

BLUE HILL FOOD CO-OP

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BLUE HILL CO-OP NEWS

OCTOBER / NOVEMBER 2007

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Blue Hill Co-op Mission Statement

Through a thriving cooperative enterprise, we encourage a vibrant healthy community and a sustainable local economy.

President's Letter

Greetings Blue Hill Co-ops. Please join me in welcoming our two newly elected Board Members, Rebecca McCall and Marianne Vandiver. Many thanks to them both for stepping forward in the service of our Co-op.

Also, thanks go out to Edee Howland who has retired from the Board. In reflecting on her service she writes, "I'm so fond of and respectful of what the Co-op endeavors to create. I learned a great deal about what it takes to be part of a Co-op, and really valued the trainings available to the Board."

Even though we have just completed an election cycle, it is never too early to begin looking for next year's candidates. If you are interested in the possibility of serving on the Co-op Board of Directors please get in touch with the nominating committee through Deborah Wiggs 374-2159 and we can start the conversation. You can always attend a Board meeting held the third Tuesday of every month at 6:30 PM in the Howard Room at the Library.

We had a lively and delicious Annual Meeting on September 30, stimulating conversation about the state of our store and what the future holds for us. We talked about a feasibility study being the next step in thinking about an expansion plan. Our localvore harvest feast was a treat. Many thanks go to Jay and Bjorn Peterson for the world class entertainment they provided.

As the seasons progress toward the quiet of late fall and winter I look forward to the slowing down that we get to enjoy in this part of the world. See you at the Co-op.

—Deborah Wiggs

Blue Hill Co-op Annual Report from the General Manager Sept 2007

It's been a year of tremendous growth for the Blue Hill Co-op! It nearly takes my breath away to reflect on all that we have accomplished together to increase the likelihood of the Co-op remaining a viable, sustainable, thriving community-owned business.

Here are some of the major accomplishments of the past year:

- The Blue Hill Co-op Board Of Directors worked many, many hours to come up with a new mission statement and corresponding ends policies that will direct the course of the Co-op into the future, clearly setting goals for the General Manager to strive towards achieving through the operations of the business. This has been a long and difficult process, and we are very happy with this accomplishment! The mission statement is as follows:

Through a thriving co-operative enterprise, we encourage a vibrant, healthy community and a sustainable local economy.

(Owners may request a copy of the exciting ends policies at any time!)

- We purchased, installed, and were trained to run a new state-of-the-art POS (point of sale) register system along with beautiful new custom-built countertops. In short, this new system enables the Co-op to:

- track patronage by owner so that we may distribute patronage dividends.

- offer discounts/promotional pricing to owners just by swiping their card at time of purchase.

- allow department managers to ana-

lyze any single item or category of items within a department so that underperforming products can be replaced with items owners are requesting.

- allow owners to check their equity balance at the register.

- speed up the check-out process by scanning items.

- print accurate detailed reports at day's end for accounting purposes. And MUCH MUCH more!!

- Re-wrote the Co-op's by-laws, with the help of an expert in co-operative law, to bring them up to date and into compliance with state laws concerning co-operatives.

- Revised the voting procedure to ensure a democratic election system available to all owners, regardless of their distance or attendance at annual meeting.

- Switched to a Patronage Dividend system, through revision of the by-laws, voted on by owners.

- Updated our equity system, eliminating annual dues, which was taxable income for the Co-op and non-refundable for owners, creating a win-win situation for owners and the business!

- Switched to Quickbooks accounting software, better in many ways than the old system, and allows us to upload our quarterly data to CoCoFist (Common Cooperative Financial Statements), which then in turn analyzes our data. One of the many advantages of this service is highlighting Co-op trends good and bad, and allowing the General

Continued on next page

GIVE US YOUR FEEDBACK!

For this issue, we have eliminated specific ad pages in favor of spreading the advertising throughout the run of the newsletter, similar to what one finds in a daily or weekly newspaper.

Please let us know what you think about this or any other aspect of the newsletter or the Co-op.

Mail a letter to
Editor, Blue Hill Co-op, PO Box 1133,
Blue Hill ME 04614
or email:
maureenfarr@verizon.net

Thank you!

