

SOULARD MARKET AND PARK

MASTER PLAN 2012

Master Plan Goals and Principles

MASTER PLAN GOALS

- Create a vibrant destination for local shoppers from throughout the region while producing revenue for the Market.
- Preserve the historic character of the Market.
- Maintain the facility as a public market.



MASTER PLAN PRINCIPLES

- Continue to serve a diverse range of customers
- Attract more customers
- Improve revenue streams to provide a sustainable business model
 - Rental, lease, policies/procedures, utilities
- Improve Market operations
 - Trash disposal, parking, storage, heating and cooling, security procedures
- Create a strong and responsive management structure and approach
- Assess and identify opportunities for special events and festivals

Community Outreach

Focus Group

- Conducted at Soulard Market on June 27, 2011
- 1 mini-focus group held on July 20, 2011
 - 13 Vendors participated

Online Survey

- June 14 – July 5, 2011 - published on www.soulardmarketsurvey.com
 - 1,143 responses
 - 1,500 public comments submitted

Intercept Survey

- Thursday June 23 – 11 a.m. – 1 p.m.
- Friday, June 24 – 2-5 p.m.
- Saturday, June 25 – 9 – 10 a.m. – 1-3 p.m.
 - 51 respondents

KEY SURVEY THEMES

- Preservation of the historic character of the Market
- Cleaning/Painting of the Market
- Focus on local products
- Improved Parking
- Improved Security

