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LOOKOUT

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MCpl Michael Bastien, MARPAC Imaging Services

General Tom Lawson, Chief of the Defence Staff, joined more than 1,300 personnel from Maritime Forces Pacific for the five kilometre Formation Run through Naden and Dockyard on Nov. 28 as part of National Sports Day. See the full story in our next issue.

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Era of change for food service and accommodation

Cdr J.W. Golden
Base Administration Officer

Ring in the new year is often associated with change. Many of us can easily relate to this based on the new year's resolutions we make. Organizations are no different.

For CFB Esquimalt's food services and accommodation operations, Jan. 1, 2015, will usher in an era of change. Accommodation services in the Chiefs and Petty Officers' Mess will consolidate into the Wardroom, and the public dining facility located in the Wardroom will become an "all-ranks" cafeteria-style dining facility, because the galley facilities in the Chiefs and Petty Officers' (CPOs') Mess and the Pacific Fleet Club (PFC) will cease regular operations.

As members of the Defence Team, we all understand that the resources needed to support and execute Canada's defence mission are not unlimited. Effectively managing the resources we have been allocated is the key to achieving mission success.

Each day, we prioritize our operational needs, assign the resources needed to get the work done, and if necessary, reallocate resources from lower priority requirements to higher priority items. This is the art and science of resource management.

Looking closely at the decision to consolidate aspects of accommodation and food service operations reveals declining occupancy rates in the Wardroom and the CPOs'

The move to an "all-ranks" style of public dining in the Wardroom, complete with take-out service, will better meet diner demand, and expand the availability of healthy meal options to diners.

Mess, and lower diner demand in the CPOs' Mess and the PFC. These facts provided the rationale behind moving to a more centralized service delivery model.

Staff-led studies of both occupancy rates in the CPOs' Mess and the Wardroom, and diner demand in the CPOs' Mess and the PFC, concluded that continued use of these under-utilized facilities was no longer an effective, efficient, or sustainable service delivery option.

Consolidation initiatives like this one are rooted in the larger DND renewal effort as defined within both DND's Defence Renewal Charter and the Commander of the Royal Canadian Navy's (RCN) supporting RCN Executive Plan, which were released in 2013. The Department's efforts, as defined within the Charter, have been undertaken in order to build a detailed department-specific roadmap for moving forward with the transformation of major business processes in order to free up resources that will be reinvested in operational capabilities and readiness-related activities.

Building on the departmental renewal effort, the Commander RCN released

the RCN Executive Plan. Part of that plan made it a command priority to look within the institution's walls to better understand and evolve the "business of our business". He challenged his leaders and their teams to seek better, leaner, and smarter ways to deliver on the navy's mission.

What does this initiative mean to the MARPAC Formation? The consolidation of accommodations will mean that room demand for Officers and Chiefs and Petty Officers will be centralized into one facility.

The vacated rooms in the CPOs' Mess facility offers the Formation potential office space available to employees whose current work spaces are part of the overall infrastructure divestment and renewal effort.

For the Chiefs and Petty Officers moving into the Wardroom, the move will mean an upgrade in room standards as each guest will have their own room complete with a private bath.

The move to an "all-ranks" style of public dining in the Wardroom, complete with take-out service, will better meet diner demand, and expand the availability of healthy meal options. Members from the associate and

social member communities at the CPOs' Mess and the PFC are welcome to enjoy a meal at the new "all-ranks" dining facility in the Wardroom.

This initiative will not affect the institutional aspects of mess life for either the CPOs' Mess or the PFC. Both of these non-public property (NPP) mess entities will continue to exist in their current facilities. NPP mess and private-function activities will still be supported. For both the public service and NPP employees involved in making these service delivery changes, there will be no job losses associated with the changes. These efforts are being undertaken to smooth out and streamline operations, and not to reduce the current strength of the work force.

Just like the new year's resolutions we make to improve our lives, lifestyle changes can be hard to make and accept at first, but gradually the changes become a part of us and we begin to reap their benefits.

The same analogy is also true for organizations. This move is being undertaken to support a healthier organizational lifestyle by ensuring we are allocating finite resources in a manner that preserves effectiveness and efficiency, and meets the Formation's operational demands.

Watch the CFB Esquimalt DWAN Noticeboard for more information on this initiative. If you have a question, contact the Base Deputy Personnel Services Officer, Sub-Lieutenant Kate Jensen at 250-363-5649.



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Last week, HMCS Vancouver and the naval reserve aided Mark Cohon, Commissionaire of the Canadian Football League, in bringing the Grey Cup to Vancouver for the 102nd Grey Cup match between the Hamilton Tiger-Cats and Calgary Stampeders at B.C. Place.



The legendary trophy arrived midday at downtown Vancouver's Harbour Green Park, making an epic entrance on a navy RHIB with a full navy escort, including a Sea King helicopter.



Members of the Coast Salish dance group, Coastal Wolf Pack, performed a blessing ceremony of the trophy using cedar boughs once it arrived on the traditional territory of the Musqueam, Squamish, and Tsleil-Waututh First Nations.



Cohon speaks to the assembled crowd still wearing naval travel gear, including an HMCS Vancouver ball cap.

