services to accommodate tenant improvement for fixed commercial kitchen/service area.
Vestibules	440	Barn 9	\$175	/SF	\$ 77,000	2 vestibules on each side (east and west) with 2 sets of double doors each.
Vendor Stalls	1,872	Barn 10	\$110	/SF	\$ 205,920	12' x 12' areas. 10 stalls with limited access to services, including gas and electric utilities stubbed to each stall with access to 3 compartment & hand sink.
Fixed Commercial Stalls	1,872	Barn 10	\$120	/SF	\$ 224,640	10 Stalls, 12' x 12' areas with greater access to services. Gas, electric and natural gas plus a 6' x 6' vent hood for cooking and grease trap.
Seating	1,400	Barn 10	\$20	/SF	\$ 28,000	
Restaurant	3,729	Barn 10	\$130	/SF	\$ 484,770	1,000 sq ft of restaurant(s) area includes all needed services to accommodate tenant improvement for fixed commercial kitchen/service area.
Vestibule	220	Barn 10	\$175	/SF	\$ 38,500	2 vestibules on east side with 2 sets of double doors.
Interior Upgrades Phase 2					\$ 2,487,580	

Exterior Upgrades Phase 2

Material	Square feet	Quantity	Cost	Unit	Subtotal	Description
Concrete	2,230		\$3	/SF	\$ 6,690	Replace existing asphalt, regrade area and rework storm drain system, widen sidewalk at entrance an additional 5 feet.
Repaved Asphalt	10,502		\$5.50	/SF	\$ 57,761	Replace existing asphalt, regrade area and rework storm drain system
Pavers	1,552		\$25.00	/SF	\$ 38,800	Replace existing asphalt, regrade area and rework storm drain system
Decking	1,484		\$20	/SF	\$ 29,680	Raised deck area to be constructed over existing flatwork. Trex material
Turf	16,667		\$2	/SF	\$ 33,334	Natural and artificial turf, as well as irrigation etc
Trees		44	\$550	EA	\$ 24,200	Misc sizes
Planters	1,355	28	\$35	/SF	\$ 47,425	9x 9/ 12x7' typ. Poured in place concrete.
Awnings	2,730	6	\$55	/SF	\$ 150,150	Metal post with wire rails and retractable canvas awnings
Overhead string lighting	460	LF	\$85	/LF	\$ 39,100	Metal post to support lights
Playground	364	1			\$ 50,000	Bark surfacing under standard structures
Food Truck Service		8	\$1,250	EA	\$ 10,000	Power stancheon for ten locations
Fencing	164	LF	\$20	/LF	\$ 3,280	Chain link, vinyl coated, 6 foot high. Need gate for fire access
Site Furniture	12,600		\$6	/SF	\$ 75,600	Tables, chairs, benches. Dollar per sqare foot cost
Entrance enlarged to 53', rail fence and gate installed.					\$ 25,440	New main front entry area and gateway
Fire lane access on north road and up through north fence.					\$ 8,000	Limited paving improvements, rolling fence
Signage	1,500	Barn 8	\$110	/SF	\$ 165,000	
Exterior Upgrades Phase 2					\$ 764,460	

Phase 1 Limited Interior Improvements (Barns 8 & 9)	\$ 578,160
Phase 1 Limited Exterior Improvements (Barns 8 & 9)	\$ 364,875
30% add for Contractor Gen. Conditions, Overhead & Profit, Fees, Escallation, Contingency	\$ 282,911
	\$ 1,225,946
Phase 2 Interior Improvements (Barns 8, 9 & 10)	\$ 2,487,580
Phase 2 Exterior Improvements (Barns 8, 9 & 10)	\$ 764,460
30% add for Contractor Gen. Conditions, Overhead & Profit, Fees, Escallation, Contingency	\$ 975,612
	\$ 4,227,652