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## Information management systems critical to effective decision-making



Information management systems require a compelling blueprint, according to Hon.-Col. James McKeen, Professor Emeritus at the Stephen J.R. Smith School of Business. Photo by Ross Lees

*A quality information management system should result in quality decisions*

By Ross Lees

It is a weakness in an organization which needs quick and decisive communication.

Information management is a key element in any military organization but it is also often a key weakness, according to 8 Wing Commander Colonel (Col.) Colin Keiver at the leadership forum at the Air Mobility Training Centre auditorium last week.

opening remarks at the afternoon sessions that communication helps people work effectively together and that the ability of any military to move information through the system is key so that the right person gets the information at the right time to make the right decision.

"It is vitally important for any organization to have critical information to make proper decisions," he noted.

Both guest speakers – Col. Keiver noted in his

Col.) James McKeen, Professor Emeritus at the Stephen J.R. Smith School of Business, Queen's University and Dr. Salman Mufti, Associate Dean at the Smith School of Business, Queen's University – agreed that information management and dissemination is key in any organization, but especially in the military.

"But information management strategies are not well known in the

*Continued on page 8*

## Royal Canadian Air Force 92<sup>nd</sup> Anniversary Mess Dinner

8 Wing/Canadian Forces Base (CFB) Trenton held a Royal Canadian Air Force (RCAF) 92<sup>nd</sup> anniversary mess dinner at the National Air Force Museum of Canada on March 31, commemorating the efforts made by RCAF personnel during the British Commonwealth Air Training Plan. The guests of honour for the evening were a large group of World War II veterans. The veterans are shown in this photograph sitting in the front row with the head table for the mess dinner in the back row. Photo by Ross Lees



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# Wounded Warriors Canada announces Highway of Heroes Ride Sept. 24

*This first Canadian event will raise awareness and funds for injured and ill CAF personnel*

By Ross Lees

The Highway of Heroes is about to come back into the foreground but for a slightly different reason than in the past.

This September, Wounded Warriors Canada will stage their first ever Wounded Warriors Canada Highway of Heroes Ride (HRH) beginning Sept. 24 from the Afghanistan Repatriation Memorial (ARM) in Quinte West and ending one day later in Toronto's Queen's Park at the Veteran's Memorial.

This first-time event will raise funds for national Wounded Warriors Canada (WWC) programs to support injured and ill Canadian Armed Forces (CAF) members, veterans first responders and their

families involved in WWC support programs, according to WWC executive director Scott Maxwell, who made the announcement Monday morning at the ARM despite the bitterly cold winds and snow.

"This is a proud moment for Wounded Warriors Canada as we continue to expand our foray into cycling," noted Mr. Maxwell, who reminded those in attendance their original ride was on a day just like Monday, cold and snowy. "The Highway of Heroes is the best route we could possible take for this charity," he added. "We are hoping to keep memories of Highway alive and raise awareness and funds for WWC programs."

WWC hopes 200 Canadians will join the ride



Wounded Warriors Canada members, base personnel and local politicians gathered at the ARM Monday morning in bitterly cold weather to announce the Wounded Warriors Canada Highway of Heroes Ride to begin at the ARM on Sept. 24. Photo by Ross Lees

in support of CAF injured or ill veterans or first responders requiring assistance from WWC programs. Those seeking to become involved can do so by going to [www.woundedwarriors.ca](http://www.woundedwarriors.ca) for info.

"We are hoping to raise a minimum of \$200,000 to support our programs," indicated Mr. Maxwell.

Similar fundraising bicycle rides have been held in Europe over the past two years to sites of major Canadian conflicts with local Honorary Colonel (Hon.-Col.)

Kemp Stewart participating. Hon.-Col. Stewart was on hand at the announcement Monday morning with a bicycle for the photo opportunity at the ARM.

Called the Wounded Warriors Canada Battlefield Bike Ride, these rides have also raised funds for WWC programs, but have limited the participation of Canadian supporters, thus the creation of Canadian ride.

"Just taking in the grand scheme of things, when you realize 10,000 people died for this little stretch of real estate...it takes the focus off their problems

as most of these programs overseas but people wanted a Canadian ride so they could get involved and show their support to the military," said Mr. Maxwell, himself not a military member but involved because a good friend of his, Darryl Caswell, was killed in Afghanistan in 2007. "We use these rides to help raise awareness and funds."

Also on hand for the announcement were several local politicians and 8 Wing

Commander Colonel Colin Keiver, who noted the base would do whatever it could to support the efforts of Wounded Warriors and this unique fundraising initiative.

The Wounded Warriors Canada Highway of Heroes Ride will take a group of 200 Canadians alongside the sacred stretch of highway in remembrance of those who made the ultimate sacrifice to our nation, starting in Quinte West at the ARM, travelling to Bowmanville that night, then setting out for Queen's Park the following morning.



Hon.-Col. Kemp Stewart is shown in the left foreground with the bike he won on the recent Wounded Warriors Canada Battlefield Bike Ride in 2015. He listens attentively as Wounded Warriors Canada executive director Scott Maxwell announces the Wounded Warriors Canada Highway of Heroes Ride Monday at the ARM in Quinte West. Photo by Ross Lees

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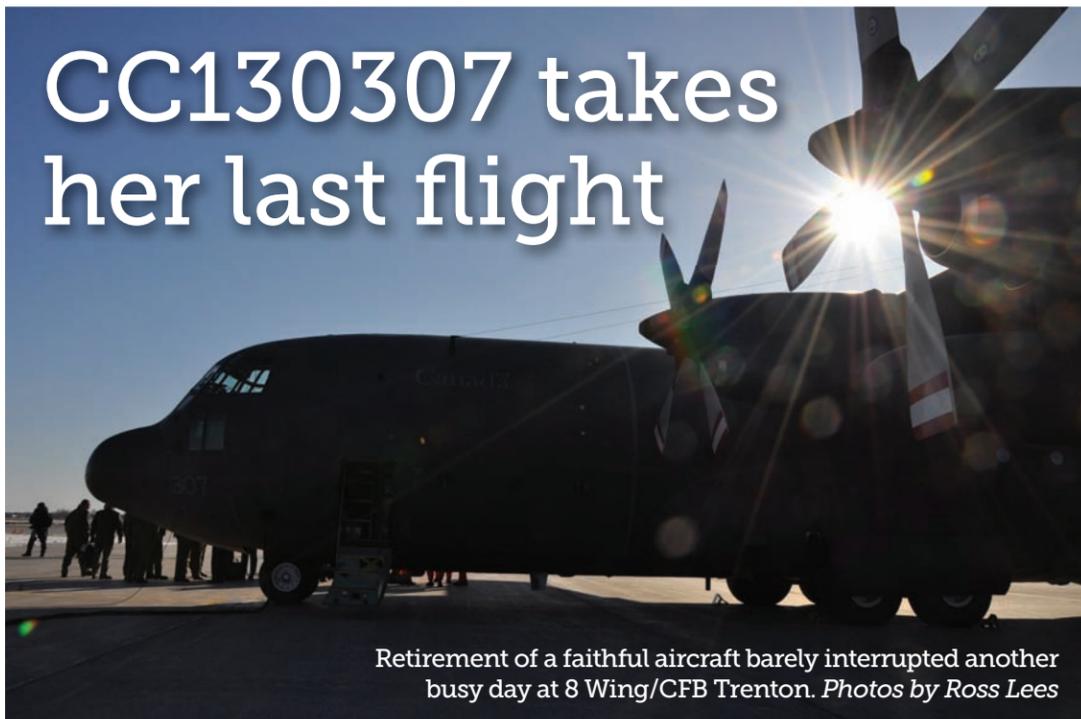
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# CC130307 takes her last flight



Retirement of a faithful aircraft barely interrupted another busy day at 8 Wing/CFB Trenton. Photos by Ross Lees



8 Wing Commander Col. Colin Keiver is interviewed just prior to the final flight of E-model Hercules CC130307 on April 5 at CFB Trenton.

## This E-model Legacy Hercules will now retire in the Canadian Aviation and Space Museum at the Ottawa-Rockcliffe Airport

By Ross Lees

A good and faithful piece of equipment retired Tuesday morning!

E-model Hercules CC130307 took its last flight from Canadian Forces Base (CFB) Trenton to Ottawa where it will spend its peaceful retirement years in the Canadian Aviation and Space Museum at the Ottawa-Rockcliffe Airport.

