



2026 Board Nomination Toolkit

For CMC's Board Candidates

Introduction to the toolkit

Dear Board Candidate,

Thank you for your interest in becoming a Co-operatives and Mutuals Canada (CMC) Board member. This year, there are two (2) at-large openings on the Board.

These at-large seats are open to all CMC members, regardless of size, language, or category, subject to the eligibility requirements set out in the by-laws. They are for three-year terms.

This Board Candidate Information Kit provides useful information on

1. CMC
2. The composition of CMC's Board
3. What it takes to be CMC Director :
 - a. Required qualifications
 - b. Personal Attributes
 - c. Time Requirement
4. The process and timeline for nominations and elections

Members of the Nominating and Awards Committee will contact each candidate after the deadline for nominations to discuss in more details the nominations and elections process and to address any questions you may have.

In the meantime, should you wish to talk to a member of the Nominating and Awards Committee, please contact Jacob Matthew Drum at jmdrum@canada.coop who will ensure that one of us contacts you.

Cooperatively yours,

CMC Nominating and Awards Committee

Introduction to the toolkit

Members of the 2025-2026 Nominations and Awards Committee:

Dave Walsh, Chair

Reba Plummer, Member

Tyler Paturel, Member

Randy Dagasdas, Member

John Kay, Ex-officio



CMC's Role



Co-operatives and Mutuels Canada (CMC) allows our 50+ members to speak with a single voice. CMC is a national, bilingual association that represents more than 18 million co-operative members from 7,000 co-operatives located all across Canada.

CMC's activities are meant to help co-operatives form, grow and thrive. A knowledgeable voice, CMC conducts advocacy with the federal government to obtain national policies that will strengthen the co-operative economy. CMC also supports wide-ranging research in partnership with leading research institutions and government to inform policy.

The Composition of the Board of CMC

Article 23.1 (c) of CMC's By-laws sets out the composition of the Board. The current structure of the CMC Board consists:

- seven (7) elected seats;
- one (1) of which is designated to an individual who is aged 35 years of less at the time of election;
- one (1) seat for each of the three (3) largest dues-paying Anglophone co-operative organizations;
- one (1) seat for each of the three (3) largest dues-paying Francophone co-operative organizations;
- one (1) seat for an Anglophone Provincial or Regional Association;
- one (1) seat for a Francophone Provincial or Regional Association.”

This year, two (2) elected at-large seats on the Board are open!

These at-large seats are open to all CMC members, regardless of size, language, or category, subject to the eligibility requirements set out in the regulations. They are for three-year terms.



What Does it Take to be a CMC Director?

The Required Qualifications

The Canada Cooperatives Act and the CMC By-laws set out the requirements to serve as a CMC Director. These are:

1. be nominated by a Regular Member;
2. attend the meeting at which the election is held or consent in writing to be elected as a director;
3. be 18 years of age or older;
4. not be of unsound mind and not have been so found by a court of Canada or elsewhere;
5. not have the status of a bankrupt;
6. have no pending lawsuit against CMC and not be on the board or in the management of an entity that has such a pending lawsuit; and
7. not currently be and not have been an employee of CMC within the three-year period preceding the election.

As per Article 29.5 of CMC's By-laws, "No Regular Member can have more than one (1) Director on the Board."

Each candidate must check the box attesting they answer the criterias above in the form.

What Does it Take to be a CMC Director?

The Personal Attributes

CMC aims to have a diverse group of individuals serving on its Board, with directors drawn from a variety of demographic groups, geographic regions and co-operative sectors who together possess a wide range of skills and knowledge.

The following personal attributes are desirable for candidates seeking election:

Wide Co-op Sector Interest and Commitment to CMC

1. willingness to support, promote, and communicate CMC's mission;
2. interest in co-operatives and mutuals outside of one's own sector; understanding
3. and awareness of the role and value of CMC and its programs; ability and
4. willingness to commit sufficient time to CMC, its Board and the broader co-operative and mutual sector;
5. ability to assist CMC in making contacts with members, prospective members, stakeholder organizations and government;
6. commitment to share information about CMC within their member organization and network.

