



**2018-2019**  
**ANNUAL REPORT**  
Reaching our  
Milestones Together

**CAFCONNECTION.CA**





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# LEADERSHIP MESSAGE

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In 2018-19, Canadian Forces Morale and Welfare Services (CFMWS) continued to contribute to Canadian Armed Forces (CAF) operational readiness by delivering on its 2017-2020 Strategic Plan objectives. CFMWS is a not-for-profit social enterprise governed by the CAF leadership.

Our Mission - to contribute directly to the Forces' philosophy "*people first, mission always*". This is achieved through the provision of a full range of fitness, sports and recreation; family and charity-like support; and retail and personal financial services. These programs and services enable our members to focus on operational effectiveness and better tackle the unique challenges of military life.

OUR HUMAN  
PERFORMANCE R&D  
TEAM PROVIDED  
WEEKLY FITNESS  
TRAINING SUPPORT TO  
ASTRONAUT DAVID  
ST-JACQUES FROM THE  
CANADIAN SPACE  
AGENCY (CSA), DURING  
HIS RECENT **204** DAYS  
ONBOARD THE  
INTERNATIONAL  
SPACE STATION

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The following are just a few of CFMWS' achievements for 2018-19. They highlight our progress in delivering value to the CFOne community:

- The Military Spousal Employment Network was launched on November 30, to increase employment connections between employers and military spouses/partners. Over 1,400 spouses have accessed the Network and 300 spouses attended one of two virtual career fairs where 16 national employers participated.
- A new Tim Hortons kiosk was opened for deployed members at Enhanced Forward Presence Latvia ROTO 10, ensuring that our posted members enjoy a taste of home while posted.
- Our Human Performance R&D team provided weekly fitness training support to astronaut David St-Jacques from the Canadian Space Agency (CSA), during his recent 204 days onboard the International Space Station.

- Support Our Troops National Scholarship Program awarded more than \$73,600 through 43 different scholarships.
- A Member Service Centre was launched to provide one point of contact for CFOne members, supporting CANEX, CF Appreciation, and Home Heating programs, making it easier for our members to enjoy a more seamless experience.

These are just a few of our accomplishments for 2018-19 that demonstrate how we are meeting the needs of the CFOne community.

Our theme this year, *Reaching Our Milestones Together*, speaks to the importance of working closely with our employees, a multitude of partners and stakeholders to deliver real morale and wellness value to our members that enhances readiness and resilience.

Our accomplishments in support of our members, veterans and their families will be highlighted throughout.



I am proud of all that we have achieved in 2018-19 but even more excited for what lies ahead as we begin to set the foundation for a Member-Centric Digital Transformation Program. This modernized digital approach will support a truly member-centric culture and approach within CFMWS for the delivery of services and programs to the CFOne community.

A handwritten signature in black ink, appearing to be 'S. Cantelon', written in a cursive style.

**Sean N. Cantelon**  
Managing Director, Non-Public Property  
CEO, Staff of the Non-Public Funds,  
Canadian Forces



# BY THE NUMBERS

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## PHYSICALLY READY AND SUPPORTED

- **47,016** CAF members completed their CAF FORCE Evaluation Test, representing an **11%** increase over last year, and directly contributing to the CAF's operational readiness.
- Provided **258** cannabis-related awareness activities for CAF members in light of the new CAF Cannabis Policy.
- The new Force Rewards Program was launched to further motivate military members to challenge themselves and their peers to achieve higher levels of health and fitness and contribute to the CAF's operational readiness. To date, **2,686** rewards have been claimed.

