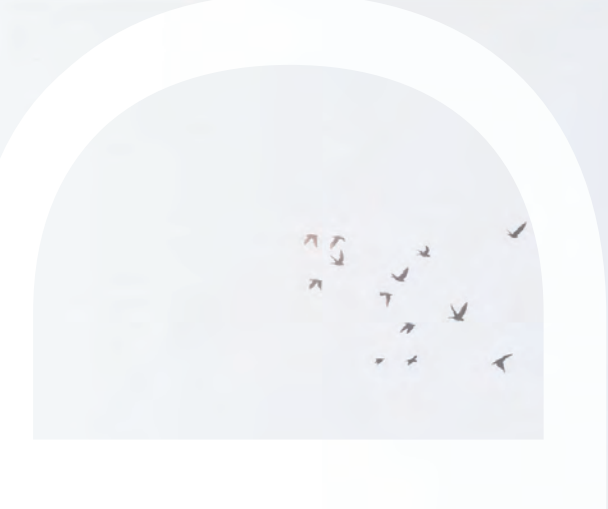




# the Scale House MARKET

SPOKANE CONSERVATION DISTRICT  
THE SCALEHOUSE MARKET





the  
**Scale House**  
market

The  
**Scale House**  
**MARKET**

Main Entry

**Local** community  
**SCD Vision**

**Heart of Campus**  
learning + education  
volunteer

# Executive Summary

The concept of a shared community marketplace been a distinguishing mark within vibrant, resilient communities going back for centuries. In Spokane, the Scale House efforts seeks to provide a dedicated space to those who want to nurture and grow “farm to table goods” from across the region alongside the ability to cultivate agriculture skills to those in our urban core.

The Scale House effort has performed a robust analysis of other iconic and long-term successful markets to understand what has made them successful and what can be employed to tailor to the unique needs of the Spokane community.

Our approach has been to share the vision and planning through a storyboard piece for a visual journey of what the Scale House marketplace could become as a community incubator. Our journey begins with the iconic building salvaged from the remains of a historical gravel yard. The central building is designed to embrace each season of the northwest. Unique renovations will allow for open air access in summer, and projection against the elements during the winter, yet still provide space for marketspace activities year-round.

The CERB Planning investment will allow for a high-quality visual marketing piece to convey vision casting, setup the governance structure and anchor tenant contracts. The resulting proforma will be used to pursue additional investments from public and private stakeholders passionate about the preservation of our local farmers and hobbyists. The Spokane County Conservation District (SCCD) has agreed to be the host entity for the site and oversight of the Scale House effort. SCCD is a stable, publicly funded entity with a focus on conservation of our natural and human culture.

## about

Landscape sustainability—the condition of low vulnerability and high resilience—is best achieved using the adaptation of landscape conservation strategies. The strategies employed in the District Campus landscape will be working models that test, educate, and demonstrate how conservation measures can be incorporated into any rural or urban setting in practical cost-effective manners. Gardens, orchards, greenhouses, and nurseries will also serve as sources for plants and materials that encourage conservation measures throughout Spokane County.



Campus Aerial Looking South

### The Scale House Market

The Scale House Market is a viable community development, one that provides a platform for gathering, relationship building and foundational learning spaces. The people it serves is fully encompassing, drawing in local

families and small businesses, nonprofits, and the local farmers who provide nutritional and sustainable food resources combined with nutrition education. The Scale House Market is an outreach approach at creating a destination and visitor

attraction, while at the same time it digs deep into our own community, with it's in-reach efforts of serving and providing a platform for the surrounding community's needs. By melding both of these goals into a single effort, The Scale House

addresses the community and business needs here and now, while incorporating future growth and outlook of the local community in the years to come.

# the team



The Spokane Conservation District (SCD) has been active in the Spokane-area since the 1940s, teaching and facilitating sustainable land use and conservation practices to meet current needs while also planning resource use for the future.

The SCD was formed in 1973 through the consolidation of the Southwest Spokane, North Spokane, Central Spokane, and Latah-Rock Creek districts. We currently serve the citizens and resources of Spokane County, excluding Deer Park, and we work across county lines through the use of Memorandums of Understanding. An example of this is our Direct Seed Loan Program, which is administered in more than 15 Washington State counties, and a few North Idaho counties.



We founded Arrowleaf Consulting in 2014 because we wanted to follow our passions and apply our expertise to better serve local communities. Since then, Arrowleaf Consulting has successfully served over 50 clients on a diverse range of projects.

Our expertise includes grant writing and funding development, research, assessments and planning, reports, plans and communication, and organizational development.



Four Roots was founded in 2021 by women and women-Veterans, headquartered in Spokane Washington. We revitalize and reconnect the food system by providing an effective and direct year-round sales channel for Eastern Washington's farmers and producers to sell their products. We receive, store, and distribute their healthy, locally grown food goods to food banks, schools, and nonprofits through emergency food contracts backed by the government.

We believe these Roots are cornerstones of a thriving community, consisting of a healthy economy; regenerative farming that grows food for its local residents; the restoration of human vitality through ready and reliable access of fresh, healthy, and organically grown food; and healing the environment with sustainable agricultural practices that respect the soil, water systems, humans, animals, and plants that share the same ecosystems.



JRP Integrated Solutions connects clients and communities with resources and guidance to plan and develop a vast range of projects focused on supporting our local communities. With over 30 years of experience in the industry, JRP Integrated Solutions provides an in-depth approach to navigating and understanding the needs of the community and proposed projects, working to create a lasting impact through thoughtful and intentional development projects throughout Washington State.

Our key focus areas include community planning, property development and feasibility studies, municipal open access broadband infrastructure network planning, heavy commercial and industrial development, planning and economic development, and waterfront planning and development.



Founded in 1953, Integrus Architecture is an award winning Pacific Northwest firm offering professional Architectural, Structural, Interior Design and Lab Design services. Today, Integrus comprises a diverse and dedicated group of over 125 professionals, each committed to an integrated approach to design which results in buildings that are direct expressions of the people and institutions they serve.

Our work engages in a meaningful way with its surroundings, improves human experience, embraces the craft of building, fosters innovative thinking, and strives to leave a gentle imprint on the face of the planet.

By creating buildings that add significant value to the communities in which they're situated, we at Integrus endeavor to make the world a better place – for everyone – to live, to work, to learn.

## Local Farmhouse Kitchen

Throughout the planning of this public market, the needs of the people and neighborhood it serves were explored in depth. It became clear that providing a year-round

learning kitchen was a top priority. In creating this space, the foundation is laid which supports the gathering space for healthy, sustainable farming practice and education

with community partnerships and local resources. The Farmhouse Kitchen also provides the necessary groundwork to accommodate food truck vendors at the market and

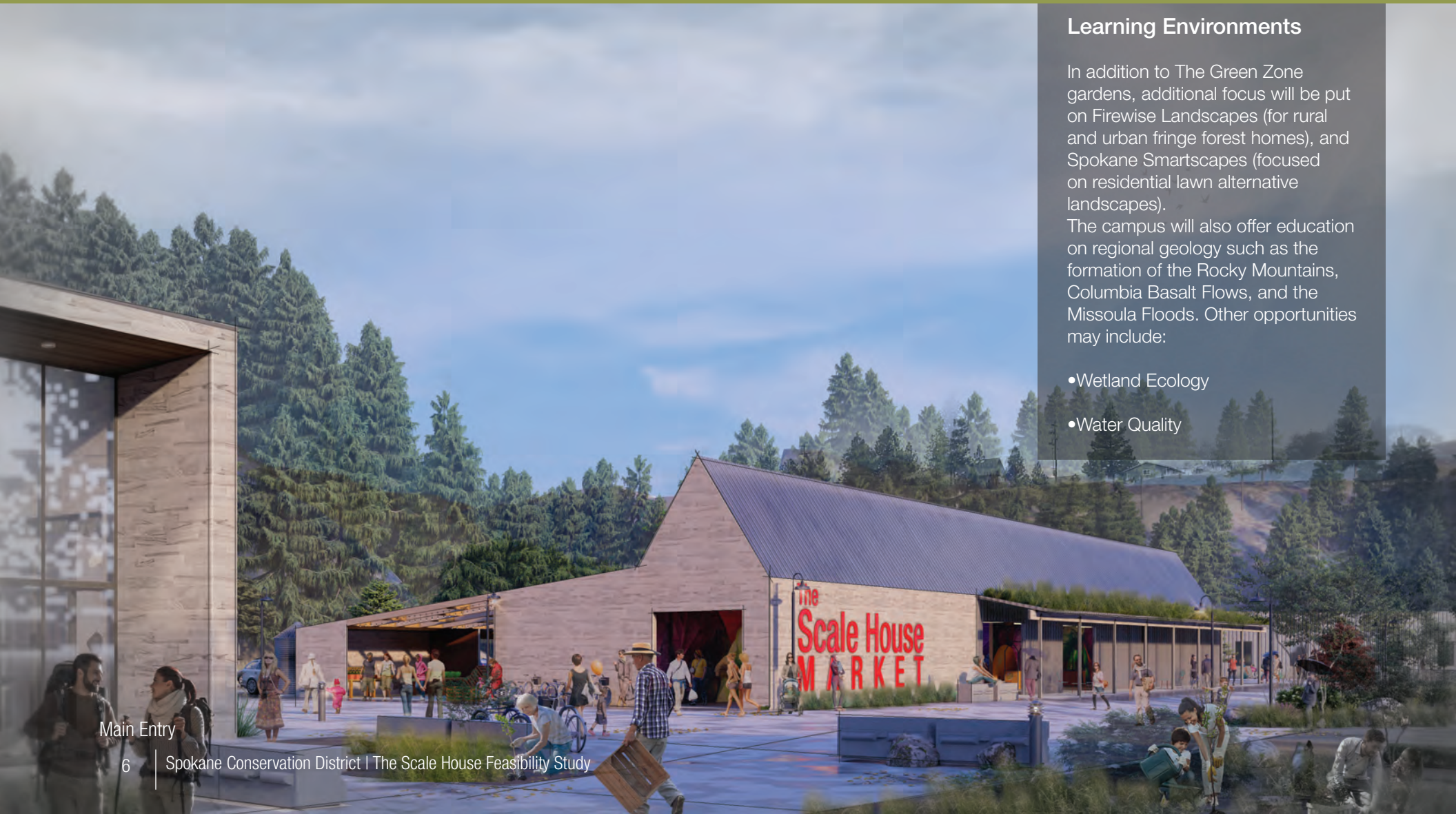
provides a year-round facility that carries through the winter months when the seasonal market rests.

## Learning Environments

In addition to The Green Zone gardens, additional focus will be put on Firewise Landscapes (for rural and urban fringe forest homes), and Spokane Smartsclapes (focused on residential lawn alternative landscapes).

The campus will also offer education on regional geology such as the formation of the Rocky Mountains, Columbia Basalt Flows, and the Missoula Floods. Other opportunities may include:

- Wetland Ecology
- Water Quality



Main Entry

poetry

# Youth Education

foster + teaching

# Community Space

support local



Campus Aerial Looking West

## Project Short-Term Benefits

This project will enable SCD to prepare an analysis of economic feasibility and private sector, and industry partnership development. The local community will benefit through implementation of the plan upon completion.

## Project Long-Term Benefits

The local community encompasses Spokane County as the SCD serves the entire county (approximately 500,000 residents). If feasible, long-term benefits include job retention of over 75 jobs with median wages exceeding \$21.00 per hour. Additionally, long-term benefits include job creation through construction activities of \$6 million over 2 years. SCD's long-term vision is to have an on-the-ground demonstration of how an urban-rural interface can provide space for our landscape and community to come together. This project will support jobs paying more than median wages, outdoor space for community engagement, and future sustainable partnership development potential.



Flexible Community Space - Daytime

events **Gathering Spaces**  
**Food Tasting** art **music**



Flexible Community Space - Evening

### Entertainment + Educational Flexible Community Space

Vendor space layout was analyzed and the sheltered market space successfully equips seasonal vendor stalls for 25-30 vendors at any time from May through October, while the enclosed Scale House and

Farmhouse Kitchen create year-round gathering spaces regardless of the weather. Walk-in freezer and refrigeration space create opportunities for market vendors and educators to share extensive

### Local Community Gathering Space

learning experiences by providing space on-site for their materials and goods. This allows them to maximize their offerings and supports long-term series of events and classes.

The Scale House itself is a space for use year-round, providing shelter and flexible learning spaces which support all types of events, from community meetings, to school field trips and year-round fairs.



Site Diagram

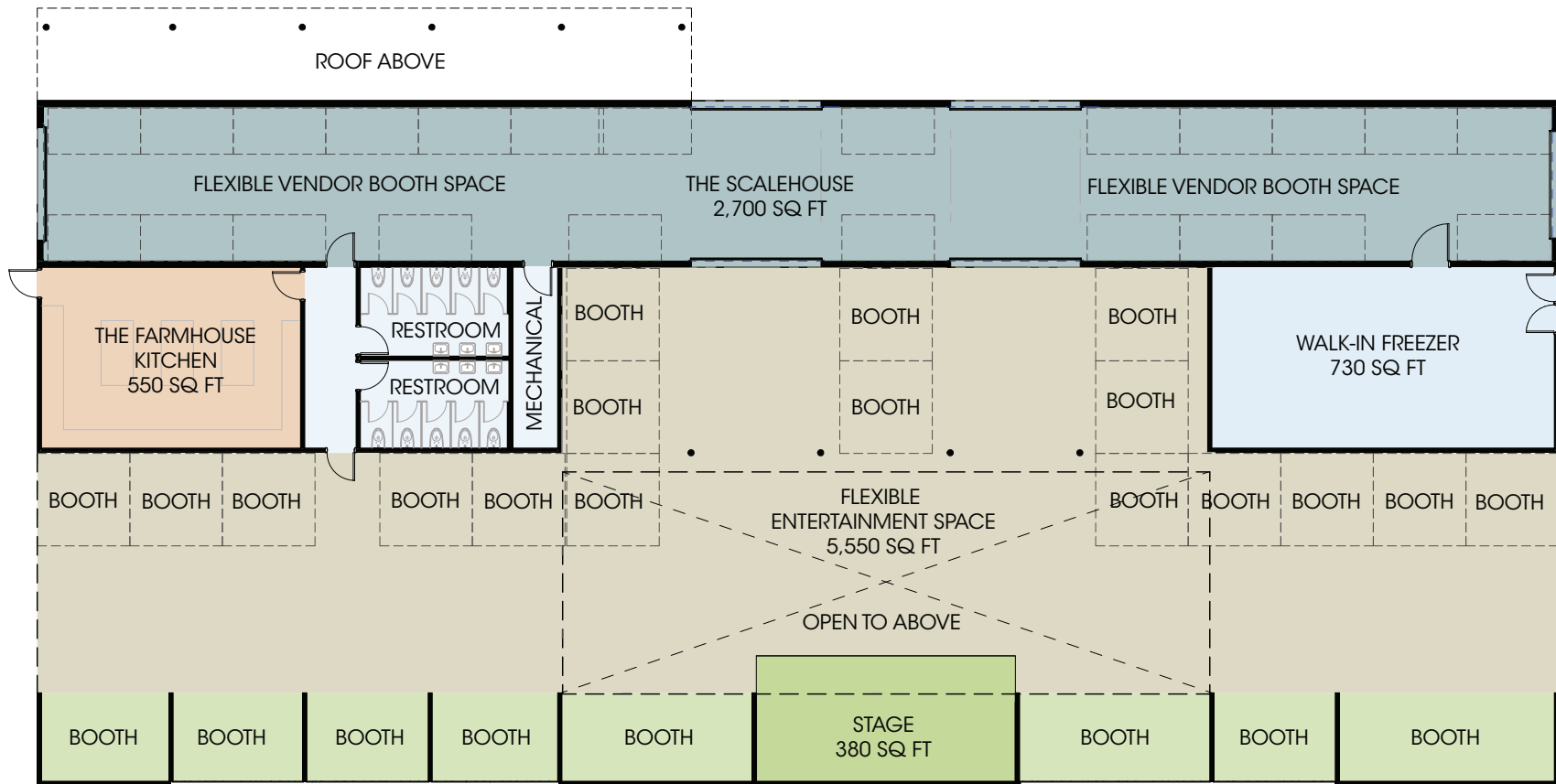
# program space summary

SCD Phase III - Scalehouse Space Summary				
DATE: November 29, 2022				
SPACE TITLE	QUANTITY	SQUARE FEET	REMARKS	
<b>1 - THE SCALEHOUSE</b>				
Scalehouse	1	2,700	Indoors, semi-conditioned; year-round use	
Inside the Scalehouse there is room for individual Flexible Vendor Booth Spaces and the remaining space is Circulation space.	23		Included within Flexible Vendor Booth Space; year-round use	
<b>2 - OUTDOOR STAGE &amp; VENDOR BOOTH SPACE</b>				
Vendor Booth Space	8	1,259	Seasonal use	
Stage	1	380	Seasonal use	
<b>3 - CONDITIONED SUPPORT SPACES</b>				
Restrooms	2	306	Year-round use	
Mechanical Room	1	94	Year-round use	
Walk-In Freezer	1	730	Year-round use	
<b>4 - THE FARMHOUSE KITCHEN</b>				
Learning / Demonstration Kitchen	1	550	Year-round use	
<b>5 - COVERED OPEN AIR MARKET</b>				
Flexible Entertainment Space	1	5,550	Seasonal use	
In the Flexible Entertainment Space there is room for individual Vendor Booth Spaces and the remaining space is Circulation space.	17		Included within Flexible Entertainment Space; seasonal use	
<b>Conditioned Building Area (sq. ft.)</b>		4,380		
<b>Open-Air Market Area (sq. ft.)</b>		7,189		

## What is Programming?

The first step in design is referred to as programming. Programming entails discovering the client’s needs and goals and getting them down on paper in either written or graphic format (or both). During programming, we discussed the needs the client had in terms of number of rooms and size of rooms from a quantitative perspective. We asked questions from a more qualitative perspective to understand how the client envisions these rooms. The qualitative discussion was centered on issues of natural light, views to the outdoors, noise concerns, or proximity to other rooms in the office. The balance of quantitative and qualitative components allowed us to understand the client’s needs in terms of hard numbers (square feet) and emotional expectations for how the space will feel and function.

