Calgary Co-operative Association Limited

DIRECTOR ELECTION HANDBOOK

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Director Election

Preface

Calgary Co-operative Association Limited (Calgary Co-op) is a locally operated co-operative owned by its member-owners. The share you purchase when you join Calgary Co-op makes you a member and an owner and provides you with all the value and benefits of membership in this highly successful co-operative.

As a member-owner, you can participate in the "one member = one vote" democratic process that is unique to co-operatives. This means you can nominate eligible member-owners as a nominee for the Board, vote in Director Elections and actively participate in meetings of member-owners.

This handbook is comprised of three parts. Part One provides basic information about Calgary Co-op and the Director Election process. Part Two details the nomination process, election guidelines and nominee skills and requirements. Part Three details the forms that must be completed by a member-owner who desires to be a nominee in the Director Elections. Relevant definitions can be found in Appendix 1.

Introduction

The day you purchased your Calgary Co-op membership, you became part of a large community and a member-owner with a vested interest in the social, economic and environmental performance of Calgary Co-op.

Owned by members, Calgary Co-op is one of the largest retail co-operatives in North America. Our locations in Calgary, Airdrie, Cochrane, High River, Okotoks, and Strathmore include food centres, pharmacies, gas stations, car washes, home health care centres, wine, spirits, beer locations, and cannabis. In addition, Calgary Co-op owns and operates Community Natural Foods, Beacon Pharmacies, and Willow Park Wines & Spirits and is the majority shareholder of Care Pharmacies. Approaching 500,000 members, 3,800 employees, assets of $1.2 billion, Calgary Co-op is committed to delivering exceptional customer experiences through inspired team members. For more information, please visit www.calgarycoop.com.

Vision, Mission and Values

Calgary Co-op is built on honesty, loyalty and trust – the kinds of values and qualities found in the communities it serves. Calgary Co-op relies on the traditional values that have made it so successful.

Vision: To touch the lives of our community by being respected as the best, most trusted place to shop – every day.

Mission: Through inspired team members, we deliver exceptional customer experiences, products and services that sustain and grow our business and communities.

Values:

1. Service
Our customers' needs drive us to deliver exceptional shopping experiences.

2. Caring
We are passionate about people – team members, member-owners, customers and communities.

3. Excellence
A winning attitude in all that we do.

Our vision, mission and values reflect people, community and performance working together towards success.

The Board of Directors

The Board oversees the management of Calgary Co-op's business and affairs, subject to the *Cooperatives Act*, regulations, articles, and the Association's bylaws. Directors must be independent and possess a wide range of experience and skills.

The Calgary Co-op Board is comprised of nine directors. Three are elected each year, although this can vary depending on vacancies. There are two officers on the Board: Chair and Vice-Chair. Board appointment of officers, committees and representatives takes place each year following the Annual General Meeting. The Board is based on a democratic structure and is committed to ensuring good corporate governance within the association. All decisions of the Board must be made in the interests of the entire membership.

The Board operates with five standing committees: Audit, Governance, Human Resources, Investment/Real Estate & Development, and Nominations.

Time Commitment

Directors must be available and prepared to devote significant time for Board, committee, or other meetings, and events. These may include, but are not limited to:

1. committing between 30 and 50 hours per month in the work of the Calgary Co-op Board in order to be fully prepared to discuss the matters on the Board agenda,
2. attending 15 – 20 meetings annually including Board meetings, committee meetings, strategy retreat, training and development, special events and the Annual Member-Owners Meeting,
3. participating in an annual two-day planning session,
4. representing the Board at special events such as store openings, pancake breakfasts, and other events.

Board meetings are typically held during regular business hours. However, some Board meetings, committee meetings and other activities may be conducted during evening hours, before or after regular Board meetings, and occasionally on weekends.

Compensation

Currently, Directors receive the following compensation, as approved by the member-owners at the Annual Member-Owners Meeting held in April 2023:

Board Chair*	$136,000 per annum
Board Vice-Chair	$63,000 per annum
Director	$50,000 per annum
*The Board Chair is an ex-officio member of every committee and is expected to attend all committee meetings. The Board Chair and the Vice-Chair are not eligible for additional compensation for committee work. Individual Directors receive additional money for serving on committees or representational positions in the following amounts.	
Audit Committee Chair	$5,000 per annum
Audit Committee Member	$2,500 per annum
Governance Committee Chair	$3,000 per annum
Investment Committee Chair	$3,000 per annum
Nominations Committee Chair	$3,000 per annum
Human Resources Committee Chair	$3,000 per annum
Committee Member	$1,500.00 per annum

Directors are reimbursed for mileage, out-of-pocket expenses and they receive a discount of five percent paid at the end of the financial year on purchases made at Calgary Co-op. Training fees and related expenses up to a maximum of $15,000.00 per three-year term are available to assist each Board member in continuous learning.

