

community roots



Prst Std  
US Postage  
**PAID**  
Permit #191  
Chapel Hill, N.C.  
27514



annual report  
2007

panzanella

\$38,762 donated to local schools this year



WEAVER STREET MARKET'S

# second annual

## Cooperative Community Fund Grants

WEAVER STREET MARKET'S

### Cooperative Community Fund

is established as a permanent fund whose interest will be given annually to local groups working on issues relating to sustainable agriculture and organic food, hunger and malnutrition, environmental protection, and cooperatives. We expect that the CCF will grow rapidly to become a major factor in the achievement of our co-op's mission to be a vibrant, sustainable commercial center.

Fifteen community groups responded to our call for applications for this year's Cooperative Community Fund. And a great group of Weaver Street Market Owners volunteered to process the applications and determine who would receive this year's awards. Choosing from among all the wonderful groups working in our community is a difficult task. Thanks to all the volunteers who helped in this process.

2007 CCF GRANT WINNER

### NORTHSIDE COMMUNITY GARDEN

Northside Community Garden is an organic garden open to residents of Chapel Hill and Carrboro. It is located in the Northside area of Chapel Hill, a low-income, predominantly African-American neighborhood. It currently has 20 plots, edged and filled with many recycled materials. Plans are underway for rainwater collection and a solar-powered irrigation pump.

The Community Garden rents small plots to individuals or groups. It hosts potlucks as a community building activity for the gardeners. Master Gardener Volunteers have workdays to teach organic vegetable growing. There are also workshops offered. The volunteers who coordinate the garden contribute a significant amount of time, a situation that is not sustainable in the long-term. Funds will help pay a part time Garden Coordinator to further develop and run the community garden. ❖

2007 CCF GRANT WINNER

### CHESTNUT RIDGE CAMP

Chestnut Ridge Camp and Retreat Center is a nonprofit facility that hosts more than 9,000 people every year, from summer campers and students in grade school to college students, scout groups, and adults from other nonprofit and educational institutions. The Center is a place of hospitality, responsible care for the environment, and community fellowship. One aspect of this identity is gardening, composting, local food consumption, and energy conservation at the Center.

Chestnut Ridge seeks to add vermiposting to its activities. This will be a model practice, visibly placed in the garden and cared for by community volunteers, campers, and students. It is a tangible activity that offers hope for a sustainable future. It also has the practical implication of making good use of the food scraps from 27,000 meals a year and enhancing the garden's soil. Chestnut Ridge will pay for installation and operation costs and for educational materials. Funding will buy 5000 red worms, worm bedding, and an outdoor worm composting bin with a spigot for "worm tea." ❖

2007 CCF GRANT WINNER

### NC RURAL COMMUNITIES ASSISTANCE PROJECT, INC.

NC Rural Communities Assistance Project, Inc. is a nonprofit that provides assistance to low-income, rural communities on issues of public health and environmental quality, more specifically issues related to water, wastewater, and housing needs. In Chatham County, their outreach and education program works with the Latino population on lead poisoning prevention, safe drinking water, wastewater system maintenance, chemical hazard reduction, and identification of asthma triggers and indoor allergens. They perform in-home visits as well as participating in community events.

To reach more people, the Project has developed an educational "comic-novella," a common media form in Latin America. The small format comic book educates about groundwater, water conservation, and well water maintenance and protection through the story of Rosalia Sanchez, a homemaker whose enchanted encounter with a talking frog leads her to learn about improving water quality in her rural area. Funding will support the printing costs of the comic-novella. ❖



## grant Winners

2007 CCF GRANT WINNER  
**HAW RIVER ASSEMBLY**

The Haw River Assembly is a nonprofit grassroots group founded to restore and protect the Haw River and Jordan Lake and to build a community of stewardship for the river's large watershed, which covers six counties including Orange. Each year the Assembly hosts the Haw River Festival Learning Celebration along the banks of the river. Fourth graders from schools in the watershed take a field trip to the river, where they rotate through stations to learn about stream monitoring, cultural history, science-based river ecology, and plant and animal identification, as well as having time for quiet observation.

In the three weeks of the celebration, 1500 children visit the river. There are also 150 adult visitors (teachers and chaperones) and 150 volunteers who facilitate the program. By reaching out to all people in the watershed, and educating young people to be future stewards of the river, the Assembly hopes to create lasting solutions to water quality problems and environmental degradation. Currently, schools make a \$2 donation per child (not required if it is a hardship for any child). Funding will keep this fee at a minimum and assist in the sustainability of the successful programming. ❖

# national cooperative & fair trade month

## Weaver Street Market Annual Meeting invitation

thursday, october 18  
at the Carrboro Century Center

6:30 pm: **dinner** (provided)  
7 - 9:30 pm: **annual meeting**

- \* Engage in lively dinner conversation about the Co-op of the future!
- \* Hear the "State of the Co-op" reports from the General Manager and the Board of Directors!
- \* 2nd Annual Cooperative Community Fund Awards!
- \* Meet the candidates for Board of Directors!
- \* Vote for a candidate for the Board of Directors!
- \* Raffle prizes!

all month long . . .

