



CANADIAN FORCES COLLEGE ARMOUR HEIGHTS OFFICERS' MESS

CONSTITUTION AND BY-LAWS

RATIFICATION

Parts I, II, and III are considered the Constitution, By-Laws, and Duties and Responsibilities of key personnel pertaining to the AHOM. These parts were ratified by the Ordinary Members at the General Mess Meeting which took place on February 12th, 2021 and subsequently approved by the Commanding Officer of the Mess.

Brigadier-General J.W.
Errington
Commandant CFC

March 2021

Colonel D.S. Elder
Commanding Officer of the
AHOM

March 2021


Lieutenant-Colonel J.
Nelles
President of the Mess
Committee

8 March 2021

**CANADIAN FORCES COLLEGE ARMOUR HEIGHTS OFFICERS' MESS
CONSTITUTION AND BY-LAWS**

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SECTION I: CONSTITUTION

101. NAME

1. The name of the institution is the Armour Heights Officers' Mess (AHOM), hereinafter referred to as the "Mess". The Mess is located at 215 Yonge Boulevard, Toronto, Ontario.

102. AUTHORITY FOR ESTABLISHMENT & OPERATION

1. The Mess is established under the authority of QR&O 27.01, and is administratively responsible to, and supported by, the Commanding Officer of the Canadian Forces College, a unit of the Canadian Defence Academy (CDA). It shall be operated pursuant to regulations, orders and directives governing the operation of Messes in the Canadian Forces as set out in the following publications:

- a. A-AD-262-000/AG-000, (CFP262) Mess Administration.
- b. PSP Policy Manual.
- c. President of the Mess Committee Guidance Manual.
- d. A-FN-105-001/AG-001, Policy and Procedures for Non Public Property (NPP) accounting.
- e. 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.
- f. Guidance for NPP Morale and Welfare Events.
- g. NPP Guide to the Delivery of Morale and Welfare Programs, Management Responsibilities.
- h. Sponsor Support Policy.
- i. Other pertinent CAF Publications.
- j. The instructions contained in this Constitution and the supporting By-laws.

103. COMMANDING OFFICER

1. CFC Deputy Commandant is appointed as CO of the AHOM.
2. The Commanding Officer is the final approving authority for:
 - a. Mess Constitution and By-Laws.
 - b. General Mess and Mess Committee Meeting Minutes.

- c. Budgets.
- d. Any and all policies, regulations, directives, and orders pertaining to the Mess.

104. PURPOSE OF OPERATION

1. The Mess operates first and foremost for the purpose of supporting CFC's obligation to deliver Professional Military Education. It does so by creating an environment that enhances "esprit de corps" and comradeship by providing entertainment, goods, services, and amenities to the members. It serves both as a physical and symbolic meeting place where ideas are shared and important professional networks and relationships are built.

2. A secondary purpose is to support a wider Canadian Armed Forces' strategic communications effort. Located in Canada's largest city in close proximity to influential circles, the Mess and its membership are well-suited to reach out to the local community and actively contribute to regular dialogue between one's military and the citizenry. Subject to the regulations found under Article 228 of the By-laws found in the next section of this booklet, Members are highly encouraged to invite civilian guests to that effect as well as to facilitate other activities that may support this strategic endeavor, provided that such initiatives do not unduly compromise the primary purpose of the Mess.

3. The Mess shall receive and account for all allowances and properties, both public and non-public, in accordance with the appropriate financial regulations.

105. MEMBERSHIP

1. Membership regulations for the Mess are in accordance with relevant CAF policies and procedures. The following are the types of membership:

- a. **Ordinary Members.** Ordinary Membership is granted to all Officers serving the Canadian Forces College (posted to UIC 8160), including/as well as:
 - (1) CAF Regular Force and Reserve Force Officers (membership is obligatory). CAF Officers on secondment to CFC may elect to join the AHOM;
 - (2) Allied Forces Officers (who elect to join the Mess); and
 - (3) CAF Officers in the region who do not otherwise belong to an organization that is readily supported by a functioning Mess (for example RCAF Officers studying at Seneca College).
- b. **Associate Members.** The categories of associate membership are as follows:
 - (1) **Retired Membership.** Requires formal application approved by the CO on recommendation of the Mess Committee. This category comprises persons who have been honorably released from the:
 - (a) Regular Force and entitled to an immediate or deferred service annuity; and

- (b) Primary Reserve having accumulated 12 or more years of service.
 - (2) **Working Membership.** Requires formal application approved by the CO on recommendation of the Mess Committee. This category comprises:
 - (a) DND civilian employees of officer status employed at the Canadian Forces College; and
 - (b) Officers of the Supplementary List, Cadet Instructors Cadre, or Canadian Rangers.
 - (3) **Social Membership.** Persons that do not otherwise qualify by direct relationship to CFC or the CAF, are admitted to Social Membership for a term of one year, and without prejudice to renewal of membership for subsequent one year terms. Requires Ordinary Member sponsorship/application, recommendation of the Mess Committee following a majority vote by the Ordinary Mess Membership, and final approval by the CO. The Social Associate Membership list will be reviewed annually at the first General Mess Meeting of the calendar year.
 - c. **Honorary Members.** The intent of Honorary Membership is to recognize significantly distinguished and/or time-honored relationships with CFC and the Mess. Honorary Memberships are symbolic in nature and often imply "lifetime" for previous Commandants, however, those that are awarded based on transient positions (for example local elected officials) should expire when the individual leaves the office/post. The Mess Committee might also consider granting Honorary Membership to active Mess Members upon reaching the age of Eighty (80), who have been in good standing for no less than Twenty (20) consecutive years. Honorary Members are often infrequent visitors to the Mess, who might otherwise consider Associate Membership subscription if their habit is to frequent the Mess regularly. Honorary Membership first requires a nomination to the Mess Committee and majority vote of the Ordinary Membership, prior to the approval of the CO. The Honorary Membership List is to be reviewed annually by the Mess Committee and ratified annually by General Membership vote for CO approval.
2. Applications for Associate and Honorary Memberships shall be processed through the Mess Membership Secretary to the President of the Mess Committee. Social Associate membership applications must be sponsored by an Ordinary Member.
 3. Membership subscription rates are set and periodically reviewed by the Mess Committee.

106. PRIVILEGES OF MEMBERS

1. The privileges of members are as follows:
 - a. Ordinary Members enjoy all the facilities of the Mess; are eligible to serve on the Mess Committee; and vote at General Mess Meetings.
 - b. Associate Members enjoy all the facilities of the Mess, but may not serve on the Mess Committee nor vote/participate at General Mess Meetings. An Associate Member may assist the Mess Committee or a Sub-committee but may not assume any formal responsibility by so doing.
 - c. Honorary Members enjoy all the facilities of the Mess but shall not serve the Mess in any official capacity nor vote at General Mess Meetings. Honorary Members do not pay Mess subscriptions, however, unless they are specifically invited as a Guest of Honor (see section 228) they will still be subject to any proportionate levies associated with a scheduled Mess Function or Entertainment activity when they choose to attend. Honorary membership 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 the Mess. Frequent users should apply for Associate Membership.

107. COMPOSITION OF THE MESS COMMITTEE

1. The Mess will be administered by a Mess Committee composed of the following positions:

- a. President.
- b. Vice President.
- b. Navy, Army, Air Force environmental representatives (JCSP Students).
- c. Membership Secretary.
- d. Secretary.
- d. Finance Officer.
- f. Bar Officer (open to JCSP students).
- g. Entertainment Officer.
- h. Housing Officer
- i. Living-in Representative (open to JCSP students).
- j. Living-out Representative (open to JCSP students).
- k. National Security Programme Student Representative.

2. The following individuals will normally attend the Mess Committee meetings in an *ex officio* / advisory capacity:

- a. Chair of the Associates.
- b. Mess Manager.
- c. President of the AHOM Spouses Club.
- d. AHOM Spouses Club Liaison Officer.

3. The duties and responsibilities of Mess Committee members are set forth in Section III.

4. The PMC will be appointed by the Commandant CFC on the recommendation of the Commanding Officer. All other members of the Committee will be appointed by the Commanding Officer, on the recommendation of the PMC. Except for positions open to JCSP and NSP students, tenure for Committee members will normally be a minimum of one year. The tenure of committee members may be extended beyond one year, but consideration should be given to other volunteers. JCSP and NSP students are expected to serve on the committee for the duration of their academic year.

5. The Chair of the Associates Members' Committee and President AHOM Spouses' Club will serve at the pleasure of the CO of the Mess for a period of up to 3 years.

108. MEETINGS

1. Committee meetings shall normally be held monthly at the call of the PMC (or during his/her absence, the VPMC), to consider:

- a. Approval of expenditures which fall within the Committee authority.
- b. Examination of the financial affairs of the Mess.
- c. Upcoming entertainment schedule.
- d. Ongoing and upcoming infrastructure and housing issues.
- e. Any other matter concerning operation of the Mess.

2. General Mess Meetings (GMMs) will be held at least semi-annually at the call of the PMC, to consider:

- a. Financial affairs.
- b. Renewal of Social Associate and Honorary Members (once a year).
- c. Proposed Mess activities, including expenditures outside the authority of the Mess Committee.
- d. Any other matter concerning the Mess.

3. Extra-ordinary Mess Meetings may be called at any time by the:

- a. PMC or the CO.
- b. Membership on application in writing (includes email submissions) by 25 percent of the Ordinary Members, clearly stating the cause of such an application.

4. While a General or an Extra-ordinary Mess Meeting requires a quorum of not less than 50 percent of the Ordinary Members in attendance the PMC may declare the percentage of members present to be a quorum, subject to later approval by the CO, accordance with CFP 262. All motions or matters for decision shall be decided by majority vote by a show of hands or electronic polling, and all motions carried are subject to the approval of the CO.

5. The agenda for a General or Extra-ordinary Mess Meeting shall be posted in the Mess and made available electronically to the membership at least two working days before such meeting. Minutes of the previous General Mess Meeting shall be made available electronically at that same time.

6. Extra-ordinary Electronic Voting. Delaying decisions until “the next GMM” can impede the Mess Committee’s ability to implement action items in a timely manner. At the discretion of the CO and the PMC, Extra-ordinary Electronic Voting may be used by the PMC on specific issues that require timely decision and minimal debate. Voting options shall include: “In Favour”, “Against”, “Abstain”, “Defer”. Defer shall imply that a member requests further discussion at the next GMM or virtual OMM. Approvals of motions via Electronic Votes shall require a quorum of active votes cast where the majority of members vote “In Favour” relative to those “Against” and “Defer”. While those who do not cast a vote are considered to “Abstain”, active votes are the sum total of In Favour, Against and Defer. An Electronic Vote requires being posted for a minimum of four working days – the PMC shall clearly state the voting deadline. Voting results for each category shall be recorded, e-mailed to mess members, and debriefed at the next GMM.

109. AMENDMENTS TO THE CONSTITUTION AND BY-LAWS

1. Amendments to the Constitution (Section I of this booklet) or By-Laws (Section II of this booklet) require a majority vote of at a General Mess Meeting and subsequent approval of the CO.
2. Proposals to amend the Mess Constitution shall be made in writing and submitted to the Secretary. Any proposal to amend the Constitution or By-Laws shall be both posted on the notice board, and electronically distributed to all members seven (7) days or more before the General Mess Meeting that will consider their proposal.
3. Duties and Responsibilities (Section III), AHOM Policies (Section VI of this booklet), as well as Sections IV and V, are concerned with administrative issues and other procedures of a more transitory nature. Amendments to existing policies, as well as new policies when appropriate, may be necessary to reflect changing CAF orders and procedures as well as facilitate the effective management of the Mess. Such propositions shall be considered by the Mess Committee and approved by the CO upon recommendation of the PMC. They do not require endorsement by the General Membership but they shall not in any way contravene the Mess Constitution and By-laws.

110. PRECEDENCE

1. None of the rules or provisions contained in this Constitution shall be deemed to contravene any instructions having precedence over this Constitution. Should any rule or provision contravene or conflict with instructions issued by higher authority for the operation of this Mess, the Mess Committee shall cause the pertinent rule or provision to be repealed or amended as applicable.

