Moscow Farmers Market
Strategic Plan

The Moscow Farmers Market is a continued community tradition. Since its inception as a small, grassroots gathering nearly 40-years-ago, it is now recognized as the number one farmers market in the state of Idaho. Celebrating local farmers, artists, craft
This page intentionally left blank.
# Table of Contents

Message from the Moscow Farmers Market Commission ......................................................... 1
Preface and Acknowledgements .......................................................................................... 3
Overview of the Strategic Planning Process ....................................................................... 5
Driving Forces and Trends Shaping the Market ................................................................. 7
Moscow Farmers Market History & Accomplishments ....................................................... 9
  Moscow Farmers Market’s Inaugural Year – 1976 ......................................................... 9
  Entertainment at the Market – 1978 ............................................................................ 9
  Farmers Market Advisory Board – 1978 ..................................................................... 10
  The Market Moves Downtown – 1980 ................................................................. 10
  Market Manager Hired – 2004 ................................................................................ 10
  Information Tent Established at the Market – 2007.................................................. 10
  Policies Introduced to the Market – 2008 .............................................................. 11
  Shop the Market – 2008 ......................................................................................... 11
  Food Jury/Craft Jury – 2008 .................................................................................... 11
  Farmers Market Promotion Program FMPP – 2010 ................................................. 12
  Idaho Farmers Market Association – 2010 ............................................................. 13
  Social Media – 2011 .............................................................................................. 13
  The Market moves to Main Street – 2012 .............................................................. 13
  Manage My Market Software – 2012 ................................................................. 13
  USDA Rural Business Enterprise Grant – 2012 .................................................... 14
  Market Poster – 2012 ............................................................................................ 14
  First Amendment Resolution Adopted – 2012 ....................................................... 14
  Moscow Farmers Market Commission Established – 2013 .................................... 15
  Site Visits – 2013 .................................................................................................. 15
  Canning Grants – 2013 ......................................................................................... 15
  High Five Program – 2013 ................................................................................... 16
  AmeriCorps – 2013 .............................................................................................. 17
  Highway Banners Installed – 2014 ......................................................................... 17
  Beer and Wine Sales – 2014 .................................................................................. 17
  Number One Farmers Market – 2014, 2015 & 2016 ............................................... 18
  City of Moscow Adopts Strategic Plan – 2015 ....................................................... 18
This page intentionally left blank.
Message from the Moscow Farmers Market Commission

The Moscow Farmers Market is a treasured and vibrant part of our community. It serves to provide locally grown produce and quality wares, as well as bringing the community together in ways no other event or service does. Whether one is there to purchase their weekly groceries, or simply to enjoy the music and socialize, the experience of the Market promotes a sense of place and helps citizens feel tied to their community.

The Moscow Farmers Market is unique in its ability to stay rooted to the original purpose and charm of a local market, while growing and progressing with trends and needs. The variety of stakeholders invested in the Moscow Farmers Market means that each decision can have great impact on our residents, vendors, local business, city staff, and more. This strategic plan will provide a framework to approach the existing needs of the Market and help navigate new challenges and opportunities as they arise. The Farmers Market Commission identified key values which reflect the vital components of what makes our Market so wonderful: access, economic opportunity, community and information. These values are woven throughout the strategic plan to ensure that each decision protects the essential components of our market.

Thank you Moscow City Staff for taking on the strategic planning process and investing your time into the Market’s future. Thank you vendors. We are immensely grateful for the variety and quality of service you bring to the Market. Lastly, thank you Moscow residents and all participants of the Market. We hope this plan serves your Market well and that you continue to enjoy this beautiful piece of our community for years to come.
Preface and Acknowledgements

Jen Pfiffner, Assistant City Supervisor – City of Moscow

Developing the strategic plan for the Moscow Farmers Market has been a true labor of love for all involved. The Market’s importance as a community institution is seen in the passion of the entire community, but perhaps most fervently in the members who volunteer their time to serve on the Market Commission. As noted many times throughout this process and document, the Market is a thriving, vibrant, terrific community experience that is a hallmark of Moscow. This plan was developed in order to maintain its vitality for many years to come.

