

A Guide

to the

Delivery of Morale and Welfare Programs;

Management Responsibilities regarding the  
'Staff of the Non-Public Funds, Canadian Forces';

and the

Sources and Uses of Non-Public Funds

## General

This guide is intended to provide an overview and reference for Base/Wing Commanders, Comptrollers and those involved in the command and control, oversight, management and administration of (1) DND Public funded morale and welfare programs delivered by or through the Canadian Forces Personnel Support Agency (CFPSA); (2) the 'Staff of the Non-Public Funds, Canadian Forces' generally referred to as NPF employees; and /or Non-Public Property (NPP) programs and activities.

The guide consists of three tables, organized as follows:

The Morale and Welfare Delivery Model – categorizes morale and welfare programs and activities according to funding responsibility (Public and/or NPF; sourced nationally or locally) and delivery responsibility (national or local), and the various combinations, thereof. The table summarizes CFPSA and Base/Wing Commander responsibilities with respect to each program and activity, which are primarily determined by the funding and delivery responsibility. Current morale and welfare programs and activities fit within the following categories:

- National Public Funds / National Delivery
- National Public Funds (funded through the Treasury Board) / National Delivery
- National Public Funds / Base-Wing Delivery
- National Public Funds / Third Party Delivery
- Base/Wing Public Funds / Base Wing Delivery
- National NPF / National Delivery
- National NPF / Base Wing Delivery
- Base-Wing NPF / Base-Wing Delivery
- Shared National Public Funds and NPF / National Delivery
- Shared Base-Wing NPF, National NPF and Public Funds / National Delivery
- Shared Base-Wing NPF, National NPF and Public Funds / Base-Wing Delivery
- Shared Base-Wing NPF and National NPF / National Delivery
- Shared Base-Wing NPF and National NPF / Base-Wing Delivery

Responsibility Matrix for the 'Staff of the Non-Public Funds, CF' – this table provides an overview of the various types of 'NPF employees', reporting relationships for each type, and who is responsible for hiring, termination, discipline and performance evaluation.

NPF Funding – Revenues and Distribution Model – this table provides an overview of all of the sources of NPF (both National and Base-Wing) and how NPF is or can be used by source of revenue.

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### Morale and Welfare Delivery Model

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
<b>National Public Funds</b>					
National Delivery					
		<b>Financial Counseling</b>  <i>Provides financial counseling services to serving CF members and their spouses facing financial difficulties / financial distress situations.</i>	Provision of financial counselors Member confidentiality Liaison with CF chain of command, as required (e.g. deployments)	SLA refers	Delivered by SISIP Financial Services Division as a line organization. 18 offices located at major bases/wings across Canada. Service Level Agreements (SLAs) with base/wing in place at each location.  <i>(Note that SISIP offices are generally located in leased space in CANEX malls. Base support is provided to CANEX facilities in accordance with CFP 110)</i>
		<b>Personal Financial Education</b>  <i>Provides basic personal financial life skills training with the aim of reducing the incidence of financial distress situations and assisting members in achieving long-term financial well being.</i>	Development and maintenance of curriculum Provision of qualified instructors	N/A	Delivered by SISIP Financial Services Division as part of recruit training (Officers and Other Ranks) at St. Jean, and as part of other leadership training.
		<b>National Sports</b>  <i>Provides 13 National Level CF Sporting Events for winners of Regional Competitions</i>	Conduct and fund CF Championships  Arrange the selection of military personnel in CF Sports Awards Program	Make CF personnel available to attend CF championships once they have won the regional sport championship.  Base/Wing/Unit will nominate CF personnel to the CF Sports Awards Program.	As per CFAO 50-3 and CFAO 50-17

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
		<b>CISM</b> <i>Provides an opportunity for CF athletes to participate at the International Military level</i>	Organize and fund CISM level sports	Make CF personnel available to attend CISM sport events once they have been selected in their respective sport.	As per CFAO 50-3
		<b>Deployed Operations Support</b> <i>Provides Morale and Welfare services to CF deployed operations, including HLTA, Fitness &amp; Sports, R&amp;R, CF Radio/Television, Entertainment Tours, Recreation and Canteen Services</i>	CFPSA is responsible for recruiting, selecting, and training, staffing and delivering in-theatre morale and welfare programs for selected deployments.  For base level NPF employees selected to deploy on a secondment, CFPSA pays their wages for the time they are deployed and for one week in advance of deployment and one week after they return from deployment.	Bases/Wings retain the approval authority for deploying their base level NPF employees.  When a base level NPF employee is deployed the base retains the SWE to backfill.	
<b>National Public Funds – Treasury Board Secretariat</b>					
National Delivery					
		<b>SISIP Treasury Board Supported Plans (LTD)</b> <i>Provides Long Term Disability coverage to CF member.</i>	Administer the LTD and GOIP program Member confidentiality Liaison with CF chain of command, as required (e.g. deployments)		Public pays 85% of the LTD premium, member pays 15% for the Regular Force; the Public pays 100% for eligible Reserve Force members and eligible members for the GOIP. Delivered by SISIP Financial Services Division.
<b>National Public Funds</b>					
Base/Wing Delivery					
		<b>Personnel Support Programs</b> <ul style="list-style-type: none"> <li>PSP Management</li> </ul>	Authorize Base/Wing/Unit to hire NPF PSP Manager.	Employ NPF PSP Manager in Base/Wing/Unit Chain of Command	As per CF Policies and Base/Wing/Unit SLAs listed in row above. Some Base/Wing/Units still employ