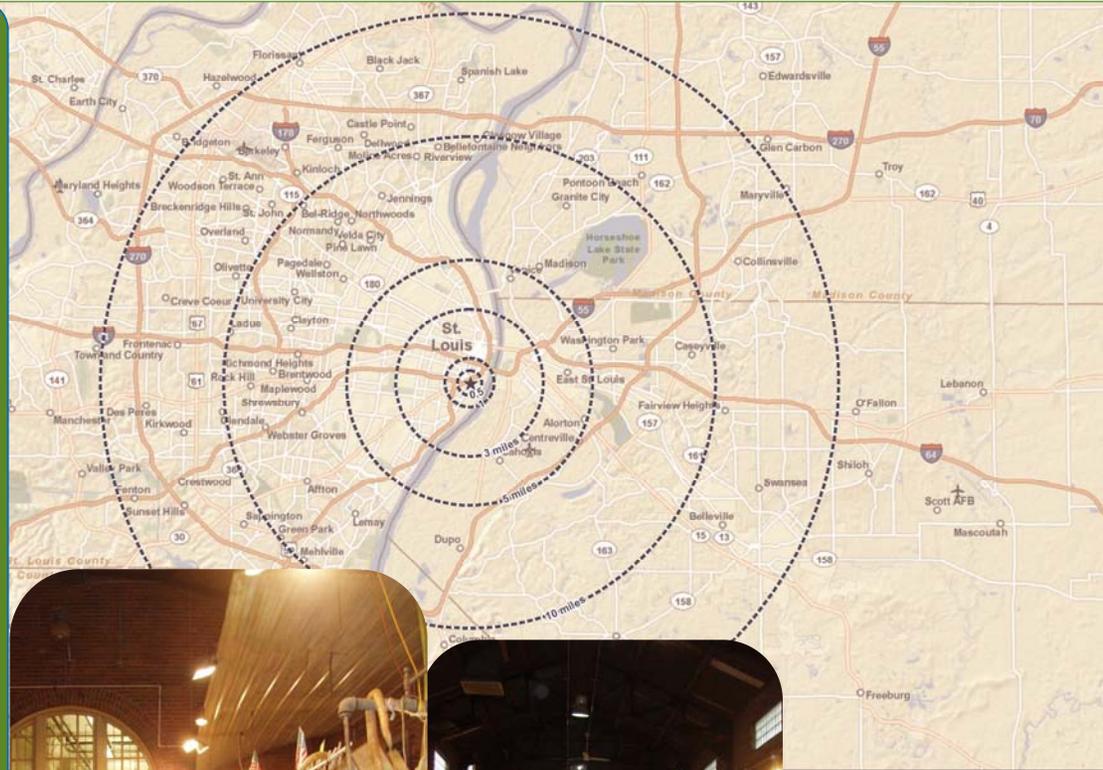
Online survey respondents zip code



Market Analysis

Key Findings

- Shortage of grocery, convenience and specialty food stores
 - in Soulard zip code (63104)
 - in one-mile radius from Market
- Growing competition
 - Approximately 40 farmers markets in the region
 - 4 farmers markets within 3-mile radius
 - More fresh food outlets such as Target, Costco and Wal-mart
- Population growth in the 63104 zip code and within one-mile of Soulard Market.
- Soulard draws customers from around the region.
- Soulard Market offers an opportunity to fill a fresh food gap for those living within a mile of the Market.
- Growing demand for locally grown food products.



Trade area
analysis zones

Ways to Measure Success

1. Financial self-sufficiency for the Market
2. Increased number and diversity of customers; serving entire community; customer satisfaction
3. Expanded farmer participation and availability of local foods
4. Increased number of vendors throughout the week (including minority-owned businesses)
5. Diverse product mix
6. Preservation of the Market's historic structures
7. High level of cleanliness
8. Well attended educational activities and special events
9. Opportunities for start-up entrepreneurs
10. Area evolving into a vibrant public market district
11. Expanded number of jobs
12. Security

Proposed mission statement

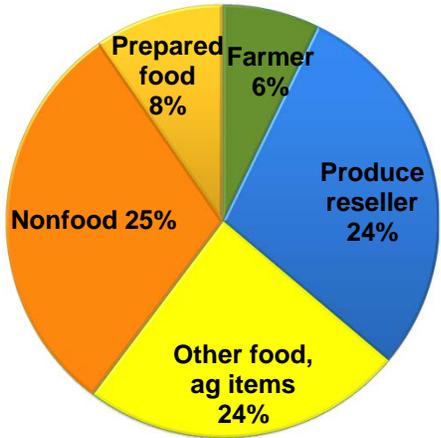
Through its historic public market facilities and function, Soulard Market provides opportunities to local independent businesses and farmers, serves the entire community with fresh healthy foods, and helps revitalize the Soulard neighborhood.



Tenant Mix

- Tenant mix on Saturdays does not need restructuring
- Biggest deficits: lack of farmers and prepared foods
- **Recommendations**
 - Create a hierarchy of preferred vendor types (farmers, food producers, resellers)
 - Adopt targets for merchandise mix (fresh food 60%, prepared food 20%, and nonfood 20%)
 - Actively recruit farmers and food vendors, seeking mix of produce, meat/poultry, seafood, baked goods, dairy
 - Create a separate regional farmers-only market on plaza
 - Establish and enforce merchandising standards

Current Vendor Mix
Soulard Market



Operating Schedule and Marketing

- Primary challenge: inconsistent operating schedule
- Consumers expressed strong demand for Sunday hours; busiest day for supermarkets
- **Recommendations**
 - Create incentives, rules and management practices to provide consistent shopping experience on all days the Market is open
 - Operate Soulard Market Thursdays through Sundays
 - Provide resources for a robust marketing program, including marketing professional on staff
 - Create a Supplemental Nutrition Assistance Program (SNAP) Market Token program
 - Tokens that can only be redeemed at the Market (replaces food stamps)
 - Require all vendors to participate
 - Attract more low-income customers
 - SNAP programs successful at markets across the country



Ownership, Sponsorship and Management

- Keep ownership with City of St. Louis
- Phase in new sponsoring entity from the City to a new public/private governing board
 - Board skills: property management, small business, financial management, law, special events and marketing, local agriculture, education
 - Create Community Advisory Committee to ensure ongoing community input
- Encourage representative and well functioning Merchants Association
- Retain entrepreneurial management/transition to private sector
- Expand management staff as revenue become available