SECTION II: BY-LAWS

INTRODUCTION

201. GENERAL

1. The Armour Heights Officers' Mess By-laws, as set forth herein, provide detailed instructions for the effective and operation and efficient administration of the Mess.

ORGANIZATION

202. SUB-COMMITTEES

1. It may be necessary, from time to time, to appoint Sub-committees to deal with specific matters. These Sub-committees may be given a limited or an enduring mandate by the PMC. The Chairperson of the Sub-committee shall become a member of the Mess Committee for as long as the Sub-committee is active.

2. One permanent Mess subcommittee is in operation - the Entertainment Sub-committee - chaired by the Entertainment Officer. The mandate for this Sub-committee and responsibilities of Sub-committee members are described in Section III of this document.

203. MEETINGS

1. The attendance of all Ordinary Members at General Mess Meetings is expected.

2. The Secretary shall record the proceedings of all Mess Meetings. The minutes shall be signed by the Secretary and PMC and then submitted to the CO for approval before action is taken to implement the steps authorized by the meeting.

3. General Mess Meetings shall be conducted in the manner prescribed in [A-AD-262-000/AG-000 Mess Administration](#).

204. PERSONAL INTEREST

1. General. No member of the Mess Committee or of a Sub-committee shall have any personal interest in purchases, sales or profits of the Mess or receive any remuneration or advantage by reason of their connection with the management of the Mess. [DAOD 7021-1](#) provides additional guidance that should be adhered to.

2. Disclosure of Personal Advantage. It is expected that Mess Members shall disclose matters that present conflict of interest (such as an event OPI) and to recuse themselves from decision making processes pertaining to those matters. Where any direct or indirect profit or advantage may devolve upon a member of the Mess Committee or of a Sub-committee by reason of connection with the Mess, the particulars thereof shall be delivered to the CO who will decide whether the member can continue in office.

ADMINISTRATION

205. DISCIPLINE

1. Proper decorum in the Mess is the responsibility of every member. The PMC, VPMC, or the next senior Ordinary Member present will be expected to maintain discipline in the Mess. Any action that is contrary to Mess rules or good conduct shall be reported to the PMC. The PMC shall be responsible for initiating disciplinary action against offending members. Willful breakage or damage to any Mess furniture, fixtures, etc., will result in a direct charge against those responsible. For service members, this could also include follow-on administrative and/or disciplinary measures.

2. The PMC may restrict the privileges of any member for misconduct or for an infraction of any Mess order or instruction. In each instance, the PMC will cause an investigation and report the action to the CO.

3. With the exception of Mess Committee members whose duty requires access, the following areas of the Mess are out-of-bounds to all members:

- a. Stock rooms.
- b. Storage rooms, except storage rooms allotted for the storage of personal effects.
- c. Area behind the bar.
- d. Kitchen, unless on official business.

4. With the exception of service animals, animals/pets are not permitted in the Mess without the express consent of the PMC.

5. Mess Staff Gratuities. Gratuities are encouraged and permitted and should be given discreetly, when it is appropriate to so do. While it is generally inappropriate for Members to treat Mess Staff to intoxicants (alcoholic drinks) during the period of their work, certain exceptions, such as those common during a formal mess dinner, are appropriate.

206. DRESS

1. The standards of dress are defined below:

	Military	Civilian Equivalent
a) Formal	Mess Dress	Black Tie or Evening Gown
b) Semi-Formal	Service Dress No. 1 or Allied Equivalent	Business/Pant Suit or Knee-length Cocktail Dress
c) Informal	Service Dress No. 3 or Allied Equivalent	Sport Jacket/Blazer (w/ or w/o tie) or Dress/Blouse w/ Slacks or skirt
d) Casual (standard)	Service Dress of the Day	Trousers/slacks (no jeans or cargo style pants) w/ Collared Shirt/Sweater and Smart Shoes or Dress/Skirt/Blouse/Sweater and Smart Shoes

dress for TGITs)	(Sandals are acceptable in the summer, excluding flip flops)
e) Relaxed	Clothing appropriate to the event (e.g. Government of Canada Workplace Charitable Campaign (GCWCC) civilian dress days). This may include jeans (clean, not torn/ripped), t-shirt and shoes, but not sports gear (athletic wear / sports jerseys). Sports gear is discussed in a following paragraph.

2. Sports/Themed Events. Sports gear or further forms of relaxed dress (such as themed accoutrements) may be authorized by the PMC for very specific occasions.

Games Room. Relaxed dress is authorized for the basement games room unless the games room is being used for a Mess Function.

3. Appropriate Dress. Unless otherwise directed by the PMC or the CO, and as prescribed for specific functions, the authorized dress in the Mess will be as follows:

- a. Winter Dress Regulations in Effect: Casual Dress.
- b. Summer Dress Regulations in Effect: Casual dress, to include golf shorts and sandals (with or without socks), excluding flip-flops.
- c. After Hours: With the exception of Mess Functions that specify a higher order of dress than Casual, Relaxed Dress is acceptable during weekends (all day) and on weeknights after 18:00.
- d. TGIT: The default order of dress is Casual dress. There may be circumstances that require a higher standard of dress, the PMC will ensure this is promulgated before the event. Additionally, the PMC may authorize relaxed dress for theme-specific TGITs.
- e. Mess Dinners:
 - (1) Mess Dress for Military and Semi-Formal (Black Tie optional) for Civilian Members or Guests; and
 - (2) Retired personnel are reminded that, in accordance with QR&O 17.06, former members of the CAF may only wear a uniform – including the Mess dress – with the express permission of an officer commanding a command (Commandant), or their designated authority, and such other officers as may be designated by the Chief of Defence Staff. The more common practice is for former CAF personnel to proudly wear their medals with appropriate civilian attire.
- f. Other Functions and Mess Events: As indicated by the OPI when so approved by the PMC.

- g. Guests. Sponsoring Members shall ensure that their guests' dress is in accordance with appropriate Mess standards.

207. NOTICES

1. The Mess Manager, through a monthly Mess calendar, will notify mess activities to all members. This calendar will be available electronically.

208. SUGGESTIONS/COMPLAINTS

1. Complaints of a minor nature pertaining to the operation or management of the Mess may be given orally to members of the Mess Committee or the Mess Manager. Serious matters, especially regarding Mess staff, should be submitted in writing to the PMC. Members are not authorized to reprimand Mess staff/employees personally.
2. In general, suggestions relating to catering matters should be directed through the Mess Suggestions Book, to the general mess account at mess@cfc.dnd.ca, or direct to CFC Logistics staff, which controls the catering contract. Comments regarding the menu for mess member's events such as TGITs should be discussed with the Event OPI or the Entertainment Officer. Suggestions relating to the bar, functions, or the smooth running of the Mess would be welcome and should be directed to the appropriate member of the Mess Committee or PMC.

209. MESS PROPERTY

1. The Mess Manager shall hold public and non-public property distribution accounts (DA). Mess property will not be removed from the Mess premises without the approval of the Mess Manager.

210. SMOKING

1. There will be no smoking/vaping in the AHOM under any circumstances in accordance with DAOD 5020-1 except in designated outdoor smoking areas.
2. Smoking/vaping is prohibited on the AHOM patio while the awning is in place, in accordance with provincial laws.

FINANCE

211. EXPENDITURES

1. The PMC may authorize all non-capital expenditures for the normal operation and routine maintenance of the Mess, as approved in the annual budget. The total amount of the annual expenses permitted will be ratified by the general membership in the annual budget.
2. The PMC may authorize an expenditure of up to \$1,000 in support of any Mess activity to cover unforeseen costs. Such expenditure is to be reported at the next Mess Committee Meeting for review and record.

3. A majority vote of the Mess Committee may authorize non-forecasted expenditure of up to \$2,000 for Mess Improvements or in support of a specific Mess activity, or up to \$4,000 for the cost of repairs and renovations to Mess assets.

4. Expenditures of more than \$2,000 for the acquisition of assets (furniture, equipment, etc.) or \$4,000 or more for the cost of repairs and renovations to them, are capital expenditures. In these cases a Capital Expenditure Request (CER) will be prepared indicating the minutes of the applicable General Mess Meeting, and staffed to the CO. All capital purchases will be charged to the Mess general account (or against specific operations such as the bar) or depreciated in accordance with the applicable financial regulations.

212. FINANCIAL STATEMENTS

1. Financial statements will be prepared at the close of each accounting period in accordance with non-public fund (NPF) regulations. The Finance Officer will arrange for a simplified financial statement to be circulated among the members of the Mess prior to a General Mess Meeting.

213. MESS SUBSCRIPTIONS

1. A monthly Mess subscription, at a rate determined by the Mess Committee, shall be charged to all Ordinary and Associate Members. Members may request suspension of their Mess subscription when on temporary or attached duty to another unit for a period exceeding 14 days provided that they demonstrate a corresponding Mess subscription at the place of duty.

214. MESS BILLS

1. Mess bills may be paid by cheque, cash, and debit card, credit card, or pay assignment and must be settled by the 15th day of the month following the date Mess bills are issued.

2. If a Mess bill is not paid on time, the Mess Manager will ensure that the member is made aware of their responsibility to pay the account.

3. On the 15th day of the month the Mess Manager shall furnish the PMC with a list of all accounts receivable more than 60 days in arrears including the names of those members who have not paid their Mess bills. When the PMC receives the names, the members shall be called upon for an explanation, and:

- a. In the case of an Ordinary Member, if no satisfactory explanation is given, propose to the CO that an administrative deduction be ordered against the member in accordance with [QR&O 27.38](#).
- b. In the case of an Associate Member, if no satisfactory explanation is given, consider recommending the removal of the individual's membership to the CO.

4. The CO of the AHOM shall be notified of all accounts receivable more than 90 days in arrears. In such cases, the member's mess privileges shall be suspended until the account is settled.

215. PERSONAL CHEQUES

1. Personal cheques will not be cashed at the Mess. An ATM facility is available within the AHOM entrance foyer: cash withdrawals are subject to an admin fee.

216. MESS HOSTING

1. Hosting Duties. The Mess recognizes the responsibility for the provision of hospitality to the many distinguished guests who visit the Canadian Forces College, as well as the financial burden borne by those few members who act as hosts. Accordingly, the expenditure of up to \$3000 from the General Fund is authorized each fiscal year to assist with hosting. These funds are controlled by the use of a bar card in the name of the designated officer listed below. The Mess Manager will keep a record of expenditures and will advise each office holders periodically of the balance in their account. Hosting funds are allocated as follows:

- a. Commandant/Commanding Officer, CFC: \$1000/yr not to exceed \$200 any given month
- b. PMC Entertainment Account. The PMC, or in his/her absence the VPMC or Entertainment Officer, may authorize the expenditure up to \$1000/ yr not to exceed \$200 any given month for the hosting of Mess guests and thanking key volunteers assisting with Mess functions. All such expenditures will be recorded on a separate bar chit by the Mess Manager. This amount may be adjusted at the semi-annual General Mess Meeting.
- c. Living-In Representative Entertainment Account. The Living-In Representative may authorize the expenditure up to \$1000/yr not to exceed \$200 any given month for the hosting of Mess guests and thanking key volunteers assisting with Mess functions. All such expenditures will be recorded on a separate bar chit by the Mess Manager. This amount may be adjusted at the semi-annual General Mess Meeting.

2. Payment for Function Attendance. Because of the obligation to attend the majority of Mess functions and the extraordinary financial burden this would otherwise entail, the PMC (or a designated member of the Mess Committee) and one guest shall be exempt payment of cover charges for all Mess sponsored functions.

217. ENTERTAINMENT FUND

1. In order to finance the non-public social functions in AHOM, each member is charged a monthly entertainment levy that contributes to the AHOM Entertainment Fund. This fund is controlled by the Entertainment Officer of the Mess Committee to support the annual entertainment programme. The annual entertainment budget is presented to the Annual General Meeting for approval by the Mess members.

