

---

# Access to Child Care Fund Framework

---

APRIL 16, 2026  
MILITARY FAMILY SERVICES

<b>About the Framework .....</b>	<b>4</b>
<b>The Access to Child Care Fund .....</b>	<b>4</b>
<b>ACCF Objectives .....</b>	<b>5</b>
<b>Scope.....</b>	<b>5</b>
<b>Expected results .....</b>	<b>5</b>
<i>Results-based allocation.....</i>	<i>5</i>
<i>Impact .....</i>	<i>5</i>
<i>Expected outcome .....</i>	<i>6</i>
<b>Who Can Apply .....</b>	<b>6</b>
<b>Baseline Funding Conditions .....</b>	<b>6</b>
<b>Guiding Principles .....</b>	<b>7</b>
<i>CFMWS core values.....</i>	<i>7</i>
<b>ACCF Guiding Principles .....</b>	<b>8</b>
<b>Roles and responsibilities.....</b>	<b>8</b>
<b>Program authority.....</b>	<b>8</b>
<b>Review committee.....</b>	<b>9</b>
<b>Approval authority .....</b>	<b>9</b>
<b>Finance.....</b>	<b>9</b>
<b>Compliance assurance .....</b>	<b>9</b>
<b>Recipients .....</b>	<b>9</b>
<b>ACCF funding structure .....</b>	<b>10</b>
<i>ACCF Lifecycle .....</i>	<i>10</i>
<i>ACCF Funding Structure .....</i>	<i>10</i>
<b><i>Funding structure.....</i></b>	<b><i>10</i></b>
<b>Innovation .....</b>	<b>13</b>
<i>Eligibility.....</i>	<i>13</i>
<i>Eligible activities .....</i>	<i>13</i>
<b>Eligible expenses .....</b>	<b>14</b>

<b>Ineligible expenses .....</b>	<b>15</b>
<b>Exclusions .....</b>	<b>17</b>
<b>Applying for the ACCF.....</b>	<b>18</b>
<i>Results-based application.....</i>	<i>18</i>
<i>Submitting an application.....</i>	<i>19</i>
<b>Supporting documents.....</b>	<b>19</b>
<b>Application &amp; Reporting deadlines .....</b>	<b>19</b>
<b>Assessment &amp; Funding Decisions .....</b>	<b>19</b>
<i>Funding allocation principles .....</i>	<i>19</i>
<i>Review committee .....</i>	<i>19</i>
<i>Assessment methodology.....</i>	<i>20</i>
<b>Funding allocation letter .....</b>	<b>21</b>
<b>Disbursements .....</b>	<b>22</b>
<b>Reporting .....</b>	<b>22</b>
<i>Progress reporting requirements .....</i>	<i>22</i>
<b>Multi-year assessment and adjustments.....</b>	<b>23</b>
<i>Conditional funding requirements.....</i>	<i>23</i>
<i>Disbursements adjustments .....</i>	<i>23</i>
<b>Contact Information .....</b>	<b>23</b>
<b>APPENDIX A - Glossary .....</b>	<b>24</b>
<b>APPENDIX B - Baseline funding conditions and required documentation.....</b>	<b>29</b>
<i>Institutional sustainability and stability.....</i>	<i>29</i>
<i>Required documentation.....</i>	<i>29</i>
<i>Compliance with federal and provincial legislation.....</i>	<i>29</i>
<i>Compliance assurance .....</i>	<i>29</i>
<b>APPENDIX C - Government of Canada funding best practices.....</b>	<b>30</b>
<b>APPENDIX D - ACCF integrated application form .....</b>	<b>32</b>
<b>Application format .....</b>	<b>32</b>

<b>APPENDIX E - Prioritization formula</b> .....	<b>33</b>
<i>How it works</i> .....	33
<i>Formula Parameters</i> .....	33
<i>Priority Scoring</i> .....	34
<b>APPENDIX F - Merit-based assessment</b> .....	<b>35</b>
<b>APPENDIX G- Strategic adjustments parameters and limits</b> .....	<b>37</b>
<b>APPENDIX H - Conditional funding parameters</b> .....	<b>38</b>
<i>Requirements</i> .....	38
<i>Conditional funding assessment methodology</i> .....	38
<i>Scoring</i> .....	39
<b>APPENDIX I -Timeline and Reporting Matrix</b> .....	<b>41</b>
<i>ACCF Timeline</i> .....	41
<i>ACCF Reporting Matrix</i> .....	41
<b>APPENDIX J - References</b> .....	<b>42</b>

## About the Framework

The Access to Child Care Fund (ACCF) Framework (the Framework) establishes the structural and governance architecture of the ACCF.

Developed by Military Family Services (MFS), a division of Canadian Forces Morale and Welfare Services (CFMWS), the Framework consolidates and organizes the parameters, rules and decision-making constructs that govern the administration of the fund.

The ACCF Framework:

- Serves as the authoritative and consolidated reference for all funding-related direction, instruments and communications issued under its scope.
- Is intended for those responsible for the design, allocation, management and oversight of funding, and provides a single, coherent source of direction to ensure consistent interpretation and application across the system.
- Sets out the governance model and operational structure for the fund.

The ACCF Framework is aligned with Government of Canada best practices to safeguard strategic objectives, while embedding accountability, innovation and efficient use of public funds throughout the funding lifecycle.

This Framework is supported by a comprehensive glossary that can be consulted at APPENDIX A.

The ACCF Framework is complemented by a policy framework that consolidates relevant Government of Canada and internal policies, directives, and guidance, providing authoritative context. Supporting references and documentation can be found in APPENDIX J.

## The Access to Child Care Fund

The Access to Child Care Fund (ACCF) aims to make it easier for CAF members and their families to find a variety of child care solutions tailored to their needs, wherever they are in Canada.

The ACCF funds programs and services that:

- Connect CAF members with high-quality child care options
  - Expand the number of child care spaces available to the CAF community
  - Extend child care service hours to suit the unique needs of military families.
- Funding is prioritized in areas where need is greatest.

# ACCF Objectives

The ACCF objectives are:

1. Increase **availability** of specialty child care options offered by organizations in specific communities
2. Improve **access** to in-person child care services for military families.
3. Support the well-being of military families by reducing stress and child care-related demands during relocations, absences, and deployments.
4. **Strengthen** the child care workforce within the CAF family population.

## Scope

The ACCF is intended to increase access, capacity, flexibility, and inclusion in child care services. It does not fund user-fee reductions, affordability subsidies, or provincially regulated licensed child care operations. Funding is limited to six clearly defined streams outlined in eligible activities.

The scope of the ACCF is limited to activities, programs and in-person services that:

- Expand access to high-quality child care services
- Target the unique needs of military families
- Are offered to CAF members and their families
- Are delivered at Canadian bases and wings.

## Expected results

### Results-based allocation

The ACCF establishes its own eligibility parameters, defined key performance indicators (KPIs) or expected outcomes, and merit criteria.

Funding decisions consider needs-based prioritization, proposed alignment of commitments with strategic priorities and expected outcomes, quality of proposed initiatives and the ability to deliver.

### Impact

#### CAF operational readiness

The ACCF contributes to CAF operational readiness through the design, delivery and evaluation of child care services. By increasing access to child care, the ACCF aims to enhance the overall well-being and resilience of CAF personnel and their families as they face unique challenges associated with the military family lifestyle.

## CAF recruitment and retention

The ACCF has a positive impact on CAF recruitment and retention. Families can balance child care with the demands of military service, reducing identified barriers to joining or remaining in the CAF.

