

# MOSCOW FARMERS MARKET COMMISSION



JT Manning  
Commission Chair  
[fmc@ci.moscow.id.us](mailto:fmc@ci.moscow.id.us)

**Regular Meeting**  
~Agenda~

Amanda Argona  
Staff Liaison  
208-883-7132

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

**Tuesday**  
**February 3, 2026**

**4:00 PM**

**Council Chambers**  
**206 E. 3rd St.**

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## WELCOME AND ATTENDANCE

### REGULAR AGENDA

**1. Mission of the Moscow Farmers Market**

The Moscow Farmers Market celebrates life on the Palouse by providing the community with the opportunity to buy and sell local and regional agricultural products (e.g., crops, meat, cheese, wine, etc.), distinctive handmade goods, artisan pieces, and original recipe cuisine. This venue is meant to encourage and support sustainable economic, social and environmental practices.

**2. Approval of Farmers Market Commission January 6, 2025 Minutes (ACTION ITEM)**

**PROPOSED ACTIONS:** Approve minutes, amend minutes, or take such other action deemed appropriate.

**3. Public Comment and Response to Previous Comments (limited to 10 minutes)**

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

**4. 2026 Moscow Farmers Market Handbook revisions (ACTION ITEM)**

The Policies Subcommittee met on Oct. 28, Nov. 17, and Dec. 15 to review revision proposals to the 2026 Market Handbook. This subcommittee serves as the initial revisionists of the Handbook by suggesting and updating policies to ensure they align with Market operations while also acting as a guide for future decision-making. The Subcommittee reported on finalized proposed revisions to the Commission at the Jan. 6 meeting. Vendors were notified of proposed changes via the following methods:

- Monthly email sent on Fri., Jan. 9
- 2026 Welcome Letter mailed out week of Jan. 12
- Reminder email sent on Fri., Jan. 30

Vendor feedback was due by the end of January. Any received emails were compiled for Commission review.

**PROPOSED ACTIONS:** Accept revisions or take such other action deemed appropriate.

**5. Commission Budget Request FY27 (ACTION ITEM)**

The Commission is provided a budget line item each year. For fiscal year 2026, the

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Commission was granted \$1,500 eligible to be spent on conference registrations, educational, and promotional materials. Below is a history of the Commission's budget and actuals.

- FY26 - \$1,500 budget; estimate 85%
- FY25 - \$5,500 budget; \$4,563.75 actuals (83%)
- FY24 - \$3,500 budget; \$2,905.07 actuals (83%)
- FY23 - \$2,500 budget; \$2,146.54 actuals (85%)
- FY22 - \$2,000 budget; \$1,391.80 actuals (70%)
- FY21 - \$1,620 budget; \$608.20 actuals (38%)
- FY20 - \$2,000 budget; \$1,364.11 actuals (68%)
- FY19 - \$500 budget; \$130 actuals (26%)
- FY18 - \$1,000 budget; \$47.80 actuals (4%)

**PROPOSED ACTIONS:** Accept and submit drafted FY27 budget request memo or take other action as deemed appropriate.

## REPORTS

1. **Community Events Manager report – Argona**
2. **Strategic Plan – Argona**

## ANNOUNCEMENTS

### 1. Proposed Items for Future Agendas

Commission members may email Amanda Argona ([aargona@ci.moscow.id.us](mailto:aargona@ci.moscow.id.us)) to propose future agenda items for discussion.

- **Selection of finalists' artwork for public voting (March action item)**
- **2026 Site Visits (March/April)**
- **2026 Poster Artwork submission and selection recap (April report)**
- **Questions for 2026 Marketspread application**
- **Tier 3 Vendor requests**
- **Branding Subcommittee 50<sup>th</sup> Anniversary report**

### 2. Upcoming events and deadlines

- Fri., Feb. 6 *"Cheers to 50 Years"* exhibit opening reception at 1912 Center
- Fri., Feb. 20 – Submissions due for Poster artwork
- Mon., Feb. 23 – Registration closes for Craft & Food Jury 2
- Wed., Feb. 25 – Craft & Food Jury 1 held 9 am to 12 pm
- Mon., Mar. 2 – Registration closes for Craft & Food Jury 3

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- 
- Wed., Mar. 4 – Craft & Food Jury 2 held 9 am to 12 pm
  - Fri., Mar. 6
    - Public voting opens for Market Poster artwork at 8 am
    - Applications due to Friendship Square entertainment
  - Wed., Mar. 11 – Craft & Food Jury 3 held 9 am to 12 pm
  - Wed., Mar. 25 – Returning Vendor Jury held 9 am to 12 pm
  - Fri., Mar. 27 – Public voting closes for Market Poster artwork at 8 am
  - Thu., Apr. 9 – Vendor Orientation

### **3. Farmers Market Commission regular meeting March 3, 2026 at Moscow City Hall in Council Chambers**

#### **ADJOURN**

**NOTICE:** It is the policy of the City of Moscow that all City-sponsored public meetings and events are accessible to all people. If you need assistance in participating in this meeting or event due to a disability under the ADA, please contact the City's ADA Coordinator by phone at (208) 883-7600, TDD (208) 883-7019, or by email at [adacoordinator@ci.moscow.id.us](mailto:adacoordinator@ci.moscow.id.us) at least 48 hours prior to the scheduled meeting or event to request an accommodation. The City of Moscow is committed to ensuring that all reasonable accommodation requests are fulfilled.

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**Tuesday**  
**January 6, 2026**

**4:00 PM**

**Council Chambers**  
**206 E. 3rd St.**

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**Manning called the meeting to order at 4:07 PM**

MEMBERS PRESENT: JT Manning, Chair ; Phil Blankenship, Jodi McClory, Kassie Smith, Colette DePhelps (4:09), Samantha Martinet  
MEMBERS ABSENT: Kristin Strong, Josh Larson, Gerardo Alvarez  
OTHERS: Drew Davis  
STAFF: Amanda Argona, Amanda Reyes

## **REGULAR AGENDA**

### **1. Mission of the Moscow Farmers Market**

*The Moscow Farmers Market celebrates life on the Palouse by providing the community with the opportunity to buy and sell local and regional agricultural products (e.g., crops, meat, cheese, wine, etc.), distinctive handmade goods, artisan pieces, and original recipe cuisine. This venue is meant to encourage and support sustainable economic, social and environmental practices.*

Martinet read the mission statement aloud.

