



**Annual General Meeting**  
**Wednesday, 16 December 2020**  
**Time: 12:30pm-2:30pm CST**  
**Location: Virtual Zoom Webinar / Regina, SK**

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**MINUTES**

**1.0 Call to Order**

Dennis Miller, NPF Vice President, co-Chair of the Collective Bargaining Committee and AGM Presiding Officer (Chair), called the meeting to order at 12.30pm local time (CST) on Wednesday, 16 December 2020. The Chair welcomed everyone to the 4<sup>th</sup> Annual General Meeting of the National Police Federation. He reminded the participants that all documents for this meeting were pre-circulated and were available on the NPF website and that this meeting was being conducted virtually using the Zoom Webinar platform. He looked forward to an open exchange of ideas.

**2.0 Quorum**

Quorum was verified and the Chair declared that the Annual Meeting was in session. He took this opportunity to share with the participants that Corporations Canada had removed the requirement for organizations to hold AGMs this year because of the COVID-19 pandemic. However, in the interests of transparency, NPF was committed to holding this AGM.

**3.0 In Memoriam**

The Chair asked for a moment of silence in memory of our NPF Members who had passed away since the last Annual Meeting.

**4.0 Meeting Attendees / Introductions**

The Chair introduced the Officers and Board Directors present:

- Brian Sauvé, President
- Michelle Boutin, Vice President and Chair of the Member Services Committee
- Pete Merrified, Vice President and Chair of the Audit Committee and the Nominating Committee
- Bobby Baker – Prairie North Region
- Pat Bouchard – Atlantic Region virtual
- Morgan Buckingham – Prairie North
- Jim Clifford – Atlantic virtual
- Trevor Dinwoodie – Pacific
- Rob Farrer – Pacific virtual
- Kevin Halwa – Prairie North
- Stéphane Laframboise – Central
- Steve Madden – Central
- Jeff McGowan – Prairie North
- Tim Pettit – Central
- Jeff Swann – Pacific.

Also in attendance were:

- Helen Leister, NPF Executive Assistant to the President and Board, acting as Recording Secretary for this meeting
- Julie Skinner, NPF General Counsel
- Michael Brennan, NPF Chief Administrative Officer
- Don Armstrong, NPF Director of Finance
- Anjali Dilawri CPA, NPF Auditor, Logan Katz LLP
- Karen Cook, NPF Director of Communications
- Sarah Nolan, NPF Director of Government Relations
- Colin Bayne, NPF Director of Member Services
- Alexandrine Levasseur, NPF Admin Assistant, Executive Office.



## **5.0 Rules of Procedure**

The Chair reminded participants that the AGM Rules of Procedure were circulated on November 26<sup>th</sup> (*attached at Appendix "A"*). These rules are drawn from the Canada Not-for-Profit Corporations Act and NPF bylaws.

## **6.0 Minutes of Previous Meeting**

The Chair explained that the minutes of the 2019 annual general meeting were included for information in the AGM materials available. They were approved by participants at the meeting earlier this year. Going forward NPF will strike a Minutes Approving Committee to review and approve minutes from the Annual General Meeting. They will be included in the following years' annual meeting package.

There being no objections, Board Director Trevor Dinwoodie, and Voting Delegate Ryan Lewis (West District 'J' Division), have agreed to form the AGM Minutes Approving Committee for this meeting.

No objections were received.

## **7.0 Report from the Board of Directors**

The Chair invited Board Director Morgan Buckingham to present the report on behalf of the NPF Board of Directors. Morgan delivered his report (*attached at Appendix "B"*).

In conclusion, questions were invited. No questions were received.

## **8.0 Report from the Benevolent Foundation**

The Chair invited the Chair of the National Police Federation Benevolent Foundation, Tim Pettit, to present the Foundation report. It was noted that the Foundation is a separately incorporated organization and that this report was for information only. Tim delivered his report (*attached at Appendix "C"*). In conclusion, questions were invited. No questions were received.

