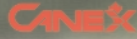


CANADIAN FORCES  
PERSONNEL SUPPORT AGENCY



AGENCE DE SOUTIEN DU PERSONNEL  
DES FORCES CANADIENNES

*Serving Those Who Serve*



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## MEMBERS OF THE CANADIAN FORCES

now face new missions and higher expectations on a regular basis. The tempo of operations is very demanding, and it is largely through the strength and resilience of Canadian Forces (CF) men and women that we are able to succeed in these challenging times. Without question, our members are our strongest asset.

High morale and team spirit are fundamental to successful military operations. Strong leadership and good hardware are key elements, but they are lost without engaging the hearts and minds of those men and women who fulfill the mission. We are, therefore, committed to providing the full spectrum of support our men and women, and their families, require to ensure that a high standard of operational effectiveness and readiness are maintained into the future.

There is a well-established link between operational effectiveness and readiness, and the level of morale, recreation and welfare available. To this end, the Canadian Forces Personnel Support Agency (CFPSA) fills a central and crucial role within the Department.

CFPSA is mandated to ensure CF members and their families receive the programs and services they deserve. These include military family support services, deployment support programs, CANEX retail operations, life and disability insurance and other financial products through the Service Income Security Insurance Plan (SISIP). CFPSA also provides sport, fitness and recreation programs wherever CF members serve. Health promotion programs help ensure the emotional and physical well-being of CF members and numerous other initiatives provide balance to the uniquely demanding careers of CF members and their families.

One of the goals of the CF in the coming year is to increase recruitment to build a stronger, more effective Forces. To achieve this we must fulfill our moral obligation to add quality and value in recognition of the commitment these men and women make to their careers.

As the chair of the Non Public Property Board of Directors, which oversees the operation of the CFPSA, I can assure you of the significant role CFPSA plays in the success of the CF. Industry-wide studies tell us time and again that quality of life, regardless of occupation, is a prime factor in almost every workplace environment. The CF is no different. With its unique demands on personnel, the CF is sensitive to providing the best-possible solutions to ensure our members enjoy career satisfaction.

The CFPSA motto is: "Serving Those Who Serve." It provides the best-possible infrastructure, competent and dynamic leadership and staff, and a commitment to continuously improve the quality and accessibility of its programs and services. Above all, the CFPSA listens to the needs of CF members. CFPSA is committed to making a better life for CF members and their families.

## THE CANADIAN FORCES PERSONNEL SUPPORT AGENCY

has a mission to provide quality programs and services to enhance the quality of life for the military community - the men and women of the Canadian Forces, and their families- in order to contribute to operational readiness and effectiveness. Our vision is to provide leadership and excellence in personnel support programs. Simply stated, the CFPSA is wholly committed to "Serving Those Who Serve".

The past year has been a busy one for the CFPSA. Much of our efforts focused on establishing a strategic planning process that will guide our organization into the future, with a solid foundation of customer-focused programs and services for all our authorized patrons: serving CF members and their families, Reserves, recruits, veterans and retired CF members.

During 2000, the CFPSA consulted with many stakeholders at the Base/Wing/Unit levels, with its staff in the field and in Ottawa, Base/Wing Commanders and Chief Warrant Officers/Chief Petty Officers. We used surveys, focus groups and consultations to ensure that men and women were consulted in the strategic process. Then we rolled up our sleeves and got down to work.

## THE BUSINESS PLANS AND ACTIVITIES OF THE CFPSA

were drafted in accordance with its priorities of:

1. contribution to operational readiness and effectiveness;
2. customer service;
3. revenue generation;
4. best practices;
5. partnering with Environmental Chiefs of Staff, Bases/Wings/Units;
6. professional development and training for employees and volunteers; and
7. entrepreneurship and risk acceptance.

In March 2001, the Non-Public Property Board of Directors approved the CFPSA Strategic Plan.

## HIGHLIGHTS OF 2000-2001

The CFPSA's three operational divisions: CANEX, Service Income Security Insurance Plan Financial Services (SISIP) and Personnel Support Programs (PSP), have continued to develop their products and services to meet CF customer needs. From new branding initiatives in CANEX's "Simply The Best" campaign, to expanded offerings of financial planning, education and counselling services through SISIP, and the near-completion of the PSP recapitalization project (which has spent \$162 million over three years, 50 percent of which was paid from non-public funds), the CFPSA is committed to providing the men and women of the CF and their families with the facilities and activities to enhance quality of life and to contribute to operational readiness and effectiveness.

The CFPSA support divisions that provide human resources, financial, corporate and review and audit services to employees at the Base/Wing and national headquarters levels were also engaged in strategic planning. They established short and long-term objectives aimed at providing a value-added service to their constituents and assigned and developed action plans to successfully fulfill these objectives.

In response to a directive from the Chief of Defence Staff in early 2000, the CFPSA initiated the expansion of its support programs to Canadian Forces deployed in Bosnia-Herzegovina. The start-up of a civilian-staffed travel service for R&R and Home Leave Travel Assistance, accounting services, and CANEX canteen operations was implemented in August 2000, and is now into its second rotation of trained, committed personnel who serve alongside their military counterparts.

## AHEAD

The CFPSA is committed to effectively delivering the programs and services it currently has in place, while pursuing new opportunities to enhance the quality of life for the military community including Reserves and retired members. We hope to complement the CF recruiting campaign to ensure that potential members recognize the value and benefit of our support programs. Active outreach through expanded services in the Military Family Services Program continues to be a priority in serving our customers. We will also continue to build a first-class infrastructure to ensure CFPSA employees have the tools and training to implement customer-first programs and services.

As with any customer-driven operation, we are in the business of listening. We will seek feedback through a number of channels in order to measure our successes, and will continue to improve in coming years to ensure the CFPSA remains viable and relevant to its customers, who are proud to identify CFPSA as their organization.

**The CFPSA  
Serving Those Who Serve.**



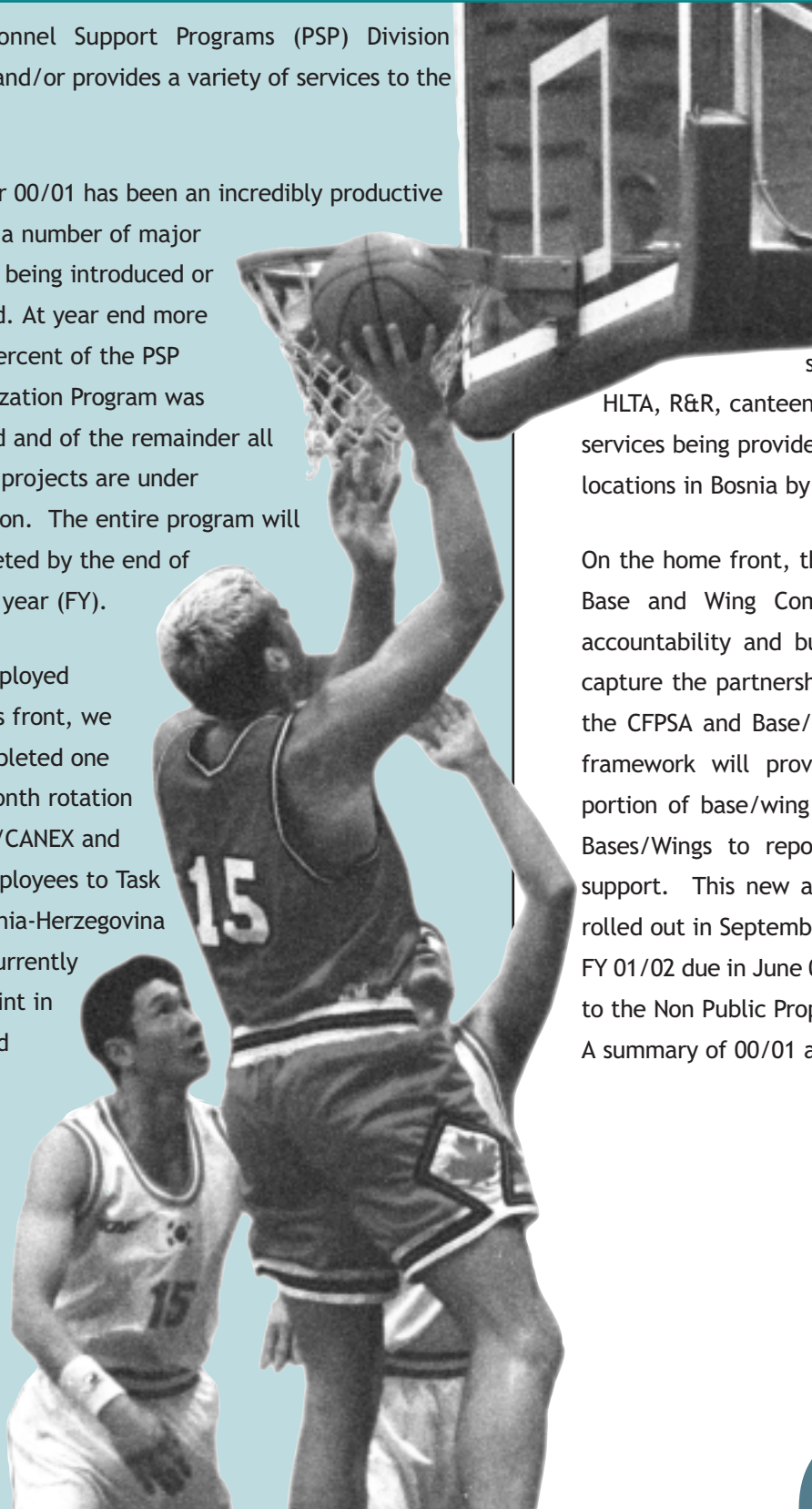


## GENERAL

The Personnel Support Programs (PSP) Division manages and/or provides a variety of services to the CF.

