



Message from DFIT

As we close the chapter on 2013 and look forward to 2014 and the next FY, I wanted to pass on my appreciation to bases and wings for the continued support throughout the year. This includes most recently the Physical Activity Culture Audit and the Sports Day in Canada Activities. These activities involved DFIT planning and coordination but would not have been possible or successful without the outstanding support provided by local PSP staff and Base/Wing leadership.

Culture Audit: The DFIT Culture Audit was provided to Bases and Wings in July 2013. As of November 2013 we had received well over 4000 surveys. These surveys will provide the broader CAF, as well as individual bases with invaluable information regarding shared values, cultural norms, peer and leadership support and social climate as they relate to physical fitness. We are confident that the data entry for these surveys will be completed by 31 March 2014 and that individual base/wing results will be provided in the summer 2014.

Sports Day in Canada: Your efforts in organizing Sports Day in Canada activities exposed over 9000 CAF Members, their families and members of the defence team to CAF sports. The scope and breadth of the activities were truly impressive ranging from Tri a Tri, free skating, to Hockey, Soccer and Volley-Ball Tournaments. Overwhelmingly, Bases and Wings felt that we met our aim of promoting the raison d'être of CAF sports, and **had fun doing it**. I know that many of you look forward to increased planning time in 2014, and having an even greater impact. Dates for 2014 Sports Day in Canada have been confirmed for November 28-29, 2014. Our intent is to take a similar approach as 2013 with a focus on both military sports (Nov 28th) and community recreation sports (Nov 29th).

If you have any question or would like to submit an article please contact Jacqueline.Laframboise@Forces.gc.ca

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Message from DFIT *Continued*

As we look forward to 2014/2015, I encourage you to review our DFIT Strategic Plan and consider aligning your 14/15 Base/Wing PSP Fitness, Sports and HP activities with our DFIT plan. There is significant overlap between our DFIT and your PSP responsibilities (program development and delivery, stakeholder engagement and staff development) and while many key national and local programming initiatives are aligned there are areas where we can improve to maximize the impact we have on the fitness and health of CAF personnel. If you wish to discuss how your Base or Wing could incorporate elements of our DFIT business plan, please don't hesitate to touch base. Daryl.Allard@forces.gc.ca or at 613-995-8916. Thanks again for your continued support.

PSP Training Centre News

In Dec 2013, Sr VP PSP, Mr. Peter Atkinson released a new PSP Training Strategy. With this announcement came the transfer of the PSP Training Centre from the Directorate of Fitness to the National Manager Training, Strategies and Policies (NMTSP) who reports directly to Mr. Atkinson. While the change does remove the Training Centre from the DFIT chain of command, the move is seen as largely positive for the broader PSP organization who now have a capable group of Training SMEs to support the NMTSP with the implementation of the new PSP Training Strategy. With Howie, Duane, Daniel, Jason, Aaron and Evelyn providing guidance we are hopeful that we'll see similar models/ approaches used within DFIT for the broader PSP Division (Distance Learning, Program evaluation/validation, Tiered learning, etc). While there are still many unknowns, what is of upmost certainty is that the transfer will not impact ongoing DFIT training requirements (FSI, FC, PES, BFTA, AFTA, FORCE Instructor, UFSO, Etc) which will continue to be fully supported by a capable PSP Training Centre.

FORCE Evaluation - is there an App for that?

Phil Newton, Research Assistant, DFIT, PSP HQ, Ottawa

Developing a more efficient means to share and analyse CAF fitness results with all stakeholders has been goal of PSP for many years. However, this capacity has been restricted by both cost and security concerns. One day all CAF performance related data will be collected electronically, removing the need for manual entry into HRMS, or sending the DND 279 forms to PSP HQ for scanning. In addition to saving time, electronic systems can generate more comprehensive reports for senior leadership as they capture a greater level of detail during the test. This detail increases the capacity to evaluate both performance scores and test administration.