Recommended Financial Plan

- Principles
 - Rents should be reasonably low to support independent businesses
 - Adequate income is needed to pay all operating costs
 - Revenues should come from multiple streams, such as special events in the park, community flea market, outdoor farmers market
 - Make rents proportional to sales opportunity and reflect desired tenant mix
- Currently rents only vary by location, not by product sold
 - Rents are very low and provide disincentive to be open during the week
 - Lack of vendors during week has discouraged customers, creating a vicious cycle driving down sales
 - Current model penalizes farmers by requiring annual leases
- Create new leasing model that charges rent based on:
 - Location
 - Type of vendor
 - Day of the week
 - Season of the year



Parking Recommendations

- **On Street Parking**
 - Consider eliminating meters between 7th and 9th on Lafayette and Carroll Streets
- **Additional Parking Lot**
 - Utilize shared parking agreement with Lift for Life
- **Signage**
 - Improved signage to the 7th Street parking lots
 - Additional signage in the Market for parking lots
 - Improved pedestrian circulation between the lots and the Market
- **Vendor Parking**
 - New leases should address vendor employee parking



Park Improvements



LEGEND

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> A Remove existing bandstand
Enlarge plaza to the east and west for event space & seating B Shrubs / grasses / small trees to screen view of loading docks C Play structures to remain D Expanded memory gardens E Begin tree replacement program
Remove and replace damaged trees | <ul style="list-style-type: none"> F New landscaping in median to prevent mid-block crossing G New decorative crosswalk/pavement treatments H New walking path around green open space
Electric outlets installed along central walkway I Paved event staging area to accommodate vehicular traffic for special events J Renovate turf with new soils and drainage improvements | <ul style="list-style-type: none"> K New removable solar bollards and mountable curbs for small truck access L Expanded plaza with tiered seat wall and ADA compliant walkway to renovated lawn area M Curb extensions and streetscape tree improvements N Mini spray park plaza O Kiosk location (community bulletin board/interpretive signage) |
|--|---|---|

