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VOL. 44 ISSUE 3

17 Wing Winnipeg / 17e Escadre Winnipeg

February 14, 1996 / FREE

INTERNATIONAL MAMS - COMING TOGETHER IN SPLIT



Cpl Jeff Brown of 1 Air Movements Squadron drives forklift in Split, Croatia, off-loading equipment for Operation Alliance.



Capt Chris Buckham, MAMSO from 1 Air Movements Squadron, working with his MAMS team in Split, Croatia, for Operation Alliance.



Cpl Gabe Tuba of 1 Air Movements Squadron working on a Canadian CC130 Hercules in Split, Croatia.

New Adventures in Air Movements

By Capt Lynne Chaloux

If the old saying "two heads are better than one" holds true, then the Canadian and British MAMS teams deployed in Split, Croatia, have a good thing going. Both countries' Mobile Air Movements Sections (MAMS) are working together out of the Split airport in support of NATO's Implementation Force.

It is in Split that all Canadian cargo and passengers disembark and carry on to their Bosnian destinations via ground convoy. It is therefore here that all flights terminate and cargo is off-loaded. These MAMS teams are responsible for the safe and efficient off-loading of this cargo (mainly vehicles and trailers), passengers and their baggage. To accomplish this, Winnipeg's 1 Air Movements Squadron has deployed a team of 10 traffic technicians as well as one air movements officer. This group has effectively joined forces with their British counterparts, who are

responsible for the off-loading of NATO aircraft. Besides their own Canadian aircraft, our MAMS team has therefore off-loaded aircraft belonging to Britain, Norway, Greece, Holland, Italy, and Sweden.

"Turnaround times have been extremely impressive: 20-25 minutes maximum," says Capt Chris Buckham, MAMSO for the Canadian team in Split. "There hasn't been one aircraft delayed here due to off-loading, and we're regularly handling more than one aircraft at a time."

Buckham attributes this success to his MAMS teams' efficiency and dedication. "The Canadian level of competence and professionalism is known as one of the best in the world — we've had numerous positive comments from the air crews and our British counterparts."

Squadron Leader John Hunter is the Airlift Control Element Commander in Split, and he leads the two six-man teams of United Kingdom MAMS, who are normally

based out of Lyneham, England. Squadron Leader Hunter says, "Before the airlift started, we knew this was going to be a very busy operation. I requested a Canadian MAMS team because they work to similar standards and use similar procedures. I felt they would be able to integrate easily. That has certainly proven to be the case." Hunter adds, "We've mixed the Canadian and British teams — the Canadians come out and help us on other foreign national aircraft when we get busy; and likewise, we come out and help on theirs."

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REUNION - REGIMENT OF CANADIAN GUARDS - Connaught Ranges, Ottawa, August 9-11, 1996. All members of the Regimental Family are invited to attend.
Contact - Canadian Guards Association, PO Box 972, Station B, Ottawa ON, K1P 5R1
A MARI USQUE AD MARE

THE REGIMENT THAT WOULD NOT DIE

The Regiment of Canadian Guards, raised to stand equal with the Scots Guards, Irish Guards and Welsh Guards at the time when the Queen's title was changed to "Queen of Canada", was officially added to the Order of Battle of the Canadian Army on 16 October, 1953.

After less than 17 years of service as "Canada's Regiment" the last unit of the Regiment, the Second Battalion in Petawawa, was reduced to nil strength: overnight on the 5/6 of July, 1970, quietly and with no fanfare, the Regiment was removed from the order of battle and placed in "suspended animation" - the military version of a coma - all for the sake of saving DND dollars.

In this case however, the "animation" was not "suspended" because of a small group of soldiers of all ranks who had formed in 1969, the Regiment of Canadian Guards Association. Although the Regular Force component of the Regiment had been

deleted, the Association, in conjunction with the Militia Regiments, The Canadian Grenadier Guards of Montreal and the Governor General's Foot Guards of Ottawa have maintained the Regimental Family over the ensuing 25 years.

Although brief, the Regiment's history contains many fine moments since its formation of four battalions, from battalions of the Royal Canadian Regiment, the Princess Patricia's Canadian Light Infantry (1st and 2nd battalions of the Guards) and from the First and Second Canadian Infantry Battalions (3rd and 4th battalions of the Guards), along with a training Depot and a band.

The Bandsmen came from other Regimental bands and the depot was set in Petawawa, its initial directing staff having undertaken special training at the British Guards depot at Pirbright. The Regiment was the first to be designated "bilingual" and drew nearly 6,000 recruits from all regions

of Canada.

Perhaps the most telling success for the members of the Regiment was the respect earned from the other, older Infantry Regiments who finally had to concede that the Guards system of detailed Depot training and personal professionalism of all ranks in the battalions produced excellent soldiers.

The Regiment is probably best remembered for the full dress parades on Parliament Hill in Ottawa - trooping the colours for successive Governors General and Her Majesty the Queen - and for providing many Guards of Honour for visiting heads of state and monarchs including President John Kennedy and Ethiopian Emperor Haile Selassie; and Queen Elizabeth on three occasions.

But the military prowess of the Regiment was also enviable as its battalions acquired an excellent record on NATO exercises in Germany, Norway, the Caribbean and Canada.

The ethic of excellence, both personal and professional, was amply demonstrated when the 1st Battalion won the premier small arms competition in NATO, the Prix Leclerc, in Belgium in 1962, the only Canadian unit ever to do so.

The legacy of high standard, superior training and personal efficiency embodied in each member of the Regiment remain evident through the many officers and non-commissioned officers who served in the other infantry regiments after the demise of the Guards, many of whom are still serving with distinction 25 years later.


A further illustration is the establishment of a Canadian Guards Museum section in the Petawawa Military Museum complex. Though rather small compared to the other exhibits, the Guards museum contains all the components necessary for a true reflection of the Regiment's history - in the elegant style and manner expected of and by, members of the Regiment.

The Regiment's birthday has been celebrated on October the 16th each year for 42 years, all across the country, and starting in 1986 a reunion has been arranged every three years. The Reunion 96 Committee of the Canadian Guards Association is busy preparing for the fourth major reunion, to be held at Connaught Ranges in Ottawa in August 1996. Anyone wishing more detailed information should contact the Association at PO Box 972, Station B, Ottawa, Ontario, K1P 5R1.

In these days of renewed military cost-cutting and staff reductions it is gratifying to know that there are traditions that survive the accountant's axe - that people can and do preserve the ethic of excellence which empowered their earlier service to the country and made them proud members of The Regiment of Canadian Guards, "Canada's Regiment" now as then,

"A Mari Usque ad Mare"
(From Sea Unto Sea).

