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# CHIEF OF THE DEFENCE STAFF



Chief of the Defence Staff  
General R.R. Henault

As the chair of the Non-Public Property (NPP) Board of Directors that oversees the Canadian Forces Personnel Support Agency (CFPSA), I—along with my fellow board members and three standing committees—ensure that the CFPSA programs and services available to members of the Canadian Forces (CF) and their families are of the highest quality.

The CFPSA works for the military. The programs and services designed and implemented by the agency's dedicated staff aid in the operational readiness of CF troops – operational readiness that proved essential following the events of 9-11.

The September 11th tragedy, and subsequent deployment of Canadian troops to Afghanistan and beyond, emphasized the need to continue to address quality of life issues on military bases, wings and units. Operation Apollo placed further stress on many CF members and their families. Accordingly, the CFPSA and its committed staff aimed at both identifying and relieving this stress. As a result, the agency did such things as provide emergency childcare services, and extend the operating hours of the Mission Information Line (MIL) to accommodate the increased number of calls.

The CFPSA has demonstrated that it understands our needs. A number of former CF personnel now work in one of the three service divisions (Personnel Support Programs (PSP), Service Income Security Insurance Plan (SISIP), and CANEX) in the agency. Civilian staff members complement this military perspective. As a result, the CFPSA team approaches all existing and potential endeavours in a well-balanced manner.

The NPP board is pleased with the way in which the CFPSA has evolved. Agency employees and the military community are working together to enhance communication, thereby facilitating the exchange of ideas and best practices. This exchange will ensure that existing and future CFPSA programs and services continue to nurture the team spirit that exists between the agency and CF members and their families.

The Canadian Forces Personnel Support Agency aims at "Serving Those Who Serve." This past year, the agency and its devoted staff did just that, and then some.

General R.R. Henault  
Chief of the Defence Staff



**CFPSA MISSION:**

"To enhance the quality of life of the military community and contribute to the operational readiness and effectiveness of the Canadian Forces."

# PRESIDENT & CHIEF EXECUTIVE OFFICER



President and  
Chief Executive Officer  
John F. Geci

Fiscal year 2001/02 was both successful and memorable. An overall sluggish economy punctuated with the events of September 11th brought with it unique service challenges. However, I am happy to report that the dedication and creativity of our NPF employees were very much in evidence to meet the unique needs of the Canadian Forces members prompted by these world events.

It is no coincidence that the focus of this annual report is "working together." This theme resonates throughout our organization and is exemplified particularly in this year's increased services from all divisions to deployed Canadian Forces (CF) personnel and their families. CFPSA exists to meet the needs of our CF clients. Like the gears of a machine, CFPSA/NPF employees work together in everything we do to enhance the quality of life of military members and their families, be they in Canada or stationed elsewhere.

Our first annual CFPSA conference was held in Ottawa in January 2002. These four days served as a springboard for people working in concert. More than 500 delegates enhanced their skills through training sessions, briefings, workshops and team-building exercises and then were tasked with bringing back this information to share and implement at their bases across Canada, the USA and overseas.

Paraphrasing the words of our conference guest speaker, Donald Cooper of Cooper Canada, we at the CFPSA are in the business of relieving the stress of military members and their families.

In doing so, we enhance the quality of life of the military community and contribute to the operational readiness and effectiveness of the Canadian Forces.

There is a growing amount of evidence connecting stress reduction, morale and welfare with productivity. Many organizations point to the demonstrable link between employee satisfaction, customer satisfaction, and the bottom line.

This year, toward that end, we have made progress in eliminating some stove piping in our internal operations and establishing more seamless communications throughout CFPSA, Department National Defence (DND) and Non-Public Funds (NPF) suppliers, customers, and clients. We have continued with the modernization of CANEX outlets and completed the construction and renovation of state-of-the-art gyms, recreation and community centers at bases/wings/units across Canada. We have increased certain insurance coverage while maintaining premiums. And most importantly, the feedback we have received on these, and all our services, has indicated that we have been on target in meeting the needs of our CF community.

Having a good year such as 2001/02 enhances the foundation on which our organization can continue to build for the future by working together in "Serving Those Who Serve."

John F. Geci



## Canadian Forces Personnel Support Agency VISION:

To provide "leadership and excellence in personnel support programs."

# IN PROFILE

## Canadian Forces Personnel Support Agency MISSION:

"To enhance the quality of life of the military community and contribute to the operational readiness and effectiveness of the Canadian Forces."

## ORGANIZATIONAL STRUCTURE



## GOVERNANCE

The Chief of the Defence Staff (CDS) is assigned as the governing authority for all Non-Public Property under the provisions of the National Defence Act. A Board of Directors was created to assist the CDS in exercising the governance responsibilities for Non-Public Property. The board's responsibilities are outlined in Defence Administrative Orders and Directives (DAOD) 9003-1. The President and Chief Executive Officer of the Canadian Forces Personnel Support Agency (CFPSA) is a member of the Board of Directors, and is responsible to the CDS through the board for the administration and operation of the CFPSA. In addition, three committees—the Human Resources and Compensation Committee, the Audit and Accountability Committee, and the Investment Committee—report to the Board of Directors. Furthermore, Treasury Board Decision 689194 endorses the role that Non-Public Property plays in contributing to the morale and welfare of the Canadian Forces (CF).

## AGENCY PROFILE

Canadian Forces personnel support services have been in place since 1872. Offered through such organizations as the YMCA, Salvation Army, Knights of Columbus, and the CF itself, these programs aimed at contributing to the operational readiness and effectiveness of the Canadian Forces. Support was provided during the Boer War, World War I, World War II, and the war in Korea. However, the need for a Non-Public Property organization to continue the tradition of personnel support programs soon arose. Accordingly, in 1996, the Canadian Forces Personnel Support Agency (CFPSA) was founded.

The CFPSA believes in putting the customer first. Therefore, we ensure that environmental chiefs of staff, base/wing/unit commanders, regular and reserve CF members, retired or former military personnel, military families, veterans, and Department of National Defence (DND) and non-public employees receive the programs and services they deserve.

The programs and services provided by the CFPSA are designed to raise morale and cultivate team spirit among CF members and their families. In addition to offering CANEX retail services and financial assistance through the Service Income Security Insurance Plan (SISIP), the CFPSA provides deployment support programs and military family support services. Furthermore, health promotion programs aim at increasing the physical and emotional well being of military men and women in order to ensure success in their uniquely challenging careers.

"CFPSA BELIEVES IN PUTTING THE CUSTOMER FIRST."

The CFPSA has over 5,600 full-time, part-time, and seasonal employees working in Canada. Additionally, 30 staff members provide CFPSA programs and services to CF troops stationed in Bosnia-Herzegovina. The agency's headquarters, which employs 185 people, is located in Ottawa. The three CFPSA service divisions—Personnel Support Programs (PSP) Division, CANEX, and SISIP — are represented in the head office. The Finance Division (which includes financial, information technology, and administrative services), the Human Resources Division, and the Internal Audit and Review Division which support the three service divisions are also located at the agency's headquarters.

This annual report offers further insight into both the CFPSA and its dedicated staff. After all, the CFPSA and its employees have been given the task of developing the tradition of personnel support programs that began over a century ago. This is why we devote ourselves to "Serving Those Who Serve." We are committed to making a difference.





# FACTS AT A GLANCE

The Canadian Forces Personnel Support Agency exists to enhance the quality of life of the military community and to contribute to the operational effectiveness and readiness of the Canadian Forces. Following are highlights of fiscal year February 2001 to March 2002.

- Non-public revenues from its CANEX and SISIP operations, in conjunction with public funds budgeted for this purpose, are used by the CFPSA to deliver services to military personnel and their families.
- Patronage of CANEX and SISIP gives the military community access not only to competitively priced goods and services, but also to better sports and recreation services and facilities, and increased contributions to base/wing/unit NPF funds.



## PERSONNEL SUPPORT PROGRAMS

### Services

- Physical Fitness Program
- Sports & Recreation
- Family Services
- Youth Initiatives
- Health Promotion
- Deployed Operations
- Deployment Support
- Messes

### Facts

- Canadian radio & TV provided 24/7 to deployed troops in Europe, the Middle East and the Persian Gulf & Sea;
- 30 NPF employees delivering PSP programs and services in Bosnia;
- Mission Info Line: troops to Afghanistan generated approximately 10,000 calls in a month;
- In partnership with the Crown, NPF contributed \$81 million from its CANEX and SISIP operations to renovate or build 44 fitness, sports and recreation facilities across Canada;
- 43 Military Family Resources Centres in Canada, Europe and the USA;
- 3500+ Christmas packages sent to deployed troops;
- Sports: 60 CF Regional Competitions (over 8,500 participants) and 19 CF National Championships (over 1,750 participants);
- 180 CF members in 12 CISM sports competitions;
- 42% of employees are dependants of CF personnel (spouses and children);
- 13,000 hours of emergency childcare provided by MFRC;
- More than 3,000 spouses of CF members participated in MFRC- sponsored Second Language Training; and
- 58 health promotion staff rolling out new awareness and education program



## CANEX

### Services

- 280 CANEX operated Stores and Concessions
- Group Home and Auto Insurance
- Home Heating Oil Program
- No Interest Credit Plan
- Club Xtra Loyalty Program Card

### Facts

- In Canada, Germany and Bosnia;
- Profits are returned to the community;
- Royalties paid to base/wing/unit funds: \$4.3 million;
- 200,000+ transactions a week, not including concessionaires;
- \$122.4 million in sales;
- Club Xtra: 56,000 members;
- \$250,000 in rebates;
- Largest Club Xtra gift certificate: \$1,493.75;
- 10,773 No Interest Credit Plans approved for \$8.6 million;
- 42,000 Group Home and Auto Insurance policies in force with The Personal Insurance;
- 25 million liters of oil sold and \$1.5 million rebated to customers;
- "Simply The Best Price" guarantees lowest price on key basic food items;
- \$2.9 million was reinvested in renovations, equipment and facilities during FY 2001-2002;
- Our 900 employees come from the local military community; and
- 100% of profit on sales "in theatre" deployed operations are returned to CF units.

## SISIP

### Services

- Life and disability insurance
- Financial planning services
- Financial counseling and financial education services
- CFPAF programs
- Service RSP and RESP

### Facts

- Over 109,000 clients with \$16.7 billion of insurance in force;
- Long Term Disability: 58,000 Regular and 30,000 Reserve Force personnel covered;
- Life insurance benefits paid: \$21.7 million;
- Former members receiving LTD benefits: 1,724;
- Former members participating in SISIP Rehab: 1,668;
- Cost of benefits paid and support provided under LTD and Rehab \$27.6 million;
- CFPAF has \$15 million available to help the military community; and
- Formal financial education for all new CF since July 2000.

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## SUPPORT DIVISIONS

More than 5,000 CFPSA employees are supported by the following divisions:

- Human Resources
- Financial Services
- Internal Audit and Review





# PERSONNEL SUPPORT PROGRAMS DIVISION



Executive Vice-President  
Personnel Support Programs  
G.W. Pearson

## Personnel Support Programs MISSION:

"To provide quality physical education, recreation, morale, and family services to the CF community."

Program delivery through strong and mutually beneficial partnerships with Canadian Forces (CF) bases, wings, and units was the focus of the Personnel Support Programs (PSP) Division's business plan for fiscal year 2001/02. Base Commanders, Base Chief Warrant Officers, and the Canadian Forces Personnel Support Agency's PSP Division drafted the "Partnership Report" which is due to be completed in August 2002. The report will allow bases, wings, and units to describe their PSP/NPF operations, and to comment on the support of the PSP Division. From a Canadian Forces perspective, the data generated from the report will enable Commanding Officers to compare their personnel support programs with other CF locations.

