



1000-0 (CFMWS/DSBM)

Senior Managers, PSP

PSP PM Amendment – # 001/23

The following amendments to the Personnel Support Programs Policy Manual (PSP PM) are issued under the authority of the Senior Vice President PSP.

Effective Date of Amendment(s): 17 January 2023

Chapter / Paragraph

Amendment Action

Chapter / Paragraph	Amendment Action
Chapter 12: Specialty Interest Activities	Added: New chapter.



National
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Personnel Support Programs

POLICY MANUAL

CANADIAN FORCES MORALE AND WELFARE SERVICES (CFMWS)



A division of CFMWS
Une division des SBMFC

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Annex A Canadian Forces Non-Public Property – Eligibility Matrix Programs and Services

PREFACE**Date of Issue**

12 July 2013

Date Last Amended

17 January 2023

Application

This Personnel Support Programs Policy Manual (PSP PM) applies to employees of the Department of National Defence (DND), Staff of the Non-Public Funds (NPF) and Canadian Forces (CF) officers and non-commissioned members.

Approving Authority

Director General Morale and Welfare Services (DGMWS) - Canadian Forces Morale and Welfare Services (CFMWS).

Administration

Senior Vice-President Personnel Support Programs (Sr VP PSP) - Canadian Forces Morale and Welfare Services (CFMWS).

Unit Responsibility

At the unit level the responsibility for PSP rests with the Base Commander (B Comd) which shall mean a Commanding Officer (CO) who, for the purpose of the PSP PM, shall mean the officer in command of a CF Base, Wing, Station, Ship, Unit, Garrison or Task Force and in the case of a Royal Military College the Commandant of the College. All other instances shall be specified accordingly.

Precedence

Where a contradiction exists between this publication and any other PSP policy dealing with PSP, the policies contained in this publication shall take precedence. Further clarification shall be directed to Sr VP PSP.

Amendment

Requests for amendment and special rulings to this policy shall be forwarded via the Chain of Command (CoC) to Director Strategy and Business Management (DSBM).

Guidance and Enquiries

Director Strategy and Business Management (DSBM) - Canadian Forces Morale and Welfare Services (CFMWS).

Source Reference

DAOD 5045-0, Canadian Forces Personnel Support Programs

Supersession

The CF PSP PM supersedes:

- CFAO 27-1 Messes
- CFAO 27-6 Base and Station Funds – Regular Force
- CFAO 27-7 Unit Funds – Reserve Force
- CFAO 27-8 Branch, Regimental and Group Funds
- CFAO 27-9 Disposal of Non-Public Property
- CFAO 27-10 Artifacts and Memorabilia Non-Public Property
- CFAO 27-12 Provision, Serving and Consumption of Alcoholic Beverages
- CFAO 36-35 Spirit Issue
- CFAO 50-2 Recreation
- CFAO 50-3 Sports
- CFAO 50-7 Sport Parachuting
- CFAO 50-14 Gliding and Soaring
- CFAO 50-17 Canadian Forces Sports Award Program
- CFAO 50-20 Recreation Clubs
- CFAO 50-21 Married Quarters Community Councils
- CFAO 210-20 Grants for Provision and Maintenance of Physical Fitness Equipment
- CFAO 210-24 Recreational Libraries
- Interim Aquatics and Water Safety Policy
- Interim CF Recreation SCUBA Club Policy
- Interim Rest and Recreation Policy
- CANFORGEN 150/09 CFAO 27-1 Amendment
- CANFORGEN 061/09 Changes to the CF Sports Program
- CANFORGEN 001/08 Access to Recreation Programs for Spouses and Children of Deceased CF Personnel
- CANFORGEN 169/07 Participation in CF Sports Program
- CANFORGEN 047/03 Interim CF Aquatics and Water Safety Policy
- CANFORGEN 039/91 CFAO 27-1 Amendment
- A-AD-262-000/AG-000 Mess Administration

This document has been translated by an outside vendor to ensure epicene and inclusive writing. This document is currently undergoing internal review.

PART 1 PSP GENERAL

Chapter 1-1 Personnel Support Programs

1. Personnel Support Programs (PSP) are administered by Senior Vice-President Personnel Support Programs (Sr VP PSP) using a combination of public and Non-Public Property (NPP) resources. This is done in accordance with Treasury Board (TB) minute 689194 which states:

“A reasonable level of goods, services and recreational facilities should be available to Canadian Forces (CF) members in their area of service. Where those levels are inadequate, the department’s responsibility as an employer to ensure their availability, where practicable and desirable, may be discharged through a system of NPP organizations.”

2. A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces, describes the levels of Morale and Welfare (MW) authority of public and NPP support that will be provided to PSP. It is imperative that this reference be referred to during the planning and application of PSP initiatives requiring public and NPP support.

3. Personnel Support Programs contribute to the operational readiness and effectiveness of the CF and contribute to the well-being of CF members, their families and all beneficiaries that make up “One Community – One Million Strong”. As acknowledged by the Chief of the Defence Staff (CDS), the CF has a commitment to ensure that all beneficiaries have access to a reasonable level of PSP.

4. Effective PSP programs promote high standards of fitness and morale, encourage the retention of trained members, attract new recruits and elevate the morale and personal welfare of all beneficiaries wherever they may be located.

5. Access to PSP with the CAF Community is provided by A-PS-110-001/AG-002 to the beneficiaries of the NPP Eligibility Matrix (Annex A) listed below as:

Regular Members:

- a. Members of the Regular Force and their families
- b. Veterans and their families
- c. Members of the Reserve Force (Class A/B and C) and their families
- d. Members of Foreign Military currently serving/training with the CAF in Canada

Ordinary Members:

- e. Current full-time and part-time employees of DND, DRDC, DCC, CSE, the Staff of the Non Public Funds and their families and the MFRCs
- f. Current RCMP and Canadian Coast Guard and their families
- g. Honorary Colonels/ Captain (Navy) and Honorary Lieutenant-Colonels/Commanders and their families
- h. Former members of (e), (f) in receipt of a pension

Associate Members:

- i. All others that choose to join

Chapter 1-2 Vulnerable Sector Police Record Check (VS)

Definitions

1. In this order:

Vulnerable Sector Police Record Check (VS) means a screening search that provides the following information on a person working or volunteering with or around vulnerable members of the society: Criminal record (adult and/or young offender, including summary offences), outstanding charges, findings of not guilty by reason of mental disorder, probation, prohibition and other judicial orders which are in effect, convictions/pending charges under *Child and Family Services Act*, apprehensions and/or contact under the *Mental Health Act*, suspect/culprit information where the release of such will not hinder any ongoing investigation.

Vulnerable members of the society (VM) means persons or individuals who, because of their age, a disability or other circumstances, whether temporary or permanent are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by persons in a position of authority or trust relative to them (i.e. children, disabled or elderly).

Candidate means any person working or volunteering in or around the delivery or support of PSP programs that include VM participants. It includes Department of National Defense (DND) employees, Canadian Armed Forces (CAF) members, volunteers, contractors (Public (P) and Non Public Fund (NPF)), NPF and NPF Military Resources Family Centres (MRFCs) employees. Examples are: cleaners, youth programmers, fitness and sports instructor, community recreation club president, social worker, coach, librarian, health promotion staff, lifeguard, guides, curators, etc.

Purpose

2. The purpose of this policy is to mitigate the risk of placing VM in the care of or in the presence of individuals with a history of inappropriate or dangerous behaviour with vulnerable members. Pursuant to the *Criminal Records Act*, VS was established to provide screening of individuals who intend to work or volunteer with or around the VM. A police records check for service with the vulnerable sector is designed to protect the vulnerable sector from offenders by uncovering the existence of criminal record, outstanding charges for the past five years and/or a pardoned sexual offence conviction on a national and local basis. The results of this check can help to determine whether an individual is suitable to work/volunteer in positions where they will be in close contact with children or other vulnerable persons.
3. Candidates who have not yet obtained a valid VS should not be allowed to work with or around VM. When there is a delay in obtaining a VS that jeopardizes the

operations, mitigation strategies must be locally developed to ensure the safety and security of VM. For example: a fitness leader cannot be left alone with a child.

General

4. VS will identify if a candidate's profile within Canada indicates that they could pose a risk to VM. Requesting a VS demonstrates an effort in due diligence towards keeping VM safe from physical and sexual abusers. Screening for clearance to work with VM may reduce the chance of putting VM at risk.

5. This policy applies to all candidates involved in the delivery of Personnel Support Programs (PSP) programs that include VM participants and also to personnel working or volunteering in facilities where VM participate in PSP programs. All NPF employees mentioned at definition of "candidate" who are hired following the implementation of this policy are required to complete a VS at the time of hiring as a condition of employment, in addition to completing the Reliability Status Check.

6. All NPF employees hired prior to the implementation of this policy who are involved in the delivery of Personnel Support Programs (PSP) programs that include VM participants or who work in facilities where VM participate in PSP programs are required to complete a VS and reliability status. This requirement must be met within 120 days of the implementation of this policy and applies irrespective of whether the employee is actively at work or on a period of approved leave. This requirement is a condition of employment and failure to meet this requirement may result in the termination of an employee's employment.

7. All existing or future volunteers who may be involved in the delivery of Personnel Support Programs (PSP) programs that include VM participants or who volunteer in facilities where VM participate in PSP programs must complete a VS and a Reliability Status Check prior to being permitted to volunteer with the organization. This requirement is a condition of volunteering and failure to meet this requirement may result in the termination of the volunteer's work with PSP.

8. PSP Managers must ensure that all other than NPF personnel mentioned in the definition of candidate and volunteers submit a completed VS prior to working, volunteering or supporting PSP programs devoted to VM.

9. VS do not reduce the responsibility for risk management. Managers are responsible for the safety of their programs, facilities and participants. Managers shall ensure programs that supervise children minimize the risk of child maltreatment by implementing the directives in Table 1-2-1.

Table 1-2-1
Child Supervision

1. One staff member should never be left alone with one child.
2. Program's physical environment should be designed (both the indoor and the outdoor areas) to reduce the possibility of private, hidden locations in which maltreatment may occur.
3. In a pool change room, staff will change after all children have left and will not take showers with the group. If a child needs assistance getting changed, preferably a sibling could assist, if not it must always be done in an open /group setting, preferably with two staff present.
4. Written parental consent must be given to apply sunscreen or insect repellent on a child, preferably the aerosol spray should be used, and application must always be done in an open /group setting, preferably with two staff present.
5. Appropriate gestures and contact (high fives, side hugs) between staff and children should be limited and only when situation warrants (i.e. Child is crying after falling). Receiving frontal hugs, kisses, piggyback rides and sitting on staff laps could be perceived as inappropriate to others and therefore are not permitted.
6. Staff should not use cell phones in change rooms.
7. Staff should communicate with parents if an incident occurs that could be misinterpreted and the incident should be documented with the program supervisor.
8. Under no circumstances will the following negative control techniques be used by PSP staff:
 - a. Verbal abuse of any kind: Humiliation, threatening, swearing, harassment, yelling, sarcasm, discussion of child within any child's hearing;
 - b. Harsh discipline of any kind: Spanking, deprivation of food or washroom privileges, confinement, prolonged restraining, physical punishment;
 - c. Sexually abusive/inappropriate behaviour; and
 - d. Lack of Supervision: Diverted attention for extended periods, purposeful ignoring of children, leaving children unsupervised.

9. Supervision of children must also be in accordance with HIGH FIVE directives found at www.cfmws.com

Procedures

10. Cost of VS:

- a. for NPF employees who are mentioned in the definition of “candidate” and who were hired prior to the implementation of this policy, fees associated with obtaining the VS will be borne by CFMWS;
- b. for all NPF employees who are mentioned in the definition of “candidate” but who are hired following the implementation of this policy, the employee will be responsible for all costs associated with obtaining and renewing the VS;
- c. when local funds are available, PSP may reimburse the fees for the VS for their volunteers and NPF employees using Non Public Property (NPP) if they volunteer/work for NPP programs and using Public if they volunteer/work with Public programs. Sometimes the provinces/police agencies waive the fees for volunteers if they have a letter (table 1-2-1) from PSP indicating that they are volunteers; and
- d. VS must be current and updated every five years. Cost to update the VS of NPF employees and volunteers will be borne by the NPF employees and volunteers. When local funds are available, PSP may reimburse those fees.

11. Responsibilities:

- a. it is the candidate’s responsibility to request, provide and renew a VS in a timely fashion as directed by the PSP Manager or their representative. The candidate will be required to conform to any additional procedures required by the police agencies. The candidate who is a minor shall have the parents/legal guardians permission to request a VS;
- b. it is the responsibility of PSP to ensure that candidates working or volunteering in or around the delivery or support of PSP programs have a current VS;
- c. it is the responsibility of the local NPF Human Resources Office (HR) to specify the requirement for VS in job postings and keep the VS results in

the physical employee file, as well as in the Human Resources Information System;

- d. it is the responsibility of PSP to identify what position (paid, volunteer or support) requires a VS, and to provide candidates a reasonable period of time to get the VS completed;
- e. it is the local NPF Human Resources (HR) responsibility to specify the requirement for VS in job postings when requested by the responsible manager;
- f. NPF HR or PSP Manager will provide a copy of Table 1-2-2 to all who require a VS to be completed by local police agencies. Table 1-2-2 is a sample which details the type of information often required by a local police agency in order to initiate a VS. This letter shall be produced locally and provided to those who deliver or support programs to VM; and
- g. it is the responsibility of the candidate to provide a VS as required according to the following procedures:
 - (1) the candidate gets a letter from PSP “ Request for Vulnerable Sector Police Check”;
 - (2) the candidate presents the letter along with photo identification to the police agency having jurisdiction for the candidate’s place of residence;
 - (3) the candidate is to request that the police agency return the VS directly to the local HR office or PSP Manager or their representative; and
 - (4) if the police will only give the report directly to the candidate, the candidate shall be responsible to submit it directly to the local HR office or PSP Manager or their representative.

Table 1-2-2

Sample – Request for Vulnerable Sector Police Check

VULNERABLE – REQUEST FOR VULNERABLE SECTOR POLICE CHECK

To whom it concern,

1. This is to confirm that _____
 (First Name) (Last Name) (Date of Birth)

 Gender (male or female), full address

is an employee/volunteer/contractor working or volunteering in or around the delivery or support of PSP programs with Vulnerable Members of the Society at Canadian Forces Base (CFB) / Xth Wing _____. They will be involved with Canadian children age X to 11/ young Canadian between the age of 12 and 18/ elderly Canadians/ Canadian with disabilities.

2. CFB/Wing _____ has the moral, ethical and legal obligation to put in place a process to prevent wrongdoing or abuse to the vulnerable members of the society entrusted in our care. As part of the Vulnerable Sector Police Records Check, all those working or volunteering in or around the delivery or support of PSP programs with CFB/Wing _____ programs are now required to provide a current Vulnerable Sector Police Check.

3. We ask your cooperation in conducting this Vulnerable Sector Police Check and returning the report to the CFB/Wing _____ in the envelope provided. All replies will be treated with the strictest confidence.

4. The information requested includes the following:

- a. criminal convictions;
- b. outstanding or pending charges; and
- c. pardoned sex offences listed under the schedule of the Child and Family Services Act and *Criminal Records Acts*.

Signature of the PSP Manager or their representative.

Signature of the parents/legal guardians for minors.

**CONSENT AND AUTHORIZATION FOR DISCLOSURE OF INFORMATION
TO.....**

I hereby authorize the full disclosure of police information relating to criminal convictions, outstanding criminal charges or other criminal records information recorded in my name and identified during the course of the Vulnerable Sector police Check verification to CFB/Wing _____. I authorize CFB/Wing _____ to collect this information for the purpose of assessing my suitability to work/volunteer with PSP in the delivery of programs to which vulnerable members of society may participate or at locations at which vulnerable members of society may be present.

Date

Applicant's Signature (Signature of the
parents/legal guardians for minors)

12. Timelines:

- a. the processing time for a completed VS will vary from province to province and may take up to four months where finger printing may be necessary;
- b. fingerprinting may be necessary when a person has the same name and surname as another person with a criminal record; and
- c. to continue working or volunteering with or around PSP programs that include VM participants, updated VS will be required every five years.

13. VS File Confidentiality:

- a. when a VS file reports no incidents noted, the Reliability Check and VS will be recorded in the Human Resources Information System and filed in the NPF employee's personal file held by HR for NPF employees and with the PSP Manager for all others; and
- b. should adverse information be revealed, those personnel shall be given an opportunity to refute or explain the information. The PSP Manager and the local HR office will review the file in collaboration with their respective Headquarter' directors. The candidate's privacy and the confidentiality of the information must be protected. Personnel having access to the information shall be kept at a minimum and on a need to know basis.

14. Fingerprints:

- a. a VS is initiated by the local police in the jurisdiction where the candidate lives;
- b. the police will use the Canadian Police Information Centre (CPIC) system as well as their own database to conduct a background search on the name, surname, gender and date of birth;
- c. if the gender and the date of birth match to a pardoned sex offender record, the candidate will be asked to provide fingerprints to confirm identity;
- d. fingerprinting does not in itself result in the laying of criminal charges or in a criminal record for the candidate. It is an administrative police process used to verify the identity of a candidate against the possibility of criminal charges, a criminal record or a pardon; and
- e. fingerprints will be destroyed after 90 days have passed following the completion of their verification by the police.

PART 2 PSP OPERATIONS

Chapter 2-1 Rest and Recreation

Purpose

1. The purpose of Rest and Recreation (R&R) funding is to provide the Task Force Commander (TF Comd) of an international operation access to public funding to:
 - a. enhance the morale of members on operation;
 - b. improve the well being of individuals; and
 - c. add to the quality of life of deployed members.

Authority

2. The command ordered to mount an international operation may authorize in accordance with A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces, the expenditure of public funds for the provision of R&R to enhance the morale, well being and quality of life for members participating in the operation.

Uses

3. The R&R funding may be used to:
 - a. purchase Morale and Welfare (MW) products and services; and
 - b. offset expenses incurred by members at R&R locations approved by the TF Comd.

Note: The designated CTO location must be within the Area of Operation (AOR) or in close proximity to the AOR.

Levels of Authority

4. The following levels of authority apply:

Command

- a. approves expenditure of public funding to be used for R&R purposes. These funds are allocated to each TF Comd with a cost centre and internal order for expenditure purposes;

Director General Morale and Welfare Services (DGMWS)

- b. provides policy guidance;

TF Comd

- c. the authority for R&R expenditure in theatre is the TF Comd. It is the TF Comd's responsibility to ensure R&R funds are used in the most equitable manner possible to enhance the MW of all members of the operation;

Chief Administration and Finance Officer

- d. the Chief Administration and Finance Officer (CHAFO) is responsible for control of the funds. It is the CHAFOs responsibility to ensure that funds are:
 - (1) expended in accordance with existing public regulations;
 - (2) accounted for in accordance with public financial accounting procedures; and
 - (3) not overspent.

Unit Welfare Officer

- e. The designated unit Welfare Officer is responsible for the day-to-day management of the funds as authorized by the TF Comd.

Allocation of Funds

Eligibility

- 5. Approved funds will be provided to the TF Comd of the deployed operation on behalf of deployed members, in accordance with command tasking orders;
 - a. for use in the operational theatre for the length of the deployment; and
 - b. for ships from the time the ship departs homeport to the time the ship returns to homeport.

Note: Members on TD will not be included in the calculation of R&R funding.

Calculation of Funds

- 6. Funds authorized to the TF Comd for R&R will be calculated at:

- a. \$60 per member per month; and
 - b. \$2 per member per day for part months.
7. The steps in calculating the monthly allocation are:
- a. **Step One:** Determine the monthly operational deployed strength;
 - b. **Step Two:** Multiply the total monthly deployed strength by \$60 per member per month and \$2 per member per day for part months; and
 - c. **Step Three:** Determine the length of the deployment for each member.

Sample Deployment

8. Calculation for a sample deployment is at Table 2-2-1, Sample Calculation for Rest and Recreation Funding.

Table 2-2-1	
Sample Calculation for Rest and Recreation Funding	
Deployment	Calculation for Funding
Deployed operational strength = 500	$(500 \times \$60 \times 6 \text{ months}) + (500 \times \$2 \times 18 \text{ days}) =$ $\$180,000 + \$18,000 = \$198,000$
Allocation per month per member = \$60	
Allocation per day per member = \$2 (for part month only)	TF Comd approved R&R funding for a 500 member deployed force serving at an operation for 6 months and 18 days = $\$198,000$
Duration of deployment = 6 months + 18 days	

Note: It is recognized that not all members will be posted in/out of theatre at the same time. Therefore, calculations may vary according to deployment requirements.

Recording Expenditures

9. For CTO at an authorized R&R centre, members shall be reimbursed travel, accommodation, meal and other eligible R&R expenses, not exceeding the portion of R&R entitlement authorized by the TF Comd.
10. Reimbursement will be in accordance with the Treasury Board (TB) composite travel allowances.
11. Claims will be submitted on either an individual or bulk claim basis. Local procedures must be implemented to ensure that individuals are not directly reimbursed

for expenses paid by public funds. Any transport, rations or quarters provided at public expense are not eligible for reimbursement to the member. Where the cost of group R&R travel arrangements exceeds the individual R&R entitlement, arrangements must be made, prior to commencement of travel, to ensure that the crown is reimbursed for the excess costs. This is normally administered with a signed Acquittance Roll (AR). If the amount paid at public expense for group travel does not exceed the authorized R&R entitlement, members may claim additional eligible expenses to the maximum of the individual R&R benefit.

12. The R&R funds shall not be used to subsidize the Family Related Travel (FRT), Leave Travel Assistance (LTA) or Home Leave Travel Assistance (HLTA) programs.

Expenditure of Funds

13. It is recognized that each deployment is unique and that ships at sea may have different spending requirements to land based forces. As an operation becomes more established the requirement to expend funds may vary. Consequently the TF Comd has the authority to expend funds on products, services and CTO that will best meet the needs of deployed members within the AOR.

14. Funds are calculated on a monthly/daily basis, however the operational requirements in each theatre of operation will dictate the expenditure rates. For example, authorized CTO R&R will usually be minimal at the beginning of a deployment, it will peak in the middle of the deployment and then it will become minimal again at the end of a deployment. As a result, payment shall be in accordance with the cadence of actual expenditure requirements in lieu of a monthly payment schedule. The only requirement that must be met is that the total allocation for the duration of a rotation is not over expended.

Use of Funds – Approved Expenditures

15. Funds are approved for:
- a. compensatory time off for accommodation, transportation, meals and other eligible expenses such as entrance fees to cultural, sport or entertainment activities or to pay for entrance fees to recreation areas;
 - b. organized tours for transportation, entrance fees, meals and other eligible expenses;
 - c. rental of recreation facilities for access to swimming pools, exercise facilities, golf courses, beaches or similar recreational facilities; and
 - d. purchase of sport, fitness and recreation equipment for sport, fitness and recreation programs.

Use of Funds – Restrictions

16. Funds will not be used to:
- a. provide cash prizes or direct cash payment, etc;
 - b. purchase alcoholic beverages;
 - c. purchase personal items such as CDs, ipads, gifts, clothing, souvenirs or end of tour gifts; and
 - d. subsidize FRT, LTA, HLTA, third location HLTA, or any other travel program that is not authorized as in theatre CTO R&R.

Inventory Control

17. Inventory purchased with R&R funds shall be identified as public equipment. Equipment purchased shall be accounted for in accordance with existing public financial and supply orders relating to the administration and control of public items. Purchased items will not be recorded as Non-Public Property (NPP) as this does not apply to R&R publicly purchased equipment.

Mission Closure

18. Upon closure of an operation, the theatre closeout team shall inspect R&R equipment. At that time the status of the R&R equipment will be assessed for return to Canada or disposal in theatre. Under no circumstances are units authorized to retain R&R equipment with the intention of returning it to the home unit along with other unit equipment. Equipment purchased for HMC Ships shall remain on the ship's DA until replaced or disposed of IAW normal supply accounting regulations and/or upon decommissioning of the ship.

MW Equipment - Small Operations

19. Small operations do not have access to the same level of support normally afforded larger operations. For this reason the following MW equipment is authorized for small operations:
- a. portable DVD player with two or more deployed members at one location;
 - b. television;
 - c. DVD player;
 - d. satellite TV service – local access;

- e. barbeque; and
- f. mini-stereo system.

PART 3 FITNESS

Chapter 3-1 Physical Fitness Programs

1. The Chief of Military Personnel (CMP) is the controlling organization for Canadian Forces (CF) Physical Fitness Policy.

2. The Canadian Forces Morale and Welfare Services (CFMWS) / Personnel Support Programs (PSP) division provides subject matter expertise for the CF and is responsible for the research, development and implementation of physical fitness standards, programs and training opportunities.

3. For this reason it is imperative that all PSP managers, fitness subject matter experts and associated personnel become familiar with the DAOD 5023 series and DAOD 4007-4 as follows:
 - a. DAOD 5023-0 Universality of Service;

 - b. DAOD 5023-1 Minimum Operational Standard Related to Universality of Service;

 - c. DAOD 5023-2 Physical Fitness Program; and

 - d. DAOD 4007-4 Fire Fighter Physical Fitness Maintenance Program.

4. Access to the DAOD 5023 series and DAOD 4007-4 are available through the Department of National Defence (DND) Defence Wide Area Network (DWAN) at the link below:

http://admfincs.mil.ca/admfincs/subjects/daod/5023/intro_e.asp

http://admfincs.mil.ca/admfincs/subjects/daod/4007/4_e.asp

PART 4 HEALTH PROMOTION

Chapter 4-1 Health Promotion

1. The Canadian Forces Health Services Group (CFHSG) is the controlling organization for Canadian Forces (CF) Health Promotion.
2. The Canadian Forces Morale and Welfare Services (CFMWS) / Personnel Support Programs (PSP) division is the service provider for CF Health Promotion. The specific roles and responsibilities, delivery requirements, activity reporting and financial commitments are described within a Service Level Agreement between CFHSG and CFMWS.
3. For this reason it is imperative that all PSP managers, Health Promotion personnel and associated staff become familiar with ADM(HR-Mil) Instruction 03/05, Health Promotion and ADM(HR-Mil) Instruction 04/05, HP Program Implementation, in the CF at the links below:

<http://cmp-cpm.forces.mil.ca/mpi-ipm/03-05-eng.asp>

<http://cmp-cpm.forces.mil.ca/mpi-ipm/04-05-eng.asp>

4. In accordance with these policy directives, the CF Health Promotion model is based on nationally standardized policy and program development, implementation and evaluation. Canadian Forces Health Promotion offers four program areas as follows:
 - a. addictions awareness and prevention;
 - b. injury prevention and active living;
 - c. nutritional wellness; and
 - d. social wellness.
5. Canadian Forces Health Promotion is designed for CF personnel. Where space and resources permit or where necessary to support the health of CF personnel, participation in certain aspects of the programming may be extended to adults who are immediate family members of CF personnel and other members of the Defence Team.

PART 5 SPORT

Chapter 5-1 Sports

Purpose

1. This order prescribes the policy and regulating guidelines governing the organization and conduct of competitive sports programs for members of the Canadian Forces (CF).

SECTION 1 – GENERAL

2. Competitive sports are an integral part of the continuing training and development of members of the CF. The objectives established for the sports programs are to be met through sport skills instruction and the conduct of team and individual sports competitions. Competitive sports such as boxing, mixed martial arts and hang-gliding, which are not authorized by the CF, do not form part of this order.

3. Competitions involving motorized vehicles, such as car rallies, snowmobile races and motor racing and social games such as darts, shuffle-board and billiards do not form part of this order, but may be organized as recreational activities in accordance with Chapter 6-1.

Objectives

4. Comprehensive sports programs through the demands of training and competition contribute to the overall effectiveness of the CF. The primary objectives of the program are:

- a. to develop unit cohesion, team work, morale, pride and identity;
- b. to instil a high degree of esprit de corps;
- c. to develop individual attributes such as leadership, self-discipline, self-sacrifice, self esteem and warrior spirit; and
- d. to promote physical fitness.

5. Secondary objectives of the program are:

- a. to provide the opportunity for all members to develop their physical potential;
- b. to provide the opportunity for members to participate in highly skilled, competitive and organized athletics; and

- c. to encourage military athletes and teams to achieve higher standards of proficiency.

Responsibility and Authority

6. The Base Commander (B Comd) is responsible for establishing a comprehensive competitive sports program in which all members have the opportunity to compete.

7. The Commander of a Command may authorize competitions between units or individuals within the command.

8. The Director Deployment Support Recreation and Messes (DDSRM) is the approving authority for the organization and conduct of regional sports competitions within military regions. Regional sport boundaries are described in Table 5-1-1, Regional Sport Boundaries.

Table 5-1-1 Regional Sport Boundaries		
Region	Territory	Regional Sports Director
Pacific	British Columbia and Continental USA bordered by the Pacific Time Zone	Designated by DDSRM
Prairies	Alberta, Saskatchewan, Manitoba, Northwest Territories, Yukon and Continental USA bordered by the Mountain and Central Time Zones	Designated by DDSRM
Ontario	Ontario (less the National Capital Region) CFS Alert and Continental USA bordered by the Eastern Time Zone	Designated by DDSRM
Quebec	Quebec, the National Capital Region and Continental USA bordered by the Eastern Time Zone and provincial boundaries	Designated by DDSRM
Atlantic	New Brunswick, Prince Edward Island, Nova Scotia, Newfoundland and Labrador	Designated by DDSRM

9. The DDSRM is the approving authority for the organization and conduct of CF national sports championships, invitational sports competitions, international sports competition and regional sports championships.

10. The Director General Morale and Welfare Services (DGMWS) is the approving authority for hosting of international sports competitions by the CF and serves as the CF Chief of Delegation with the International Military Sports Council (CISM).

11. The conditions and approving authorities for participation in and hosting of sports competitions are found in Table 5-1-2, Participation in Sports Competitions, Conditions and Approving Authorities.

Table 5-1-2 Participation in Sports Competitions, Conditions and Approving Authorities		
Types of Competitions	Conditions	Approving Authority
1. Members representing the CF within their respective regional boundaries in sports competitions, programs or events.	<ul style="list-style-type: none"> a. The required financial, administrative and logistic support is available within base resources; b. Members do not form part of a civilian organization; and c. The competition does not lead to a national championship. 	B Comd
2. Officer cadets representing their Canadian Military College (CMC) in inter-collegiate athletics.	<ul style="list-style-type: none"> a. The required financial, administrative and logistic support is available within the resources of the CMC; and b. Participation in the competition is part of the physical education and athletic program of the CMC. 	Commandant of the CMC

<p>3. Members representing the CF or civilian organizations in:</p> <ul style="list-style-type: none"> a. civilian national competitions, programs or events; b. civilian competitions, programs or events leading to national championships; and c. invitational military or civilian competitions outside regional boundaries within Canada. 	<ul style="list-style-type: none"> a. The required financial, administrative and logistic support is available within base resources; b. Participation is not higher than national level; c. Members were selected on the basis of participation in CF or civilian competitions, championships or in consultation with the appropriate civilian national sports governing organizations; and d. Application must be made in accordance with Table 5-1-2-1, Applications to Enter Sports Competitions, to the base Fitness and Sport Director (FSD) at least 30 days prior to the event. 	B Comd
<p>4. International military and civilian sports competitions, programs or events and CF sports competitions (all levels) outside Canada or outside USA for Canadian Defence Liaison Staff (Washington) (CDLS(W)).</p>	<ul style="list-style-type: none"> a. Members were selected on the basis of participation in CF or civilian competitions or championships or in consultation with the appropriate civilian national sports governing organizations; b. When the member represents a civilian national organization the national 	DDSRM

	<p>organization, makes application to DDSRM and provides full details of the basis of selection and the responsibility for costs involved;</p> <p>c. The commander concerned shall advise and recommend to DDSRM the military implications of such a request; and</p> <p>d. Application must be made through the base FSD at least 30 days prior to the competition.</p>	
5. International military sports competition sponsored by CISM.	a. Members were selected on the basis of their success in CF or civilian competitions by the approved selection committee.	DDSRM
6. Cases not covered in serials 1 to 5 above.	a. Complete details are forwarded to DDSRM at least 30 days in advance of the event.	DDSRM

Table 5-1-2-1
Applications to Enter Sports Competitions

<p>1. Applications to the B Comd or DDSRM for individuals or teams (as athletes or officials) to enter civilian provincial, civilian national, civilian international or military international competitions shall be submitted through proper channels and shall contain the following information:</p> <p>a. sport to be competed in;</p> <p>b. level of competition;</p> <p>c. indication of intent to continue onward to subsequent higher competition levels complete with the proposed dates and locations of the higher level competitions;</p>
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- d. location of competition;
 - e. competition dates;
 - f. name of conducting organization;
 - g. whether representing the CF or a civilian organization;
 - h. substantiation for participation to include:
 - (1) a letter from the recognized sport body confirming that the member has met all competition requirements needed to advance to the next higher level of competition and is eligible to compete accordingly (eg: won provincial to advance to national); and
 - (2) when applicable, a letter from the FSD confirming the member's participation in the CF sports program as part of the member's eligibility (eg: regional, national level participation).
 - i. service particulars of participants;
 - j. whether costs are to be met in whole or in part by the conducting organization (provide details);
 - k. estimated cost of temporary duty;
 - l. proposed method of travel and estimated costs;
 - m. other costs;
 - n. where applicable, what local funds are available to meet costs; and
 - o. the FSD acknowledgement that the aforementioned information has been reviewed and is correct.
2. The requesting individual is responsible for raising the request and providing all the required details in time to meet the deadlines prescribed in Table 5-1-2, Participation in Sports Competitions, Conditions and Approving Authorities. At times, when competitions do not allow for adequate lead time to make an application, all paper work including letters or substantiation less the latest competition results should be prepared in advance. Only in exceptional cases will applications not meeting the deadlines be considered.
 3. The FSD is responsible to ensure the information is accurate and that the individual has achieved the CF physical fitness standard prior to onward submission.

4. Individuals receiving approval are required to submit a written report to DDSRM within 30 days of completion of the competition to include:
 - a. results;
 - b. number of competitors; and
 - c. a photo.

Duty Status

12. Canadian Forces members are on duty while participating in authorized sports activities as described in Table 5-1-2, Participation in Sports Competitions, Conditions and Approving Authorities.

Note: Canadian Forces members are not authorized to participate in authorized sports activities while on leave.

Pension Coverage

13. A member who suffers a disability, or the surviving spouse of a deceased member, may be entitled to a pension under the Pension Act (R.S.C., 1985, C.P-6), if the member or their representative can clearly establish in accordance with Part IV of the said Act, that the disability or death is the result of an injury or disease, or the aggravation of an injury or disease, that arose out of or was directly connected with military service. Pursuant to subsections 21(2) and (3) of the Pension Act, an injury or disease, or aggravation thereof, resulting in the disability or death of a member is deemed to have arisen out of or to have been directly connected with military service if it was incurred in the course of:

- a. any physical training or any sports activity in which the member was participating that was authorized or organized by a military authority, or performed in the interests of the service although not authorized or organized by a military authority; and
- b. any activity incidental to or directly connected with an activity described in sub-paragraph a, including the transportation of the member by any means between the place the member normally performed their duties and the place of that activity.

14. Pursuant to paragraph (d) of QR&O 21.47, Findings on Injury or Death, the report of a summary investigation or the minutes of proceedings of a board of inquiry into an injury or death are required to contain a finding as to whether the injury or death was attributable to military service. In order to support the finding all available evidence of military control of, and the requirement to participate in, the activity, including copies of

any appropriate written orders, shall be included. Members who prefer to participate in sports activities or physical training which are not conducted in accordance with this order are encouraged to review their disability and life insurance policies since disability or death which occurs as a result of such participation may not give rise to a pension entitlement under the Pension Act.

Casualty Reporting

15. Reporting of injuries or death arising from programs conducted under the auspices of this order shall be in accordance with:

- a. DAOD 7002-0, Boards of Inquiry and Summary Investigations;
- b. DAOD 7002-1, Boards of Inquiry;
- c. DAOD 7002-2, Summary Investigations;
- d. DAOD 7002-3, Investigative Matters and References;
- e. DAOD 7002-4, Examination of Witnesses;
- f. CFAO 24-1, Casualties Reporting and Administration;
- g. DAOD 5018-2, Report of Injuries and Exposure to Toxic Substances; and
- h. CFAO 24-6, Investigation of Injuries or Death.

16. The base FSD shall maintain a register of all injuries incurred by members during participation in the CF sports program and, where applicable, a report shall be completed in accordance with DAOD 5018-2.

Suspensions

17. Members involved in a rules infraction while participating in CF sports competitions may be subject to suspension from participation in CF sports for varying lengths of time or numbers of games. In some instances suspension from participation in all CF sports may be appropriate. Suspension action will be initiated by the league president or the base FSD in accordance with the applicable rules of play and shall, if the severity of the infraction warrants be referred to DDSRM. Infractions of a minor nature that result in suspensions comprising a short period of time or a small number of games may be administered locally.

SECTION 2 - SPORTS PROGRAMS

Sports Training

18. Many members lack the skills necessary to permit their safe, effective and enjoyable participation in the sports program. Therefore, the development or improvement of skills required for playing, coaching and officiating sports shall be an important and fundamental part of the sports program. Priority shall be given to providing instruction at the basic or beginner skill levels.

Intramural

19. The primary CF level of sport competition for members is the intramural program. According to local conditions the intramural program may be defined as inter-section, inter-company or inter-mess. Commanding Officers are to give every possible consideration to providing full opportunity for participation by all members especially the less expert performer. This level of sport activity shall be given first priority in use of resources.

20. Teams restricted to members of a mess or Military Occupational Code (MOC) may participate in intramural programs involving other such members and also in local competitions involving either civilian or military teams as part of the unit sports program. Participation by such teams requiring travel beyond an 80 km radius shall not be considered as part of the intramural sports program. Participation by such teams requiring travel beyond an 80 km radius must be considered as part of the extramural program.

Extramural

21. The next level of competition is the extramural sports program. The ability of individuals and teams of better than average athletic calibre must be recognized. Such individuals are to be encouraged to develop their skills so they may advance to higher levels of competition. Extramural competition is a valuable extension of the intramural program and an important component in achieving the objectives of the CF sports program.

22. Extramural sports programs include:

- a. competitions against members or teams from other bases;
- b. participation against civilian teams or individuals;
- c. command competitions;
- d. Canadian Forces Regional Championships and invitationals;

- e. Canadian Forces National Championships; and
- f. participation at the elite level in national and international civilian or military sport competitions.

Regional Programs

23. The CF is divided into five regions for sports competitions, which are organized and conducted under the authority of Regional Sports Directors (RSD) as described in Table 5-1-1, Regional Sport Boundaries.

24. Regional competitions provide frequent opportunity for activity in the widest variety, and must be conducted with the most economical use of resources. As an approved extension of base level sports programs, regional competitions are to be conducted with public resources including the provision of rations, quarters and transportation.

25. Regional programs shall be arranged to ensure that:

- a. competitions are organized in all sports where sufficient interest is shown by a majority of bases within the region;
- b. equitable competition opportunities are available for all sizes of base; and
- c. a fair and effective method is designed to select regional representatives for national championships.

26. The responsibilities of the RSD are to:

- a. direct the regional sports championship program after consultation with bases;
- b. arrange the conduct of national championships, including the establishment of internal administrative procedures and manpower requirements with host bases;
- c. advise the regional team members advancing to the national championships of their travel arrangements;
- d. approve a jury of appeal for each regional championship;
- e. serve as a member of the jury appeal at a national championship when appointed by DDSRM;
- f. register and arrange the accounting of trophies and awards for regional championships;

- g. submit eligibility forms for all-star regional teams; and
- h. ensure that reports of regional competitions are submitted to DDSRM within 30 days of the completion of the competition.

National Programs

27. Sports competitions to be conducted as CF National Championships will be determined at the national RSD annual meeting based on the relative participation at the regional level. The RSDs, along with DDSRM, will set the rules for such championships, including eligibility and team composition. The responsibility to arrange support of a national championship will be assigned to the host base by DDSRM.

28. The responsibilities of the host base are to:

- a. provide facilities and equipment other than team equipment;
- b. provide rations and quarters for visiting teams, officials and the jury of appeal for the time required;
- c. publish and issue joining instructions, including the draw and schedule of play, to the RSDs, DDSRM and participating bases 14 days prior to commencement of the championship;
- d. receive and dispatch visiting teams and officials;
- e. provide local transportation as required;
- f. provide transportation to/from arrival and departure points for all visiting teams and officials;
- g. provide the necessary medical support for all competitions (ie: a qualified medical assistant, an athletic therapist and an ambulance is recommended for all body-contact sports);
- h. brief officials and team captains before commencement of the competition;
- i. provide programs;
- j. issue official invitations;
- k. accommodate spectators;
- l. forward results at the conclusion of the championship to:

- (1) DDSRM;
 - (2) RSDs; and
 - (3) home bases of the competing teams;
- m. arrange publicity and news coverage;
- n. within 30 days after completion of the competition forward a final report on all aspects of the championship to DDSRM and RSDs; and
- o. within 30 days after completion of the competition provide DDSRM with photographs (including captions) and a short article (naming winning team, officials and individual winners) that will be posted on the CFMWS website.

International Competitions

29. International competitions will be conducted as an extension of the CF national program.

30. Entry of individuals or teams into international military competitions shall be authorized as outlined in Table 5-1-2, Participation in Sports Competitions, Conditions and Approving Authorities.

31. Elite athletes may also be selected to attend CISM events on team or individual basis. The development of sports for CISM will come from normal training activities which have a military impact or form part of the ongoing CF sports program. Units are encouraged to support individual athlete development and maintain records of their achievements.

CISM

32. The International Military Sports Council (CISM) is an international military sports organization founded at the end of World War II. Its aim is to encourage physical activity and military sport and to enhance friendly relations between armed forces of the member nations. The responsibilities for governing Canada's participation in CISM are described in paragraphs 33 and 34 below.

33. The DGMWS acts as the Chef de Delegation for the Canadian Delegation at CISM and is responsible for:

- a. representing Canada and the CF at the Annual CISM General Assembly Meeting;
- b. appointing CISM delegates;

- c. authorizing participation in CISM activities;
 - d. appointing a high ranking officer as Chef de Mission for CF participation in each CISM competition;
 - e. attending or appointing a representative to attend meetings of CISM Americas and the North American Liaison Office (NALO); and
 - f. appointing CF representation to the CISM Academy as required.
34. The CF International Sports Office is DDSRM, who is responsible for:
- a. administering all CISM correspondence;
 - b. issuing regulations pertaining to CF participation in CISM events;
 - c. coordinating the selection of CF members for participation (ie: coaches, managers, athletes);
 - d. recommending Chef de Mission appointments;
 - e. coordinating international travel arrangements for CISM events;
 - f. authorizing training;
 - g. coordinating procurement of appropriate equipment and uniforms;
 - h. publicizing information on CISM activities;
 - i. acting as contact point for DND on questions pertaining to CISM;
 - j. coordinating all requests for assistance from sports governing bodies;
 - k. in conjunction with other CISM nations, approving funding for the payment of CISM participation fees for member nations that are unable to pay for their own participation fees; and
 - l. controlling expenditure of all funds allocated in support of this program.

Team Selection

35. Canadian Forces athletes interested in participating in CISM competition must be invited for selection by the respective CISM Team authorities. Final team and athlete selection will be made by the CF International Sports Office.

Selection of Coach

36. The CISM team military coach will be selected from within the military by the CF International Sports Office.

37. Civilian technical expertise may be available through the particular national sports governing body. Requests for coaching assistance via this channel must be requested through the CF International Sports Office.

Team Composition

38. The composition of teams participating in CISM events is defined in the CISM regulation for each sport.

Invitational Competition

39. The CF invitational competitions involving individuals or teams from two or more units within the same region may be considered as part of the regional competitions for the purpose of authorizing travel and transportation.

40. Canadian Forces invitational competitions involving individuals or teams from more than one region require DDSRM approval and normally will be subject to the condition that the number of participants or teams per region must be limited. Applications will normally be staffed through the RSD and reviewed at the annual RSD meeting for inclusion in the CF National Sport Program.

Civilian Competitions

41. The entry of individuals into civilian competitions, including extreme sports and activities, shall be authorized when such participation may be expected to bring credit to the CF. The conditions and approving authorities for participation in civilian competitions are contained in Table 5-1-2, Participation in Sports Competitions, Conditions and Approving Authorities.

42. Application for approval shall be submitted in accordance with Table 5-1-2-1, Applications to Enter Sports Competitions. In no case will participation in civilian competitions take priority over the development of base programs or conflict with participation in CF regional or national championships. Additionally, applicants who wish to participate in extreme sports and activities are required to provide the following additional information:

- a. a detailed resume outlining the members experience, qualifications, certifications and preparedness relating to participation in the sports competition or activity identifying potential risks and steps taken to mitigate them;

- b. results of a valid CF Fitness evaluation completed within six months of the commencement of the sports competition or activity;
- c. for competitions or activities that contain any water related segment, the member must show proof of completing the CF basic military swim standard test within six months of the commencement of the sports competition or activity; and
- d. a statement describing how participation in the extreme sport or activity relates to service as a military member.

43. The following is a list of extreme sports and activities that are not covered by this policy:

- a. automobile, motorcycle, aircraft or speedboat racing;
- b. boxing;
- c. extreme combat activities such as:
 - (1) ultimate fighting; and
 - (2) mixed martial arts;
- d. bungee jumping;
- e. humanitarian and charitable projects; and
- f. organized military marches, such as the Nijmegen Marches.

Command Competitions

44. Command competitions provide opportunities for activity in the widest variety of sports and must be conducted with the most economical use of manpower and transportation resources. Command competitions will not take priority over the CF National Sport Program.

Soldier On

45. The Soldier On program is a specifically designed publicly funded sport program to improve the quality of life of ill and injured military personnel through their active involvement in fitness and sporting activities.

SECTION 3 - CANADIAN FORCES NATIONAL AND INTERNATIONAL SPORTS COMPETITIONS

46. Normally, CF sports competitions and championships shall be conducted in accordance with the accepted Canadian amateur sport principles and current rules of play of the appropriate sports governing body. As required, DDSRM will negotiate agreements with appropriate Canadian amateur sports governing bodies.

Eligibility

47. To be eligible for competition a participant must be:

- a. a member of the CF Regular Force, on strength of or attached posted to the competing base and in the case of the latter, the member must be on strength prior to the regional competition;
- b. a member of the CF Reserve Force currently on Class B or C Reserve Service who has completed, immediately prior to the event in question, a minimum of 1 day continuous service;
- c. a member of a foreign force who is attached to or on exchange duty with the CF Regular Force; or
- d. a member of a foreign force who is serving with their unit at a CF base.

48. Where a base entry is comprised of members of a foreign force, the following conditions apply:

- a. team sports:
 - (1) in accordance with regional regulations; and
 - (2) to be eligible for national competition, a team is restricted to the following maximum number of members of a foreign force:
 - (a) teams over 12 players, three per team; and
 - (b) teams of 12 players or less, two per team.
- b. individual sports:
 - (1) to be eligible for national competition, a regional team is restricted to a maximum of 20 per cent (rounded off to the next lowest whole number) of members of a foreign force.

49. To be eligible for a CISM competition, the participant must conform to the current CISM eligibility rules. Participation in the CF CISM Sports Program is open to all CF regular, reserve force personnel and Cadet Instructor Cadre (CIC) officers.
50. Members on retirement leave or Regular Officer Training Plan (ROTP) students attending military colleges are not eligible to participate in CF national sports championships unless invited to participate for the purpose of making a CISM team. Students on subsidized university training plans may be eligible if their application for exceptional status is approved by DDSRM prior to the start of the sports season.
51. Where a member lives and works on or near a base other than the one of which the member is on strength, the member may make application to DDSRM through the appropriate RSD for authority to compete for that base. The application must be made before the start of the season's play.
52. A member being posted from one region to another who wishes to qualify for the national championship may make application to DDSRM, through normal channels, for authority to compete in the elimination of the region for which the member will be eligible at the time of the national championships. The application must reach DDSRM six weeks before the date of the national championships. If a member is posted after the playoffs have commenced, the member is eligible to play for the new base effective the member's Change of Strength (COS) date.
53. Where a member of a team that has won its regional play down is posted prior to the national championship, the losing unit, after obtaining concurrence from the individual and the gaining unit, may request approval from the RSD to participate in the national championship. If approved, the member will be considered as part of the original team's roster.
54. Where a question of eligibility is not specifically covered in the rules, it is the responsibility of the participating team or individual to submit the circumstances of the case to the RSD through the base FSD. The RSD shall decide the case or, if appropriate, request a decision from DDSRM.
55. The rules regarding team eligibility and composition apply only to those sports progressing to national championships. For those sports in which there is no CF National Championship, RSDs may, in consultation with the bases within their region, establish rules to meet their special circumstances and which contribute to meeting the objectives as outlined in paragraphs 4 and 5.
56. Eligibility certificates in accordance with Table 5-1-3, Submission Form - Eligibility Certificate CF National Sports Championship, are required before entering a CF national sports championship. They shall be completed and handed to the chairperson of the jury of appeal at the briefing prior to commencement of the championship.

Table 5-1-3 Submission Form - Eligibility Certificate CF National Sports Championship			
The following members are eligible to represent the (Name of region) _____ region at the CF National (Name of Championship) _____ Championship in accordance with the PSP Policy Manual Chapter 5 – Sports.			
SN	Rank	Name	Initials

57. Occasionally individuals not eligible for national championships may participate in a national championship that is being used for selection of a CISM team. Their results will not be part of the national competition and will be used only for selection for the CISM team.

Entry into Competition

58. Normally each base and the east and west coast fleets may enter one team in the regional elimination competition. However, major bases composed of distinctly

different elements or geographically separate units may, subject to the capabilities of the host base and with the concurrence of the RSD, enter more than one team.

59. Where a base enters more than one team in a regional competition, the players are eligible to play only for the team with which they commenced play in the regional competition.
60. To enter a regional competition a base must notify the RSD and the host base on or before the closing date set for entries.
61. To enter a national championship, a region should have held a regional championship at least 14 days before the commencement date of the national championship. If unable to comply with the 14 days provision, a request for extension may be submitted to DDSRM.
62. Occasionally, members in individual competitions, who are eligible to compete in national championships, but due to duty requirements are unable to qualify through normal channels, may be authorized by DDSRM to compete. Such extraordinary cases must be staffed through and recommended by the base FSD and the RSD.
63. In regional sports leading to a national championship, augmentation of team rosters with players from other bases is permitted in accordance with the augmentation rules for each sport as outlined in the CF National Sports Rule Book.
64. To be eligible to enter into extramural competition a member must have successfully met the minimum physical fitness requirements at DAOD 5023-2 – Physical Fitness Program.

Jury of Appeal

65. A jury of appeal for each CF National Championship will be appointed by DDSRM.

Responsibilities

66. The jury of appeal appointed for a CF National Championship shall:
- a. ensure that the championship is conducted in accordance with current orders and procedures;
 - b. handle all disputes involving player eligibility or rule interpretation;
 - c. act as a sports disciplinary body during the tournament;

- d. make adjustments to the schedule of play or type of competition if dictated by unforeseen circumstances; and
- e. rule on matters not covered in the rules.

Composition and Duties

67. The jury of appeal will be appointed by DDSRM and be composed of the following:

Chairperson

- a. a representative who will:
 - (1) preside over all meetings of the jury of appeal;
 - (2) review with the members of the jury of appeal, the applicable regulations detailed in CF orders and in the rules of the game being played;
 - (3) where practicable, detail a member of the jury of appeal to observe each contest; and
 - (4) act as president of the sports disciplinary body as required.

Members

- b. two members appointed by DDSRM will:
 - (1) review with the Chairperson the regulations detailed in CF national sports rule book and in the rules of the game being played;
 - (2) attend such contest(s) as detailed by the Chairperson;
 - (3) when called by the Chairperson, attend hearings to decide a dispute brought before the jury of appeal; and
 - (4) with the Chairperson, hear and rule on disputes placed before them.

Technical Adviser

- c. the technical adviser shall:
 - (1) attend all hearings on disputes, as technical adviser to the Chairperson;

- (2) render such other assistance as may be required by the Chairperson relative to the conduct of the games; and
- (3) note the vote regarding rulings on disputes.

Disputes

68. The jury of appeal shall hear and rule on disputes presented by team managers and games officials only.

69. Decisions on disputes shall be confined to:

- a. eligibility of a player, competitor or team that is not in accordance with CF national sports rule book; and
- b. interpretation of rules.

70. There shall be no dispute on an official's judgement call.

71. Disputes must be presented to the jury of appeal in the form shown in Table 5-1-5, Submission Form - Registration of Dispute.

Table 5-1-5 Submission Form - Registration of Dispute	
Part One - Dispute	
Date	
Time	
Name of Championship	
Game Number	
Location	
Description of Basis for Dispute: (To include rule or rules allegedly violated or misinterpreted)	

	<hr/> (Signature of Manager / Official)
Part Two - Decision of Jury of Appeal	
Decision (Circle Decision)	Allowed Disallowed
	<hr/> (Signature of Chairperson)

72. When a player, competitor or team wishes to present a dispute, play shall be stopped and the dispute lodged in accordance with the rules of the game being played. Play shall not resume until all details of the dispute have been recorded and, if possible, a decision on such disputes will be rendered at the time by the jury of appeal.

73. Failing the above, the jury of appeal shall meet as soon as practicable after the registering of a dispute and render a decision.

74. The Chairperson of the jury of appeal shall notify only the parties concerned of the decision.

Sports Disciplinary Body

75. The jury of appeal shall act as a sports disciplinary body during the period of the championships.

76. It is empowered to prescribe the imposition of suspensions which may include suspension for the remainder of the championships.

77. Where it is appropriate to impose a suspension for a period of time after the championships, the case shall be referred to DDSRM for further action.

Final Authority

78. The decision of the jury of appeal is final.

Dress

79. Members attending a formal banquet or official function in conjunction with a national or international military sporting event shall wear the designated military uniform or civilian dress as stated in the joining instructions.

SECTION 4 - LOGISTIC AND ADMINISTRATIVE SUPPORT

Travel and Transportation

80. Canadian Forces championships at the regional and national levels are an extension of the base sports program. Therefore travel and transportation shall be authorized for individuals or teams concerned. Travel and temporary duty costs are charged to the parent unit for regional championships. Temporary duty costs are charged to the parent unit for national championships, however travel is funded by DDSRM.

81. The use of motor transport in support of the CF sports training program could be authorized in accordance with orders relating to the use of motor transport for all other military training. The use of motor transport in support of sports programs, competitions and championships must not:

- a. prejudice military training or operations;
- b. prejudice higher priority administrative functions;
- c. be combined with any recreational use;
- d. cause undue depreciation to vehicles or equipment; or
- e. result in excessive driver overtime.

82. Travel and temporary duty is authorized from local public funds under this order for the following CISM activities:

- a. CISM General Assembly Meeting;
- b. CISM Regional Meetings;
- c. CISM World Competitions;

- d. CISM Regional Competitions and tournaments;
- e. CISM Academy Meetings;
- f. CF Training Camps and courses; and
- g. Out-Service Training Schools and Clinics.

Logistic Support

83. The CISM competitions are held in various locations throughout the world. On occasion, logistic support for CF CISM teams will be required from CF units located in close proximity or enroute to these competition sites. Tasking for Rations and Quarters (R&Q), transport, supplies, etc. will be made through DDSRM by the appropriate sponsoring command.

Trophies and Awards

84. The CF National Sports Rule Book details the individual and team awards.

85. Trophies and awards for national championships will be procured and administered by DDSRM, who will maintain property records in accordance with CF Non-Public Property (NPP) accounting instructions.

86. The DDSRM is responsible for:

- a. care and maintenance of perpetual trophies; and
- b. delivering the trophy to the host base of a national, 30 days prior to commencement of the national championship.

87. Perpetual trophies and individual awards provided for regional and national championships shall be obtained from NPP sources or private donations. They shall not be accepted from commercial organizations or other sources seeking to advertise for personal gain. Perpetual trophies shall be accounted for in accordance with the CF accounting instructions applicable to the holder.

Finances

88. The funds required purchasing trophies and awards and to help defray entertainment and other special costs incurred by the host base shall be provided from NPP resources.

89. For national or CISM championships funds may be obtained from an annual grant from the CF Central Fund which is administered by DDSRM or from fees

assessed against competing units or a combination of both. The entry fees for national championships will be determined by DDSRM in consultation with RSDs.

90. Funds for regional championships may be obtained from entry fees or from per capita assessment of units within the region. The amount of assessment or entry fees for regional competitions shall be determined by RSDs in consultation with bases in the region.

Specialty Interest Facilities

91. Canadian Forces units may use Specialty Interest Facilities in support of the CF sports program. The NPP entity concerned will provide proper invoicing to the base FSD for payment through the NPF accounting office.

Grants

92. Details covering grants provided under QR&O 210.37, Provision and Maintenance of Physical Fitness Equipment – Regular Force and 210.375, Provision and Maintenance of Physical Fitness Equipment – Reserve Force, for the provision and maintenance of physical fitness and sports equipment are contained in Chapter 10-6. These grants must be expended on equipment which is for the benefit and use of the majority of members and which is complementary to that included in authorized scales of issue.

93. Funds are allocated for CF participation in the CISM program. The CF National Office for CISM is DDSRM, the controlling agency for these funds.

94. Non-public funds may also be used for the procurement of necessary sports equipment in support of sports programs conducted in accordance with this order.

Channels of Communication and Promulgation of Information

95. Direct communication on all matters pertaining to the conduct of a championship is authorized:

- a. between bases and the RSD;
- b. between RSDs and DDSRM; and
- c. between a base hosting a national championship and all RSDs, all bases participating in the championship and DDSRM.

96. The DDSRM is authorized as the Point of Contact (POC) for communication on all matters pertaining to CISM competitions and may deal directly with the CISM Secretary General, CISM Academy, hosting nations and CISM liaison offices;

97. Annually, DDSRM will publish a calendar of approved CF national sports championships and the host base for each championship, along with CF CISM activities.
98. RSDs shall forward particulars of their planned regional championships and playoffs for national championships to DDSRM, other RSDs and to bases within their region.
99. Copies of minutes of regional meetings, reports of competitions, calendars of activities, and any policy letters or instructions shall be sent to DDSRM and to all RSDs.

Publicity

100. Publicizing individual and group achievement at all levels of sport within the CF sport program is an important and integral element of conducting and participating in approved CF sports competitions. Efforts should be made to utilize all available media resources within the CF to highlight individuals and teams involved in CF sports.

SECTION 5 – RESOURCES

Equipment

101. Primary equipment required for the conduct of the CF sports program is authorized.
102. Teams and/or individuals representing Canada at CISM championships will receive equipment and uniform support from public resources along with instruction concerning the care and custody of any such equipment or uniforms provided.
103. Civilian walking out attire for CISM competition is the responsibility of the competitor.

Rental of Facilities

104. A unit which lacks adequate facilities to conduct its sports program should refer to A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces, concerning the guidelines to rent sports facilities.

Out-Service Training

105. All members of the CF are eligible for selection to attend clinics, courses, workshops or seminars conducted by recognized civilian sports agencies to stay abreast of developments in the field and/or obtain qualifications in officiating, coaching or managing sports activities.

106. The B Comd may approve an application containing information listed in Table 5-1-6, Out-Service Sports Training Application where:

- a. a local CF training requirement is identified and verified by the base FSD;
- b. training at the required level is not available within the CF;
- c. funds have been allocated within unit resources for this purpose;
- d. the training does not exceed seven training days or 60 hours of instruction;
- e. the training is held at a clinic, course, workshop, institute or seminar; and
- f. the amount of funds required does not exceed \$1,000.

**Table 5-1-6
Out Service Sports Training Application**

1. Where applicable, the application shall contain the following details:
 - a. service particulars of members, including MOC;
 - b. member's present or intended involvement in the unit sport program;
 - c. name of the conducting organization;
 - d. type of training program;
 - e. qualification obtainable;
 - f. location of training;
 - g. period of training and dates;
 - h. substantiation of requirement for attendance, detailing when applicable, how the member's new skills will be used in promoting the unit sports program;
 - i. estimated cost of tuition;
 - j. estimated cost of accommodation and meals;
 - k. method of travel and estimated costs, and if other than the most economical method is used, a full explanation of reasons;
 - l. other estimated costs not elsewhere provided for in this table; and

- m. estimated total cost of training (as applicable, indicate the costs borne by the public and/or NPP).

107. Requests for out-service training that exceeds the limitations of sub-paragraphs 106d and/or 105f require the approval of the B Comd. Applications, containing the information described in Table 5-1-6, Out Service Sports Training Application, shall be submitted to the B Comd (thru the FSD), info DDSRM, at least 30 days prior to the commencement of the desired training.

108. When out-service training is undertaken in accordance with paragraphs 105 or 106, a report shall be prepared containing the information described in Table 5-1-7, Out Service Sports Training Report. The report shall be forwarded within 20 working days of completion of the training to the B Comd (thru the FSD), info DDSRM.

Table 5-1-7
Out Service Sports Training Report

1. Where applicable, the application shall contain the following details:
 - a. Service particulars of members, including MOC;
 - b. member's present or proposed involvement in the unit sport program;
 - c. name of the conducting organization;
 - d. type of training program;
 - e. qualification obtained;
 - f. location of training;
 - g. period of training and dates;
 - h. cost of tuition;
 - i. cost of accommodation and meals;
 - j. method of travel and estimated costs;
 - k. other costs; and
 - l. total cost of training (as applicable, indicate the costs borne by the public and/or NPP).
2. As appropriate, provide a brief statement on the quality of the training, including any conclusions and/or recommendations.

109. To supplement this leadership development supported by public funds, sports activities may allocate a portion of their annual NPP budget to support or subsidize individuals attending local leadership training.

Chapter 5-2 Canadian Forces Sports Award Program

Purpose

1. The Canadian Forces (CF) Sports Award Program was established to recognize serving and former members of the CF who brought fame to themselves and honour to the CF and Canada in the field of sport.
2. This order outlines the policy and procedures governing the establishment, organization and administration of the CF Sports Hall of Fame, the CF Sports Honour Roll and the CF Annual Sports Achievement Awards Program.

Governing Committee

3. The CF Sports Awards Program is under the jurisdiction of a Governing Committee at National Defence Headquarters (NDHQ), comprised of:
 - a. **Chairperson** – Director General Morale and Welfare Services (DGMWS);
 - b. **members:**
 - (1) CFMWS CWO;
 - (2) CF CWO;
 - (3) Senior Vice-President Personnel Support Programs (Sr VP PSP);
 - (4) PSP Senior Manager Sports; and
 - (5) PSP National and International Sports Managers.
 - c. **Executive Secretary** – Director Deployment Support Recreation and Messes (DDSRM).

Categories

4. The Sports Awards Program comprises three categories:
 - a. the Sports Hall of Fame;
 - b. the Sports Honour Roll; and
 - c. the Annual Sports Achievement Awards that include:
 - (1) athlete of the year (male and female);

- (2) coach of the year;
- (3) official of the year; and
- (4) team of the year (individual and team sports).

Eligibility for Election

5. Persons who have served or are serving in the CF may be nominated for election to the Sports Hall of Fame or the Sports Honour Roll if, during service in the CF, they brought fame to themselves and honour to the CF through athletic endeavours as competitors, coaches, officials or administrators in a military or civilian sports program or combination thereof.
6. Only members serving in the CF who are eligible to participate in the CF sports program may be nominated for the CF sports achievement awards.
7. Table 5-2-1, Selection Criteria Sports Hall Of Fame, details the eligibility criteria to be elected to the Sports Hall of Fame.

Table 5-2-1 Selection Criteria Sports Hall Of Fame
<ol style="list-style-type: none"> 1. The CF Sports Hall of Fame was established to recognize serving and former members of the CF who brought fame to themselves and honour to Canada and the CF through their participation in sports. 2. The selection criteria for induction to the Sports Hall of Fame are as follows: <ol style="list-style-type: none"> a. participation as an individual competitor or as a member of a Canadian National Sports Team in World Championships, Olympic Games, Commonwealth Games or Pan-American Games; b. participation as an individual competitor or as a member of a team winning a Canadian National civilian sports championship. Participation at this level of competition should be ranked as a significant achievement; c. participation as an individual competitor or as a member of a team winning a Provincial civilian sports championship; d. outstanding accomplishments throughout ones military career in the International Military Sports Council (CISM) or CF sports competitions at both the National and Regional levels; e. meritorious achievement over an extended military career that may include sports awards, community involvement and military decorations; and

- f. total sport involvement as a competitor, coach, official or sports administrator.
3. Normally, nominees who have competed and won medals at World or Olympic level competitions are considered automatic inductees.

8. Table 5-2-2, Selection Criteria Sports Honour Roll, details the eligibility criteria to be elected to the Sports Honour Roll.

Table 5-2-2 Selection Criteria Sports Honour Roll
<p>1. The CF Sports Honour Roll was initiated in 1987 to recognize the outstanding performance or the long term contributions of a member to the CF sports program. The standards established for selection to the Sports Honour Roll are not as stringent as those instituted for induction to the Hall of Fame.</p> <p>2. The selection criteria for election to the Sports Honour Roll are as follows:</p> <ul style="list-style-type: none"> a. participation as an individual competitor or as a member of a championship team at Canadian national or Provincial civilian competitions; b. outstanding achievement as an individual competitor or as a member of a championship team in CISM events or at CF National and Regional competitions; c. meritorious achievement over an extended military career that may include sports awards, community involvement and military decorations; d. total sport involvement as a competitor, coach, official or sports administrator; and e. the member has retired or is within three years of retirement.

Basis of Selection

9. Candidates are chosen on the basis of their demonstrated ability, personal character and contribution to sport in Canada and the CF.

10. Any team or individual who has served or who is serving in the CF and who has won a world championship or a gold medal in World, Olympic, British Commonwealth or Pan American Games competition is eligible for automatic induction into the Hall of Fame subject to verification and approval by the Governing Committee as outlined in paragraph 18.

Nomination Procedures for the CF Sports Hall of Fame and CF Sports Honour Roll

11. A nomination may be submitted by:
- a. a Commander of a Command;
 - b. a Base Commander (B Comd);
 - c. a Commanding Officer (CO);
 - d. a recognized Canadian sports governing body;
 - e. a national officer of a veterans organization; or
 - f. a member of the Governing Committee (see paragraph 3).
12. A person mentioned in paragraph 11 wishing to make a nomination shall do so in the format shown in Table 5-2-3, Canadian Forces Sports Hall of Fame and Sports Honour Roll Nomination Form.

Table 5-2-3 Canadian Forces Sports Hall of Fame and Sports Honour Roll Nomination Form		
Service Particulars of Nominated Person		
SN:	Rank:	
Surname:	First Name:	Initials:
Unit:	MOC:	
Record of Service (Enlarge space as necessary)		
Category (See paragraph 4)		
Record of Achievement (Enlarge space as necessary)		

Narrative (In support of nomination - enlarge space as necessary)	
Sponsor	
Name:	Appointment / Position:
Unit/Organization:	Date:
Signature:	

13. Nominations originating from within the CF shall be submitted through the normal Chain of Command (CoC). Nominations originated at sub-paragraphs 11d and 11e shall be endorsed by the chief executive officer of the nominating organization. It should be noted that in accordance with paragraph 5, the achievements for which the individual is being nominated must have occurred during the member's term of service.

Nomination Procedures for the CF Sports Achievement Awards

14. The CF Sports Achievement Awards are a series of annual awards designed to recognize outstanding athletes, coaches, officials and teams who have excelled in sport, in either CF or CISM competition or in provincial, national or international civilian competition. The achievement awards are awarded at three levels as follows:

- a. bases;
- b. command elements as follows:
 - (1) Vice-Chief of the Defence Staff (VCDS);
 - (2) Royal Canadian Navy (RCN);
 - (3) Canadian Army (CA);
 - (4) Royal Canadian Air Force (RCAF);

- (5) Chief of Military Personnel (CMP); and
- c. CF overall for command elements listed in paragraph 14.b.
15. Awards sponsored by CFMWS on behalf of PSP are supplied by DDSRM. They are provided to bases, stations and commands, to recognize award winners in each category.
16. Nominations for these Sports Achievement Awards should be forwarded to:
- a. Base/Station Unit awards by section or unit commanders of a base or station, to the Fitness and Sports Director (FSD) for selection by a base/station commander designated committee;
- b. Command awards as per sub-paragraph 14.b; and
- Note:** Where a unit's parent command is other than the base parent command, the PSP staff shall forward the nomination to the unit's parent command. In such cases a base submission to the parent command would be deficient those category winners whose nominations were sent to a lodger units parent command.
- c. CF overall awards to DDSRM for consideration by the CF Sports Awards Program Governing Committee.
17. Nominations for any of the Sports Achievement Awards shall be submitted in the format detailed in Table 5-2-4, Canadian Forces Sports Achievement Awards Nomination Form. At any stage in the nomination process only one nomination may be forwarded for each category of the awards program.

Table 5-2-4 Canadian Forces Sports Achievement Awards Nomination Form		
Service Particulars of Nominated Person		
SN:	Rank:	
Surname:	First Name:	Initials:
Unit:	MOC:	
Nominated as:		
[] Male Athlete of the Year		[] Official of the Year
[] Female Athlete of the Year		[] Team of the Year
[] Coach Athlete of the Year		

Record of Service (Enlarge space as necessary)	
Record of Achievement (Enlarge space as necessary)	
Narrative (In support of nomination - enlarge space as necessary)	
Sponsor	
Name:	Appointment / Position:
Unit/Organization:	Date:
Signature:	

CF Sports Hall of Fame or CF Sports Honour Roll

18. The Governing Committee will meet once annually on or after 01 May, to consider the nominations for each category received prior 0to 1 April.

19. The executive secretary will verify the application and supporting documentation as to the achievement, contribution and character of the nominee. Nominations that are not submitted in accordance with paragraph 11 will be returned to the sponsor for corrective action. The executive secretary on review of the nomination may re-categorize a nomination based on the relative sporting achievement of the nominee.

20. The executive secretary will, at least fifteen days prior to the date of the annual meeting, forward to each member of the committee a book containing copies of nominations to the Sports Awards Program for the current year.

21. Nominations for the Sports Hall of Fame and Sports Honour Roll will remain on the active consideration list for a maximum of three years. Sponsors of nominees not selected in their first or second years will be asked to review their nomination and to provide additional substantiation if such substantiation is available. After the third consideration, unsuccessful Hall of Fame nominees will automatically be considered for selection to the Sports Honour Roll. The awards committee may elect to consider a Hall of Fame nominee for selection to the Honour Roll prior to the third year if, in the opinion of the committee, that individual would not be likely to improve their chances of selection because of discontinued participation in their particular athletic endeavour or their release from the CF.
22. Nominations submitted specifically for the CF Sports Honour Roll will be considered for induction and the executive secretary will advise the sponsor as to the committee decisions.
23. When a nomination to the Hall of Fame or Honour Roll is not accepted, the committee may wish to recommend that an alternate award be considered (eg: CF overall awards or command awards). If such is the case the nominee's file will be transferred to the appropriate awards committee for consideration.
24. Any team or individual who has served or who is serving in the CF and who won a world championship or a gold medal in World, Olympic, British Commonwealth or Pan-American Games competition is eligible for automatic induction into the Hall of Fame subject to the verification outlined in paragraph 16.
25. In any year the committee may elect for any award, in addition to any automatic inductee, not more than five candidates.

