

1180-1 (DGPFFS)

5 May 2009

Distribution List

**NON-PUBLIC PROPERTY BOARD (NPP BOARD), 01/09 MEETING
HELD ON 15 APRIL 2009 – MINUTES**

Attendance:

Chair: BGen David Martin (Ret'd), DGPFFS

Permanent members in attendance:

CMS – Capt(N) Paul Catsburg
CLS – BGen Ian Poulter
CAS – BGen Terry Leversedge
ADM (Fin CS) – RAdm Bryn Weadon
C Res & Cdts – Capt(N) Jamie Cotter
CMS CCPO – CPO1 Robert Cleroux
CAS CCWO – CWO Rene Couturier
CMP CCWO – CWO Jimmy Labrie

Permanent members absent:

VCDS – BGen Christian Barabé
CFCWO – CWO Gregoire Lacroix
CLS CWO – CWO Wayne Ford

In Attendance:

CLS CCWO Rep - CWO Sherman Neil
Legal Advisor DGPFFS– Mr. Lindsay Murphy
CFO DGPFFS – Mr. Yvan Beaupre
VP HR DGPFFS – Ms. Sharon Fleming
Pres CANEX DGPFFS– Mr. Gerry Mahon
C PSP DGPFFS– Mr. Randy Helgason
CIO DGPFFS – Mr. Bruce Pickard
Assoc DG DGPFFS– Mr. Bob Smith
MFF DGPFFS– Ms. Sandy Gauthier

Secretary:

SO DGPFFS - Maj Larry Dickie

1. The Chair welcomed all new Board members to the first meeting of the NPP Board since December 2007. Agenda item III was moved to the beginning of the meeting with the Chair providing an introduction of his DGPFS Division Heads.

2. **Item I – Review of previous Minutes of the former NPP Board.** There were no issues of concern arising from a review of the previous Minutes. CLS Rep advised that he would ensure an update on the Army Run is provided at the next meeting of the Board, given the dollar amount that was approved.

Action: CLS Rep

3. **Item II – New Governance and Committees.** The Chair tabled the presentation as outlined at Annex A. Briefing highlights stressed were:

- a. full governance of NPP is assigned directly to the CDS;
- b. the NPP Board serves as an advisory board; and
- c. authorities have been delegated to the DGPFS.

4. The Chair stressed that all operations are either Public or Non-Public; there is no half-way.

5. The construct of the new NPP Board is to place membership at the GO/Comd CWO level. SJS has indicated they do not wish to participate in the Board. The DGPFS will discuss this issue with the CDS in an attempt to ensure there is future representation on the Board respective to overseas operations.

Action: Chair

6. There are currently two vacant Board positions; that of *Retired CF Member*, and *Military Family Member*. The Chair is fully open to recommendations from all Board members for candidates to fill these positions, and requests all members to forward to him any suitable persons they may wish to nominate.

Action: All

7. The Chair explained the '3-hats' worn by the DGPFS in executing the duties of the position. These are:

- a. Managing Director for Non-Public Property;
- b. CEO for Staff of Non-Public Funds, Canadian Forces; and
- c. Level 2 responsible for Public funded Morale & Welfare programs (100% within the Public accountability framework).

8. **Item IV – Non-Public Property (NPP) Briefing.** The Assoc DG provided a thorough briefing to the Board on the history of NPP, from prior to the Crimean War (1853-56) to where it is today. Also briefed was the establishment of SISIP FS (1969) and CANEX (1968). It was stressed that CANEX was established as a CF unit, which it remains today under CMP; it has a CFOO. This is the principle reason NATEX may operate in Europe, as it falls under the SOFA Agreement.

9. The Canadian Forces Personnel and Support Agency (CFPSA) was established in 1996, followed by the current Director General Personnel & Family Support Services (DGPFSS) in 2008.

10. Direct Support to deployed operations began with the deployment in 2000 of NPP staff to Bosnia.

11. A detailed description of the legal and regulatory context in which NPP operates (see Annex B) was provided to the Board. It was highlighted that NPP is not subject to the Public accountability framework. ADM (Fin CS) added however, that although NPP does not fall under the FAA, most Public requirements under the FAA have been mirrored by NPP policy.

12. In outlining the CDS direction of January 1998 regarding Unregulated Activities, the Assoc DG noted two risk areas remain:

- a. Reserve units (and the support staff employed there); and
- b. Museums (there are currently 64 museums).

13. **Item V – New Deal Update.** Due to time constraints, the Assoc DG did not show the presentation in its entirety, but provided a brief overview of the New Deal.

14. The New Deal flows from the requirement to better manage NPP across the DND. The overall objectives are:

- a. equitable access;
- b. enhance the value of NPP at all locations;
- c. administrative efficiency and effectiveness;
- d. implement viable capital infrastructure management approach; and
- e. enhance performance management through goals, milestones, measuring and reporting.

