



2017-2018 CFMWS ANNUAL REPORT

SHAPING OUR FUTURE TOGETHER

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LEADERSHIP MESSAGE



In the Habs dressing room, Geoff Molson and Réjean Houle display an auctioned jersey to Cmdre Cantelon and CPO1 Simpson, which raised \$13,340 for Support Our Troops.



Canadian Forces Morale and Welfare Services (CFMWS) is committed to continuous improvement. Our people, products and programs serve the Canadian Armed Forces (CAF) community and positively impact lives – and we are striving to further improve the services we provide to our members.

Building on our past successes, we have completed the first year of our 2017-2020 Strategic Plan with a focus on operating as a social enterprise and adapting and improving the organization's ability to deliver morale and welfare programs and services to an expanding and ever-changing CAF community.

I am pleased to report that the implementation of our 2017-2020 Strategic Plan has been a success. The following achievements are a snapshot of what we have accomplished together in fiscal year 2017-2018:

- Launched state-of-the-art mobile websites: SISIP.com, CFAppreciation.ca, SupportOurTroops.ca, SoldierOn.ca and BoomersLegacy.ca;
- Opened our flagship CANEX store in Petawawa;
- Soldier On program participated in the Toronto Invictus Games with more than 550 competitors from 17 nations participating in eight days of fierce competition in 12 adaptive sports;
- Contribution by Personnel Support Programs (PSP) to the CAF-led NATO mission in Latvia was outstanding with the opening and operating of new fitness and recreation facilities;
- The Canadian Space Agency recognized our Directorate of Fitness (DFIT) with a 2017 Public Service Award for Excellence in the Excellence in Profession category;
- The Children's Education Management program celebrated 70 years of education for Canadian Armed Forces (CAF) children at home and 50 years for children abroad;
- Launched a new Critical Illness Insurance program tailored for CAF spouses and the Veteran community.

This Annual Report features an overview of major accomplishments in meeting the objectives identified in our new Strategic Plan, and more importantly, meeting the needs of the CAF community. The theme of the Annual Report – Shaping Our Future Together – highlights the beginning of a new era of collaboration as we strive to deliver service value and a seamless experience to our CAF members, Veterans and their families in all facets of our operations, and ensure the long-term sustainability of our services.

Looking ahead to the coming year, this is an exciting time for CFMWS. The announcement of Canada’s Defence Policy, *Strong, Secure, Engaged*, puts significant focus on doing more to support military members and their families, which aligns perfectly with our mandate and positions us well for the future.

I am proud of everything we have achieved and continue to achieve. It is an honour to work with such a dedicated and passionate team at CFMWS serving those who serve. Our team’s hard work makes these and many more success stories possible. We are focused on adapting our programs and services to ensure the CAF community is well supported and resilient – physically, psychologically and socially.

A handwritten signature in black ink, appearing to read 'S. Cantelon', with a long horizontal line extending to the right.

Sean N. Cantelon, Cmdre
Chief Executive Officer, Staff of the Non-Public Funds, Canadian Forces
Managing Director, Non-Public Property
Director General, Morale and Welfare Services





**2017-2020
STRATEGIC
PLAN AT
A GLANCE**

The 2017-2020 Strategic Plan focuses on operating as a social enterprise. CFMWS exists to deliver programs and services to military members, Veterans and their families. This is achieved through a blend of public and non-public funds. Uniting this is an agile adaptive Non-Public Property (NPP) framework. To continue to be successful, we must strive to ensure the CAF community gets value for money. To do so, we must generate revenue in order to sustain and enhance programs.

Our strategic priorities focus on continuously improving service delivery and ensuring long-term service sustainability. These priorities aim to improve governance, communications, delivery capacity and human resource management.

Our commercial entities, including CANEX and SISIP Financial, offer outstanding value on retail and financial services. Their profits enable the delivery of our services. Specialty Interest Activities, such as golf courses, curling rinks and recreation provide unique services to Canadian military communities. Revenues from these activities are reinvested back into the community to allow Personnel Support Programs (PSP) to meet additional local programming needs. Support Our Troops also delivers a broad range of services to support the CAF community through contributions from individuals, partnerships with corporate Canada and

relationships with third party organizations. This is complemented by publicly funded programs delivered by the Military Family Services Program and Children's Education Management that contribute to the wellbeing of military families.