Selection Procedures for the CF Annual Sports Achievement Awards

26. The Governing Committee will select one candidate for each of the awards of male and female athlete of the year, coach, official and team of the year based on the nominations received prior to 1 Apr. Nominations are to be based on the candidate's athletic performance or activity during the previous calendar year ending 31 Dec. Nominations that are not submitted in accordance with paragraph 14 will be returned to the sponsor for corrective action.

Note: Command submissions are to include an electronic portrait.

27. Nominations should be based on the nominee's performance in international civilian, national civilian, provincial civilian, local civilian, CISM, CF National or CF Regional sports competitions. Nominations should take into account the athlete's skill and Fitness level.
28. Suggested selection criteria for Athlete of the Year are in Table 5-2-5, Selection Criteria for Athlete of the Year.

Table 5-2-5
Selection Criteria for Athlete of the Year

1. Selection is based on an athlete's previous year's performance. Committee deliberations should be based on a locally developed descending point system using the following achievements:
 - a. International civilian competitions;
 - b. National civilian competitions;
 - c. CISM competitions;
 - d. Provincial civilian competitions;
 - e. CF National competitions;
 - f. CF Regional competitions;
 - g. Unit/Local/Regional level participation;
 - h. outside activities (eg: coaching, officiating);
 - i. community activities; and
 - j. service record.
2. Additional factors that may be considered include:
 - a. contributions of an athlete to a team may include team captain, team spokesman, administrator and contributions to the team effectiveness (eg: esprit de corps);
 - b. participation in individual versus team sports;
 - c. participation in single sport versus multi-sport athlete;
 - d. contributions to the development of the sport(s) at the unit level and the effect on unit morale through their sports contribution;
 - e. contributions to the sport in the area of coaching, officiating or administration;
 - f. demands of the sport (eg: physical or mental requisites); and
 - g. EXPRES results.

29. Suggested selection criteria for Coach, Official and Team of the Year are in Table 5-2-6, Selection Criteria for Coach, Official and Team of the Year.

Table 5-2-6 Selection Criteria for Coach, Official and Team of the Year	
1.	Selection is based on a candidate's previous year's performance. Committee deliberations should be based on a locally developed descending point system using the following achievements: <ul style="list-style-type: none">a. International civilian competitions;b. National civilian competitions;c. CISM competitions;d. Provincial civilian competitions;e. CF National competitions;f. CF Regional competitions;g. Unit/Local/Regional level participation;h. outside activities (eg: coaching, officiating etc in local community program or associations);i. community/base involvement; andj. service record.
2.	Additional factors for nomination of coach or official of the year include: <ul style="list-style-type: none">a. contributions to the development of the sport(s) at the unit level and the effect on unit morale through their sports contribution;b. demands of the sport (eg: physical or mental requisites);c. professional upgrading (eg: levels or clinics attained);d. conduct of clinics or general sports development for unit or community programs;e. effectiveness as coach or official in development of esprit de corps or game control; andf. meritorious achievement.

3. Additional factors for nomination of team of the year include:
 - a. won/loss record in CF Regional/National sports;
 - b. overcoming the odds to win;
 - c. sportsmanship;
 - d. conduct of clinics or general sports development for unit or community programs; and
 - e. participation in local/provincial non-military leagues or competitions.

Awards

30. Each person who has been elected to the CF Sports Hall of Fame or named to the CF Sports Honour Roll will receive a parchment scroll commemorating their selection. Individuals elected to the Sports Hall of Fame will also receive a poster pictorially depicting their achievements.

31. Each person selected as an award recipient under the auspices of the CF Sports Achievement Awards program will receive a plaque or a parchment scroll commemorating their selection as a base/station, command or CF athlete, coach, official or team of the year.

Location of the Sports Hall of Fame Display and Memorabilia

32. The CF Sports Hall of Fame, consisting of poster exhibits for Hall of Fame and Honour Roll inductees, and the Sports Achievement Awards program is located at CFMWS HQ. Copies of the posters that summarize the achievements of the CF Sports Hall of Fame and Sports Honour Roll inductees will be provided to command headquarters, bases, stations and military museums.

PART 6 RECREATION

Chapter 6-1 Recreation

Definitions

1. In this policy:

Authorized Recreation Activity means a recreation activity which has been authorized as part of the total recreation program, either by the Base Commander (B Comd) or by a delegated authority such as the recreation advisory board, community council, or the Manager Community Recreation (MCR);

HIGH FIVE® is Canada's quality standard for children's recreation and sport. In the Canadian Armed Forces (CAF) HIGH FIVE® is extended to all children and recreation programs and services (described in paragraph 73-75);

Leisure means the free or discretionary time remaining to an individual over and above that required for job requirements, family and social obligations;

Military Community means all military personnel for whom the B Comd is responsible, their families, former CAF members, their families and all civilian residents of Residential Housing Units (RHU) resident in a specific location, having a common bond, by virtue of sharing a common profession and way of life and that are an entity wherein they, and the organization to which they belong, share similar values and are supportive of one another;

Non-Public Property Beneficiaries means CAF members, their families and former members and their families;

Non-Military Organization means an activity group or club concerned with recreation that has not been authorized as an "authorized recreation activity", as defined above;

Recreation means a free choice of participation in leisure activity which is satisfying and enjoyable and which contributes to the purposeful fulfilment of the individual;

Recreation Club means a self-governing, authorized recreation activity operating under the terms and conditions of a constitution approved by the B Comd;

Recreation department means the staff on base that manages community recreation programs and services;

Recreation Programs and Services mean a component of a recreation program such as membership, personal trainers, rental of equipment; and

Examples: Recreation Programs and Services			
Programs	Services	Clubs	Special Events
Sports Dance Swimming Yoga Hobby Day Camp	Kayak rental Birthday parties Libraries Bowling	Wood Hobby Biking Adventure Judo Auto hobby	Family Day Canada Day

Total Fitness means a state of well-being which includes the physical, emotional, intellectual, social and spiritual health of the individual.

Purpose

2. This order amplifies reference ([QR&O 4.61](#)), Recreation Programs, by prescribing the policy and guidelines for recreation activities in the CAF.

SECTION 1 – INTRODUCTION

General

3. [QR&O 4.61](#) (1) requires an officer in command of a base or unit to ensure that suitable recreation programs are organized for military personnel, for their families and for civilians residing in Residential Housing Units (RHU) on the base.

4. [QR&O 4.6 \(1, 2\)](#) authorizes the use of public supporting resources to facilitate such programs. A-PS-110-001/AG-002 contains the authority for Public funding of morale and Welfare programs such as Community Recreation.

5. The manner in which an individual makes use of leisure time is of prime concern in the military community. Suitable recreation programming provides one means for the creation of an orderly and stable environment, thus reducing delinquency problems.

6. Recreation programs also have special value for military personnel functioning in a technically/operationally oriented/focused force. A well balanced program helps to maintain total fitness and at the same time reduces mental fatigue tensions and frustrations which develop from everyday work. Besides the physical health benefits, a balanced recreation program including opportunities for participation in arts, crafts, hobbies, and cultural and special interest activities aid in maintaining high morale and work efficiency.

7. Recreation programming has numerous important benefits to the military community, contributing to the overall physical and mental health and wellness, community integration and quality of life. Additional benefits are noted by the Canadian

Parks and Recreation Association. Recreation, parks, sports, fitness, active living, arts and cultural services:

- a. are essential to personal health and well-being;
- b. provide the key to balanced human development;
- c. provide a foundation for quality of life;
- d. reduce self-destructive and anti-social behaviour;
- e. build strong families and healthy communities;
- f. reduce health care, social service and police/justice costs;
- g. are a significant economic generator; and
- h. are essential to environmental and ecological wellbeing, even survival.

8. Recreation departments should have a program that educates the military community about the benefits, values, and positive impacts of leisure and recreation services. In addition, recreation departments will participate in the annual June is Recreation Month campaign. Educating the military community about leisure and recreation is ongoing and systematic and should be done in cooperation with the community, e.g., schools, other leisure agencies, business, industry, and commercial recreation establishments.

9. The well-being of military families is a major factor in the morale of members of the CAF. Because of military requirements some families must live in detached from military centres. Frequently these centres lack the support available in civilian communities, such as recreation clubs, varied commercial recreation outlets, and municipally supported recreation facilities and programs. Further, as a result of such factors as education, diversified employment and travel, the interests of military personnel and their families tend to be more varied and cosmopolitan than those which exist in civilian communities of comparable size. The military community recreation program must reflect the needs of the family, be developed through a cooperative process in which both the CAF and family are directly concerned, and be supported by base resources.

10. The primary responsibility of the CAF is to ensure that a reasonable level of recreation facilities, programs and services are available to members of the military community. Once these needs have been met, the Canadian Forces Non-Public Property (NPP) Eligibility Matrix – Programs and Services details the conditions and priorities whereby the opportunity to participate may be extended to authorized NPP patrons and other residents of the local civilian community.

11. While paragraph 20 of chapter 6-2, Recreation Clubs, specifies the categories and conditions of membership as they apply to the operation of recreation clubs, a similar approach must be used to allow participation in other activities such as recreation activities, instructional classes or special programs. The intent is to foster a mutually beneficial expansion of recreation opportunities in a given area rather than to generate competition with existing local programs.

12. The importance of individual responsibility and accountability within the military community recreation program cannot be overstressed. Because the CAF environment is authoritarian through necessity, it is essential that members of the military community have the opportunity to initiate, organize and control their own recreation activities within the limitations imposed by environment and existing CAF and base administrative policy. Acceptance of such responsibility is an evolving process which can and should be fostered as individuals serve on committees, hold offices and work together with their colleagues in meeting the recreational needs of all members of the military community.

Program Principles

13. An effective recreation program should:

- a. provide creative, novel and diversified recreation opportunities for all;
- b. be related to the physical, mental, emotional and social characteristics, interests and skill level of each sex and age level;
- c. operate continuously throughout the year, making maximum use of available resources including professional and voluntary leadership;
- d. provide opportunities for leadership training and development;
- e. provide opportunities for individual and group acceptance of responsibility, accountability and leadership in the planning and operation of activities;
- f. use standards developed by recognized recreation agencies , such as HIGH FIVE® , with modifications as required to meet local conditions; and
- g. incorporate long-range planning.

SECTION 2 - ORGANIZATION

14. The B Comd is responsible for the operations of Community Recreation departments and activities. Personnel Support Programs (PSP) personnel are committed to providing military communities with quality leisure experiences, innovative programming and recreational facilities that meet their needs.

15. At the base the Senior Manager PSP, through their Recreation department, is responsible to:
- a. ensure effective management of recreation personnel and volunteers, financial administration, and delivery of community recreation programs and services;
 - b. provide access to community recreation facilities and equipment that are specifically designed, built and maintained to meet demand driven programs;
 - c. conduct formal and informal community needs assessments to ensure that programs and services are reflective of the community;
 - d. plan, organize, deliver, and evaluate, based on community need, community recreation programs and services for the following demographics:
 - i. preschoolers;
 - ii. children;
 - iii. youth;
 - iv. adults;
 - v. seniors; and
 - vi. families.
 - e. plan, organize ,deliver, and evaluate based on community need, community recreation activities using a variety of the following types of operation at paragraph 40;
 - f. plan, organize ,deliver, and evaluate based on community needs, recreation programs and services for a variety of interests, including (but not limited to):
 - i. physical (aquatics, sports, fitness and wellness);
 - ii. cultural (culture, fine arts, dance, drama and music); and
 - iii. social (hobby and general interest).

- g. ensure a high level of customer service through the use of nationally provided tools and resources, such as program management software, facility scheduling software, online registration and website;
- h. ensure a high level of quality recreation programs and services specific to children and youth through the use of the HIGH FIVE® framework for staff training, staff assessment; program evaluation, policies and procedures with modifications as required to meet local conditions;
- i. participate in nationally mandated programs, marketing campaigns and data gathering;
- j. develop partnerships and programs, leverage what is already available in the surrounding communities to assist building the diversified recreation program and allow CAF members and their families access to recreation programming in the communities which they live; and
- k. ensure the safety of the participants through risk management, program oversight, research and adherence to occupational health and safety, applying legislation and meeting industry standards.

16. Subject to available resources, bases should offer a core recreation program, meeting the minimums outlined below. Table 6-1-1 should serve as a guide.

Table 6-1-1			
Activity Area *	Small base **	Medium base **	Large base **
Physical Sports Aquatics Fitness and wellness Martial Arts Adventure Training, Etc.	At minimum 1 program, club per age demographic	At minimum 3 programs or clubs per age demographic	At minimum 5 programs or clubs per age demographic
Cultural Dance Drama Fine Art Crafts Music Intellectual or Literary, Etc.	At minimum 1 program or club per age demographic	At minimum 3 programs or clubs per age demographic	At minimum 5 programs or clubs per age demographic

Social Auto hobby Outdoors or Nature Travel Hobbies Etc.	At minimum 1 program or club per age demographic	At minimum 3 programs or clubs per age demographic	At minimum 5 programs or clubs per age demographic
Children's Day Camp	At minimum 1 week per summer	At minimum 4 weeks per summer	At minimum 6 weeks per summer and March break
Special Event	At minimum 1 per year	At minimum 3 per year	At minimum 3 per year
*Must be an organized program or club and take the one of the following program formats, competition, special events, sport leagues or instructional classes/workshops.			
**Age demographics include preschoolers, children, youth, adults, senior and families (military students at some CAF units)			

17. On bases, typical recreational services are designated as a PSP responsibility to deliver. At each base Military Family Resource Centre (MFRC) and PSP will meet and agree upon a local Family Services Partnership Delivery Model. The agreement should divide the recreation program according to areas of responsibility, as outlined below and ensure the following:

- a. the elimination of the duplication of services;
- b. alignment of programming for optimal service delivery;
- c. that local resources are being used efficiently in accordance with policy;
- d. that the relationship between service providers is strengthened; and
- e. that the needs of military families and the military community are met.

18. Recreation programs are NPP Morale and Welfare (MW) programs that receive a specified level of public support as per A-PS-110-001/AG-002 Table 5-6-1.

19. Recreation programs and services accept and welcome participants of all abilities. As a part of the PSP HIGH FIVE® framework, the HIGH FIVE® Design Guidelines serve as the foundation to PSP program principles. "Welcoming of Diversity

and Uniqueness” is key to ensuring quality programming. PSP promotes and encourages people with special needs to participate in a wide variety of activities offered throughout our communities. The PSP objective is to facilitate meaningful participation of people of varying abilities in the community activities of their choice. The level of support and eligibility are determined based on availability of resources. It is possible that PSP cannot respond to all requests for support.

Community Engagement

20. The recreation department should include community involvement in the planning process that includes ongoing and systematic outreach to include the entire surrounding community.

21. The recreation department should make use of the many community organizations that exist in its surroundings and establish relationships with them. The recreation department should play an active role in organizing community groups where they do not exist. By establishing such links with the community, the recreation department learns of issues, needs, and opportunities and responds to them before they become problems. A well-organized community relations effort can act as an effective means of eliciting public support and can serve to identify problems in the making. The recreation department must avoid duplication of services.

22. The recreation department shall have an established community relations plan that identifies and addresses community needs for all segments of military community, which is evaluated periodically for effectiveness.

23. The recreation department shall periodically conduct an assessment of assets and needs to identify existing and projected gaps in programs and services and facilities. Need assessments are used to help determine priorities for developing programs and services with the recreation department. Needs assessments can use a variety of methods to obtain input from the community, including focus groups, advisory boards, forums, and surveys.

24. The recreation department shall compile a complete and current inventory of recreation facilities, programs and services in the service area, including those provided by the department and those offered by schools, MFRCs and other alternative public, private, and non-profit providers.

Recreation Advisory Board

25. The B Comd will establish a Recreation Advisory Board (RAB) to act as a community advisor and represent the military community. RAB engage the community and serve as advocates for the advancement of programs and services and facilities. This board is separate from the Recreation Club Assembly described in Chapter 6-2. The RAB will:

- a. advise the recreation department of needed additions/improvements to recreation program and services;
- b. advise the recreation department of needed additions/improvements to recreation facilities;
- c. review policy and procedure and provide comments and suggestions;
- d. promote and assist in the coordination of special events such as Family Day;
- e. serve as ambassadors for all recreation related programs and services and champion the allocation of base resources to support the department;
- f. arrange for base support for items such transportation, as required;
- g. act as a means of communication between participants, activity groups and the base population at large;
- h. refer to chain of command disciplinary issues when military members do not adhere to rules and regulations; and
- i. perform other duties as assigned by the B Comd or designate.

26. The RAB will be chaired by two Co-chairs. One appointed by the B Comd and should be a senior officer of the rank of major. The other co-chair will be the senior Recreation staff on base. The RAB will develop the local terms of reference which shall be approved by the B Comd. The Co-Chairs shall determine who will be members of the board structure each term for a minimum of one-year term. Members may include representatives from:

- a. base units;
- b. RHU council, if existent;
- c. MFRC;
- d. family (must be 18 years old or more) living off base;
- e. local municipalities or other recreation organizations; and
- f. other members as considered necessary to ensure adequate representation of all recreation interests and groups.

27. At a minimum, the RAB will meet annually. The frequency of meetings will be determined by the Co-chairs (quarterly meetings are recommended). A majority of the

voting membership constitutes a quorum for the conduct of official business. Minutes will be prepared and approved by the B Comd. Anyone with an interest in recreation programs and services may attend meetings as observers.

28. The RAB may provide recommendations on the business and financials of recreation programs and services. PSP is responsible for issues regarding recreation operations. Decisions such as hours of operations and pricing are PSP responsibility and the B Comd has the final authority.

Operation of Recreation Programs and Services

29. The primary responsibility of the recreation department is to provide programs and services by which leisure and recreation experiences enhance the well-being and quality of life of participants.

30. Planning recreation programs and services are essential to effective departmental management. The recreation programs and services business plan includes all elements and services of the recreation department's programs and services functions, including activity selection, type and scope of programs and outreach initiatives. Frequently, they are the responsibility of a permanent component of the department; however, they may be performed by staff from various units or contracted to an outside professional consultant as per Non Public Property (NPP) contracting policy.

31. Requests for recreation programs and services and limited resources require that the recreation department carefully research operational alternatives and plan future programs and services.

32. The recreation department shall have a comprehensive recreation business plan that provides recommendations for provision of facilities, programs and services; maintenance and operations; and administration and management. The plan shall be officially adopted by the chain of command, updated periodically and linked with a capital improvement budget and a phased development program.

33. Recreation programs and services (clubs included) are not considered non-profit organizations.

34. The recreation department shall offer self-directed recreation opportunities for individuals and groups to participate without leadership, under only general supervision. Examples include picnic facilities, tennis courts, bridle trails, self-guiding nature trails, and open playgrounds.

35. The recreation department shall offer leader-directed recreation opportunities that provide recreation opportunities where participant involvement is directed by a leader, including skills instruction classes. Examples include aerobics, swimming, dance

and martial arts.

36. The recreation department shall facilitate assistance to members of the military community that want to access recreation programs and services not available in the base recreation department.

37. The recreation department will facilitate assistance to child care alternatives by providing day camps during periods when children are off school.

38. The recreation department may enter into cooperative agreements with public, commercial, and non-profit entities to provide programming as approved by the Chain of Command.

39. The department shall encourage participation in recreation programs and services; it shall identify and address barriers that may limit access including physical, social and mental abilities and financial, geographic and cultural barriers. Financial barriers may be addressed through reduced fees. It shall offer inclusionary support services to ensure access to programs and services for people of all abilities and socioeconomic status.

40. The following are the most common types of recreation programs and services:

- a. **Casual Activities:** These include scheduled opportunities for casual participation in a variety of activities such as casual swimming and skating;
- b. **Commercial Services:** Examples are bowling alleys, theatres;
- c. **Day Camps:** Day camps also known as summer camps in some areas, are geared for those who are of school age. They offer activities in a social setting, usually in the community and the children return home in the evenings. Day camps can focus on topics such as art, music, science, nature or sports, although caregivers can use it as a substitute for daycare. Many families must enroll their children in day camps during the summer so that they have supervision during the day. Camps can foster children's emotional, social, and physical and creative growth through a range of interactive activities and relationships with role model counselors. Generally camps focus on children with the exception of specialized camps that aim to develop specific skill sets which are directed at campers up through adolescence.
- d. **Facility Access:** Examples are access to fitness and recreation, facilities (gym ,arena, garden, dog park);
- e. **Instructional Classes:** Classes are organized and conducted in response to an identified need (eg: swimming, sewing, dance, and yoga);

- f. **Recreation Clubs:** Self-governing activities are operated for and by specific interest groups under the terms and conditions of a constitution approved by the B Comd. Examples are badminton, model craft, drama, gymnastic. These activities may be affiliated with provincial or national organizations. The policy for the operation and organization of these clubs is contained in Chapter 6-2, Recreation Clubs;
- g. **Rentals:** Examples are canoe and kayak rental, chalet rental, Recreational Vehicle park storage rental;
- h. **Special Events:** Examples are Canada Day, Halloween and Easter run;
- i. **Sport Leagues:** Examples are hockey, volleyball leagues; and
- j. **Sponsoring Groups:** Activities are conducted for a segment of the military community by a steering group in accordance with provincial or national programs. Examples are scouts, guides, competitive swimming and minor sports.

41. There shall be an established revenue policy that is periodically updated regarding fees and charges for services and the strategies and methodologies for determining fees and charges and levels of cost recovery.

42. The recreation department shall have “code of conduct” guidelines for appropriate participant and spectator conduct at programs and events, and the department shall proactively inform and remind staff, coaches, participants and spectators about the code of conduct.

43. There shall be established procedures for department staff on response to disruptive behaviour during recreation programs and services. Procedures shall identify the role of staff in intervention when an incident occurs, documentation of behaviour and delineation of law enforcement roles in handling behavioural issues.

Not-Approved Recreation Activities

44. The following activities are not approved as community recreation activity and are not covered by the NPP Consolidated Insurance Program (CIP). This list is not exhaustive; therefore bases shall consult with CIP Manager prior to the start of a new recreation program or service :

- a. roller derby;
- b. boxing; and
- c. mixed martial arts, ultimate fighting, and street fighting .

Non-Military Organizations

45. It is in the interest of the CAF that all recreation programs and services in a military community be organized under the auspices of the Manager community recreation (MCR) so that effective control of facilities, equipment and financial support can be exercised.
46. When a program or service cannot be organized under the auspices of the MCR or RAB and the recreation program or service involves a non-military organization to operate on Department of National Defence (DND) property, the request regarding the non-military organization will be forwarded to the B Comd.
47. Organizing an activity that involves a non-military organization should be used as the exception rather than the rule. Table 6-1-2, Comparison of Supporting Resources Available to Non-Military Organizations on DND Property versus Authorized Community Recreation Activities, provides guidance regarding the level of support provided.
48. The recreation department shall collect and analyze statistics on its programs and services for evaluation and future program and service development.
49. The recreation department shall assess periodically recreation and leisure trends to determine how those trends impact existing and projected recreation programs and services and their users.
50. The recreation department shall monitor and evaluate the quality of its programs, services and facilities from the user perspective. Examples include but are not limited to customer comment cards, secret/mystery shopper surveys, user satisfaction surveys, program evaluations and focus groups.

Table 6-1-2 Comparison of Supporting Resources Available to Non-Military Organizations on DND Property versus Authorized Recreation Activities	
Non-Military Organization	Authorized Recreation Activity
1. Temporary use of facilities authorized by the local base subject to charges identified by policies for use of the facility	Authorized in accordance with above paragraph 4 and A-PS-110-001/AG-002, Table 5-6-1
2. Pay for costs incurred subject to charges identified by the policies for use of the facility	Resources authorized in accordance with above paragraph 4 and A-PS-110-001/AG-002, Table 5-6-1
3. Profits accrue to private club. Rental monies and other charges accrue to Receiver General	Profits accrue to NPP Recreation (part of Base Fund). No rental or other charges apply

4. Pay for installation, and use and repair of safety, operating and activity equipment	Authorized in accordance with A-PS-110-001/AG-002, Table 5-6-1
5. No entitlement to furniture, furnishing or materials which are temporarily surplus to DND requirements	Authorized in accordance with A-PS-110-001/AG-002, Table 5-6-1
6. No entitlement of DND transport	Transportation authorized in accordance with A-PS-110-001/AG-002, Table 5-6-1
7. No entitlement to telephone, computers facilities	Authorized in accordance with A-PS-110-001/AG-002, Table 5-6-1
8. No entitlement to casual use of CAF personnel for program labour	Authorized in accordance with A-PS-110-001/AG-002, Table 5-6-1
9. No automatic or permanent entitlement to access to DND property	Authorized in accordance A-PS-110-001/AG-002
10. No coverage under the NPP CIP or third-party liability insurance. Requires proof of insurance up to \$5,000,000	In accordance with A-FN-105-001/AG-001, Policy and Procedures for Non-Public Property Accounting, all approved community recreation programs activities and facilities are covered under CIP
11. Can shop at CANEX	Entitled to buy at cost plus nominal charge for expenses
12. Not covered under base liquor licence. Must have their own liquor licence	Covered
13. No controls on hours of operation, patrons or prices but must conform to base standing orders for access to base	Controlled by B Comd
14. Not eligible for any financial assistance from Base Fund	Eligible for support including temporary deficit operation, and interest-free loans for major purchases or improvements
15. Items on public inventory and items procurable with physical fitness grant may not be used	Full entitlement to public equipment and use of physical fitness equipment
16. Not eligible for Canadian Forces Morale and Welfare Services (CFMWS) and CAF sponsorship in liaison with sports governing bodies	Eligible
17. Not eligible for in-service or out-service training courses	Eligible
18. No entitlement to benefits deriving from grants paid in lieu of taxes by DND	Entitled
19. No entitlement to infer CAF connotation.	Entitled

20. No membership restrictions; any proportion can be civilian. Civilians may serve on board of directors	Normally, a maximum of 20% associate members is permitted (Chapter 6-2). Arrival at an acceptable ratio of associate and ordinary members to regular members requires analysis of local factors such as extent of competition in area and public relations. Overriding factor is that regular members get priority for membership
21. Audit and compliance review by private accountants	Serviced by Compliance and audit with Finance Division and AMD (RS) audit.
22. Must borrow from banks at current loan rates	Borrow from Canadian Forces Central Fund (CFCF) through Base Fund at prevailing low interest rates
23. Don't pay 1 1/2% of bar sales to CFCF	Pay .25% of bar sales to CFCF (if applicable)
24. Club books and operations are the concern only of club members. B Comd has no direct input	All operations under scrutiny of B Comd through Base Fund, RHU, or MCR
25. No preferential treatment, such as reduced membership for military personnel	Normally organized for the benefit of residents of the military community. Regular members should pay less than Ordinary members and Ordinary members less than Associate members
26. Possibilities of applying for provincial grants	Possibilities of applying for provincial grants
27. Activities cannot be authorized where such use would put DND in position of competing with civilian organizations	Activities can be authorized where requirements exists in a military community. Cost for Associate members shall be at market value with civilian organizations to avoid unfair competition
28. In Accordance With CFAO 55-6 , Authorization For Civil Aircraft To Use DND Aerodromes, The B Comd Responsible for a Specific DND Aerodrome is the approving authority for any request for the use of that aerodrome by civil aircraft. Insurance for such use shall be provided in accordance with CFAO 55-6	In accordance with CFAO 55-6 the B Comd can authorize use of aerodrome facilities and services for aircraft owned by CAF personnel or Non-Public-Property (NPP) flying clubs for use by CAF personnel. Insurance for such use shall be provided in accordance with CFAO 55-6

SECTION 3 - SUPPORTING RESOURCES

General

51. A-PS-110-001/AG-002 authorize certain level of public support for the employment of personnel, and the use of available equipment, works and buildings to facilitate the provision of suitable recreation programs.

52. The division of responsibility for support for Morale and Welfare Community Recreation programs is detailed in A-PS-110-001/AG-002, Table 5-6-1.

53. Any NPP support required shall be provided in accordance with Chapter 10-2, Base Funds – Regular Force, and may include user fees or assessments against individuals participating in or attending a base recreation activity administered through the community recreation and base fund.

Personnel and Volunteers

54. Employment of NPF personnel to provide the functional and support services shall be in accordance with the personnel policies contained in A-PS-110-001/AG-002, Table 5-6-1.

55. The recreation department shall employ staff qualified to develop and operate programs and services. Staff shall be qualified for the positions as provided in the job descriptions and possess specified licenses and certificates. Recreation personnel shall have certification and/or educational training appropriate to the position. There should be a volunteer management function within the recreation department, including a comprehensive volunteer management manual that includes policies and procedures related to the management of volunteers.

56. There shall be an on-going function within the department for the recruitment, selection, orientation, training and retention of volunteers, including procedures on background screening. Background investigations shall be made for all volunteers who work routinely with vulnerable populations, especially youth, senior adults, and persons with disabilities as per Chapter 1-2.

57. Recreation department volunteers should be monitored, should receive supervisory visits, and should be evaluated when it is possible regarding performance. Supervision and evaluation of volunteers is important to ensure adequate training is provided and to verify satisfactory conduct and performance. The degree to which the department supervises and evaluates volunteers may vary depending on the role and number of volunteers. Volunteer times should be tracked to determine hours of volunteering.

58. The recreation department shall recognize volunteers for their contributions. Recognition may take many forms, depending on the nature of volunteer roles.

59. Recreation department volunteer's actions are covered by the NPP Consolidated Insurance Program.

Mobile Support Equipment

60. The B Comd may authorize the use of mobile support equipment to transport personnel and activity equipment in support of authorized recreational activities and clubs when recommended by the recreation council or MCR provided that:

- a. transport operators and technicians are available, and their use for this purpose;
 - i. does not prejudice or interfere with operations or training; and
 - ii. does not result in excessive operator overtime (Community Recreation may be charged for public transportation cost.
- b. the proportion of participants carried and membership restrictions must conform to the membership guidelines outlined in paragraphs 24 to 32 of Chapter 6-2, Recreation Clubs, regardless of whether the activity is operated as a recreation club, instructional class, sponsoring group or casual activity.

61. Use of mobile support equipment for distances over an 80km radius of the base must be authorized by the B Comd or delegate, who shall satisfy themselves that such journeys are necessary and in the best interests of the CAF.

62. The transportation of military personnel for activities forming part of the CAF community recreation programs shall be in accordance with the provisions of A-PS-110-001/AG-002 table 5-6-1.

Facilities

63. The facilities used for the CAF community recreation programs shall be in accordance with the provisions of A-PS-110-001/AG-002 table 5-6-1.

64. The recreation department should have established maintenance and operations standards that are reviewed periodically for management of all recreation facilities, including specialty facilities such as aquatic or athletic facilities, playgrounds, nature centers, where applicable. Recreation facilities should be identified according to the intended use of the area, ranging from heavily used and high developed areas to those that are lightly used. Each of these areas should be assigned an appropriate set of maintenance standards including both recommended frequency and acceptable quality.

65. There should be a regular review of requirements related to facilities, such as licenses, sanitary regulations, fire regulations, and safety measures, and inspections. Special attention should be given to aquatic facilities, child care facilities, concessions, kitchens, and playgrounds.

66. There should be a comprehensive preventative maintenance plan to provide periodic, scheduled inspections, assessment and repair, and replacement of infrastructure, systems and assets. This includes certifying, checking or testing for optimum operation based on applicable industry standards, local guidelines, and/or manufacturer's recommendation for maintenance and replacement, with the intent to ensure that facilities are maintained for optimum use and safety and have the ability to reach or extend its full life cycle and expected return on investment. A record of the inspection shall be kept in file for CIP claims and safety concerns.

67. There should be policies and procedures for the management of and accountability for equipment, materials, tools, and supplies, including procedures for purchase and distribution to authorized persons, proper training of appropriate personnel in use of equipment, safe and secure storage of equipment, and maintenance of all equipment in operational readiness and working order. Such property includes supplies, materials, tools, expendable items, vehicles, installed and mobile equipment, and personal wear items used by personnel.

68. The use of photographic devices; cameras, video cameras, camera cell phones and personal digital assistants are prohibited in all facility change rooms and washrooms.

Leadership Development and Training

69. All members of the CAF and recreation activity leaders are eligible for selection to attend clinics, courses, workshops or seminars conducted by recognized civilian recreation agencies to stay abreast of developments in the field and/or obtain qualifications as supervisors, directors, instructors, leaders, officials or club executives.

70. The B Comd may approve an application for the training specified below:

- a. a local CAF requirement is identified and verified by the MCR;
- b. training at the required level is not available within the CAF;
- c. funds have been allocated within unit resources for this purpose;
- d. the training does not exceed seven training days or 60 hours of instruction;
- e. the training is held at a clinic, course, workshop, institute or seminar; and

f. the amount of funds expended does not exceed \$5,000.00.

71. Requests for out-service training must be approved in accordance with the rules governing event requests.

72. To supplement this leadership development supported by public funds, recreation activities may allocate a portion of their annual NPP budget to support or subsidize recreation leaders attending out-service training.

HIGH FIVE®

73. HIGH FIVE® is a national standard for sport and recreation, founded by Parks and Recreation Ontario. It is designed to support the safety, well-being and healthy development of participants in recreation and sports programs. HIGH FIVE® achieves this by providing sport and recreation professionals with tools, training and resources that promote and support the principles of healthy development. HIGH FIVE® is the national framework for CAF recreation policy, recreation procedures, risk management, program evaluation and staff development.

74. Canadian Forces Morale and Services (CFMWS) is committed to providing Quality recreation programming as per Table 6-1-3. CFMWS is a national HIGH FIVE® umbrella organization; bases are registered HIGH FIVE® organizations. PSP headquarters funds the costs associated with this annual registration however bases are responsible for other associated costs.

Table 6-1-3 PSP Recreation Commitment to Quality
1. PSP recreation programs and services promote positive experiences by caring leaders;
2. PSP recreation programs and services foster friendships;
3. PSP recreation programs and services present opportunities for play;
4. PSP recreation programs and services teach skill development and mastery;
5. PSP recreation programs and services encourage participation;
6. PSP recreation programs and services welcome diversity and uniqueness;
7. PSP recreation programs and services protect participants in a safe and secure environment; and
8. PSP recreation programs and services matter to the CAF community.

75. Recreation departments will meet the minimum requirements for the HIGH FIVE® program as indicated below. Minimum must be met and maintained by the end of each fiscal year, unless otherwise directed:
- a. recreation departments will use nationally produced marketing materials to ensure staff and the community understand PSP involvement with HIGH FIVE® and how to choose quality recreation service providers;
 - b. recreation departments will conduct HIGH FIVE® QUEST 1 assessment of current policies and procedures on a cyclical basis established by Senior Vice-President PSP;
 - c. recreation departments will conduct HIGH FIVE® QUEST 2 assessments of in accordance with Table 6-1-4. Only trained QUEST 2 Assessors are qualified to conduct an assessment. QUEST 2 should be used early on in the program (ie: the second or third lesson in a ten-session program, second or third day of week long program), in case corrective action is required. The QUEST 2 assessments should be used to provide constructive feedback to leaders by providing information from the assessment that either supports effective behaviour or guides someone back on track toward successful performance. This should be done using the debrief plans. QUEST 2 Assessors and/or Supervisors are encouraged to share all QUEST 2 assessment results with Management (which can be done by sharing QUEST 2 debrief plans and/or through HIGH FIVE® Database reports;
 - d. recreation departments will implement all HIGH FIVE® directives and procedures as per Table 6-1-5 and review all other examples outlined in the HIGH FIVE® Guide to Best Practices for local implementation;
 - e. managers and Coordinators who supervise children and youth recreation programs and services must have and maintain the following certifications:
 - i. the Principles of Healthy Child Development, or HIGH FIVE® Sport;
 - ii. Healthy Minds for Healthy Children;
 - iii. Strengthening Children's Mental Health; and
 - iv. HIGH FIVE® QUEST 2.
 - f. Program supervisors, leaders, instructors, coaches, lifeguards who provide children and youth recreation programs and services must have the following certifications:

- i. The Principles of Healthy Child Development, or HIGH FIVE® Sport; and
- ii. Healthy Minds for Healthy Children.

Table 6-1-4 PSP HIGH FIVE® Assessment			
Activity Area	Small base	Medium base	Large base
Children's Physical, Cultural and Social Programs	At minimum one Quest 2 Evaluation per quarter*	At minimum three Quest 2 Evaluations per quarter*	At minimum five Quest 2 Evaluations per quarter
Children's Day Camp	At minimum one Quest 2 Evaluation*	At minimum one Quest Evaluation at the beginning, middle and end of camp season	At minimum one Quest Evaluation at the beginning, middle and end of camp season
Total	5	15	23
*Programs that score less than 60% in the total score require immediate corrective action. These programs will be re-evaluated outside of the required minimums to ensure the safety and well-being of the children is addressed.			

Table 6-1-5 PSP HIGH FIVE® Directives and Procedures (www.cfmws.com)
<ol style="list-style-type: none"> 1. Interaction Selection and Hiring (Relevance of Qualifications Education and Experience) 2. Interaction- Leaders Placement and Assessment (Evaluation and Training) 3. Interaction- Leader Behaviour (Management of Confidential Information) 4. Interaction- Leader Behaviour (Culture of Respect and Inclusion) 5. Interaction- Leader Behaviour (Use of Technology to Contact Participants) 6. Interaction- Leader Behaviour (Positive Child-Youth Behaviour Management) 7. Interaction- Leader Behaviour (Prohibited Child-Youth Behaviour Management Tactics) 8. Interaction- Leader Orientation and Training (Minimum Content for Leader Training) 9. Interaction- Leader Placement and Assessment (Leaders-in-training)

10. Supervision and Safety (Crisis Management System)
11. Supervision and Safety (Documenting and Reporting Emergency Situations)
12. Supervision and Safety (Lock-Down Procedures)
13. Supervision and Safety (Stocking and Availability of First Aid Kits)
14. Supervision and Safety (Visitor-Spectator Behaviour Code)
15. Supervision and Safety (Leader Training)
16. Supervision and Safety (Dealing with the Reporting Leaders Under Suspicion)
17. Supervision and Safety (Requirements for Dealing with and Reporting Child Abuse)
18. Supervision and Safety (Child Abuse Prevention, Detection and Reporting)
19. Emergency Preparedness (Equipment)
20. Emergency Preparedness (Telephone and other Communication)
21. Injury and Illness Prevention (Availability of Personal and Protective Equipment)
22. Injury and Illness Prevention (Child and Youth Self-Endangerment)
23. Injury and Illness Prevention (The use of Sunscreen and Insect Repellent)
24. Emergency Preparedness (Release of Children to Parents)
25. Emergency Preparedness (Arrival of Children)
26. Emergency Preparedness (Fire drills)
27. Emergency Preparedness (Environment alerts)
28. Emergency Preparedness (Documentation and Reporting Emergency Situation)
29. Emergency Preparedness (Crises Management System)
30. Child and Youth Abuse (Photography)
31. Child and Youth Abuse (Prohibited Internet, Online Activities)
32. Injury and Illness Prevention (Administering Medication)
33. Injury and Illness Prevention (Children and Youth with Illness and Medical Conditions)
34. Child Supervision (Appropriate Supervision in Programs and Transitions)
35. Child Supervision (Ratios are Adjusted as Needed to Reflect the Risks and Complexity of the Program)
36. Child Supervision (Protect the Identity of Children and Youth in Public Places)
37. Child Supervision (When a Child or Youth Goes Missing)
38. Child Supervision (Leaders Restriction on the Use of Electronic Devices)
39. Record keeping (Health and Contact Information)
40. Record keeping (Consents)
41. Preparation and or Serving Food
42. Minimize Risk for Individual with Severe Allergies
43. Transportation of Children and Youth Using Public Transportation
44. Transportation of Children and Youth Using Charter, Military or NPP Transportation
45. Planning Transitions Within the Programs
46. Formal and Routine Evaluation of Programs
47. Evaluating Use of Principle of healthy Child Development
48. HIGH FIVE® Administrative Practices (Awareness)

49. HIGH FIVE® Administrative Practices (Tracking HIGH FIVE QUEST 2 Assessment and Alert)
50. HIGH FIVE® Administrative Practices (Monitoring the Currency of Leader Qualifications)
51. HIGH FIVE® Administrative Practices (Daily Monitoring, Analysis and Response to Incidents-Accidents)

Risk Management

76. Some risks/hazards are inherent in recreational programs and services, but it is the goal of the PSP and the recreation department to take all precautions necessary to provide safe and enjoyable recreation programs services and facilities to the military community. This will be accomplished through periodic inspections of all programs and services, equipment, and facilities, continuous staff training and evaluations as per above HIGH FIVE procedures and directives. With regard to risk management, the recreation department objectives are to:

- a. avoid all preventable risks/hazards;
- b. minimize the impact of unavoidable risks/hazards;
- c. maintaining industry standards and certifications; and
- d. implement steps to prevent a repeat of any incidents/accidents.

77. The recreation department will have a risk management plan and operating procedures that are reviewed periodically, accessible to all PSP personnel, recreation leaders and volunteers, approved by the B Comd or designate that encompasses analysis of risk exposure, control approaches and financial and operational impact for the recreation department. The risk management plan will analyze the programs and services offered and facilities managed for personal injury and financial loss potential and identify approaches to manage such injury, loss, and business and operational impact.

78. There should be established procedures for accident and incident reporting and analysis of accident and incident reports. All recreation departments shall use the accident/incident report form found in the PSP Policy Manual Chapter 6-2 Recreation Club Table 6-2-4. Data shall be obtained in an appropriate manner to support planned and coordinated accident prevention programs within the department.

79. The recreation department shall involve and train personnel, recreation leaders and volunteers at all levels on risk management procedures.

Chapter 6-2 Recreation Clubs

Purpose

1. This order prescribes the policy and guidelines for the organization and administration of recreation clubs at military locations.

SECTION 1 – INTRODUCTION

2. [\(QR&O 4.61\)](#) (1), Recreation programs, requires an officer in command of a base (B Comd) or unit to ensure that suitable recreation programs are organized for Canadian Armed Forces (CAF) members, and their families.

3. [\(QR&O 4.61\)](#) (2) Authorizes the use of supporting resources to facilitate such programs.

4. The principles of recreation programs and the definitions detailed in Chapter 6-1 apply to the formation of CAF recreation clubs to meet the needs and interests of the military community. One of the major principles is that an individual should not only be allowed to choose leisure activities but should also be afforded the opportunity to participate in the planning, organization and operation of these activities. Special care must be taken that this principle is applied in the organization of recreation programs for military personnel, former members and their families.

5. One effective method of applying these principles is through the formation of recreation clubs to meet the needs and interests of the military community.

6. A club that is in good standing is a club that meets the requirements of the policy below.

SECTION 2 – ORGANIZATION

Authority for Organization

7. A Base Commander (B Comd) may approve the organization of recreation clubs. A B Comd also has the authority to dissolve a club. Personnel interested in the formation of a recreation club should contact the base Manager Community Recreation (MCR) or equivalent.

8. Once approved, all recreation clubs operations fall under the responsibility of Personnel Support Programs (PSP). Each recreation club will be assigned a PSP recreation staff member, who will supervise them directly. PSP recreation staff will work

with their clubs to answer questions, clarify policies or procedures, discuss disciplinary actions, oversee financial transactions, oversee team travel, and arrange facility use.

9. Prior to submitting a request to form a recreation club, the interested parties will meet with the MCR or designate to discuss the proposed club and will review the following documents:

- a. locally produced approval form as per example in Table 6-2-1;
- b. locally produced business plan or budget;
- c. draft constitution and bylaws;
- d. list of potential members; and
- e. list of club requirements (facilities, equipment and other resources).

Table 6-2-1 TEMPLATE OF RECREATION APPROVAL FORM	
(This template is provided as an example only and can be modified as necessary)	
NAME	Name or type activity
SOURCE OF REVENUES	Provide all sources of revenues including membership, sponsorship and activities
FACILITY REQUIRED	Name the facility or explain the type of facility that is required for the club activities: such as pool, arena and classroom.
PURPOSE OR THE CLUB OR ACTIVITY AND ASSOCIATION	Describe the purpose of the club or activity and name the organizations (eg, Skate Canada, Minor Sports) you need to join.
OPERATING CONDITIONS	How it will be operated and when it will be operated. May discuss risks and mitigating measures.
COMMENT BY COMMUNITY RECREATION MANAGER	Support and signature
COMMENT BY SR MANAGER PSP	Support and signature
COMMENT BY SR MANAGER RECREATION	To ensure that this club/activity can be supported by Consolidated Insurance Program (CIP).
COMMENT BY THE RECREATION ADVISORY BOARD	Support and signature
APPROVAL BY B COMD	Signature and approval.

10. In addition to the required documents, a new recreation club must submit a description of the civilian associations to which the club may wish to hold membership.
11. Newly formed recreation clubs will have a one- year probationary period in order to determine their ability to:
 - a. sustain participant interest and develop a solid and inclusive membership;
 - b. develop a financially sound budget to sustain the club over their first two years; and
 - c. develop a plan for membership management.
12. During this probationary period, the club may:
 - a. request a grant from Base Fund;
 - b. may be eligible for Capital Expenditures;
 - c. have access to CAF facility time based on availability; and
 - d. may be limited to travel within 80 kilometers.
13. New recreation clubs may use revenues to purchase equipment; however, equipment purchases must be approved and ordered through the MCR.
14. Before new recreation clubs are created, the MCR shall inform the Canadian Forces Morale and Welfare Services (CFMWS) Senior Manager Recreation Programs to ensure the activity meets approval of the Non-Public Property (NPP) Consolidated Insurance Program (CIP). The Senior Manager Recreation Programs may impose additional restrictions if required to ensure safety and risk management.

Constitution and By-laws

15. All clubs must complete and adopt a constitution and by-laws that governs the club and explains how the club shall be organized.
16. Constitution and by-laws shall be approved by the B Comd or delegate prior to commencing operation as per table 6-2-2.
17. Constitution and by-laws shall be reviewed and updated at the Annual General Meeting for recommendation by the membership, prior to being submitted to the MCR or designate. Subsequent changes or additions to the constitution or by-laws also require similar approval.

Table 6-2-2 TEMPLATE OF CONSTITUTION	
(This template is provided as an example only and can be modified as necessary)	
NAME	State full and abbreviated
DEFINITION	Provide definitions for terms used in the constitution
AUTHORITY FOR ESTABLISHMENT AND OPERATION	Established under the authority of (list references) Shall operate in accordance with (list references) Attached bylaws to amplify the constitution
PURPOSE OF JOINING A CIVILIAN ORGANIZATION	With what organizations (eg, Skate Canada, Minor Sports) Stipulates the conditions Explain the procedures
MEMBERSHIP	Who is eligible? Regular members Ordinary members Associate (how to join) Other types (eg, corporate)
MEMBERSHIP RESTRICTION	Develop locally
EXECUTIVE COMMITTEE	List of positions Appointed or elected Period of office Eligibility to hold office
SUB-COMMITTEE	Standing Appointed as required
MEETINGS	General Who is to attend? How often? When is it held?
	Executive Who is to attend? How often?
	Sub-committee Who is to attend? How often?
QUORUM	General meeting Executive meeting Sub-committee meeting
VOTING	Who can vote? When does president Vote?
SUBMISSION OF MINUTES	Requirement and procedures for submission
AMENDMENTS	Procedures for amending constitution and By-laws
	General statement of standard expected

DISCIPLINE AND GENERAL CONDUCT	Revoking membership	Why Who By whom Right of the member
ADOPTION OF CONSTITUTION	State the meeting and date Date and signature block of approving authorities	
BY-LAWS		
The Bylaws provide operational guidelines for the Recreation Clubs and include but are not restricted to the following:		
Purpose of the by-laws		
Term of reference for all positions		
Resignation and replacement procedures		
Finance	Operating budgets for activity NPP Capital Expenditures Revenues and expenditures	
Other details required	Petty Cash Control of public and NPP property procedure to write-off of NPP property signing authorities Approved fees Hours of operations Condition of occupation of base facilities Consolidated Insurance Program Reports and returns order of business guests Complaints Reporting channel Other	
Adoption of by-laws	State at what meeting and date the bylaws were adopted and signature block	

Operational Activities

18. Recreation clubs will also operate activities in accordance with Chapter 6-1. An annual calendar of activities must be submitted for approval by the MCR. Activities must operate in accordance with all applicable CAF, Department of National Defence (DND), CFMWS policy and must follow the industry standards for their activity.

19. Club members shall not use club assets for:

- a. actual or perceived support to member's private business or a commercial purpose; and
- b. gifts to private or public institutions or charitable organizations.

Membership Categories to Recreation Clubs and Facility Access Membership

20. Recreation clubs and facility access membership shall have the following categories of membership as per the Canadian Forces Non-Public Property (NPP) Eligibility Matrix , Programs and Services or and use the following definition:

- a. regular Members: the following are eligible for regular membership: CAF members and their families; former CAF members and their families; and foreign military member serving with the CAF and their families. A special communication effort is required to effectively include reserve units CAF members and their families;
- b. ordinary Members: the following are eligible for ordinary membership: Members of the extended security and Defence team and their families, pensioners (Former Staff of the Non-Public Funds, Canadian Forces receiving a pension, Former Royal Canadian Mounted Police Officers in receipt of a pension, Families of former Staff of the Non-Public Funds, Canadian Forces receiving a pension, Families of former Royal Canadian Mounted Police Officers in receipt of a pension; and
- c. associate Members: subject to the approval of the B Comd, any person not specified in sub-paragraphs a or b may be invited to become an associate member. Associate membership shall be for one year with no guarantee of renewal for further terms.

21. The definition of families is as follows:

- a. the member's spouse or common-law partner who is normally residing with the member at the member's place of duty or who, if living separately, is doing so for work related or military reasons;
- b. a relative by blood, marriage, common-law partnership, adoption legally or, is normally resident with the member and for whom the member may claim a personal exemption under the *Income tax Act*;
- c. a child who is normally resident with the member and for whom the member would have been eligible to claim a personal exemption under the *Income Tax Act* if the child were a relative by blood, marriage, common-law partnership, adoption legally or, in fact, for whom the member has accepted full financial responsibility and has commenced adoption proceedings;
- d. a child or legal ward of the spouse or common-law partners and the member who is single and full-time attendance at school or university and is under the age of 26; and

- e. a family member who is permanently residing with the member, but who is precluded from qualifying as a dependant under the *Income tax Act* because the family member receives a pension.

22. All approved recreation clubs are responsible for maintaining up to date membership lists through PSP national software system. All clubs members should be holder of a current CFOne card.

23. Youth under age 13 will be accompanied by a responsible adult, unless enrolled in a program designed specifically to meet their developmental level.

Membership Restrictions

24. The membership of a club must at all times reflect the priority that must be maintained to ensure that military personnel, former members and their families are able to participate fully in the operation and activities of the club. Therefore:

- a. the proportion of associate members should not exceed 20 per cent of the total membership;
- b. the combined total of ordinary and associate members should not exceed 50 per cent of the total membership; and
- c. arrival at an acceptable ratio of associate and ordinary members to regular members requires analysis of local factors such as extent of competition in the area and public relations. The overriding factor is that regular members get priority for membership and club resources. The B Comd can modify above ratio to meet the needs of the unit and surrounding civilian communities.

25. Priority in the provision of NPP support and in the allocation of facilities and space should be given to those clubs with a high percentage of regular members.

26. Priority in the allocation of club facilities and resources should be given to regular serving members. Rules for prioritization should be outlined in the club by-laws.

27. It is up to the club executive to recommend the cost of belonging to each category as defined at paragraph 20. The MCR and the Senior Manager PSP will recommend a pricing structure to the B Comd for approval.

28. Members of the same category shall pay the same costs and categories shall not be tiered.

29. Regular membership cost shall be the lowest of the three categories.

30. Where the B Comd has established a cost for different membership categories (ie, it is not free), the cost for an ordinary membership must be higher than the regular membership (suggested 30 percent higher than regular membership).

31. In determining the cost for associate members, the market value for similar programs and services in the area shall be considered.

32. Prices, user fees, and charges should be structured to meet financial management goals for sustainment of a club and its operations, to cover capital requirements and overhead expenses, and to satisfy budget requirements.

Member Protection

33. Recreation clubs comply with the CFMWS Harassment Prevention and Resolution Policy. In addition, clubs shall establish rules and regulations for acceptable behaviour and use of club resources. The objective of these rules is to reduce conflict by setting clear expectations. New members must be informed of these regulations.

Suspensions and Expulsions

34. Club executive or MCR will recommend to the B Comd the suspension or expulsion of a person from membership of any club if there are reasonable grounds to believe that the individual:

- a. is engaged in activities that may bring the club into disrepute;
- b. is engaged in activities that may be illegal or in conflict with the code of conduct of the club;
- c. is engaged in activities that compromise the safety of other members;
- d. has intentionally misused club assets; and
- e. has misappropriated funds.

35. The club President (or B Comd) will provide in writing, the reasons for the suspension or expulsion and provide the person seven days to respond before rendering a final decision regarding the suspension or expulsion. The President (or B Comd), in consultation with the Senior Manager PSP, will review the response received and issue a final decision regarding the suspension or expulsion within ten days of receiving the individual's response.

36. Membership or activity fees shall not normally be reimbursed or prorated for suspended or expelled members.

Recreation Club Assembly

37. The purpose of the Recreation Club Assembly (RCA) is to promote, develop, and assist the clubs. The RCA is a training ground for leadership and organizational development for the club executive. The mission of the RCA is to facilitate collaboration amongst the clubs and to positively represent the Recreation Club Program to the base and the military community. The RCA is chaired by the MCR.

38. The RCA provides a medium for exchange of information regarding program initiatives, policies, and regulations. It aids in the leadership development of clubs and their executive members, and promotes participation.

39. RCA meetings are comprised of one representative from each club. It convenes twice a year to discuss topics that are pertinent to the various clubs. The meetings will be informational and developmental.

40. Each club must appoint a representative to attend and act as a liaison between the RCA and their club. It is required to have the same representative attend each meeting. To encourage commitment, it is suggested that clubs create a RCA representative position amongst their executive members.

41. The RCA representative is responsible to communicate information presented at RCA meetings to club officers and members.

42. MCR or designate is responsible for the dissemination of the agenda and meeting minutes.

Recreation Club Administration

43. The importance of individual responsibility and accountability within the military community recreation program cannot be overstressed. Because the CAF environment is authoritarian through necessity, it is essential that citizens of the military community have the opportunity to initiate, organize and control their own recreation activities within the limitations imposed by environmental and existing CAF and base administrative policy. Acceptance of such responsibility is an evolving process which can and should be fostered as individuals serve on committees, hold offices and work together with their colleagues in meeting the recreation needs of all members of the military community.

44. A club shall be administered by an executive committee composed as follows and their roles are explained at Table 6-2-3:

- a. president elected at a general meeting of club members and approved by the B Comd. The president shall be a serving CAF member. (Exception may be approved by B Comd);

- b. vice-president elected at a general meeting of club members. The vice-president shall be a regular member (Exception may be approved by B Comd);
- c. secretary elected at a general meeting. The persons filling this office can be regular, ordinary or associate member; and
- d. treasurer elected at a general meeting. The treasurer shall be a serving CAF member (Exception may be approved by B Comd).

45. Units should support the CAF member's participation in the Executive of a Club or RCA and should grant the same allowances they would to a President of Mess Committee or Military Family Resource Centre Board Chair.

46. The outgoing president will oversee the elections of the future club officers. All executive members will volunteer their time and expect no monetary compensation. All executive members will serve as liaisons between the PSP, the Recreation Assembly and the club members. All executive members will follow CAF, DND, CFMWS and PSP policies and procedures.

47. The activities of recreation clubs are part of the overall base recreation program and shall be administered in accordance with Chapter 6-1, Recreation. Club executive members are accountable to the MCR or designate, as well as to the club's membership, for the overall operation of their clubs.

48. PSP staff or family members of PSP staff will not be executives of recreation clubs due to potential conflict of interest (Exception may be authorized by B Comd).

49. Volunteers may be eligible for reimbursement of incidental expenses related to club operations such as mileage or postage incurred as a result of providing voluntary services as per approved budgets.

50. The executive committee must meet for the conduct of club business not less than four times per year. The president, or at least 50 percent of the executive members, may at any time convene a meeting of the executive.

51. The club must hold at minimum one annual general meeting per year. Usually, at a general meeting 51% members present in person constitute a quorum. This may not be suitable for all clubs; therefore the quorum will be indicated in the club constitution and by-laws.

Table 6-2-3
Role of the club executives

Club President

The president is the principal leader of the organization and has overall responsibility for the club's administration.

The president will prepare the overall annual executive agenda (consistent with the views of members), help the executive prioritise their goals and then try to keep the executive on track by working within that overall framework of this policy.

The president/chairperson is required to:

- a. be well informed of all club activities;
- b. be aware of the future directions and plans of members;
- c. have a good working knowledge of the constitution, rules and the duties of all executive members and sub committees;
- d. manage executive and/or executive meetings;
- e. manage the annual general meeting;
- f. represent the club at local, regional, provincial and national levels;
- g. be a supportive leader for all clubs members;
- h. act as a facilitator for club activities;
- i. ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members;
- j. keep and control the club's assets and inventory; and
- k. recommend the annual budget for approval.

Club Treasurer

The treasurer is required to:

- a. ensure that adequate accounts and records exist regarding the club's financial transactions, including accurate and up-to-date records of all incomes and expenditures by a regular liaison with NPP accounting;
- b. coordinate the preparation of a budget and monitor it carefully;

- c. issue receipts and promptly deposit all monies received with NPF;
- d. make all approved payments and invoice groups/members promptly;
- e. act as the signatory to the club's accounts;
- f. manage the club's cash flow and be accountable for the club's petty cash;
- g. prepare and present regular financial reports to the executive at meetings;
- h. provide NPF accounting section with timely information as required; and
- i. prepare an annual financial report.

Club Secretary

The roles and responsibilities of the secretary vary greatly from club to club. The secretary will:

- a. prepare the agenda for club/group meetings in consultation with the president;
- b. make arrangements including venue, date, times and hospitality for club meetings;
- c. send adequate notice of the meetings;
- d. collect and collate reports from executive members;
- e. call for and receive nominations for executives and other positions for the club/group Annual General meeting;
- f. take the minutes of meetings;
- g. write the minutes as soon as possible after the meeting;
- h. read, reply and file correspondence promptly;
- i. collate and arrange for the printing of the annual report;
- j. maintain registers of members' names and addresses by using the PSP National software system;

- k. maintain files such as membership forms, legal documents such as constitutions and by-laws; and
- l. other tasks – handle bookings and entries, supervise uniforms, respond to general duties as directed by the club/group executive.

Affiliate Organizations

52. Recreation clubs wishing to be involved with National/Provincial/Municipal agencies will make a request to MCR. The MCR or designate will forward to the agency a list of the clubs executive who are authorized to communicate on behalf of the Base. Partnership decisions and contracts will be approved in accordance with the Chief of Defense Staff Delegation of Authorities for Financial Administration of NPP. Records of discussion for all meetings with National/Provincial/Municipal agencies will be sent to the MCR or designate as a part of the normal approval process.

SECTION 3 - SPECIAL PROVISIONS

High Risk Activities

53. Due to the inherent risks involved with High Risk Activities the following chapters also apply to these activities:

- a. chapter 6-3: Self-Contained Underwater Breathing Apparatus (SCUBA) Sports Diving;
- b. chapter 6-4: Gliding and Soaring;
- c. chapter 6-5: Sport Parachuting; and
- d. chapter 6-6: Rock Climbing.

54. In Canada, flying clubs are independent non-military organizations that shall not be authorized as part of a base recreation program due to the inherent expense, potential liability, and desirability of operating under independent charter.

Waivers

55. Participants in NPP community recreation high risk activities and activities where protective gear is required shall sign a Waiver of Liability, Assumption of Risks, and Indemnification Agreement. The NPP high risk activities are as follows and require the use of a waiver:

- a. auto hobby club;
- b. ATV, motorcycle, motocross, karting and snowmobile;
- c. boating, sailing, canoeing, kayaking, yacht and marine;
- d. hockey and ringette;
- e. horseback riding and saddle club;
- f. hunting, archery, skeet shooting, shooting, airsoft, paintball (indoor and outdoor);
- g. martial arts;
- h. parachuting and skydiving;
- i. rock climbing (indoor and outdoor);
- j. soaring and gliding;
- k. SCUBA diving;
- l. skateboarding; and
- m. skiing.

56. Waiver Retention Periods: Original copies of signed waiver documents are to be retained for storage periods, by age and province, as follows:

- a. adult signed waiver:
 - (1) in the province of Quebec retain original signed waiver for 5 years;
 - (2) in all other provinces retain original signed waiver for 4 years; and
 - (3) for minor children:
 - (i) in the province of Quebec retain original signed waiver for 5 years beginning after the child reaches 18 years of age; and
 - (ii) in all other provinces retain original signed waiver for 4 years beginning after the child reaches 18 years of age.

57. Waivers do not reduce the responsibility for risk management. Managers and club executives are responsible for the safety of their programs, facilities and participants as well as ensuring industry standards for their activities are met.

Service Associations

58. Military rifle associations are approved service associations in accordance with the *National Defence Act (NDA)* Section 48. Specific provisions regarding memberships, public support and method of administration were established at the time of approval of this association by the Governor in Council as detailed in [CFAO 50-11](#), Rifle Associations.

59. A B Comd may authorize the inclusion of a military rifle association as a base club within the base recreation program under the following conditions:

- a. the election of the rifle association chairperson shall be approved by the B Comd;
- b. the property of the rifle association, other than public property on loan, is considered to be NPP property and vested in the B Comd and ultimately the Chief of the Defence Staff (CDS);
- c. the NPP and operations of the association are controlled and accounted for in accordance with the provisions of A-FN-105-001/AG-001, Policy and Procedures for Non-Public Property (NPP) Accounting; and
- d. where there is conflict between the policy regarding formation, organization, eligibility for membership and executive positions described in [CFAO 50-11](#) and the provisions contained in this order, the provisions contained in [CFAO 50-11](#) shall prevail. Commanding Officers (CO) of lodger units may continue to form military rifle associations with the approval of the commander of the respective command as permitted by [CFAO 50-11](#).

60. Rifle associations which are authorized as part of the base recreation program are covered by the NPP CIP to the extent described in A-FN-105-001/AG-001 chapter 10. Rifle associations operating independently of the base recreation program and those sponsored by a reserve unit are not covered by the NPP CIP and shall make individual arrangements for the insurance required by [CFAO 50-11](#).

Small Arms and Small Arms Ammunition

61. Rifle clubs, rod and gun clubs, skeet clubs, and other organizations which utilize small arms and small arms ammunition shall adhere to storage procedures contained in A-SJ-100-001/AS-000, Security Orders For The Department Of National Defence and The Canadian Forces - Volume 1 - General. Possession, transport, and handling of

weapons by club members shall be in accordance with pertinent sections of the Criminal Code of Canada.

SECTION 4 - SUPPORTING RESOURCES

General

62. Policy regarding the use of public resources in support of authorized recreation clubs is contained in A-PS-110-001/AG-002 Chapter 5 table 5-6-1. For activities which choose to operate independently of the base recreation program, Table 6-1-2 of Chapter 6-1 provides a comparison of the level of support available to authorized recreation activities and to those non-military organizations on DND property.

Administration

63. Club minutes must be submitted for approval to the MCR no later than one month after the meeting. MCR will be responsible to forward to Chain of Command items that require higher approval authority such as constitutional changes or requested by the Chain of Command.

64. At all times, clubs must ensure that the Community Recreation office has updated copy of the following:

- a. club constitution and by-laws;
- b. executive list with contact information;
- c. membership list;
- d. inventory list;
- e. budget; and
- f. resource or facility allocation.

Finance

65. It is the responsibility of the club executive to maintain clear and organized records of their financial operations. The spending limit of the recreation clubs is set by the B Comd as per Table 5 of the CDS Delegation of Authorities for Financial Administration of NPP. The limit cannot be greater than set out in Table 5 of that policy. CDS Delegation of Authorities for Financial Administration of NPP annex A will be completed for each club.

66. Each recreation club is responsible for the generation and spending of its own funds in accordance with applicable NPP policy. Each club must accurately budget expenses and ensure that funds are available to satisfy the costs that will accrue throughout the year. A budget must be submitted each year to ensure adequate funding is available for the club. Recreation clubs budgets normally fall under the budget of the Recreation program and must be recommended by the MCR prior to submission to the Base Commander or approval authority.
67. Club executive members must complete and submit club budget proposals by the published deadline. Budget proposals will generally be due at the beginning of February. Failing to submit a budget proposal is also grounds for probation and no spending authority.
68. Monthly, all clubs budgets must be reviewed to ensure that they are in line with the forecast. Budget adjustments may be requested at any time as per local delegation of authorities for financial administration of NPP.
69. A recreation club must be financially sustainable in nature, but should not be maintained for the purpose of making a large profit. Recreation clubs are not permitted to run a deficit. Recreation clubs may receive grants and loans from their base/unit fund.
70. All recreation clubs must bank with NPP accounting, all revenues must be deposited in a timely manner with NPP accounting. Clubs must operate in accordance with A-FN-105-001/AG-001, Policy and Procedures for Non Public Property accounting.
71. Ultimately, the club executive is responsible and accountable to its membership for all club financial matters.
72. The club must designate the president (or their delegate) and treasurer to be the signing authority on the club account. These individuals must complete the NPP Financial Delegated Authorities and Contracting Course. MCR will also have signing authority for all clubs.
73. If an individual with signing authority requires reimbursement for approved purchases or expenditures, the other person with signing privileges must authorize the request. One person cannot approve their own expenditures.
74. At year end, out-going club executive members must ensure that the signing authority is handed over to incoming members.
75. Recreation clubs that are non-compliant may have accounts frozen and or assets seized by Sr Manager PSP.

Sponsorship, Fundraising and Advertising

76. Recreation clubs interested in sponsorship, fundraising and advertising must contact the MCR prior to solicitation for guidance and must follow CFMWS sponsorship, fundraising and advertising policies.

Facilities

77. Each club that remains in good standing has the privilege of using facilities for club practices, competitions, meetings, and programs. To utilize these facilities, the club must work directly with the facility manager or designate to reserve facilities well in advance. The facility manager or designate will try to meet the needs of each club but clubs use surplus capacity of DND buildings.

78. The allotment of facility time for recreation clubs is based on the criteria listed below:

- a. size of club membership and capacity of the assigned facility;
- b. ratio of participants to the facility/equipment capacity;
- c. demand on the required/requested facility; and
- d. club standing.

79. Control and management of hazardous waste and other controlled materials will be in accordance with DND/CAF safety and waste management policies and locally prescribed procedures.

80. Operating hours will respond to market demand as determined by community needs assessments.

81. In conjunction with the MCR or designate, club executives will establish a facility key management system.

82. Clubs are responsible for set-up and clean-up of all facility sites. Each club will be financially responsible for damages that occur or if the facility has not been left in clean and suitable condition during use of any facility.

83. Club members are required to wear proper dress and footwear when using DND facilities.

84. Facility availability may be withheld when improper usage is reported or when clubs fail to adhere to policies and procedures.

85. Occasional use of DND facilities may be authorized for recreation clubs. The clubs will not be charged for the use of DND facility surplus capacity. They may pay for services such supervision (lifeguards in the pool).

Equipment

86. Supplies and equipment provided from public resources shall be accounted for in accordance with supply accounting procedures. Supplies and equipment purchased from NPP remain the property of the Base Fund and shall be accounted for in accordance with NPP accounting procedures. When a recreation club folds, the NPP assets will be transferred to the Base Fund in accordance with PSP Manual Part 10 chapter 10-5 Disposal of NPP.

87. All recreation clubs shall maintain an up-to-date NPP equipment inventory and log in accordance with A-FN-105-001/AG-001, Policy and Procedures for Non Public Property accounting, chapter 28 Fixed Assets.

88. All equipment purchases must be clearly documented and included in the property Inventory Accounts (or NPP fixed assets) at the time of purchase. Club inventory records must be updated when purchases or disposal of equipment occurs. Clubs may not purchase or dispose of equipment without the approval of Base Fund. MCR shall ensure that a Property Inventory Account of each club assets is completed at a minimum every other year.

89. All clubs must follow the NPP IM IT Procurement Policy.

90. Clubs should not store member's personal property. When it is required, proof of insurance and registration documents are required.

Club Websites and Social Media

91. All clubs should maintain a website on the approved NPP content management system. Approval for club external websites and purchase Uniform Resource Locators (URLs) must be submitted to CFMWS headquarters through the MCR.

92. Clubs may use social media to promote their clubs and activities in accordance with the CFMWS Social Media policy. It is mandatory to register any social media feeds and new pages created by sending the information to the CFMWS National Manager Strategic Communications.

Club Travel

93. Recreation clubs may be approved to travel to activities and events outside of the community in which they operate. All club travel must be recommended in advance by MCR or delegate, whether or not the club intends to use club funds to travel. Club must refer to Chapter 6-1 paragraphs 60, 61 and 62.

94. Travel requests must include the following information:
- a. purpose and destination of trip;
 - b. name and phone number of contacts;
 - c. hotel information (if appropriate);
 - d. names of club members traveling and emergency contact name/phone number for each;
 - e. name of each driver (at least 2 per vehicle when traveling more than six hours);
 - f. passengers traveling in each vehicle;
 - g. time of departure from base;
 - h. estimated time of arrival at locations;
 - i. time of departure from locations; and
 - j. estimated time of arrival returning to base.
95. Clubs must adhere to the travel itinerary submitted to, and reviewed by, the MCR. Changes to the initial itinerary must be communicated to PSP staff prior to deviation.
96. Clubs are eligible for CAF transportation support or may use club funds to for vehicle rentals. NPP vehicle rentals are covered by CIP. Club executives are not permitted to organize car pools using personal vehicles between members.
97. All drivers using CAF transportation must have a current DND 404 licence and provide a copy to the PSP staff. Drivers are responsible for the safety of all passengers and are expected to use extreme care when transporting club members to an event/tournament. Drivers must be capable of operating a vehicle (rested, alert, etc.). Additionally, the driver is expected to:
- a. inspect the tires (winter tires are required during winter) and adjust the seat and mirrors before starting the vehicle;
 - b. ensure that the vehicle is not driven if there is a mechanical problem;
 - c. ensure luggage is packed so that the driver's view is not obstructed;
 - d. make sure that they are comfortable with the size of the vehicle;
 - e. ensure that all passengers are in their seat belts prior to departure; and

- f. obey all traffic, parking, and safety laws, including the speed limit. Drivers assume responsibility for all traffic and parking tickets.

Safety

98. Recreation clubs must have current and documented safety standards and rules which incorporate relevant standard rules, practices and procedures specific to the activity of the club. Adherence to these rules is the responsibility of the President. The standards and rules must be reviewed annually, distributed to all members and submitted to the MCR or designate at the start of each season.

99. The recreation club should identify which members have current first aid certification, one of which should be available during all club's activities.

100. Clubs are not permitted to have or drink alcohol in their facilities (Exceptions can be approved by B Comd for beer and wine making clubs and special functions).

101. Clubs that include high risk activities must enforce a buddy system or hire facility attendants to ensure members are not participating or using the facility alone.