Fiscal year 00/01 has been an incredibly productive year with a number of major initiatives being introduced or completed. At year end more than 70 percent of the PSP Recapitalization Program was completed and of the remainder all but three projects are under construction. The entire program will be completed by the end of this fiscal year (FY).

On the deployed operations front, we have completed one full six-month rotation of 29 PSP/CANEX and CFPSA employees to Task Force Bosnia-Herzegovina and are currently at mid-point in the second rotation.



The Deputy Chief of Defence Staff and the National Support Element Task Force Bosnia Herzegovina have indicated their

satisfaction with the HLTA, R&R, canteen and other welfare services being provided to the six CF locations in Bosnia by the CFPSA employees.

On the home front, the PSP Division, working with Base and Wing Commanders, has developed an accountability and business planning framework to capture the partnerships and the synergies between the CFPSA and Base/Wing NPF/PSP activities. This framework will provide transparency to the NPF portion of base/wing PSP operations and will allow Bases/Wings to report on the strength of CFPSA support. This new accountability structure will be rolled out in September 2001 with the first report on FY 01/02 due in June 02. The results will be reported to the Non Public Property Board of Directors. A summary of 00/01 accomplishments follows.



## PHYSICAL FITNESS PROGRAM DELIVERY

The Canadian Forces (CF) participation rates in voluntary physical fitness training have increased significantly in 2000. This is the direct result of many new fitness facilities opened during the last year. The delivery of CF Fitness programs to Bases/Wings, training schools and the Royal Military College continued to be extremely successful in 2000. Fitness instructors and staff continue to improve both the quality and quantity of our programming. The creation of the new physical fitness cell at Headquarters has enhanced communication between the CFPSA and the Bases regarding fitness programs and fitness evaluations for military personnel.

On the technical side, the Canadian Forces Recruiting Group has contracted the CFPSA to conduct all testing for CF applicants in Canada. This program ensures a more accurate fitness evaluation of CF applicants and has greatly reduced the number of failures at the Recruit School.

## CFPSA TRAINING CENTRE

The CFPSA Training Centre in Borden played an important role in assisting with the training of NPF personnel selected to support PSP in Bosnia. Two courses were conducted during the year. The CFPSA Training Centre continues to deliver high-quality fitness and sports training despite the financial restrictions imposed by Canadian Forces Recruiting, Education and Training System (CFRETS). The Centre maintained the number of courses during the past year and succeeded at delivering on-site training at considerable savings to the host Base/Wing. Eight Basic Fitness Trainer Assistant courses were conducted (four in Borden and four on location), and six Recreation Activity Leader Course (three in Borden and three on location). As for the Agency training, three indoctrination courses were conducted (one in French in St-Jean and two in English in Borden). The Centre provided two one-week certification courses for newly hired fitness instructors, two Hockey Officials' courses, one taping course and one massage course. The number of students for the year 2000 remained static at approximately 400 candidates, an exceptional accomplishment by civilian industry standards.

## SPORTS PROGRAMS

All scheduled Regional and CF National Sports Championships were held in 2000. The completion of the new Arena/Field House/Pool complex at Borden now provides world class facilities to support the CF National Sports Championships.

- Two National Sports Governing Bodies, (broomball and squash), have recognized the CF with the same status as a **provincial representative team in 2000**
- As a result the CFB Valcartier Ladies Broomball team and the CFB Montréal Men's Broomball team participated at the Canadian Broomball Championship.

## INTERNATIONAL

At the international level, the CF participated in 10 Conseil International du Sport Militaire (CISM) Championships sending more than 150 athletes to competitions around the world.

The 12th Canadian Forces Sports Award Ceremony was held at the Ottawa Congress Centre on 28 October 2000, and celebrated the "Greatest Moments in CF Sports". More than 350 athletes attended the most impressive Sports Award Ceremony to date.

The CF Sports Hall of Fame is now accessible through both the Intranet and Internet.

(<http://hr.dwan.dnd.ca/cfpsa>)  
([www.cfpsa.com](http://www.cfpsa.com))

## PERSONNEL SUPPORT PROGRAM SERVICE STANDARDS

The Standing Committee on National Defence and Veterans Affairs (SCONDVA) Report observed that personnel support programs and services are not consistent or comprehensive across the CF particularly in areas affected by downsizing or Base closures. PMO Quality of Life tasked the CFP SA to undertake a review of the level of PSP services offered across the CF, focusing on those locations, that are not Bases, but where CF personnel are posted. The 1999 study, identified core or essential PSP services, shortfalls in their delivery at each location and solutions including a cost analysis to ensure delivery of these services at each location. The report was presented to PMO Quality of life in August 1999. Funding has been approved and the program will be implemented in 2001.

### MESSES

A Messes Beyond 2000 (MB 2000) Project was launched in June 2000 as follow-on to the 1995 Mess Study and in response to SCONDVA recommendations. The goal of MB 2000 is to develop an action 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 began with facilitated strategic planning sessions for Environmental Working Groups (WGs). The WGs dealt with issues such as the importance of change, current business trends, changing demographics and attitudes, and the requirement for marketing and business plans for our messes. Stakeholders (Bcomds, PSP Mgrs/SvcsO, PMCs and mess members) verified the issues identified by the WGs and an action plan was developed to address the issues. Mess business and marketing plans were drafted as part of the action plan, and were piloted at four Bases. Business templates are now available for use in the management and operation of all our messes. The pilot projects also tested business management software for messes, which will be rolled out across our mess system in 2001.



## DEPLOYMENT SUPPORT PROGRAMS

Deployment support continued to provide a steady stream of products and services to CF personnel stationed around the globe. Task Force Kosovo terminated in July 2000 as did Op Echo in Aviano in Jan. 01 and were replaced with support to Op Eclipse in Eritrea, Africa effective Dec. 01 and to HMCS Charlottetown seconded to Op Augmentation in the Persian Gulf in Feb. 01. Support to Op Eclipse included outfitting the mission with fitness, sport, recreational and mess equipment to ensure that their needs were well looked after in Eritrea's challenging environment.



The Canadian Forces Radio and Television (CFRT) service implemented in Jan. 2000 expanded its service by adding a ground station in Aviano, Italy and two ground stations in Eritrea, Africa to support Op Eclipse.

The CFPSA Show Tour program provided entertainment show tours to deployed forces stationed at CFS Alert/CFS Goose Bay (Mar. and Dec. 00), Kosovo (Mar. 00), Bosnia (May and Dec. 00), Aviano, Italy (1 Jul. 00), and HMCS Calgary, Persian Gulf (Sep. 00). Due to the unrest in the Middle East, the regular Christmas (Dec. 00) show tours to Camp Ziouani in the Golan Heights and the MFO in Egypt were cancelled. In addition to the Alert show tours, a special tour entertained the troops in Alert on 29 Apr. 00 to commemorate the 50th anniversary of the station. The CFPSA also replaced Alert's complete inventory of televisions and provided a multi-changer DVD machine and DVD movies for the station's closed circuit television system.

- Operation Santa Claus was another resounding success providing **2,908 Christmas packages** for CF members serving at **19 missions** around the world.
- The total value of donated items for this operation totalled approximately **\$300,000**.
- As in previous years, 25 Canadian Forces Supply Depot (25 CFSD) and 3 Combat Support Group (3CSG) **received and shipped more than 78,000 items** that comprised the Christmas packages.



## CFPSA DEPLOYED OPERATIONS

On July 11, 2000, the Deputy Chief of the Defence Staff (DCDS) tasked CFPSA to provide welfare services to the CF members deployed with the Task Force in Bosnia-Herzegovina (TFBH). In September 2000, CFPSA employees assumed responsibility for the provision of welfare services to TFBH troops. These services include travel services for Home Leave Travel Assistance (HLTA) and Rest and Relaxation (R&R), warehouse and canteen services, and recreation and sports programs. CFPSA currently has 29 employees deployed in Bosnia and working for the Commander TFBH.

To prepare our employees for duty in TFBH, CFPSA conducted a training session in Borden from July 24-30, 2000. The training program has since been extended to a two-week period to include a selection process along with the training. CFPSA has also added an eight-day European-based training session to better equip travel service employees with expertise in European travel destinations.