Project FORCE helped to generate support for this technology when a tablet based data collection device was customised specifically for the research trials. The system was designed simply to collect vast amounts of data efficiently. This method was also found to be vital in assisting with many additional logistical aspects of the research. A similar system has been developed specifically for PSP field staff to conduct the FORCE evaluation and is subject to approval from DND. PSP HQ and both NPF and DND IT/IM groups are working together to ensure data security is maintained with the proposed nationwide solution and required transfer of data with HRMS. More information will follow shortly regarding the technology and its proposed timeline for implementation.

PSP makes a Presence at CMVHR

Tara Reilly, Research Manager, DFit, PSP HQ , Ottawa

Several members of the DFit team travelled to Edmonton November 2013 to attend the 4th annual Canadian Military and Veterans Health Research Forum (CMVHR). It was also great to connect with the CFB Edmonton RAF (Sebastien Perigny-Lajoie) and PES (Katie Riddle). This unique forum brings together CAF researchers and clinicians with representatives from over 30 universities to share knowledge and best practices on everything from fitness training to PTSD. Keynote guest speakers included Lt General Walter Semianiw, Major-General David Millar, and Brigadier General Jean Robert Bernier, as well as many academics from universities across the country.

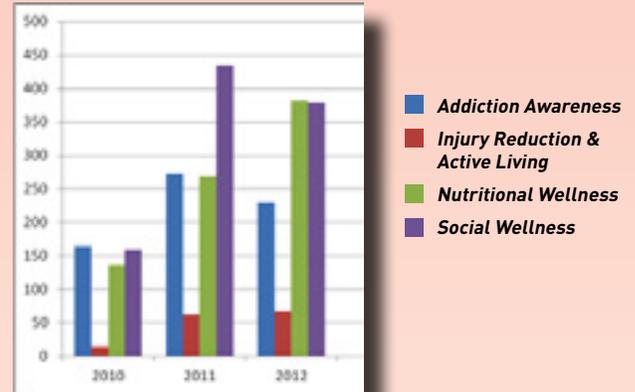
The DFit HP R&D team presented the following:

1. Quantifying performance standards of the common and essential tasks required of the Canadian Armed Forces. Phase II Project FORCE (Presenting Author: Tara Reilly, PhD).
2. The FORCE Evaluation: A new direction for physical fitness in the CAF. (Presenting Author: Michael Spivock PhD)
3. The physical demands of conducting operations in the urban environment (Presenting Author: Tara Reilly, PhD.)
4. Administration of the FORCE Evaluation with Full Fighting Order and Battle Load (Presenting Author: Rachel Blacklock MA)
5. An Obstacle/Confidence course design which reflects the current operational and training demands of the Canadian Army (Presenting Author: Patrick Gagnon MSc)
6. Effects of 12 weeks of DFit.ca fitness training on the performance of CAF personnel on the FORCE evaluation and the Common Military Tasks Fitness Evaluation (Presenting Author: Jacqueline Laframboise MSc)

The conference was a great opportunity to network and learn about other health disciplines within the CAF. Many questions arose from those working in the field with regard to the FORCE program and the DFit team was able to provide important background information regarding the development of the test and standard. This was also a great opportunity to link the Research to DFit.ca which was featured in a booth the duration of the conference. In addition, several opportunities for collaboration between DFit and other researchers were identified and are currently being followed up. More information on the conference and the organisation behind it can be found at www.cimvhr.ca/forum.

Health Promotion 2012 Activities Report

2012 was a successful year for Health Promotion programming marked by an increase in activities compared with previous years. Overall, 23 604 CAF personnel registered in Health Promotion activities over the course of the year.



The 2012 DFit Health Promotion Report highlights HP activities and provides recommendations for future program delivery. Some of the recommendations provided include:

1. The 2012 STF annual delivery requirements continue to be piloted in 2013-2014 in order for both DFHP and DFit to assess their attainability and relevance.
2. More STF courses should obtain a MITE code in order to improve leadership support and facilitate delivery by local PSP HP staff.
3. HP staff be encouraged to offer STF courses in modular format and/or provide approved condensed versions.
4. DFit staff coordinate further SharePoint training for both DFit and DFHP STF staff.