Minimum Qualifying Criteria for Nominees

To be eligible to sit on the Board, a member-owner must meet the eligibility requirements set forth in the *Cooperatives Act* and *Calgary Co-op's Bylaws*. The criteria are noted in Form 3, the Board Nominee Declaration, which must be signed by the nominee.

To be eligible, a member-owner, or through a joint membership with a spouse or Adult Interdependent Partner, must have made retail purchases from Calgary Co-op in the immediately preceding fiscal year of at least $3,600. For further clarification, this does not include purchases from Community Natural Foods, Willow Park Wines & Spirits, Beacon Pharmacies or Care Pharmacies. The member-owner must have been a Calgary Co-op member for at least two years prior to April 22, 2027. For the 2027 Director Election, the total annual purchases are calculated based on purchases made from November 3, 2025, to November 1, 2026. To confirm the term of your membership or the total annual purchases on your account, please contact Membership Services at 403-219-6025.

Any member-owner who would otherwise be qualified to become a Director under Bylaw Section 5.05 excepting that such member-owner does not qualify under paragraph 5.05(a)(i) or 5.05(a)(ii), or both, is deemed eligible to become a Director if the spouse or Adult Interdependent Partner of such member-owner is fully qualified under this Section 5.05, but must become a joint member prior to the record date October 31, 2026 , and in such case only one may stand for election as, or continue to serve as, Director.

A member-owner may be nominated for the office of Director notwithstanding he or she is then a Calgary Co-op employee, or an employee of Community Natural Foods, Willow Park Wines & Spirits, Beacon Pharmacies or Care Pharmacies, but the member-owner may not assume the office of Director if at the time elected, such member-owner remains an employee of any of the above-mentioned organizations.

Election Process

Each year, Calgary Co-op asks its member-owners to nominate fellow member-owners to stand for election for the Board of Directors. All who meet the minimum qualifying criteria may go forward on the election ballot. The nomination process helps our Co-op Board achieve strong and balanced leadership with the right mix of skills, experience and attributes.

2027 Director Election

Nominations Process

The 2027 Calgary Co-op nominations process is designed to provide Calgary Co-op member-owners with information on the Board's required skills and experience. The Nominations Committee oversees the nomination and election process on behalf of the Board. The 2027 Director Election process consists of the following steps:

1. The Board completes the Calgary Co-op Board Profile and approves the knowledge, experience, attributes and skills desired.
2. The Election Consultant reviews all election applications to ensure the bylaw qualifications are met.
3. The independent Nominee Assessment Consultant uses the Calgary Co-op Board Profile and the Board-approved criteria to evaluate nominees. The evaluation process includes a review of nominee materials, an introductory interview of all nominees as deemed appropriate, and an in-depth interview with the nominees whose qualifications are determined to best match the skills and experience set out in the Calgary Co-op Board Profile. Nominees must participate in the interviews in order to be eligible for recommendation. The Nominee Assessment Consultant is Leaders International.
4. The Nominations Committee and Board (non-incumbents only) determine which nominees are recommended to the membership. This determination will be based on, in part, the independent evaluation by the Nominee Assessment Consultant.

Timeline

The key dates for the 2027 Director Elections are shown below*:*

Date	Action
Interested nominees are requested to submit questions and inquiries to governance@calgarycoop.com	
October 30, 2026	Deadline for nominee's election packages. Submissions must be received by the Election Consultant no later than 4:30 p.m. Calgary time.
October 31, 2026 (Last day of the previous fiscal year)	Membership Record Date for the 2027 Director Election. Individuals who wish to vote in the upcoming Director Election must have purchased their membership by this date.
November 5, 2026	The Election Consultant advises each nominee of the results of the Director qualification screening by email. Nominees who meet the Director qualifications will become qualified nominees. *All nominees should plan to be available for a telephone interview from November 9 - 20, 2026. The Nominee Assessment Consultant will contact each nominee to set up the interview.*
November 9 -20, 2026	The Nominee Assessment Consultant provides pre-interview questions and then interviews all qualified nominees to assess against the Calgary Co-op Board Profile to assist the Nominations Committee to determine which nominees may be considered for a second interview. Background checks are conducted at this time.
November 21 – December 1, 2026	The Nominations Committee, in consultation with the Nominee Assessment Consultant selects the "best fit" nominees for a second interview.
Dec. 2 - 4, 2026	The Nominations Committee, with support from the Nominee Assessment Consultant conducts in-person interviews with the selected nominees.