# floor plan



0 2 4 8 16 24  
SCALE: 1/8" = 1'-0"



# sustainability

## Conservation + Sustainability

Institutions understand that their science and technology facilities can have a significant impact on the environment. Our holistic approach to environmentally conscious design develops high-performance building solutions that:

1. Maximize energy efficiency
2. Improve Occupant well-being
3. Support Sustainable Education
4. Promote environment conservation

We leverage our knowledge of constantly evolving sustainable design practices to help facilities achieve building performance levels that can significantly reduce operating costs while minimizing their impact on the world around them.

## Demonstration Gardens:

1. Xeriscape Plants
2. Rain / Storm Garden Plants
3. Pond and Wetland Ecology
4. Native Plants
5. Food Forest Plants / Kitchen Garden Plants
6. Pollinator Plants



**Solar Energy**  
Utilize south-facing pitched roof to capture solar energy for sustainable practices.

**Passive Heating & Cooling Features**

**Water Collection**  
Harvested rain water or divert to native garden area & green roof.

**Green Roof**

Flexible Community Space - Section Perspective

Events

music fairs

Local Food

gathering

event parking

fresh

Sustainable

demonstration



Scale House Open Market

## Art in the Landscape

One of the wonderful opportunities presented by the Quarry is an abundance of industrial artifacts and natural materials that will be used to create sculptures in the landscape. The District has envisioned these to be similar to those found in the Blackfoot Pathways: Sculpture in Wild International Sculpture Park near Lincoln, Montana. This will create a unique setting for Spokane and serve to attract more than just the District's visitors to the property. The goal is to provide an environment for the creation of significant artworks, both permanent and temporary, inspired by the environmental and industrial heritage of the Spokane Valley while fostering an awareness and appreciation of the arts through community participation and education.



Campus Aerial Looking East

non-profit  
solar gain  
Visitors  
Natural Resources  
small business  
support



### Scale House Market Goals + Objectives

1. Celebrate the rich environmental and cultural heritage of the Spokane Valley through contemporary art practice.
2. Provide the framework for the development of a vibrant artist community, thus improving the quality of life in urban / rural Washington.
3. Provide community engagement and learning opportunities through hands-on participation and education.
4. Establish a learning and resource center that brings creativity, cultural tourism and economic vibrancy into the community.
5. Create a community identity and a “sense of place.”

Food Truck Plaza + Farmhouse Kitchen

### Support Small Business

The open-air sheltered market space includes a stage, which creates a platform for public speaking and musical and performance entertainment. Included on-site storage offers continued use of

the space for long-term tenants, shorter-term vendors, as well as event rentals. Conditioned restroom facilities eliminate the need for third-party facilities rentals and support the year-round use of the market

campus. With ample parking on-site and the neighborhood bus stop across the street from the campus, accessibility for patrons to access the market is assured.



## Learning Opportunities

Landscapes in the Conservation District campus will assist the District's education programs with a wide variety of learning opportunities for all ages. Wrapped around the Conservation District's office building will be 'The Green Zone', six demonstration gardens intertwined with pathways. These landscapes will target rural and urban environments and be both educational and functional production gardens. Interpretive signs, demonstration elements, sculptures, and plant identification plaques will be used to educate. Storm gardens and the food forest and kitchen gardens will help feed staff, visitors, and neighbors. Native plants will be used to remediate, restore, and rehabilitate the natural habitat of the Quarry.

Ecology Pond + Scale House Porch

## Green Features

Intermingled in the gardens, patios, pathways, and buildings of the campus will be additional conservation measures such as roof runoff catchment, rain barrels, solar panels, wind turbines, and storm-water treatment

systems. Near the shops and storage yard areas will be demonstrations for more rural-focused systems including large-scale composting, livestock watering systems, fencing, and recycling. There will also be a seed and sapling orchard, covered nursery area, and storage areas for compost,

soils, and mulches.

## Inspired by local Community Markets

The outlined case studies in this document share the successful implementation of various public markets throughout our State,

highlighting similarities with The Scale House Market approach, as well as show some differences in what The Scale House Market will offer to support some of the gaps in our current public market sector in our local communities of Spokane Valley and Spokane.

# Connection to Campus

harvest water

green

wildlife

team work

solar gain

shared kitchen

# Demonstration

theater

farmer's market

pavilion

pop-up events

local economic development

# Community Living Room

dance

private + public events

passive heating + cooling

promote diversity

# the research

Area markets and public markets throughout the state were explored to better understand what resources are available to the public and what gaps still remain to be filled to meet the needs of the community.

## Local Markets

### 1. Fairwood Farmers Market

Website: [www.fairwoodfarmersmarket.org](http://www.fairwoodfarmersmarket.org)  
Market Day(s): Tuesday  
Season Starts: 05/17/2022  
Season Ends: 10/11/2022  
Time Opens: 3:00 PM  
Time Closes: 7:00 PM

### 2. Emerson Garfield Farmer Market

Website: <http://market.emersongarfield.org>  
Day(s): Friday  
Season Starts: 06/03/2022

Season Ends: 09/30/2022

Time Opens: 3:00 pm

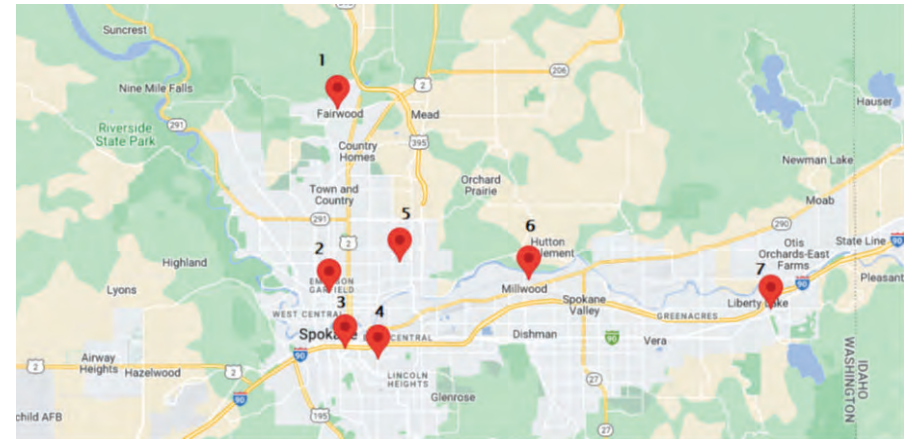
Time Closes: 7:00 pm3.

### 3. Spokane Farmers' Market

Website: [spokanefarmersmarket.org](http://spokanefarmersmarket.org)  
Market Day(s): Wednesday, Saturday  
Season Starts: 05/14/2022  
Season Ends: 10/29/2022  
Time Opens: 08:00 AM  
Time Closes: 01:00 PM

### 4. Thursday Market in South Perry

Website: [www.thursdaymarket.org](http://www.thursdaymarket.org)  
Market Day(s): Thursday  
Season Starts: 05/05/2022  
Season Ends: 10/27/2022  
Time Opens: 3:00 PM  
Time Closes: 7:00 PM



### 5. Hillyard Farmers Market

Website: <https://hillyardfarmersmarket.org/>  
Market Day(s): Monday  
Season Starts: 06/06/2022  
Season Ends: 10/03/2022  
Time Opens: 3:00PM  
Time Closes: 7:00PM

### 6. Millwood Farmers' Market

Website: [www.farmersmarket.millwood.org](http://www.farmersmarket.millwood.org)  
Market Day(s): Wednesday  
Season Starts: 05/25/2022  
Season Ends: 10/12/2022  
Time Opens: 03:00 PM  
Time Closes: 07:00 PM

### 7. Liberty Lake Farmers Market

Website: [www.libertylakefarmersmarket.com](http://www.libertylakefarmersmarket.com)  
Market Day(s): Saturday  
Season Starts: 05/14/2022  
Season Ends: 10/08/2022  
Time Opens: 9:00 am  
Time Closes: 1:00 pm

## Additional Projects

Spokane Farm Corridor. <https://www.spokanefarmcorridors.com/>  
nice map on web page we need to grab.

1. South Spokane Farm Corridor
2. Spokane Valley Farm Corridor
3. North Spokane Farm Corridor
4. West Plains Farm Corridor

# case study



**variety of vendors**



**strong social media presence**



**descriptive routes**

"...it's such a beautiful event, a registry of what's in our community. That all means right now, we're not just bringing them all together and give them an opportunity to show off what they do. That's a benefit."

**in the news**



**website**



**wayfinding map**



**font**



**opportunity kitchen**

**About Us**

**offerings**

- open market space
- seasonal vendor markets
- permanent beauty
- variety
- draw in local community and also draw in tourists/visitors
- learning centers (kitchen classes)
- vendors & booths
- hands-on/learn-by-doing
- family friendly

**miscellaneous notes**

<p><b>key words</b></p> <p>community local small business support gathering foster support</p>	<p><b>focus areas</b></p> <p>food gathering community space events art learning / education support local music fairs events gathering spaces visitors</p>
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# PUBLIC MARKET @ COLUMBIA RIVER WAREHOUSE

10 E Bruneau Ave Building C, Kennewick, WA 99336



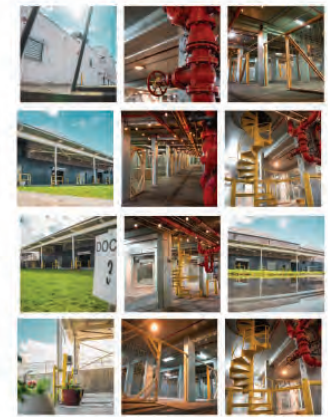
## about

We believe in building a community space for farmers, artisans, entrepreneurs, neighbors, customers, and partners, who come together around the common, suitcase of food. Who does not love food?

## The Big Idea Behind The Market

The Public Market @ Columbia River Warehouse is a new, multi-functional gathering space for local and regional vendors, customers, and partners, who come together around the common, suitcase of food. Who does not love food?

## gallery of photos



## The Place

Why choose the Public Market as your shopping place?

- 

**GIVE TO SPONSORS**  
at the market
- 

**SUPPORT LOCAL**  
at the market
- 

**HISTORICAL SIGNIFICANCE**  
at the market

# 01

# case study

**tenants**

**market currency**

**rental**

apartments

**OUR RENTAL SPACES**

- The Liberty Street Center
- The Board Room
- Commerce Valley Park Office
- Pybus Plaza

**private events**

- 1. Reception space
- 2. Meeting space
- 3. Conference space
- 4. Banquet space
- 5. Wedding space
- 6. Corporate event space
- 7. Community event space
- 8. Outdoor event space
- 9. Private dining room
- 10. Event space with stage
- 11. Event space with bar
- 12. Event space with kitchen
- 13. Event space with restrooms
- 14. Event space with parking
- 15. Event space with security
- 16. Event space with insurance
- 17. Event space with permits
- 18. Event space with transportation
- 19. Event space with catering
- 20. Event space with entertainment

**annual report**

Annual Reports

**pybus university**

WELCOME TO PYBUS UNIVERSITY! ANIMAL LEARNING IS A FUN AND ADVENTURE.

**pybus events**

**strong social media presence**

**pybus news**

**The Secrets of Wenatchee's Pybus Market**

In fact, Pybus Market is best known for its fresh produce and gourmet selections, though it's also known for its locally sourced meats and artisanal breads. In 2012, the market instantly sold out the world's best-selling organic blueberry...

**gallery of photos**



# PYBUS MARKET

3 N Worthen St, Wenatchee, WA 98801



**about**

**FOUNDATION MISSION**

**FOUNDATION OVERVIEW**

**THE 5 ANGLES OF PYBUS FOUNDATION**

**GENERAL INFO**

**website**

**How to Support**

Show your support for Pybus Market by purchasing a Pybus Power. Engage your name or message in the entrance to the market for generations to come. Pybus Powers are available in a variety of sizes.

**board of directors**

# 02

# case study

## permanent tenants



## private events



## public events



## strong social media presence



## gallery of photos

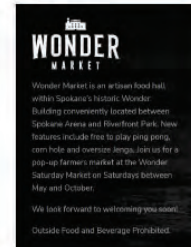


# WONDER BLDG

835 N POST STREET SPOKANE, WA 99201



## about



## in the news



# 03



PUBLIC  
MARKET

Case  
Study **01**

# Public Market @ Columbia River Warehouse



*"We believe in building a community space for farmers, artisans, entrepreneurs, neighbors, customers, and partners, who come together around the common culture of food. Who does not love food?"*

## Location

10 E Bruneau Ave Building C,  
Kennewick, WA 99336

## Hours

Fri/Sat 10-5PM  
Sun 10-4PM

## Founded

2013

## Website

<https://publicmarketcrw.com/>



## Overview

The Public Market @ Columbia River Warehouse is an indoor, year-round marketplace featuring over 60 local artisans and food producers housed under one roof offering fresh foods, prepared meals, crafts, and specialty items. Residents and visitors alike can find seasonal, locally sourced food from Tri-Cities, and everything sold at the Public Market is produced or originates in Tri-Cities, as the seasons allow.

The Public Market is a civic, community-building space for farmers, artisans, entrepreneurs, neighbors, customers, and partners, who come together around the common culture of food. We create opportunity for small businesses to thrive, and nourish our community with experiences, workshops, and tours creating an engaging, educational experience, and a vibrant environment for everyone.

## Kitchen

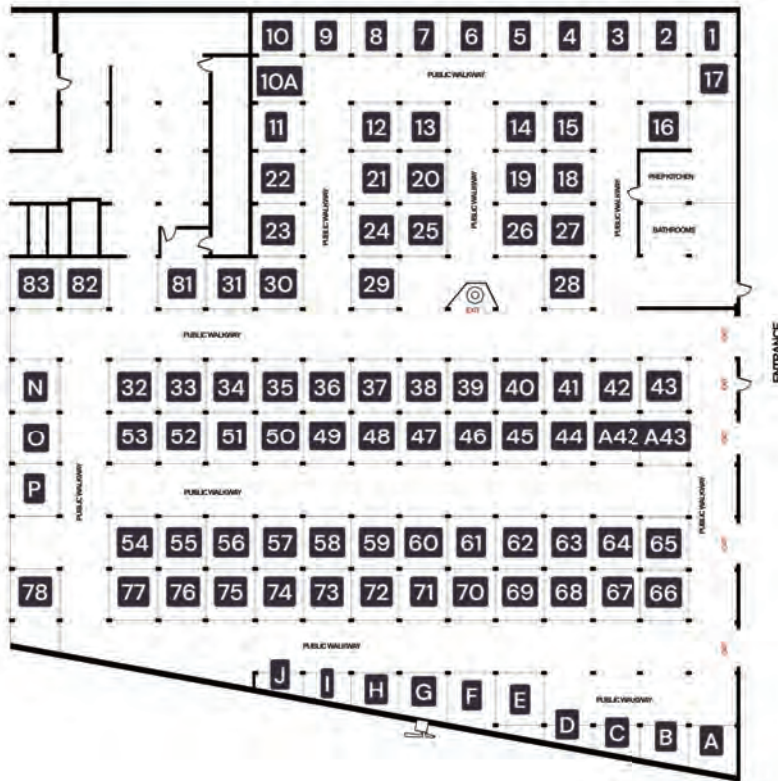
**Opportunity Kitchen** is a 12-week vocational food service training program designed to prepare students for successful careers in food service, catering, and hospitality industries. Students work alongside an Executive Chef instructor and Program Manager as they learn the ins and outs of food service while gaining real-world experience at our cafe at the Richland Federal Building. This training program also focuses on life skills development to ensure our students receive comprehensive training and support. The kitchen features breakfast foods, pastries, lunch foods, and coffee.



*Market Property circa early 1900's*



*Opportunity Kitchen – Great food; Greater Mission.*



Vendor space layout

### Vendors

There are a variety of local vendors which include:

- 21 Farmers Market vendors offering food items
- 15 Handmade Market vendors which offer handcrafted goods
- 27 Retail Market vendors offering a variety of options ranging from antiques and clothing to health and wellness items
- 8 Food & Drink vendors including eateries, drinks and desserts

### Social Media

The online presence of the market is consistent, visually exciting and full of event information.

The platforms used, in addition to their traditional website, are:

#### Facebook

<https://www.facebook.com/PUBLICMARKETCRW>

#### Instagram

<https://www.instagram.com/kennewickpublicmarketcrw/>



Above: Autumn Instagram Posts



let's bring  
community  
together







Case  
Study 02

# Pybus Public Market



*“Pybus Public Market is a destination where people gather to experience quality food, goods and services from local businesses. We offer a platform for farmers, artisans and nonprofit organizations. We honor history, promote growth and provide an outlet for community arts, education and charities.”*

## Location

**3 N Worthen St, Wenatchee, WA 98801**

Pybus Public Market is located just two blocks east of historic downtown Wenatchee at the convergence of the Apple Capital Loop Trail, iconic Riverfront Park and Orondo Boat Basin has become the place “Where Community Meets”. A truly unique tasting, shopping and dining experience.



