

Central NY Regional Market Revitalization Strategy: Appendices



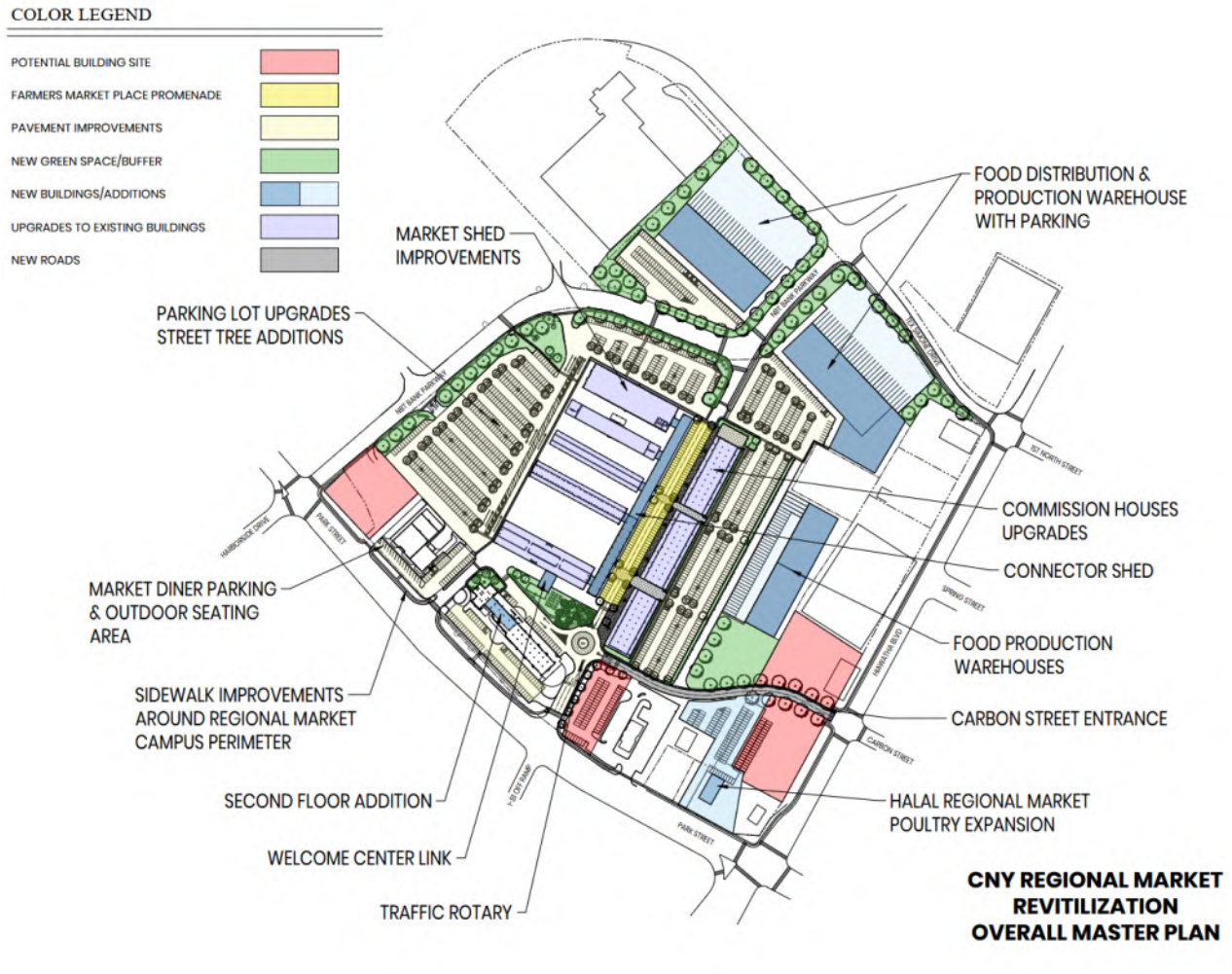
April 4, 2025



J. Ryan McMahon, II
County Executive

Appendix 1: Site Plans and Design Concepts

Site Plan Option A: No Change to NBT Bank Parkway



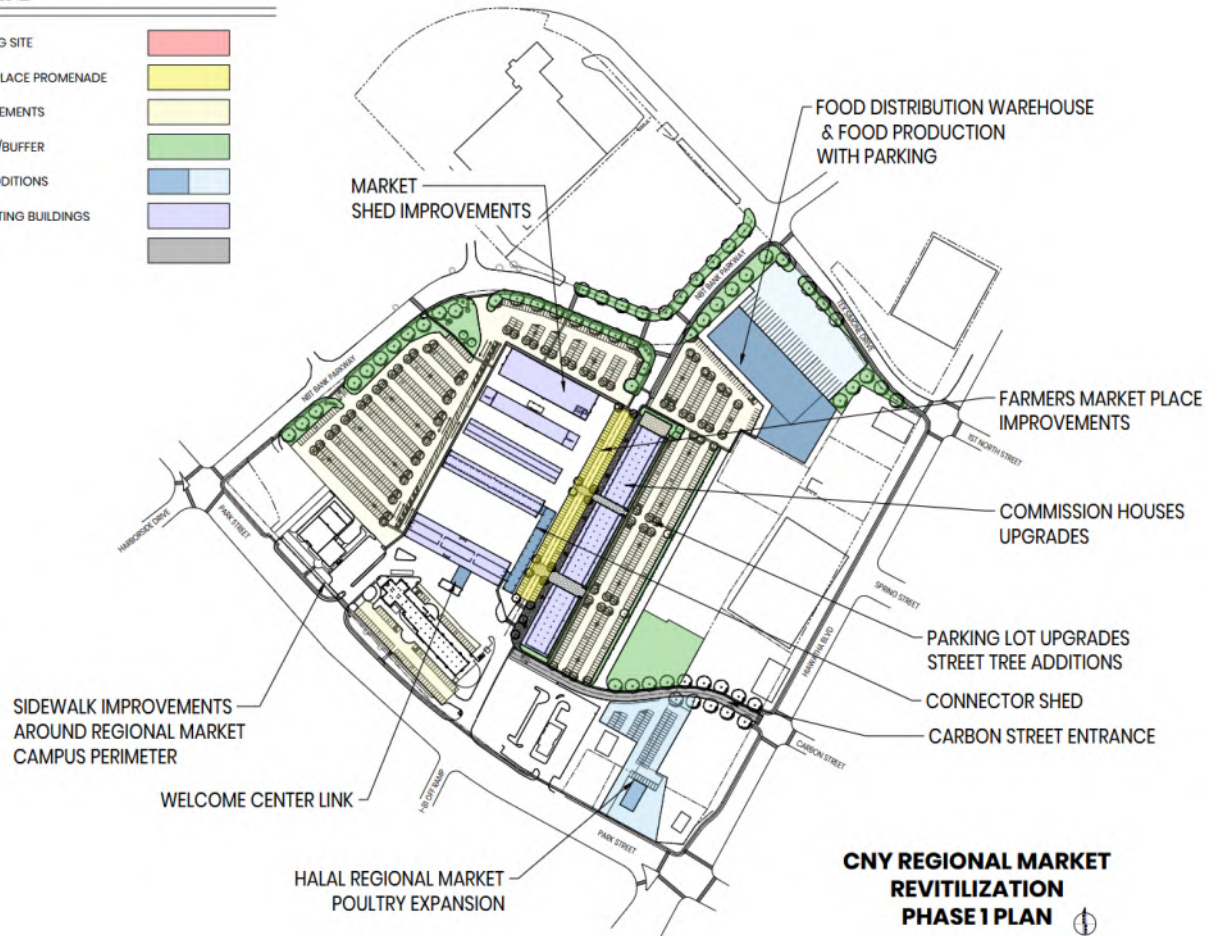
CNY Regional Market Revitalization Strategy
April 4, 2025



Site Plan: Phase 1 Development

COLOR LEGEND

POTENTIAL BUILDING SITE	
FARMERS MARKET PLACE PROMENADE	
PAVEMENT IMPROVEMENTS	
NEW GREEN SPACE/BUFFER	
NEW BUILDINGS/ADDITIONS	
UPGRADES TO EXISTING BUILDINGS	
NEW ROADS	



Appendix 2: Financial Projections

Lease Income										
CNY Regional Market										
Summary	Leased SF FY25			Rent FY25	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
Land lease	105,086			\$ 152,540	\$214,796	\$221,240	\$227,877	\$234,713	\$241,755	\$280,260
Warehouse	46,993			\$ 330,435	\$340,348	\$889,364	\$916,045	\$1,525,030	\$1,827,722	\$2,118,831
Retail/office	25,940			\$ 314,975	\$324,424	\$334,157	\$344,182	\$1,206,652	\$1,242,852	\$1,440,806
Total	178,019			\$797,950	\$879,568	\$1,444,761	\$1,488,103	\$2,966,395	\$3,312,329	\$3,839,897
Land Leases	SF	Rent/sf	Start year	Rent FY25	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
<i>Existing</i>	105,086			\$ 152,540	\$157,116	\$161,829	\$166,684	\$171,685	\$176,835	\$205,001
<i>New</i>										
Regional Market Poultry	8,000	\$7.00	1		\$57,680	\$59,410	\$61,193	\$63,028	\$64,919	\$75,259
Subtotal	113,086			\$152,540	\$214,796	\$221,240	\$227,877	\$234,713	\$241,755	\$280,260
Warehouse										
Existing				\$330,435	\$340,348	\$0	\$0	\$0	\$0	\$0
New										
Produce distribution	40,500	\$14.79	2		\$0	\$635,639	\$654,708	\$674,349	\$694,580	\$805,208
Produce distribution	23,000	\$14.79	4		\$0	\$0	\$0	\$382,964	\$394,453	\$457,279
Food production 1	19,930	\$12.00	2		\$0	\$253,725	\$261,337	\$269,177	\$277,252	\$321,411
Food production 2	14,700	\$12.00	4		\$0	\$0	\$0	\$198,540	\$204,496	\$237,067
Food production 3	18,470	\$12.00	5		\$0	\$0	\$0	\$0	\$256,942	\$297,866
Storage	0	\$8.00			\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	116,600			\$330,435	\$340,348	\$889,364	\$916,045	\$1,525,030	\$1,827,722	\$2,118,831
Retail/Office										
Existing	25,940			\$314,975	\$324,424	\$334,157	\$344,182	\$354,507	\$365,142	\$423,300
New										
Commission House 1	13,360	\$24.00	4		\$0	\$0	\$0	\$360,883	\$371,710	\$430,913
Commission House 2	16,345	\$24.00	4		\$0	\$0	\$0	\$441,515	\$454,760	\$527,192
Commission House 3 (events)	15,400	\$0.00	3		\$0	\$0	\$0	\$0	\$0	\$0
Market Commons 2nd Floor	3,400	\$13.00	4		\$0	\$0	\$0	\$49,747	\$51,240	\$59,401
Subtotal	74,445			\$314,975	\$324,424	\$334,157	\$344,182	\$1,206,652	\$1,242,852	\$1,440,806
Total	304,131									
Change	70.8%									
Annual rent increase	3.0%									

Table 25 - Appendix 2: Projected Lease Income

Shed income								
CNY Regional Market								
	FY24	FY25	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
Saturday	\$645,881	\$699,711	\$720,702	\$742,323	\$787,531	\$827,380	\$869,245	\$1,069,582
Sunday	\$182,739	\$191,832	\$201,424	\$211,495	\$228,732	\$242,661	\$257,439	\$332,735
Thursday	\$4,060	\$4,930	\$14,790	\$29,580	\$38,084	\$43,149	\$46,666	\$60,315
Food Concessions	\$33,166	\$38,757	\$59,880	\$77,095	\$87,349	\$98,966	\$107,032	\$146,635
Total	\$865,846	\$935,230	\$996,795	\$1,060,493	\$1,141,695	\$1,212,157	\$1,280,383	\$1,609,267
Annual rent change								
Saturday			0%	0%	3%	3%	3%	3%
Sunday			0%	0%	3%	3%	3%	3%
Thursday			0%	0%	3%	3%	3%	3%
Food Concessions			3%	3%	3%	3%	3%	3%
Annual rent (ave)								
Saturday	\$1,541	\$1,634	\$1,634	\$1,634	\$1,683	\$1,734	\$1,786	\$2,070
Sunday	\$1,008	\$1,110	\$1,110	\$1,110	\$1,143	\$1,178	\$1,213	\$1,406
Thursday	\$577	\$630	\$630	\$630	\$649	\$668	\$688	\$798
Food Concessions	\$10,754	\$10,754	\$11,077	\$11,409	\$11,751	\$12,104	\$12,467	\$14,452
Annual stall change								
Saturday			3%	3%	3%	2%	2%	1%
Sunday			5%	5%	5%	3%	3%	2%
Thursday			200%	100%	25%	10%	5%	2%
Food Concessions			50%	25%	10%	10%	5%	3%
Annual vendors								
Saturday	419	428	441	454	468	477	487	517
Sunday	181	173	181	191	200	206	212	237
Thursday	7	8	23	47	59	65	68	76
Food Concessions	3	4	5	7	7	8	9	10

Table 26 - Appendix 2: Projected Shed Income

Event Space Rental							
CNYRM							
Private events income projection	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Annual increase
Facility fees							
<i>Events/year</i>							
A Shed	12	13	14	15	16	21	5%
F Shed	12	13	14	15	16	21	5%
Commission House 3			50	55	61	98	10%
Farmers Market Place			2	3	4	10	25%
<i>Rental rates (average)</i>							
A Shed	\$1,500	\$1,550	\$1,600	\$1,650	\$1,700	\$1,970	3%
F Shed	\$3,500	\$3,610	\$3,720	\$3,830	\$3,940	\$4,570	3%
Commission House 3			\$2,000	\$2,100	\$2,210	\$2,820	5%
Farmers Market Place			\$1,000	\$1,030	\$1,060	\$1,220	3%
<i>Rent income</i>							
A Shed	\$18,000	\$20,150	\$22,400	\$24,750	\$27,200	\$41,370	
F Shed	\$42,000	\$46,930	\$52,080	\$57,450	\$63,040	\$95,970	
Commission House 3	\$0	\$0	\$100,000	\$115,500	\$134,810	\$276,360	
Farmers Market Place	\$0	\$0	\$2,000	\$3,090	\$4,240	\$12,200	
Total	\$60,000	\$67,080	\$176,480	\$200,790	\$229,290	\$425,900	
Beverages							
<i>Ave. participants</i>							
A Shed	200	210	221	232	244	311	5%
F Shed	500	525	551	579	608	776	5%
Commission House 3			100	105	110	141	5%
Farmers Market Place			300	315	331	422	5%
Annual participants	8,400	9,555	16,408	18,885	21,666	40,865	
Drinks/participant	1.5	1.5	1.5	1.5	1.5	1.5	
Price per drink	\$8.00	\$8.40	\$8.80	\$9.20	\$9.70	\$12.40	5%
Drink revenue	\$100,800	\$120,393	\$216,586	\$260,613	\$315,240	\$760,089	
Net income	\$55,440	\$66,216	\$119,122	\$143,337	\$173,382	\$418,049	

Table 27 - Appendix 2: Projected Private Event Space Rental Income

Public events	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Annual increase
<i>Events/year</i>							
A Shed	6	7	8	9	10	10	10%
F Shed	5	6	7	8	9	10	10%
Farmers Market Place			5	6	7	10	10%
<i>Ave. participants</i>							
A Shed	300	315	331	348	365	400	5%
F Shed	600	630	662	695	730	931	5%
Farmers Market Place			500	525	551	704	5%
Annual participants	4,800	5,985	9,782	11,842	14,077	20,350	
Drinks/participant	0.75	0.75	0.75	0.75	0.75	0.75	
Price per drink	\$6.00	\$6.40	\$6.80	\$7.20	\$7.60	\$10.20	6%
Drink revenue	\$21,600	\$28,728	\$49,888	\$63,947	\$80,239	\$155,678	
Net income	\$11,880	\$15,800	\$27,439	\$35,171	\$44,131	\$85,623	
Total Events	35	39	100	111	123	180	
Total Event Income	\$127,320	\$149,097	\$323,041	\$379,298	\$446,804	\$929,572	

Table 28 - Appendix 2: Projected Public Event Space Rental Income

Operating Projection	FY24	FY25	Year 1	Year 5	Year 10
Lease Revenue					
Land lease		152,540	214,796	241,755	280,260
Warehouse		330,435	340,348	1,827,722	2,118,831
Retail/office		314,975	324,424	1,242,852	1,440,806
<i>Subtotal</i>	666,085	797,950	879,568	3,312,329	3,839,897
Shed Income					
Saturday	645,881	699,711	720,702	869,245	1,069,582
Sunday	182,739	191,832	201,424	257,439	332,735
Thursday	4,060	4,930	14,790	46,666	60,315
Food concession	33,166	38,757	59,880	107,032	146,635
<i>Subtotal</i>	865,846	935,230	996,795	1,280,383	1,609,267
Other Income					
Utilities	73,511	90,355	127,903	143,956	166,884
Interest income	76,313	76,356	76,356	76,356	76,356
Events	23,853	11,391	127,320	446,804	929,572
Misc	62,370	48,920	48,920	48,920	48,920
<i>Subtotal</i>	236,047	227,021	380,498	716,034	1,221,731
Grants/sponsorships			120,000	145,861	186,159
Gross Operating Income	1,767,978	1,960,201	2,376,862	5,454,606	6,857,054
Vacancy (Leases)			219,892	165,616	191,995
Bad debt			11,884	27,273	34,285
<i>Subtotal</i>			231,776	192,889	226,280
Adjusted Gross Income	1,767,978	1,960,201	2,145,085	5,261,717	6,630,774
Operating Expenses					
Payroll and Related Benefits	1,370,062	1,083,835	1,475,080	1,908,587	2,266,802
Repairs and Maintenance	127,280	67,250	69,267	77,961	90,378
Office Expense	30,336	38,116	39,260	44,187	51,225
Utilities	171,129	177,396	182,718	205,651	238,406
Legal and Professional	50,681	112,364	115,734	130,260	151,007
Security	133,913	77,272	79,590	89,579	103,846
Operating Insurance	126,217	115,561	119,028	133,967	155,304
Advertising**	42,037	47,812	84,500	95,105	110,253
Other Operating Expenses	58,751	55,542	57,208	64,388	74,644
<i>Subtotal</i>	2,110,406	1,775,146	2,222,385	2,749,685	3,241,866
Net Operating Income	-342,428	185,055	-77,300	2,512,032	3,388,908
Capital reserve	0	0	0	225,000	250,000
Profit (Loss)	-342,428	185,055	-77,300	2,287,032	3,138,908
Capital reserve - cumulative			0	750,000	2,000,000

Table 29. Appendix 2: Operating Budget Projection

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Appendix A: Methods

Research methods

To develop the CNY Regional Market Revitalization Strategy, the consultant team utilized a range of research methods, including:

- Review of previous studies and plans
- Interviews with sellers at the Regional Market and stakeholders
- Dot voting exercise with Regional Market vendors
- Customer exit survey
- Community internet survey
- Site observations
- Analysis of secondary market research data
- Meeting of key stakeholders
- Open public meeting attended by over 100 vendors, customers, and partners

The consultant team also drew from its decades of experience with similar public markets as operators, planners, and developers.

A list of interview participants and summary of findings is found in Appendix B.

Previous reports

The consultant team reviewed the following reports:

1. Center for Agricultural Development & Entrepreneurship, Vision 2050: A New York State Vision for a Profitable, Regenerative, Equitable & Healthy Food System by 2050, July 2022
2. City of Syracuse Local Waterfront Revitalization Program, *Draft Report*, November 2023
3. CNY Regional Market Authority, *Strategic Plan*, 2023
4. Environmental Design & Research, DPC, Onondaga County Agriculture & Farmland Protection Plan, October 2022
5. Matthew Potteiger, SUNY ESF and Evan Weissman, Syracuse University, *Food Plan CNY*, 2021
6. Onondaga County Health Department, “Mapping the Food Environment in Syracuse, New York 2017”
7. Rachel Murphy-Viens, “CNY Farm to School Foodshed Project,” 12/15/2023
8. Shayna Krasnoff, Todd Schmidt, and Cheryl Bilinski, “Economic impact assessment of public incentives to support farm-to-school food purchases,” *Applied Economics and Policy Working Paper*, Cornell SC Johnson College of Business, 2022
9. Syracuse Metropolitan Transportation Council, *RTC-Market Area Mobility Study*, 9/23/2020

10. Syracuse-Onondaga Food Systems Alliance, *2022 Annual Report* and *2023 Annual Report*
11. Tony Dorn, National Agricultural Statistics Service, USDA, *Local Foods Marketing Practices*, Executive Briefing, April 28, 2022

Appendix B: Stakeholder Interviews

The consultant team interviewed 45 stakeholders representing a range of interests in the Regional Market, including businesses, public officials, CNYRMA board and staff members, and nonprofit leaders. The following chart summarizes the types of stakeholders:

Row Labels	Count of Interview
Business	10
CNYRMA board	3
CNYRMA staff	3
Elected official	5
Nonprofit	9
Public official	8
University	7
Grand Total	45

The full list of interviews includes:

Name & Title	Organizaition	Type
Carl Chappell, Owner	Off the Muck	Business
Rocky D'Agostino, Owner	D'Agostino Produce	Business
Luke Esposito, Owner	Water Street Bagel	Business
Travis Glazier, Customer & External Affairs Mgr	National Grid	Business
Norm Guinta, Owner	Guinta Produce	Business
Frank Mento, Owner	Mento Produce	Business
Mark Pawliw, Owner	Plum & Mule	Business
Brian Reeves, Owner	Reeves Veg Farm; Ag & Farm Prot Board	Business
John Russo, Owner	Russo Produce	Business
Mohammad , Owner	Regional Fresh Poultry Market	Business
Tony Emmi, Owner, Emmi Farms	CNY Regional Market Authority	CNYRMA board
Paul Heider, 1st VP (Cortland Co)	CNY Regional Market Authority	CNYRMA board
Tim Pezzolesi, Economic Development Specialist	CNYRMA - NYS Dept Ag & Markets	CNYRMA board
Taylor Deats, Market Manager	CNY Regional Market Authority	CNYRMA staff
Bill Fisher, CEO	CNY Regional Market Authority	CNYRMA staff
Heidi Poole, Office Administrator	CNY Regional Market Authority	CNYRMA staff

Julie Abbott, Member	OnCo Legislature (SW ag communities)	Elected official
Tim Burtis, Chair	OnCo Legislature	Elected official
Dave Knapp, Leg Member, Chair Ag Council	OnCo Legislature, OnCo Agriculture Council	Elected official
Hon. William Magnarelli, NYS State Assemblyman	Assemblyman Magnarelli's Office	Elected official
Hon. J Ryan McMahon, II, County Executive	Onondaga Co Exec Office	Elected official
Maura Ackerman, Director	SOFSA	Nonprofit
Bailey Coon, Region 3 Manager	Onondaga Co. Farm Bureau	Nonprofit
Pat Dunn, Farm Manager	RISE	Nonprofit
Andrew Katzer, Director of Procurement	Food Bank of CNY	Nonprofit
Christina Kohler, County President, Farmer	Onondaga Co Farm Bureau	Nonprofit
Danny Liedka, Director	Visit Syracuse	Nonprofit
Brian McManus, Chief Operations Officer	Food Bank of CNY	Nonprofit
Elise Springuel, Director	Onondaga Food Rescue Network	Nonprofit
Marcel Van Ooyen, Executive Director	GrowNYC	Nonprofit
Robin Coon, Administrative Assistant	Onondaga Co Planning	Public official
Seara Haines,, Co-Executive Director	USDA Farm Service Agency (Syr)	Public official
Don Jordan, Deputy Director	Onondaga Co Planning	Public official
Steve Koegel, VP Communication & Planning	CENTRO	Public official
Dan Kolinski, Regional Director	Empire State Development (CNY)	Public official
Rachel Murphy-Viens, Dir Food & Nutrition Services	Syracuse City School District	Public official
Rebecca Schultz, Director	OnCo Health Dept - Community Health	Public official
Adriana Sereno, Public Health Educator	OnCo Health Department	Public official
Lizzy Cooper, Farm 2 School	Cornell Cooperative Extension	University
Jesse Kerns, Asst Dir, Reuse & Sust Organics	SU Environmental Finance Center	University
Janet Oppedisano, Ag Program Leader	Cornell Cooperative Extension	University
Matt Potteiger, Professor	SUNY ESF (author CNY Food Plan)	University
David Skeval, Director	Cornell Cooperative Extension	University
Myron Thurston, Ag Economic Dev Specialist	CCE Oneida County	University
Rick Welsh, Professor	Syracuse University	University

Input from these stakeholders included:

- Belief in the importance of the Regional Market to the ag economy and the local community
- Support for capital investments to address deteriorated facilities, accessibility, and

new opportunities

- Excitement to work with the Regional Market, following a period when management did not encourage engagement
- Importance of cold storage for food sector, believing the Regional Market is the right place for it
- Optimism about a growing demand for local foods: population growth with Micron and lakefront development; local and state-wide public sector commitment to local food purchasing (EO 32)
- Agritourism and branding support has grown with Onondaga Grown brand and On Farm Fest
- Farmers want value added opportunities; Regional Market a good place to support, particularly for small and medium-sized farmers
- Interest in a shared commercial kitchen to support local entrepreneurs and food rescue
- Saturday Market issues:
 - Concern about drop in sales and number of farmers
 - Confusion about identity of locally grown products
 - Accessibility, include safe pedestrian and bike routes and better bus service
- Excitement about integrating educational components at the Regional Market about farming, nutrition, and cooking
- Interest in making Regional Market a hub for farmer support organizations, central place for information

Appendix C: Site Maps

1. Location and Context
2. Site Analysis – Buildings
3. Site Infrastructure
4. Site Circulation
5. Environmental Resource Map
6. Site Amenities

CNY Regional Market

Location & Context Map



LEGEND:	
Property Line	---
Centro Stop	■
Centro Lines	—
Rail Lines	—
Washington Square Neighborhood District	---
Onondaga Creekwalk	---
Trails	---
NYS Bike Route 11	---
City of Syracuse TIP Sidewalk Upgrades	---
Major Entrances to Regional Market	➔
Minor Entrances to Regional Market	➔



CNY Regional Market

Site Analysis - Buildings

Building Number	Building ID	Description	Year Built	Renovations
1	Commission House 1			
2	Commission House 2			
3	Commission House 3			
4	A-Shed			
5	C-Shed			
6	D-Shed			
7	E-Shed			
8	Admin/Retail	Offices, Bank Space, and Retail, "Commons"		
9	Service	Welcome Center & Utilities Service		
10	Diner/Retail	Market Diner & Middle East Market		
11	F-Shed		2013	
12	Storage	Commerical Storage	2013	
13	301 Hiawatha Blvd	Tenant Renovated, Office Space, Community Center, Storage		
14	Tractor Barn			
15	Guard Shack			
16	Storage			
17	513 Hiawatha	Warehouse		
A	Wendy's	Tenant Building		
B	Byrne Dairy	Tenant Building		
C	Regional Poultry Market	Tenant Renovated Building		

CNY Regional Market

Site Infrastructure



LEGEND:

Property Line	---
Electrical Line	—
Gas Line	—
Water Line	—
Storm Line	—
Sewer Line	—

CNY Regional Market

Site Circulation

Current Conditions:
Asphalt - Generally in good condition with areas that require maintenance to repair cracked pavement.
Concrete Sidewalks - Good condition with some cracking. Additional sidewalks may be needed to ensure pedestrian safety.
Accessibility - Accessibly parking and routes do not meet current ADA codes.
Bicycles - 6 parking spaces located on Park Street in front of Wendy's.

- Number Legend:**
- 1) Primary entrance from I-81 N, North Side of the City, I-81 S from Seventh North Exit. Entrance is often congested and backs up onto the off-ramp. Lacks welcoming signs. Bus stops are not easily accessible to Market users.
 - 2) Pedestrian/Vehicle conflicts - no clear pedestrian paths or directions for vehicles. High traffic volume.
 - 3) Primary entrance for Liverpool and North West Suburbs. Lacks welcoming signs, and bus stop is not easily accessible for Market users.
 - 4) One-way parking. Spaces near sheds hazardous and a conflict area for pedestrians and vehicles. Handicap and accessible parking is highly lacking throughout the Market property.
 - 5) Major Market parking lot. Has potential to be reconfigured to better serve the Market, Market Diner, and Middle Eastern Grocery Store.
 - 6) Parking behind Commission Houses.
 - 7) Gravel road that is a nonformal entrance/exit.
 - 8) Gravel overflow parking, has no formal pedestrian connection to the Market.

LEGEND:

Property Line	---
Centro Stops	■
Centro Line	—
Bicycle Racks	●
Pedestrian Traffic Flow	↔
Vehicle Traffic Flow	↔
Conflict Areas	★



CNY Regional Market

Environmental Resource Map

Environmental Resources

Archaeological

- CNY Regional Market is located in a New York State Archaeological Buffer Area because of its proximity to Onondaga Lake. New York State Parks, Recreation, and Historic Preservation has determined that the property is eligible for Historic Status.

Endangered Species

- CNY Regional Market is approximately .33 miles from Onondaga Lake; because of its proximity, there are several endangered species that may be identified on this property, such as the Bald Eagle. Because the Market Property is approximately 75% impervious coverage with few mature trees where Bald Eagles could rest and nest, any future development would have little impact. There is potential for planting trees and vegetation that could benefit Bald Eagles and the environment with future development.

Wetlands

- Though identified by the NYS Department of Environmental Conservation that wetlands could exist on the property because of the amount of development on and near the Regional Market, there are none.

Flood Plain

- According to FEMA mapping, the North Eastern portion of the Regional Market Property is located in a 100 year storm floodplain.

Soils

- According to the USGS Web Soil Survey, the regional Market Property is designated as Urban, generally cut and filled land. A geotechnical investigation conducted in 1988 using deep boring methods developed a deep soil profile for the property. The soil profile consists of fill – 5 to 16ft, March 6" to 10 ft, Lucustrine – 4ft to 17ft, Reworked Glacial Till – 2.5' to 17ft, Glacial Till. These existing soils are not conducive to using typical foundation construction techniques and will require end bearing piles for construction.

LEGEND:

- Property Line - - - -
- 100 Year Flood Plain -



CNY Regional Market

Site Amenities

Site Amenities

Lighting

- There is a variety of lighting throughout the property site, including pole-mounted, flood lighting from the buildings, street lights, and other low-level lighting. Many of the lights are dated and do not use energy-efficient fixtures.

Signage

- The significant Regional Market sign is mounted on the Commercial Building facing Park Street, which is dated and not visible from the highway. Entrance signage is dated and does not create a welcoming feeling for visitors like you are here. There is not a cohesive way finding system on the property where visitors will know where to park, where they would like to shop, and where restrooms and other services are available while they visit.

Seating

- There is very little seating around the shed, usually located at the end of the building. There are no areas dedicated to seating, resting, or gathering.

Restrooms

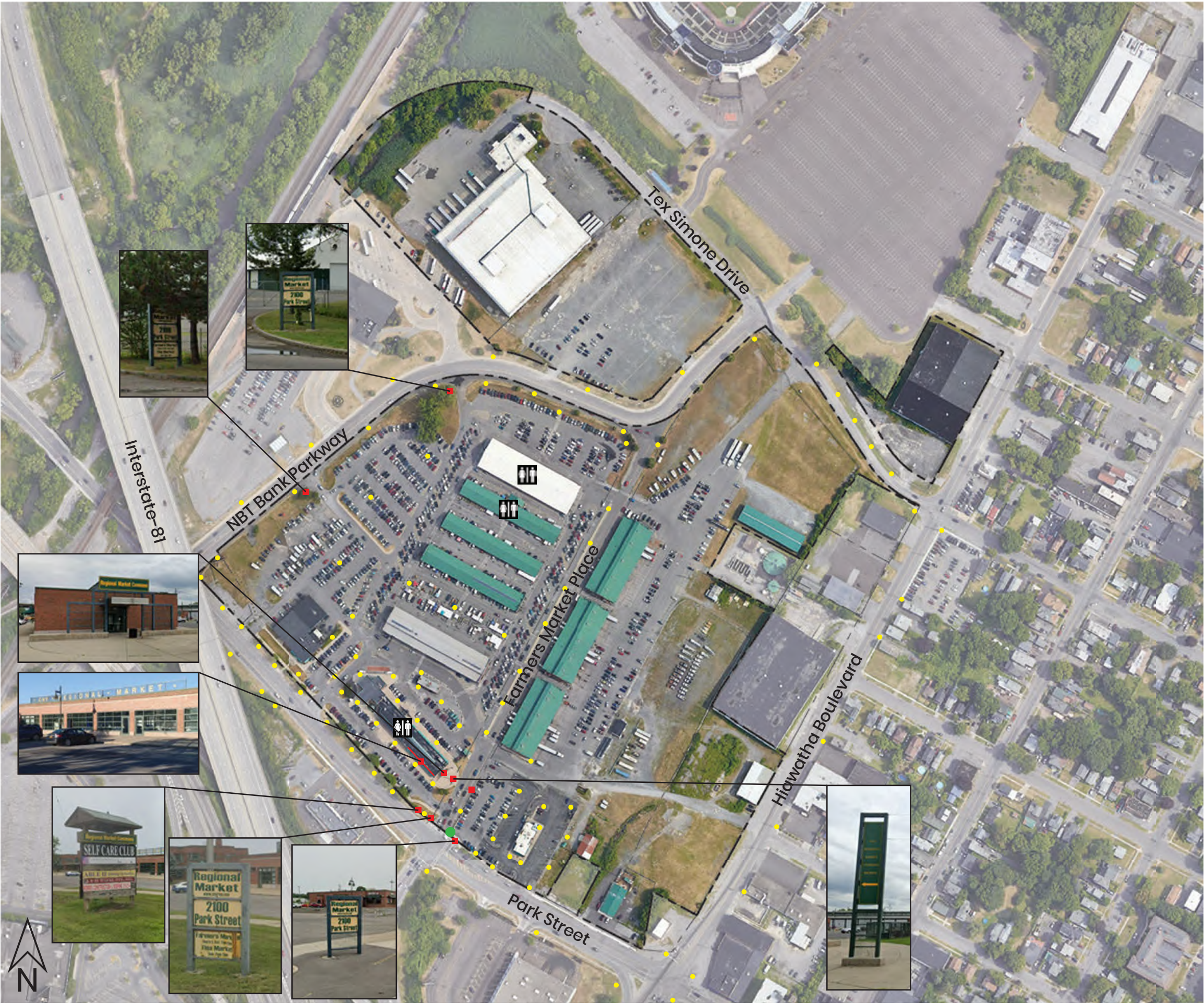
- Public restrooms are at either end of the Market in F Shed and the Commercial Building.

Landscaping

- Approximately 25% of the open space at the North and East parts of the Regional Market property is lawn. Street trees and landscaping are along Park Street and at the North entrance by F Shed. There is potential to expand vegetation into the parking areas and perimeter, and to utilize vegetative practices to treat and mitigate stormwater.

LEGEND:

Property Line	---
Lighting	●
Signage	■
Bike Rack	●
Restrooms	♂ ♀



Appendix D: Regional Market Summit

ENGAGEMENT REPORT

CENTRAL NY REGIONAL MARKET COMMUNITY ENGAGEMENT



Prepared By :
Joy Kuebler
Landscape
Architect, PC and
PLAYCE Studio, Ltd.

**CNY
REGIONAL
MARKET**
SHOP FRESH. EAT LOCAL.



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MARKET SUMMIT

Introduction and Participants

On October 17, 2024, the CNY Regional Market brought together diverse and thoughtful stakeholders to spark dialogue and collaboration around its future. Participants shared current insights about the market, drew inspiration from exemplary markets nationwide, and brainstormed ways to better serve farmers and the community. Together, they prioritized strategic investments and identified key areas for further research, setting the stage for a vibrant, sustainable marketplace that will meet the needs of all.



Participants	Organization
Katie Stewart	Syracuse Mets
Jose Berenguer	CNYRMA
Tom Bonoffski	CNYRMA
Dan Carmody	Detroit Eastern Market
Hugh Boyd	Hugh Boyd Architects
Jim Farr	Rochester Public Market
Anita Bueno	Joy Kuebler Landscape Architect, Playce
Aimee Arceo	Joy Kuebler Landscape Architect, Playce

MARKET SUMMIT

Introduction and Participants

Participants	Organization
Ted Spitzer	Market Ventures, Inc.
Terry Horst	Terry Horst Landscape Architecture
JoAnn Delaney	CNYRMA - Farmer (Delaney Farms)
Keith Schiebel	CNYRMA
Tony Emmi	CNYRMA - Farmer (Emmi Farms)
Tim Pezzolesi	NYS Dept of Ag & Markets
Bill Fisher	CNY Regional Market Authority
Luke Esposito	CNY Regional Market Authority
Sydney Catal	CNY Regional Market Authority
Taylor Deats	CNY Regional Market Authority
Brian May	OnCo Legislature (NW ag communities), AFPB Member
Dave Knapp, Chair	OnCo Legislature (SE ag communities), OnCo Agriculture Council

MARKET SUMMIT

Introduction and Participants

Participants	Organization
Hon. Ben Walsh	City of Syracuse
Hon. J Ryan McMahon II	Onondaga Co Exec Office
Hon. William Magnarelli	Assemblyman Magnarelli's Office
Brooks Mulahy	Farmer/Shed Tenant
Dave Shultz	Farmer/Shed Tenant
Derek Blackburn	Farmer/Shed Tenant
Julie Akins	Farmer/Shed Tenant
Meg Schader	Farmer/Shed Tenant
Randy Dickinson	Farmer/Shed Tenant
Taima and Amer Yagan	Farmer/Shed Tenant
Tracy Yardley	Farmer/Shed Tenant
Ahmeed Turner	CNY Community Foundation

MARKET SUMMIT

Introduction and Participants

Participants	Organization
Bailey Coon	Onondaga Co. Farm Bureau
Danny Liedka	Visit Syracuse
Elise Springuel	Onondaga Food Rescue Network
Mark Pawliw	Plum & Mule / Eden Fresh Network/Farm to Fork 101
Maura Ackerman	SOFSA (Syr-OnCo Food Systems Alliance)
Patt Dunn	RISE (Refugee & Immigrants Self Empowerment)
Bonnke Sekarore	North Side Immigrants
Eric Ennis	City of Syracuse
Holly Granat	NYS Dept of State (DRI/NYForward)
Isabelle Harris	Onondaga Co Exec Office
Kara Verbanic	Onondaga Co Health Dept
Lisa Welch	Onondaga Co Planning
Megan Costa	Onondaga Co Planning

MARKET SUMMIT

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Participants	Organization
Owen Kerney	City of Syracuse
Rachel Murphy-Viens	Syracuse City School District
Rebecca Schultz	OnCo Health Dept - Community Health
Seara Haines, Co Exec Dir	USDA Farm Service Agency (Syr)
Tracy DiGenova	NYS Governor's Office
Troy Waffner	Onondaga Co Planning
Brian Reeves	Ag & Farm Prot Board, Reeves Veg Farm
David Skeval	Cornell Cooperative Extension
Janet Oppedisano	Cornell Cooperative Extension
Rick Welsh	Syracuse University
Heidi Poole	CNY Regional Market Authority
Russo Produce (John, Tony, "Mom")	Russo Produce

MARKET SUMMIT

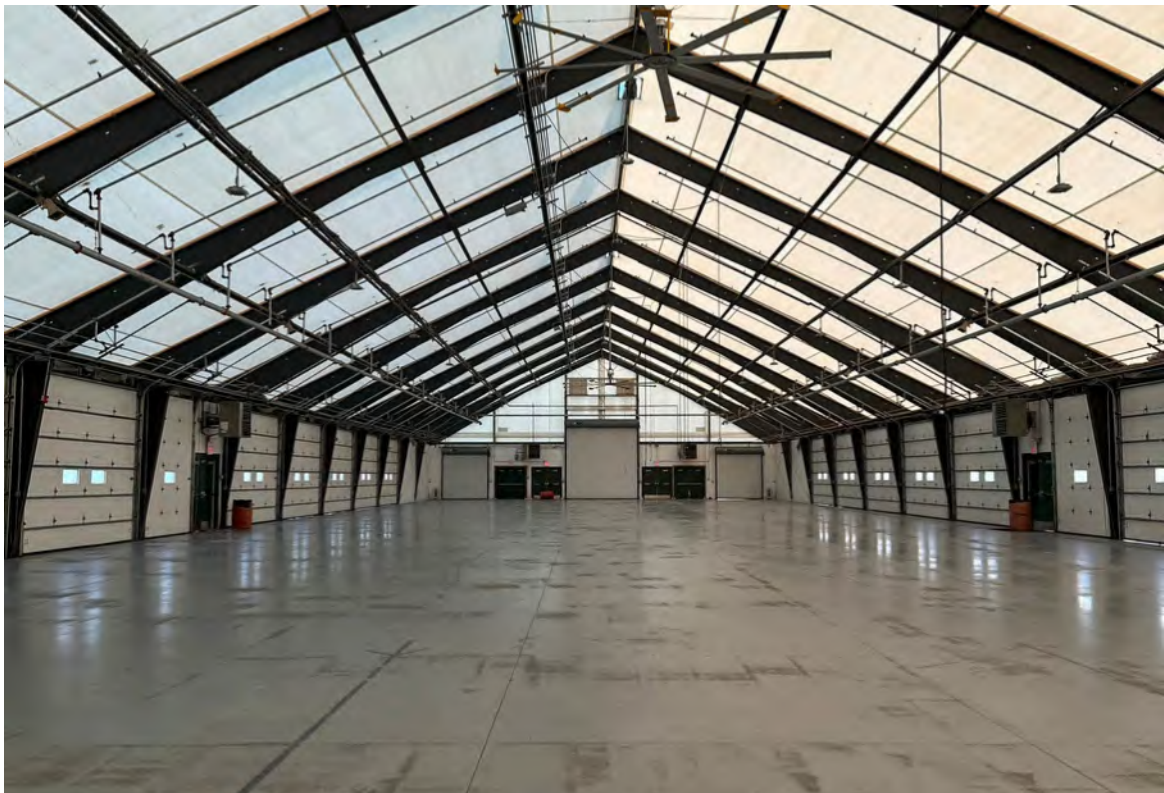
Walking Tour

The day started with a walking tour of the current market facilities and a discussion on the physical infrastructure, current programming and offerings as well as events held at the market. The conversation included noting the market as a physical institution with a deep community legacy and that the spaces, while feeling outdated and disorganized at the moment, have potential to be reimagined from the ground up.



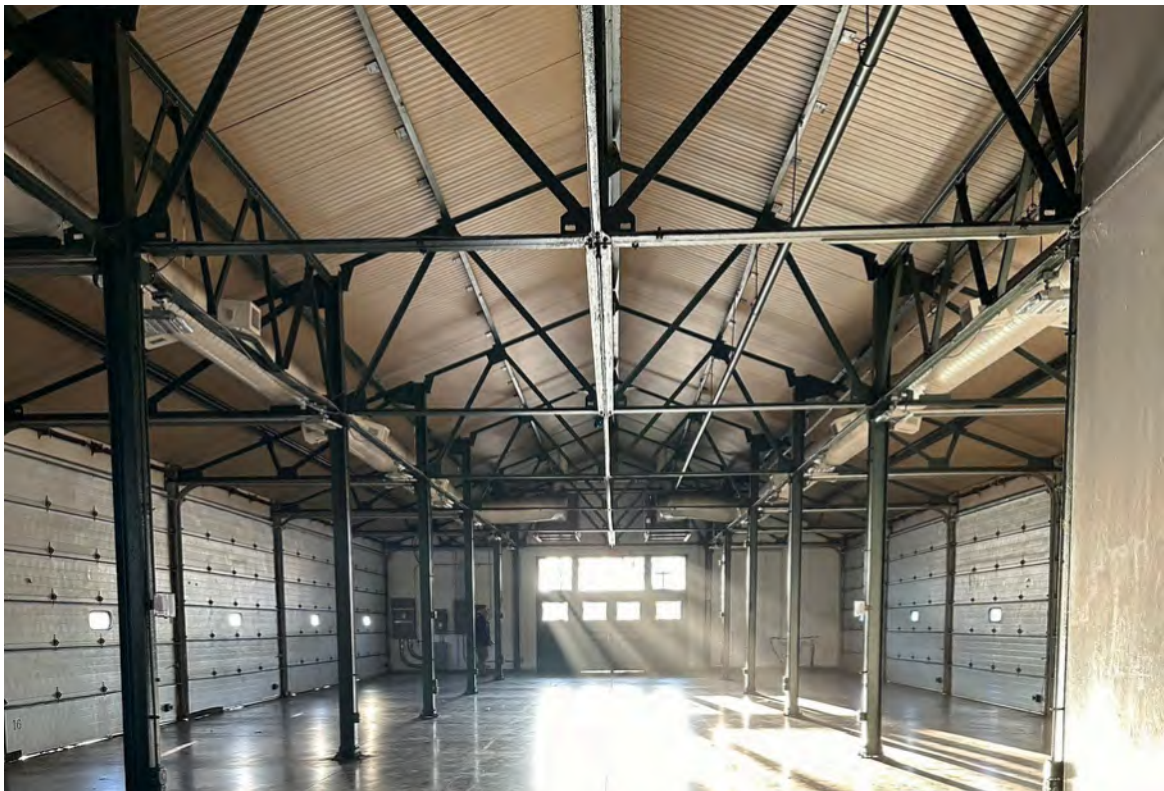
MARKET SUMMIT

Walking Tour



MARKET SUMMIT

Walking Tour



MARKET SUMMIT

Market Precedents

The Summit invited project team member Dan Carmody from Detroit's Eastern Market and Jim Farr from The City of Rochester's Public Market to share the work they have done and the outcomes produced at their facilities.



The presentation on Detroit's Eastern Market highlighted its role as a historic and vibrant food district focused on nourishing a healthier, wealthier, and happier Detroit. Key strategies include supporting farmers of all sizes through initiatives like small-batch freezing to extend seasonal produce, creating a robust food business incubator, and offering food box programs to improve access to nutritious food for targeted communities. With an emphasis on urban agriculture, community gathering, and economic democracy, Eastern Market stands as a model for food system resilience and innovation, expanding opportunities for local growers, scaling food businesses, and promoting wellness through diverse, inclusive market days and events.

The presentation on the Rochester Public Market emphasized its role as a unique and accessible community space that prioritizes diversity in products, people, and experiences. The market fosters an inclusive atmosphere by offering affordable, fresh food options, a variety of prepared food vendors, and activities that appeal to people from all walks of life. With a focus on being a "third place" for community gathering outside of home and work, the market hosts a range of events, art, and performance opportunities. It supports vendors and entrepreneurs through low-cost, low-risk opportunities to sell and test products, making it a central hub for affordable, healthy food and entrepreneurial growth in Rochester.



MARKET SUMMIT

Visioning Session

The visioning portion of the Summit was led by team members from Joy Kuebler Landscape Architect, PC and PLAYCE Studio.

The team led three visioning activities which are presented and summarized on the following pages.

- Activity 1: What is the Market's Current Identity
- Activity 2: Coverstory, Envisioning the Market's impacts over the next 20 years.
- Activity 3: Prioritization of the themes identified in the Coverstory activity



ACTIVITY #1

What is the Market's Current Identity

Participants were asked to leave their seats and go to a table in the center of the room, where they could choose one card from many on the table that reflected what they saw as the way the Market sees itself today, or its "Identity". The cards have a variety of images that are meant to nudge the brain and prompt a response. Once a card was chosen, participants discussed it with the people at their table. Each table then summarized to their top three or four identities and shared with the larger room. The tables below represent both individuals' responses and then what the room created together as the Market's Current Identity.

Market's Current Identity - as Spoken
Infrastructure Needs
Connection
Diversity of Community
Opportunities for Growth
Support
Opportunities for Improvements
Generational efforts that show visual history in a physical place
Promise
Community and Families, Diversity comes together to create functional market
Community = Vendors, staff, farmers, consumers
Diversity of gathering place
Under construction and being improved
We know where we've been. Future is unknown, but promising
Rich history, responsibility to move into future
Contemplation
Beautiful diverse place for community gathering
Market is on Autopilot, in a moment of precariousness

Market's Current Identity - Main Themes
Diversity
Community
Rich history to preserve
Under Construction
In need of physical updates and Identity update
Beautiful Gathering Space

Through this activity, people in the room met and listened to one another and began to understand the perceptions they have of the market as a place as well as the community that uses the market. The exercise becomes a launching place by which the Market Plan can be regularly revisited and measured.

Activities 2 and 3 help to then identify the Market's Future Potential.