"PROGRAM DELIVERY  
THROUGH STRONG AND  
MUTUALLY BENEFICIAL  
PARTNERSHIPS...  
WAS THE FOCUS."

Fiscal year 2001/02 is also significant as it marked the completion of the \$162-million PSP Recapitalization Project – a project that was both completed two years early and on budget.

On the deployed operations front, the PSP Division responded to Operation Apollo by providing a full-range of deployed support services to CF members in Afghanistan.

For example, twenty-four-hour satellite television and radio were broadcast to Afghanistan and Her Majesties Canadian Ships in the Arabian Sea.

Op Apollo also presented significant challenges to the Military Family Services Program (MFSP). Co-operation between the Director Military Family Services (DMFS) and our Military Family Resource Centres (MFRCs) ensured that the families of CF members deployed to Afghanistan received the first-class support they so rightly deserve.

## PHYSICAL EDUCATION

### Physical Fitness Program Delivery

The delivery of CF Fitness programs to bases, wings, training schools, and the Royal Military College was very successful in fiscal year 2001/02. Physical Fitness and Sport Instructors and staff continued to improve both the quality and quantity of programming. The process of qualifying the Physical Fitness and Sport Instructors on the Basic Instruction Techniques (BIT) course delivered by Canadian Forces Training and Development Centre (CFTDC) began. Furthermore, we have delivered Basic Military Qualifications (BMQ) in physical fitness training at new locations such as Gagetown and Halifax.

On the technical side, the Canadian Forces Recruiting Group has asked the CFPSA to train Physical Fitness and Sport Instructors in conducting formal physical education programs as part of the Primary Leadership Qualification training for all the Environmental Chiefs of Staff (ECS).





## CFPSA Training Centre

The CFPSA Training Centre continued to deliver high-quality fitness and sports training. For military personnel, eight Basic Fitness Trainer Assistant courses (four in Borden and four on location), and six Recreation Activity Leader Courses (three in Borden and three on location) were conducted. Additionally, four indoctrination courses were held for NPF employees. The centre also provided two Hockey Officials' courses, one taping course, and one massage course. As per the previous year, approximately 400 students were trained during fiscal year 2001/02.

## Sports Programs

In fiscal year 2001/02, military athletes competed in all scheduled Regional and Canadian Forces National Sports Championships. Furthermore, the National Governing Body in badminton recognized the CF as having the same status as a provincial representative team. As a result, the CF selected an all-star team that participated at the Canadian Badminton Championships.

At the international level, CFPSA funded those CF members participating in 12 Conseil International du Sport Militaire (CISM) Championships, sending more than 180 athletes to competitions around the world. In support of Brigadier General Popowych (Canadian), CISM Vice-President for the Americas, the CFPSA International Sports Office in Ottawa was designated as the Continental Office for the Americas.

The 13th Canadian Forces Sports Award Ceremony was held at the Ottawa Congress Centre on November 3, 2001. The theme for the ceremony was the "Year of the Coach." More than 300 athletes, officials, and coaches attended this gala event.

"...SENDING MORE  
THAN 180 ATHLETES TO  
COMPETITIONS  
AROUND THE WORLD."

## PSP RESOURCES

### Personnel Support Program Service Standards

The Standing Committee on National Defence and Veteran Affairs (SCONDVA) report observed that personnel support programs and services are not comprehensive or consistent across the CF, particularly in areas affected by downsizing or base closures. CFPSA reviewed the level of PSP services offered across the CF, focusing on those locations where personnel are posted that are not bases. The study identified core PSP services, shortfalls in their delivery at each location, and solutions. It also included the cost of ensuring these essential services are available at each location. Funding was approved, and the program was implemented in 2001/2002.

### Messes

The Messes Beyond 2000 (MB 2000) project was launched in June of 2000 as both a follow-up to the 1995 Mess Study and a response to SCONDVA. The aim of MB 2000 was to develop a plan to revitalize the mess ethos, improve the quality of mess business operations, and re-establish customer satisfaction with mess programs.

The MB 2000 project kicked-off with facilitated strategic-planning sessions for Environmental Working Groups (WGs). The WGs dealt with issues such as the importance of change, current business trends, altering demographics and attitudes, and the requirement for marketing and business plans. In order to address these issues, CFPSA is developing a business-planning tool and testing mess management software as part of the Customer Relationship Management Project. This information technology trial is currently being conducted at CFB Borden.



## Deployment Support Programs

For CF personnel stationed world-wide, the PSP Division succeeded in providing a steady stream of products and deployment services to meet their unique needs. This culminated in a flurry of unforecasted support to Op Apollo towards the end of fiscal year 2001/02.

The Canadian Forces Radio and Television (CFRT) service expanded in Bosnia; four more ground stations were installed in Sarajevo, Banja Luka, Sipivo and Glamoc. As a result, there are currently nine ground stations in Bosnia. The station in Coralici, which ceased to operate when the camp closed, was relocated to the observation post in Bihac. In addition to CFRT at deployed missions, financial support was provided so CFS Alert could access 24-hour satellite television for the first time.

With the initiation of Op Apollo late in fiscal year 2001/02, news and media services, along with a provision of sport, fitness, and mess equipment, was established at each of the three Canadian camps located in three different countries in the South West Asia region. Support also included funding for the Rest and Recreation (R&R) program.

"...A FLURRY OF  
UNFORECASTED SUPPORT  
TO OP APOLLO TOWARDS  
THE END OF FISCAL YEAR  
2001/02."



The CFPSA Show Tour program provided entertainment to deployed forces stationed at CFS Alert, CFS Goose Bay, Eritrea, and Bosnia. Due to last minute operational requirements, the show tour—scheduled to take place in the Persian Gulf for HMCS Winnipeg—was cancelled. For the second year in a row, the Middle East Christmas show tour that was scheduled to visit Camp Ziouani in Israel and the Multi-National Force and Observers (MFO) in Egypt was not approved due to the high-threat level in Israel.

Since the CFPSA took over Operation Santa Claus (OSC) in 1998, the number of parcels distributed to deployed troops during the holiday season surpassed all previous years. In 2001/02:

- A total of 4,357 packages were distributed to 15 deployment locations.
- OSC parcels were sent to Her Majesty's Ships Toronto, Iroquois, Preserver, Halifax, and Charlottetown deployed during the War on Terrorism.
- Once again, 25 Canadian Forces Supply Depot (25 CFSD) and 3 Combat Support Group (3CSG) were instrumental in packaging and shipping OSC parcels.
- OSC gathered over 117,000 gift items, most of them donated, to make up the Christmas parcels.
- Estimated total value for OSC increased to \$430,000 from \$300,000 the previous year.

## CFPSA Deployed Operations

In September 2000, CFPSA employees in Ottawa assumed responsibility for the provision of welfare services to Task Force Bosnia-Herzegovina (TFBH) troops in Bosnia. These services include a

Home Leave Travel Assistance (HLTA) program, a Rest and Recreation (R&R) program, warehouse and canteen services, and sports and fitness programs. CFPSA currently has 30 employees deployed to Bosnia. These employees work for the Commander Task Force Bosnia-Herzegovina.

"...DELIVERING  
IN-THEATRE WELFARE  
SERVICES WITH CIVILIAN  
STAFF IS SUCCESSFUL."





To prepare our employees for duty in TFBH, the CFPSA conducts semi-annual training sessions in St. Jean. The session is two weeks long and includes a selection process. CFPSA has also added the following training sessions:

- An eight-day European-based training session for employees working in travel services to familiarize them with European travel opportunities.
- A two-day visit to NATEX, so CANEX personnel can familiarize themselves with the operation of TFBH's primary supplier.

Reports from military authorities indicate that the approach of delivering in-theatre welfare services with civilian staff is successful. The CFPSA is presently working with these authorities to expand this program to other deployed missions.

## Community Recreation

Recreation programs continue to be a vital quality-of-life issue in CF communities. Local programs and services expanded in fiscal year 2001/02, resulting in the hiring of additional recreation management staff at many locations. A successful biennial conference was held at ASU St. Jean in October 2000. The conference brought together recreation professionals from across the CF who shared success stories, received updates, and dealt with national recreation issues.

## Youth Services

CFPSA is awaiting approval of funding to strengthen the delivery of youth programs and services at the local level. Several significant initiatives targeting CF youth have taken place during the past year including:

- Working with Director Military Family Services (DMFS) to provide an integrated approach to the delivery of youth programs and services.
- The formation of a working relationship between CFPSA and the CF Provost Marshal's office to sensitize Military Police to the concerns of youth, and develop effective ways of partnering with youth and youth advocates in the community.
- The introduction of a national initiative called "On the Move," a grass-roots recreational sports program designed to increase opportunities for non-active female youth.
- A National Youth Volunteer Awards program honouring youth leadership in military communities.
- A program to provide both computers and Internet services to youth centres across Canada.

## PSP Construction

This fiscal year marks the completion of the public/NPF co-funded \$162-million PSP Recapitalization Project. These funds improved or constructed 44 state-of-the-art facilities including gyms, arenas, and community centres at bases across Canada. Near the end of fiscal year 2001/02, \$160 million in individual projects was dispensed. A further \$800,000 is expected to be spent this year.



**Halifax Community Centre**



## PSP Recapitalization Summary

COMPLETED FY 2001/02:

MARCH 2002

COMPLETED (IN ORDER OF COMPLETION)

Greenwood Community Centre .....	\$1M
Staff College Fitness Centre .....	\$1.3M
Borden Arena .....	\$3.5M
RMC Arena .....	\$1M
Cold Lake Sports/Fitness Centre .....	\$12.8M
Comox Fitness Centre .....	\$10.5M
Comox Arena .....	\$1M
Edmonton Community Centre .....	\$3.5M
Gagetown Arena .....	\$1M
Valcartier Arena .....	\$1M
Bagotville Community Centre .....	\$2.2M
Bagotville Gym .....	\$3.2M
Borden Field House .....	\$6M
Edmonton Gym/Pool .....	\$1.6M
Edmonton Arena .....	\$1.4M
Esquimalt Community Centre .....	\$2.4M
Gagetown Field House .....	\$8.7M
Gander Gym .....	\$1.6M
Greenwood Gym/Pool .....	\$8.7M
Halifax Dockyard Gym .....	\$4.8M
Kingston Community Centre .....	\$2.1M
Petawawa Field House .....	\$9.3M
Petawawa Community Centre .....	\$3M
Petawawa Arena .....	\$4.7M
Shilo Gym .....	\$3M
Valcartier Field House .....	\$7.5M
Valcartier Community Centre .....	\$3.8M
Wainwright Gym .....	\$2.3M

Halifax Stadacona Gym.....	\$4.1M
Montreal Fitness Centre.....	\$3.1M
Winnipeg Gym .....	\$3.8M
Trenton Gym.....	\$2.5M
Kingston Military Community Sport Centre.....	\$15.8M
Meaford Gym & MFRC .....	\$2.7M
Trenton Fitness Centre .....	\$2.3M
Borden Sports Fields .....	\$3.1M
Esquimalt Gym Renovation & Pool Expansion.....	\$3.5M
Trenton Arena.....	\$3.9M
Halifax Community Centre .....	\$4.6M
Gagetown Community Centre .....	\$0.8M
Goose Bay PSP Facilities.....	\$1M

UNDER CONSTRUCTION

Toronto PSP Facilities .....	\$0.5M
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AWAITING CONSTRUCTION STARTS

Shilo Arena.....	\$0.4M
St. John's Sport Flooring.....	\$0.2M

## POLICY, PLANS AND PROJECTS

### Sponsorship

The value of the CF/NPF Sponsorship Program has been maintained at fiscal year 2000/01 levels during this fiscal year. The groundwork, which was completed, provides a base on which the program can grow in future years. A Morale and Welfare Policy regulating NPF sponsorship was drafted as part of the Morale and Welfare Policy Manual Volume 1, Governance and Administration. In addition, a sponsorship course has been planned to educate and train official base, wing, and unit sponsorship agents. Financial systems have also been established to capture the total value of NPF sponsorship CF wide.

