



2023

ANNUAL REPORT

One bottom line isn't good enough for us. We decided to invest in four.

Being a locally-owned cooperative grocer is complicated in the best way. Oryana has worked for 50 years to achieve a quadruple bottom line: People, Planet, Purpose and lastly, Profit. Profit is good, as it allows us to 'do more good,' but we also strive to make business decisions that positively impact the people we live with and serve, the planet on which we co-exist, and the purpose of our founding mothers and fathers.

Our Mission

The purpose of Oryana is to provide high-quality food produced in ecologically sound ways at fair value to owners and the community. Oryana owners and staff are committed to enhancing their community through the practice of cooperative economics and education about the relationship of food to health.



From the General Manager, Steve Nance



As Oryana looks ahead, our business goals for 2023/26 are informed by some basic assumptions that did not exist at the end of 2019, including the addition of Oryana West. This store had been a competitor whose parent company got greedy and grew too quickly. I followed the downward spiral in 2019 and presented a proposal to the board in February 2020. Based on a foundation of trust, the board passed a resolution so that I could represent Oryana in negotiations and in a bankruptcy auction. Despite the start of the pandemic, proceedings continued. On March 26, after 13 hours of negotiations, Oryana presented the best bid package including \$860,000 in cash, well below the asset valuation of \$4 million, and acquired our second store, along with 62 amazing staff.

As if picking up a second store on the fly at the start of a pandemic wasn't enough, Oryana met the challenges of changed shopper behavior, social and economic turmoil, and staffing shortages. Despite these challenges of 2020 and 2021, both stores were profitable and we had 60% growth!

All of this set the stage for 2022, which brought its own share of challenges. Unfortunately, with the Russian incursion in Ukraine supercharging inflation and sinking consumer confidence, 2022 saw slowed growth, lower margins, and increased costs.

The perfect storm of lower sales, inflationary pressures on margins, and increased overhead costs resulted in a negative net profit of -\$318,517 in 2022. Oryana did have positive earnings before interest, taxes, depreciation and amortization, and positive cashflow of \$160,075.

Ultimately, we did have to increase prices in 2022. But to help our shoppers, Oryana enacted programs such as Buy 1 Get 1 (BOGO), more Co-op Deals, and Core Sets, a program that reduces prices on popular items. Owners and the community also benefited from discounts of \$1,081,657.

Despite 2022 being a flat year, Oryana continues to be one of the strongest co-ops in the country and our financial health is very good. Oryana was able to invest from our cash assets to replace equipment, invest in energy efficiencies that save money, and added the long-sought Community Room/Teaching Kitchen at West. Oryana's strong balance sheet includes the above investments and with our

long-term lease at West, has increased assets to over \$13 million.

Owners should also be proud that their co-op was honored in 2022 with the Chamber of Commerce Scale Up North Award and also with the 2022 Cooperative Excellence Award, the National Co-op Oscar!

Although I plan on retiring at the end of 2023, I look forward to another exciting year at Oryana. I am very proud of the Oryana team, our board, our owners past and present, and the collaborative cooperative we have built.

My wife Robin started serving as a board member in 1997 when the co-op moved to 10th Street. The board was challenged as the co-op was struggling to remain solvent at about \$1 million in sales. Luckily the board hired Bob Struthers who got the ship righted. After Robin's tenure, I served six years on the board during the 2006 expansion. After Bob left, in a weird career move (I was a non-grocer), I took the GM role in 2010. We had about \$8 million in sales, 65 staff, and 2600 members. It's amazing to me that we now have two stores, are headed for over \$34 million in sales, have 205 staff, and more than 10,000 owners! I guess I can now steal Jerry Garcia's quote, "What a long, strange trip it's been."

Locally Committed

Because of Oryana, our community has an accessible and healthy marketplace for goods produced locally that have a positive environmental and social impact.

194
local vendors

Oryana sold about \$9 million in local products in 2022. Because we have close working relationships with local producers, we are often approached by startup business owners with products to sell. In fact many successful enterprises in our region got their start selling at our co-op.

\$9,171,623

LOCAL PRODUCTS SOLD IN 2022

What does
'local' mean?

