Colorado Springs Public Market
Feasibility Study








DATE: 5.30.13 | VERSION: 1

Prepared For: Colorado Springs Public Market Project, Steering Committee

Prepared By: Rexroad APG

June 2013
Colorado Springs Public Market Project

An open letter to the citizens of Colorado Springs from the Colorado Springs Public Market Project (CSPMP) Steering Committee.

PUTTING THE PUBLIC IN THE PUBLIC MARKET

The idea of creating a public market in Colorado Springs was readily embraced when it was introduced to the community as a gathering place for local producers and consumers of the region. The idea itself is not new; there are many examples of hardy public markets in the United States. Public markets are at the heart of many of the healthiest communities around the world. The CSPMP Steering Committee was convened to bring the locally-based producer to consumer movement to the Colorado Springs region Construction of a Public Market is considered a cornerstone of the initiative and due diligence necessitates a study to assess viability of the contemplated enterprise.

This Feasibility Study evaluates the conditions that may affect the survivability of a public market to be located in the downtown sector of Colorado Springs. It outlines the intent and configuration of the physical plant as well as the management structure needed to ensure its success. The study does not specifically consider potential community benefits served by the creation of a Public Market, including:

- Creation of a focal point for additional development including residential, additional retail, entertainment and recreation.
- A complement to the arts, health & wellness; an entrepreneurial artisan community, and a real attraction to young professionals.
- An economic engine substituting locally produced goods (retaining 80% of revenue in the region) for imports where the majority of their revenue is used to foster other communities.
- A higher level of food security and quality, reducing reliance of consumers on food transported long distances, the time between harvest and consumption, and the amount of processing in what we consume.

The CSPMP Steering Committee accepts and embraces the findings of this study and acknowledges the level of effort required to identify them. This study will heretofore act as a foundation for continued development of a citizen-based Public Market for our community.

With utmost sincerity and determination,

The CSPMP Steering Committee



Colorado Springs Public Market
Feasibility Study

TOC
Table of Contents

TABLE OF CONTENTS

Section 1 – INTRODUCTION

1. Introduction 1-1
   - 1.1 Purpose of This Document 1-2
   - 1.2 Study Methodology and Document Format 1-2
   - 1.3 Relationship to Other Plans 1-3

Section 2 – GOALS & OBJECTIVES

2. Goals & Objectives 2-1
   - 2.1 Basic Construct 2-1
   - 2.2 Ideal Market Place for Colorado Springs 2-2
     - 2.2.1 Support the Community 2-4
     - 2.2.2 Support the Farmer / Supplier 2-6
     - 2.2.3 Support Small Business and Economic Growth 2-7
   - 2.3 Success Factors 2-7
     - 2.3.1 Not a Farmer's Market 2-10
   - 2.4 Basic Business Structure 2-10
     - 2.4.1 Market Place as a Business 2-11
     - 2.4.2 Tax Shelters and Funding Mechanisms 2-11
     - 2.4.3 Planned and Unintentional Growth 2-14
   - 2.5 Location Demands 2-14
   - 2.6 Size Determinants 2-15

Section 3 – BUSINESS ENVIRONMENT

3. Business Environment 3-1
   - 3.1 Market Determination 3-1
     - 3.1.1 Trade Area 3-2
     - 3.1.2 Demographics 3-4
     - 3.1.3 Anticipated Demographic Changes 3-6
     - 3.1.4 Current Demand 3-6
       - 3.1.4.1 Identification of Need 3-7
       - 3.1.4.2 Urgency (Timing Implications) 3-7
     - 3.1.5 Current Satisfaction of Demands & Market Share 3-7
       - 3.1.5.1 Comparable Market Competition Locations 3-8
       - 3.1.5.2 Core Vendor Individual Competition 3-12
     - 3.1.6 Proposed Development & Potential Impacts 3-14
     - 3.1.7 Supply Stability 3-15
       - 3.1.7.1 Seasonal Vendors Backfill Supply Source 3-15
     - 3.1.8 Size Metrics 3-16
       - 3.1.8.1 Proposed Development & Potential Impacts 3-20
   - 3.2 Organizational Structure 3-21
     - 3.2.1 Public Market Management 3-22

3.2.2 Financial Analysis 3-22
3.2.2.1 Projected Expenses 3-23
3.2.2.1.1 Startup Funds 3-23
3.2.2.1.2 Operational Expenses 3-26
3.2.2.2 Tax Benefit Constructs 3-27
3.2.2.2.1 Enterprise Zone 3-27
3.2.2.2.2 Urban Renewal Program 3-27
3.2.2.2.3 Benefit Corporation 3-28
3.2.2.2.4 Non-Profit 3-28
3.2.2.3 Financial Assistance Programs 3-29
3.2.2.3.1 Rural Development and Cooperative Assistance Grants . 3-29
3.2.2.3.2 USDA Farmers Market Promotion Program 3-29
3.2.2.3.3 USDA Community Food Program 3-29
3.2.2.3.4 Project for Public Spaces 3-30
3.3 Non-Market (Community) Offerings 3-30
3.3.1 Desirable Offerings 3-30
3.3.1.1 Tangible Community Offerings 3-31
3.3.1.2 Non-Tangible Community Offerings 3-33
3.3.2 Impact to Business Budget 3-35

Section 4 – SITE OPTIONS
4. Site Options 4-1
4.1 Criteria for Site Selection 4-1
4.2 Proposed Sites 4-3
4.3 Site Evaluation 4-5
4.4 Site Selection 4-7
4.4.1 Supperstien Site 4-8
4.4.2 Gazette Site 4-10
4.4.3 Dorchester Park Site 4-12
4.4.4 Railroad Site 4-14
4.5 Way Forward 4-16

Section 5 – FINDINGS & RECOMMENDATIONS
5. Findings & Recommendations 5-1
5.1 General & Establishment 5-1
5.2 Business Model & Operations 5-4
5.3 Finance 5-6
5.4 Location & Demographics 5-6
5.5 Go / No-Go 5-9

APPENDICES
Appendix A – REFERENCES
Appendix B – ACRONYMS & ABBREVIATIONS
Appendix C – SITE INFORMATION SHEETS
Appendix D – SITE EVALUATION MATRICES
Appendix E – 3-YEAR BUDGET PROJECTIONS

FIGURES

Figure 2-1 Cooking Classes at Milwaukee Public Market 2-4
Figure 2-2 Farmer's Harvest 2-6
Figure 2-3 Farmer's Market vs. Public Market 2-10
Figure 2-4 Enterprise Zone Map of Downtown Colorado Springs 2-12

Figure 3-1 Consumer Region of Influence 3-3
Figure 3-2 Grocery Store Competition Locations in the ROI 3-9
Figure 3-3 Farmer's Market Locations in the ROI 3-11
Figure 3-4 Renderings of Proposed Development 3-14

Figure 4-1 Site Evaluation Matrix 4-2
Figure 4-2 Evaluation Sites 4-4
Figure 4-3 Supperstien Site Concept 4-9
Figure 4-4 Gazette Site Concept 4-11
Figure 4-5 Dorchester Park Site Concept 4-13
Figure 4-6 Railroad Site Concept 4-15

TABLES
Table 3-1 Average Annual Expenditure Breakdown per Consumer Unit 3-5
Table 3-2 Farmer's Markets in Colorado Springs 3-12
Table 3-3 Demographic Data Tables – Inner ROI 3-17
Table 3-4 Demographic Data Tables – Outer ROI 3-18
Table 3-5 Vendor Size Calculation Worksheet 3-19
Table 3-6 Forming Organization Startup 3-24
Table 3-7 Public Market Annual Operating Budget 3-25
Table 3-8 Vendor Costs per Projected Size Calculation 3-26

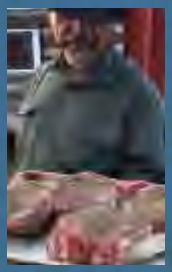
Table 4-1 Site Evaluation Analysis 4-6
Table 4-2 Site Evaluation Analysis with Utility & Availability Scores 4-7

Section 1

Introduction

















1. INTRODUCTION

In 2009 Mr. Mike Callicrate, a local entrepreneur and businessman, saw the need to support and serve local farmers, ranchers and other suppliers of food related products. He connected with a small group of other like minded individuals in Colorado Springs and formulated the idea of creating a public market for the city that would serve to bring together farmers, ranchers and other suppliers of food related products with consumers of the region. This project was envisioned as a venue of community activity as well as a support mechanism for suppliers and consumers alike. This movement eventually became a well organized and determined volunteer task force of more than 100 interested individuals across all sectors of the community including academia, business, civic and non-profit. From that task force a group of 15 community leaders stepped forward to form a steering committee. This effort came to be known as the Colorado Springs Public Market Project (CSPMP)

The impetus of the CSPMP is focused on a regional or local preference toward supporting small businesses and farmers in our area. It aims to maintain the quality of product from field to table, with a sustainable, fresh and organic sensibility. It is about promoting business in our region while bringing locally grown or produced food to the Colorado Springs community. It is also about providing an alternative to the corporate controlled agribusiness that is destroying rural America as we know it. This goal is consistent with the "Saving Our Interdependent Livelihoods (SOIL) initiative", which also seeks to improve health, food security and reduce our dependence on imported food. While the initial focus of the market place is on food, it is anticipated (expected) that this project will grow to include a variety of products and services including but certainly not limited to fresh meat, fish, produce, restaurants, coffee shops, arts & crafts, breweries, book shops, health and wellness studios, etc. It should also be a central gathering place for community related activities to promote better communication, education, entertainment, exercise, recreation, and social interaction.

Public markets also have an effect on community revitalization and economic growth. If properly designed and operated, in the right location, such a venture could act as the catalyst for other development. Downtown Colorado Springs is on the cusp of a revitalization renaissance. Many projects are being envisioned for parts of the downtown corridor that will serve to bring about this growth. The Public Market could be a vital component of these changes. Conversely, the Public Market itself could be the spark that ignites this development boom.

1.1 Purpose of This Document

The intent of this study is to establish the feasibility and potential success of the Public Market Project. While public markets are springing up in communities large and small throughout the country, it is not always feasible from a business perspective to do so. Not all of those markets survive the long-term rigors of the retail environment. This study will attempt to:

- Define the demand for the market,
- Determine what goods and/or services should be offered,
- Delineate what size the market should be according to that demand, and
- Decide how the market should be organized for the best chance of success.

Many factors affect the character of a public market, thus determining its success or failure. These factors should be carefully analyzed and addressed in the final makeup of the market place. This document will endeavor to address many of these issues including: location, access, vendor mix, management, economics (business model and funding), market share, promotion, community connection, and mission of the market place. This document will not definitively derive the end state of those factors but will establish the parameters for the development of a strategic business plan that will achieve this aim.

1.2 Study Methodology and Document Format

This study will employ a basic work plan for accomplishment that is supported by the members of the Steering Committee of the CSPMP. This work plan includes the following steps:

- Establishment of goals and objectives delineating the ideal market place as envisioned by this group and the broader public support groups associated with the initiative. (Section 2)
- Background research of similar ventures established throughout the country to identify successful business models, funding sources and lessons learned.
- Supply and Demand analysis of the food related retail sector including local and organic providers, focusing on a public market model and the desire for local foods. (Section 3)
- Competition analysis to identify existing providers of comparative offerings including a determination of where the market share may be extracted. (Section 3)
- Site selection analysis to define available parcels and/or existing structures as well as architectural character and location determinants for a successful business. Urban redevelopment potential will play a secondary role in the location selection process. (Section 4)
- Financial analysis to include projected expenses and income comparison necessary for creating a workable business plan. (Section 3)
- Management structure identification deemed necessary for successful operation of the market place which will feed into financial projections of expenses. (Section 3)

- Funding needs and avenues based upon the financial analysis determination of operational expenses. (Section 3 & Appendix E)
- Conclusions will be drawn from this analysis, findings presented and recommendations made. (Section 5)

1.3 Relationship to Other Plans

This study has relied upon many sources of information in its development including but not limited to other planning documents of the City of Colorado Springs as well as other sources. Similar planning documents for other markets around the country have provided a basis for development of this study. Data on market determinants however, are independent and relevant to this particular issue. Planning documents for Colorado Springs were also utilized as data sources of guiding information. Consistency of concept with these documents was not strictly adhered to but considered as a potential factor for consideration. For example, proposals to construct housing in the downtown area while beneficial to this study cannot be established as realistic or factually reliable. Refer to Appendix A for a list of reference materials used in the creation of this study.

Section 2
Goals & Objectives











2. GOALS & OBJECTIVES

The primary goal of this effort is to establish a permanent, year-round market place that will offer goods and services to consumers of Colorado Springs and the region surrounding it. Initially those goods and services will have a food related focus and be sourced from local and regional producers. Ideally, if the socioeconomic conditions support it, the facility should be located in the heart of downtown Colorado Springs forming a symbiotic relationship between itself and the existing commercial environment. The Public Market would act as a commercial anchor feeding off of the patronage already present while providing incentive for additional patronage and a center of social activity and vitality. It should be established in a manner that will spur community growth including additional retail, restaurants, gathering places, entertainment, recreation, housing, etc.

The following are more specific goals and objectives that should direct the development of the Public Market and the focus of the Colorado Springs Public Market Project (CSPMP):

2.1 Basic Construct

The Public Market should be established on a successful business model that exists to provide a venue for local small businesses and entrepreneurs to lease space within a large open and inviting structure. Objectives of this business model include the following:

- Each tenant exists as an independent owner / operator (company), receiving payment for their goods and services while taking responsibility for their own financial security and success. They pay the Public Market operational entity a lease rate for the space plus expenses. These expenses, commonly referred to as NNN (triple net), include such items as utilities, property taxes, insurance, maintenance expenses, security, janitorial services, etc. The owner/operators are responsible for their own staff, personnel expense, product storage and sales.

- A set of core tenants should be established to provide a foundational offering of goods and services that customers can be assured will be available at the market place year-round. These should include but not be limited to the following:

  - Butcher
  - Bakery
  - Fresh Produce
  - Seafood
  - Coffee Shop / Roaster
  - Dairy / Cheese Monger
  - General Store for Dry, Frozen & Canned Goods
  - Deli or Other Fast Food

- Restaurant or Other Slow Food
- Brewery / Wine Bar
- Wine / Beer / Liquor Shop

Internal competition should be limited for the core vendors to ensure their success in the venture with the exception of seasonal vendor duplication / competition. Fresh produce is difficult to maintain as a "local" supply source due to our climatic restrictions (growing season). Supplementary produce from outside sources may be required to ensure that this offering maintains a consistent presence in the market place. This presents an opportunity to increase local production through commercial greenhouses.

A set of secondary seasonal and trending vendors will supplement these core tenants at different times throughout the year depending on availability of products or schedules of traveling vendors. Core tenants will occupy single or multiple spaces in prime locations throughout the market place designed to 'draw' customers past other seasonal or temporary vendors, which will occupy flex space stalls or vacancies. It is important that the marketplace always maintain an appearance of being fully occupied, vibrant and exciting.

- Exterior space immediately adjacent to the building should be a vital business component so that in good weather, the Public Market can open up to an external market place of seasonal vendors, which are typically more abundant in the warmer months. Core tenants may also have a desire to expand their space during good weather by opening up the exterior envelope of the building and becoming part of this exterior market place. This could be provided for by an architectural feature and would increase the value of the exterior wall spaces comparable to the internal stalls that have greater exposure.

- Successful public markets are always community oriented. The Public Market should portray an image of having been built by the community for the community. Where economically viable, the market place should include public spaces that promote communication, education, entertainment, recreation and social interaction. A key objective is to have the market place be thought of as the community's "Third Place" (home and work being number one and two). Promotion and community events are also important elements of this experience and have the potential for generating income for the market as well.

2.2 Ideal Market Place for Colorado Springs

The community has expressed a variety of desires for the Public Market through the CSPMP Task Force, through online surveys and other venues. The CSPMP also has a well established set of goals that it endeavors to accomplish through this venture and other activities. Many of these goals and desires are idealistic in nature, which serve to enhance the retail environment by creating a sense of community that extends beyond the business. This is expressed in the CSPMP's mission statement:

ENCOURAGE community enthusiasm for the Market, CONVENE stakeholders from government, business and the sustainability community to ADVANCE a strategic plan for the Market, and MARSHAL community resources to IMPLEMENT the plan and ESTABLISH the market.

These ideals are also expressed in the CSPMP Steering Committee's guiding principles:

Who is the Colorado Springs Public Market? *– The Colorado Springs Public Market is a collaboration of community-focused producers, business professionals, downtown advocates, sustainability experts, and consumers committed to creating a year-round, multi-purpose downtown public market for locally produced food and related products and services.*

What is the Colorado Springs Public Market? *– The Colorado Springs Public Market is a central public venue for independent local producers of food, clothing, artisanal and other goods to come together with consumers for market exchange, community activities, social interaction, recreation, education and entertainment. It's a gathering place that builds community by serving and embodying genuine local values and integrity and creates opportunities for local-centric economic growth.*

Where is the Colorado Springs Public Market? *– The Colorado Springs Public market should be in the heart of the city to reflect the community's history and aspirations at a location chosen for easy access, visibility, urban renewal opportunity and proximity to green space and/or other attractions, existing or planned.*

Why do we need a Public Market in Colorado Springs? *– Colorado Springs needs a public market to unify the community on many levels, to facilitate genuine local commerce, to make downtown living feasible and attractive, to provide a physical gathering place that respects heritage, to be an immediately accessible economic catalyst that's driven by local production, to express local flavor in both food and culture, and to become a landmark that offers on-going utility and relevance to every member of the community.*

When will the Colorado Springs Public Market Happen? *– The Colorado Springs Public Market grows from broad-based community participation and an enlightened approach to development. It could happen as soon as hard and soft forces come together including public, civic and private endorsement, best location secured, funds committed, and concurrent development underway. It can be a scalable phased process where construction begins as early as the Fall of 2013.*

How will the Colorado Springs Public Market Come to Being? *– The Public Market concept enjoys strong and growing momentum; immediate next steps include entity formation, completion of feasibility research, site identification, buy-in by public and private champions and fundraising launch for seed capital.*



Figure 2-1 – Cooking Classes at the Milwaukee Public Market

2.2.1 Support the Community

Building community support is vital to a successful market place. It is also a worthy endeavor that in return benefits those that support it. Community support takes on many forms. It could be as simple as providing a venue for social interaction and exchange, it could be a program that helps spawn small business and entrepreneurism, it could mean supporting education or fostering economic growth. While these and other community offerings are important elements of this experience, they also support the business aspect by generating interest and gathering people to the venue.

Creating community for the Colorado Springs Public Market takes on several forms as envisioned by the CSPMP. It supports community vitality by strengthening its economic base of small business including local farmers and ranchers and it is an engine for economic development in the city. Secondly, the market place would serve as a community icon. It would be a known gathering place for social interaction and exchange. It would be the Forum of our day, our public square, reserved primarily for the vending of goods within our society. Lastly, the market place could be a venue to offer services to the community that inspire educational opportunities, launch businesses, help the needy and bridge the gap of social disparity. Some of the offerings suggested for the market place include:

- Commissary Kitchen – This is a licensed kitchen facility that is shared use by multiple organizations for the purposes of preparing food products for sale. This could include vendors within the market place, food-carts or -trucks, small businesses that have no kitchen facilities of their own or as an educational platform for food preparation. It is a lease generating component that has utility, maintenance, licensing, insurance and vacancy costs associated with its operation that will need to be explored and validated.

- Community Gardens – This is an area where members of the community can garden in an individual plot for personal or commercial purposes. Raw land is leased year-round and is supported by water and shed space for secure storage of tools. This space could also be used for educational purposes, as a Demonstration Garden or pleasant place to relax, walk and recreate. This is expected to be operated as a net-zero money generator but more importantly as a service to the community and possible collaboration with local non-profits. As a side benefit, it will naturally attract the public to the market place.

- Event Hall - An event hall should be considered a necessary element to this or any public market. It provides potential rental income while attracting people that might not otherwise visit the market. It allows the Public Market an opportunity to attract civic or private groups, gaining high-level exposure and support from a wide spectrum of our community.

- Business Incubator Program – Upstart business ventures often find the initial foray into the business world, risky, expensive and daunting. The incubator program offers promising upstarts opportunities they may not receive otherwise. Resources the CSPMP seeks to make available include mentoring from successful businesspeople in the market place, reduced or sales driven lease rates, promotional support and a safe environment within which to begin a new career path. This program would be a short-term net loss that would come out of the Public Market operational overhead with a long-term gain of prospering successful businesses that later contribute to the overall market place. The Public Market Business Plan should establish a budget for this program allowing only a select number of business incubator projects at any given time.

- Urban Homesteading – Once on the fringes of society, urban homesteading is now a growing trend. More individuals are seeking a path to simplicity and security found in growing a home garden, raising chickens, bee keeping or simply learning 'old skills for a new day'. There are many associated urban homesteaders throughout Colorado Springs and many more that would engage in this activity with minimal support and training. The CSPMP seeks to engage with this group and future urban homesteaders to provide encouragement, education and to showcase the activity to the public. As with the Community Gardens initiative, this outreach may not garner net profits but will create public awareness within the community and increase traffic for the market place while bolstering its image of community activism.

- Health and Wellness – Health and wellness are broad topics that can be defined as educational (classes about healthy living), physical (bodywork, massage, yoga or Pilates), or inspirational (therapy or general life encouragement). In the Public Market this may take the form of a Pilates & Yoga studio, a bookstore focused on health and wellness or classroom use for various educational programs. The majority of the described activities would generate lease rates from independent vendor tenants. They also provide diversity in offerings of the market place and increase traffic flow for other tenants and vendors.

- Art Gallery and/or Artist Studios – As an adjunct to the Arts District initiative and the Cottonwood Center for the Arts, the Public Market could support the art movement with similar programs or help connect artists with the general public by hosting classes and displaying artwork. Depending upon the programs selected, this could be a money generating activity through leased space or direct overhead if providing free classes or

gallery space. Both activities generate traffic which will support the retail aspects of the market place. Managing overhead costs will be essential to determine which programs and level of support can be offered.

Many of these offerings carry financial implications that affect the overhead costs of the business that will require careful scrutiny and justification. This is addressed in Section 3.3 – Non-Market (Community) Offerings.



Figure 2-2 – Farmer's harvest.

2.2.2 Support the Farmer / Supplier

As one of the aspects of creating community, the Public Market should support the farm and ranch community by providing an alternative sales outlet to large agribusiness and corporations that control the vast majority of food processing and delivery throughout the nation. This helps keep local money in the community, saves small businesses and improves the quality of the products being purchased and consumed daily. Bringing food products to consumers requires a logistics component that neither the farmer/rancher nor the vendor can reasonably provide. Farmers farm and vendors sell but how do the goods get from the farm to the market economically, safely and efficiently? Corporations have excelled because they have filled this gap, albeit to the detriment of the product, the provider and the consumer.

Providing this logistical component is an aspiration of the CSPMP and deemed to be a necessary element to the success of the market place. This may be fulfilled by the Public Market itself with additional staff and facilities or alternatively, it may be an opportunity for a small business enterprise. The cost of such an operation would need to be identified and rectified through the business models of all the participants. Regardless the methodology of implementation, reducing the distance the product travels will reduce the expense incurred and improve product quality because it will naturally be fresher. Presently a large percentage of the overall cost of food purchased by consumers goes to logistics, negatively impacting the provider (farmer / rancher) directly.

2.2.3 Support Small Business and Economic Growth

Another aspect of the Public Market is creating community while supporting small business. This benefits the economic structure by keeping local expenditures local, which not only supports small business but is an income generator and economic driver for our community. Another important aspect of economic growth is the natural expansion of urban development, once the Public Market is initiated. A single successful operation often attracts localized follow-on growth and expansion which benefits the whole complex (if of similar character) by creating a synergy of shared excitement and central energized mass that attracts patronage. The greater the mass, the more people will be drawn to it.

2.3 Success Factors

Many examples of successful and thriving public markets can be seen around the country. Certainly, as with all business ventures, there are also a few examples of failed business models that have led to the demise of the market place. General guidance on this subject has been accepted by the CSPMP that can be described as guiding principles towards the creation of a successful Public Market venture. They include the following:

- Purpose / Mission – This can be described as establishing a central theme and point of focus for daily operations and long-term sustainment of the market place. For the Colorado Springs Public Market, this is defined as a community created market built by the community for the benefit of the community. While understanding the need for financial stability, the Public Market is first and foremost focused on social benefit to the community and region over projected financial gain.

- Site / Location – Desirable location of the market and site amenities are of utmost importance to ensure financial success and public access. The site should be easily accessible to the entire region both physically and psychologically. It should be visible from major thoroughfares, be a place that naturally draws visitors for reasons other than shopping, offers free at-grade parking and be located within a supportive neighborhood context with other like-minded businesses or business district. Simultaneously it must be able to support the basic functions of a retail market including a sustained patronage.

- Structure – Commercial businesses have a visual component in the building structure that is part of attracting patrons to the establishment. It must appear clean, safe and interesting. Often, public markets are constructed in older industrial buildings, which naturally bring history, character and a large open volume that accommodates the vendor area well. Architectural character is important to the success of the market, whether an existing structure is renovated or a new structure is constructed.

- Environment – The natural and built environments set the stage for the activities conducted therein. If this is noisy, smelly, visually distracting, unsafe, or otherwise chaotic it will be detrimental to the success of the market as a retail and community venue. Some distractions can be mitigated by screening or controlling the visual, audible or olfactory impact of the distraction. Some distractions are unavoidable and should inform the site selection process. A great public market environment is a place people want to be and a

comfortable public space that welcomes all elements of the community. It often contains a landmark structure. It is supported by a building that can be configured to accommodate many stalls/booths with ample circulation around them. Important factors in public markets include a rich sensory experience of sight, sound, smell and taste, and are places that offer customers amenities such as comfortable seating and clean restrooms.

- Culture – Culture can be viewed as an expression of locality, which should be inherent in the goods and services offered at the market. This is particularly important for the Colorado Springs Public Market in that it is being promoted as a venue for locally produced goods and services. Our local culture should be expressed in the architecture, the promotions, the products and the people associated with the market place.

- Professional Management – Strong and competent management is an important factor of any business from establishment of the initial concept, through construction of the venue and operation of the business. It can be influential in determining funding sources through an expression of confidence in the management team. This same influence is felt amongst potential tenants and vendors that depend on management ensuring the success of the Public Market, through which their own individual success is dependent. The retail environment is a unique business that requires basic business understanding but also retail experience to ensure a consistent patronage and financial stability.

- Finance – This is one of the most important aspects to the success of the business side of the venture. It involves acquiring initial funding, frugally expending those funds, and managing day-to-day operational expenses. Financial projections must establish adequate startup capital separate from operating capital and a business plan that ensures expenses don't exceed income. The business model will also affect these projections whether the operational entity is a non-profit or for-profit organization, whether tax breaks are provided for urban renewal, economic development, sustainability measures, etc. as well as what specific non-money generating attributes are included in the overhead calculations. These decisions should be made and verified as realistic prior to creating the pro forma as they could dramatically alter the outcome and ultimately the success or failure of the business.

- Connectivity – Access to the site is important to ensure the greatest patronage. Access includes all manner of transportation including vehicles, public transportation (bus, taxi, streetcar, rickshaw, etc.), pedestrian or recreational (bicycles, skates, skateboards, elliptical bike, etc.). It involves the condition and freedom of access by roadway, trail, sidewalk and potentially even rail. A location that is difficult to access by any of these means is ill-suited to the market place as shoppers are fickle creatures that will not readily seek out what is difficult to find or access. It must be easily navigable, intuitive and visually accessible.

  Connectivity can also mean via electronic medium. All manner of connectivity is important including internet, telephone and mobile apps. It also means that patrons should be able to connect to the internet while at the market place by establishing a powerful, free Wi-Fi Hotspot. This provides additional incentive for patrons to linger, increasing traffic for tenants.

- Vendor Mix and Competition – Competition in Colorado Springs is fierce, primarily from large corporate entities such as Walmart, Safeway, King Soopers and Whole Foods. The downtown area is considered a food desert for its inherent lack of food supply outlets. However, that lack of close access to a food source does not in and of itself constitute a guarantee of patronage. A successful market place must provide something that is unique, highly needed and/or convenient. For example: fresh locally produced meat, produce or dairy products can be obtained at a variety of independent shops near the downtown area but the convenience of these offerings and others in a single venue provides the desired products and a convenient shopping experience patrons desire. If that experience is also socially uplifting, all the better.

  Providing a guaranteed offering of goods and services year-round will give consumers confidence that what they seek can be obtained, lending the Public Market credibility as a viable food outlet. Consumer confidence in selection, quality, and price are essential to successful operation of the market place. This is determined by an established team of core vendors (see Section 2.1). Seasonal vendors bring the surprise of variety to the market place not found in corporate establishments. This will help enable the Public Market to be competitive in other ways beyond price.

  The best merchants in public markets own and operate their own business. National chains and sometimes regional franchises are generally not allowed. Owner-operators offer customers the most knowledgeable and attentive service, as well as accountability that only the owner can provide. As a result, public markets are centers of small business activity, providing opportunities for low-capitalized entrepreneurs. Great personalities are key to creating loyalty with customers. In order to compete successfully with supermarkets, vendors within the public market must take advantage of their principal competitive asset: themselves.

- Promotion – Getting the right message to the public is also an important aspect. If the mission is well established, the management sound, the structure interesting, the site accessible, the vendors unique and the experience pleasant, broadcasting that to the world will bring people to the market place.



Figure 2-3 – Farmer's Market vs. Public Market

2.3.1 Not A Farmer's Market

There is an important distinction between a farmer's market and a public market. While there are many similarities, a public market is a permanent, more refined setting for the sale of similar items. They bridge the gap between farmer's markets and grocery stores. Farmer's markets are typically weekend events under tents with folding tables and crates of vegetables brought in town from surrounding farms and sold by the farmers themselves. Because public markets are permanent fixtures, they typically are designed to appeal to the retail consumer class much like shops in a mall setting. The difference is that a mall is a conglomeration of individual stores and a market place is a wide open space with built stalls for various vendors. A public market is not a mall as much as it is not a farmer's market. Malls carry corporate connotations that should not be promoted in this environment.

2.4 Basic Business Structure

The CSPMP is acting as the development agency to launch the business entity that will operate the Public Market. It will create the business plan and Pro Forma, secure funding, file the paperwork for business status with the state, apply for non-profit status, open the bank account and hire the employees. It may go so far as to oversee the construction of the venue for the market but it will not function as the general operating mechanism for the Public Market. A transition will occur from the CSPMP to the Public Market management as determined legal and reasonable considering available resources to successfully manage the remaining workload. Some members of the CSPMP Steering Committee may be retained as advisory board members for the Public Market entity.

2.4.1 Market Place as a Business

The operating budget of the Public Market should include overhead expenses associated with a small but effective management team. These individuals will manage day-to-day operations of the market place such as tenant procurement and management, building maintenance, special event coordination, public relations, promotions, market place logistics (utilities, trash removal, security, information technology, landscape maintenance, snow clearing, safety, etc.), and finance. Income is derived from tenant / vendor leases and special event fees. It is important to balance the size and cost of the management staff so as to maintain realistic lease amounts. If lease amounts are too high, it will be difficult to attract and retain quality tenants / vendors, which could jeopardize the success of the market.

It may be necessary to acquire grants or other non-obligation funding to cover startup costs including land acquisition and building construction or improvements. The daily operating budget is constrained by lease rates to the point that may make it difficult, if not impossible, to balance the budget with heavy loan liabilities. It is imperative however, that the continued operating budget of the Public Market be self-sustaining and independent of any need for continual outside resources.

2.4.2 Tax Shelters and Funding Mechanisms

There are many avenues for acquiring free financing and tax deferment, which should be fully exploited. Everything that can be done to reduce overhead and subsequently reduce lease amounts will be necessary, or at the very least beneficial, for the financial health of the operation. Some mechanisms available in Colorado Springs include the following:

- ***Enterprise Zone*** – Colorado's Urban and Rural Enterprise Zone Act of 1986 established a program for the designation of State Enterprise Zones. The Enterprise Zone program, administered through the El Paso County Economic Development Division, provides incentives for private businesses to expand and for new businesses to locate into economically distressed areas of the State. Businesses that make capital investments, hire new employees, conduct training for employees, contribute to economic development plans, rehabilitate old buildings, or do research and development in the Enterprise Zone may save thousands of dollars on their Colorado income tax bill each year. Specific credits and exemptions for businesses operating in an Enterprise Zone include:

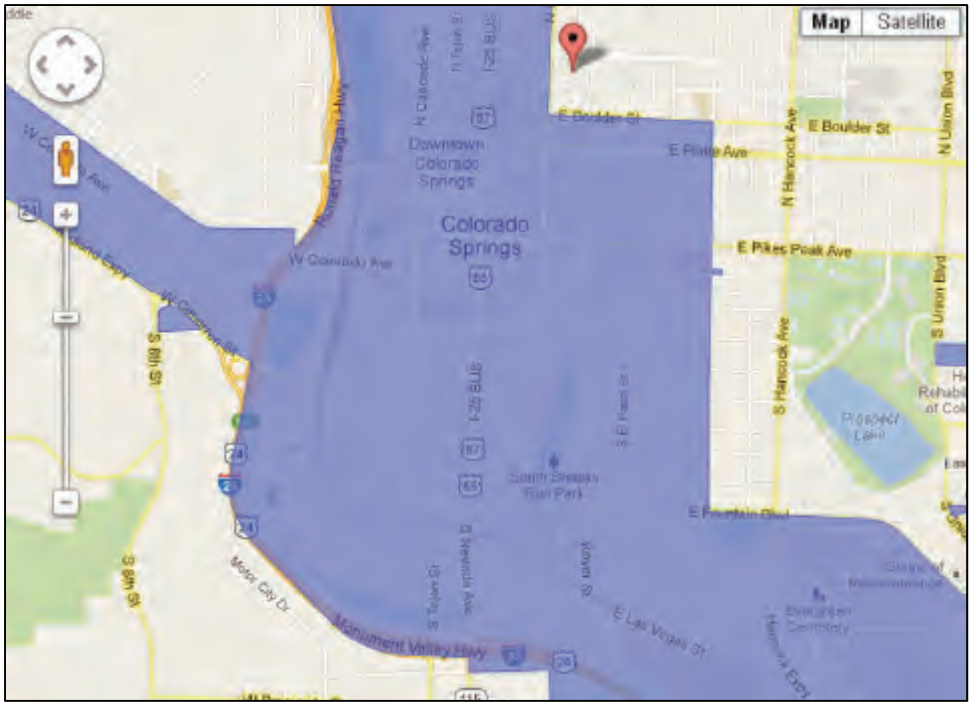


Figure 2-4 – Enterprise Zone Map of Downtown Colorado Springs

- ***Investment Tax Credit***: Businesses making investments in equipment used exclusively within the Enterprise Zone for at least one year may claim a credit against their Colorado income taxes equal to three percent (3%) of the amount of the investment. This credit is the most widely used of all Enterprise Zone credits. For credits claimed for tax years beginning on or after January 1, 1997, no investment tax credit is allowed if the investment resulted from the relocation of a business operation from anywhere within Colorado to the Enterprise Zone; however, credits are still allowable if the relocation meets the New Business Facility requirements as a qualifying expansion.

- ***Job Training Credits***: Employers who carry out a qualified job training program for their Enterprise Zone employees may now claim an income tax credit of ten percent (10%) of their eligible training investment. On-the-job training is not considered a qualified job training program.

- ***Research & Development Tax Credit*****:** Businesses involved in private expenditures on research and development activities in the Enterprise Zone qualify for an income tax credit. This credit equals three percent (3%) of the amount of the increase in the taxpayer's R&D expenditures within the Enterprise Zone for the current tax year above the average of R&D expenditures within the Enterprise Zone during the previous two tax years. The total amount of the credit must be divided equally over a four-year period. Qualified research must satisfy three criteria: it must be technological in nature, it must be useful in the development of a new or improved product or component of the business, and it must utilize the process of experimentation.

- ***Vacant Building Rehabilitation Credit***: There is a credit of twenty-five percent (25%) of rehabilitation costs up to a maximum credit of $50,000 to rehabilitate buildings that are at least 20 years old and which have been completely vacant for at least two years. Qualified expenditures include exterior, structural, mechanical, and electrical improvements.