The 2017-2020 Strategic Plan has three overarching strategic priorities:

Service Excellence: Deliver service value to CAF members, Veterans and their families, focused on fulfilling our members' needs to the highest standards;

Seamless Experience: Deliver a seamless experience for community members and staff in all facets of our operations; and

Covenant of Service: Uphold stewardship of NPP assets and viable social enterprise to ensure long-term sustainability of service.

These priorities help shape action plans and guide performance objectives. They reinforce CFMWS' contribution to operational effectiveness, and extend the reach of our programs and services to improve the health and wellbeing of CAF members, Veterans and their families. The strategic priorities have resulted in a single main objective focused on continuously improving service delivery, and three supporting objectives that improve governance, communications, delivery capacity and human resources management.



Vimy provides some basic training on Canada's military history at RMC's parade square.





Strategic Objective #1 – Design and deliver best-in-class programs and services, as directed by the CAF leadership and required by our community.

Strategic Objective #2 – Implement a sustainable, risk-managed resource strategy in order to grow and diversify revenue generation, manage costs and best leverage both NPP and public funding frameworks.

Strategic Objective #3 – Continuously reinforce CFMWS’ capability and credibility as the Morale and Welfare provider of choice to our community.


Strategic Objective #4 – Acquire, develop, retain and manage talent effectively.



Continued execution of the Strategic Plan will reinforce CFMWS in 2020 as a recognized social enterprise, connecting its revenue generating ability to its service delivery capacity in a virtuous cycle that improves not only the wellbeing of members, but the integrity and effectiveness of the CAF as a whole.

The strategy's three-year plan of action is situated within a 10-year horizon to ensure CFMWS is properly oriented to both current and emerging circumstances that shape the morale and welfare needs of our community.



A young girl with glasses is reading a book titled "LOVE YOU FOREVER". The book is open, and the text "LOVE YOU FOREVER" is visible on the pages. The background is a warm, reddish-brown color.

Snowbird pilot Major Mnaymneh in Moose Jaw, spends quality time with his children after being away.

The 2017-2020 Strategic Plan priorities and objectives are represented in CFMWS' vision and mission:

CFMWS Vision

By 2020, double the reach to our one community, one million strong, and be their best choice for morale and welfare programs and services.

CFMWS Mission

To contribute directly to the Forces' philosophy "People First, Mission Always" through the provision of a full range of fitness, sports and recreation, family and charitable support and retail and personal financial services that enable our members to focus on operational effectiveness and better tackle the unique challenges of military life.