Reports from the first rotation and initial feedback from the military authorities indicate the approach of delivering in-theatre welfare services with civilian staff has been successful. CFPSA is currently working with military authorities to investigate expanding 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 2000/2001, necessitating additional recreational management hires at many locations. A successful biennial conference was held October 3-4, 2000 at ASU St-Jean bringing together recreation professionals from across the CF where they shared success stories, received national 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 youth initiatives have taken place during the past year including:

- the formation of a joint working group between CFPSA and 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 female youth;
- a National Youth Volunteer Awards program honouring youth leadership in military communities; and
- a program to provide computers and Internet services at youth centres across Canada.

## PSP CONSTRUCTION

In January 1998, Project Management Board (PMB) approved the funding formula for the PSP Infrastructure Re-Capitalization Project. This approval allowed the CFPSA to proceed as quickly as technically possible with the \$150 million project. During 1999, it became obvious that the original scope of the PSP Infrastructure Re-Capitalization Project could not be met within the allocated funding. Submissions to both the NPF BoD and PMB resulted in a funding increase to a new total of \$162 million. To date, \$111 million has been spent on completing individual projects and \$49 million is under construction. The remaining projects will be implemented in calendar 2001.

# PERSONNEL SUPPORT PROGRAMS DIVISION

## PSP CONSTRUCTION SUMMARY

MARCH 2001

Completed		Under Construction	
Greenwood Community Centre	\$1M	Kingston Sport Centre	\$15.8M
Staff College Fitness Centre	\$1.3M	Halifax Stadacona Gym	\$4.1M
Borden Arena	\$3.5M	Winnipeg Gym	\$3.8M
RMC Arena	\$1M	Meaford Fitness/MFRC	\$2.7M
Cold Lake Sports/Fitness Centre	\$12.8M	Montreal Fitness Centre	\$3.1M
Comox Fitness Centre	\$10.5M	Trenton Gym	\$2.5M
Comox Arena	\$1M	Trenton Fitness Centre	\$2.3M
Edmonton Community Centre	\$3.5M	Trenton Arena	\$3.9M
Gagetown Arena	\$1M	Esquimalt Gym/Pool	\$3.5M
Valcartier Arena	\$1M	Halifax Community Centre	\$4.6M
Bagotville Community Centre	\$2.2M	Borden Sports Fields	\$3.1M
Bagotville Gym	\$3.2M		
Borden Field House	\$6M	<b>Awaiting Construction Starts</b>	
Edmonton Gym/Pool	\$1.6M	Shilo Arena	\$0.6M
Edmonton Arena	\$1.4M	Halifax Arenas	\$0.5M
Esquimalt Community Centre	\$2.4M		
Gagetown Field House	\$8.7M	<b>In Development</b>	
Gander Gym	\$1.6M	Goose Bay PSP Facilities	\$1M
Greenwood Gym/Pool	\$8.7M	Toronto PSP Facilities	\$0.5M
Halifax Dockyard Gym	\$4.8M	Gagetown Community Centre	\$0.8M
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		

## MILITARY FAMILY SERVICES PROGRAM

One of most important services offered by the CFPSA's PSP Division is the Military Family Services Program (MFSP). The local Canadian/Military Family Resource Centre (C/MFRC) is the most visible form for most military members and their families. The Director of Military Family Services (DMFS) continues to work in partnership with other interested groups within DND and the CFPSA to enhance the quality of life of military members and their families. These include:

### PRIVACY CODE

A privacy code has been developed by the Director Military Family Services to assist MFRCs in protecting the personal information of CF members and their families that is provided to or collected by MFRCs. The Privacy Code for the MFSP is a tailored version of the Canadian Standards Association Model Code for the Protection of Personal Information that is a national standard for Canada.

### VIRTUAL CMFRC

DMFS is currently in the process of designing and developing a web site for (and by) CF families living in remote locations throughout continental Europe and the United Kingdom who currently have no access to a C/MFRC. This site will provide increased user access to, and involvement in, the services available to most families close to a C/MFRC.

The objectives of the site are threefold:

- (1) provide pan-European delivery of MFSP mandates services
- (2) facilitate communication and information sharing among CF families living in Europe
- (3) enhance C/MFRC management procedures and practices.

The Virtual C/MFRC web site will be launched during the 2001/02 fiscal year.





## SECOND LANGUAGE TRAINING

After the completion of the Second Language Training (SLT) Pilot Project, SLT programming was initiated across the CF community at most C/MFRCs. Since then, **more than 2000 spouses have been trained in a second language.** To quote one MFRC "...now with the SLT service well in place, there is a very notable change in the spouses who come to the centre." Its Executive Director commented that many spouses take advantage of the services offered and they seem much more comfortable with other members in the community than in previous years. Some have become volunteers and all are immensely proud of learning a second language.

## YOUTH SERVICES

The Youth Volunteer Millennium Project was sponsored by the PSP division CFPSA in collaboration with the DND/CF Millennium Fund to celebrate the year 2000 and to recognize the accomplishments of youth volunteers at CF locations. Five national winners were further recognized in an awards presentation held in Ottawa on January 19, 2001.

## CHILDREN'S SERVICES

The Emergency Childcare Service (ECS) continues to evolve to meet the needs of a diverse community. This program is recognized as a valuable service to families in need of assistance. DMFS will further expand the ECS eligibility criteria to include additional respite care to spouses of CF members deployed for six months or to families at time of posting. DMFS in collaboration with Quality of Life (QOL) staff have created a national brochure, for distribution in summer 2001, that will include information on the Emergency Childcare Service, the Family Care Assistance and the Family Care Plan.

## EMPLOYMENT ASSISTANCE SERVICE

The Employment Assistance Service (EAS), which provides employment funding support to civilian spouses of CF members, has been extended this year to include workshops and personal assistance for youth from military families. The program will assist them in acquiring valuable life skills through volunteer and/or paid employment.

During the past year DMFS has concentrated on developing and distributing resources to Career Centres at C/MFRCs. "Choices CT", a highly specialized, career profiling software is now available to assist clients in assessing their strengths and aptitudes and to develop a concrete action plan for employment, skills augmentation and continuing education. The Bank of Montreal sponsors the EAS and its generous financial support has paid, in part, for the purchase of "Choices CT" license for use in C/MFRCs. A customized, information management software database has been developed for the

EAS and will be piloted by four C/MFRCs in the fall of 2001. A video "Prete à entrer dans la course a l'emploi" produced by the Bagotville MFRC Career Centre has been translated into English and will be distributed to all C/MFRCs in the fall of 2001. The video is a series of interviews with military spouses and local employers and profiles the unique challenges facing spouses in finding work. A workshop "Youth Employment Preparation Workbook", developed by the Winnipeg MFRC Career Centre has been translated into French and will be distributed to the C/ MFRCs in the summer of 2001.



## MISSION INFORMATION LINE

The Mission Information Line (MIL) continues to provide extensive support to both immediate and extended families of deployed members serving on missions overseas through its toll free number and internet services.

MIL personnel are currently working on different initiatives that will enhance the services already provided. Some of these initiatives include a Deployment Activity Book/Journal for students due for release in Summer 2001 and live video conferencing between Bosnia and Canada. Currently situation reports are available via the interactive voice response system (IVR) on the toll-free telephone number (1-800-866-4546).

## FAMILY DEPLOYMENT SUPPORT

The Deployment Support Service offered through C/MFRCs supports families of CF Regular and Reserve Force members during deployments. This year families of civilian CFPSA personnel on deployment in Bosnia are also being offered deployment support.

The increase in the number and frequency of CF deployments has resulted in greater demand for deployment support services. In September 2000, DMFS invited key stakeholders from the CF and the C/MFRCs to attend a focus group to review deployment support. The review process continues and will result in Policy and Standards of Practice Directives to reflect the evolving support requirements of families.

## EMERGENCY SUPPORT

DMFS delivers, through C/MFRCs, the Prevention, Intervention and Consultation Program which provides a response capability to address emergency or difficult situations, in co-operation with other base services, throughout the active and follow-up phases of a crisis. The program offers prevention and education programs, ongoing individual and family support, intervention, referral and follow-up support services.

An Employee Assistance Program for CFPSA employees was piloted at Military Family Resource Centres for six months and has now become a standard service offered through the Prevention, Intervention and Consultation Coordinator.

DMFS recent initiatives include the delivery of training workshops on the prevention of family violence to C/MFRC staff and volunteers and the production of an educational booklet titled "Canadian Forces Families

Working Together To Prevent Family Violence". These are being distributed to families through the C/MFRCs, civilian medical/social clinics and offices surrounding CF bases. The booklet has been well received by CF families and civilian and government organizations working for the prevention of family violence.

## TRAINING AND DEVELOPMENT

In October and November 2000, highly successful MFRC regional conferences took place in Cold Lake AB, Cornwall ON, St. John's NF and SHAPE, Belgium with assistance from DMFS. C/MFRC Directors and Executive Directors also attended a three-day business practices workshop in Ottawa in March 2001 sponsored by DMFS.

