



2013-2014 NON-PUBLIC PROPERTY ANNUAL REPORT



**OUR COMMUNITY:
THE STRENGTH OF
OUR ORGANIZATION**



NPPAnnualReport.ca

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1.0 Leadership Message

Welcome to the NPP Annual Report, an overview of the significant events, activities and initiatives that shaped our work in fiscal year 2013-2014 (FY 13-14).

I am thrilled to announce that it has been a great year for Canadian Forces Morale and Welfare Services (CFMWS). My objectives for the year were focused on three key areas: cross marketing, profitability/diversification, and employee engagement. We have made significant strides in all of these areas, and our financial success this fiscal year has exceeded expectations.

To enhance our cross marketing, CFMWS has actively promoted our programs to the million-strong Canadian Armed Forces (CAF) community we serve. While we cannot provide everything for everyone, we do provide something for everyone, and we've worked hard to expand our cross marketing reach through a series of briefings, promotional campaigns, and new resources. We briefed CAF Reservists in several high-density areas (Gatineau, Toronto, Montreal, Victoria, Vancouver and Chilliwack) and we will continue to reach out to Reservists with additional information sessions in the upcoming fiscal year. We changed our organization name in spring 2013, and have reaped the rewards of marketing a stronger, more integrated corporate identity. In January 2014, we also launched the Morale and Welfare Services Directory, a simple, streamlined resource which provides detailed information about all of the programs and services available to our community members. Finally, CFMWS has strengthened its presence on social media, embracing these fast and effective communications tools to help us cross market our services, and communicate with a broader audience.



***“Our Community:
The strength of our
organization”***

This year I have also focused on the profitability and diversification of the business lines that generate Non-Public Funds, CANEX retail operations and SISIP Financial Services, as well as investment strategies for those funds to ensure reliability and growth. Of particular note, our investment strategy for the Canadian Forces Central Fund has generated almost \$20M in revenue, \$10M of which has been redistributed to Base, Wing and Unit Funds.

My last objective, strengthening employee engagement, forms the foundation of all that we do at CFMWS. Staff who are motivated, well trained and well informed help us to deliver more efficient and effective services to the community we serve. This fiscal year, we revitalized our employee engagement strategy with a new Employee Orientation Program, a revised Tuition Assistance Program, and a modernized pension plan. We also began publishing the Morale and Welfare News e-bulletin, our first employee newsletter that reaches all staff, including casual and part-time personnel, to break down silos and improve communication.

As we look forward to the next fiscal year, I am confident that Non-Public Property and our organization will continue to evolve to support the morale and welfare of our community.

Yours Aye,

Commodore Mark Watson

Chief Executive Officer, Staff of the Non-Public Funds, Canadian Forces

2.0 Spotlight on Non-Public Property

Non-Public Property is all about building a better community for everyone – military members, retired members, and the families of both. The CFMWS vision of *One Community, One Million Strong* serves as a powerful reminder that we serve a diverse network of Canadians, with a variety of morale and welfare needs and interests.

From Esquimalt to Petawawa, Cold Lake to Geilenkirchen, the Staff of the Non-Public Funds, Canadian Forces are dedicated to serving those who serve. We deliver community-driven services that aim to meet the unique needs of military members, veterans and their families so that they can make the most out of the place they call home. The programs and services we provide are designed to be responsive to the unique needs of each Base, city, and country. While our services may not be identical in each location, the same fundamental goal is always in mind: support military members, so that they can take good care of themselves and their families at work and at home.

We also ensure that the money that military members and their families invest in Non-Public Property programs goes back into local community services. Thanks to this cooperative framework, in FY 13-14,

\$4.11M was reinvested in CAF morale and welfare services. By buying new furniture at CANEX or by signing up for life insurance with SISIP Financial Services, military members may be helping a friend get fit through the CAF Health and Wellness Challenge.

This supportive, sustainable model for Non-Public Property helps all members of the CAF community support their families, their neighbours, and other military families from coast to coast.



ONE COMMUNITY... ONE MILLION STRONG!



3.0 2013-2014 At a Glance

3.1 Evolving to meet your needs

3.1.1 Retail Services

CANEX

Throughout 2013-2014, CANEX has repositioned its business and renewed its focus to better serve the CAF community. CANEX has pursued a course of action to strengthen its affinity with the military community.

To support these goals, CANEX has developed its **Military Affinity** programs, which include:

1. **TACTIX.** This shop-in-a-shop concept has been developed for launch in selected CANEX stores. TACTIX aims to completely capture the military lifestyle, demonstrating CANEX's affinity to its customers. Four prototypes are slated for 2014 in Petawawa, Borden, St. Jean, and Kingston.
2. **Pride of Association/Kit Shops.** CANEX has strengthened its support for local and national kit shops, ship canteens and branches by establishing a partnership to sell their products in CANEX stores. This partnership provides the kit shops with a broader audience to sell merchandise, improve profitability, therefore providing additional funding for unit social functions. After the introduction and endorsement of this project, CANEX has contacted over 90 kit shops, and has received positive feedback and sign-ups.
3. **Affinity programs.** CANEX has introduced new and redesigned merchandise, unique to the Military, such as the Official RCAF Leather Jacket, the RCN, RCAF and CA Windbreakers, Elite Accoutrements, Court Mounting and many other affinity programs such as S.W.A.T. Boots, CadPat and Mess Dress. Just released for pre-sale in March 2014, the RCAF Official Leather Jacket sold 42 units in just one month. Further expansion of the Military Affinity line is planned for 2014.

Considering the fact that several of the Military Affinity programs began part way through FY 13-14, sales are encouraging with over \$660K recorded.

CANEX Rewards & COne

In October 2013, the new **CANEX Rewards** (previously ClubXtra) was linked to the **COne** card. CANEX promoted the benefits of CANEX Rewards and COne via national advertisements, local in-store promotions and on-line marketing.

CANEX & Social Media

CANEX introduced a new Facebook page in May 2013. CANEX has received more than 6,000 'likes' as of March 2014, with an annual target of reaching 10,000 likes by the end of 2014. Throughout the year, CANEX used Facebook to gather feedback and community opinions, and to communicate with its customers to better understand community needs.

CANEX also held contests to promote email sign-ups, and to further communicate with our community about our great products and services. As an example, the January 2014 contest, *Win a Dyson vacuum cleaner*, received over 440 entries. This marked significant progress in reach and participation.

Facebook also provided a platform for those in the CAF community who are not near a Base, Wing or Unit to be aware of upcoming CANEX events and activities. CANEX has established a regular social media posting schedule, and on a post placed last January, CANEX had 84 *shares* – the most ever! This is significant as shares reach friends of friends, thereby expanding CANEX’s reach to new customers.

Social media played a significant role for CANEX communications and marketing strategies throughout the fiscal year. CANEX has used social media not only as a tool to engage with our customers and get further exposure, but also to grow our business and remain relevant to the community.

