

# Canadian Forces Morale and Welfare Services

Financial statements  
March 31, 2024



# Independent auditor's report

To the Members of the Non-Public Property Oversight and Advisory Board of  
**Canadian Forces Morale and Welfare Services**

## Opinion

We have audited the financial statements of Canadian Forces Morale and Welfare Services [the "Organization"], which comprise the statement of financial position as at March 31, 2024 and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2024, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

## Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Organization in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Other information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the 2023-2024 Annual Report

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We obtained the 2023-2024 Annual Report prior to the date of this auditor's report. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.



### **Auditor’s responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Ernst & Young LLP*

Ottawa, Canada  
January 27, 2025

Chartered Professional Accountants  
Licensed Public Accountants



## Canadian Forces Morale and Welfare Services

### Statement of financial position

As at March 31

	2024	2023
	\$	\$
<b>Assets</b>		
<b>Current assets</b>		
Cash	350	800
Accounts receivable [note 3]	21,595,712	15,052,873
Prepaid expenses	5,393,501	2,661,889
Due from Canadian Forces Central Fund [note 7]	945,132	2,811,550
<b>Total current assets</b>	<b>27,934,695</b>	<b>20,527,112</b>
Capital assets, net [note 4]	26,773,272	28,056,707
	<b>54,707,967</b>	<b>48,583,819</b>
<b>Liabilities and net assets</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	5,223,450	3,194,176
Deferred revenue	1,406,868	4,279,184
Other liabilities	115,989	43,254
<b>Total current liabilities</b>	<b>6,746,307</b>	<b>7,516,614</b>
Deferred contributions for capital assets and prepaid expenses [note 4]	31,756,871	30,229,469
<b>Total liabilities</b>	<b>38,503,178</b>	<b>37,746,083</b>
<b>Net assets</b>		
Internally restricted [note 5]		
Personnel [Public]	16,204,789	10,837,736
<b>Total net assets</b>	<b>16,204,789</b>	<b>10,837,736</b>
	<b>54,707,967</b>	<b>48,583,819</b>

See accompanying notes

Approved on behalf of the Non-Public Property Oversight and Advisory Board:



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Dave Patel  
Chief Financial Officer

## Canadian Forces Morale and Welfare Services

### Statement of operations

Year ended March 31

	2024	2023
	\$	\$
<b>Revenue</b>		
User fees and contributions <i>[note 7]</i>		
Canadian Forces Exchange System ["CANEX"]	3,462,377	3,029,137
SISIP Financial	18,036,357	27,220,047
Canadian Forces Central Fund	4,842,000	350,000
Other Non-Public Property revenue	322,213	314,833
Department of Defence ["DND"]		
C108 – Military Family Services	46,196,896	44,780,778
C109 – Morale and Welfare	111,787,700	103,340,616
Cost recoveries from other parts of DND	27,631,011	22,895,523
Other government departments	4,926,351	5,010,153
Deferral of contributions	(7,788,877)	(10,888,870)
Amortization of deferred contributions for capital assets	6,261,475	4,971,459
	<b>215,677,503</b>	<b>201,023,676</b>
<b>Expenses</b>		
Personnel	119,101,857	115,730,991
IT hardware, software and licensing	11,492,270	11,792,958
Contract services	10,365,740	9,449,094
Travel	11,620,369	11,040,529
Depreciation	6,430,917	5,229,845
Insurance	79,631	51,661
Facilities	1,161,684	1,580,804
Other	4,784,341	4,053,237
Capitalization of prepaid expenses	(3,523,419)	(2,207,907)
Capitalization of capital assets	(4,265,459)	(8,680,962)
	<b>157,247,931</b>	<b>148,040,250</b>
Excess of revenue over expenses before the undernoted	<b>58,429,572</b>	<b>52,983,426</b>
Distributions <i>[note 9]</i>	<b>(53,062,518)</b>	<b>(52,059,260)</b>
<b>Excess of revenue over expenses for the year</b>	<b>5,367,054</b>	<b>924,166</b>

See accompanying notes

See schedules A and B for a breakdown between Public and Non-Public Property ["NPP"] components

