

# MOSCOW FARMERS MARKET COMMISSION



Adam Reed  
Commission Chair

**Regular Meeting**  
**~Agenda~**

Jen Pfiffner  
Staff Liaison

<http://www.ci.moscow.id.us/362/Farmers-MarketCommission>

**Tuesday**  
**May 1, 2018**

**4:00 PM**

**City Council Chambers**  
**206 E Third St**

## **Welcome and Attendance**

### **1. Public Comment (10 Minutes)**

Members of the public may speak to the Commission regarding matters NOT on the agenda or currently pending before the Farmers Market Commission. Please state your name and address for the record and limit your remarks to three (3) minutes.

### **2. Approval Of Farmers Market Commission April 3, 2018 Minutes**

Documents:

[MINFMC20180403.PDF](#)

### **3. Latah County Historical Society Oral History Project - Daniel Stewart, Community Events Manager**

The Latah County Historical Society has approached the City of Moscow to request the Moscow Farmers Market Commission consider taking on an Oral History Project. This project be managed by the Historical Society and would be designed to collect audio recordings to document and complement further the history of the Moscow Farmers Market.

The Latah County Historical Society has recommended that the Commission compile an oral history of the Moscow Farmers Market. The Commission came to the consensus to have Dulce Kersting from the Latah County Historical Society present at the next Commission meeting to provide additional information for the Commission to consider organizing a project.

#### **ACTION:**

Receive report and potentially develop a sub-committee to organize the project.

### **4. Farmers Market Planning And Promotion Grant Update - Jen Pfiffner, Assistant City Supervisor**

A sub-committee of the Moscow Farmers Market Commission has met to discuss potential projects for the FMPP grant opportunity. A two-fold project

has been identified as follows:

- Engage with a consultant team to develop a consistent branding message for the Market and vendors with tool and education specific to each to enhance promotion.
- Engage with a consultant team to move forward in addressing the layout issue as outlined in the Moscow Farmers Market Strategic Plan including current layout considerations as well as future layout and expansions options.

**ACTION:** Receive report and provide feedback or direction.

#### **5. Business Survey - Jen Pfiffner**

Following discussions of the sub-committee and subsequent presentation to the Commission, it was determined that the Commission would like to pursue to separate survey projects. The first would be a specific survey to downtown businesses to determine how the Moscow Farmers Market could more proactively partner and collaborate with Main Street businesses. To that end a survey approach has been developed by staff for consideration by the Commission to address this particular project.

The sub-committee will be reconvened to further discuss the second survey project concerning economic impact of events in the community during the latter part of the Market season as discussed at the April Commission meeting.

**ACTION:** Approve business survey approach or provide further direction.

#### **6. Strategic Planning Update - Jen Pfiffner, Assistant City Supervisor**

This report is an update to the Moscow Farmers Market Strategic Plan adopted in 2017. Actions/Strategies identified for completion in 2017 include updates with work to date noting they are completed or carried over. In some instances, new Actions/Strategies have been developed for consideration. Also noted are the completion or carry over of Staff Performance Measures and Deliverable To Be Completed.

This update is intended to provide the Commission with progress towards Issues completed in the previous years and as a proposal for the coming year's activities in continuing to address these important Moscow Farmers Market related Issues.

**ACTION:** Receive report, approve revised Actions/Strategies for the coming year or take such other action deemed appropriate.

Documents:

[MOSCOW FARMERS MARKET STRATEGIC PLAN 2018  
REPORT.PDF](#)

#### **7. Moscow Farmers Market Annual Report - Daniel Stewart, Community Events Manager**

A review of the 2017 season as compared to previous seasons will be presented.

**ACTION:** Receive report.

**8. Manager's Report And Immediate Market Concerns - Daniel Stewart, Market Manager**

The Farmers Market Manager will report on items relevant to the Farmers Market.

**9. Proposed Items For Future Agendas**

Commission members may email Jen Pfiffner (jpfiffner@ci.moscow.id.us) to propose future agenda items for discussion.

