



Winter 2012

Co-op News

A publication for Calgary Co-op members

Check out our
Low, Low
Prices!

Vote in the
2012
Director
Election

Are You Up
for the
Challenge?

The Board of Directors welcomes member calls and comments by calling 403-219-6040 and leaving a message. The Board member you want to speak with will call you back.

From Your Board

Being a member-owner of Calgary Co-op does not just mean that you receive an annual member refund. We all certainly appreciate receiving cash and share equity each year, but as a Calgary Co-op member-owner, you truly have a say in how our association is run. Each year, our member-owners have the opportunity to elect who will represent them on the Calgary Co-op board of directors.

On behalf of the current board of directors, I would like to encourage all of our member-owners to vote in the 2012 Director Election. You have the opportunity to select which three candidates will best represent your interests in the upcoming year.

This year's election includes twelve candidates who each bring a unique set of skills, values and experience to the board room. We invite you to read through each

candidate's platform carefully and contact them with any questions, comments or issues that you would like to raise.

You have a voice at Calgary Co-op and this is your chance to take full advantage of the benefits of being a Calgary Co-op member-owner. Voting in the Director Election will run from February 1 – 29, 2012, and the results will be announced during our Annual General Meeting March 7, 2012, from 2 – 4p.m. at the Carriage House Inn.

For more information on the Director Election candidates and Calgary Co-op's 55th Annual General Meeting, please see pages 4 – 10 of this issue.

On behalf of the board of directors,



Stuart Cantrill, Board Chair



Back row L-R: Randy Kott, Lisa Wise (Board Secretary), Roy Goodall, Peggy LeSueur, Myra D'Souza Kormann, Johanna Bates.
Front row L-R: Stuart Cantrill (Chair), Terry Geib (Vice Chair), Rick Smith.

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"We have been Co-op shoppers for almost 40 years, and we can rely on top notch products, pleasant personnel, and one-stop shopping"
- Margaret S.

Vision: To enhance everyday living with life's essentials.

Mission: We deliver great products and exceptional service our communities value.

We Value: Community Commitment, Caring Service, Great Quality

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*Voted Calgary's Best:
Grocery Store for 11 years in a row,
Deli, Liquor Store, Car Wash
And Travel Agency!*





A Message from Our CEO

Vision:

To enhance everyday living with life's essentials.

Mission:

We deliver great products and exceptional service our communities value.

We Value:

Community Commitment
Caring Service
Great Quality

We believe these statements clearly define Calgary Co-op's direction for the future as we continue to focus on providing our members with the essentials they need. We look forward to serving you in the upcoming year with fresh, great quality products and caring service, all at competitive prices.

N. Deane Collinson, CEO

The grocery retail marketplace has undergone some major changes over the past few years. There are more and more food retailers entering the market and consumers are changing the way they buy.

As a result of this, Calgary Co-op has had to re-evaluate what is most important to our members to ensure we are providing the service, selection and quality of products our members' want at competitive prices.

This led us to redefine our previous Vision, Mission and Values. After conducting focus groups with our members and our employees, we are pleased to announce our new Vision, Mission and what We Value in our association as a whole.



Low, Low Prices at Calgary Co-op

Every issue we tell you about our efforts to keep our prices competitive. It is Calgary Co-op's goal to provide our members the fresh, quality products they want, excellent customer service and competitive prices. We tell you about our weekly price checks and how we continue to meet or beat the prices of our two main competitors.

But this issue, we're going to direct you to a different source. In the latest CTV Price Check, Calgary Co-op not only beat the prices of our two main competitors, we actually had the best prices for produce out of all stores that were checked by CTV.

In total, 35 items were purchased from Calgary Co-op and our competitors. When the receipts were compared, Calgary Co-op beat one of our main competitors by \$7.79 and the other one by \$10.51. If you add those savings up week after week, you can save an incredible amount of money simply by shopping at Calgary Co-op. Don't forget that Calgary Co-op is the only grocery retailer in Calgary to offer an annual member refund and our Revved Up Rewards program gives you 3¢ per litre in grocery coupons each time you fuel up.

You don't have to sacrifice service or quality for great products. They can all be found at your locally-owned and operated Calgary Co-op!

"I have recently switched from shopping Sobeys to Co-op. Reasons being the customer service, better prices and quality of food. I like that your prices are what you advertise and you're not tricky about it. For example saying something is 2/\$5 but charge me more if I buy only one...had enough of that and awful quality of food. We are now Co-op shoppers...Thanks for great stores!!" - Deborah F.

Notice of *AGM* and Director Election

CALGARY CO-OP ANNUAL GENERAL MEETING

Wednesday, March 7, 2012, from 2:00 p.m. – 4:00 p.m.
Carriage House Inn, 9030 Macleod Trail SE, Calgary, Alberta

Call to 55th Annual General Meeting

We would like to invite all Calgary Co-op member-owners to our 55th Annual General Meeting (AGM) which will be held on Wednesday, March 7, 2012, at the Carriage House Inn, 9030 Macleod Trail SE, Calgary. Registration starts at 1:00 p.m., with the AGM beginning at 2:00 p.m. and ending at approximately 4:00 p.m. Coffee service will be available at the venue.

Board Candidates

This year twelve candidates are running for the Calgary Co-op board of directors. Learn more about each of these candidates and their platforms by reading their biographies on pages 5 to 10 of this issue. You can also view their information at www.calgarycoop.com/aggm.

Cast Your Ballot in the Director Election

To be eligible to vote in the 2012 Director Election, you must have been a Calgary Co-op member-owner on or before October 29, 2011, and your name must be listed on the membership.

All member-owners that received a T4A slip in January will receive a Director Election ballot. You can cast your confidential vote for up to three directors, then submit your ballot at any Calgary Co-op food centre from February 1 – 29, 2012. You can also mail your ballot to Grant Thornton LLP, our election firm. Please note that mailed ballots must be postmarked on or before February 29, 2012. Ballots dropped off at our food centres must be deposited into the ballot box by the food centre closing time on February 29, 2012. Late ballots will not be accepted or included in the vote count.

If you did not receive a T4A and ballot by mail, or if you require a replacement ballot, contact our election firm, Grant Thornton LLP, at (403) 260-2528 and leave a message providing all of the information requested on the phone line. Be sure to allow enough time for the ballot to be mailed to you by the February 29 voting deadline (approximately two weeks).