Canadian Forces Morale and Welfare Services

Statement of changes in net assets

Year ended March 31

		<b>2024</b>			
		<b>Balance, beginning of year</b>	<b>Excess of revenue over expenses for the year</b>	<b>Transfers</b>	<b>Balance, end of year</b>
		\$	\$	\$	\$
Unrestricted		—	5,367,054	(5,367,054)	—
Internally restricted <i>[note 5]</i>					
Personnel [Public]		10,837,736	—	5,367,054	16,204,790
		<b>10,837,736</b>	<b>5,367,054</b>	<b>—</b>	<b>16,204,790</b>
		<b>2023</b>			
		<b>Balance, beginning of year</b>	<b>Excess of revenue over expenses for the year</b>	<b>Transfers</b>	<b>Balance, end of year</b>
		\$	\$	\$	\$
Unrestricted		—	924,166	(924,166)	—
Internally restricted <i>[note 5]</i>					
Personnel [Public]		9,913,570	—	924,166	10,837,736
Insurance		2,516,323	—	(2,516,323)	—
		<b>12,429,893</b>	<b>924,166</b>	<b>(2,516,323)</b>	<b>10,837,736</b>

See accompanying notes

## Canadian Forces Morale and Welfare Services

### Statement of cash flows

Year ended March 31

	2024	2023
	\$	\$
<b>Operating activities</b>		
Excess of revenue over expenses for the year	5,367,054	924,166
Add (deduct) items not affecting cash		
Depreciation	6,430,917	5,229,845
Amortization of deferred contributions for capital assets	(6,261,475)	(4,971,459)
Changes in non-cash working capital balances related to operations		
Accounts receivable	(6,542,839)	1,128,603
Prepaid expenses	(2,731,613)	(1,517,194)
Accounts payable and accrued liabilities	2,029,274	(1,051,977)
Deferred revenue	(2,872,316)	606,848
Due from Canadian Forces Central Fund	1,866,418	338,821
Other liabilities	72,735	(75,993)
<b>Cash provided by (used in) operating activities</b>	<b>(2,641,845)</b>	<b>611,660</b>
<b>Investing activities</b>		
Purchase of capital assets	(5,134,170)	(8,681,306)
Proceeds from disposals of capital assets	(13,312)	—
<b>Cash used in investing activities</b>	<b>(5,147,482)</b>	<b>(8,681,306)</b>
<b>Financing activities</b>		
Capital transfer	—	(2,516,323)
Contributions for capital assets received	7,788,877	10,571,149
<b>Cash provided by financing activities</b>	<b>7,788,877</b>	<b>8,054,826</b>
<b>Net decrease in cash for the year</b>	<b>(450)</b>	<b>(14,820)</b>
Cash, beginning of year	800	15,620
<b>Cash, end of year</b>	<b>350</b>	<b>800</b>

See accompanying notes

# Canadian Forces Morale and Welfare Services

## Notes to financial statements

March 31, 2024

### 1. Nature of operations

Canadian Forces Morale and Welfare Services ["CFMWS" or the "Organization"] is both a staff and headquarters organization for the Non-Public Property ["NPP"], Public-reimbursed NPP programs and Public-funded programs. CFMWS operates under the authority of the Chief of the Defence Staff ["CDS"] in their NPP capacity.

CFMWS is responsible for delivering selected morale and welfare programs, activities and services through operational divisions, Personnel Support Programs and Military Family Services.

CFMWS provides support services in the areas of NPP accounting, information management and information technology, human resources and corporate services. CFMWS distributes grants and contributions to enhance NPP programs and activities for the military community at all locations.

NPP programs and services are funded through contributions from Service Income Security Insurance Financial Services ["SISIP"], Canadian Forces Exchange System ["CANEX"] and Canadian Forces Central Fund ["CFCF"], while funding for Public responsibilities are reimbursed by the Department of National Defence ["DND"] primarily through two corporate accounts [C108 and C109].

C108 is the core funding for the delivery of the Military Family Service Program ["MFSP"] through Military Family Resource Centers ["MFRCs"]. C109 is the funding for Public programs and services delivered by CFMWS, which comprises governance [Public and NPP] and program delivery.

Cost recoveries from other parts of DND include public activities and services provided by CFMWS through Service Level Agreements ["SLA"] or Memorandums of Understanding ["MOU"] with Health Services, OFA deployed operations, Soldier On, Canadian Armed Forces ["CAF"] units, and other Governmental Departments.

While SLAs and MOUs exist at the base or wing level between local NPP entities and Public, these cost recoveries are accounted for in the appropriate local NPP entity. Therefore, the financial statements of CFMWS do not reflect these local Public recoverables.