- ***Sales and Use Tax Exemption***: Purchases of manufacturing machinery and machine tools, parts, and materials used in machinery and machine tools used in the Enterprise Zone are exempt from the three percent (3%) State and one percent (1%) County sales and use tax. Manufacturers within the Enterprise Zone may claim this exemption whether the purchases are capitalized or expensed for accounting purposes. Also, machinery and machine tools used directly in the mining process qualify for the tax exemption.

The Enterprise Zone initiative is a good mechanism for providing some relief of the tax burden on the market place if being established as a for-profit business, subject to state income tax. Particularly the Investment Tax Credit, Job Training Credit, and the Vacant Building Rehabilitation Credit. The geographic boundary covers the majority of Downtown Colorado Springs (See Figure 2-4).

- ***Urban Renewal Authority (URA)*** – This fund provides financial assistance for projects that create new or enhance existing neighborhoods. A project area must be considered blighted according to Colorado State Statutes and be able to demonstrate that it would not be financially viable without the assistance of the URA. Consideration is given to projects that create employment opportunities, increase the local tax base, provide public benefits and exhibit high quality urban design. Identified objectives of the URA include:

  - To implement the Colorado Springs Comprehensive Plan.

  - To prevent and eliminate conditions of slum and blight within the City of Colorado Springs.

  - To encourage and promote development or redevelopment.

  - To increase employment opportunities.

  - To encourage and provide incentives for the private development of affordable housing.

  - To encourage the development of projects that would not otherwise be considered financially feasible without the participation of the URA.

  - To provide opportunities for public art to be included in redevelopment projects.

  - To enhance the current sales tax and property tax revenue within the City by developments that increase the assessed valuation and provide additional sales tax collections.

Design objectives of the URA include:

- Comply with existing or planned zoning requirements.
- Comply with design guidelines for the urban redevelopment area established by the City or the URA.
- Encourage the provision and installation of public art in project areas.
- Include elements that are pedestrian friendly and safe.
- Promote high quality urban design and architecture.

Funding that can be utilized for the Public Market would most likely come in the form of bridging the gap in property purchase price over market value. It is possible but less likely that the fund could be used to pay for streetscape improvements in and around the development. The fund is provided by bond issue and is based on a projection of sales tax generated by the venture over a 25 year payback calculation. For example: If the market projects gross revenue of $1 million per year, the city sales tax (2.5%) on that amount would be equal to $25,000 per year. That amount per year paid back over 25 years, equals $625,000, less interest (5%) on the bond results in an available amount of $593,750. The higher the projected income, the more money that could be available through this mechanism. There are initial application fees, plan and proposal costs and an annual fee that must also be factored in.

2.4.3 Planned and Unintentional Growth

Market demand will determine the initial facility capacity and may identify a projected growth based on increased demand through increased population in the area or increased business through popularity and retail expansion outside of this development. Planned growth should be anticipated and accommodated in site / building selection. Unintentional or unplanned growth may also occur. Site selection should be aware of all reasonable scenarios and proceed accordingly within financial capabilities

2.5 Location Demands

Location of the Public Market is of utmost importance to its ultimate success or failure. Specific criteria following retail philosophy should be applied throughout the site selection process without compromise. It is better to continue the search for the 'right' property than to settle on the 'wrong' property for reasons of availability or cost. As such, some factors to be considered when evaluating the property location include the following:

- The location should be within a 5-minute walking distance from a primary downtown shopping corridor such as downtown Colorado Springs along Tejon Street. It should serve to support this business district not destroy it. They should be symbiotic to one another.
- The location should be accessible using all modes of transportation (see Section 2.3 – *Connectivity* for more details).

- The location should avoid areas with existing immitigable distractions such as noise, bad odors, visual distractions, or negative features such as train tracks or industrial functions that are not able to be adequately refurbished or repaired.

- The location should be situated near or on a natural or man-made feature that acts as a non-commercial attraction such as a river (that could be enhanced with a river walk), a park, a trail system, and/or an architecturally interesting building, bridge, monument, etc.

- The location should have view corridors of local features that define our city such as Pikes Peak and the Front Range as well as built-in view corridors of significant or recognizable features such as the old court house.

- The location should have ample space for the main market place structure as well as vehicle parking, recreation and relaxation area, open space for community gardens, expansion space, etc. This does not necessarily imply that those features are part of the purchased property but should be readily accessible as community assets.

- The location should ensure sustained solar access regardless of known and unknown future adjacent development. It should not be crowded by surrounding buildings of a much larger scale or mass.

- The location should be situated in an area complimentary to retail businesses and traffic. Although industrial zones often provide the basis for urban markets as a redevelopment opportunity, an active industrial area would be considered incompatible. Patrons need to feel safe, welcome and accommodated throughout the entire entry experience from the point of entry into the neighborhood to the short walk to the front door.

2.6 Size Determinants

Establishing the proper size of the facility to ensure the greatest economic benefit is a difficult challenge. A venue that is too large for the market will look idle and unexciting, which will result in vendor vacancies and ultimate demise. Not large enough and it could appear crowded, uncomfortable or even unsafe. It should be stated however that over-crowded is preferable to a vacated appearance. A model that allows for future expansion would best suit these purposes.

The particulars of each vendor type are also worthy of consideration. Each vendor will need to identify their space needs relative to their own business model and budget constraints. Maintaining a variety of vendors is more important than allowing a particularly successful vendor from taking over a majority share of the building. Specific functions may require specific placement or mechanical systems for cooking, storage, cleaning, etc. Flexibility is key to accommodating different vendor physical demands on the space.

The net to gross ratio has been identified as a challenge within other existing public markets. A larger than normal (un-leasable) net area is typical in public markets to provide for abundant circulation space around many small vendor booths. This adds to overhead costs and drives up

lease rates. The typical open volume common to public markets also plays havoc on heating and cooling mechanical systems and consequently budgets and overhead costs.

Section 3

Business Environment











3. BUSINESS ENVIRONMENT

Success of the Public Market is a function of the business environment it intends to operate within. Some factors are within the control of the business venture and some are not. Location can (and should) be carefully selected to ensure the largest potential patronage. Getting those patrons to shop at the market place is another matter entirely. The following sections will describe the business environment for a public market to be located in or near downtown Colorado Springs as identified in the Goals and Objectives (see Section 2). It should be noted however, that there may be areas of Colorado Springs better suited to the commercial aspect of a retail market. This will be identified and discussed where appropriate.

3.1 Market Determination

Demand analysis consists of defining the market's trade area, evaluating demographics in that region of influence (ROI) and analyzing buying behavior in order to estimate potential expenditures of the various offerings of the market place. Both the experiences of similar public markets and the characteristics of Colorado Springs help to define these determinants. It is important to recognize that the market will not magically create a new set of consumers. Rather it will draw consumers from where they presently shop for the various offerings to a new venue that must provide additional value in order to lure them away. For most people this competition is typically a supermarket or commercial grocer. The differences between these and a public market can be profound such as:

- Public markets compete with the modern supermarket and other retail food outlets for consumer's patronage by providing a shopping environment unlike the typical American retail experience, with individually, locally owned businesses linked to the region's food and agriculture producers.
- While supermarkets strive to obtain a large percentage of the community expenditures for food within a small geographic area, downtown public markets realize a percentage of these expenditures from a much larger area. The trade area of a downtown public market is generally much larger than a commercial grocer because they offer items, services or an experience that a supermarket cannot match. It is common for conscientious consumers to drive 15 or 20 minutes to shop at a large, successful public market, even if most of their food shopping can be done more conveniently at a supermarket within just minutes of their homes.
- Tourists often seek out authentic public markets because they are unique places, offering a window into the culture of the region. Maintaining authenticity requires catering first to the needs of the area residents rather than the tourists.

According to research conducted on other public markets, it is common to find that they attract a variety of consumers in terms of demographics. In general, families buy more fresh food than

individuals or people living in unrelated households. People of higher income levels ($50,000 and above) are more frequent shoppers and spend more than people of lower incomes. The highest spending customers are typically women between the ages of 40 and 55. What is unique about public markets, however, is their ability to appeal to both the highest and lowest income shoppers. While higher income consumers might be drawn to unique products and superior quality, lower income and elderly consumers appreciate the ability to purchase smaller quantities, to negotiate with empowered owners, and to find ethnic specialties and competitive prices.

3.1.1 Trade Area

According to 2011 census data the Colorado Springs Metropolitan Statistical Area (MSA) has a population of 660,319 residents. The MSA envelopes Fort Carson and the Air Force Academy, as well as townships as distant as Florissant to the west, Monument to the north, Ramah to the northeast, and Fountain to the south. This population is considered well below population levels of other communities around the country that have successfully developed and sustained public markets. Additionally, this population is spread out over a very large area not consistent with those larger concentrated urban environments. Communities of a million people or more typically represent the ideal business environment. This smaller market however, has a relatively higher education and income level than the national average with 62% of households having a college degree and average incomes at $68,046 per year with a current level of 9% unemployment. The target demographic for a public market is typically persons age 35 and up for goods such as fresh produce, meat, dairy, baked goods, preserves, etc. Restaurant patrons tend to be younger from 25 to 65 years of age. Higher education is an important factor in having a basic understanding of the benefits of local, fresh food stuffs versus cheaper goods trucked in from mass production facilities around the country and beyond. Consistently, a higher annual income consumer is more likely to shop at the public market than lower income households for economic reasons, which bodes well for the Colorado Springs ROI.

There are five military installations in the Colorado Springs MSA having a large impact on demographics. They include Fort Carson, Peterson Air Force Base (AFB), Schriever AFB, Cheyenne Mountain Air Force Station (CMAFS) and the US Air Force Academy (USAFA). In general military personnel and their families fall into the lower income categories and have their own commissary system with very competitive pricing. Commissaries typically do not have locally produced food stuffs, but those characteristics are of less interest to the majority of that population sector. Military households equal approximately 6% of the total population or 40,500 persons, the majority of which live on-base. The city also has a sizable college population of over 33,000 persons. This demographic is also less likely to participate

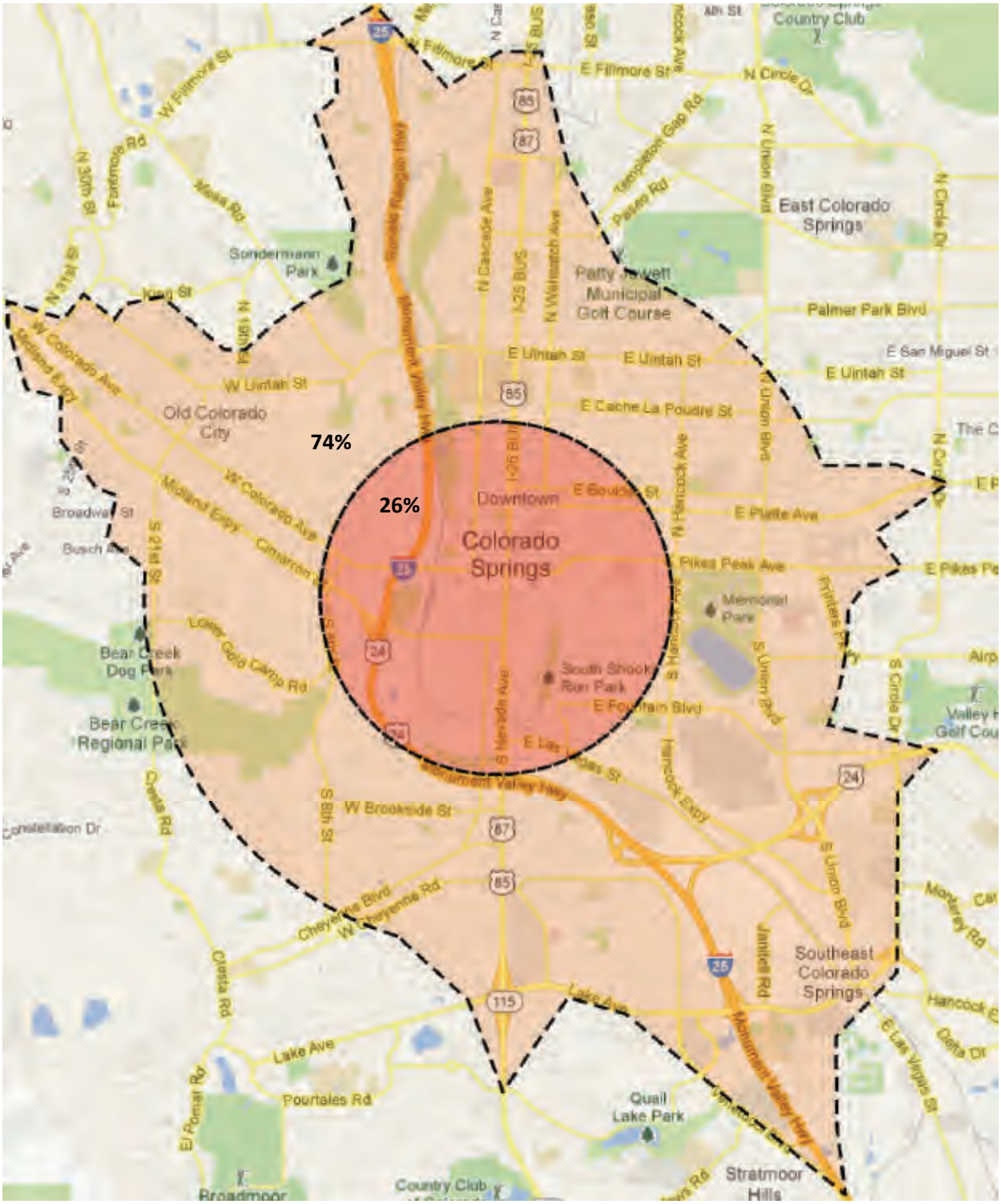


Figure 3-1 – Consumer Region of Influence

in public market shopping due to economic status, age, distance / mode of travel, as well as alternative provisions for food such as on-campus dining options.

In general public markets have found that their base consumer ROI is within a one mile radius of the market place. Depending on ease of access and proximity to a highway, this distance can be expanded, typically along the highway corridor extending as far as the identified 15-20 minute drive time. Additional consumers can be attracted from farther away due to uniqueness of the offerings such as fresh baked goods, organic produce, fish flown in daily, special events, and the like. Figure 3-1 depicts the general consumer ROI and percentages of patrons per distance of travel. The one mile radius defines the sustaining market share while another mile radius outside of that is a secondary market of lesser share due to the perceived difficulty in travel versus a comparable alternative closer by. This outer radius is extended along major thoroughfares as overall travel time is reduced.

There presently exists a very low density level of residential units within the one mile ROI. This is consistent with what the Urban Land Institute (ULI) study determined and attempts to rectify through its first recommendation; that being residential development in the downtown corridor (see Section 3.1.3). Residential neighborhoods exist in most areas surrounding the one mile ROI including the Broadmoor neighborhood, east side, the Old North End, The west side (part of Old Colorado City), the Memorial Park neighborhood and the Southgate neighborhood. Of these areas, the Old North End and the Broadmoor neighborhoods meet the demographic target profile in terms of age and income level and are more prone to be of the conscientious mindset to appreciate what the market offers. The west-siders (as they are referred to) and east side downtown populations are also like-minded individuals but of a slightly different economic class that may reduce the potential market patron percentage.

A shift towards the east or north brings a much higher population density within the one mile ROI bubble. Given the exact location of the market, this may have a real impact on patronage. For example, the Gazette site (east on Pikes Peak) would be preferable in terms of population centers to the Norwood Paintball site (near the railroad tracks on the west side of downtown). See Section 4 for site selection information. Of course there are many other factors to consider including psychological barriers or the proximity to highway access, which effects patronage from areas outside of the one mile ROI.

3.1.2 Demographics

Consumer data for the Colorado Springs MSA was not readily available. Consumer data for the State of Colorado was available from the US Department of Labor, Bureau of Labor Statistics and is deemed to be representative of our ROI in that the Colorado Springs MSA contains both highly urban as well as many rural areas. The 2011 survey indicated that there were a total of approximately 122 million consumer units in the state. A consumer unit can be described as a household that operates together financially in the consumer market such as a family or an individual in an apartment. The average consumer unit size is 2.5 persons with

1.3 earners per unit. Average income is $63,685 per year per consumer unit. Breakdown of males and females per unit is 47% and 53% respectively. Home owners equal 65% of all consumer units leaving 35% as renters. Sixty-two percent of all consumer units are college educated. The total annual expenditure per consumer unit is $49,705 (78% of income). Annual expenditures for food equal $6,458 (10% of income & 13% of expenditures). Of that amount, food at home equals $3,838 and food away from home equals $2,620. The specific breakdown of figures by food type can be seen in Table 3-1.

Following our target demographic of ages 35 and above, the average expenditure for food at home (the primary product sold at the public market) is **$6,717** per year per consumer unit. The target demographic for food away from home (restaurant goers) is ages 25-65. The average expenditure for this group and classification is **$2,887** per year per consumer unit.

Table 3-1 – Average Annual Expenditure Breakdown Per Consumer Unit

ITEM	All Consumer Units	Age <25 Years	Age 25-34 Years	Age 35-44 Years	Age 45-54 Years	Age 55-64 Years	Age >65 Years
Food at Home	$3,838	$4,354	$6,211	$7,765	$7,424	$6,520	$5,158
Cereals	$175	$114	$175	$218	$201	$161	$142
Bakery Products	$356	$222	$303	$426	$409	$354	$328
Meat, Poultry, Fish & Eggs	$832	$527	$733	$1,006	$965	$894	$671
Beef	$223	$137	$188	$264	$267	$235	$186
Pork	$162	$96	$133	$200	$178	$183	$138
Other Meat	$123	$63	$110	$155	$157	$120	$92
Poultry	$154	$122	$154	$190	$182	$152	$108
Fish & Seafood	$121	$69	$103	$139	$125	$152	$103
Eggs	$50	$38	$45	$59	$55	$50	$245
Dairy Products	$407	$244	$379	$481	$475	$394	$359
Milk & Cream	$150	$97	$144	$188	$172	$137	$126
Other Dairy (Cheese)	$257	$148	$234	$293	$303	$256	$233
Fruits & Vegetables	$715	$424	$627	$841	$803	$734	$663
Fresh Fruit	$247	$132	$210	$291	$273	$262	$237
Fresh Vegetables	$224	$130	$195	$254	$258	$239	$206
Processed Fruit	$116	$80	$107	$143	$128	$107	$105
Processed Vegetables	$128	$83	$115	$154	$144	$125	$115
Other Food at Home	$1,353	$850	$1,230	$1,622	$1,567	$1,372	$1,147
Sugar & Other Sweets	$144	$78	$112	$179	$163	$152	$136
Fats & Oils	$110	$61	$95	$126	$125	$111	$106
Miscellaneous Foods	$690	$454	$671	$834	$779	$677	$577
Non-Alcoholic Beverages	$361	$236	$319	$434	$442	$368	$284
Alcoholic Beverages	$456	$418	$513	$497	$494	$468	$338
Food Away From Home	$2,620	$1,973	$2,764	$3,171	$3,003	$2,611	$1,849

1. *Highlighted cells indicate consumer target market per item.*

3.1.3 Anticipated Demographic Changes

City planners, local developers and urban renewal proponents are all promoting growth in the downtown area of Colorado Springs. Many proposals have been made to capitalize on areas of urban blight and under leveraged properties through this growth. The City invested in a study conducted by the ULI to help define this need and focus the efforts towards a more promising outcome. That study determined that the city is on the verge of a major growth spurt that could include civic, commercial and residential development. It recommended construction of as many as 1,500 living units to increase the residential population of the downtown corridor, which in turn would stimulate commercial and civic development. This would be realized more as apartments and condominiums for young, highly educated, prosperous urbanites over single family houses.

Local development and real estate professionals that have been consulted agree that the projection of 1,500 units is far greater than the downtown area could support in this economy as well as for the foreseeable future. It is even thought that 100 new units per year would be an aggressive number (no more than that could possibly be sustained) that perhaps could reach the proposed 1,500 unit figure over a 15 year time span. The larger point of the ULI study and recent development is that residential units in the downtown area will spur additional growth and is the focus of the Colorado Springs future development plan. The consumer base metrics could reasonably be increased by a fraction of this projected number of households and timeframe. This increase should be estimated using a ten year window of no more than 1,000 units (the most realistically optimistic case) added to the existing population figures for market share calculations.

3.1.4 Current Demand

Current demand for the products and services to be offered for sale at the Public Market is presently available at seasonal Farmer's Markets around the region and at a few specialty grocery stores. Of course canned, and dry goods can be purchased at any of the larger chain grocery stores where the majority of our market share, currently shop. Most of these outlets subscribe to the Colorado Proud movement, which is a self-regulated campaign to promote locally grown or produced food products. While this is attractive to those who specifically seek out those products, it is far from comparable to an entire market that reliably focuses on that concept. Other established venues of this nature include Whole Foods, Natural Grocer and Mountain Mama. These are smaller stores each with their own take on what "local" means and often with an added component of organic or other select market identifier. These identifiers tend to narrow the base consumer patronage rather than broaden it, assuming that patrons will expend greater effort and resources to seek out what they specifically desire. The local food movement is broader in scope and increasing as the general populace becomes educated about the health and economic benefits of utilizing and sustaining these resources.

3.1.4.1 Identification of Need

Everyone buys food, but not everyone seeks out the types of products to be offered at the Public Market. A successful public market will need to identify its market share of those food patrons, which could be identified as a set of all individuals within a reasonable distance of travel. Level of education, mobility, and income (which are often affected by age) are determinants to capturing a larger percentage of the populace. If in fact, location determines patronage, then the correct location should be such that ensures the highest density of the right demographic.

3.1.4.2 Urgency (Timing Implications)

Change is afoot in the Colorado Springs retail market. Downtown is soon to launch into a renaissance of development that will change the fabric and consequently the demographic of that area. Coming in ahead of that change, of as yet unknown configuration, may cause the Public Market to miss out on key market determinants. Coming in after the change may result in missed opportunities for the best location or the best price. Walmart is also making major changes to the grocery market in the City by opening its Neighborhood Markets to capture untapped retail dollars and/or drive other groceries out of business (see Section 3.1.5). This will most likely have less of an impact on the Public Market due to differences in offerings, but will undoubtedly impact the overall grocery business.

3.1.5 Current Satisfaction of Demands & Market Share

Colorado Springs is home to most of the major food chains such as King Soopers (a Kroger Holding), Safeway, Whole Foods Market, Costco, Albertsons and the number one grocery retailer in the Pikes Peak region, with nine stores: Walmart Supercenters. Walmart is also broadening its hold on this market by opening smaller Neighborhood Market Grocery Stores throughout the city. Since Walmart began the Supercenter concept, it has had a dramatic and negative effect on the grocery industry in the region. Two chains have gone out of business and others have seen significant downsizing including Safeway and King Soopers closing several stores and Albertsons reducing half of its locations to just four remaining stores. The new Neighborhood Market stores will be in the range of 40,000-52,000 SF comparable to a standard grocery store.

While this sounds ominous to the future of yet another food outlet, it could actually benefit the venture by eliminating the real competition. The Public Market will follow a different business model focused on local, wholesome products from regional small businesses rather than corporate agribusiness. It is to be a community-based experience about more than just selling product. The Walmart Supercenters and the new Walmart Neighborhood Markets follow the cheap, high-volume extractive economic model selling goods from wherever around the world they can be produced for the least amount of money. Shoppers choose Walmart for price and convenience over quality or wholesomeness.

As the new stores are built, other competition will undoubtedly suffer some losses further emphasizing a dichotomy of choice: Cheap, low-quality (Walmart) or wholesome and local (the Public Market and stores like Whole Foods and Mountain Mama). Although Walmart claims to participate in the Colorado Proud program supporting local producers, a walk through the store reveals no such support. This is not surprising as the Walmart model focuses on cheap prices for consumers which can only be garnered by exploiting the logistics of the procurement and supply chain. Local producers may very well be in that chain, but by the time the product reaches the consumer, it has lost all the admirable characteristics of the program.

3.1.5.1 Comparable Market Competition Locations

There is only one grocery outlet currently within the one mile ROI of downtown Colorado Springs, that being the Walmart Supercenter on 8th Street (see Figure 3-2). There are also several small outlets including four 7-Elevens and the Little Market on Prospect and Willamette. While 7-Elevens don't provide a direct correlation with what the Public Market will provide, they could impose a minor impact to the market place for small quantity or impromptu pick-up shopping like a gallon of milk, butter, eggs, etc. The Little Market offers a considerably higher level of competition, although still a small venue. Many residents within the immediate ½ mile radius shop there regularly for small quantities and impromptu pick-up items and some even do all of their shopping there.

In general it can be concluded that the market share will come from the primary shopping centers near the outer ROI including The Bonn Safeway, the Southgate Safeway, the Uintah Gardens King Soopers and to some extent the 8th Street Walmart. The later qualification is in reference to the differences in patronage between Walmart and the Public Market previously discussed. These competitors serve to establish a revised ROI with the expectation of a percentage draw of persons living in between these centers and the downtown area. This is because patrons inside this revised Competition ROI currently drive from their residences outward to these centers. It is reasonable to assume that a percentage of those could be convinced to drive the other direction, to the Public Market instead.

Similarly, a larger percentage of patrons could be drawn away from natural grocery stores like Mountain Mama and Natural Grocer as their offerings are more akin to the Public Market than the large chain grocers. Although the percentage gain might be higher, the number of shoppers from those two venues is much lower than what the larger chains produce resulting in a smaller overall gain in number of patrons.

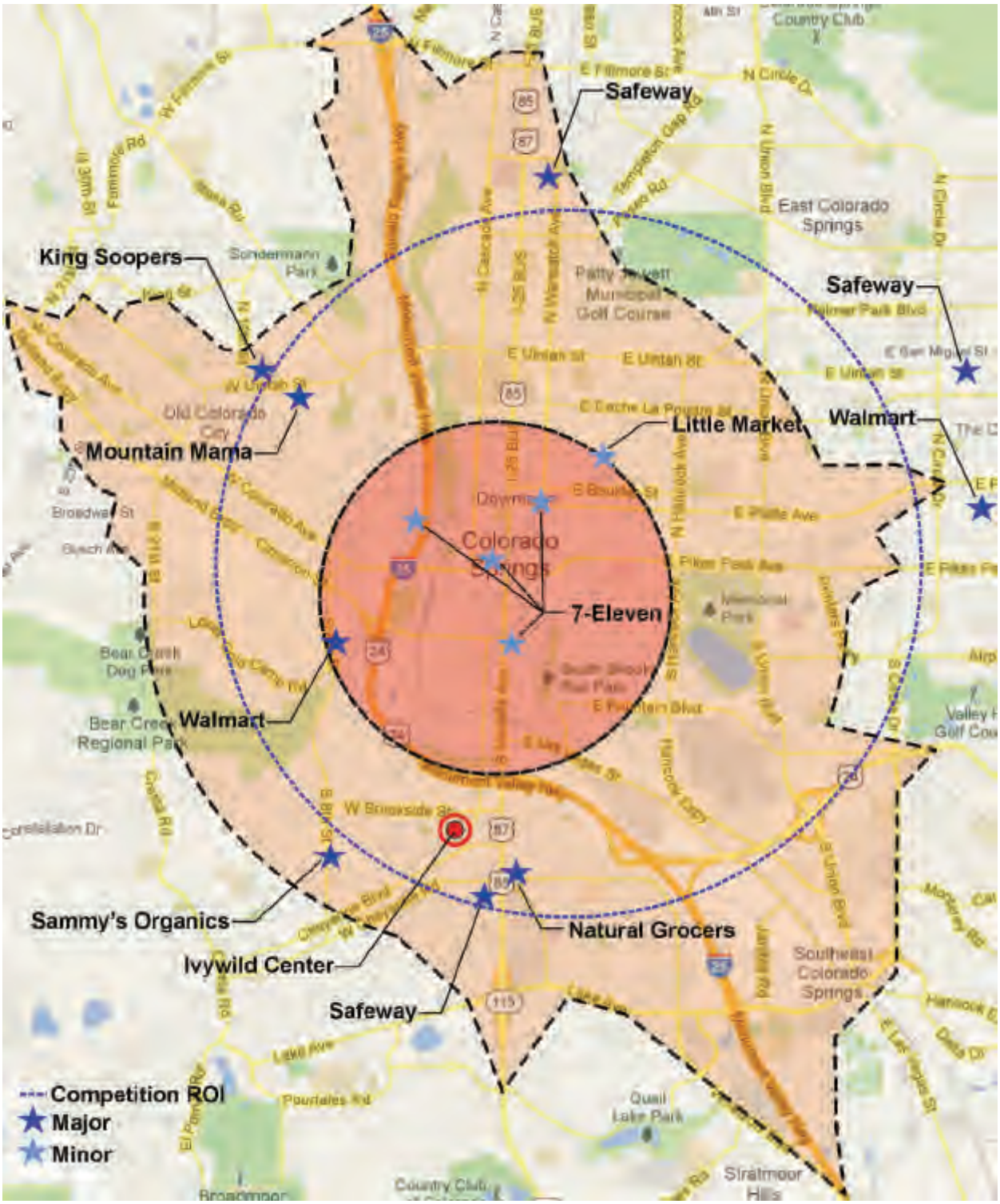


Figure 3-2 – Grocery Store Competition Locations in the ROI

Stores like Whole Foods, which otherwise might be considered the primary competition, do not exist in the ROI. This is most likely because their own market research identified different parts of town as a more fruitful market base given the demographics of age, income and population density. This void in the Public Market ROI benefits the market, but also identifies a potential issue that may prove difficult to overcome.

Currently under construction and planned to open this year is a project very similar to the Public Market Project. This is the Ivywild Community Center Project, which intends to convert an old elementary school into a market place including such offerings as a brewery and pub, restaurants, a bakery, coffee shop, specialty butcher, local food hub supported by the Pikes Peak Community Foundation (PPCF), the Millibo Art Theater, community meeting space, a greenhouse established by Pikes Peak Urban Gardens (PPUG), and professional offices. Additionally, the farmer's market currently being held at the Fine Arts Center on Wednesdays will relocate to this new venue beginning this summer (see Figure 3-2).

This venture is located on the edge of the one mile ROI bubble and may present a complication if not direct competition to the proposed Public Market. Timing is a key factor in that the Ivywild market will be established prior to the Public Market and will have time to massage their business model to meet consumer demand prior to launch of the Public Market. This could serve to benefit the Public Market if it responds to the issue or hurt it if it operates in competition to the Ivywild Project. Significant differences exist between the two including profit driven private ownership of the Ivywild project, a different architectural model of small individual shops along a hallway versus an open market environment, and a much reduced offering than what is being planned at the Public Market including such important elements as a cheese monger (dairy), wine shop, and significant fresh produce vendors. However, the many similarities suggest further consideration is warranted.

There are many farmers markets that occur throughout the city during the harvest season, which runs from early June through Late October or early September. These are held on different days to allow the same vendors to participate in more than one market per week for different segments of the community. Figure 3-3 identifies the sites, scheduled day of the week and size for each of the Farmer's Markets in the ROI, which are also identified in Table 3-2.

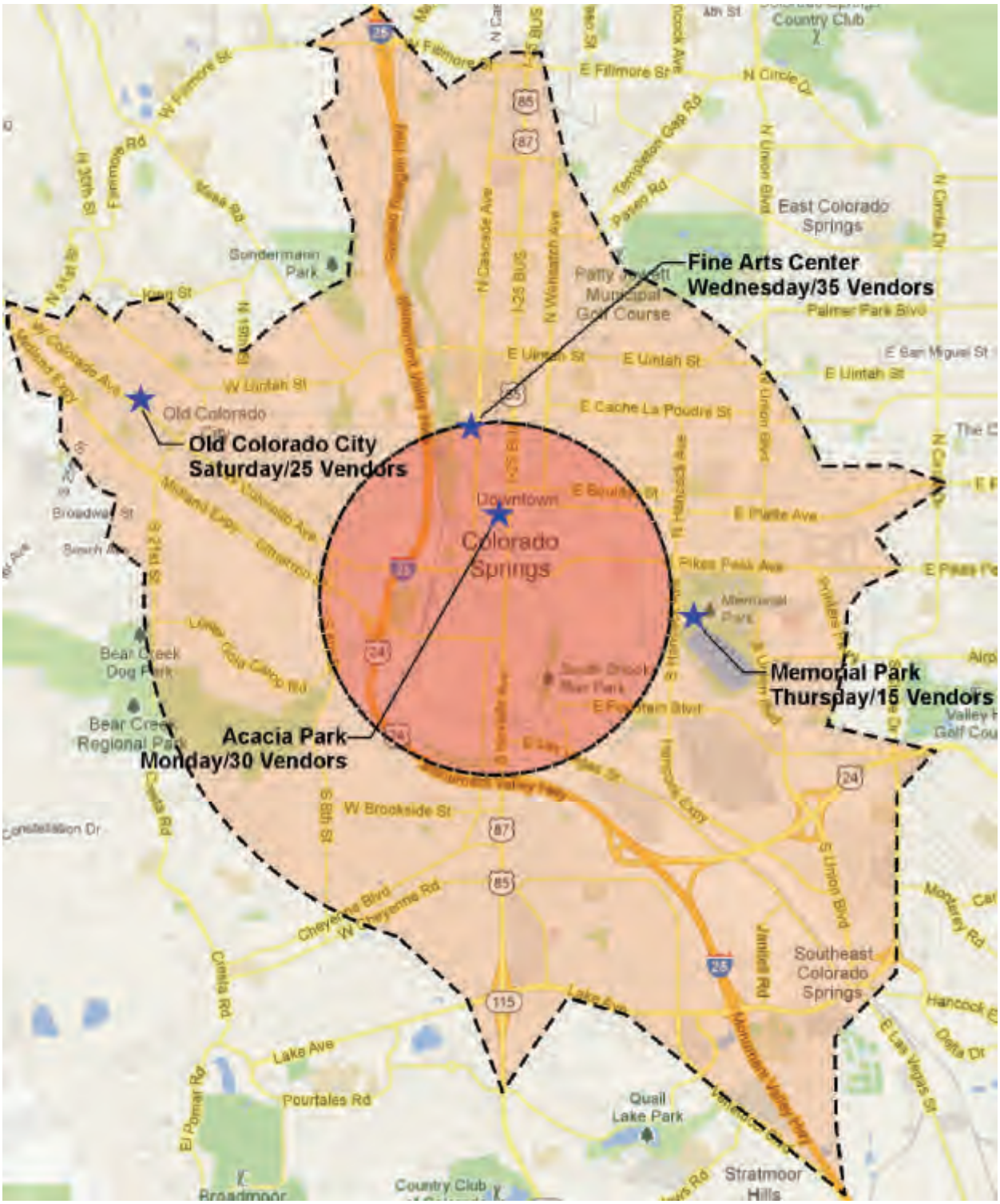


Figure 3-3 – Farmer's Market Locations in ROI

Table 3-2 – Farmer's Markets in Colorado Springs

Location	Day of Week	# of Vendors
Acacia Park	Monday	30
Fountain	Tuesday	UKN
Fine Arts Center (relocating to Ivywild this summer)	Wednesday	35
Briargate	Wednesday	15
Memorial Park	Thursday	15
New Center Point	Thursday	50
Security	Friday	UKN
Woodland Park	Friday	60
Old Colorado City	Saturday	25
University Village	Saturday	15
Margarita at Pine Creek	Saturday	40
Citadel Mall	Saturday	UKN
Doherty High School	Saturday	20+
Monument	Saturday	UKN
Security	Saturday	UKN
Briargate	Sunday	UKN

Although broadly dispersed throughout the region these markets cover all of the days of the week with a big emphasis on Saturday, the biggest shopping day of the week for this fare. Although presented in a different setting, these farmer's markets are in direct competition with the Public Market. It is a goal of the Public Market, which could become the case, that several of these farmer's markets could relocate to the out-flow area surrounding the market place. This would greatly benefit the Public Market as a business by improving selection at a single source, which would naturally bring additional traffic into the market place. Psychologically this also helps establish the Public Market as *the* location to buy locally produced goods.

