ZPFI

Department of Alcoholic Beverage Services

DABS Department of Alcoholic Beverage Services

Master Plan
2024

ZPFI
ZIONS PUBLIC FINANCE, INC.

Contents

Background

Background

Zions Public Finance, Inc. ("ZPFI," "Zions") continues its collaboration with the Utah Department of Alcoholic Beverage Services ("DABS") in 2024, analyzing the potential need for additional liquor stores in the State of Utah, locations of any such stores, examine lease versus build incentives, and to provide a general analysis of possible store inefficiencies. ZPFI performed similar studies for the DABS in 2016, 2018, 2020, and 2021.

Growth in Demand

Growth in demand for new liquor stores will come from several factors: 1) organic population growth and migration from other states; 2) increased consumption among current residents; and 3) the tourism and convention industry. Utah law allows a maximum of one liquor store for 48,000 persons. Given the State's current estimated population, the maximum allowable number of stores is 71. There are currently 51 active stores with legally allowable capacity for an additional 20 stores.

Table 1: Utah Population Growth and Allowable Liquor Stores

	2024	2034	2044
Total State Population	3,417,734	4,101,768	4,659,824
Population per Store	48,000	48,000	48,000
Total Allowable Stores	71	85	97
Current Active Stores	51	51	51
Additional Allowable Stores	**20**	**34**	**46**

Source: ZPFI, DABS, Gardner Policy Institute, U.S. Census.

As shown above, there is a legal basis for 20 additional stores throughout the State. By 2044, we estimate that growth in Utah's population will lead to capacity for 46 new stores, almost doubling the current number of stores. Such growth presents the State with the opportunity to prepare for the future and plan for areas where demand will most increase.

Multiple Stores Within Single Market Areas

Since the 2018 study, the DABS Sandy market area has consistently appeared within the priority store areas, driven in part by robust population growth and bottle volumes in the area. However, the DABS has invested in adding stores at both Taylorsville store 51 and Sandy store 52 in recent years. These additions created two stores in areas that previously contained only one and serve to meet the demand that was previously and currently indicated in the study results. While Sandy and Taylorsville still appear as a high-priority areas, based on the study methodology, ZPFI believes that the new stores in these areas will meet the demand that is indicated by the ranking below. Therefore, immediate additional action in these market areas is not needed. Store 51 and 52 will continue to grow in importance to the system, and their respective market areas.

Market Area Analysis

To better understand growth trends for each outlet, ZPFI conducted a sophisticated GIS analysis to determine the market area for each outlet. The model calculated the nearest store based on driving time for addresses throughout the entire State. While many factors determine which market areas should need additional liquor stores, ZPFI and DABS determined the key factors used in the final model. Of the more than 20 factors initially considered in the analysis, those deemed most relevant are:

- 2024 population
- 2034 population
- Absolute population growth 2024-2034
- Population density 2024
- Bottles per labor hour
- Transactions per capita

Based on these factors (with a weighting system explained below), the following market areas are a priority for new liquor stores:

Table 2: Top 12 Priority Market Areas

Top 12 Priority Market Areas		
Priority	**Store**	**Market Area**
1	DABS Store # 16	Sandy
2	DABS Store # 39	St. George
3	DABS Store # 48	Herriman
4	DABS Store # 21	Harrisville
5	DABS Store # 31	Draper
6	DABS Store # 15	Cottonwood Heights
7	DABS Store # 51	Taylorsville
8	DABS Store # 44	Pleasant Grove
9	DABS Store # 09	Murray
10	DABS Store # 29	Salt Lake City
11	DABS Store # 06	Logan
12	DABS Store # 41	Salt Lake City

Source: ZPFI, DABS.

Reviewing the table above and below, we see that the current study has some commonalities with previous study results, but rankings have also shifted since 2021. Changes in store performance, current population numbers, changing population growth projections, and the construction of new liquor stores are all factors which have contributed to these changes. A comparison of the 2024, 2021, 2020, and 2018 priorities can be seen in the table below.

Table 3: Comparison of 2024, 2021, 2020, and 2018 Priorities by Weighted Rank – Market Areas

	2024 Study		**2021 Study**		**2020 Study**		**2018 Study**	
Priority	**Store**	**Market Area**	**Store**	**Market Area**	**Store**	**Market Area**	**Store**	**Market Area**
1	16	Sandy	21	Harrisville	16	Sandy	16	Sandy
2	39	St. George	39	St. George	44	Pleasant Grove	44	Pleasant Grove
3	48	Herriman	24	Ogden	31	Draper	40	Riverton
4	21	Harrisville	23	Roy	40	Riverton	31	Draper
5	31	Draper	45	Springville	21	Harrisville	21	Harrisville
6	15	Cottonwood Heights	29	Salt Lake City	39	St. George	30	Layton

	2024 Study		2021 Study		2020 Study		2018 Study	
7	51	Taylorsville	48	Herriman	8	Bountiful	15	Cottonwood Heights
8	44	Pleasant Grove	10	Tooele	30	Layton	24	Ogden
9	09	Murray	41	Salt Lake City	15	Cottonwood Heights	3	Salt Lake City
10	29	Salt Lake City	17	Orem	3	Salt Lake City	29	Salt Lake City
11	06	Logan	15	Cottonwood Heights	6	Logan	39	St. George
12	41	Salt Lake City	37	Park City	24	Ogden	6	Logan

Source: ZPFI, DABS.

A sensitivity analysis that weights distinct factors is included in Appendix A.

Fiscal Impacts to Local Communities from Liquor Stores

Sales per square foot in liquor stores are considerably higher than the average for other types of retail stores. Average sales per square foot for liquor stores in Utah (excluding club stores) are $1,646. Higher sales per square foot results in increased sales tax revenues for a local community (on a per square foot basis) from liquor stores than from grocery stores, specialty stores, and most other types of retail stores. The average sales per square foot in liquor stores is higher than that of Costco ($1,118) – a highly sought-after retail chain. However, there is an extreme range in this metric across Utah liquor stores – from a high of $5,181 per square foot to a low of $390 per square foot.

Downtown Considerations

An analysis of key performance metrics also shows that some stores may be in greater demand for relocation. This analysis used total transactions, transactions per capita, sales per square foot, and sales per capita to rank stores in terms of need for relocation or expansion. Stores with high transactions and average space were found to be under increased burden. The following table shows the new store and relocation priorities in a side-by-side comparison. Such findings validate the Division's recent trend of obtaining larger properties for new storefronts.

Table 4: Comparison of New Store and Relocation Priorities

New Store Locations			Store Relocation, Expansion, or New Store		
Priority	**Store**	**Market Area**	**Priority**	**Store**	**Market Area**
1	16	Sandy	1	Store 1 - Downtown (New Location)	Salt Lake City
2	39	St. George	2	Store 2 - Sugarhouse SLC	Salt Lake City
3	48	Herriman	3	Store 4 - Foothill SLC	Salt Lake City
4	21	Harrisville	4	Store 9 - Murray SLC	Murray
5	31	Draper	5	Store 14- Miller Ave	Salt Lake City

New Store Locations			Store Relocation, Expansion, or New Store		
6	15	Cottonwood Heights	6	Store 23 - Roy	Roy
7	51	Taylorsville	7	Store 27 - Moab	Moab
8	44	Pleasant Grove	8	New Store - Washington City	Washington City
9	09	Murray	9	New Store - Park City	Park City
10	29	Salt Lake City	10	New Store - West Ogden	Marriott-Slaterville

Source: ZPFI, DABS.

Consumer Profile

Demographic trends for Utah show that household sizes are shrinking and that median ages are rising closer to national averages. The change in growth patterns is worth noting in considering locations of future stores. Overall, current analysis indicates that areas with higher median ages, smaller household sizes, and greater household incomes tend to generate more transactions and spending on alcohol purchases. Areas with strong employment centers also fare well. Additionally, tourism and hospitality-centric cities and towns show strong activity.

Table 5 shows ZPFI's analysis of customers that shop at state liquor stores, broken into multi-factor statistical quartiles. To conduct this statistical grouping, ZPFI examined the customer base of each store area by age, transactions per capita, sales per capita, sales per transaction, and sales per unit of median income. We see that, in general, as customers become older they spend proportionally more per capita and per transaction. In addition, as expected, the top quartile of customers generates the largest percentage of annual sales across all DABS stores system-wide.

Table 5: ZPFI Estimate of Customer Groups

Percentile	Age	Average Annual Transactions Per Capita	Average Annual Percent of Total Transactions	Average Annual Sales Per Capita	Average Sales per Transaction	Average Annual Percent of Total Sales
25%	31.0	2.1	24%	$75	$36	18%
50%	36.1	2.8	29%	$113	$42	24%
75%	35.0	4.0	23%	$325	$161	26%
100%	43.8	8.4	24%	$673	$186	32%

Source: ZPFI, DABS.

Demographic Trends and Growth Patterns

This section evaluates growth in demand for retail outlets. The foci are on population growth, location of future growth, and changing demographics. All of these affect future placement of alcoholic beverage outlets.

Statewide Growth Trends

Population

The Gardner Policy Institute projects the total population for the State of Utah to be 3.6 million as of 2025 and almost 4.1 million by 2035. Most growth is projected to occur in Utah, Salt Lake, and Washington counties.

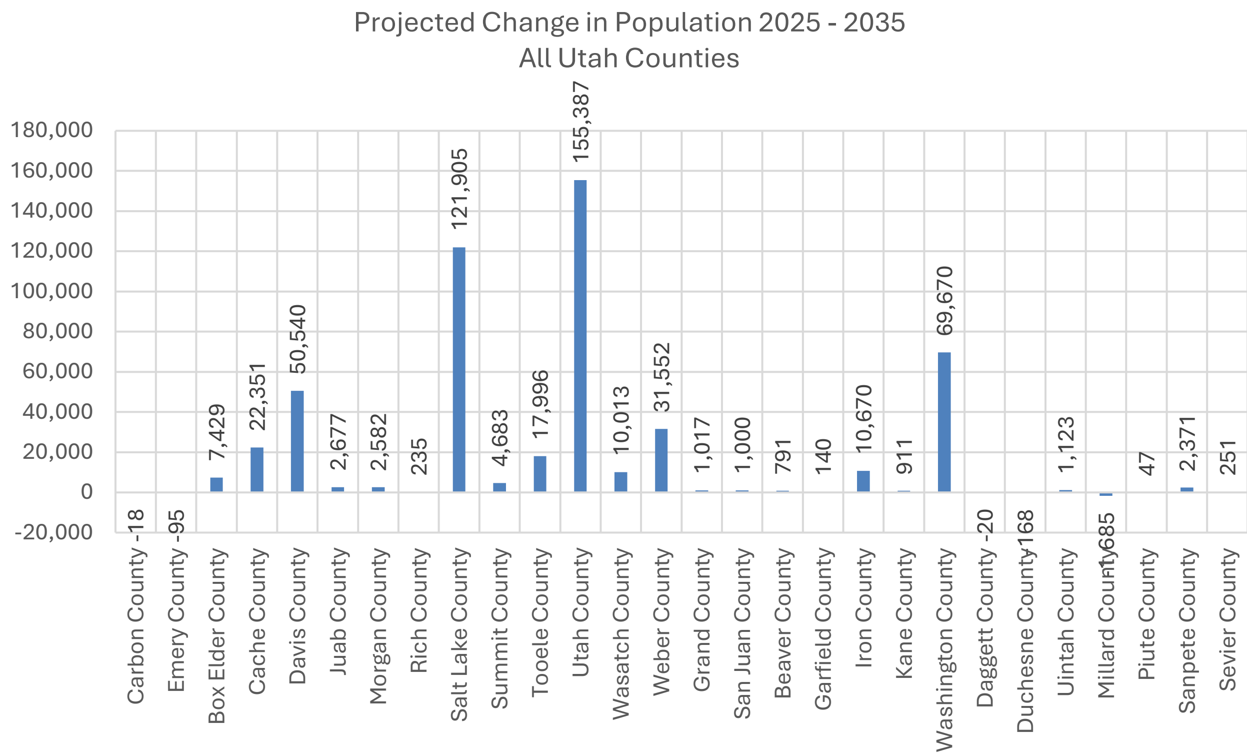
Table 6: Population Estimates by County

County	2025	2034	Growth 2025-2035
Carbon County	20,950	20,932	-18
Emery County	9,885	9,791	-95
Box Elder County	63,267	70,696	7,429
Cache County	150,007	172,358	22,351
Davis County	385,048	435,588	50,540
Juab County	13,003	15,680	2,677
Morgan County	13,697	16,279	2,582
Rich County	2,663	2,899	235
Salt Lake County	1,249,403	1,371,308	121,905
Summit County	44,556	49,239	4,683
Tooele County	85,957	103,954	17,996
Utah County	763,760	919,147	155,387
Wasatch County	39,608	49,621	10,013
Weber County	278,304	309,856	31,552
Grand County	9,543	10,561	1,017
San Juan County	14,365	15,365	1,000
Beaver County	7,541	8,332	791
Garfield County	5,028	5,168	140
Iron County	70,028	80,697	10,670
Kane County	8,321	9,233	911
Washington County	224,866	294,536	69,670
Daggett County	922	902	-20
Duchesne County	19,067	18,899	-168
Uintah County	36,610	37,733	1,123
Millard County	14,799	13,113	-1,685
Piute County	1,546	1,592	47
Sanpete County	30,502	32,874	2,371
Sevier County	22,555	22,806	251
Wayne County	2,525	2,610	85
Total	**3,588,325**	**4,101,769**	**513,443**

Source: Gardner Policy Institute, ZPFI, DABS.

Additionally, the chart below highlights the projected growth changes in each county from 2025-2035.

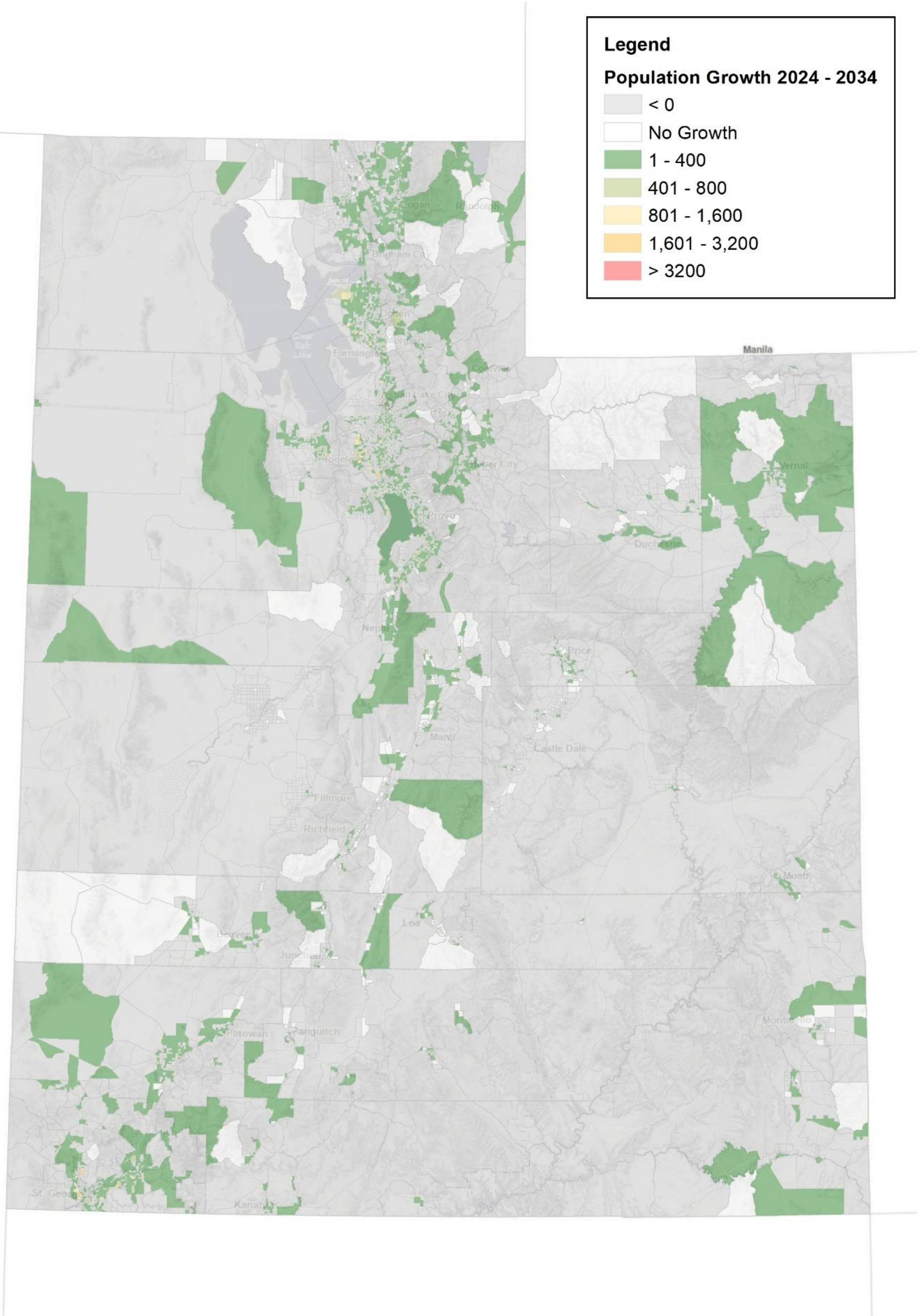
Chart 1: Change in Population Estimates by County 2025 – 2035

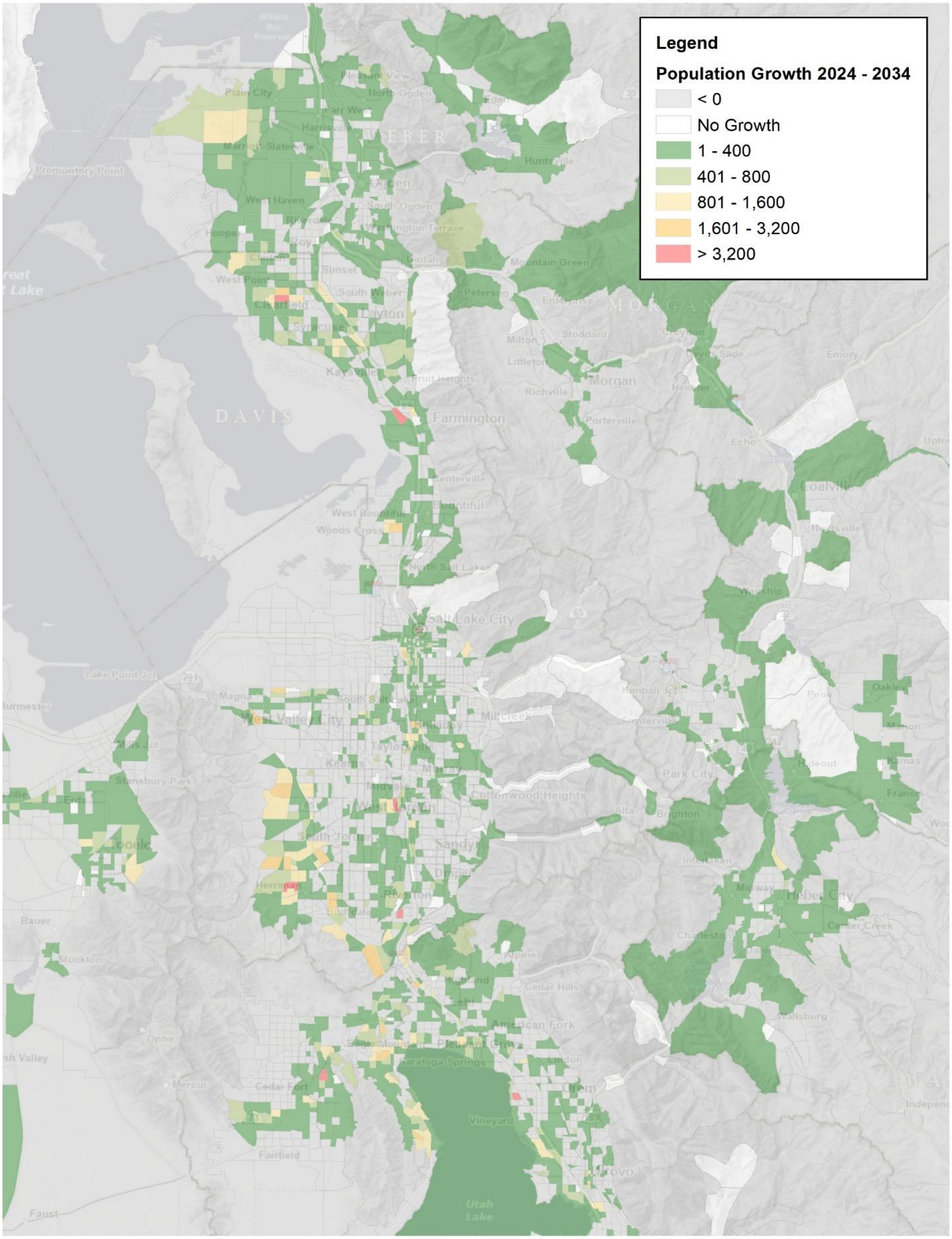


Source: Gardner Policy Institute, ZPFI, DABS.

Maps in the below pages display the projected population growth throughout the State between 2024 and 2034 for individual Traffic Analysis Zones ("TAZ").[1] Along the Wasatch Front, growth centers are found along Interstate 15 in Davis County, Utah County, and southern Salt Lake County; western Utah County, and along the western Davis County corridor.

[1] Source: Wasatch Front Regional Council (WFRC)


Legend
Population Growth 2024 - 2034
< 0
No Growth
1 - 400
401 - 800
801 - 1,600
1,601 - 3,200
> 3200
Manila
Vernal
Duchesne
Price
Castle Dale
Moab
Nephi
Manti
Fillmore
Richfield
Loa
Beaver
Parowan
Panguitch
Kanab
St. George
Logan
Brigham City
Farmington
Coalville
Heber City
Provo



Utah law provides that the State "may not establish a total number of state [liquor] stores that at any time exceeds the number determined by dividing the population of the State by 48,000."[2] Currently there are 51 state liquor stores. Based on an estimated 2024 population of 3,417,734,[3] the State could have up to 71 liquor stores statewide, as shown in the table below. Therefore, State law would permit up to 20 additional liquor stores throughout the State.

Table 7: Allowable Liquor Stores

	2024	**2034**	**2044**
Total State Population	3,417,734	4,101,768	4,659,824
Population per Store	48,000	48,000	48,000
Total Allowable Stores	71	85	97
Current Active Stores	51	51	51
Additional Allowable Stores	**20**	**34**	**46**

Source: ZPFI, DABS, Gardner Policy Institute, U.S. Census.

Alcoholic Beverage Consumption

While not required by State law to determine the demand for additional liquor stores, alcoholic beverage consumption rates can help to illustrate the demand for additional outlets. Liquor sales in the State of Utah have grown by 6.5 percent annually from FY1998 to FY2023, while the State's population grew by an estimated 2.4 percent annually during the same period.

Table 8: Liquor Store Sales in Utah by Year

Year	Total Sales
FY 1998	$121,580,981
FY 1999	$127,952,863
FY 2000	$138,115,263
FY 2001	$145,773,330
FY 2002	$156,629,891
FY 2003	$158,405,762
FY 2004	$168,269,264
FY 2005	$179,756,680
FY 2006	$203,731,658
FY 2007	$229,583,398
FY 2008	$256,645,955
FY 2009	$267,123,335
FY 2010	$279,216,064
FY 2011	$295,549,247
FY 2012	$321,970,708
FY 2013	$346,794,300
FY 2014	$367,205,136

[2] Source: Utah Code 32B-2-501-2

Year	Total Sales
FY 2015	$376,239,000
FY 2016	$405,959,435
FY 2017	$427,606,013
FY 2018	$453,689,000
FY 2019	$479,324,000
FY 2020	$500,212,000
FY 2021	$517,390,000
FY 2022	$557,452,000
FY 2023	$579,050,000

Source: Utah Department of Alcoholic Beverage Services – Annual Reports (64th thru 85th)

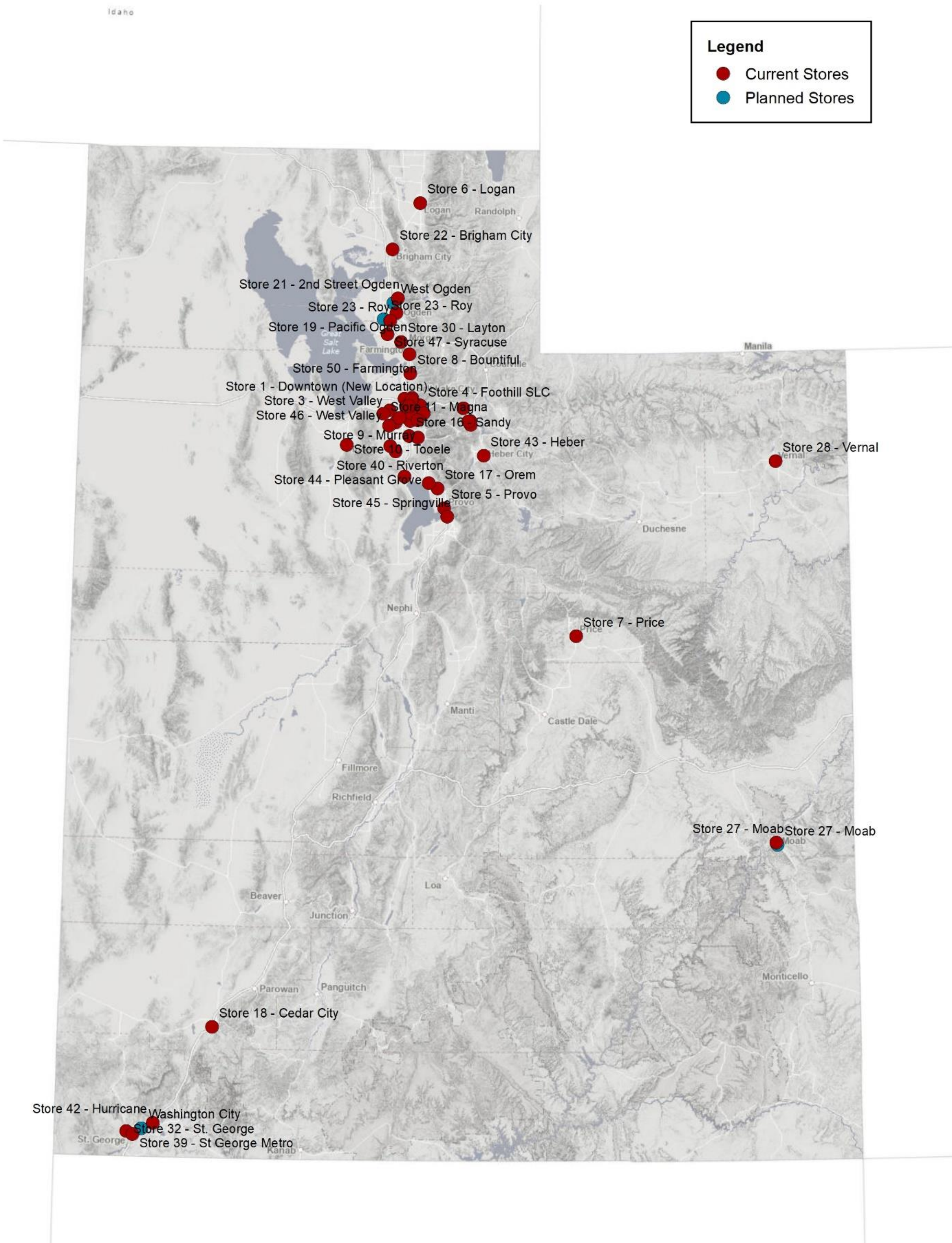
Market Area Analysis

The State of Utah currently has 51 active liquor stores, which continue to demonstrate an upward revenue trend as the State grows. This trend is seen in Table 8 below. Two stores are defined as club stores which serve primarily, but not exclusively, restaurants and other establishments licensed to sell alcoholic beverages. Salt Lake County has the most liquor stores, with 21, and Utah County has five. These are followed by Weber, Davis, and Summit Counties, with four each. Washington County has three. 34 of the 50 liquor stores are located along the Wasatch Front between Brigham City and Nephi. There are currently plans to add three more stores in the Wasatch Front area.

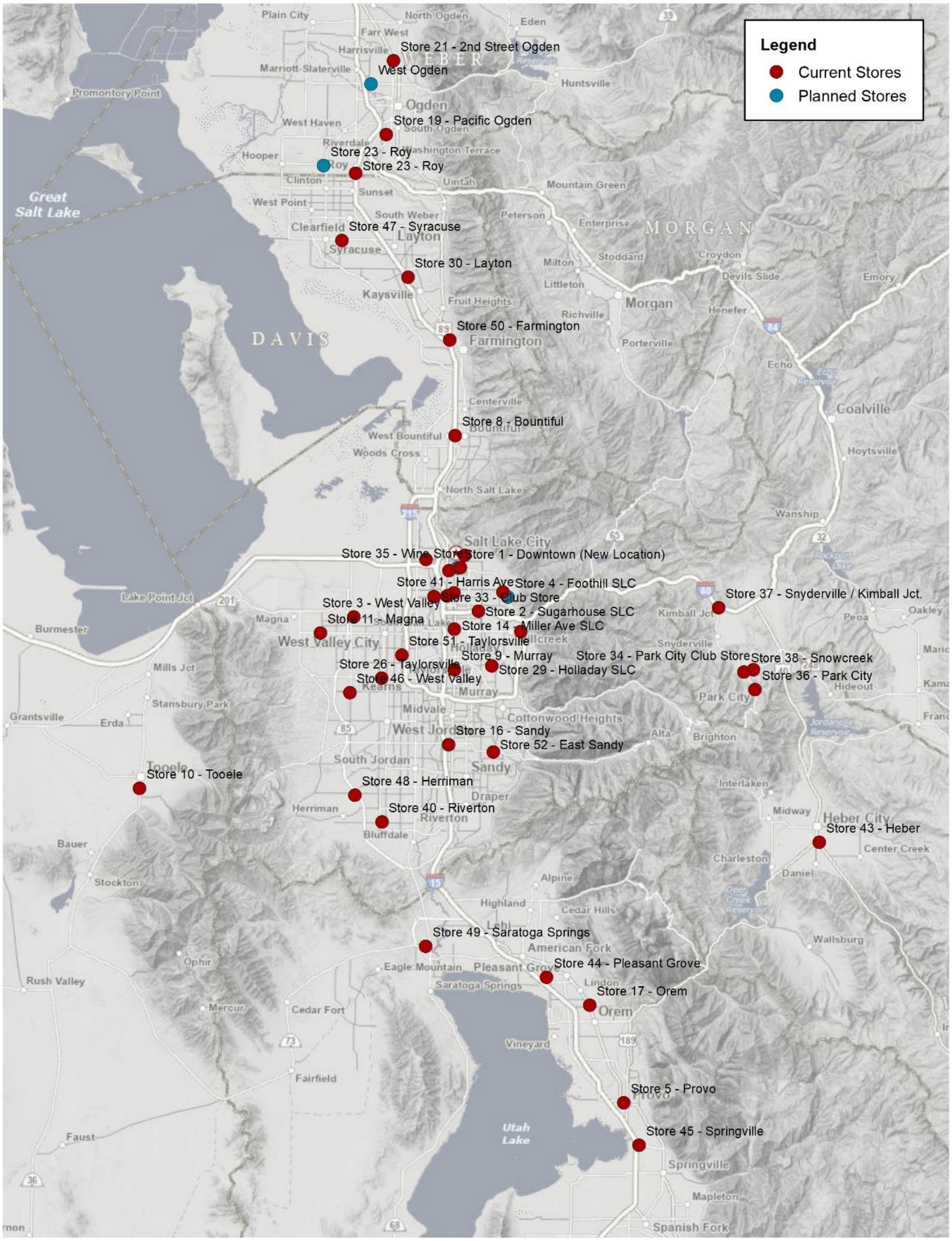
Table 9: Number of Liquor Stores by County

County	Liquor Stores	Club Stores	Total
Box Elder County	1	0	1
Cache County	1	0	1
Carbon County	1	0	1
Davis County	4	0	4
Grand County	1	0	1
Iron County	1	0	1
Salt Lake County	22	1	23
Summit County	3	1	4
Tooele County	1	0	1
Uintah County	1	0	1
Utah County	5	0	5
Wasatch County	1	0	1
Washington County	3	0	3
Weber County	4	0	4
Grand Total	**49**	**2**	**51**

Source: ZPFI, DABS.



State Liquor Store Locations



State Liquor Store Locations – Wasatch Front

To better understand growth trends for each of the outlets, ZPFI conducted a GIS analysis to determine the market area for each store. This analysis calculated the closest outlet, based on state-generated driving times, for addresses throughout Utah.

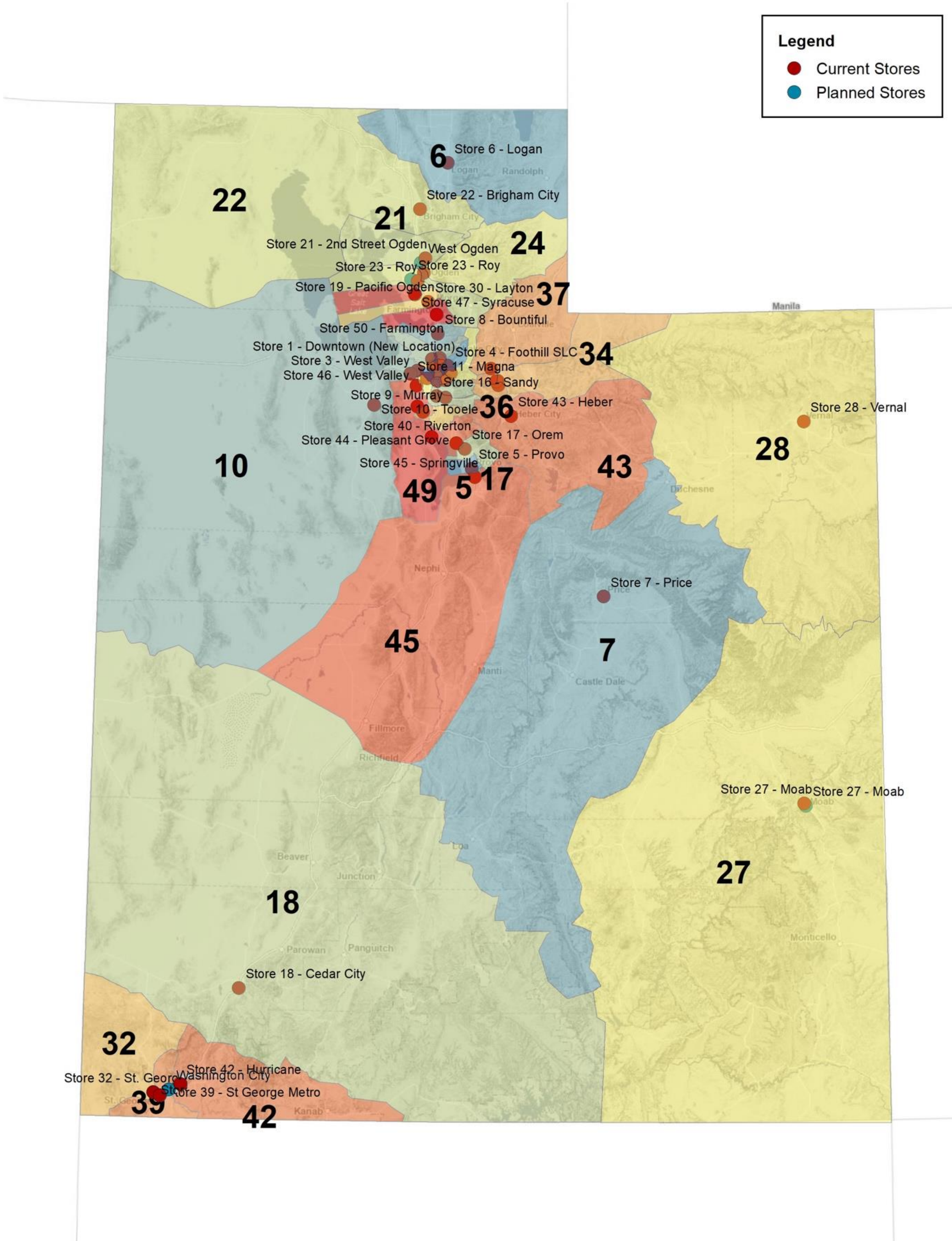
The market area for each outlet varies significantly, with some as small as 3.07 square miles (store 41 in Salt Lake City), or as large as 18,398 square miles (store 18 in Cedar City), while the driving times range from a few minutes to more than two hours in rural areas.

The following table lists the top 12 stores with the largest market areas. The largest market areas cover more rural areas and do not always coincide with a larger population.

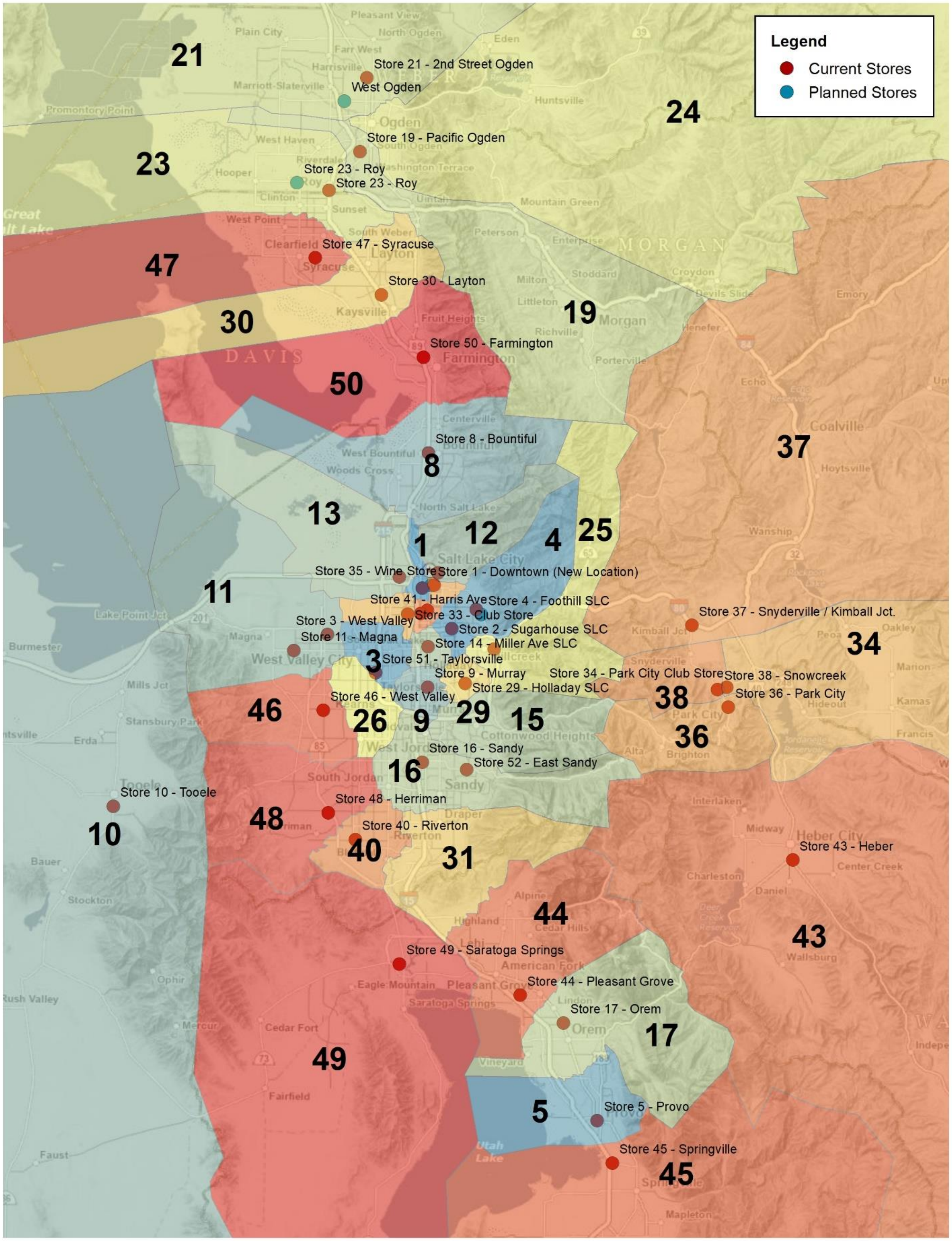
Table 10: Market Area by Square Miles

Rank	Store	Street Address	City	Market Area (Sq. Miles)
1	18	356 South Main	Cedar City	18,400
2	27	55 West 200 South	Moab	15,315
3	10	433 North Main	Tooele	11,231
4	7	50 North 100 West	Price	9,674
5	28	675 East Main	Vernal	7,120
6	22	43 South 100 West	Brigham City	5,902
7	45	1551 North 1750 West	Springville	4,894
8	6	75 West 400 South	Logan	1,991
9	43	262 East Gateway Dr.	Heber City	1,984
10	42	202 North Foothill Canyon Dr.	Hurricane	1,315
11	32	929 West Sunset Blvd.	St. George	1,128
12	37	1612 Ute Blvd.	Park City	891
			Average – All Stores	**1,668**
			Average – Top 12 Stores	**6,654**

Source: ZPFI, DABS.



Market Area by State Liquor Store



Market Areas in the Wasatch Front

The above market areas were created using Utah's street network analysis dataset from the Utah Geospatial Research Center ("UGRC"). Using Department of Alcoholic Beverage Control storefronts as destinations and addresses throughout the State as embarkation points, ZPFI ran a computationally intensive program to determine the closest store to each address point in a UGRC sample. The resultant constitutes the stores' market area.

These simulated market areas were used to analyze different factors to determine which markets should have priority for additional liquor stores. Each of the stores were ranked from highest to lowest for each of the following factors:

- Market area
- Store square feet
- 2024 population
- 2034 population
- Absolute population growth 2024-2034
- 2024 population density
- Population density absolute growth 2024-2034
- Household income
- Per capita income
- Median age
- 2024 employment
- 2034 employment
- 2024 employment density
- March 2023 – June 2024 gross revenues
- Bottles per labor hour
- Bottles sold
- Bottles sold per capita
- Bottles sold per square foot
- Bottles sold per transaction
- Transactions
- Transactions per capita
- Sales per square foot
- Sales per capita

In consultation with the DABS, ZPFI determined that there are six primary factors that determine the priority for adding additional stores in certain markets. The factors selected are the following:

- 2024 population
- 2034 population
- Absolute population growth 2024-2034
- 2024 population density
- Bottles per labor hour
- Transactions per capita

Population estimates and projections used in the market analysis are based on estimates collected from the Wasatch Front Regional Council's ("WFRC") TAZs. The projections are updated every four years as part of the four-year Regional Transportation Plan update cycle and are produced in collaboration with the Mountainland Association of Governments ("MAG").

The following sections review the findings for each of these six primary factors. Only the top 12 stores for each factor are listed in each section. Club stores are excluded from this portion of the analysis because, although any customer can shop there, the store is designed to sell to businesses rather than individual customers. Even though COVID-19 caused some bars and similar companies to close temporarily, the function of club stores will not change. The potential for additional club stores is analyzed in a later section of this report.

2024 Population

Stores with large populations are all located along the Wasatch Front. The largest populations served are in the Springville, Sandy, and Logan market areas. The Springville market area incorporates a large portion of southern Utah County, which is why the market area has the population for over four and a half stores.

Table 11: Top Stores by 2024 Population in Market Area*

Rank	Store	City	2024 Store Area Population	Current Allowable Stores in Market Area
1	45	Springville	241,017	5.02
2	16	Sandy	216,020	4.50
3	52	Sandy	216,020	4.50
4	48	Herriman	175,192	3.65
5	49	Saratoga Springs	171,520	3.57
6	26	Taylorsville	164,567	3.43
7	51	Taylorsville	164,567	3.43
8	17	Orem	162,070	3.38
9	6	Logan	158,283	3.30
10	5	Provo	153,457	3.20
11	44	Pleasant Grove	150,741	3.14
12	31	Draper	138,792	2.89
		Average – Top 12 Stores	**176,021**	
		Average – All Stores	**94,772**	

Source: ZPFI, DABS.

