



Board Meeting Minutes

7.21.2016

Attendance: Julianne Panagacos Sam Green, Desdra Dawning, Micheal Snow, David Coppley, Laura Kaszynski (*Staff Representative*), Fern Moore (*Board Coordinator*), Grace Cox (*Facilitator*)

Absent: Vicky Schroeter

Agenda

Agenda Review
Announcements
Mission Statement
Commitments review
Member Comment
Membership Systems
Expansion Feasibility
Committee Reports
Staff Report
Board Staff Task Force
Board Elections 2016
2016 Board Retreat
Commitments
Meeting Evaluation

Announcements

- Vicky is unable to attend tonight.
- Tacoma Central Food Co-op closed this past Monday July 18th. There have been requests from Staff to draft a statement of support to the Tacoma community.
 - *Grace and Fern will draft a statement and send out to all for approval.*

Commitments Review

- *Laura and David will work on confidentiality agreements, privacy policy and Board ethics*
Pending
- *Grace will check-in with Corey about what and when financial reports are sent to the Board*

Complete - He will include the Board when he sends out statements (weekly sales, monthly expense and quarterly income statement balance sheet updates)

- **Laura will work with Outreach about opening our space for the Canoe journey**
Not feasible for this year. Commits to participating in planning and offering our space for the Canoe Journey 2017. She was able to have Volunteer CAT approve offering Working Member credit to volunteers of the Canoe Journey.
- **David will draft an immediate response and send out to all for review.**
Complete.
- **Fern will email Julianne feedback**
Complete.
- **Laura will send the letter out to the member on Tuesday pm**
N/A . Member Relations sent a letter.
- **David will schedule the Elections Task Force meeting**
Complete
- **Laura will take on addressing the divide between Outreach CAT and Member Relations.**
Pending
- **Laura will put in budget requests for Advocacy and Eco Planning labor time.**
Complete.
- **Fern will update the Committee Table**
Complete.
- **Laura will send out the graph of term lengths**
Complete.
- **Laura and Julianne will work on the retreat and bring back proposal**
Complete.

Member Comment

- Positive feedback, moved here in 2008. Called and attended a WM class, history and mission align with his values. Became a member. Paid staff and volunteers are very friendly and helpful. You seem like a cohesive group. wanted to observe and learn about the committees, but wants to get involved.

Membership Systems

See Attached Document #1

Staff Member, Mo attended to follow up on the Membership system holdouts. She previously presented to the Board on this topic in May. She proceeded to gather feedback from Staff at the Collective meetings in June. There has been less than 30 Members who do not want their information entered into the new system. Mo spent some time on creating an anonymous system for those Members. Overall, in the development of that system and gathering feedback from Membership coordinators and Staff there were many cons identified in creating a system of accommodation.

Staff Feedback included a lot of appreciation that we would create a system that addresses an identified need, even if only needed by a few Members. There was also the opinion that We shouldn't put too much labor into maintaining another Membership system, that it was too accommodating. This event was detailed in the document as 'the snowball effect'. Generally, How would this alternate system evolve over time and most importantly, How are we applying our Membership process equitably? This led to the ultimate recommendation from Staff.

The Membership Coordinators and Staff would recommend that we not have exceptions to the Membership system. We need to verify Memberships in our database. There are a few ways to do this at the register. We also need to verify Memberships with every sale over \$10. The Bylaws prescribe our active Membership criteria.

What does accepting that recommendation mean? For most, nothing. 90% of the transactions are being associated with Memberships. For some, there are options.

Board Feedback:

Julianne - Is Fine with the no exceptions recommendation. Some of the 'half ideas' identified in the document, some will think of on their own and We don't need to develop them as an organization. The only one worth exploring is a change in the Bylaws.

Mo responded. Active address as a requirement is one way to keep up with your Membership. She couldn't find any Co-ops that don't use a physical address to initiate Membership. Physical addresses are the most traditional. A lot of Co-ops require a combination of contact info and frequency of shopping. Which we know can do with Catapult. We have quite a few members that maintain their Memberships from afar. So adding a frequency requirement would affect those Members. There would need to be a whole process, exploring what we want to change in the Bylaws. Last years Bylaw change provided a way for Members to opt out of Co-op mailings. There are lots of pros and cons to a proposed change to the bylaw Membership requirements. Which could be worked on for the 2017 ballot as initiated by the Board.

Desdra- A Bylaws change would take time?