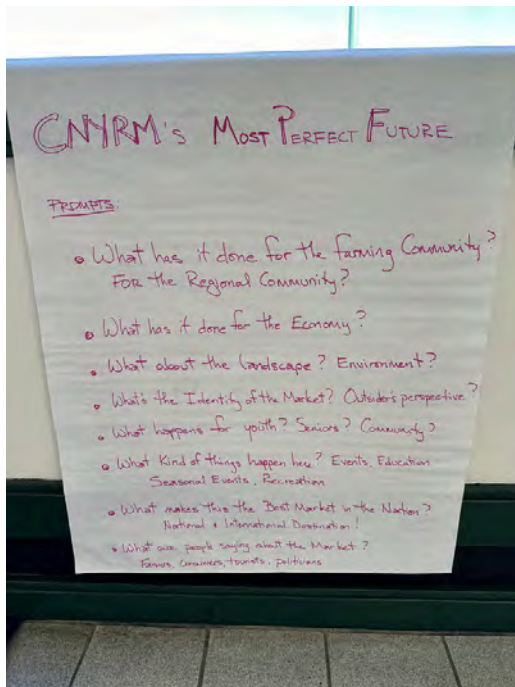
ACTIVITY #2

Cover Story Game

The Cover Story Game asks participants to imagine that in 20 years, the transformation at the Central NY Regional Market is so great that globally-renowned Impact Magazine is going to put the Market on its cover.

The intention of this activity is to ask the participants to step beyond the “thing being planned” and instead look to the **impact** that thing might have on the future. This activity creates a guide for the project that can be returned to and evaluated throughout the planning process.

Participants worked in small groups and some initial prompts were asked to choose the headlines, sidebars, quotes and photos that they would use to highlight the success of the Market and to answer the question, what becomes of this space in the future because of our efforts today?



Prompts when Envisioning the Future:

- What has the Market done for the farming community? And for the Regional Community?
- What has it done for the economy?
- How has it impacted the landscape and environment?
- What is the future identity of the Market, and how do outsiders perceive it?
- How does the Market impact youth, seniors?
- What kind of things happen here; Events, education, seasonal events, recreation?
- What makes this the BEST market in the Nation?
- What are people saying about the Market?

ACTIVITY #2 continued

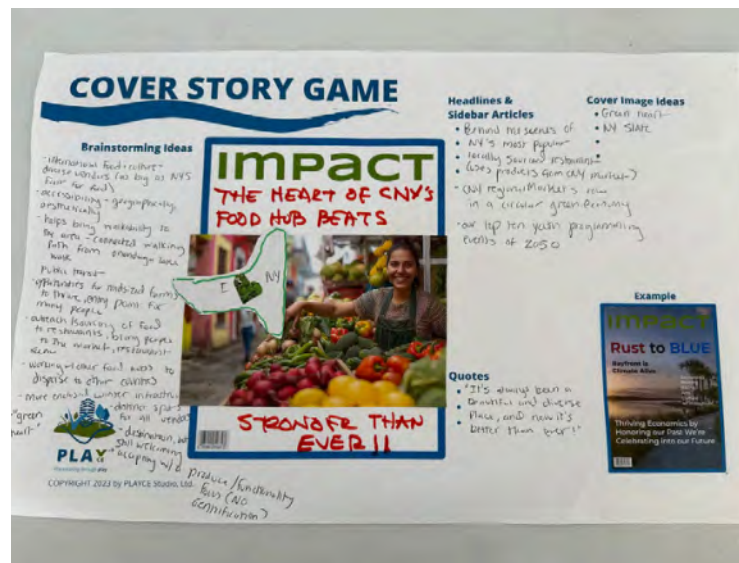
Cover Story Game

Each small group then shared their covers with the room, highlighting their Headlines, Sidebars and relevant quotes.

As a larger group, the participants aggregated the outcomes and alignments from the various covers into primary themes reflecting the group's overall consensus and identifying actions the Market could take on as part of this planning process.

COVERSTORY HEADLINES GENERATED FROM THE GROUPS

- The heart of CNY's food hub beats stronger than ever
- From the Outhouse to the Penthouse
- Nourishing the Community while Enhancing Food Security
- CNY Market: Come as a stranger, leave as friends
- Growing the future
- CNY Regional Market becomes the Disney World of Agro-tourism



*All of the Coverstory outcomes are presented in the Appendix



ACTIVITY #2 continued

Cover Story Game

As part of the exercise, groups took a deep dive into the potential they saw for the Market over the next 20 years and generated the following comments:

Comments from Coverstory “Brainstorm Ideas” Section

- International food and culture with diverse vendors
- As big as NYS Fair for food availability
- Accessible, both geographically and aesthetically
- Walkable connections from the Onondaga Lake path to the market
- Public Transit
- Opportunities for midsized farms to thrive
- Role in circular green economy
- Sourcing of food for restaurants
- Working with other food hubs to disperse food to other counties
- Winter infrastructure
- Destination with produce/ Ag focus
- Limit gentrification opps
- Strong youth programming
- Enhanced Food Security
- Regional market involved in the overall regional development and growth
- Bring farms to the market
- Wholesale- Value Added to food products
- Food security
- Keep Farms in Business
- Nourishment
- Aggregating, branding, and distributing local product
- Agri-tourism
- Things to do for the community
- Farm to school capital of the world
- Farm incomes soar
- Syracuse’s economic boom starts at the Regional Market
- Public Transit
- Provides subsidized and affordable options, making impact to local communities
- Improved accessibility for biking and walking
- Improving kids nutrition and health, education opps
- Kids introduced to farming
- Processing Facilities, cold storage and distribution.
- True incubator site for farmers and entrepreneurs
- Tourism
- Top event center

ACTIVITY #2 Later Analysis

Cover Story Game

After the Summit, we extracted themes from the larger brainstorming activity and generated a frequency matrix counting mentions of each theme:

Brainstorm Themes	Frequency
Community Engagement & Education	6
Food Processing, Distribution Facilities and Farm-to-Market Initiatives	6
Affordability and Food Security	6
Agricultural and Environmental Sustainability	6
Local & Regional Economic Development	5
Accessibility & Infrastructure	5
Health & Nutrition	4
Marketing & Branding for Local Products	4
Cultural Diversity & Inclusivity	3
Agricultural Tourism	3
Youth Engagement & Programming	2
Destination & Event Center	2

ACTIVITY #3

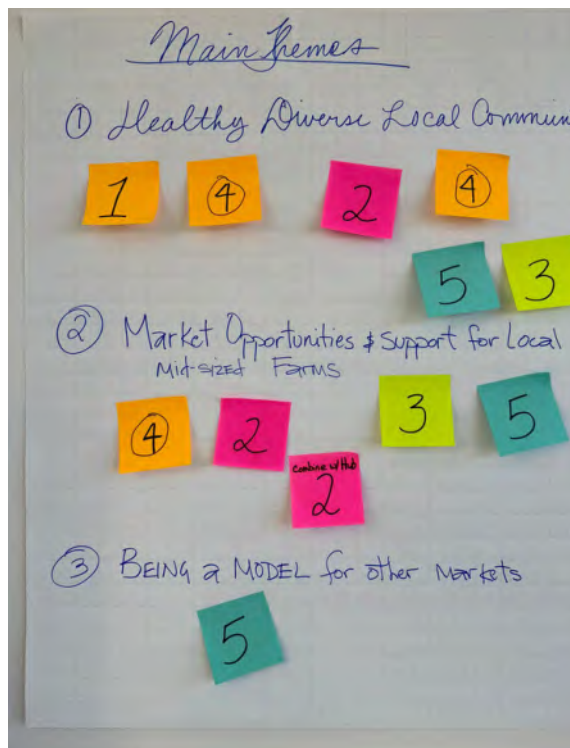
Group Prioritization

From the Coverstory activity, and as part of larger group discussion, the participants generated the following themes. At their small group tables they discussed how their group would prioritize these themes on a scale of 1-5. One (1) being their highest priority and five (5) being last on this priority scale.

Each table was given sticky notes numbered 1-5 and spokesperson for each group placed their rankings on the flip chart paper at the front of the room, alongside the other groups.

THEMES

1. Healthy Diverse Local Community
2. Market Opportunities and Support for local mid-sized farms
3. Being a Model for other markets
4. Being a Hub of Agriculture, Food, Gathering, Transit, Events, Education
5. Creating a circular, sustainable food system
6. Diversity of food and people
7. Affordability for farmers, vendors and consumers
8. Untapped resources, potential, increased processing opportunities



*Ranking of all the themes are presented in the Appendix

ACTIVITY #3

Group Prioritization

The Group's priority for the CNY Regional Market indicates a desire to serve as a hub for agriculture, food, gathering, transit, events, and education, with five of the six groups making it a top priority. Other important themes include supporting a diverse, healthy local community and promoting market opportunities for local farms, while serving as a model for other markets is a lower priority.

*When evaluating the table, consider each theme receives points according to the priority ranking on the sticky notes (e.g., a rank of "1" = 5 points, "2" = 4 points, and so on, down to "5" = 1 point).

OUTCOMES

Theme	Priority Ranking received	Total points based on prioritization
Being a Hub of Agriculture, Food, Gathering, Transit, Events, Education	1- 1- 1- 1- 1	20
Market Opportunities and support for local mid-sized farms	4-2-2-3-5	14
Healthy Diverse Local Community	1-4-2-4-3-5	13
Affordability for farmers, vendors and consumers	5- 2- 3- 2- 5	13
Untapped resources, potential, increased processing opportunities	4- 5- 3- 3	9
Diversity of food and people	2- 4	6
Creating a circular, sustainable food system	4- 3	5
Being a Model for other Markets	5	1

Summary

The summary analysis begins with a review of key themes and priorities identified from the Market Summit conversations and activity outcomes. These outcomes could inform the project Mission and Vision in the following ways:

"At CNY Regional Market, our **mission** is to cultivate a vibrant hub that unites agriculture, community, and culture. Through accessible spaces, sustainable practices, and diverse food offerings, we empower local farmers, nourish our community, and inspire economic growth. We are committed to building a resilient, inclusive marketplace where every visit fosters connection, health, and opportunity for all.

Our **vision** is to be a model marketplace that champions local agriculture, sustainability, and inclusivity. We envision a thriving community destination where people of all backgrounds connect through food, celebrate cultural diversity, and support a circular food system. By empowering farmers, expanding access to fresh, affordable products, and fostering a healthy environment, we aim to set a new standard for community-centered, sustainable market spaces."



*The word cloud above captures the frequency of language used throughout all three activities

PUBLIC MEETING

Overview

On December 2, 2024, the CNY Regional Market hosted a Public Meeting 'to share the research data, survey outcomes, Mission and Vision and four suggested strategies. The meeting also invited Rochester Market to present a case study, and Detroit's Eastern market as a case study.

The meeting hosted more than 50 people in Shed F at the Market. Following the presentations, the team offered five activity and feedback stations. The following is a summary of those outcomes.



Activities Available to the Attendees

Map Commenting

Talk with the Team

Explore the Strategies Presented

Challenges and Items Missing

Collage- Vital to Market Success

● Loading...

MEETING ACTIVITY 1

Map Commenting

Activity 1 allowed participants to comment on the various site plan drawings shared as part of the presentation., with the following results:

- Like connector shed
- Need sidewalk to the bus stop
- Request for outdoor seating
- Concern about edible plants next to heavy truck traffic, exhaust and brake dust

MEETING ACTIVITY 2

Talk with the team

Immediately following the presentation the team gathered to have conversations with and respond to questions from the attendees. In addition to the team's direct responses, the following represents questions and comments that were captured on the flip charts at the station.

Why is it so unsafe for bikes and pedestrians?- No more studying or spending until improvements are made (A problem for decades)

Bike/ pedestrian connectivity to the surrounding neighborhood, regional transit center, mall, Liverpool?
Allowing for a flow of people between these close destinations and withing the site w/o getting back in their car

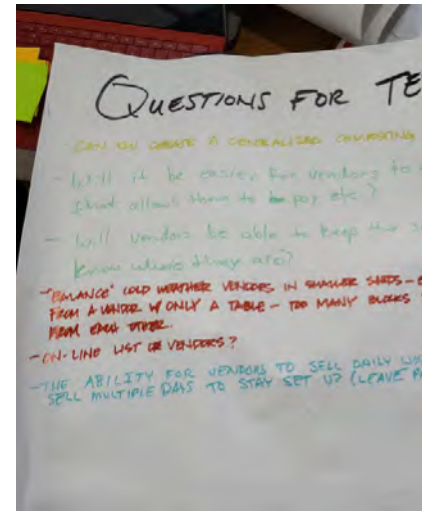
How are you going to connect this with other city areas?
Ballpark, Aquarium, Mall, Downtown, Dome? How can you get the City more involved and connected? Transportation? Pathways?

Clean up the management team/ keep costs down for farmers

Keep non-food vendors in separate shed, do not mix w food vendors

What is being done NOW to RETAIN small local farmers, producers of meat, cheese, dairy

Get information direct to farmers for state/ fed money, grants to help farmers who have run into financial difficulty and need some helps w the unforeseen happens such as weather damage to crops, processors going bankrupt, etc



MEETING ACTIVITY 2

Talk with the team

Real place, not like Wegmans

No map (big map) locating farms

Signage indicating farm names

Diversity

Exhibition space

Seating

Solar

Will the CNYRM still only be a landlord or will they begin competing with vendors?

How will success be defined?

How will improvements impact rents? Vendors leave due to high rents, Will rents be lowered?

Why no recycling bins for water bottles

Use GIS, and 3D Bim for future scenario

As- built diagrams should be accurate and reflect land ownership including ROW (city, state...)

(Centro & Amtrack) Transportation Center building is not "road alignment"

MEETING ACTIVITY 2

Talk with the team

Can you create a centralized composting site for market customers?

Will it be easier for vendors to access stalls (sic: become a vendor)? Line an online system that allows them to pay, etc

Will vendors be able to keep the same stall year round so customers know where they are?

"Balance" cold weather vendors in smaller sheds- eg put someone w a large/deep display away from a vendor with only a table- there are too many blocks to flow where large/ busy vendors are away from each other

Online list of vendors

The ability for vendors to sell daily would be nice. Any way for vendors to sell multiple days to stay set up (leave product in space overnight)

MEETING ACTIVITY 3

Review the Strategies

Strategy 1: Upgrade Retail	What is in Our Way	What will it take to Achieve
		Farm Consignment Grocery Store
		Multi-generational, spaces for all ages and abilities
		Places to park bikes
		Supporting non car transportation
		Consider what value vendors bring to the market, focus on local encourage local/ regional in season goods
		Helping farmers market themselves and see a way forward
		Network farmers and business development people
		Activities/ Vendors that are open daily, not just on market days, and Bring Buda Back

MEETING ACTIVITY 3

Review the Strategies

Strategy 2: Branding	What is in Our Way	What will it take to Achieve
	Not knowing where the welcome center is, make it more apparent to people. Have it become the face of the market	Wider reach to communities
	Need Map of market and schedule	Collaboration w SYR Co-op
		Continue and expand partnerships w SUNY ESF to bring in students
		Enlarge the impact of CNY Farmers market by disseminating locally produced food, more culturally appropriate food that is limited in other groceries and home made food
		What is the brand and how to simply communicate to consumers, need focus – not be all things to all peoples
		Events and education center to draw people in beyond just Saturday market
		Connect with other groups what have similar interests

MEETING ACTIVITY 3

Review the Strategies

Strategy 3: Modern Distribution	What is in Our Way	What will it take to Achieve
	Identify the best management practices in regards to modern distribution	Keep it accessible, not totally “sterile”
	Need Map of market and schedule	Dedicated bus routes on market days from campus and neighborhoods
		Cast a wide net informing people of what is available to them
		Allowing people to use snap benefits at market (downtown weekday market does this)
		Form Gleaning and Cooperative w local food bank to reduce food waste, and with local growers to sponsor local economy

MEETING ACTIVITY 3

Review the Strategies

Strategy 4: investments Production, Distribution, Opps	What is in Our Way	What will it take to Achieve
	What groups are interested in this type of facility? How can we target them to become a part of this community?	Industrial compost collection
		Shared community embedded components / spaces- Not all commercial. Community engagement "investment" to sustain it
		Centralized processing that can be discounted for farmers
		GAP certification- this is an expensive and labor intensive process for farmers, but grocery stores will not sell products from farms that do not have this certification
		"farm Stop" as a hub for local growers and producers to sell through every day
		Money

MEETING ACTIVITY 4

Challenges or Missing

The meeting included a facilitated station to allow an area for people to freely share what they saw as challenges, or things they felt were missing.

Challenges in the Current Strategies	What's missing in the Current Strategies
Surrounding areas do not have safe crossings/ transportation	Compost collection for customers of the market
Connectivity (pedestrian + bike) for surrounding neighborhoods and new in coming housing	Advertisement for retail vendors and apparel clothing and other products
People perceive the market as "out of their price range" and not worth spending the extra money on – education about farmers/ food production can help people justify the cost	Walking from Buckley Rd and Old Liverpool Rd
People associate the Farmers market w early morning hours	Signage in multiple languages (digital?)
New vendors not engaged in market governance, more focused on developing their businesses	Bike and scooter parking
Milwaukee Market is not a good precedent, too high end and not similar to demographics of Syracuse	Need to endure a way for cars to pick up heavy items, (boxes of tomatoes, etc)
Connection to Creek walk and Lake trail (comment adjacent w arrow – "great idea")	Ensure physical access for all
Connectivity to Park St bike lane project	Focus and Branding
Green infrastructure, stormwater management raingardens	Networking vendors/ farmers with business development resources and build vision
Worried about "destruction" of the market	

MEETING ACTIVITY 5

Collage what will be VITAL for Success

During the Public Meeting, Participants created 14 collages and shared their narrative of the Collage with the team. Those narrations were captured and organized as a Frequency matrix creating the following outcome:

Theme	Number of Mentions
Infrastructure and Facilities	7
Seating and Gathering Spaces	7
Accessibility and Transportation	6
Diversity of Products and Audiences	6
Market Culture and Atmosphere	6
Advertising and Awareness	5
Community Engagement and Events	5
Vendor and Management Relationships	3

Summary

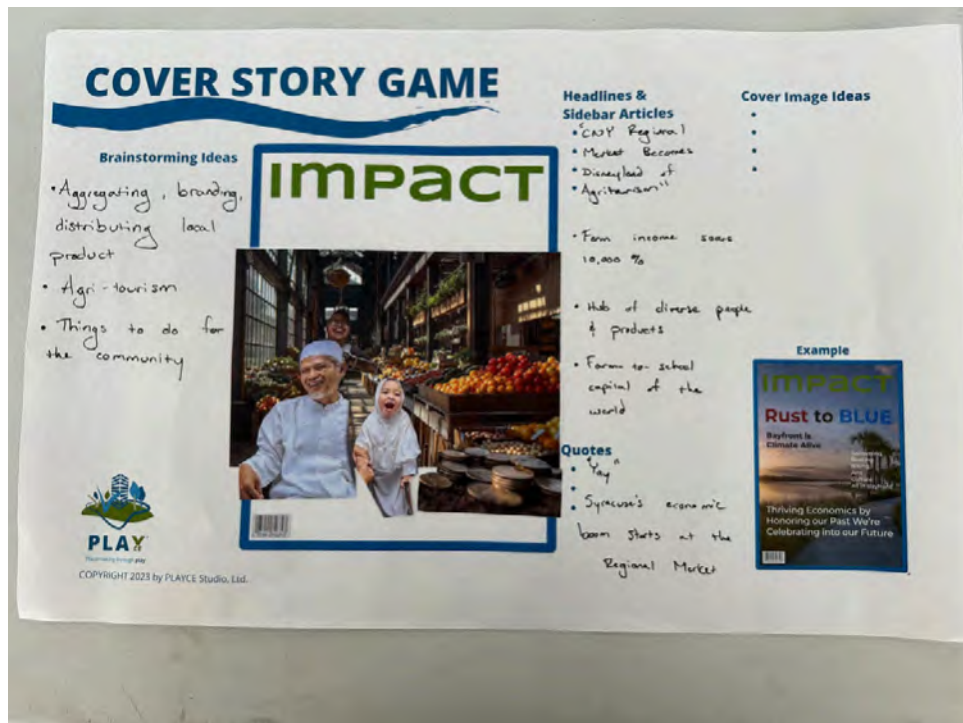
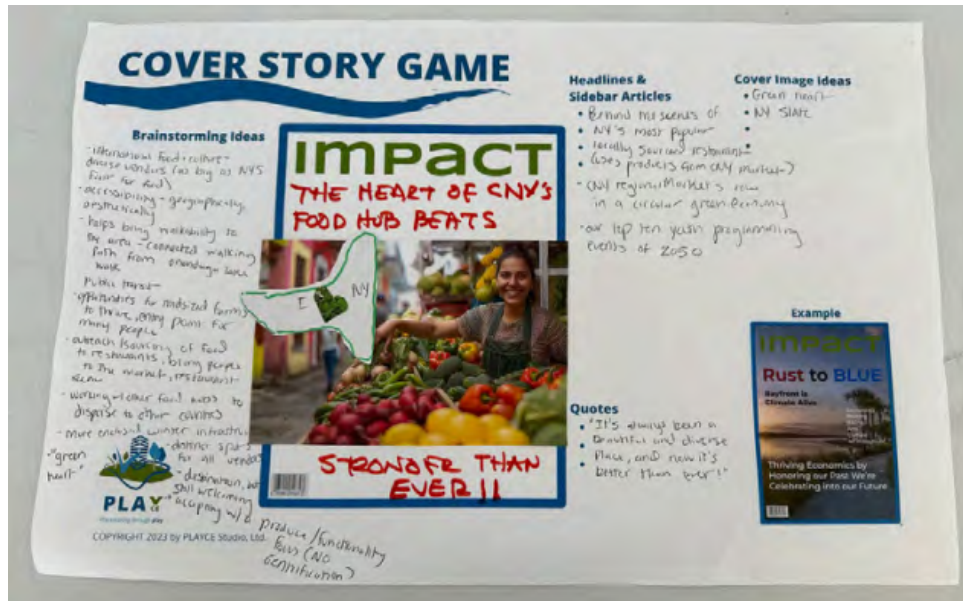
The engagement responses strongly align with the CNY Regional Market's mission to serve as a "vibrant hub that unites agriculture, community, and culture" and its vision to be a "model marketplace championing local agriculture, sustainability, and inclusivity." The repeated calls for accessible spaces, such as sidewalks to bus stops, improved pedestrian and bike pathways, and family-friendly gathering areas, directly support the mission's emphasis on inclusivity and connection. Furthermore, suggestions for greenspaces, centralized composting, and stormwater management tie into the vision's focus on sustainability and creating a circular food system. Community needs for diverse food offerings, from culturally appropriate options to fresh, local, and ready-to-eat foods, affirm the importance of supporting farmers and serving a diverse customer base, as outlined in both the mission and vision.

Where the responses diverge slightly or expand on the mission and vision lies in operational concerns and governance. Questions regarding vendor retention, balancing rents, and addressing "us vs. them" sentiments between management and vendors suggest a need for clearer communication, equitable policies, and stronger relationships. While the vision aspires to inspire economic growth, concerns about rent affordability and vendor support emphasize the importance of balancing market improvements with the financial realities of small farmers and businesses. Additionally, practical improvements like better signage, maps, recycling options, and an online vendor system underscore a need for modernized infrastructure and communication tools that were not explicitly stated in the mission and vision.

Overall, the engagement outcomes reinforce the mission's goals of creating a resilient, inclusive marketplace while highlighting actionable steps to enhance accessibility, vendor support, and community engagement. The responses also offer valuable refinements to the vision by emphasizing operational transparency, practical infrastructure upgrades, and a focus on balancing commercial success with community benefit. Addressing these priorities will ensure that the CNY Regional Market evolves as a thriving, community-centered destination that remains true to its purpose.

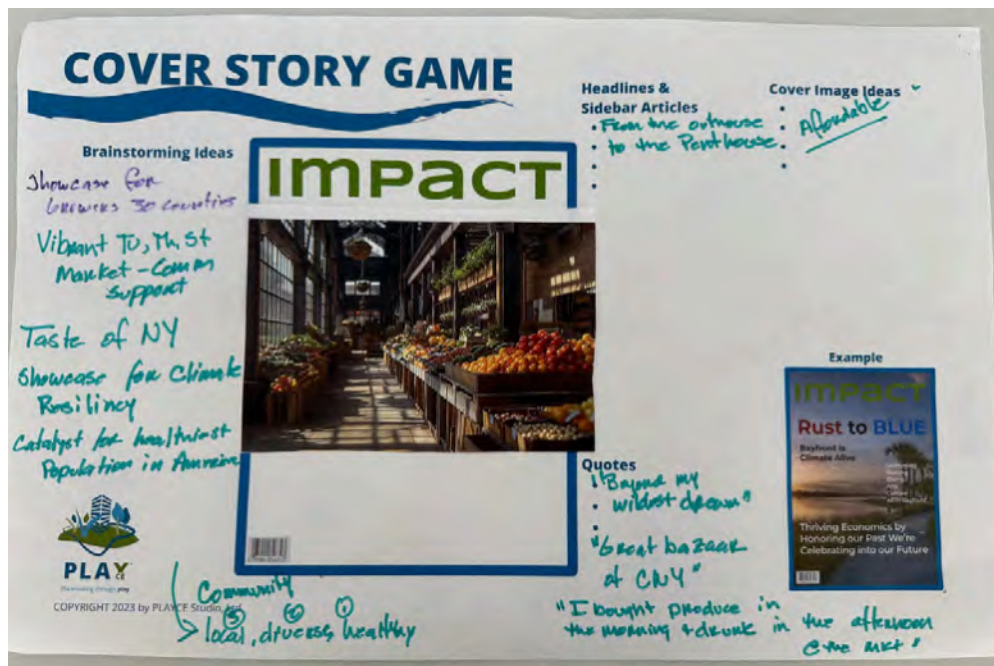
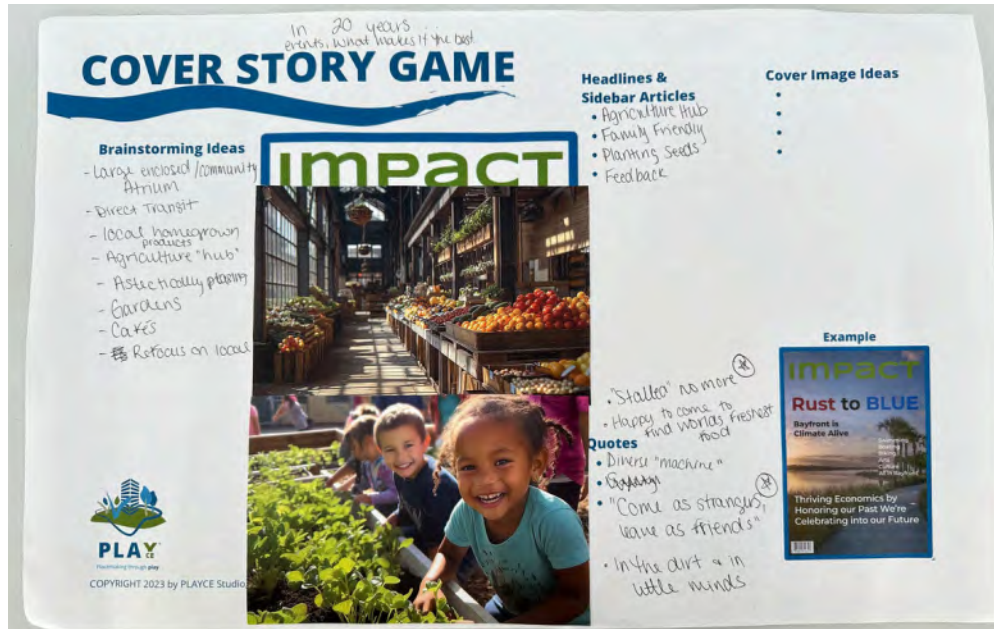
APPENDIX A

Cover Story Game Sheets



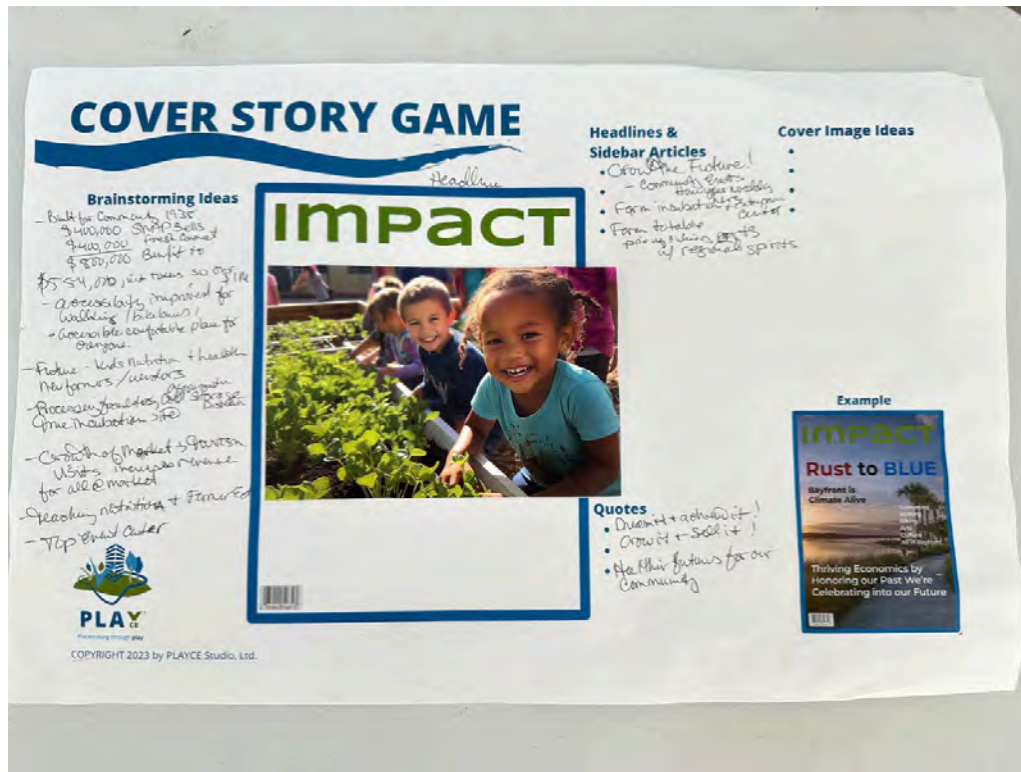
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Cover Story Game Sheets



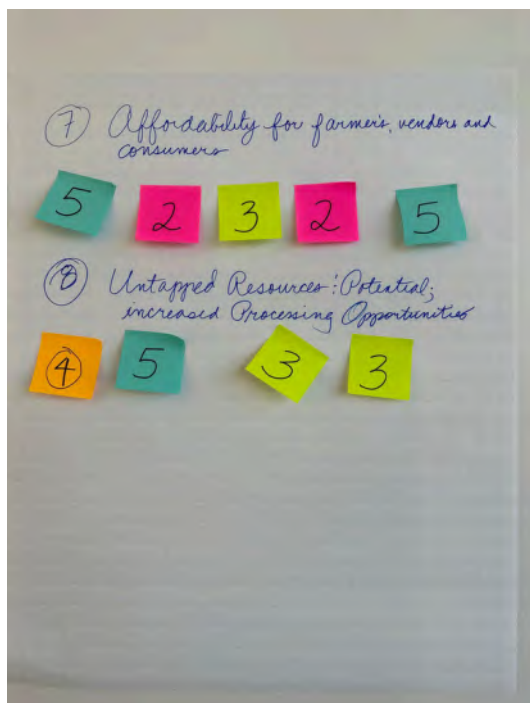
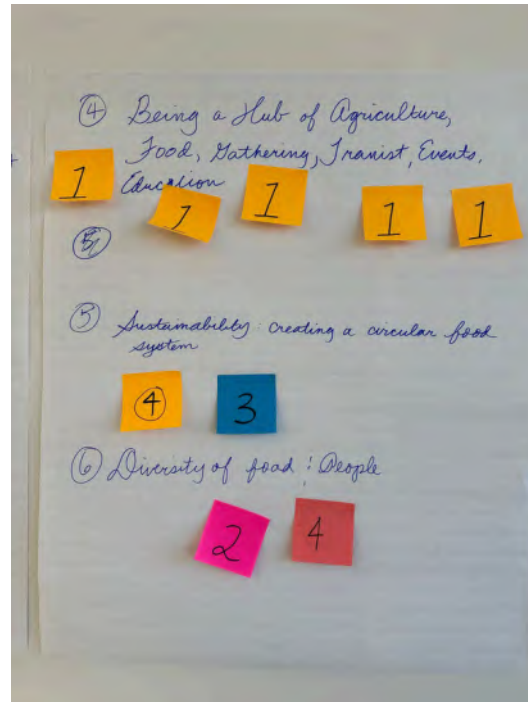
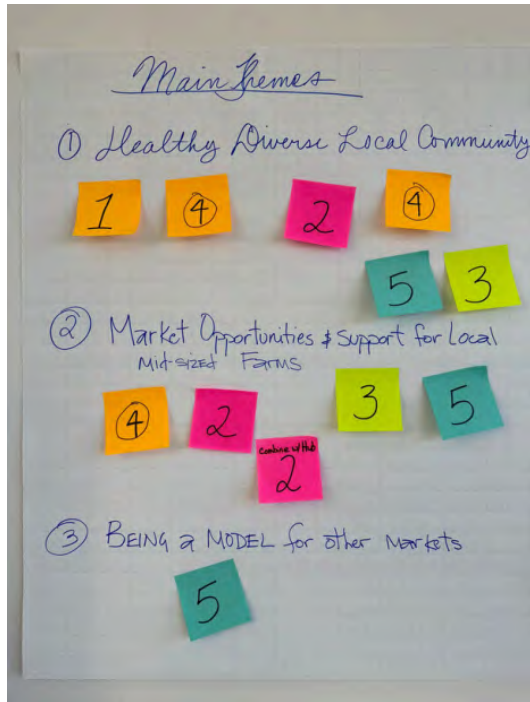
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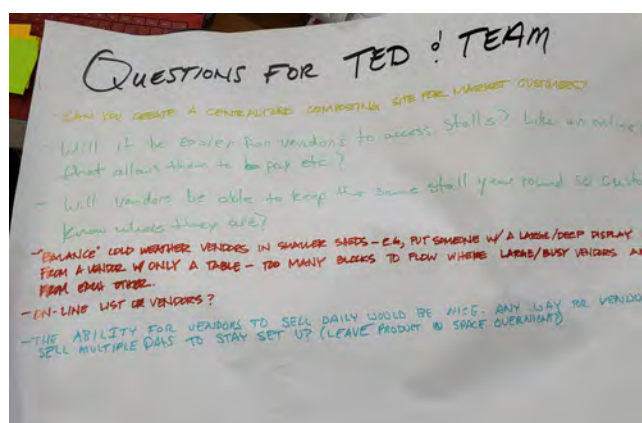
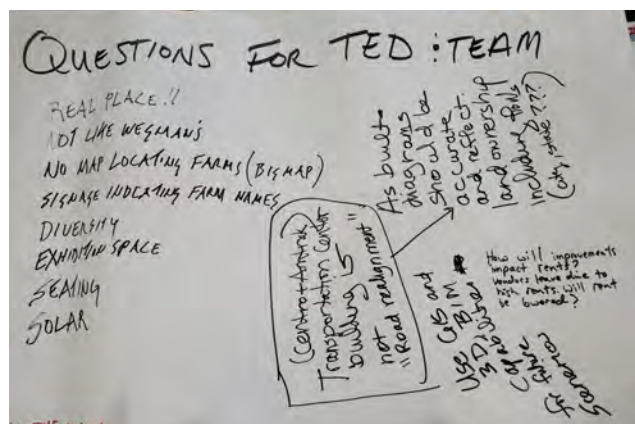
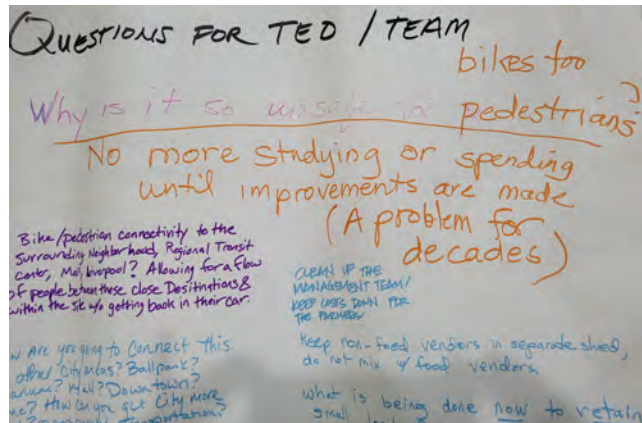
APPENDIX B

Group Prioritization



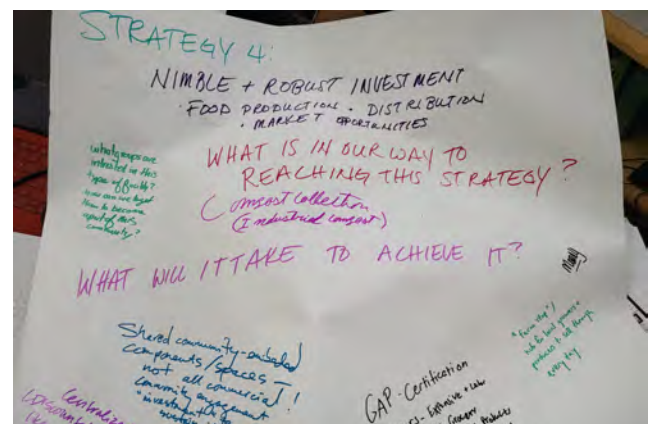
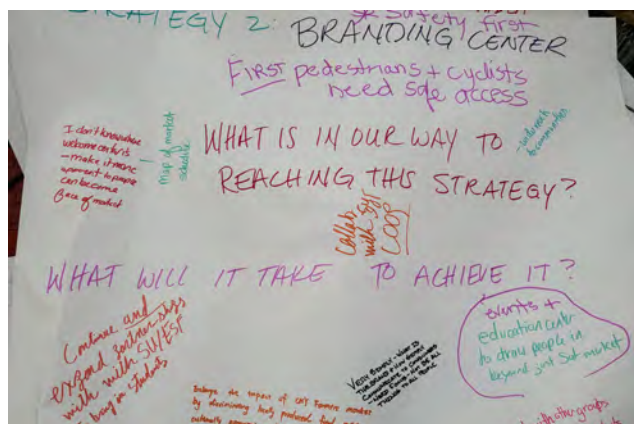
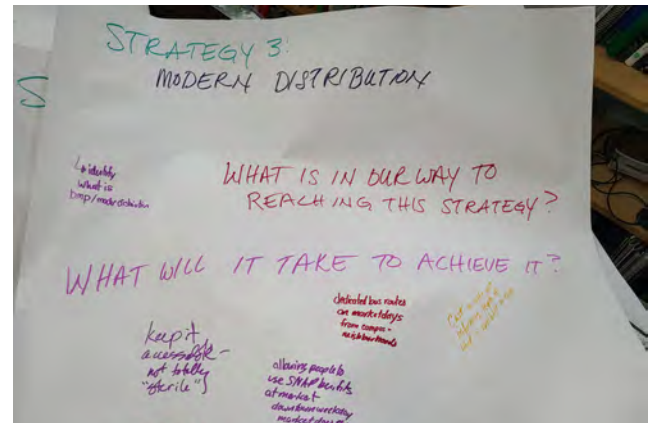
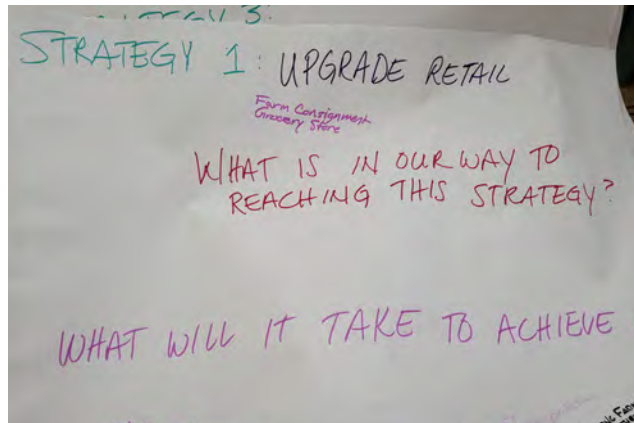
APPENDIX C

Team Discussion pages



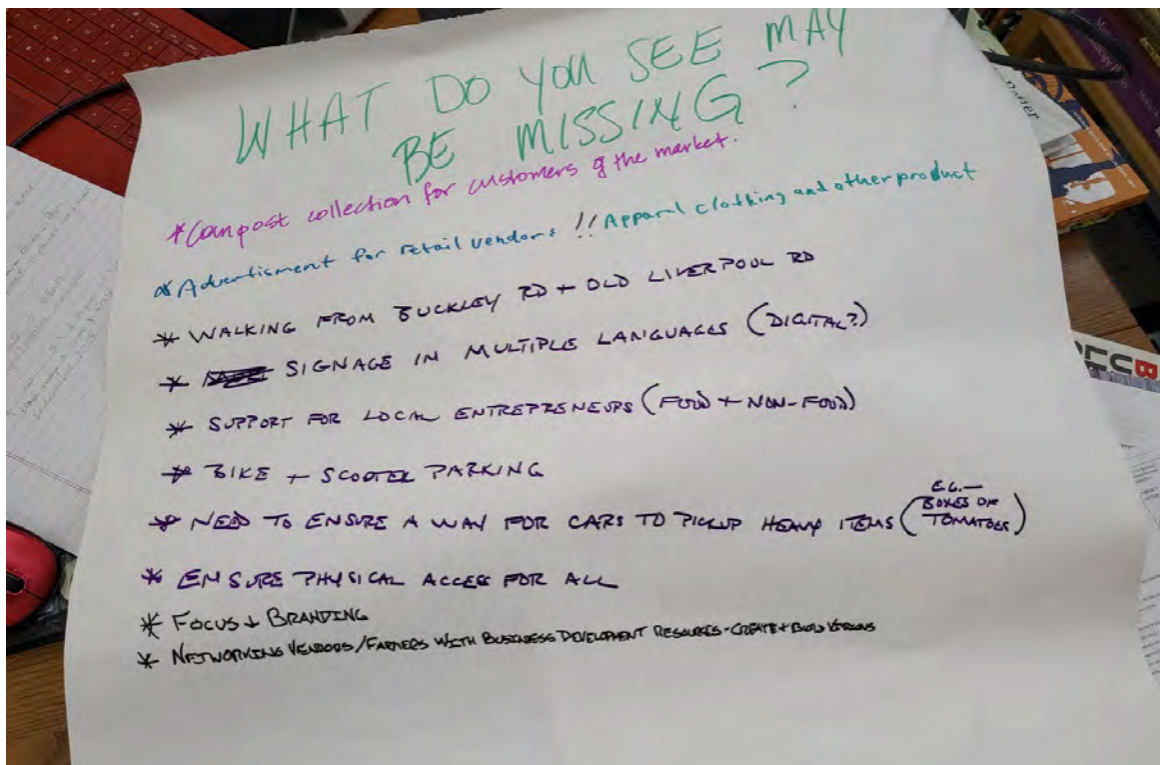
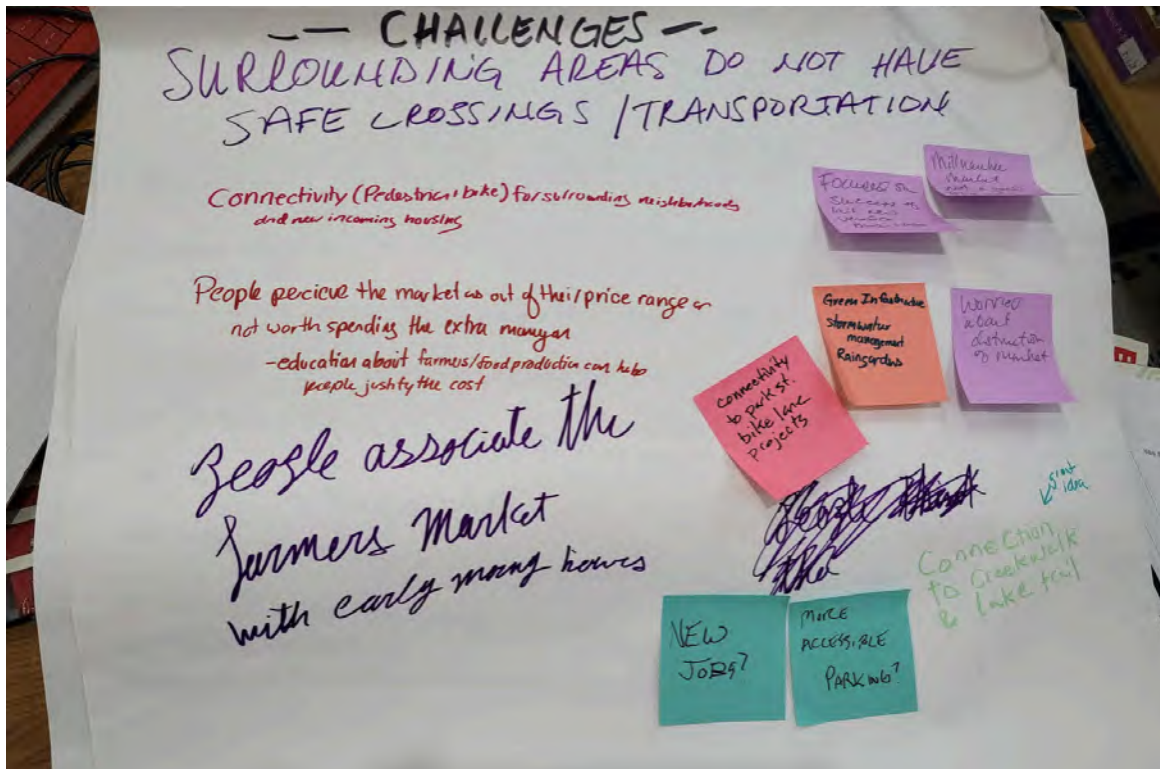
APPENDIX D

Strategy



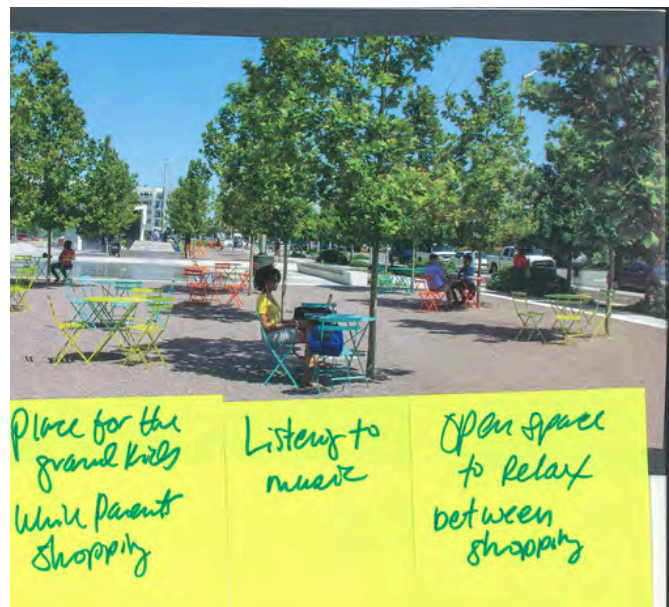
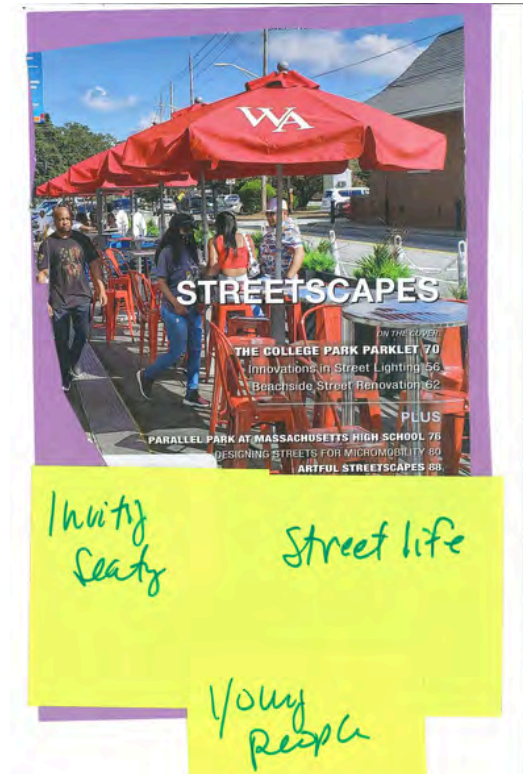
APPENDIX E

Challenges and Missing



APPENDIX F

Collage- What is Vital for Success



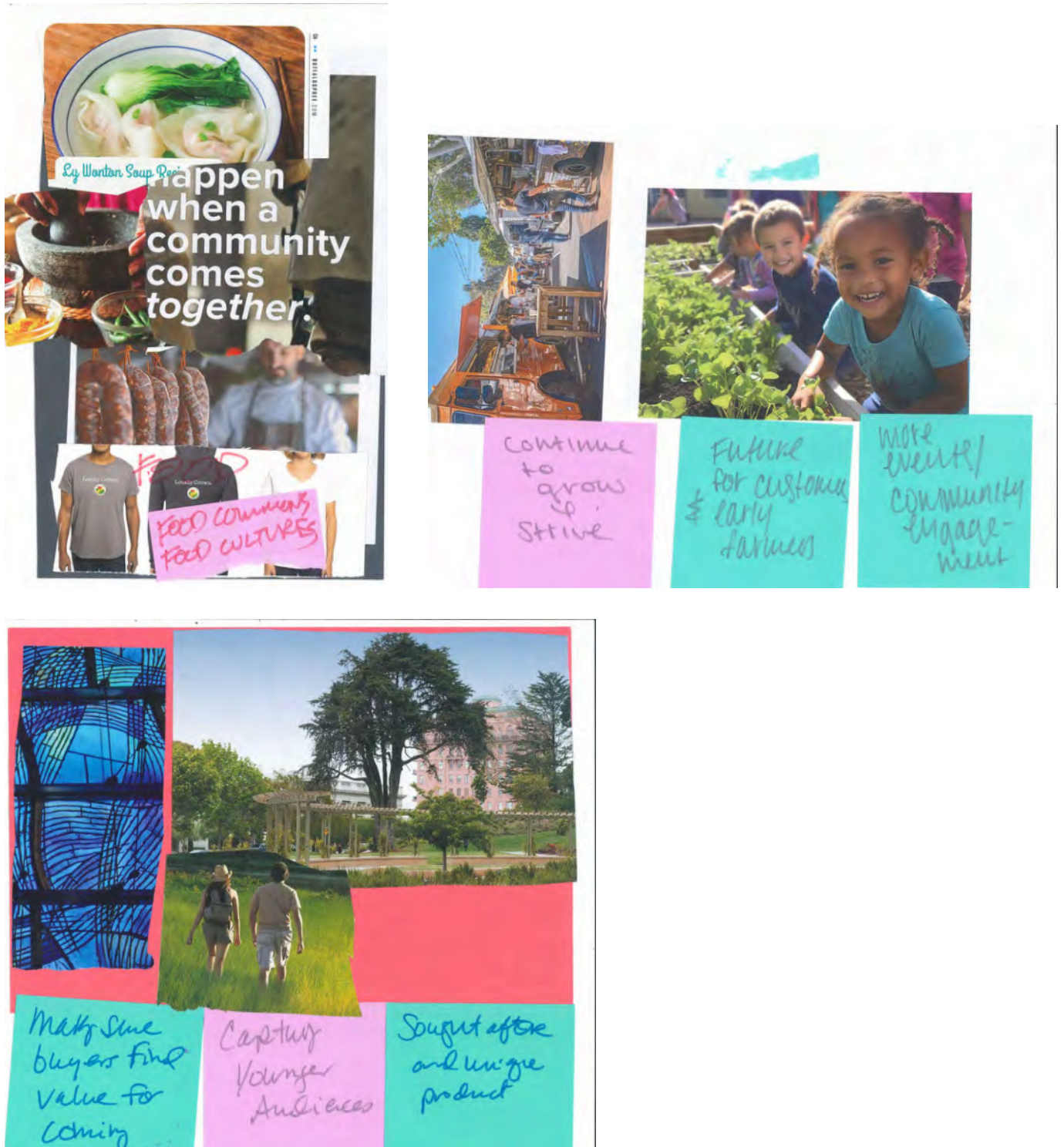
APPENDIX F

Collage- What is Vital for Success



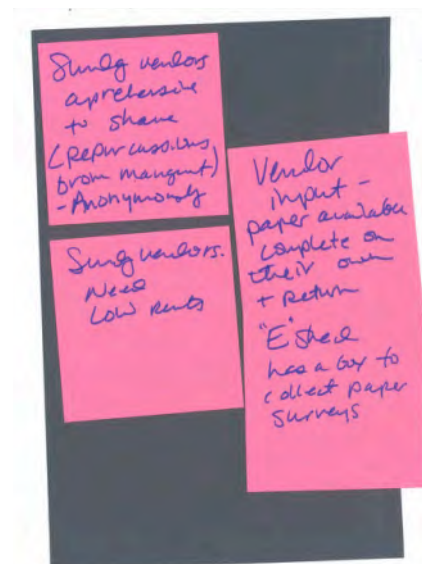
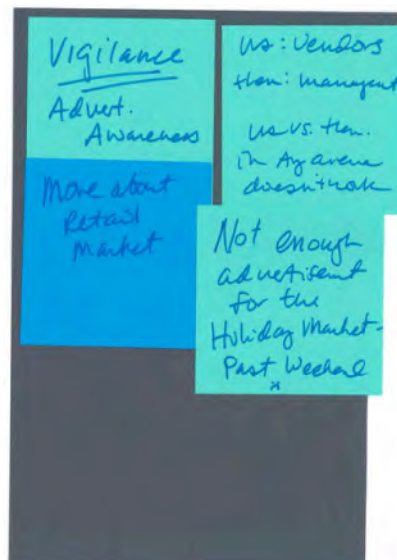
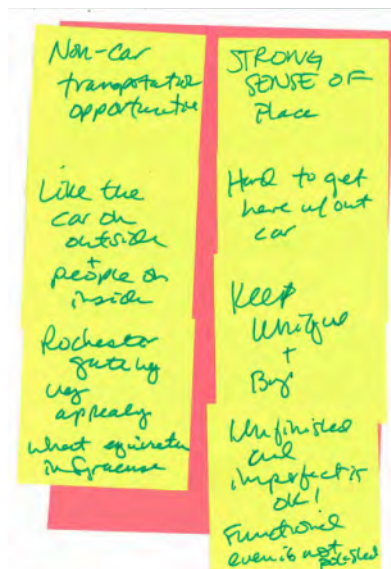
APPENDIX F

Collage- What is Vital for Success



APPENDIX F

Collage- What is Vital for Success



Appendix E: Customer Exit Survey

Market Ventures prepared and analyzed a customer exit survey, which was conducted at CNYRM on Saturday and Sunday, October 19-20, 2024. The survey team completed 265 exit surveys, which asked respondents about their visit to the Regional Market that day as they were leaving. Surveyors were principally students attending SUNY-ESF and two staff members of the Regional Market. Before surveying began, all of them were trained in proper surveying procedures, including avoiding selection bias.