## Expected outcome

The ACCF Framework is designed to **expand current access to child care services** and increase the total number of children served

## Key performance indicators (KPIs)

Program outcomes are achieved through 4 main KPIs:

1. The number and increase of children who access(ed) child care through locally operated services
2. The expansion of service delivery hours that meet the unique demands of the CAF family lifestyle
3. Number of disbursements distributed to local fund recipients
4. Total fund distribution

## Who Can Apply

Entities within Military Family Services (MFS) and Personnel Support Services (PSP), and Military Family Resource Centres (MFRCs) across Canada that have been invited through a targeted call for proposal may apply for funding through the ACCF.

## Limitations

The ACCF applies to eligible applicants located in Canada. Services for CAF members and families posted OUTCAN are governed and funded separately and fall outside the parameters of this funding in accordance with the Treasury Board approval currently governing this fund.

## Baseline Funding Conditions

Applicants must have an existing service level agreement (SLA) or memorandum of understanding (MOU) in good standing with Canadian Forces Morale and Welfare Services (CFMWS), aligned with the CFMWS compliance and assurance review programs.

Applicant organizations must meet baseline conditions to be considered eligible for the ACCF funding.

These conditions are included in the Funding Allocation Letter. Organizations must be ready to demonstrate compliance at all times, including during audits conducted as part of the CFMWS Compliance Assurance Program.

Failure to meet these conditions may result in ineligibility or termination of funding.

## Guiding Principles

The ACCF and its administration are rooted in CFMWS values, guiding principles and Government of Canada best practices. Priorities and principles that frame the ACCF are expected to be meaningfully reflected in proposals, as relevant to the proposed initiatives.

### CFMWS core values

CFMWS values demonstrate their commitment to upholding the highest ethical standards in support of one another, the Canadian Armed Forces members, Veterans and their families.

- We put our people first – we **CARE** for our members, our community and one another.
- We act with **INTEGRITY** and strive to do the right thing – we say what we mean and do what we say.
- We are one **TEAM** – We have each other's back and get it done together for our members.
- We constantly look for new ideas and find **CREATIVE** ways to provide our members with the best possible experience.

Program and service delivery is expected to reflect ethical stewardship, collaboration, and accountability in alignment with the Government of Canada's Values and Ethics Code for the Public Sector and CFMWS Values and Ethics Policy.

## ACCF Guiding Principles

**Child-centric** - Funding decisions prioritize the well-being, development, and inclusion of children.

**CAF families first** - The ACCF exists to support CAF members and their families as they balance the unique demands of military life with access to safe, high-quality child care.

**Results-based and accountable** - Funding is contingent on achieving measurable outcomes and demonstrating responsible stewardship through results-based planning, monitoring, and reporting.

**Equitable and fair** - Resources are allocated based on need, ensuring fair access across regions, bases, and types of applicant-organisations.

**Merit and innovation based** - Creative and effective approaches to meeting child care needs that align with ACCF objectives are encouraged.

**Capacity-building and sustainability** - The ACCF and the ACCF application tools support applicant organizations in strengthening business planning, operational maturity, and long-term effectiveness.

## Roles and responsibilities

The roles and responsibilities defined below determine the accountability of those involved in the funding lifecycle to support transparent governance, sound stewardship of public funds and achievement of program outcomes in accordance with CFMWS policies and values.

### Program authority

The program authority falls under the Initiative 3 Access to Child Care fund local contributions team who are responsive to the Child Care Pilot Project Management Steering Committee operating under the authority of AVP MFS (Research and Innovation). The program authority provides overall stewardship and administration of the funding program:

- Establishes eligibility and funding conditions
- Manages the application and assessment processes
- Issues approval letters and agreements
- Oversees monitoring, reporting and performance measurement
- Ensures funding decisions are documented, consistent and aligned with program objectives

## Review committee

The members of the review committee:

- Confirm eligibility of applicants and applications based on established baseline funding conditions
- Evaluate eligible applications against approved prioritization formula, established funding guidelines and merit criteria
- Provide funding recommendations to the approval authority
- Ensure fairness, transparency and consistency in its assessments

## Approval authority

The Chief of Staff, Corporate, Military Personnel Command (COS CORP MILPERSCOM) is the ACCF approval authority:

- Makes final funding decisions based on Review Committee recommendations and in accordance with departmental signing authorities
- May approve, modify or decline recommendations
- Upon approval of the COS CORP MILPERSCOM, the Military Family Services (MFS) Senior Vice-President signs the ACCF Funding Allocation Letter.

## Finance

- Processes payments in accordance with approved decisions, schedules and signed agreements
- Ensures compliance with applicable financial controls
- Supports monitoring and audit requirements through accurate documentation of disbursements.

## Compliance assurance

- Takes steps to detect potential risk and non-compliance and to support compliance through remedial action, where required
- Ensures the most positive impact on ACCF outcomes based on effective use of resources
- Applies risk-based oversight to support proportionate, evidence-informed responses to non-compliance

## Recipients

Comply with the terms and conditions established in the Funding Allocation Letter.

- Maintain eligibility and comply with the terms outlined in their Funding allocation letter for the length of the ACCF term.

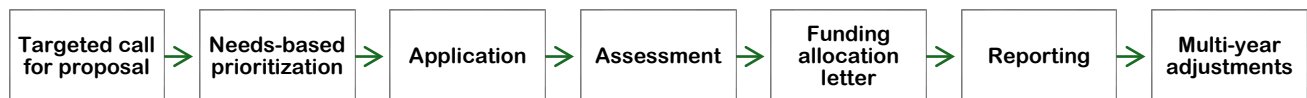
- Maintain and provide records as required to demonstrate appropriate use of allocated funds and achievement of funded program as outlined in their Funding Allocation Letter
- Use funds per approved purposes
- Maintain appropriate financial and administrative records
- Meet applicable legislative and reporting requirements
- Notify the program authority of any changes affecting funded activities.

## ACCF funding structure

### ACCF Lifecycle

The ACCF funding cycle counts 7 main steps:

1. Targeted call for proposal (MFS)
2. Needs-based prioritization calculation (MFS)
3. Application (Applicant)
4. Assessment (MFS)
5. Funding allocation letter (MFS)
6. Reporting (Applicant)
7. Multi-year adjustments and documentation (MFS)



### ACCF Funding Structure

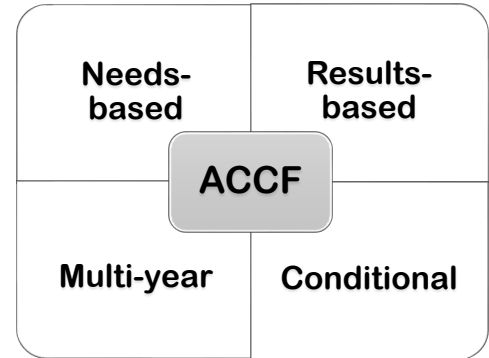
#### Targeted call for proposals (CFP)

Selected organizations are invited to submit a proposal through an integrated application form that includes business planning and budgeting tools.

#### Funding structure

The ACCF is structured into a **1) needs-based, 2) results-based, 3) multi-year 4) conditional funding model:**

1. A prioritization formula is used to determine where resources will be directed as a priority to meet the ACCF key objectives.
2. The ACCF results-based funding requires applicant-organizations to define clear, measurable results focused on outcomes and measurable results.
3. Proposes multi-year funding
4. Conditional on the recipient achieving yearly commitments.