## Hours

Sunday – Thursday: 8:00AM – 9:00PM

Friday: 8:00AM – 10:00PM

Saturday: 7:00AM – 10:00PM

Open 362 days a year

## Founded

June 2021

## Website

<https://publicmarketcrw.com/>



Wenatchee Valley Farmer's Market - fruit

## Overview

The Pybus Public Market opened in 2013 and is located adjacent to the Columbia River just two blocks east of historic downtown Wenatchee. Pybus Market has become the place “Where Community Meets” and features the best of our region including oils and vinegars, wines, fresh produce and honey, meats, cheeses, artisan and handmade products, pastries, and freshly prepared foods from some of the best restaurants in Washington State. A truly unique tasting, shopping and dining experience.

Artisan Day Vendors fill the concourse Friday through Sunday, 9am to 2pm throughout the calendar year showcasing hand-crafted products and adding to the buzz of the market.

Pybus Public Market is also home to the Wenatchee Valley Farmer's Market, supporting over 50 family farms. A fun and lively outdoor shopping experience, the Farmers Market is open from May to October.

### Kitchen

**Cashmere Valley Bank Kitchen** was designed as a demonstration kitchen, it can be used to support events and is available as both a commercial and demonstration kitchen.

### Vendors & Tenants

Artisan Day Vendor spaces are 8ft x 5ft and have 2-3 sides of exposure. Saturday spaces are \$40 and any other day is \$30. Pybus Market does rent pop-up tents (for outdoor spaces), tables, and chairs for a small additional fee. Electricity is available in a very limited number of locations at no charge.

### Event Spaces

Pybus Public Market is a one-of-a-kind venue, featuring event and programming space in a 1940's steel warehouse restored to preserve the gritty look and feel of the building's industrial past. An iconic Wenatchee, Columbia Riverfront landmark, Pybus Public Market is located just two blocks east of historic downtown Wenatchee at the convergence of the Apple Capital Loop Trail, iconic Riverfront Park and Orondo Boat Basin.

### The Pybus Plaza

Creates a foundation for expansive, immersive experiences – the perfect venue for private or nonprofit outdoor events.

### The LocalTel Event Center

With its open and airy setting, Nanawalls that open to a 4,280 sq. ft. outdoor patio and the Apple Capital Loop Trail, is 2,732 sq. ft. and is ideal for groups of 50 to 175.

### The Board Room

A smaller version of the LocalTel Event center is 944 sq. ft. and is ideal for smaller groups of up to 35 people.



*Wenatchee Valley Farmer's Market - tents*

### Pybus University

Pybus Public Market is pleased to offer a series of unique and fun classes for the general public. Classes are free, unless otherwise indicated below. Some classes have a limited number of attendees, so be sure to sign up early! The location of most classes will be in the Pybus Market Event Room. Each class will last 60 to 90 minutes and will be a one night event. Classes are taught by local volunteers with an interest and aptitude in the subject. The public is invited to register for as many classes as you like.

### Pybus Bucks

The site boasts integration potential with a world-class culinary marketplace renowned for local flavor and international influence. Pybus Bucks are wooden tokens worth \$5 each. These wooden tokens work like cash and can be spent at all Pybus Market vendors!

### Financials

From the 2021 Annual Report:

Direct Public Support brought in 17% at \$49,400

Market Revenue brought in 17% at \$49,000

Fundraising Revenue brought in 44% at \$130,100

Corporate Support brought in 23% at \$67,700

## Social Media

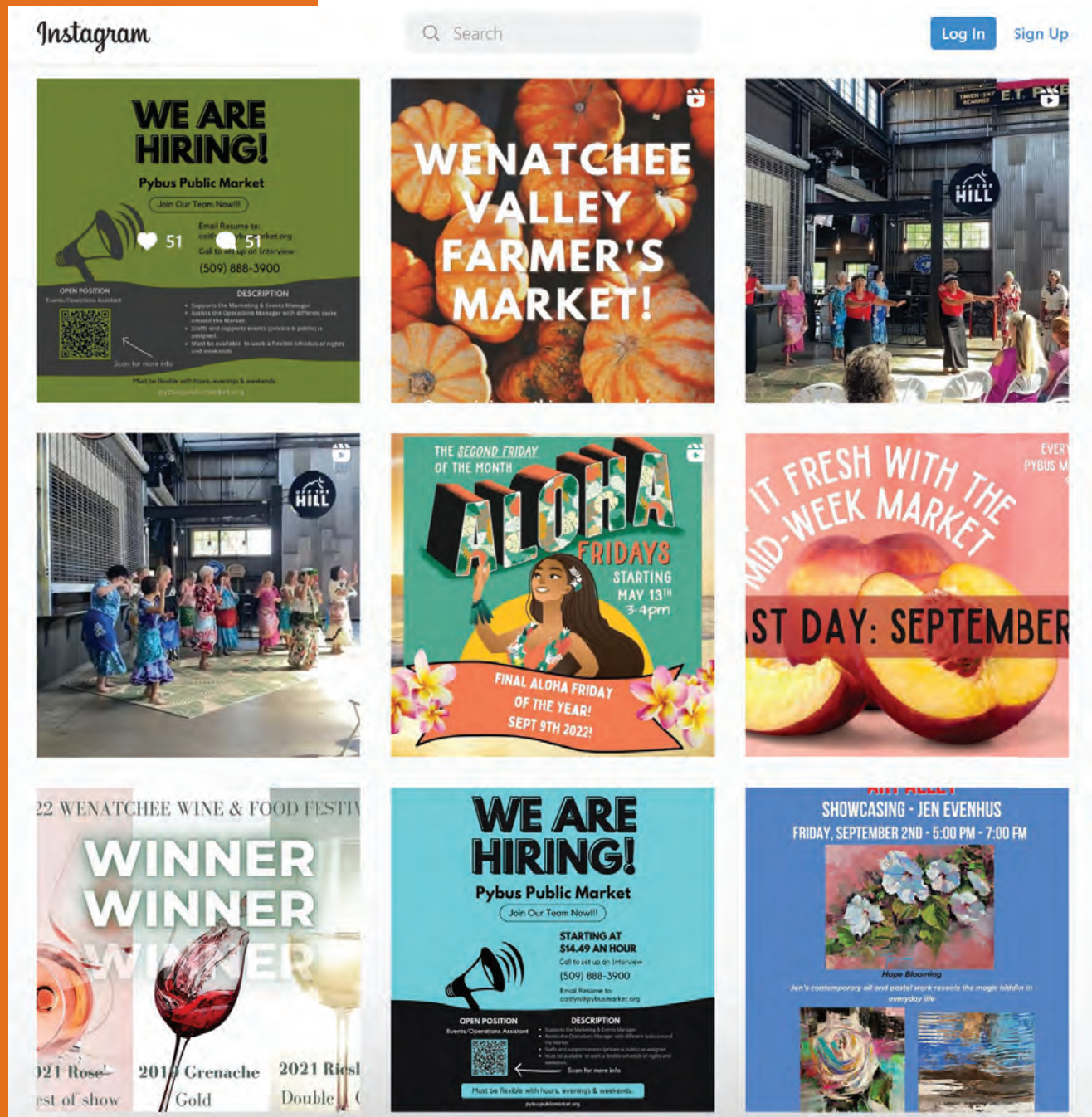
The online presence of the market is consistent, visually exciting and informational. The platforms used, in addition to their traditional website, are:

### Facebook

<https://www.facebook.com/PUBLICMARKETCRW>

### Instagram

<https://www.instagram.com/kennwickpublicmarketcrw/>





a space  
for everyone





Case  
Study 03

# Wonder Market

## Location

**835 N Post Street Spokane, WA 99201**

Wonder Market is an artisan food hall within Spokane's historic Wonder Building conveniently located between Spokane Arena and Riverfront Park. New features include free to play ping pong, corn hole and oversize Jenga. Join us for a pop-up farmers market at the Wonder Saturday Market on Saturdays between May and October.



*"Wonder Market is an artisan food hall highlighting unique local and regional chefs, restaurateurs, and coffee baristas. It's about high-quality, creative food and beverage concepts in an environment that promotes community gathering and lingering."*

## Hours

Sunday – Thursday: 8:00AM – 9:00PM

Friday: 8:00AM – 10:00PM

Saturday: 7:00AM – 10:00PM

Open 362 days a year

## Founded

June 2021

## Website

<https://wondermarket Spokane.com/>



## Overview

Wonder Spokane is a dynamic community hub housed in the historic Spokane Bakery built in 1909. Whether you are a family looking for a venue with convenient access to Riverfront Park, friends looking for a fun night out, colleagues looking for an easy meeting spot, or a business desiring a vibrant downtown location, Wonder Spokane is for you! The Wonder Spokane block includes a food hall with creative cuisine and entertainment, premium loft-design office space, 21st century amenities, and an on-site parking garage.



*Wonder Market -- Outdoor Farmer's Market*

## Vendors & Tenants

Artisan Day Vendor spaces are 8ft x 5ft and have 2-3 sides of exposure. Saturday spaces are \$40 and any other day is \$30. Pybus Market does rent pop-up tents (for outdoor spaces), tables, and chairs for a small additional fee. Electricity is available in a very limited number of locations at no charge.



Interior -- Wonder Market Tenant Bosco's



Interior -- Wonder Market Tenant Evans Brother's

### Event Spaces

The open concept, rustic exposed brick, in house catering, and ample seating/standing accommodations makes the Wonder Building the ideal location for large group events. Rent the East Hall for your event of 40 to 250 guests, or the entire Wonder Building first floor and host up to 400 attendees. Flexible group rates, and tables/seating for up to 100 guests are available. With catering in house guests can enjoy heavy appetizers or a multi course family style feast from Bosco's versatile Italian focused catering menus. Additionally, group games, such as ping pong, corn hole, oversized Jenga, and connect four, are included in the space for guests to enjoy. With unlimited potential, transform this unique space into an upscale affair or a networking haven for your next event and truly make it your own.



Wonder Market -- Large Event Space

# wonder market

## Social Media

The online presence of the market is consistent, visually exciting and informational. The platforms used, in addition to their traditional website, are:

### Facebook

<https://www.facebook.com/PUBLICMARKETCRW>

### Instagram

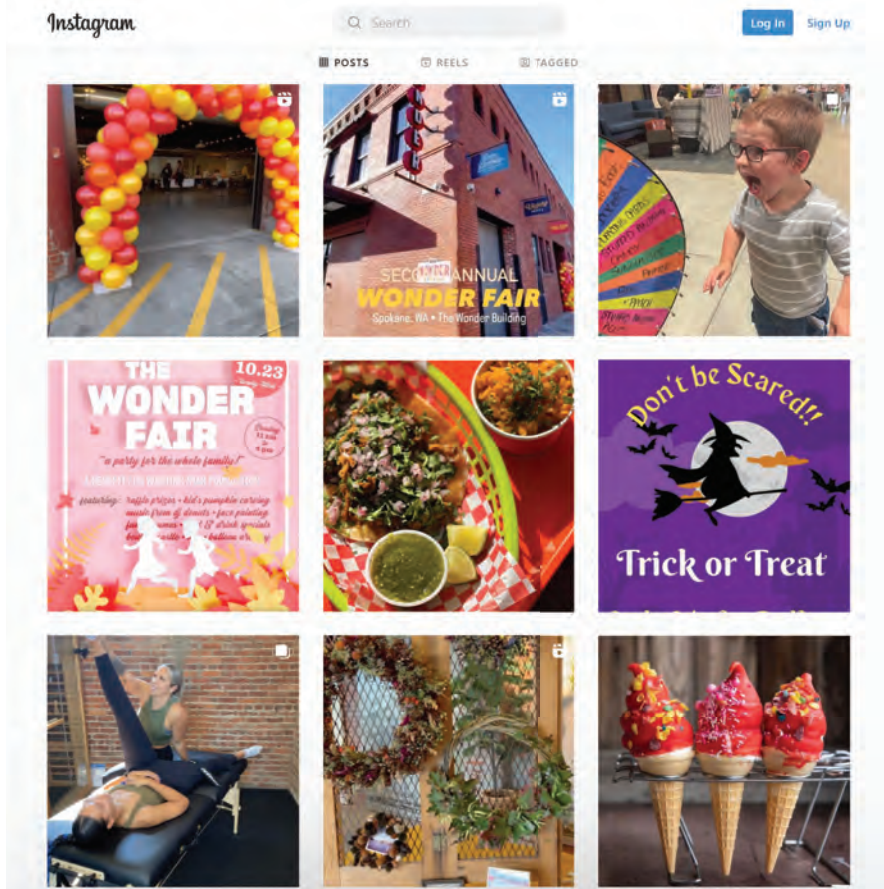
<https://www.instagram.com/kennewickpublicmarketcrw/>



*Outdoor Gathering & Eating Space*



*Indoor Gathering & Event Space*



*Autumn Social Media Posts*



# site exploration

Multiple area sites were explored in depth and the pros and cons were taken into consideration of each. The selection process narrowed down the options by evaluating which site would meet the needs of the public market and what infrastructure and support surrounded the site.

## Site Option 1: Park Road Property



**FOR SALE**



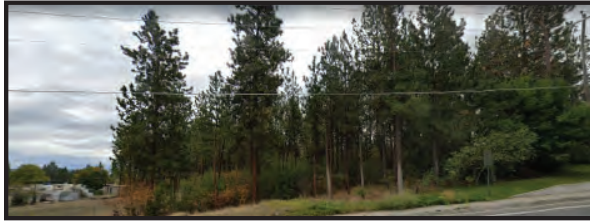
*Multi-Family Zoned Acreage*

**5XX S. Park Road  
Spokane Valley, WA 99212**



**GENE ARGER, BROKER | G. ARGER CO. REAL ESTATE INC**  
(509) 926-5311 office | (509) 844-8814 cell | [ggarger@argerc.com](mailto:ggarger@argerc.com) | [www.argerc.com](http://www.argerc.com)

## PROPERTY HIGHLIGHTS



Sales Price \$1,500,000.00

*One of the only remaining zoning compliant high density apartment acreage properties available in the Spokane Valley*

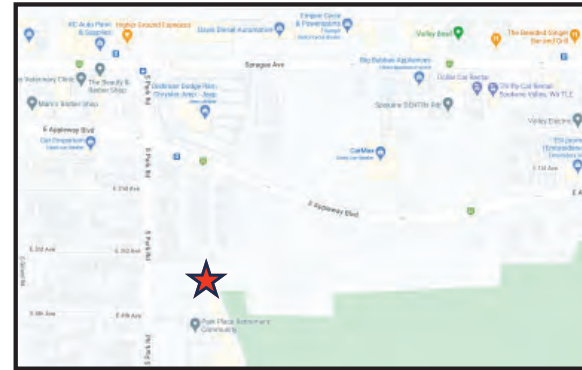
- Parcel #: 45192.9153
- Lot 158,994 +/- Square Feet
- 3.65 +/- Acres
- Zoning: Multi Family Residential, MFR per City of Spokane Valley (Apts permitted)
- Walking distance to Public Park and Hiking Trails, Dishman Hills Natural Area
- Located off South Park Road south of Appleway Blvd
- Easy I-90 Access
- Near a variety of amenities
- Utilities at Street
- Natural Terrain
- 2022 Property Taxes \$817.06
- Survey of record

Valley Multi-Family Acreage — Park Road Spokane Valley, WA 99212

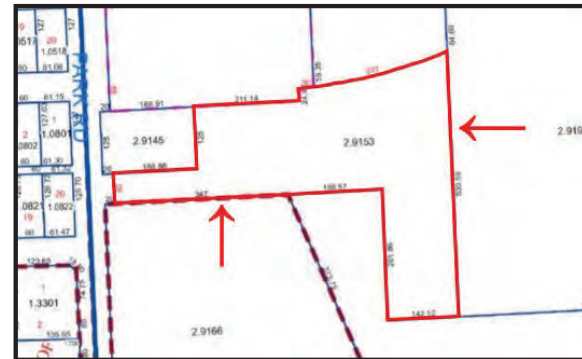


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## MAPS



*Easily accessible development acreage located off Park Road in the heart of the Spokane Valley*



Valley Multi-Family Acreage — Park Road Spokane Valley, WA 99212



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 (509) 926-5311 office | (509) 844-8814 cell | ggarger@argercoco.com | www.argercoco.com

# site exploration

## Site Option 2: Sunset Highway



**DEVELOPMENT OPPORTUNITY** | 5221-5119 W. Sunset Highway, Spokane, WA 99224

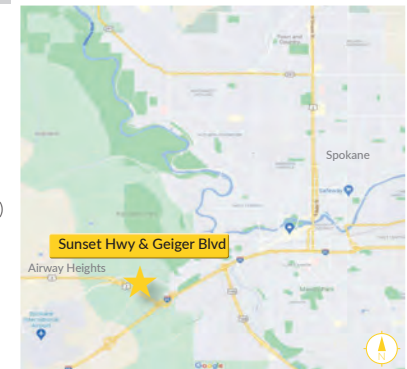
**Sale Price: \$1,100,000**

### Property Details

- Building Square Footage: ±1,700 SF (Duplex)  
±1,172 SF (House)  
± 504 SF (Barn)  
±3,376 SF Total
- Year Built: 1938 & 1952
- Total Lot Square Footage: ±235,272 (5.39 Acres)
- Zoning: CB-55 (Community Business 55' Height Limit)
- Parcels: 25272.1401 | 25272.1702  
25272.1406 | 25272.1714  
25272.1711 | 25271.1801  
25272.1701 | 25272.1407\* | 25271.1301\*  
*\*denotes a parcel with a structure(s)*
- Approximately 750' of frontage on Sunset Hwy & 450' frontage on Geiger Blvd.