**Great Cooperatively-Made and  
Fair Trade Specials & Features . . .  
Raffles for Great Prizes . . . Balloons . . .  
Samplings . . . VOTE**

Carrboro Southern Village Panzanella



co-op ownership

# election

## Meet the Candidates for Weaver Street Market Board of Directors

**james morgan**

CONSUMER-OWNER

For the last fifteen years I have owned and operated a residential design studio in downtown Carrboro where I function as principal designer: altogether I have worked in architecture and design for over twenty-five years. I am currently a board member of Weaver Street Market, I was a member of Carrboro's Downtown Development Commission for ten years and was a founder and organizer of Carrboro's Art On Weaver public sculpture show.

I would like to continue to serve on the Board of Directors of Weaver Street Market because I have a deep appreciation of the value of this work and feel that I have something of value to contribute to it. My experience as a co-op member has been lifelong. When I was a child our family shopped almost exclusively at the co-op. I was a member and volunteer at the coop grocery in St Peter, MN in the 1980-92s, and I've been a WSM owner since 1992 and a member of its board since 1998. In that capacity I have participated in five national conferences of the Consumer Cooperative Management Association and visited co-ops in many parts of the US. I have regularly been active in subcommittees of the Board and participated in drafting policy, and I currently act as its Secretary.

The focus of my professional work is one of team-building and mindful collaboration toward the accomplishment of clearly acknowledged goals: my participation in Board deliberation strives to embody these same principles. In my time on the Board I have become deeply grounded in the values of social equity, environmental responsibility and economic stability embodied in its policy structure. Over my fifteen years as a member/owner I have watched with awe and admiration as this coop has blossomed into the organization it is today, setting a standard of excellence among coops nationally and deeply committed to sustaining its presence and purpose in the community over the long haul. WSM has been a major presence for good in my life since the moment I arrived in this area in 1991. If I am allowed to continue as a director I will continue to work for the sustainability of both the Market and this community of which I am deeply grateful to be a part. ❖

**Each applicant was asked to respond to the following questions:**

**Current professional work:  
Previous professional work:  
Current community involvement:  
Previous community involvement:**

**Why would you like to serve on the Board of Directors?**

**Briefly, describe any experience you have had with worker or consumer cooperatives or with other small business.**

**In your personal life or when working with organizations what strategies have you used to bring about understanding and consensus when dealing with complex issues?**

**Briefly describe any experiences you have had with the following:**

- a) Value-based policy development
- b) Planning
- c) Organizational evaluation

**Include anything about yourself that you may like others to know:**

elect

**eliza dubose**

CONSUMER-OWNER

*Current professional work:*

I work with the Family Support Network-NC, supporting families of children with diverse special needs by providing them with accurate information, support and assistance in navigating a complex system of community and state services. My goal is to help families find what they need to support their child's development, especially when they don't yet know all of the questions to ask, and promote awareness of developmental diversity.

*Previous professional work:*

Head Start & Early Head Start Health & Nutrition Manager (including supporting diagnosis and nutritional management for families with food restrictions).

Co-ownership of Windy Oaks Inn, a bed and breakfast hosting many large special events.

Public Health Educator, Women's Health Educational Consultants, providing patient-oriented medical education to health care professionals.

*Current community involvement:*

Volunteer at WSM in customer service, and on WSM CCF grant review committee.

*Previous community involvement:*

Orange County Rape Crisis Center, Companion, Board member and President Carolina Friends School, 40th Anniversary Planning Committee WSM Advisory Visioning Committee on the development of a Values Statement

*Why I would like to serve on the Board of Directors:*

As a long-term resident of the area (and a food enthusiast) I desire to support the Co-op members, staff and management during a significant time of transition and active growth. To promote membership, the Co-op must inspire a sense of ownership. I am interested in developing and implementing creative strategies to strengthen communication between the Co-op's management and its consumer base, increasing connectivity via a range of opportunities for a more active exchange. It is vital for the Co-op to take advantage of consumer ideas, to enhance the buyer's and eater's experience, as well as to ensure that the Co-op continues to be the identified model for a progressive, locally driven market, while refreshing itself to provide customers with new flavors and new reasons for wanting to shop and commit to ownership.

*Experience with worker/consumer cooperatives, small community minded businesses:*

I have worked with various locally owned retail and hospitality businesses, centered around ensuring consumer satisfaction and loyalty.

## geoff gilson

WORKER-OWNER

*Strategies used to bring about understanding and consensus when dealing with complex issues:*

- Ask questions, support others when so doing, and seek clarification
- Understand group dynamics & the variety of personal styles and strengths
- Listen actively and responsively
- Validate participation, be aware of when not to hold up the process
- Speak to and hear truths for what they are, and pursue different perspectives from what you bring
- Recognize emotion when it is being engaged, and process it before decision-making

*Experience with value based policy development, planning, organizational evaluation:*

I volunteered to work on the Co-op's visioning committee three years ago, and it was more than I expected. I took away a greater understanding of and respect for the challenges of operating the market productively, and of the goals the Co-op is endeavoring to accomplish. My view is that there is much more to be done to apply the Co-op's vision and values to its current and future activations of plans to grow and improve, and I want to be part of helping this process work as harmoniously and productively as possible, by helping to connect the market organizationally to its customers voices, experiences, and consumer power.

*Anything else:*

This is my first experience with running for the WSM Board, but while I'm at it: Support our Community Fund, and enjoy yourselves at the same time: Bring your friends to the Wine Sale! ❖

Some of you may know me as the English jokester from Southern Village. The guy who sang "Stand By Your Man" with Zack at the WSM Christmas Karaoke Party. Others may recognize me as the host of community talk shows on the local radio (including the recent "ESP Show" on WCOM).

