

The Community Marketplace: Refining the Vision

I. Introduction

The Community Marketplace will be a multi-dimensional, year-round market that highlights locally grown and produced food, along with goods and services from near and far that enrich a vision of a locally sustainable and globally fair downtown center for living, learning and connecting. Through the Community Marketplace, Fort Collins will lead the way in creating economic vitality by celebrating all that contributes to a vibrant downtown and community, and healthy agricultural land and environment.

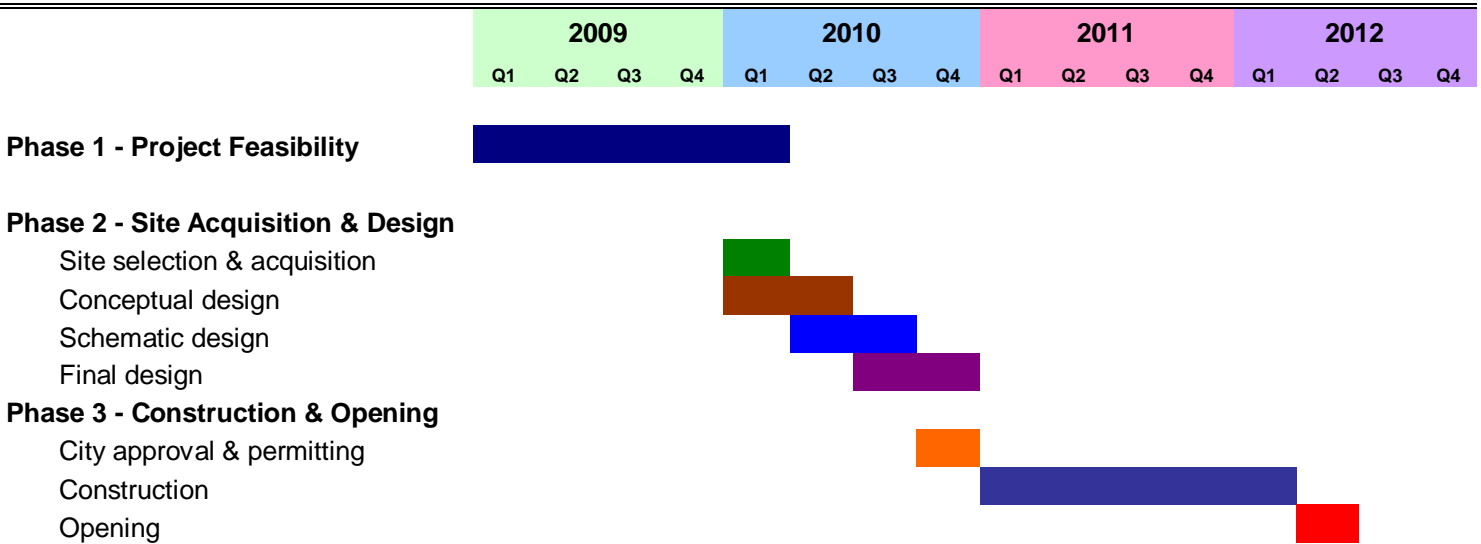
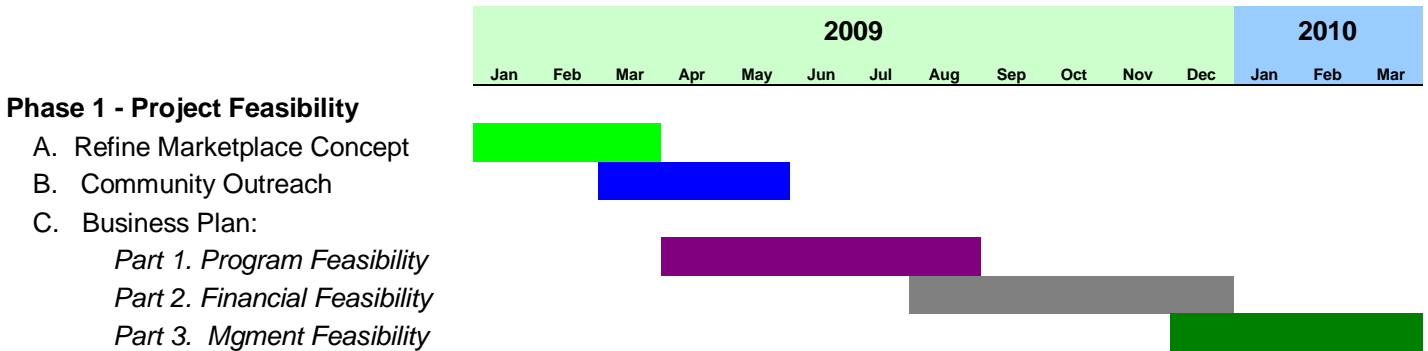
The following report documents the activities and progress on the Marketplace project through March 2009. This report was defined in the Concept Report (CR) Budget and Decision Milestones, approved by the DDA Board October 9, 2008 (CR Phase 1, A.2); see <http://www.downtownfortcollins.org/marketplace.htm>

The report was drafted by Hill Grimmett of the Northern Colorado Food Incubator (NCFI) and Doug Murray of CSU's Center for Fair and Alternative Trade (CFAT) in collaboration with the DDA and the Marketplace Project Planning Team. It provides a refined marketplace concept based on the Community Marketplace Forum held February 18-19 2009, a two-day multi-stakeholder forum involving both local thought leaders and national experts (CR Phase 1, A.1). In addition, input has come from several outreach meetings with community organizations (CR Phase 1, B.1). The Community Outreach process will continue through mid-year. Future workshops and community meetings are expected as the project continues to develop to solicit input and feedback about emerging needs and issues.

The primary outcome of the Community Marketplace Forum was enthusiastic support for the project. In addition, many people came forward with ideas which have been incorporated into the refined vision for the Marketplace presented here. Several issues raised in the process will be further explored through the on-going community outreach activities, and through the subsequent steps described in the Concept Report Business Plan.