15. The CAS rep provided a word of caution, in that the coming months of May/June will see accelerated promotions of B/WComds taking place. This may affect the overall impact of the upcoming DGPFFS briefings to all Bases/Wings.
16. **Item VI – Military Family Fund (MFF) Update.** To date, there have been 230 families assisted by the MFF. The current Trust Fund Balance rests at \$2.01 Million. Ms Gauthier stressed that the MFF is funded by donations only; there is no Public funding. The MFF will form part of the upcoming B/WComd briefings being given across the CF.
17. There is a proposal for a figurine, to be named the *Memorial to the Fallen*. The intent would be to offer this to the NOK of a loved-one lost, retroactive to September 2001 – see annex C photo.
18. **Item VII – Investment Committee Report.** The Chair of the Investment Committee (IC), RAdm Weadon, indicated he would be stepping down as Chair upon retirement and recommended he be replaced in the position by Col Claude Rochette; soon to be promoted to BGen.
19. The IC helps to oversee \$130M which was transitioned to CIBC; an external Investment Manager. The IC Chair provided background and the process' used to transfer the \$130M to the external Investment Manager. In looking to the future, issues to consider would be possibly increasing diversification through real estate and infrastructure, developing advice on CFCF withdrawal amounts while sustaining purchasing power, and the impending transition of the IC Chair as RAdm Weadon retires and Col Rochette assumes the position. The IC Chair noted a key point for the NPP Board to consider: What information is the Board looking for, bearing in mind the IC works on behalf of the NPP Board.
20. The NPP Chair noted that he must still formally re-establish the committees of the NPP Board. As well, the New Deal will affect investment, as will future projects ie, CANEX.
21. The CLS rep expressed that it is vital to ensure a long-term strategy to mitigate losses. There is concern over short-term losses, notwithstanding these losses were less than benchmark. The IC Chair noted that the contract with the external Investment Manager (CIBC) is only 2 years into the 4-year contract and that the Manager has met contracted requirements with respect to meeting or exceeding benchmark performance. It was agreed that assessment of performance should wait until the 4th year. The IC Chair felt, at this time, the current investment strategy is correct, but recommends the Board re-assess the situation in 12-18 months. The Assoc DG stressed the issue is really about how much risk the NPP Board is prepared to tolerate.

22. **Item VIII – Round Table.**

a. **CLS rep** – The next Army Run is scheduled for Sep 09. An update from the previous Army Run will be provided at the next NPP Board.

b. **CMS rep** – Concerns over CFHA were noted from the recent B/WComd conference, and that a briefing should be provided to Bases/Wings. The NPP Chair highlighted that while accommodation policy is under his mandate, CFHA is not. The Chair will attempt to query the CDS and CMP on the future of accommodation in the CF. The CMS rep also highlighted the upcoming Halifax Rockfest taking place in Halifax. This is a 'joint' venture with the city, using locally raised funds; DGPFSS has not been approached for funds. CMS rep only wishes to note this event is large, and will provide follow-on information at the next meeting.

23. **Item IX – Next Meeting of the NPP Board.** The next tentatively scheduled meetings of the Board are for Thursday 24 September 09 and Thursday 03 December 09.



L. Dickie
Maj
Secretary NPP Board



BGen D. E. Martin (Ret'd)
Managing Director Non-Public Property / Chair NPP Board

Approved / Not Approved

Distribution List (page 6)

Annexes

Annex A – Non-Public Property Governance
Annex B – Non-Public Property Briefing
Annex C – Memorial to the Fallen Proposal

Distribution List

Action

VCDS
CMS
CLS
CAS
ADM (Fin CS)
C Res & Cdts
CFCWO
CMS CCPO
CLS CCWO
CAS CCWO
CMP CCWO

Info

Assoc DG - DGPFSS
COS - DGPFSS
Legal Advisor DGPFSS
President SISIP FS
CFO - DGPFSS
VP HR - DGPFSS
President CANEX - DGPFSS
C PSP - DGPFSS
CIO – DGPFSS
DCSM
MFF - DGPFSS
CWO - DGPFSS

Non-Public Property Governance
NPP Board
 15 April 2009

D.E. Martin
 Managing Director NPP

Agenda

- CDS Legal Responsibilities
 - Existing CDS guidance
- Governance changes
 - NPP Audit
- DGPFS – Roles wrt NPP/NPF
- Questions

Non-Public Property

1950 - NDA NPP provisions:

- Establish a special class of Crown property called NPP
- Define NPP to include money and property received by or contributed to NPP orgs., real property managed by NPP orgs and \$ derived from managing that real property
- Vests NPP in CDS and COs for benefit of CF
- The public accountability framework (FAA) does not apply to NPP
- Primary focus for benefit of serving and former CF members and their dependants (s.38,39) (and any other purpose approved by CDS)

Non-Public Property

- Not unlike a trust – CDS as trustee, CF personnel, former members and their families as beneficiaries
- Fiduciary responsibilities
- Operations not unlike a co-operative

Non-Public Property

Governance

- Full governance assigned to CDS
- NPP Board serves as an advisory board
- Authorities delegated to DGPFS

CDS Direction on Unregulated Activities

January 1998, CDS directs:

"If there are cases on your units where Public resources are provided on a non-cost recovery basis to entities not authorized for support in accordance with Public and Non-Public policy, this practice is to cease forthwith".

