



Revitalization of The York Central Market

March 2009

Since its opening 121 years ago in 1888, York's Central Market House has been a community landmark that has served as a public gathering place and the center of the County's agricultural heritage. Our building – a National Register Historic Property designed by York's most noted architect, J.A. Dempwolf – has a charm and character that has impressed the millions of patrons who have passed through its doors. Its sense of place, strength and understated quality, as well as the commerce performed within its walls, mirrors the heritage and traditions of York. Due to its physical location, history and cultural significance, Central Market is truly the heart of our town. It is a proud testament to where we have been as a community and offers the potential of leading York to an even brighter future. To accomplish this, we as stewards of this unique asset must take the steps required to ensure that Market remains viable, competitive and adaptive to a changing environment.

The Market is more than simply a building. For those who call York home it is a tradition many grew up with, where fond memories were made and a visit was an occasion that was coveted. While fulfilling the basic functions of a fresh food market, it was also the place to be seen – the spot to be recognized by neighbors and friends – and served as the town hall where information, gossip and the pulse of the community could be seen and felt. For visitors and newcomers to the community, however, the Market is an architectural gem that only hints at its prior greatness. Too often today's Market disappoints those who remember its heyday and want to see it return to its place of prominence.

York's beloved Central Market is fragile. The decline of the City as the retail center of the region, suburban sprawl, and the advent of 24-hour supermarkets with their well-merchandised produce departments have served to erode the business model that the Market was built upon. This coupled with a declining base of traditional stand holders wanting to pursue this trade has diminished the viability of Market in its current form. The symptoms are evident, the effects are felt, and unless addressed the outcome is inevitable.



The Market is more than simply a building.

York's beloved Central Market is fragile.

With the right changes and investments Market could become a thriving institution that fuels York's downtown renaissance.

While there is widespread recognition that the world around us has changed, there is also a broad community consensus that Market cannot be allowed to fail – that it must be preserved. We, the Central Market Board of Directors, would go further to argue that with the right changes and investments Market could become a thriving institution that fuels York’s downtown renaissance and brings York’s heritage of fresh and local farm products to the next generation.

We now have a chance to take Central Market into a new era. The world around us has evolved but our Market has not. In truth, our business model hasn’t changed in over 120 years. Across the nation, people are placing an increasing value on shopping in an authentic atmosphere and buying fresh, green and local. Local and national trends are in our favor and with an updated business model, our Market can and will succeed.

Our vision is that Market becomes the anchor that draws visitors and patrons to York from a broad regional base and is perceived as an amenity that makes living and working downtown attractive and desirable.

The revitalization of Central Market is possible. The narrative that follows introduces the specific steps and resources required to accomplish this important goal. We are fully aware that adjacent public and private projects are underway and intend to build on and contribute to York’s forward momentum by attracting additional investment. The payoff for the Market’s efforts will benefit our entire community. Yorkers are committed to this effort and we have already started down the path to accomplishing our goals. We need your help to execute our vision and help Market reach its full potential as an institution that can feed the City, the County and the region for generations to come.

Sincerely,

The Central Market Board of Directors



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The Central Market Board of Directors



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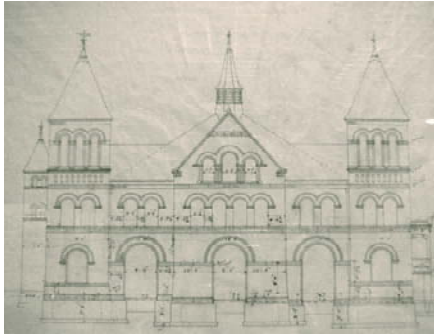
Bill Swartz III
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History *of* *Central Market*

HISTORY OF THE YORK CENTRAL MARKET

The origin of center-city farm-to-market sales began for York in 1754. According to the Royal decree granting permission for the operation of York's first center square market:



The inhabitants of the town of York are become so numerous that they find it necessary to have a public market ... for the better supplying and accommodating them with goods and wholesome provisions under proper

regulations. The proprietor upon the humble request of the inhabitants of York grants and ordains that they and their successors shall and may forever thereafter hold and keep within the town, in every week of the year, two market days, the one on Wednesday and the other on Saturday.

Central Market itself was constructed in 1888 at a cost of \$45,000. It was designed by noted local architect J.A. Dempwolf and was one of the first structures in York to contain indoor plumbing. The building's massive timbers were raised in place by shipwrights in town from the Port of Baltimore.