### **2. Approval of Farmers Market Commission December 2, 2025 Minutes (ACTION ITEM)**

Smith moved for approval of the minutes as presented, seconded by McClory. Roll Call Vote: Ayes: Unanimous (5). Nays: None. Abstentions: None. Motion carried.

### **3. Public Comment and Response to Previous Comments (limited to 10 minutes) Members of the public may speak to the Commission regarding matters NOT on the agenda or currently pending before the Commission. Please state your name and city of residence for the record and limit your remarks to three (3) minutes.**

None.

## **REPORTS**

### **1. Policy Subcommittee report – Alvarez, Blankenship, Larson, Manning, and Argona**

Argona reviewed the proposed changes as outlined in the packet. A question was raised regarding whether a standardized form is available for vendors who inquire about providing a disclosure statement as a forager. It was recommended that the language be revised to prevent the submission of unverifiable statements sourced from the internet. Discussion followed regarding whether disclosure statements should be obtained from the Forest Service or from private landowners. Staff will work with the Legal Department to determine the best path forward, including revisions to the wording and/or the addition of a standardized form in the appendix.

### **2. Community Events Manager report – Argona**

Argona reviewed the report as provided in the packet. She highlighted two vendors may be ineligible to participate due to Market policies and mentioned there is a potential new mushroom Vendor from Walla Walla, Washington. There was discussion on limiting vendor types to maintain a balanced product mix. Caution was noted regarding excluding new vendors in any category, with support expressed for transparency through waitlisting and educating new vendors on which product types are saturated at the

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market. Argona proposed examining the market structure and gathering vendor input regarding limiting vendor types. A question was asked about whether revenue data by vendor type, including the number of vendors in each category, could be analyzed to determine whether sales have increased or been diluted. Argona indicated that identifying Vendor information is removed from sales reporting once the deadline has passed, so annual sales comparison is not possible. Concerns were raised about market profitability and shopper numbers. Staff is working on strategies to attract more market ‘shoppers,’ not just market ‘visitors.’ It was suggested to continue to use the RMAs and citizen commission survey as a means to assess and confirm shopper motivations, affordability, etc. Argona provided an update on programming funding, and noted that Pop Club and Bicycle Benefits reimbursements tend to favor produce vendors, and potential upcoming changes to SNAP could impact these vendors; staff will review data from the 2024 SNAP pause to assess impact.

## **ANNOUNCEMENTS**

### **1. *Proposed Items for Future Agendas***

*Commission members may email Amanda Argona ([aargona@ci.moscow.id.us](mailto:aargona@ci.moscow.id.us)) to propose future agenda items for discussion.*

#### **a. *Strategic Plan update***

### **2. *Upcoming events and deadlines***

- *Thu., Jan. 15 “Produce” exhibit opening reception at Third Street Gallery*
- *Fri., Feb. 6 “Cheers to 50 Years” exhibit opening reception at 1912 Center*

### **3. *Farmers Market Commission regular meeting February 3, 2026 at Moscow City Hall in Council Chambers***

**The meeting was adjourned at 4:57 PM**

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# MOSCOW FARMERS MARKET COMMISSION



## **Proposed Revision – Page 6**

Livestock/Poultry: Vendors who raise animals where the majority of raw products sold are cuts of meat, milk, eggs, fiber, hides, soup bones, and skulls. Animals must be under a Vendor's care and management for the majority of its lifespan (51% or greater) and finished by the Vendor.

## **Proposed Revision – Page 18**

Pricing

Market Vendors shall clearly post visible pricing for each item. Posted pricing must be aligned with a Vendor's industry standard (i.e. per bunch, per bag, per pound).

## **Proposed Revision – Page 20**

Annual Vendor Orientation

All Vendors are required to attend the mandatory annual Vendor Orientation meeting in-person prior to start of Market Season, at a date and time set by the Community Events Manager. Failure to attend will result in one of the following:

- a. Tier 1 Vendors: Loss of eligibility to participate in the upcoming Market Season.
- b. Tier 2 Vendors: Loss of eligibility to participate in the upcoming Market Season.
- c. Tier 3 Vendors: Loss of designated Market space.

An alternative to the in-person meeting is provided for Vendors who experience illness, emergencies, or another unanticipated conflict that forces their absence. Eligibility to receive the alternative format is based on meeting these parameters and communication of absence to the Community Events Manager no later than 5 pm two business days after the Vendor Orientation (e.g. if the orientation is hosted on a Thursday, a Vendor has until 5 pm the following Monday to communicate absence).

The following apply to the alternative format:

- a. Vendor provides notice and/or request to the Community Events Manager regarding their absence.
- b. Vendor answers list of questions via email by a date and time set by the Community Events Manager demonstrating that they viewed the alternative format.
- c. Vendors who fail to provide an email with answers by the set date and time are subject to the consequences as designated by Tier status above.

## **2025-2026 Policy subcommittee**

Josh Larson, At-Large Rep.

Gerardo Alvarez, Specialty Food Rep.

JT Manning, At-Large Rep.

Phillip Blankenship, At-Large Rep.

# MOSCOW FARMERS MARKET COMMISSION



## Proposed Revision – Pages xi and xiii

### Appendix 6 – Vendor Approval

b. Forage and Seafood Vendors qualify for Market participation upon completion of the following:

- i. Create a Marketspread account and complete applicable season registration.
- ii. Attend the mandatory Vendor Orientation.
- iii. Forage Vendors are required to disclose location where product was harvested within a five [5] square mile description. Products must be commonly found within and/or native to geographic description. The Market requires Vendors in this sub-category to furnish Market approved disclosure forms demonstrating that products were legally harvested, and sales are abiding by local, state, and federal laws and regulations.
- iv. Seafood Vendors are required to disclose tributaries where product was harvested within a five [5] square mile description. Seafood must be commonly found within both the defined bodies of water on page six (6) and identified tributaries. The Market requires Vendors in this sub-category to furnish any licenses and/or permits demonstrating that seafood was legally harvested, and sales are abiding by local, state, and federal laws and regulations.