DMFS has developed national policy and minimum standards for Board training and development to strengthen the governance role of MFRC Boards of Directors.



## NATIONAL INFORMATION DATABASE

The National Information Database (NID) was implemented at all C/MFRCs during the 2000/01 fiscal year. The NID was developed by DMFS to assist C/MFRC Directors/Executive Directors and MFSP Co-ordinators in the management and administration of the universal services detailed in the MFSP Operational Plan. The NID was also designed to enable all C/MFRCs to collect information concerning CF family members' usage of, and volunteer involvement in, MFSP universal services using standardized software and a common methodological approach. This information will be used by DMFS for tracking and strategic planning purposes so that the MFSP continues to both reflect, and be responsive to, the needs and interests of CF families.

## OPERATIONAL PLAN REVIEW

During FY 00/01, DMFS initiated the process of reviewing and revising the MFSP Operational Plan. A survey was distributed to all MFSP stakeholders (i.e. Base/Wing Commanders, C/MFRC Advisory Boards/Boards of Directors and Directors/Executive Directors). The results provided the basis for an on-going series of consultations among all MFSP stakeholders on the future scope and direction of the MFSP. This review and revision process will be completed during FY 2001/02.

## PHYSICAL FITNESS RESEARCH AND DEVELOPMENT

The validation of Minimum Physical Fitness Standard study has been completed by Queen's University Ergonomic Research Group. The findings are currently being analysed and reviewed by NDHQ staff and recommendations are expected to be delivered to Armed Forces Council in the near future.

The Army Fitness Manual prepared for Land Forces Command (LFC) by the CFPSA in cooperation with LFC Directorate Army Training, ParticipAction and Canadian exercise experts and has undergone trials at several army locations. The physical training material is considered state-of-the-art and the army is prepared to make this material the program of choice for physical training for LFC personnel. The scientific basis for this manual will be presented at the American College of Sports Medicine Conference in 2001.

At the University of Alberta work has commenced for the fire fighter fitness program to research and develop physical fitness selection standards. This is the first time selection standards have been used in place of maintenance standards for military personnel. The final product will harmonize with the task-based physical fitness standards recommended for DND fire fighters. A special fire fighter physical fitness training program has been developed in cooperation with the Canadian Forces Fire Marshal (CFFM), ParticipAction and expert writers from York University to provide special individualized programs for all DND fire fighters. Final work on hyperoxic Self-Contained Breathing Apparatus (SCBA) will be completed at CFB Comox resulting in recommendations for increased endurance capability of fire fighters in extreme environments.

## PHYSICAL EDUCATION PROGRAMS

Physical education programs for recruit school and Junior Leadership Courses are nearing completion. CFRETS has also approved a Recruit Training Manual to assist recruits in setting and measuring their personal fitness goals and provide basic knowledge on personal health and physical fitness standards and programs in the CF.

The following new initiatives have been funded for 2001: CF Diver Physical Fitness Standards, Parachutist Selection Standards, and investigating the relationship between increased age and physical performance in the military environment. Further information may be found on Intranet (<http://hr.dwan.dnd.ca/cfpsa>) and Internet ([www.cfpsa.com](http://www.cfpsa.com)).

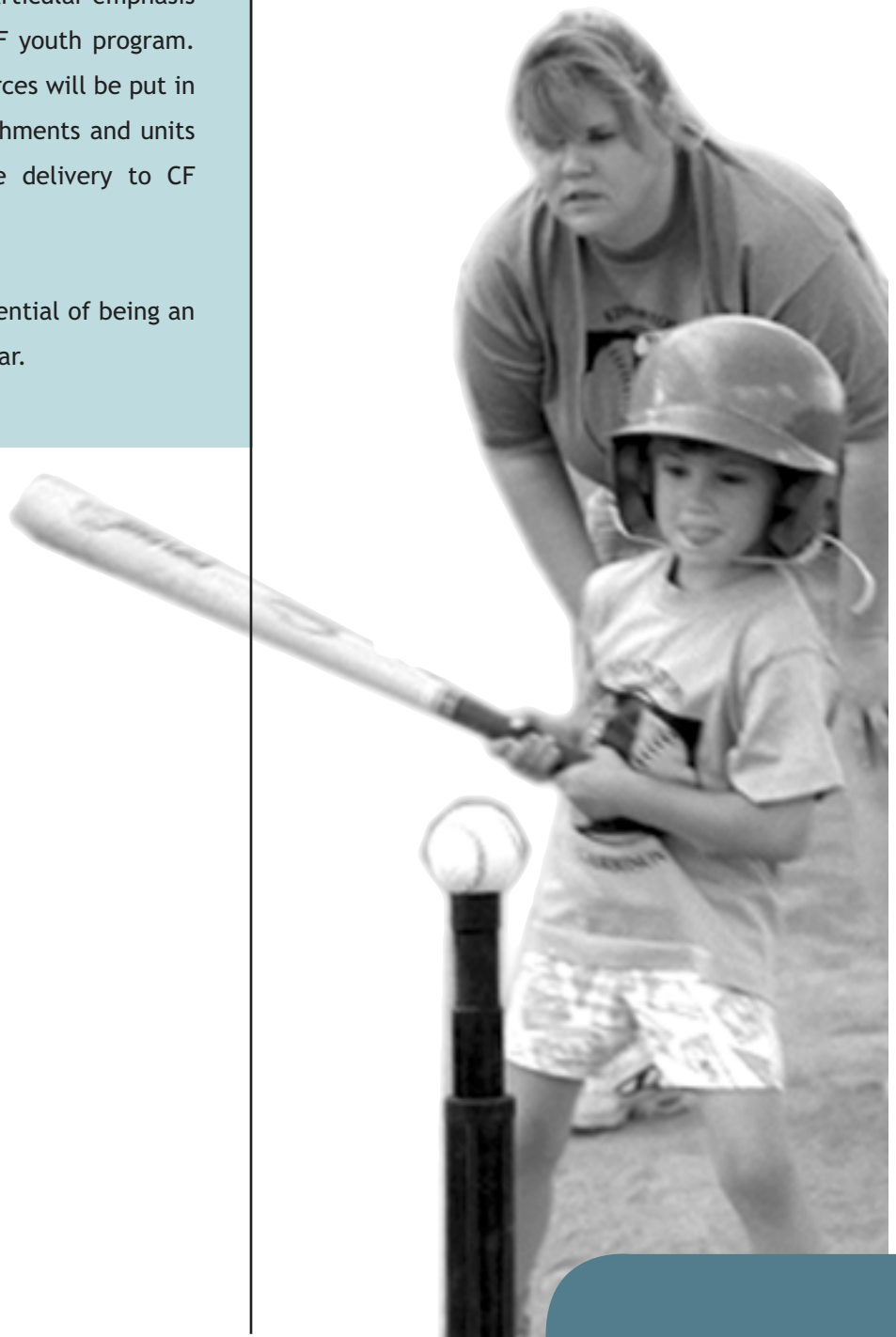
## HEALTH PROMOTION

The PSP Division is finalizing an agreement with DGHS (Director General Health Services) that will result in a Service Level Arrangement for the delivery of Health Promotion programs across the CF. DGHS will fund this program and will be responsible for CF Health Promotion policy and program research and development. CFPSA will employ specialist Health Promotion staff located at Bases, Wings and Units who will provide overall administration and delivery of the program as part of Personnel Support Programs. Health Promotion programs aim at enhancing wellness and reducing or eliminating high-risk behaviours. Health Promotion covers issues related to stress management, addictions (e.g. alcohol, smoking, gambling) positive lifestyle (e.g. nutrition, exercise) and injury prevention. The addition of Health Promotion programs will complement already available PSP programs in the areas of physical fitness, recreation and MFRCs.

## THE FUTURE

The PSP Division will continue to fine tune its partnerships with Bases and Wings in order to become more responsive to, and supportive of their needs. We will work with field units to improve the delivery of family services with particular emphasis on developing a more dynamic CF youth program. PSP management personnel resources will be put in place at a number of small detachments and units in order to improve PSP service delivery to CF members and their families.

In summary, FY 01/02 has the potential of being an extremely busy and productive year.





## CANEX IS THE RETAILER TO THE CANADIAN FORCES MILITARY COMMUNITY

This operation has achieved success in the past ten years by developing a modern store network focused on delivering goods and services that have evolved with the changing consumption patterns of our customers.

We are well positioned within our marketplaces operating retail, grocery and convenience stores, as well as food services outlets at CF Bases and Wings in Canada, CF camps in Bosnia and the NATO Base in Geilenkirchen, Germany.

- In fiscal year 2000/2001, CANEX achieved **sales totalling \$116,523,502**, a **1.9 percent increase** over the previous year, while same-store sales increased 5.8 percent. Net earnings surged 11.7 percent to \$2,818,767 compared with \$2,523,834 in fiscal year 1999/2000.
- During the year, CANEX pursued its capital investment program by injecting more than **\$3.5 million** to renovate or expand 36 stores and to build eight new outlets, thereby enhancing the shopping experience for our customers.
- CANEX's financial position continued to improve. Total **assets increased by \$3.3 million**, while total liabilities increased only \$0.6 million, thereby resulting in an improvement of total equity from \$24.2 million to \$26.9 million.