### Unofficial Service Newspapers

We at the CFPSA reached out to the CF Unofficial Service Newspapers community at the recent CFPSA conference. As a result, we agreed to help co-ordinate training on behalf of NPF newspaper staff, and act as a point of contact for national advertisers who wish to market products and services through CF community newspapers. The CFPSA, in co-operation with Director General Public Affairs (DGPA), is exploring ways to enhance the ability of these base, wing, and unit newspapers to communicate with the CF communities they serve.



## DIRECTOR MILITARY FAMILY SERVICES

### Military Family Services Program (MFSP)

This year was one of reflection, change, and growth for CFPSA's PSP Division and, in particular, for the Director Military Family Services (DMFS) that oversees the Military Family Services Program (MFSP). The Chief of Review Services Program Evaluation of the Department of National Defence shed light on the significant accomplishments of the MFSP and outlined the work yet to be done. The establishment of the Family Services Review Working Group—comprised of key stakeholders, including elected board and staff representatives from Military Family Resource Centres (MFRCs)—will provide a forum that enables us to work together to continue to provide exceptional services to Canadian Forces (CF) communities in Canada and abroad.

### Training and Development

DMFS provided assistance and sponsorship of regional training opportunities for Canadian/Military Family Resource Centre (C/MFRC) staff and volunteers in Europe, the Prairie/Pacific region, and the Atlantic region. The conferences—which were hosted by C/MFRCs in Esquimalt, British Columbia, Halifax, Nova Scotia, and Geilenkirchen, Germany—were rated as the "best ever" by participants.

New MFRC Executive Directors now benefit from a two-day orientation session that takes place at CFPSA Headquarters in Ottawa. The session is run by DMFS program and training co-ordinators. This year, two sessions were held that provided both sound training, and the added benefit of improving communications and working relationships.

### Regional Representatives – The Way Ahead

In the fall of 2002, DMFS adopted a new approach to providing support to the MFRCs throughout the country. After the success of having an on-site regional representative in Europe, DMFS is instituting field-based regional support throughout Canada in order to increase the C/MFRCs' abilities to serve their respective CF communities. DMFS regional

representatives are now located in the Atlantic and Eastern regions. In the coming year, representatives will also be recruited for the Ontario, Prairie, and Pacific regions. The regional approach will ensure regular contact with MFRCs, and will facilitate support in fund raising, business planning, board development, financial operations, and human resources management.

### Prevention of Family Violence

This year, DMFS issued a policy and standards document for Military Family Resource Centres outlining their continuing commitment to the prevention of family violence.

Through the Prevention and Intervention Service at each MFRC, self-help groups are organized to meet the needs of community members by controlling potentially abusive behaviour or dealing with abusive relationships. Up-to-date resources and educational materials are prominently displayed at each MFRC, and a workshop on preventing family violence is held annually.

Director Military Family Services is a member of the Canadian Forces Family Violence Advisory Committee. This committee advised the Defence Administrative Orders and Directives (DAOD) on Family Violence and the Family Violence Action Plan.

### Risk Management

The MFSP Risk Management Project was initiated to further the Operational Plan goal to provide "a co-ordinated, consistent, and effective approach to military family support." The project also aims at responding to the concerns expressed by MFRC staff and board members about risk, including potential personal and organizational exposure to liability.

The primary goal of the MFSP Risk Management Project is to provide MFRCs with information, tools, and support that will enable them to create, implement, monitor, and devise a comprehensive, integrated Risk Management Plan. This information will be available to centres in September 2002.

"...INSTITUTING  
FIELD-BASED REGIONAL  
SUPPORT THROUGHOUT  
CANADA."





## National Youth Programs and Services Model

This year, PSP in consultation with an advisory group of several key youth serving organizations, laid the foundation for the development of a National Youth Programs and Services Model for CF communities.

The goal is to develop a model that will reflect and respond to the needs and interests of youth (between the ages of 12 and 18) of Canadian Forces members. This approach exemplifies various CFPSA areas working together with MFRCs to provide a more systematic, integrated, and seamless approach to the delivery of youth programs and services in CF communities. The model is targeted for completion and launch in the next fiscal year.

"CFPSA AREAS WORKING TOGETHER WITH MFRCs TO PROVIDE A MORE SYSTEMATIC, INTEGRATED, AND SEAMLESS APPROACH."

## Emergency Childcare Service

The Emergency Childcare Service has proven essential to Canadian Forces families, particularly given the increased deployment tempo of the past year. C/MFRCs utilized this invaluable resource to meet the operational requirements of the CF through the provision of childcare services. As a result, C/MFRCs have provided timely emergency assistance to families, as well as additional respite care during periods of extended separation.



## Mission Information Line

Given the events of the past year, the Mission Information Line (MIL) was a useful and valued resource for CF families. The September 11th tragedy, and subsequent deployment of Canadian troops to Afghanistan, generated approximately 10,000 MIL calls in one month. The terrorist attacks also provided an opportunity to increase the scope of the MIL. For example:

"THE SEPTEMBER 11<sup>TH</sup> TRAGEDY...GENERATED APPROXIMATELY 10,000 MIL CALLS PER MONTH."

- Troops deployed on ships could contact their families and friends online, providing them with relevant information and assistance.
- MIL operating hours were extended for a period of six months in order to accommodate the increased demand for support by families of deployed CF members in all time zones.
- The Student Deployment Journal/Activity Book, which has proven to be extremely popular, was added to the MIL list of publications.
- A second publication targeted at pre-schoolers is scheduled for release in 2002/2003.

## Deployment Services

Increased deployments in 2001/2002 required service providers at all levels of the organization to cooperate in support of the families of CF members. C/MFRC Prevention and Intervention counsellors travelled to centres where they were most needed. Increased financial support from DMFS enabled C/MFRCs to provide additional information, resources, childcare, and other services directly to families. The high demand for services tested the depth of our commitment, the resilience of our organization, and the resourcefulness of our service providers. Through co-operation we demonstrated that we could meet the challenge.

## Virtual Services

Developing a web site that provides CF families in various parts of Europe with information and resources has been challenging. However, the project is nearing completion, and the launch is scheduled for 2002/2003.

## Second Language Training

The Second Language Training (SLT) curriculum was partially revised in 2001 to make it family-based and more user-friendly. The success of the service, and the acknowledgement of the value of the new curriculum, is evident by the outstanding rates of participation.

- More than 3,000 civilian spouses of Canadian Forces members participated in Second Language Training in 2001 at Canadian/Military Family Resource Centres across Canada and Europe.

## HUMAN PERFORMANCE AND HEALTH PROMOTION

### Human Performance/Research and Promotion

In addition to current CF standards (Firefighters, Search and Rescue Technicians, Land Force Command, and CF Minimum Physical Fitness Standards), supporting training programs have been developed and implemented by the Director Human Performance and Health Promotion (DHPHP) in the past year. These programs include an Army Fitness Manual, a Fighting Fires with Fitness Manual, and a Recruit Physical Fitness Training Program. All programs are considered valuable resources in assisting individuals in meeting their personal and professional fitness goals.

"...ASSISTING INDIVIDUALS  
IN MEETING THEIR  
PERSONAL AND  
PROFESSIONAL FITNESS  
GOALS."

The validation of CF Minimum Physical Fitness Standards has been completed and presented to the Assistant Deputy Minister Human Resources – Military (ADM (HR-Mil)) and each ECS. ADM (HR-Mil) is now determining the extent to which the research and development will impact the current CF approach to minimum physical fitness standards.

For the first time, PSP fitness staff will deliver fitness and wellness sessions to participants in both recruit and junior leaders courses. These sessions will ensure that CF members receive this training not only from their first day of enrolment, but also throughout their careers as non-commissioned members.

DHPHP is also supervising other research initiatives, including

- ageing and performance
- firefighter selection standards
- hyperoxia and self-contained breathing apparatus
- physical fitness program for primary leadership training
- pregnancy and exercise
- CF diving physical fitness maintenance standards

## Health Promotion

In July 2001, the CFPSA signed a Service Level Agreement with Director General Health Services (DGHS) of DND to deliver a health promotion program to CF bases and wings entitled "Strengthening the Forces." This publicly funded program is being offered by the CFPSA. However, policy and program development responsibilities will remain with DGHS. The PSP Division is in the final phase of creating a team of health promotion experts to deliver the program throughout Canada and Europe.

While other CF medical services focus on the treatment of injury, disease, and social dysfunction, health promotion—according to the CF Health Services continuum of care model—teaches the prevention of both disease and unhealthy life-style choices. Health promotion aims at decreasing such high-risk behaviours as smoking, addiction, and unsafe sex. It also encourages physical activity, weight and stress management, and the development of healthy relationships. The program, which is designed to include CF members and the entire DND/CF Defence Team, is voluntary in nature.

"...HEALTH PROMOTION...  
TEACHES THE PREVENTION  
OF BOTH DISEASE AND  
UNHEALTHY  
LIFE-STYLE CHOICES."



PSP Division health promotion experts are partnering with other PSP and CF professionals to deliver programs in a minimum of ten component areas, including:

- physical activity
- weight management
- nutrition
- stress management
- nicotine cessation
- addiction-free living
- injury and violence prevention
- suicide prevention
- sexual health
- spiritual health



## **PSP SUMMARY**

In summary, the PSP Division is proud of the services it provides in partnership with bases, wings, and units of the Canadian Forces. We are equally proud of the working relationships we developed with CANEX, SISIP, and our Military Family Resource Centres.

A handwritten signature in blue ink, enclosed within a blue oval. The signature is stylized and appears to read "G.W. Pearson".

G.W. Pearson  
Executive Vice-President  
Personnel Support Programs





# CANEX DIVISION



President of CANEX  
Michel Lemoine

## CANEX MISSION:

"To ensure the availability of competitively priced products and services, which satisfy the needs of our customers, while generating revenue for bases, wings, and units."

After 34 years in operation, CANEX continues to build on its history of success as the provider of retail goods and services to the Canadian Forces (CF).

Established in 1968, CANEX has undergone many changes due, in part, to internal restructuring and external market-place forces.

The major downsizing of the CF—which occurred in the late 1990s—reduced our business by 50 per cent. Additionally, aggressive competitors attacked us on all sides.

Our people accepted the challenge, and since 1997 we have implemented a series of Customer Focused Initiatives including:

**Best Price Program** - guarantees the lowest price on a variety of grocery basics, such as milk, bread, and butter.

**Club Xtra** - our 56,000-member customer loyalty program that rewards our best clients with rebates on their purchases. Rebates now exceed \$250,000 per year.

**No Interest Credit Plan** - in 2001 we enhanced our highly successful "No Interest Credit Plan" by adding a 24-month payment feature. This now enables customers to make lower monthly payments at a minimum administrative cost of 5 per cent of the credit amount. The administrative cost is refundable if the balance is paid in full inside of 12 months. A total of 1,047 customers have now benefited from this new feature.

**Food Service Franchises** - continued introduction of high-quality, recognizable food franchises on CF bases/wings/units (i.e. Tim Hortons, Pizza Hut, Harvey's, Swiss Chalet, Subway, and Robin's Donuts).

