

2021 ANNUAL 2022 REPORT



FROM THE BOARD OF DIRECTORS

OWNER OPPORTUNITIES

As your board president, I want to highlight some of our current and ongoing board projects, as well as share some opportunities for you to get involved.

Reviewing our policies.

As a board using Policy Governance®, we rely heavily on our policies to codify our agreements for how we work together and delegate responsibility to management. We have begun a process of reviewing and updating those policies with a particular eye to incorporating diversity, equity and inclusion. As we receive regular reports from our general manager that provide interpretations and metrics on these various policies, we will be able to assess how we are doing over time and see where we have room to improve. We see this codification as another essential piece of our commitment to become a truly welcoming place for everyone in our community.

Visioning the future.

Now that our store expansion has been completed (yay!) we are starting to think about our strategic vision for the future. We hope to have opportunities for our owners to participate and offer ideas about what the economic, social and cultural needs of our community are and what role FCFC might play in meeting those needs.

Any owner can run for the board!

Whether you have been a co-op owner since it opened in 2011, just joined today, or are somewhere in between - did you know you can serve the co-op as a board member? Every fall, we have a board election for open seats. A board term is 3 years. If you love the co-op and our community and think you have valuable skills to add to our board - I invite you to reach out and learn more. Owners are also welcome to join one of our monthly board meetings!

It is truly a pleasure and privilege to serve on the FCFC board. I am grateful to our shoppers, owners, and staff for the many ways you contribute to making this place into a thriving grocery store, workplace and community gathering space.

With gratitude,
Lindsay Martin, *Board President*
lindsay.martin@friendlycity.coop



Friendly Citizens;

This was the year of growing into our new, larger space! More expansion of our local economy, increased friendly and fair relationships, better informed and healthier customers and producers, and a more regenerative environment.

Vibrant, Local Economy

- Our sales grew over a million dollars for the first time
- We have 43 livable wage jobs

Fair and Friendly Relationships

- Park View Federal Credit Union relocated the ATM out front to offer access to 24-hour funds to our neighbors, and upgraded our entry ramp while they were doing so
- The cafe seating provides a comfortable, well-lit space for your morning coffee, lunch from the hot bar/salad bar or our grab 'n go case, and a pathway to two new water fountains (and bottle filling station), plus two shiny new restrooms.

Healthy, Informed Consumers and Producers

- Last November, we finally added a pylon sign on the corner. Did it help you find us?
- In March, we conducted a shopper survey, and happily confirmed that you like us, and want us to continue growing the local, sustainable economy.

Healthy Environment

- Fin Irene orchard (Blue Grass, VA.) brings us fruit from the first organic certified orchard in VA
- Last summer we offered Co-op Explorer's classes on food science, (powering a light with a potato), and this year we focused on Upcycling (re-purposing fabric, lids, paper, and even old toys.)

Thanks to our team for their hard work and friendly service; our Board of Directors for their support; the management team for extra efforts and constant improvements to systems; and especially you, loyal owners, for spreading the word about the difference we all make in the world by shopping at our local food co-op.

In Cooperation,

Steve Cooke
General Manager



It all started with a desire to make fresh, local and organic food available to all in our community. **We saw the economic, social and environmental importance of sourcing locally** from farmers and producers. There are locally sourced products in every department, and every aisle. We currently carry goods from

143 local producers, and that number is changing all the time. We added 16 new local vendors this year.

143+
 NO. OF LOCAL VENDORS

16
 NEW THIS YEAR

What has Gone Before. . . is the title of the new exhibit in our café.

Our new seating area opened in early June, and allowed us to unveil the acknowledgement of "What has gone before..." an exhibit of the area's history since 1850. Shenandoah Valley Black Heritage Project curated the installation, and joined us for the opening. We're honored to share the stories and recognize the work still to be done.



We've seen tremendous support from our shoppers and owners as we've blossomed into a **cooperative enterprise** which offers social and educational resources; sponsors local events; and donates to organizations who are making a difference in and around our community.

\$24K
 FOR ROUND UP
 SINCE 2017

We value our community partnerships – in addition to Shenandoah Valley Black Heritage Project, there is Sustainability Matters whose Making Trash Bloom project makes treasure (pollinator gardens) out of trash; and Harrisonburg Downtown Renaissance who helps to nurture downtown businesses, in part by awarding grants. Our online shopping service, Co-Go, was partially funded by a grant from HDR.

The **SNAP Match** program continues to be impactful. Matching dollars spent with EBT SNAP funds allows shoppers to purchase twice as many fruits and vegetables as they previously could.

\$48,129
 MATCHED IN
 SNAP MATCH
 PROGRAM



GOOD PLANET

DID YOU KNOW?