It was a bittersweet moment for 8 Wing Commander Colonel (Col.) Colin Keiver as he watched the faithful last E-model Hercules go out of service after 51 years of answering the call for the Canadian Armed Forces (CAF).

"It is a bittersweet moment, really, because I've flown Hercs most of my career and they were real workhorses," he said during an interview.

As he watched the aircraft prepare for its last flight, he told a journalist he wouldn't miss the smell, but he would miss the flying.

"I'm a pilot and it's a great job! You always miss the

flying," he acknowledged.

It was a day of historical photographs as Royal Canadian Air Force (RCAF) Commander Lieutenant-General (Lt-Gen.) Michael Hood, a former Wing Commander at 8 Wing, was on hand for the historic last flight of this aircraft, along with Col. Keiver and 424 Squadron Commander Lieutenant-Colonel (Lt-Col.) Dany Poitras.

"As we mark the final flight of the last remaining CC-130 E Hercules Legacy in service, we are reminded of the Canadian Armed Forces' diligent efforts in responding to and preventing Search and Rescue emergencies. Today, let's take a moment to honour this reliable flying giant that has served us well for more than five decades," noted Harjit Sajjan, Defence Minister.

"The CC-130 Hercules is the mainstay of the RCAF's tactical air mobility fleet," said Lt-Gen. Hood. "Since we acquired our first B-model Hercules in October 1960, this rugged trans-

port aircraft has provided stellar service in times of peace and conflict. The Hercules is so integral to our mission success that we recently acquired the latest version, the J-model Hercules. Along with our legacy H models, the J-model is providing unparalleled service to Canada and Canadians.

"I am delighted that Hercules No. 130307 – the last of our E-model Hercules – has found a permanent home with the Canadian Aviation and Space Museum in Ottawa, where it will showcase the RCAF's air mobility role for years to come", he added.

### The facts and nothing but the facts...

Type: CC130 E-model Legacy Hercules four-engine turbo-prop manufactured by Lockheed-Martin.

Acquired: Feb. 9, 1965 – 51 years of service (final flight April 5, 2016).

Airframe hours: As of April 4, at 9 a.m. – 47,085.1 hours with 7.2 hours remaining (anticipate a further five hours added for



A star-studded group of military and former military personnel posed for this final picture on the apron of CFB Trenton prior to the final flight of E-model Hercules CC130307.

final total of 47,090).

Basic weight – 80,879 m, speed 556km/r; range 3,960 to 9,790 km, engines – April 5 flight in 2016, she will be 114,030 pounds for takeoff.

Specs and Dimensions: length 29.79 m; height 11.7 cue (SAR) technicians. CC130307 has been utilized in search and rescue, tactical/strategic airlifts, and has been configured as a navigator trainer for a number of years when she was at 429 Squadron in Winnipeg.



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# Closing the hangar doors

By Peter Nodwell, Pilot Simulator Instructor

Normally, I'm the kind of guy who would just mosey off into the wild blue yonder once my last day of work was completed with no fuss, no muss. But, in this case, I thought that I would say 'Goodbye.'

No matter how you look at it, 50 years is a long time. And when you refer to it as half a century, it seems even longer. Regardless, it is time to retire. Little did I know that when I joined the Royal Canadian Air Force (RCAF) in 1965, I would still be working for the blue suiters 50 years later (32.5 years in uniform and 18 years as a contracted simulator instructor). Just to situate you, in 1965, Lester B. Pearson was Prime Minister, the Canadian flag was unfurled on Parliament Hill for the first time, the Super Bowl had yet to be played and the Toronto Maple Leafs were in the midst of winning the Stanley Cup four times in six years (the late, great Tim Horton was a stalwart on the Leafs blue line and had yet to start his iconic donut franchise).

First up, I would definitely like to thank all those great people I met along the way for their patience, understanding and unconditional friendship. Not to take anything away from the many who helped me evolve as an officer and pilot in the RCAF, I would like to acknowledge George Miller, Bill Van Oene and Ross Huckle (2 Canadian Forces Flying Training School) and Eric Carscadden (Air Transport Group) for promises kept, nudges in the right direction or votes of confidence during my formative years.

During my flying career, I formed a lasting relationship with the Tutor, Expeditor, Nep-

tune, Argus and Hercules. The manufacturers did a great job building them and the maintainers did an outstanding job keeping them serviceable. I always appreciated borrowing these sturdy aircraft for each mission and I apologize to the maintainers for the times when I returned their trusty steeds a little worse for wear.

As for particulars regarding my career, I served from Summerside, PEI to Chilliwack, BC and points in between with most of my time (35 years) spent at Trenton. I no longer look upon my career in terms of accumulated flying hours (let's just say, that I got more than my share). Rather, I think of it in terms of the many great people I met and the numerous air crew I have helped teach over the years. I completed my first instructional trip in 1971 and I did my last simulator mission just last month. I found the instructional role very much to my liking and I drew a lot of satisfaction from seeing the aircrew evolve in the fullness of time. The only part of instructing or testing that I did not enjoy was completing or reviewing the mission reports (which surely numbered in the tens of thousands).

Reflecting on the past 50 years, I do have one major regret. I deeply regret the fact that so many personnel lost their lives in the service of Canada. Just mere weeks before my wings graduation, two members of my flight lost their lives in a flying accident. This type of occurrence would unfortunately be repeated throughout my career. If it is any consolation to the families who suffered these loses, I still reformed a lasting relationship with the Tutor, Expeditor, Nep-

hope that Canadians never have to witness another Repatriation Ceremony. Too many young military members have already paid the ultimate sacrifice for our great country.

You could say that the military is in my blood (at this point, I am reminded of a saying - 'You can take the boy out of aviation, but you can't take aviation out of the boy'). This certainly holds true for me). From a professional standpoint, I feel like I have lived the life that I was meant to live. That being said, I must admit there was one aspect of RCAF life with which I did not agree. I absolutely hated getting up early in the morning. Mind you, I do consider myself a morning person (just so long as the day doesn't begin before 0900 hours). If I never have to get up again before sunrise, that will be fine with me.

I have been asked many times why I am retiring when I still enjoy my work. The answer is



simple. Recently, I have had several reminders that Father Time is doing a fairly good number on me. No doubt about it, I'm moving more slowly and I don't recover as quickly as I used to. But here is the kicker - some of the aircrew I have taught lately are younger than one of my granddaughters. This was just the

nudge I needed to finally close the hangar doors. Fortunately, I have a hockey sock full of memories to keep me amused for the rest of my days (I could definitely write a book, but I won't). As for retirement, I'm not sure what the future has in store for me and my great wife, but bring it on. Keep the blue side up!

## CFS Alert Command Face-Off

Canadian Forces Station (CFS) Alert welcomed the new Deputy Fire Chief (BANDIT) with a good old emergency drill exercise on March 31. The new Deputy Fire Chief, along with the whole fire team, performed their duties exceptionally well, containing the situation in record time.

(Top) The entire team of CFS Alert poses for this photograph. The team is made up of both professional firefighters and volunteer members including newly appointed Deputy Fire Chief, MCpl. Clayton Carter, kneeling on the right. (Right) Fire Chief (Smokey), Sgt. Robert House, gives an after action report following the emergency exercise at CFS Alert on March 31.

Photo by: Pte. Steven Zsarik (BellHop CFS Alert)



## The Contact Newspaper

The CONTACT is an unofficial publication of 8 Wing/CFB Trenton. The CONTACT is a weekly military newspaper that provides accurate and timely coverage of issues and events affecting Canada's largest and busiest air base - 8 Wing/CFB Trenton.

We are the primary internal and external communications tool for 8 Wing/CFB Trenton and began publishing in November, 1940. We strive to build awareness, morale and 'esprit de corps' among both the military and civilian communities. It is our privilege to showcase the efforts of the men and women of the Canadian Armed Forces at work.

The CONTACT is published every Friday with the kind permission of Col. Colin Keiver, MSM., CD, Commander, 8 Wing/CFB Trenton. The Publisher reserves the right to edit copy and reject advertising to suit the needs of the publication. Views expressed are those of the contributor unless expressly attributed to DND, CAF or other agencies.

Where typographical errors are discovered in advertisements (including classifieds) that result in goods not being sold, this newspaper is only liable to refund the money charged for the advertising space.

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## Guidelines for submissions: ARTICLES AND PHOTOS

The CONTACT produces news and information about 8 Wing/CFB Trenton at home and around the world. We depend on our military community for articles, personal stories and photos.

