

MOSCOW FARMERS MARKET COMMISSION



Jamie Hill
Chair

~Agenda~

Amanda Argona
Staff Liaison

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

Tuesday, April 2, 2019

4:00 PM

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

WELCOME AND ATTENDANCE

REGULAR AGENDA

1. Approval of Farmers Market Commission March 5, 2019 Minutes (ACTION ITEM)

2. 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 Farmers Market Commission. Please state your name and address for the record and limit your remarks to three (3) minutes.

3. Review Farmers Market Poster Contest Submissions (ACTION ITEM)

The 2019 post contest deadline closed on Wednesday, March 27th. The Market office received thirteen submissions.

PROPOSED ACTIONS: Select and approve finalists for public voting or take other action deemed appropriate.

4. Commission By-laws Review (ACTION ITEM)

Suggest proposed changes to by-laws if needed.

PROPOSED ACTIONS: Approve proposed changes or take other action deemed appropriate.

5. Commission Budget Proposal (ACTION ITEM)

The Commission is provided a budget line item each year. For fiscal year 2019, the Commission was granted \$500. Allocated monies are available for Commission projects.

PROPOSED ACTIONS: Approve proposed budget and associated project or take other action deemed appropriate.

6. Farmers Market Strategic Plan Review and Update (ACTION ITEM)

Review current strategic plan and develop scope of work to complete for 2019 with an appropriate timeline.

PROPOSED ACTIONS: Approve proposed scope of work and timeline or take other action deemed appropriate.

7. Comprehensive Fee Schedule

The Farmers Market Commission opted to defer implementation of a comprehensive fee schedule for the 2019 season and this proposal was accepted by City Council. The development of a comprehensive fee schedule will allow for more predictably to our vendors regarding the annual fee structure. Considerations include implementation date and span of time the schedule covers.

PROPOSED ACTIONS: Develop and propose a comprehensive fee schedule or take other action deemed appropriate.

ANNOUNCEMENTS

1. Proposed Items for Future Agendas

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

2. Moscow Farmers Market Vendor Orientation - April 4, 2019 at the 1912 Center

3. Farmers Market Commission Regular meeting, Tuesday, May 7, 2019 at Moscow City Hall in the Council Chambers

4. 2019 Craft and Food Jury dates - Friday, 3:00 to 6:00 p.m. on June 7 and June 28 at the 1912 Center

ADJOURN

NOTICE: Moscow City Council and committee meetings are televised, videotaped and/or recorded. Individuals attending the meeting who require special assistance to accommodate physical, hearing, or other impairments, please contact the City Clerk, at (208) 883-7015 or TDD 883-7019, as soon as possible so that arrangements may be made.

MOSCOW FARMERS MARKET COMMISSION



Jamie Hill
Commission Chair

~Minutes~

Amanda Argona
Staff Liaison

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

**Tuesday
March 5, 2019**

4:00 PM

**Paul Mann Building
221 E 2nd St.**

The meeting was called to order at 4:03 PM

PRESENT: Jamie M. Hill, David Pierce, Joann Muneta, Renee Love, Linda Heath, Colette DePhelps,

ABSENT: Adam Reed, Jenny Ford,

ALSO IN ATTENDANCE: Amanda Argona, Staff Liaison; Brandy Sullivan, Council Liaison; DJ Scallorn, Administrative Specialist; Davy Frogley, AmeriCorps Programs Coordinator; Steve Peterson, UI Associate Clinical Professor of Economics;

Welcome and Attendance

Chair Hill called the meeting to order.

REGULAR AGENDA

1. Approval of Farmers Market Commission February 5, 2019 Minutes (ACTION ITEM)

Pierce moved that the February 5, 2019 minutes be approved as presented; Love seconded. Motion carried.

2. 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 Farmers Market Commission. Please state your name and address for the record and limit your remarks to three (3) minutes.

No public comment.