Applicants are provided with guidance, tools, and training to support application submission.

### Needs based prioritization

ACCF funding allocations are determined through a prioritization formula that assesses relative need among eligible organizations and ranks applicant organizations accordingly.

Service pressure is measured by determining the gap between the current child care demand versus current offer, factoring in structural constraints as below:

1. Current child care demand
2. Available capacity to provide services
3. Anticipated workforce and relative population growth in the community
4. Child care deserts areas: organisations located in areas in Canada with low access to licensed child care
5. Operational tempo index: speed, frequency and intensity of military operations, training, deployments and exercises.

Funding amounts are allocated proportionally to the priority score, with higher scores receiving higher funding priority within the pool.

### Results-based funding

ACCF funding is results-based: allocations are linked to the outcomes proposed, and organizations are accountable for delivering the results they commit to.

Intuitive application tools, including MS Forms questionnaires and an Excel workbook, support organizations through the development of a clear business plan, where proposals align program objectives with measurable results commitments. The application forms the basis of the organization's plan and accountability.

Assessment of the proposals determine the extent to which an organization earns its provisional funding envelope.

Innovation and special projects are assessed as part of the results-based assessment.

## **Multi-year**

The ACCF is based on a multi-year funding cycle (2026-2030), designed to provide financial support over four (4) fiscal years (FY), enabling:

- Applicants to plan strategically and long term for staffing, programming, and operational needs
- Managers to forecast resource allocation and anticipate needs over multiple years
- Continuity of services for CAF families, avoiding disruptions due to annual uncertainties
- Results-based accountability, performance and impact
- Organizational capacity-building

Applicants' proposals must cover 2026–2030 and demonstrate how the organization will achieve ACCF objectives and expected results for each fiscal year.

Funding is recommended for 4 years; and reviewed and approved yearly.

Funding approved and recommended multi-year but released annually conditional on performance and compliance. Authority retained to adjust, reallocate or withhold funding based on results.

## **Conditional Funding**

The multi-year funding is disbursed annually at the start of each fiscal year.

Funds are conditional to achievement of agreed-upon yearly milestones and measurable deliverables identified in the initial approved application and in the Funding Allocation Letter.

The multi-year funding model is implemented through annual funding allocations, which are reviewed and communicated at the start of each fiscal year through a funding allocation letter. Each letter sets out the applicable payment and reporting requirements for each recipient.

Ongoing funding is contingent on the achievement of agreed-upon commitments, including milestones and measurable deliverables identified in the approved application.

Organizations that do not meet performance expectations in a given year may have their funding adjusted or reallocated if necessary.

# Innovation

Following the needs-based funding allocation period and should the fund have capacity, the program authority may allocate any remaining funds to one-off, exceptional innovative program proposals.

Innovation-related allocations support time-limited pilots or scalable initiatives that pursue the ACCF objectives. Assessments and funds allocations follow the same evaluation and required approval as all other applications.

## Eligibility

Proposals must align with the ACCF funding streams, objectives and eligible activities and expenses. Application tools support applicants in identifying eligible funding streams, activities, and expenses.

### Eligible activities

The activities listed under the **6 funding streams** below are eligible for funding:

#### 1. **Special circumstances programming**

Assisting families navigating a variety of child care options that support operational readiness. This includes:

- In person child care navigators
- Babysitting courses and
- Emergency child care options.

#### 2. **Respite and Playcare care**

Providing child minding and casual respite child care services in support of operational readiness, while offering casual relief during deployments, military-related absences, and other operational requirements. This includes:

- Playcare childminding to support CAF member fitness training
- Occasional care
- Professional activity / development (PA/PD) days
- Care during deployments or other military-related absences.

#### 3. **Relocation care**

Delivering temporary child care solutions for families who have recently been posted to a new community in Canada. This includes:

- Temporary child care and alternatives for new postings and to support family attendance at appointments with the MFRC team. It also supports families in

addressing challenges such as career support, mental health counselling, navigation services, resettling into a new home, and gap care until full-time care is secured.

#### 4. **ECE enhancements**

Providing cost-effective measures to ensure on-call emergency care, including:

- Contracts for retainer staff,
- Other creative solutions to ECE workforce shortages.

#### 5. **Underserved areas**

Focus on delivering creative solutions to enhance child care options in Canadian communities where there is a currently identified service deficit. This includes:

- Increasing programming in underserved communities
- Before and after school care programs
- Youth centre programming for children under age 12 as a form of out-of-school care, summer/day camps
- Language-of-choice support.

#### 6. **Inclusion support**

Providing support to ensure children with disabilities and special needs are integrated into and included in regular child care, child minding, and casual respite care programming. This includes:

- Recruitment of inclusion or special needs staff to provide specialized supports for direct program delivery, including navigators, ECE-licensed, or unlicensed programming.
- Sensory rooms/inclusive materials.

## Eligible expenses

Within the eligible activities, the following list further details expense categories and related eligible expenses.

### **Service delivery: staff-related costs**

- Salaries, mandatory employment related costs (MERCs) and benefits for staff coordinating and providing direct service delivery, (including partnership development and evaluation).
- Professional development and training for staff providing direct service delivery, including professional membership or accreditation fees for individual staff (this does not include ECE (re)certification costs).

### **Service delivery: direct costs**

- Translation fees for services, such as promotional or content materials
- Direct expenses for promotion, delivery or evaluation of services, such as workshops, subcontracted services, marketing and communications, etc.

### **Specialized equipment for child care**

Non fixed assets including:

- Playground materials to meet safety standards or compliance for serving children with disabilities that do not affect or require infrastructure installation or modifications
- Assistive technology or adaptive devices that support serving children with disabilities and the provision of inclusionary care
- Health and safety support (carbon monoxide detectors, smoke detectors, door alarms, camera systems, emergency kits, transportation upgrades, safe sleep materials) that do not require infrastructure modifications or installation.

### **Materials and supplies**

- Furnishings and appliances to create or increase capacity and improve quality of the child care environment
- Age-appropriate equipment or furnishings for licensed age group

## **Ineligible expenses**

### **Infrastructure**

Fixed assets are not eligible within this Targeted Call for Proposal but are actioned separately through CMP (contact: [MFSACCF@cfmws.com](mailto:MFSACCF@cfmws.com)).

Infrastructure expenses include items such as:

- Capital improvements, such as renovations, below grade access doors, appliances, walls, doors, plumbing, electrical and outdoor fencing
- Facility maintenance or improvements, including minor renovations, outdoor learning spaces and playgrounds, minor improvements to address existing capacity concerns
- Health and safety support, such as carbon monoxide detectors, smoke detectors, door alarms, camera systems, emergency kits, transportation upgrades, or safe sleep materials that require infrastructure modifications or installation

### **Management and administrative costs**

- Board of Directors support
- Salaries, MERCs and benefits for fundraising staff.
- Staff-related costs for management and administration: Salaries and benefits for staff working to support the organization

- All other administration costs such as professional development and training for management and administration staff
- Travel for management and administration staff in accordance with your organization's Travel Policy
- Salaries for a staff member funded by a different source (e.g., MFSP etc) cannot receive additional funding from ACCF for the same service delivery. It is not permissible to pay one staff member from two different funding sources simultaneously.

### **Maintenance costs**

- Routine tasks, such as regular repairs to heating, electrical, and plumbing systems, as well as upkeep of windows, doors, floors, walls, ceilings, and roofs due to typical wear and tear.
- This also includes periodic interior and exterior painting, along with grounds maintenance, such as lawn care and snow removal.