York Central Market House was named to Pennsylvania's Inventory of Historic Places in 1977 and was listed on the National Register of Historic Places in 1988. At nearly 35,000 square feet, the structure consumes almost an entire city block. For obvious reasons, it is important, yet sometimes expensive, to preserve and maintain such a historic and valuable structure.

From its humble beginnings on January 14, 1888, when 16 York area businessmen and farmers united together to construct a new public market house on their own, the finances of Central Market House, Inc. have been tenuous. A brief review of the filings with the Commonwealth Department of State shows the fragile financial state of affairs. Just six short years later, in August of 1894, the community shareholders of Central Market consented to "an increase in the indebtedness from \$25,000 to \$40,000, with said additional bonds being issued for improvements."



Constructed in 1888 at a cost of \$45,000 and designed by noted local architect J.A. Dempwolf.

Listed on the National Register of Historic Places in 1988.

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Economic Impact *of* *Central Market*

ECONOMIC IMPACT

The impact of Central Market, of course, goes far beyond its historical significance. Many recent studies have examined the link between farmers markets and real economic impact. A study funded by the Ford Foundation for the Project for Public Spaces (New York) shows that the impact of a farmers market is strongest in Small Cities (population areas less than 250,000). The operations of the market facility itself offer an economic multiplier of 1.86 in small cities. That is, for every \$1.00 spent on market operations, there is an additional 86 cents in indirect and induced expenditures, resulting in an overall economic impact of \$1.86 in the region.

The impact generated by individual market vendors themselves is also significant. For each different category of vendor, a different multiplier was developed:

Producers (<i>farmers – fruits and vegetables, butchers</i>)	1.60
Non-producers (<i>produce resellers, fish mongers</i>)	1.31
Prepared food vendors (<i>restaurants, deli stands</i>)	0.65
Other vendors (<i>crafts purchased elsewhere & resold</i>)	0.66

Actual data is not yet available for Central Market, but by extrapolating the vendor data from the Economic Impact study and relating it to our mix of vendor types, for the 49 vendors currently at Market, the current economic impact from vendor expenditures and market operations is estimated at \$1.55 Million.

It is important to note that the above study considers only those expenditures by the vendors and the Market's own operations. There is also a larger economic impact felt by the customer expenditures within Central Market and customers' propensity to frequent nearby businesses when shopping at Market. A study by the Project for Public Spaces found that 60 percent of consumers surveyed said they had or would visit other stores in the market district, and 60 percent of those customers said they only visit those stores on market days. In fact many national retailers, such as K-Mart and Whole Foods Markets, are now hosting local temporary farmers markets in their parking lots in order to feel some of the spillover effect from the increased foot traffic these markets attract.

Other qualitative benefits that would not be captured by such economic impact models would include increased travel and tourism and an improved quality of life and enhanced image for the York community.



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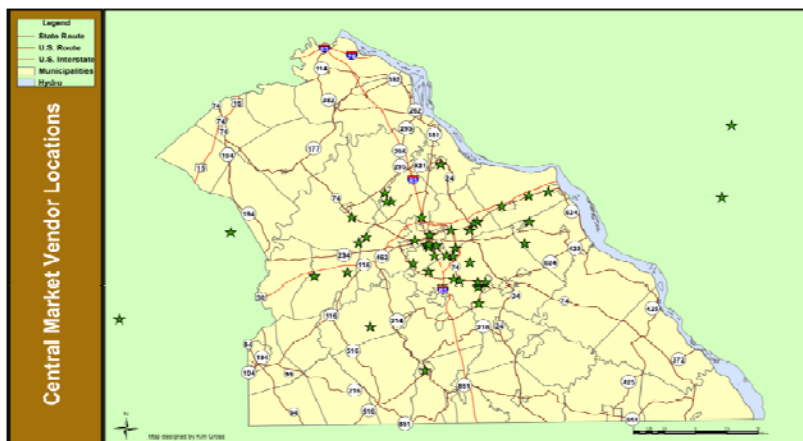
60 full-time equivalent jobs at Central Market.

Employment numbers are difficult to estimate until detailed vendor surveys are compiled and analyzed by The Food Trust. A great majority of the 49 current vendors are owner-operators, however several of the larger vendors employ part-time assistants. It is currently estimated that approximately 110 individuals are employed on a part-time basis. Based upon a typical 3-day Market week and including market preparation days, this translates to approximately 60 full-time equivalent jobs at Central Market.