3. New Vendor Requests – Amanda Argona

The Market has received requests from the following individuals that do not qualify under current vendor categories or are outside the 200 air mile radius:

a. Remie Murray: A resident of Asotin County that operates a fishing vessel in Bristol Bay for a portion of the summer. Products include individual, boneless, vacuum-sealed, Coho salmon portions ranging from 6 to 8 oz. Product would be available for sale in mid-September. Currently, the Market does not have a vendor offering fresh-frozen fish products to patrons.

b. Ariel Popp: Previous craft vendor that was accepted in 2016. Due to Ariel's lack of attendance for the past two seasons, she will need to re-jury. Products include homemade lotion, greeting cards, miniature works of art (paintings, sculptures, catnip toys), and heat packs with local lentils. Ariel is also interested in adding massage to her booth operations, pending jury acceptance. She envisions offering massage for either \$1/minute or a 5-10 minute massage by donation. She is employed with Carnahan Chiropractic in Pullman and would be advertising for this service. Massage vendors had been classified under the "Busker" category in the past, but that category is now known as "Performance Artist/Busker" and focuses solely on entertainment provided. Currently, individuals offering massage may set-up along the Speaker Space wall.

Staff is seeking direction from Farmers Market Commission on how best to handle these unique requests while keeping with the values of the Moscow Farmers Market.

PROPOSED ACTIONS: Provide staff with further direction.

There are two potential vendors that would like to sell in the Market. The first is a commercial fisherwoman who would like to bring fresh frozen salmon mid-September through October. Currently there are no market vendors that sell fish. This vendor lives in Asotin County and would be doing the fishing herself outside of the 200 air mile radius. Discussion ensued regarding how allowing this vendor to sell might also set a precedence for mushroom foragers (the consensus was that it would not as there are mushrooms to forage within the 200 air mile radius but no Coho salmon) and that there are fish that can be caught and sold within the 200 air mile radius (trout, steelhead, etc.). The Commission came to the consensus that this type of vendor fits within the philosophies of the market.

The second potential vendor previously sold items at the market but has been absent for two consecutive seasons and will need to re-jury her products. This vendor would like to offer their craft products and massage. Discussion ensued regarding, how this vendor might promote her product, how other businesses interact in the market footprint, and how other vendors can't advertise their other businesses at the market. Argona clarified that in the past massage has fallen under the busker, but that this space has become more of a performance only part of the market. Currently, massage is offered at the speaker wall and this has become a location for people who don't meet the policies of the market to setup. The Commission came to the consensus that the craft products can be juried, but that this type of vendor does not fall into the current vendor categories.

4. 2019 Farm Site Visit Updates – Davy Frogley, AmeriCorps (ACTION ITEM)

The market office has been reaching out to agricultural vendors to schedule site visits. As outlined in the Vendor Handbook, "The purpose of a Site Visit is to learn more about a Vendor's operation and ensure compatibility between the on-site practices and the Market's values and philosophies." The current schedule is as follows:

- a. April 9th: Northern WA & ID (Family Garden, SM Produce & Floral, and ShingleMill Blueberry)
- b. April 12th: Lewis-Clark Valley (Hagen's Orchard, Summit to Sea Project Farm, TBD: Brush Creek Creamery)
- c. April 26th: Latah County "B" (Meadowlark Heritage, Palouse Prairie Farms (p.m.), Reverie Farm*)

PROPOSED ACTIONS: Review the current schedule and assign Commissions members to specific dates based on availability or take such other action as deemed appropriate.

Frogley presented the draft 2019 schedule for vendor site visits and said there are some vendors that can't be scheduled in April. The Commission came to the consensus to schedule these visits for May 21st. Frogley said one vendor has dogs and that this vendor will only allow one person to be on the property for the visit and that they must sign a waiver. Discussion ensued regarding how the vendor is within policy as they are not denying entry to the property, that most of their farm can be viewed from the road, that dogs can be put in an area that they don't pose a risk, and that the City Legal Department will need to review the waiver before it is signed. The Commission came to the consensus to have Argona check with the Assistant City Supervisor on how to proceed.

Discussion ensued regarding which Commission members would attend the site visits. Pierce, Hill, Love, and DePhelps volunteered.

REPORTS

1. Strategic Plan Review – Amanda Argona

Argona will send the current plan update to the Commission via email.

Argona asked if the Commission was interested in pursuing the action and strategies for the waste audit. Discussion ensued regarding: how the market is dependent on Latah Sanitation Inc and that they need to be part of the discussion, how without an established commercial composting facility it is not environmentally responsible to switch entirely to compostables, and working with Latah Sanitation Inc and looking at collecting compostables once a month vs the entire season. The Commission came to the consensus to continue looking at this issue.

