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DG-SSPF



Strength through personnel

Le personnel fait la force

Base and Wing Commanders Forum The 'New Deal'

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Agenda



- New Deal Context
- Findings:
 - Funding Distribution Working Group
 - Reporting and Performance Measure Working Group
 - Tiger Team
 - General Observations/Recommendations
 - Capital Expenditure Plan
 - Specialty Interest
 - Mess Operations
 - Deployed Operations
- Core activity framework
- Beneficiary framework
- Breakout Session Challenge
- Questions



New Deal Context



Rationale to Examine - Current Weaknesses

- Focus on Base/Wing vice serving and former CF personnel and their families
- Inequities in the distribution of nationally generated funds (and services) to Bases/Wings
- Administration of NPP capital expenditures
- Administration of NPP programs and activities in deployed operations
- CANEX – capital expenditures and fund distribution
- Specialty Interest Activities and Messes – operations and investment decisions
- Performance Management



New Deal Context (cont'd)



New Deal Study Areas

- Funding Distribution
- NPP capital expenditures and CFCF loans
- CANEX infrastructure, capital program and financial structure
- System approach for Specialty Interest
- System approach for Messes
- Deployed operations
- Reporting and performance measures
- Definition of Equitability



Findings

Funding Distribution Working Group



- Current Shortfalls
 - No overarching funding strategy
 - No well-defined core of programs
 - No common baseline wrt activities' costs & resources
 - No process to ensure adequacy of distributed funds
- Criteria
 - Affordability/sustainability/feasibility
 - Equitability / perception of fairness
 - Overarching strategy – based on determination of actual funding requirements (needs assessment)
 - Long term solution
 - Flexible and responsive to change
 - Improved level of service



Findings

Funding Distribution WG (cont'd)



- Recommendations
 - Eliminate CANEX Royalties and Deployment Profit Distribution
 - Revise MW Grant to include reservists
 - Create 'Top-Up' Grant based on needs assessment flowing from an approved business plan
 - Maintain CBA interest
 - Eliminate HR and Accounting Fees
 - Maintain CIP insurance fees



Findings - Reporting and Performance Measures Working Group



- Adopt balanced scorecard approach (CANEX, Messes, Recreation, SISIP FS, Specialty Interest)
 - Customer
 - Accessibility
 - Affordability
 - Range of programs
 - Adapted to needs of military community
 - Quality of service
 - Financial
 - Viability
 - Sustainability
 - Return on investment
 - Public support
 - Internal Processes
 - Detail process review in each business line
 - Employee
 - Working in authorized programs
 - Properly trained
 - Level of engagement



Tiger Team Challenges



- Magnitude of undertaking
- No starting point consensus of NPP challenge
- Lack of definition
 - What's core
 - Meaning of beneficiary – how to achieve equitability
- Public / NPP interface



Findings – Tiger Team - Overall Observations and Recommendations



- Full centralization not the solution
- Need to identify core activities
- Need to identify beneficiaries
- Greater training and oversight required
- Additional review / working board for capital expenditures
- Better coordination of resources (esp facilities)
- Policies and regulations need to be consolidated, accessible and up to date
- Communications
- Increased accountability and follow up through performance measurement



Findings – Tiger Team Capital Expenditure Plan



- Develop strategic capital expenditure plan, rolled up from base/wing plans, that facilitates equitable distribution of NPP infrastructure (5-10 yr horizon)
- Plan to include both locally approved and national projects
 - Sustainability review for locally approved projects
- Inventory NPP infrastructure, complete needs assessment
- Establish Review Board
- Write off all existing CFCF loans to launch New Deal
 - NPP Board approved projects for core programs funded from centre
 - Base/Wings can obtain CFCF loans for local sustained projects
- Bases/Wings to retain ‘ownership’ and operation and management responsibilities for NPP infrastructure



Findings – Tiger Team Specialty Interest



- Centralization not required
- Improve oversight through planning, SIVS, SAVS, training and communication
- National fee structure not recommended
 - Pursue common access
 - Review fee categories based on clarification of equitable treatment of beneficiaries
- Common back office system strongly supported



Findings – Tiger Team Mess Operations



- Messes should not become national line operation
- Requirement for improved oversight
- SIVS/SAVS to ensure mess operations comply with policy
- Common back office system supported
- Diversity of activities to address needs of serving and former CF personnel and their families



Findings – Tiger Team Deployed Operations



- Current funding formula requires review
 - Recommend greater proportion to Base/Wing Fund
- CFCF to continue funding all in-theatre operations
- Unit kit shops should continue being operated by CFCF as part of retail operation – all profits returned to unit/regimental fund
- Recommend standardized gift value for all deployment locations



Definition of NPP Core Programs / Activities



- Core NPP programs / activities are the essential non-public components that enable healthy personal and community lifestyles for CF Beneficiaries at every CF location.