AGRICULTURE

For more than a century, small farmers have sold their goods in this historic market house. The Market's contribution to sustaining our local economy and preserving the farming way of life cannot be understated. The Market has helped to support a vast network of small growers throughout the entire County and beyond.

As shown in the map below, current vendors (owners/employers) are located throughout York County as well as Lancaster and Adams Counties. Recent potential vendor inquiries have been located in Cumberland County and in Carroll County, Maryland.



This map does not yet reflect the location origin of the employees of each vendor. With that data added, it can clearly be shown that Central market has a large regional impact on the economy.

We know that having direct access to consumers and selling at retail-level pricing provides farmers with a higher profit margin than more traditional marketing outlets. Sales and profits reports from Greenmarket farmers in New York City have shown that farmers' incomes rose by 230 percent by participating in the Greenmarket program and bringing their farm products directly to consumers at farmers markets throughout the city.



Current Agriculture Vendors are located throughout York County.

“Green” has gone mainstream and the “buy fresh, buy local” rallying cry is heard throughout the nation.

Central Market is uniquely positioned to harness the energy of these trends and benefit farmers and the local economy in the process.

As you may know, the past 12 years have seen a dramatic drop in both the number of farms and the amount of total acreage being farmed, both statewide and across the South Central PA region. The National Agricultural Statistics Service provides very interesting data about Pennsylvania farming trends during this period:

<u>Land in Farms</u>	<u>Pennsylvania</u>	<u>South Central PA</u>	<u>York County</u>
1995 (acres)	7,700,000	1,175,000	273,000
2007 (acres)	7,650,000	1,134,000	282,000

<u>Acres per Farm</u>	<u>Pennsylvania</u>	<u>South Central PA</u>	<u>York County</u>
1995	131 acres	143 acres	124 acres
2007	132 acres	142 acres	111 acres

<u>No. of Farms</u>	<u>Pennsylvania</u>	<u>South Central PA</u>	<u>York County</u>
1995	59,000	8,230	2,210
2007	58,000	7,990	2,550

Interestingly, however, there are more, smaller farms emerging in York County, completely defying the regional and state trends towards farm losses. Indeed, the number of acres of York County farmland has actually increased by over 3 percent during this same period, adding nearly 10,000 acres of additional farmland. More importantly, over 300 new farms were added in the last twelve years in York County, and the average farm size decreased by 13 acres. Over 91 percent of these farms are operated by individuals or families. Farming appears to be strong and growing in York County.

In an era when regional farming is declining overall and when small farmers throughout the County are facing increased competition, local and regional farms need a market for their goods.

York's Central Market has provided a critical link between grower and consumer for over a century. York is a community that places a particular value on our local heritage. Many residents feel a strong loyalty to small regional farms and the farming way of life. Central Market is uniquely positioned to celebrate and leverage that local pride.



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The need to preserve our market house and protect the farmers who sell their goods there also intersects with another important national trend: “Green” has gone mainstream and the “buy fresh, buy local” rallying cry is heard throughout the nation. A growing number of families are becoming concerned about the pesticides, antibiotics, hormones, preservatives and other chemicals that they and their children are consuming. As the same time, there is a growing awareness of the problem of global warming and a desire to limit the carbon footprint left by our families’ food consumption. Central Market can take advantage of these trends in a way that a chain supermarket never could – at Market you can meet the farmer who grows your corn, ask how the farmer raises his or her cattle, inquire about the use of hormones and antibiotics from the dairy farmer who sells you your milk, or learn how far your raspberries have traveled before they arrive on your kitchen table.

Central Market is uniquely positioned to harness the energy of these trends and benefit farmers and the local economy in the process. The customers are ready and waiting. We just need to take the steps necessary to take advantage of this important opportunity to thrive in this changing environment.



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Downtown Revitalization

The revitalization of Central Market is critical to the further development of urban life in downtown York. Private developers are working to meet the growing demand for quality residential and commercial space in our downtown. In fact, since 2002, at least \$270 million has been committed to capital projects within the downtown district. In addition:

- 700 professional, full-time employees now occupy the Susquehanna Commerce Center.
- Over 150 jobs have been created by the York Revolution at Sovereign Bank Stadium.
- Wagman Construction has moved its offices to downtown York on the ground level of CODO 241, bringing 35 new employees to our City.
- With the Northwest Triangle project, 70 new employees will occupy space and 147 townhomes are being constructed.
- Other developments include the York County Judicial Center, the Administrative Center, the future York College expansion and many others.

