



Mess Entertainment Committee Reference Guide

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SECTION ONE - GENERAL

1.01 Terms and Definitions

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, patio, and other common rooms/areas which, when provided, are operated and administered to provide services to the members of the mess. Messes have been entrusted to the Commanding Officer pursuant to Sections 38 to 41 of the National Defence Act.

Mess dues or mess subscriptions: 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 and associate members and shall be determined by a general mess meeting and approved by the B/W/U CO.

1.02 References

- A. A-FN-105-001/AG-001 Non-Public Funds Accounting Policies and Procedures Manual;
- B. A-PS-110-001/AG-002 Public Support to Morale and Welfare Programs and Non-Public Property Manual Operation;
- C. DAOD 5045-0 Canadian Forces Personnel Support Programs;
- D. Personnel Support Programs Policy Manual (PSP Policy manual);
- E. Provincial Liquor License Act;
- F. NPF Collective Agreement;
- G. Chief of the Defence Staff Delegation of Authority for Financial Administration of Non-Public-Property (NPP);
- H. CFMWS Letter 7331-1 19 April, 2022 Authorized Use of NPP Bar Cards; and
- I. Reserve Mess Reference Guide.

1.03 Purpose

The purpose of this document is to provide guidance to the Entertainment Chairperson in order to be able to conduct successful Mess Activities and to understand the overall Mess operation.

1.04 Objectives

The objectives of Messes are to:

- a. develop esprit de corps and morale; and
- b. strengthen the social wellness of its military.

While having an objective is important, it alone is not sufficient to ensure the success of Mess activities. Achieving the vision requires a strategic approach grounded in dedicated and sustained commitment from all levels of mess membership – from individual members to those who support and administer the activities.

SECTION TWO – ACCOUNTABILITY AND CONTROL

2.01 Mess Budget

The Entertainment Chairperson is responsible to provide an entertainment schedule and submitting it to the PMC, Treasurer/Finance member and Mess Manager for the next FY budget. Therefore, the PMC, Treasurer/Finance member and Mess Manager will ensure sufficient funds are available to meet the entertainment activities. The budget will be presented to the General Mess Meeting for approval.

2.02 NPF Financial Statements

The fiscal year for mess operations is from 1 April of the current year to 31 March of the following year with all accounting periods/accounting months ending on the last day of the calendar month. The NPF Accounting Office produces monthly financial statements for the accounting periods along with year-to-date (YTD) figures. The financial statements can be obtained on Business Intelligence (BI). The PSP Manager, Mess Manager or PSP Advisors for the Reserve can provide financial analysis.

SECTION THREE - SERVING AND CONSUMPTION OF ALCOHOLIC BEVERAGES

3.01 The Standards of Care

Entertainment committee must be aware of the standards of care while planning activities and conform with whichever policy or law is stricter between the PSP Policy Manual chapter 9-2 para 3 and 4 and laws established by provincial and municipal governments.

Provisions should therefore include:

- a. 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/Wing/Unit Commander i.e. Moose Milk at "At home" events;
- b. non-alcoholic beverages are to be available at all outlets where alcohol is served;
- c. contests, competitions or stunts based on immoderate drinking of alcoholic beverages are prohibited (i.e., "chug-a-lug" beer-drinking contests, etc.);
- d. 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;
- e. persons in an intoxicated or apparently intoxicated condition shall not be served alcohol at CAF-controlled facilities or functions;
- f. individual members of the CAF are made aware that the primary responsibility for the wise and moderate consumption of alcohol and related behavior rests with the consumer;
- g. there is a potential for personal liability when serving alcohol at the mess or other locations;
- h. 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;
- i. a special occasion permit is required from the local Provincial Liquor Authority to host events outside of the designated mess area covered by the liquor license, if the designated area is not already covered under the current B/W/U Liquor License; and
- j. liquor licenses cannot be transferred nor suspended to allow for an outside or private event at the messes.

SECTION FOUR - ENTERTAINMENT

4.01 Entertainment Ticket Sales

As the Entertainment chairperson you we will be working in coordination with the Mess Management to ensure that all tickets for activities are available for sale and ensure that;

- a. all tickets for entertainment functions must be recorded with the local NPF Accounting Office for accountability and control. Acquittance Roll may also be an option. Confirm with your Mess Management team;
- b. ticket sales are controlled by ringing in at the bar or at the mess office where a ticket register will be maintained;
- c. the Mess committee, in consultation with the Mess Manager, determines the price of tickets for mess functions in accordance with the entertainment budget; and
- d. all monies collected through ticket sales shall be submitted to the NPF Accounting Office for a deposit to the mess entertainment account.

Note: Ticket sales for entertainment functions are subject to taxes.

4.02 Bar Cards

Bar cards are permitted for use by the PMC, VPMC, Entertainment Chairman (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.