To view the complete 2012 Annual Report, please visit:

http://collaboration-cmp-cpm.forces.mil.ca/sites/healthpromotion/orientation/Shared%20Documents/Delivery%20Reports/Annual%20Report%202012/2012%20Annual%20Report%20PSP%20HP%20Del%2023%20Sept%2013_Final2.pdf

Thank you HP Directors, Managers, and Administrative Assistants for your hard work and commitment. Your dedication is inspiring. Keep up the great work!

2013 CAF Sports Awards

Denis Gaboury, Canadian Forces Sports Manager, DFit, PSP HQ, Ottawa

The 25th Annual CAF Sports Awards Ceremony was held on 25 October 2013 in Ottawa, Ontario. The ceremony recognized the greatest athletic achievements of the 2013 sports year and celebrated the lifetime achievements of several deserving members with inductions to the Canadian Armed Forces Sports Honour Roll and Hall of Fame.

The CAF Sports Hall of Fame was established to recognize serving and former members of the CAF who brought fame to themselves and honour to Canada and the CAF through their participation in sports.

The CAF Sports Honour Roll was initiated in 1987 to recognize the outstanding performance or the long-term contributions of a member to the CAF sports program.

The Sports Program is mandated to promote fitness and good health within military communities, thus contributing to the operational readiness and effectiveness of the CAF.



Jeff, Jessica, Daryl and Denis

To learn more about the Sports Awards, visit www.cafsportsawardsceremony.ca

To watch this year video <https://www.cfmws.com/en/AboutUs/PSP/CFSports/Awards/Pages/Sports-Awards-2013-Video.aspx>

This year CAF Sports Hall of Fame Inductees:

Lt(N) (Ret'd) Charles Duffon
Multi-sports, Athletic Trainer

WO Wade Sutton
Hockey, Athlete

LCol (Ret'd) Elizabeth Vézina
Swimming and Lifesaving, Builder

This year CAF Sports Honour Roll Inductees:

Capt Mike Kristy
Multi-Sports, Athletic Trainer

LCdr Jason Lawton
Triathlon, Builder

WO Paul Murphy
Hockey, Coach and Builder

Sgt (Ret'd) Dave Regan,
Hockey, Official

This year Sports Achievement Award Winners are:

Female Athlete:
Capt Heather Smith, Multi-sports,
Greenwood

Male Athlete:
A/SLt Jae Song, Taekwondo, RMCC

Female Coach:
Sgt Wanda Burton, Swimming, Shearwater

Male Coach:
MWO Bernard Lafontaine, Hockey,
Valcartier

Official:
MS Dave Pawson, Hockey, Halifax

Team of the Year - Individual Sports:
Quebec Region Squash Team

Team of the Year - Collective Sports:
14 Wing Greenwood Women's Hockey Team

Health and Physical Fitness Award:
CFB Halifax

Fitness Coordinator Training Project

Jason Branscomb, Directing Staff, PSP Training Center Borden

November 2013, the Fitness Coordinator Training development project reached a milestone for the content development. Subject Matter Experts (SME) developed content on topics that coincided with their successes in the field. The content was then reviewed by one of three selected Fitness and Sports Directors to ensure the content's applicability from the point of view of a manager.

Early 2014, the Directing Staff will be converting the content provided by the SME into courseware

for the pilot course in March. Twelve senior Fitness Coordinators will be selected to attend the pilot in order to evaluate the applicability of the course material provided during the first phases of the project. The pilot will be held at the PSP Training Centre in CFB Borden and will be integrated into the new Fitness and Sports Instructor training course. April 2014, following the analysis of the review of the pilot, the courseware will be converted into the permanent blended learning format.

Great Work in the Field

Celebrating Sports day in Canada across the CAF

On the 29th & 30th of November PSP Canada wide engaged CAF members and their families to participate in Sports Day in Canada activities. An initiative of ParticipACTION, True Sport and CBC Sports that celebrates sports at all levels moving millions of Canadians. November 29th was dedicated to Military Sports activities and the 30th to Community Recreation, clubs and Military Families. Either for the value of leadership, esprit de corps, physical fitness and warrior spirit, improving physical or mental health, building relationship or community integration, our CAF community clearly enjoyed themselves.