218. TESTIMONIAL FUND

1. A testimonial fund is established for the benefit of the membership of the Mess to provide appropriate recognition of retirements, staff postings, family grief, and hospitalization. A monthly Testimonial Fund subscription, at a rate fixed from time to time by the Mess Committee, shall be charged to all Ordinary and Associate members. The rate for Associate and Student Ordinary members of the Mess will be approximately half that charged to Ordinary members.

2. The PMC or the Mess Manager may authorize expenditures from the testimonial fund up to, but not exceeding, the amounts shown below:

- a. \$120 for the purchase of a retirement gift for an Ordinary member retiring with 20 years of military service.
 - b. \$60 for the purchase of a memento for each Ordinary member departing on posting (with the exception of JCSP/NSP students).
 - c. \$60 plus any associated ordering and delivery costs for the purchase of a floral tribute or donation to charity on the occasion of a death in the immediate family of a Mess member.
 - d. \$60 plus any associated ordering and delivery costs for the purchase of flowers and/or donation (i.e., to cover cost of incidentals, TV rental, phone rental) on the occasion of hospitalization of a member and on the occasion of a birth in the family of a Mess member.
 - e. \$100 for the purchase of a gift for a mess member on marriage.
 - f. \$50 for the purchase of a memento (normally a gavel) for a departing PMC.
3. The above amounts are exclusive of all additional costs including a reasonable quantity of engraving and wrapping sales tax and delivery charges.

219. PETTY CASH AND CHANGE FUND

1. A Petty Cash Fund is established in the amount of \$1,500.00 and a Change Fund in the amount of \$1,200.00. The Mess Manager controls these funds. Expenditures from the petty cash fund may be made on the authority of the PMC or the Mess Manager, and shall not exceed \$200.00 in any single instance. The amount in these two funds may be adjusted from time to time on the recommendation of the Mess Committee and the approval of the CO.

220. WRITE-OFF AUTHORITY

1. Write-off, which is defined as the authority to adjust accounting records to reflect the deletion or changed monetary value of an asset or liability, may be approved as follows:
 - a. CO: up to \$1,000.00.
 - b. Commander CDA: no limit.
2. Examples of situations in which write-off action is appropriate are fraud, arson, damage, destruction, theft, fire, disappearance, and deletion of bad debts.

MESSING

221. GENERAL

1. The dining room hours of operation and rates for casual meals (i.e., meals for non living-in members) will be set in accordance with the food services contract administered by CFC Logistics staff. The applicable rates will be displayed in the Mess dining room.

2. All meals shall normally be consumed in the dining rooms except during TGIT/TGIF and on other special occasions such as party nights. Members are not permitted to bring outside food into the Mess unless authorized by the PMC.

3. Except when reserved for specific functions, Members and their guests for casual meals may use the Mess dining room. Limits on the number of available seats may be set depending upon staffing limitations.

USE OF MESS FACILITIES

222. GENERAL

1. All facilities and assets of the Mess are held for use by all Mess members. Exclusive use of a room or rooms shall not be authorized when such use would conflict with a planned Mess activity. The PMC may authorize the exclusive use of a room or rooms in the Mess for the benefit of individual members or groups of members, upon application through the Function Supervisor or the Mess Manager's office.

2. Exclusive use of Mess facilities may also be extended to non-members with the approval of the PMC. Such approval shall be guided by the principles that the requirements of the Mess members always come first, or approval of the exclusive use is in the best interests of the service.

3. Any expense involved in exclusive use (by members or non-members) of Mess facilities, including cleaning expenses, shall be borne only by the user or group of users concerned, including administration fees as outlined in Section VI of this document.

223. DEFINITIONS

1. Mess facilities are used for a wide variety of purposes, ranging from official DND hosting to individual social use. Therefore, activities in the Mess are grouped under the following categories:

- a. Mess Functions. Functions which all Mess Members may attend (e.g., Oktoberfest, dinners, and dances). Many of these functions will be supported by Entertainment Funds, and only those attending will be charged for the remaining expenses.
- b. Unit Functions. Functions, either official or social, which are attended by Mess Members from the Canadian Forces College only (Mess Dinners, Meet and Greet, official hosting, etc.). These functions will not normally be supported by Entertainment Funds, except when approved by the Mess Committee. All members of the unit, or only those attending, (as determined by the unit) will be charged for all expenses associated with the function.
- c. Private Functions. All functions where attendance is for the exclusive use of those invited by the OPI or sponsor. The OPI or sponsor is wholly responsible for all expenses. For large functions, such as weddings, a deposit will be required, in an amount to be set by the PMC. Three types of private functions may take place:

- (1) Tier 1 Member function: Applies to private events requested by current Ordinary, Associate, and Honorary Members of the AHOM in good standing. The member will be the OPI for the event. No per capita administration fee or charge to use the AHOM;
- (2) Tier 2 Non-member affiliation function: Applies to those individuals and organizations that are not members of the AHOM but are members of the CAF, or have an affiliation or association with the CAF, and that the PMC authorizes to use the AHOM for a private function. A per capita administration fee of \$10 per person will be levied: this will be capped, at the PMC's discretion, at \$500 for CAF and GoC functions; and
- (3) Tier 3 Non-member function: Applies to all other non-members or organizations, having no affiliation or association with the CAF, and that the PMC authorizes to use the AHOM for a private function. An administration fee of \$20 per person will be levied.

2. OPIs requesting a Tier 2 or Tier 3 private function will be advised by the Function Supervisor of the administration fee to be levied.

3. International Students' Sponsors may be permitted to book AHOM facilities in recognition of their support to the CFC: such functions will normally be considered Tier 2 (uncapped) functions, unless the sponsor is an Associate Member of the AHOM.

224. APPROVAL

1. All functions require the approval of the PMC; however, specific approval authority for numerous recurring or routine activities will be delegated to the Mess Manager. In particular, the Mess Manager may authorize all minor Mess use by units which involve no expenses (e.g., CFC syndicate discussion, unit meetings) or which involve normal official unit hosting expenses (e.g., CFC guest lecture luncheons). If in doubt, the Mess Manager shall refer the request to the PMC. The PMC will discuss with the CO any Non-Member's Private Function that may require clarification of entitlement.

225. REQUEST PROCEDURE

1. Co-ordination. All use of Mess facilities will be coordinated with the Mess Manager who shall ensure that conflicts are avoided. The Mess Manager, once initial checks of suitability have been conducted, will forward those requests that are beyond his/her authority to the PMC for approval.

2. General Conditions:

- a. Wines, beer, or spirits are not to be brought into the Mess. Normal bar prices shall apply to all wine, beer, and spirits dispensed at private functions. At-cost prices will only be authorized by the PMC, and normally only in support of official entertaining or traditional military functions, such as Mess Dinners. At-cost prices will normally only apply to beverages served without direct payment (such as

wine at a Mess Dinner or a designated beverage at a Garden Party), while prices over the bar will be at the retail level.

- b. All barbecues will be held in such away as preserve the ability to enjoy the patio. The gazebo at the bottom of the outdoor garden to the east of the Mess is preferred.

3. Requests. All requests for use of Mess facilities shall be submitted in writing or via the [College website](http://www.cfc.forces.gc.ca/103/160/index-eng.php) (<http://www.cfc.forces.gc.ca/103/160/index-eng.php>) to the Mess Manager at least seven days in advance, giving the:

- a. Date and time mess facilities are required.
- b. User's organization.
- c. Sponsor and OPI.
- d. Intended purpose of use.
- e. Form of entertainment planned (if any).
- f. Number of participants.
- g. Required facilities.

4. The Mess Manager will determine the suitability of the request and evaluate the availability of the requested facilities. The user will then be expected to liaise with the Food Services Manager to determine the availability of food services support. Valid requests, with the availability status, will then be forwarded to the PMC for approval, if required. Upon approval-in-principle, the user is required to meet and finalize arrangements with the Function Supervisor. The Mess Manager will ensure that, where necessary, letters of approval are drafted for the PMC's signature.

226. CHARGES

1. General. Charges levied for functions in the Mess shall cover all costs involved including merchandise, food preparation and clean up, staff wages, and any additional expenses required to support the activity.

2. Private Functions. In order to compensate for overhead expenses, private functions will be charged an administration fee at a rate determined from time to time by the Mess Committee. Private functions will also be charged for cleaning and all other costs directly associated with the function and will be responsible for any damages caused during the function.

227. ENTERTAINMENT

1. Entertainment shall be planned by the Entertainment Sub-committee and approved by the Mess Committee. A Mess entertainment fund shall be maintained by Mess Member subscription at a rate fixed from time to time by a General Mess Meeting. The fund shall be used solely for the provision of entertainment available to Mess Members.
2. The majority of functions in the Mess will be planned and organized by the Entertainment Subcommittee or by individual members. Unit functions (e.g., Mess Dinners, Meet and Greets) are to be organized by staff members of the sponsoring unit.
3. The cost of all functions, beyond any subsidies from entertainment funds or official grants, shall be borne by those attending. If, because of family illness, inclement weather or other unexpected occurrence, a member is not able to attend a function for which a reservation has been made, the member should contact the Mess Manager as early as possible on the day of the event. If this is not possible, the member must contact the PMC on the next working day after the function advising the PMC of the circumstances surrounding the cancellation. The PMC is to exercise discretion in waiving costs for the event.

228. GUESTS

1. Sponsored Guests. Members are encouraged to invite/sponsor guests to the Mess for casual use including TGITs. A member planning to host more than ten guests in the Mess at once must obtain permission to do so from the PMC. Exclusive use of any particular part of the Mess by a Member hosting guests requires a request for the use of Mess facilities. Sponsored guests may not be invited to a Mess function unless such attendance is part of the Entertainment Committee Plan authorized by the PMC. Member Hosts are responsible to the PMC for ensuring that their guests observe the appropriate standards of Mess dress and conduct.
2. Official Guests. Official guests and Guests of Honour, are visitors who have been officially invited to Mess Functions by the PMC, on behalf of the Mess Committee and the CO. The expenses incurred by such guests shall be ascribed to that function. The expenses of official guests at Unit Functions are the responsibility of the unit OPI or sponsor.
3. Minors:
 - a. Persons under 19 years of age shall not normally be hosted in the Mess except for specified occasions established by the Mess Committee or to use the dining facilities.
 - b. Minors are not to linger in the bar area when the bar is open, except for access to the bathroom in the Hatch Bar, and access to the patio through the Aussie Bar. Minors shall be closely supervised by their Host Member at all times, or by qualified personnel employed in the "Kids' Zone".

- c. In order to facilitate the participation of parents in TGITs and other Mess events, a Kids' Zone may be set up in an appropriate location, with dedicated baby sitters, games, etc. Once the Kids' Zone closes, parents are responsible to resume close supervision of their children. Minors may stay in the Mess after the Kids' Zone closes as long as Host Member ensures they remain out of the bar area. For their own safety, as well as the privacy of Mess guests and residents, young children (under 11 yrs of age) must remain with their parents in the vicinity of the area assigned to the function.
 - d. Close supervision, especially of small children, must be exercised in the following areas:
 - (1) Solarium pool;
 - (2) Lower garden pool;
 - (3) Ravine area at the back of the Mess grounds;
 - (4) Downstairs games room;
 - (5) Roof Fire Exit adjacent to the Mess Office; and
 - (6) Historical displays on the College Grounds.
4. Intoxicants. These will not be served to minors. The Host Member (of the minor) may be held personally responsible for permitting a minor (under 19 years of age), to receive or consume intoxicants within the Mess.
5. Visitors. Transient Officers and Academic Guests should be offered the same hospitality that they might receive if they were guests in a private home. Such visitors are the responsibility of any member(s) who may be present at the time; however, there is no requirement for any lavish entertainment.