## **9.0 President's Report**

The Chair now invited NPF President, Brian Sauvé to present the President's Report. Brian delivered his report (*attached at Appendix "D"*). In conclusion, questions were invited, received and answered as follows.

Comment: The President wants to build a unique union but keeps copying others.

Response: I'm not sure how to respond to that. If you want to give me suggestions on how we can be unique and forward-thinking – send me an email.

Question: Asking about NPF's fiscal situation.

Response: We will arrange for our fiscal report to be published on the NPF website.

## **10.0 Audited Financial Report**

Peter Merrifield, Chair of the Audit Committee, and NPF's current Auditor, Anjali Dilawri of Logan Katz LLP, delivered a report on the financial position of the NPF up until the end of 2019 accompanied by a Powerpoint slide deck and independent auditors report. With no significant difficulties, the auditor issued a clean, unqualified audit opinion for the audit report dated 28 June 2020 for the fiscal year 31 December 2019. In conclusion, questions were invited, received and answered as follows.

Question: Was the MPAO loan forgiven? Both the MPLF and MPAO loans forgiven?

Response: Both were repaid in the 2020 financial year.

Question: Can they (financial reports) be released monthly? I get lots of questions about finances.

Response: No, we do not have the functionality and this is not approved by the Board. Under Corporations Canada rules, they will be provided to you in this format at each AGM.

**MOTION: "That the Audited Financial Statement dated December 31, 2019, and the Auditors' Report to Members as submitted by Logan Katz LLP, Chartered Accountants, Ottawa, be accepted."**

**Mover: Aaron Sheedy; Seconder: Corey Buckingham.**

**All in favour. Motion Passed.**



### **11.0 Appointment of Auditors for 2020**

Peter Merrifield presented this item. Financial industry best practice would be to retain the same audit firm for at least 3-5 years, to maintain continuity. The motion was presented.

**MOTION: “That the Chartered Accountant firm Logan Katz LLP of Ottawa be appointed as the Auditor for the National Police Federation for the year 2020.”**

**Mover: David Fenchak; Seconder: Daniel Klassen.**

**All in favour. Motion Passed.**

Question: How was Logan Katz selected?

Response: We used them for various financial services before hiring them to conduct our audit. Their capability working for not for profit organization is proven and due diligence by the organization was done.

### **12.0 Bylaw Amendments**

Steve Madden, Chair of Ad Hoc Governance Committee, the Board committee tasked with examining bylaw amendments, provided an overview of the detailed bylaw amendment recommendations that were included in the AGM materials. Early this year saw the completion of the initial phase of the NPF, operating under an inaugural Board of Directors. There are several references in the bylaws to inaugural Directors and Officers that are no longer necessary. It is customary for non-profit organizations to remove these clauses from their bylaws at the appropriate time.

**MOTION: “That the amendments to the National Police Federation Bylaws removing references to the inaugural Board and Officers be approved as presented.”**

**Mover: Irwin McAdam; Seconder: Clayton Cavalier.**

**All in favour. Motion Passed.**

Steve continued his remarks with an overview of the second set of amendments also provided in the AGM materials. Rather than voting on each amendment separately a single motion was proposed to address all changes. If further adjustments are required, the motion would be amended as appropriate. A brief description of each proposed amendment was given, as follows:

- Bylaw 4.1 and 11.3 changes the title from ‘National Vice President’ to ‘Vice President’ for consistency of terms.
- Bylaw 9 changes the term ‘Membership Fees’ to ‘Registration and Initiation Fees’ to help avoid confusion between dues that every Member pays via their paycheque, and the \$10 registration and initiation fee that Active Members pay.
- Bylaw 11.10 adds an additional explicit duty for the Board; to approve an annual operating plan in addition to approving the budget.
- Bylaw 16.8 and 17.4 are simple corrections to align with bylaw 16.7.
- Bylaw 17.1 provides clarity with regards to existing officers identified in other bylaw clauses.
- Bylaw 17.7 and 17.8 provide clarity to align with changes to 17.1.
- Bylaw 17.2 makes removal of officers a two-thirds vote of the Board rather than a simple majority. This is a serious matter and should only be undertaken with the support of a clear majority of Directors.
- Bylaw 19.1 and 19.7 add Governance advice and oversight duties to the standing Board Nominating Committee.
- Bylaw 21.1 was originally adopted in error. The proposed changes correct a cut-and-paste mistake in drafting the original bylaws where non-existent roles were used. The revised bylaw indicates that the Board will identify signing authorities through adopted policy.

**MOTION: “That the December 16<sup>th</sup> proposed amendments to the National Police Federation Bylaws are approved as presented.”**

**Mover: Brandon Bulziak; Seconder: Cameron Hicke.**

**All in favour. Motion Passed.**



### **13.0 Other Business**

The Chair asked if there were any further matters to bring to the attention of delegates as Other Business.

Forbes Cavanagh asked: "When will we be creating the regional boards as outlined in the bylaws?"

Response: That is a part of the Bylaws that we are looking at making progress on in 2021.

Jordan Irvine asked to address the AGM: Jordan was given the floor and made the following comments on the current lack of diversity in the composition of the Board of Directors of the NPF. He advocated for more equity in the Board Election process. The President, Board and leadership positions should include more women, people of colour, and of indigenous descent.

The Chair responded by thanking Jordan with an assurance that the Board had taken note of his comments. He invited Jeff Swann, Board Director, to further respond. Jeff shared that a meeting was planned in the next few weeks with a large group of NPF members to discuss the subject of equity groups and inclusion issues for NPF where a lot of these concerns will be addressed moving forward.

The Chair made a final request for any further business. None was brought forward.

### **14.0 Adjournment**

There being no further business, the Chair declared the 4<sup>th</sup> Annual General Meeting of the National Police Federation adjourned at 2.05pm local time (CST) on Wednesday, 16 December 2020.

*Dennis Miller*

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2020 AGM Presiding Officer (Chair), Dennis Miller

*Helen Leister*

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2020 AGM Recording Secretary, Helen Leister

Date: 11 January 2021

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#### Reviewed and Approved by:

Trevor Dinwoodie, Chair  
2020 NPF AGM Minutes Approving Committee

Ryan Lewis, Member  
2020 NPF AGM Minutes Approving Committee

Date: 20 January 2021



(Appendix “A”)

**AGM Rules of Procedure**

- Delegates may address the meeting in either French or English. If requested the Chair will pause for translation so that all Delegates understand the current deliberations.
- For each motion presented the Chair will call for a mover and a seconder. Please use the ‘raise hand’ feature if you wish to move or second a motion.
- If you have a question please use the Q&A feature in Zoom. If it is a question addressed to the speaker the Chair will read the question and the speaker will answer verbally. The Chair will use his discretion in recognizing multiple questions with similar intent. If it is a technical question support staff may respond directly in the background.
- In order to address the meeting verbally, you must ask to be recognized by the Chair using the Zoom ‘raise hand’ feature.
- The Chair will ensure each Delegate has an opportunity to speak to an issue prior to allowing a Delegate to address the meeting a second time on the same issue.
- Votes will be tabulated by count of electronic responses using the Zoom polling feature. A tie vote is defeated as per bylaw 16.6.f.
- Under ‘Other Business’ the Chair will recognize a Delegate who wishes to address the meeting on a matter not included in the agenda. Delegates are expected to keep any remarks under 5 minutes.
- No new resolutions or motions will be accepted or voted on at this meeting, as per bylaw 16.1.



(Appendix “B”)

### **Report from the Board of Directors**

(Delivered by Morgan Buckingham)

Good afternoon,

I am pleased to report to you on behalf of the Board of Directors.