One of the most-frequent questions raised at the Forum meeting and in the initial outreach meetings has been that people want greater clarity on the project timeline and anticipated completion. The initial Concept Report contains only a suggested timeline for the feasibility process that makes up Phase 1 of the project. Keeping in mind the limitations of defining a precise time frame for completion of the project this early in the process, we have proposed a preliminary time-line for the entire project as follows:

Timeline for Fort Collins Community Marketplace



II. Background

The Community Marketplace grows out of a long history of discussions about how to strengthen the economic and cultural vibrancy of the Downtown area. As noted by City Councilman Kelly Ohlson in a recent DDA Board meeting, these discussions go back at least to the 1980s as evidenced by newspaper accounts, and are linked to a long history of farmer and community markets in Fort Collins. The dialogue with the UniverCity Connections and the City's Uniquely Fort Collins initiatives in 2007 and 2008 gave renewed impetus to the Marketplace concept. Further discussions between the DDA, Be Local Northern Colorado (BLNC), NCFI, and CFAT at Colorado State University, brought together a dynamic group around the project idea.

The DDA organized a planning team (see Appendix A) which met regularly during 2008 to refine the initial ideas for the Marketplace, culminating in the development of the Community Marketplace Concept Report which was adopted by the DDA Board on October 9, 2008.

Funding for the planning phase of this project was approved contingent upon regular review of progress and achievement of milestones over 2009 and into 2010. The DDA then entered into contractual agreements with NCFI and CFAT to carry out portions of the agenda developed in the Concept Report. The following discussion represents the current thinking of the entire planning team toward achieving the first milestone of the planning process.

III. A Refined Marketplace Vision

The Community Marketplace vision will continue to be refined through the Community Outreach process (CR, Phase 1, B.1). The following is thus a work-in-progress. Nevertheless this discussion represents considerable refinement in both the vision and detail of the Marketplace project originally presented in the Concept Report.

A. The Marketplace Character

1. Supporting the Local Food System

The vision for the Marketplace is to be a place bringing together the vibrant local food system and the engaged customers and households of Fort Collins and the region. By supporting the local food system through the creation of a community marketplace, this project seeks to give increased vitality to the local and regional economy and enhance Fort Collins's already widely recognized character as one of the best places to live in America (*Money Magazine*, 2006 & 2008 identified Fort Collins as one of leading places to live and do business, and *Forbes Magazine*, 2009, listed Fort Collins as the second best place to do business in the country, up from third in 2008). The Marketplace will create an attractive, dynamic and diverse experience for shoppers and community members who choose to purchase and consume in ways that support their social and environmental values, while bringing greater economic well-being and sustainability to their local community. The Marketplace will draw residents back for repeated shopping, social, cultural and educational experiences, and the Marketplace will become a destination for visitors and tourists as well.

One of the trends locally which supports the development of the Community Marketplace is the growth over the past several years of area farmers' markets, due largely to increasing numbers of growers and producers who operate at a small scale and want to sell direct to the public. NCFI and BLNC have sponsored and tested winter-time farmers markets since 2006, with enthusiastic support and strong growth in both the number of attendees and the number of vendors. With the development of monthly post-season Community Markets in the 2008-09 season, Fort Collins now has at least one farmers' market every month of the year.

We anticipate that the vendors in the Marketplace will develop a variety of business relationships in the larger community -- for example, supplying local restaurants, retailers and perhaps schools and institutions with their products. There will be a variety of educational programs around food, nutrition, health and other issues of concern which will help people make good use of the resources in the market. For example, there might be a regular market tour with shoppers during which seasonal items would be selected and one or more dishes prepared in a

demonstration area. Such a program could be modified to focus on people with special dietary needs, young people, busy families, persons of different ethnic or cultural backgrounds, and other such groups.

2. Supporting the Local Economy

In addition to local food, there are other important sectors in the local economy that may have a place in the Community Marketplace depending on the desired tenant mix in both the Market Hall and the upper floor. Local entrepreneurs that share the commitment to local sustainability and global fairness would be logical candidates, especially in areas supported by the City's other economic development activities. Companies involved in renewable energy, green building and various sorts of green-jobs programs might well be appropriate tenants.

3. Engaging and Advancing Conscious Consumerism - Beyond Local

Being Local is first and foremost about more direct relationships between producers, vendors and consumers that embrace environmental and social sustainability and about anchoring economic decision-making in the local community. That relationship is based in part on a local culture that gives people the opportunity to know better those with whom they engage in economic and other activities. But that relationship also is based on a vision of sustainability that is not necessarily geographically determined. Being Local is ultimately less about distinct geographical boundaries than about a commitment to alternative relationships promoting social and environmental values. The same vision and values can highlight environmentally sustainable goods from Central America, e.g. lumber certified as sustainably harvested, or socially sustainable goods like fair trade coffee from Peru or Tanzania.

The Marketplace will build upon the focus on local food emphasized in its first floor Market Hall to create a range of services and activities engaging conscious consumers in the upper floor (or floors) of the facility. These services and activities will further highlight the local food system in some cases, but the overall character of the upper level will highlight conscious consumerism more broadly. Where appropriate, Marketplace tenants will be encouraged and assisted to seek certification for goods and services, providing additional assurances to consumers as a foundation of the Marketplace vision. Green building, organic, fair trade or other certifications will be identified for their ability to serve local merchants and consumers, and both will be assisted in understanding the costs and benefits of pursuing one or another of these certifications. Support to tenants for obtaining certification and other assurances will be provided in part by non-profit tenants and by the Marketplace management team, and will help link the first and upper floors around the Marketplace character.