**Modernization of Outlets** - an investment of \$15.5 million over the last five years to upgrade and renovate our stores, thereby enhancing the shopping experience. In fiscal year 2001/02, we spent \$2.9 million on 36 outlets.

**Increased Revenue to Base/Wing Funds** - royalties paid increased from \$3.6 million in 2000/01 to \$4.3 million in 2001/02. Total royalties paid since 1997 equal \$18.8 million.

**IM/IT Upgrades** - the introduction of a state-of-the-art retail merchandise and point of sale system (SMS) that allows us to make buying decisions based on customer wants. As a result, employee productivity increased by 8.2 per cent to \$114,002, and inventory turnover increased from 5.5 times in 2000/01 to 5.6 times in 2001/02.

**Operations in Bosnia** - as part of the CFPSA Deployed Operations group, CANEX now operates canteens at the six locations in Bosnia where CF troops are stationed. This endeavour generated wholesale sales of over \$5 million, as well as substantial revenue for unit funds.

**NATEX** - the NATO Exchange System operated in Germany by CANEX has increased its sales from \$24.4 million in 1997/98 to \$35.5 million in 2001/02.

"...WE HAVE IMPLEMENTED  
A SERIES OF CUSTOMER  
FOCUSED INITIATIVES."



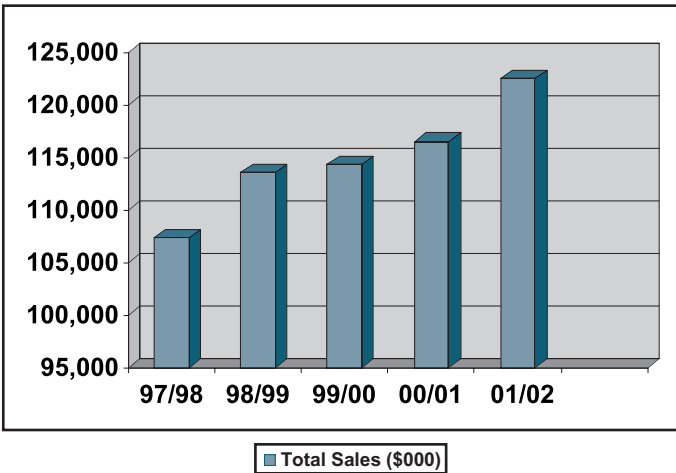


**Crowning the Customer** - introduced in September 2001, our employees now undergo a training session designed to make them experts in customer satisfaction. Of our 1,200 employees, 406 have attended these sessions. The remaining 794 employees will receive training in the next fiscal year.

"...OUR EMPLOYEES NOW UNDERGO A TRAINING SESSION DESIGNED TO MAKE THEM EXPERTS IN CUSTOMER SATISFACTION."

The success of these initiatives is evident in the enclosed financial statements. Some of the highlights include:

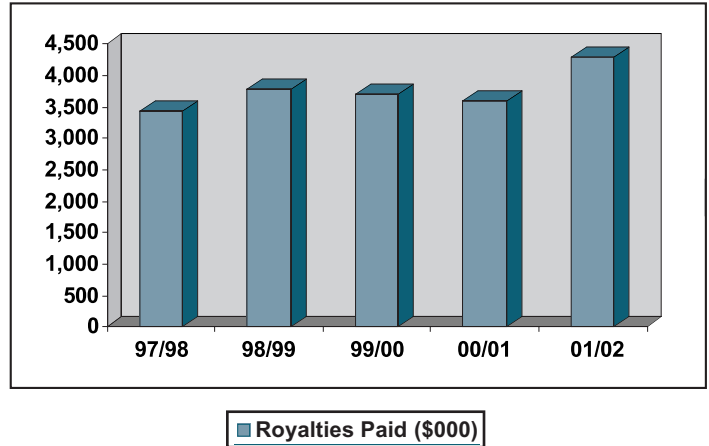
FIGURE 1



**Figure 1:** Sales growth of 5.1 per cent from \$116.5 million in 2000/01 to \$122.4 million in 2001/02.



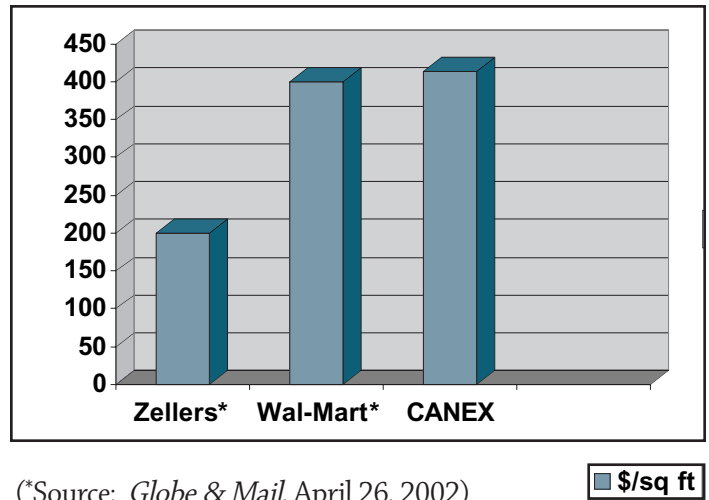
FIGURE 2



**Figure 2:** Royalties paid to bases/wings/units are up 19.4 per cent from \$3.6 million in 2000/01 to \$4.3 million in 2001/02.

Also, total operating revenue increased by five per cent from \$32.8 million in 2000/01 to \$34.5 million in 2001/02.

FIGURE 3



(\*Source: *Globe & Mail*, April 26, 2002)

**Figure 3:** Sales per square foot of selling space (Canadian operations) increased from \$391/sq ft in 2000/01 to \$414/sq ft in 2001/02. This puts CANEX among the best in this key industry benchmark.





With 1,200 employees located in Canada, Germany, and Bosnia, CANEX is uniquely positioned to provide enhanced services and new products to our customers. As part of the CFPSA, CANEX is working to find ways of increasing revenue, so that further improvements will be realized at the base/wing/unit level.

As we look to the future our vision is clear – we have pride in "Serving Those Who Serve." We will do everything within our power to gain the trust of our customers through enhanced facilities, improved product assortments, and service delivery.



Michel Lemoine  
President of CANEX



## FISCAL YEAR 2001/02 HIGHLIGHTS:

### Insurance Services

SISIP term life insurance participants increased to almost 109,000 from 106,000.

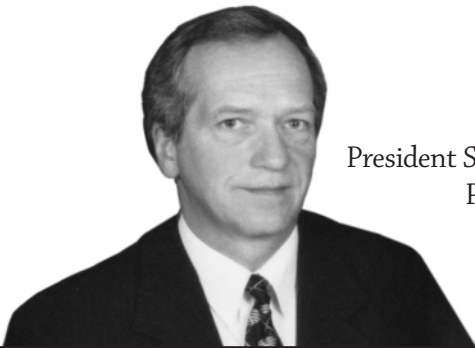
- The total amount of insurance in force increased to \$16.7 billion.
- Dependent Life (DL) children's coverage was increased to \$10,000 from \$8,000 – with no increase in premiums.
- SISIP Long Term Disability (LTD) insurance continues to cover approximately 58,000 Regular Force personnel and 30,000 Reserve Force members.
- Life insurance benefits paid to beneficiaries increased to \$21.7 million.
- LTD programs paid \$27.6 million in claim benefits and direct vocational rehabilitation support provided to former CF members.
- As of December 2001, 1724 former members were receiving LTD benefits. Of these, 1,668 were involved in the vocational rehabilitation program.

### Financial Planning, Counseling, and Education

- Six new SISIP offices opened and three others were expanded.
- Fifteen offices in various locations across Canada are now providing financial services to military communities.
- The number of financial planning clients has grown by 50 per cent to 1,500.
- The money under management also increased by 50 per cent to \$15 million.



## SISIP DIVISION



President SISIP Financial Services  
Pierre Lemay

#### SISIP MISSION:

"To be the provider of choice for high-quality financial products and services desired by the serving and released members of the Canadian Forces and their families at a cost/benefit advantage in comparison to that available in the marketplace."

During fiscal year 2001/02, Service Income Security Insurance Plan (SISIP) Financial Services completed its 32nd year of providing high-quality financial products and services to current and former members of the Canadian Forces (CF) and their families. Furthermore, we at SISIP—in conjunction with our other colleagues at the Canadian Forces Personnel Support Agency (CFPSA)—accomplished a great deal by both enhancing the quality of life of military communities and contributing to the operational effectiveness of the Canadian Forces.

"...PROVIDING  
HIGH-QUALITY FINANCIAL  
PRODUCTS AND  
SERVICES..."



- The number of those individuals receiving assistance under the financial counselling program totaled approximately 1,000.
- Furthermore, beginning in July 2001, SISIP provided formal education in personal financial management to 1,900 recruits and officer-cadets.

## Ottawa Support

To provide necessary administrative and technical support to the growing number of employees in the field, SISIP—with the help of its CFPSA partners in Human Resources and Finance—established SISIP HR, Accounting, and IM/IT (including a [www.sisip.com](http://www.sisip.com) web site) services.

## Canadian Forces Personnel Assistance Fund (CFPAF)

The Canadian Forces Personnel Assistance Fund (CFPAF) provided financial assistance to approximately 5,500 CF members, including:

- \$1.4 million in distress loans and grants.
- \$1.6 million in education loans.
- \$9.5 million in self-improvement loans.

## Contribution to the CF Quality of Life

In addition to its products and services, SISIP continues to provide substantial financial contributions to improve the quality of life of military community members. In 2001, SISIP:

- Contributed \$20 million to the PSP Infrastructure Program for new CF gyms, pools, community centres, and arenas.
- Provided \$500,000 to the CFPSA Unit Grants.
- Supported the CF Sports Awards Banquet and Operation Santa Claus.

## FUTURE

In the next fiscal year, SISIP will complete its network of 17 offices and expand its communication activities and presence within the CF community. Looking to the future, SISIP remains confident and committed to providing CF families with "the best financial solutions for today . . . and tomorrow."



Pierre Lemay  
President SISIP Financial Services





# HUMAN RESOURCES DIVISION



Vice-President Human Resources  
Gérard Étienne

## Human Resources MISSION:

“To provide customer-oriented Human Resource programs in support of CANEX, SISIP, PSP, and the operational effectiveness of the CFPSA/NPF.”

This past year, the Human Resources (HR) Division as part of the Canadian Forces Personnel Support Agency (CFPSA) was successful in “Serving Those Who Serve.” We focused on increasing both customer service and customer satisfaction. As a result, we identified the HR Service Delivery Model best suited to ensuring that SISIP, CANEX, PSP, and other NPF/CFPSA entities meet their operational objectives.

The mission of the HR Division is a key component of the CFPSA Strategic Plan to put the customer first. Serving our customers is our only business. Therefore, HR implements its mission through a committed, concerned, and competent team of employees. In order to be successful, HR needs to be positioned as both



a valued partner and influencer. We at HR do not like to think of our division as a “policing” division. However, we do feel that the term “COPS” captures the major functions and strengths of HR:

**Culture:** promoting the beliefs, values, norms, and management style of the organization.

**Organization:** the structure, job roles, and reporting lines of the organization.

**People:** the skill levels, staff potential, and management capability of the organization.

**Systems:** the people-focused HR mechanisms that deliver the strategy in such areas as communications, training, rewards, and career development.

We at the HR Division craft individual relationships with our customers to meet their specific needs. We recognize that “one size” does not fit all, so we strive to understand our customers and work within their framework.

## STRENGTHENING OUR TEAM

We recognize that employees are customers too. CFPSA employees are critical to the success of our agency in serving the CF community. They are the front-line deliverers who represent the face of the agency to the customer. Indeed, our people make the difference. As a result, we initiated a number of programs in fiscal year 2001/02 in order to attract, retain, and motivate our employees.

