



Greg Dubord <greg.dubord@gmail.com>

Member Proposals Under CNCA Section 163 — Six Proposals for the 2026 Annual Meeting of Members

Pierre Lambert <plambert@cfpc.ca>

Fri, Jul 31, 2026 at 9:09 AM

To: "greg.dubord@gmail.com" <greg.dubord@gmail.com>

Cc: Annual Member Meeting <AMM@cfpc.ca>

Dear Dr. Dubord,

Thank you for the proposed motions you submitted for the 2026 Annual Meeting of Members (AMM). We appreciate your engagement and your interest in CFPC's governance.

As you know, any changes to our bylaw must be consistent with the *Canada Not-for-profit Corporations Act* (CNCA). It is with that lens that we have reviewed the motions carefully and note that, in their current form, each raises one or more issues of consistency with the CNCA. We also note that certain proposed amendments will require consequential changes to other by-law provisions not identified in your proposals, which is problematic. That said, we do not want to lose the intent of some of the motions; there are common grounds for us to move forward together ahead of the August 12, 2026, which is the deadline for member proposals.

Let us work collaboratively with you on adjustments to the motions so that they support the ongoing optimization of the College's governance framework and member engagement. In order to address these current matters, we would need to have a positive response by August 5 so we can establish the next steps.

We also note that other members have submitted motions identical to yours. For reasons of efficiency and consistency, we will communicate with you and those members jointly, rather than on an individual basis, going forward. We trust this approach will be agreeable.

Thank you again for your engagement and for your willingness to contribute to CFPC's governance.

Sincerely,

Pierre-P. Lambert

Executive Director, Office of the Chief Executive Officer | Directeur général, Bureau du chef de la direction

The College of Family Physicians of Canada | Le Collège des médecins de famille du Canada

Foundation for Advancing Family Medicine | Fondation pour l'avancement de la médecine familiale

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My working hours may differ from yours. This communication does not create any expectation of response outside your normal working hours.

If you are not the intended recipient, please notify the sender and delete this message.

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Greg Dubord <greg.dubord@gmail.com>

Member Proposals Under CNCA Section 163 — Six Proposals for the 2026 Annual Meeting of Members

Greg Dubord <greg.dubord@gmail.com>
To: Pierre Lambert <plambert@cfpc.ca>
Cc: Annual Member Meeting <AMM@cfpc.ca>

Wed, Aug 5, 2026 at 8:06 AM

Dear Mr. Lambert,

Thank you for your letter of July 31, 2026.

My six proposals and their statements stand as filed on July 13, 2026. As stated in my filing, no proposal may be altered, consolidated, or reworded without my written consent. I am not withdrawing or amending any proposal.

Your letter states that each proposal raises one or more issues of consistency with the Act, but identifies no specific provision of any proposal and no specific section of the Act. Please provide in writing, for each proposal, the specific provision of the proposal said to be inconsistent and the specific section of the Act with which it is said to be inconsistent. I will review any particulars you provide.

The College confirmed receipt of my filing on July 13, 2026. No notice of refusal under subsection 163(8) of the Act was received within the prescribed period, and your letter of July 31, 2026 did not state an intention to omit any proposal from the notice of meeting, nor reasons for refusal of any proposal. I therefore request written confirmation that all six proposals, each with its statement in support, will be included in the notice of meeting in accordance with subsections 163(2) and 163(3) of the Act, as filed.

As to process: I speak only for my own filing. Please direct correspondence concerning my proposals to me individually.

Sincerely,

Greg Dubord, MD

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Greg Dubord <greg.dubord@gmail.com>

Member Proposals Under CNCA Section 163 — Six Proposals for the 2026 Annual Meeting of Members

Pierre Lambert <plambert@cfpc.ca>
To: Greg Dubord <greg.dubord@gmail.com>
Cc: Annual Member Meeting <AMM@cfpc.ca>

Wed, Aug 12, 2026 at 5:00 PM

Dear Dr. Dubord,

Thank you for your email of August 5, 2026.

I confirm that all six of your proposals, each with its accompanying statement in support, will be included in the notice of meeting for the 2026 Annual Meeting of Members as filed on July 13, 2026, in accordance with subsections 163(2) and 163(3) of the *Canada Not-for-profit Corporations Act*. Your text will not be altered, consolidated, or reworded.

As no proposal is being refused, no notice of intention to omit and no statement of reasons under subsection 163(8) arises. My correspondence of July 31 was an invitation to discuss adjustments in advance of the August 12 filing deadline; it was not a notice of refusal and should not be read as one. Unfortunately, you have declined that invitation, as you are entitled to do, and the College considers that matter closed.

The College's review of the proposals, conducted with external counsel, is complete. Because the College is not refusing any proposal, it does not propose to set out its legal analysis in correspondence. The Board intends instead to provide all members with its own commentary on the proposals, together with its observations on the governance and legal framework applicable to them, as part of the meeting materials. That commentary will be the Board's own and will be entirely separate from your proposals and statements, which will appear in full and unedited. You will receive it at the same time as every other member. Among the matters the Board expects to address is that several of the proposals, if adopted, would require consequential amendments to a number of provisions of By-law No. 1 that the proposals do not identify.

So that there is no misunderstanding later, I should be clear that the inclusion of your proposals reflects the College's obligations under the Act and does not indicate the Board's agreement with them as submitted. The Board reserves its position on the legal effect and enforceability of the provisions each proposal contains, including their operation having regard to sections 124 and 148 of the Act.

On process, I am content to correspond with you directly and individually regarding your filing and will do so.

Thank you again for your engagement with the College's governance.

Sincerely,

Pierre-P Lambert

ED, OCEO | DG, BCD

(514) 404-7791

plambert@cfpc.ca

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