CANEX Website

The CANEX web site provided our valued customers with general information on programs, events and national advertising campaigns throughout the year. After the CANEX main page and ‘About us’ page, flyers had the top number of visits, with 91,000 visitors from January to December 2013. The busiest day of the year by far for the CANEX website was 28 November 2013, Black Friday, when CANEX received 5,580 page views.



The **CFOne card** was formally launched on 22 October 2013 to replace CF Appreciation Program and CANEX Loyalty Program cards. Since the launch,

more than **70,000**

CFOne cards have been issued.



CANEX has reached more than **6,000 likes** on the CANEX **Facebook page** launched in May 2013.



CANEX flyers had top number of **CANEX web site visits:**
91,000
from January to December 2013.

IN THE SPOTLIGHT



Affinity programs

CANEX has introduced new and redesigned merchandise, such as RCAF, RCN and CA Windbreakers, an Official RCAF Leather Jacket, and much more.

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.1.2 Canadian Defence Community Banking

BMO Bank of Montreal has been the official bank of the CAF community since 2008 and continues to be committed to serving the unique banking needs of the military, from recruitment through retirement, with exclusive offers and discounts.



In FY 13-14, **BMO Bank of Montreal** saved members of the CAF community more than

\$1 million

on their personal banking fees.



CAF events and activities at the national and local level have received BMO Bank of Montreal sponsorship exceeding

\$250,000.



Through the **BMO Support Our Troops MasterCard®**,

more than **\$30,000**

has accrued to the Support Our Troops Program.

IN THE SPOTLIGHT



BMO Celebrates Role as Official Bank of the Canadian Defence Community

BMO Bank of Montreal President and CEO Frank Techar hosts General Tom Lawson, Chief of the Defence Staff, at an event in Ottawa.



CFSU(O) & PSP Ottawa - 3rd Annual Canadian Defence Community Family Appreciation Days

The Entertainment and Concert Schedule were sponsored by BMO Bank of Montreal.

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.1.3 Insurance

The Personal Insurance Company

The Personal Insurance Company has partnered with CANEX since 1986 to provide home and auto group insurance to CANEX authorized patrons. The Personal offers customized insurance products such as the Military Renter's Policy (designed specifically for DND housing), property policies that automatically includes \$5,000 coverage for a military kit, and coverage for personal belongings while on deployment outside of Canada.

Term life and disability insurance

SISIP's licensed insurance professionals offer term life and disability insurance options that are both competitively priced and adapted to the very specific needs of the CAF members and their families.

In 2013, approximately 140,351 serving and former CAF members and their spouses were insured under our various term life insurance plans. Over \$44.3M in life insurance benefits were paid to beneficiaries. Insurance coverage in force was \$29.034B.

There are 94,420 Regular and Reserve Force members insured under the Long Term Disability (LTD) policies. Total benefits paid and support provided under the LTD and Vocational Rehabilitation Programs (VRP) reached \$138.85M. LTD benefits were paid to over 6,729 members, and the VRP assisted over 4,300 members.

As per the settlement in the Class Action, Manuge vs. Her Majesty the Queen, we processed a publicly-funded refund of past *Pension Act offsets*, plus interest and adjustments, of more than \$400M to over 8,100 Class members.



The Personal Insurance Company provides policies that include **\$5,000** coverage for military kits while on deployment outside of Canada.



There are **94,420** Regular and Reserve Force members insured under the **SISIP Long Term Disability (LTD)** policies.



Members received a refund of past *Pension Act offsets*, plus interest and adjustments, of more than **\$400M**.

IN THE SPOTLIGHT



David Nicolle, winner of The Personal/CANEX “Conquer the Road” contest for 2013

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.2 Always caring for CAF communities

3.2.1 Support Our Troops Programs and Funds

The *Support Our Troops* Program is funded through generous donations from individuals, small businesses, other charitable foundations and Corporate Canada.

The Military Families Fund allows the chain of command to quickly respond to the unique, unforeseen and often immediate needs of military members and their families. Support from the Fund may be provided in the form of a grant or an interest-free loan. During FY 13-14, the Fund supported more than 1000 families with a variety of challenges, including: medical travel for families serving in remote locations, financial assistance for exceptional counseling support, assistance with basic needs, as well as assistance to families with dependants that have special needs.

The Hospital Comforts Fund ensures hospitalized CAF members have access to basic comforts of home, such as reading material, access to television and internet, and commissary goods. In FY 13-14, 225 members benefited from the Fund.

Established in 1991, **Operation Santa Claus** provides Canadian companies and individuals with a way to bring the holiday spirit to serving members who cannot be home with their families over the holiday season. In FY 13-14, 1,300 packages were sent to deployed troops, including items such as calendars, gum, holiday cards, brushes, mouthwash, clothing, Christmas decorations and greeting cards.

The Soldier On Fund provides financial support to former and serving members of the CAF to overcome their non-visible or visible illness or injury through participation in recreational, sporting and other physically challenging activities. In FY 13-14, the Soldier On Fund provided access to equipment and training, as well as mentorship and instruction by Canada's top athletes, coaches and trainers. Soldier On participants had the opportunity to:

- learn a new sport such as horseback riding, skiing and cycling;
- train with and compete against soldiers with similar injuries and illnesses from Australia, France, Georgia, Great Britain, and the United States of America; and,
- push their physical and mental limits through participation in national sporting events such as the Canada Army Run.

Since it was first established in 2006, the Soldier On Fund has supported more than 750 ill/injured members and their families.

Distinct from the Support Our Troops Program, the **Canadian Forces Personnel Assistance Fund** (CFPAF) provides assistance to military members through grants and low-interest loans across four programs. In 2013, CFPAF provided \$9.8M in financial assistance to more than 2,500 serving and former CAF members.



Last year, **225** members benefited from the **Hospital Comforts Fund**.



1,300 packages were sent to deployed troops last holiday season through **Operation Santa Claus**.



CFPAF provided **\$9.8M** in financial assistance to more than 2,500 serving and former CAF members.

IN THE SPOTLIGHT



Ottawa Police Emergency Services Unit donation to Military Families Fund

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.2.2 Canadian Forces Appreciation Program

With hundreds of brands representing over 27,000 locations worldwide, members of our community can save within nine discount categories. Most recently, the focus has been on building and securing industry partners from around the world to significantly increase our leisure travel and vacation opportunities.

Today, 2,402 industry partners are part of the program, an increase of 25% over last year. Forty-five national brands with tremendous reach have also been added to the program, which represents 138,000 new locations. Notable national partners include The Brick, Guess Inc, Sleep Country Canada, Things Engraved, COSTCO, SMART Destinations, and Golf Town. Canadian Forces Appreciation Program website now features over 250,000 locations where community members can save, making it the largest discount program.