- Farmers Market Commission Representation

**10. Upcoming Meetings & Events**

- Commission Training - May 8, 2018
- Farmers Market Commission Regular Meeting - June 5, 2018
- Market Jury - June 6, 2018

**Adjourn**

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# MOSCOW FARMERS MARKET COMMISSION



Adam Reed  
Commission Chair

~Minutes~

Jen Pfiffner  
Staff Liaison

<http://www.ci.moscow.id.us/362/Farmers-MarketCommission>

**Tuesday  
April 3, 2018**

**4:00 PM**

**City Council Chambers  
206 E Third St**

**The meeting was called to order at 4:02 PM**

**PRESENT:** Linda Heath, David Pierce, Jamie M. Hill, Joann Muneta, Jenny Ford, Erin Carroll,

**ABSENT:** Jeremy Ritter, Colette DePhelps, Adam Reed,

**ALSO IN ATTENDANCE:** Jen Pfiffner, Staff Liaison; Daniel Stewart, Farmers Market Manager; Jenine Estlick, AmeriCorps Volunteer Coordinator; DJ Scallorn, Arts Assistant; Kathleen Burns, Arts Director;

**Welcome and Attendance**

Vice Chair Hill called the meeting to order in Chair Reed's absence.

**1. Approval of Farmers Market Commission February 6, 2018 Minutes**

Pierce moved that the February 6, 2018 minutes be approved; Heath seconded. Motion carried.

**2. Public Comment**

Members of the public may speak to the Commission regarding matters NOT on the agenda or currently pending before the Farmers Market Commission. Please state your name and address for the record and limit your remarks to three (3) minutes.

No public comment.

**3. Business Survey – Jen Pfiffner**

A subcommittee has met and discussed the business survey draft. Additional discussion and direction from the Commission is requested to assist in the development of the survey.

**ACTION:** Receive report and provide direction.

A subcommittee met and discussed the business survey, revealing two needs (how the Market can partner with businesses and the economic impact of the Market as a whole). The group determined that the business survey should go out to all Latah County businesses at the end of the current Market season. The second component being proposed is a 2018 Rapid Market Assessment (July 28 and August 11) and a customer count (September 8). Next steps are to receive feedback on the business survey so changes can be made. Discussion ensued regarding: the need for these two projects and which organization the survey should be sent from (Farmers Market Commission or City of Moscow). The Commission came to the consensus to have staff develop the two projects and report at the next Commission meeting.

**4. Introduction To Oral History Project Request – Daniel Stewart**

The Latah County Historical Society has approached the City of Moscow to request the Moscow Farmers Market Commission consider taking on an Oral History Project. This project be managed by the Historical Society and would be designed to collect audio recordings to document and complement further the history of the Moscow Farmers Market.

**ACTION:** Discuss the proposal and provide direction to staff.

The Latah County Historical Society has recommended that the Commission compile an oral history of the Moscow Farmers Market. The Commission came to the consensus to have Dulce Kersting from the Latah County Historical Society present at the next Commission meeting so a program can be developed.

**5. Farmers Market Promotion Program Grant Opportunity – Jen Pfiffner**

Report on potential grant opportunity through USDA. Farmers Market Promotion Program. Activities for the grant could include enhancing direct producer to consumer market opportunities, developing and improving markets, providing training and technical services to vendors.

A document highlighting projects from the 2016 grant cycle are attached for reference.

**ACTION:** Discuss potential project activities that would be allowable under the grant, provide direction.

The Farmers Market Promotion Program is a USDA grant offering from \$50,000 up to \$250,000 for connecting consumers with producers. The Market received this grant in 2010 and the money was used to build infrastructure. Suggested uses for money, if the grant is received, include: developing branding for the Market; off season training for vendors (small business and technical); the opportunity to accomplish one time projects; developing boulevard banners for the Jackson Street parking lot and downtown; and to reach out to areas outside of Moscow to promote the Market. The consensus was to have Pfiffner meet with DePhelps and further develop a draft. Given the tight deadline to apply for the grant, updates will be sent to the Commission via email and a subcommittee (Carroll; Ford; and Hill) will meet to give feedback as needed.