Compensation is always a key issue for employees. Consequently, we undertook a complete review of all salary structures for CAT II and CAT I positions; for the CAT I positions, the review impacted the fitness instructors, accounting clerks and HR assistants positions. We negotiated the results of CAT I with the unions. This was done to ensure compliance with the job evaluation process and pay equity. As a result of this review, employee turnover—as it relates to compensation—has decreased.





Additionally, performance pay and new salary grids were implemented for PSP Managers. As per the CFPSA compensation policy, the CAT II salary structure is based on market value.

We are also finalizing the implementation of a Human Resources Information System (HRIS) at all bases, wings, and units that will enable the HR Division to better serve employees. This system will also allow the implementation of succession planning and training, and development initiatives.

We presented a paper to the board of directors entitled "The CFPSA as an Employer of Choice." This document discusses the conceptual background on which the CFPSA can be transformed through its employees. The paper was both presented to and endorsed by the HR and Compensation Committee, and—on December 11, 2001—was approved by the Non-Public Property Board of Directors (NPP BOD). In order to become an employer of choice, there are a number of key steps that must be taken. In essence, the CFPSA must take a pragmatic approach to meet its needs. An Employer of Choice program is a CFPSA business strategy based on providing opportunities for employees to exercise excellence so that the agency can excel in certain activities. In turn, these opportunities reinforce success through committed employees, with the aim being to attract, motivate, and retain a dedicated, competent, and dynamic team.

It should be noted, however, that as time passed, the phrase "Employer of Choice" was over-worked. Consequently, while the "Employer of Choice" program provided us with a framework, it will be referred to as Employee Relationship Management (ERM) in the context of the CFPSA.

"CFPSA EMPLOYEES ARE  
CRITICAL TO THE SUCCESS  
OF OUR AGENCY IN  
SERVING THE CF  
COMMUNITY. "

## DEVELOPING OUR CUSTOMER SERVICE

The HR Division partnered with CANEX to provide a Customer Service Training Program. Consequently, we helped coordinate and deliver training to approximately 70 per cent of CANEX employees. We are extending customer service training to non-CANEX employees in fiscal year 2002/03.

We have done considerable work with the Executive Management Board to develop and promote employee core characteristics (i.e. team player, customer focused, positive attitude, success oriented, competent). These characteristics will be integrated in the recruitment process by developing both pre-screening questionnaires and management simulations to test for competencies. Additionally, they will be part of our recognition and rewards programs.

In summary, the HR Division accomplished a great deal during fiscal year 2001/02. I am proud to work with a team that both understands the mission and vision of the CFPSA, and succeeds in "Serving Those Who Serve."



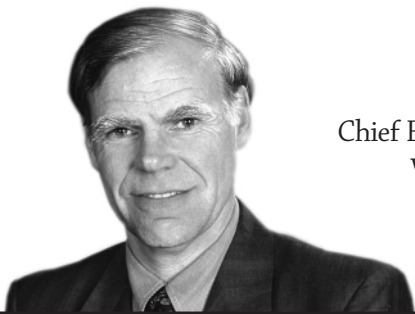
Gérard Étienne  
Vice-President Human Resources







# FINANCE DIVISION



Chief Financial Officer and  
Vice-President  
R.J. Smith

## Finance Division MISSION:

“To provide quality accounting, financial, payroll, insurance, and IM/IT services to NPF organizations and the CFPSA, and to maximize investment revenue while maintaining the financial health of the Canadian Forces Central Fund (CFCF).”

## PROTECTING NPF ASSETS

The Consolidated Insurance Program (CIP) provides coverage on NPF furniture and effects, buildings, automobiles, as well as general liability insurance and director and officers' insurance. It also provides insurance coverage to NPF employees on travel status. The CIP carries commercial insurance with a \$100,000 deductible; however, the program provides bases with a \$5,000 deductible and stations and ships with a \$500 deductible per incident. The Central Fund absorbs the difference in deductibles between commercial insurance and that provided to bases, stations, and ships.

- The value of property insured in fiscal year 2001/02 increased to \$297 million from \$250 million. Eighteen claims—which cost the CFCF \$106,339—were settled. Additionally, the cost of operating the CIP in fiscal year 2001/02 totaled \$669,801.
- The Non-Public Property (NPP) Board of Directors approved the National Appraisal Project in March 2002. American Appraisal Canada Limited has been engaged to visit all bases to provide up-to-date, accurate appraisals of all high-value NPF assets.
- Total expenditures for fiscal year 2001/02 amounted to \$99,307. This project, which will cost \$350,000 over three years, will enable us to accurately insure these holdings, and provide us with valuable information to improve our risk management.
- Trenton, Kingston, and Comox were completed during fiscal year 2001/02. Work has also commenced at a number of other bases.

## WORKING TOGETHER TO STREAMLINE PAYROLL PROCESSES

Every two weeks, approximately 4,000 payments totaling \$2 million are made to NPF employees, most directly to their bank accounts. Additionally, union dues, United Way donations, Canada Savings Bond purchases, and RRSP contributions on behalf of employees are made directly from their pay account. In Ottawa, the Human Resources Division successfully established a relationship with OC Transpo enabling employees to purchase their bus passes by payroll deduction at a savings of approximately 15 per cent. In conjunction with the Human Resources Division, the Finance Division is examining the potential of processing other payments through the pay account such as CANEX credit plans, mess dues, and recreation fees.

Streamlining the national pay process is another joint venture with the Human Resources Division. The objectives of this project include reducing the amount of effort required to process payroll information, and shortening the payroll processing time. During 2001, the procedures required to support streamlining were tested at CFB Kingston.



## PROVIDING ALL REQUIRED NPF FINANCIAL SERVICES

We operate the Consolidated Bank Account (CBA), which provides banking services to all base and wing funds. This year, base funds and messes earned three per cent interest on the \$35 million on deposit with CBA. In fiscal year 2001/02:

- 110 bank accounts were consolidated daily; average weekly transfers totaled \$2.5 million.
- 2,500 cheques worth \$3.25 million were cleared each week.
- The CBA cost \$300,000 to operate.

This year, in terms of Capital Expenditure Requests and CFCF loans:

- 47 new CFCF loans worth \$4 million were approved.
- At the end of the fiscal year, 184 loans were outstanding; the current value is approximately \$16.5 million, and the monthly repayments total \$260,000.
- Loans for deployed operations, including deployed ships, are interest free.

## EFFICIENTLY AND EFFECTIVELY PROVIDE REQUIRED NPF ACCOUNTING SERVICES

Since the national NPF accounting approach was implemented with the creation of the CFPSA in 1996:

- Accounting costs have been reduced by more than 25 per cent.
- The accounting product is superior in terms of accuracy, quality, and timeliness.

In fiscal year 2001/02:

- The Help Desk successfully managed over 5,500 inquiries.
- An IM/IT presence was established in each region.
- A user enhancement survey determined that 93 per cent of the 248 respondents were either satisfied or more than satisfied with the Help Desk service.

As shown below, the internal IM/IT capabilities in support of SISIP have been significantly enhanced over the past year:

- E-commerce developments are being closely monitored.
- A Customer Relationship Management (CRM) trial has been underway at CFB Borden since October 2001.
- Excellent progress has been made in standardizing operating systems for base funds (PSP facilities management and program registration) and mess management.

The average financial statement preparation times (in days) by region for fiscal year 2001/02 were:

Region	CANEX	Base Funds/Messes
Atlantic	7.5	8.5
Quebec	10.5	12.0
Ontario	10.0	12.0
Western	9.0	10.5

During fiscal year 2001/02, the national accounting office transferred processing to the Ontario region. This restructuring further reduced internal costs.

## PROVIDING EXCELLENT INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY (IM/IT) CUSTOMER SERVICES

We rely on technology to help us in "Serving Those Who Serve." This is why we place special emphasis on responsive software, hardware troubleshooting, and assistance to all users.

The CFPSA embraces technology, and the Finance Division helps to provide IM/IT capabilities that facilitate the making of strategic and operational decisions. NPF operates several legacy business systems and

specialty business applications. All of these systems are data rich and have some information reporting capability. Over the past three years, a capability was developed—using PowerPlay software—that taps into these systems to create a data mart. During fiscal year 2001/02 this capability was expanded to include base funds and messes. A PowerPlay-enabled report for Base Commanders was developed on sources of funding and the amount of CFCF support.



By developing in-house programs and acquiring off-the-shelf software, we are taking active steps in providing an IM/IT environment that is capable of supporting such business initiatives as • Human Resource Information Upgrade Project • Payroll Streamlining • Business Case Analysis Software • NPF Travel Claims Program • CFPAF Loans Program • Insurance Inventory Program.

## COMMUNICATING SEAMLESSLY

Progress has been made in establishing seamless communications throughout CFPSA, and with DND and NPF suppliers, customers, and clients. The NPF wide area network and the Defence Wide Area Network (DWAN) can now communicate via the Internet. Additionally, a private network has been established that provides secure communications within the regions, the Canadian Forces Personnel Assistance Fund (CFPAF), NATEX, Europe, and other remote users. In December, a trial video e-mail capability was successfully demonstrated in Bosnia. If implemented, this system will enable deployed soldiers to not only send, but also receive video e-mails from their families and friends in Canada.

"PROGRESS  
HAS BEEN MADE IN  
ESTABLISHING SEAMLESS  
COMMUNICATIONS..."

## GENERATING FUNDING THROUGH CFCF INVESTMENT PORTFOLIO

Figure 1

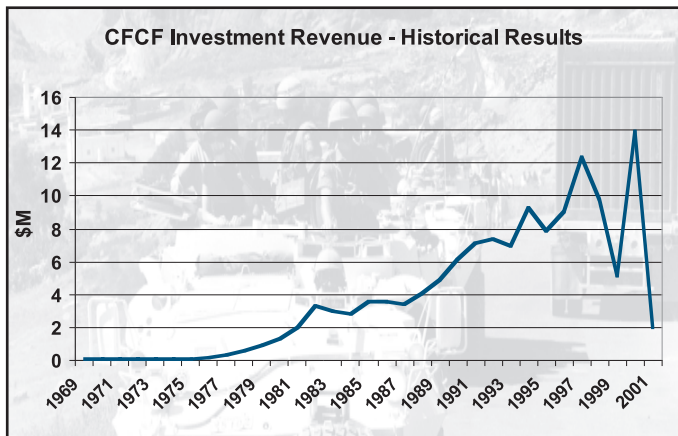


Figure 1: As a result of a difficult financial market, CFCF investment revenues fell to just over \$2 million in fiscal year 2001/02. However, the fund performed very well, achieving a 4.01 per cent investment rate of return versus the benchmark of 1.86 per cent.

Figure 2

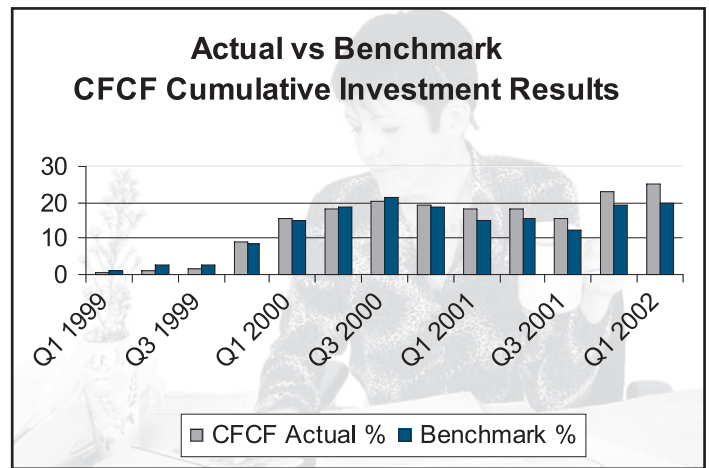


Figure 2: This figure illustrates the CFCF cumulative performance over the past three years – the period of time in which the investments have been managed on a full-portfolio basis. During this period, the CFCF outperformed the benchmark by approximately four per cent, a performance that represents about \$5 million in extra investment income.