### 3. Qualifications for eligible Non-Agricultural Vendors

#### b. Craft & Food Jury Information

##### iii. Post-Jury

- Adding Products: Requests to sell additional products throughout the season are to be submitted to the Community Events Manager for review prior to Vendor bringing them to Market. Submissions will be reviewed within a ten-business day timeframe and will result in one of the following:
  - Permission from the Community Events Manager to add products to Vendor's approved products list.
  - Permission from the Community Events Manager to bring and sell products for a limited time pursuant to Farmers Market Commission feedback and standards set forth in this Handbook.
  - Decision from the Community Events Manager to not allow products to be brought to or sold at Market until the next season following completion of a satisfactory Site Visit and/or Craft & Food Jury.

## 2025-2026 Policy subcommittee

Josh Larson, At-Large Rep.

Gerardo Alvarez, Specialty Food Rep.

JT Manning, At-Large Rep.

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# MOSCOW FARMERS MARKET COMMISSION



## Proposed Revision – Page 6

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## Proposed Revision – Page 18

### Pricing

Market Vendors shall clearly post visible pricing for each item. Posted pricing must be aligned with a Vendor's industry standard (i.e. per bunch, per bag, per pound).

Q. Are vendors still have the discretion to provide discount for frequent repeat customers? Normally, discounts are not posted in our sandwich boards since we only offer this at the end of business to clear our inventory or for a valued repeat customer.

## Proposed Revision – Page 20

### Annual Vendor Orientation

All Vendors are required to attend the mandatory annual Vendor Orientation meeting in-person prior to start of Market Season, at a date and time set by the Community Events Manager. Failure to attend will result in one of the following:

- a. Tier 1 Vendors: Loss of eligibility to participate in the upcoming Market Season.
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An alternative to the in-person meeting is provided for Vendors who experience **illness, emergencies**, or another **unanticipated conflict that forces their absence**. Eligibility to receive the alternative format is based on meeting these parameters and communication of absence to the Community Events Manager no later than 5 pm two business days after the Vendor Orientation (e.g. if the orientation is hosted on a Thursday, a Vendor has until 5 pm the following Monday to communicate absence).

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- b. Vendor answers list of questions via email by a date and time set by the Community Events Manager demonstrating that they viewed the alternative format.
- c. Vendors who fail to provide an email with answers by the set date and time are subject to the consequences as designated by Tier status above.

Q. The categories for absences seem to be open to interpretation. Does it have to be a serious illness (hospitalized or infectious requiring quarantine, or does a bad cold, toothache, depression count? Same thing with emergencies and unanticipated conflict of schedule. I guess all I'm asking is, will these categories be up to subjective disgression of the Community Events Manager?

Q. If the vendor is temporarily incapacitated due to illness or injury, & unable to directly contact the community events manager, can other members of the family contact in their behalf?

## 2025-2026 Policy subcommittee

Josh Larson, At-Large Rep.

Gerardo Alvarez, Specialty Food Rep.

JT Manning, At-Large Rep.

Phillip Blankenship, At-Large Rep.

# MOSCOW FARMERS MARKET COMMISSION



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  - o Permission from the Community Events Manager to bring and sell products for a limited time pursuant to Farmers Market Commission feedback and standards set forth in this Handbook.
  - o Decision from the Community Events Manager to not allow products to be brought to or sold at Market until the next season following completion of a satisfactory Site Visit and/or Craft & Food Jury.

**Q. Are the added products approved last year still be allowed for this season, or will that be subject under review with the jury for the 2026 season?**

## 2025-2026 Policy subcommittee

Josh Larson, At-Large Rep.

Gerardo Alvarez, Specialty Food Rep.

JT Manning, At-Large Rep.

Phillip Blankenship, At-Large Rep.

**Proposed Revision – Page 6 Livestock/Poultry: Vendors who raise animals where the majority of raw products sold are cuts of meat, milk, eggs, fiber, hides, soup bones, and skulls. Animals must be under a Vendor’s care and management for the majority of its lifespan (51% or greater) and finished by the Vendor.**

*I obtained a fairly good understanding of the livestock industry during a post-doc working with sheep at the University of Idaho. The above statement could cause some problems if a producer acquired an existing flock of 4 year old heifers, which were then slaughtered at seven years old. Transfers of livestock due to death, retirement, or purchase are incredibly common in agriculture. This is required to reduce inbreeding of flocks and herds, expand or shrink production, and maintain cash flow. Perhaps it would be best to say “Animals shall not be purchased off farm merely for the purpose of slaughter and subsequent sale at the market, and animals should be under a Vendor’s care and management for the majority of its lifespan (51% or greater) and finished by the Vendor, unless purchased for breeding stock without the initial intention of slaughter.” Clearer statements with the same intention could be made, but as written, this rule revision will likely negatively impact most livestock producers at some point in their operation. On the flip side, if you don’t change this rule, vendors can technically just go down to the Lewiston Livestock Auction, purchase some steers, and then sell them, so something needs to be done to preserve market integrity. Good luck.*

**Proposed Revision – Page 18 Pricing Market Vendors shall clearly post visible pricing for each item. Posted pricing must be aligned with a Vendor’s industry standard (i.e. per bunch, per bag, per pound).**