AGM Business

The AGM will consider business normally brought before the meeting, as permitted by the bylaws. Two proposals were received for consideration at the AGM and are summarized as follows:

Proposal from the Board of Directors “seeking membership approval to increase board remuneration rates, with any increase to take effect following the Annual General Meeting.”

Proposal from the Board of Directors “seeking membership approval to amend the bylaws to state that Calgary Co-operative Association Limited’s trading area will mean the Province of Alberta rather than the geographic areas where Calgary Co-op carries on its business activities.”

A copy of these proposals are available online at www.calgarycoop.com. You can also call 403-219-6025, ext. 6139 to request a copy by mail, or visit customer service in our food centres to ask for a copy.

Please note that mail balloting is for the Director Election only. Members still need to attend the AGM on March 7 to vote on proposals and other matters brought before the business section.

Parking and Transportation

Parking is available at no cost at the Carriage House Inn. Because public transportation is available to the AGM venue, no additional bussing service will be offered by Calgary Co-op.

Board of Directors Candidates

The order of the candidate photos and biographies was determined by random draw. Information provided by each candidate is published as submitted by the candidate, based on a 300-word maximum.



Clinton Robertson

(403) 219-6041, ext. 6351

Education and professional designations:
Graduate Degree – School of Business, George Washington University, Washington, DC; Graduate Diploma – Urban Studies, Simon Fraser University, Vancouver, BC

Occupation and work experience: Urban Planner (Heritage), City of Calgary, 2007-present; previous: heritage consultant, small-business manager, farmer (grain, cattle)

Involvement with Calgary Co-op or other co-operatives: Calgary Co-op member since 2008; Member Relations Committee 2010-11

Affiliation with employees, contractors, or anyone associated with Calgary Co-op: None

Community or volunteer involvement: Director, Heritage Vancouver Society (2004-06)

Your governance and/or oversight experience, skills and qualifications: Administrative support to a City of Calgary volunteer board; Director, Heritage Vancouver Society

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years: As a Director, I will defend co-operative principles and values. Growing up in rural Saskatchewan, where co-ops are vital parts of the community, I understand the tradition that co-ops have in strengthening communities, economically and socially. I want to support this tradition in Calgary as a Director of Calgary Co-op.

Calgary Co-op must be price-competitive and accountable to members, supplying affordable and high-quality products. At the same time, Calgary Co-op has an inherent social foundation - a concern for customers, and a concern for community. In an increasingly challenging retail environment, Calgary Co-op must differentiate itself, and these co-operative principles should serve as the basis.

As a Director, a priority for me will be that Calgary Co-op provides more local / regional, organic and humanely raised food. This market segment is under-served and holds great opportunity for Co-op. In effect, this will also strengthen the area economy and will help to support sustainable agriculture and family farms – and result in healthier and more nutritious food.

Also, Calgary Co-op customers have voiced their appreciation of the Co-op's higher-standard of personal service. As a Director I will work to ensure such service is not only maintained, but strengthened. Additionally, I look forward to working with employees to ensure that Calgary Co-op is an excellent place to work.

As a Director, I will work towards improving Calgary Co-op's position as an affordable place to shop and as a community-minded, socially responsible organization. A co-op should be different!

Disclaimer: The platforms and opinions expressed by the candidates for election to the Calgary Co-operative Association Limited Board of Directors are their own and are not endorsed by or reflective of the views of the Calgary Co-operative Association Limited.



Lisa Wise

(403) 219-6041, ext. 6342

Education and professional designations:

- Masters of Business Administration (MBA), Haskayne School of Business
- Bachelor of Arts - Political Science, Environmental Studies (BA), University of Victoria
- Human Resources and Compensation

Committee module I, Directors College
• Cooperative Director Training program, Federated Co-operatives Program

Occupation and work experience:

- Current Calgary Co-op Director, Board Secretary
- Business Owner - Strategic business consulting, marketing services
- 20-year career includes management and understanding complexities of a retail environment including the importance of customer service, inventory management, effective research, marketing, financial success, first-rate people practices and technology.

Involvement with Calgary Co-op or other co-operatives:

- Active Director, Calgary Co-op (6 years)
- Board Secretary; Chair: Governance Committee; Committees: Audit, Performance Compensation, Member Relations

Affiliation with employees, contractors, or anyone associated with Calgary Co-op: --

Community or volunteer involvement:

- UofC - Haskayne School of Business Mentorship Program
- Involved in Calgary's recognition of United Nation's International Year of Cooperatives 2012

Your governance and/or oversight experience, skills and qualifications:

- Board Officer, Committee Chair
- Institute Corporate Directors - member
- Women on Board Governance symposium

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years:

I am honoured to be serving as a current Director. You can count on me to be honest, ethical and accountable.

- I promise to make wise decisions by balancing the importance of responsible community involvement, financial health, our 3600 dedicated employees who provide outstanding service, and competing successfully in our marketplace.
- Good governance: I'll provide leadership for continued improvement of good governance.
- Sharing great food with friends and family is important. I value local, fresh food and healthy products, and understand the connection between local farmers, food producers and our Co-op. As a mother and Director, I value strict standards for food safety, our ecological footprint and community support.
- My Calgary roots are deep. As a native Calgarian, my family owned/operated the first grocery store in Calgary and the National System of Baking.
- Visit me: www.LisaWiseDirector.com

Future opportunities: enhance Co-op branded products and better pricing to ensure Co-op achieves success in a marketplace filled with competition. Strong competition is our challenge, but I believe in the social and financial success of the co-op model. Serving you is my passion. Thank you for voting Lisa Wise for Director.

Board of Directors Candidates



William (Bill) M. Roberts

(403) 219-6041, ext. 6343

Education and professional designations:
Eric Hamber Senior Secondary – Graduate (Vancouver)
Vancouver Community College – 2 years
Certified General Accountants Association – 3 years

Banff Centre – Certificate in Leadership Excellence

Occupation and work experience: I am currently consulting to charities specializing in endowment development. I retired from the role of Executive Director of the Wood's Homes Foundation in 2006. Over my 24 years at Wood's I also held the positions of Director of Administration, Chief Operating Officer, Managing Director, and Acting C.E.O. In these roles I was responsible for finance, human resources, facilities, and labour relations where I served as management's chief negotiator for many years.