December 10, 2026	Nominations Committee and all Directors not seeking re-election determine which nominees will be recommended.
December 11, 2026	All nominees are advised of the outcome of the assessment, including the nominees who are being recommended.
December 17, 2026	Deadline for nominees to provide required changes to statements of fact in platforms.
January 5, 2027	Optional withdrawal date. Any nominee who would like to withdraw his/her name from the Director Election must do so by this date, by filling out the required form and emailing governance@calgarycoop.com otherwise his/her name will appear in communication materials and on the ballot.
January 11 - 15, 2027	Optional Nominee video shoot dates.
March 18, 2027	The final list of nominees published, including the recommended nominees.
March 18, 2027	The communication period for candidates starts.
March 18 – April 8, 2027	Election period.
April 22, 2027	Director Election results announced at the Annual Member-Owners Meeting.
April 23, 2026	Board reorganization meeting. All Directors are expected to attend.

Calgary Co-op Board Profile

Knowledge, Experience and Skills

Ideally, the Board of Directors of Calgary Co-op is comprised of member-owners who are leaders in the co-operative and business community. Directors uphold Calgary Co-op values in both word and action, uphold Co-op's Code of Conduct, exercised with strong interpersonal skills. Directors are continuous learners; always willing to listen and learn.

Directors are effective communicators and independent thinkers. These independent Directors exhibit exceptional ethical integrity as they act in the best interests of Calgary Co-op. Together, they speak with one voice, unified and solidly standing behind their joint decisions. They have strong interpersonal skills and are integrative thinkers that are collaborative in approach, constructive in tone, and respectful to each other, the management team, employees, members and other stakeholders of Calgary Co-op.

Individually and collectively, Directors apply their knowledge to Calgary Co-op as they proactively use sound judgment to make balanced strategic decisions based on observable facts.

Calgary Co-op seeks to maintain a Board comprised of talented and dedicated Directors.

Ideally, Calgary Co-op Directors:

1. Possess backgrounds that reflect the diverse nature of the business and societal environment in which Calgary Co-op operates. Therefore, we welcome a diversity of age, business experience, cultural heritage, disability, ethnicity, gender, and 2SLGBTQIA+,
2. possess strengths in governance, strategic planning, business acumen and analytical skills,
3. demonstrate leadership by personally supporting and promoting Calgary Co-op to the best of their abilities; be an exemplary 'ambassador' of Calgary Co-op,
4. have a proven ability to challenge Calgary Co-op senior management and the Calgary Co-op Board in a manner that is constructive and appropriate in their duties and responsibilities as a board member; and
5. must meet and maintain the criterion for independence as outlined in the Calgary Co-op By-Laws and must be free from any real or perceived conflicts of interest with Calgary Co-op and possess the ability to meet the time commitments of the Board.

Board of Directors Skills Matrix

Investment Strategy	Experience overseeing and/or developing/leading/executing/ monitoring/recommending investment strategy and contributing to policy decisions including acquisitions and divestitures.	**Board Director/ Senior Leadership Experience**	Experience having served as a Board Director, actively contributing to the vision, strategy, and direction within a complex organization. Strong executive management experience reporting/presenting into a Board or Board Committees would also be considered as asset.
Financial Acumen	Financial literacy including a solid understanding of financial statements, investment analysis, corporate finance, audit, and internal controls. Experience advising or reporting to a Board and/or Audit Committee would be an asset.	**Retail**	National or international experience providing strategic oversight and/or executive leadership expertise, within grocery, consumer goods or other relevant retail organizations.
Human Resources	Strategic oversight or leadership in the areas of executive and Board compensation, CEO recruitment and performance, succession planning and equity, diversity, inclusion and Indigenous relations.	**Co-operative and/or Community Based**	Experience as a Board Director or in an executive/leadership role within a member-owned or community based, purpose driven organization demonstrating strong grass roots values and principals.
Digital Economy/ Technology	Oversight or leadership experience with e-commerce, data- analytics, cyber security, artificial intelligence, blockchain and/or other supply chain enablement.	**Functional Expertise**	Previous senior operational/functional expertise in retail operations, customer service, marketing, legal, merchandising, risk management, communications, branding, and supply chain would be considered an asset.
Real Estate/ Capital	Expertise in real estate development including leasing, air rights, land banking and large capital builds.	**ESG / Social Responsibility**	Strategic leadership of community engagement, environment, social responsibility, sustainability and/or health and safety functions within a complex organization.

Grocery Retail & Consumer Markets	Demonstrated executive or governance experience in grocery retail, merchandising, consumer behavior, pricing, supply chain, food operations, and evolving customer expectations.	**Artificial Innovation & Technology Governance**	Experience overseeing the strategic adoption, governance, and ethical use of artificial intelligence and emerging technologies to improve business performance, customer experience, operational efficiency, and risk management.

For the 2027 election, Calgary Co-op is looking for member-owners with knowledge, experience, and skills in these areas of interest to round out the current complement of the Board.

