

Goal 1. Preserve and enhance the character of Urbana's farmers market.

| | Implementation Strategy | Type of Strategy | Related Goals & Obj. | Timing | Responsible City Agencies | Other Responsible Entities | Status |
|----------|---|--------------------------|---------------------------------|-----------------------|--|-----------------------------------|--|
| Obj. 1.1 | Preserve the essential components of the Market: direct access to fresh, healthy, local foods; a venue for social activity; and the presence of local artisans, community groups and local performers. | Policy | | Ongoing | Mayor & City Council, Community Development Services, <i>Market Advisory Board</i> | | Ongoing |
| 1.1.1 | Conduct a patron survey to learn more about patron needs and wants. | Action | 3 | Near Term, Ongoing | Community Development Services, <i>Market Advisory Board</i> | | Conducted at end of 2013 season; conducting in 2016 as part of strategic plan update |
| 1.1.2 | Provide comment cards to Market participants to provide an opportunity for vendor and patron feedback. | Action | 3 | Ongoing | Market Staff | | Ongoing |
| Obj. 1.2 | Continue to enhance and improve the Market's streetscape environment. | Special Study, Action | 5 | Ongoing Long Term | Community Development Services, Public Works, <i>Market Advisory Board</i> | | Installed a new seating area and semi-permanent tables in 2013 |
| 1.2.1 | Improve shelter from the weather (rain, sun, heat) by studying the desirability and feasibility of a permanent structure for (part of) the Market (see strategy 6.2.1). | Special Study, Action | 5 | Long Term | <i>Market Advisory Board</i> , Community Development Services, Public Works | | |
| 1.2.2 | Enhance social gathering spaces, in particular seating areas, by locating them in desirable areas within the Market (i.e., as opposed to on the edge of the Market) and ensuring the availability of shade. Also try to locate seating areas near vendors of food meant to be consumed at the Market. | Action | 5 | Short Term | Market Staff, <i>Market Advisory Board</i> | | Installed new seating area and semi-permanent tables in 2013 |

Goal 2. Ensure that the provision of a variety of fresh, healthy, local foods remains the cornerstone of the Market.

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|-------------|---|--------------------------|---------------------------------|---------------|--|-----------------------------------|--|
| Obj. 2.1 | Consider the importance of local food to our community when setting policies about the Market. | Policy | 10 | Ongoing | Mayor & City Council, Community Development Services, <i>Market Advisory Board</i> | | Ongoing |
| 2.1.1 | Prioritize fresh, healthy, local foods in vendor selection. | Action | | Short Term | Market Director, <i>Market Advisory Board</i> | | Ongoing – this is currently noted in the Vendor Handbook |
| 2.1.2 | Create an updated definition of ‘local’. | Special Study | | Short Term | Community Development Services, <i>Market Advisory Board</i> | | Will work on this as part of the strategic plan update |
| 2.1.3 | Consider modifying the name or rebranding <i>Urbana’s Market at the Square</i> to reflect its core mission as a <i>Farmers Market</i> . | Special Study, Action | | Short Term | Mayor & City Council, Community Development Services, <i>Market Advisory Board</i> | | |
| 2.2 | Promote continuity and stability for the Market to encourage the continued investment of growers and producers. | Policy | | Ongoing | Community Development Services, <i>Market Advisory Board</i> | | Ongoing |

Goal 3. Encourage a dynamic, diverse, and quality Market.