4.03 Donations for Prizes

As an entertainment chairperson you should not seek donations on behalf of the Mess. If you would like to have some prizes for your Mess entertainment event, you will need to engage with your Mess Manager. The Mess Manager may connect with outside companies such as breweries or with your local B/W/U NPP Fundraising Authorized Agent in order to seek donations for prizing.

4.04 Prizes Register

A register, where winners sign for prizes, shall be maintained for all prizes purchased for mess functions.

4.05 Mess Entertainment Activities

- a. Establish an annual entertainment budget ready for April 1st; according to the approved budget. Adhering to the budget is very important for successful activities and to ensure that all of the annual events have sufficient funds.
- b. Evaluate previous activities and events to see if it is worth having them again.
- c. Look at new activities and ask for ideas coming from active CAF members through a survey.
- d. Think outside of the box to attract Mess Members to come to mess activities. Holding different types of activities can go a long way in achieving success.
- e. Ask members about events that their previous messes put on that they enjoyed.
- f. With membership approval, combining mess activities with other Mess Members, i.e. All Ranks can be an option and very successful.
- g. Host some family-friendly events where spouses and/or children may attend.
- h. There must be a different member and non-member price as mess funds are not permitted to subsidize non-members.
- i. It is important when planning an activity that you think of the security of the members and guests by establishing safe rides, i.e. designated drivers or taxis available to bring members safely home.
- j. Before planning mess events, meet with Mess Management to see if any specific information is needed before proceeding. For example, making sure staff wages are included in event budgets, confirm with Consolidated Insurance Program (CIP) that you have coverage and contract for service requirements.

Annex A is a list of best practices/activities to support the planning for the entertainment committee.

Note: Non-official entertainment activities, such as mixed mess dinners, for CAF members, their spouses and unofficial guests, are not authorized for public support with the exception of the use of the mess facility.

4.06 Survey

The Mess Entertainment Chairperson should send a survey to the Mess membership to seek out what activities the mess membership would like to do for the upcoming fiscal year. Using questions for example: what activity/event would you like to see at the Mess? Would you like Mess activities to include families? The survey should be conducted annually at the beginning of the calendar year Jan- Feb period in order to include the survey results when planning the following year's events. This will allow the Mess Committee to have it prepared before the entertainment budget is presented for the approval of the FY budget.

4.07 Music Industry

Businesses must pay a licensing fee to legally broadcast, transmit, or play recorded music in public settings. For Messes, the two held licenses (Re:Sound and SOCAN) are fully funded by CFMWS Headquarters. If the Mess hires a Band, DJ or even broadcasts music through the Mess sound system you are covered, and the Mess does not have to pay for a music license fee.

4.08 Risk Mitigation

The **Mess Entertainment Committee** is responsible for the planning, organization, and execution of activities and events designed to enhance the morale and welfare of mess members. The committee ensures that all activities, whether held at the Mess or off-site, are aligned with CAF values, objectives, and safety standards.

The committee must ensure that all planned events:

- Align with the mission and goals of the Mess.
- Are inclusive, engaging, and promote a sense of community.
- Adhere to the risk management policies, safety protocols, and legal requirements.
- Are financially responsible and adhere to budgetary constraints.

Both on-site and off-site activities should aim to promote the well-being of members while ensuring the smooth operation of the Mess. The **Mess Entertainment Committee** will work collaboratively with all relevant stakeholders to ensure the success of each event while maintaining a safe and respectful environment. Each risk should be captured in a risk register. (Annex B)

Risk Identification

The Mess Entertainment Committee is responsible for identifying potential risks associated with both on-site and off-site events. This includes, but is not limited to:

- a. **Operational Risks:** Risks related to the logistics of the event, including venue, transportation, and equipment.
- b. **Health and Safety Risks:** Risks related to the well-being of participants, including safety hazards, medical emergencies, and crowd control.
- c. **Financial Risks:** Risks that may affect the event's budget, including unexpected costs or insufficient funding.
- d. **Reputational Risks:** Risks that could harm the Mess's public image, such as inappropriate behaviour.
- e. **Compliance Risks:** Risks related to non-compliance with legal, regulatory, or contractual obligations.

The committee will conduct an initial risk identification session as part of the planning process and regularly update the risk profile as new information becomes available.

Risk Assessment

Once risks are identified, the Mess Entertainment Committee will assess each risk using the following criteria:

- a. **Likelihood:** The probability of the risk occurring, based on past experiences and the context of the event.
- b. **Impact:** The potential consequences of the risk materializing, including the severity of the effect on the event and the Mess.
- c. **Velocity:** The speed at which the risk could materialize and affect the event or organization.
- d. **Interdependencies:** How identified risks may be interconnected with other risks, amplifying their potential impact.

