

CREATING A MARKET FOR SPARTANBURG

Hub City Farmers Market

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SUBMITTED TO Spartanburg Nutrition Council Spartanburg, SC

SUBMITTED BY



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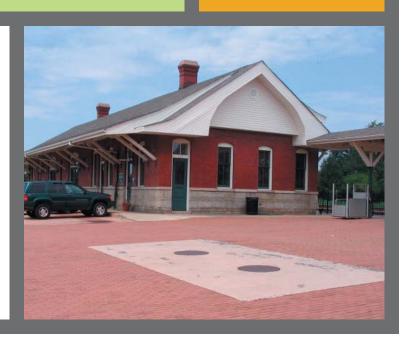


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Introduction

Along with new shops, hotels and offices – an open air farmers market in Spartanburg is seen as another attraction to bring people together, build the local economy and showcase the broad talents and products of the region.

ublic markets are making a comeback in American and Canadian cities. From Seattle, Washington, to Baltimore, Maryland, historic public market halls and districts have been redeveloped and upgraded, allowing them to compete in a contemporary retailing environment while still retaining their essential, authentic elements. At the same time, public markets in the open-air, including many farmers markets and craft markets, have sprung up in cities throughout the country -- attracting people back to the public spaces of their downtowns and neighborhoods. Whether in the form of weekly outdoor markets that convene only in the warmer months, indoor market halls that operate every day year round, or entire market districts, a number of American cities are finding that public markets are providing an effective strategy for economic development which brings new life to public spaces and creates a focal point for community life.

The recent revival of markets in the United States is nothing short of extraordinary and there are now nearly 4,000 - up dramatically from several hundred in the late 1970's.

STUDY METHOD

This report is the culmination of a series of training, site selection and placemaking workshops conducted by the Project for Public Spaces, Inc. (PPS) over the last six months, to provide the Spartanburg Nutrition Council (SNC) with the proper tools and confidence to develop a farmers market that will improve public health, create a destination to further downtown

and neighborhood revival, and stimulate economic opportunities for local farmers, market gardeners, and food producers.

The City of Spartanburg, whose fate was once married to the textile industry, is reviving – with new businesses (from the international BMW plant to a local restaurant scene) and a walkable downtown that is once again becoming "the place to go," and a commitment to creating healthy citizens and neighborhoods. Along with new shops, hotels and offices – an open-air farmers market is seen as another attraction that can bring people together, build the local economy, and showcase the broad talents and products of the region.

SNC was fortunate to receive a grant from the Mary Black Foundation to do this initial planning for the farmers market. Local farmers markets present an encouraging approach to addressing community health issues – including soaring obesity rates - by increasing access to fresh, local foods. The site selection and design were also influenced by a desire to create active communities and places conducive to social interaction; encouraging customers to walk, bike and get connected to healthier lifestyle choices.

SNC formed an Advisory Committee for the farmers market. PPS provided the broadbased group with some initial training by conducting a one-day version of its seminar: "Creating Successful Markets." Specific discussion about the Hub City Farmers Market followed and the Advisory Committee came to a consensus about the criteria for site selection and the general goals of the market.

PPS visited all of the suggested market sites, met with city officials and became familiar with the overall plans and strategy for continuing the growth of downtown. Three sites were chosen for further review and analysis. An interim report was presented to SNC and the Advisory Committee which recommended the Magnolia Street Station ("the depot") as the preferred site for the market (see Appendix B). After discussion, it was agreed by SNC and the Advisory Committee to proceed with development of a plan for the market at the train depot.

A Community Placemaking Workshop was conducted in a heated tent at the station in December, 2005. SNC, Advisory Committee members and the public were invited to participate. This participatory method of placemaking has been developed by PPS and is extremely effective in helping to identify ways to make places "work" for their communities. The outcomes of this workshop were incorporated into the site plan and market layout for the Hub City Farmers Market.

In addition, this report presents a business plan for the market, including a start-up budget and operational pro-forma, beginning with a clarification of goals. We also recommend a merchandise mix for the market, a management plan, and potential partners to help in the development and growth of the market.

About Public Markets

he reasons for the renaissance of public markets, one of the oldest and most universal forms of retail trade, are diverse. Cities looking to bring consistent activity to their public spaces are using regularly scheduled markets to transform streets, plazas, and parking lots into bustling "people places," alive with vitality and commerce. Public markets are valued because they create common ground in the community, where people feel comfortable to mix, mingle, and enjoy the serendipitous pleasures of strolling, socializing, people-watching, and shopping in a special environment. Others see public markets as an effective way to support local economic development and small businesses in their city. As a means for the distribution of needed goods and services, market merchants and vendors provide farm fresh fruits and vegetables, ethnic foods, crafts, and personal services that are often unavailable elsewhere at the same level of quality, variety, and price. People are rediscovering that public markets, with their emphasis on locally grown, locally made, and locally owned businesses, accentuate the qualities that make their community special.

Although start-up costs generally require public or philanthropic support, successful public markets operate self-sufficiently, and can fulfill an often elusive principle of public-private partnership: the achievement of public sector goals through the harnessing of private sector means. They are a proven vehicle for getting the non-profit and public sectors involved with entrepreneurial activity.

WHAT IS A PUBLIC MARKET?

The term "public market" has changed in meaning over time and still differs between places. Traditionally, in the United States, a public market has been defined as a municipally owned and operated building where vendors sell fresh food from open stalls. While some public markets still match this definition, public markets now come in many shapes and settings, offer a wide range of different products, and are owned and operated by various types of organizations, not just city governments.

At their most basic, markets include vendors or merchants who meet at the same location on a regular basis, a sponsoring entity that has legal and financial responsibility and that oversees operations, and, in some cases, structures or facilities to house the market activity.

PUBLIC MARKETS: A BUSINESS ENTERPRISE... WITH PUBLIC BENEFITS

Public markets achieve a variety of public goals, including attracting shoppers to a commercial district, providing affordable retailing opportunities to small businesses, preserving farming or farmland in the region, activating an under used public space, or creating an inviting, safe, and lively public place that attracts a wide range of people. As an effective place where people mix, public markets can become the heart and soul of a community, its common ground, a place where people interact easily and a setting where other community activities take place.





This emphasis on the business aspects of developing and running a public market should not diminish the importance of community benefits. In practice, the market sponsor must artfully blend the economic imperatives with the greater good. Market sponsors face the difficult task of balancing the market's public goals with the hardnosed economic realities of developing a viable, competitive, and self-supporting business activity. In general, social benefits of public markets come from economic strength, not the other way around.

attract the mix of vendors and customers,

which could make the market self-sufficient.

FORMS OF PUBLIC MARKETS

Markets have been developed or redeveloped in a wide variety of physical shapes and configurations. These forms can be viewed along a spectrum, from simple and temporary at one end, to complex and permanent at the other. These different forms are not necessarily cast in stone, as a market can evolve from the simpler open-



air approach to the more complex indoor market hall over time.

While many combinations and variations exist in between, there are four basic forms:

Open-Air Markets

At the simple end of the spectrum are markets which take place on a seasonal basis and meet once or twice a week in the open-air. The site might be a plaza, street, or parking lot with little or no site improvements. Vendors bring their own tables and umbrellas or canopies and all trace of the market is removed at the end of the day. Most of the country's nearly 2,700 farmers markets take this form, as well as many craft and flea markets (which may or may not be considered public markets, depending on whether they have public goals and meet the other established criteria). On days when open-air markets do not operate, there might be little or no physical indication of their existence. Without buildings or the need to own property, open-air markets can be inexpensive to develop and operate.