Following the Deputy Chief of the Defence Staff (DCDS) instruction of June 2000, CANEX, in conjunction with the CFP SA, established its first Deployed Operations Unit in Bosnia. Sales through these five canteens totalled \$2.8 million with merchandise provided by the NATEX warehouse located in Germany. With respect to technology, we completed the implementation of the Systèmes Info Royale (SIR) software packages at a cost of \$160,000, and now all of our stores enjoy state-of-the-art point of sale and scanning. We are now installing Store Management Suite (SMS) as the final piece of our IT and inventory tracking systems. We are already benefiting from these improvements and expect to capitalize on them more fully in the coming years.

Simply the  
**Best**



## FISCAL YEAR 2001/2002

Fiscal year 2001/2002 will see the continued emphasis on increased individual benefits for CF members. Plans to enhance our list of items available at guaranteed lowest price are expected to increase customer satisfaction levels. The introduction of our new marketing theme "Simply the Best" is designed to reinforce our commitment to providing the best customer service, the best brands and quality at the best prices in the market place. CANEX will continue to inform its customer base about its activities and value-added service, and its role in providing an integral quality of life service to the military community.

## THE FUTURE

At the beginning of a new millennium and a new decade, CANEX intends to continue to grow by drawing on the recipe for success that has served us so well. The expertise, commitment and co-operation of our employees and suppliers are the key ingredients of this recipe, and we extend our appreciation to all of them for their contribution.

CANEX is convinced that we will successfully meet the new challenges of the 21st century.

"Serving Those Who Serve"



## GENERAL

For more than 30 years, Service Income Security Insurance Plan Financial Services (SISIP) has been providing financial products and services exclusively to the Canadian Forces (CF) community. Particularly during the last 10 years, SISIP has experienced sustained growth as it strives to meet the needs and the satisfaction of the serving and former members of the CF and their families. In 2000, SISIP enjoyed another rewarding year in assisting the military community with “Financial Solutions for Today... and Tomorrow!”

## INSURANCE SERVICES

SISIP continues to offer life and disability insurance options that are both competitively priced and include features tailor-made for the special needs of the military community.

- As of December 2000, more than **106,000** CF members, former members, and spouses were insured under the various term life insurance options.
- Approximately **57,000** Regular Force members and **30,000** Reserve Force members are insured under the Long Term Disability (LTD) policies.

In 2000, more than **\$18 million** in life-insurance benefits were paid to beneficiaries. The total benefits paid and the support provided under Long-Term Disability and Rehabilitation programs exceeded **\$20 million**. Long-Term Disability benefits were paid out to 1,400 members, of which 1,200 were also assisted by the SISIP Rehabilitation program.

## FINANCIAL PLANNING

SISIP Financial Services also provides financial planning, counselling and education through a network of offices that is currently being set up across Canada. Dedicated professionals provide specialized services and, although the roll-out of offices across Canada is not complete, SISIP currently has more than 1,000 financial planning clients with more than \$10 million in client investments under management. SISIP is also assisting hundreds of families through its financial counselling program.

## CANADIAN FORCES PERSONNEL ASSISTANCE FUND (CFPAF)

CFPAF provides CF personnel with financial distress loans and grants, self-improvement loans and education assistance loans.

- During the last fiscal year, approximately **6,000 members received financial assistance** from the various loan programs.

## CONTRIBUTION TO THE CF QUALITY OF LIFE

SISIP's financial contributions enhance the quality of life of the military community and the operational effectiveness of the CF in a number of ways. SISIP has been a substantial contributor to the Personnel Support Programs (PSP) infrastructure programs for new CF gymnasiums, pools, community centers and arenas, and to events such as the CF Sports Awards Banquet and Operation Santa Claus.

- In 2001, SISIP will contribute \$20 million to the PSP infrastructure recapitalization program.
- SISIP is also opening offices across Canada to improve its services to customers.

## FUTURE

SISIP will continue to improve its financial products and services and, by 2002, will complete its network of 17 offices at bases/wings located across Canada.

Currently, SISIP has offices in St. John's Halifax, Greenwood, Gagetown, Bagotville, Valcartier, Ottawa, Petawawa, Kingston and Comox, and will soon open offices in Montreal (St-Jean), Borden, Trenton, Esquimalt, Edmonton, Winnipeg and Cold Lake.

SISIP will also begin delivery of a financial education program to CF recruits and officer-cadets by June 2001.

Looking ahead to the future, SISIP remains committed to provide the Canadian Forces community with the best "Financial Solutions for Today...and Tomorrow."

## CFPSA HUMAN RESOURCES

The CFPSA Human Resources Division is made up of highly motivated and dedicated individuals whose mission is "To provide customer oriented HR Programs in support of CANEX, SISIP, PSP and the operational effectiveness of the CFPSA". Managing human resources within the CFPSA poses distinct challenges. We have more than **5,000 employees** working with members of the CF and their families at 31 Wings, Bases and Units across Canada and in Europe.

Over the past year, there have been numerous undertakings within the Department. We have secured a new Treasury Board mandate for the next round of negotiations which will see each of Non-Public Fund's (NPF) 24 Collective Agreements expire and come up for renewal before November 2003. In order to address the key issues that came to light during the last round of negotiations, our proposal for the upcoming round included requests for authorization in the following three areas:

- a. authority to negotiate increases in rates of pay that take into consideration expected economic increases, plus market and job evaluation adjustments;
- b. authority to adjust the increases in pay among geographical locations in order to allow sufficient flexibility account for local pay variances and market conditions, and
- c. authority to negotiate improvements in terms and conditions of employment.



## EMPLOYEES – OUR GREATEST RESOURCE

We also undertook a detailed review of the application of the Job Evaluation (JE) Plan for Category I (CAT I) employees for administrative, finance, and fitness positions. The original JE plan for CAT I positions does not have a specific factor that adequately recognizes the degree of knowledge necessary to perform the duties of these particular positions. As such these positions, particularly the administrative and fitness positions, were undervalued in relation to similar positions in the outside market.

We solidified line control over the provision of human resources services for all NPF employees. The range of services continues to expand to now include, among others, attendance management, support to deployed operations, HR service for employees in Europe. All of the added functions bring a significantly higher degree of complexity as managers require more advice and discussion when dealing with these issues, resulting in increased human resources time and expertise.

We have continued our consultation process on employment equity initiatives with the Unions. Input from members of the National Joint Committee on Employment Equity was solicited for the national roll out of the Agency's EE plan. Members were further asked to advise the Employer of any employment equity or related issues that arise locally, and to invite union representatives/shop stewards to liaise with local HR Managers on such issues. Both the CFP's Executive Management Board (ExMB) and key line managers received educational presentations from HR staff. We produced an Outreach Directory, which was provided to local HR Managers, their staff and line managers. The annual Employment Equity Report was submitted to Treasury Board on 1 Oct 00. The Agency has been working with DND towards adopting its policy on harassment prevention.

## THE CORE CHARACTERISTICS

The Division also embarked on a comprehensive process, through a strategic planning framework, to address the programs/projects required to ensure the Agency's continued success in meeting its operational and strategic objectives. The ExMB identified five core employee characteristics of the CFPSA employee that are seen as the most critical for individual and organizational success in the 21st century. In the coming years, these characteristics will become the foundation for achieving success through the Agency's human capital in a way consistent with the CFPSA values, vision, and strategic objectives.

The core characteristics are:

- Team player,
- Customer focused,
- Positive attitude,
- Excelling/success oriented, and
- Competent

As well, we conducted a qualitative review of operational HR programs and services and identified, as an overarching priority, the need for HR to be more focused on core functions and increased client service. As priorities for 2001, the Division will be undertaking a comparative fundamental review of HR service delivery and benchmark CFPSA HR with other organizations in order to determine the most appropriate HR structure for the CFPSA.

## FINANCE

The Finance Division provides financial, accounting, payroll, information management and information technology services to all NPF activities. As well, the Finance Division manages the Canadian Forces Central Fund, the Consolidated Insurance Program and the Consolidated Bank Account.

## CFCF INVESTMENT PORTFOLIO

CFCF investment revenues for FY 00/01 amounted to \$13.9m. This amount is the largest amount ever earned by the CFCF (Figure 1).