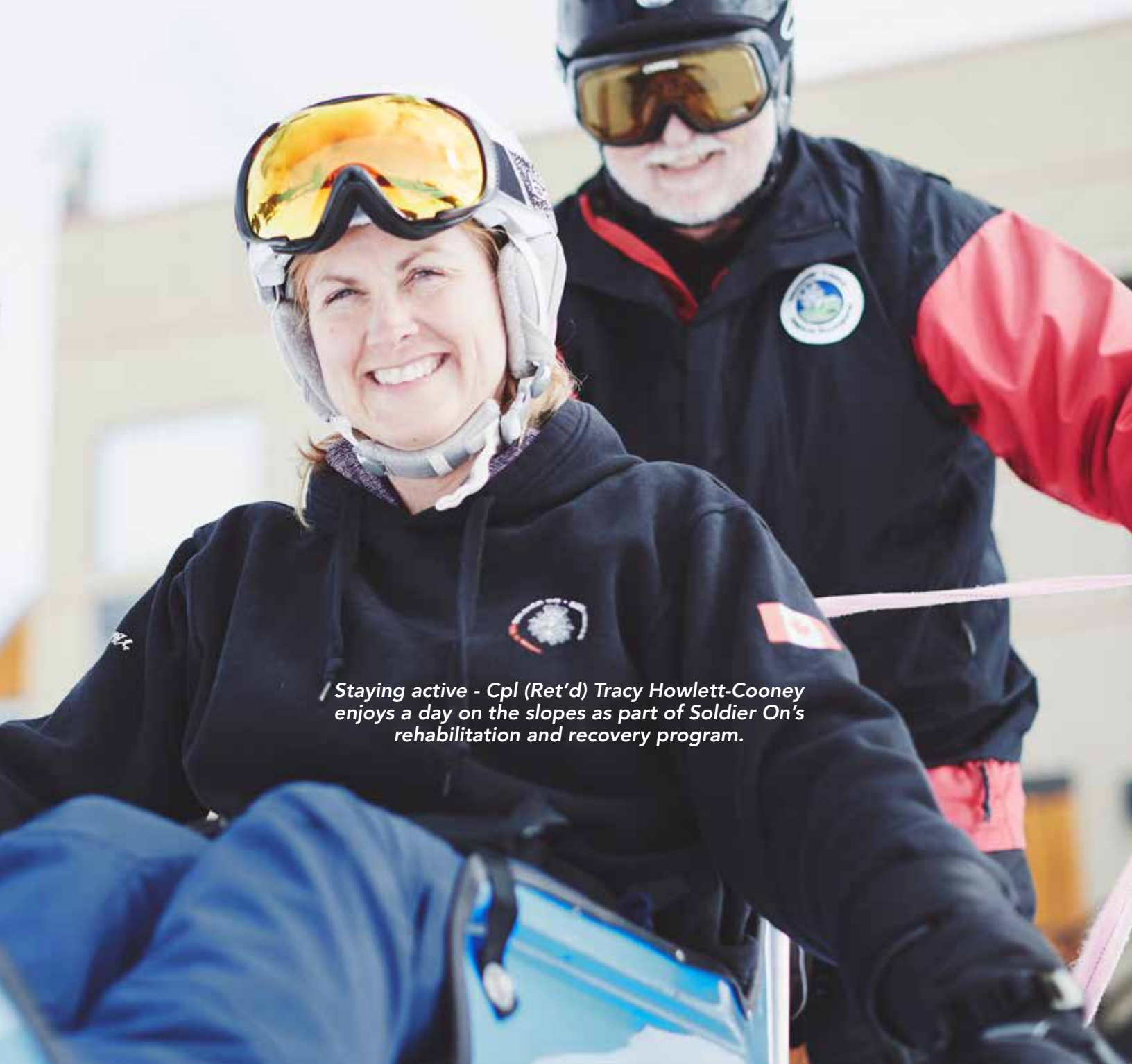


**DESIGN AND
DELIVER
BEST-IN-CLASS
PROGRAMS AND
SERVICES**

This main objective expresses the intent to continuously improve morale and welfare service capacity and capability by adapting and enhancing current programs and services, developing new products in support of emerging needs and implementing new delivery models, internal supporting tools and processes. Goals include continuously adapting and improving existing programs; delivering new commercial products, social and recreational programs and services; investigating and improving partnership opportunities; developing a robust digital business strategy and technology road map; and supporting integrated programs and service delivery for ill, injured and transitioning members.

Accomplishments

- Military Family Services began working closely with Veterans Affairs Canada to transform the Veteran Family Program into a national program at all 32 MFRCs across Canada by April 2018.
- Children's Education Management celebrated 70 years serving CAF families when posted. The two CAF Overseas Schools, AFNorth (Netherlands) and SHAPE (Belgium), both celebrated their 50th anniversary in 2017. Students were challenged to create a new logo. The winning design was awarded to AFNorth Grade 12 student Leika Donatas.
- More than 15,000 military members participated in a sport activity on CAF Sports Day, a 16% increase from the previous year. The day culminated with the CAF Sports Awards Ceremony in Ottawa, a celebration of the year's most outstanding sports achievements.
- PSP's Base Recreation Programs played a key role in developing military communities that are active, contributing to their wellness and resilience. Over 31,000 people participated in June is Recreation Month activities.
- The CAF Imagery Contest celebrated its 50th anniversary. A total of 1473 entries were received from 272 participants.
- SISIP Financial launched new Critical Illness insurance that ensures military families are protected against unexpected financial burdens associated with a serious illness. This insurance is particularly important to released members and to spouses who may not have the same benefits and medical coverage as serving members.
- Canada hosted the 49th International Military Sports Council (CISM) World Military Marathon Championship (WMMC) in Ottawa, Ontario in May 2017. The event was part of the broader Scotiabank Ottawa Marathon, and featured over 100 military athletes competing from 22 CISM member nations. Many of the top military athletes competing in the WMMC have personal best times that place them in the top ten for the entire field of the Scotiabank Ottawa Marathon. Poland dominated the course and the WMMC by capturing gold, silver and bronze medals for both gender.