3.1.5.2 Core Vendor Individual Competition

There are many individual shop owners of core vendor offerings within the inner ROI. A short list of those competitors and location by item is as follows:

- Butcher
  - The Meat Locker Provisions – 1605 S. Cascade Ave.
- Bakery
  - Cake Crumbs – 3 E. Bijou
  - Cupcake Girls Bakery – 302 E. Platte
  - La Baguette – 117 E. Pikes Peak Avenue
  - Smiley's Bakery & Café – 323 N. Tejon Street
- Fresh Produce
  - The Little Market – 749 E. Willamette Avenue
- Seafood
  - None

- Coffee Shop
  - Barista Espresso – 625 W. Colorado
  - Coffee & Tea Zone – 25 N. Tejon
  - Coffee Exchange – 526 S. Tejon
  - Daily Grind – 175 S. Union
  - Dutch Brothers Coffee – 1802 E. Platte, 301 E. Colorado
  - Gold Hill Java – 332 N. Tejon
  - Pikes Perk – 14 S. Tejon
  - Raven's Nest Coffee – 330 N. Institute
  - Rico's Café & Wine Bar – 322 N. Tejon
  - Starbucks – 7 S. Tejon, 134 N. Tejon
- Dairy
  - None
- General Store for Dry, Frozen & Canned Goods
  - 7-Eleven – 503 S. Nevada
  - Walmart Supercenter – 707 S. Eighth
- Restaurant / Brewery
  - Bristol Brewing – 1605 S. Cascade Ave.
  - Phantom Canyon Brewing Company – 2 E. Pikes Peak
  - Warehouse Restaurant & Gallery – 25 W. Cimarron
  - Over 90 Restaurants in downtown ROI.
- Wine Shop
  - Downtown Fine Spirits and Wine – 103 S. Wahsatch
  - South Nevada Liquors – 1107 S. Nevada
  - Vintage's Wines & Spirits – 9 S. Tejon
  - Weber Street Liquor – 712 N. Weber

There is presently good patronage amongst these individual shops, the majority of which are located in the downtown corridor. These are mostly locally owned and operated small businesses, comparable to what is intended for the Public Market. Competition in the Public Market (if located in the same general area) could threaten the economic security of these businesses particularly through consolidated competition. One of the founding tenants of this venture was to establish a symbiotic relationship with other businesses in the downtown area rather than cut into their market share. Those that could be directly impacted by the creation of competition in a Public Market include:

- La Baguette - Bakery
- Pikes Perk – Coffee Shop
- Warehouse Restaurant & Gallery – Restaurant/Brewery
- Phantom Canyon Brewing Company - Restaurant/Brewery
- Downtown Fine Spirits and Wine – Wine Shop

- Vintage's Spirits and Wines – Wine Shop

This is relative to their location and type of business. Alternatively, these businesses may chose to relocate to the Public Market or open a second location there.

While the existing restaurant businesses may not be significantly impacted through the creation of additional competition at the Public Market, it may be difficult for the market place restaurants to thrive in a seemingly saturated market unless they are diversely unique from other establishments.

3.1.6 Proposed Development & Potential Impacts

Without established planning guidelines or firm commitments to future development it is difficult to ascertain what may impede creation and sustainment of the Public Market in Downtown Colorado Springs. It is known however, that several powerful entities (developers, city leaders, planners and architects) are focusing efforts on renewing certain areas that have been vacated and/or have fallen into disrepair. Of primary interest is the west side of the downtown corridor near the railroad tracks. Of late, many industrial functions have moved out leaving sizable parcels of land available for redevelopment. The market place Location Team has identified some of these as potential sites for the new Public Market (see Section 4).



Figure 3-4 – Renderings of Proposed Development

Developers are promoting all variety of development for this same area including things such as a baseball park, museums, high-rise housing, large commercial centers, office space, etc. The majority of concepts tend towards the grandiose, in contrast with the character and scale of the Public Market. The larger developments propose bridging over the railroad tracks, effectively creating a tunnel two blocks wide (Costilla, Vermijo & Cucharras), to tie the downtown together with America the Beautiful Park (AtBP) and Fountain Creek (see Figure 3-4).

While these plans present interesting and admirable concepts for improving the downtown corridor and which would repair long-standing disruptions of the urban fabric, they are inconsistent with the market place level of development. The additional consumer traffic would greatly benefit the market place as would any proposals that bring additional

residential units to the area. However, development compatibility is of concern for the Public Market and the city of Colorado Springs

3.1.7 Supply Stability

Local food stuffs produced in colder climates naturally present an issue of inconsistent supply of product for a permanent market such as is being proposed through this venture. Particularly, this affects fresh produce, a staple of any grocery store, but particularly a public market. This suggests that the market place will provide locally grown fresh produce during the harvest season and possibly a bit longer as efficient storage facilities can support it. The market may further extend the season with value-added products through various strategies such as canning, preserving, freezing, etc. In Colorado the growing season is typically June to September, or less than half the year and varies for different products. Smaller quantities of select produce may be available even longer, from as early as April and as late as November depending on seasonal variables and storage techniques. It has been stated that a consistent, high-quality food supply is vital to the success of the Public Market as it will be in direct competition with grocers that provide good consistency in supply quantity and relative quality.

The dilemma presented is promotion as a local food source without a consistent local supply chain. Ultimately, the Public Market will need to rely on alternative supply resources for fresh produce during the non-Colorado growing season. This makes promotion difficult, but nonetheless comparable to the competition. Other market place products such as bread, meat, cheese, beer and crafts can hoist the “local” banner for the remainder of the year overshadowing this shortfall. It is acknowledged by local producers that if revenues support their efforts, the opportunity to increase year-round growing and cultivation of product through other means such as greenhouse, aquaponics, etc., can be explored.

3.1.7.1 Seasonal Vendors Backfill Supply Source

The Arkansas Valley Organic Growers (AVOG) have committed to ‘sourcing’ non-local produce for the market place during these local off-season times. This can be accomplished through a sophisticated logistics chain that may involve a cooperative agreement with farmers from other states or from greenhouse operations in-state. AVOG has already begun work in this arena by forming a food hub to be constructed this year near Pueblo, CO. This would involve cooperative agreements with regional partners, supply chain logistics, storage facilities to extend seasonal supply and a commissary kitchen to preserve the remainder.

3.1.8 Size Metrics

This section will determine the appropriate size of the Colorado Springs Public Market based upon calculations using demographic data of potential consumers. Public markets in other communities capture approximately 0.5% to 2.0% of the consumer demand for food stuffs from their immediate ROI[1] and a smaller percentage not exceeding 1.0% from the expanded consumer area. The calculated consumer base for a downtown Colorado Springs Public Market is estimated at 1.75% of the one mile radius household population (number of households roughly equivalent to consumer units – see Section 3.1.2 Demographics) plus 1.0% of the extended household population area (Outer ROI). That is as follows:

4,611 Primary Consumer Units (Households) x 1.75% market share= 81 Consumer Units

+ 12,893 Extended Area Consumer Units x 1.0%= 129 Consumer Units

Together this equals **210** Consumer Units (Households)

Sales to tourists can produce additional market share. According to the Colorado Springs Convention and Tourism Bureau, each year the region attracts on average 5.5 million people spending $1.2 billion[2]. Similar to the residential ROI, tourism would bring a percentage of that total to the downtown area, of which the same percentage share could be anticipated to visit the Public Market. Of the total 5.5 million tourists per year, 35% are expected to visit the downtown area during their stay or 1.93 million and of those approximately 10% (193,000) may visit the Public Market. Applying the same 1.75% market share metric to that figure gives us an additional 3,378 people per year. These visitors would most likely purchase smaller quantities of fruits and vegetables, bakery items, and local crafts but limited amounts (if any) of meat, fish, poultry or otherwise meal preparatory items. They would likely be drawn to restaurants, coffee shops, crafts, entertainment and social atmosphere, making purchases as an aside to being there for other purposes. This would suggest a smaller expenditure than what the typical consumer unit metric calculates. For this reason, a reduction of 25% in the number of persons applied to the same metric should accommodate that lesser expenditure or an increase of approximately **845** persons (consumer units) to the market share.

To establish a figure for estimated sales per vendor area, several methodologies will be employed. Typical vendor sales in their existing stand-alone locations can be used to determine a baseline for individual product types. To translate the area from single retailer to a market place retail environment a net to gross ratio must be applied. A typical individual stand-alone retail store has a net to gross ratio of between 70%-80% usable area. Existing public markets have an average net to gross ratio of 40% to 50% usable area due to

1. *Source: Building Louisville's Local Food Economy – Market Ventures Inc, 17 July 2008. This document also references other Feasibility Studies that utilized the same data for market share calculations.*
2. *Source: 2011 Annual Stakeholders Report - Colorado Springs Convention and Visitors Bureau.*

Table 3-3 Demographic Data Tables - Inner ROI

One Mile Radius

			Age 25+ Education					Household		Income		Vehicle Availability		
Block Group	Total Population	Average Age	HS or Equivalent	Bachelors	Masters	Professional	Doctorate	Total Households	Average Household Size	Aggregate Income	Median Household Income	Occupied Housing Units - No Vehicles	Average Number of Available Vehicles	Notes
80410015002	433	41.4	84	60	12	10	0	175	2.19	$ 7,397,500	$ 27,200	10	1.8	
80410015003	1,115	40.4	185	92	35	11	18	478	2.18	$ 19,977,500	$ 36,351	54	1.6	
80410015001	564	37.8	119	38	13	0	0	273	2.07	$ 10,860,000	$ 33,194	28	1.6	
80410016002	965	38.1	106	281	73	5	22	554	1.53	$ 27,292,500	$ 31,571	68	1.2	
80410017002	1,061	36.8	178	159	51	15	12	513	2.01	$ 20,780,000	$ 36,071	86	1.2	
80410023001	573	41	159	28	15	6	1	259	1.25	$ 5,645,000	$ 14,999	160	0.5	Central Core of CBD
80410022001	741	40	82	117	110	15	15	355	1.99	$ 17,250,000	$ 38,567	26	1.3	
80410022003	1,300	39.7	217	101	49	6	0	743	1.74	$ 20,740,000	$ 19,360	257	1	
80410027003	1,156	35.2	157	151	10	7	37	505	2.27	$ 19,525,000	$ 33,678	58	1.5	
80410022002	939	35	159	61	43	9	0	380	2.47	$ 12,442,500	$ 29,545	81	1.3	
80410023002	1,012	39	298	72	14	4	5	376	1.94	$ 11,720,000	$ 22,759	97	1.2	
11														
Totals	9,859	38.6	1,744	1,160	425	88	110	4,611	1.97	$ 173,630,000	$ 29,390	925	1.29	

Table 3-4 Demographic Data Tables - Outer ROI

Two Mile Radius

			Age 25+ Education					Household		Income by Household		Vehicle Availability		
Block Group	Total Population	Average Age	HS or Equivalent	Bachelors	Masters	Professional	Doctorate	Total Households	Average Household Size	Aggregate Income	Median Household Income	Occupied Housing Units - No Vehicles	Average Number of Available Vehicles	Notes
80410014002	693	38.6	198	51	19	0	9	342	1.98	$ 12,152,500	$ 30,616	70	1.3	
80410014001	1,315	42.7	273	185	105	17	17	693	1.9	$ 35,987,500	$ 42,780	125	1.5	
80410014004	609	43.7	152	78	23	7	1	302	2.02	$ 14,395,000	$ 41,628	6	1.8	
80410014003	507	40	106	31	39	0	1	265	1.91	$ 7,562,500	$ 26,364	38	1.5	
80410013021	1,079	35.9	182	185	106	7	16	539	2	$ 28,877,500	$ 42,694	33	1.5	
80410011042	565	36.9	129	54	23	4	5	252	2.24	$ 11,940,000	$ 37,250	15	1.9	
80410010003	842	43.3	49	228	119	39	61	416	2.02	$ 42,560,000	$ 77,232	12	1.7	Old North End
80410010002	721	40.9	26	147	159	39	33	332	2.17	$ 28,142,500	$ 50,000	9	2	
80410016003	745	40.8	54	128	62	24	27	149	1.42	$ 6,695,000	$ 32,703	8	1.1	
80410016001	1,283	26.5	34	83	93	20	14	280	1.99	$ 12,862,500	$ 30,366	56	1.3	
80410009002	846	39.6	82	144	185	23	23	456	1.86	$ 27,312,500	$ 43,313	22	1.7	
80410009001	994	40.3	128	155	135	10	27	522	1.9	$ 23,965,000	$ 34,612	49	1.6	
80410017001	567	36.7	57	65	76	12	26	290	1.9	$ 10,755,000	$ 26,016	29	1.5	
80410008001	889	39	236	55	43	0	4	417	2.07	$ 13,995,000	$ 25,070	50	1.3	
80410008002	865	37.7	154	132	80	10	0	430	2	$ 20,595,000	$ 41,025	48	1.6	
80410008003	737	42.9	168	97	32	0	18	330	2.23	$ 17,337,500	$ 45,135	9	2	
80410018001	989	43.9	156	224	76	12	5	515	1.92	$ 31,767,500	$ 53,874	38	1.6	
80410018002	888	34.9	124	156	69	11	10	335	1.99	$ 20,320,000	$ 46,250	31	1.5	
80410027001	845	50	187	128	80	13	7	436	1.69	$ 20,925,000	$ 40,258	88	1.6	
80410027002	732	45.1	171	53	0	0	5	348	1.99	$ 12,415,000	$ 16,277	92	1.3	
80410028002	1,511	36.5	315	58	5	0	0	640	2.36	$ 20,615,000	$ 25,794	157	1.2	
80410029001	1,640	30.4	408	28	14	0	9	733	2.24	$ 24,927,500	$ 24,005	159	1.1	
80410029002	913	38.3	173	51	6	16	0	430	2.1	$ 14,775,000	$ 27,237	84	1.3	
80410030004	1,178	44.8	134	165	86	31	21	642	1.77	$ 32,562,500	$ 37,455	10	1.5	
80410030003	1,016	43.3	166	173	94	43	19	564	1.8	$ 28,852,500	$ 40,735	27	1.4	
80410030001	763	36.8	116	121	23	0	0	383	1.9	$ 15,395,000	$ 33,654	80	1.1	
80410030002	976	41.7	204	98	50	18	0	478	1.96	$ 24,022,500	$ 42,875	23	1.7	
80410025021	1,293	42.8	114	438	126	35	15	608	2.12	$ 39,990,000	$ 51,042	1	1.9	Includes Lower Skyway
80410024001	1,526	40.6	327	209	76	6	15	766	1.92	$ 34,157,500	$ 38,837	180	1.4	
29														
Totals	27,527	39.8	4,623	3,720	2,004	397	388	12,893	1.98	$ 635,860,000	$ 38,107	1549	1.51	

excessively large and numerous aisles that are necessary to move people between and around the many vendor stalls as well as increased public spaces for relaxation and socialization. As an example, a conversion rate can be calculated to decrease the net to gross ratio from 75% to 45% by converting the example gross area (GSF) to net area (NSF) then back to the adjusted GSF. A 1,000 GSF retail shop then has approximately 750 NSF of usable area. In the market place that same area would calculate to 1,667 GSF accounting for the additional overhead space. Applying this methodology to a vendor providing meat, poultry, fish and eggs, the vendor receives approximately $1.8 million per year in a retail environment of 800 GSF. That equates to $2,250/GSF or $3,000/NSF. The annual average consumer expenditure for these products in our target demographic is $884 per consumer unit[3]. Our market share has been determined to be 1,055 consumer units for our ROI (see Table 3-3 & 3-4 for Demographic Data Tables). That market share times the dollars spent equals an annual revenue potential of $932,620 for the category Meat, Poultry, Fish and Eggs. That figure divided by the retail $/NSF gives us an estimated vendor area of 311 NSF or 450 GSF (311 NSF + 45% market place overhead) in the market place environment.

It is a safe assumption that a vendor will increase sales moving from an independent retail environment to the Public Market through the power of consolidated patron draw. This is estimated to be a factored increase of approximately 25% depending upon the size, character and location of the existing retail store. Other vendor types, their sales rate, and projected area are identified on Table 3-5. It is important to note that these figures do not address the overhead lease costs of vendor stalls, which will factor into the actual amount of space a vendor chooses to occupy.

Table 3-5 – Vendor Size Calculation Worksheet

Vendor Type	Consumer Expenditure Per CU[1]	Market Share Population	Market Share Gross $	Retail Sales $/NSF[4]	Vendor Size (NSF)[2]	Vendor Size (GSF)
Bakery	$379	1,055	$399,845	$319	1,253	1,817
Meat, Poultry, Fish & Eggs	$884	1,055	$932,620	$3,000	311	450
Dairy	$427	1,055	$450,485	$1,071	421	610
Fruits & Vegetables	$760	1,055	$801,800	$4,016	200	290
Other Food Stuffs (Canned, Preserves, Dry)	$1,427	1,055	$1,505,485	$350	4,301	6,236
Alcoholic Beverages	$493	1,055	$520,115	$163	3,191	4,627
All Vendors (Total)	**$4,370**	**1,055**	**$4,610,350**	**$476.4[3]**	**9,677**	**14,032**

1. *Figures per annum and based on gross revenue.*
2. *Market share divided by retail sales $/NSF.*
3. *Average.*
4. *Retail sales dollars per NSF were derived from core vendor existing sales figures calculated to NSF.*

Other offerings will round out the market place including but not specifically defined as art, crafts, health and wellness studios, and food away from home outlets such as coffee shops, micro-brew pubs, and restaurants. These types of venues will be more attractive to the larger portion of the market share: tourism. The latter category has an annual average consumer expenditure amount of $2,883 per consumer unit. This amount times our projected market share of 1,055 consumer units equals $3,041,565 in gross revenue per year. A variety of

restaurant types may be desirable including several fast food type outlets including food carts, coffee shop or small vendor booths and one or two casual dining restaurants. Fast food averages approximately $1,000 per GSF for well known national brands while casual dining restaurants range from $550-$650 per GSF. Since it is the intent of the market place to support local entrepreneurs lower figures should be used. Assuming one casual dining restaurant of approximately 2,000 GSF at $550/GSF results in $1.1 million annually. The remainder of the market share is then approximately $1.9 million for fast food type outlets. Using a base figure of $850/GSF revenue equates to 2,284 GSF ($1,941,565 ÷ $850).

A restaurant in or near the market place would most likely exist as a physically independent entity with a connection to the market place but not 'in' the market place. For that reason the 2,000 GSF area would remain unchanged. The fast food outlets, coffee shops and food carts would however be on the actual market place floor and would be subject to a conversion from retail area to market place area calculations. Conversion of these numbers is as follows: 2,284 GSF – 25% retail space overhead = 1,713 NSF + 45% market place overhead = 2,484 GSF. Assuming an average of approximately 380 NSF per outlet equates to six vendors. Any combination equaling the overall projected revenue can be considered viable.

Arts, crafts or what is referred to as gift / specialty outlets have an average annual gross revenue of $143/GSF in a retail environment or $107/NSF. Under the 'Miscellaneous' category of Average Annual Expenditures data, there is reported $775 per consumer unit.[3] This figure times our market share results in $817,625 gross revenue potential. This figure divided by the sales potential listed previously equals a total space allotment for these various items of 7,641 NSF. Plus the 45% overhead rate for the market place equals 11,079 GSF.

To establish a total market size, these various elements should be added together as follows:

Core Vendors	9,677 NSF	14,032 GSF
Arts/Crafts/Gifts	7,641 NSF	11,079 GSF
Fast Food Outlets	2,284 NSF	2,484 GSF
Restaurant	1,500 NSF	2,000 GSF
TOTAL	21,102 NSF	**29,595 GSF**

A nominal market place of approximately 30,000 GSF should be considered feasible for the established location and market share. Other locations may generate better or worse demographic figures, which may be a consideration. Additional vendor types are possible to add area to the market place so long as they come from other categories not already included such as bookstores, clothing and apparel, entertainment, tobacco, healthcare, or household furnishings.

3.1.8.1 Proposed Development & Potential Impacts

As discussed in Section 3.1.3, additional housing units are planned for the downtown area as promoted in the ULI study recommendations. Professionals estimate a

3. *Source: Colorado Average Annual Expenditures and Characteristics, Consumer Expenditure Survey, 2011 – United States Bureau of Labor Statistics, September 2012.*

maximum number of 100 additional housing units per year. If taken at 10 years at this projected rate (constant), that would create 1,000 units to add to the consumer unit base of the primary ROI. Running the same calculation on those additional units results in an additional market share of approximately 18 households (consumer units). Applied to the base housing units this is an 8% gain. Applied to the total market share (including tourism figures), this results in a modest 0.1% gain. This is relatively insignificant to the overall figure and somewhat unreliable.

3.2 Organizational Structure

The organizational structure of the Public Market as a business is important to its success. A careful balance must be struck between professional management and the associated costs impacting a very tight budget. This can be alleviated somewhat by increasing the money-generating activities that the company oversees beyond just the market place. This could include things like rentable convention space, commissary kitchen, festival operations including alcohol sales, bicycle rentals, etc. It may also involve operation of the General Store that would allow it to garner the profits of actual sales. However, it should be noted that all of these carry risk through financial implications that could potentially add to the overhead without a requisite balance of income.

The great difficulty is managing the budget so that lease rates are comparable to or below average lease rates for individual building spaces in the nearby downtown shopping district. If a vendor can secure their own retail space on Tejon Street for less than stall space in the Public Market, it will be very difficult to attract and retain high-quality tenants and vendors. Additionally, the low net to gross ratio inherent to the building layout puts an extra burden on the Public Market business as it adds to the overhead, which cannot be directly passed on to the vendor for the reasons mentioned previously. The perception of gained value will be lost on the typical tenant / vendor.

There are two entities involved in the formation and operation of the Colorado Springs Public Market: the organization forming the market place and the entity that will take over and operate it. The forming organization (CSPMP) will work to establish the concept of the market place, write the business plan, raise funds for land purchase and construction, build the physical structure, hire the management team and basically get the Public Market business up and running. At that point the forming organization would effectively release the Public Market business to operate without additional support. The CSPMP is a loose knit organization operating as individual volunteers for a common purpose. There are two Co-Chairs that act as the executives for the organization with legal authority to bind. The CSPMP is not a company recognized by the state or the federal government and has no protections under the law. It has completed an agreement with the Pikes Peak Community Foundation (PPCF) through a Memorandum of Understanding (MOU) identifying them as the fiscal agent for the CSPMP. As a 501 (c) 3 non-profit corporation in the state of Colorado, they can receive, hold and distribute donations and grants received in the name of the organization. They will receive a management fee of five percent of the fund balance deducted quarterly on monies received as well as all interest received on the amounts held. This will allow the CSPMP to operate as an organization rather than their own non-profit corporation if they so choose.

Alternatively, at any time during this process, the CSPMP could form as a Colorado 501 (c) 3 non-profit and take over as their own fiscal agent, saving the expense of fund management.

The Public Market operating entity will be formed as a Colorado 501 (c) 3 non-profit corporation. This will allow them to receive the property and operating capital held as the CSPMP fund by PPCF. Once they receive these assets, they should begin operations independent of the CSPMP, PPCF and/or any other outside financial support. The basic budget for the forming organization can be seen in table 3-6. The annual budget for the operating organization can be seen in Table 3-7.

3.2.1 Public Market Management

It is imperative that a professional management staff be hired for the operating entity. This should be comprised of individuals with a business background in retail and property management. These individuals will be responsible for vetting vendors, writing and enforcing lease agreements, managing finances and providing for the logistics of the daily operations of the market place. They may also be responsible for marketing and special event coordination, although it may be found economically beneficial to outsource those functions.

Beyond (or within) the management staff, there must be at least one individual that retains fiduciary and legal responsibility for the business. This could (should) be the same person as the Chief Executive Officer (CEO) or Chief Operations Officer (COO) managing the day-to-day operations and staff. This person could also act as the Chief Financial Officer (CFO) should a candidate be found having both professional skill sets. Minimizing personnel costs while retaining a qualified staff will be the key to success. A recommended staff and anticipated costs relative to the current Colorado Springs economy could consist of the following:

- CEO / CFO / COO / General Manager - $80,000/year
- Vendor Manager / Marketing Director / Human Resources - $65,000/year
- Facility Manager - $40,000/year
- General Administrative Support - $30,000/year

There may also be need for temporary or part-time workers for events or facility and grounds maintenance.

3.2.2 Financial Analysis

Relative to the business establishment as two interconnected yet financially independent entities, there will need to be two budgets established. The forming organization (CSPMP) will have some minor administrative costs but will be primarily based on fund raising, organization and construction. The operating organization will be based on day-to-day operations of running the Public Market. All labor, time and minor expenses of the formation organization are contributed by the individual volunteers involved. There are no labor expenses. Each of these individuals will be allowed certain personal tax deductions consistent with non-profit

law such as Vehicle and Transportation Expenses, Travel Expenses, and Out-Of-Pocket Expenses. These gift-in-kind expenditures are independent of the organization's budget.

Startup expenses of the operating organization can be expected for a certain timeframe prior to the Public Market opening for business and subsequent revenue generation. This can be handled by additional capital from the formation organization's fund raising efforts transferred as part of the total assets or it can be taken as debt to be recouped over time. Reinvestment in growth and/or betterment of the facility should be made with a portion if not all profits as the operating organization realizes excess funds above the established operating capital amount. Expenses for community outreach, consistent with the goals and objectives of the CSPMP, should also be included in profit disbursement.

3.2.2.1 Projected Expenses

The following sections identify basic expenses projected for both organizations. Projections are based on experiences of other similar ventures throughout the country and on relative local factors for specific expenditures. Startup funds are shown as totals for the effort (based on an estimated schedule of completion) while operational funds are shown as annual budgets. Full spreadsheets identifying expenditure details over a three-year period can be found in Appendix E.

3.2.2.1.1 Startup Funds

Startup of the public market is expected to require an estimated two years and include a variety of activities that will consume a large sum of money. The majority of those funds are anticipated to be generated through charitable donations although a loan for the balance is not out of the question. The largest expense will be land purchase followed by construction costs if buildings exist on the property. Conversely if raw land is purchased and a building constructed, construction costs are expected to be higher than land purchase. Table 3-6 depicts projected expenses for successful startup of the market place venture. These are roughly $7 million with another half million to cover the first year's operational expenses while the market place becomes established. This is based on the projected size of the structure being 30,000 SF as determined by sizing metrics presented in Section 3.1.8. Fund management fees on this amount could exceed $380,000, which should be considered on fund raising budgets. If managed correctly, the majority of the start-up operational capital will not be needed. Excess funds beyond a reasonable safety net should be used to pay down the loan principle. No more than one year operational expenses as liquid capital should be necessary. According to projections that equals approximately $304,000. This figure should be monitored and adjusted monthly with real figures once operational.

Table 3-6 – Forming Organization Startup Budget

Expenses (to cover an anticipated 2-year startup duration)		
Expense	Detail	**Amount**
Management	Coordinator time compensation (minimal, volunteer)	$10,000
Marketing	Marketing individual time compensation (minimal, volunteer)	$10,000
Grant Writing	Time Compensation (minimal expenditure, volunteer)	$21,000
Studies & Professional Consultation	(minimal expenditure, volunteer)	$10,000
Communications	URL, ISP, Programming, Web, IT Support (minimal, volunteer)	$10,000
Legal Fees	Consultation & Contract Development	$5,000
Accounting Fees	Consultation, tax preparation	$5,000
Material Supplies	Paper, Pens, Plots, Copies, etc.	$500
PO Box	Official Mail Address	$184
Business Formation Costs	Filing fees	$510
Marketing Materials / Placement	Production Costs and advertising fees	$32,500
Events	Costs for Fund Raising or Marketing events	$8,000
	Subtotal	**$112,684**
One Year Operational Budget	See Table 3-7 (does not include loan costs)	$608,047
	Subtotal (with operational Capital)	**720,731**
Facility Costs	Based on nominal 30,000 SF structure	
Property Acquisition	With buildings	$3,500,000
	Without buildings	$1,500,000
Property Improvements	Renovation (at $75/SF)	$2,250,000
	Build New (at $135/SF)	$4,050,000
Architectural/Engineering Fees	Renovation (Based on 10% construction costs)	$225,000
	Build New (Based on 10% construction costs)	$405,000
Property Tax	From Acquisition to Open (2-years) (basis: $5.75m at 30% assessed value= $1.725m x 0.060331 tax rate)	$208,142
Liability Insurance	From Acquisition to Open (1-year)	$1,500
Property insurance	From Acquisition to Open (1-year)	$2,250
Utilities	Thru Construction (1-year) – at $0.20/SF/mo	$54,000
Contingency	10% of total asset value ($5.75m)	$575,000
	(With Buildings / Renovation) **Subtotal**	**$6,815,892**
	(Without Buildings / Build New) **Subtotal**	**$6,795,892**
	Nominal Total:	**$7 million**
	Total with first year operational capital	**$7.5 million**
	Fund Management Annual Fees	**$380,000**

Identified start-up amounts for certain necessary functional services or products are minimal estimates used as place holders in the event internal resources are not sufficient to fulfill the need. It is planned and expected that all studies, grant proposals, marketing, publicity and politicking will be conducted by Task Force volunteers as 'in-kind' donations to the cause. It may be found that other budget items come up short or are presently unidentified. Funds can be shifted to meet these eventualities but should not exceed the projected amount if possible. Funds expended in the interest of a return on investment such as fund raising events, should take precedence for expenditures.

Table 3-7 – Public Market Annual Operating Budget

Annual Expenses (Base model 30,000 GSF Building)		
Expense	Detail	**Amount**
Utilities	Additional NNN (Basis: $0.20/SF/month)	$72,000
Internet Access	Additional NNN (Basis: $350/month)	$4,200
Building Maintenance	Basic NNN	$10,000
Grounds Maintenance	Basic NNN	$6,500
Liability Insurance	Basic NNN	$1,500
Property Insurance	Basic NNN	$4,500
Janitorial	Additional NNN (Basis: $0.65/SF/year, includes paper products)	$19,500
Waste Removal	Additional NNN (Basis: 40-yard compactor=$275/haul each month)	$3,300
Property Tax	Basic NNN (basis: $5.75m at 30% assessed value= $1.725m x 0.060331 tax rate)	$104,071
Security	Additional NNN - Contract (Basis: on-site during off-hours@$15/Hr)[1]	$43,800
Marketing / Media	Print ads, commercials, web ads and placement,	$50,000
Supplies (office)	Computers, printers, desks, chairs, paper, forms, software, etc.	$6,000
Supplies (market)	tables, chairs, crowd control, sound equipment, wireless,	$4,000
Personnel	CEO/CFO-$80K, Vendor Mgr/Marketing/HR-$65K, Facility Mgr-$40K, Admin-$30K	$215,000
Personnel Taxes	Federal & State Income - Employer's Contribution[6]	$18,205
	Worker's Compensation[5]	$576
	Social Security – Employer's Contribution[3]	$26,660
	Medicare – Employer's Contribution[4]	$6,235
Health Insurance Contribution	(Basis: 50% employer contribution[2])	$12,000
	Subtotal:	**608,047**
Loan Amortization	(Basis: $4 million over 30 years@ 4.5%= $20,267.41/month)	$243,209
	Total:	**$851,256**

1. *Off-Hours estimated as 10:00pm – 6:00am or 8Hrs/night, 7 days a week.*
2. Based on average $200 monthly premium/PN for 4 employees with average 2.5PN family
3. Based on 12.4% - Social Security
4. Based on 2.9% - Medicare
5. Based on $0.00268/$1 payroll/year.
6. Based on $0.0846726/$1 payroll/year.

3.2.2.1.2 Operational Expenses

Projections for the Public Market annual operating budget are based on the projected market size of 30,000 SF (Section 3.1.8-Size Metrics) and a minimal staff and overhead (Section 3.2.1-Public Market Management). Controlling overhead expenses is necessary to ensure the lowest possible lease rate for vendors so as to attract and retain the highest-quality vendors and products. A major factor affecting these costs are initial fund raising efforts that will determine how much money must be borrowed if any. Operational costs without the burden of loan expenses, comes to just over $608,000 per year or $50,667 per month. A loan of $4 million increases that amount to approximately $851,000 and $71,000 respectively. A considerable amount.

The base budget returns an average lease figure of $20.28/SF/year ($1.69/GSF/month) and a lease rate with loan expenses of $28.32/SF/year ($2.36/GSF/month). Table 3-8 identifies the core vendor lease costs per demographic metric size (see Table 3-5 for basis). Lease rates are typically expressed as base rate plus NNN. This additional amount (NNN) represents actual costs, adjusted annually and constitutes expenses such as taxes, insurance and maintenance. In the case of the Public Market, the property owner's sole enterprise is to provide space for the Public Market and therefore will include other direct costs such as utilities, janitorial, waste removal and security as part of the adjusted NNN. For equal comparison to current lease rates, the basic market NNN is approximately $126,571/year or $4.22/SF resulting in a comparable base rate of $16.06/SF. The fourth quarter 2012 Central Business District (CBD) rate was $15.08/SF + NNN, which typically runs around $4/SF.

Table 3-8 – Vendor Costs per Projected Size Calculations

Vendor Type	Vendor Size (NSF)	Vendor Size (GSF)	Base Lease + NNN ($20.28/SF)	Loan Lease + NNN ($28.32/SF)	Average Lease+NNN ($19.08/SF)	Delta to Base Rate (+$1.20/SF)
Bakery	1,253	1,817	$36,849	$51,457	$34,668	+$2,181
Meat, Poultry, Fish & Eggs	311	450	$9,126	$12,744	$8,586	+$540
Dairy	421	610	$12,371	$17,275	$11,639	+$732
Fruits & Vegetables	200	290	$5,881	$8,213	$5,533	+$348
Other Food Stuffs (Canned, Preserves, Dry)	4,301	6,236	$126,466	$176,604	$118,983	+$7,483
Alcoholic Beverages	3,191	4,627	$93,836	$131,037	$88,283	+$5,553
Arts/Crafts/Gifts	7,641	11,079	$224,682	$313,757	$211,387	+$13,295
Fast Food Outlets	2,284	2,484	$50,376	$70,347	$47,395	+$2,981
Restaurants	1,500	2,000	$40,560	$56,640	$38,160	+$2,400
All Vendors (Total)	**21,102**	**29,593**	**$600,146**	**$838,074**	**$564,634**	**+$35,512**

The Public Market base lease rate ($20.28/SF) is slightly over the average CBD lease rate ($19.08/SF) suggesting that it could be feasible to attract high quality vendors under the precept that as a consolidated shopping center, the additional lease expense of $1.20/SF (+6%) would be a good investment assuming a 25% boost in sales over an independent stand-alone shop. However, if a loan were required, the resultant lease rate of approximately $28.32/SF (+48%) depending on the required loan amount, would exceed expected gains by 23%. This effectively negates the feasibility of operating with a balanced budget if a loan would be required.

3.2.2.2 Tax Benefit Constructs

There are few tax programs available to the Public Market that will truly benefit the establishment of the market place and even fewer that will support on-going operations. The following sections identify several opportunities that should be explored and the potential benefits that could be gained.

3.2.2.2.1 Enterprise Zone

Of the five mechanisms available through this program (Equipment Investment, Job Training Programs, Research & Development, Vacant Building Rehabilitation, Sales and Use) the Vacant Building Rehabilitation is the only one that could provide real tax relief according to the criteria. This tax credit could provide a reduction in state tax relief for 25% of rehabilitation costs up to a maximum credit of $50,000. This would require a cost in excess of $100,000, which follows current projections (see Table 3-6). Restrictions to use of this credit require a building that is at least 20 years old and that has been vacant for more than two years. Of those selected for consideration (see Section 4) only two sites are viable alternatives including number 3 – Crissy-Fowler Site and number 4 – Norwood Paintball Site. Site number 8 – Salvation Army site may fit the model after another year has passed if it remains vacant during that time frame. Another strategy would be to buy the property and hold it vacant for two years through the planning and design phase. This may be viable for site number 5 – Dorchester Park Site as it is only temporarily occupied on a part-time basis.

3.2.2.2.2 Urban Renewal Program

This program can provide specific supplemental development funds based on the potential tax increase the project is expected to bring. From the market share determination (see Section 3.1.8), the Public Market is expected to generate approximately $8.5 million in gross sales per year. At the city sales tax rate of 2.5% this will generate approximately $212,000 per

year. That amount times the 25 year window allowed for fund recoupment equals $5.3 million. That amount less the interest amount paid to bond holders results in an available amount of approximately $5 million. Despite associated fees that may reduce this amount, it is worthy of investigation.

This money could be leveraged to acquire property that is priced over market such as the site number 3 - Crissy-Fowler Site, number 7 – Railroad Site or number 11 – the Gazette Site. It could also be leveraged for streetscape initiatives similar to what is described for the Railroad Site development. It could potentially be used for removal of old derelict structures near the Dorchester Park Site and/or improvements to the park itself such as expanded community gardens.