Gov Vacation Rewards (GVR)

The biggest industry partner for FY 13-14 was Gov Vacation Rewards, which consists of:

- 130,000 hotels
- 3,500 golf courses
- 41 major cruise lines, including Carnival, Princess, Viking, Celebrity, and Disney
- World class skiing
- Major airline carriers, including Air Canada, WestJet, United, US Airways, Delta, Southwest, Virgin, Virgin Blue, V Australia, Virgin America, and British Airways
- Guided tours through world-renowned suppliers, such as Trafalgar.

Connecting with the community

Prior to the launch of CFOne, 41,000 Canadian Forces Appreciation Program membership cards were issued to members of the CAF community, predominantly veterans and family members. Throughout FY13-14, briefing sessions were held in Edmonton AB, Gander NL, and in ten communities throughout Ontario.

CFOne

The CFOne card was formally launched on 22 October 2013 to combine CF Appreciation Program and CANEX ClubXTra cards. Since the launch, more than 70,000 CFOne cards have been issued.

IN THE SPOTLIGHT



The CFOne card consolidates the functions of two cards into a single card.



CF Appreciation Program promotes the discounts available to CAF members.

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.2.3 Corporate Outreach

The Corporate Outreach Office is responsible for developing relationships with Corporate Canada and external organizations to enhance morale and welfare programs and services beyond what is currently provided to current and former CAF members and their families through the expenditure of Public funds. During FY 13-14, 107 Third Party fundraising events were registered with Corporate Outreach.

The following is a highlight of some of the programs that were supported in FY 13-14:

Vacations for Veterans: 18 eligible applicants received a Vacations for Veterans getaway.

Operation Taboo: Ten military families facing unique challenges, often related to an operational deployment, have enjoyed their experience at this Resort.

Summer Camps: 300 children attended Camp Maple Leaf, and 40 children attended Muskoka Woods Camp.

Scholarships: There are at least 26 scholarships available for CAF members and their families on the CFMWS website.

Boogaard's Booguardians: Almost two hundred members of the CAF community saw the Ottawa Senators play at Canadian Tire Centre, thanks to this initiative.

Popcorn for the Troops: 132 cases of Scouts Canada popcorn valued at \$134,000 were donated to military Bases across Canada.

Support Our Troops Events: 107 third party fundraising events were held, with proceeds from the events being donated to the Support Our Troops Program.

IN THE SPOTLIGHT



Camp Maple Leaf expansion ground breaking ceremony 2013



Popcorn for the Troops

In the fall of 2013, \$134,000 worth of Scouts Canada Popcorn was donated to the CAF (Photo: CFB Shilo Scouts)

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.2.4 Infrastructure

CANEX continues to grow

A new two storey shared NPP/DND building, incorporating different programs, services and divisions, is coming to 17 Wing Winnipeg. Construction has begun in FY 13-14, and is on target with an estimated completion date of December 2014/January 2015.

The new building will include a variety of public and non-public facilities. The building will include a CANEX retail store, SISIP office, barber shop, insurance office, DND Post Office, Voxair Newspaper, office, Consolidated Insurance Program, NPF Accounting, NPF Human Resources, Health Promotion, Veterans Affairs Canada offices, Integrated Personnel Support Centre, and meeting rooms.

Projects completed:

- A new stand-alone Tim Hortons in Kingston has replaced the kiosk-style location in the CANEX Mall.
- CANEX has created and designed the TACTIX military boutique, which highlights merchandise demonstrating an affinity to the military.
- CANEX is an authorised Apple dealer and has developed specialised fixtures to display these sought-after products in Gagetown and Petawawa.
- A new cafeteria has been constructed in the Dockyard Fleet Maintenance Facility in Esquimalt.

Upcoming:

- New SuperMarts in the Borden, Goose Bay and Kingston malls – ExpressMarts will be integrated into the retail outlets, creating a one-stop shopping environment.
- Online shopping will be available through the CANEX “Online Sales and Marketing” virtual store.
- CANEX is working hard towards a replacement for the CANEX facility in Petawawa.



**A new 2-storey shared
NPP/DND building,**
incorporating different
programs, services and divisions,

is coming to **17 Wing**
Winnipeg.

IN THE SPOTLIGHT



TACTIX

This shop-in-a-shop concept has been developed for selected CANEX stores. TACTIX aims to completely capture the military lifestyle.



These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.2.5 Investments in Technology

The Information Services Division provides the complete range of information management/information technology (IM/IT) services in support of the delivery of morale and welfare programs. Their primary focus is to ensure the operation of the NPP systems to support CFMWS headquarters, Base/Wing Commanders, CANEX, SISIP, MFS and PSP. A secondary focus is to manage and implement IM/IT projects on behalf of the organization. The NPP network exists nationally and at the Base/Wing level to provide connectivity and access to morale and welfare programs and services to CAF community members. It is a separate network from Shared Services Canada and DND as it must provide support to retail, financial planning, insurance, messes, golf courses, and more. As with most IM/IT organizations, the IS Division strives to operate as efficiently and effectively as possible while still ensuring appropriate provision of IM/IT services to clients.

In FY 13-14, CFMWS continued to invest in a centralized client data repository to support the launch of the CFOne card, with the goal of ultimately being able to support one million clients. Other IM/IT investments in FY 13-14 included:

- In coordination with the Finance Division, the Oracle E-Business suite was acquired as the platform for the new Accounting Information System;
- The CANEX online sales and marketing initiative led to the acquisition of a well-known e-retailing platform called Magento;
- A Microsoft client relationship management tool was implemented to provide CRM services to SISIP and ultimately for all divisions;
- A Point of Sale system called Maitre'D was acquired for PSP to provide improved, standardized cash and credit management for messes;
- Finally, to support the convergence of the Family Force and Community Gateway websites, the Kentico content management system was acquired.

Looking forward, the IS Division will continue to focus on reuse or acquisition of off-the-shelf technologies in the areas of mobile/wireless operations, business intelligence and seamless customer experience in order to provide the optimal IM/IT value-cost benefit to CFMWS and their clients.

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.2.6 Deployed Operations

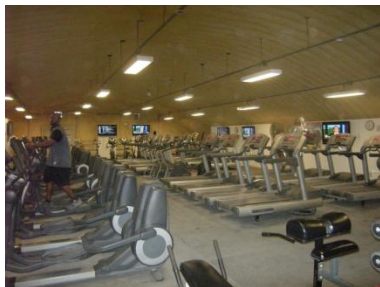
Since 2000, CFMWS has been deploying Staff of Non Public Fund (NPF), Canadian Forces employees to deliver publicly funded morale and welfare programs and services on overseas operations. These staff NPF members support deployed personnel by delivering publicly-funded Rest and Recreation programs, Home Leave Travel Assistance, Fitness, Sport and Recreation programs.



In 2013, CFMWS saw its role change with the closure of the morale and welfare program in Afghanistan in December and the departure of the last two NPF employees coming home. When the troops left Afghanistan, they traveled to the Third Location Decompression centre in Cyprus where 11 CFMWS staff were deployed to support personnel.