BAR

229. BAR OPERATIONS

1. Normal hours of operation for the bar and prices for merchandise shall be determined by the Mess Committee and be approved by the CO. Bar operating hours for specific functions shall be detailed when the function is authorized. A current price list of all commodities sold shall be posted at the bar. The serving and consumption of intoxicants is subject to the following restrictions:
 - a. All federal, provincial and municipal laws shall be observed.
 - b. Sale of liquor by the bottle and beer by the case is prohibited.
 - c. Wine may be sold by the bottle.
 - d. All liquor, beer, and wine sold in the Mess will be consumed in the Mess.

- e. Provincial and municipal laws will be observed. As such, the bar is not normally open before 11:00 and does not remain open beyond 02:00. All orders for liquor must be served before 02:00 and all signs of liquor must be cleared 45 minutes after the end time on the license.
- f. Bar staff shall refuse service of alcoholic beverages to patrons where such service might result in violation of DND, federal, or provincial regulations.
- g. Bar staff shall provide "taxi chits" (\$10 value) to Ordinary and Associate Members upon request to help avoid any chance of driving under the influence (DUI). The associated taxi fees shall be charged to the member's mess account, less an amount of \$10.

2. The Mess Committee will set and publish the hours of operation for the bar in advance, including late opening for particular designated functions. Should Mess Members using the bar wish for the bar to be kept open later than published hours, the following officers may authorize this extension with the agreement of the duty bar staff, within the hour restrictions stipulated above:

- a. Commandant, CFC.
- b. AHOM CO.
- c. PMC.
- d. Mess Manager.
- e. Any voting member of the Mess Committee.

230. MESS ACCOMMODATION

1. The allocation, care and custody of accommodation suites and rooms in the Mess are responsibilities of the Commanding Officer, Canadian Forces College.

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SECTION III: DUTIES AND RESPONSIBILITIES

MESS COMMITTEE

301. PRESIDENT OF THE MESS COMMITTEE (PMC)

1. The PMC shall be responsible to the CO and the Mess Members for:
 - a. Ensuring the efficient administration and management of the Mess in accordance with the Constitution and By-laws of the Mess, applicable Administration Orders and QR&O, NPF guidelines, and other regulations and instructions which may be published from time to time.
 - b. Calling of Mess Committee and General Mess Meetings and presiding at these meetings.
 - c. Providing direction to the Mess Manager.
 - d. Developing, in conjunction with the Mess Manager, a liaison with the College Administration staff and, in particular, the Caterer, to ensure that food service support is responsive to Mess requirements.
 - e. Reviewing the minutes of each Mess Committee or General Mess Meeting and their presentation to the CO for approval.
 - f. Supervising the Mess Committee members' in the conduct of their duties.
 - g. Designating a replacement to assume the duties and responsibilities of an absent member of the Mess Committee, in liaison with the appointing authority in the Constitution.
 - h. Approving, or denying, requests for use of the Mess.
 - i. Signing forms and requisitions for payments, purchases, wages, etc., except when otherwise delegated to the Mess Manager.
 - j. Endorsing the Mess annual and semi-annual supplementary budgets.
 - k. Maintaining the standard of discipline, dress, and deportment within the Mess.
 - l. Investigating unpaid Mess bills and, if necessary, reporting serious violations to the CO.
 - m. Providing in-briefing to the new NSP and JCSP classes at the beginning of the academic year.

- n. Complete the Non-Public Property Financial Delegated Authorities and Contracting Course prior to or as soon as possible upon appointment in order to discharge relevant delegated NPF authority.
- o. Assuming any other Mess duties and responsibilities that may be assigned by the CO.

302. VICE PRESIDENT OF THE MESS COMMITTEE (VPMC)

- 1. The VPMC shall be responsible to the PMC and will:
 - a. Understudy the duties and responsibilities of the PMC in order to be capable of assuming such duties and responsibilities.
 - b. Complete the Non-Public Property Financial Delegated Authorities and Contracting Course prior to or as soon as possible upon appointment in order to discharge relevant delegated NPF authority.
 - c. Attend all Committee and General Mess Meetings.

303. ENVIRONMENTAL REPRESENTATIVES OF THE MESS COMMITTEE

- 1. The RCN, CA, RCAF representatives shall be responsible to the PMC and will:
 - a. Be nominated from the JCSP cohort by the JCSP Prog O.
 - b. Attend all Committee and General Mess Meetings.
 - c. Become a member of the entertainment sub-committee.
 - d. Assist in the coordination of long-range development planning for the Mess.
 - a. Act as the Mess Committee's POC for environment-specific activities and issues that may arise.
 - b. Assume other Mess duties assigned by the PMC or by the CO.

304. MEMBERSHIP SECRETARY

- 1. The Membership Secretary shall be responsible to the PMC and will:
 - a. Coordinate applications for membership of new Associate Members and Honorary Members.
 - b. Maintain the register of Associate Members and Honorary Members and present the register for ratification at the General Mess Meetings.
 - c. Assume other Mess duties assigned by the PMC.

305. SECRETARY

1. The Secretary shall be responsible to the PMC for:
 - a. Notifying appropriate members of the time, place, and date of Mess or Mess Committee Meetings.
 - b. Preparing the agenda for Mess and Mess Committee Meetings and posting and distributing them as required by the Constitution.
 - c. Recording, reproducing and distributing the proceedings of Mess and Mess Committee Meetings.
 - d. Preparing and dispatching correspondence as the PMC directs;
 - e. Initiating an annual review of the Mess Constitution and By-laws, in liaison with the PMC.
 - f. Preparing and posting seating plans, if required, for Mess-sponsored functions.
 - c. Actively communicate to the membership all relevant information through email distribution lists, the Mess internet and intranet sites as well as Mess noticeboards.
 - d. Act as the information management officer (IMO) for the AHOM.
 - e. Completing other Mess duties as detailed by the PMC.

306. FINANCE OFFICER

1. The Finance Officer is responsible to the PMC for:
 - a. Assisting in the preparation of the yearly budget.
 - b. Monitoring financial results in comparison to the budget.
 - c. Interpreting financial statements and advising the PMC on the financial condition of the Mess.
 - d. Conducting liaison with the Personnel Support Programme Accounting Manager.
 - e. Ensuring that the Mess Committee is aware of the financial implications of any decision.
 - f. Performing such other Mess duties as assigned by the PMC.

307. BAR OFFICER

1. The Bar Officer is responsible to the PMC for:
 - a. Monitoring the bar profit margin to ensure compliance with NPF regulations (as when stock prices change).
 - b. Conducting periodic bar stock checks with the Mess Supervisor or the Mess Manager, ideally on a monthly basis but no less than once every three months.
 - c. Verifying periodically the integrity of all dispensers, shot glasses, and draft beer glasses in comparison to the units of accountability (see [A-FN-105-001/AG-001 Chapter 36 Annex A](https://www.cfmws.com/en/AboutUs/Library/PoliciesandRegulations/Finance/AFN105/Documents/Chap36_e.pdf) (https://www.cfmws.com/en/AboutUs/Library/PoliciesandRegulations/Finance/AFN105/Documents/Chap36_e.pdf)).
 - d. Recommending the composition of bar stock and the selection of wines.
 - e. Recommending changes to bar operating hours.
 - f. Performing such other Mess duties as assigned by the PMC.

308. ENTERTAINMENT OFFICER

1. The Entertainment Officer shall be responsible to the PMC for:
 - a. Organizing and supervising the Entertainment Subcommittee.
 - b. Reviewing the minutes of Subcommittee meetings as appropriate and presenting them to the PMC for approval.
 - c. Briefing the PMC, the Mess Committee, and the membership on entertainment activities and tasks.
 - d. Providing the Mess Manager, Mess Supervisor and the Chair of the Associate Members with a detailed list of activities for the next and subsequent month for publication in the monthly notice to the membership.
 - e. Assisting the Mess Supervisor with preparation of the annual Entertainment budget, and the monitoring of that budget.
 - f. Providing direction and assistance to designated OPIs of Mess entertainment functions.
 - g. Complete the Non-Public Property Financial Delegated Authorities and Contracting Course prior to or as soon as possible upon appointment in order to discharge relevant delegated NPF authority.
 - h. Performing such other Mess duties as assigned by the PMC.

309. HOUSING OFFICER

1. The Armour Heights Officers' Mess is a heritage building; thus, any renovations or additions of a permanent or decorative nature must preserve and enhance the condition and appearance of the building. The authorization of the CO is required for any alterations to the exterior of the Mess.
2. The Mess is an institution steeped in military tradition, and must serve the needs of its members. The decor must preserve the history of the building and the sighting of trappings and artefacts must reflect the unified structure of the Canadian Armed Forces.
3. The Housing Officer is responsible to the PMC for:
 - a. Ensuring that all Mess properties, both public and non-public, are properly catalogued and maintained.
 - b. Verifying the location and condition of trappings and artifacts held by the Mess and recommending action for their repair or preservation.
 - c. With the assistance of the Mess Manager, acting as the liaison for the acceptance and sighting of future donations.
 - d. Conducting periodic rounds of all public spaces and Mess exterior and advising the Mess Manager of any repair or cleaning concerns.
 - e. Maintaining a long-term plan for Mess renovations and improvements to be presented to the Mess Committee on a regular basis, and presenting a summary to the membership when appropriate.
 - f. Undertaking special projects as directed by the PMC.

310. LIVING-IN REPRESENTATIVE (MAYOR OF RALSTON)

1. The Living-in Representative shall be responsible to the PMC for:
 - a. Representing the living-in Mess Members interests on the Mess Committee.
 - b. Raising any living-in concerns to the Accommodation Manager, Mess Manager, CFC Operations Staff, and the PMC as appropriate.
 - c. Acting as the OPI for living-in social activities, including liaison with the Caterer, Mess Supervisor, CFC Operations Staff, or any alternative catering arrangements that may be necessary.
 - d. In partnership with the Living-out Representative, conduct periodic reviews of the Mess coffee and catering arrangements to ensure that membership receives the best value for money, making suitable recommendations to the PMC and/or the Mess Committee as appropriate.

- e. Accounting for the "Mayor's Chit" in accordance with NPF guidelines to a maximum of \$100 per month.
- f. Performing such other Mess duties as assigned by the PMC.

311. LIVING-OUT REPRESENTATIVE

1. The Living-out Representative shall be responsible to the PMC for:
 - a. Representing the living-out Mess Members interests on the Mess Committee.
 - b. Raising any living-out concerns to the Mess Manager, CFC Operations Staff, and the PMC as appropriate.
 - c. Acting as the living-out POC for any alternative catering arrangements that may be necessary due to planned social activities, etc.
 - d. In partnership with the Living-in Representative, conduct periodic reviews of the Mess coffee and catering arrangements to ensure that membership receives the best value for money, making suitable recommendations to the PMC and/or the Mess Committee as appropriate.
 - e. Performing such other Mess duties as assigned by the PMC.

312. NATIONAL SECURITY PROGRAMME REPRESENTATIVE

1. This officer will ensure that NSP students' concerns are represented to the PMC and the Committee. The representative is also expected to represent the views of the Mess Committee to the NSP students as appropriate. In view of their workload and seniority, the students attending NSP will not normally be selected for other positions on the Mess Committee.

313. COHORT REPRESENTATIVE

1. Cohort reps will be designated as required. They will be responsible for representing the unique needs of specific temporal or permanent cohorts. They will also be members of the entertainment sub-committee.

ENTERTAINMENT SUBCOMMITTEE

314. COMPOSITION OF THE ENTERTAINMENT SUBCOMMITTEE

1. There shall be a Mess Entertainment Subcommittee, chaired by the Entertainment Officer. Membership will consist of:
 - a. JCSP and NSP Entertainment Representative – selected by JCSP and NSP Prog Os.
 - b. Chair of the Associates – elected by the Associate Members.

- c. Other members as deemed necessary by the Entertainment Officer.
2. A representative of the AHOM Spouses Club and the Caterer may attend meetings of the Entertainment Committee in an ex-officio capacity.

315. RESPONSIBILITIES

1. The Entertainment Subcommittee is responsible for:
 - a. Preparing the Mess entertainment schedule and associated budget and submitting the schedule and budget to the Mess Committee for approval.
 - b. Coordinating general entertainment functions of the Mess and, in particular, for the planning, implementation and sponsorship of individual functions.
 - c. Establishing attendance limits at Mess entertainment functions.
 - d. Controlling spending for entertainment functions and for providing direction to the Mess Manager on distribution of charges.