### **Basic services**

- Security, fire prevention, garbage disposal, and salting are included.
- Cleaning services, including the cleaning of a facility to maintain required standards of cleanliness and sanitation

### **Health and safety equipment**

- Outdoor lighting
- Fire protection systems
- Security measures, panic buttons
- Accessibility features required for wheelchair-accessible buildings
- Meal programming
- Cooking Classes

### **Vehicles**

- Acquisition
- Maintenance
- Recurring costs such as fuel, oil changes, and car washes.

### **Activities and services funded by provinces**

- Casual child care
- Child care center management or operational costs,
- Health care
- Education etc.

### **User fees**

- Reduction in user fees for services

## **Gifts**

- Complimentary provision of entertainment such as tickets to cultural or sporting events,
- Tours of places of interest or
- Incidentals such as flowers, gift cards, etc.

## **Child Care Expenses**

- User fee reductions for child care
- Affordability subsidies for child care

## **Recreational activities**

- Amusement parks
- Field trips
- General care packages/holiday care packages

## **Expenses**

- Expenses incurred before receiving written confirmation of funding approval and the start date indicated in the Funding Notification Letter will be at the Recipient's own expense unless otherwise approved through the application process.
- Expenses incurred due to applicant error or oversight.
- Expenses leading to personal gain.

# **Exclusions**

## **Service duplication**

The ACCF supports the provision of child care alternatives and options where none exist or where current services are insufficient to meet family needs and waitlist demands. Applicants are expected to demonstrate collaborative efforts to avoid duplication of services.

## **Affordability**

The ACCF supports initiatives that allow more children to access services, rather than initiatives that offset user fees for existing programs or services. This funding is intended to increase the availability of services for children, not to improve affordability.

## Provincial/territorial jurisdictions

The ACCF explicitly does **not** provide funding for services that fall under provincial/territorial jurisdiction, including the operation of licensed regular child care by federal entities.

Licensed, regular child care in Canada operates entirely within provincial and territorial regulatory frameworks, including requirements for licensing, staffing qualifications, health and safety standards, inspection regimes, and—where applicable—participation in the Canada-Wide Early Learning and Child Care (CWELCC) system.

The intent of the ACCF is **not** to create or fund any form of federally delivered licensed child care that would sit outside these provincial systems and/or the CWELCC framework.

Instead, the ACCF is designed to enhance supports within existing federal authorities, focusing on flexibility, emergency care, navigation supports, and improvements to the environments and programming already offered by MFRCs and PSP.

## Non-licensed, special-circumstance programming

Local PSP and MFS teams **cannot** deliver provincially licensed child care.

However, they **may** deliver non-licensed, special-circumstance programming such as playcare, respite, before/after school or day camp programming, and short-duration services within existing NPP/MFS authorities.

## Priority populations

Priority access to child care will be given to Regular Force members and their families over Reserve Force, except in situations where child care demands are a barrier to Reserve Force requirements for immediate CAF operational taskings.

# Applying for the ACCF

## Results-based application

Applications must articulate a results-based proposal, grounded in an integrated multi-year business planning and funding that demonstrates alignment:

1. With the ACCF objectives, community needs, and merit-based criteria
2. Between proposed activities, long-term strategic objectives and specific expected results.

## Submitting an application

The ACCF three-step application process supports applicants with their submissions by providing practical tools that strengthen planning capacity, improve application quality, and advance the achievement of expected outcomes: Application format.

Form 1 – Proposal Narrative - prompting a 4-year visioning plan

Form 2 – Yearly Financial planning Workbook

## Supporting documents

All documents outlined under Baseline funding conditions in this Framework, and those in the Funding Allocation Letter must be up to date and available upon request.

## Application & Reporting deadlines

Application and reporting deadlines are updated and established annually in advance of each applicable fiscal year and are outlined under Timeline and Reporting Matrix.

## Assessment & Funding Decisions

### Funding allocation principles

The ACCF framework enables transparent, equitable, and objective fund allocation, balancing equity and results-based performance while strengthening organizational capacity and advancing the fund's primary objectives.

**Equity:** Targeted proportionally to the needs.

**Impact:** Priority granted to proposals that deliver measurable benefits for CAF families and children.

**Results-based:** Business plans-based proposals, feasibility, alignment with the ACCF objectives, and expected outcomes.

**Capacity:** Consideration is given to the ability to implement projects successfully.

### Review committee

The review committee is composed of CFMWS staff who are knowledgeable of base/wing child care requirements.

Members are appointed to support fair, transparent and defensible evaluation of funding applications. They are not in positions that will directly receive funding or can influence those who are recipients of funding.

# Assessment methodology

Applications are assessed through a standardized, merit-based process aligned with program objectives, baseline funding conditions, eligibility and expected outcomes.

Funding allocations are pre-determined by a formula-driven methodology supported by merit-based assessment and review committee validation.

Assessments are evidence-based, auditable, and consistently applied, ensuring equity, transparency, and objective funding decisions.

The funding allocation decisions follow a structured four-step process:



## Step 1 – Prioritization formula

The prioritization formula provides an evidence-based starting point for funding decisions. It assesses relative need across applicant organizations and directs resources where service pressures are greatest.

The funding priority scoring serves as a basic indicator for funds allocation rationale. The expertise and judgment of the review committee remain central for making final funding recommendations for approval authority decisions.

## Step 2 – Merit-based assessment

The merit-based assessment evaluates to what level the proposed activities, related expenses and expected impact of the proposed expansion plan are aligned. More precisely:

Merit criteria

Dimension	Description
1. Fidelity	Proposal clearly aligns with fund objectives and core services.
2. Integration	Proposal addresses community gaps, avoids duplication, and coordinates with existing programs.

<b>3. Equity and accessibility</b>	Prioritizes families with greatest need and CAF operational requirements, including underserved areas and children with disabilities.
<b>4. Innovation</b>	Demonstrates creative approaches to expand access or improve quality, aligned with Fund priorities.
<b>5. Scalability and sustainability</b>	Shows potential for growth, long-term impact, and continuation beyond the funding period.

---

### Step 3 – Funding allocation decisions

Informed by the quantitative prioritization formula and qualitative merit-based assessment results, this step is where the review committee exercises structured discretion to:

1. Confirm alignment with program objectives and applicant organisations operational realities
2. Adjust allocations as relevant
3. Finalise funding decisions for recommendation.

Funding decisions and adjustments are documented in a manner that maintains transparency and reflect equity and accountability throughout the process.

### Step 4 - Risk

It is at this stage that organizational risk is evaluated and factored into funding decisions.

Risk assessments may consider factors such as governance and internal control issues, non-compliance with previous funding agreements, financial instability or mismanagement, or a demonstrated inability to meet program objectives.

Organizations presenting a high level of risk in one or more of these areas could be subject to conditional funding, phased allocations, or specific terms and conditions to mitigate risk.

## Funding allocation letter

The Funding allocation letter notifies the applicant of initial confirmation of funding and articulates the requirements for the funding allocations to be administered, including:

1. Acknowledgement of funding approval

2. Funding summary: Approved funding amount, and justification (non-eligible expenses etc.) when there is any difference between the funded and requested amounts
3. Special or exceptional funding conditions
4. Eligible expenditures: Expenses that are deemed eligible under the funding allocation agreement. Requested ineligible expenses that were not approved
5. Expected results: Recap of the expected results the funding will be supporting (based on the application) and how they align with key program outcomes and indicators (KPIs)
6. Reporting requirements: Obligations for financial and performance reporting and timing and frequency of interim and final reports. Performance indicators and data requirements, linkage of payment tranches to reporting outcomes
7. Disbursement terms: Advances or progress payments schedules.