In 2013, CFMWS also supported the Royal Canadian Navy by deploying 6 staff on HMCS ships as Fitness, Sports and Recreation Coordinators. CFMWS sent one employee in Kuwait to support Op Kuwait for a period of six months. In addition, CFMWS organized four Show Tours to Alert, on board HMCS REGINA in Thailand, and to the Sinai, Egypt. In March 2014, an NPF employee was also quickly deployed to provide services to the crew of the HMCS PROTECTEUR after the ship suffered a fire at sea, and was towed to Pearl Harbor.

IN THE SPOTLIGHT



Camp Phoenix Gym, Kabul

These services are funded by the Government of Canada, and delivered through Alternative Service Delivery by the Staff of the Non-Public Funds, Canadian Forces.

3.3 Unique Programs and Services

3.3.1 Community Recreation

From the largest Base to the smallest Wing, PSP recreation departments around the country are united in their mission of improving health and well being, contributing to operational success, and providing safe and enjoyable recreation opportunities for all.

Number of active Recreation Clubs: 285

Number of instructor-led Recreation Programs: 5,837

Number of registered program participants in instructor-led Recreation Programs: 61,826

Number of special events: 219

Number of active recreation clients: 98,813

In 2013, CAF community recreation customers spent over \$7.8M for their NPP-organized leisure and recreation activities.

HIGH FIVE Program

HIGH FIVE is Canada's only comprehensive quality standard for children's sport and recreation and holds true to the principals of healthy child development that research indicates are essential for quality programs.

HIGH FIVE's unique and proprietary approach is built on a Quality Framework, consisting of:

- Training and development for staff
- Program assessments
- Establishing policies and procedures to manage risk
- Creating awareness of high quality programs for kids

HIGH FIVE provides CFMWS with an evidence-based approach to quality experiences for kids, empowering children to excel in life.

PSP increased the number of staff trained in HIGH FIVE in FY 13-14 by 10%, with 245 new recreation staff members trained. PSP also increased the number of program assessments by 12%. The national average for PSP programs in 2013 was a score of 88%, on par with other recreation services providers, such as municipalities. .

Healthy Minds for Healthy Children

During FY 13-14, the Support Our Troops Fund provided \$70K to subsidize a portion of the cost of the Healthy Minds for Healthy Children training program. This new training offers engagement strategies for nurturing resiliency in children and provides insights into common mental health distress or disorders that children could experience. This funding enabled PSP to train approximately 485 frontline recreation leaders.

Recreation Month

June 2013 marked the fifth annual Recreation Month campaign organized by the PSP National Recreation Services. The campaign focused on educating the CAF community about the important role recreational programming plays in operational effectiveness, and building strong military families.

Thanks to the generous support of corporate sponsors, CFMWS held an exciting contest that engaged the whole community in recreation. LCdr Todd Bacon and his family won our June is Recreation Month Contest, and enjoyed an outdoor winter adventure vacation in the beautiful Kananaskis region of Alberta, in early March 2014. Their trip highlights were skiing at the Nakiska Mountain Resort, and Lake Louise Ski Resort. In 2012, 8,742 members of the CAF community participated in June is Recreation Month. This number increased in 2013 by 40% with a total of 12,208 discovering their own recreation adventures.

CAF Photography Contest

Photographers from CAF communities across the country revealed their best images of the year for the 2013 CAF Photography Contest. Organized by PSP National Recreation Services in partnership with the Imaging Services of the Chief of Defence Intelligence, this annual contest encourages serving and retired military members, DND and NPF employees, and their families to demonstrate their creativity and showcase their work. The contest received nearly 2,400 entries from close to 400 amateur and professional photographers in the CAF community. After a complex task of judging, winners were announced at a ceremony held at the War Museum of Ottawa where the Vice Chief of the Defence Staff, Patron of the Contest, recognized the winners. Prizes were made possible due to the generosity of corporate Canada and included the grand prize raffle of a round trip with Via Rail.

Sports Day in Canada

In November 2013, CAF members and their families across Canada and around the world took part for the first time in a national celebration of sport. Presented by ParticipACTION, CBC and True Sport, RBC Sports Day in Canada was a great opportunity to celebrate the power of sport and all it can do for serving members and their families. Nine thousand CAF members and their families took part in activities spanning two days, including volleyball, ice and sledge hockey, touch football, and multi-sport days.

Films for the Forces

On 6 January, over 1,400 members of the CAF community beat the winter blues with a special night at the movies. PSP Recreation Services, in partnership with EOne Films, invited community members from seven cities across Canada to enter to win a pair of free tickets to see the Lone Survivor.

CF Community Gateway

To address the military community's need for a consistent NPP web presence across all CAF Bases and Wings, CFMWS manages the CF Community Gateway. The CG consists of a series of linked websites (one for each Base/Wing) that have a common look, feel and structure that promotes local NPP programs and activities, including NPP-operated, publicly funded programs. CAF members and their families access their local sites through a national URL.

In the last year, there were over 3M visits to the website, more than 4M total page views and 1.3M unique visitors. Visits to the Community Gateway came from 212 countries. The number of visitors continues to increase as awareness of the site grows in the military community..



CAF community recreation customers spent over **\$7.8M** for their NPP organized leisure and recreation activities.



June 2013 marked the **5th** annual **Recreation Month** campaign.



The **CAF Photography contest** received a nearly **2,400** entries from close to **400** amateur and professional photographers in the military community.

IN THE SPOTLIGHT



LCdr Todd Bacon and his family won our **June is Recreation Month Contest**, and enjoyed an outdoor winter adventure vacation in the beautiful Kananaskis region of Alberta in early March.



Halloween event in Edmonton



Ottawa Fall Festival in Ottawa



North Bay Family Welcome event



Health Day in St. Jean



Halloween event in Valcartier

These services are funded by the Government of Canada, and delivered through Alternative Service Delivery by the Staff of the Non-Public Funds, Canadian Forces.

3.3.2 SISIP Financial Services

Conveniently located at major Bases, Wings and Units across Canada, SISIP Financial Services (SISIP) is committed to our mission of enhancing the financial health and security of the military community, with tailored and unbiased financial solutions. Contributing to the overall operational readiness and effectiveness of the CAF has been made possible through the enhancement of the following programs, products and services.

Financial Contributions to the Military Community

Faithful to our mandate, proceeds from SISIP are returned to the CAF community by way of yearly contributions to a number of funds and support programs, exclusively catering to the military community and particularly geared toward morale and welfare programs and services. In FY 13-14, SISIP contributed close to \$3.3M. Since 2002, the total amount in contributions has surpassed \$56M.

This year, SISIP celebrated our 10th Anniversary as the sole sponsor of the Volunteer Recognition Program. Since the program began, SISIP has contributed almost \$1M toward the organization of more than 500 events aimed at acknowledging close to 50,000 volunteers. Recognizing the dedicated efforts of volunteers demonstrates our sincere appreciation for the ongoing support of individuals and volunteer groups working at the local level.