The Newsletter Team

Maureen Farr, Editor

Steve Benson, Board Liaison

Whitney Landon, Production
Coordinator; 326-9242

Prudy Heilner, Ads; 374-5485

Columnists / Writers

Mary-Anne de Lany,
Meggan Dwyer, Catherine Princell,
Jennifer Traub

*Newsletter articles do not necessarily
reflect the opinions of the Board, staff,
management, or Newsletter Team.*

General Manager:

Karen Doherty

Store Hours

Mon - Fri 8 am to 7 pm;
Sat 8 am to 6 pm; Sun 9 am to 5 pm
374-2165

Letters to the Newsletter

The Newsletter Team welcomes input. If you have something you'd like to share with other Co-op member-owners, please send a letter to: Letters to the Editor, Blue Hill Co-op Community Market, PO Box 1133, Blue Hill, ME 04614, or send an e-mail to maureenfarr@verizon.net. Letters may be edited for style, not content; and should be brief. Please include your name, address and daytime phone number.

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INCITE ART, CREATE COMMUNITY

Manager's Report Continued from page 2

Manager to compare our data against other co-ops of similar size. Extensive training "webinars" have just begun on the many ways this data can be used, through our "mother" Co-op, the National Cooperative Grocers Association (NCGA).

- Had our first ever local farmers meeting to share ideas and concerns about how the Co-op can best support local agriculture.

- Revised and streamlined the Working Owner system, creating a much more efficient process, beneficial to both owners and store operations. All Working Owners are now required to attend an orientation meeting prior to working, so that expectations and systems are clearly understood.

- Re-set the store to create a more welcoming and comfortable shopping experience for our customers.

- Hired a new Produce Manager, Health and Beauty/Vitamin Buyer, and Receivers, and split the position of Membership Co-coordinator away from the Receiver and grouped it with Marketing. As we grow and grow, we are finding the need to create yet another new buying position; grouped with Cheese Buyer will be Wine/Beer and Housewares Buyer, freeing a little more of the General Manager's time up to focus on operations and tech support. Anyone out there interested in a dream job?

- Joined forces with 109 other co-ops across the country, through NCGA, to cut a deal with UNFI (United Natural Foods, Inc.) to get better pricing, increasing our buying power just like the "big guys" like Hannaford do.

Here are some glimpses of what's in store for the coming year:

- Installation of a hood, ventilation, and fire suppression system in the deli to comply with National Fire Safety Standards. This requires a major outlay of

cash, but must be done immediately.

- Installation of a storage shed off the back deck, which was built in the spring by GSA students. This will free up some much needed space in the back room.

- Ongoing Customer Service training of all staff so that we may better serve the needs of all customers.

- Installation of an ultra-violet water purification system, to eliminate the state-required use of chlorine filtration for our water supply. This new UV system meets all state requirements.

- Replacement of two aging air-conditioners.

- A new logo! This will be used on tote bags, T-shirts, stationary, all advertising...look for the new logo by January of 2008.

- New liquid bulk shelving, new shelving for large bags of pet food.

- Further exploration into possible relocation. The staff made it through the busy summer with our minds intact, but just barely. The need for a new location is on the minds and lips of all staff and many many customers. It will be a priority to move this discussion forward towards the goal of understanding the feasibility of such a move.

- A website! We are working with Downeast Graphics. It is a slow process but we are making progress.

- A new scale for the deli enabling us to use "price-embedded bar codes" that will scan at the register, and will have all ingredients listed on the label.

- New pricing technology that will allow us to easily keep up with cur-

rent price changes, preventing further margin loss, and improved inventory systems for more accurate tallying.

We have an absolutely awesome staff, who put in not only their time but their hearts, working hard each and every day to create a pleasant, organized, attractive and well-stocked store for you. We try hard to meet your needs, in spite of the many challenges we face operating out of such a small space. Our sales per square foot of retail, at \$1,300, are well over the benchmark of comfort. It is my hope that the Co-op can soon relocate to a space more suited to our owners and staff needs.

The Board of Directors is also an extremely dedicated bunch, putting many hours in outside of board meetings to ensure the Co-op is governed in the best possible way, and I thank them for being great co-operators!

In spite of the many challenges, I continue to feel blessed to be the General Manager of the Blue Hill Co-op, I love what the Co-op stands for and what it stands up against. I am grateful to be a part of an organization that is making a difference in this corporate-greed driven world, and that we are connected to other co-ops across the nation. Thank you for supporting the Co-op...we look forward to another exciting year ahead!