While current population is important, a major factor in determining where new stores should be located is where households will be concentrated in the future.

2034 Population

The list of stores with large projected populations in 2034 is very similar to that of 2024. Major differences, as expected, are that growth in Utah County stores generally exceeds that of Salt Lake County stores.

Table 12: Top Stores by 2034 Population in Current Market Area*

Rank	Store	City	2034 Store Area Population	Allowable Stores in Market Area in 2034
1	45	Springville	305,230	6.36
2	49	Saratoga Springs	248,147	5.17
3	16	Sandy	229,566	4.78
4	52	Sandy	229,566	4.78
5	48	Herriman	215,829	4.50
6	6	Logan	184,516	3.84
7	17	Orem	179,190	3.73
8	5	Provo	172,058	3.58
9	44	Pleasant Grove	167,957	3.50
10	31	Draper	166,883	3.48
11	26	Taylorsville	162,904	3.39
12	51	Taylorsville	162,904	3.39
		Average – Top 12 Stores	**202,062**	
		Average – All Stores	**108,603**	

Source: ZPFI, DABS.

Absolute Population Growth, 2024-2034

The list of top stores based on absolute population growth between 2024 and 2034 also compares to the list of top stores based on 2034 population, with Saratoga Springs and Springville listed in the top two for both factors.

Other stores with higher projected population growth outside of the Wasatch Front include Logan, St. George, and Hurricane.

Table 13: Top Stores by Absolute Population Growth, 2024-2034

Rank	Store	City	2024-2034 Population Growth	Allowable Stores in Market Area by Pop. Growth 2024-2034
1	49	Saratoga Springs	76,627	1.60
2	45	Springville	64,213	1.34
3	48	Herriman	40,636	0.85
4	42	Hurricane	36,633	0.76
5	39	St. George	35,896	0.75
6	21	Harrisville	29,884	0.62
7	31	Draper	28,091	0.59
8	47	Syracuse	26,997	0.56
9	6	Logan	26,233	0.55
10	32	St. George	24,935	0.52
11	10	Tooele	23,768	0.50
12	23	Roy	19,883	0.41
		Average – Top 12 Stores	**36,150**	
		Average – All Stores	**13,831**	

Source: ZPFI, DABS.

Population Density, 2024

Stores with the greatest population density are all located along the Wasatch Front, with the majority located in Salt Lake City. These areas generally have similar populations to other areas but are 95 times smaller than the Utah average in terms of square miles.

Table 14: Top Stores by Population Density, 2024

Rank	Store	City	2024 Store Area Population	Square Miles	Pop. Density (per Sq. Mile)
1	35	Salt Lake City	47,891	3.25	14,724
2	2	Salt Lake City	67,554	6.54	10,322
3	14	Salt Lake City	57,516	6.28	9,153
4	41	Salt Lake City	25,626	3.07	8,347
5	26	Taylorsville	164,567	20.18	8,155
6	51	Taylorsville	164,567	20.18	8,155
7	1	Salt Lake City	37,576	4.86	7,735

Rank	Store	City	2024 Store Area Population	Square Miles	Pop. Density (per Sq. Mile)
8	9	Murray	78,039	10.42	7,491
9	29	Salt Lake City	58,313	7.80	7,474
10	3	Salt Lake City	104,317	15.40	6,772
11	40	Riverton	127,808	23.75	5,381
12	16	Sandy	216,020	67.80	3,186
		Average – Top 12 Stores	**95,816**	**15.80**	**8,075**
		Average – All Stores	**94,772**	**1,668**	**2,477**

Source: ZPFI, DABS.

Bottles per Hour

Bottles per hour is the key metric used by the DABS to gauge store performance. The highest performing stores this year sold between 63 and 87 bottles per hour worked. ZPFI notes that keeping expenses low is an important element in maintaining financial stability. While the bottles per hour metric varies through locations across the State, store managers have done well at keeping the ratio of revenue to expenses comparable throughout all stores.

Table 15: Top Stores by Bottles per Hour

Rank	Store	City	Bottles per Hour
1	33	Salt Lake City	87.77
2	43	Heber City	73.45
3	15	Cottonwood Heights	72.75
4	39	St. George	71.40
5	25	Salt Lake City	71.32
6	16	Sandy	68.79
7	21	Harrisville	68.36
8	24	Ogden	66.97
9	29	Salt Lake City	65.99
10	41	Salt Lake City	64.06
11	42	Hurricane	63.99
12	48	Herriman	63.41
		Average – Top 12 Stores	**69.86**
		Average – All Stores	**55.84**

Source: ZPFI, DABS.

Transactions per Capita

Transactions per capita is also a good indicator of store performance. Stores with the most transactions per capita tend to fit one of two criteria: tourist areas and densely populated areas. Thus, Park City performs extremely well as travelers come from across the state and country. Salt Lake City does well in this metric as well, albeit for different reasons than Park City.

Table 16: Top Stores by Transactions per Capita

Rank	Store	City	2024 Store Area Population	Transactions per Capita
1	38	Park City	12,736	21.60
2	36	Park City	4,188	13.71
3	1	Salt Lake City	37,576	12.19
4	37	Park City	26,994	10.52
5	27	Moab	25,652	7.93
6	25	Salt Lake City	41,079	7.64
7	41	Salt Lake City	25,626	7.25
8	29	Salt Lake City	58,313	6.80
9	2	Salt Lake City	67,554	6.48
10	12	Salt Lake City	37,324	6.40
11	9	Murray	78,039	5.83
12	15	Cottonwood Heights	97,299	5.25
		Average – Top 12 Stores	**42,698**	**9.30**
		Average – All Stores	**66,569**	**4.30**

Source: ZPFI, DABS.

Potential for New Outlets

The potential for new outlets was determined by a creating a weighted average rank for each of the stores. This process included:

Step 1: Each store was ranked from highest to lowest on the six primary factors previously listed.
Step 2: Weights based on priority were assigned to each of the factors. DABS outlined the following weights:

Table 17: Analysis Factors by Weight

Factor	Weight
Population	**50%**
Population – 2024	20%
Population – 2034	10%
Absolute Population Growth 2024-2034	10%
Population Density – 2024	10%
Store Performance	**50%**
Bottles per Hour	30%
Transactions per Capita	20%

Source: ZPFI, DABS.

Step 3: The weights above were multiplied by the rankings from Step 1 to determine the weighted average rank for each of the stores. The weighted rank for all stores is listed in the following table.

Table 18: Store Priorities based on Weighted Ranks for 2024

Priority	Store	City	Weighted Rank
1	16	Sandy	12.85
2	39	St. George	13.80
3	48	Herriman	14.50
4	21	Harrisville	14.60
5	31	Draper	16.80
6	15	Cottonwood Heights	17.30
7	51	Taylorsville	17.55
8	44	Pleasant Grove	18.60
9	09	Murray	18.60
10	29	Salt Lake City	19.20
11	06	Logan	20.90
12	41	Salt Lake City	21.40
13	52	Sandy	21.85
14	24	Ogden	22.00
15	08	Bountiful	22.20
16	42	Hurricane	22.20
17	43	Heber City	22.40
18	46	West Valley City	23.00
19	45	Springville	23.10
20	19	Ogden	23.10
21	25	Salt Lake City	23.30
22	23	Roy	23.70
23	03	Salt Lake City	23.80
24	49	Saratoga Springs	23.80
25	02	Salt Lake City	24.70
26	18	Cedar City	25.10
27	14	Salt Lake City	25.20
28	10	Tooele	25.80
29	40	Riverton	26.00
30	17	Orem	26.50
31	30	Layton	27.20
32	05	Provo	27.60
33	47	Syracuse	27.60
34	01	Salt Lake City	27.80
35	38	Park City	28.00
36	26	Taylorsville	29.25
37	50	Farmington	30.00
38	04	Salt Lake City	30.00
39	33	Salt Lake City	30.20
40	32	St. George	30.30
41	27	Moab	30.70

Priority	Store	City	Weighted Rank
42	13	Salt Lake City	30.80
43	37	Park City	31.90
44	35	Salt Lake City	33.10
45	12	Salt Lake City	35.00
46	11	Magna	36.30
47	28	Vernal	38.00
48	36	Park City	38.70
49	22	Brigham City	40.10
50	07	Price	43.50
51	34	Park City	46.10

Source: ZPFI, DABS.

Additionally, there are current plans to update, expand or add new stores. Many of these opportunities center around the Wasatch Front with several locations focused on Salt Lake City. However, additional updates my also come in Southern Utah.

Table 19: Store Priorities with Consideration for Updated/New Stores

Store	City
Store 1 - Downtown (New Location)	Salt Lake City
Store 2 - Sugarhouse SLC	Salt Lake City
Store 4 - Foothill SLC	Salt Lake City
Store 9 - Murray SLC	Murray
Store 14- Miller Ave	Salt Lake City
Store 23 - Roy	Roy
Store 27 - Moab	Moab
New Store - Washington City	Washington City
New Store - Park City	Park City
New Store - West Ogden	Marriott-Slaterville

Source: ZPFI, DABS.

Since 2018, rankings for priority areas have shifted, yet several trends remain. Sandy returns to the priority areas, in part due to expected growth in the region. Harrisville continues to remain in the top five rankings for consideration since 2018. Another other constant among the top 12 is St. George. However, a new store in Washington City may serve to meet much of this potential demand.

Table 20: Comparison of 2024, 2021, 2020, and 2018 Priorities by Weighted Rank

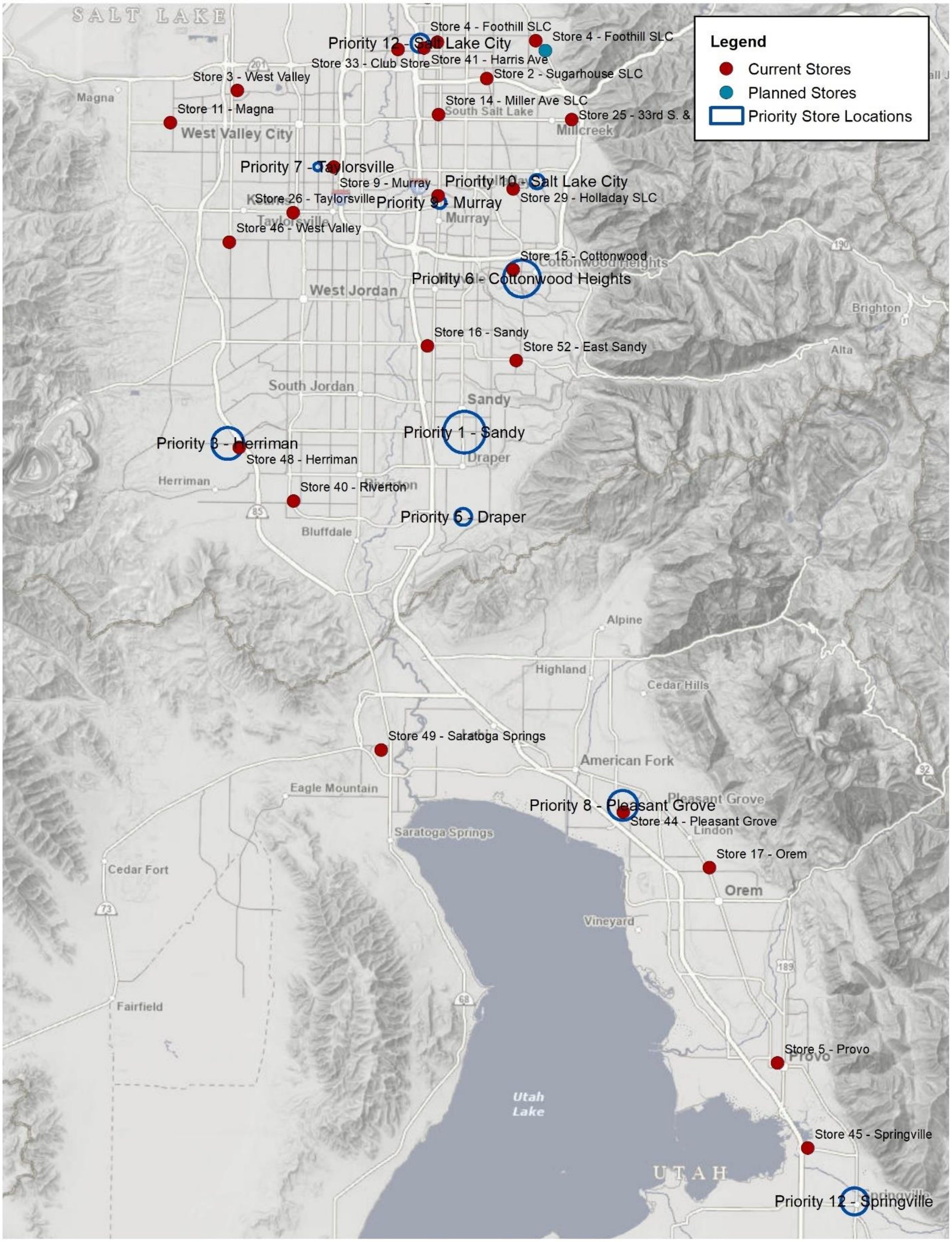
Priority	2024 Weighted Rank	2021 Weighted Rank	2020 Weighted Rank	2018 Weighted Rank
1	Sandy	Harrisville	Sandy	Sandy
2	St. George	St. George	Pleasant Grove	Pleasant Grove
3	Herriman	Ogden	Draper	Riverton
4	Harrisville	Roy	Riverton	Draper
5	Draper	Springville	Harrisville	Harrisville

Priority	2024 Weighted Rank	2021 Weighted Rank	2020 Weighted Rank	2018 Weighted Rank
6	Cottonwood Heights	Holladay	St. George	Layton
7	Taylorsville	Herriman	Bountiful	Cottonwood Heights
8	Pleasant Grove	Tooele	Layton	Ogden
9	Murray	Salt Lake City	Cottonwood Heights	West Valley City
10	Salt Lake City	Orem	West Valley City	Holladay
11	Logan	Cottonwood Heights	Logan	St. George
12	Salt Lake City	Park City	Ogden	Logan

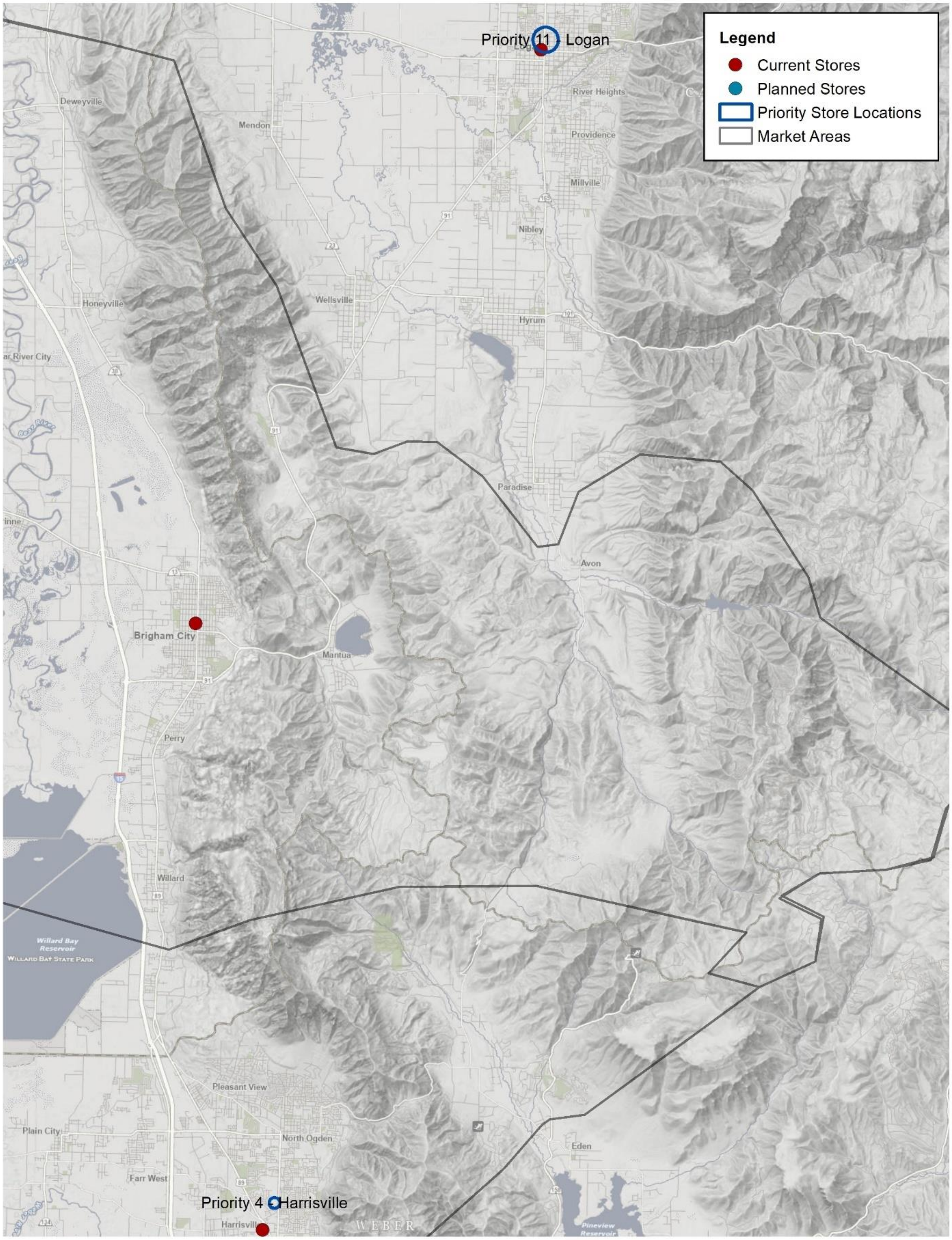
Source: ZPFI, DABS.

While the 2024 weighted ranks highlight Sandy as a top priority, we note that the recent opening of the new store 16 in Sandy as of July 2023 is likely to meet much of the near-term demand that the study indicates as high priority. In fact, this store is already quite successful with $26.9 million in sales over the period March 2023 – June 2024. Therefore, focus for on-the-ground prioritization may orient further down the list among the areas ranked two through 12.

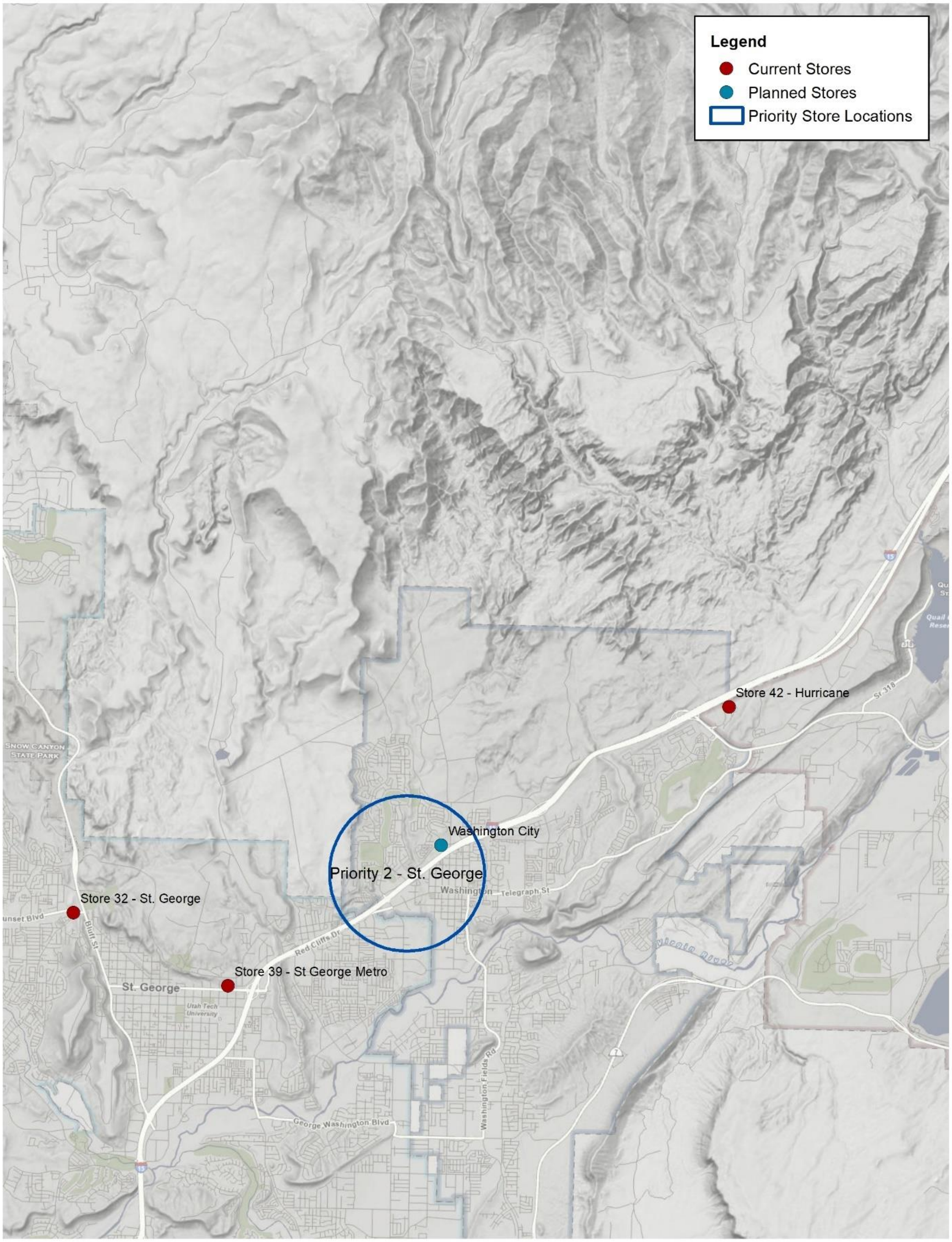
The following maps show recommended store locations for additional stores in the top 12 market areas. The general site recommendations, which are indicated by blue circles, are based on projected population growth within the market area of each store and are only general recommendations for potential store locations. Actual store locations may vary based on real estate availability and the closest municipalities for the needed geographic area. Additionally, ZPFI notes that a strategically placed store can serve multiple communities effectively.



Store Recommendations – Wasatch Front



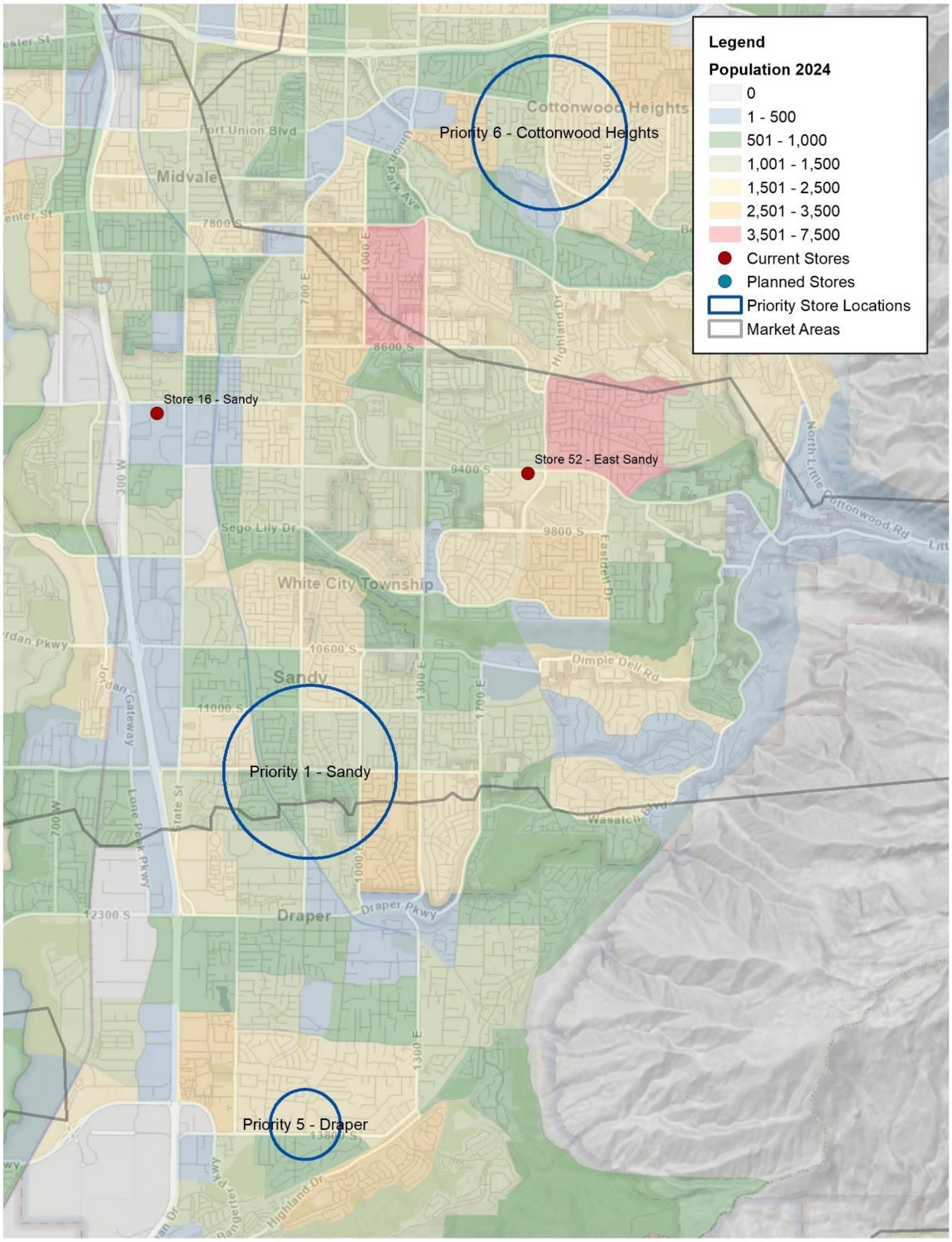
Store Recommendations – Davis and Weber

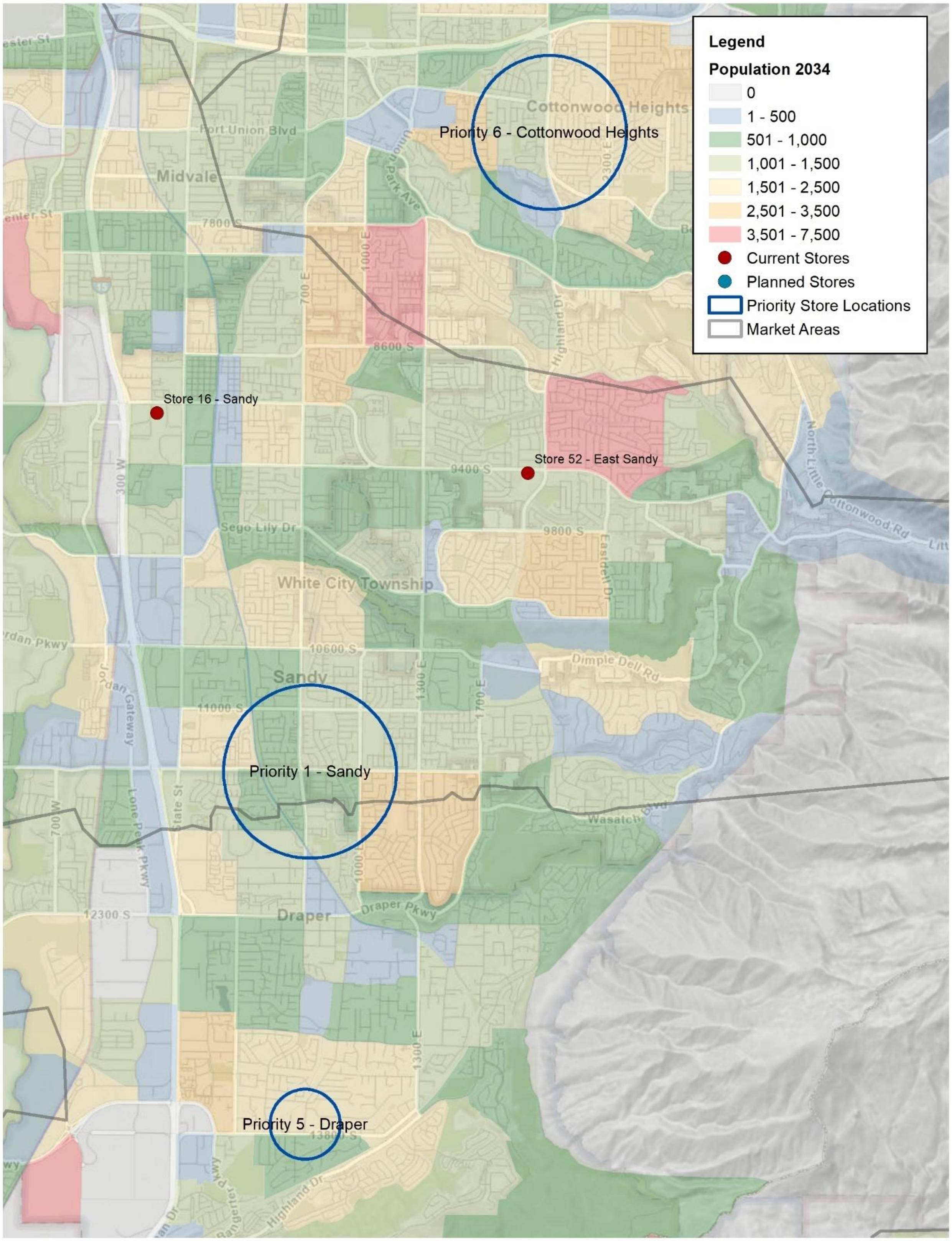


Store Recommendations – St. George Area

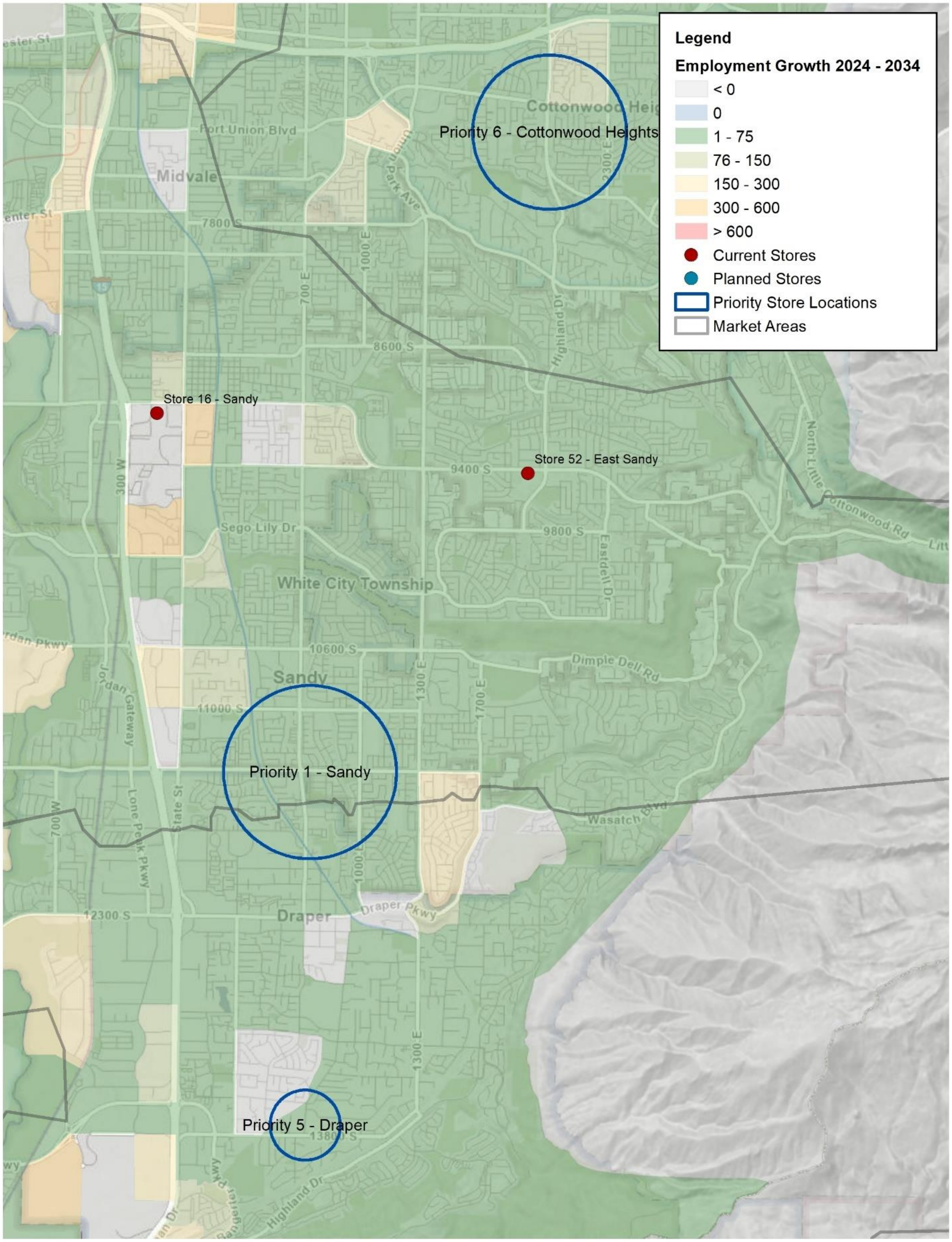
Priority 1: Store 16 - Sandy

Store 16 is ranked 3rd and 4th overall in 2024 population and 2034 projected population. Store 16 also ranks 1st in total transactions in the 2024 study. Population in 2034 is expected to grow by 13,546, a substantial gain in the area. We also note, as mentioned above, that stores 16 and 52 in Sandy, as of July 2024, are likely to meet much of the near-term demand that the study indicates as high priority. Therefore, focus on the region north of Draper and south of White City may serve the needs of the region well and a new store in not likely needed in the direct Sandy area in the short term.

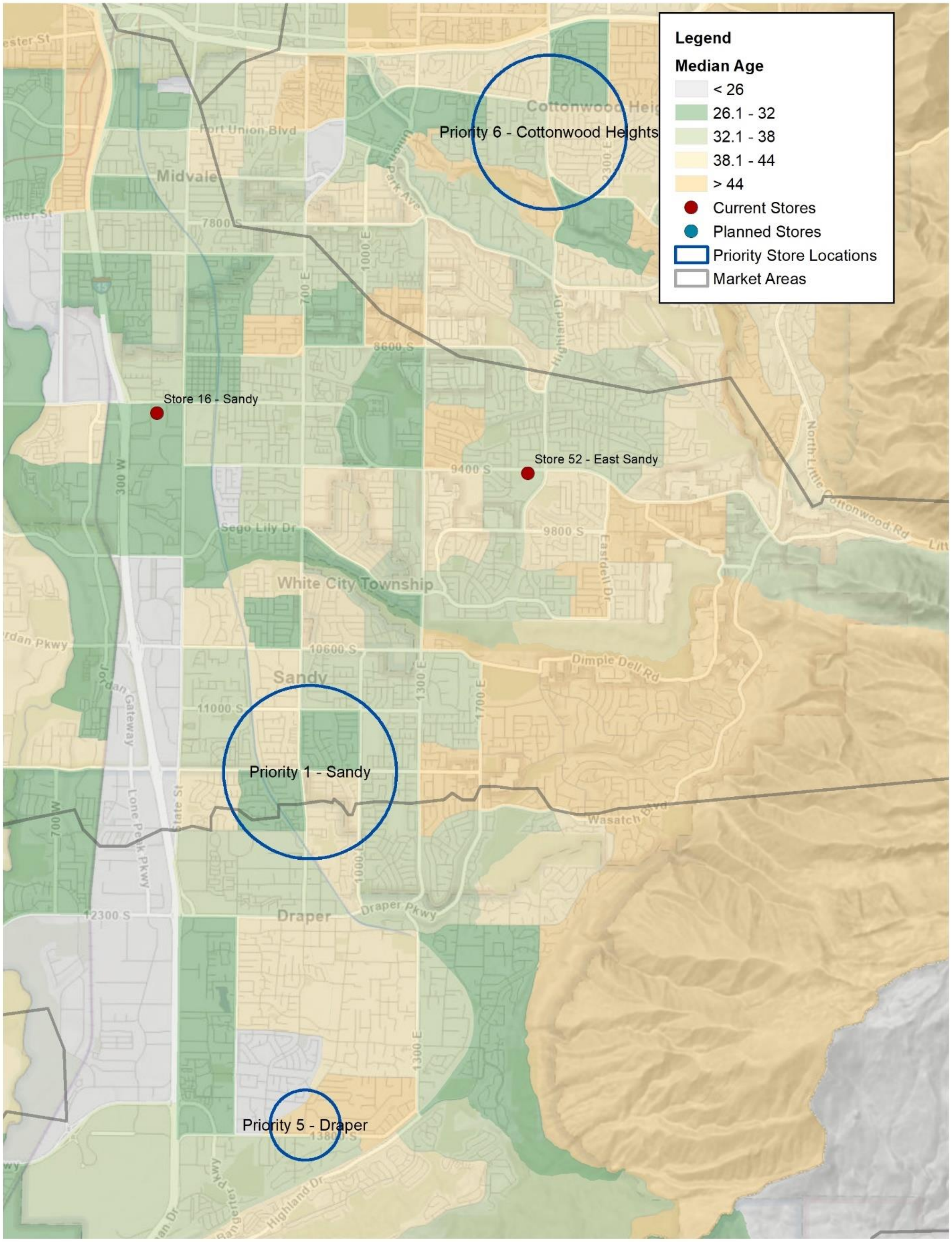




2034 population projections indicate significant growth potential in the region with southern Sandy and Draper well-positioned to serve as a potential hub for additional locations.



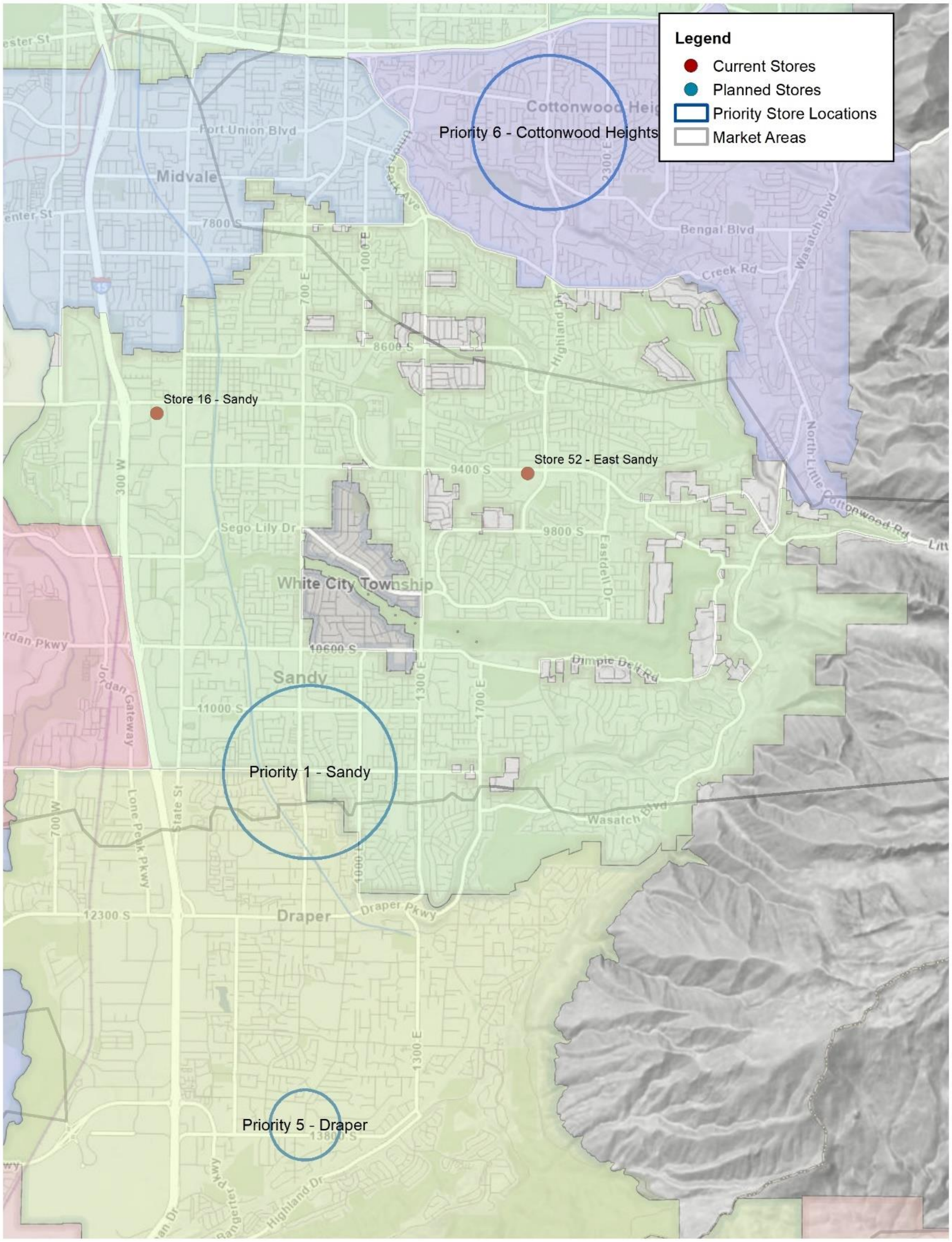
Employment growth from 2024 to 2034 is expected to increase the most along the Interstate 15 corridor and the Draper Parkway.



Further, a good mix of age ranges in the region provides a stable base for future service.

