

# 2023

THE CANADIAN CORPS  
OF COMMISSIONAIRES

## Annual Report



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2023

THE CANADIAN CORPS  
OF COMMISSIONAIRES

Annual  
Report



Gordon Winkel, MSc P.Eng  
Chair, National Board



Geoff Hamilton, CD  
Chair, National Business Management Committee

## MESSAGE FROM THE CHAIRS

Like a lot of Canadian success stories, Commissionaires can fly below the radar. But at a time of increasing uncertainty, Canadians need to better know the organizations they can rely on. We hope this year's Annual Report will help you understand the important work we do as an intrinsic part of Canada's public safety infrastructure, and why we're so passionate about it.

It's true that Commissionaires is Canada's largest security service provider, but we're more than that. We're a not-for-profit social enterprise that has supported Canada's military and RCMP veterans for almost 100 years. A uniquely Canadian institution, we're governed by volunteers from across the country collaborating to deliver safety for the country's critical infrastructure as an ethical and supportive employer.

Your support means the world to us.

## Commissionaires Social Mandate

To provide meaningful employment that meets the needs of veterans of the Canadian Armed Forces, the Royal Canadian Mounted Police, their families and others who wish to contribute to the security and well-being of Canadians.



# COMMISSIONAIRES EXISTS TO SUPPORT VETERANS AND THEIR FAMILIES

Since 1925, Commissionaires has provided meaningful employment for veterans as they make the transition from the Canadian Armed Forces to civilian life. Beyond this, we aim to improve the lives of former service members, their families and the communities they serve.

## Commissionaires has always given back

**More than just an employer, Commissionaires actively seeks volunteer opportunities and ways to support the broader veteran community. This year, we donated to over 60 veteran-related causes, including:**

- Last Post Fund
- Soldier On
- Support Our Troops
- Korea Veterans Association of Canada
- Veteran long-term care and hospital initiatives
- Military Family Resource Centres
- The Royal Canadian Legion
- RCMP Veterans' Association
- Food banks
- The Pepper Pod
- To the Stan and Back
- Wounded Warriors Canada
- Paws Fur Thought
- Aboriginal Veterans Society of Alberta
- No Stone Left Alone

# 4,200

veterans  
currently serving

The skills veterans and reservists bring are highly transferable to the security industry. We value their leadership, teamwork, and discipline developed through military service.

## We hire military family members!

At Commissionaires, we understand the unique employment challenges military family members face. We offer a flexible, supportive work environment where spouses and dependants can thrive.



**Harold Williston**  
RCMP Spouse



**Sherri Asprey**  
Military Spouse

# SECURITY WITH PURPOSE

Commissionaires is Canada's only national not-for-profit security provider and the largest private sector employer of veterans. Our skilled, reliable professionals are ready to help you from over 50 Commissionaires office locations in over 1,200 communities.



Jason Hanson  
Veteran

Seiji Ikura  
Civilian

21,000+  
commissionaires  
across the country

22 Million

SECURITY HOURS SERVED

- 52% **COMMERCIAL CLIENTS**
- 48% **FEDERAL GOVERNMENT**



## Our clients rely on the experience of our people

### Physical Security

Available 24/7, commissionaires are highly trained to federal, provincial and territorial standards.

We prevent and defuse problems, administer first aid, and manage security situations.

### Mobile Patrol & Alarm Response

Commissionaires supplements internal alarm systems with 24/7 mobile patrol and alarm response services.

We perform patrols, conduct facility checks, and provide timely responses to alarm calls, tailored to each client facility.

# INTEGRATED SECURITY SOLUTIONS

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Commissionaires helps organizations and communities become more resilient with its integrated approach. Solutions often start with a threat risk assessment and incorporate guarding, alarm response, mobile patrol, fingerprinting and background screening. Find our full suite of services at [commissionaires.ca/services](https://www.commissionaires.ca/services)

## Largest digital fingerprinting infrastructure in Canada

**Criminal record checks and fingerprinting for employees, tenants, contractors, and volunteers.**

Applications are processed in as little as 10 minutes through our secure online portal.