1. **Legal** – Strengthen the Board's legal and governance expertise, ideally with experience in corporate governance, regulatory matters, commercial agreements, risk management, and complex organizational environments.
2. **Retail** – Add deeper, current operating experience within grocery, fuel and pharmacy retail. Ideally, this would include expertise in merchandising, category management, pricing and promotions, supply chain, shrink, store operations, customer loyalty, and evolving consumer trends. Experience in a cooperative or multi-format retail environment would be particularly valuable.
3. **Accounting & Financial Expertise** – Further strengthen the Board's financial depth with a senior finance or accounting executive who brings strong technical accounting, audit, financial reporting, controls, capital allocation, and balance-sheet experience. Ideally, this individual would have a CPA designation and experience serving on or chairing an Audit Committee. Given the investments underway, experience with major technology transformation, capital projects, and associated accounting and financial governance would also be beneficial.

Nominee Election Forms and Materials

Nominees must complete the forms provided in Part Three. The Forms are available on the Calgary Co-op Director Election's website. Hand-written or electronic signatures must be included on all forms. All documents and photos will become the property of Calgary Co-op.

All forms, reports, and photo are required to be received no later than 4:30 p.m. on October 30, 2026, Calgary time at the following email address:

Electronic form submission
Please attach a scanned document to:

governance@calgarycoop.com

Nominees can also apply using the online Nominee Election Form, located on the website at

https://www.calgarycoop.com/about-us/director-election/

Election Form Processing

After the close of nominations, Calgary Co-op's Chair of the Nominations Committee, a Nominating Committee designate, the Manager of Communications, a representative from the Election Consultant, and a Calgary Co-op Membership representative will review each nomination form to ensure it contains signatures from member-owners with valid memberships, that nominations packages are complete, and that Minimum Qualifying Criteria are met. The Election Consultant will advise each nominee of his or her eligibility status following this review process.

All election related information for nominees not elected to the Board will be destroyed when the ballots are destroyed.

All election related information for nominees elected to the Board will be retained in the Director's file with Calgary Co-op.

Communication Guidelines

Communication activities are limited to the time period March 18 2026 to April 8 2026 inclusive. To assist nominees with their communication activities, Calgary Co-op has developed a set of principles and guidelines to ensure communication activities are conducted fairly and equally by all nominees. Calgary Co-op is committed to presenting each election nominee in a fair and equal manner, so that members can make an informed choice. Accordingly, Calgary Co-op will assist nominees as follows:

1. Calgary Co-op will print and distribute election materials to promote all nominees to member-owners. The information in the 2027 Nominee Platform, Education and Experience form and the photograph will be included on the Calgary Co-op website, in a brochure accompanying the by-request-only voting ballot, electronically on the online voting website and available to member-owners at all Calgary Co-op food centres. This will help members in their decision-making about who to vote for in the election.

2. Nominees will also have the option to share their platform through a pre-recorded two-minute video, which will be included on the Calgary Co-op website alongside their written material.

3. Calgary Co-op will establish a Director Election web page that will include such things as: the Director Election Handbook; all required forms, the *Co-operatives Act*; Nominee Platforms in written and video form; generic email addresses; Frequently Asked Questions; etc. https://www.calgarycoop.com/about-us/director-election/

4. Calgary Co-op will provide and publish e-mail contact information for all nominees. Personal email addresses and links to personal web pages and social media accounts will not be published in a nominee platform.
5. Calgary Co-op will post nominee platforms, the election email addresses and nominee photographs in all Calgary Co-op food centres, gas stations, liquor stores, cannabis stores, home health care stores, and on all employee notice boards.
6. Calgary Co-op will provide nominees with a group phone number for the election, which member-owners can call to leave a message for any nominee. The Director, Executive and Corporate Affairs will share messages with nominees for follow up.
7. Calgary Co-op will identify, on the by-request-only voting ballots, posters and on the website, the recommended nominees who best meet the qualifications sought by the Board in the 2027 Election.
8. Calgary Co-op will monitor nominees' communication activities and will let nominees know of any concerns.

Directors elected to Calgary Co-op's Board are expected to act with maturity, tact and wisdom on behalf of member-owners. Accordingly, nominees must:

1. Communicate with maturity and decorum:
    - use the election materials printed or posted online by Calgary Co-op,
    - communicate as an individual; and
    - communicate, without assistance from others.
2. Communicate within these guidelines:
    - Contacting member-owners who are not family or friends using email, telephone or text message may not be well received and could negatively affect the nominee's communication and the reputation of Calgary Co-op. Alberta Personal Information Protection Act (PIPA) creates a comprehensive regime of offences, enforcement mechanisms and potentially severe penalties designed to prohibit unsolicited commercial electronic messages.
    - Blanket emails to everyone in your contact list potentially violates PIPA. It is a nominee's responsibility to understand and comply with PIPA and Canada's Anti-Spam Legislation (CASL). All nominees **must** follow these requirements when sending any emails or other electronic messages. Please note that this information is provided for guidance only and is not legal advice.
    - A nominee may not use any form of paid advertising to promote his or her candidacy in the

Director Election. This is to ensure a fair and equitable election, as all nominees may not have access to resources that include paid advertising.