The NPF Board is elected from amongst the Members to provide strategic direction in achievement of our mission, provide oversight required under the Canada Not-for-Profit Corporations Act and, through active listening, ensure that Members’ views are considered in decision-making.

That’s what it says in the job description, anyway.

Practically speaking Directors and the President and Vice Presidents have had to do all that is necessary to make this new organization go. Our duties have included just about everything. We began the year working full-time on grievance and conduct matters and we continue to spend most of our time on the urgent day-to-day needs of Members.

However, as the months went by, we began taking on the more traditional roles of a Board that I listed a moment ago. I will speak to these in my report.

### **Strategy**

The mission of the National Police Federation is to provide strong, fair and progressive representation to promote and enhance the rights of RCMP members who serve across Canada, from coast-to-coast-to-coast and internationally. Our vision is that NPF Members are recognized across Canada as being the best police officers in the world and are compensated accordingly.

Fulfilment of our mission takes two forms: securing a collective agreement and supporting individual Members in matters related to compensation, workplace safety, conduct and serious incidents. The strength to achieve our mission is derived from our ability to act in unison with the support of Members and Canadians.

This short description summarizes the strategic priorities the Board established earlier this year:

- First and foremost, achieve a successful collective bargaining agreement.
- Second, protect the workplace rights, health and safety of all Members.
- Third, enhance appreciation of NPF Members and the work they do for Canadians.
- And finally, enhance the visibility and credibility of the NPF across Canada.

Our first two priorities are immutable: the NPF exists to achieve and enforce a collective labour agreement. For the third and fourth priorities we recognize the strategic opportunity to leverage Canadians’ high appreciation of who we are and what we do, and their support for the right to collective bargaining and fair labour practices. The more unified we are, and the more Canadians learn about us, the stronger our position in bargaining today and in the years to come.

This communications strategy has been particularly important in a year when policing and RCMP management issues have garnered such widespread negative attention. President Sauvé will tell you more about how these priorities translate into the NPF’s daily activities.

### **Oversight**

Under the Canada Not-for-Profit act, oversight is the responsibility of the Board. Accountability to Members for the NPF’s performance is the Board’s most important duty. We recognize that your support for the NPF comes directly from your paycheque. Expectations are high, as they should be.

Success doesn’t come overnight, but progress is measurable. Setbacks and mistakes happen, but we own them, and we learn from them. The Board is committed to ensuring that the NPF operates with the right balance of agility and prudence. It is no



secret that police associations around the world have had a chequered history; we aim to set a new standard for performance and accountability.

It isn't always exciting, but development of operational and governance policies lay out the requirements for responsive and prudent day-to-day management. The Board's Governance and Audit Committees continue to work with expert staff and legal counsel to establish operating parameters and safeguards. Finances are monitored regularly, and fiscal operating policies are in place to prevent unwarranted use of funds.

Finally, we are examining performance benchmarks to incorporate into our oversight duties that will allow us to compare the NPF's performance to similar organizations in the coming years.

### **Voice of Members**

Our third role is to actively listen to Members and ensure that your views are reflected in setting priorities for the NPF. We are fortunate to work full-time as Directors. This enables us to engage directly with Members daily; we hear your concerns, and we advocate on your behalf. In addition to these one-on-one interactions, we are using surveys and focus-groups to learn more about your expectations and priorities.

The Board Directors, President and Vice Presidents continuously engage each other and staff to resolve Member issues and identify trends that require a strategic response to management. We are implementing data collection and analysis capacity that will finally allow us, and perhaps RCMP management, to identify and resolve ongoing pan-Canadian labour issues.

Through governance policy work we are regularly examining the effectiveness of our representation model. We acknowledge that this is a difficult task. Member engagement varies from Division to Division and district to district. Our commitment is to establish governance that is stable yet adaptive to the evolving expectations of Members as the NPF matures. We appreciate your patience throughout this process.