Mo responded. Yes, it would be for next year. Development needs to be done. But a bylaws change would be necessary to change the Membership criteria to include email as an address option. There have been a few people over the years that have had privacy concerns with their address being in the database. She has worked with people in the past around this.

There was discussion about if the Bylaws language using 'address' might be up to interpretation in regards to email/physical address. Mo commits to exploring the bylaws in this regard.

Overall, Staff needs Board support on the recommendation of no exceptions to the Membership system. We also acknowledge that there might be feedback about this decision. Feedback received will be directed to the Board.

Proposal -

The Board approves the recommendation to allow no exceptions to the Membership system.

**Consent
Stand Aside**

Mo also submitted a draft of the 'Membership Privacy Policy' **See Attached Document #2.**

This 'Privacy Policy' is a more detailed version, as requested by some Members. Last year before the upgrade to the Catapult based Membership system a 'Privacy Statement' was crafted. The Membership Coordinators are looking for feedback on the draft.

Julianne requests, to add that Working Members who have access to the Membership system sign a Confidentiality agreement.

Mo responded that the Working Member CAT is working on getting all the signatures through upcoming training events. They are working on actively improving that system.

Mo is happy to take feedback on the 'Privacy Policy' via email
Expansion Feasibility

See Attached Document #3

Board Member and Expansion Committee Member, Micheal presented the recommendation concerning the feasibility on expanding the Eastside location.

The Co-op contracted the Development Co-op of the NCG to conduct a feasibility study on expanding the East side location, using the additional undeveloped lot adjacent to the property. We worked with them earlier this year and concluded the study with them. We received a pro forma and design mockups of the expansion. We did not receive a lot information accompanying the pro forma nor did the pro forma allow us to manipulate it. The Committee proceeded to work with Finance coordinators to create our own pro forma. Which we analyzed heavily over the past few months. The Committee also challenged the assumptions within that pro forma. Resulting in this final recommendation.

Overall, the project as proposed does not work. We would need to cut expenses dramatically or increase margin dramatically. Given the current state of the Co-op and the stated values, the Committee recommends to not pursue this project. The Committee would like to acknowledge that we are in a much better position to explore options.

As detailed in the Eastside Expansion Process Document (EEP). The Board has final consent regarding whether we move forward with this plan. The Committee presented this recommendation to Staff at Collective meetings last week. Most support the recommendation. There is disappointment that it didn't work, but much was learned.

Board Feedback

Makes sense, good research.

Limitations of that particular site, it makes sense

Would have been concerned if the recommendation to move forward.

Proposal-

The Board approves the Expansion Committee's recommendation to not pursue the 2016 Eastside expansion project.

Consent

Stand Aside - Laura

As detailed also in the EEP document, the Expansion Committee will move forward with proposing a new plan. They are in the process of scheduling a long work session to present a new plan recommendation as soon as feasible.

Committee Reports

Advocacy- a budget request was made for hours to fund this work in 2017.

Co- Sound- People are in Venezuela! They are getting ready for presentations when they get back. Sam will join their Committee.

Finance- Finance Committee will meet in August. Grace presented the statements to the Board. The 1st half of the year report will be ready within days. Margin numbers looked good, stable, and up just slightly. Eastside year to date as of June 30th was reviewed. There are a couple departments outside of the allowable variance. The Department has to write a response and puts forth a plan to address performance. The

Eastside is attaining budgeted sales growth for 2016. Great News as we have been below for a couple years running. Department sales align with national trends. 3.56% growth. The Westside store is not performing so great against budget, but still with positive sales growth. In 2014 we opened the garden center and remodeled. 2015 we saw strong growth, so we comparing sales growth to a high year. Our biggest mistake was that we were too optimistic in budgeting for continued high growth West. The Board also reviewed weekly sales which also shows cash on hand.

Personnel- the committee is still Member recruiting . No one is interested. We will keep posting for the position, we are currently not in crisis. Accountability task force will meeting on July 22 and have a retreat July 27. Our recommendation will go to BPC first to build support. Handbook updates- Tamara and Ami will be scheduling a few meetings to update our Leave and ELF Policies to be compliant with the law. Collective Member Job Description- Tamara and Ami just need to edit our job description from the feedback at collective meetings back in January. Collective Member Tracking check in - Humane Resources Committee should take this on for discussion. It impacts the various committees within accountability. Our issues with tracking are bringing up different obstacles within the organization. Meeting participation for example. The consequence could be that you automatically consent and loose your voice in discussion. Tamara and Ami will bring this to the attention of both Accountability Task Force and Humane Resources.

