



Introduction

During 2011, our Coop decided to prioritize a long-term Vision and Plan to guide us over the next ten years.

We have both a powerful Mission and Ends Policies that shape our work together, but we wanted a concrete plan with specifics to help inform our investments and focus our imaginations. We had recognized tremendous opportunities to further our values of health, sustainability and cooperation, particularly in the area of local foods; the only question was "how?"

To steer the conversation and draft materials, a Planning Committee was created that included Coop Council members and staff. Over the course of nine months we gathered input from Member-Owners, farmers, vendors, staff, neighbors, local non-profits and thought leaders. We held multiple forums, both large and small, in which our community came together to envision our future. The Committee drafted and revised a Vision statement and a specific Plan several times based on the input we received. This document is the result.

Mission and Ends Policies

The Coop's governing Council has articulated the desired outcomes for our organization in our Mission and Ends Policies:

Hunger Mountain Coop is a Member-owned, community-based natural market committed to building a dynamic community of healthy individuals, sustainable local food systems and thriving cooperative commerce.

More specifically, we will have:

1. A cooperatively-owned retail outlet for natural and organic food-based goods and services that meet our Member-Owners' and customers' needs.
2. A community increasingly educated about food and health and considerate of the impact of its purchases.
3. Local ownership and control of a comprehensive, sustainable food economy.
4. Financially sustainable operations that support and yield economic, social and environmental returns.



Imagine Hunger Mountain Coop in 2022...

Our Ten-Year Vision

As you walk into Hunger Mountain Coop in 2022, you can tell that we are a key player in the local food system and the organic, sustainable and fair trade food movements. This is apparent through our activities and collaboration with other co-ops and community partners. Everywhere you look, evidence of this springs off store shelves, displays and produce bins to show that we are a valued and fair partner with our Member-Owners, employees, farmers, suppliers, shoppers and community.

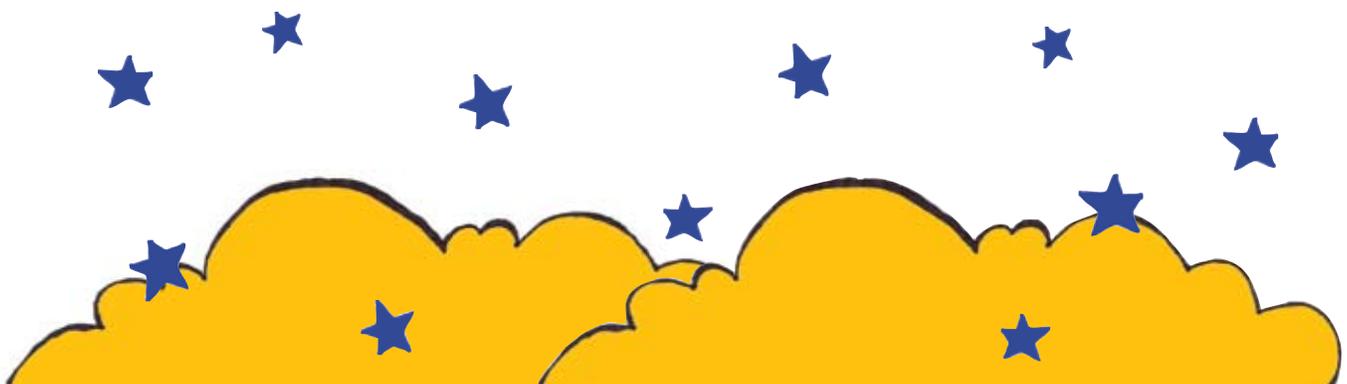
People of all ages and income levels are coming into the store, not only to buy great local products but also to exchange information and participate in community activities. With the number of shoppers and Member-Owners rising dramatically, we've been working as a community to meet growing demand – not only by expanding to an additional location, but by offering Member-Owners with limited mobility and transportation options the opportunity to have their groceries delivered to their homes. We've also continued to develop affordability programs, so that customers know that Hunger Mountain Coop has the lowest prices in our community for organic, local and bulk foods. Even more important than new stores, access and distribution models, Member-Owners and shoppers are increasingly educated about health, nutrition, sustainability, and the cooperative business model.