- 91% of shopper survey respondents thought the co-op promotes environmental stewardship.
- We work with many local farms that are both local and organic/regenerative – Organic/Biodynamic/Permaculture farming is on the rise in the Shenandoah Valley.
- 98% of the food compost generated in our deli and produce departments is donated to local farms.

- We're offering even more products in bulk including non-food liquids, such as laundry detergent and cleaning supplies. We encourage customers to bring in reusable containers to fill in our bulk section, and we now provide clean jars for people to use.

- Recycling – glass, paper, plastic (1s and 2s) – is picked up weekly by Recyclops, a new service in town. Aluminum cans are taken to Our Community Place in order to support their programming.



32.5%
INCREASE IN
BULK SALES
THIS YEAR

98%
OF OUR FOOD
COMPOST
GOES TO
LOCAL FARMS



EVERYONE WELCOME



When we say everyone is welcome at the co-op, we mean everyone – regardless of race, nationality, religion, gender, sexual identity, sexual orientation, or military status. *Everyone.*

We believe a diverse community is a richer community.

We welcome new owners at the co-op. The more owners we have, the stronger our co-op becomes. There are many financial advantages to being an owner, but the real value lies in knowing that you are supporting local farmers who grow your food. You are also supporting the co-op's values for sustainability and food accessibility for all.

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2,700+
CO-OP
OWNERS AND
COUNTING

100%
OF OUR
TEAM EARNS
AT OR ABOVE
LIVING WAGE



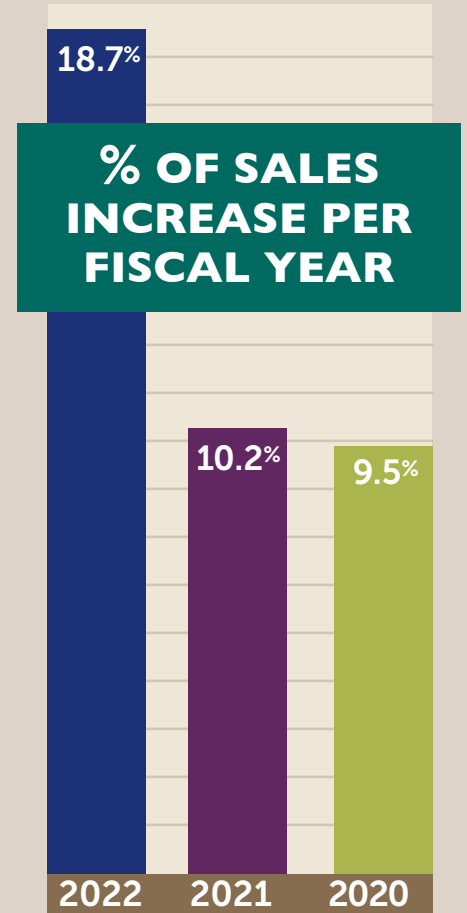
FRIENDLY CITY FOOD CO-OP

FINANCIALS

18.7%
INCREASE IN
SALES THIS YEAR

INCOME STATEMENT

	FY 2022*	FY 2021	FY 2020
Sales	7,059,107	5,943,648	5,394,461
Cost of Goods Sold	4,555,391	3,808,251	3,562,710
Gross Profit	2,580,455	2,119,455	1,825,958
Operating Expenses	2,387,977	2,003,600	1,797,739
Other Income/Expense	-11,615	168,360	37,37,796
NET INCOME	180,863	304,215	59,015



210
NEW OWNERS
THIS YEAR

BALANCE SHEET

ASSETS	FY 2022	FY 2021	FY 2020
Current Assets	1,145,464	726,995	1,136,973
Fixed Assets	1,659,096	1,819,169	474,889
Other	179,430	156,896	114,388
TOTAL ASSETS	2,983,991	2,703,060	1,726,250

LIABILITIES	FY 2022	FY 2021	FY 2020
Current Liabilities	475,799	337,497	467,413
Long Term Liabilities	1,608,544	1,682,388	882,753
TOTAL LIABILITIES	2,084,342	2,021,081	1,357,923

OWNERS' EQUITY	FY 2022	FY 2021	FY 2020
Member Equity	524,475	493,124	453,674
Retained Patronage	258,980	258,980	138,928
Accumulated Deficit	(68,769)	(70,125)	(224,275)
Total Owners' Equity	899,648	681,979	368,327
TOTAL EQUITY & LIABILITIES	2,983,991	2,703,060	1,726,250

*pending completed Financial Review

BOARD OF DIRECTORS

Lindsay Martin, *President*

Monisha Khanna,
Vice President

John Paul Ashenfelter,
Treasurer

Angelo Arcchi, *Secretary*

Rebecca Golladay

Deanna Reed

Kelly Hilliard

Paul Griffin

Noel Levan