—Karen Doherty

6^{FOR}/5

Advertise your business for a year for only \$125

It's easy! A business card ad costs \$25 per issue. Run it for a full year, prepaid, and save \$25
(See Fine Print for complete details.)

CO-OP NEWS ADVERTISING FINE PRINT:

Ad Rates for Newsletter: \$2.50 for up to 20 words; 15¢ per word over 20. (Phone number counts as one word). Display ads (Boxed) \$10/column inch. Business card ads: \$25.

SPECIAL 6 Business Card Ads for the price of 5: Ad must be pre-paid for a year to receive this special rate of \$125 for six ads.

Regulations and Terms: All advertising is accepted subject to approval by the Newsletter Team. The Newsletter Team reserves the right to refuse any advertisement at any time. The Blue Hill Coop Newsletter assumes liability for errors in advertising only to the extent that it will publish, at no charge, a corrected version of the advertisement in the next issue of the newsletter.

All ads must be prepaid. Make check payable to Blue Hill Coop. Send payment & ad information to: Prudy Heilner • PO Box 239 • Blue Hill, ME 04614, tel: 374-5485; or drop off at the Coop in Newsletter box.

**DEADLINE FOR
DEC / JAN ISSUE:
NOVEMBER 15TH**

What's Up In Board Meetings: July 2007

a Summary, Based On The Approved Minutes

After working so hard on organizing new by-laws, planning for patronage dividend and equity reform, designing improved election procedures, and settling on a new mission statement, among other initiatives in the past year, the board decided to relax in August and skip one meeting. The July meeting, facilitated by Steve Benson, included Deborah Wiggs, Lucy Benjamin, Ruth Fiske, Edee Howland, Bob Sullivan, Gail Bartlett, and manager Karen Doherty.

The **General Manager** reported that total sales for the fiscal year ending on July 31 was just \$11,000 over budget—very close to what she had planned. A fuller analysis would require Karen more time to prepare for presentation in September. She noted in passing that weekly sales in the summer increase about 66% over the rest of the year. Karen described the elaborate

learning and preparation she has been putting in toward comprehensively resetting the store's preferred margins for pricing goods sold.

Karen also commented on her impression of a larger store with the same size inventory as ours in Greenfield, MA, with enhanced produce section and café services. This underlined the potential benefit of a more spacious setting for our store. She noted too that our building is overusing air conditioning and fans to reduce heat from the café in the bulk section. Another problem with our present facility is that, in order to avoid washing produce in chlorinated water, we are planning purchase of an ultraviolet purification system.

BOARD REPORT

In order to waive the board's August meeting, we agreed to an impromptu evening meeting in mid-July to develop planning for our September annual meeting. The **nominating committee** reported on the two candidates it had encouraged and sponsored to run for seats on the board and the elaborate procedures adopted to ensure a fair election. At that time we were still waiting for potential nominees by petition. The board also decided to develop a more deliberate orientation program of multiple components, for new directors.

The board also agreed at this time to work on specifying a set of **ends statements**. These are policies that elaborate intentions that may be implicit within the mission statement that has been composed to guide the Co-op. They provide the board, the manager, the staff, and the members with clear effects that we hope the Co-op can work toward.

While other policies are occasionally fine-tuned or revised, this ends policy work is crucial in defining the grounds for the existence of all other policies.

The board also continues to come to terms with the recently passed **by-laws**, as their application raises questions not fully answered within the text itself. Such questions may be prompted by the actual construction of our new equity system, such as how the Co-op is to handle the equity it holds if owners become inactive and are no longer heard from. We agreed that the board's interpretations of by-laws need to be communicated to owners, whenever they are resolved and may materially affect owners' choices or expectations.

The board also received some training in analyzing financial statements, through a discussion led by Bob Sullivan, our treasurer.

Complete approved minutes of Co-op Board Meetings and Annual Membership Meetings are available in a tan envelope beneath the bulletin board just inside the entrance to the store. Minutes of meetings not represented there (or any other documents pertaining to Board meetings and activities) can be requested by application to me through my mailbox at the store. A complete board policy register is now also available in a Word document, by application to the Secretary.

Please come to share in all or part of a Board meeting, the third Tuesday of every month from 6:30 to 9:00, upstairs in the Blue Hill Library. The second ten minutes of each regularly scheduled board meeting is intended for listening to owners' comments and concerns.