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
		<i>Provides PSP Management at the Base/Wing level</i>	<p>Develop national policies and procedures to operate PSP.</p> <p>Maintain an ongoing evaluation process to ensure that programs are delivered to standard required. This may take the form of Staff Assistance Visits, reviews and internal audits.</p>	<p>[normally reporting to G1/BadmO] to manage local PSP Services IAW CF policies and CFPSA/Base SLA.</p> <p>Implement national policies, procedures and programs as detailed in SLA and as contained in relevant CF orders, regulations and Base Commander Directives.</p> <p>Submit copy of annual PRAR to CFPSA for Performance Pay purposes.</p>	military BPers Svcs O to manage local PSP.
		<ul style="list-style-type: none"> <li>• Military Fitness</li> </ul> <i>Provides PSP Fitness staff to support CF fitness program requirements</i>	<p>Authorize and fund Base/Wing/Unit to hire NPF PSP Fitness Staff IAW SLA</p> <p>Develop national fitness policies in relation to the CF EXPRES evaluation and training program. Act as the SME for ADM (HR-Mil) re CF Fitness Policies/Procedures. Verify CF Programs are being delivered IAW CF Policy &amp; CFPSA Base/Wing/Unit SLA.</p>	<p>Employ NPF PSP Fitness staff to execute CF Fitness Programs IAW SLA and CF/ECS and local policies.</p> <p>Base/Wing/Unit will provide fitness programs to their units in accordance with applicable CF regulations and policies.</p> <p>Evaluate physical fitness of CF personnel as per regulations.</p>	<p>Staff sizes and whether individual Base/Wing/Unit have a full compliment of managers and instructors depends on site-specific requirements identified in VCDS/96 prior to the stand-up of CFPSA. Adjustments to authorized staffing levels should be requested thru each Base/Wing/Unit Chain of Command thru ECS to CFPSA.</p> <p>As per CFAO 50-1.</p>
		<ul style="list-style-type: none"> <li>• Mess Management</li> </ul> <i>Provides Mess Management for CF messes</i>	<p>Mess Management – SAVs, Special Messes Advisory and Revitalization Team (SMART) visit, consultation and technical advice on day-to-day technical operations of the mess to include marketing and business planning, financial and administrative matters.</p> <p>Provision of NPF mess management positions per SLA. Acting as SME for ADM (HR-Mil) re CF Mess Policy.</p>	<p>Plan, organize direct and control mess activities. The Base Commander is assigned this responsibility as detailed in the appropriate Canadian Forces Organization Order.</p> <p>Responsible for the NPF SLA mess management positions per funding provided by CFPSA.</p>	Per CFAOs 27-1, 27-6, 27-12, 202-2, CFP 262, A-PS-110, A-FN-105, DAOD 1017-0, and the NPF Pers Policy Manual.

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
			Verify CF Mess Policy Implementation.		
		<ul style="list-style-type: none"> <li>Health Promotion</li> </ul> <i>Provides Health Promotion delivery at the Base/Wing level</i>	<p>Delivery of all DGHS produced health promotion program to CF members and their families and others on the defence team as space and time permits.</p> <p>Provision of NPF PSP HP management positions as per SLA and agreement with DGHS.</p>	<p>Through PSP Managers, PSP staff at all Base/Wing/Units is responsible for the delivery of all DGHS approved program materials and training.</p> <p>PSP Managers provide local supervision of the Health Promotion Managers and/or Directors to facilitate delivery of the national health promotion program.</p>	As per Service Level Arrangement between RX2000 Project Management Office and Director General Health Services and CFPSA concerning Implementation and Steady State Services and Costs for the Canadian Forces Health Promotion Program dated 31 March 2004.
		<ul style="list-style-type: none"> <li>Community and Recreation Management</li> </ul> <i>Provides Community Recreation Management at the Base/Wing level</i>	<p>Provide direction, guidance and administrative management related to the application of CFAO 50-2 CFAO 50-20, CFP 110, SLAs, and the Interim CF Aquatics and Water Safety Policy;</p> <p>Provide community recreation positions as per SLA; and</p> <p>Provide a recreation management grant as per SLA.</p>	<p>Provision of facilities, equipment and supporting resources for the delivery of recreation programs and services as per CFP 110, CFAO 50-2 and the Interim CF Aquatics and Water Safety Policy;</p> <p>PSP Manager provides local supervision of Recreation Director or Coordinator.</p> <p>Plan, organize, deliver and evaluate demand driven community recreation programs in the categories outlined in CFAO 50-2 and the Interim CF Aquatics and Water Safety Policy;</p> <p>Offer training and development opportunities for clients, staff and volunteers in accordance with the SLA and CFAO 50-2</p> <p>Establishment and guidance of the Recreation Council as per CFAO 50-2</p>	

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
		<p><b>Physical Fitness Maintenance Grant (PFMG)</b></p> <p><i>Provides funds for miscellaneous consumables related to military sports and fitness training (e.g. balls, bats, racquets, skipping ropes, etc).</i></p>	<p>Claim the PFMG in two installments annually, based on PeopleSoft reported CF Regular Force strength and distribute to base/wing PFMG accounts through the NPF accounting system (in accordance with Base/Wing SLAs).</p> <p>Maintain required NPF accounting records.</p>	<p>Provide miscellaneous fitness and sports consumables, utilizing the PFMG.</p>	<p>CFAO 210-20 refers.</p> <p>Process approved by VCDS in 1999 based on recommendation of all ECSs.</p> <p>Major fitness equipment (e.g. weight machines, treadmills, fitness bikes, etc) are a Public responsibility. Funding source is base level minor capital funds.</p>
<b>National Public Funds</b>					
Third Party Delivery					
		<p><b>Military Family Resource Centres (MFRC)</b></p> <p><i>Provide core Military Family Services Programs through Canadian Military Family Resource Centres</i></p>	<p>Determine/develop MFSP policies and service delivery standards</p> <p>Determine, administer and provide funding to C/MFRCs</p> <p>Provide and/or make available professional and technical guidance on all aspects of the MFSP to the C/MFRC and Commanding Officer</p> <p>Monitor C/MFRC service delivery, policy compliance and use of public funds through DMFS site visits, DMFS commissioned audits and C/MFRC reports</p> <p>Support the success of C/MFRCs through training and orientation</p>	<p>Provide the local C/MFRC with facilities, maintenance, utilities, cleaning, material and telecommunications (computer, DIN access, telephone) resources to support provision of nationally mandated services (IAW A-PS-110-001/AG-002)</p> <p>Provide up to date nominal roll information IAW CANFORGEN 098/00 111430Z Aug 00</p> <p>Identify a senior CF member as an ex-officio member on the MFRC Board of Directors to represent Base Commanders' interests</p> <p>Participate in a meeting with Executive Director and MFRC Board Chair 4 x per year</p>	<p>Military Family Resource Centres (MFRCs) in Canada are incorporated either provincially or federally as non-profit organization, and operate at arm's length from the CF. Canadian Military Family Resource Centres (CMFRCs) located out of country are either currently established as NPF (as in Europe) or are transitioning to NPF status (U.S.). In Canada, the Board of Directors is the legal authority for the Advisory Committees outside of the country, must be comprised of a minimum of 51% civilian spouses of full-time serving CF members.</p> <p>Director Military Family Services has instituted dedicated Regional Representatives whose primary function is to ensure the success of each local C/MFRC. Each Regional Representative is familiar with the base within his/her jurisdiction, and is available to provide training, policy interpretation and professional/technical guidance. Contact Senior Manager Field Operations (613) 995-5608.</p>

