



Sarah Carson **ENDORSED CANDIDATE**

Vote for me as a Red River Co-op Director because I am a communications professional with strong roots in community organizations, a reputation for innovation, and a commitment to strengthening our local economy.

Biographical Resume:

I am a community-minded communications professional living in Winnipeg. I have spent the past 15 years in government, education, and not-for-profit settings helping organizations communicate with impact through innovative and award-winning strategies. Today, I work for the federal government as regional communications manager for the Prairie and Northern Region of Innovation, Science and Economic Development, where I provide local support to federal cabinet ministers and contribute to the department's mandate of fostering the growth of the Canadian economy. Rooted in my rural Manitoba upbringing, I bring a unique perspective, coupled with a background in food security and hands-on experience with local food co-operatives. After work, you can find me cycling, spending time outdoors, and keeping up with my seven-year-old son in Winnipeg.

Tell the members what interests you most about serving on Red River's Co-op's Board of Directors.

Serving as Director for an important community institution like Red River Co-op presents an exciting challenge and responsibility. First, Red River Co-op brings people together in a shared enterprise. This transforms consumers into owners and fosters a sense of community among neighbours. This directly benefits households through profit sharing, market leverage, and strong governance – all of which also positively impact the community at large. What makes this even more impressive is that Red River Co-op achieves this at a level of success and scale that many may not fully recognize.

Second, in the face of challenging issues, such as rising food prices and energy transition, it is reassuring to know that a locally-owned organization exists to provide stability. This is a place where purchasing power can be harnessed for the greater good. I genuinely believe that co-operatives play an important role in strengthening our local economy, creating resilience, and addressing global issues with local solutions.

What would you suggest your unique contribution to be?

I offer a unique perspective that sets me apart from other Directors. Having grown up in rural Manitoba, I bring an appreciation for both rural and urban viewpoints. Moreover, I bring a food security lens to my work. With a master's in anthropology and agricultural economics, my academic foundation centers on a deep understanding of food security issues. My research, spanning five months in rural India, concentrated on local grain markets. Through farmer interviews, I directly observed the profound impact of food cultivation, sale, and trade on both consumers and farmers' livelihoods. This experience significantly influences my view on the value of member-owned co-operatives, emphasizing the need for democratic and localized decision-making to foster resilient communities.

Explain your understanding of the role of the Board of Directors in a business-like Red River Co-op.

Boards of Directors play an important part in the co-op movement through leadership, governance, and stewardship. They function to provide oversight and strategic guidance to ensure that the organization continues to align with its vision and guiding principles. Importantly, member-elected Directors represent member interests to ensure all voices are heard. And, finally, Directors play an important role in serving as active champions of the co-op in the community, reminding people that their purchases matter.

What experience have you had working with co-operative organizations?

I bring hands-on experience working with local food co-operatives and was first introduced to co-operatives during my undergraduate studies in economics. Dating back to 2010, I worked and volunteered with community co-operatives, such as in Winnipeg's South Osborne neighbourhood and with a local farmer-producer marketing co-operative. In this capacity I spent several years connecting local farmers with consumers, organizing education events, and being a champion for local food.

How do you relate to the Red River Co-op Mission statement?

This mission statement reflects what I understand to be the cornerstones of the organization: member-owned, service-oriented, and dedicated to achieving excellence. It reflects a clear mission and one to which I subscribe. What stands out to me is the unwavering commitment to providing meaningful value. This commitment is evident not only through direct benefits to member households via profit sharing, but also extends to the broader community through impactful philanthropy.

Red River Co-op's dedication to investing in local community organizations truly speaks to its values. It's impressive to witness an organization that goes beyond mere profit generation and actively contributes to the well-being of the community it serves. This commitment not only aligns with my personal values, but also inspires confidence in Red River Co-op's longstanding success.

Red River Cooperative Ltd. Board of Director Candidate 2024



Bruce Froebe ENDORSED CANDIDATE

Vote for me as a Red River Co-op Director because I have extensive experience with co-operatives previously serving on the Board of the Red River Co-op for 9 years and the Homewood Co-op for 3 years which has offered me a greater understanding of the needs and challenges facing co-operatives in the urban and rural markets. I am an experienced operating and finance executive with success in negotiating and structuring agreements with corporate entities in many industries. I have a vast consulting background working with operations management in identifying needs and developing solutions and have also served as a director on a number of private company boards. My focus at RRC will be to increase equity/cash back to members, improving/maintaining full-service, and renovating older facilities/adding locations/services.