- Articles should be typed in upper and lower case (not all caps) and in plain black text. Acronyms should be spelled out on first reference, then abbreviated when referred to thereafter.
- Do not include clip art, graphics or photos within typed pages. Additional graphics, logos and photos must be sent as separate files.

- Articles may be mailed, e-mailed (cfbcontactnewspaper@gmail.com) or delivered in person and must include the author's full name, rank, (if applicable) unit and phone number.
- Whenever possible, photos should be included with your article and should contain the name of the person who took the photo and an appropriate caption to go with it. Photos should be saved in a jpeg format at a high resolution for quality reproduction.
- Articles must be received by Monday at noon prior to print date.

## Letters to the Editor:

All letters must be signed and include the name of the author, which will be published. Include a phone number for verification. We reserve the right to edit the text while preserving the main objective of the writer. We cannot guarantee that any particular letter will be printed. E-mail letters to: cfbcontactnewspaper@gmail.com



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# PSP announces FORCE evaluation changes

By Kendra Lafleur, Manager, Fitness, Sports and Recreation

Personal Support Programs (PSP) is excited to announce three key changes to FORCE Evaluations. Members will now be encouraged to conduct FORCE evaluations to maximal effort. As a result, PSP will be able to provide each member with a Health and Fitness Profile. A new incentive program being introduced effective April 1, 2016 with the rewards rolling out on April 1, 2017. In addition, these changes will affect administration regarding FORCE Evaluations as we move towards a paperless system and unit registration. The new eFit system will allow units to book directly into our registration system and automatically upload the results into HRMS.

The FORCE Evaluation was designed to predict performance on the Common Military Task Fitness Evaluation (CMT-FE) which represents the physical fitness component of Universality of Service. It was introduced in 2013 with age and gender free minimal standards on four functional test items. It was designed to be an operational standard – a minimum requirement every member needed to be able to complete in order to demonstrate their ability to be operationally prepared. Therefore, FORCE Evaluation in its current form is basically a pass/fail evaluation, where the black line is the same for everybody, regardless of age or gender.

In 2014, Chief of Review Services con-

ducted an audit of the 2008 Health and Lifestyle Information Survey (HLIS) and made the following recommendations: (i) Increase the capacity of annual reporting on the health and fitness of military members (ii) Increase chain of command accountability of the health and fitness of CAF personnel. The data from the HLIS raised two concerns; (i) Military member

self-reported physical activity levels were increasing and (ii) CAF obesity rates (as well as the general Canadian population) are increasing.

1. Develop a program that encourages performance beyond an operational standard.
2. Address health and fitness in addition to operational fitness.
3. Combine and anchor all of this into a new health and fitness strategy.

In 2015, Armed Forces Council tasked DFit (PSP) with the following three objectives:

Following this, PSP DFit raised the question, "Can the FORCE Evaluation be used to encourage members to be more fit and healthy and if it could also measure health-related fitness?" This was the question that led PSP DFit to developing the concept of the FORCE fitness profile and the incentive program released this year.

There are five key components of physical fitness. The tasks and standards of the current FORCE Evaluation already measure the components of flexibility, muscular endurance, and muscular strength. With a few additions, The FORCE program will now be able to measure the missing pieces of cardiorespiratory fitness and body composition. This is because when the four tasks of the FORCE Evaluation are performed at a maximal capacity, it becomes aerobically challeng-

ing. Researchers from the PSP Directorate of Fitness compared maximal performances on the FORCE evaluation with a maximal aerobic capacity test performed on a treadmill and found that FORCE performances were strongly correlated to VO2max results. From there, a formula was developed that can predict the VO2max of a member completing FORCE at

a maximal capacity. The second missing component was body composition. To measure this, waist circumference (WC) has now been added to the FORCE program. WC will be measured by PSP FORCE evaluators before testing to provide an indication of abdominal fat and excess fat around the waist and upper body. The recommended waist circumference measurements used are based on findings by the World Health Organization (WHO). Clinical evidence shows that the WC measurement is an accepted indicator of health risk, such as diabetes, heart disease, high blood pressure and some cancers. Regardless of height, a WC near, at, or above 102cm (40 in.) for men, and 88cm (35 in.) for women, is associated with an increased risk of developing health problems. At this time, members may opt out of the WC measurement, however, that would preclude them from achieving an incentive level.

terminated by how well you perform on the four tasks. Health-Related Fitness is on the horizontal X axis: in order to address health-related fitness we focus on the two measures of cardiorespiratory fitness and waist circumference.

Another new component relates to motivation. To ensure members are challenged to perform at a maximal effort an incentive program was added. After analysing the results of nearly 15,000 surveys and conducting six in-depth focus groups (1 RCN, 2 CA, 1 RCAF, 1 Reserves, 1 NDHQ), to determine what will motivate a Canadian Armed Forces (CAF) member to give a maximal effort, the data showed the four most popular rewards were: PER pts, short days, material rewards, and recognition on the uniform.

In order to ensure all members had the potential to be motivated, members of the CAF were broken down into five-year age and gender categories and, based on their

## FITNESS PROFILE: MEASURING OPERATIONAL AND HEALTH-RELATED FITNESS



In the above graph, Operational Fitness remains on the vertical Y axis: de- Continued on page 13

## FITNESS PROFILE: MEASURING OPERATIONAL AND HEALTH-RELATED FITNESS



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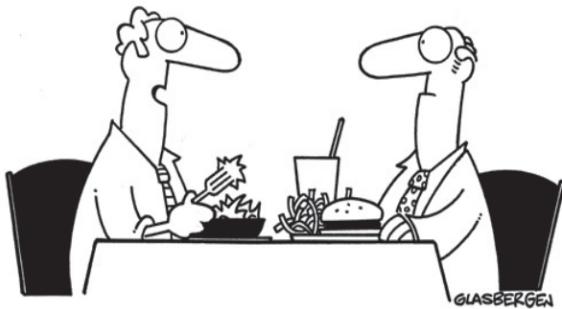
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"I learned about stress management from my kids. Every night after work, I drink as much chocolate milk as my stomach will hold, eat handfuls of sugary cereal straight from the box, then run around the house in my underwear squealing like a monkey."

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## March was Nutrition Month – a success for members of 8 Wing

Thank you to all who participated in events this March in conjunction with Nutrition Month. Congratulations to our local winners Chris Craig and Guillaume Durand – the recipients of a cookbook and BBQ utensil set. Health Promotion along with our governing bodies on nutrition provided programming, messaging, and initiatives to highlight the benefits of nutritious choices.

Watch for more nutrition messaging this May in the Health and Wellness Challenge!

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7 April 2016 1830-2000hrs	21 April 2016 1830-2000 hrs	5 May 2016 1830-2000 hrs
14 April 2016 1830-2000 hrs	28 April 2016 1830-2000 hrs	12 May 2016 1830-2000 hrs

## Alcohol, Other Drugs and Gambling: Supervisor Training Formation des superviseurs – Problèmes liés à l'alcool, aux drogues et au jeu excessif

12-13 April 2016 • 0830-1600hrs both days

Course Coded

AODG Supervisor Training provides mandatory supervisor training outlined in CANFORGEN 043/09 for all CF members in leadership positions. Topics discussed include understanding risks and benefits of alcohol use; recognizing the early warning signs; developing effective interviewing skills; and understanding and changing the culture of an organization.

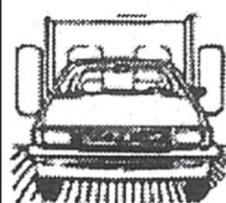
Online registration is available at  
<http://healthpromotion.cfbtrenton.com>. Space is limited.

More information <http://www.cg.cfpsa.ca/cg-pc/Trenton/EN/HealthPromotion/Programs/Pages/AODG.aspx>

12-13 avril de 8 h 30 à 16 h

Le service de Promotion de la santé offre une séance de formation à l'intention des superviseurs, sur les problèmes liés à l'alcool, aux drogues et au jeu excessif. Au cours de cette séance, les superviseurs recevront la formation décrite dans le CANFORGEN 043/09, qui est obligatoire pour tous les membres des FC qui exercent des fonctions de leadership. Les sujets suivants seront abordés : comprendre les risques et les bienfaits de la consommation d'alcool; reconnaître les signaux d'alarme; développer des techniques d'entrevue efficaces; comprendre et changer la culture d'une organisation.

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# RMC cadets get a tour of the largest, busiest air force base

*During their tour, the cadets were exposed to ultra-modern military equipment and platforms*

By Ross Lees

Royal Military College (RMC) cadets were given a top-notch pitch to gravitate to the Royal Canadian Air Force (RCAF) on a visit to 8 Wing/Canadian Forces Base (CFB) Trenton Saturday by some of that element's top practitioners.