## Cybersecurity: data and network protection

**INFORMATION SECURITY, THREAT INTELLIGENCE, AND CYBER INVESTIGATION SPECIALISTS PROVIDE CUSTOMIZED SOLUTIONS.**

### Security posture analysis and cyberdefence

- We perform a comprehensive assessment of data management processes and attack surfaces to identify vulnerabilities. We then provide support in implementing cyberdefence measures to regulatory standards.

### Cyber investigation and threat intelligence

- Data analysis tools and automated threat alerts focus on social media and the Dark Web.

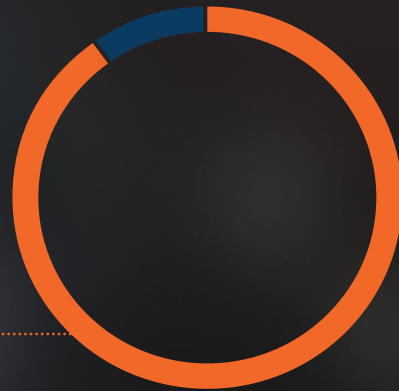
### 24/7 Security monitoring and incident response

- Our in-house security operations centre constantly monitors and responds to cyber threats. We protect assets including intellectual property, personnel data, business systems, and brand integrity.

# THE ONLY CANADIAN NOT-FOR-PROFIT SECURITY PROVIDER

Revenue: \$775.5M

90%



Over 90% of revenue goes back to employees in the form of wages, training and benefits.

In support of our Social Mandate, surplus is invested in additional employee programs as well as veteran causes.

“It’s hard to take this uniform off. We want to protect, and we always will.”

- Helen Goldie, Reservist

## One Corps Serving Veterans

- 100+ COMMUNITY CAUSES SUPPORTED
- NEARLY \$400,000 GIVEN BACK TO THE VETERAN COMMUNITY



# EMPLOYER OF CHOICE

## National Bursary Program

\$25,000  
awarded

Since the initiative launched in 2022, the number of bursaries provided has doubled! Ten students received financial support toward their education this year. Four recipients were either children or grandchildren of commissionaires, while six were commissionaires themselves.

The Commissionaires National Bursary Program is supported by the generous contributions of our partners, The Bank of Montreal, The Personal, and Heroes Vacation Club.

James Durand-Smith  
Reservist



### WHY DO OUR PEOPLE STAY?

- **Flexibility:** Full-time, part-time and casual opportunities.
- **Industry-leading training:** Commissionaires receive the highest level of standardized, nationally certified training, meeting all Canadian General Standards Board requirements.
- **Rewarding career in security:** Unique job placements at interesting sites.
- **Advancement opportunities:** A variety of roles and growth opportunities within an established, national organization.
- **Benefits:** Many Divisions offer excellent loyalty programs and health and dental benefits.

### LEGION MEMBERSHIP PROGRAM FOR COMMISSIONAIRES

Commissionaires has partnered with The Royal Canadian Legion to offer all employees and their families a special discount for those who have not yet joined the Legion. Membership helps the Legion:

- Provide free services and supports to veterans.
- Advocate for veterans' benefits and wellbeing.
- Ensure that Canada never forgets.



Find out more at  
[legion.ca/commissionaires](https://legion.ca/commissionaires)

75%

Commissionaires has one of the highest retention rates in the security industry. This ensures consistency and continuity of service to our clients.



# A TAPESTRY OF TALENT

Commissionaires is committed to building an equitable, diverse, and inclusive culture that reflects and benefits from the diversity of the nation we serve.

This year, we established a new Equity, Diversity, and Inclusion (EDI) policy to affirm our commitment to the principles of EDI. This strategy advances employment equity by introducing procedures that prevent systemic barriers and discriminatory practices.

	Veterans	Women	Members of Visible Minorities	Indigenous Peoples	Persons with Disabilities
Board	84%	24%	3%	5%	12%
Executive	51%	36%	5%	1%	8%
Management	54%	23%	5%	3%	5%
All Employees	19%	28%	6%	2%	2%

## COMMISSIONAIRES 5 CORE VALUES



Integrity

7



Commitment to the well-being of our commissionaires



Equity, Diversity, and Inclusion



Respect for our commissionaires and other stakeholders



Collaboration

# OUR CLIENTS

Commissionaires delivers high-quality services to Canadians as a means to providing employment and support to veterans, their families and supporters.