Involvement with Calgary Co-op or other co-operatives: I have been a member and supporter of the Calgary Co-op since moving to Calgary over 30 years ago.

Affiliation with employees, contractors, or anyone associated with Calgary Co-op:

Community or volunteer involvement:

Past Board member at the Calgary Women's Emergency Shelter Association (Chair Personnel Committee, Vice Pres, Pres)

Past Board member at the Inglewood Golf and Curling Club (Vice Pres)

Current member United Way Tomorrow Fund Committee

Current member Wood's Homes 100 Year Anniversary Committee

Your governance and/or oversight experience, skills and qualifications: I have served in leadership positions throughout my entire career. I have considerable experience both in serving on boards and reporting to boards.

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years:

I come forward with a diverse yet stable background that will equip me to represent the membership and add to the diversity of knowledge and skills of the board in many areas including, strategic leadership, industrial relations, human resources, financial management, and project management.

I believe the challenge for the Calgary Co-op over the next five years will be to remain competitive while remaining focused, in the face of an influx of "big box" competitors, on its mission of delivering great products and exceptional service.



Elaine (Bereziuk) Smith

(403) 219-6041, ext. 6352

Education and professional designations:
Bachelor of Arts, Major in Personnel Psychology, Minor in Business and Management – University of Calgary, Certified Travel Consultant - Mount Royal College, Dairy Management – The

Dairy Bureau of Canada, Management Essentials – American Management Association, Liquor Sales Management – Calgary School of Bartending, Environmental Management & Compliance – Environmental Science & Engineering Association, Produce Management – Produce Management Association

Occupation and work experience: Employed 30 years at Calgary Co-op in many capacities, the most recent being Property Manager and Environmental Steward. Other positions include; Assistant Director - Operations, Marketing, Merchandising Specialist and many in-store positions, including Department and Centre Manager.

Involvement with Calgary Co-op or other co-operatives: Was a member of the Calgary Co-op 50th Anniversary and Charity Golf Classic Committees. I have experience negotiating employment contracts with the Collective Bargaining Committee.

Affiliation with employees, contractors, or anyone associated with Calgary Co-op: Member Relations Committee

Community or volunteer involvement:

- Calgary Police Service volunteer – BraeCentre Community Operated Police Station
- Referee Coordinator Southland Hockey Association
- Volunteer for various community organizations and the public school system

Your governance and/or oversight experience, skills and qualifications:

- Over 30 years of food industry experience, with extensive knowledge in human resource management, leadership, planning, budgeting, marketing and customer service.
- Board member – Southland & Ridgewood Hockey Associations

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years:

We have such great opportunities to grow our business, especially in our exceptional 'Fresh' departments, as well as our gas stations and liquor stores, despite increased competition. Although I have been retired for 4 years, I still have the passion to see our association succeed. With the hands on experience I gained while working in virtually every department of Calgary Co-op, coupled with extensive experience with the union and management, I possess a thorough understanding of how our association operates. Using this expertise I will assist the board in the governance of our co-operative. I am very receptive to feedback and willing to listen to our employees and members in order to provide valuable input to the board. I am proud of our association and the great value it offers our members. I would strive to uphold the tradition of Calgary Co-op being the first choice for groceries and to ensure we can grow our market share. I would be honoured to be trusted with your vote.

Board of Directors Candidates



Dennis P. Niebergal,
B.B.A, ICD.D
(403) 219-6041, ext. 6346

Education and professional designations:
George Brown College, Business Administration & Computer Science, Honours, 1976. University of Calgary, Institute of Corporate Directors Certification (ICD.D), 2008

Occupation and work experience: Executive-in-Resident with 'Innovate Calgary' (Non-Profit), part-time. President and CEO of 'CLINICARE Corporation', founder of a Multi-Million North American Healthcare IT business based in Calgary. Manager, 'Livingston International Inc.', leading North American integrated Logistics services company (Warehousing, brokerage, freight, etc). Programmer Analyst, 'ACTO Industries Inc.'

Involvement with Calgary Co-op or other co-operatives: Calgary Co-op member since September 1981.

Affiliation with employees, contractors, or anyone associated with Calgary Co-op: None

Community or volunteer involvement: The Alberta 'A100' Tech Entrepreneurs Inc. (an Alberta Non-Profit Entrepreneur mentoring group). Volunteer on the Alberta Advisory Council of the Victoria Order of Nurses. Two Non-Profit Healthcare organizations (ITAC Health and COACHorg.com). Baseball and hockey coach

Your governance and/or oversight experience, skills and qualifications: I have 30 years experience as a member on various boards and councils throughout North America and Europe and over 36 years of Business and Information Technology (IT) experience in various industries. The Institute of Corporate Directors (ICD) requires on-going continuing education credits to remain ICD certified. ICD enables me to be current on Board Governance, Strategic planning, IT Risks, Financial Risks, etc. I have extensive knowledge in the integrated logistics industry. Other skills include, IT Project Evaluation, Market Growth and Penetration, Innovation, P & L Management, Budget and Cost Control, Mergers and Acquisitions, etc.

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years: My current part-time position with 'Innovate Calgary' in which I assist with creating Technology start-up companies has introduced me to a wide variety of technologies as they apply to businesses. My past and current technology experience will assist in identifying the latest technology and business processes that could benefit Calgary Co-op and its members. I have a lot of extra time these days to devote to a good cause and Calgary Co-operative is a very worthwhile one – if I'm allowed to contribute my technical knowledge to Board decisions, I will certainly help to reduce costs, stay competitive, and boost employee and member satisfaction (including the new generation) - please trust me with your vote.