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
				<p>Support the orientation of the MFRC Board of Directors and staff to facilitate understanding of the operational mission of the base, and the impact of the military lifestyle on CF members and their families</p> <p>At his/her discretion provide local public and non-public funding to support site-specific activities or to enhance mandated services</p> <p>Enter into a separate agreement with the MFRC Board of Directors for the provision and, if applicable, funding of site-specific services if so required.</p>	<p>Relevant documentation and authorities:</p> <ul style="list-style-type: none"> <li>• A-PS-110-001/AG-002</li> <li>• CANFORGEN 098/00 111430Z Aug 00</li> <li>• MFSP: Parameters for Practice (<a href="http://www.cfpsa.com/en/psp/dmfs/resources/practice.asp">Http://www.cfpsa.com/en/psp/dmfs/resources/practice.asp</a>)</li> <li>• CFAO 56-40</li> <li>• Canada: MOU (Currently awaiting TB approval)</li> <li>• Out of country: Service Level Agreement (in development – DMFS and CA NMR)</li> <li>• Site-specific Agreement: Base Commander and C/MFRC (in development – DQOL)</li> </ul>
<b>Base/Wing Public Funds</b>					
Base/Wing Delivery					
		<p><b>Base Support</b></p> <ul style="list-style-type: none"> <li>• <i>Accommodation</i></li> <li>• <i>Utilities and Maintenance</i></li> <li>• <i>Temporary Duty</i></li> <li>• <i>Supplies</i></li> <li>• <i>Communications</i></li> </ul>	<p>Liaise with base/wing authorities concerning base support requirements.</p> <p>Arrange Service Level Agreements (SLAs) as required.</p> <p>Ensure that Base Support requirements are addressed for new programs and initiatives</p> <p>Safeguard and economize the use of Public and NPF resources</p>	<p>Equitable provision of base support for Public responsibilities (infrastructure and programs) within the resource constraints established through the departmental business planning and resource allocations processes. Public PSP facilities include gyms, pools, arenas, sports fields, weight/exercise rooms, messes, etc).</p> <p>Provide TD funds to support the work of the PSP staff funded through the SLA with the CFPSA</p> <p>Provide office space (including</p>	<p>CFP 110 defines the Public responsibilities for base support to NPF programs and activities. The level of Public responsibility for base support, particularly for maintenance and utilities, is determined by the base/wing status as remote, rural, semi-urban, or urban.</p> <p>All NPF/PSP staff (funded through the SLA) and NPF accounting staff and HR services staff are performing Public responsibility functions and should receive appropriate base support</p>

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
				furnishings, communications, IM/IT, PP&S) for PSP staff, accounting staff and HR staff on the same basis as military personnel (CFP 110 refers)  Equitable provision of base support for NPF programs and activities in accordance with CFP 110 and within the resource constraints established through the departmental business planning and resource allocation processes	
		<b>Minor New Construction</b>  <i>Military Fitness (e.g. fitness trails) and Mess facilities (construction and renovation) less than \$1.0M</i>	Assistance identification / validation of deficiency, statement of requirement Project advice	Funding Project approval	
<b>National NPF Funds</b>					
National Delivery					
		<b>CANEX</b> <ul style="list-style-type: none"> <li>• <i>Retail</i></li> <li>• <i>Concessions</i></li> <li>• <i>Home and Auto Insurance</i></li> <li>• <i>Home Heating Oil</i></li> </ul>	Provision of retail, grocery and food services through CANEX owned and operated facilities or via concession or service agreements.	Base support in accordance with CFP 110  Provide CANEX the opportunity to implement all new concession arrangements for the provision of retail goods and services	CANEX operate 63 outlets and 190 Concession agreements on 21 Bases/Wings across Canada and 7 outlets in Geilenkirchen Germany. CANEX operates as a line organization reporting to President CANEX.  With limited exceptions, CANEX is afforded the first right of refusal for all new concession arrangements for retail goods and services, in accordance with NDHQ Action Directive D 8/89 (Annex C) dated 18 Oct 89
		<b>SISIP Proper</b>	Provision of qualified insurance		Member pays 100% of premium.

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
		<i>Provides life insurance and other coverage programs</i>	representatives Member confidentiality Liaison with CF chain of command, as required (e.g. deployments)		Delivered by SISIP Financial Services Division as a line organization. 18 offices located at major bases/wings across Canada.  <i>(Note that SISIP offices are generally located in leased space in CANEX malls. Base support is provided to CANEX facilities in accordance with CFP 110)</i>
		<b>SISIP Financial Planning</b>  <i>Provide independent, cost effective financial planning services (including preparation of a financial plan, assistance in execution as required, and a basic income tax preparation) to serving and former CF members</i>	Provision of qualified, provincially licensed financial planners representatives Member confidentiality Liaison with CF chain of command, as required (e.g. deployments)		Client pays an annual fee for service. Delivered by SISIP Financial Services Division as a line organization. Financial Planning is offered at 14 offices located at major bases/wings across Canada.  <i>(Note that SISIP offices are generally located in leased space in CANEX malls. Base support is provided to CANEX facilities in accordance with CFP 110)</i>
		<b>Canadian Forces Personnel Assistance Fund (CFPAF)</b>  <i>Provides low interest Self Improvement, Education and Financial Distress Loans Grants to serving and retired CF personnel. (Note that former members are not entitled to Self Improvement Loans).</i>	Operate CFPAF		Program delivered at base/wing level by the financial counselors located at 18 offices located at major bases across Canada

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
		<b>National Sports Banquet</b>	Fund and organize the event  Select Attendees	Make selected personnel on base/wing available to attend.	Event conducted in the fall of each year in Ottawa. <i>Note - SISIP FS provides 50% of funding, Legion provides 50% of funding</i>
		<p><b>Canadian Forces Central Fund (CFCF)</b></p> <p><i>Established by the CDS in 1968 "To provide financial assistance to bases, stations, ships and other units in establishing and improving messes, merchandising, recreational and social facilities for the morale and well-being of members of the Canadian Forces and their dependents"</i></p> <ul style="list-style-type: none"> <li>• <b>Concentrated Bank Account (CBA)</b> <i>The CFCF manages the overall NPF cash flow through the operation of the CBA. Base/Wing NPF entities deposit their receipt to a local CBA account that is cleared to the national CBA. All cheques and withdrawals are made</i></li> </ul>	<p>Manage the CFCF, including the CFCF investment portfolio</p> <p>Operate the Concentrated Bank Account, including establishing local deposit accounts at commercial financial institutions, clearing the accounts to the national account, cheque reconciliation, and interest payments on Base/Wing share of CBA</p> <p>Review business cases support CFCF loan requests and approve loans (up to \$1.0M) or recommend to the NPP BoD for approval. Establish the loan repayment schedule and collect payments.</p>	<p>Assure all NPF activities and programs bank with the CBA</p> <p>Prepare business cases in support of CFCF loan requests and submit for approval</p>	