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VOXAIR is the unofficial Service newspaper of 17 Wing Winnipeg and is published every two weeks under the authority of the Wing Commander, Col. G.E. Sharpe, C.D. Opinions and views expressed do not necessarily reflect those of the Editor, the Wing Commander or the Department of National Defence. The Editor reserves the right to edit or reject any additional or advertising material. Correspondence should be addressed to:
VOXAIR, 17 Wing Winnipeg, Westwin, Manitoba R3J 0T0

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VOXAIR, 17e Escadre Winnipeg, Westwin, Manitoba R3J 0T0

DEADLINE 16 FEB 96/DATE DE TOMBÉE 16 FEV 96
NEXT ISSUE 28 FEB 96/PROCHAINE EDITION 28 FEV 96

Second Class Mail, Reg. No. 1725 ISSN 0300-3213

HE SHOOTS, HE SCORES!

By Capt Neil Kinley

The Air Command Band marched out and lined up on the ice at the Winnipeg Arena and the 12,100 people in attendance rose to their feet. The band, led by Maj Gaetan Bouchard, belted out "the Star Spangled Banner" and "Oh Canada" prior to a National Hockey League game that had a definite military flavour.

The Winnipeg Jets were not

only hosting Brett Hull and the St Louis Blues on January 24, but also Winnipeg's military community. Nearly 1150 tickets were sold to military personnel and civilian employees. Whole sections were filled with soldiers, sailors and airmen, who paid \$11 for tickets regularly costing \$26.

This was the third year running that the Winnipeg Jets offered a great deal on tickets to 17 Wing and other local

military units. Unfortunately, it will also be the last "Military Night", as the Jets have been sold and are moving to Phoenix, Arizona at the end of this season.

Attendance has been down for Jets games this year because of the move. However, the 1150 tickets sold on base helped bring in a respectable crowd for this game, despite it being broadcast locally by CKND-TV and temperatures dipping to -35C.

The military connection even stretched outside Winnipeg as 200 tickets were purchased at CFB Shilo. Winnipeg units with people in attendance at the game included 17 Wing, 2 PPCLI, HMCS Chippawa, CFANS, CFSAS, Air Command HQ, Manitoba-Lakehead District HQ, 435 Sqn, 402 Sqn, Central Flying School, CFS Met, and Portage la Prairie based 3 CFFTS.

Those in attendance got to see a lot of goals and exciting action, if not good defensive play. The Blues scored the winning goal mid-way through the third period as they defeated the Jets 6-5.

After trailing 3-1, Winnipeg stormed back to tie the game at five early in the third period, but they were unable to score again, or stop St. Louis from netting the winner. Scoring for

"OH CANADA"



The Air Command Band performs the national anthems prior to the Winnipeg Jets game against the St Louis Blues on 24 Jan 96. Maj Gaetan Bouchard conducts, while Sgt Rob Vandebroek provides the vocals. (Photo by Cpl Ken Allan, 17 Wing)

FACE-OFF



Alexei Zhamnov (10) of the Winnipeg Jets faces-off against Shayne Corson (9) of the St Louis Blues as Teemu Selanne (8) and Norm Macivor (44) of the Jets react to the dropping puck. This game was the final annual Military Night at the Winnipeg Arena, where the Jets offered CF and DND personnel \$26 tickets for \$11. (Photo by Cpl Ken Allan, 17 Wing)

INTERNATIONAL MAMS - COMING TOGETHER IN SPLIT

Continue from page 1

So we're working as an integrated team."

Capt Buckham and members of his Canadian MAMS team also praise the joint effort between the Canadians and the British. "This coordinated effort is working out really well," says Cpl Gabe Tuba. "The Brits own all the

equipment here and they let us use it. We have control of our own aircraft and they assist us in off-loading. When it's their aircraft, they have control of it and we assist them."

Besides the obvious benefits of having more manpower, the Canadians like it because it gives them additional experience on different types of aircraft, and on aircraft

belonging to different countries. "It's good working in the big NATO picture, instead of just working on our own Canadian aircraft," adds Cpl Tuba. "A Herc is a Herc is a Herc on the outside, but there are different rollerized systems inside every nation's C-130s. Every time you open a Herc, it's like a new adventure."



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SAREX FOR MISSING CHILDREN



CASEY BOHUN
Born/Né : 07/18/86
Missing/Disparu: 08/06/89
From/De: Surrey, B.C., Canada

By Mike Maltais

Yes this is for real, it is not an exercise. Little Casey is actually missing. If you have seen him please contact the nearest detachment of the RCMP. What is SAREX for Missing Children and what does this exercise have to do with little Casey.

It stands for Search and Rescue Exercise for Missing Children...and what an exercise it is!! Five Search and Rescue Technicians (SAR TECHS) from five different Bases from across Canada will all be cycling from coast to coast - 8,000 KM to be exact! Why are these SAR Techs doing this tremendous feat? Why, because these men care deeply about a cause that hits every one of us in our own communities. The

monumental cycle is to raise money and awareness for the foundation of VICTIMS OF VIOLENCE CANADIAN CENTRE FOR MISSING CHILDREN. The team of men will begin cycling from Comox BC to St. John's Nfld. The trek will take 47 gruelling days to complete. The exercise will begin on the 19 May 96 in BC and will reach its completion in Nfld on the 6 July 96. The team itself consist of Search and Rescue Heroes that have saved lives from the frozen Arctic to the West Coast and across Canada to the East Coast. This is a group of strong virile athletes who give their all to save the lives of others. Please give your all in supporting this worth while cause!! Better yet start up your own community challenge and do your part! Make sure to come out and meet these Heroes as they pass through your community. Please show your support in helping keep violence out of your community and help to continue to raise awareness for all the missing children. These Search and Rescue Technicians stand by their motto "THAT OTHERS MAY LIVE" (This article was written by Katherine Henry from the Pavilion Dance Theatre in Ontario who has taken a strong interest in SAREX FOR MISSING CHILDREN, for this I am truly grateful).

Anyone wishing to make a donation to this worthy cause,

please make cheques out to SAREX for Missing Children. Being a charitable organization receipts will be forwarded, every cent raised goes directly to Victims of Violence Canadian Centre For Missing Children. Cheques or questions can be sent to either

CO 413 SAR SQN
Attn Mike Maltais (Sgt)
14 Wing Greenwood
Greenwood NS
BOP INO
or
Victims of Violence Canadian
Centre for Missing Children
211 Pretoria Avenue
Ottawa Ont
KIS 1X1

A special thanks to our sponsors, DISCOUNT car & truck rentals who is supplying a van, NORCO PRODUCTS LTD who is supplying the cycling equipment and the CANADIAN MILITARY. I would also like to take this opportunity to thank the following for their donations from NS - The Inside Story, CIBC, AVCO Financial, Homelife Reality, AWARD, Co-operators, Maxwell's, Stereo Plus, Greendale Flower Boutique, The Lord Nelson Hotel. From Ontario - Computing Devices Canada, Boeing Canada Ltd and Rhone-Poulenc. I would also like to say THANK YOU to all the private individuals that have already donated.

