



**Newfoundland-Labrador
Federation of Co-operatives**

**BOARD OF DIRECTORS
CANDIDATE INFORMATION KIT
2025-2026 ELECTIONS**

Dear Board Candidate,

Re: Board Candidate Information Kit for the 2025 Election of NLFC Directors

Thank you for your interest in becoming a Newfoundland-Labrador Federation of Co-operatives (NLFC) Board member! **This year, there are four (4) openings on the Board. Three (3) openings have three-year terms and one (1) opening has a two-year term.**

The Nominating Committee is committed to recruiting candidates who will help the NLFC Board of Directors achieve the broadest representation possible, including but not limited to equity, regional, and sectoral considerations.

For the 2025-2026 Board of Directors, we are seeking:

- Sectoral representation from agricultural co-ops, childcare co-ops, and artisan co-ops
- Women, gender minority, or sexual minority candidates
- Eastern NL, Labrador and Avalon representation
- Indigenous candidates
- Racialized and newcomer candidates
- Candidates living with disabilities
- Candidates under the age of 35

This Board Candidate Information Kit provides useful information on:

1. NLFC
2. The composition of the Board of NLFC
3. What does it take to be NLFC Director?
 - a. The necessary qualifications
 - b. The personal attributes
 - c. The time requirement
4. The process and timeline for nominations and elections
5. The nomination information to be submitted

The Nominating Committee looks forward to receiving your candidacy package! Should you wish to speak to a member of the Nominating Committee, please contact the NLFC at info@nlfc.coop, and they will ensure that one of us contacts you.

Yours sincerely,

Lloyd Hayden	Chair
Gary O'Brien	Member
Wayne Lee	Member

2025-2026 NLFC Nominating Committee

1. NLFC, its Members and its Mission, Vision, and Goals

Newfoundland and Labrador Federation of Co-operatives (NLFC) proudly represents the co-operatives and credit unions of Newfoundland and Labrador and allows our members to speak with a single voice. Our mission is to promote the co-operative business model while supporting the growth and development of the overall sector.

Our vision is to create a common table around which our members can work together to address their collective needs.

Our goals are to represent with devotion, promote with passion, educate with inspiration, and develop with pride.

Representation: We present a united voice for the co-op sector and represent the collective interests of our members through interactions with other co-op organizations, federal and provincial governments, and external developmental agencies.

Promotion: We promote the co-op model at every opportunity, as a sustainable and community-minded approach to a better future, using our member co-ops and credit unions as the prime example of how co-operative thinking is already a major contributor to the economic and social development of our communities.

Education: We offer educational opportunities and learning sessions not only to our members, but also to government, businesses, and the public. Topics we educate on include, but are not limited to, the benefits of being members of co-ops and credit unions and the important role they play in the community development process.

Development: We support the growth of existing co-ops and credit unions, while aiding and guiding groups interested in pursuing the development of new co-ops.

NLFC activities are targeted at helping co-operatives form, develop, and thrive. Through advocacy with the provincial government and participation in Co-operatives and Mutuals Canada (CMC) at the federal level, NLFC provides a knowledgeable voice to encourage provincial and national policies that strengthen the co-operative economy across our province. NLFC also supports research and training initiatives in partnership with research institutions and government to inform policy.

2. The Composition of the Board of NLFC

All Directors on the NLFC Board of Directors are elected representatives, subject to the following NLFC By-laws:

10.0 Directors

- 10.1 The affairs of the NLFC shall be governed by a Board of nine Directors, who shall be elected by the delegates present at the annual general meeting. All Directors shall be elected for a term of three years, arranged so that three (3) Directors are elected in each year of a three-year rotation, except those who are elected to fill vacancies, in which case the Director will/shall serve the duration of the unexpired term.
- 10.2 Any Officer, Director or member of a member co-op in good standing is eligible for election as a Director.
- 10.3 Subject to these bylaws a retiring Director is eligible for re-election. A Director upon completion of a term may be re-elected to the Board but shall not serve more than three consecutive three-year terms or three consecutive terms consisting of one partial term and two three-year terms, without a lapse of at least one full year.
- 10.4 The Board may appoint an eligible person to complete the unexpired term of any Officer or Director who resigns or otherwise ceases to hold office.

<p>For the 2025 elections, three (3) seats on the Board are available for three-year terms and one (1) seat for a two-year term.</p>

3. What Does it Take to be an NLFC Director?

A. The Required Qualifications

The Co-operatives Act of Newfoundland and Labrador and the NLFC By-laws establish requirements to be an NLFC Director. These requirements are:

- ✓ Directors must be 19 years of age or older.
- ✓ Directors must be a natural person.
- ✓ Any Officer, Director or Member of a member co-op in good standing.