**6. Regulations Regarding Dogs In The Market – Daniel Stewart**

Regulations regarding dogs in the Market has been an issue the Commission has wished to address. In the 2017 season, staff worked to address the regular issues with dogs and their owners who are typically unclear of where dogs are and are not allowed. A positive education campaign regarding dogs in the Market was put forward in the 2017 season and is coming back to the Commission to report on results and further discussion. The Commission has discussed the idea of allowing only ADA service dogs in the main Market thoroughfare, and allowing all dogs on both sidewalks, rather than just the east sidewalk.

**ACTION:** Discuss justification for any suggested changes and direct staff to prepare a letter on behalf of the Commission to Council requesting the resolution change.

Staff has recommended expanding the location animals are allowed in the Market to include all the sidewalks with a crossing in Friendship Square. This will eliminate confusion on which sidewalk the public needs to utilize and open the area where dogs are allowed. ADA service dogs will still only be allowed in the main thoroughfare of the Market. Discussion ensued regarding how certain restaurants allow animals on patios but the current resolution keeps animals from reaching these areas. The consensus was to have staff draft a resolution for Reed and Hill to review before going to Legal and City Council.

**7. Regulations Regarding Smoking In the Market – Daniel Stewart**

The Department of Health and Welfare has developed a resource for enhancing smoking or nicotine regulations for public spaces in regards primarily to vape pens. A report of those resources will be

shared with the Commission for discussion.

**ACTION:** Discuss justification for any suggested changes and direct staff to prepare a letter on behalf of the Commission to Council requesting the resolution change.

The Department of Health and Welfare has developed a resource for nicotine free events and works with other markets by providing signage and information. The current resolution only mentions smoking, not vaping or chew. Stewart asked what the Commission's thoughts were on updating the resolution. Discussion ensued on the Health Department's information on the risk of second hand smoke from vape pens; how the Health Department has signage they will provide to the market; how a vape free and chew free market would be beneficial with the kids in the market; and including information at the City Tent on the reason for the change and how to quit nicotine. Hill called for a motion. Pierce moved that the resolution be updated to nicotine free. Muneta seconded. Vote by Acclamation: Ayes: Six (6). Nays: None. Abstentions: None. Motion carried.

**8. Manager's Report And Immediate Market Concerns – Daniel Stewart, Market Manager**

The Farmers Market Manager will report on items relevant to the Farmers Market.

Stewart said the registration for vendors has started with a new online registration program, invoicing system accepting online payments, and fee structure. Previous season vendors are grandfathered into tier 3 and the need to keep the market to 50% agriculture based products will possibly keep some vendors from being able to sign up as tier 3. Discussion ensued regarding the tools for the public offered by FarmSpread (listing of products, preordering from a vendor, and more). The music and programing schedules have been set. The first of three juries is April 4th from 5 – 6:30 at the Latah County Fair Grounds and more jury panelists are needed.

**9. Proposed Items For Future Agendas**

Commission members may email Jen Pfiffner (jpiffner@ci.moscow.id.us) to propose future agenda items for discussion.

- Annual Strategic Plan Report – May 1, 2018
- Farmers Market Commission Representation

**10. Upcoming Meetings & Events**

- Farmers Market Commission Regular Meeting – May 1, 2018

**Adjourn**

The meeting was closed at 5:42 PM

# Moscow Farmers Market Strategic Planning 2018 Report

*This report is an update to the Moscow Farmers Market Strategic Plan adopted in 2017. Actions/Strategies identified for completion in 2017 include updates with work to date noting they are completed or carried over. In some instances, new Actions/Strategies have been developed for consideration.*

## Major Challenge Area

### Advisory and Operational Expectations are Unclear and Lack Boundaries

A lack of clear and well communicated expectations for the Commission (advisory) and staff (operational) has resulted in an inefficient model for making the most efficient use of resources, primarily operations planning and reporting for the Market. A considerable amount of operational planning and decision making has been shifted to the Commission that should reside with staff. This shift has resulted in the Commission’s time being spent focusing on operational activities, while their role is more appropriately suited to providing overall vision to staff in a long term planning capacity, and staff in turn should be managing the operations within that vision.