## Disbursements

Organizations receive disbursement depending on their legal status:

### Not-for-profit MFRCs

Disbursements are provided in accordance with the applicable Funding Allocation Letter and will be issued as determined by the program authority. Payments may be issued by fiscal year or by installments. Any unexpended amounts are returned by reducing the next disbursement or through an invoicing process.

### MFS and PSP local operations

Use a trust account created by CFMWS Finance to expend against up to amounts indicated, with any unexpended amounts returned at end of the fiscal year.

## Reporting

### Progress reporting requirements

The four-year funding cycle is subject to quarterly and annual performance reviews. Recipients must submit progress and financial reports in accordance with the agreements outlined in their Funding allocation letter.

Using standardized program templates provided by MFS, reports must demonstrate performance against approved commitments, key performance indicators and expected outcomes, including:

1. Implementation status of funded activities
2. Use of funds in alignment with approved funding

3. Emerging risks, material changes, trends, or unforeseen factors affecting delivery.

As established in the Funding allocation letter, reporting requirements may be proportionate to funding levels, risk considerations and program complexity.

Renewal decisions are informed by reporting data, compliance assessments and program performance indicators.

## Multi-year assessment and adjustments

### Conditional funding requirements

Multi-year conditional funding links disbursements to annual progress on the four-year plan's expected outcomes, ensuring accountability, adherence to performance expectations, and compliance with all funding conditions.

Continuation of funding is reviewed annually or at agreed upon milestones in accordance with Funding allocation letter

Assessments determine the conditions under which the funding continues.

### Disbursements adjustments

The ACCF is governed by the CFMWS Compliance Assurance Program that supports stewardship of public funds through risk-informed monitoring, audit readiness and performance verification across the funding lifecycle.

Funding activities are subject to compliance and policy requirements.

Cases of non-compliance and funding adjustments are assessed on a case-by-case basis in accordance with the Compliance Assurance Program.

## Contact Information

Military Family Services  
MFSACCF@cfmws.com

## APPENDIX A - Glossary

For purposes of this framework and its supporting policies and legal documents, the following definitions and acronyms apply:

**Applicant** is the organization that has applies for funding from the ACCF.

**Approval Authority** makes final decisions based on Review Committee recommendations and in accordance with organisational signing authorities.

**Baseline funding conditions** are minimum requirements an applicant must have to apply for funding.

**Before and after school care** are programs that complement the school day, outside of regular school hours, with activities, quiet times, and outdoor play.

**Camps/Rec Programs:** Available part-time or full-time and typically offered on holidays and throughout the summer.

### **Canadian Forces Morale and Welfare Services (CFMWS)**

A Canadian organization that provides morale, welfare, and recreational programs and services to Canadian Armed Forces members, Veterans, and their families, including Military Family Services, Personnel Support Programs, and retail/financial services.

**Community-Based:** These programs can be licensed or unlicensed and are provided by local community resources.

### **Chief of Staff, Corporate, Military Personnel Command (COS CORP MILPERSCOM)**

The senior officer responsible for corporate planning, administration, and coordination within Military Personnel Command, overseeing staff functions that support the management and welfare of Canadian Armed Forces members.

**Children with disabilities and/or special needs** includes those with physical disabilities: mobility, dexterity, pain- or endurance-related disabilities; sense-related disabilities: people with hearing loss, vision loss, or speech-related disabilities; intellectual disabilities: people with cognitive, learning, developmental, or mental health-related disabilities, as defined by the Accessible Canada Act.

**Child care** encompasses all forms of care and supervision of children, typically outside of their primary caregivers' homes. It provides a safe and nurturing environment for children while their parents or guardians are at work or otherwise occupied.

**Child care deserts** are communities or neighbourhoods in Canada where there is severe inadequate access to licensed child care. Often defined as only one child care space or less for every three children requiring care.

**Compliance and assurance** refer to the audit framework designed to ensure Non-Public Property (NPP) operations – in this case, ACCF recipients -- follow policies, safeguard assets, manage risk, and otherwise adhere to established standards and provide confidence that controls are effective.

**Emergency child care** is temporary, short term child care to support families during emergencies, unexpected events and short-notice situations, when neither the primary nor secondary family care provider identified in the Family Care Plan (FCP) is available, nor assistance through existing support mechanisms proves sufficient.

**Extended hours care** is child care offered outside of standard business hours, such as evenings, overnight and weekends.

**Family Care Plan (FCP)** is a mandatory Department of National Defence form that prepares families of Canadian Armed Forces members to be taken care of in case of unforeseen events, emergency callouts and planned deployment. It identifies primary and secondary caregivers who should be contacted in the event of an emergency or military tasking.

**Flexible care** provides short-term, adaptable child care for specific needs such as emergencies, respite during deployment or relocation, medical appointments, weekly schedules. Generally, for brief periods, such as a few hours weekly, it may extend to evenings or weekends.

**Full-time child care** programs require licensing across Canada, with regular monitoring and inspection to meet provincial or territorial regulations. Services are generally provided during standard work hours and typically for more than 30 hours per week.

**Funding Allocation Letter** is the official documentation notifying applicants of the money received under the fund, along with the terms and conditions of compliance.

**Home child care (non-relative)** is licensed or unlicensed care provided in the care provider's home and may include a group of children from different families.

**In child's home child care** is care provided in the child's home and does not include children from other families.

**Key performance indicators (KPIs)** are specific, measurable metrics used to map progress toward goals or objectives.

**Licensed child care** includes centre-based full-day child care, certain types of home-based child care, nursery schools, and preschools. These facilities are inspected,

monitored, and regulated by provincial and territorial authorities, adhering to established standards for quality and safety.

**Memorandum of Understanding (MOU)** refers to a formal but non-binding agreement between two or more parties that outlines their intentions, roles, and responsibilities for a shared project or collaboration.

**Merit criteria** refers to the standards used to evaluate the quality, clarity, and relevance of a proposal's narrative, including alignment with program objectives, feasibility, and expected outcomes.

### **Military Family Resource Centre (MFRC)**

Military Family Resource Centre (MFRC): A community-based support centre located on or near Canadian Armed Forces bases that connects military families with a wide range of programs and services to build resilience and support well-being, including deployment support, family programming, child and youth services, and referrals to other resources. (CFMWS website)

### **Military Family Services (MFS)**

Military Family Services is a division of Canadian Forces Morale and Welfare Services that provides support and services to military families across Canada and abroad. It's designed to help families navigate the unique challenges that come with military life—such as frequent relocations, deployments, transitions, and family well-being.

### **Military and Veteran Family Services Program (MVFSP)**

The Military and Veteran Family Services Support Program (MVFSP) is a Government of Canada-funded program that supports services specifically for military and Veteran families. It provides publicly reimbursed funding and support to eligible organizations to ensure that targeted services are available to this community. It's part of the framework through which Military Family Services (MFS) stewards and coordinates family-oriented programs.

**Multi-year funding** refers to approved funds to be given over multiple fiscal years, subject to annual or quarterly performance reviews that confirm the recipient has met the mandatory terms and conditions articulated in the Funding Allocation Letter.

