

Oryana Imagined, 2030

Oryana defines the following as:

Mission Statement: “who we are and what we do”

Ends Policies: goals stated by the Board which help steer the co-op.

Business Plans and Strategies: based on interpretation by CEO and created with the help of Staff to fulfill the above.

Oryana Imagined is a story that takes place in the future showing what things “look like” if we are “successful.”

Its purpose is to provide inspiration, focus, engagement, motivation, clarification, and to shift our attention away from the present and the past, to “creating our reality.” It is a living document that has already had several drafts, starting in 2012, and will continue to evolve – with your help.

-- Steve Nance, CEO, and lead vision guy

Oryana Imagined, 2030

It is hard to believe 2030 is already upon us. We thought it would be fun to reflect on the past 10 years and all the successes we have had...

The story started long ago – a co-op was formed by a bunch of dreamers in 1973 to procure and sell whole foods, bulk stuff, and anything that was counterculture and hopefully healthy.

This chapter starts on a sunny day in June 2030. I am walking to the Oryana 10th Street Store on the west side of the Boardman Lake Trail that runs completely around the Lake – it is filled with bikers, runners, strolling families, and commuters headed from east to west, north to south.

From the revitalized Lake Street, which is walkable and bikeable with awesome new buildings to the east, the 10th Street store looks great! The store’s conditioning is top notch, just as you should expect from a health food store! The new covered bike parking on the east side and bike repair/air station makes alternative transport a breeze. The enhanced TART Trail entrance is safer and the landscaping leads to art that has enhanced the Trail. The enlarged solar power system is visible on the roof and is part of our sustainability efforts; owners’ equity provided support to power up their co-op using the sun!

The 10th Street store retains its funky old lumberyard flavor with wood siding and exterior barn lights. I am excited to go to the other larger Oryana location, Oryana West, that has been crafted to create the same comfortable and welcoming experience. This feel is continued inside each Oryana store with signage that is crisp and has a warm, inviting tone and educates about the

Oryana and Cooperative differences. We message the co-op values and what the co-op owners are proud of – Oryana for Good – with well-crafted signage in the store.

Whether inside or out, it is clear the community loves the co-op, and they appreciate how the last ten years of cooperative effort have resulted in the following:

The Amazing Oryana Experience

- Our commitment to excellence is ever present in the amazing customer service our staff serves up daily to the Oryana community.
- Shopping at Oryana has set the standard for service in the region.
- Staff are encouraged to engage with shoppers and share their passion and knowledge.
- Oryana is top of the heap with any technology that enhances the shopper or staff experience.

Growth (which also looks like)

- Opening other locations allowed the co-op to greatly expand as a member-owned cooperative. We are focused on opportunities that are financially sound and support our mission to provide high-quality food at fair value to our owners and the community. These opportunities serve to fulfill our Ends (our high-level visions) that direct us to support more local food and farmers, grow more of the cooperative economic model, provide more education about the relationship of food and health, create a model workplace, and support ecologically regenerative and socially just community development.
- In the pandemic year of 2020, Oryana was able to add a 26,000 square foot store that had previously been a competitor. Though this local store had a great team, and it was a successful location, the parent company went bankrupt thus enabling Oryana to make a savvy acquisition and double our local cooperative!
- Oryana Food Access locations are the mission-based work of a successful cooperative that allows us to provide fresh access to healthy options in parts of our region that have a need!
- The popular Oryana logo is well recognized. It clearly and proudly identifies Oryana locations such as the 10th Street store and Oryana West. The Oryana logo also is displayed at the small format Oryana Convenience Corners, smaller grab and go spots, and at our Food Access locations.
- During the summer months the co-op runs Oryana kiosks, carts, and zero emissions food trucks at a variety of local events to introduce more folks to Oryana.

Products and Services

- Fresh, healthy, clean produce, with lots of local all year, continues to differentiate Oryana and delight our community, all while supporting food system resilience in our region.
- Everything from our *Grab and Go* items to the hot/cold bars are popular as part of our healthy, locally oriented Culinary program.
- Oryana has a busy, healthy, and tasty food catering program.
- The Oryana Wellness department is at the heart of the co-op and offers classes and consultations with our specialists.
- Grocery supports the needs of our community by offering healthy options with a focus on certified organic, local, sustainable, regenerative, and non-GMO packaged, frozen, and dairy options with lots of attention to specific dietary needs.
- Meat and seafood provide quality proteins with a focus on local and sustainable products and practices.

- Our Bulk is the best in the region with an emphasis on organic, and it saves packaging and money for our shoppers.
- Purchasing Guidelines are reviewed and revised as we constantly focus on our goal to provide the highest quality, sustainably produced, and socially just food and goods at fair prices in balance with the wants and needs of our owners and community.

Oryana Fantastic Finance

- Sales have reached over \$60 million, despite the stiff competition from the increasing popularity of natural foods in the last two decades.
- Staff and Owners are proud that Oryana remains a quadruple bottom line business: People, Planet, Purpose, and, lastly, Profit.
- Growth of over 3% per year produces at least a 1.5% net income to support a sustainable cooperative that can grow more cooperative business, support business expansions and remodels, and to give to staff, the community, and back to our owners! More Co-op means more Oryana for GOOD!

In the Community

- *Oryana Healthy Food Access* is an assistance program that is providing healthy, affordable, and delicious food. Oryana helps leverage other programs such as Double Up Food Bucks and provides access to both food and education.
- Our CEO and Managers participate in a lot of the work that is happening in our community with involvement on boards and committees supporting non-profits, food resiliency, cooperative and community development, and ecological efforts. The Oryana staff also are involved in the community and love to use their paid volunteer hours.

Fulfilling the Oryana Ends – Oryana for Good!