Government



Education



Health & Long-Term Care



Commercial



Tourism, Culture & Heritage



Oil & Gas/Utilities



Aerospace and Defence



Residential



Energy



Transportation



Manufacturing & Construction



Ports

## 84% Satisfaction

COMMISSIONAIRES PROVIDES EXCEPTIONAL CUSTOMER SERVICE. WITH AN 84% CLIENT SATISFACTION RATE ON OUR MOST RECENT CROSS-CANADA SURVEY, CLIENTS AFFIRM THEIR TRUST IN COMMISSIONAIRES.

# ENVIRONMENTAL, SOCIAL & GOVERNANCE COMMITMENTS

Commissionaires is committed to leading the professionalization and standardization of the security industry in Canada. We strive to deliver services with practices that meet the highest global standards and are proud to hold internationally recognized certifications in:

- ISO 9001:2015 Quality Management
- ISO 14001:2015 Environmental Management
- ISO 18788:2015 Security Operations Management



## Environmental

### Calculating our collective carbon footprint

As part of its commitment to the environment, Commissionaires recently began a program to calculate our Federation's carbon footprint. In partnership with CarbonZero, we are employing an internationally recognized methodology to understand our annual carbon output across Canada. With this baseline, we will be well positioned to prepare carbon reduction strategies to positively impact our environment and reduce our contribution to climate change.



## Social

### Fostering a culture of safety

We value our people who work every day to contribute to the security of Canadians. Commissionaires aims to minimize incidents by working collaboratively with clients to promote safe working conditions at all security sites.



### International Code of Conduct Association (ICoCA)

Commissionaires is the sole Canadian security company certified by ICoCA. As a member of this international association, we join ICoCA's mission to raise private security industry standards and practices that respect human rights and international humanitarian law. We believe we have an obligation to continually raise the bar, not just for our employees and clients, but for the entire security sector.



## Governance

Our Federation of 15 Divisions is governed by volunteer National Board members who take their fiduciary responsibilities seriously. The National Board is composed of one representative from each Division and led by a National Chair. Each Division, in turn, has a board of volunteers who bring a wealth of military, police, and executive experience to the governance of each organization.

### The Commissionaires National Board responsibilities include:

- Upholding our Social Mandate
- Approval of the national budget
- National strategic goals and objectives
- Policy development
- Strategic risk management

# RECOGNIZING OUTSTANDING SERVICE

Each year, across the entire country, one commissioner is selected as National Commissioner of the Year and one supervisor is selected as National Supervisor of the Year. To learn more, you can find videos and articles featuring these exceptional recipients on our website at [commissionaires.ca](http://commissionaires.ca)



**2022  
COMMISSIONAIRE  
OF THE YEAR**

**John Haggis**

Victoria, the Islands  
and Yukon Division



**2023  
COMMISSIONAIRE  
OF THE YEAR**

**Daniel Montgomery**

Kingston & Region  
Division



**2022  
SUPERVISOR  
OF THE YEAR**

**Marc Moo Sang**  
*(deceased)*

Ottawa Division



**2023 SUPERVISOR  
OF THE YEAR**

**Lillian Roy**

Ottawa Division

“As someone who has worked for different security companies, I appreciate what Commissionaires offers. I really enjoy working with veterans; I love supporting the people who supported us.”

- *Commissionaire Lillian Roy*

# COMMEMORATING KOREAN WAR VETERANS

July 27, 2023 marked the 70th anniversary of the signing of the Korean Armistice Agreement, which ended more than three years of conflict in the Korean Peninsula. In recognition of this important historical milestone, Commissionaires extends gratitude to the veterans of the Korean War, including some of our very own commissionaires.