Covered Markets

A more complex form of market includes some kind of overhead structure, similar to a shed roof. In this form, the market retains an open air orientation, but vendors and customers are protected from the weather, and the market assumes an air of permanence because the structure remains in place even if the market operates only several days each week. Sometimes shed roof structures are used in other ways on days when the market does



not operate, such as covering a parking area. In other cases, a market will use an existing structure, such as a highway overpass or the portico of a building. The Toledo Farmers Market and the Richmond (Virginia) Farmers Market are both examples of markets with open-air structures.

Market Halls

Public market halls or enclosed buildings - often of historic significance - represent a significant step forward in terms of complexity, risk, and potential reward. Indoor markets must be on property that is completely devoted to the market activity. Merchants generally sell throughout the year, six days per week, although some indoor markets operate only several days per week. To supplement their full-time tenants, many indoor markets have parttime vendors, such as farmers and crafts people, who sell from "day tables." Day tables are spaces within the market that can be rented by the day or for the shortterm. They serve to bring new or seasonal products into the market and encourage fledgling entrepreneurs to get started in retailing by offering inexpensive space without the need for commitment to a lease.

In large indoor public markets, customers can find a tremendous selection of produce, dairy products, bakery goods, meat, poultry, seafood, coffees, teas, and spices. On this large scale, the number and diversity of vendors creates a critical mass that can

attract customers from throughout the city. However, successfully operating a large market hall generally necessitates long hours and operation on the weekend, when most shopping at public markets takes place. Complex building systems, storage, and refrigeration make market halls a considerable investment for sponsors and merchants alike. While the costs and effort needed to maintain these large markets are great, the potential benefits to the community are considerable and can justify the large expenditures of time and money.

Most public markets in traditional buildings somehow managed to survive post-World War II shift of food buying to supermarkets. Market Halls in Philadelphia, PA (Reading Terminal); Lancaster, PA; Baltimore, MD; Washington, DC (Eastern Market); Cleveland, OH; Buffalo, NY; and Los Angeles, CA (Grand Central Market) are examples of market halls largely built over 50 years ago which are still operating and, in most cases, thriving today. Many cities have developed new public market halls over the past twenty years. One of the most successful is the Granville Island Public Market, the centerpiece for a major waterfront redevelopment of a dilapidated industrial island adjacent to the downtown. Other new downtown markets have opened in Milwaukee, WI; Portland, ME; Nashville, TN; Little Rock, AR, San Francisco, CA; and are in planning stages in Minneapolis MN; Portland, OR; Boston, MA; and elsewhere.



Market Districts

In their most evolved state, public markets become the centers of districts where related businesses choose to locate, creating a highly synergistic and dynamic economic zone. Once the market activity is established, and people are drawn to it on a regular basis, complementary businesses such as restaurants, specialty food stores, and neighborhood services will locate nearby, filling vacant storefronts and, thereby, renewing urban areas.

Some market districts have strict and legally enforceable use and architectural controls to maintain the district's flavor and purpose, as well as common management and marketing efforts. In these cases, preference is given to fresh-food and related businesses and those serving a diversity of economic and ethnic groups, as well as start-up businesses. Pike Place Market in Seattle, generally recognized as the premier public market in the United States, and Roanoke City Market (VA) are both examples of thriving market districts in historic areas, which have been revitalized by the market activity.

Evolution of Markets

Finally, it is important to stress that many of today's large, successful public markets evolved from modest beginnings, with little initial capital investment. Pike Place Market began with farmers selling produce in the open air on a downtown street; today the Market includes hundreds of farmers, craftspeople, and independent businesses.

The Greenmarket program in New York City got its start with one location in 1975; today, Greenmarket operates over 50 different farmers markets throughout the city, some of which function year-round. A potential sponsor with limited resources can start its involvement with public markets by conceptualizing and developing a low capital, open-air market that operates once per week for several months. Even at this scale, the market can provide a significant, positive impact on the life of the community. With time and experience, and with ground-level success, the market can be expanded to take advantage of new opportunities that will broaden its impact.

Note: This section was adapted from Project for Public Spaces' book, Public Markets and Community Revitalization, co-published in 1995 with the Urban Land Institute.

Goals Of The Hub City Farmers Market

Working with the Advisory Committee, the following goals have been established for the market:

ADD TO THE SOCIAL AND **ECONOMIC REVIVAL OF SPARTANBURG**

The market holds tremendous potential for incubating small businesses and for stimulating economic activity both in the market and the downtown area. Indeed, this is what markets have always done. Spartanburg's downtown retail area is poised for a renaissance and the Hub City Farmers Market, properly done, will be a major catalyst for further downtown revitalization.

Help Small and Family Farms

Many of the old farming ways are no longer profitable. The Hub City Farmers Market will enable farmers to sell at retail prices and build a critical new source of income.

Increase Access to Healthy, Local, Affordable Food

The Hub City Farmers Market will bring fresh foods directly to consumers. Locating the market in a landmark location, convenient to downtown and residential areas will make it accessible to a wide range of consumers.

Create a Great Public Space and Amenity

Spartanburg needs more public spaces that are true gathering places for the community.

Bring People Together

The 'social ecology' of a market is age old - and one of the most enjoyable aspects of a farmers market. They are not just places to buy and to sell, but to mingle with neighbors and get to know people better in a shared experience.

Promote Active Living

The location of the market was chosen because of its proximity to downtown and residential neighborhoods. While most people will drive to a market, the design will encourage walking and biking and connections to the planned bicycle trail.

Highlight the Diversity of Spartanburg

There are many 'communities' within Spartanburg – the market is the natural place for all to come together and add to the richness of the public realm.

Be Self Sustaining

The market is planned to be operationally self-sustaining after an initial start up period.









Merchandising and Programming

The Hub City Farmers Market, by definition is primarily about food from local farmers, market gardeners and other producers. The overall experience is what draws people back week after week, yet the core food products must be of consistently high quality, beautifully displayed, fairly priced and sold directly by the producer to establish that spark of contact.

PRODUCT MIX

The mix of merchandise should be mostly local or regional fruit and produce, followed by other categories such as baked goods, plants and flowers, dairy, eggs, meats, poultry, specialty and ethnic products. Some prepared foods (ready to eat at home or on site) can also round out the mix and are a growing category in markets today. There is more demand from the vendor side to sell prepared foods and it is incumbent on management not to go too far or allow too many prepared food vendors in the market. Prepared food vendors have a higher profit margin than fresh foods and they can afford to pay a higher rent. The temptation to rent space to make more money can become a trap if it leads to an imbalance in the merchandising mix: the majority of the spaces should be for farm fresh, local foods.

The Hub City Farmers Market should establish itself as the gastronomic, social and cultural center of Spartanburg. To be successful, the market must first appeal to the locals. Spartanburg residents will be the primary customer base and we find that most markets do 80 percent of their business within the primary trade area - usually a 10-15 minute drive.

Customers like to see their favorite products and merchants in the market, but they also expect to see things at the market that they won't see anywhere else. Markets need to have a touch of the exotic with the familiar. Retailing is an art and product has to look good. First, people buy with their eyes. Management must be ready to provide assistance with display and merchandising help on an as-needed basis.

Establishing a community wide sense of ownership will draw more customers and add to the overall positive experience.

The following products and services are all recommended.