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
		<p><i>against the national CBA. The cost of operating the CBA is absorbed by the CFCF, representing a significant cost savings to Bases/Wings. The CFCF pays Base/Wings interest on their share of the CBA</i></p> <ul style="list-style-type: none"> <li>• CFCF Loans</li> </ul> <p><i>The CFCF provides low interest (4%) loans to Base/Wing/Ship Funds, in support of capital projects</i></p>			
		<p><b>NPF Capital Projects</b> <i>(e.g. CANEX facilities)</i></p>	<p>Liaise with base authorities regarding requirement, site, design, base support, etc Obtain project approval and funding Project management</p>	<p>Liaise with CFPSA regarding requirement, site, design, base support, etc Provide project support / approval as required</p>	<p>All NPF construction on DND property, becomes Public Federal Real Property (by definition).</p> <p>Treasury Board approved administering all Federal Real Property dedicate to NPF purposes in accordance with the NPF accountability framework.</p>
		<p><b>Consolidated Insurance Program (CIP)</b></p> <p><i>The CFCF maintains property insurance to insure the NPF investment in national infrastructure (e.g. pools, arenas, gyms, community centres), even though these facilities are entirely or</i></p>	<p>Arrange appropriate level of commercial property insurance</p> <p>Self-insure to insurance deductible</p> <p>Investigate, review and / or adjudicate claims as required</p>	<p>Report all incidences of property damage to the CFPSA, promptly</p> <p>Facilitate, assist or conduct investigations as required</p>	<p>The CIP provides property, liability, environmental damage, directors and officers, automobile and other insurance coverage, partially funded by base/wing NPF. These aspects of the CIP are discussed below under Shared Local NPF – Shared National NPF – National Delivery.</p>

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
		<i>partially a Public responsibility.</i>			
<b>National NPF Funds</b> Base/Wing Delivery					
		<b>Volunteers Dinner Program (VOREP)</b>	Approval and allocation of funds to MFRC and PSP (community recreation) entities, in support of volunteer recognition events, at 38 locations, for a total of \$100K annually; and; Provide direction and guidance on the use of VOREP funds.	Plan, offer and report on volunteer recognition events within the guidelines on the VOREP program; and  Through the CFPSA, apply for, fiscally manage and report on the use of VOREP funds.	The VOREP program guidelines are established by the CFPSA, fully funded by SISIP FS, and promulgated to each location with the VOREP program application package.
<b>Base/Wing Funds</b> Base/Wing Delivery					
		<b>Base Fund</b> • Clubs and Activities	Act as the SME for ADM (HR-Mil) re the application of CFAO 50-20, CFAO 50-7, CFAO 50-10, CFAO 50-11, and CFAO 50-14  Provide staff assistance & support to Base/Wing/Units	Oversee the organization, membership, governance and operations of recreation clubs as per CFAO 50-2, 50-7, 50-10, 50-11, 50-14 and 50-20;  Provision of facilities, equipment and supporting resources for the operations of recreation clubs as per CFP 110, CFAOs 50-20, 50-7, 50-10, 50-11 and 50-14.	Specialty interest activities are activities that in a civilian community operate as commercial entities as private clubs and are not supported by municipal taxes. In the CF context, they are entitled to limited public support IAW policy in CFP 110.
		• Specialty Interest  <i>Golf, Curling, Rod &amp; Gun clubs etc.</i>	SAVs, consultation and technical assistance on a day-to-day basis.  Operations include marketing and business planning.  Business case analysis and staffing coordination of CFCF loan requests.	As per CFP 110, CFAOs 50-20, 50-7, 50-10, 50-11 and 50-14.	

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
		<b>Mess Operations</b>	Develop specific tools such as the Mess Back Office tool, business planning on line and community gateway project.  Subject matter expertise on the BSI project.	Provision of personnel and resources at the local level to enable the trials and development (installation) of the projects  Completion of the BSI feedback forms on a quarterly basis.	Messes beyond 2000 feedback based on ECS position, as well as, BSI project.
<b>Shared National Public and NPF Funds</b> National Delivery					
		<b>Re-Capitalization Project and Community Centres</b>	Provide subject matter expert input to the development of the SOR, concept and design.  Provide CFCF funding once project has received public funding approval and NPP BOD approval for the NPF expenditure.	Project designed and constructed IAW the Departmental construction program and policies.  BComd thru the chain of command responsible for obtaining NPP BOD approval for NPF share of the funding.	
		<b>Internal Audit and Review</b>	Provide a comprehensive internal audit and review program covering the overall NPP program and activity universe Provide qualified and knowledgeable audit and review teams, including arranging 'outside' subject area expertise as required Responsive to Base/Wing Commander requirements	Identify areas of risk/concern Request internal audits and review Provide travel funding as required	The Public reimbursed 80% of the costs for the internal audit and review function, while NPF pays 20%. The Internal Audit and Review organization operates out of the CFPSA in Ottawa. Oversight is provided by the NPP BoD Audit and Accountability Committee
<b>Shared National Public and NPF Funds</b> Base/Wing Delivery					
		Nil.			

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
<b>Shared Local NPF, National NPF, and National Public Funds</b>					
National Delivery					
		<b>NPF Accounting</b>	Operate the NPF accounting system Provide timely financial statements (within 10 days of month end) and information reports Provide managerial accounting advice to NPF operations management	Assure all NPF operations are operating within the NPF accountability framework, timely submission of sales, and paperwork	Accounting is performed as a CFPSA line operation. Transaction offices located at each Base/Wing. Transactions processed electronically through regional accounting offices (national accounting office after 20 Sep 04), where accounting records are maintained and financial statements and reports are prepared. The Public reimburses NPF for approximately 65% of the cost of operating the NPF accounting system. The remaining 35% are recovered from all NPF operations, including Base/Wing Funds and messes through NPF service fees
		<b>NPF HR Services</b>			Refer to separate table "Responsibility Matrix for the Staff of the Non-Public Funds, Canadian Forces"
		<b>NPF Employees Pension Plan</b>	Manage the NPF Employees Pension Plan	Refer [employee] questions to NPF HR	All full time NPF employees are required to participate in the pension plan. Employees and the Employer contribute to the plan. The plan is integrated with the CPP and provides retiring NPF employees with benefits based on contributions, salary and length of service
		<b>NPF Employees Group Insurance Plans</b>  <i>Provides Long Term Disability coverage (premiums shared 50:50 employer: employee), Life Insurance (premiums fully funded by the employer), Optional Life Insurance</i>	Manage the NPF Employees Group Insurance Plans	Refer [employee] questions to NPF HR	