On tap to meet, greet and pitch for their services were such RCAF heavyweights as Lieutenant-General (Lt.-Gen.) Michael Hood, Commander of the RCAF, Brigadier-General (Brig.-Gen.) Dave Cochrane, Commander of 2 Canadian Air Division, Brig.-Gen. Sean Friday, Commandant of RMC, and Colonel (Col.) Colin Keiver, the commander of 8 Wing/CFB Trenton.

The cadets were given an impressive display of the "largest, baddest, most kick-ass wing in the Air Force," according to Col. Keiver in his welcoming speech and pitch. He told the assembled cadets that the base was always busy, that aircraft from Trenton were constantly in the skies over this country and other parts of the world doing what the government of Canada asked of them. "Wherever they need to be, they're going and they're doing it," he noted. "The only way it works here is by all of you, all of your occupations, working together all the time. The pilots cannot get in that plane and do their job without every single occupation that exists in this wing. It does not happen.

That's what we want you to see here as you get a feel for the Air Force life and the way it works at the pointy end - that everyone works really, really hard and they make it work by working together."

He told the cadets they all had bright, exciting futures ahead of them in the RCAF or the Canadian Armed Forces (CAF) and they were expected to be leaders.

"Leadership is an action, not a position," he said. "I expect every single one of my members at 8 Wing to be a leader. It is always the right time to do the right thing. You see something that needs to be done, do it! You need to be leaders at all times."

That was a theme the cadets were exposed to repeatedly throughout the day.

Lt.-Gen. Hood told the cadets they would be responsible for creating their own stories within the military and that it could be as exciting or as boring as they wanted to make it.

He told the cadets the RCAF is the most operational element of the CAF and that virtually every one of their fleets was in the process of being exchanged for newer equipment.

"Until you've been at an operational base in the middle east, seen the number of fighter sorties, tankers, AWACS, all moving, you can't imagine what you're going to be part of and all the things that air power brings to things that our country needs to have done," he indicated.

He said 8 Wing/CFB Trenton was the base with perhaps the lion's share of new equipment with the C-17 and the C-130J. But he added that the Chinook helicopter some of them flew in on in the morning



Col. Colin Keiver told visiting RMC cadets aircraft from 8 Wing/CFB Trenton were constantly in the skies over this country and other parts of the world doing what the government of Canada asked of them. Photos by Ross Lees



Lt.-Gen. Michael Hood said RMC cadets coming to work for the RCAF would work with some of the most modern equipment and platforms in the world.



RMC cadets were given close-up looks at the inner workings of present day military aircraft.

was the most modern told, and these very Chinook in the entire world, the Sea King was in the process of being replaced by the Cyclone, which would then become the most modern helicopter at sea. He told them the CP-140 Aurora had just gone through \$3 billion in upgrades, making it the most modern Anti-Submarine Warfare (ASW) aircraft in the world.

While leading in the RCAF, they were told they would be expected to surround themselves with good, capable people to help out with their careers and jobs and they were told they

"So we have nothing to apologize for because you're coming to an organization that values technology, it values folks with the right minds, the right energy, to manage it and it values people," he stated.

Leadership would be the most important part of those day-to-day operations at home and abroad, the cadets were



RMC cadets get some hands-on experience with a backdrop of modern RCAF aircraft enhancing the experience.

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# Information management systems critical to effective decision-making

Continued from page 1

Canadian Armed Forces (CAF)," noted Canadian Forces Army Warfare Centre (CFAWC) Hon.-Col. McKeen.

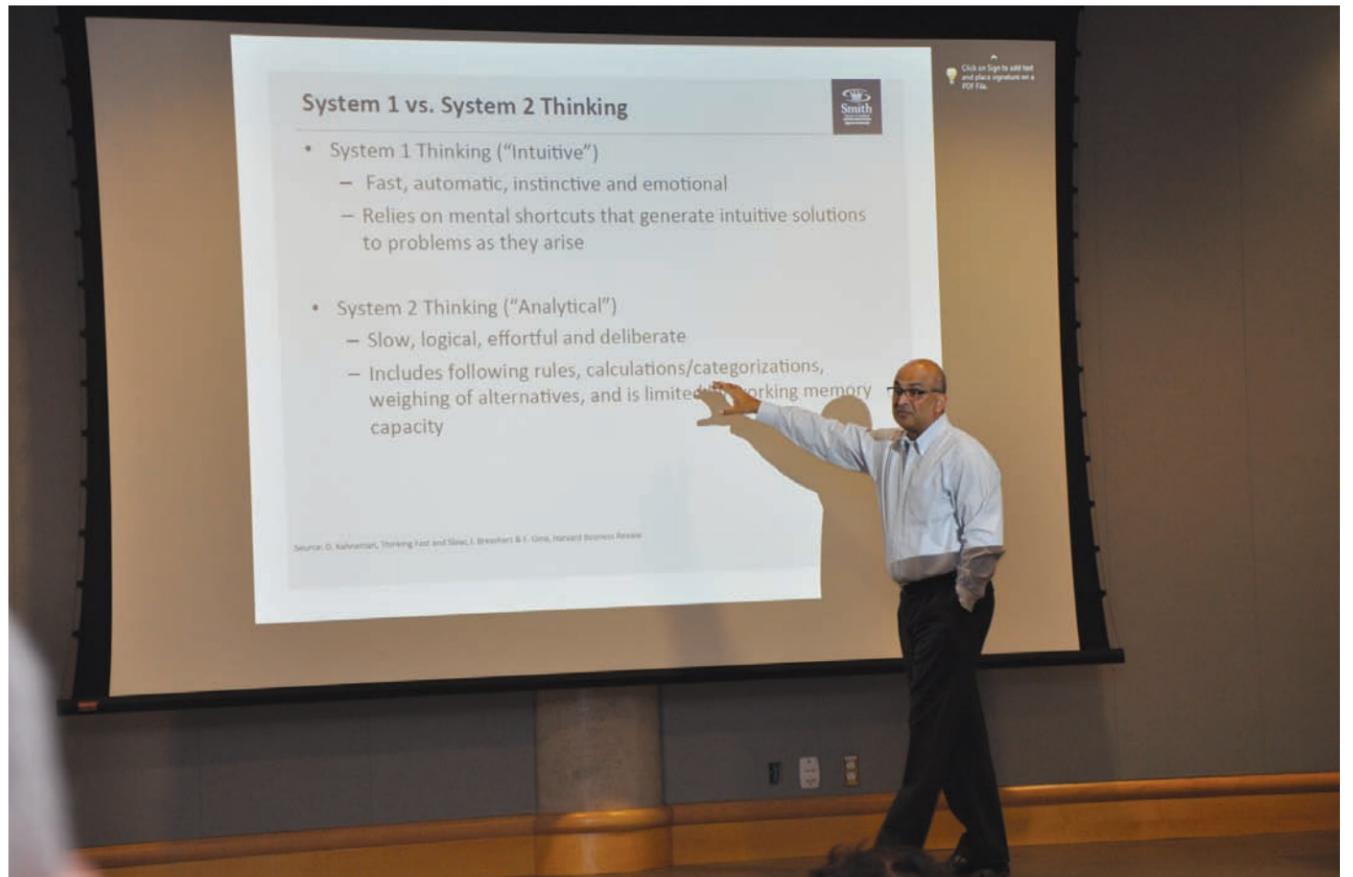
He said information is anything which can be made explicit and that knowledge is what we know, adding that information is transformed into knowledge by the human act of learning. Critical, correct decisions only come about when important information is transferred to people in a timely and effective manner, he added.

"Any information management system requires a compelling blueprint or mission statement," he told his audience, adding that "any information management system needs effective governance to get decisions made, but that doesn't occur without the guidance of a good blueprint."

Information management systems require the mapping and identification of key information assets, he said, which designate the owner of each asset and a custodian so that people accessing the system can get balanced, insightful information on any particular topic in a timely manner to help them make critical decisions correctly.

While these systems are often very costly, they can be made to pay dividends when the system responds positively within any organization to information handling during critical decision-making processes.

The toughest part of any information management system, however, is getting people to change along with the information handling system, he said, which often means getting leadership involvement and commitment. Getting a responsive information handling system in place can be very rewarding to everyone involved, and the



Dr. Salman Mufti, Associate Dean at the Smith School of Business, Queen's University, said due diligence is required in establishing an information management system so that the risks and consequences of any decision can also be established. Photo by Ross Lees

best way to implement a system is to concentrate on "quick wins," he indicated.