CFSU(E)



CAF and civilian personnel united for a volley-ball tournament organized by PSP. The court saw a lot of action and everyone had a great time.



Brussels family skate day



Naples, the Mount Vesuvius run

Esquimalt

Sports day activities accompanied the CFB Esquimalt Sports and Athletics Awards and Formation Run held earlier in the Week.

Celebrate SPORTS DAY
In Canada at CFB Esquimalt
Hone your leadership, esprit de corps, physical fitness and warrior spirit!

MILITARY SPORTS DAY ACTIVITIES
FORMATION RUN FRIDAY, NOV. 29
0830 starting at A Jetty.

SPORTS AND ATHLETICS AWARDS LUNCHEON
FRIDAY NOV. 29
By invitation only

FAMILY SPORTS DAY ACTIVITIES
SATURDAY NOV. 30
NADEN ATHLETIC CENTRE
• Free Open Gym Play 10:30 - noon
• Free Swim noon - 2:00
• Free Skate 2:30 - 3:45 (Wurtele Arena)
Plus **FREE BARBECUE**, and **DOOR PRIZES**.
Kids, don't forget about our colouring contest!
Entrys can be picked up at the Naden Athletic Centre,
Colwood Pacific Activity Centre or online at
www.cg.cfpsa.ca/cg-pc/esquimalt/EN/Pages/default.aspx

SPORTS DAY IN CANADA
TRUE SPORT PARTICIPATION PSP

4 Wing “Sports Day in Canada” double-header knocks it “out of the park”!!

by Josey Yearley, 4 Wing Fitness and Sports Director, Cold Lake

Given “the nod and the wink” from the MND and the CDS, 4 Wing flew into action to reinforce the CAF culture of health and physical fitness through enthusiastic participation in local “Sports Day in Canada” celebrations. In excess of 500 athletes and innumerable spectators (all clad in their favourite team jerseys) were out to the “tri-tournament” held on Friday 29 Nov. The focus of this Military Sport and Jersey Day was maximum participation; 9 hockey teams (135+ players, on and off ice officials and volunteers), 23 Volleyball teams (200+ players) and 28 curling teams (~ 200 players...and yes we modified the rules somewhat...OK excessively). The spirit of sport and the result was outstanding and on target!

But let’s not forget about the family! Despite “break-neck” operational tempo, 4 Wing has great family focus and never “leaves the family behind”. Thus, on Saturday the 30th of November Cold Lake was treated

to a smorgasbord of fun, free family focused activities. The kids were “climbing the walls” (literally) as rockclimbing, swimming, skating and soccer were all “put on the menu” and the fitness feast continued.

Like any good party however, the “effects” can be lasting, thus 4 Wing is happily suffering from their fitness hang-over, looking for a “hair of the dog that bite them”, busily planning a summer version of Sports Day in Canada (Slo-pitch, beach volleyball, and outdoor soccer anyone!?!)

For all of you who love parties, and are looking to reproduce this success at your local, I can share the secret to our results...use PSP as your party planner and invite the entire military team!



Wing Commander (Col Laroche, on the right) and our WCWO (CWO Viel, on the left) receiving their “Sports Day in Canada t-shirts at the opening ceremony for hockey.



Fostering the warrior spirit in Borden

PSP Staff put together a fantastic day of sports tournaments including volleyball, ball-hockey, squash and a triathlon event. The teams battled it out, with laughter ringing and good-natured jeers thrown amongst competitors.

Base families came out to participate in free activities including bowling at Circled Pine Lanes, skating at the Andy Anderson Arena and swimming at the Buell Aquatic Centre.

With the Sports Day in Canada event, a number of prizes were drawn including tickets for the Toronto performance of the Nutcracker Ballet, provided by *Canadian Forces and Families*.