Victims of Violence Canadian

Centre for Missing Children was founded by Sharon and Gary Rosenfeldth whose son was abducted, sexually assaulted and murdered in 1981 along with 10 other children by a man named Clifford Olson. Since then they have dedicated their lives to stamping out violence against children and to help finding missing children. Their organization started small in their home, from there to the Edmonton court house and then to Ottawa which is the legal capital of Canada, it is now an international organization which operates in Canada and the US. Its headquarters is Ottawa, and is run by highly motivated-dedicated volunteers. They have offices or contacts across Canada and in the US.

Current programs of the Centre include:
-support and assistance to families of Missing Children and others in their search for their missing loved ones.
-printing and distribution of free educational materials to aid in the prevention of crime against children.
-support, assistance and referrals to victims of violent crime to aid them in their necessary dealings with the criminal justice system.
-produce and distributes posters of missing children across Canada and into the United States.
-the Centre is pushing for the Federal Government to adopt a

Victim's bill of Rights.
-the Centre has a 1-800-270-VOV which has facilitated the number of calls they receive, not only from victims but from students and police officers as well. From there they are able to choose from over 45 topics, ranging from child sexual abuse to victims rights, from media and victims to surviving homicides. A 10 to 15 page package, which is easy to understand, will be faxed back to them, free of charge. This service is the first of its kind. It allows them to get the information they need, when they need it.

Your funds will aid the centre to purchase the latest in electronic communication equipment. When a child goes missing time is of the essence. The sooner a description can get out, the greater chance of success. This equipment will have the ability to transmit the description of the child instantaneously to all border crossings, airports, marine ports, etc.

This is the 3rd in a series of five articles for Search and Rescue Exercise for Missing Children the next article will be released when we start our across Canada Cycling event. A missing child is everyone's business.

THAT OTHERS MAY LIVE
(SAR TECH MOTTO)



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"SMART RISK" MOTTO FOR FLIGHT SAFETY

By Capt Tony Keene
Air Transport Group Public
Affairs

The director of flight safety for the Canadian Forces says the concept of "smart risk" must be kept in mind when weighing the demands of operations against the rules of accident prevention.

"We must weigh what we have to accomplish against the risk involved," Col Murray Bertram told hundreds of personnel at 8 Wing. "Sometimes it will be necessary to take larger risks because the mission demands it."

Col Bertram and co-briefer Chief Warrant Officer Ken Wiebe reviewed the air force's safety record in 1995. There were nine accidents in that year, down from the 12 of the year before, but a rate which is up slightly when measured in terms of hours flown. Three air force people died, a CF-18 pilot at Cold Lake and two members of a NATO early warning crew in a crash at Anchorage, Alaska.

The briefers told the audience that human error, by

aircrew, groundcrew and supervisors, was seen as the cause, or a major factor, in 84 per cent of all flight mishaps. Examples ranged from a fighter pilot who "blacked out" under G-forces to a co-pilot who inadvertently raised the undercarriage lever instead of the flaps, while the aircraft was still in motion on the runway.

Col Bertram and CWO Wiebe also pointed out that with force reduction, budget cuts, family and professional stress, and an unprecedented level of operations, supervisors must be on guard for people who may seem preoccupied. Stress at home leads to stress on the job, and that leads to accidents, in the air and on the ground.

"The most important feature in the whole process is candor," they said. "The free and open reporting of incidents and unsafe conditions means they can be dealt with quickly and effectively." However, they pointed out that there is a big difference between honest human error and wilful neglect, and people who make

serious mistakes must be held accountable.

The air force is 45 per cent smaller than it was in 1989, and destined to get even smaller. Yet in the past year there has been an unprecedented level of operations, particularly in Air Transport Group. However, over the past decade the number of aircraft accidents has held relatively steady at an average of 15 a year.

Col Bertram pointed out that accidents do not happen just because of a single event or decision taken at the moment, but are the result of a long chain of events stretching back sometimes for years. An action or omission at the headquarters level can result in a tragedy years later, because an emergency procedure had not been produced, or a manual upgraded, or a person properly trained.

The DFS briefing was held in the southside recreation centre. Computer video simulations of recent crashes were used to show the audience exactly what happened in the seconds leading up to impact.

BOOK REVIEW

SICILY TO THE SIEGFRIED LINE

By Col Strome Galloway.

Published by The Royal Canadian Regiment

Wolseley Barracks, London, ONT NSY 4T7 \$16 post paid.

This slim volume with twenty photos and five sketch maps is a postscript to the author's previous two wartime diaries published under the titles *With the Irish Against Rommel* and *Some Died at Ortona*. Regrettably, his diaries from January to August 1944 were lost, so that his account of the four months of static warfare on the Ortona front and the breaking of the Hitler Line in the Cassino operation is reduced to a chapter entitled "Some Random Memories". His two lead in chapters, "Prelude to Sicily" and "The Road to Ortona" summarized the opening stages of the Mediterranean campaign so that the reader is oriented for the remainder of the book.

Galloway is outspoken on some aspects of Canadian generalship in Sicily and may not endear himself to admirers of General Guy Simmonds. The book is honest, almost in the extreme, inasmuch as the author admits that he ended the war "disappointed, discouraged and disillusioned", his ambitions crushed by circumstances.

Veterans will find much to agree with and their memories will be stimulated. Younger readers will learn much from the on-the-spot, eye witness account of an infantryman's life as it really was—often boring and pointless. Individual heroism is described in such low key terms that one gets the impression that it was such a normal aspect of life on the battlefield that it was hardly worth mentioning.

The chief merit of this 'closing chapter' of the author's six years of war, is that it states the truth and therefore reveals the realities of war.

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MFRC ANNOUNCEMENTS

350 Doncaster Street, Winnipeg MB R3N 1W8 489-7003

CAREER DEVELOPMENT OPPORTUNITIES FOR YOUTH

YOUTH WEEK '96
SEMAINE DE LA JEUNESSE

HELP CELEBRATE NATIONAL
YOUTH WEEK 1996

WHAT DIFFERENCE CAN YOUTH MAKE?
WHAT DIFFERENCE CAN ONE WEEK MAKE?

The goal of National Youth Week is to inspire young people across Canada to contribute to their communities year-round, and to allow communities to acknowledge the strengths and resourcefulness of youth. During National Youth Week the positive profile of youth in Winnipeg will be highlighted through community events and forums. In order to facilitate these events, the National Youth Week Winnipeg Partners are recruiting young people as resources to make National Youth Week an outstanding success.

The following opportunities are available:

1. Planners - commitment of minimum two hours a week required from 1 February to 10 May 1996
2. Delegates - commitment of minimum two hours a week required from 1 April to 10 May 1996

The successful candidates will be

- 17 - 19 years old
- team players
- resourceful and creative
- work well under pressure
- have demonstrated the ability to design and complete projects and activities on schedule

Please indicate which position you are applying for. Candidates may apply for both positions. Applications should indicate your age and grade level, any experience you have had in community activities ie sports, band, drama, student council, volunteer/community work.