A breakdown of the NPP- and Public-related components included in the statement of operations can be found within schedules A and B.

In common with other non-public funds, CFMWS is exempt from paying income tax under Part I of the *Income Tax Act* (Canada).

### 2. Summary of significant accounting policies

#### Basis of accounting

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

# Canadian Forces Morale and Welfare Services

## Notes to financial statements

March 31, 2024

### Cash

Cash consists of petty cash issued for operations.

### Revenue recognition

CFMWS follows the deferral method of accounting for contributions. Restricted contributions related to the expenses of future periods are deferred and recognized as revenue in the period in which the related expenses are incurred.

Revenue from user fees is recognized as revenue in the month the applicable program service or activity is rendered.

In addition to this revenue from related parties, CFMWS also provides support programs for the benefit of the DND. These amounts are recognized as revenue in the month the support programs are rendered to the Public.

### Capital assets

Capital assets are initially recorded at cost and are then depreciated on a straight-line basis at the following annual rates:

Computer equipment	17%–24%
Technology projects	7%–25%
Building	5%
Equipment	12%

### Employee future benefits

CFMWS participates in the Canadian Forces Non-Public Funds (NPF) Employees Pension Plan [the “Plan”], which is a multiemployer, contributory, defined benefit plan. The Plan provides retirement benefits relating to contributions and years of service of staff of all Non-Public Funds. Substantially, all CFMWS employees are eligible to be members of the Plan.

The CFMWS portion of the Plan is accounted for as a defined contribution plan as there is insufficient information available to use defined benefit plan accounting. As a result, the CFMWS contributions to the Plan are included as an expense in the statement of operations. A net defined pension benefit asset has not been recorded on the statement of financial position.

### Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities as at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. In particular, the estimation of the useful lives of the Organization’s capital assets and the accrual of expenses at year-end contain estimates within the financial statements. Actual results could differ from those estimates. These estimates are reviewed annually

## Canadian Forces Morale and Welfare Services

### Notes to financial statements

March 31, 2024

and as adjustments become necessary, they are recorded in the financial statements in the period they become known.

#### **Financial instruments**

CFMWS initially measures its financial assets and financial liabilities, issued or assumed in an arm's length transaction at fair value.

Related party financial instruments that have repayment terms are initially recorded at cost, representing the undiscounted cash flows of that instrument, excluding interest and dividend payments. Related party financial instruments that do not have repayment terms are recorded at cost, determined using the consideration transferred or received by CFMWS. If the consideration transferred or received has repayment terms, then the cost is determined using the undiscounted cash flows, excluding interest and dividend payments, of the financial instrument transferred as consideration. If, however, the consideration transferred is an asset or liability that does not have repayment terms, the cost is initially recognized at the carrying or exchange amount of the consideration transferred or received, depending on the circumstances. The exchange amount is used when the transaction is in the normal course of operations or the transaction is not in the normal course of operations but has commercial substance, the change in ownership interest in the related financial item transferred is substantive and the amount of consideration transferred or received is established and agreed to by the related parties and is supported by independent evidence. Otherwise, the carrying amount of the consideration transferred or received is used as the cost of the related party financial instrument.

CFMWS subsequently measures its financial assets and financial liabilities, including related party financial instruments, at amortized cost.

Financial assets subsequently measured at amortized cost are tested for impairment when there are indicators of possible impairment. Any impairment loss is recognized in excess of revenue over expenses. The previously recognized impairment loss may subsequently be reversed to a maximum of the amortized cost that would have been reported at the date of the reversal had the impairment not been recognized previously.

The carrying amount of the financial asset or liability is adjusted by the transaction costs, which are recognized in excess of revenue over expenses using the straight-line method.

#### **3. Concentration of credit risk**

Substantially all accounts receivable are owing from DND.

## Canadian Forces Morale and Welfare Services

### Notes to financial statements

March 31, 2024

#### 4. Capital assets

Capital assets include the following:

	2024		2023	
	Cost \$	Accumulated amortization \$	Net book value \$	Net book value \$
Computer equipment	9,771,368	9,755,996	15,372	149,196
Technology projects	38,268,500	22,590,839	15,677,661	17,495,226
Building	570,623	432,273	138,350	166,881
Equipment	1,879,125	1,464,866	414,259	806,423
Work-in-progress	10,527,630	—	10,527,630	9,438,981
	<b>61,017,246</b>	<b>34,243,974</b>	<b>26,773,272</b>	<b>28,056,707</b>

CFMWS assets are partially or wholly NPP and/or Publicly funded. These assets are initially expensed in order to recover the cash outflow from NPP contributions and/or Public funding. This expense is substantially reversed using the capitalization of capital assets account; recognized as an asset, and depreciated over the asset's useful life to conform with accounting policy. The corresponding NPP contributions and/or Public funding received are deferred and amortized over the same period to offset future depreciation.