Finally, the Board is responsible for approval of NPF Position Statements. These are the NPF's views on matters of public interest regarding Members' rights, policing and the RCMP. The Board has approved two this year; one on body worn cameras and one on assault-style firearms. As the elected leaders of the NPF we are expected to be proactive in responding to public policy. However, we also want to ensure that these important statements reflect the views of Members to the extent possible. We are refining our position statement process in the coming months to include appropriate consultation and consideration of your views.

In conclusion on behalf of the Board I thank Members for their support and the faith they have placed in us to lead their association. It has been a challenging year, but better days are ahead. We look forward to serving you and building a better future together.



(Appendix “C”)

**Report from the Benevolent Foundation**

(Delivered by Tim Pettit)

Good afternoon Board Directors, voting delegates and NPF staff:

The National Police Federation Benevolent Foundation exists to support the families of fallen Members. The NPF established the Foundation as a separate, federally incorporated, not for profit organization with the distinct mandate and goal of becoming a registered charity.

The Foundation applied for charity status with the Canada Revenue Agency in April of this year. This application process is slow at the best of times, and of course these are not the best of times.

As of today, the Foundation is not yet a registered charity. This designation is necessary for us to issue tax receipts for contributions. It is not a mandatory requirement for us to operate, but it is an important step in helping us raise funds to fulfil our goals.

When Canada answered the call after 9/11, members of the Canadian Forces enjoyed public support and generosity to a degree not seen for decades. Canadians did right by those who served the national interest.

In the 20 years since 9/11, the price our Members have paid to keep Canada safe is comparable. We have lost 22 Members, with hundreds more injured or incapacitated while on duty. We know that the vast majority of Canadians support our Members. We must do more to marshal their generosity to our cause. Charities such as Wounded Warriors and True Patriot Love provide models for the type of work we can do and the mandate we seek from the Federal Government.

We are confident in our purpose and our chances of success. The loss of a Member in the line of duty is tragic, yet if there is one faint silver lining, it is that Members and citizens have proven time and again that they will respond quickly and generously. Our goal is to ensure that funds are available immediately in a time of crisis, that we make it easy for Canadians to show their support and that we take care of our Members’ families long after their lives have been forever altered.

We are committed to supporting our members in an impactful, equitable and accountable way; therefore, we must take the time necessary to get this right from the beginning.

The Foundation, its board and staff are active:

- We reached an agreement with the RCMP Foundation to become their referred charity when Canadians wish to donate directly to RCMP families.
- We have developed a comprehensive communications plan in preparation for our public launch as a charity.
- We have examined our governance and decision-making processes to ensure fair, prudent, and consistent use of Foundation funds.
- We are completing the business and operating plans required to ensure the long-term success and sustainability of this very important corporation.
- The Foundation is already supporting the newly formed NPF Beyond the Blue. This arms-length organization, led by RCMP family members, will provide education, resources, and support for Members’ families across Canada. The Foundation will provide seed funding and help with fundraising and promotion initiatives.

In closing, I wish we could announce today that we are a fully registered charity, ready to help Canadians help our Members and their families in times of need. The NPF Benevolent Foundation is not quite there, but we are close. We will take advantage of this extra time to ensure that when we do launch, we are ready and able to support Members and their families in the manner they deserve.





(Appendix “D”)

**President’s Report**

(Delivered by Brian Sauvé)

I wanted to acknowledge that we are closing in on the first full year of operations of the NPF and I must say I continue to be amazed by the dedication of our Membership, those they elected to sit at this table and the organization that continues to grow into 2021 to represent their interests. Some highlights of the past year:

2020 has seen our Membership’s patience, dedication and professionalism tested to the furthest extent in recent memory:

- The continuation of a wage freeze due to ongoing bargaining;
- A new deduction for NPF dues;
- A BC rail blockade that grew to be national in scope;
- The start of a global pandemic;
- The largest mass shooting in Canadian history;
- The loss of a colleague without the ability to mourn in person;
- The media driven narrative of systemic racism in policing;
- A few videos of use of force that garnered unwarranted public attention;
- The Alberta Fair Deal Panel looking at an Alberta Provincial Police service;
- The confirmation of a Surrey Police Board;
- Country wide concerns over adequate and available PPE;
- Questions on discrimination for the use of PPE;
- Public concerns over the leadership of the RCMP;
- Numerous leaders & politicians speaking out of turn regarding our Members;
- A fisheries dispute; and
- Did I mention a global pandemic which has caused massive delays in many areas, not the least of which has been collective bargaining.

This has been only a snippet of our Membership’s 2020.

However, they keep on keeping on, show up to work, get the job done and come back for more each day. This is just as true for this specific Board and those of you that chose to take a leap of faith into the NPF. You have shown by your dedication to the Membership that with a growing organization, you can get the job done and get it done well.

The trust you have shown in the growing brand that is the NPF is not lost on me or anyone in this room. The success of the NPF thus far belongs to you, so please know your efforts are appreciated.

Those accolades also go to our ever-growing staff. The NPF, in a time of economic restraint across many industries is growing. As an example, we must remember that a year ago, the NPF was asking for extensions from all its creditors because we simply had little to no money left and were over \$2M in the red. Our Director of Finance has done an excellent job bringing us to the position we are in today – in the black with a developing investment portfolio for possible gray days ahead.

As you will see over today and tomorrow, our staff as well as our Board have knuckled down and taken up the charge to increase capacity and improve the ever-growing NPF and you will see that Members, Canadians and Governments across Canada are starting to take notice.

**Government Relations:**

Most of you will recall the recent Virtual Lobby Week organized by Sarah and her GR team. To put the NPF GR efforts in context, the NPF only started an official GR venture in May 2020. Since that time, we have made submissions to the BC and Alberta as well as Federal Governments on budget submissions. Drafted and published a position papers on gun violence in Canada with another on BWC’s to come. Had meetings with over 140 elected officials. Advanced professional, credible, evidence driven and solutions-based materials to those elected officials and appeared before three committees as witnesses, making further written submissions to 2 of those 3. All in 8 months with a growing staff and little to no presence known in political circles. Imagine what 2021 will bring for the NPF in GR.



Communications, PR and Media:

The NPF has made a commitment to grow its social media audience in order to be able to tell our Members stories unedited. To that end, we began 2020 with under 8,000 FB followers and a couple of hundred on Twitter. Today, we are closing in on 80,000 FB followers and 3,000 on Twitter, we have launched NPF Instagram and NPF LinkedIn and will continue to expand our following to get the Membership message out to Canadians. As you will hear from our Comms team, they have grown over 2020. We have added East and West Communications coordinators, a Communications Manager, a Media Relations manager and continue to receive excellent work by Proximis digital and their team. Our presence in the media has increased exponentially and we are quickly becoming the first call for many on RCMP topics.

The Membership have played a great role in this success, some of our most watched videos are the “behind the badge” series of unfiltered discussions with Members and their experiences as a Member. This will continue into 2021 and we have a larger undertaking planned for a National media video series tentatively called “Why We Serve”.

The PR team was also instrumental in a number Pollara surveys done in 2020 – two of which focused on Canadian confidence in police – one at the height of anti police sentiment and the other in field now. The data is strongly evident that Canadians support the police.

In 2021, expect to see our Comms team at the forefront of the Alberta Fair Deal Panel review, continued work on the Surrey file as well as broadcasting the good stories our Membership do every day while also increasing our social media following and maintaining relevant updates Regionally and Nationally to our Membership.