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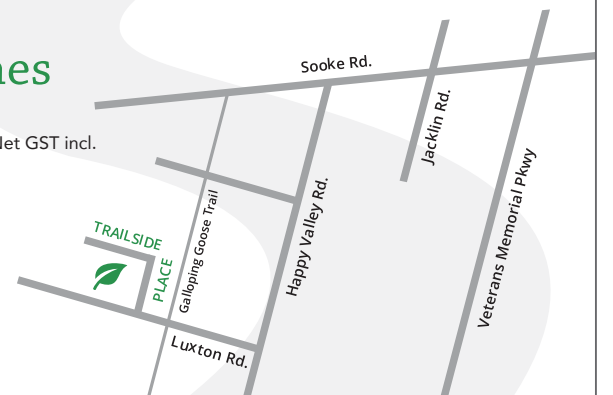


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Published each Monday, under the authority of Capt(N) Steve Waddell, Base Commander.

Le LOOKOUT est publié tous les lundis, sous l'égide du Capt(N) Steve Waddell, Commandant de la Base.

The editor reserves the right to edit, abridge or reject copy or advertising to adhere to policy as outlined in PSP Policy Manual. Views and opinions expressed are not necessarily those of the Department of National Defence.

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LOOKOUT
NEWSPAPER

Circulation - 4,000
plus 1,000 pdf downloads per week

One year subscription - \$66.⁹⁴

Six month subscription - \$33.⁴⁷

Prices include tax.

A Division of Personnel Support Programs
CFB Esquimalt, PO Box 17000 Stn. Forces,
Victoria, BC V9A 7N2

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WHAT SAY YOU

Thank you for donating to this year's GCWCC

We are now approximately eight weeks into our 2014 charitable campaign and our thermometers are steadily inching up. Congratulations on your successes to date.

I feel privileged to occupy the role of campaign chair, and I am routinely inspired by each of you here at CFB Esquimalt as you faithfully and consistently make such a dedicated effort to maximize your individual unit and ship campaigns, especially with so many impressive and creative ideas for fundraising.

I would like to share with you some of the history of how our workplace charitable campaign came into being.

Although the RCN and CFB Esquimalt have volunteered in the local community since becoming integral partners with the village of Esquimalt back in the early 20th century, Federal Government campaigns began to really take shape from about 1990 onwards. A dedicated philanthropic approach was established in 1997 when the Treasury Board of Canada Secretariat expanded the United Way (UW)/Centraide and HealthPartners (HP) charitable campaigns so donors could support any registered Canadian charity - creating the Government of Canada Workplace Charitable Campaign (GCWCC).

Here in the Capital Region, the United Way of Greater Victoria (UWGV) has been around since 1937, and has raised over \$133 million dollars since its inception.

For next year, UWGV will invest \$4.9 million into social services and over 100 local communities.

Sometimes there is confusion on the roles of the UW and HP within the GCWCC. A simple explanation is that UWs and HPs assist the charities that fall within their respective portfolios, using a fundraising model that allows them to maintain reasonable fee structures and sustain charitable organizations that may not otherwise be financially viable.

UWs across the country, like United Way of Greater Victoria, fund local programs and services (from Sooke to Oak Bay and Esquimalt to Sidney), while HPs nation-wide fund health agencies and related research.

The United Ways across Canada also have the mandate to assist Federal campaigns by managing the designations of donor dollars and providing materials and training support.

The United Way invests donor

dollars in the most strategic and cost efficient manner, ensuring our investments into the community are maximized and provide the greatest impact possible.

Fundraising and administration costs are 15 percent on total revenues, which is well below the national average of 26 per cent for other registered Canadian charities.

As managers of the GCWCC, United Way is committed to ensuring that more of your gift goes where you feel it is needed the most.

As most of you are aware, we have been a leading contributor to the GCWCC - raising more than half a million dollars each year since 2004 - which supports registered charities near and dear to our hearts. My thanks to each and every one of you for your generosity and support. Your kindness has made a difference here in the community we call home.

We have much to be proud of and to celebrate as we continue to raise awareness and help those that are most in need.

By giving through the GCWCC, you can support all the causes

that are important to you via one form. You can choose the payroll deduction option and your donation will automatically appear on your T4 or T4A. It's easy, efficient and convenient!

Your unit/ship campaign representatives will be continuing their canvassing efforts over the next two months when they stop by your work area; please take a few moments to consider filling out a pledge form for the charity or charities of your choice - any amount makes a difference. And please, ask questions if you would like further information.

Lastly, keep going with the great fundraising events I have been hearing about across the Formation. Have fun and do not hesitate to contact my Formation Campaign Coordinator (Vicki Kellsey) anytime you have questions, require assistance or want to bring forward new ideas and suggestions.

This campaign belongs to all of you and your input is valued and necessary to ensure we are doing the best job we collectively can!

Capt(N) Steve Waddell
GCWCC Chair

People Talk

Lookout asked this question: *If your home was burning down and you only had time to save one item, which item would it be and why?*



My cell phone. It'd be the easiest way to put the pieces back together, since it has everything I need in it, and I have friends and family that would help me out.

Derek Knight



Photos of my family. Those are irreplaceable.

Dorothy Jankiewicz



My engagement ring. It has huge sentimental value to me, so I don't know what I would do if I lost it.