22 Wing North Bay

Pierre Simard, Sports Coordinator/Aquatic Supervisor

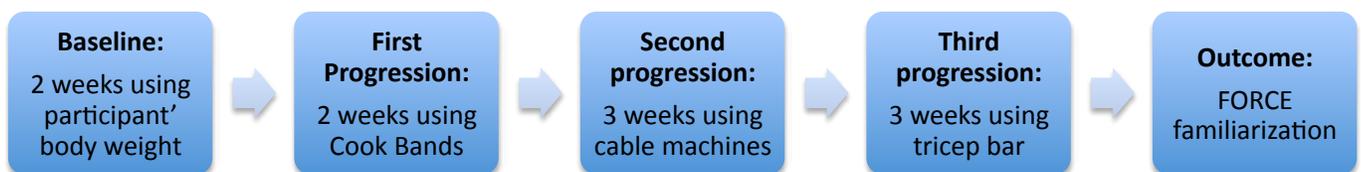
It was a great sports day at 22 Wing North Bay Friday 29 November 2013. A celebration of sports at all levels included approximately 70 hockey players playing in the Inter Rank Hockey Cup and 140 volleyball players. The 17th Annual Inter Rank Hockey Challenge was held at Pete Palangio Arena. Hockey enthusiasts and supporters filled the stands to watch the four teams, Junior Rank (Ops), Junior Rank (Support), Officers, and WO's and Sgt's Team. The Fitness and Wellness center also hosted a volleyball tournament for members of 22 Wing, North Bay. The crowd in attendance was incredible as 14 teams prepared for some competitive excitement.



Using Task Analysis for Reconditioning

Sébastien Périgny-Lajoie, RAFS Alberta & Northern Canada, CFB Edmonton

A task analysis of CAF occupations is an invaluable tool for RAFSs, PESs, SCSs and FSIs. Using the task analysis from PSP R&D Human Performance can facilitate evidence-based interventions for the reconditioning of CAF injured/ill members. In the Alberta & Northern Canada region, a gap was identified for not having an evidence-based reconditioning program for our members preparing to return to work. As we know, the FORCE evaluation is the predictor for the physical fitness component of Universality of Service, and therefore becomes a return to work goal for ill/injured members. To address this gap in Alberta & Northern Canada, a task analysis of the FORCE test was performed and resulted in a selection of basic movements. From those basic movements, reconditioning exercises were selected using mostly DFit.ca. For the reconditioning program these basic movements remain similar throughout the program while 3 reevaluations, progress the reconditioning exercises. The 10-week intervention is divided by these 3 reevaluations resulting in 4 mesocycles of 2-3 weeks duration each, as suggested by Kraemer & Szivak (2012). During the 3rd progression, a familiarization with the FORCE evaluation is performed as a group.



The order of exercises follows the standard FORCE evaluation protocol, being 20-30 min in duration. This is concurrent with evidence-based recommendations of simulating real test requirements (Kraemer & Szivak, 2012). The program also includes 3 moderate rest periods during the workouts, as supported by Kraemer & Fleck (2007). The exercise prescription is 3 days a week including 1 supervised session. An activation of 10 min was designed with a mix of validated exercise for rehabilitation (McGill, 2007; Parkkari et al., 2011). This activation precedes each session and remains identical throughout the 10-week program duration. Self-directed cool-down within minimal stretching concludes each workout (Brukner & Khan, 2012; Zambraski & Yancosek, 2012). This program is a low dosage of physical activity, with the intent of increasing exercise adherence. With a favorable outcome of performing on the FORCE evaluation, a combination of best practices and evidence-based tasks can improve our reconditioning programs.

Greetings from Somewhere in the Middle of the Pacific Ocean

Todd Cirka PSP Fitness, Sports and Rec Coordinator HMCS Protecteur Exercise KOA KAI

While OUTCAN has provided me with many travel opportunities it pales in comparison to traveling on a Canadian Warship. Life on board HMCS Protecteur has been quite the eye (brow)-opening experience (the pun comes from the fact the name of the walkway between the ship and the jetty is the "brow"). I felt well prepared after completing the PSP Ship Deployment Training and Selection in Esquimalt in November but I quickly learned that life on ship, especially doing PT is a whole new world.