Standardized Service

SISIP has achieved a unique standardization of its procedures and service delivery, so that all CAF members and their families can enjoy the same level of service across Canada. From posting to posting, the files follow the members in a seamless process, with no new registrations required and minimal paperwork, thereby enhancing community members' financial well-being while providing peace of mind.

Financial Planning

Personal money management, RRSPs, TFSAs, tax planning, release/transition planning and investment products (provided through FundEX Investments Inc) are among the range of financial matters handled by SISIP Certified Financial Planners. As a result, 7,344 clients entrusted a total of \$292.8M in investments to the care of SISIP. With its endorsement of the Canadian Forces Group Retirement Savings Plan (CF Group RSP), a "do-it-yourself" online investment service, SISIP has likewise retained 3,421 clients with invested assets of over \$137.9M.

SISIP also takes its role as a financial educator very much to heart, as evidenced by joining forces with the Financial Consumer Agency of Canada (FCAC) in November. Through this collaboration, we took part in the campaigns for Financial Literacy Month (FLM) and Financial Planning Week, by holding a series of financial kiosks and Lunch & Learns on major Bases, Wings and Units across Canada.

The goal was to raise awareness and stress the importance of financial literacy among our CAF community by offering programs, resources, information and services to help the members understand and manage their personal finances, further empowering them to secure their financial prosperity. All CAF personnel and their families were encouraged to participate and gain the awareness and knowledge they will need to achieve their financial goals.



Proceeds from SISIP are returned to the military community, close to **\$3.3M** in FY 13-14.



7,344 clients entrusted a total of **\$292.8M** in **investments** to the care of SISIP.



In February 2014, SISIP joined the social media world by launching a **Facebook** page:
www.facebook.com/sisip.rarm

IN THE SPOTLIGHT



Kick-off event for financial planning week / financial literacy month on 18 November 2013 in the CANEX Plaza – Borden.



Prize Draws were held at each of our SISIP locations, including this one at the Mess Hall in Petawawa.

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.3.3 Messes and Service Clubs

Steeped in a rich military heritage and tradition, messes have been used by the CAF throughout Canada's history as a meeting place that fosters the esprit de corps and camaraderie essential for an effective professional armed force. Messes enable all ranks to become personally acquainted with their peers and subordinates and enable members to create bonds of friendship and better working relations through an atmosphere of good fellowship.

The mess is a facility which provides space to carry out the functions of the organization and may include a wardroom or dining room, bar or anteroom, lounge, conference room, games room, TV room, internet cafe and other common rooms.

Using the contribution from the members and profits made from the bar, Messes organize activities for their members such as official mess functions and several types of entertainment functions. All Regular mess operations are automated with integrated software. Several messes use sophisticated Point of Sales systems in their bar operations.



More than **380** messes received NPP dollars for funding entertainment, bar operations, and special events.



To this day, messes retain a functional role as social and dining clubs, and are the centre of **social life** for Bases, Wings, Units and ships.



Members are entitled to book a **private function** in their mess when it is available.

IN THE SPOTLIGHT



Moose Jaw Officers' Mess Chateau Room



CFB Petawawa Normandy Mess

These services are funded by the Government of Canada, and delivered through Alternative Service Delivery by the Staff of the Non-Public Funds, Canadian Forces.

3.3.4 CAF Newspapers

Over 250,000 readers in 17 communities rely on CAF newspapers to report on operations, morale and welfare programs and the community at large. Our newspapers are the local source for information. Collectively, our papers offer a total circulation of 85,000 copies per edition. Newspaper staff also conducts other morale and welfare programs ranging from contests for children to publishing community welcome guides.

Several CAF newspapers were recognized by their peers at the 2013 Canadian Community Newspaper Awards. In the Best CAF Newspaper category, the Valcartier Journal Adsum placed first, the Shilo Stag placed second, and the Lookout Newspaper of Esquimalt placed third. Of particular note, the Shilo Stag also won second place in two overall community newspaper categories, winning second place for Best Feature Photo and Best Photo Essay. The Lookout was also honoured in the overall awards, placing second in the Best Feature Story category.



Shilo Stag

Newspaper won 2nd place for **Best CAF newspaper** and also won 2 photo awards in the overall competition.



Over **250,000** readers
in **17** communities rely on
CAF Newspapers.



Collectively, CAF Newspapers offer a total **circulation** of **85,000** copies per edition.

IN THE SPOTLIGHT



Shilo Stag – 2nd Canadian newspaper awards winner
Front page of the Shilo Stag August edition that was judged in the overall CAF newspaper class, plus photos of managing editor (Jules Xavier) and production assistant (Jillian Driessen) at work on the Base.

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.3.5 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/Base historical collection) is an independent, self-financed, non-public property administered institution operating under the authority and direction of its supporting commander.

CAF Museums preserve and interpret the Canadian military heritage in order to increase a sense of identity and esprit de corps within the CAF.



There are **70** CAF museums from one coast to the other.

IN THE SPOTLIGHT



CFB Esquimalt Museum



CFB Kingston Communications and Electronics Museum

These services are funded and delivered by the Government of Canada.

3.3.6 Specialty Interest Activities

Bases and Wings of the CAF operate military golf courses, curling rinks, marinas and horse riding clubs across the country. These facilities provide morale and welfare programs to our community for all levels of learning and skill. Specialty interest activities promote mental and physical wellness.

The sport of curling fosters community spirit through a variety of programs/activities including men's and women's leagues, new player programs, competitive player development, and various bonspiels and funspiels. Similarly, golf is a sport for life, with focus on family and community participation. Some of the programs offered include junior golf, men's and women's leagues, Get Golf Ready, Tee It Forward, Take a Kid to the Course, Future Links, and First Tee. CFMWS continues to seek and build relationships with the golf community, such as with PGA Tour Canada, to offer unique opportunities to our community.

IN THE SPOTLIGHT



Borden Hunt Club



Petawawa Black Bear Campground



Shearwater Yacht Club



CFB Halifax Curling Club

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

3.3.7 CAF Sports Program

The CAF Sports Program plays a prominent role in promoting fitness and good health within the military community. Sports inspire CAF members to improve their physical fitness and build their leadership skills and self-discipline. Sports also promote teamwork, loyalty, and commitment. NPP contributed to the continued development of officials, coaches and athletic trainers. NPP also helped the CAF reward its athletes' hard work with championship medals, trophies, and the annual Canadian Armed Forces Sports Awards Ceremony.

The Canadian Forces Sports Program is divided into two main sub-groups: the intramural and the extramural programs. At every Base, Wing and Unit, there are intramural (inter-section or inter-unit), or local sporting events for all levels of athletes. Extramural competitions include inter-base, Canadian Forces Regional, National and International competitions.

CAF Bases compete within five geographic regions to determine who will compete at the Canadian Forces Nationals. Currently, the Nationals include competitions in badminton, ball hockey, basketball, golf, hockey (men's, women's and old timers), running, slo-pitch (men's and women's), soccer (men's and women's), squash, swimming, taekwondo, triathlon and volleyball (men's and women's).