Helen Hill



My Louis Vuitton bag. It was the first gift my husband got me while he was overseas, and I love it.

Mandi Whitman



For practicality, I'd have to say my phone. It's got all my contacts and information, so it'd be the easiest way to get help.

Shaena Freistadt

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Sailing through the Holidays-The 2014 MARPAC Holiday Program

Cdr Wes Golden
Base Administration Officer

It's almost that time of year when we put down our tools, come out of our cubicles, and share in a little festive holiday cheer.

The 2014 MARPAC Holiday Program is taking shape. This year's nautically-themed program, "Sailing Through the Holidays" will run from Dec. 7-20 and feature a host of holiday activities for all members of the Defence Team and their families.

The program will begin in earnest on Dec. 7 with the Township

of Esquimalt's Parade of Lights.

The parade will muster at the Canteen Road parking lot, and make its way to the Archie Browning Sports Centre for the community celebration.

On opening night, CANEX will be transformed into a holiday wonderland with decorations, hot chocolate and snacks, and perhaps even a visit from Santa himself. Families are welcome to watch as the lights are turned on at 5:15 p.m.

Naden's Holiday Route will remain lit from 5 p.m. to 9 p.m. nightly until Dec. 20. Visitors can drive the route by entering through either the Sturdee Street entrance or the Naden Main

Gate (at Admirals and Woodway Roads). For your shopping convenience, CANEX will be open until 9 p.m. on Dec. 7, 13, 14 and 20. There will be in-store specials and items from their Military Elite Collection, which make great Christmas gifts.

On the last night, Dec. 20, drop by CANEX between 5 and 9 p.m. to have your photo taken with Santa by MARPAC Imaging staff.

In addition to the Holiday Route, all units are encouraged to take part in the Formation Tree Decorating Contest, which will take place from Dec. 1-16.

A great opportunity for morale building and fun, the pre-lit trees

will be available for your decorating ideas at the Wardroom, Chiefs' and Petty Officers' Mess, and the Pacific Fleet Club. Prizes will be awarded in three categories: Most Festive Design, Best Griswald Design (for the most outlandish tree), and Best Charlie Brown (for most valiant effort).

Teams can register by calling Christine Farrington at 250-363-2648. Decorating can take place Dec. 1-15 with judging by a select panel of holiday experts on Tuesday, Dec. 16.

If you are still looking for more to whet your holiday appetite, Personnel Support Programs, with the support of their North

Pole office, will be hosting a Swim/Skate with Santa from 2 to 4 p.m. on Sunday, Dec. 14.

Strap on the blades or the fins, or both, and celebrate the holidays with a little fun and fitness at the Naden Athletic Centre and Wurtele Arena. Make sure to stop by CANEX afterwards where children can redeem their holiday coupon for a special treat.

So whether you are into the quiet reflection of the holiday lights, crafty and creative in holiday flair, or simply want to enjoy some quality family time on the ice, the 2014 Holiday Program has something to help you sail through the holidays in style.

Sailing through the HOLIDAYS

December 7-20 2014

Naden Holiday route

Open 5pm to 9pm nightly

Sunday, Dec. 7 to Saturday, Dec. 20

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CANEX will be open late December 7, 13, 14, & 20.

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Most Festive Tree

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Formal judging on December 16

Christmas Tree Decorating CONTEST

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HMCS Vancouver returns to readiness

Lt(N) Eric Ward
HMCS Vancouver

On Nov. 10, for the first time in two years, *HMCS Vancouver* slipped all lines and proceeded to sea.

With help and guidance from Sea Training Pacific, sailors progressed through a five day intense programme of training serials designed

to test *Vancouver's* response to a wide variety of emergency situations including damage control, man overboard, and the planning and response to a search and rescue mission. As a result, *Vancouver* has returned to operational status and Restricted Readiness.

The successful completion of Restricted Readiness Inspections represents the culmination of

months of hard work and preparation at all levels of the ship's company, but it is only the first step on the long road to full operational status.

Over the coming weeks and months, the officers and crew of *HMCS Vancouver* will continue to take every opportunity to refresh old skills, master new ones, and come together as a team.

Seminar educates on what life is like in the workplace with a disability

Shawn O'Hara
Staff Writer

CFB Esquimalt is marking this year's International Day of Persons with Disabilities with a seminar designed to dispel myths about disabilities and inform people about the realities of working with disabilities.

The two hour seminar, to be held Dec. 3 at the Chief's and Petty Officer's Mess, will feature speakers from across Maritime Forces Pacific (MARFAC).

Capt(N) Doug Young, MARFAC Chief of Staff, will provide opening remarks followed by the personal stories of Melody Clark from Base Administration, and Wendy MacNeil from the

When it comes to people with disabilities the most important thing for many is that they can get back to work, and get back to a normal life, and to do that everyone needs to be open about lending a hand.

-Wendy MacNeil,
Defence Advisory Group (DAG)
for People with Disabilities.

local branch of the National Investigative Services.

Katherine Grafton from the Victoria Disability Resource Centre and Farid Zamany from Civilian Human Resources Centre

(Pacific) Labour Relations will round out the morning's program.