**Navigation services** support CAF families by assisting their search for child care in their communities.

**Non-Public Funds (NPF)** refers to funds generated and managed by the military to support morale, welfare, and recreational programs, outside the government's public budget.

**Non-Public Property (NPP)** refers to assets owned and managed by the military, including funds, facilities, and equipment, used to support morale, welfare, and recreational programs, and not part of the government's public property.

**Not-for-profit** refers to an organization that operates to provide services or support for a public or community purpose rather than to make a profit for owners or shareholders.

**Occasional care** programs offer part-time, temporary child care options to provide primary caregivers with a break from care or to respond to CAF operational requirements when regular care is not available.

**Operational tempo** is the speed, frequency and intensity of military operations, training, deployments and exercises.

**OUTCAN** refers to military postings outside of Canada. Benefits and services for CAF members and their families are governed by Foreign Service Directives; service providers OUTCAN are not eligible to apply for the ACCF.

### **Outreach communities**

In the context of Canadian Forces Morale and Welfare Services (CFMWS) and the military family support system in Canada, "outreach communities" generally refers to the groups or geographic areas of military families who may be served through outreach efforts—especially those who are not right next to a base, wing, or Military Family Resource Centre (MFRC).

### **Personnel Support Program (PSP)**

In the Canadian Forces / CFMWS context, Personnel Support Program (PSP) refers to the programs and services that directly support the morale, welfare, and well-being of military members and their families. It's part of the broader NPF/CFMWS structure.

**Playcare** is casual, unlicensed child care or child supervision while the primary caregiver remains on site; for example, while the CAF member uses the gym for operational fitness requirements in the same building.

**Prioritization formula** assesses demand for child care versus spaces available in a particular community, taking into account anticipated population growth, operational tempo and other structural constraints (such as remote communities or child care deserts), to establish a maximum available funding amount for each applicant.

**Program Authority** is an individual within CFMWS that provides overall stewardship and administration of funding.

**Relocation respite care** is temporary child care for CAF families who have recently relocated due to a military posting, designed as interim care while they settle into a new home, until a permanent child care solution can be established in their new community.

**Respite care** provides extra support or a temporary break from care during relocation for a posting, deployments and other military-related absences, or for caregivers of children with disabilities.

**Results-based management (RBM)** is business planning focused on measurable outcomes. This demands the establishment of key performance indicators (KPIs) to know what to evaluate, rigorous tracking of performance against objectives, continuous learning and risk mitigation and management.

**Review Committee** is a group of unbiased CFMWS employees who evaluate eligible applications for funding.

#### **Service Level Agreement (SLA)**

A formal agreement between a service provider and a client that defines the expected level, quality, and standards of service, including responsibilities, performance metrics, and reporting.

**Terms and conditions** are approved by the ACCF Approval Authority, which set out the parameters under which the funds may be given and used for a particular program.

**Unlicensed care** is often home-based and not subject to the same regulatory oversight as licensed care. Providers are not inspected or monitored and do not need to meet most provincial standards but often provide flexible care options for families where there is a shortage of licensed care available.

**Youth programs** refer to out of school care, and in the eligibility of ACCF, is intended for children under twelve.

# APPENDIX B - Baseline funding conditions and required documentation

## Institutional sustainability and stability

Institutional capacity is demonstrated by financial and governance practices. This includes proven financial viability to support organizational objectives within in a business plan or model and to comply with all funding conditions.

## Required documentation

### Not-for profits

- Investment or account balance showing 3–6-month operational revenue funds
- Audited financial statements
- Bylaws
- Organizational chart
- Local risk registry and management action plan
- Board of directors' composition form
- Attestation not-for-profit in good standing
- Audited financial statements

### All applicants

- Audited financial statements

## Compliance with federal and provincial legislation

Applicants must demonstrate compliance with relevant federal and provincial laws, including but not exclusively, the federal Privacy Act; Access to Information Act; Official Languages Act; and the Accessible Canada Act and all other provincial legislation in effect.

Applicants must have measures in place to foster a workplace exempt from harassment, abuse and discrimination in compliance with the NPF Workplace Harassment and Violence Prevention Policy.

Compliance is demonstrated by providing the applicant's policy framework

## Compliance assurance

Applicants must demonstrate compliance with the MOU in good standing. For not-for-profits, the Military and Veteran Family Services Support Program (MVFSP) must indicate good standing in writing. Other applicants will be required to show a relevant Service Level Agreement (SLA).

# APPENDIX C - Government of Canada funding best practices

The ACCF Framework is rooted in the Government of Canada (GC) best practices in public program governance, supporting accountable, transparent, results-based program delivery.

The following describes ten GC best practices and how the ACCF Framework aligns with each.

## **Clear objectives and outcomes**

The framework is evidence-informed and research-based. It sets out clear program objectives, expected outcomes and performance expectations for funded organizations. Funding is conditional to attaining measurable results towards positive outcomes for military families.

## **Results-based management**

Funding decisions and renewals are driven by results and performance, based on measurable outcomes. Multi-year funding is conditionally adjusted annually based on demonstrated achievement of commitments and program outcomes to support results-based planning and delivery.

## **Transparency and fairness**

The ACCF Framework structures the ACCF Fund administration across all stages of the program lifecycle, from intake and assessment to funding delivery and monitoring. This ensures defensible, transparent, equitable and results-based and auditable funding decisions.

## **Accountability and stewardship**

Accountability is the overarching principle of the ACCF Framework. It guides funding decisions, performance expectations, and compliance requirements. This supports strong stewardship of allocated funds and measurable outcomes for CAF children and families.

## **Proportional oversight**

Proportional oversight is applied through compliance assurance and annual performance monitoring, with oversight levels adjusted based on funding value, risk and performance results.

## **Risk-based approach**

Risk is managed and mitigated through program policies, structured application and reporting processes, funding allocation letters and compliance assurance mechanisms.

## **Accessibility and inclusion**

The ACCF is designed to advance equitable and inclusive child care access, including services for children with disabilities, consistent with the Accessible Canada Act.

## **Policy and legislative compliance**

Compliance with all applicable federal and provincial legislation, regulations and policies in effect is a mandatory condition for funding under the ACCF.

## **Efficiency and simplicity**

Efficiency and administrative simplicity are achieved through standardized, technology-enabled processes that reduce administrative burden while maintaining accountability and program integrity.

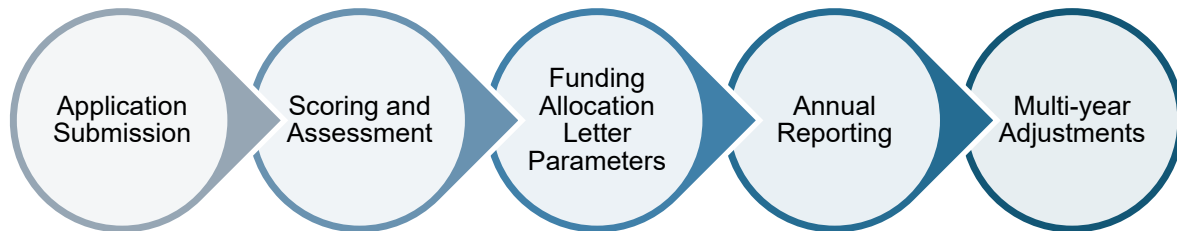
## **Continuous improvement and innovation**

Ongoing measurement and oversight of performance data, evaluation of evidence support continuous improvement and innovation.

## APPENDIX D - ACCF integrated application form

Applicants use digitally enabled tools (MS Forms and Excel) for their funding proposals that prompt them to input measurable, results-aligned activities.