|              | Actions/Strategies:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Completed    | <ul style="list-style-type: none"><li>Conduct an analysis of alternative organizational structures that could better serve the Market and the Commission by February 2017.<ul style="list-style-type: none"><li>To include cross-department opportunities for improved efficiency.</li><li>Administration to analyze:<ul style="list-style-type: none"><li>Staffing levels<ul style="list-style-type: none"><li>Current positions</li><li>Current duties and tasks (Operational Overview)</li></ul></li><li>Fit within the City of Moscow as an organization</li></ul></li></ul></li></ul> | With review of historic data and trends, analyzing costs, Market services, and the tremendous economic impact of the Market showed need for a full-time Market Manager to begin as soon as possible. As approved by Council in February of 2017, the Market Manager has been made an interim full-time position pending further research and development of the organizational structure of the Market. Complete with adjustments made in fall of fall of 2017. Community Events Division proposed and approved, year-round Market Manager position also approved. |
| Carried Over | <ul style="list-style-type: none"><li>Implement operational (staff-level) performance measurement with objective metrics in order to accurately gauge the operational performance of the Market by March 2017.<ul style="list-style-type: none"><li>Develop metrics based on organizational structure determined by February 2017.</li></ul></li></ul>                                                                                                                                                                                                                                     | Strategic Planning reporting process established by March 2017. Annual Strategic Planning report developed, metrics report to follow.                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Completed    | <ul style="list-style-type: none"><li>Develop Commission (advisory) training, education and resources to better assist members by March 2017.<ul style="list-style-type: none"><li>Open meeting guidelines</li><li>Commission philosophy and roles (commissioners vs. staff)</li></ul></li></ul>                                                                                                                                                                                                                                                                                           | Annual Commission training held April 6, 2017. Commission Training schedule for May 8, 2018.                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Carried Over | <ul style="list-style-type: none"><li>Develop guidelines for Market volunteer needs and expectations by December 2017.<ul style="list-style-type: none"><li>To include review of process to be a volunteer at the Market</li></ul></li></ul>                                                                                                                                                                                                                                                                                                                                               | Review of volunteer needs has been conducted. Opportunities for integration with other City volunteer opportunities presented. Delayed due to City Attorney Transition                                                                                                                                                                                                                                                                                                                                                                                             |
| New          | <ul style="list-style-type: none"><li>Develop new Moscow Farmers Market member orientation by December 2018</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | New...                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| New          | <ul style="list-style-type: none"><li>Establish regular sub-committees for annual tasks<ul style="list-style-type: none"><li>Policy review</li><li>Jurying</li></ul></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                             | New...                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

#### Staff Performance Measures & Deliverables To Be Completed:

- Strategic Planning reporting process established by March 2017. **Completed**
- Staff recommendation regarding organizational structure to Commission by May 2017. – **Completed**
- Annual Commission training held by May 2017. **Completed**
- Volunteer procedures handbook proposed by December 2017. – **Carried Over**
  - o Carried Over given additional needs determined to benefit entire City as an organization and due to transition in City Attorney position.

#### Objectives:

- To increase the planning tools available to the Commission.
  - o Addition of sub-committee approach to developing projects and plans has proven very effective. This includes successes in developing the policy manual and addressing survey needs.
- To increase the efficiency of the operational structure the Market.
  - o Operations for the Market have benefited tremendously from having year-round manager. Operational scheduling and planning has been consistently ahead of schedule when compared to previous years and as compared to established timelines specific to this season. (Stewart, Gantt Chart)

#### Goals:

- To maintain optimal, efficient and sustainable levels of service delivery through strategic planning efforts.
- To increase clear expectations for the Commission and for staff.

# Major Challenge Area

## Market Integrity Threatened by Lack of Clear Policies

Market integrity is threatened by a perceived lack of transparency, understanding, compliance and consistency of the policies of the Market and in the recommendation and decision making functions of the Commission and staff due to unclear criteria and reasoning for policies. With demand for space at a premium, outpacing supply of viable space in the Market, the balance of vendor and product mix is also threatened. A lack of clear operational criteria guiding staff’s interaction with different types of vendors creates inefficiency and a perception of unfair treatment for many vendors. Animosity is created without clear and well-reasoned definitions, guidelines and policies, decision regarding resale, vendor type and mix, product distance limits and product representation.