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
		<i>(premiums fully funded by the employee), Health Insurance (premiums shared 50:50 employer: employee), and Dental Insurance (premiums shared 50:50 employer: employee)</i>			
		<b>NPF IM/IT</b>	Operate the NPF Wide Area Network	Provide connectivity and other Base Support as required, in accordance with CFP 110	For a variety of reasons, NPF operating systems cannot be supported through the DWAN and a separate NPF wide area network continues to be a requirement. Progress continues to be made in provide e-mail and other connectivity between the DWAN and the NPF wide area network.
		<b>NPF Websites</b>	Operate cfpsa.com, SISIP.com, and canex.ca Provide policy and direction for all NPF websites	Ensure that all local NPF websites adhere to NPF standards	Website standards for NPF websites closely follow the Treasury Board website policy requirements
<b>Shared Local NPF, National NPF, and National Public Funds</b> Base/Wing Delivery					
		<b>Museums</b>	Provide all NPF services (e.g. accounting, HR, CIP, etc) to support museum operations Provide interpretations and advice as required	Operate museums Ensure museums are operated within the NPF accountability framework Ensure that artifacts and memorabilia listings are up to date and registered with the CIP for insurance purposes	CFAO 27-5 prescribes that all CF Museums are NPF activities. CFAO 27-10 prescribes the policy with respect to artifacts and memorabilia as Non-Public Property.
<b>Shared Local NPF and National NPFFunds</b> National Delivery					
		<b>CFCF Loans – Capital Projects</b>  <i>Provides low interest (4%) loans to</i>	Review business cases support CFCF loan requests and approve loans (up to \$1.0M) or recommend to the NPP BoD for approval. Establish the loan repayment schedule and collect	Prepare business cases in support of CFCF loan requests and submit for approval	

		<b>Program</b>	<b>CFPSA Responsibility</b>	<b>Base Commander Responsibility</b>	<b>Comments</b>
		<i>Base/Wing/Ship Funds, in support of capital projects</i>	payments.		
		<b>Consolidated Insurance Program</b>  <i>Provides property, liability, directors and officers, environmental damage, motor vehicle, and other insurance coverage to all Non-Public Property programs and activities</i>	Arrange appropriate level of commercial property insurance  Self-insure to insurance deductible  Process claims quickly, including investigation, review and / or adjudication claims as required	Report all incidences of property damage to the CFPSA, promptly  Facilitate, assist or conduct investigations as required	The CFCF self-insures the difference between the unit deductible (\$5,000 for bases/wings, \$500 for small units) and the commercial insurance deductible (ranges between \$50,000 and \$1,000,000) depending on insurance type.
<b>Shared Local NPF and National NPF Funds</b>					
Base/Wing Delivery					
		<b>NPF Construction</b>  <i>On occasion, a specialty interest facility, CANEX or other NPF facility, has been jointly funded between base and national NPF funding sources</i>	Validate project requirement and shared funding responsibility  Provide subject matter expert input to the development of the SOR, concept and design  Provide CFCF funding	Project designed and constructed in accordance with Departmental construction program and policies  Base/Wing Commander through chain of command, responsible for obtaining NPP BoD approval for NPF share of funding	

**RESPONSIBILITY MATRIX  
FOR THE STAFF OF NON PUBLIC FUNDS, CF**

Situation	Type of NPF Employee		
	CFPSA Funded B/W/U NPF EMPLOYEES	Locally funded B/W/U NPF Employees	CFPSA NPF Employees (HQ and located on B/W/Us)
1. Specific examples of NPF Employees	<ul style="list-style-type: none"> <li>a. PSP Mgr</li> <li>b. F&amp;S Dir</li> <li>c. F&amp;S Staff</li> <li>d. Rec Dir</li> <li>e. Mess Mgmt</li> <li>f. HP Dir/Mgr</li> </ul>	<ul style="list-style-type: none"> <li>a. Mess NPF Staff</li> <li>b. Golf/Curling –Specialty Interest Staff</li> <li>c. Club/Activity Staff (lifeguards etc.)</li> <li>d. B/W/U Newspaper Staff</li> </ul>	<ul style="list-style-type: none"> <li>a. CANEX</li> <li>b. SISIP FS</li> <li>c. NPF HR</li> <li>d. NPF Accounting</li> <li>e. IA&amp;R</li> </ul> (through local managers)
2. Employer of Record	Staff of NPF CF	Staff of NPF CF	Staff of NPF CF
3. Report to	<ul style="list-style-type: none"> <li>a. BCOMD or delegated rep for 'a' above</li> <li>b. PSP Mgr for 'b' to 'f' above.</li> </ul>	a. BCOMD thru PSP Mgr	<ul style="list-style-type: none"> <li>a. President CANEX</li> <li>b. President SISIP FS</li> <li>c. VP HR</li> <li>d. CFO &amp; VP Informatics</li> <li>e. VP IA&amp;R</li> </ul> (through local managers)
4. Hiring	IAW NPF HR Policy & Service Level Agreement (SLA) <ul style="list-style-type: none"> <li>a. BCOMD in co-op with Exec VP PSP for Dir level</li> <li>b. BCOMD IAW SLA &amp; HR Policy for staff</li> </ul>	BCOMD through PSP Manager IAW NPF HR Policy	<ul style="list-style-type: none"> <li>a. President CANEX</li> <li>b. President SISIP FS</li> <li>c. VP HR</li> <li>d. CFO &amp; VP Informatics</li> <li>e. VP IA&amp;R</li> </ul> (through local managers)

Situation	Type of NPF Employee		
	CFPSA Funded B/W/U NPF EMPLOYEES	Locally funded B/W/U NPF Employees	CFPSA NPF Employees (HQ and located on B/W/Us)
5. Involuntary Termination	IAW SLA & NPF HR Policy a. BCOMD with approval of Exec VP PSP for all	BCOMD through PSP Manager IAW NPF HR Policy	a. President CANEX b. President SISIP FS c. VP HR d. CFO & VP Informatics e. VP IA&R (through local managers)
6. Discipline	Normally BCOMD unless impacts on pay, bonus or results in termination in which case Exec VP SP must concur	BCOMD through PSP Manager IAW NPF HR Policy	a. President CANEX b. President SISIP FS c. VP HR d. CFO & VP Informatics e. VP IA&R (through local managers)
7. Performance Evaluation	a. BCOMD IAW HR Policy b. Dir level review by Exec VP PSP	BCOMD through PSP Manager IAW NPF HR Policy	a. President CANEX b. President SISIP FS c. VP HR d. CFO & VP Informatics e. VP IA&R (through local managers)

The MND has delegated his authority as a Separate Employer (re: personnel management of the Staff of Non Public Funds CF) to both the CDS and President & CEO. NPF Employees at B/W/U level are thus all legally employees of NPF. As a result, however, of administrative viability, the need for strong linkages to the B/W/U and the challenges in supervising employees at various different geographical locations across the country, the actual overseeing or de facto control of B/W/U level NPF employees may be perceived as having been entrusted to the B/W COMD on behalf of the President and CEO CFPSA. The distinction may be seen as analogous to the military concept of “command” vs. “control”. As such, the role of NPF/CFPSA tends to concentrate on “command” issues including central policy and direction under the President and CEO, and operations at the B/W level or “control” issues are under the general supervision of the B/W COMD. Specific guidance for the various types of NPF employees at B/W/Us is depicted in the matrix on the following page.