"Make each win a piece of the overall puzzle and make each strategy contribute to the overall

goal," he advised.

Along with the dos in establishing any information management system, he also identified some don'ts.

"Don't do it if there is no identifiable win," he stated emphatically. "But if you can't identify a win, just don't do it!"

Accuracy is key in establishing any information management system, he added. "If accurate information flow is accelerated, the decision-making process should also be accelerated," he noted.

Dr. Mufti used Hon.-Col. McKeen's presentation to establish that access to timely, relevant information to make accurate decisions is key in any information management system, adding that three strategic decisions must be made early in establishing such a system.

"We must establish what we must start doing, what we should not do and what we should stop doing," he stated.

Due diligence is required in establishing an information management system so that the risks and consequences of any decision can also be established.

"A quality process should result in a quality outcome," he said.

Decisions are often made with a tolerance of risk and a prospect of a given opportunity or threat in mind, he said.

"Often, a perceived risk has a huge bearing on a decision," he stated, adding

that people often have to make a decision based on "rigorous analysis" or they just "go with their gut."

"Analysis is a logical and systematic process for solving problems or implementing a strategy, but subjective decisions often help eliminate analysis paralysis," he noted.

Dr. Mufti said entrepreneurs are often successful because they take the information they have and use it, but they also never give up. Good teams often make good decisions because they have good fights about how to make those decisions, he added. Blending intuition with experience can also help in any decision-making process.

Col. Keiver said he was impressed with the material presented by the two men and that he hoped those in attendance would take the information they had heard and turn it into knowledge.

"The purpose of this exercise was to get you thinking," he said. "Don't accept the status quo just because it is the status quo. Have a reason to do it or challenge it."

He said 8 Wing personnel will work better working together rather than individually and he left them with one final thought.

"I would rather spend my entire day reining you in than having to motivate you."

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 Wed Ladies' 9:00am start\_\_\_\_  
 Wed. Mens' League 4:00 -5:00 p.m.\_\_\_\_

Wed Mens' Business League 5:00 - 6:00 p.m.\_\_\_\_  
 Thursday Couples Mixed Scramble 3:45 - 4:45 p.m.\_\_\_\_  
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# Scotiabank the name sponsor for 2016 MFRC Invisible Ribbon Gala

By Ross Lees

The Trenton Military Family Resource Centre (MFRC) Invisible Ribbon Gala organizing committee feels that being sponsored by Scotiabank is a marriage made in heaven for a number of reasons.

Tamara Kleinschmidt, the executive director of the MFRC said of Scotiabank coming on board this year as the name sponsor, "It just makes so much sense for them to be the sponsors of the gala because they are already so engaged with the MFRC."

Both Michelle MacKay and Susan Ross, local branch managers for Scotiabank, are perhaps even more engaged than it would at first appear. Both of their husbands have either served in the military or has recently retired from the military, so they are well aware of the support MFRCs give to military families.

"Both of us are wives of currently serving or husbands now retired, so we understand the importance of the support their unique situations require," said Mrs. Ross.

Even without that inside knowledge, these two corporate citizens have very positive and important reasons for having stepped forward as naming spon-

sors for the gala this year.

Mrs. MacKay indicated that Scotiabank management relies on the branch managers to know what is going on in the community and both agree the military is very important in the Quinte region.

"They are intertwined in everything that is going on within the community and I just think we have to be part of it and show our support there," she said.

She added that the Invisible Ribbon Gala is all about men and women who fight for their country, a commendable situation on its own, but that the support from the MFRC is huge and the gala is a symbol of that.

"The MFRC is really the support end where the resources

are to help those families and the men and women that are supporting the men and women who are involved, who are away all the time. I think we owe it to the community to support that, it's the key," she said.

Mrs. Ross also acknowledged that military personnel and their

families are present in their branches every day so their presence and contributions to the community in addition to their contribution to their country makes it imperative to give back in whatever way is possible.

The two marry very, very well together and we love being part of the community. We're a large corporation, but we're also members of this community and it's very heartening to all of us when we're able to give back in a tangible way to the community," she stated.

Which is exactly the reason Devon Taylor, MFRC communications and development coordinator said the MFRC sought out Scotiabank for the naming sponsors.

"From a corporate perspective, we're there to support people financially to achieve their dreams and keep them moving towards their life goals and the MFRC is getting them through the day-to-day and helping them face all the challenges they face.

"That's exactly why Tamara and I sat down and looked at who we would like to have on board with this and who represents what the MFRC is here to do and this seemed like an obvious match," she explained.

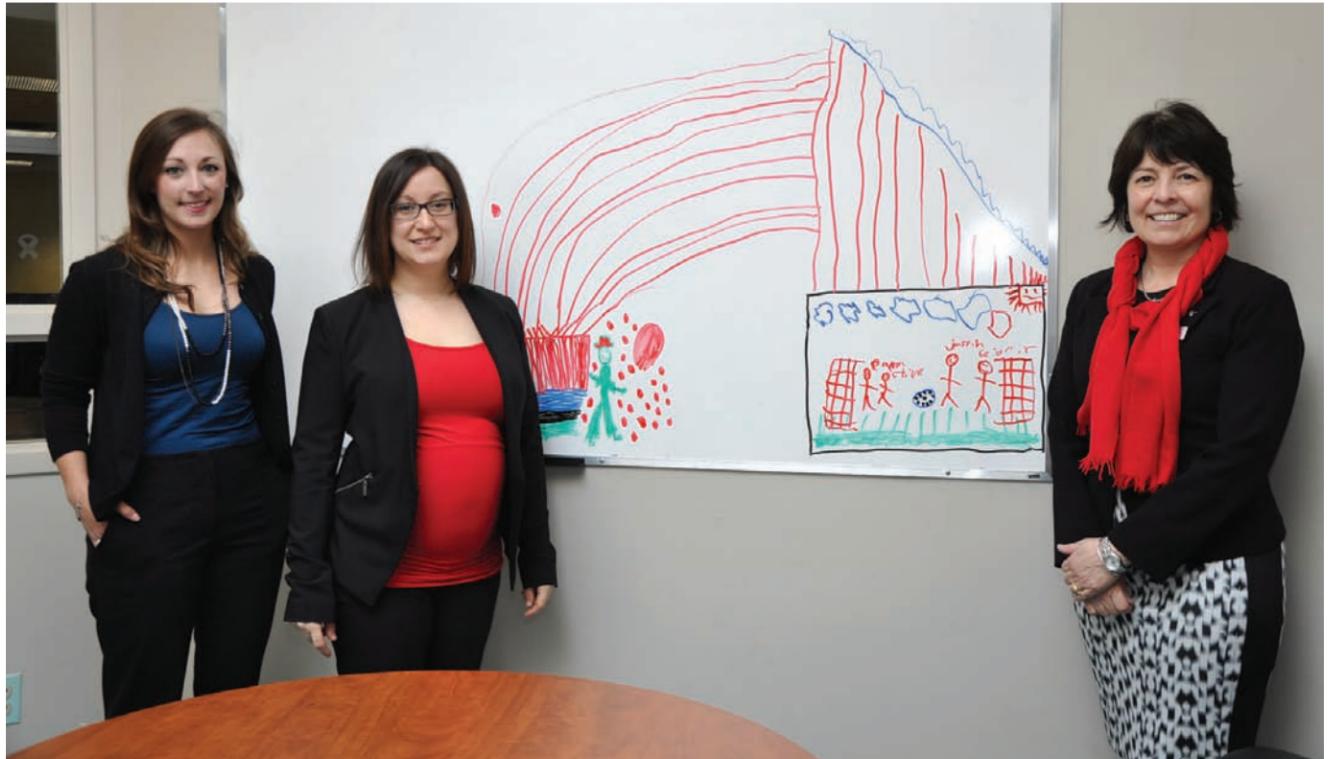
Mrs. MacKay strengthens that decision with another comment. "One of our commitments was to get more involved in the military community," she added, noting this seemed like the perfect way to achieve that goal.

Miss. Taylor noted also that progress with this year's gala was proceeding well.

"Ticket sales are around the 75 per cent mark so we're on track and we're feeling very confident going into the gala," she said. "We're still almost a month away and things are ramping up and going very well!"

She reminded everyone that 100 per cent of the net proceeds from the event will be going to expanding MFRC services to families in the Batawa/Frankford or the Belleville regions.

"It helps that we have a recognizable sponsor to help achieve those goals," she added.