The Funding Application form further enables and supports the administration of the entire funding cycle:



### Application format

#### Form (MS Forms)

Applicants are required to fill in information in three core sections, with the help of an application guide.

- A. Applicant information
- B. Baseline funding conditions
- C. Context narrative / Merit-based assessment / Results-driven proposal
  - a. Context / problem statement / gap / pressure
  - b. Pressures / gaps and proposed mitigations
  - c. Multi-year broad objectives
  - d. Capacity and governance
  - e. Sustainability / continuity
  - f. Yearly roll-out plan and expected results

#### Costing / funding request

- a. Costing – financial resources required
- b. Key performance indicators
- c. Timelines

# APPENDIX E - Prioritization formula

The Prioritization formula generates a data-driven, evidence-based starting point for decision-making on funding amounts. It:

- Identifies where the gap between child care demand and available capacity is greatest, while accounting for operational realities.
- Ranks organizations on relative need and structural constraints
- Establishes a transparent priority score that informs funding allocations.

## How it works

By assessing relative need across eligible organizations, the prioritization formula ensures resources are allocated on a needs-based basis, where service pressures are greatest, in a consistent, objective manner.

Service pressure is measured against the results-based application evaluation to determine each applicant’s funding amount, or funding priority score.

[See diagram below]



It combines data that:

- 1) Gives a clear portrait of the pressure between the current child care demand versus current offer, factoring in the anticipated base/wing population growth.
- 2) Factors in structural constraints such as the child care desert index and operational tempo index to calculate the final funding priority score.

## Formula Parameters

Formula parameter	What it measures	Key component	Data source	Notes
<b>Demand</b> <i>What is needed today</i>	Current level of child care need at each base/organization	Current enrolled children	Target organisations	
		Waitlists	Target organisations	
<b>Growth adjustment</b> <i>Upcoming trend</i>	Anticipates future increases in child care need	B/W population growth multiplier	<b>To be confirmed</b>	<ul style="list-style-type: none"> <li>- Applied as a <b>multiplier</b>, not separate score</li> <li>- Forward-looking</li> <li>- Should account for both CAF growth and attrition</li> <li>- Provides an approximate figure of child population growth.</li> </ul>

<b>Offer capacity</b> <i>What the system can realistically provide</i>	Current and near-term capacity to meet demand	Program availability index	In-house data – Child care community profiles – MFRC program availability 2023	
<b>Workforce growth factor</b>	Anticipated ECE workforce fluctuations	ECE workforce growth multiplier	Statistics Canada (2016-2021)	- Applied as a <b>multiplier</b> , not separate score - Forward looking
<b>Pressure</b> <i>The core gap</i>	Gap between demand and capacity	n/a	Calculated score (Enrolled children + Waitlists x Pop growth minus Program availability X ECE workforce growth index)	-Shows where need vs. capacity gap is greatest
<b>Structural constraints</b> <i>Context beyond organizational control</i>	Environmental/contextual factors amplifying pressure	Child care desert index	<u>Is my community a child care desert?</u> <u>New map shows availability across Canada - CCPA</u>	-Do not reflect organizational performance
		Operational tempo index	In-house data	-Treated as structural constraints, not failures -Highlights systemic pressures explicitly

## Priority Scoring

### Ranking

The funding amounts are directly proportional to the score. The higher the priority score, the higher the funding priority within the funding pool.

### Interpretation

While relatively thorough and precise, the funding priority score offers a foundation to the overarching funding decision-making. It supports:

- Informed assessment of funding requests
- Prioritization of investments while retaining flexibility in final allocation decisions
- Balancing the needs and capacity across organizations.

The score is intended as a basic indicator for funds allocation rationale.

It does not replace the expertise and judgment of the review committee, which remains central for interpreting context, weighing nuances such as capacity and making final funding recommendations for approval authority decisions.

## APPENDIX F - Merit-based assessment

The results-based assessment determines the extent to which an organisation earns its provisional funding envelope.

This step uses the MS Forms questionnaire and the Excel workbook completed by applicants to confirm that baseline funding conditions are met and that proposed activities, expenses, and expected impacts are aligned.

A subsequent merit assessment evaluates how well proposals align with fund objectives, address identified community gaps, leverage partnerships, introduce meaningful innovation, and demonstrate potential for scalable, sustainable impact beyond the funding period.

Innovation and special projects are assessed as part of the results-based assessment.

### Merit criteria

Dimension	Description / What to look for	1 – Poor	2 – Adequate	3 – Good	4 – Excellent
1. Fidelity	Proposal clearly aligns with fund objectives and core services.	Misaligned; does not address fund objectives	Partially aligned; unclear connection	Mostly aligned; clear connection	Fully aligned; directly supports fund priorities
2. Integration	Proposal addresses community gaps, avoids duplication, and coordinates with existing programs.	Duplication; poor coordination	Limited consideration of gaps; minimal coordination	Good gap coverage; some coordination	Excellent gap coverage; strong coordination with existing programs
3. Equity and accessibility	Prioritizes families with greatest need and CAF operational requirements, including underserved areas and children with disabilities.	No evidence of prioritization: program does not target families with greatest need or underserved areas. Children with disabilities are not considered.	Limited prioritization: some consideration for underserved families or children with disabilities but not systematically applied.	Clear prioritization of families with greatest need; program consistently considers underserved areas and children with disabilities, but coverage may not reach all who need it.	Comprehensive, systematic prioritization: program effectively reaches families with greatest need, fully addresses underserved areas, and ensures children with disabilities are included. Demonstrates measurable outcomes.

4. Innovation	Demonstrates creative approaches to expand access or improve quality, aligned with Fund priorities.	No innovation: standard approaches	Some innovative elements: limited impact	Clear innovation: improving access or quality	Highly creative and strategic: strong potential to enhance outcomes
5. Scalability and sustainability	Shows potential for growth, long-term impact, and continuation beyond the funding period.	Limited or no potential beyond funding term	Some potential for continuation or expansion	Clear potential for long-term impact and growth	Demonstrated, credible plan for long-term impact: scalable and sustainable

# APPENDIX G- Strategic adjustments parameters and limits

The below parameters may inform strategic alignments and funding allocation decisions:

**Opportunities:** Factors that may enhance impact, including innovative or scalable projects, strategic partnerships, proposals addressing unmet needs not captured by the formula, or opportunities to test new activities/service models.

**Risks:** Factors that may impede achievement of expected results, such as governance instability, staff turnover, ambitious timelines, temporary facility closures, accessibility or transportation challenges, or regulatory/policy changes outside the applicant's control.

**Contextual considerations:** External circumstances affecting delivery, such as population changes, regional portfolio balance, emergency situations, or operational constraints across sites.

**Exceptional circumstances** such as unforeseen events or emergent priorities not captured elsewhere.

Adjustments allow the committee to respond to unforeseen circumstances, multi-year operational realities, or emergent strategic priorities, while maintaining alignment with program objectives.

## Parameters and limits

- Discretion supports program objectives, address risks, seize opportunities, and respond to external contextual factors while ensuring equitable allocation across eligible organizations.
- Adjustments remain within the envelope determined by formula and merit-based assessment.
- This step does not reassess factors already captured in the merit-based assessment, except in clearly defined exceptional circumstances.
- Any adjustment exceeding the ranges requires committee consensus and approval authority sign-off.
- Each adjustment must be documented, including the factor, % or \$\$ applied, and rationale.
- The strategic alignment factors used at this stage will further be assessed as part of the yearly assessments and adjustments to ensure continued alignment with program objectives.
- Adjustments are applied consistently across applicants, with rationale documented for transparency and audit purposes.