Central Market is a small part of a larger redevelopment effort. In 2005, the York County Economic Development Corporation released “River of Opportunity”, a comprehensive land-use study and economic development plan for the Codorus Corridor. The Codorus Corridor is roughly defined as the areas within walking distance to the Codorus Creek (roughly ¼ to ½ mile) running from York College at the South to the Harley-Davidson factory at the North. This area is approximately 6 miles long and winds its way through six municipalities and three school districts. While containing less than one percent of the total land area of the County, it is home to 35 percent of the County’s minority population and over 25 percent of the County’s poverty. It is a place where thousands of York County’s citizens work, where international business is conducted, where thousands of visitors learn about York and the founding of the United States, and where thousands of people live, some under the most desperate of circumstances.

Based upon many other urban-renewal studies such as The Rusk Report, The Brookings Institution’s Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania, YorkCounts Reports, and Governor Rendell’s Keystone Principles for Growth, Investment and Resource Conservation, the “River of Opportunity” provided a vision to improve and transform this vital urban core.



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The redevelopment of Central Market is one vital project that will transform this Corridor into a thriving urban center in Pennsylvania.

Central Market can also contribute to specific, targeted community revitalization efforts, some of which have already recognized our Market as a critical linchpin in downtown revitalization. A number of community groups (York County Economic Development Corporation, Chamber of Commerce, City of York and York County Convention and Visitors Bureau) have come together in a substantial public-private partnership to study Downtown York and create a vibrant destination. This group has contracted with Destination Development, Inc. of Seattle, Washington, who will study and make recommendations on improvements to “The Market District”, a four to six block area surrounding Central Market.

A thriving Central Market will only strengthen these efforts, providing a strong anchor for future development in our downtown. After all, York cannot have a Market District if Central Market ceases to exist and flourish.



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Market is a critical linchpin in downtown revitalization and a strong anchor for future development in our downtown.

Incubator Supporting Entrepreneurship and Small Business

For much of its history, Central Market has served as a business incubator of sorts, providing a venue for entrepreneurs to slowly build a business that might thrive within Market's walls or eventually be strong enough to stand on its own. If small business is the driver of the American economy, Central Market is proud of its track record of incubating countless small businesses that have gone on to flourish and provide employment, tax revenues and valued goods and services to the local economy.

In the future, Central Market's plans include a focus on a new kind of incubator. The Phase Two build-out of Central Market will likely include a Shared Kitchen Incubator dedicated to early-stage catering, retail and wholesale food businesses. By covering the capital cost of shared kitchen facilities that can be rented on a timeslot basis to incubatees, a kitchen incubator enables businesses to develop to the stage where they can invest in their own kitchen facilities.

Kitchen incubators share the wider business ideals common to business incubators and typically assist their tenants with business planning, access to finance, mentoring, and other business facilities. The advantages of working with a Kitchen Incubator go well beyond food processing. Food processors and visitors have access to a wide variety of education and training programs designed to help them confidently produce and market their products.

The Shared Kitchen Incubator (YorKitchen) will provide entrepreneurs with access to the York Entrepreneurial Alliance (ESA), a one-stop-shop where startups and small businesses can access the resources needed to grow and develop their ideas into a successful reality. Led by the York County Economic Development Corporation, partner organizations include: Shippensburg university SBDC, York College J.D. Brown Center for Entrepreneurship, HACC Institute for Entrepreneurship, SCORE, Association for Helping Entrepreneurs Achieve Dreams (AHEAD), Community First Fund, York County and Hanover Area Chambers of Commerce, The Biotechnology Resource Council, Penn State Cooperative Extension, NutriCore Northeast and Penn State's Technical Assistance Program (PennTAP). Together, these organizations assist every entrepreneur with the development of business plans, finding and applying for financing, registering for patents, and many other services that can help a business succeed.



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Civic & Public Impact *of* *Central Market*

CIVIC AND PUBLIC IMPACT

The benefits of a healthy and thriving Central Market go beyond the important economic impacts described above. Market also offers a unique and authentic community hub and helps to address challenges around urban health and nutrition.