A **standardized risk matrix** will be used to categorize the risks as low, medium, high, or critical, based on the likelihood and impact assessments. This matrix will help prioritize which risks require immediate attention and the resources needed to address them.

Risk Treatment

After assessing the risks, the committee will implement one or more of the following strategies to treat each identified risk:

- a. **Avoidance:** Modifying plans to eliminate activities or elements that present unacceptable risks. For example, choosing a safer venue or canceling an activity if the risks outweigh the benefits.
- b. **Reduction:** Implementing controls to reduce the likelihood or impact of a risk. This could involve setting safety protocols, having medical personnel on-site, or purchasing insurance to mitigate financial risks.

- c. **Sharing:** Transferring part of the risk to another party. This might involve working with external vendors who assume liability for certain aspects of the event (e.g., transportation or catering).
- d. **Acceptance:** Acknowledging the risk and monitoring it, particularly for risks that fall within the defined tolerance levels of the Mess. If the risk is deemed acceptable, the committee will continue to monitor it to ensure it does not escalate.

Each risk treatment plan will include specific actions, timelines, responsible individuals, and required resources. Treatment strategies will be tailored to the risk's priority level and the resources available.

4.09 Contracting

Messes run various types of entertainment activities. Sometimes there is a need to acquire diverse services with varying degrees of risk and value, for example depending on the type of event, i.e. band, DJ, catering company or even clown for children's party will require a contract for service. As per NPP Contracting Policy Mess Management will create a contract specific to requirements.

[Procurement & Contracting - Contract for Services](#)

[Procurement & Contracting - Procurement and Contracting Templates](#)

4.10 Liability Insurance Requirements

- a. The NPP Contracting Policy requires that contractors obtain and maintain, for the duration of the contract, a Commercial General Liability Insurance issued for an amount not less than \$2M per occurrence. Commercial General Liability insurance provides broad coverage for claims made in respect of bodily injury, death and damage to the property of third parties arising from the contract-related activities. Risks arising from work under the contract should be identified and assessed to determine whether increased insurance requirements should be included in the contract.
- b. Sr VP PSP has delegated authority to Sr PSP Mgrs. to waive insurance requirements for low-risk contracts up to \$5K. NPP contracting authorities do not have the capacity to remove the insurance requirement for an NPP contract. Each division has its own procedure for processing those requests. If in doubt, contact the NPP Contracting Divisional Representative or the NPP Procurement and Contracts Officer.
- c. At all times, the risk and benefit of the proposed activity must be considered. Measures must be implemented to manage the risks to the CAF members.

Certain Mess activities are not authorized due to an unacceptably high risk of injuries. Depending on the event, a liability waiver will need to be filled by the participant.

Annex A

There are a great variety of social functions that may be sponsored by a Mess. Here are some examples of Mess activities that can be conducted.

At Home	Banquet
BBQ	Bingo
Birthday party	Bosses Night
Canada Day	Candlelight Dinner
Christmas party	Coffee Break
Comedy Night	Concert
Dinner/Dance	Downhomers
Easter	Father's Day
Family Day	Games night
Golf	Grey Cup Party
Halloween Party	Kids X-Mas Party
Lobster Night	Meet & Greet
Mess Dinner	Mother's Day Brunch
Movie Night	Mug out
Murder Mystery Night	New Year's Party
Newfie Night	Octoberfest
Pig Roast	Pub Night
Remembrance Day	Robbie Burns Night
Ski Trip	Surf & Turf
Sports Day	Spring Ball/Dance
Stanley Cup Party	St-Paddy's Day
Superbowl Party	Surf and Turf
Tasting	TGIT-TGIF
Town Hall	UFC Fight Night
Valentine	Welcome Party
Wine & Cheese Party	Wine Tasting
Winter Carnival	