Integral partners in this planning process included the Administration and Arts Departments as professional staff and technicians, as well as the Moscow Farmers Market Commission as representatives of the many facets of the Market itself. The resulting plan ensures mutual interests of a diverse group to better support and foster partnerships and relationships for the Market. The process included group decisions throughout that were based on research, data, thoughtfulness, and an agreed upon sense of the future growth of the Market. Organizationally, this plan provides direction to technicians and professional staff to allow them to assist in achieving the organization’s mission as determined by the stakeholders of the Market.

This process has established clear long-term goals that are vital to sustaining and improving the Market’s vitality and prosperity. The Major Challenge Areas identified herein are the result of a professional staff-driven process. Staff will continue to provide information and feedback to the Commission in a realistic and objective manner that allows Commission members to provide informed guidance as we move forward to address some very complex challenges.

We look forward to continuing to serve the Commission in their work and to ensure the continued success of the Moscow Farmers Market!

COMMISSIONERS
Erin Carroll - Chair
At-Large Representative
Berto Cerrillo – Vice-Chair
At Large Representative
Linda Heath
Crafts Vendor Representative
Marc Miller
Produce Vendor Representative
Joann Muneta
At Large Representative
Kim O’Neill
Chamber of Commerce Representative
David Pierce
At-Large Representative
Jeremy Ritter
Specialty Food Vendor Representative
Cinda Williams
University of Idaho Extension Representative
Walter M. Steed
Council Liaison

CITY STAFF
Gary J. Riedner
City Supervisor
Jen Pfiffner
Assistant City Supervisor
Kathleen Burns
Arts Director
Daniel Stewart
Market Manager
Jessica Brierly
AmeriCorps Volunteer Coordinator
Zach Ellis
Videographer/Sound Tech
DJ Scallorn
Arts Assistant
This page intentionally left blank.
Overview of the Strategic Planning Process

Strategic planning is considered an excellent tool for an organization to develop a clear path into the future with checkpoints allowing for course corrections and celebrations of success along the way. To determine this path for the Market, several steps were established to develop a mutually agreed upon focus that considers carefully where the Market is today, as well as available resources and tenets it embodies and desires to pursue.

The planning process consisted of a review of present Market conditions including all previously gathered data and reports. Further, an examination of the resources available to the Market and the challenges it faces was conducted to determine potential opportunities or obstacles.

The group looked to the Market’s current mission and values statement and determined that those sentiments truly encapsulate the Market. This information was used to then identify the Major Challenge Areas (MCAs) the Market faces at this time. To address those MCAs, the group worked to develop forward thinking long-term goals, supported by shorter-term objectives, and annual actions/strategies designed to further the mission of the Market.

This plan will provide a helpful guide for the organization to assist in future decision making processes. It is a valuable guide for considering unanticipated opportunities or challenges. The plan will also provide for regular reports of measurable successes given the outline of annual, 1-5 years, and 5 plus year benchmarks. In addition, the document will provide for the continuity of planning as individuals move in and out of roles within the organization.

- **Resources**
  - NEED, FEED, SEED, Manage My Market, Economic Impact Report, Zaretsky 5-Year Plan, City of Moscow Strategic Plan

- **Mission Statement**
  - Brief, general description of the direction an organization is taking

- **Long-Term Goals**
  - Measurable accomplishments related to the mission
  - 5+ years

- **Objectives**
  - Work to support the achievement of long-term goals
  - 1 to 5 years

- **Actions/Strategies**
  - Specific tasks to support strategies
  - Annual tasks
This page intentionally left blank.
Driving Forces and Trends Shaping the Market

There are a number of converging variables and driving forces that impact the Moscow Farmers Market, which have been identified in the planning process. In order to develop the Market’s strategic plan, staff took time to consider the issues they see from a professional standpoint, analyze how those could impact the community, and then worked to develop initiatives and strategies that can reduce or eliminate harmful outcomes, while increasing beneficial outcomes.