Honorariums will be provided to candidates successfully completing positions.

Please submit applications to:

The Youth Services Coordinator
Military Family Resource Centre
350 Doncaster Street
Winnipeg, MB
R3N 1W8

National Youth Week Winnipeg Partners
The Youth Community Partnership Project
(Partners in Canada's Drug Strategy)
Child and Family Services
Winnipeg Military Family Resource Centre

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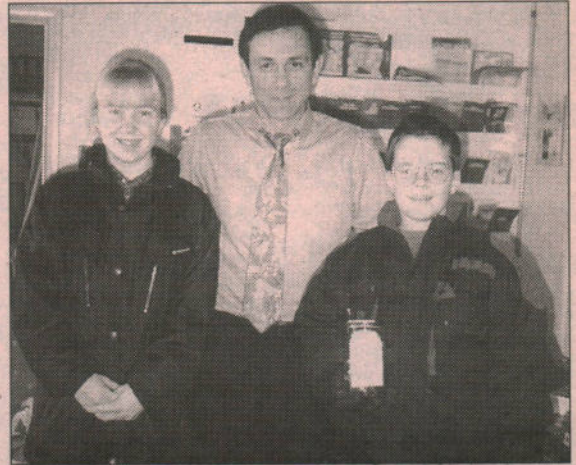
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THANK YOU FOR YOUR GENEROSITY

Christmas Hamper Program

The MFRC staff would like to thank all the groups, sections, community members and individuals who gave generously to the Christmas Hamper program. Your awareness of the need in our community is greatly appreciated.



MFRC Executive Director, Don Brennan with Whitney and Travis Camm. Whitney and Travis saved up their money and made a donation to the MFRC Christmas Hamper program.



CERTIFICATE OF APPRECIATION

CO, 2 PPCLI LCol John Turner presents a Certificate of Appreciation to MFRC's Executive Director, Don Brennan for the MFRC's outstanding support to Second Battalion in preparation for Op Cavalier Roto 6 1995.

Mom's Morning Off

Speakers and demonstrations are arranged for this group while the children are cared for in the playroom. Bring a snack for your child.

LOCATION: Lipsett Hall Nursery School
TIME: Wednesday Mornings from 9:30 - 11:00 a.m.
FEE: \$2.00 per week or \$20.00 for 10 weeks with the 11th week free

LOCATION: Westwin Community Centre
TIME: Thursday Mornings from 9:30 - 11:00 a.m.
FEE: \$2.00 per week or \$20.00 for 10 weeks with the 11th week free

New & Expectant Mom's Club

This group will give you the opportunity to meet other parents with which you can share your joys, concerns and stresses of parenting. The Public Health Nurse joins the group once a month to answer your health questions.

LOCATION: Westwin Community Centre
TIME: Wednesday afternoons from 1:30 - 3:00 p.m.

17 WING / CFB WINNIPEG LOTTERY

The following members were recent winners of the 17 Wing / CFB Winnipeg Lotto:

7 Dec 95 -	Cpl Wood
	LCol Haines
21 Dec 95 -	MCpl Magee
	LCol Smith
4 Jan 96 -	Cpl Dunford
	Cpl Hykawy
18 Jan 96 -	Cpl Neal
	Cpl Wells
1 Feb 96	Cpl Pirolla
	PO2 Lee

The next draw dates are:
15 Feb 96
29 Feb 96

Child Care Registry

As a service to caregivers and parents the MFRC maintains a child care registry. Names on the registry include licensed group care, licensed and unlicensed family day care and teenage caregivers. Phone Mavis at 489-7003 for further information or if you have suggestions on how the MFRC can support your role as caregiver. You must drop in to 350 Doncaster (Mon - Fri, 8:30 a.m. - 4:30 p.m.) to sign a disclaimer and get names off the registry.



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Flight Plan 97

January 1996

SURVIVAL GUIDE TO "CHANGE" TERMINOLOGY

I was recently reminded that DND (and I suspect the entire government for that matter) is a past-master of lexicographic obfuscation reinforced by unintelligible over-use of acronymic references. HUH!?

Exactly! When working daily in a particular area, we become very good at speaking in the jargon of the sub-culture. For example, during the introduction of the Officer Professional Development Program ("Oh-P-Dopey") one of the modules (I think it was the General Service Knowledge module) had as part of the examination this question: "What is a duckbutt?" After picking myself off the floor, dusting off my uniform and drying the tears of laughter, I learned it was some sort of Search and Rescue (SAR) escort across the Atlantic. The point is, no-one from outside the organization could possibly have known that it wasn't the south end of a north-bound Mallard.

So that we can avoid this error, this edition of "The Flyer" contains the layman's survival guide to re-engineering terminology. (CAUTION!!! For those of you with postgraduate or law degrees, try to relax and enjoy. This is for us to understand, not for you to dissect in textbooks.)

BUSINESS CASE: no, this is not a briefcase. It is a formal submission to improve a way of doing something (anything). It describes the current way something is done, the new way it should be done, and shows the savings in time, people or money that will come from doing business in the new way. (Warning - it is not to be confused with a Business Plan!)

BUSINESS PLANNING: a process for establishing a contract between a superior and a subordinate, (for example between the Commander of Air Command and a Wing Commander). Business Planning will result in the creation of a....

BUSINESS PLAN: which is an annual document that identifies what will be done, the money and people needed to do it, and the results which are expected.

COST CENTRE MANAGEMENT: a project that, when complete, will allow the Air Force to relate everything we do and everything we consume to our mission(s).

OPERATING BUDGET: A new way of budgeting arising from the delegation of new powers and authorities from Treasury Board (TB) to the

Department. An operating budget gives Personnel, Operations, Maintenance and minor Capital budgets to the lowest practicable level. When you combine Operating Budgets with fewer "fences" around pots of money (like TD and AVPOL for example), it becomes a great improvement in budgeting for everyone involved.

ORGANIZATIONAL DEVELOPMENT (OD): a term which covers a whole bunch of stuff. The short version is that OD is a conscious effort by an organization to bring about change by involving the people who know best what needs to be changed. And, OD does this by emphasizing two things. First, the people actually doing the work are the best source of suggestions to improve how it is done. Second, looking for ways to improve is a continuous thing - it should never stop. OD usually (but not always) follows reengineering (see below).

PERFORMANCE MEASUREMENT: a continuous, comprehensive flow of information to managers that will allow them to track, measure and adjust performance. There are two specific tools. One is the **PERFORMANCE INDICATOR**. Think of this as the notch on the measuring stick. It is the target a unit is aiming at as far as quality is concerned, and shows how well a unit has done in achieving an objective listed in their Business Plan. The other is **UNIT SELF-ASSESSMENT**, which is a way of measuring how well an organization is doing (in general) in its continuous improvement efforts.