102. During the activities of recreation clubs that are deemed high risk there must be one member who has current first aid certification on site and is considered a safety officer (SO). The SO is responsible for the member adherence to club safety policies, emergency actions, the delivery of first aid and safety checks prior to the start of an activity.

103. The club president is responsible for developing an Emergency Action Plan (EAP) for their activities and communicating it to all members. A copy should be placed in view and in files. An EAP is unique to each Recreation Club, but must include the following information per facility:

- a. contact information for medical responders;
- b. facility address;
- c. site address of nearest hospital to your location;
- d. note emergency exits to your venue(s);
- e. access to first aid supplies;
- f. access to an emergency phone;
- g. access to emergency phone numbers;

- h. action plan if a member is injured; and
- i. completed participant medical forms must be on-site.

Accident/Incident Reporting

104. When an accident or incident happens during a recreation club activity (on or off base) the president must complete an incident report form immediately, as per table 6-2-4. The incident report form must be submitted to the MCR as soon as possible and no later than within 24 hours.

Table 6-2-4 Accident Report Form	
<h2 style="margin: 0;">Accident Report Form</h2>	Incident Number: _____ Facility: _____ Date: _____ Time: _____ Location: _____
Scene Assessment	
Describe how was the staff/rescuer notified of the accident and called to the scene: _____ _____ _____	
Describe the scene upon arrival: _____ _____ _____	
Describe any hazards that were present and any action taken to remove those hazards: (i.e. Fire, animals, gas, electricity....) _____ _____ _____	
Describe any evidence you observed that suggests how the person was injured: _____ _____ _____	

Describe any first aid equipment that was available for use:

How many injured people were present: _____

How many witnesses/bystanders were present: _____

How many staff/rescuers were present: _____

Names and positions of attending staff/rescuers:

Name of Injured Person:

Age: _____

Gender: _____

Address: _____

Postal Code: _____

City: _____

Phone Number: _____

Name of Witness:

Relationship with injured person:

Address: _____

Postal Code: _____

City: _____

Phone Number: _____

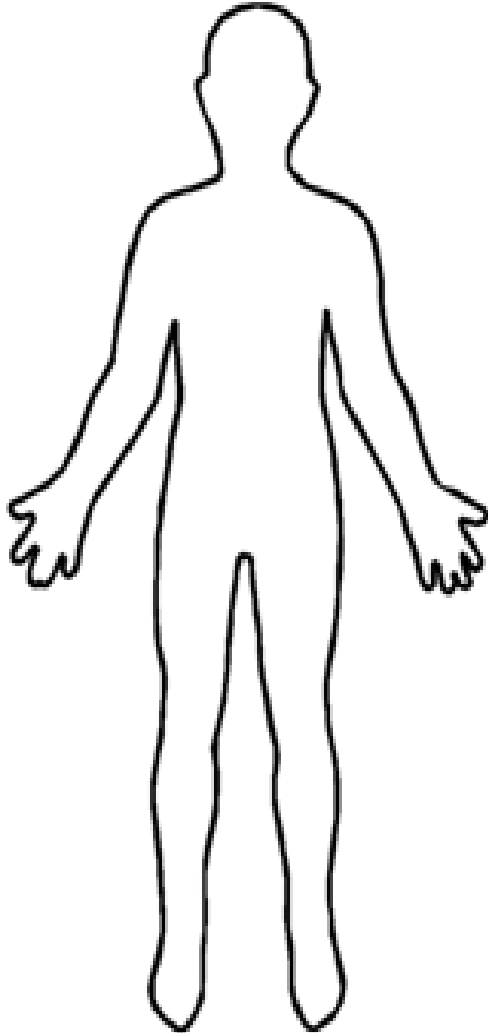
Primary Assessment

Chief Complaint/Nature of the Injury:

Level of Consciousness	Airway
<p>Tick the boxes which describe the injured person's mental awareness?</p> <p><input type="checkbox"/> Alert: (Responds to all questions and is aware of surroundings)</p> <p><input type="checkbox"/> Verbal Responsive: (Responds to noises, but appears to have impaired mental function)</p> <p><input type="checkbox"/> Pain Responsive: (Responds to a pin stimulus such as pinch, but has no reaction to noises)</p> <p><input type="checkbox"/> Unconscious: (Does not respond to any stimulus)</p>	<p>Tick the boxes which describe the status of the injured person's airway?</p> <p><input type="checkbox"/> Clear: (No objects and easy passage of air from the mouth to the lungs)</p> <p><input type="checkbox"/> Partial Obstruction: (There is an object that limits the passage of air from the mouth to the lungs)</p> <p><input type="checkbox"/> Complete Obstruction: (There is an object that blocks all passage of air from the mouth to the lungs)</p> <p><input type="checkbox"/> Restricted: (No objects, but the passage of air from mouth to lungs seems difficult)</p> <p><input type="checkbox"/> Maintain Manually: (An oropharyngeal airway was inserted)</p>
Breathing	Circulation
<p>Tick the boxes which describe the injured person's breathing?</p> <p><input type="checkbox"/> Present: By observation (Look, listen, and feel) some breathing is apparent</p> <p><input type="checkbox"/> Absent: By observation (Look, listen, and feel) no breathing is apparent</p> <p>If the breathing is absent, then at what time did you commence CPR? Time Started: _____</p>	<p>Tick the boxes which describe the status of the injured person's circulation?</p> <p><input type="checkbox"/> Present: (Skin is warm and normal colour and a test of capillary refill shows blood movement)</p> <p><input type="checkbox"/> Absent: (Skin is cool or unusual colour and a test of capillary refill shows very limited or no blood movement)</p> <p><input type="checkbox"/> Major Bleed: (The injured person losing a large amount of blood)</p>

Secondary Assessment

Head to Toe Examination



Please indicate which of the following injuries you found during your Head to toe Examination of the injured person. Remember to circle the adjacent diagram to give the location of the injury.

- Contusion (Any form of bruises or discolouration of the skin)
- Laceration (Any form of cut or open wound in the skin)
- Abrasion (Any form of scrape or multiple open and shallow wounds in the skin)
- Puncture (Any form of hole or small and deep wounds in the skin)
- Symmetry (Left to right the body structure and shape doesn't appear to be the same)
- Tenderness (Any form of spot or general discomfort from touch or otherwise)
- Instability (Lack of range of motion of ability to support weight)
- Crepitus (Grinding noise resulting from normal range of motion)
- Sub-Cutaneous Pressure (Air bubbles or other deformities present in the skin)
- Other:

Vital Signs

Using the table on the below record the injured person’s vital signs at least every 5 minutes until your treatment is complete or care for the injured person has passed to advanced medical care.

Level of Consciousness (L.O.C): Assess the injured person’s level of mental awareness as one of the following options: **Alert** (Responds to all questions and is aware of surroundings). **Verbal Responsive** (Responds to noises, but appears to have impaired mental function). **Pain Responsive** (Responds to a pin stimulus such as pinch, but has no reaction to noises).

Pulse: If you are capable assess the injured person’s pulse from the neck or the wrist. Record the number of heart beats per minute. Record if the rhythm of the beats is regular or irregular pattern. Record if the depth of the beats is strong and deep or shallow and weak.

Respirations: Assess the injured person’s respirations by observation (look, listen, and feel). Record the number of breaths per minute. Record if the rhythm of the breaths are regular or irregular. Record if the Depth of the breaths is strong and deep or shallow and weak.

Skin: Assess the injured person’s skin by observation. Record if the skin colour is a normal or unusual. Record if the skin temperature feels warm or cool. Record if the skin feels supply and dry or stiff and clammy.

Blood Pressure: If you are capable and have the appropriate equipment record the blood pressure systolic and diastolic.

Pupils: Assess the injured person’s pupils by observation. Record if the pupils are a normal or unusual shape, size, or colour. Record if the pupils are equal to each other. Record if both pupils are reactive to light.

	Time				
L.O.C.	(A.V.P.U)				
Pulse	Rate				
	Rhythm				
	Strength				
Respirations	Rate				
	Rhythm				
	Depth				
Skin	Colour				

	Temperature				
	Texture				
Blood Pressure	Systolic Diastolic				
Pupils	P.E.R.L.				

Additional Medical Information

Symptoms: (Does the injured person have any pain, discomfort, or any other sensation associated with the injury)

Allergies: (i.e. allergies, nuts, animals....)

Medications: (Is the injured person currently taking any medications such as, but not limited to prescriptions, aspirin, or birth control)

Past Medical History: (Does the injured person have any medical conditions such as, but not limited to Diabetes, Epilepsy, or Sports Injuries)

Last In & Out: (What has the injured person eaten, drank, or otherwise consumed recently and has the injured person gone to the bathroom recently)

Events Prior: (Did the injured person describe any recent events related to the injury)

Treatment & Additional Notes

(Use Notes and Drawings)...

Emergency Medical Services	Automated External Defibrillator
EMS Call Time:_____	AED Connection Time:_____
EMS Contact Person:_____	Shock Advisory: (Y / N)
EMS Arrival Time:_____	Time of 1st Shock: _____
EMS Departure Time:_____	Time of 2nd Shock:_____
Ambulance Vehicle Number:_____	Time of 3rd Shock: _____
EMS Report Number:_____	
Attending Staff Name:_____	Date: _____ Signature:_____
Attending Staff Name:_____	Date: _____ Signature:_____
Reported By:_____	Date: _____ Signature:_____
Supervisor Name:_____	Date: _____ Signature:_____
Follow-Up	
Corrective Action Taken:	

Supervisor Name:_____ Date: _____ Signature:_____	
Follow-Up Phone Call to Injured Person Notes:	

Supervisor Name:_____ Date: _____ Signature:_____	

Medical Information

105. All members of a Recreation Club must complete participant forms with information such as allergies, medical conditions, family doctor, and emergency contact person. Storage of medical information shall be kept as per PSP policy manual Chapter 6-1 Table 6-1-5.

Child Safe Environments

106. All Recreation Clubs who deliver activities for children must adhere to HIGH FIVE directives as per chapter 6-1 table 6-1-5 as well as Chapter 1-2 Vulnerable Sector Police Record Check.

Management and Supervisory Positions

107. Where it is necessary to hire personnel for community recreation management and supervisory positions, the provisions of A-PS-110-001/AG-002 shall apply. Terms and conditions of employment must be approved by the Sr Manager PSP prior to employment of such staff or by the Headquarter PSP Director. Contractors may be hired as per NPP Contracting Policy.

Instructor Certifications

108. Recreation clubs wishing to use club money to obtain recognized certification for member(s) must request approval from the MCR.

Club Audits and Inspections

109. The MCR, or designate, will conduct an audit or inspection of each recreation club throughout the year to assess and monitor activity as per table 6-2-5. Adherence to recreation club policies, the effectiveness of facility use, participation level, and the nature of group activities will comprise a significant part of this review. A copy of this annual audit or inspection must be retained by the MCR and the club secretary.

Table 6-2-5 Sample Audit and Inspection Form		
Item audited or inspected	Observation	Recommended action
Name/Type of club		N/A
Description of Club		N/A
Human Resource Policy is used and followed when hiring staff		
# Regular participants		
# Ordinary participants		
# Associate participants		
# Guests are approved and supervised		
Membership restrictions are met		
Recreation Assembly requirements are met		

Executive members meet regularly		
Agenda and minutes are produced and approved for all meetings		
Facilities are inspected regularly and are safe		
Equipment is inspected regularly and is safe		
Inventories are counted annually		
Financial requirements are met and budgets are presented and approved on time		
CIP requirements have been confirmed		
Use of proper Web site and use of social media		
Club fee structure is approved		
Club Constitution and by-laws are updated and approved		
NPP waiver of liability assumptions of risks and indemnification agreement are signed for high risk activities		
Accident Report Forms are filled and submitted for all incidents and accidents		
Public responsibilities are met as per A-PS-110-001/AG-002		
Non-Public responsibility are met per club constitution and by-laws		
Health and Safety requirements are met		
Training requirements are met and budgeted		

Club President Date and signature	MCR Date and signature	Sr Mgr – PSP Date and signature
--------------------------------------	---------------------------	------------------------------------

110. Recreation clubs that do not meet criteria set forth in this policy and have an unsatisfactory audit or inspection may be refused sanctioning in the following year, or may have their current sanctioning suspended. In extreme cases, where the safety of participants is in question, the MCR may immediately suspend the activity.

111. In addition to the audit or inspection, community recreation staff will manage the inspections conducted at club facilities by other entities. These inspections will be in accordance with CAF/DND policy and will be done by (but not limited to) the following:

- a. construction engineering;
- b. base safety;
- c. preventative medicine; and
- d. Fire safety.

Training

112. PSP community recreation is responsible for the training and development of the recreation club executives. All training dates, topics and participants should be recorded. Club executive should be given opportunities to provide evaluation of the training in order to ensure it meets their needs.

113. All recreation club executives shall attend a local orientation session. The orientation provides information that will help new executives learn about the organization and what they need to know about being a volunteer within it. Once the main orientation has been completed, MCR will check-in with new members to see if further support is needed.

114. Orientation and Training can be done in groups and/or on an individual basis to provide information.

Chapter 6-3 Canadian Forces Recreation SCUBA Club Policy

Purpose

1. This policy prescribes the regulating guidelines for the operations of Canadian Forces (CF) recreational Self-Contained Underwater Breathing Apparatus (SCUBA) club programs and activities.

General

2. Recreational SCUBA diving activities may be included as a recreation program under the conditions prescribed in this policy.

3. The risks inherent in SCUBA diving and the degree of knowledge, competence and physical fitness required demand that activities be adequately controlled.

SECTION 1 – RECREATIONAL SCUBA

Definition

4. For the purpose of this policy, recreational SCUBA diving shall mean that:
- a. dives shall be restricted to the maximum depth as outlined by an individual's certifying agency or shallower and appropriate to the level of training and experience of the divers involved;
 - b. dives shall be planned and conducted as no-decompression dives; and
 - c. the use of enriched air is authorized under the conditions described at paragraphs 26 and 27.
5. Technical SCUBA diving is not an authorized activity for CF recreation SCUBA diving clubs. Technical diving is defined as the utilization of procedures or techniques beyond recreational diving limits.

CF Recognized SCUBA Certification Agencies

6. The American and Canadian Underwater Certifications Inc. (ACUC), the National Association of Underwater Instructors (NAUI) and the Professional Association of Diving Instructors (PADI) are the major SCUBA Certification Agencies recognized by the CF. Divers associated with certification agencies who are members of the Recreational SCUBA Training Council of Canada are also recognized by the CF for the purpose of membership and instruction in CF Recreation SCUBA clubs. The CF Recreation

SCUBA Clubs outside Canada may recognize certification agencies that are members of the World Recreational SCUBA Training Council.

Participation

7. To participate in CF recreation SCUBA club activities each new club member shall:
 - a. provide a valid certification from a CF recognized SCUBA certification agency as defined in paragraph 6;
 - b. complete a medical history form obtained from a CF recognized certifying agency or the Recreational SCUBA Training Council of Canada (medical to be carried out if contraindications are indicated);
 - c. provide a logbook to show proof of experience. At the discretion of the Chief Instructor new members may be required to attend a refresher course before they are allowed to participate in CF recreation SCUBA club dives; and
 - d. CF personnel holding a military sub-specialty diving qualification are considered qualified sports divers by ACUC. To qualify for certification the above personnel shall follow the ACUC crossover training procedures for military divers.

8. Members renewing their CF recreation SCUBA club membership shall have their medical history form updated annually indicating any changes occurring in the past year. It is the responsibility of the club member to immediately inform the CF recreation SCUBA club executive of any medical condition that is a contraindication to diving.

Training

9. Training for CF recreation SCUBA clubs shall be conducted only by instructors currently accredited by a Certification Agency recognized by the CF. All CF recreation SCUBA club instructors shall conduct training in accordance with the standards prescribed by their agency only. Copies of instructor certifications shall be held on file with the base Recreation Director (RD) and CF recreation SCUBA Club.

10. To participate in CF recreation SCUBA club sponsored courses each new student shall:
 - a. meet all prerequisites in accordance with the certifying agency's standards; and
 - b. provide a medical certification in accordance with the certifying agency for the course to be taken.

SECTION 2 – CF RECREATION SCUBA CLUBS

Recreation SCUBA Clubs

11. CF recreation SCUBA clubs shall be organized as part of the Base Recreation Program under the direction of the Recreation Council and operated as follows:
- a. the CF recreation SCUBA club organization and operation must meet the requirements of recreation clubs in accordance with Chapter 6-2, Recreation Clubs;
 - b. the CF recreation SCUBA club executive shall appoint a technical committee chaired by a chief instructor and composed of currently accredited and CF recognized instructors, assistant instructors, Divemasters and a club equipment manager;
 - c. appointment of a chief instructor must be recommended by the club technical committee. The CF recreation SCUBA club executive will endorse the appointment and forward the nomination for approval by the Base Commander (B Comd) via club meeting minutes. (The chief instructor should be the most experienced and currently active instructor who is a club member);
 - d. CF recreation SCUBA club by-laws must include specific operating procedures for the safety regulations prescribed in Table 6-3-1, Safety Regulations; and

**Table 6-3-1
Safety Regulations**

- | |
|--|
| Table 6-3-1
Safety Regulations |
| <ol style="list-style-type: none"> 1. CF recreation SCUBA clubs shall ensure that safety regulations are enforced at all times and shall issue safety orders containing specific detail concerning: <ol style="list-style-type: none"> a. locally recognized diving areas and their restrictions; b. diving prerequisites such as boat or floatation devices and flags to be issued; c. the criteria by which the club chooses suitable charter vessels for club activities including safety equipment, emergency access plans, communications, operator qualifications and services to be provided; d. all aspects of air supply, including approved sources of air and care and maintenance of the club's air compressor (if applicable) to ensure the highest standards of purity of air; e. the equipment manager's duties for the care and maintenance of SCUBA equipment including the following safety measures: |

- (1) annual visual inspection (by a certified inspector) of air cylinders for deterioration, corrosion, contamination or damage;
 - (2) hydrostatic testing of air cylinders every five years by a certified inspector or more frequently if considered necessary as a result of the annual visual inspections;
 - (3) frequent visual external inspections of regulators and air reserve valves for deterioration, corrosion, contamination or damage;
 - (4) normal post-dive maintenance routines;
 - (5) annual or more frequent overhaul of regulators and air reserve valves by a certified technician; and
 - (6) use of a log book to record the servicing and maintenance of club equipment;
- f. "supervisor" and "safety" diver duties and responsibilities;
 - g. minimum equipment requirements; and
 - h. any safety regulations over and above those required by the authorized CF Certifying Agencies.
2. Club members must read and sign the safety orders before they are eligible to participate in the CF recreation SCUBA club activities.

- e. where possible each CF recreation SCUBA club in Canada should affiliate with its respective provincial underwater council.

12. Prior to participation in CF recreation SCUBA club activities members must meet the prerequisites prescribed at paragraphs 7 and 8 or attend a course and qualify to the minimum standard established by a CF approved certifying agency. The course instructor must be a currently accredited instructor of an organization recognized by the CF.

13. Where special local or operational conditions preclude a CF recreation SCUBA club from operating in accordance with this policy the club shall submit in writing, through the B Comd to Senior Vice-President Personnel Support Programs (Sr VP PSP) nature of the problem, the proposed solution and a request to be exempt from certain regulations contained in this policy.

CF Recreation SCUBA Club Activities

14. CF recreation SCUBA club divers who have qualified in accordance with paragraphs 7 and 8 may participate in sanctioned CF recreation SCUBA club activities under the following conditions:

- a. sanctioned CF recreation SCUBA club dives are defined as dives organized by the executive committee and supervised by a club member or charter operator certified as a Divemaster or above by a CF recognized certification agency;
- b. the dive supervisor shall hold a current Oxygen Provider Certification when an O₂ unit is available on site;
- c. when a CF recreation SCUBA club activity involves more than three buddy teams diving at the same time one buddy team should remain on the surface to be available for an emergency or as a minimum a safety diver must be on stand-by and suited up while members are in the water;
- d. all CF recreation SCUBA club equipment used in sanctioned club dives must be certified as serviceable;
- e. all sanctioned CF recreation SCUBA club dives must be recorded in an appropriate club dive log;
- f. sanctioned CF recreation SCUBA club dives must take place in areas recognized by the club as being safe and shall be classified by a member of the technical committee as appropriate to the skill level of the participating divers; and
- g. sanctioned CF recreation SCUBA club dives must be planned so that a minimum of two divers are under the water at any one time within direct proximity to each other (the “buddy” system).

Note: Only in the case of emergency where loss of life might otherwise occur, may a lone descent be undertaken.

CF Pool Supervision

15. In accordance with Chapter 8-1, CF Aquatics and Water Safety Policy, the following aquatic supervision guidelines must be adhered to for club activities:

- a. when a CF pool is in use for a CF recreation SCUBA club non-instructional activity and general non-club aquatic activities, a qualified lifeguard is required on deck and a Designated Operator (DO) is required within call as per the CF Aquatics and Water Safety Policy;

- b. When a CF pool is in use for a non-instructional CF recreation SCUBA club activity with all participants using SCUBA equipment a qualified lifeguard, a qualified SCUBA instructor or a certified Rescue Diver is required on deck and a second within call as the DO. A minimum of two divers must be under the water at any one time and all divers must utilize the “buddy” system;
- c. lifeguards are not required for CF recreation SCUBA club instructional sessions provided a certified SCUBA instructor provides direct on-deck/in water supervision. Instructors are to supervise students in strict accordance with their respective association supervision ratios and standards; and
- d. during instructional sessions a DO must be within call. The DO shall be NLS certified, as per Chapter 8-1, CF Aquatics and Water Safety Policy, a certified SCUBA instructor or a certified Rescue Diver.

Equipment

16. Each CF recreation SCUBA club is responsible for providing its own equipment. CF recreation SCUBA clubs approved in accordance with this policy are not entitled to the diving equipment provided in CF scales of issue for military diving operations. Military diving equipment on permanent issue may only be used for CF recreation SCUBA club diving by members of the Regular Forces who are qualified as military divers, with the specific approval of their Commanding Officer (CO) and subject to such policies, procedures and limitations as may be promulgated to govern its use. Closed or semi-closed circuit re-breathing apparatus shall not be used for CF recreation SCUBA club diving. The selection and purchase of club equipment must be approved by the Technical Committee or Chief Instructor to ensure that safety standards are met.

17. It is highly recommended that CF recreation SCUBA clubs purchase and maintain an emergency oxygen unit. The unit should be designated in club by-laws as mandatory equipment for sanctioned CF recreation SCUBA club dives and open water dives for instructional courses. Club members authorized to use the oxygen unit must hold an Oxygen First Aid certification from a certification agency recognized by a CF SCUBA agency.

18. Certified divers who are members of a club may utilize club equipment for personal dives.

Insurance

19. The CF recreation SCUBA clubs established and operating in accordance with this policy are sponsored recreation activities and therefore are included for coverage under the Non-Public Property (NPP) Consolidated Insurance Program (CIP) as

described in A-FN-105-001/AG-001, Policy and Procedures for Non-Public Fund Accounting, Chapter 11. This insurance policy provides for protection against loss and damage of Non-Public Property (NPP) and for public liability of the B Comd as the person responsible for the operation of Base Fund sponsored activities. There is no coverage provided for participants against dangers inherent in the activity. To ensure participants are aware of and accept responsibility for, the inherent dangers of the activity, all participants and/or club members must sign a release of liability/waiver prior to participation.

20. Participants in CF recreation SCUBA club activities should be made aware of the limitations of the NPP CIP and of the need to review personal accident and life insurance coverage to ensure that there is no exclusion for SCUBA activities and that benefits are realistic. The responsibility for arranging and paying for such coverage rests with the individual.

21. CF recreation SCUBA club members or contractors who assist, instruct or certify students for the club must hold a current certification with a CF recognized SCUBA agency as well as professional liability insurance. The NPP CIP does not cover claims for instructor negligence.

22. CF recreation SCUBA clubs are considered the sponsor of all CF recreation SCUBA activities and courses. When club equipment or Department of National Defence (DND) facilities (reserved by the CF Recreation SCUBA club) are used for CF recreation SCUBA club activities or courses the Club is liable and as such must operate in accordance with the directives of paragraph 19.

23. Non-CF recreation SCUBA activities are not to be affiliated with CF recreation SCUBA clubs and accordingly must follow the procedure of making a request to the base for approval to use base facilities subject to review by the CE Properties Officer.

Search and Rescue

24. CF recreation SCUBA diving clubs shall not volunteer to be part of an organized Search and Rescue Operation.

SECTION 3 – RECREATION SCUBA CLUB RESTRICTIONS

Depth Restrictions

25. Under normal circumstances CF recreation SCUBA club divers shall plan their dives within no decompression limits and to the maximum depths authorized by a CF recognized SCUBA agency and qualification level. Decompression dives shall only be undertaken in emergency situations. It is recommended that novice divers (newly certified divers with less than 15 logged dives) limit their depth to 20 meters.

NITROX Diving

26. Recreational NITROX (A mixture of oxygen and nitrogen used as a breathing gas by divers, especially a mixture containing a lower proportion of nitrogen than is normally present in air, to reduce the risk of decompression sickness) diving is authorized for CF recreation SCUBA Club diving members under the following conditions:

- a. divers must hold a recreational NITROX certification (level 1) from a recognized CF Certification Agency;
- b. divers shall conduct their NITROX dives in accordance with the parameters of their certification. They shall be solely responsible for planning and conducting their NITROX dives and accept full responsibility for the added risk that NITROX diving entails; and
- c. NITROX dives conducted beyond the scope of the introductory level are classified as technical dives and are not considered a recreational activity.

27. CF recreation SCUBA diving club equipment shall not be modified or used for NITROX diving. CF recreation SCUBA diving clubs are not authorized to operate NITROX air fill stations.

Air Quality Assurance Program

28. CF recreation SCUBA clubs shall forward a representative sample of the compressed air used by the club bi-annually to an Accredited Laboratory by the Standards Council of Canada for the analysis of Compressed Breathing Air to the requirements of the CSA Standard. Procedures and covering information shall be in accordance with Table 6-3-2, CF Recreation SCUBA Clubs Air Quality Assurance Program.

Table 6-3-2 CF Recreation SCUBA Clubs Air Quality Assurance Program
<p>General</p> <p>1. Every six months, or prior to putting a compressor back in service after extended storage or maintenance, each CF recreation SCUBA club shall forward a representative sample of the compressed air used for diving purposes to a nationally accredited laboratory (RPC or Maxxam) for analysis:</p> <ol style="list-style-type: none"> a. RPC Science and Engineering 921 College Hill Road Fredericton, New Brunswick E3B 6Z9 Telephone: 506-460-5659 Email: diane.botelho@rpc.ca

- b. Maxxam Analytics Inc.
6740 Tempobello road
Mississauga, Ontario
L5N 2L8
Telephone: 905-817-5777
Email: air@maxxamanalytics.com

Note: In special circumstances, the time period for testing may be extended to eight months with the approval of Director Deployment Support, Recreation and Messes. However, CF recreation SCUBA clubs using air supplied by an authorized CF source, such as a Fleet Diving Unit, from which samples are regularly sent to an accredited laboratory, are exempt from submitting samples; they are required only to indicate their source of air.

2. The samples will be analysed for trace contamination, oxygen, water vapour and oil content to determine conformity with the most up to date standards required by CAN/CSA Standard Z275.2. When analysis indicates that the sample failed to meet these standards, the compressor shall be quarantined until corrective action has been taken and confirming test results are received from the nationally accredited laboratory.
3. Each recreational SCUBA club shall forward copies of all analytical results, toxicological implications and recommendations to:
 - a. Director Deployment Support, Recreation and Messes;
 - b. The Base/Wing Surgeon;
 - c. The applicable Base/Wing Repair & Maintenance shop; and
 - d. The applicable RD to which the CF recreation SCUBA club is affiliated, who shall be the authority to suspend club operations if the air sample does not meet the CSA standard.

Shipping

4. User units shall request shipment of a high-pressure sampling assembly from one of the two nationally accredited testing laboratories (RPC or Maxxam). Substitute cylinders shall not be used.
5. User units shall return sampling assembly to the company.
6. Air samples shall be transported at public expense. The sample assembly shall be transported to and from the company in para 4 by Immediate Operating Requirement (IOR) through the Base Central Material and Traffic Terminal section, prepaid by the sending unit.

29. When CF recreation SCUBA clubs rent tanks, a statement of understanding should be completed at least once by each renter to confirm that air fills will be obtained at a dive shop with CSA standard approved air sources. The completed statements should be retained until each tank has passed its next visual test. It is the responsibility of the CF recreation SCUBA club members to confirm a commercial air source has a current air quality certification before filling club tanks.

Financial Liability

30. All costs incurred for CF recreation SCUBA club training or operations are the responsibility of the individual member or the club. This does not preclude requests for out-service instructor training for CF members and activity leaders or requests to bases for capital asset grants.

SECTION 4 – CF SCUBA CLUB ACCIDENT MANAGEMENT

Accidents and Unusual Incidents

31. Considerable importance is attached to the study of accidents and unusual incidents experienced by SCUBA divers in all types of SCUBA accidents. The analysis of accurate data recorded shortly after an actual or simulated dive in which injury has occurred, or could have occurred owing to failure of equipment or procedure, is an important factor in the future safety of divers.

32. In the event of a SCUBA accident or an unusual incident the diving supervisor (the chief instructor or most experienced club member, on site) shall immediately take charge of the situation and direct those available in rescue, recovery, first aid and notification of the appropriate local authorities. The dive supervisor shall record pertinent information, including the names and addresses of witnesses for future reference. The affected diver's equipment shall be quarantined for possible investigation by local authorities or DRDC (T) if requested. On scene control may be relinquished to local authorities upon their arrival. The captain of a vessel involved in a diving incident will be in charge of emergency operations.

33. In the case of a serious accident occurring in Canada, the services of DRDC (T) are available to advise on decompression treatment or to correlate previous dive history with respect to decompression treatment. Request for the above services should be made by telephone or message as follows:

- a. Duty CDHM pager (24 hrs): 1-(416)-246-3155;
- b. CDHM (not 24 hrs) telephone: 1-(416) 635-2014 or 2159;
- c. email: diveincident@drdc-rddc.gc.ca; and

- d. priority message to DRDC (T) EDUG.

34. Divers Alert Network (DAN) is a not-for-profit organization that maintains a worldwide list of recompression chambers and a 24-hour phone service as follows:

- a. 1 (919) 684-9111 emergency hotline; and
 b. 1 (800) 446-2671 non-emergency medical questions.

35. The 24-Hour emergency hotline as well as the non-emergency medical questions information line can provide valuable information in the case of an emergency or questions regarding diving contraindications. The CF recreation SCUBA clubs are encouraged to utilize this resource in addition to DRDC (T).

Reporting of Decompression Sickness and All SCUBA Diving Accidents and Incidents

36. All CF recreation SCUBA club accidents and incidents must be reported using the SCUBA Club Accident/Incident Report at Table 6-3-3, Canadian Forces Recreation SCUBA Club Accident/Incident Report.

Table 6-3-3 Canadian Forces Recreation SCUBA Club Accident/Incident Report (Check boxes as appropriate)			
Name		Dive Club	
Membership Status	<input type="checkbox"/> Regular	<input type="checkbox"/> Ordinary	<input type="checkbox"/> Associate
Dive Classification	<input type="checkbox"/> Sanctioned Club Dive		<input type="checkbox"/> Individual Dive
Club Equipment Used	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Course (type)		Certifying Agency	
Instructor's Name			
Personal Information			
Number Of Divers Involved		Diver's Age	
Diver Certification Level	<input type="checkbox"/> In training <input type="checkbox"/> Divemaster	<input type="checkbox"/> Basic Open Water <input type="checkbox"/> Instructor	<input type="checkbox"/> Advanced <input type="checkbox"/> Other
Number Of Years Diving		Number of dives made this year	
Certifying Agency	<input type="checkbox"/> ACUC <input type="checkbox"/> Other	<input type="checkbox"/> NAUI	<input type="checkbox"/> PADI
Accident/Incident Classification			
Type of Dive	<input type="checkbox"/> Skin	<input type="checkbox"/> SCUBA	<input type="checkbox"/> Pool
Frequency	<input type="checkbox"/> Single <input type="checkbox"/> Repetitive		

Was the accident/incident	<input type="checkbox"/> Fatal <input type="checkbox"/> Non-fatal		
Did any physical injury result?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	If Yes describe:		
	<input type="text"/>		
	<input type="text"/>		
	<input type="text"/>		
	<input type="text"/>		
	<input type="text"/>		
	<input type="text"/>		
	<input type="text"/>		
	<input type="text"/>		
Location of accident/incident	<input type="text"/>	Province	<input type="text"/>
Date	<input type="text"/>	Depth	<input type="text"/>
Time	<input type="text"/>	Type	<input type="checkbox"/> Lighting <input type="checkbox"/> Shore Dive <input type="checkbox"/> Boat Dive
Water			
<input type="checkbox"/> Fresh	Temperature	Visibility	
<input type="checkbox"/> Salt	<input type="text"/>	<input type="text"/>	
Atmosphere			
Temperature	Visibility	Sea State	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
Dive Involved	<input type="checkbox"/> Recreation <input type="checkbox"/> Photography <input type="checkbox"/> Nitrox <input type="checkbox"/> Under Instruction	<input type="checkbox"/> Wreck <input type="checkbox"/> Ice <input type="checkbox"/> Providing Instruction	<input type="checkbox"/> Cave <input type="checkbox"/> Drift <input type="checkbox"/> Night
The Accident/Incident			
When was the accident/incident detected?	<input type="checkbox"/> Preparation <input type="checkbox"/> During dive <input type="checkbox"/> Following exit	<input type="checkbox"/> Entry <input type="checkbox"/> Ascent	<input type="checkbox"/> Descent <input type="checkbox"/> Exit
How long into the dive did the problem occur?	_____ (Respond in minutes)		
Following factors that may have contributed to the accident/incident	<input type="checkbox"/> Anxiety about the dive <input type="checkbox"/> Haste	<input type="checkbox"/> Lack of buddy check <input type="checkbox"/> Error in judgement	

	<input type="checkbox"/> Poor communication fitness <input type="checkbox"/> No pre-dive safety check <input type="checkbox"/> Poor maintenance of equipment <input type="checkbox"/> Poor dive planning <input type="checkbox"/> sickness/illness <input type="checkbox"/> Inadequate supervision <input type="checkbox"/> Insufficient training/experience <input type="checkbox"/> Failure to understand equipment <input type="checkbox"/> Not familiar with dive site conditions <input type="checkbox"/> Failure to understand dive instructions/tables	<input type="checkbox"/> Poor physical fitness <input type="checkbox"/> Weather conditions <input type="checkbox"/> Inattentive during dive <input type="checkbox"/> Sea <input type="checkbox"/> No medical clearance													
Equipment used on dive	<input type="checkbox"/> Depth gauge device/watch <input type="checkbox"/> Buoyancy compensator <input type="checkbox"/> Pressure gauge <input type="checkbox"/> BC inflator hose <input type="checkbox"/> Secondary air source <input type="checkbox"/> Weight belt _____ (Indicate weight in lbs)	<input type="checkbox"/> Timing <input type="checkbox"/> Computer <input type="checkbox"/> Dry suit <input type="checkbox"/> Dive knife <input type="checkbox"/> Snorkel Mask Fins													
Equipment Malfunction	<input type="checkbox"/> Regulator <input type="checkbox"/> Dry suit <input type="checkbox"/> Tank	<input type="checkbox"/> BC <input type="checkbox"/> Computer <input type="checkbox"/> Pressure gauge	<input type="checkbox"/> Weight belt <input type="checkbox"/> Inflator hose <input type="checkbox"/> Depth gauge												
Buoyancy Problem	<input type="checkbox"/> No <input type="checkbox"/> Air used frequently to maintain buoyancy	<input type="checkbox"/> Overweighted	<input type="checkbox"/> Underweighted												
Air Consumption	<input type="checkbox"/> No problem <input type="checkbox"/> Buddy breathing	<input type="checkbox"/> Ran low <input type="checkbox"/> Octopus used	<input type="checkbox"/> Out of air <input type="checkbox"/> Contaminated air												
Recovery/First Aid															
administered	<input type="checkbox"/> Artificial respiration	<input type="checkbox"/> CPR	<input type="checkbox"/> O2												
Describe emergency treatment given	<table border="1" style="width: 100%; height: 100%;"> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </table>														

<p>Detailed description of the accident/incident.</p> <p>Relate only information that is factual.</p>	

37. These reports provide data for analyzing the safety of decompression tables and the effectiveness of treatment procedures. They also provide valuable information on a variety of other diving hazards. Analysis of the reports is important in the continuous effort to improve diving practices and to increase diving safety in general.

38. An accident/incident report shall be initiated by the diving supervisor for all cases of SCUBA diving accidents involving a CF recreation SCUBA club activity. Reporting of the following types of accidents or incidents is mandatory:

- a. any death or life threatening diving related injury;
- b. convulsions or serious impairment of consciousness during or after a dive;
- c. decompression sickness (bends);
- d. air embolism; or
- e. any significant mishap even though the diver escapes actual injury or a series of incidents that render suspect any equipment or procedure.

39. To be of value the facts must be established with care and recorded immediately after the accident or incident. The report should include all details, however remote, that might have a bearing on the case.

40. The CF recreation SCUBA Club Accident/Incident Report at Table 6-3-3 must be completed and forwarded to the following personnel:

- a. DDSRM (through the RD);

- b. Dive supervisor's Certification Agency;
- c. Accident victim's Certification Agency; and
- d. DAN.

41. The DDSRM will be responsible to disseminate critical findings or information to CF recreation SCUBA clubs as soon as possible following an incident.

Investigation of Equipment after a Diving Accident or Incident

Non-Fatal Accidents or Incidents

42. Upon recovery of the diver, the dive supervisor shall close the cylinder valve and record the number of turns required to complete this closure. The position of the emergency reserve valve (J value), if present, shall also be noted and recorded. Both the regulator and the cylinders shall be inspected by the most experienced diver available. An air sample of any air remaining in the cylinder must be sent for analysis if the incident so dictates. The supervisor should also note the securing arrangements and condition of the SCUBA system before they are removed from the diver. The supervisor should also secure the victim's dive computer if used for possible extraction of dive profile information.

Fatal Accidents

43. Upon recovery of the diver, the dive supervisor shall close the valve and record the number of turns required to complete this closure. The position of the emergency reserve valve (J valve) if present, shall also be noted and recorded. Special care shall be taken to secure the victim's dive computer if used for possible extraction of dive profile information. All equipment shall then be quarantined and forwarded to the proper authorities for analysis.

44. In both cases referred to in paragraphs 42 and 43 local authorities will have jurisdiction unless the accident occurs on DND property.

Chapter 6-4 Gliding and Soaring

General

1. This order applies to gliding and soaring activities that are conducted as part of a unit recreation program.
 - a. The purpose of this order is to describe the policy governing:
 - (1) authorized participation in gliding and soaring by members of the Canadian Armed Forces (CAF); and
 - (2) operation and control of authorized CAF gliding and soaring clubs.
2. The risks inherent in gliding and soaring demand that participation by members of the CAF in gliding and soaring as part of the authorized recreation program is strictly controlled.

Participation

3. It is stressed that unless it can be clearly demonstrated that the event is specifically authorized, organized or performed in the best interest of the CAF or organized and conducted as a sports competition in accordance with the conditions prescribed in Chapter 6-1, gliding and soaring will be considered a recreational activity participated in for the members' own benefit. The insurance and pension implications of this position are set out in paragraphs 15 and 16 of this order.
4. Gliding and soaring may be included as part of an authorized recreation program for members of the CAF in accordance with Chapter 6-1, Recreation of this manual however:
 - a. the event or activity must be part of the program of an approved CAF gliding and soaring club, or where a CAF club is not established the individual must be authorized by the Commanding Officer (CO) to participate as a member of a gliding and soaring club registered with the Soaring Association of Canada (SAC), or if outside Canada a club registered with the Fédération Aéronautique Internationale; and
 - b. individual membership with the SAC is required prior to taking part in gliding and soaring activities with a civilian gliding and soaring club.

CAF Gliding and Soaring Clubs

5. If a CAF gliding and soaring club is organized as part of a unit recreation program referred to in Chapter 6-1, Recreation, it shall be operated as follows:

- a. the club organization and operation must meet the requirements of Chapter 6-2, Recreation Clubs;
- b. the president of the club shall be appointed or approved by the Base Commander (B Comd) and shall be a serving member;
- c. written terms of reference shall be maintained for all members of the club executive;
- d. the club shall register at the time it is formed with the SAC and that it maintain such registration; and
- e. Director General Morale and Welfare Services (CFMWS) shall be advised when a CAF club is either formed or disbanded.

Control

6. In Canada clubs shall operate in accordance with the *Aeronautics Act*, Air Regulations, and Air Navigation Orders issued by the Transport Canada (Air Transportation).
7. Outside Canada gliding and soaring clubs may be authorized to operate as part of the base recreation program subject to any limitations by the host country.
8. A CAF club established at a Department of National Defence (DND) aerodrome within or outside Canada shall, in addition to complying with the civil air regulations of the country concerned, comply with any local orders issued by the B Comd.
9. Gliding and soaring activities of club members shall be in conformity with the rules and regulations of Transport Canada.
10. All participating members must pass the Transport Canada approved medical examination as described in Air Regulations, Part IV. Transport Canada approved medical examination as described in Air Regulations, Part IV.
11. The operation and training program shall be based on:
 - a. the SAC Instructor's Manual; or
 - b. the following Royal Canadian Air Cadet Instruction Manuals:
 - (1) A-CR-CCP-242/PT-005, Training Manual – Air Cadet Gliding Program Manual;

- (2) C12380000 AM 000, Canadian Forces Support to the Air Cadet Gliding Program – Gliders, Tow Aircraft and Gliding Support Equipment; and
- (3) C22102002 MF001 Survival Kit Aircraft -Basic- Tow Aircraft, Air Cadet Gliding Program NSN 1680-21-886-0289 and 1688-20-002-5386.

Equipment and Accommodation

12. Each club is responsible for providing its own equipment and for hiring aircraft. Military aircraft and equipment shall not be used for club gliding and soaring activities. This restriction may be waived on the authority of National Defence Headquarters (NDHQ) for special events such as international military competitions or armed forces displays.

13. A B Comd may provide building space to a club if such space is available and there is no additional cost to the public. Additional details governing the division of public and Non-Public Property (NPP) support is prescribed in A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces.

Insurance and Pension Limitations

14. A CAF gliding and soaring club established and operated in accordance with this order, Chapter 6-1, Recreation and Chapter 6-2, Recreation Clubs is a Base Fund sponsored activity and is thus included in limited coverage under the NPP Consolidated Insurance Program (CIP) as described in A-FN-105-001/AG-001, Policy and Procedures for Non-Public Fund Accounting, Chapter 11, Non-Public Funds Consolidated Insurance Program. This policy does not provide for protection against loss or damage to NPP gliders or for the public liability of the CO as the person responsible for the operation of a Base Fund sponsored gliding and soaring club. There is also no coverage provided for as pilot or passenger participants because of the dangers inherent in the activity. However, coverage is provided for ground equipment and vehicles associated with such activities. Clubs are therefore responsible for obtaining full coverage for gliders and tow planes and for public liability against any physical or property damage that may be caused by gliders or associated aircraft.

15. The CAF Members participating in gliding and soaring activities should be made aware that the provisions of the *Pension Act* may not apply to injuries or deaths which occur during gliding and soaring activities, particularly where such activities are not carried out in the performance of duty, and that there is no form of group insurance coverage. There is also no liability coverage provided for participants under the NPP CIP. There is no coverage provided for participants against dangers inherent in the activity. To ensure participants are aware of and accept responsibility for, the inherent dangers of the activity, all participants and/or club members must sign a non-public property Waiver of Liability, Assumption of Risks, and Indemnification Agreement prior

to participation. Participants should be encouraged to review their personal accident and life insurance coverage to ensure that there is no exclusion clause for gliding and soaring or high risk activities and that the benefits they may accrue are realistic. The responsibility for arranging and paying for such coverage rests with the individual.

Publications

16. Publications concerning administrative matters between the SAC and individual member clubs as well as the SAC Instructor's Manual referred to in paragraph 12 are supplied free of charge by the SAC when an individual club joins the Association. Such publications shall not be procured at public expense.

Liaison with SAC

17. The Director Deployment Support Recreation and Messes (DDSRM) is the OPI for gliding and soaring activities organized and conducted in accordance with this order and for matters concerning CAF gliding and soaring policy. The DDSRM is the liaison between DND and SAC. On matters of routine administration individual CAF clubs may liaise directly with the SAC.

Chapter 6-5 Sport Parachuting

General

1. This order applies to sport parachuting activities that are conducted as part of a unit recreation program.
2. The purpose of this order is to describe the policy governing:
 - a. authorized participation in sport parachuting by members of the Canadian Forces (CF); and
 - b. operation and control of authorized CF sport parachuting clubs.
3. The risks inherent in sport parachuting demand that participation by members of the CF in sport parachuting, as part of the authorized recreation program, be strictly controlled.

Participation

4. It is stressed that unless it can be clearly demonstrated that the event or activity was specifically authorized, organized or performed in the best interests of the CF, sport parachuting will be considered a recreational activity participated in for the members' own pleasure. The implications of this position are set out in paragraphs 14 and 15 of this order.
5. Sport parachuting may be included as part of an authorized recreation program referred to in Chapter 6-1, Recreation, for members of the CF but:
 - a. all participating members must achieve and maintain the required standards of physical performance prescribed in DAOD 5023-2, Physical Fitness Program;
 - b. the event or activity must be part of the program of an approved CF sport parachuting club, or:
 - (1) where a CF club is not established, the individual must be authorized by their Commanding Officer (CO) to participate as a member of a sport parachuting club or centre registered and affiliated with the Canadian Sports Parachuting Association (CSPA); or
 - (2) if outside Canada, the individual must be authorized by their Commanding Officer (CO) to participate in a club/centre registered with the Federation Aeronautique Internationale, the Rhine Army

Parachuting Association or the United States Sport Parachute Association.

- c. individual membership with the CSPA is required prior to taking part in sport parachuting activities with an approved sport parachuting club.

CF Sport Parachuting Clubs

6. A CF sport parachuting club may be organized as part of a unit recreation program referred to in Chapter 6-1, Recreation, and shall be operated as follows:
 - a. the club organization and operation must meet the requirements of Chapter 7-2, Recreation Clubs;
 - b. the president of the club shall be appointed or approved by the Base Commander (B Comd);
 - c. the club executive must include a technical committee comprising a safety officer, club instructors and if available a CSPA qualified rigger;
 - d. written terms of reference shall be maintained for all members of the club executive including members of the technical committee;
 - e. on formation the club shall register with the CSPA and maintain such registration; and
 - f. Director Deployment Support Recreation and Messes (DDSRM) shall be advised when a club is either formed or disbanded.

Control

7. All club activities shall conform to the rules and regulations of the CSPA.
8. Control shall be maintained by:
 - a. the operation of a club training program based on current CSPA operation, training and safety publications;
 - b. compliance with current "Basic Safety Regulations" issued by the CSPA; and
 - c. the establishment of any additional regulations the B Comd deems necessary.

Use of Civilian Clubs or Centres in Canada

9. In Canada occasions may arise when an individual member of the CF or an authorized CF Sport parachuting club wishes to participate with or at a civilian parachuting club or centre. In this case, the procedure to be followed by the individual or club and the CO is as follows:

- a. the individual(s) or club shall complete Table 6-5-1, Information Request – Civilian Sport Parachuting Club or Centre, and submit it to the CO;

Table 6-5-1 Information Request – Civilian Sport Parachuting Club or Centre			
CF Unit and Address			Name and Address of Civilian Club/Centre
			Name of Club Proprietor and/or Civilian Instructor
Applicants Details			Sport Parachute Experience (Circle Experience Held)
SN	Rank	Name/Initials	CSPA Licence CF -----
			None
When on Behalf of a Club Insert Club Name Only			MFP A / B / C / D / E /
			Instructor

- b. the CO will complete Table 6-5-2, To Be Completed by Commanding Officer, and forward the form to the CSPA;

Table 6-5-2 To Be Completed by Commanding Officer
The CSPA is requested to complete Table 6-5-3, Civilian Sport Parachuting Association Review and Recommendation, of this form in regard to the

club/centre named at Table 6-5-1, Information Request – Civilian Sport Parachuting Club or Centre, above and advise as to its suitability for use by the military personnel or club listed above.

Date	Rank	Name	Initials	Signature

- c. the CSPA will conduct an investigation, determine if the club or centre is registered with the CSPA and complete Table 6-5-3, Civilian Sport Parachuting Association Review and Recommendation; and

Table 6-5-3	
Civilian Sport Parachuting Association Review and Recommendation	
Name of Club/Centre	
<p>(Circle Response)</p> <p>The Club/Centre is registered with CSPA</p> <p>The Club/Centre is not registered with CSPA</p>	
Does the club/centre employ adequate CSPA rated instructors to cope for the needs of those military personnel or club listed at Table 6-5-1, Information Request – Civilian Sport Parachuting Club or Centre?	<p>(Circle Response)</p> <p>Yes No</p>
Does the club/centre abide by the CSPA Basic Safety Regulations in all respects?	<p>(Circle Response)</p> <p>Yes No</p>
General Comments	
CSPA suggested alternative if the club/centre named above is considered unsuitable.	
CSPA Recommendation	(Circle Response)

		Approved	Not approved
To Be Signed by CSPA Representative			
Date	Name	Signature	

- d. the completed form will then be returned to the CO by the CSPA indicating whether the civilian club or centre is suitable for use by members of the unit.

10. Under no circumstances should a CO authorize as part of a CF sport parachuting club program, use of a civilian sport parachuting club or centre not approved by the CSPA.

Equipment

11. Each club is responsible for providing its own equipment and for the hire of aircraft. Military aircraft and parachute equipment shall not be used for sport parachuting. This restriction may be waived on the authority of National Defence Headquarters (NDHQ) for special events such as international military competitions or armed forces displays.

12. All repairs and modifications to club equipment and the periodic repacking of reserve parachutes shall only be carried out by a CSPA qualified rigger holding the appropriate CSPA rigging license.

13. Subject to paragraph 12, equipment safety regulations are contained in current operating, training and safety publications of the CSPA.

Insurance Limitations

14. A military sport parachuting club established and operating in accordance with this order, Chapter 6-1, Recreation and Chapter 6-2, Recreation Clubs is a Base Fund sponsored activity and thus is included for coverage under Non-Public Property (NPP) Consolidated Insurance Program (CIP) as described in Chapter 11 to A-FN-105-001/AG-001, Policy and Procedures for Non-Public Fund Accounting. This policy provides for protection against loss and damage on NPP and for public liability of the CO as the person responsible for the operation of Base Fund sponsored activities. It does not provide protection for participants because of the dangers inherent in the activity.

15. Members participating in sport parachuting activities should be made aware that they may not be covered under the provisions of the Pension Act and that there is no form of group insurance coverage. There is also no liability coverage provided for

participants under the NPP CIP. Participants should be encouraged to review their personal accident and life insurance coverage to ensure that there is no exclusion clause for sport parachuting or high risk activities and that the benefits they may accrue are realistic. The responsibility for arranging and paying for such coverage rests with the individual.

Publications

16. Publications concerning administration matters between the CSPA and individual member clubs and the publications referred to in paragraph 8 are supplied free of charge by the CSPA when an individual club joins the Association. Such publications shall not be procured at public expense.

Liaison Officer to CSPA

17. The Department of National Defence Liaison Officer (DND LO) with the CSPA is the CO or designate from the Canadian Forces Land Advance Warfare Centre (CFLAWC), normally for a term of office of two years. On behalf of Canadian Forces Morale and Welfare Services (CFMWS) the DND LO for sport parachuting activities organized and conducted in accordance with this chapter has authority for direct liaison between CFMWS and the CSPA on matters concerning CF sport parachuting. Where necessary and particularly in matters of safety the DND LO with the approval of CFMWS and the applicable command may liaise directly between the CSPA and the CO of a unit having a CF sport parachuting club. Matters concerning CF sport parachuting policy shall be channelled through DCFMWS in accordance with normal staffing procedures.

Chapter 6-6 Recreational Rock Climbing

Definitions

Indoor rock climbing gyms simulate outdoor rock climbing by offering a range of wall angles and artificial holds. The routes vary from the challenge of climbing a very steep ladder to climbing bat-like across the ceiling. Most gyms have rock-like textured walls and holds as varied and unique as natural rock.

The majority of the climbs are **top-rope** routes where the rope is already attached to the top of the route before the climb. They are the safest, most controlled way to ascend. Many gyms also include lead routes which are similar to "sport climbs" because the leader puts the rope through attached protection points as they climb. Lead climbs suit more advanced climbers who have passed a lead test at the gym.

Most indoor rock climbing gyms also offer **bouldering walls and caves**. These are short routes, often very steep, that are low enough to the ground that a harness and rope aren't required. Bouldering moves require good strength and power. Many climbers use them to train difficult moves, and to develop skill and strength.

Purpose

1. This policy prescribes the regulating guidelines for the activities of Canadian Armed Forces (CAF) recreational indoor rock-climbing programs and clubs.

SECTION 1 – RECREATIONAL ROCK CLIMBING PROGRAMS AND CLUBS

General

2. Indoor rock-climbing may be included as a recreation program under the conditions prescribed in this policy.

3. The risks inherent in indoor rock-climbing and the degree of knowledge, competence and physical fitness required demand that activities be adequately controlled. Rock climbing programs and clubs shall make reasonable efforts to comply with all applicable federal, provincial, and local laws, rules and regulations regarding the activities of the climbing facility. These include, but are not limited to: occupational safety and health laws and regulations; federal and provincial labour laws; insurance laws and regulations.

4. Association of Canadian Mountain Guides (ACMG), the American Climbing Wall Association (CWA) and the L'École Nationale d'Escalade du Québec (ENEQ) are the major indoor rock-climbing certification agencies recognized by the CAF. Indoor rock-

climbing programs and clubs outside Canada may use locally recognized certification agencies.

SECTION 2 – PARTICIPANT ORIENTATION, TRAINING, AND ASSESSMENT

Participant Registration

5. The programs and clubs must have a system for registering both new and existing participants:
 - a. participants should check in or register prior to climbing;
 - b. climbers level of qualification or access to the climbing wall should be checked prior to climbing;
 - c. participants who have not demonstrated proficiency in required climbing or belaying skills must be trained and directly supervised by staff or their access to the wall must be limited accordingly; and
 - d. the programs and clubs shall use a system such as membership cards, sign-in sheet, verbal check in or a database.

New Participant Screening

6. The programs and clubs will employ a screening process for new participants before allowing access to the climbing wall.
7. The screening process is intended to assist staff in determining new participants climbing and belaying ability; assess participants prior climbing experience, knowledge and skills (if any); to inform the participant of the nature of the sport; and to introduce the facilities rules for access and participation.
8. Questions to determine the following are recommended in order to provide a basis for a sound decision with regards to access and participation, training, and testing:
 - a. climber's age, height, and weight;
 - b. years of climbing experience;
 - c. climbing experience in a climbing facility;
 - d. how often and how recently has the participant climbed;

- e. level of climbing competency;
- f. type of climbing experience;
- g. proficiency in top rope climbing and belaying;
- h. proficiently in lead climbing and belaying; and
- i. pertinent medical or health history.

9. It is the participant's responsibility to inform staff of any pre-existing medical condition or health history that may negatively affect the participant's health and safety if the participant climbs.

Inherent Risks of Climbing

10. The programs and clubs shall inform participants of the inherent risks of climbing in a climbing facility and the participant agrees to acknowledge, accept and assume those risks in a written document prior to accessing the climbing wall:

- a. all participants at time of registration or before climbing must have read and signed an NPP Waiver of Liability, Assumption of Risks, and Indemnification Agreement;
- b. all participants prior to climbing must participate in an orientation session. This session is a onetime mandatory session and records to be kept and accessible to track this prerequisite to climbing. The orientation session will include verbal information about the inherent risks associated with climbing; and
- c. rules for use of the wall are posted adjacent to the climbing wall and include notification of the inherent risks of climbing.

Facility Rules

11. The programs and clubs will review facility rules with new participants and participants agree to follow the rules prior to granting access to the climbing wall.

- a. participants will be required to sign and agree to the climbing wall user agreement that includes the rules;

- b. facility rules are to be covered for all new climbers as part of a mandatory orientation session;
- c. rules are posted adjacent to the climbing wall and participants shown the rules as part of the orientation session;
- d. participants are to be informed during orientation, through posted rules, and verbally by wall instructional staff and supervisors of the need to follow all rules and warnings both oral and written; and
- e. participants are to be informed in the orientation session and through the assumption of risk waiver that compliance with rules, instructors or warnings does not guarantee safety.

Orientation to the Climbing Facility

- 12. The programs and clubs are to provide an orientation to the climbing facility and to the belay systems in use.
- 13. Participant may not climb the wall without participation in the mandatory orientation session.
- 14. Participants must complete a belay test (auto belay, top rope and lead) in order to climb using the corresponding belay system without direct supervision.

Instruction for Novice Climbers

- 15. The programs and clubs shall provide instruction for novice climbers appropriate for the program being offered and the belay systems and equipment in use.
 - a. all climbing instruction programs must be approved by the manager of the climbing wall before program delivery; and
 - b. the manager is to assess the program plan to ensure the program material can be delivered in the time set aside and that the program meets the necessary needs of the type of climber the program is intended to serve.

Top Rope Belaying Test

- 16. The programs and clubs will administer a tope rope belaying and climbing test that each participant in belay must pass before being allowed to belay or climb without assistance.
- 17. The top rope belay test should assess all the skills necessary to perform a proper belay using the system employed for this climbing wall.
- 18. Test is to address proper use of all climbing equipment according to manufactures instructions, proper set up of the belay system on the harness, the

appropriate knot to tie into the rope (or the correct use of locking carabineers to clip into the rope if that is permitted), proper checking of the climbing partners equipment, proper commands between the climber and belayer, proper use of the belay device, the ability to catch a fall, and the ability to lower the climber to the ground.

19. Regardless of the belay system in use the essential criteria for effective belays include:

- a. proper configuration and use of the belay device according to manufacturer's instructions;
- b. ability to properly feed rope through the device;
- c. maintaining a brake hand on the rope at all times;
- d. ability to brake at all times; and
- e. ability to demonstrate an appropriate behavioral reaction to a fall (ie the belayer must reflexively react to break a fall – even if surprised, stressed, fearful, etc...).

20. Please see Table 6-6-1 – Sample Top Rope Belaying and Climbing Test Procedure.

Table 6-6-1
Sample Top-Rope Belaying and Climbing Test Procedure

The following steps are suggested as a belay test procedure to evaluate a climber fully qualified to climb and provide a top rope belay in a climbing facility. Climbers that cannot pass this test procedure would not be considered to be fully proficient in traditional top rope belaying skills, but may be allowed to climb in the facility depending upon the belay systems in use, the level of supervision, and other factors.

- Qualified staff administers the test;
- The climber is informed of the facility's protocols related to belaying and roped climbing;
- Staff informs the belayer and climber of the purpose and expectations of the belay/climbing test and gives a brief description of the test components;
- The belayer and climber put on the climbing harnesses in accordance with manufacturer's instructions;
- The belay device, locking carabiner, and rope are given to the belayer as separate pieces. (This may not be necessary if the test is given on a permanently installed, pre-rigged, fixed-in-place belay system);
- The belayer demonstrates proper set up of the belay system on the harness:
 - The carabiner used to attach the belay device to the harness is attached according to the harness manufacturer's instructions;

- The carabiner is checked to ensure it is locked;
 - The rope is threaded through the belay device correctly; and
 - The threaded belay device is attached to the harness using the locking carabiner and the gate is locked.
- The climber ties in using an appropriate knot (for example, a retraced or rewoven figure eight knot with a sufficient amount of tail):
 - If the climber is permitted to clip into the rope using locking carabiner(s), the climber checks the carabiner ensure it is locked and not cross loaded.
 - The climbing rope is correctly attached to the harness in accordance with manufacturer's instructions;
 - The belayer and climber demonstrate proper use of verbal belay commands (e.g. "on belay", "belay on", "climbing", "climb on", "up rope", "slack", "tension", "take", "that's me", "got you", "lower me", "lowering", "off belay", "belay off", etc.);
 - The climbing partners check their own and one another's equipment, including the belay set up, prior to beginning the climb;
 - The belayer demonstrates proficient belay technique. Criteria for effective belay technique (all criteria must be met):
 - proper configuration and use of the belay device according to manufacturer's instructions;
 - ability to properly feed rope through the device;
 - maintaining a brake hand on the rope at all times;
 - ability to brake at all times; and
 - ability to demonstrate an appropriate behavioral reaction to a fall (i.e. the belayer must reflexively react to brake a fall -- even if surprised, stressed, fearful, etc.).
 - The belayer demonstrates prompt responses to climber actions or commands;
 - The belayer demonstrates proper position relative to the climber and the wall, avoiding the climber's fall line;
 - The belayer demonstrates how to catch a simulated or actual fall in a controlled manner during the demonstration of belay technique. If catching an actual fall, staff is to provide a top-rope back up or a backup brake hand on the rope during the test;
 - The belayer demonstrates controlled lowering of the climber to the ground; and
 - If there is a pair of climbers being tested, each climber individually demonstrates all the requisite skills.

Lead Belaying Test

21. The activity will administer a lead belay/climbing test that each belayer must pass, before being allowed to belay a leader or lead climb without assistance or direct supervision.
22. The lead belay test should assess all of the skills required to perform a proper belay for a lead climber.
23. The lead belay test is to address proper use of all climbing equipment according to manufactures instructions, proper set up of the belay system on the harness, the appropriate knot to tie into the rope (or the correct use of locking carabineers to clip into the rope if that is permitted, proper checking of the climbing partners equipment, proper commands between the climber and belayer, proper use of the belay device, proper feeding of rope to the climber, proper belayer positioning, the ability to catch a fall, the ability to recognize and avoid back clips and Z clips, and the ability to lower the climber to the ground.
24. See Table 6-6-2, Sample Lead Belaying and Climbing Test Procedure

Table 6-6-2 Sample Lead Belaying and Climbing Test Procedure
<p>The following steps are suggested as a belay test procedure to evaluate a lead climber or lead belayer in a climbing facility. Climbers that cannot pass this test should not be allowed to lead climb or belay a leader in the facility.</p>
<ul style="list-style-type: none"> • Qualified staff administers the test; • The climber is informed of the facility's protocols related to lead belaying and lead climbing; • Staff informs the climber of the purpose and expectations of the lead belay/climbing test and gives a brief description of the test components; • The belayer and climber put on climbing harnesses in accordance with manufacturer's instructions; • The belay device, locking carabiner, and rope are given to the belayer as separate pieces; • The belayer demonstrates proper set up of the belay system on the harness: <ul style="list-style-type: none"> ○ the carabiner used to attach the belay device to the harness is attached according to the harness manufacturer's instructions; ○ the carabiner is checked to ensure it is locked; ○ the rope is threaded through the belay device correctly; and ○ the threaded belay device is attached to the harness using the locking carabiner and the gate is locked. • The climber ties in using an appropriate knot (for example, a retraced or rewoven figure eight knot with a sufficient amount of tail);

- The climbing rope is correctly attached to the harness in accordance with manufacturer's instructions;
- The belayer demonstrates proper rope management skills such as stacking the rope properly, avoiding entanglement, avoiding straddling of the rope, avoiding standing on the rope, etc.;
- The belayer and climber demonstrate proper use of verbal belay commands (e.g. "on belay", "belay on", "climbing", "climb on", "up rope", "slack", "tension", "take", "that's me", "got you", "lower me", "lowering", "off belay", "belay off", etc.);
- The climbing partners check their own and one another's equipment, including the belay set up, prior to beginning the climb;
- The belayer demonstrates correct spotting of the climber prior to clipping into the first protection;
- The belayer demonstrates proficient belay technique for lead belaying, both taking in and paying out rope for the leader as needed without introducing excessive slack in the rope. Criteria for effective belay technique (all criteria must be met):
 - proper configuration and use of the belay device according to manufacturer's instructions;
 - ability to properly feed rope through the device;
 - maintaining a brake hand on the rope at all times;
 - ability to brake at all times; and
 - ability to demonstrate an appropriate behavioral reaction to fall (i.e. the belayer must reflexively react to brake a fall -- even if surprised, stressed, fearful, etc.).
- The belayer demonstrates prompt responses to climber actions or commands;
- The belayer demonstrates proper position relative to the climber and the wall, avoiding the climber's fall line;
- The belayer demonstrates a proper take of the leader at some point on the route;
- The belayer and climber demonstrate the ability to recognize, describe and avoid a back clip or z clip;
- The climber demonstrates proper clipping of the rope into each protection anchor without skipping clips;
- The climber chooses appropriate holds from which to clip the rope in order to maintain a secure stance while clipping;
- The climber demonstrates proper body position in relation to the rope (e.g. does not let the rope run behind the leg);
- The belayer demonstrates how to catch a simulated or actual fall in a controlled manner during the demonstration of lead belay technique. If catching an actual fall, staff is to provide a top-rope back up or a back up brake hand on the rope during the test;
- The climber demonstrates clipping into the top anchor(s) correctly;

- The belayer demonstrates controlled lowering of the climber to the ground; and
- If there is a pair of climbers being tested, each climber individually demonstrates all the requisite skills.

Auto Belay Device Orientation

25. The activity will administer an auto belay device orientation and proficiency test for each climber before being allowed to use the auto-belay device without assistance or direct supervision.

26. A climber may use the auto belay device without training or qualification if directly supervised by a qualified staff member or assisted by a qualified person.

27. Otherwise, climbers must be trained in the proper use of an auto belay device prior to first use without direct supervision. Climbers should have an understanding of the normal functioning and mode of activity of the auto belay device; should be instructed to report any potentially unsafe condition or unauthorized use of the device as slack in the rope or lanyard, improper retraction of the rope or lanyard, uncharacteristic noises coming from the device, climbers not clipped in properly or not clipped in at all.

28. The manual or operating instructions should be readily accessible and made available to the climber upon request.

Bouldering Orientation for Novice Climbers

29. The activity will provide an orientation to bouldering before novice climbers are allowed to boulder without assistance or direct supervision.

30. Participants are to be informed of the inherent risks of bouldering, the intended function and limitations of impact attenuating surfaces or padding, the maximum height of bouldering on the climbing wall, and where bouldering is permitted.

31. Participants are trained on correct effective spotting techniques and when spotting is required.

32. The staff is to review rules for bouldering and rules should be prominently posted in an appropriate area Procedures or Practices.

33. Bouldering activities are to be covered in the orientation session.

SECTION 3 – PERSONAL PROTECTIVE EQUIPMENT AND INSPECTION

Use of Personal Protective Equipment

34. All equipment must be commercially and specifically manufactured for the intended climbing related activity and adhere to one of: International Climbing and Mountaineering Federation Union, or the Associations Internationale des d'Alpinisme (UIAA), European Community (CE), National Fire Protection Association (NFPA), Union Mountaineering Club (ULC), Canadian Standards Association (CSA), American Society for Testing and Materials (ASTM) standards. This includes harnesses, ropes, carabiners and belay devices.
35. Climbing ropes must be compatible with the chosen belay device and the climbing activity.
36. Helmets that are commercially and specifically manufactured for climbing must be worn by all youth , under the age of 16, who are leaving the ground.
Note: Children climbing in full body harnesses must wear helmets. These are typically children under 5 years of age and/or children and youth with special needs.
37. Climbing harnesses, sit or full body, appropriate for the age and/or body size of the climber must be used.
38. Belay devices must be connected with a locking carabiner rated at 22kN/2200kg/4945lbs, where commercial friction or camming devices are used.
39. All personal protective equipment should be used in accordance with the original equipment manufacturer's instructions.
40. Copies of equipment manufacturer's instructions for all purchased equipment are to be kept on file.
41. Staff is to be informed of manufacturer's instructions for all equipment in use on the wall.
42. Inspections will be done in accordance with the manufacturer's instructions.
43. Personal climbing equipment can be used so long as all personal equipment is manufactured specifically for climbing use and used in accordance with the manufacturer's instructions.

Inspection and Maintenance of Facility and Owned Personal Protective Equipment

44. The activity will maintain an inspection and maintenance program appropriate for the facility owned personal protective equipment in use.
45. The activity will maintain a facility and equipment log book to record dates that each piece of equipment was inspected and the results of the inspection.
46. All equipment that is deemed unsafe or failing inspection is to be removed from use immediately.
47. See Table 6-6-3 for sample inspection schedule, it must adapt locally to meet needs of B/W/U facility.
48. The program coordinator/manager is responsible for ensuring the inspections are carried out on schedule and that equipment deemed unsafe or failing inspection has been removed from use.
49. The climbing wall manager will maintain a facility and equipment inspection log. Included in the log are details of inspections including date and initials of inspector; any maintenance performed on equipment including a description of what was done, the date, and initials of who did the maintenance work; all repairs will be recorded including the date, the repair work done, and who did the repairs.
50. Equipment should be retired and replaced at the end of its activital lifetime, which is determined after consideration of combination of factors, including but not limited to:
 - a. the age of the equipment;
 - b. length of time in storage;
 - c. length of time in use;
 - d. amount of use;
 - e. type of use;
 - f. deterioration from use; and
 - g. the overall condition and functioning of the equipment.
51. Climbing wall equipment must be limited to use within the centre's climbing wall. The equipment must never be lent out or borrowed. The equipment is under no circumstance ever to be used for outdoor climbing.

52. The harnesses, ropes and climbing equipment should be stored in an equipment room or a storage area where access is limited.

**Table 6-6-3
Rock Climbing Inspection Schedule**

Daily Checked Items:

- Ropes and top rope anchors — visually checked for general condition.
Guiding Questions:
 - Do these look right?
 - Do the ropes appear severely worn or is the core showing?
 - Are the top rope anchors intact and attached to the wall?

- Landing surface — visually checked for general condition.
Guiding Questions:
 - Is the flooring excessively worn or torn?
 - Is padding torn or worn?
 - Are drag pads properly placed?

- Wall surface — visually checked for general condition.
Guiding Questions:
 - Are there pieces of the wall missing or broken?
 - Do I see any clear dangers or hazards that look outstanding?

- Equipment — counted and in place. This can be done as the equipment is being checked out for usage.
Guiding Questions:
 - Are all harnesses, shoes, belay devices, carabineers, helmets and other gear in place and accounted for?
 - Are they all in working order or do they need to be replaced?
 - Follow manufactures' guidelines – period.
Note: Managers should have protocols in place for how broken equipment is reported, retired and replaced.

Weekly checked Items:

- Ropes — visual and tactile check. Each rope should be visually inspected for irregularities and tactilely checked for irregularities. Examples of problems are: soft spots, flattened spots, sheath slippage contracted to one end (also known as cater pillaring).