B. The Structure of the Marketplace

1. The Market Hall

The Market Hall is the main floor of the Marketplace. It will include a mix of tenants offering fresh foods, including produce, fruit, dairy products, meat, eggs, poultry, baked good, prepared foods, dry goods and other items. It will also include cafes and at least one restaurant. We anticipate having several prepared food and take-out vendors as well (e.g., a sandwich shop, burritos, etc.)

In addition to long-term tenants, there will be at least two additional vendor opportunities. First, flexible space will be available for short-term vendors on a monthly rental enabling small local businesses to participate in the Marketplace with lower barriers to entry than a long-term lease. Secondly, there will also be day tables available for part-time vendors. And finally, there will be a farmers market outdoors one or two days a week around the Marketplace, during the growing season.

A key factor in making the Marketplace sustainable and successful will be establishing and maintaining a clear character that is predictable, enjoyable and attractive to consumers. This may mean creating a brand for the Marketplace that would be displayed by all vendors and which would appear as a mark or logo on all merchandise sold.

But even more important is having a crystal-clear mission which can be translated into operational terms. An excellent example of this can be found at the Reading Terminal Market in Philadelphia, whose General Manager, Paul Steinke, was one of the outside experts attending the Community Marketplace Forum; see their Mission Statement at:

<http://www.readingterminalmarket.org/about/missionstatement> (Appendix B),

and their Operating Guidelines at:

<http://www.readingterminalmarket.org/about/operatingpolicyguidelines> (Appendix C).

Some features of the Reading Terminal Market's Operating Policy Guidelines are worth highlighting. These may not be the precise guidelines for the Fort Collins Community Marketplace, but their clarity and specificity will be useful reference points going forward:

- a. Preference is given to “*growers and purveyors of local and regional produce.*” This allows them to be quite specific in evaluating and selecting potential tenants.
- b. “*Businesses... which offer food intended...for consumption within the Market shall be limited to no more that the greater of one-third of the total businesses in the Market....*” This specifies how many restaurants, cafes and take-out shops there might be.
- c. “*All leases shall reserve to the Corporation the right to approve changes in the product lines of merchants in the Market.*” This gives the Market management the right to oversee what is sold down to the specific product level. This is important in

order to maintain the character and quality standards of the Market, which strives to create clear expectations in shoppers minds about the kinds and quality of products sold at the Market.

- d. *“Leases shall require the owners to be actively involved in the management and operation of their businesses within the Market.”* This is important in maintaining the local character of the Market.
- e. *“Rental rates and rental differentials for merchants within the Market shall be established so as to facilitate the achievement of the above policies, while at the same time maintaining the self-sufficiency and financial viability of the Market.”* At the Reading Terminal Market, rent differentials are used to provide lower rents to businesses with lower margins (e.g. produce) and higher rents to businesses with higher margins (e.g. a candy vendor). Paul Steinke strongly recommended such differential rates, and also strongly recommended that leases include a requirement for each tenant to provide financial information to the Marketplace management so that margins may be verified.
- f. *“Leases shall grant the Corporation approval rights over all plans and activities which result in changes to the facades and fixtures of stalls...”* This allows the Market management to be sure the physical character of the market is maintained – which in Reading Terminal’s case includes a number of historical preservation issues and concerns. But it is equally important for the Fort Collins Community Marketplace to have a consistent, attractive and fresh appearance throughout.

Each of the above issues is relevant to the Fort Collins Community Marketplace. Note that each of these issues will be explored in greater detail during the Program Feasibility process (CR Phase 1, C.1,2,3), which will take place in Q2 and Q3 of 2009 (see timeline, above):

- a. Vendor mix: What is the character of the Marketplace? Is it primarily a venue for shopping for food to take home to prepare and eat? Shoppers need predictability about what they will find and what will be available. Do we want, for example, one large produce vendor, or several smaller stalls of competing green-grocers? To what extent do we want to encourage or discourage internal competition by having, say, more than one coffee stall or café?
- b. Take out food: To what extent do we want to emphasize or de-emphasize prepared and take-out food? Certainly that needs to be part of the mix, but how large a part? What is the variety we should strive for? Do we want to set standards about how large a portion of a vendor’s prepared food ingredients should be sourced locally?
- c. Management approval of product lines and practices: This seems straightforward – we will want to have a lease structure that allows for some control over product lines, plus consistency around hours of operation, merchandising approaches, etc.

- d. Owner active in the business: Should this be a requirement? The reasons in favor of such a standard are to promote customers' ability to develop strong relationships with the principals of a business and to ensure that the business decision-maker is on-site at least some of the time.
- e. Rent differentials: How do we want to utilize rent differentials? What should they be based on? Differentials are often used in public markets, based on some combination of revenue, square footage, profit margin, and the desire of the market management to attract a particular tenant. Another possible rent structure is a base rent plus percentage of gross sales approach; this builds in a differential rent rate but ties the rent stream to overall tenant performance and probably to the variances of the business cycle. During the feasibility phases, we will look in detail at these and other possible lease structures.
- f. Appearance and upkeep standards: We will want to implement this in some form or other.

There are a variety of other issues relating to tenants which will need examination during the Program Feasibility stage, including the following:

- Incubation: To what extent should the Marketplace engage in some type of direct business incubation? Is having a low barrier to entry for start-up businesses enough? Do we need to partner with other community resources (e.g. NCFI, CSU, Small Business Development Center (SBDC), etc.) which may be able to provide technical assistance to start-ups? Or might we want as a Marketplace to actively engage in encouraging business formation in a particular arena where we see a gap in product offerings? These choices fall on a spectrum of being deliberate and proactive, from adopting a moderately passive but facilitating stance to taking a quite active role in identifying business opportunities and seeking new businesses to address them.
- What role does cultural and artistic programming play in the Marketplace? This is potentially an area of overlap between the Market Hall and the upper floor public space and tenants.
- How much public space should there be in the Marketplace? What sorts of public space? What priorities and standards should we have for deciding about users, rental rates, etc.
- Marketing: Should there be a cooperative marketing program? Of what sort? How much should be charged to tenants? One example: Reading Terminal Market charges, along with the rent bill, a monthly fee which is tied to square footage. Those funds are pooled and used to promote the Market.
- Tenant council: What sort of internal structure should be used? One option is to have a tenant group involved in decisions about how to use the marketing money charged

to tenants. Another option is to have a tenant group involved with governance, leasing decisions, etc.

