



AT A CROSSROADS



Annual Report of the
Chief of the Defence Staff
2001-2002



Contact Information

This document, as well as other information on the Canadian Forces, is available on the Department of National Defence Web Site (D-NET) at www.forces.gc.ca

General Inquiries

Director General Public Affairs
National Defence Headquarters
MGen George R. Pearkes Bldg, 15NT
101 Colonel By Drive
Ottawa, ON K1A 0K2
Telephone: (613) 995-2534

You are also welcome to contact our regional offices at:

Atlantic

ndpao.atlantic@nb.aibn.com

Mailing and courier address:

National Defence Public Affairs Office
Place Heritage Court
95 Foundry Street, Suite 102
Moncton, NB E1C 5H7
Telephone: (506) 851-0556
Facsimile: (506) 851-0561

British Columbia

ndpao-pacific@shaw.ca

Mailing and courier address:

National Defence Public Affairs Office
Suite 201 – 1090 West Pender
Vancouver, BC V6E 2N7
Telephone: (604) 666-0199
Facsimile: (604) 666-0156

Prairies

ndpaocal@nucleus.com

Mailing and courier address:

National Defence Public Affairs Office
220 4th Avenue S.E., Suite 163
Calgary, AB T2G 4X3
Telephone: (403) 974-2822
Facsimile: (403) 974-2829

Ontario

ndpao@interlog.com

Mailing and courier address:

National Defence Public Affairs Office
4900 Yonge Street, 6th Floor
Toronto, ON M2N 6B7
Telephone: (416) 952-9218/1-888-564-8625
Facsimile: (416) 952-7910

Quebec

ndpao.mtl@videotron.ca

Mailing and courier address:

National Defence Public Affairs Office
Guy-Favreau Complex
200 Blvd René Lévesque West
West Tower, 9th Floor, Room 911
Montreal, QC H2Z 1X4
Telephone: (514) 283-5286
Facsimile: (514) 283-5351

NDID: A-JS-015-000/AF003

ISBN: 0-662-66644-5

Catalogue No.: D1-15/2002

Art Direction by DGPA Creative Services/
Direction artistique par DGAP Services créatifs
CS02-0043

Message from the Chief of the Defence Staff



It is with a sense of pride and honour that I present my first annual report on the state of the Canadian Forces. This report is important. It provides an opportunity to recognize the achievements and contributions of the men and women of the Canadian Forces over the past year, and to talk to Canadians and CF members about where we are and where we are going.

In my opinion, 2001-2002 has been a crucial year for the Canadian Forces. The past year has demonstrated with clarity that we are at a crossroads as an institution – a crossroads between the past and the future.

Over the past 12 months, we have witnessed the brutality of terrorism and the potential dangers that new asymmetric threats pose to civil society and to Canadians. We have also been reminded about the depth of our relationship with the United States, and the importance and value of working together to ensure the security of our citizens. In addition, we have seen the largest deployment of Canadian Forces into combat-international operations since the Korean War. And, tragically, we have grieved with all Canadians over the death and injury of soldiers of the Princess Patricia's Canadian Light Infantry Battle Group in Afghanistan.

Recent events have also reinforced the fact that the strategic environment in which we operate has changed over the past decade and that it continues to evolve. Since the end of the Cold War, we have gone from an organization structured and ready to come to the aid of the North Atlantic Treaty Organization (NATO), mainly with forward-deployed forces in Europe, to an organization that must be ready to answer the Government's call to action on a global basis in a wide variety of missions and tasks, from humanitarian assistance to combat operations.

Closer to home, the past decade has reinforced the Canadian Forces' unique role as Canada's "force of last resort" and the importance of ensuring that we are prepared to assist the Government and other government departments to respond to disasters such as the Manitoba Flood in 1997, or the Ice Storm in 1998, or the protection of Canada's critical infrastructure. On our own continent, it is clear in the aftermath of September 11th, that both Canada and the United States are moving ahead quickly to strengthen collective defence and security.

Overall, recent events and developments have confirmed that the strategy we are pursuing to transform and prepare the Canadian Forces for the future, through the vision embodied in Defence Strategy 2020, is sound. We have recognized the dangers of modern operations and the growing list of new threats to which we must respond. We have invested in a focussed and deliberate manner in our people, in training, and in the modern equipment needed to ensure we remain relevant, combat-capable and interoperable with our allies. And, we have worked diligently to reach out to Canadians, defence stakeholders and Canadian decision-makers to improve public awareness of the contributions and challenges ahead of us.

The Canadian Forces leadership has also clearly stated that, while our strategy for the future is sound, the status quo is not sustainable. Operational and personnel tempo remain high, we face significant recruiting and retention challenges, we are carrying a significant amount of aging infrastructure, and we need to modernize equipment and capabilities in key areas. Most importantly, perhaps, and as many of our allies are doing, we need to continue transforming the CF into an organization that has the capabilities needed for the future, and divest ourselves of those that are less relevant to today's security environment.

Some will argue that we simply can overcome the majority of those challenges with more financial resources. While more money is always welcome, it alone will not solve the problem, nor will it eliminate the need to make tough choices on how best to optimize and modernize the Canadian Forces. Further, we must recognize that the Government, through Budgets 1999, 2000, and 2001, has authorized increases in defence spending commencing in fiscal year 2001-2002 which will total more than \$5 billion by the end of fiscal year 2006-2007. While these additional resources do not overcome all of our operational, sustainment and modernization challenges, they do provide for a number of personnel initiatives and investment opportunities, and serve to increase our ability to support counter-terrorism and respond to asymmetrical threats.

Our primary responsibility is to deliver the best military capability that we can with the resources allocated to us by the Government. It is also our responsibility to inform and advise Government on the areas where improvements are required to sustain current and projected activity levels and to maintain relevance into the future.

In the meantime, we must not lose sight of the fact that today's Canadian Forces is a modern, professional and combat-capable force. We are currently making the fourth largest contribution to the international campaign against terrorism. Our Land Forces have played an important role in combat operations on the ground in Afghanistan, alongside their U.S. counterparts. Our Navy is fully interoperable with U.S. and other naval forces in the region, and has not only participated in but also led coalition naval operations. Our Air Force has provided air transport support and maritime patrol capability to the coalition throughout the region, as well as embarked Sea King helicopter detachments aboard our own ships. In addition, we are providing air, land, and naval forces to 12 other missions around the world, including those in the Balkans and the Middle East.

If we are to remain relevant, however, we must ensure the Canadian Forces is affordable and sustainable in the long term. Given this, and the changes shaping Canada's security and defence environment, the Government has announced that a defence update is in order. While this update will generate some uncertainty about the future by its very nature, it is an important and positive development for the Canadian Forces and the Department of National Defence. The core tenets of Canada's defence policy remain sound. Canada continues to need and benefit from multi-purpose, combat-capable forces. However, the update will provide greater clarity and direction from the Government on the capabilities on which we need to focus today and into the future.

Within this context, I fully support the priorities set out for the Canadian Forces and the Department for the year ahead, which are to:

- Respond to the new security environment;
- Put people first;
- Optimize Canada's defence and security capabilities;
- Maximize our modern management effectiveness, including communications; and
- Enhance our defence relationships, with our allies and strategic partners.

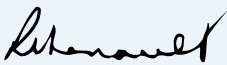
Clearly, however, our main objective must be to deliver on operations. Our main function is to provide defence and security for Canadians, and operations are the most visible and important element of that task.

Notwithstanding the impact of new technology on military operations, success still depends on the professionalism, the expertise and the motivation of our people. For that reason, we must continue to put people first. Our people are our lifeblood, and the military demands more from its people than perhaps any other profession – namely, it asks them to serve anywhere, anytime and with unlimited liability. In other words, we ask our men and women to be prepared to sacrifice their lives as part of their job. In return, we have an obligation to keep their needs and those of their families at the forefront of our thinking and decision making. In today's context, that means managing our operational tempo, making the changes needed to address our recruiting and retention challenges, continuing to invest in leadership and professional development, and promoting diversity. It also means ensuring our people have the right tools to do their job.

That is why we must continue to move forward to modernize and enhance our operational capabilities. We must look at readiness levels, examine ways to guarantee our ability to deploy globally, and seek to remain interoperable in key areas with our allies, particularly the United States. We must also continue to strengthen our ability to deal with asymmetric threats. Furthermore, we must support the revitalization and restructuring of the Reserves. And, through the defence update, we must ensure our resulting force structure is affordable and sustainable.

Finally, we must continue to be proactive in communications. We have made enormous progress over the past few years in strengthening our external communications through a series of initiatives, including the Canadian Forces Parliamentary Program. These efforts must continue. We must also do more to enhance our internal communications. The rapid pace of change is going to continue, and we must all play an active role in explaining those changes to Canadians and to the men and women of the Canadian Forces.

Canadian Forces members, both Regular Force and Reserve, capably supported by the civilian members of the Defence team, are doing an outstanding job of serving their country. I join with all Canadians to extend my gratitude to them and their families, for the significance of their accomplishments and the quality of their work. And I am fully confident in our ability to meet the challenges we face as we go through this crossroads together.



R.R. Henault
General
Chief of the Defence Staff

Table of contents

Introduction..... 1
Mission and roles 1



Part 1: Key achievements, 2001-2002 3
Operation APOLLO and the campaign against terrorism 4
 Other international operations 5
 Domestic operations 6
 Progress on priorities..... 7



Part 2: Key challenges..... 10
 Responding to the new security environment..... 11
 Force modernization, sustainability, and the Commands..... 13
 Demographics, recruiting, retention, and diversity..... 17
 Connecting with Canadians and CF members 18



Part 3: Canadian Forces priorities..... 19
 Priority 1: Putting people first 20
 Priority 2: Modernizing our force structure 24
 Priority 3: Ensuring modern management
 through effective communications 30

Conclusion 33

Annex A: Canadian Forces operations, 2001-2002 34
Annex B: Capital procurement (equipment) 39
Annex C: The Armed Forces Council 44
Annex D: Summary of recruiting intake 48

Introduction

The Annual Report of the Chief of the Defence Staff provides Parliament and the Canadian public with an overview of the current state of the Canadian Forces (CF).¹ It reviews key achievements over the past year, outlines the issues and challenges confronting the organization, and articulates CF priorities for the year ahead.