"There is a lot of confusion and assumptions that surround the idea of accommodating people in the workplace that suffer from disabilities," says Wendy MacNeil, Unit Coordinator for the CFB Esquimalt NIS branch, and a member of the Defence Advisory Group (DAG) for People with Disabilities. "People can see it as co-workers not pulling their weight, or slowing things down, but that isn't the case at all. These are regular people who want to be a part of the workforce, just like everyone else."

"Accommodation doesn't have to be a dirty word,"

she says. "When it comes to people with disabilities the most important thing for many is that they can get back to work, and get back to a normal life, and to do that everyone needs to be open about lending a hand. We want people to understand what life is like with disabilities."

MacNeil knows a thing or two about living with disabilities. Almost six years ago she fell down a flight of concrete stairs and suffered severe injuries, both physical and emotional. Upon recovery, she found her personal and professional life changed forever.

"When I returned to work I had to move from a full-time to a part-time position," she says. "Even at home I found my role changed. It took my life from one place to another. Most people won't understand what that's like, which is why it's so important to raise awareness with events like this."

The International Day of Persons with Disabilities is a United Nations sanctioned day created to raise awareness for the difficulties and issues experienced by those in society who live with disabilities, be they mental or physical.

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Linda Scott with her daughter Ani.

Active living - any time - anywhere

Shawn O'Hara
Staff Writer

Forget expensive gym memberships and busy weight rooms. When it comes to healthy living, sometimes all you need is a little determination and your family by your side.

That's how Linda Scott of the Military Family Resource Centre (MFRC) got moving during the Base Administration's Active Living Pilot Project from February to April of 2014.

"When everyone in your family is working different schedules, and you've got work and home life, it can be hard to find time to exercise," says Scott. "My husband bikes to and from work every day, but I just wasn't getting the work out I needed."

When the Active Living Pilot Project launched, Scott got the seed of inspiration she needed.

Created as a way of encouraging a healthy lifestyle at home and in the workplace, the project recommends just 30 minutes of activity a day for adults and 60 minutes for children. According to Health Canada, this is enough exercise to reduce the risk of health problems such as heart disease, and increase overall physical fitness.

Scott set a goal of 60 minutes of activity every day for 30 days, and began walk-

ing with her daughter at noon through Belmont Park and Royal Roads.

"It was great, because my daughter was home from college and was working nights while I worked days, so this was a time when we got to see each other," she says. "The exercise was great and it really improved how I felt day-to-day, but more importantly it made for quality family time."

Though the project is long over, Scott and her daughter have kept up the tradition, walking together several days a week.

"My daughter is home now and working nights as a cook, so it's a great way to keep up with each other's lives and to keep healthy," she says.

If you missed out on the Active Living Pilot Project, don't worry. The new year marks the beginning of the "Jump into January" Unit Challenge. The project is along the same lines as the pilot project, encouraging 30-60 minutes of activity a day for Defence Team members and their families.

Details about Jump into January will soon be released by the MARPAC Health and Wellness Active Living Working Group through the Unit Health Promotion representatives. In the meantime, contact Fitness and Sports Director Penny Blanchard at 3250-363-4067 for more information.



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Dec. 1 PFC General Mess Meeting at 10:30 am



Kid's Christmas Party

Pacific Fleet Club, Bonaventure Room
Sunday, December 7 • 1300 - 1600

Please drop off a wrapped gift with your child's full name and age written clearly on it, to the main office at the Pacific Fleet Club on or before Wednesday, Dec 3.

Event limited to Pacific Fleet Club members and their 0-12 year old children.

Registration required on or before Dec. 3.
E-mail or phone to register:
derek.fedoryshyn@forces.gc.ca or 363-7890.

Dec. 4
25 cent wings, poker with prizes @ 7pm & Karaoke @ 8pm

Dec. 6
UFC 181: Hendricks vs. Lawler II Prelims start at 6pm.
Come enjoy great seating and pizza!

Dec. 11
25 cent wings, \$3 Lucky and Karaoke @ 8pm



Please note the Pacific Fleet Club will be closed for the holidays 19 Dec 14 - 5 Jan 15

Host your next event at the PFC
Contact the event coordinator, Brandon at 250-363-3918 for rates.



Above: Gnr Dante Morandin, Bombardier Stu Ferguson, and Gnr Wesley Riddell pose at their display outside the Save-On-Foods Memorial Centre.

Below: Members of the local Royal Canadian Sea Cadet Corps sold foam pucks for the Chuck-a-Puck competition that took place during the second intermission.



SLt Aaron Hawkins
Base PA Office

With more than 6,000 fans watching, the Victoria Royals hockey team saluted 100 years of submarine service in Canada during their fourth annual Canadian Armed Forces Appreciation Night on Saturday Nov. 22 at Save-On-Foods Memorial Centre.

Possibly inspired by their specially designed jerseys that bore the submarine crest, the Royals cruised to a 5-0 shutout victory over the Regina Pats, backstopped by call-up goaltender Jayden Sittler's 33 save performance.

The pre-game celebrations were highlighted by a dynamic opening that featured a Tri-Service Colour Party, Naden Band vocalist PO2 Katrina Bligh performing O Canada, and members of the Maritime Tactical Operations Group rappelling down to

ice-level to deliver the ceremonial puck from 80 feet up in the rafters.