**Tim Kestell** | 509.755.7542 or tim.kestell@kiemlehgahood.com

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509.838.6541  
601 W. Main Avenue, Suite 400  
Spokane, WA 99201  
KIEMLEHAGOOD.COM

**KIEMLE  
HAGOOD**



**DEVELOPMENT OPPORTUNITY** 5221-5119 W. Sunset Highway, Spokane, WA 99224

**Utility/Parcel Map**

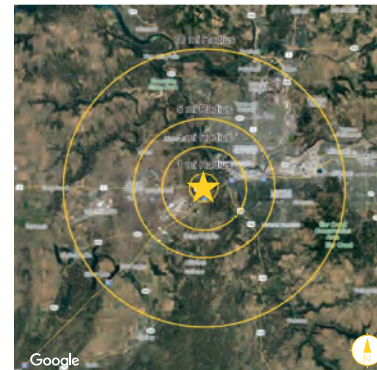


— Sewer: 12" Line to the West  
— Water: 12" Transmission Line to the West | 8" Distribution Line on North

**Tim Kestell** | 509.755.7542 or tim.kestell@kiemlehgood.com



**DEVELOPMENT OPPORTUNITY** | 5221-5119 W. Sunset Highway, Spokane, WA 99224



DEMOGRAPHICS	1 Mi	3Mi	5Mi	10Mi
2021 Estimated Population	1,479	29,012	119,554	319,251
2010 Census Population	1,412	25,049	109,552	294,851
2026 Projected Population	1,604	31,591	128,249	343,681
Proj. Annual Growth (21-26)	1.7%	1.8%	1.5%	1.5%
2021 Estimated Average HHI	\$73,216	\$68,524	\$77,263	\$78,416
2021 Estimated Medium HHI	\$63,109	\$50,071	\$58,461	\$61,898
2021 Daytime Demographics	2,260	28,899	132,610	274,032

TRAFFIC COUNTS		
East & West	W. Sunset Hwy	± 6,100 ADT
North & South	S. Geiger Blvd	± 24,389 ADT
	Highway 2	± 27,400 ADT
	Interstate 90	± 64,300 ADT

**Tim Kestell** | 509.755.7542 or tim.kestell@kiemlehgood.com

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# site exploration

## **The 8th Avenue Quarry**

*Conservation and Natural Area Includes Reclaiming Historical Mining Operation.*

The Spokane Conservation District's mission is to develop and implement programs which will protect and conserve our natural and renewable resources. In the spring of 2017, the Spokane Conservation District purchased the former Spokane Rock Products facility on 8th and Havana.

The acquisition included nearly 50 acres of land and a 7,000 sq ft office building. The site served as a mining operation for over 40 years and provided rock and gravel used in the construction of the Spokane Valley and surrounding area. This large-scale reclamation is extremely important as it serves as a water drainage and storage site for the Glenrose area.

The SCD desires to bring the property back to a more natural condition offering wildlife habitat, conservation and recreation uses, and green space in an urban environment.

## **Opportunities**

*Bringing People and Resources Together.*

Our mission is putting conservation on the ground. From outdoor education and demonstrations to urban and rural landscape solutions, this campus will

be a conservation model and one-stop-shop for technical assistance and resources. As we provide the opportunity for people to explore, conserve, and enjoy our natural resources, we can open up to a bigger conversation regarding our food environment and our influence on the landscape we call home.

## **The Future**

*The campus master plan serves as a vision which captures the past while envisioning the future.*

Spokane Conservation District purchased the 50-acre parcel with the intent of relocating its office and field operations to the site. They also realized the value of creating a campus which acknowledged its history as well as offered unique opportunities to other regional resource partners, both private and public, as well as the community at-large.

The site's distinctive natural features served as the foundation for the 5-phase planning process. Keeping the local community resources and values in mind, the plan encompasses five key objectives: Preserving Nature – Work In Nature – Teach Nature – Explore Nature – Live In Nature.

# the scale house



## background

### The Spokane Scale House Market and Kitchen Feasibility Study

#### Overview

#### Background

This report provides the results of a study conducted in 2022 to evaluate the feasibility and impact of rehabilitating the historic scale house located on the new Spokane Conservation District (SCD) campus into the “Scale House Market and Kitchen,” a year-round farmers market and commercial kitchen. This project is part of a long-term strategic planning process SCD has completed in partnership with Spokane County, the Spokane Farm Corridors program, Four Roots, the Spokane Food Policy Council, local farm and food producers, and other stakeholders, a process that identified the need for a permanent-structure farmers market and commercial kitchen to support farm and food entrepreneurship, food system resilience and sustainability, food access, and community vibrancy year-round (Figure 1).

The Scale House Market and Kitchen advances the Spokane Regional Food Action Plan (2022), which identifies priorities for developing the regional food system based on data collection and engagement with approximately 350 food system stakeholders, including producers, distributors, processors, and consumers. The priorities outlined in the Spokane Regional Food Action Plan include the need to recruit new farmers, enable local food processing, empower all people in the community to access high-quality foods and nutrition education, and reduce food waste. The Food Action Plan notes that “Many of our regional food producers struggle to find markets for their products.” In addition, “Spokane residents and community organizations would benefit from greater access to community kitchens and cold storage. Sharing resources for refrigeration and freight access allows pantries to store and distribute perishable foods to under-served communities including fresh dairy, proteins, fruits, and vegetables.”

The SCD campus is the ideal site for the year-round farmers market and commercial kitchen project. In 2017, SCD purchased 50 acres strategically located where Spokane meets the Spokane Valley to headquarter its operations and develop the site’s important watershed, habitat, recreational,

Figure 1 | Scale House Market & Kitchen objective summary



and educational uses. Formerly a rock quarry, the SCD campus now features public hiking trails and two newly constructed buildings that house SCD offices, conference and classrooms, and large community spaces. At the heart of the property is the historic quarry scale house. The next phase in SCD campus development and the broader strategic plan to meet community economic and food system development needs is the rehabilitation of the scale house into the Scale House Market and Kitchen, while maintaining its rich heritage and historical value.

This project is built upon a foundation of rigorous data collection, safe and transparent financial practices, and positive partnerships with federal, state,

and local municipalities as well as the Spokane Regional Department of Health, the Washington Department of Health, and other important community entities.

### Scale House Market and Kitchen description

The Scale House Market and Kitchen will include a 4,380 ft<sup>2</sup> building with flexible space for 23 vendors, a commercial kitchen for classes and value-added food processing, walk-in cold and freezer storage, restrooms, and a mechanical room. It will also develop a 7,189 ft<sup>2</sup> outdoor area into an open-air market with space for 30 vendors, five food trucks, an outdoor dining area, and a stage. In addition to farm and ranch, value-added food, and artisan vendors, the Scale House Market and Kitchen will serve educators, artists, and musicians. The Scale House will be governed by the SCD board of directors and operated by an experienced and professional management team. Based on needs identified in the strategic planning and feasibility study processes, including the Spokane Regional Food Action Plan (2022), Scale House Market and Kitchen community educational programs will cover topics such as food safety and certifications (e.g., USDA organic, gluten-free, kosher) for value-added food producers, as well as nutrition and cooking classes for the community.

## Summary findings

### Market analysis

- There is demand for farmers market vendor space and commercial kitchen services. Spokane County alone has 2,425 farms of which 1,549 (64%) are smaller than 50 acres and 501 (21%) are smaller than 10 acres. In Spokane County, 1,321 farms produce livestock or poultry, 146 produce orchard crops, and 116 produce vegetables. In 2017, 339 Spokane County farms sold to direct-to-retail markets and direct-to-consumer markets with sales valued at \$1.6 million.
- The Scale House Market and Kitchen will host 249,568 visitors annually, including approximately 18,000 who qualify for food assistance programs such as SNAP, Market Match, Seniors Farmers Market Nutrition, and WIC.

### Market strategy

- The market strategy entails completing fundraising for the facility; rehabilitating the existing scale house and launching the Scale House Market and Kitchen facilities; hiring the manager and staff; marketing vending space and commercial kitchen services to food, farm, and other target businesses; and advertising farmers market, commercial kitchen, entertainment, and educational programs and events to the public.
- Identification of targeted industries

The Scale House Market and Kitchen will serve several industries, including farmers and ranchers; food entrepreneurs, such as food truck operators and specialty value-added food producers; visual artists, craftspeople, and performing artists; and food, nutrition, conservation, culture, and history educators. Specifically, the venue will provide the following services with their respective industry and community constituents:

- Outdoor and indoor year-round farm, food, and artisan vendor space
- A food truck court with utilities
- A commercial kitchen
- Value-added food processing
- Dry and cold storage facilities, including a meat locker
- Food preparation and nutrition-related educational programs
- A stage for musical and theatrical performances
- An outdoor dining area
- Access to the SCD campus, including hiking trails, farmer and landowner voluntary conservation programs, and soil and water conservation-related educational programs for the general public
- Identification of the group responsible for implementation
- The Scale House Market and Kitchen will be overseen by the SCD board of directors.
- It will be operated by an experienced, professional team to include a manager and assistant manager, bookkeeper, public relations manager, food access coordinator, youth education coordinator, and volunteer coordinator.

## section a

### Site appropriateness and analysis of other potential sites

- It will cost \$2.3 million to remodel the existing scale house and grounds already owned by the SCD to realize the Scale House Market and Kitchen, which is \$540,000 less expensive than developing a vacant lot, not counting the cost of buying the property or the cost of clearing trees from the property if needed.
- At the time of this study only two suitable bare-land sites were available for sale in the Spokane region that could feasibly house the proposed facility. Building the Scale House Market and Kitchen at either property would nearly double the cost of the project.

### Total funding

- We are requesting \$2.3 million to complete this project.
- The legislative funds will be matched by \$1.5 million in local funds.
- We will also raise funds through donations, sponsorships, memberships, vendor rent, and private and federal grants, such as the USDA Farmers Market Promotion Program.

### How the project will assist local economic diversification

- The Scale House Market and Kitchen will be a destination farmers market, facilitating entrepreneurship, helping farm and food businesses become more profitable, attracting shoppers to Spokane, and making Spokane a more desirable place to live and work.
- Visitors drawn to Scale House commercial, educational, and recreational activities will spend money at other local businesses and participate in SCD programs.
- Shoppers attracted to Spokane to visit the Scale House Market and Kitchen will also patronize other unaffiliated businesses. This spending outside the Scale House Market and Kitchen will contribute 34 jobs, \$1,163,363 in wages and salaries, and \$3,382,447 in output annually.
- The total direct annual sales of brick-and-mortar and related market spin-offs is expected to be \$2.83 million.
- The facility will provide opportunities for local nonprofit, community, and educational organizations.
- The Scale House Market and Kitchen will facilitate business success for

new and historically disadvantaged farm, ranch, and food entrepreneurs

### Expected economic outcomes

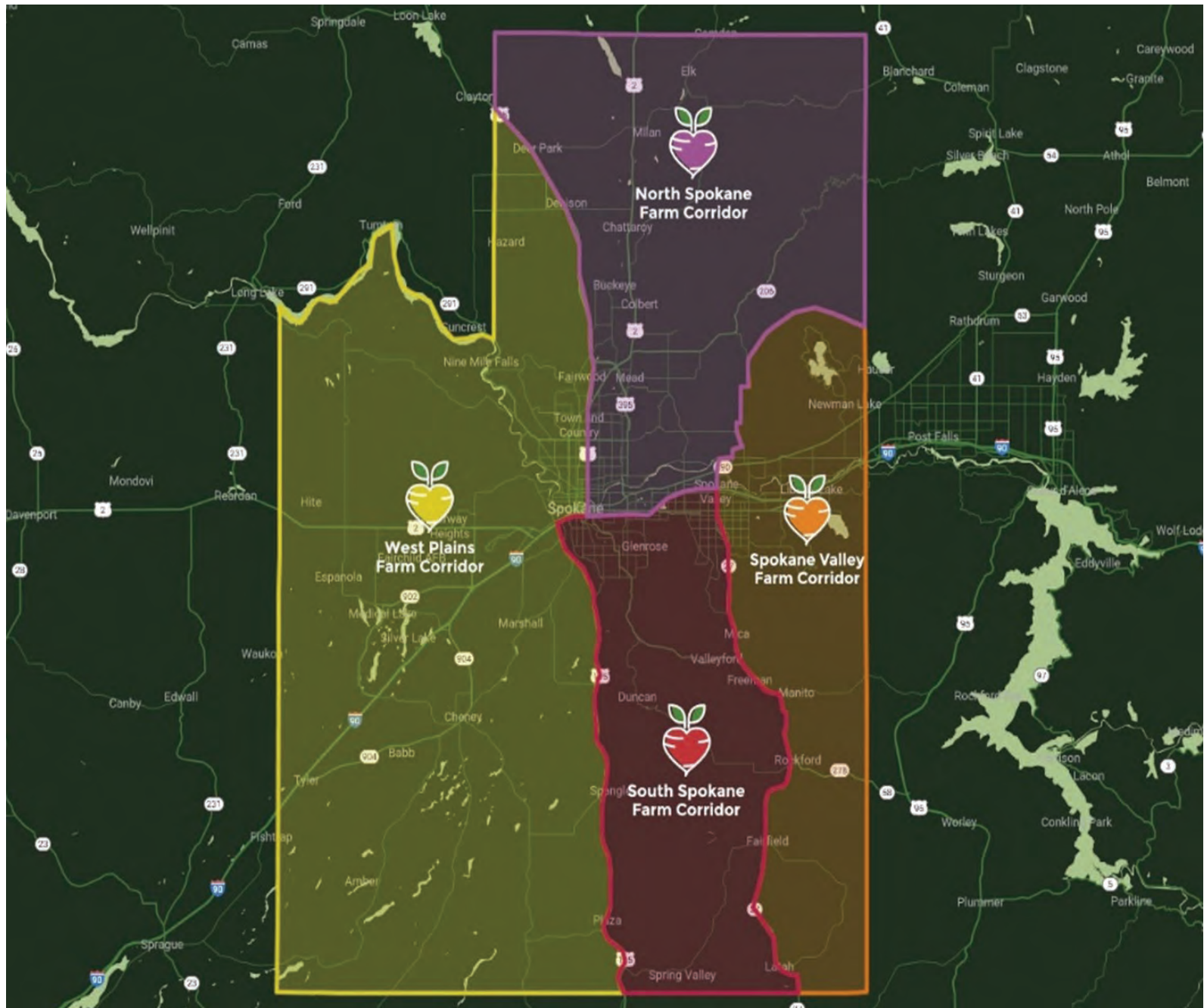
- The Scale House Market and Kitchen will contribute 155 jobs, wage and salary payments of \$5,832,292, and a total output (sales) of \$14,362,426 annually.
- It will also generate \$1,050,872 in taxes annually, including \$319,384 of property and \$731,488 of state sales, excise, and other taxes.
- There will be approximately 249,568 spenders at the Scale House Market and Kitchen annually, leading to total estimated spending of \$6.26 million inside the market and \$4.87 million in the community outside the market for a total of \$11.13 million (not including the spin-offs).

### Estimated median hourly wage of the jobs created

- The estimated median hourly wage of the jobs created at the Scale House Market and Kitchen will be \$36.06 an hour (\$75,005 a year).

### Section A. Product market analysis linked to economic development Spokane-region food and farm businesses need direct-to-consumer vendor space and commercial kitchen access

This study builds on the Spokane Regional Food Action Plan (2022), which used food policy audit, survey, and community forum methods to identify regional food system economic development priorities. Approximately 350 food system stakeholders, including producers, processors, distributors, consumers, and community organizations, were engaged in the development of the Spokane Regional Food Action Plan (2022). The priorities identified included the need to recruit and provide market opportunities to new farmers as well as to increase local food processing capacity. Interviews with the farms operating in the four Spokane Farm Corridors (South Spokane Farm Corridor, Spokane Valley Farm Corridor, North Spokane Farm Corridor, and West Plains Farm Corridor) further corroborates the demand for year-round farmers market vending space and commercial kitchen services (Spokane Farm Corridors, 2022). Figure 2 is a map of the Spokane Farm Corridor areas. SCD will continue to partner with the Spokane Farm Corridors program, which currently



section a

has 34 farm members, to ensure Scale House Market and Kitchen services meet farm and food businesses' marketing, processing, educational programming, and other relevant needs (Table 1).