## FAMILY READY AND SUPPORTED

- Since 2016, **1,746** patients from **802** military families in communities across Canada gained access to family physician care through Calian's Military Family Doctor Network (MFDN). This makes it easier for families to overcome one of the most significant challenges when relocating to new communities.
- Under Military Family Services, SHAPE opened a new school in Casteau, Belgium for **300** military children of Canadian and UK armed forces members stationed at NATO. This ensures that families continue to have access to a dedicated and modern Canadian facility for their children when posted OUTCAN.
- Employment support in the form of virtual career training, entrepreneurship training and career counseling was also provided to over **600** spouses and military community members.
- **200** families participated in Operational Stress Injury Social Support (OSISS) retreats to help them cope and build their family resilience.

- Eighteen Bases and Wings received funding for **40** Special Needs Support Workers through PSP's Base Recreation and with the support and partnership of Support our Troops. This meant that **115** children with special needs were able to participate in summer camps, providing them with experiences tailored to their needs.

## 47,016 CAF MEMBERS COMPLETED THEIR CAF FORCE EVALUATION TEST

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## FINANCIALLY READY AND SUPPORTED

- A Debt Solutions Loan product was introduced by SISIP Financial and Bank of Montreal which assisted **299** CAF families with reducing high-interest debts.
- CFMWS' Affinity and Concession businesses generated **\$8M** in revenue to support our program.
- Our members and their families saved **\$54M** in savings and discounts through the CF Appreciation Program, Bank of Montreal, The Personal Insurance Company and Home Heating Programs.
- With an estimated **10,000** CAF families relocating every year, CF Appreciation with its partners promoted a number of relevant discount offers for members relocating, which included BMO mortgages, Personal Insurance home and auto insurance, realtor discounts and offers, and CANEX's *Don't Pay a Cent* event.

## MENTALLY READY AND SUPPORTED

- **39** Soldier On athletes participated in the Invictus Games in Sydney, Australia, along with 500 other competitors from 18 nations in 11 sports. Invictus Games honours the men and women who have come face-to-face with the reality of sacrificing for their country, using the power of rehabilitative sports to help them on their journey of recovery.
- Among the many calls received by the Family Information Line this year, of particular note, is the response for rapid mental health support within 24 hours for the **30** Canadian families posted in Tyndall AFB, United States, following Hurricane Michael in October 2018. Similarly, within 24 hours of a request for support in Elmendorf, Alaska, following earthquakes in November 2018, a Family Information Line counsellor was in place to provide needed support.
- **972** members/families received a loan to prevent financial stress which helped them reduce mental stress.

OUR MEMBERS AND THEIR FAMILIES SAVED **\$54M** IN SAVINGS AND DISCOUNTS THROUGH THE CF APPRECIATION PROGRAM, BANK OF MONTREAL, THE PERSONAL INSURANCE COMPANY AND HOME HEATING PROGRAMS

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# 2017-2020 STRATEGIC PLAN AT A GLANCE

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The 2017-2020 Strategic Plan has three overarching strategic priorities that drive our approach to services and programs:

### **SERVICE EXCELLENCE**

Deliver service value to CAF members, veterans and their families, focused on fulfilling our members' needs to the highest standards. By supporting family resilience and self-reliance we increase retention, help military members build their careers and support CAF operational capabilities and readiness.

### **SEAMLESS EXPERIENCE**

Deliver a seamless experience for community members and staff in all facets of our operations. This means giving our members one CFMWS brand experience that encompasses the full scope of services provided by and through the operating divisions. This not only improves the member experience it also increases our reach in supporting individuals and families in military communities across Canada, the U.S. and overseas.

### **COVENANT OF SERVICE**

Uphold stewardship of NPP assets and viable social enterprise to ensure long-term sustainability of service. A comprehensive accountability framework exists to ensure that we are enabling a mission-ready CAF by supporting members and their families through a variety of morale and welfare program and service offerings. We strive to make it relevant and affordable.

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 overall resiliency and self-reliance of CAF members, veterans and their respective families. These priorities have resulted in a single main objective focused on contributing directly to the Forces philosophy of "*people first, mission always*".