Local- None

Standing Hiring- None

Member Relations- Continued working on the Annual Meeting planning and are beginning to create the Annual Meeting agenda. The Speaker is booked and food is in the works.

Bod Liaison to the Community Sustaining Fund- Desdra attended last months meeting. She also wrote an article for the next newsletter.

Expansion- had an agenda item. Planning a long meeting to begin development on new plan.

Eco planning- budget request made to fund this work in 2017.

Board Staff Relations- had agenda item.

Discount Task Force- will be presenting Implementation plan to the Board next month.

Elections Task Force- had agenda item.

Organizational Health- did not meet. Survey to Staff is in process. Responses are due at the end of the month. All is going well.

Staff Report- At recent Collective meetings the same Expansion report on the recommendation was given. The Collective also provided feedback on the Discount Task Force implementation plan. A new Finance report given. They also discussed the extra work policy and weekend hours requirements. They reviewed the expectations and what changes would need to be drafted.

Board Staff Relations Task Force

The Board Staff Relations team has been working on two projects simultaneously, 'Board Pages' and tightening and developing Board procedures. This work has included figuring out our strategies to build relationships and create clarity on the differences in Board and Staff Collective decisions.

The following proposals were written by Task Force and Board Member, Julianne.

Consent via email proposal:

This would replace the existing consent by email document

- 1) the creation of a live calendar that is part of the front page of Board pages.
- 2) Board members are responsible for updating times when they will not respond to emails-vacations, ect.
- 3) if an emergency happens and an email or other communication is sent, the secretary (or appointed keeper of the calendar) will add that persons absence to the calendar
- 4) it is expected that Board members will read and respond to all emails that require re-
sponse within one week, (unless on vacation) even if the response is "I need more time" or
"let's put this on the agenda"
- 5) responses to proposals are: consenting, blocking or stand aside. No response will not be
considered a stand aside.
- 6) meeting minutes, will not be considered business as usual, they will be treated like other
proposals and require full consent. This is because the meeting minutes are the only openly
posted communication the board has with members, and they should accurately reflect what
happened. This is worth everyone's 2 minute glance and edits if necessary.
- 7) if there is an urgent matter, the point person will contact Board members with a text or
phone call for a quicker email response or emergency meeting
- 8) proposals should only be sent by email if they have already been heard at a board meeting
for discussion. This is subject to change if a future board is excited about online collaboration
- 9) this will be reviewed annually for amendments as needed by the current board

Proposal Feedback

- Change language in 8 to be non urgent proposals
 - Define the point person in number 7
 - Add intent intro and quorum considerations.
- ***Julianne will make revisions to the consent via email policy***

Additional Feedback

- David would like to see a distinction in participation in conversation via email. A proposal detailing a process that creates clarity in the decision making / feedback as it progresses in email discussions. perhaps a way that clarifies it within the email title.

- Process for changing proposals within the decision making process, when proposals change and feedback stalls the process

Board greeter proposal:

The Board will designate the role of greeter and a back-up at it's first meeting each year. The greeter will be responsible for welcoming Members at large that choose to attend the monthly board of directors meeting. The greeter will provide personal contact information to attending members if relevant, so that they have a Board member they can get in touch with directly. If the greeter is not at the meeting, the back-up greeter will perform these duties. The greeter will coordinate with member relations to respond if board input is needed for member concerns or questions.

Feedback

- Laura feels like this would dictate creating Board member email addresses.
- There are concerns about using personal email.
- Not everyone is here every time, maybe a more inclusive practice held by the group.
- Laura recommends that it be the staff rep.
- Add this position to the staff rep job description.
- Add the expectation to support the greeter in welcoming attending members.
- This will be elaborated in the Board handbook work.

- Laura will add the Board Greeter duties to the Staff Rep Job Description

Youth position proposal:

The Elections Task Force proposes implementing a youth member position on the Board of directors of the Co-op. This position will be filled by a member of the co-op who is under the age of 24. Through this position we hope to cultivate youth leadership and invite an interested youth member into the co-op to organizing infrastructure. We hope to gain perspectives through intergenerational organizing and offer training and enrichment opportunities.

If many youth run for the position, members can vote for more than one youth. The youth with the most votes will receive the designated youth position, all other youth applicants will be counted in the general election and are eligible for another open seat.