Park Farmers Market



Central outdoor plaza can accommodate 54 – 10'x10' vendor stalls

Park Amenities



POTENTIAL SIGNAGE CONCEPTS

for future consideration



External Treatments

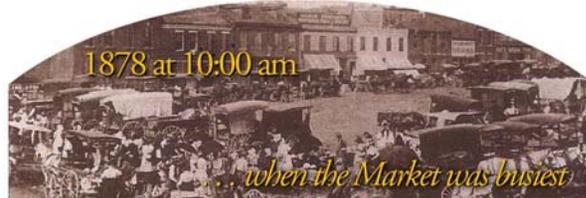


Grand Hall Treatments

Market Identity

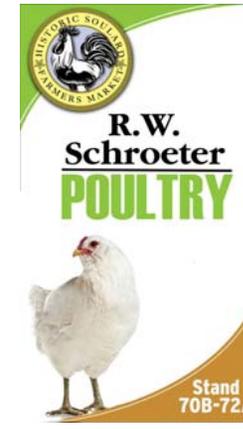


Internal Signage



1878 at 10:00 am

... when the Market was busiest



Stall Signage

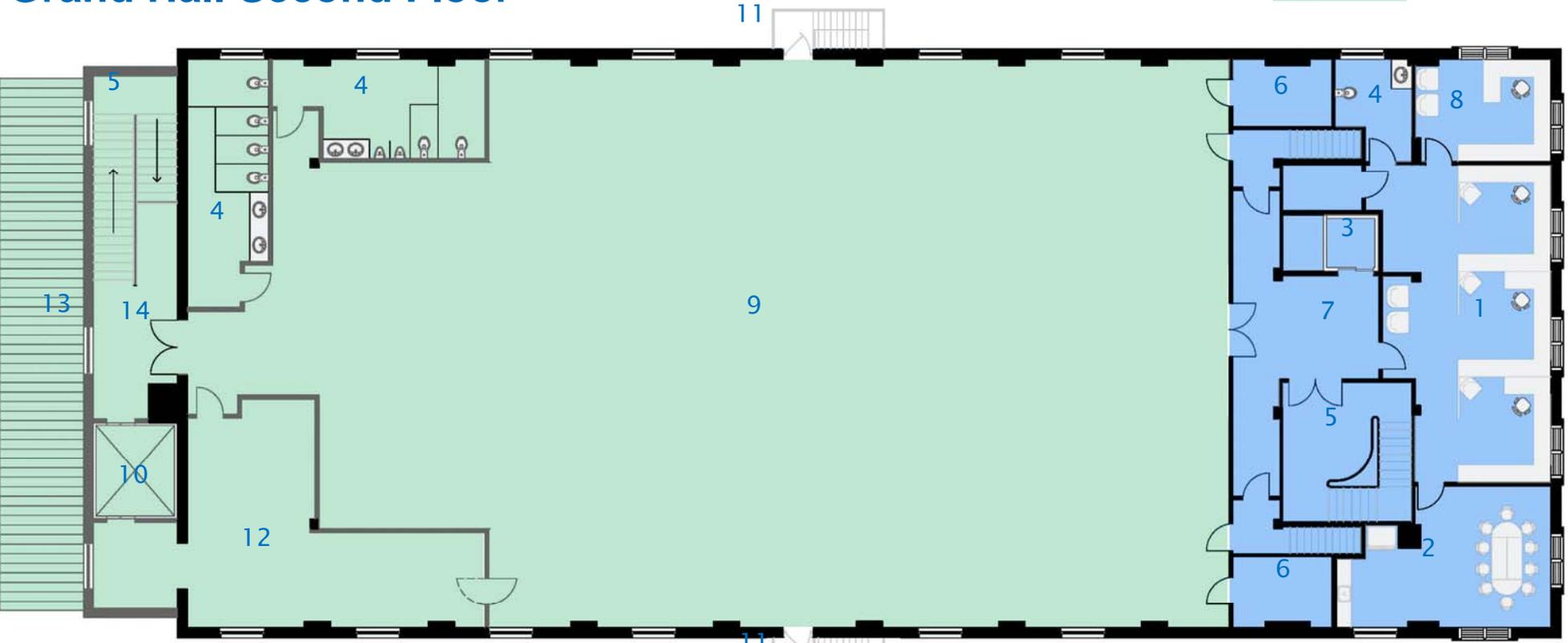


Facility Upgrades

Grand Hall Second Floor

LEGEND

- PHASE 2 - Mid-term
- PHASE 3 - Long-term

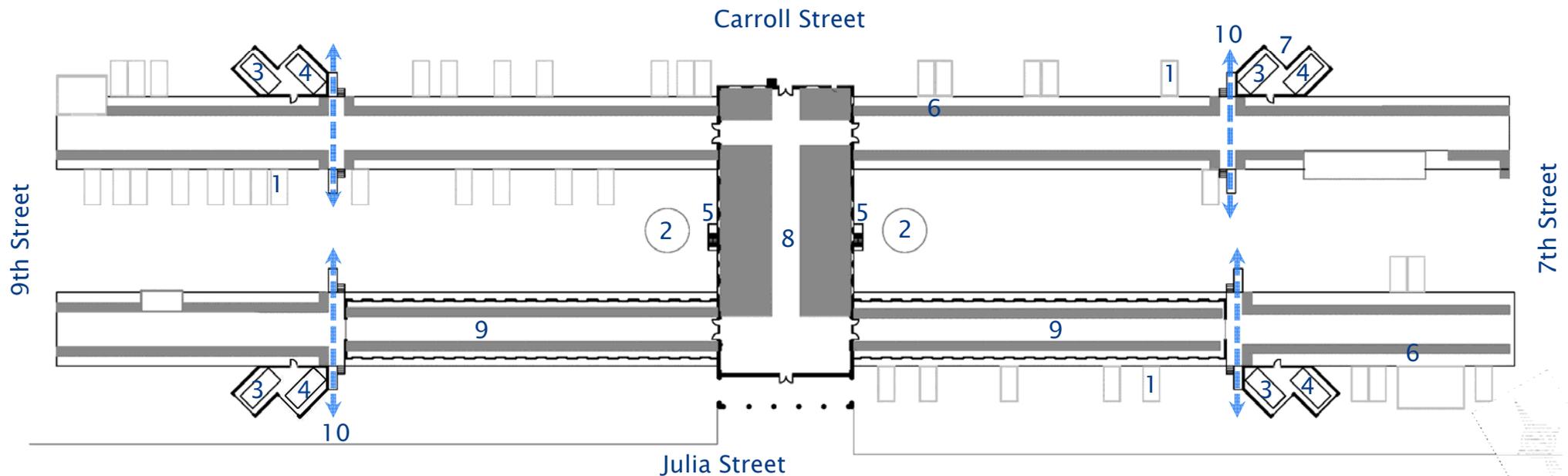


- | | | |
|----------------------|--------------------------|-----------------------------|
| 1. OPEN OFFICE | 6. STORAGE | 11. EXISTING FIRE ESCAPES |
| 2. CONFERENCE ROOM | 7. LOBBY | 12. CATERING KITCHEN |
| 3. EXISTING ELEVATOR | 8. MARKET MANAGER OFFICE | 13. EXTERIOR CANOPY |
| 4. RESTROOM | 9. MULTI-PURPOSE ROOM | 14. CARROLL STREET ADDITION |
| 5. FIRE STAIR | 10. FREIGHT ELEVATOR | |



Facility Upgrades

Trash Enclosure Concept



1. EXISTING COOLERS
2. STORAGE (NEIGHBORHOOD/MANAGEMENT)
3. RECYCLING COMPACTOR
4. TRASH COMPACTOR
5. EXISTING FIRE ESCAPE

6. VENDOR STALLS
7. COMPACTOR ENCLOSURE
8. GRAND HALL
9. ENCLOSED WING
10. NEW PEDESTRIAN PASS THROUGH

Facility Upgrades



Exterior view looking across Carroll Street.

Garage door enclosures with standardized coolers and Carroll St. addition

Enclosed wing view toward Grand Hall.