B. The Personal Attributes

NLFC's Board of Directors wishes the Nominating Committee to consider personal qualities required to be an NLFC Director, including:

- ✓ Geographic representation;
- ✓ Sectoral representation of the Members;
- ✓ The diversity of Member and Board composition; and,
- ✓ Competencies, skills, and knowledge.

☐ **Wider Co-op Sector Interest and Commitment to NLFC**

- ✓ Willingness to support, promote, and communicate NLFC's mission, vision, and goals;
- ✓ Interest in co-operatives and mutuals outside of their own sector;
- ✓ Understanding and awareness of the role and value of NLFC and its programs within the province and federally;
- ✓ Ability and willingness to commit sufficient time to NLFC, its Board, its Members, and the broader co-operative and mutual sector;
- ✓ Ability to assist NLFC in making contacts with members, prospective members, stakeholder organizations, and government; and
- ✓ Commitment to distribute information and/or reports about NLFC within their member organization and network.

☐ **Desired Core Competencies**

- ✓ Co-operative Values, Principles, and Trends
- ✓ Communication, Leadership, and Membership Representation
- ✓ Equity, Diversity, Inclusion, and Accessibility
- ✓ Truth and Reconciliation
- ✓ Strategic Development
- ✓ Business Development
- ✓ Financial Literacy
- ✓ Risk Management
- ✓ Marketing
- ✓ Change Management

Whilst not holding these personal attributes and competencies will not prevent a candidate from being considered as an NLFC Board member by NLFC's Nominating Committee, a commitment to attain these qualities is expected.

3. What Does it Take to be an NLFC Director?

C. The Time Requirement

The NLFC Board of Directors meets as follows:

Board Meetings	Location	Timing	Duration
AGM and Board Meeting	2025: Corner Brook	September	2 days
Orientation for new Directors	Virtual	October	1 ½ - 2 hours
	TBA	November 2025	1 day
	TBA	January 2026	1 day
	TBA	April 2026	1 day
	Virtual	As needed	1 ½ - 2 hours
	E-mail	Occasionally	Up to 1 hour

Directors are reimbursed for their travelling and per diem expenses for each time they attend a board meeting or general meeting.

Directors are expected to join one or two Board Committees. These meetings typically take place online and do not exceed two hours each. The committees meet as follows:

Committee*	Frequency
Audit, Risk, and Conduct Committee	4-6 times per year
Executive Committee	4-6 times per year
Governance Committee	4-6 times per year
Ad hoc committees	6-8 times per year

**All NLFC Directors form the membership of NLFC's subsidiary, the Co-operative Development Fund Corporation (CDFC). Three members of the NLFC Board of Directors also sit on the managing board for the CDFC.*

4. The Process and Timeline for Nomination and Election

STEP	TIMELINE
Nominations Process	
Call for nominations	August 15, 2025
Deadline to submit the formal nomination package* <i>*Nominations still accepted up to AGM and from AGM floor, but these will not appear in the registration packages.</i>	Monday, September 15, 2025
Nominating Committee members confirm candidacies	September 17, 2025
The information about candidates is sent to all NLFC members	September 19, 2025
Elections Process	
NLFC Annual General Meeting (AGM)	September 27, 2025
<ul style="list-style-type: none">• <i>Each candidate for an elected seat is asked to make a two-minute speech at the AGM</i>	
<ul style="list-style-type: none">• The elections for the board seats take place by secret ballot during the AGM	
<ul style="list-style-type: none">• The results of the elections are announced at the end of the AGM	
<ul style="list-style-type: none">• <i>The elected Directors convene after the AGM for a Board reorganization meeting</i>	

5. The Nomination Information to be Submitted

The following information must be submitted by end of day (AT or NT time) on **Monday, September 15, 2025**, to the NLFC.

1. A letter from the member co-operative that nominates you, signed by either a board chairperson or managing director.
2. Your picture.
3. Your biography, including your record of community and co-operative service (maximum of 400 words) (Word format preferred).
4. Your contribution statement, including what you will bring to the Board and NLFC membership (or, if an incumbent, what you have already contributed to the Board and NLFC membership and what you plan to contribute in your next term if re-elected) (maximum of 400 words) (Word format preferred).
5. Your completed Candidate Information (See Appendix A).
6. Your completed Competency Assessment (See Appendix B).