*I am unsure exactly what you mean by industry standard since that is not defined here for each crop. Moreover, bunch and bag sizes vary widely and have no industry standards. Many crops that are sold by the pound in the grocery store are not sold that way at farmers markets. Regardless, it is not always beneficial to the consumer, vendor, or the environment to be aligned with how products are typically sold. Currently, up to 20% of the cost of food for many items is typically packaging. At my stand, I typically sell spinach by the plant rather than the bundle. The reasons for this are fourfold. Firstly, I can reduce the number of rubber bands used (this area has no local sources of rubber bands), it reduces crushing of stems which occurs when spinach is bundled (increases shelf life), it reduces the amount of time required to bring the crop to market (the labor shortage in agriculture is one of our biggest on-farm challenges), and it creates a much more desirable price point for lower income consumers. Ideally, if customers bring reusable bags to market, there can be*

no use of disposable packaging whatsoever. I also typically sell zucchini by size rather than weight (e.g. 1\$ for a medium zucchini), but most grocery stores sell zucchini per lb. In this case, the consumer knows exactly what they are paying for at my stand, but they don't have an idea at the grocery store unless they weigh it (due to clever marketing). Why is lettuce typically sold by the head, and melons are sold by the pound. It is because the store wants to display the lowest price per unit of measure (in essence, clever marketing). It is in the interest of stores not to let you know how much an item is going to cost you when you put it in your cart. It has nothing to do with sustainability, feasibility, or benefits to the consumer. Moreover, standardization may not work for many items. For the average person, who has never run a farm, it may seem normal for kale to always come in bundles, but baby leaf kale, which is the highest quality kale, cannot be bundled due to short stems. It also is not currently found at any of the local grocery stores. Bundling kale also uses those rubber bands, which come from the other side of the globe, and oftentimes I just don't have time to bundle things during the busy harvest season, when my workweeks may be over 70 hours per week. For some items such as basil and green beans it is most efficient to sell it by the handful or bag, which are nonstandard measurements that are very fast to make. I sell cucumbers individually, chard by the bag rather than the bundle, dill by the plant, amaranth (chaulai) by the plant, faba beans by the handful, fennel individually, edible Indian gourds individually, and groundcherry for 1 cent each. Each item is sold by what experience dictates is best for each item rather than any industry standard. In many cases, these specialty crops don't have industry standards because they are not sold at the supermarket. I also sell many herbs by the sprig, but grocery stores almost always rely on plastic packaging for herbs. In any case, my operation and its environmental sustainability will be negatively affected by a one size fits all approach. One size fits all approaches don't work well, especially with clothing and shoes, but with farming as well, since each specialty crop operation is so different. Moreover, since I may bring as many as 25 crops to market on a Saturday, it may be quite difficult to comply for all items, since the time may not exist to bundle some items. Ultimately, I don't understand the reasoning behind this rule change, the implications regarding how I need to change my selling practices are not clearly defined, and this rule will potentially negatively impact my operation as I deal with the industry-wide labor shortage in American agriculture. I must remind the commission that the number of small farms in America and Idaho continues to decline. Please help us by not passing this.

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## Page 6 Handbook change

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**From** Nancy Irlbeck <anir00nz13@gmail.com>

**Date** Fri 1/30/2026 2:21 PM

**To** Amanda Argona <aargona@ci.moscow.id.us>

**CAUTION: This message originated from outside the City of Moscow's network. Exercise caution when clicking links or opening attachments. If in doubt, please contact Information Systems at extension 7004.**

Hi there. Question per what is in the page 6 revisions of Handbook. I/we raise and care for our animals 100%. And all but about 0.25-0.5% of wool is from our animals. The outside of dryer balls is another source, the last Montana; with some dyed wool from a local vendor for the colors. And I think that fits your criteria. My question is on the pelts. We raise and harvest the animals; or those for meat are harvested at WSU and is USDA inspected. We then skive and dry the animal pelts. But we do not tan them. Our pelts are sent to Pennsylvania and Buck's County Fur to be tanned. We then bring them in, label etc. Does that fit your criteria per Page 6? There is no way we can tan them all. Thanks heaps.

**Re: Reminder: Feedback due**

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**From** Texas Ridge <texasridge@hotmail.com>  
**Date** Fri 1/30/2026 2:09 PM  
**To** Amanda Argona <aargona@ci.moscow.id.us>

**CAUTION: This message originated from outside the City of Moscow's network. Exercise caution when clicking links or opening attachments. If in doubt, please contact Information Systems at extension 7004.**

Thanks for the reminder, Amanda! I reviewed the proposed changes to the handbook and have no objections.

Best,  
Erika Sattler

Sent from my iPhone

On Jan 30, 2026, at 2:03 PM, Amanda Argona <aargona@ci.moscow.id.us> wrote:

All,

As a reminder, feedback on the proposed changes for the 2026 Handbook are due. Attached are the draft, clean version.

Feedback received by the end of this month (tomorrow, Sat., Jan. 31) will be presented to the Commission at their Tue., Feb. 3 meeting.

Below is the original email sent on Fri., Jan. 9 indicating the feedback period was open.

Best,  
Amanda A.

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**From:** Amanda Argona <aargona@ci.moscow.id.us>  
**Sent:** Friday, January 9, 2026 5:10 PM  
**To:** farmersmarket <farmersmarket@ci.moscow.id.us>  
**Cc:** Colette DePhelps <cdephelps@uidaho.edu>; Josh Larson <dlhorsetraining82@gmail.com>; JT Manning <jtmanningre@gmail.com>; pblankenship1@gmail.com <pblankenship1@gmail.com>; Sam Martinet

---

**Re: Reminder: Feedback due**

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**From** James Moreno <ranchbar46@gmail.com>  
**Date** Fri 1/30/2026 2:05 PM  
**To** Amanda Argona <aargona@ci.moscow.id.us>

**CAUTION: This message originated from outside the City of Moscow's network. Exercise caution when clicking links or opening attachments. If in doubt, please contact Information Systems at extension 7004.**

Good afternoon Amanda,

We are good with changes the majority want.

Thank you

Jacquelyn Moreno  
Bar46 Farms

On Fri, Jan 30, 2026 at 2:00 PM Amanda Argona <[aargona@ci.moscow.id.us](mailto:aargona@ci.moscow.id.us)> wrote:

All,

As a reminder, feedback on the proposed changes for the 2026 Handbook are due. Attached are the draft, clean version.

Feedback received by the end of this month (tomorrow, Sat., Jan. 31) will be presented to the Commission at their Tue., Feb. 3 meeting.

Below is the original email sent on Fri., Jan. 9 indicating the feedback period was open.