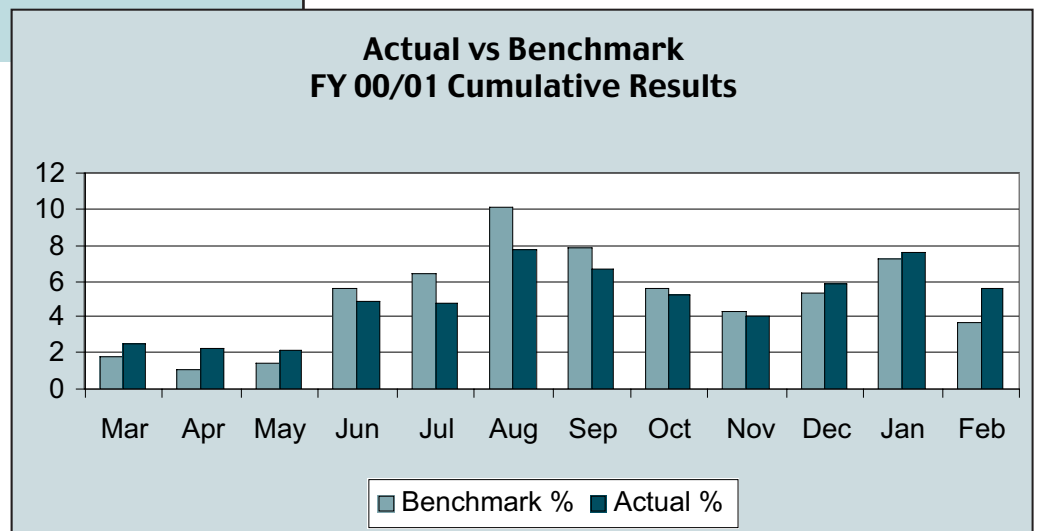
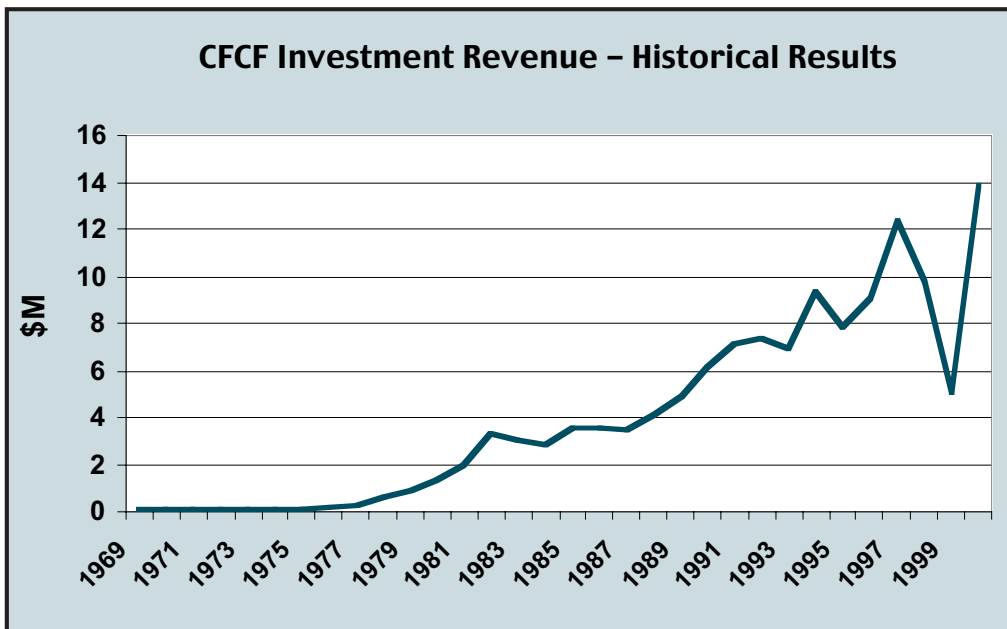


Figure 1



The overall market performance of the investment portfolio exceeded the benchmark (5.59% vs 3.66%) (Figure 2).

Figure 2

### CFCF Investment Portfolio Performance

## ASSETS

The investment portfolio's asset mix was consistent with the approved range throughout the year. Figure 3 depicts the asset mix at the end of the fiscal year:

**Figure 3**  
**Portfolio Asset Mix**

	Asset Mix 2 Mar 01	Approved Range (%)
Term Deposits/Treasury Bills/ Bankers Acceptance	3.2	2-20
Bonds - Canada/federally Guaranteed/provincial	60.1	40-75
Equity (Stocks/Convertibles)	36.7	15-40

The market neutral position is 5% 'Cash', 65% bonds and 30% equities. The benchmark for performance is based on the 90 day T-bill rate, the Scotia McLeod Bond Universe Index, and the TSE 300 return, weighted 5%, 65% and 30%, respectively.

## FUNDS DISTRIBUTION TO UNITS

A comprehensive PSP Quality of Life Grant Program was approved by the NPP Board of Directors in June 1999 and introduced in September 1999. This program was renamed the CFPSA Grant during FY 00/01. The program, which distributes funds to units, replaced the Grants to Small Units Program, Minor Program High Standard, and the CANEX Royalties. In total, \$6.0M was distributed to units through the CFPSA Grant program and interest payments on the units share of the Consolidated Bank Account.

## PROPERTY AND LIABILITY INSURANCE

The NPF Consolidated Insurance Program (CIP) provides a complete range of insurance coverage to protect NPF interests.

The CIP operates a two-tier approach

- (1) commercial insurance is obtained at the national level to protect against major losses (\$25,000 deductible for property, \$100,000 deductible for general liability)
- (2) coverage is provided to bases/wings with a much lower deductible - with the CFCF underwriting the difference. The unit deductibles are \$5,000 for bases/wings and CANEX and \$500 for ships and small units.

For FY 00/01, commercial premiums totaled \$434,000, while the cost to the CFCF to fund the deductible difference between the commercial insurance and the unit deductible was \$175,000.

## FUTURE

FY 01/02 promises to be a challenging year for the Finance Division. The Division will streamline the national payroll work process, which will both reduce the cost of operating the payroll system from end to end and reduce the payroll processing time. The management information capabilities will continue to be improved to CFPSA managers at all levels as the business intelligence system is developed and rolled out. An Activity Base Costing (ABC) project will be undertaken across all CFPSA support operations to ensure that the productive use of corporate support systems. Uncertainties in the financial markets will continue to pose a significant challenge in managing the investment portfolio. As well, the financing for the re-capitalization program for PSP facilities will continue to require careful management.

## DRIA – MAKING BUSINESS BETTER

With a mandate to provide review, audit and management consulting services in support of Non-Public Property (NPP) operations at all CF locations, Director Review and Internal Audit (DRIA) personnel are committed to providing the best possible service to our clients. This commitment means keeping abreast of the latest audit methodology, developing the necessary skills, knowledge and techniques within the Division and partnering with NPP managers to collectively fulfill CFPSA's mission.

The Division has achieved several important successes over the past year and is pleased to have provided assessments, reviews and consultations that - according to our clients - met or exceeded expectations. DRIA was able to bring about successes through concentrating on the development of short- and long-term audit plans and using risk methodology to integrate management's audit and review requirements. DRIA also successfully managed unexpected requests for quick-response audits arising from NPP operations.

This year, the Division made progress at the NPP Board of Directors level. The Board's decision to approve the Audit and Accountability Committee Charter in March has reinvigorated the audit committee structure and process. This decision resulted in the creation of a standing sub-committee of the Board of Directors and has made it integral to the NPP governance framework. The new committee is composed of distinguished and highly respected members including the former Auditor General of Canada Mr. Ken Dye.

As for other achievements, the Division is moving forward in marketing its Controlled Self Assessment (CSA) - a new service designed to improve efficiency and effectiveness within NPP operations. CSA is one of the latest and most interesting tools where management and staff of a NPP organization identify strengths and obstacles in the workplace and develop appropriate solutions. A marketing plan is underway and DRIA expects to expand the program by the fall of 2001.



## INNOVATIVE PRACTICES

DRIA is also moving forward on its initiative to establish CFPSA's own innovative practices program. During the course of business, DRIA representatives occasionally meet people who have introduced innovative ideas and practices that go a long way towards improving their organization's operational effectiveness. As part of our mandate to bring about improvements within the entire CFPSA organization, DRIA is now keeping track of these best practices and posting them on the CFPSA web site.

## IN REVIEW

This fiscal year was one of change and renewal within the Review and Internal Audit Division. This was evident in terms of personnel training and recruitment. While the Division had several of its auditors recruited for management positions within the Agency, it attracted the talent needed to fill its vacancies and move closer to its approved staffing targets.

## OUR EMPLOYEES ARE OUR CUSTOMERS

The Corporate Services Division was established in spring 2000. A former component of the Agency's Administration Division, it separated to become an employee-responsive unit geared to providing staff in Ottawa and the field with specific tools and expertise. Corporate Services assists staff in developing and delivering their respective programs and services to the Canadian Forces. Its components include legal services, communications and public relations, multi-media and printing services, and administrative services such as translation, building management, supplies procurement, and mail and shipping. The division also handles travel arrangements for both Ottawa staff and Agency employees in the field.