RE-ENGINEERING (alias Process Innovation, Core Process Redesign and other pet names): is the search for, and implementation of, radical change in business processes to achieve breakthrough results. The key word here is "processes". Reengineering is not simply rearranging organization charts to move the same old tasks or jobs around. It is taking a hard look at HOW things are done and WHY things are done so we can think of ways to do them better (or - gasp! - not do them anymore) and then put the new processes in place. Reengineering is a radical action, while OD (see above) is a continuous thing.

We welcome your comments on anything in "The Flyer". Send them to:

Flight Plan 97, Air Command Headquarters,
Westwin, Mb, R3J OTO.

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Promotions

Along with the cold weather, the New Year also brought new ranks for six young officers from 435 Sqn. Effective 1 January 96, the fledgling aviators are entitled to wear the rank of Captain. The presentations were made by 435 CO LCol R.J. Lamothe. Congratulations to all!



Capt Brent Andrews, Pilot



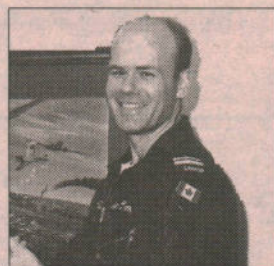
Capt Ron Bishop, Navigator



Capt Colin Keiver, Pilot



Capt Jean-Martin Dupuis, Pilot



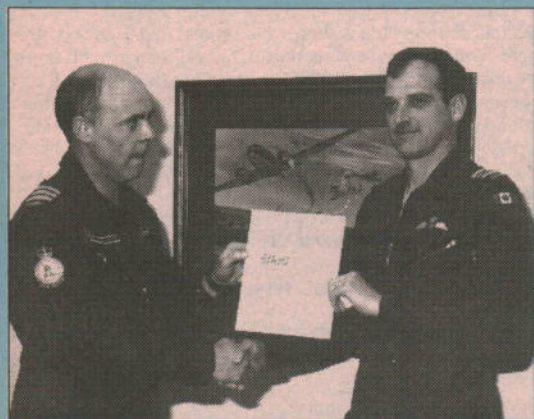
Capt Mike Mroz, Pilot



Capt Dennis Scharf, Pilot

An Aviation Milestone 208 Days on an Airplane

Maj Rick Furney, a Navigator at 435 Sqn, recently passed an aviation milestone that few of us can only dream of: spending 5000 hours of your life aboard a C-130. In a recent ceremony, 435 CO LCol R.J. Lamothe presented Maj Furney with his Five Thousand Hour Club C-130 Hercules pin and certificate. A portion of those hours were gained on an exchange posting with the RAF at Lyneham, UK. Congratulations, Rick!



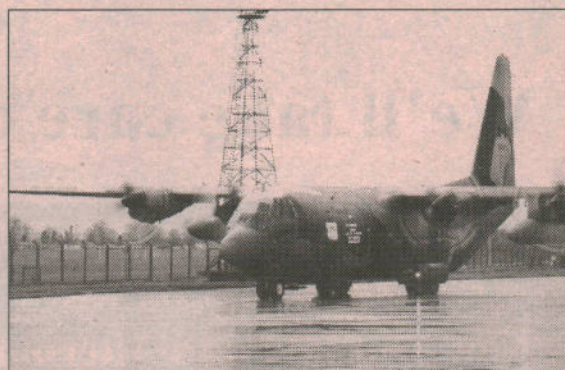
Maj Furney receiving his 5000 Hour Award from 435 CO LCol Lamothe. (Photo: 17 Wing Imaging)

435 SQUADRON AIRLIFTS TROOPS TO BOSNIA

Operation Alliance is Canada's commitment to the NATO Implementation Force in the former Yugoslavia. The deployment for this operation was an airlift conducted by Air Transport Group from 28 Dec 95 to 17 Jan 96. The airlift was staged from 8 Wing Trenton with an Airlift Control Element (ALCE) at RAF Lyneham, UK. The mission was to deliver the troops and equipment of the Canadian component to Split, Croatia.

During the three weeks, over one hundred CC-130 flights from Trenton to Split (through Lyneham) were accomplished. Six Hercules crews from 435 Sqn were involved, as well as personnel from 1 Air Mov Sqn.

A CC-130 Hercules taxis into the line at RAF Lyneham, UK following a flight to Split, Croatia.



Pilots Capt Bart Melhuish and Capt Brian Whetstone (USMC), and Navigator Maj Rick Furney conduct a pre-mission briefing.



A Canadian IFOR utility vehicle and trailer being unloaded at Split, Croatia.

U A D R = O N

OPERATION ALLIANCE: THE PROGRAM 435 Squadron in Latest Blockbuster Operation

By Capt Richard Pamplin

“OP ALLIANCE? WHAT IS OP ALLIANCE?”

If I hear that question one more time, I'm going to snap. I mean it. I will snap, and I don't think I'm being unreasonable. It's time to keep up with the program.

For those of you who are with the program, I commend you. For those of you who are not, please read on. Before I get too deep into it, please do not misunderstand me. I do not hold the moral high ground, nor am I any wiser than anyone else. However, I am proud of Canada's role in the world community, especially the efforts and achievements of those Canadians involved in Peacekeeping Operations. Any ideas yet? The Dayton Peace Accord is the most important event to occur in connection with the war in the Balkans since 1992. Hint: Op Alliance has something to do with this event. The multi-national NATO Implementation Force (IFOR) has been deployed to implement the provisions of the Dayton Peace Accord in Bosnia. If you guessed that Op Alliance is Canada's commitment to the IFOR, then you are correct. For an additional 50 Bonus Points: How many CF personnel are involved? The answers are in the CDS/DM Sitrep, The



Crew 504 going over "The Program"

Voxair, Vol 44 Issue 1, 17 January 1996. Or ask anyone from 435 Sqn.

"Why does 435 Sqn know?" you ask. "Did someone tell them, but not the rest of us?" You see, my friends, 435 Sqn was there. Don't get me wrong. 435 Sqn is not the pointy end of this operation, but someone had to get them there. It took almost half of our aircraft, a third of our crews, more than a hundred flights, and three weeks to get the job done. I should mention that we didn't do this all by ourselves. 435 Sqn was part of a larger Air Transport Group airlift staged out of Trenton, Ontario.

Sometimes it's hard to keep up with the program. Just ask Crew 504. They know. For those of you who wish to get

up to speed, I have included a program for you to follow along with. Turn on your fax machine and I will send you a copy. All kidding aside, if you are interested in learning about Op Alliance, let me know. One place to look is The Winnipeg Free Press, Friday, January 19, 1996. I have a copy, if you missed it. I will even give you your own copy of the program. Just let me know.

If you did or didn't like this article, let me know that, too. More importantly, if you or your unit has something to share with the rest of us, by all means do so. That way we can all be a little smarter.

Until next time, keep your stick on the ice.