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

STRATEGIC OBJECTIVE #1

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## 2018-19 ACCOMPLISHMENTS

- Calian's Military Family Doctor Network connected over 1,500 military families with a family physician across Primacy Clinics in Canada. This made it easier for families to settle into their new communities and address a significant challenge of finding a physician.
- A pilot program involving Maple Telemedicine Services for select CAF communities enabled access to online doctors and virtual health care services for 1,200 military families.
- CFMWS continued to support the CAF's engagement in competitive sports. In 2018, 400 military athletes and delegates from 16 countries participated in the 36<sup>th</sup> World Military Men's and the 19<sup>th</sup> World Military Women's CISM Volleyball Championships at CFB Edmonton. Another eighty CAF athletes participated in the CAF Triathlon Championship in July at Lac Leamy, Gatineau, QC in partnership with the Triathlon Gatineau.
- Our CAF Imagery Contest saw 1,418 entries from 259 participants. The video committee also received a total of 72 entries from 44 participants.
- There are over 55,000 RECREATION ACCESS PLANS that provide access to 230 DND facilities used for recreation purposes. PSP offers the less expensive options by 66% compared to municipal and private facilities, providing an excellent option for our members and families to stay fit, active and build resilience.
- New this year, we offered a children's art workshop on Saturday, November 17<sup>th</sup>, at each Base and Wing in honour of National Child Day to highlight the impact recreation has on children of military families. Twenty-nine Bases and Wings participated in PSP's national program that reached over 900 children from our military community. Children across the CAF produced handprint trees, which symbolized the nurturing of our roots. This artwork was displayed at the Canadian War Museum during the CAF Imagery Contest gala.

- On December 4<sup>th</sup>, CFMWS visited over 300 Reservists in Montreal to create an awareness of the range of CFMWS programs and services available to that community. The new mobile gaming approach was well received and created excitement, engagement and left a memorable impression on this younger group of CAF members.
- The Canadian Coast Guard was welcomed to the CF One Membership Program and recognized for their role in the larger Defence community. In the first month of eligibility, 2,733, representing half of the workforce, had signed on to enjoy the benefits offered.
- 1,330 members and spouses took advantage of a new Critical Illness Insurance product from SISIP Financial. A Guaranteed Access period, from April-June, was offered, giving families more options to ensure their financial stability.
- SISIP had more than 67,000 client interactions and provided information and awareness about financial security and related topics tailored to the specific needs of the CFOne community.
- Support Our Troops Summer Camp program funded one week of summer camp for 472 military children across Canada, making it a little easier for children and families to adapt to their military life circumstances.
- Rogers Hometown Hockey made its way to CFB Esquimalt bringing free winter activities, entertainment and NHL alumni appearances to the community. A donation of \$15,000 was given to Support Our Troops to fund a homework tutor program at the local Military Family Resource Centre in Esquimalt, B.C.
- The 11<sup>th</sup> annual Canadian Army Run took place on September 23<sup>rd</sup>, 2018 with nearly 20,000 participants running, walking or rolling across the finish line. This year \$500,000 was raised for Support Our Troops. Since its inception, the Canadian Army Run has raised \$3.1M for Support Our Troops.



- On May 27<sup>th</sup>, the Royal Canadian Air Force Run saw 1,600 participants at 17 Wing and raised \$20,000 to Support Our Troops.
- On June 9<sup>th</sup>, the Navy Bike Ride in Ottawa saw 1,000 local participants and 300 shadow rides raising \$3,000 for Support Our Troops.

