

Shaping Our Future

Governance, Structure and Effectiveness Review



National Association
of Federal Retirees

What is this review?

A structured, Board-led review with two integrated core elements:

- Governance and effectiveness review — led by the National Board of Directors, supported by governance experts
- Review of the Association’s structure — conducted by the Special Committee on Association Structure (SCAS)

What this enables

For members:

- A more direct voice
- Clearer and more accessible ways to engage
- A more consistent experience across the country

For volunteers:

- More meaningful roles
- Greater flexibility in how you contribute
- Less administrative burden
- Access to staff support and shared national resources
- A clear voice in shaping the Association’s direction
- A direct role in strengthening how members connect to the Association’s mission

For the Association:

- Stronger advocacy impact
- Improved coordination across the country
- A structure designed for long-term sustainability
- Alignment with the *Canada Not-for-Profit Corporations Act*

What is not changing

- Advocacy on retirement security, health care, and well-being
- Regional representation at the national level
- The essential role of volunteers

Operating as a not-for-profit

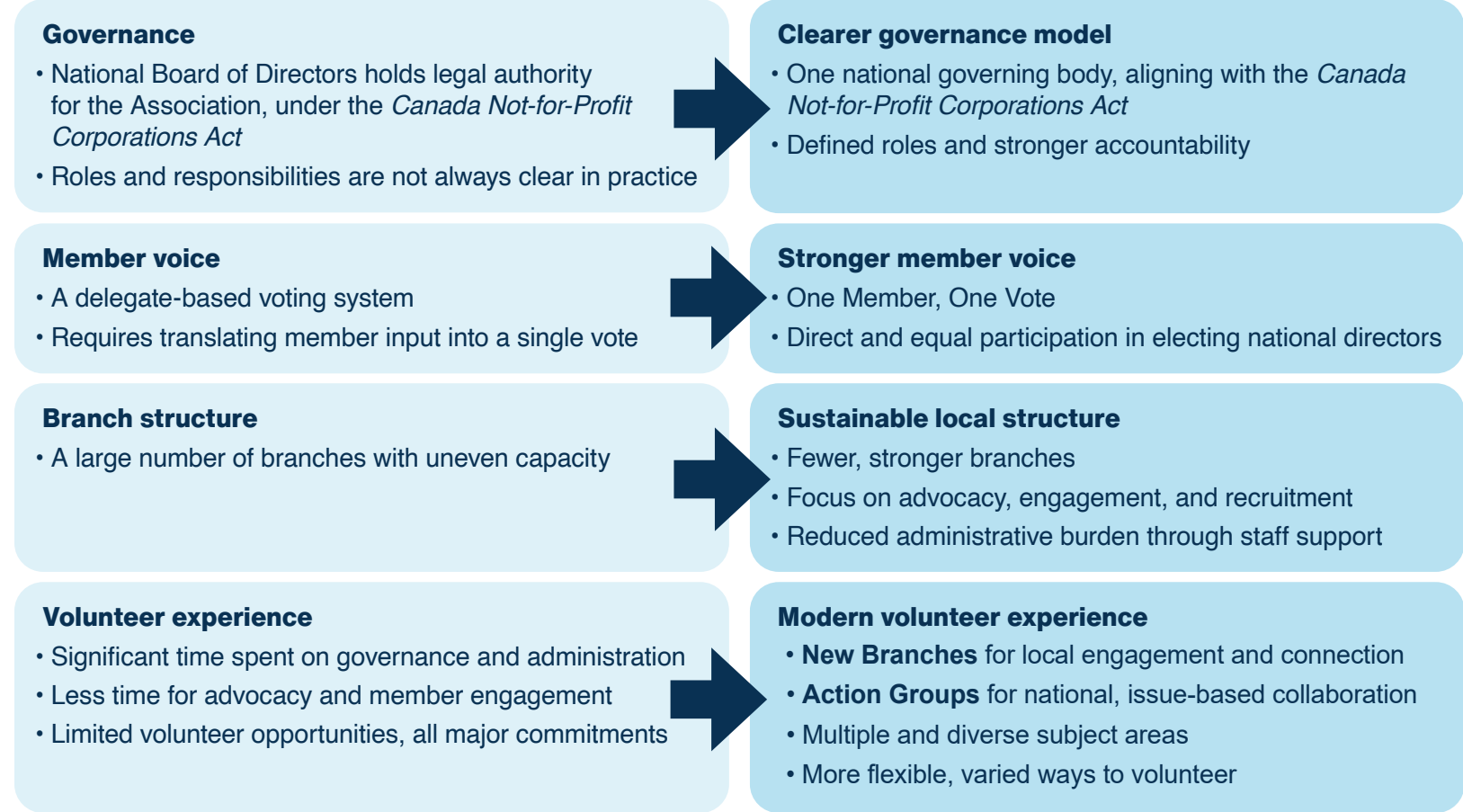
- Under the *Canada Not-for-Profit Corporations Act*, the Association must:
 - Act in the best interests of members
 - Maintain transparent and accountable governance with clearly defined roles and responsibilities
 - Ensure strong financial oversight
 - Apply consistent processes across the organization
 - Maintain compliance with the *Act*

Why is the Association conducting this review?

Federal Retirees has a solid foundation, a clear mission, committed people, and an engaged membership. But the structures built to support that foundation are showing signs of strain.

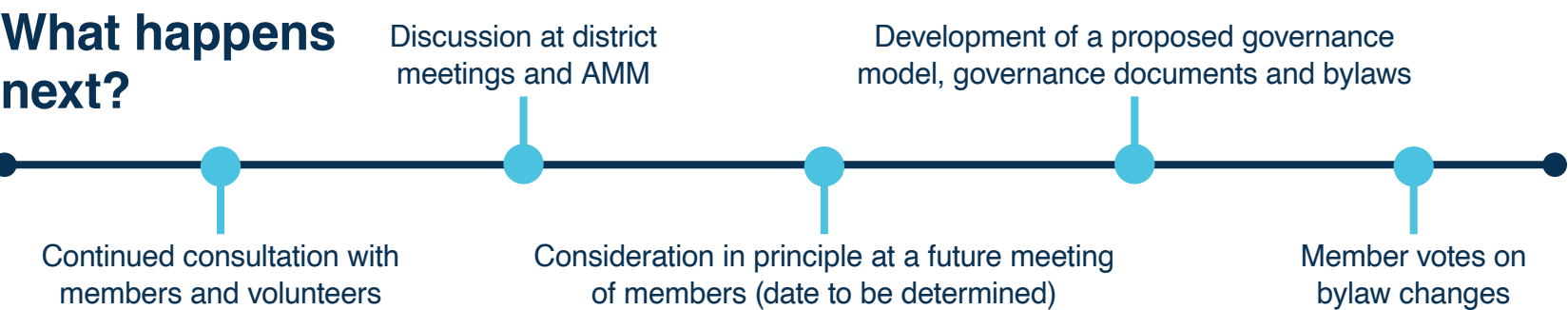
- Volunteer recruitment and retention is becoming more difficult
- Administrative demands are limiting meaningful contribution
- Decision-making has become complex and slower than it should be
- Branch capacity is uneven across the country

This is about ensuring that Federal Retirees continues to be strong, effective, and relevant — not just today, but for the future.



2026 member survey on a new governance model showed:

- 60% view the current structure as unsustainable, 70% support change.
- 20% feel engaged with their branch, 85% favour flexible, skill-based roles.



No final decisions have been made. This process will unfold over time, ensuring the voices of our members and volunteers are heard and reflected in the new model.