Best,  
Amanda A.

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**From:** Amanda Argona <[aargona@ci.moscow.id.us](mailto:aargona@ci.moscow.id.us)>

**Sent:** Friday, January 9, 2026 5:10 PM

**To:** farmersmarket <[farmersmarket@ci.moscow.id.us](mailto:farmersmarket@ci.moscow.id.us)>

**Cc:** Colette DePhelps <[cdephelps@uidaho.edu](mailto:cdephelps@uidaho.edu)>; Josh Larson <[dlhorsetraining82@gmail.com](mailto:dlhorsetraining82@gmail.com)>; JT Manning <[jtmanningre@gmail.com](mailto:jtmanningre@gmail.com)>; pblankenship1@gmail.com <[pblankenship1@gmail.com](mailto:pblankenship1@gmail.com)>; Sam Martinet <[director@moscowchamber.com](mailto:director@moscowchamber.com)>; Drew Davis <[ddavis@ci.moscow.id.us](mailto:ddavis@ci.moscow.id.us)>

**Subject:** January updates from the Moscow Farmers Market!

Happy New Year Vendors!

We are mailing out welcome letters next week (Mon., Jan. 12), so please keep an eye out and note the important dates (including some fun ones!!).

**Handbook**



# Memo

**To:** Bill Belknap, City Administrator  
**Cc:**  
**From:** Amanda Argona, Community Events Manager  
**Date:** February 1, 2026  
**Re:** Farmers Market Commission budget request

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The Farmers Market Commission guides the vision and values of the Moscow Farmers Market. It is the duty of the Commission to suggest ways to promote and improve the Market, propose and/or review Market policies, keep abreast of trends and opportunities for advancing Market interests, products, standards, and offerings, and to otherwise act in an advisory role to City Council. The Commission reports to City Council annually in September and advises City staff as needed. Commission members represent the various constituencies of the Market, including vendors, patrons, and downtown businesses.

The Commission requests \$1,500 for FY27; no change from FY26. FY26 funds have been used to register one member to attend the InTents Conference in San Diego, CA (Mar. 1-4).

The primary use of the Commission's budget is to attend conferences and workshops that provide trends and insights affecting Farmers Markets. The secondary use is for the purchasing of outreach and promotional items for Commission member use in support of the Market.



# MOSCOW FARMERS MARKET COMMISSION



## February 3, 2026 Manager Report

JT Manning  
Chair

Kassie Smith  
Vice Chair  
Crafts Vendor representative

Phillip Blankenship  
At-large member

Colette DePhelps  
University of Idaho  
representative

Joshua Larson  
At-large member

Sam Martinet  
Moscow Chamber of  
Commerce + Visitor Center  
representative

Jodi McClory  
Produce Vendor  
representative

Gerardo Alvarez  
Specialty Food Vendor  
representative

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Farmers-Market](http://www.ci.moscow.id.us/197/Farmers-Market)

### 2026 Preliminary Roster

- Close to 170 Vendors
- Lamb's Rest Farm – absent
- Wax & Wix – absent
- C&G Gourmet Goods → Long Table Farm
- Blue Wildrye Farm – additional space
- Tier 3 requests
  - Runner Bean Ranch (NEW)
  - Chesed Farms (NEW)
  - Canyon View Farmstead
  - Smoot's Flavor Farm
  - La Patissiere
  - Cabin Coffee Roastery
  - Alpine Chai
  - Papa's Kitchen
  - Flour Power Bakery
  - Battleground Food Truck
  - Moscow Fine Woodworking
  - Fancy Free Farms

### Returning Vendor Jury

- Meadowlark Heritage – coloring book
- RyGun Leatherworks – leather soap and candle
- Canyonview Farmstead – bread
- Peg's Pup Treats – shirts
- Blackbird Treats – sewn items
- Alpine Chai – freeze dried chai and chai crunchies

# Moscow Farmers Market Strategic Plan

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*The Moscow Farmers Market is a continued community tradition. Since its inception as a small, grassroots gathering established in 1976, it is now recognized as a premiere farmers market in the state of Idaho and western U.S. Celebrating local farmers, artisans, crafters, and producers.*

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## Preface

The original Strategic Plan has been updated to reflect current Market operations since the turnover of Community Events Managers in the early part of the 2018 season. Further delays of attention and updates to the Strategic Plan are a result of normalizing Market operations following the 2020, 2021, and 2022 Market seasons. During this time the Community Events Division:

- ✓ Phased out the AmeriCorps position which had provided various programming and operations support since Sep. 2013.
- ✓ Established the full-time Administrative Specialist position for the 2021 season. This position experienced turnover at the end of the 2021 season, and three-quarters through the 2022 season.

Further notable changes since returning to standard operations include:

- ✓ 2023
    - Restructuring and turnover with the Digital Media Specialist (now the Communications Specialist) position which provided technical audio support to Friendship Square entertainment. This position was phased out from Saturday staffing and is now utilized on a conditional basis.
    - Return of youth program, POP! Club.
    - Community Events Manager on parental leave from October '23-January '24.
  - ✓ 2024
    - Disruption to Shop The Market program for SNAP recipients due to dissolution of Backyard Harvest.
  - ✓ 2025
    - Return of Shop the Market program with Moscow Food Co-op partnership.
    - Disruption to youth program, POP! Club due to staff turnover.
    - Removal of Bicycle Benefits and POP! Club program reimbursement expenses from FY26.
-

## Mission & Values

The Moscow Farmers Market celebrates life on the Palouse by providing the community with the opportunity to buy and sell local and regional agricultural products (e.g. crops, meat, cheese, wine, etc.), distinctive handmade goods, artisan pieces, and original-recipe cuisine. This venue is meant to encourage and support sustainable economic, social and environmental practices.

### *Access*

Providing the community with access to local Vendors and their goods with an emphasis on having at least fifty percent (50%) of the Market's Vendors located within Latah and Whitman counties.

### *Agricultural Focus*

Prioritizing space for agriculturally-derived products by having at least fifty percent (50%) of the Market's footprint occupied by Vendors selling such products for the majority of the Market Season.