Several variables are problematic as the City of Moscow plans for the future. The Market faces issues of unclear policies and expectations, inequitable and inefficient allocation and distribution of resources, safety and growth concerns, and significant infrastructure needs.

The most important drivers faced by the Moscow Farmers Market include:

The Market as an Economic Driver…

The Market serves as a community business incubator encouraging entrepreneurship and fostering new business innovations. Many local firms found their start with the Market, and there are over 25 individual firms with close connection to the Market. Many of these firms might not exist if it were not for the Market.

As noted in the 2016 Economic Impact Study conducted by Steve Peterson, Economist at the University of Idaho¹, the Market has an estimated economic impact that includes 94 annual jobs with wage and salary payments of $1,684,591 contributing to a total output of $3,940,260. Output is the broadest measure of the economic multiplier impacts of which wages and salary impacts are a subcomponent. Of the total visitors to the Market approximately 35% are from out of town, bringing new money to the Moscow economy.

Service Delivery and the Market…

The Market has an annual average visitor growth rate of approximately 7%. This is reflected in the Rapid Market Assessments conducted by the University of Idaho Extension. In 2003 estimated visitors were 84,084 as compared to the 2013 visitor estimate of 164,892². One of the key factors to maintaining such a growth rate is management and planning to enhance service, balance the variety of products, effectively maintaining the overall value of the Market.

The Market’s Role in Placemaking…

The Market is a key Moscow feature and is considered an important part of the community. It now plays a major role in contributing to the overall brand of Moscow, which in turn attracts more shoppers to Moscow, makes Moscow a more desirable place to live and work, and facilitates entrepreneurship and new business creation within the region.

¹ 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
Moscow Farmers Market History & Accomplishments

As discussed throughout the planning process, the Moscow Farmers Market is a vibrant and healthy event that serves and upholds its mission and values. Given its tremendous success and the great importance both as an economic driver as well as a social community-building activity, planning was taken on to ensure the Market’s vibrancy and health well into the future.

Moscow Farmers Market’s Inaugural Year – 1976

The Market began as a Moscow Food Co-op venture in 1976. The Market began with a few farmers and was located in the parking lot behind the current City Hall building. Co-op volunteer Dorothy MacEachern was the initial organizer of the Market in 1976. She and other volunteers recruited the first season’s vendors. In 1977, Moscow Citizen Linda Pall joined the City Council and helped transition management of the Market to the Moscow Arts Commission in 1978.

Entertainment at the Market – 1978

Music is a wonderful component of the Market that the citizens of Moscow love and enjoy. The Market has provided live entertainment since 1978. For the past 20 years the Market has compensated musicians based on the size of the group. Solo musicians are paid $50 while larger groups or bands are paid as much as $150. Additionally, the Market contracts on a non-paid basis with local musicians and performers who are allowed to play for tips.
Farmers Market Advisory Board – 1978
Beginning in 1978, the Market was overseen by the City Council, with the coordination of the Market designated to the Moscow Arts Commission (MAC). Shortly thereafter a vendor elected and driven group was organized by Market vendors to provide input into general policy oversight which became the Farmers Market Advisory Board (FMAB). This group was a champion for the Market and helped to establish foundational policies, procedures, and practices that still inform decision making today.

The Market Moves Downtown – 1980
With the development of Friendship Square in 1980 the Market found a new home in the Jackson Street Parking Lot.

Market Manager Hired – 2004
In 2004, the City of Moscow authorized hiring a part-time Market Manager to assist the Moscow Arts Commission and Arts Department in running the annual event. Since that time several individuals have contributed in that role that has become a key position for maintenance and organization of the event.