Conduct et al:

As of December 2020, the NPF has provided legal assistance in ~600 individual Member cases ranging from Human Rights to Conduct to Grievances to Judicial Reviews. As many of you know, Members are seeing value in the ability to have counsel provide representation and direction on these files as well as an external opinion on those more difficult cases. As we move into 2021, more and more of these files will be handled in house through our growing Labour Relations staff, we will need to rely less and less on external counsel – which is a more efficient use of NPF funds. As many of you know, we have had many “wins” in the conduct and other realms, and I would suspect this trend to continue into 2021. The needle is moving back, albeit slowly, to reasonableness.

Collective Member issues:

As you saw in October, the SCC released their decision in *Fraser et al v. AGC* on the pension buy back matter for female Members on LWOP. The NPF did intervene at the SCC level and this is a strong ruling for all Members. We await to see how the Govt of Canada will react.

The Bastarache report on the Merlo Davidson lawsuit was also released recently and the NPF is actively engaged with RCMP management to find a completely independent and external process to investigate and resolve harassment complaints onward.

There is little to update on the Managerial/Confidential Exclusions file. We did receive notice from DOJ that they are amending their original application for excluded positions however we have not received any amended list of positions. Once that list and the amended application is received, we can respond accordingly.

Internal NPF growth:

In December 2019, the NPF had one employee. In December 2020, the NPF has a staff of 20 and is still growing. As we move into 2021 you will see further expansion of our Labour Relations arm to assist you, our Local Reps and ultimately our Membership with further dedicated resources for operations. The ultimate vision being a one stop shop for any Member to seek assistance with any issue and the ability for the NPF to deploy resources to all Member inquiries.

Carleton University Sprott School of business partnership:

Mid 2020, the NPF completed a literature review through this University of a decade or so of inquests and inquiries. The results are quite telling. The NPF and the CPA are joint partners in a longer-term study through the Sprott School designed to study the cost of the time police officers spend on mental health calls. The RCMP is on board with the research and has committed some of their researchers and resources to assist. This Friday, I will be finalizing the scope of the study with our partners at the CPA and Sprott.



As you may know, the Spratt School provided access to a research survey on Covid and its impacts on police and their families. This survey is now complete with over 1,000 RCMP respondents and close to 700 from other police in Canada. I anticipate some high-level results in early 2021.

#### Collective Bargaining:

Priority number one for the NPF, its Board and staff is a collective agreement. I cannot express enough gratitude to the Collective Bargaining Committee for the work they put in early on to research and develop an extremely thorough proposal to TB in June. Since then, we have had several in person / video negotiation sessions where much of the framework around the eventual agreement has been negotiated and agreed to. The NPF has succeeded in some major achievements and are all encouraged by our strong position of research, with evidence-based positions. None of this will be quick. The NPF is not out for a quick win but a long-standing agreement that can stand the test of time – we want to get as much right the first time around and that takes time.

#### Affiliations:

I continue to speak with the CPA and they have reconsidered their position of February 2020 and are open to a the NPF having a smaller Federal Membership (+/-5,000 Members) versus an all in Membership. Discussions have also begun with other Provincial or Regional Federations such as the Saskatchewan and Alberta Federations of Police Associations. As you will see in the proposed 2021 Budget, there is consideration in there for Membership in some or all of these groups.

#### NPF Committees:

You are no doubt aware of the Collective Bargaining Committee, but the NPF does have other Committees that have done a tremendous amount of work over 2020. The ad-hoc Governance Committee has met numerous times to review and recommend some Bylaw changes. This Committee has also drafted and circulated numerous internal NPF policies which will guide how we do business and represent our Membership.

The Member Services and Human Rights Committee has a large portfolio and have been well tasked over the last year. For example, creating the training program for our Local Workplace Reps, developing the job description for Labour Relations Officers, ensuring the triage of cases is seamless and consistent. The MSHRC is the backbone of what we are here for and they are now complemented by a Director of Member Services as well as a growing staff to accomplish representation of the Membership.

The Audit, Governance and Nomination Committee has begun their work for 2021 in the review and development of the 2021 Budget proposal as well as ongoing review of the 2020 financials to prepare for the 2020 audit.