Monthly checked items:

- Equipment — detailed inspection and count.
- Quick draws — if lead climbing is allowed at a gym, all components of quickdraws should be inspected for proper performance.
- Carabineer gates should open and shut freely, quick links should be tight, webbing should be free from wear.
- All hardware should be inspected for cracks or excessive absence of material (grooving due to rope rub).
- Wall surface — detailed inspection for cracking and worn spots.
- Floor anchors – all components of floor anchors should be inspected for proper performance. Carabineer gates should open and shut freely, and webbing should be free from wear.
- Top rope anchors — detailed check for smoothness and reliability of all components. If belay bars are used, welds should be checked for cracking and bars should be smooth and free of burrs or grooves.
- Lead climbing anchors – check for security of bolts, excessive wear on lowering anchors, damage to bolt hangers.

SECTION 4 – CLIMBING, FACILITY PROGRAMS AND CLUBS AND RULES**Access to the Climbing Facility or Wall**

53. The programs and clubs shall control access to the climbing wall to prevent unauthorized use.

54. Access can be controlled in a number of ways – including front desk, segregation of the climbing area, installation of barriers or boundary lines, posting appropriate signage, removing holds or a mat lock system. Control shall be determined locally to meet the need of the facility.

55. Access to the climbing wall is limited to those participating in climbing activities as part of a climbing program or other program where climbing is a part of the program including but not limited to leadership development, youth adventure programs, and other supervised programs of the facility.

Facility Rules

56. Rules are posted adjacent to the climbing walls. All participants shall sign a copy of the rules and these shall be kept on file.

57. Rules relating to specific types of climbing should also be posted.

58. The manager is responsible for ensuring rules are kept up to date and that they are reviewed annually as part of the annual inspection process.
59. CAF climbing wall locations have a policy (or policies) for belaying and climbing and administer the policy consistently:
- a. belay testing may include language regarding the participant's age, climbing knowledge, prior experience, climbing skill, level of climbing ability, training prerequisites, other required tests, training or orientations, etc.;
 - b. the purpose of the climbing/belaying policy is to establish a minimum expectation for what may take the rope test, the lead test, and any other tests and under what circumstance; and
 - c. if a participant fails the belay test, they must take a class from a qualified instructor prior to taking the test again.
60. CAF climbing wall locations have a policy regarding the maximum height of bouldering or un-rope climbing in the facility. Climbers in bouldering will be recommended to not climb above their own height.
61. CAF climbing wall locations have installed an impact attenuating system (landing surface) in the fall zones below all climbing structures:
- a. there are many types of landing surfaces used in the climbing wall industry, including but not limited to, poured in place composites, shredded rubber, pea gravel, open cell foam, gymnastic mats, and portable landing cushions;
 - b. at all times that the wall is open, the mats which are part of the mat locking system must be in place at the base of the climbing wall. These are the minimum mats required for the wall to be open. The climbing wall supervisor or climbing instructors are to inspect the mats and landing area before use by any climber (participant or staff); and
 - c. mat thicknesses recommendations:
 - (1) cross-link foam 5 cm (2");
 - (2) open-cell foam 5 cm (2");
 - (3) polyurethane 5 cm (2");
 - (4) dual-density 5 cm (2"); and

- (5) mats of equivalent compaction rating as determined by the manufacturer.
62. CAF climbing wall locations have a route-setting program in place.
- a. The following are suggested route-setting considerations and guidelines;
- (1) employ the services of an experienced route setter to train facility staff and to provide overall risk management of route setting with the facility;
 - (2) setters should avoid setting routes that include unnecessary hazards such as pendulum swings or falls, unsafe clips, or unsafe handholds;
 - (3) customers should be cautioned as to where routes are being set and access to those areas should be restricted during route setting activities;
 - (4) establish a route rating system and frequency for changing routes;
 - (5) establish inspection frequency for spinning or cracked holds, and other hazards such as ropes running over handholds; and
 - (6) climbing instructors seeking to alter or create routes must have permission of the manager.
63. See Table 6-6-4 Sample Rock Climbing Facility Rules.

Table 6-6-4 Sample Rock Climbing Facility Rules
<p>General Rules:</p> <ul style="list-style-type: none"> • The following are the age categories for climbing skill sets: <ul style="list-style-type: none"> ○ Top Rope climbing - all ages; ○ Top Rope belaying - 10 and up; and ○ Lead Climbing - 10 and up (must be able to climb 5.8) Lead Belaying - 16 and up. • No climbing above the 1st panel on the main wall without a belay; • No climbing an auto belay route without a safety check from another certified climber; • Only those climbers who have passed a belay test may belay a climber;

- You must be 12+ years of age to belay;
- Shirts must be worn at all times;
- Climbers under the age of 12 must wear a helmet (this can be provide to you);
- Unsafe and inappropriate behavior will not be tolerated and can result in loss of climbing privileges;
- Do not let other climbers on the climbing wall during non-supervised hours;
- Report any problems i.e. spinning holds, damaged ropes etc. To the staff as soon as you see them;
- Don't stand underneath climbers unless you are belaying them. Every Time Before You Climb (You and Your Partner);
- Check both harnesses for proper adjustment and double-back of buckles;
- Check both carabiners to make sure they are securely locked;
- Check the knot and the back-up knot;
- Check the belay device for proper threading Roped Climbing rules;
- Lower your climber carefully to avoid collision or losing control;
- Don't stand too far back from the wall. You may be pulled off balance if the climber falls unexpectedly;
- We insist that you tie the rope into your harness and do not clip in with a carabiner;
- Experience has shown that tying in is the most consistently reliable method of attaching the rope to your harness Lead Climbing Rules;
- Only climbers with a LEAD CERTIFICATION may lead climb or belay a lead climber;
- Lead climbing is permitted only during approved times;
- In the interests of self-preservation, climbers must be aware of others around them and take any necessary action to avoid accidents;

- Don't back-clip quick draws as they may unclip and release the rope when you fall;
- Don't climb or lower off with the rope through a single quick draw;
- Only the large screw gate at the top of the route is designed to act in isolation; and
- If you have to lower off from a route without reaching the top then you must pull down the rope and start again.

Bouldering Rules:

- No bouldering above the 3-meter line without a spotter and/or crash pad;
- No hands EVER above the 4-meter line (top of 4th panel on Imprint wall);
- Boulderers must yield to rope climbers;
- Never EVER boulder over another climber;
- Age 13 or under may not climb ABOVE the line on the bouldering wall;
- Climbers doing vertical problems have priority;
- Keep the mat free of objects and obstructions like bags. Chalk bags, clothing etc.;
- Spotting involves helping someone to control their fall, not trying to catch them; and
- Do not boulder with hardware hanging on your harness, it might hit someone or injure yourself when you fall.

Supervisory Plan

64. The activity will maintain an adequate supervisory plan for the climbing wall during the hours of activity.
65. Staff members must actively supervise the climbing wall while it is in activity.
66. While in use, the wall must be supervised by an authorized and qualified wall climbing instructor.

67. An appropriate number of qualified staff are present to monitor access to the wall and monitor activity on and around the wall, supervise instructional programs and respond to emergencies.

68. The ratio of qualified, experienced instructor/supervisor to dependent participants needs to be considered. Several variables can affect this decision, including but not limited to:

- a. outcomes of the risk management process;
- b. the instructor/supervisor's experience;
- c. participants' expected capabilities (i.e. experience, competence, fitness);
- d. distance and nature of wall between each active rope;
- e. line of sight and sound for supervision;
- f. belay system and participant skill;
- g. planned duration of the activity; and
- h. suitability and availability of equipment.

69. Non CAF facilities or provincial regulation may suggest ratios that differ from those recommended in this policy. If these suggest a ratio with fewer participants per instructor/supervisor, they will be regarded as minimum requirements.

70. The following indicative ratios have been provided, based on ideal/or best-case scenarios, to help instructors/supervisors determine ratios. Instructor/supervisor may use these numbers as a starting point and then modify the number in their group according to the outcome of their risk management process and accounting for the above variables:

- a. ratios applicable to all installations:
 - (1) climb only (new participant). 1 instructor: 1 active line;
 - (2) full Belay. 1 instructor: 2 active lines. Where student is learning and doing all of the belay steps; and
 - (3) participatory Belay. 1 instructor: 4 active lines. Where student may participate in part of the belay process if:

- (a) a locking-assisted braking device is used;
 - (b) constant visual supervision occurs; and
 - (c) qualified instructor lowers the climber.
- b. wall Climbing Clubs Ratios:
- (1) an instructor provides a belay check for each student;
 - (2) a climbing professional provides on-site supervision; and
 - (3) 1 instructor to 12 students.

71. Ratios should be set by a qualified person with knowledge of the activity, location, equipment and group. As a guideline, ratios should be based on what can be appropriately observed. Only the number of participants that can be supervised at a level where instructors can deal with all aspects of the climb, including belaying, hauling, rescue and lowering, should be permitted to climb at any time.

72. Spectators or non-active participants should be located in an area that is deemed safe, where they do not interfere with the activity. They should be supervised independently. These indicative ratios are based on the assumption that non-active participants are either capable of self-managing within defined limits and safe areas, or are under the supervision of another instructor/assistant instructor.

73. Programs or participant populations that pose greater risks should have higher ratios.

74. Open use hours will have limits on the number of climbers in the climbing area and all climbers and those waiting to climb will be supervised by the on duty wall supervisor.

75. Parents and guardians may be used to supervise participants in addition to the wall supervisor and/or instructors but are limited to ensuring participants conduct themselves in a safe manner in the climbing area. All child climbers, 5 – 13yrs of age, will require direct supervision on the wall by a parent, legal guardian or wall supervisor. The adult to child ratio not to exceed 1 parent per 2 children. All youth climbers, 14 – 17yrs of age will require direct supervision on the wall by a responsible adult the adult to youth ratio not to exceed 1 adult to every 4 youth.

Instructional Programs

76. The activity will maintain an instructional program appropriate for the artificial climbing structure, types of climbing permitted, and equipment in use.
77. Instructional programs or classes typically instruct students in the fundamentals of climbing safety, technical proficiency, and technique. All program plans are to be approved by the manager.
78. Written lesson plans are required to ensure goals are met with respect to what will be taught, how it will be taught and desired outcomes.
79. Instruction for indoor rock climbing shall be conducted only by instructors currently accredited by a Certification Agency recognized by the CAF. All CAF instructors shall conduct training in accordance with the standards prescribed by their agency only. Copies of instructor certifications shall be held on file with the Manager, Community Recreation) and recreation club (if applicable).

Inspection and Maintenance of the Artificial Climbing Structure

80. The activity will maintain an inspection and maintenance program appropriate for the artificial climbing structure or structures in use.
81. The activity will follow manufacturer's instructions with respect to: scheduling or periodic inspection and maintenance of the structure including instructions for repairs.
82. Inspections, maintenance and repair may be provided by the manufacturer directly or certified 3rd parties. An inspection schedule will be established with Base Engineering with respect to structural engineering inspections. The schedule includes an inspection at least every 5 years.
83. The activity will maintain files with design plans, manufacturer's manuals, manufacturer's technical notices, quality assurance records or inspection or maintenance logs. Records of reconfigurations or modifications of climbing structures should also be maintained. Records and logs for structures and equipment should be readily accessible at the facility and easily retrievable.
84. The Manager, Community Recreation should report serious malfunctions or failures of structures, structural/components, or equipment promptly to the manufacturer and/or the installing vendor.

Artificial Climbing Wall Manufacturer's Instructions

85. The activity will use the protection anchors and ground anchors on the structure consistent with the manufacturer's instructions.

86. All uses of anchors and equipment must conform to generally accepted climbing equipment and practices.
87. The activity will not use anchors in any way that does not meet the generally accepted climbing equipment and practices and standards set out by various testing authorities such as rope rating, or force testing.
88. A floor anchor should not be used as a protection anchor unless specified or approved by the manufacture.
89. Top anchors must have 2 individual points or belay bar.
90. Top anchors must have locking devices. Climbers must not be able to climb above anchors. Top anchors must be able to sustain a load of 22kN/2200kg/4945lbs.
91. Bottom anchors must be one of: 2 individual floor anchors, or belayer harness, (a belay system/technique that will not allow the climber to ground- fall in the event the belayer becomes incapacitated) or combination harness and floor.
92. Bottom anchors must have a belay device connected with a locking carabiner and be capable of sustaining a load of 10kN/1000kg/2240lbs.

Emergency Equipment

93. The activity will ensure a first aid kit stocked to CAF/DND standards is maintained at the climbing wall location. It is required that equipment to perform technical rescue such as a ladder must be located close to the location for access.

Insurance

94. CAF climbing wall locations are sponsored recreation activities and therefore are included for coverage under the Non-Public Property (NPP) Consolidated Insurance Program (CIP) as described in A-FN-105-001/AG-001, Policy and Procedures for Non-Public Fund Accounting, Chapter 11. This insurance policy provides for protection against loss and damage of Non-Public Property (NPP) and for public liability of the B Comd as the person responsible for the activity of Base Fund sponsored activities programs and clubs. There is no coverage provided for participants against dangers inherent in the activity. To ensure participants are aware of and accept responsibility for, the inherent dangers of the activity, all participants and/or club members must sign a release of liability/waiver prior to participation.
95. Participants in CAF climbing wall location activities should be made aware of the limitations of the NPP CIP and of the need to review personal accident and life insurance coverage to ensure that there is no exclusion for recreation rock climbing wall activities and those benefits are realistic. The responsibility for arranging and paying for such coverage rests with the individual.

96. CAF climbing wall members or contractors who assist, instruct or certify students for the club must hold a current certification with a CAF recognized rock climbing agency as well as professional liability insurance. The NPP CIP does not cover claims for instructor negligence.

Club Activities

97. Recreational Rock Climbing clubs shall be organized as part of the Base Recreation Program under the direction of the Manager, Community Recreation or designate and operated as follows:

- a. when organized as a club, club organization and activity must meet the requirements of recreation clubs in accordance with Chapter 6-2, Recreation Clubs, as well as policies listed above, and all CAF, DND and CFMWS policies;
- b. the club executive shall appoint a technical committee chaired by a chief instructor and composed of currently accredited and CAF recognized instructors, assistant instructors, and a club equipment manager;
- c. appointment of a chief instructor must be recommended by the club technical committee;
- d. the club executive will endorse the appointment and forward the nomination for approval by the B Comd via club meeting minutes. (The chief instructor should be the most experienced and currently active instructor who is a club member);
- e. the club by-laws must include specific operating procedures based on local in addition to the safety requirements outlined in this policy; and
- f. the establishment of any additional regulations the B Comd deems necessary.

Chapter 6-7 Canadian Forces Newspapers (CFNs)

Definitions

1. In this order:
 - a. advertising is defined as any message (the content of which is controlled directly or indirectly by the advertiser) expressed in any language and communicated in any medium to Canadians with the intent to influence their choice, opinion or behaviour. Typically advertising is performed for compensation. (Advertising Standards Canada, Canadian Code of Advertising Standards);
 - b. advertorial is paid advertisement promoting the interests or opinions of an advertiser, often presented in such a way as to resemble an editorial written in the style of news item or feature;
 - c. advertiser is the person or entity that benefits from the change in opinion or behaviour resulting from the advertisement due to the exchange of funds or services;
 - d. CFN is a morale and welfare Non Public Property (NPP) program operating under the NPP Accountability Framework. An unofficial service newspaper, commonly known and henceforth referred to as "CFNs," is a news publication, either electronic and/or hard copy, other than an official Department of National Defence (DND) /Canadian Armed Forces (CAF) publication, and is published under the authority of a Commanding Officer (CO) or Base/Wing/Unit (Local) Commander;
 - e. circulation is the total number of copies of a publication distributed to subscribers and vendors in one publication cycle;
 - f. conflict of Interest (COI) is defined as a situation in which CAF members, DND or NPF employees have private interests that could improperly influence the performance of their official duties and responsibilities or in which the members or employees use their position for personal gain. A real conflict of interest exists at the present time, an apparent conflict of interest could be perceived by a reasonable observer to exist, whether or not it is the case, and a potential conflict of interest could reasonably be foreseen to exist in the future;
 - g. copy is written material for publication;
 - h. classified ads are small paid messages grouped under a specific heading (classification) such as automobiles, employment, or real estate, in a dedicated and designated location in a newspaper;

- i. editorial is:
 - (1) an article written by, or on behalf of, an editor, giving the news organization's opinion on an issue; or
 - (2) an adjective describing issues relating to news content as opposed to advertising or other non-news aspects of a newspaper or magazine;
- j. graphic is an illustration in a newspaper, magazine or web page explaining part of a story in a visual way, e.g. troop movements in a battle or a calendar of a sequence of events;
- k. media kit is:
 - (1) a set of materials provided to journalists by an organisation to define and promote their products or services. It may contain written documents, photographs, charts, schedules and other information the organization wants journalists to focus on; or
 - (2) information on advertising specifications and service costs made available by media companies to potential advertisers;
- l. military community consists of CAF members, foreign military serving with CAF and Veterans of the CAF and their families and personnel from various related entities as per the Canadian Forces Non-Public Property - Programs and Services Eligibility Matrix;
- m. language of work means the official language, and, in the case of bilingual units, the official languages in which members of a unit normally conduct their professional activities; and
- n. reader means the target audience of the CFN.

SECTION 1 - OVERVIEW AND APPROVAL

Overview

2. The CFN is an important and integral component of Military Community morale and welfare programs. It is intended to provide information required by the Military Community to enhance their quality of life. CFNs shall provide news of particular interest to the Military Community that is not readily available from other sources as well as information related to CAF rules, regulations and activities that is relevant to the Military Community.

3. As outlined in DAOD 2008-0, there is a requirement for the CAF to have both internal and external communications. The CAF is responsible to ensure that the Canadian public is well informed and aware of the role, mandate, operations and contributions of DND and the CAF. There is also the responsibility to inform CAF members and DND employees of policies, programs and services that have a broad impact on DND and the CAF. As a component of a Base/Wing Commander's Public Affairs planning and program delivery, CFNs can be an important communications tool. It is within the authority of the Base/Wing Commander to approve the allocation of public resources to support CFNs as an integral part of the Commander's Operational Public Affairs Plan.

Approval

4. Publication of a CFN requires the approval of the environmental Chief of Staff, through the appropriate chain of command. In the case of deployed missions, the Canada Joint Operations Command would be the approving authority for any CFNs produced overseas in support of CAF deployments. Requests for approval shall include:

- a. proposed publication name;
- b. frequency of publication;
- c. circulation figures;
- d. method(s) of distribution; and
- e. business plan (including Non Public Property vs. Public salary and non-salary costs, projected revenues, target audience).

5. When a CFN is authorized for concession or if the CFN ceases its NPP operations, the approving authority shall inform DGMWS (as the Managing Director of NPP). This notification shall reference the name of the paper, circulation figures, frequency of publication and rationale for the cessation. In addition, NDHQ/ADM PA shall also be advised.

Masthead, Publishers Box and Page Numbering

6. Each issue of a CFN shall include:

- a. the CFN's name;
- b. statement that the CFN is authorized by the CO, with specific reference to the CO's name and appointment;

- c. postal address;
- d. e-mail address;
- e. circulation figures;
- f. date of publication;
- g. frequency of publication;
- h. a statement that the views and opinions expressed therein are not necessarily those of the Canadian Forces Morale and Welfare Services (CFMWS)/Staff of the Non Public Funds, Canadian Forces, the DND or the CAF;
- i. a statement that the editor reserves the right to reject any editorial or advertising material;
- j. any additional information desired by the CO; and
- k. the CFN's ISSN (International Standard Serial Numbers).

Copyrighted Material and Credits

7. Reprint permission shall be obtained before publication of copyrighted material. Material obtained from DND Information Services or from other than local sources shall be given appropriate credit.

Trademarks and Government Symbols

8. The Yellow "Support Our Troops" Ribbon image is a registered trademark of the Minister of National Defence administered by CFMWS on behalf of the members of the CAF. As such it is a protected image that may only be used with the explicit permission of CFMWS and used in accordance with CFMWS Corporate Identity Policy, Intellectual Property Policy and Graphic Standards Manual.

9. As a trademarked image, the use of other unofficial forms of the yellow ribbon is strictly prohibited. The official Yellow Ribbon Image is available to CFNs, to use for the generation of content, excluding advertising. The Yellow Ribbon Image is not to be made available to any third party advertisers without the authorization of the CFMWS. Advertisers may not provide their own advertisement that contains a yellow ribbon without having received prior authorization for the use of the symbol.

10. The official symbols of the Government of Canada, including the Canada Wordmark, the Arms of Canada, and the flag symbol may not be reproduced, whether for commercial or non-commercial purposes, without prior written authorization.
11. The words “Canadian Forces”, “Canadian Armed Forces” or the name of any component, unit or other element of the CAF or any uniform, mark badge or insignia of the CAF may not be used in any advertising without written permission.
12. Advertisers must seek approval in writing from Public Works and Government Services Canada (PWGSC) before using any Canadian Armed Forces (CAF) photos in advertisement. CFNs shall inform the advertiser that this authorization is required before running an ad that uses CAF imagery.

SECTION 2 - ADMINISTRATION AND EDITORIAL

The Canadian Forces Newspaper Association (CFNA)

13. The CFNA is a national Personnel Support Programs (PSP) initiative, under the umbrella of CFMWS. The CFNA will follow applicable DND, CAF, and CFMWS policies and directives. The scope of the CFNA is as follows:
- a. act as advisors and make recommendations to national policies and programs that would affect two or more newspapers;
 - b. manage the National Advertising Sales program; and
 - c. increase the communication, fellowship and sharing of best practices between CFN managers and operations.
14. The CFNA terms of reference are found at Table 6-6-1, below:

Table 6-6-1	
Canadian Forces Newspaper Association (CFNA) Terms of Reference	
Purpose	
1. The CFNA will work towards improving the overall operation of the Canadian Forces Newspapers, through financially sustainable practices, modern approaches to journalism with a view to continuing to be the best source for military news for the military community.	
Scope	
2. The scope of the CFNA is as follows:	
<ol style="list-style-type: none"> a. Act as advisors and make recommendations to national policies and programs that affect newspapers; 	

- b. Manage the National Advertising Sales program; and
- c. Increase the communications, fellowship and sharing of best practices between CFN managers.

3. The annual mandate of the CFNA will be determined by the Senior Vice President Personnel Support Programs (Sr VP PSP).

Membership

4. The CFNA is comprised of CFN managers from all NPP operated newspapers including those who have contracted production. Newspapers operating through the Public Accountability framework will be invited to participate as guests, as well as other stakeholders such as PSP managers or Public Affairs staff as required.

5. The CFNA will be chaired by 2 Co-Chairperson Presidents: one shall be appointed by the Sr VP PSP. The Association will elect a Co-Chairperson President, a Secretary and a Treasurer to serve a two-year term. In the event of a vacancy, an Interim Co-Chairperson will be elected for the remainder of the term. Elections are to take place at the CFNA Annual General Meeting which may be done through a secret online ballot. The Co-Chairpersons will determine the sub-committee structure each term for a one-year term.

(CFNA) Procedures

6. Members will commit themselves to functioning in an environment that creates and promotes learning, engagement and mutual respect.

7. The CFNA will seek to:

- a. Support, engage, canvass and represent all NPP operated newspapers;
- b. Disseminate information to members in an efficient and timely manner; and
- c. Ensure two way consultation and communication between members and the military and NPP chain of command.

8. Decisions will be made by vote. All recommendations passed by the CFNA are to be signed off by the Director Deployment Support, Recreation and Messes and approved by the Senior Vice President PSP.

9. Minutes and Agendas: Minutes will be taken and distributed by the secretary. Agendas will be compiled in consultation with members and in consultation with the Co-Chairpersons. Agendas and minutes will be distributed one week prior to the meeting. Minutes will be distributed within one week of the meeting.

10. Absences and Concerns: If a member is absent for three consecutive meetings without notice or justifiable reason, the CFMWS Co-Chairs will discuss with the respective PSP manager separate from the association's responsibility. If there is a concern with the lack of participation or failure to adhere to the nationally established operating procedures, CFNA Co-Chairs will discuss with their PSP manager separate from the association's responsibility. The CFNA does not have delegated authority for HR issues.

11. Sub committees: The CFNA may establish ad hoc sub committees as required. Its membership may be extended as required. The CFNA when establishing sub committees will:

- a. determine membership;
- b. establish aims; and
- c. clearly define a process for decision making

Meetings

12. Monthly Meetings will be held in accordance with the needs of the membership and conducted remotely through teleconferencing. An Annual General Meeting will be conducted in conjunction with an annual training session if approved by Senior Vice President PSP.

Methods of Operation

15. The operations of CFNs will be determined locally taking into account community need and fiscal responsibility. They may operate as an NPP entity with both a printed/published newspaper and/or a digital online edition. CFNs may also be outsourced as a concession to third party service providers in accordance with the NPP Contracting Policy.

16. CFN managers will select the print production format and design. A cost-benefit analysis should drive the decision making process.

17. Within the limits of this policy, CFNs will follow ethical standards generally accepted by the Canadian print media industry and the journalism rules.

Administration, Editorial and Content

18. CFNs are produced under the supervision of a CFN manager either hired as a member of the Staff of the Non-Public Funds, Canadian Forces or appointed by the Base/Wing Commander. To ensure the integrity of the editorial content and the credibility of the CFNs, and in keeping with industry practice, editorial and advertising

issues will be managed separately. The CFN Manager, through the Editor (if one exists), is responsible for determining content of the paper and, through their sales staff (if it exists) for securing and placing advertising. The CFN manager shall ensure that:

- a. a high standard is maintained in consistent tone, layout, quality of articles, and readability;
- b. editorials prepared by or submitted to the CFN, reflect the CAF's policies;
- c. content is directed to the welfare and interests of the Military Community, and is confined to the editorial column;
- d. CFNs shall not publish classified military information; and
- e. CFNs do not use the term "official publication" or imply that the CFNs are official publications.

19. CFN managers may reserve the right to refuse local, national and/or regional content which they deem controversial or inappropriate.

20. CFNs are published under the authority of the local Base/Wing Commander. At the Base/Wing level, the Public Affairs Officer (PAO) is a staff officer on the Commander's personal staff who advises the Commander on how to conduct the Public Affairs function. At the Base/Wing level, the PAO may be appointed by the Commander to act as an editorial advisor and review the newspaper content prior to publication. Content for third party consigned newspapers shall be provided by the Base/Wing and similarly subjected to the Commander's oversight by the local CAF PAO.

21. The publisher shall ensure their CFN is released (print or digitally) in compliance with DAOD 5039-0 – Official Languages and DAOD 5044-1, Families. The allocation of public resources may be used for the purpose of translation.

22. CFNs shall ensure accuracy of the content. Content shall be appropriate to its subject and nature, must be well sourced, based on sound evidence, thoroughly tested and presented in clear and precise language.

23. Where appropriate to the publication, CFNs should:

- a. gather material using first hand sources wherever possible;
- b. check and cross check facts;
- c. validate the authenticity of documentary evidence and digital material; and

- d. corroborate claims and allegations made by contributors wherever possible.

24. Material supplied by third parties needs to be treated with appropriate caution, taking into consideration the reputation of the source. CFNs should only use other material supplied by credible and reliable third parties. Links from CFN websites to third party websites should normally lead to sites that are factually accurate. CFNs should not endorse the messages, information, advertisements or promotions found on third party sites.

25. When children/youth appear as a part of content (written or photography), parental consents should be obtained as appropriate to the circumstances of the child/young person and the nature of the contribution and publication. When adults appear as part of content (written or photograph), consent should be obtained as well.

D-News Network

26. The D-News Network was created so that providers of Military Community news could access valuable production resources. DND's Corporate Internal Communications group will grant access to CFNs through formal request originating from the CFN manager.

Submissions

27. Both print and imagery submissions are welcomed at any time. Submissions, solicited or not, broaden the scope of CFNs content but also provide Military Community contributors the opportunity to participate in, and support, local communications efforts.

28. Not all submissions may be appropriate for publication. CFN managers may reserve the right to edit submissions for style, content, grammar and length. CFN managers may also reject submissions, and when appropriate inform the submitter as to the reason. At times, CFNs may publish submissions electronically rather than in printed form. Consequently, electronic and print versions of the same publication may well differ in their content.

29. When CFN managers are considering publication of articles or advertisements that may be controversial, they shall advise their local Commander who shall exercise judgment to strike the most appropriate balance between meeting the information needs of the Military Community and the potential impact on DND and the CAF. During such occasions, or as a resource, the CFN manager may consult with the local PAO.

Conflict of Interest

30. External activities of individuals working for the CFNs must not undermine the public's perception of the impartiality, integrity, independence and objectivity of the

CFNs. Nor should they bring the CFNs into disrepute. There must never be any suggestion that commercial, financial or other interests have influenced CFNs' editorial judgements. Those involved in the production of CFN content must have no significant connection with products, businesses or other organizations featured in that content.

31. Conflict of interest information can be found in the Staff of the Non-Public Fund, Canadian Forces (NPF) Values and Ethics Policy.

Archiving

32. CFNs hold part of the CAF history and heritage in their pages. In order to ensure the permanent preservation of each issue for present and future generations, the CFNs will:

- a. keep in a secure location one copy of each printed issue. Once a year, these issues should be bound in a hard cover book for archiving; and
- b. archive on a redundant server the electronic version of each issue along with the electronic material used to build the newspaper.

SECTION 3 – ADVERTISING, ACCOUNTING AND NATIONAL PROGRAMS

33. Publication of advertising is distinct from publication of content. Any organization or person wishing to use a CFN to convey a message or information, in a specified size and form, without exercise of the CFN manager's discretionary authority (cannot edit text, select image, etc.), shall pay the space required at the advertising rates in effect. All third-party advertising, including advertorial, in CFNs shall be paid for by the advertiser. Fees assigned for the advertising of programs internal to the CAF (including those of CFMWS) are to be set at the discretion of the CFN manager as per the CFN annual budget.

34. As an internal communications tool, the CFN may receive advertorial from DND, CAF or NPP organizations. At the discretion of the CFN manager and in consultation with the local PAO, the internal advertorial may be published at a reduced rate or at no cost. In this situation, it will be treated as content and the policy guiding submission may apply.

35. DND, CAF, or NPP organizations soliciting sponsorship cannot promise or use CFN resources as a deliverable or benefit without prior approval of the CFN manager. Names and logos of sponsorship and commercial partners shall not be mentioned in editorial content unless they are pertinent to the story or message.

36. NPP operating entities including CFNs shall not compete with each other for advertisements, discounts or sponsorship support. They will coordinate and collaborate to share resources and advertising leads.

37. CFNs will sell advertising using the standard industry principles set forth in the Advertising Standards Canada Code (ASCC) and guidelines set forth in this policy. As advertising is a contracted service between an NPP entity and a third party, advertisers, representatives of the third party must substantiate their advertised claims and follow the ethical guidelines set out in the ASCC.

38. All advertising contracted must:

- a. be in accordance with ethical, legal and financial guidelines contained in this policy;
- b. be with organizations which are reputable and have business practices that are truthful, non-deceptive and fair;
- c. meet the approval of the Base/Wing/Unit Commander or their designate;
- d. be able to stand the test of public scrutiny;
- e. be well documented to demonstrate transparency and honesty;
- f. be free of any expectation or perception of preferential treatment from DND, the CAF or NPP regarding the advertisement involved, or in present or future dealings;
- g. be visible to, and subject to review by, higher authority to ensure objectivity and openness and such that they do not imply the Government of Canada, DND, CAF or NPP endorsement of any product, service or political entity; and
- h. be such that it does not influence editorial content of publications advertised in or advertising policies.

39. CFNs shall not advertise for representatives of political parties during time of elections.

40. All persons entering into contracts for advertising for or on behalf of NPP organizations, activities and events may be subject to applicable Treasury Board, DND/CAF and Staff of the Non-Public Funds, Canadian Forces Conflict of Interest policies.

NPP Financial Administration

41. Wherever possible, CFNs should seek to become fiscally self-sustaining and financially viable. CFNs can seek sources of revenues other than those derived from advertising, such as the production of other local publications. The definition of CFN solvency lies within the authority of the local Commander.
42. CFNs should submit an annual business plan to their PSP Manager, which includes forecasted revenues and expenses.
43. All advertising revenues shall be receipted. Where a cash register system is not utilized, form CF602 will be issued. All advertising revenues will be assigned a source code for national accounting purposes, locally each Base/Wing may account for revenues through their GL codes.
44. Hastening of Accounts receivable up to 185 days will be the responsibility of the CFN. Overdue accounts (186 days and up) will be administered/hastened by the National Accounts Receivables Office.
45. Invoices are to be submitted to the local NPF Accounting manager to be processed. Invoices must be approved as per the CDS Delegation of Authorities for Financial Administration of NPP and include the proper coding.
46. A new customer account must be opened for all new advertisers within the NPF Accounts Payable and Receivables system. A contract/formal written agreement must be completed for all new advertising campaigns. CFNs may use locally designed contracting formats. All contracts must include the following information:
 - a. date of agreement;
 - b. name, address, fax, email address, and phone number of company purchasing the advertising;
 - c. company representative name and email; and/or billing contact name, email and address;
 - d. ad campaign information, including campaign start and end date;
 - e. positioning (as applicable);
 - f. total cost of ad campaign;
 - g. terms and conditions, including Right to Reject Advertisement; and Cancellation Policy;
 - h. payment/invoicing information;

- i. terms of payment;
- j. agreement of the terms;
- k. company representative title and signature; and
- l. disclaimer that states: I have read the above terms and conditions and agree to them, and have authority to sign for the above named firm and advertising campaign.

Tax Implications and Support (Public and NPP)

47. As per A-FN-105-001/AG-001 Chapter 8 (Sales Tax), internally purchased advertisement transactions that occur between NPP activities of the same unit (i.e. Base/Station/Unit) or between NPP activities of different units, are considered internal transactions and thus not subject to GST/HST/QST (QST rules mirror GST/HST rules). While transactions with the Public (DND) are still considered internal transactions, it is more practical to charge GST/HST/QST. Accordingly, the Public will be treated as an outside organization and will pay GST/HST/QST.

48. Government departments and agencies including NPP, are exempt from paying general provincial sales tax on the purchase of goods or services in all provinces (with the exception of Quebec (QST) as per above paragraph), thus PST/RST shall not be charged to NPP activities, or to the Public. Externally sold advertisements are subject to all applicable federal and provincial sales taxes.

49. Images and photographs taken by unit photographic staff may be made available for publication in CFNs at no charge to NPP for time or photographic materials consumed.

50. CFNs shall be distributed at public expense to reserve units, unit members serving abroad, and other CAF units or government organizations requesting copies.

51. APS-110-001/AG-002 provides policies for the organization, control and administration of Morale and Welfare programs within the CAF that are administered by CFMWS. It details the authority for public funding of Morale and Welfare programs including CFNs. As outlined in A-PS-110-001/AG-002, Table 5-6-1 CFNs receive the same level of public support as Community Recreation programs receive.

52. Senior Vice President PSP will conduct an annual review of CFNs based on financial analysis and reports provided by the Chief Financial Officer (CFO). In addition, Compliance and Assurance reviews will be performed as part of the Base/Wing visits.

Nationally Mandated Newspaper Programs

53. CFNs will support nationally mandated programs developed following consultation with the CFNA designed for the promotion, protection and quality assurance of the newspaper.

Affiliations to Civilian Organizations

54. CFNs may participate as members in nationally endorsed organizations.

Procurement

55. CFNs shall use nationally determined NPP procurement solutions, developed following consultation with the CFNA, to enhance management.

Program Review and Market Survey

56. Reader feedback is welcomed and valued. For CFNs, participants are invited to give written feedback using the national program evaluation tool (market survey) to comment on their experience and their level of satisfaction. The results of these evaluations should be tabulated into a report.

57. Market research is an organized effort to gather information about target markets or customers. It is a very important component of business strategy, specifically for the selling of advertising. Market research is for discovering what people want, need, or believe. It can also involve discovering how they act. Once that research is completed, it can be used to determine how to market the CFN to potential advertisers. A market survey will be managed by Sr VP PSP and completed by CFNs once every five years.

SECTION 4 – COMMUNICATION

Channels of Communication

58. The CFN manager shall work with local PAO on all content and editorial/newspaper issues. On matters of administration, they are responsive to the PSP manager.

59. The CFN manager will communicate with CFMWS HQ through the elected chair of the CFNA on matters of CFNs.

Distribution to Higher Authority

60. One copy(or 2 as indicated) of each CFN shall be forwarded on the day of publication to:

- a. ADM PA – (Assistant Deputy Minister Public Affairs);
- b. DHH – (Director History and Heritage);
- c. DGMWS – (Director General Morale and Welfare Services);
- d. CFMWS National Manager, Strategic Communications;
- e. Sr VP PSP (2) – (Senior Vice President Personnel Support Programs/DDSRM);
- f. Base/Wing/Unit Public Affairs Officer;
- g. Base Library; and
- h. Commanding Officer.

References:

- A. CF Appreciation Program Policy
- B. NPF Conflict of Interest Policy
- C. CFMWS Contracting Policy
- D. CFMWS Intellectual Property Policy
- E. NPF Values and Ethics Policy
- F. DAOD 5039-0 – Official Languages
- G. DAOD 2008-1– Accountability and Responsibility for Public Affairs
- H. DAOD 2008-4– Public Affairs, Military Doctrine and Canadian Forces
- I. DAOD 2008-5– Public Affairs Planning and Program Delivery
- J. DAOD 5045-0– Canadian Forces Personnel Support Programs

Chapter 6-8 Recreational Libraries

SECTION 1 – INTRODUCTION

Definition

1. In this policy:

Isolated Unit means a Regular Force unit where the severity of isolation is deemed sufficient to warrant the establishment of a recreational library as an essential to morale and welfare of the Canadian Armed Forces (CAF) members.

Recreational Libraries may offer paper, online/digital and audio books, periodicals and magazines, video films, and board and video games to CAF members.

Purpose

2. This policy amplifies Queens Regulations & Orders (QR&O) 210.35 Grants to Recreational Libraries.

Approving Authority

3. The Chief of Defence Staff (CDS) is the approving authority for the establishment of a recreational library.

Expenditure and Unexpended Balances

4. The library grants shall be expended only for the purpose for which they were intended and, wherever possible, during the applicable fiscal year. Subject to paragraph 8, unexpected balances shall not be carried over from one fiscal year to the next.

SECTION 2 – CLAIMS FOR INITIAL AND MAINTENANCE GRANTS

Initial Grant

5. The initial grant to establish an Environmental Chief of Staff (ECS) pool library or a recreational library in a ship or at an isolated unit shall be claimed by the the ECS or the commanding officer (CO), as applicable, on form CF 52, General Allowance Claim, which shall:
 - a. state the authorized establishment of the ship or isolated unit;
 - b. be supported by a copy of National Defence Headquarters (NDHQ) authority to establish the recreational library;

- c. payment of the initial grant shall be made on receipt of the approval to establish the library in accordance with the amount in table 6-7-1; and
- d. be forwarded to the Base Comptroller officer for verification and payment and will be deposited with Non-Public Property (NPP) and spent in the NPP accountability framework.

Annual Maintenance Grant and Accounting Procedures

- 6. The annual maintenance grant shall be paid:
 - a. for the fiscal year in which a recreational library is established;
 - b. one -twelfth of the amount prescribed in table 6-7-1; and
 - c. will be accounted for in accordance with A-FN-105-001/AG-001, Policy and Procedures for Non-Public Accounting Chapter 10 Loans and Grants.

Table 6-7-1 Recreational Libraries Grants		
Recreational Libraries	Amount of Initial Grant	Amount of Annual Maintenance Grant
Ship or isolated unit with authorized establishment of over 600	\$7,142	\$2,285
Ship or isolated unit with authorized establishment of 301-600	\$5,357	\$1,714
Ship or isolated unit with authorized establishment of 151-300	\$3,571	\$1,142
Ship or isolated unit with authorized establishment of 75-150	\$1,785	\$571
ECS Pool library	\$5,357	\$1,714
Note: This table is based on QR&O 210.315 Table to article 210.315. Amounts are not set in this policy.		

- 7. The officer commanding an ECS, in the case of an ECS pool library, and the CO, in the case of a ship or isolated unit, is authorized to approve the annual maintenance grant on behalf of the CDS.
- 8. Claims for the annual maintenance grant which are payable in advance on or after 1 April each year, shall be prepared on form CF 52, General Allowance Claim, showing the name of the base or unit concerned, this policy and QR&O 210-315

authority for the grant. In determining the amount to be approved, the approving authority shall:

- a. ascertain the uncommitted balance remaining as of 31 Mar of the previous year; and
- b. ensure that the amount of the claim when added to the uncommitted balance in the grant remaining from the previous fiscal year not exceed the maximum annual maintenance grant allowable under table 6-7-1.

9. After the claim has been verified in accordance with above paragraph 8, the approving authority shall:

- a. certify the claim as to the unexpected and uncommitted balances in the grant as at 31 Mar of the previous fiscal year and the amount claimed is necessary to maintain the library; and
- b. approve the claim.

SECTION 3 – ESTABLISHMENT AND ADMINISTRATION OF SHIP OR ISOLATED UNIT RECREATIONAL LIBRARIES

Authority to Establish a Recreational Library

10. A request for authority to establish a recreational library at an isolated unit or in a ship shall be submitted to NDHQ Canadian Forces Morale and Welfare Services (CFMWS) through ECS.

Appointment and Duties of Recreational Library Officer

11. A CO shall appoint an officer to be responsible for the administration of a recreational library. The officer shall:

- a. maintain a record of the acquisition, loan and return of library items for loan;
- b. arrange for procurement of new library items for loan; and payment of invoices through NPF accounting section; and
- c. ensure that a satisfactory system of library items for loan; exchanges is maintained with the appropriate ECS pool library.

Verification of Library Items for Loan

12. ECS will provide instructions governing the verification of library items for loan.

Paying Off or Disbandment

13. When a ship pays off, all library items for loan; in the recreational library shall be delivered into the custody of the officer in charge of the ECS pool library.
14. When a unit disbands, all library items for loan; in the recreational library shall be disposed of in accordance with instructions issued by CFMWS.
15. When a unit is disbanded or a ship pays off, the unexpended balance of the grant in the recreational library NPP account shall be refunded to the Receiver General for Canada.

Recommissioning or Reactivation

16. When authority has been granted to establish a recreational library in a ship which has been recommissioned after less than one year of being paid off, or a unit which has been reactivated after less than one year of disbandment:
 - a. the initial grant is not payable;
 - b. a sufficient number of library items for loan; shall be provided from ECS resources to re-equip the recreational library; and
 - c. the proportionate amount of the annual maintenance grant for each complete month remaining in the fiscal year in which recommissioning or reactivation occurs may be claimed.

SECTION 4 – ESTABLISHMENT AND ADMINISTRATION OF ECS POOL LIBRARIES

Establishment of ECS Libraries

17. An ECS pool library may be established with the approval of CFMWS.

Purpose of ECS Pool Libraries

18. The purpose of an ECS pool library is to provide:
 - a. circulating libraries for small ships and isolated units that are not entitled to recreational library grant under the table 6-7-1;
 - b. assistance to officers in charge of recreational library in the operation of libraries;

- c. purchasing new library items for loan from annual maintenance grant received; and
- d. a library items for loan exchange and circulation system for ships or isolated units.

Appointment and Duties of ECS Pool Library Officer

19. The ECS shall designate an officer preferably one associated with educational duties as the ECS pool library officer, who shall be responsible for the administration and operation of the pool library.

20. The ECS pool library officer shall:

- a. purchase new library items for loan for the pool library;
- b. maintain a record of acquisition, loan and return of library items for loan;
- c. maintain an equitable system of library items for loan exchanges between ships or isolated units and the ECS pool library;
- d. assist recreational library officers in library matters; and
- e. ensure that ECS pool library items on loan to ships or isolated units that are paying off or disbanded are returned to the ECS pool.

Chapter 6-9 Bouncy Castles and Other Inflatable Amusement Devices

Definitions

Renting: refers to when NPP enters into a contract with a service provider to rent and operate an inflatable device owned by the service provider. When renting, this includes delivery, set-up, supervision staff and removal.

Loaning: when NPP provides access to their Non-Public Property (NPP) equipment (a purchased amusement device) to another internal or external group, a fee may or may not apply.

Purpose

1. This policy provides direction for the supervision and operation of bouncy castles and other inflatable amusement devices. It directs the NPP staff to adopt proper standards in order to prevent incidents involving patrons. It does not replace or supersede provincial, territorial, or federal legislation, regulations, or manufacturer guidelines. In the event of a conflict between such laws and regulations and these guidelines, follow whichever is more stringent.

Application

2. This CFMWS Policy applies to any person acting in an NPP capacity to rent, loan, purchase, and operations of Bouncy Castles and Other Inflatable Amusement Devices.

SECTION 1 – INTRODUCTION

3. The type of amusement ride known as a bouncy castle, jumping house, or inflatable bouncer is a trendy attraction at events or recreational activities. However, while these 'pillowy', air-supported structures look harmless, real risks of injury are associated with them, mainly when they are misused, operated without adequate adult supervision, used in adverse weather conditions or used indoors.

Provincial Legislation

4. Each Canadian province or territory has a designated safety authority that issues licenses and permits for amusement rides and certification for amusement ride operators. The safety authority determines which inflatable amusement device requires a license and a valid permit. See table Table 6-9-1.

5. Northwest Territories, Quebec, Newfoundland and New Brunswick all still use the Canadian Standards Association Standard (CSA), while British Columbia, Saskatchewan, and Ontario are using the American Society for Testing and Materials (ASTM): ASTM-F2783-14 standards for amusement ride inspections and maintenance Standard. This code is more comprehensive than the previous CSA standards. Copies of the ASTM are available from the CFMWS National Recreation Services.
6. To determine if NPP-owned inflated devices are exempt from regulation or require a permit to operate in their respective provinces, NPP must contact their provincial authorities and request the technical standards and/or provincial regulations. Because of the various styles (with the inflated floor, with walls, presence of obstacle bouncer etc.), each case is unique, and each amusement device must be cleared with the support of the provincial authorities.
7. It is a local responsibility to verify with authorities if and how to be in good standing with the provincial regulation regarding the maintenance, inspection and operation of the inflatable once purchased. The staff has the responsibility to monitor changes in their provincial regulation and adapt accordingly. Alternately, those provincial authorities can provide information on how to verify any third-party inflatable rentals; the third party must be in good standing with the provincial regulations.

SECTION 2 – USE OF AMUSEMENT INFLATABLE DEVICE

8. Access to inflatable devices are approved through the following means:
 - a. the rental of equipment from a civilian service provider; or
 - b. the purchase of equipment.

Renting equipment is always the best practice as the risks associated with the activity are transferred to the service provider when rental includes set-up, operation, and supervision. It is still the renter's responsibility to ensure due diligence when selecting and awarding a contract.

9. This policy will not be reviewing each specific inflatable type of device; the elements that present a high risk of foreseeable injury would include, but not be limited to, the following:
 - a. inflatable devices designed for jumping, free falls, sliding and crawling;
 - b. inflatable devices designed for jousting, boxing, wrestling, etc.;
 - c. inflatable devices where participants are on or inside, and where the equipment design obstructs sightlines, interferes with supervision, creates confined spaces (a suffocation hazard) or where detachment from a tethering device could cause serious injury; and

- d. small inflatable objects used for obstacle courses, basketball hoops, hockey nets, etc., where the participants do not play on or inside and do not have the elements of risk previously noted, should not pose serious injury potential if adequately supervised. Provincial agencies can support decision trees to assess better risks related to the specific type of inflatables.

Rental of Inflatables as Service

10. Rental of inflatables from a contractor should only be authorized when it includes set up and supervision in their services. Statement of work should include the same requirements as this policy. Review details found in paragraphs 13 and 14 with the contractor.

11. Proof of liability insurance specific to the operation of inflatable amusement devices with value to the full extent of their liability coverage, with a minimum value of two million dollars, must be provided by the contractor, unless otherwise recommended by the safety authority of the province. The insurance purchased by the contractor shall name Her Majesty the Queen in right of Canada, as represented by Chief of Defence Staff, or Base/Wing/Unit Commander in their NPP capacity through CFMWS (or Canadian Forces Base/Wing/Unit (name as appropriate) as an additional insured.

12. NPP must ensure that the service provider meets training qualifications per the provincial legislation. If the service provider only provides one staff to operate and supervise the device and minors are involved in the activity, an additional screened adult (staff or volunteer) must be on-site to ensure that more than one adult supervises every minor.

13. Research should be completed before renting any inflatable device to:

- a. ensure that the company has a good reputation;
- b. ensure that the company is in good standing with the provincial authority regulating bouncy castle operations;
- c. ask to see the record of inspection and maintenance of the equipment;
and
- d. verify if the company has any claims, and if so, were they accidental or preventable.

14. When an NPP entity organizes an activity with another organization (except for Military Family Resource Centres), and an inflatable is rented, the best practice is to allow the other organizer to rent the inflatable. The NPP entity shall ensure that all provincial regulations have adhered to and that Her Majesty the Queen in right of Canada, as represented by Chief of Defence Staff **or Base/Wing/Unit Commander**, in their NPP capacity through CFMWS (or Canadian Forces Base/Wing/Unit (name as

appropriate) is listed as an additional insured and on any waivers of liability, assumption of risks, and indemnification agreements.

15. When an NPP entity and the Military Family Resource Centers (MFRCs) plan special events together, inflatables are not permitted to be used unless the MFRCs purchase additional high-risk insurance coverage through a separate insurance broker.

- a. MFRCs that fall under the NPP umbrella would be subject to # 15 of this policy or other restrictions placed on third-party MFRCs. However they would be required to adhere to the rest of this policy.

Purchase of Inflatables

16. Before purchasing any inflatable, contact should be made with the provincial authorities to better understand the type of bouncy castle falling under their jurisdiction.

17. The supplier or manufacturer shall provide information concerning the equipment's safety before accepting the order. This information shall include the following:

- a. height clearance and space required to operate the equipment safely;
- b. surfacing requirement;
- c. overall packed dimensions and weight;
- d. intended age range or height range;
- e. suggested supervision ratios;
- f. anchoring requirements;
- g. maximum number of bouncers; and
- h. confirmation that the inflatable meets this standard.

18. NPP must ensure that the supplier is a reputable vendor, as there are cases where counterfeit products are on the market that do not meet safety standards.

19. NPP owned equipment should be marked legibly and permanently with the following:

- a. type and size of blower required;
- b. maximum height of user;

- c. maximum number of users;
- d. unique identifying number(s);
- e. year of manufacture; and
- f. name and address of the supplier/manufacturer.

Note: The purchase of second-hand inflatables is not recommended.

Loaning NPP Inflatables

20. NPP inflatables may be loaned out to other **NPP entities for NPP-approved programs** and services that the CIP covers. Fees associated with the loan are a local decision.

21. Staff of NPF are not permitted to loan inflatables to external audiences or individuals. MFRCs are considered a third party, and therefore staff of NPF cannot loan inflatables to MFRC.

22. When the staff of NPF loan an inflatable to another NPF entity, all aspects of the policy will apply.

SECTION 3 – RISK MANAGEMENT

23. Although the risks presented by inflatable structures will vary according to factors such as size, construction, location, nature of use etc, it is worthwhile to consider some generic risk management principles.

24. The following hazards have been known to occur with inflatable structures and should be considered within the context of risk assessment:

- a. instability and blowing away of the inflatable in windy conditions;
- b. situations caused by loss of pressure as a result of:
 - i. failure of the fabric;
 - ii. failure or loss of power to the blower;
 - iii. disconnection of the blower; and
 - iv. litter blocking the air intake and vents;
- c. falls from the structure;
- d. windows tearing or detaching;

- e. tripping (particularly over anchorages);
- f. injury to users caused by boisterous behaviour, overcrowding or not separating larger users from smaller ones;
- g. access to dangerous (parts of) machinery (e.g. inadequately protected or unguarded blowers);
- h. electrical hazards (e.g. shock or burns);
- i. inadequate means of escape in case of fire;
- j. lifting injuries caused by manual handling;
- k. injury to users caused by wearing inappropriate clothes and shoes;
- l. suffocation; and
- m. entrapment.

Weather Conditions

25. Inflatable amusement equipment should not be used in rainstorms, high winds, or the sun's heat, causing the surface to be too warm. Rain can make the jumping surface dangerously slick, and muddy conditions may impair the anchoring system. Strong winds can uproot inflatables and tip them over. An inflatable must stop in the event of rain or winds over 24 km/hr (15 mph).

26. The blower must be stored in a dry place while it is raining. Failure to unplug the blower while it is raining could result in an electric shock to participants.

27. If using the inflatable during winter, ensure that the equipment is designed for use in snow and cold temperatures.

Clearance Area

28. A clear area free of any obstacle which could cause injury shall be maintained around the inflatable. The extent of this clear area shall be established by dividing the height of the highest platform by 2. The minimum clear area shall be 1.8m. An exception to this rule is when an inflatable with inflated walls is sited directly against a concrete wall or walls. Inflatable devices must be situated away from possible hazards such as overhead power lines or other obstacles with hazardous projections (e.g. fences and trees).

29. The maximum allowable slope of the site is 3 to 5%, and the grounds should be clear of large stones and sharp objects.

30. The inflatable must never be dragged over or set-up on rough surfaces (e.g. asphalt, concrete gravel etc.).

31. Cover hard surfaces adjacent to the inflatable's open sides and entrances/exits with non-inflatable, such as gym mats in good condition, to a length of at least 1.2 meters (4 feet).

According to ASTM standards:

Para A3.2.1 "Mats or flooring used in landing areas shall limit the HIC (Head Injury Criteria) to 400 when a representative sample is tested in accordance with Test Method F355 Procedure E using a 10.1 lb (4.6 kg) hemispherical (Missile E)."

Para A3.2.2 "Missile drop height shall be equal to the maximum free height of fall (see 5.12.7) with a tolerance of +1 %, -0. An unguided free-fall missile shall be used."

32. During use, make sure that the operating area is clear of onlookers so that the operator(s) will have a clear view of the jumping surface and users mounting and dismounting the inflatable.

Anchor points

33. Follow the manufactures' instructions on the number of anchors according to the type of device and approved patron's weight. Ensure the appropriate guidelines are followed to meet the surface requirements, i.e. anchoring in grass, sand, indoor, outdoor. Never anchor a device to a mobile structure such as a car. Ensure anchoring systems are intact and ropes are not worn or chafed.

When used inside, it is recommended that 50lb ballast bags are used to stop the device from shifting or hopping across the floor.

34. Set-up and position the anchoring system and mechanical equipment so that patrons will not trip when entering or exiting the device.

Blowers

35. If there is an electrical blower with the inflatable, it must be tested and maintained regularly. The type and frequency of user checks, inspections and testing needed will depend on the equipment, the environment in which it is used and the results of previous checks. Blowers must have cULus (i.e. UL Canadian & US) or an ETL safety approval marking on them.

36. The generator must be CSA approved, and wires must be appropriately secured to avoid a tripping hazard and only be plugged into a Ground Fault Circuit Interrupter (GFCI).

37. The inflatable device must be fully inflated and not sagging so that the internal air pressure is sufficient to give a firm and reliable footing.
38. The front step's outer edges are in line with the center of each of the front uprights. Under no circumstances should the width of the step be less than this. The whole unit should look symmetrical. If it looks misshapen or deformed, there may be internal problems, which may make bouncing unpredictable.
39. Also; the ASTM recommends the following:
- a. the correct blower(s) specified for the device is being used, and the air pressure is within the manufacturer's specification for operation;
 - b. there are no exposed electrical contacts;
 - c. the insulation on all of the electrical cables is in good condition;
 - d. electrical plugs, sockets, and switches are not damaged and are correctly grounded;
 - e. no utility lines are located within 20 feet of the device in all directions;
 - f. the bolts and screws of the blower are correctly secured, and appropriate guards are secured over the air inlet;
 - g. the blower inflation tube is in good condition and firmly fixed to the blower; and
 - h. the blower is positioned correctly, adequately protected or guarded, and does not present a tripping hazard.

Inspection

40. Routine inspection shall be carried out each time before the equipment is available for use. The public shall not use the equipment until any defects identified in the routine inspection have been rectified. The inspection should be based on the manufacturer's recommendation and provincial regulations; they should include inspecting for:
- a. significant holes or rips in the fabric or seams;
 - b. exposed electrical parts and wear on cables; and
 - c. plugs, sockets, switches etc., are not damaged.
41. An annual inspection shall be carried out by an inspection body (see table 1 for the Safety Authorities across Canada) and shall include all parts of the inflatable and ancillaries. It may include verification of:

- a. previous inspection reports and certificates where appropriate;
- b. identification of the inflatable and blower (e.g. serial numbers);
- c. the anchorage system for wear rips or chafing;
- d. the type and number of ground anchors or ballast for conformity with the design specification;
- e. the inflatable structure for wears or rips in the fabric;
- f. the walls and towers (when fitted) for firmness and uprightness;
- g. the internal air pressure to be sufficient to give a reliable and firm footing;
- h. the internal ties for wear and tear, particularly at loose or exposed ends;
- i. the bed seams, wall-to-bed seams and wall-to-tower connections;
- j. the mesh guards at the inlet and outlet of the blower;
- k. the condition of the impellor and fan casing;
- l. the condition of electrical wiring and installations; and
- m. the presence of the fuel cap (petrol-engine blowers).

Note: the ASTM F2374 states that *the inflatable must meet NFPA 701 Method II flame resistance standard, and the certification documentation provided by the manufacturer should be within the last three years.*

Maintenance and alteration

42. A routine maintenance of inflatable equipment consists of preventative measures to maintain safety and performance levels. Alteration to any part of the equipment that could affect its essential safety shall only be carried out after consultation with the supplier/manufacturer.

43. Repair and maintenance while the equipment is in use shall be avoided. Such measures include:

- a. cleaning the inflatable;
- b. removal of debris and contaminants;
- c. rust control on the blower; and

- d. cleaning the blower air intake.

Document retention

44. Documentation and records relating to the safety inspection and maintenance of the purchased equipment shall be kept available for seven years unless an incident or accident has occurred. These shall include:

- a. the information provided by the supplier/manufacturer;
- b. the certificate of inspection and testing;
- c. records of inspection;
- d. records of maintenance;
- e. records of alteration;
- f. accident reports; and
- g. loan contracts.

SECTION 4 – OPERATING INSTRUCTION

45. When using an inflatable, there shall be a minimum of two staff or volunteers supervising the users, which are at least 16 years of age, monitoring the entrance and admissions, and the other supervising the bouncers. To avoid injuries when users are minors, separate them by age and have set times when each age group can use the device.

46. Staff and volunteers should be trained and familiar with all of the following and any additional safety instructions related to the inflatable manufacturer documentation or the regulations provided by the provincial authorities:

- a. emergency first aid;
- b. what users are not permitted to do in, or on, the device;
- c. how and when to stop the inflatable;
- d. the manufacturer's specifications for the capacity/occupancy of the inflatable, which are never to be exceeded;
- e. keeping the entrance free from obstruction;

- f. regularly ensuring that the inflatable is properly anchored and secured to the tether points, following the manufacturer's guidelines;
- g. that the carrying out of repairs while the equipment is in use shall be avoided;
- h. the mandatory evacuation during re-fueling of a blower powered by an internal combustion engine or at any sign of deflation;
- i. use of a whistle or other signal to attract the attention of the users; and
- j. what to do in the event of an emergency, such as injuries or device deflation.

Note: Best practice: staffing requirements are one staff per controllable entrance and exit. Staff must be able to monitor the entire device. If staff cannot see everything, then an additional attendant is needed. Also, any device with a platform more significant than 15' (e.g. a large slide) requires an attendant on the platform.

Signage and rules

47. The following safety rules shall be followed and posted so that users are aware of them before they are allowed to use the device:

- a. riders must remove shoes, loose-fitting clothing, jewelry and other personal items before using the device;
- b. no face paints, silly string, or coloured streamers to be used on or near the inflatable;
- c. no food, gum, candies, drinks or sharp objects allowed on an inflatable amusement device;
- d. users should remove eyeglasses when practicable;
- e. riders may not attempt any stunts, e.g. somersaults, rough play or wrestling;
- f. only children of approximately the same size are permitted to play on an inflatable structure at the same time;
- g. no sitting or lying down on an inflatable's jumping surface while others are bouncing;
- h. only one user at a time on an inflatable slide; and

- i. no sliding head-first.

Insurance

48. NPF activities, including inflatables' operations, are included for coverage under the Non-Public Property (NPP) Consolidated Insurance Program (CIP) as described in A-FN-105-001/AG-001, Policy and Procedures for Non-Public Fund Accounting, Chapter 11.

49. This insurance policy provides protection against loss and damage of NPP and for public liability of the Base\Wing Commander as the person responsible for the operation of NPP sponsored activities. Therefore, it is essential to include inflatables in the scope of the activity when getting approval for any events\activities from the Base\Wing Commander. There is no coverage provided for participants against inherent dangers in the activity. To ensure participants are aware of and accept responsibility for the activity's inherent dangers, all participants must sign a release of liability/waiver before participation. Participants should be aware of the limitations of the NPP CIP and the need to review personal accident and life insurance coverage to ensure that there is no exclusion for inflatable activities and that benefits are realistic. The responsibility for arranging and paying for such coverage rests with the individual.

Table 6-9-1	
Provincial Safety Authorities	
Alberta: Alberta Elevating Devices & Amusement Rides Safety Association (AEDARSA) / F2374 Standard Practice Inflatable Amusement Devices	http://www.aedarsa.com
Amusement Rides Requirements and Permits – AEDARSA	
http://www.qp.alberta.ca/documents/Regs/2001_223.pdf	
British Columbia: BC Safety Authority.	To install and operate an amusement device in BC, you first must be a licensed contractor and have the correct permits. Exemptions exist. If you're not sure whether your amusement device is a regulated product, please contact: Provincial Safety Manager for Passenger Ropeways and Amusement Devices, Telephone: 778 396 2047, or
Email: amusementdevices@technicalsaftybc.ca	
Amusement Devices Technical Safety BC	

Manitoba: Mechanical Engineering Branch	http://www.firecomm.gov.mb.ca/itsm_amusement.html
New Brunswick: Technical Inspection Services	https://www2.gnb.ca/content/gnb/en/services/services_renderer.2155.Amusement_Device_Inspection.html
Newfoundland and Labrador: Engineering and Inspections Division	http://www.servicenl.gov.nl.ca/department/branches/divisions/engineering.html
http://www.assembly.nl.ca/legislation/sr/statutes/P41-01.htm	

SECTION 5 – QUERIES

50. Direct enquiries to the Vice President, PSP Operations by e-mail at Recreation@cfmws.com.

SECTION 6 – REFERENCES

CAF, DND and CFMWS Policy and Directives

- A. A-PS-110-001/AG-002 Morale and Welfare Programs in the Canadian Forces - Public Support to Morale and Welfare Programs and Non-Public Property Manual (CFP110).
- B. A-FN-105-001/AG-001, Policy and Procedures for NPP accounting, is issued on the authority of the Chief of the Defence Staff and deals with all aspects of NPP accounting for the Canadian Forces.

Other References

- C. ASTM standards.

PART 7 RESIDENTIAL HOUSING UNITS COMMUNITY COUNCILS

Chapter 7-1 Residential Housing Units Community Councils

Purpose

1. This order prescribes the policy and regulating guidelines for Residential Housing Units (RHU) community councils.

Establishment

2. A Base Commander (B Comd) may establish a RHU community council where RHU are located on the base or where a trailer park is located on Department of National Defence (DND) property and the numbers justify a RHU community council or representation on the nearest base RHU community council.

Functions

3. A RHU community council is a representative body that works for the general betterment of life in the area it serves. It brings together all segments of RHU community interests and provides a medium for cooperative study, planning and action to enhance the life of the RHU community. In general the functions of a RHU community council are similar to those of a community association in a civilian community.

4. The specific responsibilities of a RHU community council should be designed to reflect the needs and circumstances at a particular location. Normally, the RHU community council should:

- a. identify and study community needs and co-ordinate and plan programs and projects to meet these needs;
- b. sponsor and promote new committees, clubs and interest groups as the need arises; and
- c. plan for the effective and equitable use of existing facilities and services and for improvements and extensions to facilities where required.

Administration and Organization

5. The administration and organization of the council shall be detailed in a constitution approved by the B Comd.

6. The constitution shall define the size, composition, method of formation and specific responsibilities of the RHU community council and shall be prepared by taking into consideration the circumstances at the unit and by applying the following principles:

- a. it should be representative of the main segments of interests, such as social, physical, cultural and welfare;
- b. it should provide for representation of the physical areas making up the community;
- c. it should provide a forum for the points of view of adults and youth;
- d. it should provide opportunity for council members to be elected by the RHU residents; and
- e. it should provide for council members to be appointed by the B Comd.

7. The chief officer of the RHU community council shall be designated as president. The president may be appointed by the B Comd or may be elected by eligible voters from a list of candidates previously approved by the B Comd.

8. Other members of the RHU community council may:

- a. be elected by eligible voters from candidates nominated by RHU residents;
- b. when authorized by the constitution of the RHU community council, be named to the council as representatives of existing organizations or homogeneous groups of organizations; or
- c. be appointed by the B Comd.

9. All RHU residents 18 years of age and over are eligible to vote and serve on the RHU community council.

10. Ex-officio members may be appointed when authorized by the constitution of the RHU community council, council directive or the B Comd and should normally include the Recreation Director (RD), Base Administrative Officer (BAdmO) and the unit chaplains. Voting rights of ex-officio members shall be in accordance with the constitution of the RHU council.

11. The RHU community council should have representation on the following base committees:

- a. recreation;

- b. base fund; and
- c. other committees at the discretion of the B Comd.

Finances

12. Funds raised by a RHU community council are Non-Public Property (NPP) and subject to A-FN-105-001/AG-001, Policy and Procedures for Non-Public Property Accounting.

13. The constitution or terms of reference shall include the requirement for a RHU community council to establish a finance committee which is responsible for raising and administering the funds required for the work of the council. Such funds may be derived from:

- a. RHU residents on a voluntary basis;
- b. contribution from the unit fund;
- c. activity user fees; or
- d. operation of special fundraiser activities.

14. The funds of a RHU community council shall be controlled through separate ledger accounts maintained by the Base Fund. This is intended to be for banking and auditing service only. All revenue derived from council activities shall be credited to this account and all expenditures made by the council shall be charged to it. The council may make such expenditures from the account as are voted by the council and recorded in the council's minutes.

15. To assist the council in handling their funds the NPP accounting manager shall:

- a. deposit council funds in the appropriate NPP bank account;
- b. disburse council funds by approved methods;
- c. control the revenue derived from council operations by issuing serially numbered tickets to the council for specific activities; and
- d. maintain and periodically update Distribution Account Records of the accountable items purchased by the council in the same manner as for any other NPP in accordance with A-FN-105-001/AG-001.

16. The services provided by the NPP accounting manager do not relieve the treasurer (or secretary treasurer) of the RHU community council from keeping a detailed set of accounts and preparing financial statements for the use of the council. The

records kept by the NPP accounting manager are subject to normal messes and institutes audit in conjunction with the audit of the Base Fund accounts.

17. The RHU community council should prepare an annual or semi-annual budget to ensure that equitable and effective use is made of available resources.

Public Support - Services and Facilities

18. RHU council activities shall be provided with public support in accordance with:

- a. QR&O 4.61 - Recreation Programs;
- b. DAOD, 5060-0 – Leave;
- c. Chapter 6-1 - Recreation;
- d. A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces;
- e. CFP 120, Chapter 10, Annex E -Scales of Accommodation;
- f. CFP 120, Chapter 33 - Responsibility for Maintenance; and
- g. A-FN-105-001/AG-001, Policy and Procedures for Non-Public Property Accounting.

PART 8 AQUATICS

Chapter 8-1 Supervision and Programming in Canadian Armed Forces Pools

Purpose

1. This policy provides direction for the supervision and programming of Canadian Armed Forces (CAF) aquatics and water safety programs and facilities during fitness sports and recreation programming. While the Canadian Forces Morale and Welfare Services (CFMWS) acknowledge that each base and wing have specific facilities and realities, the aquatics policy should give staff a clear overview of their responsibilities and accountabilities.
2. Certain operational tasks require CAF members to possess special aquatic skills enabling them to protect their own lives, avoid endangering the lives of others and to carry out their military duties effectively in a water environment. The direction outlined for the supervision of aquatic environments in this policy applies to CAF Fitness, Sports and Recreation programming only. When planning operational training exercises that involve aquatics environments, Base/Wing Commander (B/WComd) should consider risk mitigation practices as well as the limitations of the National Lifeguard Certifications, which includes scope of practice and the environments in which a lifeguard is qualified to supervise. B/WComds and other Base/Wing (B/W) personnel may consult with their local PSP management team to determine how each department may assist.
3. This policy was formulated in consultation with nationally recognized civilian organizations and professional agencies and is designed to meet specific military requirements and conditions.

Application

4. This Personnel Support Programs (PSP) Policy applies to Staff of the Non-Public Funds (NPF) and members of the Canadian Armed Forces (CAF), and any other personnel acting in a non-public capacity.

SECTION 1 – INTRODUCTION

5. The Canadian Forces Administrative Orders (CFAO) 34-38 – Sanitary Control of Indoor and Outdoor Pools and Swimming Areas, defines Canadian Forces Health Service (CFHS), Real Property, Base Headquarters, physical education and recreation staff global responsibilities. It also lists what shall be done with the quality of swimming pool water, capacity of swimming pools, change of pool water, sanitary facilities, personal hygiene, beaches and other natural swimming places. The information related to daily operation and maintenance of a swimming pool and its surroundings are

addressed in the Comprehensive Maintenance Manual, Operation and Maintenance of Swimming Pool-C-98-013-002/MG-002 dated 2007-07-15.

Table 8-1-1 Areas of Responsibility for the Management of Aquatic Facilities		
NPP/PSP	Real Property	Health Services
Aquatic Manager	Pool Operator	Public Health
<ul style="list-style-type: none"> a. programming/scheduling b. lifeguard management c. FSR Equipment d. admissions e. employee safety f. patron safety and education 	<ul style="list-style-type: none"> a. filtration b. pool water circulation system c. bacteria control d. chemical balance and water clarity e. water testing and analysis f. auxiliary services and equipment maintenance <p>C-98-013-002/MG-002</p>	<ul style="list-style-type: none"> a. pool sanitary conditions
<p>In industry guidelines, best practices and resources often refer to a pool owner. In the case of the CAF, this is the B/WComd.</p> <p>The PSP Facility Coordinator should be involved in the day to day aquatic facility booking and maintenance. Their role is also to be the liaison between aquatic staff and Real Property Ops. (RP Ops).</p> <p>All three groups must work together to ensure the safety of participants and staff. Annually they should meet to review local operating procedures to ensure they are in adherence to national guidelines as well as provincial legislation.</p> <p>Each group has the responsibility to report deficiencies or safety concerns to the other.</p>		

6. The Senior Manager PSP shall determine one department between Fitness, Sports and Recreation to be responsible for aquatic programming to ensure a standardized approach, and correct application of this policy is achieved. Under that

department, the manager shall appoint a Subject Matter Expert (SME) in the field of aquatics to advise them on the application of this policy. The SME must be registered with National Recreation Services.