The branding project may help in offering more sustainable choices, such as drinkware, to limit the amount of single-use plastic waste in the market.

Discussion ensued regarding the unsafe and unsustainable language used in the plan and what may have led to their inclusion (as the market continues to grow it is unsustainable with the current staffing and there are safety concerns that should to be addressed).

Discussion ensued regarding looking at how many more vendors can be added to the current footprint, how adding additional vendors might impact current sellers with similar product, how some tier 2 vendors in the past season were given tier 3 privileges, and how to fill spaces in the market when a tier 3 vendor is not attending a particular day.

2. 2018 Moscow Farmers Market Rapid Market Assessments and Economic Impact – Colette DePhelps and Steve Peterson

DePhelps reported that the 2018 RMA customer counts revealed there to be between 10,000 to 12,000 people coming into the market footprint. The popular entrances are the Moscow Food Co-op, 6th Street, and 3rd Street; with the 4th Street fountain being the entrance with the fewest number of people entering. The majority of shoppers live in Moscow and Pullman. The primary reason people come to the market is for the agricultural products and socializing. The majority of shoppers come weekly with the next greatest frequency being twice a month. Estimated market sales are around \$100,000 per market day.

Peterson reported that given the RMA estimates, his data software program shows that the majority of visitors are new money to the community and that moving to Main Street increased the number of vendors and shoppers in the market. With the data collected from the RMAs and vendor sales reports the market generates an estimated number of 100 jobs in the community.

A draft of the report will be published in the future.

ANNOUNCEMENTS

1. Proposed Item For Future Agendas

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

- 2020 Comprehensive Fee Schedule

2. 2019 Craft and Food Jury dates - Friday, 3:00 to 6:00 p.m. on March 15, June 7, and June 28 at the 1912 Center

3. Love Your Farmer, Love Your Food, 6:00 to 8:00 p.m., March 20, 2019

4. Market Poster Contest submission deadline - by 5:00 p.m., March 27, 2019

5. Farmers Market Commission Regular meeting, Tuesday, April 2, 2019 at Moscow City Hall in the Council Chambers

6. Moscow Farmers Market Vendor Orientation - April 4, 2019 at the 1912 Center

The meeting adjourned at 5:46 PM

Chapter 5

FARMERS MARKET COMMISSION

- Sec. 5-1: Commission Established
- Sec. 5-2: Purpose and Duties
- Sec. 5-3: Organization
- Sec. 5-4: Meetings
- Sec. 5-5: Reports

Sec. 5-1. Commission Established.

There is hereby established a Farmers Market Commission. The word “Commission” when used herein shall mean the Farmers Market Commission.
(Ord. 2013-03, 03/18/2013)

Sec. 5-2. Purpose and Duties.

- A. The purpose of the Commission is to suggest ways to promote and improve the Farmers 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 the Council.
- B. The Commission shall:
 - 1. meet regularly to discuss Market concerns;
 - 2. review and/or propose Market policies and report findings/suggestions to the Council at least annually;
 - 3. work with City staff to suggest ways to promote and improve Farmers Market;
 - 4. advise City staff on Market issues, where requested;
 - 5. keep abreast of trends and opportunities for advancing Market interest, products, standards, and offerings; and
 - 6. create increased awareness of Market needs and opportunities to insure sustainability and responsible management and growth.

(Ord. 2013-03, 03/18/2013)

Sec. 5-3. Organization.

Members.

1. Number. This Commission shall consist of up to nine (9) voting members serving without pay.

2. Commission Makeup.

a. Voting members of the Commission shall meet the following qualification within two (2) years immediately prior to appointment:

i. One (1) season produce Market Vendor;

ii. One (1) season crafts Market Vendor;

iii. One (1) season specialty food Market Vendor;

iv. Moscow Chamber of Commerce representative;

v. University of Idaho Extension representative; and

vi. Four (4) Commission members, where such members and their immediate family have none of the qualifying characteristics of any other voting member in subsection a. during their service on the Commission. For purposes of this subsection vi., “immediate family” shall mean a parent, step-parent, spouse, child, step-child, in-law, grandparent, step-grandparent, grandchild, step-grandchild, aunt, uncle, niece, or nephew of a voting Commission member.

b. Ex Officio Council member. One (1) member of the Council who shall serve as an ex-officio, non-voting member and who shall serve a one (1) year term.