### NPF Funding – Revenues and Distribution Model

Sources of Funding		Funding Distribution / Use	
Type	Comments	Type	Comments
<b>NATIONAL</b>			
<b>Canadian Forces Central Fund (CFCF)</b> <ul style="list-style-type: none"> <li>• Investment Revenue</li> <li>• Base Closures</li> <li>• User Fees</li> <li>• Levies</li> <li>• CFCF Loan Interest</li> <li>• Sponsorship</li> </ul>	<p><i>Investment Revenue</i> -The CFCF manages the investment of NPF consisting of both the CFCF liquid assets and all other NPF entities' shares of the Concentrated Bank Account that are not required to meet the day to day operations cash requirements.</p> <p><i>Base Closures</i> -When bases are closed; Base Fund and Messes assets are closed out to the CFCF (a proportionate share is transferred to the gaining base for relocated units). The most significant base closure was CFE, which input approximately \$40M to the CFCF.</p> <p><i>User Fees</i> - Bases and Wings pay user fees for NPF accounting, human resources services and the Consolidated Insurance Program. The user fees only offset some or all of the costs of providing the services – there is no financial gain to the CFCF.</p> <p><i>Levies</i> – In the early days of the CFCF, (1970s) levies of up to 3% of CANEX, Mess and Specialty Interest bar sales were collected. These levies were a principal source of revenue that helped grow the CFCF. By 1980 the levies had been reduced to 0.5%, with half going to the Canadian Forces Personnel Assistance Fund (CFPAF), and half being used to partially offset the cost of the Consolidated Insurance Program (CIP). The CFPAF levies are still in place;</p>	<ul style="list-style-type: none"> <li>• CFCF Loans</li> <li>• Capital Projects</li> <li>• Consolidated Insurance Program (CIP)</li> <li>• Concentrated Bank Account (CBA)</li> <li>• CBA Interest Payments</li> <li>• Services</li> <li>• Corporate Costs</li> <li>• Grants to Base/Wing operations</li> <li>• Write-offs</li> <li>• Miscellaneous Grants</li> </ul>	<p><i>CFCF Loans</i> - The CFCF provides low interest (4%) loans to CANEX, Base/Wing/Ship Funds and Messes, in support of capital projects, which are amortized over the lesser of the life expectancy of the project or 20 years.</p> <p><i>Capital Projects</i> – the CFCF provides funding for capital projects (e.g. Re-capitalization Program, Program High Standard) as approved by the NPP Board of Directors.</p> <p><i>Consolidated Insurance Program</i> – provides property, liability, directors and officers, environmental damage, motor vehicle, and other insurance coverage to all Non-Public Property programs and activities. The CFCF self-insures the difference between the unit deductible (\$5,000 for bases/wings, \$500 for small units) and the commercial insurance deductible (ranges from \$50,000 to \$1,000,000) depending on insurance type. User fees partially offset the cost of the program.</p> <p><i>Concentrated Bank Account (CBA)</i> – the CFCF manages the overall NPF cash flow through the operation of the CBA. The costs of operating the CBA are absorbed by the CFCF, representing a significant cost savings to Bases/Wings.</p> <p><i>CBA Interest Payments</i> – the CFCF pays Bases/Wing Funds and Messes interest on their share of the CBA. The interest rate is significant.</p>

Sources of Funding		Funding Distribution / Use	
Type	Comments	Type	Comments
	<p>however, the CIP was converted to a user fee basis at the beginning of FY 2004/05.</p> <p><i>CFCF Loan Interest</i> – The CFCF provides low interest (4%) loans to CANEX, Base/Wing/Ship Funds and Messes, in support of capital projects. The loans are amortized at the lesser of the expected life of the project of 20 years. The interest paid becomes CFCF revenue.</p> <p><i>Sponsorship</i> – National corporate sponsors support various NPF programs and activities.</p>		<p><i>Services</i> – the CFCF subsidizes the cost of centrally provided services (NPF accounting, HR services, CIP, IM/IT)</p> <p><i>Corporate Costs</i> – the CFCF subsidizes the costs associated with operating the CFPFA</p> <p><i>Grants to Base/Wing operations</i> – until FY 2003/04, the CFCF funded a significant portion of the operating grants (now called CANEX/SISIP grant) provided to Base/Wing funds</p> <p><i>Write-Offs</i> – the CFCF absorbs write-offs, approved by the Non-Public Property Board of Directors, or, by the Pres&amp; CEO / CFPFA in situations where a unit's circumstances have been significantly altered and/or where the continued cost of servicing the loan would have a significant detrimental effect on the NPF operations, programs and activities that the loan supports</p> <p><i>Misc Grants</i> – the CFCF makes miscellaneous grants, as approved by the NPP BoD.</p>
<p><b>CANEX</b></p> <ul style="list-style-type: none"> <li>• Canadian Retail Operations</li> <li>• NATEX</li> <li>• AMSTO</li> <li>• Concessions</li> <li>• Home and Auto Insurance Program</li> <li>• Home Heating Oil</li> </ul>	<p><i>Canadian Retail</i> – CANEX operates 65 retail outlets (including major Retail stores, SuperMarts, Grocery stores, Expressmarts, and Expressmarts with gas bars, Liquor stores) Food Services and Specialty Services (e.g. barber shops)) at 22 bases/wings.</p> <p><i>NATEX</i> – CANEX has a long term contract with the NATO Base at Geilenkirchen, Germany, to provide</p>	<ul style="list-style-type: none"> <li>• Royalties and Distributions</li> <li>• Grants to Base/Wing Operations</li> <li>• Simply the Best</li> <li>• Club XTra</li> <li>• Contribution to Services</li> </ul>	<p><i>Royalties</i> – At Bases/Wings where CANEX and/or concession outlets are located, CANEX pays the Base/Wing fund 1.5% of sales (5% at Suffield and Wainwright) plus 30% of net concession revenues. NATEX contributes over \$1.0M annually to the NATO Base at Geilenkirchen.</p> <p><i>Grants to Base/Wing Operations</i> - In addition to the</p>