The rest may recall the article I wrote ("Co-operative Pickles") for the WSM "Marketing Messenger" last year, when, as a Worker-Owner, I wondered aloud whether WSM was becoming more of a chain store than a co-operative. More recently, it was my suggestion that opened up the Annual Co-op Meeting to the half-hour Question and Answer session.

WSM is undergoing dramatic change at the moment. In the very near future, we will have grown to five outlets, spread over three towns. I think it is important to ensure that our corporate and co-operative structures and policies — and their ability to respond and to hold people accountable — keep pace with that change.

There has been some turmoil in our co-op in the past year. Much has been achieved. And our thanks go to all, in every department, for those successes. But I think we would agree that there have been times when those we care about have expressed unhappiness, simply because they feel they have been left out of the loop.

What I am asking for is the opportunity to start a fresh conversation in our co-op about where we want to go after this latest round of expansion and refurbishment, and what we want to look like when we get there. So that we all feel as if we are making the same journey — in like step together.

Now, am I someone who is qualified to nudge the Board into initiating this co-op wide 'conversation'?

I wasn't born in Carrboro. But I got here just as quickly as I could. I was, as you may have guessed, born in England — the birthplace also of the co-operative movement. So, I know a bit about co-operation, its genesis and its governance.

I haven't always been a grocery store clerk. Although I'm proud to serve as one, alongside all of you, as I use my spare time to explore my creative interests. In my journey through life, I think I have picked up a number of skills and disciplines, which I hope will serve you well on the Board.

To be an effective voice for you, I need to be able to articulate your concerns clearly, and without hesitation. I have been a wordsmith, a 'presenter' and a negotiator all my life. Whether as a lawyer (litigation, commercial and divorce). A speechwriter (for the national campaigning unit of a British political party; and for Michael Dukakis, Democratic Presidential Candidate in 1988 — mind you, is that a plus...?). Latterly, as a radio host. And also, as an author.

But I'll be no use to you if I'm just a lone voice, whining away into an uninterested void. Policy-making on our Board is about understanding governance and achieving consensus.

I have served on civic committees since I was 16. I was elected a city councilor at the age of 23. I was Chairman of the Board of Trustees for a community theater in North Georgia. And I have worked with Ruffin on the Development Committee of WCOM.

When all the posturing is done, I know about rolling up sleeves, and getting the nitty-gritty done, in a way that takes into account seemingly different points of view. I think probably my greatest, recent achievement was painstakingly coaxing to adoption the By-Laws of the community theater. You think a co-op is a soap opera — try community theater!

What, in my experience, is the secret to meaningful consensus when dealing with complex issues? It's the same as trying to get porcupines to breed. You do it carefully. You listen conscientiously; explain clearly; and be prepared to admit when you're wrong. And when all else fails — know how to wield a horse-whip.

That's right. You also need a strongly-developed sense of humor. And those of you who saw or heard of my comedy stint as "Mr. Diplomat" with Dirty Improv South, in Carrboro, are aware I know how to take a punch.

Fine so far. But we can never forget that all that we may wish to achieve in our co-op, from a social, political and sustainable point of view, is only possible if we are a successful business. No 'conversation' can reach a conclusion which ignores that reality.

I was a successful management and marketing consultant for many years. I think I've written more policy, development and planning documents than I've read newspapers. And I have been a director of several companies, some small and some larger than WSM — multi-million dollar turnovers do not scare me.

I understand the nuances of a financial statement. And I can read one clearly enough that I am also able to find room for democracy and co-operation in a way that does not harm the financial bottom line.

I have come to love working with all of you at WSM. I want to give something back. I can think of no more appropriate way of contributing than by using my special knowledge of corporate governance to help WSM master all the benefits of expansion, and assist WSM in becoming a successful grocery business and co-operative into the next decade and beyond. I would be honored to have your support in that endeavor.

I don't really think campaigning is in keeping with co-operative ideals. But, if you have a question, or just want to chat, please feel free to contact me at: geoffgilson@hotmail.com. ❖

**VOTE**  
by 7:00 pm  
Thursday,  
October 18

### Consumer-Owner Representative Ballot for Weaver Street Market Board of Directors

Your owner number is: \_\_\_\_\_

**Each share size is entitled to the following number of votes:**

- 1 person share (\$75) - 1 vote
- 2 person share (\$135) - 2 votes
- 3 or more person share (\$175) - 1 vote for each adult listed on your share.

**The person(s) on this share cast a vote of:**  
(Please write number of votes on line provided.)

Number of votes: \_\_\_\_\_

**James Morgan**

**Eliza Dubose**

**Ballots must include a valid signature  
and owner number to be counted.**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Owner Number

more applicants Page 11

# year in review

## WEAVER STREET MARKET CELEBRATES 20 YEARS!

co-op ownership

t

his coming June marks Weaver Street's 20-year anniversary, an important milestone in the cooperative business that we own together as consumers and workers. Weaver Street Market's Mission Statement guides our desired impact: "A vibrant, sustainable commercial center for the community of owners and potential owners." We measure our progress toward this mission using the "triple bottom line" of financial, social and environmental sustainability.