While the survey sought to gather information from a representative sample of Regional Market customers, several limitations must be recognized. Customers could choose not to participate in the survey and nonparticipants could be different from participants. To minimize selection bias, surveyors were instructed to approach people as they walked past their post and politely ask them if they would participate in a survey to help the Regional Market. Since the Regional Market attracts many non-English speakers, these visitors might not have been willing or able to speak with the surveyors. Furthermore, the survey took place at a particular time of year (October) and customers could be different during this time period compared to customers at other parts of the year.

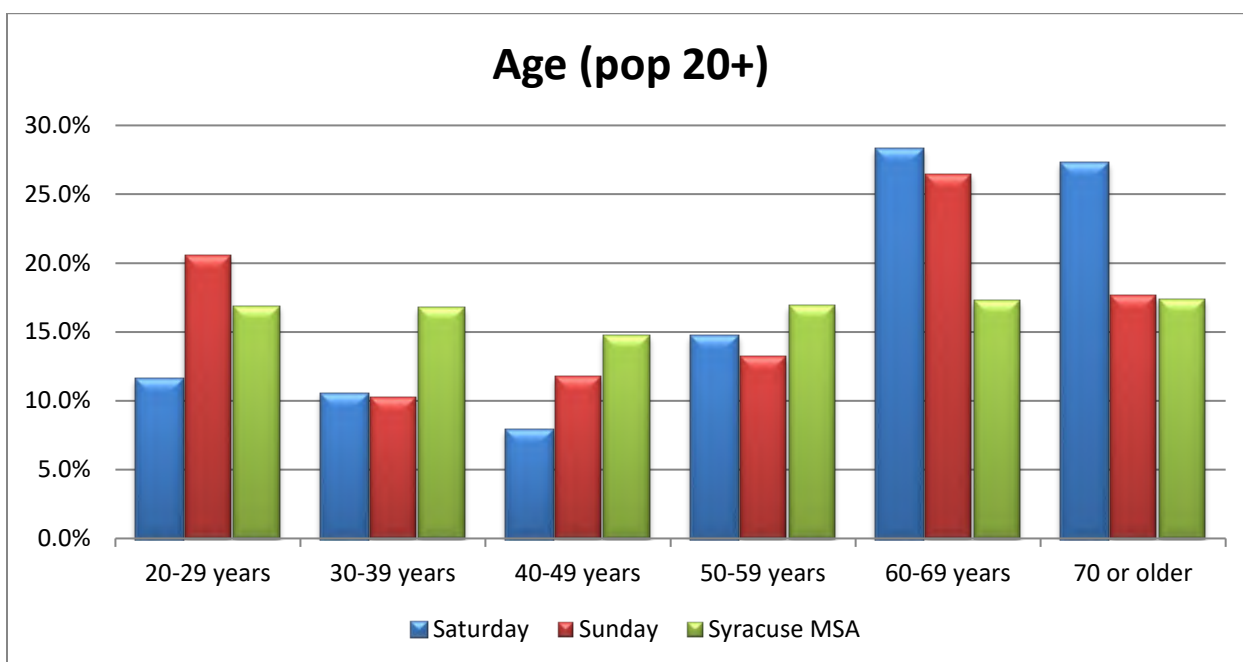
Since the Saturday and Sunday markets have different product offerings, the analysis examined these days separately. There were many more customers on Saturday, allowing the surveyors to complete 195 surveys on Saturday compared to 70 on Sunday. The sample size is large enough for subgroup analysis, exploring whether results are different based on gender, income, age, and other factors.

The findings will inform the revitalization strategy but should be useful for other purposes, including as baseline metrics that can be used by the Regional Market as it evaluates its achievements in coming years.

Demographics

At the conclusion of each survey, the surveyors were asked to record their observation of the participants' gender. This observation could differ from how a person might self-identify. Based on their observations, about 40% of the survey participants were men compared to 60% female. This is a common research finding at Farmers' markets, where more women are observed shopping than men.

In terms of age, the largest group of survey participants were in the 60-69 age bracket on both Saturday and Sunday. On Saturday, the second largest group was in the 70 and older bracket, while on Sunday the second largest group was 20-29. Compared to residents in the Syracuse MSA, participants on Saturday were substantially older than residents of the region.



Q20. Which of the following ranges includes your age? (N=259)

At the conclusion of each survey, the surveyors were asked to record their observation of the participants' race. This observation could differ from how a person might self-identify. The racial make-up of respondents approximated the Syracuse metropolitan area while being less reflective of the city of Syracuse which has a much larger non-white population. On Saturday, the surveyors observed that 83% of participants were white compared to 79% on Sunday, while the white population in the Syracuse region is 82% and 59% in the city. The surveyors observed that 5% of the respondents were Black on Saturday and 13% on Sunday, compared to 9% in the region and 32% in the city.

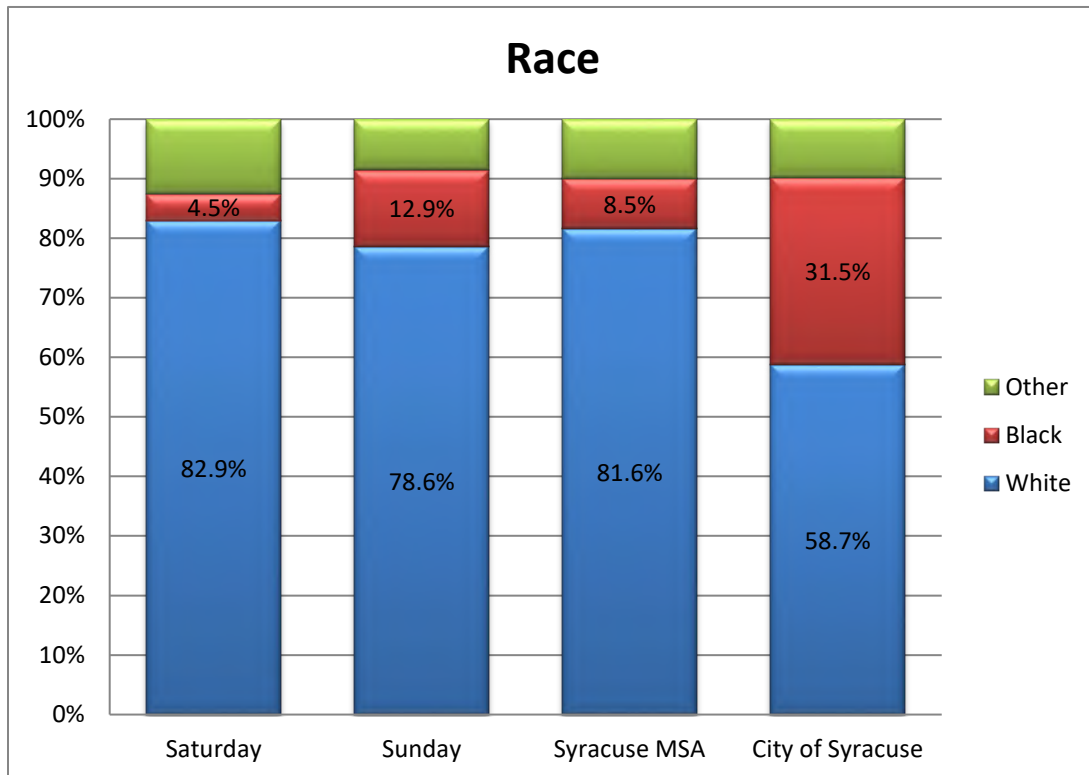
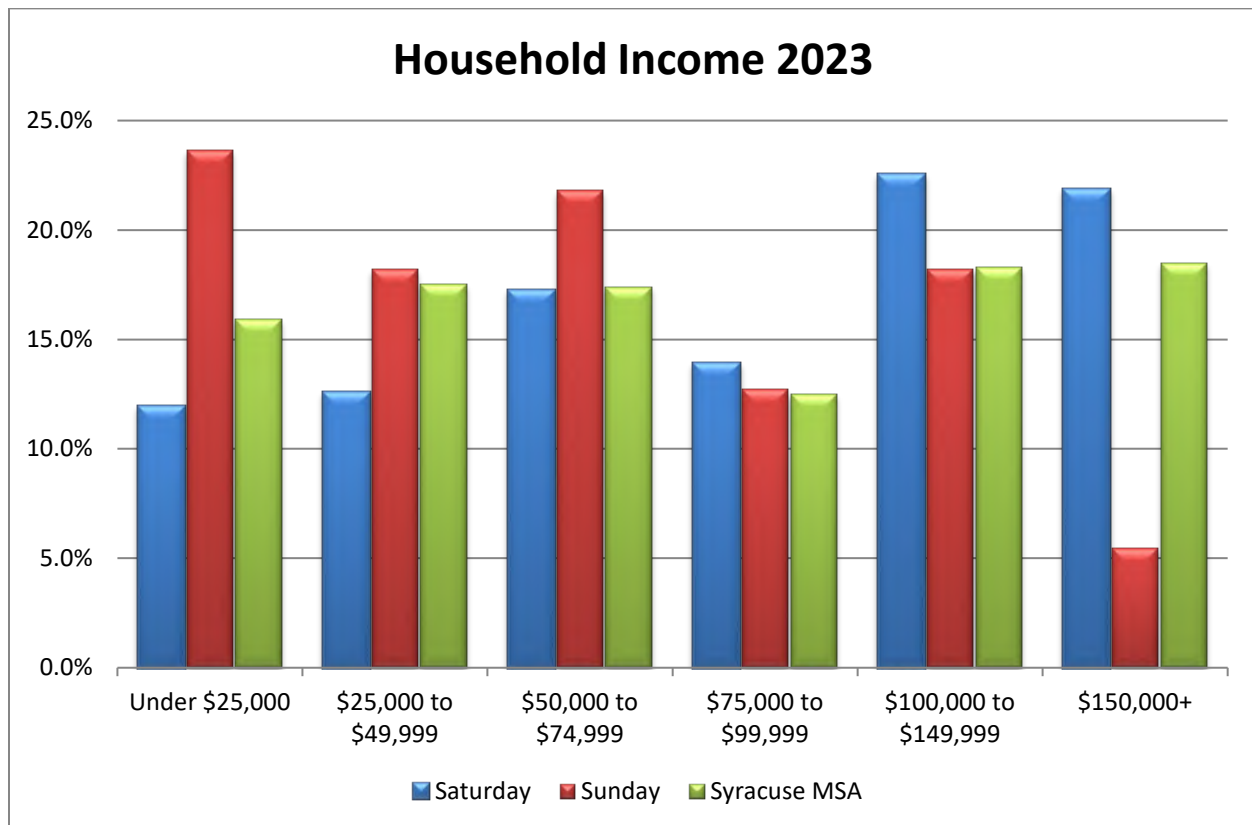


Figure 1. Race Based on Surveyors' Observations

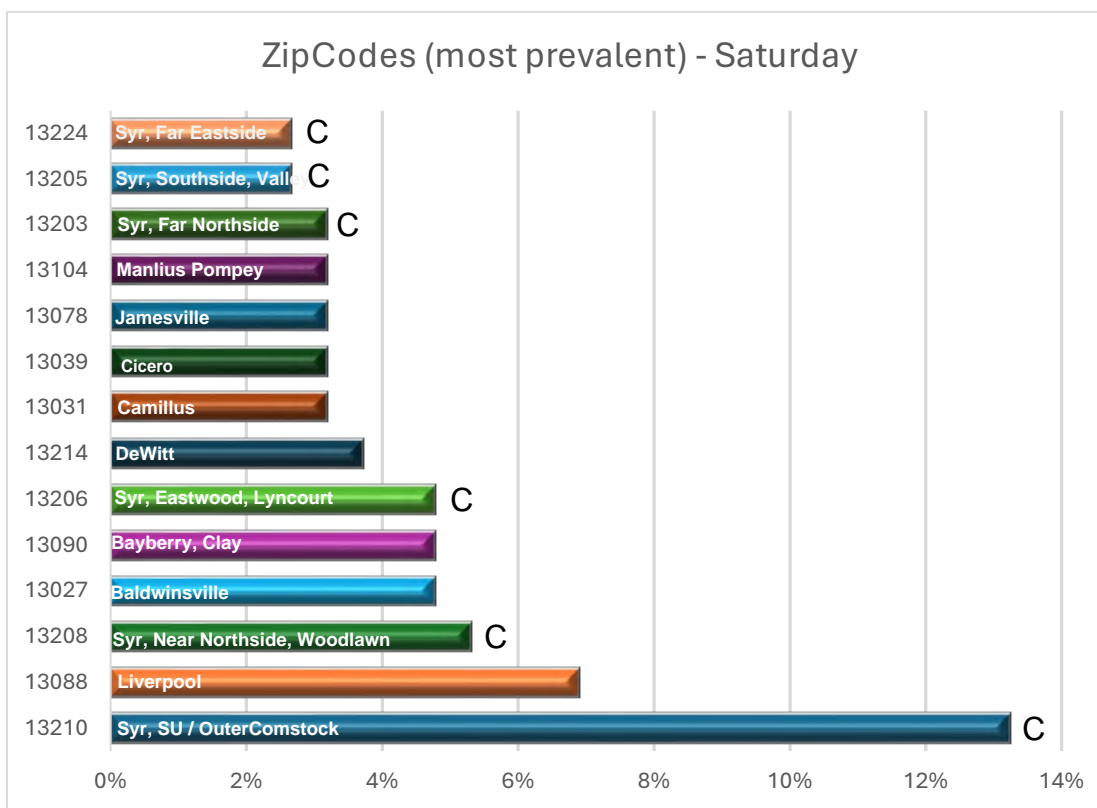
Household incomes of respondents on Saturdays far surpassed those on Sundays and the region’s population. 58% of respondents on Saturdays reported household income above \$75,000, compared to 36% on Sundays and 49% in the MSA. A large group of respondents on Saturdays reported household income about \$150,000 compared to a small number of Sunday visitors. Only 12% reported household income at or below \$25,000 on Saturdays, compared to 24% on Sundays and 16% for the region. The largest group of customers on Sunday reported very low incomes (under \$25,000).



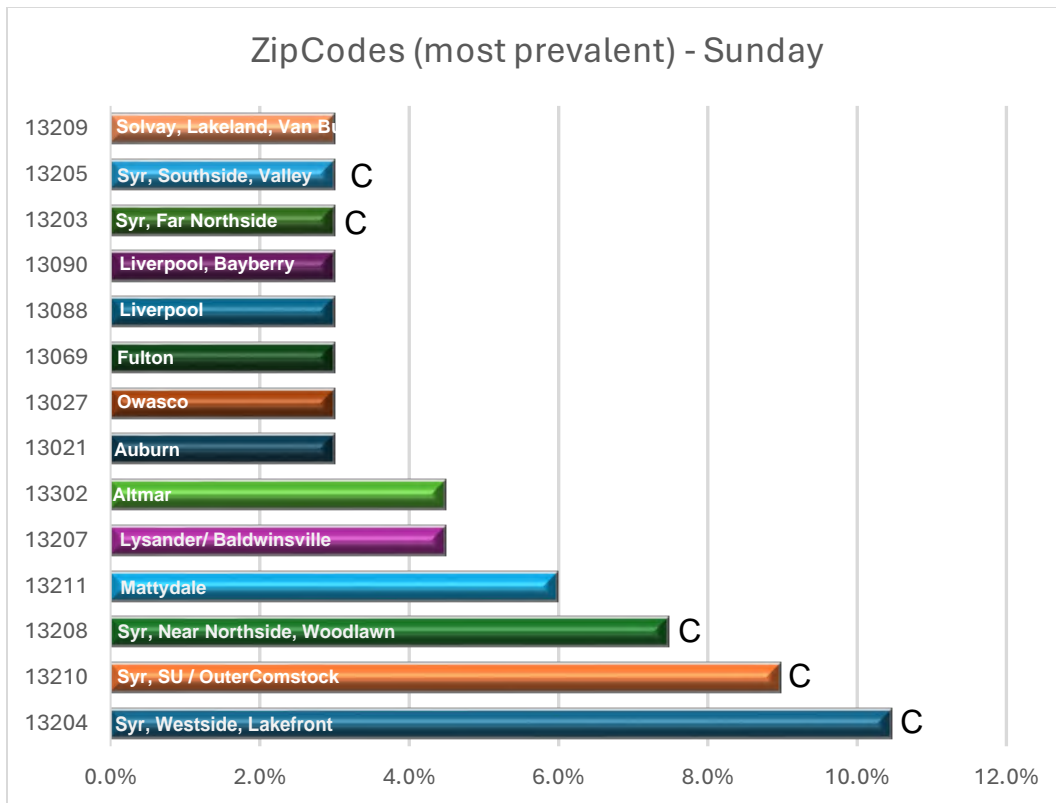
*Q88;..What.range.includes.your.total.household.income.before.taxes.for.8689?.
(N=862)*

As is typical with public markets, respondents are geographically dispersed. Among the 256 participants who provided information, they reported living in 55 different zip codes. On Saturday, the most frequent zip code was 13210, which includes the neighborhoods around Syracuse University. On Sunday, the most frequent zip code was 13204, which borders the Regional Market's location and includes the Near Westside and Far Westside neighborhoods. Interestingly, only one participant reported living in the 13204 zip code on Saturday.

Only four respondents provided zip codes that were not in Central New York: two from the Buffalo area, one from Schenectady, and one from New Jersey. Typically, large markets such as CNYRM would have more visitors from outside the region. At other times of year, there might be more visitors since tourism varies substantially by season.

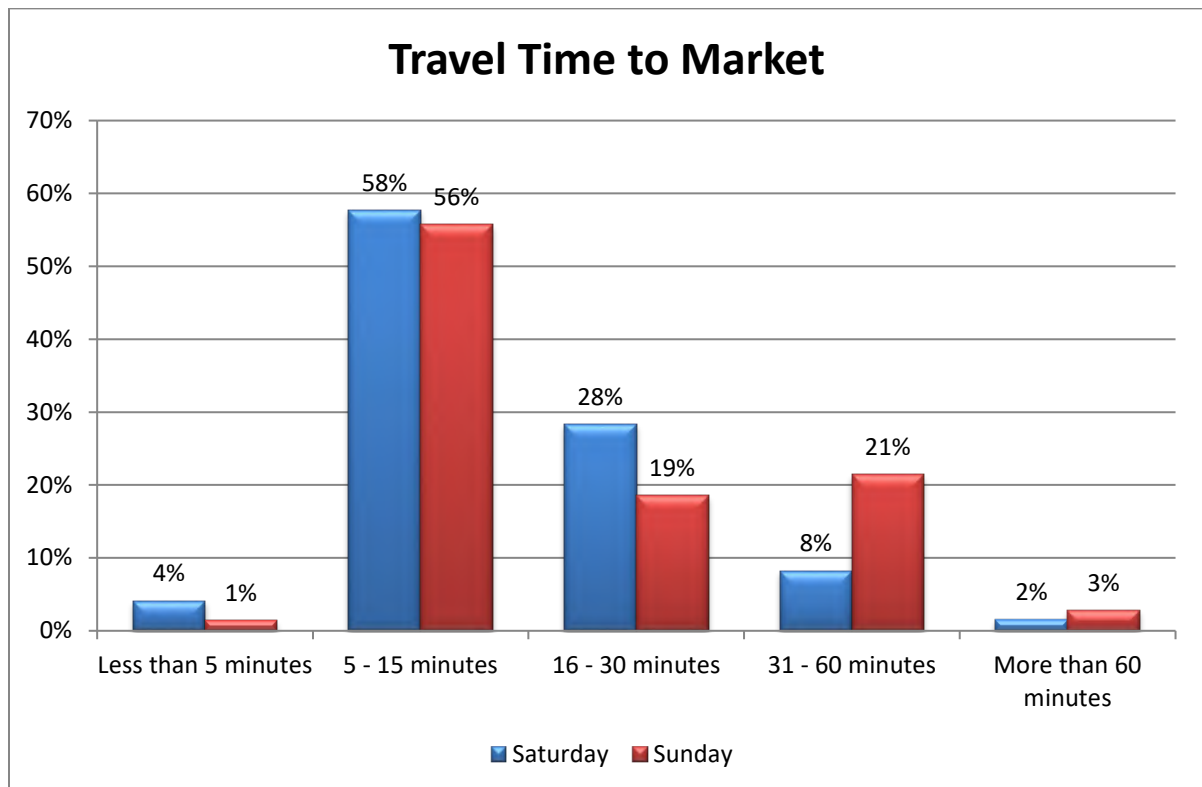


Q7a..What.is.your.home.zip.code?.(N=745 Saturday)



Q7Q..What.is.your.home.zip.code?.(N=23Sunday)

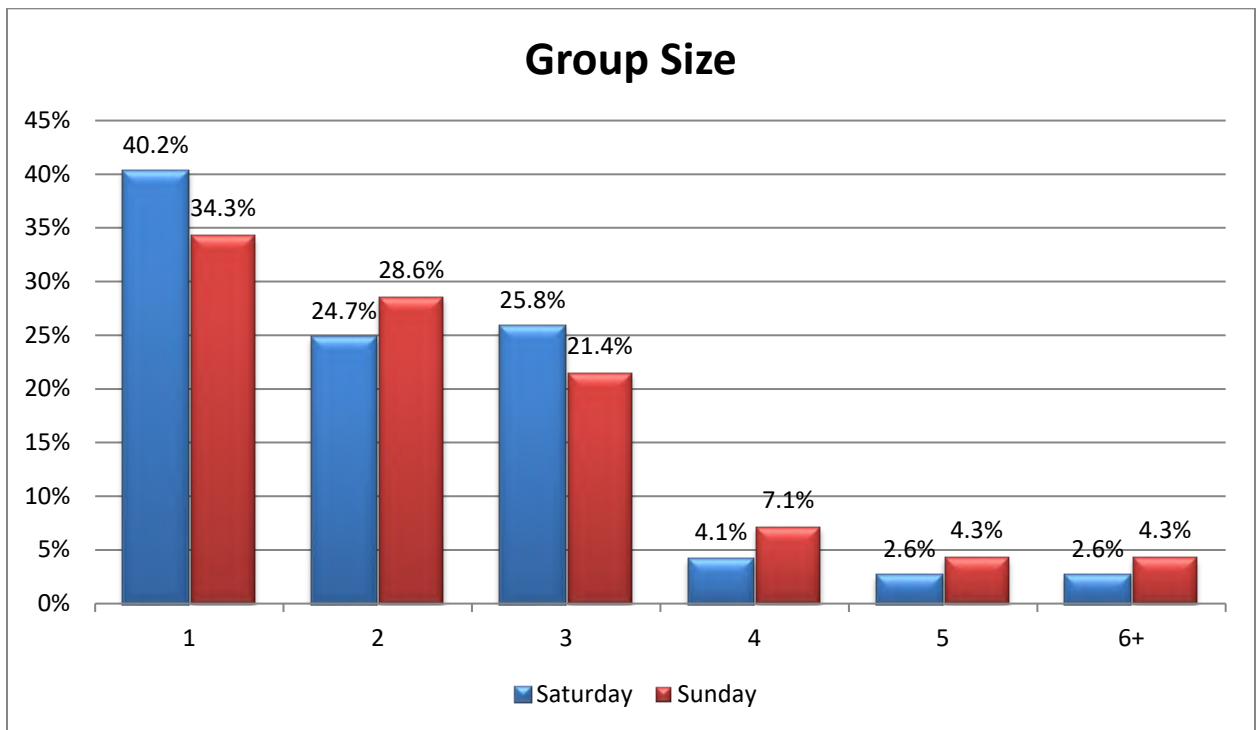
Another indicator of who the Regional Market attracts is seen in travel time to the Market. On both Saturday and Sunday, most survey participants traveled between five and fifteen minutes to reach the Regional Market. On Sunday, nearly a quarter traveled for more than 30 minutes compared to only 10% on Saturday. A very small percentage traveled for less than five minutes, suggesting the Regional Market is not attracting many visitors from its immediate neighborhood (although this finding could be skewed since many nearby residents might not speak English or were otherwise less likely to participate in the survey).



Q7: About how many minutes did it take you to get to the Market today? (N=800)

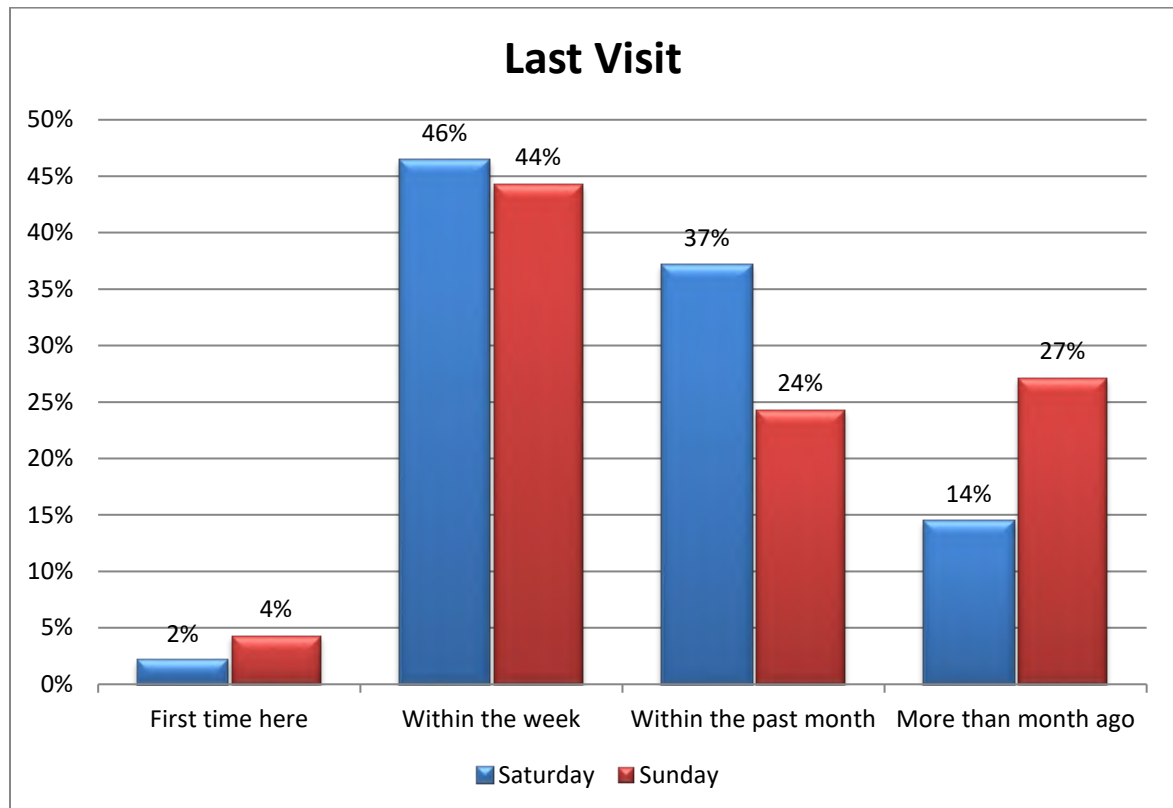
Visiting the Market

Going to a public market is typically a social activity compared to the often solitary trip to the supermarket. At the Regional Market, the group size ranged from one to eight. On Saturday, the average group size was 2.13 people while it was larger on Sunday, at 2.31. On Saturday, 40% of the customers came alone, while 25% came in groups of two.



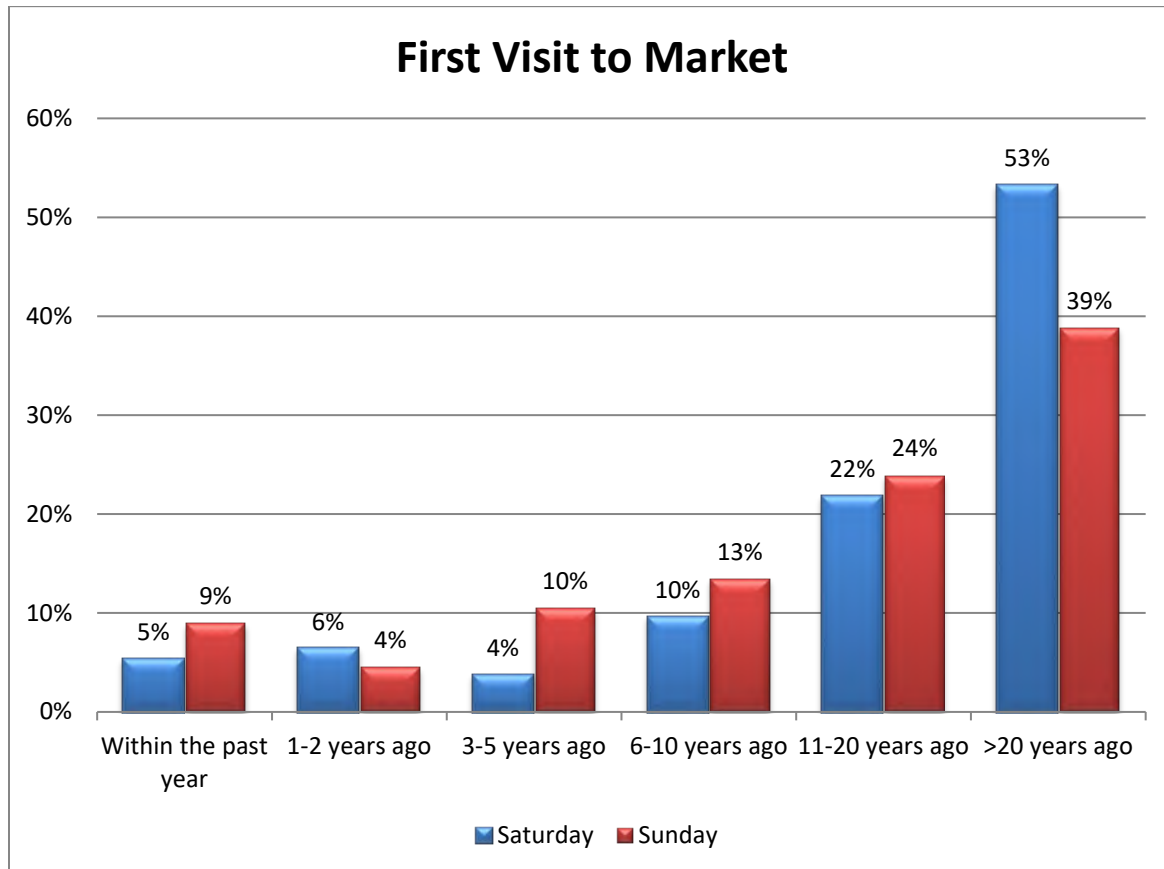
Q9j..Did you come to the Market alone or with other people? (N=800)

When asked about the previous time they visited the Regional Market before today, only 2% of participants on Saturday and 4% on Sunday reported that they were visiting the Market for the first time. This reflects the small number of tourists as well as a potentially stagnant customer base. The largest group (46% on Saturday and 44% on Sunday) said they had been at the Market within the past week, reflecting consistent, loyal customers. On Saturday, another large group (37%) had last visited the Market within the past month. On Sunday, another large group (27%) had last visited the Market more than a month ago.



Q01..Before today?when was the previous time you came to the Market?.(N=800).

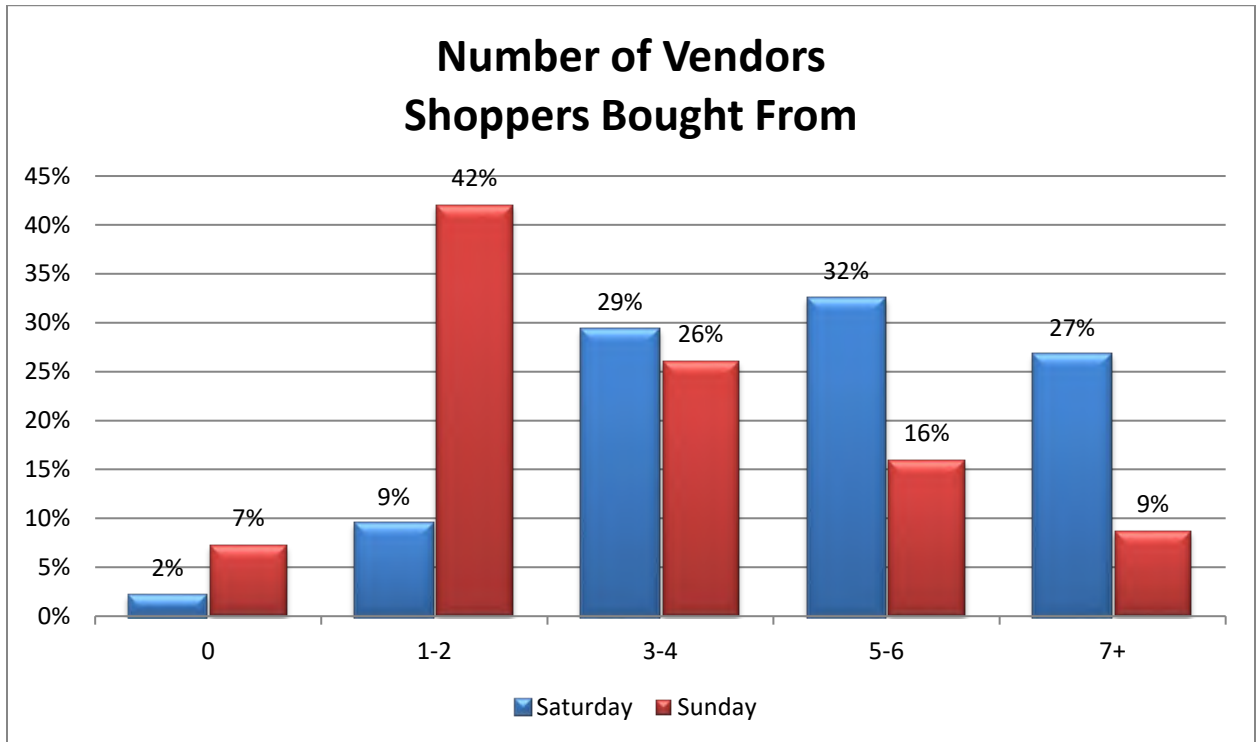
Excluding those customers who said they were visiting the Regional Market for the first time, the respondents were asked about the first time they visited the Regional Market. By far the largest group (53% on Saturday and 39% on Sunday) had first come to the Regional Market more than 20 years ago, followed by those who had first come 11-20 years ago (22% and 24%). Only 5% and 9% had come to the Market for the first time within the past year. The large proportion of longtime customers suggests that customers feel strong loyalty to the Regional Market and that marketing activities might build from the tradition and connections created over time.



Q0:..How.long.ago.was.the.first.time.you.ever.visited.the.Regional.Market?.(N=811)

Spending

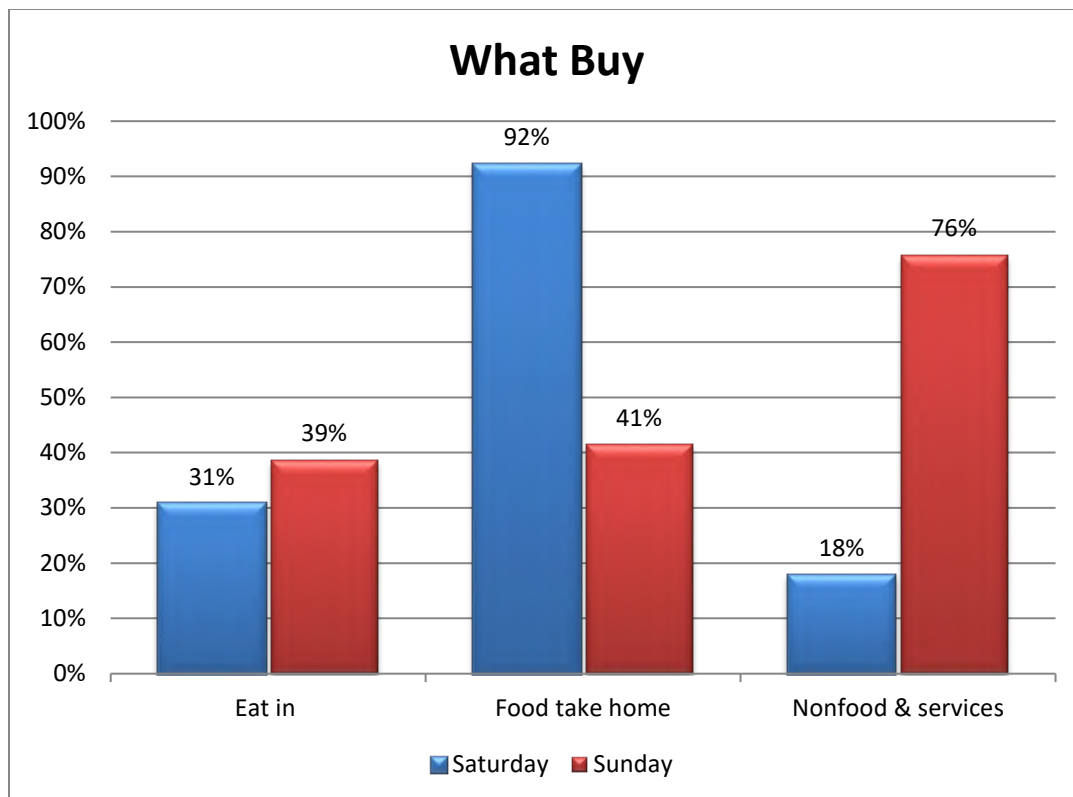
Customers were asked about the total number of vendors they had made purchases from that day. On Saturday, nearly everyone made a purchase: only 2% reported not buying from any vendors. The answers ranged from one to ten vendors, with an average of 3.9. The most frequent responses were 5-6 vendors. By contrast, most participants on Sunday reported buying from 1-2 vendors.



Q1..Counting everywhere you made a purchase today? how many different vendors did you buy from? (N=826).

Participants were asked if they bought anything to eat in the Market and, if yes, how much money they spent on food to eat in the Market. Similarly, they were asked if they bought any food to take home and if they bought any nonfood items or services, as well as how much they spent on those purchases. Since participants were asked to recall multiple purchases and total them in their heads, it is unlikely that the responses are precise.

Nearly all the participants on Saturday purchased food to take home, compared to 41% on Sunday. Conversely, three-quarters of the participants purchased nonfood items or services on Sunday, compared to 18% on Saturday. Fairly low percentages of participants purchased food to eat while at the Regional Market, likely reflecting the limited offerings of prepared foods.



Q2. Did you buy any food today that you ate while in the Market? (N=828)

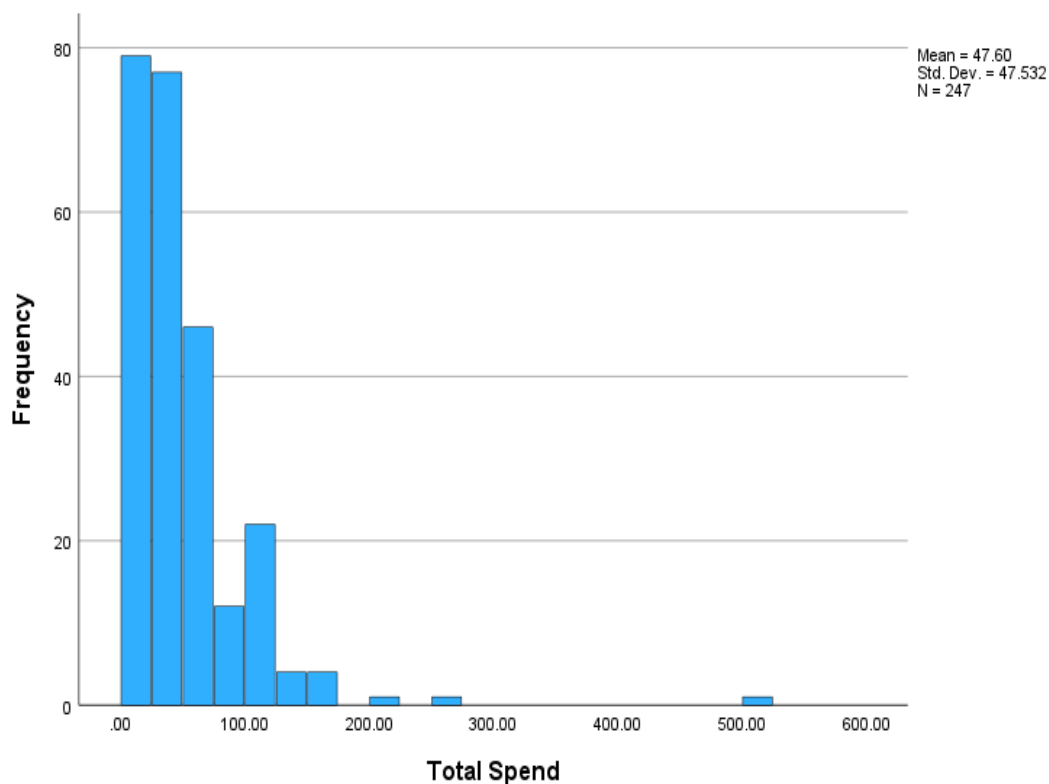
Q4. Did you buy any food to take home from the Market today? (N=827)

Q76. Did you buy any nonfood items or services at the Market today? (N=827)

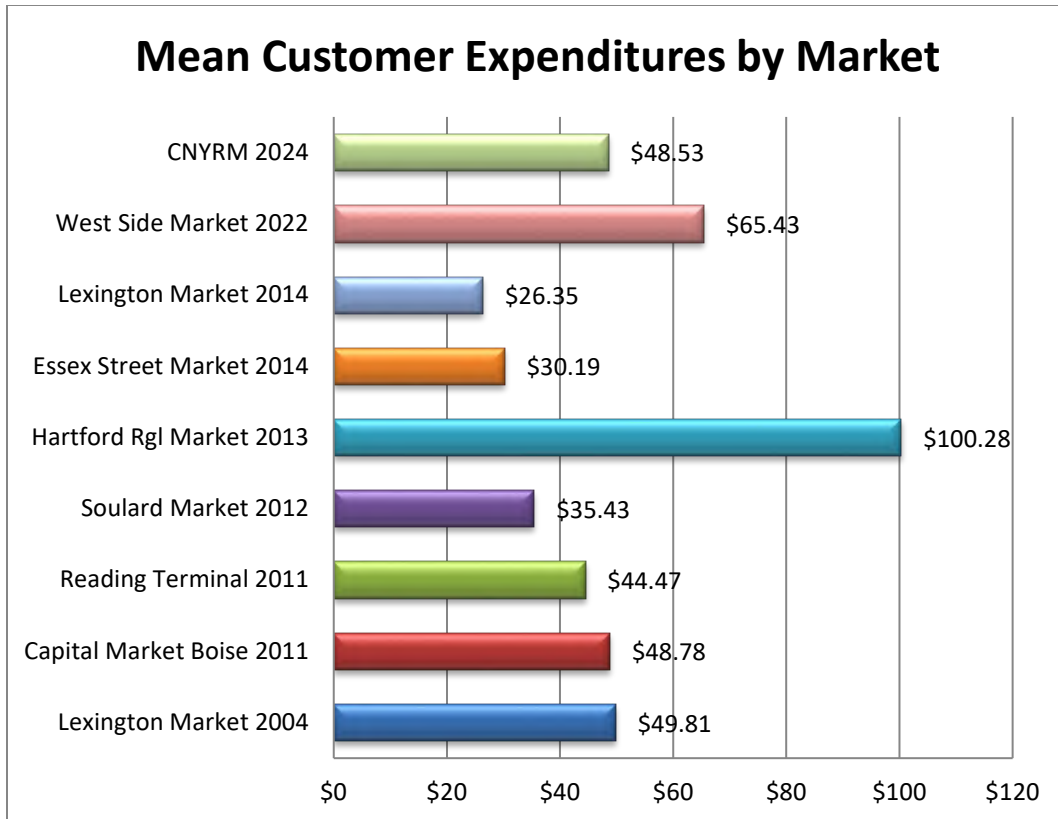
On Saturday, participants reported spending between \$1 and \$260, with an average of \$48.53 for all purchases. They reported an average of \$15.25 for food to eat in the Market, \$42.28 for food to take home, and \$15.88 for nonfood items or services.