Proposal Feedback

- No youth applicants, or leave it vacant? *Leave to Board discretion*
- Would this require a bylaws change
- Would like a lawyer to review
- Requirement for bod to be legal age to enter into contracts
- Sam opposes it, does not like organizations to target roles. Could be convinced otherwise. seems undemocratic

The task force will return with revised proposals.

2016 Board Elections

5 open positions in this years election.

3- 3 year term

1- 2 year term

1- 1 year term

Proposal

**The Board of Directors will run all 5 open positions in the 2016 Election.
Consent**

Recruitment Brainstorm

- Short Videos about why you are a Board member
- Social media reach
- Talk to at least one friend that you think would be great on the Board.
- Recruit at Neighborhood events (Block parties, Love your Local etc.)

Proposal

**The Board approves spending up to \$100 from the Board budget to boost posts on social media for Board recruitment 2016.
Consent**

The Task force would like to redraft the Board application to accurately reflect the experience of being on the Board. The Board agreed.

- The Elections Task force will send it out to all for approval before the August 15th application deadline.

2016 Board Retreat

Board Retreat Document

Julianne (BOD) and Laura (BOD Staff Rep) met on July 13, 2016 & discussed the following:

Timing -> Yearly during the first weekend in December.

Place -> Does a board member want to volunteer their home? If not, find a local place to rent for a day.

Childcare -> \$192 for 2 childcare people (8 hours at \$12/hour). The rate of pay and number of people hired for the day will be determined by the board each year. Lunch will be provided for childcare workers and included in the price of food..

Food -> A few snacks and beverages will be provided. Lunch will be ordered from an agreed upon restaurant.

Facilitator -> Outside facilitator (if possible from AORTA)

Who organizes? -> Each year the board retreat will be organized by at least one board member and the Staff Representative, the board member(s) will be consented to by the June board meeting.

Agenda-> Some agenda items will be on the agenda every year, others will be added to the agenda by the current board.

Constant Agenda items:

Ice breaker/Introductions of outgoing/current/new BOD members

Board Agreements/Space Agreements -to be reviewed/updated yearly at retreat.

CAT Summaries -what each CAT has been working on, and what their plans are for the next year.(including which staff are on each CAT)

Committee Summaries - what each Committee has been working on, and what their plans are for the next year. (including which bod members/staff are on each Committee)

Strategic Planning for the next 12 months.

<Board Added Agenda Items Added Each Year by Current BOD members>

Need a decision: Should the retreat this year be Sat or Sun?

Board Feedback

- Concern with including new BOD elects without training

- *All Board Members will send feedback to Laura and Julianne regarding the Board Retreat.*

Laura and Julianne will bring back a proposal to the Board.

Commitments

- *Laura and David will work on confidentiality agreements, privacy policy and Board ethics pending*
- *Laura will take on addressing the divide between Outreach CAT and Member Relations. pending*
- *Grace and Fern will draft a statement and send out to all for approval.*
- *All Board Members will review the 'Privacy Policy' draft and submit feedback to Mo.*
- *Laura will add the Board Greeter to the Staff Rep job description*
- *The Elections Task force will redraft the application and send it out to all for approval before the August 15th application deadline.*
- *Julianne will make revisions to the consent via email policy*
- *All Board Members will send Board Retreat feedback to Laura and Julianne.*

Meeting Evaluation

- Julianne requests to include CAT summaries within the Staff report. This request will go to cats and staff.

Next Meeting

Discount Task Force Implementation Plan
Newsletter Committee
Board Evaluations

Decisions Out of Meeting

1. Approval of June Board Minutes- via email
Consent
Stand Aside- Julianne, Vicky

Attached Documents

1. 7/16/16

To: BOD, From: Mo as Membership Coordinator
RE: Members who won't switch to new database

Membership Database 'Holdouts'

Last year in late August, we changed the place we hold our membership database to the point of sale system called Catapult Member Server (CMS). We've had a lot of positive feedback about this change, and a small number of members who have expressed a negative reaction to the change. We said last year that we would offer a full 12 months of transition time to continue to take the old cards and then, after a year, we would no longer accept the old cards as proof of membership. So now that Sept 1 is coming, we need to decide what to do about the members who have expressed concern and outright refusal to participate in the new database. Mo, James, Kitty and others have been exploring ideas to accommodate these members while maintaining an accurate and straightforward membership system.

What have we discovered about the member objections? We still don't know how many members have this significant concern (and likely won't know until our deadline is enforced at register) but we believe it to be under 100. Some members say they don't want their purchases associated with their identity. Some don't want their personal information stored on an internet-connected database. I've heard that some are worried that if society goes through a food shortage we (staff and cashiers, I assume) will know who has the food and go get them. Others have their own reasons, but they just don't want to switch. We have a long history of trying to accommodate our beloved idiosyncratic membership and this is a big culture shift for us and them.