/ Staying active - Cpl (Ret'd) Tracy Howlett-Cooney enjoys a day on the slopes as part of Soldier On's rehabilitation and recovery program.

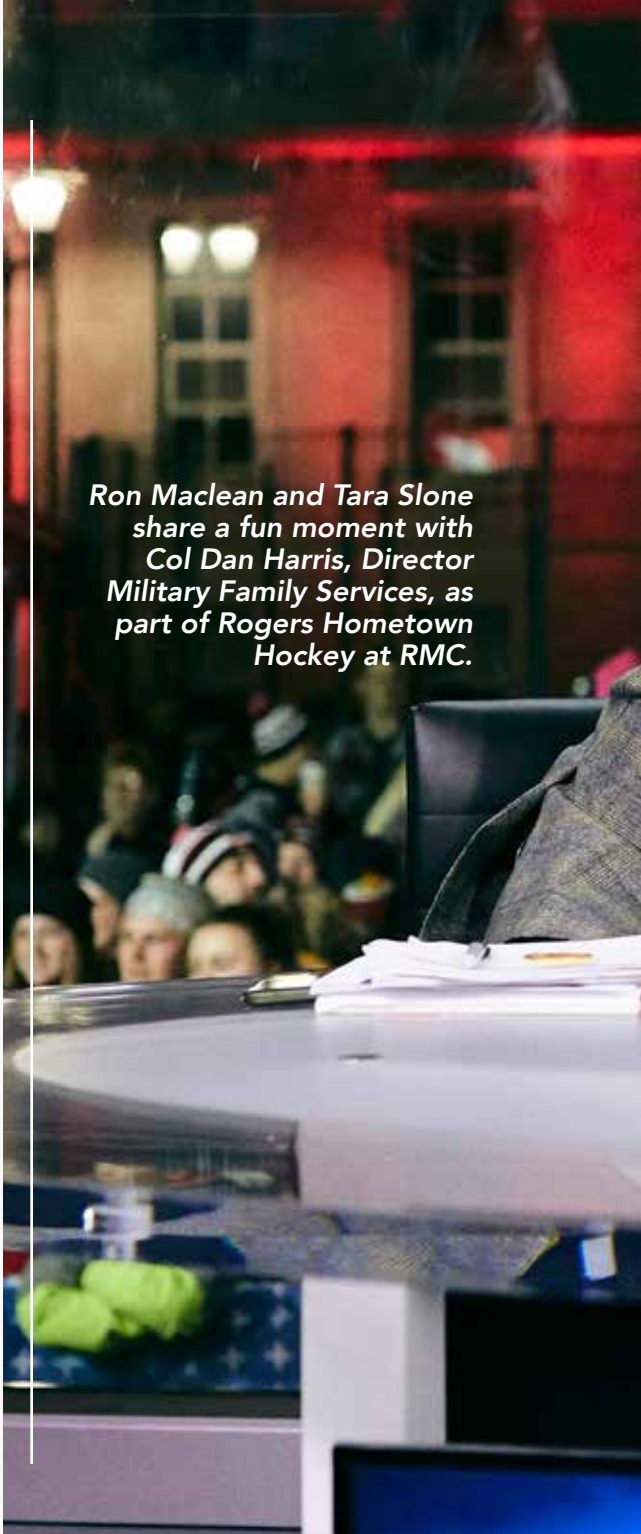


- Military Family Services' #MyVoice continued to gain momentum with a growing audience of 2,640 family members actively participating and engaging through a closed group on Facebook.
- The CANEX Championship Gaming Series continued to grow. Over 16 teams of gamers representing Bases/Wings/Units across the country battled it out online in a series of matches that were broadcast live on the streaming service Twitch. The Gaming Series is part of CANEX's ongoing strategy to reach CAF millennials.
- With more than 226,000 CFOne cards in circulation, the CFOne membership office focused on a customer retention strategy educating cardholders on the many benefits of the CFOne card.



- PSP's DFIT Human Performance researchers participated in the design, planning, and implementation of the physical component of the Astronaut Recruitment Campaign for the Canadian Space Agency (CSA).
 - » At Astronaut Assessment Centre 1 in Saint-Jean-sur-Richelieu, 12 local PSP fitness staff supported three DFIT human performance researchers to conduct in-depth physical assessments and training sessions.
 - » In Halifax for Astronaut Assessment Centre 2, human performance staff and two local staff conducted physical assessment sessions in high stress situations and realistic job previews. Feedback from all candidates and the Canadian Space Agency was that the selection process was highly professional, fair, meticulously planned, well executed, extremely challenging and relevant.

