



[NPP ANNUAL REPORT](#)

[LEADERSHIP MESSAGE](#)

[CANEX](#)

[SISIP FINANCIAL](#)

[STRATEGIC OUTREACH](#)

[MILITARY FAMILY SERVICES](#)

[PSP](#)

[SUPPORT DIVISIONS](#)

[MARKETING](#)

[FRANÇAIS](#)



2015-2016

NPP ANNUAL REPORT

Table of Contents

Leadership Message	4
Non-Public Property: Four Years of Growth	5
CFMWS Divisions.....	6
CANEX: Canada’s Military Store	7
Operational Efficiencies, Sales and Key Initiatives	7
CANEX.ca	8
TACTIX: Military shop-in-a-shop	8
Kiosks grow Tim Hortons partnership	9
Kit Shops	9
SISIP Financial	10
Highlights and Key Initiatives	10
Financial Planning	11
CANEX and SISIP give back	12
Strategic Outreach	13
CFOne	13
Support Our Troops Funds	14
Support Our Troops Programs	17

Table of Contents

Military Family Services (MFS)	18
MFS Partnerships	20
Personnel Support Programs (PSP)	21
Recreation Programs	22
Recreation: By the Numbers	25
Deployment Support	26
Messes	27
CAF Museums	28
Specialty Interest Activities	29
Support Divisions	30
Information Services	30
Human Resources	31
Finance	32
Marketing	33
Financial Summary	36

Leadership Message

Commodore Mark Watson, Director General Morale and Welfare Services and Managing Director NPP



In this year's NPP Annual Report, we are reflecting not only on the milestones achieved over the past year, but also on the progress we've made over the past four years at meeting the goals set out in our [2012-2017 corporate strategy](#). As we approach the last year of working towards these goals, it's a great time to take stock, celebrate our achievements, and set the tone for the year ahead.

The corporate strategy laid the path for the organization to become more **engaged** with the beneficiaries we serve, more **diverse** in our programming and revenue generation, and better **integrated** with our colleagues and partners. These broad themes are central to the success that each of our

divisions have achieved this year, and have been highlighted throughout this report. To achieve these goals, our employees demonstrated leadership, creativity, and a firm commitment to NPF's values and ethics.

On a more personal note, this year also marks the end of my tenure as DGMWS, as I will be moving on to a new posting this summer. My time working with CFMWS has truly been the highlight of my career to date. I am thrilled to have helped this organization evolve so successfully, and I cannot wait to see what the future has in store.

Non-Public Property: Four Years of Growth

At CFMWS, our vision is to be one of the strongest morale and welfare organizations in the Western World. Since publishing our corporate strategy in 2012, we've mapped an ambitious course to broaden the scope of the services we offer and the revenue we generate, communicate with the CAF community more effectively, and work smarter as a united, connected team.

Engaged

Marketing our services and communicating with purpose

To understand our beneficiaries and satisfy their needs, we've modernized the way we engage with the CAF community. Whether a beneficiary connects with us in person, by phone, on our website, via social media, or by reading one of our publications, we aim to provide clear, helpful, professional information that resonates.



Diverse

Evolving our services and revenue stream

At CFMWS, we may not provide *everything* for everyone, but we do provide *something* for everyone in the CAF community. We've added new programs that offer real benefits, like the CF Appreciation Program and DFit.ca for Families, and expanded other services, like the 24/7 Family Information Line. Our revenue diversification has also grown significantly, particularly from investments in real property.



Integrated

Breaking down silos and building a well-trained, effective team

With over 4,000 employees spread across the globe delivering dozens of distinct programs and services, creating a cohesive, coordinated team is a challenge that we're meeting head on, today and into the future. Our updated Talent Management program and group effort to market services to the Reserve Force are just two examples of how we're taking steps to create a better connected workforce.



CFMWS Divisions

CFMWS is a diverse organization that provides CAF members and their families with morale and welfare services to meet their needs, from recruitment to retirement and beyond. To deliver these services, CFMWS uses a combination of Public Funds and Non-Public Property (NPP). The Annual Report addresses primarily the NPP components of CFMWS operations.

CFMWS delivers its programs and services through:



CANEX
an NPP entity



SISIP Financial
an NPP entity



Casualty Support
Management
a Public entity



Military Family Services
(MFS)

Publicly funded

Includes Children's Education Management. Delivered with NPP resources and augmented with military and Department of National Defence staff.



Personnel Support
Programs (PSP)

Public and NPP entities

Includes both publicly reimbursed programs delivered by NPP through Alternative Service Delivery such as Messes, Deployment Support, Fitness, Sports, and Health Promotion Delivery as well as NPP programs such as Community Recreation, Newspapers and Specialty Interest Activities.



Strategic Outreach and
Initiatives

an NPP entity

Includes the Support Our Troops Program, the CFOne Membership Office, the Canadian Defence Community Banking program, and the CF Appreciation Program.



Support Divisions

NPP entities

Human Resources (HR)
Finance
Information Services

Corporate Services: Strategic Communications, Translation, Real Property, Corporate Projects, Policy and Education, Conflict Management and Administration Services.

CANEX: Canada's Military Store

Operational Efficiencies, Sales and Key Initiatives



Kingston and Borden

Amalgamated ExpressMarts into retail stores

This has resulted in significant operational efficiency and surpassed budgeted sales expectations year over year for both stores. Borden's sales increased by 4% to \$7 million, which increased the store's operating income by nearly 50%. Kingston's sales increased by 10% to over \$4.6 million, which increased the store's operating income from \$10,375 to a six digit return.

Winnipeg Retail Store

A new two-storey building at 17 Wing opened in November 2015

After 10 years without a local CANEX store, the new building features a CANEX store on the main floor and a SISIP Financial office on the second floor, among other CFMWS and external tenants. Sales have surpassed budgeted expectations by 18%!