Core Activity Framework



- Develop and populate activity matrix based on:
 - Geographic designation (CFP 110 definition)
 - Urban
 - Semi-urban
 - Rural
 - Remote
 - Relative size (judgmental, Reg, Res, Training, Foreign)
 - Very small
 - Small
 - Medium
 - Large
 - Very Large



Core Activity Framework (cont'd)



- Develop and populate activity matrix based on (cont'd):
 - NPP Benefit Purpose
 - Financial Well Being
 - Insurance
 - Financial planning
 - CFPAF
 - Banking
 - Caring
 - MFF
 - Hospital Comforts
 - Soldier On
 - Social Opportunities
 - Messes
 - Community Recreation (detailed list)
 - Specialty Interest (detailed list)
 - Retail Goods and Services
 - CANEX – Retail, ExpressMart, Grocery Store, Concession
 - Discount Program



Core Activity Framework (cont'd)



- Use populated matrix as basis of comparison among similarly classified locations
- Identify deficiencies
- Challenges
 - Composition and comparability of community recreation and specialty interest
 - Delivery
 - Responsibility for shortfalls
 - Public facility deficiencies



Beneficiary Framework



- Need to relate concept of equitability to beneficiary
 - Level of participation
 - Former members length of service
- Differentiate authorized patron and beneficiary



Breakout Session Challenge 1



- Do you agree that the Core NPF issues are Financial Well Being, Caring, Social Opportunities and Retail Goods / Services?
- Do you agree that equitability must be achieved in these Core areas regardless of where a CF member and their family is residing?



Breakout Session Challenge 2



- The beneficiaries of NPP are defined in the NDA as CF members, retired members and their families.
- Currently, MW Grant is distributed based on CF Regular Force population determined from Peoplesoft.
- Should the MW Grant be based on the NDA beneficiaries located within the geographical boundary supported by the Base?
- If so, then does it follow that all Res Units (ie Messes) must begin to contribute to CFCF revenue generation.



Breakout Session Challenge 3



- The funding WG has recommended that community recreation activities / programs be funded by CFCF at different levels on the basis of being either core and non-core. The core activities are those that CF members and their families should expect to receive no matter where they serve within Canada.
- Recognizing that the CDS desires equitability for CF members regardless of where they and their families are serving, what are the community recreation activities / programs that you see as being core at every Base Wing?



Breakout Session Challenge 4



- A performance measurement framework will be incorporated as a critical enabler for the NPP Annual report to the CDS. The process will be coordinated by DGPFS at the corporate level rather than by individual Divisions. You've been briefed on the WG results and you've seen a proposed template illustrating the type of data to be reported upon.
- What suggestions do you have concerning the development of the policy framework?
- What suggestions do you have regarding the contents of the proposed template?



The Way Ahead – Funding Formula and Performance Measurement



- 13 May 10 - Results of B/W Comd Forum to be progressed by Steering Committee
- 26 May 10 – Concept of ops presented at NPP BoD
- 30 Jun 10 – Present to CDS for endorsement
- 30 Nov 10 – Implementation plan to have been developed in consultation with EC & B / W staffs
- FY 11 / 12 – implement new funding formula and performance measures



The Way Ahead – Cont'd



- May 10 – initiate planning activity for remaining LOOs (capital expenditures, deployed Ops, CANEX, Messes and Specialty Interest)
- 30 Nov 10 – Concepts of ops for each LOO to have been developed for presentation to B/W Comds
- Jan 11 – Endorsement of concept of ops for each by the NPP BoD
- Feb 11 – CDS approval
- FY 11 / 12 – Develop implementation plan in consultation with EC & B / W staffs for phased implementation



Questions

**CANADIAN FORCES PERSONNEL AND FAMILY SUPPORT SERVICES
SERVICES DE SOUTIEN AU PERSONNEL ET AUX FAMILLES DES FORCES CANADIENNES**



Breakout Session Challenge (Notional Solution)



- Funding to Wings will be in two parts: Core and Non-Core. CDS will define core programs based on the CF Health and Physical Fitness Strategy and the NPF portion of these programs will be funded at 100%.
- The NPF Core program could be defined as free access to casual gym use, casual skating and casual swimming using Base facilities. For Bases without facilities, core funding could be used by the B/W Comd to off-set costs for beneficiaries at commercial facilities. If commercial facilities do not exist, then the core funding could be used by the B/WComd to support non-core (CNA identified) recreation activities.



Breakout Session Challenge 2 (Notional Solution Cont'd)



- Bases / Wings will determine non-core using a CNA framework developed by DGPFSS
- MW Grant will be provided to off-set some of the costs of non-core programs and user-fees will provide the remainder.

- Is the concept equitable?