Information Tent Established at the Market – 2007
The City of Moscow Information tent was established in 2007 and offers a number of services at the Market. It is a place where patrons can obtain information about the Market, locate their favorite vendors, find directions to the closest bathroom or ATM, pick-up information, find recipe cards, sign up for the Market newsletter, turn in and pick-up lost and found items, and receive first aid. The tent offers table space for the Shop the Market program. With Shop the Market, area families can use EBT or SNAP benefits to purchase fresh fruits, vegetables, bread, meat, eggs, honey, plant starts, and other food items from Market vendors. By visiting the City
Tent patrons receive "Market Money" which vendors will accept for approved purchases. The tent offers a place for vendors to pay fees, receive stamps on their WIC (Women, Infants, and Children) and SFMNP (Senior Farmers Market Nutrition Program) checks, and receive reimbursement for Market money. The tent is a place where staff can congregate while between tasks, interact with the public, and provide information on that Market day’s events.

**Policies Introduced to the Market – 2008**

Since the first drafted Market policies in 2008, market policies have been a key topic of discussion for the Market. As the organization has evolved over time from the Farmers Market Advisory Board to the Moscow Farmers Market Commission in 2013 so have policies. In part, the purpose of the Commission is to review Market policies, keep abreast of trends and opportunities for advancing Market interests, products, standards, and offerings. In keeping with the mission and values of the Market the policies are drafted from input sent to the City Council, recommendations by the Moscow Farmers Market Commission and from public and City staff input. The draft recommendations are then accepted (or adjusted) and approved by the City Council. In 2011, the Market policies included Market location and schedule, as well as food labeling requirements and expectations for vendor conduct. The 2016 Market policies have grown to include various other guidelines and regulations. Due to the growth and development of the Market, these policies are updated annually to meet the values of the Market while ensuring success and compliance with national, state, and local level regulations.

**Shop the Market – 2008**

Shop the Market began as a pilot program designed to expand local consumer choices for low-income families across the Palouse. Starting in September 2008 and continuing today, the City has partnered with Backyard Harvest to support families in the region allowing them to use their food stamp benefits at the Market. The program provides access to nutritionally sound locally grown food sources for local residents and provides a sense of belonging and an inclusive atmosphere for a group that otherwise may be overlooked at the Farmers Market.

The Market was the first in Idaho to establish a food stamp benefits program and has assisted many other markets in establishing similar programs.

**Food Jury/Craft Jury – 2008**

Beginning in 2008, a jury process was developed to evaluate all new craft and food applicants interested in becoming Market vendors. This process has grown and become more formal since it began in 2008.

The jury process allows for vetting of vendors and guarantees that each vendor will meet the policy requirements and standards necessary for their product type, while also ensuring high quality items that are compatible with the Market.
Farmers Market Promotion Program FMPP – 2010
The purpose of the USDA Farmers Market Promotion Program (FMPP) is to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets by developing, improving, expanding, and providing outreach, training, and technical assistance to, or assisting in the development, improvement, and expansion of, domestic farmers markets, roadside stands, community-supported agriculture programs, agritourism activities, and other direct producer-to-consumer market opportunities.

A USDA Farmers Market Promotion Program (FMPP) grant received in 2010 enabled the Market to provide vendor training, establish Market cooking classes, conduct a Rapid Market Assessment and purchase supplies.

The grant provided for collaborative and coordinated trainings to help vendors, all agencies involved, and City staff guarantee compliance. The trainings for vendors have been expanded over time with the increase in required permits, licenses and inspections. In order to accommodate compliance requirements, the Market staff have compiled contact lists for permits and licensing which includes 14 different agencies, while also providing vendor training on a regular basis.

The grant allowed Market staff to hire University of Idaho dieticians to provide cooking classes at the Market. These classes promoted healthy dishes and featured vendor products that continue to this day.

This grant also provided funding for the Market to purchase equipment including tables, chairs, tents and more, including the customer favorite red wagons. These wagons are beloved by Market patrons and provide easy transport of fresh fruits, vegetables, and other Market purchases.
Idaho Farmers Market Association – 2010
Established in 2010, IFMA was created to support and promote the sustainability of farmers markets in Idaho through education, outreach and advocacy to ensure healthy food access for all Idahoans. The Market was involved in the creation of the IFMA. City of Moscow staff served as the first chair of the IFMA board and in 2016-2017 held the vice-chair position as well.