3. Appointment/Vacancy.

a. Appointment. Members of the Commission shall be appointed by the Mayor, with the advice and subject to the approval of the Council.

b. Vacancy. A vacancy in the Commission, occurring other than by expiration of the member’s term, shall

be filled for the unexpired balance of the term by the Mayor, with the advice and subject to the approval of the Council.

c. Removal. A Commission member shall hold office at the pleasure of the Mayor. Any Commission member may be removed from the Commission by the Mayor for any reason, with the advice and subject to the approval of the Council.

d. “No-Show” Removal. Any Commission member may be removed from the Commission by the Mayor following three (3) consecutive absences that are not excused by the Chair.

4. a. Term. Except as otherwise specifically provided herein, the term of office of a Commission member shall be three (3) years or until their successor is appointed by the Mayor and such appointment is approved by the Council.

b. Officers. The Commission shall meet and organize by electing one (1) of its members Chair (and such other officers as may be desired) every year on the first regularly scheduled meeting after January 1 or as soon thereafter as practicable.
(Ord. 2013-03, 03/18/2013)

Sec. 5-4. Meetings.

- A. Open meetings. Every meeting of the Commission or a Commission subcommittee shall be conducted in accordance with the Idaho Open Meetings Law and other applicable law and regulation.
- B. Quorum. A quorum, for purposes of this Commission, is comprised of one-half plus one ($1/2 + 1$) of all currently appointed voting Commission members. A non-voting member of this Commission shall not be considered in determining the number required for a quorum or whether a quorum is present. Where one-half plus one ($1/2 + 1$) of all currently

appointed voting Commission members is a fraction, the number of members required for a quorum shall be rounded up to the next whole number and such number of currently appointed members shall be required to comprise a quorum.

- C. Voting. Except as otherwise provided in this Chapter, every duly appointed member of the Commission shall be eligible to vote on any item before the Commission.
- D. Conduct of meetings. Meetings shall be conducted in a fair and orderly manner likely to lead to a clear, well-reasoned decision.
- E. Subcommittees. The Commission may establish subcommittees comprised of Commission members to advise it and/or to assist it in carrying out Commission purposes.
(Ord. 2013-03, 03/18/2013)

Sec. 5-5. Reports.

The Commission shall make reports from time to time, as requested by the Mayor and/or the Council.
(Ord. 2006-22, 12/18/2006)
(Ord. 2013-03, 03/18/2013)

Mission & Values

To celebrate life on the Palouse by providing the community with the opportunity to buy and sell locally farmed and/or created produce (e.g. crops, meat, cheese, wine, etc.) and distinctive handmade goods. This venue is meant to encourage and support sustainable economic, social and environmental practices.

Access

Providing access to locally grown produce, foods, unique hand-made goods and their producers.

Economic Opportunity

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

Community

Building community by welcoming all residents and visitors, and providing a safe space and opportunity for community engagement, interaction, entertainment, and cultural enrichment.

Information

Increasing awareness of and providing education about, and in support of, health and wellness practices, regional agriculture, sustainability, and sound environmental practices.

Major Challenge Areas

The objective of this report is to establish a clear vision for the future of the Market. Over the next five to ten years, the City of Moscow in conjunction with the Moscow Farmers Market Commission, will use this strategic plan to ensure continued market viability, sustainability, and overall success. By defining the most important issues faced, and establishing goals, objectives, and strategies to address each issue, the Market's actions and activities will be better focused so as to continue the positive impact it has on the Moscow community.

After careful consideration and analysis, five issues, dubbed Major Challenge Areas having the greatest impact on Market operations have been identified. The five areas are:

Duties in Regards to Advisory and Operational Expectations are Unclear and Lack Boundaries

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Market Integrity Threatened by Lack of Clear Policies

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Inequitable and Inefficient Allocation and Distribution of Market Costs

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The Market Faces Immediate and Severe Infrastructure Needs

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Market Layout is Unsafe, Restrictive and Limits Growth Decisions

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The City of Moscow strives to improve access and quality of service in order to meet the growing needs of the Market. Clearly defined and well communicated expectations will ensure efficient use of resources available to the Commission. Increased understanding of the Market's policies by vendors will lead to an enhanced perception of operational integrity between the City, Commission, vendors, and downtown businesses. Further infrastructure investment will also create a safer Market environment, and allow for less restrictive limits on future growth.