2. The Upper Level

The upper level of the Marketplace will represent a center of business, educational and cultural activity that draws upon the shoppers frequenting the first floor Market Hall, but also engages a large number of other users on a daily basis. This expanded engagement will be based upon a combination of business services, classes, exhibits, and events that add to the overall character of the Marketplace, and will increase the number of people and level of business activity throughout the facility.

The second floor will be anchored by a mix of socially responsible businesses, educational classrooms and a community meeting center, and a non-profit dedicated to enhancing understanding of the relationship of the Marketplace, the community and conscious consumers. This tenant mix and the physical design of the second floor will draw community members and out-of-town visitors to the Marketplace, allowing them the opportunity to engage in and better understand the relationship between their buying practices and other activities, and their environmental and social values.

The second floor will include a community meeting center that will also be a state-of-the-art classroom facility occupied half-time by the Osher Life Long Learning Institute (Osher). The Osher program will provide a series of courses and guest speakers targeted in particular (but not exclusively) to the adult and senior populations of Fort Collins. This anchor tenant will draw a large number of users on a daily basis to the Marketplace and the upper level. In addition, ideal second floor tenants might include a Socially Responsible Investment firm and other financial services (perhaps a Community Bank) that provide services related to conscious consumerism, further supporting the character of the facility and further attracting consumers of the goods and services characterizing the Marketplace vision. Business tenants might include a green architecture firm, a renewable energy engineering firm, an importer of certified goods like fair trade coffee, wine, chocolate, etc. There will also be a commons area with comfortable seating, tables and plants, and informational exhibits, where people can gather to talk, read or eat food purchased in the Market Hall. The walls of the second floor will provide exhibit space for art work, posters and other displays, and the central area of the second floor may include an atrium to provide further openness, light and atmosphere.

The Marketplace will also provide a roof-top area for people to gather for informal meetings or for seasonal and special events such as weddings, wine or food tasting, etc. An outdoor fireplace surrounded by seating will provide an ambiance conducive to attracting consumers and visitors to the facility.

There remains the possibility of adding a third-floor office level that might be occupied by local government or another large tenant. This would bring further consumer traffic to the Marketplace, in addition to the services it will provide.

C. Marketplace Governance and Tenant Selection

There are many issues relating to the governance and management of the Marketplace which will have to be explored and decided during the various development phases. Nonetheless, quite a number of them can be identified at this early point, and many of them were discussed by the participants in the Community Marketplace Forum. Some of the important issues, along with a brief discussion of each are as follows:

Governance issues:

- Facility Ownership: There is a variety of possible ownership models. For example, the Reading Terminal Market facility is owned by the Philadelphia Convention Authority (which built a large convention facility next to the Market some years ago). The Natural Capital Center (NCC) in Portland, Oregon, a project visited by members of the planning team in August 2008, was developed and is owned by a non-profit, EcoTrust. There are also examples around the country of markets owned by private firms, joint public-private partnerships, and other arrangements.
- Management: Reading Terminal Market is operated by a 501(c)(3) charitable organization under a free lease from the Philadelphia Convention Authority. That non-profit's Board is made up of representatives from various public and private stakeholder groups, including the Philadelphia Mayor's Office, the City Council, and the Convention Authority. The Natural Capital Center is managed directly by its owner, EcoTrust. Other options exist in other markets as well.
- Leasing: The tenant leases will be the primary mechanism for formalizing the structure of the relationship between tenants and the Marketplace. Therefore, it will be important to build into the lease the various mechanisms for managing the Marketplace, including rent differentials, various management approvals (product lines, appearance, etc.), requirements for participating in collective marketing, merchandising requirements, etc.
- Internal management: Most markets have some type of tenants' council or advisory group. Paul Steinke of Reading Terminal Market recommended a tenant group focused on directing the marketing of the Marketplace and using the funds collected from all tenants for that purpose.
- Initial tenant recruitment: The largest tenant selection task will naturally come at the beginning of the project. And the nature of the initial tenant mix will strongly shape the character of the Marketplace and the public's perception and acceptance of it. Therefore, it is vital that initial tenant selection be done carefully, with a full understanding of the mission and operational policies of

the Marketplace. Some type of management committee or structure will have to be in place to ensure the Marketplace's criteria are applied consistently.

- On-going tenant recruitment: There will be some amount of tenant turn-over. Clear criteria will have to be applied to preserve, enhance and develop the character of the Marketplace. What will be the nature of the recruitment and leasing process? Who will oversee it? Will there be tenant involvement? Community involvement?
- Changes over time: We conceive of the Marketplace as a long-term fixture in the community. As Fort Collins changes, the Marketplace needs to grow and develop. We need a long-term vision and planning process that is consistently updated to ensure that the Marketplace thrives in the future.