Table 1 | Farms in the Spokane Farm Corridor program by type of production

Spokane Farm Corridor	Farm name	Fruit	Vegetables & Produce	Flowers & Plants	Meat	Eggs	Honey	Wine or Cider	Other
North Spokane	Fresh Cut Farms	✓	✓	✓	✓				
	Heavenly Hill Farm	✓	✓	✓					✓
	Peaceful Lane Farm, LLC		✓						
West Plains Farms	Sunset Highway Farm				✓				
	Rosarium Garden Center			✓					✓
	Daisies In May			✓					
	TRG Ranch				✓				✓
	Floriography Farm			✓					
South Spokane Farms	Browning Beef LLC				✓				
	Abby Normal Farm			✓					✓
	Entman Brothers Farms				✓				✓
	Owens Farms Piedmontese				✓				
	CasaCano Farms		✓		✓				
	Abundant Family Pastures				✓	✓			
	Hangman Valley Pumpkin Patch		✓						✓
	Funky D Ranch	✓		✓		✓			✓
	The Little French Farm		✓	✓					✓
Heron Pond Farms		✓			✓			✓	

Spokane Farm Corridor		Fruit	Vegetables & Produce	Flowers & Plants	Meat	Eggs	Honey	Wine or Cider	Other
	Snapdragon Flower Farm			✓					
	Vets On The Farm		✓						
	Fawcett Lavender Farm			✓					✓
	Barn And Blossom			✓					✓
	Green Bee Farm	✓	✓			✓	✓		
	Dragonfly Urban Farm		✓						
	Sweet Mercy Farm	✓	✓		✓	✓			
	Rocking Bar B Farm		✓	✓		✓			
	Winescape Winery							✓	
	Pfuntucci Pfarm	✓	✓			✓			✓
	Vinegar Flats Farm	✓	✓						✓
	Blue Moon Garden & Nursery			✓					
Spokane Valley Farms	Eisenman Farms	✓	✓	✓					✓
	Lilac City Harvest		✓						
	Old Barn Blooms			✓					
	S&P Homestead Farm		✓			✓			
<b>Total</b>		<b>7</b>	<b>16</b>	<b>14</b>	<b>9</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>14</b>

## section a

US Agricultural Census data also illustrate the scale of the potential market for the farm and food business processing and vending space services the Scale House Market and Kitchen will provide (Tables 2-4). Table 2 shows the number of farms by farm size in Spokane County and adjoining counties —there are 7,553 farms in this region. Based on case studies and interviews with similar farmers market and commercial kitchen operations in the US Northwest region, we know it is likely that the Scale House Market and Kitchen will draw many food and farm businesses from beyond Spokane County. Spokane County alone has 2,425 farms of which 1,549 (64%) are smaller than 50 acres and 501 (21%) are smaller than 10 acres (US Agricultural Census, 2017).

Table 3 shows the number of farms in Spokane County and surrounding counties by specific types of products. In 2017, 1,321 Spokane County farms produced livestock or poultry, 146 produced orchard crops, and 116 produced vegetables (US Agricultural Census, 2017). Spokane County itself already has many farms and products available. There are many more farms with these types of products in the surrounding counties. For example, 341 farms in the region already produce vegetables (Table 3).

County	Farms (#)	Acres operated	Number of Farm Operations by Farm Size					
			1.0 to 9.9 acres	10.0 to 49.9 acres	50 to 179 acres	180 to 499 acres	500 to 999 acres	1,000+ acres
Spokane	2,425	548,535	501	1048	471	194	70	141
Pend Orielle	261	58,077	21	104	92	26	3	15
Stevens	1114	517938	105	395	335	168	55	56
Lincoln	783	1181197	32	87	120	104	102	338
Boundary	348	68884	42	128	107	31	24	16
Bonner	1213	89331	302	574	205	93	32	7
Kootenai	1073	139705	264	473	201	82	31	22
Shoshone	48	435	5	31	9	3	0	0
Benewah	288	139944	28	95	84	32	24	25
<b>Total</b>	<b>7,553</b>	<b>2,744,046</b>	<b>1,300</b>	<b>2,935</b>	<b>1,624</b>	<b>733</b>	<b>341</b>	<b>620</b>

Table 2 | Number of farm operations, acres operated, and number of farms by farm size, US Agricultural Census (2017)

County	Total farms (#)	Cattle	Hogs & sheep	Chickens	Wheat, barley, & hay	Vegetables	Orchards
Spokane	2,425	543	243	535	1342	116	146
Pend Orielle	261	79	21	50	141	6	5
Stevens	1114	398	150	209	538	56	81
Lincoln	783	161	20	41	584	13	10
Boundary	348	125	42	47	195	15	20
Bonner	1213	235	169	335	549	84	68
Kootenai	1073	393	101	268	480	37	46
Shoshone	48	30	10	8	23	9	2
Benewah	288	78	25	34	171	5	9
<b>Total</b>	<b>7,553</b>	<b>2,042</b>	<b>781</b>	<b>1527</b>	<b>4023</b>	<b>341</b>	<b>387</b>

Table 3 | Number of farms with inventory by type of inventory, US Agricultural Census (2017)

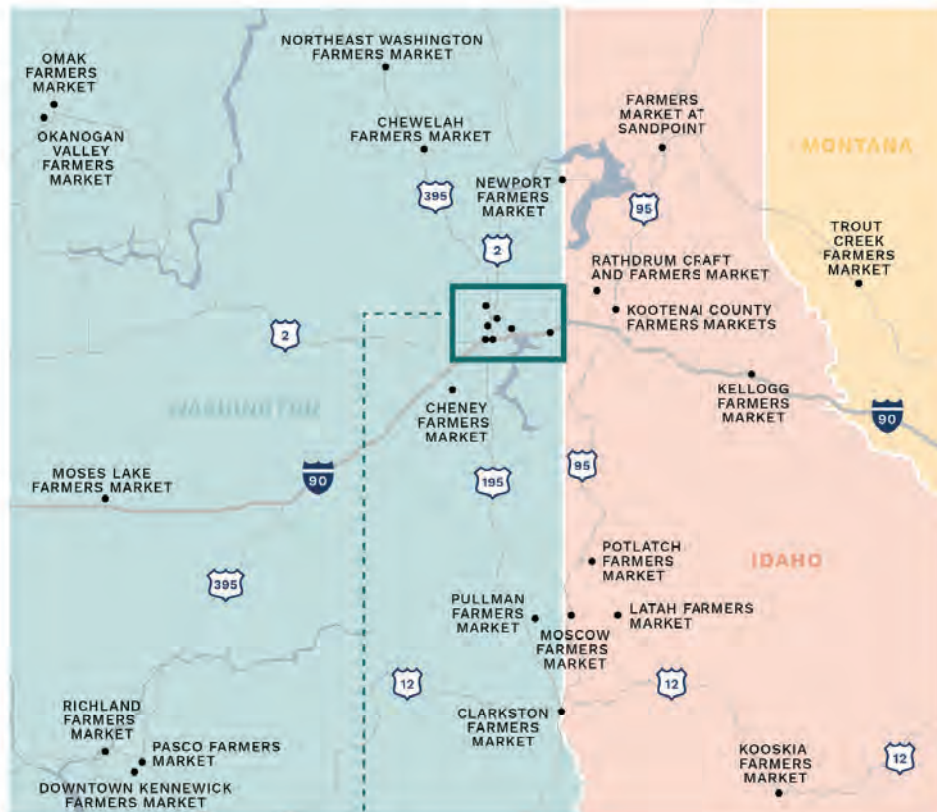
Table 4 illustrates the number of farms in the region that are already selling value-added and other products to direct-to-retail, direct-to-consumer, and other local and regional food system-focused markets. For example, in 2017, 339 Spokane County farms sold to direct-to-retail and direct-to-consumer markets with sales valued at \$1.6 million (US Agricultural Census, 2017).

Tables 5-8 and Figures 3-4 illustrate how the Scale House Market and Kitchen will complement and fill gaps for direct market vending space and commercial kitchen services currently unmet by other similar operations within 200 miles of the SCD campus. Figure 2 and Table 5 shows the name, location, and distance of all farmers markets within 200 miles of the SCD site. Table 6 shows the days these other farmers markets operate. The current plan is for the farmers market component of the Scale House to be open once a week during the primary agricultural season, which typically runs from May to October, and then once a month during the “off-season” from October to May. Table 7 shows the months the other farmers markets within 200 miles operate: only one (the Pullman Farmers Market) operates year-round. Figure 3 and Table 8 shows commercial kitchens within 200 miles of the SCD campus: there are very few commercial kitchens to serve the region. Table 8 also presents the prices each commercial kitchens charge for patrons to rent their facilities.

County	Commodity totals, including value-added, retail, directly marketed, human consumption		Commodity totals, including value-added, wholesale, direct to retailers & institutions & food hubs, local or regionally branded products, human consumption		Commodity totals, produced and sold value-added products	
	Operations with sales (#)	Sales (\$)	Operations with sales (#)	Sales (\$)	Operations with sales (#)	Sales (\$)
Spokane	339	\$1,567,000	44	\$171,000	62	\$1,843,000
Pend Orielle	22	\$93,000	5	\$2,000	4	\$5,000
Stevens	142	\$1,259,000	25	\$247,000	34	\$447,000
Lincoln	19	\$65,000	1	(D)	2	(D)
Boundary	39	\$122,000	14	\$609,000	14	\$642,000
Bonner	161	\$755,000	27	\$197,000	47	\$307,000
Kootenai	151	\$405,000	16	\$38,000	35	\$365,000
Shoshone	7	\$43,000	0	\$0	7	\$42,000
Benewah	20	\$63,000	2	(D)	4	\$19,000
<b>Total</b>	<b>900</b>	<b>\$4,372,000</b>	<b>134</b>	<b>\$1,264,000</b>	<b>209</b>	<b>\$3,670,000</b>

Table 4 | Operations with commodity sales to select markets, US Agricultural Census (2017)

section a



Spokane and Spokane Valley



Figure 3 | Map of farmers market locations within 200 miles of the SCD campus

Table 5 | Farmers market locations within 200 miles of Spokane Conservation District

Name	City	State	Distance (mi.)
South Perry Farmers Market	Spokane	WA	2.6
Spokane Farmers' Market	Spokane	WA	3.9
Hillyard Farmers Market	Spokane	WA	4.5
Millwood Farmers' Market	Spokane	WA	5.0
Emerson Garfield Farmer Market	Spokane	WA	6.2
Fairwood Farmers Market	Spokane	WA	12.6
Liberty Lake Farmers Market	Liberty Lake	WA	13.3
Cheney Farmers Market	Cheney	WA	20
Rathdrum Craft and Farmers Market	Rathdrum	ID	28
Kootenai County Farmers Markets	Coeur d'Alene	ID	31
Kootenai County Farmers Markets	Hayden	ID	35
Newport Farmers Market	Newport	WA	49
Chewelah Farmers Market	Chewelah	WA	52
Silver Valley Farmers Market	Kellogg	ID	66
Farmers Market at Sandpoint	Sandpoint	ID	69
Northeast Washington Farmers Market	Colville	WA	74
Potlatch Farmers Market	Potlatch	ID	77
Pullman Farmers Market	Pullman	WA	78
Moscow Farmers Market	Moscow	ID	83
Troy Farmers Market	Troy	ID	95
Moses Lake Farmers Market	Moses Lake	WA	108
Clarkston Farmers Market	Clarkston	WA	110
Trout Creek Farmers Market	Trout Creek	MT	132

## section a

Continued from previous page:

Table 5 | Farmers market locations within 200 miles of Spokane Conservation District

Name	City	State	Distance (mi.)
Pasco Farmers Market	Pasco	WA	139
Okanogan Valley Farmers Market	Okanogan	WA	143
Downtown Kennewick Farmers Market	Kennewick	WA	143
Okanogan Valley Farmers Market	Omak	WA	147
Richland Farmers Market	Richland	WA	148
Kooskia Farmers Market	Kooskia	ID	177

Table 6 | Days of operation of farmers markets within 200 miles of the Spokane Conservation District campus

Name	Distance (mi)	Days of Operation						
		Sun.	Mon.	Tues.	Wed.	Th.	Fri.	Sat.
South Perry Farmers Market	2.6							
Spokane Farmers' Market	3.9							
Hillyard Farmers Market	4.5							
Millwood Farmers' Market	5.0							
Emerson Garfield Farmer Market	6.2							
Fairwood Farmers Market	12.6							
Liberty Lake Farmers Market	13.3							
Cheney Farmers Market	20							
Rathdrum Craft and Farmers Market	28							
Kootenai County Farmers Markets	31							
Kootenai County Farmers Markets	35							
Newport Farmers Market	49							

Continued from previous page:

Table 6 | Days of operation of farmers markets within 200 miles of the Spokane Conservation District campus

Name	Distance (mi)	Sun.	Mon.	Tues.	Wed.	Th.	Fri.	Sat.
Chewelah Farmers Market	52							
Silver Valley Farmers Market	66							
Farmers Market at Sandpoint	69							
Northeast Washington Farmers Market	74							
Potlatch Farmers Market	77							
Pullman Farmers Market	78							
Moscow Farmers Market	83							
Troy Farmers Market	95							
Moses Lake Farmers Market	108							
Clarkston Farmers Market	110							
Trout Creek Farmers Market	132							
Pasco Farmers Market	139							
Okanogan Valley Farmers Market	143							
Downtown Kennewick Farmers Market	143							
Okanogan Valley Farmers Market	147							
Richland Farmers Market	148							
Kooskia Farmers Market	177							

section a

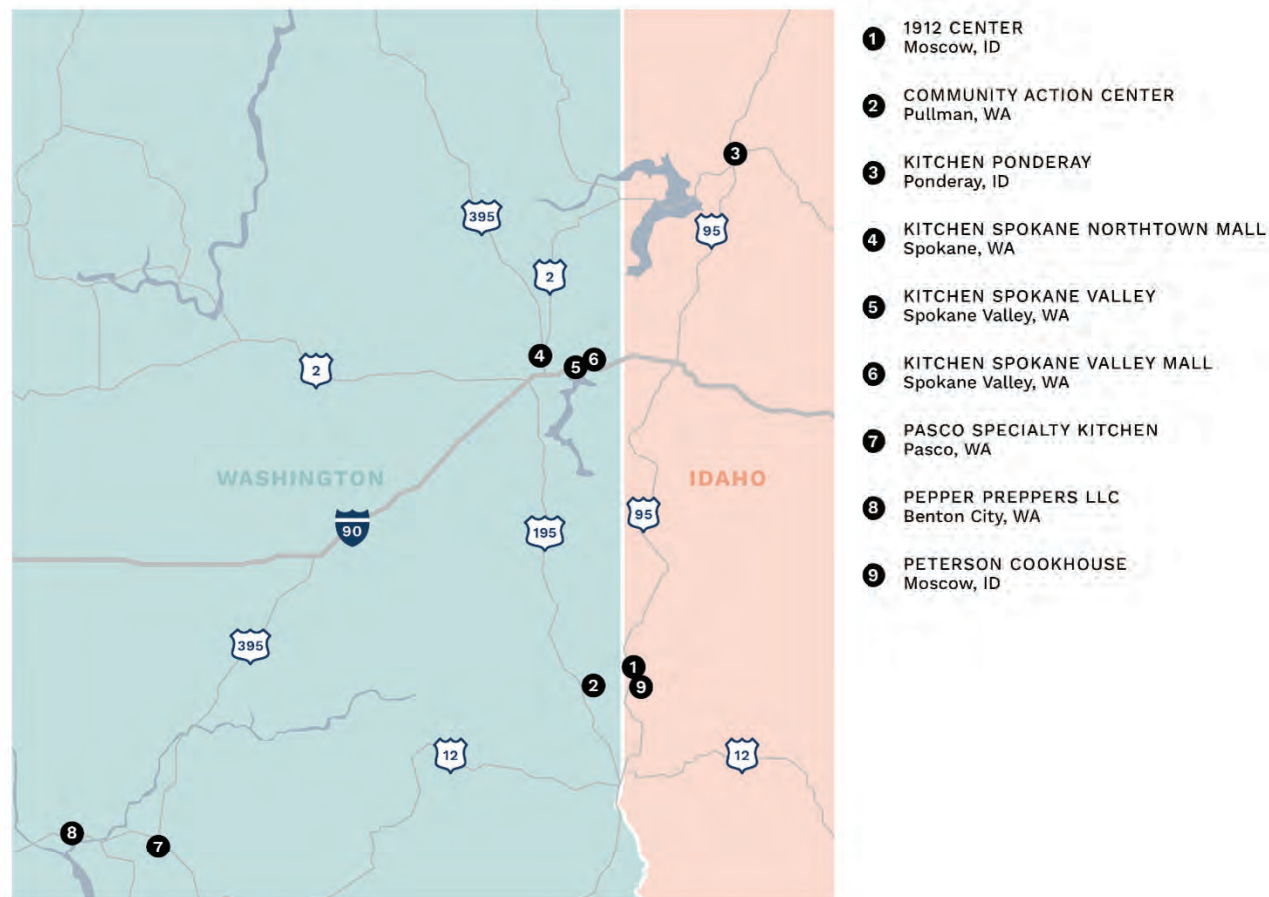
Table 7 | Farmers market seasons by month, 2022

Name	Season Start	Season End	J	F	M	A	M	J	J	A	S	O	N	D
South Perry Farmers Market	5/5	10/27												
Spokane Farmers Market	5/13	10/29												
Hillyard Farmers Market	6/6	10/3												
Millwood Farmers Market	5/25	10/12												
Emerson Garfield Farmer Market	6/3	9/30												
Fairwood Farmers Market	5/17	10/11												
Liberty Lake Farmers Market	5/14	10/8												
Cheney Farmers Market	6/1	9/30												
Rathdrum Craft and Farmers Market	4/29	9/30												
Kootenai County Farmers Markets	5/1	10/31												
Kootenai County Farmers Markets	5/1	10/31												
Newport Farmers Market	5/7	10/29												
Chewelah Farmers Market	5/13	10/14												
Silver Valley Farmers Market	6/4	9/28												
Farmers Market at Sandpoint	5/5	10/14												
Northeast Washington Farmers Market	5/4	10/29												
Potlatch Farmers Market	7/6	9/28												
Pullman Farmers Market	1/1	12/31												
Moscow Farmers Market	5/1	10/31												
Troy Farmers Market	6/4	10/8												
Moses Lake Farmers Market	5/7	10/15												
Clarkston Farmers Market	6/2	9/15												
Trout Creek Farmers Market	6/1	9/30												
Pasco Farmers Market	5/7	10/29												

Continued from previous page:  
 Table 7 | Farmers market seasons  
 by month, 2022

Name	Season Start	Season End	J	F	M	A	M	J	J	A	S	O	N	D
Okanogan Valley Farmers Market	5/7	10/29												
Downtown Kennewick Farmers Market	6/2	10/6												
Okanogan Valley Farmers Market	6/21	10/25												
Richland Farmers Market	6/3	10/28												
Kooskia Farmers Market	6/1	10/31												

Figure 4 | Map of commercial  
 kitchens within 200 miles of SCD  
 campus



## section a

Table 8 | Commercial kitchens within 200 miles of the Spokane Conservation District campus

Name	City	State	Distance (mi)	Hourly rental price
Kitchen Spokane Valley	Spokane	WA	6.1	\$18.15
Kitchen Spokane Northtown Mall	Spokane	WA	7.0	\$18.15
Kitchen Spokane Valley Mall	Spokane	WA	7.3	\$18.15
Kitchen Ponderay	Sandpoint	ID	70	\$18.15
Community Action Center	Pullman	WA	80	\$20.00
1912 Center	Moscow	ID	83	\$30.00
Peterson Cookhouse	Moscow	ID	84	\$35
Pasco Specialty Kitchen	Pasco	WA	139	Unknown
Pepper Preppers Kitchen LLC	Benton City	WA	159	\$15.00

### Serving the people of Spokane and the Spokane Valley: The primary target consumer market

The Scale House Market and Kitchen will be centrally located at the center of SCD's 50-acre campus where Spokane meets the Spokane Valley. Figure 5 is a Google map aerial view of the property (4422 E. 8th Ave., Spokane Valley, WA, 99212), which shows how accessible the property is to public use due to its proximity to neighborhoods and commercial activity. The SCD campus is in Spokane Valley's 99212 zip code area and is also readily accessible to people in the surrounding four zip codes (99202, 99206, 99217, and 99223) (Figure 6). A total of 134,012 people live in this five-zip-code area, serving as a primary target market.