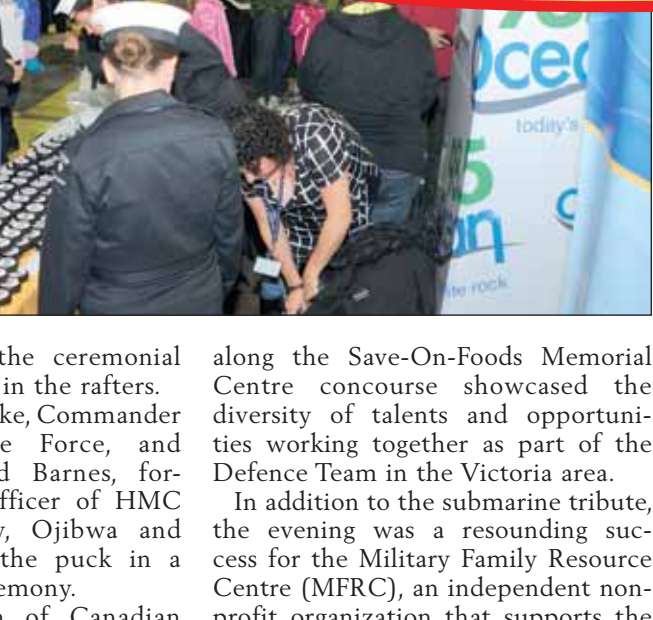
Capt (N) James Clarke, Commander Canadian Submarine Force, and Cdr (Retired) Lloyd Barnes, former Commanding Officer of HMC Submarines Rainbow, Ojibwa and Onondaga, dropped the puck in a stirring centre-ice ceremony.

This latest version of Canadian Armed Forces Appreciation Night was a fitting tribute to the Canadian Submarine Force, their families, and their efforts over the last century. The passion, dedication and resilience of past and present submariners were well represented in both the superbly-designed commemorative game jerseys, and in the enthusiasm shown by the throngs of fans in attendance.

While the Royals dominated the Pats for 60 minutes on the ice, the multitude of interior and exterior displays



VICTORIA ROYALS SALUTE 100 YEARS OF SUBMARINE SERVICE



The Advance Naval Boarding Party rappelled to the ice.

along the Save-On-Foods Memorial Centre concourse showcased the diversity of talents and opportunities working together as part of the Defence Team in the Victoria area.

In addition to the submarine tribute, the evening was a resounding success for the Military Family Resource Centre (MFRC), an independent non-profit organization that supports the military community. The centre raised \$3,695.50 to benefit local programs for military members and their families over the course of the evening.

"We are very grateful to the Victoria Royals for their generosity to our organization and the military community," said Jackie Carlé, community engagement manager with the MFRC. "The night was a great event for families and a fantastic celebration of all aspects of the Canadian Armed Forces."



Above: Royal Canadian Navy mascot Sonar and Marty the Victoria Royals mascot welcomed the more than 6,000 people to the event. Marty wore a limited edition jersey that honoured the Royal Canadian Navy's 100th anniversary of submarine service.