- PSP Staff and support personnel at 32 Bases/Wings in Canada, as well as those located in the United States and Europe, administered over 69 000 Fitness evaluations for Regular and Reserve Force Personnel in FY 17/18. Leveraging technology for scheduling, testing, reporting and programming, PSP Staff are now better equipped to report on and track operational and health-related fitness trends in the CAF. A key effort is continuing to increase PSP fitness and health programming support to CAF leadership.
- The Canadian Counselling and Psychotherapy Association partnered with the Canadian Military and Veteran Families Leadership Circle to release a new publication titled *School Counsellors Working with Military and Veteran Families*. The resource assists school personnel to provide increased support and inclusion of children and youth of military and Veteran families in schools across Canada.
- Military Family Services collaborated with The College of Family Physicians of Canada to create the new *Best Advice Guide: Caring for Military Families in the Patient's Medical Home*. The guide provides recommendations on how family physicians and other health care providers can enhance access to health care for military families and support the delivery of continuous, patient-centered care.
- The Rogers Hometown Hockey event was held at the Royal Military College in Kingston on Remembrance Day weekend. It was a significant showcase for Support Our Troops and for CFMWS overall. The event also featured a special Support Our Troops broadcast on Sportsnet.
- Thanks to our partners and donors, Operation Santa Claus provided 2,432 packages that contained comforts of home to our deployed men and women during the holiday season.



Ron Maclean and Tara Slone share a fun moment with Col Dan Harris, Director Military Family Services, as part of Rogers Hometown Hockey at RMC.







- Continuous improvement of our web presence with the ongoing roll-out of CAFconnection.ca and the launch of program-specific websites including SISIP.com, CFappreciation.ca, SupportOurTroops.ca, SoldierOn.ca and BoomersLegacy.ca. All sites continue to evolve and improve based on user feedback.
- The new SISIP Financial website, SISIP.com features a completely redesigned look and enhanced functionality to ensure CAF members and their families have easy access to valuable financial products and information specifically designed for the military lifestyle.
- Over \$343,000 was dedicated to the Support Our Troops National Summer Camp Program, funding a record number of 593 summer camp experiences for military children.
- The Support Our Troops National Scholarship Program dispersed over \$105,000 through 28 separate scholarships across Canada. The funds are raised in part by the Support Our Troops yellow ribbon licence plate program of the Alberta and Manitoba provincial governments and through the generous contributions of donors.
- The Soldier On program celebrated its 10th anniversary.
 - » Supported over 3,200 ill or injured CAF members through hundreds of sporting and physical recreational camps, and thousands of individual grants. In doing so, the program has dispersed over \$5.4 million in support.
 - » Played an integral role in supporting participation at the 2017 Invictus Games in Toronto.
 - » The National Capital Open to Support Our Troops raised \$78,200 for Soldier On.
- Support Our Troops dispersed \$3.6M in grants and another \$3.6M in low interest loans to support CAF members requiring extra support due to unforeseen circumstances or challenges arising due to their military service.

“My thanks and my gratitude for the recent opportunity to dawn the maple leaf once again as a member of Team Canada, and for allowing me to make history by taking part in the 2017 Invictus Games in Toronto. Thank you for changing and saving lives. Keep making a difference.”

– MCpl Mike Trauner MMV, SM, CD, COMcomml (Ret)





IMPLEMENT A SUSTAINABLE, RISK-MANAGED RESOURCE STRATEGY

STRATEGIC OBJECTIVE #2

This supporting objective is the “centre of gravity” of CFMWS’ 2017-2020 Strategic Plan. Goals include creating a long-term investment strategy; securing predictable and sustainable financial support; generating sufficient proceeds from operations to support morale and welfare service delivery; and exercising good financial stewardship.