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| Obj. 3.1 | Continue to pursue an optimal ratio of food to craft vendors. | Special Study, Policy, Action | 2 | Ongoing | Market Director, <i>Market Advisory Board</i> | | |
| Obj. 3.2 | Promote a diverse range of quality goods within each of the vendor categories and retain quality vendors by continuing to attract a large number of patrons and giving vendors a voice on the Market Advisory Board. | Policy, Action | | Ongoing | Market Director, <i>Market Advisory Board</i> | | Ongoing |
| 3.2.1 | Identify gaps in vendors and actively market to and recruit these types of vendors. | Special Study | | Near Term, Ongoing | Community Development Services, <i>Market Advisory Board</i> | | Ongoing |
| 3.2.2 | Continue to promote the Market as a premier community gathering place that draws visitors to Downtown Urbana. | Action | 6 | Ongoing | Community Development Services, Economic Development Division | Urbana Business Association | Ongoing |
| 3.2.3 | Include the social aspects of the Market, including special events, in marketing plan. | Action | | Ongoing | Market Director, Economic Development Division | | Ongoing |
| Obj. 3.3 | Continue to promote a variety of events at the Market, including those related to public arts, bicycle safety, fire protection, and other community initiatives. | Policy, Action | 6, 6.1, 6.2, 6.3 | Ongoing | Market Director, Community Development Services, Fire Department, Public Works | Other organizations as appropriate | Ongoing through Sprouts at the Market, Art at the Market, Read at the Market and community blood drives, Fire Department outreach and C-U Safe Routes to School Bicycle Rodeos |

Goal 4. Promote the inclusion of stakeholders in the decision making process for the Market.

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| Obj. 4.1 | Create an advisory board that includes vendors, patrons, and Urbana business representatives to assist staff and advise the Mayor and City Council regarding policy decisions and issues that may affect the Market. | Council Action, Policy, Action | 2.1, 2.2 | Short Term, Ongoing | Mayor & City Council, Community Development Services | | Created in 2012 |
| 4.1.1 | Periodically revisit Market Strategic Plan. | Action | 2.1, 2.2 | Long Term | Community Development Services, <i>Market Advisory Board</i> | | Strategic Plan Update to occur in 2016 |

Goal 5. Consider future growth of the Market that is consistent with its mission.

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| Obj. 5.1 | Optimize the current site by considering aspects such as traffic flow, congestion, layout, and proximity to utilities. | Special Study | | Near Term | Market Staff, Public Works, Community Development Services, <i>Market Advisory Board</i> | | Ongoing |
| Obj. 5.2 | Consider providing additional opportunities for the Market by lengthening the season, lengthening the hours, or adding an additional Market day of the week. | Special Study | | Long Term | Community Development Services, Public Works, <i>Market Advisory Board</i> | | |
| Obj. 5.3 | Ensure the Market has the ideal infrastructure for it to realize its potential into the future. | Special Study | 1.2 | Near Term | Community Development Services, Public Works, <i>Market Advisory Board</i> | | |
| 5.3.1 | Create a subcommittee of the Farmers Market Advisory Board to study the desirability and feasibility of a permanent structure for (part of) the Market and to consider the possibility of a dedicated Market location. | Special Study | 1.2 | Long Term | Community Development Services, <i>Market Advisory Board</i> | | |
| Obj. 5.4 | Work with the Urbana Business Association and Lincoln Square Village to provide a smoother transition between the Market with the annual Holiday Market. | Action | | Short Term | Community Development Services | Urbana Business Association Lincoln Square Village | Joint advertising has occurred and this is an ongoing initiative |
| 5.4.1 | Create an advertising campaign to inform patrons about differences between Urbana’s Farmers Market and the Holiday Market. | Action | | Short Term | Economic Development Division | Urbana Business Association | Joint advertising has occurred and this is an ongoing initiative |

Goal 6. Enhance the quality of life in Urbana by providing community activities which foster social gathering and interaction.