On Sunday, participants reported spending between \$1 and \$500, with an average of \$44.87 for all purchases. They reported an average of \$7.89 for food to eat in the Market, \$13.50 for food to take home, and \$43.84 for nonfood items or services.

Most participants reported small amounts while a few reported large expenditures. The histogram shows the clustering of participants who spent less than \$25 (the tallest bar, to the far left) and the relatively small number who spent more than \$50 (the third column and others to the right).

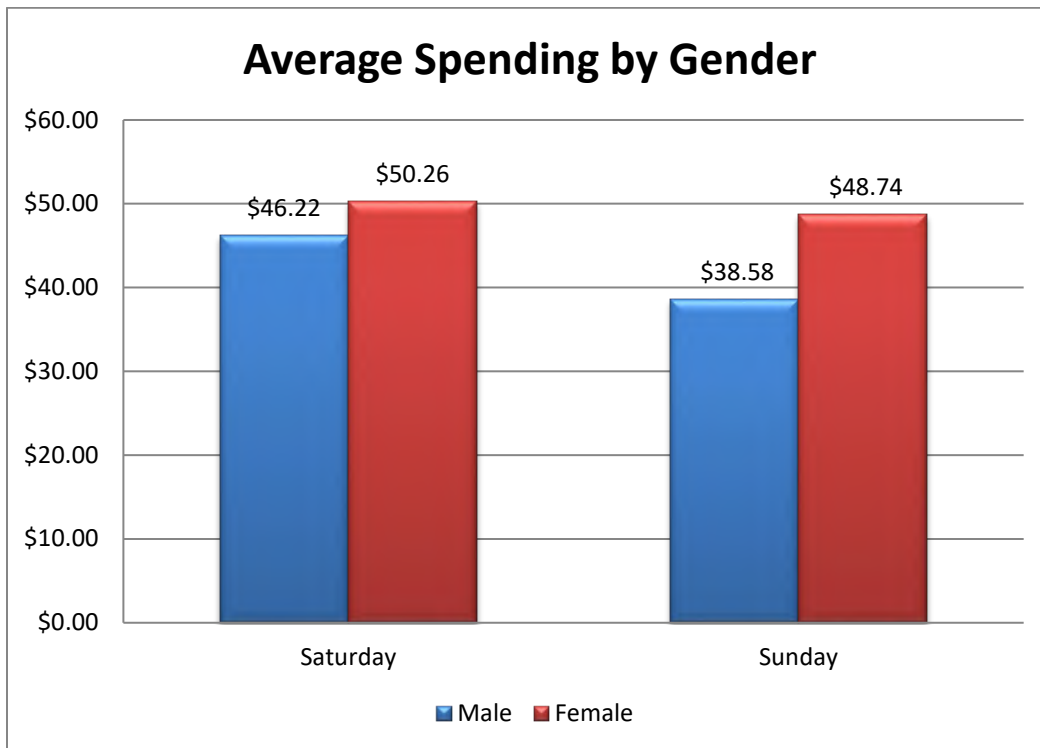


The Regional Market compares favorably with other public markets when MVI has conducted similar research. The chart labeled “Mean Customer Expenditures by Market” shows the average purchases at various public markets around the country, with the averages adjusted to 2024 dollars.



Average expenditures vary considerably by gender, age, travel time, last visit, and household income.

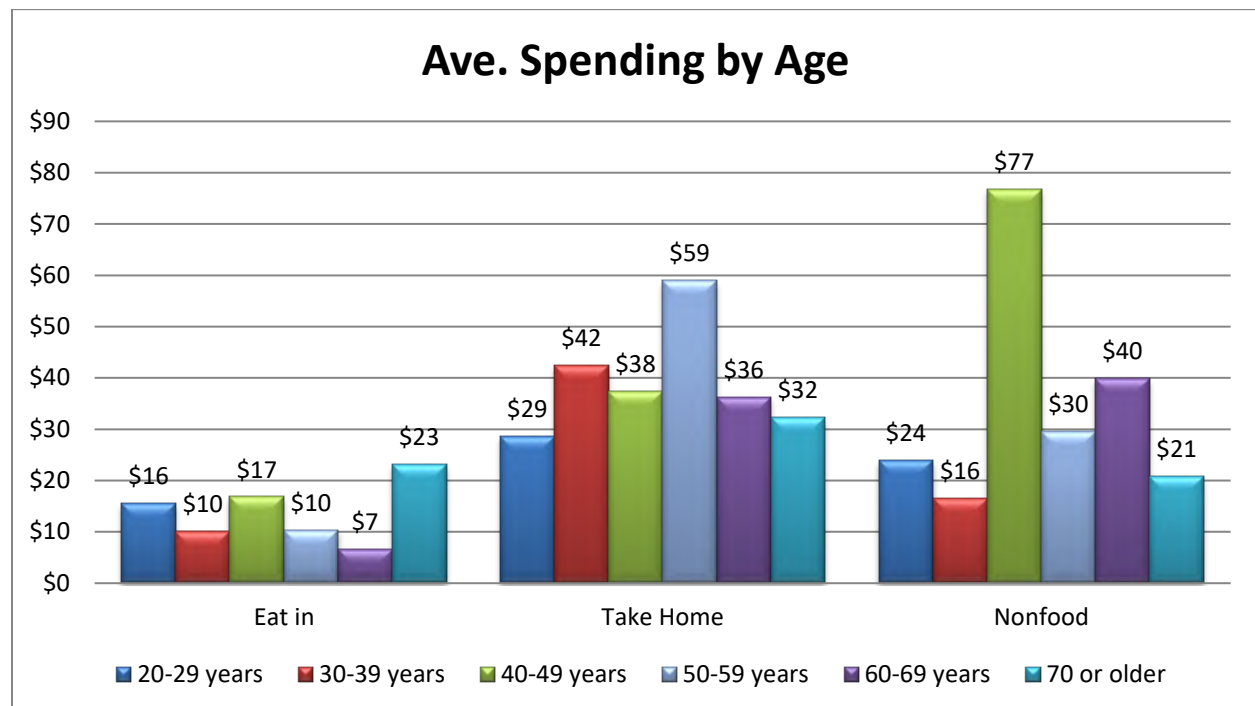
Women spent more than men, although on Saturday the difference was smaller. On Saturday, women spent on average \$50.26 while men spent \$46.22. On Sunday, women spent \$48.74 compared to \$38.58 for men.



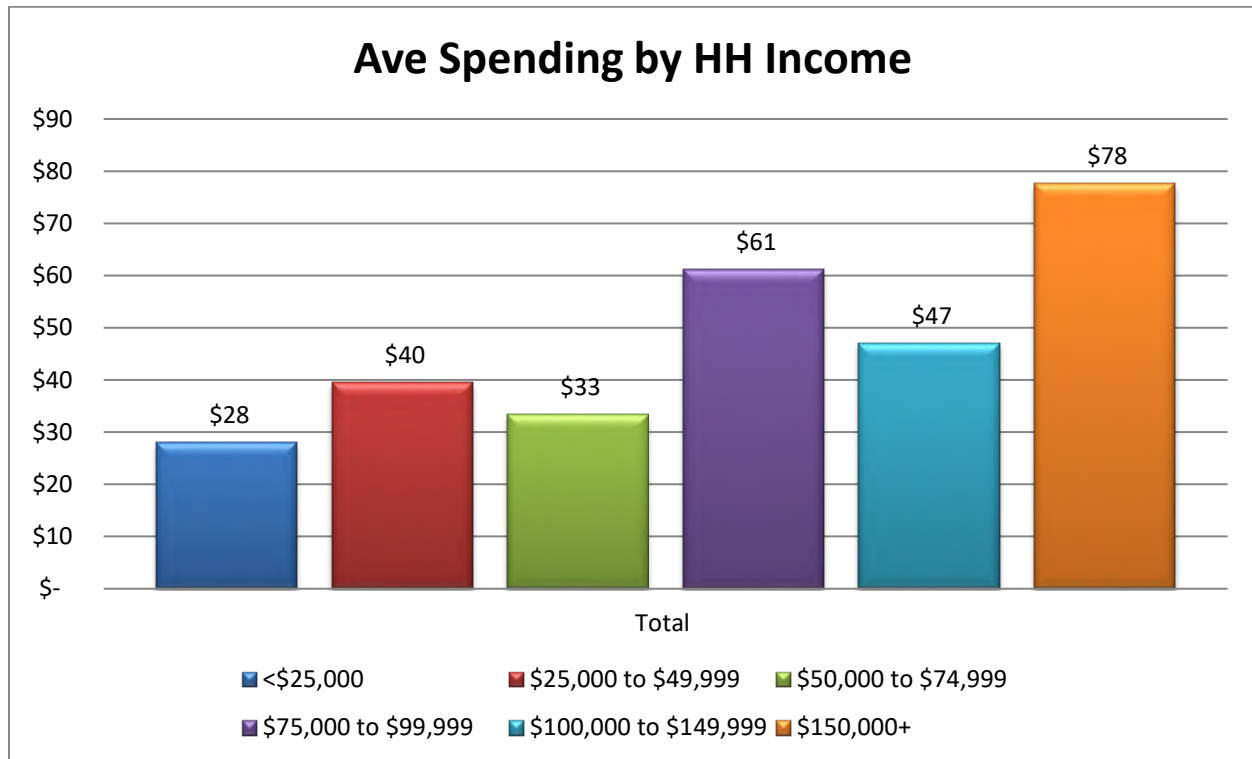
Spending by age category showed substantial variation. For food to eat in the Regional Market, the oldest group (age 70 and older) reported spending the most on average, at \$23. The other age categories hovered between \$7 and \$17.

For food to take home, participants in the 50-59 year old age group had the highest average expenditures, at \$59, followed by participants aged 30-39 at \$43. The youngest and oldest groups reported the lowest amounts spent.

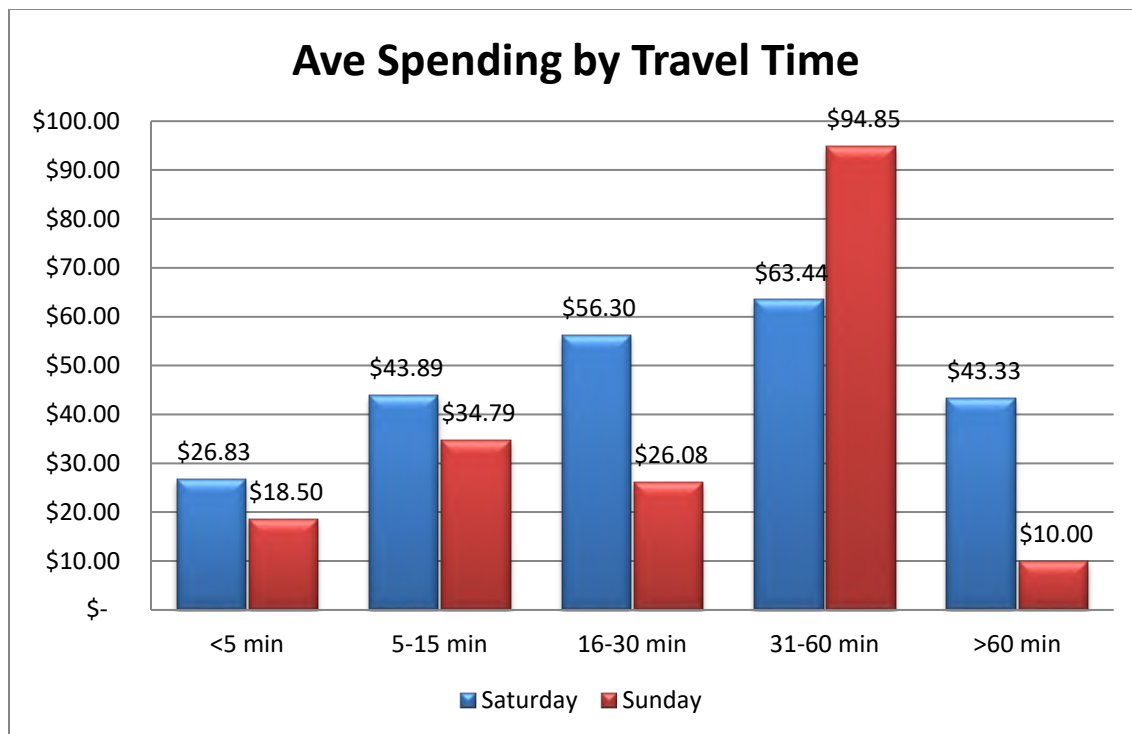
For nonfood items, the highest average was participants aged 40-49, at \$77, followed by participants aged 60-69 at \$40. The other categories ranged from \$16 to \$30.



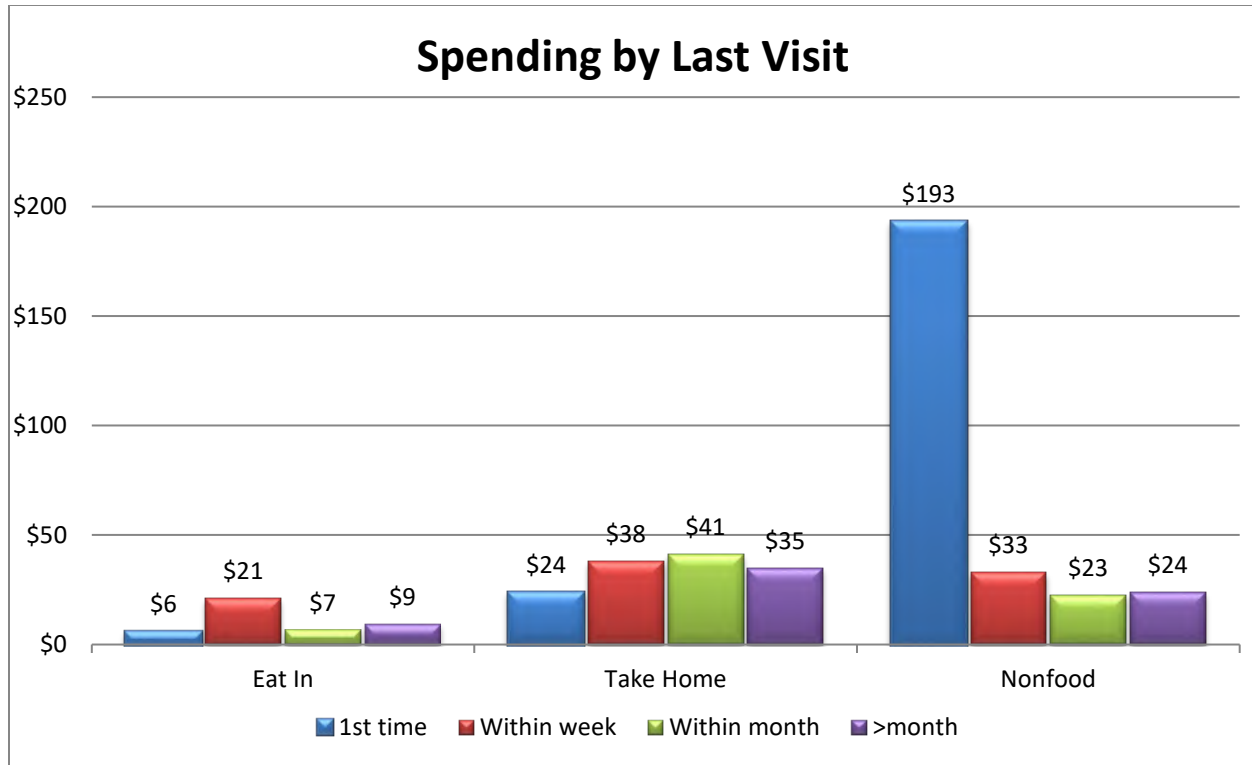
As is typical, there is a significant correlation between customers' household income and how much they spent, with wealthier customers generally spending more. The highest spending group was respondents reporting household income above \$150,000 per year, whose total spending averaged \$78. The lowest spending group were those having household income between \$25,000, who averaged \$28.



Sales based on travel time showed interesting variation. The lowest average was among those who live closest to the Regional Market, which likely correlates with low household income levels. People traveling for 31-60 minutes had the highest average at nearly \$78. By driving such a long distance, these visitors appear clearly committed to the Regional Market. (Cross tabulating travel time by last visit to the Regional Market, the same number of participants had come to the Regional Market within the past week as had come within the month, and both of these were more than participants who had last come more than a month ago. While people farther away come less often than those who live nearby, they still come quite frequently).



First time visitors had lower average expenditures for food to eat in the Market and food to take away, but by far the highest averages for nonfood items. This average is skewed by several participants making large purchases and only a few people in this category. However, it points to the importance of having first-time customers to a flea market.



The respondents who had been at the Regional Market within the past week are particularly important because their sales over the course of a year far exceed those who come less frequently.

- Assuming the respondents who came within the week visit once per week from May through October (26 times), then their average annual expenditures in the Regional Market are \$1,206 (calculated as 26 times each respondent's total expenditures in the Market that day).
- By comparison, a customer who came within the past month (estimated to visit six times per year) has annual expenditures of \$282, less than a quarter of the purchases by frequent shoppers.
- A customer who last visited more than a month ago (estimated to visit the Market four times a year) has annual expenditures of \$175.

Last Visit to Market	Ave spending	Visits/year	Total spending/yr
1st time	\$98.14	1	\$ 98.14
Within week	\$46.38	26	\$ 1,205.84
Within month	\$47.12	6	\$ 282.69
>month	\$43.72	4	\$ 174.89

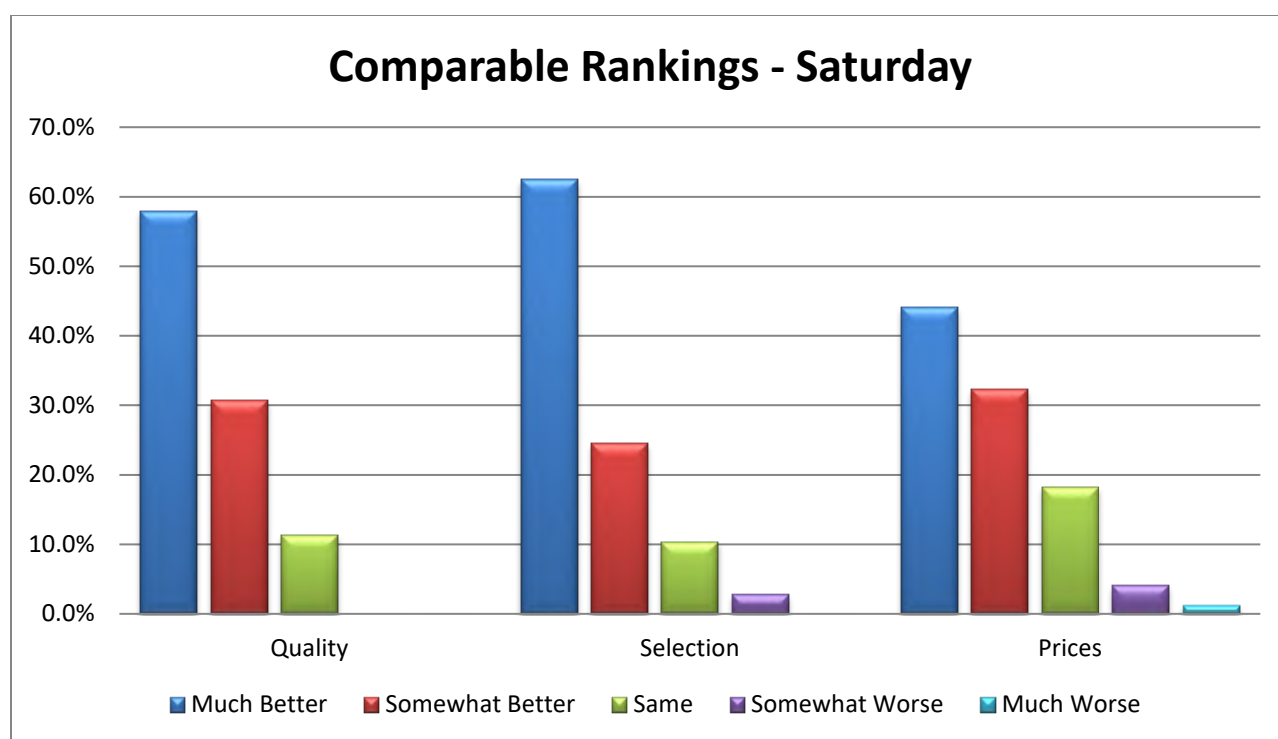
Since we don't know how often these customers actually visited the Regional Market over the course of a year, these numbers are not precise. However, they provide a sense of the order of magnitude difference between frequent shoppers and those who come less often. The Regional Market's economic success depends, in part, on understanding who frequent shoppers are, consistently meeting their needs, and cultivating more of them.

Rating the Regional Market

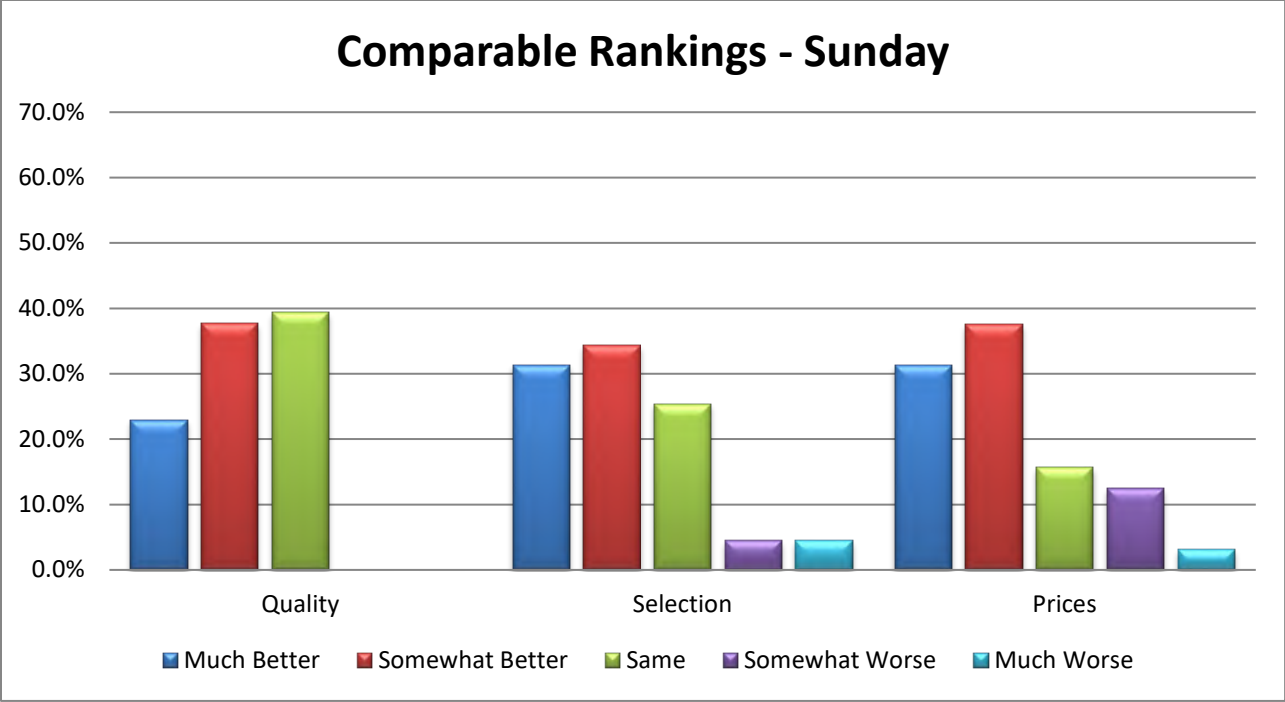
Respondents were asked to compare the quality, selection, and prices of products in the Regional Market with other places that sell similar products. Since participants had chosen to be at the Market, it generally follows that the responses to these questions are likely to be quite favorable.

Participants on Saturday ranked the Regional Market much more favorably. The participants felt the Regional Market is much better in all three categories, although the Market ranked highest for selection. does well on quality and selection, while it is about the same on prices.

The rankings were less favorable on Sunday, with the largest group saying the Regional Market was the same as other places for quality and only somewhat better for selection and prices.

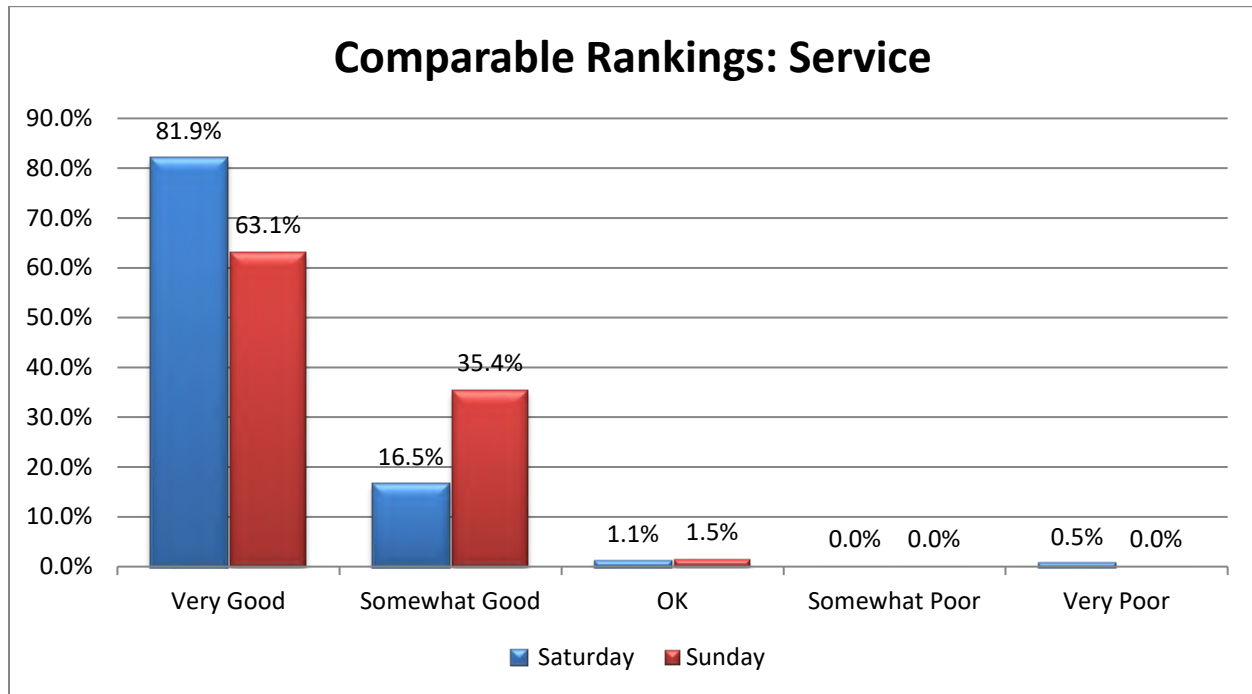


*Qj.78-79-70;..We.are.interested.in.your.feelings.about.the.quality?selection?and.prices.at.the.Market?as.well.as.the.customer.service;..Compared.to.other.places.that.sell.similar.products?would.you.describe.the.**quality-selection-prices**.of.products.at.the.Regional.Market.as.much.better?somewhat.better?about.the.same?somewhat.worse?or.much.worse?.(N=815-815-813).*



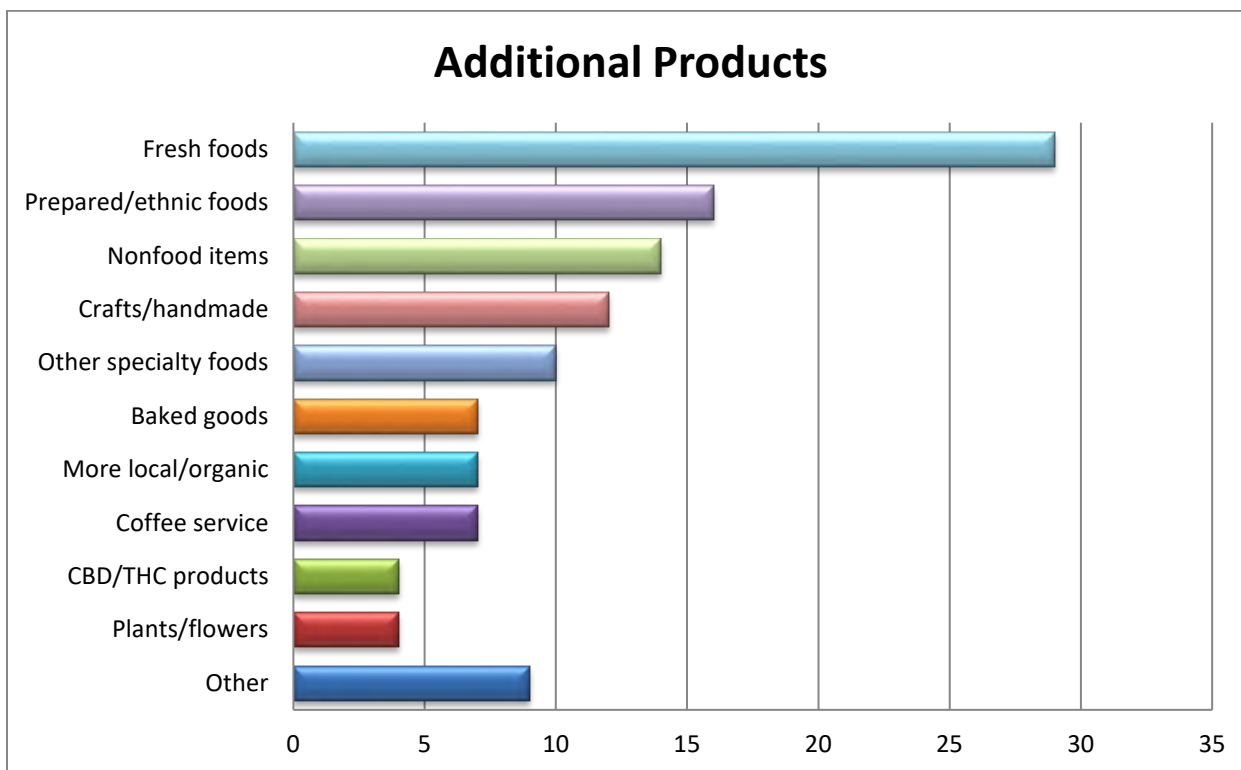
*Qj.78-79-70j..We.are.interested.in.your.feelings.about.the.quality?selection?and.prices.at.the.Market?as.well.as.the.customer.servicej..Compared.to.other.places.that.sell.similar.products?would.you.describe.the.**quality-selection-prices**.of.products.at.the.Regional.Market.as.much.better?somewhat.better?about.the.same?somewhat.worse?or.much.worse?.(N±815-815-13).*

Respondents were asked how they would rate the service from Market vendors. Overwhelming, respondents described it as very good, particularly on Saturdays. As with all public markets, service is an important distinguishing factor.



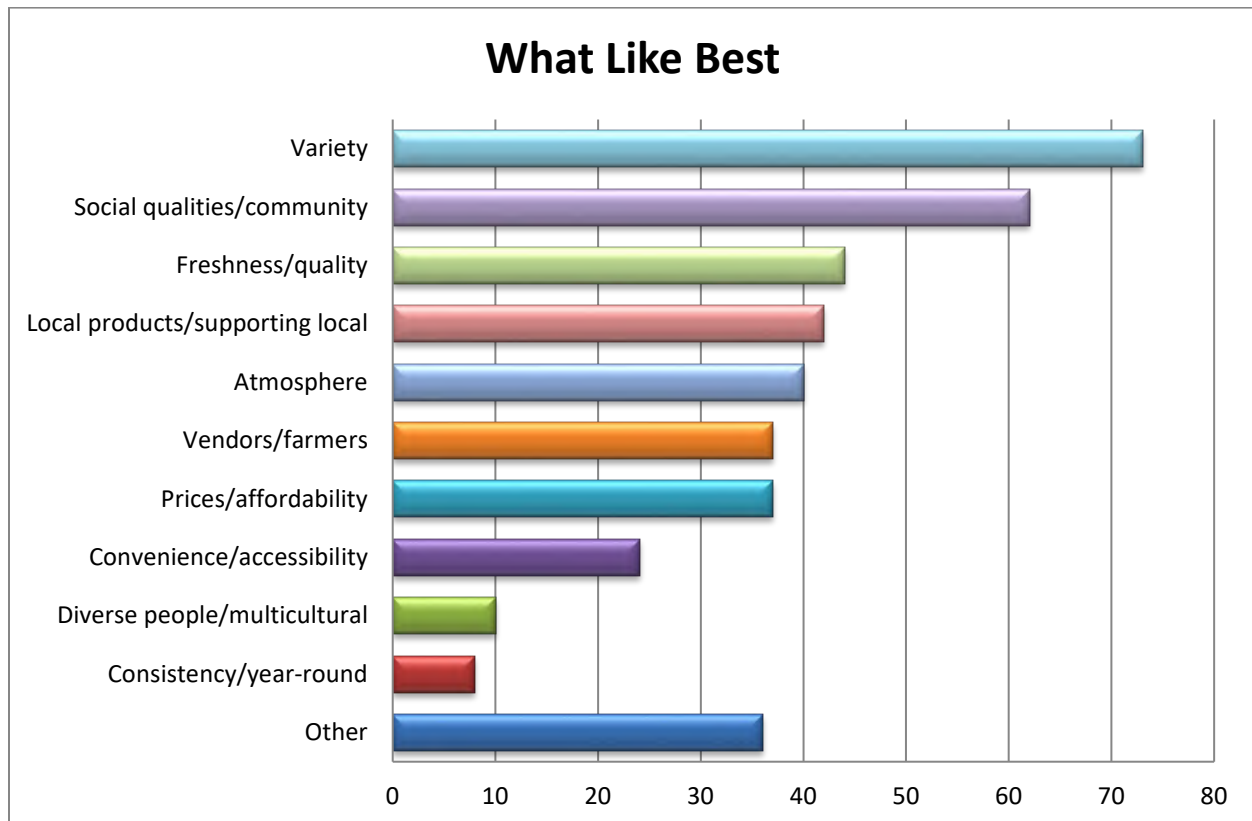
Q7a..How.would.you.rate.the.service.you.receive.from.Market.vendors?..Would.you.describe.it.as.very.good?somewhat.good?OK?somewhat.poor?or.very.poor?..(N=814)

Participants were asked to name any additional products they would like to see sold at the Regional Market. 75 participants provided an answer, and up to three responses were recorded per survey. The most frequent response was more fresh foods, followed by requests for more prepared foods to eat at the Market. Participants also asked for more nonfood items, including more handmade items/crafts.



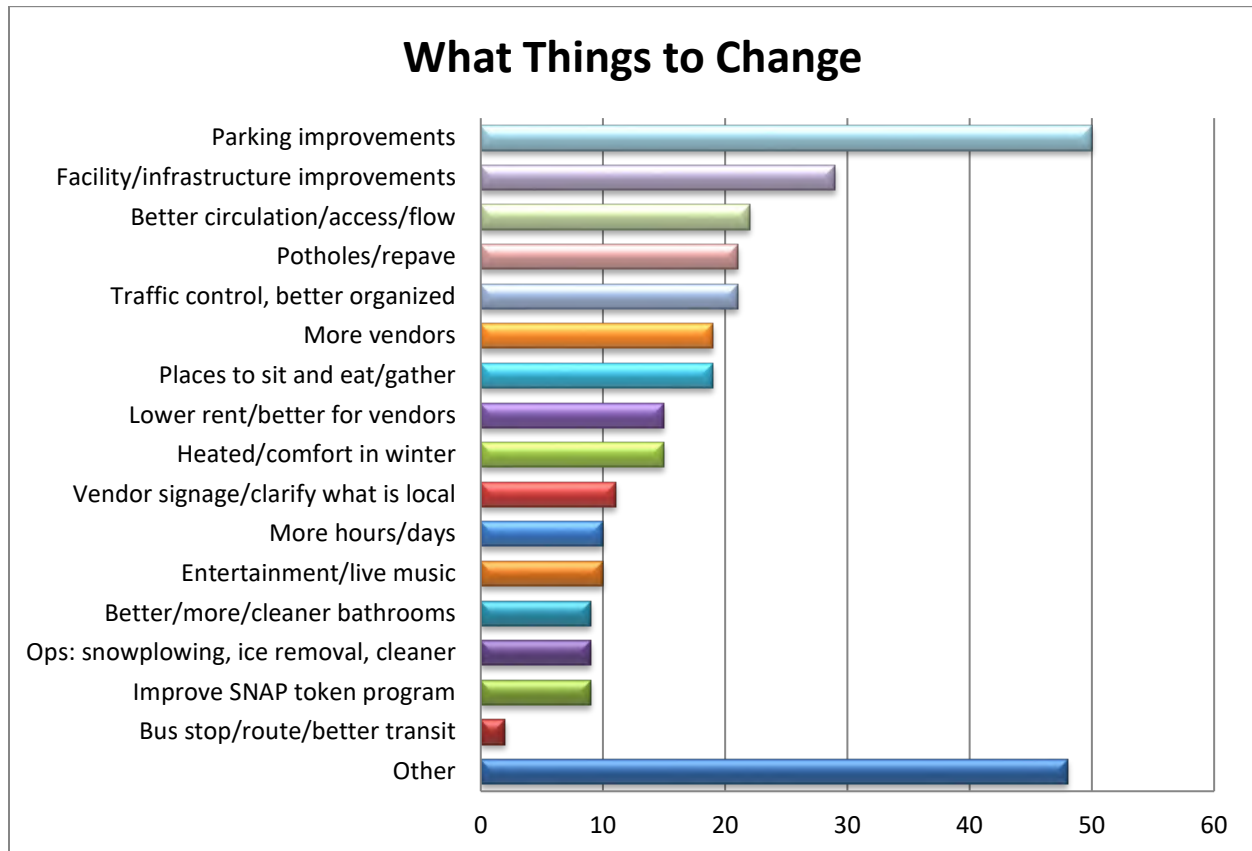
Q7. Are there any additional products that you would like to see sold at the Regional Market? (N=75; up to three answers recorded - 75 total)

Respondents were asked to name the things that they liked best about the Regional Market and what they would like to see changed. Up to three responses were recorded for each question. Customers provided a wide range of answers. Since this was an open-ended question, similar answers were coded together. In terms of what customers liked best, the most frequent response was the variety of products, followed by the Market's social qualities, and then the freshness/quality of the offerings.



Q7a..What.things.do.you.like.most.about.the.Regional.Market?.(N=700?up.to.three. answers.recorded.-.079.total)

In terms of changes, participants were most interested in parking improvements, followed by facility upgrades and improvements. They also want to see better circulation and access, the potholes fixed, and better traffic control.



Q74..What.changes.or.improvements.would.you.like.to.see.at.the.Market?.(N=707?up.to.three.answers.recorded.-.976total)

Appendix F: Community Internet Survey

MVI prepared an internet survey designed for community residents to share their experiences, perceptions, and insights about the CNY Regional Market. The survey was promoted by the local Project Team via press releases, email distribution lists, and social media, and was available online from October 17 – November 5, 2024. The survey was completed by 4,638 respondents, 96% of whom self-identified as the primary shoppers for fresh food in their households.

The respondents are not a random sampling of the population but rather people who chose to take the survey, so randomness assumptions cannot be made for analysis and the respondents do not necessarily reflect either the people who currently shop at the Market or the general population. However, the large number of responses allows exploration of how different demographic groups perceive and experience shopping at the Regional Market, including those who don't shop there or shop infrequently. Furthermore, the large number of people who took the survey represents the biggest response that MVI has had with similar community internet surveys, indicating strong interest and enthusiasm for the Regional Market.

Based on MVI's experience with similar research conducted at other markets, the people who took the survey are more likely to be Market customers already or have interest in Farmers' markets than the general population. As a result, their opinions are particularly valuable since they are now or are more likely to become customers.

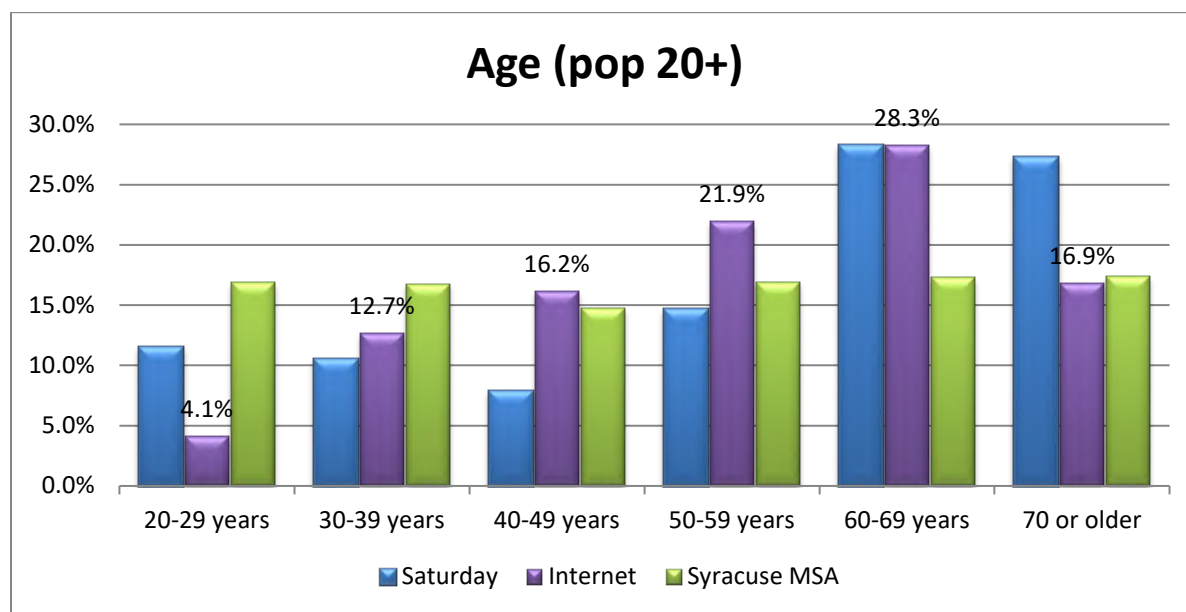
Some of the survey questions overlap with questions asked in the customer exit survey, allowing comparisons between customers at the Regional Market and those who took the online survey.

Who took the survey?

The demographic characteristics reported by respondents were compared to the demographics of residents in the Syracuse metropolitan area, using data from the [American Community Survey](#) of the US Census Bureau, and compared to the people who took the in-person survey conducted at the Regional Market in October 2024. These demographic characteristics were used to analyze the survey findings, such as testing if women's responses were significantly different (statistically) from men's, or if high income respondents perceive the Regional Market differently than lower income ones. Since the survey respondents did not necessarily match the city's or the region's demographic mix, this allows us to test if the underrepresented group has significantly different answers from the other.

The majority of survey respondents were women (59%) compared to 39% male and 2% who identified as transgendered, nonbinary or other. While this is skewed compared to the general population, it is the same percentage of women who participated in the customer exit survey. MVI research has found that women are more likely to shop at Farmers' markets than men and typically spend more money, so their opinions and perceptions are particularly valuable. Enough men took the survey to test whether women's responses differed significantly from men's.

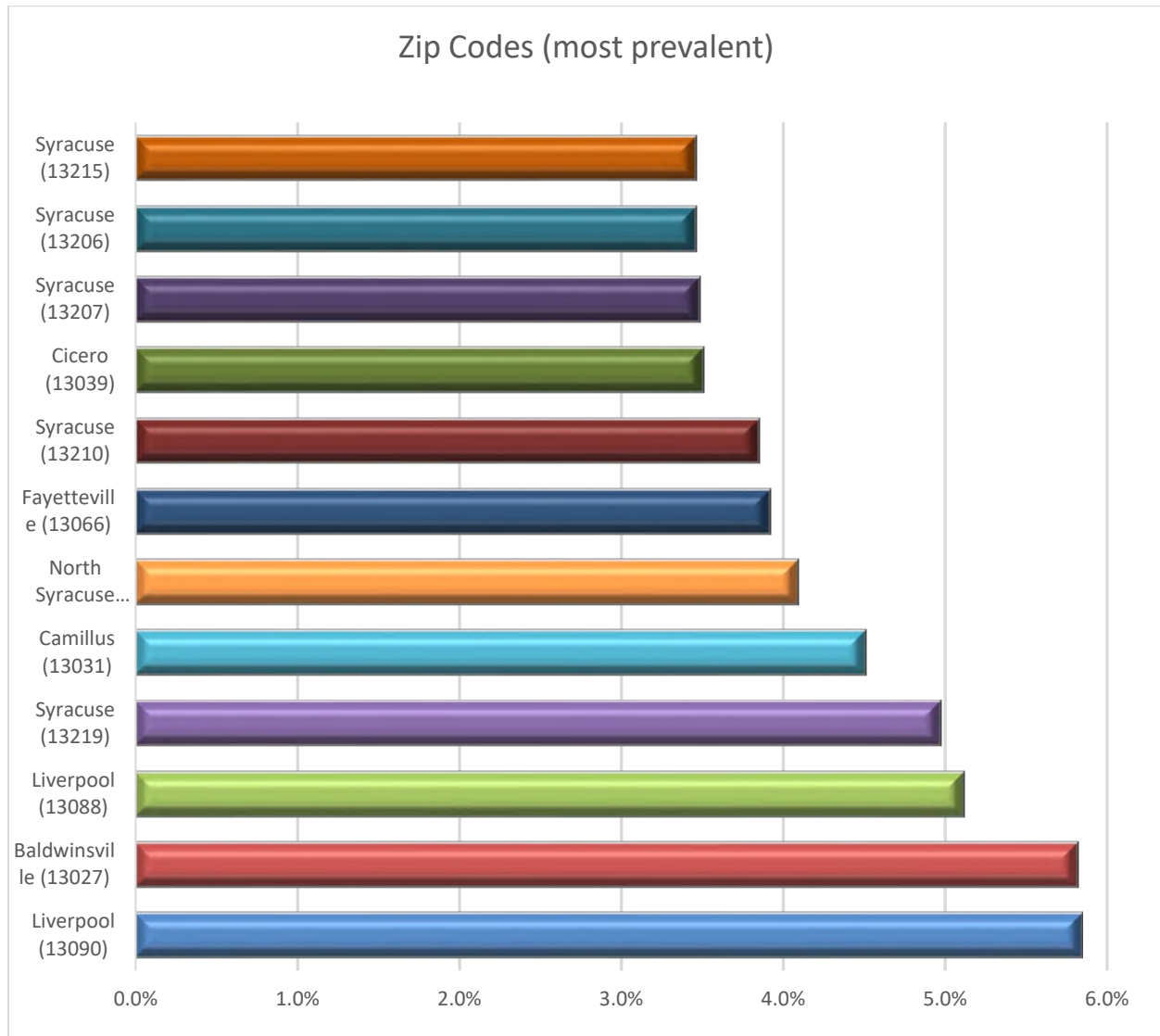
The survey attracted very few young adults compared to both the region's population and the customer exit survey, as well as fewer adults aged 30-39. Substantially more middle-aged and older adults took the survey, particularly those in the 60-69 age bracket. Older adults (aged 70 and more) closely matched the region's population.



Q89. In what range does your age fall? (N=4,082)

The internet survey skewed toward white respondents (95%), compared to 82% in the region. Of the 4,082 respondents who answered the question, Black respondents made up 2% (compared to a population of 8.5% in the region) while Hispanic or Latino made up about 1% (compared to 5% in the region).