The mix can change seasonally but should always predominate with fresh, local products. Value added and ready-to-eat merchandise is always popular but should be secondary in volume.

Fruits Vegetables Meats Poultry Flowers and plants Honey Baked Goods Prepared specialty Foods Community Garden products Coffee Eggs Canned fruits and preserves Herbs, spices, teas Fresh Shrimp and Fish Dairy Stone ground meal Hand made pasta African violets

SERVICES AND AMENITIES

There is the opportunity to round-out the merchandising with activities that support the goals of the market and that encourage people to spend more time (and money) at the market. The market layout features a public space with a tent where many of these activities can take place.

These are all things that can be promoted in press releases and websites.

Breakfast/Lunch

This activity can be subcontracted with a restaurant or church. They should be strongly encouraged to buy most of their ingredients from market vendors. This should not cost the market anything and the vendor can actually be charged rent or a percentage of sales.

Music

Music adds ambience – but it should be acoustic and not too loud so that it interferes with commerce and socializing. Local musicians should be vetted and scheduled. You should not have to pay them anything, and they should be free to put out a hat or can for donations.

Kids Activities

Kids rule these days and if shoppers can bring their kids to the market as a form of entertainment – it will work to the market's advantage. Cooking demonstrations and farm animals are two proven, popular methods of attracting children. Some markets have even rented large, inflatable bounce houses.

Cooking Demos

These are always popular and Spartanburg has many new restaurants around Morgan Square that would be interested in this. Hotel chefs, school cooks and caterers are also potential demonstrators. Talented local residents can also be a good source of talent for this. This is also a sponsorship opportunity.

Farm Animals

Local farmers are often enthusiastic to bring in live animals on occasion. Hollywild is also a possible exhibitor of animals.

Ethnic and seasonal food promotions

Spartanburg was once famous for its peaches. It is time to revive this and other food-centric promotions at the market.

Massage chair

This creates another niche job opportunity for a local resident and eases the aches and pains of shoppers.

SELECTING MARKET TENANTS

Leasing is the most critical part of any market development. The size of the Hub City Farmers Market limits the amount of internal competition and the ability to 'carry' weaker tenants. It is imperative that each vendor be a draw in his or her own right and add to the strength of the market experience.

If every seller develops a reputation for quality, service and selection, then the

market will succeed. Individuals, not products, are the most important ingredient in determining the success of any market.

During the leasing phase, it is essential that tenants be put through a rigorous process of planning and questioning to hone their concepts and product lines.

Characteristics of Successful Market Vendors

There are good market vendors and poor ones, even though they sell a similar line. A market's success is not based on product alone. When leasing, the manager should discuss these attributes with each potential vendor:

- · outgoing personality and good communication
- · high standards of 'shopkeeping'
- strong visual merchandising skills
- knowledge of product and consistency of quality
- ability to compete













Creating a Great Place at the Depot

The Hub City Farmers Market will be located at a landmark site in Spartanburg, the site of the historic depot which gave the "hub city" its name. While the main depot building itself has long been demolished and there is infrequent Amtrak service, the site remains an important one in the history and minds of city residents, reinforced by the recent renovation of the freight building and associated landscaping improvements.

PLACEMAKING WORKSHOP **RESULTS**

On December 3rd, 2005, PPS conducted a placemaking workshop in a tent on the depot site. Attended by about 25 people, including farmers and community residents, the workshop raised several questions about the site and its suitability for a farmers market. What would make the depot a great place? How can it stimulate the revitalization of the area around the market? How can it connect to downtown and to the adjacent neighborhood where lower-income shoppers have marginal access to fresh food? Where is the best place to put the market on the site?

The people attending the workshop were divided into three teams, each looking at a different part of the depot site and its broader context. (See Appendix for detailed summary of ideas and observations from the workshop for each site.) Each group evaluated their site using PPS's place game and diagram (see Figure A) and then identified short- and long-term improvements to the site, as well as partners who could help implement these improvements.

The main result of the workshop was consensus that there was tremendous opportunity for the market at this site both in the short and long term. The market can be catalyst to bring life and activity at the depot again, as well as stimulate the revitalization of the area around it. Perhaps most importantly, the market itself can become an advocate for the station and bring together the city, private sector, local organizations, and others who can provide resources and play a role in its revitalization.

Key recommendations from the workshop are:

- Make the Connections. The train station is difficult to walk to from the adjacent neighborhoods, provides no bicycle facilities, and, even though it is a transportation facility, lacks a bus stop. In the short term, some additional crosswalks should be provided and the pedestrian walks across the railroad tracks need to be greatly upgraded. Also, a pedestrian pathway along the Baber Rhyne building should be designated. A "market day" bus stop would allow neighborhood residents to stop directly at the market rather than have to walk a block or two. A bike rack should be provided. In the long term, streetscape improvements will help to make the area more inviting. As Spartanburg expands its bike path/greenway system, the vacant land paralleling the track should be explored as a "rail trail" connecting to Church Street. The depot could become an important destination in this whole bicycle and walking system.
- Increase Visibility. While people know where the depot is, more could be done to make the depot (and the future market) more visible once

people get there, as the depot building is set back and there is an empty parking lot and green space that separates the depot from the street. Temporary signage on market day is a short-term opportunity, as are murals on adjacent buildings which promote the permanent presence of the market on the site (even when it is not operating.) In the future, a permanent, gateway sign for the depot and the market would be very desirable. At night, new historic lighting and lighting the depot itself will help transform the image of a place that some may view as remote and potentially unsafe.

Create a "Depot District." The historic retail district around the station should become a more identifiable place as the market matures and expands. This should be undertaken in conjunction with existing businesses (such as the newsstand and the sandwich shop), enhancing their visibility and attractiveness through improved store façades, signage, and, in the case of the sandwich shop, an outdoor café that could serve breakfast on market days. A previous planning study recommended an infill building and a new parking lot adjacent to the depot, and this would be positive as well. Across the tracks, there are several underutilized or vacant sites where infill development is possible; the market in the depot can help change the image of these sites so that they are more attractive to developers. Again, streetscape improvements on Magnolia, such as trees, paving, and historic lighting consistent with improvements already completed at the depot, would

- define the "Depot District."
- Make the Market a Social Place. One of the assets of the depot site is that it contains a small (but underutilized) park as well as attractively paved areas where market vendors can conveniently park and sell – and that it is on the boundary of downtown and a lower income neighborhood. The park space can enhance the social experience of the market, recognizing that an economically successful farmers market must also be a successful social gathering place where different ages and ethnic groups come together. In the short term, the market can be highly portable and can create this social place simply by providing tables and chairs and a coffee/snacks stand under a tent that can also be used for small events. In the long term, the market can potentially expand to a permanent covered shed structure or structures reminiscent of an old train station, but again incorporating the lawn and providing other places for people to gather.
- Make Market Day a Community
 Event. Workshop participants made
 many recommendations for activities
 and community partners that could
 enhance the experience of market
 shoppers and that will help reinforce
 the market as a center of community
 including "healthy" cooking demonstrations, health screenings, and
 dissemination of health information.
 Art shows, small theater or musical
 events, gospel choirs, watermelon
 eating contest, kid's activities all can
 take place on the lawn as well, working

with partners like the library, the Arts Partnership, Hub City Writers, HUB-BUB, the science center, churches, and resident associations.