Biographical Resume: I have worked as an Investment Account Executive with Thomas James Associates in New York City in the early 1990's. I returned to Manitoba to help manage the family farm and also work on a number of value-added agriculture related initiatives. For over 10 years, I then worked in the venture capital industry ending that experience as Director, Investments with ENSIS Management Inc. After that I was a partner in an IT company which specialized in telephony strategies and managed IT services. I am currently consulting in the e-sports industry focused on flight simulation and sim-racing.

During my tenure as a Director at RRC, I served as the Chair of the Nominations/Governance Committee and Audit Committee, and as Chair of the FCL AGM in March 2014.

I would be privileged to return to the Board of RRC and serve the membership in assisting management negotiate through the challenges we face going forward in today's ever-changing business environment.

Red River Cooperative Ltd. Board of Director Candidate 2024



Shirley Mayadewi *Incumbent **ENDORSED CANDIDATE**

Vote for me as a Red River Co-op Director because I will continue to serve Red River Co-op (RRC) members by focusing on ensuring growth for RRC, maximizing cash back for members, and implementing technology advancement to improve member experience. Since joining the RRC board of directors in 2021, I have gained a deep understanding of the co-operative model and trends, which has allowed me to help RRC navigate through challenges and opportunities. With high inflation and increasing fuel and groceries prices, local businesses like RRC need to adopt strategies and initiatives to help us compete and thrive. My broad experience working for small and large companies, solving challenges at various levels of organizations, has allowed me to be an efficient and effective board member.

Biographical Resume: As the Chief Technology Officer for Endeavours Group, I oversee the technology transformation for companies across Canada. I have over fifteen years of experience working in different industries such as retail, pharmacy automation, manufacturing, and utility, such as Manitoba Hydro, in the areas of business development, product development, and risk management. I have worked in various roles implementing initiatives that enabled companies to deliver great products and services and maintain profitable business. I have a master's degree in electrical engineering from the University of Manitoba and am a registered Professional Engineer. Throughout my career, I have enjoyed mentoring and coaching others. I have served as an examiner for the University of Manitoba's engineering students' final design projects and volunteered as a mentor for university students.

Tell the members what interests you most about serving on Red River's Co-op's Board of Directors. I see all the remarkable things that Red River Co-op has done to support local employment, businesses, and community donations and sponsorships. I want to continue contributing at a board level to help Red River Co-op continue doing amazing things and strengthen the local economy.

What would you suggest your unique contribution to be? More and more technology enters our lives every year, and having led and implemented numerous software systems to improve customer experience and save money, I am well positioned to help guide Red River and its members well into the future. Additionally, as a working mother with two young kids, I experience the challenge of balancing convenience, quality, cost, and social responsibility. With the potential customer base growing younger and younger, I have direct and personal insight that I can bring into board discussion to better connect company strategy with the behaviors and priorities of millennial consumers and workers.

Explain your understanding of the role of the Board of Directors in a business-like Red River Co-op. The board should focus on the long-term vision and the future, always looking for ways to improve the co-operative's wellbeing. Directors need to stay abreast of the constantly changing world and issues that may impact the co-operative. Having a board that represents the diversity of the public and is actively connected to the business world would also be beneficial for Red-River Co-op and its members.

What experience have you had working with co-operative organizations? Serving one term on the board allowed me to gain a good understanding of co-operative organizations. I have attended various co-operative meetings, discussed co-op issues with other co-operative board members, and completed co-operatives training sessions. I have also served in all three Red-River board committees, Audit, Governance and Compensation, and Nomination committees. I'm also a long-time member of Red River Co-op. Additionally, I have worked for small and large companies, with people with various backgrounds at all levels of the organizations, and have proven ability to achieve success through team collaboration.

How do you relate to the Red River Co-op Mission statement? I've lived in Winnipeg for over 20 years, and my husband and I are now raising our two kids here, surrounded by family members living in Winnipeg, Headingley, East Selkirk, St. Andrews, and Gimli. I am always looking for ways to give back to the communities that my family has benefited from and cannot be more excited for the opportunity to continue to be a part of a people-centered co-operative that invests in their own employees, members, and communities.



James (Jim) McLandress ENDORSED CANDIDATE

Vote for me as a Red River Co-op Director because Red River has a bright future ahead and I want to help shape it. I have a passion for my community and for the local leadership role a co-op like Red River can play in making a better future for our members and for Manitobans. I have the board, executive, and community experience that makes me perfectly suited to help Red River seize that future. I would be honoured to receive your support.

Biographical Resume: A lifelong Winnipeg resident, I am a corporate and community leader. I currently sit as an independent mediator and arbitrator and am Chief Legal Officer of a Winnipeg tech start-up. I practiced with Taylor McCaffrey for 11 years before serving over 18 years in leadership roles as General Counsel at two complex corporations involving global business, government & regulatory oversight, public policy, and politics. I've argued in the Supreme Court of Canada and directed cases in Geneva at the WTO. I've helped youth in trouble with the law and individuals just trying to protect their businesses. I've negotiated everything from multimillion-dollar deals to simple agreements to help people move on with their lives. For over 20 years I've served as a member and leader in various boardroom settings. I'm a seasoned decision-maker, trusted adviser, negotiator, educator, and lifelong learner. I bring my people skills, business acumen, and wide experience to help resolve difficult issues and make the tough decisions.