435 SQUADRON PROUDLY PRESENTS CREW 504

In Their Broadway Debut
In

Bubba Goes to Bosnia, Again
a.k.a. "Into The Abyss"
A Comedy in Three Acts

The Cast...

The Champ	Capt Paul Strachan
Matt Foley	Capt Martin Hickey
The Reporter	Capt Richard Pamplin
The Heat	Sgt Jamie MacDonald
The Sgt-Major	MWO Willy Williams

The Story Thus Far...

A certain low-rent Balkan nation splits up and starts a civil war. After three years of blood-shed, the Western World gets fed up and decides to intervene. Our story begins here...

Act 1

The call goes out to assemble the best air transport crews in the country. The smartest, wittiest, and bravest of these crews comes to be known as Crew 504.

Act 2

While flying dangerous missions into Bosnia, at night, Crew 504 keeps themselves alive on a diet of burgers, kebabs, soup, curry, and Scottish phrases.

Act 3

As foretold by the astrologers, the Celestial Bodies conspire to keep the crew imprisoned in the frozen wasteland known as Frobisher Bay. They defy the heavens and narrowly escape.

435 Squadron Loadmaster Update

By WO Fred Moores

It has been a very good 1995 for the Loadmaster Section. Most individuals have settled in from the move from Edmonton. We had some new additions from one Air Movements Squadron: MCpls Andy Carberry, Dennis Patterson, and Roy VanOoyen. We were sorry to see Sgt Belanger go, and we hope that Bob will enjoy his new posting to 1 Air Mov Sqn.

All Loadmasters are proudly wearing the new spread wing, which was presented to us in October. The Loadmaster Annual Snowball took place on 29 Dec 95. We visited all the available Loadmasters and friends in the area, singing carols, spreading cheer and goodwill to all.

The year ended with MWO Williams and MCpls Franklin, Lake and Young spending New Year's Eve enroute to Split, Croatia during the deployment of Op Alliance. Congratulations to Sue and Al Stark on the birth of their 71b loz son, who was born on the 3rd of Jan 1996.



Loadmaster MCpl Chris Young checks the hydraulic quantity during an Op Alliance flight.

CANADA'S AIR FORCE LANDS ON INFORMATION HIGHWAY

Winnipeg, MB. — Canadian Air Force information is now available through the Internet. Linking up to the Information highway was an initiative taken under the Commander's Flight Plan, the blueprint that outlines the future of Canada's Air Force and universality of access was the catalyst for the project. The Air Command Headquarters World Wide Web/Connectivity Project now gives the Air Force the ability to communicate with

an audience numbering in the millions.

The Commander Air Command, Lieutenant-General Al DeQuetteville, has stated that in addition to reaching an internal audience- military personnel, their families and civilian employees- it is vitally important for the Canadian public to understand what the Air Force does. Also, with Air Force personnel located all over the world, the Internet site will allow them immediate access to the latest Air Force

information. It will also allow them to post information about their activities, wherever there is a phone link. A look at what has been posted from OP PIVOT in Haiti and OP LANCE in Rwanda are good examples of how the system is already working.

The Canadian Air Force Home Page on the WWW is destined to provide links which appeal to both the Air Force community and the general public. Accordingly, browsers will find an on-line

version of the Air Force magazine ROUNDEL, the text of Flight Plan, a "virtual tour" of the Air Command Headquarters Museum, an archive of Canadian military aviation photos (formatted for computer screen savers/wallpaper) and links to other Air Force related sites. There are also external links that will allow access to information about various aviation museums, the "unofficial" Air Cadet Home Page, an operations and exercises home

page (containing the latest information from OP PIVOT), the DND Public Affairs Home Page and the USAF, RAF and RAAF Home Pages.

The latest information is identified by a "New!" graphic which highlights material posted to the site within the preceding week. Web users can access the Air Command Home Page at:

<http://www.wachq.dnd.ca>.

LA FORCE AÉRIENNE DU CANADA EMPRUNTE L'AUTOROUTE DE L'INFORMATION

Winnipeg (MB)— Il est maintenant possible de se renseigner sur la Force aérienne du Canada par le biais de l'Internet. En effet, le Commandement aérien a décidé de se brancher sur l'autoroute de l'information. Il s'agit d'une initiative entreprise dans le cadre du Plan de vol du commandant, document stratégique portant sur l'avenir de la Force aérienne du Canada. L'universalité d'accès a joué un rôle de catalyseur dans la mise en oeuvre du projet, qui permettra à la Force aérienne de communiquer avec les

utilisateurs du World Wide Web, que l'on compte par millions.

Le commandant du Commandement aérien, lieutenant-général Al DeQuetteville, a souligné qu'en plus de s'adresser à un auditoire interne, le personnel militaire, leurs familles et les employés civils, il est très important de renseigner la population canadienne sur les activités de la Force aérienne. De plus, grâce au site Internet, les membres de la Force aérienne en affectation un peu partout au monde pourront obtenir sur-le-champ les

dernières nouvelles au sujet de leur organisation. Ils pourront également afficher des renseignements concernant leurs activités, à partir de n'importe quel endroit muni d'une ligne téléphonique. Les renseignements fournis au sujet de l'OP PIVOT à Haiti et l'OP LANCE au Rwanda montrent que l'on exploite déjà cette technologie de manière efficace.

La page d'accueil de la Force aérienne du Canada sur le WWW vise à établir des liens susceptibles d'intéresser à la fois les membres de la Force aérienne et le public en

général. Les internautes y trouveront une version en ligne de la revue de la force aérienne (Roundel), le texte du Plan de vol, une collection de photos portant sur l'aviation militaire canadienne (que l'on peut utiliser en tant que protecteur d'écran ou toile de fond), ainsi que des liens avec d'autres sites ayant trait à la Force aérienne. Ils pourront également faire une visite <<virtuelle>> du musée du quartier général du Commandement aérien. Il y aura également des liens externes qui permettront à l'utilisateur d'obtenir des

renseignements sur divers musées de l'aviation et de consulter la page d'accueil <<officielle>> des Cadets de l'Air, la page d'introduction portant sur les opérations et les exercices (renfermant les dernières nouvelles au sujet de l'OP PIVOT), la page d'accueil des Affaires publiques du MDN ainsi que celles de la USAF, de la RAF et de la RAAF.

Les nouveaux renseignements sont accompagnés de la mention (New!), qui met en relief les informations ajoutées au cours de la dernière semaine. Les internautes peuvent consulter la page d'accueil du Commandement aérien à l'adresse suivante: <http://www.achq.dnd.ca>.

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Letter from the Chaplain General

Ottawa, November 22, 1995

Dear friends:

On November 19, 1995, during an ecumenical service, I was officially installed at St. Andrew's Presbyterian Church in Ottawa as Chaplain General of the Canadian Forces. This event signalled the beginning of a new era for the Canadian Military Chaplaincy.