Table 8-1-2 The Role of the Aquatic Subject Matter Expert	
1.	<p>The local SME should be selected for their ability to work cooperatively and to solve problems rather than be adversarial. Some factors to be considered in deciding the SME are:</p> <ul style="list-style-type: none">a. certifications;b. experience and knowledge;c. must be a CAT II position; andd. current role in aquatic programming.
2.	<p>The responsibilities of the SME are:</p> <ul style="list-style-type: none">a. participate in inquiries, investigations, studies and inspections with professionally or technically qualified persons when required;b. review unresolved complaints with local management and provide recommendations and solutions when required;c. participate in Occupational Health and Safety Inspections from the point of view of the aquatic staff and participants;d. participate in the implementation and the monitoring of programs when required;e. advise on CAF training safety and supervision when required;f. participate in the assessment of the nature and the scope of the training needed in the workplace;g. participate in national teleconferences with other SMEs organized by headquarters;h. be the point of contact for the local Lifesaving Society (LS) branch; andi. complete duties, as described above, during regular working hours.

7. The B/WComd shall ensure that swimming pools and waterfront areas owned or used by DND are operated in a safe manner. Indoor, outdoor and waterfront aquatic facilities shall be operated, controlled, maintained and regularly inspected according to the governing federal, provincial and local regulations, and to the arrangements contained in this policy, and other applicable orders.

8. These guidelines are subject to current local, provincial and federal laws and regulations. In the event of a conflict between such laws and regulations, and these guidelines, follow the more stringent of the two as per table 8.1.3.

9. In addition to national standards and provincial regulations, ensure that local best practices are being adopted in the aquatic's facility operation. Best practices can be obtained through networking with local facilities, provincial aquatics and recreation conferences, and through LS branches.

Table 8-1-3 Guide to Application of Regulations	
If the provincial Health Protection Act legislation, or building safety regulations are more stringent, and or demanding than the CAF guidelines.	PSP shall meet these provincial standards.
If the provincial legal standards are below the CAF standards or do not exist.	PSP shall always meet the highest standard; exceptions must be approved by the Director of Deployment Support, Recreation and Messes (DDSRM).
If your community and LS agency has developed helpful standards to reinforce security and emphasize drowning prevention.	PSP shall review and adapt the practice as required. Industry standards often are published faster than policy or legislation, but are based on court decisions and inquest findings related to aquatic injuries and fatalities.

Note: Lifesaving Society Canada's National Safety Standards do not replace or supersede local, provincial/territorial or federal legislation or regulations, but they are considered the standard to which aquatic facility operators should work towards, in order to enhance safety within their operations, and to prevent drowning and aquatic-related injuries.

SECTION 2 - ADMINISTRATION & HUMAN RESOURCES (HR)

Policy and Procedure Manual (P&P Manual) or Aquatic Safety Plan (ASP)

10. In some provinces, a P&P Manual is the same as an ASP. It is important that each CAF pool creates its customized plan to ensure, and enhance the health and safety of facility patrons and staff. This document outlines the various organizational philosophies, standards and guidelines used to achieve day-to-day, and long term objectives.
11. Ultimately that document identifies and ensures that protocols are well documented; as well as, provide a clear tool to create collective understanding of the facility's health and safety practice.
12. Templates provided by the Red Cross, or the local LS branch, can be found online, or upon request. Once completed it must be made readily available to aquatic facility employees to ensure that each employee understands and complies with each policy, procedure and tool.
13. The document should include at least:
 - a. general facility information;
 - b. general staff information;
 - c. lifeguard roles and responsibilities;
 - d. instructors roles and responsibilities;
 - e. staff training plans;
 - f. policies and procedures;
 - g. Emergency Response Plan (ERP); and
 - h. critical incident information and process.
14. Designation of the management and employee structure should also clearly define and designate a person(s) in position(s) of authority who will be available during all open hours and, at a minimum, have the authority to close the pool in case of an emergency, potential emergency, and any other incidents that could occur and affect the health and safety of patrons and/or staff.

Aquatics Staff Qualifications

15. When a CAF swimming pool or a waterfront area is being used for organized activities, the B/WComd shall ensure the safety of all participants through the use of properly qualified and trained lifeguards.

16. Lifeguard qualifications: the hiring manager will carry on with the hiring process, assisted by the aquatics SME, if required. Lifeguards may be either military or civilian personnel who meet the minimum qualifications:

- a. minimum age is 16 years old;
- b. hold a current Lifesaving Society National Lifeguard Award; and
- c. hold a current Standard First Aid with Cardiopulmonary Resuscitation Level C (CPR-C) certification from an agency recognized by the local provincial government.

17. Assistant Lifeguard qualification: every lifeguard assistant must meet the following:

- a. the provincial legislation will dictate the age of the Lifeguard Assistant. If a minimum age is not stipulated through provincial legislation, then the Lifeguard Assistant will be a minimum of 16 years old;
- b. hold a current assistant lifeguard certificate which is a Lifesaving Society Bronze Cross; and
- c. hold a current Standard First Aid with CPR-C certificate equivalent from an agency recognized by the local provincial government.

Note: Current first aid certificate means a standard or higher first aid certificate that is dated not more than three years prior to the date on which the holder is on duty. The certificate is issued by one of the following agencies: St. John Ambulance, CRC, LS, or Canadian Ski Patrol.

Aquatic Staff Requirements

18. Due to the lack of industry standards, at minimum, lifeguards must meet the vision requirements for provincial drivers licensing and wear corrective lenses for 20/20 vision, as indicated on their licenses. Lifeguards have an obligation to inform their supervisor of any changes of vision, and should be tested every three years.

19. Lifeguards who have any change in health status, and are unable to perform to the national Lifeguard standard, should not be on duty. In addition, the lifeguard must also be in satisfactory medical condition.

20. Lifeguards are required to inform their supervisor if, at any time, they are not able to meet the standard (e.g. due to illness or injury). A lifeguard who is unable to meet the

minimum standard to lifeguard at their facility, shall not work in a supervision role on the pool deck, until they are able meet the standard.

21. The Manager Fitness Sports and Recreation (Mgr FSR), or equivalent, should ensure that all staff responsible for aquatic and water safety programs are appropriately qualified, oriented and trained. Refer to the Orientation and Training section.

22. Each time the pool is in use there should be at least one senior lifeguard, with a minimum of three months experience, on duty in the same facility.

23. A pre-employment screening is a crucial step in evaluating the knowledge and ability of new lifeguards. A current National Lifeguard Certification Card only tells that the candidate was able to perform all items to standard on the day of the exam. It does not guarantee competency 6 or 12 months later in the designated CAF pool. The pre-employment screening is particularly vital if candidates were not trained by a lifeguard instructor or staff at the facility. The screening should:

- a. be using the specific items from the National Lifeguard Award Guide as it is a national program that is delivered the same way across the country;
- b. apply selected test items to specific pool site (e.g. the minimum/maximum depth for the 20lb brick is 1.5 - 3.0 metres in the standard – if the CAF pool has a depth of 4.0m deep, the test would be in 4.0 meters, but the candidate would otherwise still need to meet all of the “must sees” related to that specific test); and
- c. any screening of training must be carried out by a National Lifeguard Instructor Examiner and/or Instructor Trainer.

Orientation and Training

24. Depending on the size, design, features, and intent of the aquatic facility, there may be one or many part-time and full-time staff members that play very specific and sometimes general roles in the functioning of the facility.

25. Developing a list of specific responsibilities for all staff that clearly outline expected duties, and the required on-going training, to enable the staff member to perform their duties safely and effectively, is an essential part of pool supervision. This shall be recorded in the P&P Manual or ASP.

26. All staff must receive initial orientation training that provides the basic information and skills required for them to perform their jobs. All staff must sign the orientation training check list when completed.

27. The orientation training should include, but is not limited to:

- a. introduction to fellow staff members;

- b. organization chart and telephone contact list;
- c. exploration of job description and responsibilities;
- d. introduction to and evaluation of, hazards and risks in the facility, and a review of facility rules and policies concerning them;
- e. specific job-related training required, familiarizing staff with the facility's programs, activities, operation and maintenance, and policies and procedures concerning supplies and equipment;
- f. review of local communications practices (i.e. logs or boards);
- g. specific training in the facility's safety systems and emergency procedures; and
- h. specific training in public relations and effectively dealing with the patrons.

28. Aquatic staff, including management, must recognize the need for regular review of procedures and skills assessment. Ongoing in-service training improves proficiency and helps to ensure that lifeguards maintain the judgement, knowledge, skills and physical capability required to perform their duties. Ongoing in-service training reinforces the risks associated with the facility, allows lifeguards to become familiar with emergency procedures, and provides practical experience for lifeguards to work as a team.

29. In-service training shall take place for all staff responsible for lifeguarding every 3 months minimum. In-service training should be frequently scheduled, with maximum recurrence before the summer busy season or after an influx of new staff. Regular and consistent times should be established so that staff can plan accordingly. Training attendance is mandatory. Lack of in-service participation should result in suspension from the work rotation. In the event that a staff member is unable to meet the national lifeguard standards, there must be a training plan put in place to assist staff with their performance. The staff will not be permitted to work until all standards have been met before being permitted back into active duty.

30. In-service training should include CPR practice (refresher every 6 months), reconfirmation of national lifeguard skills, team work and procedures or activities specific to the facility. Training can take different forms to include a series of questions, quizzes, problems, in water simulations, technical practices, web-based scenarios, video, text, posters, etc. Simulations should be designed to elicit physical responses that show knowledge, judgement and ability - allow for as much realistic practice as possible. For psychomotor skills, training should emphasize repetition rather than various scenarios of different items.

31. At a minimum, training should include a review of the following items once a year:

- a. a physical performance test to include the 400 metre swim in 10 minutes;

- b. practical application of facility safety and supervision plan (rotations, coverage zones, zone-specific variances, scanning techniques, vigilance awareness, emergency equipment, facility information, site-specific hazards, etc.);
 - c. procedures (emergency, minor/major incident, mandatory pool shut down situations, evacuation, communication, reception of groups of children, missing person procedures, facility specific procedures, etc.);
 - d. contamination response plan (fecal, vomit, blood). Information about recreational water illness transmission;
 - e. chemical hazards to include pool chemical handling, use of personal protective equipment (PPE), and chemical storage (WHMIS 2015);
 - f. regulatory issues (federal and provincial/territorial legislation, LS standards);
 - g. use of remote monitoring systems if applicable; and
 - h. self-rescue/self-care, to include ability to escape from grips, sun exposure awareness, and Critical Incident Stress Management.
32. Training should include adapting lifesaving skills and competencies to the specific facility such as its:
- a. amenities (water slide, diving board, wide inflatable, ramps, stairs, etc.);
 - b. activities (lane swim, public swim, courses, competitions, etc.);
 - c. design (number of pools, glare on water, obstructions to sightlines, etc.); and
 - d. clients (new Canadians, disabled, athletes, etc.).
33. Lifeguards with less experience should receive training at a higher frequency than what is suggested above. Periodically having a non-aquatic staff included in the sessions so that the aquatic staff may experience how non-aquatic staff members may be best utilized in the event of an emergency. This may include staff from RP Ops.
34. Managers must keep records of ongoing in-service training for at least seven years (which must be led by a competent instructor in the matter), to include:
- a. content of training;
 - b. date of training;

- c. attendance;
- d. duration of training;
- e. name of the instructor(s); and
- f. demonstration of test-ready skills for each trainee.

Review and Evaluation

35. The Mgr FSR should also keep track of the recertification needs of the lifeguards currently working at the base/wings. Each lifeguard should also be responsible to keep their credentials up-to-date in order to plan their recertification accordingly.

36. The recertification for lifeguards should be done according to National Lifeguarding Society recommendations and directed by internal or external qualified staff. Contact your local LS Society for a list of qualified instructor/examiners if needed to avoid any bias.

Note: When National Lifeguard examiners are teaching and evaluating National Lifeguard candidates (Items 2f Approach and Carry and 9a Management of Distressed or Drowning Victim from the LG Award Guide), examiners will pair candidates with a victim approximately the same size and weight as the rescuer, regardless of gender. The “must see” remains exactly the same.

Documents Retention and Transfer - Lifeguards

37. The Mgr FSR and Human Resources (HR) must retain a photocopy of a validated original copy of the aquatic qualifications and recertification of all personnel working in the aquatic environment.

38. The Lifesaving Society National Lifeguard Award qualifications are controlled and issued by the provincial office of each society. However, all provinces have agreed to accept qualifications obtained in another province. To ensure that there is no delay in acceptance of aquatic qualifications when moving from one province to another, the lifeguard should:

- a. notify the current provincial office to ensure that records are transferred to the new provincial office;
- b. notify the new provincial office so that any special procedures and policies in that province may be communicated; and
- c. confirm current certifications using provincial branch website’s “Find a Member” feature.

Documents Retention: Records and Reports

39. While operating an aquatic facility, proper documentation is an important part of due diligence to reduce risk of incidents. Some documentation is required by law, other documentation is required as an internal practice. Records and reports are essential for protecting the facility as well as preventing a lawsuit. The absence of records makes it difficult to prove details about a situation or incident after one occurred.

40. Each province/territory has additional legislation and/or regulations on the safe operation of indoor/outdoor aquatic facilities. The CAF aquatic operations must comply with all codes and regulations required by local, provincial and federal government including but not limited to:

- a. provincial public health act, pool standards, regulations;
- b. aquatic leader courses;
- c. local health authorities; and
- d. building codes.

Note: PSP is only responsible for the supervision and programming of CAF Pools, but should always discuss with provincial Health Services Preventive Medicine and Real Property Management to ensure that the most up-to-date codes and regulations are followed.

SECTION 3 - SUPERVISION PROTOCOL

41. The information contained in this section outlines how the aquatic area is supervised. It includes information on communication, scanning, positioning, rotation, and lifeguard/instructor-to bather-ratios.

Lifeguard to Bather Ratios

42. At minimum, each base must meet the most up to date Lifesaving Society Canada's National Safety Standards for the Bather-to-Lifeguard Ratios, unless their provincial legislation is more stringent, in that case the province legislation must apply.

43. Where legislation or regulations exist in Canada for bather-to-lifeguard ratios these vary from 1:30, 1:35, 1:40 up to 1:75.

44. Supervision zones established as part of a pool safety plan must be of a size that a lifeguard can scan the entire zone and all of the bathers within it, in a 10 to 30 second time period (10 – 30 rule).

45. The bather-to-lifeguard ratio represents a minimum standard. Circumstances (e.g., pool size, depth, design, equipment usage, ability of patrons) may require more lifeguards to be on duty to maintain a safe level of supervision. To maintain a safe level of supervision, the B/W must establish a bather-to-lifeguard ratio that ensures that lifeguard(s) will be able to see all areas of the pool that are accessible to bathers (including but not limited to the bottom of the pool).

46. Where there is only one lifeguard on duty, the B/W shall ensure that there is at least one other individual on the premises who is within call (able to respond immediately when summoned) of the lifeguard and who is able to provide emergency assistance when requested. This individual must be trained in the emergency and operational procedures at the pool and have current first aid and CPR certification. The name of the individual should be identified to the lifeguard who is on duty, and the individual is not permitted to leave the facility during this time.

47. Assistant lifeguards supplement but do not replace the need for fully qualified lifeguards to be on duty. The number of assistant lifeguards on duty must never exceed the number of fully qualified lifeguards on duty at any time.

48. One other factor that will determine ratios is water surface area. In swimming pools where bathers can disperse over large areas, additional supervision should be provided. Where a pool has a water surface area open for use that is greater than 500 square meters, the minimum number of lifeguards shall increase by one.

Supervision System and Readiness

49. Mgr FSR supported by the Aquatics SME have the responsibility to conduct an assessment of their aquatics facility in order to establish the supervision system, including:

- a. lifeguard supervision zones: Effective lifeguard positioning and systematic, continuous scanning are the foundation of the lifeguard surveillance system. A constant and vigilant supervision is the primary duty of all lifeguards. Lifeguards must not allow non-lifeguard duties (cleaning, pool tests, etc.) or distractions to intrude on surveillance. The LS recommends a 10-30 second scanning window, the time it should take a lifeguard to complete a full and effective scan of their designated supervision zone. This scanning window provides for the typical variables that affect scanning time, such as the type of facility, size of zone, number of bathers and their activities, and equipment used by bathers. According to "Alert" scans must take in:
 - (1) areas of bather congestion;
 - (2) fixed and portable equipment;
 - (3) hazards, blind spots, pool basin edges and corners;

- (4) other lifeguards on duty; and
- (5) the surface, middle and bottom of pool basins.

Note 1: Saunas, steam room and hot tubs should be part of that list if visible from the deck, if not this regular inspection should be included in the rotation of the lifeguard.

Note 2: A diagram outlining number of lifeguards, lifeguard placement, rotations and scanning zones must be posted for lifeguards to review on an ongoing basis, and practiced during In-service training.

b. position of a lifeguard station:

- (1) lifeguards require the ability to reach all points in an assigned zone within 10 seconds
- (2) overlap all zones with other zones;
- (3) require lifeguards to scan no more than 180 degrees to cover their zone;
- (4) ensure sight lines are clear so the lifeguard can appropriately scan the assigned zone;
- (5) ensure proximity to the water's edge to prevent blind spots directly in front of the stand;
- (6) account for the changing effects of glare, shadows, and lighting;
- (7) be prepared for different weather conditions; and
- (8) ensure appropriate chair height to water depth. Lifeguard situation shall be:
 - (a) an elevated platform or chair not less than 1.80 meters above the water surface; and
 - (b) constructed or designed so as to:
 - i. be readily identifiable by the public;
 - ii. provide an unobstructed view of area under surveillance, including the bottom of the pool;

- iii. provide protection from the elements (e.g. sun, etc.); and
 - iv. provide storage areas for lifesaving equipment.
- c. Identification and vigilance guidelines: ensure lifeguards are rescue-ready with the following equipment and system available and accessible at all times:
- (1) a uniform that readily identifies them as member of the lifeguard staff;
 - (2) a summoning device, whistle, worn at all times;
 - (3) sun protection: sunscreen, sunglasses, shade structures and hat;
 - (4) lifeguards are prohibited from using all personal electronic devices while on duty;
 - (5) an established procedure for Lifeguard rotation system through their zones. LS recommends that lifeguards should be provided with a minimum 15 minute break from the supervision task every two (2) hours. During this break, lifeguards may be required to perform other duties, such as maintenance; and
 - (6) lifesaving rescue and first-aid equipment shall be available at designated areas which are clear of obstructions and easily accessible and designated for use by lifeguards only.

50. Fitness Sport and Recreation Manager must refer to their provincial standards and LS local pool standards regarding lifeguard stations definition. As a reminder, LS Canada's National Safety Standards do not replace or supersede local, provincial/territorial or federal legislation or regulations, but they are considered the standards to which aquatic facility operators should work towards in order to enhance safety within their operations and to prevent drowning and aquatic-related injury.

SECTION 4 - MINIMIZING RISK

51. The key component is identifying the hazard and taking steps to minimize or eliminate the risk where needed, which is the intent of a P&P Manual or ASP. Potential hazards vary, as do the levels of risk, depending on many factors, including the specific pool design, operation, staff education, patron hygiene compliance, patron swim ability, and any special pool features. A venue's specific P&P Manual or ASP is intended to combine all of these by encouraging development of policies and procedures for routine pool management and for emergency (incident) response with the goal of preventing

waterborne illness and injury and ensuring a swift and effective response to emergencies that do occur. Both strategies seek to prevent illness and injury, while promoting safe, healthy, and fun recreational experiences.

Risk Management and Assessment

52. Risk management and assessment involves a variety of factors in all aspects of the aquatic programming and services, as well as the physical facility. A successful accident prevention identifies cooperative responsibilities and roles for the entire CAF staff and develops a team attitude among them.

The help of risk management experts, such as local LS representatives, may be needed to:

- a. identify the risks and the potential hazards;
- b. evaluate these risks, based on the nature of the hazard and the exposure to the hazard;
- c. manage the risks, which includes monitoring and prevention (e.g. signage);
- d. determine the cost of the risk management to allow the best financial decision;
- e. determine the liability and insurance issues of the risk and related decisions;
- f. determine if the related legal mandates (codes, best practice, regulations) and minimum standard are being met;
- g. prepare an Emergency Response Plan; and
- h. review/consult previous comprehensive aquatic safety audits.

53. Every five years the Mgr FSR should seek a comprehensive aquatic safety audit by a local LS branch using the PSP CAF B/Ws Pool Audit Framework. The results of these audits will be recorded as recommendations in a detailed safety audit report. This report will contain its analysis and recommendations with a summary statement of operating standards and recommendations sorted into four categories at three different priority levels. Audit reports will be given to Sr Mgr PSP for action. Sr Mgr PSP will be responsible to brief the B/WComd on the results and the way each department will operate on the priority concerns, primary and secondary recommendations involving directly safety and the running of the pool or equipment.

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Hyperventilating, Repetitive Breath Holding and Hypoxic Training

54. The practice of hyperventilating and repetitive breath-holding shall not be permitted in CAF swimming pools during recreation, military fitness and sport activities.

55. There are two types of underwater breath-holding – static breath holding, and dynamic breath holding. Both methods of breath holding are dangerous and can lead to a condition called Shallow Water Blackout (SWB). Aquatic staff should provide to the client sufficient education on SWB, and post signage in the aquatic facility.

56. Violators could lose access privileges.

57. Lifeguard and swim coaches shall reinforce that regulation and notify patrons that breath-holding contests, underwater swimming challenges and hyperventilation before swimming, are potentially deadly activities.

58. Lifeguards must receive in-service training regarding specific programs offered in their facility and what to expect and look for particularly in programs such as synchronized swimming, underwater hockey, and scuba diving. Aquatic managers must ensure that coaches and instructors of such programs are certified and qualified to teach and supervised underwater activity.

59. Hypoxic training is different but still dangerous when done incorrectly. Rather than have swimmers hold their breath while swimming underwater, hypoxic training focuses on practicing an extended breathing pattern while swimming on the surface. Coaches and instructors need additional experience and training before considering the use of hypoxic training. Any time this training technique is used, it should be monitored carefully and swimmers should be instructed to breathe when necessary. In addition:

- a. have swimmers take only one or at the most two deep breaths before beginning hypoxic training;
- b. for safety, use hypoxic training (breathing on a restricted schedule) only in a training program of experienced swimmers in good physical condition with proper supervision and instruction;
- c. only conduct this activity on the surface of the water;
- d. limit the number of repeats of hypoxic swimming; and
- e. allow adequate time for recovery, which will vary from swimmer to swimmer.

60. Hypoxic training is not permitted in recreation programming/clubs.

61. In the eventuality of a military occupational justification for limited or restricted breath holding/breathing (this does not include hypoxic training), COs may request the

support of local PSP staff (as per para 2), if local Fitness and Sports Instructors are qualified to assist they may do so. Additional resources such as on site medical and safety divers may be required to reduce risks.

Implementation of the Emergency Procedures

62. Each CAF swimming pool must develop and document a set of emergency procedures appropriate to the needs of the facility. The emergency procedures may be a combination of general and specialized emergency procedures designed to address incidents or injuries that may be expected to occur at the specific facility (indoor, outdoor, waterfront, beach). It may be necessary to have different versions to accommodate different staffing levels. They shall be compiled and updated in a P&P Manual or ASP. This manual should document all facility-operating standards, expectations, policies and procedures required for the safe operation of the facility. These are generalized procedures, which can be adapted to a variety of incidents or injuries. Below are the two types of emergencies as defined by the LS:

- a. minor emergencies: requires one lifeguard and adequate pool coverage can be maintained at all times by one other lifeguard (e.g. simple first aid, public relations) who are not involved in treating the incident, and
- b. major emergencies: adequate pool coverage cannot be maintained and pool must be cleared until lifeguard attention can be directed back to pool supervision (e.g. multiple victims, serious first aid, pull out requiring resuscitation).

63. The specialized procedures are designed to address very specific situations that may require very clear, detailed procedures. These situations may include events which threaten multiple individuals such as a fire or gas leak. Other situations such as the treatment of possible spinal injuries benefit from developing very clear and detailed procedures, which can be practiced and developed to a competent and consistent level of skill.

64. Facility management and staff must analyze the types of situations that would benefit from specialized procedures and develop the appropriate emergency procedures. Examples of common specialized emergency procedures include, but are not limited to:

- a. evacuation procedures for fire or chemical exposure such as chlorine gas leak;
- b. power failure;
- c. missing person;
- d. extreme weather/lightning standard;
- e. bomb threat;

- f. spinal procedures;
- g. scuba injury;
- h. specialized features such as diving tanks, waterslides or wave pools;
- i. emergency signals;
- j. procedures for clearing the pool;
- k. roles of all responding staff;
- l. lockdown;
- m. roles of bystanders;
- n. Critical Incident Stress Management;
- o. procedures for contacting emergency services;
- p. defined focal points for removing a victim from the water and providing treatment;
- q. emergency equipment required;
- r. procedures following a drowning including SWB;
- s. boating/canoeing/kayaking;
- t. procedures for notifying any other persons (e.g. management, a victim's family members, other persons that might be affected by the incident); and
- u. media inquiries shall be taken care of by the Public Affair Officer.

Note: Some procedures may be included with the dryland recreation programming manual; such as, reporting child abuse. This would be the same in both the aquatic, and the day camp environment.

Emergency Equipment

65. Every aquatic facility must have the following emergency equipment available and appropriately located for use in an emergency:

- a. a dedicated emergency telephone with posted emergency numbers as per emergency order for the base; every CAF swimming pool must have an

emergency telephone which is easily accessible from the deck and directly connected to emergency services or the telephone utility. "Directly connected" is interpreted as guaranteed direct access. Facilities that use phones not directly connected to an emergency service must provide a phone line that guarantees immediate access to the emergency operator (as defined by the B/W, i.e. Military Police or 911). A shared phone line is not acceptable if it allows the phone line to be busy when required for an outgoing emergency call. The telephone must be able to work in the event of a power failure;

- b. emergency contact telephone numbers must be posted by the emergency telephone. It is recommended that a script for the emergency call be posted beside the emergency phone. The script should be designed to provide the information required to direct the request for emergency assistance. This may include information such as: facility address, phone number, a prompt to describe the nature of the emergency, the location for emergency access, etc.;
- c. two buoyant throwing aids, each of which has securely attached to it a six millimetre diameter rope of a length not less than one-half the width of the pool plus three metres;
- d. at least one (1) reaching pole. The length of the electrically insulated or non-conducting reaching pole must be at least (3.65) meters in length. Ideally the pole should have a large hook that can be used to pull a person to safety;
- e. at least one (1) spineboard with an effective immobilization system. At least one extra spineboard with head immobilizer is recommended for backup when a spine board is removed from the facility to transport a spinal injury victim;
- f. an additional spineboard should be available for training purposes;
- g. at least one first aid box;
- h. a designated first aid area; and
- i. a standard First-Aid Kit which meets the provincial legislation. The check list is to be used for replenishment every two weeks.

Equipment Inspection

66. For the purpose of equipment, definitions can be found in A-PS-110-001/AG-002 table 4-2-4. PSP is responsible for the inspection and maintenance of activity equipment.

67. Although PSP staff shall not act as the operator of the pool, they should be on the alert for safety hazards and ensure adequate maintenance of the installed and operating equipment. (see C98-013-002/MG002 Comprehensive Maintenance Manual Operation and Maintenance of Swimming Pools for more details).
68. Rules for the safe use of activity equipment such as diving boards and platforms, slides, inflatables, etc. must be developed accordingly with provincial health and safety policies, LS safety standards as well as the Technical Standards and Safety Authority (TSSA). These rules should include directions for safe use as well as any necessary restrictions, such as age or height. Activity equipment must not contain any protrusions, means of entanglement or other obstruction that might cause the entrapment of a bather. All new equipment should be tested in accordance with the manufacturer's recommendations by the pool operator (where applicable) and aquatic staff and appropriate rules for use be determined and posted before being released for use.
69. All areas and equipment of the aquatic facility must be inspected and/or tested on a regular schedule or as per the manufacturer's recommendations. The schedule should be designed with the operator for the needs of the specific equipment or area of the pool. This may range from a simple visual inspection to a process to test the safe operation of the equipment. Tools, such as checklists, must be used to document the inspection results and ensure that the inspection process is consistent and comprehensive.
70. Any deficiencies identified must be documented and recommendations for corrective measures implemented. Deficiencies which affect the safe operation of the pool or equipment must be corrected immediately. If this is not possible, effective steps must be taken to protect users and staff. In some cases, it may be necessary to close the pool or equipment until it can be returned to a safe condition. Equipment in unsafe condition must be closed and made inaccessible until repairs can be completed and evaluated.
71. Pool emergency equipment must be inspected daily. All equipment must be maintained in a good state of repair and readiness. Any deficient equipment must be repaired or replaced immediately.
72. PSP Staff and RP Ops staff should work closely together to eliminate or minimize most of the hazards by adequate precautions and proper operation.
73. In accordance with LS safety standards and to support the lifeguard's duty, pool lighting must be maintained at a minimum of 200 lux over the entire surface and deck, and water surface throughout all periods of operations. Some provincial regulations may apply as well to strengthen the visibility. PSP staff should work with local RP Ops staff to make sure standards are implemented and regularly checked.

74. Every public aquatic facility must implement a system to control access to the pool and the pool equipment. This includes providing effective locks, key control procedures and policies for access control. The pool access doors and windows should be locked, and the area must be made inaccessible to the public at all times when effective qualified supervision is not available.

SECTION 5 - PATRONS EDUCATION

75. Ensuring a safe recreational water experience is a shared responsibility. PSP would benefit from educating the public before they show up at the facility by: communicating the admission policy in the community newsletter, program guide, Facebook dedicated page and/or CAF Connection page. A sign posted at facility entrance shall inform the public in both official languages.

76. Any facility staff, lifeguard, aquatic personnel, cashier and front desk representative, must be trained in bather admission standards. They should be asking specific questions when patrons come through the front doors. A prearranged script of questions and actions should be provided to these staff, and they should be trained in their use.

Admission Policy Requirements (Public Swimming)

77. Every pool shall implement bather admission standards for the general public and unstructured recreational swim period. Admission requirements may also be legislated by provincial regulations. The Mgr FSR must ensure these, in addition to LS recommendations, are met.

78. According to LS standards, the admission policy should identify at-risk bathers such as:

- a. preschool children should be directly supervised by a parent or caregiver who remains within arm's reach of the child;
- b. children who are non-swimmers, or who cannot pass the facility swim test, should be directly supervised by a parent or caregiver who remains within arm's reach; and
- c. individuals who self-determine or are determined to be weak or non-swimmers by the lifeguard staff should be advised to remain in shallow water, and in the case of children, be directly supervised.

79. To determine a bather admission standard for recreational swim periods, PSP should evaluate the level of risk posed by the facility. The following criteria should be considered:

- a. maximum depth of pool;
- b. size of swimming pool;
- c. design of swimming pool (i.e. blind spots, distractions, water features maximum number of bathers during recreational swim);
- d. number of lifeguards on duty;
- e. ratio of caregivers to children;
- f. swim skill level of children; and
- g. PFD availability (number and size).

80. The LS recommends that all pools adopt a policy that children 13 years and under are not admitted to public recreational swimming unaccompanied, unless they are able to pass the facility swimming test. To successfully conduct a facility swim test the LS recommends the following guidelines:

- a. patrons must demonstrate comfort in the water;
- b. swim a minimum of two widths of the pool (approximately 25 meters) in shallow water (no more than chest deep);
 - (1) they must complete the entire distance, continuously without stopping or resting, including the ability to take at least one breath;
 - (2) show strong forward movement;
 - (3) comfort in the water with face in, and demonstrate the ability to take breaths; and
 - (4) not touch the bottom of the pool;
- c. lifeguard conducting the swim test must not be responsible for the supervision of the pool when conducting the swim tests; and
- d. maximum of three patrons to one lifeguard per test, with no more than six patrons being tested at one time.

81. Admission policy should be advertised and could include:

- a. minimum age to be accompanied in facility (table 8-1-4);

- b. criteria and age for direct supervision by caregiver (table 8-1-4) ;
- c. ratio of caregivers to children (table 8-1-4);
- d. swim skill level required (table 8-1-4);
- e. when to stay in the shallow end of pool (table 8-1-4);
- f. the acceptable bathing attire and type of fabrics allowed for adults and children;
- g. guidelines for Personal Flotation Device (PFD) use;
- h. admission procedure for a group of children;
- i. identification system such as color wristband for non-swimmers and children not able to pass swim; and
- j. test and tracking system used.

Table 8-1-4 Example of Children Admission Entry Policy Using Wristband			
Age	Requirements	Guardian: child ratio	Wristband
Under 6 years old	May not be admitted in the swimming pool unless they are always accompanied by parent/guardian at least 16 years or older responsible for their direct supervision who must be actively participating within arm's reach at all time and wearing a proper swimming suit	1:2	Red
6 to 13 who did not pass the swim test	Always accompanied in the water and within arm's reach by parent/guardian (16 years or older) Are restricted to shallow end.	1:4 or 1:6 if all non-swimmer are wearing PFD	Orange
6 to 13 who passed successfully facility's swim test	No guardian supervision required.	N/A	Green

82. Patrons of any age (including adults) may be subject to a swim test, at the lifeguard's discretion, before accessing the deep end of the pool. Those who fail the swim test will not have access to the deep end. In general practice, lifeguards will assess all young children coming on the pool deck.

83. High-risk patrons must be in a ratio of 1:1. High-risk patrons have a condition or illness that may put them at risk in a pool, such as prone to seizures, heart or fainting conditions. This includes people who are unable to control their behavior or impulses, and require direct supervision by an adult guardian solely dedicated to monitoring them while in the pool and change rooms. The supervisory ratios for groups of high-risk people will be determined by pool staff based on the specific needs of the people and their associated risks. Groups should be encouraged to call before planning an outing. High risk individuals may be asked to wear a PFD for further safety precautions.

84. Group admissions will be required to meet with lifeguards prior to admission for a review of rules and procedures.

85. When outside facility rentals are booked, the facility coordinator should determine the intent of the user group and work with the SME to assess risk of the activity and supervision requirements.

Safety Instructions for Patrons

86. Regulations and guidelines require that certain messages be communicated to bathers to make them aware of safe practices around water. Every public aquatic facility must develop and apply a set of rules to guide safe use of the aquatic facility, and its equipment. These rules are intended to reasonably control the risks associated with the use of an aquatic facility, while also facilitating the enjoyment of the aquatic recreation experience.

87. Safety instructions signage, when used in conjunction with a risk management plan, forms one component of a comprehensive strategy for preventing aquatic injury, including drowning. Signage works by warning people of the hazards and risks associated with a particular location, activity or behavior. Signage can be a simple and cost-effective means of providing people with information.

88. The Safety instructions signage must be documented in the P&P Manual or ASP. Facility staff should have carefully analyzed the facility and equipment to identify risks which may be inherent in their design and construction. Patterns of patron use can also provide useful data. The results of this analysis should be used to develop the safety rules. These rules must be communicated to patrons through the use of signs, announcements and other forms of public education.

89. All safety instructions signage must be located where pool patrons can clearly see and read it, preferably as they enter the pool. It should be consistent in format, easily understandable and include symbol signage wherever possible.

90. Pools management (*PSP, Real Property or/and Health Services*) has a legal duty to minimize or control risks to health and safety to the extent that it is reasonably practicable. In many instances, pool management also has a legal obligation under duty of care principles to address hazards and risk environments under their control which includes pool, deck, natatorium, recreational equipment including spa, hot tub/whirlpool etc.

91. Safety instructions signage should be posted to:

- a. warn patrons of risks: information signs are used to provide guidelines and warnings for certain activities such access to sauna, whirlpool or slippery deck;
- b. inform patrons how to properly use equipment (for slides or any recreation equipment);
- c. give directional guidance: directional signs provide information for users on the location of places and things such as First Aid location or Emergency Exit;
- d. communicate rules and regulations for preventing behaviour that can lead to injury (safety signage such as “No Diving” and “No Hyperventilation”);
 - (1) these signs contain instructions, which should be complied with. Failure to do so is a breach of safety; and
 - (2) the CFAO 34-38 provides under the Personal Hygiene section, some suitable instructions covering personal hygiene, and health warnings that must be displayed prominently in the locker rooms. All facilities must contain at a minimum, the CFAO instruction, complemented by the local, or provincial required instructions stated in Health and safety policies, or building code depending on provinces;
- e. according to the C-98-013-002/MG-002 Manual Section 4.18, all swimming pools must have depth markings to indicate the depth of the water. Locations and way to formalize those elements may vary depending on provincial legislation.

92. To ensure these messages are understood without the necessity of translating and overpopulating facilities with signage, ideograms should be used.

93. Other recreational equipment signs: Recreational equipment, such as diving boards or rope swings, require specific rules and restrictions for safe use of each item. These rules must be posted in a readily visible location near each piece of equipment.

94. The CPR and Automated External Defibrillator (AED) procedures must be posted on a wall in a location that is visible by all. It is recommended that towels, gloves and mask are stored near the AED in an easily accessible location.

Minimum Diving Depth from Pool Deck

95. During a recreational swim, the minimum water depth for diving from a pool deck shall be at least 2.5 m for a minimum distance of 6 m from the starting point of the dive.

96. The distance from the starting point of the dive to the pool wall ahead be at least 8 m.

97. Refer to Federation Internationale de Natation (FINA) standards for safe diving from pool decks 0.5 m or higher from the deck, or from diving boards, starting blocks and platforms.

98. Diving, and no-diving areas, must be clearly identified.

SECTION 6 – AQUATIC EQUIPMENT

Slides and Waterslides

99. Slides and waterslides shall be maintained, inspected and operated to manufacturer's/designer's specifications, and the most recent Canadian Standards Association Standard Z267-00 Safety Code for Amusement Rides and Devices, or its successor. Provincial regulations might apply as well.

100. Each facility shall perform a risk assessment to determine enhanced supervision requirements to be implemented when slides or waterslides are in operation. This may require supervision at the bottom of the equipment where the swimmer enters the water as well as at the entry.

101. Emergency procedures specifically designed for the slides or waterslides shall be clearly posted, and training in these procedures shall be practiced, with records of the training maintained on file.

102. Warning signage shall be present and use requirements including height, swim ability, and age restrictions shall be provided.

103. Controls must be implemented, which minimize the risk of collision or injury within the slide/waterslides or the landing pool. Visual checks of safety signs, slide entry, run out, landing pool, structural components, water flow, landing pool water level, and run out water level should be conducted according to manufacturer's specifications and documented. Examples of control:

- a. evaluation of factors which affect the movement of bathers within the slide (e.g. water flow rate) and establish appropriate safety standards;

Note: Slider speed can affect the safety of the bathers. Sliding slowly, or at excessive speed can both create safety risks.

- b. a comprehensive new guard orientation and regular in-service training should be provided to all lifeguards by an experienced aquatic professional;
- c. sliders should be required to meet the minimum height requirement of the water depth, at the splashdown area, plus 15 cm in order to ride the waterslide;
- d. a lifeguard, or assistant lifeguard, should be assigned (dedicated) to slide landing pool, and run-out, depending on the slide size and attendance. Additional lifeguards, or assistant lifeguards, should be on the deck at the bottom of slides (this is especially important when non-swimmers and poor swimmers are exiting the slide into the water);
- e. waterslides should have a gate or barrier to secure the slide from unauthorized use; and
- f. the verticality of the ladder and its surfacing, once used with wet hands, should be tested. Action must be taken to minimize risk.

Rope Swings

104. If Tarzan ropes are to be installed, it shall be as per manufacturer's guidelines, and shall be inspected monthly.

105. The design, location, and maintenance of rope swings shall take into consideration both safety and structural concerns:

- a. any installation of a rope swing shall be certified by a structural engineer. When a rope swing is in use, it can create considerable torsional stress on beams above, and the effect of the swing shall be considered on the structure of the building;
- b. injuries occur when the rope swing is not placed over an area of the water sufficient to prevent adult-sized individuals from striking the bottom of the swimming pool;
- c. design of these swings shall consider trajectory, pool slope, and potential impact with side of the pool, walls, and deck;

- d. rope swings shall not conflict with other pool activities (e.g., diving);
- e. sufficient lateral clearance shall be provided between the rope swing and the dive area in the deep end;
- f. sufficient water depth is required; and
- g. directly supervised by a lifeguard not responsible for the supervision of other bathers.

Starting/Diving Blocks

106. Starting/Diving blocks for swimming competition must be installed and maintained in accordance with the manufacturer's directions. If the starting blocks are available for use by the general public, the LS recommends that the water depth under, and in front of the blocks, must meet the FINA standard. Refer to the Swim Canada Rule Book for the standard for the use of starting blocks for swimming competition and practice.

Note: When starting blocks are permanently attached to the pool deck, cover, cones or signage shall be used to inform closure and to deter access. Starting blocks designed to be removed do not need to be removed when not in use as long as there is a method of closure as indicated above.

Table 8-1-5 Use of Dive Blocks		
Activity/Program	Shallow End Less than 2.5m (8Ft)	Deep End 2.5 m (8Ft) and more
Recreational Swim and Activities Examples: Public Swims, Lap Swims, Aqua Fitness	Dive blocks not to be used. Cover, cones or signage shall be used to inform closure and to deter access.	Dive blocks not to be used. Cover, cones or signage shall be used to inform closure and to deter access.
Recreational Swim Clubs * While swimming is a recognized CAF sport, if training during recreational swim club times, recreation rules and regulations apply	Dive blocks can be used only if minimum depth of entry is 1.35m (5ft) as per FINA Facility rules FR 2.3 2017-2021. Additionally the water depth from a distance of 0.1 meter to 0.6 meters from the end wall must be 1.35 meters where	Dive blocks can be used when the minimum depth of entry is 2.5m (8Ft) or more and FINA rules must be followed. Lifeguard has the right to close dive blocks at

	<p>starting platforms are installed as per FINA facility rules FR 2.7.</p> <p>A current certified swim coach is present on deck and Lifeguard has the right to close dive blocks at any time as deemed necessary.</p>	any time as deemed necessary.
Military Fitness	<p>Dive blocks not to be used. Cover, cones or signage shall be used to inform closure and to deter access.</p>	Dive blocks can be used but must obey FINA rules.
<p>Military Sports</p> <p>Swim time is designated as training, or lanes reserved, and military training.</p>	<p>Dive blocks can be used only if minimum depth of entry is 1.35m (5ft), as per FINA Facility rule regulation.</p> <p>A current certified swim coach should be present on deck, or an additional lifeguard may be required.</p> <p>Lifeguard or PSP Fitness & Sport Instructor has the right to close dive blocks at any time, as deemed necessary.</p>	Dive blocks can be used when the minimum depth of entry is 2.5m (8Ft) or more but must obey FINA rules.

Three Metre Diving Board Platform

107. Access to a three meter diving board, or diving platform, by a ladder, is limited to individuals over 12 years of age, and measuring at least 1.35 metres (4 ft 4 in) in height (Coroner Ramsay recommendation).

108. Surfaces (steps, ladder, springboard and platform) must be non-slip even in wet conditions.

109. Springboard or diving platform which is not over water, must be equipped on both sides with guardrails. Guardrails must conform to building standards and codes.

110. Water area required for diving entries must conform to building standards and codes.

111. Pool operators should ensure that diving facilities are inspected daily. All surfaces for the diving board or platform should be solid and non-slip, and guardrails secure.

Other Equipment

112. Items such as inflatable recreation equipment and tot docks must be used in accordance to manufacturer's instructions. A risk assessment must be completed prior to their use, and identified risks should be mitigated accordingly. The use of these pieces may include the changes in bather to lifeguard ratios.

Note: Tot docks should be equipped with a skirt around the base of the dock to prevent patrons from swimming under the dock. In addition, a railing system should be installed along the perimeter of the tot dock to prevent children from falling off the dock and into deeper water.

SECTION 7 - ACTIVITIES

113. The recreational aquatic activities program provides recreational opportunities for military families to engage in leisure, specialized fitness, and aquatic club activities. Fitness swimming, family aquatic leisure activities (i.e. open swims), diving, aqua aerobics, synchronized swimming, water-polo, and various other aquatic sports, are essential components of a comprehensive aquatic program. These activities should be offered as part of the ongoing aquatic programming where interest and facilities exist.

Programming

114. There are a number of civilian aquatic agencies in Canada that offer activity programs, instruction, award systems and resource material. Two of the major agencies are the CRC and LS. Each of them offer programs that meet the needs of the B/Ws. Both the CRC and LS are organized on a provincial basis with national headquarters. The Mgr FSR should become familiar with these programs and deal directly with local or provincial representative of the respective agency to acquire the available resources.

115. CFMWS HQ has signed a Memorandum of Understanding (MoU) with the LS in order to facilitate and maintain an on-going collaboration supporting local and national implementation of safety principals and standards. Individual affiliation of the B/Ws is strongly recommended under the CAF denomination to benefit from provincial economy of scale.

116. CFMWS HQ maintains a formal liaison with Red Cross Headquarters. The primary objective is to ensure that programs and services are available at all locations.

117. Locations subscribing to a nationally organized program will be required to obtain, and annually renew, the Training Partner Agreement with the provincial office. The cost associated with this agreement is a local responsibility.

Community Recreation

118. The primary components of the military community recreation aquatic and water safety programs for military families are:

- a. Learn to Swim Program: this program is designed to provide the aquatic and water safety skills required to function effectively and safely in, on, under and around the water;
- b. Aquatic Leadership Program: this program provides water safety, fitness and lifesaving instruction for persons eight years and older. Using the LS aquatic leadership continuum, this program serves as the training mechanism for lifeguards and instructors; and
- c. Recreation Aquatic Activities: this program is designed to provide aquatic leisure activities, including, but not limited to, open family swims, length swimming, club activities and specialized aquatic programming.

119. The Mgr SFR, or equivalent, shall maintain records on the number of participants engaging in the Learn to Swim program, the status of each participant's completion of the aquatic skills and information on the details of each course (e.g. instructor name, location, date, time and pass/fail ratio). These records shall be maintained on location for a minimum of three years.

120. SCUBA diving, as a high-risk aquatic activity, shall be conducted in strict accordance with the provisions of Chapter 6-3, Canadian Forces Recreation SCUBA Club Policy.

121. Other aquatic activities, including aquatic sports, are subject to the applicable safety and control arrangements contained in this policy, and to the rules and regulations issued by federal and provincial authorities. For all activities conducted under the auspices of the military community section of this policy, provincial and federal policy must take precedence in cases where new or unforeseen civilian regulations and standards exceed the standards and direction laid out in this policy.

Coaching, Instruction and Qualification

122. The role of the coach within aquatics is one that is integral to the delivery of safe and effective activities to the benefit of the users. An instructor/coach holds a very different role to that of a lifeguard. However, the instructor/coach and lifeguard should always be encouraged to work as a team to ensure safe practice is being carried out in the water.

123. Pools are exempt from the recreational swim safety supervision requirements (see Bather-to-Lifeguard Ratios table 8-1-4) during a period when the pool is being used solely by one or more groups (each not exceeding 25 in number or program recommended ratios, whichever is lower) for aquatic instruction, practice, competition or display under the direct supervision of a certified aquatic instructor, or coach who holds a current National Lifeguard certification.

124. Aquatic instructor certificates are those issued by the LS or the CRC.

125. Aquatic coach certificates are those issued under the National Coaching Certification Program (NCCP).

126. Clubs should look for the swimmer level to hire the proper NCCP coaching level through Swimming Canada NCCP pathways. Swimming Canada identifies the audience and type of training by certification: For example, community sport coach. Local regulation might also apply to qualification requirements.

127. The Mgr FSR and HR must retain a photocopy of a validated original copy of the aquatic qualifications, and recertification of all personnel working in the aquatic environment.

128. Every aquatic instructor and coach must:

- a. be at least 16 years of age;
- b. hold a current instructor or coach certification which can be:
 - (1) the LS Swim Instructor certificate;
 - (2) the swimming teacher NCCP certification or Community Sport Coach "Trained"; or
 - (3) CRC Leader or Water Safety Instructor certification,
- c. hold a current Standard First Aid certification with CPR Level C.

129. Each instructor/coach must be trained in the facility safety systems and emergency procedures. Instructors and coaches must be trained and able to carry out their roles in the pool's Emergency Action Plan (EAP). They must ensure that the students understand and regularly practice their response in an emergency. The emergency procedures to evacuate the water and summon assistance are practiced regularly in accordance with the requirements of the EAP. Safety considerations must always be paramount.

130. In addition, every aquatic facility shall establish systems to provide effective supervision before, during, and after instructional programs. These systems should include, but not limited to, the guidelines below:

- a. define meeting locations where students meet their instructor;
- b. define procedures to safely guide students out of the pool area after completion of the program;
- c. if the instructor/coach is also required to function as a lifeguard, they must meet the required qualifications and standards for a lifeguard;
- d. design supervision practices for instructors that provide continuous and direct supervision of all students. This means direct and uninterrupted control of the bathers by the aquatic instructor/coach who is charged with their care;
- e. each instructor/coach can only supervise one class or group;
- f. the ratio of instructor to child for instructional class must follow the regulation set by their aquatic leadership organisation (LS or Red Cross), or provincial health regulations;
- g. for most activities, 25 bathers is a large number for a single instructor, or coach to directly supervise. Manager and pool staff should consider patron safety foremost when setting instructor-to-student ratios. Some activities, such as instruction of young children, will require smaller ratios; and
- h. where the coach does not hold a full pool lifeguard qualification, there must be qualified lifeguards on duty unless provincial regulation offer arrangement.

Note: It is strongly advised to hire instructor(s) with LG certification(s).

131. When there are 40 or more people in the pool and deck area during an instructional period, there shall be a lifeguard on deck to provide supervision.

Table 8-1-6 Lifeguard requirements during instructions/practice or competition		
Participants	Where instructors/coaches are lifeguard certified as per para 16 and has met the screening requirements.	Lifeguards where instructors/coaches are not lifeguard certified

1-25	Assistant lifeguard on deck or one other individual on the premises who is within call (able to respond immediately when summoned), and who is able to provide emergency assistance when requested.	1 lifeguard
26-60	1 Lifeguard	2 lifeguards
Over 60	2 Lifeguards	3 lifeguards

Note: The instructor/coach should abide by their certifying organization's guidelines and policies for best practice with respect to safeguarding the welfare of participants at all times.

Table 8-1-7			
Maximum Instructor to Participant Ratio for Swimming Lessons			
Red Cross Swim		SWIM FOR LIFE PROGRAM	
Preschool Parented levels	1:10	Parent & Tot 1, 2 and 3	1:10
Preschool Un-parented levels	1:5	Preschool 1, 2,3,4, and 5	1:5
RSCK 1 to 4	1:6	Swimmer 1 and 2	1:6
RCSK 5 & 6	1:8	Swimmer 3 and 4	1:8
RCSK 7 to 10	1:8	Swimmer 5 and 6	1:10
Red Cross Swim Adapted	1:3	Swimmer 7, 8, 9, Fitness Swimmer and Adult 1, 2 and 3	1:12

SECTION 8 – QUERIES

132. Direct enquiries to the Director of Deployment Support, Recreation and Messes by e-mail at Recreation@cfmws.com

SECTION 9 – REFERENCES

CAF, DND and CFMWS Policy and Directives

- A. Canadian Forces Administrative Orders (CFAO) 34-38 - Policy governing sanitary control of indoor and outdoor pools and swimming areas.

- B. A-PS-110-001/AG-002 Morale and Welfare Programs in the Canadian Forces - Public Support to Morale and Welfare Programs and Non-Public Property Manual (CFP110)
- C. Comprehensive Maintenance Manual- Operation and Maintenance of Swimming Pools C-98-013-002/ MG-002 dated 1976-1-30 updated 2007-07-15
- D. CF H Svcs Gp Advisory 6635-42 Pool Fouling Response Protocol for DND/CAF Swimming Pools
- E. CF H Svcs Gp Advisory 4450-02, Inspection of DND Swimming Pools before Reopening

Other References

- F. Health Protection and Promotion Act -R.R.O. 1990, REGULATION 565 PUBLIC POOLS
- G. Personnel Support Program (PSP) Brand Identity and Uniform Policy
- H. Lifesaving Society Canada's National Safety Standards
- I. Alert: Lifeguarding in Action
- J. FINA Facility Rules 2017-2021

PART 9 MESSSES

Chapter 9-1 Messes

Purpose

1. Pursuant to QR&O 27.01, Establishment or Closure, this order prescribes the policy governing the establishment and administration of messes in the Regular Force and Primary Reserve. This policy should be read in conjunction with Chapter 9-4 "Mess Administration" from the Personnel Support Programs Policy Manual.

General

2. The term "mess" means an Officer's Mess or Wardroom, an Officer Cadet's Mess, a Warrant Officer's and Sergeant's Mess or Chief and Petty Officer's, a Junior Rank's Mess or any combination thereof.

3. The term "mess" is used interchangeably to mean:

- a. the organization, whose membership is related to an identifiable and specified rank structure formed for the purpose of building "esprit de corps" and comradeship; or
- b. the facility or facilities which provide space in which to carry out the functions of the organization and may include a wardroom or dining room, bar or anteroom, lounge, library, games room and other common rooms.

Establishment

4. A Commanding Officer (CO) designated by the relevant Canadian Forces Organization Order (CFOO) is responsible for messes and institutes at a location and therefore may, with the approval of the authority specified in paragraph 6, establish the following categories of messes:

- a. an Officer's Mess or Wardroom;
- b. an Officer Cadet's Mess, when the number of officer cadets so warrants;
- c. a Warrant Officer's and Sergeant's Mess or Chief and Petty Officer's;
- d. a Junior Rank's Mess or Fleet Club; and
- e. a combined mess, when the number of persons is insufficient to justify separate messes.

5. Normally, only one mess facility and one mess organization will be authorized at each base for each category. However, a CO may with the approval of the authority specified in paragraph 6, establish a separate organization and/or facility for an identifiable and homogenous group within a mess category where:
 - a. it is required by limitations of the physical plant, geographical location or other unique circumstances; and
 - b. the additional organization and/or facility can be supported within existing resources.
6. The approving authority for the establishment, suspension or closing of a mess is:
 - a. for a Regular Force Mess, the Environment Chief of Staff of the CO specified in paragraph 4; and
 - b. for a Primary Reserve Mess, the Brigade Commander of the CO specified in paragraph 4.
7. When more than one organization and/or facility has been authorized within a mess category, the CO shall establish appropriate accounting and administrative procedures to ensure that expenses and resources are allocated equitably.
8. Once approved, all oversight of Mess operations fall under the responsibility of Personnel Support Programs (PSP). Each Regular Force Mess should be assigned a centrally or locally funded PSP employee for oversight. The Primary reserve messes will be guided by the Division PSP Advisor. The PSP employee with oversight of the mess will work with their mess committee to answer questions, clarify policies or procedures, oversee financial transactions and oversee and manage facility use.
9. Prior to submitting a request to create a new Mess, the interested parties will meet with the Sr Manager PSP or PSP Advisors designate, to discuss the Mess and will review the following documents:
 - a. locally produced approval form as per example in Table 9-1-1;
 - b. locally produced business plan with budget;
 - c. draft constitution and bylaws;
 - d. list of Mess members; and
 - e. list of Mess requirements (facilities, equipment and other resources).

Table 9-1-1	
TEMPLATE OF MESS APPROVAL FORM	
(This template is provided as an example only and can be modified as necessary)	
NAME	Name or type activity
SOURCE OF REVENUES	Provide all sources of revenues including membership, sponsorship and activities
MESS REQUIREMENTS	Describe size of the facility: is this an existing facility? Will a new building be required? Has RP Ops Support been solicited?
PURPOSE FOR THE CREATION OF THE NEW MESS	Describe the purpose of establishing another Mess, and who it will serve.
OPERATING CONDITIONS	How it will be operated and when it will be operated? May discuss risks and mitigating measures.
COMMENT BY DEPUTY MANAGER PSP or PSP ADVISOR	Support and signature
COMMENT BY SR MANAGER PSP or PSP ADVISOR	To ensure that this Mess can be supported by Consolidated Insurance Program (CIP).
APPROVAL BY B COMD / BRIGADE COMD	Signature and approval.

Resources

10. The policy for the division of responsibility between the public and Non-Public Property (NPP) for the provision of resources in support of messes is contained in A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces.

Memberships

11. Every member shall belong to a mess appropriate to their rank. When, for valid reasons, the individual wishes to belong to a mess appropriate to their rank that is other than the one established to serve the member's unit, the member may do so with the approval of the losing unit CO concerned.

12. The membership of a mess consists of ordinary, associate and honorary members.

Ordinary Members

13. The following persons are ordinary members of the mess appropriate to their rank designated to serve their unit:

- a. members of the Regular Force, Primary Reserve (including those Primary Reserve on annuitant break);
- b. members of the armed forces of other countries who are on exchange with, or on loan to, the Canadian Armed Forces (CAF) and who are employed at a base, station, unit or ship served by the mess;
- c. members of the Reserve Force when performing Class B or C Reserve Service at a Regular Force establishment;
- d. officers of the Cadet Instructors Cadre (CIC) of directly sponsored cadet units who share the same facilities, upon application; and
- e. officer cadets of the Regular Officer Training Plan (ROTP) attending university during their academic year if a mess is not established at their institution when living in quarters (single or married).

Associate Members

14. Subject to paragraph 16 the following persons may, with the approval of the CO, be associate members of a mess appropriate to their rank or status:

- a. this category comprises, except in a ship's mess of :
 - (1) veterans (former members of the Canadian Armed Forces (CAF) who have successfully completed basic military training and have been honourably discharged);
 - (2) serving and retired Department of National Defence (DND) civilian employees, NPF, MFRC, DRDC, CSE, DCC and serving RCMP;
 - (3) currently-serving Honorary Colonels or Captain (Navy) and Honorary Lieutenant-Colonels or Commanders;
 - (4) other civilians similarly employed at, or in connection with, the unit or other element served by the mess;
 - (5) members of the Canadian Cadet organization, Canadian Rangers and Cadet Organization Administrative and Training Service;
 - (6) serving members of the armed forces of other countries serving in the vicinity of the unit or other element served by the mess;

- (7) officer cadets of the Regular Officer Training Plan (ROTP) attending university during their academic year if a mess is not established at their institution; and
- (8) personnel, other than those mentioned in sub-paragraphs 1 to 7, who may be admitted to membership for a term not exceeding one year, without prejudice to renewal thereof for further one year terms, and upon the recommendation of the mess committee, the majority vote of those present at a general mess meeting and the approval of the CO.

15. Priority for associate membership should be given in the order that the categories are listed in paragraph 14.

16. Associate membership is not transferable from one mess to another. However, a person may have associate membership in more than one mess but shall pay dues in each mess.

17. An associate member shall be accorded the privileges of the mess but may not serve on the mess committee. An associate member may assist the mess committee or subcommittee, but by doing so assumes no responsibility.

Note: Associate membership under sub-paragraph 14a (8) shall be reviewed at the same date each year. Temporary membership may be granted until the next general mess meeting upon approval of the CO.

Honorary Members

18. Members of the Canadian Regular Force or Primary Reserve are honorary members of every mess appropriate to their rank, except in the mess in which they are ordinary or associate members and in seagoing ships.

19. Any distinguished person may be invited to become an honorary member of a mess for a term not exceeding one year, without prejudice to renewal of membership for further one year terms, and upon recommendation of the mess committee, majority vote of those present at a general mess meeting and approval of the CO.

20. An honorary lifetime membership that was granted to former RCAF personnel in accordance with former RCAF policy is valid only in messes that were RCAF prior to 1 Feb 1968. Such memberships shall not be rescinded without National Defence Headquarters (NDHQ) concurrence.

Note: There were no similar provisions in the Navy or Army.

21. Subject to paragraph 20, individual messes may honour a retiring or retired member by granting an honorary lifetime membership, valid only in the mess granting

the membership. However, such memberships shall be honoured in other messes, except messes in ships, on an infrequent and casual basis. If the holder of an honorary lifetime membership wishes to become an associate member of any mess appropriate to their former rank, they may apply to do so through the mess committee to the CO.

22. An honorary member shall be accorded the privileges of the mess but shall not pay mess subscriptions nor serve the mess in any capacity. An honorary member may be assessed a proportionate share of expenses associated with any mess function or entertainment attended. Except as provided in CFAO 19-8, Canvassing Defence Establishments, an honorary member may not enter DND property, buildings or messes for the purpose of soliciting or transacting business. Membership may be cancelled by the CO for cause, except as provided in paragraph 21.

23. Honorary membership of all types is intended to recognize an individual's position or contribution to the nation or to the military by providing opportunities for the occasional use of messes. However, when an honorary member, including an ordinary member of another mess, wishes to use the facilities of a mess on a frequent basis the honorary member should apply for associate membership.

Mess Subscription/Mess Dues

24. Mess subscriptions and special assessments, often referred to as mess dues, shall begin for a member on the first day of the month following the Coming on Strength (COS) date at the gaining unit. The losing unit shall charge the member until the last day of the month of the COS date. See examples in Table 9-1-2.

25. When a member proceeds on temporary duty (TD) or attached posting (AP) less than 14 days no action is required at either unit. For TD or AP over 14 days, the member should request their mess subscription be suspended at the losing unit. The losing unit will suspend mess subscription on the last day of the month. The gaining unit will start the mess dues the first of the following month; member would clear into the gaining unit. Upon completion of the TD or AP, the member will clear out of the gaining unit, return to their unit, and clear in. The gaining unit will cease dues at the end of the month and the gaining unit will reinstate the members' dues on the first day of the following month. See examples in Table 9-1-2.

26. Where no mess exists, such as in some theatres of operation locations in the United States and Europe, mess subscription and special assessments shall be suspended on the last day of the month of the start of the member's departure for the mission/posting. Mess subscription and special assessments shall be re-instituted upon return on the first day of the month following the member's return date.

27. Mess subscription and special assessments shall be ceased, for all types of Leave Without Pay (LWOP) (e.g.: maternity/parental leave) for personnel who will not frequent the mess while on LWOP, on the last day of the month of the start of the member's LWOP. Mess subscription and special assessments shall be re-instituted upon return on the first day of the month following the member's return from LWOP.

See examples at Table 9-1-2. This does not preclude the member on LWOP from attending a private function that is not subsidized by the mess, such as a wedding. However, if a member continues or recommences participating in mess functions while on LWOP, they shall pay mess dues. It is the member's responsibility to clear-in/out of the mess within 15 days of arrival and departure.

28. Mess subscription and special assessments shall cease for deployments and missions where no messes exist. Mess subscription and special assessments shall be suspended at the home unit on the last day of the month of the start of the deployment/mission. Home unit reinstates mess dues on the first day of the month following the end of the deployment/mission. See examples of TD, AP and LWOP in Table 9-1-2.

Table 9-1-2 Examples
Postings
<ul style="list-style-type: none"> Member COS date is 1 July
Losing unit charges mess dues 1-31 July
Gaining unit starts to charge mess dues 1 August
<ul style="list-style-type: none"> Member COS date is 28 July
Losing unit charges mess dues 1-31 July
Gaining unit starts to charge mess dues 1 August
Temporary Duty and Attached Postings
When TD or AP is less than 14 days, no action is required at either units.
<ul style="list-style-type: none"> Member is TD 1 July- 26 July
Losing unit keeps charging mess dues as usual. No change
Gaining unit does not charge mess dues
<ul style="list-style-type: none"> Member is TD 16 July- 12 August
Losing unit charges mess dues 1-31 July
Gaining unit charges mess dues 1-31 August
Losing unit reinstates mess dues 1 September
<ul style="list-style-type: none"> Member is attached posted 15 July-1 November
Losing unit charges mess dues 1-31 July
Gaining unit charges mess dues 1 August- 30 November
Losing unit reinstates mess dues 1 December
LWOP (Maternity/Parental Leave) Deployment and Mission
<ul style="list-style-type: none"> Member starts LWOP 1 July and ends 30 June (1 year)
Mess dues charged 1-30 June (last day of work)
No mess dues charged 1 July - 30 June
Mess dues reinstated 1 July of the next year
<ul style="list-style-type: none"> Member starts LWOP 18 July and ends 1 March
Mess dues charged 1-31 July

No mess dues charged 1 August - 31 March
Mess dues reinstated 1 April
<ul style="list-style-type: none"> • <i>Member starts Deployment /mission 18 July and ends 1 March</i>
Home unit charges Mess dues 1-31 July
No mess dues charged 1 August - 31 March
Home unit reinstates Mess dues 1 April

Visits to Messes

29. A member of a mess, except in the course of duty, shall not enter another mess inappropriate to their rank or attend social functions at such messes without a proper invitation sanctioned by the President of the Mess Committee (PMC). Such invitations are normally limited to official and traditional visits.

30. In a marriage and common-law relationships between members of different ranks, the members may attend social functions at the other mess when sanctioned by the PMC of the other member's mess.

31. Family of the member shall be considered guests of the mess.

Gifts to CAF Members

32. A mess may, if the creation of a separate gift fund has been approved by a simple majority of all members, give gifts and testimonials of a reasonable amount to CAF members on the occasion of their departure from the mess or for other legitimate purposes, such as bereavement commemoration. Gift Funds shall be accounted for as an NPP Entity Fund. The mess's Constitution and By-laws must state the established equitable criteria, amounts, purposes, etc. for gift fund expenditures, as well as the appropriate monthly gift fund assessment from members.

Chapter 9-2 Provision, Serving and Consumption of Alcoholic Beverages

Purpose

1. This order amplifies QR&O 19.04, Intoxicants, and prescribes the policy governing the provision, serving and consumption of alcoholic beverages within the Canadian Armed Forces (CAF).

Application

2. This order applies to all CAF facilities and functions including but not restricted to, messes, CANEX lounges and restaurants, specialty interest clubs and facilities, social centres, Department of National Defence (DND) armouries, unit dances, section parties, farewells and depart with dignity, and other ad hoc occasions whether held on DND property or elsewhere.

Policy

3. The Commanding Officer (CO) shall establish and promulgate orders governing the times, locations and conditions for the introduction, serving and consumption of alcohol at facilities and functions of the unit. The objective of these orders shall be to:

- a. promote responsible attitudes and practices in order to avoid or reduce domestic or social problems and the adverse effects on health and work performance associated with immoderate use of alcohol; and
- b. ensure that all reasonable steps are taken to avoid contributing to injury or death resulting from the consumption of alcohol served at CAF facilities or CAF sponsored functions.

4. While the orders may take into consideration the special nature, circumstances and roles of individual units, as far as is practical having regard to the exigencies of the service, they shall include provisions which ensure that:

- a. there is no doubt that the orders apply to all unit facilities and functions where alcohol is served or consumed;
- b. the standards of care for the serving and consumption of alcoholic beverages conform with those established by provincial and municipal laws;
- c. the sale of alcoholic beverages is not subsidized or discounted. Provisions should therefore include:

- (1) a prohibition on the operation of bars except on a profit-making or break-even basis, and
- (2) a prohibition on "Happy Hour" or "two for one", etc. specials;

Note: This does not preclude subsidization at hosted functions held at the discretion of the Base Commander (B Comd) such as Remembrance Day, At Home and New Year Levee.

- d. non-alcoholic beverages, attractive in price and presentation, are available at all outlets where alcohol is served;
- e. contests, competitions or stunts based on immoderate drinking of alcoholic beverages are prohibited (e.g.: "chug-a-lug" beer-drinking contests, etc);
- f. provision to or consumption of alcoholic beverages by, military or civilian personnel who are under the legal drinking age in the province in which the unit is located is prohibited;
- g. persons in an intoxicated or apparently intoxicated condition shall not be served alcohol at CAF controlled facilities or functions;
- h. individual members of the CAF are made aware that:
 - (1) the primary responsibility for the wise and moderate consumption of alcohol and related behaviour rests with the consumer; and
 - (2) there is a potential for personal liability when serving alcohol at their home or other locations; and
- i. a training and awareness program on the responsible service of alcoholic beverages is implemented for all personnel involved with the sale and/or serving of alcoholic beverages based on the provincial and municipal laws as per Table 9-2-1.

Table 9-2-1 Provincial Awareness Programs by Province		
Base/Wing location	Name of the program	Internet link to the program or info
Nova Scotia	It's Good Business	http://novascotia.ca
New Brunswick	Responsible Beverage	https://www.tianb.com
Quebec	Service in Action	http://educalcool.qc.ca
Ontario	Smart Serve	http://www.agco.on.ca
Manitoba	Smart Choice	www.smartchoicesmb.ca
Saskatchewan	Serve It Right	http://www.slga.gov.sk.ca
Alberta	Alberta Server Intervention Program	https://proserve.aglc.ca
British Columbia	Serving It Right	https://www.responsible-servicebc.gov.bc.ca
North West Territories		http://www.gov.nu.ca/
OUTCAN and Missions	Smart Serve	http://www.agco.on.ca/

Note: if provincial training and awareness is not available at a location outside of Canada, CAF will use Ontario Smart Serve program.

Legal Implications

5. For some time Canadian courts have recognized a responsibility on the part of facilities and individuals to refrain from serving alcohol to individuals who are intoxicated or apparently intoxicated. In numerous cases where an intoxicated individual has become involved in an accident, the facility that continued to serve alcohol to an individual who was visibly intoxicated has been found partially liable for resulting damages. Depending upon the particular circumstances, such damages may run into hundreds of thousands of dollars.

6. Besides the potential liability on the part of the facility, there is the obvious danger of liability on the part of the intoxicated individual for damages that may be caused. Furthermore, individuals who, in an intoxicated condition, drive motor vehicles are subject to criminal prosecution which could result in serious consequences, (e.g. fine, period of incarceration, suspension of driver's licence, criminal record, etc).

Chapter 9-3 Spirit Issue

Purpose

1. This order prescribes the policy and regulating guidelines governing the Spirit Issue in the Canadian Armed Forces (CAF) and the resourcing of these expenditures.

Background

2. The Spirit Issue has been a naval tradition since before the establishment of the Royal Canadian Navy. Although only exercised in rare circumstances, it continues to be a mechanism for the CAF to maintain morale and welfare today. Issued under the approval of the senior officer present, the Spirit Issue is considered a morale booster for CAF members who have performed extraordinarily challenging tasks, such as recovery efforts after a plane crash or winter indoctrination exercises.

Authorization

3. As per the Financial Administration Manual (FAM) Chapter 1017-1 Management of Hospitality Expenditures, paragraph 62, it is prohibited to provide alcoholic beverages at public expense at events involving only federal government employees.

4. In these instances only CAF members would be involved and therefore the use of public funds is prohibited. However as the Spirit Issue is considered a long held tradition contributing to the morale and welfare of our military members, the use of local Non Public Property is authorized as follows:

- a. with the approval of the Commander (Comd) of the command, the CO of a fleet diving unit may authorize a Spirit Issue to those personnel specifically and directly employed in a diving operation;
- b. with the approval of the Comd of the command, an officer who is the CO of the Base or an officer of, or above the rank of major, who is the CO of a unit or other element, may authorize a Spirit Issue to personnel:
 - i. who are performing their duties under unusual and difficult conditions that are sufficiently adverse to warrant the issue as a morale booster; and
 - ii. serving at a location remote from the permanent facilities normally occupied by that base, unit or other element.
- c. when a Spirit Issue is authorized under paragraphs 4a and b the issue:
 - i. shall not be repeated in any 24-hour period;

- ii. should be made only at the conclusion of the day or activity when personnel have returned to shelter and are not likely to be called out for duty for at least eight hours; and
 - iii. shall not exceed 70 ml (2 fl oz) per person per day.
- d. when the order "Splice the Main Brace" is given in a ship, every member is entitled to receive a special issue of 87.5 ml (2.5 fl oz) of spirits;
- e. the order "Splice the Main Brace" may only be given by:
 - i. a member of the Royal Family;
 - ii. the Governor General of Canada; or
 - iii. the Chief of Defence Staff (CDS).
- f. the medicinal issue of spirits by a medical officer is not considered morale and welfare and is outside the criteria for a Spirit Issue outlined in this policy; and
- g. spirits shall not be issued in any circumstances other than those specified in this order without the approval of Director General Morale and Welfare Services (DGMWS).