Social Media – 2011
The Market joined Facebook on May 13, 2011. By the end of that season the page had 50 ‘fans’. Since this initial launch, the Market Facebook page has grown to 4,632 (as of November 28, 2016). The page is used to reach customers, vendors, and fans of the Market. The Market Twitter page was created in October 2012. This page has grown to 270 followers (as of November 28, 2016) and includes 1,266 tweets and growing. The Market has an online presence on a number of pages, including: Yelp; TripAdvisor; Foursquare; Local Harvest; Visit Idaho; Soil Mate; Idaho Preferred; and the USDA Agricultural Marketing Service.

The Market moves to Main Street – 2012
Due to its overwhelming success, the Market more than doubled its available vendor space from 42 to 99 spaces, when it relocated from its original location within the Jackson Street parking lot to the entirety of Main Street between third and sixth, including Friendship Square. Market attendance has visibly increased since the move to Main Street. RMA\(^3\) data supports that increase with estimates of 3,324 visitors in 2003; 5,017 in 2009; and 5,329 in 2011, while the Market was in the Jackson Street Parking Lot. The SEED\(^4\) study completed in 2013 while the Market was on Main Street estimated 6,342 visitors at the time of study. Attendance is projected to continue growing in due to community popularity and vendor participation.

Manage My Market Software – 2012
In 2012 the software Manage My Market was researched as a tool for processing vendor paperwork. In 2013 the program was used primarily to track season vendor applications and paperwork. Manage My Market was an improvement over using multiple excel spread sheets and other programs and allowed staff to track and process vendor paperwork in a single program. Beginning in 2014 the system was utilized Market wide and staff began tracking vendor payments in the program. In 2016 vendors began using Manage My Market to report their annual gross sales.

\(^3\) 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)
\(^4\) Sticky Economy Evaluation Device [SEED] – developed by marketumbrella.org, New Orleans, LA; coordinated and compiled by Amanda Argona, AmeriCorps Volunteer Coordinator
**USDA Rural Business Enterprise Grant – 2012**

The City of Moscow took on a comprehensive planning process for the Market with the assistance of a USDA Rural Business Enterprise Grant. The process for development of the plan included several public meetings, Market site visits, vendor meetings and public meetings. While the project did not result in an adopted strategic plan, the work conducted through the process recommended and resulted in the expansion of the Farmers Market Advisory Board into a full City Commission and provided for much needed data collection that was integral to future planning efforts, including this plan.

**Market Poster – 2012**

The annual Market poster contest began in 2012 and commemorated the 35th anniversary of the Market. The call for submissions was open to everyone regardless of age or experience. The selected artist was Becca Derry and her design was used to promote the Market on social media and in print. Since the initial call, the yearly contest has been restricted to a 200 air mile radius of Moscow, Idaho with exemptions made for University of Idaho and Washington State University students. In 2014 the selection process was amended to a jury selecting two finalists. The poster designs for these finalists are posted on the City of Moscow’s website for a limited time where the public voted to select their favorite. By the end of this selection window, the poster design with the most votes is selected as the Market poster.

**First Amendment Resolution Adopted – 2012**

When the Market moved to the Jackson Street Parking Lot in 1980, Friendship Square became a busy Saturday morning location. In 1980, many groups and individuals took advantage of the opportunity to reach out to community members with their information, ideas, petitions and messages by setting up tables along the South Wall of Friendship Square during Market time, establishing what was referred to by many as the “Non-Profit Wall.” This use continues to the present day.
An increased use of this public space resulted in multiple individuals and groups seeking to access the Market audience and participants by utilizing a portion of Friendship Square on Market days. In 2012, City Council recognized this constitutional practice of Free Speech by passing Resolution 2012-05 and 2012-12 in accordance with Market policies which limits free speech activities during the Market to this assigned space in Friendship Square. Other parts of Friendship Square are available for pedestrians, music and other arts performances, emergency access, playground uses and visiting in a multiple use accommodation that is consistent with the law, City goals and values.