• Celebrate Trains. While passenger trains do not make frequent stops, freight trains pass by (and under) the station. Far from a nuisance, trains may stop the music for a few minutes, but they'll add a lot of character to the market. Opening up views to passing trains by clearing debris will in fact make train watching part of the market, especially fun for kids. Working with train buffs to do events and displays about the history of the depot and the railroad in Spartanburg was also suggested.

The implementation of these placemaking improvements can begin with the opening of the market. Figure B shows short-term improvements which, with the right partners, could be completed by the summer. These include:

- Crosswalks and pedestrian pathway
- The Market Day Bus Stop, and working with the transit agency to promote the bus and the market
- Bicycle racks
- A market mural
- Market signs
- Tables, chairs, and the activity tent
- Clearing landscaping and underbrush
- Train history displays

The longer term enhancement of the district around the market should also be addressed by the forthcoming downtown master planning study. Hopefully, this too is an opportunity to develop strategies to better connect the depot to the rest of downtown, and to create financial and organizational mechanisms to support the revitalization of the entire "Depot District."

MARKET LAYOUT

The overall layout of the Hub City Farmers Market follows the placemaking principles and takes advantage of the natural attributes of the site. The plan (see Figure C) shows a market with 18 spaces and room to expand in front of the depot. The plan incorporates:

- visibility from the street
- safety and circulation
- attractiveness
- ease of operations
- sense of experience and place

The following recommendations are also incorporated into the market layout plan:

Manage the Parking so Customers Have the Best Spaces. Vendors and employees should be required to park in the remote lot at the back of the site, reserving the closer spaces for customers. This may seem obvious, but it is amazing how often the vendors take up customer spaces. This should be written into the lease agreement.

- Create a Sense of Entry to the Depot and Market. The layout of the market will allow it to be seen from the street. The entrance will have permanent market signage and the mural and café seating will add to a sense of entry. As customers drive toward the parking area, they will pass by the market and get a glimpse of the products and the excitement that awaits them. A colorful 'Market Open' flag or banner should be placed on the market sign at the entrance on market days.
- Paint a Mural on the Baber Rhyne Wall.
 The side of the Baber Rhyne building is ideal for a mural. We recommend a theme that would have some connection to the market, or markets and health.
- Encourage Baber Rhyne to add Outdoor Seating on Market Day. The restaurant in Baber Rhyne (or their designee) should be encouraged to add outdoor seating on market days.
- Create an Atmospheric and Logical Vending Area. The primary selling area, with eighteen spaces, is in the brick paved quadrant adjacent to the waiting platform and the building. Vendors can park one vehicle in their space as shown on the drawing. Vendors will need to be in place early, and ready to begin selling at 7am. They should not be permitted to remove their vehicles until the market is closed.
- Use Traffic Cones to Direct Traffic and Protect Pedestrians. Set alongside the driveway, traffic cones 'protect' the market and direct cars away from pedestrian zones.

- Install Bike Racks to Encourage
 Alternate Modes of Transport. Even
 though most people drive to the
 market, one of the stated goals of
 the Hub City Farmers Market is to
 encourage healthier choices and we
 want bicyclists to know they are most
 welcome.
- Set- up an Attractive Public Gathering and Event Area. The landscaped park is ideal for public activities cooking demonstrations, seating, café and socializing. This space connects well and has an easy flow into the vending area. Trees on the perimeter will also provide some shading. The market management and volunteers will be responsible for setting up the tent, tables and chairs. This area can be reconfigured week to week, depending on the actual needs and events.
- Establish the Managers Stand/Info Booth in a Strategic Location. Located at the inner entrance to the market, this serves multiple purposes. The stand itself will have information and lets customers know who is in charge and where they need to go. A car or truck should be parked here as well to serve as a protective barrier and to veer cars away from the market and toward the parking area.
- Get Permission from Amtrak to Use the Bathrooms. Contact Amtrak and come to an agreement allowing market patrons and vendors to use the bathrooms in the waiting room. The perimeter walkway around the building will be clear at all times allowing ease of access and will be ADA compliant.

Organizational Structure

On one level the market is a simple operation – yet – is very demanding in terms of time and coordination. This report has shown that the resources for a market are limited and the expectations high. This is indeed a challenge.

Operating markets is much more competitive today and cities are no longer the best entity for running them. This is borne out in many places where cities have stepped aside and turned over control of their markets, while standing by to provide backup support and maintain their obligation to publicly owned real estate.

SPARTANBURG NUTRITION **COUNCIL AS MARKET SPONSOR**

Based upon current trends that are working in other cities and from specific information in Spartanburg, we recommend that the Spartanburg Nutrition Council take the lead in organizing and operating the market. There is a strong overlap with the mission of the Council and the goals of the Hub City Farmers Market. Furthermore, operating from within the existing organization will be more efficient financially and there will be a built in support system and synergy.

The SNC has 501(c)(3) status which can be used to tap into funding sources, and they have demonstrated ability in this area.

As a not for profit management entity for the Hub City Farmers Market, SNC will be better able to:

- Coordinate public and private interests
- Allow for flexible, entrepreneurial management

- Raise funds from private donors and foundations
- Increase potential for SC state and federal grants
- Work with small vendors and community gardeners
- Cross-promote with existing SNC programs
- Make decisions quickly
- Attract volunteers
- Establish strategic partnerships
- Recruit farmers, minorities and immigrants
- Create a welcoming atmosphere
- Listen to customers

RESPONSIBILITIES OF THE MARKET SPONSOR

Market management

Running the market on a day to day basis with all the predictable and unpredictable things it encompasses is the primary job. The list of duties is really endless, from helping set up and assign spaces, greet customers, troubleshoot, coordinate promotions and be on site through the day until the market has closed, vendors have left and station area is left clean for the next users.

Leasing

This was detailed earlier in the report – but let's reiterate: this is a critical piece of the management and will set the tone for the market.

Fiscal oversight and fundraising

Basic record keeping – income and expenses, bill paying as well as grant writing and tapping into potential funding and partnerships.

Promotion and Public Relations

Along with leasing, this is what will ultimately make or break the market. As we have seen, there is precious little money to buy conventional ad space or time, so the game is to position the market as a public benefit with lots of interesting stories that can be picked up in the media. The market is good for downtown Spartanburg, and for the region, and its success will lead to more people and more money in the area. This is obviously good for everyone and should fuel the PR.

Records and Documents

This is a very straightforward part of the job. The Hub City Farmers Market will require:

- Rules and Regulations
- · Lease agreements
- · Reporting methods and transparency

Partnerships and Alliances

Spartanburg has many natural market partners whose participation would be of mutual benefit. The more partners the better. Many partners are obvious – and some are unlikely, yet all can add something to the market experience.

Outreach can provide a bigger vendor pool, financial resources, volunteer help, education and perhaps most of all – more customers. The more people who have a sense of ownership through participation – the more the market will benefit both directly and indirectly.

A market is uniquely able to be many things to many people. A well positioned market will welcome all, serve all and have a profound catalytic effect on social integration, changing perceptions about doing business downtown and bolstering the local economy.

There are many partnerships that can work, here are some examples:

Hospitals and Health Organizations

The Mary Black Foundation funded this plan, building on their interest in public health. The link between markets and healthy lifestyles is emerging as an area of interest in the health and wellness sector. The Hub City Farmers Market should continue to develop partnerships in this realm. This can lead to direct fundraising opportunities as well as programs for the market such as health screenings and education.

Senior Centers

Many seniors look forward to the market ritual and there is discussion that a trip to the market can also help prevent depression resulting from loneliness and feeling disconnected from society. A trip to the market is eagerly anticipated and is a vital lifeline for many older people who live alone.