NPF Board of Directors
14 June 1999

- All NPF activities / entities are subject to NPF Board of Directors governance
- All NPF activities / entities to be brought under the CFPSA mandate for NPF accounting, consolidated insurance program, central banking, human resources management, and internal audit and review

CDS Guidance - Jan 04

Provides Guiding Principles

- Responsibilities and Reporting
- Level of Service
- Recipients
- Funding
- Management of NPP
- Cost to Recipients
- Approval of New Programs

Changes to NPP Governance

Former	Current
<ul style="list-style-type: none"> CDS delegates authority to CMP 	<ul style="list-style-type: none"> CDS delegates authority to DGPFFSS

Changes to NPP Governance

Former	Current
<ul style="list-style-type: none"> CDS has overall responsibility for Non-Public Property (NPP) NPP Board deliberates on behalf of CDS CDS involves chain of command through membership on the NPP Board 	<ul style="list-style-type: none"> No change NPP Board provides advice/input to DGPFFSS Chain of Command represented on NPP Board. Exceptional issues raised to AFC

Changes to NPP Governance

<ul style="list-style-type: none"> CDS delegates to CMP overall operating authority for NPP CEO CFPSA is managing director NPP and is responsible to the CDS through CMP CEO CFPSA prepares and submits the CFPSA annual report to the CDS on behalf of the CMP 	<ul style="list-style-type: none"> CDS delegates to DGPFFSS overall operating authority for NPP DGPFFSS is Managing Director of NPP and is responsible to the CDS through CMP DGPFFSS prepares NPP annual report to the CDS and report is tabled at AFC
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Changes to NPP Governance

<ul style="list-style-type: none"> CMP is the authority to make 1st level executive appointments and set executive compensation 	<ul style="list-style-type: none"> DGPFFSS is the authority to make 1st level executive appointment and set executive compensation. DGPFFSS to inform CMP of such appointments and compensation, and include in NPP annual report
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Changes to NPP Governance

- CMP determines the level of public support for NPP programs and services supported jointly from NPP and public resources and ensures that public funding requirements are addressed through the DND business planning process
- No change for public support. DGPFFS determines the level of NPP support for NPP programs and services supported jointly from NPP and public resources

Changes to NPP Board and Committees

- NPP Board assists CMP in exercising NPP responsibilities delegated by CDS
 - Strategic plans, policies and directions
 - Human resources, compensation and benefits for Staff of NPF, CF
 - NPP Investments
 - Audit and Accountability
- NPP Board assists DGPFFS by providing stakeholder NPP input
 - Strategic plans, policies and directions
 - NPP investments
 - Acceptance of audited financial statements

Changes to NPP Board and Committees

Board Members	Board Members
- CMP (Chair)	- DGPFFS (Chair)
- VCDS	- VCDS, CMS, CLS, CAS GO reps
- CMS, CLS, CAS	- SJS GO rep
- ADM (Fin CS) or designated general officer	- ADM (Fin CS) GO/Col rep
- DOS SJS	- C Res & Cds GO rep
- C Res Cds	- CFCWO
- CEO CFPSA	- CMS CPO, CLS, CAS CWOs
- DND CF LA, JAG	- CMP/DGPFFS CWO
- CFCWO	- Retired CF member rep
- CMS CPO, CLS, CAS CWOs	- Military family rep
- CMP CWO	

Changes to NPP Board and Committees

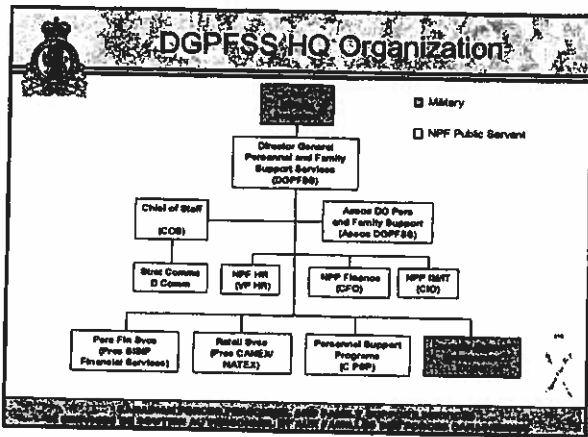
- NPP Board meets 3 times per year
- CDS approves minutes
- Chair establishes committees that may include
 - Executive committee
 - Human Resources and Compensation
 - Investment
 - Audit and Accountability
 - Pension
- NPP Board meets twice per year minimum
- CDS approves minutes
- There shall be:
 - Pension committee (NPF)
 - Investment committee
- DGPFFS may establish other ad hoc committees as required