Petawawa Mall

Local military leaders, politicians and CFMWS unite for announcement

In October 2015, CANEX held a symbolic ground breaking ceremony for the future Petawawa mall. This event captures the collaboration between Base Leadership and CFMWS on NPP's largest capital project, estimated at \$13 million. The new CANEX Mall will be approximately 50,000 square feet and will incorporate a SISIP Financial office, a Service Ontario office, as well as local businesses.

Year-to-date national sales

Sales are up!

Despite ongoing disruption and volatility in the retail sector, CANEX fiscal year end store sales experienced a **6.5%** increase versus the same period last year. Growth is attributed to better overall product assortment, convenience and accessibility, and increased brand awareness through a seamless customer experience.



CANEX.ca

Launched in November 2014, this is one of CANEX's major achievements and remains a testament to interdepartmental teamwork.

\$1.8 million

CANEX.ca sales for year one of operation have surpassed targets, reaching over \$1.8M relative to a \$1.5M budget, a 20% lift.

410,000

Site visitors this year, with equal numbers of new and returning visitors.

130,000

Customers reached with the weekly CANEX.ca e-newsletter.

8,500

Parcels shipped annually, with the goal of having accurate, complete orders delivered within 2-5 business days.

50%

Of site visits come from mobile devices.



TACTIX: Military shop-in-a-shop

The first four locations in Borden, Kingston, Petawawa and Saint-Jean had collective fiscal year sales of **\$1,600,486** which accounted for an average of **6%** of the total sales for those stores. TACTIX has recently opened in Valcartier, with Esquimalt, Gagetown, and Trenton shops planned to open this fiscal year. Watch for future TACTIX shops at Greenwood, Halifax Stadacona and Shilo.

Kiosks grow Tim Hortons partnership

Canadians, including the CAF community, love their Tim Hortons coffee!

There are currently 10 Tim Hortons restaurants on CAF Bases and Wings. To bolster this number, Tim Hortons has implemented a new, smaller business model that incorporates kiosks into CANEX stores.



11 kiosks opened in 2015:

- Cold Lake
- Esquimalt
- Goose Bay
- Meaford
- Moose Jaw
- North Bay
- RMC Kingston
- Saint-Jean
- Shearwater
- Suffield
- Wainwright
- Plus, one full restaurant opened in Bagotville.

These new kiosk locations sold **322,000** coffees and **48,000** baked goods for a total of **\$612,000** in sales.

Four more kiosks are slated to open in 2016-17.

Kit Shops

Pride of Association military affinity merchandise is now available in-store and online, improving access to these exclusive items especially for retired CAF members and those who do not live near a Base.

119

Unit Kit Shop partners.

\$310,000

Kit Shop sales in 2015-16, including **\$24,000** from CANEX.ca.

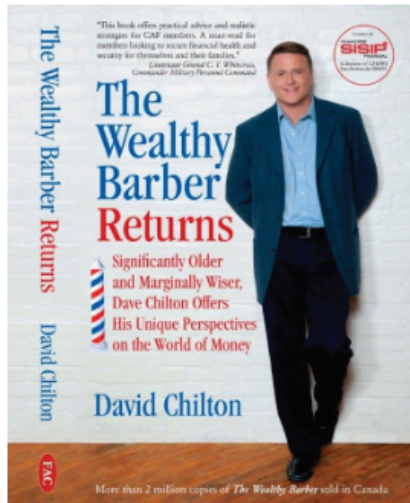
\$17,000

Returned to Units that are on full procurement.

\$127,000

Increase in sales of Kit Shop merchandise on consignment compared to the previous year.

Highlights and Key Initiatives



Financial Education Campaign

In partnership with David Chilton, author of the *Wealthy Barber* books

This year, SISIP Financial launched a national financial education campaign to improve members' understanding of the fundamentals of financial health and security in partnership with Canadian financial expert David Chilton. The campaign highlight was a speaking tour in February 2016 with eight nationwide, English-language events. They were avidly endorsed by base leadership and had great attendance, with over 2,800 attendees. In March 2016, SISIP Financial also held two French-language events in Bagotville and Valcartier with speaker Marc-Andre Morel delivering a parallel message to 200 attendees. Members attending all events received a free copy of *The Wealthy Barber Returns* in their official language of choice.

SISIP Travel Insurance

Underwritten by Manulife

New in June 2015, SISIP Financial provides a competitive travel insurance option for the CAF community, featuring 10% savings on the already affordable Manulife travel insurance rates. From June – December 2015, there were **\$24,000** in premiums on **130** plans, and over **18,000** webpage views.

SISIP Travel Insurance is the perfect complement to the CF Appreciation Program's travel discounts. Visit SISIPtravelinsurance.ca for more details.





Customer Relationship Management

Enhancing financial counselling and insurance services

Thanks to this program, SISIP Financial will improve tracking for leads and prospects in sales, service and marketing, as well as tracking for activities and performance. The goal is to improve business relationships with clients and assist in customer retention. From a marketing perspective, the Customer Relationship Management program will enable SISIP Financial to run multiple marketing campaigns simultaneously and segment the audience for maximum relevance, to help drive revenue for the business.

SISIP Financial advisors will have a complete overview of clients' enrolled products and services, enabling them provide a tailored, meaningful review. Taking a proactive approach to client interactions will not only increase efficiency and professionalism, but will ensure clients are covered for all of their insurance and financial needs.

New SISIP Financial offices

Expanding access to our services

SISIP Financial opened three new offices staffed by full-time financial advisors in Toronto, Montréal and Vancouver. CAF community members particularly reservists and released members, can now interact face-to-face with fully licensed financial professionals at 21 locations across Canada.