- Earned media or editorial coverage is also generally not available to all nominees and while nominees may participate in earned media, they are requested to notify Calgary Co-op of any proactive or reactive media activities, to follow the guidelines around positive campaigning indicated in this handbook and promote the overall election generally.

- Robo calls are not permitted.

3. Hyperlinks to personal web pages, blogs, LinkedIn or social media sites are not allowed in nominee digital platforms.

4. Share with Calgary Co-op:

   - A nominee using his or her own blog, website or social media account **must** submit the link to governance@calgarycoop.com so Calgary Co-op can follow along.

   - Nominees are asked to make their accounts public if they choose to share campaign information so it can be accessed by all.

5. Speak for yourself:

   - If a nominee wants to share specific ideas about Calgary Co-op's future with member-owners they know, the nominee must make it clear these are personal ideas alone which have not been endorsed by Calgary Co-op, the Board, or management.

   - It is not appropriate to make promises about how the Board will act in the future.

   - Use of any logos, photos, phrases, or other elements of Calgary Co-op branding in communication materials is not permitted.

6. Be positive:

   - Nominees should speak positively about why they would be a good Director and how their competencies, skills and experience can enhance the Board's role in overseeing Calgary Co-op on member-owners' behalf.

   - Negative comments about Calgary Co-op, other nominees, management and staff or the Board are unacceptable.

7. Nominee's endorsement status:

   - Recommended nominees may include the Board's endorsement in personal communications.

8. Avoid Calgary Co-op premises and employees:

- Nominees are not allowed to promote themselves on Calgary Co-op premises, including stores, gas stations, parking lots and offices.
- Nominees may not ask Calgary Co-op employees to assist with any communication; this includes developing materials, writing nominee statements, or taking photographs.

Policy: Non-Adherence to the Communication Policy

A nominee may be disqualified from the election with a consensus vote of the Directors not running for re-election if, in the opinion of those Directors, the nominee breaches or violates the communication policy or guidelines identified.

Privacy of Information Consent

By completing, signing and submitting the Director Election nomination forms, the nominee is consenting to Calgary Co-op publishing any or all of the information included on the nomination forms and captured in the nominee videos. Nominee information including the photograph and election platform will be used for the purpose of communicating to member-owners, the public and other audiences or election consultants as part of the Director Election process. This consent will remain in effect for the duration of the election period. No further permission will be required or requested by Calgary Co-op from the nominee. Information contained on the insolvency report and criminal record check will remain confidential and will not be shared publicly with the membership.

Further, in compliance with privacy legislation, a nominee elected to the Board, by submitting all the required documents, agrees to allow Calgary Co-op to retain the nomination forms, declaration, criminal record check and insolvency report in their Director file during their term of office. Following the Director Election, the election firm will provide this information to the Director, Executive and Corporate Affairs for retention in the Director's file with Calgary Co-op.

In the event there is a dispute regarding the results of the election, Calgary Co-op and the election firm will retain and may use such information as it or Calgary Co-op deems necessary or appropriate in connection with the dispute or its resolution.

Point of Contact

For clarification or more information on the Director Election process or general information about Calgary Co-op, please contact governance@calgarycoop.com.

Election Results

The ballots cast by members by paper or online in the election will be tabulated by the election firm once the voting period ends. If a member-owner votes both by paper and online, the paper ballot will be discarded and only the online vote will be counted.

The Board of Directors will share the election results with member-owners at the Annual Member-Owners Meeting on April 22, 2027, and with member-owners via the Calgary Co-op website on April 23, 2027.

The 2027 Annual Member-Owners Meeting will be held at:

TBD

All nominees are encouraged to attend the Annual Member-Owners Meeting.

Nominee Forms

Form Completion Instructions and Helpful Notes

Form 1 – Nominee Platform, Education and Experience

Nominees shall include their email address and phone number for contact purposes by the Election Consultant.

Content must align to Calgary Co-op's communication policy and guidelines. Nominee Platforms will be cut-off at the prescribed word limits and published as submitted.

Calgary Co-op reserves the right to reject, in whole or part, any statements that, in the opinion of the Nominations Committee, may damage the business or reputation of Calgary Co-op or its representatives.

Form 2 - Director Election Nomination

Five eligible member-owners must nominate each nominee. Any individual who signs the nomination form must hold a valid Calgary Co-op membership in their own name, or have their name listed on a joint membership held in the name of a spouse or adult interdependent partner as of October 31, 2026, or earlier.

Nominees are encouraged to obtain nominations from **more than five member-owners** in the event that one or more of the nominators does not qualify.

Form 3 - Board Nominee Declaration

In order to ensure eligibility under the *Cooperatives Act* and *Calgary Co-op Bylaw 5.05*, every nominee must submit the form, dated between September 16, 2026, and the October 30, 2026, nomination deadline.