### FINANCIAL BOTTOM LINE

We're pleased to report that we experienced healthy sales growth in all of our business units last year. The additional space provided by our remodel helped to increase sales in our Southern Village store by 16% over the previous year. Sales also increased by 10% in our Carrboro store and by 7% in our Panzanella restaurant. We achieved a net profit of \$359,910 or almost two cents for each dollar of sales. Our profit improved from \$138,000 the previous year, mostly due to our increased sales.

The number of community members who are owners of Weaver Street Market increased during the year. Consumer ownership grew to 11,765 households, an increase of 8% from the year before; and the number of worker owners grew from 82 to 90, a 10% increase. A basic benefit of our cooperative structure is that it allows us to promote the economic well-being of our owners by returning money back to you. Our consumer owners received \$399,598 in discounts at the cash register. Based on total consumer share investment of \$1.01 million, this represented a return on share investment of 39%. Our worker owners receive a patronage dividend based on hours worked, which totaled \$151,534, or \$1.01 for every hour worked during the year. Based on a total worker share investment of \$406,048, this represented a return on share investment of 37%.

### SOCIAL BOTTOM LINE

Our cooperative business model helps build our local economy. This year our co-op passed the \$20 million sales mark, meaning that \$20 million was directed into the cooperative economy rather than the corporate economy. Since 41% of the money spent at Weaver Street Market is spent directly in the local community, and by applying standard industry multipliers to calculate total economic impact, we calculate a total of \$12 million in local economic impact that our co-op created last year.

Another way we measure our contribution to our local economy is the amount we purchase from local farmers and food producers, which last year amounted to over \$2 million. Supporting local producers not only means buying their products; it also means connecting consumers with the people that produce their food. That's the purpose of the annual farm tour that we co-sponsor each April with the Carolina Farm Stewardship Association. We received an award this year from the National Cooperative Grocers Association recognizing this event as a model for co-ops across the country. Featuring local farmers at special dinners at Panzanella is another way we connect consumers with producers. The big table offers the featured farmers the opportunity to sit with their friends and family and be recognized as they converse with their customers and enjoy a meal made from ingredients from their own farm.

Our community events also contribute to our social bottom line. We hosted 194 community events throughout the year—an average of almost four per week. At these events members and shoppers visit with neighbors, listen to local musicians, and watch and discuss what's happening in our community and the world.

### ENVIRONMENTAL BOTTOM LINE

In the environmental area, we continued our green energy and recycling programs. We purchased 10% of our electricity from green energy sources, and recycled 14 different waste

streams: corrugated and waxed cardboard, metal cans, plastic bottles, three colors of glass, three types of paper, packing peanuts, plastic bags, cooking oil, and food waste for compost.

We spent a lot of time this year designing environmental features into our upcoming Food House and the Hillsborough Store. The Food House will incorporate as many energy-saving and environmentally friendly systems as possible. Food preparation uses a lot of energy heating and cooling food. Some of this energy can be captured and reused: waste heat from the refrigeration compressors will be used to make hot water for dishwashing, and waste heat from the ovens will be used in an absorption chiller to make chilled water for air-conditioning.

An innovative "Second Nature" refrigeration system will use a combination of anti-freeze and water as coolant, greatly reducing the need for refrigerants that contribute to global warming. Other features include: adjustable lighting that lowers the lighting level to compensate for daylighting, foam insulation in the middle of 12" walls that reduces the heat and air-conditioning load, variable-speed hoods that turn on and off automatically when cooking is sensed, cisterns that collect water and recycle it for other uses, and a truck that is fueled by bio-diesel.

In our new Hillsborough store we will recycle waste heat from the refrigeration system and use it for heating water. We will collect waste water from the sinks and use it for toilet flushing, and collect rainwater and use it for irrigation.

All in all, it was a successful year in terms of our contribution to the financial, social, and environmental sustainability of our community. Our triple bottom line approach was recognized this year by the Foundation for a Sustainable Community, who awarded us the first Sustainable Business of the Year Award for Chapel Hill and Carrboro.

Ruffin Slater

Ruffin Slater, General Manager

# year ahead

## NEW FOOD HOUSE TO PROVIDE AUTHENTIC FOOD

t

his winter we will move into our new “Food House” — our expanded kitchen and bakery facility in west Hillsborough. The facility is a cornerstone in our strategy to provide more Authentic Food to our community. We define authentic food to mean organic products from small farms that embody the spirit of organic farming rather than factory farms that do the minimum to get by. Authentic food means products from local producers who contribute to a sustainable food system, retain artisan production techniques, and allow family farmers to stay in business. Authentic food means Fair Trade—fair payment to farmers in the developing world that produce crops such as coffee that can only be grown in warmer climates. Authentic food means products from our own kitchen and bakery, where we use high quality ingredients and maximize quality and freshness.

The Food House will prepare baked goods, deli items, and packaged meats that will be delivered twice-a-day to our stores, in the same way we have been preparing food in Carrboro and delivering it to the Southern Village store for the last five years. Having a single food production facility allows us to leverage our resources to provide a broader line of prepared foods than would otherwise be possible in our compact downtown stores. In our recent survey of over 1,000 consumer owners, the quality ratings for baked goods and deli foods were just as high at the Southern Village store as the Carrboro store where the food was produced.