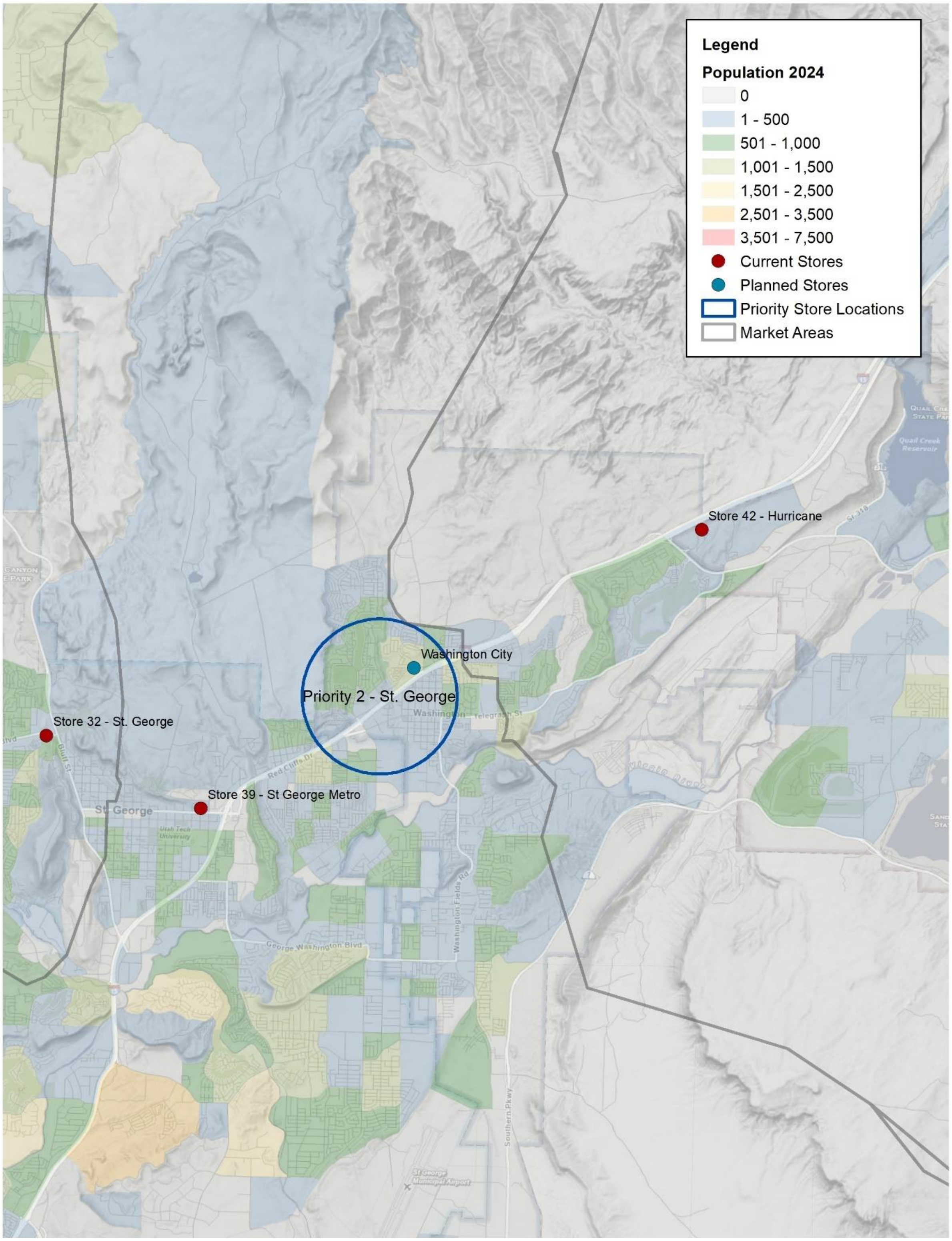
Municipalities located in store 16's market area include:

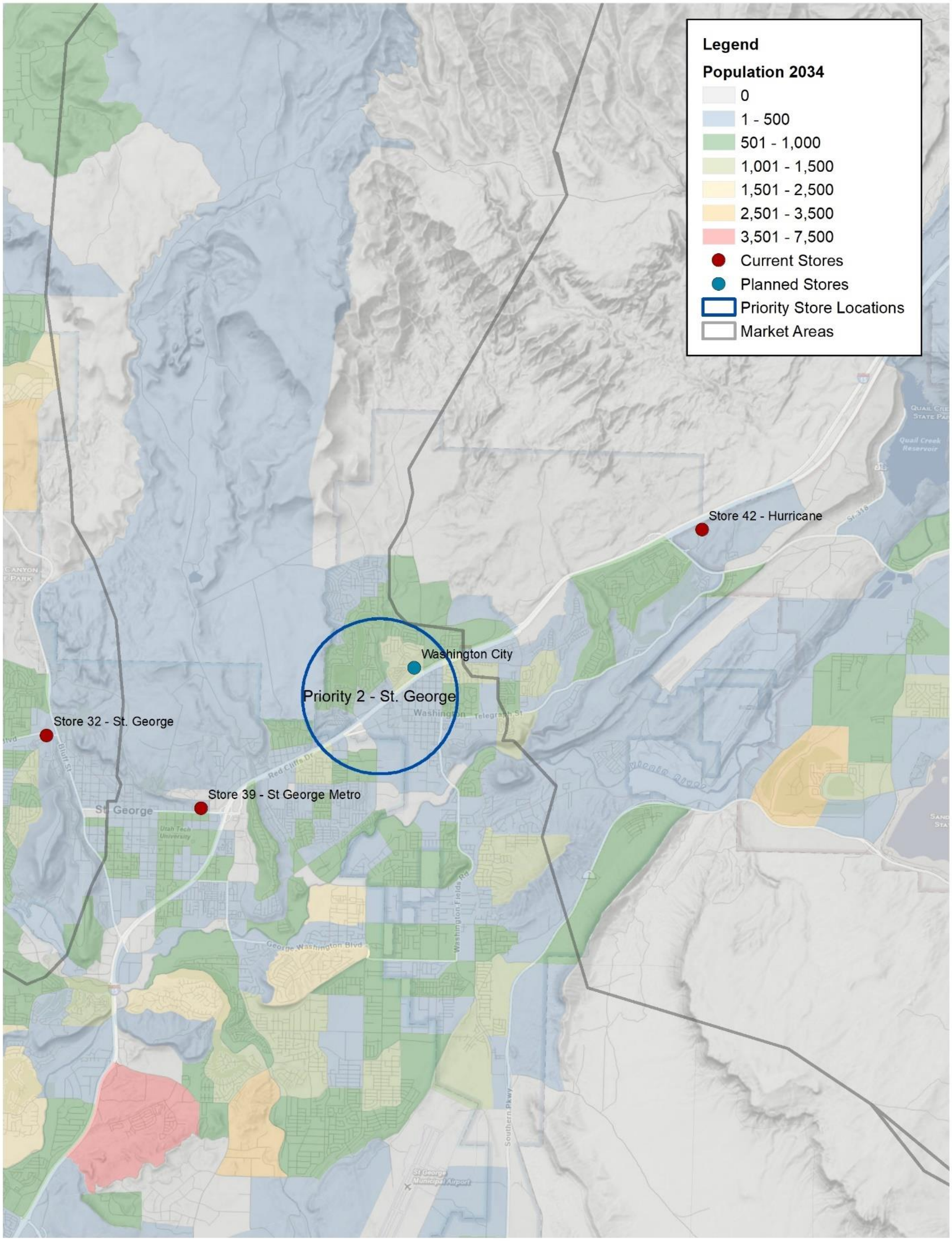
- Sandy
- South Jordan
- Draper



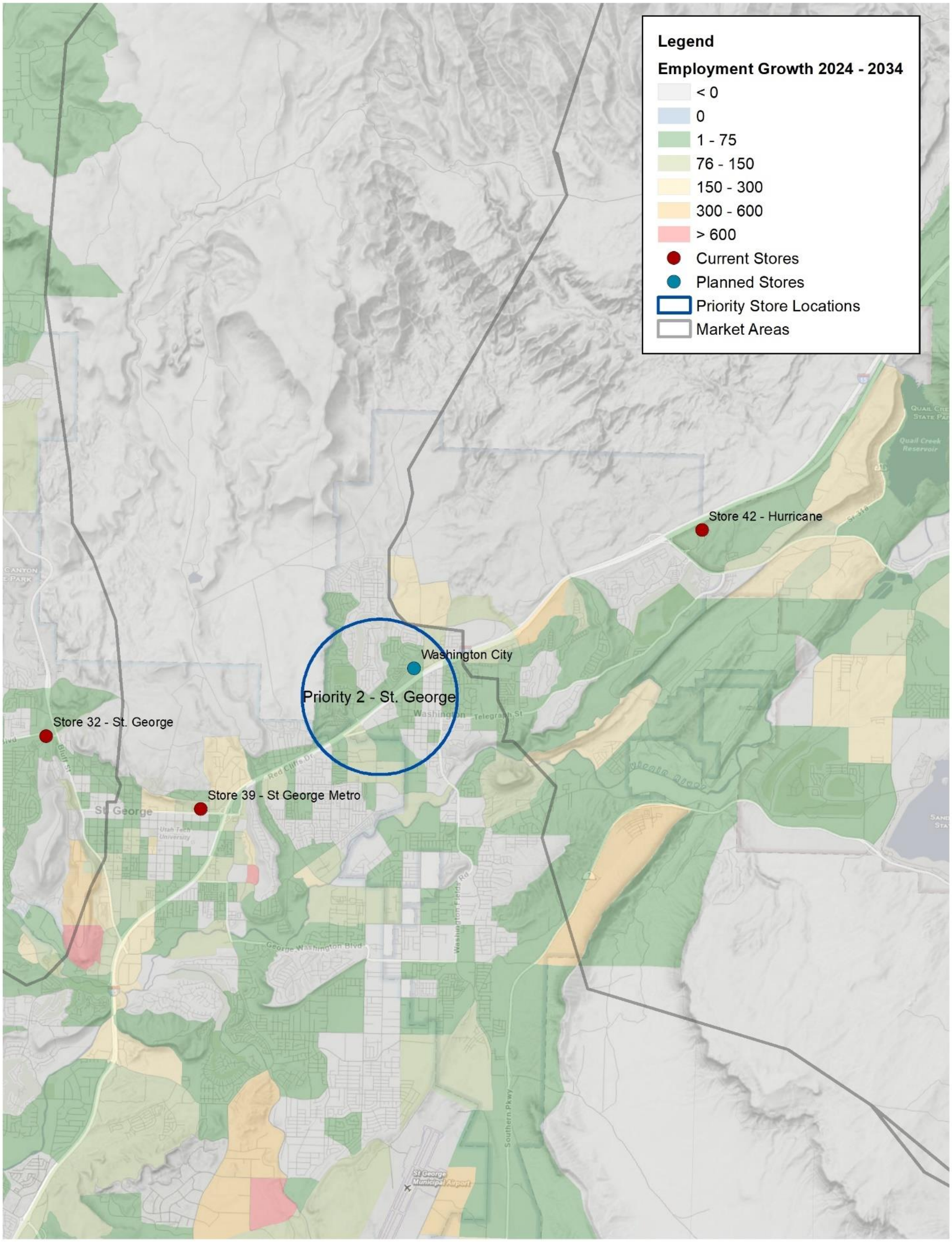
Priority 2: Store 39 – St. George

This store continues to show up as a high priority as it ranks 5th in expected population growth over the next 10 years while also having the 6th highest bottles per hour sales. ZPFI expects that the DABS planned store in Washington City will be an appropriate solution to further regional demand.

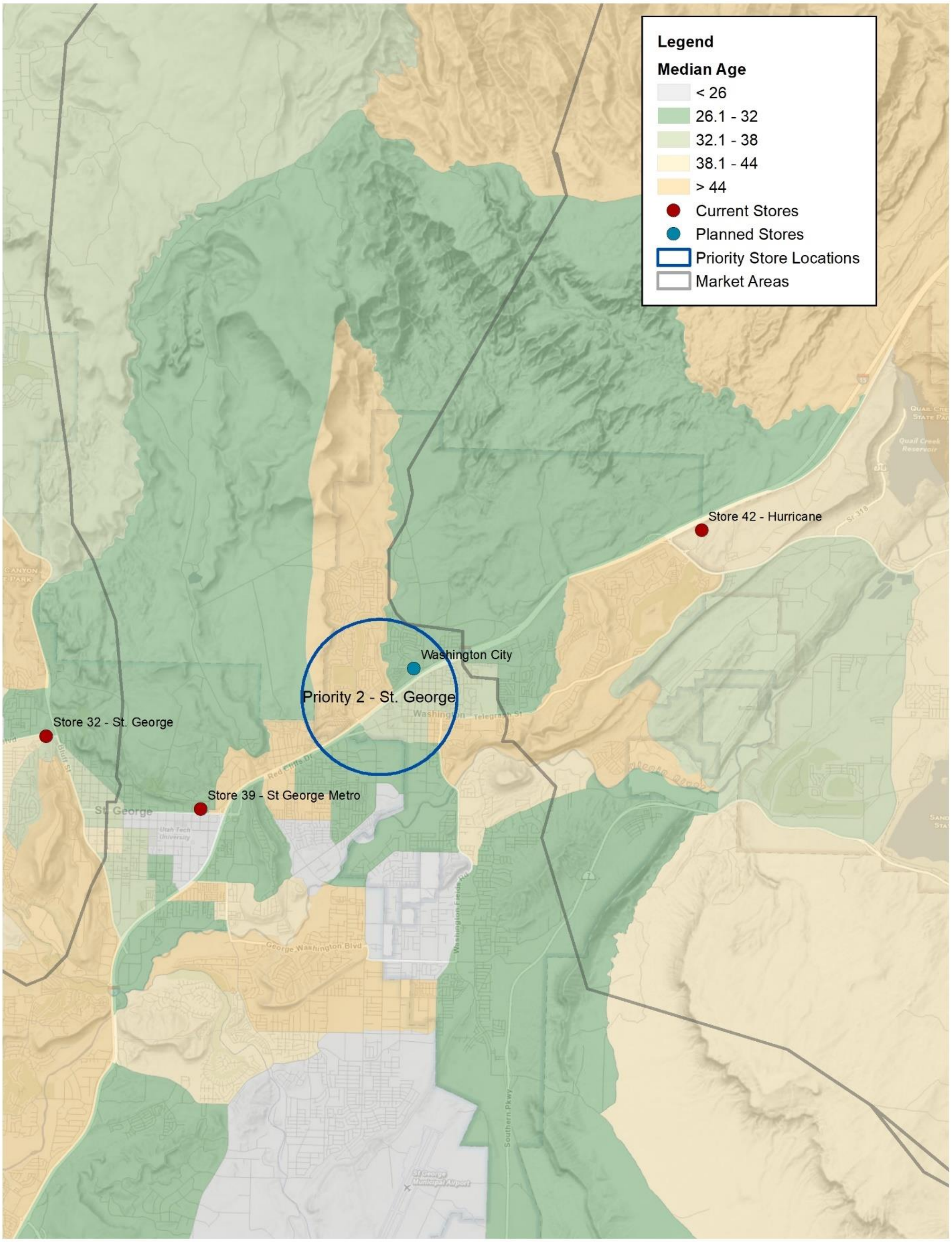




2034 population growth is expected South of St. George on both East and West sides of Interstate 15.



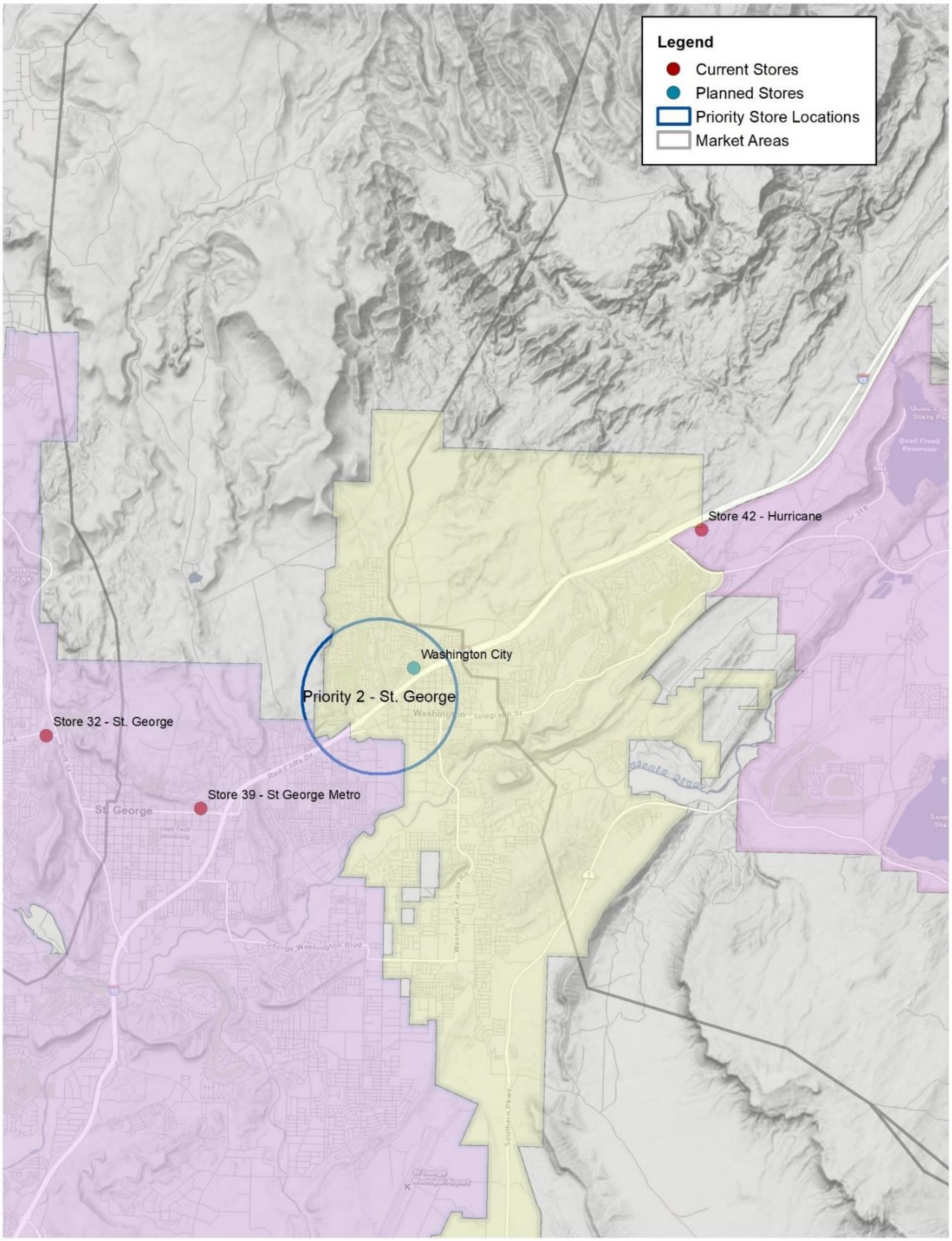
Similarly, job growth is expected in the same regions as forecasted population growth.



While many areas of the region skew to the older age demographic, there is also a diverse mix of age ranges in the St. George area which will serve to stabilize the region.

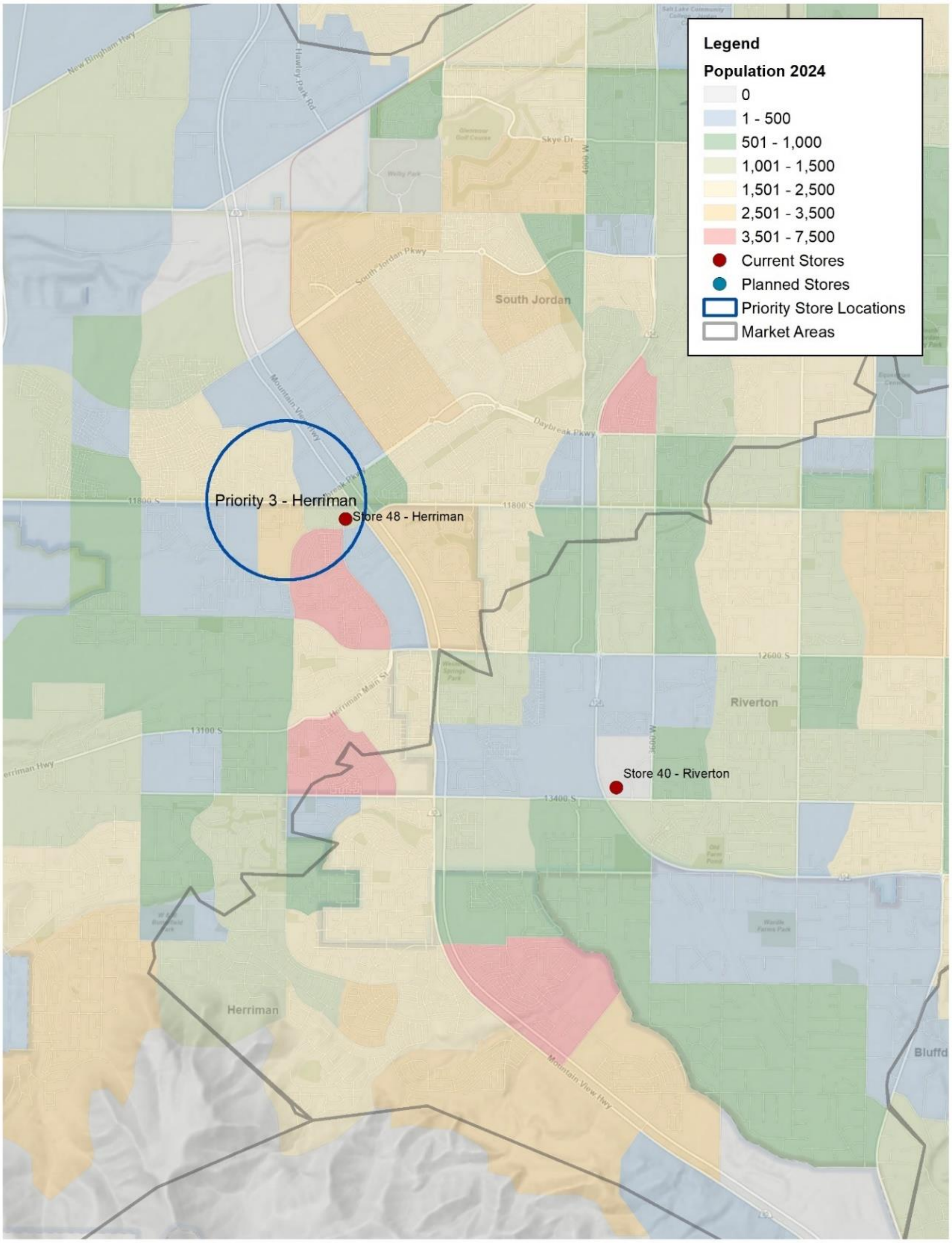
The municipalities in the region include:

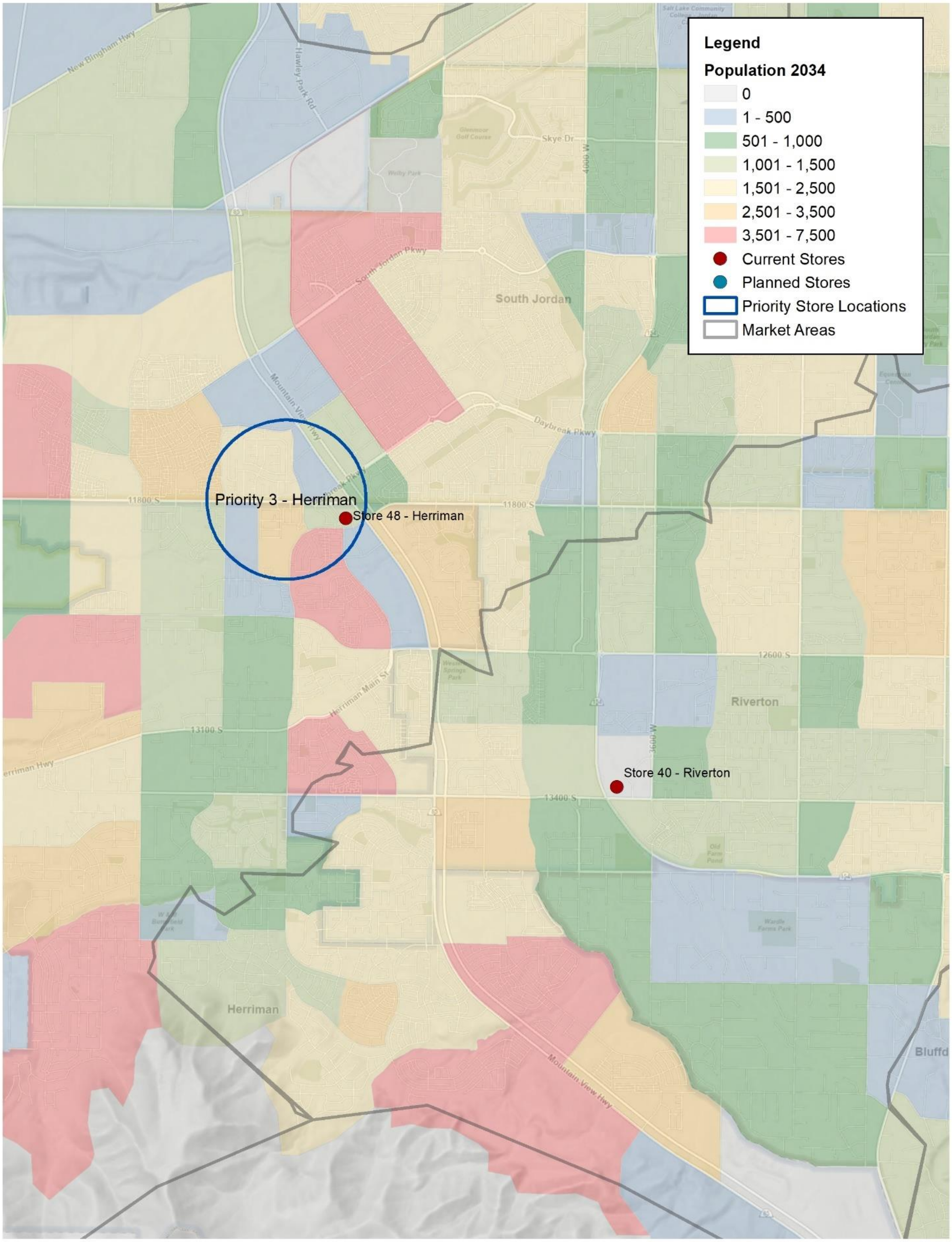
- St. George
- Washington
- Santa Clara
- Hurricane
- Ivins
- Middleton



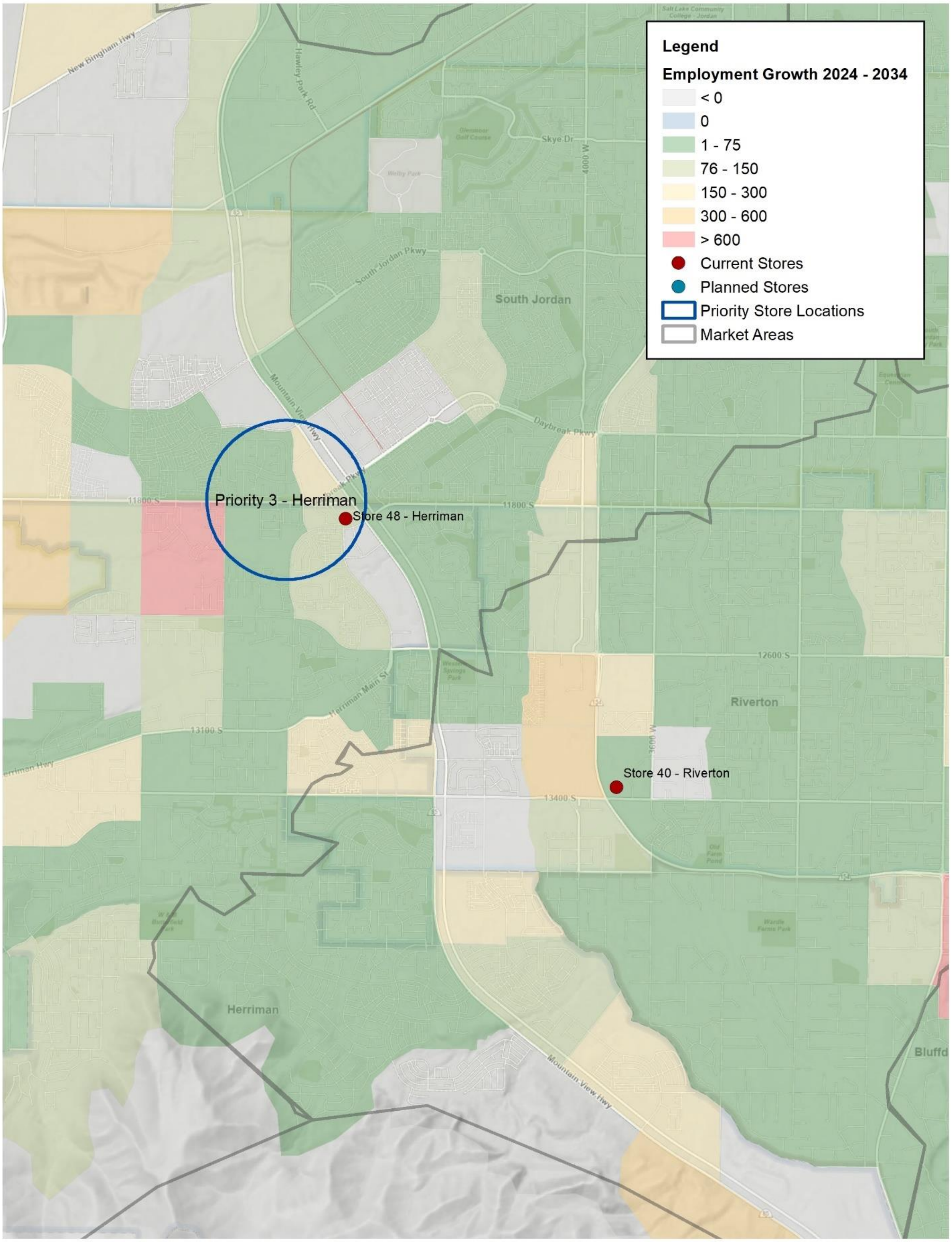
Priority 3: Store 48 – Herriman

Store 48 in Herriman ranks 3[4th] and 5th in population growth from 2024 to 2034. Growth in the area is expected to be highly concentrated in the southern region of the City. As shown below, most of the growth is expected to occur in the Herriman and Riverton nexus surrounding Mountain View Highway.

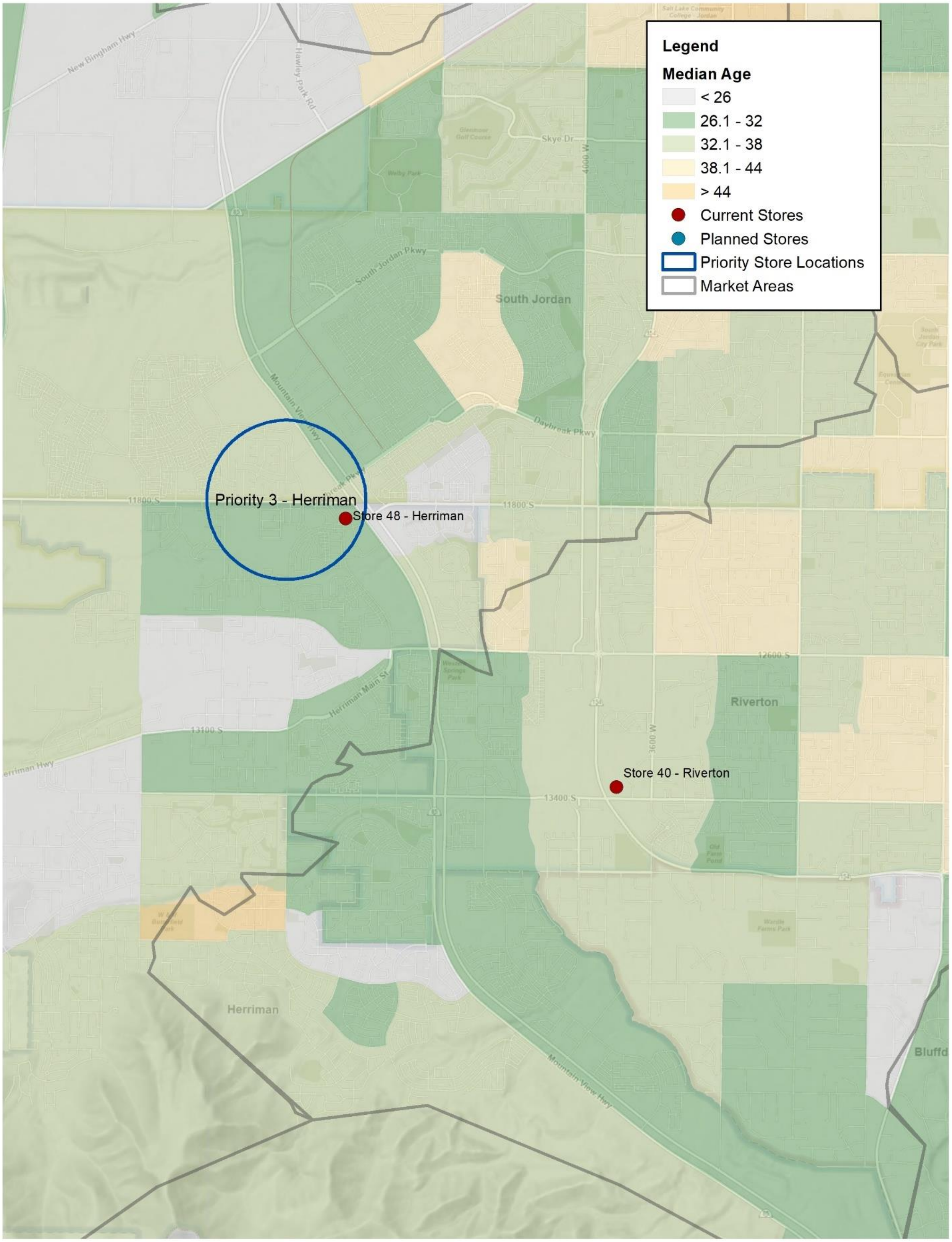




Population growth west of the existing Herriman store is expected by 2034.



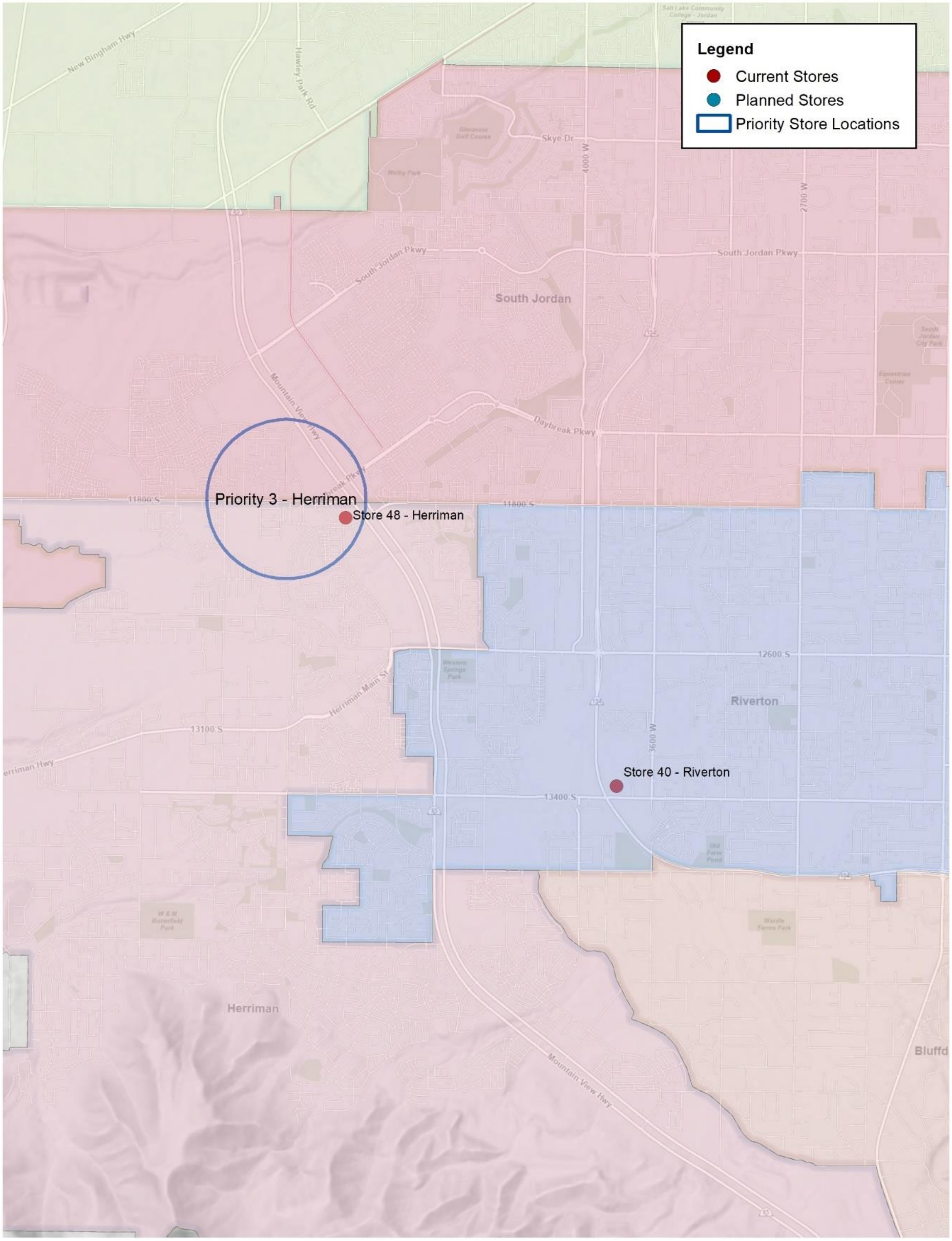
Employment growth is another factor that will driver traffic over the coming 10-year period.



Median age is relatively young in the area, with particular regions around store 48 in the 26 – 38 year-old range.

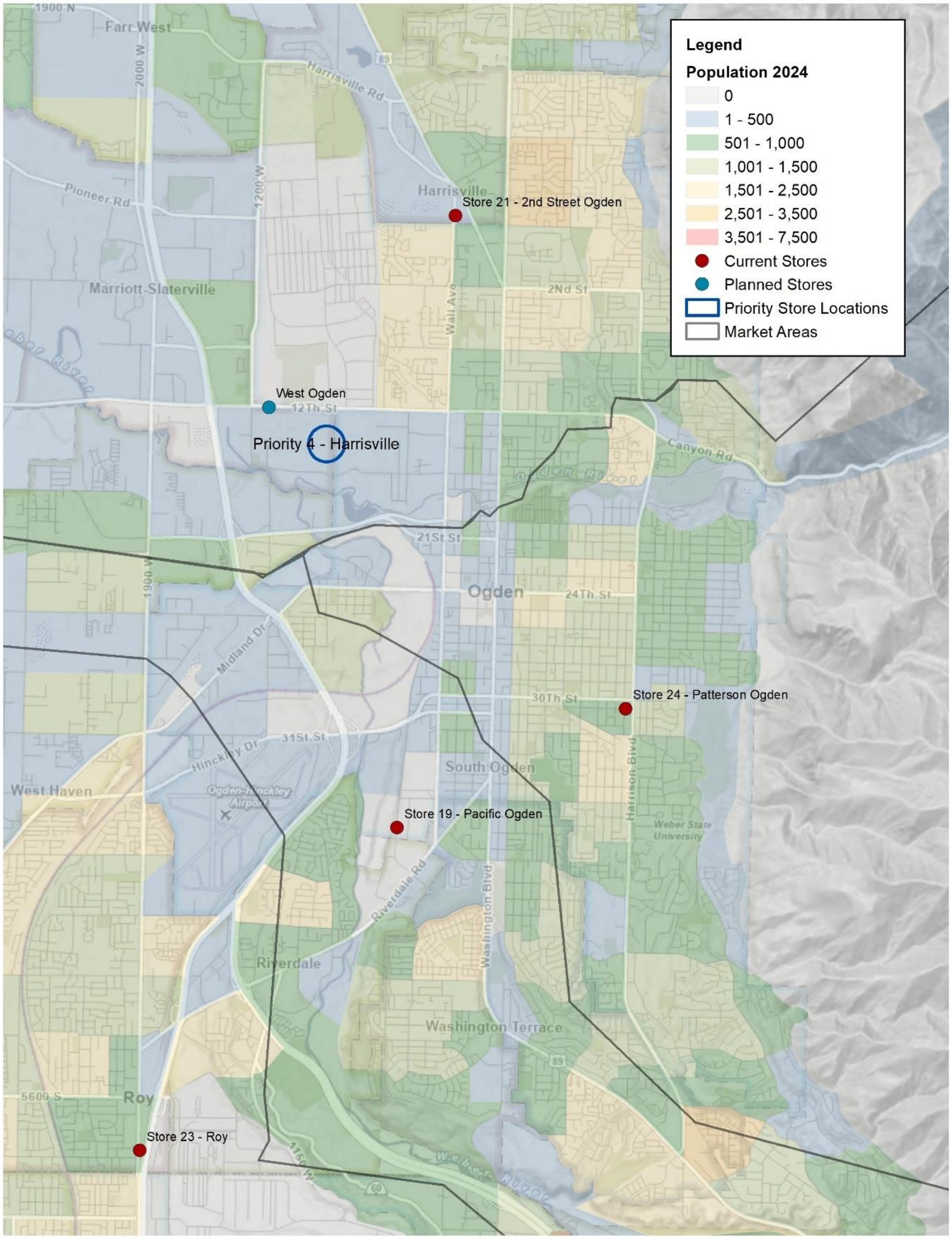
Municipalities in the area are:

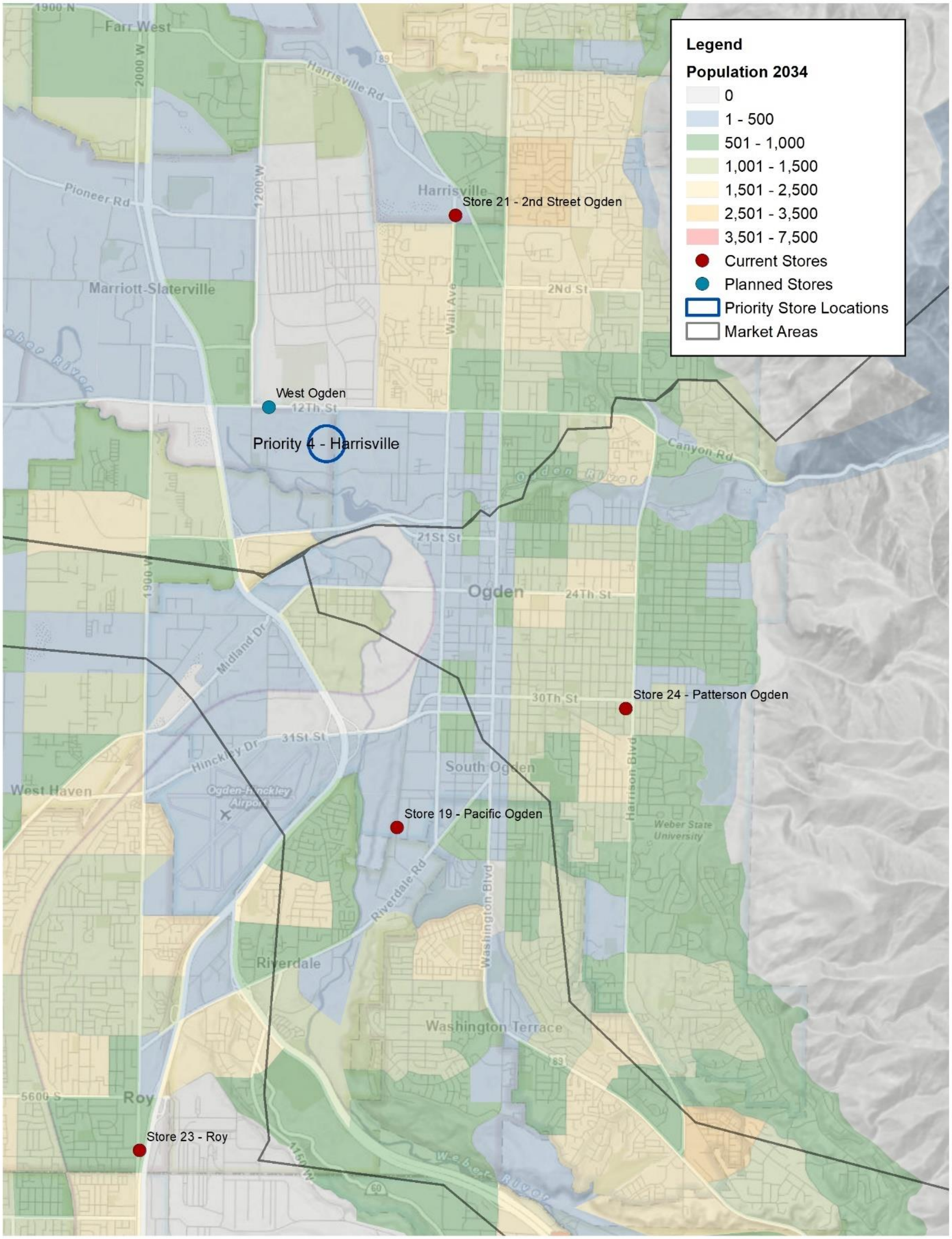
- Herriman
- South Jordan
- Riverton
- Bluffdale



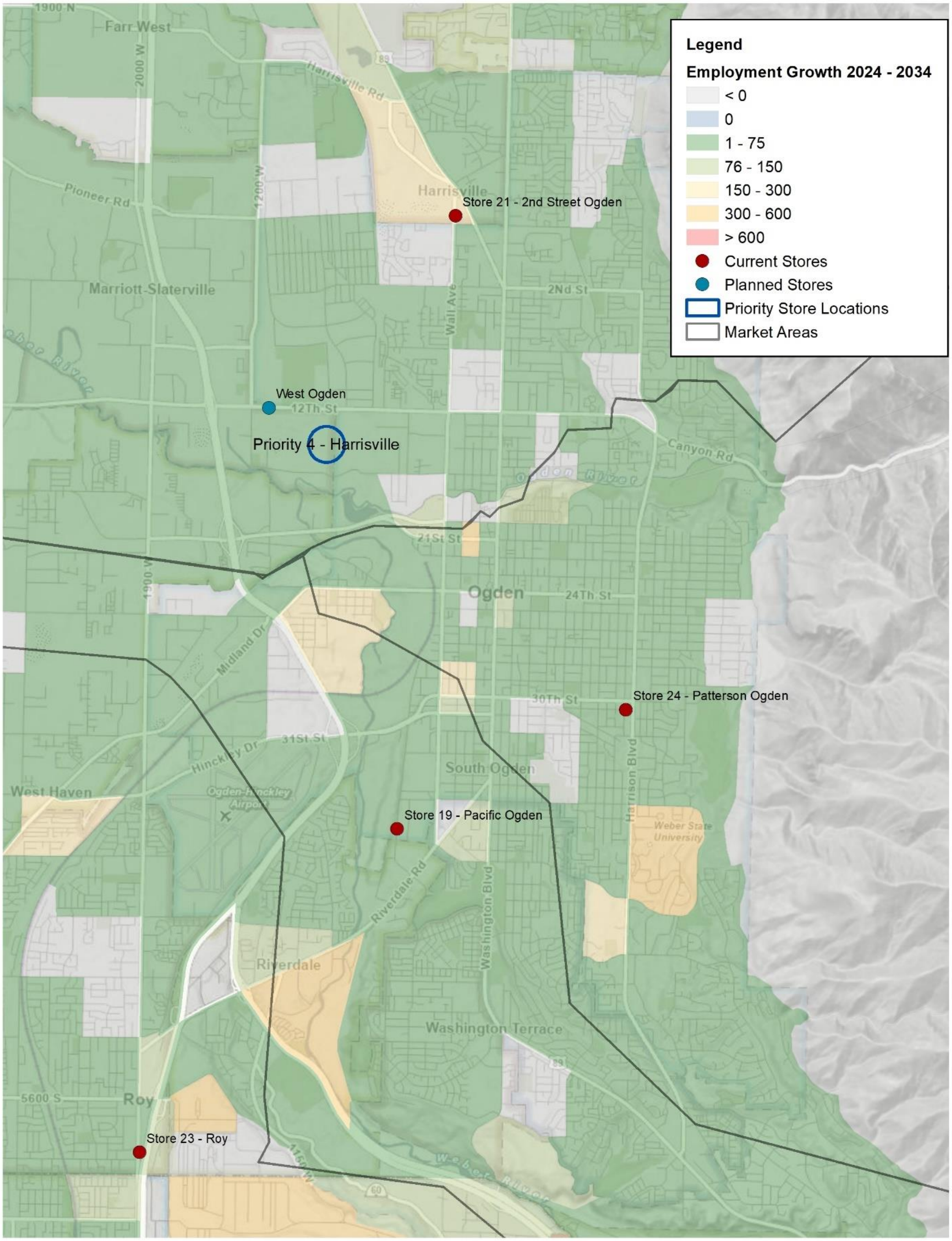
Priority 4: Store 21 – Harrisville

The Harrisville area ranks 6th in absolute expected population growth from 2024 to 2034. Further, it ranks 7th in bottles per hour, and these are key drivers of its priority in the 2024 study. We note that the planned West Ogden store will likely serve needs of this region in the near-term.