It gives new meaning to proprioceptive training since every workout is a challenge to not only maintaining proper form but to simply remain standing. A ship deployment is an outstanding opportunity for a PSP Fitness staff to really get to know what it's like to be a sailor at sea, to experience first hand the challenges they face, and to really feel a sense of accomplishment for having improved the morale and welfare of those confined to a ship. And the port visits aren't too hard to take either. Please note that until my

return in mid-March Nicole Thomas, Firefighter Fitness and Wellness Manager, will be the PoC for all OUTCAN queries.

Mahalo

4 CDSG Petawawa "Run or Die Trying" Zombie Run

Shantelle Murphy, Fitness and Sports Instructor, CFB Petawawa



On October 31 at approximately 0800 there was an apocalyptic outbreak that affected Garrison Petawawa. The outbreak was caused by an accident up the road in Chalk River. Initial reports stated that affected people were walking around dazed and pale. Witnesses also reported that these same individuals became aggressive towards non-affected people,

attacking and devouring them. Once attacked, these same non-affected people began to exhibit symptoms of the affected.

Approximately 600 Soldiers from Garrison Petawawa had to recce the area to confirm the number of affected individuals in the area. With other members of their unit they had to complete the 5km course that was overtaken by Zombies. The Zombies goal was to catch and affect the military members; this was accomplished by stealing all three of their flags that they wore on a belt. The soldiers' objective was to finish with the most 'alive' members as possible; this was accomplished by completing the run with one or more flags left. Ninjas (PSP Fitness & Sports Instructors) accompanied the units through the Zombie infested course, aiding in their safe return, as they were the only ones immune to the infection.

In the end, 2 Military Police Regiment finished in 1st place with a 100% survival rate.

CFFCA Brings Home Bronze

MCpl Bishop, Fire Instructor, CFFCA

After completing an 8 months long customized fitness training program with PSP Fitness Instructors Bradford Cooke and Jason Burke, the CFFCA Firefighting Team comprised of MCpl Sheldon Samson, MCpl Donnie Bishop, WO Steve Ivankovic, WO Marty Van Delen, MCpl Michael Lavers and coach Bradford Cooke (PSP instructor), boarded a plane bound for Belfast, Northern Ireland to compete in The World Police and Fire Games. The games are held every 2 years in a different location and are the third largest organized sporting event in the world.

The Stair Race was the first competition; a brutal competition in which firefighters sprint up 27 storeys while wearing full bunker gear and Self Contained Breathing Apparatus. All of our members successfully finished with a time of less than 5 minutes with MCpl Mike Lavers posting the fastest time of the group at 4:12. For the second event, the 4 stage Ultimate Fire Fighter Challenge, all team members placed in the top 10 and top 15 in their respective age group. Finally, as a team completing one leg each of the same 4 stages of the previous event for a best overall time, the CFFCA team showed excellent teamwork and were successful in bringing home the bronze medal.

Thanks again to Borden PSP Fitness Instructors Bradford Cooke and Jason Burke for their tremendous support; for developing a customized training plan and spending many hours of their personal time training the team.



Left to right:

MCpl Sheldon Samson, MCpl Donnie Bishop, WO Steve Ivankovic, Bradford Cooke (PSP instructor), WO Marty Van Delen, MCpl Michael Lavers

Additional pictures of the events can be found at <http://www.2013wpfg.com/2013-sports/ultimate-firefighter>



Cookbook inspires Wainwright

Vanessa May designed a cookbook to promote the Food Swap Sub-Challenge which was part of the base's yearly Inter Unit Health and Physical Fitness Challenge. In October, military members gained extra points by trying new foods such as quinoa, legumes, squash, edamame beans or fennel. The cookbook Vanessa designed had recipes for each of the foods, so members would be inspired to swap out an everyday ordinary food for a new healthier option.