The CF performs core functions of government, from the surveillance of Canadian territory to the protection of our sovereignty. We are *the* “force of last resort” in Canada—the organization to which the nation turns in crisis and disaster to support other civil authorities. Members of the Regular and Reserve Force provide Canada with the means to make a meaningful contribution to continental defence, and to the maintenance of international peace and stability. In addition, we represent Canadians from coast to coast, worldwide, as a vital, national institution reflective of Canadian values, diversity, and interests.

As all Canadians recently witnessed and grieved, CF members are sometimes called upon to make the ultimate sacrifice—having given up some of the rights and privileges enjoyed by others and agreeing to what is known as “unlimited liability.” In doing so, CF members agree to risk their own lives in service of the country, to defend our interests, laws, and values. For members of the Canadian Forces, this is the ultimate testament of their commitment to Canada and to the profession of arms.

Mission and roles

The CF’s mission is to defend Canada and Canadian interests and values, while contributing to international peace and security. Its main focus is security, and its three key roles are to:

- defend Canada;
- contribute to the defence of North America, in co-operation with the United States; and
- contribute to international peace and security.

Domestically, the CF’s key tasks include:

- surveillance and control of Canadian approaches and territory;
- support to other government departments and agencies, such as the Royal Canadian Mounted Police (RCMP), Fisheries and Oceans Canada, Environment Canada, and Citizenship and Immigration Canada;
- national search-and-rescue services;
- assistance to civil authorities;

1. The Annual Report of the Chief of the Defence Staff was introduced in response to Recommendation 65 of the 1997 *Report to the Prime Minister on the Leadership and Management of the Canadian Forces*, page 51, March 25, 1997.





- aid of the civil power (under section 275 of the *National Defence Act*);
- the ability to support the federal response to counter-terrorist and asymmetric threats;
- support to the protection of critical infrastructure and emergency preparedness; and
- support for major international events in Canada.

The CF also makes important contributions to broader national priorities. It supports youth training through the Canadian Cadet program, professional development and education through the Royal Military College, and support to industry through a number of collaborative programs. It also contributes to our national identity.

Continentially, the Canadian Forces shares in the defence of North America with the U.S. Armed Forces. In doing so, the CF operates more than 50 radar sites as part of North America's North Warning System. Canadian and U.S. forces share intelligence and security information on an ongoing basis, and conduct joint and combined training exercises. In addition, we are partners in the North American Aerospace Defense Command (NORAD), which has a binational command structure. In total, Canada and the United States have more than 80 treaty-level defence agreements and 250 memoranda of understanding.

Internationally, the CF supports multilateral operations through the United Nations (UN), NATO, and coalitions of like-minded nations. It makes significant contributions to a number of major NATO programs, including bilateral training, NATO Flying Training in Canada, the Partnership for Peace initiative, and the Military Training Assistance Program. At the same time, the CF supports a wide range of arms-control activities, maintains the ability to respond rapidly to humanitarian emergencies worldwide through the Disaster Assistance Response Team (DART), and maintains the ability to protect and evacuate Canadians from areas threatened by conflict.

The roles and missions of the Reserve component of the CF continue to evolve, since the Reserve Force no longer simply augments the Regular Force. Naval Reservists serve on the maritime coastal defence vessels, completing tasks specific to those ships and to the Naval Reserve. The Army is looking to train the Army Reserve in Reserve-specific tasks, including nuclear, biological, and chemical response, with training regimes and duties that will likely be distinctive to the Army Reserve. There continues to be a greater reliance on Reserve members to serve on a full-time basis in support and operational roles.

In short, the CF provides Canadians with a broad range of support and services at home and abroad, and is a key instrument through which the Canadian government maintains the safety, security, and well-being of Canadians.

This year's report is divided into three parts. Part 1 articulates key achievements in 2001-2002, focussing on CF operations, people, and equipment. Part 2 examines the challenges that the CF is currently facing, and outlines some of the broader issues confronting the leadership of the Canadian Forces. Part 3 describes how the CF is planning to address tomorrow's challenges as we continue to adapt to a rapidly changing world.

The CF's mission is to:

- defend Canada;
- contribute to the defence of North America, in co-operation with the United States; and
- contribute to international peace and security.



Part 1: Key achievements, 2001-2002

Looking back over the past year, it is clear that the CF leadership has continued to make progress in addressing its priorities, and the men and women of the Forces have continued to deliver above and beyond the call of duty in exceptional and trying circumstances.

As we started out the last year, our priorities included the need to do a better job of managing and reducing the operational and personnel tempos being carried by members of the Forces, always with an eye to putting people first. For much of the last 10 years, the men and women of the Forces have been asked to sustain a high tempo of operations. At the same time, we have been able to reduce personnel pressures by contracting selected support functions out to the private sector, by adopting an “early in, early out” approach to new missions and deployments wherever feasible, and by working with the Government and our NATO partners to rationalize our commitments in the Balkans.

To a significant extent, these efforts were rewarded early in the last year. The CF started 2001 with 3,000 personnel deployed on 19 different operations. Over the spring and summer, we ended CF participation in two significant missions in East Timor and Ethiopia and Eritrea, respectively, and by early September, our overseas commitments had been reduced to a more sustainable 2,117 personnel on 13 different missions.

The international security environment nonetheless remained unpredictable, and on September 11th, the world witnessed the worst terrorist attacks in history. Following the attacks, Canada made a firm commitment to support the United States and other coalition allies in the international campaign against terrorism, and the men and women of the Canadian Forces were called upon to provide a significant level of support to this multinational effort.

They delivered on this latest commitment, and a broad range of other international and domestic missions and priorities, throughout the year. The following profiles their key achievements and contributions.

...on September 11th, the world witnessed the worst terrorist attacks in history. Following the attacks, Canada made a firm commitment to support the United States and other coalition allies in the international campaign against terrorism...





Operation APOLLO and the campaign against terrorism

In the immediate aftermath of the September 11th terrorist attacks on the United States, all members of the Defence team—including Regular and Reserve Force CF members, Department of National Defence (DND) civilian employees, Canadian Rangers, and many of their family members—were engaged in Canada's response to the terrorist threat. The CF issued an immediate recall of personnel, increased readiness levels at home and abroad, and increased the number of aircraft assigned to NORAD. Furthermore, the CF assisted a number of civil authorities and agencies to provide relief to 23,921 passengers aboard 142 civilian flights diverted from the United States to six Canadian airports immediately following the attacks. And, like all Canadians, we grieved for the victims.

In terms of assets, the CF initially committed almost 3,000 personnel to support the international coalition against terrorism, including:

- a Taskforce Headquarters at Central Command Headquarters, in Tampa, Florida;
- a Canadian Naval Task Group;
- the Canadian frigate HMCS *Vancouver*, which is integrated with the USS *John C Stennis* Carrier Battle Group, operating out of the Arabian Sea;
- a strategic airlift detachment, comprising one CC-150 Polaris long-range transport aircraft, operating initially out of Germany and then out of the Arabian Gulf;
- a long-range patrol detachment, comprising two CP-140 Aurora maritime patrol and surveillance aircraft, operating out of the Arabian Gulf;
- a tactical airlift detachment, comprising three CC-130 Hercules transport aircraft to be employed primarily in the delivery of humanitarian relief and supplies to the people of Afghanistan; and
- a Canadian Battle Group of more than 800 combat personnel, working with American forces in and around Kandahar, Afghanistan, and in several areas throughout the country.

At year's end, Canada was the fourth largest contributor to the international coalition. Our deployed forces have participated in several combat operations, led coalition forces in *Operation HARPOON*, contributed to humanitarian assistance in the region, and intercepted ships in the Arabian Sea. We also lost four members in a tragic accident—a reminder of the inherent dangers of war.

Our deployed forces have participated in several combat operations, led coalition forces in *Operation HARPOON*, contributed to humanitarian assistance in the region, and intercepted ships in the Arabian Sea. We also lost four members in a tragic accident...

Other international operations

In addition to *Operation APOLLO*, the CF continued to make a difference worldwide, undertaking, maintaining, or concluding missions across four different continents.

In **Europe**, the CF currently has approximately 1,600 Canadians serving in Bosnia-Herzegovina as part of *Operation PALLADIUM*. Part of NATO's Stabilization Force, this mission is supporting the United Nations' efforts to deter hostilities, establish a secure environment, and monitor peace in the region. As part of *Operation FORAGE*, the CF also deployed to the Former Yugoslav Republic of Macedonia for 45 days in August 2001 to help diffuse tensions in the area. In addition, as part of ongoing efforts to rationalize NATO commitments in the Balkans, the CF contribution to *Operation PALLADIUM* will potentially decrease to about 1,300 troops over the next year.

In **Asia**, the CF played a key role in the international peacekeeping force in East Timor. In September 1999, about 650 CF personnel joined the Australian-led multinational force in the region. Canadian participation ended on May 12, 2001. Also in Asia, the UN Iraq-Kuwait Observer Mission, *Operation RECORD*, was monitoring the interstate boundaries using United Nations military observers. Canadian involvement in this mission concluded on August 15, 2001.

Finally, in **Africa**, the CF supported peace operations in Ethiopia and Eritrea, and in Sierra Leone. Under *Operation ECLIPSE*, Canada supported the deployment of the UN's multinational high-readiness brigade (known as SHIRBRIG) to Ethiopia and Eritrea based on an "early in/early out" commitment. The six-month deployment was a complete success and concluded on June 11, 2001. Under *Operation ADDITION*, the CF has also provided unarmed UN military observers (UNMOs) to the area to oversee a temporary security zone and help maintain the peace. In Sierra Leone, the CF is also providing UNMOs under *Operation REPTILE* to observe the peace agreement, and help implement the country's disarmament, demobilization, and reintegration plan. It is also contributing to an International Military Advisory and Training Team under *Operation SCULPTURE* to help the government of Sierra Leone rebuild its armed forces. The CF has also agreed to contribute to a UN military observer mission in the Congo, but so far the warring factions have not allowed the mission to begin.