Accomplishments

- Through the Digital Enterprise Program (DEP) – an initiative that acknowledges technology investment as a critical enabler of CFMWS’ 2017-2020 Strategic Plan - CFMWS doubled its capacity to deliver technology projects, while quadrupling the annual investments in IM/IT. The full portfolio of 2017-2018 DEP projects focused on enhancing customer experience, increasing operational efficiency, reducing operational costs, improving data analytics and mitigating privacy risks. For 2018-2019 the core focus is on enterprise customer relationship management and IM/IT security risk mitigation.
- Began development and implementation of a long-term investment strategy for Non-Public Property to ensure adequate return on investment and support delivery of robust programs and services.
- The CANEX “Flagship” store opened in Petawawa in April 2017, on time and on budget. It is the CANEX footprint for all bases moving forward.
- Both CANEX and SISIP Financial are applying technological innovations to improve efficiency of business processes such as Point of Sale (POS) systems and a new Customer Relationship Management (CRM) program:
 - » CANEX joined forces with JESTA IS to transform their business and greatly improve customer experience. Using an analytics-driven system of record, the new POS system will enable CANEX to improve their inventory management control, procurement process and merchandising. It will also give the CANEX marketing team a powerful tool that will give them a clearer picture of customer shopping needs.





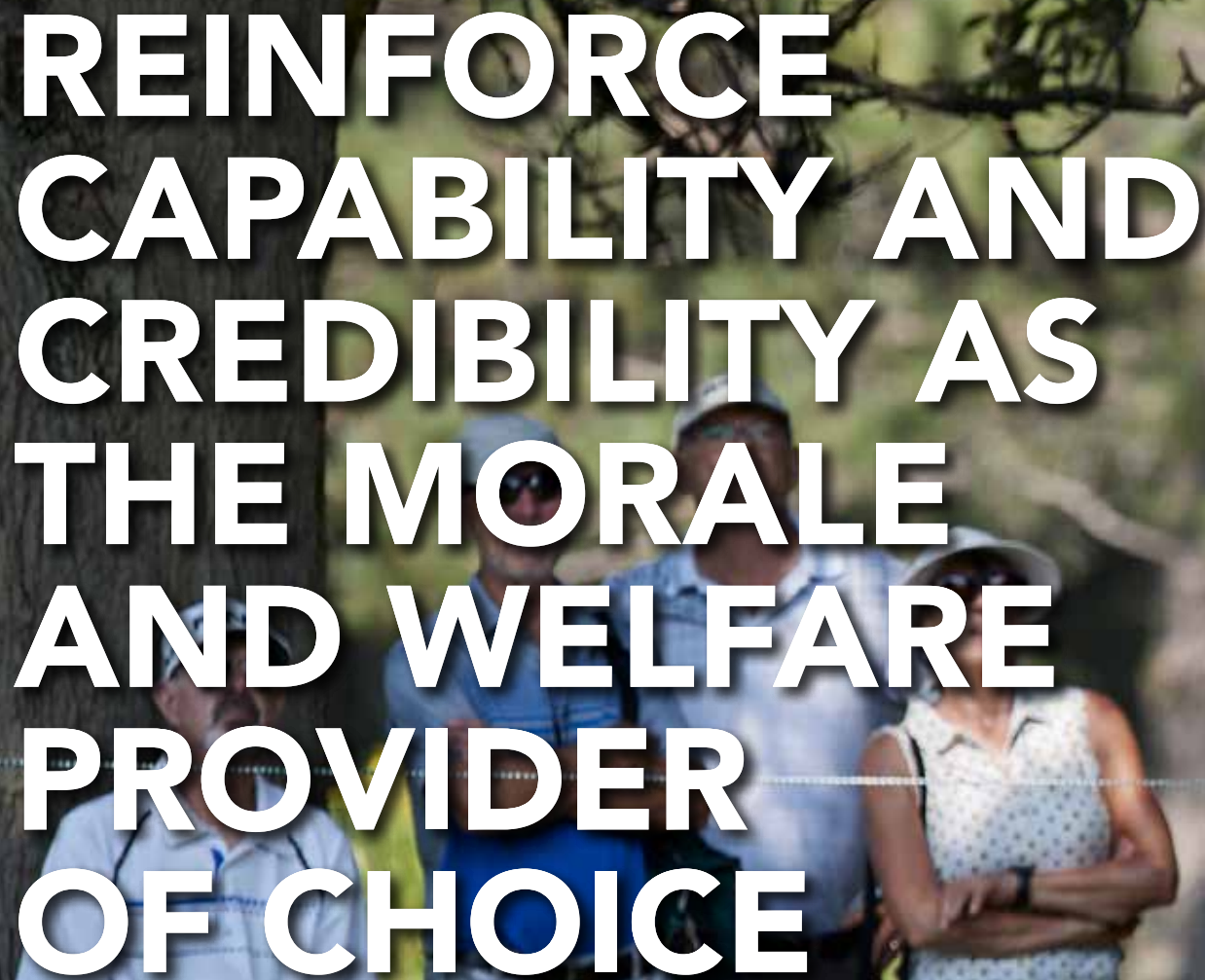
The new flagship store in Petawawa will be modeled in all future CANEX stores.