The Food House will have many benefits for our customers. It will provide sufficient space to keep all current products in stock, and to meet the needs of the coming Hillsborough store. It will be designed for better sanitation and better control of product temperature, which will improve food quality and safety. And it will allow us to add many new locally-produced deli, bakery, and meat products. The Food House facility will also include a warehouse, which will give us the capability to buy directly from additional small producers. As part of our Authentic Food focus, we are looking to reduce reliance on mass-produced natural products in favor of offering more products from small producers and more products that we produce ourselves.

The Food House will have many benefits for our staff. It will provide sufficient work and storage space, and a

logical work flow from raw ingredients to finished product. The workspace will have skylights for day lighting, and windows for a view while working. There will also be ample air conditioning and fresh air exchange. The Food House will have common area and outdoor break space for both food production and office workers. Having a more efficient facility will allow us to pay staff better. All hourly staff moving to the Food House will receive a \$1 per hour raise, in addition to an annual pay increase that will average 6%.

The Food House will also be the new home of our administrative offices. It will give us the space we need to improve support services for our stores and restaurant in a bright and open work environment with a very affordable occupancy cost.

### NEW STORE IN HILLSBOROUGH

The shell of the building for our new store in downtown Hillsborough is nearly complete, and our opening is projected for spring 2008. The community support has been outstanding. We have hundreds of new co-op owners, and have raised over \$400,000 in owner loans. (Our goal for owner loans is \$600,000, so please contact me if you are interested in making a loan.) The store is located on Churton Street immediately on the left as you cross the bridge over the Eno River and enter downtown. It will have the same orientation as our Carrboro store, with a small lawn and outdoor dining on the south side of the building. The store will also be a gateway to the new River Walk along the Eno River. The store will be part of a unique partnership that includes a new county library and new county office space, which will add to the vibrancy of downtown. The Hillsborough store will be our first facility that we own instead of rent. We are able to purchase the space (the first floor of the three-story building) using an advantageous financing package that includes federal tax credits.

### REMODEL OF CARRBORO STORE

Moving the kitchen and bakery will allow us to expand the retail space in our Carrboro store, and we also plan to add on to the building creating still more retail space. We'll use the expansion as an opportunity to completely remodel the store. We plan to create a better flow, relieve congestion, add checkout lines, and expand the café. The biggest benefit will be to substantially increase our product line of Authentic Food choices, and to add more convenience items that customers now must go elsewhere to purchase.

### WEAVER STREET NAMED ONE OF SEVEN BEST ALTERNATIVE BUSINESSES IN COUNTRY

We are very proud and pleased to announce that Weaver Street Market was recognized by *Yes* magazine in its fall issue as one of the seven best alternative businesses in the country. “Restraining corporate power requires changing the way we think about business,” the magazine writes. “This means changing who owns, controls, and benefits from it. Profits, for instance, can flow to workers, consumers or the community—not just outside investors. And these businesses succeed!” The article goes on to describe our co-op’s unique contribution to our community:

*WEAVER STREET MARKET IS A FOOD CO-OP that combines employee and consumer membership, with each group electing representatives to its board. The co-op has expanded greatly in recent years, adding a second storefront and a restaurant with a third storefront in development.*

*Weaver Street illustrates a growing trend in the emerging community economy—businesses that meet a triple bottom line of economic, social equity, and environmental returns. Almost half of the food it sells is produced locally, and it has invested in a local chicken-producing co-op. It estimates that 50 cents on every dollar spent at the co-op remains in the community versus 15 cents at chain stores.*

*The co-op hosts an average of four community events a week and has formed its own community foundation. Weaver Street fuels its truck with bio-diesel fuel from the Piedmont Biofuels co-op and purchases 10 percent of its electricity from green energy sources. It also recycles 15 types of wastes. Weaver Street is just one of the nation’s estimated 21,840 co-ops and Credit Unions.*

So congratulations on being an important part of one of the seven best alternative businesses in the country! Without the investment of our consumer and worker owners, and your continued patronage, participation, and commitment, we wouldn’t be where we are today. Weaver Street Market is a co-op of people coming together to realize our hopes and dreams for our community, economy, and environment. Twenty years ago we couldn’t have imagined where we would be today. By continuing to work together, we can make an even bigger difference in the next 20 years. Please contact me with your ideas and suggestions at [ruffin@weaverstreetmarket.coop](mailto:ruffin@weaverstreetmarket.coop).

*Ruffin Slater*  
Ruffin Slater, General Manager



# year in review

Photo by M. J. Sharp

IN 2007 WEAVER STREET MARKET DIRECTLY OR INDIRECTLY PROVIDED OVER  
**\$110,000 to community groups**

INCLUDING HELPING THE CAROLINA FARM STEWARDSHIP ASSOCIATION

RAISE OVER \$26,000 FROM THE ANNUAL PIEDMONT FARM TOUR

## 2007 Donations

Mountain Justice Summer  
 4-C's Basketball Camp  
 UNC SuperSprint Triathlon  
 Carolina Tarwheels  
 Homeward Animal Rescue  
 Freedom's Drum  
 Durham Co Health Dept  
 National MS Society  
 Family Violence Prevention  
 Blue Bike Program  
 SURGE  
 Triangle United Way  
 Rock Against Cancer  
 Community Greenspace  
 NC Botanical Garden  
 Student Health Action Coalition  
 Mental Health Assoc of OC  
 YMCA Pumpkin Run  
 Friends of Bolin Creek  
 Pesticide Education Project  
 Durham Tech Science Club  
 Dispute Settlement Center  
 NC Schweitzer Fellowship Prog  
 Piedmont Health Service  
 Women's Birth & Wellness Center