## THE FUTURE

The next fiscal year promises to be challenging. There is still a great deal of uncertainty in financial markets, uncertainty that will impact the investment management activities for the Canadian Forces Central Fund. The September 11th tragedy has had an adverse effect on insurance premiums, further complicating the provision of cost-effective risk management and the operation of the Consolidated Insurance Program.



In fiscal year 2002/03, the Finance Division will be involved in the following projects:

- Continue working with the other divisions, bases, and wings to develop a comprehensive approach to Customer Relationship Management.
- Introduce a group-banking package for both current and former members of the Canadian Forces, their families, NPF employees, DND public servants, and other authorized patrons. The NPP Board of Directors initiated this project in September 2001.
- Complete the Accounting Policies and Procedures manual that replaces CFP 105.
- Propose and implement a new accounting structure for Europe in response to increased NPF activity.
- Complete a comprehensive review of the regional accounting structure to determine if there are opportunities to achieve further economies from consolidation.
- Conduct a trial, in conjunction with the Chief of Maritime Staff Comptroller branch, using the Consolidated Bank Account for all navy ships and reserve units.

- In partnership with the Chief Land Staff – Comptroller and Land Forces Area HQs, effect the regularization of Reserve NPF accounting under the regional concept, so as to comply with NPP Board of Directors June 1999 direction with regard to the visibility of all things NPF. In essence, NPF financial records and reports will be produced and maintained by the Finance Division of the CFPSA. This process will take place over the next two to three years.



R.J. Smith  
Chief Financial Officer and  
Vice-President







# INTERNAL AUDIT AND REVIEW DIVISION



Vice-President  
Internal Audit and Review  
Terry Payan

## Internal Audit and Review MISSION:

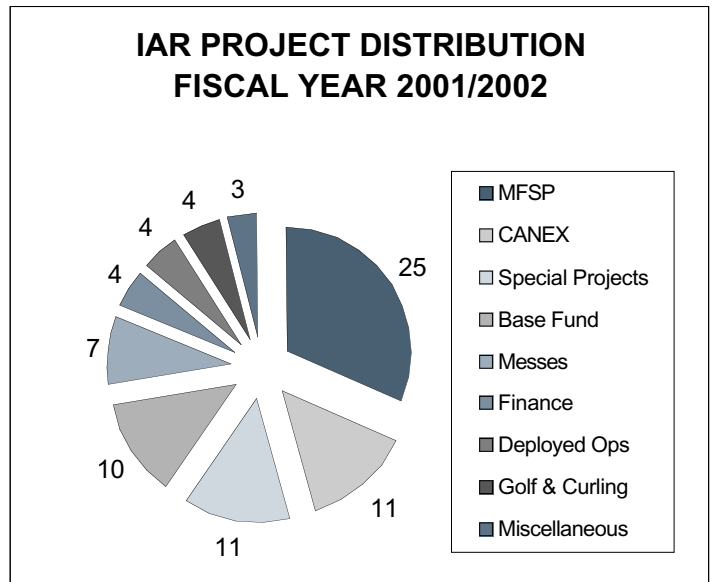
"To provide independent appraisal and client-focused advice to management on all financial and operational issues."

With a mandate to provide review, internal audit, and consulting services in support of Non-Public Property (NPP) operations, the Internal Audit and Review (IAR) Division team is committed to offering the best possible advice and assistance to our clients at all Canadian Forces (CF) locations.

This year was both productive and successful for the Internal Audit and Review Division. Performance goals were met, and in many instances exceeded, within budget parameters. This achievement occurred despite both fluctuations in staffing and relocation.

## AUDIT AND REVIEW ACTIVITY

During fiscal year 2001/02, the IAR division was involved in 79 audit and review engagements, an approximate 40 per cent increase from last year. As indicated in the following chart, the division's auditors worked with managers throughout most NPP areas of operation.



Much of what the Internal Audit and Review Division does stems from the operational level where managers—faced with the day to day challenges of accomplishing their business objectives—request the services of the division. Through a collaborative arrangement between the client and the division, auditors and line managers work closely to ensure that the best possible level of service is delivered to all clients at all levels.

"...THE BEST POSSIBLE LEVEL  
OF SERVICE IS DELIVERED  
TO ALL CLIENTS AT ALL  
LEVELS."



## MAKING A DIFFERENCE WHERE IT COUNTS

Recently, the attention paid to the issue of governance by NPP management at various levels has increased. The Internal Audit and Review Division has facilitated this process by both providing input for business plans and constitutions, and acting as an information conduit between the various units who embarked on this endeavour. The more effective the operation, the greater the potential for the division to deliver services benefiting Canadian Forces members.

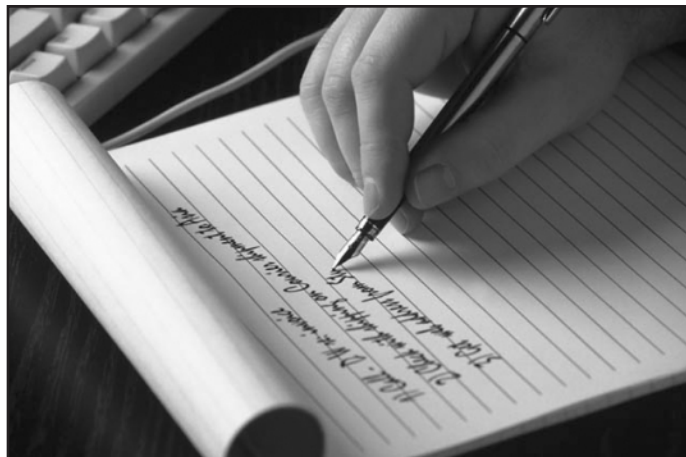
Furthermore, while focused on an area that may impact the lives of our military members and their families, the division concluded a three-year review of all Military Family Resource Centres (MFRCs), as well as overall service delivery within the Military Family Services Program (MFSP). In fact, the significance of the division's observations in these areas contributed largely to the work currently underway with the Family Services Working Group, a group responsible for completing the impact assessment of a departmental review of the MFSP.

## PROUD TO SERVE

The Internal Audit and Review Division auditors are proud to contribute to the fulfillment of the CFPSA mission. We do not view the CFPSA motto—"Serving Those Who Serve"—as a mere catch phrase; rather, we embrace it as a *raison d'être*, and believe that by working together we can make a difference.



Terry Payan  
Vice-President Internal Audit & Review



# NPP BOARD OF DIRECTORS



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Chairman of the Board



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Chief of the Land Staff



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Chief Warrant Officer



Chief Warrant Officer J.L.G. Belanger  
Assistant Deputy Minister  
(Human Resources - Military)  
Command Chief Warrant Officer



Mr. John E. Geci  
President and Chief Executive Officer  
Canadian Forces  
Personnel Support Agency

# NPP COMMITTEES

Three committees, with external member representation, support the activities of the Non-Public Property (NPP) Board of Directors. These committees are:

## **AUDIT AND ACCOUNTABILITY COMMITTEE**

The audit and accountability committee provides support to the NPP Board in a review capacity. Accordingly, it ensures that proper procedures are followed with respect to accounting policies and practices. Additionally, it makes certain that internal control processes are in place, and that corrective action is taken where weaknesses have been identified. The committee refers audited financial statements to the board for approval. Furthermore, it reports its actions to the board on an annual basis.

### **Chair:**

LGen M.K. Jeffery, Chief of the Land Staff

### **Members:**

MGen K. Penney, Chief of Review Services

CPO1 R.M. Lupien, Canadian Forces Chief Warrant Officer

Mr. Ken Dye, Senior Vice-President, Cowater International, External business member

Mr. Terry Payan, Vice-President Internal Audit and Review, Secretary

Mr. John F. Geci, President & Chief Executive Officer, CFPSA, Ex-officio member

## **INVESTMENT COMMITTEE**

The investment committee advises the NPP Board on the Canadian Forces Central Fund (CFCF) investment activities. This is done in consultation with the agency's Chief Financial Officer, who manages the investment activities and ensures their operation in accordance with approved practices. The committee develops and reviews investment policy for the CFCF. Additionally, it reviews the investment portfolio performance and reports the results to the board. Furthermore, the committee advises on management of the portfolio to the NPP Board and reports to the board on its actions on an annual basis.

### **Chair:**

Mr. R.M. Emond, Assistant Deputy Minister, Finance and Corporate Services

### **Members:**

VAdm G.E. Jarvis, Director General Finance

VAdm R.D. Buck, Chief of the Maritime Staff

LGen L.C. Campbell, Chief of the Air Staff

CPO1 R.M. Lupien, Canadian Forces Chief Warrant Officer

CWO J.E.R. Munger, Land Forces Command Chief Warrant Officer

Mr. John Berryman, Vice-President & Director Nesbitt Burns

Mr. Gerald Bouey, External business member

Mr. John F. Geci, President & Chief Executive Officer, CFPSA, Ex-officio member

Mr. Bob Smith, CFPSA Chief Financial Officer & Vice-President, CFPSA

## **HUMAN RESOURCES AND COMPENSATION COMMITTEE**

The human resources and compensation committee supervises HR policies directed to a productive, supportive work force. The committee oversees compensation and benefits policies, as well as the labour relations framework and negotiation mandate. Additionally, the committee evaluates compensation and benefits at the executive level. The HR and compensation committee reports on its activities to the NPP Board on an annual basis.

### **Chair:**

LGen G.E.C. Macdonald, Vice-Chief of the Defence Staff

### **Members:**

LGen J.M.C. Couture, Assistant Deputy Minister (Human Resources - Military)

VAdm R.D. Buck, Chief of the Maritime Staff

Mr. Mark Zazulak, Department of National Defence/ Canadian Forces Legal Advisor

CPO1 R.M. Lupien, Canadian Forces Chief Warrant Officer

Mrs. Diane Gorman, Assistant Deputy Minister Health Products and Food Branch, Health Canada, External business member

Mr. John F. Geci, President & Chief Executive Officer, CFPSA, Ex-officio member

Mr. Gérard Étienne, Vice-President Human Resources, Advisor





# FINANCIAL OVERVIEW INDEX

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\* Fiscal year 2001/02 ran from February 27, 2001 to February 24, 2002.