Strategic planning formed a principal focus for Corporate Services in the year 2000. As the lead Division on Agency strategic planning, Corporate Services engaged a consultant to assist in driving the process at the executive level. Various stakeholder groups were consulted in the process, including:

- Canadian Forces members and their families (through a Customer Satisfaction Survey and focus groups);
- Base/Wing/Unit Commanders and their respective Base/Wing/Unit Chief Petty Officer/Chief Warrant Officers (through participation in a partnership symposium in Cornwall, ON); and
- CFPSA staff in the field and in Ottawa (through participation in focus groups).

## EVOLVING TO MEET CUSTOMER DEMAND

The Canadian Forces Personnel Support Agency's Strategic Plan and CFPSA's Business Plan were finalized and delivered to the NPP Board of Directors for ratification in March 2001.

As a support division of the CFPSA, Corporate Services continues to strive to be customer-responsive to the Agency's operational and support divisions, as well as to those in the field who require our services. We have undertaken an aggressive communications strategy to ensure the Agency mission and vision is articulated to key stakeholders and customers. Further, in response to a growing demand for video material for employee training and public relations, the Multi-media and Printing Services has developed an internal capacity to film, edit and distribute videos on various topics. As the Agency evolves, the Corporate Services Division will adapt and respond to the needs of the Agency in all facets of our mandate.

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

## AUDIT AND ACCOUNTABILITY COMMITTEE

This committee provides support to the NPP Board in a review capacity to ensure: that proper procedures are followed with respect to accounting policies and practices; that internal control processes are in place and that corrective action is taken where weaknesses have been identified. The Committee recommends for Board approval audited financial statements and reports a record of its actions to the NPP Board on an annual basis.

### MEMBERS

LGen M. Jeffery - Chief of the Land Staff - Chair  
 MGen K. Penney - Chief Review Services  
 CPO1 R. Lupien- Command Chief Petty Officer  
 Chief of the Maritime Staff  
 Mr. K. Dye - Senior Vice President, Cowater International \*  
 Mr. T. Payan - Director Review and Internal Audit, CFPSA  
 Mr. J.F. Geci - President and CEO, CFPSA  
 Ex-officio member

## INVESTMENT COMMITTEE

The investment committee advises the NPP Board on the Canadian Forces Central Fund (CFCF) investment activities, 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; reviews investment portfolio performance and reports results to the NPP Board; advises on management of the portfolio to the NPP Board and reports to the Board on its actions on an annual basis.

### MEMBERS

Mr. R. Emond -Assistant Deputy Minister, Finance - Chair  
 VAdm GE Jarvis - Director General - Finance  
 CWO J. Dessureault - CF Chief Warrant Officer  
 Mr. Gerald Bouey \* - Consultant  
 Mr. R. Smith - Chief Financial Officer, CFPSA  
 Mr. J.F. Geci - President and CEO, CFPSA Ex-officio member

## HUMAN RESOURCES AND COMPENSATION COMMITTEE

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

### MEMBERS

VAdm G. Garnett - Vice Chief of the Defence Staff - Chair  
 VAdm G. Maddison - Chief of the Maritime Staff  
 LGen C. Couture - Assistant Deputy Minister  
 Human Resources, Military  
 CWO J. Dessureault - CF Chief Warrant Officer  
 Ms. D. Gorman - Assistant Deputy Minister Health  
 Products and Food Branch - Health Canada \*  
 Mr. J.F. Geci - President and CEO, CFPSA  
 Ex-officio member

\*denotes external representative

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# CFPSA FINANCIAL OVERVIEW FY 2000 – 01

## (000 \$)

FINANCIAL HEALTH			OPERATING HIGHLIGHTS		
<b>CANEX</b>				<b>FY 2000/01</b>	<b>FY 1999/00</b>
	<b>As at 25-Feb-01</b>	<b>As at 27-Feb-00</b>			
Assets	\$44,273	\$40,936	Sales	\$116,524	\$114,336
Liabilities	\$17,366	\$16,776	Income from Operations	\$6,403	\$6,221
Net Worth	\$26,907	\$24,160	Payments to Bases/Wing/Unit Funds	\$3,584	\$3,697
			Earnings	\$2,819	\$2,524
			Investments in Store Modernization	\$3,554	\$3,140
<b>CANADIAN FORCES CENTRAL FUND</b>				<b>FY 2000/01</b>	<b>FY 1999/00</b>
	<b>As at 25-Feb-01</b>	<b>As at 27-Feb-00</b>			
Assets	\$162,154	\$140,436	Revenues:	\$50,505	\$33,122
Liabilities	\$53,284	\$38,588	Expenses:	\$43,442	\$32,744
Net Worth	\$108,870	\$101,848	Net Income/(Loss)	\$7,063	\$378
			Publicly reimbursed services	\$30,768	\$21,840
			Disbursements/Grants to Units	\$4,612	\$2,446
<b>CANADIAN FORCES PERSONNEL ASSISTANCE FUND</b>				<b>FY 2000/01</b>	<b>FY 1999/00</b>
	<b>AS AT 25-Feb-01</b>	<b>AS AT 27-Feb-00</b>			
Assets	\$14,975	\$14,922	Revenues:	\$874	\$804
liabilities	\$113	\$45	Expenses:	\$889	\$610
Surplus	\$14,862	\$14,877	Net Income/(Loss)	-\$15	\$194
				<b># of Loans/ Grants Issued FY 00/01</b>	<b>\$ Value</b>
			Self Improvement Loans	4878	\$9,644
			Education Loans	581	\$1,660
			Distress Loans	100	\$1,083
			Grants	403	\$194

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



# CFPSA FINANCIAL OVERVIEW FY 2000 – 01 (000 \$)

FINANCIAL HEALTH			OPERATING HIGHLIGHTS		
<b>SISIP PROPER</b>	<b>AS AT 31-Dec-00</b>	<b>AS AT 31-Dec-99</b>		<b>FY 2000</b>	<b>FY 1999</b>
Assets	\$333,888	\$308,569	Revenues	\$49,285	\$45,537
liabilities	\$146,507	\$156,146	Expenses	\$19,993	\$34,026
Surplus	\$187,381	\$152,423	Extraordinary Items	\$5,665	-\$1,785
			Net Income	\$34,957	\$9,726
			Premiums Collected	\$27,956	\$26,010
			Claims Paid	\$18,352	\$15,535
<b>SISIP TREASURY BOARD PLAN</b>	<b>AS AT 31-Dec-00</b>	<b>31-Dec-99</b>	<b>AS AT</b>	<b>FY 2000</b>	<b>FY 1999</b>
Assets	\$291,212	\$255,148	Revenues	\$59,763	\$35,812
liabilities	\$271,072	\$253,076	Expenses	\$68,924	\$60,600
Surplus	\$20,140	\$2,072	Extraordinary Items	\$27,230	\$31,578
			Net Income	\$18,069	\$6,791
			Premiums Collected	\$41,209	\$17,700
			Claims Paid	\$17,903	\$13,510

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

# FINANCIAL HIGHLIGHTS – BASE FUNDS

	AS AT 25 FEB 2001			FY 00/01	AS AT 27 FEB 2000			FY 99/00
	ASSETS	LIABILITIES	NET WORTH	NET INCOME	ASSETS	LIABILITIES	NET WORTH	NET INCOME
HALIFAX	2,064,351	528,361	1,535,990	-103,219	2,255,211	467,491	1,787,719	-5,062
GAGETOWN	2,029,159	269,592	1,759,567	119,480	1,832,561	287,592	1,544,969	-302,125
GANDER	209,577	58,191	151,386	-504	197,431	22,144	175,288	5,491
GOOSE BAY	913,076	79,461	833,615	85,147	848,380	96,308	752,073	82,396
GREENWOOD	1,554,535	581,968	972,567	99,434	1,035,691	185,037	850,654	17,830
ST. JOHN'S	89,136	19,843	69,293	1,847	84,820	17,374	67,445	-868
VALCARTIER	2,512,208	644,861	1,867,347	276,794	2,106,848	407,421	1,699,427	115,449
BAGOTVILLE	659,913	216,233	443,680	68,414	567,659	192,394	375,266	54,93
MONTREAL	1,491,161	448,742	1,042,419	104,417	1,330,315	431,334	898,980	35,275
BORDEN	3,464,971	996,728	2,468,243	130,483	2,700,151	694,763	2,005,388	73,434
NORTH BAY	627,584	89,891	537,693	68,845	573,799	99,272	474,527	80,714
KINGSTON	2,017,051	386,078	1,630,973	61,444	1,771,816	243,797	1,528,019	15,944
PETAWAWA	1,624,985	399,204	1,225,781	59,834	1,854,696	571,902	1,282,794	61,324
TRENTON	2,415,340	333,684	2,081,656	7,477	2,294,962	317,389	1,977,573	18,575
CFSU OTTAWA	6,799,018	263,747	6,535,271	81,300	6,347,420	226,581	6,120,838	30,232
LEITRIM	216,345	11,920	204,425	26,868	182,954	5,397	177,557	8,816
RMC	1,249,889	917,313	332,576	18,545	1,266,122	954,558	311,564	4,055
EDMONTON	2,770,399	2,160,584	609,815	49,024	2,917,220	2,323,839	593,380	-31,922
COLD LAKE	3,042,168	1,331,557	1,710,611	149,396	2,872,319	1,367,196	1,505,124	93,356
MOOSE JAW	384,660	118,089	266,571	26,943	369,491	129,864	239,628	27,447
SHILO	1,151,449	198,975	952,474	-39,502	1,275,228	165,309	1,109,919	56,653
SUFFIELD	2,769,126	1,046,159	1,722,967	99,666	2,853,088	1,229,787	1,623,301	-40,015
WAINWRIGHT	1,124,896	122,314	1,002,582	-32,242	1,131,703	99,306	1,032,397	18,925
WINNIPEG	1,879,681	398,556	1,481,125	-9,542	1,672,564	197,256	1,475,308	51,271
COMOX	1,409,310	262,745	1,146,565	43,015	1,309,997	214,065	1,095,932	68,725
ESQUIMALT	1,297,080	361,862	935,218	22,274	1,199,148	248,721	950,427	95,967
YELLOWKNIFE	116,432	31,118	85,314	9,610	-	-	-	-
<b>TOTAL</b>	<b>45,883,500</b>	<b>12,277,776</b>	<b>33,605,724</b>	<b>1,425,248</b>	<b>42,851,594</b>	<b>11,196,097</b>	<b>31,655,497</b>	<b>636,819</b>