## APPENDIX H - Conditional funding parameters

The review approach for multi-year conditional funding supports results-driven, accountable decision-making and sustained child care access outcomes while promoting performance excellence and continuous improvement.

Aligned with Treasury Board policy requirements, it ensures performance-based funding disbursement and supports risk mitigation over multiple years.

### Requirements

The conditional funding structure relies on a conformity evaluation that is specific to how the ACCF allocations are spent by organisation, in conformity with the funding allocation letter.

The evaluation approach establishes a rigorous, accountability-focused, and results-driven framework for linking performance to funding adjustments.

1. Prioritizes accountability and strict adherence to funding conditions.
2. Adjustments are standardized and tied to performance tiers.
3. Enforcement actions may include formal feedback, corrective measures or conditional adjustments to next-year funding.

Funding is contingent on the recipient organization:

4. Meeting all terms of the Funding Allocation Letter
5. Achieving the deliverables laid out in the business plan proposal
6. Complying with all applicable policies
7. Addressing any areas identified as requiring improvement.

Evaluation decision and remediation parameters and policy are well-communicated in advance to recipient organisations.

The evaluation methodology and scoring system are explained in the application guide.

### Conditional funding assessment methodology

#### **Evaluation**

The yearly funding performance evaluation is made through a scoring system that provides a consistent, evidence-based and auditable method. It assesses organizational performance across key indicators.

#### **Reporting timeliness**

Extent to which required reports and submissions are delivered by agreed deadlines.

#### **Report completeness and quality**

Accuracy, thoroughness and clarity of submitted reports and documentation.

**Use of funds and financial compliance**

Adherence to approved budget allocations, policies and eligible expenditures.

**Achievement of KPIs and milestones**

Degree to which planned outputs, activities and performance targets are met.

**Organizational capacity and governance**

Adequacy of governance structures, management and operational resources to deliver on commitments.

**Scoring**

Organizations are evaluated with scores ranging from 5 - Exceeds expectations to 1 - Does not meet, with clear criteria for low, medium, and high non-compliance.

Each score links to specific actions that inform funding adjustments (as required), including potential holdbacks, etc.

This ensures accountability while supporting improvement and sustaining child care access outcomes.

## Funding Allocation Letter - Compliance evaluation - scoring system

Assessment factor / reason	Exceeded expectations	Meets expectations	Partially meets Low Non-compliance	Partially meets Medium Non-compliance	Does not meet High Non-compliance	Score (5-1)	Proposed actions per score
Score	5	4	3	2	1		
<b>Reporting timeliness</b>	Surpasses all commitments: consistently early or ahead of schedule	Meets all commitments; delivers on time	Occasional minor delays; reports submitted within grace period	Frequent delays requiring follow-up; minor impact	Significant delays affecting oversight; may trigger conditional funding		5 = Recognize achievement; maintain funding; guidance to scale; explore innovation opportunities 4 = Maintain funding; document best practices; optional guidance 3 = Maintain funding; standard feedback; minor coaching 2 = Trigger review; formal feedback; corrective guidance 1 = Suspend/revoke funding; enforce repayment; escalate
<b>Report completeness / quality</b>	Fully complete, highly accurate, adds value	Complete, accurate, meets standards	Minor omissions/errors; easily corrected	Recurrent incomplete or low-quality reports	Consistently incomplete, inaccurate, or unusable		5 = Share best practices; maintain funding; optional coaching 4 = Maintain funding; document improvement approaches 3 = Maintain funding; guidance/resubmission; minor coaching 2 = Trigger review; formal feedback; remedial plan 1 = Suspend/revoke; escalate; corrective plan
<b>Use of funds / financial compliance</b>	Exemplary management; no errors; innovative cost-efficiency	Fully compliant with budget and policies	Minor bookkeeping errors; no policy breach	Noticeable misuse or ineligible expenses	Significant misuse; repeated breaches; may trigger repayment		5 = Recognize exemplary compliance; maintain funding; highlight high performers 4 = Maintain funding; document best practices; optional coaching 3 = Maintain funding; corrective guidance; minor holdback 2 = Partial holdback; remedial plan; mandatory training 1 = Repayment/revocation; legal escalation; suspend funding
<b>Achievement of KPIs / milestones</b>	Achieves all KPIs ahead of schedule; exceeds targets	Achieves all KPIs on time	Slight delays; minor gaps	Partial achievement; milestones missed	Major failure; impacts child care access		5 = Recognize high achievement; scale/innovation funding 4 = Maintain funding; document exemplary practices 3 = Maintain funding; supportive coaching; minor adjustment 2 = Partial adjustment; remedial plan; close monitoring 1 = Reconsider continuation; adjust future payments; escalate
<b>Organizational capacity / governance</b>	Exemplary governance; strong capacity; mentors others	Adequate governance; sufficient capacity	Minor operational/governance gaps	Capacity/governance issues limiting effectiveness	Significant weaknesses affecting delivery		5 = Recognize exemplary governance; maintain funding; offer mentoring 4 = Maintain funding; document best practices; optional guidance 3 = Maintain funding; guidance; templates; monitoring 2 = Technical assistance; mentorship; partial holdback 1 = Improvement plan; senior management intervention; conditional continuation; escalate
<b>Total Score</b>							

# APPENDIX I -Timeline and Reporting Matrix

FY 2026 - 2027

## ACCF Timeline

Deliverable	Deadline	Method of Delivery/Submission
Call for Proposal	25 May 2026	Distributed to invited organizations
Application Form 1 Deadline	8 June 2026	Submitted through Funding Application Website Platform
Application Form 2 Deadline	8 June 2026	Submitted through Funding Application Website Platform
Application Excel Financial Workbook Deadline	26 June 2026	Submitted via email to <a href="mailto:MFSACCF@cfmws.com">MFSACCF@cfmws.com</a>
Distribution of Funding Allocations	14 July 2026	Distributed to eligible organizations

## ACCF Reporting Matrix

Document	Deadline to Submit	
First Quarterly (Q1) Report	31 October 2026 Please note Q1 and Q2	All ACCF Reporting is to be submitted electronically to <a href="mailto:MFSACCF@cfmws.com">MFSACCF@cfmws.com</a>
Second Quarterly (Q2) Report	Reports are to be submitted concurrently	
Third Quarterly (Q3) Report	31 January 2027	
Fourth Quarterly (Q4) Report	8 May 2027	
Innovation Funding After- Action Report (AAR)	8 May 2027	

This document is to be updated on a year-to-year basis or as required.

# APPENDIX J - References

## **Government of Canada – Treasury Board Secretariat**

Policy on Transfer Payments

Policy on Service and Digital

Values and Ethics Code for the Public Sector

Conflict-of-Interest-Policy-Rev-Aug-2018.pdf

Accessible Canada Act

## **Department of national defence**

APS 110

DAOD 5045-0

## **CFMWS**

PSP Policy Manual

Services for Military and Veterans Families – Operational Manual 2024

NPP contracting and funding frameworks for PSP and MFS Entities

MoU between CFMWS and MFRCs

SLA with PSP and MFS Entities

CFMWS Code of Values and Ethics

CFMWS Conflict of Interest Guide PDF.pdf

Services for Military and Veteran Families The 2020+ Strategic Framework

Child Care Community Profiles v5

Rural Grant and Spring Break Program