Moscow Farmers Market Commission Established – 2013

The Moscow Farmers Market Commission was created March 18, 2013 with a charge 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 the Council. Membership for the Commission includes three Market vendors, a Chamber of Commerce representative, a representative from the University of Idaho Extension, and four at-large community positions.

Site Visits – 2013

The Commission and City staff began conducting site visits of produce and ag product vendors to learn more about their production practices, to improve communication, and to verify that products sold at market are accurately represented. The site visit process is outlined in Market policy to provide an opportunity to educate and address any concerns among market vendors, customers, and the community about the validity of the vendors’ product quality and production practices. During the site visits a review of what vendors are growing and producing is conducted and inquiries about production practices are made. Like the jury process for food and crafts, site visits are designed to ensure high quality items that are compatible with the Market.

Canning Grants – 2013

In 2013 the Market was one of thirty markets throughout the United States to receive a grant from Jarden Home Brands to offer canning demonstrations. The Discover You Can Learn, Make, Share℠ program was designed to teach at-home canning and support awareness of the benefits of canning for healthy, sustainable living while bringing communities together to make and share farm fresh recipes. In 2013, the grant provided the Market with a $1,200 stipend for conducting demonstrations (raspberry jam; apricot jam; peaches; dilly beans/pickling; tomato sauce; and salsa); a variety of Jarden products to raffle; equipment; and promotional items. With the stipend a temporary University of Idaho dietetic student was hired to assist with the canning demonstrations. Also, the...
Market partnered with the University of Idaho Extension and various vendors to lead demonstrations.

In 2014, the Market was provided with a $1,200 stipend for conducting demonstrations; raffle items, additional equipment, and promotional materials. Market staff and vendors led a variety of demonstrations using Market products. In addition to the stipend offered by this grant, the Market was awarded an additional $550 in prize money from Jarden.

In 2015, the Market was provided with a vacuum sealing system and tools; food saver bags; and banners. The Market featured demonstrations on marinating meat; food saved berries; food saved cheese; and salad in a jar. During the Market season a food sealing station was also made available for patrons to use and learn about vacuum sealing.

**High Five Program – 2013**
The High Five Children’s Health Collaborative, powered by the Blue Cross of Idaho Foundation for Health awarded $750,000 to four Idaho cities to combat childhood obesity in 2013. The Collaborative also awarded an additional $30,000 to three cities as part of an Ambassador Program, including the City of Moscow.

Through this grant, the City implemented the High Five program to develop opportunities and incentives for youth to improve their healthy eating habits and physical activity behaviors. The program includes a passport system for free fruits and vegetables for walking/biking to the Market and free kids cooking classes and fruit and veggie tastings at the Market based on a fruit/vegetable calendar.
AmeriCorps – 2013
Beginning in September 2013 the City of Moscow Arts Department began utilizing the services of an annual AmeriCorps service member. In 2013, the AmeriCorps member assisted as an integral part of Market operations and by planning and implementing Market Umbrella’s data collection programs, NEED, FEED and SEED. These studies assess the economic and social value of the Market and provided key data on the impact of the Market. In 2014, the AmeriCorps member presented to various groups and organizations information about the Market; planned and helped develop the Know Your Farmer, Know Your Food program, and assisted at the Market. In 2015, the position was designated the AmeriCorps volunteer coordinator for the Market and helped generate a volunteer base for the Market; organized the Love Your Farmer, Love Your Food program; developed a Chefs at the Market program; and was an integral part of the running and operations of the Market. In 2016, the AmeriCorps member will continue planning and development of Market events, management of the High Five Passport Program, and continued work on volunteer coordination.

Highway Banners Installed – 2014
A partnership with the Idaho Transportation Department allowed the installation of three over the street Market banners on Highway 95 north and south as well as Highway 8 to the west. The banners help to direct visitors to the community to the Market in its current location on Main Street.