Invisible Ribbon Gala name sponsor Scotiabank is represented in this photograph by Michelle MacKay (second from left) and Susan Ross (right), local branch managers for Scotiabank, while Devon Taylor, MFRC communications and development coordinator, looks on at the left. Photo by Ross Lees

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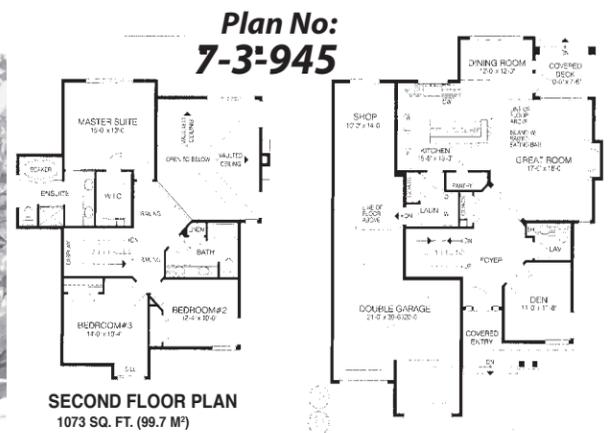
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En partenariat avec le Loyalist College, nous sommes fiers d'offrir notre première session de portfolio pour les militaires libérés pour raison médicale. Cet atelier portera sur des portfolios de grand ou de petit format, qu'ils soient d'ordre professionnel ou académique. La session débutera le vendredi 15 avril 2016 de 9 h à 10 h 30 pour une durée de huit (8) à dix (10) semaines selon les objectifs du participant. \*Les frais sont couverts par le Programme pour les familles des vétérans. Si vous avez besoin d'un service de garde, veuillez en faire la demande le plus tôt possible, car les places sont limitées!

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a railed vestibule area allows a glimpse of the great room below. The master suite, overlooking the back garden, features a large walk-in closet. The en-suite, in a bayed-out area, offers a touch of luxury in the form of a shower stall and a soaker tub, plus double basins. The second and third bedrooms share a bathroom, also with double basins. The third bedroom features a window with an extra-deep sill. Exterior finishes include wooden shingles, painted trim, decorative wooden detailing and stone accents. This home measures 45 feet, four inches wide and 57 feet deep, for a total of 2,230 square feet of living space.

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Welcome to The Contact newspaper's Community Events page! Thanks to the generosity of Smylie's Independent Grocer, we can, space permitting, feature public service announcements, community events and help promote non-profit and charitable organizations in the Quinte area. The Contact is always interested in what is going on in and around CFB Trenton. Please send your coming events (from blood donor clinics to tea parties) to us at [cfbcontactnewspaper@gmail.com](mailto:cfbcontactnewspaper@gmail.com). Please include the date, time, and location of the event along with a brief description. Please do not send posters.

#### April 9 – Belleville Model Railway Club Open House

The Belleville Model Railway will be having an "Open House" on Saturday, April 9 from 10 a.m. to 4 p.m. at 470 Dundas St. East in Belleville on the lower level of the Bayview Mall on the south east side. They have over 200 feet of track in HO scale. Their children's layout will also be running.

#### April 13 – 8 Wing Officers' Mess Ladies Club Pot Luck Dinner

8 Wing Officers' Mess Ladies Club is having a pot luck evening April 13 at 6 p.m. in the mess. Admission is members and invited guests of members free with your favourite pot luck dish or \$10 at the door. For allergy reasons, a list of ingredients is required. For further information, contact [chambersj@live.ca](mailto:chambersj@live.ca)

#### April 16 - Quinte Branch of Ontario Genealogical Society LDS Resources for Genealogists

The Quinte Branch of Ontario Genealogical Society presents LDS Resources for Genealogists, the Trenton Family History Centre and how to use Familysearch.org website by Wendy MacDonald and Mary Longmuir. The event takes place at the Quinte West Public Library, 7 Creswell Drive, Trenton, from 1 p.m. to 3 p.m. Everyone is welcome. For more information, visit [www.rootsweb.ancestry.com/~canqbogs/](http://www.rootsweb.ancestry.com/~canqbogs/)

#### April 17 – Pitter Patter Fun Run

The Pitter Patter Fun Run sponsored by the Belleville Community Policing in partnership with the Belleville Police Service is being held on April 17 at Loyalist College and consists of a one kilometre run for kids, a five kilometre walk/run and a 10 kilometre run with the race beginning at 10 a.m. Fees to enter the race are \$5 for the children's course, \$15 for students and \$25 for adults. Registration takes place from 8:30 a.m. to

9:30 a.m. in the cafeteria at Loyalist College. Pre-register by April 8 to receive a free T-shirt. There are medals for all categories plus prizes after the race. Showers and change rooms are available at the college and aid stations will be set up along the route. For further information, contact the Pitter Patter committee by email at [pitterpatter.cp@gmail.com](mailto:pitterpatter.cp@gmail.com) or call Const. Mark Hall at 613-966-0882, ext. 4130. Everyone is welcome to participate and organizers would welcome military participation of any kind.

#### April 19 – History of CFB Trenton

Hastings County Historical Society presents: Retired Major and current Air Force Historian William March speaking on the History of CFB Trenton in the Quinte area on the occasion of the base's 80th anniversary. This free public presentation will take place at 7.30 p.m. at Maranatha, 100 College Street West, Belleville. (Ample parking and level access from the rear parking lot. For more info go to [hastingshistory.ca](http://hastingshistory.ca)

#### April 23 - Healing Light Wellness Fair

This free event is being held from 10 a.m. to 4 p.m. at Christ Church hall in Glen Miller (Trenton-Frankford Road, west side of river across from Glen Miller bridge). Free admission, open to all. We have 13 tables with healing and counselling vendors offering services for body, mind and spirit. See [Facebook.com/healinglightwellnessfair](https://www.facebook.com/healinglightwellnessfair) for details or contact Kate at 613-392-1099.

#### May 6 – Cut for the Cure

This year's Cut for the Cure is scheduled to take place at 1 p.m. on May 6 at the Warrant Officers' and Sergeant's Mess. People who wish to volunteer can contact 436 Squadron Sgt. Rick Reid for information and pledge sheets at local 3553. Sgt. Reid is the OPI of this event this year.

#### May 7 – MFRC Invisible Ribbon Gala

The Trenton Military Family Resource Centre Invisible Ribbon fundraising gala will be held on May 7 at the National Air Force Museum of Canada. One hundred per cent of the net proceeds raised this year will go to support the two expansion sites in Belleville and Frankford/Batawa. The MFRC gala organizing committee feels it filled the museum to its capacity last year and they warn those interested in attending that tickets sales may go very quickly, beginning in April 1 with early bird ticket sales online and at the Trenton MFRC office. Buy early to make sure you are there for the impressive silent and live auctions of interesting items. Also watch for the online auction, which will be held from April 21 to May 2. Guest speaker this year is Major-General D.L.R. Wheeler, 1 Canadian Air Division Commander.

#### May 7 - Women's Day Event

A Women's Day event will be held at the Brighton Community Centre with doors opening at 9 a.m. Lunch, nutrition breaks, door prizes and more. Topics: Understanding Concussion in Children, fun and easy cake decorating, food safety, Fifteen Minutes to a Healthier You. Preregistration: \$25 until April 15. Contact: Mary Shortt at [mshortt@bellnet.ca](mailto:mshortt@bellnet.ca) or call 613-475-4045. Women's Institutes -women involved.

#### May 19 – Soaring Art Show

The National Air Force Museum of Canada Foundation will host Soaring, an exhibition of a cross-section of artists who have interpreted the theme in their own unique way. Visitors are encouraged to come out and marvel at the magnificent work and meet many of the artists at the opening. Opening reception with wine and cheese is May 19 at 7 p.m. The gallery will be open during regular museum hours Thursday to Monday from 10 a.m. to 5 p.m. For more details, please email [NAFMCFoundation@gmail.com](mailto:NAFMCFoundation@gmail.com)



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**Aquatics**

**Junior Lifeguard for Youth eight to 15 years** – Monday, April 11 to June 1 from 5 p.m. to 6 p.m.

**Adults Programmes**

**Hatha Yoga** – Tuesdays, April 12 – 4:15 p.m. to 5:15 p.m. at the South Side Gym.

**New - Heated Yoga 16 years plus** - Thursday 14 April, 4:15 p.m. to 5:15 p.m. or Saturday, April 16, 10:30 a.m. to 11:30 a.m.