Staff members feel it too, and it's more than just a feeling of being satisfied with compensation. It's a sense of walking into work every day proud to be part of an enterprise that does well when we do right by our community. Staff members have the chance to grow and develop professionally in Central Vermont by working as a part of a community-owned, nationally-renowned business with annual sales of over \$35 million and connections to hundreds of local companies – from farms and

CSAs to clean energy development companies. Most of all, it's the recognition of the staff's work by shoppers, vendors and management that makes employees feel like a real part of the team – empowered and informed and willing to do more to help the whole project succeed.

There's a feeling of community spirit right when you walk in the door – most folks know the name of the Core Worker who bags or delivers their groceries, and have had a chance to chat with the Department Manager or Buyer who sourced those products. Workshops, potlucks and community suppers are a weekly affair and connect people to their neighbors, their foodshed and their sense of self in our small, rural landscape. This high level of information-sharing and creative dialogue helps us maintain a balance of interests and contributes to a real shared sense of community ownership and investment.

When you walk through our stores, you'll meet farmers and entrepreneurs who supply us with everything from carrots to handmade bulk shopping bags. The Coop is recognized for the critical support we provide to the local food economy through the fair compensation of our vendors. Each day, vendors visit our stores to show off their wares and meet the people who are not just customers but real community co-investors. Everyone knows that the Hunger Mountain Cooperative Community Fund has invested tens of thousands of dollars in local entrepreneurs and charitable causes that support our Vision of a healthy, sustainable and locally-owned economy. Serious entrepreneurs turn to Hunger Mountain Coop's staff and Member-Owners for advice on how to start up, raise seed-capital within their communities, and grow successful local companies.



Even visitors from afar remark on how connected and important we are to every part of life in and around Central Vermont: we are in the schools teaching kids about healthy eating, cooking and product selection; we contribute to the finances of hundreds of local businesses; we are a leader in energy conservation, green energy production and sustainable retail operations; we advise other co-ops from around our region and around the world about how to grow and prosper; we are a part of every major community event

from baseball games to legislative hearings; and we are in the landscape itself – in the thousands of acres of farmland and open space we help sustain.

We are Hunger Mountain Coop, and in 2022 – with two stores, two delivery vans, over 10,000 Member-Owners, a staff of more than 200 people and over \$35 million in annual sales – we're planning for our NEXT ten years to further accomplish our Cooperative Mission.



Imagine
Hunger Mountain
Coop in 2022!

Ten-Year Plan Goals

- Goal I.** Build and maintain a strong business and excellent workplace.
- Goal II.** Secure appropriately-sized additional outlets as are feasible in order to better accomplish our Mission.
- Goal III.** Share information, engage and educate Member-Owners about food, health and our Coop model.
- Goal IV.** Collaborate to build local ownership and control of the food economy, and create other social and economic benefits for the community.
- Goal V.** Improve the environmental sustainability of our operations.

To read the full Plan and objectives go to: www.hungermountain.com
and click on the Announcements Section.



Thank You!

Thank you to everyone who contributed to our planning process. The hundreds of comments we received were used to shape, draft and refine the Ten-Year Vision and Plan. A special thanks to the Planning Committee: Kari Bradley, Lydia Busler-Blais, Drew Hudson, Krissy Leonard, Dave Simpson, and Stephanie Lahar, for their work in crafting the Vision and Plan.

Going Forward

The Coop will use this Vision and Plan as the basis for its shorter term plans and budgets. Coop staff will continue to seek input from our stakeholders concerning shared priorities through meetings, surveys, informal conversations and other interactions. As always, you are encouraged to contact members of the Council and/or staff with your ideas to improve our Coop.



Hunger Mountain Coop 623 Stone Cutters Way Montpelier, VT 05602 802-223-8000 hungermountain.com