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.

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.

Objectives:

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

Completed Actions/Strategies

2017

- ✓ Conduct an analysis of alternative organizational structures that could better serve the Market and the Commission by February 2017.
 - 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 by March 2017.
 - Open meeting guidelines
 - Commission philosophy and roles (commissioners vs. staff)

2018

- ✓ Implement operational (staff-level) performance measurement with objective metrics in order to accurately gauge the operational performance of the Market by March 2017.
 - Develop metrics based on organizational structure determined by February 2017.
- ✓ Develop new Moscow Farmers Market member orientation by December 2018 (**oversight provided by Administration and Human Resources**)
- ✓ Establish regular sub-committees for annual tasks
 - Policy review
 - Jurying

2019 Actions/Strategies Carried Over

- Develop guidelines for Market volunteer needs and expectations by August 2019.
 - To include review of process to be a volunteer at the Market.
 - To include overall City process to be a volunteer.

2019 Actions/Strategies New

- Establish regular Site Visit schedule for vendors.
- Establish regular sub-committee for Site Visit.

Staff Performance Measures & Deliverables:

- 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**)
- Welcome to the Commission packets and onboarding. (**In process**)
- Jury panel training held by September 2019.
- Comprehensive Site Visit schedule determined by October 2019.

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.

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.

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.

Completed Actions/Strategies

2017

- ✓ Develop a vendor guideline document to support mission, values and policies for Market by February 2017.
 - 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 by January 2017:
 - 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 by March 2017.

2018

- ✓ 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:
 - Resale
 - Vendor Representation (family vs. employee, etc.)
 - Definition of “local”
 - Recurring eligibility (reevaluation, inspections, etc.)

2019

- ✓ Reviewed all policies in Vendor Handbook and will continue to review on annual basis.
- ✓ Analyzed market footprint to compare number of vendors versus number of spaces occupied.
- ✓ Established sub-committee for refining and revamping jury process.

2019 Actions/Strategies Carried Over:

- Research and prepare a report for Commission discussion on Market product mix by October 2019:
 - 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, by September 2019.
- Review Market boundary options and implications to clarify Market vendors vs. street vendors by August 2019.

Staff Performance Measures & Deliverables:

- 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)***
- Submit a report on Market product mix consideration by _____. ***(Carried Over)***
- Refine jury process based upon determined vision of Commission regarding Market Product mix by September 2019. ***(In Process)***
- Submit a report on Market boundaries and options by August 2019. ***(Carried Over)***

DRAFT

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.

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.

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.

Completed Actions/Strategies:

- ✓ Conduct an analysis of the use of resources and revenues associated with the Market by January 2017.
 - 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 by February 2017.
- ✓ 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.
- ✓ Adjust and implement fee changes as directed.

2019 New Actions/Strategies:

- Develop a multi-year fee proposal.

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. **(Completed)**
- Develop and present fee proposal for Commission recommendation and City Council consideration by February 2017. **(Completed)**
- Develop a multi-year plan and approach for fee recommendations by June 2019.

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*

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.

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.

Completed Actions/Strategies:

- ✓ Conduct an inventory of infrastructure needs on Main Street for operations, vendors and patrons in the Jackson Street Parking lot by December 2017. ***(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. by December 2018.
- ✓ Develop a needs assessment of patron amenities sought by Market visitors by December 2017. ***(oversight provided by Administration and Community Development)***

2019 Actions/Strategies Carried Over:

- Develop a plan for a waste-site market, including audit of prepared food cutlery, and downtown waste infrastructure by May 2019.
- Schedule two to three waste education days at the Market.

Staff Performance Measures & Deliverables:

- Research and submit a report of infrastructure needs by December 2017. ***(Move to Market Layout)***
- Research and submit a report of potential future needs by December 2017. ***(Move to Market Layout)***
- Research and submit a report of patron amenities desires by December 2017. ***(Move to Market Layout)***
- Submit a plan to address the Market becoming a waste-wise event by December 2019.