Changes to NPP Audit

- Audit and Accountability Committee – committee of the Board
- CRS responsible to the CDS for the audit and evaluation of NPP programs, activities and financial statements
- CDS establishes an Audit Committee
 - Appoints Chair
 - Chair reports to CDS
 - CRS and DGPFS attend

DGPFS Roles

- Managing Director Non-Public Property (NPP)
- CEO Staff of Non-Public Funds, Canadian Forces
- Level 2 responsible for Public Funded MW programs



Managing Director NPP

Managing Director NPP

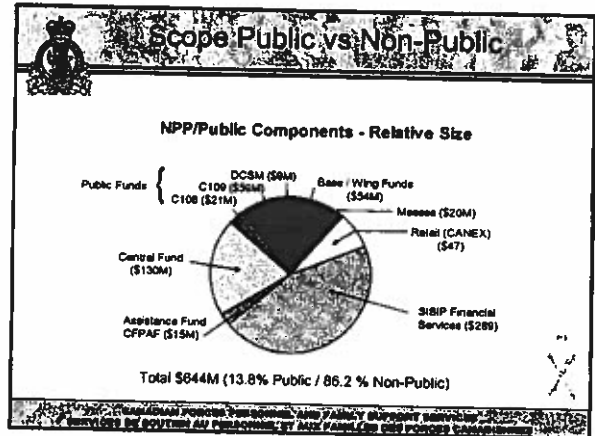
Overarching Roles for NPP

NDA assigned mandate (1950) – to provide benefit

- Financial well-being
- Social opportunities
- Caring
- Retail Goods and Services

Treasury Board Assigned Mandate (1969) – DND to fulfill Good Employer responsibilities through NPP; attracts DSP Public \$

1996 Department Assigned Mandate to be Alternative Service Deliverer for Personnel Support Programs (C109)



CEO - Staff of the Non-Public Funds, Canadian Forces

Staff of the Non-Public Funds Canadian Forces

- Separate Agency under the FAA (Schedule V) since 1978
- Not DND Employees nor Public Service Employees
- Are public servants and part of the federal public administration
- Employer is HMQ as represented by the CEO, Staff of the Non-Public Funds, Canadian Forces

**Staff of the Non-Public Funds
Canadian Forces**

TBS is NOT the Employer

- MND is the responsible Minister with all of the powers and functions of TB in relation to pers mgmt of the Staff of the NPF, CF
- Paid by NPP
- NOT SUBJECT to TB pers policies and direction
- Excluded from PSEA provisions
- But SUBJECT to Broad Provisions of:
 - PSLRA
 - CLC - Part II (OHS)
 - GECA (WC)
 - EE, OL and CHR Acts

The Defence Team

- 64,000 Regular Canadian Forces members
- 36,000 Reservists
- 30,000 DND public servants
- 5,700 NPF public servants

Questions

Strength through personnel / Le personnel fait la force

Non-Public Property Briefing
*'Everything you wanted to know about NPP
 ... but were afraid to ask'*
 NPP Board Meeting

Bob Smith, Assoc DGPFS
 15 April 2009

Canada

Agenda

- NPP Historical Review
- Legal and Regulatory Context
- Staff of the Non-Public Funds, CF
- Treasury Board Context
- CDS Direction
- Basis of Public Funding
- Questions / Discussion

NPP – Historical Review

- All nations provide programs and services to support the morale, welfare and operational readiness of military members
- Historically, bands of merchants and charitable groups followed military camps
- Volunteers established funds to look after military families during Crimean War (1853-56) and Boer War (1899-1902)
- 1914 Government enacted the Patriotic Fund Act to solicit donations to provide for the support of military families
- By end of WWI - 5,000 civilian volunteers providing support
- 1938 – Crown Agreements with charities to provide "auxiliary services" (YMCA, Knights of Columbus, Salvation Army, Canadian Legion)
- By WWII - Public donations could no longer support services - need for Crown support critical

NPP – Historical Review (cont.)

- Government decision to fund all auxiliary services through National War Services Fund Advisory Board
- After WWII demobilization, auxiliary services taken over by Army, Navy, Air Force (funds)
- 1950 – Using Constitutional Powers under 91(1A) *Public Debt and Property* and 91(7) *Defence*, Parliament codifies regime for financing and operating morale and welfare services through new NPP provisions in NDA
- 1966 – Admiral Dillon Report – DND not meeting responsibilities to provide facilities
- 1968 – funds consolidated into CFCF
- 1969 – TB Directive – supplements NDA NPP regime - government obligated to support NPP M&W services and facilities at public expense

NPP - Historical Review
(cont'd)