Select SISIP branches are also getting a facelift. The new SISIP Financial office at 17 Wing Winnipeg opened in November 2015. New SISIP Financial branch offices in Halifax, Kingston and Borden will follow in 2016-17. Gagetown, Trenton and Esquimalt are designated for a refresh of their client reception areas only.



Financial Planning

SISIP Financial provides tailored financial advice and investment products to thousands of serving and former CAF members and their spouses. To expand on these services, SISIP Financial launched CAF Savings Plans, a simple savings solution for military personnel, especially those early in their career, to save for the future through pay deductions.

\$500 million

In investments under management with SISIP Financial this year.

12,000

Financial planning clients.

1,000

Total clients for the CAF Savings Plans as of March 2016.

\$125,000

In monthly pre-authorized contributions by CAF Savings Plans clients.

———— CANEX and SISIP give back ————

Non-Public Funds are reinvested into CAF community programs.

CANEX/SISIP Dividend

Together, CANEX and SISIP Financial contributed more than **\$6 million** back to the CF Central Fund, which in turn returned most of that contribution back to Base/Wing Funds to support local morale and welfare programs.

Volunteer Recognition Program

CANEX makes an annual **\$100,000** contribution to the Volunteer Recognition Program. Local events to recognize program volunteers are organized by Military Family Resource Centres and Personal Support Programs.

Support Our Troops Funds

SISIP Financial provides an annual **\$200,000** to the Support Our Troops Funds. [Read the article](#) to learn more about this year's contribution and SISIP Financial's other activities in the CAF community.

Strategic Outreach

CFOne

Since 2013, **150,000** CAF community members have joined CFOne, with **37,484** new cards issued this fiscal year. In 2018, the Platinum CFOne card for all currently serving CAF members, veterans and their families was introduced. Not only is the colour different, but the new CFOne cards clearly identify the category of membership to allow businesses and partners to ensure that their discounts and special offers reach community members more effectively.

The CFOne card provides opportunities to:

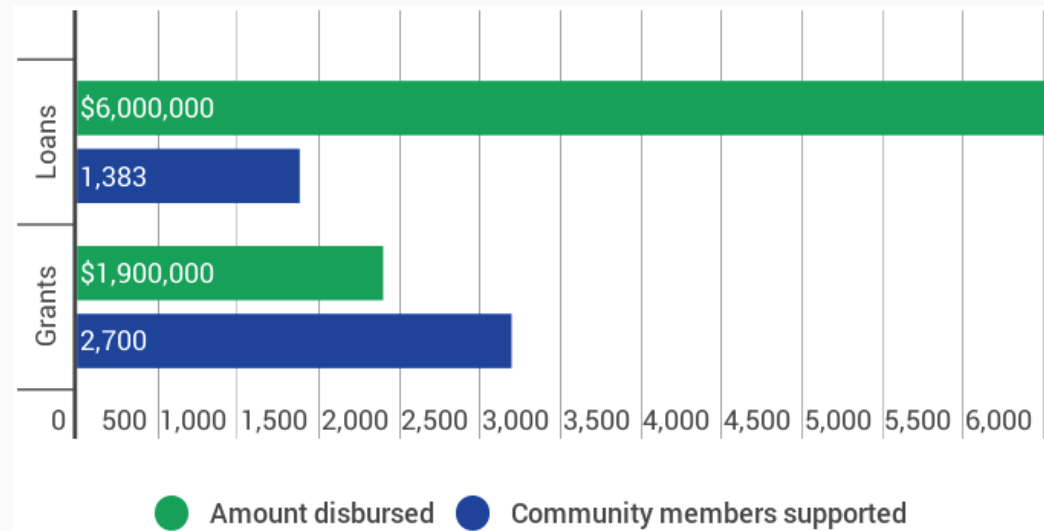
- Save with the [CF Appreciation Program](#);
- Shop online at [CANEX.ca](#) and access Members Only Pricing, apply for the No Interest Credit Plan, and earn CANEX Rewards;
- Apply for the [Support Our Troops Scholarship Program](#), the [Support Our Troops Summer Camp Program](#) and the [Vacations for Vets Program](#);
- Join [Canadian Defence Community Banking](#), delivered by BMO Bank of Montreal;
- Register for [DFit.ca for Families](#);
- Enter the [June is Recreation Month Contest](#);
- Participate in the [CAF Photography Contest](#).



GET YOURS TODAY

Support Our Troops Funds

The Support Our Troops Funds are designed to meet the individual and program needs of serving members, veterans and their respective families. Support Our Troops is funded solely by individual and corporate donations, proceeds from third party events and Yellow Ribbon merchandise, and contributions by external organizations. Support Our Troops includes a number of programs: Support Our Troops Loans and Grants*, Soldier On Grants, Operation Santa Claus, Boomer's Legacy, Natasha's Wood, and the Hospital Comforts Fund.



Total donations received in fiscal year 2015-16: \$2.4M

Total revenue (includes interest): \$4.2M

Examples of the types of grants provided:

- Support to individual members and their families (basic needs, medical travel, mental health, tutoring, home modifications, family-related, service-related);
- Support to Veterans Emergency Transition Services for homeless veterans;
- Purchase of Christmas hampers for 391 families;
- Support for nine OSISS retreats held across Canada;
- Support for 365 ill and injured members to participate in a wide range of activities, from fly fishing to alpine skiing, golfing to cycling.

Support Our Troops Funds

Testimonials:

The Wagner Family

"We found ourselves inundated with additional medical expenses that were not covered by any plan. It is no exaggeration for us to say that if it was not for the Military Families Fund, we could not have made it without a huge impact on the rest of the children." [Read more >>](#)

The Couture Family

"It is amazing to know that the military is our family and they will step in and help us so we don't have to endure these hardships alone." [Read more >>](#)

A Soldier On beneficiary

"I am so grateful for everything Soldier On and you guys have done for me. I feel good about being me, despite what I have gone through these past few years. I have accepted my 'new normal'. My fight isn't over with my physical and mental healing just like so many others, but because of this program and JPSU, I do not feel the need to hide and I know there is help for me."