Chapter 9-4 Mess Administration

Purpose

1. This policy is issued under the authority of the Director General Morale Welfare Services (DGMWS), in their capacity as the Managing Director NPP and Chief Executive Officer, Staff of the Non-Public Funds, Canadian Forces, with the approval and promulgation authority of the Chief of Defence Staff (CDS).

Objective

2. The objectives of the Mess Administration Policy are to:
- a. provide a clear and concise set of guidelines for CAF mess administration;
 - b. develop current guidelines for CAF mess administration;
 - c. describe the processes and procedures in CAF messes; and
 - d. outline responsibilities.

Scope

3. The Mess Administration Policy applies to the management of CAF messes (Reserve and Regular) including messes annexes, satellites and combined.

Responsibilities

4. Key stakeholders approval authorities, roles and responsibilities include the:
- a. CDS. The CDS, in their capacity as the governing authority on NPP, approves major policies related to NPP;
 - b. VCDS. The VCDS is responsible for approving policies relating to Public support to MW programs, such as messes;
 - c. CMP. The CMP is responsible for approving Public policies relating to CAF personnel;
 - d. NPP Board. The NPP Board is an advisory Board which provides oversight of all NPP activities and assists the CDS in approval of major NPP policies;
 - e. DGMWS. As the Managing Director of NPP, is responsible for the approval of day-to-day NPP policies and as the CEO of the Staff of the

Non-Public Funds, Canadian Forces, is responsible for the approval of all human resources policies relating to the Staff of the Non-Public Funds, Canadian Forces; and

- f. staff. personnel involved in the management or delivery of programs, activities and services in the NPP Accountability Framework.

SECTION 1 - INTRODUCTION

General

5. This policy is to be used in conjunction with activity related publications including:
 - a. PSP Policy Manual Part 9;
 - b. A-PS-110-001/AG-002 Morale and Welfare Programs in the Canadian Forces – Public Support to Morale and Welfare Programs and Non-Public Property (NPP);
 - c. A-FN-105-001/AG -001, Policy and Procedures for Non-Public Fund (NPF) Accounting; and
 - d. A-FN-110-001/AG-E01, Naval Non-Public Funds Manual.

Application

6. This publication applies at all levels and in all environments of the CAF (regular and Reserve forces) unless otherwise stated.
7. In this document, the word CO means Base, Wing, Unit (Regular and Reserve), Ship Commander. The CO is responsible for the messes.

SECTION 2 - ORGANIZATION

Authority and Organization

8. Messes are established as prescribed in Queens Regulations & Orders (QR&O) 27.1 and PSP Policy Manual Part 9 Chapter 9-1.
9. The responsibility for Messes at any location is detailed in the appropriate Canadian Armed Forces Organization Order (CFOO). The Comd of the unit assigned this responsibility is the commanding officer (CO) referred to in subsequent sections of this publication unless otherwise stated.

Number and Types of Messes

10. The type of messes that may be established and the approving authority required is contained in PSP Policy Manual Part 9 Chapter 9-1.

11. While PSP Policy Manual Part 9 Chapter 9-1 provides that, when physical plant or geography so dictate, additional messes may be established, careful consideration should be given to establishing branches of a mess rather than an additional mess organization. The support provided to messes as outlined in A-PS-110-001/ AG-002 is based on the concept of one mess of each type per Base and staff. Size of facilities and equipment provided will not be increased by establishing another mess. In addition, one mess organization generally results in greater efficiency, more economical operation, and greater flexibility in facility use and programs.

Management of Messes

12. Each mess shall be managed and administered by Pers Svcs O or Sr Manager PSP in conjunction with a Mess committee. For the Reserve mess, each mess is administrated and managed by the PMC.

Function of a Mess Committee

13. The Mess Committee:
- a. is responsible for ensuring compliance with regulations, orders, and directives pertaining to messes;
 - b. provides for the organizational, administrative and logistical action necessary to carry out the mess members' decisions on mess matters;
 - c. communicates, to the CO both in writing and/ or orally, the wishes of the mess members regarding their mess; and
 - d. communicates, to the mess members, the CO's policy direction and reason therefore as required.

Composition of a Mess Committee

14. The composition and organization of any Mess will vary according to the size, role, and circumstances of the unit on which it is established.

15. The Mess Committee shall consist of not less than three members as follows:
- a. a President of the Mess Committee (PMC), who shall be in the case of wardroom in a ship, the executive officer;

- b. a Vice President of the Mess Committee (VPMC); and
- c. a Secretary/finance member.

Note: Additional members may be added to the Mess committee as deemed necessary to ensure efficient management of the mess.

16. PMCs, VPMCs, and secretary/ finance member may be elected at a general mess meeting or appointed by the CO's. In making a decision as to the means to be utilized in bringing a committee to office, the need for effective and responsible leadership in these key positions should be carefully considered. This factor is particularly relevant in junior ranks' messes with their large memberships, where the PMC does not have the advantage of rank differential to aid them in the conduct of mess administration and in carrying out demanding responsibilities with possible limited experience. In such circumstances, the need for high calibre executive members is manifest and may not always be assured by general voting procedures. The point to be made is an important one as the proper functioning of a mess is in large measure dependent on the skill and integrity of the executive committee.

17. Where a combined mess or a junior ranks' mess is established, the CO shall ensure that there is a reasonable representation of all ranks of the membership on the Mess committee.

18. Tenure of office is normally not less than 12 months or no more than 24 months. Extension may be authorized by the CO. No more than 50 percent of the Mess committee should be changed at any one time. Request to deviate from this can be forwarded to DGMWS.

Supervising Officer

19. The CO shall appoint an officer (in some cases Mess and Institutes Officer) to act in an advisory capacity to the Mess committees of each officer cadet and junior ranks' mess. The supervising officer shall:

- a. assist and advise the Mess committee as required;
- b. be an ex-officio member of the Mess committee; and
- c. keep the CO advised of the affairs of the mess.

20. Specific terms of reference can be found in Table 9-4-1-1.

Mess Manager

21. Under provisions of A-PS-110-001/AG-002, a Mess manager will be provided to messes with certain minimum membership.

22. The Mess manager is responsive to the PMC for the planning, organizing, directing, and controlling of mess activities except for Food Services in messes with public kitchens as per table 9-4-7. The Mess manager is responsible to the Senior Manager PSP/Pers Svcs O/or designate. For the Reserve mess, the PMC is responsible for the planning, organizing, directing, and controlling of the mess and is responsible to the CO.

23. The Mess manager is an adviser to the Mess committee not a member.

Terms of Reference

24. Terms of reference shall be established and maintained for all positions on the Mess committee.

25. Sample terms of reference for some of the Mess committee positions are provided in table 9-4-1-1 to 9-4-1-8. The duties assigned are not exhaustive and certain of them are transferable depending on the circumstances:

- a. supervising officer;

Table 9-4-1-1 Mess Committee Responsibilities Supervising Officer	
Terms of reference Base/Wing/Unit: CFB _____ Section: Base/Wing/Unit Services: _____ Position Title: Supervising Officer: _____ Rank: _____ Responsible To: _____	
FUNCTION	
To supervise the junior ranks' mess.	
DUTIES	
<ol style="list-style-type: none"> 1. Acts as liaison between the CO and the mess. 2. Is an 'ex-officio' member of the Mess committee and shall attend all general, extraordinary, and executive committee meetings. 3. Does not possess voting privileges. 4. Assist the PMC in ensuring mess meetings are conducted in an orderly and proper manner in accordance with existing regulations and proper mess decorum. 5. Ensure that all business transacted is in the best interest of the membership. 6. Ensure that the Mess committee receives support in the effective management of the mess, and shall act, where required, as liaison for the Mess committee. 7. Monitor the financial status of the mess operation, paying particular attention to the following: <ol style="list-style-type: none"> a. budget preparation; 	

- b. budget control, to ensure expenditures are within the budgeted amounts;
- c. perusing the Monthly Financial Statements provided by the NPF Accounting Manager to ensure the mess is operating in an efficient manner; and
- d. ensuring that all expenditures are in accordance with the appropriate CAF regulations and as approved by the mess members.

- b. president of the mess committee (PMC);

Table 9-4-1-2	
Mess Committee Responsibilities	
President of the Mess Committee	
1.	The President of the Mess Committee (PMC) is responsible to the CO. The duties of the PMC are: <ul style="list-style-type: none"> a. the issuance of a mess constitution and by-laws; b. ensuring that statement of duties exists for all members of the Mess committee and mess employees (except when PSP manages the mess); and c. calling of Mess committee meetings and general mess meetings and presiding at these meetings.

- c. vice president of the mess committee (VPMC);

Table 9-4-1-3	
Mess Committee Responsibilities	
Vice-President of the Mess Committee	
1.	The Vice-President of the Mess Committee (VPMC) is responsible to the PMC. The duties of the VPMC are: <ul style="list-style-type: none"> a. to assist the PMC in the performance of their duties; b. to officiate in the absence of the PMC; c. to prepare an entertainment schedule in messes that do not have a chairperson or entertainment committee; and d. to prepare long and short range mess improvement programs.

- d. mess secretary;

Table 9-4-1-4	
Mess Committee Responsibilities	
Mess Secretary	
1.	The Mess secretary is responsible to the PMC. The duties of the Mess secretary are: <ul style="list-style-type: none"> a. to prepare the agenda for Mess committee and general mess meetings; b. to record the minutes of Mess committee and general mess meetings; c. to conduct all mess correspondence;

d. where applicable, to maintain a petty cash fund; and
e. to perform such other duties as assigned by the president.
2. A Mess manager may be assigned some duties of the secretary.

e. treasurer/finance member;

Table 9-4-1-5
Mess Committee Responsibilities
Treasurer/Finance Member
1. The treasurer/finance member of the mess is responsible to the PMC. It is recommended that this mess committee member has a finance background. The duties of the finance member are: <ul style="list-style-type: none"> a. to assist in the preparation of the yearly budget; b. to monitor financial results in comparison to the budget; c. to interpret financial statements and advise the PMC on the financial condition of the mess; d. to conduct liaison with the NPP Accounting Manager; e. to ensure that the mess committee is aware of the financial implications of any decision; and f. to perform such other duties as may be assigned by the PMC.
2. In addition, the treasurer/finance member may be required on occasion, to participate in stocktaking's and to assist compliance personnel when Mess activities and /or records are being examined.
3. The NPP Accounting Manager or a delegated representative is an ex-officio member of each Mess committee and shall provide financial information consistent with the responsibilities of the NPP Accounting Manager. An NPP Accounting Manager or a delegated representative does not serve as a regular/ voting member of any Mess committee. This task can be assigned to the Senior Manager PSP (Pers Svcs O). A mess member may be assigned some duties of the treasury.

f. entertainment member;

Table 9-4-1-6
Mess Committee Responsibilities
Entertainment Member
1. The entertainment member is responsible to the PMC. The duties of the entertainment member are: <ul style="list-style-type: none"> a. to plan and organize the entertainment program; b. to prepare the entertainment budget; c. to recommend the hiring of bands, entertainers, (contracts are normally done by PSP Chapter NPP contracting policy and NPP DOA), etc; d. to conduct liaison with the Food Services or local caterer required for entertainment functions (normally done by PSP IAW NPP contracting policy and NPP DOA); e. to ensure the proper control of revenues from entertainment and that funds are turned in promptly;

<ul style="list-style-type: none"> f. to advertise entertainment functions; g. to perform such other duties as assigned by the PMC; and h. to coordinate the set-up of mess functions and entertainment as required.
<p>2. In Messes that do not have an entertainment member, these duties normally would be assigned to the VPMC. A Mess manager may be assigned some duties of the Entertainment Member.</p>

- g. bar member; and

Table 9-4-1-7	
Mess Committee Responsibilities	
Bar Member (or Mess manager or Bar Supervisor)	
1.	The bar member is responsible to the PMC. The duties of the bar member are: <ul style="list-style-type: none"> a. to supervise, train and ensure the efficiency of the bar staff in consultation and under the guidance of NPF HR staff and applicable policies and collective bargaining agreements; b. to order merchandise and bar supplies; c. to receive and ensure the safekeeping of merchandise and bar supplies; d. if applicable, establish administrative and control procedures for honour bar operations; and e. to perform such other duties as assigned by the PMC or outlined in appropriate regulations.
<p>Note: In Regular messes that employ a Mess manager or bar supervisor, all of the duties assigned to the bar member shall be performed by the Mess manager or Bar supervisor under the leadership of the Sr Manager PSP or Pers Svcs O.</p>	

- h. other committee members.

Table 9-4-1-8	
Mess Committee Responsibilities	
Other Committee Members	
1.	Members of a Mess committee, in addition to those designated in preceding annexes, may be elected or appointed, either permanently or for specific projects. Terms of references for their guidance will be given by the PMC.

26. One copy of the terms of reference should be given to the member and one copy should be maintained in the Mess Policy Book or website, with provisions for certification by current committee members that they have read and understood.

Conflict of Interest

27. A member of a committee or sub-committee shall not have any personal interest in purchases, sales, or profits of a mess or receive any remuneration or advantage by reason of their connection with the management of the mess as per NPF Conflict of Interest Policy.

https://www.cfmws.com/en/AboutUs/Library/PoliciesandRegulations/Corporate/Documents/ConflictofInterest_Policy_Bil.pdf

28. Where any direct or indirect profit or advantage may accrue to a member of a committee or sub-committee, by reason of any connection such member may have (other than as a minor share-holder of a corporation) in a firm which makes sales to the mess concerned, or has other business dealings with that mess, they shall disclose the particulars thereof to the CO who shall decide whether the member will continue in office.

Mess Administration

29. Strict adherence to the following administrative instructions shall be required of personnel in positions of responsibility:

- a. minutes of Mess committee and general meetings shall be complete, detailed, and forwarded for the CO's approval without delay. Minutes shall be revised by the Sr Manager PSP or Pers Svcs O and a copy must be sent to the NPPAM. Motions concerning the expenditure of mess funds shall clearly define individual items of expenditures for goods and/or services and shall be within budgetary limitations;
- b. the PMC and, if applicable, Mess manager shall personally examine all proposed budgets submitted by committee members and submit the recommended annual operating budget for the total mess program to the CO for approval. The PMC and the Mess manager shall monitor the mess budget to ensure revenues and expenditures are in accordance with budget plans;
- c. disbursement of mess and institute funds shall be in accordance with approved procedures. Requests for payments of services, e.g., bands, and shall be supported by written NPP contracts, setting out total charges for services rendered. Invoices covering charges for goods (not for resale), e.g. Prizes, trophies, decorations, and services, shall be approved for payment by the person with the Delegation of Authority (Mess manager/PMC or local delegated authority), when they have confirmed that goods have been received or services rendered in accordance with agreement or contract;
- d. the PMC shall ensure that statements of duties exist for all members of the Mess committee. They shall brief committee members with respect to their individual responsibilities on taking office and ensure that attendant duties are performed efficiently and conscientiously in accordance with written and verbal directives;

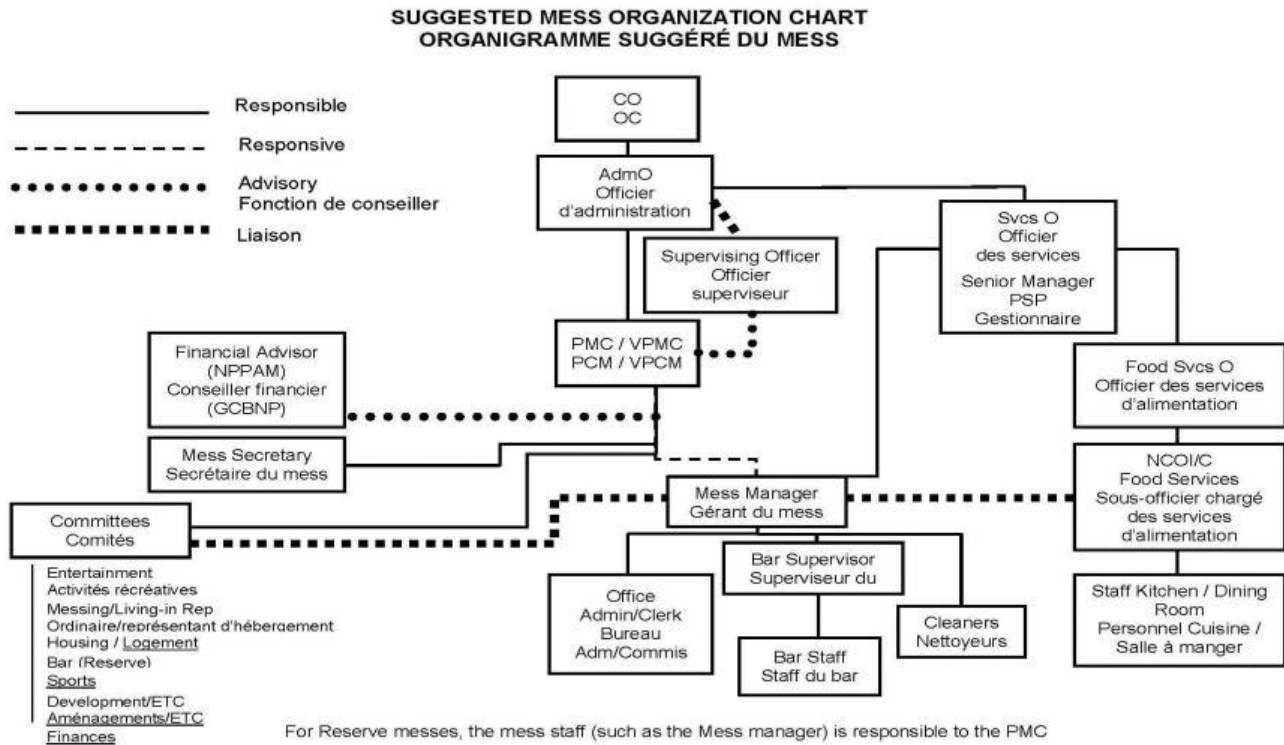
- e. the Mess Manager, through the NPFHR office shall provide written employment contracts or letter of employment offer for mess staff, specifying terms of employment, e.g. pay, holidays, hours of work, to whom responsible, and duties;
- f. the Senior Manager PSP/Pers Svcs O shall be responsible to the CO for the overall monitoring of mess operation at a unit to ensure that checks, controls, and operating procedures are maintained in accordance with regulations and established policy contained in A-PS-110-001/AG-002, A-FN-105/001/AG-001, PSP Policy Manual, CDS Delegation of Authorities for Financial Administration of NPP, NPP Contracting Policy local orders and other publications, and take corrective measures in concert with the PMC and, if applicable, Mess manager and/or Supervising Officer concerned to rectify any deficiencies; and
- g. the NPF accounting office is responsible for the provision of accounting services IAW A-FN-105-001/AG-001. In addition, the Mess manager and NPPAM shall be an ex-officio member of each Mess committee and shall provide advice to the PMC on all aspects of a financial nature.

Mess Organization

General

- 30. A suggested organization chart of a mess is found in table 9-4-2.
- 31. The management of the mess is the responsibility of the PMC for Reserve messes and of the Mess managers for regular messes.

TABLE 9-4-2



Specific

32. The organization of a mess should be considered as consisting of the following four parts:

- a. the executive — consists of the PMC and VPMC who exercise functional control of mess committee;
- b. the committee (working members) may consist of the following;
 - (1) mess secretary;
 - (2) residents (living in) member;
 - (3) housing member;
 - (4) finance member;

- (5) entertainment member; and
- (6) sports member / etc.

Notes:

- i. committee positions may be combined as dictated by the number of mess members or the magnitude of responsibilities.
 - ii. mess Committee members, because of frequent change, shall not exercise functional control nor technical control of mess staff.
- c. the membership — the membership of a mess consists of ordinary, associate, and honorary members. Details of each category are contained in PSP Policy Manual Part 9 chapter 9-1.
- d. the mess staff— It may be military or civilian NPF, and may include the following:
 - (1) mess manager;
 - (2) assistant mess manager;
 - (3) event coordinator;
 - (4) bar supervisor;
 - (5) mess clerk/admin;
 - (6) bar staff; and
 - (7) cleaners.

Public Support of Messes

33. Full details on the degree of public support that messes are authorized to are contained in A-PS-110-001/ AG-002, Morale and Welfare Programs in the Canadian Forces – Public Support to Morale and Welfare Programs and Non-Public Property (NPP) Manual.

Accounting Procedures

34. Accounting Procedures are contained in A-FN -105/001/ AG-001 Policy and Procedures for Non-Public Fund Accounting with the exception of ships' messes which are contained in the Naval Non-Public Funds Manual.

Personnel Policy

35. Policy and guidelines pertaining to NPF paid employees are contained in NPF HR Policies and Procedures, A-PS-110-001/AG-002 and A-FN-110-001/AG-E01.

SECTION 3 - ADMINISTRATION

Constitution and By-Laws

36. A constitution, as applied to a mess, is a document which enunciates the authorized principles according to which the Mess is formed and governed. All details shall be contained in a set of mess rules known as "Constitution and By-laws". A sample constitution and suggested article headings for by-laws is at Table 9-4-3 and 9-4-3-1.

37. The constitution and by-laws shall be ratified at a general mess meeting and be approved by the CO prior to taking force.

38. Immediately on joining a mess, a mess member shall be given the opportunity to read the constitution and by-laws, a copy of which must be available to mess members at all times, in the mess or on the website.

Table 9-4-3 Sample Mess Constitution	
NAME OF MESS CONSTITUTION	
1.	Name- the name of the mess is hereinafter referred to as the mess.
2.	Authority for Establishment and Operation- The mess is established under authority of QR&O 27.01. It shall be operated in accordance with regulations and orders governing the operation of Messes in the CAF and the instructions contained in this constitution. The by-laws will amplify it.
3.	Purpose of Operation- the mess shall be operated for the purpose of providing services and amenities to members. The mess shall receive and account for all allowances and donations which apply to it.
4.	Membership- the membership of the mess shall consist of: <ol style="list-style-type: none"> a. ordinary members (describe); b. associate members (describe); and c. honorary members (describe).
5.	Mess Committee- the mess shall be administered by a committee appointed by the CO or elected by and from the ordinary members at a general Mess meeting.
6.	The Mess committee shall consist of: <ol style="list-style-type: none"> a. a president (PMC); b. a vice-president(s) (VPMC); c. a secretary; d. a treasurer/finance member; e. an entertainment member; and

f.	such other members as required.
7.	The duties and responsibilities of committee members shall be as set out in the by-laws.
8.	Meetings- Meetings shall be held as follows: a. mess committee meeting once per month; and b. general mess meetings at least once during each six month period.
9.	General mess meetings shall be held, at the call of the PMC, to consider: a. financial matters; b. proposed mess activities; c. election of officers; and d. any other business concerning the mess.
10.	Committee meetings shall be held, at the call of the PMC, to consider: a. approval of expenditures which come within committee authority; b. approval of financial statements; and c. any other matters concerning the operation of the mess.
11.	Amendments - Proposals to amend the mess constitution shall be made in writing but will not be entered in the proposal book. They shall be submitted to the secretary and posted on the local mess websites or sent electronically. Provided the notice has been posted for seven days or more, the proposal shall be considered at the next general mess meeting.

Table 9-4-3-1	
Mess By-Laws: Suggested Articles	
Articles and Points to Consider	
1.	By-laws- Purpose of by-laws and procedure to be followed for proposals to amend the by-laws.
2.	Committee- Period of ordinary service on committee. Dates, in detail, of each committee member (may be an Annex to the by-laws).
3.	Sub-committees- Composition, purpose, and method of appointment of subcommittee, special committees.
4.	Membership- Qualifications for, and privileges of, ordinary members, associate members, and honorary members. Method of approving associate and honorary membership, and the number of each permitted.
5.	Subscriptions- the rate of mess subscriptions. Subscription must be approved at yearly general mess meeting.
6.	Trading Activity- Prices of merchandise, gross profit ratio, hours of operations. Method of conducting basic operations i.e. cash, credit, debit, bar chit, tab. Designation of member having the authority to keep the bar open after normal operating hours. Conditions and procedures governing the sale of alcoholic beverages for consumption outside the mess.
7.	Mess Entertainment- Circumstances under which the total cost of entertainment will be borne by the mess. Type of entertainment activities for which assessments will be levied.
8.	Mess Bill- Time limit for members to pay accounts. Persons authorized to accept payment. Action to be taken when a mess member fails to pay their account within the prescribed time.

9. Banking- Bank account and banking arrangements. Cheque signing authorities. Physical security of NPF. Cash deposit arrangements.
10. Meetings- Time and place of committee meetings and required attendance. Time and place of general meetings and required attendance. Method of notifying members of meetings. Constitution of a quorum. Method of conducting vote. Procedure to be followed in closing a meeting.
11. Method of notifying members of mess activities.
12. Discipline- Responsibility for discipline of members of the mess. Responsibility for the good behaviour of members' guests. Procedure for closing the bar and the mess premises. Occasions for extension of closing time and authority required. Notification of areas of the mess which are out of bounds to members and guests. Restrictions regarding games and gambling in the mess.
13. Dress- Dress regulations in the institute on formal and informal occasions. Dress considered acceptable for guests.
14. Complaints- Manner in which a complaint may be made or submitted to the committee. Personnel authorized to reprimand mess employees.
15. Suggestions- Manner in which suggestions are made known to the committee. Manner in which members will be kept informed of suggestions made to the committee.
16. Guests- Occasions on which guests may be invited to the mess and by whom. Restrictions on the number of guests that a member may invite. Definition or enumeration of official guests.
17. Expenditures- Limitations on expenditures imposed on committee members.
18. Gift funds- Occasions when tokens of sympathy will be offered. Form of such tokens. Price limitation placed on each form of token.
19. Mess Dinner Procedures and Customs- Document local customs, traditions, and variation for Mess dinners.
20. Bar card (chit). Who can have them and the procedures?
Note: <i>The headings and items included herein are for guidance only and are not to be considered as all-embracing or necessarily in the order in which they must appear in the by-laws.</i>

Mess Meetings

39. Mess committee meetings shall be held at least once a month and a general mess meeting shall be held at least once during each six month under the chairpersonship of the PMC to consider the financial affairs of the mess and other business related to the administration thereof.

40. An extraordinary general meeting may be convened by:

- a. the CO;
- b. the PMC;
- c. the supervising officer; or

- e. on the request in writing of 25% of the ordinary members.

41. A mess meeting "Proposal Book" shall be made available to mess members. Proposals shall be duly recorded and seconded in the proposal book by the mess members concerned at least four working days prior to the meeting. These proposals together with any matter raised by the Mess committee should be included in the agenda. (Note: Other more modern ways may be used ie: e-mails).

42. The approved agenda for a general mess meeting shall be posted in the mess or on the website at least two working days prior to the meeting.

43. A general mess meeting or extraordinary meeting of the mess is not valid or competent to transact any business unless a quorum is present. A quorum shall consist of 50 percent of the ordinary membership or 50 percent of the Base/Wing/Unit's units represented at the meeting. The CO or delegated authority may authorize a lesser percentage as constituting a quorum at a particular meeting; the circumstances will be attached to the minutes of that general meeting.

44. General mess meetings shall be conducted in the manner prescribed in Table 9-4-4 to this chapter and copies of the minutes shall be posted or otherwise made available to all members. All motions or other matters for decision raised at a general mess meeting shall be voted on by the ordinary members present, and shall be decided by a majority vote, and are subject to the approval of the CO.

NOTE: NOTE: E Voting and virtual Mess meetings are permitted for General and emergency Mess meetings. The voting result must be attached with the mess minutes, for approval.

Table 9-4-4 Conduct of Meetings	
INTRODUCTION	
1.	General mess meetings are held in order that mess members can fully discuss, in a democratic manner, matters relating to the operation of the mess, and arrive at decisions based on the will of the majority of the members.
2.	If general mess meetings are to be conducted in a manner which will result in accuracy of business, economy of time, uniformity, and impartiality, they should be conducted in accordance with parliamentary procedure.
PURPOSE	
3.	This annex outlines the responsibilities of the PMC in conducting mess meetings, parliamentary procedure insofar as it applies to such meetings, and the types and methods of dealing with motions.
PRESIDENT OF THE MESS COMMITTEE: RESPONSIBILITIES	
4.	The control of a mess meeting rests with the PMC and the success or failure of the meeting depends to a great extent on their preparation and planning and on their

leadership qualities and methods. To carry out their responsibilities at a mess meeting, the PMC should:

- a. be familiar with mess rules and regulations and the constitution and by-laws of the mess;
- b. know and follow the order of business for the conduct of the mess meeting;
- c. conduct the mess meeting in accordance with parliamentary procedure and be familiar with their duties as presiding officer in respect of the validity of motions, or amendments thereto, and the control of debate;
- d. ensure that each member has an opportunity to express their views but is not allowed to abuse this right by being repetitious;
- e. ensure that all remarks are addressed to the chair and not directly discussed by two or more members; and
- f. ensure that only one speaker has the floor at a time and that the speaker is not interrupted otherwise than permitted by the rules of order.

ORDER OF BUSINESS

5. The order of business may be established in the by-laws of the mess, or may be determined by the president. The following is an example of a normal order of business:

- a. call to order;
- b. establish a quorum or roll call (if considered necessary);
- c. reading of minutes (minutes of previous meeting may be distributed to all members before the meeting and formal reading dispensed with);
- d. approval of minutes;
- e. reports of:
 - (1) the PMC;
 - (2) the secretary; and
 - (3) the financial statement.
- f. reports of sub-committees;
- g. old business (arising out of minutes of previous meeting);
- h. new business; and
- i. adjournment.

6. If a subject of major importance, such as an amendment to the constitution or by-laws or a proposal which requires study, is to be introduced as new business, it is normal to require prior notice to enable the committee to prepare relevant information and for members to formulate opinions and prepare questions they might wish to ask.

MAKING A MOTION

7. A motion is a proposal that the mess take action, or that it expresses itself as holding a certain opinion. A motion may be made by any member of the mess except the PMC. To make a motion, a member first obtains recognition from the PMC by standing and waiting until acknowledged by them. If two or more members rise at approximately the same time, the PMC must use their discretion as to which is to be recognized first. Members must always address the chair.

8. Prior to making a motion, the member should have formulated the correct wording of the proposal they wish to bring to the attention of the meeting. They say, after being recognized or obtaining the floor, "I move that. . . ." or "I move to. . . .". For

the sake of absolute accuracy, a motion may be put in writing, ready by the one who proposes it, and handed to the secretary. Whatever the practice, it is very important that the exact wording of the motion be understood by all. To make this clear the PMC must repeat the motion, inquiring from the proposer if the wording is correct.

SECONDING A MOTION

9. A motion must be seconded before it may be considered. In other words, the proposal must interest at least two members of the meeting. If a motion is not seconded, no notice whatever need be taken of it by the PMC but, for the sake of fairness to all, the PMC may say, "It has been moved that so-and-so. Is the motion seconded?" If seconding is not forthcoming, the PMC says, "The motion cannot be considered", and proceeds with business as before.

10. Seconding a motion is expressing approval and interest, at least for purposes of discussion, by one member other than the proposer. It is customary for the proposer to rise, but it is not necessary for the seconder to rise although, in a large group, it may be advisable.

LEGALITY OF A MOTION

11. No motion is in order which conflicts with the stated object or purpose of the mess or concerns a subject over which the mess does not have jurisdiction.

12. When a motion has been made, the PMC must consider it to determine whether it is in order for presentation for discussion by the meeting. This they may do before, or after, it is seconded. If the PMC considers a motion in order, they will repeat it to the meeting and invite discussion thereon. If the PMC considers a motion not in order, they will rule the motion out of order and advise the members of their reason for doing so. Any member, other than a committee member, may challenge the PMC to prove that their ruling is in accordance with regulations, orders, or rules. If there is still dissatisfaction with the ruling, or if a question of interpretation of rules and regulations arises, the validity or the ruling may go to the vote of the meeting.

DEBATING A MOTION

13. Unless ruled out of order by the PMC, a motion made and seconded is stated to the meeting and becomes a subject for discussion and decision. Until that time, it will not be discussed or acted on. When moved, seconded, and stated by the PMC, a motion cannot be withdrawn or ignored, except there the original mover asks for permission from the meeting. No other member can ask to have a motion withdrawn although it can be disposed of in other ways.

VOTING

14. All motions are decided by majority vote of the ordinary members present. This is interpreted to mean more than half of the votes cast. Because of the interpretation of the meaning of majority, equal votes defeat a motion. The system of voting is decided by local custom, e.g., use of ballots, or a show of hands. Members cannot be compelled to vote on a motion; however, they should be encouraged to do so.

15. The PMC may exercise their own vote as a member but as a general rule they refrain from doing so. Except for their vote as an ordinary member, they do not have an extra or casting vote in the event of a tie.

TYPES OF MOTIONS

16. There are two kinds of motions; main and secondary. An understanding of this simple but sometimes confusing distinction is essential for good parliamentary procedure.

MAIN MOTIONS

17. A main motion is one which introduces a subject to the meeting. It is debatable and amendable, i.e., the opinions of those present may be expressed in regard to it, not only by their votes, but also by their words. Expression of opinion by members in orderly debate serves the purpose not only of clarifying the issues, but also influencing undecided members. It is quite proper for any member in favour of a motion to present all the arguments they can think of which seem to make the action advisable, and to present those arguments as persuasively as possible. The opponents have the same privilege. Only the PMC must remain absolutely impartial.

SECONDARY MOTIONS

18. In most instances, a main motion will be proposed, seconded, discussed, and voted on without any further complications. But, this is not always the case. During discussion, various questions may arise which must be disposed of before the main motion is acted on, or other circumstances may occur which make a vote on the main motion inadvisable. These questions and circumstances are referred to as secondary (subsidiary) motions and may take the form of:

- a. an amendment to the original motion, or an amendment to an amendment (see Table 9-4-4-1 for examples); or
- b. a motion to —
 - (1) Defer the subject of original motion temporarily or indefinitely;
 - (2) Refer the subject of the original motion for further study; and
 - (3) Limit time for debate of a motion.

Such motions must be considered and voted on before action can be taken on the main motion.

NOMINATIONS

19. Nominations at a mess meeting are normally made from the floor. No seconder is required. In some messes, nominations are proposed by a nominating committee but in such cases, additional nominations can be made from the floor. Before closing nominations, the PMC should inquire if there are any further nominations, and if there is no response, they then declare nominations closed. In some messes, nominations are closed on a motion from the floor but such a motion is not in order until a reasonable time has been given. It is preferable that the PMC declare nominations closed when they are satisfied that there are no further nominations.

SAMPLE MINUTES

20. Sample general mess meeting minutes are found in Table 9-4-4-2.

COMMITTEE MEETINGS

21. See Table 9-4-4-2. MINUTES

22. A sample layout of general and/or Mess committee minutes, including a sign-off page, is contained in Table 9-4-4-2.

Table 9-4-4-1 Procedure for Amendments to Motions	
MOTIONS	
1.	A mess member rises and discusses the construction of a new bar in the lounge. They then make the following motion: "I move that a committee of three be appointed to confer with the engineers concerning the construction of a new bar in the lounge and report at the next meeting". The motion is seconded and is considered to be in order by the PMC, who restates the motion to the meeting and invites discussion. This is a main motion. The following examples of amendments relate thereto.
AMENDMENT DEFEATED	
2.	A member rises and says: "I move that the motion be amended by striking out the words 'and report at the next meeting'." The amendment is seconded. This motion is considered to be in order by the PMC and, as it must be discussed and voted on before the main motion may be considered, they restate the amending motion to the meeting and invites discussion; this is a primary amendment.
3.	After discussion, the PMC again states the amending motion and calls for the vote. The majority of the members are not in favour of the amendment and vote against it. The PMC advises the meeting that the amending motion has been defeated, reiterates the main motion, and invites further discussion. If there are no further amendments proposed, and when no other member wishes to speak, the PMC restates the main motion and calls for the vote on it.
AMENDMENT FAVOURED	
4.	A member rises and says: "I move that the motion be amended by adding the words 'by the PMC after the word' appointed'." The amendment is seconded. This motion is considered to be in order by the PMC and, as it must be discussed and voted upon before the main motion may be considered, they restate the amending motion to the meeting and invites discussion. This is also a primary amendment.
5.	When the discussion is ended, the PMC again states the amending motion and calls for the vote. The majority of the members vote in favour of the amendment. The PMC advises the meeting that the amending motion has been passed. They then state the main motion as amended, i.e., "It has been moved and seconded that a committee of three be appointed by the PMC to confer with the engineers concerning the construction of a new bar in the lounge and report at the next meeting". They then invite further discussion. If there are no further amendments proposed and when no other member wishes to speak, the PMC restates the original motion, as amended, and calls for the vote on it.
FURTHER PRIMARY AMENDMENTS	
6.	The procedure for handling additional primary amendments to a main motion, as amended, prior to the vote thereon, is similar to that set out in paragraphs 2 to 5 inclusive. Each primary amendment must be disposed of before another primary amendment may be considered.
AMENDMENT TO AN AMENDMENT DEFEATED	
7.	Pre-read paragraph 4. During the discussion on this proposed primary amendment and prior to the vote thereon, a member rises and says: "I move that the amendment be amended by inserting the words 'on the advice of the executive

committee', after the word 'PMC '." This motion is seconded. The motion is considered in order by the PMC and, as it has to be disposed of, i.e., discussed and voted on, before the primary amendment to the main motion can be considered, they restate the motion to amend the primary amendment and invites discussion. This is a secondary amendment.

8. After discussion, the PMC states the secondary amendment and calls for the vote. The majority of the members are not in favour of the amendment and vote against it. The PMC advises the meeting that the motion has been defeated, reiterates the primary amending motion and invites discussion on it. If there are no other secondary amendments proposed and when no other member wishes to speak to the amendment, the PMC restates the primary amending motion and calls for the vote on it. The procedure outlined in paragraph 3 or 5, as applicable, then is followed.

AMENDMENT TO AN AMENDMENT FAVOURED

9. If the amendment to the amendment discussed in paragraphs 7 and 8 had been approved, the PMC would advise the meeting that the motion had carried. They would then state the primary amendment, as amended: " It has been moved and seconded that the motion be amended by inserting the words 'by the PMC, on the advice of the executive committee', after the word 'appointed'," and invite discussions thereon. If there are no other secondary amendments proposed and when no other member wishes to speak to the amendment, the PMC restates the primary amendment, as amended, and calls for the vote on it. The procedure outlined in paragraph 3 of 5, as applicable, is then followed.

FURTHER SECONDARY AMENDMENTS

10. The procedures for handling additional secondary amendments is similar to that set out in paragraphs 7 to 9. Each secondary amendment must be disposed of before another secondary amendment may be considered.

PARLIAMENTARY PROCEDURE

TABLES OF RULES REGARDING MOTIONS

CLASS OF MOTION	DEBATABLE	AMENDABLE	SECOND REQUIRED	INTERUPT SPEAKER TO MOVE
Main Motion	Yes	Yes	Yes	No
Primary Amendment	Yes	Yes	Yes	No
Secondary Amendment	Yes	No	Yes	No
SUBSIDIARY MOTIONS	DEBATABLE	AMENDABLE	SECOND REQUIRED	INTERUPT SPEAKER TO MOVE
Postpone Indefinitely	Yes	No	Yes	No
Postpone to a Definite time	Yes	Yes	Yes	No
	No	Yes	Yes	No

Refer to Committee Limit Discussion				
INCIDENTAL MOTIONS	DEBATABLE	AMENDABLE	SECOND REQUIRED	INTERUPT SPEAKER TO MOVE
Withdraw a Motion	No Yes	No No	No Yes	No Yes
Appeal President's Decision	No No	No No	No No	Yes Yes
Object to Motion	No	No	No	No
Request Information	No	Yes	Yes	No
Nominations		(as to time)		
Close or Reopen Nominations				
PRIVILEGED MOTIONS	DEBATABLE	AMENDABLE	SECOND REQUIRED	INTERUPT SPEAKER TO MOVE
Take a Recess	No	Yes	Yes	No
Adjourn	No	No	Yes	No
Fix Time to Adjourn	No Yes	Yes No	Yes Yes	No Yes
Reconsider a Previous Motion				

45. Personnel attending a course on temporary duty shall be represented at a general mess meeting by one representative for each twenty, or part thereof, of their number. Such representatives will be permitted to express the views of the students and to vote as if they were ordinary mess members. Personnel attending a course on posting shall be considered ordinary mess members.

46. Sample minutes of a general mess meeting and committee are found at Table 9-4-4-2.

Table 9-4-4-2 Sample Layout of Minutes
INTRODUCTION
Minutes should not only portray the decisions of the mess, but should provide for ready reference of decisions. The suggested format allows for this and is as follows:
CONDUCT A MESS COMMITTEE MEETING
MINUTES OF THE _____
HELD ON _____
MEMBERS, DELEGATES, or _____

REPRESENTATIVES (rank, name, and appointment) President (PMC) _____ Vice-President (VPMC) _____ Secretary _____ _____ Finance Member _____ Mess Manager _____																										
IN ATTENDANCE (rank, name, and appointment) (Item for which attendance was required) _____																										
ITEM	DISCUSSION	ACTIONED BY																								
I II III IV V	1. READING OF LAST MINUTES 2. Last Committee minutes were reviewed noting B/W Comds direction (if any). FINANCIAL STATEMENT (if any) 3. Treasurer submitted financial statement for committee's approval APPROVAL OF EXPENDITURES WITHIN COMMITTEE AUTHORITY 4. Committee approved the following bill for payment: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%; text-align: left;">ITEM</td> <td style="width: 40%; text-align: right;">AMOUNT</td> </tr> <tr> <td>SERVICES</td> <td></td> </tr> <tr> <td>a. R.Jones</td> <td style="text-align: right;">\$25.00</td> </tr> <tr> <td>Wages</td> <td></td> </tr> <tr> <td>b. Tune Shop</td> <td style="text-align: right;">\$75.00</td> </tr> <tr> <td>Repairs to record player</td> <td></td> </tr> <tr> <td>c. Glory Bee</td> <td style="text-align: right;">\$125.00</td> </tr> <tr> <td>Table Lamp</td> <td></td> </tr> <tr> <td>d. LCBO</td> <td style="text-align: right;">\$2000.00</td> </tr> <tr> <td>Spirits</td> <td></td> </tr> </table> RECOMMENDATION TO B/W COMD FOR APPROVAL OF OTHER EXPENDITURES 5. The following items as shown are recommended for payment: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%; text-align: left;">ITEM</td> <td style="width: 70%; text-align: left;">SERVICE</td> </tr> <tr> <td>AMOUNT</td> <td></td> </tr> </table>	ITEM	AMOUNT	SERVICES		a. R.Jones	\$25.00	Wages		b. Tune Shop	\$75.00	Repairs to record player		c. Glory Bee	\$125.00	Table Lamp		d. LCBO	\$2000.00	Spirits		ITEM	SERVICE	AMOUNT		Approval Given
ITEM	AMOUNT																									
SERVICES																										
a. R.Jones	\$25.00																									
Wages																										
b. Tune Shop	\$75.00																									
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c. Glory Bee	\$125.00																									
Table Lamp																										
d. LCBO	\$2000.00																									
Spirits																										
ITEM	SERVICE																									
AMOUNT																										

<p>VI</p> <p>VII</p>	<p>a. chesterfield \$1500.00</p> <p>b. F. Wilson \$300.00</p> <p>c. W. Towel \$70.00</p> <p>OTHER BUSINESS</p> <p>6. Mess Cleanliness- Mess manager reports ladies washroom cleanliness problem now solved</p> <p>7. Mess Suggestion Book Reviewed</p> <p>NEW BUSINESS</p> <p>8. Treasurer reported that financial situation was such that profit statistics for last year indicated a 10 percent cut in gross profits could be made. After much discussion, it was decided to lower bar prices by an appropriate amount.</p> <p>ADJOURNMENT</p> <p>9. Committee meeting adjournment at 1800 hours.</p>	<p>Simpsons</p> <p>T.V set</p> <p>Laundry</p>
<p>Date _____ Date _____</p> <p>J. Smith _____ R. Overload _____</p> <p>Capt Major</p> <p>Secretary PMC</p> <p>B/W Admin O's/Sr Manager PSP Comments</p> <p>B/W NPPAM Comments</p> <p>Approved/ Not Approved _____</p> <p>D.A Smile</p> <p>Colonel</p> <p>B/W Comd</p> <p>Distribution List</p> <p>*PMC</p> <p>Admin O</p> <p>*Svcs O/Sr Manager PSP</p> <p>*NPPAM</p> <p>B/W Notice Board or web page</p> <p>File</p> <p>*shall be sent to when signed</p>		

Payment into Mess Funds

47. Each ordinary and associate mess member shall pay into mess funds such amounts as may be determined by a general mess meeting, published in the constitution or by-laws and approved by the CO as follows:

- a. mess subscription — this is a monthly assessment corresponding to a membership fee which defrays the general operating expenses of the mess. The amount shall be set for both ordinary members and associate members and shall not be based on pay or rank, except that:

- (1) Regular Force officer cadets shall not be required to pay more than 2 1/2 per cent of the basic pay for their rank per month; and
 - (2) Primary Reserve officer cadets at their unit shall not be required to pay more than 2 1/2 per cent of their pay per month based on 1/12 of the unit training days allotted per year. When on course at a Canadian Armed Forces Training School they shall pay as Regular Force officer cadets.
- b. special assessment — A monthly assessment, applicable to every ordinary and associate member of the mess, may be levied for such items as entertainment or gift fund provided that there is no restriction on the member precluding them from partaking of, or attending the entertainment, etc. for which the assessment is made.

Mess Subscription while on Temporary and Attached Duty

48. See PSP Policy Manual, part 9 chapter 9-1 paragraph 23.

Monthly Mess Subscription (Dues)

49. Every CAF member of a mess shall clear into respective messes upon arrival to a new posting. Mess dues are then automatically deducted from a members pay each month.

50. Every effort will be made to ensure that mess dues have been started. However, it shall be the CAF member's responsibility to check their pay statement to ensure that mess dues have been started.

Mess Entertainment

51. The Mess committee shall be responsible for preparing an entertainment schedule for presentation to the mess members. It shall include the type, cost, and method of payment for each function. The plan will specify whether all classes of members are allowed and whether guests of members are allowed along with the number of guests. Charging a standard rate for a mess function or charging a pro-rated scale according to rank or membership category is left to the discretion of the mess with CO approval.

52. Mess funds shall not be used for entertainment where the balance of such funds would fall below the amount required to carry on the normal financial responsibilities of the mess and any additional commitments the mess may have.

53. In extraordinary circumstances, the B Comd may direct mess entertainment and the method of payment subject to paragraph 52 of this article, eg, unexpected visit where a public or non-public obligation is involved.

54. Entertainment shall be approved by a general mess meeting and is subject to approval by the CO.

55. Mess members shall pay for their personal guests as per mess constitution.

56. Private entertainment, for occasions such as weddings, sponsored by a CAF mess member, may be permitted.

Suggestions and Complaints

57. Any suggestion or complaint regarding the management or operation of the mess should be made in writing in a suggestion book kept in the mess or through a website. Any suggestions or complaints regarding the mess staff, or of a confidential nature, shall be made personally to the PMC.

Alcoholic Beverages

58. The provisions of QR&O 19.04 and PSP Policy Manual, part 9 chapter 9-2 shall be observed. Bar hours shall be established and permanently displayed on a mess notice board. With respect to the serving and consumption of intoxicants, the CO shall ensure that:

- a. federal, provincial, and municipal laws are observed;
- b. credit sales are permitted where the accounting function is performed by automated system; and
- c. current selling price lists are posted in a prominent place in the bar.

59. Alcoholic beverages shall not be sold to individuals for consumption outside the mess except where:

- a. provincial laws permit;
- b. the CO approves; and
- c. conditions of sale and control procedures are clearly established.

60. The CO may delegate authority to a member to keep the bar open beyond the prescribed hours. It is the responsibility of any member so authorized to ensure that the bar is closed.

Bar Card

61. Bar cards are permitted for use by the PMC, VPMC, Entertainment Chairperson (or other mess executive committee positions, as budgeted and approved by the mess membership at a General Mess Meeting) and officially approved by the B/W Comd or Unit CO. Bar card holders must use the bar cards in accordance with the CFMWS Letter 7331-1 19 April, 2022. The following guidance shall be adhered to:

- a. bar cards are to supply complimentary beverages to official mess guest(s) for that function, (i.e. Guest of Honour at a Mess Dinner, Dignitaries, VIP Guest Speakers, etc.);
- b. the host may only charge reasonable personal use to the card while actively hosting the guest(s);
- c. unauthorized use of a bar card will be the financial responsibility of the individual assigned the card; and
- d. in all cases, at no time should a bar card be used to allow a mess member or guest to become intoxicated.

Guests

62. Guests will be in one of two categories as follows:

- a. official mess guests - an official mess guest is a person whom the mess, as an entity, has a social or public obligation to entertain and for whom the mess is financially responsible; and
- b. personal guests - A person whom a member of a mess invites to the mess and for whom the member is responsible.

63. Members will act as good hosts to mess guests and ensure their needs are met.

Discipline

64. In the absence of the PMC or V/PMC, the senior regular member present in the mess is responsible for discipline and the observance of mess orders. The PMC may restrict the privileges of any member for misconduct or an infraction of mess orders or instructions, and in each case, a report shall be made to the CO.

65. A host is responsible at all times for their guest and is subject to disciplinary action for knowingly permitting a minor, as described in the relevant provincial liquor act, to receive or consume intoxicants within the mess.

Conducting Lotteries, Draws and Contests at the Mess

Lottery Scheme

66. A lottery scheme may be defined as any scheme that has the following three components:

- a. the disposition of property (a prize);
- b. any mode of chance whatsoever involved in obtaining the prize; and
- c. consideration exchanged for a chance to win the prize.

As per CFAO 19-1 (Gambling, Sweepstakes Raffles and Slot Machines): *“When contrary to law, the conducting of draws, sweepstakes or games of chance by or under the auspices of the Canadian Forces is forbidden. In the area of certain forms of gaming the Federal Government has chosen, through the provisions of the Criminal Code, to require that provincial approval by way of licence be obtained.”* The CF are bound by those provisions and must comply with applicable provincial legislation when so required by the Criminal Code.” Therefore, the applicable provisions of the Criminal Code of Canada provide that the Provinces may impose conditions on the establishment, operation and management of lotteries and other games of chance (including 50/50 draws). Accordingly, no form of lottery scheme shall be conducted at a Mess, unless the Provincial/Territorial authorities issue a license to that Mess for an allowable purpose (such as conducting fundraising for the Government of Canada Workplace Campaign (GWCC) charity).

Allowable Activities/Guidelines

67. As an example, if Messes conduct events such as Casino or Bingo Nights as “fun nights,” the sole purpose is to provide entertainment to their guests and the terminology “FUN NIGHTS” should be included in posters when advertising these events. At these types of events, chips, tokens or play money are typically made available to everyone free of charge (no direct or indirect consideration). In addition, prizes cannot be awarded if an entrance fee of any kind is charged for the “Fun Night” activities. If any fee (direct or indirect consideration) has been charged for the Fun Night activities, the chips, tokens or play money may not be redeemed for goods, wares, merchandise or cash at the end of the evening unless a specific Provincial raffle license (or other license) has been obtained. A fee charged for an item not directly related to the Fun Night activity such as fee charged for a dinner would be excluded.

Note: Compliance with rules and regulations established through provincial and municipal laws must be followed.

Prize Draws or Contest

68. In order to promote and maintain a collective benefit for the entire Mess membership rather than benefitting an individual member, any item offered as a prize under a draw or contest may not exceed the amount of \$5,000.00 per item.

Visit to Messes

69. The policy governing visits of a member of a mess to another mess inappropriate to their rank is contained in PSP Policy Manual Part 9 chapter 9-1 paragraph 24.

Mess Expenditures

70. Mess funds and other assets may be expended only for the operation, social activities, development, and improvement of the mess except that:

- a. a CO may direct that up to a maximum of 7 per cent of bar sales be transferred to the Base fund, as detailed in PSP Policy Manual Part 10 chapter 10-2;
- b. in the Primary Reserve, the Area or equivalent Commander or the Brigade Commander with approval of the Division Commander may direct mess to remit 1/2 of 1 per cent of sales to an area or district fund as detailed in PSP Policy Manual Part 10 chapter 10-3; and
- c. a percentage of bar sales shall be contributed to the Canadian Forces Central Fund (CFCF) and welfare funds as required by the appropriate regulations (for Regular messes only). Rates will be provided by CFMWS.

71. Approval authority for all capital or non-recurring expenditures shall be in accordance with CDS Delegation of Authorities for Financial Administration of NPP

72. Approved expenditures involving construction or alterations of works and buildings on DND property shall not be implemented before approval has been obtained in accordance with A-PS-110-001/AG-002.

Loss or Damage of Non-Public Property

73. Investigation of a loss or damage to non-public property shall be in accordance with QR&O 21.72 as appropriate.

Write-Off

74. For the purpose of this publication, write-off means the approval for deletion of non-public property from NPP control. All requests for write-off shall be supported by an investigation appropriate to the magnitude of the write-off sought.

75. Write-off authority and amounts must be in accordance with CDS Delegation of Authorities for Financial Administration of NPP in any single occurrence.

76. The amount of loss shall not be divided into lesser amounts so as to avoid submission to a higher authority.

77. Authorization for the write-off of an asset against the mess does not preclude disciplinary or any other action being taken against any persons or subsequent financial recovery from persons responsible for causing the need for write-off as per QR&O 21.72.

Furniture and Equipment Disposal

78. Except on a disbandment or reduction to nil strength, in which case PSP Policy Manual part 10 chapter 10-5 applies, non-public furniture and equipment that has become obsolete, worn out, or is no longer required, will be disposed of in the manner considered most beneficial to the mess by consideration of the following courses of action:

- a. transfer to NPP activities at newly established units;
- b. sale or transfer to NPP activities at established units;
- c. sale by auction, to serving members for their personal use; or
- d. sale under local arrangements by the OCC for the best prices attainable.

79. Disposal authorities are contained in the CDS Delegation of Authorities for Financial Administration of NPP.

80. Mess non-public furniture and equipment becomes public property when it is repaired at public expense.

Policy Book or Website

81. The policy book of a mess or the website portrays the life of the mess and provides a convenient place to record information pertinent to the mess. Mess Policy books should include and be posted on the local website:

- a. an index;

- b. a copy of the constitution and by-laws;
- c. a copy of the duties of committee members signed to the effect they have been read and understood;
- d. copies of the minutes of general mess meetings;
- e. copies of the minutes of committee meetings;
- f. copies of financial statements;
- g. copies of entertainment schedules;
- h. copies of entertainment budgets;
- i. copies of long range planning budgets; and
- j. copies of audit reports and resolution thereof.

Budget Preparation and Submission

82. Guidance for the preparation and submission of budgets is provided at Table 9-4-5.

Table 9-4-5	
Budget Preparation and Submission	
GENERAL	
1.	All NPF entities shall prepare and submit capital and annual operating budgets to the CO. All NPF activities will be accounted for within the NPF fiscal year and will develop a financial plan or budget covering the trading operation, general administration, major capital expenditures, entertainment, recreation, etc. as appropriate to the activity. Each entity shall prepare a consolidated annual budget for all activities within its jurisdiction covering the NPF fiscal year.
PURPOSE	
2.	The purpose of this instruction is to describe a standard format and procedure for preparing, submitting and adjusting mess budgets. Fundamentally, the budgeting process is: <ul style="list-style-type: none"> a. a forecasted financial statement; b. qualitative expression of a plan of action and an aid to co-ordination and control; and c. a systematic tool for establishing standards of performance, for providing motivation, for gauging results and for helping management meet its objectives.
3.	A budget is required to serve the following purposes:

- a. to determine priorities and establish the most productive and profitable use and/or distribution of resources;
- b. to assist managers in coordinating activities, approving expenditures and making sound financial decisions; and
- c. to provide all levels of management with a yardstick for measuring actual performance on a regular basis.

PROCEDURES

4. It would be difficult to design a system of budgeting that would be suitable for all messes, thus any system must be refined to meet individual requirements. The purpose of this instruction is, however, to detail a uniform system of budgeting that will present a clear picture of the mess operation.

5. Budgets should be kept simple, comprehensible and flexible. All levels of management must agree on the scale of operations envisaged for the budget period, bearing in mind past performance and specific knowledge of scheduled changes in future operations. It is also important that the budget be compatible with the NPF accounting system in order that actual results can be compared against budgeted goals.

6. Base/Wing/Unit shall use locally produced standard budget provided by the NPF accounting office. These forms have been designed to serve the dual purpose of budget preparation and budget reporting, thus reducing the NPF accounting workload yet still provide management with data for comparison of actual versus planned performance.

7. Each PMC with the assistance of the Mess committee and Mess manager is responsible for the budget preparation for their operation.

8. The budget format used for messes operated as self-accounting entities is provided by local NPP accounting office on an annual basis.

9. Worksheets to support operating budgets should be prepared and retained. This will assist in the preparation of the budget in the following year. It is suggested that the process of developing the operating budget forecast begin with the more important factors such as sales, wages and major operating expenses. Historical data, adjusted by known factors and trends (such as an increase in the minimum wage) will provide a reasonably accurate estimate of these variables.

10. The yearly budget submission is completed in duplicate, computing values by the month for each line indicated on the form. Most activities are seasonal so the relative amounts for each item should fluctuate from month to month or at least season to season. Unless the activity is very small, a separate page should be used for revenue and another one for expenses.

11. It will be necessary to prepare a separate operating budget for the bar operation. The bar net revenue will then be shown as the first item of general revenue on the mess operating budget.

12. An itemized schedule of all forecasted capital expenditures in excess of \$1000 will be attached to the budget and the sum of these expenditures will be shown on the "proposed capital expenditure" line (broken down by month of expenditure) but not reflected in the operating budget. Items approved in one fiscal year but not actioned until the following year will be repeated on the following year's budget. Whenever a budget contains a capital expenditure forecast, units are to ensure that there is

adherence to the procedures outlined in A-PS-110-001/AG-002 Chapter 4 and A-FN-105-001/AG-001 Chapter 28.

13. The original copies of the completed budgets are to be forwarded to the NPP Accounting Manager (NPPAM) and Sr Manager PSP/ Pers Svcs O who will review them for mathematical errors and compliance with Base policy.

14. Once the mess budget has been approved by the general membership of the mess and the CO, an approved copy will be returned to the Sr Manager PSP, PMC and Mess manager.

15. Subsequent to receipt of an updated budget performance report from the NPPAM, managers at the operational level will provide the PMC with a written report containing the following:

- a. an explanation of the variances where those variances exceed a pre-determined , e.g., 15% acceptable level; and
- b. for each variance explained, provide a statement outlining corrective action taken or planned.

16. Budgets are to be reviewed quarterly at the Base/Wing/ Unit level. Where large deviations exist between predicted and actual performance or if there is a change in plan that requires an increase or decrease to an activity total budget, corrective budget adjustment action must be taken.

17. Budget adjustments are to be prepared in the same format as the original budget but clearly marked "ADJUSTMENT" (colour coded paper is a good idea). Budget adjustments require the same approvals as the original budget.

18. Budgets must be monitored closely at all levels of unit management. The following guidelines are provided to assist managers in obtaining optimum use of their budget:

- a. each manager should keep a record of their budget allocation, revenues and expenditures;
- b. each manager will be responsible for ensuring that all purchases are authorized in their budget prior to making such purchases; and
- c. each manager shall ensure that expenses that have not been approved in their budget are forwarded for approval prior to submission for payment, to the appropriate management level, i.e. treasurer/PMC.

REVIEWING/APPROVING AUTHORITY

19. The Administration Officer (Adm O) (through the Senior Manager PSP/Pers Svcs O) is responsible for:

- a. coordinating a budget review for all entities and activities on the unit;
- b. ensuring that all personnel involved in formulating budgets, making reports, etc. are thoroughly briefed on the subject and are fully aware of their responsibilities; and
- c. ensuring that a timetable of proposed target dates for completion of budgets at the various levels is prepared.

Note: once approved a copy of the budgets shall be forwarded to the NPPAM

SECTION 4 – SHIP’S MESS

General

83. Messes shall be formed in ships of the Canadian Armed Forces along the lines and for the purposes prescribed herein. Deviations from messes’ established by ship’s construction must be submitted to the Commander, Royal Canadian Navy for approval.

Definition

84. For the purpose of this publication, a mess means the groups into which the personnel of a ship’s company are divided for accommodation and /or meals where facilities are provided for the operation of NPF outlets, and shall include Wardrooms, Chiefs & Petty Officers’, and Master Seaman and Below recreation areas, cafeterias, etc.

Officers Mess

85. The officers’ mess shall be designated as the wardroom mess.

86. Formation Commanders and COs shall keep a separate table.

87. The following shall be designated as wardroom officers:

- a. officers of the rank of Cdr and below:
 - (1) when not in command, or
 - (2) when in command of a ship in which space and furniture do not permit a separate table for the CO; and
- b. officers of Commonwealth Forces and Foreign Forces when serving with the Canadian Armed Forces.

Other Ranks

88. Chiefs and Petty Officers when practicable shall be provided with separate messing, cafeteria, and recreation spaces from those provided to Master Seaman and below.

President of the Mess and Mess Committee (PMC)

89. The executive officer shall be president of both the wardroom mess and the wardroom Mess committee. The Coxn shall be the PMC of the C&PO’s mess. The CO shall appoint the presidents of MS&B messes within the ship.

Mess Committee Members

90. The Mess committee shall be comprised of members elected by the mess members.

Mess Administration

91. Mess rules shall be established for the operation of messes and shall be effective after approval by the CO. Copies of mess rules shall be appropriately posted throughout the ship.

92. A record of minutes of all messes and Mess committee meetings shall be kept. The decision contained in the minutes shall not be considered to be final until approved by the CO.

Mess Subscription

93. A monthly mess subscription fee may be charged to mess members to defray operating costs.

94. The subscription charged shall be limited to current expense requirements.

95. Mess Funds are used for Entertainment for mess members and their guests for specific and approved events.

Inventory Verification

96. Verification of inventory shall take place quarterly as per AFN 105 Chapter 26. Inventory verification shall also take place on supersession of the new CO, LOGO, and Senior Steward and respective Bar Managers.

97. Mess accounts shall be audited:

- a. semi-annually;
- b. whenever a change occurs in the Mess treasurer; and
- c. when ordered by the CO.

98. The CO shall appoint stocktaking board chair.

99. No person shall audit accounts that are kept by them.

Settlement of Debts

100. All mess bills shall be settled in full by the 15 and 30 of each month.

Wine, Beer, and Spirit Stocks

101. All stocks of wine, spirits and beer shall be obtained through the ship's exchange.

Sale of Wine Stocks

102. Except with the expressed permission of the CO, wine, spirits, or beer shall not be sold, exchanged, or given away (other than to guests in the mess) to any individual in the ship who does not belong to the mess for which the supplies have been obtained.

103. Spirits shall not be sold by the bottle to any person.

104. Sale of wines, spirits or beer on credit is permitted in officers' and Chiefs and Petty Officers' messes only.

105. CAF personnel below the age of the provincial regulations shall not consume any spirits.

Alcohol Consumption

106. The CO and PMCs of the respective messes shall ensure that the consumption of liquor by mess members is kept within reasonable limits as per PSP Manual Chapter 9-2 and 9-3.

107. The CO (through the server) shall limit or stop the use of wines, spirits or beer by any person whose purchase they may consider excessive or extravagant.

108. In the event of irregularities, the CO may impose limits on individual mess members.

SECTION 5 – SOCIAL FUNCTIONS

General

109. There are a great variety of social functions that may be sponsored by a mess. Those covered in this chapter are:

- a. meet and greets;
- b. themed events;
- c. formal balls;
- d. receptions;

- e. mess dinners;
- f. mixed dinners; and
- g. dining-in nights.

110. Other types of mess entertainment are left to the initiative of the Mess committees to devise as to format and activity.

Meet and Greet

111. The main purpose of a Meet and Greet is for people to get together and meet each other. Guests are expected to circulate and to meet as many people as possible. Finger food and refreshments may be served at a meet and greet. Dress to be determined by host and is indicated on the invitation. This type of event may be for military members and their guests.

Themed Events

112. Themed events generally constitute the most popular form of mess entertainment. Dress will vary according to the theme adopted, e.g. "Lobster fest", "Oktoberfest", "Valentines" as will decorations and the provision of food. Many messes have found that requesting base units in rotation to sponsor entertainment events. This will not free the members of the entertainment committee from doing all the work, but also provides a sense of ownership of their hosted event and towards their mess.

Formal Balls

113. Formal Balls are traditionally held in the spring or fall and on New Year's Eve. The sequence of events for a formal ball may include a sit down dinner, hors d'oeuvres or just a reception or dance. Dress uniform is usually worn or equivalent attire for civilian guests.

Receptions

114. There are a vast variety of receptions that may be held in a mess. Receptions follow events such as Change of Command parades, Remembrance Day, New Year's Levee, Memorials, or VIP visitor reception. The receptions may include coffee service, light lunch, finger foods or cocktails may be available depending upon the time of day.

Mess Dinners

115. Mess dinners provide an opportunity for mess members to meet on a formal but friendly occasion, allowing the senior member or their guests to address the members as a group. By custom and tradition, which in the service context is an extension of the

common law, mess dinners are considered to be a parade and as such attendance is compulsory except for members excused by the CO, PMC or other convening authority.

The following Public support may be authorized for mess dinners and military ceremonial events:

- a. the use of the facility, normally the mess, to hold the facility;
- b. food and non-alcoholic beverages, on an exceptional basis (normally these costs are paid by those attending the function or by Public Hospitality;
- c. personnel, such as cooks, stewards, servers and clean-up staff; and
- d. transportation of material and personnel in support of the function.

116. The following paragraphs provide a guide to the general procedures for mess dinners. Where a mess dinner is a unit function, the term CO should be interpreted to read CO, BCWO, Station WO or Coxswain as appropriate. Traditions may produce variations in individual messes. All ranks must acquaint themselves with the special customs or variations in messes to which they belong or visit. Units or messes have a responsibility to brief visitors or guests on mess customs, especially if they vary from usual procedures.

117. Guests — Frequently, guests are invited to mess dinners. Guests at the dinner are the guests of all the mess members and it is the responsibility of all those present to see that the guests are entertained and not left to fend for themselves.

118. Announcement — the announcement of a mess dinner can be made by memorandum, in routine orders, on the mess notice board, website, or in a social calendar. Attendance is compulsory unless excused by the CO designated convening authority or the PMC of the dinner.

119. Dress — The dress for mess dinners will be as indicated by invitation. Generally the dress is mess dress or equivalent, and for civilian members or guests, evening dress or dinner jacket.

120. Assembly — Members assemble in the lounge 1/2 hour prior to the time set for dinner. This pre-dinner gathering is to enable members to meet and entertain guests, have a pre-dinner alcoholic or non-alcoholic beverage, and ascertain their position at the table from the seating plan which is placed where every member can see it.

121. It is common courtesy on the part of those who may be sitting to acknowledge the arrival of the CO/ Host and Guest of Honour by rising.

122. The Mess Manager/Senior steward will inform the PMC when dinner is ready to be served. If the CO/Host and guest appear to be ready, the PMC informs the CO/Host and, having received permission, passes word to the bugler or piper to play "mess call". The PMC will escort the senior guest of honour to their place at the right hand side of the CO/Host. The CO/Host will escort the next senior guest of honour to the seat on their left hand side. The other members will proceed directly to the dining room to their places as designated in the seating plan. Drinks are not to be taken into the dining room. When a band or piper is present, the band may traditionally play Roast Beast of England (traditional march) as the diners enter the dining room. The march is played until the VPMC enters the dining room. It is not an uncommon practice for members of the head table to be piped in after the main body of diners have entered the dining room.

123. Members and guests shall stand behind their chairs except in a wardroom where the PMC seats themselves and all others immediately follow suit. The Mess Manager/Senior steward reports to the PMC that "all members and guests are present, Sir/Ma'am". At this time, the PMC raps the gavel for silence, and when a Chaplain is in attendance, calls on them to say Grace. When a Chaplain is not present, the PMC will designate the VPMC or another person to say Grace.

124. Specific mess dinner preparation, staff details and protocols including the following are described in Table 9-4-6 to this chapter.

- a. duties of mess staff and key military appointments;
- b. table arrangements;
- c. preparation and service of wines; and
- d. procedures during dinner.

Table 9-4-6 Duties of the Mess Staff and Key Appointments for a Mess Dinner	
1.	PMC- President of the Mess Committee is the OPI of the mess dinner. Seated at the end of the head table, gavel at the ready to make announcements during the dinner.
2.	Host- Senior member of the dinner, typically the CO, Unit CO or convening authority.
3.	Senior Guest of Honour- Invited guest escorted by the PMC to be seated to the right of the Host of the dinner (CO, CO, or convening authority).
4.	Vice PMC- Second in charge in planning the mess dinner. Seated end of the right wing close to doors of dining room.
5.	Cook- Plans and costs menus for the PMC which will be approved by the convening authority. In charge of the kitchen and staff during the dinner.

6. Senior steward or Mess manager coordinates with PMC, Chief Cook, Head server and bar supervisor the details of the dinner. During the dinner the Mess manager ensures that the servers are well trained and fully conversant with their duties in connection of the mess dinner. Senior steward or Mess Managers coordinate flow of the meal from PMC's direction and stands behind PMC's chair at the ready for any concerns.

7. Planning timelines- PMC to coordinate with key appointments of mess dinner, following details;

- a. determine if mess dinner is to be official status or not;
- b. send out invitations and collect RSVP's for Mess manager. Determine special dietary requirements, non-drinkers on guest list;
- c. determine seating plan including head table;
- d. confirm menu;
- e. determine serving staff requirements based on the recommendations of the Mess manager (typically ratio is one server for 10 diners);
- f. determine timeline of sequence of events;
- g. branch/regimental marches and other music;
- h. payment details for military and civilian guests; and
- i. set-up dining room and teardown.

TABLE ARRANGEMENTS: MESS DINNER

8. Depending on the number to be seated one of the following common table arrangements for a mess dinner may be used, except where local custom or tradition dictates otherwise.

- a. T-shape table; (PMC top left of "T", VPMC bottom of the "T")
- b. E-shape table; and (PMC bottom left of "E", VPMC top right of "E")
- c. I-shape table; and (PMC in front of CO, VPMC top of "I")
- d. U-shape table. (PMC bottom right of "U", VPMC top left of "U")

TABLE CLOTH

9. The centre fold of the table cloth should run a true line through the centre of the table with the "V" of the table cloth pointing upwards. The table cloth should have an overhang of at least 22 centimetres on the ends.

PLACE MATS

10. If place mats are used, the tablecloth and silence cloth should be removed, and the table highly polished. Place mats should be 55 to 60 centimetres in length and placed along the edges of the table.

SILVERWARE

11. Silverware should be laid in parallel lines from the outside inwards to the plate in the order in which it is to be used. The base of the silver and the service plate should form an even line 2.5 centimetres from the edge of the table, no matter how uneven the top may be.