Deferred contributions for capital assets and prepaid expenses consist of:

	2024 \$	2023 \$
Technology projects	15,677,661	17,495,226
Equipment	384,830	769,634
Work-in-progress	10,527,630	9,438,981
Prepaid expenses	5,166,750	2,525,628
	<b>31,756,871</b>	<b>30,229,469</b>

The remaining capital assets do not have deferred contributions and were instead purchased and immediately capitalized with NPP contributions and/or Public funding being received to cover the annual depreciation cost.

#### 5. Internally restricted net assets

##### Personnel

In accordance with VCDS 3/96 instruction, a fixed employer cost percentage was established to reimburse the Publicly funded Staff of Non-Public Funds, Canadian Forces charged with delivering morale and welfare programs. The difference between the actual employer costs and those reimbursed by Public have been internally restricted to provide funding for personnel costs, such as pension, severance pay, hiring costs, maternity leave and other personnel costs.

## Canadian Forces Morale and Welfare Services

### Notes to financial statements

March 31, 2024

The same fixed employer cost percentage is applied to staff funded partly or wholly by NPP. Any difference from actual is applied against the contribution from CFCF and/or SISIP.

#### Insurance

Amounts have been internally restricted to provide funding for NPP insurance claims. The balance was transferred to CFCF on 1 April, 2022.

#### 6. Pension plan

The CFMWS share of contributions to the Plan was \$2,951,308 [2023 – \$6,377,571] and was included as an expense in the statement of operations. Contributions are significantly reduced in the current year due to a mandatory employer contribution holiday effective June 1, 2023.

An excerpt of an actuarial valuation prepared as at December 31 indicated the following information about the overall Plan:

	<b>2024</b>	<b>2023</b>
	\$	\$
Net assets available for benefits	<b>545,936,980</b>	490,044,166
Actuarial pension obligation	<b>(404,311,000)</b>	(353,697,000)
<b>Surplus</b>	<b>141,625,980</b>	136,347,166

Under the going concern basis, this valuation compares the relationship between the value of the Plan's assets and the present value of the expected future benefit cash flows in respect of accrued service, assuming the Plan will be maintained indefinitely. Under this scenario, the valuation resulted in a surplus of \$138.7 million [2023 – \$167.0 million].

Conversely, under the hypothetical solvency [wind-up] basis, the Plan is assumed to be wound up and settled on the valuation date, assuming benefits are settled in accordance with the existing taxation rules and under circumstances producing the maximum wind-up liabilities on the valuation date. This valuation resulted in a surplus of \$77.2 million [2023 – 76.5 million deficit].

These valuations are utilized to assess monthly and annual employer contributions. The Plan is required to have its next actuarial valuation performed as at December 31, 2024.

## Canadian Forces Morale and Welfare Services

### Notes to financial statements

March 31, 2024

#### 7. Related party transactions

Among the other entities that operate under the authority of the CDS in his NPP capacity are the CANEX, SISIP Financial, CFCF and individual bases wings and messes.

Revenue includes user fees for services charged to related parties for accounting, human resources management, information management and information technology and the consolidated insurance programs, as follows:

					2024	2023
	CANEX	SISIP Financial	CFCF	Bases/ wings/ messes	Pension administration	Total
	\$	\$	\$	\$	\$	\$
Accounting	1,837,323	171,093	350,000	148,266	165,000	2,671,682
Human resources	634,332	218,911	—	—	—	853,243
IM/IT	990,722	434,037	—	8,948	—	1,433,707
	<b>3,462,377</b>	<b>824,041</b>	<b>350,000</b>	<b>157,214</b>	<b>165,000</b>	<b>4,958,632</b>
						4,517,988

CFMWS received contributions from SISIP and CFCF to support NPP morale and welfare services, programs and governance.

			2024	2023
	SISIP Financial	CFCF	Total	Total
	\$	\$	\$	\$
Contributions to CFMWS	<b>17,212,316</b>	<b>4,492,000</b>	<b>21,704,316</b>	26,396,006

CFMWS distributed \$4,744,721 [2023 – \$4,445,479] in CANEX/SISIP Morale and Welfare Grants to CAF Bases and Wings throughout Canada and Europe and to deployed operations.