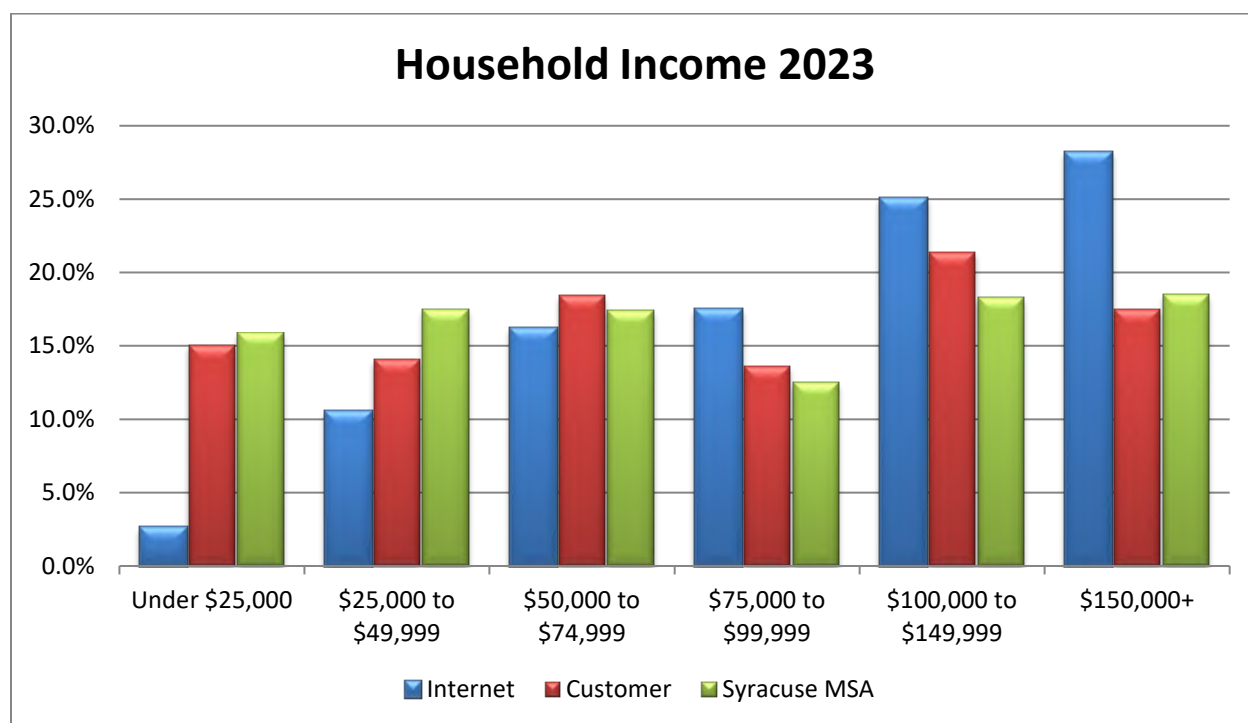
Respondents live in 188 different zip codes, with the two largest groups living in 13090 (Liverpool) and 13027 (Baldwinsville), areas immediately to the north of Syracuse and the Regional Market.



Q8a. What is your home zip code? (N=777)

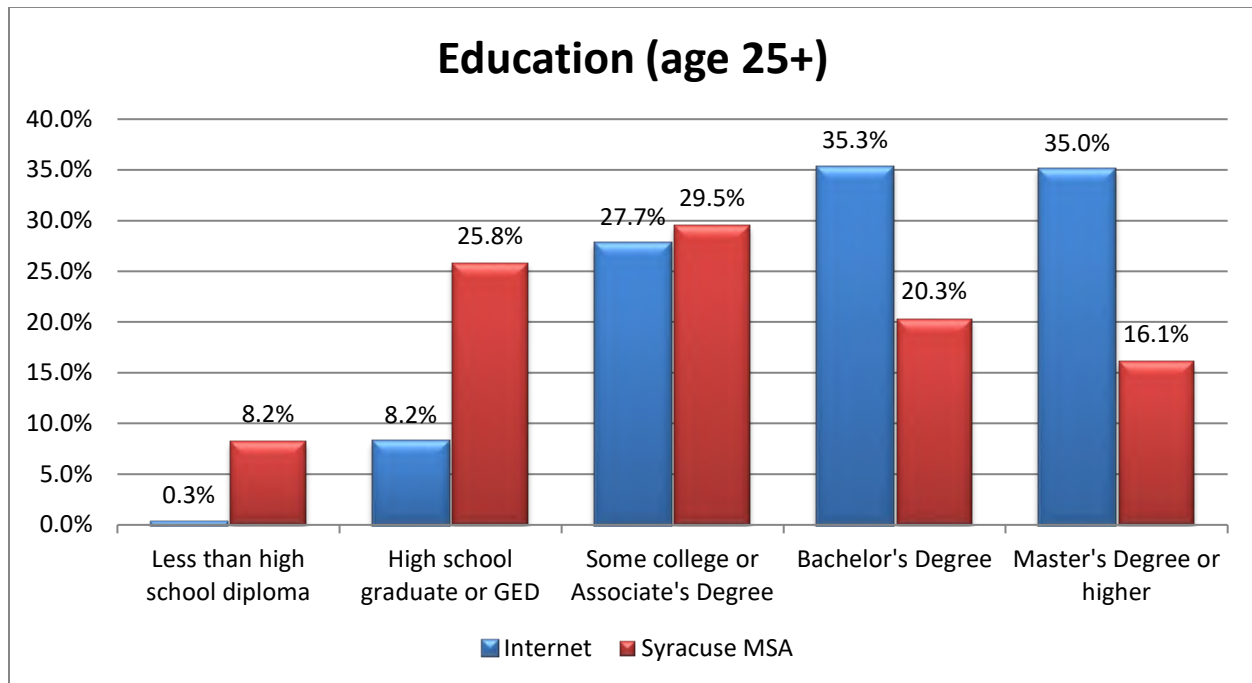
Respondents live in households ranging in size from one to 34 people, with the largest group in two-person households (49%), followed by three person households at 16.2%. In total, the 4,111 respondents represent 10,400 people who live in their households.

Respondents were asked to indicate their 2023 household income based on six categories. The survey attracted few respondents in the lowest income category (under \$25,000) and in the next category (\$25,000 to \$49,999) compared to both the customer survey and the region's households. Respondents skewed heavily toward upper income households, particularly in the highest income category (\$150,000+), which represented 28% of respondents but represents 19% of the region's households. To test whether household income levels were associated with survey responses, the survey questions were analyzed by income categories to see if there were statistical differences.



Q89. In what range did your 8689 total household income (before taxes) fall? (N=97422)

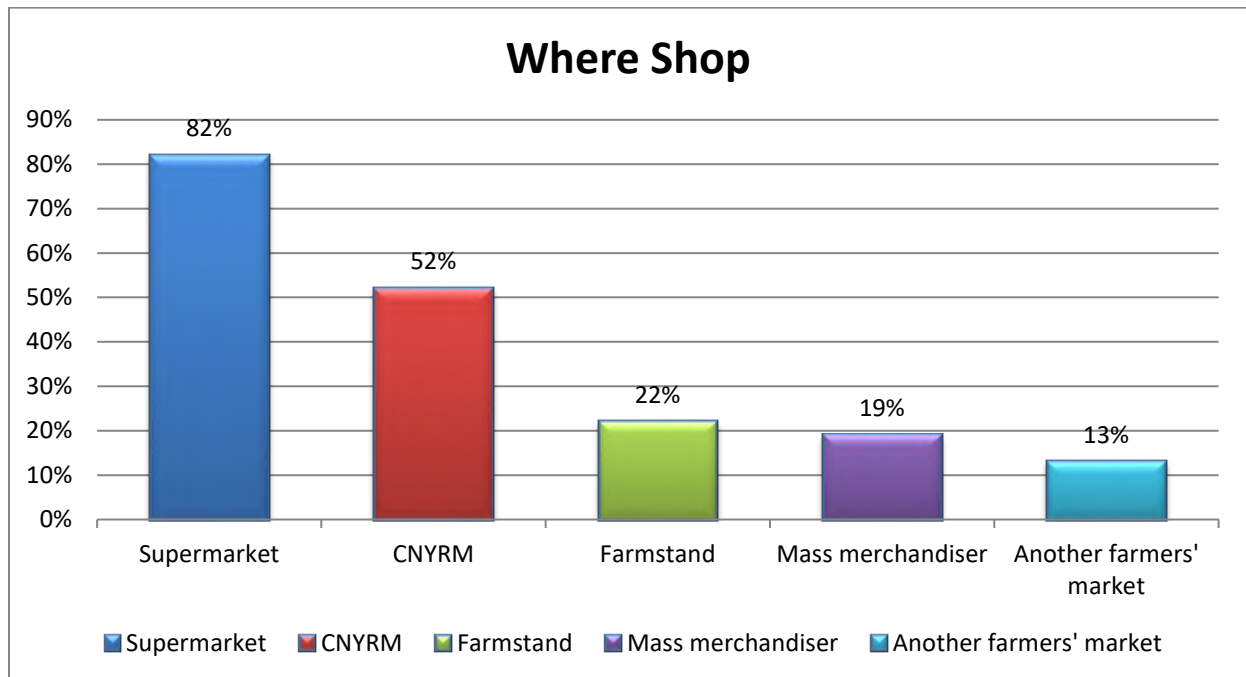
In terms of education, survey respondents skewed substantially toward higher levels of education, which is typical of Farmers' market shoppers. A large majority of respondents (70%) reported having a bachelor's degree or higher, compared to 36% of regional residents. Fewer than 9% of respondents had at most a high school education, compared to 34% of regional residents.



Q96: What is the highest level of education that you have attained? (N=778)

Visit characteristics

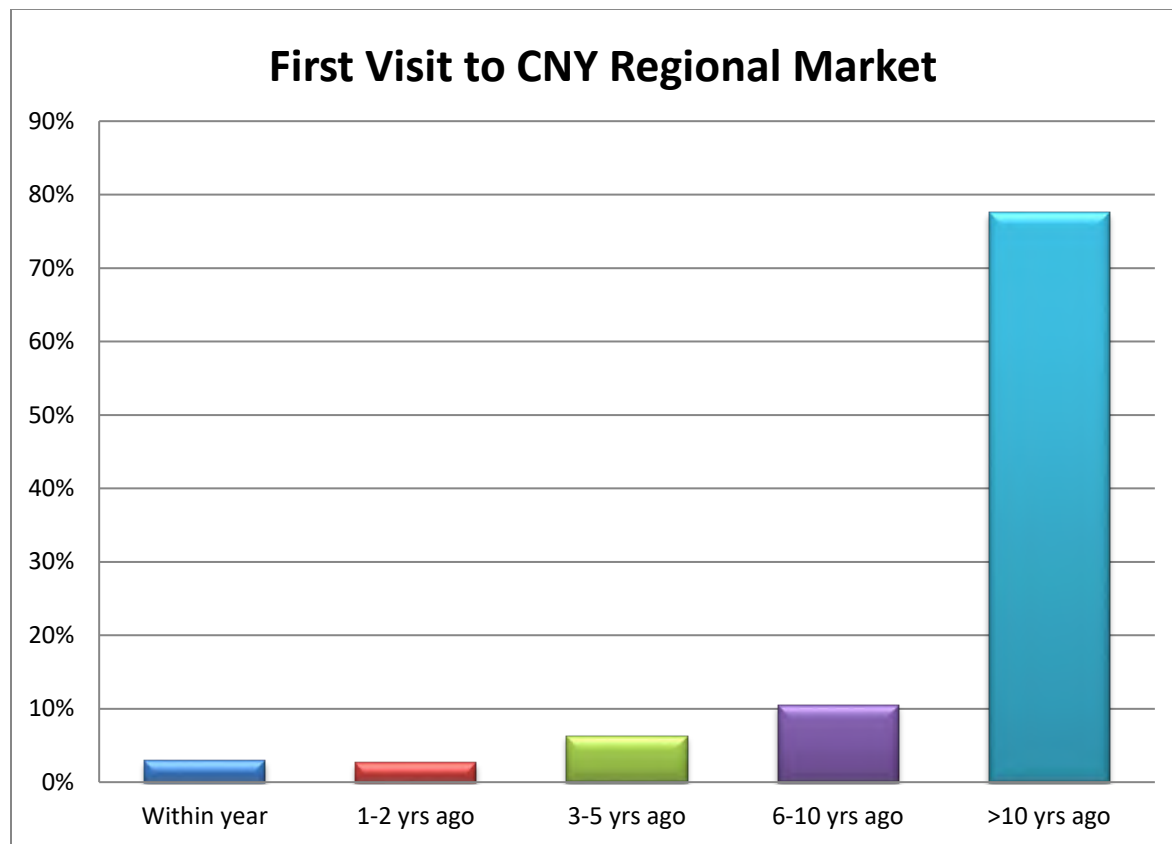
Respondents were asked where they make most of their purchases for fresh foods during the summer months and allowed to select up to three responses. Nearly all (82%) reported shopping at a supermarket chain (such as Aldi, Price Rite, TOPS or Wegmans) while another 19% shop at a mass merchandising or warehouse club (such as Walmart or Costco). A large percentage (52%) reported shopping at the CNY Regional Market. A substantial percentage (22%) reported shopping at a Farmers' roadside stand, while only 13% reported shopping at another Farmers' market.



Q8j. During the summer months where does your household acquire most of its fresh foods? (select up to 9 choices)? (N=294)

Nearly all (98%) of respondents have visited the CNY Regional Market. For those who answered no, the survey jumped ahead to questions about potential changes to the Regional Market and did not ask them questions about their prior experiences at the Regional Market.

Respondents were asked about their first visit to the Regional Market. The vast majority (78%) reported that they started coming more than 10 years ago, followed by those who first came 6-10 years ago (11%). Only 3% started coming within the past year and another 3% first visited 1-2 years ago. While it is beneficial that so many regional residents have long-term relationships with the Regional Market, it also needs to continually attract new customers. This will be particularly true as the region is expected to see substantial population growth.



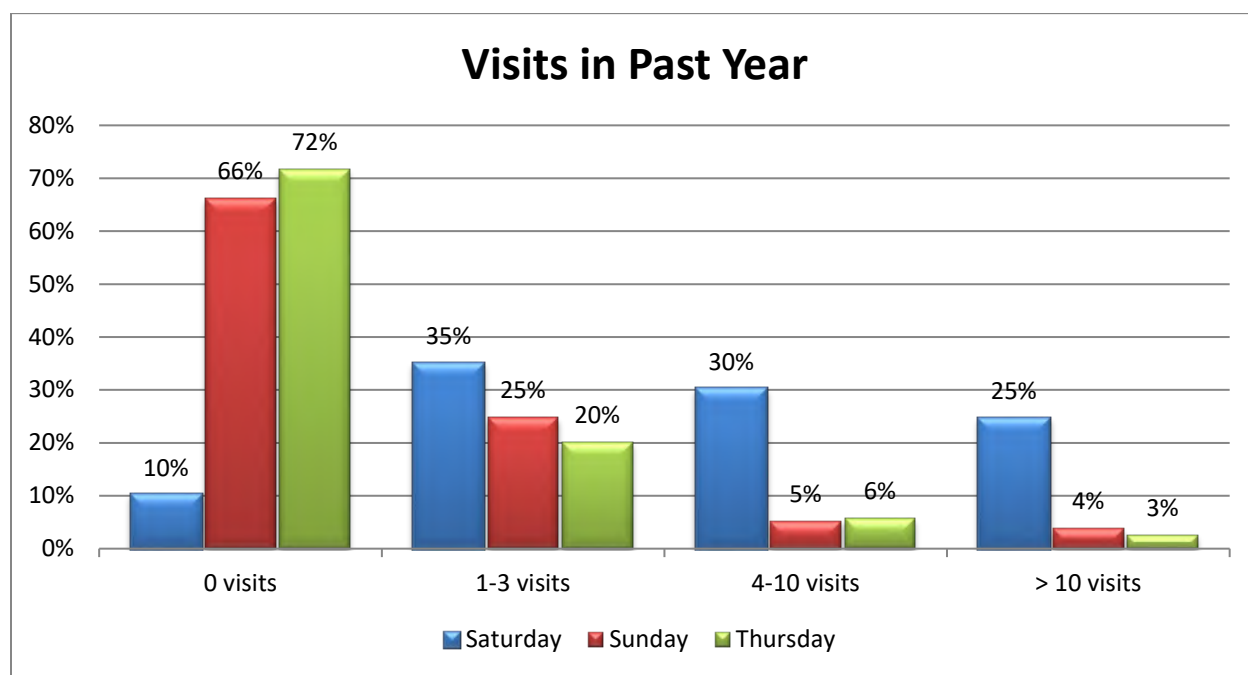
Q0j. When was the first time you visited the Central NY Regional Market? (N=0702)

Respondents were asked about the most recent time they had visited the Regional Market. The vast majority (89%) had visited within the past two years. For those who had not visited within two years, the survey skipped the next series of questions about their recent experiences at the Regional Market.

Respondents were asked to identify how many times they had visited the Regional Market in the past twelve months on Saturdays, Sundays, and Thursdays, the days that the retail sheds operate.

A quarter of the respondents can be considered frequent shoppers on Saturdays but only 4% on Sundays and 3% on Thursday. In fact, most of the respondents had not visited on any Sunday or Thursday during the previous year (66% had no visits on Sundays and 72% had no visits on Thursdays).

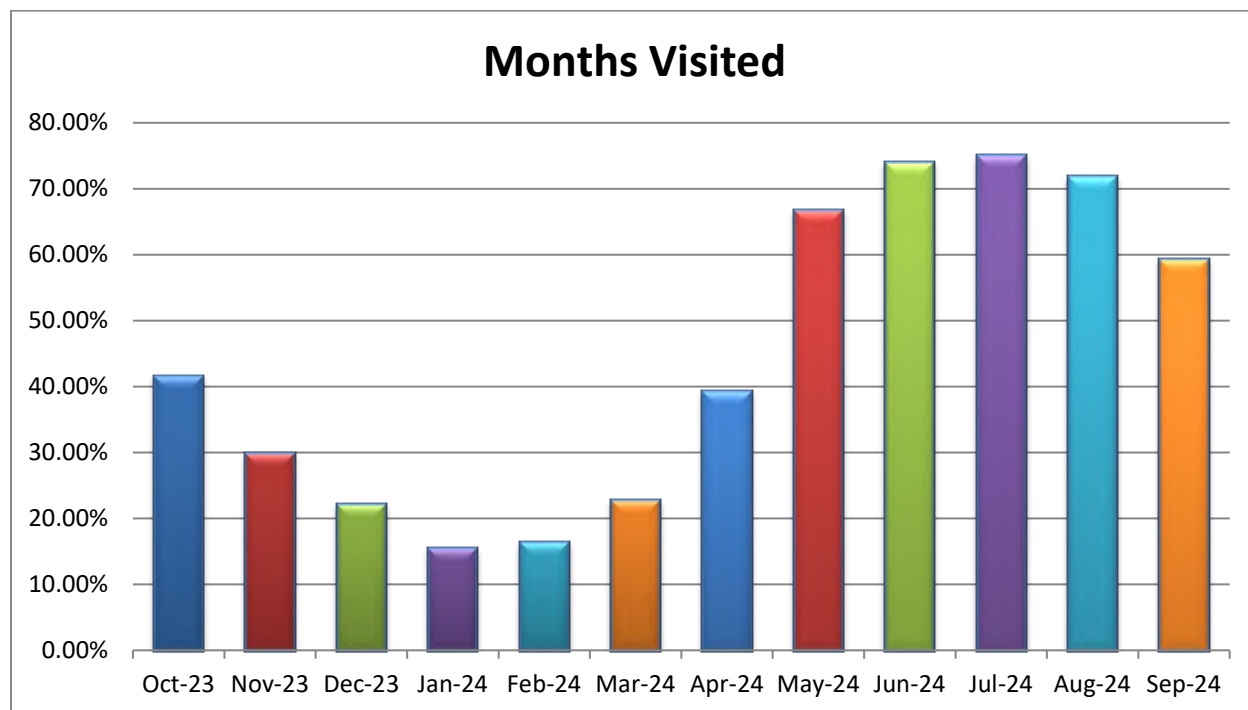
The largest group (35%) had visited one to three times, followed by those who had visited 4-10 times (30%).



Q2-3-4. In the past 78 months? about how many times have you visited the Regional Market on a Saturday-Sunday-Thursday? (N=970-977-978)

Among the demographic groups, older people were statistically more likely to visit more often on Saturdays than younger people. People from lower-income households and with lower educational attainment reported more visits on Sundays and Thursdays than higher income and more educated respondents, but there were not significant differences on Saturdays.

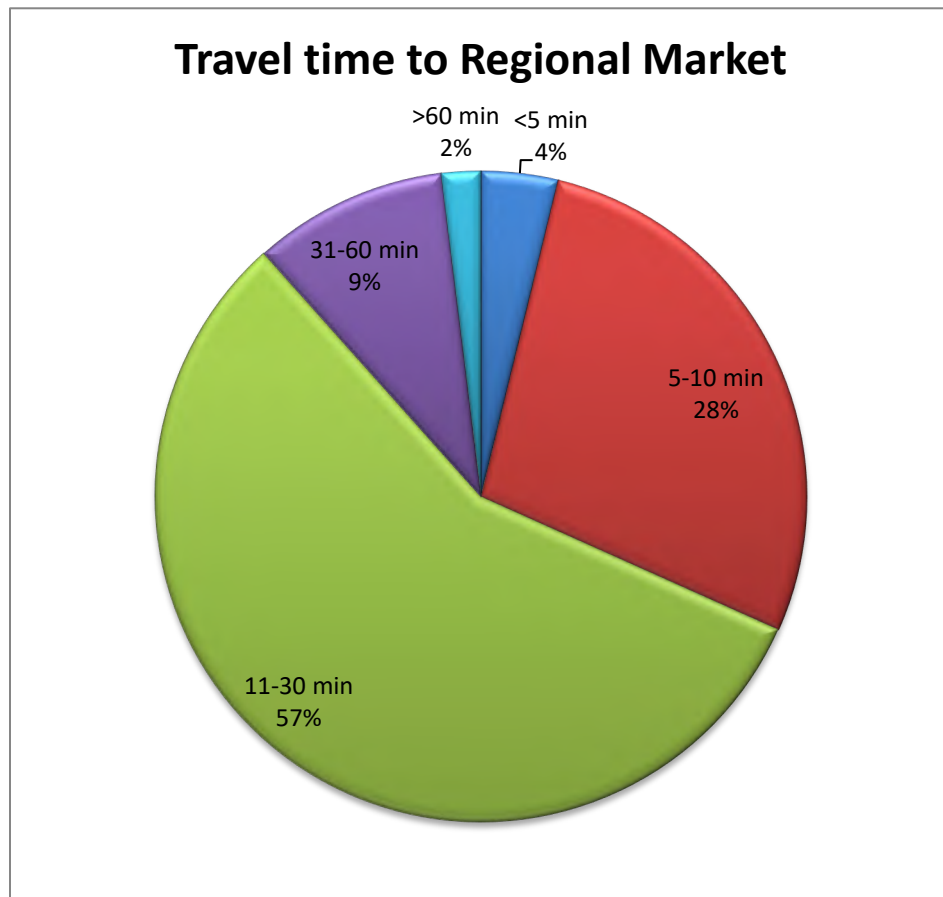
Respondents were asked which months they had visited the Regional Market in the past year. Visitation peaks in July at 75% and is well above 50% for May through September.



Q9. Thinking back over the past 78 months, during which months did you visit the Regional Market? Check all that apply. (N=920)

Travel

Respondents were asked how long it typically takes them to travel to the Regional Market. The largest group (57%) travels for 11-30 minutes, followed by those traveling 5-10 minutes (28%). Interestingly, the number of visits per year is not statistically related to travel time. About the same proportion of people visiting the Market frequently live nearby as those who live far away.



Q76j. How long does it typically take you to get to the Regional Market? (N=974)

Nearly 100% of the respondents reported that they typically drive to the Regional Market, either in their own car (97%) or in another person's car (2%). Only eight people reported riding a bicycle, nine said riding a bus, and three said walking.

Respondents were asked if they had ever ridden a **bicycle** to the Regional Market. About 2% (75 out of 3,879) said yes. When asked what would make it more likely to ride a bicycle to the Regional Market, 86% said nothing. Nearly 11% responded that they would ride a bicycle if there were dedicated bike lanes, 7% said if there was bike parking at the Market, 2% said a city-wide bike sharing program, and nearly 3% if there was a delivery service.

Many respondents commented that they live too far away or could not transport their purchases on a bike. Additional comments included:

- “The Market is not in a residential neighborhood, nor are there bike paths that lead to the Market. The Market feels surrounded by busy streets and highways and therefore doesn't seem family-friendly for bikers to travel to with young children.”
- “a good map of the bike routes to get to the market and dedicated space at the market to put the bike without fear it will be stolen”
- “Safe, protected path separated from traffic with physical structures (not just painted lane markings)”
- “Insanely not safe for bikes / pedestrians in that area”

Respondents were asked if they had ever ridden a **bus** to the Regional Market. About 2% (68 out of 3,884) said yes. When asked what would make it more likely to ride a bus to the Regional Market, 86% said nothing. Nearly 8% said more frequent bus service, 7% said a bus stop closer to their home, 2% said lower fares, and 2% said a delivery service.

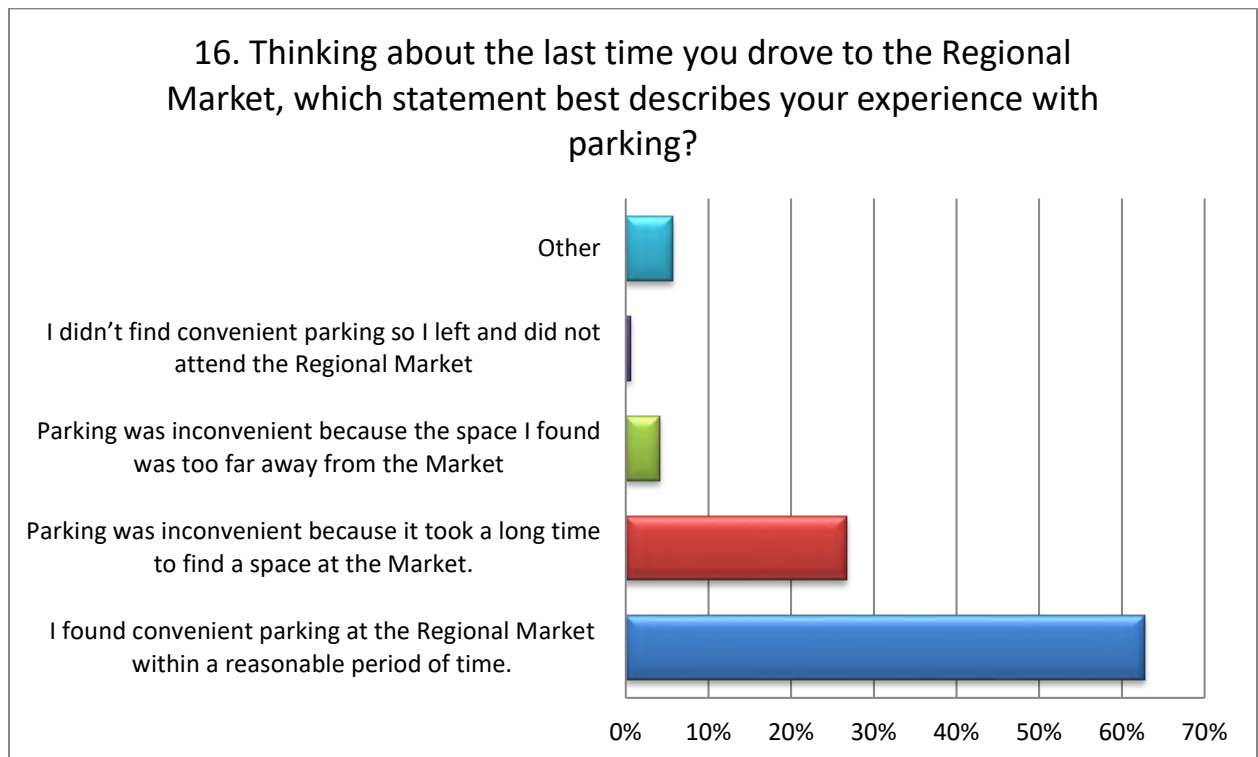
Lower income respondents were much more likely to say they would take a bus if there were improvements to bus service. For example, 14% of respondents reporting household income below \$25,000 and 10% of respondents earning \$25-50,000 said it was more likely they would take the bus if there was more frequent service.

Many respondents commented that they might use a bus if they didn't have a vehicle or if there were direct routes not requiring a trip downtown. Additional comments included:

- “Improved bus stops at the market, and or improved walking connection to the regional transportation center”
- “Nonstop bus routes from places with easy parking (i.e. malls, and one from The Hill for students, eds and meds)”
- “Clearer bus schedule. I am not sure when and where the buses drive. A better online timetable app would be very helpful. Or better integration on Google maps.”
- “I'd need to learn the best route, an incentive program might help motivate me!”

Parking

Respondents were asked about their experiences parking at the Regional Market. The majority of respondents (63%) said they found convenient parking within a reasonable period of time. Over a quarter of respondents (27%) said that parking was inconvenient because it took a long time to find a space. A small percentage of respondents (4%) said parking was inconvenient because the space they found was too far away from the Market. Less than 1% said they didn't find parking so they left and did not attend the Market. Among this very small group (24 respondents), nearly half had not visited the Regional Market in the past year and over a third had visited infrequently (1-3 times).

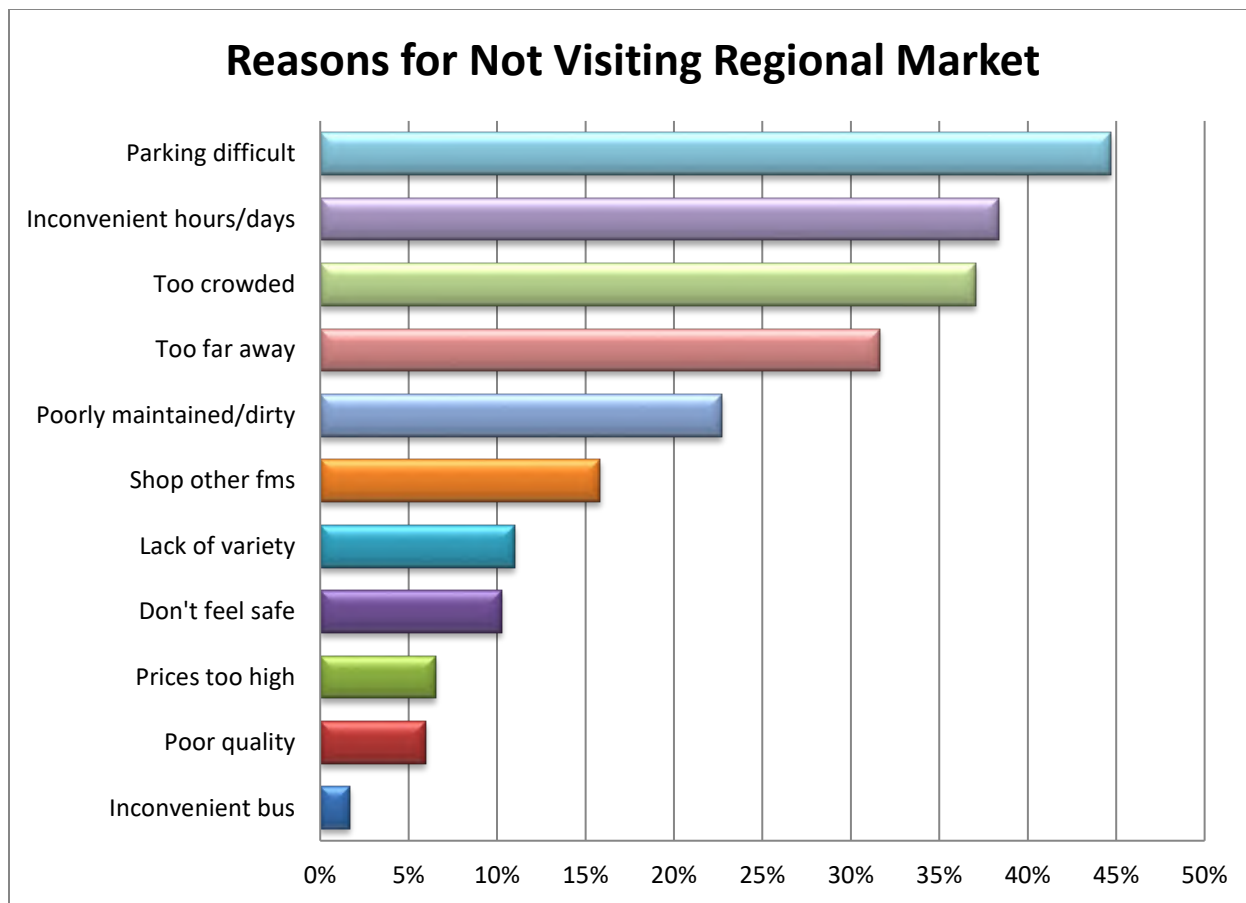


Why not visited?

Respondents who had never visited the Regional Market or had not visited for more than two years were asked why they had not visited. The survey provided eleven possible reasons and also allowed additional responses. Respondents could check any number of boxes. The most frequent response was “Parking difficult to find or inconvenient,” selected by 45% of the respondents, followed by “Inconvenient hours or days of operation” (38%), “Too crowded” (37%), and “Too far away,” (32%). A smaller group (10%) said they do not come because of safety concerns.

A number of respondents said they had never heard of the Regional Market or stopped going during COVID. Some of the comments included:

- “I want to support local farmers and have it be clear who is a vendor and who is a local farmer.”
- “I have mobility issues, walk with a cane but really need my scooter if I want to go through the whole market. Navigating that with a stroller (when my kid was little) was hard enough. So I haven't been in several years”
- “Some vendors leave before the time it is schedule to close.”
- “No cohesiveness to the live experience. Confusing. Most people I talk to have never gone. Long time CNY residents. Marketing needs to be addressed to show US what they have, when etc. Bring your own bag? How does it work?. Cash? Credit card? Make it exciting to go. Are they on social media? Where Syracuse Eats wonderful page touting local restaurants. Local stores like Vince’s Gourmet. Never see this on there. Make US want to go there.”



Q7. What are the main reasons you have not visited the Regional Market? Check all that apply or add other reasons below. (N=100)

These respondents were also asked an open-ended question about what would make them more likely to visit the Regional Market in the future. 390 people answered this question. The results were run through ChatGPT, which provided the following summary:

“The survey responses offer a range of suggestions for improvements to the Central New York Regional Market. Common themes include:

- **Improved Facilities and Layout:** Many respondents want cleaner, more modern facilities with better climate control, cleanliness, and organized layouts. There’s a desire for more spacious aisles to reduce crowding, as well as seating and shaded areas for comfort.
- **Extended Hours and Days:** Respondents expressed interest in additional market hours, particularly evening and weekday options, to make the market more accessible to those who cannot attend during the current hours.
- **Enhanced Parking and Accessibility:** Parking issues are frequently mentioned, with suggestions for better parking options, more handicapped spaces, and improved traffic flow. Some suggest park-and-ride options from surrounding areas to ease accessibility.
- **Variety and Quality of Vendors:** Shoppers want a greater variety of local, high-quality, farm-to-table products and unique vendors that distinguish the market from supermarkets. There is also a call for more local, seasonal produce and less non-food "junk."
- **Marketing and Visibility:** There’s a strong interest in better advertising, including promoting available vendors, special events, and new offerings. People also want clearer information on products and market events to help plan their visits.
- **Safety and Security:** Some respondents are concerned about the market's location, safety, and presence of panhandlers. They suggest increased security and improvements to the area surrounding the market to create a more welcoming environment.
- **Additional Features and Events:** Suggestions include adding events like live music, food trucks, and entertainment to create a more vibrant, community-oriented experience.

These responses reflect a desire for a more convenient, welcoming, and community-focused market with diverse offerings and accessible facilities.”

Experiences at the Regional Market

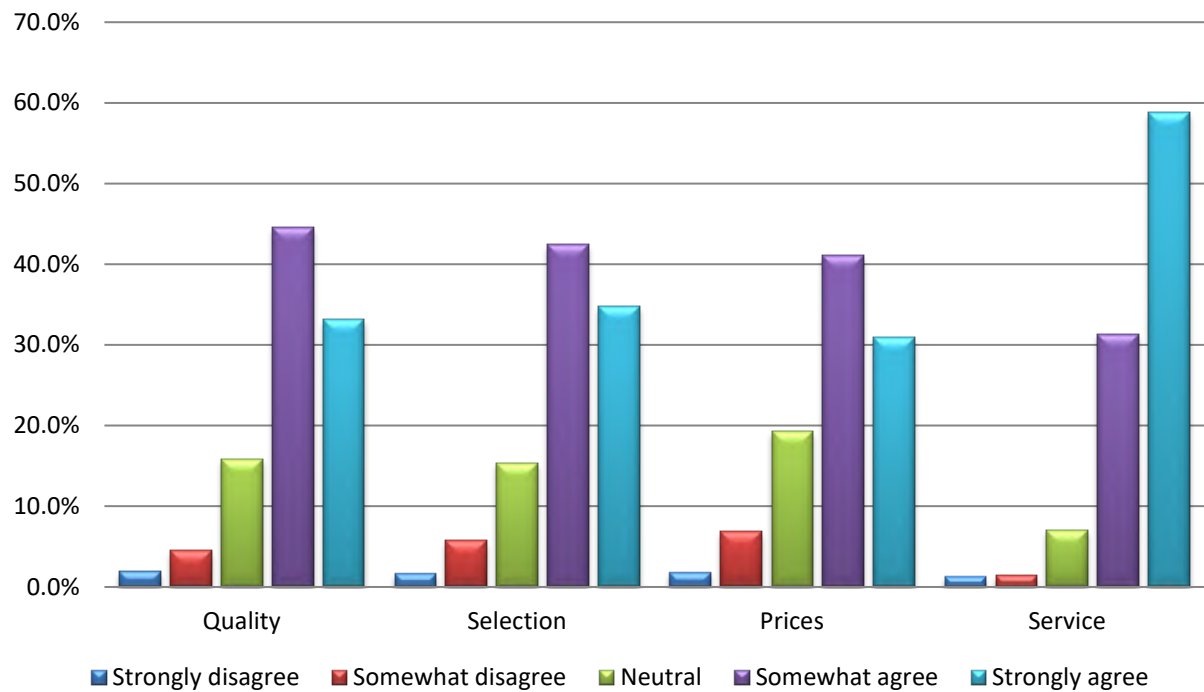
Respondents who had visited the Regional Market in the past two years were asked to rate their recent experiences at the Regional Market using a five-point scale ranging from “strongly disagree” to “strongly agree.” The survey asked about quality, selection, prices, service, access, parking, whether it’s fun to shop at the Regional Market and whether they would recommend the Market to friends or relatives.

19. For each of the following statements, please rate your most recent experiences at the Regional Market.

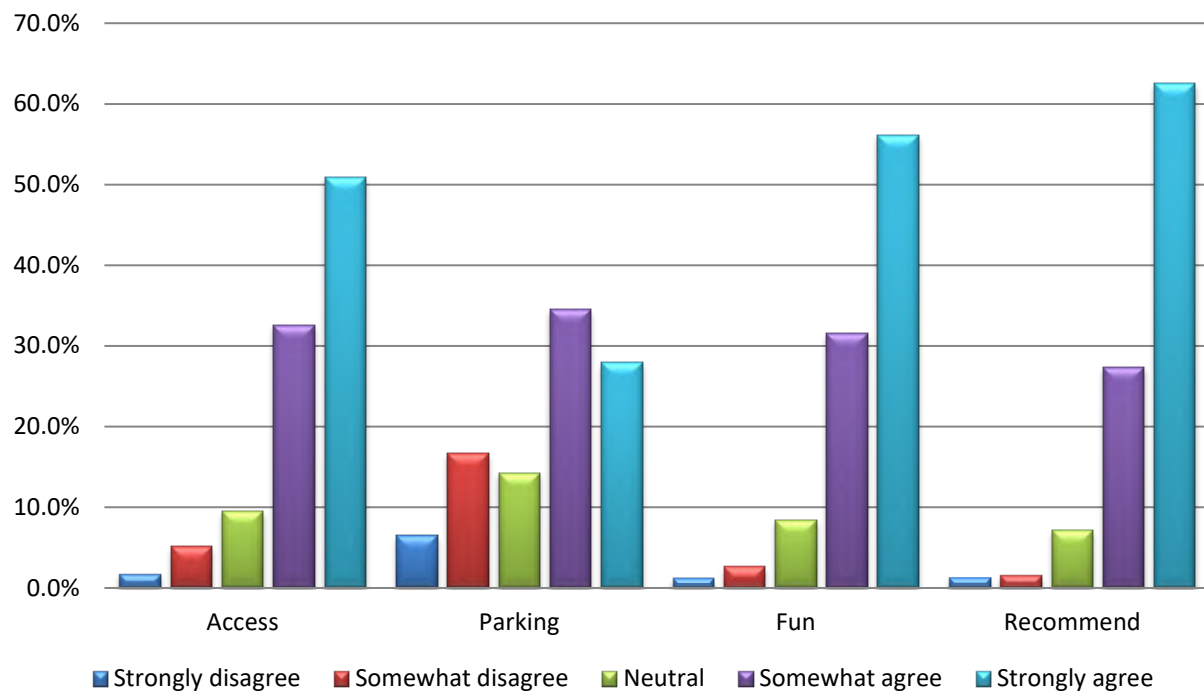
	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
The quality of products at the Regional Market is much better than places that sell similar products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The selection of products at the Regional Market is much better than places that sell similar products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The prices of products at the Regional Market are much better than places that sell similar products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The vendors are friendly and provide good service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's easy to get to the Regional Market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking is easy to find within a reasonable walking distance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's fun to shop at the Regional Market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend the Regional Market to friends or relatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The largest groups of respondents “somewhat agreed” with the statement that the quality, selection and prices at the Regional Market are much better than other places that sell similar products, with the next largest group saying they “strongly agreed.” Respondents “strongly agreed” that vendors are friendly and provide good service, that it’s easy to get to the Regional Market, it’s fun to shop at the Regional Market, and that they would recommend the Regional Market to friends or relatives. The largest group “somewhat agreed” that parking is easy to find within a reasonable walking distance.

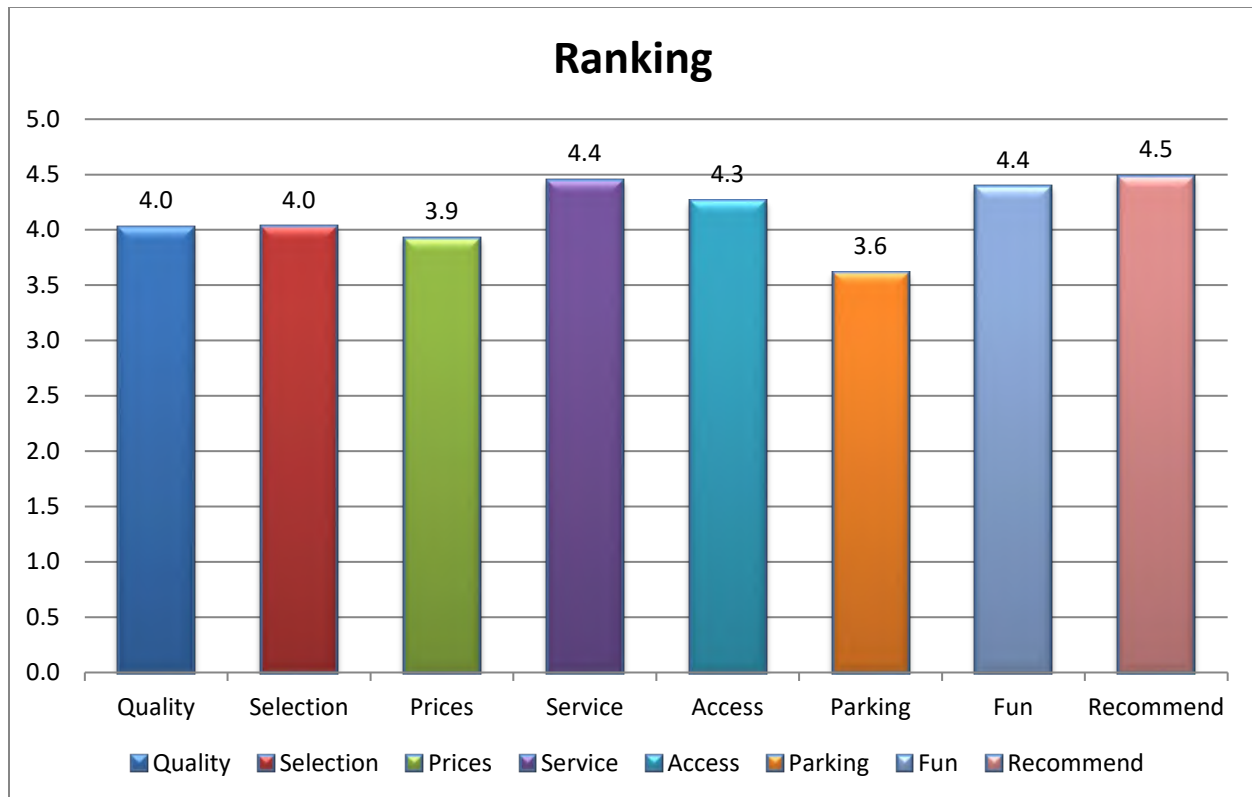
Comparable Rankings 1



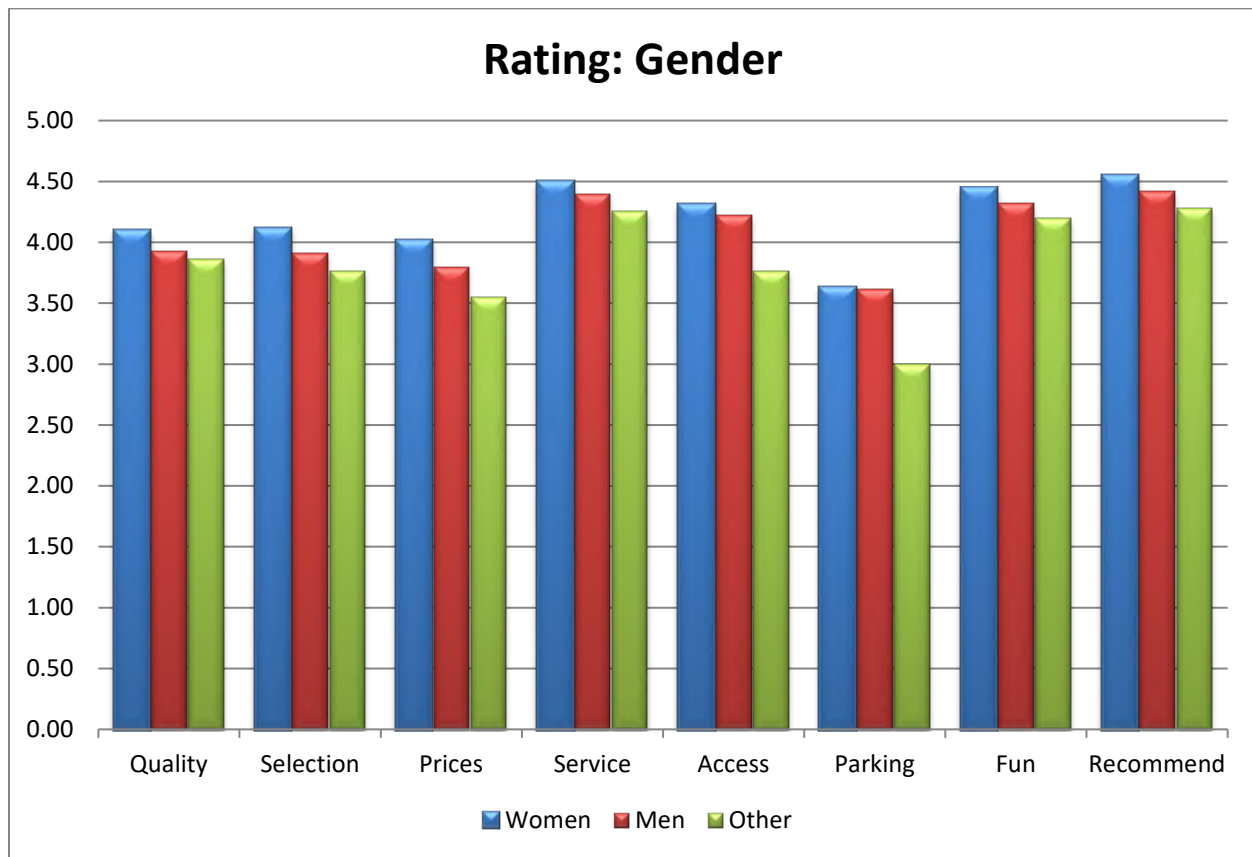
Comparable Rankings 2



To analyze the results, the mean (average) was calculated for each question. Based on the five-point scale, the mean could vary from 1 (if every respondent checked “strongly disagree”) to 5 (if every respondent checked “strongly agree”).