Sustainable Agriculture

Much of the renewed growth in markets has paralleled the sustainable agriculture movement. Local farmers rely on direct sales at markets to get around the middleman and make a decent living.

Renewing our commitment to local food production and distribution systems plays right into the mission and goals of the market. Tying into the regional and state organizations surrounding Spartanburg who share this mission is encouraged.

Faith Based Organizations

Historically churches, temples and mosques have always worked side by side with their local markets and this is true again today. Some community markets are actually organized and sponsored by churches. There is something ancient and sacred about the coming together of all people to share in the ritual of buying foods to support our lives. Churches in the adjacent south side neighborhood of the Hub City Farmers Market are a good source of customers and urban vendors.

Diverse Populations

Markets are the central gathering place for ALL people and where we come together. The social capital of the market is one of its greatest assets, and markets have an ability to overcome petty differences and let people share and relax in an experience where everyone comes away with something. Spartanburg has a diverse

population – and the market should reflect this.

Business Organizations

A safe, lively and attractive Spartanburg is good for business. It is most definitely in the best interests of the business community to have a successful market. Private businesses and organizations devoted to improving the commercial climate can all be seen as potential allies. They often have PR abilities and other resources that can be directed to help the market and support the goals of business growth for Spartanburg.

Restaurants

Many local chefs enjoy shopping at markets. Some are even starting to feature local ingredients (and the names of farmers) on their menus. Chefs can also participate in cooking demonstrations at the market. Many of the restaurants clustered around Morgan Square are natural allies. These chefs can also be invited to do cooking demonstrations at the market.

Hotels and Inns

Hospitality organizations are always looking for new and interesting things to recommend to their guests. A market is an attraction that they can use in their promotional material to make a stay at their place more desirable.

Media

Newspapers, TV, radio and other media are always looking for good stories. There are lots of good stories in a market (profiles, food, farming, cooking, history, special events) and media generally loves a market because they are so colorful and person-

able. Radio stations have done remote broadcasting from markets.

Schools

There is a growing collaboration with schools and colleges on two fronts. First and most obvious is education - about food, health, agriculture, economics, entrepreneurialism, etc. Second, schools and colleges are developing partnerships with markets and local farmers to provide healthier, fresher fare for students and faculty. Many schools are now getting rid of vending machines and sodas and bringing in more local, freshly prepared foods. This aids nutrition and helps with behavior and attention spans.

Other possibilities include working with schools to develop business training, culinary skills and learning about other cultures and cuisines.

Business and Operating Plan

The Hub City Farmers Market can be many things to many people – yet it must establish itself as a solid business in order to meet its many goals. Historically it has been the role of cities to create markets and provide safe, well maintained places to conduct business for small and nonpermanent retailers. This is changing and today we are seeing more markets operated by non-profit organizations with the city providing assistance with sites, permits and other services.

ASSUMPTIONS AND RECOMMENDATIONS

PPS has developed a sustainable business model based on the following:

Market Schedule:

- June thru November 28 (6 months, 25 market days)
- Saturdays 7am to Noon the early start is recommended to avoid the heat

Vendor Rent Rates:

- Start with flat rent in Year 1 and go to Percentage rent in Year 2
- Require vendors to report sales beginning in Year 1
- Year 1 rate: Farmers \$25/day; Value Added Vendors \$30/day

Electric hook up fee:

Pass thru of actual expense – no net income to market

Part-Time Manager:

 Volunteers to assist at market with set up, cleanup, public relations, etc.

Capital and Start up costs:

• To be covered through fundraising

PRO FORMA

One of the stated goals is to create a self sustaining market after an initial start up period. This section of the report shows options and recommendations to achieve this.

How Big Should the Hub City Farmers Market Be?

Based upon conversations with the SNC, the Advisory Committee and the City, there was a general consensus that the market should have between 12 and 20 vendors. This will provide critical mass, product choice and the minimum revenues to operate sustainably.

The market can grow over time – but needs to understand the minimum levels from which to grow.

It is actually better to start out modestly and let the market grow organically. It is very important that the market be sized appropriately so the farmers make money. If the market starts out too big, and there are not enough sales, the vendors will suffer and may choose not to return. It is better to have fewer vendors making decent money, than too many who can't make enough.

The market will need to grow to at least 20 vendors to achieve sustainability. We feel this is a reachable goal, conservatively, by Year 3.

Revenue Forecasts for a One-Day per Week Market

12-Vendor Market 8 farmers @ \$25/day x 25 market days	=\$5000
4 value added@ \$30/day x 25 market days	=\$3000
Total Annual Rent	=\$8,000
	•••••••••••
15-Vendor Market 10 farmers @\$25/day x 25 market days	= \$6250
5 value added @ \$30/day x 25 market days	= \$3750
Total Annual Rent	=\$10,000
20-Vendor Market 12 farmers @ \$25/day x 25 market days	= \$7500
8 value added @ \$30/day x 25 market days	= \$6000
Total Annual Rent	=\$13,500
•••••	• • • • • • • • • • • • • • • • • • • •

FAQ'S

Is \$25/day a fair rent for farmers and management?

Some markets charge a flat percentage of sales as rent. This is meant to be fair to farmers. If they have a bad day, they don't pay much rent. If they have a good day, they pay more. It must be remembered that the market is essentially a public benefit - there is no intent here for the market to make a profit. The market is being organized as an end to reach other goals. The market organizer must be able to pay the bills and operate the market properly; this will attract more customers. Other than outside fundraising – rents are what pay the bills and markets that are self sustaining have the best chance of surviving over the long term. It is not unusual for markets to fundraise - many do - but the rents must be set at a fair level to both the farmer and the management.

Markets that do charge a percentage rate use (on average) 7% of gross sales as rent. This was determined through candid conversations with farmers and management. If the Hub City Farmers Market rate of \$25 per day was in fact the equivalent of 7% of a farmers gross sales, it calculates to \$357 in sales for one day. This is a minimum amount that a farmer will need to reach in sales to 'afford' the \$25 per day rent. \$357 is not an unreasonable number and our experience shows farmers often make well in excess of this.

Based on this analysis, it is our conclusion that \$25 per day is a very reasonable base rent for farmers.

Is \$30/day a fair rent for value-added tenants?

"Value added" is a term for a producer that adds value to his or her product. For instance a dairy farmer that turns milk into cheese or yogurt is adding value. A fruit farmer that makes pies is adding value and so on. Adding value also means that the seller can get a better price and a better profit margin. Many market customers like buying value added products, especially now that people seem to cook less and have little time to make their own pies and yogurts. These types of products round out the merchandising at a market - yet they should not predominate. The farmers should always be the core.

What about charging a percentage rent?

We recommend that the Hub City Farmers Market start with a flat rent in Year 1 and transition to percentage rents in Year 2. Farmers and all vendors should be required to report sales in Year 1 to get them used to the process and to help management gauge the merchandising mix and preferences of shoppers.

As noted, 6% or 7% is used at many markets and is considered fair. The market is not trying to make money – but does need proper funding. The rent money merely goes into improving market operations which ultimately lead to even greater sales for the vendors. Percentage rents are a tool for growth.

There has to be a deep level of trust and integrity with the market management to maintain confidentiality.