LinkedIn profile: <http://www.linkedin.com/in/dennisniebergal>



Tim J. Nakaska
(403) 219-6041, ext. 6350

Education and professional designations:

- Bachelor of Commerce University of Alberta
- Chartered Accountant
- Chartered Insolvency and Restructuring Professional
- Institute of Corporate Directors Certification (ICD.D)

Occupation and work experience:

- Retired partner of PricewaterhouseCoopers LLP ("PwC") 31\12\2011.
- Led or have been a senior member of PwC's financial restructuring practice in Calgary since 1987. Selected sample of relevant project experience:
- Financial advisor to a \$1billion lending syndicate in connection with financial and business line reorganization of Saskatchewan Wheat Pool, which at the time was a co-op. Assignment duration – 4 years.
- Monitored the retail operations of and sold the real estate associated with a chain of Calgary based supermarkets.
- Financial advisor to a corporation regarding the sale of a chain of gasoline bars in Alberta and B.C.
- Prepared a consulting report regarding gasoline refinery capacity in North America.

Involvement with Calgary Co-op or other co-operatives:

- Avid Co-op shoppers since 1987.

Affiliation with employees, contractors, or anyone associated with Calgary Co-op:

- None- free of any conflicts.

Community or volunteer involvement:

- Ten years of significant contributions to Hidden Valley Resort community.
- Former treasurer of Deer Run Community Association.
- Former soccer, basketball coach and beaver/cub leader.

Your governance and/or oversight experience, skills and qualifications:

- Currently serve as chairman of the audit committee of CanAm Coal Corp., a Calgary based public company with international operations.
- Currently serve as the chairman of Hidden Valley Golf Resort board (not for profit). Primary responsibility is the negotiation of a long term lease for the resort with the Siksika Nation.
- Provided financial advice to numerous boards and their management teams in the oil & gas, real estate, agriculture and construction sectors.

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years:

- Mid to long term strategic planning regarding competitive forces including cost/margin control is a must.
- Cautious growth of market share through product lines and superior service.
- Given the elevating scale of operations and corresponding risk, additional financial acumen would be of significant benefit to the Board.

Board of Directors Candidates



Johanna Bates

(403) 219-6041, ext. 6347

Education and professional designations:
Bachelor of Arts, (University of Manitoba)
Bachelor of Law, University of Manitoba),
Chartered Director (McMasters University)

Occupation and work experience: Lawyer (inactive) taught undergraduate law and MBA students at Dick Haskayne School of Business from 1977 to 1993, practiced law from 1987 to 2006, independent owner of a literary agency and publishing company from 1996 to present

Involvement with Calgary Co-op or other co-operatives: Director-Calgary Co-op - 1997 to present, Director--Federated Co-operatives Ltd., 1999 to 2009, Director, The Co-operators Group of Insurance Companies, 2002-2008

Affiliation with employees, contractors, or anyone associated with Calgary Co-op: None

Community or volunteer involvement: Extensive volunteering with four children's schools and extensive pro bono work

Your governance and/or oversight experience, skills and qualifications:

Governance Committee-Calgary Co-op

Governance Committee-The Co-operators

Implementation of policies-independent legal advice for directors, child care policy, liquor policy at co-operative social events, policies regarding shrink and policies regarding the intellectual property of the co-operative

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years:

As a Dutch born immigrant to Canada, I am a grateful citizen of a country that has created a landscape of social justice that attracts millions.

At Calgary Co-op's incorporation, the Palliser Hotel was the tallest building. Now, in 2012, "Cow town" is barely recognizable but the co-op is strong. It is a strength established by our founders and loyal members and is a trust passed down to us.

Today, the largest challenge is competition unheard of even twenty years ago. In response, we offer top quality produce and meats, a constant supply of petroleum and excellent pharmacies and liquor stores. All of this is achieved through an essential core of hardworking, loyal employees, many of whom have been with the co-op for decades.

In the next five years, we must continue to meet the competition with excellent offerings at a fair price and to maintain service to our loyal members. With an emphasis on freshness and quality, we have an opportunity to attract more young families who are increasingly stressed by housing prices, commuting, rising taxes and who are time-starved as a result



Keith Peppinck

(403) 219-6041, ext. 6341

Education and professional designations:
Chartered Life Underwriter
Public relations diploma, Mount Royal University
Certificate for Creative Leadership

Occupation and work experience:
Proudly employed for 33 years with the Co-operators Insurance; past six years as District Manager for Southern Alberta and previous six years as Human Resources Manager for Western Canada.

Involvement with Calgary Co-op or other co-operatives:

- Calgary Co-op Member Relations committee
- Former Board member, past chairman and now life-time member of the Goldeye Foundation, a co-operative organization that develops youth leaders
- Member, North Battleford (Sask.) Co-op Store
- Employment with The Co-operators Insurance Ltd.

Affiliation with employees, contractors, or anyone associated with Calgary Co-op: None

Community or volunteer involvement:

- Board member and past president, Canadian Association of Insurance and Financial Advisors, Southern Alberta-Lethbridge
- Minor hockey and soccer coach
- Associate member, Royal Canadian Legion (26 years)
- Fundraiser and supporter of various service organizations

Your governance and/or oversight experience, skills and qualifications:

A long-time member of cooperative organizations as well as an ardent supporter and promoter of their potential and principles, I have 33 years of management experience in the sector plus many years of experience serving and chairing professional and community boards. I offer extensive knowledge in setting and achieving priorities, governance and human relations.

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years: Today's consumers have many choices for their grocery, pharmacy, petroleum and travel purchases. I want to work with the board and in the community to ensure their choice is Calgary Co-op.

I also want to participate in community initiatives to attract new generations of Calgarians as members and employees to Co-op. With my proven track record of leadership, problem-solving and working with others, and my background and understanding of co-operatives, I am well positioned to be an effective director on the Calgary Co-op board.

Board of Directors Candidates



Laura Sullivan

(403) 219-6041, ext. 6344

Education and professional designations: DipT. Food Science, BGS, MBA

Occupation and work experience: COO for a mobile software and content testing company, based in Calgary. Over 20 years experience in general and project management,

in a number of industries including food manufacturing, software and telecom.

Involvement with Calgary Co-op or other co-operatives:

Member of Calgary Co-op, Mountain Equipment Co-op.

Affiliation with employees, contractors, or anyone associated with Calgary Co-op: NA

Community or volunteer involvement:

Over 25 years of volunteering for programs, fund raising, governance, and coaching, including: StoryBook Theatre Society, GSW Karate Club, Sea Lions Swim Club, Calgary Academy, Mother Mary Greene School, Calgary Science School, Special Olympics (Burnaby) and PACT.