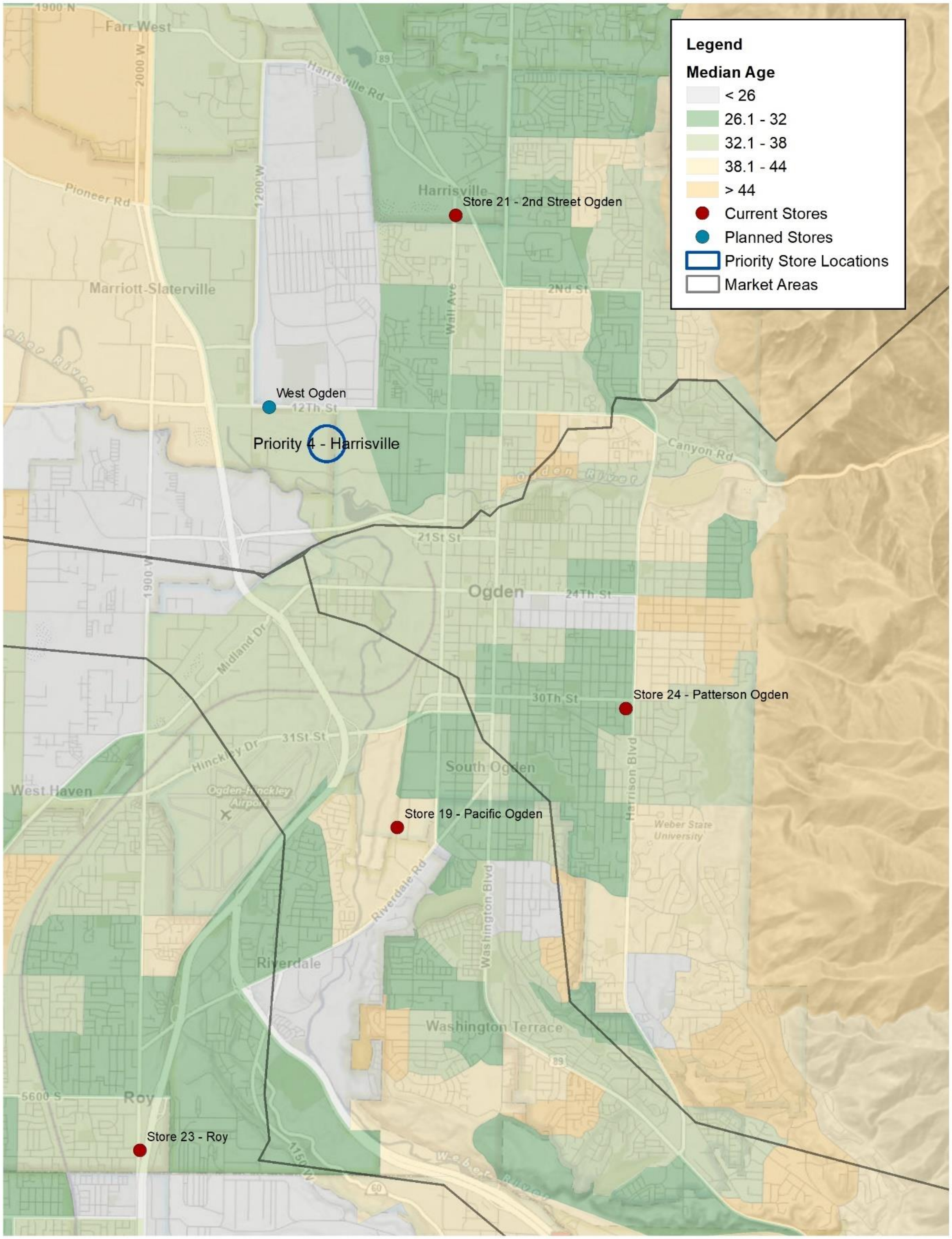




Population east of the existing Harrisville location is expected to remain stable in 2034.



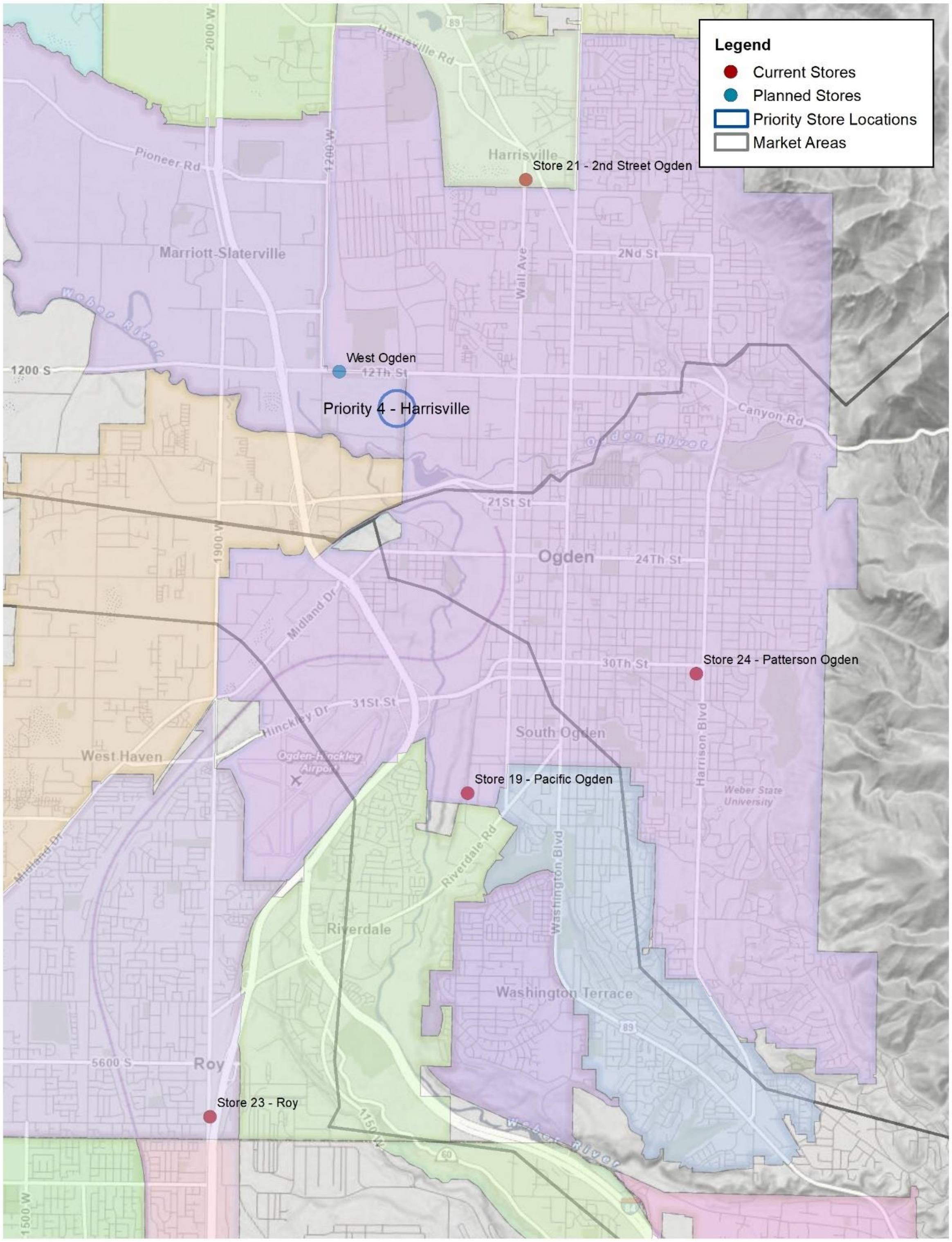
Employment is expected to remain stable and increasing over time.



The Harrisville store area currently sees younger constituents closer to the urban core, while older residents live east and west of the more urban centers.

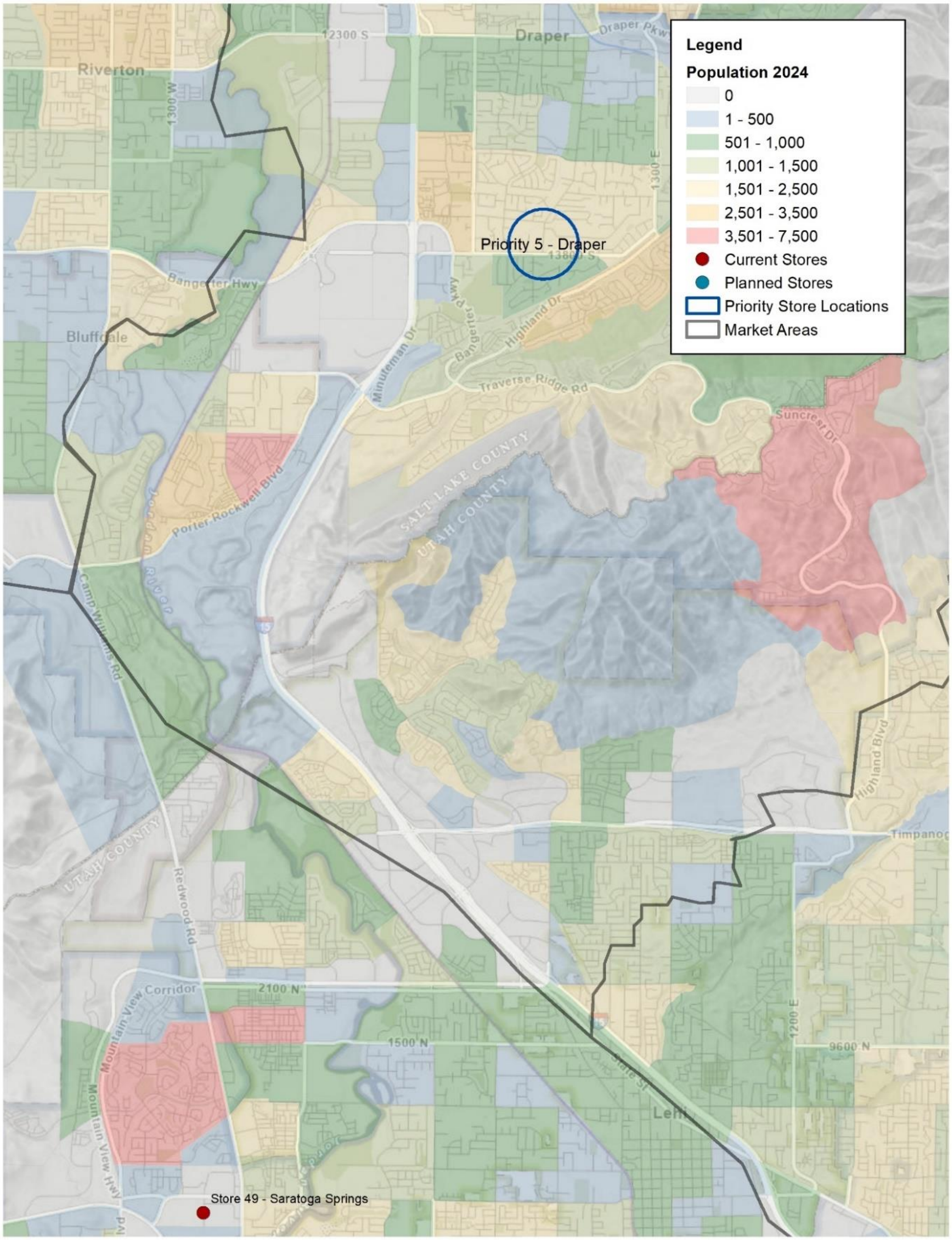
Municipalities in this market area include:

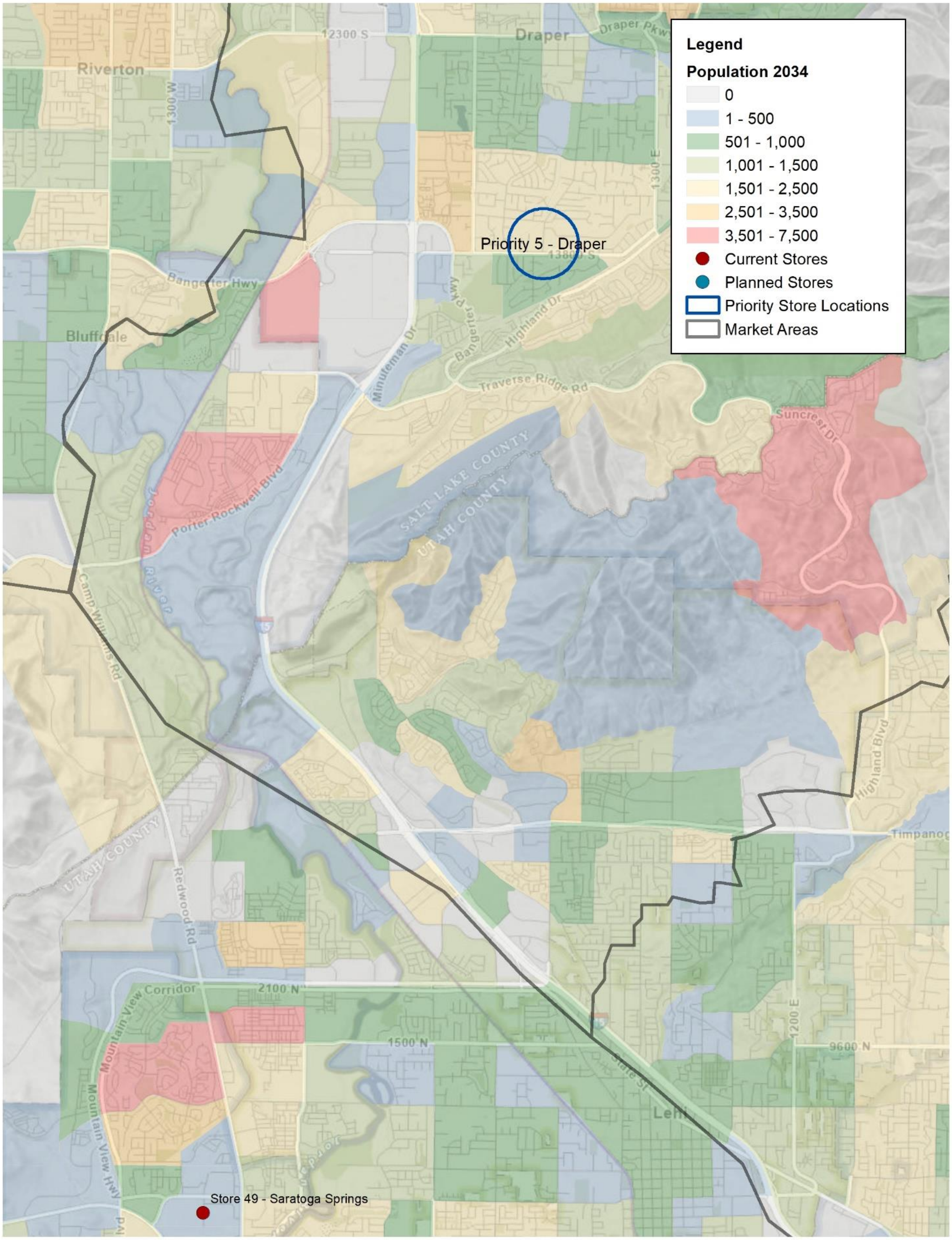
- Harrisville
- Ogden
- Farr West
- West Haven
- Plain City
- Pleasant View



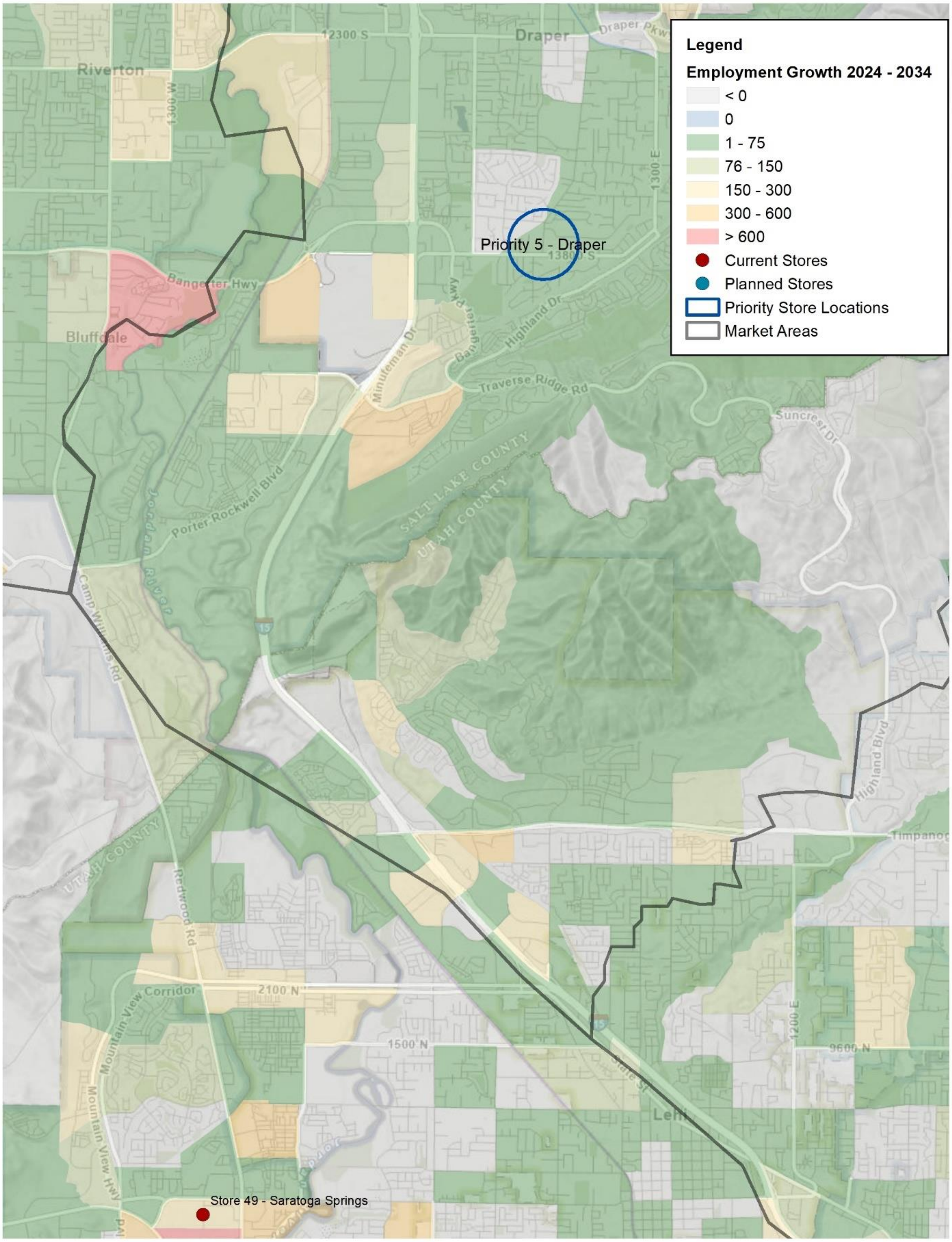
Priority 5: Store 31 – Draper

The Store 31 area ranks highly in existing population and in expected growth. These are key factors that drive its ranking in the 2024 study.

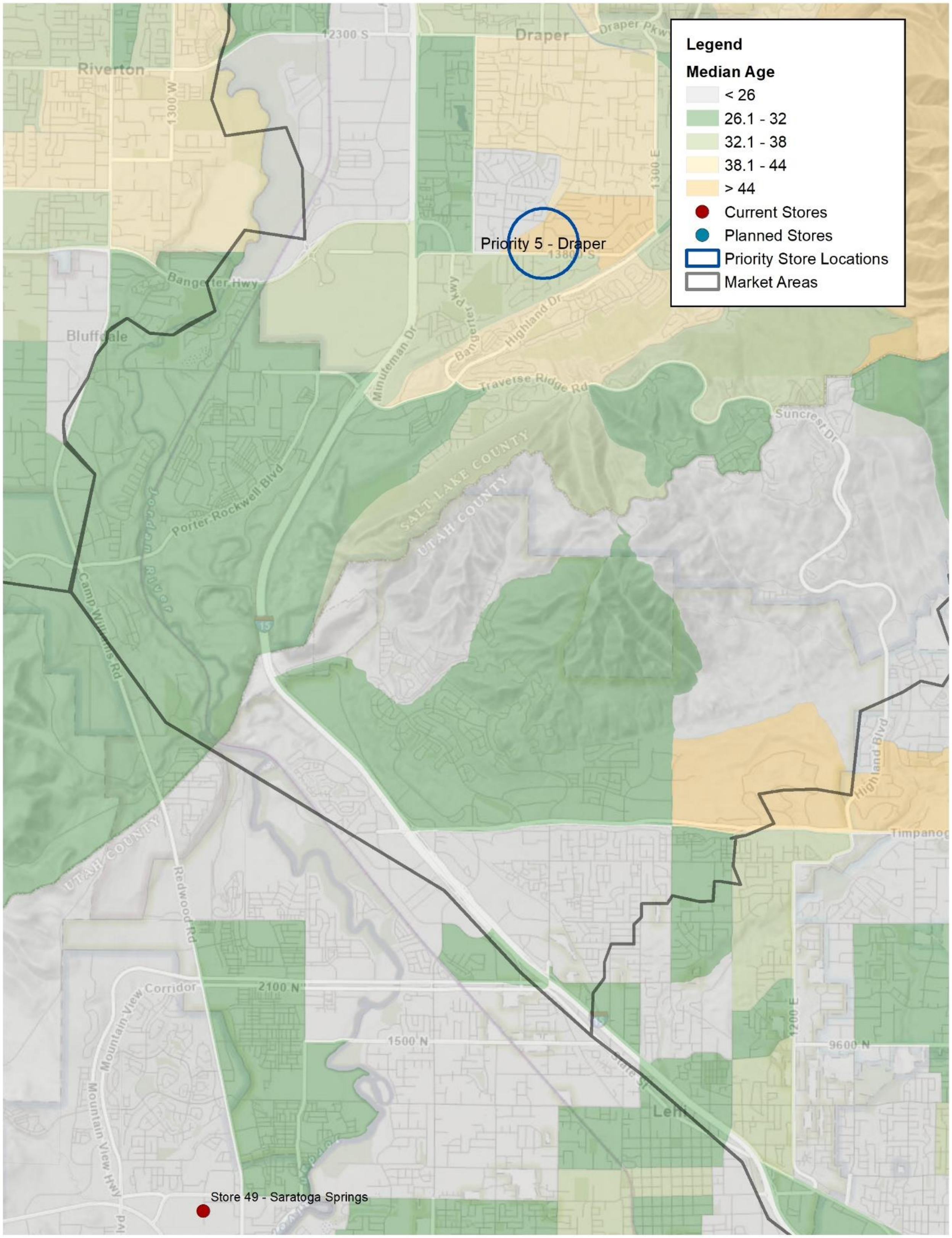




As noted above, additional population density is expected in the region in 20234.



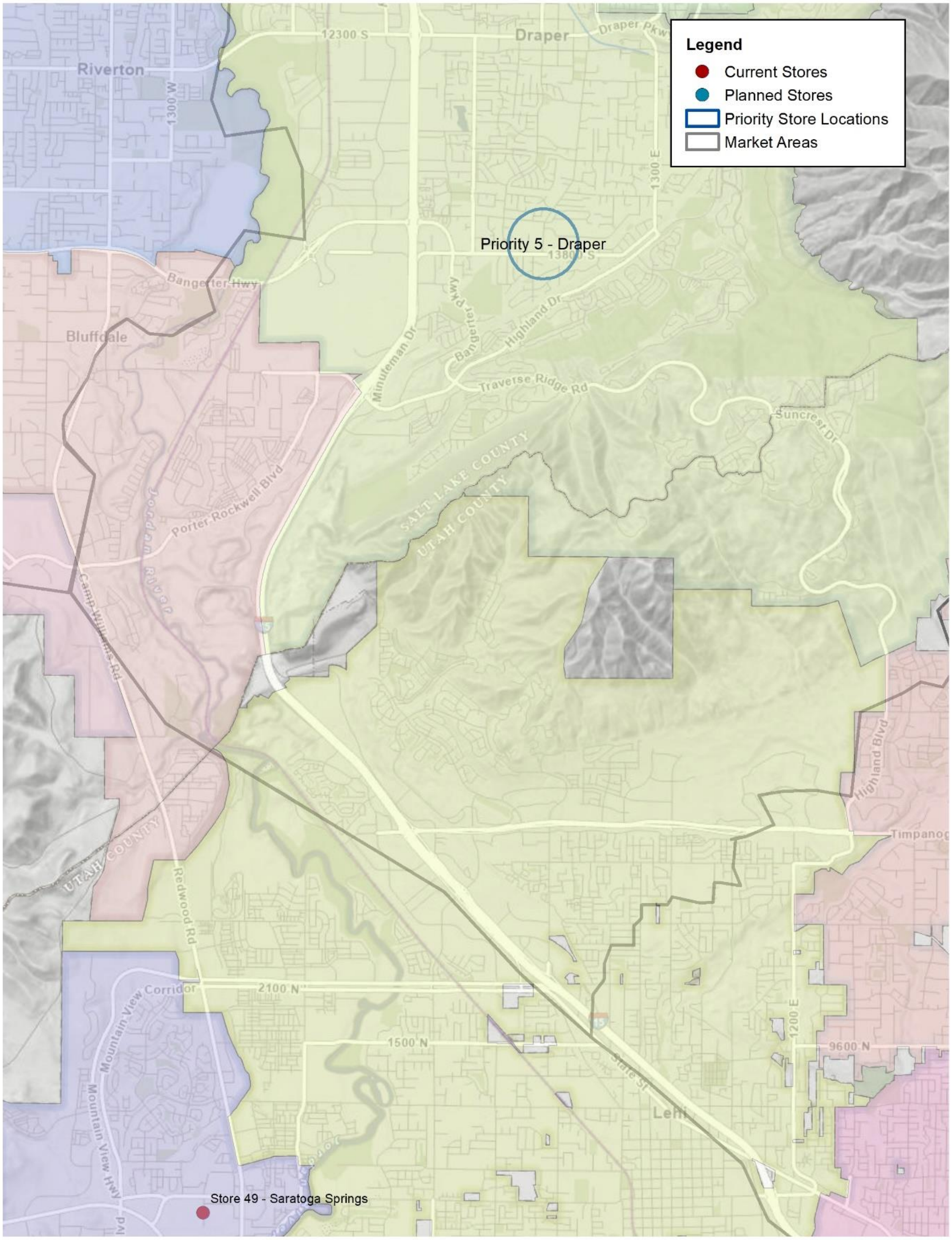
Robust employment growth is expected along the Bangerter Highway corridor in Bluffdale.



Additionally, the current population base in the western part of the region skews younger, and the population is older to the east with both groups likely having different spending profiles.

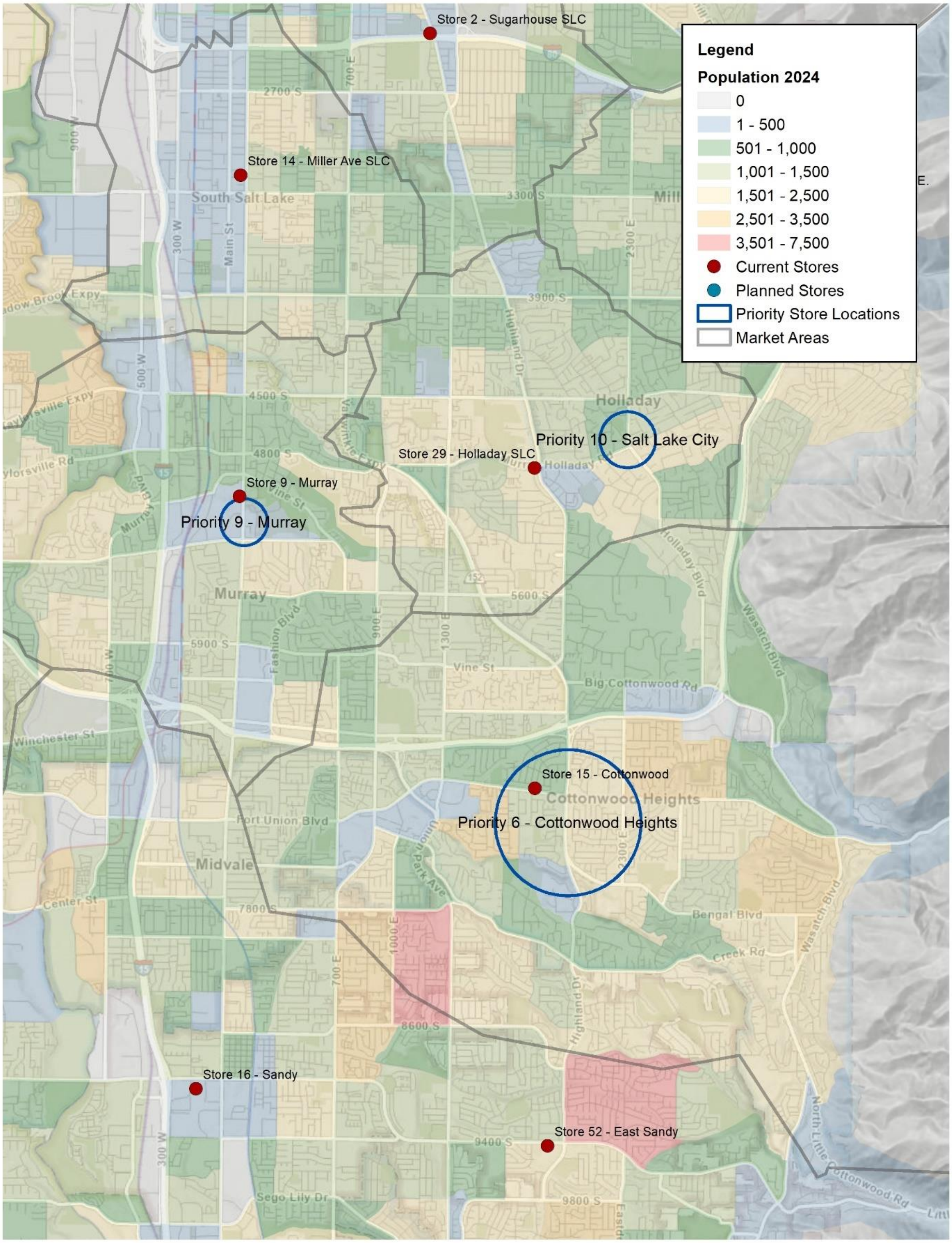
Municipalities located in the market area includes:

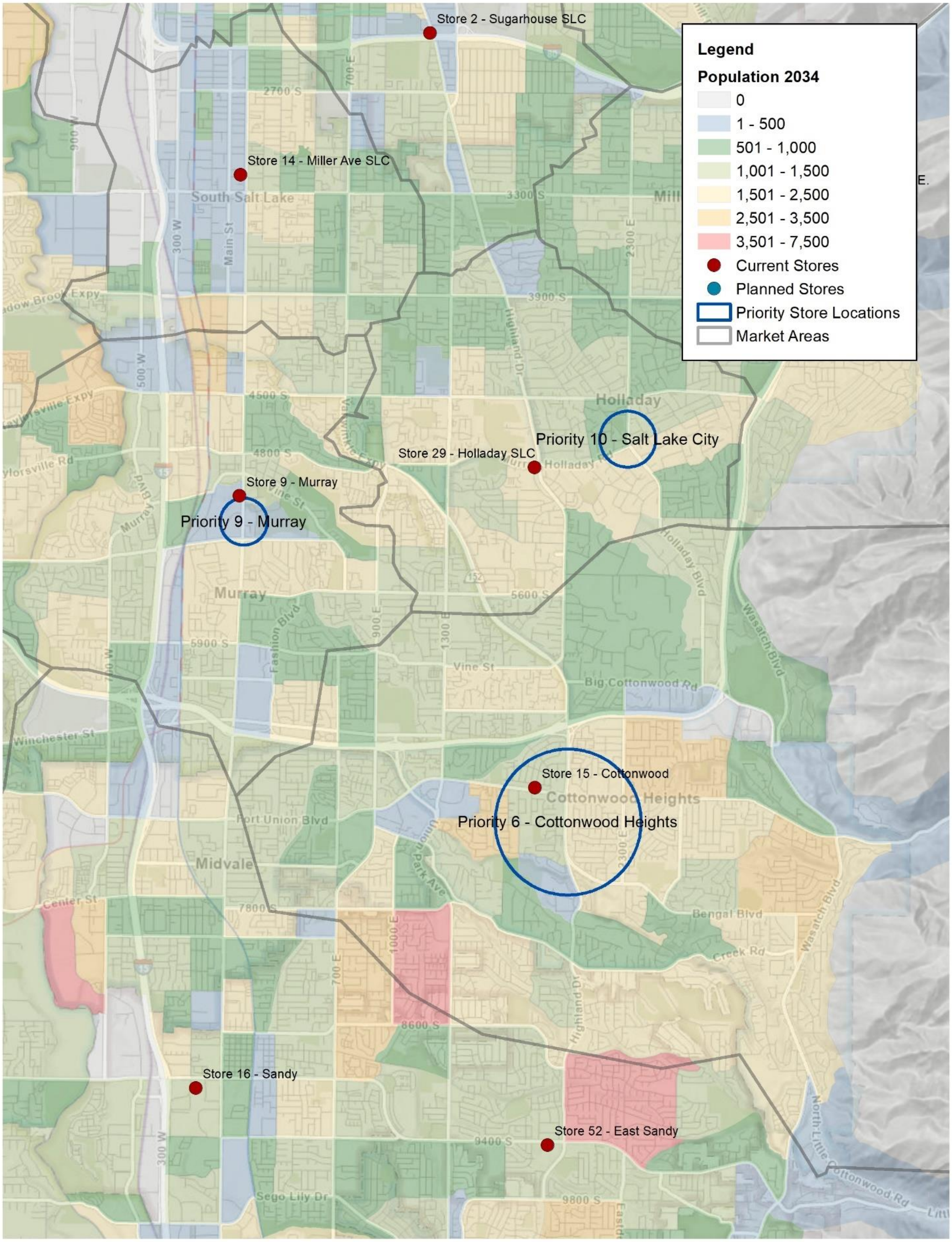
- Draper
- Bluffdale
- Riverton
- Sandy



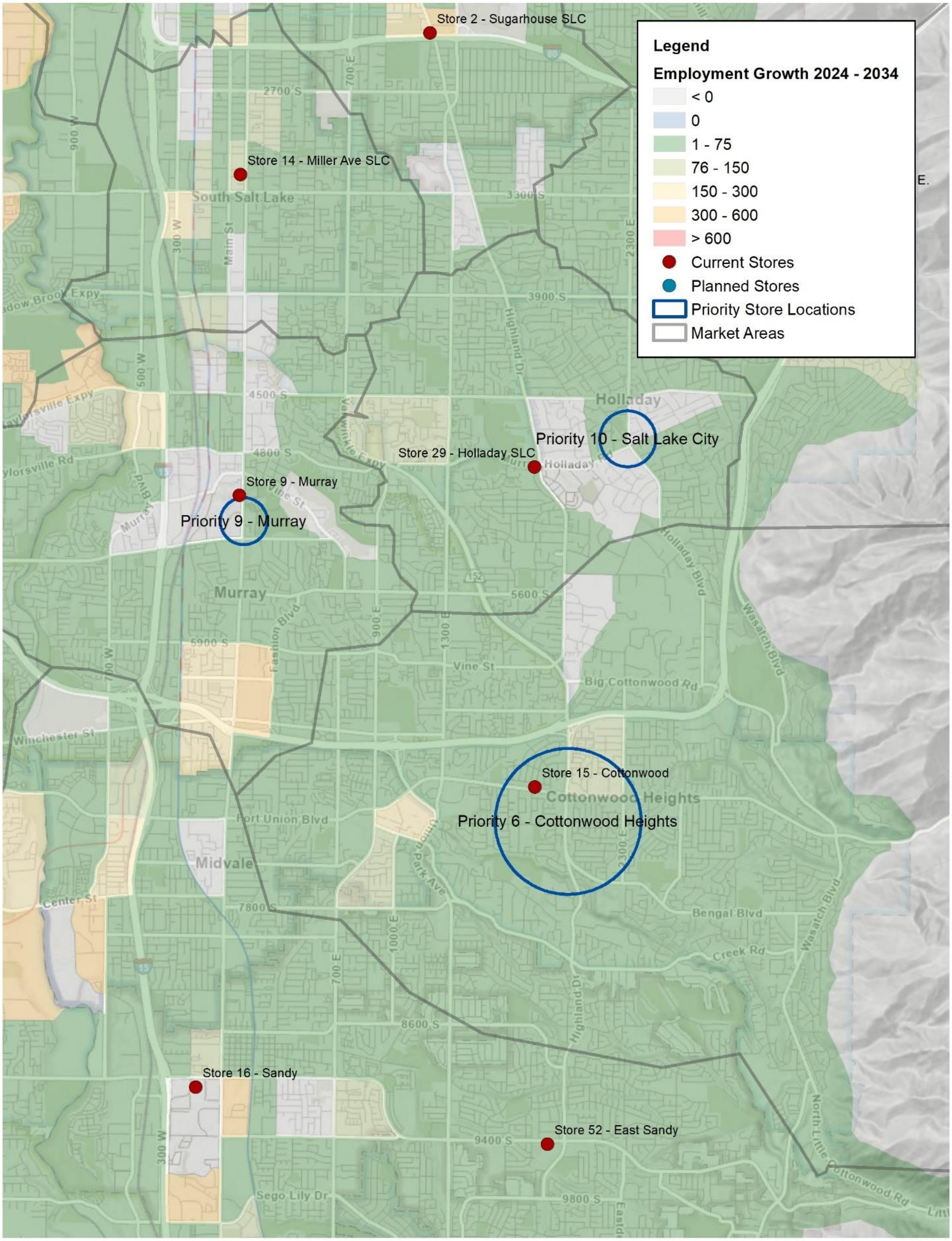
Priority 6: Store 15 – Cottonwood Heights

The Cottonwood Heights store is among the highest sales revenue stores in the DABS system and ranked 2nd in bottles per hour in the 2024 study.

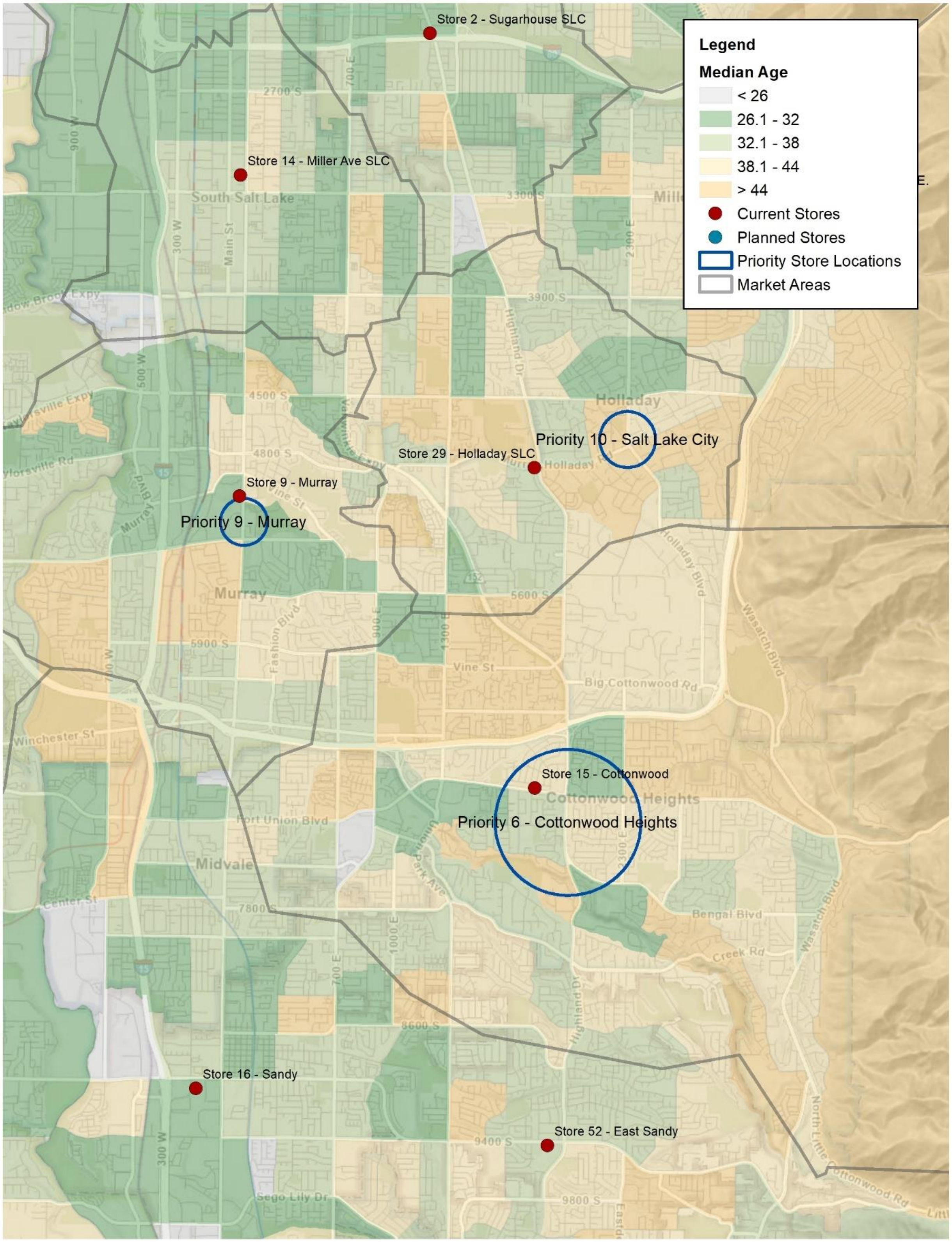




2034 is expected to see stable population in the store area.



