

Approved 1/18/2017

Grain Train Natural Food Cooperative  
Board of Directors Retreat December 3, 2016, 9:00 am  
First Community Bank Boardroom  
Harbor Springs, MI

**In attendance:** Meagan Krzywosinski – President, Lynn Wolf – Vice President, David Heidtke – Treasurer, Mark Blauuw-Hara – Secretary, John Paul (J. P.) Westbrook, Hal Willens, Jim Tisdell, Paula Welmers, Ben Sandel – CDS Consulting Co-op Consultant, Robert (Bob) Struthers – General Manager (GM), Liz Meeks – Support Services

**Absent:** Allie Greenleaf Maldonado

**Welcome**

Ben welcomed the group and introduced the retreat packet.  
The group articulated goals for the retreat.  
Attendees completed a getting-to-know-you-better exercise.

**Brief Governance Refresher**

Ben reviewed cooperative governance structure and policy governance.

**Reverse Engineering Next Steps**

Ben guided the group through imagining potential worst-case scenarios for the Grain Train in order to identify threats and risks to the co-op. The group identified the five most likely scenarios and imagined how they could come to be reality.

**Moving forward**

The Board identified steps that can be taken to avoid the most likely worst-case scenarios.

**Three Strategic Concepts for the Guidance of Co-operatives**

Ben summarized the article, “Three Strategic Concepts for the Guidance of Co-operatives” by Brett Fairbairn, University of Saskatchewan Centre for the Study of Co-operatives (2003).

**Setting Priorities**

The Board determined its top priorities for the Grain Train in 2017 and set a timeframe for action from the GM.

**Closing**