To support these overseas operations, CF members, as well as civilian employees, were called upon to transport 12,325 passengers, and more than 1.7 million kilograms of freight over the course of the year. In addition, the troops received 112,236 kilograms of mail, and the CF was able to fulfil more than 50 requests for humanitarian assistance in seven different countries, amounting to 134,500 kilograms of humanitarian aid. At the same time, the CF either led or participated in more than 30 arms-control verification inspections around the world.

For complete mission summaries, see Annex A.



...CF members, as well as civilian employees, were called upon to transport 12,325 passengers, and more than 1.7 million kilograms of freight... the troops received 112,236 kilograms of mail, and the CF was able to fulfil more than 50 requests for humanitarian assistance in seven different countries, amounting to 134,500 kilograms of humanitarian aid.

Domestic operations

The men and women of the CF also maintained an active operational pace here in Canada, contributing to national search-and-rescue services, providing security for international events hosted in Canada, and helping other government departments as required. In total, the CF employed about 3,750 members to support domestic operations over the course of the year.

In **North America**, the CF has been a key participant in *Operation NOBLE EAGLE*. A joint U.S.-Canadian operation, *Operation NOBLE EAGLE* was launched following the events of September 11th, and is designed to enhance protection of North American airspace. Under the operation, Canada and U.S. forces started to monitor and intercept all flights of interest from within continental North America, regardless of origin, rather than focussing only on air threats originating outside the continent.

Highlights of our domestic operations over the last year also include:

- **Search-and-rescue services** – In 2001, the CF co-ordinated the response to 8,218 aeronautical, maritime, and humanitarian search-and-rescue incidents. These responses involved the efforts of more than 800 CF personnel and 1,195 taskings of CF aircraft and ships.
- **Support to major international events** – The CF plays a major role every year supporting major international events held in Canada. In 2001, the CF deployed more than 2,000 personnel under *Operation QUADRILLE* to support the Summit of the Americas in Québec City from April 22 to 24, providing air and ground transportation as well as ceremonial, communications, medical, and security support to the RCMP and the Department of Foreign Affairs and International Trade. The CF also provided floating bridges, radios, boats, tents, beds, blankets, and other assistance to support Les Jeux de la Francophonie in July, and staffed an operations centre to support the World Championships in Athletics in Edmonton in August.
- **Support to other government departments** – Over the course of the year, the CF committed more than 150 ship days and more than 1,800 flying hours to support Canadian sovereignty and other government departments in areas such as law enforcement and the protection of Canada's environment and fisheries. It also increased air and ground support to the RCMP to support counter-drug surveillance and interdiction operations. During the spring and summer, CF members and DND civilian employees worked closely with the Canadian Food Inspection Agency to tighten cleaning and inspection procedures for NATO allies and CF personnel returning from Europe during the outbreak of foot-and-mouth disease in the United Kingdom and other parts of Europe.

Progress on priorities

Significantly, and despite the resurgent operational tempo following the events of September 11th, the CF continued to make progress on key military priorities, particularly quality of life, leadership and professional development, and force modernization.

Quality of life

During 2001, the CF continued to concentrate on a wide range of initiatives to implement the very important recommendations of the Standing Committee on National Defence and Veterans Affairs (SCONDVA) regarding the quality of life of CF members.

Key areas of progress in 2001-2002 included the following:

- the Canadian Forces Housing Agency adopted an improved system of guidelines for all housing offices to ensure a response is made to occupant and unit emergencies in an efficient and timely manner, consistent with and exceeding those in practice in the private sector;
- the CF moved forward in helping members make claims for compensation of damages incurred during a move, and is implementing a Move Education Program for CF members and spouses;
- the Minister of Veterans Affairs introduced changes to acknowledge the following people as veterans (including CF members who have served in the Reserves):
 - former members of the CF who have served in special duty areas; and
 - former members of the CF who have met both the DND military occupational-classification requirements and have been released from the CF with an honourable discharge.
- the CF incorporated the Family Care Plan as an amendment to the Canadian Forces Families Defence Administrative Order and Directive, which establishes policy and processes to follow for contacting members when required in circumstances such as the death, serious illness, or injury of a family member; and
- the CF created a National Recreation and Youth Services Manager position within the CF Personnel Support Agency to establish national minimum standards for programs and services, and to provide a more systematic approach to delivering youth services at the local level.



During 2001, the CF continued to concentrate on a wide range of initiatives to implement the very important recommendations of the Standing Committee on National Defence and Veterans Affairs (SCONDVA) regarding the quality of life of CF members.

Leadership and professional development

In 1997, the CF made a firm commitment to reform military leadership and professional development in former Defence Minister Douglas Young's *Report to the Prime Minister on the Leadership and Management of the Canadian Forces*. To follow through on this report, the CF has worked hard over the past few years to develop a new vision of leadership for both officers and non-commissioned members (NCMs).

The "Officership 2020" vision for the CF was approved for implementation in early 2001, and the "NCM Corps 2020" vision will be finalized and published before the end of 2002. Under the framework established in these vision documents, the CF is placing a heavy emphasis on the key competencies required for modern military leaders, including the ability to:

- selectively apply military force to help resolve conflicts;
- exercise exemplary leadership that inspires mutual trust, both at home and when deployed overseas;
- set and maintain the highest possible standards of professionalism in executing the CF's essential services to Canadians;
- provide relevant and accessible professional military and academic education to our personnel; and
- encourage personnel to exercise critical thinking that challenges the status quo and embraces change, to ensure that the CF leadership is strategically positioned to deal with the challenges of the future.

We are committed to enhanced leadership and professional development across the CF. In 2001, we established the CF Leadership Institute, which will become a centre of excellence for leadership research and concept development in the CF. Another step in addressing the need for personnel's intellectual development will be the establishment of the Canadian Defence Academy (CDA) in 2002. Its objectives include adding rigour to professional military education, enabling Canadian Forces personnel to achieve their intellectual potential, and ensuring coherent and integrated Canadian Forces educational processes. It will also co-ordinate all common professional development for the Canadian Forces. The CDA implementation will be phased in over the next two years.

At the same time, CF members will continue to be encouraged to upgrade their education and pursue continuous learning. Indeed, in 2001:

- about 350 Regular Force officers reported that they had taken an undergraduate course on a part-time basis, and 1,199 officers were sponsored in undergraduate studies on a full-time basis at the Royal Military College (RMC) and other universities;
- the CF introduced an Advanced Education Program to encourage Regular Force officers to work toward a graduate degree or professional certification, and 160 officers were sponsored for full-time graduate studies;
- 6,015 Regular Force personnel took advantage of the education reimbursement under the Personal Enhancement Program, which was improved this past year to encourage members to pursue personal studies to enhance their professional knowledge or second-career plans;

...CF members will continue to be encouraged to upgrade their education and pursue continuous learning.

- about 635 Primary Reserve Force members took advantage of a new trial program of education reimbursement designed for part-time members of the Primary Reserve (the program was also expanded in 2001 to include non-commissioned members); and
- the Canadian Forces College was accredited so that, with the addition of a major research paper, course members could also graduate with a master's degree in defence studies granted by RMC.

Force modernization

The CF also continued to make progress in its efforts to modernize equipment and lay the foundation for future capabilities.

In addition to the modern frigates and new coastal defence vessels that have been delivered over the past decade, the operational effectiveness of Canada's Navy improved with the acquisition of four *Victoria*-class submarines. Compared to the *Oberon*-class submarines that they are replacing, and despite recent problems, the *Victoria*-class submarines are faster and quieter, can dive deeper, and can conduct more complex operations than their predecessors. They also require less maintenance and fewer personnel, and have larger, more comfortable living spaces. The first submarine, HMCS *Victoria*, was accepted in October 2000. The second submarine, HMCS *Windsor*, was accepted in October 2001. HMCS *Victoria* is scheduled to transfer from Halifax, N.S., to Esquimalt, B.C., in early 2003, and will provide a West Coast submarine presence for the first time since 1974.

Canada's Army also continued to make good progress. Through the Clothe the Soldier project, the Army is acquiring new and much improved footwear, clothing, handwear, headwear, and ballistic-protection and load-carrying equipment. Introducing these items will resolve the most pressing operational deficiencies of environmental and battlefield protective clothing and equipment. And, with the delivery of the Coyote reconnaissance vehicle and the LAV III armoured personnel carrier, and completion of the tactical command, control, and communications system project, the Army is better prepared for the battlefield of the 21st century. Perhaps most significantly, the Army also laid the foundation over the course of the year to introduce its strategy to build the "Army of Tomorrow" and prepare for the "Army of the Future."

Canada's Air Force also continued to invest in new equipment, with the ongoing delivery of the new Cormorant search-and-rescue helicopter and modernization programs for the CF-18 fighter aircraft and Aurora long-range maritime patrol aircraft. DND also pursued efforts to replace the Sea King, announcing the Government's intention to acquire 28 new maritime helicopters required to support the Navy. In December 2001, the Department also received approval to configure two CC-150 Polaris (Airbus A310) into strategic air-to-air refuelling tanker aircraft. The Air Force also continued its work on assessing options for strategic airlift.

For more information on specific procurement priorities and current capital-equipment projects, see Annex B.



The CF also continued to make progress in its efforts to modernize equipment and lay the foundation for future capabilities.