The new Veteran Family Program is now available across Canada for medically released Veterans, like CPO2 (Ret'd) Stéphane Marcotte who now resides in Victoria with his spouse Susan and his dog Sarge.






- » SISIP Financial launched new insurance and investment products to meet the needs of CAF families. It will continue to find new ways to raise awareness of these products and plans to double its reach over five years – serving more military families while doing more for them.
- CANEX and SISIP Financial focused local marketing initiatives on supporting local Base/Wing/Unit events and activities, and on having a consistent presence and involvement within their local communities.
 - » As part of November’s Financial Literacy Month, SISIP hosted a one-day nationwide open house to answer questions and give advice on financial health.
- When the CAF community shops at CANEX or uses SISIP Financial, a portion of all proceeds goes back to the local Base/Wing/Unit fund.
 - » In 2017-2018, they contributed more than \$4 million benefiting the CAF community.
- On January 24, 2018, Sherry Romanado, Parliamentary Secretary to the Minister of Veterans Affairs and Associate Minister of National Defence, on behalf of Defence Minister Harjit S. Sajjan, announced \$6 million per year in new funding to modernize the Military Family Services Program and provide additional support to military families.
 - » This additional funding enables MFRCs to extend child care hours, expand youth programs and add mental health support services to enhance services for families.
 - » The Family Information Line was also able to introduce a virtual support capability for families, as well as the ability for family members to schedule support sessions with the same counsellor when required. Families can now benefit from more flexible services and support.



**REINFORCE
CAPABILITY AND
CREDIBILITY AS
THE MORALE
AND WELFARE
PROVIDER
OF CHOICE**

STRATEGIC OBJECTIVE #3

A professional golfer is captured in the middle of a powerful backswing, wearing a blue and white striped polo shirt, light-colored trousers, a blue Srixon cap, and sunglasses. He is holding a golf club high above his head. In the background, several spectators are watching the play, including a man in a grey polo shirt with his arms crossed and another in a dark t-shirt with a circular logo. The scene is set outdoors with lush green trees and foliage.

*The National Capital Open
to Support Our Troops raised
\$78,200 for Soldier On.*



As part of DFIT Research and Development, PSP's Evan Walsh conducts human performance testing for FORCE combat.

This supporting objective expresses how CFMWS communicates and demonstrates achievement of service delivery expectations to the entire Defence community. Goals include educating and enabling CAF leadership at all levels to execute their NPP responsibilities; marketing CFMWS as a social enterprise; developing and implementing a strategic communications plan; and continuously improving our management of resources and internal work processes.

Accomplishments

- CFMWS hosted the Base/Wing Commander Forum. Participants interacted with senior Department of National Defence (DND), CAF and CFMWS officials to improve their knowledge of current public and non-public issues, their strategic and operational awareness, and build excellent working relationships. This focused on enhancing the support to the CAF community so soldiers, sailors and aviators can be more operationally effective.



- PSP demonstrated agility and world-class morale support of the CAF community, exemplified by:
 - » Actioning a short-notice request (10 days) from the Navy to produce a full Show Tour for two HMC ships participating in OP POSEIDON. The Canadian rock band Cease and Desist, comedian Mike MacDonald, and performer Hayley McLean provided two shows for HMCS OTTAWA and HMCS WINNIPEG, at two different locations in South Korea.
 - » Creating a new fitness objective called FORCE combat, developed by the Human Performance R&D group, to more accurately reflect current demands of combat operations. FORCE combat provides CAF with an invaluable resource to assist its members with preparations for today's demanding operations.