- a. forks — the cover should not be laid with more than three forks. These are placed tines up at the left of the plate. For example, the fish fork is placed on the extreme left, since it will be the first used, the salad fork next followed by the dinner fork which is next to the plate.
- b. dessert fork and spoon — It has become customary to bring the dessert silverware with the dessert course. However, if it is to be part of the

initial setting, the dessert fork and spoon shall be placed above the service, close together and parallel to the table edge. The spoon is placed above the fork with the bowl facing up at the left whilst the tines of the fork point up to the right.

- c. knives — Knives shall be placed to the right of the plate, cutting edge inwards. If more than one knife is required, as for a fish knife, it should be farthest away to the right. As bread and butter is not served for mess dinners, no butter knife or butter spreader is placed on the table. If dinner rolls are served, they may be buttered prior to the dinner and placed on the napkin.
- d. spoons — At all times, the soup or bouillon spoon shall be placed to the extreme right of the knives.

GLASSWARE

12. The glasses are placed 2.5 centimetres from the tip of the dinner knife, and should run on an angle no greater than 45 degrees to the table's edge. On a narrow table, they should be placed in a cluster or diamond shape, 2.5 centimetres from the dinner knife.

NAPKIN

13. The napkin, whether folded, rolled, mitre or arum lily folds, is placed to the left of the forks. The dinner roll is placed on/or inserted in the napkin prior to the diners being seated.

PLACE CARD AND MENU

14. The place card is placed 2.5 centimetres above the top centre of the cover. A menu is not absolutely necessary, but it does help to acquaint the diner with the names of each course as well as being a nice souvenir of the occasion. When individual menus are used they are placed directly behind the place card. If the number of menus available is insufficient to provide for individual settings, those available should be conveniently placed on the basis of at least one menu for every four diners.

SALT AND PEPPER SHAKERS

15. Salt and pepper shakers will be placed conveniently between four diners, one set per four diners.

FLOWERS AND TROPHIES

16. Flowers should be of a low floral arrangement. Trophies must not be placed in front of a diner in a manner which will obscure their vision.

CHAIRS

17. After the table is laid, chairs are placed at each setting with the leading edge of the chair seat even with the edge of the tablecloth or edge of the table and lined up in a straight manner.

OTHER

18. The following conventions should be observed:
- a. if there is a cold appetizer/salad on the menu, it may be placed at the individual settings prior to the members entering the dining room;
 - b. side plates, relish, or pickle dishes may be provided throughout the meal;

- c. dinner roll and butter are placed at each individual setting prior to the members entering the dining room;
- d. there should be no sauces on the table except those contained in the cruets;
- e. there should be service plates under appetizer and dessert dishes; and
- f. water or appropriate juices may be served with the meal as a non-alcoholic alternative to the wines. When this procedure is followed the non-alcoholic alternative should be served by carafe in a similar manner as for the wines. In the case of the Loyal Toast, only water is to be provided in lieu of the port.

PREPARATION AND SERVICE OF WINES

19. The following conventions should be observed in the preparation and service of wines:

- a. all wines should be stored in the mess wine cellar. Still red wines, such as burgundy and claret, which are to be served with the dinner should be brought from the cellar at least four hours before serving. All bottles should be set upright on the side-board in the dining room or in a location accessible to the wine stewards;
- b. the preparations for serving of sparkling and still white wines is as follows:
 - 1) The wines should be brought up from the cellar a few hours before serving and placed in a refrigerator or on ice to chill only;
 - 2) Immediately before serving, the corks should be drawn and the wine bottles wrapped in a napkin; and
 - 3) On the completion of serving, napkins should be removed and the bottles placed in wine bucket coolers.
- c. in the initial uncorking, only sufficient bottles should be uncorked to complete one filling of the glasses. Additional bottles should be opened by the stewards as required;
- d. port wine should be served at room temperature. Port should be brought from storage at least four hours prior to the dinner and placed on the sideboards in de-canters until required;
- e. wine is served by the servers during the dinner. Servers will serve the appropriate wine with each course, and remove wine glasses on the completion of that course;
- f. servers, when serving wine, should ensure that all wine bottles are wrapped in a clean, white cloth napkin to obviate the spilling and dripping of wines on the table cloths. The napkin should be folded in the form of a triangle and wrapped around the bottle with one point of the napkin about two inches from the mouth of the bottle; and
- g. the PMC is served each wine first in order that they may taste it prior to the serving of the wine to the rest of the diners.

PROCEDURE DURING THE DINNER

20. The procedure during the dinner is as follows:

- a. one server, or as recommended by the Mess manager, is allotted for every six members at the head table. The remainder are allotted on a

- scale of approximately one server to ten members or as recommended by the Mess manager. The guest of honour is served first;
- b. the PMC and the VPMC, who may be appointed for the evening, are seated in accordance with the appropriate table arrangements.
 - c. the PMC is responsible for the service and keeps in touch with the Mess manager/senior steward or head server who must constantly supervise the servers;
 - d. the Mess manager/senior steward should indicate to their staff when each course has been completed. After the first course has been served, any vacant place settings are cleared;
 - e. the servers, after serving each course, stand at ease, in line, in a position previously detailed by the Mess manager/senior steward;
 - f. when not moving about on their duties, the Mess manager/ senior steward stands about 1.5 meters behind the host;
 - g. each server carries not more than two plates at a time. They will serve and remove with their left hand from the left side, with the exception of the drinks which are served and removed from the right;
 - h. when the savoury or dessert course has been eaten, the table is cleared, leaving only the candelabra, port glasses, trophies and floral arrangements, if applicable;
 - i. port decanters then are placed in front of the PMC and the VPMC and at other strategic points depending on table arrangements and number of diners present. Whether the decanter touches the table or not while being passed is a matter of mess custom;
 - j. the servers then place dishes of fruit, nuts, and cheese on the tables, and fruit knives and fruit plates at each place. Finger bowls, if used, are placed on the table. The coffee then is served followed by liqueurs as required or applicable;
 - k. the port decanters are refilled and placed in front of the PMC and VPMC, who refill their glasses and pass the port informally around the table. Any additional decanters may also be refilled and placed at strategic points on the table; and
 - l. the staff, at a signal from the Mess manager/ senior steward, then leaves the dining room.

125. Mess traditions and customs will vary, however, because the dinner is a formal function, special rules should be observed: These include that no diner may

- a. enter the dining room without the permission of the PMC;
- b. commence a meal before the PMC;
- c. discuss political or controversial subjects;
- d. act in a boisterous manner;

- e. propose a toast;
- f. talk after the PMC summons attention until they have finished speaking; or
- g. leave the table during the meal unless permitted to do so by the PMC or VPMC.

126. At the conclusion of the meal, all china, silverware, glasses and napkins, with the exception of the port glass, trophies and candelabras will be removed from the table. When the clearing of the table occurs, the PMC may announce a 15 minute break to allow the diners to leave the table and dining room. The Mess manager/senior steward will notify the PMC when the dining room is ready for diners to return to the dining room.

127. *Passing the Port* — When the table is cleared, the port decanters are placed on the table in front of the PMC. If a large number of diners are in attendance, decanters will also be placed in front of the VPMC and at the end of each wing table on the left hand side. When they are in place, the PMC and VPMC unstop the decanters, charge their glasses, and then pass the decanters to the left. Other members having had decanters placed in front of them fill their glass. If there is space where there are no diners, the steward (server) will move the decanter to the next diner. Whether the decanter touches the table or not is a matter of mess/unit custom. No one may touch the port until the Loyal Toast has been proposed. If someone does not drink, they may drink the Loyal Toast with non-alcoholic beverage.

128. The health of Her Majesty The Queen shall be honoured by means of a loyal toast in the following form in all messes of the CAF:

- a. the host or President of the Mess Committee (PMC) shall call for the loyal toast by addressing the vice-president in English or French and the vice-president shall propose the toast in the other language;
- b. the loyal toast shall be “Ladies and gentlemen, The Queen of Canada”. At mess dinners of units in which the Sovereign personally holds an honorary appointment, the address to the vice-president may include that appointment; e.g. “Mr. Vice, The Queen of Canada, our Captain-General”;
- c. when an officer or other distinguished person is officially representing a country that is a member of the Commonwealth of Nations and that recognizes The Queen as head of state, and that officer or person is entertained at a mess dinner, the loyal toast shall be to “The Queen, Head of the Commonwealth” in lieu of “Queen of Canada”; and
- d. when an officer or other distinguished person who is officially representing a country that is a member of the Commonwealth of Nations but that does not recognize the Queen as its head of state, and that officer or person is

entertained at a mess dinner, the loyal toast shall be to: The Queen of Canada, Head of the Commonwealth”.

129. When a band is in attendance, one verse of the royal anthem, “God save The Queen” shall be played immediately after the proposal of the loyal toast by the vice president.

130. The loyal toast shall be drunk standing, whether “God save The Queen”, is played or not, except in Her Majesty’s Canadian (HMC) Ships where the health of Her Majesty the Queen shall be honoured while seated. However, when Her Majesty The Queen or any other member of the Royal Family is present in an HMC Ship, the loyal toast shall be honoured standing unless Her Majesty or other member of the Royal Family has expressed a wish that those in attendance remain seated. The pleasure of the royal personage should be sought beforehand.

131. Loyal Toasts in Naval messes — Whether ashore or afloat, members do not stand for the Loyal Toast unless royalty or foreign official guests are present and/or when other toasts to head of state are to be included. However, after the Loyal Toast, any subsequent toast which may be proposed to individuals should be drunk standing in the normal way.

132. Other Toasts — When officers or other distinguished persons, officially representing a foreign state are entertained at a mess dinner, the following procedures shall be carried out:

- a. the Loyal Toast shall be proposed first;
- b. when only one foreign guest is present, the host should then propose a toast to the head of state of the country to which the guest belongs, e.g., “Ladies and gentlemen, the President . . .”. The National Anthem of that nation then should be played. A shorter version of the anthem may be used provided it has been ascertained beforehand that this would be in accordance with the custom of the country concerned; and
- c. when a number of nations are represented, the host should propose a collective toast, e.g., “Ladies and gentlemen, the heads of states here represented”. The National Anthems of all the countries in the collective toast would not be played in this case.

133. Foreign officers or other ranks undergoing training or covering vacancies in an establishment should not be considered official representatives of their country at a mess dinner unless they have been so delegated. In the case of foreign guests who are being entertained privately in an officers' mess, there need be no deviation from the normal practice of proposing the Loyal Toast only.

134. Naval Toasts - On board ships or in fleet establishments, it is customary to propose the first toast to the head of state of the country to which the guest belongs and then the senior guest member of the other nation proposes the Loyal Toast.

135. Branch/Regimental Marches - Following the Loyal Toast, branch or regimental marches may be played as directed by the PMC. The authorized marches in order of precedence are located in Annexes A and B of A-AD-200-000/AG-000.

136. Fallen Comrades Toast - At some mess dinners it is customary to remember our comrades killed in action, with either an empty place setting or a small table placed in the dining room. Lament will be played following the toast:

- a. designated member may read Fallen Comrades Toast which describes the place setting as follows:
 - (1) the empty place setting at the small table at the end of the dining room has been placed there to symbolize those who are very precious to our eyes – our fallen comrades. It is there so that we will recall their efforts, bringing to mind the fact that certain members of our profession have fallen in the line of duty;
 - (2) they cannot be with us, but we would like to recognize their ultimate sacrifice;
 - (3) the chair with only one setting is simple – it represents the fragility of our comrades in the face of oppression;
 - (4) the tablecloth is white – it symbolizes the purity of their intentions when they responded to their nation's call to arms;
 - (5) the rose represents the families and loved ones who continue to keep the faith by recalling their sacrifices;
 - (6) the red ribbon around the vase signifies determination to give body and soul for just cause;
 - (7) the slice of lemon is there to remind us of the bitterness of battle;
 - (8) the salt spilt is an element symbolizing the tears of the families in mourning;
 - (9) the glass is upside down; they cannot feast with us;
 - (10) the chair is empty; they are absent;

- (11) we will remember them! Those among you who served with them or who live freely because of them; remember them. Their country counted on them and they gave their lives to save it. Do not abandon them, pray for them and continue to cherish them. We will remember them. (Last Post and reveille is played); and
- (12) ladies and gentlemen, our Fallen Comrades.

137. Coffee/tea, Liqueurs, and/or Salvador trays may be served at this point prior to any acknowledgements or speeches.

138. Should there be any speeches, they follow at this point. The PMC will get everyone's attention by rapping the gavel three times and will call upon the CO/Host. Indication that a dinner is officially over is given by the PMC standing up until noticed by all members. If the CO/Host and the guest(s) of honour leave immediately, it is customary for the members to stand until they have left the room. The PMC accompanies the guests to the lounge.

139. After-dinner Entertainment - following the dinner, the members should retire to the ante-room or lounge. Most dinners are followed by a program of entertainment or games. This is the most relaxed part of the evening, affording an opportunity for all members to become better acquainted. Members should not leave the mess until the CO and guests have departed. If a member is required to leave before the CO, they should first pay their respects to the CO but there must be sufficient members remaining to ensure the entertainment of guests so long as any remain in the mess.

140. Tradition - It is reiterated that tradition may produce minor variations in procedure for mess dinners, but the overall purpose and the formality of a mess dinner will always remain.

Mixed Dinners

141. On occasions, dinners with spouses (individual guests) present are held. There is no difference in the protocol from a normal mess dinner, except that the member will not escort their guest into the dining room, but will escort the person seated on their right as indicated in the seating plan. Mixed dinners are NPP and do not get the same level of support from the Public.

Dining-In Nights

142. Dining-in nights are not mess dinners. They may be held at any time and are designed primarily to ensure the attendance at dinner of all members. Normally, uniform is worn.

143. On dining-in nights there is normally a seating plan for the head table only. Members not at the head table sit where they please. However, it is the duty of each

member to check the seating plan prior to the dinner hour and to ensure that mess guests know where they are to sit.

144. Cocktails (alcoholic or not) normally are not served in the ante-room prior to this type of dinner. Members may purchase drinks from the bar.

145. Members will follow the PMC, CO/Host, and guests to the dining room at the appointed hour.

Official Mess Functions

146. Official mess functions are activities held in a mess to fulfill a public responsibility; or which contribute to the effective functioning of the Canadian Armed Forces. Normally such functions are limited to mess dinners, graduations, and official receptions, which are subject to limitations established by the Commanders of the environments.

147. Food services staff shall be provided at public expense for official mess functions.

Entertainment of Visitors

148. The public will pay for the cost of entertainment of official visitors under the circumstances and to the extent described in DAOD 1017-0 Hospitality in Canada.

Use of the Mess for Private Functions

149. The PMC may authorize the use of mess facilities for functions sponsored by a mess member or group of members (retirement dinner, farewell event, promotion party etc) provided that:

- a. the facilities are not otherwise required by the mess;
- b. food service facilities (where applicable) and bar facilities are available for other members;
- c. all food and beverages are provided and catered by the mess unless specifically authorized otherwise; and
- d. all costs are borne by the sponsoring member or group.

150. The PMC or convening authority may authorize the use of mess facilities for private functions sponsored by a mess member (wedding reception, family anniversary etc) subject to the conditions of sub-paragraphs a to d of paragraph 145 and as per NPP contracting policy.

Non-Military Use of Messes

151. Under the provision of A-PS-110-001/AG-002, the mess is a public morale and welfare program with a dedicated facility for 100% public use (foster esprit de corps/official functions). Normally, the mess will provide NPP activity space for bar/social activities.

152. The use of the mess public facility or NPP activity space by a mess member or a member-sponsored guest would not be considered a third party rental and rentals to members and mess-sponsored guests would be administered by the Non-Public accountability framework.

153. The rental of a mess' NPP activity space(s) to a third party is normally administered by the Non-Public accountability framework.

154. The rental of the mess public facility to a third party, excluding the NPP activity spaces shall be governed under the provision of B-GS-055-000/AG-001, Provision of Services to Non-Defence Agencies manual.

Function Estimates and Invoicing

155. A function estimate sheet is to be prepared for all types of functions through the Mess manager. All estimates and final invoicing held in the mess to be processed through the software systems used in the mess.

SECTION 6 – BAR MANAGEMENT

Ordering Merchandise and Supplies:

Normal Stock Levels

156. A "normal stock level" implies minimum and maximum limits within which the quantity of each item held in stock (whether merchandise for resale, or operating supplies) is considered adequate and reasonable, having regard to past experience and normal foreseeable circumstances. When quantities are reduced below normal stock levels, replenishment usually is necessary.

Mess Manager /Bar Supervisor Responsibilities and Limitations

157. For the purpose of this section, it will be assumed that the Mess manager/ bar supervisor has been made responsible for ordering merchandise and supplies.

158. It is the Mess manager/ bar supervisor's responsibility to ensure that stocks of merchandise and supplies are maintained at normal stock levels, at appropriate prices, sizes and amounts.

159. When replenishment is necessary, the Mess manager/bar supervisor will:

- a. determine requirements; and
- b. prepare an order, subject to paragraphs 154, 155 and 161 and arrange to procure the merchandise and/or supplies from a reliable firm, at the best possible prices using the Corporate Credit Card (CCC).

160. When ordering merchandise and supplies, the Mess manager/ bar supervisor will be governed by any limitations prescribed by the Mess committee or other authority as regards:

- a. types of merchandise;
- b. brands, sizes, packaging, etc;
- c. maximum stock levels; and
- d. operating supplies.

Note: By a periodic review of purchase orders, invoices, etc. the Mess committee or other authority will ensure that the Mess manager/bar supervisor does not exceed their authority.

161. A Mess Manager/Bar Supervisor will obtain Mess committee, Pers Svcs O or Senior Manager PSP approval before deviating from instructions regarding the ordering of merchandise and supplies.

Frequency of Ordering

162. Normally, ordering is done on a daily, weekly or semi-monthly basis, exceptions being made in appropriate circumstances. Non-perishable goods such as soft drinks, beer, and liquor may be ordered in larger quantities and, therefore, less frequently. In all cases, however, quantities held should be restricted to foreseeable requirements for a reasonable period, e.g., a one month limit, preferably less.

Classification of Merchandise

163. There are two classifications of merchandise; merchandise for resale in the bar, and merchandise required for special occasions.

Quantities General

164. To safeguard against overstocking and stock deterioration, and to avoid an accumulation of slow-moving items, it is important to order only reasonable quantities and, whenever possible, popular brands.

165. When ordering operating supplies, economy must be exercised and sound ordering practices followed. It may be false economy to purchase cheap items if their inferior quality necessitates more frequent replacement.

166. The replenishment of stock involves the determination of quantities required and preparation and placement of an order with a merchant or firm, or a requisition with the stock controller, as applicable.

Determination of Quantities

167. Subject to any limitations prescribed by the Mess Committee, Pers Svcs O or Senior Manager PSP, the Mess Manager/Bar Supervisor will determine normal stock levels. In a recently established mess, the exercise of common sense will be necessary as normal stock levels will not have been established. In a long established mess, normal stock levels will be determined by a review of previous sales and, if necessary, consultation with a Mess Committee member and/or other employees.

168. The Mess Mess Manager/Bar Supervisor should consider the necessity for ordering stock when:

- a. quantities held are reduced below normal stock levels and a further reduction may affect ability to meet demands;
- b. normal stock levels will not be adequate for a special mess function or entertainment;
- c. a temporary increase in patronage of the mess is expected, e.g. an abnormal influx of conferences or exercises and courses; and
- d. a corresponding decrease must be considered with a reduction in mess membership, due to deployment, etc.

169. The Mess Manager/Bar Supervisor will estimate their requirements of items for resale based on personal knowledge and experience, and a review of available records. Following are some of the considerations involved:

- a. quantities on hand and estimated quantities required until the next order date;
- b. the demand for particular items of merchandise including those not previously stocked;
- c. the advisability of discontinuing slow moving or unpopular items;
- d. the advisability of changing the type, package or brand;

- e. perishability;
- f. cost; and
- g. available storage space.

170. The Mess Manager/Bar Supervisor also must keep an adequate supply of operating materials. The steward will exercise control by frequent and regular inspection to ensure that such items are serviceable and available in sufficient quantities. Some of the items included in this category are: crockery, glassware, measures, jiggers, cleaning materials, cloths, and disinfectant.

Ordering from Suppliers

171. All merchandise and supplies shall be purchased from authorized suppliers as per NPP Contracting policy. The Pers Svcs O or the Senior Manager PSP (through the Mess manager) is responsible for selecting appropriate suppliers.

172. When the Mess Manager/Bar Supervisor is given responsibility for ordering, they will deal only with firms and merchants authorized by the Pers Svcs O or the Senior Manager PSP. If, in the interests of the mess, they consider it advantageous to deal with an unauthorized firm or merchant, they will do so only after obtaining authority from the Pers Svcs O or the Senior Manager PSP.

Placing Orders

173. Having ascertained and listed requirements, the Mess Manager/Bar Supervisor will decide which of the authorized firms can supply the merchandise at satisfactory prices and will place the order.

174. Subject to any limitations prescribed by the Mess Committee or other authority, the Mess Manager/Bar Supervisor may place orders:

- a. verbally (telephone, etc);
- b. by email;
- c. by fax;
- d. by merchandise requisition (form CF603);
- e. online through the supplier's website; and
- f. go directly to the supplier to pick up order.

Note: Some or all of these methods may be used in the same mess. The system for ordering will be in accordance with Base policy.

Merchandise Transfers

175. All merchandise transfers between messes or institutes shall be carried out by means of a Merchandise Requisition (Form CF603).

Other Regulations

176. Other regulations and procedures relating to bar operations are contained in A-FN-105-001 / AG-001, Policy and Procedures for Non-Public Fund Accounting, Chapter 36.

SECTION 7 - PERSONNEL

General

177. As in any business venture, the success of a mess operation is dependent, to a large extent, on its most important resource — the staff. Therefore, care must be exercised in the selection, hiring, training, and the employment of the mess staff.

Mess Employees

178. The following personnel may be employed in a mess.

- a. NPF employees subject to the approval of the CO or their delegated officer, e.g. Pers Svcs O or Senior Manager PSP; and/or
- b. military or DND civilian personnel in a management capacity as authorized in A-PS-110 -001/ AG-002; and/or
- c. military personnel on a part-time basis provided that such employment does not interfere with their normal duties.

179. When hiring NPF employees, careful screening is important. Character references should be checked and verified. Refer to the NPP HR policies for details.

Terms of Reference

180. Terms of reference (derived from job descriptions) shall be established and maintained for all positions of the mess staff.

181. Terms of reference and Job descriptions are to be reviewed periodically by the B Svcs O or the Sr Manager PSP to ensure that contents are relevant and relate to

current conditions. All changes to the Job description shall be submitted to the NPP HR office.

182. All mess employees shall read and sign terms of reference pertaining to their assigned position.

Mess Manager

183. Under the provision of A-PS-110-001/AG-002, a Mess Manager is publicly provided to messes with a certain minimum membership.

184. The Mess Manager, military or civilian (if military, will be MOSID 00165 Steward), shall be responsive to the PMC and responsible to B Svcs O or Sr Manager PSP for the planning, organizing, directing, and controlling of all mess activities except food services where messes do business with public kitchens, under the general direction of the Mess Committee and will receive technical direction from the B Svcs O or the Sr Manager PSP. Their duties normally will include:

Table 9-4-7 Terms of Reference (NPF Job Description) Mess manager
RESPONSIBILITIES
Plan, coordinate, manage, monitor, and evaluate the operations and delivery of messes' activities and facilities.
Plan, coordinate, manage, monitor, and evaluate the operations and delivery of bars' services.
Enforce the requirements for health, hygiene, safety, and security standards and programs.
Ensure strict enforcement of provincial liquor legislation and DND, CF, and Base/Wing/Unit policies concerning the responsible serving of alcohol, employee drinking restrictions, and customer behaviour.
Manage employees.
Manage employees' work schedules and monitor employees' performance.
Manage employees' training and development in required certification to meet provincial legislation in bar services.
Authorize, monitor and document financial transactions/commitments.
Develop and implement marketing strategy for messes' activities and facilities.
Coordinate functions, determine staff requirements and administer the protocol, table settings and arrangements, seating plans, table service and decoration, special menus, and beverage requirements.
Manage all messes' departments to meet operational demands (bars and events).
Attend all major messes' functions to supervise messes' staff, personally greet and speak with patrons, and administer general arrangements.

Respond to membership feedback and messes' committee's directives, keep members, PMCs and the responsible managers informed of current issues and concerns, and recommend changes to products or services where appropriate.
Develop and prepare messes' activities, bars operations budgets and business plans.
Authorize and monitor expenses for all messes' activities and operations.
Prepare timely and accurate financial accounting and operational reports.
Conduct periodic audits of operations and records.
Receive and reply to complaints from messes' customers.
Assume responsibility for the management of the liquor licenses.
Ensure the application of financial, administrative, and operational controls.
Monitor and control the use of messes' equipment and facilities assets.
Determine and recommend the disposal of material and equipment for all messes' departments.
Monitor and control the quantity, price, and storage of food and beverage inventory using the messes' information software.
Receive, control, and secure cash and food and beverage inventories.
Maintain and control the NPF Distributions Accounts (DA) and Public Supply Customer Accounts of the messes and submit all requests for write-off for further action and direction.
Negotiate with suppliers and contractors for supplies, equipment, and other services.
Determine and approve bars' requirements and use of facilities for all messing activities.
Apply NPF policies, procedures, regulations and applicable legislation.
Ensure compliance with the Health & Safety Program and may act as a member of a local NPF Committee.
Perform other related duties as assigned by supervisor.

185. The Mess manager is an advisor to the Mess committee and as such is not entitled to vote.

Duties and Responsibilities of the Bar Supervisor

186. The Mess manager shall provide the bar supervisor with written terms of reference at the commencement of employment and notify them, in writing, of any subsequent changes in the duties assigned.

187. The bar supervisor must familiarize themselves with the constitution, by-laws, and operating procedures pertaining to the mess in which they are employed.

188. The bar supervisors' role in the accounting system of a mess is very important. They initiate basic transactions such as buying and selling, from which the primary accounting documents and vouchers originate. They also originate and compile daily sales reports (DSR), which are the most important accounting documents in the NPF accounting system. For messes using the Point of Sales (POS) system, the DSR is automatically originated by the POS.

189. The bar supervisor must be capable of working efficiently and accurately. Unless otherwise provided, the bar supervisor will be held liable for losses in the stock, containers, cash, and chits for which they are charged.

Table 9-4-8 Terms of Reference (Job Description) Bar Supervisor
RESPONSIBILITIES
Plan, organize, staff and direct all bar(s) activities and events according to established policies and regulations.
Organize and supervise private functions, as required.
Organize and supervise mess dinners and military functions, as required.
Train and supervise employees.
Prepare employee work schedules and enter hours into the applicable payroll program as required.
Monitor and order liquor and bar(s') supplies.
Take beverage orders, as required.
Monitor and control quantity of inventory using software.
Receive, control and secure cash and stock.
Display a list of items sold and the price list
Prepare reports on cash/inventory transactions such as daily sales reports (DSR), as required.
Make bank deposits.
Ensure compliance with provincial/territorial liquor legislation and regulations.
Provide administrative support related to functions at the facility.
Prepare and distribute correspondence.
Perform heavy lifting, carrying, pulling and/or pushing (i.e. more than 50 lbs/23 kg).
Comply with NPF policies, procedures, regulations, and applicable legislation.
Ensure compliance with the Health & Safety Program, in conjunction with management, and may act as a Representative or member of a local NPF Committee
Perform other related duties as assigned by supervisor.

PART 10 RESOURCES

Chapter 10-1 Public Support to Personnel Support Programs

1. For authority and direction regarding Public support to Personnel Support Programs (PSP) refer to:
 - a. A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces.

2. This is a Vice Chief of the Defence Staff (VCDS) policy document that will identify the level and breakdown of Public and Non-Public Property (NPP) support provided to PSP for programs that will contribute to the operational readiness and effectiveness of CF members and their families.

3. The support is provided both centrally and locally. For Deployed Operations it is provided centrally in accordance with orders, instructions or directives applicable to the respective Commands.

Chapter 10-2 Base Funds - Regular Force

SECTION 1 - GENERAL

Aim

1. This order prescribes the policy and procedures for the establishment and operation of base funds in the Regular Force.

Terminology

2. In this order:

Acquisition of Real Property means the addition of real property to the Non-Public Property (NPP) inventory by purchase, lease, exchange, or gift.

Base Commander (B Comd) shall mean a Commanding Officer (CO) who, for the purpose of the Personnel Support Programs Policy Manual (PSP PM), shall mean the officer in command of a CF Base, Wing, Station, Ship, Unit or Task Force and in the case of a Royal Military Colleges the Commandant of the College. All other instances shall be specified accordingly.

Base Funds consists of all NPP, exclusive of unit fund operations independent of Base Fund, CANEX, messes, and Museums which have been entrusted to the Commanding Officer pursuant to Sections 38 to 41 of the *National Defence Act*.

Base Fund in respect to a wing shall mean wing fund, in respect to a station shall mean station fund, in respect to a ship shall mean ship's fund, in respect to a unit shall mean unit fund and in respect to a task force shall mean task force fund.

Disposal of NPP means the sale, trade-in, barter, consumption of NPP by a NPP activity for its own use or deletion from NPP records as a result of fair wear and tear.

Net Book Value means the acquisition cost less accrued depreciation charges; **Non-Public Property (NPP)** - is as defined in The *National Defence Act* (NDA) and means:

- a. All money and property, other than issues of material, received for or administered by or through messes, institutes or canteens of the Canadian Forces;
- b. All money and property contributed to or by officers, non-commissioned members, units or other elements of the Canadian Forces for the collective benefit and welfare of those officers, non-commissioned members, units or other elements;

- c. By-products and refuse and the proceeds of the sale thereof to the extent prescribed under subsection 39(2) of the *National Defence Act*, and
- d. All money and property derived from, purchased out of the proceeds of the sale of, or received in exchange for, money and property.

Real Property means land, works, and buildings.

Unit Fund - see paragraphs 27, 28 and 29 of this order.

Write-Off means the authority to adjust accounting records to reflect the deletion or changed monetary value of an asset or liability arising from an occurrence not supported by a normal market transaction. Examples of situations in which write-off action is appropriate are devaluation (write-down), fraud, arson, damage, destruction, theft, loss, fire, disappearance, and deletion of bad debts.

Policy

3. Base Funds have been established at every B/W/S and other self-accounting units as an extension of the overall NPP accountability framework and to provide the oversight and structure of operating a wide variety of local NPP Morale and Welfare programs and activities. Unless the contrary intention appears, words in the singular include the plural, and words in the plural include the singular, and unless the context requires otherwise words importing male persons includes female persons and words importing female persons include male persons.

Sources of Income

4. Base Fund income is derived from:
 - a. revenue from the NPP Funding distribution to B/W/Small units;
 - b. assessments against gross bar sales in messes (see paragraph 5), clubs, and other facilities;
 - c. assessments against individuals participating in or attending a base activity for which funds are administered through the Base Fund;
 - d. assessments against base activities to recover funds advanced by the Base Fund for facility development or capital purchase;
 - e. public fund grants and allowances, such as, physical fitness maintenance grants, band grants;
 - f. money contributed to a base for the collective benefit of all officers and Non-Commissioned Members (NCM) of the base; and

- g. any other NPP revenue or contribution received by a base.

5. The B Comd may direct that up to seven per cent of the gross sales of the bar operation of a mess or facility established in accordance with Chapter 9-1, *Messes*, be transferred to the Base Fund. In making such direction the B Comd should take into consideration any outstanding obligation requiring repayment of loans from the Canadian Forces Central Fund (CFCF).

SECTION 2 - BASE FUND COMMITTEE

Administration

6. Administration of the Base Fund is the responsibility of the B Comd. To advise and assist in the management and supervision of the assets of the Base Fund the B Comd shall establish a Base Fund committee.

Composition

7. The Base Fund Committee shall consist of the following:
- a. a chairperson, who shall be the B Comd or their representative;
 - b. a secretary, appointed by the B Comd who shall be a non-voting member;
 - c. the head of each branch or their representative;
 - d. the CO or their representative, of each unit at the base, including lodger and assigned units;
 - e. the PSP Manager who shall serve in an ex officio capacity;
 - f. the NPP Accounting Manager (Regional Manager when applicable) who shall serve in an ex officio capacity;
 - g. the CANEX Manager who shall serve in an ex officio capacity;
 - h. the SISIP FS Branch manager who shall serve in an ex officio capacity;
 - i. the Comptroller who shall serve in an ex officio capacity;
 - j. a representative from such other committees established by the B Comd for the supervision of NPP activities can be invited as guest and shall be a non-voting members; and

- k. members required at the discretion of the B Comd.

Terms of Reference

- 8. The B Comd shall issue detailed terms of reference which shall include:
 - a. duties and responsibilities of committee members; and
 - b. procedures for:
 - (1) expenditure of funds on their behalf;
 - (2) administration and control of all Base Fund NPP;
 - (3) control of property when similar items are held on both public and NPP distribution accounts in the same facility;
 - (4) maintenance of the minutes by the secretary to record the proceedings of all committee meetings;
 - (5) submission of the minutes of each committee meeting for their approval; and
 - (6) conduct of correspondence.
- 9. Base Fund Committee meetings shall be held at least quarterly to consider business related to the Base Fund.

Budget

- 10. The budget year shall coincide with the NPP fiscal year. Annual budgets (Capital and Operating) must be prepared and resources must be allocated for projects and purposes in a manner that provides maximum benefits.

SECTION 3 - EXPENDITURES

General

- 11. All money received by the base fund shall be used for the benefit of NPP beneficiaries, except as specified in paragraphs 13 and 14.

Representational Expenses

- 12. A B Comd may authorize the use of Base Funds to meet obligations to represent the department, the command or the base provided that:

- a. the expenditure is such that it does not qualify for reimbursement from public funds;
 - b. it is not an expenditure listed in paragraph 14, except that items of a symbolic or commemorative nature may be presented to honoured guests on occasions of special significance; and
 - c. the cumulative amount does not exceed the maximum for a NPP fiscal year determined by the Managing Director of NPP.
13. Allowable expenses examples are:
- a. costs associated with infrequent/impromptu meetings/visits with/of Municipal, Provincial and Federal representatives in regard to Morale and Welfare programs;
 - b. support/enhancement to change of Command ceremonies when public support is not provided;
 - c. expenditure to respect tradition and protocol or change of command of individuals who do not meet the rank eligibility for public hospitality support;
 - d. support for ceremonies associated with the appointment/end of tenure of Honorary Colonels (does not include travel costs);
 - e. costs associated with hosting foreign forces not covered by the public;
 - f. hospitality including the provision of mementoes of a minor nature to respect traditions and protocol;
 - g. costs associated with hosting visitors not covered by public hospitality; and
 - h. attendance by Senior Base representatives at local community events.
14. Not allowable expenses examples are:
- a. costs associated with Branch heads meetings and luncheons;
 - b. support normally covered by the Public hospitality; and
 - c. provision of in Memoriam gifts, flowers to hospitalized members, or retirement or departure gift unless equitable criteria have been established for all members of the base.

Funds Provided For a Specific Purpose

15. Funds received by the Base Fund for a specific purpose shall be used only for that purpose as per below:

- a. public fund grants, such as physical fitness maintenance grant, band grant; and
- b. donations received for a specific purpose.

Restrictions on Expenditures (Alienation of NPP)

16. The NPP of the Base Fund or any of its components, including CANEX, shall not be alienated:

- a. by gifts or donations to private or Public institutions;
- b. to relieve an officer or non-commissioned member of their personal responsibility for loss or damage to NPP;
- c. for testimonials or gifts;
- d. for national appeals for financial assistance; or
- e. for the provision of anything connected with religious services.

17. A grant or transfer of Base Funds to a charitable or other organization that is not specifically part of base NPP is prohibited. This does not preclude the establishment of a separate trust account to administer funds donated by individuals for a specific purpose or obtained from fund raising events or activities held for that purpose.

Capital Expenditures

18. Approving authorities for expenditures for a capital or non-recurring purpose are contained in the Chief of the Defence Staff (CDS) Delegation of Authorities For Financial Administration of NPP.

Acquisition of Real Property

19. NPP organizations may also purchase or lease property that is not Federal Real Property (FRP). Title to such property is registered as "Her Majesty the Queen in right of Canada as represented by the CDS (or B Comd) acting in their NPP capacity".

20. The expenditure of NPF to acquire real property must be authorized in advance and in accordance with the requirements of the NPP accountability framework. Real

property acquired through the expenditure of NPF must be used for the operation of NPP programs and activities or, as an investment, to generate NPF income.

21. NPP real property is not “federal property” for the purpose of the *Federal Real Property and Federal Immovables Act* (FRPFIA). Whether or not NPP organizations are legally required to make payments in lieu of taxes to local municipalities, which issue continues to be explored, it is CAF policy to make equivalent payments.

SECTION 4 - DISPOSAL OF NPP

Definitions

22. The definitions in paragraph 2 are essential to the application of this section of the order.

Approval Authorities

23. Except as otherwise specifically authorized by the CDS, the authority required for the disposal of NPP, other than real property (paragraph 21 refers) or money, shall be in accordance with the Chief of the Defence Staff (CDS) Delegation of Authorities For Financial Administration of NPP.

Disposal of Non-Public Real Property

24. The disposal of non-publicly owned real property requires approval as per the Chief of the Defence Staff (CDS) Delegation of Authorities For Financial Administration of NPP regardless of the net book value of the property.

Artifacts and Memorabilia

25. The control and disposal of artefacts and memorabilia is governed by Chapter 11-1, Artifacts and Memorabilia.

Disposal of NPP on Disbandment and Altered Circumstances

26. The disposal of the NPP of a unit on disbandment or in altered circumstances is governed by Chapter 10-5, Disposal of NPP.

Loss or Damage

27. A loss or damage to NPP shall be reported and investigated in accordance with:

- a. QR&O 21.72, Loss of or Damage to Non-Public Property; and

- b. QR&O 21.73, Investigation into Loss, Overage or Damage Due to a Service or Criminal Offence.

Write-Off

28. The write-off of a loss of NPP shall not prejudice disciplinary or other action against any person.
29. The write-off of a loss of NPP may be approved in accordance with the Chief of the Defence Staff (CDS) Delegation of Authorities For Financial Administration of NPP.

SECTION 5 - LODGER, INTEGRAL AND SATELLITE UNITS

Unit Funds

30. While all NPP of a base vests in the B Comd, a B Comd may authorize the CO of a lodger, satellite or integral unit to establish a unit fund where:
 - a. the unit is located in an area so remote from its support base that it is impractical to share base amenities; or
 - b. in other circumstances where the B Comd considers it practical and advantageous to do so.
31. Where a unit is authorized to operate a unit fund, the B Comd may authorise a grant to the unit fund from the Base Fund. A unit fund, to the extent practicable, shall be administered by the CO of the unit in the same manner as if it were a Base Fund.
32. If a unit or other element is not authorized to operate its own fund, but the B Comd is of the opinion that there is a requirement for the unit to have funds available for the specific benefit of members of the unit or element, the B Comd may authorize a specific amount from within the Base Fund to be used for that purpose.

Support during Temporary Moves

33. When a unit moves temporarily from one base to another, it is the responsibility of the B Comd at the new location to provide for the requirements of the visiting unit. Where resources at the temporary location are inadequate, the B Comd of the home base may arrange for a loan of equipment and provide funds to support, in part, the cost of social and other activities required by the unit.
34. When a unit moves temporarily from a support base to an area remote from a base from which NPP support can be obtained, the support base B Comd may authorize a grant from the Base Fund to the unit to provide recreational facilities and other NPP assistance normally supplied through a Base Fund. On these occasions the

provision of recreation and sports equipment is also the responsibility of the support Base Fund.

Chapter 10-3 Unit Funds – Reserve Force

Aim

1. This order prescribes the policy and procedures for the establishment and administration of unit funds in the Reserve Force.

Purpose

2. The purpose of a Unit Fund is to provide a medium whereby the Commanding Officer (CO) can administer all Non-Public Property (NPP) vested in the CO, as per National Defence Act (NDA), except NPP administered through a mess.

Establishment

3. The CO, with the approval of the Brigade Commander or equivalent, should establish a unit fund, which will allow the unit to have a source of funding for morale and welfare for all unit personnel.

Administration

4. The administration of the Unit Fund is the responsibility of the CO as directed by Chief of Defence Staff (CDS) in the NPP Governance directive. The commanding officers shall successfully complete *The Fundamentals of NPP* course in order to be delegated signing authority for the financial administration of NPP. To advise and assist the CO in the management and supervision of assets of the Unit Fund, the CO shall establish a Unit Fund Committee through a constitution that will provide details on committee members, voting members, frequency of the meeting, quorum and minutes for record of decisions.

5. The Unit Fund Committee shall consist of military members as follows:

- a. a chairperson who shall be the CO or the CO's representative;
- b. a secretary; and
- c. other members as appointed by the CO or elected by unit members.

6. Subcommittees for the supervision of specific NPP activities may be appointed or elected at the discretion of the CO. Such subcommittees shall be subordinate to the Unit Fund Committee and should be represented at Unit Fund Committee meetings.

7. The CO shall issue detailed terms of reference which shall include:

- a. duties and responsibilities of committee members; and

- b. procedures for:
 - (1) expenditure of funds on the CO's behalf;
 - (2) administration and control of all Unit Fund NPP;
 - (3) control of property when similar items are held on both public and non-public distribution accounts in the same facility;
 - (4) maintenance of a minute book to record the proceedings of all committee meetings;
 - (5) submission of the minutes of each committee meeting for the CO's approval; and
 - (6) conduct of correspondence.

8. Unit Fund Committee meetings shall be held at least quarterly to consider business related to the administration of the Unit Fund.

9. In addition to any other business that may be considered at a committee meeting, the following matters must be considered:

- a. expenditures which come within the committee's authority;
- b. Unit Fund financial statements; and
- c. recommendations to the CO for other expenditures.

Sources of Income

10. Unit Fund income is derived from:

- a. contributions from the unit Officer's Mess, Warrant Officers and Sergeant's Mess, and Junior Rank's Mess or canteens;
- b. money contributed for the collective benefit and welfare of all members of the unit;
- c. public fund grants and allowances such as library grants, physical fitness grants, band grants, etc;
- d. assessments against individuals participating in or attending a unit activity which is administered through the Unit Fund; and

- e. any other NPP contribution or revenue received by the unit.

11. The CO may direct that up to seven per cent of the gross sales of the bar operation of a mess or facility established in accordance with Chapter 9-4, Messes, be transferred to the Unit Fund. In making such direction, it should take into consideration any outstanding obligation requiring repayment of loans from the Canadian Forces Central Fund (CFCF).

Expenditure of Unit Funds

12. All money received by a Unit Fund shall be used for the benefit of all members of the unit except:

- a. donations received for a specific purpose;
- b. funds administered for a specific activity; and
- c. public fund grants provided for a specific purpose for example; library grants, physical fitness grants and band grants.

13. Grants and allowances received under QR&O Chapter 210, Miscellaneous Entitlements and Grants, must always be accountable for, and can only be expended as authorized by, applicable regulations. As the unexpended balances in such grant or allowance accounts must be refunded to the Crown when a unit is disbanded or reduced to nil strength, funds sufficient to cover these balances must then be retained in the bank account at all times.

14. The Division Commander may direct that 1/2 per cent of gross sales in messes and canteens be remitted to a Unit Fund. The Division Commander may also direct that all Regular and Reserve units remit to an area fund, 1/2 percent of gross sales in messes and canteens during area sponsored deployments and training camps.

Representational Expenses

15. The Unit Commander is authorized to use unit funds to meet obligations to represent the unit IAW chapter 10-2. Subject to the conditions outlined in paragraph 13 of Chapter 10-2, Base Funds – Regular Force, a Division Commander may authorize the use of area funds to meet obligations to represent the department, the command or the area.

Restrictions of Expenditures

16. Unless approved by the Division Commander on the recommendation of the district or equivalent commander, expenditure of NPF for a capital or non-recurring purpose shall be in accordance with 7331-1 (DGPFS/CFO) Non-Public Property Financial and Human Resources Delegation of Authorities.

Budget

17. A budget shall be prepared and resources shall be allocated for projects and purposes that will provide maximum benefit. This budget period shall coincide with the NPP fiscal year as established by the appropriate Command Headquarters.

Loss or Damage

18. A loss of or damage to NPP shall be reported and investigated in accordance with:

- a. QR&O 21.72, Loss of or Damage to Non-Public Property; and
- b. QR&O 21.73, Investigation into Loss, Overage or Damage Due to a Service or Criminal Offence.

Write-Off

19. For the purposes of paragraphs 20 and 21, "write-off" means the authority to adjust accounting records to reflect the deletion or changed monetary value of an asset or liability arising from an extraordinary occurrence such as fraud, arson, damage, destruction, theft, fire, disappearance and deletion of bad debts that are not supported by a normal market transaction.

20. The write-off of a loss of NPP shall not prejudice disciplinary or other action against any person.

21. The write-off of a loss of NPP may be approved as per the *CDS Delegation of Authorities for the Financial Administration of NPP*.

Furniture and Equipment

22. A record of non-publicly owned furniture and equipment shall be maintained. Any non-public furniture or equipment that is no longer required shall be disposed of IAW disposal of NPP chapter 10-5 of this manual.

23. On reduction to nil strength, disbandment, amalgamation, move, etc, the unit shall be placed under altered circumstances IAW Chapter 10-5 and CFMWS approval.

24. Disposal instructions of Memorabilia or artefacts can be found at Chapter 11-1.

Federal and Provincial Regulations

25. The CO shall ensure that:

- a. an employer's responsibilities under federal and provincial laws regarding income tax, Canada or Quebec pension plan, workmen's compensation and unemployment insurance are complied with;
- b. provincial laws regarding collection and remittance of taxes on retail sales are followed; and
- c. in those provinces where they are in effect, the federal/provincial tax agreements, whereby the purchase of goods and services for exclusive use by the institute itself and not for resale are exempt from provincial sales tax, are complied with.

Insurance

26. Those Reserve Force units administered under the CFCF are eligible for insurance under the Non-Public Property (NPP) Consolidated Insurance Programme (CIP), Chapter 11 A-FN-105-001/AG-001. For those units administered outside CFCF, the CO of a Reserve Force unit shall obtain adequate insurance at NPF expense to protect the unit against:

- a. fire or burglary which results in a loss of or damage to non-public owned merchandise, furniture or equipment; and
- b. claims in respect of the death, injury or illness of an NPF employee arising from the negligence of a person responsible for the operations or management of the NPP activity.

27. Insurance premiums for the portion of the furniture and equipment purchased by the contingency grant may be paid for by the contingency grant payable to the unit pursuant to QR&O 210.42, Contingency Grant – Primary Reserve Units.

28. Units not operating messes or a canteen do not require third person liability insurance.

Accounting Records

29. For those Reserve Force units administering NPP outside CFCF, records must be kept IAW with A-FN-105-001/AG-001 and apply all federal/provincial rules on taxes. The CO is responsible to appoint or hire bookkeepers and ensure that complete double entry accounting records are kept for each mess, canteen or facility operated by the unit. Accounting records shall be kept according to generally accepted accounting principles. Where a bookkeeper is hired to maintain the Unit Fund accounting records, a proportionate charge for accounting of public funds may be made against the contingency allowance.

Financial Statements

30. All NPP shall have the fiscal year starting April 01 and finishing March 31 of every year. Financial statements shall be prepared annually at fiscal year-end for each NPP activity or more frequently at the direction of the CO and submitted to CFMWS for annual review. Units administered through CFCF shall review their financial statements using CFMWS PROPHET Business Intelligence (BI).

Audit

31. The CO's of Reserve units administered within CFCF are responsible to review the financial operations of each NPP activity. The CO and/or designated person who oversees Reserve unit NPP shall forward their replies to the Brigade G8 no later than 90 days after the end of the fiscal year.

Chapter 10-4 Branch, Regimental and Group Funds

SECTION 1 - GENERAL

Aim

1. This order prescribes the policy and procedures for the establishment and operation of branch, regimental and group funds.

Application

2. This order applies to the Regular Force and Primary Reserve. In this order term regiment is used in the historical infantry sense and does not mean or include a regiment that is a formed unit such as the Royal Canadian Dragoons (RCD) or the Royal Canadian Horse Artillery (RCHA).

Purpose of Fund

3. The purpose of a branch, regimental or group fund shall be to:
- a. further the aims of the branch, regiment or group as a whole;
 - b. benefit individuals serving with the branch, regiment or group, in such a manner as to directly or indirectly benefit the branch, regiment or group; and
 - c. assist in the preservation of the traditions, memorabilia and customs of the branch, regiment or group.

Status

4. Branch, regimental and group funds are Non-Public Property (NPP) activities whose operations and activities are governed by policies and orders promulgated by the Chief of the Defence Staff (CDS) in accordance with the National Defence Act (NDA) Sections 38 to 41.

SECTION 2 - ADMINISTRATION

Approval

5. Branches, as listed in CFAO 2-10, Personnel Branches within the Canadian Forces, and regiments or a rank or other group within a branch or regiment may apply to establish a fund. A request for approval shall be forwarded to Director General Morale and Welfare Services (DGMWS) and shall include:

- a. the name of the branch, regiment or group;
- b. the name of the fund;
- c. a copy of the constitution and by-laws, including the duties, responsibilities and method of selection of executives and proposed first incumbents; and
- d. the method of raising funds (membership fee, donations and kit shop operations).

6. Corps, regimental and similar funds, existing on 1 Jan 73, when this order was first promulgated, may continue under their original terms of reference or if the membership so desires, may arrange for the incorporation of the membership and funds in an appropriate branch, regiment or group fund. If a fund chooses to perpetuate itself, it need not be reauthorized, but shall be guided in its operation by this order.

Membership

7. Membership in a fund shall be voluntary and is restricted to active or retired members of the branch, regiment or group concerned.

8. Membership fees for Canadian Forces (CF) members must be voluntarily subscribed and annual dues shall not exceed:

- a. for officers (excluding subordinate officers) \$36.00;
- b. for Non-Commissioned Members (NCM) of the rank of sergeant and above \$24.00; and
- c. for NCM of the rank of corporal and below \$12.00.

9. The limitations in paragraph 8 are not applicable to gifts, donations or legacies.

Expenditures

10. The executive committee of a fund may authorize expenditure:

- a. for a specific purpose, within the terms of reference of subscriptions or voluntary contributions raised for that purpose; and
- b. subject to sub-paragraph a:
 - (1) for loans or grants to institutes of participating units; and

- (2) for other purposes that the executive committee considers to be beneficial to the branch, regiment or group as a whole.

11. The executive of a fund may authorize an expenditure of funds not exceeding \$30,000 for any one project or item if assets are available and borrowing is not required. In all other cases, prior approval of the CDS is required.

12. Where it is not practicable or desirable to expend funds or use other assets for the specific or general purpose for which they were originally raised by subscription, an application for CDS authority for expenditure or use of some other purpose may be made through DGMWS and shall include:

- a. the amount and source of funds involved;
- b. the purpose for which the funds were originally raised;
- c. special circumstances of the proposed change;
- d. the recommended expenditure or use; and
- e. other relevant information.

SECTION 3 - KIT SHOPS

General

13. Branch, regimental, and group funds may establish kit shops to offer specialized merchandise, unique to the branch, regiment or group. These kit shops can play a vital role in the maintenance of branch, regiment or group traditions and through their profits support branch, regimental or group activities.

Authorized Merchandise

14. As a general rule, items offered for sale in a kit shop should be prominently marked with the branch, regimental or group crest or other device or should depict branch, regimental or group themes. Kit shops should liaise with base Canadian Forces Exchange System (CANEX) authorities or the President of CANEX concerning sources of supply.

15. Branch, regimental or group kit shops are not to offer merchandise of a general nature or otherwise enter into competition with CANEX.

Public Support

16. Branch, regiment or group kit shops are considered to be part of the CF Personnel Support Program and may be permitted use of available accommodation and personnel as outlined in A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces.

Command Orders and Instructions

17. If a command finds it necessary to issue additional policy or procedures governing the operation of kit shops, these must conform with current regulations regarding NPP operations contained in CFAOs, A-FN-105-001/AG-001, Policy and Procedures for Non-Public Property Accounting, A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces and A-PS-191-001/FP-001, Policy Governing the Operation of the Canadian Forces Exchange System, unless specific approval has been obtained from DGMWS for an exception.

SECTION 4 - ACCOUNTING AND CONTROL

Accounting

18. The accounting for branch, regimental and group funds and property, including kit shops, shall be in accordance with the procedures in A-FN-105-001/AG-001 and other NPP directives.

19. Kit shop operations shall adhere to provincial regulations, including the collection and remittance of provincial sales tax.

Artifacts and Memorabilia

20. Certain non-public items having a historical significance such as flags, guidons, trophies, war prizes and museum pieces may be classified as artifacts and memorabilia. Care and disposal of such items is governed by Chapter 11-1, Artifacts and Memorabilia.

Discontinued Funds

21. Should it be desirable to close out a fund, the provisions of the National Defence Act (NDA) Sections 38-41 will apply. To permit the CDS to exercise their responsibilities, fund officials shall forward to DGMWS their proposals for winding up the affairs of the fund. The submission shall be accompanied by separate inventories, one for artifacts and memorabilia and the other for any other NPP the fund may own and shall include the recommended disposal of each item.

Audits

22. Corps, regimental and similar funds, including the Royal Military Colleges Club of Canada, which existed on 1 January 1973, are NPP activities. However, they may continue under their original terms of reference, which may include maintaining accounts that are separate from the CFCF framework.

23. If the membership so desires, a corps, regimental or similar fund which existed on 1 January 1973, may arrange for the incorporation of the membership and funds in an appropriate branch, regimental or group fund as described. If a fund chooses to perpetuate itself, it need not be re-authorized. All such funds must submit a copy of their audited financial statements to DGMWS within six months of the end of its fiscal year.

Chapter 10-5 Disposal of Non-Public Property

SECTION 1 - GENERAL

Purpose

1. This order prescribes the policy and procedures governing the disposal of Non-Public Property (NPP) when a unit or other element of the Canadian Forces (CF) is disbanded or when its circumstances are altered.

Application

2. This order applies to units of the Regular Force and Reserve Force as appropriate.

Terminology

3. In this order:

Disbandment includes paying off a ship.

Non-Public Property has the meaning ascribed to it in QR&O 1.02, Non-Public Property.

Officer Commanding a Command (OCC) includes, in respect of a unit of the Reserve Force, the appropriate "Area Commander".

Responsibility

4. Director General Morale and Welfare Services (DGMWS) is responsible for the policy and administration governing the disposal of NPP.

Safeguarding of Property

5. When a unit is notified that it will be disbanded or that its circumstances will be altered as outlined in paragraph 7, NPP shall not be disposed of or alienated in any manner until the direction of the Chief of the Defence Staff (CDS) is obtained.

Disbandment

6. When a unit or other element of the CF is disbanded, the NPP which is vested in the officer in command of that disbanded unit or other disbanded element shall pass to and vest in the CDS in accordance with the National Defence Act (NDA) Section 38(2).

Units in Altered Circumstances

7. Where, by reason of a substantial reduction in the number of officers and individuals serving in a unit or other element of the CF or by reason of a change in the location or other conditions of service of a unit or other element, the CDS considers it desirable to do so, may direct that the NPP or any part thereof that is vested in the officer in command of that unit or other element shall pass to and be vested in the CDS pursuant to the National Defence Act (NDA) Section 38(3). Prior to issuing such direction the CDS may request the OCC to make recommendations. Guidelines to be used by the OCC in making such recommendations are set out in Table 11-5-1, Guidelines for Disposal Recommendations.

Table 10-5-1 Guidelines for Disposal Recommendations
The following guidelines are provided to assist the OCC in making recommendations to the CDS for the disposal of NPP
<ol style="list-style-type: none"> 1. If the unit is disbanded, reduced to nil strength or is moved to another location where it can use the facilities of established messes and other NPP facilities and is being replaced at the present location by an incoming unit of comparable requirements, the normal recommendation would be that the incoming unit should acquire the assets of the outgoing unit and assume its liabilities. 2. If the circumstances are similar to those in paragraph 2, except that the replacing unit will have substantially less NPP requirements than the outgoing unit, the normal recommendation would contain an outline of the assets which it is considered the incoming unit should acquire. 3. If the circumstances are similar to those in paragraph 2, except that the replacing unit will have substantially greater NPP requirements than the outgoing unit, the normal recommendation would be that the incoming unit should acquire the assets of the outgoing unit and assume its liabilities. In addition, recommendations could be made concerning additional needs of the incoming unit. 4. If the circumstances are similar to those in paragraph 2, except that there is no replacement unit, the normal recommendation should be that all NPP be vested in the CDS for ultimate disposal. 5. If the unit is being moved to another location in Canada where it will not be able to use the facilities of established messes or other NPP facilities and there is no incoming unit, the normal recommendation would be that there be no break in the mess or other NPP administration of the unit and that the NPP and books of account be transferred to the new location. 6. If the unit is to be moved from a location in Canada to a location outside Canada where it is not able to use the facilities of established messes or other NPP facilities and there is no incoming unit, the recommendation for disposal of the

unit's NPP should list the assets which the outgoing unit will require at the new location to establish NPP facilities.

7. If the unit is being moved to a location where it will not be able to use the facilities of established messes and other NPP facilities and is being replaced at the present location by an incoming unit of comparable requirements, the recommendation for disposal of the NPP should normally be based on an equitable distribution of the assets between the incoming and outgoing units.
8. If the unit is being substantially reduced in strength but is remaining at the same location, the OCC should recommend whether any disposal of assets is necessary.
9. Where movement of a unit is involved, the content of QR&O 210.90, Movement and Storage of Non-Public Property, must be considered when making disposal recommendations.

Method of Disposal

8. The NPP which passes to and becomes vested in the CDS shall normally be disposed of as detailed below:
 - a. **funds.** Funds shall be transferred to the Canadian Forces Central Fund (CFCF) unless otherwise directed by the CDS;
 - b. **installed equipment.** Direction may be issued that installed equipment is not to be removed so that the location may be disposed of by Crown Assets Disposal Corporation as a complete entity. In such cases A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces applies. If such direction is not received, installed equipment shall be disposed of along with other equipment and furniture as detailed in subparagraph c below;
 - c. **equipment and furniture.** Items shall be disposed of by one or more of the following methods, normally in the following order of priority:
 - (1) transfer to NPP activities at newly established units;
 - (2) sale or transfer to NPP activities at established units;
 - (3) sale by auction, to serving members for their personal use; or
 - (4) sale under local arrangements by the OCC for the best prices attainable.

- d. **memorabilia.** Items of traditional, historical, symbolic or sentimental value such as artifacts, guidons, colours and trophies of ships, corps or regiments shall be disposed of by:
 - (1) transfer to an appropriate continuing unit; or
 - (2) transfer to a regimental, branch or corps fund for care and custody.

SECTION 2 – PROCEDURES

Officer Commanding a Command Responsibilities

9. Immediately upon notification that a unit or other element is to be disbanded or is to undergo a change in circumstances as outlined in paragraph 7, the OCC shall:
- a. notify the CO of the affected unit of their responsibility for safeguarding NPP;
 - b. call for itemized schedules of the NPP assets of the affected unit; and
 - c. bring the contents of the following manuals that apply to disposal of NPP to the attention of the CO of the affected unit;
 - (1) C-08-005-120/AG-000, Canadian Forces Construction Engineering Manual (Chapter 50, Section 7); and
 - (2) A-PS-110-001/AG-002.

Unit Commanding Officer Responsibilities

10. The CO of a unit or other element who receives notification from the OCC as outlined in paragraph 9 shall:
- a. if the unit is disbanded or reduced to nil strength, immediately refund the unexpended balance of public fund grants or allowances at the date of change of status, after all legitimate charges against each grant or allowance have been paid, to the Receiver General for Canada through the base comptroller;
 - b. except as prescribed in paragraph 11, ensure that expenditures for social functions are limited to current revenues and that mess and club subscriptions, bar prices, exchange prices and the basis of other sources of revenue are not reduced;

- c. have inventory documents brought up to date, checked and adjusted before personnel leave the unit;
- d. appoint interim inventory holders pending disposal of hand-over of the property;
- e. obtain instructions from the owners for the disposal of property on loan;
- f. ensure that accounts receivable are collected;
- g. ensure that all liabilities are cleared and that advance public notice of the disbandment or change in circumstances is given suitable advertisement in local newspapers, requiring creditors to file their claims against messes, etc, by a specified date;

Note: Advertising in local newspapers, etc, may be undertaken only where it will not involve a breach of security or lead to a premature announcement of the intention to disband or change the circumstances of a unit or other element.

- h. have stocks of merchandise kept to a minimum requirements to avoid loss on disposal;
- i. ensure that suitable personnel are designated or included in the rear party to maintain the books of account and protect the NPP until disposed of;
- j. prepare a schedule of assets in the format shown at Table 10-5-2, Format for Schedule of NPP Assets, and make recommendations for disposal when forwarding the schedule to command headquarters; and
- k. make specific proposals to the OCC (including full descriptive details and substantiation of the proposed method of disposal) for the distribution or other disposal of guidons, colours, flags, trophies or other items having a traditional or sentimental value and for donations received for a specific purpose.

Note: Items subject to special disposal direction, as outlined in sub-paragraph k, including valuable plate and paintings, shall be placed in suitable storage for protection against theft, fire and deterioration pending CDS disposal direction.

**Table 10-5-2
Format for Schedule of NPP Assets**

NPP Inventory OM 200				CFB _____				Page 1 of _____ pages		
Stock-number	Description	Qty	Location	Original Cost \$	Date of Purchase	Condition	Appraised Value \$	Date No Longer Required	Disposal Recommendation	Comments
OM 1	Bar stools	Ea 7	Officers mess	Unknown	Apr 2008	Fair	5.00	Nov 2012	*TWS	Donated from USAF
OM 2	TV	Ea 3	Combined mess	400.00 ea	Sep 1998	Poor	Scrap	Now	Write off	Found surplus
OM 3	Piano	Ea 1	Officers mess	900.00	Feb 1982	Fair	200.00	Now	Local	
OM 3	Paintings	Ea 2	Store room	Unknown	Jun 2005	Poor	Scrap	Now	Local	Unknown origin
										*TWS means Transfer within the CF

Social Functions

11. In cases of disbandment, reduction to nil strength or transfer of units, where disposal of NPP is to take place under this order, a unit may hold appropriate social or other functions to mark the occasion and, the unit CO may request authority to spend a nominal amount from surplus mess or Base Funds for such functions from the OCC who shall, if in agreement, recommend approval of the request to DGMWS. In adjudicating such requests, the OCC shall take into consideration the size of the affected unit, its financial position, and the manner in which funds have been administered.

Disposal Action

12. On receipt of the schedule of assets and the recommendations of the CO, the OCC shall notify DGMWS, all command headquarters and service units in the locality, of the assets available for sale, asking for bids and pointing out that purchases will be responsible for any transportation arrangements and costs.

13. On receipt of the bids mentioned in paragraph 12, the OCC shall forward a copy of the schedule of assets and their recommendations for disposal to DGMWS for CDS approval.

14. The CDS will review the disposal recommendations of the OCC and issue instructions regarding disposal of the non-property which vests in the CDS under the National Defence Act (NDA) Section 38(2) or which the CDS directs shall vest in the CDS under the National Defence Act (NDA) Section 38(3). The disposal instructions will include direction regarding items listed in the schedule of assets which the CDS wishes to allocate and the items which the CDS wishes the OCC to dispose of.

15. On receipt of CDS disposal directions, the OCC shall:

- a. issue disposal instructions to the CO of the affected unit in accordance with the directions of the CDS;
- b. direct that the items in the schedule of assets which are to be disposed of by the unit be appraised. Normally, the appraisal value shall be obtained from a non-military source. Items shall then be offered for cash sale to military personnel in the area by advertising closed auctions under the supervision of the CO. Reserve bids shall be entered at two-thirds of the appraised value;

- c. direct that items remaining after the auction to military personnel be offered for public sale under local arrangement, as authorized by the OCC, for the best prices attainable; and
- d. direct the CO to advise of any remaining items and to recommend the best disposal arrangements that can be made for them. The OCC shall then issue final disposal instructions for these items.

16. Cash balances not acquired by an incoming unit or distributed otherwise by the direction of the CDS shall be remitted immediately to the CFCF. Any legitimate claim against funds remitted to the CFCF shall be forwarded, together with an explanation of the circumstances and a recommendation for payment, to the DGMWS Chief Financial Officer (CFO).

SECTION 3 – ACCOUNTING

17. When the NPP of a unit or other element is disposed of in accordance with this order the following accounting action is required:

- a. when the CDS directs that the assets of an outgoing unit be transferred to an incoming unit, the incoming unit shall operate from the date of handover, collecting outstanding accounts and settling liabilities incurred prior to that date;
- b. adjustments in accounts arising from the disposal of surplus assets which are not acquired by an incoming unit are disposed of in accordance with CDS direction shall be made in the records of the incoming unit;
- c. when the disposal action is such that there will be no transfer of NPP to an incoming unit, the rear party of the outgoing unit shall normally continue to operate the accounts until all assets have been disposed of, liabilities settled and records closed. Where this is not feasible, the OCC may authorize the rear party to close its books of account and remit the cash balances to the CFCF. The OCC shall then assume or appoint another unit to assume, responsibility for completing disposal of assets and to establish the outstanding liabilities for settlement by the CFCF; and
- d. when the CDS directs that an outgoing unit is to retain a portion of its NPP and an incoming unit is to acquire a portion of it, the OCC shall issue instructions regarding the accounting action required by the outgoing and incoming units.

18. When the NPP of the affected unit is to be distributed or disposed of, the OCC shall appoint an audit staff from the OCC headquarters, or a unit in the vicinity of the

affected unit, to complete a final audit of the accounting records of the affected unit after all transactions have been completed in accordance with CDS direction.

Table 10-5-3				
The following checklist to assist the OCC Reg and Reserve Force when NPP Entity Close				
NPP Entity Close Out Procedure Checklist Reg and Reserve Force	Start Date	Due Date	Done	Notes
Communications/Initial Planning				
Consider/Decide on merging facilities or moving to new/other facility, if applicable				
Engage with PA to develop Comms Strategy. Maintain regular meeting throughout procedure. Incorporate social media/CFN articles				
Engage HR to develop Exit strategy & comms plan				
Inform/Engage NPF Accounting.				
Advise PSP HQ/CFMWS PA, if applicable				
Create consolidated timeline/checklist for all Activities				
Assign task on /requirements/needs vs wants in a document to track accountability/responsibility				
Inform Military CoC				
Discuss with B/W and HQ environmental				
Work Force Plan				
Communicate local employee's union				
Consider/Decide on options for staff to new/other facility, if applicable				
Engage HR to review HR Policy and develop plan for workforce. Plan should include impacts on workforce such as reduced access, hours of operation, etc				
Facilities				
Inform/Engage RP Ops and provide timeline				

Inform CIP Manager				
Cancel utilities, WiFi, cable, phone etc. -advise CFMWS IMIT				
Develop plan to store, reassign or dispose of office supplies/equipment including paperwork				
Consider/Decide on merging facilities or moving to new/other facility, if applicable				
Disposal of Equipment and Furniture				
Obtain updated FA list from NPPAM/NRAO incl IMIT assets				
Complete the independent verification of FA				
Prepare a schedule of assets in the format shown at Table 10-5-2 of 10-5 of PSP Manual and seek approval by the CDS/CO				
Return Chase Machine, floats, change funds, credit cards				
Properly dispose of all equipment and furniture using the following method in order of priority				
1. transfer to NPP activities at newly established units				
2. sale or transfer to NPP activities at established units				
3. sale by auction, to serving members for their personal use				
4. sale under local arrangements by the OCC for the best prices attainable				
Disposal of Memorabilia				
Transfer to an appropriate continuing unit or transfer to a regimental, branch or corps fund, museum for care and custody or as approved by CO or CDS				
Disposal of Bar Inventory				
Complete independent stocktaking				
Return unopened inventory to original point of purchase (e.g. liquor store) as possible				

Transfer/Sell remaining inventory to other NPP entities and write off remaining inventory				
Return Chase Machine, floats, change funds, credit cards				
Disposal of Public Asset				
Obtain an updated SCA list form Base Supply				
Fill an DND 2227 to return items to Base Supply				
Disposal of garbage, waste, HAZMAT, ect				
Books of Account				
Ensure all accounts receivable are collected or other short-term assets are cleared (e.g. prepaids)				
Ensure all liabilities are cleared (e.g. payables, unearned revenues, trust funds)				
Ensure all sales reports and proceeds are submitted after the close of operations.				
Review contractual agreements and take appropriate action to terminate				
Transfer remaining funds to Canadian Forces Central Fund (CFCF) or as per CDS direction				
Return all accountable documents to the NPPAM				
Conduct a final review of the books by NPF Accounting Staff, including actions to update NPP Financial DoA				
Other Action				

Chapter 10-6 Grants for Provision and Maintenance of Physical Fitness Equipment

Purpose

1. This policy amplifies [QR&O 210.37](#), Provision and Maintenance of Physical Fitness Equipment – Regular Force and [QR&O 210.375](#), Provision and Maintenance of Physical Fitness Equipment – Reserve Force.

General

2. The Physical Fitness Maintenance Grant (PFMG) is a publicly funded program provided under QR&O 210.37 and 210.375 and funds shall be used solely for the provision and maintenance of the following physical fitness equipment:

- a. “activity equipment” and;
- b. “operating equipment”.

The PFMG will be expended in the priority order referenced within paragraph 2.

Activity Equipment is defined as apparatus and consumables needed for participation in Base authorized Fitness and Sports program activities. Examples include basketballs, hockey sticks, softball gloves, bats, balls and game jerseys.

Operating Equipment is defined as the provision, repair, and replacement of easily movable physical fitness and sports apparatus with a substantial life span. Examples include aerobic/weight training equipment and hockey goals or nets.

3. The PFMG was established to provide a basic minimum of public funding through the transfer of grant funds administered under the Non-Public Property accountability framework.

4. Any Base/Unit requirements for physical fitness and sports equipment in excess of PFMG funding is a local public funding responsibility, administered through the public accountability framework.

5. Funds from the grant shall not be used for:

- a. rental of training accommodation or equipment;
- b. fees, memberships, shares, or admissions related to activities;
- c. games room equipment (e.g. darts, ping pong supplies, shuffle board, billiards);

- d. furniture, furnishings, or entertainment appliances, (e.g. television sets, stereos, lockers);
 - e. prizes, awards, trophies, crests, gifts, or payments-in-lieu;
 - f. provision of facilities, (e.g. sauna baths, squash courts, movable facilities, including renovations and maintenance);
 - g. provision of installed equipment, (e.g. arena time clock, shower facilities);
or
6. Title to equipment procured or maintained with PFMG is vested in the Base Commander (B Comd) in their non-public capacity, and the equipment shall be accounted for as Non-Public Property (NPP) in accordance with A-FN-105-001/AG-001, Policy and Procedures for Non-Public Property Accounting, [Chapter 28](#).