Vanessa May Health Promotion Administrative Assistant in Wainwright presenting Bdr Josh Scanie-Jenkins with a "Food Swap" Cookbook

HQ & Field Staff updates



Kelly Sherwood worked for 12 years in a children's hospital as a mental health dietitian prior to joining the **Halifax** Health Promotion team this fall. She has a Masters degree in Nutrition and Science undergraduate

degree. With her family in tow, she enjoys cooking and baking and exploring Nova Scotia and beyond. She loves dragon boating and being close to the ocean and hates brussel sprouts (all other vegetables are fair game).

Denis Couturier After one year in Esquimalt as a Fitness and Sports Instructor and 12 years within the PSP CANSOFCOM Team as both a Strength and Conditioning Specialist, and a Fitness and Sports Director Denis Couturier has assumed the role of DFIT Senior Fitness and Sports Manager. Denis' technical skills as well as his approach and demeanour will undoubtedly make for a smooth transition to **DFit HQ**. Welcome to the HQ team Denis!

After close to 6 years as the DFIT Fitness Programs Coordinator and a one year secondment as the Navy Physical Fitness Manager, **Christine Charron** will be making the transition from Fitness to Sports as the new **DFit HQ** CAF Sports Coordinator. Christine has been a tremendous asset for CAF fitness delivery over the years and will undoubtedly have a similar positive impact for our future sports program. Congrats Christine!



Congratulations to Amy Doelman,
Health Promotion Director in London, who completed her Master's in Public Health at the University of Waterloo last October.
Well done Amy!

Rachel Blacklock has moved over from R & D Human Performance as the new Health Promotion Delivery Manager with **DFit HQ**. We are delighted to retain her thoughtful demeanour and gain from her research background in Human Performance. She brings with her a Masters degree in Behavioural Medicine and 9 years with PSP.

Marcel Roy, previously the Program Development Manager with DFIT PSP HQ since 2010, has continued his journey west to lead the Fitness, Sports and Recreation team at **CFB Edmonton** as the Director.

After 6 years in the HQ Sports office, **Jeff Lauzier** has returned to the field as the Fitness Coordinator at **CFB Kingston**.

New in 2013 was **Vanessa May**, Administration Assistant with the **Wainwright** Health Promotion team. Thanks for all your hard work Vanessa!

After 3 years as the Senior Fitness Manager, **Ben Ouellette** has moved downtown to lead the **CFSU(0)** PSP team as their new PSP Manager.

Meet CFSU(0)

The PSP Ottawa Fitness, Sports and Health Promotion staff provides specialized services and quality programming to well over 8,500 CAF members serving at more than 67 distinct sites spread across 150km radius from the National Capital Region to Cornwall in both official languages.

In support of the military fitness and sports mandate, PSP Ottawa Fitness and Sports staff manages 23 military fitness training facilities, with well over 2 million dollars in fitness training equipment, countless volunteers, various indoor and outdoor sports facilities and a considerable number of rental agreements for the use of a wide range of commercial sports facilities.

The Health promotion team activities are as diverse as the locations they serve - you'll find them hosting interactive kiosks on Nutrition or other health topics, engaging the CAF community to participate in local events such as their annual Pedometer Challenge, or facilitating workshops and briefings on many different health related throughout the NCR and OUTCAN locations.

Fitness Sports and Recreation



(left to right)

Front row: PSP Manager Ben Ouellette, Fitness Coordinator Connie Tetarenko, Fitness Instructor Andreanne Montigny, Facility Coordinator Halie Ruck, Fitness Instructor Steve Corbin, Fitness Instructor Mike Barnes, Fitness Sports & Recreation Director Jean Daoust.

Back row: PES Chad Phinney, Fitness Instructor Simon Lamoureux, Sports Store Steve Frank, Fitness Instructor Ryan Cain, Sports Coordinator George Mooney, Fitness Instructor Geoff Winchester, Fitness Instructor Dominic Pharand, Fitness Instructor Marty Raymond, Fitness Instructor Laura Stevenson (absent).

Health Promotion



(left to right)

First Row: HP Manager Maya Lightfoot, HP Admin Assistant Roxanne Godward, HP Manager Anne Chartier

Tree: HP Manager Justine Espenant, HP Director Vicki Gill