- SISIP established 1969
- CANEX - national line organization 1989 (NDHQ Directive D8/89)
- CANEX established as Unit of CF (Ministerial Organization Order 4/90)
- CFPSA established 1996 (VCDS 3/96)
- Re-capitalization Project (1998)
- Deployed Ops - DCDS 04/00
- Health promotion (SLA RX 2000 / DGHS / CFPSA 31 Mar 04)
- DGPFS - 1 May 2008

Legal and Regulatory Context

1950 - NDA NPP provisions:

- Establish a special class of Crown property called NPP
- Define NPP to include money and property received by or contributed to NPP orgs., real property managed by NPP orgs and \$ derived from managing that real property
- Vests NPP in CDS and COs for benefit of CF members, former members and their families
- Financial Administration Act does not apply to NPP - NPP not subject to public accountability framework (s.41(3))

Legal and Regulatory Context
(cont'd)

- Base Commanders subject to CDS policies, orders and directives
- CDS subject to Ministerial Direction (s.41(1))
- Audited as directed by Minister (s.41(2))
- Audit authority delegated to CDS by QR&O 27.07
- Liability for loss or damage as prescribed by Minister (s.40)
- DAOD 9003-1 Governance Framework - establishes NPP Board etc.

Legal and Regulatory Context
(cont'd)

Department of Justice Opinions re Other Legislation

- Constitution Act 1867 -
 - provides for the Consolidated Revenue Fund (CRF)
 - NPP does not form part of the CRF
- Federal Real Property Act -
 - Governs use of Federal Real Property (FRP) use of FRP must be consistent with provisions

Legal and Regulatory Context
(cont'd)

- **Auditor General Act -**
 - Permits AG to examine Government's financial statements
 - No application to NPP
 - AG has no duty to examine NPP & may only do so if specifically requested by Cabinet
- **Public Works and Government Services Act -**
 - Gives Minister of PWGSC a variety of powers related to Federal Real Property and Public Works
 - No application to NPP

Legal and Regulatory Context
(cont'd)

- **Financial Administration Act**
 - Does not apply to NPP, in particular, no application to:
 - NPP organizations, corporations, officers or employees
 - Contracting authority
 - Accounts / financial management

Legal and Regulatory Context
(cont'd)

Legal Status – NPP Organizations

- Not juridical persons
- Administrative constructs of either the CDS or Base/Unit Commander
- "Her Majesty the Queen in right of Canada as represented by the (CDS or B/W Comd) in his/her non-public property capacity, through (name organization – e.g. CANEX)"

Legal and Regulatory Context
(cont'd)

- Deal with private sector as Her Majesty
- Deal with Crown through MOUs/SLAs
- Represented by Attorney General for Canada if suing/being sued
- ATIA / Privacy Acts apply

Legal and Regulatory Context
(cont'd)

DND CF LA Opinion - Feb 07

- CDS and COs full legal authority to allocate the administration of DND FRP to NPP organizations
 - When so allocated becomes subject to NPP provisions of NDA
 - NPP organizations may deliver program and services either directly or by licensing to use to 3rd parties via concession agreements
 - Such licenses excluded from the operation of section 4 of Federal Real Property and Federal Immoveable's Act
 - Revenues derived by NPP administration (direct or through licenses) is to be managed law NPP accountability framework
- "Vital to ensure that those involved in the administration of the department's real property assets, PSP or other aspects of the DSP, clearly understand the unique legal framework of NPP under the NDA. Moreover, they must understand that the CF Personnel Support Program is an integral part of all departmentally approved activities and projects.

Staff of the Non-Public Funds, Canadian Forces

- "Separate Agency" (employer) under the FAA since 1978
- Not CF or DND Employees
- But are Public Servants (part of the federal public administration)
- Employer is HMQ as represented by Staff of the Non-Public Funds, Canadian Forces

Staff of the Non-Public Funds, Canadian Forces
(cont'd)

- TBS is NOT the Employer
- Staff of the NPF, CF is the Employer
- NOT SUBJECT to TB policies/guidelines
- Excluded from PSEA provisions
- SUBJECT to Broad Provisions of:
 - PSLRA
 - CLC - Part II (OHS)
 - GECA (WC)
 - EE Act
 - OL Act
 - CHR Act

Treasury Board Context

In 1969 Treasury Board Direction (689194 - 20 Jun 69)

- recognized government's responsibilities and directed that ".... a reasonable level of goods and services and recreational facilities should be available to the Canadian Forces personnel in their areas of service. Where those levels are inadequate, the Department's responsibility as an employer to ensure their availability where practical and desirable may be discharged through a system of non-public fund organizations....".

Treasury Board Context
(cont'd)

2001 Treasury Board Decision (829183 – 27 Sep 01)

"... approved the policy (CFP 110) on the use of DND controlled federal real property that is dedicated to non-public activities and administered in accordance with the department's non-public property accountability framework, policies and procedures."