Sources of Funding		Funding Distribution / Use	
Type	Comments	Type	Comments
Program	<p>retail services (Retail store, Grocery Store, Clothing Store, Bicycle Shop, Wine and Liquor Store, Service Centre) for all NATO forces at the base. This operation provides significant revenues which are use to support CF Morale and Welfare programs.</p> <p><i>AMSTO</i> – processes duty free transactions (reimbursement of the German Value Added Tax) for NATO personnel in Germany, on a fee for service basis.</p> <p><i>Concessions</i> – CANEX has 183 concession agreements in place across Canada, to provide a wide variety of services (e.g. Tim Hortons, Subway, Pizza Hut, etc) and generate revenue for CANEX.</p> <p><i>Home and Auto Insurance Program</i> – CANEX sponsors the Home and Automobile Insurance Program, through the Personal. CANEX earns revenue from the Personal based on program participation.</p> <p><i>Home Heating Oil Program</i> – CANEX sponsors the Home Heating Oil program, primarily through Shell, and earns revenue based on program participation.</p>	<ul style="list-style-type: none"> <li>• Contribution to Corporate Costs</li> <li>• Store Modernization</li> </ul>	<p>royalty payments, until FY 2003/04 CANEX contributed approximately \$1.0M to the grants made to Base/Wing operations through the CANEX/SISIP Grant program. In FY 2003/04, CANEX provided \$1.0M which was used to offset the cost of providing accounting and HR services and CIP coverage to bases and wings.</p> <p><i>Simply the Best</i> – CANEX guarantees the lowest price in the geographic area on a variety of household staples (e.g. eggs, milk, bread, etc). Often, these products are sold below cost, and CANEX subsidizes the local outlets for the program (effectively a direct subsidy to consumers). In FY 2003/04, \$366K was reimbursed to local store operations in support of Simply the Best.</p> <p><i>Club Xtra</i> – is the CANEX loyalty program, which sees semi-annual gift certificates sent to customers based on the volume of purchases made during the preceding 6 months. In FY 2003/04 approximately \$375K was disbursed through some 25,000 gift certificates.</p> <p><i>Contribution to Services</i> – CANEX contributes to the overall cost of NPF accounting, HR services and IM/IT, over and above the direct costs of providing these services to CANEX operations.</p> <p><i>Contribution to Corporate Costs</i> – CANEX subsidizes the costs associated with operating the CFPSA</p> <p><i>Store Modernization</i> – CANEX has significantly upgraded its retail facilities over the past few years. Capital investment in facilities averages about \$5.0M per year.</p>

Sources of Funding		Funding Distribution / Use	
Type	Comments	Type	Comments
<b>SISIP Financial Services</b>  SISIP Proper <ul style="list-style-type: none"> <li>• Premiums</li> <li>• Investment Revenue</li> </ul>	<p><i>SISIP Proper</i> – The major sources of revenues for SISIP Proper (Life insurance) are premium revenue and investment revenue earned on the actuarial reserves and segregated fund.</p>	<ul style="list-style-type: none"> <li>• Capital Projects</li> <li>• Grants to Base/Wing Operations</li> <li>• Programs –               <ul style="list-style-type: none"> <li>○ Volunteer Dinner</li> <li>○ National Sports Banquet</li> <li>○ Youth Program</li> </ul> </li> </ul>	<p><i>SISIP Proper</i> – generates revenue/income after all insurance related expenses (including claims paid and required actuarial reserves). This revenue has been transferred to a segregated fund, and a significant portion of the investment income from the segregated fund has been used to support NPF Morale and Welfare programs.</p> <p><i>Capital Projects</i> – during the 1990s, SISIP Proper made significant contributions to major construction accomplished under Program High Standard. As well, SISIP Proper contributed 80% of the NPF share of the Re-capitalization Program (\$65M from SISIP)</p> <p><i>Grants to Base/Wing Operations</i> – SISIP Proper contributes to the grants made to Base/Wing NPF operations. In FY 2003/04, SISIP contributed \$2.5M to the CANEX/SISIP Grant program.</p> <p><i>Programs</i> - SISIP Proper is the principal NPF sponsor of the Base/Wing Volunteers Recognition dinner program; the National Sports Banquet, and the emerging National Youth Program.</p>
Financial Planning <ul style="list-style-type: none"> <li>• Fees</li> <li>• Funds under Management</li> <li>• SISIP Proper</li> </ul>	<p><i>Financial Planning</i> – the major source of revenues are the annual fees charged program participants. In addition, some fees are paid to SISIP Financial Planning by the fund broker bases on the amount of members' investment funds under management. The financial planning services have not yet reached break</p>	<ul style="list-style-type: none"> <li>• Financial Planning services do not generate revenues beyond the operations of the Financial Planning</li> </ul>	

Sources of Funding		Funding Distribution / Use	
Type	Comments	Type	Comments
	even and are partially subsidized by SISIP Proper.	services, themselves	
Canadian Forces Personnel Assistance Fund (CFPAF) <ul style="list-style-type: none"> <li>• Levies</li> <li>• Interest on Loans</li> <li>• CBA Interest</li> </ul>	<i>Canadian Forces Personnel Assistance Program</i> – The major sources of revenue for CFPAF are (1) the 0.15% levy on CANEX sales and 0.25% levy on Mess and specialty interest bar sales; (2) the interest collected on loans made under the various CFPAF loans programs (Self-Improvement Loans (SILP), Education Loans, and Distress Loans); and (3) interest earned on CFPAF's share of the Concentrated Bank Account	<ul style="list-style-type: none"> <li>• Loans Programs</li> <li>• Grants</li> <li>• Write-offs of bad debts</li> <li>• Program administration</li> </ul>	All CFPAF revenues are used to support the CFPAF programs
<b>NPF Employees Pension Plan</b> <ul style="list-style-type: none"> <li>• Employees' Cost</li> <li>• Employers' Cost</li> <li>• Special Employers' Costs</li> <li>• Investment Income</li> </ul>	Employer has the obligation of ensuring that the Pension Plan is fully funded. Due to the overall poor investment performance, the Plan became actuarially deficient in 2002, requiring both an increase in the ongoing employers costs as well as the requirement to make annual, lump sum payments.	<ul style="list-style-type: none"> <li>• Employees' Pensions</li> <li>• Administrative Costs</li> </ul>	
<b>NPF Employees Group Insurance Plans</b> <ul style="list-style-type: none"> <li>• Employees' Cost</li> <li>• Employers' Cost</li> <li>• Investment Income</li> </ul>	The Employees Group Insurance Plans provide Long Term Disability coverage (premiums shared 50:50 employer: employee), Life Insurance (premiums fully funded by the employer), Optional Life Insurance (premiums fully funded by the employee), Health Insurance (premiums shared 50:50 employer: employee), and Dental Insurance (premiums shared 50:50 employer: employee).	<ul style="list-style-type: none"> <li>• Employee Benefits –               <ul style="list-style-type: none"> <li>○ Group Medical</li> <li>○ Group Dental</li> <li>○ Disability Insurance</li> <li>○ Life Insurance</li> </ul> </li> <li>• Program Administration</li> </ul>	