316. FUNCTION OPI

1. A Function Office of Primary Interest (OPI) will be assigned to ensure the success of each entertainment function in the Mess. The Function OPI's responsibilities and duties include:
 - a. Planning and coordination of bar and food services for the function, and submit the plan and budget to the Entertainment Officer for approval.
 - b. Coordination of music or other entertainment services required for the function through the Mess Manager's office.
 - c. Budgeting and costing the function so that costs remain within the guidelines set by the Entertainment Subcommittee.
 - d. Compilation of a list of attendees at the function to be passed to the Mess Manager for calculation of charges and billing for the function.
 - e. Drafting the Administrative Instruction (when required) for review by the Entertainment Officer and signature by the CFC COS.
 - f. Promptly providing all bills and related paperwork to the Mess Supervisor on completion of the event to ensure the timely closure of the event file.
 - g. Coordinating the completion of a detailed AAR and the retention of relevant files to guide the co-ordination of similar events the following year. After Action Reviews (AARs) are to be submitted to the Mess Secretary within 14 days after an event concludes.

317. MEETINGS AND REPORTS

1. The Mess Entertainment Subcommittee shall meet at the call of the Entertainment Officer to consider and reach consensus on all matters of entertainment scheduling and budgeting for subsequent presentation to the Mess Committee and general membership. Minutes will be kept for the approval of the PMC. Normally, these meetings shall precede Mess Committee meetings where the minutes will be tabled and authority to proceed with projects will be sought. The Subcommittee is authorized to disburse funds within the budget approved by the Mess Committee. The Entertainment Officer shall brief the Mess membership at General Mess Meetings on the work of the Subcommittee.

OTHERS

318. MESS MANAGER

1. The Mess Manager is responsible to the CO for managing the Mess in accordance with all public and non-public regulations and instructions, and for supervising the Mess staff. The Mess Manager will be responsive to the PMC and Mess Committee for all matters within their mandate. In particular, the Mess Manager will:

- a. Co-ordinate the ordering and payment for gifts, mementoes and tributes from the Testimonial Fund.
- b. Ensure accurate membership records are maintained.
- c. Coordinate the preparation, mailing, and distribution of monthly Mess notices.
- d. Attend Mess Committee and Housing Subcommittee meetings in an ex-officio capacity.
- e. Manage the Mess budget.
- f. Provide the PMC on the 15th of each month with a list of accounts receivable over 60 days.
- g. Periodically advise designated office holders of VIP Hosting bar cards of the status of their account.
- f. Coordinate all requests for the use of Mess facilities.

2. The Mess Manager is responsible for all aspects of the food service operation on behalf of the PMC for NPF activities. This includes coordination of the activities of the Caterer who is responsible for the operation and upkeep of the kitchen. These two supervisors will have many areas of mutual interest and responsibility and must, therefore, work in close consort with each other.

3. The Mess Manager will be required to attend certain Mess functions, as directed by the PMC, to ensure the efficient operation and coordination of the function.

319. MESS SUPERVISOR

1. The Mess Supervisor is responsible to the Mess Manager for all public and non-public aspects of the bar operation and will be responsive to the Bar Officer for stock selection. The Mess Supervisor is also responsible for maintaining records of all Mess charges, preparing and distributing Mess bills, collecting and accounting for Mess bill payments and responding to queries from Mess members about their accounts.

320. FUNCTION SUPERVISOR

1. The Function Supervisor is responsible to the Mess Manager for all public and non-public aspects of Mess functions. Under the Managers' discretion, he/she will supervise all mess functions. The Function Supervisor is also responsible for maintaining, preparing, and distributing function recaps, as well as customers' invoices.

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SECTION IV: PROCEDURES FOR MESS DINNERS AND MIXED FORMAL DINNERS

401. GENERAL

1. The membership of the Armour Heights Officers' Mess is made up of officers and civilians representing a broad diversity of national, international, environmental, regimental, and branch backgrounds, each with unique Mess customs and traditions. In the interest of standardization, therefore, it is considered appropriate to outline the customs and procedures applicable to Mess dinners and mixed formal dinners held in the AHOM.
2. For the most part, these procedures reflect customs and protocol that are common to most military Messes, but inevitably there will be some that differ from those found elsewhere. In any case, the procedures outlined here are not intended as hard and fast rules but rather as guidelines which may be modified as required to meet the needs of specific groups or functions.

402. MESS DINNERS

1. Attendance. A Mess dinner, either sponsored by the Mess or a member unit, is an official function with the status of a parade. Attendance at a Mess dinner, therefore, will normally be compulsory for Ordinary Members, except for those who have been specifically excused or unless instructed otherwise by the Mess or unit CO.
2. Assembly. Timings for Mess dinners shall be published in advance and will normally be 19:00 hours for 19:30 hours unless promulgated otherwise. All attendees shall gather in the Mess prior to the published assembly time to await the arrival of the senior host and, if appropriate, the guest(s) of honour.
3. Paying Respects. Upon the arrival of the senior host and guest(s), attendees shall come to attention and remain so until the host has acknowledged their assembly. During the pre-dinner assembly period attendees should take the opportunity to pay their respects to the guest(s) of honour and other guests in the Mess.
4. Pre-Dinner Drinks. Sherry and non-alcoholic punch may be served in the Great Hall or King George Room with other beverages and soft drinks available at the Main bar.
5. Seating Plan. A table seating plan will be displayed in the Great Hall during the pre-dinner assembly period. Attendees should confirm their seating location as soon as practicable after arrival in the Mess.
6. Pre-Dinner Warnings. If available, a trumpeter or piper will play both a 15-minute and 5-minute warning call prior to dinner. At the appointed time the Mess Manager will announce that Dinner is served and Mess members other than those seated at the Head Table will move to the Dining Room and take their places standing behind their seats. The PMC will then escort the senior host and guest(s) of honour into the Dining Room.

7. Conduct of Dinner. Attendees will remain standing behind their chairs until the Padre (or other member as designated by the PMC) has said grace. On completion of the grace, all shall be seated.
8. Band. When a band is in attendance, appropriate dinner music shall be played at intervals throughout the meal.
9. During Dinner. Attendees should take advantage of the opportunity to enjoy good fellowship, pleasant conversation and fine food and wine in an atmosphere of elegance and relaxed formality.
10. Standards of Behaviour. The PMC is responsible for ensuring that standards of decorum and conduct befitting a formal occasion are maintained throughout the evening.
11. Smoking/vaping. Smoking/vaping in the dining room is not permitted. Smoking/vaping is only permitted in designated areas.
12. Consumption of Wine or Port. The consumption of wine and/or port during the dinner is entirely optional. Water will be available on request throughout the meal and may be used for all toasts. On occasions when alcohol is served as part of the meal, the Mess will offer a two-tiered pricing system. The onus is on the individual to advise the Mess Manager in advance that he/she wishes to opt for a non-alcoholic beverage with the meal. Normally the member's place card will be marked so as to alert the mess staff of the situation.
13. Passing the Port. After the final course has been served and the table cleared, port decanters shall be carried into the dining room, led by the piper if one is present, and placed at the right-hand end of each line of diners. Once the PMC has tasted the port he/she will initiate the passing of the port by passing the decanter to the person on his/her left. At this signal, all diners with port in front of them shall charge their glasses and then pass the decanter to the left. In passing the port, attendees are free to observe their individual service, environmental, or regimental traditions concerning whether or not the decanter should touch the table between diners. Once the port glass has been filled, it should not be touched until the Loyal Toast.
14. Loyal Toast. When all diners have charged their glasses the PMC shall rap his/her gavel, rise, and announce to the Vice-PMC either "Mister (Madam) Vice, the Queen of Canada" or "Monsieur le vice-président (Madame la vice-présidente), à la Reine du Canada". The Vice-PMC will then rise alone and announce to the assembly in the other official language "Ladies and gentlemen, the Queen of Canada" or "Mesdames et messieurs, à la Reine du Canada", as appropriate. At this point all others present shall rise and stand to attention, either leaving their glasses on the table or holding them at waist level. If a band is present it shall then play either the first six bars or one full verse of God Save the Queen, as dictated by protocol. The assembly shall then raise their glasses and announce individually in French or English "The Queen"/"La Reine" and take the Loyal Toast. Glasses shall then be lowered to the table and the assembly shall be seated. When officers or distinguished persons from the Commonwealth of Nations are present, the loyal toast shall be to "The Queen, Head of the Commonwealth"/"À la Reine, Chef du Commonwealth" in lieu of "The Queen of Canada"/"À la Reine du Canada".

15. Toasts to Other Heads of State. If foreign dignitaries are present as guests of honour it is appropriate to then toast the individual heads of state of each nation so represented using the same bilingual format and procedures as for the Loyal Toast. When a number of non-commonwealth nations are officially represented amongst the assembly, it is acceptable to propose a collective toast to "the heads of state here represented/à la santé des chefs d'état ici représentés", in which case individual national anthems are not played in conjunction with the toast. It should be noted that individuals on exchange or liaison duties, attending the dinner as members, are not normally considered to be foreign dignitaries representing their nation.

16. Occasional Toasts and Marches. Following the toasts to the Queen and other heads of state, additional toasts appropriate to the specific occasion or assembly may be proposed (e.g., Naval toast of the day, toast to a regimental birthday). Such toasts may involve the playing of the associated environmental/regimental/branch march in conjunction with the toast. [Note: At occasions where large numbers of military marches are to be played, such marches will normally occur at the end of the programme, immediately prior to adjournment].

17. Piper's Toast. If a piper is present the senior host will normally share a "Quaich" with the piper following the formal toasts. On cue, the piper will march into the dining room, halt before the senior host and pay his respects. The Mess Manager will then proffer a tray containing two Quaich cups. The senior host will give one to the piper and take one himself. The piper will raise his cup and say:

"Slainte" (pronounced Slawn-cha) meaning "Good health",

To which the senior host will reply:

"Slainte Mhath" (pronounced Slawn-cha Vah) meaning "Good health to you!"

They shall then both drain their cups and return them to the tray. Water may be substituted for the traditional beverage upon request.

18. Following the Toasts. When all toasts have been completed tea and coffee will be served, either at table or in the Great Hall or Coronation Room. Liqueurs will not normally be served at the table but may be served in the Great Hall or Coronation Room immediately upon leaving the dining room.

19. Break. When lengthy after dinner formalities, such as speeches and presentations, are scheduled the PMC may call a short break at an appropriate time.

20. Acknowledgements. While coffee is being served, the Director of Music and Chief Cook may be invited to join the senior host and guest(s) of honour at the head table for a glass of port. The PMC may also choose to recognize the kitchen staff and bar stewards by calling them forth for a round of applause.

21. Post-Dinner Introductions and Remarks. Traditionally, the PMC will next make any announcements suited to the occasion and introduce the head table and other guests or speakers as appropriate. Speeches and presentations may then follow. Note that the circumstances of any given dinner may warrant a different timeline and moving up the introductions and remarks earlier in the evening. This is quite acceptable as long as all involved – especially the senior host, guest(s) of honour and mess staff – are made aware of such alternate arrangements well in advance.

22. Military Marches and Anthems. At some Mess dinners the programme may include the playing of the respective military marches and anthems of each of the various national, environmental services, regimental, and branch affiliations represented at the dinner. Where large numbers of marches are to be played they will normally take place at the end of the programme just prior to leaving the dining room.

23. Canadian Marches. Canadian marches shall be played first in traditional order of precedence, followed by the military marches or national anthems of the allied members present in alphabetical order by nation. After the final march, the band will often play its own regimental march. 'O Canada' may also be played on completion of all marches. The order of marches and anthems will normally be printed in the dinner programme.

24. Procedure During Marches. During the marches, members traditionally stand to attention for the playing of their own national, environmental, regimental, or branch march and for those of any other formation or group with which they have previously served or been directly affiliated. For all other marches attendees should remain seated and accord due recognition and honour to their fellow officers as their marches are played.