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| Obj. 6.1 | Continue to encourage community groups and performers to participate in the Market. | Policy Action | 3.2.2 | Ongoing | Community Development Services | | Ongoing |
| Obj. 6.2 | Continue to promote family-friendly activities at the Market. | Policy Action | 3.2.2 | Ongoing | Community Development Services, Economic Development | | Ongoing with Sprouts at the Market and Market at the SCARE |
| 6.2.1 | Ensure available space for special events such as those related to public arts, bicycle safety and fire protection. | Action | 3.2.2 | Ongoing | Market Director & Market Staff | | Ongoing w/ C-U Safe Routes to School and Urbana Fire Department |
| Obj. 6.3 | Seek out new events for the Market. | Action | | Near Term | Market Director, Community Development Services | | Ongoing |
| Obj. 6.4 | Continue to work with the Urbana Arts Program on Arts programming at the Market. | Policy Action | | Ongoing | Community Development Services, Public Art Coordinator | | Ongoing through Art at the Market |
| Obj. 6.5 | Partner with community health organizations such as the Champaign-Urbana Public Health District to enhance the Market's role in promoting community health. | Policy Action | | Ongoing | Community Development Services | Other organizations as appropriate | Ongoing through WIC outreach and promotion |

Goal 7. Promote the Market as an educational forum for consumers to learn the uses and benefits of quality, locally grown or prepared foods.

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| Obj. 7.1 | Continue to develop educational programming for the Market. | Action | 2, 10 | Short Term | Community Development Services | Others as appropriate | Ongoing through Sprouts at the Market and Farm Fresh and Fast! |
| Obj. 7.2 | Include educational component in advertising. | Action | 2, 3.2.2 | Short Term | Market Director | | Ongoing through Farm Fresh and Fast! |
| Obj. 7.3 | Pursue special events such as a seasonal foods/ dish tasting and developing recipes highlighting foods available at the Market. | Action | 2, 6 | Short Term | Market staff | Volunteers | Ongoing through Farm Fresh and Fast! and working chef demos for the 2016 season |
| 7.3.1 | Partner with local restaurants and other food-related businesses to develop samplings/tastings. | Action | | Short Term | Market staff | Restaurants Businesses | Ongoing through a partnership with Buy Fresh, Buy Local Central Illinois and the Illinois Stewardship Alliance's programming "Local Flavors" |

Goal 8. Ensure that the Market continues to have a stable **funding source to ensure its long-term continuity and fiscal health.**

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| Obj. 8.1 | Identify alternative funding sources to support Market staffing to prepare for the future expiration of redevelopment funds. | Action | | Medium Term | Mayor and City Council | | Ongoing with applications being submitted by the Market and in partnership with other organizations. |
| Obj. 8.2 | Establish a “Friends of the Market” not-for-profit organization to support the Market through volunteerism and fundraising efforts. | Action | | Short Term | Community Development Services, <i>Market Advisory Board</i> | | |
| Obj. 8.3 | Seek out and apply for grants to support the Market’s marketing campaign and/or to fund new or existing programming at the Market. | Action | | Ongoing | Market Director | | Ongoing with applications being submitted by the Market and in partnership with other organizations. |
| 8.3.1 | Seek out in-kind donations for marketing program. | Action | | Ongoing | Market Director | Others as appropriate | This may only occur after obj. 8.2 is in place. |
| Obj. 8.4 | Conduct a cost-benefit analysis for the Market to ascertain: | Special Study Action | | Long Term | Public Works, Finance, Community Development Services, <i>Market Advisory Board</i> | Others as appropriate | Ongoing – see below: |
| 8.4.1 | Whether the Market fees are appropriate and revisit fee structure if appropriate. | Special Study Action | | Long Term | Public Works, Finance, Community Development Services | Others as appropriate | Currently in progress |
| 8.4.2 | The economic impact of the Market on the City. | Special Study Action | | Long Term | Public Works, Finance, Community Development Services | Others as appropriate | Conducted a pilot in 2013 and will look into conducting another study in 2016 |

Goal 9. Strengthen the Market’s role in the City’s economic development efforts in the downtown and elsewhere.