As at March 31, 2024 CFCF owes CFMWS \$945,133 [2023 – \$2,811,550]. This amount is non-interest bearing and has no specific terms of repayment.

The aforementioned related party transactions are measured at their exchange amounts, which are the amounts established and agreed to by the related parties.

Under the *National Defence Act*, NPP is explicitly excluded from the *Financial Administration Act*. The government provides some services to NPP such as accommodation and security for which no charge is made. The cost of providing these services is included in the Public Accounts of Canada.

## Canadian Forces Morale and Welfare Services

### Notes to financial statements

March 31, 2024

#### 8. Financial instruments and risk management

CFMWS is exposed to various risks through its financial instruments. The following analysis provides a measure of the CFMWS risk exposure:

##### Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. CFMWS is exposed to credit risk on its accounts receivable. CFMWS believes the risk is low given the majority of accounts receivable are owing from DND.

##### Liquidity risk

Liquidity risk is the risk CFMWS will have difficulty in meeting obligations associated with financial liabilities. Prudent management of liquidity risk implies retaining a sufficient level of liquidities and arranging for appropriate credit facilities. CFMWS believes that its recurring financial resources are adequate to fulfill its obligations.

#### 9. Distributions

Distributions reflect funding received by CFMWS that is passed on to NPP entities and 3<sup>rd</sup> party MFRCs. Senior Executive Appointment ["SEA"] grant funding is available to senior CAF appointments that do not have access to NPP funds through a local Base/Wing ["B/W"] fund.

	2024	2023
	\$	\$
MFRCs	<b>39,304,787</b>	37,289,994
Public support to SISIP – Financial Counselling and Education	<b>3,531,942</b>	3,307,061
Public support to CANEX	<b>3,107,572</b>	2,912,128
CANEX/SISIP Dividend	<b>4,744,721</b>	4,445,479
SEA Grant	<b>57,596</b>	98,129
PSP Training Grant	<b>172,500</b>	172,500
Public support for B/W sport grants [PFMG/MSWG]	<b>2,143,400</b>	3,661,625
Public support for CANEX/Local NPP COVID-19 wage subsidy	<b>—</b>	172,344
	<b>53,062,518</b>	52,059,260

#### 10. Comparative Figures

Certain figures have been reclassified to conform with the presentation of the current year financials.

## Statement of operations - Non-Public Property

Year ended March 31

	2024	2023
	\$	\$
<b>Revenue</b>		
User fees for services <i>[note 7]</i>		
CANEX	3,462,377	3,029,137
SISIP Financial	824,041	824,041
Canadian Forces Central Fund	350,000	350,000
Bases/wings/messes	157,213	149,809
Pension administration	165,000	165,000
	<u>4,958,631</u>	<u>4,517,987</u>
Contributions <i>[note 7]</i>		
SISIP Financial	17,212,316	26,396,006
Canadian Forces Central Fund	4,492,000	—
Other	—	24
	<u>21,704,316</u>	<u>26,396,030</u>
Deferral of contributions for capital assets	(3,635,526)	(4,784,356)
Amortization of deferred contributions for capital assets	2,285,231	1,668,973
	<u>(1,350,295)</u>	<u>(3,115,383)</u>
<b>Total revenue</b>	<u>25,312,652</u>	<u>27,798,634</u>
<b>Expense</b>		
Core NPP governance		
Corporate services	2,041,558	2,201,481
Accounting	5,699,746	5,141,619
Information management/information technology	7,691,127	6,964,358
Technology Investment Program	4,885,309	5,187,642
Human resources management services	5,025,320	4,880,479
Personal Support Program	251,234	335,924
	<u>25,594,294</u>	<u>24,711,503</u>
NPP programs		
CFOne membership	291,611	484,132
Community Recreation	57,208	61,615
Sponsorship	573,438	609,949
National sports	180,288	89,802
Conseil International du Sport Militaire ["CISM"]	210,867	73,162
NPP Volunteer Program	308,963	—
	<u>1,622,375</u>	<u>1,318,660</u>