Part 2: Key challenges

As has been demonstrated time and again in recent years, the fundamental principles of Canada's defence policy remain sound. Canada continues to need and benefit from multi-purpose, combat-capable sea, land, and air forces. There is a continuing role and requirement for Regular and Reserve Forces. Canadians clearly support the main roles of the Canadian Forces—namely to defend Canada, contribute to the defence of North America, and contribute to international peace and security.

At the same time, the world has changed significantly over the past decade. We face different potential threats, ranging from global terrorism, to threats against our critical infrastructure, to the proliferation of conventional weapons, ballistic missile technology, and weapons of mass destruction. The same technologies that are transforming global commerce are also transforming the nature of warfare, including the equipment and doctrine required to conduct military operations. Over the past decade, traditional peacekeeping has often been replaced by peacebuilding, peace enforcement, and even combat operations. With increased regional instability, there has been a dramatic increase in the international demand for Canadian participation in coalition operations. And, as a result of changing demographics and a relatively sound economy, Defence continues to face tough competition for skilled labour.

While many in the defence and security field raised the spectre of many of these new military realities prior to September 11th, the events of that tragic day and their aftermath have served to crystallize public and professional understanding of the challenges they represent. We have learned that we are vulnerable at home. We have come to clearly realize the importance of ensuring we are able to protect our critical infrastructure and respond quickly to disaster. We have seen the importance of having well-trained, combat-ready troops who can deploy rapidly in response to unpredictable events. We have watched the growing relevance of modern weapons systems, interoperability, and special forces to modern military operations. We have learned that we must remain vigilant and adopt a comprehensive approach to ensuring peace, stability, and our defence. And, we have witnessed the tragic fact that the world is unpredictable and our prosperity depends on individual and collective security.

Over the past decade, traditional peacekeeping has often been replaced by peacebuilding, peace enforcement, and even combat operations. With increased regional instability, there has been a dramatic increase in the international demand for Canadian participation in coalition operations.



Responding to the new security environment

Canada's response to the new security environment that has emerged following the events of September 11th has focussed on three key areas of activity:

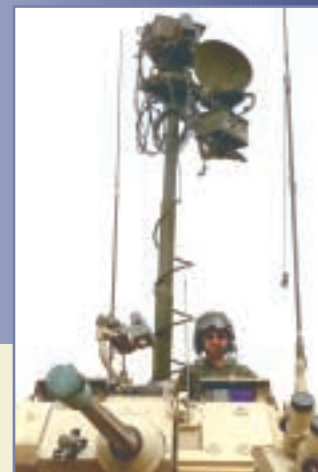
- the international campaign against terrorism;
- Canada–U.S. defence relations; and
- counter-terrorism and national defence and security.

The CF has a role to play in all of these areas, and all of these roles present challenges.

The first and most immediate challenge is the impact of current operations on our personnel tempo. Canada has made a firm commitment to support the international coalition. We have more than 2,000 CF personnel currently committed to the campaign under *Operation APOLLO*, and approximately 4,100 CF personnel deployed on 13 missions worldwide. While we have demonstrated our capacity to surge to support operations, the long-term impact of sustaining a high operational tempo is undermining our efforts to show our people that they are, in reality, first among our priorities.

That said, we do have a job to do, and none of us in uniform begrudge the essential need to support operations. That is what we are trained and paid to do. It is important to emphasize, however, that the reality of post-Cold War military operations has been the repetitive deployment of CF personnel into very stressful, usually hostile environments. These deployments are taking a toll on our people, who require time to recover, connect with their families, and train between deployments.

Given this, managing our operational and personnel tempo is one of our most important tasks. Operations are our business, and our people are our lifeblood. We cannot fail on either front. It is therefore critical that CF leaders at all levels continue to put in place the mechanisms required to offset the operational pressures on our people, wherever feasible, particularly in selected trades under pressure. We must continue to address these pressures by pursuing initiatives such as contracting out support in selected areas, supporting an “early in/early out” philosophy for deployments, and enhancing the ability of the Reserves to support operations.



A second key challenge in responding to the new security environment involves Canada–U.S. defence relations. As a result of the events of September 11th, both Canada and the U.S. have placed an increased emphasis on domestic security. For its part, the U.S. recently completed a Congressionally-mandated review of its Unified Command Plan (UCP), and is taking steps to establish a new command for “Homeland Security.” The new “Northern Command” is a U.S. initiative to simplify its internal command structure. The U.S. has also signalled its intent to move forward on ballistic missile defence.

In view of these developments, the CF leadership, in co-operation with our civilian colleagues, is engaged with the Department of Foreign Affairs and International Trade in informal discussions with the U.S. to identify potential ways to improve Canadian security by enhancing Canada–U.S. defence co-operation.

Canada and the U.S. enjoy a close and effective defence and security partnership. We have been defending North America jointly since 1940, and we are partners in NORAD, which remains a cornerstone of Canada–U.S. defence relations. That said, NORAD is a binational Canada–U.S. defence arrangement, and is therefore not part of the UCP.

While the creation of Northern Command may have potential implications for the way Canada and the US collaborate on continental security issues, we are still at an early stage in our informal discussions and no decision has been made on this matter. As CF leaders, it is important to remember that this issue remains the prerogative of the Government of Canada. Therefore, our job is to support the ongoing dialogue as required, explain why effective command-and-control arrangements are important in military planning, surveillance, and response, and explore and identify practical steps for the Canadian government to consider to improve Canadian and North American security, in co-operation with the United States.

We must also support efforts at home to strengthen Canada’s counter-terrorism and national security capabilities. As the nation’s “force of last resort,” we must ensure in particular that we are as prepared as possible to support civil authorities as required to respond to emergencies or crises in Canada.

Force modernization, sustainability, and the Commands

Another key challenge involves the need to establish readiness levels and a force structure for the CF that is affordable and sustainable in the long term. Clearly, we have reached a critical point in our history, and the time has come to transform the post-Cold War structure of the CF into one that better satisfies the current and future capability requirements.

This is a complex and challenging task, involving many related subissues, including:

- readiness and deployability;
- technological change, the revolution in military affairs, and interoperability; and
- the sustainability challenges faced by the “force generators.”

Readiness and deployability

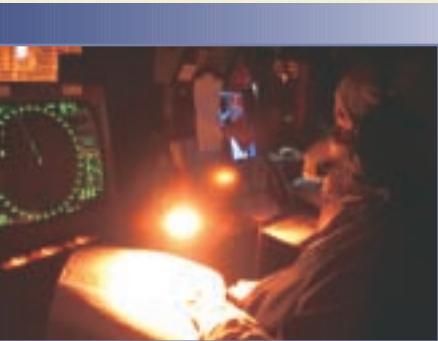
From a military perspective, one of the key lessons learned over the past decade has been the growing importance of being able to respond rapidly to crises on a global basis. This is particularly challenging for Canada, given that we are geographically far removed from the vast majority of countries to which we have been called to deploy to support multinational operations. At the same time, there has been a fundamental shift in naval operations from large-scale, blue-water missions, to joint and combined littoral (close to the shore) operations and in-theatre support to forces operating ashore.

There are significant personnel, equipment, and training costs associated with readiness and deployability. High readiness levels, for example, require personnel to be fully trained, with the necessary equipment, on stand-by and ready to go quickly in the event of a crisis. The Disaster Assistance Response Team (DART), for example, is ready to go on 48 hours' notice. The ability to deploy globally, in turn, requires flexible and reliable access to strategic lift. In addition, although the CF has never failed to get to theatre, the CF's current sealift and airlift capabilities are limited—potentially reducing their ability to deploy rapidly in some circumstances.

Within this context, the CF is assessing the options needed to strengthen its ability to deploy rapidly, looking at both airlift and sealift and the potential trade-offs required to support investment in these areas.



Clearly, we have reached a critical point in our history, and the time has come to transform the post-Cold War structure of the CF into one that better satisfies the current and future capability requirements.



Technology, the revolution in military affairs, and interoperability

Another key driver that is shaping future thinking is the rapid pace of technological change and the resulting revolution in military affairs. Progress in information technologies is creating powerful new ways to enhance operational and institutional effectiveness, from improving command and control, to increasing battlefield situational awareness, to enhancing the military's ability to precisely direct the application of force and reduce collateral damage and civilian casualties during operations. New technologies are also having a downstream impact on the organization and conduct of military forces, reshaping doctrine, tactics, and operational concepts.

This technological progress requires significant investment and imposes difficult new managerial challenges to exploit its full potential. Although DND has made significant strides in this area in the past year, we will continue to implement new measures to rationalize the management of information and the application of information technology.

Our infrastructure (e.g., communications, power, transportation) is also critical to ensuring Canada's survival and preserving our way of life. Accordingly, the CF will support departmental initiatives to protect this evolving infrastructure through the Office of Critical Infrastructure Protection and Emergency Preparedness, and the corresponding federal, provincial, and territorial authorities.

Collectively, these developments pose significant challenges for Canada and other NATO/coalition allies in terms of their ability to maintain interoperability, particularly with the United States.² The U.S. is the world leader in the development of new military technologies, concepts, and doctrine, and spends more on military research and development than the rest of NATO combined. Keeping pace and maintaining interoperability with the U.S. where necessary is therefore going to be a major challenge for the CF.

Sustainability and the Commands

In many ways, the core pressures and challenges faced by the CF are expressed through the Commands. The reason for this is straightforward. Collectively, the three environmental Commands, as the force generators, embody the majority of the operational forces, and are responsible for training, force generation, and the maintenance of capital-intensive equipment. They are also charged with support to operations on a priority basis, as required. As a result, they have "given" the most over the past few years to support the high operational tempo, while having to make the biggest adjustments, even as they were adapting to fiscal pressures and new military realities. The result is significant and growing pressures across all the force generators, particularly the Navy, the Army, and the Air Force.

In many ways, the core pressures and challenges faced by the CF are expressed through the Commands.

2. Interoperability is the ability to work seamlessly across environments (i.e., Army, Navy, and Air Force), as well as across militaries (i.e., between allies).