Note: For complete sets of financial statements, please contact relevant Base Fund or Wing Fund committee chairperson.

# FINANCIAL HIGHLIGHTS – MESSES OFFICERS MESS

	NET INCOME		NET WORTH	
	FY 00/01	FY 99/00	25 FEB 01	27 FEB 00
HALIFAX	12,877	-16,008	382,362	369,485
GAGETOWN	10,234	23,504	432,510	422,277
GANDER	-	-	-	-
GOOSE BAY	-	-	-	-
GREENWOOD	-	-	-	-
ST. JOHN'S	-1,351	-674	16,046	17,397
VALCARTIER	23,273	18,218	355,074	331,802
BAGOTVILLE	2,822	4,281	84,200	81,378
MONTREAL	31,075	8,319	259,342	228,268
BORDEN	6,857	23,317	299,665	313,783
NORTH BAY	3,924	3,091	40,919	36,995
KINGSTON	57,899	71,069	470,047	412,148
PETAWAWA	-3,439	-27,763	193,628	197,067
TRENTON	-13,278	-20,901	210,577	223,855
CFSU OTTAWA	34,222	36,126	2,113,733	2,109,543
LEITRIM	-	-	-	-
RMC	41,125	23,435	384,563	343,438
EDMONTON	15,149	-5,992	237,033	221,884
COLD LAKE	10,032	-12,872	214,143	202,110
MOOSE JAW	3,742	-33,393	304,767	301,025
SHILO	-6,404	-11,863	58,716	65,121
SUFFIELD	8,672	-7,554	36,791	28,119
WAINWRIGHT	1,617	230	42,960	41,343
WINNIPEG	-2,606	32,037	251,978	278,202
COMOX	-3,822	-2,530	64,908	68,730
ESQUIMALT	41,310	9,762	302,887	261,578
YELLOWKNIFE	-10,666	-	33,171	-
<b>TOTAL</b>	<b>263,264</b>	<b>113,839</b>	<b>6,790,020</b>	<b>6,555,548</b>

Note: For complete sets of financial statements, please contact relevant Mess committee chairperson.

# FINANCIAL HIGHLIGHTS – MESSES WO & SGT MESS

	NET INCOME		NET WORTH	
	FY 00/01	FY 99/00	25 FEB 01	27 FEB 00
HALIFAX	-41,194	-20,911	354,908	392,832
GAGETOWN	15,473	35,163	322,297	306,824
GANDER	-	-	-	-
GOOSE BAY	-	-	-	-
GREENWOOD	-	-	-	-
ST. JOHN'S	-1,933	-7,571	11,123	13,056
VALCARTIER	28,082	8,445	236,128	208,046
BAGOTVILLE	3,424	-2,442	27,163	23,739
MONTREAL	19,711	-16,079	83,325	62,614
BORDEN	2,012	15,365	128,388	141,365
NORTH BAY	670	-5,303	50,627	49,957
KINGSTON	-7,937	-7,628	140,943	148,880
PETAWAWA	3,195	-9,907	116,684	113,489
TRENTON	1,321	-619	80,104	78,783
CFSU OTTAWA	4,130	15,816	383,269	379,140
LEITRIM	-	-	-	-
RMC	-	-	-	-
EDMONTON	12,185	-9,164	213,712	209,042
COLD LAKE	-8,610	-13,122	73,029	95,266
MOOSE JAW	-	-	-	-
SHILO	-14,936	3,796	46,675	61,611
SUFFIELD	12,013	-10,205	51,480	39,467
WAINWRIGHT	7,772	1,891	81,691	73,919
WINNIPEG	-11,352	8,921	94,211	108,955
COMOX	5,008	-6,377	67,402	62,394
ESQUIMALT	-17,834	-16,991	312,881	330,715
YELLOWKNIFE	-1,412	-	18,479	-
<b>TOTAL</b>	<b>9,788</b>	<b>-36,922</b>	<b>2,894,519</b>	<b>2,900,094</b>

Note: For complete sets of financial statements, please contact relevant Mess committee chairperson.

# FINANCIAL HIGHLIGHTS – MESSES

## JNR RANKS MESS

	NET INCOME		NET WORTH	
	FY 00/01	FY 99/00	25 FEB 01	27 FEB 00
HALIFAX	-55,906	-56,599	419,878	473,793
GAGETOWN	14,334	181	473,295	458,961
GANDER	-	-	-	-
GOOSE BAY	-	-	-	-
GREENWOOD	-	-	-	-
ST. JOHN'S	5,582	6,360	22,171	16,589
VALCARTIER	21,904	-59,175	385,386	363,482
BAGOTVILLE	2,658	-8,942	106,435	103,777
MONTREAL	-14,358	10,461	275,121	289,479
BORDEN	34,741	17,855	464,175	429,434
NORTH BAY	-7,466	-9,339	122,112	129,578
KINGSTON	24,338	-28,201	420,954	396,616
PETAWAWA	63,963	78,108	481,415	417,451
TRENTON	16,276	-9,193	252,632	236,356
CFSU OTTAWA	4,201	8,105	163,320	159,119
LEITRIM	-	-	-	-
RMC	-	-	-	-
EDMONTON	40,962	-10,356	342,706	309,260
COLD LAKE	8,186	23,974	278,274	270,088
MOOSE JAW	-35,178	-46,969	122,793	157,971
SHILO	5,287	-1,520	96,970	91,682
SUFFIELD	-9,862	-13,539	248,103	257,965
WAINWRIGHT	11,041	13,716	106,698	95,656
WINNIPEG	1,471	-2,255	170,822	172,796
COMOX	-13,978	-7,599	151,951	165,928
ESQUIMALT	58,758	19,388	291,113	232,356
YELLOWKNIFE	-	-	-	-
<b>TOTAL</b>	<b>176,954</b>	<b>-75,539</b>	<b>5,396,324</b>	<b>5,228,337</b>

Note: For complete sets of financial statements, please contact relevant Mess committee chairperson.

# FINANCIAL HIGHLIGHTS – MESSSES COMBINED AND ALL RANKS MESS (ARM)

	NET INCOME		NET WORTH	
	FY 00/01	FY 99/00	25 FEB 01	27 FEB 00
HALIFAX	-1,020	-22,998	20,958	21,979
GAGETOWN	-	-	-	-
GANDER	7,551	14,121	96,254	90,829
GOOSE BAY	-60,482	-25,628	36,090	97,228
GREENWOOD	28,220	11,756	156,590	128,370
ST. JOHN'S	-	-	-	-
VALCARTIER	-	-	-	-
BAGOTVILLE	-	-	-	-
MONTREAL	-	-	-	-
BORDEN	4,688	12,421	188,461	183,773
NORTH BAY	-	-	-	-
KINGSTON	-	-	-	-
PETAWAWA	-	-	-	-
TRENTON	-4,885	-7,772	73,266	78,150
CFSU OTTAWA	11,806	2,001	86,359	74,553
LEITRIM	-6,765	-112	119,279	126,045
RMC	-	-	-	-
EDMONTON	-8,171	-2,973	889	10,739
COLD LAKE	-	-	-	-
MOOSE JAW	-10,681	-5,117	36,976	47,658
SHILO	-	-	-	-
SUFFIELD	-	-	-	-
WAINWRIGHT	-	-	-	-
WINNIPEG	-	-	-	-
COMOX	-	-	-	-
ESQUIMALT	-7,887	4,482	16,246	24,133
YELLOWKNIFE	-	-	-	-
<b>TOTAL</b>	<b>-47,626</b>	<b>-19,819</b>	<b>831,368</b>	<b>883,457</b>

Note: For complete sets of financial statements, please contact relevant Mess committee chairperson.