COMMUNITY HUB

For over a century Central Market has fostered an authentic community environment, among shoppers as well as between shoppers and vendors. At our Market, customers build personal and trusting relationships over time with their growers. This is one element of the “authentic” experience that distinguishes Market from major food retailers.

Traditionally Central Market has also been a place to see and be seen, a social gathering spot for neighbors, city residents and workers alike. We hope to restore and enhance our Market’s role as a vibrant community hub by welcoming the City’s growing number of residents and workers as well as reaching out to suburban customers and visitors. Through physical changes to the Market’s layout, programming and marketing we will create an intimate, comfortable and welcoming space for shoppers, neighbors and visitors to “hang out” with a cup of coffee and their laptop or with their friends over lunch. Restaurants and prepared food vendors will add to this community feeling.

By more clearly communicating our brand and through our quality offerings and programming we will also foster a community of like-minded individuals concerned with issues of sustainability and environmentalism as well as epicureans and home cooks interested in learning about new ingredients and testing new recipes.

URBAN HEALTH AND NUTRITION

The issue of access to healthy foods has been central to the work of many Commonwealth groups and non-profits. A study published in 2008 by The Food Trust demonstrates that factors of the built environment, such as the availability of healthy foods, play an important role in determining a person’s diet and his or her risk of related chronic diseases.



Market also offers a unique and authentic community hub.

Central Market has also been a place to see and be seen.

We will also foster a community of like-minded individuals concerned with issues of sustainability and environmentalism as well as epicureans and home cooks interested in learning about new ingredients and testing new recipes.

In August 2007, the Commonwealth's Inter-Agency Council on Food and Nutrition released "A Blueprint for a Hunger-Free Pennsylvania". The Council was first appointed by Governor Casey in 1988 (Executive Order 1988-4), and was reactivated by Governor Rendell in 2004. The Council's vision is to ensure that "every Pennsylvanian has affordable access to nutritious locally-grown food, or knowledge of and access to services to reach that level of security." Its report outlined four key priorities:

1. Ending hunger in the Commonwealth,
2. Maximizing the impact of Federal nutrition programs,
3. Strengthening Public-Private food assistance partnerships, and
4. Enhancing nutrition for low-income Pennsylvanians

At the January 2007 "Hunger Summit" held by the Inter-Agency Council, it was recommended by Senator Jeffrey Piccola's staff that the State budget pay greater attention to hunger issues and that constituent services include grants to facilities that fight hunger.

In the absence of a quality downtown supermarket, Central Market can become the source of fresh healthy food items for York's urban population. Moreover, Central Market's future programming and outreach efforts **must** include initiatives such as the Farmer's Market Nutrition Program (FMNP) and the Healthy Farms and Healthy Schools program – both intended to provide nutrition education and access to healthy, locally-grown foods to low-income residents.



The Commonwealth's Inter-Agency Council on Food and Nutrition's vision is to ensure that "every Pennsylvanian has affordable access to nutritious locally-grown food, or knowledge of and access to services to reach that level of security."



Revitalization Blueprint *of* *Central Market*

BLUEPRINT FOR CENTRAL MARKET'S REVITALIZATION

Our Market is uniquely positioned to help drive a community renaissance, support small regional farmers and the local economy, function as a vibrant community gathering place, and operate as a successful business. But how do we revitalize this important institution to take advantage of these opportunities and yield the needed benefits?

We will be tackling this challenge in two distinct and critical phases:

CENTRAL MARKET- PHASE ONE

Phase One is designed to give Market a shot in the arm. This phase will help us to:

- Retain current vendors,
- Retain current customers,
- Win back former customers,
- Attract new customers,
- Attract new vendors, and
- Position our Market as a hub for all things fresh, green and local.

Phase One consists of eight steps:

1. Physical changes – architectural and design work complete, construction to begin in approximately six weeks (*please see tab labeled “Construction Scope of Work and Cost Summary Phase I Overview” for more detail*). **Summary:** Philadelphia Street wing improvements including *new central seating area, new or relocated vendors surrounding that central seating area, cleaning, painting, lighting, new bathrooms, small stage for live music, soft seating on balcony and signage*, as well as some upgrades to the Market building as a whole. Cost: approx. \$500,000.
2. Branding, marketing and public relations (new logo, signage, website, shopping bags, etc.)



Phase One is designed to give Market a “shot in the arm”.