Orange County Schools Walk for Education  
 Foundation Human Nature USA  
 Western North Carolina Alliance  
 OC Rape Crisis  
 NC Warn  
 Internationalist Books  
 Human Kindness Foundation  
 OC Family Resource Centers  
 Club Nova  
 Triangle Vegetarian Society  
 Town of CH Employee Appreciation Day  
 HIV/AIDS Outreach  
 Village Project  
 Carolina Public Interest Law  
 Foundation Fighting Blindness  
 Families in Focus Home Visiting  
 Cornucopia Institute  
 South Orange Rescue Squad  
 Greensboro Justice Fund  
 Friends of Midwives  
 Orange Community Housing & Land Trust  
 American Red Cross  
 Planned Parenthood  
 Inter-Faith Council for Social Service  
 Community Breakfast

Nat'l Campaign for Sust Ag  
 Chat Co Together!  
 UNC Scholars Latino Initiative  
 Eat for Education — HYPE  
 Water Partners International  
 Family Co-op Preschool  
 For the Kids Fund — UNC  
 Habitat for Humanity  
 March into Health Grady Brown  
 Community Dinner  
 Nat'l Paidei Center  
 America Reads  
 Student Action Farmworkers  
 UNC Ovarian Cancer Research  
 Hoop Dreams  
 PestEd  
 Relay for Life  
 Triangle Land Conservancy  
 Lineberger Cancer Center  
 Duke Earth Day Env Fest  
 Triangle Land Conservancy  
 Healthy Kids Day  
 The Cancer Project  
 Neuse River Foundation  
 Carnivore Preservation

Cameron Elementary  
 Hutchinson Cancer Research  
 CH Preservation Society  
 OC Dept on Aging  
 The ArtsCenter  
 Hillsborough Town Employee Health Fair  
 Project Graduation  
 Walkable Hillsborough  
 OC Partnership for Young Children  
 UNC Environment Institute  
 Fund for Public Interest  
 Slow Food Triangle Farm to Fork Picnic  
 Carolina Farm Stewardship Assoc.  
 CCCC Sustainable Farming Program  
 Carrboro Music Festival  
 Carrboro Film Festival  
 Habitat for Humanity SV Holiday 5K  
 Pa'lante  
 Anothoth Community Garden  
 Carrboro Farmers' Market  
 Hillsborough Farmers' Market  
 El Futuro  
 El Pueblo, Inc.  
 MLK, JR. University/Community Scholarship Fund  
 Child Care Services

**\$12 million in [local] economic impact in 2007**

## Weaver Street Market in the news

### Market to Move Offices, Food Preparation

Ruffin Slater, manager of the market, confirmed recently that warehouse and office space in the Hillsborough Business Center have been leased. "We just needed more space," Slater said this week.

— *The Chapel Hill Herald, August 12, 2006*

### Co-op Money to Go Toward Non-profits

Using interest earned from a five-year-old savings account, Weaver Street Market will soon make a new investment in the community. The Cooperative Community Fund is a collective investment, contributed to by more than 20 food co-ops and managed by the Twin Pines Foundation.

— *The Herald Sun, September 3, 2006*

### Local Restaurants Honored for RSVP Participation

Weaver Street Market was one of nine local restaurants honored for participating in the RSVP program since its inception in 1989. Restaurants donate 10% of their receipts from a single day in November to the IFC's hunger relief programs.

— *The Chapel Hill News, September 13, 2006*

### Market Named Sustainable Business of the Year

Weaver Street Market was named Sustainable Business of the Year by the Chapel Hill-Carrboro Chamber of Commerce's Foundation for a Sustainable Community. The market has invested in other community organizations, supported local agriculture and "really invited in the community and become a community fixture," said Aaron Nelson, the chamber's executive director.

— *The Chapel Hill News, October 13, 2006*

### Weaver Street Declares New Product Standard

The Market's 2006 annual report describes a new standard to govern product selections: authenticity. The movement aims to buy from local producers who use organic or artisan techniques and from international producers who guarantee fair payments to workers.

— *The Daily Tar Heel, November 2, 2006*

### Community Fund Grant Winners Named

Weaver Street Market has chosen Anathoth Community Garden, Orange Community Housing and Land Trust and Pa'lante as the 2006 winners of their Cooperative Community Fund.

— *The Herald Sun, November 11, 2006*

### Orange Incubator's Focus on Farmers

New farmers may soon be hatching in Orange County, thanks to an incubator being planned to boost organic and sustainable agriculture in the Piedmont. Weaver Street Market has promised \$1,000.00 to fund a feasibility study for the processing center.

— *The News & Observer, November 27, 2006*

## in the news

### Know where donations go

During the Holiday season it may be hard to know exactly how much of your donation is going to a charity. "Net proceeds donated" may mean only pennies on the dollar in donations. If you're looking for transparency in your donation effort, local is the way to go. Weaver Street Market has 25 "Hope for the Holidays" items for sale and each has a sign telling shoppers exactly how much of the price will go to charity.