Feedback about Anonymous System

In talking with staff during collective meetings and outside meeting, it is clear that there are significant concerns with the "alternate list" or anonymous/exception system that we were exploring in May and June. The two major points for not doing the alternate system are

- It's not a good use of staff labor, we go through difficult labor budget discussions and trim lots of projects that feel necessary and essential every year, several questioned whether this is an area to sink unknown amounts of labor into
- The Snowball Effect: Once it's known by anyone that you can have a special card and be on an anonymous list, more and more members will learn about this and want to do it. Our front end procedures need to be transparent and accessed by many, hopefully in the same way by all, for the best customer service experience. If we want member cards or numbers to be input for every

sale, it needs to be enforced equitably. And, if we want to follow our bylaws around active membership, we need to have the individual in our database.

On the other side, many are also still concerned that we find some way to work with these members. Mo has not been able to find a system that will meet all concerns, some middle ground that will work for all.

Recommending- NO Exceptions! (wince)

Therefore, I am currently recommending that we enforce our database system that uses Catapult to hold membership information and verify active membership status. Old paper cards will no longer be accepted as proof of membership, and members must be searchable in our system, their status found as active, and their sale associated with a membership record, to shop at member prices for purchases over \$10. Members who don't want to be part of our database will have to shop as non-members if their purchase is over \$10.

Our policy of accepting other co-op membership cards as proof of membership will continue to be in place and a more formal method of tracking 'other coop membership' will be put in place by Sept 1.

What else can we do? Somewhat random brainstorm full of half ideas-

- Use various methods to describe all the reasons members are vital to our organization and it's best for the Co-op to be part of this new system- register handout, article, etc
- Let them know that we only need a mailing address for active membership and it could be a PO Box, a family member, etc as far as identification.
- The Co-op could offer use of our own address, or keep a special PO Box, and then come up with a way to deal with their active membership status, such as pursue a bylaws change that only requires an email for membership status? Make an exception in this area for a certain list?
- Encourage the member to become a member of another coop who doesn't use a similar system and they can shop at our store at member prices too?

2. To: The Board, From Mo, re: first draft privacy policy, for feedback

Olympia Food Co-op Privacy Policy

Our Membership Records

The Olympia Food Co-op only uses membership data for Olympia Food Co-op business purposes and collects personal information (name and address) to comply with our bylaws and ensure communication and participation in our organization. The Olympia Food Co-op will not sell, share, trade or lease membership data to any outside organization. The Olympia Food Co-op authorizes select workers to access membership records

in our membership database, and those workers must sign a confidentiality agreement that prohibits making copies of, or sharing, member's personal information outside of Co-op operations.

Individual member information (name, address, and email) will be purged from our system within 3 years of the membership record becoming inactive.

Our Point of Sale Register System

The Olympia Food Co-op does not sell or trade information collected in the operation of our POS (Point of Sale) register system with other organizations. Technical support contractors are asked to sign a confidentiality agreement with The Olympia Food Co-op. Information collected through the use of this system is used for Olympia Food Co-op purposes and is protected to the highest level possible, following the strictest measures of data security available to us and compliant with all requirements from the Payment Card Industry standard.

Our Website

The Olympia Food Co-op does not sell or trade any information about visitors to our website including browsers, operating systems or IP addresses. The Olympia Food Co-op website does not create or use any cookies. The Olympia Food Co-op does not sell or trade e-mail addresses which consumers provide to us, and we use this information for Olympia Food Co-op business only.

For more information contact the Membership Coordinator at 360-357-1106 x11 or customerservice@olympiafood.coop

Note to Board- the organization has a history of having members check "share name" with like-minded groups, upon Board approval, on our membership forms. We have not had many groups at all utilize this list in the past many years, since mailings became so expensive essentially. We have shared our email list with Tulip in the last 10 years or so. I am proposing, due to general concerns about privacy, that we discontinue the practice of keeping that check mark and not share our info with any group, regardless of board approval. We can help like-minded organizations by including a statement or link to their work in our own emails to the membership, now that we do that fairly regularly.

Proposal 1-

the Olympia Food Co-op will not share any membership data (i.e., mailing or email lists) with any outside party or organization, unless their work is directly on behalf and upon request of the Co-op for business purposes. Organizations may approach the Board or one of its committees to request participation and support in outreach activities to our membership.