The Navy

Ton for ton, the Canadian Navy is currently as capable as any navy in the world. With the exception of the supply ships, auxiliary oil replenishers (AORs), its ships are modern and efficient, and its people are highly trained and motivated. As the deployment of the Canadian Task Group for *Operation APOLLO* demonstrated, it has been able to fulfil its operational commitments to the letter. In short, the Navy remains a relevant, combat-capable element of Canada's military forces.

This is not to say that the Navy is not facing challenges. As with other elements of the CF, the Navy is adjusting to the fundamental changes that are taking place within the new strategic environment. It is grappling with a high operational tempo, particularly in its support to the campaign against terrorism. It is facing significant personnel shortages, especially in key technical and operator trades. This shortage, combined with more frequent and longer deployments, is creating a significant challenge. In addition, the Navy continues to look to the future. It is reintroducing modern, cost-effective, conventional submarines into its fleet, and will have to replace its aging AORs to maintain its current capability. Sustainment, readiness, and deployability issues are all daily challenges. It will also need to selectively modernize key systems and acquire new capabilities in the years ahead.

To address these challenges, the Navy will need to stay on the same path to continuous improvement that it has been on for the last decade. It will have to focus on maintaining "core" naval capabilities, and ensuring the high level of interoperability that is the hallmark of its participation in the U.S. and other allied/coalition operations. In addition, the Navy will need to widen and deepen its operational relationships with "first responders" and other government departments, and be prepared to support civil authorities as necessary in response to major disasters, emergencies, terrorist attacks, or other asymmetric threats.

The Army

Like the Navy, the Army remains a modern, interoperable, and combat-capable fighting force, as demonstrated by the Land Forces' recent contributions to the campaign against terrorism in Afghanistan.

However, the Army is facing some of the most significant sustainability challenges in the CF, having borne the brunt of the high operational tempo experienced by the CF over the past decade. To maintain this tempo, there has been a heavy drain on personnel and equipment. More specifically, it has created challenges in a number of the areas, including:

- Command-and-control;
- Collective training;
- Infrastructure;
- Firepower;
- Intelligence and reconnaissance; and
- Morale.

To address these challenges, the Navy will need to stay on the path to continuous improvement that it has been on for the last decade.



...the Army is facing some of the most significant sustainability challenges in the CF, having borne the brunt of the high operational tempo experienced by the CF over the past decade.



To address these challenges, the Army is decisively moving forward to begin implementation of the Army's new strategy with unity of thought, purpose, and action. This will require a rebalancing of resources across the various components of the Army to ensure the sustainment of the "Army of Today" and the development of the "Army of Tomorrow," while continuing to invest in the "Army of the Future."

The Air Force

The Air Force also remains a vital, combat-capable component of the CF. It played a major role in the Kosovo air campaign in 1999. The Air Force is currently supporting coalition operations in Southwest Asia, with significant numbers of transport, maritime patrol, and maritime helicopter assets, and continues to provide enhanced fighter support to *Operation NOBLE EAGLE* in co-operation with NORAD and its U.S. counterparts.

As part of its efforts to address its sustainability and capability challenges, the Air Force conducted an Aerospace Capability Exercise in the fall of 2001 to better identify capability gaps. In a parallel process, the Air Force found that there has been insufficient emphasis placed on maintaining up-to-date doctrine. Similarly, at a recent Canadian Staff College Air Symposium held in late March 2002, the Air Force identified that there are very limited opportunities for potential leaders to experience command at the operational level.

To address these problems, the Air Force has established three priority areas for capability improvement and doctrine development. They include:

- the enhancement of joint and combined command and control and interoperability at the tactical level;
- the development of new doctrine to enable more effective command and control at the strategic level; and
- the improvement of personnel policies and professional military education, training, and experience, in co-operation with the Assistant Deputy Minister (Human Resources – Military) and the Chiefs of the Navy and Army, to optimize command and control at the operational and strategic levels.

The Air Force is currently supporting coalition operations in Southwest Asia, with significant numbers of transport, maritime patrol, and maritime helicopter assets...



Demographics, recruiting, retention, and diversity

It has been well-publicized that the CF is facing a significant recruiting and retention challenge. This is not surprising. The steady growth of the Canadian economy and the aging of the Canadian population have led to a reduction in the unemployment rate and increased competition for younger, skilled labour. Just as importantly, the values and expectations of young Canadians are changing—the post-baby boom population is less likely to pursue lifetime careers, is no longer as “loyal” to an organization, and is more likely to prefer job flexibility, life-long learning opportunities, and job mobility.

At the same time, the face of Canada is changing. The country continues to become increasingly diverse, and people from visible-minority groups represent an increasing portion of the overall population and workforce.

Recruiting and retention pressures are also particularly acute in specific trades, especially for engineers and technicians. There are several contributing factors. For example, many occupations today require higher levels of specialization, and educational entry standards are higher than in the past. As a result, the CF has been forced to recruit from an increasingly smaller pool. At the same time, many of the military occupations under pressure are in high demand for deployed operations, exacerbating personnel issues related to the high operational tempo. Furthermore, competition with other private- and public-sector organizations for these highly skilled people is growing, which increases our attrition pressures.

To strengthen retention, the CF has had to increase training and maintenance of competency opportunities, establish varied and more flexible career streams, improve career and deployment planning, and increase involvement in research. Despite these efforts and some early successes in the ongoing campaign, recruiting and retention remain key challenges.

Given these pressures, the CF must continue its efforts to make the CF an employer of choice through a comprehensive strategy to enhance recruiting, strengthen retention, and promote diversity. While initial efforts in these areas have already been positive (see Annex D), more will need to be done, particularly in key trades, as demographic and labour-market pressures continue to mount.



...the CF must continue its efforts to make the CF an employer of choice through a comprehensive strategy to enhance recruiting, strengthen retention, and promote diversity.



Connecting with Canadians and CF members

We live in a 24/7 universe. The media is now an integral part of the modern battlefield. Sophisticated communications technologies bring our work into the homes of Canadians and CF members on virtually a daily basis. Canadians are more demanding of their government, their institutions, and their leaders, as are CF members. In addition, we have a less visible presence in communities than we did in the past. Fewer and fewer Parliamentarians and Canadians have had direct military experience, or have someone in their family who has. Many new Canadians, in turn, come from regions of the world where civil-military traditions have not been established, and the military is often feared as a source of government control or persecution. At the same time, we are living in a period of profound change.

All of these factors make it more important than ever for the military leadership to play an active role in building and maintaining public and member confidence in the CF. It is critically important for us to establish as strong a connection as possible with Canadians and decision-makers. We must also do more to strengthen the bond between the military leadership and our own rank and file. Too often, the CF leadership is perceived to be reacting to issues, rather than proactively leading. While this is most often not the case, it remains a difficult issue. Some decisions take time, and some decisions and issues require careful and deliberate consideration by the Government. That said, CF leaders have taken a number of steps to better connect with Canadians and CF members, as we work to transform the CF into an organization focussed on the future.

Part 3: Canadian Forces priorities

As the events of September 11th and their aftermath demonstrated, the strategy pursued by the CF leadership over the past few years to position the CF for the future is sound.

We have emphasized the dangers of modern operations and the need to prepare for new and more deadly threats. We have invested selectively in our people, in training, and in the modern equipment needed to ensure we remain combat-ready and interoperable with our key allies. We have worked hard to reach out to Canadians, defence stakeholders, and Canadian decision-makers to improve public awareness of the contributions and challenges facing the institution. The men and women of the CF have delivered—on operations, on reforms, on priorities, and in response to crises—often above and beyond the call of duty.

The Canadian Forces leadership has also emphasized that, while our strategy for the future is sound, the status quo is not sustainable. Some will argue that the CF is in crisis. We are not. Today's CF remains a modern, professional, progressive, and combat-capable force. We have, however, reached a crossroads—a pivotal point in time between the past and the future. The issue is not where we are today, but where we will be a decade from now. If we are to remain relevant, we will need to continue transforming the CF to establish the balance between people, equipment, training, and a force structure that is affordable and sustainable in the long term.

This transformation will take us several years, and the journey will not be easy. It has already started with the vision provided in Strategy 2020, and it will be refined through a defence update. It will end with the CF of tomorrow. And it will require focussed, dedicated leadership.

Against this backdrop, five key issues stand out for the CF and DND for the year ahead. They are:

- our response to the new security environment;
- putting our people first;
- optimizing Canada's defence and security capabilities;
- maximizing our management effectiveness, including communications; and
- enhancing our defence relationships.

To provide focus, the following priorities are being set for the CF leadership:

- putting people first;
- modernizing our force structure; and
- ensuring modern management through effective communications.

Today's CF remains a modern, professional, progressive, and combat-capable force. We have, however, reached a crossroads—a pivotal point in time between the past and the future. The issue is not where we are today, but where we will be a decade from now.



To provide this focus, the following priorities are being set for the CF leadership:

- putting people first;
- modernizing our force structure; and
- ensuring modern management through effective communications.

**Our people are our foundation.
They are the bricks and mortar
that hold this institution together.**



**...the CF health-care reforms are
progressing well and remain
essential to the well-being of all
CF members.**

These priorities are designed to supplement and complement Defence's broader corporate priorities, which the Defence team established collectively and continues to improve. In fact, our civilian colleagues have made an outstanding contribution to Defence and the CF over the years, and we will need their continued dedication as we move ahead. Clearly, we must deliver on operations. Our primary objective is to provide defence and security for Canadians, and operations are the most visible and important element of our task.

That said, the CF leadership continues to focus on people, force modernization, modern management and communications. As leaders, our job is to nurture our people and lead the development of the CF of the future. It is also to explain to Government decision-makers, Canadians, and the men and women of the CF the issues, challenges, trade-offs, and direction in which we need to go to maintain our operational edge and posture the CF for the future.