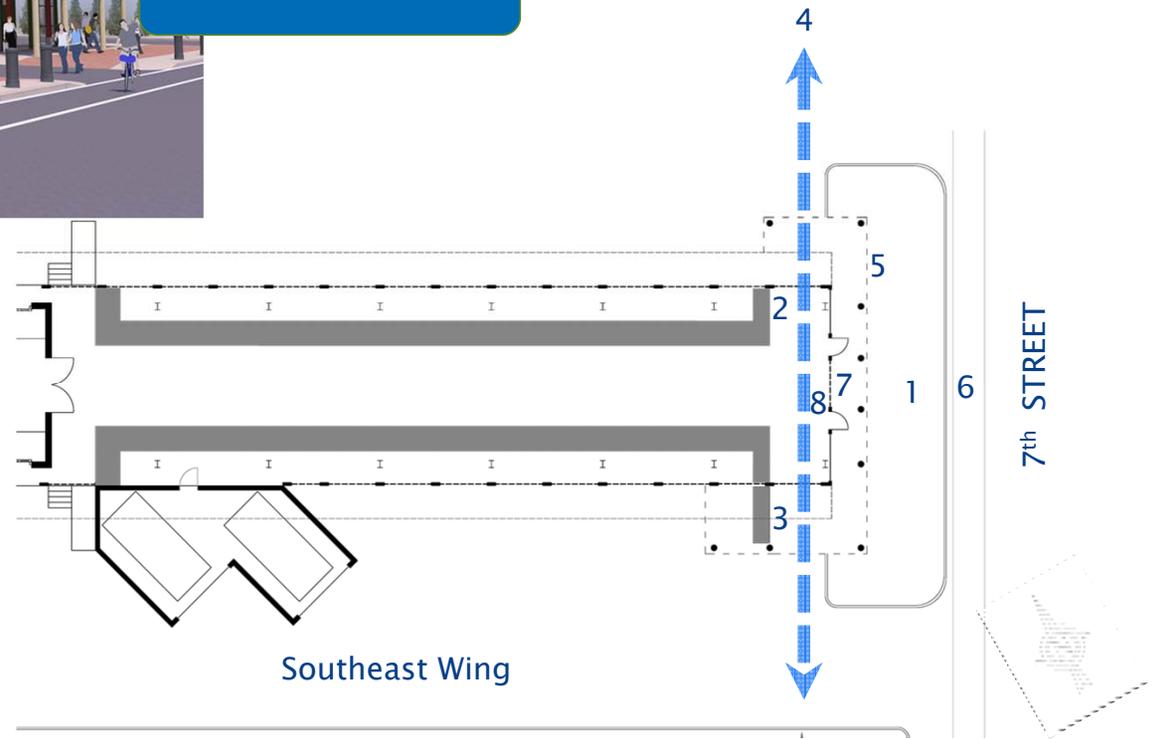
Facility Upgrades

Wing End Facade



Exterior view looking across 7th Street.

1. Enlarged Sidewalk Area
2. Modified Interior End Stall
3. Optional Exterior Stall
4. Pedestrian Walk Through
5. Wing Canopy Line
6. Existing Bike Lane
7. Overhead Glass Garage Door
8. Pedestrian Door



PHASE 1: \$3.5M - \$4.0 M

Short term Proposed Improvements

CIVIL

Repair/Replace in Public Right of Way

- New ADA ramps, curbs, inlets and sidewalks.

Repair/Replace on Park Property

- Replace concrete steps with new ADA ramps.
- Repair stone retaining walls and install new wall caps.



STRUCTURAL

Vendor Wing Structural Repairs

- Repair of corroded bases for canopy support columns, including isolated concrete removal and repairs.
- Repair of spalling concrete pedestals for canopy support columns.
- Repair of damaged concrete dock edge walls and stall corner protection



ARCHITECTURE

Entire Building

- Repair of existing asphalt shingles and clay roof tiles.
- Repair of damaged soffit and support beams. Restoration of painted surfaces.
- Clean and tuck point all existing masonry walls; Repair as necessary.
- Improvements to existing doors and restrooms.
- Removal of existing bird residue and add measures to prevent reoccurrence.
- Environmental remediation.
- Enhanced graphics & signage.

Grand Hall

- Replace existing windows and exterior doors.



PHASE 1: \$3.5M - \$4.0 M

Short term Proposed Improvements

PLUMBING

Vendor Wings

- Install code compliant water distribution to wings and replace existing hose bibs.

Grand Hall

- Install backflow preventer, water coolers and ADA improvements.

FIRE ALARM/SUPPRESSION

- Install throughout Grand Hall.

TRASH ENCLOSURES

- Locate trash and recycling compactors to the exterior of the wings.
- Create enclosed storage space in space between the wings.

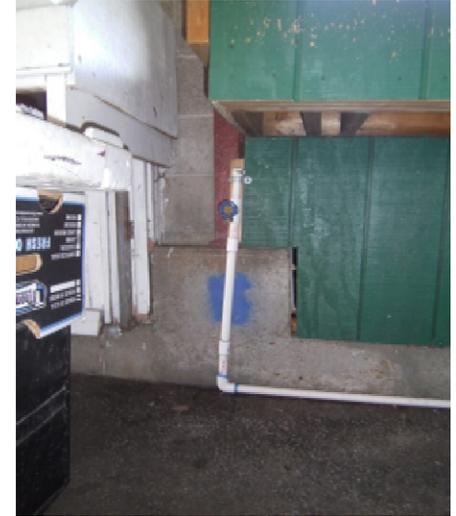
MECHANICAL SYSTEMS

- No Work

CRITICAL SYSTEMS

Grand Hall

- Install new emergency and exit lighting.
- Replace damaged existing receptacles.
- Install new light fixtures and clean up Carroll St. exterior wires to building.