3.2.2.2.3 Benefit Corporation

A Benefit Corporation or B Corp is a new type of corporate structure designed to allow a corporation to use profits for some predefined public benefit rather than solely as a return to shareholders. To qualify as a B Corp, a firm must have an explicit social or environmental mission, and a legally binding fiduciary responsibility to take into account the interests of the workers, the community and the environment as well as its shareholders. It must also publish independently verified reports on its social and environmental impact alongside its financial results.

There are no tax advantages to being a B Corp. They merely provide a legal precedent for diverting profits to socially beneficial programs rather than profits. As the Public market intends to establish itself as a non-profit entity, the B Corp structure is not viable or beneficial.

3.2.2.2.4 Non-Profit

A non-profit corporation has many benefits that align with the goals and objectives of the forming and operation of the Public Market. First, as an operating entity, the market place would be exempt from paying Federal corporate income taxes if it operates “solely for the benefit of the public”. The organization must file annual returns with the IRS and it must state any changes to its purpose and activities and it is subject to periodic audits to ensure compliance with the standards. It is possible that state and local taxes can also be waived.

Non-profit status also allows for donations from individuals and corporations to be tax deductible. This helps promote charitable gifting in support of fund raising efforts for startup costs. Non-profits are bound to dispose of funds or assets gained only for charitable purposes stated in the

articles of incorporation. This restricts the relationship between the Market Place non-profit company and the for-profit vendors, they are trying to help.

3.2.2.3 Financial Assistance Programs

There are few tax programs available to the Public Market that will truly benefit the establishment of the market place and even fewer that will support on-going operations. The following sections identify several opportunities that should be explored and the potential benefits that could be gained.

3.2.2.3.1 Rural Development Business and Cooperative Assistance Grants

The US Department of Agriculture provides many grant programs that benefit rural communities and small family farms. The Business and Cooperative Assistance Rural Business Enterprise Grant (RBEG) program provides grants of up to $500,000 for programs that help facilitate the development of small and emerging rural businesses. While this fund is typically focused on projects in rural communities it is not out of the scope to provide funding for a project like the Public Market that aims to assist farmers and their rural communities by expanding their sales potential. Grants have been given for acquisition of land, easements, or right-of-ways; construction, conversion, or renovation of buildings, plants, machinery, equipment, access roads, parking areas, or utilities; pollution control or abatement; and capitalization of revolving loan funds including loans for startups and working capital.

3.2.2.3.2 USDA Farmers Market Promotion Program

The Farmers Market Promotion Program (FMPP) is a support mechanism provided by the Agricultural Marketing Service (AMS) Transportation and Marketing Programs / Marketing Services Branch (TM/MSB) of the USDA. It provides grants to help eligible entities improve and expand domestic farmers markets, roadside stands, community-supported agriculture programs, and other direct producer-to-consumer market opportunities. The later meets the description of the Public Market indicating that this may be a viable alternative to financial support for startup or first year operational costs. The maximum award amount for any one proposal is $75,000.

3.2.2.3.3 USDA Community Food Program

The Community Food Project is a program of the Cooperative State Research, Education and Extension Service (CSREES) of the USDA. It supports community food projects that meet the food needs of low-income

people, that increase the self-reliance of communities in providing for their own needs, and that promote responses to local food, farm and nutrition problems. It also supports efforts to develop State, local or neighborhood food and agriculture infrastructure, plan for long-term solutions, and create innovative marketing activities that benefit agricultural producers and low-income consumers. The later statement meets one of the directives of the Public Market making this a viable source for alternative funding. The program also seeks to develop linkages among sectors of the food system particularly for-profit and non-profit sectors to support the development of entrepreneurial projects and to encourage long-term planning and multi-system, interagency collaboration. The market place does just that by bringing a non-profit management to support for-profit vendors of rural food products.

3.2.2.3.4 Project for Public Spaces

The Project for Public Spaces (PPS) initiative is funded by the Ford Foundation and the W.K. Kellogg Foundation with the intent of creating and sustaining public spaces that build communities. PPS created its public market program in 1987 to further the preservation and establishment of public markets through research, education and assistance to communities in market development, renewal, design and operations. This often comes in the form of grants.

3.3 Non-Market (Community) Offerings

One of the founding tenants of the Market Place is creating community. This benefits the market place economy by attracting potential patrons by non-commerce means but it also supports the directives of the non-profit organization. Some community offerings are as simple as providing a comfortable and safe environment within which to socialize with friends and neighbors. These are easily accomplishable within the basic construct of the market place. Other offerings might be more proactive in supporting underprivileged members of society by providing training, education, recreation, living assistance, etc. These community offerings potentially have financial implications that must be carefully weighed in the budget of the Public Market business.

3.3.1 Desirable Offerings

Community offerings fall into two categories: tangible and non-tangible. Tangible offerings are those that exist through some constructed means such as a meeting room or education program. Non-tangible community offerings are those that are a product of thoughtful design such as social interaction, comfort, safety, communication, etc. Desirable community offerings and their effect to the market place are defined in the following sections. All of these offerings would serve to benefit the market place as a business by increasing traffic, which would likely result in increased sales for vendors. The difficulty is making acceptable

adjustments in lease rates affected by increased overhead associated with these offerings. Vendors will be reticent to accept higher lease rates without a requisite return of increased income. There are no guarantees of increased sales.

3.3.1.1 Tangible Community Offerings

The following is a limited list of tangible community offerings along with an explanation of their benefits to the market place and the community.

- Meeting Rooms – Space could be provided that allows for groups to gather for private meetings, celebrations or public events. It could constitute a single room or a full blown convention center. This could be operated as a money-generating function and/or a public benefit. If provided free-of charge, the associated costs would need to be factored into the general overhead costs of the Public Market, which would in turn be passed along in the form of increased lease rates to vendors. While this may be a benefit to vendors through increased traffic, it could also be another highly profitable income source.
- Commissary Kitchen – Typically a commissary kitchen is a leased facility for food producers that can't afford their own licensed facility. It could also be used to conduct classes on food preparation and nutrition to underprivileged persons or for education of students in the food service industry. Recreational cooking classes for the public could also be held here. This is a management intense operation, which carries its own specific overhead such as the food preparation license, equipment maintenance, cleaning, insurance, etc. Realistically, it should be operated as an independent entity to the Public Market business although it could be a good alternative revenue source.
- Education Programs – It has been a general desire of the interested public for the market place to offer educational classes as a recreational device rather than academic. Although, if space was provided, local colleges might be willing to provide courses as community outreach. This could range from helping the underprivileged learn how to budget their money to a cooking class for seniors. All possibilities exist. Economically, these could be money generating functions and/or free-of-charge. The activity should be associated with the meeting rooms previously discussed and possibly operated by an independent entity. It should be operated under a balanced budget so that no overhead costs are passed on to vendor lease rates.
- Classrooms – Classroom facilities represent the physical needs of an education program but could also represent leasable space for groups to conduct all variety of educational type activities or simply to hold meetings or give presentations. This would be comparable to the large community rooms at the Gill Center in downtown Colorado Springs. Generally, those spaces are provided free-of-charge for certain publicly beneficial events which carries implications of economic burden to the Public Market budget.
- Performance or Public Address Stage (Event Hall) – Holding special events and concerts has been a proven methodology of increasing traffic at the market place while providing for the community good. This could exist as an outdoor

amphitheater or a fully outfitted event hall. The later could (should) be associated with the conference center, meeting rooms, classroom enterprise as it requires a higher level of management and expense to operate. An outdoor amphitheater type of configuration could be constructed for general recreational use when not in use as a stage. This would be akin to the pavilion in Acacia Park, America the Beautiful Park or Bancroft Park in Old Colorado City. These events are typically conducted free of charge to the public, which has significant financial implications to the Public Market. An indoor event hall is better suited for paid events as there are better crowd control mechanisms already in place.

- Community Gardens – Community gardens provide space for urbanites to grow things, when they do not have suitable land for this activity elsewhere. This is typically a money generating function where users pay a lease or fee for a designated plot and associated storage facility with limited utilities, primarily water. Such an offering has specific requirements including undeveloped land with good soil, good sun exposure and vehicular access. It is not commonly seen in highly urban environments, but that should not limit site selection so long as the other criteria are provided for, particularly solar access (often difficult in urban environments). Use rates will need to be carefully managed to meet a balanced budget for the activity so that it does not unduly burden the vendor lease rates through additional overhead, including property taxes for the additional land required. The size of the facility should be dependent upon demand but could be from 1-5 acres.
- Greenhouse – This would be a support function to the community gardens but could also provide space for commercial growers associated with the market place. Again, space would be rented but at a much higher rate to account for the higher expenses associated with the facility. This facility should be operated from the same organization running the community gardens, which could be a division of the Public Market company or an independent organization.
- Business Incubator Program – The intent of this program would be to help launch and sustain new business ventures by young and/or inexperienced entrepreneurs. It mostly involves counseling, education and mentorship but could involve reduced lease rates while the business first gets underway to help reduce the financial burdens of startup. The former would be through unofficial support by existing business people of the market place. The later would be a direct overhead expense carried by the market place and passed on to vendors in the form of increased lease rates. It is possible that the Public Market business plan could establish lease rates such that profits are planned and passed on to programs such as this when they exist. This may be difficult to accomplish as rates are already above market average in the basic budget.
- Art Gallery – This was another interested public request offering as a feature for general public benefit. Providing an interior gallery space, would have little to no opportunity for income but would carry overhead expense that would be passed on in the form of higher vendor lease rates. Integrating art into the exterior landscape and interior common areas of the market place would be more easily accomplished with little overhead expense. It accomplishes the

same benefit but in a different setting. It would also better serve as a means of increasing traffic flow in the market place than an independent gallery space would. Other opportunities for art exhibition exist in vendor spaces such as the coffee shop and restaurants.

- Art Studios – Studio space for independent artists to rent would be a reasonable additive and compliment to the market place's classroom & education area. It is not appropriate adjacent to or within the market sales floor and would do little to generate reasonable levels of additional traffic. If provided, it should be operated together with the education and classroom functions and should generate enough money to meet or exceed overhead expenses.
- Supplier Support Logistics Center – This program was devised as a means to support farmers in managing the logistics of their product supply chain. The movement and storage of produce as well as reduction of waste has been an enduring issue of farmers for centuries. Corporate grocery chains have done well because they have managed this function allowing them to buy cheaper and reduce loss. Farmer's typically do not have the capacity to engage in this enterprise as an additional expense. Such a program would require warehouses, delivery vehicles, equipment and personnel to manage and handle the produce. All of this as an independent enterprise would likely fail financially as margins on produce are relatively thin, particularly when the goal of the program is to increase profits for farmers by reducing the burden of logistics. Corporations are successful because they deal with mass quantities in a significant infrastructure established around the globe. Additionally, they do not do it to increase profits for farmers, they do it to increase their own profits.

  It is unlikely the market place could absorb the financial burden that this venture suggests is inherent in the process. Additional and independent study is warranted before this program is undertaken.

3.3.1.2 Non-Tangible Community Offerings

Non-tangible elements are essential to any successful commercial venture. They are inextricably linked to the physical features of the architecture and the site. They can also be generated through considerate behaviors of vendors and staff. The market place should be seen as a 'Third Place' venue attracting people for reasons beyond commerce.

- Social Interaction – Creating a relaxing and inviting atmosphere puts people at ease allowing for more direct and indirect (accidental) social interaction. This atmosphere will make people want to return time and again, which should be a basic principle of the market place in retaining its customer base for the long-term over one-time shoppers. Creating open space for informal gathering is key to indirect interaction. Although creating areas for accidental exposure is also an important element. Aisles too wide reduce opportunities for incidental contact while aisles too narrow constrict stopping to interact. Consistently, shop owners that are impertinent to people lingering, ultimately ruin the atmosphere by making patrons feel uncomfortable or unwanted. Direct

interaction results from creating this atmosphere in that people will come here specifically to meet others or engage in this social dance.

- Communication – Communication takes on many forms in the market place from speaking, to written language to electronic access. The atmosphere should accommodate regular tones of voice as there is considerable verbal communication going on in the daily course of business. Sound control in a large open volume is difficult to manage. However, a certain buzz is important to creating a vibrant venue, so long as it does not distract from direct conversation.

  Written language in signage and advertisements is important. General marketing principles should be followed for internal and external signage. These add to the vibrancy and aesthetic appeal of the market place as it is a permanent venue. Directional signs on the other hand need to follow local code and common sense to efficiently assist patrons by providing clear and specific information.

  In this modern age, electronic communication is as prevalent as written or spoken language. Free access will be important to attract customers who wish to enjoy the atmosphere while engaging in electronically based social interaction. The web can also be leveraged for advertisements, event schedules and announcements, coupon delivery or redemption, basic information, maps, directions, contact information, etc. The use of electronics should play an important role and make the statement that the market place is current and relevant.

- Relaxation – Again to architecture as a means of creating an atmosphere that promotes a certain feeling. This can be accomplished through careful choices in space configuration, color and material choices, sound control, temperature control, use of light and shadow both natural and artificial, views and aesthetics. The goal being to make people appreciate the experience of being in the space so they will return and bring others to share it with them.

- Recreation – Colorado is an inherently healthy minded place and the Public Market should own and specifically express that sentiment. Not necessarily by providing recreation activities but by making the complex compliment the natural beauty of Colorado, promote walkability, bring the outside in and the inside out and connect to recreation assets like trails and parks. Public Markets are about people moving through the space visiting different vendor booths. The physical layout should accommodate that activity for all people of varying capabilities of mobility.

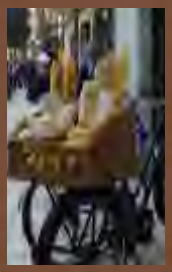
- Safety – Despite best intentions, ill lurks in every establishment. The market place should have the appearance and feeling of being protected and safe from crime, disaster or injury. The architecture should be visually stable and protective, surfaces should be easily navigable and non-slick and the complex easily understood to avoid confusion or feelings that one is lost. These efforts will not only be beneficial to the patronage but will help reduce insurance costs.

3.3.2 Impact to Business Budget

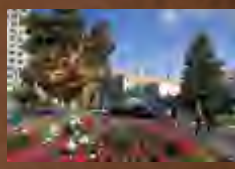
Establishing and operating under a balanced budget is essential to the success of the market place. Monetizing community offerings benefits both the community and the business of the market place. As a non-profit, gains are returned to the community in additional or improved offerings. Each offering should be carefully established with a business perspective to ensure that it does not negatively affect the Public Market parent company, whether independently operated or as a program of the company.

Section 4
Site Options











4. SITE OPTIONS

The approach for site selection was to develop a list of criteria that if met, would result in finding and lead to securing a property with or without a structure that best suited the ideals, goals and objectives for the project. The criteria then served to provide a basis for evaluation of each identifiable need with respect to the long-term success of the Public Market. Local developers, real estate professionals, architects and planners identified a number of sites in and around the downtown core that were known to be available or that had the potential for becoming available. Each site was evaluated by multiple individuals using a Site Evaluation Matrix (SEM) that numerically scored each according to the many criteria. Each participant evaluated each of the sites comparably to his or her own predilections. These SEMs were then averaged to get a rounded score of multiple perspectives to prevent favoritism by any one evaluator.

4.1 Criteria for Site Selection

The factors used on the SEM for the site evaluations included criteria for existing buildings such as number and size of buildings (relative to the target facility identified in Section 3), condition, architectural character, configuration, and code compliance (see Figure 4-1 Site Evaluation Matrix). These factors help understand the level of effort that would be required to refurbish existing facilities to market standards. Several criteria dealt with site characteristics such as buildable area (if there were no existing structures or inadequate structures), expansion capability, out-flow area for seasonal vendors, an area for a community or demonstration garden, view corridors from the site, visual accessibility of the site from major roadways, solar access and whether or not there was some added feature that would attract visitors for something other than shopping such as a creek, pond, park, historic structure, etc.

Another category identifies transportation related access including all reasonable means of transportation. Proximity to public transportation is of importance to market share including the proposed streetcar initiative. The matrix also looked at availability, cost, utilities, environmental conditions (having potential for environmental issues that would require mitigation), commercial viability, competing versus complimentary development, and negative aspects such as odor, visual or audible distractions. Finally, the surrounding neighborhood was evaluated to ensure compatibility with the proposed enterprise.

SITE SELECTION MATRIX

Site:
Date:
Evaluator:

completion required for all (0=least - 5=best)
completion optional (if ranked low)
completion optional (specify)

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact 1	2	3	4	5	Score	Non-Tangible Benefits 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-																				If none go to #2
1a	Size	4																				Specify:
1b	Multiple Buildings	1																				
1c	Architectural Character	5																				Name Feature/Style
1d	Condition	4																				
1e	Configuration	3																				compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2																				
1g	ADA Compliance	2																				
2	Buildable Area	3																				
3	Expansion Capability	1																				
4	Garden Area	2																				Raw land for demonstration garden
5	Out-Flow Area	5																				Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4																				Specify (park, water feature, recreation, etc.):
7	View Corridor	3																				
8	Visual Access to Site	5																				
9	Solar Access	3																				for gardens and/or solar energy production
10	Accessibility	-																				
10a	Vehicle	4																				
10b	Public Transportation	4																				
10c	Pedestrian	3																				
10d	Recreation trail	2																				bicycle, walk, run, skate, skateboard, etc.
10e	Other																					Specify:
11	Shared Accouterments	2																				Non-attained
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase																					
12c	Grant																					
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5																				Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3																				Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1																				Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4																				
17	Complementary Development	3																				Proposed development
18	Competing Development	3																				Rank in reverse order (5=no impact, 1-big impact)
19	Negative Aspects	-																				Rank in reverse order (5=no impact, 1-big impact)
19a	Adverse Noise	4																				
19b	Adverse Odors	4																				
19c	Visual Distraction	4																				
19d	High Traffic Volume	4																				
19e	Weather	3																				Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2																				Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4																				
22	Other																					Specify:
								SCORE														

Figure 4-1 - Site Evaluation Matrix

Each element was given an importance factor relative to its adverse or beneficial impact to the market place. Each element score is multiplied by the importance factor and added up for a basic score. Elements that scored poorly are offered an opportunity to rectify a bad score relative to the level of effort it would take to mitigate the problem. This is identified in a separate column with a straight (non-weighted) 1-5 add-on score. For example if a building had little architectural character (an important element to the success of the market place), it might get a mitigation score based upon the level of effort (or cost) of repairing that deficit. Or perhaps there was no public transportation stop near the site. A mitigation score might reflect the level of effort necessary to convince the city to alter a bus route to provide service to the area. Lastly, there is a separate column for what is referred to as "non-tangible benefits". This is also a straight 1-5 score that can account for something that is difficult to describe or even specifically identify but that adds to the viability of the site. These are generally characterized by the same evaluation elements but not strictly held to those confines. For example, if a site had multiple buildings in a particularly pleasing arrangement that afforded itself to the commercial aspect of the market, it might receive additional points through this mechanism.

4.2 Proposed Sites

A total of 12 sites made the cut for in-depth evaluation. Many more were identified and debated as to their worthiness but failed to garner enough support for a variety of reasons (see Figure 4-2). The sites evaluated include several parcels on the west side of downtown near the railroad tracks in an older industrial area that has been in various states of abandonment over the past decade. It is the area receiving much discussion and the focus of the Downtown Renaissance future development program. This could include anything from a baseball park for the Sky Sox to Children's Museum, Olympic Hall-of-Fame, hotels, department stores, restaurants, etc. It would most likely involve several very large buildings significantly increasing the density of the area and possibly shifting the focus of downtown. Proposals have been made to construct a tunnel covering the rail yard allowing full integration of America the Beautiful Park into the downtown land pattern.

This type of development, while good for increasing market share, is not consistent with the look and feel of the public market as described in the Ideals, Goals and Objectives (Section 2). The market place would ideally be a one or two story facility with large ground-plane out-flow areas to accommodate seasonal vendors in an outdoor market setting. The scale of this development would be dwarfed by the much larger, busier and denser development being proposed. Several other sites were identified on the east side of downtown, also near a railroad yard, albeit long since abandoned. This area is likewise experiencing a revival but with a more modest approach. It is being touted as the "Arts District" and has seen several small scale redevelopment efforts. Most facilities (new and old) are in the one- to three-story height range with a squat, unimposing mass. One industrial function remains: The Transit Mix Concrete Company.



Figure 4-2 – Evaluation Sites

This area hosts many buildings supporting offices, studio space and residential living. There is also a single historic structure anchoring the development. This is the old passenger terminal for the BNSF railroad, which has since been converted into office space. This side of downtown has the added benefit of being more residentially centric, which better supports the market place patronage.

Sites selected but not pushed forward for full evaluation include the old Train Depot (Guiseppe's Restaurant), City Auditorium, City Gate on the southeast corner of Cimarron Street and Sierra Madre Street, Antlers Park, the Grey Hound Race Track, and the old Salvation Army Service Center in Old Colorado City. The Sites evaluated include the following, which correlate to the numbers on the map in Figure 4-2:

1. Murphy Depot Site
2. Supperstien Site
3. Crissy-Fowler Block
4. Norwood Paintball Site
5. Dorchester Site
6. Lowell Site
7. Railroad Site
8. Salvation Army Site
9. Pueblo Avenue Site
10. Larson Site
11. Gazette Site
12. Pikes Peak Avenue Site

Site data sheets were prepared for each of the evaluated sites to provide evaluators with basic site information. These are included in Appendix C and corresponding Evaluation Matrices are in Appendix D.

4.3 Site Evaluation

Each site has benefits and detractors all of which were captured on the Evaluation Matrix. An initial evaluation was conducted and scored without data for subjective criteria such as utilities and land availability as these factors would be the same for all evaluators. While the averaged scores were surprisingly similar, several sites were clearly non-viable and removed from consideration in order to simplify the process. Table 4-1 represents the compiled scores, color coded as to highest and lowest rankings. The bottom four that were eliminated in order from lowest score:

RANK	(#) SITE
#12	(1) Murphy Depot Site
#11	(6) Lowell Site
#10	(12) Pikes Peak Avenue Site
#9	(4) Norwood Paintball Site.

Table 4-1 Site Evaluation Analysis

#	SITE / Evaluator	SCORE 1	2	3	4	Average	RANK
1	Murphy Depot	203	286	236	102	207	12
2	Supperstien	397	379	411	299	372	1
3	Crissy-Fowler	213	377	359	213	291	2
4	Paintball	189	349	315	131	246	9
5	Dorchester Park	323	196	200	297	254	5
6	Lowell	275	N/A	233	157	222	11
7	Railroad	245	228	N/A	273	249	7
8	Salvation Army	311	220	183	279	248	8
9	Pueblo Avenue	209	331	329	181	263	4
10	Larson	309	225	241	230	251	6
11	Gazette	338	186	215	378	279	3
12	Pikes Peak	258	226	153	256	223	10

The top four sites include in order from highest score down:

RANK	(#) SITE
#1	(2) Supperstien Site
#2	(3) Crissy-Fowler Site
#3	(11) Gazette Site
#4	(9) Pueblo Avenue Site.

The remaining four sites in the middle rankings include from higher score down:

RANK	(#) SITE
#5	(5) Dorchester Park Site
#6	(10) Larson Site
#7	(7) Railroad Site
#8	(8) Salvation Army Site.

Now with the top eight sites established, additional information was added to help narrow the field again. That included utility information and availability. Utilities were scored based on capacity meeting demand at the building site or the estimated expense to get the right capacity or to extend lines to the building site. Capacity minimums included Domestic Water-four inch feeder line, Sanitary Sewer-six inch feeder line, Electric-58 kWh supply capacity, Natural Gas- two inch feeder line. Line condition also affected scoring, for example: a sewer of vitrified clay pipe (VCP) would score lower than a cast iron or concrete pipe.

Availability was scored as to whether or not the property was for sale, the asking price relative to others and the timeframe for availability, or if there would be any delays in striking a deal. These scores help to establish a new ranking for the remaining eight sites as can be seen in Table 4-2.

Table 4-2 Site Evaluation Analysis with Utility & Availability Scores

#	SITE	Original Rank	SCORE Average	Availability	Utilities	Total	New Rank
2	Supperstien	1	372	25	88	485	1
3	Crissy-Fowler	2	291	0	84	375	4
11	Gazette	3	279	46	120	445	2
9	Pueblo Avenue	4	263	0	76	339	8
5	Dorchester Park	5	254	33	96	383	3
10	Larson	6	251	0	96	347	6
7	Railroad	7	249	29	68	346	7
8	Salvation Army	8	248	25	96	369	5

The revised top four sites according to the revised total score adjusted by the supplemental evaluation criteria are as follows:

RANK	**(#) SITE**
#1	(2) Supperstien Site
#2	(11) Gazette Site
#3	(5) Dorchester Park Site
#4	(3) Crissy-Fowler Site

Follow-on conversations with the owner of the Crissy-Fowler site and the Norwood Paintball site, identified that these two were determined to be unavailable because of prior commitments to future 'Downtown Renaissance' projects. Additionally, during the course of this study, the Salvation Army site was sold and no longer an option. Others that were determined to be unavailable and out of consideration are the Larson Site (one of the two buildings is not for sale) and the Pueblo Avenue Site (none of the properties are for sale). Therefore, the number four ranking (Crissy-Fowler Site) is eliminated and replaced by the next possible in line: rank #7 - Railroad Site (rank #5-Salvation Army Site and rank #6-Larson Site were eliminated). The four sites for further consideration include:

- Supperstien Site
- Gazette Site
- Dorchester Park Site
- Railroad Site

4.4 Site Selection

Based purely on the analysis, any of these four sites would be considered sufficiently successful as a location for the Public Market. Other areas of town may have a stronger demographic profile to support a market place, although those were not studied at this level as it was a founding objective of the Public Market Project to have a downtown location. Areas to the north of Colorado College (Old North End), west by the Skyway Neighborhood, Old Colorado City or the Ivywild neighborhood are thought to have a stronger base population demographic profile than the downtown area. However, this fact may change as the market place could act as a catalyst for development, effectively creating its own market share. Additionally, the downtown commercial sector provides

an established center of focus to draw from and support. Minute variations in the demographic profile would be realized with each of these four sites. Other factors should also be weighed in determining which is better suited for the Public Market. These factors are discussed in detail for each site in the sections to follow.

4.4.1 Supperstien Site

The Supperstien Site would gain some of the west side neighborhood population as it lies closer to the west side of the downtown corridor although east of the railroad tracks and river. There may be a psychological barrier however, being on opposite sides of the interstate and the river from that population. Traffic from the west side would cross over into downtown at either: Cimarron Street, Colorado Avenue or Bijou Street. Cimarron and Bijou also connect to the interstate and would be feeders of distant traffic. If coming to the site from Bijou Street, traffic would turn onto Sierra Madre and drive to the site approximately three blocks south. If coming via Cimarron Street, it is similarly easy to turn directly onto Sierra Madre Street and travel approximately three blocks north. Most west-side traffic however, is likely to cross-over at Colorado Avenue. This street bridges over the site requiring traffic to go a block further turning onto Sahwatch Street and then doubling back around to the site. Although each path is somewhat circuitous, none should be considered a significant deterrent to patrons who should be familiar enough with the city to navigate the way.

The site constitutes three-fourths of a city block. It has four older structures and a large open space. The four structures are relatively small averaging just 9,000 SF each. Three of them are concentrated on the lower western half of the block and could act together as a complex if properly configured. Those three total just over 22,000 SF, which is short of the base requirement for a 30,000 SF market place. Infill development would be necessary in order to meet space requirements. Consequently, all four buildings are presently leased, which could be leveraged for continued income while the project is under development and as a means to manage a slower, phased spin-up of operations.

It has been argued that the large public parking pay lot on the northeast corner (not included in this purchase and not available for purchase) would be detrimental as patrons would want to use it but would not want to pay to use it. There is little other available parking except for on-street parking which may become a decision point in view of accessibility. People will be less likely to patronize the market place if they have to carry their purchases a great distance down a busy street. The area is also very much a hardscape urban environment of mostly industrial functions. There is little vegetation or places to plant vegetation. As an old industrial zone, most surfaces are paved or dirt including the entire railroad frontage across Sierra Madre Street, immediately west of the site. That being said, this part of downtown



Figure 4-3 Supperstien Site Concept

is identified for redevelopment as part of the Downtown Renaissance renewal program being promoted by the city. That could mean that the built environment will be converted from industrial functions to a retail/commercial environment. It could also mean that incompatible development could abut this development to the south.

4.4.2 Gazette Site

The Gazette Site would pick up significant population levels from the east side residential neighborhoods that would help boost the projected market share numbers (see Section 3). It has been argued that this site is not truly part of downtown because it resides east of Shook's Run. Although it is visible and accessible from downtown it may be psychologically detached. However, that fact should not exclude it from consideration. This building is also much larger than what was being sought which brings a complication of having to plan for sublease of those additional spaces on the upper floors. This could be appropriate as office space, health and wellness studios, artist's studios, convention center, classrooms, etc. The western façade of the upper floors has spectacular views of the downtown and the front-range (including Pikes Peak) beyond. It is thought that restaurants and other sit-down functions could take advantage of those views by positioning themselves on the west side of the building with large balconies facing west.

Several warehouse structures on the north side of the lot should be demolished to provide space for stand-alone restaurants and an expanded parking area. This gives the restaurants street frontage and hides the parking lot between the buildings. Of the approximate total 145,000 SF of buildings, the warehouses represent approximately 27,000 SF leaving the main admin and production facility for reuse, which is approximately 117,000 SF. The building sits off of Pikes Peak Avenue allowing for good visibility from a major east-west thoroughfare through the city. Additional parking already exists off of Colorado Avenue to the south. The out-flow area should be established in the large lot to the west and raised up to align with the main level of what could become the market place. It could then be terraced down towards the creek (Shook's Run) and be integrated with various amenities such as a city park, play equipment, recreation, amphitheater, trail system, nature center, etc. Pedestrian bridges could be constructed that link the site over Shook's Run to the Train Depot Complex and Art's District.

Of the five sites, this one has the highest potential for being received through a land grant. Property acquisition and development are by far the greatest expenditure of this effort. Reducing these costs will ensure a successful launch. The additional space associated with this particular building brings opportunities for providing other community offerings and could also serve to increase income levels, which would effectively bring down vendor lease rates.



Figure 4-4 Gazette Site Concept

4.4.3 Dorchester Park Site

This site is well south of what is considered the downtown corridor, which detracts from the beneficial aspects of downtown but gains a sizable portion of the target demographic. The site resides between I-25 and the railroad track, which has a tendency to psychologically isolate that part of town from both the south side (towards the Broadmoor neighborhoods) and downtown. This may play a part in why this part of town has been historically downtrodden. It is presently an up and coming neighborhood area with several new retail shops and housing redevelopments. The Public Market could act as a major catalyst prompting more substantial urban renewal of this area.

The old skating rink is properly configured but is far smaller than what the projected market place requires. It is just over 18,000 SF, which would require a sizable addition to house the necessary or desired functions. For this reason as well as improved visibility and site exposure, the smaller lots on both Nevada Avenue and Tejon Street would need to be acquired as well. Two of these are owned by the same company as the Skating Rink (Bonicelli Brothers), the house lots (recently demolished) and the hotel on Nevada next to the Park parking lot, is owned by the Springs Rescue Mission. The three lots on Tejon Street are vacant and available for purchase from two entities (1105 STS, LLC & Griffis/Blessing, Inc). The lots owned by Springs Rescue Mission are being prepared for what appears to be an expansion of the hotel for indigent people, which would have a significant negative impact on the retail aspect of the market place.

Dorchester Park is home to one of the only community gardens in the city. It is also a sizable park with many amenities that would benefit the market place. It is connected to the 'Emerald Ring' trail system and has Fountain Creek frontage. The north half of the park or a portion of the ample parking lot immediately adjacent to the building could act as the out-flow area for seasonal farmer's market activities. Independent or attached restaurants could occupy the end caps at both corners (Nevada & Tejon along Las Vegas Street) giving them good exposure. The newly energized retail in the area would benefit the market and vice-versa. The proximity to the Ivywild market project is potentially troublesome if in direct competition to this market place. They are close enough together to support one another by attracting shared patronage to the general area so long as they are compatible developments. This would require some changes in the retail model being promoted by both the Ivywild project and the Public Market.

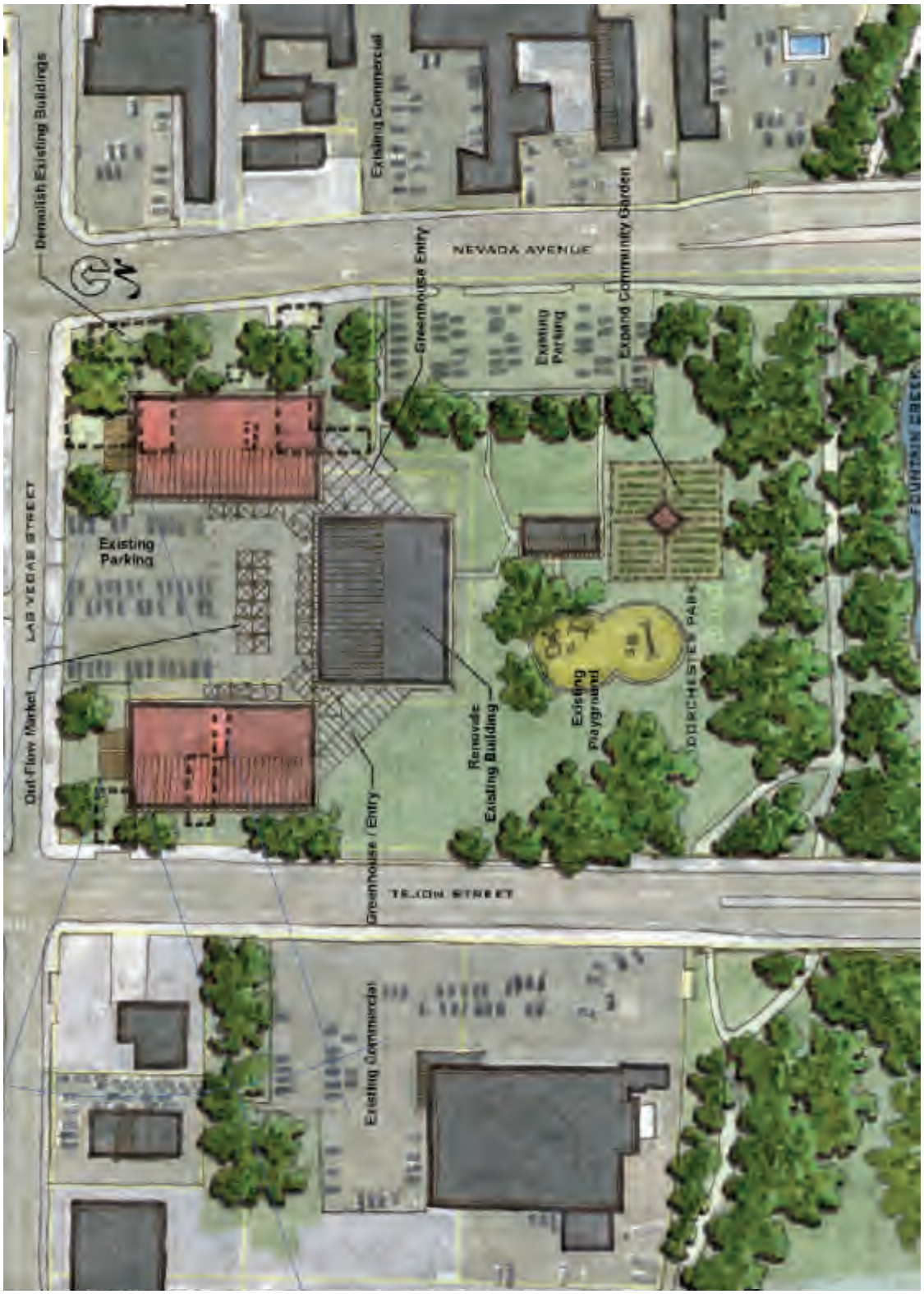


Figure 4-5 Dorchester Park Site Concept

4.4.4 Railroad Site

This site resides on the eastern edge of the downtown corridor yet within the 'Emerald Ring' boundary of Shook's Run. It is on property that was until a few years past, an active railroad line serving the Transit Mix concrete plant just north of this location. The property is owned by the BNSF Railroad and is being offered at a very reasonable $3.25 per square feet. This works out to just $884,813 for the 6.25 acre site. This location would enjoy a slight increase in market share population from the neighborhoods immediately east of the site beyond Shook's Run. However, access from these neighborhoods is indirect requiring access to downtown via Fountain Boulevard or Costilla Street. The site could have access directly off of Costilla Street but would require a short drive up Wahsatch if coming via Fountain Boulevard.