Special Event: National Capital Open to Support Our Troops

From August 17 to 23, 156 professional golfers, 300 volunteer and over 3,000 spectators participated in the National Capital Open to Support Our Troops at Hylands Golf Club. Spectators enjoyed a thrilling finish as Sam Ryder sealed the win over Canada's own Taylor Pendrith with a key up-and-down for par on the first playoff hole. Visit NationalCapitalOpen.ca to learn more about this year's tournament.

Support Our Troops Funds



Donation to the Perley and Rideau Veterans' Health Centre Foundation

In 2013, the Perley and Rideau Veterans' Health Centre Foundation put forth a Veterans' Priority Needs List that was focused on improving their personal well-being. In FY 2015-16, the Support Our Troops Funds purchased 30 Hi-Low beds as well as renovated the mini putt course on site. At the National Capital Open to Support Our Troops, Associate Director General Mike Ward presented the \$75K cheque to foundation representatives.

**In January 2016, the Military Families Fund and the Canadian Forces Personnel Assistance Fund amalgamated into the Support Our Troops Fund to provide a single official source of charitable support to the CAF community.*

Support Our Troops Programs

This diverse suite of programs includes CF Appreciation, Canadian Defence Community Banking (CDCB), Op Santa Claus, Summer Camps, Vacations for Vets and Support Our Troops Scholarships.

2,300 brands offering CF Appreciation discounts

including these brands added in FY 2015-16: BMW, Canadian Tire Gas+, Candlewood Suites, Formula 1 Grand Prix du Canada, George Richards, Homefront Canada, MEC, Mercedes-Benz Canada, Michaels Canada, Petro Canada, Porter Airlines, Shaw Direct, Telus-Sky Wireless and more.

Approximately \$1M saved through CDCB

in partnership with BMO Bank of Montreal. CDCB supports the CAF community through the annual Home Financing Campaign, by installing BMO ATMs on bases/wings and by offering the discounted Student Line of Credit. BMO is also significant sponsor, contributing \$400K to events like the Army Run and the National Capital Open to Support Our Troops.

1,954 packages delivered

to deployed troops from Op Santa Claus, thanks to generous donations from our corporate sponsors and private citizens.

317 children sent to camp

through the Support Our Troops Summer Camp Program for military families.

215 complimentary vacations

provided for serving and retired CAF members through Vacations for Vets.

16 scholarships awarded

through the new Scholarship Program, including nine \$10K full-time scholarships, one \$5K part-time scholarship, and six \$1K scholarships for dependants of military personnel in Manitoba.

— Military Family Services (MFS) —

The Military Family Services Program is publicly funded, and is delivered by not-for-profit Military Family Resource Centres at Bases and Wings across Canada. To support this publicly-funded program, MFS provides policy and program management support, training, and several national NPP programs that respond to the unique challenges of the military lifestyle.



Joint Working Groups

Working collaboratively to advance a number of key issues and policies

In 2015, there were 11 Working Groups comprised of MFS and Military Family Resource Centre staff members, and in some cases family members. These included: Special Needs, Support to Parents, Child Care, Parameters for Practice, Communications and Marketing, Road to Mental Readiness, Community Engagement, Mental Health Strategy, Organizational Accreditation, Funding and Performance Management.

Children's Education Management

Guidance counselling, assistance with tutoring, tuition, board and lodgings, and support for family reunions

- The new guidance counselling service supports elementary and secondary students in Canada and abroad to help with transitions between schools and school systems. Approximately **700** families were served in 2015.
- Tutoring assistance was approved by the Treasury Board Secretariat for children in military families for the first year after a family's return to Canada.
- More than **3,000** education-related claims were processed representing approximately **\$7 million**.



Military Family Services (MFS)



Veteran Family Program

For medically-released members and their families for two years post-release

A four-year pilot extending the Military Family Services Program to this group is funded by Veterans Affairs Canada to respond to gaps in services for members and their families as they transition from active service to veteran status. The extended services can be accessed directly from the seven participating Military Family Resource Centres in Esquimalt, Edmonton, Shilo, Trenton, North Bay, Valcartier and Halifax.

A Family Guide to the Military Experience

Helping families balance the challenges of frequent relocations, separation and risk while maintaining overall health and well-being

This new guide provides a general overview of the resources needed to plan and prepare for the CAF lifestyle today, whether just entering the military family community, facing a deployment or a move, or supporting a member who is transitioning to civilian life. It is available at Military Family Resource Centres and online at FamilyForce.ca.



Military Family Panel Process

Hearing from as many families as possible to improve services, tailor programs and advise senior leadership

Through this process, MFS engages with families through Facebook, virtual WebEx sessions and the Family Information Line. The Military Family Panel Process also includes #MyVoice, an MFS-led forum open to all military family members with 900+ participants. Feedback is shared with other service providers and military leadership, and will be integrated into programs and services.

MFS Partnerships

Strengthening existing partnerships, fostering new ones and fully leveraging relationships

Calian Military Family Doctor Network

In 2015, MFS partnered with Calian Technologies Ltd. to improve access to primary health care for military families through the Calian Military Family Doctor Network. The network helps match physicians at Calian's Primacy Clinics in Loblaw grocery stores (including Real Canadian Superstore®, Zehrs®, Loblaws® and No Frills®) with military families. Currently available in Winnipeg, Edmonton, Toronto and Halifax, the network will leverage more than **400** family physicians practicing at over **140** primacy clinics across Canada.