### *Economic Opportunity*

Contributing to the greater Moscow economy with emphasis on assisting local, small, independently owned, and start-up enterprises.

### *Community*

Providing a safe space and opportunity for positive engagement that welcomes all residents and visitors.

### *Information*

Increasing awareness of regional agriculture, sustainability, and sound environmental practices through education and outreach activities.

# 2017-2019 Summary of Staff Performance Measures & Deliverables

The following performance measurements and deliverables are a summary of the items that were scheduled from 2017 to 2019 to address the Major Challenge Areas (MCAs). Summary table, description statements, and target dates may be imprecise due to staff turnover and City re-organization of Departments and Divisions.

January 2017	<ul style="list-style-type: none"> <li>• Research and submit a report on historical and current resources and revenues associated with the Market by January 2017.</li> <li>• Research and submit an allocation model to capture and represent stakeholders for both economic and social value by January 2017.</li> </ul>
February 2017	<ul style="list-style-type: none"> <li>• Develop and present fee proposal for Commission recommendation and City Council consideration by February 2017.</li> <li>• Vendor guidelines and updated policy documents developed for Commission consideration by February 2017.</li> </ul>
March 2017	<ul style="list-style-type: none"> <li>• Strategic Planning reporting process established by March 2017.</li> <li>• Policy communication and education plan for annual policy update by March 2017.</li> <li>• Annual Commission training held by March 2017.</li> </ul>
May 2017	<ul style="list-style-type: none"> <li>• Staff recommendation regarding organizational structure to Commission by May 2017.</li> <li>• Research and submit a plan to address waste audit finding and potential compost program by May 2017.</li> </ul>
July 2017	<ul style="list-style-type: none"> <li>• Develop a multi-year plan and approach to fee recommendations by July 2017.</li> </ul>
December 2017	<ul style="list-style-type: none"> <li>• Volunteer procedures handbook proposed by December 2017.</li> <li>• Research and submit a report on Market product mix consideration by December 2017.</li> <li>• Research and submit a report of infrastructure needs by December 2017.</li> <li>• Research and submit a report of potential future needs by December 2017.</li> <li>• Research and submit a report of patron amenities desires by December 2017.</li> </ul>
March 2018	<ul style="list-style-type: none"> <li>• Refine jury process based upon determined vision of Commission regarding Market product mix by March 2018.</li> </ul>
May 2018	<ul style="list-style-type: none"> <li>• Research and submit a needs assessment on Market layout needs by May 2018.</li> <li>• 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.</li> </ul>

December 2018	<ul style="list-style-type: none"><li>• Research and submit a report on Market boundaries and options by December 2018.</li><li>• 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.</li></ul>
April 2019	<ul style="list-style-type: none"><li>• Develop a multi-year fee schedule recommendation for adoption with City Fee Resolution no later than June 2019.</li></ul>
September 2019	<ul style="list-style-type: none"><li>• Implement new jury selection process via all-Commission member training as recommended by Jury Sub-Committee.</li></ul>
October 2019	<ul style="list-style-type: none"><li>• Develop comprehensive, semi-annual Site Visit schedule for agricultural vendors.</li></ul>

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## Item 1 – Advisory and Operational Expectations are Unclear and Lack Boundaries

It was identified in 2017 that a lack of clear and well communicated expectations for the Commission (advisory) and staff (operational) 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 had shifted to the Commission instead of residing 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.

### 2017-2019 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.

### 2019-2019 Objectives

- To increase the planning tools available to the Commission.
- To increase the efficiency of the operational structure the Market.

### 2017-2019 Actions/Strategies

- ✓ Conduct analysis of alternative organizational structures that could better serve the Market and the Commission
  - To include cross-department opportunities for improved efficiency.
  - Administration to analyze:
    - Staffing levels
      - Current positions
      - Current duties and tasks (Operational Overview)
    - Fit within the City of Moscow as an organization
- ✓ Develop Commission (advisory) training, education and resources to better assist members.
  - Open meeting guidelines
  - Commission philosophy and roles (commissioners vs. staff)
- ✓ Implement operational (staff-level) performance measurement with objective metrics to accurately gauge the operational performance of the Market.
  - Develop metrics based on organizational structure.
- ✓ Develop new Moscow Farmers Market member orientation
- ✓ Establish regular sub-committees for annual tasks

- Policy review
- Jurying
- Site Visits and schedule
- ✓ Develop guidelines for Market volunteer needs and expectations.
  - To include review of process to be a volunteer at the Market.
  - To include overall City process to be a volunteer.

## 2017-2019 Staff Performance Measures & Deliverables

- ✓ Recommended organizational structure by staff
- ✓ Jury panel training
- ✓ Comprehensive Site Visit schedule
- ✓ Establish Strategic Planning reporting process
- ✓ Annual Commission training
- ✓ Welcome to the Commission packets and onboarding
- ✓ Volunteer procedures handbook

## The following actions/strategies in item 1 have **reached terminal status**:

- ✓ **Organizational Structure and Performance**
  - Five seasons of consistent staff structure for Market operations via the Community Events Division – Community Development Department.
    - Community Events Manager, exempt, full-time
    - Community Events Administrative Specialist, non-exempt, full-time
    - Cross-departmental staff support
      - 2021-2023 Digital Media Specialist/Communication Specialist, Administration
      - 2024-2025 Part-time, seasonal HIRC and HLAC staff, Recreation
- ✓ **Annual Commission tasks and subcommittees**
  - Established five subcommittees, purpose of each, active timeframe, and member assignments with consistent annual review and opportunities to change assignments.
    - Branding: active for 50<sup>th</sup> Anniversary
    - Craft & Food Jury: active Winter/Spring
    - Fees: dissolved in 2022
    - Onboarding: inactive/as needed
    - Policy: active Fall/Winter
    - Site Visit: active Spring
  - Established annual scope of work and process timeline for recommending policies to City Council, Craft & Food Jury judging panel, poster art review, scheduling of Site Visits, special event and

initiative assistance (Vendor Orientation, outreach at Market, Rapid Market Assessment, National Farmers Market Week Celebration, Costume Contest, 50<sup>th</sup> Anniversary, etc.).