The existing rail lines provide a unique opportunity to reutilize that asset for integration of the streetcar initiative. The market could be built around those lines bringing public transportation directly into the site. Vehicular access would need to be constructed along with everything else including a new building, parking lots, community gardens and pedestrian bridges connecting the adjacent neighborhoods, recreation trails and parks to the east beyond Shook's Run. The site is somewhat hidden behind two industrial buildings including the Habitat for Humanity Restore and Community Intersections. It would be greatly beneficial to the success of the venture for those functions to go away, leaving the land for compatible development and/or visual exposure. Vehicular access could be provided at three locations including Costilla Street from the north, via an extension of Rio Grande Street on the southern end of the site and along the existing rail line near the middle of the site. Consequently, this entrance is very near Cimarron Street providing a direct connection from I-25 for those traveling from afar.

This site provides excellent opportunities for urban renewal as this side of downtown is at the precipice of major changes. To the north, near the old train passenger depot, are several projects related to the creation of an Arts District. The Lowell residential development to the south is on-going and provides a core of several thousand potential patrons. All around this area are buildings and empty lots turning over for new development. The Public Market could be the catalyst that could not only prompt change but guide the functional and aesthetic direction of that change.

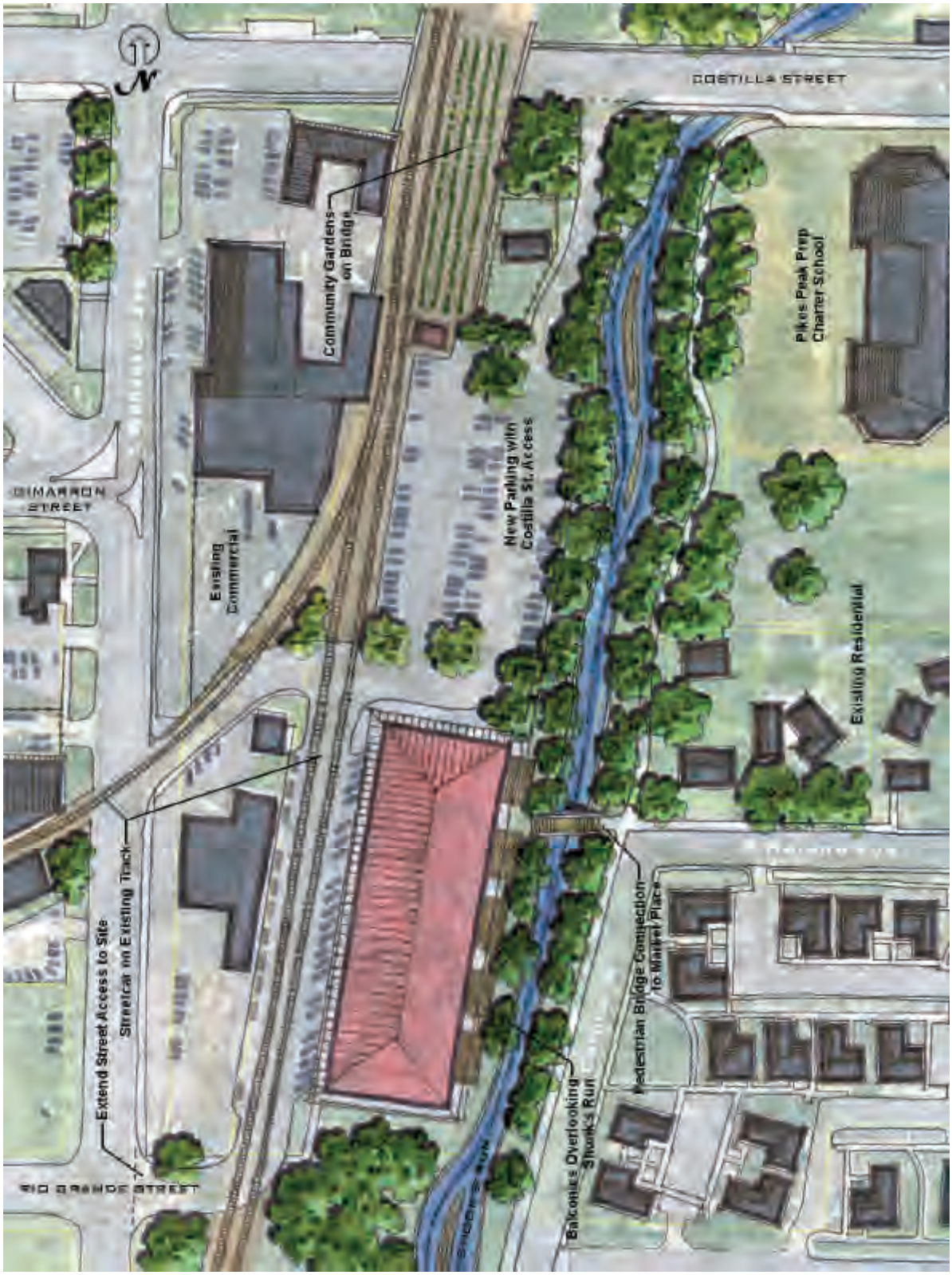


Figure 4-6 Railroad Site Concept

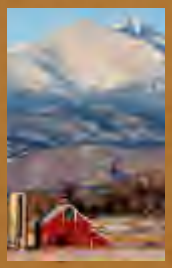
4.5 Way Forward

While all of these sites should be considered viable choices, selection is dependent upon price and timing. The next step in the selection process will be active negotiations with the owners to determine these factors. A grant of property (if one of these four) should be given higher priority over other factors or personal preferences. Once a deal has been struck, quickly raising funding and securing the property is important. A loan should be considered if capital is not readily available. Securing the property is the first order of business.

Section 5

Findings & Recommendations











5. FINDINGS & RECOMMENDATIONS

Through the course of rigorous analysis this study has served to define the basis for the Public Market enterprise, how it is to be established and operated, what it might cost and where it might be located. It has uncovered potential pitfalls and revealed a few surprises. These findings are identified here along with relative recommendations that will serve to give future actions the best chance for success.

5.1 General & Establishment

Legal. The basic precept of an all volunteer group brought together by sheer will to establish something as significant and enduring as a Public Market for Colorado Springs, seems improbable on the surface. Dedication, determination and altruism must be of the highest order amongst these individuals to make it succeed. Of particular note are the leaders of this organization that must assume the responsibility of millions of dollars (raised and expended), legal liability, political exposure and countless hours devoted to the effort. The members of the Colorado Springs Public Market Project (CSPMP) founding organization, become increasingly exposed as the effort becomes more and more real. The following recommendations are made in order to protect the members and the organization from potential calamity or corruption:

- The CSPMP should immediately write By-Laws (articles of incorporation) defining the structure of the organization, its purpose, legal authority, members and roles, as well as associations with other entities including the fiscal arrangement with the Pikes Peak Community Foundation (PPCF). It is advised that legal counsel assist in the creation of this document so that it can withstand the scrutiny of the judicial system should it ever go to court. The document must be signed by members with identified signing authority (Co-Chairs).
- The CSPMP should endeavor to establish the Public Market as its own 501 (c) 3 non-profit corporation once it has begun the effort of fund raising and development of the Public Market. This will give structure to major business decisions, protection from personal liability, legal authority and the beginning construct for the operational entity. All assets should be assumed under this entity and the PPCF released from its obligations. This also reduces the amount of money lost to fund management fees. The Public Market company should be operated as a business from that point forward according to the requirements of the state of Colorado. Liability insurance must be secured.
- The CSPMP should continue on as an associated yet independent organization to advise the progress of the market place.

Communication. Public awareness and support are important elements to making the Public Market a success. The establishment of the market is a long and sometimes arduous process that the public generally has little tolerance for. In order to sustain fickle public attention without the burden of detail, communication of progress and public involvement should be carefully managed. This is increasingly difficult when factored to the demands of public financial support. The following recommendations will help inform the process, although it is an ever changing landscape requiring continual monitoring and appropriate correction.

- Create a strategic communications plan to help manage release of information that will serve to engage the public while building timely excitement that peaks upon the opening of the market place. This will require the creation of a realistic timeline of events leading up to its eventual opening day. It is important to show continual progress without tying lack of progress to perceived failure. This will also require careful management of media outlets in order to avoid bad press.
- Identify two or three individuals to act as the official public relations (PR) officers. These should be individuals with well established connections and good speaking and writing skills. It is vitally important that they are promoting the same information from a coordinated script (plan) so as to avoid contradiction. Other members of the CSPMP will inevitably be engaged in public release of information through casual contact. The PR officers and Communications staff should work to ensure that all CSPMP personnel are well informed on what should and should not be relayed to the public at any given time.
- Ensure all written communication is grammatically correct and contains only appropriate content. This includes hard copy and electronic formats including email.

Vendors. Vendor mix is one of the most important aspects of operating a successful Public Market. The core vendor concept ensures that an established set of goods and services are available at the market place at all times. Patronage will be based on their level of surety that certain desirable items are available for purchase at any time regardless of season. Other goods and services of supporting and seasonal vendors are equally important to surprise and delight shoppers, keeping the experience fun and interesting with an element of discovery. It is important to attract and sustain high-quality vendors that follow the ideology of the market place. Sustaining long-term vendors creates consistency, shows success, and builds tradition. The following recommendations will help ensure a successful retail environment:

- Establish a set of qualifications and conditions by which vendors are selected and must agree to operate. Vet potential vendors according to these criteria, maintaining objectivity and fairness in negotiations. It is not inappropriate to identify businesses in the community that meet business plan goals, and target market those businesses for inclusion in the market place.
- Prior to the market place opening, identify potential vendors and work to secure commitments from them on participation in the venture. Concurrent with the development of the Public Market, they will also need time to establish the business venture, raise capital funds, plan for booth construction, hire personnel, advertise and generally prepare for launch. Core vendors should be identified and secured first, then seasonal and trending vendors. Agreements of specific vendor participation should be used for advertising the market place according to the Strategic Communications Plan.

- Be careful not to over-saturate the market with any one offering. Create and control competition. Do not allow any one vendor or offering to dominate the market place by excessive physical space, location or signage. Booth design should be carefully managed and approved according to an established set of guidelines.
- Include other functions besides the market retail related items including prepared food, health activities, artisan crafts, clothing and the like. This will improve the overall vitality of the market place and provide an opportunity (or excuse) to experience two activities at the same venue. People who go there to eat, will often walk around and buy other items while they are there and vice versa.

Market Configuration. Many development and startup factors are reliant upon defining what is to be included in the final market place. This involves not only the vendor selection, but also other business ventures and community support services. The total market place composition will define the size of the building or buildings, the amount of capital funds necessary to establish the venture, the potential success of the business, et al. Many elements have been suggested for inclusion in the venture (see Section 2.2.1 and Section 3.3), some of which are compatible to the retail aspect and some of which are not. For example, a packing and canning facility is more of an industrial function that may not be compatible with a highly public retail facility such as the Public Market is intended to be. Supporting farmers is in keeping with the philosophy of the market but the physical requirements warrant some form of separation of these functions. The following recommendations are made in order to help define the Public Market size and configuration:

- Identify the core vendor types and physical booth size based upon projections of market demand and an appropriate balance of space allotment. Discuss actual space allotments, lease costs, location determinants (special requirements of their operation), booth configuration and potential costs with specifically identified vendors. Use this feedback to solidify space projections.
- Conduct the same exercise with secondary and seasonal vendors. Control the vendor types and total number according to the business plan recommendations. Be careful to not overshadow the core vendors or create unsustainable competition.
- Decide how many restaurant establishments and what kind (Casual Dining, Fine Dining or fast food) should be included. This should be based on what the market will bear along with what will best support the retail environment (see Section 3.1.8).
- Decide what other commercial ventures should be included and what size is appropriate. This might include but is not limited to a commissary kitchen, conference center, education center (classrooms), community garden, admin space, health and wellness studios, child care, art studios, hobby shop, recreation equipment rental, etc.
- Decide what community offerings should be included and what size is appropriate or affordable, given that these may add to the overhead expenses of the retail operations. These might include but are not limited to public auditorium/meeting room, classrooms, performance / event hall, art gallery, business incubator program, playgrounds, etc.
- Determine how much space is necessary for outdoor retail activities including but not limited to farmer's market tents (out-flow area), food trucks, etc.

- Add up the total space requirement for market place entities, satellite entities and outside entities. Identify which functions would be best suited to upper floors and which demand an at-grade location. Identify the specific needs of each function in terms of special equipment, access or building accouterment. Identify which functions require or are better suited to a stand-alone facility, such as a fine dining restaurant.
- Conduct a bubble diagram exercise to identify a possible site configuration and functional compatibility analysis.

Business Plan. A detailed business plan should be written based in part on information established in this study. It should include the founding and operational budgets, management structure, responsibilities of the business, income projections, operating policy guidelines, marketing strategy, mission statement and business philosophy. It should include all legal documentation, personnel requirements, non-profit justification, insurance coverage limitations, etc.

5.2 Business Model & Operations

There are a number of general recommendations related to improving the business aspect of the Public Market beyond the basic operating structure detailed in this study. The Public Market will inevitably change as circumstances and realities alter the business environment. The following will act to supplement the basic model regarding operations:

- The Public Market should form a working relationship with local restaurateurs by supporting their need for exclusive or specialty products, ordering on-demand items and by opening early for them to have first pick at the day's goods before the general public. This will enhance the image of 'best source' while improving both customer bases. Model: The Fulton Fish Market in NYC.
- Broaden the market base and support all stratifications of society by ensuring that vendors accept and can process Supplemental Nutrition Assistance Program (SNAP) cards. Educate the public about bonuses offered by Kaiser Permanente for fresh produce, meat, etc. and include this information on advertisements.
- Encourage shoppers to linger. The business will prosper by having people in the space. Create a comfortable atmosphere that promotes the 'Third Place' aspect of the market place. That includes making inviting spaces to sit and read a book, enjoy a cup of coffee, pastry or meal; share quality time with family and friends, celebrate an event, bird watch, get exercise or simply relax. It is equally important to coach (and possibly require) vendors to create an atmosphere that encourages loitering, even if it seems like an obstruction to commerce. Architecture is also an important aspect of providing proper space for this without sacrificing functionality, safety, aesthetics or commercial appeal.
- Donate excess food stock to charitable kitchens or the needy. The market place should instill the values of giving and reducing waste amongst vendors and restaurants. This could be combined with classes on nutrition and healthy cooking. These acts will form public opinion and promote the Public Market as something more than a retail outlet.
- Convince existing Farmer's Markets to relocate to the out-flow area of the Public Market complex. This will reduce external competition and increase traffic flow at the market place

during the farmer's market season. It will also instill an understanding in the general patronage, that the Public Market is the best location for these products year-round.

- Grand opening should be planned for the summer when local produce is at its best. The market needs to make a strong showing and establish a presence for the first few months in business before the off-season. This will also accommodate the seasonal vendors so the outside area is also bustling with activity. The market should plan to open in the May-June timeframe of 2015. This will allow adequate time for business establishment, fund raising, land acquisition, design and construction of the building and grounds, vendor selection, booth construction, advertising, etc.
- Regularly hold events throughout the year that increase traffic at the market place. These should include themed festivals, cooking classes, concerts, outdoor theater, fun runs or competitive races, food related events like a neighborhood barbecue or cooking competition, arts fair, craft fair, holiday celebrations, etc. Special events have the ability to considerably extend the market share demographic beyond the nominal two-mile radius. Depending upon the type and size of event as well as the level of promotion, visitors could be expected from throughout the city as well as Manitou, Fountain, Peyton and even as far away as Woodland Park or Pueblo.

Management. Professional management is essential to the long-term success of this venture. Professional management in this case indicates those persons familiar with the retail environment but also real estate management, advertising / promotion, non-profits, and basic business administration. Operational budgets are expected to be very tight requiring a careful balance between lease rates, quality vendors and overhead costs. A best scenario would involve a successful venue such that vendors were clamoring to be allowed in, which would result in a more liberal acceptance of higher lease rates, allowing for greater expenditures on overhead and social enterprise. Quality management will be necessary in order to create such a scenario. The following recommendations are suggested:

- Seek out and hire the best management staff that can be afforded (see Section 3.2.1 for projected management structure and budget). Experience with public markets in specific should be criteria for employment. Incentives should be used to reduce initial costs in lieu of long-term reward.
- Maintain low overhead costs where possible. This may include reduced personnel numbers through multi-tasked employees. This again leads to hiring quality management.
- Consider including core vendors as management adjuncts or unpaid consultants. This will empower them to help operate the market place with personal interest.

5.3 Finance

Startup. The high projected cost of business establishment (~$7.6 million) is a significant impediment to a successful launch. The building must be fully funded with no carry-over loan amortization costs applied to lease rates or those rates would end up being too high to realistically attract and retain quality vendors. The single most significant cost is land acquisition and development (constructing the building and grounds). It is thought that reducing these costs would give the venture a much better chance for success. This may mean extra effort should be devoted to finding grantable property as an alternative to purchased property. The following recommendations are made regarding financial aspects of the project:

- Devote special focus on acquiring property by land grant, gift or below market means as the preferred method of property acquisition. This should first be attempted with any of the four sites identified by the study as meeting the criteria. If other properties are identified as available through land grant, first evaluate them according to the methodology and criteria used for the others to establish comparable adequacy. If they rank close to what the top four sites did, then make serious considerations of accepting that property over a property to be purchased at market rate.
- The Enterprise Zone – program will be of no benefit to the Public Market if it is established as a non-profit as the benefits offered are for reduction of state income tax only. It would however, benefit vendors / tenants and has positive tax incentives for contributors.
- Seek out urban renewal program support for site development if the selected site meets the criteria. However, availability of this tax benefit should not affect site selection.

5.4 Location & Demographics

Market Share. Location is of utmost importance to retail business. Colorado Springs Demographics do not necessarily support the notion of a successful public market in the immediate downtown corridor now or in the future. Most downtown public markets are located in highly urbanized communities with significantly dense populations living in high-rise and condominium buildings. Downtown Colorado Springs has a modest commercial sector with little nightlife and even fewer permanent residents. It is unlikely that it will ever reach the potential equivalent to a Denver, Minneapolis or Philadelphia. There are however, examples of successful public markets in smaller towns such as Napa, CA (OxBo Center) and Cedar Rapids, IA (NewBo City Market). Although these markets are much smaller with reduced operating hours (days open per week) relative to the reduced markets they serve.

The residential population of the region of influence (ROI) provided for only 20 percent (%) of the total market share or 210 households (consumer units). By itself, this would be insufficient to sustain a public market. The majority of the market share is attributed to a very robust tourism industry. Even with projections of additional housing units in the downtown area, there is insufficient density to sustain the market as it is envisioned. The total market share including tourism (1,055 consumer units) is considered substantial enough to sustain a public market in the downtown area although the makeup of goods sold there would need to reflect the consumer demands in order to ensure financial success. This means that the market should have more restaurants, local crafts, entertainment and prepared foods over typical market fare such as fresh produce, meat, cheese, canned goods, preserves, etc.

Industry professionals warn against creating public markets that are directed at the tourist industry stating that they lack realism, local connectedness, and indigenous character. This presents a dilemma for the Colorado Springs Public Market in that the primary target consumer is the tourist, yet the intent of the market is to act as a local food outlet for residents. In light of these facts the following recommendations are made:

- Regardless of market determinants, retain the character and intent of a true Public Market. Tourists will naturally visit the market because it is a true expression of regional character and personality.
- Intermix tourist fare with what locals seek without overtly skewing the balance of typical public market goods and services. It should look and feel like a traditional public market yet offer items that tourists would purchase including prepared foods and restaurants.
- Regularly hold events that will attract locals from a greater distance than the projected ROI (see Section 5.2 – Business Model & Operations, Bullet 7 above). This will extend the physical reach of the market place and increase market share particularly along transportation corridors. This may affect site characteristics providing ample space and facilities to hold large scale events such as concerts and fairs.
- Locate the market with easy access from major transportation corridors to promote patronage from a greater distance throughout the region. Make it clearly evident how to navigate to the market using appropriate signage and visual clues. Make access to and from the market place an easy and pleasant experience.
- Advertise aggressively in areas greater than the projected ROI to boost patronage from a larger population sector.

Site Compatibility. Considerable effort was expended to identify potential and suitable locations for the Public Market. This began with recommendations resulting from previous efforts by the Location Team of the CSPMP. Other sites were also identified by the authors of this study. A systematic site evaluation process was developed and implemented for those identified sites (see Section 4 – Site Options). That process resulted in the identification of four suitable locations. The actual property acquisition and development may require additional work or different strategies to finalize acquisition. The following recommendations will help guide those next steps:

- It is recommended that the CSPMP pursue acquisition of one of the four sites identified in this study as they have proven justification of adequacy and suitability for this venture. If it is decided that other sites are to be considered or selected, it is highly recommended that those additional sites be evaluated consistent with the methodology employed for the original 12. This will require use of the same evaluation matrices and evaluators in order to maintain consistent processes and comparable results.
- Continuing steps in the process might include the following:
  - Conduct an in-depth site analysis of each potential site. This will help identify strengths, weaknesses, opportunities and threats (SWOT analysis).
  - That information can then be used to conduct a larger design charrette which will help flush out all potential uses and configurations of the market place. It will also

facilitate a better understanding of architectural and planning implications of each site for the designers as well as the owners (CSPMP). Building design can also come into play once a definitive building program has been established (see Section 5.1 – General & Establishment, Market Configuration above).

- Discussions should be held with current property owners in order to begin price negotiations. This should be conducted simultaneous for all designated sites as a means to generate a competitive price and better balance the final decision of price versus value. If land grants are available, those should be sought first.

Public Transportation. Connection to public transportation was cited as an important factor for the location of the Pubic Market. One type of public transportation that is under (re-)development in Colorado Springs is the streetcar initiative. Streetcars were once an important part of the transportation system here at the turn of the last century and they may again play a role in the future. Streetcars are known generators of increased commerce and redevelopment. Being near the line will boost business for the market place while providing transportation to citizens.

- It is recommended that the Public Market be located so as to connect with or be in close proximity to the proposed streetcar (trolley) line for downtown Colorado Springs.

Food Desert & Competition. While downtown Colorado Springs has been defined as a 'Food Desert', there are actually several food outlets within a reasonable distance of travel (see Figure 3-2 *Grocery Store Competition Locations in the ROI*). The Walmart Supercenter is within the one-mile radius and seven other markets are within or very near the two-mile extended radius. Additionally, a pseudo public market (Ivywild Community Center Project) is opening soon that is very near the downtown corridor, which will present significant distraction if not direct competition to the Public Market venture.

The concept of fulfilling some perceived food shortage is unjustified. Provision of a particular variety or quality of food stuffs such as local grown or organic, is far more valid and yet complicated by the Ivywild project. The following recommendations should help direct mitigation of these perceptions:

- It is important to make obvious distinctions between the Public Market and other food outlets in the ROI and beyond. This should involve promoting choices of local and fresh produce, meat, cheese, etc. It may also be effective to educate the public about corporate controlled agribusiness that exploits farmers rather than supporting them, as the Public Market intends to do. This will be particularly effective against the Walmart Supercenter localized patronage that the market intends to lure away. The Colorado Proud program or other similar initiatives should be employed to address the differences between the Public Market and its competition.
- The similarities between the Public Market and the Ivywild project demand address. The intent of the Ivywild project is to create a public market in provision of offerings despite its lack of attempts to create an atmosphere befitting a true market place. This is a result of incongruent architectural design that may result in failure of those vendor businesses or changes in the business plan or architecture of the venue. Regardless, it behooves both parties to work together to provide a single outlet of this type rather than create competition in a business environment that can barely sustain a single venue. The preferred

solution would be to establish a true Public Market venue near the Ivywild project to act as the retail market place, allowing the Ivywild building to house compatible functions more befitting the architecture as designed. Unfortunately, there are no available parcels close enough to establish that kind of relationship nor enough interest on the part of the Ivywild ownership[1].

In response to those conflicts, the Public Market would be well advised to avoid direct competition of offerings and/or establish its location with a significant physical separation, or at least a psychological separation between the two. It should promote the differences without attempting to damage the other. Again, it would be best to work together rather than against one another.

5.5 Go/No-Go

The decision to continue to pursue this endeavor is not easily made. A great deal is at stake without overwhelming justification or indications of success. It is however the conclusion of this study that a Public Market for downtown Colorado Springs is feasible if the recommendations listed herein are followed. There are no guarantees of success and a great deal of hard work, along with some portion of luck, will be necessary to accomplish it. The implications of a failure to raise sufficient funds (including land grants) are profound. Public trust would be lost and legal action could result. Given the large amount of money required for successful launch and operation, this should be given serious consideration.

Assuming a successful startup, the market has every opportunity for sustained growth through an established presence in the community. If created under the premise of being 'by the community – for the community', the community will inevitably embrace its existence and help ensure its success. This does not relieve the management of incredible duty ahead. They must proceed with best intentions, sharp focus and skill. They must quickly adapt to changes in philosophy and the retail environment. Budgets will be tight, resulting in difficult decision making. It will however be rewarding as the community benefit will far outweigh the difficulties endured to get there.

1. *Several attempts were made to contact the Ivywild ownership to discuss the opportunities and apparent conflicts but no response was received.*

Appendices











Colorado Springs Public Market
Feasibility Study

Appendix A
References

APPENDIX A - REFERENCES

A.1 *2011 Annual Stakeholders Report – Colorado Springs Convention and Visitor's Bureau.*

A.2 Article*: Board Goal: make us a 'national model of a healthy community'* – Davidsonnews.net, 27 January 2010.

A.3 *Building Louisville's Local Food Economy: Strategies for increasing Kentucky farm income through expanded food sales in Louisville* – Market Ventures Inc., 17 July 2008.

A.4 *City of Colorado Springs Tax Guide, Non-Profit Organizations* – City of Colorado Springs, 2013.

A.5 *Colorado Average Annual Expenditures and Characteristics, Consumer Expenditure Survey, 2011* – United States Bureau of Labor Statistics, September 2011.

A.6 *Colorado Springs at a Glance, 2011 Budget* – City of Colorado Springs, Colorado, 2013.

A.7 *Colorado Springs (city) Quick Facts from the US Census Bureau* – US Department of Commerce, 10 January 2013.

A.8 *Colorado Springs, Colorado Economy at a Glance* - United States Bureau of Labor Statistics, 20 February 2013.

A.9 *Colorado's Valuable National Assets, A brief look at Colorado's Military* – Colorado Springs Chamber and EDC, Military Affairs Division, May 2012.

A.10 Cost of Living in Colorado Springs, CO, United States. Prices in Colorado Springs, CO. – Numbeo.com, 2013.

A.11 The Difference between Public Markets and Farmers Markets – 7th Street Charlotte Public Market, March 2013.

A.12 *The Downtown Partnership Imagine Downtown Plan* – Third Sector Group, 28 March 2012.

A.13 *Establishing a Nonprofit Organization* – Foundation Center, 2013.

A.14 *The Farmer's Cooperative Yardstick, Conducting a Feasibility Study for Marketing Cooperatives* – Cooperative Extension Service, University of Kentucky, College of Agriculture, August 1998.

A.15 *Farmers Market Consortium, Resource Guide* – US Department of Agriculture, Agricultural Marketing Service, November 2007.

A.16 *How to Calculate Payroll Tax for an Employer* – W.D. Adkins, Demand Media, 2013.

A.17 *How to Dissolve the Assets of a Non*-Profit - W.D. Adkins, Demand Media, 2013.

A.18 *Lancaster Central Market Master Plan* – Murphy & Dittenhafer Architects, The Food Trust, Wagman Urban Group, and Mary Means & Associates, March 2005.

A.19 *Managing Energy Costs in Grocery Stores, Regional Energy Use Data* – Business Energy Advisor, 2013.

A.20 *Military Installations in Colorado Springs* – Springsliving.com, 26 February 2013.

A.21 NewBo City Market Feasibility Study, Cedar Rapids, Iowa – Project for Public Spaces, 209-2010.

A.22 *Portland Public Market Annual Report 2001* – Portland Public Market, 2001.

A.23 *Q4 Market View 2012:* Colorado Springs – Sierra Commercial Real Estate, Inc., 2013.

A.24 *Reading Terminal Market, Operating Policy Guidelines* – Readingterminalmarket.org, 2013.

A.25 *Region of Residence: Shares of average annual expenditures and sources of income, Consumer Expenditure Survey, 2011*, - United States Bureau of Labor Statistics, September 2012.

A.26 *Rural and Community Development, Community Development Opportunities* – United States Department of Agriculture, March 2013.

A.27 *Saving our Independent Livelihoods* – Mike Callicrate, November 2012.

A.28 *Selling Stores, Valuing a Retail Business* – Mel Jones, Sellingstores.com, 2013.

A.29 *Tax Advantages of a Non-Profit* - W.D. Adkins, Demand Media, 2013.

A.30 *Understanding the Grocery Industry* – The Reinvestment Fund, 30 September 2011.

A.31 Article*: Wal-Mart puts pressure on grocery rivals with Neighborhood Market*. Rich Laden, The Gazette, 25 November 2012.



APPENDIX B – ACRONYMS & ABBREVIATIONS

B.1 A

AFB	Air Force Base
AMS	Agricultural Marketing Service
AtBP	America the Beautiful Park
AVOG	Arkansas Valley Organic Growers

B.2 B

B Corp	Beneficial Corporation

B.3 C

CA	California
CBD	Central Business District
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CMAFS	Cheyenne Mountain Air Force Station
CO	Colorado
COO	Chief Operations Officer
CSPMP	Colorado Springs Public Market Project
CSREES	Cooperative State Research, Education and Extension Service
CU	Consumer Unit

B.4 E

Etc.	Et cetera

B.5 F

FMPP	Farmers Market Promotion Program

B.6 G

GSF	Gross Square Feet

B.7 H

Hr	Hour

B.8 I

IA	Iowa

B.9 K

K	Thousand (as in $5K= $5,000)

kWh	Kilowatt Hours

B.10 M

m	Million (as in $5m= $5,000,000)
Mgr.	Manager
Mo.	Month
MSA	Metropolitan Statistical Area

B.11 N

NNN	Triple Net Lease Rate
NSF	Net Square Feet
NYC	New York City

B.12 P

PPCF	Pikes Peak Community Foundation
PPS	Project for Public Spaces
PPUG	Pikes Peak Urban Gardens

B.13 R

R&D	Research & Development
RBEG	Rural Enterprise Business Grant
ROI	Region of Influence

B.14 S

SEM	Site Evaluation Matrix
SF	Square Feet
SNAP	Supplemental Nutrition Assistance Program
SOIL	Saving Our Interdependent Livelihoods
SWOT	Strengths, Weaknesses, Opportunities & Threats

B.15 T

TM/MSB	Transportation and Marketing Programs / Marketing Services Branch

B.16 U

ULI	Urban Land Institute
URA	Urban Renewal Authority
USAFA	United States Air Force Academy
USDA	United States Department of Agriculture

B.17 V

VCP	Vitrified Clay Pipe



Colorado Springs Public Market
Feasibility Study

Appendix C
Site Information Sheets

SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 1

Reference Name: Murphy Depot Site

Street Location: W. Colorado Ave

Number of Buildings: 4

Area and Description of Buildings:

Building 1:	14,208 SF-Warehouse
Building 2:	8,160 SF-Warehouse
Building 3:	6,000 SF Warehouse
Building 4:	Smokebrush building not listed
Building 5:	
Building 6:	
Building 7:	
Total:	**28,368 SF**

Lot Size (acres): 2.46 acres

Zoning: unknown

Property Owner: Murphy, Knowels, M&M 03 LLC

Last Amount Paid / Date: $2.6 million

Current Asking Price: unknown

Notes: It is unclear which buildings / properties are to be included. Could not identify all of the buildings that exist, on the assessor's website. Access is bad.
Two north buildings are tilt-up Double Tee, bad.











SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 2

Reference Name: Supperstein Block

Street Location: Sierra Madre below Colorado Ave

Number of Buildings: 4

Area and Description of Buildings:

Building 1:	8,419 SF-Auction House
Building 2:	8,122 SF-Postal Maintenance Shop
Building 3:	5,615 SF-Piano Warehouse
Building 4:	13,527 SF-Bookstore (warehouse)
Building 5:	
Building 6:	
Building 7:	
Total:	**35,683 SF**

Lot Size (acres): 2.29 acres

Zoning: unknown

Property Owner: David Supperstein & Others

Last Amount Paid / Date: $955,000

Current Asking Price: $3 million

Notes: All buildings are currently rented.











SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 3

Reference Name: Crissy-Fowler Block

Street Location: Sierra Madre & Vermijo

Number of Buildings: 8

Area and Description of Buildings:

Building 1:	35,340 SF-Retail
Building 2:	9,840 SF-Open Lumber Storage
Building 3:	3,222 SF-Open Lumber Storage
Building 4:	28,560 SF-Open Lumber Storage
Building 5:	7,699 SF-Open Lumber Storage
Building 6:	2,310 SF-Open Lumber Storage
Building 7:	1,800 SF-Warehouse
Building 8:	8,400 SF- Warehouse
Total:	**97,171 SF**

Lot Size (acres): 3.55 acres

Zoning: unknown

Property Owner: CSJ #7

Last Amount Paid / Date: $5.8 million

Current Asking Price: unknown

Notes: Many old open warehouse that would need to be Demolished.









SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 4

Reference Name: Norwood Paintball Site

Street Location: Sierra Madre & Colorado Cimarron

Number of Buildings: 5

Area and Description of Buildings:

Building 1:	12,240 SF-Open lumber Storage
Building 2:	7,500 SF-Warehouse
Building 3:	4,500 SF-Warehouse
Building 4:	4,140 SF-Open Lumber Storage
Building 5:	15,262 SF- Warehouse
Building 6:	
Building 7:	
Total:	**43,642 SF**

Lot Size (acres): 4.77 acres

Zoning: unknown

Property Owner: SRPC, LLC

Last Amount Paid / Date: $2.25 million-2002

Current Asking Price: unknown

Notes: One building in the middle not included

207,781 SF Lot = $10.83/SF (lot)











SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 5

Reference Name: Dorchester Site

Street Location: Las Vegas

Number of Buildings: 1

Area and Description of Buildings:

Building 1:	18,075 SF-Skating Rink
Building 2:	
Building 3:	
Building 4:	
Building 5:	
Building 6:	
Building 7:	
Total:	**18,075 SF**

Lot Size (acres): 1.52 acres

Zoning: unknown

Property Owner: Bonicelli Brothers

Last Amount Paid / Date: Unknown

Current Asking Price: not on market

Notes: Next to Dorchester park (behind), large parking lot, bad neighborhood. Corner lots owned by Springs Rescue Mission and Griffis/Blessing.





SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 6



Reference Name: Lowell Site

Street Location: Fountain Blvd / Weber/Wahsatch

Number of Buildings: 0

Area and Description of Buildings:

Building 1:
Building 2:
Building 3:
Building 4:
Building 5:
Building 6:
Building 7:
Total: **0 SF**

Lot Size (acres): 2.1 acres

Zoning: Residential?

Property Owner: Lowell Partners, LLC, Presidio Condos

Last Amount Paid / Date: $775K on west lot

Current Asking Price: unknown

Notes: Part of PUD, planned for residential with road down the middle

SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 7



Reference Name: Railroad Site

Street Location: Costilla & Wahsatch

Number of Buildings: 0

Area and Description of Buildings:

Building 1:
Building 2:
Building 3:
Building 4:
Building 5:
Building 6:
Building 7:
Total: **0**

Lot Size (acres): 6.25 acres

Zoning: Railroad Easement

Property Owner: BNSF Railroad

Last Amount Paid / Date: No info available

Current Asking Price: $3.25/SF or $884,813

Notes: No access,

island owned by Peter Banfield, 9,182 SF vacant lot. Access is allowed thru railroad property

SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 8

Reference Name: Salvation Army Site

Street Location: Cimarron, Weber, Moreno, Wahsatch

Number of Buildings: 4

Area and Description of Buildings:

Building 1:	17,180 SF-Office
Building 2:	40,440 SF-Warehouse
Building 3:	20,710 SF-Warehouse
Building 4:	2,400 SF-Shop
Building 5:	
Building 6:	
Building 7:	
Total:	**80,730 SF**

Lot Size (acres): 2.26 acres

Zoning: Commercial

Property Owner: Salvation Army, Gazette (TJ&TC)

Last Amount Paid / Date: $352K on Gazette

Current Asking Price: unknown

Notes: Gazette building could be used for Trolley Maintenance, separate owner.







SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 9



Reference Name: Pueblo Avenue Site

Street Location: Pueblo Ave between Weber & Wahsatch

Number of Buildings: 7

Area and Description of Buildings:

Building 1:	3,706 SF-Bar
Building 2:	8,252 SF-Office
Building 3:	4,896 SF-House
Building 4:	4,512 SF-Office
Building 5:	1,950 SF-Residential
Building 6:	2,141 SF-Residential
Building 7:	1,788 SF-Residential
Total:	**27,245 SF**

Lot Size (acres): 2.16 acres

Zoning: Commercial, Residential

Property Owner: Primetime Tavern, Rocky Mountain PBS,

Patricia Smith, Colorado Veterans Assistance League, Karen Pearce

Last Amount Paid / Date: Incomplete Info Available

Current Asking Price: Unknown

Notes: It seems unlikely that we could acquire all the buildings on this block for a reasonable sum in a reasonable timeframe.

SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 10



Reference Name: Larson Site

Street Location: Cucharas & Wahsatch

Number of Buildings: 2

Area and Description of Buildings:

Building 1:	7,000 SF-Retail/Warehouse
Building 2:	8,800 SF-Office
Building 3:	
Building 4:	
Building 5:	
Building 6:	
Building 7:	
Total:	**15,800 SF**

Lot Size (acres): 1.77 acres

Zoning: unknown

Property Owner: HNMN LLC, Herbert Goldstein,

422 E. Vermijo Investments, Pioneers Museum Foundation

Last Amount Paid / Date: $1,256,200

Current Asking Price: unknown

Notes: incomplete cost information, 6 separate parcels by four owners. Part belongs to Executive towers behind as a combined lot.

SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 11

Reference Name: Gazette Site

Street Location: Colorado & Prospect

Number of Buildings: 6

Area and Description of Buildings:

Building 1:	117,518 SF-Warehouse
Building 2:	2,112 SF-Warehouse
Building 3:	10,000 SF-Print Shop?
Building 4:	5,807 SF-Warehouse
Building 5:	4,177 SF-Warehouse
Building 6:	5,600 SF-Warehouse
Building 7:	
Total:	**145,214 SF**

Lot Size (acres): 6.6 acres

Zoning: unknown

Property Owner: Gazette, Inc

Last Amount Paid / Date: No info available

Current Asking Price: unknown

Notes: Represented by NA Highland 577-0044 Craig Anderson. Possibility of land grant.

-Tiered site and building to the west. Would afford itself to rooftop decks for restaurants.
-Ugly buildings not well suited for market
-lots of admin, upper floors could be converted to convention center.
-Good outflow areas west towards creek or north towards Pikes Peak Ave
-Lots of parking.











SITE / BUILDING INFORMATION SHEET

Colorado Springs Public Market Project

SITE 12



Reference Name: Pikes Peak Site

Street Location: Colorado Ave by Shook's Run

Number of Buildings: 0

Area and Description of Buildings:

Building 1:
Building 2:
Building 3:
Building 4:
Building 5:
Building 6:
Building 7:
Total: **0**

Lot Size (acres): 3.08 acres

Zoning: unknown

Property Owner: Jeffery & Cinda Dunn

Last Amount Paid / Date: No info available

Current Asking Price: unknown

Notes:



Colorado Springs Public Market
Feasibility Study

Appendix D
Site Evaluation Matrices

448-4800

SITE SELECTION MATRIX

Site: #1 Murphy Dept
Date: 14 March 13
Evaluator: JBB

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-																				if not yes to #2
1a	Size	4	X						0													Specify: yes But they are all scrapes
1b	Multiple Buildings	1						X	5													+ Demo costs !
1c	Architectural Character	5	X						0													Name that style
1d	Condition	4	X						0													
1e	Configuration	3	X						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiet zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3			X				6													thin triangle - small
3	Expansion Capability	1	X						0													
4	Garden Area	2		X					2													Raw land for demonstration garden
5	Out-Flow Area	5		X					5													Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4			X				8													Next to park and river, rec path, etc.
7	View Corridor	3		X					3													busy highway - unpleasant - above Raised highway but you can't get to it.
8	Visual Access to Site	5				X			15													
9	Solar Access	3						X	15													for gardens and/or solar energy production
10	Accessibility	-																				
10a	Vehicle	4		X					4													
10b	Public Transportation	4	X						0													
10c	Pedestrian	3	X						0													
10d	Recreation trail	2	X						0	X					1							could connect @ point to creek trail
10e	~~Other~~ parking	(3)	X						0													Specify:
11	Shared Accouterments	2	X						0													Non-attained
12	Availability	-																				
12a	99 Year Lease		X						0													
12b	Purchase	(1)																				
12c	Grant	(5)																				
12d	Cost	4																				Specify:
12e	Timeframe	4					X		16													Specify: near immediate
13	Zoning	2																				Specify: probably industrial
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5	X						0													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3		X					3													Within 1 block radius. Commercial and beneficial uses. Not connected so it doesn't apply
14c	2 Blocks	1		X					1													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4	X						0													
17	Complementary Development	3	X						0													Proposed development
18	Competing Development	3	X						0													Residential / Arts District
19	Negative Aspects	-																				Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4	X						0													
19b	Adverse Odors	4		X					4													
19c	Visual Distraction	4	X						0													
19d	High Traffic Volume	4				X			12													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2		X					2													Potential Issues Identified, Known or Mitigation Required
21	Proximity to Downtown	4		X					4													near-ish
22	Other walkability	(2)	X						0													yes but seperated by bridge/access problem Specify:
								SCORE	101					1							

102

sandwiched between 2 noisy/stinky transportation systems
I-25 + Railroad

SITE SELECTION MATRIX

Site: #2 - Suggestion Site
Date: 14 March '13
Evaluator: JBL

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					X		16					X	5							Specify: over 60% all presently leased
1b	Multiple Buildings	1						X	5													
1c	Architectural Character	5					X		20									X			3	Brick - interesting roof/high volume spaces [] good possibilities already has a "District feel - brick + black
1d	Condition	4			X				8													
1e	Configuration	3				X			9													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiet zone, commissary kitchen, etc.)
1f	Code Compliance	2		X					2		X				1							
1g	ADA Compliance	2		X					2		X				1							
2	Buildable Area	3					X		12									X			3	big open lot
3	Expansion Capability	1					X		4													
4	Garden Area	2					X		8													Raw land for demonstration garden
5	Out-Flow Area	5				X			15													in between lower bldgs unless used for atrium. next to book store
6	Feature / Attraction Adjacency	4	X						0								X		⊗		4	good - side next door - also from Target
7	View Corridor	3		X					3													from Sierra Madre - could build a feature high enough to see from Colorado + Antlers.
8	Visual Access to Site	5		X					3			X			2							Atrium.
9	Solar Access	3					X		12													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4			X				8								X				1	Sierra Madre to I-25/24
10b	Public Transportation	4	X						0													
10c	Pedestrian	3	X						0													
10d	Recreation trail	2	X						0													bicycle, walk, run, skate, skateboard, etc.
10e	Other: parking	3		X					3													Specify: will go to other uses
11	Shared Accouterments	2			X				4		X				1							may parking lot - negotiate use on weekends
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1						X	5													
12c	Grant	6																				
12d	Cost	4			X				8													Specify: $ 3 million
12e	Timeframe	4				X			12													Specify: several owners may take time to make deal.
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5			X				10													book store / piano wire house / potential mainly office
14b	1 Block	3				●	X		12													Within 1 Block Radius: List detrimental and beneficial uses: Depot - computer
14c	2 Blocks	1					X		4													Within 2 block Radius: List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4				X	X		16													
15b	Electric	4				X	X		16													
15c	Sanitary Sewer	4				X	X		16													
15d	Gas	4				X			12													
15e	Storm Sewer	4				X			12													
15f	Phone	4				X	X		16													
15g	Other (list)								X													
16	Commercial Viability	4					X		16													
17	Complementary Development	3	X						0													Proposed development
18	Competing Development	3				X			9													could be part of large developments to south - could block sun
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4			X				8													
19b	Adverse Odors	4					X		16													
19c	Visual Distraction	4					X		16													
19d	High Traffic Volume	4					X		16													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)				X				2													e. vehicle maint.
20	Environmental Cleanup	2				X			6													Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4			X				8			X			3							make connection thru parking lot.
22	Other: walkability	2				X			6													Specify:
									SCORE 275						13						11	

utilities/Avail 113

299

SITE SELECTION MATRIX

Site: #3 Chrissy-Fowler
Date: 1st March 13
Evaluator: JRR

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all)							Mitigation Impact (completion optional if ranked low)						Non-Tangible Benefits (completion optional specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4		X					4				X		4							Specify: would require significant demo
1b	Multiple Buildings	1						X	5													
1c	Architectural Character	5		X					5													Name Feature/Style
1d	Condition	4			X				8													
1e	Configuration	3					X		12													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiet zone, commissary kitchen, etc.)
1f	Code Compliance	2				X			6													
1g	ADA Compliance	2				X			6													
2	Buildable Area	3						X	15													after demos
3	Expansion Capability	1					X		4													"
4	Garden Area	2					X		8													Rawland for demonstration garden
5	Out-Flow Area	5					X		20													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4	X						8													Specify (park, water feature, recreation, etc.):
7	View Corridor	3				X			9													pikes peak / A1&Bark (blocked by Railroad)
8	Visual Access to Site	5			X				10													
9	Solar Access	3						X	15													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4				·	X		16													
10b	Public Transportation	4	X						8				X		3							near I-25 + 24 could get a M-route bus/trolley
10c	Pedestrian	3	·	X					3													
10d	Recreation trail	2	X						4													bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ parking	3			X				6													Specify: demos
11	Shared Accouterments	2	X						4													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1	X						0													
12c	Grant	5																				
12d	Cost	4	X	X					0													Specify:
12e	Timeframe	4	X	X					0													Specify:
13	Zoning	2							X													Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5	X						0													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3	X						0													Within 1 block radius. List detrimental and beneficial uses. industrial / vacant
14c	2 Blocks	1		X	X				2													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4					X		16													
15b	Electric	4					X		16													
15c	Sanitary Sewer	4				X	X		12													
15d	Gas	4					X		16													
15e	Storm Sewer	4			X		X		8													
15f	Phone	4					X		16													
15g	Other (list)																					
16	Commercial Viability	4		X					4													
17	Complementary Development	3	X						8													Proposed development
18	Competing Development	3	X						8													Big development coming
19	Negative Aspects	-							X													Rating: reverse scale (5-no impact, 1-big impact)
19a	Adverse Noise	4	X	·					0													
19b	Adverse Odors	4		X					4													
19c	Visual Distraction	4		X					4													
19d	High Traffic Volume	4			X				8													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)								0													
20	Environmental Cleanup	2			X				4													Phase I and II Environmental Mitigation Required
21	Proximity to Downtown	4				X			12													Downtown / Bldg units Strongest 2 Blocks
22	~~Other~~ walkability	2			X				4													Specify:
								SCORE	206						7						Ø	

84

213

SITE SELECTION MATRIX

Site: #4 Paintball
Date: 14 March 13
Evaluator: JBR

Owner:
Last Sale Price:
Land Area:

	Ranking Cretria		completion required for all (0=least - 5=best) Quantity / Quality Ranking							completion optional (if ranked low) Mitigation Impact						completion optional (specify) Non-Tangible Benefits						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4			X				8													Specify: too much Bldg but they are all crap – Scrape
1b	Multiple Buildings	1						X	5													
1c	Architectural Character	5	X						0													Name Feature/Style
1d	Condition	4	X						0													
1e	Configuration	3		X					3													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3					X		12													long and Narrow w/ Railroad along length.
3	Expansion Capability	1					X		4													
4	Garden Area	2					X		8													Raw land for demonstration garden
5	Out-Flow Area	5			X				10													Narrow by tracks
6	Feature / Attraction Adjacency	4	X						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3		X					3													Blocked by tracks, which you want to hide.
8	Visual Access to Site	5				X			15													
9	Solar Access	3					X		12													for garden) and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4					X		16													near I-25 + 24
10b	Public Transportation	4	X						0													
10c	Pedestrian	3	X						0													
10d	Recreation trail	2	X						0													Bicycle, walk, run, skate, skateboard, etc.
10e	Other parking	3		X					3			X			3							Specify: paved in bad shape
11	Shared Accouterments	2	X						0													Non-attained
12	Availability	-							X													
12a	99 Year Lease								1													
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2							X													Specify: industrial
14	Adjacent Development Compatibility								0													Compatibility with adjacent development
14a	Immediate	5	X						0													Vacant Industrial
14b	1 Block	3	X						0													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1		X					1													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4	X						0													
17	Complementary Development	3	X						0													Proposed development
18	Competing Development	3	X						0													Big development planned for
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4	X						0													
19b	Adverse Odors	4		X					4													
19c	Visual Distraction	4	X						0													
19d	High Traffic Volume	4		X					4													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specify)																					
20	Environmental Cleanup	2	X						0													Previous use of site (gas or oil station, dry cleaning, mining, etc.)
21	Proximity to Downtown	4			X				8													train activities 20 years
22	Other Walkability	2	X						0													Specify:
									SCORE 128						3						0	

131

SITE SELECTION MATRIX

Site: #5 Eldorado
Date: 14 March 13
Evaluator: BP

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-				X			X			X			3							too small but could add.
1a	Size	4							12													Specify:
1b	Multiple Buildings	1	X						8													
1c	Architectural Character	5			X				10													Name Feature/Style:
1d	Condition	4				X			12													
1e	Configuration	3					X		12													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, gourmet zone, commissary kitchen, etc.)
1f	Code Compliance	2					X		8													
1g	ADA Compliance	2					X		8													if you could pick up properties on both corners (Nevada + Tejon) then you have it.
2	Buildable Area	3		X					3											X	5	parking lot
3	Expansion Capability	1		X					1													
4	Garden Area	2	X						0									X			3	Rank in reverse order (5=no impact; 1=sig impact) community garden in park behind
5	Out-Flow Area	5		X		X			15													use parking lot after Park behind events & special activities.
6	Feature / Attraction Adjacency	4						X	20													Specify (park, water feature, recreation, etc.):
7	View Corridor	3				X			9													Pike's Peak thru trees in front + Back
8	Visual Access to Site	5		X					5			X			3							off of Nevada if hotel goes down
9	Solar Access	3						X	15													for gardens and/or solar energy production
10	Accessibility	-																				
10a	Vehicle	4				X	X		16													
10b	Public Transportation	4			X				8													
10c	Pedestrian	3		X					3													
10d	Recreation trail	2		X					2			X			3							Shooks Run could connect - Emrald Ring
10e	~~Other~~ Rail Road	3						X	15													Specify:
11	Shared Accouterments	2						X	10													public: Parking/Park/fountain Creek/Community Garden
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5		X					5													Proj. / car sales / mechanic / Restaurant
14b	1 Block	3			X				9													coffee shops / antiques / Attract / Restaurants / curios
14c	2 Blocks	1			X				3													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4					X		16													
15b	Electric	4					X		16													
15c	Sanitary Sewer	4					X		16													
15d	Gas	4					X		16													
15e	Storm Sewer	4					X		16													
15f	Phone	4					X		16													
15g	Other (list)																					
16	Commercial Viability	4		X					4													
17	Complementary Development	3	X						12													Proposed development
18	Competing Development	3						X	15													Rank in reverse order (5=no impact; 1=sig impact) NONE
19	Negative Aspects	-							4													Rank in reverse order (5=no impact; 1=sig impact)
19a	Adverse Noise	4		X					4													
19b	Adverse Odors	4					X		16													
19c	Visual Distraction	4		X					4													
19d	High Traffic Volume	4		X					12													Run down Neighborhood / Hi's / Drugs
19e	Weather	3					X		12													Nevada fast + Idaho
19f	Other (specifiy)																					Wind, lack of sunshine
20	Environmental Cleanup	2						X	10													
21	Proximity to Downtown	4	X						8													Polution Suspected / Known or Mitigation Required
22	~~Other~~ walkability	2		X					2													Specify:
	SCORE								280						9						8	

297

SITE SELECTION MATRIX

Site: #6 Howell
Date: 14 March 13
Evaluator: JBR

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-																				if none go to #2
1a	Size	4	X						0				X		4							Specify:
1b	Multiple Buildings	1	X						0				X		4							Build
1c	Architectural Character	5	X						0				X		4							Name Feature/Style
1d	Condition	4	X						0				X		4							
1e	Configuration	3	X						0				X		4							compatible for market (long & narrow, open floor plan, truck dock, drive-thru, queuei zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0				X		4							
1g	ADA Compliance	2	X						0				X		4							
2	Buildable Area	3					X		12													small lot
3	Expansion Capability	1		X					1													
4	Garden Area	2		X					2													Raw land for demonstration garden
5	Out-Flow Area	5			X				10													Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4	X						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3	X						0													
8	Visual Access to Site	5	X						0													
9	Solar Access	3						X	15													for gardens and/or solar energy production
10	Accessibility	-	X						0													in back owner's residential development
10a	Vehicle	4	X						0													
10b	Public Transportation	4	X						0													
10c	Pedestrian	3		X					3													
10d	Recreation trail	2	X						0													bicycle, walk, run, skate, skateboard, etc.
10e	Other parking	3	X		X				0				X		3							Specify: trolley might run nearby.
11	Shared Accouterments	2	X	X					2													parking
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5	X						0													Properties immediately adjacent to or across the street. List detrimental and beneficial uses. residential office
14b	1 Block	3	X						0													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1			X				2													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4	X						0													
15b	Electric	4	X						0													nearby development new.
15c	Sanitary Sewer	4	X				X		0													
15d	Gas	4	X						0													
15e	Storm Sewer	4	X				X		0													
15f	Phone	4	X						0													
15g	Other (list)																					
16	Commercial Viability	4	X						0													
17	Complementary Development	3	X						0													Proposed development:
18	Competing Development	3		X				X	3													PUD residential
19	Negative Aspects	-																				Rank in reverse order (zero impact, 3-big impact)
19a	Adverse Noise	4			X		X		8													tracks active
19b	Adverse Odors	4						X	20													
19c	Visual Distraction	4			X				8													tracks active
19d	High Traffic Volume	4					X		16													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specify)																					
20	Environmental Cleanup	2	X						0													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4			X				8													
22	Other walkability	2			X				4													Specify:
									SCORE 126						31						Ø	

157

SITE SELECTION MATRIX

Site: #7 Railroad
Date: 14 March 13
Evaluator: JRE

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4	X						0					X	5					X	5	Specify: Build
1b	Multiple Buildings	1	X						0					X	5							
1c	Architectural Character	5	X						0					X	5							Name(s) for style/s: would require additional developer Resources.
1d	Condition	4	X						0					X	5							
1e	Configuration	3	X						0					X	5					X	5	compatible for market (long & narrow, open floor plan, truck dock, drive-thru, queuing zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0					X	5							
1g	ADA Compliance	2	X						0					X	5							
2	Buildable Area	3						X	15											X	5	Ripe for major Development
3	Expansion Capability	1						X	5													
4	Garden Area	2						X	10													Build
5	Out-Flow Area	5						X	25													Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4					X		16													Shooks Run (park, waterfeature, recreation, etc.) Beyond ≈ 35
7	View Corridor	3					X		12													pikes Peak - Shooks Run
8	Visual Access to Site	5	X						25													
9	Solar Access	3					X		12													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4	X						0				X		4							Rio Grand extension + Railroad line to maint Barn
10b	Public Transportation	4	X						0													
10c	Pedestrian	3	X						0													
10d	Recreation trail	2	X						0					X	5							connect to Shooks Run trail
10e	~~Other~~ parking	3	X						0				X		4							Specify: build
11	Shared Accouterments	2	X						0													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase X	1/5						X	5													
12c	Grant		X																			
12d	Cost	4						X	20													Specify:
12e	Timeframe	4		X					4													Specify:
13	Zoning	2							X													Specify:
14	Adjacent Development Compatibility								0													Compatibility with adjacent development
14a	Immediate	5	X						0													Within 1 block radius: List detrimental and beneficial uses: Industrial parks & warehouses
14b	1 Block	3		X					3				X		4							Within 1 block radius: List detrimental and beneficial uses: Still industrial Redevelopment would come.
14c	2 Blocks	1			X	X			3													Within 2 block radius: List detrimental and beneficial uses
15	Utilities								X													
15a	Water	4	X			X			12													
15b	Electric	4	X			X			12													
15c	Sanitary Sewer	4	X			X			12													
15d	Gas	4	X			X			12													
15e	Storm Sewer	4	X	X					4													
15f	Phone	4	X				X		16													
15g	Other (list)								0													
16	Commercial Viability	4	X	X					8				X		4							Proposed development
17	Complementary Development	3	X						0													Nothing planned
18	Competing Development	3						X	15													Rank in reverse order (5=no impact, 1-big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1-big impact)
19a	Adverse Noise	4					X		16													
19b	Adverse Odors	4						X	20													
19c	Visual Distraction	4		X					4													industrial
19d	High Traffic Volume	4	X					X	20													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)								0													
20	Environmental Cleanup	2	X						0													Potentially suspected pollutants from Railroad
21	Proximity to Downtown	4			X	X			8													
22	Other Walkability	2				X			6													Specify:
								SCORE	202						56						15	

97

273

SITE SELECTION MATRIX

Site: #8 Salvation Army
Date: 14 March 13
Evaluator: JBB

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					X		16													Specify: a little big but front of bldg is admin/ comm bldg all admin 2-story
1b	Multiple Buildings	1						X	5													2
1c	Architectural Character	5		X					5				X		4	X					1	bad Functionality needs work/ has high volume warehouse for market though
1d	Condition	4				X			12													
1e	Configuration	3				X			12													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quaint zone, commissary kitchen, etc.)
1f	Code Compliance	2						X	10													
1g	ADA Compliance	2						X	10													
2	Buildable Area	3		X					3					X	5							would need to acquire Elks corner lot + 2 small lots
3	Expansion Capability	1		X					1					X	5							11
4	Garden Area	2	X						0					X	5							Rawland for demonstration garden
5	Out-Flow Area	5			X				10													Adj immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4	X						0													Specify (park, water feature, recreation, etc.)
7	View Corridor	3			X				9													Pikes Peak
8	Visual Access to Site	5		X					5													
9	Solar Access	3			X				6													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4				X			12													not near major roadway
10b	Public Transportation	4			X				8													
10c	Pedestrian	3			X				6													
10d	Recreation trail	2	X						0													bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ parking	3				X			9													Specify: one or the other outflow/parking.
11	Shared Accouterments	2	X						0													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1						X														
12c	Grant	5	X																			
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5	X						0				X									5
14b	1 Block	3			X				6													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1				X			4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4					X		16													
15b	Electric	4					X		16													
15c	Sanitary Sewer	4					X		16													
15d	Gas	4					X		16													
15e	Storm Sewer	4					X		16													
15f	Phone	4					X		16													
15g	Other (list)																					
16	Commercial Viability	4			X				8													
17	Complementary Development	3	X						0													Proposed development
18	Competing Development	3						X	15													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4			X				8													
19b	Adverse Odors	4	X					X	20													
19c	Visual Distraction	4			X				8													
19d	High Traffic Volume	4			X				8													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specify)																					
20	Environmental Cleanup	2				X			6													Pollen/weeds/ragweed/cottonwood/junkyards/tracks
21	Proximity to Downtown	4						X	20													
22	~~Other~~ walkability	2					X		8													Specify:
								SCORE	250						19						1	

279

not right for market
has an odd feel to it.

SITE SELECTION MATRIX

Site: #9 Double Duo
Date: 14 March 13
Evaluator: JBR

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional if ranked low)						Non-Tangible Benefits (completion optional specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4	X						0													Specify: all are scrapes - not appropriate for market
1b	Multiple Buildings	1	X					X	0													
1c	Architectural Character	5	X						0													Name Feature/Style
1d	Condition	4	X						0													
1e	Configuration	3	X						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3				X			9													
3	Expansion Capability	1	X						0													
4	Garden Area	2	X						0													Raw land for demonstration garden
5	Out-Flow Area	5				X	X		20													Ability to temporarily close off street during weekend festivals & special activities. Specify (park, water feature, recreation, etc.): street down middle by block
6	Feature / Attraction Adjacency	4	X						0													
7	View Corridor	3		X					3													
8	Visual Access to Site	5	X						0													
9	Solar Access	3				X			9													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4				X			12													
10b	Public Transportation	4		X					4													
10c	Pedestrian	3			X				6													
10d	Recreation trail	2	X						0													bicycle, walk, run, skate, skateboard, etc.
10e	Other Parking	3	X						0													Specify:
11	Shared Accouterments	2	X						0													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1	X						0													not available !
12c	Grant	5																				
12d	Cost	4	X						0													Specify:
12e	Timeframe	4	X						0													Specify:
13	Zoning	2							X													Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5				X			15													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3				X			9													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					X		4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4				X			12													
15b	Electric	4				X			12													probably not sized for public market
15c	Sanitary Sewer	4				X			12													
15d	Gas	4			X				8													
15e	Storm Sewer	4					X		16													
15f	Phone	4					X		16													
15g	Other (list)																					
16	Commercial Viability	4		X					4													
17	Complementary Development	3	X						0													Proposed development
18	Competing Development	3						X	15													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4		X					4													
19b	Adverse Odors	4	X				X		16													
19c	Visual Distraction	4		X					4													
19d	High Traffic Volume	4			X				8													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2	X						0													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4					X		16													not one
22	Other: walkability	2				X			6													Specify:
									SCORE 181						Ø						Ø	

76

181

SITE SELECTION MATRIX

Site: #10 Larson
Date: 14 March 13
Evaluator: JBR

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4		X					4													Specify: Bldgs not usable
1b	Multiple Buildings	1						X	0													2 Bldgs not suitable
1c	Architectural Character	5	X						0													Name Feature/Style
1d	Condition	4		X					4													
1e	Configuration	3	X						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, queue, zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													this should be considered a scrape
1g	ADA Compliance	2	X						0													
2	Buildable Area	3					X		12			X			3							
3	Expansion Capability	1	X						0													limited redevelopment area for parking in.
4	Garden Area	2		X					2													would constrict new building accomodations
5	Out-Flow Area	5			X				10													Specify (park, water feature, recreation, etc.):
6	Feature / Attraction Adjacency	4	X						0													downtown w/ slight glimpse of Pikes Peak - Cheyenne mountain
7	View Corridor	3				X			9								X				2	from wasatch only - no major roadway
8	Visual Access to Site	5		X					5													for gardens and/or solar energy production
9	Solar Access	3				X			9													
10	Accessibility	-							X													
10a	Vehicle	4				X			12													not near major roadway
10b	Public Transportation	4			X				8													
10c	Pedestrian	3			X				6													
10d	Recreation trail	2	X						0													bicycle, walk, run, skate, skateboard, etc.
10e	Other for Living	3				X			9													Specify:
11	Shared Accouterments	2	X						0													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					one bldg/lot for lease only
12b	Purchase X	1	X						0													
12c	Grant	5	X						0													
12d	Cost	4							0													Specify:
12e	Timeframe	4							0													Specify:
13	Zoning	2							X													Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5					X	X	20													out - District/Core retail/commercial
14b	1 Block	3					X		12													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					X		4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4					X		16													
15b	Electric	4					X		16													
15c	Sanitary Sewer	4					X		16													
15d	Gas	4					X		16													
15e	Storm Sewer	4					X		16													
15f	Phone	4					X		16													
15g	Other (list)																					
16	Commercial Viability	4					X		16													
17	Complementary Development	3						X	15													important development Proposed Art District
18	Competing Development	3						X	15													Rank in reverse order (5=no impact, 1-Big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1-Big impact)
19a	Adverse Noise	4		X					4													the din of downtown
19b	Adverse Odors	4	X						0													
19c	Visual Distraction	4		X					4													lots of Bldgs vacant/for sale/run down - quality price for redevelopment
19d	High Traffic Volume	4	X						0													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2	X						8													Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4						X	20													
22	Other Walkability	2					X		8													Specify:
								SCORE	225						3						2	

south end has nice view of Cowpuncher & Pikes Peak

96

230

SITE SELECTION MATRIX

Site: #11 Gazette
Date: 14 March 13
Evaluator: JBR

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4			X				8					X	5							Specify: Way too big - would need some demo and additional uses/lease - part could stay with office
1b	Multiple Buildings	1						X	5													
1c	Architectural Character	5		X					5			X			3							Would be expensive but could be renovated to look better. - modern
1d	Condition	4					X		16													
1e	Configuration	3					X		12									X			3	has many possible features to make it cool (commissary kitchen, etc.)
1f	Code Compliance	2						X	10													
1g	ADA Compliance	2				X			6													
2	Buildable Area	3					X		12													
3	Expansion Capability	1					X		4													
4	Garden Area	2					X		8													Raw land for demonstration garden
5	Out-Flow Area	5						X	25													Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4						X	20													Specify: (e.g. water feature, view, natural feature, location, etc.) Shacks Run/Park
7	View Corridor	3			X	X			9										X		4	upper levels have excellent views / lower levels not as good
8	Visual Access to Site	5					X		20									X			3	Can see bldg from downtown
9	Solar Access	3						X	15													for gardens and/or solar energy production
10	Accessibility	-					X															
10a	Vehicle	4					X		16													1 block off of Pikes Peak
10b	Public Transportation	4			X				8													
10c	Pedestrian	3				X			9													
10d	Recreation trail	2				X			6													bike, run, jog, skateboard, etc. Shacks Run
10e	Other Parking	3					X		12													Specify: much existing parking
11	Shared Accouterments	2			X				4													Non-Parking / creek trail
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1						X	5													
12c	Grant	5X						X	25													possible
12d	Cost	4			X				8													Specify:
12e	Timeframe	4			X				8													Specify: could be delayed for years while Gazette decides what to do.
13	Zoning	2																				Specify: might be industrial
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5		X					5													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3		X					3													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1			X				2													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4						X	20													
15b	Electric	4						X	20													
15c	Sanitary Sewer	4						X	20													
15d	Gas	4						X	20													
15e	Storm Sewer	4						X	20													
15f	Phone	4						X	20													
15g	Other (list)																					
16	Commercial Viability	4			X				8									X			3	psychological separation from downtown/commercial - feels right for market needs
17	Complementary Development	3	X						0													Proposed development
18	Competing Development	3						X	15													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-																				Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4			X				8								X				2	it has a calm feeling not felt closer to Pikes Peak ave.
19b	Adverse Odors	4						X	20													
19c	Visual Distraction	4			X				8													
19d	High Traffic Volume	4					X		16													
19e	Weather	3						X	15													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2		X					2													Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4					X		16													near not in
22	Other Walkability	2			X				4			X			3							Specify: sidewalks near but not connected - would want a bridge to train station
									SCORE 352						11						15	art district

166

378

would need other developer assistance: housing, connectivity, commercial

SITE SELECTION MATRIX

Site: #12 - Shooks Run/Pikes Peak
Date: 14 March '13
Evaluator: JBR

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4	X						0				X		4							Specify: Buildable - big lot / no demo Required - cleared flat
1b	Multiple Buildings	1	X						0													
1c	Architectural Character	5	X						0													Name Feature/Style:
1d	Condition	4	X						0													
1e	Configuration	3	X						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quaint zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3						X	15													
3	Expansion Capability	1						X	5													
4	Garden Area	2						X	10													Raw land for demonstration garden
5	Out-Flow Area	5						X	25													Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4					X		16													Shooks Run Access to west - public / small trail is 12' below creek & 20' below
7	View Corridor	3					X		12													good views of Pikes Peak to west (narrow side) - hills behind downtown Pikes Peak
8	Visual Access to Site	5						X	25													
9	Solar Access	3						X	15													for gardens and/or solar energy production
10	Accessibility	-					X		8													busy street hard to get a turn off
10a	Vehicle	4					X		16													
10b	Public Transportation	4				X			12													
10c	Pedestrian	3					X		12													Shooks Run
10d	Recreation trail	2						X	10													bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ Parking	3				X			9													Specify: none exists but plenty of room to build
11	Shared Accouterments	2			X				4													Negotiated
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	X 1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5		X					5													Residential - home / Gazebo the across st. should be a core to eat
14b	1 Block	3		X					3													Kennedy Hospital
14c	2 Blocks	1		X	X				2													downtown commercial and beneficial uses. blocks west - psychology! isolation by creek
15	Utilities																					near site - urban lot
15a	Water	4			X																	
15b	Electric	4			X																	
15c	Sanitary Sewer	4				X																on site
15d	Gas	4			X																	
15e	Storm Sewer	4			X																	
15f	Phone	4			X																	
15g	Other (list)																					
16	Commercial Viability	4		X					4													
17	Complementary Development	3	X						8													Proposed development
18	Competing Development	3	X						8													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-																				Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4	X						0													
19b	Adverse Odors	4					X		16													
19c	Visual Distraction	4		X					4													
19d	High Traffic Volume	4	X						0		X				2							
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2	X						0													Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4				X			12													close but not part of downtown
22	~~Other~~ Walkability	2				X			6													Specify:
								SCORE	250						6						0	

256

SITE SELECTION MATRIX

Site: Murphy Depot #1
Date: 14 March 2013
Evaluator: WS

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-																				If done go to #2
1a	Size	4																				Specify:
1b	Multiple Buildings	1																				
1c	Architectural Character	5																				Name: Salvage building + build NEW.
1d	Condition	4																				
1e	Configuration	3																				Convertable for market (long & narrow; open floor plan, truck dock, drive-thru, quiet zone, commissary kitchen, etc.)
1f	Code Compliance	2																				
1g	ADA Compliance	2																				
2	Buildable Area	3																				
3	Expansion Capability	1																				
4	Garden Area	2																				Raw land for demonstration garden
5	Out-Flow Area	5																				Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4																				Specify: Rock River Center feature, recreation, Adjacent but big project to renew
7	View Corridor	3																				125 dominates
8	Visual Access to Site	5																				
9	Solar Access	3																				for gardens and/or solar energy production
10	Accessibility	-																				1 way in / 1 way out
10a	Vehicle	4																				
10b	Public Transportation	4																				
10c	Pedestrian	3																				
10d	Recreation trail	2																				Go through AB Park
10e	~~Other~~ Parking	3																				Specify:
11	Shared Accouterments	2																				Non-attained
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5																				Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3																				Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1																				Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4																				
17	Complementary Development	3																				Proposed development
18	Competing Development	3																				Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-																				Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4																				125 noise + Visual distraction / Train
19b	Adverse Odors	4																				
19c	Visual Distraction	4																				125 / Train
19d	High Traffic Volume	4																				125
19e	Weather	3																				Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2																				Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4																				Access an issue
22	Other Walkability	2																				Specify: Access an issue
									SCORE 203						Ø						Ø	

3 related to access

203

SITE SELECTION MATRIX

Site: Duggerstein pt
Date: 14 March 2013
Evaluator: WS

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-				X			X													If none go to #2
1a	Size	4				X			12													Specify: Needs Parking Lot
1b	Multiple Buildings	1				X		X	5													
1c	Architectural Character	5				X			15													Name Feature/Style
1d	Condition	4				X			12													
1e	Configuration	3			X				6													can be overcome w/ creative planning + design
1f	Code Compliance	2		X					2													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3				X			9													
3	Expansion Capability	1				X			3													
4	Garden Area	2					X		8													Raw land for demonstration garden
5	Out-Flow Area	5					X		20													Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4					X		16													Specify: Antlers, old depot, PPCC
7	View Corridor	3						X	15													
8	Visual Access to Site	5						X	25													~~Cobrado~~ Cobrado Frontage
9	Solar Access	3					X		12													for gardens and/or solar energy production
10	Accessibility	-																				
10a	Vehicle	4						X	20													
10b	Public Transportation	4				X			12													
10c	Pedestrian	3				X			9													
10d	Recreation trail -	2					X		8													bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ Parking	3				X			9													Specify:
11	Shared Accouterments	2				X			6													Depot District Theme
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5				X			15													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3				X			9													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					X		4													Within 2 block radius. List detrimental and beneficial uses
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4				X			12													
17	Complementary Development	3					X		12													Offices, Hotel, College
18	Competing Development	3						X	15													Rank in reverse order (5=no impact, 3-big impact)
19	Negative Aspects	-																				Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					X		16													Train mitigated by office bldg
19b	Adverse Odors	4						X	20													
19c	Visual Distraction	4					X		16													
19d	High Traffic Volume	4					X		16													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2			X				4													Potential for Vehicle maint.
21	Proximity to Downtown	4					X		16													Easy Access
22	~~Other~~ Walkability	2				X			6													Specify:
								SCORE	397						Ø						Ø	