PHASE 1 ESTIMATED COST
\$ 3.5 M– \$4.0 M (2012\$)

PHASE 2: \$4.7M - \$5.0 M

Midterm Proposed Improvements

CIVIL

In Public Right of Way

- Decorative crosswalk treatments and embedded street names.
- New trees to be added.
- New median improvements along 7th street.

Park Property

- Remove bandstand, re-grading, seeding.
- Remove trees and enlarge plaza.
- New mini spray park and new walkways to be added.
- New decorative paving, new trees, lawn renovations and landscaping including site furnishings.
- Signage



STRUCTURAL

Grand Hall

- Retrofit existing structural systems for new HVAC units.
- Miscellaneous repairs of structural systems.

ELECTRICAL SYSTEMS

Vendor Wings

- Complete power and metering for individual vendors.
- Improve lighting for vendors and provide GFCI receptacles.

Grand Hall

- Install new public address system for main hall & vendor wings.
- Install new security cameras and monitors.

ARCHITECTURE

All Wings

- Remove existing paint from structural steel and repaint.
- Correct existing damage to and resurface floors.

Entire Building

- Miscellaneous painting.
- Enhanced graphics and signage

MECHANICAL SYSTEMS

Grand Hall

- New hot water heating and cooling systems.
- New boiler and associated piping.

PHASE 2 ESTIMATED COST

\$ 4.7M - \$5.0M (2012\$)

PHASE 3: \$4.4 M - \$5.0M

Long-term Proposed Improvements

Relocate Market office to 2nd Floor

- Create market management space on the 2nd floor including manager's office, conference room and open office spaces.
- Convert existing Market office to vendor space.

Convert gym to event space/banquet room

- Construct new entrance from Carroll Street including fire stair and service elevator.
- Remove stage and construct warming kitchen, restrooms and entry lobby.

Install garage doors

- Create exposed steel supports and architectural elements for glass garage doors enclosing the wing sides and end facades.

Provide coolers

- Provide optional modular cooler or storage space for each stall integrating with the steel structures for the garage doors.

Provide infrared heating and ceiling fans

- Install infrared heating elements above vendor spaces
- Install new large ceiling fans throughout the wings

PHASE 3 ESTIMATED COST
\$ 4.4 M – \$5.0M (2012\$)



Potential Funding Options and Next Steps

CAPITAL FUNDING SOURCES

- Parks Bond Issue
- Future Parks Tax
- Grants
- Private Donations

PLAN IMPLEMENTATION

- Identify Steering Committee for raising funds for capital projects
- Identify candidates for future governing board
- Transition to private management



Soulard Market and Park Master Planning Team

URS TEAM

URS

Market Ventures Inc.

THE VANDIVER GROUP, INC.SM
BUILDING BRANDS, REPUTATIONS
AND RELATIONSHIPSSM

aaic architects
interiors
planners

TB Taliaferro & Browne, Inc.
Engineering - Landscape Architecture - Surveying

WES WEBB
ENGINEERING
SERVICES INC.

SOULARD STEERING COMMITTEE

Peter Sortino, Committee Chairman

Alderman Phyllis Young, *Alderman Representative*

Lisa Otke, *Soulard Neighborhood Representative*

Tim Lorson, *Special Events Representative*

Kathy Sullivan, *Soulard Market Representative*

Don Roe, *Planning and Development Representative*

Scott Schweiger, *Soulard Market Vendor Representative*

Cathy Weldon, *Soulard Business Representative*

Gary D. Bess, *Parks Department Representative*

Alicia Stellhorn, *Recreation Center Representative*

Stephanie Doss, *Board of Public Service Representative*

Allen Scharf, *Soulard Market Vendor Representative*