Appendix A: Candidate Information

Candidate Information

Name: _____

Complete residential address: _____

E-mail address: _____

Phone and/or cell phone: _____

Information on the Co-operative that Nominates You

Co-operative Name: _____

Your position within the organization (check all that apply):

- ☐ Member
- ☐ Board Member
- ☐ Manager
- ☐ Staff

Geographic Region:

- ☐ Avalon
- ☐ Central
- ☐ Eastern
- ☐ Labrador
- ☐ Northwest
- ☐ Southwest

Co-operative Sector:

- ☐ Agricultural co-operative
- ☐ Artisan co-operative
- ☐ Childcare co-operative
- ☐ Community service co-operative
- ☐ Consumer co-operative
- ☐ Credit Union
- ☐ Housing co-operative
- ☐ Multi-stakeholder co-operative
- ☐ Producer co-operative
- ☐ Social co-operative
- ☐ Worker co-operative
- ☐ Other: _____

APPENDIX B: Competencies Assessment

Name: _____

Complete this assessment of your competencies by using the rating scale on the following page.

1. Co-operative Values, Principles, and Trends	Rating
To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the International Co-operative Association's co-operative values and principles, as well as co-operative governance training and awareness of current co-operative research trends.	
2. Communication, Leadership, and Membership Representation	
To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the attributes of communicative leadership to effectively communicate, facilitate communication and motivate, and influence and support others to accomplish organizational goals. In addition, communication and leadership attributes should demonstrate a commitment to and orientation within the effective and exemplary representation of member interests.	
3. Strategic Development	
To achieve this competency, directors should demonstrate an appropriate level of understanding of the strategic planning process and contribute to the development of the strategic direction, core values, and the strategic goals and objectives for the organization.	
4. Equity, Diversity, Inclusion, and Accessibility	
To achieve this competency, directors should demonstrate an appropriate level of equity, diversity, inclusion and accessibility knowledge and understanding to guide the organization in the development, implementation and evaluation of EDIA policies and practices, as well as anti-racism and/or anti-oppression training and intersectional community development experience.	
5. Truth and Reconciliation	
To achieve this competency, directors should demonstrate an appropriate level of knowledge of the Truth and Reconciliation Commission's recommendations, as well as cultural humility training and Indigenous-settler relations experience.	
6. Business Development	
To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the organization's environment to guide the development and achievement of strategic partnerships, agreements, and relationships.	
7. Financial Literacy	
To achieve this competency, directors should demonstrate an appropriate level of financial knowledge and understanding and can interpret financial reports and statements, and monitor corrective action to ensure financial goals are met.	
8. Risk Management	
To achieve this competency, directors should demonstrate an appropriate level of understanding of the risk management framework for identifying, measuring and managing significant risks and events that may impact the organization's objectives.	
9. Marketing	
To achieve this competency, directors should demonstrate an appropriate level of marketing knowledge and understanding to guide the organization in the development, implementation and evaluation of a marketing strategy.	
10. Change Management	
To achieve this competency, directors should demonstrate an ability to lead, manage and enable the process of change and transition for the organization and its members.	

Competency Rating Scale

Rating	Description(Experience/Qualifications)
Basic	<ul style="list-style-type: none"> • Some knowledge of the competency • Understands terminology and can identify skills and attributes associated with the competency
Good	<ul style="list-style-type: none"> • Good understanding of the fundamentals of the competency gained through an appropriate combination of education, working knowledge, previous board experience and completion of introductory director training. • Sufficient knowledge and experience to apply concepts to less complex issues
Strong	<ul style="list-style-type: none"> • Significant understanding and expertise of the competency gained through an appropriate combination of education, practical work experience, previous board experience and completion of advanced director training • Participates fully in board analysis, discussion and debate on more complex issues. • Ensures sufficient information is provided to support analysis and recommendations • Uses knowledge to mentor new directors and provide greater understanding of competency • Challenges management's assumptions when needed and speaks out appropriately at board meetings • Makes significant contributions to long-range planning
Expert	<ul style="list-style-type: none"> • Expert understanding of the competency gained through an appropriate combination of direct practical working experience in a senior position or function, previous board experience, professional designation, qualification or degree in the subject matter and completion and accreditation of a director training program • Participates fully in board analysis, discussion and debate on more complex issues. • Ensures sufficient information is provided to support analysis and recommendations • Uses knowledge to mentor new directors and provide greater understanding of competency Interprets complex data to contribute new knowledge in the competency areas • Provides expert analysis and advice on complex issues • Challenges management's assumptions when needed and speaks out appropriately at board meetings; • Makes significant contributions to long-range planning