Annex B

Risk Register

Risk ID	Name the Risk.
Risk Category	Hazard? Operational? Financial? Strategic?
Risk Description	An explanation of a potential event or situation that could negatively impact the achievement of the organization's objectives. This includes the nature of the risk and its potential consequences.
Risk Owner	The individual or entity responsible for the management of the risk. This person or group is accountable for monitoring the risk, implementing mitigation strategies, and ensuring that the risk is managed effectively
Key Risk Drivers	The causes, sources, or trigger points for a risk. These facts or trends form a solid basis for identifying risks. They help in understanding what might lead to the occurrence of the risk
Risk Likelihood	This refers to the probability that a particular risk will occur. It is often rated on a scale 1-3, with higher numbers indicating a greater chance of the risk happening
Risk Impact Rating	This measures the potential consequences or effects of the risk if it does occur. Impact is also rated on a scale, with higher numbers representing more severe consequences.
Rating	A risk rating based on a heat map is a method used to visually assess and prioritize risks by categorizing them according to their likelihood and impact. The heat map uses color coding to represent different levels of risk, with areas of higher risk typically shown in red and lower risk in green. This helps organizations quickly identify and focus on the most critical risks
Risk Response	Accept, Transfer, Mitigate, or Eliminate
Action Plan	<p>Once an organization determines how to handle a risk—whether to accept, transfer, mitigate, or eliminate it—an action plan is developed to implement the chosen strategy. Here's a brief explanation of each approach and the corresponding action plan:</p> <ol style="list-style-type: none"> 1. Accept: If the risk is deemed acceptable, the organization decides to take no action other than monitoring the risk. The action plan involves: <ul style="list-style-type: none"> ○ Documenting the decision and rationale. ○ Establish monitoring procedures to keep an eye on the risk. ○ Preparing contingency plans in case the risk materializes. 2. Transfer: Transferring the risk involves shifting the risk to a third party, such as through insurance or outsourcing. The action plan includes: <ul style="list-style-type: none"> ○ Identifying suitable third parties to take on the risk. ○ Negotiating contracts or agreements to transfer the risk.

	<ul style="list-style-type: none"> Ensuring the third party has the capability to manage the risk effectively. <p>3. Mitigate: Mitigating the risk means taking steps to reduce its likelihood or impact. The action plan consists of:</p> <ul style="list-style-type: none"> Identifying and implementing specific measures to reduce the risk. Allocating resources and assigning responsibilities for these measures. Monitoring the effectiveness of the mitigation efforts and adjusting as needed. <p>4. Eliminate: Eliminating the risk involves removing the source of the risk entirely. The action plan involves:</p> <ul style="list-style-type: none"> Identifying the root cause of the risk. Taking steps to eliminate the cause, such as changing processes or discontinuing certain activities. Verifying that the risk has been fully eliminated and monitored for any residual risks. <p>Each action plan should be detailed, with clear timelines, responsibilities, and metrics for success to ensure effective risk management.</p>
Residual Risk Rating	Referring to the level of risk that remains after all mitigation efforts have been implemented. It helps organizations understand the effectiveness of their risk management strategies and identify any remaining vulnerabilities. After implementing the mitigation measures, reassess the risk to determine the new likelihood and impact. This is the residual risk.

HIGH					
MEDIUM					
LOW					
	INSIGN.	MINOR	MOD.	MAJOR	SEVERE

Annex C

Risk Register

Risk ID	Trip and Fall
Risk Category	Hazard
Risk Description	In gym lobbies, wet floors pose a significant trip and fall risk, often resulting from spilled water, cleaning activities, or inclement weather. Such incidents can lead to injuries like sprains, fractures, or head injuries, and expose the gym to legal and financial liabilities. Additionally, frequent accidents can damage the gym's reputation, causing a loss of members, and disrupt operations due to the need for cleanup and safety measures. Implementing effective measures to keep floors dry and clearly marking wet areas can help mitigate this risk.
Risk Owner	Facility Coordinator
Key Risk Drivers	<p>Spilled Water: From water bottles, drinking fountains, or cleaning activities.</p> <p>Weather Conditions: Rain or snow tracked in by members, creating wet and slippery surfaces.</p> <p>Cleaning Practices: Inadequate drying after mopping or cleaning can leave floors wet.</p> <p>Flooring Material: Slippery or poorly maintained flooring increases the risk of falls.</p> <p>Foot Traffic: High volume of people moving through the lobby can spread water and increase the likelihood of slips.</p> <p>Signage and Warnings: Lack of clear signage to warn about wet floors can lead to unawareness and accidents.</p> <p>Maintenance: Delayed or insufficient maintenance can result in persistent wet areas and increased risk.</p>
Risk Likelihood	Medium
Risk Impact Rating	Moderate
Rating	Medium
Risk Response	Mitigate
Action Plan	<p>Spilled Water: From water bottles, drinking fountains, or cleaning activities.</p> <p>Weather Conditions: Rain or snow tracked in by members, creating wet and slippery surfaces.</p> <p>Cleaning Practices: Inadequate drying after mopping or cleaning can leave floors wet.</p> <p>Flooring Material: Slippery or poorly maintained flooring increases the risk of falls.</p> <p>Foot Traffic: High volume of people moving through the lobby can spread water and increase the likelihood of slips.</p> <p>Signage and Warnings: Lack of clear signage to warn about wet floors can lead to unawareness and accidents.</p>

	Maintenance: Delayed or insufficient maintenance can result in persistent wet areas and increased risk.
Residual Risk Rating	Low

HIGH					
MEDIUM			Original Risk Rating		
LOW		Residual Risk Rating			
	INSIGN.	MINOR	MOD.	MAJOR	SEVERE