- » Hiring 18 personnel to support the delivery of the FORCE evaluation to the Primary Reserve, assigned to areas where Reserve support was lacking.
- » Conducting a series of site visits in support of deployed operations to the Roto o mission in Latvia, setting up an International House, a retail store, and a gym, to complement other Morale and Welfare programs such as Op Santa, Home Leave Travel Assistance (HLTA), barbers, recreation and sports which were already established.
- Hired a Director of Marketing and Communications, whose role includes creating a Corporate Communications, Marketing and Stakeholder Relations Strategy.
 - » The strategy sets out an integrated approach to positioning CFMWS as the provider of choice of morale and welfare services, by adapting how the organization communicates internally and externally, and leverages the talent that exists throughout the organization to nurture and support our desire for a member (customer) centric organizational approach.
 - » CFMWS will shift its focus from being program, service and product centric to member centric. By being member centric, CFMWS will create products, services, processes, policies and a culture focused on having its members achieve a great experience with every single interaction. Anticipating the needs of our members becomes a critical component of that approach.
 - » CFMWS will harness technology to enable a member centric approach, shifting the organization from traditional print communication to digital marketing and communication.





A photograph of three people standing outdoors. On the left, a woman wears a blue knit hat, glasses, and a blue scarf. In the center, a woman has sunglasses on her head and wears a patterned scarf. On the right, a man is smiling and wearing a dark blue jacket and a camouflage apron with a crest. They are standing next to a large blue banner that has the text 'SUPPORT OUR TROOPS' written vertically. The background shows a stone building.

ACQUIRE, DEVELOP, RETAIN AND MANAGE TALENT EFFECTIVELY

STRATEGIC OBJECTIVE #4



SUPPORT OUR TROOPS



PSP Fitness Instructor Keira Lee leads a class for members deployed onboard HMCS St. John's in the Baltic Sea during Operation REASSURANCE.



This supporting objective provides for motivated and skilled employees – which is essential to effectively achieving all organizational strategic priorities and objectives. Goals include ensuring pension plan sustainability; conducting a compensation review; measuring and maximizing employee engagement; implementing a human resources planning process; implementing a corporate integrated learning and development plan; implementing an employee wellness strategy; and improving CFMWS' employment equity profile.

Accomplishments

- Additional temporary employees to enable improved operational outcomes. The operational factors that led to this increase include:
 - » Increase in Fitness instructors to support Reserve program
 - » Research and analysis to support the Comprehensive Military Family Plan
 - » Increase in CAF Deployed Operations tempo to support mission in Latvia
- Announced changes to the Canadian Forces Non-Public Funds Employees Pension Plan, which will come into effect 8 July 2019. The changes address the risks to defined benefit (DB) pension plans to ensure its long-term sustainability, while protecting our employment value proposition by offering a DB plan.
- Conducted and published an Employee Engagement survey. Results were positive, including 89% of employees feeling connected and committed to their work – and motivated to do well. Areas identified needing work include workload, with 48% indicating they often or always experience overload, and 74% expressing moderate to high concern about job stress. The Human Resources will work with Divisions throughout the organization to put Action Plans in place to further address the areas needing attention.





STAFF OF THE NON-PUBLIC FUNDS, CANADIAN FORCES DEMOGRAPHICS




4,425 Total number of employees

73% Category I
27% Category II
2,813 Female
1,612 Male

2,008 Full-time

724 Part-time
1,149 Casual
544 Other (students, temporary, less than 3 months)



***SISIP Financial's Denise Ray,
Insurance Representative in
Petawawa, stands ready to
serve those who serve.***

Generations in the Workplace

- 15% Generation Z (1996–2012)
- 42% Millennial (1977–1995)
- 22% Generation X (1965–1976)
- 20% Baby Boomer (1946–1964)
- 1% Traditionalists (1922–1945)

Employee Distribution by Divisions

- 72% Personnel Support Programs (PSP)
- 12% Commercial Services (CANEX & SISIP)
- 3% Military Family Services (MFS)
- 10% Corporate Services & Support Divisions



**WHERE TO
FIND US**

CFMWS
www.cfmws.com

CANEX
www.canex.ca

MILITARY FAMILY SERVICES
www.CAFconnection.ca

PSP
www.CAFconnection.ca

SISIP FINANCIAL
www.sisip.com

CF1FC
www.cf1fc.ca

CF APPRECIATION
www.cfappreciation.ca

SUPPORT OUR TROOPS
www.SupportOurTroops.ca

SOLDIER ON
www.SoldierOn.ca

BOOMERS LEGACY
www.BoomersLegacy.ca



Canadian Forces Morale and Welfare Services

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