Photos by: Cpl Michael Bastien, MARPAC Imaging Services

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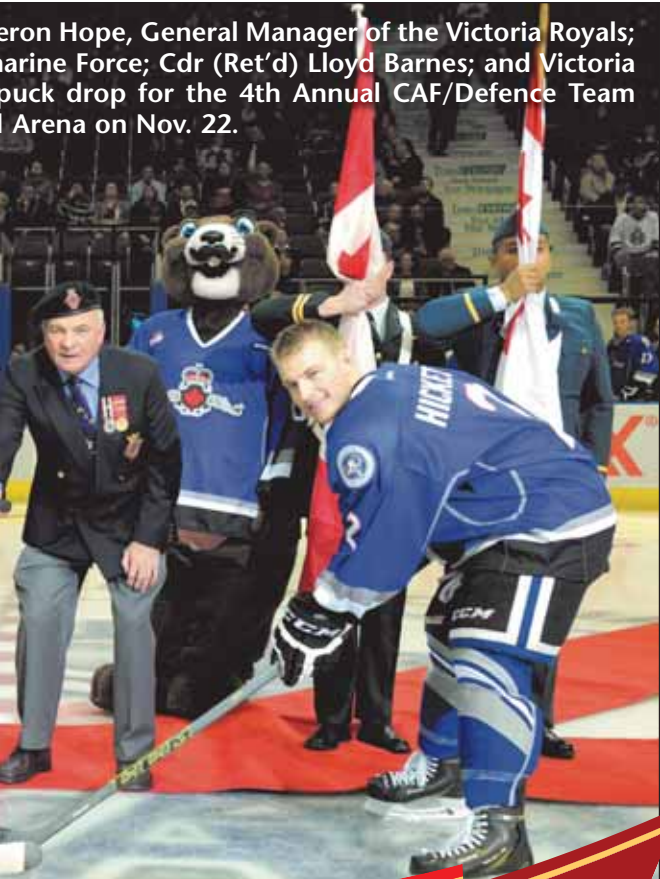
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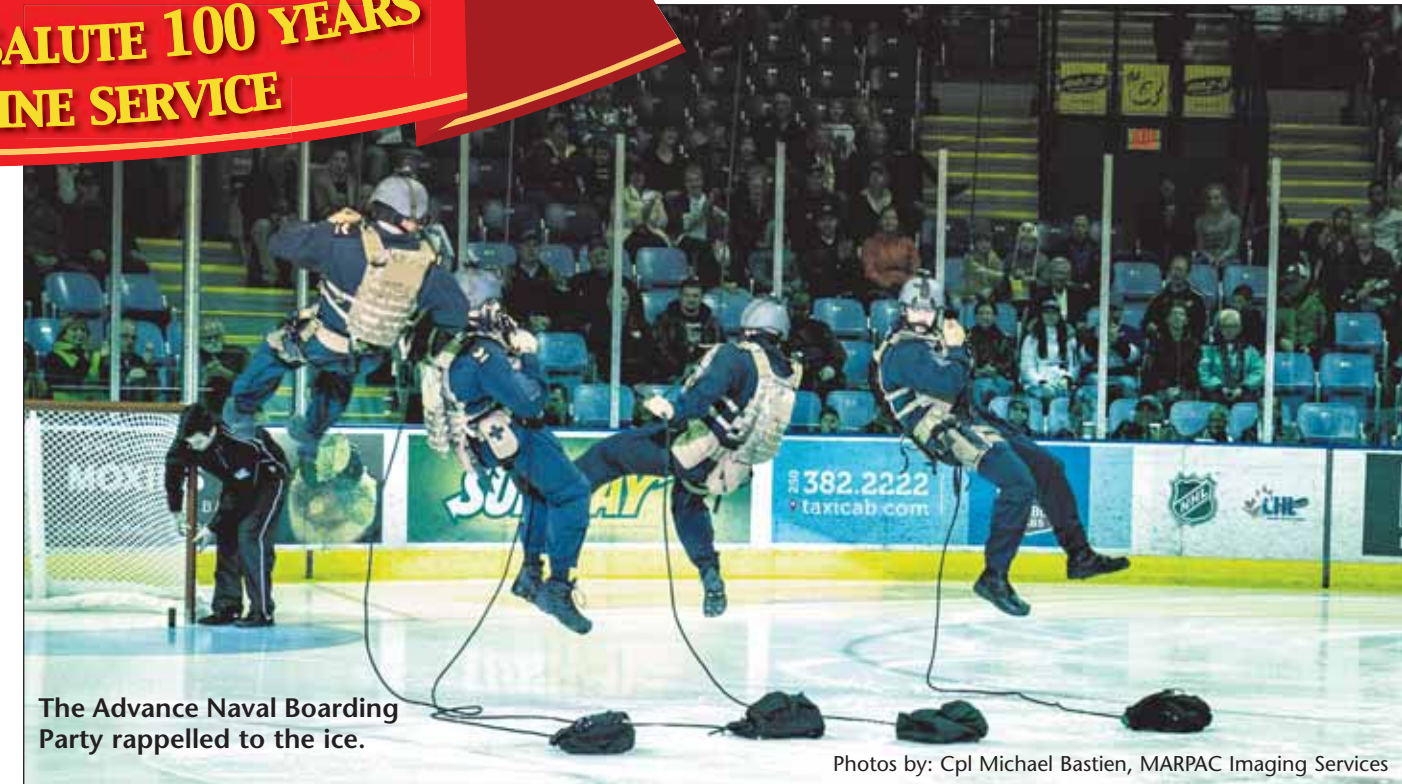


ron Hope, General Manager of the Victoria Royals; Marine Force; Cdr (Ret'd) Lloyd Barnes; and Victoria puck drop for the 4th Annual CAF/Defence Team Arena on Nov. 22.



Above: Royal Canadian Navy mascot Sonar and Marty the Victoria Royals mascot welcomed the more than 6,000 people to the event. Marty wore a limited edition jersey that honoured the Royal Canadian Navy's 100th anniversary of submarine service.

**ALUTE 100 YEARS
INE SERVICE**



The Advance Naval Boarding Party rappelled to the ice.

Photos by: Cpl Michael Bastien, MARPAC Imaging Services

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<p>2014 FORD FOCUS SE SEDAN</p> <p>BLACK FRIDAY EVENT</p> <h2>\$134</h2> <p>Biweekly*</p> <p>or \$22,289</p> <p>*Plus get 0% up to 72 months*</p> <p>Includes Winter Safety Package - Retail Value \$1,424</p>	<p>2014 FORD FOCUS ST HATCHBACK</p> <p>BLACK FRIDAY EVENT</p> <h2>\$213</h2> <p>Biweekly*</p> <p>or \$35,414</p> <p>*Plus get 0% up to 72 months*</p> <p>Includes Winter Safety Package - Retail Value \$1,424</p>	<p>2014 FORD ESCAPE SE FWD</p> <p>BLACK FRIDAY EVENT</p> <h2>\$186</h2> <p>Biweekly*</p> <p>or \$30,914</p> <p>*Plus get 0% up to 60 months*</p> <p>Includes Winter Safety Package - Retail Value \$1,923</p>	<p>2015 FORD EXPLORER LIMITED AWD</p> <p>MSRP \$49,699</p> <p>BLACK FRIDAY EVENT</p> <h2>\$330</h2> <p>Biweekly*</p> <p>or \$54,949</p> <p>*Plus get 2.99% up to 60 months*</p> <p>Includes Winter Safety Package - Retail Value \$2,040</p>