Operations: Tenant selection and other issues

- Tenant selection: As noted previously, tenant selection criteria will have to be developed based on the mission and desired character of the Marketplace. It may well be that separate criteria and even a separate process will be needed for Market Hall tenants and for upper floor tenants.
- Rent differentials: Rent differential are needed to allow flexibility in bringing in a desirable tenant mix, keeping barrier to entry manageable and ensuring financial viability. Decisions will have to be made on the mechanism(s) for rent differentials: should it be based on tenants' profit margins? Gross revenue? Other factors?
- Ethnic diversity: Some markets around the country consciously seek a wide diversity of ethnic foods and minority-owned businesses. To what extent do we want this to play a part in the Fort Collins Community Marketplace? How will it be achieved?
- Mix of fresh food, prepared food, take-out, etc.: This mix will be one of the most important variables which determine the character of the Marketplace. Right from the beginning, it is vital to be clear about what mix fosters the character we desire and why.
- Customer service and merchandising: Another area which will affect the character of the Marketplace will be how tenant businesses interact with customers and how goods and services are merchandised within the Market Hall. How unified an approach do we want? What sort of training ought we to provide?
- Management of seasonal vendors and day tables: Managing this area of the Marketplace will be important to ensuring a consistent approach to developing the character of the Marketplace. How will seasonal vendors be selected if

demand exceeds supply? What standards will seasonal vendors and day table vendors have to meet?

- Management of public space: Who decides about the uses of public space? Who decides about uses of demonstration space? Display space? Educational displays? All these ought to be informed by a very clear, specific vision of what the Marketplace is about.

All these issues and more will need to be addressed in the various phases of the project. Since many of the issues involve how we put the vision of the Marketplace into operation, clarifying the specifics of that vision comes first.

D. **The Role of Non-profits**

The Conscious Consumer Trust and the Osher Life Long Learning Institute

The CFAT, through a non-profit Marketplace tenant, the Conscious Consumer Trust (CCT), will provide support to the Marketplace tenants, the downtown business community and the broader citizenry of Fort Collins in their efforts to engage conscious consumerism and the growing economic and cultural opportunities it implies. The most frequently reported observation of a series of consumer focus groups conducted by the CFAT in Fort Collins in 2008 was,

“If we had more information on where to purchase, and what those purchases implied, we would further direct our buying to support our values.”

Addressing this observation has also been identified as a critical need in numerous marketing research reports across the nation. It is this need that the CCT will address in support of the Marketplace.

In conjunction with the Osher Life Long Learning Institute, the CCT will be a second floor tenant. Together, these two entities will provide an on-going relationship between CSU, the Marketplace, and the greater downtown community. The CCT will develop educational materials, events, speakers, and publications that support the goods, services and overall vision being provided by the Marketplace. In addition, the CCT will be a conduit for research by CSU and others to be channeled to the Marketplace tenants, users and downtown community, and it will also provide University researchers with guidance in identifying the research needs of the Marketplace tenants and users. Although the CCT will be linked to the University, the CCT agenda will be guided by the Marketplace management team, the tenants and users.

The Osher Life Long Learning Institute will provide approximately 20-30 hours of classes a week in the second floor meeting center. These classes will be focus on themes that raise awareness of the history and diverse culture of the region, the role of the local food system in the vibrancy of the region, the nature of conscious consumerism and its impact on the region, and other themes of interest to the Fort Collins community.

The Be Local Northern Colorado and the Northern Colorado Food Incubator

The Northern Colorado Food Incubator (NCFI) and Be Local Northern Colorado (BLNC) have been key players in the early planning of the Fort Collins Community Marketplace. They continue to play an important role by having strong relationships with the players in the local food system and the larger local living economy. We expect them to be tenants of the Marketplace (second floor or possibly first floor).

NCFI will continue to work on issues of food business incubation – both for the marketplace and for the larger region. Be Local Northern Colorado will continue to (a) seed alliances by bringing diverse sectors together to provide goods and services; (b) nourish independents by working with community- and land-based businesses; and (c) cultivate community by promoting reciprocity between consumers and businesses, and fostering new partnerships. The values-driven missions of BLNC/NCFI will compliment the overall vision of the Marketplace as their programs advocate for a whole, resilient community and bioregion.

IV. Issues Raised by Stakeholders for Further Consideration

At the Community Marketplace Forum held in February, various stakeholder groups raised a variety of issues. A detailed list and summary can be found in Appendix D. Here are some of the more important ones with a brief discussion:

- How viable is a local food focus to the Marketplace: Recognizing the limits of local agriculture, the Marketplace Planning Team, in conjunction with the CCT, will need to further develop how a vision of locally sustainable and globally fair can be integrated to enhance the character of the Marketplace. The building of an economic profile consistent with this character will make the Marketplace much more dynamic and economically viable than an exclusive focus on local food.
- How can we encourage significant participation by local farmers in the Marketplace: There are a variety of channels for local farmers to take their produce to market. In order to ensure a rich availability of local produce and other products, we will need to find ways to make the Marketplace an attractive venue for local producers. For example: attention will be given to making retail space available directly to growers or groups of growers (cooperatives or more informal arrangements) so that a larger fraction of the retail sales dollar goes to the producers than in traditional market channels; there can be education and outreach programs to connect customers directly to farmers; the Marketplace will be an opportunity for producers to make products available to downtown restaurants, retailers and other businesses.
- What about competition between the Marketplace and other Downtown businesses: A healthy downtown economy thrives when there is a variety of complementary uses and rich variety of offerings, including competing businesses

that are distinctive enough in their individual offering to differentiate themselves from neighboring businesses. This clustering of businesses in an attractive, welcoming downtown setting provides a critical mass of options that appeal to local shoppers, diners, and visitors.

The Marketplace, and its proposed Market Hall that will support the sale of regionally sourced agricultural products is distinctively different than anything that currently exists in Downtown Fort Collins. The tradition of direct farm-to-consumer sales in a public market setting, which has scant roots in the Rocky Mountain region compared to other regions of the nation, will provide distinctive and unusually small-scale retail spaces for businesses that could not otherwise establish a permanent or semi-permanent presence in the downtown.

Typically, retail space in a traditional public market facility is parsed into leasable area that averages approximately 250-300 square feet per individual vendor, and sometimes less. With the exception of perhaps the Town Pump tavern, “Kay’s” in Trimble Court alley, or the former McCarty’s Barber Shop, there is no comparable ground level retail space of this scale in Downtown Fort Collins. . The private sector, over the past century, has not responded in providing this micro-sized retail space in downtown buildings because of its inherent economic infeasibility as a stand-alone venture.