National Employment Plan

MFS works with partners to provide relevant training, networking and career development opportunities. In 2015:

- **110+** families participated in an employment-focused program coordinated or resourced by MFS and partners.
- **40** national employers were informed about the military family lifestyle and spousal employment realities through the METSpouse program with Canada Company and MFS.
- **27** national employers and **five** community organizations took action to support military families' career development.
- **10** community organizations received a brief and education material on the military family lifestyle and spousal employment realities.
- Accenture Canada provided relevant career development training online for military families.
- HERCS (Helping Entrepreneurs Reach Complete Success) made their online training program available to military families across the country.

Military and Veteran Families Leadership Circle

This annual event is co-chaired with the Vanier Institute of the Family as part of the Military Families in Canada Initiative, which seeks to better inform community service providers, national organizations, researchers and academics on the unique characteristics of the military lifestyle. The 2015 Leadership Circle generated significant activities, including the creation of [METSpouse](#), a national military spouse employment network by Canada Company; an increased focus on military family research by the Canadian Institute for Military and Veteran Research (CIMVHR); and the creation of the Calian Military Family Doctor Network. The second Leadership Circle was held in January 2016, with a focus on building military literacy among civilian community service providers. Listen to the former Director of MFS, Col (Ret) Russ Mann, [discuss the conference on CBC radio](#).

Kudos: A Network of Support for Canadian Military Families

In June 2015, MFS published the first edition of [Kudos](#), a newsletter dedicated to keeping family service partners informed, engaged and expanding our collective voice. This biannual publication is delivered electronically to partners, select military personnel, Military Family Resource Centres and MFS staff, and a printed version is used when meeting new partners.



PSP

Operating more than 20 business lines across Canada and on most major CAF missions, Personnel Support Programs (PSP) is the most diverse and wide-reaching CFMWS division. PSP provides relevant, evidence-based programs and services that meet the unique needs of CAF members, veterans and their families. Although PSP services are delivered through both public and non-public funding mechanisms, this report focuses on NPP services.

Recreation Programs

From the largest Base to the smallest Wing, recreation departments are united in improving health and well-being, contributing to operational success, and providing safe, enjoyable recreation opportunities.

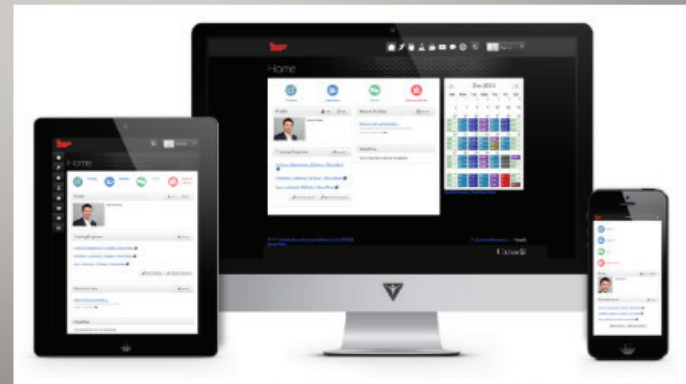
FIND A PROGRAM NEAR YOU



Dfit.ca for Families

Leveraging the success of DFIT.ca for military personnel, DFIT.ca for Families launched in January 2016. This online resource offers general fitness advice with a family-friendly, total lifestyle approach. Special features include parenting tips on active living, online personal trainers, program discounts and coupons, diet and weight loss guides, and much more.

JOIN TODAY



June is Recreation Month

In 2015, PSP partnered with Canadian Tire Corporation to boost military families' access to recreation and begin building a social culture of physical activity. Initiatives included:

- \$300K for new canoe and kayak kits for military family use on bases and wings;
- Financial aid to military families through Canadian Tire Jumpstart;
- A Facebook photo contest with the chance to win one of five \$1,000 Canadian Tire Gift Cards;
- PLAY magazine, an engaging e-zine dedicated to recreation.



[LEARN MORE](#)

CAF Photography Contest

Organized in partnership with the Imaging Services of the CF Intelligence Command, this annual contest encourages CAF community members to demonstrate their creativity and showcase their work. Winners were announced at a ceremony held at the National War Museum, where the Vice Chief of the Defence Staff, Contest Patron, recognized the year's best images. Prizes were made possible due to the generosity of corporate sponsors.



[SEE THE WINNING IMAGES](#)

Support for children with special needs

PSP Community Recreation Departments facilitate meaningful participation of people of varying abilities in the community activities of their choice. Last summer, the Support Our Troops Funds provided \$50K to support the participation of children with special needs in PSP-led summer programs. Twenty-one support workers were hired, enabling 130 children with special needs to attend camps at 16 locations.



[LEARN MORE ABOUT CAMPS](#)

HIGH FIVE

HIGH FIVE is Canada's only comprehensive quality standard for children's sport and recreation, offering a holistic approach to healthy child development based on years of research. It's an integral part of assuring quality in PSP Community Recreation programs. This year, 397 additional PSP staff members were trained in HIGH FIVE and 195 programs were evaluated, with an average score of 88.5%. CFB Petawawa also became the first CAF location to receive accreditation through HIGH FIVE.



[LEARN MORE](#)

Corporate Partners

In addition to the support provided by the Canadian Tire Corporation for June is Recreation Month, \$20K in swim wear was donated by Aqua Lung, which was distributed to CAF Bases, Wings and Units to be used to encourage water safety. Mattel also donated board games, which were used to encourage family game nights.



Recreation

By the numbers

79,332 people

joined the fun at **220** special events.

52,579 members

for PSP gyms and recreation centres.

43,646 people

participated in **4,268** instructional recreation programs.

19,273 people

participated in **277** June is Recreation Month activities.

15,988 sports fans

came out to play at **150** Sports Day in Canada activities.

11,794 members

in **219** recreation clubs.

2,030 people

attended Films for the Forces screenings.

1,718 entries

in the CAF Photography Contest.