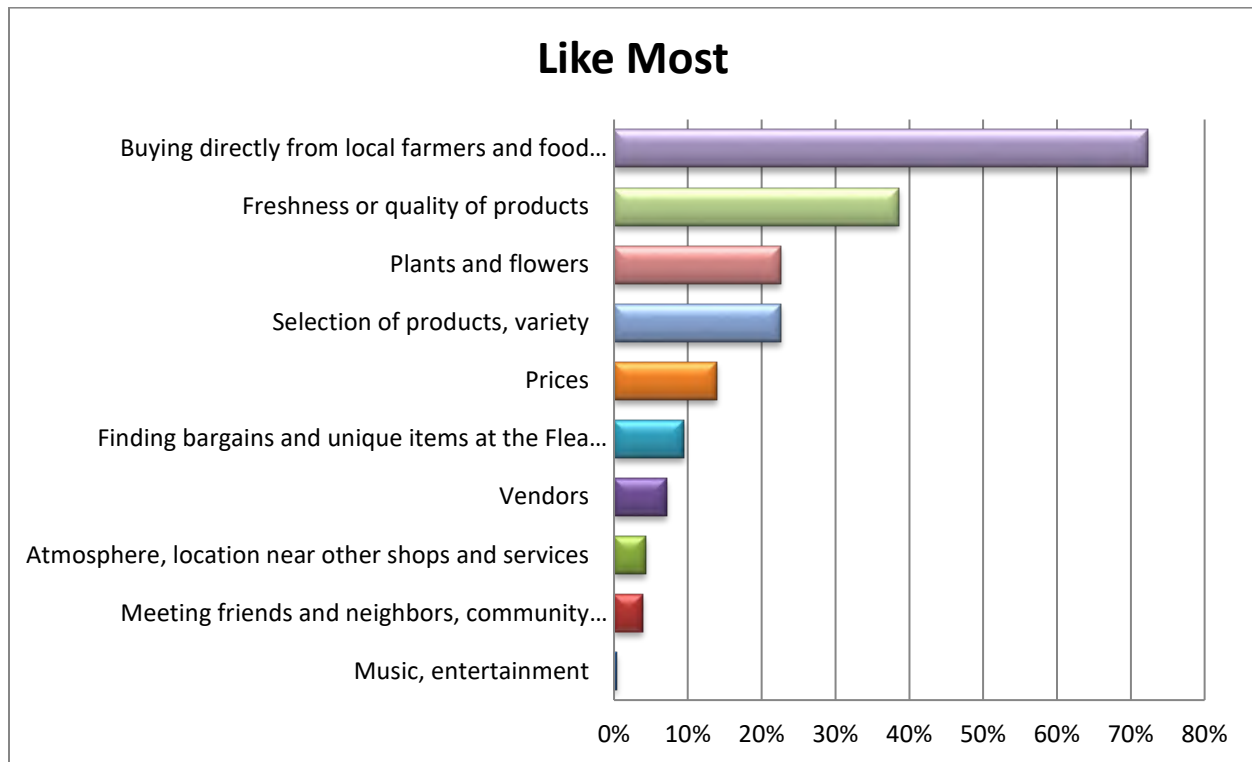


Women consistently rated the Regional Market higher than men and respondents who identified as transexual, nonbinary or other.



There are small but inconsistent variations based on the respondents' age, income, and education level.

Respondents were asked to identify up to three things they like most about the Regional Market. The survey included ten options and respondents could add others. By far the most frequent response was “Buying directly from local farmers and food producers,” selected by 72% of the respondents. This was followed by “Freshness or quality of products” at 39%. These findings point to the importance of keeping the Regional Market a place that centers local farmers and food producers.



Potential changes to the Regional Market

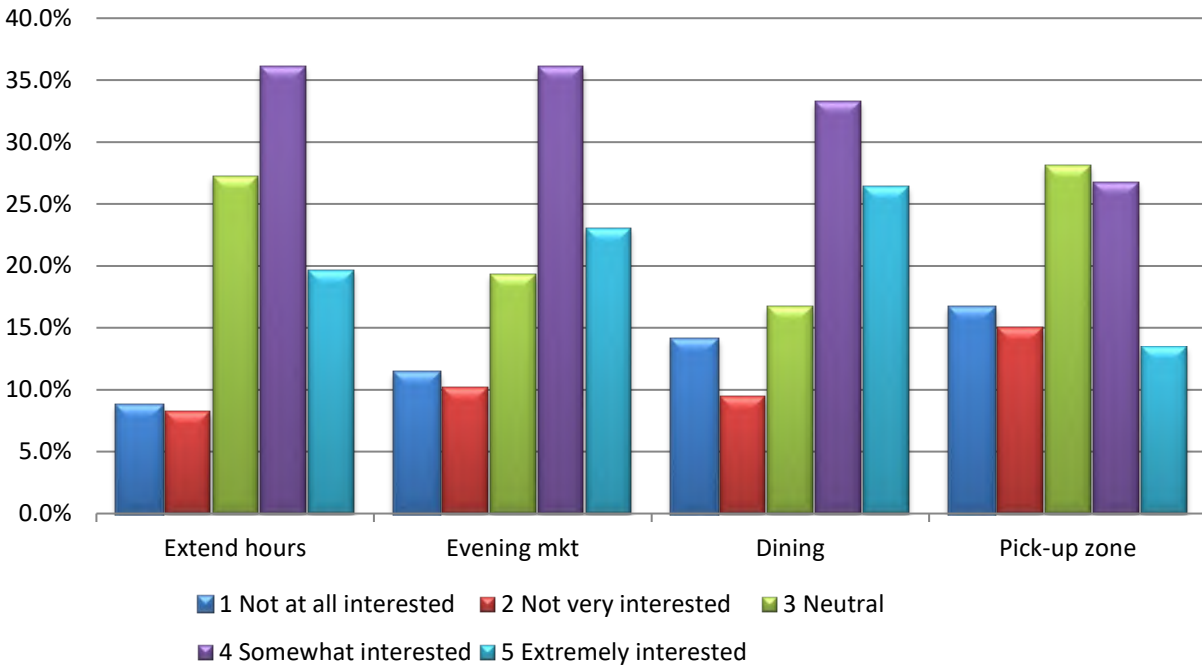
Respondents were asked about their interest in eleven potential changes to the Regional Market, on a five-point scale ranging from “Not at all interested” to “Extremely interested.”

21. How interested are you in each of the following changes to the Regional Market:

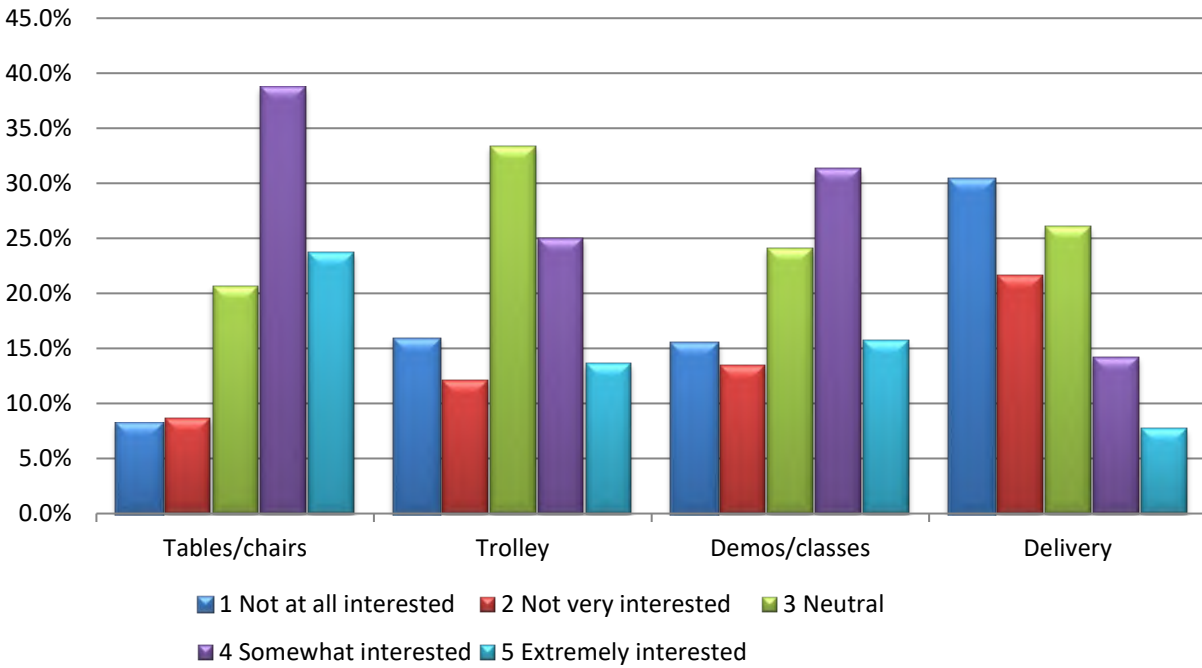
	1 Not at all interested	2 Not very interested	3 Neutral	4 Somewhat interested	5 Extremely interested
Extend the hours of operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add an evening market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More restaurants or a brew pub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create a dedicated zone where cars can pull in and pick up products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add tables and chairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Run the trolley more often to outlying parking areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create a facility for cooking demonstrations and cooking classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create a delivery service to bring purchases to my house	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Play space for children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food truck events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Groceries or other daily retail food businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

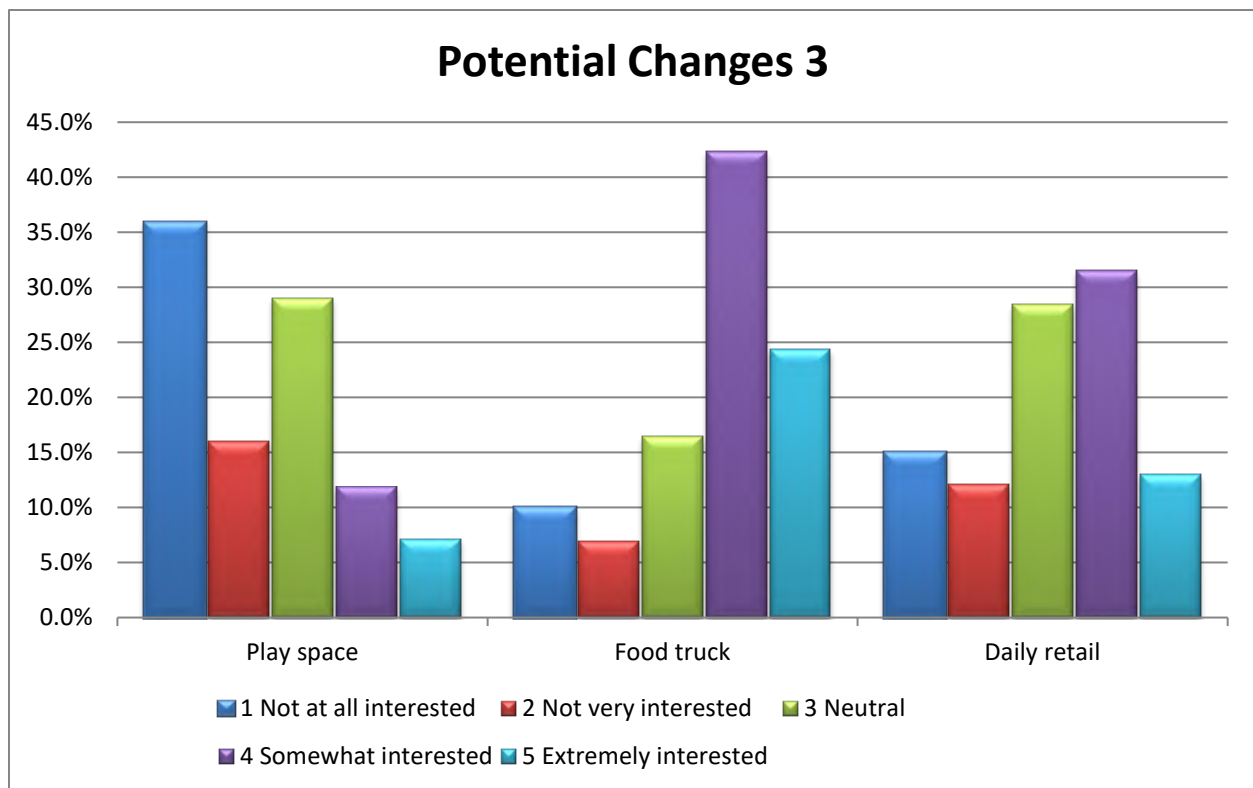
As the charts demonstrate, the most frequent response for many of the ideas is “somewhat interested.” For two ideas - a delivery service and play space for children – the most frequent response was “not at all interested.”

Potential Changes 1



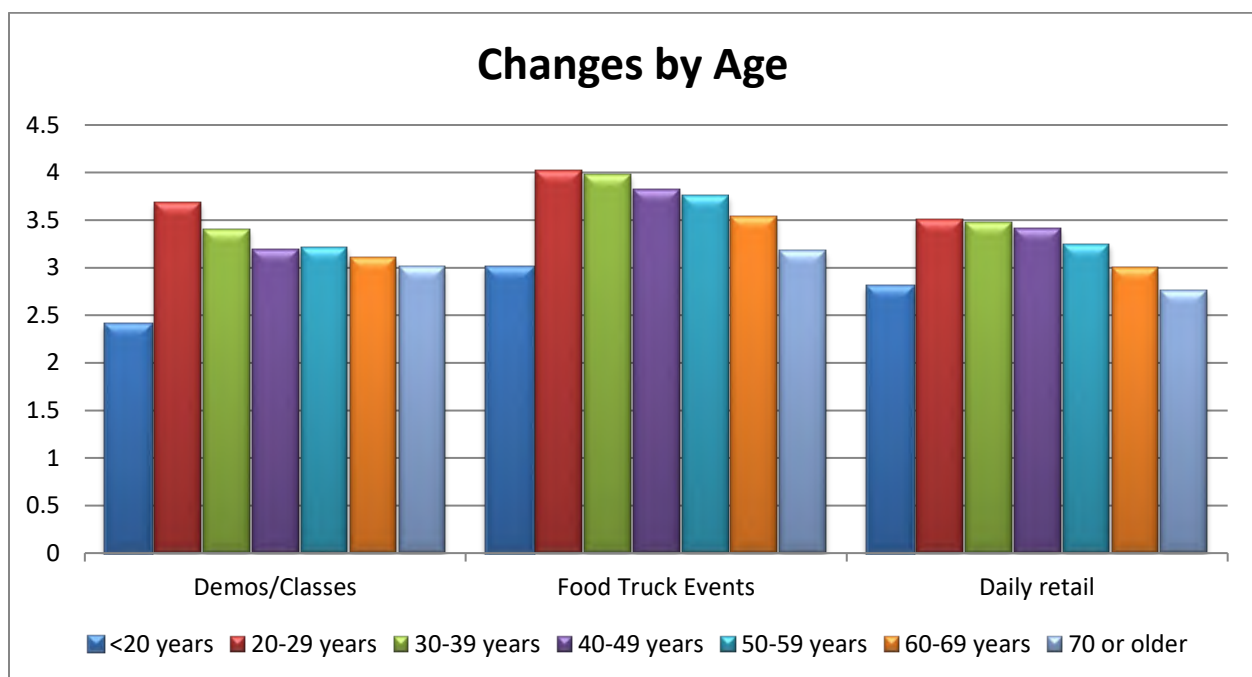
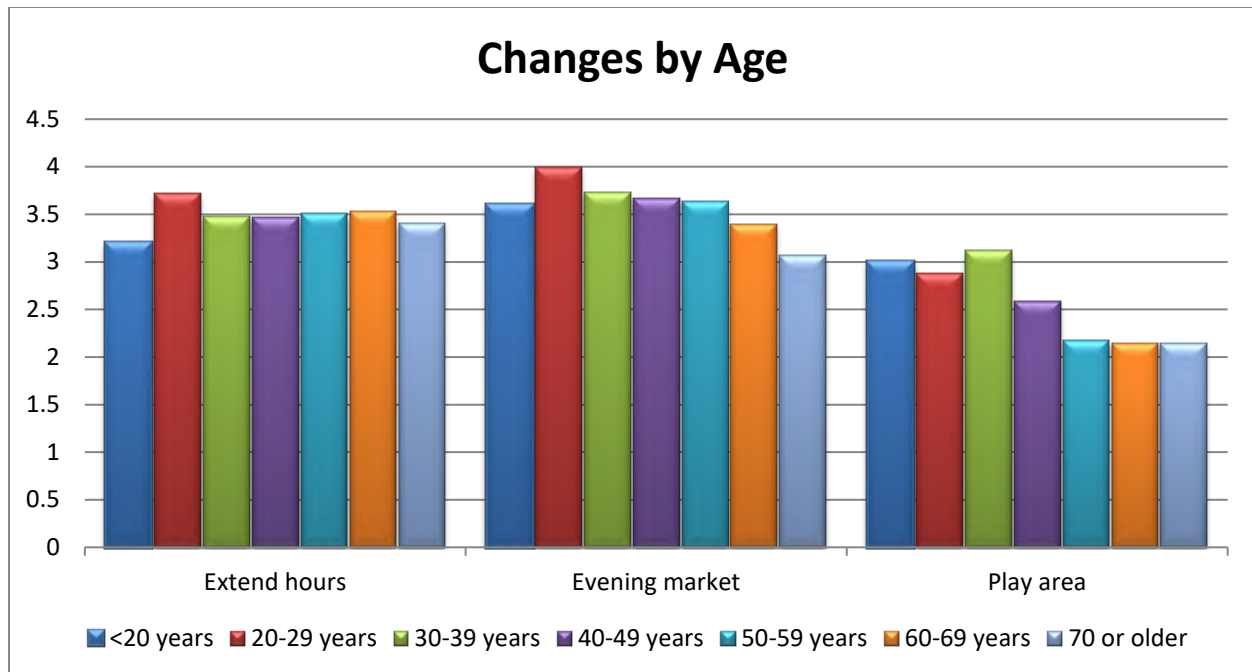
Potential Changes 2





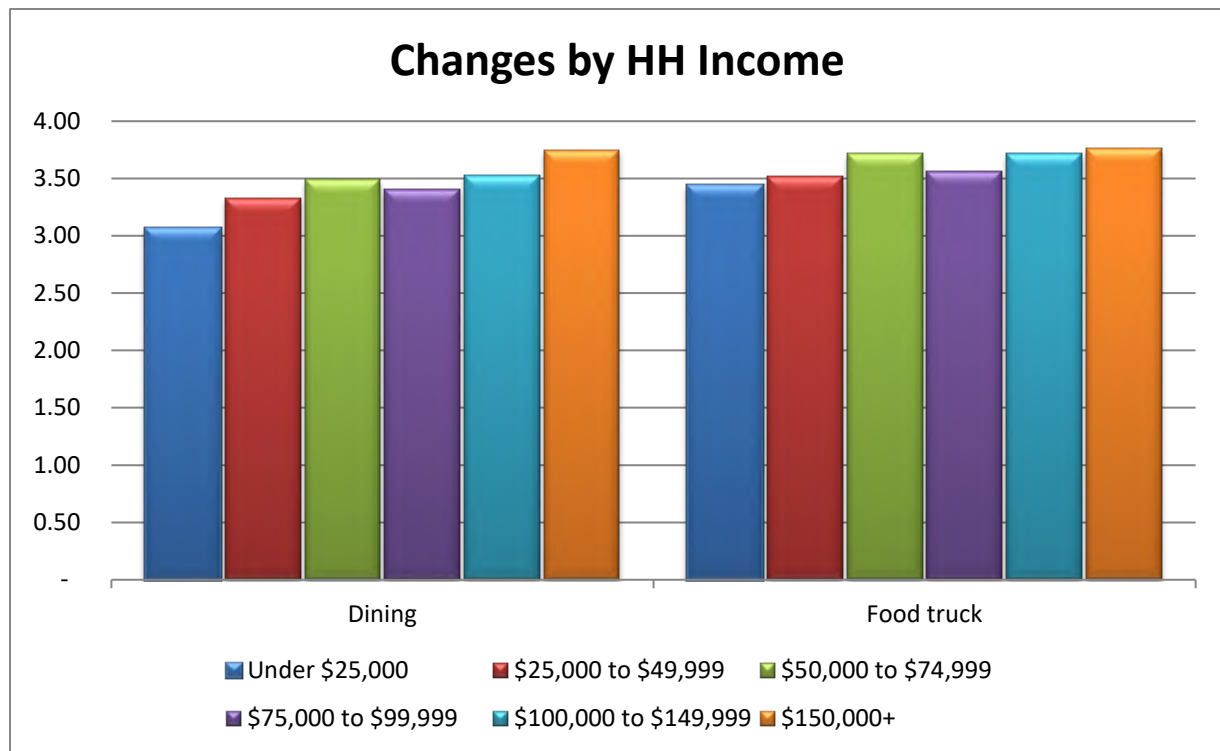
The mean score was calculated for each idea. From this perspective, the most favored idea was “Food truck events” (mean 3.65) and “Add tables and chairs” (3.61). Three ideas, “Extend the hours of operation,” “Add an evening market,” and “More restaurants or a brew pub,” all had a median score of about 3.5.

- Respondents of different ages had significantly different levels of interests in changes.
- Respondents aged 20-29 had greater interest in extended hours and in an evening market, while older respondents showed substantially less interest in the evening market.
- The idea of a play area appealed to younger respondents, particularly those in the 30-39 range, an age where there is more likelihood of having children
- Younger respondents showed stronger interest in food demonstrations and classes and in food truck events
- Daily retail appealed to younger respondents



Respondents who travel for less time had more interest in an evening market.

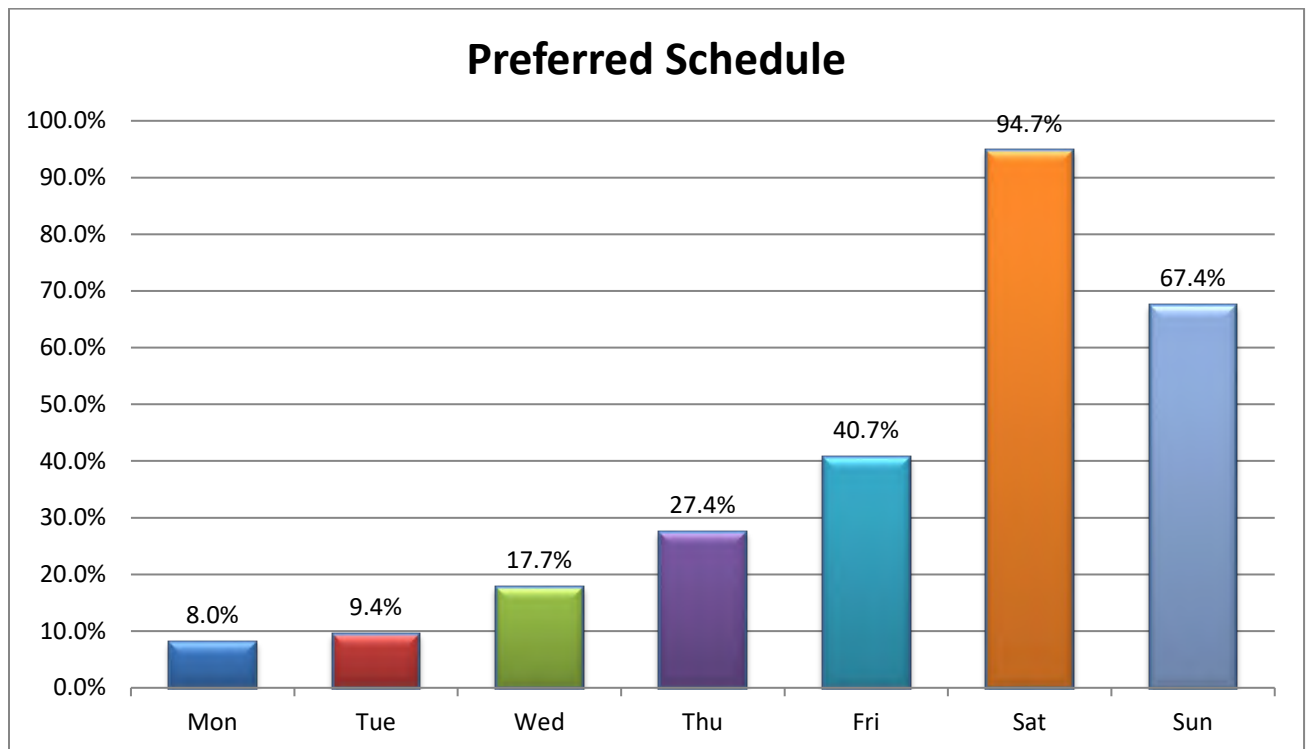
Higher income respondents showed greater interest in more dining options and having food truck rodeos.



Schedule

Respondents were asked about their preferred operating schedule for the Regional Market: “To serve you best, what days should the Regional Market be open? Please select up to three different days.”

Saturday was the clear preference, selected by 95% of the respondents. This is typical of Farmers’ markets and reflects the Regional Market’s long-time operation on Saturdays. Sunday was selected by 67% of respondents. Interestingly, the next highest day was Fridays, with 41% followed by Thursday with 27%.

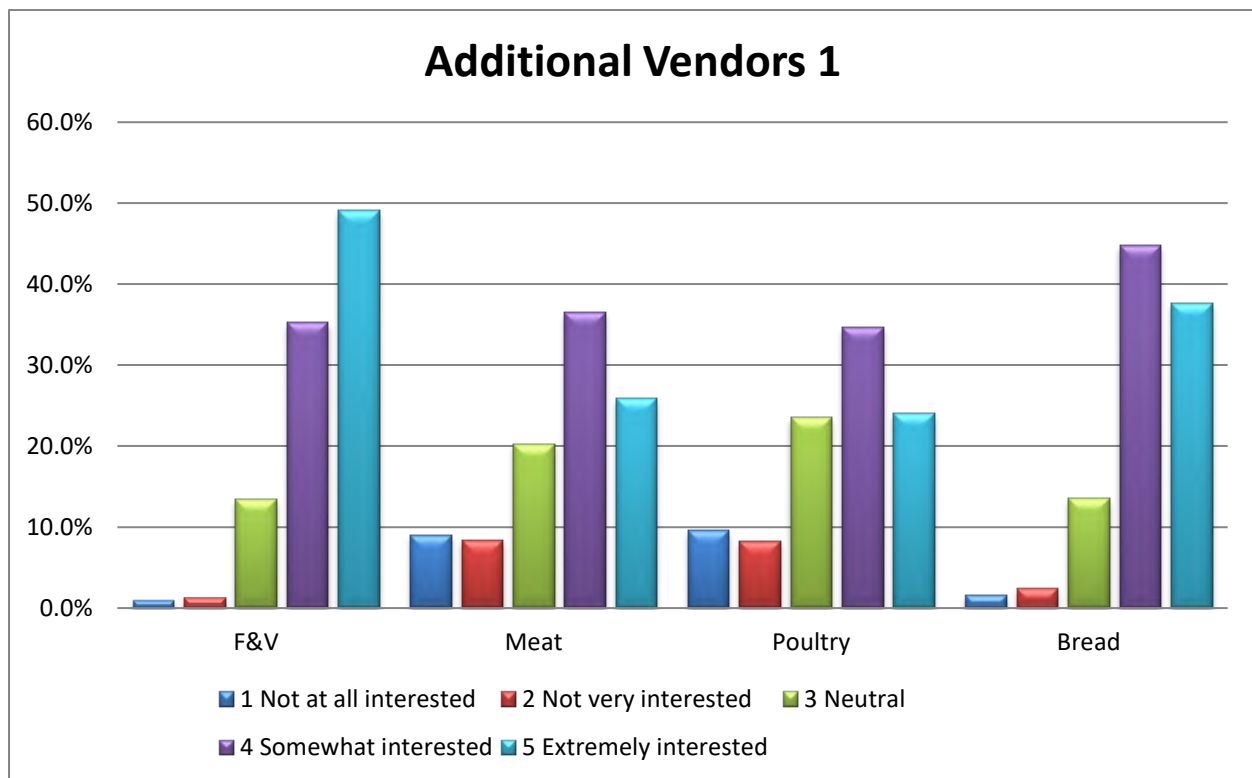


Additional products

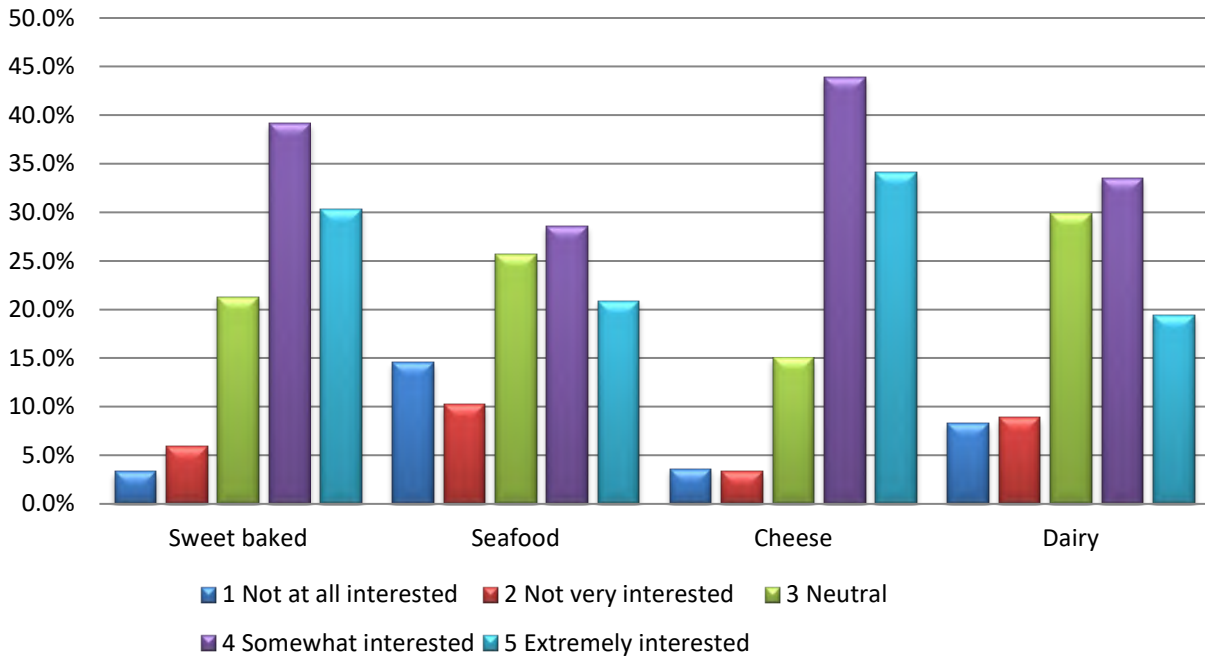
The survey provided a matrix showing a list of products typically sold at Farmers' markets and asked what products the respondent would like to see more of if the Market adds vendors. For each product, respondents were asked to indicate their interest on a five-point scale from "not at all interested" to "extremely interested." The mean score of each product was calculated, which could range from 1 to 5, with 3 being neutral.

As is typical with similar surveys, the most popular selection is more fruits and vegetables. Fruits and vegetables are the signature offerings at Farmers' markets and consumers expect Farmers' market to offer a wide variety of these products.

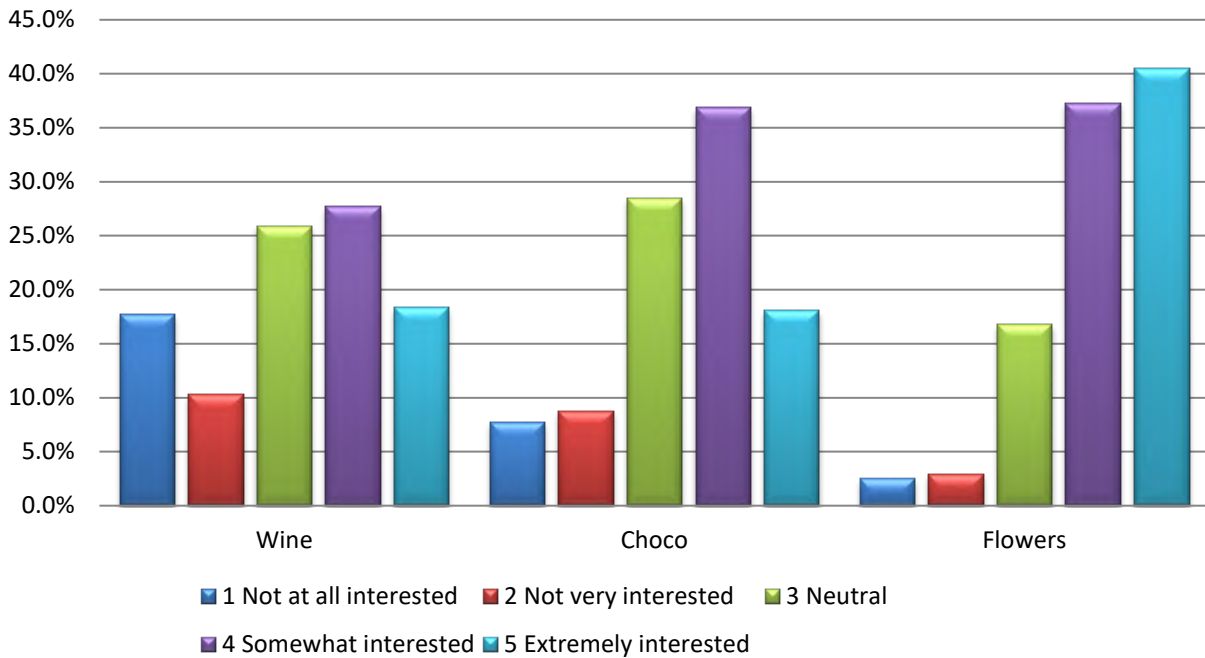
The second most popular response was breads and other savory baked goods, followed by flowers/plants. All of the products received a mean score higher than 3. The lowest scores were received for wine and seafood. Some Farmers' markets have numerous wine sellers, particularly smaller producers seeking to sell their bottles directly to the public and building their brand through sampling (where allowed). Wine can also be particularly appealing to tourists, who were a small part of this survey.

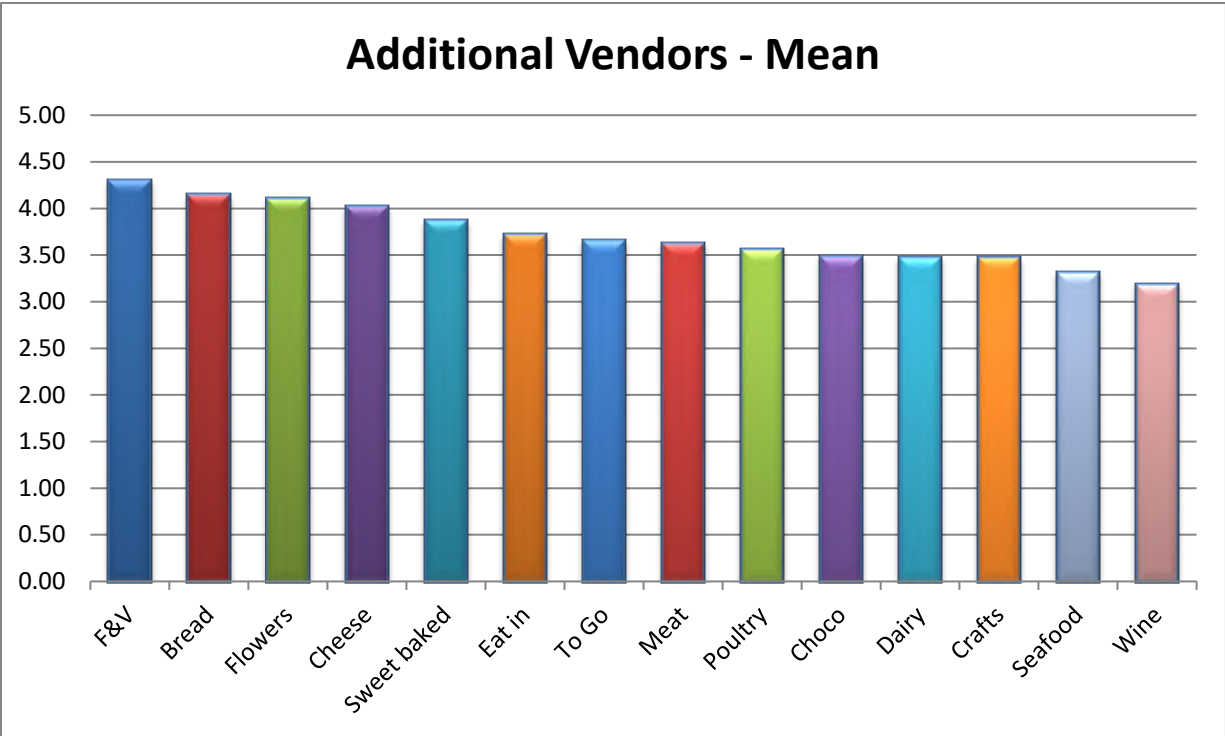
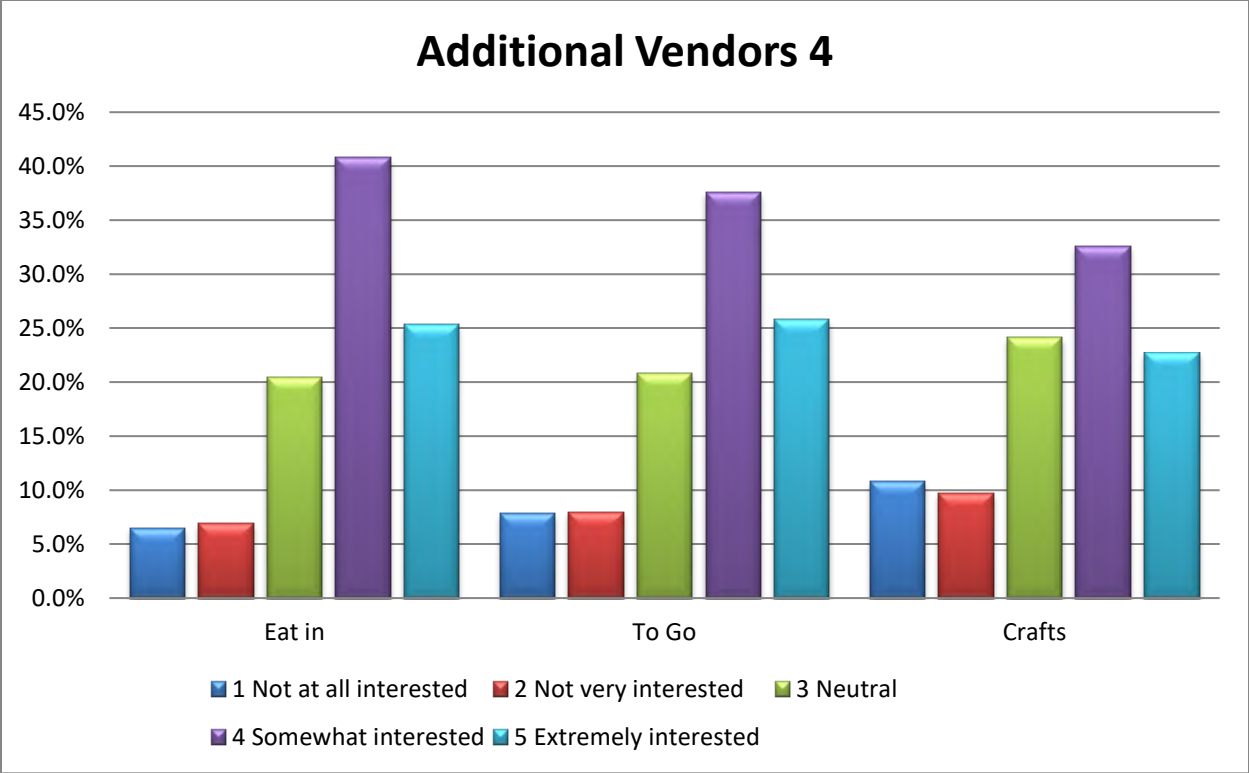


Additional Vendors 2



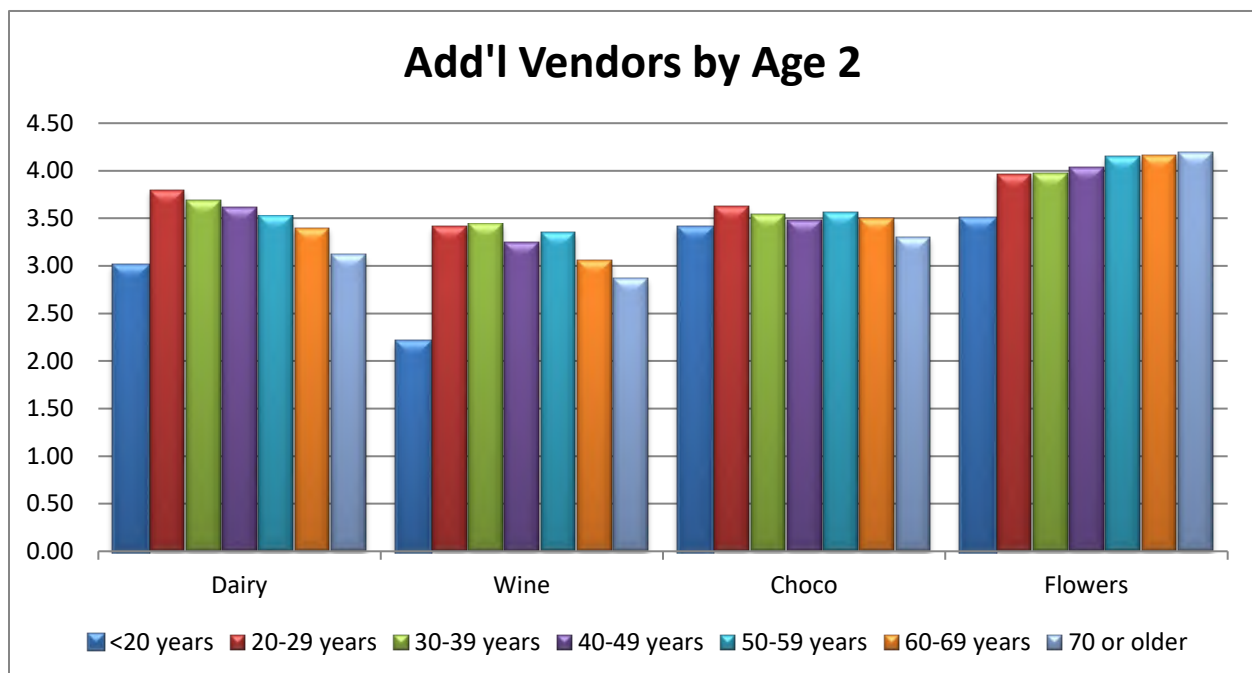
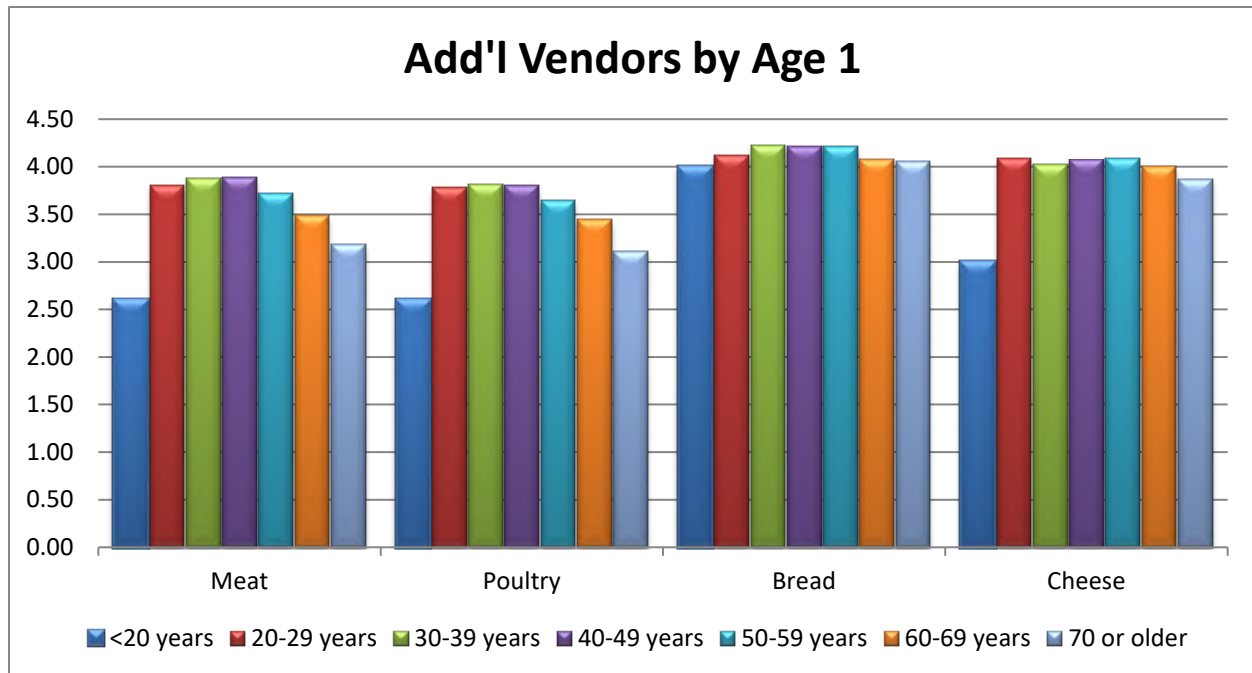
Additional Vendors 3



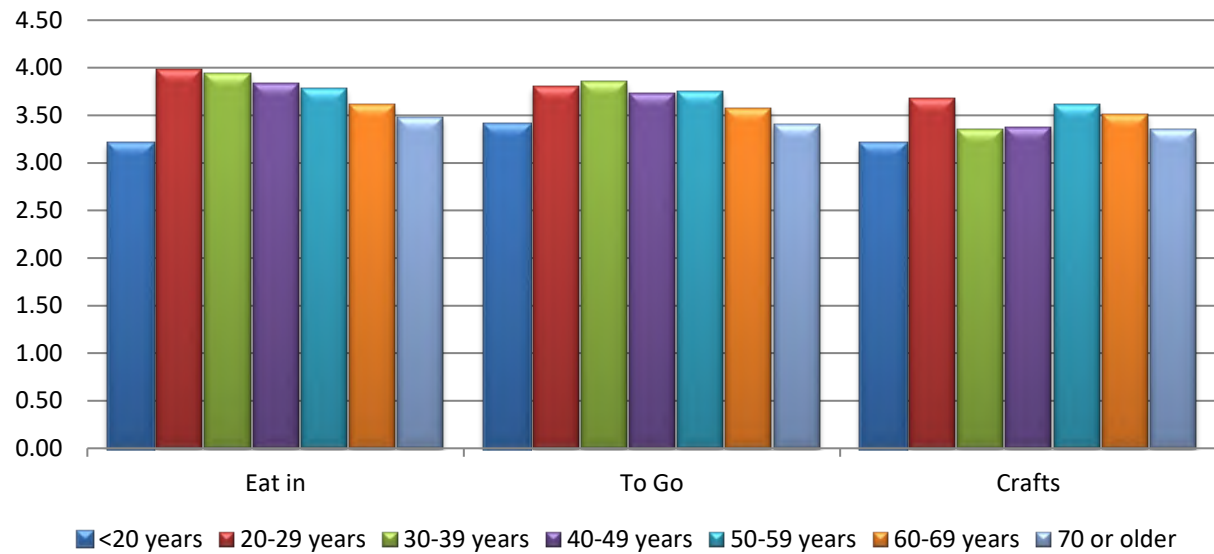


Men showed statistically higher interest in meats, poultry, seafood, and wine, while women had higher interest in fruits & vegetables, breads, cheeses, dairy, chocolates, flowers/plants, prepared foods to eat in the Market, prepared foods to go, and handmade crafts.