|              | Actions/Strategies:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Completed    | <ul style="list-style-type: none"><li>Develop a vendor guideline document to support mission, values and policies for Market by February 2017.<ul style="list-style-type: none"><li>Create a glossary/definitions of Market terms and concepts.</li></ul></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Vendor guidelines and updated policy documents developed for Commission consideration by February 2017. These revised policies were updated and communicated to vendors. More work to be completed on future year policies.</p> <p>New Vendor Handbook proposed and approved March 2018.</p> <p>Annual updates to be addressed via subcommittee process annually.</p>                                                                                      |
| Carried Over | <ul style="list-style-type: none"><li>Development of more understandable and comprehensive policies with clear and fair outcomes for non-compliance. Commission to engage in consensus building workshops to discuss and achieve a decision to be upheld by all Commission members and staff on policy improvements for the following Market season by January 2017:<ul style="list-style-type: none"><li>Resale</li><li>Vendor Representation (family vs. employee, etc.)</li><li>Vendor Category (walk-on vs. seasonal, etc.)</li><li>Vendor Type (produce, prepared food, craft, assembled vs. handcrafted, etc.)</li><li>Definition of “local”</li><li>Recurring eligibility (reevaluation, inspections, etc.)</li></ul></li></ul> | <p>Policies reviewed and addressed to date include:</p> <ul style="list-style-type: none"><li>Vendor Category</li><li>Vendor Type</li><li>Revised Jury Process</li><li>Smoking/Nicotine use in Market</li><li>Dogs in Market</li></ul> <p>Future topics to be addressed include:</p> <ul style="list-style-type: none"><li>Vendor Representation</li><li>Resale</li><li>Definition of local</li><li>Recurring eligibility</li></ul>                           |
| Completed    | <ul style="list-style-type: none"><li>Develop a communication and education plan for annual policy update by March 2017.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>Policy communication and education plan for annual policy update by March 2017. Waste-wise policy required additional retooling, which will be ongoing as this new program and requirement is rolled out.</p> <p>Subcommittee process developed to annually review policy document.</p> <p>Adoption of Farm Spread to share information as well as development of list serve for Market vendors. Information is also sent via hardcopy to all vendors.</p> |
| Carried Over | <ul style="list-style-type: none"><li>Research and prepare a report for Commission discussion on Market product mix by December 2017:<ul style="list-style-type: none"><li>Poll regional Markets on their product mix.</li><li>Review history of product mix at the Market.</li><li>Determine matrix for consideration of each vendor type in regards to:<ul style="list-style-type: none"><li>Value to Market</li><li>Draw to Market</li><li>Contribution to meeting the mission and values of the Market</li><li>Fit with policies, mission, vision, value</li></ul></li></ul></li></ul>                                                                                                                                             | <p>Vendor categories revised in 2017 to provide revised baseline for reporting. Metrics to be report with registration of vendors for 2018 season will provide data for reporting. Previous years’ product mix reported via fee revision discussion.</p> <p>Discussion regarding product mix to carryover to 2018 and will include discussions regarding policies as noted above.</p>                                                                         |
| Carried Over | <ul style="list-style-type: none"><li>Refine jury process and education to better support Market product mix guidelines, by March 2018.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Initial revision for jury process completed for 2018 season. Further work to address slated for sub-committee work prior to 2019 season. This will also include discussions regarding polices as noted above.</p>                                                                                                                                                                                                                                          |

|              | Actions/Strategies:                                                                                                                                            | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Carried Over | <ul style="list-style-type: none"><li>Review Market boundary options and implications to clarify Market vendors vs. street vendors by December 2018.</li></ul> | Two sidewalk vendors noted in 2017 season as adjacent to the Market. Vendors were noted as not eligible as Market vendors. One sidewalk vendor operated under sidewalk vendor as business was also adjacent to the Market. Vendors eligible to jury have been invited to jury and participate in the Market pending approval. Those vendors have declined to participate at this time. Further discussion by the Commission on developing a request to Council to expand the Market boundaries given previous and current situation is recommended. |

Staff Performance Measures & Deliverables To Be Completed:

- Vendor guidelines and updated policy documents developed for Commission consideration by February 2017. **Completed**
- Policy communication and education plan for annual policy update by March 2017. **Completed**
- Research and submit a report on Market product mix consideration by December 2017. **Carried Over**
- Refine jury process based upon determined vision of Commission regarding Market Product mix by March 2018. **Carried Over**
- Research and submit a report on Market boundaries and options by December 2018. **Carried Over**

Objectives:

- To increase the reasoning and understanding of the definitions and descriptions of vendor types and requirements.
- To increase understanding of the basis and foundation for discussions and decision making in regard to Market product mix as relates to Market growth.