Your governance and/or oversight experience, skills and qualifications:

Calgary Co-op Director: Audit Committee Chair (2007-2009); Governance Committee Chair (2009-2010)

Alberta Board Development Program Volunteer: workshop facilitator (2006-2008) and trainer to volunteer facilitators (2009-2010)

StoryBook Theatre Society Director: President (2002-2003)

International Business Advisory Group, University of Calgary, Member (2000-2001)

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years:

During my first term, the board rated me highly overall in peer reviews each year and encouraged me to run for a second term, but due to family and work demands, I did not seek re-election in 2010. I am now in a position to be able to meet the demands of the role and hope you will support me with your vote.

Calgary Co-op's challenges continue to be based on the competitive nature of the retail industry and overall economic uncertainties. We are faced with challenges such as: How do we keep prices competitive and ensure quality products and services in the changing community we serve? How do we ensure our products are safe?

Opportunities include innovations in the industry including technologies, products and services. Continuing to focus on our vision, mission and values will help guide us to the meeting the challenges we face.

My skills in governance and operations means I can bring broad perspective to the Board, when we are making decisions on behalf of all our owner-members.

Vote for Laura Sullivan. Thank you.



Esmail Bharwani

(403) 219-6041, ext. 6345

Education and professional designations: Law degree from University of Calgary, Masters in Entrepreneurial Studies from University of Stirling, Scotland, course work in Doctorate in Education (dissertation pending) at University of Calgary, Masters in Business Administration from University of Wales and Manchester Business

School (jointly issued), Bachelor of Administration from Athabasca University, professional accounting designation (ACCA, later awarded fellowship FCCA) from the Chartered Association of Certified Accountants in England, professional accounting designation (CGA, later awarded fellowship FCGA) from the Certified General Accountants Association of Alberta and Canada, Trust and Estates Practitioner (TEP) from The Society of Trust & Estates Practitioners.

Occupation and work experience: Corporate, commercial and tax lawyer and trust and estate practitioner (6 years): Private client services, including, corporate reorganization, estate freeze, asset protection, personal trusts, charities, tax planning and compliance and dispute resolution. Practised as certified general accountant (23 years): accounting, business and tax services. Instructor: Taught business and tax programs to adults at University of Calgary (22 years). Director, Board of Management of Canada Revenue Agency: Oversight management for the Agency (22000+ employees) (6 years).

Involvement with Calgary Co-op or other co-operatives: Member/customer 30 years.

Affiliation with employees, contractors, or anyone associated with Calgary Co-op: None

Community or volunteer involvement: Active director/Chair Finance Committee, Mount Royal University Foundation, Executive member, Canadian Bar Association Charity & Not Profit Section. Previous: Governor, Certified General Accountants Association (CGA), Member, University of Calgary Senate.

Your governance and/or oversight experience, skills and qualifications: 6 years as director with Board of Management, Canada Revenue Agency: served on governance, audit, finance, budget and human resource committees, provided oversight management; as active director of Mount Royal University Foundation, providing oversight management to the source and use of funds; 6 years as governor of CGA, provided oversight on member and student related matters; 28 years as Certified General Accountant and Lawyer: practising and managing accounting and law practices.

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years:

I am excited about the future of Calgary Co-op. Let me help improve members' income with innovative ideas. I have many years of experience managing small to large business, and profession. I have observed Co-op operations for many years.

Recession and the aging population will bring opportunities and challenges for Co-op. Competition from food 'giants' will increase. Co-op needs to maintain its unique character: quality and pricing; review its product lines to better serve all communities; seize new opportunities, improve its efficiency and improve productivity. Maintaining competitive pricing and high quality service is a challenge.

I can provide better governance with my business, accounting and law background in these challenging times. Members' income should rise.

Vote for Esmail Bharwani.

Board of Directors Candidates



Rick Smith
(403) 219-6041, ext. 6348

Education and professional designations:
Bachelor of Arts Degree in Marketing – Eastern Washington University; Graduate of Banff School of Advanced Management; Graduate of Revenue Sources Management School – North Carolina State University.

Occupation and work experience:

I am proud of a very successful 33 year career with Heritage Park, including 22 years as its General Manager. Under my leadership, the Park became recognized as the premier and largest living historical village in Canada. This distinctive recognition was realized by remaining focused and committed to ensuring service integrity, demonstrating financial accountability, developing sound business practices, nurturing relations with business partners and community members, and participating in the development of effective management and employees. Today, as a Community Investment Consultant, I work closely with charities and/ or their prospective donors, in evaluating possible projects to ensure the charities have the ability to meet established mandates and to protect the donors.

Involvement with Calgary Co-op or other co-operatives:

Calgary Co-op Director (1986-1999), First Vice-Chair of Board (1996-1999). Current Calgary Co-op Director since 2009, Chair-Performance and Compensation Committee, Member- Audit Committee, Director – Alberta Community Co-operatives Association.

Affiliation with employees, contractors, or anyone associated with Calgary Co-op: see above

Community or volunteer involvement:

Member - Historical Committee Calgary Stamped; Art co-ordinator – Longview Music & Arts Festival; Board member – Friends of the Bar U Ranch National Historic Site.

Your governance and/or oversight experience, skills and qualifications:

Over the years, I have participated on several boards and committees, and I have worked for a board for 33 years. I am very familiar with the dynamics, challenges and importance of effective and proper governance.

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years: Every day, our community expands becoming more culturally diverse, and new competition continues to enter the market. Addressing these realities provides many opportunities that will enable your Co-op to continue to be successful. These opportunities include:

- Developing new stores in selected areas
- Enhance its price competitiveness
- Expansion of ethnic product offerings
- Lead in the provision of fresh products
- Lead in outstanding customer service.

With your help, I will continue to ensure a record of sound growth, clear vision, financial stability, and effective stewardship is always maintained. I respectfully ask for your support. Sincerely, Rick...



Alexander Ingram
(403) 219-6041, ext. 6349

Education and professional designations:
Certificate in Management, University of Manitoba. CIM & P Mgr. Canadian Institute of Management. Real Estate Brokers course UBC, Real Estate Institute of Canada – FRI & ARM; Fellow of the Institute of Canadian Bankers.; Alberta Engineering Technologist; CET and graduate of the

Canadian Leadership Institute.