To Oryana it means
within 100 miles
of our store(s).



We Love our NEW Community Room!

It was a dream come true for us when we retrofitted an area at Oryana West to create a beautiful and versatile space where we can hold cooking classes, workshops, and staff trainings and meetings. This room was completed in late summer. In addition to Oryana events, we also opened up the room for the community to use for FREE!*



2022 COMMUNITY CLASSES

- Plant-Based Indian Cooking
- Mushroom Foraging 101
- Cheese Tasting 101
- Snacks & Sparkling Wine Tasting
- How to Make Paella
- Chocolate Truffles & Mousse
- How to Make Bagels
- Layering Flavors

STAFF TRAININGS (ongoing)

- Organics - Health or Hype?
- Financial Literacy
- Interviewing Skills
- Food Safety
- Co-ops Rock!
- Customer Service
- Many more!

**For more details, find the community room request form on our website under the 'Community' dropdown menu.*

OUR STAFF

Part of what makes a co-op a great place to shop is a welcoming and helpful staff. We constantly strive to improve the “Amazing Oryana Experience.”

Our staff consistently meets and often exceeds our expectations of providing superb customer service. As part of our mission and goals, Oryana also focuses on maintaining a model workplace. This means providing excellent benefits that include a liveable wage, a substantial health insurance package for part-time and full-time staff alike, a generous staff discount, paid time off, and numerous other supportive benefits. Because, after all, hard work is deserving of good rest. As a member-owned business providing more than 200 local jobs, Oryana is proud to be firmly rooted in our community.

202

STAFF

128

FULL-TIME

74

PART-TIME

\$19.46

AVERAGE HOURLY RATE





Balance Sheet as of December 31, 2022

	Q4 2022	Q4 2021
Current Assets	\$4,947,557	\$5,572,842
Prop & Equipment	\$4,537,626	\$4,027,222
Other Assets	\$4,276,014	\$480,819
Current Liabilities	\$1,495,556	\$1,427,405
Long Term Liabilities	\$4,838,395	\$718,268
Total Liabilities	\$6,333,951	\$2,145,673
Owner Equity	\$7,427,246.	\$7,935,210
Total Liability & Owner Equity	\$13,761,197	\$10,080,883

Income Statement as of December 31,

	Year End 2022	% of Sales	Year End 2021	% of Sales
Net Revenues	\$33,170,416	100.00%	\$31,941,215	100.00%
COGS	\$21,544,061	64.95%	\$20,391,002	63.85%
Gross/Profit	\$11,626,355	35.05%	\$11,550,214	36.15%
Labor/Benefits	\$7,272,602	21.93%	\$6,761,308	21.8%
Operating Expenses	\$4,485,333	13.44%	\$4,108,038	12.84%
Operating Income	\$(131,580)	-0.40%	\$680,868	2.13%
Other Income (taxes)	\$186,937)	1.36%	\$565,193	1.77%
NET INCOME	\$(318,517)	-0.96%	\$1,246,061	3.90%

2022 Owner Sales \$21,505,752 | 2022 Non-owner Sales \$11,660,878

Board Treasurer's Report

Net sales for fiscal year 2022 totaled \$33,170,416 vs \$31,941,215. This represents an increase of \$1,229,201 or 3.85% from 2021.

Total owner equity experienced a decrease from \$7,935,210 in 2021 to \$7,427,246 in 2022. This includes patron equity credits of \$3,592,577 for active owners, retained patronage reserve of \$1,033,194 from owners who have been inactive for five years or more, as well as retained earnings of \$2,801,475. Oryana finished fiscal year 2022 with a total of 10,632 owners. This represents an increase of 558 owners from the previous year and boosted owner equity with a net capital investment of \$32,086.

The results of our efforts continue to support Oryana's healthy overall financial condition. As of December 31, 2022, assets totaled \$13,761,197 vs \$10,080,883 in 2021 with liabilities at \$6,333,951 vs \$2,145,673 in 2021.





Number of memberships granted and terminated and amount of member capital paid in during the fiscal year.