Goals:

- To increase the clarity, quality, consensus and consistency of policies.
- To increase the resource available for predictability and planning in regards to Market decisions.

# Major Challenge Area

## Inequitable and Inefficient Allocation and Distribution of Market Costs

Since 2009, the Market has grown from 6500 square feet to 16,335 square feet and the number of individual vendors’ spaces has grown from 42 to 99 in the same time period. This extraordinary growth has added additional staff responsibilities to service the Market, without a proportionate increase in staff numbers. The resulting disparity requires increased support from the City Arts Department functions, as well as support from other City departments. Costs include staff expense, program expense, and City service expenses that include public safety (police and fire), water, streets, engineering, and parks and recreation. These cost considerations also limit the Market’s ability to implement and enhance services the Market could provide including expanded programming, such as compost programs, and the like.

The extreme importance of the Market has been documented in the 2016 Community University Strategic Partnership branding initiative as well as University of Idaho Professor Steve Peterson’s 2016 economic impact study of the Market. The tremendous economic and social value identified by that study further concludes that the current operational and cost structure of the Market is inadequate to maintain its current model. The lack of a sustainable operational model jeopardizes the character and viability of the Market as it does not efficiently allocate City resources nor does it equitably allocate costs to those who rely upon the Market. The City and Commission desire to maintain the Market as an important community institution.

|              | Actions/Strategies:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Update                                                                                                                                                                                                                                                              |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Carried Over | <ul style="list-style-type: none"><li>Conduct an analysis of the use of resources and revenues associated with the Market by January 2017.<ul style="list-style-type: none"><li>Services provided</li><li>Backstage work to provide services</li><li>Reporting required by AmeriCorps and grants</li><li>Operational Overviews data</li><li>Service needs not being met.</li><li>Staff health and safety</li><li>Determine overhead costs associated directly and indirectly with Market</li></ul></li></ul> | Carried over with review to occur in 2018.                                                                                                                                                                                                                          |
| Carried Over | <ul style="list-style-type: none"><li>Determine an allocation model to capture a fair representation of the economic and social value of the Market to include City support and vendor fees by January 2017.</li></ul>                                                                                                                                                                                                                                                                                       | <p>Revised fee structure established in February 2018 creating equitable baseline for vendors in the Market.</p> <p>Analysis of resources above will provide information for discussion of future fee adjustments.</p>                                              |
| Complete     | <ul style="list-style-type: none"><li>Conduct an analysis of alternative organizational structures for management of the Market by February 2017.</li></ul>                                                                                                                                                                                                                                                                                                                                                  | Complete with creation of Community Events Division in fall of 2017.                                                                                                                                                                                                |
| Complete     | <ul style="list-style-type: none"><li>Adjust and implement fee changes as directed.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                | <p>Revised fee structure established in February 2018 creating equitable baseline for vendors in the Market.</p> <p>Future fee adjustments to be discussed and proposed as outlined above. Future fee adjustments to be managed annually as part of operations.</p> |
| New          | <ul style="list-style-type: none"><li>Pending allocation modal discussions and review of resources associated with Market operations, develop fee forecast model for Commission consideration.</li></ul>                                                                                                                                                                                                                                                                                                     | Carried over with review to occur in 2018.                                                                                                                                                                                                                          |

#### Staff Performance Measurements & Deliverables:

- Research and submit a report on historical and current resources and revenues associated with the Market by January 2017. **Completed**
- Research and submit an allocation model to capture and represent stakeholders for both economic and social value by January 2017. **Carried Over**
- Develop and present fee proposal for Commission recommendation and City Council consideration by February 2017. **Completed**
- Develop a multi-year plan and approach to fee recommendations by July 2017. **Carried Over**

#### Objectives:

- To reduce inefficiencies in use of resources.
- To increase knowledge of the basis and justification for vendor fees.
- To increase the understanding and basis for the fee structure based on Market costs and services provided.