Priority 1: Putting people first

Our people are our foundation. They are the bricks and mortar that hold this institution together. They are our thinkers, leaders, and visionaries—the Canadian defenders of a professional military. They are our ambassadors—to Canadians, to our allies, and to peoples and communities around the world. They are the soldiers, sailors, and air personnel who willingly put their lives on the line to enforce justice and defend the freedoms, laws, and values that all Canadians hold dear.

They are also our future. While we have made enormous progress over the past few years to address our people challenges, more needs to be done to improve quality of life, strengthen our recruiting and retention programs, promote diversity, reform the military health-care system, and enhance leadership and professional development. Simply put, we must continue to put people first and move the yardsticks ahead in all of these areas.

Reforming the military health-care system

DND is legally bound to provide for the health-care needs of CF members, whether at home or abroad. CF members serve their country with unlimited liability, and therefore must be assured that they receive health care that reflects the principles articulated in the *Canada Health Act*, whenever and wherever they serve.

As part of its efforts to demonstrate action on people issues and address a number of deficiencies in the CF health-care system, the CF has centralized all health-care resources throughout the CF and is moving forward aggressively to ensure CF members have access to consistent and high-quality health care.

Following recent trials in four military clinics, the CF has started to standardize establishments, processes, equipment, and infrastructure. As part of these efforts, the CF is moving forward to accredit all CF in-garrison clinics and

ensure primary-care teams are supported by diagnostic, mental-health, and support services. All personnel on long-term medical leave or in the process of being released for medical reasons will be assigned a case manager, who will ensure that proper treatment is co-ordinated either by the military medical system or through Veterans Affairs Canada.

In addition, Statistics Canada will conduct a national mental-health survey, which will include a sample of both Regular and Reserve Force personnel, to better define mental-health issues within the CF and permit comparison with the Canadian population at large. The CF is also conducting a wholesale review of all medical policies to bring them up-to-date with national practices.

In parallel with these changes, the CF continues to improve its operational medical support. Care of deployed CF members, such as those deployed on *Operation APOLLO*, continues to be a high priority. As part of these efforts, the role of the medical reserves in supporting both deployed and in-garrison health-care delivery is being carefully considered, including training and equipment requirements.

The CF is also heightening preparedness, including augmenting holdings of critical medication and equipment. To better meet future threats, the CF is entering into an agreement with the United States, entitled the Allied Vaccine Development Program, to co-operatively develop and acquire new types of vaccines. Furthermore, the CF is increasing the number of environmental-assessment teams capable of being deployed, expanding its ability to provide occupational and environmental health support to deployed personnel to detect, prevent, and control diseases.

Many of these reform programs are in the early stages of development or implementation. However, they have already resulted in the introduction of case managers on 14 bases and the establishment of the first dedicated team to assess environmental threats (prior to and during operational deployments). The reforms are also responsible for the posting of Certified Health Executive certified managers into 14 clinics in 2002, which will improve the quality of clinic management.

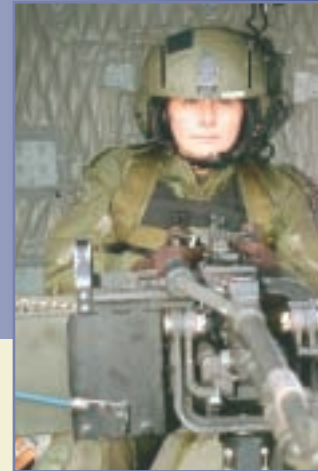
In short, the CF health-care reforms are progressing well and remain essential to the well-being of all CF members.

Canadian Forces Grievance Board

This board is the first independent organization to review military grievances, and is an administrative tribunal with quasi-judicial powers. It makes findings and provides recommendations in relation to grievances submitted to the Chief of the Defence Staff. In its first full year of operations, Board members and staff were able to make more than 300 findings and 204 recommendations on 100 grievances in 2001.

Recruiting, retention, and diversity

In its efforts to address demographic challenges and the need to strengthen recruiting, retention, and diversity, the CF leadership has made a clear commitment to make the CF an employer of choice.



In its efforts to address demographic challenges and the need to strengthen recruiting, retention, and diversity, the CF leadership has made a clear commitment to make the CF an employer of choice.



As a starting point, the CF has expanded its recruiting program. The program has a three-year mandate designed to re-establish CF personnel levels to 60,000, and to bring the trained effective strength of the CF up to an average level of about 55,000 personnel. The program is comprehensive and includes measures to improve recruit-intake predictions, strengthen recruit-attraction programs, and streamline recruit processing and training. The CF recruitment advertising program has also been revamped, and initial performance results suggest that it is one of the most successful advertising programs launched by the federal government in recent years.

To address growing retention issues, the senior CF leadership—the Armed Forces Council—has endorsed a multifaceted strategy to better monitor attrition and develop intervention policies. It has also assigned three levels of responsibility to addressing retention issues. They are: the CF as a whole, the Command level (Army, Navy, or Air Force), and the unit level.

For more information on recruiting, refer to Annex D.

In addition, the CF has launched the Military Occupational Structure Analysis Redesign and Tailoring (MOSART) project to assess ways to better manage the careers of CF members. As part of these efforts, the CF is reviewing military terms of service and personnel policies with a view to strengthening retention. At the same time, the CF has established a new governance structure for military human resources, creating the Military Human Resource Capability Board and a new Human Resources Advisory Board. The first board provides the necessary oversight for the Long Term Capability Plan. The second helps the CF build its own human-resources expertise while assisting, among other things, the military human-resources leadership with strategic planning and responses to major human-resources challenges.

To promote diversity, the CF is modernizing its employment-equity framework and working hard to reach in to under-represented groups within the military and reach out to Canadian youth to encourage recruitment from throughout Canadian society. These efforts are important—for recruiting, for retention, and for ensuring the CF reflects the population it serves.

As part of these efforts and in co-operation with DND, the CF has established advisory groups for women, Aboriginal people, people from visible-minority groups, and people with disabilities to help identify and eliminate barriers to employment. It is conducting a self-identification census of employment-equity groups within the CF. It is drafting new employment-equity regulations. It has also begun a review of its employment-equity plan, entitled *Building Teamwork in a Diverse Canadian Forces*. The CF has also expanded its Aboriginal Entry Program, and the Army has completed a trial of the Tommy Prince Program, designed to recruit and train Aboriginal candidates for the infantry. In addition, the CF has cosponsored the film *Honour Before Glory* to profile the historic contributions of African-Canadians to the CF.

To promote diversity, the CF is modernizing its employment-equity framework and working hard to reach in to under-represented groups within the military and reach out to Canadian youth to encourage recruitment from throughout Canadian society.

Quality of life

To maintain momentum on quality-of-life issues, a permanent Directorate of Quality of Life (DQOL) was introduced on September 1, 2001 to:

- see through implementation of the quality-of-life recommendations of the Standing Committee on National Defence and Veterans Affairs (SCONDVA);
- resolve issues related to the implementation of SCONDVA's recommendations; and
- identify and resolve new and emerging quality-of-life issues.

Of the 89 SCONDVA recommendations originally put forward in 1999, the majority have already been implemented. In total, only 23 remain to be completed, and are expected to be addressed over the next three years.

In addition, DQOL is moving forward on several fronts to support the CF's efforts to maintain a focus on quality-of-life issues, learn more about the impact of modern military life on CF members and their families, and position the CF as an employer of choice. Key initiatives include:

- the **Personnel Tempo Initiative**, which, as a starting point, will quantify the effects of the substantial amount of time spent away from home and family by CF members as a result of military duties;
- the **Definition of the Family Initiative**, which will modernize the CF definition of the family based on changing demographics, to support the application of departmental benefits and programs for CF members and their families;
- a **Review of the Military Family Services Program**, which will analyze and adjust the policy and program delivery efforts of the CF through the Canadian Forces Personnel Support Agency;
- the **Family Violence Program**, which will address the challenges faced by families coping with domestic violence, and will enhance existing programs; and
- the development of a **Quality-of-Life Index**, which will be used to better measure and quantify the implementation and tracking of quality-of-life recommendations and activities on an ongoing basis.

Leadership and professional development

Leadership and professional development are about people. Leaders at all levels must be given the education and professional development required to take on the complex and often dangerous missions we ask them to perform. That is why militaries around the world emphasize leadership and professional development as a critical element of operational effectiveness and organizational health.



Of the 89 SCONDVA recommendations originally put forward... only 23 remain to be completed, and are expected to be addressed over the next three years.



Modernizing our force structure is about building the CF of tomorrow.



To continue to nurture our leaders, the CF has:

- developed the “Officership 2020” and “NCM Corps 2020” leadership visions;
- established the CF Leadership Institute; and
- established the new Canadian Defence Academy.

Implementation of the “Officership 2020” and “NCM Corps 2020” programs will start in the year ahead, with the introduction of a series of professional-development assignments, tasks, and coursework, and will continue to evolve in the years ahead. The CF Leadership Institute will provide the CF with a centre of excellence for leadership development. And, the new Canadian Defence Academy will provide overall co-ordination of a common CF professional-development program. The Defence Academy will be operational by September 2002.

The Canadian Forces Education and Training System is being disbanded as the CF re-engineers its programs to better support recruiting and training. As well, the CF is using advanced training technologies and methodologies to establish a Distributed Learning Network (DLN). In addition to providing the technological basis for creating a continuous learning environment for CF members, the systematic introduction of DLN should reduce training costs, increase training effectiveness, promote interoperability, and encourage greater compatibility with other governmental and non-governmental training and education organizations. The DLN will be designed and tested on a proof-of-concept basis in 2002, in partnership with Canadian industry, at selected sites across Canada.

Priority 2: Modernizing our force structure

Modernizing our force structure is about building the CF of tomorrow. It is about assessing how our geostrategic environment is changing, and identifying the capabilities, organizational concepts, doctrine, and equipment needed to optimize the CF’s ability to meet its mission with the resources assigned to it by the Government.