Could be gateway into Downtown & incorporated into Larger depot district -

Visible to Hotel

397

"Good" Feel

SITE SELECTION MATRIX

Site: Crissy-Fowler #3
Date: 14 March 13
Evaluator: WS

Owner:
Last Sale Price:
Land Area:

			completion required for all (0=least - 5=best)							completion optional (if ranked low)						completion optional (specify)						
	Ranking Crietria		Quantity / Quality Ranking							Mitigation Impact						Non-Tangible Benefits						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-					X		X													If none go to #2
1a	Size	4						X	16													Specify:
1b	Multiple Buildings	1			X				5													
1c	Architectural Character	5	X						5													Name Feature/Style
1d	Condition	4		X					4													
1e	Configuration	3	X						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiet zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3				X			9													
3	Expansion Capability	1				X			3													
4	Garden Area	2				X			6													Raw land for demonstration garden
5	Out-Flow Area	5				X			15													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4	X						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3			X				6													Train Tracks obscure
8	Visual Access to Site	5				X			10													
9	Solar Access	3				X			9													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4					X		16													
10b	Public Transportation	4			X				8													
10c	Pedestrian	3		X					3													
10d	Recreation trail	2	X						0													bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ parking	3				X			9													Specify:
11	Shared Accouterments	2	X						0													Non-attained
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with Heavy Industrial
14a	Immediate	5	X						0													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3		X					3													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1			X				2													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4		X					4													Proposed Science Center / Children's Museum goes.
17	Complementary Development	3	X			X			9													
18	Competing Development	3						X	15													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4	X						0													
19b	Adverse Odors	4					X		16													
19c	Visual Distraction	4	X						0													Interstate + Train
19d	High Traffic Volume	4			X				8													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2				X			6													Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4				X			12													
22	~~Other~~ Walkability	2		X					2													Specify:
		SCORE							213						Ø						Ø	

Mostly Scrape

213

SITE SELECTION MATRIX

Site: Dogwood Paintball 4
Date: 14 March 2013
Evaluator: WS

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-					X		X													If none go to #2
1a	Size	4					4		16													Specify:
1b	Multiple Buildings	1		X				X	5													
1c	Architectural Character	5	X						0													Name Feature/Style
1d	Condition	4		X					4													
1e	Configuration	3		X					3													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiluet zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X			X			8													
2	Buildable Area	3			X				6													
3	Expansion Capability	1			X				2													
4	Garden Area	2			X				4													Raw land for demonstration garden
5	Out-Flow Area	5			X				10													Trein Adjacency is Problematic
6	Feature / Attraction Adjacency	4	X						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3			X				6													Obscured by Tracks
8	Visual Access to Site	5				X			15													
9	Solar Access	3					X		12													for gardens and/or solar energy production
10	Accessibility	-				X			X													
10a	Vehicle	4					X		16													
10b	Public Transportation	4			X				8													
10c	Pedestrian	3		X					3													
10d	Recreation trail	2	X						0													bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ parking	3				X			9													Specify:
11	Shared Accouterments	2	X						0													Frustrating views to park w/ NO access
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5	X						0													Heavy Industrial Immediately adjacent and across the street. List detrimental and beneficial uses.
14b	1 Block	3		X					3													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1			X				2													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4		X					4													
17	Complementary Development	3	X						0													Proposed development
18	Competing Development	3						X	15													Rate in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rate in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4	X						0													
19b	Adverse Odors	4					X		16													
19c	Visual Distraction	4	X						0													Interstate + Train
19d	High Traffic Volume	4			X				8													
19e	Weather	3				X	X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2		X					2													On tracks — Potential for + Autoshop on site now
21	Proximity to Downtown	4			X				8													
22	Other Walkability	2	X						0													Specify:
		SCORE							189						Ø						Ø	

Scrape + Rebuild

189

High Location Efficiency

SITE SELECTION MATRIX

Site: Dorchester #5
Date: 14 March 13
Evaluator: WS

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all) (0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional) (if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional) (specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-					X		X													If none go to #2
1a	Size	4					X		16													Specify:
1b	Multiple Buildings	1	X						0													
1c	Architectural Character	5		X					5													Name Feature/Style:
1d	Condition	4			X				8													
1e	Configuration	3				X			9													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiet zone, commissary kitchen, etc.)
1f	Code Compliance	2					X		8													
1g	ADA Compliance	2					X		8													
2	Buildable Area	3				X			9													
3	Expansion Capability	1			X				2													
4	Garden Area	2					X		8													Orchard w/ Park
5	Out-Flow Area	5						X	25													Area is dedicated outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4						X	20													Specify: (park, water feature, recreation, etc.)
7	View Corridor	3					X		12													
8	Visual Access to Site	5					X		20													Better w/ Corner & Nevada frontage
9	Solar Access	3							12													for gardens and/or solar energy production
10	Accessibility	-						X	20													
10a	Vehicle	4						X	20													
10b	Public Transportation	4				X			12													
10c	Pedestrian	3				X			9													
10d	Recreation trail	2						X	10													Santa Fe Trail
10e	Other Pa / Kway	3					X		12													Specify:
11	Shared Accouterments	2						X	10													Parking w/ Park / Trail / Garden
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5		X					5													Strip Mall across Nevada is BAD / Adjacent Motels BAD!
14b	1 Block	3		X					3													Within 1 block radius, list detrimental and beneficial uses.
14c	2 Blocks	1			X				2													Within 2 block radius, list detrimental and beneficial uses.
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4				X			12													
17	Complementary Development	3		X					3													Proposed development
18	Competing Development	3			X				6													Wyandotte development across I25
19	Negative Aspects	-																				Rank (1=severe impact, 5=little impact)
19a	Adverse Noise	4	X						0													
19b	Adverse Odors	4					X		16													
19c	Visual Distraction	4			X				8													Blight
19d	High Traffic Volume	4			X				8													
19e	Weather	3				X			9													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2					X		8													Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4			X				8													
22	Other	2	X						0													Specify: Not Truly Walkable due to Traffic & big Surrounding ROWs
								SCORE	323					Ø						Ø	

Should be viewed as catalyst for neighborhood redevelopment / Removal of Blight.

Great Vehicular access - /25 323

Pick up parcels on Tejon + Nevada?

SITE SELECTION MATRIX

Site: Lowell #4
Date: 14 March 2013
Evaluator: WS

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4			X				8													Specify:
1b	Multiple Buildings	1	X						0													
1c	Architectural Character	5	X						0													Name Feature/Style
1d	Condition	4	X						0													
1e	Configuration	3	X						0													Compatible for market (long & narrow, open floor plan, truck dock, drive-thru, gronet zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3					X		12													
3	Expansion Capability	1			X				2													
4	Garden Area	2				X			6													Raw land for demonstration garden
5	Out-Flow Area	5			X				10													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4				X			8													Specify (park, water feature, recreation, etc.):
7	View Corridor	3				X			9													Partially blocked by condos
8	Visual Access to Site	5		X					5													
9	Solar Access	3					X		12													For gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4					X		16													
10b	Public Transportation	4			X				8													
10c	Pedestrian	3			X				6													Good for PUD occupents - enough though?
10d	Recreation trail	2			X				4													bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ Parking	3			X				6													Specify:
11	Shared Accouterments	2	X						0													Non-attained
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2		X																		Specify: PUD - Δ's to accepted p/z & Planning
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5					X		20													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3				X			9													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1				X			3													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4				X			12													
17	Complementary Development	3					X	X	15													Proximity to Downtown? Enough?
18	Competing Development	3					X		12													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4		X					4													125 Hum
19b	Adverse Odors	4						X	20													
19c	Visual Distraction	4					X		16													
19d	High Traffic Volume	4				X			12													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2						X	10													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4				X			12													
22	~~Other~~ Walkability	2		X					2													Specify:
								SCORE	275						Ø						Ø	

275

DERA - RR Signage

SITE SELECTION MATRIX

Site: Shooks Run #3 Railroad
Date: 14 March 2013
Evaluator: WS

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-						X	X													If none go to #2
1a	Size	4						X	20													Specify:
1b	Multiple Buildings	1	X						0													
1c	Architectural Character	5	X						0													Name Feature/Style
1d	Condition	4	X						0													
1e	Configuration	3	X						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quisset zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3						X	15													
3	Expansion Capability	1						X	5													
4	Garden Area	2						X	10													Raw land for demonstration garden
5	Out-Flow Area	5						X	25													Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4			X				12													~~Shooks Run~~ 35 Below but could be asset
7	View Corridor	3				X			12													Would be 5 if not for back of warehouses
8	Visual Access to Site	5		X					25													limited due to warehouses
9	Solar Access	3						X	15													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4	X						0													
10b	Public Transportation	4		X					4													Vehicle Access is a challenge
10c	Pedestrian	3		X	X				3													
10d	Recreation trail	2		X					2													bicycle, ~~ru~~ [illegible], etc.) All Access is a challenge
10e	~~Other~~ Parking	3	X						0													Specify:
11	Shared Accouterments	2		X					2													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5	X						0													Warehouse Light Industrial
14b	1 Block	3		X					3													Within 1 block radius. List detrimental and beneficial uses
14c	2 Blocks	1			X				2													Within 2 block radius. List detrimental and beneficial uses
15	Utilities								X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4			X				8													
17	Complementary Development	3		X					3													Proposed development
18	Competing Development	3						X	15													Rank in reverse order (5=no impact; 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact; 1=big impact)
19a	Adverse Noise	4				X			12													
19b	Adverse Odors	4						X	20													
19c	Visual Distraction	4				X			12													Warehouse/resale shop
19d	High Traffic Volume	4					X		16													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2		X					2													Rail ~~switchyard~~ Potential Separated
21	Proximity to Downtown	4			X				8													
22	~~Other~~ Walkability	2			X				4													Specify:
								SCORE	245						Ø						Ø	

Entry @ Rio Grande - Extend into site. 245

SITE SELECTION MATRIX

Site: Salvation Army B
Date: 14 March 2013
Evaluator: WJ

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all) (0=least - 5=best)							Mitigation Impact (completion optional) (if ranked low)						Non-Tangible Benefits (completion optional) (specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-					X		X													If none go to #2
1a	Size	4						X	16													Specify:
1b	Multiple Buildings	1			X			X	2													Include Elks + 2 other properties for Parking/outflow
1c	Architectural Character	5	X						0													Arch character is BAD! - Elks is nice Deco.
1d	Condition	4		X					4													
1e	Configuration	3	X						0													Not Compatible - Outflow on East Side - NO MTN Views
1f	Code Compliance	2				X			6													
1g	ADA Compliance	2				X			6													
2	Buildable Area	3			X				6													
3	Expansion Capability	1					X		4													
4	Garden Area	2				X			4													Raw land for demonstration garden
5	Out-Flow Area	5				X			15													Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4		X					8													Specify (park, water feature, recreation, etc.):
7	View Corridor	3			X				6													No Visual access from outdoor Areas / Nice Views from Water Front
8	Visual Access to Site	5				X			15													
9	Solar Access	3				X			9													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4					X		12													
10b	Public Transportation	4				X			12													
10c	Pedestrian	3				X			9													
10d	Recreation trail	2		.	X				4													Bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ parking	3			X				6													Specify:
11	Shared Accouterments	2		X					2													Non-attained
12	Availability	-							X													- Need other Parcels
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5			X				10													Current Industrial across the street. List detrimental and beneficial uses.
14b	1 Block	3				X			9													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					X		4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4				X			12													
17	Complementary Development	3			X				6													Proposed development
18	Competing Development	3				X			9													Rank in reverse order (Zero Impact, 3 Big Impact)
19	Negative Aspects	-							X													Rank in reverse order (Zero Impact, 3 Big Impact)
19a	Adverse Noise	4				X			12													
19b	Adverse Odors	4						X	20													
19c	Visual Distraction	4					X		16													
19d	High Traffic Volume	4				X			12													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2						X	10													Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4					X		16													Good CBD access
22	~~Other~~ walkability	2					X		8													Specify:
								SCORE	311						Ø						Ø	

Not good feel. outdoor area has no connection w/ Front Range

311

SITE SELECTION MATRIX

Site: Pueblo Ave 9
Date: 16 March 2015
Evaluator: NS

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4	X						0													Specify: Bisected by Roadway
1b	Multiple Buildings	1		X				X	0													Reze 6 structures?
1c	Architectural Character	5	X						0													
1d	Condition	4	X						0													
1e	Configuration	3	X						0													
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3		X					3													Bisected by Roadway
3	Expansion Capability	1		X					1													
4	Garden Area	2			X				4													Raw land for demonstration garden
5	Out-Flow Area	5		X					5													Presumably into Closed Street if possible
6	Feature / Attraction Adjacency	4			X				8													Specify (park, water feature, recreation, etc.):
7	View Corridor	3					X		12													
8	Visual Access to Site	5					X		20													
9	Solar Access	3				X			9													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4					X		16													Closer to CBD
10b	Public Transportation	4				X			12													
10c	Pedestrian	3				X			9													
10d	Recreation trail	2		X					4													bicycle, walk, run, skate, skateboard, etc.
10e	Other: per Nancy	3			X				6													Specify:
11	Shared Accouterments	2			X				4													Non-attained
12	Availability	-							X													Tough to buy all required parcels
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5		X					5													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3			X				6													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					X		4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4			X				8													
17	Complementary Development	3							0													Proposed development
18	Competing Development	3					X		12													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4		X		X			4													
19b	Adverse Odors	4		X		X			4													
19c	Visual Distraction	4		X		X			4													
19d	High Traffic Volume	4		X		X			4													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2		X					2													Potential / Known Contamination: Lead / Asbestos / ETC
21	Proximity to Downtown	4		X					4													
22	Other: walkability	2					X		8													Specify:
									SCORE 209						0						0	

Bad Site!

209

BAD!

SITE SELECTION MATRIX

Site: Larsen Site #10
Date: 14 March 2013
Evaluator: WS

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to 2
1a	Size	4					X		16													Specify:
1b	Multiple Buildings	1		X				X	5													
1c	Architectural Character	5	X						5													Name Feature/Style SCRAPE 2 BLDGS
1d	Condition	4	X						0													
1e	Configuration	3	X						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiet zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3					X		12													
3	Expansion Capability	1			X				2													
4	Garden Area	2			X				4													Raw land for demonstration garden
5	Out-Flow Area	5				X			15													Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4				X			12													Riverfront Park, Arts district + Downtown Proximity
7	View Corridor	3			X	X			9													Shielded by downtown
8	Visual Access to Site	5				X			15													On Wahsatch
9	Solar Access	3				X			9													West Exposure - Mitigation in Summer
10	Accessibility	-					X		X													
10a	Vehicle	4					X		16													
10b	Public Transportation	4				X			12													
10c	Pedestrian	3				X			9													Must cross heavily trafficked streets from Downtown
10d	Recreation trail	2			X				4													bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ parking	3			X				6													Specify:
11	Shared Accouterments	2		X					2													Non-attained
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5			X	X			10													Auto Repair
14b	1 Block	3				X			9													Parts Place - if continued
14c	2 Blocks	1					X		4													Close to CBD
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4					X		16													
17	Complementary Development	3					X		12													Arts District - if continued
18	Competing Development	3					X		12													Proximity to developed/known competing areas required
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1 big impact)
19a	Adverse Noise	4				X			12													Rank in reverse order (5=no impact, 1 big impact)
19b	Adverse Odors	4						X	20													
19c	Visual Distraction	4					X		16													
19d	High Traffic Volume	4				X			12													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specify)																					
20	Environmental Cleanup	2			X				4													Buildings / Scrape Lead / Asbestos / Etc...
21	Proximity to Downtown	4					X		16													
22	Other Walkable	2			X				6													Specify:
								SCORE	309						Ø						Ø	

On Fringe of Downtown - where light Industrial begins. Area shows some signs of urban renewal
Existing buildings MUST GO... Raze 309
Not Good feel

SITE SELECTION MATRIX

Site: Gazette #11
Date: 14 March 2013
Evaluator: WS

Owner:
Last Sale Price:
Land Area:

completion required for all (0=least - 5=best) | completion optional (if ranked low) | completion optional (specify)

	Ranking Criteria		Quantity / Quality Ranking							Mitigation Impact						Non-Tangible Benefits						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-																				If none go to #2
1a	Size	4						X	20													Specify:
1b	Multiple Buildings	1					X	X	5													
1c	Architectural Character	5	X						0			X			3							Industrial Arch could be mitigated w/ Indoor/outdoor Terraces to exploit Mountain Views. → West Side Solar exposure/glare should be mitigated too
1d	Condition	4				X			12													compatible for market (long & narrow, open floor plan, tri-level, etc.)
1e	Configuration	3				X			9													Meeting ADA will be challenge.
1f	Code Compliance	2					X		4													
1g	ADA Compliance	2			X				4													
2	Buildable Area	3			X				6													
3	Expansion Capability	1					X		4													
4	Garden Area	2					X		8													Raw land for demonstration garden
5	Out-Flow Area	5						X	25													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4		X					8													~~Shocks~~ Run ~~Freedom~~ Park (or Freedom Park)
7	View Corridor	3			X				6													Poor on West side / Great from East side
8	Visual Access to Site	5				X			15													
9	Solar Access	3					X		12													for gardens and/or solar energy production
10	Accessibility	-																				Feels Separated from CBD
10a	Vehicle	4					X		10													
10b	Public Transportation	4		X					4													
10c	Pedestrian	3			X				6													What are Ped. Generators? ½ mile
10d	Recreation trail	2					X		8													bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ Parking	3					X		12													Specify:
11	Shared Accouterments	2		X	X				4													~~Shocks~~ RUN + Freedom Park
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5				X			15													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3				X			9													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1				X			3													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4					X		16													
17	Complementary Development	3			X				6													Proposed development
18	Competing Development	3					X		12													Rank in reverse order (5=no impact, 1-big impact)
19	Negative Aspects	-																				Rank in reverse order (5=no impact, 1-big impact)
19a	Adverse Noise	4			~~X~~	X			12													
19b	Adverse Odors	4						X	20													
19c	Visual Distraction	4					X		16													
19d	High Traffic Volume	4				X			12													Setback from P.P.
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specify)																					
20	Environmental Cleanup	2					X		8													Could Printing Function be Potential Problem
21	Proximity to Downtown	4		X					4													Feels Separate
22	Other Walkability	2		X					2													Specify: Proximal Pedestrian Generators?
								SCORE	335					3						Ø	

Potential for adjacent housing through 'other' developer
"Good Feel"
Has opportunity for revitalization Impact

338

Need to incorporate out parcel - Park & Sell

SITE SELECTION MATRIX

Site: Pikes Peak #12
Date: 18 March 13
Evaluator: W.S.

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-						X	X													If none go to #2
1a	Size	4	X						0													Specify: Clean Slate w/ proximity to trail - Does NOT Feel to be part of CBD!
1b	Multiple Buildings	1	X						0													Name Feature/Style
1c	Architectural Character	5	X						0													Not much opportunity for adjacent higher density residential.
1d	Condition	4	X						0													compatibility (e.g., drive-in, open floor plan, truck dock, drive-thru, quiet zone, commissary kitchen, etc.)
1e	Configuration	3	X						0													Best characteristic is VIEW-SHED + Trail!
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X					X	5													
2	Buildable Area	3				X			3													
3	Expansion Capability	1				X			3													
4	Garden Area	2							0													Raw land for demonstration garden
5	Out-Flow Area	5	X						0													Good Potential for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4		X					4													Good Proximity to Shades Trail
7	View Corridor	3						X	15													Views to Peak / Front Range Expansive Views
8	Visual Access to Site	5					X		20													Good from P.P.
9	Solar Access	3						X	15													for gardens and/or solar energy production
10	Accessibility	-				X			X													Tricky Left Turn off PP east bound
10a	Vehicle	4					X		16													
10b	Public Transportation	4		X					4													Bus exchange downtown Approx 3/4 mile
10c	Pedestrian	3					X		12													Where pedestrians coming from?
10d	Recreation trail	2						X	10													bicycle, walk, run, skate, skateboard, etc.
10e	~~Other~~ Parking	3					X		12													Specify:
11	Shared Accouterments	2		X					2													Trail
12	Availability	-							X													
12a	99 Year Lease								0													
12b	Purchase	1							0													
12c	Grant	5							0													
12d	Cost	4							0													Specify:
12e	Timeframe	4							0													Specify:
13	Zoning	2							0													Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5			X				10													Properties immediately adjacent to or across the street. List detrimental and beneficial uses:
14b	1 Block	3			X				6													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1		X					1													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4							0													
15b	Electric	4							0													
15c	Sanitary Sewer	4							0													
15d	Gas	4							0													
15e	Storm Sewer	4							0													
15f	Phone	4							0													
15g	Other (list)								0													
16	Commercial Viability	4				X			12													
17	Complementary Development	3					X		12													Residential / Gazette
18	Competing Development	3						X	15													Rank: (1=reverse order (zero impact, 5=big impact)
19	Negative Aspects	-							X													Rank: (1=reverse order (zero impact, 5=big impact)
19a	Adverse Noise	4		X					4													Vehicular noise
19b	Adverse Odors	4						X	20													
19c	Visual Distraction	4			X				8													nothing East
19d	High Traffic Volume	4					X		16													Lots of volume on PP.
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)								0													
20	Environmental Cleanup	2	X						0													Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4		X					4													
22	Other - Walkability	2			X				4													Specify: No Proximal Pedestrian Generators
								SCORE	258					Ø						Ø	

258

SITE SELECTION MATRIX

Site: Murphy 1
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					4		16	scrape												Specify:
1b	Multiple Buildings	1			2			X	5													
1c	Architectural Character	5	0						0													Name Feature/Style
1d	Condition	4		1					4													
1e	Configuration	3		1					3													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2		1					2													
1g	ADA Compliance	2		1					2													
2	Buildable Area	3					4		12													
3	Expansion Capability	1			2				2													
4	Garden Area	2			2				4													Raw land for demonstration garden
5	Out-Flow Area	5			2				10													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4			2				8													Specify (park, water feature, recreation, etc.):
7	View Corridor	3					4		12													
8	Visual Access to Site	5						5	25													
9	Solar Access	3				3			9													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4		1					4													
10b	Public Transportation	4		1					4													
10c	Pedestrian	3		1					3													
10d	Recreation trail	2			2				4													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3		1					3													Specify:
11	Shared Accouterments	2					4		8													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5					4		20													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3					4		12													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					4		4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4			2				8													
17	Complementary Development	3			2				6													Proposed development
18	Competing Development	3			2				6													Rank in reverse order (5=no impact; 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact; 1=big impact)
19a	Adverse Noise	4	1						4													
19b	Adverse Odors	4	1						4													
19c	Visual Distraction	4	1						4													
19d	High Traffic Volume	4						5	20													
19e	Weather	3	X						0													Wind, lack of sunshine
19f	Other (specifiy)		X						0													
20	Environmental Cleanup	2	X						0	don't know, just suspect												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4			2				8													
22	walkability	2	1						2													Specify:
								SCORE	236						0						0	

SITE SELECTION MATRIX

Site: Superstein 2
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					4		16													Specify:
1b	Multiple Buildings	1				3		X	5													
1c	Architectural Character	5				3			15													Name Feature/Style
1d	Condition	4			2				8													
1e	Configuration	3			2				6													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2		1					2													
1g	ADA Compliance	2			2				4													
2	Buildable Area	3				3			9													
3	Expansion Capability	1			2				2													
4	Garden Area	2		1					2													Raw land for demonstration garden
5	Out-Flow Area	5				3			15													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4					4		16													Specify (park, water feature, recreation, etc.):
7	View Corridor	3					4		12													
8	Visual Access to Site	5				3			15													
9	Solar Access	3					4		12													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4					4		16													
10b	Public Transportation	4					4		16													
10c	Pedestrian	3					4		12													
10d	Recreation trail	2		2					4													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3					4		12													Specify:
11	Shared Accouterments	2					4		8	nice spot for downtown												Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility	-							X													Compatibility with adjacent development
14a	Immediate	5					4		20	depends on what else is built												Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3					4		12													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					4		4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4					4		16													
17	Complementary Development	3					4		12	depends												Proposed development
18	Competing Development	3						5	15													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4						5	20													
19b	Adverse Odors	4						5	20													
19c	Visual Distraction	4						5	20													
19d	High Traffic Volume	4						5	20													
19e	Weather	3						5	15													Wind, lack of sunshine
19f	Other (specify)		X						8													
20	Environmental Cleanup	2	X						0	don't know												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4		4				X	20	best												
22	walkability	2						5	10	=												Specify:
								SCORE	411						Ø						Ø	

SITE SELECTION MATRIX

Site: Chrissey Fowler 3
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4						5	20													Specify:
1b	Multiple Buildings	1					5	X	5													
1c	Architectural Character	5	0						0													Name Feature/Style
1d	Condition	4		1					4													
1e	Configuration	3				3			9													compatible for market (long & narrow, open floor plan, truck dock, drive thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2		1					2													
1g	ADA Compliance	2		1					2													
2	Buildable Area	3						5	15													
3	Expansion Capability	1						5	5													
4	Garden Area	2					4		8													Raw land for demonstration garden
5	Out-Flow Area	5					4		20	need bridge to park												Area immediately outside for seasonal and weekend markets, festivals &,special activities.
6	Feature / Attraction Adjacency	4					4		16													Specify (park, water feature, recreation, etc.):
7	View Corridor	3					4		12													
8	Visual Access to Site	5					4		20													
9	Solar Access	3					4		12													for gardens and/or solar energy production
10	Accessibility	-					4		X													
10a	Vehicle	4					4		16													
10b	Public Transportation	4				3			12													
10c	Pedestrian	3				3			9													
10d	Recreation trail	2			2				4													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3					4		12													Specify:
11	Shared Accouterments	2				3			6	need bridge to park												Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase																					
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X	need more information about what will be built around it												Compatibility with adjacent development
14a	Immediate	5																				Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3																				Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1																				Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4				3			12													
15b	Electric	4				3			12													
15c	Sanitary Sewer	4				3			12													
15d	Gas	4				3			12													
15e	Storm Sewer	4				3			12													
15f	Phone	4				3			12													
15g	Other (list)		X			X			0													
16	Commercial Viability	4					4		16													
17	Complementary Development	3								need more information												Proposed development
18	Competing Development	3						5	15	food desert												Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-						X	X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4						5	20													
19b	Adverse Odors	4						5	20													
19c	Visual Distraction	4						5	20													
19d	High Traffic Volume	4						5	20													
19e	Weather	3						5	15													Wind, lack of sunshine
19f	Other (specifiy)		X					X	0													
20	Environmental Cleanup	2	X						0	don't know												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4		1				X	20	should be best												
22	walkability	2			2				4													Specify:
								SCORE	359						Ø						Ø	

SITE SELECTION MATRIX

Site: Paint Ball 4
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4						5	20													Specify:
1b	Multiple Buildings	1	0					X	5	steel sheds												
1c	Architectural Character	5	0						0													Name Feature/Style
1d	Condition	4	0						0													
1e	Configuration	3			2				6													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2		1					2													
1g	ADA Compliance	2				3			6													
2	Buildable Area	3						5	15													
3	Expansion Capability	1					4		4													
4	Garden Area	2	0						0													Raw land for demonstration garden
5	Out-Flow Area	5					4		20	rr tracks impede												Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4					4		16													Specify (park, water feature, recreation, etc.):
7	View Corridor	3					4		12													
8	Visual Access to Site	5					4		20													
9	Solar Access	3					4		12													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4						5	20													
10b	Public Transportation	4			2				8													
10c	Pedestrian	3				3			9													
10d	Recreation trail	2				3			6													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3				3			9													Specify:
11	Shared Accouterments	2	X						0													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility	-							X													Compatibility with adjacent development
14a	Immediate	5								depends on what gets put in												Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3								depends on what gets put in												Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1								depends on what gets put in												Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4					4		16													
17	Complementary Development	3				?			0													Proposed development
18	Competing Development	3						5	15													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					4		16													
19b	Adverse Odors	4					4		16													
19c	Visual Distraction	4					4		16													
19d	High Traffic Volume	4					4		16													
19e	Weather	3					4		12													Wind, lack of sunshine
19f	Other (specifiy)		X						0													
20	Environmental Cleanup	2				3			6	big question												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4			2				8													
22	walkability	2			2				4													Specify:
							SCORE		315						Ø						Ø	

SITE SELECTION MATRIX

Site: Dorchester 5
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking							Mitigation Impact						Non-Tangible Benefits						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
			completion required for all (0=least - 5=best)							completion optional (if ranked low)						completion optional (specify)						
1	Existing Buildings	-			(2)				X													If none go to #2
1a	Size	4			2				8													Specify:
1b	Multiple Buildings	1	0						0													
1c	Architectural Character	5	0						0													Name Feature/Style
1d	Condition	4			3				12													
1e	Configuration	3		2					6													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2						X	X													
1g	ADA Compliance	2						X	X													
2	Buildable Area	3	0						0													
3	Expansion Capability	1	0						0													
4	Garden Area	2	0						0	use park? Has garden already?												Raw land for demonstration garden
5	Out-Flow Area	5	0						0													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4	0						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3			2				6													
8	Visual Access to Site	5	0						0													
9	Solar Access	3	0						0													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4			2				8													
10b	Public Transportation	4		1					4													
10c	Pedestrian	3		1					3													
10d	Recreation trail	2				3			6													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3		1					3													Specify:
11	Shared Accouterments	2	0					X	10													Non-attained
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility	-							X													Compatibility with adjacent development
14a	Immediate	5	0						0													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3	0						0													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1	0						0													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4				3			12													
15b	Electric	4				3			12													
15c	Sanitary Sewer	4				3			12													
15d	Gas	4				3			12													
15e	Storm Sewer	4				3			12													
15f	Phone	4				3			12													
15g	Other (list)					3																
16	Commercial Viability	4		1					4													
17	Complementary Development	3		1					3													Proposed development
18	Competing Development	3		1					3	too close to ivywild												Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					4		16													
19b	Adverse Odors	4					4		16													
19c	Visual Distraction	4					4		16													
19d	High Traffic Volume	4					4		16													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)		0						0													
20	Environmental Cleanup	2						X	10	not applicable												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4					4		16													
22	walkability	2		1					2													Specify:
								SCORE	200						0						0	

SITE SELECTION MATRIX

Site: Fountain 6 Lowell
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-																				If none go to #2
1a	Size	4	X						0													Specify:
1b	Multiple Buildings	1	X						0													
1c	Architectural Character	5	X						0													Name Feature/Style
1d	Condition	4	X						0													
1e	Configuration	3	X						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2	X						0													
1g	ADA Compliance	2	X						0													
2	Buildable Area	3					4		12													
3	Expansion Capability	1					4		4													
4	Garden Area	2					4		8													Raw land for demonstration garden
5	Out-Flow Area	5					4		20													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4					4		16													Specify (park, water feature, recreation, etc.):
7	View Corridor	3				3			9													
8	Visual Access to Site	5			2				10													
9	Solar Access	3					4		12													for gardens and/or solar energy production
10	Accessibility	-																				
10a	Vehicle	4			2				8													
10b	Public Transportation	4			2				8													
10c	Pedestrian	3			2				6													
10d	Recreation trail	2			2				4													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3			2				6													Specify:
11	Shared Accouterments	2			2				4													Non-attained
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5						5	25													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3					4		12													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					4		4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4				3																
15b	Electric	4				3																
15c	Sanitary Sewer	4				3																
15d	Gas	4				3																
15e	Storm Sewer	4				3																
15f	Phone	4				3																
15g	Other (list)					3																
16	Commercial Viability	4			2				8													
17	Complementary Development	3					4		12													Proposed development
18	Competing Development	3					4		12													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-																				Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4		1					4													
19b	Adverse Odors	4		1					4													
19c	Visual Distraction	4		1					4													
19d	High Traffic Volume	4		1					4													
19e	Weather	3		1					3													Wind, lack of sunshine
19f	Other (specify)		X	X					0													
20	Environmental Cleanup	2		1					2													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4			2				8													
22	walkability	2			2				4													Specify:
								SCORE	233						Ø						Ø	

SITE SELECTION MATRIX

Site: Salvation Army 8
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					4		16	big but probably tear-down												Specify:
1b	Multiple Buildings	1		1				X	5	what good?												
1c	Architectural Character	5		1					5													Name Feature/Style
1d	Condition	4		1					4													
1e	Configuration	3		1					3													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commisary kitchen, etc.)
1f	Code Compliance	2	tear down						2													
1g	ADA Compliance	2	X						2													
2	Buildable Area	3					4		12	scrape												
3	Expansion Capability	1				3			3													
4	Garden Area	2		1					2													Raw land for demonstration garden
5	Out-Flow Area	5					4		20													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4	0						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3	0						0													
8	Visual Access to Site	5	0						0													
9	Solar Access	3	0						0													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4					4		16													
10b	Public Transportation	4				3			12													
10c	Pedestrian	3				3			9													
10d	Recreation trail	2	0						0													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3			2				6	after tear-down = good												Specify:
11	Shared Accouterments	2	0						0													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility			1					X													Compatibility with adjacent development
14a	Immediate	5		1					5													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3		1					3													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1		1					1													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4				3																
15b	Electric	4				3																
15c	Sanitary Sewer	4				3																
15d	Gas	4				3																
15e	Storm Sewer	4				3																
15f	Phone	4				3																
15g	Other (list)					3																
16	Commercial Viability	4		1					4													
17	Complementary Development	3		1					3													Proposed development
18	Competing Development	3						5	15													Rank in reverse order: [5=no impact, 1-big impact]
19	Negative Aspects	-							X													Rank in reverse order: [5=no impact, 1-big impact]
19a	Adverse Noise	4		1					4													
19b	Adverse Odors	4		1					4													
19c	Visual Distraction	4		1					4													
19d	High Traffic Volume	4		1					4													
19e	Weather	3		1					3													Wind, lack of sunshine
19f	Other (specifiy)		X						Ø													
20	Environmental Cleanup	2			2				4													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4			2				8													
22	walkability	2			2				4													Specify:
								SCORE	183						Ø						Ø	

SITE SELECTION MATRIX

Site: Pueblo Street 9
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional) 1	2	3	4	5	Score	Notes:
	Ranking Crietria		(0=least - 5=best)							(if ranked low)						(specify)						
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					4		16													Specify:
1b	Multiple Buildings	1			2			X	5	tear-downs												
1c	Architectural Character	5	0						0	how add to Gill building?												Name Feature/Style
1d	Condition	4			3				12													
1e	Configuration	3			3				9													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quuiet zone, commissary kitchen, etc.)
1f	Code Compliance	2		X					2													
1g	ADA Compliance	2		X					3													
2	Buildable Area	3						5	15													
3	Expansion Capability	1						5	5													
4	Garden Area	2					4		8	must remove concrete												Raw land for demonstration garden
5	Out-Flow Area	5						5	25													Area immediately outside for seasonal and weekend markets, festivals &special activities.
6	Feature / Attraction Adjacency	4					4		16	pioneer museum												Specify (park, water feature, recreation, etc.):
7	View Corridor	3					4		12													
8	Visual Access to Site	5					4		20													
9	Solar Access	3					4		12													for gardens and/or solar energy production
10	Accessibility	-				3			X													
10a	Vehicle	4					4		16													
10b	Public Transportation	4				3			12													
10c	Pedestrian	3				3			9													
10d	Recreation trail	2		1					2													bicycle, walk, run, skate, skateboard, etc
10e	Other - parking	3		1					3													Specify:
11	Shared Accouterments	2	0						0													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5			2				10													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3				3			9													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1				3			3													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4				3																
15b	Electric	4				3																
15c	Sanitary Sewer	4				3																
15d	Gas	4				3																
15e	Storm Sewer	4				3																
15f	Phone	4				3																
15g	Other (list)																					
16	Commercial Viability	4	0						0	future vs history												
17	Complementary Development	3		1					3													Proposed development
18	Competing Development	3		1					3													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					4		16													
19b	Adverse Odors	4					4		16													
19c	Visual Distraction	4					4		16													
19d	High Traffic Volume	4					4		16													
19e	Weather	3					4		12													Wind, lack of sunshine
19f	Other (specify)		X				X		0													
20	Environmental Cleanup	2				X			6	don't know												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4				3			12	good proximity												
22	walkability	2				3			6													Specify:
								SCORE	329						Ø						Ø	

SITE SELECTION MATRIX

Site: Larson 10
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4			2				8													Specify:
1b	Multiple Buildings	1				3		X		too small, hard to configure?												
1c	Architectural Character	5	0						13													Name Feature/Style
1d	Condition	4				3																
1e	Configuration	3		1					3													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2				3			6													
1g	ADA Compliance	2				3				not applicable												
2	Buildable Area	3			2				6	half block - need full block or take the larger building												
3	Expansion Capability	1		1					0													
4	Garden Area	2	0						0													Raw land for demonstration garden
5	Out-Flow Area	5	0						0													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4	0						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3	1						3													
8	Visual Access to Site	5	?																			
9	Solar Access	3				3			9													for gardens and/or solar energy production
10	Accessibility	-					X		X													
10a	Vehicle	4					4		16													
10b	Public Transportation	4				3			12													
10c	Pedestrian	3				3			9													
10d	Recreation trail	2		1					2													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3		1					3													Specify:
11	Shared Accouterments	2	0						0													Non-attained
12	Availability	-							X	yes												
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5		1					5	arts district ?												Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3				3			9													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1				3			3													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4				3																
15b	Electric	4				3																
15c	Sanitary Sewer	4				3																
15d	Gas	4				3																
15e	Storm Sewer	4				3																
15f	Phone	4				3																
15g	Other (list)																					
16	Commercial Viability	4		1					4													
17	Complementary Development	3		1					3													Proposed development
18	Competing Development	3		2					6	arts district ?												Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					4		16													
19b	Adverse Odors	4					4		16													
19c	Visual Distraction	4					4		16													
19d	High Traffic Volume	4					4		16													
19e	Weather	3					4		12													Wind, lack of sunshine
19f	Other (specify)		X				X		8													
20	Environmental Cleanup	2					4		8													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4		(1)				X	20	close is good and this is close.												
22	walkability	2				3			6													Specify:
									SCORE 241						Ø						Ø	

SITE SELECTION MATRIX

Site: Gazette 11
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4	0						0													Specify:
1b	Multiple Buildings	1	0						0													
1c	Architectural Character	5	0						0													Name Feature/Style
1d	Condition	4		1					4													
1e	Configuration	3	0						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2				3			6													
1g	ADA Compliance	2					4		8													
2	Buildable Area	3					4		12	can't afford to clean it up												
3	Expansion Capability	1					4		4	built on a slope, hard to get everyone on the same level												
4	Garden Area	2				3			6													Raw land for demonstration garden
5	Out-Flow Area	5						5	25													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4	0						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3				3			9													
8	Visual Access to Site	5	0						0													
9	Solar Access	3				3			9													for gardens and/or solar energy production
10	Accessibility	-		X					X													
10a	Vehicle	4				3			12													
10b	Public Transportation	4	0						0													
10c	Pedestrian	3		1					3													
10d	Recreation trail	2					4		8													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3						5	15													Specify:
11	Shared Accouterments	2	0						0													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5		1					5													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3		1					3													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1		1					1													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4					4															
15b	Electric	4					4															
15c	Sanitary Sewer	4					4															
15d	Gas	4					4															
15e	Storm Sewer	4					4															
15f	Phone	4					4															
15g	Other (list)						4															
16	Commercial Viability	4	0						0													
17	Complementary Development	3	0						0													Proposed development
18	Competing Development	3	0						0													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X	scale, age, lack of character												Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					4		16													
19b	Adverse Odors	4					4		16													
19c	Visual Distraction	4				3			12													
19d	High Traffic Volume	4				3			12													
19e	Weather	3				3			9													Wind, lack of sunshine
19f	Other (specifiy)		X						0													
20	Environmental Cleanup	2		1					2	great concern												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4					4		16	not good												
22	walkability	2		1					2	not good												Specify:
								SCORE	215						Ø						Ø	

SITE SELECTION MATRIX

there is no building to size!