## Statement of operations - Non-Public Property

Year ended March 31

	2024	2023
	\$	\$
Capitalization of prepaid expenses	(1,069,051)	(913,224)
Capitalization of capital assets	(2,566,476)	(3,871,132)
Amortization of capital assets	2,285,231	1,668,973
	<u>(1,350,296)</u>	<u>(3,115,383)</u>
<b>Total expense</b>	<b>25,866,373</b>	<b>22,914,780</b>
Distributions		
CANEX/SISIP Morale and Welfare Grant <i>[note 7]</i>	4,744,721	4,445,479
Senior Executive Appointment ["SEA"] Grants	57,596	98,129
Personnel Support Program ["PSP"] Grants	172,500	172,500
	<u>4,974,817</u>	<u>4,716,108</u>
<b>Excess (deficiency) of revenue over expenses before the undernoted</b>	<b>(5,528,538)</b>	<b>167,746</b>
Personnel <i>[note 5]</i>		
Entity cost recoveries	22,708,272	20,115,789
Expense	(17,179,734)	(20,283,535)
	<u>5,528,538</u>	<u>(167,746)</u>
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>—</b>	<b>—</b>

See accompanying notes

## Statement of operations – Public

Year ended March 31

	2024	2023
	\$	\$
<b>Revenue</b>		
Cost recoveries from Department of Defence		
C108 - Military Family Services	46,196,896	44,780,778
C109 - Morale and Welfare	111,787,700	103,340,616
Health services [health promotion]	7,655,751	7,114,931
OFA deployed operations	4,758,084	4,005,672
Other	15,217,176	11,774,920
	<u>185,615,607</u>	<u>171,016,916</u>
Other government departments		
Veterans Affairs Canada ["VAC"]	3,826,346	4,553,146
Other	416,982	457,007
Director General Compensation and Benefits ["DGCB"]	683,023	—
	<u>4,926,351</u>	<u>5,010,153</u>
Deferral of contributions for capital assets	(4,153,351)	(6,104,514)
Amortization of deferred contributions for capital assets	3,976,244	3,302,486
	<u>(177,107)</u>	<u>(2,802,028)</u>
<b>Total revenue</b>	<u>190,364,851</u>	<u>173,225,042</u>
<b>Expense</b>		
Core NPP governance [C109]		
Corporate services	10,176,232	7,560,936
Accounting	11,710,107	10,400,505
Information management/information technology	8,100,849	7,010,249
Technology Investment Program	4,349,680	4,618,865
Human resources management services	8,154,769	7,234,643
CANEX management	3,107,572	2,912,128
Corporate costs	181,664	324,909
	<u>45,780,873</u>	<u>40,062,234</u>
Canadian Armed Forces ["CAF"] programs [C109]		
PSP management - Headquarters and field	11,583,062	10,860,478
CAF mess management	4,232,839	4,070,631
CAF community recreation management	3,046,616	4,609,336
CAF physical fitness and sports	42,064,350	38,645,405
SISIP financial counselling and education	3,531,942	3,307,061
Support to deployed operations	1,548,018	1,613,124
	<u>66,006,827</u>	<u>63,106,035</u>

## Statement of operations – Public

Year ended March 31

	2024	2023
	\$	\$
Military Family Service Programs		
Military Family Services [C108]	6,064,465	6,698,832
Gender-Based Violence [C108]	827,644	791,952
Military Family Resource Centres [C108]	39,304,787	37,289,994
Military Family Services [C109]	2,152,350	199,763
	<u>48,349,246</u>	<u>44,980,541</u>
Other		
Other department of defence [health services, OFA and other]	25,478,661	22,695,761
Other government departments [VAC and other]	4,926,351	5,010,153
COVID wage subsidy [C109]	—	172,344
	<u>30,405,012</u>	<u>27,878,258</u>
Capitalization of prepaid expenses	(2,242,393)	(1,294,684)
Capitalization of capital assets	(1,910,958)	(4,809,830)
Amortization of capital assets	3,976,244	3,302,486
	<u>(177,107)</u>	<u>(2,802,028)</u>
<b>Total expense</b>	<u>190,364,851</u>	<u>173,225,041</u>
<b>Excess of revenue over expenses before the undernoted</b>	<u>—</u>	<u>—</u>
<b>Personnel [note 5]</b>		
Entity cost recoveries	21,685,329	19,339,194
Expense	(16,318,275)	(18,415,028)
	<u>5,367,054</u>	<u>924,166</u>
<b>Excess of revenue over expenses for the year</b>	<u>5,367,054</u>	<u>924,166</u>

See accompanying notes