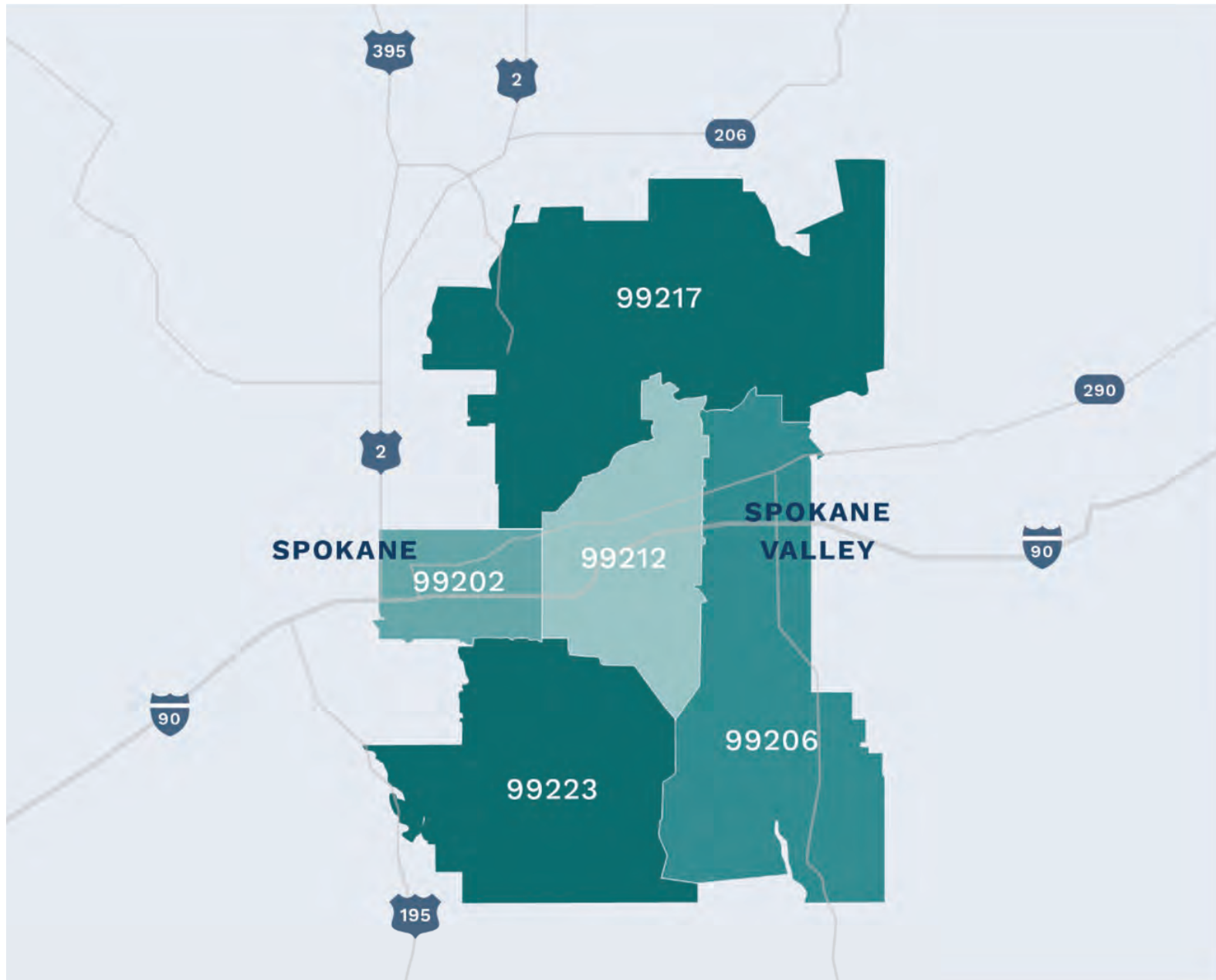
Table 9 provides a breakdown of community demographics in 2020 by the immediate zip codes. In addition to facilitating farm and food businesses' access to middle and upper-income customers, the Scale House Market and

Kitchen has an important opportunity to help address food insecurity and hunger by serving customers with low or no income.

Figure 5 | Google map aerial view of the Spokane Conservation District property



Figure 6 | Zip code map of Spokane and Spokane Valley



## section a

Table 9 | Demographic summary of the five zip codes immediately surrounding the Scale House Market and Kitchen site, US Census (2020)

	99202	99206	99212	99217	99223	Total
Total population (#)	21,488	40,510	21,191	18,073	32,750	134,012
Population 0-18 years old (%)	16%	23%	24%	25%	23%	
Population 60+ years old (%)	12%	17%	27%	13%	20%	
Population living below poverty (%)	26%	11%	12%	15%	9%	
People eligible for food access programs such as SNAP (#)	5,586	4,496	2,543	2,638	2,947	18,210

Statewide data highlight the important role farmers markets can play in increasing food access. For example, in 2021, the Farmers Market Nutrition Program (FMNP) redeemed \$371,000 for Women, Infant, and Children (WIC) participants and \$646,000 for the Seniors Farmers Market Nutrition program in Washington State. Additionally, the Food and Nutrition Services (FNS) reported that 157 farmers markets throughout Washington State redeemed \$1,068,025 in Supplemental Nutrition Assistance Program (SNAP) benefits. In 2020, an estimated 18,210 people in the project area (zip codes 99202, 99206, 99212, 99217, and 99223) were eligible for these food programs, 2,543 of whom live within the 99212 zip code where the Scale House Market and Kitchen will be located (Table 9). In Spokane County specifically, the farmers markets that existed in 2021 redeemed \$68,027, which was a 73% increase from the 2013-2020 average. As of the 2020 US Census, 14% of residents of this concentrated area were eligible for food access programs such as SNAP, suggesting it will be important for the Scale House Market and Kitchen to serve this population by:

1. Setting up farm and food vendors to accept payments from food assistance programs such as SNAP/EBT, Market Match, SeniorsFarmers Market Nutrition, and WIC to enable all community members access to culturally and nutritionally rich local food products while also supporting local businesses. Educational programs will include strategies for accessing fresh and value-added food products from local producers on a budget and using food assistance program benefits.
2. Providing food preparation, nutrition, and other educational programs tailored to serve an economically diverse range of audiences. For example, some cooking classes designed to be inclusive of and relevant for people with low or no income teach how to cook with an air fryer or similarly portable appliance, and participants receive their own air fryer at course completion. Strategies like this can be enabling and incentivizing for those who do not have a conventional oven or other means to cook.

**A regional destination farmers market  
Scale House Market and Kitchen visitor flows**

In addition to serving the businesses and people who live in Spokane and the Spokane Valley, it is anticipated (and forecast) that the Scale House Market and Kitchen will become the largest regional farmers market in the Inland Northwest, drawing food and farm businesses and consumers from throughout the region. Figure 7 is a map of towns by population size within a 120-mile radius of the SCD campus. It is likely that the Scale House Market and Kitchen will be patronized by customers from these places because they already come to Spokane as the regional center for many types of commerce. Economist Steve Peterson’s methods leading to this conclusion are explained in Appendix A. In summary, studies completed for the Moscow Farmers Market in Moscow, (Latah County) Idaho, 90 miles south of the SCD campus provide the template and some estimates for the current study.

(Appendix A) (e.g., DePhelps and Peterson, 2020). Moscow Farmers Market visitors are considerable relative to the local population, illustrating the potential draw and commercial power of farmers markets. The Moscow Farmers Market also illustrates the potential for the Scale House Market and Kitchen to become the largest and premier farmers market with a permanent, fixed location and year-round operation.

DePhelps and Peterson (2020) found there were 266,205 visitors to the Moscow Farmers Market in 2018, up from 84,084 in 2003, a cumulative increase of 217%. The customer flow counts were 6.7 times the population of Latah County (39,473) or 10.6 times the population of Moscow (25,146). Spokane County has a substantially larger population: Spokane County in 2021 had a population of 546,040, which is 14 times larger than that of Latah County (40,313) and 3.6 times that of the broader 4-county area of Latah, Nez Perce, Whitman, and Asotin counties (153,037 people) where most customers live. The customer flow potential is much greater for Scale House Market and Kitchen given its large urban setting in the Spokane, Spokane Valley, Post Falls, and Coeur d’Alene Interstate-90 corridor.

It is conservatively estimated that the Scale House Market and Kitchen will be 1.5 times the size of the Moscow Farmers Market within 3-5 years after



Figure 7 | Towns within 120-mile radius with population size, US Census (2021)

launch. The long-run potential could be much larger (3.0+ factor) if the Scale House Market and Kitchen emerges as the destination farmers market in the greater Spokane, Washington, region, which is its goal. Figure 7 shows the towns within a 120-mile radius by population size.

**Market geographic region versus economic contribution region**

For farmers markets, it is typical that the economic contribution region and the market supply chain region are not fully aligned. That is, farmers market supply chains are much wider than the economic region due to product availability. For example, the Moscow Farmers Market has a 200-mile geographic radius for products accepted into the market as “local.” However, the economic contribution region in the Moscow Farmers Market study was Latah County (DePhelps and Peterson, 2020). A similar dynamic will occur

## section b

with the Scale House Market and Kitchen. Therefore, Peterson adjusted the economic contribution analysis to account for products sold in the market but produced outside the defined contribution region, which is Spokane County for the Scale House Market.

### Section B. A market strategy containing action elements linked to timelines

The first step will be to rehabilitate the existing scale house and surrounding grounds for the Scale House Market and Kitchen. The next step will be to hire the manager and staff to run the operations, which can overlap with finalizing the facility. Once the facility is operational, we will begin marketing vendor space, commercial kitchen services, educational programming facilities, entertainment facilities, and other amenities to the respective audiences and customers. Finally, once vendors and programs are in place, we will market all activities to end consumers. The market strategy with action elements and timelines are summarized in Table 10.

Successful farmers markets and commercial kitchens begin with outreach to potential vendors and renters.

They also establish effective branding through local media sources, including traditional print and broadcast media, social media, the internet, and postal

Action	2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Finish fundraising for the facility	■	■						
Rehabilitate scale house and launch Scale House Market and Kitchen facilities			■	■				
Hire the manager and staff				■	■			
Social media and website development				■	■	■		
Branding development				■	■			
Outreach to the Spokane, Spokane Valley, Post Falls, and Coeur d'Alene farm corridors (early registration discount) (collect/gather contact)				■	■	■	■	■
Fundraising	■	■	■	■	■	■	■	■
Reconnect with vendors, application release/acceptance					■	■		
Zip code-targeted mail campaign						■	■	
Begin farm verification tours						■		
Opening mailers to relevant stakeholders, vendors, zip codes (quarterly mailings)				■	■	■	■	■
Develop community/vendor survey for market details and fodder for content and fundraising/support.		■						

Table 10 | Project timeline

outreach. Outreach efforts should include intentional targeting of low-income individuals and families. Farmers markets who executed this effort saw a 25% to 30% increase in SNAP/EBT and Market Match sales (Fairwood).

**Section C. Identification of targeted industries**

**Scale House Market and Kitchen vendor mix**

Table 11 presents an estimate of the types of products for sale at the Scale House Market and Kitchen compared to the Moscow Farmers Market. The Moscow Farmers Market does not offer storage services like the Scale House Market and Kitchen will; therefore, we expect that the volume and proportion of meat-related sales will be higher at the Scale House Market and Kitchen. The analysis assumes there will be 30 year-round vendors indoors and 20 vendors that will be in tent stalls outside the building from spring to fall.

The industries targeted by the Scale House Market and Kitchen are summarized in Table 12.

Table 12 | Benefits by industry

Product	MFM		Scale House	
	#	%	#	%
Craft	17	30%	11	22%
Livestock	3	5%	7	14%
Prepared food	6	11%	5	11%
Produce/nursery	22	39%	20	39%
Value-added food	8	14%	7	14%
<b>Total</b>	<b>56</b>	<b>100%</b>	<b>50</b>	<b>100%</b>

Table 11 | Estimated vendor composition at the Scale House Market and Kitchen compared to the Moscow Farmers Market (MFM)

Industry	Benefit
<b>Fruit and vegetable producers</b>	Direct sales farmers will be from the local region extending 50 miles from the Scale House Market and Kitchen. Freezer and refrigerated lockers will provide storage for farmers’ produce. Many farmers will supplement their product with “certified organic” produce from central Washington, up to 200 miles from the market.
<b>Animal product and livestock producers</b>	Freezer and refrigerated storage lockers will allow fresh meat sales at the market throughout the season. Research shows a strong demand for locker storage rental with multiple growers selling one beef or two pigs per month in the market.
<b>Value-added food producers</b>	The commercial kitchen will allow opportunity for farm and food businesses to create value-added products and provide opportunity to share and connect with patrons and community members. Value-added food processing benefits producers by enabling them to develop high-profit product lines and reduce food waste by diverting lower-grade products into processed goods. Additionally, ready-to-eat foods help draw patrons to farmers markets.

## section d

### Section D. Identification of the group responsible for implementing the marketing strategy

#### The Spokane Conservation District Board of Directors

The SCD Board of Directors will serve as the oversight board for the Scale House Market and Kitchen. The Board of Directors will be responsible for continuing to develop the vision and long-term goals, establishing market and commercial kitchen rules, and hiring and supervising the Market Manager. They will also be involved in ongoing fundraising.

#### Scale House Market and Kitchen employees

We plan to create seven jobs at the Scale House Market and Kitchen within four years. The Market Manager will oversee the development and implementation of the marketing strategy with the assistance of the Assistant Manager and the Public Relations Manager. With oversight from the Board of Directors, the Market Manager will lead the vendor vetting and approval process to ensure the integrity of the products sold at the market.

The Scale House Market and Kitchen will hire multiple employees who manage and perform the operations of the market. We expect in the first year the Scale House Market and Kitchen will have three employees who hold combined positions; in years two and three, due to expected expansion,

the number of positions will increase, each with single-role focus. Table 13 summarizes responsibilities by employee position.

Industry	Benefit
<b>Food truck businesses</b>	The site will be fully developed with water, sewer, and electrical utilities for food trucks. These fixtures provide essential services for vendors, increasing their ability to focus on their product and customer.
<b>Arts and craft businesses</b>	The Scale House Market and Kitchen will provide vending space for a limited number of arts and crafts vendors, which supports and diversifies the economic and cultural benefits while drawing customers to the food and farm business and educational programming at the Market.
<b>Entertainers</b>	The Scale House Market and Kitchen will include a stage that will be rented to artists, groups, and other performers, also diversifying the economic and cultural benefits while drawing customers to the food and farm business and educational aspects of the Market.
<b>Non-profit, educational, and community organization education and food security programs</b>	SCD or community partners will offer nutrition education, food safety, cooking, conservation, and other food system-related educational programming at the Scale House Market and Kitchen. The facility will also serve food security and access projects.