The challenges we face in modernizing our force structure are clear. We need to:

- enhance our ability to deal with asymmetric threats;
- maintain our ability to interoperate with our key allies, particularly the U.S.;
- assure our ability to deploy globally;
- initiate Army transformation; and
- revitalize and restructure the Reserves.

At the same time, while we can move in some areas to address these challenges, we are also looking forward to the defence update process, which will provide a framework for direction for our modernization efforts. That said, it is important for CF leaders and members not to prejudge the outcome of the update process. It is for Canadians and the Government to decide on the capabilities on which we need to focus in the years to come.

Dealing with asymmetric threats

The tragic events of last September 11th brought home the need to deal with asymmetric threats in vivid detail. For many, September 11th was a complete shock. For those in the security and defence business, it was a brutally public demonstration of a growing problem that, while shocking, had been predicted by many experts.

In February 2000, for example, the CF initiated a study to determine DND's roles and responsibilities in dealing with asymmetric threats and to determine the capabilities required to deal with them. The study found that many of the capabilities required already existed in the CF. The study also identified areas where capabilities can and should be enhanced, including:

- intelligence;
- research and development;
- force protection;
- information operations;
- nuclear, biological, and chemical defence; and
- special operations.

Following September 11th, in Budget 2001, DND received an additional \$1.2 billion in funding over the period from fiscal year 2001-2002 through 2006-2007 to support the Government's security agenda. Of this, new funding was allocated to the CF and DND to:

- increase the capability of Joint Task Force 2;
- enhance signals intelligence and computer network defence;
- develop a dual-use nuclear, biological, and chemical (NBC) defence capability to support CF deployed operations or, if requested, to support civilian first-responders in a domestic situation (this includes the development of a stand-alone NBC response team);
- enhance and rationalize the Canadian Forces' NBC protective equipment;
- increase the CF's holdings of NBC medical countermeasures and improve stock maintenance;
- enhance the DART's contingency-planning capacity and provide a residual capability for domestic response when the unit is deployed overseas; and
- ensure that CF and Canadian first-responders are adequately prepared to protect Canadian interests by upgrading and consolidating the facilities required to provide training, advice, and technological support to the CF, Canadian first-responders, and other government departments and agencies.

Clearly, as we move forward to modernize our force structure, it will be critical to work closely with our Defence colleagues—particularly the Defence Research and Development Agency and the Office of Critical Infrastructure Protection and Emergency Preparedness—to deliver on these commitments.



The tragic events of last September 11th brought home the need to deal with asymmetric threats in vivid detail.





Maintaining interoperability

Given the rapid pace of technological change and the costs of high-end weapons systems, it is vital for the CF to be selective as it works to maintain interoperability where necessary with the U.S. and other allies in the years ahead. In particular, we will need to ensure that we optimize the return on the investments we make to acquire new technologies and develop new capabilities to ensure that we do not go down a path we cannot sustain over the long term.

Maintaining interoperability remains key to the future relevance of the CF. The CF has already made major strides in laying a solid foundation to chart an affordable, strategic course for the years ahead. It:

- trains regularly with its U.S. counterparts and has already achieved a high level of interoperability, as demonstrated by the seamless integration of Canadian warships into U.S. carrier battle groups operating in support of the campaign against terrorism, and the ease with which the Princess Patricia's Canadian Light Infantry Battle Group and Special Operations Force have been able to work alongside the U.S. and other allied forces in Afghanistan;
- conducts everyday operations within NORAD;
- continues to actively support participation in the Multinational Interoperability Council, the mandate of which is to enhance interoperability in multinational coalitions through improved data exchange and operational information;
- has moved forward with a joint doctrine interoperability project to enhance the CF's ability to produce doctrine that is interoperable with our major allies;
- is in the process of developing a national intelligence, surveillance, and reconnaissance project to provide an integrated common operational picture to strategic and operational commanders and staffs;
- is an active participant in the Coalition Aerial Surveillance and Reconnaissance Project, which is designed to collaboratively develop the operational concepts, architecture, interoperability framework, key interfaces, and formats needed for coalition operations;
- is working to enhance its military satellite communications and space-based intelligence, surveillance, and reconnaissance capabilities, in co-operation with the United States; and
- is developing a Strategic Collective Training Plan to support the development of joint and combined capabilities with our allies.

The CF has also established the Canadian Forces Experimentation Centre (CFEC), which is collocated with Defence Research Establishment Ottawa. The CFEC is mandated to improve force-development planning through the use of innovative concept development and experimentation, focussing on joint and combined capabilities. An initial Canadian Forces Joint Concept Development and Experimentation Plan is being drafted for consideration in 2002. Full operational capability for the CFEC is expected by 2004-2005.

Maintaining interoperability remains key to the future relevance of the CF.



In addition, to support collaborative experimentation, a high-capacity, secure Canadian Forces Experimentation Network has been created that links the environmental staffs and defence laboratories with a Combined Federated Battlelab Network, to allow for international collaboration with our closest allies.

Discussions are also ongoing with the U.S. army to leverage Canada's investment in the Future Armoured Vehicle System and High Energy Missile Technology Demonstration Projects with similar U.S. projects. Results and lessons learned will be used in Future Army Concept Experimentation to explore structural and doctrinal issues of interoperability in combined operations between Canadian and U.S. forces.

Assuring our ability to deploy globally

While the CF is already moving forward to strengthen its air-to-air refuelling capabilities, it continues to assess options to enhance deployability in several other areas, including:

- Sealift – the ability to transport troops and equipment overseas to support various contingency operations by sea;
- Support to naval forces at sea – the ability to provide at-sea replenishment of petroleum products, ammunition, food, spare parts, maintenance, medical, and dental facilities to deployed ships of a task group;
- In-theatre support to joint forces ashore – the ability to provide support to joint forces ashore in support of UN, NATO, or coalition operations, which can include command-and-control support, medical and dental facilities, helicopter support, accommodations, and technical facilities;
- Strategic airlift – the ability to transport troops and equipment globally by air; and
- Northern deployments – which are currently limited by the small number of airports that can support large military-aircraft operations.

A number of alternative solutions are being considered to meet the challenges of enhancing the CF's deployability, largely through examining various methods of ensuring availability of strategic lift. Some alternatives involve acquisition of new capabilities in the form of aircraft and ships; others are based on contractual arrangements with service providers and/or our allies, for example, as part of the NATO Defence Capabilities Initiative. The preferred alternatives will be those that meet the operational need to support rapid deployment on a global basis while making the best use of scarce resources.



While the CF is already moving forward to strengthen its air-to-air refuelling capabilities, it continues to assess options to enhance deployability in several other areas...

To address its sustainability challenges, the Army has started implementation of a new strategy to ensure the sustainment of the “Army of Today” and the development of the “Army of Tomorrow,” while continuing to invest in the “Army of the Future.”



The Reserves are a vital component of the CF. It is therefore essential that we continue to revitalize, modernize, and restructure the Reserves as part of our efforts to prepare the CF for the future.

Army transformation

To address its sustainability challenges, the Army has started implementation of a new strategy to ensure the sustainment of the “Army of Today” and the development of the “Army of Tomorrow,” while continuing to invest in the “Army of the Future.”

The Army has engaged in a strategic refocus with a view to producing a medium-weight, information-age land force that is even more relevant to Canadians and their government. The time frame in which this strategy will drive the development of the Army has been fixed at about 10 years from now. Therefore, we expect that, by 2012, Canadians will have seen their Army evolve to a more agile, deployable land force, which is more interoperable with our allies and prospective coalition partners. That vision is known as the “Army of Tomorrow.”

The evolution from today’s to tomorrow’s Army requires an intermediate step, an interim model in about five years, that creates some of the resource flexibility required to carry out more fundamental modernization. This step is necessary to “kick-start” the process of change while developing the detailed equipment, doctrine, and training plans to ensure successful transformation over the longer term.

The Army strategy is a balanced, holistic approach to preparing Canada’s land force for the future, while continuing to perform the missions and tasks expected by Canadians and their government. DND has endorsed the Army strategy and approved its release to allow the Army to move ahead with some essential change initiatives while awaiting the outcome of the current defence update and adapting as necessary to its conclusions.

As the largest component of the CF, it is vital for the Army to be successful in implementing this strategy. Put simply, Army transformation is a key CF priority.

Reserve initiatives

The Reserves are a vital component of the CF. It is therefore essential that we continue to revitalize, modernize, and restructure the Reserves as part of our efforts to prepare the CF for the future. To this end, the CF established the Project Management Office for Land Force Reserve Restructure in 2000-2001, with a mandate to stabilize the Army Reserve and increase its strength by 2006 to 18,500. This project includes the development of new roles, missions, and tasks.

With the establishment of the Project Management Office for Land Force Reserve Restructure (LFRR), the development and implementation of the Strategic Plan for the Army Reserve took on a greater focus. Most of the Phase I objectives have been met, and many successes have been realized. A streamlined recruiting process was introduced and is being implemented. Personnel strength has grown, meeting the target for 2001-2002 of 15,000 Army Reservists.

Phase II, beginning in 2003-2004, will cover a three-year period where the Army Reserve will continue to expand to its assumed critical mass of 18,500 soldiers. There will be a continued emphasis on sustaining current capability, as well

as the development of new capabilities such as civil–military co-operation; chemical, biological, radiological, and nuclear defence; information operations; and geomatics. It is recognized that, at this time, DND does not have the resources it needs to achieve all Phase II objectives. This will have to be resolved as part of our efforts to ensure the long-term sustainability of the CF in the context of the defence update process.

Personal equipment and crew-served weapons holdings have been augmented and new capabilities are being interjected into the Army Reserve. Phase I of the strategic plan will continue throughout fiscal year 2002-2003, with the establishment of a stable environment system and ensured trust. The strength target for 2002-2003 of 15,500, as set out in the LFRR Strategic Plan, is also within reach. The result is that the Army will have been successful in its goal of stabilizing the Army Reserve. All the conditions are in place for the next phase of LFRR, with the exception of funding.