**\$500,000**  
WAS RAISED  
FOR SUPPORT OUR  
TROOPS THROUGH  
THE ANNUAL  
CANADA  
ARMY RUN

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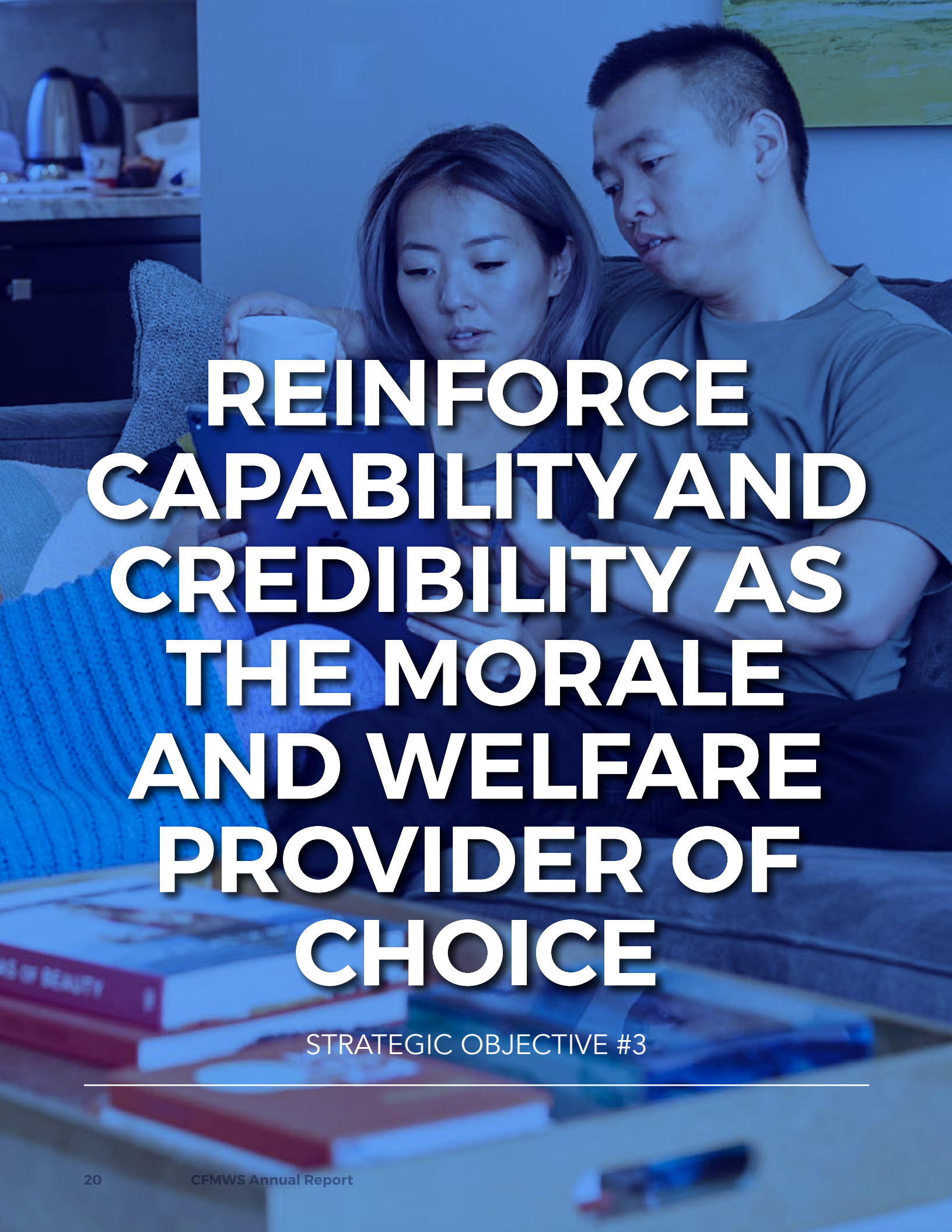
# IMPLEMENT A SUSTAINABLE, RISK-MANAGED RESOURCE STRATEGY