Form 4 - Acknowledgement and Agreements

Read the form carefully, sign and date it.

Personal Photograph

This should be a recent digital colour photograph showing head and shoulders, with a resolution suitable for printing, and is required for publication purposes from all nominees. Send it by email to governance@calgarycoop.com .

A Personal Resume

The resume should include all board positions (current and prior), full employment history, Degrees / Diplomas / Certificates, professional designations and community engagement activities including all applicable dates.

Other Considerations

It is strongly recommended that nominees review their packages for completeness. Incomplete applications will be disqualified.

Nominees will be asked to provide references at a later point. The Nominee Assessment Consultant will discuss this with nominees at the time second interviews are being set up. Nominees may wish to give this some advance thought.

Calgary Co-op will complete a background check which will include criminal record, civil actions and bankruptcy checks on behalf of each nominee. Nominees' signatures on Form 4 acknowledge acceptance of this process.

As Calgary Co-op is a **cannabis retailer**, a nominee who is elected to the board will be required to complete and submit to Alberta Gaming Liquor and Cannabis (AGLC) personal disclosure Information for themself, their partner, and any dependents. There is also a requirement to provide additional information including investments and personal tax assessments. There are no exceptions. The Nominee Assessment Consultant, on the Board's behalf, will ask nominees to confirm your willingness to complete this Document as part of the Board Member recruitment process.

Nominees are advised to read the ground rules and the disclosure forms found at https://aglc.ca/cannabis/cannabis-legislation-and-policies/cannabis-handbooks/retail-cannabis-store-handbook/rcsh-background-checks

Nominees are also advised that should they be elected to the Calgary Co-op Board of Directors, they will be required to sign the Association's Code of Conduct that can be reviewed at https://www.calgarycoop.com/wp-content/uploads/2025/02/Code-of-Conduct-and-Ethics-Website.pdf

The ONLY changes that will be accepted after the October 30, 2026 filing date are statements of fact. Examples: name change, or additional education completed. Changes are to be submitted to governance@calgarycoop.com.

Form 1: Nominee Platform, Education and Experience

By completing and signing this form, you agree to allow Calgary Co-op to publish your nomination information and photograph in election communications and documents. Nominees must submit all information in a typed (Word) format. Please also provide your email address and telephone number which Calgary Co-op may use to contact you for any matter relating to the election.

Nominee Email Address (for internal office use only):

_____

Nominee Telephone Number (for internal office use only):

_____

(The following is for published materials)

Nominee Name / Preferred Name:

_____

_____

Degrees, Diplomas, and Professional Designations and dates attained (all will be confirmed by the Interview Consultant):

_____

_____

_____

Please complete the following section in its entirety using no more than the stipulated number of words for each question. (The headings/question/statement are excluded from the word count). Any submission exceeding the designated word count will be cut off by Calgary Co-op exactly at the stipulated number of words for each question.

Vote for me as a Calgary Co-op Director because (maximum 25-word limit for this specific response):

_____

_____

_____

_____

What are the special attributes and experience that make you a strong nominee for Calgary Co-op's Board? (120-word maximum)

_____
_____
_____
_____

Why do you want to serve on the Calgary Co-op Board of Directors? (65-word maximum)

_____
_____
_____
_____

Note: Word count requirements end here. Your answer to the following question will neither be included in the word count nor published.

Which Board committees do you feel you can contribute to the most and why? (Please note this is for consideration by the Governance Committee)

_____
_____
_____
_____

Signature: _____

Date: _____

Form 2: Director Election Nomination

Nominee Full Legal Name and any prior Legal Name, including Birth Name(s) used:	
Nominee's Signature: (Sign Here):	Nominee's Address:
Nominee's Calgary Co-op Membership Number:	Telephone (Home): Telephone (Business): Email Address:

INSTRUCTIONS FOR NOMINATOR INFORMATION REQUIRED BELOW: For each nominator listed below, the membership number provided must be held in nominator's own name or lists their name on a joint membership held in the name of a spouse or adult interdependent partner. There are no exceptions to this requirement. The director nominee is responsible for ensuring all the information provided below is accurate. **Five nominators are required; however, it is recommended that the nominee obtain more in case any do not meet the criteria.** For privacy purposes, the information provided on this form will be reviewed and used only by the election firm hired by Calgary Co-op for this purpose, and by designated representatives of Calgary Co-op.

Having obtained the consent of the director nominee named above; we the undersigned hereby nominate the above-named member-owner as a nominee for the Calgary Co-op Board of Directors.