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| Obj. 9.1 | Promote collaboration with downtown businesses. | Action | | Short Term Ongoing | Economic Development Division | Urbana Business Association | Market promotes events inside Lincoln Square happening same day/time |
| 9.1.1 | Develop a program with the Urbana Business Association to feature downtown businesses at the Market. | Action | | Short Term Ongoing | Economic Development Division | Urbana Business Association | UBA does allow member businesses to table with them at the farmers market |
| 9.1.2 | Enhance the Market’s role as a link between Market patrons and downtown businesses. | Action | | Short Term Ongoing | Economic Development Division | Urbana Business Association | Market promotes events inside Lincoln Square happening same day/time |
| Obj. 9.2 | Work with the Urbana Business Association to develop a program which encourages Urbana businesses to take advantage of the Market’s local and regional draw. | Action | | Ongoing | Economic Development Division | Urbana Business Association | |
| 9.2.1 | Encourage downtown businesses to take advantage of the Market’s draw by being open during Market hours by developing an annual mailing campaign. | Action | | Ongoing | Economic Development Division | Urbana Business Association | |
| 9.2.2 | Encourage the Urbana Business Association to promote cross promotional opportunities by creating a program where the businesses would receive some advertising at the Market and then offer a sale/discount for customers with Market goods. | Action | | Ongoing | Economic Development Division | Urbana Business Association | |
| 9.2.3 | Investigate the possibility of the Market supplying transportation between the Market and downtown with a golf cart, trolley, or similar type of vehicle. | Special Study | | Long Term | Economic Development Division, <i>Market Advisory Board</i> | Urbana Business Association | |
| Obj. 9.3 | Promote a “Buy Local” campaign which educates the community on how to strengthen the local economy by purchasing locally grown foods and artisan products. | Action | 10.1 | Ongoing | Economic Development Division | Urbana Business Association | Ongoing in partnership with Buy Fresh, Buy Local Central Illinois and the Illinois Stewardship Alliance |
| Obj. 9.4 | Encourage local restaurants and shops to buy from Market vendors. | Action | 10.3.1 | Ongoing | Economic Development Division | Urbana Business Association | Ongoing in partnership with Buy Fresh, Buy Local Central Illinois and the Illinois Stewardship Alliance |
| 9.4.1 | Include a question about buying produce from the Market during Economic Development retention visits to restaurants. | Action | | Ongoing | Economic Development Division | Urbana Business Association | |

Goal 10. Enhance the Market's role in the local food system.

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|-----------|--|-------------------------|---------------------------------|---------------|--|------------------------------------|---|
| Obj. 10.1 | Work with appropriate public agencies and elected officials to ensure the viability of local food. | Policy Action | 2 | Ongoing | City Council, Community Development Services, <i>Market Advisory Board</i> | Other organizations as appropriate | Ongoing with Illinois Dept. of Ag, USDA, Lumpkin Family Foundation, Illinois Farmers Market Association, Illinois Stewardship Alliance, Experimental Station, Wholesome Wave, The Land Connection, Univ. of IL. Extension |
| Obj. 10.2 | Increase collaboration and coordination with the area's farmers markets. | Action | 2 | Ongoing | Market Director | Area farmers' markets | Ongoing through work with the Illinois Farmers Market Association and most regionally specific with The Land Connection's Champaign Farmers Market and UBA's Holiday Market and Middle Market |
| Obj. 10.3 | Build and maintain relationships with food-related organizations, agencies, and businesses that contribute to the local food system. | Action | 7 | Ongoing | Community Development Services | Other organizations as appropriate | Ongoing with Illinois Dept. of Ag, USDA, Lumpkin Family Foundation, Illinois Farmers Market Association, Illinois Stewardship Alliance, Experimental Station, Wholesome Wave, The Land Connection, Univ. of IL. Extension |
| Obj. 10.4 | Connect existing and potential vendors to existing certified kitchen resources to support local food entrepreneurs. | Action | | Ongoing | Community Development Services | Potential Vendors | Ongoing through vendor/market director meetings |