—Submitted by Steve Benson, Secretary



**Blue Hill
Piano Service**
Phil Norris
374-2159

Notice of Board Meetings

The Co-op Board meets on the third Tuesday of each month from 6:30 P.M. to 9:00 P.M. The meetings will be held in the Howard Room at the Blue Hill Public Library. They are open to the membership. The next Co-op Board meetings will be held on Tues, Oct. 16th & Tues, Nov. 20th.

Co-op Board Officers & Members:

President	Deborah Wiggs
Vice President	Gail Bartlett
Treasurer	Bob Sullivan
Secretary	Stephen Benson

Lucy Benjamin
Ruth Fiske
Rebecca McCall
Erich Reed
Marianne Vandiver



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How Much Exercise Is Enough?

It has been twelve years since the American College of Sports Medicine (ACSM) and the Centers for Disease Control (CDC) issued the public health guidelines that every US adult should accumulate 30 minutes or more of moderate-intensity activity on most – preferably all – days of the week. The committee of Exercise and Cardiac Rehabilitation of the American Heart Association endorsed and supported these recommendations.

Unfortunately, the intent of the original recommendation has not been fully realized and in addition, it has been misinterpreted. Some people continue to believe that only vigorous intensity activity will improve health, while others believe that the light activities of their daily lives are sufficient to promote health.

Physical inactivity is still a significant public health issue. Data from 2005 indicates that only 49.1% of US adults met the CDC/ACSM physical activity recommendations. In February 2003, an expert panel comprised of physicians, epidemiologists, exercise scientists, and public health experts was convened and charged with reviewing and updating the original recommendations. The recently published guidelines update and clarify the 1995 recommendations on the types and amount of exercise needed by healthy adults to improve and maintain health. The guidelines also have a new addition which includes modified recommendations for older adults.

The new preventive recommendations for healthy adults between 18 and 65 specifies that engaging in regular physical activity can promote and maintain health, and can reduce the risk of chronic disease and premature mortality by stating the specific recommendations for frequency, intensity, and duration of the physical activity.

The primary recommendation states that all healthy adults between the ages of 18 and 65 need moderate intensity aerobic physical activity for a minimum of 30 minutes five days per week or vigorous intensity aerobic physical activity for a minimum of 20 minutes three days per week. Note the wording changes!

Combinations of moderate and vigorous intensity activities can be performed during

the week, such as two days of moderate intensity walking for 30 minutes and two days of vigorous intensity jogging for 20 minutes. Moderate intensity aerobic activity is identified as activity that produces a noticeable rise in heart rate; vigorous intensity activity is identified as activity that produces rapid breathing and a substantial increase in heart rate.

The 30 minute minimum for moderate intensity physical activity can be accumulated by bouts of brisk walking for at least 10 or more minutes. In addition, every adult should perform activities that improve or maintain muscle strength for a minimum of two non-consecutive days each week.

The guidelines here specify 8-10 exercises using the major muscle groups with 8-12 repetitions of each exercise resulting in fatigue.

The final piece of these new guidelines relates to the dose-response relationship between physical activity and health. Persons who wish to further improve their personal fitness, or further reduce their risk of chronic disease, or prevent unhealthy weight gain may benefit by exceeding the minimum recommended amounts of physical activity.

Another significant change in the new recommendations is the section devoted to older adults aged 65 + and adults 50-64 with clinically significant chronic conditions and/or functional limitations. The major difference in the aerobic activity recommendations here has to do with the description of what moderate intensity is and what vigorous intensity is for this population.

On a 10 point scale where sitting is 0 and all out effort is 10, moderate intensity activity is a 5 or 6 and vigorous activity is a 7 or 8 as perceived by the participant regarding increased heart rate and breathing. Given the different fitness levels for older adults, moderate intensity for some might be a slow walk and for others a brisk walk.

The 30 minute five days per week or 20 minute three days per week guidelines are the same and this is also in addition to routine light activities of daily living such as cooking, self-care, and casual walking or moderate activities like walking around the home or office or from the parking lot.

The weight training recommendation is the same regarding two non-consecutive days per week of 8-10 exercises, but again the intensity is identified differently and also the number of repetitions.