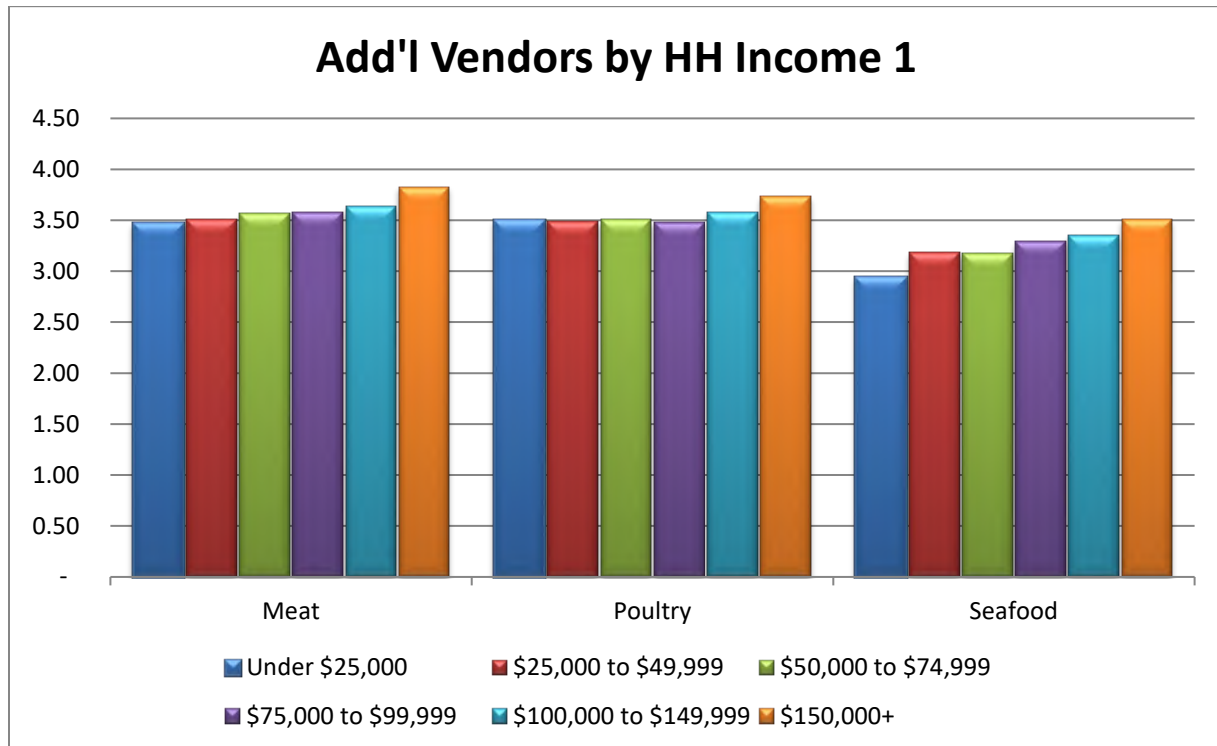
There were statistically significant differences in many of the variables based on age.

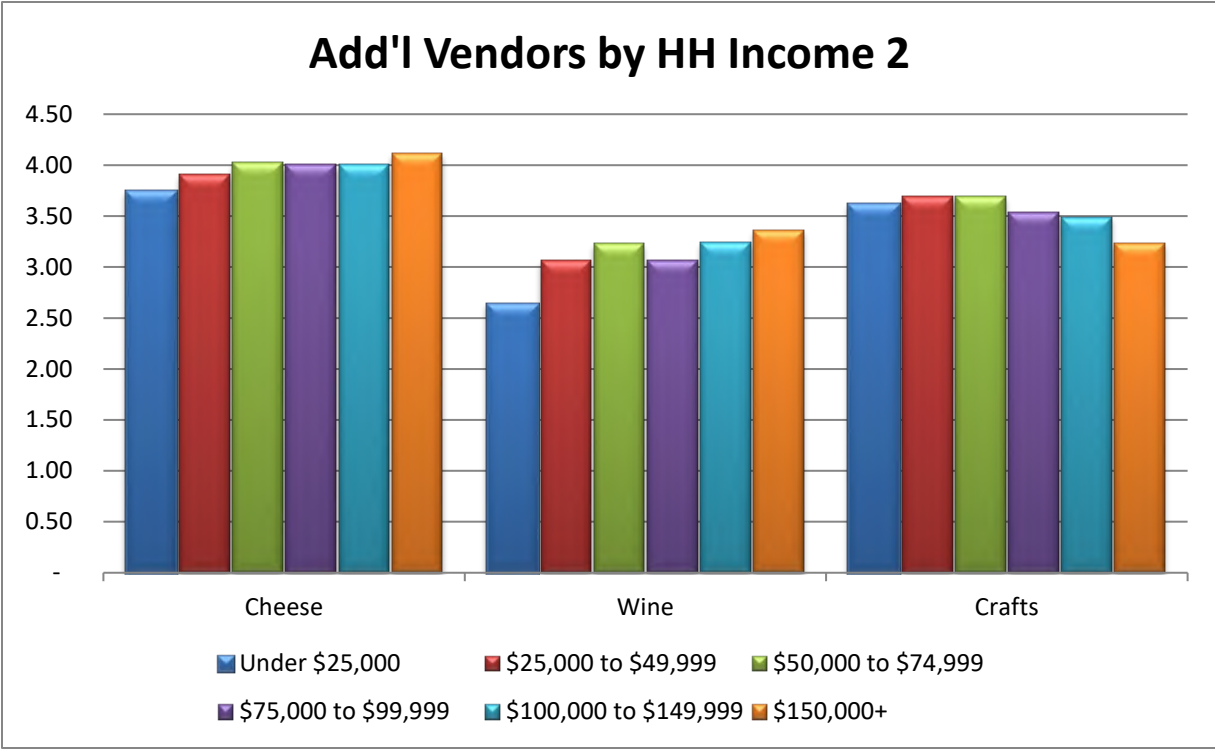


Add'l Vendors by Age 3



Six of the variables had statistically significant differences based on household income. Higher income respondents had more interest in meat, poultry, seafood, cheeses, and wine, while lower income respondents had more interest in handmade crafts.





Other changes

Respondents were asked if there were any other changes they would like to see at the Regional Market. Responses were made by 2,301 participants. Based on an analysis by ChatGPT, the following themes were most prevalent:

“The community survey for the CNY Regional Market (CNYRM) highlights a broad range of desired changes, with suggestions focused on accessibility, atmosphere, vendor variety, and facility improvements. Key themes include:

1. **Improved Facilities and Accessibility:** Many respondents want better bathroom facilities, improved parking (especially for seniors and disabled persons), clear signage, and wider aisles for easier navigation.
2. **Enhanced Atmosphere:** Suggestions for adding greenery, seating, a coffee shop, or brewpub reflect a desire for a more inviting environment. Live music, entertainment, and designated areas for dining were also proposed to create a vibrant market experience.
3. **Vendor and Product Variety:** Participants expressed interest in more local and organic vendors, clearly distinguishing farmers from resellers. They also suggested expanding hours, adding new types of vendors, and reducing fees for small local vendors to increase affordability.
4. **Safety and Traffic Flow:** Ideas for improved crosswalks, better traffic control for both vehicles and pedestrians, and a safer market layout were mentioned to enhance safety on the grounds.
5. **Additional Amenities:** Proposals included adding a community room, maps for vendor locations, more ATMs, and potential weekend or evening market hours to attract more visitors.

The feedback emphasizes maintaining the market's local and authentic appeal while modernizing facilities and expanding accessibility.”

Final comments

Finally, respondents were given the opportunity to share any additional comments or ideas. Responses were made by 1,770 participants. Based on an analysis by ChatGPT, the following themes were most prevalent:

“The document contains a list of suggested changes and improvements for the Central New York Regional Market (CNYRM), based on a community survey. Here’s a summary of the primary suggestions:

- **Infrastructure and Accessibility:** Many respondents emphasized the need for better facilities, such as cleaner and more accessible restrooms, improved parking (including more handicapped spots), better traffic flow, and smoother pedestrian pathways. Wider aisles, improved lighting, and accessible entrances/exits were also recommended.
- **Vendor Organization and Offerings:** There's a strong desire for clearer vendor labeling and signage, especially to distinguish local farmers from resellers. Suggestions include organizing vendors by product type, creating a directory or app for vendor locations, and increasing diversity in products, including organic and locally sourced items.
- **Amenities and Attractions:** Respondents suggested adding cafes, food courts, seating areas, and entertainment options (like live music and events) to make the market a more enjoyable social destination. Ideas included brewpubs, food trucks, and expanded food and drink options.
- **Hours and Days of Operation:** Many requested extended hours, including evening options, to make the market accessible to more people. Additional days, especially for produce vendors, were also recommended.
- **Enhanced Aesthetics and Cleanliness:** Improvements in cleanliness, general maintenance, and appearance were suggested, with ideas to add greenery, covered areas, and seating. Many also called for a more modernized and appealing atmosphere.
- **Safety and Security:** Suggestions included increased security, designated crosswalks, enforcement of no-smoking areas, and dedicated pedestrian zones to ensure a safe environment for all visitors.

The community's feedback reflects a desire to balance improvements with the market's traditional charm and focus on local products.”

Appendix G: Trade Area Analysis

Three separate trade areas were defined for the Regional Market, based on the data collected in the customer exit and community surveys: a five-minute drive time, 5-15 minute drive time, and 15-30 minute drive time. Demographic data about the three trade areas were acquired from Nielsen-Claritas, a national market research data company.¹

1. **Residents of five-minute drive time around CNYRM.** This ring includes the neighborhoods surrounding the Regional Market, including Washington Square, Lakefront, and parts of Northside in Syracuse and the hamlet of Galeville.

The Regional Market is easily accessible for residents in this trade area: many can walk, or it is a short drive, bike ride, or bus trip. There is almost no competition within this area for fresh foods so the Regional Market is a convenient place to buy fresh products for trade area one residents.

According to both the customer exit survey and the community internet survey, 4% of customers travel for less than five minutes to reach the Regional Market, while the population represents 2.7% of the three trade areas.



¹ The acquired data include information from the 2020 U.S. Census, estimates developed by Nielsen-Claritas for 2024 based on the 2020 Census, and projections for 2029. Nielsen-Claritas provides the data as rings around the site address, so the second trade area includes both the first and second areas and the third trade area includes all three areas. Where the underlying data permits, MVI has separated the data into distinct bands, so, for example, the second trade area includes only the population between the five- and fifteen-minute drive time.

2. **The band between a five- and fifteen-minute drive.** This band encompasses most of the rest of Syracuse and the communities to the north, including Liverpool, North Syracuse, Cicero, and up to Brewerton. According to the exit survey, 58% of customers reported that their travel time to the Regional Market was 5-15 minutes. This area represents 55.5% of the population in all three trade areas.

For customers from this trade area, the Regional Market is reasonably convenient but there are many other places to purchase fresh foods. While nothing rivals the scale of CNYRM, there are a few other Farmers' markets in this trade area, including in Cicero and DeWitt.



3. **The band between a 15-30 minute drive.** This band represents the greater Syracuse area, from Pulaski in the north, Seneca Falls in the west, nearly to Cortland in the south, and Canastota to the east. According to the exit survey, 28% of customers live in this area, while it represents 41.8% of the population of the three trade areas.

All told, 90% of customer exit survey and 88% of internet survey respondents live within 30 minutes of the Regional Market.

The Regional Market cannot be considered convenient for residents who live more than 15 minutes away yet many regularly drive to the Regional Market from this distance or further. While there is extensive competition for both fresh and prepared foods, the large scale, history, and unique attributes of CNYRM attract a substantial percentage of residents in this area to visit the Regional Market.



In addition to these trade areas, the demand analysis includes estimates of potential patronage by tourists (defined as anyone who lives outside the 30-minute drive area). According to the customer exit survey, 10% of customers can be defined as visitors.

Data about the three trade areas are summarized in the chart below. Where possible, data for each band is independent from the other. In some cases (market with an asterisk) the data includes all the households living with the outer drive radius, not distinct bands.

Drive time:	5 Min	5-15 Min	15-30 Min	Total	USA
Population 2020 census	13,792	284,021	213,739	511,552	331,449,281
Population 2024 estimate	13,622	277,306	211,280	502,208	336,482,000
Population 2029 projection	13,615	274,912	210,660	499,187	343,754,000
Population change 2020-2024	-1.2%	-2.4%	-1.2%	-1.8%	1.5%
Population change 2024-2029	-0.1%	-0.9%	-0.3%	-0.6%	2.2%
Population change 2024-2029	-7	-2,394	-620	-3,021	
Racial diversity (% non-white)	48.5%	34.3%	12.8%	25.7%	24.7%
Percent Hispanic 2024	8.4%	8.0%	3.2%	6.0%	19.5%
Households 2024	5,697	116,344	86,586	208,627	
Average household size	2.39	2.38	2.44	2.41	2.54
Median age*	35.9	37.0	40.1		38.8
Median household income 2024*	\$45,629	\$59,899	\$69,133		\$80,610
Mean household income 2024*	\$63,391	\$80,652	\$94,994		\$114,395
Household income >\$75,000/yr	1,584	46,614	48,275	96,473	
Household income >\$75,000/yr	27.8%	40.1%	55.8%	46.2%	46.8%
Families below poverty line*	21.7%	14.5%	10.5%		9.1%
Family households	50.1%	56.0%	69.0%	61.2%	
Age 35-64*	35.1%	34.5%	34.5%		
Workforce participation*	59.4%	60.5%	61.9%		
Households without vehicles	29.7%	17.5%	6.6%	13.3%	
Bachelor's Degree	15.6%	18.2%	20.8%	19.3%	21.2%
Master's, Professional or Doctorate	6.4%	14.8%	18.5%	16.2%	13.8%
Total	21.9%	33.0%	39.3%	35.4%	35.0%

* Rings, not bands

Trade Area 1: five-minute drive

2024 population for the five-minute drive is estimated at 13,522 people, which represents a

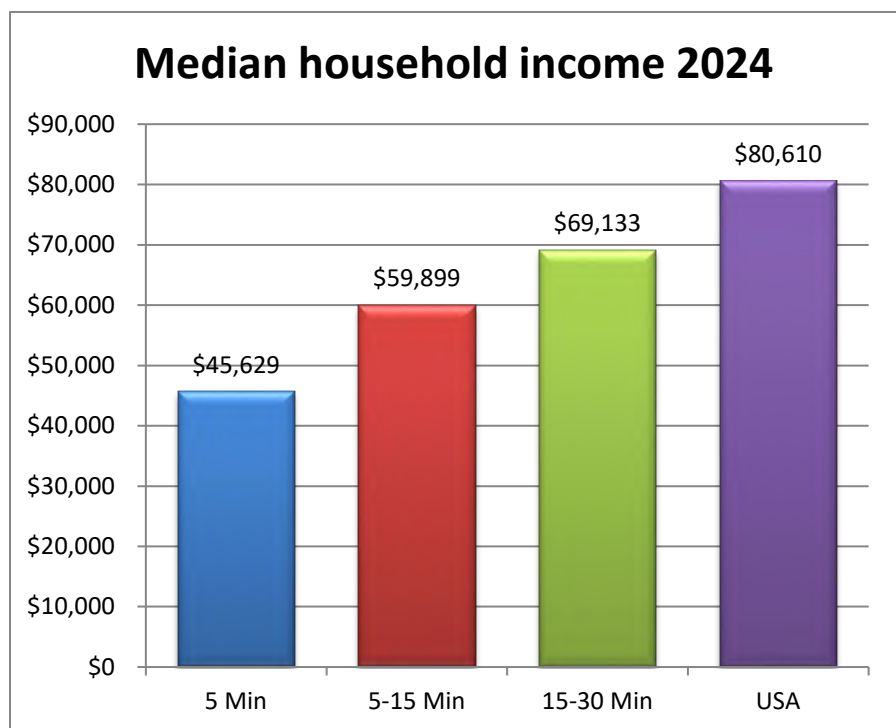
1.2% decrease from the 2020 Census count. According to Claritas, the population is expected to stay essentially unchanged until 2029. However, the population might increase because of nearby development, including the mixed-use residential Candle Factory project and new housing expected at the Lakefront area.

The trade area is estimated to have 5,697 households in 2022, with an average household size of 2.39, below the national average of 2.54 and slightly below the region as a whole. Half of these households are families, compared to 61.2% in the region. Typically, small household size and smaller percentage of families would suggest lower than average purchases for fresh food per household.

The median age of the population, at 35.9, is far below the region at 40.1 and the national median of 38.8. As was shown in the exit survey, younger customers spend less on average than middle aged customers. They typically are more interested in experiences and dining out, such as events and food truck rallies.

Median household income in this trade area is quite low at \$45,629 compared to \$59,899 in the second area and \$69,133 in the third area. By contrast, median 2024 household income in the USA is \$80,610. Similarly, average household income is well below the other trade areas and the national average.

Although household incomes are generally low, 28% of residents in this trade area have household income of more than \$75,000. These households are likely to spend more at the Regional Market.



This trade area is also marked by significant numbers of households living in poverty. About 22% of the families in this area are below the federal poverty line. Many households in this group likely qualify for SNAP and other food assistance programs, presenting sales opportunities for fresh food and grocery products in the Regional Market.

A large percentage of households in this trade area do not own a vehicle (29.7%), far above the regional share of 13.3%. Convenience becomes very important for food shopping so the Regional Market can benefit from its close proximity to households in the first trade area.

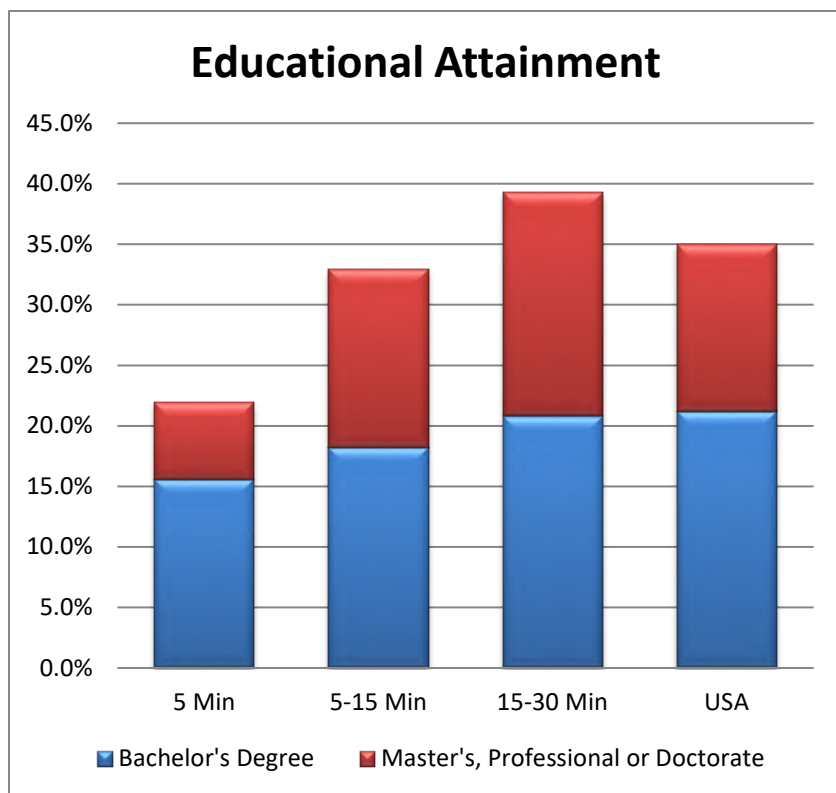
Educational attainment typically has a strong correlation with higher spending for quality food. The first trade area is well below the other areas in education: 21.9% of the population over 25 years old has a bachelor's degree or higher, compared to 33.0% of the second area and 39.3%

for the third area. The chart labeled “Educational Attainment” demonstrates the relative levels of educational attainment in the trade areas.

The population in this trade area is very diverse. Over 50% of residents identified themselves as non-white compared to 25.7% in the region and 24.7% for the country. Stakeholders noted that many recent immigrants live in the Northside neighborhood.

Although the population is small, the first trade area provides an important customer base because the Regional Market is highly convenient to these residents

and there is limited competition from supermarkets and other food stores. The small household size, lower educational attainment, and the low household income all suggest that residents of this trade area will not be the highest spending customers for fresh food, yet the use of SNAP and DoubleUp Food Bucks can substantially increase spending power and the Regional Market plays an important role in food access for residents of this area.



Trade Area 2: Area between 5-15 minute drive

The band between five- and fifteen-minute drive time has twenty times more residents than the first trade area, with a population estimated at 277,306 in 2024. This band is estimated to have lost about 2.4% of its population between 2020 and 2024 and is expected to lose another 2,400 residents by 2029.

Trade Area 2 is divided into 116,344 households, with an average household size of 2.38, the smallest of the trade areas. The median age at 37.0 is above the first trade area but below the third area and the national average. While not as diverse as Trade area 1, this trade area is 34.3% nonwhite, well above the national rate.

Median household income in this area is well above the first trade area but still relatively low at \$59,899 compared to the national median of \$80,610. 40% of households have income of more than \$75,000, while 14.5% of families live below the poverty line.

Educational attainment in this trade area is higher than the first trade areas but lags well below the third area and is a bit less than the national average.

Trade Area 2 has a substantial but stagnant population with small household size, modest average income, and modest educational attainment. The Market is reasonably convenient to residents of this trade area and 40% of households have income above \$75,000. While there are

supermarkets throughout the trade area that are likely more convenient than the Regional Market, the Market is reasonably convenient to this population and offers a unique shopping experience.

Trade Area 3: Band between 15- and 30-minute drive

The band has an estimated population of 211,280 people, so it is smaller than the second trade area despite its much larger land mass. According to Nielsen-Claritas, the population is projected to contract slightly, although this could change if the new Micron semiconductor factory is constructed and attracts the expected 50,000 new residents.

The trade area contains about 86,600 households. The third trade area is the least diverse, with 12.8% of the population being non-white and 3.2% Hispanic. The area has the largest average household size (2.44). It is also the wealthiest, with median household income of \$69,133. A majority (55.8%) of the households have income more than \$75,000. Finally, this area has the highest educational attainment, with 39.3% of the population aged 25+ having a bachelor's or higher degree (compared to a national rate of 35.4%).

Given these demographic characteristics, it is not surprising that customers from this area reported the highest average sales at the Regional Market. However, the Market is not convenient for residents of this area. There are many more convenient places nearby for them to buy fresh or prepared food. The Regional Market's large size and its recognition in the region offers the opportunity to expand sales from residents of this trade area.

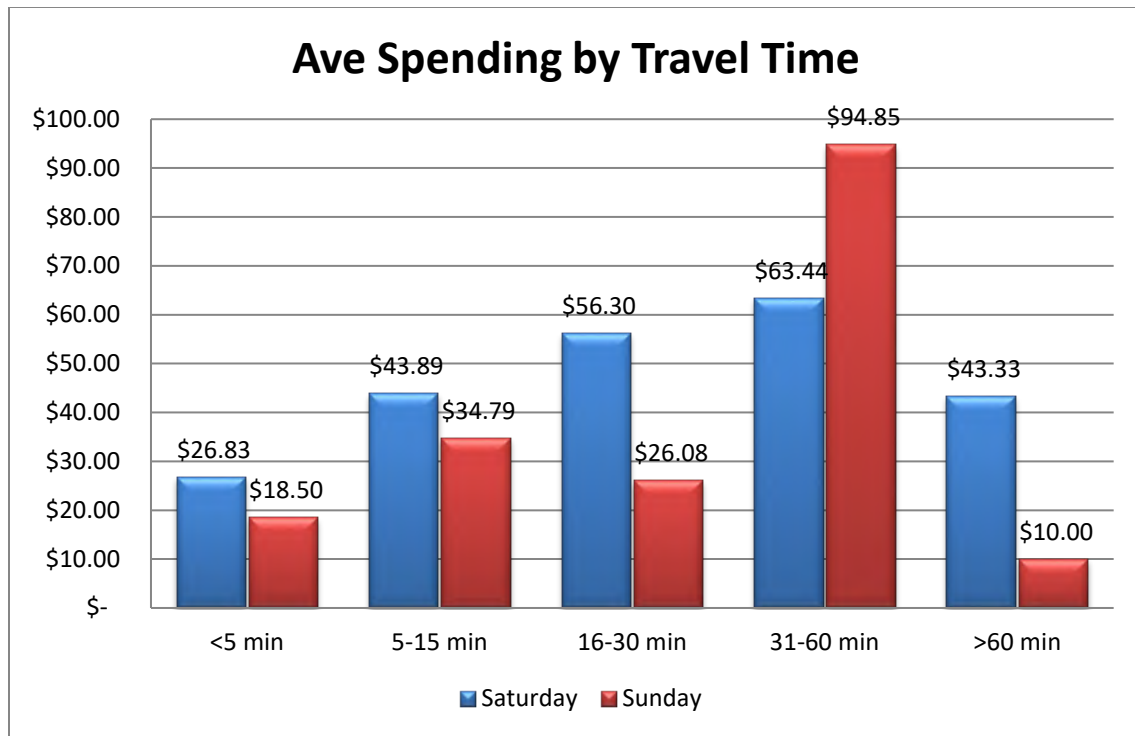
Visitors

According to the customer exit survey, visitors represent a modest portion of current customers at the Regional Market, with 10% of survey participants reporting that they travel for more than 30 minutes to visit the Regional Market, with nearly no one residing outside of the Central New York region.

Typically, visitors are attracted to public markets because they are unique places, offering a window into the culture of the region where they are located. As Americans have become more interested in food and cuisine, they are searching out public markets when they travel. Tourists are often well educated and higher income, and willing to spend significantly at a market.

Based on MVI's research at other public markets, tourists are generally more interested in buying prepared foods and craft items than fresh foods, although there are exceptions. Some fresh food vendors in public markets have found creative ways to sell to tourists, such as the fish merchants at Pike Place Market, but this requires a sophisticated shipping operation.

The customer exit survey found that customers traveling 31-60 minutes reported the highest total expenditures on both Saturday and Sunday, although it must be noted that the cell count for some of these variables is less than five so the results cannot be considered reliable. These customers from further away seem particularly important for the flea market, which relies more on new customers than a market that sells primarily fresh foods.



Appendix H: Sales Potential

Based on the demographic profile of area residents and typical expenditure patterns as determined by the Bureau of Labor Statistics' Consumer Expenditure Survey, Nielsen-Claritas estimates the retail sales potential for consumer goods. Using their estimated per capita expenditures for various food items, Nielsen-Claritas creates a Food Purchasing Index that compares local expected purchases to national averages on the household level. In any category, a score of 100 means that households within the defined trade area are expected to buy exactly the same as the national household average. If households in the targeted trade area are expected to purchase less of a particular product, the index will be less than 100. Conversely, if they are expected to buy more of a certain item, the index will be more than 100. For example, if the average household in the trade area is expected to buy \$1,200 worth of baked goods per year and the national average is \$1,000 per household, then the index would be 120.

For each trade area, the estimated food purchasing index for 2024 is:

Index Score

Yr 2024 Estimate	5 Min Drive	5-15 Min Drive	15-30 Min Drive
Food at Home - overall	78	83	93
Food away from Home - overall	73	78	88
<i>Market categories</i>			
Baked goods	85	91	102
Dairy	82	87	97
Meat (beef)	59	62	70
Poultry	75	79	88
Prepared foods	74	74	74
Produce - fresh vegetables	83	83	83
Seafood - fresh	94	100	112
Specialty food (jams, jellies)	74	74	74
Sweets	72	72	72
Coffee - roasted	72	72	72

For nearly every category in each trade area, the food purchasing index is below 100. In the first trade area, beef is particularly low at 59, with only seafood (at 94) approaching the national average. In the second trade area, beef is also low at 62. In the third trade area, two of the scores exceed 100, including seafood and baked goods.

The chart below shows the Nielsen-Claritas estimates for aggregate annual food and beverage expenditures divided between the types of products typically found in public markets, in millions of dollars. These data give an indication of the magnitude of dollars in the region being spent on different types of foods. Sales growth over the next five years is expected in most categories. The fastest growing demand is coming within the first trade area (6.1% expected sales growth over the next five years):

5 min drive	2024 Estimate	2029 Projection	Δ \$	Δ %
Market categories	(000,000s)	(000,000s)	(000,000s)	
Baked goods	\$2.65	\$2.86	\$0.22	8.2%
Dairy	\$2.71	\$2.84	\$0.14	5.0%
Meat	\$2.11	\$2.01	(\$0.09)	-4.4%
Poultry/eggs	\$1.40	\$1.40	\$0.00	0.3%
Prepared foods	\$1.82	\$2.00	\$0.18	9.9%
Produce - fresh	\$5.80	\$6.21	\$0.41	7.1%
Seafood	\$1.12	\$1.21	\$0.09	7.9%
Specialty food	\$1.11	\$1.22	\$0.11	9.7%
Sweets	\$0.90	\$0.99	\$0.08	9.2%
Coffee/Tea	\$0.88	\$0.99	\$0.11	13.0%
Total	\$20.50	\$21.75	\$1.25	6.1%

5-15 min band	2024 Estimate	2029 Projection	Δ \$	Δ %
Market categories	(000,000s)	(000,000s)	(000,000s)	
Baked goods	\$62.82	\$66.94	\$4.1	6.6%
Dairy	\$64.13	\$66.33	\$2.2	3.4%
Meat	\$49.83	\$47.06	(\$2.8)	-5.6%
Poultry/eggs	\$32.67	\$32.47	(\$0.2)	-0.6%
Prepared foods	\$43.07	\$46.81	\$3.7	8.7%
Produce - fresh	\$137.71	\$144.91	\$7.2	5.2%
Seafood	\$26.61	\$28.56	\$1.9	7.3%
Specialty food	\$26.51	\$28.47	\$2.0	7.4%
Sweets	\$21.67	\$23.10	\$1.4	6.6%
Coffee/Tea	\$20.98	\$23.03	\$2.0	9.7%
Total	\$486.0	\$507.7	\$21.7	4.5%

15-30 min band	2024 Estimate	2029 Projection	Δ \$	Δ %
Market categories	(000,000s)	(000,000s)	(000,000s)	
Baked goods	\$56.73	\$61.50	\$4.8	8.4%
Dairy	\$57.58	\$60.51	\$2.9	5.1%
Meat	\$45.03	\$43.04	(\$2.0)	-4.4%
Poultry/eggs	\$28.94	\$29.04	\$0.1	0.3%
Prepared foods	\$38.82	\$42.39	\$3.6	9.2%
Produce - fresh	\$123.46	\$132.01	\$8.6	6.9%
Seafood	\$23.86	\$26.16	\$2.3	9.6%
Specialty food	\$23.79	\$25.71	\$1.9	8.1%
Sweets	\$19.63	\$21.25	\$1.6	8.3%
Coffee/Tea	\$19.06	\$20.97	\$1.9	10.0%
Total	\$436.9	\$462.6	\$25.7	5.9%
Total (3 Trade Areas)	\$943.4	\$992.0	\$48.6	5.2%

In total, residents in this region are estimated to spend about \$943 million on fresh and specialty foods home consumption. Combined, the three trade areas are expected to see an increase of \$48.6 million in demand for fresh and specialty foods over the next five years, a 5.2%

increase.

Residents also spend on food to eat away from home. Nielsen-Claritas provides estimates of consumer demand for various categories in the food away from home sector. As the charts below show, there is about \$16.6 million of demand for food away from home from residents of the first trade area, \$395 million in the second trade area, and \$359 million in the third. Little growth is forecast.

5 min drive		2029		
	2024 Estimate	Projection	Δ \$	Δ %
Market categories	(000,000s)	(000,000s)	(000,000s)	
Fast food	\$6.0	\$5.9	(\$0.1)	-1.6%
Full service restaurants	\$6.6	\$6.7	\$0.1	0.8%
Vending machines, mobile vendors	\$0.2	\$0.2	\$0.0	4.8%
Employer	\$0.1	\$0.1	\$0.0	12.7%
Alcoholic beverages at restaurants, taverns	\$3.6	\$3.6	(\$0.0)	-0.8%
Total	\$16.6	\$16.5	(\$0.1)	-0.3%

5-15 min band		2029		
	2024 Estimate	Projection	Δ \$	Δ %
Market categories	(000,000s)	(000,000s)	(000,000s)	
Fast food	\$141.9	\$138.9	(\$3.1)	-2.2%
Full service restaurants	\$159.5	\$162.5	\$3.0	1.9%
Vending machines, mobile vendors	\$4.0	\$4.2	\$0.2	4.3%
Employer	\$2.7	\$3.4	\$0.6	23.4%
Alcoholic beverages at restaurants, taverns	\$87.1	\$86.4	(\$0.7)	-0.8%
Total	\$395.3	\$395.4	\$0.1	0.0%

15-30 min band		2029		
	2024 Estimate	Projection	Δ \$	Δ %
Market categories	(000,000s)	(000,000s)	(000,000s)	
Fast food	\$127.4	\$124.2	(\$3.1)	-2.5%
Full service restaurants	\$147.0	\$154.2	\$7.2	4.9%
Vending machines, mobile vendors	\$3.5	\$3.4	(\$0.1)	-3.2%
Employer	\$2.5	\$3.2	\$0.7	26.7%
Alcoholic beverages at restaurants, taverns	\$78.5	\$78.3	(\$0.2)	-0.3%
Total	\$358.9	\$363.3	\$4.4	1.2%

Total (3 Trade Areas)	\$770.8	\$775.2	\$4.4	0.6%
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Appendix I: Vendor Input

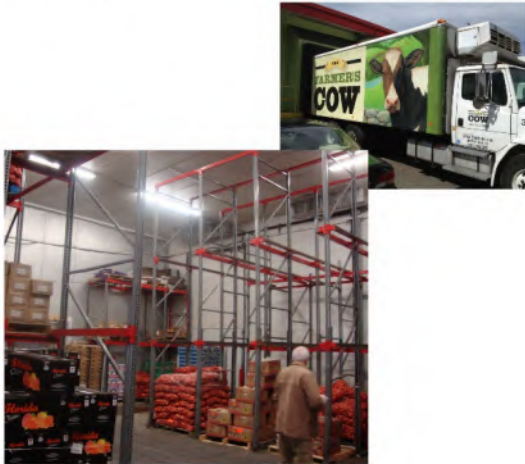
Posters utilized to gather vendor input on potential changes to the Regional Market.

Central NY Regional Market

Opportunity 1: Create modern and expanded facilities for distributors

The distributors at the Regional Market currently work out of antiquated and inefficient warehouses. New, modern facilities should increase their sales, including to public institutions such as schools, and therefore their ability to buy more from the region's farmers.

In addition to facilities for existing wholesalers, the Regional Market could build spaces for more tenants. This could include recruiting new businesses that sell meat, dairy, and specialty products, in addition to fruits and vegetables.

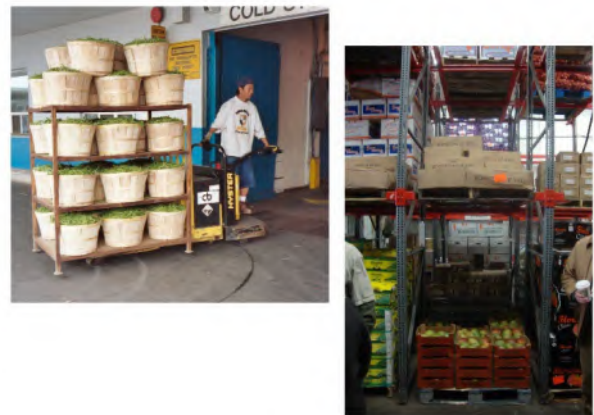


Central NY Regional Market

Opportunity 2: Create shared cold storage

A shared cold storage facility operated by the Regional Market or a private company could provide extra storage capacity on a per pallet basis for tenants as well as farmers or partnering organizations.

The Ontario Food Terminal in Toronto operates shared cold storage, which provides income to the market and a valued service to both wholesale tenants and farmers who sell at the facility's wholesale farmers' market.



Central NY Regional Market

**Opportunity 3:
Create facilities for processing and value-added production**

The Regional Market could create tenant spaces designed for food processing, ranging from washing & packing stations to fresh cut to sausage making to flash freezing.



Value-added businesses at the Hartford Regional Market in CT:



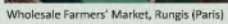
Central NY Regional Market

**Opportunity 4:
Create a shared commercial kitchen**

A shared, licensed commercial kitchen could offer a place for farmers and small food producers to manufacture or package their own food products. The space would be rented by the hour or shift, and the facility could provide assistance with recipe development, food safety, packaging, and marketing.



Opportunity 5: Wholesale Farmers' Market



Wholesale Farmers' Market, Ontario Food Terminal

Opportunity 6: Upgrade the Market Sheds and Retail Experience



Central NY Regional Market

Opportunity 7: Produce Auction

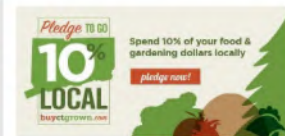
The Regional Market could create a produce auction, where farmers from throughout the region bring their products to be sold in wholesale quantities in an auction format.



Central NY Regional Market

Opportunity 8: Enhanced Marketing of Onondaga Grown and NYS Grown & Certified

The Regional Market could focus on marketing, promoting local farm products and encouraging more purchasing of local foods at the Market. It could also help promote agriculture by encouraging local residents and tourists to buy NYS grown products, visit farm stands, and experience on-farm agritourism attractions. Wineries, breweries and farms could use the Regional Market as a place to promote their facilities and programs.



Opportunity 9: Recruitment and training of workers for farms and food businesses

Attracting qualified labor is a challenge for many farmers and food businesses. The Regional Market, in partnership with workforce development organizations, could recruit workers and provide training services, linking motivated workers with employers in the ag and food sectors.



Opportunity 10: More Opportunities for Daily Retail Sales

The Regional Market could upgrade existing retail spaces in the Market Commons and create new retail facilities for food businesses and restaurants along Park Street or other highly visible locations, in order to make the Market a daily destination for food shopping and dining.



Opportunity 11: Education Facilities and Programs

Educational facilities at the Regional Market, such as a demonstration kitchen, kids' kitchen, greenhouse, or gardens, could host programs for school groups and families, as well as professional education for farmers.



Opportunity 12: Public Interest Food Broker

A Public Interest Food Broker works to facilitate transactions between farmers and public institutions such as schools, universities, hospitals, jails, and other institutional buyers. The Public Interest Broker would understand contracting requirements and emerging opportunities stemming from Executive Order 32, which requires all state agencies to purchase food from local sources. Based at the Regional Market, the broker would help smaller farmers aggregate their products with other growers and work with distributors to meet the needs of institutional buyers.



Appendix J: Detroit Eastern Market Case Study

Building a Regional Food Center

Eastern Market Case Study, Detroit, MI

Prepared by Dan Carmody, Carmody Consulting

December 2024



Figure.7.Eastern.Market.is.a.public.market.complex.and.a.food.business.district.in.the.heart.of.Detroit;

Overview and History

First and foremost, Eastern Market Corporation (EMC) manages Detroit's public market: a five-shed complex with 165,000 square feet of vendor space and four support structures on an 11-acre campus in the heart of Detroit. All five sheds are transient sales spaces where vendors come, set up, sell, tear down, and leave. Two of the sheds are enclosed while three are open on their sides.

EMC has operated the Market since 2006 on behalf of the City of Detroit, which owns the public market complex. Eastern Market is located adjacent to downtown Detroit and abuts I-75.

While EMC has direct responsibility for managing the city-owned buildings, it also plays a central role in planning and oversight for the larger Eastern Market District. This approximately 42-acre mixed-use district includes dozens of food retailers, restaurants, food manufacturers, and food distributors, as well as residential and service components.

Following the completion of several strategic planning efforts, EMC has determined that its mission is to "Nourish a healthier, wealthier, and happier Detroit by providing access to fresh food, supporting local businesses, and fostering a sense of community."

Key objectives include:

1. **Promoting Access to Fresh Food:** Ensuring Detroiters have access to affordable, nutritious, and locally sourced food through its iconic public market and other initiatives.
2. **Supporting Local Farmers and Businesses:** Creating opportunities for small-scale farmers, food producers, and entrepreneurs by providing a vibrant space to sell their goods and connect with customers.
3. **Strengthening Community and Culture:** Serving as a hub for cultural events, art, and music to bring people together and celebrate Detroit's diversity and history.
4. **Encouraging Economic Growth:** Revitalizing the surrounding area by fostering job creation, entrepreneurship, and investment, focused on strengthening regional agriculture.

Eastern Market is not only a market for goods but also a cultural and economic driver, playing a vital role in Detroit's ongoing resurgence.

Wholesale Market

Eastern Market in Detroit, MI opened in 1891. It provided a place for the wholesale and retail trade of crops grown in Michigan, Northwest Ohio, and Southwest Ontario. In its early

years, Eastern Market held a near monopoly on the distribution of fruits and vegetables in the region.



Figure 8. In its early days Eastern Market's Wholesale Market had a near monopoly on the trade of fruits and vegetables;

In 1925, the Detroit Terminal Market opened in Southwest Detroit and suddenly regional farmers faced competition from crops grown in other regions with longer growing seasons. Produce from Florida, Texas, and California among others fed a growing region.

Since the mid-1950's, the grocery sector has increasingly consolidated with fewer and much larger grocery chains building regional distribution centers that reduced the need for both public and terminal markets. Concurrently, national broad-line distributors such as SYSCO and US Foods captured increasingly large shares of the food buying demands of hospitality businesses and institutions, also bypassing the distribution activities of public and wholesale markets.

By the early 2000's, Eastern Market's seasonal wholesale market was a shadow of its former self. Where hundreds of farmers used to participate, roughly 40 farmers sold directly to independent grocers and local produce distributors in the early morning weekday hours during the regional harvest season. They continued to use historic market sheds built to accommodate horse and wagon trade. These facilities were highly inefficient

and the lack of cold storage limited sales opportunities because unsold products had to be loaded back on the truck and returned to the farm.

Retail Markets

Eastern Market has always been a hybrid market, hosting a retail market in addition to its wholesale function.

The Saturday Market has long been a mainstay of life in Detroit. Henry and Clary Ford shopped there at the turn of the 20th century. While its popularity has ebbed and flowed over the decades, by the turn of the 21st century it was still a place of joyful urban chaos where thousands bought fruits and vegetables as well as plants and flowers.

Originally, the Saturday Market was an end of the week opportunity for wholesale growers to move older produce to make way for fresher goods. This low-cost tradition kept the retail market viable as Detroit's population and the household income of those who remained continued to decline.



Figure.9.Until.1966,Eastern.Market.sold.only.fresh.fruits.and.vegetables,plants,flowers;

Transition to Dedicated, Nonprofit Management

When there were other public retail markets in Detroit - Western Market and the Chene-Ferry Market – all markets were managed by the City of Detroit’s Bureau of Public Markets. As those other markets closed, Eastern Market’s management passed to other city departments before settling in the Parks and Recreation Department.

During the 1990’s and into the first decade of the new century, the City of Detroit was ripped by fiscal issues (culminating with municipal bankruptcy in 2013). With its budget in freefall and with 150 parks to manage, the Parks and Recreation Department could not dedicate the needed resources to sustain the Market.

In 2006, following a ten-year planning and evaluation process, the City of Detroit entered a six-year, Management and Promotion Agreement with Eastern Market Corporation (EMC), a newly created, sole purpose nonprofit established to manage and promote the public market and plan, develop, and advocate for the Eastern Market District. Attachment 1 is the most current ten-year agreement that runs through June 30, 2032.

As a nonprofit Michigan corporation, the board structure of EMC was carefully designed to reflect both the public-private partnership nature of the relationship with the City of Detroit and the breadth of stakeholders who contribute to Eastern Market.

Roughly one-third of the 21-member board is directly appointed by the City of Detroit with two slots filled by the City Council and four by the mayor. One-third of board seats are reserved for business owners, either vendors in the Market or district brick and mortar businesses. The final third, categorized as “other,” includes customers, funders, partner organizations, and/or others with skill or expertise that might benefit EMC. One member represents people who live in the Market district. Attachment 2 are the by-laws of the Eastern Market Corporation.

Current Public Market Operations

Since 2006 EMC has implemented many changes to strengthen operations at Eastern Market.

Wholesale Market

In the early years under EMC, the wholesale market continued its long-term decline, without investments in either facilities or programs to support produce wholesaling. Rather, investments in shed renovations were focused on improvements that generated additional income from retail markets, event rental, or program-related income.



Figure 0. By 2019, the Eastern Market had dwindled to 80 farmers, and sales bottomed out at 96 million pounds per year.

While more modern food distribution facilities were long identified as an essential step in recapturing even a small share of sales to wholesale buyers, financing such a facility was problematic given that the regional growing season is five to seven months in length. EMC and its government and philanthropic partners realized that investment would require a mix of public and private resources to create the facilities that would permit wholesale trade between the region's farmers and local buyers.

While the city of Detroit lost more than one million residents after the mid-1950's, the region's population remained stable, and an increasing number of ethnic groups expanded the number of independent grocers in the region. These independent buyers provided an opportunity for Eastern Market to rebuild its wholesale market, despite the great loss of market share to corporate competition.

The COVID pandemic revealed problems associated with societal dependence on long and highly concentrated corporate food chains. For example, COVID outbreaks in large plants led to almost immediate grocery store food shortages. Greater awareness emerged about the fragility of sourcing foods from distant and often overseas sources, while nearby farms could provide a more secure foundation for feeding the region's residents. This discordance was particularly acute in Michigan, which boasts many farms growing products suitable for human consumption, including a diverse range of fruits and vegetables along with poultry, meat, and eggs, and a long tradition of productive family farming.

As the pandemic made these challenges to the food system more apparent, EMC worked with three of the larger farmers participating in the wholesale market to explore what a more modern distribution center could do to help them reduce costs and increase sales. The effort started as a pilot by moving the three farmers to a temporary Shed 7 which was a fifty-year-old produce distribution building. This pilot had dramatic results and paved the way to bolder thinking. Some of the immediate benefits included:

- The availability of docks meant extensive fleets of forklifts could be retired.
- Time required to load and unload trucks was greatly reduced, so operations became much more efficient and less costly.
- The availability of refrigerated storage space allowed sales to increase as more produce could be kept on site and farmers could be more responsive to last-minute sales opportunities.

The success of the pilot together with findings from a third-party feasibility analysis led the State of Michigan to award Eastern Market a \$12 million grant to build a dedicated food distribution center to serve the region's farmers. Together with an allocation of New Markets Tax Credits and several smaller grants from philanthropy, nearly \$16 million is being invested in an enlarged and improved permanent Shed 7 with a variety of facilities to serve large and medium sized farmers from nearly the entire State of Michigan, NW Ohio, and SW Ontario.

Once completed we expect the following results:

- Retention of existing wholesale farmers (25)
- Attraction of new large and medium sized farmers (15)
- Attraction of new black farmers based in Detroit (16)
- Expansion of Food Box Packing Area
- Increase of sales from base year 35 million pounds (2022) to 140 million pounds (2030)
- Twenty-five new jobs will be created

Once completed, the Shed 7 project will be the first new shed added to the market campus since Shed 5 came online in the late 1970's.



Figure. 1 Shed 7 renovation costs are fully funded and will be completed in early 2025

Retail Market Facilities

EMC has renovated sheds, revised market operations policies, added new market days, and promoted use of the sheds for events to strengthen its retail markets and diversify income to keep rental rates for vendors affordable.

Since 2007, four sheds have been renovated at a total cost of \$19 million, plus \$1.5 million for parking lot upgrades:

Shed	Year Completed	Cost
Shed 2	2007	2,500,000
Shed 3	2010	6,500,000
Shed 5	2015	8,500,000
Shed 6	2018	1,500,000
Shed 5 Parking Lot	2019	1,500,000
Total		20,500,000

Once the Shed 7 improvements are completed in 2025, another \$16 million will be invested into facilities, bringing the total to \$36.5 million.

Improvements have included:

Shed 2

- Roof Replacement
- New Electric Service, Lighting, and Distribution
- New Concrete
- New Asphalt Parking Areas
- Masonry Restoration

Shed 3

- Roof Replacement
- New Electric Service, Lighting, & Distribution
- New Concrete with Radiant Heat
- New Asphalt Parking Areas
- Masonry Restoration
- Roof Structural Repairs
- Window Replacement
- Overhead and Pedestrian Door Replacement
- New Men's and Women's Restrooms

Shed 5

- Roof Replacement
- New Electric Service, Lighting, & Distribution
- New Concrete with Radiant Heat
- Masonry Restoration
- Roof Structural Repairs
- Window Replacement
- Overhead and Pedestrian Door Replacement
- New Men's and Women's Restrooms
- Shared Use Kitchen
- Dry, Cold, and Frozen Storage
- Kitchen Commons Meeting Space

Shed 6

- Roof Replacement
- Skylight Replacement
- Drains Repaired

Notably, improved heating in Shed 5 and first-time ever heating in Shed 3 have substantially increased utilization of the indoor sheds during colder months. Restoration of original window openings and new windows improved the aesthetics of the market campus. Combined with better lighting, upgraded electrical service and new restrooms, these improvements helped drive greater use of the sheds for events, thereby increasing earned revenue.

The Community Kitchen in Shed 5 expanded EMC's food incubation work and allowed EMC to pilot cooking and nutrition programming.



Figure. 9. Major shed renovations restored the architectural grandeur and improved the functionality of the markets prime selling space;

Retail Market Operations

An important change to operations has been the introduction of value-added food products rather than just raw foods. When the city managed Eastern Market, only fresh ingredients could be sold. EMC decided to accept applications from value-added food

makers to diversify the retail offerings and provide sales opportunities to diverse local food producers.

Prepared foods, specialty beverages, unique condiments, baked goods, and ready-to-eat items have proliferated and given the Market greater ballast in the colder months when fewer locally grown crops are available. As a result, the Market has grown steadily during the first quarter of the year and the array of value-added food products has become much wider.