The Community Marketplace is different, and will add to the variety of offerings by breaking down a barrier-to-entry that currently exists. As noted above, the farm-to-consumer businesses likely to become tenants in the Market Hall would not be able to establish a permanent or semi-permanent presence in the downtown because of their need for small scale retail space, and specialized common area needs such as refrigerated storage, etc. When clustered together in a single facility, rather than in scattered sites throughout the downtown, these micro-businesses will benefit from the same synergistic phenomenon that currently benefits the mix of larger scale downtown businesses that create the complementary mix of offerings that makes downtown Fort Collins successful. The Marketplace will become yet one more attraction in the Downtown that raises the economic tide for the entire area.

If the objective of the Community Marketplace is to help support local agricultural enterprises, the green economy, local crafts, and provide unique community gathering and meeting facilities, and the community thinks it is a good idea, yet the private sector has not responded to this demand, then doesn’t it fall in the lap of a public agency, such as the DDA, which has a mission to satisfy this type of need and strengthen the downtown economy with diverse offerings?

- How can the Marketplace best embrace the diversity of Fort Collins: The Marketplace Planning Team will continue to explore the existing and potential avenues to engaging diverse groups, from rural to urban interests, as well as a range of ethnic community ties, and also various international linkages through

CSU, community organizations, faith-based organizations, and more. This is expected to be an integral part of the Marketplace not only leading up to its opening, but as a regular part of its on-going activities.

- Can the Marketplace embrace the varied interests in the community while staying focused on a defining character: As several outside experts participating in the Forum cautioned, to be successful the Marketplace cannot be a basket for everything good; it must stay focused on a theme. The attention to a management plan, tenant selection policies, and upper floor activities will all be regularly evaluated for their contribution to the character of the Marketplace.
- Will the project move forward in a timely fashion and thus not lose the growing enthusiasm and support from the community: Several of the outside experts in the Forum also noted the importance of sustaining the enthusiasm this project has generated within the downtown community and beyond. They argued that the Marketplace project would do well to establish a clear-cut and relatively short timeline for carrying this plan to fruition. The DDA and the Planning Team will need to keep all the interested parties apprised and engaged with this timeline to assure this enthusiasm continues and grows.

V. Next Steps

Upon approval by the DDA Board, we will begin the first feasibility work as specified in the initial Concept Report, namely the Programmatic Feasibility. During this phase, we will address in detail many of the issues identified in this report. The Program Feasibility phase will run approximately through August of 2009, followed by the Financial and Governance Feasibility phases which will run approximately through December 2009 and March 2010 respectively.

In addition, community outreach meetings will continue through summer of 2009. A list of community groups and stakeholders which have been or will be involved in this outreach can be found in Appendix E.

VI. Conclusion

The Community Marketplace Forum in February and the community meetings we have held since then demonstrate that there is strong support for the Marketplace in the community. This is consistent with the highly positive discussions and conversations many of the Planning Team members have held with various individuals and groups in the City throughout 2008.

All of the outside experts with whom we have consulted tell us that moving forward in a timely fashion will be very important to keeping this support growing. We continue to meet with community stakeholder groups as a follow-up to the Forum. Those meetings have been scheduled well into June, and scheduling is still being done.

Several outside experts recommended that some of the feasibility steps and other planning steps be combined or run concurrently as much as possible to maintain momentum. As we move through the feasibility stage, we will look for ways to make the planning process more efficient and expedient. The report back to the DDA Board from the feasibility process will include recommendations, if deemed appropriate, for further streamlining the planning and development process.

Appendices

Appendix A	Community Marketplace Planning Team
Appendix B	Mission Statement – Reading Terminal Market
Appendix C	Operating Guidelines – Reading Terminal Market
Appendix D	Core questions to be answered during the feasibility phases from Community Marketplace Forum: February 18-19 2009
Appendix E	Community Outreach meetings – groups and schedule
Appendix F	Attendees at Community Marketplace Forum February 18-19 2009

Appendix A

Community Marketplace Planning Team

Matt Robenalt
DDA
970-484-2020 or 419-4381
mrobenalt@fcgov.com

Hill Grimmett
Northern Colorado Food Incubator
Be Local Northern Colorado
970-231-1197
hill.grimmett@nocofoodincubator.com

Douglas L. Murray, Professor/Co-Director
Center for Fair and Alternative Trade Studies
Department of Sociology, CSU
970-491-6492; 970-491-2191
Douglas.Murray@ColoState.edu

Karen McManus
Wolf Moon Farms
Certified Organic produce, flowers and herbs
970-412-2499
karmcm@comcast.net

General Manager
The Fort Collins Food Co-operative
970-484-7448

Kevin Oltjenbruns, Co-Director
Osher Lifelong Learning Institute at CSU
970-218-5281
Kevin.oltjenbruns@colostate.edu

Jerry Kennell
MMA
970- 672-0890
jerry.kennell@mmapartners.org

Jim Reidhead
Participating Citizen
jreidhead@comcast.net

Gailmarie Kimmel
Be Local Northern Colorado
970-493-3674
gailmarie@BeLocalNC.org

Douglas Johnson
Director, UniverCity Connections
970- 488-1985
doug@univercityconnections.org

Dawn Thilmany McFadden, CSU
Dept. of Agriculture & Resource
Economics and Extension
970-491-7220
thilmany@lamar.colostate.edu

Joanna Stone
DDA
970-484-2020
jstone@fcgov.com

Anne Aspen
DDA
970- 419-4383
aaspen@fcgov.com

Mike Freeman
City of Fort Collins
970- 416-2259
mfreeman@fcgov.com

Linda Hoffman
Rural Land Use Center – Larimer County
(970) 498-7681
lhoffmann@larimer.org