1	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's own name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

	Nominee Full Legal Name:

2	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's own name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

3	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's own name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

4	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's own name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

Nominee Full Legal Name:	

5	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

6	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's own name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

7	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's own name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

Nominee Full Legal Name:	

8	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

9	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's own name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

10	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's own name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

Nominee Full Legal Name:

11	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

12	Nominator's Name (please print):	Address:
	Nominator's Signature:	Postal Code:
	Nominator's Calgary Co-op Membership #: (must be in nominator's own name or listed on a joint membership*)	Telephone (Home): Telephone (Business):

Form 3: Board Nominee Declaration

Having been duly nominated as a director nominee for Calgary Co-operative Association Limited (Calgary Co-op), I (print name of nominee) _____

I do hereby consent to serve, and I affirm and declare that, in accordance with the Cooperatives Act and Calgary Co-operative Bylaw 5.05, I am qualified to become or to continue as a Director and further declare and agree that:

1. When elected, I was not under 18 years of age.
2. I do not have the status of bankrupt.
3. I have been a member-owner in good standing with Calgary Co-op for at least two years before April 22, 2027.
4. As a member-owner or through a joint membership with my spouse or adult interdependent partner have made purchases from Calgary Co-op in the immediately preceding fiscal year of at least $3,600.00.
5. I reside within the trading area.
6. When elected I will not be employed by or a Director of a retailer or other business which competes with Calgary Co-op, as determined by the Board.
7. When elected I will not be a Spouse or Adult Interdependent Partner, relative of, or holder of a joint membership with, an individual who is a Director or Employee of Calgary Co-op, Community Natural Foods, Willow Park Wines & Spirits, Beacon Pharmacies or Care Pharmacies.
8. The day after I am elected, I will not be an Employee of Calgary Co-op or Community Natural Foods, Willow Park Wines & Spirits, Beacon Pharmacies or Care Pharmacies.
9. That I have not served three elected terms.
10. I have not been found guilty of a criminal or quasi-criminal offence under a law of Alberta or Canada, including the Criminal Code, or any similar laws, in other jurisdictions in and outside Canada, for which a pardon has not been granted.
11. I agree to complete and submit to Alberta Gaming Liquor and Cannabis (AGLC) the required personal disclosure information for myself, my partner, and my dependents.
12. I do not have any business or other interests or business or personal relationships that could, in the opinion of the Board, materially interfere with the ability of the Member-owner to act objectively with a view to the best interests of the Co-op and agree to sign Calgary Co-op's Code of Conduct and Ethics and the Confidentiality and Privacy Policies forms.
13. I have not had a judgment against me in a civil claim based on fraud, theft, deceit, misrepresentation, civil conspiracy, breach of trust, breach of fiduciary duty, insider trading, failure to disclose material facts, or changes, or similar conduct.
14. I am not involved in any litigation against the Co-op.
15. I have not been prohibited from becoming, nor removed as, a Director of an organization.

16. If a member of a professional body, I have not, during the previous five years, been involuntarily prohibited or restricted from practicing as a member of that profession.

AND I make this solemn declaration conscientiously believing it to be true, knowing it is of the same force and effect as if made under oath and understanding that it is a criminal offence to make a false declaration.

DECLARED before me at the City of Calgary in the Province of Alberta this _____day of _____20____

Signature of Nominee for Director

_____

Form 4: Acknowledgement and Agreement

By signing and submitting this form to the Calgary Co-operative Association Limited, the undersigned acknowledges and agrees that he or she has read this Agreement and fully understands its content and that he or she:

1. Gives permission for Calgary Co-op to share his or her contact information, and his or her attached resume, nomination paper, and Nomination Platform, Education and Experience form with the Nominee Assessment Consultant for the purpose of his or her potential candidacy in the Calgary Co-op Board Election and gives permission and consents to the disclosure and publication, except as specifically otherwise noted in the 2027 Director Election Handbook, of all information provided to Calgary Co-op in relation to his or her candidacy for director.
2. Must provide and has provided his or her full legal name together with any prior legal name, including birth name(s), in the 2027 Director Election Nomination Form.
3. Consents to Calgary Co-op obtaining a civil search, a personal bankruptcy, and insolvency record and a criminal record report in his or her name and understands that the results of the searches will be used by Calgary Co-op for the purpose of evaluating his or her eligibility to be a director.
4. Will promptly disclose to Calgary Co-op Board of Directors any conflict of interest, including any conflict of interest that may arise in the future in connection with his or her candidacy for, or entitlement to serve as, Director of Calgary Co-op.
5. Agrees to comply with all rules, guidelines, and policies issued from time to time by the Calgary Co-op Board of Directors regarding all election and communication activities, and, specifically, that his or her participation in the election constitutes his or her agreement to the rules contained in the Director Election Handbook.
6. May be disqualified from the election with a consensus vote of the Directors not running for re-election, if in the opinion of those Directors the undersigned breaches or violates any of the rules, guidelines or policies identified with item 5 immediately above, or if any of the declarations as to facts given to Calgary Co-op by him or her in relation to the election and candidacy are determined by the Calgary Co-op Board of Directors at any time, acting in their sole discretion, not to be true or accurate as of the date this form is signed or any time after such date.