HUB CITY FARMERS MARKET ANNUAL OPERATING BUDGET FORECAST

Expenses	Year 1	Year 2	Year 3
Staff			
Manager P/t	\$12,000	\$10,000	\$10,000
Set up and Clean up	volunteer	volunteer	volunteer
Benefits	\$1,000	\$800	\$800
Labor Subtotoal	\$13,000	\$10,800	\$10,800
Operations			
Advertising/Promotional	\$2,000	\$2,000	\$2,000
Office Expenses	\$500	\$500	\$500
Repair and Maintenance	\$1,500	\$1,500	\$1,500
Insurance	\$1,000	\$1,000	\$1,000
Net Utilities	\$500	\$500	\$500
Garbage	\$1,000	\$1,000	\$1,000
Suppliers	\$500	\$500	\$500
Operations Subtotal	\$7,000	\$7,000	\$7,000
Total Expenses	\$20,000	\$17,800	\$17,800
Revenues*	\$10,000	\$12,100	\$13,500
Operating Gap	·	(\$5,700)	(\$4,300)

^{*} Year 1/15 Vendors, Y2/18 Vendors, Y3/20 Vendors

Break-Even Strategy

The market will need an additional \$4,300 per year. This should not be a problem.

ADDITIONAL REVENUE OPTIONS

The Hub City Farmers Market needs to be creative and raise additional revenue to break even. The following areas are all potential sources:

Open more markets

Once SNC gets the Hub City Farmers Market up and running, they should be able to move towards a system of markets in the county.

Concession

SNC may want to consider operating the coffee of cold drinks concession at the market. Although this will have to be staffed by volunteers, some markets have been able to make a substantial contribution to their overhead.

Restaurant

Grant an exclusive contract to a Spartanburg restaurant for operating a café at the market.

Stretch season

Over time, the market will be able to operate a longer season.

Holiday market

Develop a holiday style market in season with greens, gifts and holiday items. This could be done jointly with another institution.

WIC/FMNP

Accept WIC vouchers, Farmers Market Nutrition coupons, and other similar programs that will bring more people and dollars to the market. EBT/food stamps should be considered in the future.

Sponsors

A successful market has value to potential sponsors such as Spartanburg corporations, foundations and the city itself. Sponsors can be approached for outright grants as well as in-kind help with printing, equipment, promotions, etc.

Friends of the Hub City Farmers Market

Formally or informally, a Friends group can be an invaluable asset in terms of operations, promotions and fundraising. Some Friend's groups even run their own fundraisers for the market, such as a dinner using market foods. This can be a very powerful and helpful group.

Percentage rents

Charge vendors a percentage of sales, as recommended above. The current rent of \$25 per day (for farmers) is equivalent to 7% of \$357 of sales. Assume then, that a farmer sells \$500 in a market day – if they were paying a percentage rent they would pay \$35. An additional \$10 a day per vendor (with 20 vendors) would generate \$5000 - enough to break even.

Increase Base Rents

\$25 per day is a very fair rent and as vendor sales begin to move up - SNC is perfectly justified to charge more. For every \$5 increase in daily rent fees per vendor, the SNC will realize an additional \$2500.

City of Spartanburg Services

The market is truly a public benefit for the City of Spartanburg and her citizens. The city has already expressed support for the market and it would be worth talking further to see what they can do to help, directly and indirectly. For instance, they may be willing to provide trash pickup, utilities and security on market day.

CAPITAL AND START-UP COSTS

The total starts up costs for the Hub City Farmers Market are estimated to be \$55,000. This will require a grant and is not intended to be raised from market rental income. We do not recommend that the SNC (or anyone else) take out a loan for this. Markets have traditionally 'buried' their capital costs and operate on a self-sustaining basis.

Operating Losses/Negative Cash Flow	
Year 1 Assumed operating loss	\$10,000
Year 2 Assumed operating loss	\$5,700
Year 3 Assumed operating loss	\$4,300
Start up apareting lacase	/\$20.000\
Start-up operating losses	(\$20,000)
Diamina and Dasina	
Planning and Design	
P/T Manager for 6 months prior to opening market Planning, preleasing, implementation	\$18,000
SNC staff and overhead	Ψ10,000
Leasing Expenses	
Outreach, printing, legal, design, travel	\$5,000
Equipment	
Chairs, tables, tents, shades, signage	\$12,000
	. ,
Total	\$55,000
-	

APPENDICES

APPENDIX A

How to Create Successful Markets – Agenda

APPENDIX B

Site Selection Analysis & Recommendation

APPENDIX C

Farmers Market Placemaking Workshop Results

FIGURE A

Place Performance Evaluation Game

FIGURE B

Short-Term Improvements

FIGURE C

Conceptual Site Plan and Layout

APPENDIX A

HOW TO CREATE SUCCESSFUL MARKETS – AGENDA

Tuesday, August 16, 2005, Spartanburg, SC

1:00	Meet at Nutrition Council Offices (823 John B. White, Sr. Blvd.)
1:00-1:15	Introductions
1:15-2:15	Markets 101 Steve Davies
2:15-3:00	Ingredients of Successful Public Markets David O'Neil
3:00-3:15	Break
3:15-3:45	Components of a Market Business Plan David O'Neil
3:45- 4:15	Creating a Vision for Spartanburg Steve Davies
4:15-5:00	Facilitated discussion about vision and realities of proposed Spartanburg Market

APPENDIX B

SITE SELECTION ANALYSIS & RECOMMENDATION

PPS' first site visit in mid-August provided the Advisory Committee members with an abbreviated version of their two-day training course "How to Develop Successful Markets". At the conclusion of this training, discussions were held to more fully conceptualize what would make a market work in Spartanburg, particularly in the many sites that were proposed for the market's location.

PPS was provided, in advance, a list of 15 potential sites and background information about Spartanburg. During the orientation tour all sites were visited, as were outlying neighborhoods and districts to get a feel of the area, to see what competition was like for fresh food and to see where customers live. After the training workshop and discussion, the sites were revisited on the following day for further observation and insights.

At the conclusion of the site visit and in discussion with SNC, three sites were chosen for further analysis. They are:

- Morgan Square
- Denny's Plaza on Main Street
- The Magnolia Street Station

SITE COMPARISONS

These sites were selected because they satisfied a majority of the site criteria – and because each is believed to be generally suitable for a market. Of the many sites

which were initially considered, most were eliminated because of some type of fatal flaw - such as poor visibility or lack of parking.

The assessments elicit pros and cons of each site. Also, each location was considered in terms of how the site would be affected by the surroundings - and vice versa - how the surroundings would be affected by the market.

The market is not intended to be just a place to transact business and buy fresh produce. It is envisioned to be much more – a place that addresses nutrition, fosters positive social interaction, promotes community health and strengthens the local economy and sense of community for all citizens, not just the privileged.

SITE SELECTION CRITERIA

Ownership

How will this affect costs, operations and schedule? Is the site available?

Visibility

Site must have excellent visibilty

Access

Multiple access - pedestrian, transit, bicycle, car and vendors trucks

Adequate on-site, free or modestly priced parking.

Size

Is it big enough? Too big? Will the market 'fit'?

Community Context

Accessible to diverse sectors of the population, particularly those traditionally underserved with fresh food access. Opportunity for spin-off economic development

Condition

What is required to make the site usable?

Special Amenities

Positive (or negative) characteristics or intangible qualities

Seasonal Issues

How is the site affected by weather – times of day, seasons, etc.?

