



2018–2022 STRATEGIC PLAN

The Food Co-op’s Strategic Plan guides all our activities, laying out what we seek to achieve—our Ends—and the strategies we believe will best accomplish those Ends. The work of reviewing and renewing this document involved the board, the staff, and our membership in a year-long process that included reaching out to the membership in the store and online, consultations with the heads of each department in the store, and thorough discussion amongst the board and the general manager about where our priorities lie. Notably, we found ourselves returning again and again to the importance of partnerships to achieve our Ends—partnerships between our members, board, and staff; and between our store and our wider community of shoppers and producers.



MARKET RELEVANCE

Our community is well served by a strong cooperative grocery store, integral to the lives of our customers, our farmers, and our producers.

At its core, The Food Co-op exists to provide access to healthy food for member-owners in our community. To deliver on that promise, we need to establish and secure our position in a competitive marketplace and ensure our continuing relevance to our membership and the community as a whole. All of the choices we make in running our store support this goal.

- STRATEGIES:**
- Distinguish our Co-op as the best place to buy sustainable and reasonably priced whole foods and basic goods.
 - Provide a vibrant, fun atmosphere with exceptional customer service from a knowledgeable, well-trained staff.
 - Cultivate and promote member benefits to retain and attract loyal members to our Co-op.
 - Ensure that our facilities planning meets the ever-evolving needs of our community.



FOOD SYSTEM DEVELOPMENT

Our community has a resilient local and regional food economy, supported by our Co-op and our community partners.

As an organization, our greatest contribution to our food system lies in growing the market for local, independently owned, and/or cooperative businesses. In order to do so, we must collaborate with various partners to create a resilient local and regional food economy, for only in such a system will those varied foods and products we hope to market be available.

- STRATEGIES:**
- Increase quantity and diversity of locally and regionally produced food available through the Co-op.
 - Provide information and assistance to local producers to meet the growing demand for local products.
 - Expand and strengthen relationships with independently and cooperatively owned producers and distributors.
 - Collaborate with local partners to support wholesale buyers in purchasing more regional and local products.

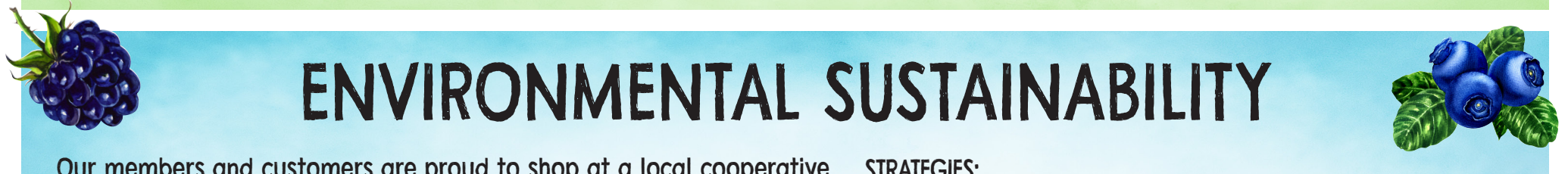


THRIVING WORKPLACE

Our staff and board have the knowledge, skills, and passion to make our cooperative thrive.

Everything starts with people. We believe our cooperative values are best expressed in a supportive and collaborative environment. To have a good store and a successful cooperative, we must have a workplace where staff, management, and board all flourish.

- STRATEGIES:**
- Cultivate best practices as an employer, including fair wages and benefits as well as opportunities for staff and board development.
 - Strengthen and develop systems that inspire our staff, management, and board to achieve goals, cooperate effectively, and have fun!
 - Continue to improve the efficiency and safety of our workplace.



ENVIRONMENTAL SUSTAINABILITY

Our members and customers are proud to shop at a local cooperative grocery that is working to reduce its impact on the environment.

Our food cooperative is rooted in the environment—an environment that is facing increasing challenges. We can all participate in addressing wider issues through the individual choices we make, while our partnerships strengthen us and allow us to go farther than we could alone.

- STRATEGIES:**
- Measure and report on our progress towards environmental sustainability with an emphasis on product choices and waste reduction.
 - When making capital investments, find feasible ways to mitigate our impacts.
 - Partner with local, regional, and national groups to leverage our waste reduction efforts.
 - Build a culture of appreciation for food management at home and at work.



OUTREACH

Our community is informed, engaged, and empowered to join us in making a difference.

We have an important story to tell about how cooperatives can be a powerful vehicle for change. What we do matters beyond the walls of our store. We work with partners to increase access to healthy food in our community, enhance our foodshed, and further the cooperative economy and ideals.

- STRATEGIES:**
- Share our inspiring stories with our community.
 - Leverage partnerships in our educational and advocacy efforts.
 - Cultivate community awareness of the cooperative model and why we need cooperation to build healthy systems.