- Memberships granted - 1,921 new / 9,248 renewals
10,632 total
- Memberships terminated (expired or refund request)
1,101
- Net capital investment \$32,086

Our Board of Directors

NAME	TITLE	ADDRESS	TERM EXPIRATION	MONTHLY STIPEND
Colleen Valko	President	310 W Ninth St Traverse City, MI 49684	April 2025	\$100
Kaitlyn Burns	Vice President	722 Lake Ave. Traverse City MI 49684	April 2023	\$75
Holly Jo Sparks	Secretary	2722 Cathedral Dr. Interlochen MI 49643	April 2024	\$75
Cy Agley	Treasurer	6087 Rosefield Ct Traverse City MI 49684	April 2023	\$75
Kathy Baylis Monteith	Director	3853 Incochee Rd Traverse City MI 49684	April 2024	\$50
Marty Heller	Director	601 Highland Park Dr. Traverse City MI 49686	April 2024	\$50
Tricia Phelps	Director	246 E. 10th St, Traverse City MI 49684	April 2025	\$50
Chris Miller	Director	2342 Sadie Ln Grawn MI 49636	April 2023	\$50
Chuck Mueller	Director	8273 Forest Dr, Traverse City MI 49684	April 2025	\$50

What Oryana owners and shoppers purchased in 2022

2022 BEST SELLERS



10,581 lbs local
carrots

17,650 lbs local
potatoes



58,451 gallons of
water (TOP SELLER!)
from the dispenser



9,160 lbs bulk rolled oats



17,650 lbs
local chicken

13,890 lbs
hot bar food



13,116 lbs local
squash



68,731 packages
of sushi

153,706 lbs
bananas



66,878 homemade
cookies



20,547 pizza slices

5,338 cans of Field
Day garbanzo beans



2022 ~ The Year of Accolades



In 2022, Oryana was honored to receive not one but two prestigious awards, the Cooperative Excellence Award from Consumer Cooperative Management Association (CCMA), a national organization that supports co-ops, and the Scale Up North Award, sponsored by Traverse Connect, which recognizes local businesses that have recently scaled up. We acknowledge and thank everyone—owners, shoppers, staff—who contributed to these honors. It is truly a joint effort that allows Oryana to thrive in our community. Thank you to everyone!



ORYANA FOR GOOD 2022

Everything we do for our community is possible because of you! Your ownership and patronage enables us to not only stock your co-op with the best food and products, but also give back generously. Here are some of the giving highlights from 2022.



Awarded \$12,970 for small business microloans

Donated over \$85,000 worth of fresh food to Food Rescue of NW Michigan

Gave more than \$15,000 to local non-profits from our Beans for Bags program

Assisted 16 projects that helped children

Assisted 17 projects that helped animals

Reached more than 1,500 people in community outreach events & classes

Gave more than \$980,000 worth in discounts to owners and shoppers

Donated food, products, and financial support to a total of 101 recipients

TOTAL of \$177,428 in donations and sponsorships

OUR GOALS *(ENDS POLICIES)*

We believe every business should ask itself, “How can I make my community, region, state and world better?” Oryana calls these socially conscious goals our “Ends.” Each decision we make is supported by the Ends we have set forth to achieve.

ECONOMY

Because of Oryana, our community has a vibrant cooperative business whose success stimulates cooperative activity.

LOCALISM

Because of Oryana, our community has an accessible and healthy marketplace for goods produced locally that have a positive environmental and social impact.

WELLNESS

Because of Oryana, our community has direct access to solutions that contribute to health and wellness.

EDUCATION

Because of Oryana, our community has opportunities to learn about cooperative economics and the interconnectivity between healthful foods, environmental stewardship, and social responsibility.

COMMUNITY

Because of Oryana, ecologically regenerative and socially just community development efforts are nourished and supported.

MODEL WORKPLACE

Because of Oryana, our community has a model workplace which demonstrates a professional culture of mutual support and open communications which is based on the balance of personal and organizational needs.

ORYANA

COMMUNITY CO-OP

ORYANA 10TH
260 EAST TENTH ST
TRAVERSE CITY
231-947-0191

ORYANA WEST
3587 MARKETPLACE CIR
TRAVERSE CITY
231-486-2491