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<p>2015 FORD FIESTA SE HATCHBACK</p> <p>BLACK FRIDAY EVENT</p> <h2>\$114</h2> <p>Biweekly*</p> <p>or \$18,928</p> <p>*Plus get 1.49% financing up to 72 months*</p> <p>Includes Winter Safety Package - Retail Value \$1,428</p>	<p>MSRP \$48,404</p> <p>2014 FORD MUSTANG GT COUPE PREMIUM</p> <p>BLACK FRIDAY EVENT</p> <h2>\$228</h2> <p>Biweekly*</p> <p>or \$37,881</p> <p>Ask About \$1000 CONQUEST/LOYALTY REBATE</p>	<p>MSRP \$28,964</p> <p>2014 FORD FUSION SE</p> <p>BLACK FRIDAY EVENT</p> <h2>\$163</h2> <p>Biweekly*</p> <p>or \$27,091</p> <p>*Plus get 0% financing up to 72 months*</p> <p>Includes Winter Safety Package - Retail Value \$1,607</p>	<p>MSRP \$46,989</p> <p>2014 FORD F150 SUPERCAB XLT XTR 4X4</p> <p>BLACK FRIDAY EVENT</p> <h2>\$282</h2> <p>Biweekly*</p> <p>or \$37,989</p> <p>*Plus get 2.49% up to 60 months*</p> <p>Ask About \$1000 CONQUEST OFFER</p>

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<p>2014 FORD FIESTA SEDAN SE MSRP \$22,140</p> <p style="text-align: center; background-color: #e67e22; color: white; padding: 2px;">BLACK FRIDAY EVENT</p> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>\$114 B/W[*]</p> <p>OR \$18,890</p> </div> </div> <p style="font-size: small;">Plus Get \$3250 BLACK FRIDAY Event Discount</p> <p style="font-size: small;">Plus Get \$500 Customer Cash</p> <p style="font-size: x-small;">Includes Winter Safety Package retail value \$1428.</p>	<p>2014 FORD FOCUS SE SEDAN</p> <p style="text-align: center; background-color: #e67e22; color: white; padding: 2px;">BLACK FRIDAY EVENT</p> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>\$133 B/W[*]</p> <p>OR \$22,164</p> </div> </div> <p style="font-size: small;">Plus Get \$500 Customer Cash</p> <p style="font-size: x-small;">Plus get 0% financing up to 72 months</p> <p style="font-size: x-small;">Includes Winter Safety Package Retail value \$1424.</p>	<p>2014 FORD MUSTANG GT COUPE PREMIUM</p> <p style="text-align: center; background-color: #e67e22; color: white; padding: 2px;">BLACK FRIDAY EVENT</p> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>\$225 B/W[*]</p> <p>OR \$37,881</p> </div> </div> <p style="font-size: small;">Plus Get \$10,500 BLACK FRIDAY Event Discount</p> <p style="font-size: small;">Plus Get \$750 Customer Cash</p> <p style="font-size: x-small; text-align: right;">Ask About \$1000 Conquest/Loyalty Rebate</p>
<p>2014 FORD FOCUS TITANIUM SEDAN</p> <p style="text-align: center; background-color: #e67e22; color: white; padding: 2px;">BLACK FRIDAY EVENT</p> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>\$182 B/W[*]</p> <p>OR \$30,179</p> </div> </div> <p style="font-size: small;">Plus Get \$500 Customer Cash</p> <p style="font-size: x-small;">Plus get 0% financing up to 72 months</p> <p style="font-size: x-small;">Includes Winter Safety Package Retail value \$1424.</p>	<p>2014 FORD ESCAPE SE FWD</p> <p style="text-align: center; background-color: #e67e22; color: white; padding: 2px;">BLACK FRIDAY EVENT</p> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>\$175 B/W[*]</p> <p>OR \$29,099</p> </div> </div> <p style="font-size: small;">Plus Get \$750 Customer Cash</p> <p style="font-size: x-small;">Plus get 0% financing up to 60 months</p> <p style="font-size: x-small; text-align: right;">Ask About \$1000 Conquest/Loyalty Rebate</p> <p style="font-size: x-small;">Includes Winter Safety Package Retail value \$1923</p>	<p>2014 FORD F350 CREW CAB XLT 4X4 MSRP \$74,099</p> <p style="text-align: center; background-color: #e67e22; color: white; padding: 2px;">BLACK FRIDAY EVENT</p> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>\$427 B/W[*]</p> <p>OR \$63,599</p> </div> </div> <p style="font-size: small;">Plus Get \$10,500 BLACK FRIDAY Event Discount</p> <p style="font-size: small;">Plus Get \$750 Customer Cash</p> <p style="font-size: x-small; text-align: right;">Ask About \$1000 Conquest/Loyalty Rebate</p> <p style="font-size: x-small;">Includes Lift/levelling kit/wheels & tires</p>
<p>2015 FORD EXPLORER LIMITED 4WD</p> <p style="text-align: center; background-color: #e67e22; color: white; padding: 2px;">BLACK FRIDAY EVENT</p> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>\$327 B/W[*]</p> <p>OR \$54,449</p> </div> </div> <p style="font-size: small;">Plus get 2.99% financing up to 60 months</p> <p style="font-size: x-small;">Includes Winter Safety Package Retail value \$2040</p>	<p>2014 FORD TRANSIT CONNECT XLT VAN MSRP \$33,389</p> <p style="text-align: center; background-color: #e67e22; color: white; padding: 2px;">BLACK FRIDAY EVENT</p> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>\$180 B/W[*]</p> <p>OR \$29,889</p> </div> </div> <p style="font-size: small;">Plus Get \$3500 BLACK FRIDAY Event Discount</p> <p style="font-size: small;">Plus Get \$750 Customer Cash</p> <p style="font-size: x-small;">Plus get 2.99% financing up to 60 months</p> <p style="font-size: x-small; text-align: right;">Ask About \$1000 Conquest/Loyalty Rebate</p>	<p>2014 FORD F150 SUPERCREW XTR 4X4 MSRP \$48,869</p> <p style="text-align: center; background-color: #e67e22; color: white; padding: 2px;">BLACK FRIDAY EVENT</p> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>\$240 B/W[*]</p> <p>OR \$39,869</p> </div> </div> <p style="font-size: small;">Plus Get \$9000 BLACK FRIDAY Event Discount</p> <p style="font-size: small;">Plus Get \$750 Customer Cash</p> <p style="font-size: x-small;">Plus get 2.49% financing up to 60 months</p> <p style="font-size: x-small; text-align: right;">Ask About \$1000 Truck Conquest Rebate</p>