25. Termination of Dinner. The dinner is officially over when the PMC rises to escort the guest(s) of honour and senior host from the dining room. All participants will rise and remain standing until the head table party has left the room. Participants may then leave the dining room or return to their seats to finish coffee or port.

403. MIXED FORMAL DINNERS

1. The procedures outlined in Article 402 will be followed for mixed formal dinners with the exceptions that:

- a. Service members will be paired with their guest seated to their right, in accordance with the seating plan.
- b. The PMC's permission will not be required to leave the table during dinner.
- c. All china and wine glasses will not necessarily be removed prior to the toasts.
- d. After the loyal toast, service members will normally honour their spouses/guests with a toast as appropriate.
- e. A break will normally be taken following the toasts and before the start of any speeches/presentations.
- f. Military marches will not normally be played.

**CANADIAN FORCES COLLEGE
ARMOUR HEIGHTS OFFICERS' MESS
CONSTITUTION AND BY-LAWS**

SECTION V: THE HISTORY OF ARMOUR HEIGHTS

501. EARLY HISTORY

1. The story of the Staff College begins, in a sense, with the story of the land on which it is situated. It is interesting to look back and see how the history of farm Lot 11, Concession 1, West of Yonge, came to be mixed up on two different occasions with the histories of two air forces and the Canadian Forces.

2. The land, along what is now Yonge Street, had been surveyed in 1791 but it was not until 1797, when the Parliament of Upper Canada was moved from Niagara to a wooden building in the tiny village of York, that settlers, mostly United Empire Loyalists and discharged members of British forces in Canada, began to take up land north of the village. The location was originally known as Lot 11, Concession 1, West of Yonge Street, a property of 220 acres "more or less". It was a little over a mile and a quarter long and a quarter of a mile wide and lay between what is now Bathurst and Yonge Streets, and immediately north of Wilson Avenue. The eastern end of the property is in a valley through which the Don River runs. It is likely that in this valley portion of the property, or close to it, was the trans-shipment point for the fur bateaux that led to Lake Simcoe and the route to Michillimackinac and the head of the lakes.

3. Sometime before 1837, Lot 11 came into the hands of John Armour. With the exception of the east quarter of the lot, the part which is down in the Don Valley and fronts on Yonge, which was sold about the middle of the century to the Hogg Brothers, the property remained in the hands of the Armour family. It was this family which gave its name to the Armour Heights district.

502. STRATHROBYN

1. The promoter who started the chain of events which changed the farmland of the Armours and their neighbours into the fine residential area it is today was Colonel F.B. Robins, honorary colonel of the Toronto Scottish Regiment, a flamboyant figure who became a legend in his time. It was to be his misfortune that he was twenty-five years ahead of his time and few of the projects he planned were realized while he was still in a position to profit from them. One thing he did accomplish, during the period when he was a power in real estate circles in Toronto, was to build the country estate which he called Strathrobyn and which was one day to be the Officers' Mess of the Canadian Forces College.

2. Strathrobyn was built in 1914; a fine stone house of 18 bedrooms which was set in beautifully landscaped grounds. The previous year, a plan for the subdivision of the Armour Heights area had been filed by a company called City Estates of Canada, whose president was listed as Henry M. Pellatt, the famous owner of Casa Loma.

3. It was a plan for 552 lots and an undivided piece of property of about 20 acres called Block A. It was on this latter property that Colonel Robins built his house the following year. The outbreak of the First World War kept the planned development from being realized and

postponed the test of whether people were willing to buy lots six miles north of the settled part of Toronto.

503. ARMOUR HEIGHTS AIRFIELD

1. Early in 1917, when it had become apparent that power in the air was going to be an increasingly important part of the battle, the Royal Flying Corps established in Canada a First World War version of the Commonwealth Training scheme. A headquarters was set up in Toronto, six major airfields were built and a force quickly built up which, at its most active period, numbered over six thousand and which accepted for training in the summer of 1917, fifteen hundred American pilots and ground crew. One of the airfields that this air force built was at Armour Heights on land made available by Colonel Robins, which was the western portion of old Lot 11 and Social part of Lot 12.
2. Early in 1918 a "School of Special Flying" was opened at Armour Heights and the forerunner of the RCAF Central Flying School had a brief summer of glory. A number of men who later became prominent in Canadian aviation took instructors' courses here, including a former Chief of the Air Staff, Air Marshal Wilfred A. Curtis.
3. The RAF abandoned the airfield in the late fall of 1918 but it remained in operations for the first few years of the peace as the newly formed company of Bishop-Barker Aeroplanes Limited took over. It was during this period that Air Marshal William A. Bishop had the most serious accident of his career when an aircraft he was landing hit a muddy depression and flipped heavily onto its back. Mr. Phil Garratt, Managing Director of de Havilland of Canada, remembers taking the night flying test for his commercial ticket from this airfield. The mapping and aerial photography, which was offered by Bishop-Barker Aeroplanes Limited, was ahead of its time and when this company folded, the airfield fell into disuse. Twenty years later an abandoned hangar, water cans, and a couple of old rotary engines still marked the spot where one of the busiest airfields in Canada had existed.
4. The Officers' Mess for the old Armour Heights airfield was somewhere along the edge of the ravine towards Colonel Robins' big house. Mr. Hamilton Cassells, in his article in Ontario History, "York Mills, 1800-1955", describes the hospitality extended by Colonel Robins: "Many American pilots were trained (at Armour Heights). Strathrobyn was host to virtually all of the greats of aviation who came to this part of the country and to many other leading figures of the day. Earl Haig stayed at Strathrobyn, when he presented the Toronto Scottish with its colours, and a dance was held there for the Prince of Wales. Vernon Castle, the famous dancer who served with the RFC, was also a frequent visitor before his untimely death in a flying accident in Texas."
5. After the War, Colonel Robins embarked on another plan for the development of the Armour Heights area. A company called Armour Heights Annex Limited, W.P. Mulock, President, submitted a plan of development not greatly different from the plan of subdivision that had been submitted earlier. Time, however, was still not ripe for the development of the area and Strathrobyn continued to sit in rather lonely splendour amidst pasture and a few houseless boulevards.

504. THE WAR STAFF COLLEGE

1. In 1926, Strathrobyn was sold to Mr. Albert L. Ellsworth of B.A. Oil for \$175,000. Mr. Ellsworth also bought land from Colonel Robins to the west of the main property, and the last of Colonel Robins' interests in the area was closed out. Mr. Ellsworth renamed the house Glenalton and used it as his residence until shortly before the RCAF rented it from him in 1942 for a War Staff College. He was reputed to have spent \$100,000 in improvements on the building and grounds.

2. This estate was first noticed as a possible property to be acquired by the Government by Air Vice-Marshal Frank McGill, then Air Commodore and Air Officer Commanding of 1 Air Command, when he was looking, early in the war, for a place that could be made into a convalescent home. Glenalton did not seem entirely suitable for this purpose and another place was chosen, but in the summer of 1942, when a War Staff College for the RCAF began to be discussed, Air Vice-Marshal McGill remembered Glenalton, and in November 1942 it was rented from Mr. Ellsworth for the duration of the war and six months thereafter.

3. The RCAF War Staff College was formed on 1 August of the following year and the first Commandant, Air Commodore George E. Wait, arrived later the same month. The first class arrived the following month for a twelve-week course. The buildings, which were to become affectionately known as the "Stables" were converted into offices and classrooms and the Staff College had taken a physical shape that was to remain unchanged for nearly ten years. On 16 October 1945, the designation of the RCAF War Staff College was changed to the RCAF Staff College. In 1946, Course 9 became the first six-month course to be held and later, in 1948, Course 13 became the first of the ten month courses.

4. In the fall of 1945, the government bought Glenalton to be the permanent home of the RCAF Staff College from Mr. Ellsworth for \$103,500.

5. This was not the last transaction in which Mr. Ellsworth figured. In October 1948, the Air Officer Commanding of Training Command proposed to Air Force Headquarters that lots adjoining the Staff College should be purchased and used in the building of Permanent Married Quarters. Most of the lots belonged to Mr. Ellsworth. By June the following year, this proposal had been developed to the point where twenty PMQs had been planned, and it was recommended that ten lots to the west of the administration building and across Sandringham Drive would be purchased also. At this point the plan began to fail, as the objection was made that the high unit cost of these married quarters would not be in accordance with government policy. The issue remained in the balance all fall until at last, on receiving a strong recommendation from the AOC of Training Command that the land be bought. It was finally agreed that the land adjacent to the existing Staff College property should be purchased for a price of about \$30,000, without prejudice to whether PMQs should be built. These lots are the areas now taken in by the parking lots and Burns Hall.

505. LATER DEVELOPMENT OF THE RCAF COLLEGE

1. In 1952, the cornerstone was laid for Curtis Hall, the new administration building, and the biggest single improvement in the facilities at the Staff College, was underway. The cramped frame buildings of the "Stables" might have some appeal to the sentiment of old graduates, but they became completely inadequate when the course was increased from forty-two to sixty students. Curtis Hall was the first Staff College building to be designed from the beginning as part of an educational institution, and most people who have visited it or worked in it will agree that it is exactly suited to its purpose. Those old graduates who may wonder how much at home a red brick building is in the company of older buildings of another era can be reassured – the spacious grounds and well-chosen site of the new building keep the buildings from detracting from one another and the whole setting of the College continues to be remarkably harmonious.

2. A later improvement made to the Staff College was the building of a new kitchen and dining room on the back of the big house, the larger courses having made the old dining room completely inadequate and other facilities crowded. The new space made it possible for the library to spread out into the old dining room and for the working quarters of the building to be improved. The purchase of oak panelling for the new room by the members, and purchase of china cabinets by two subsequent courses both contributed to making the new dining room attractive, as well as spacious.

3. In 1961, the north wing was added to Curtis Hall, and the building assumed its present U-shape configuration. The additional space made it possible to move the library out of the Mess building and not only allocated the whole top floor of the new wing to it, but also allowed for storage and cataloguing space on the ground floor. A good-sized conference room and additional offices took up the remainder of the ground floor. The basement portion provided much-needed space for the Graphic Arts Section, and the Précis Room/Distribution Centre.

4. The following year, the Air Council approved the creation of the Air Force College (as opposed to the RCAF Staff College) which was to comprise a headquarters, a staff college, a staff school, and an extension school. All of these components were to be located at the Armour Heights site, except for the staff school, which was to be located at 1107 Avenue Road, about three miles south of the main campus. Plans were subsequently drawn up to consolidate all College components at Armour Heights, but before these could be implemented, the Armed Forces underwent a fundamental change in organization, and the plans were shelved.

506. CANADIAN FORCES COLLEGE

1. In 1964, unification and integration of the Armed Forces became law, and in September 1965, Course 30 commenced as the last Air Force Staff College Course. Early in 1966, the Air Force College was directed to produce a new course, which would be conducted for students from all three former Services and by a staff from all three of the new elements or environments (sea, land, and air). Thus, Course 1 of the new series started in September 1966, and the College was re-designated "Canadian Forces College," with all components converted officially in July of 1966. The student body at the Staff College rose to ninety-eight students, which resulted in a requirement for four more DS offices and syndicate rooms; and so, along with other educational institutions in Toronto, Armour Heights acquired two "portables", which were tucked away inside the "U" of Curtis Hall, and which provided six additional syndicate rooms.

2. In 1969, the Officer Development Board Report was published, and a planning group was set up in Ottawa to implement its recommendations. This group evolved into the Canadian Defence Education Establishment (CDEE) HQ that functioned from 1 January 1970 to 1 October 1972 as a command headquarters for the Service Colleges and the Staff Colleges. At one time during this period, it was hoped to consolidate all of the Staff College components in one location. However, a general lack of funds prevented this, and an alternate plan was adopted, which would convert the CFSC course following No. 8 to a Command and Staff Course commencing in September 1974. Meanwhile, on 1 October 1972, CFHQ was reorganized, and CDEE was converted to the Directorate of Education in the CP Branch.