Tell the members what interests you most about serving on Red River's Co-op's Board of Directors. I love the concept of co-operatives in general and the scope and scale of Red River in particular. I am fascinated by the idea of a local co-operative operating successfully in the highly competitive, highly concentrated, fuel and food businesses. Red River's competitors make their decisions in head offices far removed from their customers in Manitoba and can focus entirely on their bottom line. That gives them clear competitive advantages. And yet, Red River thrives and continues to grow. I believe the local nature of a co-op like Red River and its obligation as a co-operative to live up to the Co-operative Principles gives it an advantage no conglomerate can match: an ability to be highly responsive to our members' and customers' needs and concerns. As businesses and economies re-connect with the importance of what happens locally, co-operatives like Red River are beautifully positioned to meet that demand and I want to be part of it.

What would you suggest your unique contribution to be? I've been fortunate to have had a professional and community career that's encompassed a variety of roles with a wide range of organizations. Each one has been unique. They all had their strengths and weaknesses. But each taught me there are always multiple points-of-view on any issue and multiple ways to approach and solve a problem. Ultimately, it's all about the people. Organizational success is always a team effort and I know the critical importance of bringing people together to achieve a goal. I've been doing that my entire career and will do that at Red River. In addition, I bring a wealth of executive, business, community, legal, and decision-making experience, and have a deep understanding of how co-operatives work.

Explain your understanding of the role of the Board of Directors in a business-like Red River Co-op. Governance is a team sport. The job of directors of co-operatives like Red River is to direct the management of Red River's business and affairs. Directors have individual legal and ethical responsibilities and obligations but, they work collectively – as a team. It's an oversight role, not a hands-on, management role. Although the board works closely with management, and with the CEO in particular, the board's job is to focus on the big picture, not on the day-to-day details. This means being clear and agreed on why Red River exists – its purpose – and on its mission, vision, and values. It means making sure an appropriate corporate strategy is in place to achieve the vision and mission over the short-, medium-, and long-term. It means ensuring Red River is alive to the relevant risks and in a position to take advantage of the appropriate opportunities. It means making sure Red River's assets (financial, human, tangible, and intangible) are properly looked after. It means looking to the future by ensuring appropriate succession plans are in place in the senior

Red River Cooperative Ltd. Board of Director Candidate 2024

management ranks. It also means ensuring the board is following sound corporate governance principles and processes. In doing all this, every decision taken by directors as individuals and by the board collectively must be made mindful of the Co-operative Principles, consistent with the approved Code of Ethical Standards, and consistent with directors' legal obligations. It's an important job and a demanding one but, it's also a rewarding job.

What experience have you had working with co-operative organizations? I'm a city kid; co-ops weren't part of my world growing up. My first real exposure to co-operatives was in my time as General Counsel at the Canadian Wheat Board. In fact, I joined Red River over 20 years ago because of my experience there. The CWB was a unique, and uniquely Canadian organization with deep roots in the Prairie grain co-operative movement, the "Prairie Pools" as they were called. During my time at the CWB it experienced considerable change, first in its transition back to farmer control, later as it explored opportunities for further evolution, and finally as the government radically altered its structure. To properly advise the CWB I had to acquire an in-depth understanding of its co-operative origins, the difficulties co-operatives face raising capital, and the critical importance of their model of democratic control. And through working with the CWB's farmer-owners I also gained a much better understanding of the current importance of co-operatives in rural economies. Serving on Red River's board would allow me to bring all I learned while at the CWB and all I've learned through my other experiences into play at once.

How do you relate to the Red River Co-op Mission statement? The deliberately local focus of what is unquestionably a big business resonates with me. Recent events, including the pandemic, have exposed some of the drawbacks of the globalized marketplace where ownership and decision-making are greatly concentrated and supply chains are too fragile. I see the world shifting toward localization and decentralization to better weather the economic challenges we will inevitably face. Even so, whatever its shortcomings globalization, combined with technology, has introduced new ways of doing business and new ways to interact with members and consumers. I believe Red River's local focus combined with its economic clout can generate business opportunities that can be more precisely targeted to our market, our members, and our community. I see these opportunities in traditional areas, for example, building supplies, but also in non-traditional spaces where Red River can bring added value to its members, for example, by partnering with local companies to offer access to goods or services Red River does not itself provide. I love the idea that Red River board members see the impact of their decisions firsthand and immediately. It makes meeting the needs of our employees, our members, and our communities not only more tangible but more satisfying.