The following actions/strategies in item 1 have **not reached terminal status**:

✓ **Commission Member Onboarding**

- Intention of Onboarding subcommittee is to develop a new member orientation with staff, chair, and vice chair.
- Reduce and update binder materials with electronic resources, where applicable
- Annual Commission training is to be managed via the City Clerk's office with specific and supplemental training managed by the Community Events Division (i.e. Craft & Food Jury judging).

The following actions/strategies in item 1 are **recommended for removal or carryover**:

✓ **Market Volunteer Guidelines**

- Consistent volunteerism at the Market is difficult to maintain for a Saturday Market during the summer
- Volunteer recruitment is easier for limited and select opportunities like special events and initiatives, especially when local universities and school districts are in session

## Item 2 – 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.

### 2017-2019 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.

### 2017-2019 Objectives:

- To increase the clarity, consensus and agreement in policies:
  - Resale
  - Vendor representation (family vs. employee)
  - Vendor category (walk on vs. seasonal)
  - Vendor type and mix (produce, prepared food, craft, etc.)
  - Local
  - Eligibility
- 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.

### 2017-2019 Actions/Strategies

- ✓ Develop a vendor guideline document to support mission, values and policies for Market.
  - Create a glossary/definitions of Market terms and concepts.
- ✓ 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:
  - Vendor Category (walk-on vs. seasonal, etc.)

- Vendor Type (produce, prepared food, craft, assembled vs. handcrafted, etc.)
- ✓ Develop a communication and education plan for annual policy update.
- ✓ 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:
  - Resale
  - Vendor Representation (family vs. employee, etc.)
  - Definition of “local”
  - Recurring eligibility (reevaluation, inspections, etc.)
- ✓ Review all policies in Vendor Handbook and will continue to review on annual basis.
- ✓ Analyze market footprint to compare number of vendors versus number of spaces occupied.
- ✓ Establish sub-committee for refining and revamping jury process.
- ✓ Research and prepare a report for Commission discussion on Market product mix:
  - Poll regional Markets on their product mix.
  - Review history of product mix at the Market.
  - Determine matrix for consideration of each vendor type in regards to:
    - Value to Market
    - Draw to Market
    - Contribution to meeting the mission and values of the Market
    - Fit with policies, mission, vision, value
  - Refine jury process and education to better support Market product mix guidelines.
  - Review Market boundary options and implications to clarify Market vendors vs. street vendors.

### 2017-2019 Staff Performance Measures & Deliverables:

- ✓ Vendor guidelines and updated policy documents developed for Commission consideration.
- ✓ Policy communication and education plan for annual policy update.
- ✓ Submit a report on Market product mix consideration.
- ✓ Refine jury process based upon determined vision of Commission regarding Market product mix.
- ✓ Submit a report on Market boundaries and options.

The following actions/strategies in item 2 have **reached terminal status:**

✓ **Annual Market Handbook review**

- Seven seasons of consistent Handbook review with clear, established timeline and opportunity for Vendors feedback.
  - Sep. – Oct: Staff reviews concerns, issues, and inconsistencies with Commission for proposed scope of work. Policy subcommittee activated.
  - Oct. – Dec.: Policy subcommittee meets on as needed basis to propose revisions with reports out to Commission for feedback, consistency, and alignment with vision, mission, and values.
  - Jan.: Final draft of proposed revisions provided to Vendors with notices via mail and email. Vendors able to provide feedback until end of month.
  - Feb.: Commission reviews Vendor feedback and takes action to accept, deny, or modify revisions for Council review.
  - Feb. – Mar.: Draft Handbook reviewed by Legal and prepared for Council review.
  - Mar.: Vendors accept and agree to abide by approved Handbook via Marketspread application.
  - Apr.: Review of new Handbook at Vendor Orientation with physical copies provided.
- Provide objective framework for staff to determine Vendor readiness (tier changes, space requests, etc.)

✓ **Market Vision, Mission, and Values Alignment**

- Refined Craft & Food Jury process to accept non-agricultural products into the Market with a core judging panel via Craft & Food Jury subcommittee
- Revision of vendor types and core values to clearly delineate an agricultural product from a non-agricultural product and ensure prioritization of space towards agricultural products
- Established unique tier system to guide Vendors and staff on space allocation

The following actions/strategies in item 1 have **not reached terminal status:**

✓ **Market Boundary**

- Cross-departmental effort to update Title 9, Chapter 11 including potential limitation of sales within Central Business Zoning District on Saturdays, May through October.

### **Item 3 – Inequitable and Inefficient Allocation and Distribution of Market Costs**

The Market has experienced significant growth over the years, with the largest transformation from roughly 6,500 square feet (former location of Jackson St. parking lot) to 16,335 square feet with the move to Main Street in 2012/2013. This growth also resulted in an increase in vendor spaces from 42 to 99, which was maintained for close to a decade.

Growth has created additional staff responsibilities to service the Market, without a proportionate increase in staff numbers requiring increased cross-departmental 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.

#### **2017-2019 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.

#### **2017-2019 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.

### 201-2019 Completed Actions/Strategies:

- ✓ Conduct an analysis of the use of resources and revenues associated with the Market.
  - Services provided
  - Backstage work to provide services
  - Reporting required by AmeriCorps and grants
  - Operational Overviews data
  - Service needs not being met.
  - Staff health and safety
  - Determine overhead costs associated directly and indirectly with Market
- ✓ Conduct an analysis of alternative organizational structures for management of the Market.
- ✓ 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.
- ✓ Adjust and implement fee changes as directed.
- ✓ Develop a multi-year fee proposal.