3. In 1971, the Metropolitan Toronto Roads Department extended Wilson Avenue east down the hill to link up with York Mills Road at Yonge Street. This resulted in a loss of about seven acres off the south side of the property, including the old Coach House, the students' parking lot and an entrance off Wilson Avenue. Metro replaced our lost facilities with a new parking lot, a new "portable" for the Extension School, a new three-bay garage, and a new entrance off Yonge Boulevard. The extended and widened Wilson Avenue connects with the TTC subway station at Yonge Street, only a few hundred yards from the College.

4. In 1973, approval was granted for the addition of a third floor to Curtis Hall, to provide additional accommodation for both Course 8 and the new Command and Staff Course, on which about 150 students were expected. This figure was then scaled down to 128 students. In 1974, four additional portables were built on the parking area just west of Curtis Hall to provide additional staff offices and some sub-syndicate rooms, particularly for land phase studies.

5. 1974 saw additions to the Officers' Mess, which doubled the size of the dining room to accommodate a total of 166 staff and students at Armour Heights (and allow for future increases). A large lounge area was also built between the dining room and the Coronation Room. This lounge was subsequently converted to a guest lecturer/VIP dining room. The auditorium in Curtis Hall, which has seen regular renovations over the years, also had changes made in the summer of 1977, when the main floor area was "stepped up" to provide three seat levels for staff and students; other changes were made to projection, stage and lighting facilities to improve its efficiency.

6. In 1983, a Mess improvement programme was initiated to upgrade facilities which had deteriorated. The Mess main bar was doubled in size and all Mess common rooms were refurnished. Finally, in October 1984 a project was begun to reconstruct the Solarium, which had deteriorated badly. The Solarium project, completed in February 1986, included tinted glass, a new heating and ventilation system and upgraded lighting, while maintaining the classic appearance of the original structure.

7. An extension to Curtis Hall began in late 1985, and this new building, subsequently named Burns Hall, was released to DND on 1 Apr 1988. This additional space provided for a new library, sixteen new syndicate rooms, an ADP facility and a third auditorium. The space vacated in Curtis Hall was then converted to provide space for staff offices, graphic arts and the distribution centre.

8. In late 1989, a new residence for the Commandant was completed adjacent to the Officers' Mess. The year 1998 saw a third floor and the Rowley Auditorium added to the north wing of Curtis Hall to accommodate newly-established advanced courses. In addition, the Dextraze Fitness Centre built next to the Mess was opened. The Ralston Residence, with 96 suites, was completed in October 1999. Construction of an extension to Curtis and Burns Halls was begun in the fall of 2001 and completed in spring 2002. This, DeWolf Hall, provided additional office space, an expansion to the library and facilities for exercise support and war-gaming.

9. Following the closure of the Downsview Officers' Mess in 1995, the Armour Heights Officers' Mess became the Mess for all officers serving with Regular Force units in the Toronto area. Upon the opening of the Denison Armoury Officers' Mess in June 2002, the Armour Heights Officers' Mess reverted to its former status as the officers' mess for the Canadian Forces College, a role which continues today. The Commander of the Royal Canadian Navy was on hand in May 2013 when the former VIP Dining Room was formally inaugurated as the Salon Brodeur, an homage to this illustrious family which had contributed so much to Canada's naval heritage, from Louis-Philippe Brodeur, first Minister of the newly stood up Canadian Naval Service, to his son Victor who rose to become the first French-Canadian to reach flag rank as Rear-Admiral during the Second World War, to his grandson Nigel, who eventually retired from his post as Deputy Chief of the Defence Staff in the rank of Vice-Admiral in 1987. Most recently, AHOM celebrated the 100th anniversary of the Strathrobyn building during a mess dinner on 24 April 2014 with the Deputy Minister of the Department of National Defence as the guest speaker.

10. In parallel to these developments, the curriculum delivered at CFC rapidly evolved to reflect the changes which followed the end of Cold War and the complexities of the post-9/11 era. The largest class remains the raison d'être of the College since its opening, the body of mid-level senior officers (Majors/Lieutenant-Commanders) taking the 10-month graduate, operational-level education delivered as the Command and Staff Course (CSC) until class 32 graduated in 2006, since then relabeled the Joint Command and Staff Programme (JCSP) with a body of about 135 full-time candidates and more than 200 others attending via the Distance Learning conduit. The closure of the National Defence College (Fort Frontenac in Kingston, Ontario) in the mid-1990s eventually led to the standup of another 10-month course for Colonels/Captains and their public service/civilian equivalents, launched in 2008 as the National Security Programme (NSP). Other offerings include the Joint Staff Operations Programme (JSOP), the Canadian Security Studies Programme (CSSP) and the Executive Leaders Programme (ELP).

10. As in the past, the Canadian Forces College continues to play an important role in the professional development of Canadian, allied and other international officers – as well as senior civil servants and their equivalent from the police and civilian realms – who seek to make a significant contribution to the military profession and the security of their country. The Armour Heights Officers' Mess remains the anchor allowing participants from diverse backgrounds to complete their professional education through building esprit-de-corps by interacting regularly in this most venerable setting, a mission of historical significance that continues into the 21st century.

**CANADIAN FORCES COLLEGE
ARMOUR HEIGHTS OFFICERS' MESS
CONSTITUTION AND BY-LAWS**

SECTION VI: ADDITIONAL AHOM POLICIES

POLICY 601

ELIGIBILITY RULES FOR BOOKING AHOM PRIVATE FUNCTIONS

BACKGROUND

1. The Armour Heights Officers' Mess (AHOM) plays a significant and integral part in the College learning and living environment. The AHOM includes public and non-public facilities that are operated and administered to provide services to its members. The Mess Membership totals approximately 300 members. About 200 of these members are senior officers involved with four different courses conducted at the College.
2. A large number of the functions held at the AHOM are public i.e. there are approximately 300 speakers that are invited to the College annually, and are hosted at the AHOM. Course meet-and-greets, graduation dinners and morning coffee breaks are also an integral part of the College curriculum and are also held at the AHOM. Many of the officers on course live in at the Ralston Residence on the College Campus while they are on an imposed restriction, and use the AHOM as their home.
3. The AHOM is a significant architectural and historical building dating back to 1914 and as such is a very popular venue and is in high demand for a variety of private functions. The question is to what extent should the Mess be used for private functions and who is permitted to use the AHOM for a private function.

AIM

4. The aim of this section is to define the:
 - a. Extent to which the AHOM should be used for private functions.
 - b. Eligibility rules for who may book the AHOM for a private function.
 - c. Approving and coordinating authorities for booking private functions at the AHOM.

DISCUSSION

5. Extent of NPF Use. To maintain the availability of the AHOM for public functions and cater to the demand for private functions by members of the AHOM a balance has to be established between the demand for the use of the AHOM by non-members of the AHOM and the NPF revenue required to sustain the AHOM. NPF Revenue is generated from bar sales and fees charged for functions i.e., wedding receptions. Some of the revenue generated from private functions is used to cover the cost of NPF operations. The AHOM requires sufficient NPF revenue to cover its current and proposed operating budget.

6. Eligibility. Those eligible to book the AHOM for private functions include:
 - a. Current members, in good standing, of the AHOM booking the Mess for their use and that of their family.
 - b. Current members, in good standing, of other CAF Officers' Messes booking the AHOM for their use and that of their family.
 - c. Other persons or organizations that have an affiliation or association with the CAF and that the PMC, CO of the Mess or Cmdt authorize to use the AHOM for a private function, i.e., a military, police or government association. Note: A request by a member for a function for another group or a friend will normally not be permitted.

CONCLUSION

7. The priority will be to make the AHOM available for College public functions and to the Mess Members for their private functions.

Approved by CO of the AHOM

POLICY 602

APPLICATION/APPROVAL PROCEDURE FOR BOOKING AHOM FUNCTIONS

BACKGROUND

1. There is a requirement to book functions at the AHOM sufficiently well in advance using a formalized procedure to ensure that OPIs are identified and functions can be scheduled and effectively planned.

AIM

2. The aim of this policy is to outline the procedures that are to be followed for identifying function OPIs and booking functions at the AHOM.

COORDINATION

3. OPI. A function OPI is required for each AHOM function as follows:

- a. CFC functions. A staff member or student on course shall be identified as the OPI.
- b. Private functions. When OPIs are not members of the AHOM, an AHOM member will normally be required as a sponsor. This requirement may be waived at the discretion of the PMC.

4. Mess Manager. Requests for bookings will be discussed with the Mess Manager or Functions Supervisor, who will confirm the person's eligibility and the suitability of the date selected.

5. Application Form. An application form has to must be completed and submitted to the Mess Manager. The application form is available in electronic format on the College Website (<http://www.cfc.forces.gc.ca/103/160/index-eng.php>).

6. Application Form Details. The application form requires the completion of the following information:

- a. Identification of the function OPI, by name, rank, position, telephone number, e-mail address.
- b. Identification of the AHOM sponsor.
- c. Preferred and alternate date(s) for event.
- d. Times.
- e. Type of event requested.
- f. Number attending.

- g. Bar required.
 - h. Rooms and grounds required.
 - i. An indication of the type of food/dining required.
7. Completion of these details will assist the function OPI to identify their requirements and enable the Mess Manager and Caterer to work with the OPI to confirm the requirements, cost of the function and coordinate the provision of the support required for the function.
8. Approval Process. The Mess Manager will seek the approval of the:
- a. PMC for the type of function.
 - b. CFC Operations Staff for the suitability of the date (to ensure there is no conflict with CFC activities).

ADMINISTRATION

9. Once the function and date have been approved, the AHOM Function Supervisor will work with the:
- a. Applicant(s) to plan and identify the resources required for the function.
 - b. Caterer for provision of dining and refreshment arrangements.
 - c. Mess Manager for the billing and allocation of resources (including personnel requirements).

ADMINISTRATIVE INSTRUCTION

9. An administrative instruction is required for each function (See sample at Annex B below). For CFC functions the CFC OPI will complete a draft administrative instruction, to be approved by the CFC COS. Administrative instructions shall include the following details:
- a. Description of the function.
 - b. Date.
 - c. Timings for the event.
 - d. Location.
 - e. Dress.
 - f. Bar Operation.
 - g. Meal provided.
 - h. Cost per person.

- i. Estimate and or list of pers attending.
- j. Meal plan for living-in members.
- k. Photographer.
- l. Public address system.
- m. Details on use of rooms, diagrams.
- n. Notes to staff.

NPF/PUBLIC RESPONSIBILITIES

10. NPF and public (catering/dining facilities) and responsibilities are under separate management. Nonetheless, the Mess Manager will have coordinating authority and take the lead, referring any public requirements i.e. for catering or the use of the main or VIP dining rooms to the Caterer.

- a. NPF cost estimate. The Function Supervisor, as directed by the Mess Manager, will complete an NPF cost estimate based on:
 - (1) Materials provided;
 - (2) Labour;
 - (3) Services; and
 - (4) Administrative fees charged for the use of the facility.
- b. Catering cost estimate. The Catering Manager will complete a catering cost estimate based on:
 - (1) Menu selection;
 - (2) Materials required;
 - (3) Labour; and
 - (4) Services.

COORDINATION

11. AHOM Weekly Coordination Meetings. The Mess Manager will have weekly coordination meetings with the Catering Manager on upcoming events to ensure effective coordination and service.

12. CFC Coordination Meetings. The PMC, the Mess Manager, CFC Operations Staff will participate in CFC Coordination Meetings (where possible within their primary duties) to ensure there is detailed coordination for upcoming events.

13. Follow-up Coordination. The Mess Manager will monitor the CFC and AHOM calendars of events, and confirm details and attendance for upcoming events on a weekly and monthly basis.

CONCLUSION

14. Functions will not occur if an OPI has not been named and formalized coordination has not been effected to the satisfaction of the AHOM Mess Committee and the CFC Staff.