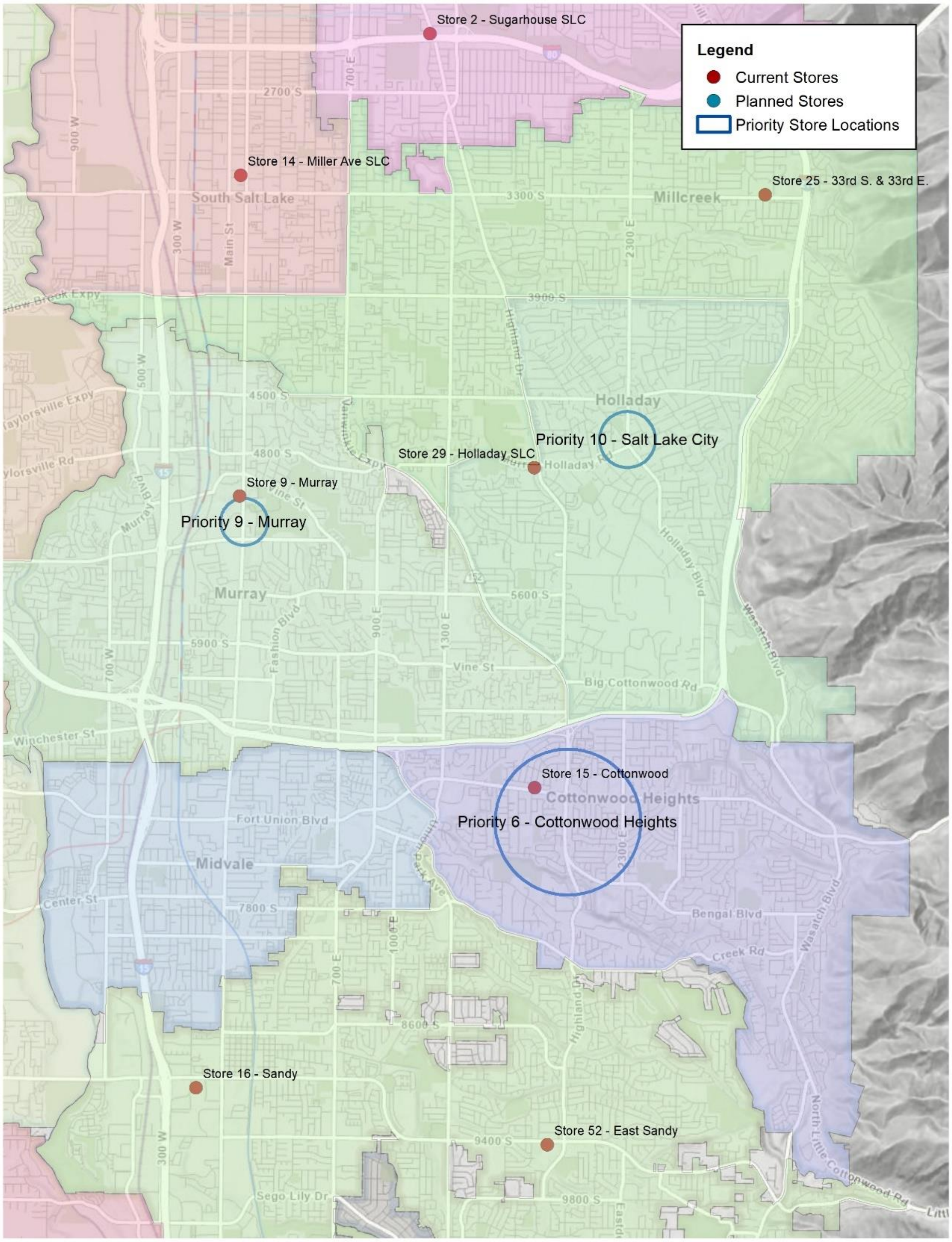
Job growth is expected to remain stable in the store area in the future.



Median ages are also higher than in other parts of the expanded market region with younger populations in Sandy and Murray.

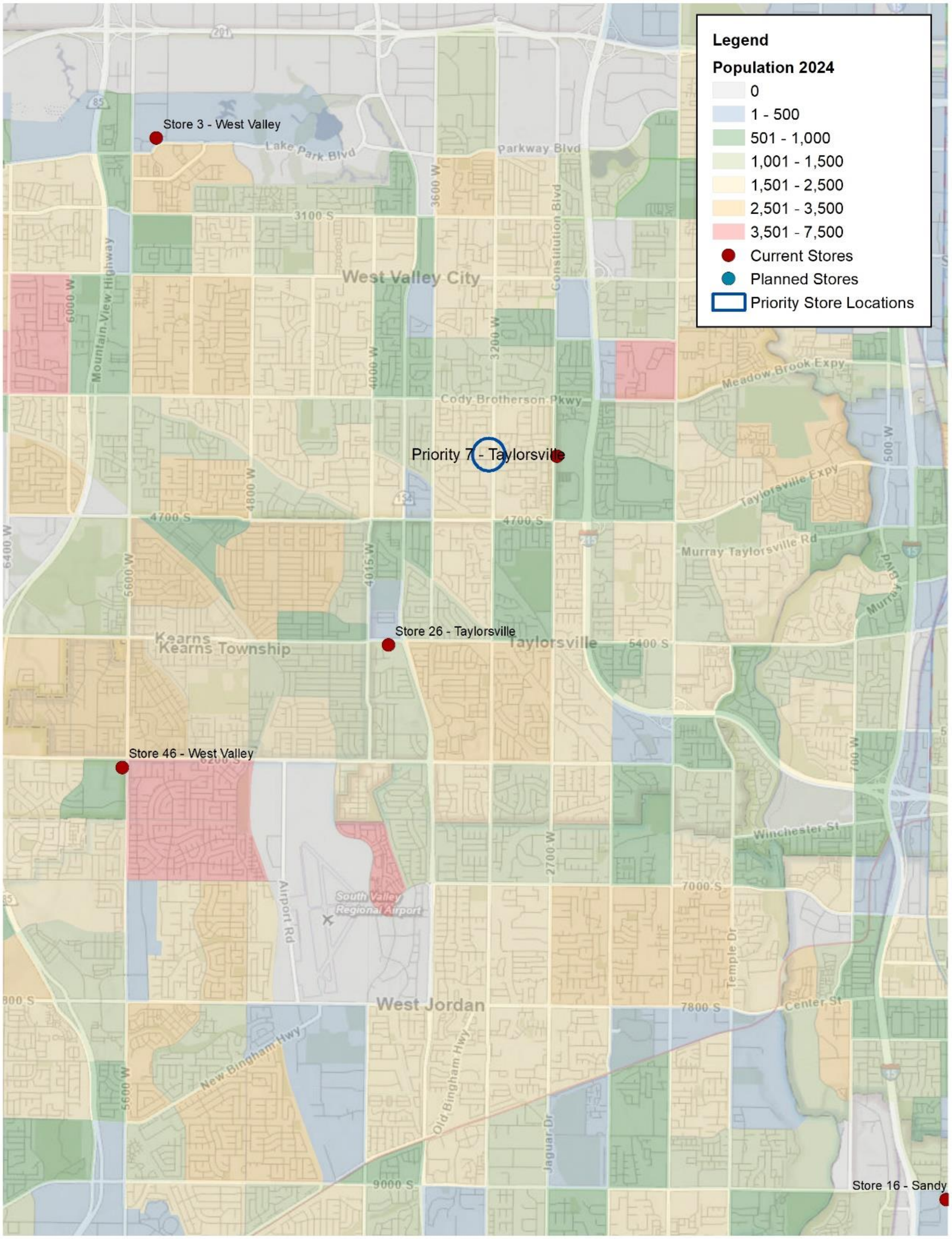
Municipalities located in this market area include:

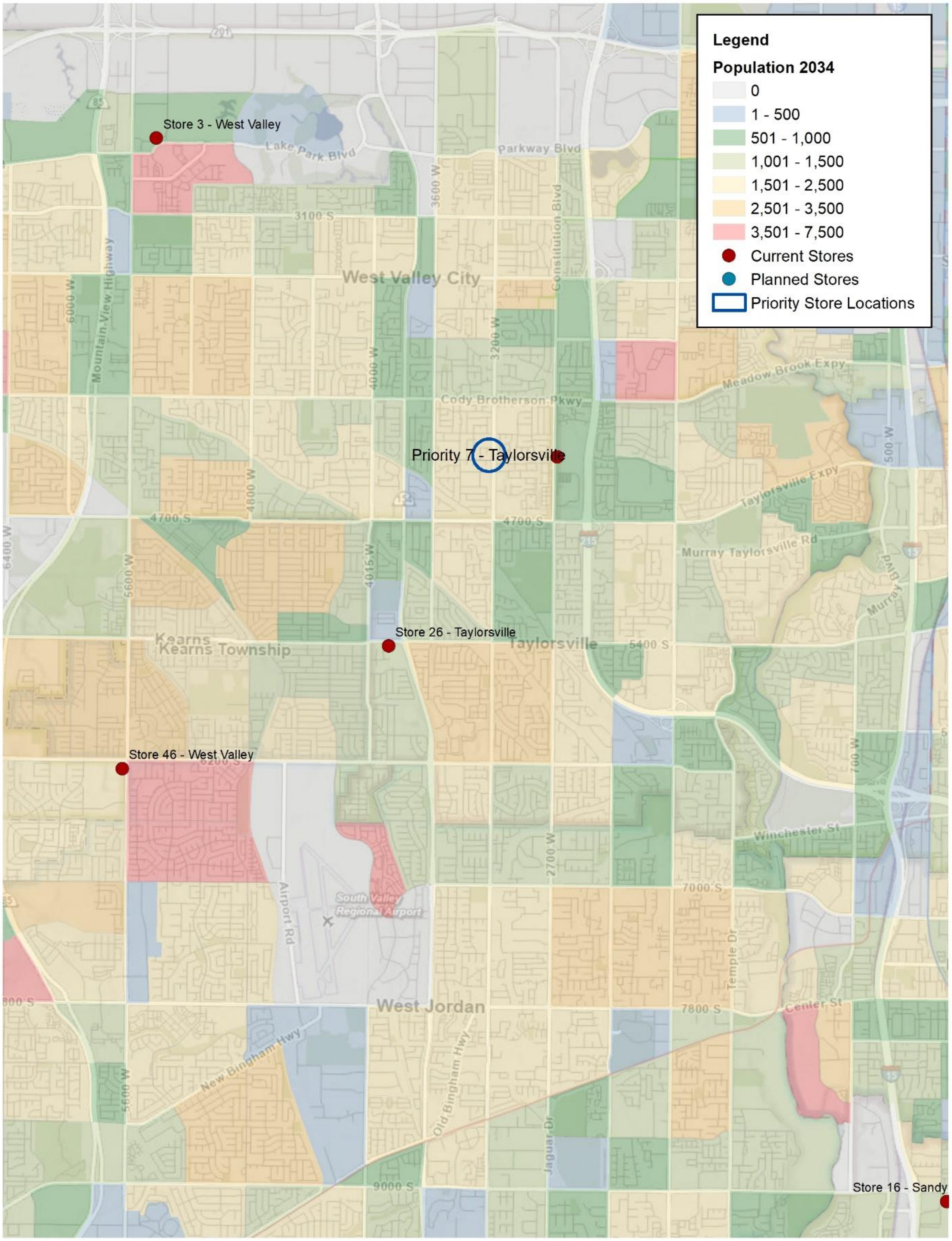
- Cottonwood Heights
- Holladay
- Midvale
- Murray
- Sandy
- Draper



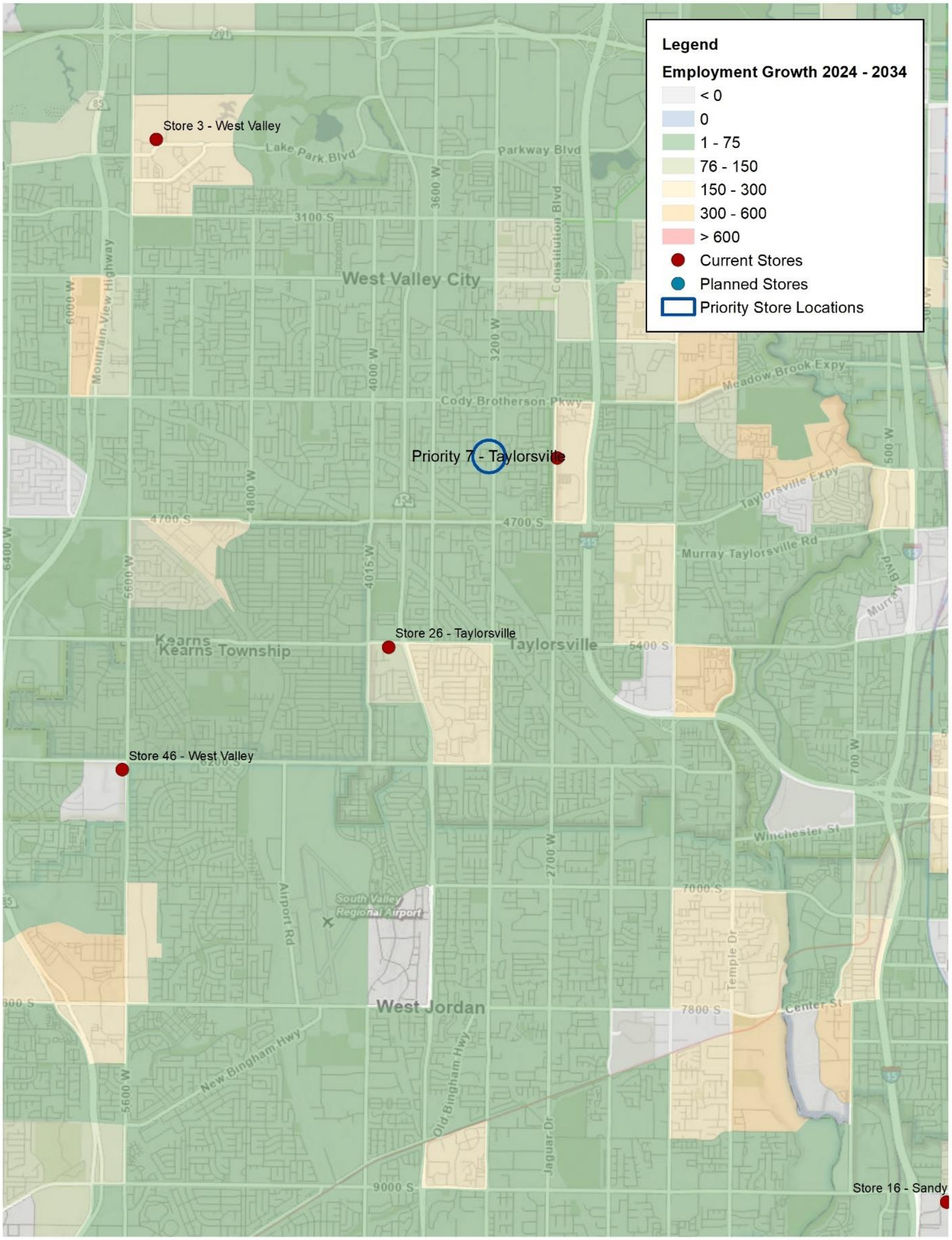
Priority 7: Store 51 – Taylorsville

Store 51 ranked 7th in 2024 population, 12th in 20234 population, and 5th in expected population growth from 2024-2034. These factors drove its ranking in the 2024 study. While Taylorsville was high ranking in the 2024 study, ZPFI believes that store 51 combined with store 26 will likely continue to cater to this need in coming years.

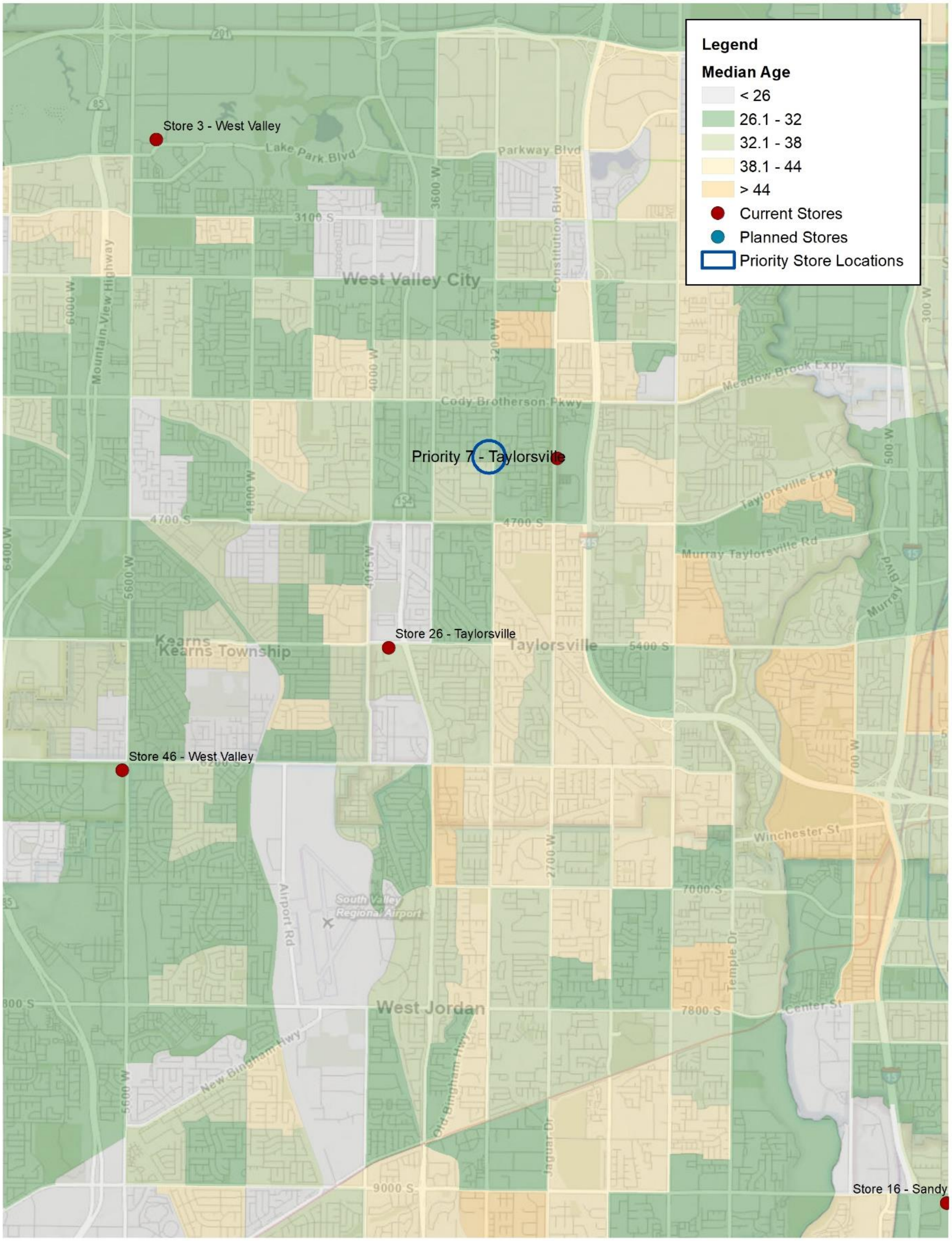




In 2034 dense population centers are expected in Taylorsville along Meadow Brook Expressway.



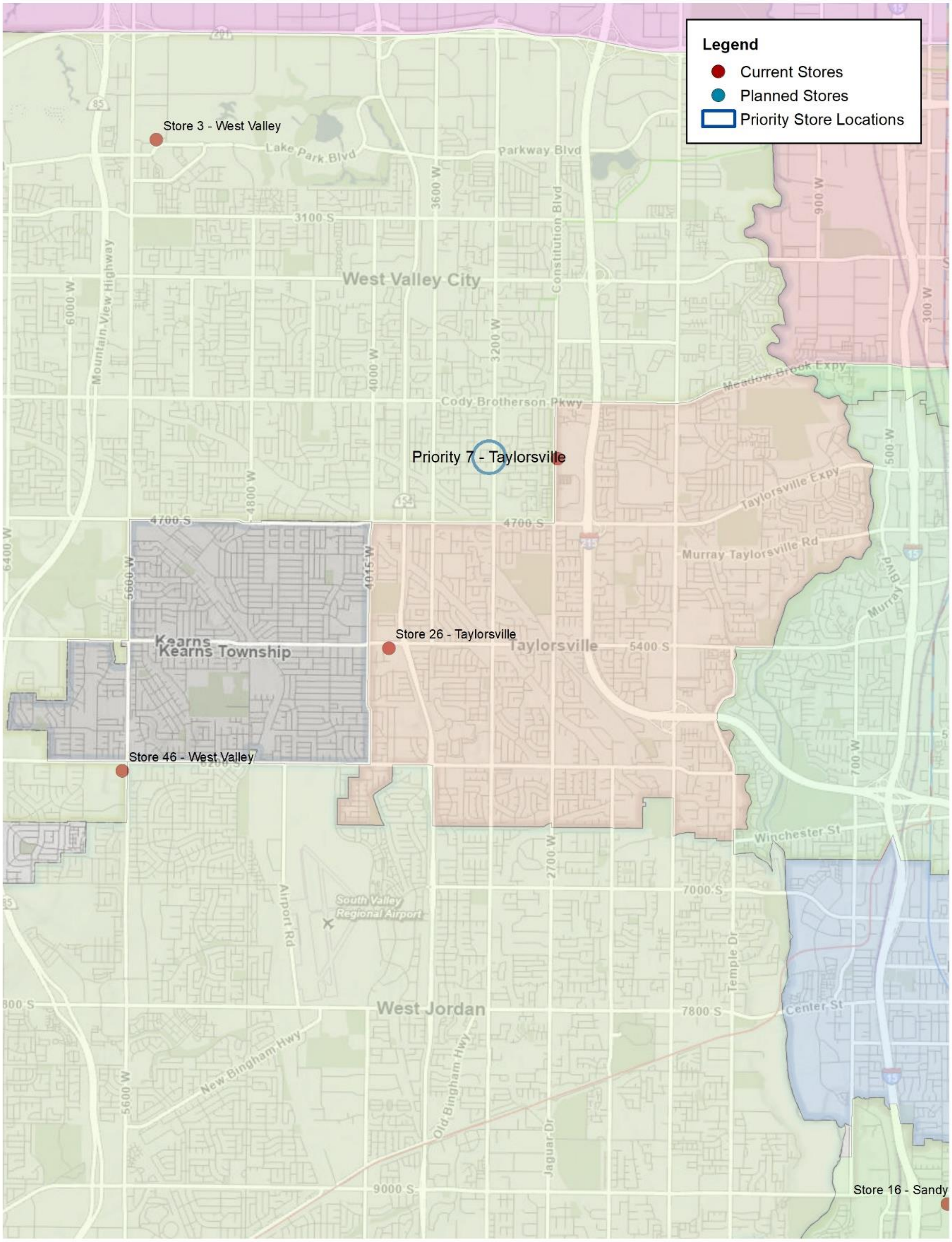
Expected job growth is also visible along Meadow Brook Expressway and Interstate 215.



Median age in the area ranges across the spectrum. However, the corridor from 7000 S. to 5400 S. skews slightly older.

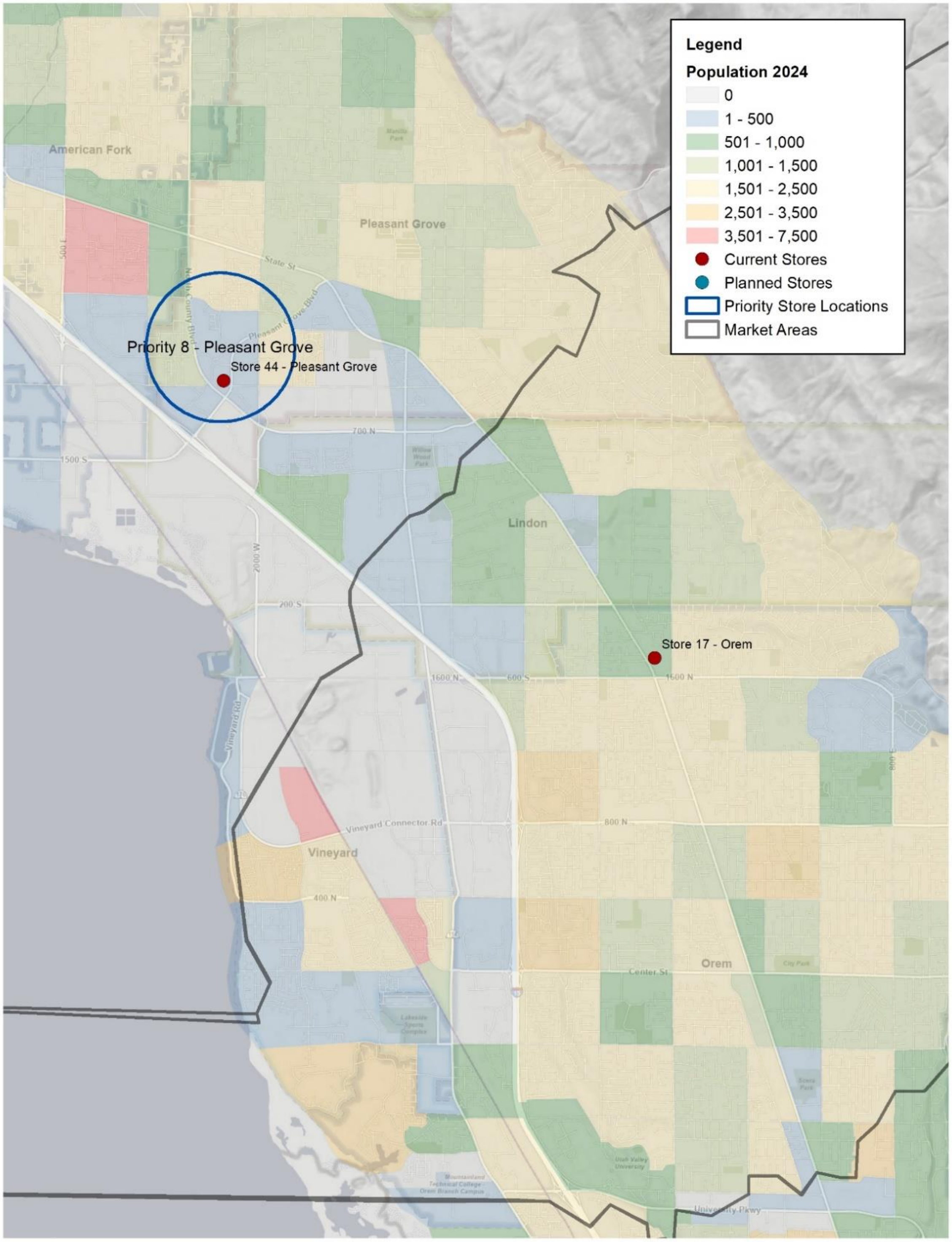
Municipalities located in this market area include:

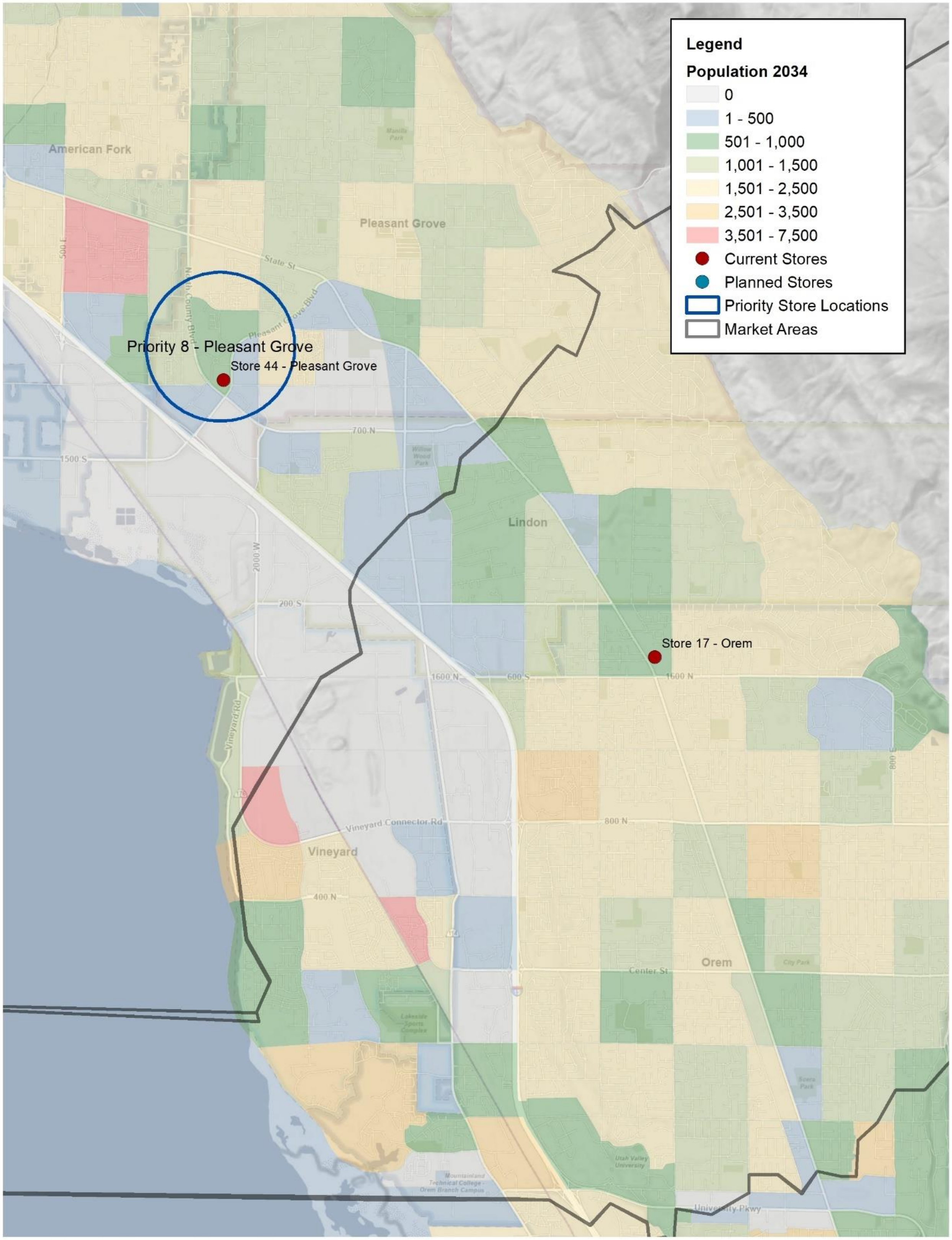
- Taylorsville
- West Valley City
- Kearns
- West Jordan



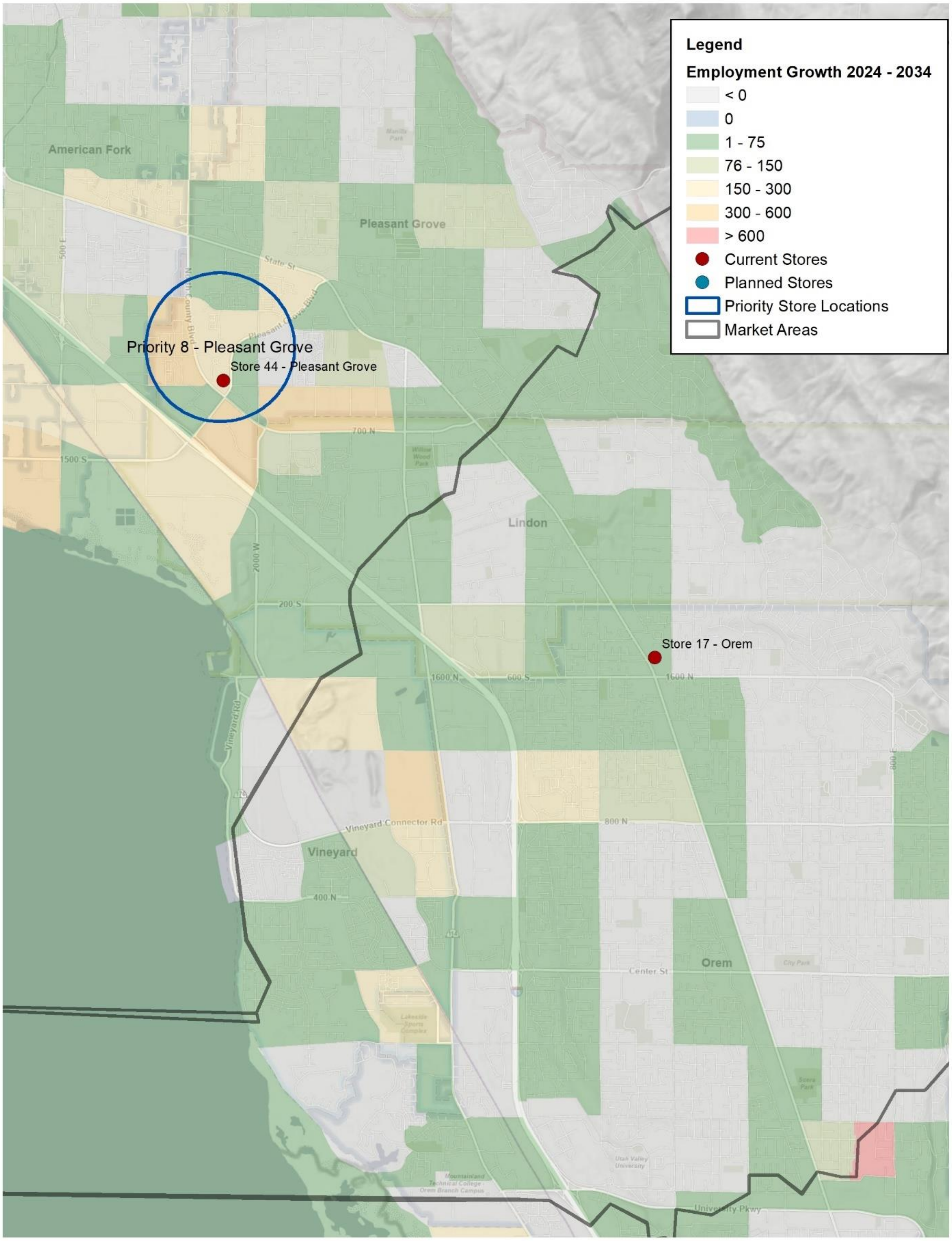
Priority 8: Store 44 – Pleasant Grove

The Pleasant Grove store area ranks high in multiple population factors in the 2024 study with it coming in at 11th, 9th, and 11th in 2024, 20234, and 2024 to 2034 growth factors, respectively. While Pleasant Grove ranks as a high priority in the 2024 study, ZPFI believes that a future store in Vineyard may be important to serving the expected growth there, which would also still be accessible to the Pleasant Grove and Orem market areas.

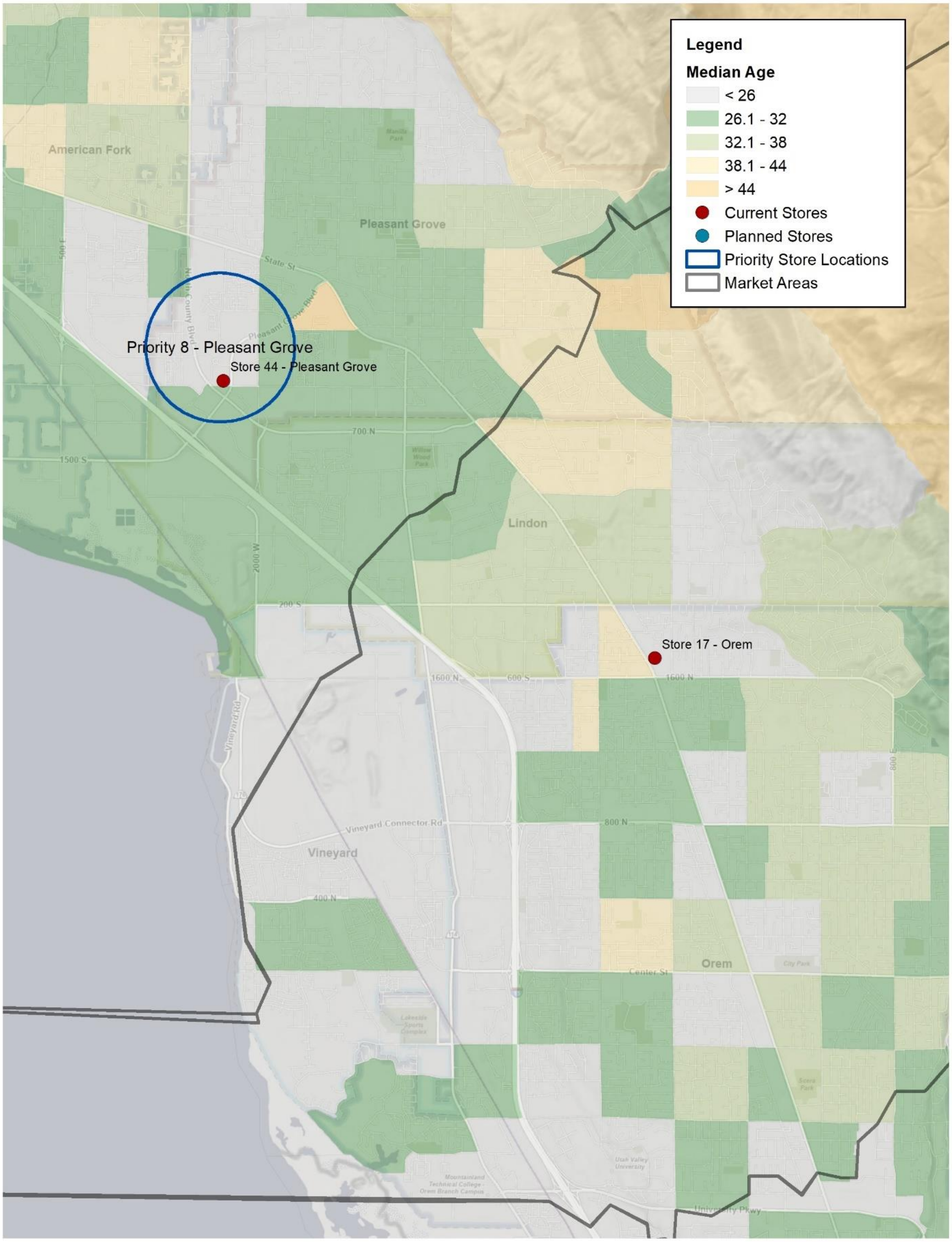




In 2034, we expect continued and stable population bases along State Street in Pleasant Grove.



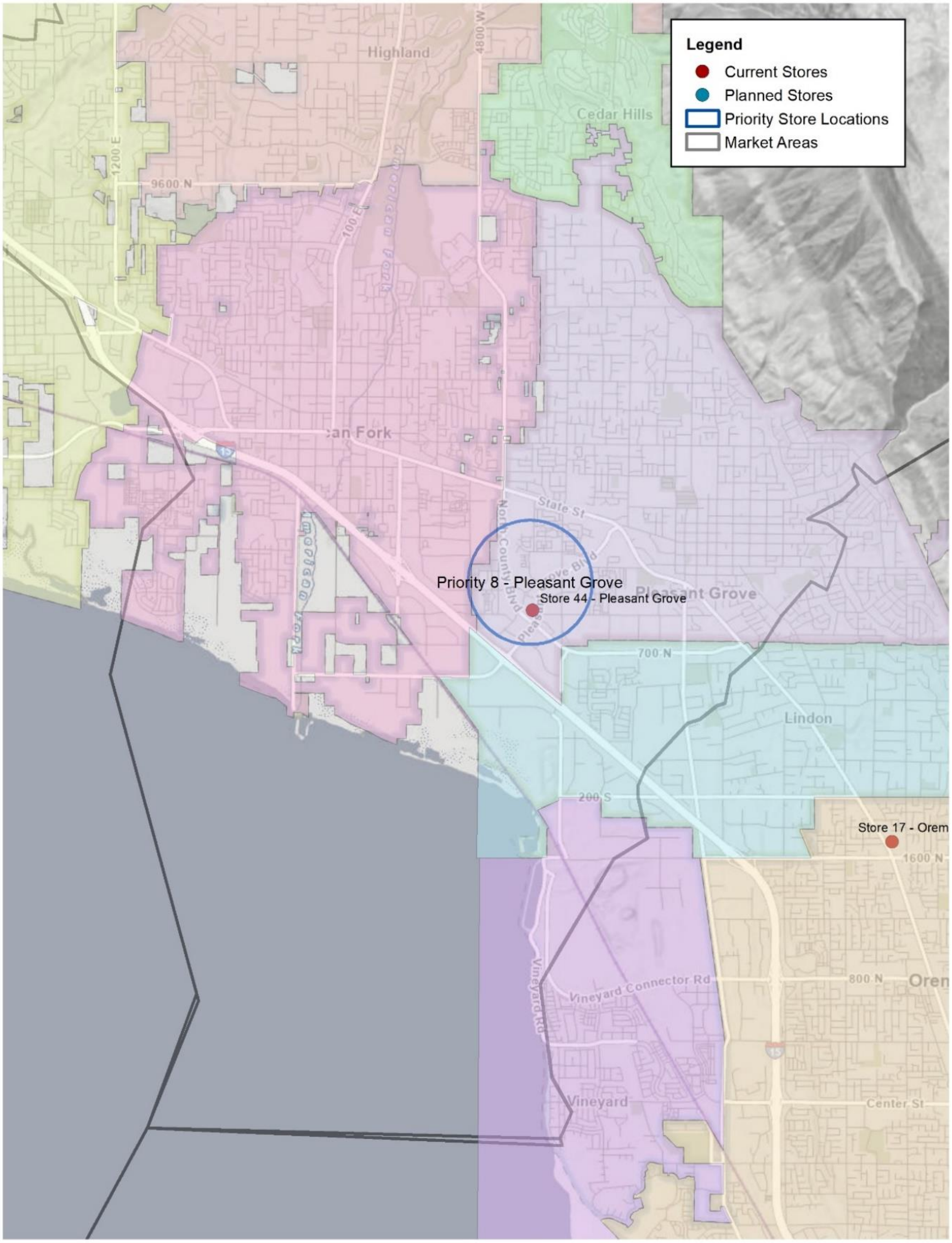
Additional job growth is expected in Vineyard, as mentioned above, along with growth in Lindon, American Fork, and near the existing Store 44.



The median age surrounding Store 44 ranges from less than 26 to mid-thirties while residents further toward the foothills skew older.