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Summary of Community & Professional Experience

RECENT COMMUNITY LEADERSHIP

Past Chair, St. Mary's Academy (Girl's School) Board of Directors July 2020-2022
Past Chair, Royal Manitoba Theatre Centre Board of Trustees 2016-2017

PROFESSIONAL LEADERSHIP

Member, Law Society of Manitoba, Discipline Committee 2010-Present
Past President, Law Society of Manitoba 2018-2019
Vice-Chair, Management Council of Legal Aid Manitoba 2013-2019
Chair, Legal Aid Manitoba Appeal Committee 2013-2019
Co-Chair, Institute of Corporate Directors, Manitoba Chapter 2010-2015

PROFESSIONAL EXPERIENCE

Chief Legal Officer, Vexxit.com 2022-Present
General Counsel, Winnipeg Airports Authority Inc. (WAA) 2014-2021
Founder, Blairgowrie Conflict Management (arbitration & mediation) 2013-Present
Sessional Professor, Employment Law, University of Manitoba, Faculty of Law 2012-Present
Lecturer, Institute of Corporate Directors, U. of M., Asper School of Business 2014 & 2016
General Counsel, Canadian Wheat Board (Canadian) 2001-2012
Senior Counsel, Canadian Wheat Board 1999-2001
Partner, Associate, Articling Student, Taylor McCaffrey 1988-1999

PROFESSIONAL DEVELOPMENT & EDUCATION

Institute of Corporate Directors, ICD.D, certified director designation 2007
Called to Manitoba Bar 1989
Bachelor of Laws Degree, University of Manitoba 1988
Bachelor of Arts Degree, Trent University (Peterborough, Ont.) (History, Art History) 1984

PROFESSIONAL HONOURS

Appointed Queen's Council 2020
Life Bencher, Law Society of Manitoba 2018
Life Council Member, Manitoba Bar Association 2003

Red River Cooperative Ltd. Board of Director Candidate 2024



Glenn Williams *Incumbent **ENDORSED CANDIDATE**

Vote for me as a Red River Co-op Director because I have worked for the last six (6) years on the Board of Red River Co-op; the last five (5) as Vice Chair of the Board. I will continue to work collaboratively and pragmatically w the elected Board of Directors to provide governance to the Co-op. Being elected as Director is a privilege I take very seriously.

Biographical Resume: Serves as Red River Co-op's Vice-Chair of the Board and a member of the Audit Committee; served as Chair, Nominations Committee and a member of the Governance & Compensation Committee; serves as a Director of the Canadian Co-operative Investment Fund and Chair of the Audit Committee; served on the Council for the Insurance Institute of Manitoba for six years, the last two as Secretary-Treasurer inclusive of instructing the last mandatory course for the CIP designation "Business of Insurance" over three (3) separate terms and served as an exam proctor for the final course exams for the Insurance Institute of Canada; served as a Director of Assiniboine Credit Union and as a member of the Human Resources Policy & Compensation Committee. Experience as President & CEO, COO, CFO and VP of several disciplines in a multitude of industries; 38+ years of business experience, inclusive of almost 10 years as CFO of a Canadian Co-operative Federation.

Tell the members what interests you most about serving on Red River's Co-op's Board of Directors. The profits of the Co-operative are distributed back to the member-owners of the Co-op via patronage dividends. This drives loyalty to Red River Co-op businesses and products and is our exclusive and complete edge over our competition.

What would you suggest your unique contribution to be? I have been a CFO of a Canadian Co-operative Federation for 10 years combined with a long career of operational and financial experience in executive leadership capacities. And, I have extensive experience in Board governance through participation on Co-op boards and significant professional development and education.

Explain your understanding of the role of the Board of Directors in a business-like Red River Co-op. To oversee the operations of the Co-op, via the CEO, and ensuring the Co-op operates in an environment of diversity, inclusivity, fairness and mutual respect. "Oversee" can be defined as "*Noses in, fingers out*".

What experience have you had working with co-operative organizations? How has this prepared you for the position you are seeking? I have been a Credit Union director at ACU, and currently am a Director of Red River Co-op and the Canadian Co-operative Investment Fund. As well, I have been the CFO of a Canadian Co-operative Federation for 10 years which provides Food and Fuel services and products. This experience has provided me a myriad of situations and challenges from an employee and Board Director point of view.

How do you relate to the Red River Co-op Mission statement? Voluntary and open member ownership of a Co-operative is the essence of the democratic member control of a Co-operative. One share... one vote. There are no other business entities where anyone can be a member owner. Co-ops are unique and are essential business model to our society.