15. The above does not absolve the Mess Committee/Mess Manager, CFC Operations Staff, and Directorates (in the case of College functions) from being proactive in obtaining the information on the function to ensure that the function proceeds smoothly for the benefit of those participating. After all, it takes less effort and time to ensure that the function has been properly coordinated beforehand than it does to find out what went wrong afterwards.

Attachments:

Annex A - Application Form for Functions (<http://www.cfc.forces.gc.ca/103/160/index-eng.php>)

Annex B - Administrative instruction sample format

Approved by CO of the AHOM

POLICY 602 - Annex B

5545-2 (PMC)
XX Oct XX
Distribution List

ADMINISTRATIVE INSTRUCTION – CFC MESS DINNER [INSERT DATE]

Reference: Armour Heights Officers' Mess Constitution

1. General. The Commandant (Cmdt) has directed that the Fall CFC Mess Dinner will be conducted on [INSERT DATE] at the Armour Heights Officers' Mess (AHOM). This instruction provides additional detail to that found at the reference.

2. Timing. 19:00 for 19:30, [INSERT DATE].

3. Attendance:

- a. Officers. The mess dinner is a College function. All officers who are students or staff at CFC are expected to attend. In exceptional circumstances Directors may authorize the absence of subordinate staff members. Similarly the DOP may authorize the absence of a student. The PMC must be informed in writing or via

e-mail of any authorized absence by no later than [INSERT DATE]; otherwise the staff member or student will be charged the full tariff.

- b. Civilian Staff. Civilian staff holding officer status are invited to attend. Those wishing to do so must inform the PMC, info CFC Operations Staff by close of business [INSERT DATE].
 - c. Seating Limit. The Cmdt has authorized a seating limit of 181. The fire code allows for a maximum of 240.
4. Dress. [INSERT DRESS].
5. Protocol. To avoid possible embarrassment, Members are advised to familiarize themselves with the standard mess dinner procedures at the AHOM.
6. Seating Plan. The seating plan will be on display in the Mess from 18:00 hours onward on the night of the mess dinner. To avoid confusion due to last-minute changes it will not be published in advance.
7. Conduct. The Mess Dinner will be conducted IAW the reference. The schedule is as follows:
- a. 19:00 – 19:30: Pre-Dinner Drinks.
 - b. 19:30 – 22:00: Mess Dinner in main Dining Room.
 - c. 22:00 – 22:15: Health break.
 - d. 22:15: Mess Dinner resumes.
 - e. 22:30: Introduction of Guest of Honour, Guest of Honour's Address.
8. Menu. A copy of the menu is at Annex A. Attendees who are unable to eat any portion of the meal for medical or religious reasons should contact the Mess Manager ASAP.
9. Drinks. White and red wine will be served with dinner, and port thereafter. There will be a cash bar available before and after the dinner. Pre-dinner sherry will not be provided. As per the reference, the consumption of wine and port during the dinner is entirely optional. Water will be available on request throughout the meal and may be used for all toasts. Members not wishing to partake in wine and port with the meal will be offered a reduced price. The onus is on the individual to advise the Mess Manager in advance that he/she wishes to opt for a non-alcoholic beverage with the meal.
10. Tariffs. Due to the many variables involved, it is not possible to accurately determine the tariff that members will be billed for this event. The estimated tariff, which includes the cost of the meal as well as individual shares of the cost for the band and piper, is as follows:
- a. Tariff with wines – \$XX.00.
 - b. Tariff without wines - \$XX.00.

11. Smoking/vaping. Permitted in the designated smoking/vaping areas.
12. Piper. [INSERT INFO]
13. Band. [INSERT INFO]
14. Photographer. [INSERT INFO]
15. Marchpasts. Corps and regimental marchpasts will be played after the dinner. Attendees are advised to verify that their own marchpast is on the list – amendments are to be proposed to the PMC.

<<original signed>>
[INSERT NAME]
[INSERT RANK]
[INSERT TITLE]

Annexes:

Annex A – Menu
Annex B – List of Marchpasts

Distribution

Action

CFC Staff
JCSP Students
NSP Students
CFC Civilian Staff
Mess Manager
Canada Catering
Information
Commandant
PMC

POLICY 603

POLICY ON PROVISION OF WINE, BEER AND SPIRITS FOR PRIVATE FUNCTIONS

BACKGROUND

1. The Armour Heights Officers' Mess (AHOM) may be used for private functions. Some individuals or groups booking the AHOM wonder if they can provide their own wine, beer, and spirits and often ask the AHOM Mess Manager.

AIM

2. The aim of this section is to clearly explain the policy and procedure regarding bringing in wine, beer and spirits for private functions.

DISCUSSION

3. General. Beer and spirits must be purchased through the bar. Personnel attending a private function cannot bring beer or spirits into the AHOM for sale or consumption. Any exception to this rule must be approved by the CO of the AHOM.

4. Wine. As a matter of course, wine will usually be provided by the AHOM (purchased through the bar) for private functions. However, when authorized by the PMC for exceptional reasons, wine may be brought into the AHOM for private functions provided the following conditions are met:

- a. The wine has been obtained from a commercial wine making facility.
- b. The private function pays a corkage fee of \$7.50 per bottle for each bottle brought into the mess for the event, regardless whether the bottles are opened and consumed.

CONCLUSION

5. The AHOM is a private club for the use and benefit to its members. The profit from the sale of wine, beer, and spirits through the bar is a major source of revenue for the AHOM. Measures that would reduce the potential for profit will not normally be permitted.

Approved by CO of the AHOM

POLICY 604

POLICY ON PROVISION OF FOOD FOR PRIVATE FUNCTIONS

BACKGROUND

1. The Armour Heights Officers' Mess (AHOM) may be used for private functions. Individuals or groups booking the AHOM often ask if they can provide their own food for a private function.

AIM

2. The aim of this section is to clearly explain the policy and procedure regarding the provision of food for private functions.

DISCUSSION

3. General. Under normal circumstances the provision of food is arranged with the AHOM caterer. As a matter of course food may not normally be brought into the AHOM for private functions. However there may be circumstances when the individual booking the private function wishes to bring in their own food and/or the AHOM caterer cannot provide it, e.g., kosher food.

4. Permission. Authority to bring in food to the AHOM must be obtained through the Mess Manager.

5. Source. When food is not being provided by the AHOM Caterer but brought in from another source it should be provided by another reputable commercial caterer to ensure the quality, health, and hygiene of the product being provided.

CONCLUSION

5. The AHOM is a private club available for the use and benefit to its members. These measures are adopted for the health and safety of persons using the Mess and their convenience.

Approved by CO of the AHOM

POLICY 605

POLICY ON PROGRAMME FUNDING FORMULA

BACKGROUND

1. While attending one of CFC's major programmes, all students become members of The Armour Heights Officers' Mess (AHOM) and are entitled to a social gathering, subsidized by the Mess, in honour of their graduation.

AIM

2. The aim of this section is to clearly explain the policy and procedure regarding the funding formula for all CFC programmes.

DISCUSSION

3. Funding Formula. In order to ensure the continued financial health of the AHOM, and to be consistent year after year, a funding formula is in place to calculate the level of subsidization for all College Programme graduations. The formula is as follows:

$$\# \text{ of Students} * \# \text{ of Months} * \$2.00 = \$XXX.XX$$

Calculation example: if JCSP has 121 students the formula would generate the following:

$$121 * 11 \text{ months} * \$2.00 = \$2662.00$$

To note, the number of months is to be rounded up to the nearest month to avoid fractional calculations. e.g., Course lasting 10 months and 4 days = 11 months.

4. The funding formula will not be the subject of a vote before a General Mess Meeting as the unequal distribution of students within the mess membership makes it foreseeable that a conflict of interests could be created between one's mess and student interests. It is with this in mind therefore, that the funding formula will be reviewed each year by the Mess Committee to ensure that it remains responsive to the needs of student mess members across all programmes offered at CFC.

Approved by CO of the AHOM

POLICY 606

POLICY ON ADMINISTRATIVE CHARGES FOR PRIVATE FUNCTIONS

BACKGROUND

1. The Armour Heights Officers' Mess (AHOM) may be used for private functions. Individuals or groups booking the AHOM may be charged different rates depending on their affiliation with the AHOM.

AIM

2. The aim of this section is to clearly explain the policy and procedure regarding administrative charges for private functions.

DISCUSSION

3. Tiered Pricing System for Private Functions. The AHOM Mess Committee has established a tiered administration charge for private functions held at the Mess. This charge is used to offset the cost of administering such functions, to offset unexpected costs incurred during the event, and to replace, refinish or refurbish NPF furniture used during such events. These fees may be reduced or waived at the discretion of the PMC of the Mess.

- a. Tier 1 Member function: Applies to private events requested by current ordinary, associate and honorary members of the AHOM in good standing. The member will be the OPI for the event. No per capita administration fee or charge to use the AHOM.
- b. Tier 2 Non-member affiliation function: Applies to those individuals and organizations that are not members of the AHOM but are members of the CAF, or have an affiliation or association with the CAF, and that the PMC authorizes to use the AHOM for a private function. A per capita administration fee of \$10 per person will be levied: this will be capped, at the PMC's discretion, at \$500 for CAF and GoC functions.
- c. Tier 3 Non-member function: Applies to all other non-members or organizations, having no affiliation or association with the CAF, and that the PMC authorizes to use the AHOM for a private function. An administration fee of \$20 per person will be levied.

4. OPIs requesting a Tier 2 or Tier 3 private function will be advised by the Functions Coordinator of the admin fee to be levied.

5. International Students' Sponsors may be permitted to book AHOM facilities in recognition of their support to the CFC: such functions will normally be considered Tier 2 (uncapped) functions.

Approved by CO of the AHOM

POLICY 607

POLICY ON THE PROVISION OF WINE, BEER AND SPIRITS SAMPLES

BACKGROUND

1. The Armour Heights Officers' Mess (AHOM) introduces new products, from time to time, for sale through the bar. In order to determine if an item will be suitable for sale arrangements are made for the sampling of wine, beer, and spirits.

AIM

2. The aim of this section is to clearly explain the policy and procedure regarding the provision of samples of wine, beer and spirits.

DISCUSSION

3. Wine, beer and spirit promotional samples may be offered to the members and guests for the following reasons and provisos:

- a. Manufacturers, their representatives, or a Liquor Control Board of Ontario employee may provide samples of both new and existing brands of beverage alcohol to a liquor sales licensee on the premises of the licensed establishment.
- b. Requirements on sampling are set out in the Liquor Advertising Guidelines for Liquor Sales Licensees and Manufacturers, and are designed to ensure that moderate, responsible service and consumption of beverage alcohol continues. The sample size for a liquor sales licensee must not exceed an annual total of:
 - (1) 48 (355 ml) bottles of beer or cooler, or equivalent.
 - (2) 10 (750 ml) bottles of wine, or equivalent.
 - (3) 3 (750 ml) bottle of spirits, or equivalent.
- c. The sample size for any one individual must not exceed an annual total of:
 - (1) 6 (355 ml) bottles of beer or cooler, or equivalent.
 - (2) 1 (750 ml) bottle of wine, or equivalent.
 - (3) 1 (375 ml) bottle of spirits, or equivalent.
- d. Once the sampling session is complete, the representative or LCBO employee must properly seal and remove the bottle from the premises.
- e. There may be a charge to the members and guests participating for the samples.

4. For more information about liquor licensing and the regulatory framework, please visit the Ontario Alcohol and Gaming Commission's website at <http://www.agco.on.ca/> or contact their head office at (416) 326-8700 or toll free at 1-800-522-2876.

CONCLUSION

5. The provision of samples at the AHOM is a means to introduce new products with the potential of selling them to the members if the sampling indicates that the item is popular enough to do so.

6. The AHOM is a private club for federal employees. We are not subject to the Liquor Licence Act of Ontario, but as a Federal Government establishment, we abide by the spirit and intent of these regulations. Consequently:

- a. The quantities offered for sampling will be smaller than the normal amount offered for retail sales.
- b. The quantity available for sampling will be limited and samples will usually be distributed on the basis of one per person.

Approved by CO of the AHOM