Deployment Support

Supporting those who serve, in Canada and overseas

PSP staff supported the following 2015-16 deployments:

- HMCS Athabaskan for Task Group Exercise (TGEX) in October 2015 and OP CARRIBE in February 2016
- HMCS Fredericton for OP REASSURANCE from December 2015 to June 2016
- HMCS Montreal for TGEX from September to November 2015
- HMCS Vancouver for SOUTHPLY from January to March 2016
- HMCS Winnipeg for OP ARTEMIS and OP REASSURANCE from June 2015 to March 2016
- OP UNIFIER at the R&R Center in Krakow, Poland from October to November 2015
- OP REASSURANCE at the R&R Center in Krakow, Poland in Dec 2015
- OP IMPACT in Kuwait
- OP NANOOK in Inuvik in August 2015

Training sessions

Three major training sessions were held to support Canadian Joint Operations Command operations:

- Morale and Welfare Manager training for seven candidates
- Travel Coordinator/Supervisor training for 20 candidates
- Barber/Stylist training for five candidates

Maple Resolve

Two Fitness, Sports and Recreation Coordinators supported this mission. PSP also successfully launched a mobile gym to support this major Canadian Army exercise.

Show Tours

- CFS Alert (May 2015)
- CFS Alert (December 2015)
- OP REASSURANCE in Poland (December 2015)

Satellite TV

A new contract was successfully negotiated with Bell for satellite TV services to Royal Canadian Navy as of April 1, 2015. The service is provided to 12 Halifax Class Frigates, 12 Maritime Coastal Defence Vessels, and one Destroyer.

Home Leave Travel Assistance (HLTA)

PSP finalized 750 travel files for 18 small Canadian Joint Operations Command missions and Her Majesty's Canadian Ships, and gave 13 pre-deployment briefings.



Messes

Messes are meeting places that foster the esprit de corps essential for an effective, professional armed force. Messes enable all ranks to become acquainted, provide opportunities to meet personnel from other CAF formations, and host a variety of special events. The mess facility may include a wardroom or dining room, bar or anteroom, lounge, games room and other common rooms.

There are 175 Regular Force messes and 280 Reserve Force messes. Total bar sales (except the Cadet and Reserve messes) as of 15 February 2016 were \$8,443,362 and CFCF levies (except the Cadet and Reserve messes) were approximately \$2,110,840.

CAF Museums

The Directorate of History and Heritage provides for, administers and maintains the Accredited CAF Museum system and policies for the CAF. Each official CAF museum (and unaccredited unit or base historical collection) is an independent, self-financed, NPP-administered institution operating under the authority and direction of its supporting commander.



Special Events and Exhibitions this year:

- Cold War Exhibit at the Air Force Museum of Alberta.
- “Creature Comforts: Ships’ Cats, Mascots and Animal Companions” at the CFB Esquimalt Naval and Military Museum.
- “Canadian Logistics in the First World War” at the Canadian Forces Logistics Museum.
- Ceremony for the donation of a naval sword from 1815 belonging to Frédéric Rolette at the Musée naval de Québec.
- Inauguration of a new section of the building at the Military Communication and Electronics Museum.

Specialty Interest Activities

Golf Clubs, Curling Clubs, Marinas and Sailing, Horse-riding Clubs, Campgrounds and Chalets, Rod and Gun Clubs



Specialty Interest Activities are important contributors to the mental and physical wellness of military communities. Specialty Interest Activities are operated by PSP on the principle of social enterprise by providing a variety of goods and services to military communities across the country and reinvesting the profits from these business lines in local Base Funds. Those who patronize Specialty Interest Activities are directly supporting CFMWS programs, and can see this support in local programs such as Family Days or Recreational Bike Rodeos.



Spotlight on: Golf

Edmonton Garrison Memorial Golf and Curling Club

Many of the CAF courses are creating a unique experience by adding military heritage and memorabilia to the course. For instance, the Edmonton Garrison Memorial Golf and Curling Club focused their marketing efforts on emphasizing Canadian military history through the *Allies of the Memorial Golf Campaign*. The course features specially commissioned tee-box markers to recognize significant military events along with a description of the event displayed on an accompanying monument. Looking ahead, the course plans to have the ability to enable smart phones to connect with The Military Museums of Calgary which will provide an audio, video, or text elaboration of the military event and its significance to Canada.

[LEARN MORE ABOUT LOCAL ACTIVITIES](#)

Information Services

Information Services' primary focus is to ensure the operation of the NPP Systems to support CFMWS headquarters, Base/Wing Commanders, CANEX, SISIP Financial, MFS and PSP. The secondary focus is to implement IM/IT projects on behalf of NPP. The NPP Network is in place at CFMWS headquarters and at the Bases/Wings to provide connectivity and access to morale and welfare programs. NPP operates a separate network from Shares Services Canada and the Department of National Defence, as it must support retail, financial planning, insurance, messes, golf courses, and more. A formal assessment by Gartner Consulting in 2015 resulted in recommendations to modernize NPP IM/IT over the next five years in order to best support the needs of CFMWS and NPP clients.

2015-16 Accomplishments

- Supported the launch of the expanded DFIT.ca using the CFOne card.
- Completed Phase 3 of the Mess Point of Sale project, which involved installing 36 machines across the country to provide a reliable, standard system.
- Invested in a centralized, secure client data repository to support the expansion of the CFOne card, with the ultimate goal of being able to support one million clients.
- Supported the distribution of over 150,000 CFOne cards, including the new platinum card for CAF members, veterans and their families.

2016-17 Projects

- Standardizing and refreshing IT equipment at Bases and Wings, including NATEX.
- Implementing the converged website for FamilyForce and Community Gateway.
- Reviewing the application used for managing PSP Operations.
- Supporting the launch of FORMeFIT, an electronic system for collecting FORCE Evaluation and Fitness Profile data.
- Developing an enterprise Customer Relationship Management strategy for expansion across CFMWS to provide better support to NPP clients.
- Supporting work on a mobile application strategy and initial mobile application that will offer CFOne members greater access to CF Appreciation and other CFMWS programs.