As you probably know, since the beginning of World War II, there have been two Chaplaincies in the Canadian Forces, one Protestant and the other Roman Catholic. We functioned with two parallel structures that were a mirror of each other, each one with its own Chaplain General, its own Command Chaplains, its own Base Chaplains. Wherever there was a Protestant Chaplain, there also had to be a Roman Catholic chaplain.

However, changes in the geopolitical world situation, upheavals in our own society and our economic woes due to the national debt have forced the Canadian Forces to undergo a profound re-engineering and a series of reductions in all its Branches. The Protestant and Roman Catholic Chaplaincies were no exceptions to this vast operation. We had to re-think our raison d'être and re-evaluate our structure to discover more practical and economical ways of providing chaplain services without jeopardizing our identity or our ministry.

We realized we had to emphasize that the primary reason for a military chaplaincy is to accompany the men and women of the CF on deployments. Whether these deployments are part of the United Nations or simply field,

sea or air training exercises, we felt that a chaplain's place was with the troops. This is why the greatest part of our ministry will be oriented towards support of military operations.

On the other hand, we must not neglect our ministry to the military families. The Canadian Military Chaplaincy is one of the few Branches in the Forces whose mandate comprises not only service to military personnel but also to their families. Thus, there will always be a chaplain presence on our bases while the troops are away. Chapel programs that many of our communities took for granted may not be as available in the future due to fiscal restraint or lack of chaplain personnel. Religious education and sacramental preparation programs that are offered in locales close to military bases might be utilized by military personnel with the added assistance of military chaplains when they are not deployed.

The primary ministry of a military chaplain is one of service. It does not matter if you do not go to church on Sunday, or whether you are Protestant, Roman Catholic, Jewish, Muslim, or even if you have declared no religion. Chaplains are there to serve you 24 hours a day, seven days a week. In times of personal crisis or compassionate situations, any chaplain, no matter what their denomination, is there to minister to your needs. However, if your requirements for chaplain services are of a denominational nature, that is, you want to get married, or have a child baptized, or have your children educated according to your religious traditions, then a chaplain of your

denomination will be made available to you. All Bases and Wings will have chaplains of both denominational faith groups. Furthermore, it will be the duty of all chaplains to direct non-Christian military personnel towards ministers of their own faith.

The Protestant and Roman Catholic Chaplaincies have merged into one Chaplaincy with one Chaplain General as the Branch Head. Although I am a Roman Catholic priest, I am in charge of all Protestant and Roman Catholic chaplains. My successor, in two years time, will be a Protestant minister and there will be an alternance every two years. All administrative positions that were duplicated before will be unified with only one incumbent who will be Protestant or Roman Catholic. For example, as of next March, there will be only one Command Chaplain at Air Command responsible for all Protestant and Roman Catholic chaplains in the Air Force. As of 1997, on all Canadian Forces Bases, Wings or Brigades, there will be only one senior chaplain responsible for pastoral services with a team of Protestant and Roman Catholic chaplains. This re-structuring has already begun at CFB Borden and a few other bases will follow in APS 1996. All this is done with the approval of the Canadian Council of Churches and the Canadian Conference of Catholic Bishops through their representatives with the Canadian Forces.

Some of you, and you are increasing in number, are practising Christians. Religious services and liturgical celebrations will continue to take place on your bases. However, there will be one major change that might happen on some of your bases. We have come to realize that it is very costly to maintain two chapels on each base. That is why the Committee representing the Canadian Council of Churches and the Catholic Bishops have approved in principle a protocol on the establishment of ecumenical chapels on our bases. Practically, this means that both Protestant and Roman Catholic congregations on a base would share one chapel building. The ultimate decision to create a joint chapel remains with the Base Commander in consultation with his chaplains and the Roman Catholic Parish Council and the Protestant Chapel Committee of the base. Let me assure you that this does not mean we will mix all denominations into one and that next Sunday, an ecumenical service will replace the Protestant Worship Service and the Catholic Mass. In fact, separate and distinct religious services will continue being celebrated in the same building but at mutually convenient times for each congregation.

My friends, changes are never easy to go through. They become more acceptable though, if we know what we will lose, what will remain the same, and what gains will be

ours in the years ahead. We know that we are going to lose chaplain positions. But we have dedicated chaplains who have committed themselves to the service of others and they do so because of their firm belief in the goodness of God. Most of you will not notice a decrease in chaplain services, for the duplication that we will get rid of will allow unit and garrison chaplains to focus their energy on their primary responsibility of ministry to God's people. And one gain where we will be clear winners is in ecumenical relations. For the first time in the history of Canada, a Roman Catholic or Protestant chaplain will lead a team of priests, ministers, and mandated lay people in the service of our military community. This puts us in the forefront of the ecumenical movement in Canada. We show our fellow citizens that differences in doctrine are not strong enough to stop us from living and working together.

It is with great confidence in the future of the Chaplaincy that I am writing to you. I wanted to inform you about what is coming. However, if you want more details, do not hesitate to get in touch with the Command Chaplains in Halifax, Winnipeg and St-Hubert, and with the Senior Chaplain at Canadian Forces Recruiting, Education and Training System (CFRETS) in Borden at the following numbers: at MARCOM

Continued on page 13

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ANNOUNCEMENTS

ÉCOLE TACHÉ

Inscription à la maternelle
du 4 au 8 mars 1996

Les enfants en âge de fréquenter une maternelle publique FRANÇAISE devront être inscrits du 4 au 8 mars 1996. Les enfants nés en 1991 seront admissibles à l'école en septembre 1996. Un certificat de naissance ou autre preuve d'âge devra être présenté au moment de l'inscription. Un document faisant preuve que l'enfant a été immunisé est nécessaire.

ÉCOLE TACHÉ
744, rue Langevin
Saint-Boniface MB R2H 2W7
Téléphone : 233-8735

Canadian Forces Community College Network

Spring Semester College Courses Organized for CFB Winnipeg Community

By Linda Claggett, CFCCN Regional Coordinator

Red River Community College (RRCC) and the CFCCN have organized the following courses for the CFB Winnipeg community:

Small Business Management Certificate Program

How to Start a Small Business

Fee: \$132, plus text(s) 30 hrs
1 Apr - 6 May MW&F 1:00 am - 1:00 pm
at CFB Winnipeg

Bookkeeping and Accounting for a Small Business

Fee: \$132, plus text(s) 30 hrs
8 May - 10 Jun MW&F 11:00 am - 1:00 pm
at CFB Winnipeg

Microcomputer Applications Certificate Program

Introduction to Microcomputers
Fee: \$199, plus text(s) 40 hrs
15 Apr - 29 May M&W 6:00 - 9:00 pm
at CFB Winnipeg

Internet Seminars

Organized for the Base community, these courses will take place at the RRCC Computer Lab (Room E109). Completion of each seminar equals 1/3 credit in Business and Administrative Studies Program.