Market Day	Farmer	Farmer/Dealer	Dealer	Specialty Goods	Food Truck	Material Goods	Total
Saturday	37	42	26	30	18	25	178
Sunday	4	0	3	20	15	98	140
Tuesday	8	2	3	7	0	7	27
Total Vendors							345

Vendor fees vary by day of the week, by category of vendor, and by season.

Saturday vendor fees range from \$75 for farmers to \$85 for dealers, \$85 for specialty foods, to \$125 for food trucks. Sunday vendors all pay \$35 except food trucks pay \$50. Tuesday vendors pay \$30 except for food trucks that pay \$50.

Waste management practices have been improved. EMC has worked diligently to eliminate the widespread practice of “dumping” spoiled or nearly spoiled produce.

Over the past 17 years, attendance at the Saturday Market has steadily increased, particularly during the shoulder months well as during the dark, cold days of winter. Winter market attendance has grown from 2-3,000 to 5-6,000.

EMC strives to keep vendor rents affordable while also requiring vendors to pay a reasonable fee to sell at the Market. Fees vary by product sold and time of year.

While the Saturday Market has been strong, EMC has reconsidered how it operates and promotes retail markets on other days of the week since these days have never been as popular as Saturdays. For many years, the retail market operated on Tuesdays and Fridays, but these functioned at a tiny fraction of Saturdays. EMC added two new seasonal markets with some success, while a seasonal night market was attempted but failed to capture sustainable attendance.

Flower Tuesdays

While flowers in one form or another are available at the Market year-round, flower season (May 1 – June 30) is the busiest time of the year at Eastern Market. The largest event in the year is Flower Day when more than 100,000 shoppers attend this event on the third Sunday in May.

During the second year of the pandemic when crowded events like Flower Day were still not possible to conduct, EMC instituted Flower Tuesdays. Each Tuesday in May, Shed 5 is filled with flower vendors. While not achieving the tremendous selection of a typical Flower Day or even a Saturday Market during flower season, Flower Tuesdays became very popular in part because smaller crowds made shopping easier.

Tuesday.Health.™.Wellness.Market

Once May is done, Flower Tuesdays transform into the Tuesday Health & Wellness Market, which runs from June until the end of September. While the joyful, urban chaos of a Saturday Market is compelling for many, it challenges people with limited mobility. The Tuesday Market is a smaller market intended to appeal to senior citizens and households with small children.

Shed 2 is filled with vendors like a Saturday Market, while Shed 3 hosts a range of fitness classes – yoga and Zumba being the most popular – as well as cooking demonstrations and food sampling of healthy recipes.

Sunday.Markets

EMC began a Sunday Street Market in 2013 to showcase local makers of products other than food. Shed 2, 3, and 4 are filled with an eclectic mix of goods from clothing to household furnishings, to collectibles. Food trucks, some prepared food, and limited fresh food are also available. The Sunday Street Market runs from the first weekend in June to the last weekend in September.



Figure. @Whether.its.health.and.fitness.on.Tuesday.and.Events.and.Flea.Market.on.Sunday.the.idea.is.to.brand.each.market.differently.to.not.cannibalize.Saturday.Market.sales;

The focus is on creating a different vibe than the Saturday Market. Rather than replicating and potentially diluting the Saturday Market, the Sunday Street Market gives customers an entirely different reason to come to market.

Over the years, the Sunday Street Market has become an integral part of the community and allows EMC to serve another group of entrepreneurs and attract a wider audience.



EMC uses Shed 5 for a variety of themed special events that take place during the Sunday Street Market, drawing thousands of additional visitors. Some of the most popular include Detroit Festival of Books, Vegan Fest, Renaissance Faire, and food and drink-related events like the Detroit Burger Battle, Taco Showdown, and Bourbon & Blues Festival.

Holiday Markets take place on Sundays between Thanksgiving and Christmas, offering an expanded version of the Sunday Street Market. Instead of a special event, Shed 5 is programmed with additional merchandise vendors who focus on holiday gifts.

Special Events

Use of the indoor sheds for events skyrocketed following renovation. Revitalized market structures were more compelling places to host events when not in use for markets. Event planners especially like the tall interior spaces of the sheds for dramatic effects. However, the sheds are notorious for poor sound quality. Many hard surfaces make sound a distinct challenge, so some event organizers invest in soft surfaces and complex sound systems.

Despite not being available on Saturdays because of the primacy of the Saturday Market, Eastern Market has become a popular spot for weddings. Friday nights in spring and fall are often sold-out years in advance.

Further, Shed 3 and 5 have been used for countless corporate and community events ranging from 100th business anniversaries, to new product launches by automotive companies, to fund raisers for a wide range of community groups.

EMC employs one dedicated staff member to solicit event business and respond to inquiries, as well as significant part-time staff to provide support to events with security and janitorial services.

Eastern Market is not a full-service event venue. EMC rents space in the sheds and/or kitchen space along with basic security and cleaning services. Anything else needed for an event from tables and chairs to audio-visual services must be brought to the site by the organizer. EMC event staff help connect event sponsors with preferred vendors who are familiar with how to conduct events in the Market's facilities.

Over the last decade, special event revenue has averaged \$400,000, not counting the pandemic years when special events were not permitted.



Figure 4 Use of sheds for event rentals has become a reliable source of revenue for EMC;

Complementary Program Development

As EMC developed deeper relationships with farmers and value-added food makers over the years, several barriers that restrict the growth of regional food systems became evident and EMC developed strategies to address them.

Processing of Locally Grown Crops

As US food industries have become more concentrated, the availability of small batch processing has disappeared from many parts of the nation, including Southeast Michigan. This has been highly detrimental to the region's farmers, who have difficulty selling their products if they cannot be delivered in a form that buyers need. EMC determined that it could play a valuable role in supporting processing of locally grown foods, particularly at the intersection of private entrepreneurship and public policy.

Many states including Michigan have adopted policies that provide incentives to school systems to procure locally sourced crops for student meals. Numerous barriers exist in getting local foods into the schools, including issues related to quantity, consistency, distribution, pricing, and serving size and forms that meet the schools' needs. Small batch processing and freezing of locally grown crops addresses many of these barriers, creating easy-to-use products that increase the nutrition of student meals while addressing the seasonality of the local harvest season.

Utilizing a \$700,000 grant from the US Department of Health and Human Services, Community Economic Development (CED) program, EMC helped facilitate the relocation of Michigan Farm to Freezer (MFTF) from northwest Michigan to an expanded facility in Detroit.



Figure 9 Small batch freezing of locally grown crops has given farmers a new market and enables customers to eat local year-round.

Opening in 2018, MIFTF experienced steady growth selling to the schools until the pandemic led to shutdowns March 2020. Responding quickly, MIFTF shifted quickly from institutional to consumer markets by selling premium priced, locally grown frozen vegetables in chest freezers in the *fresh.food* sections of independent grocers. MIFTF's success in the retail space gave strong evidence that interest in eating locally is not limited to the five- to six-month harvest period for local fresh products.

Following on its success with frozen products, MIFTF expanded into the fresh cut market through its subsidiary Mitten Cut. Mitten Cut processes local crops for use by regional institutions and restaurants. Labor shortages and costs have driven many food service buyers to source sliced and diced versions of vegetables to reduce on-site labor. Mitten Cut now employs 30 residents and has an ever-increasing book of business.

EMC's current venture with local food processing is the construction of a mill in the Market District that will convert organic wheat, rye, spelt, and barley grown by 14 growers in Michigan's thumb region to organic flours for commercial and consumer markets. EMC anticipates \$1.65 million in federal funding from the US Department of Housing and Urban Development (through a Congressional member initiative) and a local foundation to underwrite this project.

Urban Agriculture

Detroit has long been a hot spot for urban agriculture. The city has an abundance of vacant land, and a long agrarian tradition based upon the migration of southern farmers to Detroit throughout the twentieth century.

During the Silver Panic Depression of 1893 Detroit Mayor Hazen Pingree urged residents to plant gardens to feed their families. Despite City Council's derisive dismissal of the ideas as "Pingree Potato Patches" the program proved popular and was revisited in the 1990's with Mayor Coleman Young's Farm A Lot program.

Eastern Market has worked closely with many partners to improve opportunities for urban growers. First with The Greening of Detroit and then with Keep Growing Detroit ("KGD"), EMC worked to establish an anchor market garden in the heart of the market district.

The Detroit Market Garden is a 2-acre facility that serves the 2,000 plus members of KGD. These gardeners and farmers rely upon the market garden to produce transplants which are distributed free to members (along with seeds) twice per year. KGD also provides training and aggregation services to its members.



Figure.76.Keep.Growing.Detroit.grows.free.transplants.for.its.8,066.members.at.its.Eastern.Market.District.Farm;

KGD aggregates production from 15-20 of its growers to supply a stand at Eastern Market. Roughly eight urban growers have graduated to their own market stalls while the Mighty Micro pilot allows urban growers the option to rent a low cost, small space at the Saturday Market.

Wholesale Procurement from Urban Growers

In 2023, EMC began a program to help urban growers expand by offering them guaranteed sales at fixed pricing for a full crop year. With three years of funding, EMC is buying produce from urban growers to supply 1,000 food boxes per week that are delivered to needy families in Detroit.

The guaranteed purchasing program gives urban growers the chance to expand their production area (typically growing from one-half acre to an acre or from one acre to two-acres) and not worry about buyers for their harvested crop.

When the food box program began, EMC hoped to obtain 50% of each year's contents with products from urban farmers. Remarkably, in 2023 and 2024 EMC was able to source 60% from urban growers, which put nearly \$800,000 in the bank accounts of 17 urban growers over the two-year period, while providing low resources families with the freshest local products.



Figure.77.EMC.began.packing.food.bboxes.during.the.pandemic;.Boxes.have.become.a.big.part.of.our.food.access.program;

Eco-System to Support Value-Added Food Makers

Building a stronger regional food system requires the cultivation of new food businesses and helping them scale by providing access to markets, affordable production space, technical advice, and financing.

Market Access

By allowing value-added food makers to sell at the Saturday Market, EMC provided one of the most important tools for growing a food business – inexpensive access to the consumer market to build product awareness.

For a daily vending fee between \$75-125, EMC enables value-added makers to garner weekly sales in the range of \$1,500 - \$3,000. As importantly, these food entrepreneurs receive real-time feedback from thousands of customers, offering invaluable intel on whether their products are satisfying customer needs.

Low-Cost Incubation Space

In 2013 EMC began its Detroit Kitchen Connect program that was expanded in 2015 when the Shed 5 Community Kitchen came online. Access to a low-cost, fully licensed kitchen space that can be leased by the hour overcomes the need to build and equip a commercial kitchen in the early stages of product development.

With an online reservation system and card-reading entry points, the kitchen is used at all hours of the day and night. The kitchen's use is only limited by the lack of dry, cold, and frozen storage space. Typically, a cohort of 16-19 makers use the Shed 5 Community Kitchen during a week.



Figure.78.Eastern.Market.Community.Kitchen.is.a.fully.licensed?shared_use.kitchen.that.accommodates.70_86.makers.and.does.triple.duty.with.other.uses.include.catering.for.Shed.5.events.and.nutrition.classes;

EMC helps to facilitate Detroit Kitchen Connect, a network of shared-use kitchens around the city. For food entrepreneurs, EMC staff uses the Market's facilities to conduct seminars about how to start a food business and provide very early-stage technical assistance (along with several others including the Michigan State University Product Center). EMC also provides technical assistance to other kitchens in the network and refers entrepreneurs in search of kitchen space to other kitchens that might be more convenient or have availability, if needed.

A great advantage of the Eastern Market Community Kitchen is the abundance of assistance available from experienced EMC staff and from peer mentors. Having 16-19 producers in one space provides wonderful opportunities for food business operators to learn from each other. Secondly, the inextricable link between low-cost production space and immediate access to robust selling opportunities helps producers scale quickly.

Affordable Acceleration Space

EMC increasingly has developed low-cost production space to help those growing value-added food businesses.

Currently, EMC provides two accelerator options and a third is funded and being developed. For companies that are growing quickly, EMC partners with FEAST Detroit, LLC, an independent business that provides co-packing services in a facility that EMC developed for FEAST's use. Currently, 45 food companies rely upon FEAST to produce their products.

By contracting with a third-party, value-added makers can focus on continued product development, marketing, sales, and collections. FEAST has benefited greatly from having low occupancy costs because EMC utilized funding from USDA and the Michigan Department of Agriculture to renovate and equip an obsolete food production space for FEAST's use. As a result, FEAST can offer its services to businesses with much smaller production runs than other co-packers in the region.



Figure.79.Feast.Detroit.LLC.is.a.privately.owned.co_packer.that.EMC.has.supported.with.grant.funding.and.low_cost.space;They.produce.products.for.000Detroit.area.makers;

Production.Suites

In 2018 EMC began building the Metro Accelerator to help established but still young food businesses reach their next level by providing affordable spaces and support services. EMC attracted philanthropic support from corporate and foundation sources to fund this \$5.4 million dollar investment to support the growth of emerging food businesses. This project was especially timely as its opening corresponded with a rapid rise in commercial rents in the Eastern Market District.

The accelerator has nine suites: five for food production or distribution and four for food or general retail. Four of the five production suites are leased to food businesses that take full responsibility for producing their own products. One of the suites is used by EMC for its food box distribution program.

Food businesses can stay a maximum of six years in the accelerator. Rental rates start at \$7 per square foot and increase \$1 per year so that the business is paying \$13 per square foot at the end of their tenure at Metro. This hardens the business and prepares them to lease space in the adjacent district where rents range from \$14-17 per square foot.

Meat.Products.Accelerator

EMC has secured HUD funding (again from a Congressional member initiative) of \$2.65 million to build an accelerator focused on value-added makers with meat products. A major advantage of this facility relates to the requirement for meat processing businesses to have an on-site inspector from USDA. Having five suites in one place allows producers in this new accelerator to share those costs as well as enjoy favorable rent rates while they are scaling operations.

Better Nutrition Outcomes

EMC operates various programs to improve nutrition for Detroit residents. Since 2009, EMC has worked to improve access to nutrient-dense foods among vulnerable Detroit households in three major ways: (1) by taking healthy food to people who have a hard time getting to Eastern Market, (2) by providing a variety of food subsidies for healthy food, and (3) by providing people with the knowledge to integrate healthier food into their family's diets. This work became particularly urgent during the pandemic, when those suffering from diabetes experienced shocking mortality rates.

Farm Stands and Food Boxes

In 2009 EMC began to systematically address food access issues in the City of Detroit. Detroit is a geographically large city and by 2009, after decades of population loss, few full-service grocery stores remained in the city, and these were often far removed from people's homes. While Eastern Market featured a robust selection of highly nutritious food, the lack of viable public transportation made it difficult for low-income families without dependable

private transport to get to and from the Market, and the Market's operating hours did not comport with everyone's schedule.

To take healthy food from Eastern Market to those parts of the city where residents had little selection beyond corner stores, EMC launched its Farm Stand Program in 2009. Now in its 16th year, Eastern Market Farm Stands pop up at 15-25 locations per summer.

Prior to the pandemic, half of the farm stand sites were employee wellness programs in health care or corporate settings. Sponsorships from host organizations for these sites enabled EMC to provide the other half for free at community locations, including a variety of social service agencies, neighborhood farmers' markets, and health clinics.

Since the pandemic, the food stands have evolved into food box programs. EMC receives funding from USDA and the State of Michigan to deliver food boxes to needy families. EMC currently operates fewer pop-up farm stands but distributes an increasing number of food boxes. In 2024, EMC shipped 21,155 LFP Food Boxes. These boxes were distributed at 20 community partner sites who provided the last mile delivery (or pick up) to or by vulnerable households.

To conduct Farm Stands and Food Box programs EMC hires annually a cohort of 20-25 Fresh Food Fellows. College-aged summer staff work alongside permanent managers to operate these programs while learning about food systems work in general.



Figure.70; EMP.hires.86_80 Fresh Food Fellows each summer to operate Farm Stands, pack food boxes, and distribute alt. currencies..

Alternative Food Currencies

EMC developed a token system (with gold-colored tokens) to facilitate the use of SNAP benefits at Eastern Market and then expanded this program to include other tokens (silver) when the doubling program pioneered by the Fair Food Network debuted in 2009.

Subsequently, EMC has worked with local medical providers and insurers to make available Fresh Prescription benefits to those with medical conditions which might benefit from increased vegetable consumption.

EMC has designed and delivered a variety of subsidized food options as funding arises from different corporate or governmental sources.

Nutrition Programming

Over the years, EMC has experimented with a variety of cooking and nutrition classes and demonstrations.

A major expansion of those efforts is anticipated in the coming years with the completion of the new Shed 4, which will feature a regional food and nutrition learning center with a series of facilities to enable better programming. Plans include a performance kitchen for extensive content creation around healthy cooking and a teaching kitchen with multiple workstations to advance hands-on learning opportunities.

Eastern Market District

In addition to improving and managing the public market, supporting food businesses, and developing and operating programs to encourage healthy eating, EMC supports planning, development, and management of the Eastern Market District – the 42-acre local food district that has grown up around the public market.

District Planning

EMC has overseen the development of two strategic plans and is poised to develop a third one in the next few years.

*Eastern.Market.868*¹ was an especially pivotal document as it considered a future in which Eastern Market would contend with higher property values, which threatened to displace functions that were central to the district's purpose and identity. The plan laid the groundwork for expanding the Eastern Market District to retain large food processors and distributors and double employment in the food processing and distribution sector from 1,500 to 3,000 people.

Attachment 3 is a copy of the Eastern Market 2025 Plan Executive Summary.

Place Making

EMC has continually worked to improve the public realm of the market district, so it is safe, welcoming, and enjoyable for the public. In addition to operating the retail markets, key placemaking activities have included streetscape improvements and public art.

Streetscape Improvements

EMC was pivotal to the City of Detroit being awarded a 2013 Tiger Grant from the US DOT which led to the construction of four interrelated projects totaling nearly \$23 million. These included:

- Completion of the Dequindre Cut greenway facility through the Eastern Market District
- Replacement of three of four Dequindre Cut bridges to ensure connectivity to areas east of the market district
- Midtown Loop greenway improved streetscapes along Wilkins Street from Orleans to the I-75 freeway
- Russell Street streetscape improvements in the district's major thoroughfare from Mack to the North Fisher Freeway Service Drive



Figure.7 EMC led the reconstruction of Russell Street through the market district that enhanced the district's main street;

Murals.in.the.Market

Murals have long been a part of the Market's history. In the 1970's Alex Pollack, a City of Detroit planner, used murals creatively to decorate the market sheds and other key district building facades with colorful cartoonish characters. EMC restored one of these treasures in 2012.

Between 2015 and 2019 EMC, in collaboration with 1xRun, a local specialty small batch printer of global street art, hosted five Murals in the Market festivals. In September, concurrent with Eastern Market After Dark (the district's largest evening gathering), muralists from near and far worked their magic creating 40-50 murals each year.

The entire collection can be seen here at [murals](#). In 2019 *Smithsonian Magazine* selected Murals in the Market as one of the six best mural festivals in the world. Murals in the Market was held in the Islandview Neighborhood in 2023 and 2024 but will return to Eastern Market for a tenth anniversary celebration in 2025. Curating some of the more beloved murals will be one focus of the next mural festival.

The mural program helped the district solve a vexing graffiti problem. Taggers largely respected the public art and stood down after years of vigorous effort. The quality images greatly improved pedestrian traffic through a mainly industrial neighborhood, increasing the feeling of safety.

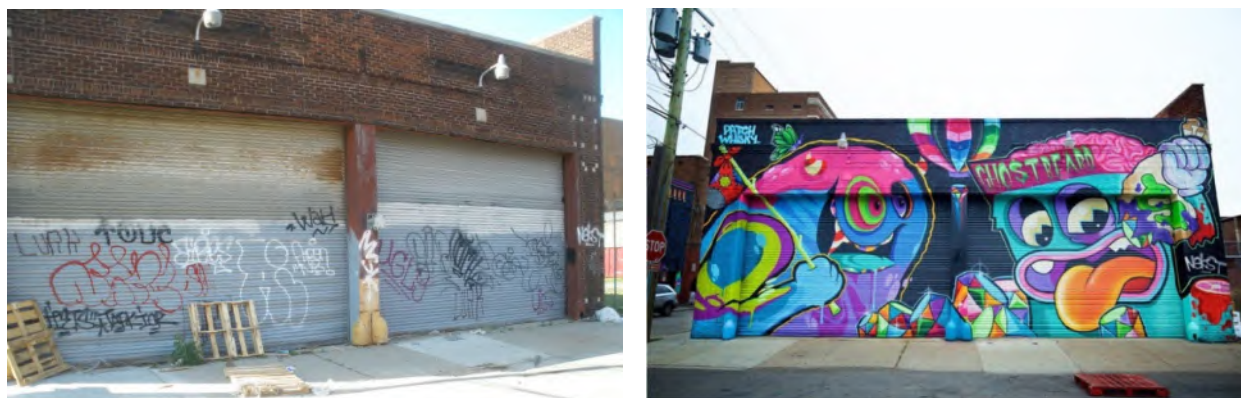


Figure.7a Murals.in.the.Market.transformed.graffiti.filled.surfaces.into.works.of.art.that.helped.transform.the.edges.of.the.market.district;

Façade Improvements and other business grants

Over the years, EMC has offered façade improvement grants as funding became available to help businesses improve the outward facing appeal of their facilities. During COVID, EMC distributed several tranches of support to sustain retailers through turbulent times.

Food Business Retention

The Eastern Market District is among the last of its kind in the United States: a large-scale local food district in proximity to the city center. Elsewhere, similar districts were displaced because the land became too expensive to allow food businesses to remain. This did not occur in Detroit, in part because property values were depressed for sixty years. Now, however, a surging real estate market in the core of Detroit threatens displacement, which has led EMC to develop a detailed strategy to preserve the district's cluster of food businesses.

In 2017 EMC helped Wolverine Foods expand by assisting them to acquire an 8-acre site from the City of Detroit. Stymied by the lack of additional sites to support growing food businesses, EMC began addressing this problem in its Eastern Market 2025 plan and then encouraged the City of Detroit and the Detroit Economic Growth Corporation (DEGC) to create a more detailed plan: The Greater Eastern Market Framework Plan. This plan laid out a detailed expansion of the market district, dubbed the Food Innovation Zone (FIZ), that would provide space for up to a million square feet of food space, several hundred workforce housing units, and buffering green spaces that would help retain and manage stormwater in the district.

Recognizing the need for a targeted organization with specialized skills in development to implement the plan, EMC created a wholly owned, subsidiary nonprofit corporation called Eastern Market Development Corporation (EMDC). EMDC is spearheading site assembly in the FIZ, as well as taking the lead in developing a variety of low-cost production spaces (incubators and accelerators) throughout the Eastern Market District. While the expansion of the market district is important to retain large, more established food businesses, building the capacity of EMDC to deliver affordable space to expand the incubation and acceleration of emerging businesses is equally important.

EMC, EMDC, City of Detroit, and DEGC collaborated to rezone several thousand former residential parcels in the FIZ into a new zoning classification designed to help preserve the authenticity of Eastern Market, called the MKT Zone.



Figure.7 EMC and EMDC worked with the City of Detroit to develop a detailed expansion plan that creates future expansion area to keep food businesses in the city

To date, EMDC has acquired 120 properties in the expansion area and the city owns much of the rest of the land. However, there are still 30 properties owned by speculators that must be acquired to kick start redevelopment.

Next up in the long-range development of the FIZ is the creation of an infrastructure plan to phase necessary investments in roads and utilities that must happen in tandem with other long range development processes.

EMC is nearing completion of its Authentic Eastern Market fund drive, an \$11.5 million campaign designed to fund a host of programs to preserve the authenticity of Eastern Market as a profound center of a thriving regional food system.

Attachment 4 is an executive summary of the Authentic Eastern Market campaign.

EMC Organizational Notes

Please find below some key observations about the capacity and characteristics of Eastern Market Corporation.

Eastern Market Partnership

While Eastern Market Corporation remains the legal entity that operates Eastern Market, EMC adopted Eastern Market Partnership as its DBA public facing name in 2019. This change was made to reflect the fact that all of EMC's accomplishments have been the result of developing profound partnerships with other market stakeholders and the broader community.

Marketing

EMC has operated with a lean marketing budget using two primary marketing tools – social media and positive word of mouth advertising.

Social.Media

Social media has been very effective. With more than 400,000 combined followers across Facebook, X, and Instagram, EMC has been able to engage our large community of customers and provide support for vendors and merchants through a highly successful Instagram Takeover program that enables one-day use of our megaphone for businesses under the sheds or in the district.

Positive.Word.of.Mouth

The Saturday Market provides a great example of positive word-of-mouth advertising. By continually seeking small improvements to something people are already excited and passionate about ensures that people are telling their friends good things about Eastern Market.

As one older resident advised early on in EMC’s infancy “make it better but don’t change anything”. A tradition like Eastern Market’s Saturday Market is truly a blessing but continuous thought and care about how to tweak it are essential.

Organizational Culture

Since its inception EMC has taken actions to develop a strong organizational culture around three key characteristics.

Community.Building

There were many conflicting groups within the market when EMC began its work in 2006. The large food processors had one non-profit while the vendors and smaller retail businesses had another. A group of merch vendors who set up on a pedestrian bridge frequently clashed with adjacent merchants. Nearly all Eastern Market businesses were frustrated by ten years of meetings to resolve important problems that seldom yielded results.

Over time EMC helped establish a much stronger sense of community within the market district and under the sheds.

Three sets of meetings help change the tone of neighborhood relations:

EMC staff engaged vendors when new management practices were proposed, Rules were not imposed but only adopted after genuine engagement with vendors.

As major shed improvements were planned vendor input was solicited both in terms of potential changes to existing sheds and how the shed renovations could be completed in ways that minimized disruption of market operations. Similarly, EMC held many meetings when large streetscape projects impacted brick and mortar businesses throughout the market district.

In developing two strategic plans (2008 / 2015) input was solicited from as many as thirteen different stakeholder groups. EMC established the reputation as an honest broker that worked through each stakeholder group's concerns while developing compelling strategies that guided the market district to develop authentically.

The highlight of this work is the Annual Vendor and Merchants Dinner which is held each winter at a time of year that is slower so that more vendors and business owners can attend. As part of the Vendor Dinner, EMC presents a series of awards which recognizes a variety of vendors and merchants for their contributions to making the market a better place.

Partnership.Focused

EMC from its inception has focused on building partnerships to implement better markets, programs, and business conditions. Nothing that Eastern Market has accomplished in its 18-year history has been done without partners.

EMC has evolved outwards from its initial concentration on improving the operations of the public market to first develop stronger relations with EM District businesses and organizations. Since 2018, EMC further expanded its web of partnerships into the adjacent residential areas to the east and northeast of the market district. Working with those groups has been instrumental in gaining public sector support for Eastern Market District expansion while improving the quality of life for the residents of those adjoining neighborhoods.

Nonprofit.Risk.Taking

EMC has built a reputation as a nonprofit that is willing to try new things to improve its markets or its programs. Sometimes those new things like Farm Stands or Farm to Family Food Boxes worked but sometimes things do not work out. The Red Truck Greengrocer failed at providing a six-day a week produce department within the Gratiot Central Market where six protein vendors collectively sell \$30 million of meat, poultry, and fish.

Staffing

EMC's full-time professional staff has ranged from 23-28 people over the years. A current organizational chart is found in Attachment 5, along with key job descriptions.

Budget

EMC's operating budget ranges from \$5 to \$6 million per year. Roughly 30-35% of the budget is earned revenue from vendor fees, rental fees, or program income. The balance comes from a wide variety of sources including large philanthropy, individual giving, small family foundations, local, state, and federal grants, and corporate sponsorships. EMC's FY2024 budget is found in Attachment 6.



Figure 70 EMC leverages the rich history of Eastern Market to nourish a healthier, wealthier, and happier Detroit

Appendix K: Funding Sources

I. Federal

A. **US Department of Agriculture.** While Congress did not pass a new farm bill in 2024, they recently approved a one-year extension to the 2018 Farm Bill which provides funding in 2025 for various initiatives.

1. [Urban Agriculture and Innovative Production \(UAIP\) Competitive Grants \(grants.gov\)](https://www.usda.gov/programs/urbanagriculture/competitive-grants)
 - a) Eligible applicants. Farmers, gardeners, citizens, government officials, schools, and other stakeholders in urban areas and suburbs.
 - b) Eligible activities. Food access; education; business and start-up costs for new farmers; and development of policies related to zoning and other needs of urban production.
 - c) Available funding/match requirement. Planning and implementation grants ranging from \$100,000 to \$250,000 with no match requirement.
 - d) Application deadline. Applications accepted until March 10, 2025
2. [Patrick Leahy Farm to School Grant Program](#); [FY2025 F2S Implementation Grant](#)
 - a) Eligible applicants. Nonprofit organizations, County governments, and school districts.
 - b) Eligible activities. Farm to school programming, local sourcing, and agricultural education efforts.
 - c) Available funding/match requirement. Implementation grants ranging from \$5,000 to \$500,000 with a 25% match requirement.
 - d) Application deadline. 2025 budget cycle closed January 10, 2025
3. [Farmers Market Promotion Program \(FMPP\)](#)
 - a) Eligible applicants. Regional Market Authorities are specifically eligible.
 - b) Eligible activities. FMPP's purpose is to support the development, coordination, and expansion of direct producer-to-consumer markets to increase access to and availability of locally and regionally produced agricultural products. AMS will competitively award grants to eligible applicants for projects that meet the purpose of this grant program.

Capacity Building Projects are intended to assist applicants' efforts to achieve their mission and build long-term organizational capacity in the development, coordination, and expansion of direct producer-to-consumer market opportunities. Projects can include but are not limited to market analysis and strategic planning, producer or market manager training and education, online sales operation or expansion, and producer and consumer outreach
 - c) Available funding/match requirement. Project term is 36 months and applicants

may apply for \$50,000 – 250,000 with a 25% match requirement.

- d) Application deadline. The program is administered by USDA Agricultural Marketing Service (AMS). Typically, FMPP's annual application deadline is in June.
4. [Local Food Promotion Program](#) (LFPP)
- a) Eligible applicants. Regional Market Authorities are specifically eligible.
 - b) Eligible activities. Project activities may include food incubator programs, mid-tier value chain development, food safety certifications and upgrades, virtual marketplaces, and route optimization and efficiencies. Both planning and implementation grants are available.
 - c) Available funding/match requirement. Planning project applicants may request \$25,000 to \$100,000 for 24 months. Implementation project applicants may request \$100,000 to \$500,000 for 36 months. There is a 25% match requirement.
 - d) Application deadline . The program is administered by USDA Agricultural Marketing Service (AMS). No 2025 deadline has been posted.
5. [Regional Food System Partnerships](#) (RFSP)
- a) Eligible applicants. CNYRM would need to establish a formal partnership with regional producers to be eligible. Partnerships are encouraged to engage with smaller farms and ranches, beginning farmers and ranchers, underserved producers, veteran producers, and/or underserved communities.
 - b) Eligible activities. Projects support the development, coordination, and expansion of direct producer-to-consumer marketing, local and regional food markets and enterprises, and value-added agricultural products.
 - c) Available funding/match requirement. Implementation and Expansion projects range from \$250,000 to \$1,000,000. A 25% match is required.
 - d) Application deadline. This is a very competitive program. In the FY2023 application cycle, AMS funded ten (13%) of the 74 applications received. The program is administered by USDA Agricultural Marketing Service (AMS). No 2025 application deadline has been established.
6. [Community Food Projects Competitive Grant Program](#) (CFPCGP)
- a) Eligible applicants. Public food program service providers, tribal organizations, or private nonprofit entities.
 - b) Eligible activities. Applicants are required to address two or more of the CFPCGP goals that best fit the plan or project being proposed to ensure a comprehensive and sustainable approach to resolving food and nutrition security and hunger. CFPCGP goals: (1) meet the food needs of food-insecure individuals through food distribution; (2) develop community outreach to assist in participation in Federal nutrition assistance programs; (3) improve access to nutrient dense food as part of a comprehensive service.
 - c) Available funding/match requirement. \$25-50,000 planning grants for one-year or

4-year Community Food Projects with funding between \$125-400,000.

- d) Application deadline. FY2025 applications closed on November 7. The FY 2026 deadline has not been established.

7. [Organic Market Development Grants](#) (OMDG)

- a) Eligible applicants. Business entities (regardless of legal structure) that produce or handle organic foods, non-profit organizations including trade associations, tribal, state, territory, and local government entities.
- b) Eligible activities. Development of new and expanded organic markets to help increase the consumption of domestic organic agricultural commodities. The program focuses on building and expanding capacity for certified organic production, aggregation, processing, manufacturing, storing, transporting, wholesaling, distribution, and development of consumer markets.
- c) Available funding/match requirement. For applications to expand processing, grants range from \$100,000 - \$3,000,000. For equipment-only grants, the range is from \$10,000 - \$100,000. There is a 50% match requirement.
- d) Application deadline. Last year's application has closed and 2025's deadline has not been established.

8. [Rural Development Community Facilities Guaranteed Loan Program; Community Facilities Direct Loan & Grant Program; Income and Property Eligibility Site](#)

- a) Eligible applicants. Public bodies, Indian tribes on Federal and State reservations, and non-profit organizations. CNYRM is likely not eligible since the site does not meet the rural definition. It might be a very useful tool if CNYRMA develops sites in rural areas.
- b) Eligible activities. Land acquisition and necessary site preparation including access ways and utility extensions to and throughout an industrial park site.
- c) Available funding/match requirement. Loans approved in FY2025 will receive an 80% guarantee. The maximum amount of a guaranteed loan is \$100 million, including the guaranteed and unguaranteed portion. Maximum term 40 years. Current loan guarantee fees: initial guaranteed fee (1.25% of the guaranteed amount), guaranteed retention fee (0.5% of the outstanding principal balance, paid annually: issuance of loan note guarantee prior to construction (0.5% percent).
- d) Application deadline. Rolling applications

9. [Rural Development Rural Energy for America Program](#) (REAP)

- a) Eligible applicants. Agricultural producers.
- b) Eligible activities. The program provides guaranteed loan financing and grant funding to agricultural producers and rural small businesses for renewable energy systems or to make energy efficiency improvements.
- c) Available funding/match requirement. Loan guarantees on loans up to 75% of total eligible project costs. Grants for up to 50% of total eligible project costs. Combined grant and loan guarantee funding up to 75% of total eligible project

costs. Renewable Energy System Grants range from \$2,500 to \$1 million while Energy Efficiency Grants range from \$1,500 to \$500,000.

- d) Application deadline. This program was funded by both the Farm Bill and the Inflation Reduction Act. While the latter allowed urban businesses to apply the Farm Bill restricted participation to the rural areas identified by USDA Rural Development. Only the Farm Bill portion is funded in 2025.

10. [Value Added Producer Grants](#) (VAPG)

- a) Eligible applicants. CNYRM is not eligible but growers at the Regional Market could qualify, including agricultural producers (including harvesters and steering committees), agricultural producer groups, farmer- or rancher-cooperatives, and majority-controlled producer-based business ventures.
- b) Eligible activities. The Value-Added Producer Grant (VAPG) program assists agricultural producers enter value-added activities to generate new products, create and expand marketing opportunities, and increase producer income
- c) Available funding/match requirement. Planning grants \$75,000; working capital grants: \$250,000. 100% match required.
- d) Application deadline. The program is administered by USDA Rural Development. The 2025 application deadline has not been announced.

B. US Economic Development Administration (EDA)

1. [Public Works Economic Adjustment Assistance](#) (PWEAA)

- a) Eligible applicants. State, county, and city governments including special purpose public authorities.
- b) Eligible activities. EDA's Public Works program helps distressed communities revitalize, expand, and upgrade their physical infrastructure. This program enables communities to attract new industry, encourage business expansion, diversify local economies, generate local investment, and create or retain long-term jobs through land acquisition, development, and infrastructure improvement projects that establish or expand industrial or commercial enterprises.
- c) Possible uses. This source of funds can be used for a wide range of infrastructure and facilities needed for local economic development. Here are two examples:
- d) [Success Story: Making the Impossible, Possible: How EDA is Helping to Create New Innovations and Train the Food Industry Cluster to Maximize Business Growth](#)
- e) [\\$2.4M EDA Grant for Peekskill Commercial Kitchen Food Incubator](#)
- f) Available funding/match requirement. Funding range is \$100,000 - \$30,00,000 with cost sharing required.
- g) Application deadline. Rolling applications

C. US Department of Health & Human Services (HHS)

1. [Community Economic Development Grants](#) (CED)

- a) Eligible applicants. Community Development Corporations and other community-based nonprofit organizations with boards that have community, business, and civic representation including low/moderate income resident participation.
- b) Eligible activities. Initiatives that address the economic needs of individuals and families with low income through the creation of sustainable business development and employment opportunities including business incubators, shopping centers, manufacturing businesses, and agricultural initiatives.
- c) Examples/possible uses: Eastern Market used CED funding to develop a small grocery store that served as a job training center for returning veterans and for the establishment of Michigan Farm to Freezer. Other uses include making loans or grants available to third party businesses on or near the CNYRM that create jobs of which 75% must be for low-income residents.
- d) Available funding/match requirement. Non-construction with term of 36 months and must create one job for each \$27,000 or construction projects that have a term of 48 months and must create one job for each \$32,000 awarded. Grants up to \$800,000, no match requirement.
- e) Application deadline. The deadline for 2025 has not yet been released

D. Congressionally Directed Funding

- 1. Sen Charles Schumer / Representative John Mannion. Given the uncertainty over passage of the FY2024-2025 budget neither office is currently accepting applications. Staying in touch with each member's senior staff is key to responding to subsequent funding if member initiatives are renewed by the new administration.
- a) Possible uses. Eastern Market received two congressionally directed funding awards. Both were for creation of food business accelerators: one for an organic grain mill to benefit 17 wheat, rye, and barley growers and the other to create a food business accelerator for makers with a meat-based product.

II. State of New York. The State of New York has aggressively worked to strengthen regional agriculture. For example, the State made major investments in the new GrowNYC Distribution Center at Hunts Point, Bronx. The Governor's Office, NYS Department of Agriculture & Markets, and NYS Department of Education have made the state a leader in improving school food and localizing supply chains to schools and other state institutions to benefit New York's agricultural producers.

- A. **Governor's budget.** The governor can identify major investments within her annual budget. Support from the governor is anticipated to be a major source of capital funding for improvements to CNYRM.
- B. **Senate budget.** The NYS Senate approved a \$2 million Capital Assist Program grant in its FY2023-24 budget but that amount was swept and is not currently available. Efforts are underway to restore that funding in the 2025-26 budget cycle.
- C. **Assembly budget.** The State Assembly also approved the \$2 million Capital Assist Program grant in its FY2023-24. A grant agreement is in process and those funds should be available to support capital projects at the Regional Market soon.

D. **NYS Department of Agriculture & Markets (NYSDAM).** Two grant applications have recently been submitted, and several other opportunities are coming that can help fund projects and programs at CNYRM.

1. [NY Food Access Expansion Grant Program](#). In response to RFP 332, an application has been submitted for \$1.7 million to support market improvements to boost the sales of New York grown crops.
2. [NYS Regional School Infrastructure Grant](#). Onondaga County Health Department recently submitted a \$5 million application to enable the expansion of food processing capacity on the CNYRM campus.
3. [Resilient Food Systems infrastructure](#) (RFSI)
 - a) Eligible applicants. NYS agricultural producers or processors, or groups of agricultural producers and processors, nonprofit organizations, local government entities, tribal governments, or institutions (such as schools, universities, or hospitals) bringing producers together to establish cooperative or shared infrastructure or invest in equipment that will benefit multiple producers with middle-of-the-supply-chain activities.
 - b) Eligible activities. The purpose of RFSI is to assist U.S. states and territories to build resilience in the middle-of-the-supply-chain and strengthen local and regional food systems by creating new revenue streams for their state's producers.
 - c) Available funding/match requirement. NYSDAM received \$20 million in 2024 from the federal American Rescue Plan. NYSDAM issued an RFP in 2024 with funding available in two categories: (1) infrastructure projects with \$100,000 - \$3,000,000 available with a 50% match requirement and (2) equipment-only projects with \$10,000 - \$100,000 available with no match requirement.
 - d) Application deadline. Awards from applications in 2024 are expected to be announced during the first quarter of 2025. It is unknown whether any additional funding will become available.
4. [New York Food for New York Families](#)
 - a) Eligible applicants. USDA's Local Food Procurement Assistance (LFPA) program is administered in NYS by NYSDAM. Over \$40 million has been awarded to a diverse group of 102 organizations across the state, including food banks and pantries, schools and universities, farm collectives, medical centers, and a variety of non-profit organizations, to implement projects that purchase New York-grown food products and distribute them to underserved communities.
 - b) Eligible activities. This is a procurement program. Funds are intended to be used to support purchases of food that is distributed to at-risk communities. In addition to buying crops from NY growers funds can be used to support salaries and other overhead costs.
 - c) Available funding/match requirement. Funding for a regional-scale distribution agency can reach \$2 million per year. Currently 102 organizations participate in the program.

- d) **Application deadline.** A deadline has not been established for new organizations to join the network in 2025.

III. Onondaga County

- A. **Onondaga County legislature.** Through its Onondaga Grown initiative, Onondaga County has awarded CNYRM with \$4M to support capital projects that renovate market facilities to better serve vendors and customers. A grant disbursement agreement is under development and access to the funds is imminent.
- B. **Onondaga County Health Department.** As described in the NYSDAM section above, CNYRM and Onondaga County Health Department have jointly developed an application for \$5M to support additional food processing at the Regional Market that will increase availability of nutrient dense foods for area school districts using products grown in the region.

IV. City of Syracuse

- A. **Federal Traffic Improvement Project (TIP).** The City of Syracuse has obtained \$2.6M in federal TIP funding to improve safety and enhance the pedestrian experience in the public right-of-way on streets within and abutting the Regional Market campus, with a special emphasis on Hiawatha Boulevard.
- B. **Tax credits**
 - 1. **Historic Tax Credits (federal and state).** Given their age, architectural distinctiveness, and historical significance, the sheds and Commission Houses are likely to qualify for both federal and state historic tax credits. While meeting historic renovation standards can raise renovation costs, layering federal and state historic credits can potentially offset 30% of construction costs (although the tax credits also trigger higher legal and accounting costs and syndication fees). While CNYRM is not in a qualified census tract, state law allows an exception for projects in cities with a population under one million and at least 15% poverty (Syracuse's poverty rate in 2023 was 31.6%).
 - 2. **Brownfield Tax Credits.** If remediation is needed to address environmental contamination, the project could qualify for brownfield tax credits.
 - 3. **New Market Tax Credits.** CNYRM is not within a qualified census tract for New Market Tax Credits.

V. Philanthropy

- A. **Foundations.** Establishing a nonprofit subsidiary will lead to opportunities for funding from philanthropy. Other public markets have had success with programs that address food access, nutrition, and entrepreneurship programing. In 2023, Eastern Market Partnership obtained nearly \$3 million in funding from philanthropic sources for program funding in those areas The Sustainable Ag and Food Systems Funders (SAFSF) is a national network of food system funders that convenes and shares intel about trends and emerging work around the nation.
- B. **Corporate.** Corporate giving is designed to help businesses embellish their community standing by supporting a cultural icon like CNYRM. Corporate entities want the

favorable exposure that supporting a public market can yield.

1. Naming rights. Awarding naming rights to buildings, public plazas, unique spaces, and facilities can provide substantial capital funding. For example, Eastern Market completed the \$8.5 million capital stack for renovating Shed 5 by selling 10-year naming rights to the Shed 5 Plaza to the local utility for \$900,000.
2. Seasonal sponsorships. Market Days or Market Seasons can also be sold to corporate sponsors. Eastern Market sold seasonal sponsorships that generated approximately \$300,000 per year over the past 10 years, providing corporations with exposure on more than 60 pedestrian-scaled streetlight fixtures (typical banners shown).
3. Special event sponsorships. Many companies have a budget to support community events and fundraisers. Annual income of \$150,000 from such sponsorship opportunities can be achieved. One particularly lucrative special event is a gala held at the market (a specific annual gala idea is presented below). Corporate sponsorship offers the primary funding mechanism for a successful gala.



C. Individual Giving

1. Donations. Many public markets solicit donations from individuals for both programs and capital projects.
2. Friends programs. Public markets have instituted Friends programs to generate both volunteer and financial support for markets from individuals. Friends programs can also build broad and enthusiastic local support, which can then be leveraged many ways, such as showing up at new business openings and being advocates and ambassadors for the market. Two very different Friends models are offered by Rochester Public Market and Findlay Market in Cincinnati, OH.
 - a) The Friends of the Rochester Public Market provides volunteer labor to support market operations, making up in part for challenges to this municipally owned and operated facility. The Friends group is an independent tax-exempt organization that employs 1.5 staff members. The organization's revenue comes from charging a fee for redeeming SNAP benefits to Market vendors, from the sale of Rochester Public Market merchandise, and from contributions. The Friends group operates the welcome center, conducts tours, and stages an annual art show at the Market called Artists Row. If all of these activities were conducted by the Market's own staff, it would require three staff positions and likely

\$160,000 in funding. The Friends has driven the enormous success of Rochester Public Market's SNAP token program, which redeemed more than \$2 million in tokens in 2024.

- b) Friends of Findlay Market is managed by the Market's staff and seeks to engage individual donors in amounts ranging from \$50 to \$1,000 per year. The Friends offers four membership levels, with proscribed benefits at each level (see chart labeled "Tiers & Benefits"). Findlay Market's Friends program began in 2021 and has 151 members that generate \$17,000 per year in income.

D. Fund Raising Events

1. Annual Gala. Events can raise significant funds for public markets. Most income from an annual gala comes from sponsorship sales, which generally does not require the host organization to have charitable status. However, higher priced ticket sales (potentially in the \$350-400 range) hinge on tax deductibility, so individuals can write off most of the ticket price.

Public markets have a unique ability to tap into the farm-to-table movement and offer galas with higher priced tickets. Key partners include growers and makers, local chefs who buy at the market, and local culinary schools that train food and beverage industry employees.
















































A presenting chef selected annually from among the area's most celebrated chefs can design the menu and coordinate its execution with a local culinary program. Regional growers and makers will often make ingredient contributions (or deep discounts) to present a lavish 5-7 course meal that has cache but also low cost.

Without an in-house events team, early galas will depend on hiring an experienced event planner to execute the event with minimal staff support.

As the following chart demonstrates, initial net income can be in the \$100,000 range. By increasing ticket sales and sponsorships while taking over the event planning aspects, the net amount can double within five years.



TIERS & BENEFITS

LEVELS	 SILVER	 GOLD	 DIAMOND	 PLATINUM
GIFT AMOUNT	\$5/month OR \$50/year	\$20/month OR \$200/year	\$50/month OR \$500/year	\$100/month OR \$1,000/year
Early Event Ticket Access				
Birthday Treat				
\$1 off drinks at Jane's and Race St. Station				
Members-Only Raffles				
10% off Findlay Market Merchandise				
Referral Program				
3 Free Deliveries from Shopping App				
Annual Donor Appreciation Event				
Free Market Tours				
Members-Only Merchandise				
Exclusive Invites				
Annual Appreciation Gift				
Free or Discounted Event Rentals				
Coffee Chat with CEO				
5 Tasting Tickets to a Tasting Event				

Income				Expenses	
Type	Number	Rate	Amount	Type	Amount
Ticket sales	250	\$250	\$62,500	Event planner	\$25,000
Sponsorships				Cost of food	\$15,000
Platinum	1	\$25,000	\$25,000	Culinary school stipend	\$5,000
Gold	3	\$10,000	\$30,000	Marketing	\$2,500
Silver	5	\$5,000	\$25,000	Rentals & décor	\$8,000
Bronze	6	\$2,500	\$15,000	AV	\$5,000
<i>Subtotal</i>			\$157,500	<i>Subtotal</i>	\$60,500
Net Income			\$97,000		

VI. Debt

- A. **Public sector.** Bond financing can provide low-cost, long-term financing for industrial park and industrial building finance. [Genesee Valley Regional Market Authority](#) has developed a 123-acre campus that houses 190 businesses in space developed in large part with bond financing. As part of its enabling legislation, CNRYMA has the authority to issue bonds or it can team with a government body such as Onondaga County to issue bonds backed by that entity.
- B. **[Community Development Finance Institutions \(CDFI\)](#).** CDFI's are hybrid financial entities that are community-focused lenders. Several CDFI's have become active in financing healthy food projects. Two that have been active are [Capital Impact Partners](#) and [Local Initiatives Support Corporation \(LISC\)](#).
- C. **Private investment.** CNYRM has long provided low-cost space for food businesses. Investments by the Regional Market in core-and-shell facilities can be matched with investments by private businesses in space fit-out, furniture, fixtures, and equipment. Some of the funding sources identified in this report can be pursued by private businesses, matched by their capital.