The 0-10 scale is again used with the level of effort definitions moderate as 5-6 or high as 7-8 and the number of repetitions as 10-15. Again, this can mean lifting one pound for some and five pounds for others to achieve fatigue.

Two new recommendations for this population include flexibility and balance. The guidelines include two days per week of at least 10 minutes of flexibility exercises as well as including balance exercises in the exercise routine at least three days per week.

This section also discussed the need for a gradual stepwise activity plan and an integration of preventive and therapeutic recommendations that relates to adults with no physical limitations and to those with existing chronic conditions that put an emphasis on reducing sedentary behavior, increasing moderate activity, and putting less emphasis on high levels of activity.

Virtually all older adults should be physically active and given the degree and strength of evidence, physical activity should be one of the highest priorities for preventing and treating disease and disablement in older adults.

The online version of the articles I have discussed can be found at:
<http://circ.ahajournals.org>.

*—Catherine Princell RN MS
Health Education Specialist*

JUST FOR THE HEALTH OF IT



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Down Home & Dirty: The Petroleum Cartel & You

Is it worth the bother to pick up Ecover, Seventh Generation, or Avalon Organics and local herbalist creams from the Co-op, when it may be more convenient, to just grab what's needed at the discount store or supermarket? Let's just consider that.

Can't decipher a bodycare product label, while wondering?

Environmental Working Group (EWG) has a data base explaining ingredients: www.cosmeticsdatabase.com/index.php?nothanks=1

They add this eye-opener: "Due to gaping loopholes in federal law, companies can put virtually any ingredient into personal care products. Even worse, the government does not require pre-market safety tests for any of them."

At regular stores, you'll likely find items from "The Top '10' Hazardous Household Chemicals."

<http://consumerlawpage.com/article/household-chemicals.shtml>

An attorney compiled this reality-check list. He goes after corporate malfeasance, the marketing of defective products and toxics. Here's an example, in widespread use:

AIR FRESHENERS: Most air fresheners interfere with your ability to smell by coating your nasal passages with an oil film, or by releasing a nerve deadening agent.

Known toxic chemicals found in an air freshener:

Formaldehyde: Highly toxic, known carcinogen.

Phenol: When phenol touches your skin it can cause it to swell, burn, peel, and break out in hives. Can cause cold sweats, convulsions, circulatory collapse, coma, and even death.

On another planet, far, far from the petroleum cartel, the Co-op offers abundant green household choices: air fresheners based on essential oils, both bulk and packaged laundry care, and lotions, etc. based on plants, not petroleum. The body care section also offers cleanses and nutriceuticals to help restore innate vitality.

WELLNESS NOOK

Are there general problems with petroleum derivatives?

Actually, their name is legion! The more we know, the better aloe and jojoba look. In an era of oil cartel dominance, many petroleum-derived carcinogens are permitted in agriculture, pharmaceuticals, construction, kitchen, and bathroom. Until oversight – as if people mattered – is with us, we can show some earth-sense via our choices and purchases.

If we do not bother, petroleum derivatives bio-accumulate. At some point, body burden can potentially lead to fatigue and unpleasant toxic malfunction.

tions, in liver, kidney, digestive, reproductive, immune, and nervous systems, with many medical names.

Toxic body burden also can be passed through sperm, and across the placenta. Environmental Working Group learned the following in 2004, testing newborns:

"Of the 287 chemicals we detected in umbilical cord blood, we know that 180 cause cancer in humans or animals, 217 are toxic to the brain and nervous system, and 208 cause birth defects or abnormal development in animal tests. The dangers of pre- or post-natal exposure to this complex mixture of carcinogens, developmental toxins, and neurotoxins have never been studied." archive.ewg.org/reports/bodyburden2/execution-summary.php

Dr. Hulda Clark, the Canadian Naturopath, sounded an explicit caveat about "normal" household products. She advocated getting rid of all of them, detergents, household cleaners, cosmetics, polishes, paints, etc. She warned that petroleum solvents are absorbed by the body, into the weakest link, where they concentrate, facilitating parasites and the development of cancers at that location. While she recommended parasite cleanse protocols, she stressed that the protocols do not work, or last, unless the household, workshop, cellar, and attic are cleared of petroleum products. She wrote *The Cure for All Cancers* and *The Cure for All Diseases*.

