



SQUAMISH FARMERS' MARKET STRATEGIC PLAN 2023

OUR MISSION

The Squamish Farmers' Market (SFM) seeks to provide the Squamish community with access to locally produced goods in a welcoming environment, while supporting our farmers, artisans, and businesses.



VISION

To be a permanent, year-round farmers' market that supports local vendors and provides an accessible, enjoyable space for the Squamish community.



CORE VALUES

Community

Fostering relationship building between consumers and vendors, and also among fellow community members.

Education

Providing the community with information and resources about the value of thriving local food systems.

Sustainability

Ensuring that SFM is sustainable as an organization which seeks to exist for decades to come, while also prioritizing earth-friendly practices.

SITUATION ANALYSIS (SWOT)

STRENGTHS

1. The current location has been **consistent** which helps with the market's reputation in terms of reliability, continuity, and community investment.
2. The **art and beauty** of downtown Squamish are enjoyable for customers and helpful for marketing purposes.
3. There are **numerous summer events** in Junction park which increase visitors to the market; this also makes the market location more central as there are other businesses and organizations downtown which customers are already patronizing.
4. The current location is leased at a **minimal financial cost**.
5. The space is within walking distance of **accessible washrooms** which do not require maintenance from the market staff.
6. This location is **near bus stops** and all bus routes have a stop within two blocks of the market.
7. The market's **storage unit** (containing tents, weights, tables, and all associated market infrastructure and supplies) is within walking distance of the site.
8. There is a **variety of current vendors** across many product categories.
9. The market has served as an **incubator for many local businesses** which have gone on to expand or have become brick and mortar businesses.
10. There is **clear demand** for vendors from the greater Squamish Community.
11. The market has maintained a **good reputation** amongst vendors and other Lower Mainland communities.
12. The **market's website** is accessible, well-organized, and engaging.

SITUATION ANALYSIS (SWOT)

WEAKNESSES

1. There is **no covered or protected space** within the market area, though the District of Squamish (DOS) has plans to remedy this issue.
2. There is a need for a **more robust Standard Operating Procedures** for new managerial staff and for new vendors.
3. The market needs a more **dedicated volunteer team**, as well as better/more clear training procedures for community volunteers.



SITUATION ANALYSIS (SWOT)

THREATS

1. There could be **future development plans** for the market site by the DOS.
2. These aforementioned plans, or other plans from the DOS or other organizations, could result in a **market relocation and related costs**.
3. In the event the market must move, there could be **competition** for suitable locations.
4. A new location could mean the **operational budget must increase** if rent is higher.

OPPORTUNITIES

1. The market has the **potential to grow**, in many regards.
2. SFM can **collaborate and partner** with other local organizations.
3. Though the market is already supported by the DOS, the **relationship could be strengthened**.
4. The market has a good **social media presence**, though it could always be improved.



DISTRICT OF SQUAMISH

INVOLVEMENT

The District of Squamish's Real Estate and Facilities Master Plan has determined through an in-depth Needs Assessment that the Farmers' Market is identified as one of the community segments requiring support and improvement from the DOS.

A preliminary review suggests that these needs may be fulfilled on Crown land, existing District land, or through the rezoning process.

Continuing to support the development of this public realm asset is recommended without requiring the acquisition of private property.



GOALS & OBJECTIVES

1-3 YEARS

- **Goal 1: Growth and Representation**
 - Objective 1: Expand SFM's marketing to create stronger brand association.
 - Objective 2: Strengthen SFM's volunteer network.
- **Goal 2: Accessibility**
 - Objective 1: Establish entrances and exits that meet the needs of wheelchair users & stroller users.
 - Objective 2: Obtain covered spaces to make the market accessible regardless of weather conditions.
 - Objective 3: Continue to ensure the market is a safe space for all marginalized people.

3-5 YEARS

- **Goal 1: Strengthen relationships with community organizations and stakeholders**
 - Objective 1: Develop collaborations with organizations such as the Brackendale Farmers Institute.
 - Objective 2: Establish a regular presence at community events.
- **Goal 2: Education**
 - Objective 1: Bolster our reputation as an educational resource in Squamish.
 - Objective 2: Foster connections with local schools.
 - Objective 3: Implement more children-focused programming during markets.

5-20 YEARS

- **Goal 1: Establish a permanent, year-round venue for SFM.**
 - Objective 1: Develop a year-round market plan that includes covered space for winter months.
 - Objective 2: Secure a long-term lease (10-20 years) for the venue.
- **Goal 2: Increase community engagement and patronage.**
 - Objective 1: Regularly survey community needs and interests, and adapt the market offerings accordingly.
 - Objective 3: Collect data surrounding food security and access to local foods for Squamish residents and assess areas for improvement within SFM.
- **Goal 3: Implement sustainability initiatives.**
 - Develop plans to become a waste-free market.

STRATEGIES

- Work closely with the DOS to understand their long-term plans and secure a suitable venue for SFM.
- Engage with community organizations and stakeholders to build partnerships and secure support.
- Develop a funding plan to cover potential relocation costs and upgrades.
- Formulate a vendor recruitment plan to attract more vendors from a diverse range of product categories.
- Regularly engage with the community to understand their needs and preferences.

IMPLEMENTATION

SSFM will take several factors into account when determining whether the implementation of strategies is successful or not.

The methods for ascertaining these factors include:

- Analysis of shopper counts in conjugation with vendor sales and weather data to determine any patterns in consumer behavior and seasonal factors.
- Routine feedback from all stakeholders including the following groups:
 - Vendors
 - Squamish Residents (both residents who attend the market and those who do not)
 - Tourists (Domestic and International)
 - Market Management Team Members and Board Members
 - Volunteers
 - North Shore Residents who habitually visit the SFM
 - Families with children
 - People with disabilities (especially people who utilize mobility aids)
 - The DOS
 - Downtown businesses who are impacted by the market
- Social media metrics to determine SFM's outreach impact.





GET IN TOUCH



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ABOUT THE MARKET

Since 2003, the Squamish Farmers' Market's loyal customers and amazing vendors have helped SFM grow from just a handful of vendors to a venue that supports up to 60 vendors per market, with over 100 different vendors throughout the year, local musicians, kids crafts and community tables from February to December. Sea to Sky farmers work tirelessly to bring you fresh fruit, vegetables, eggs and meat right to the end of the year.