- As Oryana has grown, our role has changed to become an ever more effective advocate in the community and beyond for:
 - local, small, and sustainable, regenerative agriculture
 - local economy, especially cooperatives
 - sustainable development
 - renewable energy
 - fair and equitable trade
 - environmental regeneration
 - social justice, equity, inclusion, and diversity
 - and much more.
- Oryana is well known for working to promote the cooperative business model, as illustrated by:
 - Oryana’s support of cooperative developments
 - Credit Unions have a presence in each Oryana store
 - Oryana’s launch of new cooperative insurance programs
 - Support of cooperative health care.

Supporting our Region and Neighbors

Envision 8th Street, completed in 2019, has allowed the North Boardman Lake District, now part of the Traverse City DDA, to become a “local’s Front Street” with diverse businesses, collaborative workspaces, housing, and retail locations in a healthy corridor. It is walkable, bikeable, and accessible by car connecting our downtown, and our neighborhoods with recreation such as the Boardman Lake Trail, Hull Park, TACS (Traverse Area Community Sailing), and TAC Rowing.

In Garfield township, home of Oryana West, the cooperative is part of a development that has transitioned to multiuse with retail, restaurants, entertainment, and housing (much of it affordable). Oryana West is linked by BATA with a stop right in front of the store, as well as with the TART Trail and adjacent walking trails to the surrounding developments and businesses.

We are working with several local organizations to foster more community gardens, local art, and more TART, and we are “at the table” to support socially just and ecologically regenerative community development.

Oryana Green Grocer

- Oryana has developed great programs to reduce packaging, including our reusable shopping bag program and returnable container programs.
- Oryana continues to be one of the most effective recyclers and composters in the region.
- Food waste from the co-op is virtually zero.
- We have continued to promote alternative transportation via TART Trails, BATA, bike share programs, and a car sharing program at Oryana locations.
- Oryana features solar collectors on the roofs of each co-op facility, EC charging stations, and 95% recycle/reuse rates.

Outreach and Education

- Our very popular educational, health supportive cooking, and other coaching programs have helped thousands of people in our region improve their health.
- Our health tours and community forums are so popular that we continually must add more events.
- We have strengthened our connection to area schools, non-profits, health-oriented organizations, and others.
- The Teaching Kitchen, classroom, and community room at Oryana West is a community-centric multiuse spot our owners and community so appreciate.

The Board – superb leadership

- The Board has reached an even higher level of Governance excellence:
 - They recently completed a multi-day retreat focusing on education, rejuvenation, and reflection while they thoughtfully considered the co-op’s future.
 - They consistently work to engage and educate our owners and community.
- The Oryana BOD is “all about” helping motivated local groups understand the concepts and business models of co-ops to support other local co-op start-ups.

Staff and the Model Workplace

- Oryana has an exceptional staff of committed, energized, fun, and experienced people who are proud to work at Oryana.
- The Oryana Sustainable Wage and benefits program ensures every team member can afford a good quality of life.
- The “Oryana University” has grown to provide:
 - *Oryana Leadership Academy*
 - *Oryana Super Supervision*
 - *Amazing Oryana Experience*
 - *Oryana Open Book Training*

- *Oryana Passport Program*
- many new programs that provide finance, operations, computer training, and so much more.
- Oryana is so good at training we now offer it to other co-ops and organizations.
- Staff take their cues from managers that have been provided Leadership Development and mentoring.
- Our Leadership Values continue to allow our staff to feel respected and valued.
- We continue to receive accolades in our community for our commitment to our people.

Oryana Leadership Development- Ever better Leaders and Managers

- Due to training, workshopping, and mentoring, members of the Oryana Leadership Team are even more effective as leaders and managers.
- Leadership is exhibited by fulfilling the Oryana Leadership Qualities and the team understands the Keys of Oryana Leadership:
 - Communicate (strategies) – make sure INTENT is clear to those that need to execute, report back often
 - Collaborate (plan) – know the plan, ensure agreement, keep it simple
 - Cooperate (teamwork) – provide support for other leaders and teams, servant leadership
 - Prioritize and Execute (accountability) – within the level of delegation, focus to fulfill the INTENT; build on well documented SOPs that staff are well trained on
 - Reflect (measure with metrics) - report, communicate, assess, and reset

Oryana Open Book – we are open and good communicators

- Oryana is an amazingly open and transparent business
 - We share our key operating numbers so staff know how the business is performing
 - Staff are trained in how they might affect the numbers
- Clear communication is a bedrock of our culture – and we have so many ways staff, owners, and the community hear about and can engage in their co-op:
 - How Oryana is doing as a business – because we all care and can have an impact
 - Oryana for Good – what we are doing to fulfill our ENDS and what is our community impact
 - Reminders, clarifications, and revised SOPs – so expectations are clear
 - Celebrations of our great staff – Code Greens, celebration of milestones
 - Letting the teams know important stuff – Safety info, repair or maintenance work being done, organizational changes, upcoming events
 - Implementing new programs for staff that provide finance, operations, computer training, and so much more
 - The Oryana Suggestion Process allows good ideas or concerns to flow up

Functional integration/support of other co-ops

- Oryana supports other co-ops, especially the other Great Lakes Co-ops
- Many intentional relationships have been formed to keep our co-ops vital and sustainable.

Ownership

- Success for Oryana in 2030 is evidenced by the 25,000 member-owners that are proud to tell others that they are “cooperators”.

- Owners have multiple levels of engagement with their collectively owned enterprise, from folks that are happy as loyal patrons to those that go “all in” and serve on our Board of Directors!
- Because of Oryana, the community, region, and world have healthier and happier people, a more resilient economy and ecology, and an example of a fair and socially just business and model workplace – no small measure of success.