Site: ~~Gazette 12~~ Pikes Peak
Date: 130315
Evaluator: Mike Callicate

Owner:
Last Sale Price:
Land Area:

Ranking Crietria			Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4	X				4		0													Specify:
1b	Multiple Buildings	1	clear ground						0													
1c	Architectural Character	5	none						0													Name Feature/Style
1d	Condition	4	none						0													
1e	Configuration	3	none						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2	none						0													
1g	ADA Compliance	2	none						0													
2	Buildable Area	3					4		12													
3	Expansion Capability	1					4		4													
4	Garden Area	2						5	10													Raw land for demonstration garden
5	Out-Flow Area	5					4		20													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4		1					4													Specify (park, water feature, recreation, etc.):
7	View Corridor	3			2				6													
8	Visual Access to Site	5		1					5													
9	Solar Access	3					4		12													for gardens and/or solar energy production
10	Accessibility	-			~~2~~				X													
10a	Vehicle	4			2				8													
10b	Public Transportation	4			2				8													
10c	Pedestrian	3			2				6													
10d	Recreation trail	2				3			6													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3				3			9													Specify:
11	Shared Accouterments	2	0						0													Non-attained
12	Availability	-	for sale... Q price						X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2	assume ok						0													Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5			2				10													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3			2				6													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1			2				2													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities	-							X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4		1					4													
17	Complementary Development	3		1					3													Proposed development
18	Competing Development	3	0						0													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4																				
19b	Adverse Odors	4																				
19c	Visual Distraction	4																				
19d	High Traffic Volume	4		1					4													
19e	Weather	3																				Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2					X		8													Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4		1					4													
22	Other - Walkability	2		1					2													Specify:
								SCORE	153						Ø						Ø	

SITE SELECTION MATRIX

Site: Murphy 1
Date: 130315
Evaluator: Bobby Hill

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					4		16	scrape												Specify:
1b	Multiple Buildings	1				3		X	5													
1c	Architectural Character	5		1					5													Name Feature/Style
1d	Condition	4			2				8													
1e	Configuration	3			2				6													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiet zone, commissary kitchen, etc.)
1f	Code Compliance	2			2				4													
1g	ADA Compliance	2			2				4													
2	Buildable Area	3					4		12													
3	Expansion Capability	1			2				2													
4	Garden Area	2				3			6													Raw land for demonstration garden
5	Out-Flow Area	5			2				10													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4					4		16													Specify (park, water feature, recreation, etc.):
7	View Corridor	3					4		12													
8	Visual Access to Site	5						5	25													
9	Solar Access	3				3			9													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4		1					4													
10b	Public Transportation	4		1					4													
10c	Pedestrian	3			2				6													
10d	Recreation trail	2						5	10													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3		1					3													Specify:
11	Shared Accouterments	2					4		8													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5					4		20													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3					4		12													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					4		4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4			2				8													
17	Complementary Development	3			2				6													Proposed development:
18	Competing Development	3			2				6													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4	1						4													
19b	Adverse Odors	4	1						4													
19c	Visual Distraction	4	1						4													
19d	High Traffic Volume	4				3			12													
19e	Weather	3						5	15													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2				X			6	don't know, just suspect												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4			2				8													
22	walkability	2	1						2													Specify:
								SCORE	286						Ø						Ø	

286

SITE SELECTION MATRIX

Site: Superstein 2
Date: 130315
Evaluator: Bobby Hill

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					4		16													Specify:
1b	Multiple Buildings	1				3		X	5													
1c	Architectural Character	5		1					5													Name Feature/Style
1d	Condition	4			2				8													
1e	Configuration	3			2				6													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2			2				4													
1g	ADA Compliance	2			2				4													
2	Buildable Area	3				3			9													
3	Expansion Capability	1				3			3													
4	Garden Area	2		1					2													Raw land for demonstration garden
5	Out-Flow Area	5				3			15													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4					4		16													Specify (park, water feature, recreation, etc.):
7	View Corridor	3					4		12													
8	Visual Access to Site	5				3			15													
9	Solar Access	3					4		12													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4					4		16													
10b	Public Transportation	4					4		16													
10c	Pedestrian	3					4		12													
10d	Recreation trail	2		1					2													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3					4		12													Specify:
11	Shared Accouterments	2					4		8													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5					4		20													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3					4		12													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					4		4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities																					
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4					4		16													
17	Complementary Development	3					4		12													Proposed development
18	Competing Development	3						X	15													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4						5	20													
19b	Adverse Odors	4						5	20													
19c	Visual Distraction	4						5	20													
19d	High Traffic Volume	4					4		16													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)			1					0	Too many owners of the land to make one site												
20	Environmental Cleanup	2							8													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4		1					4	best												
22	walkability	2						5	10													Specify:
								SCORE	379						Ø						Ø	

379

SITE SELECTION MATRIX

Site: Chrissey Fowler 3
Date: 130315
Evaluator: Bobby Hill

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4						5	20													Specify:
1b	Multiple Buildings	1						5	5													
1c	Architectural Character	5			2				10													Name Feature/Style
1d	Condition	4			2				8													
1e	Configuration	3					4		12													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiet zone, commissary kitchen, etc.)
1f	Code Compliance	2		1					2													
1g	ADA Compliance	2		1					2													
2	Buildable Area	3						5	15													
3	Expansion Capability	1						5	5													
4	Garden Area	2					4		8													Raw land for demonstration garden
5	Out-Flow Area	5					4		20	need bridge to park												Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4					4		16													Specify (park, water feature, recreation, etc.):
7	View Corridor	3					4		12													
8	Visual Access to Site	5					4		20													
9	Solar Access	3					4		12													for gardens and/or solar energy production
10	Accessibility	-					4		X													
10a	Vehicle	4					4		16													
10b	Public Transportation	4				3			12													
10c	Pedestrian	3					4		12													
10d	Recreation trail	2			2				4													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3					4		12													Specify:
11	Shared Accouterments	2				3			6	need bridge to park												Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X	need more information about what will be built around it												Compatibility with adjacent development
14a	Immediate	5		X					5													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3		X					3													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1					X		4													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4				3																
15b	Electric	4				3																
15c	Sanitary Sewer	4				3																
15d	Gas	4				3																
15e	Storm Sewer	4				3																
15f	Phone	4				3																
15g	Other (list)					3																
16	Commercial Viability	4					4		16													
17	Complementary Development	3							0	need more information												Proposed development
18	Competing Development	3						5	15	food desert												Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-						5	X													Rank in reverse order (5= no impact, 1=big impact)
19a	Adverse Noise	4						5	20													
19b	Adverse Odors	4						5	20													
19c	Visual Distraction	4						5	20													
19d	High Traffic Volume	4						5	20													
19e	Weather	3						5	15													Wind, lack of sunshine
19f	Other (specify)							X														
20	Environmental Cleanup	2																				Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4		1					4	should be best												
22	walkability	2				3			6													Specify:
								SCORE	377						Ø						Ø	

377

SITE SELECTION MATRIX

Site: Paint Ball 4
Date: 130315
Evaluator: Bobby hill

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4						5	20													Specify:
1b	Multiple Buildings	1			2			X	2	steel sheds												
1c	Architectural Character	5		1					5													Name Feature/Style
1d	Condition	4		1					4													
1e	Configuration	3			2				6													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2		1					2													
1g	ADA Compliance	2			2				4													
2	Buildable Area	3						5	15													
3	Expansion Capability	1					4		4													
4	Garden Area	2			2				4													Raw land for demonstration garden
5	Out-Flow Area	5					4		20	rr tracks impede												Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4					4		16													Specify (park, water feature, recreation, etc.):
7	View Corridor	3						5	15													
8	Visual Access to Site	5					4		20													
9	Solar Access	3					4		12													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4						5	20													
10b	Public Transportation	4			2				8													
10c	Pedestrian	3				3			9													
10d	Recreation trail	2				3			6													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3				3			9													Specify:
11	Shared Accouterments	2							10													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5		X					5	depends on what gets put in												Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3		X					3	depends on what gets put in												Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1				X			3	depends on what gets put in												Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4					4		16													
17	Complementary Development	3				3			9													Proposed development
18	Competing Development	3						5	15													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					4		16													
19b	Adverse Odors	4					4		16													
19c	Visual Distraction	4					4		16													
19d	High Traffic Volume	4					4		16													
19e	Weather	3					4		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2				3			6													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4			2				8													
22	walkability	2			2				4													Specify:
								SCORE	349						Ø						Ø	

349

SITE SELECTION MATRIX

Site: Dorchester 5
Date: 130315
Evaluator: Bobby Hill

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all; 0=least - 5=best)							Mitigation Impact (completion optional; if ranked low)						Non-Tangible Benefits (completion optional; specify)						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-				VB			X													If none go to #2
1a	Size	4			2				8													Specify:
1b	Multiple Buildings	1	0						0													
1c	Architectural Character	5		1					5													Name Feature/Style
1d	Condition	4			2				8													
1e	Configuration	3		1					3													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2			2				4													
1g	ADA Compliance	2		1					2													
2	Buildable Area	3				3			9													
3	Expansion Capability	1		1					1													
4	Garden Area	2						5	10	use park? Has garden already?												Raw land for demonstration garden
5	Out-Flow Area	5		1					5													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4				3			12													Specify (park, water feature, recreation, etc.):
7	View Corridor	3			2				6													
8	Visual Access to Site	5		1					5													
9	Solar Access	3	0						0													for gardens and/or solar energy production
10	Accessibility	-				VA			X													
10a	Vehicle	4				3			12													
10b	Public Transportation	4			2				8													
10c	Pedestrian	3		1					3													
10d	Recreation trail	2						5	10													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3		1					3													Specify:
11	Shared Accouterments	2	0					X	10													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	L																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5	0						0													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3	0						0													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1	0						0													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4				3			12													
15b	Electric	4				3			12													
15c	Sanitary Sewer	4				3			12													
15d	Gas	4				3			12													
15e	Storm Sewer	4				3			12													
15f	Phone	4				3			12													
15g	Other (list)					3																
16	Commercial Viability	4		1					4													
17	Complementary Development	3		1					3													Proposed development
18	Competing Development	3		1					3	too close to ivywild												Rank in reverse order (5=no impact; 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact; 1=big impact)
19a	Adverse Noise	4				3			12													
19b	Adverse Odors	4				3			12													
19c	Visual Distraction	4				3			12													
19d	High Traffic Volume	4				3			12													
19e	Weather	3					X		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2					X		8	not applicable												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4		1					4													
22	walkability	2		1					2													Specify:
								SCORE	196						Ø						Ø	

196

SITE SELECTION MATRIX

Site: Rail right of way 7 Railroad
Date: 130315
Evaluator: Bobby Hill

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-	0						X													If none go to #2
1a	Size	4					4		16													Specify:
1b	Multiple Buildings	1	0						0													
1c	Architectural Character	5	0						0													Name Feature/Style
1d	Condition	4	0						0													
1e	Configuration	3	0						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, queuet zone, commissary kitchen, etc.)
1f	Code Compliance	2	0						0													
1g	ADA Compliance	2	0						0													
2	Buildable Area	3					4		12													
3	Expansion Capability	1						5	5													
4	Garden Area	2					4		8													Raw land for demonstration garden
5	Out-Flow Area	5				3			15													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4			2				8													Specify (park, water feature, recreation, etc.):
7	View Corridor	3					4		12													
8	Visual Access to Site	5				3			15													
9	Solar Access	3				3			9													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4				3			12													
10b	Public Transportation	4		1					4													
10c	Pedestrian	3		1					3													
10d	Recreation trail	2				3			6													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3			2				6													Specify:
11	Shared Accouterments	2			2				4													Non-attained
12	Availability	-							X													
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2				3			6													Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5		2					10													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3		2					6													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1		2					2													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4		2																		
15b	Electric	4		2																		
15c	Sanitary Sewer	4		2																		
15d	Gas	4		2																		
15e	Storm Sewer	4		2																		
15f	Phone	4		2																		
15g	Other (list)																					
16	Commercial Viability	4				3			12													
17	Complementary Development	3			2				6													Proposed development
18	Competing Development	3		1					3													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-		1					X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4		1					4													
19b	Adverse Odors	4		1					4													
19c	Visual Distraction	4		1					4													
19d	High Traffic Volume	4			2				8													
19e	Weather	3					4		12													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2				3			6													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4					4		16													
22	walkability	2							8													Specify:
								SCORE	228						Ø						Ø	

228

SITE SELECTION MATRIX

Site: Salvation Army 8
Date: 130315
Evaluator: Bobby Hill

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all (0=least - 5=best))							Mitigation Impact (completion optional (if ranked low))						Non-Tangible Benefits (completion optional (specify))						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					4		16	big but probably tear-down												Specify:
1b	Multiple Buildings	1		1				X	5	what good?												
1c	Architectural Character	5		1					4													Name Feature/Style
1d	Condition	4		1					4													
1e	Configuration	3		1					3													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2		tear-down			X		2													
1g	ADA Compliance	2					X		2													
2	Buildable Area	3					4		12	scrape												
3	Expansion Capability	1				3			3													
4	Garden Area	2		1					2													Raw land for demonstration garden
5	Out-Flow Area	5					4		20													Area immediately outside for seasonal and weekend markets, festivals & special activities
6	Feature / Attraction Adjacency	4	0						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3	0						0													
8	Visual Access to Site	5	0						0													
9	Solar Access	3	0						0													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4					4		16													
10b	Public Transportation	4				3			12													
10c	Pedestrian	3				3			9													
10d	Recreation trail	2	0						0													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3			2				6	after tear-down = good												Specify:
11	Shared Accouterments	2	0						0													Non-attained
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2							X													Specify:
14	Adjacent Development Compatibility			VH					5													Compatibility with adjacent development
14a	Immediate	5		1					5													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3		1					3													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1		1					1													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4					4		16													
15b	Electric	4					4		16													
15c	Sanitary Sewer	4					4		16													
15d	Gas	4					4		16													
15e	Storm Sewer	4					4		16													
15f	Phone	4					4		16													
15g	Other (list)																					
16	Commercial Viability	4		1					4													
17	Complementary Development	3		1					3													Proposed development
18	Competing Development	3						5	15													Rank in reverse order (5=no impact, 1-big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1-big impact)
19a	Adverse Noise	4				3			12													
19b	Adverse Odors	4				3			12													
19c	Visual Distraction	4		1					4													
19d	High Traffic Volume	4		1					4													
19e	Weather	3					4		12													Wind, lack of sunshine
19f	Other (specify)																					
20	Environmental Cleanup	2			2				4													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4			2				8													
22	walkability	2			2				4													Specify:
								SCORE	220					Ø						Ø	

220

SITE SELECTION MATRIX

Site: Pueblo Street 9
Date: 130315
Evaluator: Bobby Hill

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Ranking Criteria: Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					4		16													Specify:
1b	Multiple Buildings	1			2			K	5	tear-downs												
1c	Architectural Character	5	0						0	how add to Gill building?												Name Feature/Style
1d	Condition	4				3			12													
1e	Configuration	3				3			9													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2				3			6													
1g	ADA Compliance	2				3			6													
2	Buildable Area	3						5	15													
3	Expansion Capability	1						5	5													
4	Garden Area	2					4		8	must remove concrete												Raw land for demonstration garden
5	Out-Flow Area	5						5	25													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4					4		16	pioneer museum												Specify (park, water feature, recreation, etc.):
7	View Corridor	3					4		12													
8	Visual Access to Site	5					4		20													
9	Solar Access	3					4		12													for gardens and/or solar energy production
10	Accessibility	-				W			X													
10a	Vehicle	4					4		16													
10b	Public Transportation	4				3			12													
10c	Pedestrian	3				3			9													
10d	Recreation trail	2		1					2													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3		1					3													Specify:
11	Shared Accouterments	2	0						0													Non-attained
12	Availability	-	0						X	Too many buildings to purchase												
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2			2				X													Specify:
14	Adjacent Development Compatibility																					Compatibility with adjacent development
14a	Immediate	5			2				10													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3				3			9													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1				3			3													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4					4															
15b	Electric	4					4															
15c	Sanitary Sewer	4					4															
15d	Gas	4					4															
15e	Storm Sewer	4					4															
15f	Phone	4					4															
15g	Other (list)																					
16	Commercial Viability	4	0						0	future vs history												
17	Complementary Development	3		1					3													Proposed development
18	Competing Development	3		1					3													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					4		16													
19b	Adverse Odors	4					4		16													
19c	Visual Distraction	4					4		16													
19d	High Traffic Volume	4					4		16													
19e	Weather	3					4		12													Wind, lack of sunshine
19f	Other (specifiy)					W																
20	Environmental Cleanup	2							0	don't know												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4				3			12	good proximity												
22	walkability	2				3			6													Specify:
								SCORE	331						Ø						Ø	

331

SITE SELECTION MATRIX

Site: Larson 10
Date: 130315
Evaluator: Bobby Hill

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking (completion required for all (0=least - 5=best))							Mitigation Impact (completion optional (if ranked low))						Non-Tangible Benefits (completion optional (specify))						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4			2				8													Specify:
1b	Multiple Buildings	1				3		X	3	too small, hard to configure?												
1c	Architectural Character	5	0						0													Name Feature/Style
1d	Condition	4				3			12													
1e	Configuration	3		1					3													compatible for market (long & narrow, open floor plan, truck dock, drive thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2				3			6													
1g	ADA Compliance	2				3			6	not applicable												
2	Buildable Area	3			2				6	half block - need full block or take the larger building												
3	Expansion Capability	1		1					3													
4	Garden Area	2	0						0													Raw land for demonstration garden
5	Out-Flow Area	5	0						0													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4	0						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3	1						3													
8	Visual Access to Site	5																				
9	Solar Access	3				3			9													for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4					4		16													
10b	Public Transportation	4				3			12													
10c	Pedestrian	3				3			9													
10d	Recreation trail	2		1					3													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3		1					3													Specify:
11	Shared Accouterments	2	0						0													Non-attained
12	Availability	-							X	yes												
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5		1					5	arts district ?												Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3				3			9													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1				3			3													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4				3			12													
15b	Electric	4				3			12													
15c	Sanitary Sewer	4				3			12													
15d	Gas	4				3			12													
15e	Storm Sewer	4				3			12													
15f	Phone	4				3			12													
15g	Other (list)																					
16	Commercial Viability	4		1					4													
17	Complementary Development	3		1					3													Proposed development
18	Competing Development	3		2					6	arts district ?												Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					4		16													
19b	Adverse Odors	4					4		16													
19c	Visual Distraction	4					4		16													
19d	High Traffic Volume	4					4		16													
19e	Weather	3					4		12													Wind, lack of sunshine
19f	Other (specifiy)						4															
20	Environmental Cleanup	2					4		8													Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4		1					4	close is good and this is close												
22	walkability	2				3			6													Specify:
								SCORE	225						Ø						Ø	

225

SITE SELECTION MATRIX

Site: Gazette 11
Date: 130315
Evaluator: Bobby Hill

completion required for all (0=least - 5=best)
completion optional (if ranked low)
completion optional (specify)

Owner:
Last Sale Price:
Land Area:

	Ranking Crietria		Quantity / Quality Ranking							Mitigation Impact						Non-Tangible Benefits						
	EVALUATION CRITERIA	Importance Factor	0 (N)	1	2	3	4	5 (Y)	Factored Score	1	2	3	4	5	Score	1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4		1					4													Specify:
1b	Multiple Buildings	1	X	1					1													
1c	Architectural Character	5		1					5													Name Feature/Style
1d	Condition	4		1					4													
1e	Configuration	3	0						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2				3			6													
1g	ADA Compliance	2					4		8													
2	Buildable Area	3					4		12													
3	Expansion Capability	1					4		4	built on a slope, hard to get everyone on the same level												
4	Garden Area	2				3			6													Raw land for demonstration garden
5	Out-Flow Area	5						5	25													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4	0						0													Specify (park, water feature, recreation, etc.):
7	View Corridor	3				3			9													
8	Visual Access to Site	5	0						0													
9	Solar Access	3				3			9													for gardens and/or solar energy production
10	Accessibility	-		1					X													
10a	Vehicle	4			2				8													
10b	Public Transportation	4	0						0													
10c	Pedestrian	3		1					3													
10d	Recreation trail	2					4		8													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3					4		12													Specify:
11	Shared Accouterments	2	0						0													Non-attained
12	Availability	-																				
12a	99 Year Lease																					
12b	Purchase	1																				
12c	Grant	3																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2																				Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5		1					5													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3		1					3													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1		1					1													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4					4															
15b	Electric	4					4															
15c	Sanitary Sewer	4					4															
15d	Gas	4					4															
15e	Storm Sewer	4					4															
15f	Phone	4					4															
15g	Other (list)						4															
16	Commercial Viability	4	0						0													
17	Complementary Development	3	0						0													Proposed development
18	Competing Development	3	0						0													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-							X	scale, age, lack of character												Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					4		16													
19b	Adverse Odors	4					4		16													
19c	Visual Distraction	4				3			12													
19d	High Traffic Volume	4				3			12													
19e	Weather	3				3			9													Wind, lack of sunshine
19f	Other (specifiy)																					
20	Environmental Cleanup	2		1					2	great concern												Polution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4				3			12	not good												
22	walkability	2		1					2	not good												Specify:
								SCORE	186						Ø						Ø	

186

SITE SELECTION MATRIX

Site: Gazette 12 Pikes Peak
Date: 130315
Evaluator: Bobby Hill

Owner:
Last Sale Price:
Land Area:

	EVALUATION CRITERIA	Importance Factor	Quantity / Quality Ranking (completion required for all; 0=least - 5=best) 0 (N)	1	2	3	4	5 (Y)	Factored Score	Mitigation Impact (completion optional; if ranked low) 1	2	3	4	5	Score	Non-Tangible Benefits (completion optional; specify) 1	2	3	4	5	Score	Notes:
1	Existing Buildings	-							X													If none go to #2
1a	Size	4					4		16													Specify:
1b	Multiple Buildings	1	clear ground						0													
1c	Architectural Character	5	none						0													Name Feature/Style
1d	Condition	4	none						0													
1e	Configuration	3	none						0													compatible for market (long & narrow, open floor plan, truck dock, drive-thru, quiuet zone, commissary kitchen, etc.)
1f	Code Compliance	2	none						0													
1g	ADA Compliance	2	none						0													
2	Buildable Area	3					4		12													
3	Expansion Capability	1					4		4													
4	Garden Area	2						5	10													Raw land for demonstration garden
5	Out-Flow Area	5					4		20													Area immediately outside for seasonal and weekend markets, festivals & special activities.
6	Feature / Attraction Adjacency	4		1					4													Specify (park, water feature, recreation, etc.):
7	View Corridor	3			2				6													
8	Visual Access to Site	5		1					5													
9	Solar Access	3																				for gardens and/or solar energy production
10	Accessibility	-							X													
10a	Vehicle	4			2				8													
10b	Public Transportation	4			2				8													
10c	Pedestrian	3		1					3													
10d	Recreation trail	2				3			6													bicycle, walk, run, skate, skateboard, etc.
10e	Other - parking	3				3			9													Specify:
11	Shared Accouterments	2	0						10													Non-attained
12	Availability	-	for sale... Q price																			
12a	99 Year Lease																					
12b	Purchase																					
12c	Grant	5																				
12d	Cost	4																				Specify:
12e	Timeframe	4																				Specify:
13	Zoning	2	assume ok																			Specify:
14	Adjacent Development Compatibility								X													Compatibility with adjacent development
14a	Immediate	5			2				10													Properties immediately adjacent to or across the street. List detrimental and beneficial uses.
14b	1 Block	3			2				6													Within 1 block radius. List detrimental and beneficial uses.
14c	2 Blocks	1			2				2													Within 2 block radius. List detrimental and beneficial uses.
15	Utilities								X													
15a	Water	4																				
15b	Electric	4																				
15c	Sanitary Sewer	4																				
15d	Gas	4																				
15e	Storm Sewer	4																				
15f	Phone	4																				
15g	Other (list)																					
16	Commercial Viability	4		1					4													
17	Complementary Development	3		1					3													Proposed development
18	Competing Development	3					4		12													Rank in reverse order (5=no impact, 1=big impact)
19	Negative Aspects	-		2					X													Rank in reverse order (5=no impact, 1=big impact)
19a	Adverse Noise	4					4		16													
19b	Adverse Odors	4					4		16													
19c	Visual Distraction	4					4		16													
19d	High Traffic Volume	4		1					4													
19e	Weather	3					4		12													Wind, lack of sunshine
19f	Other (specifiy)						VH															
20	Environmental Cleanup	2					4		8													Pollution Suspected / Known or Mitigation Required
21	Proximity to Downtown	4		1					4													
22	Other - Walkability	2		1					2													Specify:
								SCORE	226						Ø						Ø	

226



Colorado Springs Public Market
Feasibility Study

Appendix E

3-Year Budget Projections

Colorado Springs Public Market Project

3-YEAR BUDGET PROJECTIONS

market open

Expenditure	Detail	Year 1 6/13 - 5/14	Year 2 6/14 - 5/15	Year 3 6/15 - 5/16	Total	Notes
CSPMP Operational Budget						Based on a projected June 2015 Open
Management	Coordinator time compensation (minimal, volunteer)	$ 5,000	$ 5,000		$ 10,000	
Marketing	Marketing individual time compensation (minimal, volunteer)	$ 3,000	$ 7,000		$ 10,000	
Grant Writing	Time compensation (minimal, volunteer)	$ 13,000	$ 8,000		$ 21,000	
Studies & Professional Consultation	(minimal, volunteer)	$ 8,500	$ 1,500		$ 10,000	
Communications	URL, ISP, programming, web hosting, IT support (minimal, volunteer)	$ 5,000	$ 5,000		$ 10,000	
Legal Fees	Consultation & contract development	$ 3,000	$ 2,000	$ 1,500	$ 6,500	
Accounting Fees	Consultation , tax preparation	$ 2,500	$ 2,500	$ 2,500	$ 7,500	
Material Supplies	office supplies, copies, large format printing, etc.	$ 250	$ 250	$ 250	$ 750	
PO Box	Official mail address ($46/6 months)	$ 92	$ 92	$ 92	$ 276	
Business Formation Costs	Filing fees	$ 500	$ 10		$ 510	
Marketing Materials / Placement	production costs & advertising fees	$ 5,500	$ 27,000	$ 50,000	$ 82,500	2014 half year operational marketing budget
Events	Costs for fund raising or marketing events	$ 5,000	$ 3,000		$ 8,000	
	Subtotal	**$ 51,342**	**$ 61,352**	**$ 54,342**	**$ 167,036**	
Building Operational Budget					$ -	
Utilities	Additional NNN (Basis: $0.20/SF/month)		$ 54,000	$ 72,000	$ 126,000	Building construction started by 4/1/14 requires at least partial utilities
Internet Access	Additional NNN (Basis: $350/month)		$ 1,050	$ 4,200	$ 5,250	2015= 3/4 year
Building Maintenance	Basic NNN			$ 10,000	$ 10,000	
Grounds Maintenance	Basic NNN		$ 1,625	$ 6,500	$ 8,125	
Liability Insurance	Basic NNN		$ 750	$ 1,500	$ 2,250	Property purchased by 1/1/14
Property Insurance	Basic NNN		$ 2,250	$ 4,500	$ 6,750	Property purchased by 1/1/14
Janitorial	Additional NNN (Basis: $0.65/SF/year, includes paper products)			$ 19,500	$ 19,500	2015= 1/2 year
Waste Removal	Additional NNN (Basis: 40-yard compactor= $275/haul each month)		$ 1,500	$ 3,300	$ 4,800	
Property Tax	Basic NNN (Basis: $5.75 at 30% assessed value= $1.725m x 0.060331 tax rate)		$ 52,000	$ 104,071	$ 156,071	2014 land only
Security	Additional NNN (Basis: on-site security during off-hours @ $15/Hr)		$ 10,950	$ 43,800	$ 54,750	2015= 1/2 year
Supplies-Office	Computers, printers, chairs, desks, paper, forms, software, etc. (annual budget)		$ 10,000	$ 6,000	$ 16,000	2015 all new startup
Supplies-Market	Tables, chairs, crowd control, sound equipment, wireless, etc.		$ 2,000	$ 4,000	$ 6,000	2015= 1/2 year
Personnel						
CEO/CFO			$ 40,000	$ 80,000	$ 120,000	2015= full year startup activities
Vendor Mgr/HR/Marketing			$ 32,500	$ 65,000	$ 97,500	2015= full year startup activities
Facility Mgr				$ 40,000	$ 40,000	2015= 1/2 year
Admin				$ 30,000	$ 30,000	2015= 1/2 year
Personnel Taxes					$ -	
Federal & State Income	Employer Contribution		$ 6,139	$ 18,205	$ 24,343	
Workers Compensation	Employer Contribution		$ 194	$ 576	$ 771	
Social Security	Employer Contribution		$ 8,990	$ 26,660	$ 35,650	
Medicare	Employer Contribution		$ 2,103	$ 6,235	$ 8,338	
Health Insurance	Basis: 50% employer contribution of $200 monthly premium/PN w/ 2.5 PN family		$ 12,000	$ 12,000	$ 24,000	
	Subtotal	**$ -**	**$ 238,051**	**$ 558,047**	**$ 796,097**	
Property / Building Acquisition & Development	Based on nominal 30,000 SF building				$ -	
Property Acquisition (no building)		$ 1,500,000			$ 1,500,000	
Architectural / Engineering Fees	Based on 10% construction costs	$ 202,500	$ 202,500		$ 405,000	
Building Construction	Based on $135/SF	$ 2,025,000	$ 2,025,000		$ 4,050,000	
	Subtotal	**$ 3,727,500**	**$ 2,227,500**		**$ 5,955,000**	
Contingency	Based on 10% of total development costs		$ 595,500		$ 595,500	
	Construct New Total	**$ 3,727,500**	**$ 2,823,000**		**$ 6,550,500**	
					$ -	
Property Acquisition (with building)		$ 3,500,000			$ 3,500,000	
Architectural / Engineering Fees	Based on 10% construction costs	$ 112,500	$ 112,500		$ 225,000	
Building Renovation (add/alt)		$ 1,125,000	$ 1,125,000		$ 2,250,000	
	Subtotal	**$ 4,737,500**	**$ 1,237,500**		**$ 5,975,000**	
Contingency	Based on 10% of total development costs		$ 597,500		$ 597,500	
	Renovation Total	**$ 4,737,500**	**$ 1,835,000**		**$ 6,572,500**	
	PROJECT TOTALS	**$ 3,778,842**	**$ 3,122,403**	**$ 612,389**	**$ 7,513,633**	Based on new construction model
	Fund management annual fees	$ 188,942	$ 156,120			Basis: 5% one-time fee of total monies received per year (PPCF)
	Revised Total Fund Amount	$ 3,967,784	$ 3,278,523	$ 612,389	**$ 7,858,696**	
Gift-in-Kind Expenditures						
	CSPMP Steering Committee Participation	$ 156,000	$ 156,000		$ 312,000	Based on an average burdened rate of $75/Hr for 8 PN @ 5 Hrs/wk
	Event Coordination	$ 4,050	$ 4,050		$ 8,100	Based on average burdened rate of $75/Hr for 3 PN @ 18 Hrs/ea
	Grant Writing / Finance Management	$ 3,400	$ 3,400		$ 6,800	Based on burdened rate of $85/Hr for 1 PN @ 40 Hrs
	Branding / Marketing / Communications	$ 7,480			$ 7,480	Based on burdened rate of $85/Hr for 1 PN @ 88 Hrs
	IT / HTML Programming / Web Site Management / Marketing / Communications	$ 17,680	$ 17,680		$ 35,360	Based on burdened rate of $85/Hr for 1 PN @ 4 Hrs/week
	Graphic Rendering	$ 9,350			$ 9,350	Based on burdened rate of $85/Hr for 1 PN @ 110 Hrs
	Feasibility Study	$ 39,820			$ 39,820	Based on burdened rate of $110/Hr for 1 PN @ 362 Hrs
	Food & Drinks for Events	$ 650			$ 650	
	Interim Market Startup Management	$ 141,440	$ 35,360		$ 176,800	Based on average burdened rate of $85/Hr for 4 PN @ 8 Hrs/week
		$ 379,870	**$ 216,490**		**$ 596,360**	











Colorado Springs Public Market Project

Prepared For: Colorado Springs Public Market Project, Steering Committee
Prepared By: Joe Rexroad, Rexroad APG
Cover & Tab Design: Andrew Hershberger