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.

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.

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.

Completed Actions/Strategies:

- ✓ Conduct a needs assessment to capture the issues associated with Market layout by May 2018.
 - 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 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.

2019 Actions/Strategies Carried Over:

- Collect regular data on the following needs assessment items beginning May 2019.
 - 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, ongoing.
- Conduct a needs assessment on potential and desirable growth patterns for the Market by December 2019.

Staff Performance Measurements & Deliverables:

- Submit a needs assessment on Market layout needs by November 2019.
- Submit a report on potential and desirable growth options taking into account decisions regarding Market product mix and the like for the Market by November 2019.

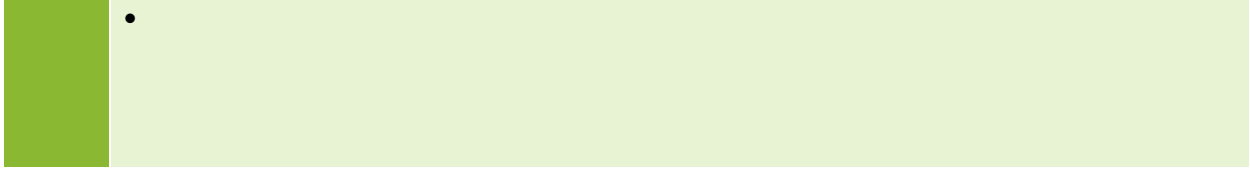
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Summary of Staff Performance Measures & Deliverables

The following performance measurements and deliverables are a summary of the items that will be undertaken and delivered to address the MCAs in order to achieve progress towards the long-term goals and objectives in the next one to two years. As with all significant activities, these initiatives encompass a range of sub-actions and strategies that staff will undertake in order to deliver the necessary information to the Commission for its long-term planning efforts. As these tasks are completed and provide the information necessary to impact the goals and objectives, the Commission and staff will then have the ability to look toward the next iteration of strategies/actions to continue to make additional progress in future years.

January 2017	- Research and submit a report on historical and current resources and revenues associated with the Market by January 2017. - Research and submit an allocation model to capture and represent stakeholders for both economic and social value by January 2017.
February 2017	- Develop and present fee proposal for Commission recommendation and City Council consideration by February 2017. - Vendor guidelines and updated policy documents developed for Commission consideration by February 2017.
March 2017	- Strategic Planning reporting process established by March 2017. - Policy communication and education plan for annual policy update by March 2017. - Annual Commission training held by March 2017.
May 2017	- Staff recommendation regarding organizational structure to Commission by May 2017. - Research and submit a plan to address waste audit finding and potential compost program by May 2017.
July 2017	Develop a multi-year plan and approach to fee recommendations by July 2017.
December 2017	- Volunteer procedures handbook proposed by December 2017. - Research and submit a report on Market product mix consideration by December 2017. - Research and submit a report of infrastructure needs by December 2017. - Research and submit a report of potential future needs by December 2017. - Research and submit a report of patron amenities desires by December 2017.
March 2018	Refine jury process based upon determined vision of Commission regarding Market product mix by March 2018.
May 2018	- Research and submit a needs assessment on Market layout needs by May 2018. - 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.
December 2018	- Research and submit a report on Market boundaries and options by December 2018. - 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.

April 2019	Develop a multi-year fee schedule recommendation for adoption with City Fee Resolution no later than June 2019.
September 2019	Implement new jury selection process via all-Commission member training as recommended by Jury Sub-Committee.
October 2019	Develop comprehensive, semi-annual Site Visit schedule for agricultural vendors.