Beer and Wine Sales – 2014
In 2014, the Commission recommended to the Council a proposal for craft beer and wine at the Market. With the Palouse and LCSC Valley rich in local craft wineries and breweries, the Commission viewed such a proposal as a great opportunity to enhance the local branding of Moscow. The City of Moscow unanimously passed Resolution 2014-18 allowing for the sale and sampling of beer and wine at the Market. With three Saturday Markets left in the year, local brewers and vintners took advantage of the opportunity to showcase their product at the Market.

In 2014, the Market was ranked 42 out of 100 most celebrated Farmers Markets in the nation through surveys conducted by American Farmland Trust, a national nonprofit dedicated to saving farmland for the next generation.

In 2015 and 2016, the Market was rated the number one farmers market in the State of Idaho and one of the top 20 farmers markets in the nation by American Farmland Trust.

These celebrations encourage market customers, family farmers, and community members – anyone who believed they had the best farmers market in the country – to endorse their market in four unique areas: Focus on Farmers, Healthy Food for All, Pillar of the Community, and Champion for the Environment.

In 2016, the Market rankings are:

- People’s Choice: 1st in Idaho and 15th Nationwide
- Focus on Farmers: 1st in Idaho and 16th Nationwide
- Healthy Food for All: 1st in Idaho and 16th Nationwide
- Pillar of the Community: 1st in Idaho and 14th Nationwide
- Champion for the Environment: 1st in Idaho and 16th Nationwide

City of Moscow Adopts Strategic Plan – 2015

The City of Moscow continually works to improve service to citizens and in 2015 revised its approach to managing the community challenges faced by local government through a comprehensive strategic planning process.

As the City began developing the FY2016 budget, the organization undertook the very important process of identifying the major challenges the City faces. These major challenge areas more directly illuminate the underlying issues the City is always conscious of and works to mitigate. Issues include topics such as streets, public safety, infrastructure, recreation, customer service and more. Of course, they also address internal services and how the City can improve its basic operation as it provides a broad range of services while planning for a challenging future.
Included in that process, as a City service, the Market was recognized as facing challenges in the coming years. Given the importance of the Market’s inclusion in that planning process, the Commission and staff recognized the importance of conducting and crafting a strategic plan specific to the Market.

**Washington State WIC and SFMNP Benefits – 2016**

The Market began accepting Women, Infants and Children (WIC) and Senior Farmer Market Nutrition Program (SFMNP) benefits from Washington State on July 11, 2016. The WIC program provides benefits to lower income families and the SFMNP provides benefits to lower income adults over 60.

**Select 25 – 2016**

The Select 25 program supports those who promote health and wellness; assist individuals with special needs; create safe environments; and build strong communities. Each year, they award $2,500 to 25 winners throughout Idaho. The donations are to be used to help individuals and organizations make a healthy difference in Idaho communities. The City of Moscow was selected as an award winner in 2016 for their work involving the High Five program.

**Community Branding Study Recognizes Market Importance – 2016**

The City of Moscow in partnership with the Moscow Chamber of Commerce and the University of Idaho conducted an in-depth branding research and development project that was completed in 2016. Research was focused on determining the specifics that make Moscow, Idaho the unique community it is. Of the common themes revealed, the Market ranked in the top twenty topics that were most frequently mentioned in surveys and during stakeholder interviews. The mentions spoke to the important contribution the Market makes to Moscow’s community and culture.
Moscow Farmers Market Economic Impact Study – 2016
In April of 2015, the City of Moscow undertook development of an economic impact study of the Market. The City partnered with Steve Peterson, University of Idaho, Department of Business and Academic Faculty to conduct the study. The study is designed to determine the economic impact the Market contributes to our local economy on an annual basis. The study is completed and is available on the City’s website as of October 13, 2016.

The study concluded that the Market contributes significantly to the local and regional community through development of new businesses, as well as, the draw and positive impact it has on local tourism. Findings from the study also include confirmation of the recent Community University Strategic Partnership’s community branding project that identifies the Market, among several other unique Moscow features as highly important to the community in a social sense.