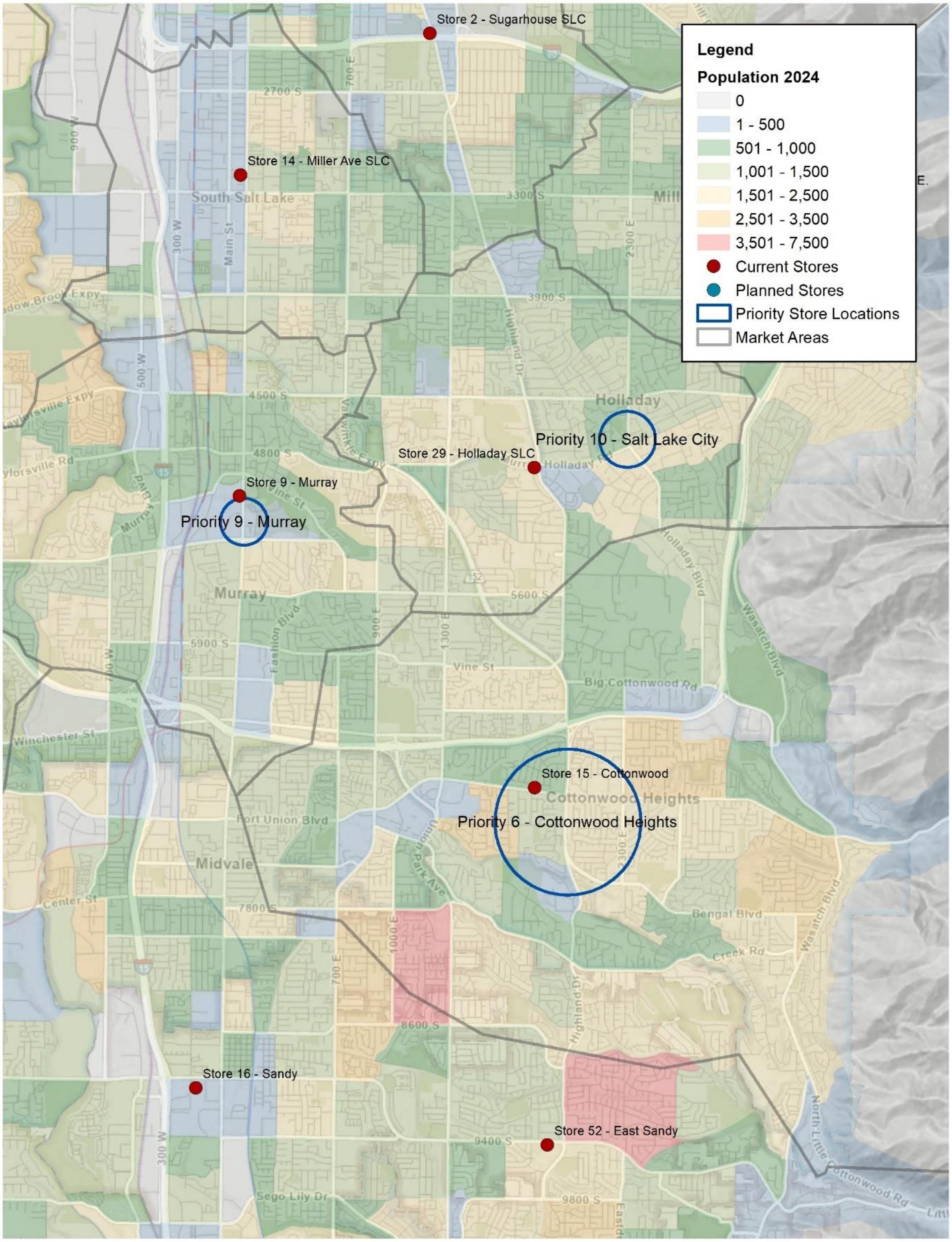
Municipalities located in this market area include:

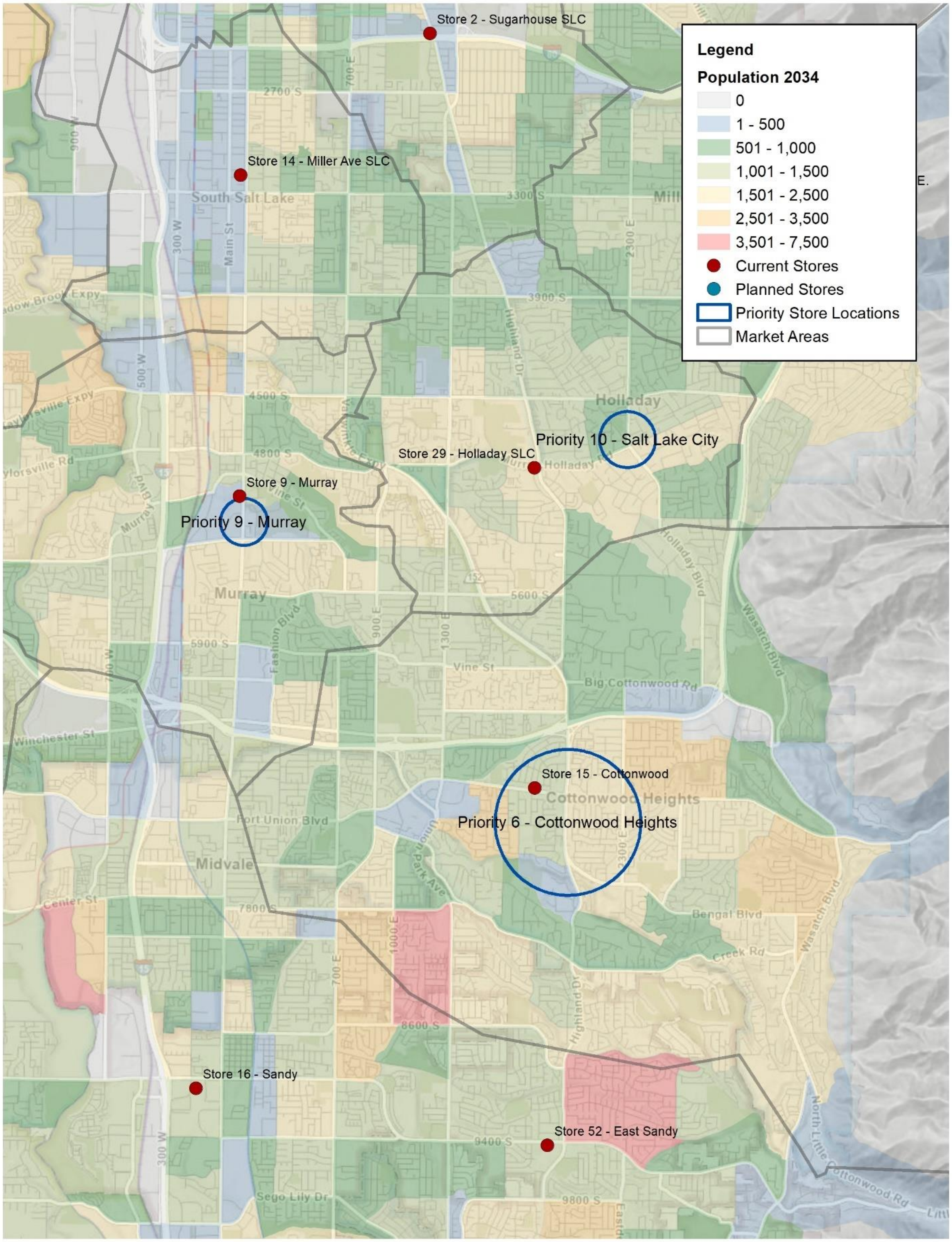
- Pleasant Grove
- Orem
- Lindon
- Vineyard
- American Fork



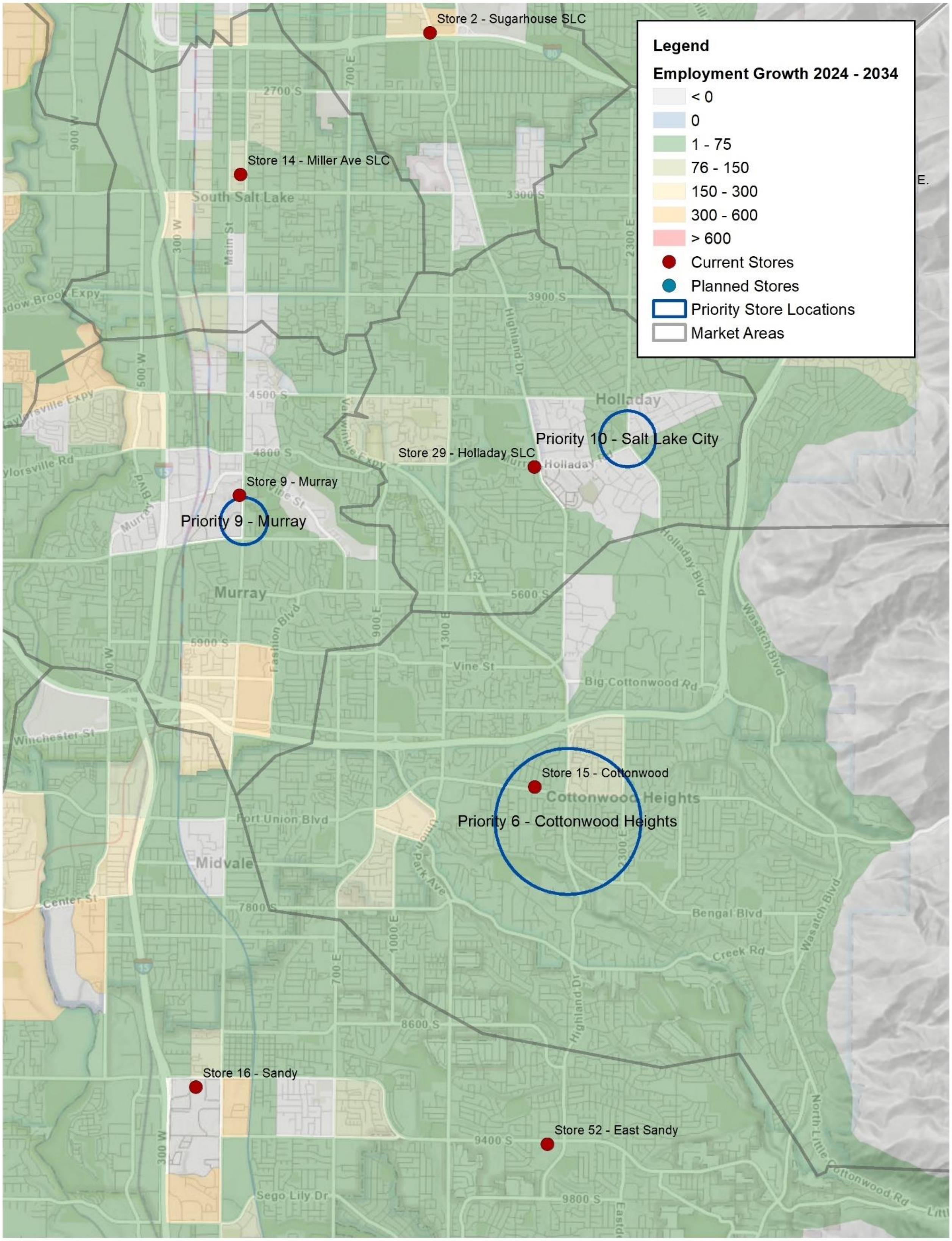
Priority 9: Store 9 – Murray

The Murray market area ranked highly in existing population density, at 8th, and also ranked highly in 2024-2034 population growth at 5th. These two factors combined to drive Murray's final ranking as a top 12 priority.

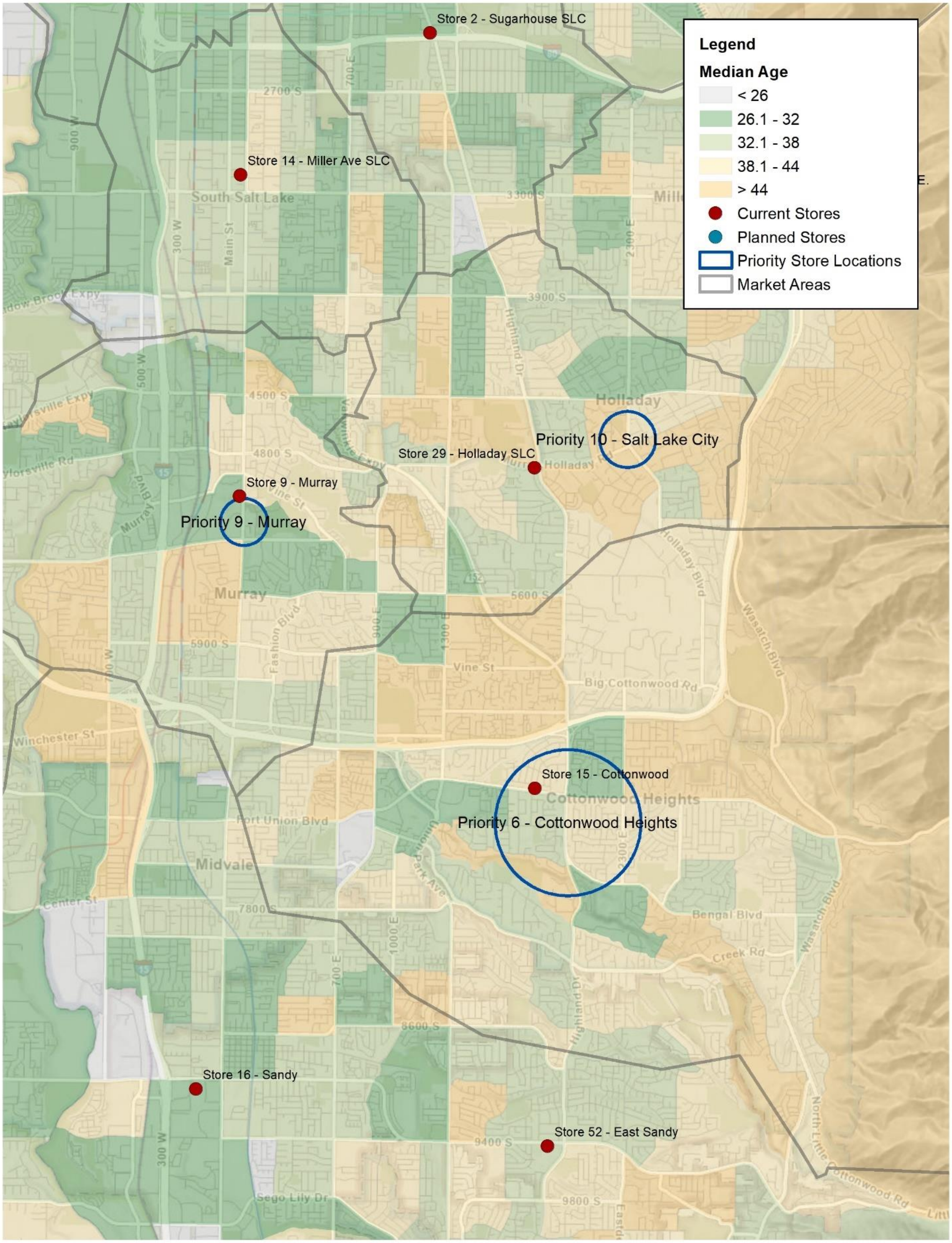




2034 population roughly mirrors 2024 except additional growth in Murray's core and west of Interstate 15 is expected.



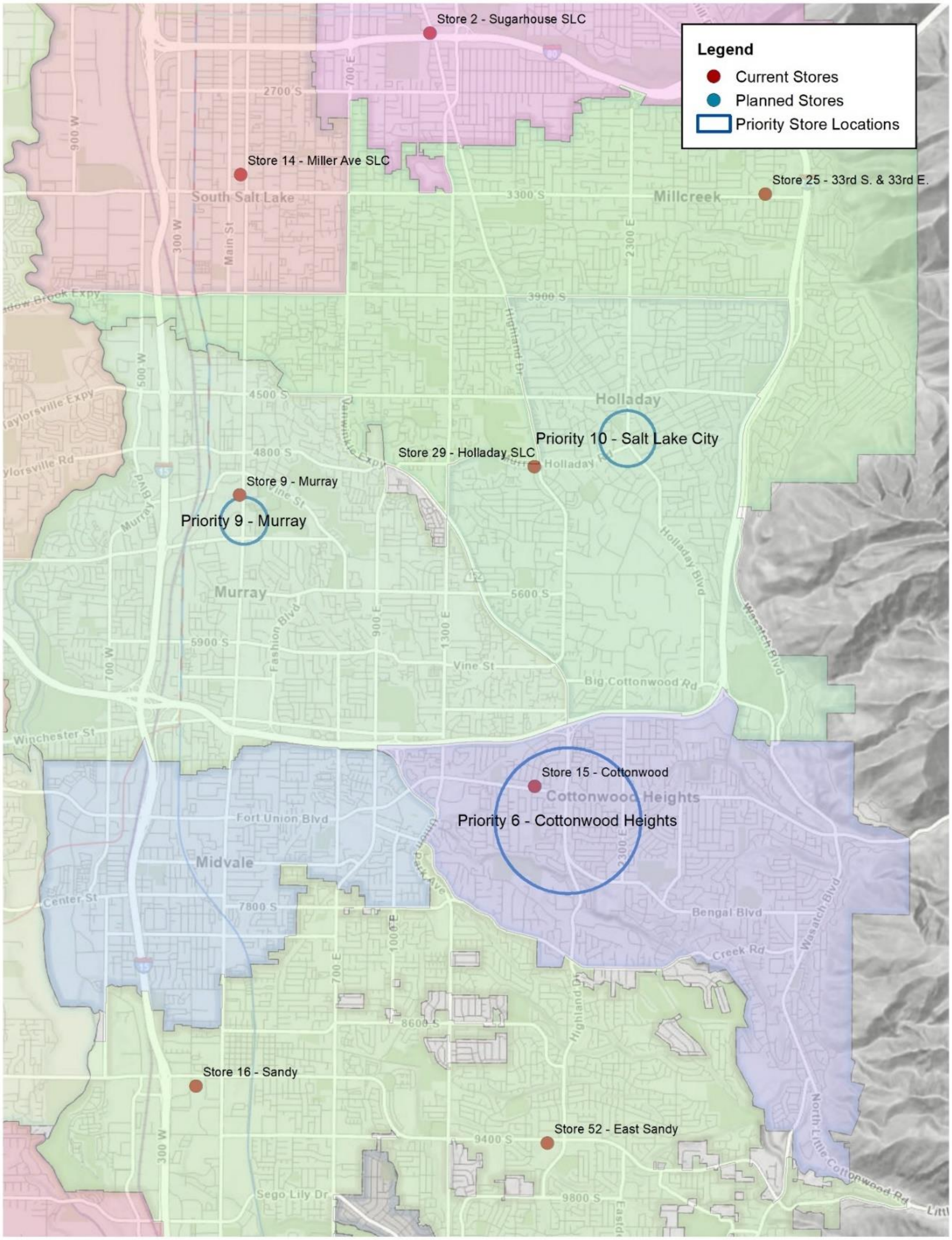
Job growth is expected in the Fashion Place Mall region near Interstate 215.



Populations closer to the Interstate 15 corridor skew younger in median age.

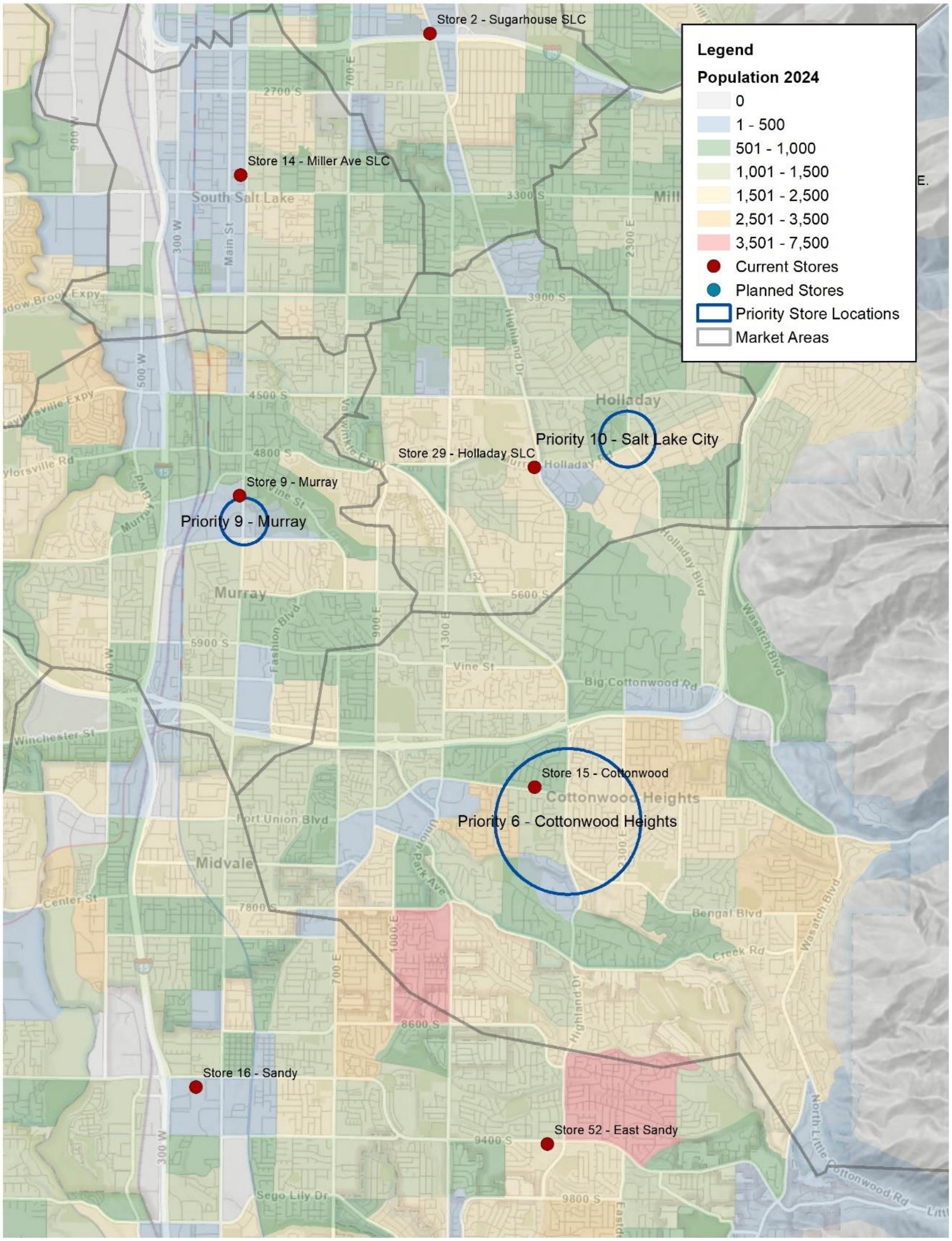
Municipalities located in this market area include:

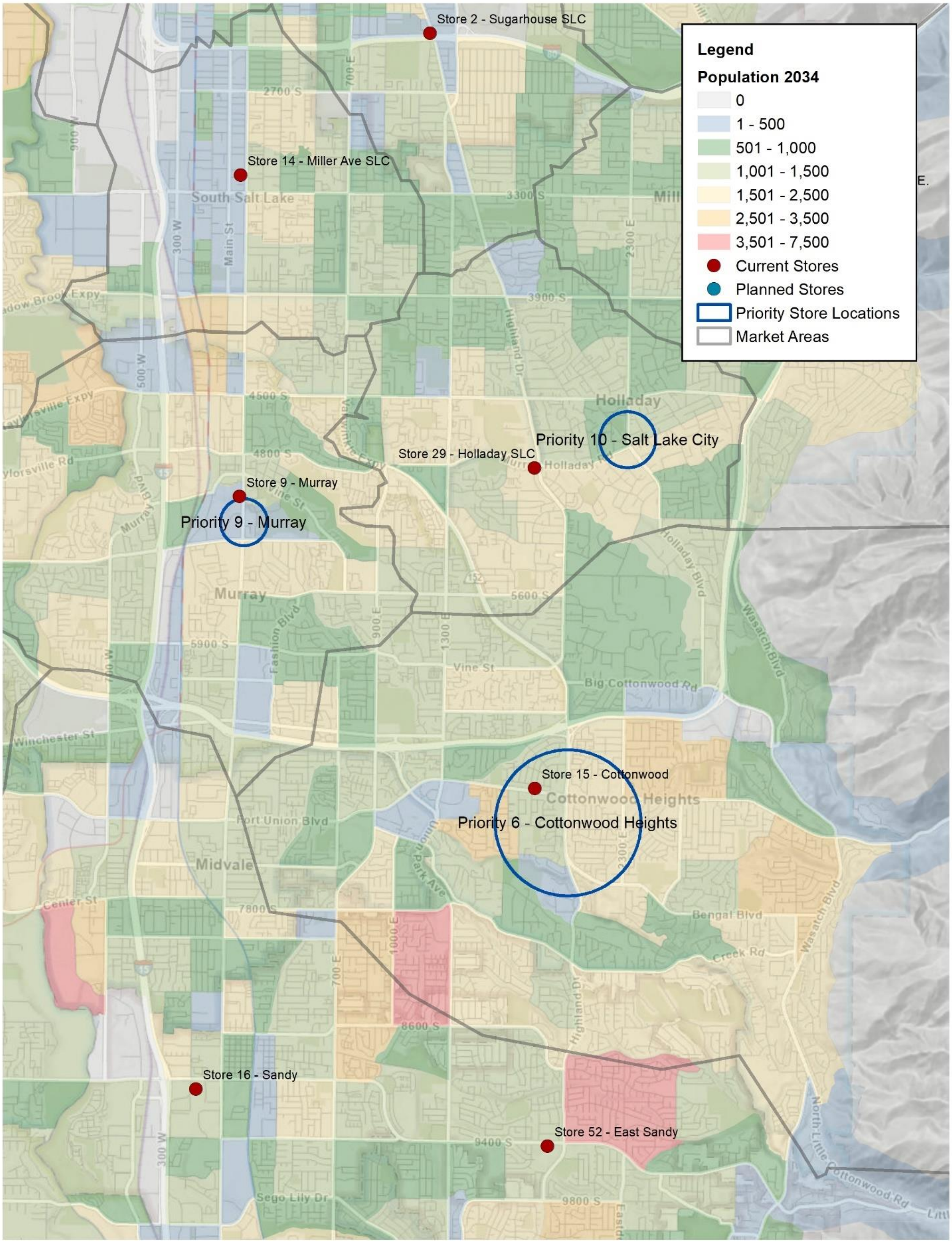
- Murray
- Midvale
- South Salt Lake
- Taylorsville
- Millcreek
- Holladay



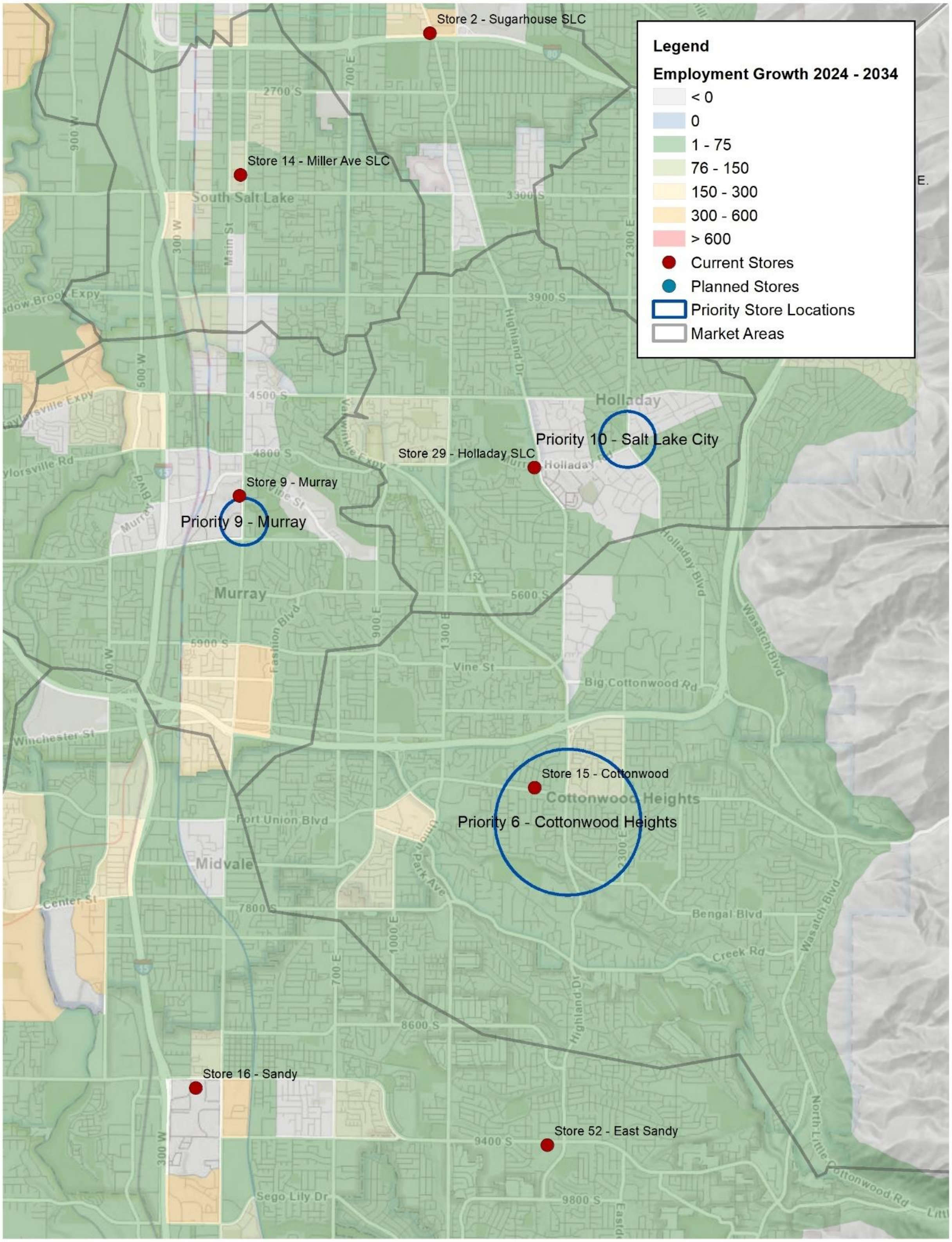
Priority 10: Store 29 – Salt Lake City (Holladay)

Store 29 ranks 9th in bottles per hour sold, which drives its ranking in the 2024 study. While the store area does not have the highest absolute level of population, its population density is 9th out of all the store areas and it also has the 12th highest per capita income, although that factor was not used directly to drive the priority rankings, it likely translates into the store's high score in bottles per hour sold.

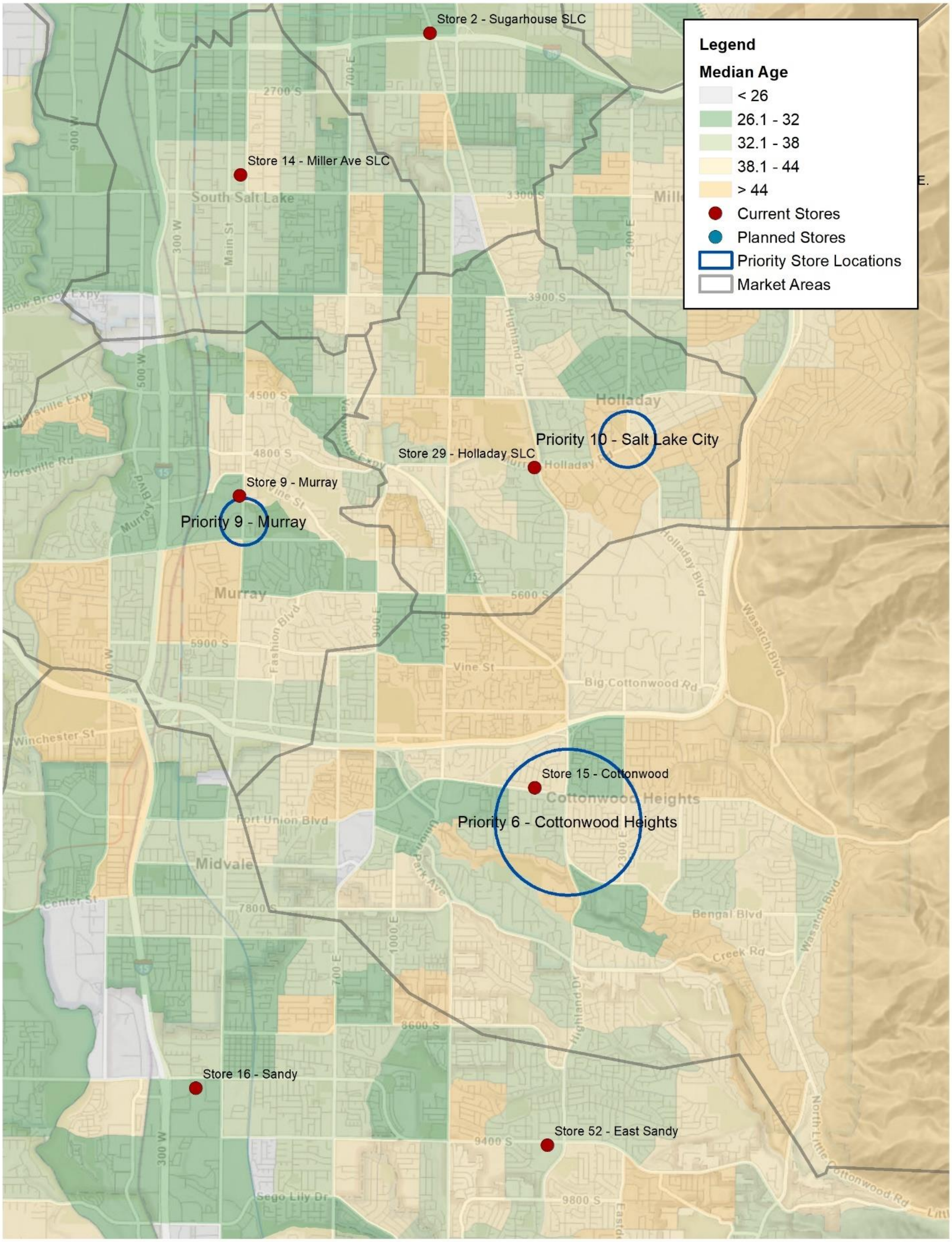




2034 population is expected to remain stable.



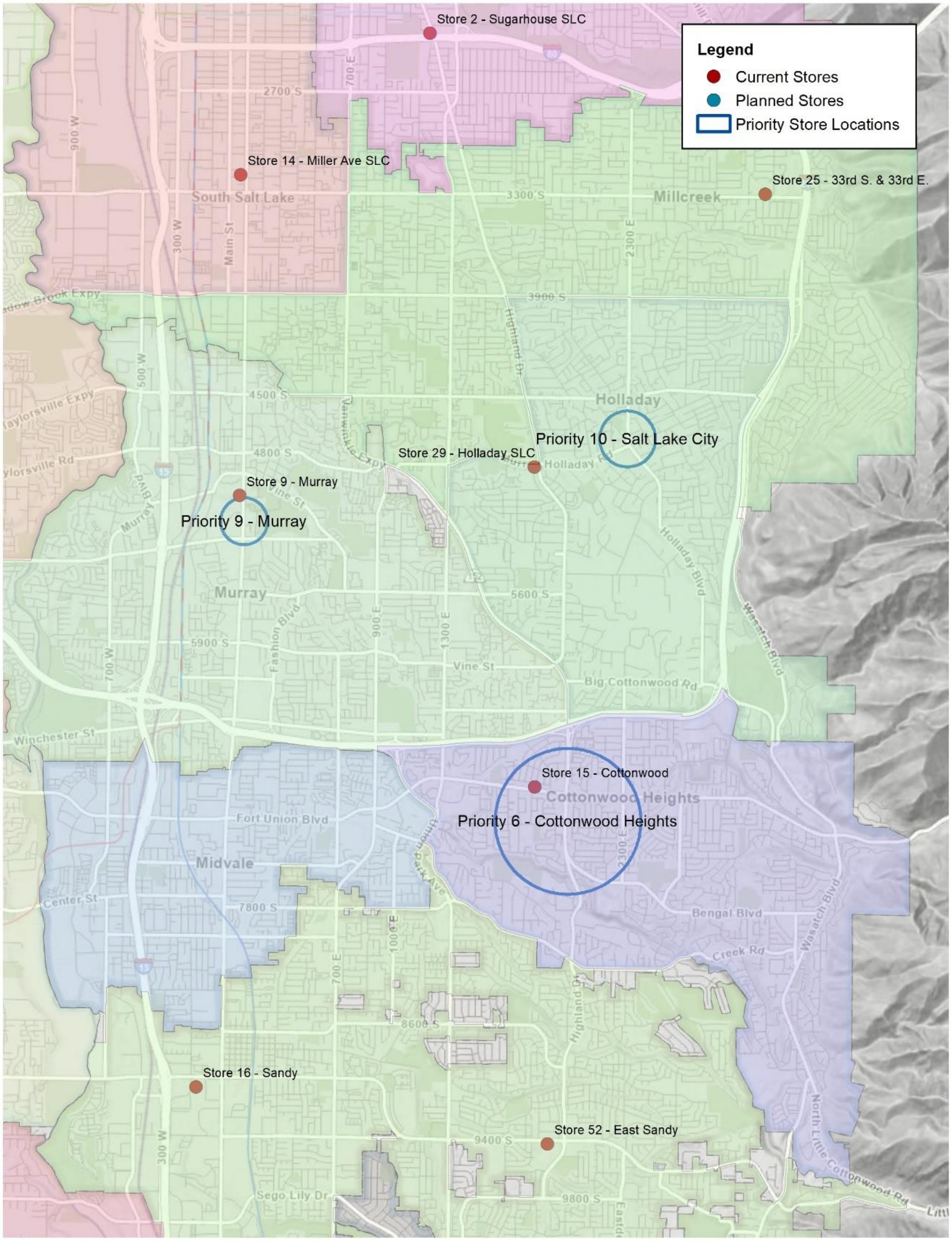
Within the Holladay area, the main location of new job growth is expected to be west and south of the Murray store area.



In general, the median age within the store area is older relative to other parts of the State.

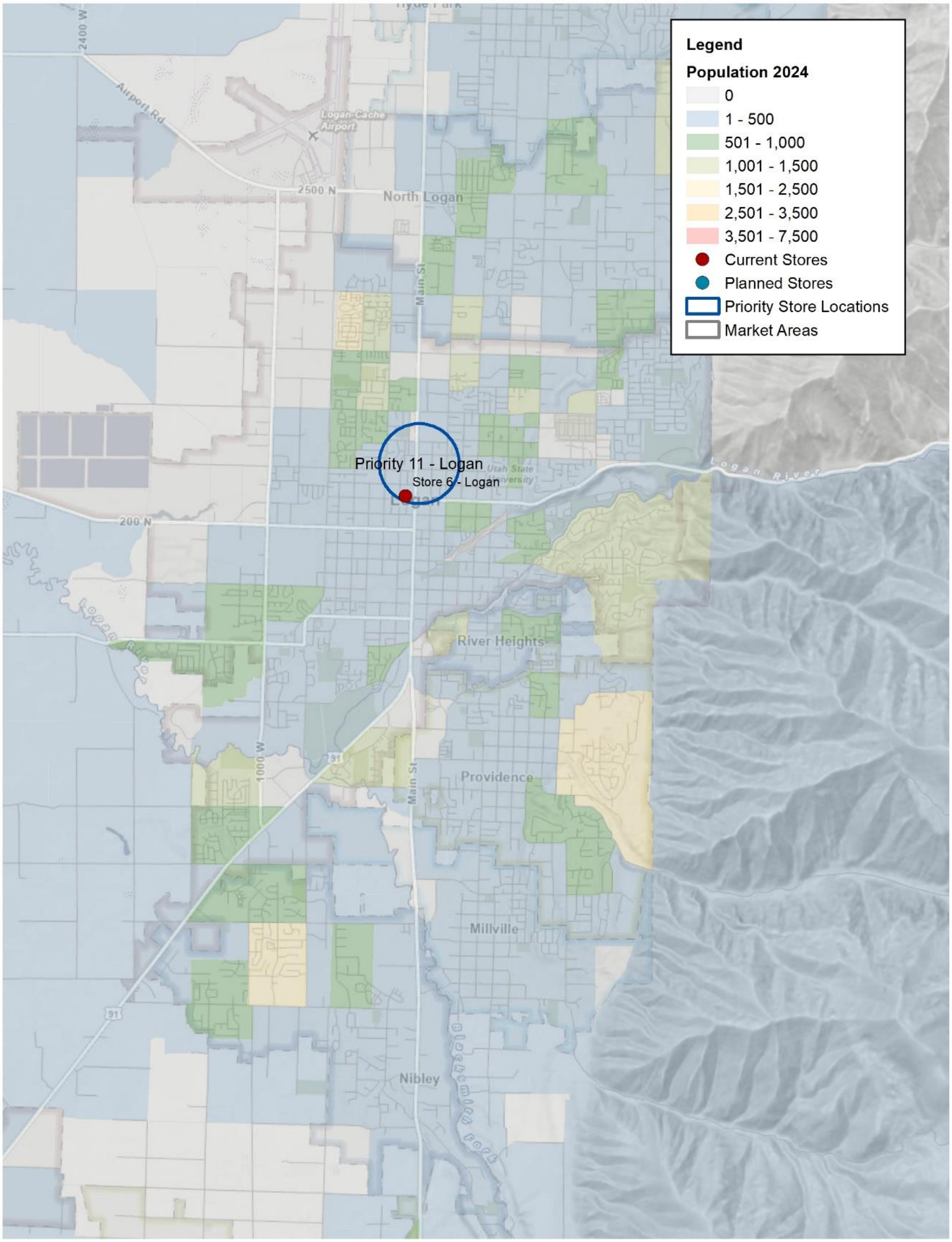
Municipalities located in this market area only include:

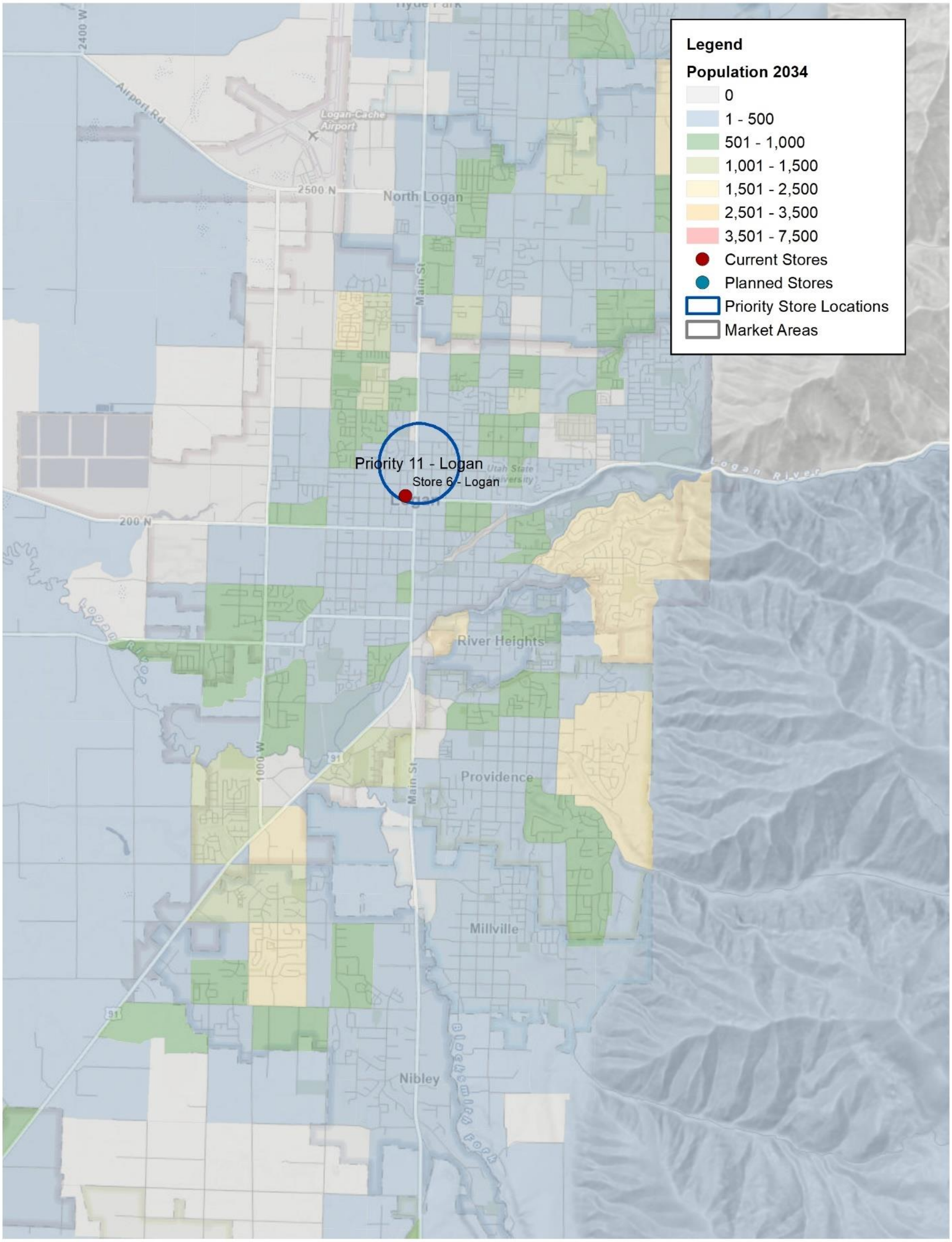
- Salt Lake City
- Holladay
- Cottonwood Heights
- Murray
- Millcreek



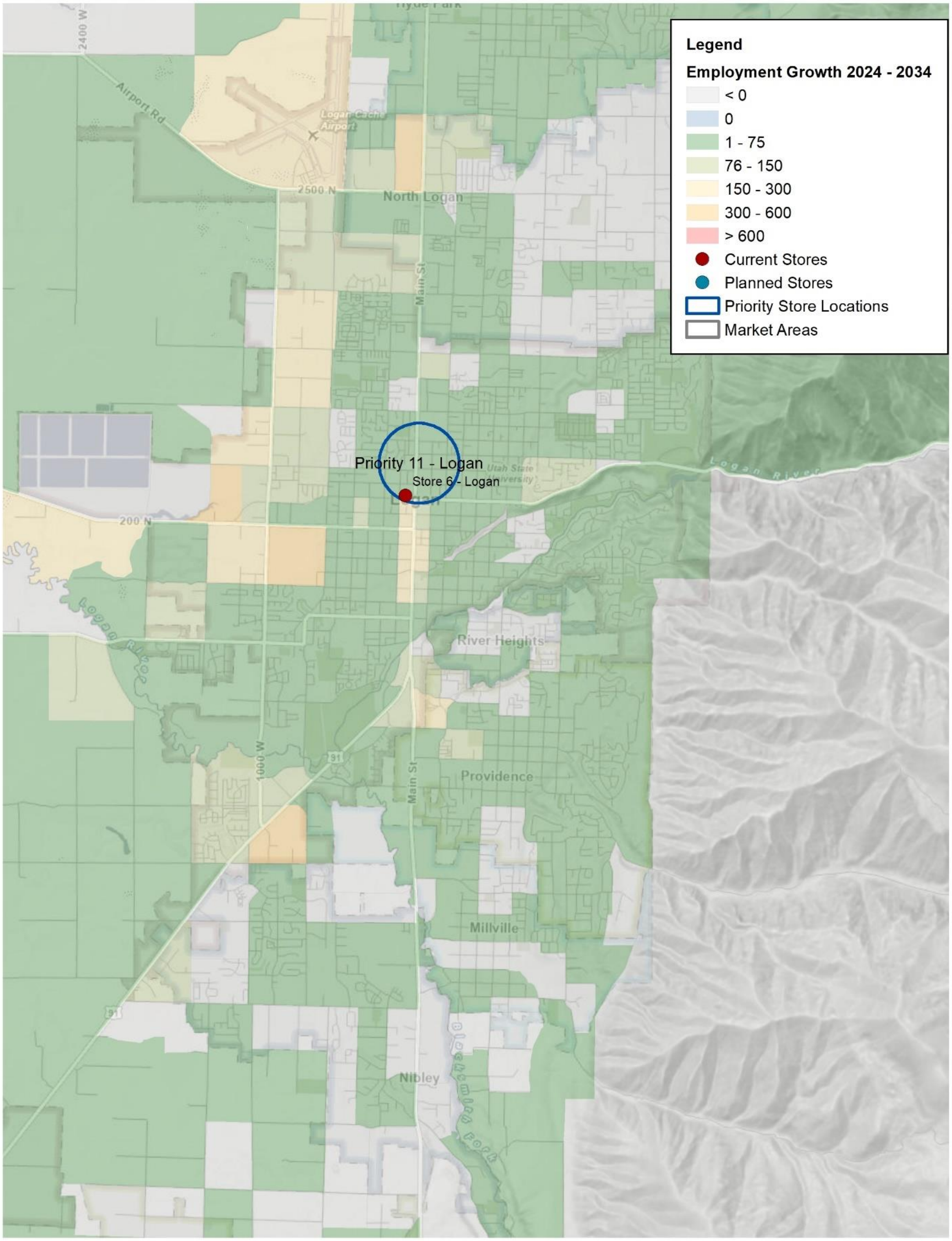
Priority 11: Store 6 – Logan

Store 6 ranks in the top 10 in the following three categories of 2024 population, 20234 population, and 2024 to 2034 expected population growth. This illustrates that the number of residents in the market area and its expected growth are key drivers of Logan's priority.