**Parented Pilates 16 years-plus** – Wednesday, April 13 – 9:30 a.m. to 10:30 a.m. at the RecPlex Gym.

**Pilates/Core Fitness 16 years-plus** – Wednesdays, April 13 – 4:30 p.m. to 5:30 p.m. at the South Side Gym.

**SUP FIT – 16 years-plus** – Monday, April 11 to May 31, from 5 p.m. to 6 p.m.

**Learn to Standup Paddleboard (SUP)** – Pool – Option 1: April 11 and April 20, 5 p.m. to 6 p.m.

Option 2: May 11 and May 18, from 5 p.m. to 6 p.m.

**Boot Camp** – Monday and Wednesday – 5:30 – 6:30 pm. At the South Side Gym

**Spin** – Monday and Wednesday – April 11 - 4:15 p.m. to 5:15 p.m. at the South Side Gym.

**Spin Fusion** – Tuesday, April 11 – 5:20 p.m. to 6:20 p.m. at the South Side Gym.

**Personal Training** – Having a one-on-one personal trainer is the key for all types of fitness goals to be achieved. Rates are dependent upon number of sessions. Schedule determined by client and trainer.

**Programs – Children, Youth and Teen**

**Youth Fitness** – Monday and Wednesday – April 11 – 5:30 p.m. to 6:30 p.m.

**Drop-in Basketball 10 to 14 years**– Mondays – April 11 – 5:30 p.m. to 6:30 p.m.

**Ball Hockey Skills six to nine years** – Wednesdays – April 13 – 5 p.m. to 6:30 p.m.

**Drop-in Ball Hockey 10 to 14 years** – Wednesdays – April 13 – 7 p.m. to 8 p.m.

**Tyke Terrain Ages five and under** – Tuesday and Thursday - April 12 – 9 a.m. to 11 a.m.

**Youth Strength and Conditioning Course 13 years to 15 years** – South side Gym and RecPlex

**Summer Kidz Kamp 2016** – Registration: Military Community: Starts Wednesday, April 7; General Public: Starts May 11.

**She Rocks** – Girl's Adventure Camp – Sept. 10 and 11. Registration: Military Community: Starts Wednesday, Aug. 10, general public starts Wednesday, Aug. 24.

# PSP announces FORCE evaluation changes

*Continued from page 5*

The incentive standards themselves were based on FORCE Evaluation results in the past two years.

data collection system called eFit was created. eFit consists of iPad tablets used to collect the data during evaluation, which automatically send the

ation, they do not have a valid PHA/or have high blood pressure (and must go to medical), or they are with CANSOF-COM.

## Individual Rewards: AFC Feb 2015



Bronze: Is set at the 50<sup>th</sup> percentile of each age-gender category. This means that you have an operational fitness level that is above the mean or average of your age and gender category.

Silver: Represents a performance level that is better than the 84<sup>th</sup> percentile of your age and gender category.

Gold: Represents a performance level that is above the 98<sup>th</sup> percentile of your age and gender category.

Platinum: Is the highest level of the incentive program and represents being in the top 0.1 per cent of your age and gender category.

The incentive standards are in place effective April 1, 2016 however the rewards will not be in place until the following year. As the CAF get fitter and FORCE results improve the bar can be adjusted upwards accordingly to maintain the rate of 50 per cent attainable.

With the use of computers to capture FORCE results, PSP DFit will also be able to produce graphs on results by individual, unit, base/wing and environment. This will help see where their members and unit are scoring.

Given the complexity of the calculations required to produce the graph, a

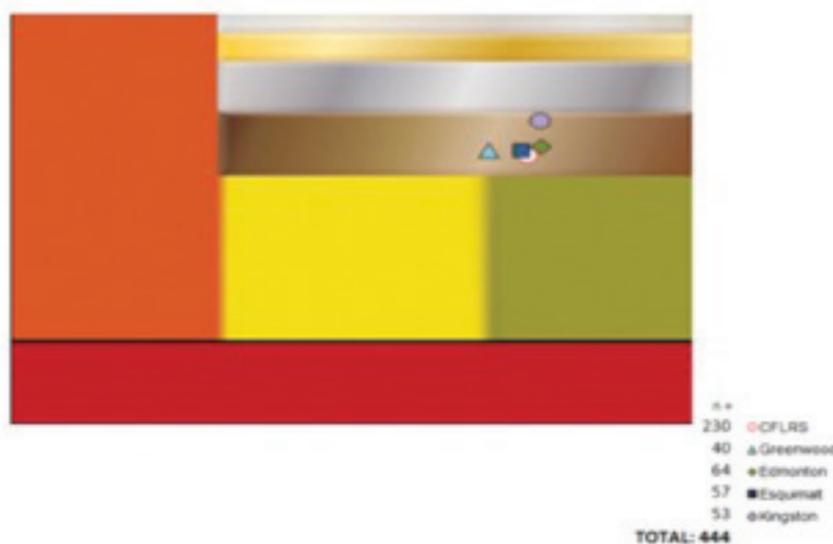
results to a laptop in the gym that compiles the information, produces a report which can be used on the spot to

debrief the member and a test report that is encrypted and sent to HRMS via a secured network managed by Shared Services Canada. Detailed reports will also be sent to DFit Human Perfor-

outlining their areas of strengths and their opportunities for improvement.

In the very near future, unit reps will be responsible for booking their members for FORCE testing on an online reservation system. Each unit has been asked to designate to representatives who will receive instruction and train-

## Average for the 5 Locations



mance for continued research and analysis to be used for annual reporting on physical fitness. As a result, members will no longer be given a paper copy of the DND 279 unless they fail the evalu-

ing on the new system.

For more information, members can visit <http://www.dfit.ca/> in addition to reaching out to their unit rep or the PSP Fitness staff.

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 Messe bilingue catholique le 4e dimanche du mois à 09h00

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RC Weekday Masses at 11:45 a.m.

(Tuesday, Wednesday and Thursday – may be cancelled on short notice)

Messes catholiques quotidiennes à 11h45

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### Wing Chaplain/Aumônier de la 8e Escadre:

Maj. (Rev/Rév) Roy Laudenorio

### Unit Chaplains/Aumôniers des unités:

Capt (Rabbi/Rabbin) Bryan Bowley • Capt (the Rev./Rév.) Eric Davis  
 Capt (Padre) Eric Doiron • Capt (the Rev./Rév.) Gerson Flor  
 Capt (the Rev./Rév.) Blair Ross • Capt (the Rev./Rév.) Daniel Walton

# Safety

## Carbon monoxide is the invisible killer

Carbon monoxide (CO) is a deadly gas which causes many deaths each year. It kills without warning because it has no smell or color.

It is a by-product of burning of organic fuels such as gasoline, diesel, wood, propane, natural gas, charcoal briquettes and other such materials. When these materials are burned in a poorly-ventilated space, carbon monoxide can build up and cause poisoning.

This poisoning can occur even when there is plenty of oxygen in the air. The carbon monoxide replaces oxygen in the body's circulatory system, quickly causing illness and even death.

These are some of the symptoms of CO poisoning: Headache, dizziness, sleepiness, ringing in the ears, nausea, poor co-ordination and weakness, confusion, breathing difficulty and unconsciousness.

Some of the symptoms of carbon monoxide exposure may be mistaken for other ailments such as allergies, the flu, exhaustion or a heart attack. Carbon monoxide poisoning can also be mistaken for intoxication from alcohol or drugs.

If carbon monoxide exposure is suspected, move immediately to fresh air. If the case is a mild one, this may be all that is required for the person to recover fully. However, more serious cases of exposure may require cardiopulmonary resuscitation (CPR) and medical attention. Oxygen may have to be administered.

In some workplaces, carbon monoxide is not merely an unwanted by-product of combustion, but is actually part of the process. Carbon monoxide elimination and con-

trol methods will vary greatly from one industry to the next. However, here are some general tips on ways in which carbon monoxide exposure can be eliminated:

- Switch to equipment which is operated by a power source other than organic fuels such as electricity or batteries.
- Keep any fuel-burning equipment in good condition so that it is burning efficiently. This would include fuel-burning engines, furnaces and heaters.
- Separate the work area from the carbon monoxide hazard.
- Ventilate the area. Local ex-

haust ventilation, or large complex systems may be required depending on circumstances.

- Monitor the atmosphere to detect carbon monoxide levels.
- Use supplied-air respiratory protection when the hazard cannot be eliminated.