Proposal 2-

That the Olympia Food Co-op adopt the above privacy policy

3. Expansion Recommendation regarding Eastside Expansion

From: Expansion Committee To: Board of Directors

July 2016

East Side Expansion Project Financial Feasibility Presentation

Background

In April 2015 Staff and Board approved the Eastside Expansion Process Proposal (EEPP) which outlined the phases and decision making process for the project. Attached are the Decision Grid and the Process Flowchart that were part of the proposal.

This presentation is a milestone in the life of the project. We are now at the end of the Financial Feasibility phase and we need to decide if we want to move forward with the project and go into the design phase or if we stop and pursue other alternatives.

The EEPP indicates that the Collective and Board will be consulted for feedback and input and that the final decision belongs to the BOD.

What has happened so far in this process:

- October 2014, OFC decides to hire the Development Co-op (DC) to conduct a feasibility study on the ES Expansion project. The first assumption is to use the staff parking lot to build a warehouse and expand the existing retail space.
- May 2015 the DC starts the study and comes for a site visit in July of the same year. The DC advises against remodeling and expanding the store and proposes to do the feasibility study on building a new store. The ideal being to have 10,000 sqf retail space.
- December 2015 the DC concludes the feasibility study and delivers a proforma.

- February 2016 the Expansion Committee presents the results of the study to the Collective and BOD. It is determined that the proforma does not allow us to appropriately make projections and build scenarios. Expansion and Corey decide to work on building a proforma that works for our needs.

Now: the new proforma was build by Corey and Expansion and we are now able to forecast scenarios. We thoroughly went through the different assumptions that go into the proforma (they are outlined in the assumptions tab). This proforma was built in a way that allows us to model opening the new store at the ES and demolishing the old one but it can also be used to model a 3rd store. The first tab “Sources and Uses” summarizes the essential data of the proforma. If you want more details, you can go to the other tabs.

Analysis

With the set of assumptions we took, the project comes at a price tag of approximately \$7Million which is a little higher than the DC proforma essentially because we accounted for a 2% sales drop at the ES during construction.

As we expected, just like for the DC proforma, the projections show that with our current performances (essentially margin and expenses), the Co-op cannot pay for the project (\$ 959,000 loss the 1st year in “scenario 1” tab) We looked at the possible ways to increase revenue and/or lower expenses. The increase of revenue would come from a higher achieved margin. We also know that while we can improve margin by implementing best management practices, we would need to increase prices to achieve a significantly higher margin. In the proforma, we modeled a 2% price increase across the board in order to attain a 36.76 margin (in “scenario 2” tab).

We also looked at expenses and, as we all know, personnel expenses is by far the biggest chunk (67% of operating expenses). Another expense we can reduce is discounts. So we also modeled how a 6% cut in personnel expenses combined with 30% cuts in discounts would help the project pencil out. This projection is shown in the “scenario 3” tab.

Scenario 2 shows that a 3% general price increase would leave us with only \$89,000 of cash the first year so we would have to also cut expenses at least the first year.

Scenario 3 shows that a 2% general price increase, a 6% reduction of personnel costs and a 30% reduction of discounts the first year would ensure the financial viability of the project.

These are considerable changes to our business practices and we are not sure the Co-op is in a position organizationally or considering the competition to implement them.

Another limitation of the project is the physical space we have to build a new store. The market study assumed having 60 parking spaces for the new store with staff having to park off site. The current site plan allows for only 53 spaces including staff! We have talked to the Ford dealership to expand parking and considered alternatives to staff parking on site, but we haven't found any acceptable solution.

Also, maximizing the use of space on our current property would not allow us to further expand on the same site.

Considering

- the lack of parking spaces
- no possibility of further expansion on the site
- the cost of the project and what it would take for our organization to be able to pay for it

The Expansion Committee's recommendation is not to pursue this project. We would like to have your feedback on this analysis.

In conclusion, we would also like to underscore that if the Co-op decides not to move forward with the current project, this is certainly not the end of Expansion. All the work we've done has put us in a much better position to consider our options, investigate them and take action. We have now financial tools that allow us to evaluate the financial feasibility of different projects. The Expansion Committee also has a blueprint of the process we can follow for another project.

As we mentioned before, while working on this feasibility, we have kept our eyes and ears open for other opportunities.

If the Co-op chooses not to pursue the current project, the Expansion Committee would come back very soon with a new plan of action.

Thank you