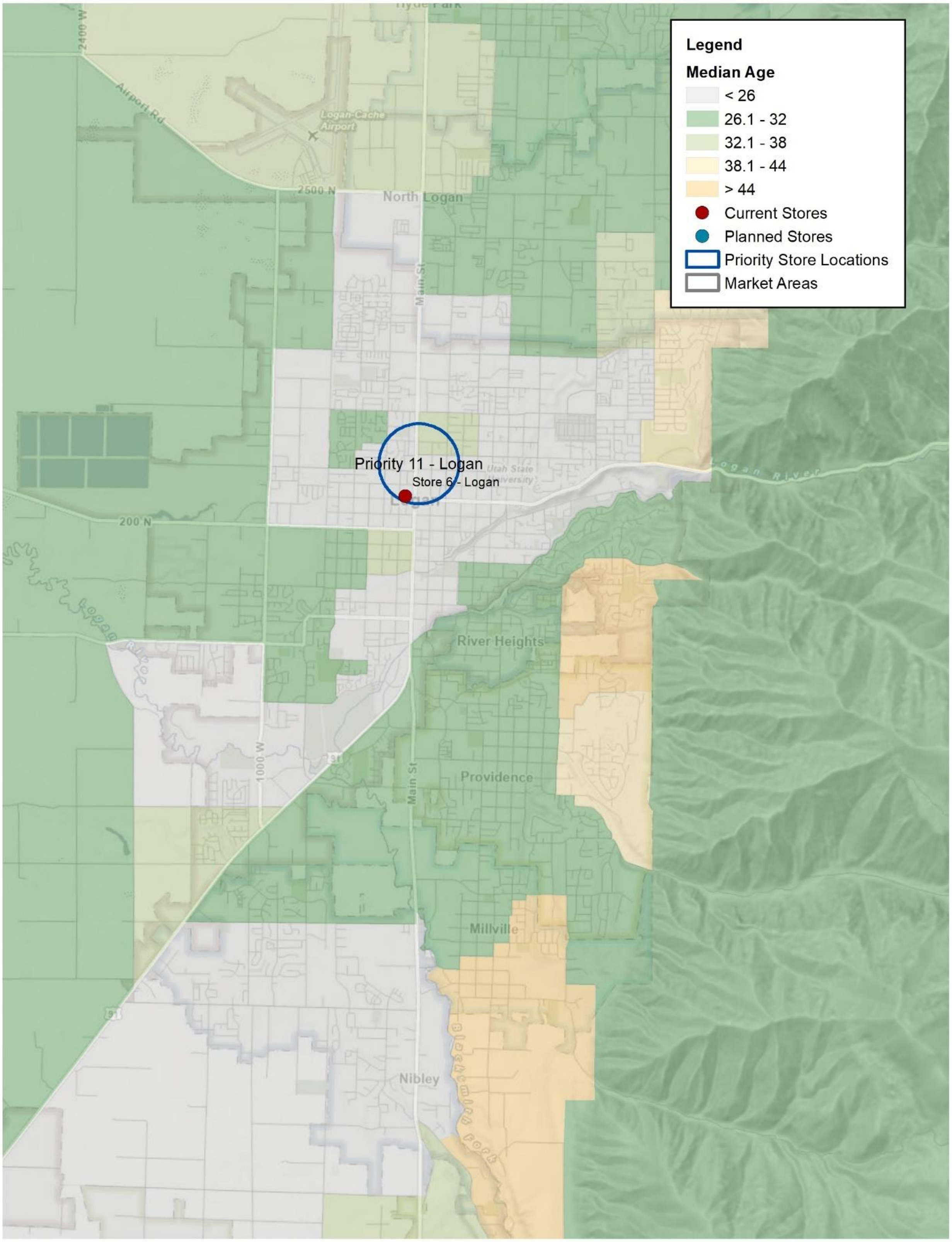




While much of the valley is comprised of low-density population, higher densities are visible in Logan's downtown core and near Utah State University.



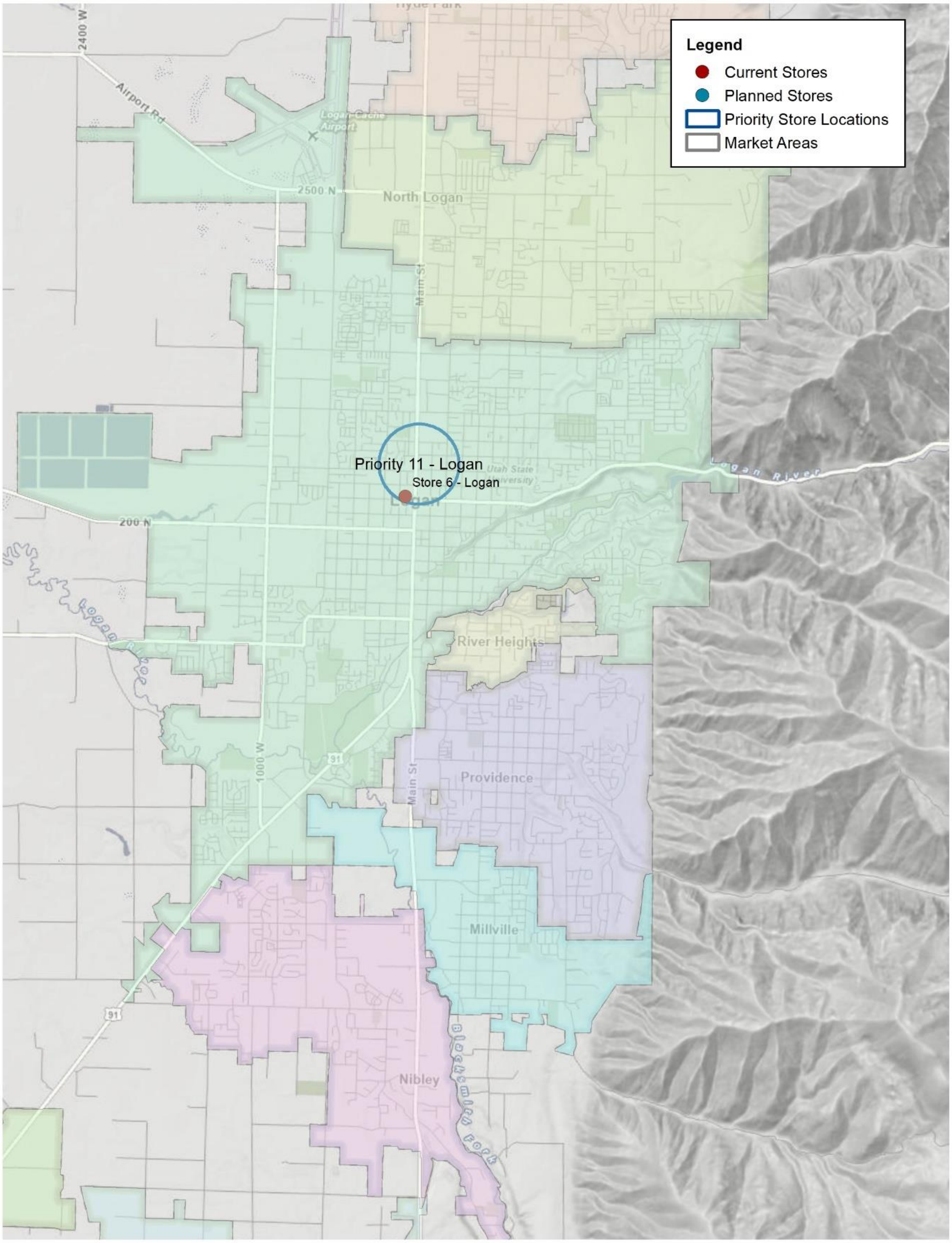
However, job growth is expected to more out from the core with the entry corridor to Logan expected to gain as well.



The Logan core shows a young demographic with the median age less than 26, likely also influence by Utah State University.

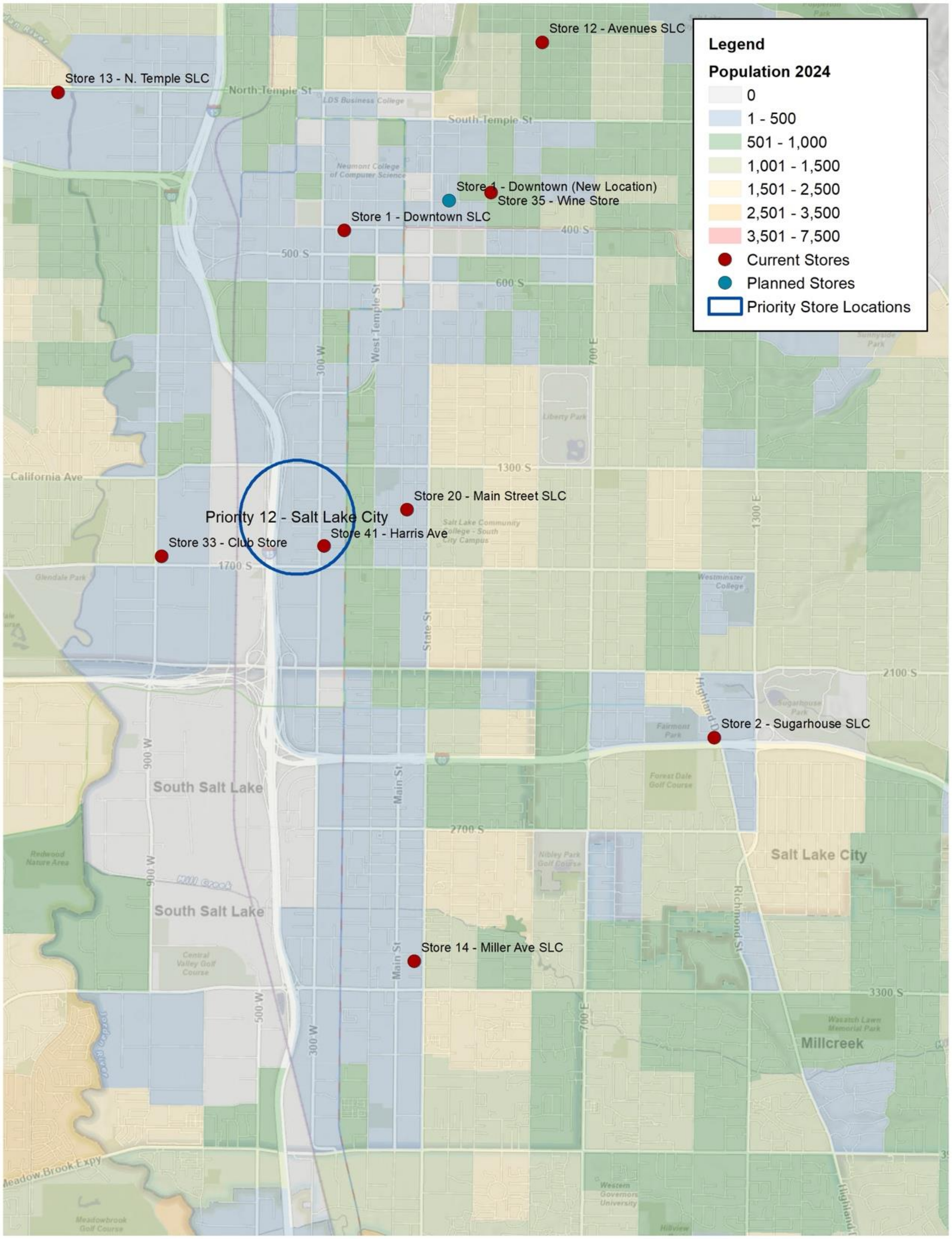
Municipalities locate in this market area include:

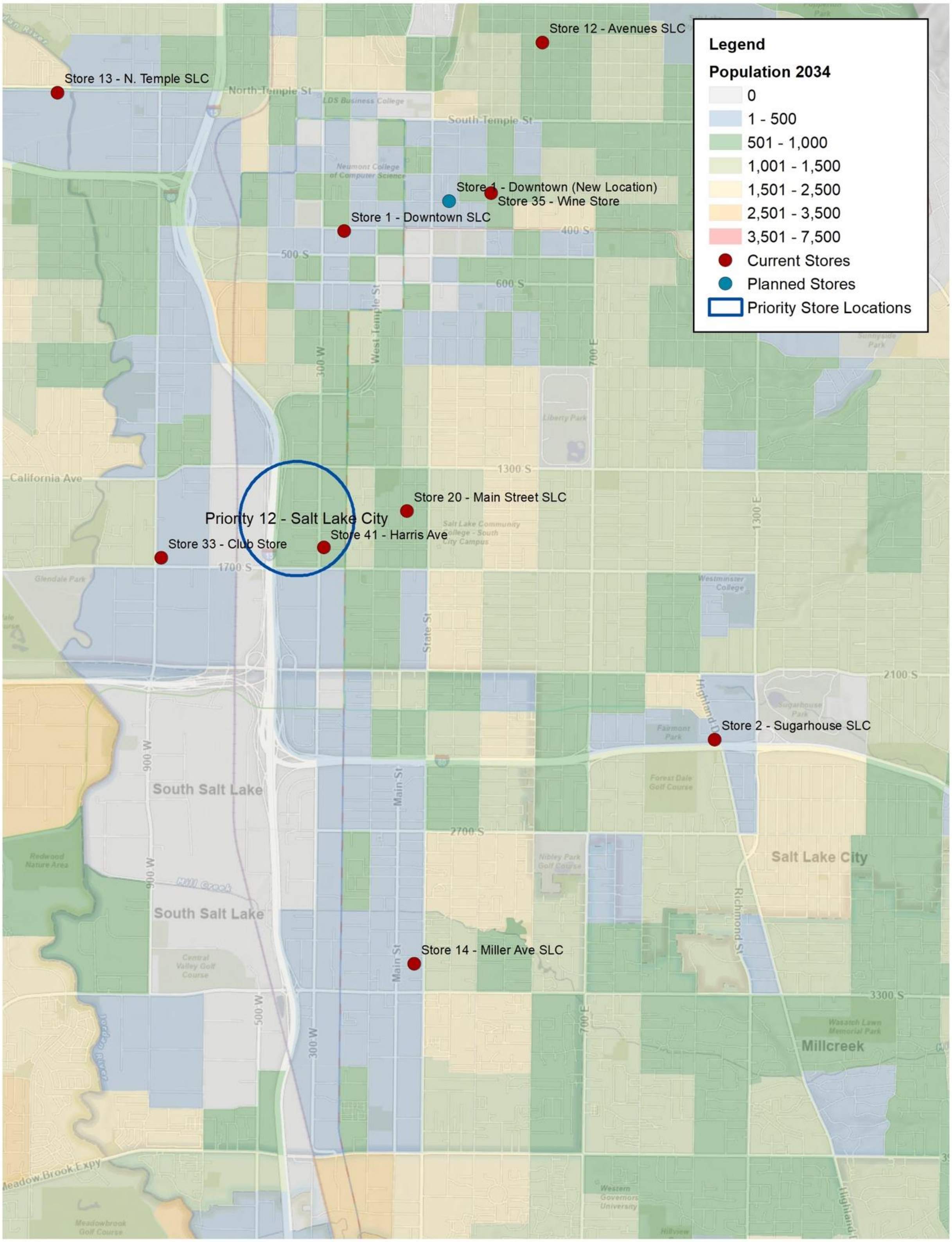
- Logan
- North Logan
- River Heights
- Providence
- Nibley



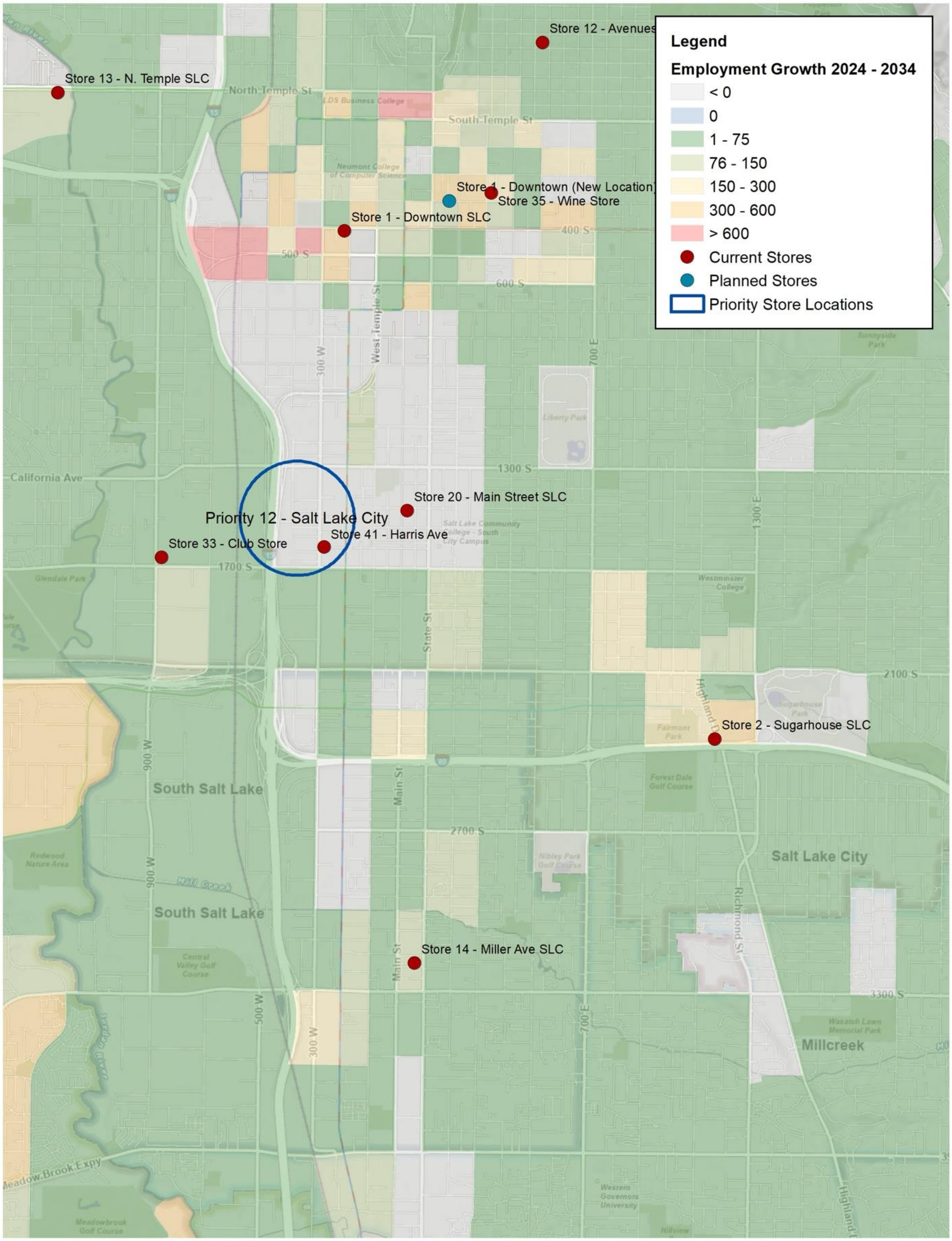
Priority 12: Store 41 – Salt Lake City

The Store 41 market area centers around the high demand and sales volume of the Harris Avenue wine store. This store performs well in the study on the parameters of absolute bottles per hour, ranking tenth in the study. The store is also near other existing stores in the area. As such, a new store may be less appropriate than continued investment in the existing facility.

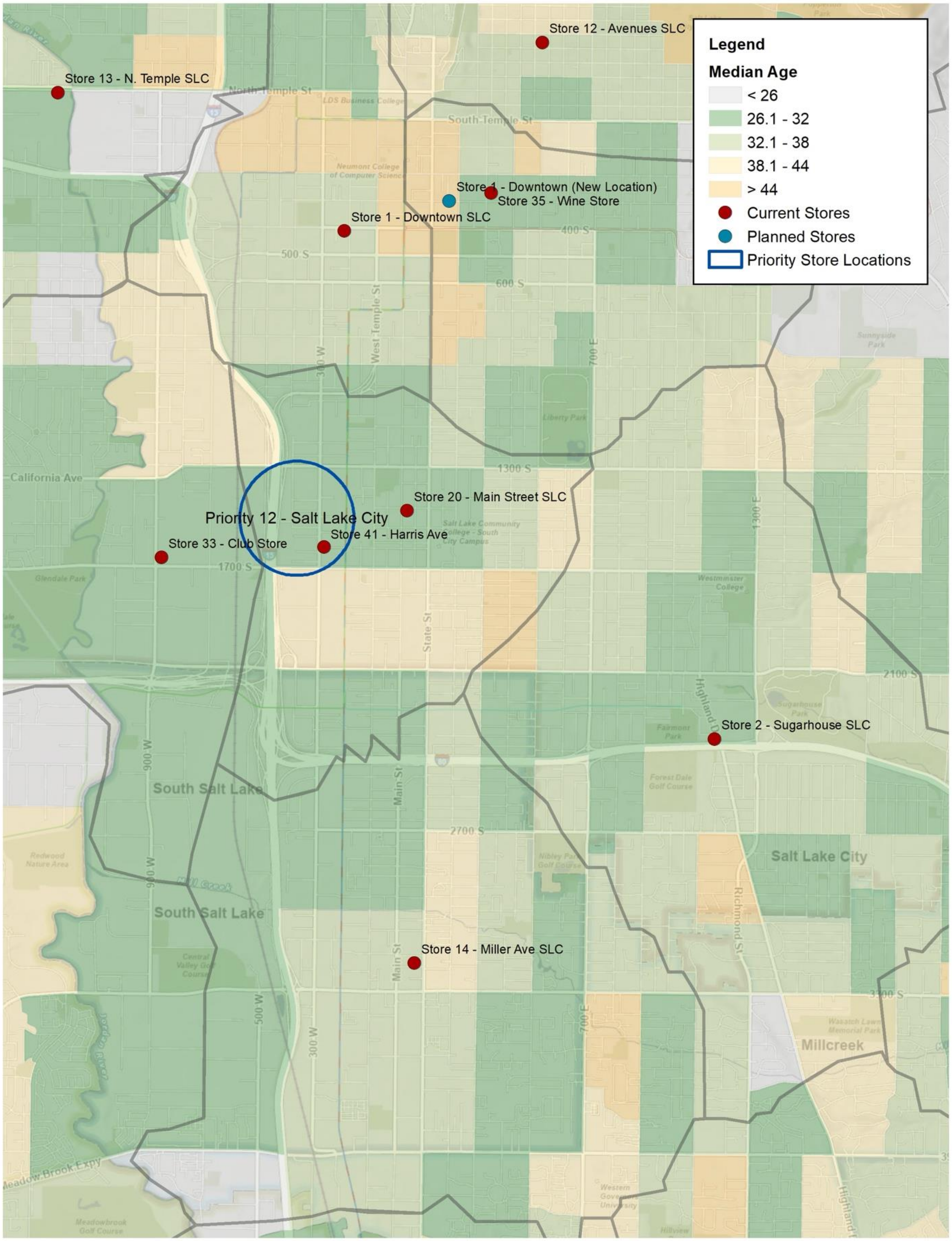




2034 population shows continued growth is expected west and east of Interstate 15.



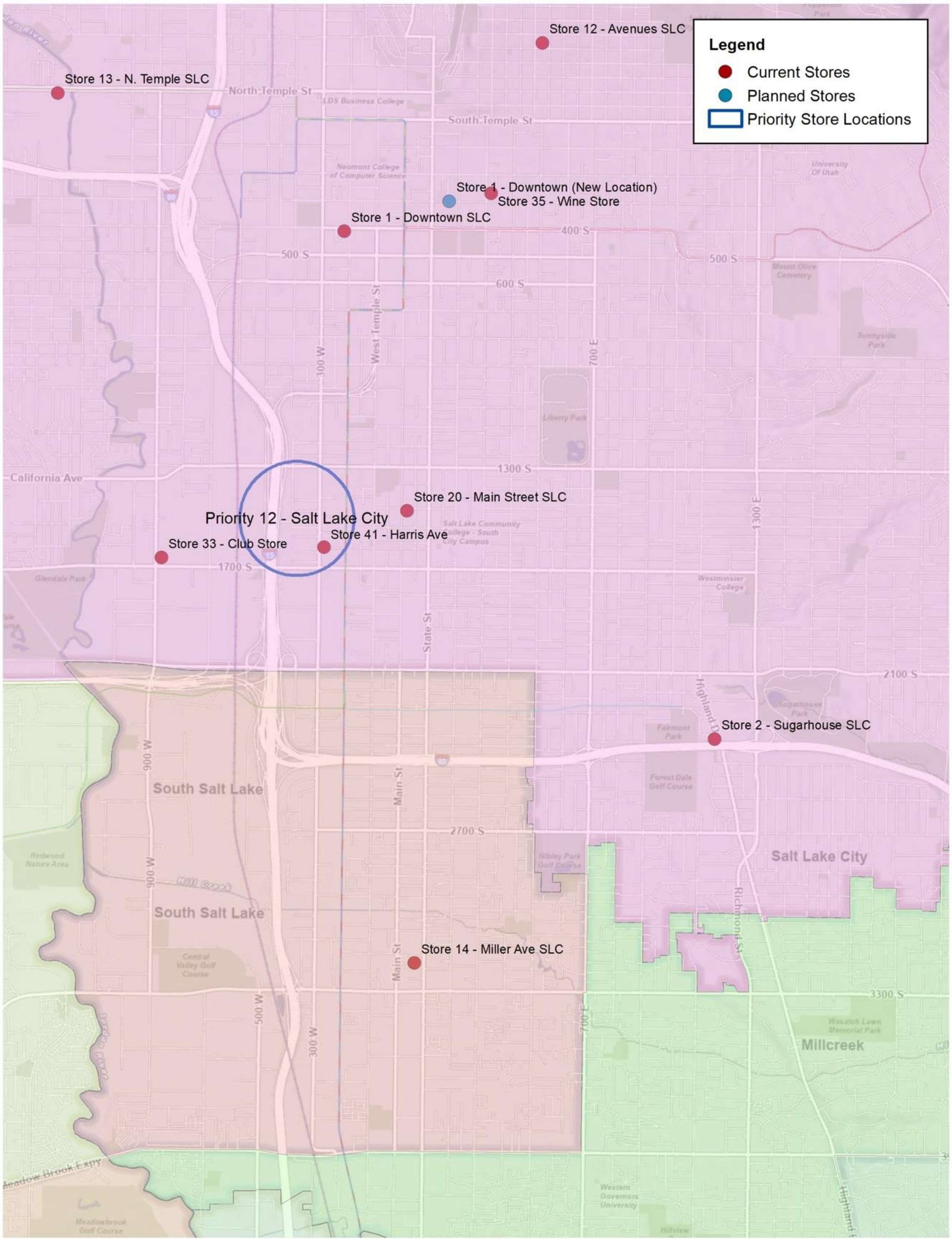
Expected job growth by in the western part of downtown Salt Lake City and the Interstate 15 corridor is particularly visible above.



The median age sin the store area is also particularly young.

Municipalities located in this market area include:

- Salt Lake City
- South Salt Lake



Potential for Store Relocation or Expansion

While some markets have need for additional stores, other markets could benefit either from store relocation or store expansion, to better manage the demands placed on the store. The following four factors were selected and given equal weight to determine which stores could benefit from store relocation or expansion:

- Sales per Square Foot
- Sales per Capita
- Total Transactions
- Transactions per Capita

All sales data used in the analysis were from March 2023 to February 2024. The table below lists all the stores and their priority for relocation or expansion based on the criteria listed above.

Table 21: Priority for Store Relocation or Expansion Priorities

Priority	Store	City	Address	Weighted Rank
1	01	Salt Lake City	205 West 400 South	7.50
2	38	Park City	1550 Snow Creek	8.25
3	02	Salt Lake City	1154 Ashton Avenue	9.50
4	09	Murray	5056 South State	10.75
5	15	Cottonwood Heights	1863 East 7000 South	12.50
6	29	Salt Lake City	2408 East Kentucky Avenue	13.25
7	25	Salt Lake City	3245 East 3300 South	13.75
8	37	Park City	1612 Ute Blvd.	14.50
9	39	St. George	150 North 900 East	15.25
10	19	Ogden	3802 Pacific Ave.	15.50
11	21	Harrisville	484 North Wall Ave.	15.75
12	27	Moab	55 West 200 South	16.00
13	41	Salt Lake City	280 West Harris Ave.	18.25
14	16	Sandy	125 West 9000 South	19.00
15	35	Salt Lake City	255 South 300 East	20.25
16	12	Salt Lake City	614 East 6th Ave.	20.75
17	44	Pleasant Grove	671 Pleasant Grove Blvd	21.00
18	04	Salt Lake City	1615 Foothill Blvd	21.25
19	14	Salt Lake City	63 E. Miller Avenue	22.25
20	46	West Valley City	6200 south 5600 West	23.00
21	51	Taylorsville	2700 West 4400 south	23.50
22	31	Draper	144445 South Minuteman Drive	23.75
23	24	Ogden	1156 Patterson Ave.	24.75
24	13	Salt Lake City	1255 West North Temple	25.00
25	33	Salt Lake City	1675 S 900 W	25.50
26	06	Logan	75 West 400 South	26.50
27	36	Park City	460 Swede Aly St. 100	26.75
28	43	Heber City	262 East Gateway Dr.	26.75
29	08	Bountiful	520 North 500 West	27.00
30	34	Park City	1901 Sidewinder	27.50
31	48	Herriman	5278 W Anthem Peak Lane	27.75
32	30	Layton	625 West 600 North	28.00
33	23	Roy	5948 South 1900 West	28.50
34	50	Farmington	640 Lagoon Drive	29.00
35	28	Vernal	675 East Main	30.25
36	47	Syracuse	865 W. Antelope Drive	30.25
37	03	Salt Lake City	3381 S. Redwood Road	31.00
38	32	St. George	929 West Sunset Blvd.	32.75

Priority	Store	City	Address	Weighted Rank
39	42	Hurricane	202 North Foothill Canyon Dr.	34.00
40	49	Saratoga Springs	1285 No. Exchange Drive	34.25
41	10	Tooele	433 North Main	35.50
42	40	Riverton	13332 So. Market Center Dr.	36.25
43	26	Taylorsville	3905 West 5400 South	37.50
44	45	Springville	1551 North 1750 West	38.25
45	52	Sandy	1880 E 9400 S Sandy	40.50
46	07	Price	50 North 100 West	41.00
47	17	Orem	1688 North State Street	41.25
48	18	Cedar City	356 South Main	41.25
49	22	Brigham City	43 South 100 West	41.50
50	11	Magna	7278 West 3500 South	44.75
51	05	Provo	166 S. Freedom Blvd.	47.25

Source: ZPFI, DABS.

The following sections include additional information regarding the top stores for each of these factors. The stores listed in the overall top five for relocation or expansion are highlighted in the following tables.

Sales per Square Foot

The stores with the highest sales per square foot generally generate almost $1,400 more in sales per square foot than the average store. Furthermore, the stores with the highest sales per square foot are, on average, more than 1,000 square feet smaller than the typical store. Higher sales in a smaller store create a greater burden on these stores.

Table 22: Top Stores by Sales per Square Foot

Store	City	Sales per Sq Ft	Store Size
35	Salt Lake City	$5,520	10,607
33	Salt Lake City	$4,229	12,517
38	Park City	$3,258	10,065
34	Park City	$3,071	6,275
44	Pleasant Grove	$2,667	8,490
Average – Top 5 Stores		**$3,749**	**9,591**
Average – All Stores		**$1,755**	**9,172**

Source: ZPFI, DABS.

Sales per Capita

The top five sales per capita stores are in Park City and Salt Lake City. These stores are in urban areas that are more densely populated, or rural areas with a large tourist presence. The sales per capita for the top five stores is close to five times that of the average store.

Table 23: Top Stores by Sales per Capita

Store	Address	City	Sales per Capita
38	1550 Snow Creek	Park City	$2,337
33	1675 S 900 W	Salt Lake City	$1,662
41	280 West Harris Ave.	Salt Lake City	$854
34	1901 Sidewinder	Park City	$823
37	1612 Ute Blvd.	Park City	$773
		Average – Top 5 Stores	**$1,290**
		Average – All Stores	**$275**

Source: ZPFI, DABS.

Total Transactions

The top producing stores by total transactions on average have over 125,000 transactions more than the average store.

Table 24: Top Stores by Total Transactions

Store	Address	City	Total Transactions
16	125 West 9000 South	Sandy	539,304
15	1863 East 7000 South	Cottonwood Heights	480,056
51	2700 West 4400 south	Taylorsville	449,406
21	484 North Wall Ave.	Harrisville	435,920
1	205 West 400 South	Salt Lake City	429,812
		Average – Top 5 Stores	**466,900**
		Average – All Stores	**273,804**

Source: ZPFI, DABS.

Transactions per Capita

Likewise, transactions per capita is a good indicator of store performance. Beyond expected locations in Salt Lake City, Park City stores have higher transactions per capita. This is because while the native population is low, there is a large influx of people who do not live in the area but who purchase alcohol while visiting.

Table 25: Top Stores by Transactions per Capita

Store	Address	City	Transactions per Capita
38	1550 Snow Creek	Park City	19.8
36	460 Swede Aly St. 100	Park City	12.4
1	205 West 400 South	Salt Lake City	11.4
37	1612 Ute Blvd.	Park City	9.8
27	55 West 200 South	Moab	7.5
		Average – Top 5 Stores	**12.2**
		Average – All Stores	**4.0**

Source: ZPFI, DABS.

Population Density

Although not included as a factor in determining current expansion or relocation needs, increasing population densities in the future should be considered when reviewing potential store expansions or relocations. Increasing densities in urban areas, primarily in Salt Lake City, will increase demand in the respective markets. In these cases, store relocation or expansion may be more feasible options, rather than opening an additional store in the market area.

Options for Addressing Store Inefficiencies

There may be the potential for some stores to address inefficiencies through increasing hours, expanding checkout capacity, and/or restructuring store floor plans. These options may address existing need more efficiently than adding a new store or expanding existing locations.

Of the stores ranked in the top 12 priority for building a new store, five stores ranked in the top 12 in bottles per hour. At 30 percent, this was the highest weighted factor in the New Store analysis and indicates that the employees at these stores are handling more bottles during their shifts than other employees at other locations. This demand could be addressed through adding more person hours either through increasing part-time employees at the location to full-time, transferring employees from lower demand stores to higher demand stores, or through hiring new employees where applicable. Increasing the number of person hours at stores experiencing high demand could help reduce lines and increase efficiency.

Another option to address high demand is to increase the number of checkout stations. This option is only applicable to stores with available floor space and may also include hiring additional cashiers if the store doesn't have excess employee availability. This option would allow stores with high demand to move customers through the store quicker and improve the customer experience. Stores with higher sales per square foot make up a couple of the priorities for new stores; these stores may experience increased strain in the future as populations increase in market areas.

Stores may also want to conduct a store-by-store analysis of floorplans to address inefficiencies in floor planning that may increase customer traffic flow. This analysis would be performed by store managers and employees and would potentially increase store efficiency and the customer experience through adjusting inefficiencies in current floor plans.

Potential for New Club Store Outlets

In addition to the potential for new liquor stores in the State of Utah, there is potential for additional club stores in the State. Club stores are liquor stores that serve primarily, but not exclusively, restaurants and other establishments licensed to sell alcoholic beverages, referred to in this report at licensees. The table below summarizes the total licensee sales and bottles sold by market area.

Table 26: Licensee Sales and Bottles Sold by Market Area

Store	City	Store Type	Licensee Sales	Licensee Bottles
33	Salt Lake City	Club Store	$41,969,517	2,927,614
34	Park City	Club Store	$17,446,710	780,805
41	Salt Lake City	Liquor Store	$8,006,899	361,355
38	Park City	Liquor Store	$7,249,245	326,442
16	Sandy	Liquor Store	$3,086,093	256,013

Store	City	Store Type	Licensee Sales	Licensee Bottles
29	Salt Lake City	Liquor Store	$2,951,082	250,953
39	St. George	Liquor Store	$3,571,380	243,579
27	Moab	Liquor Store	$2,700,453	236,731
24	Ogden	Liquor Store	$2,338,063	224,625
1	Salt Lake City	Liquor Store	$3,136,885	209,120
42	Hurricane	Liquor Store	$2,587,090	189,563
35	Salt Lake City	Liquor Store	$3,372,278	158,972
15	Cottonwood Heights	Liquor Store	$1,908,870	141,335
19	Ogden	Liquor Store	$1,509,399	112,621
9	Murray	Liquor Store	$1,207,661	112,277
31	Draper	Liquor Store	$1,372,536	101,340
43	Heber City	Liquor Store	$1,546,230	99,256
6	Logan	Liquor Store	$1,118,642	97,263
2	Salt Lake City	Liquor Store	$971,449	89,725
37	Park City	Liquor Store	$1,599,890	89,709
13	Salt Lake City	Liquor Store	$1,218,739	88,019
18	Cedar City	Liquor Store	$1,088,705	87,794
21	Harrisville	Liquor Store	$924,332	71,694
48	Herriman	Liquor Store	$886,042	70,962
5	Provo	Liquor Store	$517,871	69,436
46	West Valley City	Liquor Store	$900,276	66,339
12	Salt Lake City	Liquor Store	$993,155	58,422
28	Vernal	Liquor Store	$748,391	53,349
44	Pleasant Grove	Liquor Store	$679,245	47,847
25	Salt Lake City	Liquor Store	$507,606	45,500
45	Springville	Liquor Store	$732,124	41,715
51	Taylorsville	Liquor Store	$522,608	35,819
49	Saratoga Springs	Liquor Store	$498,185	34,840
52	Sandy	Liquor Store	$448,486	34,177
14	Salt Lake City	Liquor Store	$507,761	33,756
47	Syracuse	Liquor Store	$535,565	33,466
3	Salt Lake City	Liquor Store	$412,541	33,282
30	Layton	Liquor Store	$436,227	29,997
8	Bountiful	Liquor Store	$471,207	29,899
26	Taylorsville	Liquor Store	$518,732	29,809
17	Orem	Liquor Store	$414,228	26,517
10	Tooele	Liquor Store	$507,779	23,196
40	Riverton	Liquor Store	$334,050	22,558
50	Farmington	Liquor Store	$216,105	15,782
36	Park City	Liquor Store	$317,299	15,083
32	St. George	Liquor Store	$149,651	11,706
7	Price	Liquor Store	$170,975	11,471
11	Magna	Liquor Store	$251,738	11,056
4	Salt Lake City	Liquor Store	$96,494	7,778
22	Brigham City	Liquor Store	$149,034	7,728
23	Roy	Liquor Store	$105,287	6,094

Source: ZPFI, DABS.

Salt Lake City, which already has a club store, still has the highest amount of licensee sales at the other liquor stores in the City than any other market area. Other market areas with high licensee sales and bottles sold include Holladay, Sandy, Moab, and St. George. The addition of club stores in these markets can take pressure off the typical liquor stores.

The table below aggregates the licensee sales and bottles sold in clustered market areas. While none of these areas have the same level of licensee sales as the Salt Lake City club store, the remaining licensee sales in Salt Lake City, Holladay, Sandy, and Cottonwood Heights are comparable to those in Park City. Consideration should be made in adding another club store in Salt Lake County.

Other areas with larger licensee sales include St. George – which sold more than any other single regular store, Hurricane, and Cedar City, as well as Ogden, Harrisville, and Roy. Recommendations in this report include additional stores in the St. George, Ogden, and Harrisville market areas. The addition of a club store, rather than typical liquor stores, in one or more of these areas could serve both the needs of licensees and regular customers.