*Continued from previous page: Table 12 | Benefits by industry*

Position	Description of responsibilities
<b>Market Manager</b>	Facilitating orderly parking by vendors (and shoppers), maintaining order and cleanliness; opening and closing the market grounds; creating a site plan; managing annual vendor applications and selecting vendors; enforcing market rules and paperwork requirements; ensuring compliance with health codes and regulations; recording names and addresses of vendors; collecting vendor fees; developing a system for reporting sales by vendor; marketing and outreach for shoppers and vendors; communications with community partners, other markets, city and state agencies; negotiating market lease arrangements; handling complaints and inquiries from the public; managing conflicts and complaints among vendors; working with local officials to regulate behaviors and disruptions; preparing and maintaining emergency plans and supplies; working with growers to encourage adequate quantity and variety of products each day.
<b>Assistant Manager</b>	Assisting market manager in day-of tasks and organization; organizing files and data; facilitating vendor relations and mapping.
<b>Bookkeeper</b>	Managing all financials including vendor booth fees, sponsorships, payment of employees, billing and payment onboarding employees, financial reports, and checkout processing.
<b>Public Relations Manager</b>	Creating high quality content managing social media and website; building relationships with sponsors, community partners and stakeholders to include them in marketing and social media platforms; fielding inquiries, emails and news and media requests.

Table 13 | Employee positions and responsibilities

## section e

Continued from previous page: Table 13 | Employee positions and responsibilities

Position	Description of responsibilities
<b>Food Access Coordinator</b>	Managing token and voucher exchange at information booth; entering data entry as required; educating patrons about various food access programming; managing till at information booth.
<b>Youth Education Coordinator</b>	Prepping daily activities for market day; coordinating youth program; leading activities at the children's booth; collecting data as required.
<b>Volunteer Coordinator</b>	Recruiting volunteers of various abilities to assist in market needs through multiple platforms; assessing volunteer needs; managing volunteer appreciation events and gifts.

### Section E. Site appropriateness: address zoning, effects to the state or local transportation system, environmental restrictions, cultural resources review, and the site's over-all adequacy to support the anticipated development upon project completion

The Scale House Market and Kitchen will be at the center of SCD's campus at 4422 E. 8th Ave., Spokane Valley, WA, 99212. SCD owns the property, which is centrally located and accessible to the people and food and farm businesses the Scale House Market and Kitchen will serve. Developing the Scale House Market and Kitchen at this site is part of SCD's strategic and campus-development plan; therefore, all zoning, environmental restrictions, cultural resources review, and other site-development requirements are already in place. SCD completed the required permitting, review, and other processes prior to constructing its other two buildings at the site, which were completed between 2017 and 2022.

The site has access via public arterial streets that can accommodate the increased traffic that will be channeled to the site once the Scale House Market and Kitchen is operational. The local transportation system is supportive of this project due to its economic and community development benefits that will outweigh any impacts on other public infrastructure. Access and parking development are integrated into the scale house site development plan. The SCD campus is fenced with a gate at the entrance that is only open during business hours or events, making it a secure location.

Planning a market for year-round activity must accommodate the four seasons in the Spokane region. In the winter and colder months, customers

and vendors prefer enclosed spaces that stay warm enough to shop and sell comfortably. In the summer, customers prefer more open outdoor areas that allow them to enjoy the nice weather.

The existing scale house is well-suited for the base structure for the Scale House Market and Kitchen. Renderings of the retrofitted Scale House Market and Kitchen show an open-air market for summer months and a smaller enclosed winter market in the existing scale house building (Figure 8). The concrete tilt-up structure is in excellent shape for reuse. Developing a farmer’s market in this retrofitted building will also breathe new life into currently underutilized area of the community, leveraging and amplifying the historical and cultural aspects of the area.

Outdoor areas must also generally give vendors easier access to their booths for set up and break down and allow for more vendors because of increased space. The Scale House Market and Kitchen design will enable farmers to easily pull up to the structure to load and unload their goods, as well as the ability of customers to easily navigate the building, including wheelchair and stroller accessibility.

One benefit of retrofitted buildings is the lower cost of construction. Demolition of existing buildings no longer in use can often be more expensive than converting them, while using a pre-existing building is usually less expensive than building a new structure. Reuse of existing structures is also much more environmentally friendly, saving building materials and reducing waste produced by tearing down the old building. The conservation gains align with the SCD’s mission and will support the Scale House Market and Kitchen branding, marketing, and public education related to



Figure 8 | Scale House Market renderings

### **Section F. A location analysis of other adequately served vacant industrial sites**

At the time of this study only two suitable bare-land sites were available for sale in the Spokane region that could house an 1,800 square foot permanent indoor Farmers Market building. Both lots would need trees cleared and ground leveled prior to facility development. It was estimated that it will cost a minimum of \$540,000 more to develop bare land for an indoor market than to use the existing scale house at the SCD site, with its existing building, utilities, roads, security, and other infrastructure. This is in addition to the cost of buying the property (\$1.1M-\$1.55M) and clearing trees. Building a farmers market at either property would be nearly double the cost of the Scale House Market and Kitchen as proposed.

#### **Park Road Acreage: \$1.55M**

Located in the City of Spokane Valley with access to Park Road, this 3.65-acre parcel is zoned for high density multiple dwelling units. Utilities are located at the lot line on Park Road and would have to be extended to the building site. There are no structures on the property. Roads, parking, and storm water detention systems would need to be developed, as would fencing and security. Zoning would need to be addressed to build a permanent-structure farmers market and commercial kitchen at this property. The parcel is heavily treed and would need to be cleared.

#### **5119-5221 W Sunset Hwy/Geiger Blvd: \$1.1M**

Located between Sunset Highway and Geiger Boulevard, this 5.39-acre, 9-parcel property could be suitable and is properly zoned as commercial. There are two homes located on the property that could be used to house staff or as rental income. A 12-inch water line runs along the property on the Sunset Highway, and sewer would need to be extended from Lewis Street. The parcel is lightly treed and would need to be cleared. Roads, parking, and a storm water detention system need to be developed, as would fencing and security systems.

### **Section G. Total funding for the public facilities improvements if secured or will be secured within a given timeframe**

In partnership with the Spokane County Commissioners, we request \$2.3 million to complete this project. These legislative funds will be matched by \$1.5 million in local funds. This includes approximately \$500,000 already spent on preconstruction site improvements such as extending utilities to the building site. We expect to raise another \$1 million through a capital campaign to make the building operational, including installing furnishings, signage, murals, and other aesthetic design features. We will also raise funds on an ongoing basis after the building is operational through donations, sponsorships, memberships, vendor rent, and private and federal grants, such as the USDA Farmers Market Promotion Program, to pay for programs and marketing and to supplement operations. The legislative request includes the first year of operating expenses, which are expected to be \$181,258 (for personnel, utilities, insurance, and marketing). For a more detailed proforma operational budget, see Appendix B. The Scale House Market and Kitchen will begin generating revenues from vendor, storage, and kitchen fees in 2024. Those revenues and additional grants and donations will support the operation starting in 2025. Table 14 lists potential grants programs to fund operations, programs, and activities. the historic, economic, and ecosystem values of the site.

Funder	Program	Amount	Description
USDA NIFA	Community Food Projects Competitive Grants Program	\$400K	Funding to build local food systems.
USDA Rural Development	Healthy Food Financing Initiative	\$20K - \$200K	Funds food system enterprises that seek to improve access to healthy food in underserved areas.
EPA and USDA	Local Foods, Local Places	Planning: \$100K	Funds helping communities build food systems.
USDA Build Back Better	Food Supply Infrastructure Grant	TBA	Funds for food supply chain infrastructure such as cold-storage and processing facilities. More details will be coming soon.
USDA Agricultural Marketing Service	Local Food Promotion Program (LFPP)	Planning: \$25K - \$100K Implementation: \$100K - \$500K	Grant focusing on planning and implementation of local and regional food intermediary supply chain development.
USDA Agricultural Marketing Service	Farmers Market Promotion Program (FMPP)	Capacity building: \$50K-\$250K; Community Development Training & Technical Assistance: \$100K-\$500K	Funds for developing, coordinating, expanding, and providing outreach, training, and technical assistance to farmers markets.
USDA Build Back Better	Urban Agriculture and Innovation Production	Planning: \$50K-\$300K Implementation: \$50K-\$300K	Planning projects are for building food access in urban areas and suburbs. Funds can go to new farmers and policy work. Implementation projects build upon existing models of urban and indoor agriculture. Funds for infrastructure and policy work.

Table 14 | Scale House Market potential funding sources

Table 14 | Scale House Market potential funding sources

Funder	Program	Amount	Description
USDA Rural Development	Value-Added Producer Grants	Planning: \$75K Working Capital Grants: \$250K	Purpose is to help agricultural producers enter value-added activities related to the processing and marketing of new products.
USDA Rural Development	Community Facilities Direct Loans, Guaranteed Loans, & Grants	Unspecified	Provides affordable funding to develop essential community facilities in rural areas. Can be used for food hubs.
USDA NIFA	Food Safety Outreach Program	\$80K - \$550K	Funds for food safety training, education, extension, outreach, and technical assistance projects for small to midsized farms, beginning farmers, socially disadvantaged farmers.
USDA Healthy Food Financing Initiative	Targeted Small Grants Program	\$20K - \$200K	Capital investments into food enterprise projects.
USDA NIFA	Gus Schumacher Nutrition Incentive Program - Produce Prescription Program	Up to \$500K	Support projects that increase access to fruits and vegetables among SNAP participants and nutrition assistance. Can be used for market bucks programs for SNAP recipients.
Washington Department of Commerce	Community Economic Revitalization Board (CERB) Planning Program	\$50K	Funding for economic feasibility studies, permitting, site planning and more.
Washington Department of Commerce	Community Economic Revitalization Board (CERB) Committed Private Partner (CPP) Program	Varies	Loans and grants for construction of public infrastructure necessary for private business expansion. Loans at \$3M and grants up to 25% of the total award.

**Section H. Analysis of how the project will assist local economic development diversification efforts**

The Scale House Market and Commercial Kitchen will be a destination farmers market, facilitating entrepreneurship, helping farm and food businesses become more profitable while decreasing food waste, attracting shoppers to Spokane, and making Spokane a more desirable place to live and work. The facility will provide opportunities for local nonprofit, community, and educational organizations, including those that provide emergency food assistance programs. Furthermore, the Scale House Market and Kitchen will facilitate business success for new and historically disadvantaged farm, ranch, and food entrepreneurs.

Visitors drawn to Scale House commercial, educational, and recreational activities will participate in SCD programs and spend money at other local businesses unaffiliated with the Scale House. In a rapid market analysis of the Perry Street Farmers Market (nearest farmers market to the Scale House Market and Kitchen), performed by the Washington State Farmers Market Association, they intended “to capture ‘spill over’ spending by farmers market shoppers at other nearby businesses or restaurants. As indicated in Figure 13, 62% of survey respondents spent at least \$1 at other South Perry businesses or restaurants, indicating that they were shopping at multiple places, not just the farmers market. The most frequent category selected for spending at other businesses was ‘\$6 to \$10’ (12%), followed by ‘\$16 to \$20’ (11%).” Our economic analysis estimated spending outside the Scale House Market and Kitchen will contribute 34 jobs, \$1,163,363 in wages and salaries, and \$3,382,447 in output to the local economy annually.

Additionally, farmers markets welcome many start-up enterprises, providing low risk business opportunity and encouraging entrepreneurship. One study of farmers markets noted that “small-scale enterprises are still the most numerous at farmers' markets, making up almost 56% of all vendors. More than half of these enterprises are operated by part-time farmers or market gardeners. Compared to medium and large enterprises, they were more likely to consider farmers' markets to be their most important business development opportunity.” (Fenstra et al., 2009)

Based on data from other farmers markets in the region, it is expected that some vendors will spin off brick-and-mortar establishments. That is, there is typically a rich interaction between farmers markets and new “brick-and-mortar” start-up firms. The Scale House Market and Commercial Kitchen will be a great community business incubator, encouraging entrepreneurship and fostering new business innovation. Our models estimate the brick-and-mortar spinoffs from the Scale House Market and Kitchen will contribute 60 jobs, \$2,221,150 in wages and salaries, and \$5,261,467 in output annually. As an example, many food businesses local to Moscow, Idaho, got their start in the Moscow Farmers Market, and historically there have been over 15-20 individual enterprises with close connections to the Market including Tapped Restaurant, Sisters Cookies, Humble Burger Restaurant, Lodge Pole Restaurant, Brush Creek Creamery, Patti’s Kitchen, Mela Indian Food, and many others. Some of these firms might not exist if it were not for the farmers market. A contribution assessment forecast was conducted for these firms in the Scale House Market and Kitchen analyses. The Scale House’s commercial kitchen facility will also facilitate the creation of new value-added product business opportunities.

Direct markets, such as the Scale House Market and Kitchen, facilitate farm and food businesses’ success and profitability by reducing intermediaries. The USDA reports that, in retail environments, only 14.8 cents of every food dollar spent goes back to the farmer whereas farmers receive nearly 100% of the retail price when they sell direct-to-consumer at farmers markets (National Farmers Union, 2018). Seventy-four percent of farmers surveyed reported making more money at farmers markets than in traditional retail markets, and 37% of those farmers participating in farmers markets were able to hire new employees and expand production as a result (National Farmers Union, 2018). In addition, the COVID-19 pandemic has shown how large-scale distribution networks can be severely disrupted at the expense of both farmers and consumers, reducing food security and food system resilience. Sales at local farmers markets such as the proposed Scale House Market and Kitchen build resilience and bypass international, national, and larger regional supply chains.

## Section J. Economic outcomes that you expect from the proposed CERB project

### Basic versus non-basic visitor revenues and expenditures

Only expenditures created by new monies to the Spokane County economy can be used in the calculation of economic contributions. Alternatively, local monies that would have leaked out of the economy from residents leaving Spokane to shop outside the county are not counted. For comparison, the metrics for the economic contribution assessment in the Moscow Farmers Market study were based on a survey sent to the firms and personal interviews (DePhelps and Peterson, 2020). It was assumed that about 50%-60% of the revenues of these firms are basic (i.e., new monies to Moscow) from nonresident customers and Moscow residents who would dine elsewhere in the absence of these firms. The remaining 40%-50% is non-basic or substitutable and not counted in the calculation of economic contributions. For the Scale House Market and Kitchen, it is assumed that 50% are new monies to the Spokane County economy (i.e., basic) and 50% are non-basic.

### Per-wallet visitor flows

The Moscow Farmers Market study assumed 1.6 persons per wallet. That is, individuals at the market often shop as families or small groups, for which there is a single “spender.” The market assessment and corresponding economic analysis estimated there were 266,205 visitors to the Moscow Farmers Market in 2018 (DePhelps and Peterson, 2020). In comparison, 399,308 visitors are expected to visit the Scale House Market and Kitchen annually, which is reduced to 249,568 spenders on a per wallet basis. Rapid Market Surveys conducted at the Moscow Farmers Market and the survey results showed average per-wallet spending inside the market of \$21.9 and \$17.0 in the regional economy outside the market. These estimates were adjusted for inflation to 2022 dollars (i.e., increase by about 14%) and employed for the Scale House Market and Kitchen analysis. Total estimated spending for the Scale House Market and Kitchen is expected to be \$6.26 million inside the market and \$4.87 million outside the market, for a total of \$11.13 million (not including the spinoffs) (Table 15).

## section j

### Market customer visitation and spending

A Spokane County IMPLAN economic input-output model was created for this analysis (Appendix A). The results were calibrated with a Lightcast (formerly Emsi) model and data. The state economic contributions are reported in Table 16. These contributions include the direct contributions of market-related expenditures and the backward linkages of that spending as it circulates throughout the economy, i.e., the multiplier effects. It also includes the contributions of consumer spending relating to this economic activity. The following economic model outputs were reported:

- Sales – reflects the total transactions from all sources in dollars by direct, indirect, and induced economic activity (i.e., including the multiplier effects).
- Earnings (payroll) – includes wage, salary, and other income payments including fringe benefits to workers (including the multiplier effects).
- Employment – represents the total employment resulting from economic activity (including the multiplier effects).
- Indirect business taxes – includes all taxes except personal income taxes and corporate income taxes. At the local level they primarily include property and sales taxes (including the multiplier effects).

The primary indicators of economic activity most relevant are earnings (payroll), jobs, and taxes.

The market creates total economic contributions of 155 annual jobs, wage and salary payments of \$5,832,292, and total output (sales) of \$14,362,426. Output (sales) is the broadest measure of contributions of which wages and salary contributions are a subcomponent. These contributions include the direct, indirect, and induced contributions (i.e., the multiplier effects).

- For brick and mortar (spinoffs) category, the contributions are 60 annual

Market	Estimated Visitors	AVG Inside Spending	AVG Outside Spending	Total Inside Spending	Total Outside Spending	Total
MFM	166,378	\$21.90	\$17.00	\$3,648,487	\$2,836,614	<b>\$6,485,101</b>
Scale House	249,568	\$25.10	\$19.50	\$6,258,980	\$4,866,212	<b>\$11,125,193</b>

Table 15 | Direct expenditures (per-wallet visitor flows), Scale House Market and Kitchen compared to the Moscow Farmers Market (MFM)

- jobs, \$2,221,150 in wages and salaries, and \$5,261,467 in annual output.
- For visitor inside market expenditures, the contributions are 55 annual jobs, \$2,081,776 in wages and salaries, and \$4,925,594 in annual output.
- For visitor outside the market expenditures, the contributions are 34 annual jobs, \$1,163,363 in wages and salaries, and \$3,382,447 in annual output.
- For annual operations of the market in Spokane, the contributions are 6 annual jobs, \$366,003 in wages and salaries, and \$792,918 in annual output.
- The total taxes generated by the market are \$319,384 per year in local property taxes and \$651,989 state sales, excise taxes, and other taxes of \$79,499, for a total of \$1,050,872.