Human Resources

Human Resources attracts, acquires, manages, develops, engages and retains the talent needed to meet the organization's needs today and in the future. The CFMWS shared competencies – Client Services, Organizational Knowledge, Communication, Innovation, Teamwork and Leadership – form the foundation of Human Resources' work.



2015-16 Accomplishments

- Developed a comprehensive talent management framework and embedded the shared competencies into the revised Talent Acquisition process, the Talent Performance process, the Employee Recognition Program and the revised Orientation Program.
- Developed and launched a new learning and development framework, and introduced the Leadership Path, "Know the Way, Go the Way, Show the Way".
- Introduced the Leadership Development Program, with access to Harvard Manage Mentor and Actionable Books.
- Utilized the Defence Learning Network to deliver training, administer registration, and monitor completion rates.
- Rolled out a new Talent Management Process.
- Implemented a new Occupational Health and Safety plan, policy and program, including updated courses and reporting measures.
- Revised the Official Languages Policy, conducted awareness initiatives, and developed language profiles for all positions.
- Addressed more than 50 recommendations contained in the 2012 Employment Systems Review related to Employment Equity and Diversity, and worked to raise awareness for this issue.
- Secured funding to make the employee Return to Work Program permanent.
- Completed a comprehensive review of the pension plan.
- Launched a Mental Health Awareness Training program for managers and supervisors and began work on a broader Wellness Strategy by conducting a Total Health Index survey.

2016-17 Objectives

- Implement a Human Resources Planning process.
- Measure and maximize employee engagement.
- Develop and implement an Employee Wellness strategy.

Finance

The Finance Division provides financial governance over NPP, as well as relevant and cost-effective accounting services to support NPP operations. In addition, the Finance Division delivers financial management services, manages the Consolidated Insurance Program, provide compliance and assurance services to NPP operations, and acts as Level 2 Comptroller of Chief Military Personnel Command.

2015-16 Accomplishments

For the Finance Division, 2015-16 was focused on replacing the over 30-year-old accounting system with an Oracle e-business suite named PROPHET. Included within the Oracle suite is a Business Intelligence module that has begun streamlining the distribution of financial information to NPP operations.


This year, Finance led the effort to bring Canadian Army Reserve Units into the NPP Accountability Framework by offering a viable NPP service suite including accounting, human resources and limited PSP services. The Service Level Agreement has been signed by the Army and CFMWS, and services will begin in the coming fiscal year.

The National Accounting Offices were also restructured to increase effectiveness and efficiency. The restructuring involved consolidating the four separate national office functions into one based at CFB Borden, with estimated annual savings of approximately \$270K.

In 2014, CFMWS was asked by Canada Revenue Agency to assist in validating the charitable status of NPP operating entities. As a result, 126 NPP entities were identified as being ineligible for charitable status. Over the past year, administrative actions were taken to protect these NPP assets and retain the ability to issue legitimate tax receipts for donations to NPP for these entities.


Objectives for 2016-17:

- Implement Phase II of PROPHET.
- Play a key role in the development of a Service Level Agreement with Chief Military Personnel Command for the provision of public support to CFMWS.
- Perform the Compliance and Assurance Program from a risk perspective basis.
- Bring awareness to the NPP Consolidated Insurance Program to NPP operations.



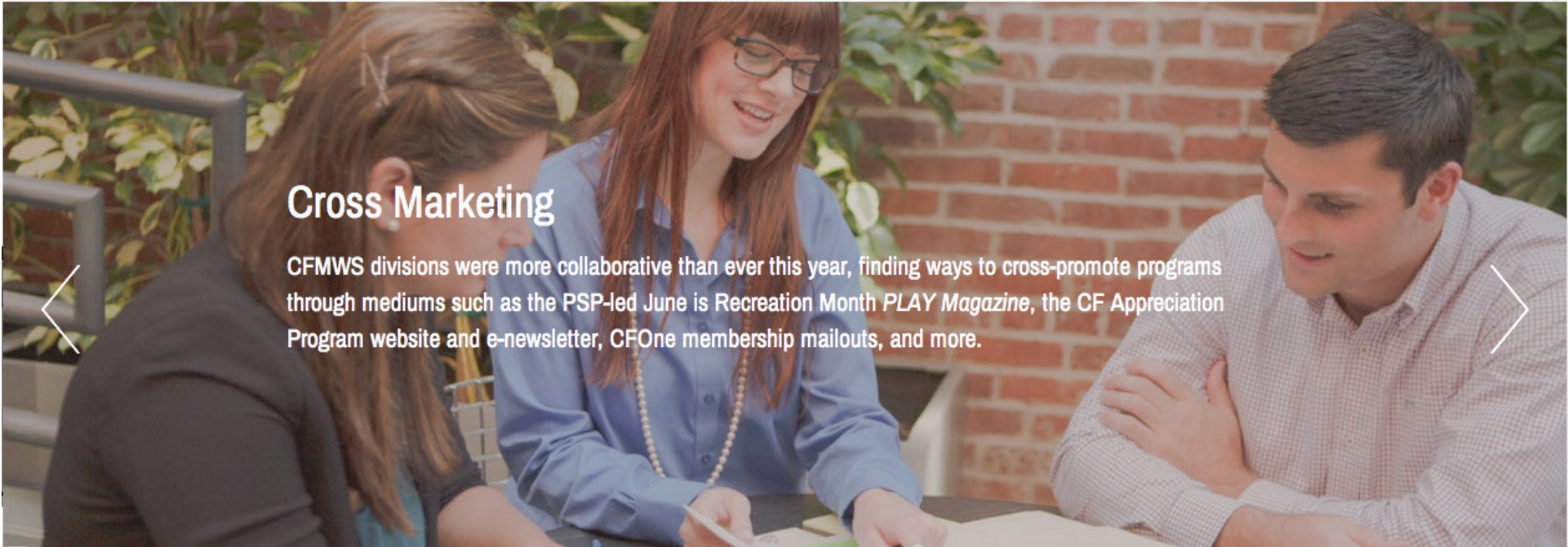
Marketing Initiatives

CFMWS connects with members of the CAF community to keep them informed about programs that may benefit them through a variety of marketing initiatives. Here are a few of 2015-16's marketing highlights.