Table 27: Licensee Sales and Bottles Sold for Clustered Market Areas

Store	Location	Licensee Sales	Licensee Bottles
Salt Lake City, Holladay, Sandy, & Cottonwood Heights			
41	Salt Lake City	$8,006,899	361,355
16	Sandy	$3,086,093	256,013
29	Salt Lake City	$2,951,082	250,953
1	Salt Lake City	$3,136,885	209,120
35	Salt Lake City	$3,372,278	158,972
15	Cottonwood Heights	$1,908,870	141,335
2	Salt Lake City	$971,449	89,725
13	Salt Lake City	$1,218,739	88,019
12	Salt Lake City	$993,155	58,422
14	Salt Lake City	$507,761	33,756
4	Salt Lake City	$96,494	7,778
	Total	**$26,249,706**	**1,655,448**
St. George, Hurricane, & Cedar City			
39	St. George	$3,571,380	243,579
42	Hurricane	$2,587,090	189,563
18	Cedar City	$1,088,705	87,794
32	St. George	$149,651	11,706
	Total	**$7,396,827**	**532,642**
Ogden, Harrisville, & Roy			
24	Ogden	$2,338,063	224,625
19	Ogden	$1,509,399	112,621
21	Harrisville	$924,332	71,694
23	Roy	$105,287	6,094
	Total	**$4,877,081**	**415,034**

Source: ZPFI, DABS.

Evaluation of Retail Sales and Economic Impacts

The purpose of the tasks in this section is to compare performance between existing retail outlets to better forecast future needs and factors influencing profitability.

Sales per Square Foot Analysis

Stores with greater sales per square foot (top 12 stores) average $1,400 more per square foot than the average store. Several factors were compared with sales per square foot to identify possible correlations, including store size, market area, population, and incomes. Stores with higher sales per square foot are generally smaller than the average store, have a higher population density, and a higher employment density. These top stores also serve a smaller market area. Furthermore, the stores with higher sales per square foot have a greater per capita income than the average store and serve a demographic with a slightly higher median age.

Table 28: Top Stores by Sales per Square Foot

Store	City	Sales per Sq Ft	Store Size	Market Area (Sq Miles)	Population (per Sq Mile)	Employment (per Sq Mile)	Median Income	Per Capita Income	Median Age
35	Salt Lake City	$5,181	2,500	3.25	14,724	33,670	$53,638	$39,924	31.7
33	Salt Lake City	$3,958	10,607	9.68	2,610	9,027	$69,877	$26,090	30.0
38	Salt Lake City	$2,976	10,000	29.88	426	533	$107,710	$95,444	51.5
34	Salt Lake City	$2,793	6,275	773.73	28	22	$84,711	$37,699	46.9
44	Provo	$2,508	6,000	103.23	1,460	876	$108,793	$43,221	31.5
23	Logan	$2,496	3,843	219.45	604	469	$89,915	$34,200	38.3
2	Price	$2,356	7,263	6.54	10,322	5,928	$88,493	$49,943	34.6
14	Bountiful	$2,351	2,768	6.28	9,153	13,556	$44,599	$28,836	33.7
9	Murray	$2,288	7,000	10.42	7,491	8,372	$74,156	$34,550	36.6
27	Tooele	$2,209	4,214	15315.24	2	1	$47,792	$27,745	49.2
19	Magna	$2,161	6,300	195.01	430	295	$101,525	$39,132	35.9
4	Salt Lake City	$2,115	4,239	46.27	938	1,557	$135,572	$68,753	44.8
Average – Top 12 Stores		**$2,782**	**5,917**	**1,393.2**	**4,016**	**6,192**	**$83,899**	**$43,795**	**38.7**
Average – All Stores		**$1,646**	**9,172**	**1,668**	**2,477**	**3,007**	**$85,842**	**$40,021**	**36.5**

Source: ZPFI, DABS.

On the other hand, stores with lower sales per square foot generally are larger stores, serve a large population and market area, and have a much smaller population density. Furthermore, these stores have lower incomes and a slightly lower median age.

Table 29: Bottom Stores by Sales per Square Foot

Store	City	Sales per Sq Ft	Store Size	Market Area (Sq Miles)	Population (per Sq Mile)	Employment (per Sq Mile)	Median Income	Per Capita Income	Median Age
36	Taylorsville	$390	8,177	50.43	83	224	$68,711	$62,101	43.2

Store	City	Sales per Sq Ft	Store Size	Market Area (Sq Miles)	Population (per Sq Mile)	Employment (per Sq Mile)	Median Income	Per Capita Income	Median Age
18	Farmington	$681	13,960	18399.60	6	3	$63,480	$31,277	39.8
42	Saratoga Springs	$833	12,362	1315.38	46	22	$67,774	$40,729	43.5
10	Herriman	$838	11,375	11230.82	8	3	$63,665	$28,453	35.6
50	Syracuse	$841	13,200	142.10	475	194	$122,108	$37,521	29.7
11	West Valley City	$880	6,242	135.51	718	547	$76,577	$25,029	29.0
43	Springville	$908	12,980	1984.34	21	11	$83,697	$48,609	43.6
5	Pleasant Grove	$918	6,004	57.31	2,678	2,309	$34,016	$15,123	14.9
40	Heber City	$930	12,600	23.75	5,381	1,639	$113,901	$39,543	33.5
26	Hurricane	$931	11,670	20.18	8,155	2,837	$81,579	$29,256	34.0
3	Salt Lake City	$944	11,782	15.40	6,772	8,597	$64,017	$24,916	33.1
47	Riverton	$979	12,286	186.57	590	256	$95,975	$29,322	29.0
Average – Bottom 12 Stores		**$840**	**11,053**	**2,796.8**	**2,078**	**1,387**	**$77,958**	**$34,323**	**34.1**
Average – All Stores		**$1,646**	**9,172**	**1,668**	**2,477**	**3,007**	**$85,842**	**$40,021**	**36.5**

Source: ZPFI, DABS.

Sales per Capita Analysis

The table below lists the top 12 stores by sales per capita. Stores with high sales per capita generally fall into one of three categories: areas of high population or employment density, areas with higher household or per capita incomes, and areas with a strong tourist presence. Based on these results, it appears that the more successful stores, on a sales per capita basis, generally have higher median ages than other areas.

Table 30: Top Stores by Sales per Capita

Store	Address	City	Sales per Capita	Store Size	Market Area (Sq Miles)	Population (per Sq Mile)	Employment (per Sq Mile)	Median Income	Per Capita Income	Median Age
38	1550 Snow Creek	Park City	$2,337	10,000	29.88	426	533	$107,710	$95,444	51.5
33	1675 S 900 W	Salt Lake City	$1,662	10,607	9.68	2,610	9,027	$69,877	$26,090	30.0
41	280 West Harris Ave.	Salt Lake City	$854	12,517	3.07	8,347	17,262	$43,068	$28,653	34.0
34	1901 Sidewinder	Park City	$823	6,275	773.73	28	22	$84,711	$37,699	46.9
37	1612 Ute Blvd.	Park City	$773	12,081	890.91	30	24	$84,429	$36,587	38.0
36	460 Swede Aly St. 100	Park City	$762	8,177	50.43	83	224	$68,711	$62,101	43.2

Store	Address	City	Sales per Capita	Store Size	Market Area (Sq Miles)	Population (per Sq Mile)	Employment (per Sq Mile)	Median Income	Per Capita Income	Median Age
1	205 West 400 South	Salt Lake City	$433	8,129	4.86	7,735	22,709	$69,913	$56,785	36.9
25	3245 East 3300 South	Salt Lake City	$377	8,490	82.97	495	152	$148,285	$71,289	45.3
29	2408 East Kentucky Avenue	Salt Lake City	$366	12,895	7.80	7,474	4,286	$85,753	$49,258	41.1
27	55 West 200 South	Moab	$363	4,214	15315.24	2	1	$47,792	$27,745	49.2
43	262 East Gateway Dr.	Heber City	$286	12,980	1984.34	21	11	$83,697	$48,609	43.6
12	614 East 6th Ave.	Salt Lake City	$275	7,068	37.63	992	2,005	$157,703	$85,659	45.1
	Average – Top 12 Stores		**$776**	**9,453**	**1,599**	**2,353**	**4,688**	**$87,637**	**$52,160**	**42.1**
	Average – All Stores		**$275**	**9,172**	**1,668**	**2,477**	**3,007**	**$85,842**	**$40,021**	**36.5**

Source: ZPFI, DABS.

Revenue and Expenses Analysis

The following table lists, in descending order, the sales per labor hour. Higher sales per person hour provide greater profitability and indicate that these stores have a high demand placed on employees.

Table 31: Sales per Labor Hour

Store	Address	City	Square Feet	Sales: 3/1/2023 - 6/1/2024	Hours	Sales per Labor Hour
33	1675 S 900 W	Salt Lake City	10,607	$41,987,005	2,591	$16,203
41	280 West Harris Ave.	Salt Lake City	12,517	$21,893,556	1,418	$15,440
39	150 North 900 East	St. George	10,065	$19,548,189	1,658	$11,790
25	3245 East 3300 South	Salt Lake City	8,490	$15,492,857	1,357	$11,421
29	2408 East Kentucky Avenue	Salt Lake City	12,895	$21,317,213	1,885	$11,310
15	1863 East 7000 South	Cottonwood Heights	14,592	$25,259,326	2,235	$11,300
43	262 East Gateway Dr.	Heber City	12,980	$11,788,256	1,047	$11,256
34	1901 Sidewinder	Park City	6,275	$17,526,462	1,574	$11,137
42	202 North Foothill Canyon Dr.	Hurricane	12,362	$10,302,056	963	$10,703
38	1550 Snow Creek	Park City	10,000	$29,757,004	2,816	$10,569
16	125 West 9000 South	Sandy	11,918	$25,017,471	2,395	$10,448

Store	Address	City	Square Feet	Sales: 3/1/2023 - 6/1/2024	Hours	Sales per Labor Hour
35	255 South 300 East	Salt Lake City	2,500	$12,951,438	1,288	$10,055
21	484 North Wall Ave.	Harrisville	8,000	$16,529,656	1,648	$10,030
46	6200 south 5600 West	West Valley City	13,600	$15,391,771	1,553	$9,909
48	5278 W Anthem Peak Lane	Herriman	13,600	$18,899,624	1,911	$9,891
24	1156 Patterson Ave.	Ogden	9,000	$12,710,759	1,287	$9,876
12	614 East 6th Ave.	Salt Lake City	7,068	$10,267,279	1,045	$9,830
31	144445 South Minuteman Drive	Draper	13,183	$19,197,023	1,971	$9,741
51	2700 West 4400 south	Taylorsville	12,240	$17,248,240	1,829	$9,432
44	671 Pleasant Grove Blvd	Pleasant Grove	6,000	$15,046,147	1,598	$9,417
18	356 South Main	Cedar City	13,960	$9,510,924	1,025	$9,281
40	13332 So. Market Center Dr.	Riverton	12,600	$11,720,567	1,267	$9,252
19	3802 Pacific Ave.	Ogden	6,300	$13,611,760	1,471	$9,252
6	75 West 400 South	Logan	7,282	$14,074,181	1,522	$9,246
37	1612 Ute Blvd.	Park City	12,081	$20,861,778	2,277	$9,162
23	5948 South 1900 West	Roy	3,843	$9,590,887	1,052	$9,115
9	5056 South State	Murray	7,000	$16,013,650	1,872	$8,553
13	1255 West North Temple	Salt Lake City	8,558	$9,174,963	1,078	$8,513
30	625 West 600 North	Layton	5,782	$11,129,456	1,330	$8,366
4	1615 Foothill Blvd	Salt Lake City	4,239	$8,965,301	1,075	$8,344
45	1551 North 1750 West	Springville	12,586	$12,377,768	1,495	$8,279
10	433 North Main	Tooele	11,375	$9,530,406	1,161	$8,207
8	520 North 500 West	Bountiful	13,139	$13,324,588	1,634	$8,157
2	1154 Ashton Avenue	Salt Lake City	7,263	$17,108,629	2,137	$8,007
52	1880 E 9400 S Sandy	Sandy	14,589	$14,398,841	1,818	$7,921
32	929 West Sunset Blvd.	St. George	4,740	$6,841,714	864	$7,916
49	1285 No. Exchange Drive	Saratoga Springs	13,500	$13,832,540	1,748	$7,914
3	3381 S. Redwood Road	Salt Lake City	11,782	$11,122,279	1,421	$7,828
14	63 E. Miller Avenue	Salt Lake City	2,768	$6,508,494	857	$7,595
26	3905 West 5400 South	Taylorsville	11,670	$10,867,742	1,443	$7,533

Store	Address	City	Square Feet	Sales: 3/1/2023 - 6/1/2024	Hours	Sales per Labor Hour
47	865 W. Antelope Drive	Syracuse	12,286	$12,031,060	1,632	$7,374
17	1688 North State Street	Orem	5,800	$7,182,386	976	$7,361
27	55 West 200 South	Moab	4,214	$9,307,337	1,314	$7,085
28	675 East Main	Vernal	3,738	$6,208,121	955	$6,499
5	166 S. Freedom Blvd.	Provo	6,004	$5,514,441	858	$6,425
1	205 West 400 South	Salt Lake City	8,129	$16,283,979	2,561	$6,358
22	43 South 100 West	Brigham City	3,517	$4,041,312	638	$6,337
50	640 Lagoon Drive	Farmington	13,200	$11,103,657	1,775	$6,256
11	7278 West 3500 South	Magna	6,242	$5,493,593	920	$5,970
7	50 North 100 West	Price	3,516	$3,469,113	704	$4,929
36	460 Swede Aly St. 100	Park City	8,177	$3,192,210	660	$4,840

Source: ZPFI, DABS.

Analysis of Relative Benefits of Leasing vs. Building Stores

A new feature of the 2024 study is an analysis of the relative benefits to the State of leasing versus buying new stores. The analysis shows in which regions leasing can outperform building based on current market conditions.

Methodology

First, in collaboration with DABS, ZPFI configured the analysis to model the cost of leasing or building a 12,500 square foot store on a 1.5-acre parcel. This is a target size the DABS generally considers for new stores, and 1.5 acres of land allows adequate space for parking. Then utilizing current building costs from DABS and land values from each County in the study, ZPFI computed an estimated total construction cost for a store of this size and annualized that cost over 20 years, assuming a 4.5% discount rate.

Next, ZPFI researched and collected multiple lease rates for retail space across every store area in the study. For each store area, an average lease rate per square foot was then computed. From here, ZPFI modeled a gross lease for a 12,500 square foot store in each store area.

Lastly, this allows a direct comparison between an annual gross lease vs. an annual cost to build new assets by simply subtracting the estimated lease cost from the estimated build cost.

Analysis

The two primary drivers that caused leasing to outperform building in specific communities ere the following:

1. High land values in large population or tourism centers increased build costs such that leasing outperformed.

2. Lease costs in some areas are quite low enough to offset construction costs despite also having lower land values.

The study also provides a useful rule of thumb that the DABS should seek commercial leases under $29.74 per square foot, on average, if it wishes to outperform the cost of building with leases.

The table below demonstrates the results of the lease versus build analysis and uses the notion of an annual net benefit to leasing versus building. If the benefit is positive, this means that leasing outperforms building in the given store area and current market conditions. If the net benefit is negative, then this means that building is preferable to leasing.

Table 31: Leasing vs. Building Annual Benefit

Rank	Store	Store Name	Address	City	Lease vs. Build Annual +/- ($ Benefit from Lease vs. New Build)
1	28	Store 28 - Vernal	675 East Main	Vernal	$279,255
2	22	Store 22 - Brigham City	43 South 100 West	Brigham City	$178,876
3	38	Store 38 - Snowcreek	1550 Snow Creek	Park City	$157,118
4	37	Store 37 - Snyderville / Kimball Jct.	1612 Ute Blvd.	Park City	$157,060
5	36	Store 36 - Park City	460 Swede Aly St. 100	Park City	$157,003
6	34	Store 34 - Park City Club Store	1901 Sidewinder	Park City	$156,889
7	49	Store 49 - Saratoga Springs	1285 No. Exchange Drive	Saratoga Springs	$113,339
8	45	Store 45 - Springville	1551 North 1750 West	Springville	$113,227
9	44	Store 44 - Pleasant Grove	671 Pleasant Grove Blvd	Pleasant Grove	$113,199
10	17	Store 17 - Orem	1688 North State Street	Orem	$112,440
11	5	Store 5 - Provo	166 S. Freedom Blvd.	Provo	$112,103
12	7	Store 7 - Price	50 North 100 West	Price	$109,739
13	42	Store 42 - Hurricane	202 North Foothill Canyon Dr.	Hurricane	$100,462
14	39	Store 39 - St George Metro	150 North 900 East	St. George	$100,379
15	32	Store 32 - St. George	929 West Sunset Blvd.	St. George	$100,183
16	43	Store 43 - Heber	262 East Gateway Dr.	Heber City	$93,944
17	24	Store 24 - Patterson Ogden	1156 Patterson Ave.	Ogden	$82,448

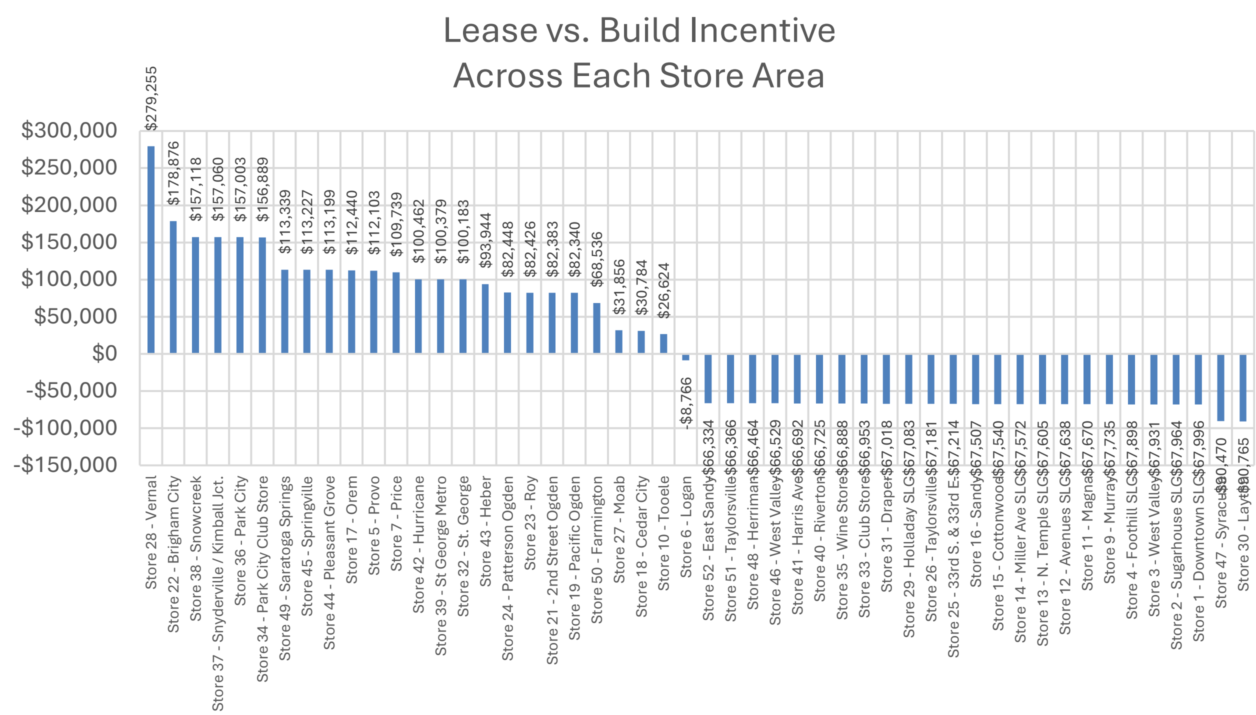
Rank	Store	Store Name	Address	City	Lease vs. Build Annual +/- ($ Benefit from Lease vs. New Build)
18	23	Store 23 - Roy	5948 South 1900 West	Roy	$82,426
19	21	Store 21 - 2nd Street Ogden	484 North Wall Ave.	Harrisville	$82,383
20	19	Store 19 - Pacific Ogden	3802 Pacific Ave.	Ogden	$82,340
21	50	Store 50 - Farmington	640 Lagoon Drive	Farmington	$68,536
22	27	Store 27 - Moab	55 West 200 South	Moab	$31,856
23	18	Store 18 - Cedar City	356 South Main	Cedar City	$30,784
24	10	Store 10 - Tooele	433 North Main	Tooele	$26,624
25	6	Store 6 - Logan	75 West 400 South	Logan	-$8,766
26	52	Store 52 - East Sandy	1880 E 9400 S Sandy	Sandy	-$66,334
27	51	Store 51 - Taylorsville	2700 West 4400 south	Taylorsville	-$66,366
28	48	Store 48 - Herriman	5278 W Anthem Peak Lane	Herriman	-$66,464
29	46	Store 46 - West Valley	6200 south 5600 West	West Valley City	-$66,529
30	41	Store 41 - Harris Ave	280 West Harris Ave.	Salt Lake City	-$66,692
31	40	Store 40 - Riverton	13332 So. Market Center Dr.	Riverton	-$66,725
32	35	Store 35 - Wine Store	255 South 300 East	Salt Lake City	-$66,888
33	33	Store 33 - Club Store	1675 S 900 W	Salt Lake City	-$66,953
34	31	Store 31 - Draper	144445 South Minuteman Drive	Draper	-$67,018
35	29	Store 29 - Holladay SLC	2408 East Kentucky Avenue	Salt Lake City	-$67,083
36	26	Store 26 - Taylorsville	3905 West 5400 South	Taylorsville	-$67,181
37	25	Store 25 - 33rd S. & 33rd E.	3245 East 3300 South	Salt Lake City	-$67,214
38	16	Store 16 - Sandy	125 West 9000 South	Sandy	-$67,507
39	15	Store 15 - Cottonwood	1863 East 7000 South	Cottonwood Heights	-$67,540
40	14	Store 14 - Miller Ave SLC	63 E. Miller Avenue	Salt Lake City	-$67,572
41	13	Store 13 - N. Temple SLC	1255 West North Temple	Salt Lake City	-$67,605

Rank	Store	Store Name	Address	City	Lease vs. Build Annual +/- ($ Benefit from Lease vs. New Build)
42	12	Store 12 - Avenues SLC	614 East 6th Ave.	Salt Lake City	-$67,638
43	11	Store 11 - Magna	7278 West 3500 South	Magna	-$67,670
44	9	Store 9 - Murray	5056 South State	Murray	-$67,735
45	4	Store 4 - Foothill SLC	1615 Foothill Blvd	Salt Lake City	-$67,898
46	3	Store 3 - West Valley	3381 S. Redwood Road	Salt Lake City	-$67,931
47	2	Store 2 - Sugarhouse SLC	1154 Ashton Avenue	Salt Lake City	-$67,964
48	1	Store 1 - Downtown SLC	205 West 400 South	Salt Lake City	-$67,996
49	47	Store 47 - Syracuse	865 W. Antelope Drive	Syracuse	-$90,470
50	30	Store 30 - Layton	625 West 600 North	Layton	-$90,765

Source: ZPFI, DABS.

The same information is provided in a chart below to provide a more visual format.

Chart 2: Leasing vs. Building Annual Benefit



Source: ZPFI, DABS.

Analysis of Economic and Fiscal Impacts to Local Communities

The purpose of this section is to identify the benefits to local communities that host liquor outlets in terms of property and sales tax revenues. Tourism impacts will also be considered.

Sales Tax Impacts

Sales per square foot for liquor stores is considerably higher than the average sales per square foot in other types of retail stores. Average sales reach $1,170 per square foot, which is higher than the averages for the following well-known retail stores that are in high demand in communities:

Costco	$1,050
Walgreens	$760
Olive Garden	$540[4]

Sales at liquor stores in Utah range between a high of $5,181 and a low of $390 per square foot as shown in the following table.

Table 32: Store Sales per Square Foot

Store	Address	City	Square Feet	Sales: 3/1/2023 - 6/1/2024	Hours	Sales per Square Foot
35	255 South 300 East	Salt Lake City	2,500	$12,951,438	1,288	$5,181
33	1675 S 900 W	Salt Lake City	10,607	$41,987,005	2,591	$3,958
38	1550 Snow Creek	Park City	10,000	$29,757,004	2,816	$2,976
34	1901 Sidewinder	Park City	6,275	$17,526,462	1,574	$2,793
44	671 Pleasant Grove Blvd	Pleasant Grove	6,000	$15,046,147	1,598	$2,508
23	5948 South 1900 West	Roy	3,843	$9,590,887	1,052	$2,496
2	1154 Ashton Avenue	Salt Lake City	7,263	$17,108,629	2,137	$2,356
14	63 E. Miller Avenue	Salt Lake City	2,768	$6,508,494	857	$2,351
9	5056 South State	Murray	7,000	$16,013,650	1,872	$2,288
27	55 West 200 South	Moab	4,214	$9,307,337	1,314	$2,209
19	3802 Pacific Ave.	Ogden	6,300	$13,611,760	1,471	$2,161
4	1615 Foothill Blvd	Salt Lake City	4,239	$8,965,301	1,075	$2,115
16	125 West 9000 South	Sandy	11,918	$25,017,471	2,395	$2,099
21	484 North Wall Ave.	Harrisville	8,000	$16,529,656	1,648	$2,066
1	205 West 400 South	Salt Lake City	8,129	$16,283,979	2,561	$2,003
39	150 North 900 East	St. George	10,065	$19,548,189	1,658	$1,942
6	75 West 400 South	Logan	7,282	$14,074,181	1,522	$1,933
30	625 West 600 North	Layton	5,782	$11,129,456	1,330	$1,925

[4] Various sources, including company 10-K reports

Store	Address	City	Square Feet	Sales: 3/1/2023 - 6/1/2024	Hours	Sales per Square Foot
25	3245 East 3300 South	Salt Lake City	8,490	$15,492,857	1,357	$1,825
41	280 West Harris Ave.	Salt Lake City	12,517	$21,893,556	1,418	$1,749
15	1863 East 7000 South	Cottonwood Heights	14,592	$25,259,326	2,235	$1,731
37	1612 Ute Blvd.	Park City	12,081	$20,861,778	2,277	$1,727
28	675 East Main	Vernal	3,738	$6,208,121	955	$1,661
29	2408 East Kentucky Avenue	Salt Lake City	12,895	$21,317,213	1,885	$1,653
31	144445 South Minuteman Drive	Draper	13,183	$19,197,023	1,971	$1,456
12	614 East 6th Ave.	Salt Lake City	7,068	$10,267,279	1,045	$1,453
32	929 West Sunset Blvd.	St. George	4,740	$6,841,714	864	$1,443
24	1156 Patterson Ave.	Ogden	9,000	$12,710,759	1,287	$1,412
51	2700 West 4400 south	Taylorsville	12,240	$17,248,240	1,829	$1,409
48	5278 W Anthem Peak Lane	Herriman	13,600	$18,899,624	1,911	$1,390
17	1688 North State Street	Orem	5,800	$7,182,386	976	$1,238
22	43 South 100 West	Brigham City	3,517	$4,041,312	638	$1,149
46	6200 south 5600 West	West Valley City	13,600	$15,391,771	1,553	$1,132
13	1255 West North Temple	Salt Lake City	8,558	$9,174,963	1,078	$1,072
49	1285 No. Exchange Drive	Saratoga Springs	13,500	$13,832,540	1,748	$1,025
8	520 North 500 West	Bountiful	13,139	$13,324,588	1,634	$1,014
52	1880 E 9400 S Sandy	Sandy	14,589	$14,398,841	1,818	$987
7	50 North 100 West	Price	3,516	$3,469,113	704	$987
45	1551 North 1750 West	Springville	12,586	$12,377,768	1,495	$983
47	865 W. Antelope Drive	Syracuse	12,286	$12,031,060	1,632	$979
3	3381 S. Redwood Road	Salt Lake City	11,782	$11,122,279	1,421	$944
26	3905 West 5400 South	Taylorsville	11,670	$10,867,742	1,443	$931
40	13332 So. Market Center Dr.	Riverton	12,600	$11,720,567	1,267	$930
5	166 S. Freedom Blvd.	Provo	6,004	$5,514,441	858	$918
43	262 East Gateway Dr.	Heber City	12,980	$11,788,256	1,047	$908
11	7278 West 3500 South	Magna	6,242	$5,493,593	920	$880
50	640 Lagoon Drive	Farmington	13,200	$11,103,657	1,775	$841

Store	Address	City	Square Feet	Sales: 3/1/2023 - 6/1/2024	Hours	Sales per Square Foot
10	433 North Main	Tooele	11,375	$9,530,406	1,161	$838
42	202 North Foothill Canyon Dr.	Hurricane	12,362	$10,302,056	963	$833
18	356 South Main	Cedar City	13,960	$9,510,924	1,025	$681
36	460 Swede Aly St. 100	Park City	8,177	$3,192,210	660	$390

Source: ZPFI, DABS.

These higher sales per square foot create positive fiscal impacts for the communities in which they are located. In Utah, communities receive one-half of one percent (0.50%) of total sales generated, based on local option point-of-sale distribution to cities. In addition, counties can receive one-eighth of one percent (0.125%) based on the local option point-of-sale distribution.

With a total of $643 million in liquor store sales between March 2023 and June 2024 (not including club stores), the total point-of-sale distribution to cities reaches over $6 million. Counties, if they have enacted the local option sales tax, were eligible for $1.6 million in sales tax revenues.

A sample of individual store impacts is shown in the following tables for stores with relatively high, medium and low sales.

Table 33: Sample Sales Tax Revenue Impacts – Store with High-Level Sales

High Sales Store – 1863 East 7000 South, Cottonwood Heights		
Sales: 3/1/2023 - 6/1/2024	$25,259,326	
	Sales Tax Revenues	**Tax Percentage**
State	$1,225,077.29	4.85%
Salt Lake County*	$63,148.31	0.25%
Cottonwood Heights*	$252,593.26	1.00%
Mass Transit	$75,777.98	0.30%
Additional Mass Transit	$63,148.31	0.25%
Transportation Infrastructure	$63,148.31	0.25%
County Option Transportation	$63,148.31	0.25%
Botanical, Cultural, Zoo Tax (County)	$25,259.33	0.10%
Total Tax Revenues	$1,831,301.10	**7.25%**

*While Cottonwood Heights generates one percent through its local option rate, only one-half of that amount is returned to the City based on point of sale. The same is true for counties who receive only one-half of the amount generated by their sales tax rate based on point of sale.

Source: ZPFI, DABS.

Table 34: Sample Sales Tax Revenue Impacts - Store with Medium-Level Sales

Medium Sales Store – 255 S 300 E, Salt Lake City	
Sales: 3/1/2023 - 6/1/2024	$16,283,979

	Sales Tax Revenues	Tax Percentage
State	$789,772.97	4.85%
Salt Lake County*	$40,709.95	0.25%
Salt Lake City*	$162,839.79	1.00%
Mass Transit	$48,851.94	0.30%
Additional Mass Transit	$40,709.95	0.25%
Transportation Infrastructure	$40,709.95	0.25%
County Option Transportation	$40,709.95	0.25%
Botanical, Cultural, Zoo Tax (County)	$16,283.98	0.10%
Correctional Facility	$81,419.89	0.50%
Total Tax Revenues	$1,262,008.35	**7.75%**

*While Salt Lake City generates one percent through its local option rate, only one-half of that amount is returned to the City based on point of sale. The same is true for counties who receive only one-half of the amount generated by their sales tax rate based on point of sale.

Source: ZPFI, DABS.

Table 35: Sample Sales Tax Revenue Impacts - Store with Low-Level Sales

Low Sales Store – 929 West Sunset Blvd., St. George		
Sales: 3/1/2023 - 6/1/2024	$6,841,714	
	Sales Tax Revenues	**Tax Percentage**
State	$331,823.14	4.85%
Washington County	$17,104.29	0.25%
St. George City	$68,417.14	1.00%
Highway Tax	$20,525.14	0.30%
Transportation Infrastructure	$17,104.29	0.25%
Botanical, Cultural, Zoo Tax (Municipal)	$6,841.71	0.10%
Total Tax Revenues	$461,815.71	**6.75%**

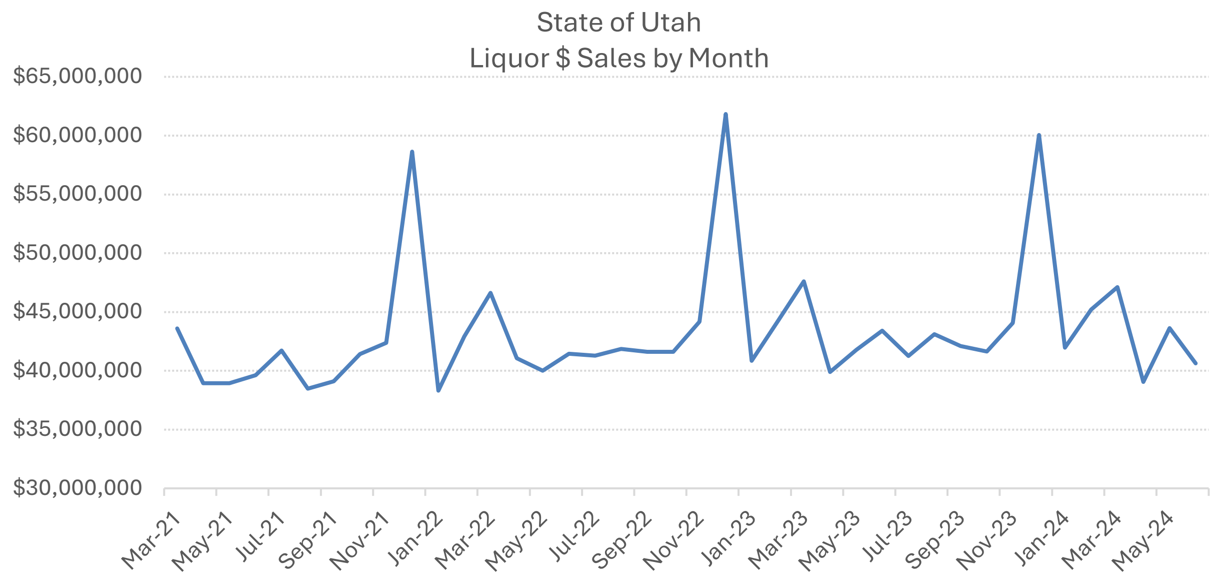
*While St. George generates one percent through its local option rate, only one-half of that amount is returned to the City based on point of sale. The same is true for counties who receive only one-half of the amount generated by their sales tax rate based on point of sale.

Source: ZPFI, DABS.

Seasonality and Tourism Impacts

Liquor store sales statewide show some seasonality, with increased sales during the holiday season. ZPFI provides this data since 2021 to show trends since the previous study.

Chart 3: State of Utah Liquor $ Sales by Month



Source: ZPFI, DABS.

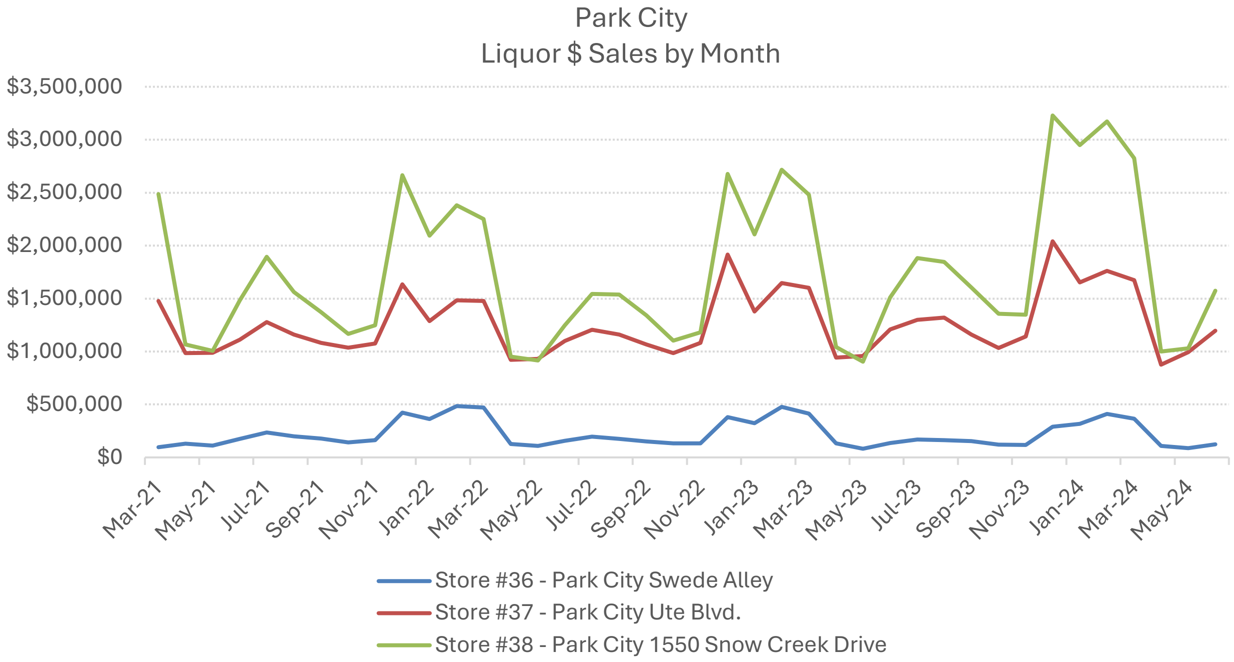
In comparison, stores in tourist communities show increased sales during their peak visitor periods. Moab has strong spring and fall visitation, and this is reflected in the spikes in sales in the Moab store during the spring and fall months. Winters and warmer summer months see a decrease in sales corresponding with lower visitors.

Chart 4: Moab Liquor $ Sales by Month

Source: ZPFI, DABS.

Park City shows increased sales during the winter months, including the holiday season. The highest visitation period for Park City is the week between Christmas and New Year's. There is also a smaller increase in the summer as visitations for summer activities in Park City bring a smaller yet still substantial number of visitors.

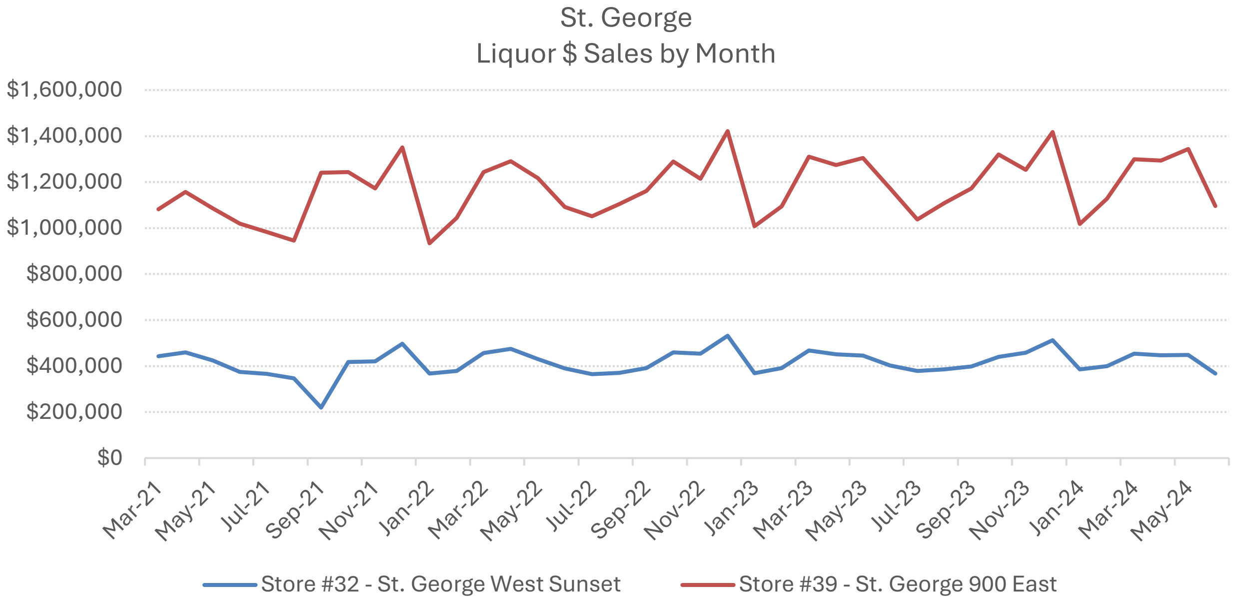
Chart 5: Park City Liquor $ Sales by Month



Source: ZPFI, DABS.

St. George stores generally follow statewide trends with a holiday peak present in the data.

Chart 6: St. George Liquor $ Sales by Month



Source: ZPFI, DABS.

Appendix A: Sensitivity Analysis

The following are additional scenarios that were calculated using different weights for the priority factors.

Final Weights

Population 2024	Population 2034	Population Growth 2024-2034	Pop Density 2024	Bottles per Person Hour	Transactions per Capita
20%	10%	10%	10%	30%	20%

Alternate 1

Population 2024	Population 2034	Population Growth 2024-2034	Pop Density 2024	Bottles per Person Hour	Transactions per Capita
15%	15%	10%	10%	25%	25%

Alternate 2

Population 2024	Population 2034	Population Growth 2024-2034	Pop Density 2024	Bottles per Person Hour	Transactions per Capita
20%	30%	15%	15%	10%	10%

Source: ZPFI, DABS.

Table 36: Sensitivity Analysis

	Final Weight		Alternate 1		Alternate 2	
Rank	Store	City	Store	City	Store	City
1	16	Sandy	16	Sandy	16	Sandy
2	39	St. George	39	St. George	48	Herriman
3	48	Herriman	21	Harrisville	52	Sandy
4	21	Harrisville	48	Herriman	31	Draper
5	31	Draper	31	Draper	44	Pleasant Grove
6	15	Cottonwood Heights	15	Cottonwood Heights	49	Saratoga Springs
7	51	Taylorsville	09	Murray	21	Harrisville
8	44	Pleasant Grove	51	Taylorsville	39	St. George
9	9	Murray	29	Salt Lake City	17	Orem
10	29	Salt Lake City	44	Pleasant Grove	05	Provo
11	6	Logan	41	Salt Lake City	06	Logan
12	41	Salt Lake City	06	Logan	23	Roy
13	52	Sandy	08	Bountiful	45	Springville
14	24	Ogden	42	Hurricane	40	Riverton
15	8	Bountiful	46	West Valley City	09	Murray
16	42	Hurricane	43	Heber City	30	Layton
17	43	Heber City	19	Ogden	51	Taylorsville
18	46	West Valley City	24	Ogden	46	West Valley City
19	45	Springville	52	Sandy	14	Salt Lake City
20	19	Ogden	25	Salt Lake City	47	Syracuse
21	25	Salt Lake City	02	Salt Lake City	02	Salt Lake City
22	23	Roy	45	Springville	01	Salt Lake City
23	3	Salt Lake City	03	Salt Lake City	26	Taylorsville
24	49	Saratoga Springs	49	Saratoga Springs	29	Salt Lake City

		Final Weight		Alternate 1		Alternate 2
25	2	Salt Lake City	14	Salt Lake City	08	Bountiful
26	18	Cedar City	23	Roy	03	Salt Lake City
27	14	Salt Lake City	01	Salt Lake City	15	Cottonwood Heights
28	10	Tooele	10	Tooele	35	Salt Lake City
29	40	Riverton	40	Riverton	19	Ogden
30	17	Orem	18	Cedar City	41	Salt Lake City
31	30	Layton	47	Syracuse	11	Magna
32	5	Provo	17	Orem	32	St. George
33	47	Syracuse	38	Park City	42	Hurricane
34	1	Salt Lake City	30	Layton	33	Salt Lake City
35	38	Park City	05	Provo	50	Farmington
36	26	Taylorsville	50	Farmington	24	Ogden
37	50	Farmington	04	Salt Lake City	10	Tooele
38	4	Salt Lake City	26	Taylorsville	18	Cedar City
39	33	Salt Lake City	27	Moab	04	Salt Lake City
40	32	St. George	32	St. George	38	Park City
41	27	Moab	13	Salt Lake City	25	Salt Lake City
42	13	Salt Lake City	37	Park City	13	Salt Lake City
43	37	Park City	35	Salt Lake City	12	Salt Lake City
44	35	Salt Lake City	33	Salt Lake City	22	Brigham City
45	12	Salt Lake City	12	Salt Lake City	43	Heber City
46	11	Magna	11	Magna	37	Park City
47	28	Vernal	36	Park City	34	Park City
48	36	Park City	28	Vernal	28	Vernal
49	22	Brigham City	22	Brigham City	27	Moab
50	7	Price	07	Price	07	Price
51	34	Park City	34	Park City	36	Park City

Source: ZPFI, DABS.