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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
- Sticky Economy Evaluation Device [SEED]** – developed by marketumbrella.org, New Orleans, LA; coordinated and compiled by Amanda Argona, AmeriCorps Volunteer Coordinator
- Neighborhood Exchange Evaluation Device [NEED]** – developed by 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, 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

	2013E	2014E	2015E	2016E	2017		2018B		2018A
Staffing Costs	\$102,394	\$106,663	\$105,814	\$107,150	\$101,515		\$119,225		\$90,729
Programming Costs	\$15,020	\$12,073	\$12,437	\$10,119	\$16,468		\$37,127^		\$10,576*
Commodity/Service Costs	\$9,904	\$8,114	\$8,061	\$7,842	\$12,025		\$8,500		\$18,751
Total Market Costs	\$127,318	\$126,850	\$126,312	\$125,111	\$130,008		\$164,852		\$120,056
Vendor Fee Revenue	\$33,476	\$39,148	\$44,610	\$46,602	\$46,138		\$49,875		\$50,781
General Fund Support	\$93,842	\$87,702	\$81,702	\$78,509	\$83,870		\$114,977		\$69,275
Vendor Percentage	26%	31%	35%	37%	35%		30%		42%
City Percentage	74%	69%	65%	63%	65%		70%		58%
Average Fee Increases*	0%	3%	0%	5%	0%		0%		0%

E-Estimate

B-Budget

A-Actual

Budget philosophy is to budget conservatively.

^Mistakenly listed equipment purchase in Programming Costs rather than Commodity/Service Costs.

*Closer representation to what we budgeted (\$12,000) for Programming

	2019B	2019B	2019B	2019B	2019B
Staffing Costs	\$101,235	\$101,235	\$101,235	\$101,235	\$101,235
Programming Costs	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Commodity/Service Costs	\$29,974	\$29,974	\$29,974	\$29,974	\$29,974
Total Market Costs	\$141,209	\$141,209	\$141,209	\$141,209	\$141,209
Vendor Fee Revenue	\$50,781	\$50,908	\$51,958	\$51,009	\$50,598
General Fund Support	\$90,428	\$90,301	\$89,251	\$90,200	\$90,611
Vendor Percentage	36%	36%	37%	36%	36%
City Percentage	64%	64%	63%	64%	64%
Average Fee Increases*	0%	2%	4%	Incremental increase to registration	\$10 increase to registration

2020 Fee Proposals

- 2% Increase – Increase all fees 2% across the board
- 4% Increase – Increase all fees 4% across the board
- Registration only increases
 - Incremental % Increase – Increase registration fees only and incrementally according to Tier. Follows the philosophy the current 2018 philosophy of Tier 1 vendors having the lowest registration fee.
 - Tier 1 – 4% increase
 - Tier 2 – 8% increase
 - Tier 3 – 12% increase
 - Flat \$10 registration Increase – Increase all registration fees by \$10

2019	Fees	Tier – 1 (1 – 8 markets)	Tier – 2 (9 – 17 markets)	Tier – 3/Season (18 – 26 markets)
	Annual Registration Fee	\$15	\$50	\$125
	Daily Full Booth Space Fee 11’ x 15’	\$30	\$20	\$15
	Daily Shared Booth Space 5’ x 15’	\$15	\$12	\$9
	Daily Electricity <i>Limited outlets, 16 amp max</i>	\$10	\$10	\$10
	Daily Truck Parking	\$25	\$20	\$15
	Daily Corner Space	\$5	\$5	\$5
	Daily Youth Vendor	\$6	\$6	\$6
	Daily Performance Art	\$7	\$7	\$7

2019 2% increase	Annual Registration Fee	\$15.3	\$51.0	\$127.5
	11' x 15'	\$30.6	\$20.4	\$15.3
	5' x 15'	\$15.3	\$12.2	\$9.2
	Daily Electricity	\$10.2	\$10.2	\$10.2
	Daily Truck Parking	\$25.5	\$20.4	\$15.3
	Daily Corner Space	\$5.1	\$5.1	\$5.1
	Daily Youth Vendor	\$6.1	\$6.1	\$6.1
	Daily Performance Art	\$7.1	\$7.1	\$7.1
2019 4% increase	Annual Registration Fee	\$15.6	\$52.0	\$130.0
	11' x 15'	\$31.2	\$20.8	\$15.6
	5' x 15'	\$15.6	\$12.5	\$9.4
	Daily Electricity	\$10.4	\$10.4	\$10.4
	Daily Truck Parking	\$26.0	\$20.8	\$15.6
	Daily Corner Space	\$5.2	\$5.2	\$5.2
	Daily Youth Vendor	\$6.2	\$6.2	\$6.2
	Daily Performance Art	\$7.3	\$7.3	\$7.3
2019 incremental registration	Annual Registration Fee	\$16	\$54	\$140
	11' x 15'	\$30	\$20	\$15
	5' x 15'	\$15	\$12	\$9
	Daily Electricity	\$10	\$10	\$10
	Daily Truck Parking	\$25	\$20	\$15
	Daily Corner Space	\$5	\$5	\$5
	Daily Youth Vendor	\$6	\$6	\$6
	Daily Performance Art	\$7	\$7	\$7
2019 \$10 increase registration	Annual Registration Fee	\$25	\$60	\$135
	11' x 15'	\$30	\$20	\$15
	5' x 15'	\$15	\$12	\$9
	Daily Electricity	\$10	\$10	\$10
	Daily Truck Parking	\$25	\$20	\$15
	Daily Corner Space	\$5	\$5	\$5
	Daily Youth Vendor	\$6	\$6	\$6
	Daily Performance Art	\$7	\$7	\$7