Segmented Marketing

CANEX and SISIP have hired Segmented Marketing Managers to collect partner and in-house data (using CFOne, CANEX Rewards, Department of National Defence and other government data). This data will be used to conduct marketing campaigns for specific segments of the CAF community. In 2016, CANEX will initiate a campaign for Gamers, and SISIP marketing will target CAF members and veterans who are 55+.



Cross Marketing

CFMWS divisions were more collaborative than ever this year, finding ways to cross-promote programs through mediums such as the PSP-led June is Recreation Month *PLAY Magazine*, the CF Appreciation Program website and e-newsletter, CFOne membership mailouts, and more.

Information Sessions

Since 2013, CFMWS has delivered trade show-style information sessions to the Reserve Force. These sessions feature local and HQ-based staff from all divisions. In 2015-16, CFMWS conducted sessions in Calgary, Charlottetown, Edmonton, Esquimalt, Halifax, Kingston, Ottawa, Saint John, St. John's and Sydney to connect with over 1,700 members.



Social Media

Each division actively engages with the CAF community on social media to promote their events, programs and services. Collectively, CFMWS accounts have almost 50,000 "likes" Facebook, over 6,000 Twitter followers, and over 100,000 views for our videos on Vimeo and YouTube.



**CONNECT WITH US ON
SOCIAL MEDIA**

© CFMWS · SBMFC 2016

NPP Annual Report Draft Financial Summary

Fiscal Year 2015-16 Financial Health (in 000's of dollars)

CANEX

	As of 31 March 2016	As at 31 March 2015		FY 2015/2016	FY 2014/2015
Assets	\$ 81,583	\$ 79,919	Sales	\$ 134,171	\$ 126,195
Liabilities	\$ 24,382	\$ 27,166	Income from Operations	\$ 4,478	\$ 5,386
Net Worth	\$ 57,201	\$ 52,753	Contribution to CFCF and Royalties	\$ 3,787	\$ 3,756
			Net Income/(Loss)	\$ 691	\$ 1,630

Canadian Forces Central Fund

	As of 31 March 2016	As at 31 March 2015		FY 2015/2016	FY 2014/2015
Assets	\$ 267,703	\$ 284,374	Revenues	\$ 1,867	\$ 24,712
Liabilities	\$ 151,735	\$ 154,673	Expenses	\$ 15,600	\$ 21,619
Net Worth	\$ 115,968	\$ 129,701	Net Income/(Loss)	\$ (13,733)	\$ 3,093

Canadian Forces Morale and Welfare Services

	As of 31 March 2016	As at 31 March 2015		FY 2015/2016	FY 2014/2015
Assets	\$ 8,226	\$ 7,234	Revenues	\$ 22,088	\$ 20,693
Liabilities	\$ 18,691	\$ 15,658	Expenses	\$ 21,972	\$ 20,455
Net Worth	\$ (10,465)	\$ (8,424)	Net Income/(Loss)	\$ 116	\$ 238

Canadian Forces Personnel Assistance Fund

	As of 31 December 2015	As of 31 December 2014		FY2015	FY 2014
Assets	\$ 17,064	\$ 17,027	Revenues	\$ 1,145	\$ 935
Liabilities	\$ 88	\$ 318	Expenses	\$ 877	\$ 983
Net Worth	\$ 16,976	\$ 16,709	Net Income/(Loss)	\$ 268	\$ (48)

NPP Annual Report Draft Financial Summary

Fiscal Year 2015-16 Financial Health (in 000's of dollars)

SISIP Financial

		As of 31 December 2015	As at 31 December 2014			FY 2015	FY 2014
Assets (segregated fund)	\$	429,496	\$ 399,361	Revenues	\$	113,189	\$ 107,342
Liabilities	\$	290	\$ 3,545	Expenses	\$	76,649	\$ 80,798
Net Worth	\$	429,206	\$ 395,816	Contribution to CFCF	\$	3,150	\$ 3,150
				Net Income/(Loss)	\$	33,390	\$ 23,394

Base / Wing / Unit Funds

		As of 31 March 2016	As at 31 March 2015			FY 2015/2016	FY 2014/2015
Assets	\$	125,827	\$ 115,400	Revenues	\$	72,708	\$ 72,206
Liabilities	\$	30,510	\$ 25,252	Expenses	\$	68,444	\$ 67,472
Net Worth	\$	95,317	\$ 90,148	Net Income/(Loss)	\$	4,264	\$ 4,734

CAF Messes

		As of 31 March 2016	As at 31 March 2015			FY 2015/2016	FY 2014/2015
Assets	\$	25,695	\$ 26,554	Revenues	\$	30,170	\$ 31,279
Liabilities	\$	1,555	\$ 1,688	Expenses	\$	30,868	\$ 31,934
Net Worth	\$	24,140	\$ 24,866	Net Income/(Loss)	\$	(698)	\$ (655)

Reserve Units

		As of 31 March 2016	As at 31 March 2015			FY 2015/2016	FY 2014/2015
Assets	\$	3,357	\$ 3,194	Revenues	\$	1,774	\$ 1,910
Liabilities	\$	908	\$ 855	Expenses	\$	1,707	\$ 1,698
Net Worth	\$	2,449	\$ 2,339	Net Income/(Loss)	\$	67	\$ 212