Internet for Beginners

Fee: \$105 16 hrs
23 & 30 Mar Sat 9:00 am - 5:00 pm

Internet: Intermediate

Fee: \$105 16 hrs
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Take advantage of these convenient schedules and locations! If you are a CF member (active, Reserve, retired), DND Civilian Employee or family member of either group, register now at RRCC (by phone, with credit card: 694-1789; in person: at RRCC).

For more information, contact Linda Claggett, CFCCN Coordinator, at 833-5115.

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Are you new to the city? Do you need to talk to people who can understand what you are feeling and going through? Then come to the next NEWCOMERS meeting, 21 Feb, 7:30 pm at the Wildewood Club. For more information regarding Newcomers' Club, call 992-2999 and leave a message. Someone from "Hospitality" will be happy to return your call.

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The Kidney Foundation of Canada



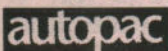
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A WORD FROM THE CHAPLAIN

So what does it mean to live in Winnipeg?

It seems to mean living through the longest and most intense cold spell in living memory. Each day the news and weather reports include making a new record for cold. I suspect we have been hoping for something new and different to break up the monotony of winter. But this was not what we had in mind.

It seems that life, in the military, in the 90's, is also including a lot of new things. The cold war is unexpectedly over and we are still discovering what that means to the Canadian Military. More recently, there are a lot of other new things happening. Service Air has been significantly reorganized. The administration of PMQ's is being changed. There are new policies on everything from harassment to family violence. Medical service is changing. Military Police service is changing. Even the chaplain's branch and chapel services are changing. I could go on, but I often think it would be easier and shorter to make a list of those things which are not changing.

So military members and their families are having lives filled with change. Change can cause a lot of stress. But, and here is the big BUT: All change is not negative. Some of the

changes mentioned above could be thought of as positive. Let me elaborate on the example of Service Air. We had gotten used to the problems of being "bumped" off an airplane at some stop over points with the aggravation and confusion which accompanies that. Then we got the idea that the entire system was going to be cancelled. But, now after about three incarnations and a lot of effort by some sincere people, we have a system which works much better. You find that you are confirmed 2 days in advance and you can not be bumped at any stops along the way. As a chaplain, I have seen a lot of people successfully travel to meet the emergencies in their families.

I think that we can find positive improvements in each of the changes that I have mentioned. If these are not evident yet, there is certainly the potential for good things to come forth.

Also our chapels are experiencing change. It is new, in the Canadian Forces, for Roman Catholics and Protestants to share the same buildings. The military of other countries have done this for a long time. It takes a lot of work and energy for this change to take place. But, to look at the

positive, all Christians believe in getting along with their neighbours. We have a chance to show this in a very observable way.

Change can be positive. I believe this. It is particularly true when so many people are trying to do the best that can possibly be done.

The positive side of change is sometimes hard to see. When Jesus Christ came into the world He preached about many new ideas and concepts. If these concepts and ideas are put into action, many changes come about in the world. I think that a few people were terrified of these changes. This was probably a significant factor that caused the death of Christ. From our vantage point in time, we would probably say that the teachings of Christ were about fairness, loving, equity and all things good. We believe that it was very good that Christ came and taught these things and we would love the changes that would come about if all these teachings were put into action in the world.

So if we try to be positive and point out the good things to our friends and neighbours, we can come through these times of change with a greater sense of peace.



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St. Marguerite Bourgeoys (North Site)

Saturday: 1700 hrs (Eng)
Sunday: 1115 hrs (Eng)
Mon & Thurs: 1000 hrs

St. George's Chapel (South Site)

Sunday: 0930 hrs (Eng) Weekday Masses
Tues & Fri: 1000 hrs

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The Chapel of the Good Shepherd (North Site)

Divine Worship-1030 hrs.-Holy Communion-1st Sunday
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Letter from Chaplain General

Continued from page 11

Halifax- LCol Roland R. Murray(P) 902-427-2349; LCol Paul McKeown (RC) 902-427- 2351; at LFC HQ St-Hubert - LCol Don H. McLean (P) 514-462-8777 ext. 7744; Cdr Richard Marchand (RC) 514-462-8777 ext 7777; at AIRCOM Winnipeg - Cdr Tim Maindonald (P) 204-833-5894; LCol Robert Girard (RC) 204-833-5289; at CFRETS Borden - LCol Bill MacLellan 705-424-1200, ext 2492. They will be more than happy to answer your queries.

May God bless you,

(Msgr) Jean Pelletier
Brigadier-General
Chaplain General



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Anniversary of the Canadian Flag:
February 15
Heritage Day:
February 19

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Bonnie Reid



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- La Fourche et le fort Gibraltar!
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- Sports!
- Spectacles!
- Le programme scolaire!

Pour plus d'information, adressez-vous au Festival du Voyageur, 768 avenue Taché, tel: 237-7692.

Mini francofun des petits voyageurs

Venez partager, discuter et échanger vos idées dans un atmosphère relaxe avec vos enfants. Ces rencontres ont lieu une fois par semaine. Appelez Cécile au 831-8858

Annaires

Les annuaires des services en français au Manitoba 1996, offerts par la société franco-manitobaine sont disponibles au Centre de ressources des familles militaires (CRFM) situé au 350 rue Doncaster. Si vous avez des questions à propos de la vie française au Manitoba, composez le 233-Allo! Un accueil chaleureux vous attend au Centre d'information.

Communiq'elles

Bonjour et bonne année à tous! J'aimerais débuté l'année en créant un nouvel esprit de soutien et de coopération entre la communauté francophone de BFC Winnipeg et le Centre de ressources de familles militaires (CRFM). J'aimerais vous familiariser avec les ressources et services ainsi que les activités culturelles et sociales françaises qui se passent à Winnipeg et dans la région. J'aimerais aussi accroître la gamme de services en français offerts par le CRFM. Pour ce faire j'ai besoins de vos idées. N'hésitez pas à m'appeler.

Rae Rankin, Coord des Actions Communautaires

Le cercle molière

Le Cercle Molière fête 70 ans de théâtre en français au Manitoba pendant toute la saison 1995-1996!

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| Le Faucon | du 22 mai au 1 ^{er} juin 96 |
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Appelez le Centre culturel franco-manitobaine (CCFM) au 233-2373 ou passez au CCFM, 340 boulevard provencher, local 239 pour votre formulaire d'abonnement.

Le centre de ressources éducatives à l'enfance (CREE)

Le CREE est un centre de documentation et d'animation pour les regroupements de langue française et les individus francophones soucieux d'offrir des soins de qualité aux enfants dont-ils ont la responsabilité. Le CREE, situé à 531 rue Marion, est parrainé et fait partie de la Fédération provinciale des comités de parents. \$15 par année par famille.

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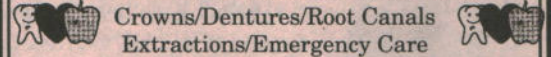
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