7. To the fullest extent permitted by law, hereby forever releases, waives, covenants not to sue, exonerates, discharges and agrees to hold harmless Calgary Co-op, its Directors, officers and employees, nomination committee, successors, assigns, licensees and agents and any party which Calgary Co-op engages as consultant, facilitator or otherwise in association with the Calgary Co-op Board election and communication activities (each of the foregoing shall be considered one of the **Releasees**) from any and all claims, demands, causes of action and liability of any kind, whether in contract, tort or otherwise, arising out of or resulting from, in whole or in part, directly or indirectly, his or her candidacy for Director and otherwise his or her participation in the election process. The undersigned specifically understands and agrees that this Agreement forever discharges the Releasees from any liability or claim that he or she may have against the Releasees with respect to any injury, damage or other loss that may result arising from his or her candidacy for Director, due to any cause whatsoever, including negligence, breach of contract or breach of any statutory duty of care of the Releasees or otherwise. The undersigned expressly agrees that the foregoing release and waiver is intended to be as broad and inclusive as permitted by the laws of the Province of Alberta, and agrees to, and does hereby, indemnify and agree reimburse each Releasee from any and all costs and expenses (including those incurred on a solicitor and own client basis) incurred by such Releasee in relation to any breach of this provision of this Agreement.

8. Agrees that in the event any clause or provision of this Acknowledgement and Agreement shall be held to be invalid by any court of competent jurisdiction, the invaliding of such clause or provision shall not otherwise affect the remaining provisions of this Agreement which shall continue to be enforceable. The undersigned further agrees that this Agreement shall bind his or her assigns, heirs, administrators, and executors.

Legal Name:(Printed) _____

Signed: _____ Date: _____

2027 Calgary Co-op Board of Directors Election: Nominee Withdrawal Declaration

I, having accepted a nomination for election to the Calgary Co-op Board of Directors, do hereby declare that I withdraw my candidacy for this position.

This form must be completed, signed and forwarded to governance@calgarycoop.com by January 5, 2027, in order to have the nominee's name removed from the ballot and election material.

Name: _____ Member #: _____

Signed: _____ Date: _____

Contact Details

Address:

_____

_____

Cell Phone #: _____ Work Phone #: _____

Email: _____

Appendix 1– Definitions

In this handbook, the following definitions apply:

1. **Adult Interdependent Partner** – means an adult interdependent partner within the meaning of the *Adult Interdependent Relationships* Act 2002 A-4.5 of Alberta, and any statute that may be substituted therefor, including the regulations thereunder, as from time to time amended.

2. **Annual Member-Owners Meeting** – the annual meeting of member-owners.

3. **Board of Directors**, or **Board** – collectively, the Directors of Calgary Co-op.

4. **Board Profile** also referred to as a Skills Matrix – the process completed by the Board to identify the optimal knowledge, experience, and skillsets that would be possessed by elected directors.

5. **Communication Period** – the period during which communication activities may be undertaken in accordance with this Director Election Handbook, being only the time period March 18, 2027 to April 8, 2027, inclusive.

6. **Consultants** – external third-party firms contracted by the Board to assist with the 2027 Director Election:

    a. Governance Consultant – to identify skill and knowledge qualifications that, ideally, will be filled by member-owners elected to the Board.

    b. Nominee Assessment Consultant – to assess all nominees and identify nominees that may be endorsed. The Nominee Assessment Consultant is Leaders International.

    c. Election Consultant – to confirm nominees meet the qualification criteria and to conduct the annual Director Election. The Election Consultant is Kingsdale Advisors.

7. **Director** – a member-owner elected by the membership, or a member-owner appointed by the Board to fill a vacancy on the Board of Directors. Directors are elected to serve three-year terms with the option to run for re-election until they have served three, three-year terms. Appointed Directors serve to the end of the term they were appointed for, and they have the option of running for election when their term of appointment expires.

8. **Election Period** – the designated dates between which member-owners may vote in the Director Election. This period runs from March 18, 2027 to April 8, 2027, inclusive.

9. **Employee** – a member-owner who is an employee of Calgary Co-op, Community Natural Foods, Willow Park Wines & Spirits, Beacon Pharmacies or Care Pharmacies whether full-time or part-time.

10. **Member-Owner** – an individual who has purchased a membership in Calgary Co-op.

11. **Nominee** – a member-owner who is nominated by a minimum of five member-owners to run for a Director position on the Board of Directors. A nominee becomes eligible to run for the board when the Election Consultant, confirms that the Director qualifications, as outlined in the Act and the By-laws, are met.

12. **Social Media** – Twitter, web pages, Facebook, LinkedIn, Instagram, etc. registered to the nominee.

13. **Record Date** –the record date for each meeting of member-owners is the final day of the preceding fiscal year. The record date for this meeting is October 31, 2026.

14. **Trading Area** - Alberta