The CMC Board seeks Directors who reflect the diversity of our membership and complement the competencies of the current Board.

*A recent self-assessment highlighted the value of encouraging nominations from **women, Indigenous Peoples, organizations based in Northern regions, and individuals from a range of co-operative sectors**. Experience that can further strengthen Board capacity in areas such as **change management, legal, governance and regulatory matters, and human resources and succession planning** would also be beneficial.*

These are identified as priority areas rather than prerequisites, and all expressions of interest are welcome.

What Does it Take to be a CMC Director?

The Personal Attributes

Core Competencies

1. Financial Literacy

a. To achieve this competency, directors should have the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues generally comparable to those raised by CMC's financial statements.

2. Marketing

a. To achieve this competency, directors should demonstrate level of marketing knowledge and understanding sufficient to guide the organization in the development, implementation and evaluation of a marketing strategy.

3. Business Development

a. 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.

4. Communication and Leadership

a. To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the attributes of communication leadership to effectively communicate, facilitate communication and motivate, influence and support others to accomplish organizational goals.

5. Risk Management

a. To achieve this competency, directors should demonstrate an appropriate level of understanding of typical risk management frameworks for identifying, measuring and managing significant risks and events that may impact the organization's objectives.

6. Strategic Development

a. To achieve this competency, directors should demonstrate an appropriate level of understanding of the strategic process and contribute to the development of the strategic direction, core values and strategic goals and objectives of the organization.

7. Change Management

a. 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.

All directors are expected to meet the financial literacy standard above. It is recognized that not all directors will possess all of the other competencies. However, it is expected that the directors as a group will possess them all.

What Does it Take to be a CMC Director?

The Time Commitment

The CMC Board of Directors meets as follows:

<i>Board Meetings</i>	<i>Location</i>	<i>Timing</i>	<i>Duration</i>
Congress, Board meeting and AGM	North York	June 08 to 10	3 days
Orientation for new Directors	Virtual	July / August	1 ½ - 2 hours
Board Meetings	Virtual	Early September	1 day
	Virtual	November	1 day
	(TBC)	March	1 day
	Virtual	May	2 hours
	E-mail	Occasionally	Up to 1 hour
	-	-	-

The directors are expected to get involved in one or two board committees. These Meetings typically take place by Zoom and do not exceed 3 hours. The Committees meet as follows:

What Does it Take to be a CMC Director?

The Time Commitment

<i>Committee</i>	<i>Frequency</i>
Governance and Resolutions Committee	2-4 times per year
Finance and Audit Committee	3-4 times per year
Nominating and Awards Committee	2-3 times from October to June

CMC operates in both official languages. Meeting materials are provided in French and English and simultaneous interpretation is provided at Board meetings.

Directors are reimbursed for their travelling expenses and receive a \$200 fee for each day they attend a meeting.



The Process and Timeline for Nomination and Election

<i>Step</i>	<i>Timeline</i>
<i>Nominations Process</i>	
Call for nominations	By February 10
Deadline to submit nominations	March 12
Nominating Committee members communicate with the candidates	April - May
Information about candidates is sent to all CMC members	May 20
<i>Elections Process</i>	
<i>CMC Congress</i>	
<i>Mid-June</i>	
<p>CMC Annual General Meeting (AGM)</p> <p>As required, the members ratify the candidates for the:</p> <ul style="list-style-type: none"> • 3 Anglophone designated seats • 3 Francophone designated seats • Anglophone Provincial Associations (1 seat) • Francophone Provincial Associations (1 seat) <p>Each candidate for an elected seat is asked to make a two-minute speech at the AGM.</p> <p>The results of the elections are announced at the end of the AGM.</p> <p>The elected directors convene after the AGM for a Board reorganization meeting</p>	<p>Last day of Congress</p>