### 2017-2019 Staff Performance Measurements & Deliverables:

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

### The following actions/strategies in item 3 have **reached terminal status:**

- ✓ **Equitable and Sustainable Fee Model**
  - 2018-2019: Tier model and associated fees established and implemented with no increases in 2019
  - 2020-2021: No increases; reductions due to COVID-19; 2021 proposal for fees to increase 0-3% in alignment with adopted COLA
  - 2022: 1.2% increase in fees
  - 2023-2026: 3% increase in fees

## Item 4 – 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 regard 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*

### 2017-2019 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.

### 2017-2019 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.

### 2017-2019 Actions/Strategies:

- ✓ Conduct an inventory of infrastructure needs on Main Street for operations, vendors and patrons in the Jackson Street Parking lot. **(oversight provided by Administration and Community Development)**

- Develop a model of future needs based on estimated or desired growth as determined through Market product mix, layout considerations, etc.
- ✓ Develop a needs assessment of patron amenities sought by Market visitors. **(oversight provided by Administration and Community Development)**
- ✓ Develop a plan for a waste-wise market, including audit of prepared food cutlery, and downtown waste infrastructure.
- ✓ Schedule two to three waste education days at the Market.

#### 2017-2019 Staff Performance Measures & Deliverables:

- ✓ Research and submit a report of infrastructure need. **(Move to Market Layout)**
- ✓ Research and submit a report of potential future needs. **(Move to Market Layout)**
- ✓ Research and submit a report of patron amenities desires. **(Move to Market Layout)**
- ✓ Submit a plan to address the Market becoming a waste-wise event.

#### The following actions/strategies in item 4 have **not reached terminal status:**

- ✓ **Aging Downtown Infrastructure**
  - Address via Downtown Streetscape Project with key stakeholders (Administration, Streets Division, Engineering Division, etc.).
  - Market needs are centered around:
    - Increasing power access throughout downtown corridor
    - Improving deteriorating sidewalks, crosswalks, and curbs
    - Balancing tree replacement with shade needs
    - Modernizing amenities and aesthetics (fountain, clock, playground, planters, waste receptacles, etc.)

#### The following actions/strategies in item 4 are **recommended for removal or carryover:**

- ✓ **Waste Wise Plan**
  - The 2017/2018 National Sword policy adopted by China reduced local recycling options
  - Requires consistent volunteers for public education and monitoring to prevent waste and recycling co-mingling (including food and liquid)
  - Requires policy update on permitted packaging and phase-out period for Vendors

## Item 5 – 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 1976. The original strategic plan in 2017 cited visitor estimates to the Market were 84,084 in 2003 with a 96% increase to 164,892 in 2013. Both estimates exceeded the population of Moscow (25,060) and Latah County (37,244) at 4.4 times and 6.7 times, respectively.

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. Additions to the vendor roster reached 125 in 2017. 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.

### 2017-2019 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.

### 2017-2019 Objectives:

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

## 2017-2019 Actions/Strategies:

- ✓ Conduct a needs assessment to capture the issues associated with Market layout.
  - Safety concerns in closing and opening streets.
  - Handicap parking requirements and ability to maintain.
  - Traffic patterns and effect on surrounding streets (e.g. traffic lines on Washington, blocking PD parking area while waiting to load and unload).
- ✓ Conduct analysis of day sheets to determine and prioritize safety risks and develop a plan for mitigating the top three risks.
- ✓ Collect regular data on the following needs assessment items
  - Market layout being too long.
  - Finding vendors is difficult.
  - Shade and other layout factors are impeding business or shopping.
  - Brick and mortar businesses feel “left out”.
  - Desire to promote a “linger longer” atmosphere.
- ✓ 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.
- ✓ Conduct a needs assessment on potential and desirable growth patterns for the Market.

## 2017-2019 Staff Performance Measurements & Deliverables:

- Submit a needs assessment on Market layout needs.
- Submit a report on potential and desirable growth options taking into account decisions regarding Market product mix and the like for the Market.

## The following actions/strategies in item 5 have **reached terminal status:**

- ✓ **Needs Assessments**
  - Dedicated 18 parking spots as temporary ADA for Market Saturdays with regular monitoring
  - Development of Market Zones to ensure healthy product mix
  - Development of wayfinding via social media, info booth iPad map, day-of signage
  - Optimized operations to allow for customer socializing past 1 pm
  - Reinforced and improved neighboring business relationships via social media

The following actions/strategies in item 5 have **not reached terminal status:**

✓ **Safety Concerns**

- Cross-departmental effort to secure funding and staff deployment for industrial street barricades

The following actions/strategies in item 5 are **recommended for removal or carryover:**

✓ **Market Growth & Expansion**

- Second Market “wing” established in 2024 due to waitlist pressure
- Limited options for further expansion

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## References

- Rapid Market Assessments [RMA]** – authored by Larry Lev and John Potter (2003) and authored by Cinda Williams, University of Idaho Extension, Moscow, ID (2009, 2011)
- Five-Year Strategic Plan** – authored by Aaron Zaretsky, Public Market Development, Waterville, NC; February 4, 2013
- Annual Vendor Questionnaires** – developed and implemented by City of Moscow Arts department staff via applications and [managemymarket.com](http://managemymarket.com)
- Sticky Economy Evaluation Device [SEED]** – developed by [marketumbrella.org](http://marketumbrella.org), New Orleans, LA; coordinated and compiled by Amanda Argona, AmeriCorps Volunteer Coordinator
- Neighborhood Exchange Evaluation Device [NEED]** – developed by [marketumbrella.org](http://marketumbrella.org), New Orleans, LA; coordinated and compiled by Amanda Argona, AmeriCorps Volunteer Coordinator, Shopper Exit Interview survey, Resident Interview survey (implemented at downtown businesses on Market day), Vendor survey
- Food Environment Evaluation Device [FEED]** – developed by [marketumbrella.org](http://marketumbrella.org), New Orleans, LA; coordinated and compiled by Amanda Argona, AmeriCorps Volunteer Coordinator
- 2016 Report on the Economic Impacts of the Market** – authored by Steven Peterson, Research Economist and Clinical Assistant Professor, Economics & Stephen Pool, Research Economist; College of Business and Economics – University of Idaho
- Uncovering the Moscow Mystique** – authored by BHW1, LLC; Spokane, WA; a joint project between the Moscow Chamber of Commerce, University of Idaho and City of Moscow