Occupation and work experience: Working as a Real Estate Broker licensed in Alberta and BC. Have gained combined business experience working for several national companies including: Standard Life, Credit Foncier, Transforce and CN. Further experience gained as an indentured apprentice in Scotland and as a marine engineer in the British Merchant Navy.

Involvement with Calgary Co-op or other co-operatives: None.

Affiliation with employees, contractors, or anyone associated with Calgary Co-op: None

Community or volunteer involvement: Director of the Independent Living Resource Centre of Calgary, member of VeteransOfCanada.ca the Royal Canadian Legion and Executive Council member of Calgary's largest business and taxpayer organization the Progressive Group for Independent Business (PGIB).

Your governance and/or oversight experience, skills and qualifications: Served on several boards as mentioned above. I was also a former member of the Board of Calgary Co-Op for 6 years where I participated on all major committees serving as Vice-Chair and Board Chair.

Please introduce yourself and share with the member-owners, what you see as the opportunities and/or challenges for Calgary Co-op in the next five years: Oppose recommendations to permit some board members to be selected by existing board members who will continue to be selected by current process. As a previous Chairman and board member I opposed this idea and continue to do so. All Directors should be democratically elected by the membership. I will fight to preserve the right of all members to run for our Board without restriction. I will also recommend that detailed background checks be conducted on all Board Officers to ensure the integrity of these positions.

I would also implement a "Pricing & Produce" policy. Lower Prices – This will be done via a value / space audit. The second aspect is about Cultural Choice – Carrying other foods from other cultures as our competitors do.

Based on research / cost analysis my platform will reduce costs, increase revenue, service and preserve democracy in our Co-operative.



Whole Health Challenge

CO-OP



Are You Up for the Challenge?

Calgary Co-op's Whole Health Challenge is back for another year. This is your chance to get healthy and enter to win some fabulous prizes. Our 10 week program is now underway, but it's not too late for you to get started.

Here's how it works:

Every two weeks, Calgary Co-op will focus on a different theme to help you get healthy including goal setting, nutrition, motivation, activity and staying on track. If you want to participate, you simply need to log on to www.calgarycoop.com/whc and print out that theme's challenge. Complete the challenge, drop off your form at Calgary Co-op and you're entered to win incredible prizes like \$2,000 in Calgary Co-op gift cards, tickets to the Calgary Flames and more. And to help with your challenge and your goals, Calgary Co-op will be featuring a guest speaker for each of the themes including Rich Hesketh, Strength and Conditioning Coach for the Calgary Flames, Hal and Joanne from Body Break and John Stanton, founder of the Running Room.

Calgary Co-op Whole Health Challenge Themes	
January 30 – February 12	Goal Setting
February 13 – 26	Nutrition
February 27 – March 11	Motivation
March 12 – 25	Activity
January 30 – April 8	Staying on Track

We'll feature a new theme and a new prize every two weeks. You can choose to take part in them all or just the ones that interest you. Either way, as long as you complete a challenge, you're in for that theme's draw.

However, if you're really up for the challenge, then we have an exciting prize for you. Everyone who completes all five of the challenges will be entered to win our grand prize – unlimited boot camp for two for an entire year from FRESH! Fitness, valued at \$7,000! We're giving away four of these grand prize packages in total.

To end our Whole Health Challenge, we will be holding the Calgary Co-op Charity Run in support of 'NSTEP, a not-for-profit registered charity that provides hands-on nutrition and physical activity programs directly into the classroom in Calgary schools. Choose to walk or run the 5K course, or challenge yourself in the 10K run. After the run, relax while we host the Whole Health Challenge finale where we will announce the grand prize winners! Visit our website to register for the run and get information on Running Room clinics with special Calgary Co-op member prices to help you prepare.

It's a second chance at your New Year's Resolution. Make 2012 the year of a healthier, happier you. Take the challenge, the Whole Health Challenge, from Calgary Co-op.

<http://www.calgarycoop.com/whc>



Life's Essentials



The next time you feel like snacking, try a fresh, crisp apple instead. They're not only satisfying, they are incredibly healthy. Here are a few things you may not have known about your friendly neighbourhood apple:

- The average small apple is only about 50 calories.
 - Biting and chewing an apple reduces tooth decay which leads to healthy, whiter teeth.
 - Red apples contain an antioxidant called quercetin which helps boost your immune system
 - Apples are full of fibre which help keep you full
 - The skin of an apple is actually the best part, containing the most nutrients and more than 30% of the fibre.
- For a delicious treat, try cutting up a fresh apple and sprinkling it with cinnamon – a great source of manganese, fibre, iron and calcium.

Be the First to Know

Have you signed up for Calgary Co-op's weekly e-mail newsletter? It's filled with great products, unique offerings, time saving ideas and much, much more. Don't miss out on what's new, what's on sale and what you have to try next.

Sign up today at <http://www.calgarycoop.com/signup>.



Don't forget that Calgary Co-op is now on Twitter. Follow us for exciting updates, contests and more at twitter.com/calgarycoop.

From Our Kitchen to Yours...

One of the best ways to get healthy is to find a way to enjoy your favourite foods without taking in excess fat and calories. Our Meat Director, Trevor Moore, came up with this incredibly simple recipe when he was looking for a quick meal that his kids would enjoy.

Trevor's Two-Step Chicken Burgers – Serves 4

- 1 – 1lb package of frozen, ground chicken
- 1/4 cup diced onions
- 1 egg
- 1/2 cup fine bread crumbs

1. Mix all of the ingredients together and form into four patties
2. Bake or grill to an internal temperature of 170°C

Serve with a fresh salad or steamed vegetables for a great tasting dinner the whole family can enjoy.

An advertisement for a cruise. The top part has a red background with white text: 'Calgary Co-op Travel Anniversary Cruise', '14 Day Caribbean Collectors' Voyage', and 'November 11, 2012'. Below this is a photograph of a cruise ship sailing on a blue sea with a tropical island in the background. In the foreground, two children are playing in the water. A white box with a red border contains the text: 'Starting from 1388⁰⁰* CAD Cruise Only'. Below this is the Holland America Line logo and the text 'A Member of Royal Caribbean'. At the bottom, a red banner contains the text: 'For details, visit www.calgarycoop.com/travel' and '* Terms and conditions apply'.