Annual Review

7. The Director of Programs (DFit) will conduct an annual review of the PFMG rates that may be provided under this order, and in accordance with A-FN-105-001/AG-001, [Chapter 10](#), based on:
- a. percent variances of the Consumer Price Index (CPI) during the previous year;
 - b. calculation of eligible funding based on the rates pursuant to QR&O 210.37 and 210.375; and
 - c. calculation of funding for each unit on a per capita basis, utilizing departmental personnel statistics provided by PeopleSoft.
8. Regular Force PFMG is centralized under CFMWS for public reimbursement and annual funding levels may be impacted by DND funding priorities.

Grants available under QR&O 210.37 Provision and Maintenance of Physical Fitness Equipment – Regular Force

Entitlement - Initial and Supplementary Grants

Initial Grant

9. Application for an initial grant may be made by each newly established unit, to DPROG, through the respective command. The application shall state the authority for the new establishment, the authorized date of formation, and the total number of unrestricted positions for members contained in the establishment. Applications may be

made only by self-contained units not forming part of a larger unit for which a grant is payable. Units or elements that are renamed or brought together to form a new unit are not eligible for an initial grant. Approved applications shall be forwarded to the National Accounting Office to initiate payment.

Supplementary Grant

10. A supplementary grant is payable when the unit is increased by 100 or more members. Smaller increases to the establishment, which over a period of time reach a total of 100 or more members, shall not be taken into account. Approved applications shall be forwarded to the National Accounting Office to initiate payment.

Entitlement - Maintenance Grants

11. Pursuant to QR&O 210.37, the entitlement of public funds for the PFMG is payable as a grant to the commanding officer of a base, or other unit or element of the Regular Force, for the provision and maintenance of physical fitness equipment, as follows:

- a. will be payable quarterly, beginning 1 April of each new fiscal year, and in accordance with instructions issued by CFMWS;
- b. include officers and Non-Commissioned Members (NCM) of the Regular Force, officers and NCM of a force other than the Canadian Forces (CF) on strength of the base or other unit or element;
- c. be calculated on the base strength as reported in PeopleSoft; and
- d. include the actual number of officers posted to the base for training between academic years.

12. CFMWS may at times be unable to provide PFMG funding due to DND funding priorities; the BComd may then approve local public funding to be used directly for the public acquisition of authorized activity and operating equipment.

Notification and Provision for Funding

13. At the beginning of each new Fiscal Year (FY), DFit will notify applicable units of the approved PFMG funding rates for that FY. In accordance with A-FN-105-001/AG-001, Chapter 10, funding will be provided:

- a. in quarterly instalments;
- b. automatically to bases/wings/units/ships in Canada and to CFSU (E), CFSU (C) and CDLS (W) outside Canada; and

- c. with the amount of the annual grant being reduced by the unexpended balance in the trust fund at the previous year-end.

Accounting

14. The grant shall be accounted for through the NPP accounting records of the Base/Wing/Ship/Unit Fund as a separate liability account.

15. Equipment shall be:

- a. procured, maintained, and accounted for in accordance with the NPP framework;
- b. held at the Base/Wing/Ship/Unit fitness facility.

16. Supplier's invoices and receipts for payments are required in support of any expenditure made against the grant.

Unexpended Grants - Inactivation or Disbandment

17. When a base, or other unit or element, is inactivated or disbanded, the unexpended portion of the grant shall be refunded to the Canadian Forces Central Fund (CFCF).

Grants available under QR&O 210.375 Provision and Maintenance of Physical Fitness Equipment – Reserve Force

Entitlement - Initial and Supplementary Grants

18. Pursuant to QR&O 210.375, the entitlement of public funds for the PFMG is payable as a grant to the Commanding Officer of a unit, or other element, of the Reserve Force for the provision and maintenance of physical fitness equipment. The funding source for reserve force PFMG is local/Command public funds. Public budget planning locally should occur to commit O&M public funds for the PFMG grant for the reserve unit.

Initial Grant

19. Application for an initial grant may be made by each newly established unit, to DFit, through the respective command. The application shall state the authority for the new establishment, the authorized date of formation, and the total number of unrestricted positions for members contained in the establishment. Applications may be made only by self-contained units not forming part of a larger unit for which a grant is payable. Units or elements that are renamed or brought together to form a new unit are not eligible for an initial grant.

Supplementary Grant

20. A supplementary grant is payable when the unit is increased by 100 or more members. Smaller increases to the establishment, which over a period of time reach a total of 100 or more members, shall not be taken into account.

Provision for Funding

21. To obtain payment of an initial or supplementary grant, the CO shall prepare form CF 52, General Allowance Claim, showing:

- a. for the initial grant, the authorized strength of the base or other unit or element and the Director of Programs (DFit) confirmation of grant eligibility; or
- b. for a supplementary grant, the authority which increased the establishment by 100 or more, the supplementary grant shall be approved by the respective command.

22. The copy of the approved claim shall be submitted to the unit orderly room for settlement in accordance with Assistant Deputy Minister (Finance and Corporate Services), ADM(Fin CS) instructions.

Entitlement / Claiming for Physical Fitness Maintenance Grants

23. Claims shall be submitted for each calendar quarter. At the beginning of the calendar quarter the CO shall:

- a. prepare form CF 52 , showing:
 - (1) the period covered by the claim;
 - (2) by month, for the period covered by the claim, the effective unit strength (from the appropriate attendance records) as at the last day of each month;
 - (3) the average effective monthly strength for the period (based on subparagraph (2) above) and the amount of the entitlement computed at one quarter of the annual rate or, where the period is less than a complete quarter, one-twelfth of the annual rate for each complete month;
 - (4) where applicable, the unclaimed amount carried forward from the previous quarter in the same fiscal year

- (5) the gross amount of entitlement for the period covered by the claim, ie sub-paragraph (3) plus (4);
 - (6) the amount claimed for the period covered by the claim and
 - (7) the net amount unclaimed at the end of the quarter covered by the claim, ie: sub-paragraph (5) minus sub-paragraph (6);
- b. attach to the claim the original invoices, receipted by the supplier as to payment covering the expenditures claimed or, if receipted invoices are not available, ensure that the original invoices show the number, date and the amount of the cheque(s) issued in payment of the account; and
 - c. certify the claim as follows:

"I certify that the expenditures claimed were incurred for the provision and maintenance of physical fitness equipment, that the attached invoices have been paid from Non-Public Funds (NPF), and the invoices have not been submitted in support of any previous claim"; and
 - d. submit the original with supporting invoices attached, and a duplicate of the claim, to the unit orderly room for settlement in accordance with ADM(Fin CS) instructions.

24. The amount claimed for the quarter shall not exceed the entitlement for that quarter plus any unclaimed amount carried forward from the previous quarters in the same fiscal year. Any entitlement not claimed at the end of the fiscal year shall lapse.

Entitlement to Physical Fitness Maintenance Grants for Fractional Periods

25. For new units, or other elements, the entitlement to the maintenance grant shall commence on the first day of the month following the month in which the unit, or other element, was organized or reorganized. For the first fiscal year, the entitlement prescribed in QR&O 210.375(3) shall not exceed the entitlement for the number of complete months the unit, or other element, existed in that year. Form CF 52 shall be prepared, certified, and disposed of in accordance with paragraph 20 and shall show the authority for, and the effective date of, organization or reorganization.

26. For inactivated or disbanded units and other elements, the entitlement prescribed in QR&O 210.375(3) to the maintenance grant ceases effective the last day of the month preceding the date of being inactivated or disbanded. The total amount to be claimed for the year shall not exceed the gross entitlement for the number of complete months that the unit or other element existed in that fiscal year. See also paragraphs 27 and 28.

Unexpended Grants - Inactivation or Disbandment

27. When a base or unit is inactivated or disbanded, the unexpended portion of the grant shall be refunded to the Receiver General for Canada.

Change in Status of a Unit

28. Subsequent to the official notification of a change in status of a unit, or other element, i.e.: inactivated or disbanded, no further commitment or liability of funds for the provision or maintenance of physical fitness equipment shall be incurred except that, where the CO considers it necessary in the continued operation of the unit, or other element, a commitment or liability may be authorized during the period up to the effective date of the change in status, by the Area Commander.

29. Expenditures from these funds with respect to a commitment or liability incurred prior to the date of official notification of the change in status may be made in the normal manner.

30. Equipment purchased from these funds shall be disposed of in accordance with appropriate instructions issued for the disposal of NPP assets.

PART 11 ARTIFACTS AND MEMORABILIA

Chapter 11-1 Artifacts and Memorabilia Non-Public Property

Purpose

1. This order prescribes the policy and procedures for the care and custody of artifacts and memorabilia.

Definition

2. **Artifacts and Memorabilia** means items of Non-Public Property (NPP) that have a symbolic, historical, traditional or sentimental value. These must not be confused with Crown-owned artifacts, relics and trophies that through tradition and regulations continue to be controlled and accounted for through National Defence Headquarters (NDHQ) in accordance with A-LM-182-001/JS-001, Standard Supply Instructions.

Ownership

3. Pursuant to the National Defence Act (NDA) Section 38, the ownership of NPP, such as artifacts and memorabilia, vests in:

- a. the officer from time to time in command of the unit or other element in the case of artifacts and memorabilia of a unit; or
- b. the Chief of the Defence Staff (CDS) in the case of artifacts and memorabilia:

- (1) of a unit that has been disbanded;
- (2) of a unit in altered circumstances if the CDS so directs in accordance the NDA Section 38(3); or
- (3) that are acquired by contribution but not contributed to any specific unit or element of the Canadian Forces (CF).

4. The CDS may direct that property vested in the CDS be transferred for care and custody to a branch, regimental or group fund established in accordance with Chapter 10- 4, Branch, Regimental and Group Funds. Such property, however, remains vested in the CDS and, except as provided in paragraph 8, shall not be disposed of or otherwise alienated without the express approval of the CDS.

Classification as Artifacts and Memorabilia

5. Items of NPP may be classified as artifacts and memorabilia by:

- a. the CDS;
- b. the CO of a unit or other element of the CF; or
- c. the president of a branch, regimental or group fund (see Chapter 10-4, Branch, Regimental and Group Funds).

Control

6. Items of NPP classified as artifacts and memorabilia shall be listed on a distribution account separate from other NPP.
7. A CO may authorize artifacts and memorabilia vested in the CO to be loaned to:
 - a. a CF museum of historical collection, as defined in CFAO 27-5, Canadian Forces Museums, at the CO's base;
 - b. a mess at the CO's base; and
 - c. a lodger, integral or satellite unit at the CO's base.
8. The president of a Branch, Regimental or Group Fund may authorize the loan of artifacts and memorabilia that have been transferred to the president's fund for care and custody, as outlined in paragraph 4, to:
 - a. the CO of a unit;
 - b. a mess;
 - c. a CF museum or historical collection, as defined in CFAO 27-5; or
 - d. a federal or provincial museum.
9. Any disposal or alienation of artifacts and memorabilia, other than as provided for in paragraphs 7 and 8, requires the specific approval of the CDS (see Chapter 10-5, Disposal of Non-Public Property).
10. The CDS will consider applications to loan artifacts and memorabilia for display purposes to:
 - a. a regimental association or other similar military organization;
 - b. a federal or provincial museum;
 - c. a CF museum (see CFAO 27-5); or

d. a civilian museum.

11. An application made pursuant to paragraph 10 shall be forwarded to Director General Morale and Welfare Services (DGMWS) for CDS approval.

12. Where artifacts or memorabilia are loaned, a suitable loan agreement shall be completed in triplicate. An example of such an agreement is in Table 11-1-1, Example of a Custodial Agreement.

Table 11-1-1 Example of a Custodial Agreement
THIS AGREEMENT made this _____ day of _____, 20_____, between _____ (hereinafter called the owner) and _____ (hereinafter called the custodian).
<p>1. The owner, by mutual agreement with the custodian, places in the custody of the custodian the property itemized under the following terms and conditions:</p> <ul style="list-style-type: none"> a. that the property remains vested in the owner and that the custodian will not attempt to remove or permit the removal of any part of the property from the premises of the custodian without the written consent of the owner; b. the custodian undertakes not to damage any of the property and agrees to maintain it in as good condition as it now is, subject to ordinary wear and tear; c. the custodian agrees not to attempt to sell or encumber the property or otherwise interfere with the rights of the owner with respect to it; d. the custodian shall ensure that the property is insured under the insurance provided by the Canadian Forces Central Fund (CFCF) or, if the property cannot be insured under that fund, the custodian shall obtain, at the custodian's expense, insurance coverage equivalent to that provided by the NPP Consolidated Insurance Program (CIP); e. the custodian shall cause an inventory of the property to be taken at least once annually and shall advise the owner of any deficiencies in the property as soon as they become known; and f. in the event that there is any change in the circumstances of the custodian which would bear on the continued custody of the property or on the terms and conditions of such custody contained herein the custodian shall immediately notify the owner.

THIS AGREEMENT shall ensure to the benefit of and be enforceable by the parties herein and their executors, administrators, successors and assignees respectively.	
Signature of Witness	Signature and Title of Owner
Signature of Witness	Signature and Title of Custodian
To this agreement attach an itemized list of items loaned.	

13. The loan agreement shall be distributed to the borrower, to CFMWS Personnel Support Programs (PSP) Division and to the lender. Loans may be made for a period of one year and extensions for an additional year may be authorized by the approving authority.

14. The physical check of all equipment on each distribution account and each custodial agreement shall be made at least once in each financial year.

Storage of Small Arms

15. Unless rendered inoperable, small arms, classified as artifacts and memorabilia, shall be stored and handled in accordance with the requirements contained in A-SJ-100-001/AS-000, Security Orders For The Department Of National Defence and The Canadian Forces - Volume 1 – General.

Insurance

16. Artifacts and memorabilia of a Regular Force unit are insured under the CIP in accordance with A-FN-105-001/AG-001, Policy and Procedures for Non-Public Property Accounting, Chapter 20. It is the responsibility of each Reserve Force unit to obtain its own insurance coverage for artifacts and memorabilia.

PART 12 SPECIALTY INTEREST ACTIVITY (SIA)

Chapter 12-1 Specialty Interest Activity (SIA)

Purpose

1. This policy amplifies QR&O 4.61, PSP Policy Manual and [A-PS-110-001/AG-002](#) that direct the establishment and operations of a Specialty Interest Activity (SIA).

Authority

2. Specialty Interest Activities are Morale and Welfare (MW) programs administered by PSP using a combination of Public and NPP resources. SIAs are a chain of command responsibility; as such, a Commanding Officer (CO) shall authorize the establishment of a SIA on the basis of a bonafide local need. A CO should not provide a SIA to which members and families have access to through the local community. COs may permit members of the civilian community access to a SIA if it is considered beneficial to the military community, does not unfairly compete with program or service providers within the local community and does not reduce the level of service to the CAF members and their families.

Definitions

3. Specialty Interest Activities: leisure amenities that reduce stress and provide a sense of belonging, which contributes to the well-being of the CAF community. SIAs are PSP entities that operate as commercial businesses with the goal of being financially sustainable following the social enterprise business model. SIA facilities may include the provision of the following:

- a. golf clubs;
- b. curling clubs;
- c. marinas and sailing;
- d. horse riding clubs;
- e. alpine ski hills;
- f. rod and gun clubs;
- g. skeet shooting clubs;
- h. gliding clubs;

- i. stand-alone food & beverage operations;
 - j. permanent accommodations; and
 - k. vacation accommodations.
4. Financially sustainable: an entity with a consistent positive net income, a positive cash flow (unless planned capital expenditures cause a negative cash flow) and financially unencumbered cash at year-end. Consolidated Bank Account overdrafts shall not continuously (over the course of 3 years) be offset by Base/Wing or Unit Funds.

SECTION 1 – INTRODUCTION

5. QR&O 4.61(1) requires an officer in command of a base or unit to ensure that suitable recreation programs are organized for the members of the base, unit, or element and, where practical, for their dependents and for civilians residing in quarters of the base, unit or element.
6. SIAs complement community recreation programs and may be offered at Base/Wing/Unit level. As they exceed the level of recreational services provided by municipal and provincial services, they do not receive the same level of public support as recreation. Therefore, they are required to operate as a business and sustain their operation through revenue generation. A-PS-110-001/AG-002 authorizes the use of limited public supporting resources.
7. A-PS-110-001/AG-002 states that CAF members and their families, along with former members and their families are intended to benefit from MW programs. However, a CO should not provide a program to which members and families have access to through the local community, thus avoiding duplication of services.
8. In a progressive community, the municipality provides programs and services within its recreation department to include access to community pools, ice rinks, and sports fields. These municipal services are typically provided on B/W/U by the B/W/U CO through Personnel Support Programs (PSP) programs. As well, in typical communities, the business community offers access to campgrounds, marinas, curling rinks, and golf clubs. While these may be available at B/W/U, they do not fall in the same category as fitness and recreation facilities, which receive increased public support. Campgrounds, curling rinks, marinas, golf clubs and such may be considered SIAs, and therefore may not receive the same public support that Fitness and Recreation receive. These SIAs are typically operated under the umbrella of the B/W/U fund, essentially as Non-Public Property (NPP) businesses managed by PSP.
9. A request to determine if a program is a SIA or a Community Recreation Club shall be submitted to the VCDS through the Senior Vice-President PSP (Sr VP PSP). IAW A-PS-110-001/AG-002, the VCDS designates MW programs that may be

supported with public resources, defines the level of spending authority and formalizes arrangements through which PSP receives Public Funds to provide MW programs. Requests to the VCDS shall include:

- a. compelling rationale for reclassifying a program (using the designation matrix-schedule c);
- b. Real Properties Operations (RP Ops) commitment to provide the appropriate level of public support; and
- c. Base/Wing commitment to being responsible for all support and maintenance as per policy A-PS-110-001/AG-002.

Principles

10. The following principles are to be applied when operating an effective SIA:
 - a. shall provide programming opportunities for CAF members, their families, former members and their families;
 - b. shall operate with the goal of being financially sustainable;
 - c. may be guided by an Executive Committee;
 - d. shall have a constitution when an Executive Committee is present;
 - e. shall incorporate long-term planning;
 - f. should include complementary lines of business such as food and beverage, licensed bars, pro shops or other resale outlets;
 - g. should have exclusive use of a facility or may share a facility;
 - h. shall employ Staff of Non Public Funds;
 - i. shall have an operational plan and a complete set of financial statements;
 - j. shall use recognized industry standards with modifications as required to meet local conditions;
 - k. shall relate estimates of resource requirements to specific performance measurements, and use the outcome to determine the value of continuing programs;
 - l. may operate continuously throughout the year, using various programming areas, making maximum use of available resources where possible;

- m. shall charge fees to store personal property;
- n. should serve a niche group, with shared interests, of the CAF community;
- o. shall plan for significant NPP capital investments;
- p. shall implement environmentally conscious practices;
- q. may enhance program offerings using NPP sponsorship & donation proceeds; and
- r. may have a contract for services or/and concession to deliver all or parts of the SIA.

SECTION 2 – GOVERNANCE

11. Governance is the system by which the SIAs are controlled and managed. It is how the operation regulates its resources to good effect for both members and stakeholders. Good governance allows for:

- a. better decision making: though effective management and proper organization, clubs or associations/activities can make the best decisions possible for all parties involved;
- b. improved communication: a well-run activity facilitates better informed members/participants and volunteers;
- c. sustainability and growth: careful business planning and implementation of policies and procedures help to sustain and develop the SIAs;
- d. sponsorship: sponsors are more likely to partner with efficiently operated organizations;
- e. increased membership: quality programming, customer focus and clear definitions of responsibility will drive participation; and
- f. enhanced reputation: through satisfied members, the profile and reputation of the SIAs can be raised.

Operation of Specialty Interest Activities

12. While SIAs may operate in various ways to meet local needs and conditions, it is required that each operation offer programs that:

- a. are not readily available or not suitable to meet the needs of the CAF community;
- b. promote high standards of fitness and wellness, encourage retention of CAF members, and attract new recruits;
- c. provide opportunities for participation, play, building friendships, and increasing skills;
- d. are developed to be age appropriate, safe, and welcoming of diversity and uniqueness;
- e. provide programs for all ages (where applicable), varying levels of skill (beginner/advanced) and varying formats such as casual activities, instructional classes, special events, leagues, etc; and
- f. use SIA facilities for the conduct of CAF Sports and Recreation programs, unit team-building days, and special events.

Nationally Mandated Programs

13. SIAs are responsible for the implementation of nationally mandated programs; these include but are not limited to centralized procurement, IT solutions, marketing campaigns, quality assurance programs, performance measurement, business planning standardization and events.

Constitution

14. When an Executive Committee is present, SIAs shall have a constitution and by-laws approved/signed by the B/W/U CO prior to commencing operations. Subsequent changes or additions to the constitution or by-laws require the same approval process. The constitution for SIAs is based on a national standard contained at schedule A. By-laws are developed locally and may contain specific details regarding subcommittees and procedures for the development and implementation of programming.

SECTION 3 - ROLES AND RESPONSIBILITIES

15. Key roles and responsibilities of stakeholders are identified at schedule B.

The Executive Committee to Specialty Interest Activities

16. Should the B/W/U CO decide to have an Executive Committee, it may be elected by the membership. If there are not any volunteers from the membership, a committee may be appointed by the B/W/U CO, comprised of the following positions:

- a. President;
- b. Vice-President (optional);
- c. Specialty Interest Activities Manager (ex-officio);
- d. Treasurer (optional);
- e. Secretary (optional); and
- f. Specialty Interest Activities may invite ex-officio technical or program experts such as a league representative, safety officer or infrastructure and facilities officer.

17. The President should be a serving CAF member. Defence team members or retired CAF members, based on B/W/U CO approval, may fill the Vice-President and Treasurer positions.

SECTION 4 – MEMBERSHIP

18. SIAs shall have the following categories of membership:

- a. regular members:
 - (1) members of the Regular Force and their families,
 - (2) members of the Reserve Force and their families,
 - (3) former members and their families, and
 - (4) foreign military personnel on duty with the CAF and their families;
- b. ordinary members:
 - (1) DND Public Service employees/full time contractors (for the period of their contract) and their families,
 - (2) former DND Public Service employees receiving a pension for service, and their families,
 - (3) staff of NPF, CF and their full time contractors (for the period of their contract) and their families,
 - (4) former Staff of NPF,
 - (5) CAF receiving a pension for NPF service and their families,

- (6) serving members of the RCMP and their families,
 - (7) members of the Canadian Corps of Commissionaires, or other security force when employed at a CAF location, and their families, and
 - (8) staff of the MFRC and their families;
- c. associate members: Subject to the approval of the B/W/U CO or representative, any person not specified in paragraphs above may be invited to become an associate member. Associate membership shall be for one year with no guarantee of renewal for further one-year terms and may be renewed upon approval of the Executive Committee; and
 - d. special (sub) membership categories: Special membership categories such as junior, intermediates etc. can be implemented based upon approval by the B/W/U CO.

Membership Restrictions

19. The membership of the SIAs must at all times reflect the priority that is to be maintained to ensure that military personnel and their families are able to participate fully, hence:

- a. the proportion of associate members should not exceed 20% of the total membership;
- b. the combined total of ordinary and associate members should not exceed 50% of the total membership; and
- c. the B/W/U CO can modify above ratios to meet the needs of the Unit and surrounding civilian communities.

20. Fees for memberships, programs, and services for SIAs are proposed locally by the SIA Manager, recommended by the Senior Manager (Sr Mgr) PSP and approved by the B/W/U CO.

- a. associate members fees must not unfairly compete with similar program or service providers within the local community.

SECTION 5 – OPERATIONAL LINES OF BUSINESS

Bar Operations

21. In accordance with Personnel Support Programs Policy Manual (PSP PM), Chapter 9-2 (Provision, Serving and Consumption of Alcoholic Beverages), Chapter 36, A-FN-105-001/AG-001 and federal and provincial laws, bar personnel must:

- a. ensure profitability in bar operations;
- b. continuously attempt to reduce the cost of goods;
- c. minimize product losses;
- d. leverage alcohol rebate programs with suppliers;
- e. leverage a national beverage procurement program;
- f. ensure drink prices factor sufficient profit margin;
- g. ensure labour related to bar operations is charged to the appropriate department code where the work was actually performed; and
- h. ensure that alcoholic beverages are not subsidized or discounted. Bar operations are to be conducted on a profit or, at a minimum, breakeven basis. Practices such as Happy Hour specials and two drinks for the price of one are prohibited. Note: This does not preclude subsidization at hosted functions held at the discretion of the B/W/U CO.

Food Management

22. To run a profitable food operation, SIAs must:

- a. maintain a cost of goods that enables a profit margin;
- b. leverage national food procurement programs;
- c. consider catering and private event options;
- d. minimize food waste by ensuring proper food storage or reducing over procurement;
- e. optimize the staffing processes during low and peak hours;
- f. ensure labour is charged to the appropriate department code where the work was actually performed. In instances where employees work in

multiple departments, use reasonable judgement to appropriately prorate the labour to the department codes that reflect where the work occurred;

- g. ensure staff are properly trained to provide quality customer service and are compliant with provincial health regulations;
- h. deploy effective marketing strategies that attract customers; and
- i. ensure kitchen operations are environmentally responsible.

23. Should kitchen operations produce losses year over year and/or cease to be profitable, alternative service delivery options such as concessions, partial or full closure shall be considered.

Retail Operations

24. To ensure profitability in retail operations, SIAs must:

- a. ensure inventory is properly priced with sufficient profit margins;
- b. ensure that 75% of inventory is not older than 24 months;
- c. sell inventory that is older than 24 months at break even and/or ensure best-selling items have sufficiently large margins to offset losses for stale products;
- d. ensure labour costs do not exceed 42% of gross revenue;
- e. leverage national procurement programs; and
- f. terminate or outsource costly and unprofitable retail operations.

Maintenance

25. To ensure effective maintenance of an SIA operation, Sr Mgrs PSP through the SIA Manager shall:

- a. comply with environmental laws, regulations, policies and best practices (see environmental & OHS responsibilities matrix at schedule D);
- b. leverage national purchasing programs;
- c. ensure supplies (e.g. chemicals and fertilizers) are properly ordered and used within the year they are purchased so as to avoid carry-over stock, expiry and spoilage of products; and

- d. outsource costly and ineffective maintenance operations.

SECTION 6 - SUPPORTING RESOURCES

General

26. APS-110-001/AG-002 provides policies for the organization, control and administration of MW programs within the CAF that are administered by the Canadian Forces Morale & Welfare Services (CFMWS). It details the authority for public funding of MW programs including SIAs.

Mobile Support Equipment

27. B/W/U COs may authorize the use of mobile support equipment to transport personnel and activity equipment in support of SIAs on a space available basis.

Operating Software

28. If operating software is to be used by SIAs, then nationally determined software solutions will be established with the aim of enhancing customer relationship management, performance measurement, and standardization of operations.

Civilian Organization Affiliations

29. SIAs should participate as members in nationally endorsed organizations such as the National Golf Course Owners Association (NGCOA) and take advantage of the wide range of services, including reference material, consultant services, special programs, and available leadership training and financial assistance.

Procurement

30. SIAs should use nationally determined procurement solutions to enhance management, purchasing power, and reduce operating costs, if applicable.

31. Sr Mgrs PSP should have SIAs and other PSP entities collaborate for bulk purchasing.

SECTION 7 - PROGRAM EVALUATION

Program Review and Customer Service.

32. Capturing customer feedback is vital to improve the operations of SIAs. At least once per quarter, customers shall be offered an opportunity to provide written feedback. Effective digital evaluation tools are highly recommended to increase the responsiveness and efficient collection and analysis of data. Customer feedback is to

be tabulated and analyzed; this includes measuring performance in order to guide improvements

33. SIAs must prepare year-end annual reports for submission to their respective Associate Director PSP Operations (AD PSP Ops).

34. Sr VP PSP will conduct program reviews of the SIAs on a cyclical schedule to enhance the operations and customer relationship.

Requirements for new Specialty Interest or to convert a Specialty Interest Activity to a Recreation Program

35. The B/W/U wishing to convert a SIA into a Recreation Program must prepare the appropriate documentation, which includes at minimum a substantiating briefing note and budget, for submission to B/W/U CO for approval, then onward to the VCDS through Sr VP PSP for endorsement.

Standard Operating Procedure for conversion process:

- a. complete program matrix to determine SIA/Rec with AD PSP Ops or vice versa;
- b. Sr Mgr PSP to secure written concurrence from local RP Ops & B/W CO;
- c. AD PSP Ops to secure concurrence from both SIA/Rec SMEs; and
- d. AD PSP Ops to secure concurrence from CFMWS Fin HQ Director.

If all the above agree to the justification of a change from SIA to Recreation Club, then:

- e. Sr Mgr PSP to complete reorg template (if required);
- f. Sr Mgr PSP to present plan and secure B/W CO and RP Ops Officer concurrence and local budget impacts for public responsibility in accordance with APS-110-001/AG-002 and NPP budget, if applicable;
- g. Sr Mgr PSP to complete BN template for B/W CO to seek VCDS approval as the owner of APS-110-001/AG-002;
- h. B/W CO sign off; and
- i. Sr Mgr PSP to submit reorg (if applicable) and BN to AD PSP Ops for processing for VCDS approval.

Financial Review

36. Sr Mgrs PSP must conduct an annual update of their 3-year Business Plan to their respective AD PSP Ops. Underperforming entities must develop, implement, and submit a corrective action plan for the improvement of the operation to their AD PSP Ops. In addition to a detailed review of the entity's financial performance, the annual Business Plan update must include:

- a. the business' performance relative to projections;
- b. under performed objectives;
- c. shortfalls in sales;
- d. marketing efforts to boost revenue;
- e. target gross margins;
- f. upcoming large capital expenditures;
- g. key stakeholder relationships; and
- h. environmental concerns that impact the entity.

Business Performance Review Process

37. SIAs must conclude each fiscal year achieving annual revenue targets, be in a financially positive unencumbered cash position and without the need to draw a loan or financial assistance from B/W/U fund unless this is for planned assistance with capital improvements.

38. A detailed business review of the SIA and the B/W/U fund may be mandated by Sr VP PSP to determine the cause and/or corrective actions required to remedy under-performance. Direction for the future of the operations with timelines may be imposed on management by the Managing Director of NPP. Failure to meet the direction may result in strong recommendations from the Managing Director of NPP to the CAF Chain of Command to cease the operations of the SIA in question.

SECTION 8 - OTHER GOVERNING POLICIES

39. This policy must be read in conjunction with other policies:

- a. [A-PS-110-001/AG-002 MW Programs in the CAF;](#)
- b. [AFN-105-001/AG-001;](#)

- c. [PSP Policy Manual](#);
- d. [Delegation of HR Authorities, staff of the non-public funds, CAF](#); and
- e. [Delegation of Authorities for Financial Administration of NPP](#)

OPI: Personnel Support Programs / VP of Operations

Date of issue: XXXX 2023

SCHEDULE A TEMPLATE OF CONSTITUTION

(This template is provided as an example only and can be modified as necessary)

NAME

State full and abbreviated

DEFINITION

Provide definitions for terms used in the constitution

AUTHORITY FOR ESTABLISHMENT AND OPERATION

Established under the authority of (list references)

Shall operate in accordance with (list references)

Attach bylaws to amplify the constitution

PURPOSE

As determined by the Specialty Interest Activities

AFFILIATION

With what organizations (eg, NGCOA or Sailing Canada)

Stipulate the conditions

Explain the procedures

MEMBERSHIP

Who is eligible?

Regular members

Ordinary members Associate (how to join)

Other types (eg, corporate)

MEMBERSHIP RESTRICTION

As per Specialty Interest Activities National Policy

EXECUTIVE COMMITTEE

List of positions

Appointed or elected

Period of office

Eligibility to hold office

SUB-COMMITTEE

Standing

Appointed as required

MEETINGS

General Who is to attend?
 How often?
 When is it held?

Executive Who is to attend?
 How often?

Sub-committee Who is to attend?
 How often?

QUORUM

General meeting

Executive meeting

Sub-committee meeting

VOTING

Who can vote?

When does President Vote?

SUBMISSION OF MINUTES

Requirement and procedures for submission

AMENDMENTS

Procedures for amending constitution and By-laws

DISCIPLINE AND GENERAL CONDUCT

General statement of standard expected

Revoking membership

Why

Who

By whom

Right of the member

ADOPTION OF CONSTITUTION

State the meeting and date

Date and signature block of approving authorities

BY LAWS

The By-laws provide operational guidelines for the Specialty Interest Activities and include but are not restricted to the following:

PURPOSE OF THE BY-LAWS

TERM OF REFERENCE FOR ALL POSITIONS

RESIGNATION AND REPLACEMENT PROCEDURES

FINANCE

OPERATING BUDGETS FOR
ACTIVITY NPP CAPITAL

EXPENDITURES REVENUES AND
EXPENDITURES

PETTY CASH

CONTROL OF PUBLIC AND NPP PROPERTY
PROCEDURE TO WRITE-OFF OF NPP PROPERTY
SIGNING AUTHORITIES
APPROVED FEES
HOURS OF OPERATIONS
CONDITION OF OCCUPATION OF B/W/U FACILITIES
CONSOLIDATED INSURANCE PROGRAM (CIP)
REPORTS AND RETURNS
ORDER OF BUSINESS
GUESTS
COMPLAINTS
REPORTING CHANNEL
OTHER

ADOPTION OF BY-LAWS

STATE AT WHAT MEETING AND DATE THE BYLAWS WERE ADOPTED AND
SIGNATURE BLOCK

**SCHEDULE B
ROLES AND RESPONSIBILITIES**

This schedule provides a general indication of areas of primary responsibility. While positions may also be involved in the performance of a function, their involvement will normally be to a lesser degree.

SPECIALTY INTEREST ACTIVITY - RESPONSIBILITY TABLE

Position	Responsibilities
Senior Manager PSP	<ul style="list-style-type: none"> - direct and control the Specialty Interest Activity operations to ensure budgeted sales, costs, profitability, and other financial objectives are met; - oversee and ensure compliance to Specialty Interest Activity programs, policies, and directives; - report and recommend corrective action for business plans and financial objective discrepancies to B/W/U Fund Committees and Associate Director PSP Operations; - coordinate NPF Capital Expenditure Plan (CEP) for the Specialty Interest Activity; - provide technical and financial advice on Specialty Interest Activity operations to senior B/W/U officers, Specialty Interest Activity Manager and the Executive Committee for the Specialty Interest Activity; and - supervise Specialty Interest Activity Management and Staff.
Specialty Interest Activity Manager	<ul style="list-style-type: none"> - plan, coordinate, manage, and control the operations and delivery of the Specialty Interest Activity that meets the needs of the CAF members, former members and their families; - prepare short and long range business plans and an operating budget, monitor fiscal performance, and provide operational reports; - provide assistance and guidance to the Specialty Interest Activity Executive Committee; - develop and deliver marketing and promotional programs; - research external providers of similar programs and services, including other B/W to develop new and effective practices; - negotiate with suppliers and contractors in accordance with the NPP Contracting policy; and - prepare and submit the Specialty Interest Activity constitution and by-laws for approval in accordance with national standards.
Executive Committee (when present)	<ul style="list-style-type: none"> - approve renewal of associate members on space availability (as per para 21); - advise the Specialty Interest Activity Manager regarding:

	<ul style="list-style-type: none"> - the organization of the Specialty Interest Activity program (eg, lessons, tournaments, and special events); - the changes to the Specialty Interest Activity Constitution and By-laws; - the facility improvements; and - the concerns of the membership. 		
Area of Responsibility	Senior Manager PSP (or designate)	Specialty Interest Activities Manager	Executive Committee
Program and activity development	x	x	ADVISE
Operations	x	x	ADVISE
Business Plan	x	x	ADVISE
Finance	x	x	ADVISE
Human Resources	x	x	
Marketing	x	x	x
Equipment	x	x	ADVISE
Facilities	x	x	ADVISE
Risk Management	x	x	ADVISE
Fees	x	x	ADVISE
Membership	x	x	APPROVE RENEWAL OF ASSOCIATE MEMBERS ON SPACE AVAILABILITY (as per para 21). Discipline of members and guests

SCHEDULE C
DETERMINATION MATRIX SPECIALTY INTEREST ACTIVITY VERSUS
RECREATION CLUB ACTIVITY

Activity	SIA	RC	Comments
Staff solely dedicated to line of operation	Yes/No	Yes/No	
Subsidiary business lines	Yes/No	Yes/No	
Has membership executive committee	Yes/No*	Yes/No	*Not always required
Managed/overseen by recreation staff	Yes/No	Yes/No	
Dedicated financial statements	Yes/No	Yes/No	
Reported under B/W Fund or Recreation (proper) financial statement	Yes/No	Yes/No	
Total	Yes (#) _____ No (#) _____	Yes (#) _____ No (#) _____	

Note: the above matrix is only to be used as a guide for local determination whether a program is SIA or Recreation.

SCHEDULE D
ENVIRONMENTAL AND OHS RESPONSIBILITY MATRIX-SIA-

OHS & ENV-Daily Operations					
Area of Responsibility	Senior Manager PSP (or designate)	Specialty Interest Activities (SIA) Manager	Executive Committee (when present)	Funding Source iaw APS 110 Ref: APS 110-Table 5-7-1	Comments
OHS	x	x	X	Available Expertise for safety is 100% Public Responsibility Training is a shared Public & SIA cost	Members, Participants, Volunteers and Employees all have a responsibility to ensure and/or report OHS issues to management/committee NPP Concessionaires/Contractors are subj to terms of their contract/concession agreement
Environmental Regulations & Reporting Inspections/Management Examples: <ul style="list-style-type: none"> • Inspections • Halocarbons • Storage Tank Mgmt • Emergency Response Plans 	x	x	N/A	Available expertise for Environmental issues is a 100% Public Responsibility Remediation of an environmental issue cost , funding responsibility is determined on a case-by case depending on nature/cause of issue	Members, Participants, Volunteers and Employees all have a responsibility to ensure and/or report Environmental issues to management/committee NPP Concessionaires/Contractors are subj to terms of their contract/concession agreement
Environment Risk Management (ERM) Plans	x	x	N/A	Available expertise for Environmental issues is a 100% Public Responsibility Risk management planning resources is a shared SIA management & Env O responsibility. Note CFMWS Env O should be consulted in development and review of ERM Plans	

<p>Utilities Installation</p> <p>Extension of Services and/or cost of additions to plant or service equipment to meet load</p>	x	x	N/A	<p>Available expertise for Utilities Installation is a 100% Public Responsibility</p> <p>Cost varies - Ref: APS 110-Table 5-7-1</p>	<p>Examples:</p> <ul style="list-style-type: none"> • Transformers • Excavation for Water & water systems • Heat & Electricity <p>NPP Concessionaires/Contractors are subj to terms of their contract/concession agreement</p>
<p>Utilities Provision</p> <p>Provision & maintenance of Includes:</p> <ul style="list-style-type: none"> • Heating, ventilation, A/C • Water & water systems • Sewage & sewage systems 	x	x	N/A	<p>Available expertise for Utilities Provision is a 100% Public Responsibility</p> <p>Cost varies - Ref: APS 110-Table 5-7-1</p> <p>Employee & Volunteer training is a SIA responsibility</p>	<p>Examples:</p> <ul style="list-style-type: none"> • Individually heated, ventilated and air conditioned facilities • Lights, motors and appliances • Washrooms & plumbing • Disposal & treatments • Storm drains <p>NPP Concessionaires/Contractors are subj to terms of their contract/concession agreement</p>
<p>Cleaning Services</p> <p>Services to maintain standard of cleanliness & sanitation</p>	x	x	N/A	<p>Cost is 100% SIA Responsibility</p> <p>Employee & Volunteer training is a SIA responsibility</p>	<p>Examples:</p> <ul style="list-style-type: none"> • Cost of cleaning supplies/services • Storage of cleaning supplies <p>NPP Concessionaires/Contractors are subj to terms of their contract/concession agreement</p>
<p>Pesticide Management (primarily Golf)</p>	x	x	N/A	<p>Available expertise for Environmental issues is a 100% Public Responsibility</p> <p>Pesticide management program including storage is 100% SIA operation</p> <p>Employee training is a 100% SIA operation</p>	<p>Superintendent & Env O to ensure proper reporting law with applicable legislation.</p> <p>Refer to PSP Ops plan for Pesticide objectives</p> <p>NPP Concessionaires/Contractors are subj to terms of their contract/concession agreement</p>

PART 13 REFERENCES, ACRONYMS AND TERMS AND DEFINITIONS

Chapter 13-1 References

7331-1 (DGPFS/CFO) 21 December 2012	Non-Public Property (NPP) Financial and Human Resources (HR) Delegation of Authorities
A-AD-262-000/AG-000	Mess Administration
A-AE-219-003/AG-001	Organization, Establishment Staffing Criteria, Book 9, Public Support for NPF activities
A-CR-CCP-242/PT-005 A-FN-105-001/AG-001	Training Manual – Air Cadet Gliding Program Manual Policy and Procedures for Non-Public Property Accounting
A-FN-110-001/AG-E01 A-LM-182-001/JS-001 A-PS-110-001/AG-002	The Naval Non-Public Funds Manual Standard Supply Instructions Morale and Welfare Programs in the Canadian Forces
A-PS-191-001/FP-001	Policy Governing the Operation of the Canadian Forces Exchange System
A-SJ-100-001/AS-000	Security Orders For The Department Of National Defence and The Canadian Forces - Volume 1 – General
C-08-005-120/AG-000	Canadian Forces Construction Engineering Manual (CFCEM)
C12380000 AM 000	Canadian Forces Support to the Air Cadet Gliding Program – Gliders, Tow Aircraft and Gliding Support Equipment
C22102002 MF001	Survival Kit Aircraft -Basic- Tow Aircraft, Air Cadet Gliding Program NSN 1680-21-886-0289 and 1688-20-002-5386
C98-013-002/MG002	Comprehensive Maintenance Manual Operation and Maintenance of Swimming Pools
Canadian Forces EXPRES Canadian Forces Scales	Operations Manual Volume 2 (CFS-2)

CDS Direction - 19 Jan 98	Unregulated Activities and Internal Competition on Bases and Wings
CDS Direction - 15 Dec 04	Canadian Forces Personnel Support Agency
CDS Guidance - 26 Jan 04	Canadian Forces Morale and Welfare Programs
CFAO 2-10	Personnel Branches Within the Canadian Forces
CFAO 19-8	Canvassing Defence Establishments
CFAO 24-1	Casualties - Reporting and Administration
CFAO 24-6	Investigation of Injuries or Death
CFAO 27-5	Canadian Forces Museums
CFAO 34-38	Sanitary Control of Indoor and Outdoor Pools and Swimming Areas
CFAO 50-11	Rifle Associations
CFAO 55-6	Authorization For Civil Aircraft To Use DND Aerodromes
CFAO 210-20	Grants For Provision And Maintenance Of Physical Fitness Equipment
CFP 120	Scales of Accommodation
CFTO D87-003-000/SG-001	Purity of Compressed Breathing Air and Gases for Divers and Canadian Standards Association Standard SCA Z180-1
Deployed Ops Service Level Agreement (SLA)	Between CEO Canadian Forces Personnel Support Agency (CFPSA) and Commander Canadian Expeditionary Force Command (CEFCOM)
DAOD 1000-0	Corporate Administrative Direction
DAOD 5018-2	Report of Injuries and Exposure to Toxic Substances
DAOD 5023-1	Minimum Operational Standards Related to Universality of Service
DAOD 5023-2	Physical Fitness Program
DAOD 5045-0	Canadian Forces Personnel Support Programs
DAOD 5060-0	Leave
DAOD 7002-0	Boards of Inquiry and Summary Investigations
DAOD 7002-1	Boards of Inquiry
DAOD 7002-2	Summary Investigations
DAOD 7002-3	Investigative Matters and References
DAOD 7002-4	Examination of Witnesses

DAOD 9003-1	Non-Public Property Governance Framework, Chief of Military Personnel and the Non-Public Property Board
E-PD-007-008/JD-001	CF National Sports Championship Rule Book
Financial Administration Manual Chapter 1019-8	Reporting and Recovery of Public Support to Shared Activities of Personnel Support Programs
Human Resources Policy	Staff of the Non-Public Funds, Canadian Forces Human Resources Policies
NDA Sections 38-41	Non-Public Property
Pension Act	(R.S.C., 1985, C.P-6),
QR&O 4.61	Recreation Programs
QR&O 19.04	Intoxicants
QR&O 21.47	Findings on Injury or Death
QR&O 21.72	Loss of or Damage to Non-Public Property
QR&O 21.73	Investigation into Loss, Overage or Damage Due to a Service or Criminal Offence
QR&O 27.01	Establishment or Closure
QR&O 210.37	Provision and Maintenance Of Physical Fitness Equipment – Regular Force
QR&O 210.375	Provision and Maintenance of Physical Fitness Equipment – Reserve Force
QR&O 210.42	Contingency Grant – Primary Reserve Units
QR&O 210.90	Movement and Storage of Non–Public Property
Treasury Board Minute	Number 689194 (TB minute 689194), 20 Jun 69
VCDS Instruction 3/96	18 Jul 96

Chapter 13-2 Acronyms

A for P	Authorization for Project
ACUC	American and Canadian Underwater Certifications Inc.
ADM(Fin CS)	Assistant Deputy Minister (Finance and Corporate Services)
ADM(IE)	Assistant Deputy Minister (Infrastructure and Environment)
ADM(Mat)	Assistant Deputy Minister (Materiel)
ADM(PA)	Assistant Deputy Minister (Public Affairs)
AMS	Air Movements Squadron
AOR	Area of Operation
AR	Acquittance Roll
ASC	Advertising Standards Canada
ASCC	Advertising Standards Canada Code
AU	Administrative Unit
BAdmO	Base Administrative Officer
B Comd	Base Commander
B Comd Rep	Base Commander's Representative
BOD	Board of Directors
CA	Canadian Army
CAC	Coaching Association of Canada
CAF	Canadian Armed Forces
CALA	Canadian Aquafit Leaders Alliance
CANEX	Canadian Forces Exchange System
CCO	Community Coordinator Organization
CDLS(W)	Canadian Defence Liaison Staff (Washington)
CDS	Chief of the Defence Staff
CE	Construction Engineering
CEO	Chief Executive Officer
CF	Canadian Forces
CFAO	Canadian Forces Administrative Orders
CFB	Canadian Forces Base
RAMM	Realty Asset Management Manual
CFCF	Canadian Forces Central Fund
CFHSG	CF Health Services Group
CFLAWC	Canadian Forces Land Advance Warfare Centre
CFN	Canadian Forces Newspapers
CFNA	Canadian Forces Newspaper Association
CFO	Chief Financial Officer
CFOO	Canadian Forces Organization Order
CFP	Canadian Forces Publication
CFPSA	Canadian Forces Personnel Support Agency
CFRG	Canadian Forces Recruiting Group
CFS	Canadian Forces station

CFSA	Canadian Forces Superannuation Act
CFSD	Canadian Forces Supply Depot
CFMWS	Canadian Forces Morale and Welfare Services
CG	Charitable Goods
CHAFO	Chief Administration and Finance Officer
Chap Gen	Chaplain General
CHQ	Command Headquarters
CIC	Cadet Instructor Cadre
CIDA	Canadian International Development Agency
CIP	Consolidated Insurance Program
CISM	International Military Sports Council
CMP	Chief of Military Personnel
CO	Commanding Officer
CoC	Chain of Command
COI	Conflict of interest
Comd	Commander
CPI	Consumer Price Index
CRS	Chief Review Services
CSCTA	Canadian Swimming Coaches and Teachers Association
CSPA	Canadian Sport Parachuting Association
CTO	Compensatory Time Off
DAN	Divers Alert Network
DAOD	Defence Administrative Orders and Directives
DDSRM	Director Deployment Support, Recreation and Messes
DFit	Director of Fitness
DGHS	Director General Health Services
DGMWS	Director General Morale and Welfare Services
DHH	Director History and Heritage
DND	Department of National Defence
DND LO	Department of National Defence Liaison Officer
DPS	Director Pay Services
DRDC (T)	Defence Research Development Canada (Toronto)
DSPCA	Defence Services Pension Continuation Act
DWAN	Defence Wide Area Network
FAA	Financial Administration Act
FAM	Financial Administration Manual
FINA	La Fédération Internationale de Natation
FRT	Family Related Travel
FSC	Fitness and Sport Co-ordinator
FSD	Fitness and Sport Director
FS/RC	Fitness Sport and/or Recreation Coordinator
FSRD	Fitness, Sport and Recreation Director
GL	General Ledger
HLTA	Home Leave Travel Assistance
HR	Human Resources

LTA	Leave Travel Assistance
LWOP	Leave Without Pay
Mil OPI	Military Officer of Primary Interest
MND	Minister of National Defence
MOC	Military Occupation
MOU	Memorandum of Understanding
MW	Morale and Welfare
NALO	North American Liaison Office
NAUI	National Association of Underwater Instructors
NCM	Non-Commissioned Member
NDA	National Defence Act
NDHQ	National Defence Headquarters
NGO	Non-Government Organization
NPF	Non-public funds
NPP	Non-Public Property
OCC	Officer Commanding a Command
OPI	Office of Primary Interest
PADI	Professional Association of Diving Instructors
PAO	Public Affairs Officer
PCP	Program Change Proposal
PFMG	Physical Fitness Maintenance Grant
PMC	President of the Mess Committee
POC	Point of Contact
PSP	Personnel Support Programs
PSP PM	Personnel Support Programs Policy Manual
PWGSC	Public Works and Government Services Canada
QR&O	Queen's Regulations and Orders
RAMM	Realty Asset Management Manual
R&R	Rest and Recreation
R&Q	Rations and Quarters
RC	Red Cross
RCAF	Royal Canadian Air Force
RCD	Royal Canadian Dragoons
RCHA	Royal Canadian Horse Artillery
RCMP	Royal Canadian Mounted Police
RCN	Royal Canadian Navy
RHU	Residential Housing Units
ROTP	Regular Officer Training Plan
RSD	Regional Sports Director
SAC	Soaring Association of Canada
SCUBA	Self-Contained Underwater Breathing Apparatus
SLA	Service Level Agreement
SR VP PSP	Senior Vice-President Personnel Support Programs
TB	Treasury Board
TF	Task Force
TF Comd	Task Force Commander

VCDS
YMCA

Vice Chief of the Defence Staff
Young Men's Christian Association

Chapter 13-3 Terms and Definitions

Acquisition of Real Property	Means the addition of real property to the Non-Public Property (NPP) inventory by purchase, lease, exchange or gift.
Activity Equipment	Equipment and consumables needed for participation in specific Morale and Welfare (MW) activities.
Artifacts and Memorabilia	Means items of NPP that have a symbolic, historical, traditional or sentimental value. These must not be confused with Crown-owned artifacts, relics and trophies that through tradition and regulations continue to be controlled and accounted for through National Defence Headquarters (NDHQ) in accordance with A-LM-182-001/JS-001, Standard Supply Instructions.
Authorized Recreation Activity	Means an activity, which has been authorized as part of the total military community recreation program, either by the Base Commander (B Comd) or by a delegated authority such as the recreation council, community council, or the base Recreation Director (RD).
Base	Means a unit designated as such by or under the authority of the Minister, the function of which is to provide such accommodation and support services for assigned units as may be directed by the Chief of the Defence Staff (CDS). The term includes wing, station, ship or unit unless otherwise stated.
Base Commander	The B Comd shall mean a Commanding Officer (CO) who, for the purpose of the Personnel Support Programs Policy Manual (PSP PM), shall mean the officer in command of a Canadian Forces (CF) Base, Wing, Station, Ship, Unit or Task Force and in the case of a Royal Military College the Commandant of the College. For the authority and accountability of NPP at CFSU(E), the National Military Representative (NMR)-Europe is designated Superior Commander with the power and jurisdiction of the Formation Commanding Officer. All other instances of Command shall be specified accordingly.
Base Fund	In respect to a wing shall mean wing fund, in respect to a station shall mean station fund, in respect to a ship

shall mean ship's fund, in respect to a unit shall mean unit fund and in respect to a task force shall mean task force fund.

CANEX Patrons

Mean:

- a. members of the Regular Force and their families;
- b. former members in receipt of an annuity under the *Canadian Forces Superannuation Act* (CFSA), *Defence Services Pension Continuance Act* (DSPCA), or a pension under the *Pension Act* or *War Veterans Allowance Act* and their families and survivors;
- c. former members of the CF who served on active service in the naval, army or air forces raised in Canada during time of war;
- d. members of the Reserve Force;
- e. families of Reserve Force members on Class C service or Class B service over 180 days;
- f. members of the Royal Canadian Mounted Police (RCMP) and their families;
- g. the Department of National Defence (DND) Public Service employees and their families, including casual employees and civilian employees under full time contract to DND, who are resident or employed on a unit or other element of DND;
- h. former DND Public Service employees receiving a pension for DND service and their families;
- i. foreign military personnel on duty in Canada and their families;
- j. members of the Canadian Corps of Commissionaires or other security force when residing or employed on a unit and their families;
- k. the Non-Public Fund (NPF) Staff and their families;
- l. former NPF Staff receiving a pension for NPP service and their families; and
- m. the Canadian Military Family Resource Centre (CMFRC) employees and their families.

Commanding Officer	<p>Except when the CDS otherwise directs, shall mean an officer in command of a base, wing, garrison, station, support unit, or other element of the CF.</p> <p>Any other officer designated as a commanding officer by or under the authority of the CDS.</p>
Community Recreation Programs	<p>The MW programs providing leisure activities that play an important role in developing and maintaining military ethos essential for an effective and cohesive military force.</p>
Dependant	<p>For the purpose of this policy manual dependant means in respect of an officer or non-commissioned member:</p> <ol style="list-style-type: none"><li data-bbox="615 785 1425 924">a. the member's spouse or common-law partner, who is normally resident with the member at the member's place of duty or who, if living separately, is doing so for military reasons;<li data-bbox="615 968 1425 1146">b. a relative by blood, marriage or common-law partnership or adoption legally or in fact who is normally resident with the member and for whom the member may claim a personal exemption under the Income Tax Act;<li data-bbox="615 1190 1425 1476">c. a child who is normally resident with the member and for whom the member would have been eligible to claim a personal exemption under the Income Tax Act if the child were a relative by blood, marriage or common-law partnership or adoption legally or in fact and for whom the member has accepted full financial responsibility and has commenced adoption proceedings;<li data-bbox="615 1520 1425 1839">d. a child or legal ward of the spouse or common-law partner or the member, or of the spouse or common-law partner and the member, or an individual adopted legally or in fact by the spouse or common-law partner or the member, or by the spouse or common-law partner and the member, who cannot be claimed as a personal exemption by the member under the Income Tax Act but who is single and in full-time attendance at school or university, if it would

be equitable and consistent with the purpose of this section that such a person be a dependant; or

- e. a family member who is permanently residing with the member, but who is precluded from qualifying as a dependant under the Income Tax Act because the family member receives a pension.

Disbandment	<p>When a unit or other element of the CF is disbanded, the NPP which is vested in the officer in command of that disbanded unit or other disbanded element shall pass to and vest in the CDS in accordance with the National Defence Act (NDA) Section 38(2).</p> <p>Disbandment includes paying off a ship.</p>
Disposal of NPP	<p>Means the sale, trade-in, barter, consumption of NPP by a NPP activity for its own use or deletion from NPP records as a result of fair wear and tear.</p>
Flying Club	<p>Means any organization licensed by the Federal Government Air Transport Committee for the purpose of providing flying training and recreational flying for its members.</p>
Health Promotion Program	<p>A program that enables CF members to increase control over and improve their health by providing tools and information to enhance health and reduce high-risk behaviours.</p>
Installed Equipment	<p>Equipment built into a facility or connected by plumbing or heavy-duty electric wiring and not readily removable.</p>
International Military Sports Council	<p>The International Military Sports Council (CISM) is an international military sports organization founded at the end of World War II. Its aim is to encourage physical activity and military sport and to enhance friendly relations between armed forces of the member nations.</p>
Kit Shop	<p>A Branch, regimental or group fund kit shop established to offer specialized merchandise, unique to the branch, regiment or group, which can play a vital role in the maintenance of branch, regiment or group traditions, and, through their profits, support branch, regiment or group activities. These kit shops are not to offer merchandise of a general nature or otherwise enter into</p>

	competition with the Canadian Forces Exchange System (CANEX) operation.
Leisure	Means the free or discretionary time remaining to an individual over and above that required for job requirements, family and social obligations.
Mess	The organization whose membership is related to an identifiable rank, formed for the purpose of building esprit de corps and comradeship; or the facility or facilities, which provide space in which to carry out the functions of the organization and may include a wardroom or dining room, bar or anteroom, lounge, games room and other common rooms.
Mess Committee	A group of members elected or appointed to direct the activities of a mess in accordance with the wishes of the membership and the direction of the CO.
Mess Furnishings	The standard quality furniture and accessories needed to make a mess liveable.
Mess Manager	Person who plans, organizes, staffs, directs and controls all mess activities under the overall direction of the mess committee.
Military Community	Means all military personnel for whom the B Comd is responsible, their dependants and all civilian residents of Residential Housing Units (RHU) resident in a specific location, having a common bond, by virtue of sharing a common profession and way of life and that are an entity wherein they and the organization to which they belong, share similar values and are supportive of one another.
Military Fitness and Sports Program	A MW program to ensure members are physically fit to meet military operational requirements and to provide sports activities for CF members to enhance physical skills, build characters and promote team building.
Morale and Welfare Programs	Programs administered exclusively by Canadian Forces Morale and Welfare Services (CFMWS), with Public and NPP resources, in support of the Chain of Command (CoC), to enhance the well-being of CF members and their families, thus contributing to the operational readiness and effectiveness of the CF.

Museums	Collections of memorabilia and artefacts that preserve and interpret Canadian military heritage to increase a sense of identity and esprit de corps within the CF.
Net Book Value	Means the acquisition cost less accrued depreciation charges.
NITROX	A mixture of oxygen and nitrogen used as a breathing gas by divers, especially a mixture containing a lower proportion of nitrogen than is normally present in air, to reduce the risk of decompression sickness.
Non-Military Organization	Means an activity group or club concerned with recreation that has not been authorized as an "authorized recreation activity".
Non-Public Funds	The money component of NPP.
Non-Public Property	Has the meaning ascribed to it in Queen's Regulations and Orders (QR&O) 1.02.
NPP MW Programs	The MW programs that may have a Public component and receive a specified level of Public support less than 100%. All MW programs that are not Public MW programs as identified in this policy are NPP MW Programs.
Occasional Use	Facilities normally used for a Public purpose, but are used on an "as required" basis for NPP MW activities.
Official Mess Functions	Public MW activities such as mess dinners or military ceremonial events, which fulfil a Public responsibility, contribute to the effective functioning of the CF, enhance unit cohesion or mark an event of military or national significance.
Officer Commanding a Command (OCC)	Includes, in respect of a unit of the Reserve Force, the appropriate "Area Commander".
Public Funds	Funds controlled by the Financial Administration Act (FAA). For the purpose of this manual, the funds appropriated for DND.
Public Support	Support funded through departmental appropriation.

Publicly Reimbursed Position	The MW positions filled by NPF Staff paid by and subject to the NPP accountability framework and whose salaries and overhead costs are reimbursed by the Public.
Real Property	Means land, works and buildings.
Recreation	Means a free choice of participation in leisure activity which is satisfying and enjoyable and which contributes to the purposeful fulfilment of the individual.
Recreation Activity	Means an individual component of a program (eg: Casual Swimming Pee-Wee Hockey; Art Club; Ceramics; Bowling; Scouts; Guides).
Recreation Club	Means a self-governing, authorized recreation activity operating under the terms and conditions of a constitution approved by the B Comd.
Recreation Program	Means a sub-grouping (eg: Aquatics, Physical Recreation; Arts and Crafts) or the total program provided at a given location.
Safety Equipment	Equipment to meet safety regulations.
Service Club	A place for CF members to socialize where the consumption of alcohol is not the primary activity.
Specialty Interest Activities	Activities, such as curling and golf, which complement community recreation programs.
Total Fitness	Means a state of well-being which includes the physical, emotional, intellectual, social and spiritual health of the individual.
Unit	Means an individual body of the CF that is organized as such pursuant to section 17 of the NDA, with the personnel and material thereof.
Unit Fund	See Chapter 10-3 paragraphs 27, 28 and 29.
Write-off	Means the authority to adjust accounting records to reflect the deletion or changed monetary value of an asset or liability arising from an extraordinary occurrence(s) such as are fraud, arson, damage, destruction, theft, fire, disappearance and deletion of

bad debts that are not supported by a normal market transaction.

Annex A: CANADIAN FORCES NON-PUBLIC PROPERTY – ELIGIBILITY MATRIX PROGRAMS AND SERVICES

Categories	Code	Who's Included	Code	Who's Included	Code	Who's Included
Canadian Armed Forces Members	CF	<ul style="list-style-type: none"> Regular Force Members Reserve Force Members 	CF-F	<ul style="list-style-type: none"> Families of Serving Members 	CF-U	<ul style="list-style-type: none"> CF Units BATUS Canadian Cadet Organization
Foreign Military Serving with CAF	FF	<ul style="list-style-type: none"> Members of Foreign Military currently serving with the CF 	FF-F	<ul style="list-style-type: none"> Families of Foreign Military serving with the CF 		
Veterans, Canadian Armed Forces	V	<ul style="list-style-type: none"> Veterans (Former Members of the CAF) Veterans (Peace Officer in a Special Duty Area or on a Special Duty Operation) 	V-F	<ul style="list-style-type: none"> Families of Veterans Families of the Deceased 		
Extended Security & Defence Team	D	<ul style="list-style-type: none"> Current DND Public Servants, Staff of the NPF, Staff of MFRCs, DRDC, CSE, DCC Serving RCMP and the Canadian Coast Guard Honorary Colonels / Captains (N) and Honorary Lieutenant- Colonels / Commanders 	D-F	<ul style="list-style-type: none"> Families of current Public Servants, Staff of the NPF, MFRCs, DRDC, CSE, DCC Families of serving RCMP and the Canadian Coast Guard Families of Honorary Colonels / Captains (N) and Honorary Lieutenant- Colonels / Commanders 		
Pensioners	P	<ul style="list-style-type: none"> Former Staff of the NPF in receipt of a pension Former DND, CSE, DRDC, DCC, RCMP and Canadian Coast Guard in receipt of a pension 	P-F	<ul style="list-style-type: none"> Families of former Staff of the NPF, DND, CSE, DRDC, DCC, RCMP and Canadian Coast Guard in receipt of a pension 		
Associates of the CAF	AC	<ul style="list-style-type: none"> Parents of CF and V Children of CF and V (>26 years of age) AC1 - Long-time Casual Employees of the NPF AC2 - CFMWS Concessionaires (Principals Only) AC3 - All others who pay or are invited to belong to clubs and programs 				

Summary of Program Eligibility

Program	Eligibility	Coding
PSP - Community Recreation <ul style="list-style-type: none"> • Programs/Events • Membership • Retail • Facility/Equipment Rental 	Canadian Forces Members and their Families - Regular Members Foreign Military Members and their Families - Regular Members Veterans and their Families - Regular Members Extended Security & Defence Team/Families – Ordinary Members Pensioners and their Families – Ordinary Members Associates of the CF – are those that join as Associate Members ^{1,2}	CF, CF-F, CF-U FF, FF-F V, V-F D, D-F P, P-F, AC ^{1,2}
PSP – Leisure Services (formally known as Specialty Interest Activities)	Canadian Forces Members and their Families - Regular Members Foreign Military Members and their Families - Regular Members Veterans and their Families - Regular Members Extended Security & Defence Team/Families – Ordinary Members Pensioners and their Families – Ordinary Members Associates of the CF – are those that join as Associate Members ^{1,2}	CF, CF-F FF, FF-F V, V-F D, D-F P, P-F AC ^{1,2}
Messes <ul style="list-style-type: none"> • Membership • Bar • Meal Chits 	Canadian Forces Members – Ordinary Members Foreign Military Members – Ordinary Members Veterans – may be invited to join as Associate Members Extended Security & Defence Team - may be invited to join as Associate Members Associates of the CF – may be invited to join as Associate or Honorary Members ¹	CF ¹ FF V D AC ¹
CANEX <ul style="list-style-type: none"> • Loyalty Program • Concessions • E-commerce 	Canadian Forces Members and their Families Foreign Military Members and their Families Veterans and their Families Extended Security & Defence Team/Families Pensioners and their Families Associates of the CF	CF, CF-F, CF-U FF, FF-F V, V-F D, D-F P, P-F AC
CANEX <ul style="list-style-type: none"> • The Personal • Home Heating 	Canadian Forces Members and their Families Foreign Military Members and their Families Veterans and their Families Extended Security & Defence Team/Families Pensioners and their Families Associates of the CF	CF, CF-F FF, FF-F V, V-F D, D-F P, P-F AC
CANEX Credit Plan	Canadian Forces Members Foreign Military Members Veterans (includes surviving spouses) Extended Security & Defence Team Pensioners	CF FF V D P
SISIP <ul style="list-style-type: none"> • Long Term Disability insurance 	Canadian Forces Members (mandatory)	CF
SISIP <ul style="list-style-type: none"> • Term Life insurance 	Canadian Forces Members and their spouses ¹ Veterans and their spouses ¹ (includes surviving spouses)	CF, CF-F ¹ V, V-F ¹
SISIP <ul style="list-style-type: none"> • Travel Insurance 	Canadian Forces Members and their Families Foreign Military Members and their Families Veterans and their Families Extended Security & Defence Team/Families Pensioners and their Families Associates of the CF	CF, CF-F FF, FF-F V, V-F D, D-F P, P-F AC

SISIP • CAF Savings Plan	Canadian Forces Members and their Families Foreign Military Members and their Families Veterans and their Families Extended Security & Defence Team/Families Pensioners and their Families	CF, CF-F FF, FF-F V, V-F D, D-F P, P-F
SISIP • Financial planning service • CF Group RSP plan	Canadian Forces Members and their Families Veterans and their Families Extended Security & Defence Team/Families Pensioners and their Families ¹	CF, CF-F V, V-F D, D-F P ¹ , P-F ¹
SISIP • Financial Counselling	Canadian Forces Members and their Families ¹	CF ¹ , CF-F ¹
Military Family Services Program (MFSP)	Canadian Forces Members and their Families Foreign Military Members and their Families	CF, CF-F FF, FF-F
Military Family Services • Camps	Canadian Forces Members and their Families	CF, CF-F
Military Family Services • Scholarships	Canadian Forces Members and their Families Veterans and their Families	CF, CF-F V, V-F
CF Appreciation Program	Canadian Forces Members and their Families Foreign Military Members and their Families Veterans and their Families Extended Security & Defence Team/Families Pensioners and their Families Associates of the CF	CF, CF-F FF, FF-F V, V-F D, D-F P, P-F AC
Canadian Defence Community Banking (CDCB) Program	Canadian Forces Members and their Families Foreign Military Members and their Families Veterans and their Families Extended Security & Defence Team/Families Pensioners and their Families Associates of the CF	CF, CF-F FF, FF-F V, V-F D, D-F P, P-F AC

Notes:

1. There may be certain eligibility restrictions that apply.
2. Municipal agreements may exist whereby members of the Public are invited to join as Associates of the CF.

Definitions:

- CF, Regular Force Members: includes officers and non-commissioned members who are enrolled for continuing, full-time military service. Includes students on full-time study status (such as Regular Officer Training Program) and the Military Ordinatee of Canada.
- CF, Reserve Force Members: includes the Primary Reserve (serving on one of three classes of service – A, B and C), the Canadian Rangers and the Cadet Organization Administrative and Training Service.
- Canadian Forces Veterans: The Government of Canada officially recognizes as “Veterans”- for public recognition purposes only- those members of the Canadian Forces who have successfully completed Basic Military Training; and, have been released from the Canadian Forces with an honourable discharge. Veterans may also include a Peace Officer who served in a Special Duty Area or on a Special Duty Operation. These requirements apply equally to those Canadian Forces members who have served in the Reserves.

- Canadian Cadet Organization: refers to the actual cadet corps and squadrons within the Royal Canadian Sea Cadets, the Royal Canadian Army Cadets and the Royal Canadian Air Cadets.
- Foreign Military Members Serving with the CF: includes members of foreign military service, either posted to, or on training at a CF installation (Base, Wing, Unit, College). This includes Foreign Defence, Naval, Army and Air attachés.
- Families: includes:
 - The member's spouse or common-law partner who is normally residing with the member at the member's place of duty or who, if living separately, is doing so for military reasons;
 - A relative by blood, marriage, common-law partnership, adoption legally or, in fact, who is normally residing with the member and for whom the member may claim a personal exemption under the Income Tax Act;
 - A child who is normally resident with the member and for whom the member would have been eligible to claim a personal exemption under the Income Tax Act if the child were a relative by blood, marriage, common law partnership, adoption legally or, in fact, for whom the member has accepted full financial responsibility and has commenced adoption proceedings;
 - A child or legal ward of the spouse or common-law partners and the member who is single and in full-time attendance at school or university and is under the age of 26;
 - Dependant adults dependent by virtue of special needs;
 - A family member who is permanently residing with the member, but who is precluded from qualifying as a dependant under the Income Tax Act because the family member receives a pension; and
 - For Currently Serving and Veterans (CF and V) members only, family also includes mother and father.
- Families of Veterans: includes family members as defined above.
- Families of the Deceased: includes:
 - Surviving spouses, common-law partners and children; and
 - For deceased members without dependants as per above, their parents/guardians.
- Current DND Public Servants: refers to full-time and part-time employees of the Public Service of Canada, employed within DND (excludes employees on casual employment status and students on the Federal Student Work Experience Program (FSWEP)).
- Current full-time and part-time staff of:
 - Communications Security Establishment of Canada (CSE);
 - Defence Research and Development Canada (DRDC); and
 - Defence Construction Canada (DCC).

- Former DND, CSE, DRDC and DCC Public Servants: refers to Former Public Servants having served at least ten years and in receipt of a pension. The ten year minimum service criterion will need to be validated by the local CAF/HR authorities where the former member worked.
- Current Staff of the Non Public Funds (NPF): refers to the full-time and part-time workforce that contributes to the delivery of Non Public Property programs and activities, reflected as a Separate Agency listed under Schedule V of the FAA.
- Former Staff of the Non Public Funds (NPF): refers to Former Staff of the Non Public Funds (NPF) employees having served at least ten years and in receipt of a full or reduced pension.
- Long-time Casual Employees of the NPF: refers to casual employees with no less than ten consecutive years of recurring casual NPF employment within a CFMWS organization/unit.
- Current Staff of Military Family Resource Centers (MFRCs): refers to full-time and part time employees of the MFRC (excludes members of the Boards, employees on casual employment status and volunteers though they may still qualify under another category).
- RCMP: refers to uniformed and civilian police officers within the Royal Canadian Mounted Police Force.
- Canadian Coast Guard: refers to the auxiliary and retired members of the Canadian Coast Guard for their commitment to maritime service and significant contributions to national and environmental security.
- Honorary Colonels / Captains (N) and Honorary Lieutenant-Colonels / Commanders: refers to those who are appointed by the Minister of National Defence, on the recommendation of the Chief of Defence Staff, to work behind the scenes to provide a connection between the community and the Canadian Forces.
- CFMWS Concessionaire (Principals Only): refers to the individuals that are legally bound in partnership with CFMWS through a Concession Agreement (i.e. Franchisee or Concession owner/operator).