PSP is responsible for the delivery and support the CAF Sports Program by providing funding, facilities, coaches, referees, trainers, and PSP support staff.

The National Sports Program

The CAF National Sports Program had a very successful year with full complements in all team events and maximum participation in individual events such as badminton, squash, running, and golf. In addition to the Championship trophies, awards were also presented for the most Sportsmanlike Player and Dedication to CAF Sports Award. The Dedication to CAF Sports award is one of the most prestigious awards given out at the CAF National Championship. It is given to an athlete, coach, athletic trainer or official who best exemplifies the qualities of strong commitment and support to the CAF Sports Program over their career in the CAF by promoting sports and community involvement.

	2013 CAF NATIONAL CHAMPIONSHIPS	DEDICATION TO CAF SPORTS AWARD
Badminton Champions	Quebec Region	LCol Richard Poirier
Ball Hockey Champions	3 Wing Bagotville	WO Andy Tufford
Basketball Champions	CFB Halifax	Capt Lee Wendland
Golf Champions	Capt Wayne O'Donnell Sgt Lisa Rowe	Capt Tim Aldridge
Men's Hockey Champions	CFB Valcartier	Maj Ron Stakes
Old Timers' Hockey Champions	12 Wing Shearwater	PO1 Mike Lunn
Women's Hockey Champions	CFB Kingston	CWO Tom Hennessey
Running Champions		Capt Georgette Mink
5km	Maj Joseph Boland Capt Georgette Mink	
10km	Pte Alexandre Boulé Maj Julie Belanger	
Half marathon	LS Johnathan Gendron LS Emily Hamilton	
Full marathon	2Lt Richard Hayes MCpl Kathleen Beaudry	
Men's Slo-Pitch Champions	CFB Gagetown	Cpl Dino Chouinard
Women's Slo-Pitch Champions	CFB Valcartier	
Men's Soccer Champions	CFB Gagetown	Maj Stefan Szkwarek
Women's Soccer Champions	Atlantic All-Star Team	Mr. Frank Onasanya
Squash Champions (team event)	Atlantic Region	MCpl Brian Reid
Swimming Champions (team event)	Prairie Region	Sgt Wanda Burton
Taekwondo		Capt John Kim
Triathlon (team event)	Quebec Region	LCdr Jason Lawton
Men's Volleyball Champions	CFSU Ottawa	Mr. Peter Hillier
Women's Champions	CFB Halifax	WO Richard Amos



CAF Bases compete within **5** geographic regions to determine who will compete at the **Canadian Forces Nationals**.



Currently, the **Nationals** include **13** disciplines.



CISM is an international military sports organization with **133** member countries.

IN THE SPOTLIGHT



Major Boland, silver medalist at the World Masters Athletics Championships in Porto Alegre, Brasil



CAF Triathlon Nationals – Are you ready?



Sport Award Ceremony

Collective Team of the Year - CFSU (Ottawa) men's volleyball team, VCDS

These services are funded by the Government of Canada, and delivered through Alternative Service Delivery by the Staff of the Non-Public Funds, Canadian Forces.

3.3.8 Fitness and Health Promotion Programs

PSP Directorate of Fitness Implements FORCE Program

It was a remarkably busy year for the PSP Directorate of Fitness and local Base and Wing PSP Fitness staff as they implemented the new approach to CAF fitness, the FORCE Program. It has two key components: the fitness evaluation, called the FORCE Evaluation; and the FORCE Exercise Prescription, the operational fitness training system available at www.DFit.ca where over 23,000 members have joined.

The implementation of the FORCE Program was truly a team effort. Within a 12 month period, all CAF personnel, unless medically excused, were required to attempt the evaluation. In FY 13-14, PSP Fitness staff administered well over 67,000 evaluations and were on target to meet CAF requirements. Though CAF Fitness programs are publicly funded, CFMWS HQ staff play supporting roles to DFit implementation efforts, providing services such as Translation and Communications.

The FORCE Program is well-positioned for success with a revised DAOD and www.DFit.ca mobile site scheduled for release in 2014.



Over **23,000** members have joined **DFit.ca**.



In FY 13-14, PSP Fitness staff administered well over **67,000** evaluations.



DFit.ca mobile site is scheduled for release in late **2014**.

IN THE SPOTLIGHT



FORCE Program



DFIT.ca
Reactive Interface and Mobile Site scheduled for release in 2014.

These services are funded by the Government of Canada, and delivered through Alternative Service Delivery by the Staff of the Non-Public Funds, Canadian Forces.

3.3.9 Military Family Services

The Military Family Services Division is staffed by a team of NPF employees who provide a variety of services for military families. 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, NPF employees of the Military Family Services division provide policy and program management support, deliver training, and also deliver several national NPP programs designed to respond to the unique challenges of the military lifestyle.



Family Information Line — 1-800-866-4546

In 2013, we invested in the expansion of direct services for families, making the Family Information Line available 24/7. The Family Information Line has deep roots supporting military families, building on the original Mission Information Line set up in 1992. Families who call the Family Information Line at 1-800-866-4546 can speak directly with professionally trained counsellors, who provide them with short-term counselling, referral to their local Military Family Resource Centres or other community services, or information about CAF policies and procedures.

The Family Information Line team supported 1,277 clients on the phone and online in 2013. The Family Information Line Coordinator also visited bases and wings to provide 32 briefings to families and Canadian Armed Forces personnel about the services offered through the Family Information Line.

FamilyForce.ca — the website for and about Canadian military families

As a portal to each Military Family Resource Centre, FamilyForce is a key resource for the Canadian military community. In addition to specific information for local communities, the website delivers national information which is relevant to all families. In 2013, there were 387,294 visits to the website, 1,255,897 total page views and 242,253 total unique visitors. This was an increase in total visits of 18.06% from the previous year, demonstrating that families are accessing information online now more than ever to find out about services available to them. Visits to FamilyForce came from 193 different countries and 6,410 different cities.

Inter-Comm — Conflict Management Training for Families

Introduced in 2012, Inter-Comm builds awareness and skills to minimize the effects that family or community conflicts have on the workplace and consequently mission effectiveness. Developed on a train-the-trainer model, Military Family Resource Centres and PSP Health Promotion staff began training sessions by Alternative Dispute Resolution content specialists in May 2012 and have since provided 15 sessions, to more than 100 families, in 12 locations.

Military Families Matter

Military Families Matter was an exciting and dynamic community building conference, co-hosted by the Vanier Institute of the Family and Military Family Services in March 2013. The conference brought together the military family community and community service professionals who collaborated to give community professionals and organizations a better understanding of the unique aspects of military life.

Military Family Services invited leaders of influence in the areas of health care, mental health, education, community and social services, as well as professionals like family physicians, pediatricians, first responders, emergency room managers, mental health nurses, social workers, teachers, early childhood educators, guidance counsellors and employee assistance providers, and many others, to participate and work together towards a greater understanding.