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AWC Available on RVR SE AWC Limited Edition and GT model*

Insurance Institute for Highway Safety



RVR GT AWC model shown

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Lancer SE Limited Edition model shown

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PO2 Aiden Jordan receives his Operational Service Medal.

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PO1 Nels Jensen is presented with his Canadian Forces Decoration.



Ray Calton receives an award for 35 years of dedicated service to the Government of Canada.



Ildiko Fashoway receives an award for 35 years of dedicated service to the Government of Canada.



Lt(N) Antony Carter receives the Naval Technical Officers Spirit Award character that enables naval technical excellence.



Heidi Schulz receives her Certificate of Apprenticeship as a Shipwright/Joiner.



William Carter receives a Unit Bravo Zulu for relationship building with outside agencies.



Randy Fairbank receives an award for 15 years of dedicated service to the Government of Canada.



Jennifer Girardet receives a Unit Bravo Zulu Coin for her exemplary customer service in support of FMF.



Will MacKeigan receives a Unit Bravo Zulu Coin for his technical assistance following an engine room fire.



PO1 Steven Eadie receives a Unit Bravo Zulu Coin for his outstanding work in support of The Great BC Shake Out.



Heather Hunter receives a GCWCC appreciation letter for her assistance with the GCWCC kickoff barbeque.



Charles Bodi receives a GCWCC appreciation letter for his assistance with the GCWCC kickoff barbeque.

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Regiments combine training

Cpl Richard Broad
39 Signal Regiment

The lights of the Medium Support Vehicle System truck (MSVS) broke the morning fog as it transported serial one to its destination at the Nanaimo Military Range.

This began a weekend joint range Exercise Javelin Dogwood with The Canadian Scottish Regiment (Princess Mary's) and 39 Signal Regiment, supported by the kitchen staff from 39 Service Battalion.

The Commanding Officer of the Canadian Scottish Regiment, LCol Awalt and the Commanding Officer of 39 Signal Regiment, LCol Whittier, decided that since B Coy of the Canadian

Scottish Regiment and B Squadron 1 Troop of 39 Signal Regiment are in the same location, a combined exercise would give the two units an opportunity to work together and build stronger ties.

The primary goal of this exercise was to complete the annual Personal Weapons Test (PWT) level 2 for signals personnel, and PWT 3 for infantry.

Members of 39 Signal Regiment had spent several hours on Wednesday nights practising their personal weapons drill and performing routine maintenance on their weapons prior to the range exercise. They also spent time using the Small Arms Trainer with computer generated targets

and simulated weapon malfunctions, which proved to be beneficial as a training aid.

Troops of the Canadian Scottish Regiment headed up the event by providing staff for the range, organizing its setup, and conducting the relays for 39 Signal Regiment. Throughout the day, under the coaching of the Canadian Scottish Regiment members, hands-on demonstrations were set up around the range to show troops the tools of their trade, and how to use them safely.

Demonstrations and instructions were conducted on the C-9 Light Machine Gun, Carl Gustaf 87mm rocket launcher, 9mm pistols, and hand grenades. In

addition, when night fell, members of the Canadian Scottish Regiment demonstrated two C-9 teams providing suppressing fire on a target.

This weekend's exercise was well received, especially the fresh meals provided by 39 Service Battalion.

The opportunity to be coached on marksmanship by the infantry was a rare treat for the signals troops as well.

Everyone passed the qualification, and, remarkably, approximately 60 per cent of 39 Signals Squadron qualified as marksmen.

Several soldiers achieved a perfect score on the PWT 2, highlighting the training value added through the coordinated effort.



Above: Soldiers from 39 Signal Regiment practice 84mm drills during Exercise Javelin Dogwood.



Right: Soldiers from 39 Signal Regiment practice C9 drills during Exercise Javelin Dogwood held at the Nanaimo Military Range.

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