Treasury Board Context
(cont'd)

Treasury Board and CFP 110

- April 1974, TB advised ADM that "...the CFP 110 method of control of Public Support of Non-Public Funds activities ... does achieve the objectives set by Treasury Board (T.B.)"
- November 1975, TB advised that for reporting of Public PSP costs "Messes and Physical Education facilities have been exempted since ... they represent normal operating costs to your department".
- February 1984, TB confirms that "the revised DND policy on Public Support to PSP (CFPS 110) was consistent with the original TB guidelines..."

CDS Direction

Unregulated Activities

- In January 1998, CDS directed:

"If there are cases on your units where Public resources are provided on a non-cost recovery basis to entities not authorized for support in accordance with Public and Non-Public policy, this practice is to cease forthwith".

CDS Direction
(cont'd)

NPF Board of Directors – 14 June 1999

- All NPF activities / entities are subject to NPF Board of Directors governance
- All NPF activities / entities to be brought under the CFPSA mandate for NPF accounting, consolidated insurance program, central banking, human resources management, and internal audit and review

CDS Direction
(cont'd)

15 December 2004, CDS Direction to CEO CFPSA

- Ensure Robust Accountability Framework
- Consistent with principles of Public Administration

24 October 2008, "New Deal" Study Directive

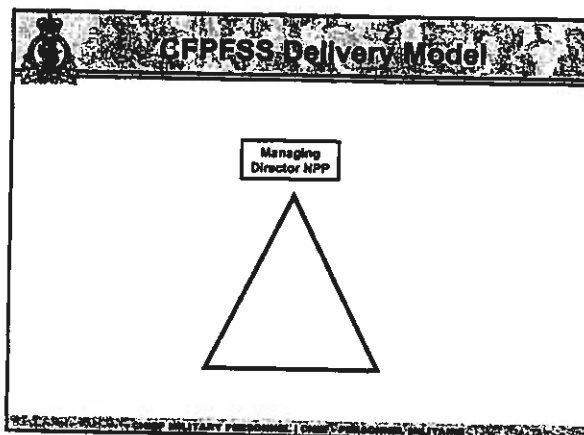
- Modernization of funding and management arrangements for NPP programs, activities and capital infrastructure

Basis of Public Funding

- CDS Legislated Responsibilities for NPP
- Good Employer Obligations – TB approved, CFP 110
- Public Responsibility Program Delivery (ASD – VCDS 3/96)
- Support to Deployed Operations

Current DGPFFS Roles

- Level 2, responsible for publicly funded morale and welfare programs (reports to CMP)
- CEO, Staff of Non-Public Funds, Canadian Forces (Head of a Separate Agency under FAA Schedule V)
- CDS Managing Director of Non-Public Property
(reports to CDS)



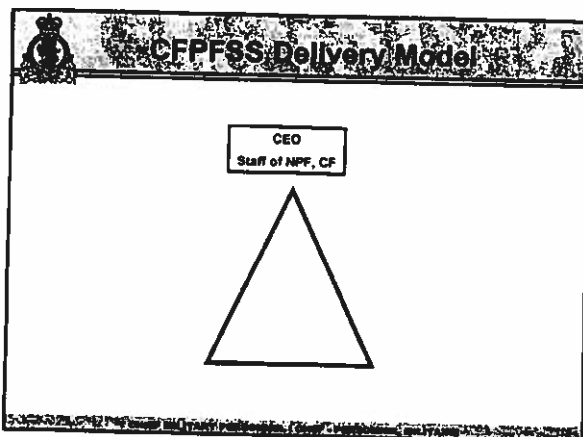
Personnel and Family Support Services Delivery Model

- Managing Director NPP - Overarching Roles for NPP
 - NDA assigned mandate (1950) - to provide benefit
 - Financial Well-being
 - Social opportunities
 - Caring
 - Retail Goods and Services
 - Treasury Board Assigned Mandate (1968) - DND to Fulfill Good Employer Responsibilities through NPP
 - Attracts DSP Public \$
 - 1996 Department Assigned Mandate to be Alternative Service Deliverer for personnel support programs (C109)

Non-Public Property

1950 - NDA provisions:

- Establishes NPP as a special class of Crown property
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- Vests NPP in CDS and COs for benefit of CF
- The Financial Administration Act (FAA) does not apply to NPP (s.41(3))
- Primary focus is for the benefit of serving and former CF members and their dependants (s.38,39) (and any other purpose approved by CDS)



CFPFSS Delivery Model - NPF

'De Facto' Deputy Head, Staff of Non-Public Funds, Canadian Forces

- FAA established Schedule V Separate Agency
- NDA has no provisions for Staff, not part of NPP accountability framework
- No enabling legislation, established mandate, or terms of reference
- Can only be paid with NPF - only source of NPF is NDA established NPP

The Defence Team

- 64,000 Regular Canadian Forces members
- 36,000 Reservists
- 30,000 Ministry civil servants
- 5,700 NPF civil servants