This opportunity allowed Military Family Services to open a dialogue with the Canadian Paediatric Society, the Canadian Child Care Federation, as well as other important Canadian organizations to see how we might work together to support military families in the area of health care and child care.

Strengthening Resilience — Training for Mental Health Providers

In March 2013, Military Family Services hosted the third annual training session for Military Family Resource Centre mental health providers. More than 150 participants assembled in Cornwall, Ontario for a full week of training, sharing and learning. In attendance were Military Family Resource Centre Executive Directors, Family Liaison Officers, mental health workers, Assisting Officers, as well as representatives from the chain of command, Director Casualty Support Management, Veterans Affairs Canada, civilian mental health providers and families of the fallen. The training session for mental health providers was yet another demonstration of the CAF's commitment to supporting the mental health needs of military families.



The Family Information Line team supported **1,277** clients on the phone and online in 2013.



Visits to **FamilyForce** came from **193** different countries and **6,410** different cities.

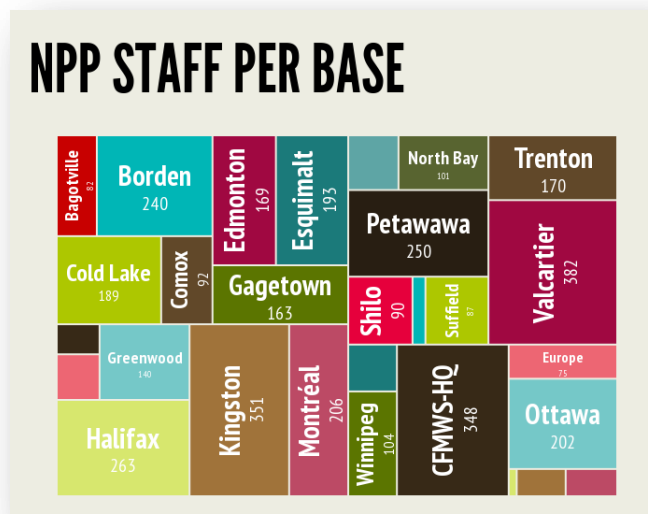


15 Conflict Management Training sessions have been provided to more than **100** families, in 12 locations.

These services are funded by the Government of Canada, and delivered through Alternative Service Delivery by the Staff of the Non-Public Funds, Canadian Forces.

3.3.10 Employment Opportunities

The Human Resources Division offers a wide range of human resources services and programs to a diverse workforce of approximately 5,000 employees who are on the front line supporting morale and welfare programs and activities. One of these services includes employment opportunities at the Bases, Wings and Units across Canada, in the United States and overseas. A portion of the employee base is CAF family members, or has previous service with the CAF.



We have a dedicated and stable workforce with long standing employees who take pride in providing morale and welfare services to the CAF community. Events are held regularly at Bases, Wings and Units across the country to recognize employees' years of service. In addition, the CEO Exceptional Merit Awards are awarded to employees annually to recognize their achievements. A comprehensive suite of programs is made available to employees, which include Health and Safety, Official Languages, support when they are off work due to illness, Employee and Family Assistance, Tuition Assistance and Advanced Learning, as well a comprehensive Compensation, Pension and Benefits package.

To learn more about our employment opportunities, visit the **Careers** section of our website or contact recruiting@cfmws.com.



More than **5,000** employees are on the front line providing **NPP Programs and Activities**.

IN THE SPOTLIGHT



CEO Award: Nigel Summers, PSP Manager, Gander and Goose Bay

Mr. Summers is recognized for his exceptional leadership and understanding of the morale and welfare requirements in isolated and semi-isolated locations.



CEO Award: Tina Hunt, Fitness, Sports and Recreation Coordinator, St. John's

Ms. Hunt is recognized for being an outstanding leader who consistently turns obstacles into opportunities. She has improved the enabling resources to the benefit of CFB St. John's members' well-being, health and fitness.

These services are funded by Non-Public Property and delivered by the Staff of the Non-Public Funds, Canadian Forces.

4.0 Governance

4.1 NPP Board Membership

The NPP Board* provides the overall strategic direction for all activities associated with Non-Public Funds. The Board financially oversees the operation of NPP, approves policies for the operation of NPP activities and provides policy direction for the Canadian Forces Central Fund.

CHAIRPERSON

General Tom Lawson Chief of the Defence Staff

MEMBERS

Lieutenant-General Guy Thibault	Vice Chief of the Defence Staff
Vice-Admiral Mark Norman	Commander of the Royal Canadian Navy
Lieutenant-General Marquis Hainse	Commander of the Canadian Army
Lieutenant-General Yvan Blondin	Commander of the Royal Canadian Air Force
Major-General David Millar	Chief of Military Personnel
Major-General Robert Bertrand	Representative for Assistant Deputy Minister (Finance Corporate Services)
Rear-Admiral Jennifer Bennett	Chief Reserves & Cadets
Chief Warrant Officer Kevin West	Canadian Forces Chief Warrant Officer
Rear-Admiral (Ret'd) Bryn Weadon	Retired Canadian Armed Forces Member

PERMANENT ATTENDEES

Mr Amipal Manchanda	Chief Review Services
Major-General Blaise Cathcart	Judge Advocate General
Commodore Mark Watson	Managing Director Non-Public Property

EX OFFICIO MEMBERS

Chief Petty Officer First Class Geoffrey Mctigue	Vice Chief of Defence Staff - Command Chief Warrant Officer
Chief Petty Officer First Class Tom Riefesel	Chief of the Naval Staff - Command Chief Petty Officer
Chief Warrant Officer Michael Hornbrook	Chief of the Army Staff - Command Chief Warrant Officer
Chief Warrant Officer Patrick Young	Chief of the Air Force Staff - Command Chief Warrant Officer
Chief Warrant Officer Pierre Marchand	Chief Military Personnel - Command Chief Warrant Officer
Chief Warrant Officer Howard Dunbar	Chief Reserves & Cadets - Chief Warrant Officer

SECRETARY

Steven R. Fash Canadian Forces Morale and Welfare Services
Chief of Staff

*The composition of the NPP Board evolved over the course of the fiscal year and is subject to further change.