## CFPSA FINANCIAL OVERVIEW - Financial Highlights - Fiscal Year 2001/02

FINANCIAL HEALTH			OPERATING HIGHLIGHTS		
<b>CANEX</b>	<b>As at Feb-02</b>	<b>As at Feb-01</b>		<b>FY 2001/02</b>	<b>FY 2000/01</b>
Assets	\$46,860,137	\$44,273,285	Sales	\$122,471,014	\$116,523,502
Liabilities	\$19,452,248	\$17,366,276	Income from Operations	\$6,053,615	\$6,403,372
Net Worth	\$27,407,889	\$26,907,009	Payments to Base/Wing/Unit Funds	\$4,278,422	\$3,584,280
			Extraordinary Items	-\$1,257,000	\$ 0
			Earnings	\$518,193	\$2,819,092
			Investment in Store Modernization	\$3,107,271	\$3,553,972
<b>CANADIAN FORCES CENTRAL FUND</b>				<b>FY 2001/02</b>	<b>FY 2000/01</b>
	<b>As at Feb-02</b>	<b>As at Feb-01</b>			
Assets	\$148,934,005	\$162,104,154	Revenues	\$46,769,435	\$50,140,596
Liabilities	\$48,814,697	\$53,247,536	Expenses	\$55,506,745	\$43,441,502
Net Worth	\$100,119,308	\$108,856,618	Net Income/(Loss)	-\$8,737,310	\$6,699,094
			Services Re-imbursed by the Public	\$37,171,545	\$30,768,105
			Disbursements/Grants to Unit	\$4,753,372	\$4,611,603
<b>CANADIAN FORCES PERSONNEL ASSISTANCE FUND</b>				<b>FY 2001/02</b>	<b>FY 2000/01</b>
	<b>As at Feb-02</b>	<b>As at Feb-01</b>			
Assets	\$15,099,186	\$14,975,260	Revenues	\$910,910	\$874,115
Liabilities	\$51,186	\$112,917	Expenses	\$725,253	\$889,058
Net Worth	\$15,048,000	\$14,862,343	Net Income/(Loss)	\$185,657	-\$14,943
			<b>Number of Loans Made:</b>		
			Self-Improvement Loans	4,630	4,878
			Education Loans	656	581
			Distress Loans	207	100
			Grants	119	403

Note: For copies of audited financial statements please visit our CFPSA web site at [www.cfpsa.com](http://www.cfpsa.com) or contact our Chief Financial Officer at (613) 995-7911.



FINANCIAL HEALTH			OPERATING HIGHLIGHTS		
<b>SISIP PROPER</b>					
	<b>As at 31-Dec-01</b>	<b>As at 31-Dec-00</b>		<b>FY 2001</b>	<b>FY 2000</b>
Assets	\$331,156,923	\$333,888,057	Revenues	\$46,435,957	\$49,828,857
Liabilities	\$148,094,781	\$146,507,234	Expenses	\$29,900,375	\$20,536,574
Net Worth	\$183,062,142	\$187,380,823	Extraordinary Items	-\$20,854,270	\$5,665,040
			Net Income/(Loss)	-\$4,318,688	\$34,957,323
			Premiums Collected	\$29,836,500	\$27,955,794
			Claims Paid	\$21,965,634	\$18,352,307
<b>SISIP - TREASURY BOARD PLAN</b>					
	<b>As at 31-Dec-01</b>	<b>As at 31-Dec-00</b>		<b>FY 2001</b>	<b>FY 2000</b>
Assets	\$322,378,611	\$291,212,146	Revenues	\$62,367,263	\$59,763,125
Liabilities	\$289,496,779	\$271,071,630	Expenses	\$50,025,885	\$68,924,098
Net Worth	\$32,881,832	\$20,140,516	Extraordinary Items	\$399,939	\$27,229,818
			Net Income/(Loss)	\$12,741,317	\$18,068,845
			Premiums Collected	\$43,224,163	\$41,208,847
			Claims Paid	\$23,747,243	\$17,903,153

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## BASE/WING FUNDS - Financial Highlights - Fiscal Year 2001/02

	As at End February 2002 FY 2001/02				As at End February 2001 FY 2000/01			
	Assets	Liabilities	Net Worth	Net Income	Assets	Liabilities	Net Worth	Net Income
Aldershot	\$47,159	\$1,902	\$45,257	-\$643	\$32,123	\$1,223	\$30,900	\$0
Bagotville	632,807	219,033	413,774	-29,906	636,006	192,326	443,680	68,414
Borden	3,795,941	1,051,256	2,744,685	241,792	3,478,511	1,010,268	2,468,243	130,483
Cold Lake	3,132,242	1,185,015	1,947,227	-206,740	3,330,197	1,619,586	1,710,611	149,396
Comox	2,765,185	1,548,249	1,216,936	42,347	2,774,381	1,627,816	1,146,565	43,015
Edmonton	3,126,394	2,404,435	721,959	65,412	3,111,949	2,502,134	609,815	49,024
Esquimalt	1,188,327	353,228	835,099	-108,552	1,353,157	417,939	935,218	22,274
Gagetown	2,523,648	626,136	1,897,512	99,593	2,178,270	418,703	1,759,567	119,480
Gander	187,759	41,371	146,388	-4,998	208,378	56,992	151,386	-504
Goose Bay	1,021,306	99,815	921,491	105,487	928,943	95,328	833,615	85,147
Greenwood	1,863,607	485,344	1,378,263	39,304	1,739,553	766,986	972,567	99,434
Halifax	2,976,361	1,497,842	1,478,519	134,265	3,191,299	1,655,309	1,535,990	-103,219
Kingston	2,457,495	606,429	1,851,066	101,108	2,161,943	530,970	1,630,973	61,444
Leitrim	211,869	23,442	188,427	-15,998	216,345	11,920	204,425	26,868
Montreal	1,787,723	524,359	1,263,364	177,260	1,506,530	464,111	1,042,419	104,417
Moose Jaw	412,639	83,922	328,717	62,146	383,698	117,127	266,571	26,943
North Bay	658,920	101,659	557,261	31,535	634,366	96,673	537,693	68,845
Ottawa	8,880,493	1,593,749	7,286,744	16,000	8,337,461	1,802,190	6,535,271	81,300
Petawawa	1,952,281	709,549	1,242,732	158,887	1,928,550	702,809	1,225,741	59,834
Royal Military College	1,362,315	995,298	367,017	34,441	1,249,887	917,311	332,576	18,545
Shilo	1,066,274	398,358	667,916	-26,462	1,276,302	323,828	952,474	-39,502
St. John's	103,134	11,528	91,606	22,313	88,457	19,164	69,293	1,847
Suffield	2,720,181	916,704	1,803,477	80,510	2,764,679	1,041,712	1,722,967	99,666
Trenton	2,900,469	598,518	2,301,951	-2,267	2,749,041	604,412	2,144,629	7,477
Valcartier	2,788,429	838,833	1,949,596	141,443	2,704,217	836,870	1,867,347	276,794
Wainwright	1,133,225	98,383	1,034,842	32,260	1,122,272	119,690	1,002,582	-32,242
Winnipeg	2,104,980	560,660	1,544,320	-888	2,014,854	533,729	1,481,125	-9,542
Yellowknife	114,900	37,783	77,117	-6,770	115,726	30,412	85,314	9,610
<b>Total</b>	<b>\$53,916,063</b>	<b>\$17,612,800</b>	<b>\$36,303,263</b>	<b>\$1,182,879</b>	<b>\$52,217,095</b>	<b>\$18,517,538</b>	<b>\$33,699,557</b>	<b>\$1,425,248</b>

Note: For copies of audited financial statements please visit our CFPSA web site at [www.cfpsa.com](http://www.cfpsa.com) or contact our Chief Financial Officer at (613) 995-7911.





## OFFICERS MESSES - Financial Highlights - Fiscal Year 2001/02

	As at End February 2002				FY 2001/02				As at End February 2001				FY 2000/01			
	Assets	Liabilities	Net Worth	Net Income	Assets	Liabilities	Net Worth	Net Income	Assets	Liabilities	Net Worth	Net Income	Assets	Liabilities	Net Worth	Net Income
Aldershot	\$2,296	\$658	\$1,638	-\$2,413	\$5,554	\$1,503	\$4,051	\$0	\$5,554	\$1,503	\$4,051	\$0	\$5,554	\$1,503	\$4,051	\$0
Bagotville	90,383	4,170	86,213	2,013	90,371	6,171	84,200	2,822	90,371	6,171	84,200	2,822	90,371	6,171	84,200	2,822
Borden	343,932	41,120	302,812	3,148	361,515	61,850	299,665	6,857	361,515	61,850	299,665	6,857	361,515	61,850	299,665	6,857
Cold Lake	240,845	17,928	222,917	8,773	226,527	12,384	214,143	10,032	226,527	12,384	214,143	10,032	226,527	12,384	214,143	10,032
Comox	82,689	13,737	68,952	4,044	70,713	5,805	64,908	-3,822	70,713	5,805	64,908	-3,822	70,713	5,805	64,908	-3,822
Edmonton	369,937	108,577	261,360	24,328	346,646	109,613	237,033	15,149	346,646	109,613	237,033	15,149	346,646	109,613	237,033	15,149
Esquimalt	318,781	47,082	271,699	-31,188	324,053	21,166	302,887	41,310	324,053	21,166	302,887	41,310	324,053	21,166	302,887	41,310
Gagetown	460,860	25,657	435,203	2,694	461,152	28,642	432,510	10,234	461,152	28,642	432,510	10,234	461,152	28,642	432,510	10,234
Halifax	476,157	82,698	393,459	9,708	467,012	84,650	382,362	12,877	467,012	84,650	382,362	12,877	467,012	84,650	382,362	12,877
Kingston	555,308	41,994	513,314	43,267	511,455	41,408	470,047	57,899	511,455	41,408	470,047	57,899	511,455	41,408	470,047	57,899
Montreal	218,449	14,894	203,555	-24,776	270,133	10,791	259,342	31,075	270,133	10,791	259,342	31,075	270,133	10,791	259,342	31,075
Moose Jaw	308,104	6,677	301,427	-3,340	310,875	6,108	304,767	3,742	310,875	6,108	304,767	3,742	310,875	6,108	304,767	3,742
North Bay	-	-	-	3,642	48,283	7,364	40,919	3,924	48,283	7,364	40,919	3,924	48,283	7,364	40,919	3,924
Ottawa	3,001,669	823,031	2,178,638	64,905	2,945,079	831,346	2,113,733	34,222	2,945,079	831,346	2,113,733	34,222	2,945,079	831,346	2,113,733	34,222
Petawawa	207,403	11,366	196,037	2,409	209,372	15,744	193,628	-3,439	209,372	15,744	193,628	-3,439	209,372	15,744	193,628	-3,439
Royal Military College	606,193	164,012	442,181	32,617	461,094	76,531	384,563	41,125	461,094	76,531	384,563	41,125	461,094	76,531	384,563	41,125
Shilo	58,714	4,357	54,357	-4,359	62,901	4,185	58,716	-6,404	62,901	4,185	58,716	-6,404	62,901	4,185	58,716	-6,404
St. John's	18,816	3,765	15,051	-995	21,357	5,311	16,046	-1,351	21,357	5,311	16,046	-1,351	21,357	5,311	16,046	-1,351
Suffield	56,844	7,210	49,634	12,843	44,794	8,003	36,791	8,672	44,794	8,003	36,791	8,672	44,794	8,003	36,791	8,672
Trenton	198,266	8,502	189,764	-20,813	226,973	16,396	210,577	-13,278	226,973	16,396	210,577	-13,278	226,973	16,396	210,577	-13,278
Valcartier	470,636	77,283	393,353	38,279	424,648	69,574	355,074	23,273	424,648	69,574	355,074	23,273	424,648	69,574	355,074	23,273
Wainwright	54,354	5,881	48,473	5,513	47,288	4,328	42,960	1,617	47,288	4,328	42,960	1,617	47,288	4,328	42,960	1,617
Winnipeg	274,253	26,154	248,099	-3,879	272,942	20,964	251,978	-2,606	272,942	20,964	251,978	-2,606	272,942	20,964	251,978	-2,606
Yellowknife	33,778	1,781	31,997	-1,174	42,012	8,841	33,171	-10,666	42,012	8,841	33,171	-10,666	42,012	8,841	33,171	-10,666
<b>Total</b>	<b>\$8,448,667</b>	<b>\$1,538,534</b>	<b>\$6,910,133</b>	<b>\$165,246</b>	<b>\$8,252,749</b>	<b>\$1,458,678</b>	<b>\$6,794,071</b>	<b>\$263,264</b>	<b>\$8,252,749</b>	<b>\$1,458,678</b>	<b>\$6,794,071</b>	<b>\$263,264</b>	<b>\$8,252,749</b>	<b>\$1,458,678</b>	<b>\$6,794,071</b>	<b>\$263,264</b>