Phase One will signal to all who value the Market that there is a plan to revitalize this important institution and bring it into the modern era.

3. Operational improvements (better enforcement of rules, improved maintenance, etc.)
4. Recruiting new vendors and forming better relations with existing vendors
5. Consumer services (i.e., WiFi, recycling, etc.) (expected by most consumers as a given)
6. Programming (cooking demonstrations, educational programming on relevant topics, music on small stage near seating area on Saturdays)
7. Clarification of Market responsibilities versus Vendor responsibilities
8. Staffing/Management (hiring new professional manager)

It's important to be clear that these Phase One improvements are not an end in and of themselves. Phase One is absolutely critical at this time because it demonstrates to our customers, our vendors and the community at large that we are committed to Central Market and its future and are willing to invest the resources necessary to ensure its survival. This is especially important as new development springs up in surrounding blocks and national consultants begin work to create a district surrounding Central Market. We MUST position ourselves as a participant in the renaissance in order to benefit from it.

The rewards of this decisive action will be great. Phase One will signal to all who value the Market and its role in this community that there is a plan to revitalize this important institution and bring it into the modern era and that the plan is in motion. Phase One will also demonstrate to the next generation who are now beginning to inhabit our downtown that the Market can and will be relevant to their values and the way they live their lives.

Most importantly, Phase One cannot wait because it will **set the stage for Phase Two**. Phase One is not the end. It's a very important beginning. Phase Two is when the Central Market business model and our historic building will be truly transformed and brought into the 21st Century.



Phase One improvements are not an end in and of themselves.

Phase One will also demonstrate to the next generation who are now beginning to inhabit our downtown that the Market can and will be relevant to their values and the way they live their lives.

CENTRAL MARKET - PHASE TWO

As previously noted, Central Market's business model has not meaningfully changed in our 100+ year history and our historic building has been largely neglected or simply patched during recent decades. If Central Market is to have a long-term future, the business model and building must be completely reconceived, while still retaining their rich heritage and unique character. The Phase One "interim changes" are a start. These will impact the Philadelphia Street wing visually and the larger market in terms of marketing, management, operations and vendor recruitment. Phase Two, however, will impact the entire market resulting in a benefit to the entire community.

A vision for how Market might be transformed during Phase Two follows and will be visible to the public in 2010-2011 (see tab marked "Construction Scope of Work and Cost Summary" Phase II overview for more detail):

FIRST - A paradigm shift is needed. Rather than viewing Central Market as a building that houses a collection of independent retailers, it should be viewed as a business in which the physical setting is only one aspect of an enterprise that sells fresh, local food and related products and services that are compatible with and attractive to the consumer who is drawn to the core food offering.

Examples of "related products and services" would include kitchen and cooking equipment, food-related books, "green" household and home-improvement products, kitchen renovation design services and cabinetry, cooking demonstrations and lessons, and beer, wine and gourmet non-alcoholic beverages, as well as sit-down and take-out eateries. Though food will always be the focus, these related offerings will be complimentary and will make the Market even more of a destination.

Some of the businesses housed in Central Market would be category-killers in the Central PA region that would attract a regional audience on occasion. Those businesses would draw foot traffic that would benefit the entire Market. Nowhere else in the region will you be able to find the compelling mix of quality products offered in this beautiful venue. Central Market will be a true destination.



If Central Market is to have a long-term future, the business model and building must be completely reconceived, while still retaining their rich heritage and unique character.

Phase Two, however, will impact the entire market resulting in a benefit to the entire community.

Though food will always be the focus, these related offerings will be complimentary and will make the Market even more of a destination.

SECOND – Central Market must focus on recruiting great vendors who offer the fresh goods people want.

THIRD – Central Market must be willing to own and operate "stands" itself to ensure that core product categories are always available.

FOURTH – The aspects of the building that are old/dirty vs. quaint/charming must be addressed. Renovations should be geared toward highlighting the unique aesthetics of the building, improving the atmosphere and patron comfort, and addressing health and sanitation concerns. Improvements might include better lighting, new restrooms, modern HVAC systems, upgraded electrical and plumbing systems, and the addition of "back of the house" facilities for vendor cold and dry storage to alleviate clutter and the parking congestion associated with daily loading and unloading.