Major (Ret'd) Gerry Ratchford is a commissionaire with our Victoria, the Islands and Yukon (VIY) Division. He is a respected Korean War veteran who served with The Black Watch (Royal Highland Regiment). Following over four decades in the Canadian Armed Forces, he began his second career with Commissionaires in 1980. At the age of 95, Gerry's remarkable dedication was honoured with a Commissionaires Distinguished Service Medal. Gerry was also recognized by Veterans Affairs Canada at a Korean War commemoration event in Burnaby, BC in July 2023.



Ted Zuber  
Freeze  
CWM 19890328-012  
Beaverbrook Collection of War Art  
Canadian War Museum



L-R: Commissionaire Major (Ret'd) Gerry Ratchford;  
VIY Division CEO Mark Breslauer



# Commissionaires Centennial Baton and Flag Tour

#MARCHTO100

Leading up to the 2025 Commissionaires Centennial, a ceremonial baton and flag have been making their way across Canada. Passing from commissioner to commissioner, this journey cultivates tradition, unity and a shared sense of purpose to safeguard communities from coast to coast. Community engagement remains at the heart of each stop, fostering connections with local clients and partners. Having now travelled over half of its crossing, the Baton and Flag Tour celebrates Commissionaires' spirit of service and represents nearly a century of supporting veterans and their families. On the march to 100, we invite all Canadians to be a part of this remarkable experience by following along here: [commissionaires.ca/centennial](https://commissionaires.ca/centennial)



## Newfoundland and Labrador Division

**BRIGUS, NL – JULY 2022**

CEO Capt(N) RCN (Ret'd) George Forward dove the Centennial Flag in a small fishing community.

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## New Brunswick and Prince Edward Island Division

**BORDEN-CARLETON, PE – NOVEMBER 2022**

Cmre Davina Firth and Cmre Eileen LeBlanc at the Confederation Bridge.

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## Nova Scotia Division

**PEGGY'S COVE, NS – SEPTEMBER 2022**

Cmre Candi Falkenham poses with the baton and flag in front of the Peggy's Cove lighthouse.

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## Quebec Division

**MONTREAL, QC – NOVEMBER 2022**

2nd Canadian Division Headquarters. Hoisting the Centennial Flag on a Centurion Tank.

## Hamilton Division

**MOUNT HOPE, ON – MARCH 2023**

L-R: Cmre Stan Raike, Centennial Baton Honour Guard, and Erin Napier, Curator, Canadian Warplane Heritage Museum.

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## Great Lakes Division

**BORDEN, ON – APRIL 2023**

16 Wing Headquarters. L-R: MWO Doug Hennessy, Eric Fuller, Katharine Pratt, Capt Brent Lance, Jordan Rancourt, Maj Rutvik Bhatt, and Bill Bennett.

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## Kingston Division

**MORRISBURG, ON – APRIL 2023**

Cmre Ralph Theodore in front of a Harland Veinotte Ltd. transport truck.

## Ottawa Division

**OTTAWA, ON – MAY 2023**

A Musical Ride ceremony during the RCMP's 150th anniversary.



## Northern Alberta Division

EDMONTON, AB – MAY 2023

Cmre GaganaJeet Singh at the Art Gallery of Alberta.

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## South Saskatchewan Division

REGINA, SK – OCTOBER 2023

SSK Division commissionaires at the Saskatchewan Legislative Building.

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**WANT TO SEE MORE PHOTOS?  
Check out the Centennial Baton Tracker**

[Click here to open the link](#)

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## Manitoba Division

DEACON, MB – JULY 2023

Centre of Canada. L-R: Division executives  
Shawn Fortin, Pat Sylvester, and Rob Murphy.

**Guarding**

BY-LAW ENFORCEMENT

Contractor Escorting

Traffic Control

Event Security

Identification

HomeWatch

Tenant Screening

US Entry Waivers

Threat Risk Assessment

**Background Screening**

**Investigations**

Record Suspensions

Alarm Response

**MILITARY**

**VETERANS**

Training

**Mobile Patrol**

Affidavits



**COMMISSIONAIRES**

RCMP

Passport Photos

**24/7**

Monitoring

**NON-CORE POLICING**

Police

Security Consulting

**Cybersecurity**

**Fingerprinting**

Reception

**Criminal Record Checks**

Access Control

Oaths

Site Inspection

Pre-Employment Screening