<b>BASE/WING</b>			
<p><b>Messes</b></p> <ul style="list-style-type: none"> <li>• Bar Operations</li> <li>• Mess Dues</li> <li>• CBA Interest</li> <li>• Entertainment Revenue</li> </ul>	<p><i>Bar Operations</i> - Regulations require that the Bar Operation must break even</p> <p><i>Mess Dues</i> – while regulations require that all CF members belong to a mess, the determination of mess dues (if any) is a local decision.</p> <p><i>CBA Interest</i> - Interest is paid to Mess deposits with the CBA at an annual rate of 3%, calculated monthly, for the portion of the deposit that is equal to or less than the Mess' total balance sheet liabilities. For amounts on deposit with the CBA in excess of the Mess' balance sheet liabilities, the Mess may elect to receive: interest at an annual rate of 3% calculated monthly; or interest at a rate of bank prime +0.25%, calculated monthly; or a return based on the overall CFCF investment portfolio rate of return - 0.50% and calculated annually (calendar year) based on the average monthly CBA balance in excess of liabilities; or any combination of the above three options. Messes must make their interest rate of return election in December of each year and the election remains in effect for one year.</p>	<ul style="list-style-type: none"> <li>• Mess Operations</li> <li>• Base Fund Levies</li> </ul>	<p><i>Mess Operations</i> – messes exist for the mess members</p> <p><i>Base Fund Levies</i> – CFAO 27-6 provides that the Base/Wing Commander may levy up to 7% of mess bar sales to support the operation of the Base/Wing Fund</p>
<p><b>Base/Wing Fund</b></p> <ul style="list-style-type: none"> <li>• CANEX Royalties</li> <li>• CANEX/SISIP Grant</li> <li>• Concentrated Bank Account (CBA) interest</li> <li>• Levies on Messes</li> </ul>	<p><i>CANEX Royalties</i> – At Bases/Wings where CANEX and/or concession outlets are located, CANEX pays the Base/Wing fund 1.5% of sales (5% at Suffield and Wainwright) plus 30% of net concession revenues.</p> <p><i>CANEX SISIP Grant</i> – a per capita grant is provided to Base/Wing and Small Unit funds. The grant is calculated using the unit's regular force strength. The</p>	<ul style="list-style-type: none"> <li>• Program delivery</li> <li>• Program administration</li> <li>• Services user fees - <ul style="list-style-type: none"> <li>○ Accounting fees</li> <li>○ HR Fees</li> <li>○ CIP costs</li> </ul> </li> </ul>	<p><i>Services User Fees</i> – until FY 2004/05 the cost associated with the provision of NPF accounting, HR services, IM/IT and the Consolidated Insurance program to Bases and Wings was heavily subsidized by the CFCF. In order to preserve the future of the CFCF, which was no longer in a position to Base/Wing funds, the Non-Public Property Board of Directors decided to move to a full user fee basis for these services.</p>

<ul style="list-style-type: none"> <li>• Subscriptions</li> <li>• Local Sponsorship</li> <li>• Program Operations</li> <li>• Indirect Service Subsidies</li> </ul>	<p>current grant rates are</p> <ul style="list-style-type: none"> <li>• \$97.50 per member for the first 50 members</li> <li>• \$77.50 per person for the next 150 members</li> <li>• \$47.50 per person for the next 800 members</li> <li>• \$27.50 per person for the next 2000 members</li> <li>• \$17.50 for all other personnel</li> </ul> <p>The grant is paid in two installments per year.</p> <p><i>CBA Interest</i> – Interest is paid to Base Fund deposits with the CBA at an annual rate of 3%, calculated monthly, for the portion of the deposit that is equal to or less than the Base Fund’s total balance sheet liabilities. For amounts on deposit with the CBA in excess of the Base Fund’s balance sheet liabilities, the Base Fund may elect to receive: interest at an annual rate of 3% calculated monthly; or interest at a rate of bank prime +0.25%, calculated monthly; or a return based on the overall CFCF investment portfolio rate of return - 0.50% and calculated annually (calendar year) based on the average monthly CBA balance in excess of liabilities; or any combination of the above three options. Base Funds must make their interest rate of return election in December of each year and the election remains in effect for one year. In addition, Base Funds are required to pay equivalent interest/investment return to Messes and trust accounts held within the Base Fund; however, Messes and trust accounts may be charged appropriate accounting service fees.</p> <p><i>Levies on Messes</i> – CFAO 27-6 provides that the Base/Wing Commander may levy up to 7% of mess bar sales to support the operation of the Base/Wing Fund</p>	<ul style="list-style-type: none"> <li>○ IM/IT</li> <li>• Capital Projects</li> <li>• Employer Costs, including pension arrears</li> </ul>	<p>All NPF entities (Base Funds, Messes, CANEX, SISIP, CFCF) are charged user fees. The Public pays HR and IM/IT user fees for the Public reimbursed programs (PSP managers, fitness and sports, mess management, etc) that are delivered by/through the CFPSA. In addition, over and above the costs directly associated with the delivery of Public reimbursed programs, the Public contributes to the cost of operating these programs in support of NPF programs (e.g. the Public provides 37 military RMS clerks and pays 60% of other NPF accounting costs in the field and 20% of NPF accounting costs at HQ, 20% of IM/IT costs and provides funding for 28 HR positions related to payroll processing and HR services).</p> <p>Overall, the Public pays approximately 65% of NPF accounting costs, 47% if IM/IT costs and 56% of HR services.</p> <p>None of the costs associated with these services in support of CFPSA HQ are passed on to Bases/Wings. As well, the insurance costs associated with all NPF funded national infrastructure, located at bases and wings (e.g. pools, arenas, gyms and community centres) are paid by the CFCF.</p> <p>It should be noted that NPF accounting charges to Base/Wing Funds were reduced 25% across the board with the regionalization of NPF accounting under the CFPSA in the 1997-1999 time frame. These reductions have been maintained. In addition, the ongoing nationalization of NPF accounting will further reduce the costs.</p>
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	<p><i>Subscriptions</i> – Base Funds may charge a general subscription for overall participation in the Community Recreation Program</p> <p><i>Local Sponsorship</i> – Base Funds may obtain local sponsorship in support of their programs. Sponsorship must be arranged in accordance with national sponsorship policies established by Exec VP PSP.</p> <p><i>Program Operations</i> – the various Base Fund programs and activities may charge appropriate membership and user fees.</p>		
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