

EXHIBIT A: SCOPE OF WORK

The overall objective of this study is to assess the feasibility for a public market in the Downtown Gateway District in Clearwater, Florida. The goal of the market is to create an anchor destination in the district that can also be a community gathering place (what is also being called a festival core in City of Clearwater planning documents.) PPS will also recommend a form of public market most suited to Clearwater. PPS's services for public markets are comprehensive from feasibility to opening day. This scope of work is only for the first phase of the project.

Phase I: Vision, Feasibility Assessment, and Site Selection

I. Review of Existing Documents and Conditions

At the start of Phase I, PPS will review previous surveys, studies, budgets, and relevant documents to become familiar with the area and to establish a firm foundation for completion of this assignment, and to provide context for a two -day site visit.

II. Site Visit

During the site visit, PPS will conduct the following activities:

- ****Site Tour and Orientation to the Master Plan***

PPS will tour Downtown Clearwater and the Gateway District site as well as local supermarkets and specialty food shops.

The Client will provide a complete briefing on the Master Plan.

- ***Key Stakeholder Meetings***

Interviews and small group discussions will be held with a limited number of key stakeholders which the Client identifies as being important for the project.

- ***Stakeholder Workshop/Training***

A participatory process will be used by which participants learn about the benefits and pitfalls of developing a public market, the different forms they take, and how to mitigate risk. Based on this understanding, the goals will be created for the proposed market, including a mission statement and overall framework for its development. Other potential complementary uses for the proposed market building as well as uses and activities for associated public spaces will be identified as well.

The workshop will provide a forum for approximately 20-25 people from the public and private sectors and other key stakeholders to work together cooperatively on establishing a groundwork for effective implementation of the public market.

Attendees, who will be identified and invited by the Client, may include city staff, representatives from the existing farmers market, local interested groups, and the proposed market sponsor. This group, or part of it, could form an Advisory Group to serve as a sounding board for the development of the future Public Market.

- **Vendor Open House**

PPS will host an open meeting of interested vendors and businesses to present the concept for public markets generally, and get feedback about their potential interest. Participants will be asked to fill out an online questionnaire (see below).

III. Estimate Market Demand

To estimate market demand for a proposed market and determine the optimal operating scale of the market, we define a trade area for the market and evaluate the primary demographic and economic characteristics that influence the quality of the location. We will map these characteristics using our geographic information system (GIS). The final part of this analysis is to estimate the existing consumer demand by various food categories. We use a computerized gravity model that will estimate an achievable market share for the market. This method will also help determine the merchandising plan.

IV. Assess Vendor Capacity and Interest

To determine if there are a sufficient number of potential operators to fill the various product niches, PPS will conduct an online survey using “Survey Monkey” to determine the interest of both existing local businesses and vendors to be identified by the City. The survey will be distributed by the City and other local economic development/community groups. The survey will also provide a preliminary assessment of what assistance they might require to locate in the market. Based on this research and outreach, we will prepare a working list of potential tenants and their level of interest and their self-defined requirements (size, servicing, location, etc.).

V. Assess Customer Satisfaction with Existing Fresh Food Purchasing Options

The fate of a proposed market rests largely on getting local residents to patronize the proposed market. This will be done through an online survey using “Survey Monkey.” (Survey to be prepared/analyzed by PPS and promoted/distributed by the client locally. If a paper survey is preferred, the client will coordinate its distribution and data input). The survey will measure what consumers believe is important to them in their food buying, their level of satisfaction with how their needs are currently being met, and their experience with patronizing public markets.

VI. Site Selection and Assessment

Like all retail enterprises, "Location, location, location" is a mantra that applies to public markets. To be successful, public markets need sites that are visible, accessible, and convenient. They also need sites which, because of their location or context, have a special quality that the public market can build into a major public destination. At the same time, site control should not put an undue financial burden on the market. PPS works with clients to establish site selection criteria, evaluate each, and make a recommendation for a preferred site.

VII. Market Concept

Based on the work conducted to date, PPS will recommend a concept for the public market, illustrated by one or two simple conceptual diagrammatic plans and images of comparable facilities. Recommendations will include potential options for use of space in a public market structure as well as surrounding public spaces, and will identify potential tenants and users. Opportunities for further short-term, low cost testing of the public market concept will also be recommended.

VIII. Phase I PowerPoint Presentation & Teleconference

Prior to submission of the Phase 1 PowerPoint Presentation, PPS will host a teleconference to review findings and recommendations.

A final PowerPoint Presentation will summarize all of the information collected in this phase. Detailed technical appendices will be provided separately with survey results, notes from the stakeholder meetings, and other relevant data.

Project Team

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