4.2 NPP Committee Overview

Investment Committee

This committee provides oversight of the Canadian Forces Central Fund and SISIP Segregated Fund investment portfolios and advises on investment policy and performance. The committee normally meets quarterly. Members this fiscal year were:

CHAIRPERSON

D. Langton Associate DGMWS

MEMBERS

L. Mohr	Senior Vice-President Commercial Services
S. Tang-Jassemi	Chief Financial Officer
B. Vanden Bygaart	External Member
M. St-Jean	External Member

SECRETARY

R. Hart

Pension Board

This board has the responsibilities on the governance and investment decisions regarding the pension plan for the Staff of the Non-Public Funds, Canadian Forces. Members this fiscal year were:

CHAIRPERSON

D. Langton Associate DGMWS

MEMBERS

G. Champagne	Vice-President Human Resources
L. Mohr	Senior Vice-President Commercial Services
S. Tang-Jassemi	Chief Financial Officer
B. Pickard	Chief Information Officer
E.-L. Flynn	
D. Latulippe	
J. Daoust	

EXECUTIVE SECRETARY

J. Gibson

Audit Committee

The Chief Review Services is responsible to the Chief of the Defence Staff for the audit and evaluation of NPP programs, activities, and financial statements. The NPP Audit Committee provides risk management, control and accountability, as they relate to NPP. It also has the authority to direct audits of any NPP activity as required. Members this fiscal year were:

CHAIRPERSON

M. Jeffery

MEMBERS

K. Pennie

J.R. Sellar

CWO M. Dion (prior to February 2014)

CWO M. Martel (from February 2014)

EX OFFICIO MEMBERS

G. Jarvis

A. Manchanda

Cmdre M.B. Watson

Support Our Troops Funds Executive Committee

The Support Our Troops Fund Executive Committee provides the Chief of the Defence Staff and the Director General Morale and Welfare Services with advice and guidance in developing fundraising and fund sustainability strategies, in supporting the establishment of key strategic partnerships, and in evaluating third party fundraising proposals.

Chaired by the Director General Morale and Welfare Services, the Executive Committee currently includes the following members:

Mr John de Hooge, the Fire Chief for the City of Ottawa and an active member of his community through service on various boards and committees;

Ms Gaynor Jackson, the Executive Director of the CFB Esquimalt Military Family Resource Centre who has extensive experience in delivering support to military families;

Mr Max Keeping, a long-time member of the Canadian broadcasting community and a distinguished ambassador of many charitable organizations within the greater Ottawa area;

Lieutenant-General (Ret'd) William Leach, who gives generously of his time and experience to a myriad of foundations and institutions that offer support to currently serving and former military members;

Mr Dave Ready, an advisor on philanthropic and strategic marketing;

Mr Dave Smith, a philanthropist and restaurateur, as well as a highly decorated Canadian; and

Rear-Admiral (Ret'd) Bryn Weadon, who, since his retirement from the CAF, has been contributing financial and logistics advice to a number of volunteer organizations.

5.0 Finance Division Initiatives

New Accounting Information System

The current accounting information system for the Finance Division has been in place for over 30 years, and it is at the end of its lifecycle. CFMWS has recently purchased an Oracle accounting information system and the Finance Division is now working towards implementation for 1 April 2015.

NPP Corporate Credit Cards

In May 2013, a new web-based solution for reviewing and processing NPP Corporate Credit Card transactions, Bank of Montreal *details* Online®, was unveiled. The reconciliation and approval processes are now done online through this web-based solution. It allows cardholders to view, review, and assign financial coding, which will automatically generate a report for managerial approval.

Also in 2013, CFMWS entered into a partnership with American Express® to provide an Individual Travel Card available to Staff of Non-Public Funds, Canadian Forces employees travelling on NPP business. The travel card is intended to cover expenses related to temporary duty such as commercial lodgings, vehicle rentals, transportation expenses, and meals.

NPP Business Travel Bookings

In February 2014, CFMWS transitioned to a standalone NPP contract with AMEX to obtain travel booking services for air and rail travel, as well as hotel and car rental bookings for NPP business travel. Billing and management information will now be shared directly with CFMWS, providing additional control and oversight over the travel booking process.

NPP Consolidated Insurance Program

Over the past several years, NPP debts carried by serving military members who die during active military service have had their NPP debt written-off as part of the NPP Consolidated Insurance Program. NPP debt may include the CANEX Credit Plan, mess dues, golf memberships, curling memberships, petty cash, CFPAF and any other debt to NPP. The total amounts written-off for FY 13-14 is \$32,752.

Electronic Statements

Since the launch of the Non-Public Funds Customer Account Statement in November 2011, there have been 47,400 monthly electronic statements produced, which significantly enhances the NPP shopper's experience.

6.0 Financial Summary

FINANCIAL HEALTH (in 000's of dollars)

OPERATING HIGHLIGHTS

		CANEX			
	As at 31 March 2014	As at 31 March 2013		FY 2013/2014	FY 2012/2013
Assets	86,800	81,496	Sales	130,118	132,187
Liabilities	32,375	31,051	Income from Operations	3,551	2,945
Net Worth	54,425	50,445	Contribution to CFCF and Royalties	3,782	3,707
			Net Income/(Loss)	(231)	(762)
CANADIAN FORCES CENTRAL FUND					
	As at 31 March 2014	As at 31 March 2013		FY 2013/2014	FY 2012/2013
Assets	284,945	271,151	Revenues	21,731	13,758
Liabilities	158,337	147,556	Expenses	18,717	15,473
Net Worth	1276,608	123,595	Net Income/(Loss)	3,014	(1,715)
CANADIAN FORCES MORALE AND WELFARE SERVICES					
	As at 31 March 2014	As at 31 March 2013		FY 2013/2014	FY 2012/2013
Assets	10,991	20,444	Revenues	18,555	18,955
Liabilities	13,710	16,630	Expenses	18,800	18,771
Net Worth	(2,719)	3,814	Net Income/(Loss)	(245)	184
CANADIAN FORCES PERSONNEL ASSISTANCE FUND					
	As at 31 December 2013	As at 31 December 2012		FY 2013	FY 2012
Assets	16,789	16,604	Revenues	979	986
Liabilities	32	43	Expenses	783	957
Net Worth	16,757	16,561	Net Income/(Loss)	196	29
SISIP FINANCIAL SERVICES					
	As at 31 December 2013	As at 31 December 2012		FY 2013	FY 2012
Assets (segregated fund)	375,931	315,982	Revenues	102,966	90,456
Liabilities	3,509	3,496	Expenses	40,153	54,562
Net Worth	372,422	312,486	Contribution to CFCF	3,150	3,450
			Net Income/(Loss)	59,663	32,444
BASE/WING/UNIT FUNDS					
	As at 31 March 2014	As at 31 March 2013		FY 2013/2014	FY 2012/2013
Assets	117,069	115,295	Revenues	78,372	78,512
Liabilities	31,259	36,668	Expenses	72,107	7,952
Net Worth	85,810	78,627	Net Income/(Loss)	6,265	5,560
CF MESSES					
	As at 31 March 2014	As at 31 March 2013		FY 2013/2014	FY 2012/2013
Assets	27,294	26,639	Revenues	32,351	31,699
Liabilities	1,723	1,866	Expenses	31,397	30,800
Net Worth	25,571	24,773	Net Income/(Loss)	954	899
RESERVE UNITS					
	As at 31 March 2014	As at 31 March 2013		FY 2013/2014	FY 2012/2013
Assets	2,523	2,186	Revenues	1,639	1,556
Liabilities	487	461	Expenses	1,430	1,463
Net Worth	2,036	1,725	Net Income/(Loss)	209	93

NOTE: The data in the above financial summary are subject to audit. They will be replaced with the audited data when available.