Morale and Welfare Personnel

NPF Employees

NPF Employees

11 Members

DND Public Servants

CFPFSS Delivery Model

CMP Level 2

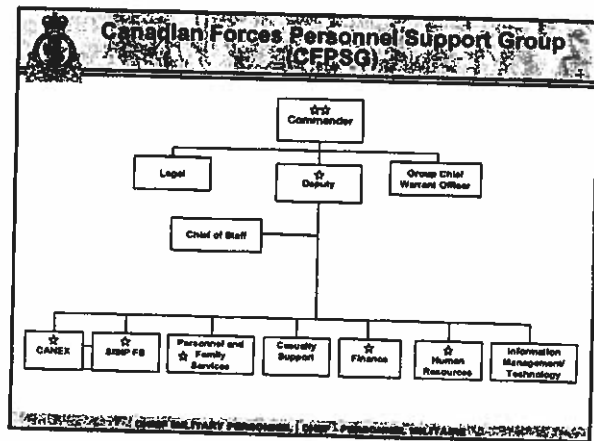
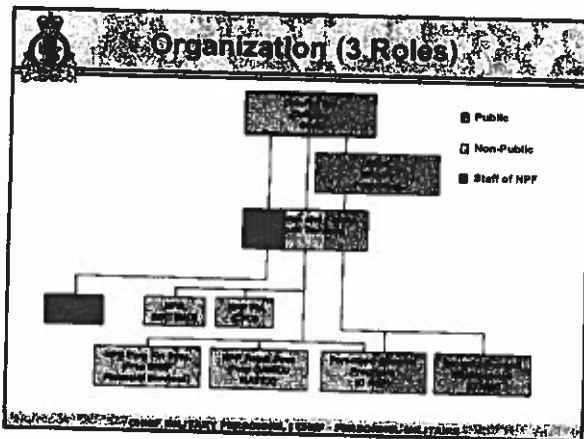
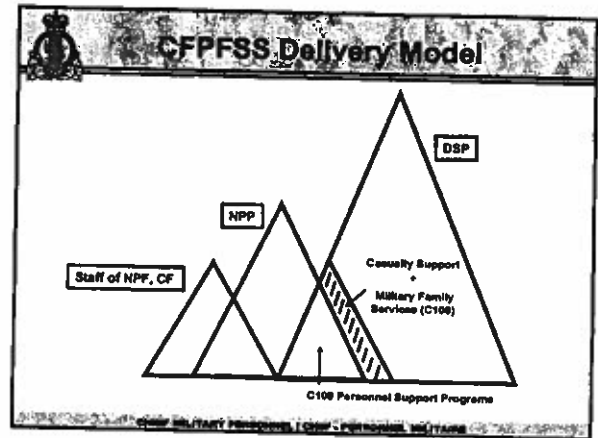
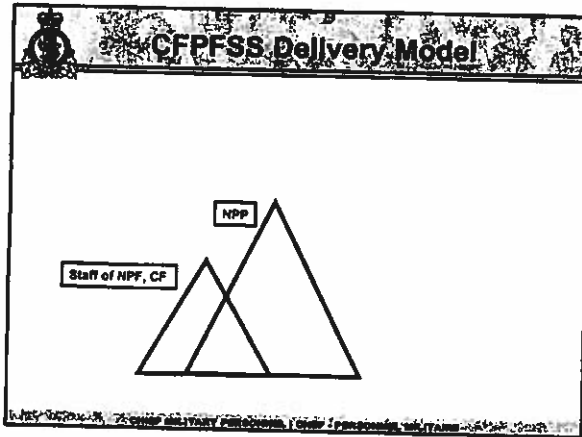
CFPFSS Delivery Model - L2 Public

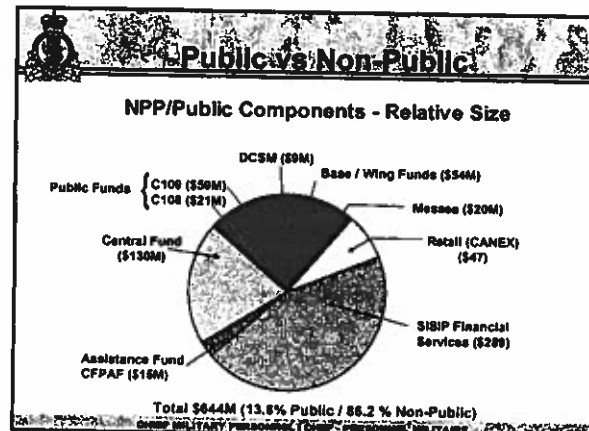
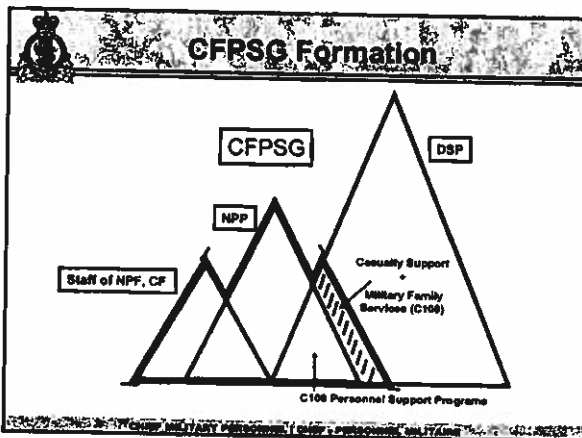
Level 2 within CMP