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## WARRANT OFFICERS AND SERGEANTS MESSES - Financial Highlights - Fiscal Year 2001/02

	As at End February 2002				FY 2001/02				As at End February 2001				FY 2000/01			
	Assets	Liabilities	Net Worth	Net Income	Assets	Liabilities	Net Worth	Net Income	Assets	Liabilities	Net Worth	Net Income	Assets	Liabilities	Net Worth	Net Income
Aldershot	\$16,617	\$1,247	\$15,370	-\$386	\$16,255	\$499	\$15,756	\$0	\$16,255	\$499	\$15,756	\$0	\$16,255	\$499	\$15,756	\$0
Bagotville	30,308	2,120	28,188	1,025	29,223	2,060	27,163	3,424	29,223	2,060	27,163	3,424	29,223	2,060	27,163	3,424
Borden	132,954	27,979	104,975	-23,413	165,158	36,770	128,388	2,012	165,158	36,770	128,388	2,012	165,158	36,770	128,388	2,012
Cold Lake	89,048	7,952	81,096	8,067	83,058	10,029	73,029	-8,610	83,058	10,029	73,029	-8,610	83,058	10,029	73,029	-8,610
Comox	90,963	11,560	79,403	12,001	76,656	9,254	67,402	5,008	76,656	9,254	67,402	5,008	76,656	9,254	67,402	5,008
Edmonton	254,964	32,932	222,032	8,320	238,328	24,616	213,712	12,185	238,328	24,616	213,712	12,185	238,328	24,616	213,712	12,185
Esquimalt	312,351	46,359	265,992	-46,888	346,384	33,503	312,881	-17,834	346,384	33,503	312,881	-17,834	346,384	33,503	312,881	-17,834
Gagetown	371,116	30,214	340,902	18,606	349,776	27,479	322,297	15,473	349,776	27,479	322,297	15,473	349,776	27,479	322,297	15,473
Halifax	444,195	63,195	381,000	26,092	467,735	112,827	354,908	-41,194	467,735	112,827	354,908	-41,194	467,735	112,827	354,908	-41,194
Kingston	249,512	87,016	162,496	21,554	243,193	102,250	140,943	-7,937	243,193	102,250	140,943	-7,937	243,193	102,250	140,943	-7,937
Montreal	99,908	8,603	91,305	19,708	116,211	33,886	82,325	19,711	116,211	33,886	82,325	19,711	116,211	33,886	82,325	19,711
North Bay				-7,769	61,486	10,859	50,627	670	61,486	10,859	50,627	670	61,486	10,859	50,627	670
Ottawa	434,582	48,506	386,076	2,807	421,374	38,105	383,269	4,130	421,374	38,105	383,269	4,130	421,374	38,105	383,269	4,130
Petawawa	121,159	12,549	108,610	-8,074	129,282	12,598	116,684	3,195	129,282	12,598	116,684	3,195	129,282	12,598	116,684	3,195
Shilo	52,266	6,278	45,988	-687	49,071	2,396	46,675	-14,936	49,071	2,396	46,675	-14,936	49,071	2,396	46,675	-14,936
St. John's	10,943	3,505	7,438	-3,685	18,454	7,331	11,123	-1,933	18,454	7,331	11,123	-1,933	18,454	7,331	11,123	-1,933
Suffield	70,508	6,389	64,119	12,639	55,592	4,112	51,480	12,013	55,592	4,112	51,480	12,013	55,592	4,112	51,480	12,013
Trenton	74,032	8,491	65,541	-14,563	91,670	11,566	80,104	1,321	91,670	11,566	80,104	1,321	91,670	11,566	80,104	1,321
Valcartier	361,416	78,241	283,175	60,438	314,480	78,352	236,128	28,082	314,480	78,352	236,128	28,082	314,480	78,352	236,128	28,082
Wainwright	93,975	3,922	90,053	8,362	91,233	9,542	81,691	7,772	91,233	9,542	81,691	7,772	91,233	9,542	81,691	7,772
Winnipeg	113,891	19,896	93,995	5,480	107,861	13,650	94,211	-11,352	107,861	13,650	94,211	-11,352	107,861	13,650	94,211	-11,352
Yellowknife	19,126	6,585	12,541	-5,938	25,753	7,274	18,479	-1,412	25,753	7,274	18,479	-1,412	25,753	7,274	18,479	-1,412
<b>Total</b>	<b>\$3,443,834</b>	<b>\$513,539</b>	<b>\$2,930,295</b>	<b>\$93,696</b>	<b>\$3,498,233</b>	<b>\$588,958</b>	<b>\$2,909,275</b>	<b>\$9,788</b>	<b>\$3,498,233</b>	<b>\$588,958</b>	<b>\$2,909,275</b>	<b>\$9,788</b>	<b>\$3,498,233</b>	<b>\$588,958</b>	<b>\$2,909,275</b>	<b>\$9,788</b>

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## JUNIOR RANKS MESSES - Financial Highlights - Fiscal Year 2001/02

	As at End February 2002				As at End February 2001			
	Assets	Liabilities	Net Worth	Net Income	Assets	Liabilities	Net Worth	Net Income
Aldershot	\$11,702	\$1,415	\$10,287	\$3,849	\$6,555	\$117	\$6,438	\$0
Bagotville	123,417	13,194	110,223	3,788	121,612	15,177	106,435	2,658
Borden	550,158	36,740	513,418	49,243	491,213	27,038	464,175	34,741
Cold Lake	259,028	26,522	232,506	-45,768	311,517	33,243	278,274	8,186
Comox	154,417	4,949	149,468	-2,482	156,136	4,185	151,951	-13,978
Edmonton	421,769	27,492	394,277	51,572	372,212	29,506	342,706	40,962
Esquimalt	287,074	31,862	255,212	-35,901	308,650	17,537	291,113	58,758
Gagetown	499,984	33,342	466,642	-6,653	505,995	32,700	473,295	14,334
Halifax	455,907	76,537	379,370	-40,507	519,277	99,399	419,878	-55,906
Kingston	486,961	15,613	471,348	50,394	442,876	21,922	420,954	24,338
Montreal	345,734	20,102	325,632	50,510	306,267	31,146	275,121	-14,358
Moose Jaw	100,775	3,833	96,942	-25,851	126,586	3,793	122,793	-35,178
North Bay	135,062	13,693	121,369	-743	133,782	11,670	122,112	-7,466
Ottawa	216,639	29,873	186,766	23,446	183,527	20,207	163,320	4,201
Petawawa	528,381	18,788	509,593	28,179	503,832	22,417	481,415	63,963
Shilo	109,219	9,063	100,156	3,186	99,251	2,281	96,970	5,287
St. John's	25,831	3,489	22,342	172	28,199	6,028	22,171	5,582
Suffield	202,632	7,695	194,937	-53,167	254,171	6,068	248,103	-9,862
Trenton	252,076	8,832	243,244	-9,388	266,614	13,982	252,632	16,276
Valcartier	510,163	90,861	419,302	33,916	448,071	62,685	385,386	21,904
Wainwright	119,800	5,184	114,616	7,918	110,445	3,747	106,698	11,041
Winnipeg	159,272	5,093	154,179	-16,643	179,631	8,809	170,822	1,471
<b>Total</b>	<b>\$5,956,001</b>	<b>\$484,172</b>	<b>\$5,471,829</b>	<b>\$69,070</b>	<b>\$5,876,419</b>	<b>\$473,657</b>	<b>\$5,402,762</b>	<b>\$176,954</b>

Note: For copies of audited financial statements please visit our CFPSPA web site at [www.cfpsa.com](http://www.cfpsa.com) or contact our Chief Financial Officer at (613) 995-7911.



## COMBINED AND ALL RANKS MESSES - Financial Highlights - Fiscal Year 2001/02

	As at End February 2002				As at End February 2001			
	Assets	Liabilities	Net Worth	Net Income	Assets	Liabilities	Net Worth	Net Income
Borden	\$211,203	\$27,006	\$184,197	-\$4,264	\$205,164	\$16,703	\$188,461	\$4,688
Edmonton	32,368	25,325	7,043	6,154	23,395	22,506	889	-8,171
Esquimalt	10,510	583	9,927	-6,319	18,993	2,747	16,246	-7,887
Gander	95,785	8,215	87,570	-8,684	106,009	9,755	96,254	7,551
Goose Bay	50,226	11,237	38,989	4,303	60,725	24,635	36,090	-60,482
Greenwood	282,855	150,720	132,135	-24,456	344,682	188,092	156,590	28,220
Halifax	18,830	656	18,174	-2,784	22,601	1,643	20,958	-1,020
Leitrim	118,093	20,096	97,997	-21,282	127,990	8,711	119,279	-6,765
Montreal	59,363	14,630	44,733	3,321				
Moose Jaw	33,823	1,365	32,458	-4,518	38,871	1,895	36,976	-10,681
North Bay	94,490	16,023	78,467	-8,954				
Ottawa	75,000	6,227	68,773	-5,197	93,294	6,935	86,359	11,806
Trenton	70,990	1,956	69,034	-4,231	75,026	1,760	73,266	-4,885
<b>Total</b>	<b>\$1,153,536</b>	<b>\$284,039</b>	<b>\$869,497</b>	<b>-\$76,911</b>	<b>\$1,116,750</b>	<b>\$285,382</b>	<b>\$831,368</b>	<b>-\$47,626</b>

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# ACRONYMS

ADM HR (Mil)	Assistant Deputy Minister Human Resources – Military
ASU	Area Support Unit
BIT	Basic Instructor Technique
BMQ	Basic Military Qualifications
C/MFRC	Canadian/Military Family Resource Centre
CANEX	Canadian Forces Exchange System
CF	Canadian Forces
CFB	Canadian Forces Base
CFCF	Canadian Forces Central Fund
CFPAF	Canadian Forces Personnel Assistance Fund
CFPSA	Canadian Forces Personnel Support Agency
CFRT	Canadian Forces Radio and Television
CFS	Canadian Forces Station
CFSD	Canadian Forces Supply Depot
CFTDC	Canadian Forces Training and Development Centre
CIP	Consolidated Insurance Program (CIP)
CISM	Conseil International du Sport Militaire
CRM	Customer Relationship Management
CSG	Combat Support Group
DGHS	Director General Health Services
DGPA	Director General Public Affairs
DHPHP	Director Human Performance and Health Promotion
DL	Dependent Life
DMFS	Director Military Family Services
DND	Department of National Defence
DAOD	Defence Administrative Orders and Directives
DWAN	Defence Wide Area Network
ECS	Environmental Chief of Staff
ERM	Employee Relationship Management
HLTA	Home Leave Travel Assistance
HQ	HR Human Resources
HRIS	Human Resources Management Information System
IAR	Internal Audit and Review
IM/IT	Information Management/Information Technology
LTD	Long-Term Disability
MB 2000	Messes Beyond 2000
MFRC	Military Family Resource Centre
MFSP	Military Family Services Program
MIL	Mission Information Line
NATEX	NATO Exchange System
NPF	Non-Public Funds
NPP	Non-Public Property
NPP BOD	Non-Public Property Board of Directors
OSC	Operation Santa Claus
PSP	Personnel Support Programs
R&R	Rest and Recreation
SCONDVA	Standing Committee on National Defence Veteran's Affairs
SISIP	Service Income Security Insurance Plan
SLT	Second Language Training
TFBH	Task Force Bosnia-Herzegovina
WGs	Environmental Working Groups