SITE ASSESSMENTS

Morgan Square

Currently undergoing major renovations, city officials are hopeful the multi-million dollar upgrade will further enhance the downtown experience attracting more people and uses. Surrounding the square are some of the city's best restaurants and retail establishments. It connects nicely with Main Street and creates a strong 'center' that gives the town distinction. This is also the historic site of a market. although we are uncertain of the exact dates.

Ownership City owned

Visibility Excellent

Access Excellent

Parking

Limited street parking. Pay to park garage a block away. (We have found that market shoppers resist parking in multi-story garages.)

Size of Site

The square is large, but its configuration is awkward for a market layout. Dunbar Street adjacent to the square was better, yet it is tight for market trucks and customer circulation.

Context

Shops and restaurants cater to a mid-toupscale crowd.

Condition

Should be excellent when the square is fully renovated.

Amenities

Downtown itself is an amenity. The square will be an attraction also. Not sure about bathrooms

Seasonal Issues

The square is unshaded and hot.

Overall Assessment

At first, this seemed like the logical, best site. Markets have traditionally located in town squares all around the world, and Spartanburg is no exception. The landmark location, proximity of retail and offices combine to give this site some definite appeal. As we looked carefully, though, there were some nagging problems with the site. A market does not fit well on the square with the level changes, 'features' and landscaping. There is no large, natural market space in the renovated square. Alternatively, closing Dunbar Street is another

possibility – but it is tight, we estimate 20 spaces – and the circulation is irregular. Not ideal.

Until the trees mature, there is little protection from the elements and the resulting comfort level would be low for customers and vendors. We also felt that the location was in some way 'too nice' and could become an upscale market for the privileged.

Denny's Plaza on Main Street

This is another landmark location with a mid-rise building that can be seen for miles. There is an extremely attractive and beautifully maintained landscaped plaza adding much pleasure and comfort to pedestrians, shoppers and office workers. The Main Street blocks between Denny's and Morgan Square are coming back to life again. We preferred the Main Street side of the plaza and envisioned the market running along the sidewalk and perhaps expanding slightly into the plaza.

Ownership Part city, part private

Visibility Quite good, nestled into the city fabric.

Access

Excellent for office workers in the immediate area. Easy to drive to, and there is a bus stop a block away.

Parking Limited street parking on Main. Various surface and deck lots nearby.

Size of Site

Adequate, with room for expansion in the plaza.

Context

Offices, retail, bus station.

Condition **Excellent**

Amenities

The plaza is most attractive. Not sure where we would find bathrooms.

Seasonal

Site is partially shaded and the building blocks the arc of the sun for a part of the day. Nice breeze when we were there.

Overall Assessment

There is an immediate appeal to the site with the plaza, flowers and shaded pergola. The views along Main Street are also quite nice. The retail is still a bit sluggish, but the market could help it improve. This site does not get the drive by traffic that Morgan Square gets. The limited street parking is not optimal.

It has a certain 'uptown' or corporate feel which is a usually a positive sign for retail, but for a market it is not necessarily so. We must go back to the goals for this market and remember that this is more than a retail venture - it is a community effort to serve multiple constituencies.

This is also not our first choice. It would be a better secondary market site during the week once the main market is up and running.

Magnolia Street Station (The Depot)

Long touted as the entrance to Spartanburg when rail was the preferred travel mode, the hundred year old Depot was recently renovated after a tragic fire in 1996. The community banded together and the renovated station is testimony to civic determination. It currently houses the offices of the Convention and Visitors Bureau – an intriguing partner for the market.

The station is little used for passenger services (late, late at night) and there is still a good amount of freight traffic – which is arguably an attraction, especially for kids.

The site is quite large and extends well back. The building is in good shape and presents a positive image when paired with the well maintained grounds.

Ownership City

Visibility

Very good – landmark location which everyone knows.

Access

Good – occasional freight train interruptions

Parking Excellent

Size of Site

Fine, can easily accommodate market and patron parking

Context

Historic location (cemetery and depot) and close to a blighted area that is beginning to

recover.

Condition Excellent

Amenities

Bathrooms (must get Amtrak permission), trains, landscaping

Seasonal

Train platform canopy is possible cover for market.

Overall assessment

The 'edge' location is preferred because it can draw from multiple customer bases. It is connected to downtown via Magnolia Street where there is still some active retail. It is also closest to a lower income neighborhood on the rise, which could benefit enormously from the market – both nutritionally and economically. As markets are natural gathering places, it will also promote social interaction among groups that generally do not mix.

Operationally, this site would be the most workable. It is large, has the best parking of all sites, is eminently flexible in terms of layout and is well known throughout the region.

The potential for partnerships is also good – Visitors and Convention Bureau, Norfolk Southern, community groups, nearby garden store, downtown organizations, etc.

Recommended Site
Magnolia Street Station (The Depot)

We recommend the Depot site as the preferred location for the market and the focus for the next phase of this exercise.

The Depot site has the potential to address the goals of the market and to be successful. Its location also has the best chance of attracting the widest array of customers. And, as we continually say – people attract more people. It is close enough to downtown to still be seen as a 'downtown' attraction and actually stretches the perception of where downtown begins. This site can also best address and impact the health and food access needs of local, low income residents. Residents can be part of the planning so that they feel a sense of ownership in the project. The SNC is well positioned to fully explore the potential outcomes of this partnership.

The location is very attractive and can also attract others from downtown, the suburbs and region. One of the great joys of a market is this coming together of many people who do not normally associate on a regular basis. The social capital and goodwill that can be created is of incalculable value.

The farmers will also like this location for ease of operating. They can sell off the back of their trucks, unlike the situation in Morgan Square where space was so tight they would have to park their trucks in a remote location.

The Depot has a sense of place and you feel like you have arrived someplace important when you go there. This can be further exploited with the layout and design of the market – and done in such a way that it connects to Magnolia Street, the artery to the heart of downtown.

Given all the goals and hopes of this project, we are confident this site has the best potential to not only be a successful market, but to meaningfully address related issues such as community health, social interaction, local pride and economic resurgence for downtown and a neighborhood and regional farmers.

APPENDIX C

FARMERS MARKET PLACEMAKING WORKSHOP **RESULTS**

Group 1 - Entrance To Depot And North **Across Train Tracks**

Major Issues:

- Identifying and attracting farmers
- Homeless population downtown

Liked Best:

- Historic aspect
- Accessibility
- Relation to downtown
- Many people present Monday through Friday
- Potential economic vitality is good

Short-Term Improvements:

- Signage
- Tents
- Sitting places
- Clean-up across the street
- Bike racks

Long-Term Improvements:

- Paint a food-related mural on Baber Rhyne
- Build a market shed for multi-purpose use

- Create a market café in the station
- Create a regional market system
- Move bus stop

Potential Partners:

- Small business development initiative
- Carolina Farm Stewardship Association
- Hub-Bub/young people
- **Downtown Business Association**
- Health organizations

What Should be Sold at the Market?

- Produce
- Flowers
- Eggs
- Meat
- Herbs
- International prepared foods
- Holiday market

What Activities Should Take Place in the Public Areas in and Around the Market?

- Music
- Cooking demonstrations

What is the Best Layout for the Market?