- Operates totally within Public fund FAA accountability framework and DND business planning process
- Military Family Services Program funded through C108 is managed and delivered within Public accountability framework law TB direction of 2004
- Personnel Support Programs designated as ASD by VCDS 3/96 -
 - Funding and Business Planning through C108
 - Delivery through NPP as ASD
- Casualty Support Management
 - Funded through operating budget
 - Primarily delivered through military personnel and DND Public Servants

CFPFSS Delivery Model

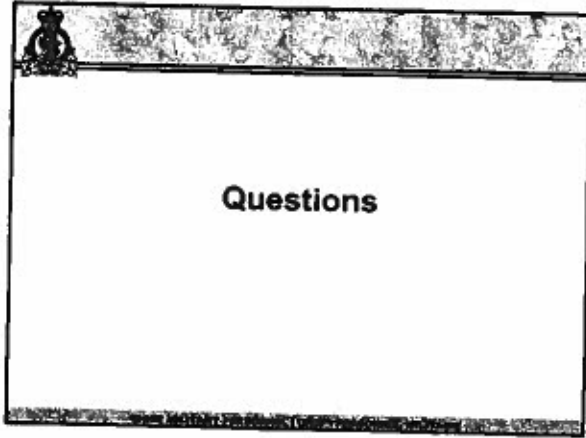
NPP





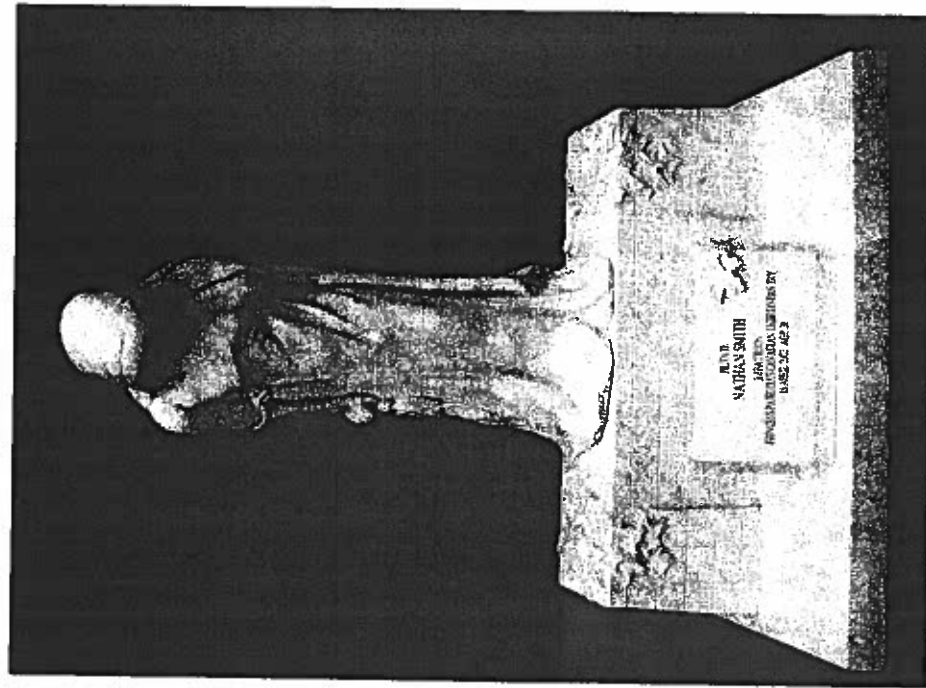
- ### Priorities and Objectives (Cont'd)
- **Flowing from NPP Board and CDS Guidance**
 - NPP Governance
 - Modernize NPP through the New Deal
 - E-commerce, e-retailing
 - Store modernization
 - Project Access
 - Improve NPP Equitability through the New Deal
 - Availability and access across all locations
 - Families
 - Retired personnel

- ### Priorities and Objectives (Cont'd)
- **Flowing from NPP Board and CDS Guidance**
 - Roll-out new Defence Community Banking program
 - Retain War Clause re-insurance
 - Enhance Support Our Troops, and rationalize fund raising activities
 - Military Families Fund, Soldier On Fund, Hospital Comforts Fund
 - Rationalize Sponsorship and Donations program, private sector outreach, and events planning coordination
 - Complete application of NPP accountability framework
 - Reserve Force NPP
 - Museums
 - Consolidated financial statements
 - Enhanced Communications





Memorial to the Fallen Proposal



Annex C