— *The News & Observer, December 2, 2006*

### Weaver Street Site Gets Board's Backing

Weaver Street Market's effort to move its administrative offices and food preparation to town cleared a hurdle Wednesday night after the Board of Adjustment recommended approval of a site plan.

— *The Herald Sun, January 10, 2007*

### Weaver Street Market Raises Funds for Projects

With a new store soon under construction in Hillsborough and other capital projects under way, Weaver Street Market needs money. The cooperative grocery is trying to raise funds through member and founding shares, as well as individual loans. Christy Raulli, owner services coordinator, is satisfied with the efforts so far.

— *The Herald Sun, January 21, 2007*

### Conference to Help Farmers Reach New Market

Demand for locally-grown farm goods has never been higher. The conference will feature a full day of content about how to successfully supply these local markets. Morning keynote speakers will include Paul Griswold of Weaver Street Market that has bought more than \$2 million worth of local food in 2006.

— *The Cherokee Sentinel, February 7, 2007*

### Locals Celebrate Earth Day at Farm Tour

The 12<sup>th</sup> Annual Piedmont Farm Tour gave local residents a chance to enjoy the beautiful weekend by getting out in the country and getting a hands-on look at the beauty and power of nature. Sponsored by Weaver Street Market and the non-profit organization Carolina Farm Stewardship Association, the Farm Tour has become an Earth Day tradition for many and it one of the CFSA's biggest fundraisers.

— *The Carrboro Commons, April 25, 2007*

### Market to Open 'Food House'

Weaver Street Market plan to open a new, off-site food production facility in the Hillsborough Business Center, one mile from the future site of the co-op's planned third store. The two-building facility will prepare bake goods and other products to be delivered to Weaver Street Market stores.

— *The Chapel Hill Herald, May 11, 2007*

### His inconvenient truth: Slow Food's Carlo Petrini visits NC

Chris Capron, chef at Panzanella in Carrboro joined 40 other chefs to celebrate great local products and Slow Food founder, Carlo Petrini's visit to North Carolina.

— *The News & Observer, May 30, 2007*

# year in review

## weaver street market balance sheet

### ASSETS

#### Current Assets

Cash	455,828
Cash Held in Escrow-HBLLC	250,000
Inventory	575,084
Prepaid Expense	23,454
Accounts Receivable	75,788

**Total Current Assets** 1,380,154

Fixed Assets	3,215,186
Other Assets	135,364

**TOTAL ASSETS** 4,730,704

### LIABILITIES & EQUITY

Accounts Payable	308,679
Other Current Liabilities	1,122,026

**Total Current Liabilities** 1,430,705

Long-Term Liabilities	544,134
-----------------------	---------

**TOTAL LIABILITIES** 1,974,839

### EQUITY

Worker-Owner Equity	291,016
Consumer Equity	1,013,190
Community Loans	612,895
Retained Earnings	477,654
Net Income	361,110

**TOTAL EQUITY** 2,755,865

**TOTAL LIABILITIES & EQUITY** 4,730,704

Photo by M. J. Sharp



## weaver street market income statement F2007

Sales	20,050,431	100.0%
Cost of Goods	11,357,652	56.6%
<b>Gross Profit</b>	<b>8,692,779</b>	<b>43.4%</b>

### Expenses

Personnel	5,664,159	28.2%
Occupancy	1,031,299	5.1%
Operating	522,214	2.6%
Administrative	134,742	0.7%
Governance	28,996	0.1%
Member Sales Discounts	517,750	2.6%
Donations	54,128	0.3%
Promotions	154,596	0.8%

**Total Expenses** 8,107,884 40.4%

**Operating Income** 584,895 2.9%

### Other Income & Expenses

Other Income	99,393	0.5%
Depreciation & Amortization	(281,334)	-1.4%
Interest	(118,438)	-0.6%
Loss on Disposal of Assets	76,594	0.4%
<b>Total Other Income &amp; Expenses</b>	<b>(223,785)</b>	<b>-1.1%</b>

**NET INCOME** 361,110 1.8%

## emily buehler

### WORKER - OWNER

#### *Current professional work:*

I work in the marketing office at Weaver Street Market. I also spend time writing; current projects include articles for the WSM newsletter, a local business feature for *The Carrboro Citizen*, a brief guide to self-publishing, and personal memoir-style essays. I handle the sales and marketing of my self-published book, which is an ongoing project. I also have a periodic gig on the "item assessment" team (evaluating science test questions) at the American Association for the Advancement of Science (AAAS) in D.C.

#### *Previous professional work:*

I've been a bread baker at Weaver Street Market for the past six years. Previously, I worked in a research lab at UNC while I was in graduate school for five years. I had a year-long office manager job in 2006. I also self-published a book in 2006. From 2002 to 2006, I taught bread-making classes through the Carrboro Artscenter.

#### *Current community involvement:*

I've recently moved to Hillsborough and am just starting to become familiar with my new community. So far this has mostly involved getting to know the folks at Dual Supply as I fix up my house and busking on the street on Last Fridays, but I hope to start a writing group soon. I'm excited to stay involved with the Carrboro-Chapel Hill community as well: I attend the Chapel Hill Friends Meeting and participate in their monthly meal at the IFC Shelter, I participate in a weekly singing group, and I attend old time dances. I also ride my bike around town, which feels like a community activity to me, as it is so interactive. Starting five years ago, I began hosting Community Oven Nights at the Weaver Street Bakery, which evolved into our current Bakery Open Houses.