The average “effective” sales (output) multiplier for the IMPLAN model was 1.86, labor income (1.58), and employment multiplier (1.36). For every 1 direct job, a total of 1.36 jobs are added to the regional economy.

In addition to the impact of in-market spending on the local economy, the Scale House Market and Kitchen will also be an incubator and facilitator for brick-and-mortar spin-off businesses.

**Section K. The estimated median hourly wage of the jobs created when development occurs**

Due to its year-round operation and complexity, the Scale House Market and Kitchen will require a full-time professional team that includes a manager and assistant manager, bookkeeper, public relations manager, food access coordinator, youth education coordinator, and volunteer coordinator.

The estimated median hourly wage of the jobs created at the Scale House Market and Kitchen will be \$36.06 an hour. Table 17 shows the hourly wage and annual salary by position and the medians.

The estimated average wage of new jobs created in the broader economy once the Scale House Market and Kitchen is operational is \$37,603 annually. When adjusted for the market season (nine months per year), the hourly wage average is \$24.95 per hour.

Category	Jobs	Wages/Salaries	Output
Brick and Mortar/Spinoffs	60	\$ 2,221,150	\$ 5,261,467
Visitor Spending (Inside Market)	55	\$ 2,081,776	\$ 4,925,594
Visitor Spending (Outside Market)	34	\$ 1,163,363	\$ 3,382,447
Market Operations	6	\$ 366,003	\$ 792,918
<b>Total</b>	<b>155</b>	<b>\$ 5,832,292</b>	<b>\$ 14,362,426</b>

Tax Impacts	Property	Excise/Other	Total
Taxes Generated by Market Activity	\$ 319,384	\$ 731,488	\$ 1,050,872

Table 16 | Economic Forecast of the Contributions of Scale House Market, Includes the Direct, Indirect, and Induced Contributions

Position	Hourly wage	Annual
Director	\$43.27	\$90,000.00
Bookkeeper/Food Access Coordinator	\$36.06	\$75,000.00
PR Marketing	\$36.06	\$75,000.00
Other positions	\$24.16	\$50,250.00
<b>Median wage</b>	<b>\$36.06</b>	

Table 17 | Estimated median hourly wage created by Scale House Market and Kitchen

# the economics

### Market Temple Created for Scale House

The template for calibrating and forecasting the potential of the Scale House is the Moscow Farmer's Market (MFM), situated about 90 miles south of Spokane, Washington. It is rated as one of the top farmers markets in the nation. The reason for choosing the MFM as the template is its relatively close proximity to Scale House with similar climate, culture, growing conditions, and similar supply chains and product markets. MFM also has a considerable database that is not available from most other regional markets. There are also differences. Moscow is a medium-sized university town, home of the University of Idaho. Spokane, Washington is a large city and the region's central place for commerce and industry. Spokane has seven existing farmers markets in addition to the proposed Scale House. There is both a greater potential for growth than MFM given the larger Spokane population and deeper supply chain and broader product markets, but also there is greater competition from other farmers markets, food coops, and organic / local grocery and food outlets. MFM is the largest regional farmers market with much smaller venues in Pullman, Washington, Lewiston, Idaho, Clarkston, Washington, and Troy, Idaho which are about 30 minutes to 45 minutes apart in driving time. It is anticipated (and forecast) that Scale House will emerge to become the largest regional farmers market in the greater Spokane region.

### Scale House Market Visitor Flows

Visitors to the MFM market are considerable relative to the local population, illustrating the potential draw and commercial power of farmers markets. It also illustrates the potential for Scale House, expected to become the largest premier farmers market with a permanent location and fixed facility. It was estimated there were 266,205 visitors to the MFM market in 2018, up from 84,084 in 2003, a cumulative increase of 217%. The customer flow counts were 6.7 times the population of Latah County (39,473) or 10.6 times the population of Moscow (25,146). Spokane County in 2021 had a population of 546,040 while Latah County (MFM) was 40,313, a differential factor of 14. However, the broader MFM four-county population (Latah County, Nez Perce County, Whitman County, and Asotin County) is 153,037 people or a factor of a 3.6 differential between MFM region and Spokane, County. In either analysis the customer flow potential is much greater for Scale House

given its large urban setting.

It is conservatively estimated that Scale House will reach a size of about 1.5 times the size of the MFM in long-run equilibrium estimated to be about 3-5 years after launch (the scale used in this analysis). The long-run potential could be much larger (3.0+ factor) if Scale House emerges as the destination farmers market in the greater Spokane, Washington region, which is its goal.

### Market Geographic Region Versus Economic Contribution Region

Typically, the economic contribution region and the market supply chain region are not fully aligned. Market supply chains are much wider than the economic region due to product availability. For example, the MFM has a 200-mile geographic radius for products accepted into the market as "local". The economic region in the MFM study was Latah County. A similar dynamic will occur with Scale House. An adjustment in the contribution analysis is made to account for products sold in the market but produced outside the defined contribution region, which is Spokane County for Scale House (Figure 1).

### Brick and Mortar New Firm Spinoffs from Scale House

There is a rich interaction between farmers markets and new "brick and mortar" start-up firms. There is also a close link between farmers markets and small local agriculture producers. The market is a great community business incubator encouraging entrepreneurship and fostering new business innovation. Many local firms in Moscow got their start in the MFM market and historically there have been over 15-20 individual firms with close connections to the market including Tapped, Sisters Cookies, Humble Burger, Lodge Pole Restaurant, Brush Creek Creamery, Patti's Kitchen, Mela Indian Food, and many others. Some of these firms might not exist if it were not for the market. A contribution assessment forecast is conducted for these firms in the analyses for Scale House. The Learning kitchen facility of Scale House will also facilitate the creation of new business opportunities.

**Scale House Product Mix**

Figure 2 presents the estimation of all-season vendors for the Scale House Farmers Market. Based on the Moscow’s Farmers Market (MFM), about 39% will be produce/nursery, craft (30%), value-added food products (14%), prepared food (11%), and livestock 5%. Since cooler space is available for meat production and sales, it is expected that the volume of meat-related sales to be higher than the MFM, with the mix being about 39% will be produce/nursery, craft (22%), value-added food products (14%), prepared food (11%), and livestock 14%. It is assumed that there will be 30 permanent vendors indoors and 20 vendors (permanent and occasional) that will be in tent stalls outside the facility. (Figure 2)

**Basic Versus Non-Basic Visitor Revenues and Expenditures**

Only expenditures created by new monies to the Spokane County economy can be used in the calculation of economic contributions. Or alternatively, local monies that would have leaked out of the economy from residents leaving Spokane to shop outside the county. The metrics for the economic contribution assessment in the MFM study were based on a survey sent to the firms and personal interviews. It was assumed that about 50%-60% of the revenues of these firms are basic (i.e., new monies to Moscow) from nonresident customers and Moscow residents who would dine elsewhere in the absence of these firms. The remaining 40%-50% is non-basic or substitutable and not counted in the calculation of economic contributions. For the Scale house, it is assumed that 50% are new monies to the Spokane County economy (i.e., basic) and 50% is non basic.

**Per Wallet Visitor Flows**

The MFM study assumed a 1.6 persons per wallet. That is, individuals at the market often shop as families or small groups, of which there is a single “spender.” There were total estimated visits of 266,205 people from MFM and an estimated 399,308 visitors for the Scale House (assuming the 1.5 factor for Scale House visitor estimations). Calculating the per wallet visitors (i.e., dividing by 1.6), it translates to 166,378 visitors for the MFM and 249,568 visitors for Scale House.

Rapid Market Surveys conducted at MFM and the survey results reported av-

Product	MFM		Scale House	%
Craft	17	30%	11	22%
Livestock	3	5%	7	14%
Prepared Food	6	11%	5	11%
Produce/Nursery	22	39%	20	39%
Value-Added	8	14%	7	14%
<b>Total</b>	<b>56</b>	<b>100%</b>	<b>50</b>	<b>100%</b>

Figure 2: Estimated All-Season Vendors

erage per wallet spending inside the market of \$21.9 and \$17.0 in the regional economy outside the market. These estimates were adjusted for inflation to 2022 dollars (i.e., increase by about 14%) and employed for the Scale House analysis (Figure 3).

Total estimated spending for Scale House is \$6.59 million inside the market, \$4.87 million outside the market, for a total of \$11.13 million (not including the spinoffs)

**Methodology: Summarized Approach of Analyses**

The focus of this study is to examine the potential role of the market in its contribution to the Spokane County economy, its role in attracting shoppers to Spokane, making Spokane a more desirable place to live and work, and facilitating entrepreneurship and new business creation.

Total annual direct community market customer spending was \$11.13 million based on a per-wallet shopping group assumption of a 2018 MFM survey (1.6 adults per group).

- The total direct (basic) annual sales of brick and mortar and related market spinoffs is \$2.83 million (i.e., based on 50% of total annual

Figure 3: Per Wallet Visitor Flows

Market	Direct Expenditures (Per Wallet)					
	Estimated Visitors	AVG Spending Inside	AVG Spending Outside	Total Inside Spending	Total Outside Spending	Grand Total
MFM	166,378	\$ 21.9	\$ 17.0	\$ 3,648,487	\$ 2,836,614	\$ 6,485,101
Scale House	249,568	\$ 25.1	\$ 19.5	\$ 6,258,980	\$ 4,866,212	\$ 11,125,193

- revenues).
- Total direct annual gross sales related to the market is \$13.96 million.

Direct Spokane County agricultural production included in the analysis is \$500,000 and \$167,651 for beef production. Except for eating and drinking and some value-added producers, all other direct expenditures are margined (i.e., the cost of product sold is not included in the impact analysis).

It was assumed that all market activity is 50% basic, i.e., included in the economic contribution analysis, and 50% non-basic, not included in the economic contributions

The spending patterns or categories in the impact assessment is based on a weighted average of the annual vendor survey expenditure patterns.

**Methodology: Economic Base Assessment**

This analysis is founded on economic base theory. A local or regional economy has two types of industries: base industries and non-base industries. Any economic activity that brings money into the local economy from the outside is considered a base industry. A base industry is sometimes identified as an export industry, which is defined as any economic activity that brings new monies into the community from outside. For example, base industries can include high-technology companies, medical services, retail trade services, federal government operations, as well as other manufacturing and service firms. Firms providing services to individuals living outside the region’s trade center, such as medical and legal services, are included in the region’s base. Payments from state and federal governments (including Social Security,

Medicare, university funding, and welfare payments) are sources of outside income to businesses and residents. These are counted as part of the economic base.

Non-base industries are defined as economic activity within a region that support local consumers and businesses within the base sector. They re-circulate incomes generated within the region from the base industries. Such activities include shopping malls that serve the local population, business and personal services consumed locally, medical services consumed locally, and local construction contracts. Non-base industries support the base industries. Base industries are sometimes confused with non-base industries. For example, some county economies have a large retail trade sectors that produce a paradox: they employ a substantial percentage of the workforce but contribute little economic contributions because most of the retail sales are local. They bring little new money into the community. Thus, it appears from the size effect that the retail trade sector contributes a large amount of employment and earnings to the economy. In reality, most of this employment and earning activity is allocated or attributed to other local “export” industries that bring revenues into the community from outside sales. From a “size” perspective, the retail trade sector appears large. However, from an economic base perspective which determines the economic “drivers” of the economy, the retail trade sector is much smaller. Only the retail trade activities serving visitors from outside the area can be counted as economic base activity and employment.

Economic base analysis is important for identifying the vital export industries of a region. Non-base industries, on the other hand, are important for keeping money within a region and stimulating local economic activity for residents. In this respect, non-base industries can function in the same manner as an export industry. For example, suppose an Idaho patient elect's surgery at a local hospital instead of traveling to a medical center in Spokane, Washington. The substitution of local services for an imported service represents an increase in the demand for local business services. Keeping income in the community enhances the multiplier effects of the export industries. The overall effect of import substitution can be viewed as an analogous increase in demand for an export industry. Our economic models are founded on economic base theory. Thus, Farmers' Market customers from outside Spokane County are counted as base as well as local customers who would have traveled outside the regional economy in the absence of the market.

### **Methodology: Defining and Explaining Economic Contributions**

Economic contributions measure the magnitude or importance of the expenditures of basic (export) industries. Our economic model estimates multipliers for each industrial and service sector. Suppose you have a (hypothetical) output (sales) multiplier of 1.25. Every dollar of direct expenditures creates \$1.25 dollars of total new spending in the community economy. Contributions are apportioned into two levels. The first level is the direct contribution of the market expenditures on the Latah County economy – the jobs, payroll and earnings, value-added, and sales that are directly created by the market as an export or basic business.

The second is comprised of two parts: a) the contributions on other regional businesses that provide goods or services to the market – the indirect impacts - and b) the effect of employee and related consumer spending on the economy -- the induced impacts. The indirect and induced impacts are the so-called "ripple" or multiplier effects of the market in the economy. The multiplier or ripple effects are driven by the exports of an economy. Exports, the new money coming into an economy, set off a web of transactions as each business seeks to fulfill the demands of their customers. A market's impact upon the economy is thus comprised of the magnitude of the multiplier(s) and

the magnitude of the exports. The sum of the direct, indirect, and induced effects measures the total impact of an industry to an economy.

### **Methodology: Market Customer Visitation and Spending - What Sticks to Spokane County?**

There will be an estimated 399,308 estimated annual visitors to the market in long-run equilibrium (about 3-5 years).

A Spokane County IMPLAN economic input-output model was created for this analysis. The results were calibrated with a Lightcast (formerly Emsi) model and data.

Approximately 50% of the visitors live outside of Spokane County. A total of about 50% of the visitors that are considered "basic" or new monies to the market. One key benefit of the market is providing local shopping and family entertainment opportunities on summer and fall Saturdays, keeping local spending in Spokane instead of leaking outside the regional economy. According to the MFM surveys, the average market (inside) spending was \$21.93 and the average spending in Moscow (outside the market) was \$17.05. The study assumed a per-wallet measure with a group size of 1.6 persons. Adjusted for inflation these metrics were utilized in the Scale House study; \$25.1 for inside market spending and \$19.5 for outside market spending.

### **Results**

The state economic contributions are reported in Figure 4. These contributions include the direct contributions of market-related expenditures and the backward linkages of that spending as it circulates throughout the economy, i.e., the multiplier effects. It also includes the contributions of consumer spending relating to this economic activity. The following economic model outputs were reported:

1. Sales – reflects the total transactions from all sources in dollars by direct, indirect, and induced economic activity (i.e., including the multiplier effects).
2. Earnings (payroll) – includes wage, salary, and other income payments

- including fringe benefits to workers (including the multiplier effects).
- 3. Employment – represents the total employment resulting from economic activity (including the multiplier effects).
- 4. Indirect business taxes – includes all taxes except personal income taxes and corporate income taxes. At the local level they primarily include property and sales taxes (including the multiplier effects).

The primary indicators of economic activity most relevant are earnings (payroll), jobs, and taxes.

The market creates total economic contributions of 155 annual jobs, wage and salary payments of \$5,832,292, and total output (sales) of \$14,362,426. Output (sales) is the broadest measure of contributions of which wages and salary contributions are a subcomponent. Figure 4 includes the contributions of each individual category. *These contributions include the direct, indirect, and induced contributions (i.e., the multiplier effects).*

- For brick and mortar (spinoffs), category, the contributions are 60 annual jobs, \$2,221,150 in wages and salaries, and \$5,261,467 in annual output.
- For visitor Inside market spending expenditures, the contributions are 55 annual jobs, \$2,081,776 in wages and salaries, and \$4,925,594 in annual output.
- For visitor outside the market expenditures, the contributions are 34 annual jobs, \$1,163,363 in wages and salaries, and \$3,382,447 in annual output.
- For annual operations of the market in Spokane, the contributions are 6 annual jobs, \$366,003 in wages and salaries, and \$792,918 in annual output.
- The total taxes generated by the market are \$319,384 per year in local property taxes and \$651,989 state sales, excise taxes, and other taxes of \$79,499, for a total of \$1,050,872.
- The average “effective” sales (output) multiplier for the IMPLAN model was 1.86, labor income (1.58), and employment multiplier (1.36). For everyone direct job, a total of 1.36 jobs are added to the regional economy.

Category	Jobs	Wages/Salaries	Output
Brick and Mortar/Spinoffs	60	\$ 2,221,150	\$ 5,261,467
Visitor Spending (Inside Market)	55	\$ 2,081,776	\$ 4,925,594
Visitor Spending (Outside Market)	34	\$ 1,163,363	\$ 3,382,447
Market Operations	6	\$ 366,003	\$ 792,918
<b>Total</b>	<b>155</b>	<b>\$ 5,832,292</b>	<b>\$ 14,362,426</b>

Tax Impacts	Property	Excise/Other	Total
Taxes Generated by Market Activity	\$319,384	\$731,488	\$1,050,872

Figure 4: 2022 Economic Forecast of the Contributions of Scale House

*Includes the Direct, Indirect, and Induced Contributions*

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