STRATEGIC OBJECTIVE #2

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## 2018-19 ACCOMPLISHMENTS

- CANEX completed the installation of a new Point-of-Sale hardware and software system in all of its 34 stores across Canada. This was part of a long-term investment strategy to improve business processes and efficiencies in serving customers and better inventory control.
- SISIP Financial began working towards a new Canadian Defence Banking Community (CDBC) offering to the military community. This program provides benefits that are exclusive to the military community and includes benefits such as free banking, no annual fee credit cards and flexible mortgage terms.
- The recent Finance Division Strategic Plan emphasized the requirement for CFMWS-wide resource stewardship, through greater engagement by all stakeholders with the Finance Division for decision support.
- CFMWS began a Member-Centric Digital Transformation Program that began with the launch of a series of new digital tools to better equip staff with Microsoft Office 365 products. The planning phase of a new Intranet/ Extranet, e-CRM and centralized website project also began. This will set the foundation for a complete member-centric approach to the delivery of morale and wellness programs and services that enable operational readiness and member self-reliance.
- Changes to the Employees Pension Plan were announced and came into effect on July 8<sup>th</sup>, 2019. These changes ensure the pension's long-term sustainability for staff and make it more affordable for CFMWS to sustain it over time.
- \$4.3M in total revenues from contributions from donors and corporate Canada went directly to Support Our Troops.
- In 2018, NPP investment policy was revised to include alternative assets classes and adopted an Outsourced Chief Investment Officer approach to actively manage the CFCF Fund and SISIP Financial investment portfolios. This proactive approach allows for a much more responsive asset allocation strategy and mitigate risks. The stabilization of both income streams is beneficial to CFMWS, and ultimately to our members who are able to benefit from morale and welfare programs and services funded by CFMWS.



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

STRATEGIC OBJECTIVE #3

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## 2018-19 ACCOMPLISHMENTS

- *Strong, Secure, Engaged* Initiative #23 - Improving psychological services for military families. On June 4<sup>th</sup> Parliamentary Secretary, Sherry Romanado, announced at a media event at CFMWS HQ, the expansion of the virtual counselling service via the Family Information Line, a dedicated social worker position in Europe and the development of virtual psychoeducational resources.
- The organization's first Corporate Communications, Marketing and Stakeholder Relations Strategy was published to strategically guide our efforts to engage with our military community, partners and other stakeholders. The strategy supported a shift throughout the organization to enable collaboration to achieve a member-centric focus. The member experience is central to CFMWS efforts in providing a consistent, useful and enjoyable experience on every device, across every touchpoint.
- CFMWS hosted its annual Base/Wing Commander Forum helping 52 senior leaders in the CAF to understand how CFMWS supports operational readiness at Bases, Wings and Units and at deployed missions.
- During FY 18/19, we deployed 16 candidates to support Operation IMPACT in Kuwait and Iraq, 34 candidates to Operation REASSURANCE in Latvia, and 4 Fitness, Sports and Recreation (FSR) Coordinators in HMCS VANCOUVER, HMCS OTTAWA, HMCS CALGARY and the new replenishment vessel, NRU ASTERIX. In addition, we deployed Recreation Coordinators to facilitate seven Third Location Decompression (TLD) sessions for Operations IMPACT, ADDENDA, SOPRANO and PRESENCE.
- The Deployment Support team also successfully programed and delivered seven CAF Show Tours, showcasing Canadian talent and entertaining over 2,200 CAF members deployed to missions and in ships on operations, including Glasgow Scotland, twice to Latvia, Rota Spain, CFS Alert, Mali Africa and Ali Al Salam Air Base in Kuwait.

- Travel Services provided CAF members with much needed respite during their deployment and reunited deployed members with their families and next of kin. In FY 18/19, PSP Deployment Support Travel Services Staff arranged over \$7M in airfare to facilitate leave travel from designated mission areas for over 4,000 CAF members deployed to 24 operational missions around the globe, supporting our defence families and serving those who serve.
- 2,955 Operation Santa Claus packages were sent to deployed CAF members in over 30 locations worldwide, thanks to the generous donations of corporate sponsors like Giant Tiger.