#### Goals:

- To increase the efficiency of operating the Market taking into account all competing needs.
- To increase the reliability of the operational and cost structure for the Market to ensure the economic and social benefits for the community.
- To increase the effectiveness and understanding of the Market financial needs and stakeholder commitments.
- To increase the understanding and planning for revenue for the Market.
- To maintain or increase the viability and vibrancy of the Market.
- To increase the level of annual data-driven, targeted budgeting and fund allocation.

# Major Challenge Area

## The Market Faces Immediate and Severe Infrastructure Needs

The Market faces severe and immediate infrastructure needs. Needs include vehicle and bike parking, power throughout, improved access, storage, power, lighting, restrooms, drinking water fountains, gray water disposal, Wi-Fi, shade, etc. Unintended use of the Fountain also creates significant concerns in regards to the ability to provide cooling in a safe and intended manner for Market patrons. Without these infrastructure improvements, retention of current vendors and attraction of new vendors is increasingly difficult. These infrastructure needs negatively impact the number of visitors to the Market and its value to the community.

*\*See City of Moscow Strategic Plan– Aging Downtown Infrastructure in the Center of Community Social and Cultural Activity*

|              | Actions/Strategies:                                                                                                                                                                                          | Update                                                                                                                                                                                                                                                       |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Completed    | <ul style="list-style-type: none"><li>Develop a plan to address waste audit findings, including compost program for the Market by May 2017.</li></ul>                                                        | A pilot program to expand sanitation services to recycling has been developed for the 2018 season. As the program is vetted, potential for composting at future Market will be analyzed and proposals shared with the Commission.                            |
| Carried Over | <ul style="list-style-type: none"><li>Conduct an inventory of infrastructure needs on Main Street for operations, vendors and patrons in the Jackson Street Parking lot by December 2017.</li></ul>          | Downtown restroom opened in spring of 2017. Inventory of infrastructure to be completed by December of 2018.                                                                                                                                                 |
| Carried Over | <ul style="list-style-type: none"><li>Develop a model of future needs based on estimated or desired growth as determined through Market product mix, layout considerations, etc. by December 2018.</li></ul> | Application for an FMPP grant for a consultant to review layout and future expansion for the Market is in development for the coming year.                                                                                                                   |
| Carried Over | <ul style="list-style-type: none"><li>Develop a needs assessment of patron amenities sought by Market visitors by December 2017.</li></ul>                                                                   | Question to be included in the 2018 Citizen Survey to capture a representative sample of Moscow citizens. The hope is to gain information on needed amenities that keep people from visiting the Market in addition to amenities identified by Market goers. |

#### Staff Performance Measures & Deliverables:

- Research and submit a report of infrastructure needs by December 2017. **Carried Over**
- Research and submit a report of potential future needs by December 2017. **Carried Over**
- Research and submit a report of patron amenities desires by December 2017. **Carried Over**
- Research and submit a plan to address waste audit finding and potential compost program by May 2017. **Completed**

#### Objectives:

- To right-size the number of vendor spaces with appropriate infrastructure needs in line with Market product mix determinations.
- To decrease the number of safety issues due to infrastructure.
- To increase the amenities sought by Market patrons (cooling, shade, benches, linger longer areas, education programs, etc.).
- To reduce the percentage of Market-related fixtures (benches, light fixtures, planters and signage) that are deficient, outdated, and non-compliant with current infrastructure standards.
- To increase the efficiency of waste management in the downtown core.

#### Goals:

- To increase the understanding of infrastructure needs in the downtown corridor in regard to Market activities.
- To increase the safety and access to the Market.
- To increase the overall economic, social and commercial activity the Market generates in downtown Moscow.
- To increase the amount of commerce being transacted as a function of the Market in the downtown area.
- To increase the number of citizens and businesses that consider the downtown an inviting venue for commerce, recreation and community activities.