Community Connection

Join the Winners' Circle!

You already know you can save money by shopping at Calgary Co-op thanks to our annual member refund, great sales and Revved Up Rewards. But did you know just how much you can win? Check out our latest lucky winners:

Elizabeth Tanner and her daughter were ecstatic to win a



Turducken Holiday Dinner which included The Original Turducken along with a \$250 gift card. They decided to share the joy by donating the Turducken to the Red Deer Lake School Food Drive for the Food Bank. Here Elizabeth poses with Shawnessy Centre Manager Heather Simonetta.

'Twas the season for Turducken! Dean Brawn attended Calgary Co-op's Grape Escape last fall and was the lucky winner of a



Turducken. It made a special appearance at his sister's Christmas gathering of over 40 people. (L to r: Jeff Hammer, Meat Manager; Dean Brawn; Mike Moser; The Original Turducken Inc.)



Our pharmacies recently ran a Bayer Diabetes contest with a \$500 Calgary Co-op Travel Voucher as a grand prize. Member Marjorie Tetz was the lucky winner and couldn't wait to start planning her vacation. (L to r: Mark Elderkin, Pharmacy Operations Manager; Marjorie Tetz; Daniel Kok, Pharmacy Manager, Macleod Trail Centre.)



Donna Nickerson was the grand prize winner in Calgary Co-op's online survey draw. Here she receives her \$500 Calgary Co-op gift card from Anthony Thai, Assistant Centre Manager, Dalhousie Centre. Congratulations to our two other prize winners: Kirk Reed and Marla Dane.

International Year of the Co-operatives



It's an exciting year for co-operatives around the world as we celebrate the International Year of the

Co-operatives. There will be many special events throughout Calgary and the world as we celebrate the values and principles that make co-ops unique. Calgary Co-op is excited about our own contribution to this special year and can't wait to share it with our members...but we'll have to wait a little longer. Stay tuned for an exciting announcement from Calgary Co-op on the International Year of the Co-operatives.

Stuff a Bus

Calgary Co-op would like to sincerely thank all of the members who supported our annual Stuff a Bus campaign. Thanks to your support, over \$160,000 in non-perishable food items were collected which will feed 1,900 families of four for an entire week. We'd also like to thank our partners in the event - XL 103 and Calgary Transit, along with the many volunteers who donated their time to this very worthwhile cause.



Rylan Boutron makes a donation for Stuff a Bus.

Bags to Riches



At Calgary Co-op, you can save the environment and help a local charity just by reusing your shopping bags. Each time you reuse a shopping bag

at Calgary Co-op, you can choose between receiving a 3¢ credit on your grocery bill or donating the money to a selected charity. Each year, Calgary Co-op employees vote on which charities they would like to receive the donations. For 2012, they chose Mustard Seed, Brown Bagging for Calgary Kids, Meals on Wheels and the Veterans Food Bank. In Airdrie, the donations will go to the Airdrie Humane Society and the Airdrie Food Bank and in Strathmore, all credits will be donated to the Wheatland County Food Bank and the Community Crisis Society. While 3¢ may seem like a small donation, last year it added up to over \$45,000. Thanks to all of our members who generously support this program.

Development

News



Panorama Hills Gas Bar



High River Food Centre



High River Gas Bar

The past year introduced new Calgary Co-op locations and some major upgrades to our gas bars. This coming year will be a busy one for development as Calgary Co-op continues to work on many new and exciting projects.

Food

Macleod Trail Centre – All of the sales area lighting has been upgraded to more energy efficient fixtures; our bakery, meat and produce display cases have been replaced and there will be a new interior décor upgrade in 2012.

High River Centre – Work continues on our new development in High River. All foundation walls, steel structure and asphalt are in place for our 35,000 sq.ft. food store, gas bar with a 2,600 sq.ft. convenience store and 4,000 sq.ft. wines & spirits store. Everyone is looking forward to our grand opening this year.

Gas Bars

Panorama Hills – Our newest gas bar project opened in late November. The larger format 3,000 sq.ft. convenience store, eight pump gas bar (including diesel) and single bay touchless car wash is now open.

Hamptons – The Hamptons gas bar will be complete in February. It took a lot of effort to bring this to fruition, but it's been time well spent. We now have a brand new twin bay touchless car wash, we have doubled the convenience store in size, all underground tanks have been replaced and expanded from 100,000 litres storage to 300,000 litres and diesel is now offered at all eight pumps (including the two new pumps).

Oakridge – This gas bar project was completed in December and includes a new

pump island canopy, 2 additional gas pumps, diesel at every pump island and upgraded underground tanks. Our underground fuel storage capacity increased from 150,000 litres to 400,000 litres.

Village Square – Our new twin bay touchless car wash opened in January. We increased our underground fuel storage capacity to 400,000 litres, added two new pumps to the gas bar and are proud to offer diesel at this location, which is available at all eight pumps.

Wines & Spirits

MacTaggart – We are under construction and are very excited to be opening a larger format 10,000 sq.ft. wines & spirits store in Edmonton in 2012.

Celebrating Our Team

Going Above and Beyond



"My brother is a pilot, and recently left for Antarctica for 6 months. The day before he left, he realized that he needed to fill his prescriptions for the entire time he would be away as the medications would not be available to him there. I called around looking for a Co-op pharmacy that could fill his prescription...to treat his asthma. None of the pharmacists had 5 of each to give him, and since he was leaving the next day, we couldn't wait for them to be ordered or transferred. Abudu from the Hamptons Co-op pharmacy called around, found inhalers in Dalhousie, then took the time to go pick them up for us, so my brother could have enough to take with him. We were so grateful for Abudu doing this for us, but unfortunately he was gone by the time we picked up the prescription, so didn't get to thank him in person. I just wanted to write in and say many thanks to Abudu, he went above and beyond for us, and you are very lucky to have such a great employee so dedicated to giving your customers the best possible experience." - Tara V.

Going Gluten-Free

"Recently I was diagnosed with Celiac. I was so happy last weekend when I went to my Downtown Market Co-op (my favourite location) to find the Udi brand of bread and pizza crusts. Thank you so much for carrying gluten free items! Not only are they priced very well, I don't have to make extra trips somewhere else." - Danna M.