**2,955** OPERATION  
SANTA CLAUS  
PACKAGES  
WERE SENT  
TO DEPLOYED  
CAF MEMBERS  
IN OVER **30**  
LOCATIONS  
WORLDWIDE

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A photograph of three people (two men and one woman) smiling, overlaid with a blue tint. They are wearing dark polo shirts with red accents. The text is centered over the image.

# ACQUIRE, DEVELOP, RETAIN AND MANAGE TALENT EFFECTIVELY

STRATEGIC OBJECTIVE #4

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## 2018-19 ACCOMPLISHMENTS

- A comprehensive review of the compensation structure was undertaken to ensure that it is fair, transparent and affordable as a means of attracting and retaining our workforce talent.
- The second Annual Employee Wellness Fair was held on May 30<sup>th</sup> 2018 with more than 200 employees actively participating and engaged in their own wellness.
- In January 2019, the organization implemented its revised NPF Employment Equity Plan 2019-2021. The ultimate goal of the plan is to have a workforce that reflects the diversity of the Canadian labour market. CFMWS is committed to promoting an engaged, healthy and versatile workforce through diversifying compensation, innovating recruitment and increasing diversity, driving performance and advancing workplace wellness.
- The work to develop an employee Intranet began so that employees could be well equipped with the required tools to perform their duties, ultimately contributing to our member-centric digital approach to providing service excellence. The new Intranet will make communicating with staff easier, and enable staff to become more engaged with each other and collaborate more effectively.



# STAFF DEMOGRAPHICS

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## CFMWS EMPLOYEE DEMOGRAPHICS

- 4,353** Total employees
- 2,821** Female
- 1,532** Male
  
- 2,054** Full-time
- 699** Part-time
- 1,168** Casual
- 432** Other (students, temporary, less than 3 months)

## CAF AFFILIATION

- 149** Active Military (3%)
- 61** Reserves (1%)
- 170** Former Military (4%)
- 154** Retired Military (4%)
- 722** Military Spouse or Military Spouse of Retired Member (16%)
- 343** Child of Military (8%)
- 2791** No military status (64%)

## GENERATIONS IN THE WORKPLACE

- 15.8%** Generation Z (1996–2012)
- 42.6%** Millennial (1977–1995)
- 21.8%** Generation X (1965–1976)
- 18.8%** Baby Boomer (1946–1964)
- 1%** Traditionalists (1922–1945)

## EMPLOYEE DISTRIBUTION

- 11.1%** Headquarter Employees
- 3.2 %** OUTCAN Employees
- 85.7%** Local Base/Wings Employees
  
- 3,106** Personnel Support Programs (PSP)
- 661** Commercial Services (CANEX & SISIP Financial, CF Appreciation, Concession)
- 130** Military Family Services (MFS)
- 452** Corporate Support Divisions



VIMV

SOLDIER ON • SANS LIMITES





# WHERE TO FIND US

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**CFMWS**  
[www.cfmws.com](http://www.cfmws.com)

**CANEX**  
[www.canex.ca](http://www.canex.ca)

**MILITARY FAMILY SERVICES**  
[www.CAFconnection.ca](http://www.CAFconnection.ca)

**PSP**  
[www.CAFconnection.ca](http://www.CAFconnection.ca)

**SISIP FINANCIAL**  
[www.sisip.com](http://www.sisip.com)

**CFIFC**  
[www.cfifc.ca](http://www.cfifc.ca)

**CF APPRECIATION**  
[www.cfappreciation.ca](http://www.cfappreciation.ca)

**SUPPORT OUR TROOPS**  
[www.SupportOurTroops.ca](http://www.SupportOurTroops.ca)

**SOLDIER ON**  
[www.SoldierOn.ca](http://www.SoldierOn.ca)

**BOOMERS LEGACY**  
[www.BoomersLegacy.ca](http://www.BoomersLegacy.ca)



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