Downtown Restrooms Approved – 2016
After several years of discussions and attempts to plan and construct a downtown restroom facility, in 2016 a facility design was approved and construction began. Construction began in November of 2016 in the Jackson Street Parking Lot. The facility will serve not only the Market, but other downtown events and visitors as well.

Market Celebrates 40 Years – 2017
With the completion and adoption of this document in January of 2017, plans are already underway to celebrate the 40th year of the Moscow Farmers Market. The Moscow Farmers Market Commission and the City of Moscow look forward to celebrating the Market, its traditions and its importance to our community throughout the 2017 season.
Desired Legacies for the Market

Moscow is a community rich in history and proud of its rural heritage and affiliation with Idaho’s only land-grant university. The City’s vision reflects its history and its deep commitment to the preservation of those attributes that make it a successful place to live and work. The Commission and staff have taken time to consider this dedication and agree upon a collective vision for Moscow and the role of the Market in the Moscow community. That vision is characterized for enhanced access, bolstering economic opportunity, building community, and increased information for the Market and its patrons. The mission and values are vital to that vision and will remain essential guideposts for future planning.

Mission

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.

Values

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.
This page intentionally left blank.
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**

**Market Integrity Threatened by Lack of Clear Policies**

**Inequitable and Inefficient Allocation and Distribution of Market Costs**

**The Market Faces Immediate and Severe Infrastructure Needs**

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

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.
Actions/Strategies:

- 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
- 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 Commission (advisory) training, education and resources to better assist members by March 2017.
  - Open meeting guidelines
  - Commission philosophy and roles (commissioners vs. staff)
- Develop guidelines for Market volunteer needs and expectations by December 2017.
  - To include review of process to be a volunteer at the Market.

Staff Performance Measures & Deliverables:

- Strategic Planning reporting process established by March 2017.
- Staff recommendation regarding organizational structure to Commission by May 2017.
- Annual Commission training held by May 2017.
- Volunteer procedures handbook proposed by December 2017.
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.
Actions/Strategies:

- 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:
  - Resale
  - Vendor Representation (family vs. employee, etc.)
  - Vendor Category (walk-on vs. seasonal, etc.)
  - Vendor Type (produce, prepared food, craft, assembled vs. handcrafted, etc.)
  - Definition of “local”
  - Recurring eligibility (reevaluation, inspections, etc.)
- Develop a communication and education plan for annual policy update by March 2017.
- Research and prepare a report for Commission discussion on Market product mix by December 2017:
  - 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 March 2018.
- Review Market boundary options and implications to clarify Market vendors vs. street vendors by December 2018.

Staff Performance Measures & Deliverables:

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

Staff Performance Measurements & Deliverables:
- 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.
- Develop and present fee proposal for Commission recommendation and City Council consideration by February 2017.
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.
Actions/Strategies:
- Develop a plan to address waste audit findings, including compost program for the Market by May 2017.
- Conduct an inventory of infrastructure needs on Main Street for operations, vendors and patrons in the Jackson Street Parking lot by December 2017.
- 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.

Staff Performance Measures & Deliverables:
- 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.
- Research and submit a plan to address waste audit finding and potential compost program by May 2017.
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.
**Actions/Strategies:**

- Conduct a needs assessment to capture the issues associated with Market layout by May 2018.
  - 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”.
  - 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).
  - Desire to promote a “linger longer” atmosphere.
- Collect regular data on the items identified in the needs assessment beginning May 2018.
- 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 2018.
- 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.

**Staff Performance Measurements & Deliverables:**

- Research and submit a needs assessment on Market layout needs by May 2018.
- Be available as a resource for planning discussions as needed.
- 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.
- 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.
This page intentionally left blank.
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.

| June 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. |
|             | 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. |
| May 2017    | Staff recommendation regarding organizational structure to Commission by May 2017.  
|             | Annual Commission training held by March 2017.  
|             | Research and submit a plan to address waste audit finding and potential compost program by May 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. |
| 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. |
This page intentionally left blank.
References


**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