Appendix B

Mission Statement – Reading Terminal Market

See <http://www.readingterminalmarket.org/about/missionstatement>

The screenshot shows the website for Reading Terminal Market. At the top, there is a navigation menu with links for ABOUT, MERCHANTS, EVENTS, GIFT CERTIFICATES, NEWS, and CONTACT. A diamond-shaped logo with the text 'READING TERMINAL MARKET' is centered above the menu. Below the menu, a text box contains the URL <http://www.readingterminalmarket.org/about/>. The main content area is divided into three columns. The left column features a photograph of a horse-drawn carriage in front of the market's entrance, with a sign that reads 'READING TERMINAL MARKET' and 'Bread • Produce • Dairy'. Below the photo is a 'Did You Know?' section stating: 'Harry G. Ochs Meats opened in the Market in 1906'. The middle column is a yellow sidebar with a list of navigation links: Reading Terminal Market, History, Parking, Directions, Hours, Market Management, Mission Statement, Operating Policy, Guidelines, Board of Directors, and Staff. The right column contains the 'Mission Statement' section, which includes a list of four bullet points detailing the market's goals.

Mission Statement

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

See <http://www.readingterminalmarket.org/about/operatingpolicyguidelines>

The screenshot shows the website for Reading Terminal Market. At the top, there is a navigation menu with links for ABOUT, MERCHANTS, EVENTS, GIFT CERTIFICATES, NEWS, and CONTACT. A logo for Reading Terminal Market is centered above the menu. Below the menu, there is a photograph of a horse in front of the market's entrance. To the right of the photo is a sidebar with a list of links: Reading Terminal Market, History, Parking, Directions, Hours, Market Management, Mission Statement, Operating Policy Guidelines, Board of Directors, and Staff. The main content area is titled "Operating Policy Guidelines" and contains an introductory paragraph and a list of guidelines.

Reading Terminal Market

History
Parking
Directions
Hours
Market Management
Mission Statement
Operating Policy Guidelines
Board of Directors
Staff

Operating Policy Guidelines

The Reading Terminal Market is a historic institution that, since 1892, has sustained a unique blend of merchants offering food and food products to people through the Philadelphia region. The Reading Terminal Market Corporation is committed to preserving the Market's tradition, and establishes these Operating Policy Guidelines to govern the Market.

- In filling vacancies which may arise in the Market, general preference shall be given to growers and purveyors of local and regional produce.
- Businesses in the Market which offer food intended primarily or exclusively for consumption within the Market shall be limited to no more than the greater of one-third of the total businesses in the Market, or one-third of the total leasable area of the Market.
- All leases shall reserve to the Corporation the right to approve changes in the product lines of merchants in the Market.
- Leases shall require the owners to be actively involved in the management and operation of their businesses within the Market.
- Rental rates and rental differentials for merchants within the Market shall be established so as to facilitate the achievement of the above policies, while at the same time maintaining the self-sufficiency and financial viability of the Market.
- Leases shall grant the Corporation approval rights over all plans and activities which result in changes to the facades and fixtures of stalls, even if these are paid for entirely by the merchants themselves. Corporation review and approval of such plans and activities shall be consistent with the "Declaration of Covenants and Restrictions for Reading Terminal" which comprises Exhibit "P" of the City/PCCA Lease and Service Agreement.

Did You Know?
Domenic Spataro of Spataro's Sandwiches has worked in the Market since 1930

Appendix D

Community Marketplace Forum: February 18-19 2009 Core questions to be answered during the feasibility phases

A. Defining the central mission of the Community Marketplace

- What is the building's focus and central purpose?
- How does that central focus and purpose translate into operational requirements?
- What is it about the Marketplace that makes it a unique educational opportunity for the broad community?
- How do we tap into the experience of others for what we are doing here?
- How do we address cultural and ethnic diversity, including issues are special populations such as youth?

B. Market Hall operational issues and questions

- Tenant selection: what is the desired mix?
- Tenant selection: what is the process during the initial ramp-up of the market?
- Tenant selection: what is the process for replacing tenants once the market is up and running?
- How do we attract anchor tenants?
- What should be the plan for differential rent rates?
- What should be the plan for marketing the project (e.g. line item in rent bills for a marketing effort; marketing council)?

C. Upper floor operational issues and questions

- Tenant selection: what is the desired mix?
- Tenant selection: what is the process during the initial ramp-up of the market?
- Tenant selection: what is the process for replacing tenants once the market is up and running?
- How do we attract anchor tenants?
- What should be the plan for differential rent rates?
- What are the various funding models to make the educational outreach viable?
- What is the Marketplace's role with regard to incubation?
- How do we build a local community ethic?
- What should be the plan for marketing the project (e.g. line item in rent bills for a marketing effort; marketing council)?

D. Governance issues

- Who owns the property?
- Who manages the property?
- What sort of tenant group(s) ought to be active in managing the property?
- What is the role of the community, if any?
- How will important details like scheduling, reaching out to cultural groups, etc. be managed?

E. Project and public design

- Where should the Marketplace be located?
- How much parking is there/does there need to be?
- Access to public transportation?
- Bike access?
- How easy are the logistics of getting to your vending space?

F. Community relations?

- How to address businesses that may feel the Marketplace is competition?
- What public meetings or forums ought to be developed during later stages of the planning process?