FIFTH – Today's Market requires sophisticated and professional merchandising, marketing and operations. Small shopping carts, loading zones at peak times, credit and debit-card sales, affinity and rewards programs, live music, arts and special events, and home-delivery of large orders are among the enhancements that should be offered. Serious consideration will also be given to Market's hours of operation.



Renovations should be geared toward highlighting the unique aesthetics of the building, improving the atmosphere and patron comfort, and addressing health and sanitation concerns.

Today's Market requires sophisticated and professional merchandising, marketing and operations.

The Central Market Board of Directors is committed to pursuing this vision thoughtfully, in consideration with current and potential vendors, current and potential customers, our neighbors, public officials, and experts in the field of urban markets. In order to achieve this vision, we have developed a detailed plan of action, some steps of which have already been completed:

1. We have **added five new board members** in the last year to bring new energy and ideas to an organization that has been slow to change. This group includes prominent design and development professionals, strategic and business planning consultants, and experts on regional economic development. *(See appendix for full list of board members.)*
2. We have **formed six working committees** of the board to improve board governance and streamline our operations. These committees include Finance, Marketing and Public Relations, Facilities, Vendor Relations and Recruitment, Human Relations, and Market Study. In addition to regular board members, some of these committees include noted local professionals who have expertise in certain areas. This community asset deserves a community approach.
3. **We have developed an exciting and forward-thinking vision for Central Market** that the Board of Directors wholeheartedly and unanimously supports *(see tab marked VISION)*.
4. We have **hired a dedicated and capable interim Market Manager**. As a vendor herself, she brings a wealth of experience and knowledge to her duties and has improved vendor relations.
5. The Marketing Committee has begun to develop a strategic branding and marketing campaign with the help of an outside consultant. We have finalized a compelling new logo and tagline that will help us to communicate our brand to our many constituencies and we completed Phase One of our website (CentralMarketYork.com). **In addition to preparing the launch of a strategic marketing campaign** that will reach a whole new group of likely consumers, we are also preparing to launch a **proactive and disciplined public relations effort** to rally the media and the public around our Market.



The Central Market Board of Directors is committed to pursuing this vision thoughtfully.

6. We have engaged a consultant to conduct a **comprehensive review of the Market's finances** to better understand where we are, where we've been and what our options are moving forward.
7. We have contracted with the **Philadelphia-based Food Trust to conduct a detailed market study**. The Food Trust is extremely experienced with urban farmers markets and has worked with markets such as Reading Terminal and the Lancaster Market.
8. We have **developed detailed plans and blueprints for the Phase One renovations**.
9. We are in the advanced stages of **pursuing financing and/or grants to support our Phase One plans**.
10. We have begun to **better engage our vendors and our shareholders around our vision for Central Market's future**.

Moving forward, we plan to take the following steps:

1. Complete Phase One renovations, both the improvements to the Philadelphia Street wing as well as some basic improvements throughout the rest of the Market building.
2. Conduct a thorough physical needs assessment to inform Phase Two.
3. Refine and finalize our business plan for Phase Two based on the results of the market study.
4. Secure financing to support the Phase Two business plan.
5. Begin Phase Two renovations and implement business plan.





Our Vision *of* *Central Market*

OUR VISION

Central Market is York's cathedral. It will succeed when we create a dynamic experience *within* its walls that nurtures a strong community *beyond* its walls. York's citizens yearn for fresh local produce and crave an under-standing of how their food makes its way from the field to their fork. Central Market's vendors will be the satisfying connections between these shoppers and the origins of their food. Upon each visit to our Market, our shoppers will do more than fill their bags and their stomachs. They will enjoy provocative and authentic encounters with vendors, fresh food, quality goods, music and each other.

Central Market will prosper financially in the short term by methodically setting the stage for the success of our carefully selected vendors. Our Market will thrive and remain relevant in the long term only if we continually enhance its role as a social center that nourishes both individuals and the community. Central Market has the unique ability to connect people in a way that a chain supermarket never could. If we are diligent and forward-thinking in our stewardship of this community asset, York's citizens will return again and again to experience that unique and fulfilling connection.

What do we want?

- Underscore the importance of Central Market as a community asset and gathering place.
- Highlight the essential role that Central Market must play in the revitalization of Downtown York.
- Describe what we have accomplished to date to address the challenges and opportunities before us.
- Support our plan for the revitalization of Central Market.
- Assist Central Market in identifying funding sources essential to the achievement of the required next steps.
- Take an active role in winning the legislative support to procure the required funds.



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