# Major Challenge Area

## Market Layout is Unsafe, Restrictive and Limits Growth Decisions

The current configuration of the Market creates challenges for necessary and required ADA access and compliance. It is necessary to identify and remedy access limitation issues in order to allow meaningful Market participation for all stakeholders and members of the public. The current layout also creates confusion of space allocation among vendors and patrons, which results in occasions of animosity and a perception of unfair treatment and a lack of planning and organization. Additionally, the current configuration can be perceived as a barrier for downtown patrons between the Market and brick and mortar businesses on Main Street, limiting what could be a more enhanced and engaging experience for all stakeholders.

The Market is a public event held on public right of way and the City has a duty to maintain a fair and equitable use of that public space for as many citizens as possible, including hosting the Market. The Market has evolved since 1977. Visitors to the Market were estimated to be 164,892 during 2013, up from 84,084 in 2003. This cumulative increase of 96% is 4.4 times the population of Latah County (37,244) in 2003 or 6.7 times the population of Moscow (25,060). It’s important to note the Market moved from the Jackson Street lot parking lot to Main Street in 2012 increasing available vendor spaces from 42 to 99. Total vendors during that time has increased from 116 to 125. Without layout improvements designed to address these issues, potential growth and enhancement of the Market from both a visitor and a vendor perspective will be limited.

|              | Actions/Strategies:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Update                                                                                                                                                                                                                                                                                                    |
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| Carried Over | <ul style="list-style-type: none"><li>Conduct a needs assessment to capture the issues associated with Market layout by May 2018.<ul style="list-style-type: none"><li>Market layout being too long.</li><li>Finding vendors is difficult.</li><li>Shade and other layout factors are impeding business or shopping.</li><li>Brick and mortar businesses feel “left out”.</li><li>Safety concerns in closing and opening streets.</li><li>Handicap parking requirements and ability to maintain.</li><li>Traffic patterns and effect on surrounding streets (e.g. traffic lines on Washington, blocking PD parking area while waiting to load and unload).</li><li>Desire to promote a “linger longer” atmosphere.</li></ul></li></ul> | <p>Application for an FMPP grant for a consultant to review layout and future expansion for the Market is in development for the coming year.</p> <p>Planning for alternative options for Market during Homecoming are being explored given current constraints, more to be reported at a later date.</p> |
| Carried Over | <ul style="list-style-type: none"><li>Collect regular data on the items identified in the needs assessment beginning May 2018.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | No update, carried forward.                                                                                                                                                                                                                                                                               |
| Carried Over | <ul style="list-style-type: none"><li>Participate in planning discussions with City of Moscow stakeholder departments to provide input to the needs of the Market as relates to downtown infrastructure and Market layout needs, ongoing.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Discussion with Community Development and Public Works are ongoing.                                                                                                                                                                                                                                       |
| Carried Over | <ul style="list-style-type: none"><li>Conduct a needs assessment on potential and desirable growth patterns for the Market by December 2018.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Application for an FMPP grant for a consultant to review layout and future expansion for the Market is in development for the coming year.                                                                                                                                                                |
| Carried Over | <ul style="list-style-type: none"><li>Conduct an analysis of day sheets to determine and prioritize safety risks and develop a plan for mitigating the top three risks prior by May 2018.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Developing with metrics to be reviewed and trended regularly.                                                                                                                                                                                                                                             |

#### Staff Performance Measurements & Deliverables:

- Research and submit a needs assessment on Market layout needs by May 2018. **Carried Over**
- Be available as a resource for planning discussions as needed. **Carried Over**
- Research and submit a report for potential and desirable growth options taking into account decisions regarding Market product mix and the like for the Market by December 2018. **Carried Over**
- Report to the Commission the results of the analysis of day sheets to determine and prioritize safety risks and develop a plan for mitigating the top three risks prior by May 2018. **Carried Over**

#### Objectives:

- To decrease by the number of complaints each season for:
  - o Market layout being too long.
  - o Wayfinding for patrons and vendors can be difficult.
  - o Shade and other layout factors are impeding business or shopping.
  - o Brick and mortar businesses feel “left out”.
- To increase the information to better understand the implications of potential growth opportunities for the Market.

#### Goals:

- To increase awareness of the basis and understanding for preferred Market growth patterns to include vendor mix, type, and size and layout of the overall Market.