• Add tents to the brick area (not on the grass)

Facilitate activities on the grass

Group 2 – Magnolia Street Entrance to Depot & South to N. Daniel Morgan Avenue

Major Issues

- Intimidation of tracks
- · Lack of access for pedestrians, bikers, and transit
- Visibility of the station not enough market signage
- Krispy Kreme customers
- Shade
- No trucks

Liked Best:

- Landscaping well maintained
- Wide sidewalk with buffer
- Feels safe (near the Sheriff Office), but closed off by "wall"
- Lots of history
- Nice clean place

Short-Term Improvements:

- See Map
- Improve signage (bus stops, market,
- Clean up brush
- Add bench

Long-Term Improvements:

- Build better sidewalks, especially at the tracks
- Add a "Rail to Trail"
- Connect the mini-park on church/ Krispy Kreme
- Redevelop the vacant and underused
- Upgrade the county property and parking lot
- Create crosswalk
- Incorporate an exercise loop around the site

Potential Partners:

- Businesses: A-1 News, Krispy Kreme, Baber Rhyne Restaurant
- Cleveland Park Neighborhood
- **SPACE**
- Wofford College
- County and City Parks and Recreation Department and others
- Palmetto Residents Association
- Biketown
- Southern Railway
- Historic Association
- Chambers of Commerce
- Clemson County Extension Service
- Arts partnerships (help provide music, art)
- Library

- Senior Center
- Science Center
- Little theatre
- Colleges
- Choral groups, gospel choirs

What Should Be Sold at the Market?

- Local produce farmers and gardeners
- Organic
- African Violets (Association)
- Baked goods (Church could do, yet didn't do well at last market)
- Good variety
- Gardeners: community gardeners, master gardeners, Plant and Row Project
- No crafts
- Christmas greens and crafts

Group 3 - Front Lawn & Area around the **Depot**

Site Issues/Challenges:

- Location perceived as not safe
- Site lines blocked by overgrowth
- Narrowness
- Bad visibility

Liked Best:

• Heritage, central location

- Openness and site lines
- Related to downtown
- Clean
- Attractive
- Safe in the daytime
- Historic building (Victorian, lighting, fencing)
- Historical value Cemetery
- Easy access
- Current landscaping is in good condition
- Lawn area potential for people to bring chairs and blankets
- Good size site
- Potential is good
- Trains are engaging, interesting
- Bank cleaned off
- Market could be catalyst for area revitalization

Short-Term Improvements:

- Clear kudzu from the old train trestle and area around the tunnel to see the trains
- Clear underbrush all around the perimeter to allow better visibility from all directions, including from/to Daniel Morgan intersection
- Add artistic, eye-catching signage (especially for historic building) to advertise the market
- · Add moveable seating, other places to

sit

- Light the space at night
- Replace the iron fence in front of the cemetery
- Paint a mural on Baber Rhyne
- Organize activities (kids, music, seating) on lawn
- Plan children's activities
- Increase over-seeding add sod around the perimeter
- Add plaques explaining the historical significance of area
- Improve the parking areas
- Clean up or hide dumpster area across Magnolia Street
- Improve sidewalks
- Increase shade
- · Buy tents for market
- Add white street lights
- · Have entertainment at the market
- · Improve landscaping
- · Tough up painting
- Add Balloons

Long-Term Improvements:

- Connect to the corner (Daniel Morgan) with a bridge/overpass or sidewalk, at least
- Add landscaping across Magnolia
 Cleveland Park train
- Open the back of the sandwich shop to

café seating, loft (benches)

- Remove the existing arcade and extend a wider and longer arcade off the main building; extend new shed to other side of the lawn to announce the site
- Incorporate "historic" design into new buildings
- Structure the front parking lot to advertise the market
- Turn the trestle into an entrance to the depot for bikes and pedestrians
- Create more connected walkways throughout the site
- Build open-air covered pole shed connected to the front and back of the existing train station
- Create more parking
- Add an outdoor café and seating connected to the Baber Rhyne Business behind
- Expand the walkways and add a bridge over the tracks
- Improve trestle visibility
- Turn the perimeter area into a park
- Replace iron fencing around the cemetery
- Build a shelter that could function as a party barn

Potential Partners:

- City government
- Private donors and local foundations
- Local entertainers

- · Small business development initiative
- · Young People
- Hubbub website
- Science Center (for activities)
- Arts Center (for activities)
- Parks: Recreation Department
- Visitor's Bureau
- Amtrak
- City Council
- Historical society
- Science Center
- Arts Center
- Neighboring businesses
- Churches
- Schools
- Vendors/Farmers
- Carolina Farm Stewardship Association
- South Carolina Agricultural Department
- Master Gardeners, Garden clubs
- Spartanburg Tech Horticultural Department
- USDA (for grants)

What Should be Sold at the Market?

- No crafts
- Produce/Fruit
- Plants/Bedding, Flowers, trees
- Meat and Poultry

- Eggs
- Link the produce to "Value Added" products
- **Baked Goods**
- Canned fruits/preserves
- Seasonal items (Christmas)
- Homemade, Cultural, Baskets, Etc. (Soaps)
- Breakfast (eggs and coffee, 7:30am-11am)
- Souvenirs with historical significance

What Activities Should Take Place in the Public Areas in and Around the Market?

- Art
- Music
- Theatre
- Animals
- **Table Tests**
- Salsa
- Demonstrations (canning and freezing)
- Watermelon eating contest
- Cook-offs (Healthy recipes)
- Carolina training camp (Autograph)

Figure A: Place Performance Evaluation Game

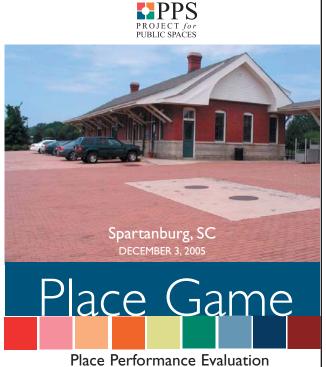
What Makes a Great Place?



PPS is a nonprofit organization dedicated to creating and sustaining public places that build communities. We provide technical assistance, education, and research through programs in parks, plazas and central squares; buildings and civic architecture; transportation; and public markets. Since our founding in 1975, we have worked in over 1,000 communities in the United States and around the world, helping people to grow their public spaces into vital community places.

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A Tool for Initiating the Placemaking Process

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PLACE GAME

SITE #:



COMFORT & IMAGE	POOR			GOOD
Overall attractiveness	_	2	8	4
Feeling of safety	_	2	3	4
Cleanliness/Quality of Maintenance	_	2	ж	4
Comfort of places to sit	_	2	ж	4
Comments/Notes:				

ACCESS & LINKAGES	POOR		U	GOOD
Visibility from a distance	_	2	3	4
Ease in walking to the place	_	2	3	4
Transit access	_	2	m	4
Clarity of information/signage	_	2	3	4
Comments/Notes:				

USES & ACTIVITIES	POOR			GOOD
Mix of stores/services	_	2	m	4
Frequency of community events/activities	_	2	m	4
Overall busy-ness of area	_	2	ю	4
Economic vitality	_	2	m	4
Comments/Notes:				

SOCIABILITY	POOR			GOOD
Number of people in groups	_	2	3	4
Evidence of volunteerism	_	2	ж	4
Sense of pride and ownership	_	2	3	4
Presense of children and seniors	_	2	3	4
Comments/Notes:				

Identify Opportunities

1. What do you like best about this place?

2. List ideas that you would do to improve this place that could be done right away (i.e. by market opening next summer) and that wouldn't cost a lot:

What changes would you make in the long term that would have the biggest impact (including impact on the market)?

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 and/or help with the market? Please be as specific as possible.

FIGURE B:

Short-Term Improvements

FIGURE C: Conceptual Site Plan and Layout