Total cost broken down per day (registration fee and 11'x15' space)

Tier 1 rates/day	2019	4% increase to Registration	Difference	2% overall increase	Difference	4% overall increase	Difference	\$10 increase to Registration	Difference
1	45.00	45.60	-0.60	45.90	-0.90	46.80	-1.80	55.00	-10.00
2	37.50	37.80	-0.30	38.25	-0.75	39.00	-1.50	42.50	-5.00
3	35.00	35.20	-0.20	35.70	-0.70	36.40	-1.40	38.33	-3.33
4	33.75	33.90	-0.15	34.43	-0.68	35.10	-1.35	36.25	-2.50
5	33.00	33.12	-0.12	33.66	-0.66	34.32	-1.32	35.00	-2.00
6	32.50	32.60	-0.10	33.15	-0.65	33.80	-1.30	34.17	-1.67
7	32.14	32.23	-0.09	32.79	-0.64	33.43	-1.29	33.57	-1.43
8	31.88	31.95	-0.07	32.51	-0.64	33.15	-1.28	33.13	-1.25

Tier 2 rates/day	2019	8% increase to Registration	Difference	2% overall increase	Difference	4% overall increase	Difference	\$10 increase to Registration	Difference
9	25.56	26.00	-0.44	26.07	-0.51	26.58	-1.02	26.67	-1.11
10	25.00	25.40	-0.40	25.50	-0.50	26.00	-1.00	26.00	-1.00
11	24.55	24.91	-0.36	25.04	-0.49	25.53	-0.98	25.45	-0.91
12	24.17	24.50	-0.33	24.65	-0.48	25.13	-0.97	25.00	-0.83
13	23.85	24.15	-0.31	24.32	-0.48	24.80	-0.95	24.62	-0.77
14	23.57	23.86	-0.29	24.04	-0.47	24.51	-0.94	24.29	-0.71
15	23.33	23.60	-0.27	23.80	-0.47	24.27	-0.93	24.00	-0.67
16	23.13	23.38	-0.25	23.59	-0.46	24.05	-0.93	23.75	-0.63
17	22.94	23.18	-0.24	23.40	-0.46	23.86	-0.92	23.53	-0.59

Tier 3 rates/day	2019	2% overall increase	Difference	\$10 increase to Registration	Difference	12% increase to Registration	Difference	4% overall increase	Difference
18	21.94	22.38	-0.44	22.50	-0.56	22.78	-0.83	22.82	-0.88
19	21.58	22.01	-0.43	22.11	-0.53	22.37	-0.79	22.44	-0.86
20	21.25	21.68	-0.43	21.75	-0.50	22.00	-0.75	22.10	-0.85
21	20.95	21.37	-0.42	21.43	-0.48	21.67	-0.71	21.79	-0.84
22	20.68	21.10	-0.41	21.14	-0.45	21.36	-0.68	21.51	-0.83
23	20.43	20.84	-0.41	20.87	-0.43	21.09	-0.65	21.25	-0.82
24	20.21	20.61	-0.40	20.63	-0.42	20.83	-0.63	21.02	-0.81
25	20.00	20.40	-0.40	20.40	-0.40	20.60	-0.60	20.80	-0.80
26	19.81	20.20	-0.40	20.19	-0.38	20.38	-0.58	20.60	-0.79