Appendix E**Community Outreach meetings – groups and schedule****Follow-up meetings from Community Marketplace Forum**

Group	Contact	When	Time
Completed			
FortZED Task Group	Doug Johnson	2-Mar	11:30 AM
UCC Implementation Committee	Doug Johnson	12-Mar	4:30PM
Scheduled			
UCC Economic Development Task Force	Doug Johnson	3-Apr	8:00 AM
UCC Transit & Mobility	Blue Horvatter	7-Apr	7:30 AM
Legacy Land Trust	Jane Clark	22-June	6:45PM
To Be Scheduled			
Chamber of Commerce - LLAC DBA	Anne Hutchinson		
Downtown Rotary Club	Paul Hudnut	July ?	
Green Drinks	Lara Williams		
Osher Lifelong Learning Institute	Kevin Oltjenbruns		
Interfaith Council			
Faith-based organizations			
City Advisory Boards			
Natural Resources	Susie Gordon		
Econ Advisory Committee	Christophe Fevre		
Northside Aztlan Center Community Advisory Board			
County Advisory Boards			
Rural Land Use	Linda Hoffmann		
North Poudre Irrigation			
Agricultural Advisory Board			
Open Lands	K-Lynn Cameron		
Soil Conservation			
Convention & Visitors Bureau Board			
Local restaurant owners			
Food Bank for Larimer County	Amy Pezzani		
Poudre Valley Health System			
Healthy Kids Club			
Coalition for Activity and Nutrition to Defeat Obesity (Can-DO)			
Others? (Suggestions welcome)			

Appendix F**Attendees at Community Marketplace Forum
February 18-19 2009**

Last Name	First Name	Organization	Email	Phone
Boesch	Kris	Exodus Moving & Choose People	movers@exodusmoving.com	
Bunning	Marissa	CSU	mbunning@cahs.colostate.edu	
Christenson	Chad	Food Co-op	chad.chriestenson@gmail.com	310-4650
Clark	Virginia	Can Do	vc2@pvhs.org	495-7517
Davis	Maggie	Café Ardour	cafeardour@yahoo.com	
Dianni	Christine	CSU	christine.dianni@colostate.edu	
Edwards	Dave	UniverCity Connections	heliskier@comcast.net	493-4240
Elmore	Emily	Keller Williams Realty	emilyelmore@gmail.com	988-9367
Freeman	Mike	City of Fort Collins	mfreeman@fcgov.com	416-2259
Gordon	Susie	City of Fort Collins	sgordon@fcgov.com	221-6265
Grant	Andy	Grant Farms	andy@grantfarms.com	
Grant	Lew	Grant Family Farms	lgrant3309@aol.com	568-3309
Grimmett	Hill	NCFI	Hill.grimmett@nocofoodincubator.com	231-1197
Griswold	David	Sustainable Harvest		
Hammerdorfer	Carl	CSU	Hammerdorfer@gmail.com	491-8734
Hoffman	Linda	Come Back to the Table	linda@comebacktothetable.com	407-8828
Hoffmann	Linda	Larimer County Rural Land Use	lhoffmann@larimer.org	498-7681
Hovatter	Blue	Citizen at Large	TheMathMan@gmail.com	581-1255
Hudnut	Paul	CSU		
Johnson	Doug	UniverCity Connections	doug@univercityconnections.org	988-6694
Kaufman	Neil	NCC	neil@nccraftsmanship.org	215-4587
Kennell	Jerry	MMA	jerry.kennell@mma	672-0890
Kimmell	Gailmarie	Be Local Northern Colorado	gailmarie@BeLocalNC.org	493-3674
Knight	Heather	The Nature Conservancy	hknight@tnc.org	416-8620
Kracke-Berndorff	Ralf	Reflexive Films	ralf@reflexivefilms.com	
Lamm	Jean	Beet Street	jlamm@beetstreet.org	419-4364
Lamm	Dennis	CSU - Dept of Animal Science	Dennis.Lamm@colostate.edu	491-2074
Laszlo	Larry	Comedia	larry@photolaszlo.com	303-832-2299
Levy	Ilan	The Garden of Aidan	ilan@thegardenofaidan.com	567-3535
Long	Mike	CFATS	MichaelLong@colostate.edu	
Markham	Derek	Food Co-op	d.man413@gmail.com	
McLear	Kyle	JCL Architecture	kyle@theartofconstruction.com	224-5710
McManus	Karen	Wolf Moon Farms	karmcm@comcast.net	412-2499
Murphy	Connor	Grant Farms	connor@grantfarms.com	
Murray	Doug	Center for Fair & Alternative Trade	Douglas.Murray@ColoState.edu	
Oltjenbruns	Kevin	Osher Life Long Learning	kolt@cahs.colostate.edu	
Palmer	Josh	Grant Farms	josh@grantfarms.com	
Plock	Carol	Health District	carploc@aol.com	224-5209
Poppen	Wendy	Ten Thousand Villages	wendypoppen@hotmail.com	224-1888
Pritchett	Laura		l-pritchett@msn.com	
Raynolds	Laura	CFATS	Laura.Raynolds@colostate.edu	217-60748
Regier	Mark	MMA	mark.regier@mma-online.org	
Reidhead	Jim	Community Resident	jreidhead@comcast.net	
Ridenour	Laura	The Growing Project & CSU	larua.ridenour@gmail.com	
Robenalt	Matt	Downtown Development Auth	mrobenalt@fcgov.com	
Roberts	John	Global Village	roberts_john_e@msn.com	

Sawyer	Ginny	City of Fort Collins		
Sears	Bill	DDA Board		
Smith	Ken	CSU	kenneth.smith@colostate.edu	
Steinke	Paul	Reading Terminal Market		
Stone	Joanna	Downtown Development Auth	jstone@fcgov.com	
Stoner	Tom	Spoons	tom@espoons.com	
Strombom	Mari	CSU Housing/Dining	mari-strombom@colostate.edu	491-4756
Szidon	Bonnie	Ranch-Way Feeds		482-1662
Thilmany- McFadden	Dawn	CSU – Ag & Resource Econ	dawn.thilmany@colostate.edu	
Tompkins	Tiffany	Etica	tiffany@eticafairtrade.ca	
Wallace	George	CSU	georgew@cur.colostate.edu	
Wallace	Katie	New Belgium	kwallace@newbelgium.com	
Wolfe	Jack	DDA Board		
Zimlich	Cheryl	Bohemian Foundation		