The Co-op is a treasure trove of Yankee ingenuity, local small-is-beautiful, and the emerging corporate organic model. For the health of our families and our communities, let's shop where it smells good, tastes good, feels good, and where we can help build sustainable futures.

—Mary-Anne deLany

ALTERATIONS

Alter, repair, make, almost any clothing. Anne Walker 374-5749

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Melanie Rose Moore, NCTMB, LMT

IMAGINATIVE GARDEN DESIGN SOLUTIONS

Service options include consultations, sketch & layout plans, critiques of existing plantings, and project oversight.

Daksha Baumann 374-5423
daksha@localnet.com

Co-op election review

This fall the Co-op Board welcomes two new Board members, Marianne Vandiver and Rebecca McCall, who will be serving three-year terms. In the past, Board elections took place at the annual meeting. This year, with our new Co-op bylaws, is the first year that owners have been able to vote in the store and by mail, in addition to voting at the annual meeting. The new voting process was designed to make it

possible for more owners to be involved, and in that regard was very successful. We received 178 ballots, considerably more owner participation than we would have had if only those at the annual meeting were able to vote.

The new Co-op bylaws dictated that votes had to be in two envelopes – one unmarked secrecy envelope, and an outer envelope with the name or owner number. The aim of the double enve-

lopes was to maintain voter anonymity, while also ensuring that votes were cast by active Co-op owners. Unfortunately, we had 49 ballots that were cast without a second envelope, and another 23 that were cast without any envelope at all. These votes were not counted.

I received complaints from several owners that the double envelopes are a waste of paper. Additionally, the high numbers of miscast ballots also indicate that the process was unclear or overly cumbersome. Please let me, or another Board member know if you would like to simplify the way we vote, or whether you value the thorough anonymity of the double envelope process. To change this we will have to vote to change this by-law, and to have your vote counted it will have to be in two envelopes!

—Erich Reed

ON THE WALL @ THE CO-OP Café:

OCTOBER: Melissa Mattes

Works in Felt

NOVEMBER: Joan Kasoff

Photographs

*Are you a Co-op member who's also an artist?
Want to show your artwork at the Co-op Café?
Call Marge May: 326-9394 to schedule a show.*

DEADLINE FOR

DEC '07 / JAN '08

ISSUE: NOV 15TH

Friday November 16th 11am -5pm
Melody Lewis-Kane of Clay Forms Pottery

3RD ANNUAL BENEFIT POTTERY SALE

in the Co-op Café. The sale will benefit the local food bank Tree of Life.

20% of the sales will be donated to help Tree of Life feed those in the community who need help.

Come do some holiday shopping and help the local food bank in the process.

The Brooklin Inn
Lodging • Fine Dining • Irish Pub
Eclectic dining from a classic kitchen.



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COMMITTEE DESCRIPTIONS

This list includes a current description of the existing Co-op committees, which work in an advisory role to the Board of Directors. The status and recent activity of each active committee is reported on by the committee's Board liaison during the Board's monthly meeting.

NEWSLETTER - The Newsletter Committee (Team) produces a newsletter which is distributed every other month.
Liaison: Steve Benson

NOMINATING - The Nominating Committee looks at the needs of the Board, recommends new Board members, and helps to facilitate the work of the Board. This committee also examines the Coop's by-laws and makes recommendations to the Board in order to keep the by-laws and current Co-op practices in concert.

NEW CARGOES
Great Goods for Everyday Living

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Who Owns Organic?

According to a recent posting on the website of the Cornucopia Institute, the latest update of major corporate ownership and involvement in the organic food sector is now out. The chart (below) graphically focuses on the organic brands with ties to the top 25 food processors in North America.

Dr. Phil Howard, an Assistant Professor at Michigan State, is responsible for the creation and updating of the organic food business chart. He teaches in the University's Community, Agriculture, Recreation and Resource Studies program.

You can download a full-size version of the chart shown here by going to:

www.cornucopia.org and clicking on Who Owns Organic on the homepage. Once in that article, you can follow links to several other charts as well.

All of the charts are in Adobe PDF format, available and easily accessible at www.cornucopia.org. They may take a few moments to load, depending on your connection speed.

The Cornucopia Institute is dedicated to the fight for economic justice for the family-scale farming community. Through research, advocacy, and economic development their goal is to empower farmers both politically and through marketplace initiatives.