**Don't forget about carbon monoxide hazards off the job too. Here are some safety tips:**

- Keep your automobile and its exhaust system in good repair.
- Never run the engine in an enclosed space such as a garage.
- If you must sit in a stationery vehicle with the engine running to

keep warm, for instance, be sure to open a window.

- Keep all heaters and furnaces in good repair too, so that they will burn fuels completely.
- Provide adequate ventilation for any heaters.
- Never use a barbecue indoors.

There have been a number of cases of carbon monoxide poisoning occurring as people tried to use barbecues indoors for cooking and heating during power outages.

Carbon monoxide is just one more reason not to smoke cigarettes. Tobacco smoke, including second-hand smoke, contains car-



bon monoxide.

Poisoning is not the only danger associated with carbon monoxide.

It is also flammable and explosive. When it builds up in an enclosed area, it can explode if there is a source of ignition such as a match, cigarette or electrical spark.

## Celest Nygaard awarded the General Service Medal

*This medal is presented to civilians deployed outside Canada providing direct support to operations in the presence of an armed enemy*

By Ross Lees

Celest Nygaard is a well-travelled individual.

As an employee of Personal Support Programs (PSP), Deployed Operations, she travels as much or more than many of the military personnel she serves.

For that reason, she is one of very few civilian employees who have received the General Service Medal (Expedition) awarded, depending on the operation, to Canadian citizens other than members of the Canadian Armed Forces (CAF), who are deployed outside Canada, either inside or outside a theatre of operations and working with the CAF to provide direct support, on a full-time basis, to operations in the presence of an

armed enemy.

Her dedication and commitment to her job impressed 8 Wing Commander Colonel (Col.) Colin Keiver when he presented her with her medal Monday morning.

"This is awesome," he noted while preparing to present the medal. "Celest has done more tours than most of us in this room."

It is indeed an impressive list of deployments: Op IMPACT in Kuwait as a travel supervisor and morale and welfare manager; Kandahar/Camp Mirage for three tours in 2008, 2009 and 2010 in differing roles, she was a travel coordinator in Spangdahlem for six months in 2011, she was a travel supervisor in Kabul for six months through to April

2012, and a rest and relaxation coordinator for the third location in Cyprus.

"She's been there and done that," added Col. Keiver. "Well done, Celest!"



8 Wing Commander Col. Colin Keiver presented the General Service Medal to Celest Nygaard, PSP for her many deployments to provide support to Canadian Armed Forces (CAF) personnel in theatre to operations in the presence of an armed enemy. Joining Col. Keiver and Celest in the photo are Cpl. Adolph King, and Wing Administration Branch Chief Warrant Officer Jean Lafond. Photo by Ross Lees

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**14 FORD MUSTANG GT**

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26989 Factory remote start, leather, heated seats/mirrors, rev camera, convertible, touch screen, Boston Premium audio, auto, 2dr, 6cyl, RWD, alloys, keyless entry, air bags, traction ctrl, pwr seats/windows/locks/mirrors, AC, MP3, sat radio, park aid, OnStar, tilt steer, steer ctrls, 19,520 km.

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**\$181**  
bi-weekly  
96 mths @ 5.9%  
0 DOWN + HST

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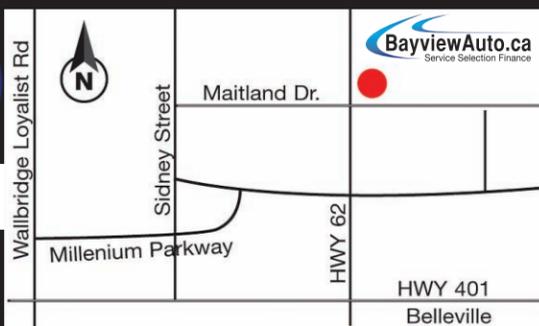


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LEASE FOR AS LOW AS **0%** FOR **48** MONTHS<sup>1</sup>  
 WITH UP TO **\$3,500 OFF** FOR QUALIFIED RETAIL CUSTOMERS' ON SELECT VEHICLES

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**2016 OUTLANDER SE AWC**

LEASE FOR **\$224** BI-WEEKLY AT **0%** FOR **48** MONTHS<sup>1</sup> + **\$1,000** LOYALTY REBATE FOR QUALIFIED RETAIL CUSTOMERS'  
 INCLUDES \$2,500 IN MANUFACTURER CREDITS<sup>1</sup>

**2016 LANCER**

LEASE STARTING FROM **\$110** BI-WEEKLY AT **0%** FOR **48** MONTHS<sup>1</sup>  
 INCLUDES \$750 IN LEASE CREDITS<sup>1</sup>

+ **\$750** LOYALTY REBATE FOR QUALIFIED RETAIL CUSTOMERS'

**S-AWC**  
Super All Wheel Control

Available on Outlander GT<sup>2</sup>

2016 IIHS TOP SAFETY PICK+<sup>3</sup>

2016 TSP+ with optional front crash prevention

**AWC**  
All Wheel Control

Available on Lancer ES AWC, Limited Edition AWC and GTS AWC<sup>3</sup>

2015 IIHS TOP SAFETY PICK

Excludes Lancer Evolution, Ralliart and Sportback



Outlander GT S-AWC model shown<sup>2</sup>

Lancer GTS AWC model shown<sup>2</sup>

**0% PURCHASE FINANCING** FOR UP TO **84 MONTHS** ON SELECT VEHICLES OR **\$3,500 OFF** ON SELECT REMAINING 2015 MODELS<sup>1</sup> HURRY IN!

**AWC**  
All Wheel Control

Available on RVR SE AWC, Limited Edition and GT models<sup>3</sup>

2015 IIHS TOP SAFETY PICK

**2015 RVR**

PURCHASE FINANCE FROM **0%** FOR **84** MONTHS<sup>1</sup>

+ UP TO **\$1,000** CONSUMER CASH<sup>3</sup>



RVR GT AWC model shown<sup>2</sup>

**2015 MIRAGE**

**REDUCED PRICE! WHILE QUANTITIES LAST.**

STARTING FROM **\$8,998**<sup>2</sup> + **\$1,689** FREIGHT AND OTHER FEES  
 INCLUDES \$3,500 CONSUMER CASH<sup>3</sup>

**\$10,687**<sup>Δ</sup> SELLING PRICE



Mirage SE model shown<sup>2</sup>



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<sup>1</sup> \$3,500/\$1,500/\$3,500 off purchase price is composed of \$1,000/\$0/\$3,500 consumer cash, \$1,000/\$750/\$0 loyalty rebate and \$1,500/\$750/\$0 lease rebate on a new 2016 Outlander SE AWC/2016 Lancer/2015 Mirage (excludes ES model) purchased and delivered between March 1, 2016 and March 31, 2016. Consumer cash/lease rebate will be deducted from the negotiated price before taxes and will take place at time of purchase. Loyalty rebate will be deducted from the negotiated price after taxes. Other conditions apply. <sup>2</sup> \$8,998 starting price applies to 2015 Mirage ES (SMT) and includes consumer cash of \$3,500 and excludes freight and other fees. 2015 Mirage ES (SMT) MSRP is \$12,498. Dealers may sell for less. \$3,500 consumer cash offered on the retail purchase of new 2015 Mirage ES (SMT) models from participating retailers while quantities last. Availability based on dealer inventory. Consumer cash will be deducted from the negotiated price before taxes and will take place at time of purchase. Some conditions apply. See dealer for details. <sup>3</sup> \$1,000/\$3,500 consumer cash offered on the retail purchase of a new 2015 RVR GT with Navigation/2015 Mirage ES 5-Speed Manual Transmission model from participating retailers from March 1, 2016 to March 31, 2016. \$1,000/\$3,500 will be deducted from the negotiated price before taxes. Some conditions apply. Offers are subject to change without notice. <sup>4</sup> AWC standard on RVR SE AWC, Limited Edition and GT/2015 Lancer SE AWC, Limited Edition SE AWC and GT AWC/2016 Lancer ES AWC, Limited Edition AWC and GTS AWC. S-AWC standard on Outlander GT. <sup>5</sup> Estimated combined city and highway ratings for non-hybrid sub-compacts based on Natural Resources Canada new testing methodology: Mirage highway 5.3 L/100 km (53 mpg), combined city/highway 5.9 L/100 km (48 mpg) and 6.4 L/100 km (44 mpg) in the city for CVT-equipped models. Actual fuel efficiency will vary with options, driving and vehicle conditions. \*\* Whichever comes first. Regular maintenance not included. See dealer or mitsubishi-motors.ca for warranty terms, restrictions and details. Some conditions apply.