#### *Previous community involvement:*

I volunteered at the IFC Shelter with University United Methodist Church, as well as doing other volunteer work at that church. I also went on weekly visits to nursing home residents with flowers donated by the church. I was a volunteer at the Animal Protection Society for 4.5 years. I used to attend a lot of music shows in Carrboro-Chapel Hill venues and spend a lot of time on bike rides.

#### *Why would you like to serve...?*

I'd like to be a good communicator between the Board and the worker-owners (and workers in general, since I don't think I could ignore anyone who was concerned about something), both bringing their concerns to the Board and giving them feedback on what the Board discusses. (This would also entail everyone having a better understanding of what issues are within the Board's power to discuss/decide.) I'd like the Board to be aware of the feelings of worker-owners from all areas of the store: production, the front, and the offices. In my experience in two of these three areas, and through discussions with workers in all three areas, I have found that there is often a lack of understanding about conditions in other areas of the store. I fear that the Board also does not get a full picture of the concerns worker-owners have.

#### *Experience with cooperatives and small community-minded businesses*

Weaver Street Market provided my first experience with a cooperative, at first as a volunteer for a year and then as an employee. As I began to do more and more of my grocery shopping at WSM, I began to consider the other places I spent my money. Working at WSM and thinking about consumerism/money issues has led me to change my lifestyle so that I can do almost all of my shopping at locally-owned businesses. My

recent writing work has involved interviewing farmers and local business owners, which has made me more excited than ever to support the local economy.

Two recent experiences speak to the idea of finding understanding and consensus: Quaker business meetings and my work on the AAAS item assessment team. I have not yet spoken at a Quaker business meeting, where decisions are made by consensus only, but I have watched them work for several months now. I value the idea that if one person has a bad feeling about something, talk should continue until that feeling is resolved. (I can appreciate, however, the compromise of allowing decisions to be made with a consensus minus one, in the interest of saving time.)

At the AAAS, where there is more of a time limit, team members presented problems with items and discussion ensued; there was often disagreement about the validity of a problem or the best way to solve it. I tried to be very clear about what was bothering me. I tried to see the other members' points and to come around to their way of thinking, without ignoring anything that persisted in bothering me. At times it was important to identify a problem more clearly, as ambiguity often led to wasted discussion time. Also, at times the discussion would go in circles until someone was able to "break out of the box" and propose an entirely new solution; this kind of creative thinking is important when an issue seems unresolvable.

#### *Briefly describe experiences with the following:*

*Value based policy development:* I'm afraid my only experience with this is in my own life, as I strive to live according to the things I've come to believe. Although I still have a long way to go, both in figuring out what I believe and in learning to live by it, I think I have made a lot of progress in recent years, for example by altering my diet to eat only foods whose production I support, biking instead of driving as much as possible, conserving water and energy, and in general "living minimally."

*Planning:* The two biggest things I've planned were a cross-country bike trip in 2003 and my book in 2006. Both these experiences were new to me, and were planned with very little guidance from knowledgeable people.

*Organizational evaluation:* At my workplace I am constantly trying to improve the system that's in place—I don't really think about it, it just seems to happen. I began working at the bakery in 2001, just as production began increasing to supply the SV store and wholesale accounts. As I worked, I redid schedules and lists to help the bakery run more smoothly and efficiently. At my office job in 2006, a terribly complicated system had developed over the years, and while I was there, I was constantly finding ways to reorganize the system and to clean up the office. ❖

## lori washington

### WORKER - OWNER

#### *Current professional work:*

Lead clerk at Weaver Street Market

#### *Previous professional work:*

Project coordinator at Trebor Communications (fulfillment house)-oversaw day-to-day operations of ongoing projects.

#### *Current community involvement:*

Volunteer at APS of Orange County

I am passionate about my work at WSM. Not only am I passionate about my work at WSM, but I am passionate about WSM. Working at the market allows me to effect some change but I feel that I could be more effective if I had more of a hand in the decision-making at WSM. I don't want to sit idly by while others make decisions which effect me- I want to be involved directly in these decisions.

I have no experience with worker or consumer cooperatives unless you count actually working at one. If that is applicable, then working at WSM for 2 ½ years has given me plenty of experience.

I've never tried to push my agendas, opinions or beliefs on anybody. I've been willing to share them with people and think that sometimes, just doing this is enough to bring about change. Sometimes its enough to just get people to realize that there are viable options available.

The main reason I wanted to work at WSM 2 ½ years ago was to give back to an organization which I think had given me so much. WSM is about more than just purchasing products; it's a state of mind. It has always been a warm and inviting place and in 2005, I wanted to be a part of it. I still feel that way, I just want to take it a step farther. ❖

# elect

**VOTE**  
by 7:00 pm  
Thursday,  
October 18

## Worker-Owner Representative Ballot for Weaver Street Market Board of Directors

Your owner number is: \_\_\_\_\_

*Vote for one candidate:*

- Geoff Gilson**  
 **Emily Buehler**  
 **Lori Washington**

**Ballots must include a valid signature  
and owner number to be counted.**

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Owner Number*

authentic food



# annual report

2007

Alex Hitt: Peregrine Farm  
Photo By: Debbie Roos  
Chatham County Cooperative Extension Agent

# panzanella

\$2 million purchased from local producers in 2007