The Price Is Right

"We like shopping at the Richmond Road Co-op. Our family has a weekly guessing game to see who can estimate the closest to the total cost of the cart's contents. Even the staff have gotten used to our strange game and have even joined in! It is like one happy family and a great way to start the weekend and end the week! I also personally enjoy the weekly check of the book case and really appreciate a place to bring my books to recycle to others!" - Elizabeth W.

Laughter is the Best Medicine



"I wanted it to be heard that today my experience in dealing with the staff in the pharmacy was exceptional. Smiling faces and laughter greeted me when I was called to the counter. My needs were met where they hadn't been at several other pharmacies I attended to prior regarding a certain over-the-counter medicine. Thank you for what I believe was an above and beyond customer service experience." - Anonymous

How the West Was Won

"I was just at the Calgary Co-op located on 85th Street SW (West Springs) and as always the staff are fantastic, they are always and I mean always friendly and of course very helpful!" - Carol S.

Meat Manager's Special

"Because of the meat manager's special prices on tenderloin & top sirloin medallions, we decided to try out both. We had them for dinner tonight & I am pleased to report the cuts were great – no hidden, rolled under fat etc. – and the taste was outstanding. Many thanks for both the meat sale & the Alberta beef." - Richard G.

Get into Oil & Gas without wearing a tie.

Want to work in Alberta's biggest industry? Our gas bars offer regular raises and employee discounts, as well as a great rewards program.

All you have to do is help us provide outstanding service to your local community. To fill a position, visit our gas bar for an application, or calgarycoop.com

Locations

NORTHWEST

Brentwood Centre, 4122 Brentwood Road N.W.	403-299-4311
Gas Bar	403-299-4312
Pharmacy	403-299-4308
Creekside Centre, 12000 Symons Valley Road N.W.	403-299-4491
Gas Bar	403-299-4424
Pharmacy	403-299-4474
Crowfoot Centre, 35 Crowfoot Way N.W.	403-299-5353
Gas Bar	403-299-5355
Pharmacy	403-299-5350
Travel	403-216-4500
Dalhousie Centre, 5505 Shaganappi Trail N.W.	403-299-4331
Gas Bar	403-299-4332
Pharmacy	403-299-4329
Hamptons Centre, 1000 Hamptons Drive N.W.	403-299-6711
Gas Bar	403-299-6716
Pharmacy	403-299-6713
Travel	403-299-5414
Montgomery Gas Bar, 4608 - 16 Avenue N.W.	403-299-2602
Panorama Hills Gas Bar, 1111 Panatella Blvd. N.W.	403-299-7775
Rocky Ridge Centre, 11595 Rockyvalley Drive N.W.	403-299-5450
Gas Bar	403-299-5497
Pharmacy	403-299-5454

NORTHEAST

Beddington Centre, 8220 Centre Street N.E.	403-299-4445
Gas Bar	403-299-4380
Pharmacy	403-299-4418
Monterey Centre, 2220 - 68 Street N.E.	403-299-2600
Pharmacy	403-299-2606
North Hill Centre, 540 - 16 Avenue N.E.	403-299-4276
Gas Bar	403-299-4277
Pharmacy	403-299-4273
Taradale Centre, 6520 Falconridge Boulevard N.E.	403-299-4012
Gas Bar	403-299-4013
Pharmacy	403-299-4016
Village Square Centre, 2520 - 52 Street N.E.	403-299-5332
Gas Bar	403-299-4377
Pharmacy	403-299-5334
Travel	403-299-4401

SOUTHWEST

Kingsland Gas Bar, 6905 Macleod Trail South	403-299-4110
Midtown Market, 1130 - 11 Avenue S.W.	403-299-4257
Pharmacy	403-299-4255
Oakridge Centre, 2580 Southland Drive S.W.	403-299-4355
Gas Bar	403-299-4280
Pharmacy	403-299-5374
Travel	403-299-5316
Richmond Road Centre, 4940 Richmond Road S.W.	403-299-4490
Gas Bar	403-299-4374
Pharmacy	403-299-4487
Travel	403-299-4370

Shawnessy Centre, 250 Shawville Boulevard S.W.	403-299-4426
Gas Bar	403-299-4422
Pharmacy	403-299-4439
Travel	403-299-4130
West Springs Centre, 917 - 85 Street S.W.	403-299-4151
Gas Bar	403-299-4407
Pharmacy	403-299-4420

SOUTHEAST

Copperfield Gas Bar, 15566 McIvor Blvd. S.E.	403-299-4113
Deer Valley Centre, 1221 Canyon Meadows Drive S.E.	403-299-4350
Gas Bar	403-299-4351
Pharmacy	403-299-4347
Eastfield Gas Bar, 5250 - 50 Avenue S.E.	403-299-4443
Forest Lawn Centre, 3330 - 17 Avenue S.E.	403-299-4470
Gas Bar	403-299-4371
Pharmacy	403-299-4467
Heritage Towne Centre Gas Bar, 6 Heritage Gate S.E.	403-299-4341
Macleod Trail Centre, 8818 Macleod Trail S.E.	403-299-4292
Gas Bar	403-299-4293
Pharmacy	403-299-4289
Quarry Park Centre, 163 Quarry Park Blvd. S.E.	403-203-4825
Pharmacy	403-203-4838
South Trail Crossing Centre, 4307 - 130 Avenue S.E.	403-257-7272
Gas Bar	403-257-7260
Pharmacy	403-257-7243
Travel	403-257-7247

AIRDRIE CENTRE

2700 Main Street	403-912-3700
Gas Bar	403-912-3711
Pharmacy	403-912-3703

OKOTOKS

Gas Bar, 111 - 31 Southridge Drive	403-995-4573
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STRATHMORE CENTRE

320 Second Street	403-934-3121
Pharmacy	403-934-6632
Gas Bar, 715 Wheatland Trail	403-934-3044

OUT OF TOWN TRAVEL CUSTOMERS

Toll free	1-800-360-3572
Travel Call Centre	403-299-4144

HOME HEALTH CARE

9309 Macleod Trail South	403-252-2266
Richmond Road, 4938 Richmond Road S.W.	403-299-4488

Calgary Co-op Wines & Spirits locations can be found by visiting coopwinesandspirits.com



www.calgarycoop.com