The Reserve Force Employment Project (RFEP) has been the most comprehensive review of Reserve employment policies to date, and was a co-ordinated effort to address a wide range of human-resource issues. While great strides were taken in identifying the policy gaps, and many recommendations have been advanced, RFEP was not the sole vehicle for concrete policy change. Many of the initiatives are still under development for implementation in the next year. The project will have a positive impact on the state of the Reserves, since the higher profile it provided for Reserve Force issues has encouraged other agencies to advance policy, benefits, and human-resource issues. Notable among the recent Reserve initiatives is the Reserve employment framework, which has resulted in the provision of Regular Force compensation and benefits to all Reservists on operations.

The CF Pension Modernization Project has made excellent progress in developing the Reserve Pension Plan as part of the larger *Canadian Forces Superannuation Act*. This plan will recognize the unique nature of Reserve service, and will allow members to contribute to a common plan while serving full-time and part-time with the Regular or Reserve Force. Legislative changes are planned for 2004, and implementation will likely take place in 2005.

In addition, CANRAN 2000, a Canadian Ranger expansion project, continues to increase the capabilities and numbers of Canadian Rangers across Canada. Canadian Rangers provide valuable assistance to the CF and to their communities in remote, isolated, and coastal communities. Canadian Rangers maintain a visible CF presence in the North through sovereignty patrols, and have been called upon to assist with search-and-rescue services and local emergencies. While the CF is well-represented and served by Ranger patrols, the issue of Primary Reserve support to the North is not as successful. Currently, the only Primary Reserve element north of the 60th parallel is the 440 (T) Squadron Air Reserve Flight, which is an Air Force resource. The lack of any other Primary Reserve unit exacerbates the perennial problem of attracting qualified personnel to fill mid- to long-term contracts in the North. A viable solution is to form an independent Reserve unit that can properly support the unique needs of the North.



Effective communications is an essential part of the modern military. Communications is a force multiplier on operations.



Priority 3: Ensuring modern management through effective communications

Modern Management is a key priority for the Defence team and CF leaders see effective communications as its most important component. Effective communications is an essential part of the modern military. Communications is a force multiplier on operations. It is also a vital tool in nurturing our relationship with Canadians and strengthening public awareness and public understanding of the relevance of the CF, as well as our issues and challenges. It is also an important element in the CF leadership's efforts to manage change. As the CF grapples with the demands of adapting to our changing geostrategic environment, it is more important than ever to explain our issues, priorities, and decisions to CF members.

Put simply, communications is a leadership responsibility, and it is up to the chain of command to lead the way in reinforcing our relationship with Canadians and with CF members on an ongoing basis. While we have made significant progress in recent years in rebuilding our public-affairs capacity, we must sustain the momentum established, particularly with respect to internal communications.

External communications

Over the past few years, CF investments in rebuilding our external public-affairs capacity have produced tangible benefits to the image of the Forces and the CF leadership.

National Defence's annual baseline survey, for example, shows that:

- there has been an 8 to 10% improvement in the number of Canadians who agree that the CF leadership has done a good job over the past three years (now at 69%); and
- there has been a nine-point increase since the fall of 2000 in the number of Canadians who hold a very favourable opinion of the CF (now at 57%).

In addition:

- more than 90% of Canadians believe Canada should maintain a modern, combat-capable military;
- 80% believe that Canada needs the CF a great deal (up 10%); and
- 54% believe the CF will be asked to do much more over the next decade (up 17%).

To enhance our external communications, we have introduced the Canadian Forces Parliamentary Program, enhanced our combat-imagery program, actively worked to engage media, defence academics, and stakeholders in visits and tours of CF bases and operations...

To enhance our external communications, we have introduced the Canadian Forces Parliamentary Program, enhanced our combat-imagery program, actively worked to engage media, defence academics, and stakeholders in visits and tours of CF bases and operations, and worked hard to improve the quality of our major reports and publications. We have also:

- revamped several Internet sites, including the Navy and Air Force sites, added a page for *Operation APOLLO*, and introduced the “Write to the Troops” feature on D-Net; and
- made special efforts to reach out to young Canadians, developing programs for high-school and university students involving Internet chat rooms, seminars, and guest speakers.

These efforts will need to continue and be reinforced.

Internal communications

While our external public-affairs programs have excelled in recent years, our internal-communications efforts have lagged behind to some extent. That is not to say we have not made progress. Over the past few years, we have introduced *The Maple Leaf*, Defence’s flagship internal newspaper, created the D-News network to facilitate the sharing and exchange of news and stories across Defence and the CF, and built or revamped numerous Intranet sites.

Over the past year, we also conducted an assessment of internal communications. Among its key findings, the assessment found an over-reliance on indirect, “paper-based” communications and an insufficient emphasis on face-to-face communications throughout the institution. The review also uncovered a growing need for improved co-ordination and consistency in our internal-communications efforts, and confirmed that internal communications must be:

- championed by the senior leadership;
- reinforced by CF leaders at all levels; and
- supported by public-affairs professionals throughout the institution.

As a first step in addressing these findings, the CF, in co-operation with DND, is formalizing an Internal Communications Working Group and creating a small internal-communications support team. The team will serve as a centre of excellence for internal communications, with a mandate to advise and support CF leaders on ways to improve their internal-communications practices.

The internal-communications team will work with senior CF leaders and public-affairs practitioners to:

- establish internal-communications renewal priorities;
- draft and promulgate an internal-communications statement of first principles;
- lead an internal-communications marketing campaign;
- support the CF leadership with communications materials;
- integrate internal-communications considerations into major decision briefs;
- advise CF leaders on best practices;
- develop and pilot an internal-communications training module;
- provide staff support to the Internal Communications Working Group; and
- work with the Internal Communications Working Group to identify additional measures that need to be taken to support internal communications renewal across the CF and DND.

Conclusion

As we continue to grapple with the challenges of today and tomorrow, we must not lose sight of the fact that today's Canadian Forces remains a modern, professional, well-trained, multi-purpose, and combat-capable force. Our main objective is to ensure that we remain capable, effective, and relevant as we move ahead.

That is why our first priority remains our people. We must take care of our people through improved health care, education and training, and by ensuring their quality of life. We must also continue to recruit the finest men and women that Canada has to offer, invest in them, and give them the training and tools they need to be successful. We must continue to nurture our leaders at all levels, so that they can provide the leadership necessary to succeed in the complex, dangerous environments in which they are called to serve and, in turn, guide our people and the institution into the future. We must also do more to retain our people, by ensuring that we properly address the pressures we face and nurture the military ethos that motivates us to put service before self.

We must also ensure that the Canadian Forces is affordable and sustainable in the long term. This will require concerted efforts, and may lead to difficult choices and trade-offs. Make no mistake—we cannot invest in the new capabilities required to transform the CF and remain interoperable and well-equipped without divesting ourselves of capabilities that have become less relevant to the 21st-century battle space. The transition will be difficult.

However, it is our responsibility to lead the way and provide Canadians with the best military force we can, within the resources allocated by the Government. Based on our professional opinion, we need to ensure that our force is relevant, capable, and able to complete any mission assigned today and in the future. In the process, we must set clear expectations of what we can and cannot do, and explain the choices and decisions to Canadians and to our own people. Through effective internal and external communications, we will need to nurture our bonds with Canadians and with the men and women of the Forces.

At the same time, we must continue to deliver on our operational commitments. Operations are our business and the most important and visible expression of how we make a difference and why we serve.

These are our priorities.

The CF is a strong and proud institution. We have one of the most solid foundations of any organization in the country—namely, the men and women who make up the CF. Together, we will address the many challenges we are facing today, and will progressively transform the CF into a force that will continue to be the best it can be, today and well into the future.

Our main objective is to ensure that we remain capable, effective, and relevant as we move ahead.



...we must set clear expectations of what we can and cannot do, and explain the choices and decisions to Canadians and to our own people.

Annex A: Canadian Forces operations, 2001-2002

North American operations

Operation NOBLE EAGLE

Canadian air forces participated and continue to participate in the conduct of *Operation NOBLE EAGLE*, in which Canadian and U.S. air-defence assets assigned or apportioned to NORAD have enhanced the safety and security of North American airspace in the wake of the terrorist attacks of last September 11th. In Canada, this resulted in a significant increase in the number of fighter aircraft and locations on alert. Overall, NORAD has increased the number of its fighter aircraft on alert and the number of tankers and surveillance aircraft supporting the operation to more than 100. In Canada, this has involved the Canadian NORAD Region (CANR) Headquarters in Winnipeg, Manitoba, the Sector Headquarters in North Bay, Ontario, the Canadian CF-18 forces in Cold Lake, Alberta, and Bagotville, Quebec, air-to-air refuellers from Winnipeg, and Mobile Radar Forces from Cold Lake and Comox, British Columbia.

International operations

Europe

North Atlantic Treaty Organization (NATO) Stabilization Force – *Operation PALLADIUM*

With a mandate to deter hostilities, establish a secure environment, and monitor the peace in Bosnia-Herzegovina, the Canadian contingent of approximately 1,600 Canadian Forces personnel consists of national command and support elements, a battle group, an artillery battery, and a helicopter detachment. Canada also provides several staff officers to the various headquarters located throughout Bosnia-Herzegovina. Canada relinquished command of the Multinational Division Southwest to the Netherlands in September 2001, after one year in command. Command of the Multinational Division Southwest, in which the Canadian battle group is located, rotates annually between Canada, the United Kingdom, and the Netherlands.

North Atlantic Treaty Organization (NATO) Air Campaign – *Operation IMAGE*

Canada has supported *Operation IMAGE*, which provides for the command and control of air assets over the Balkans region, since the Kosovo air campaign in 1999. Since the establishment of Combined Air Operations Centre #5 in Poggio Renatico, Italy, in September 2001, Canada reduced its contribution to this operation to three staff officers. A complete withdrawal from this mission is being considered for 2002.

North Atlantic Treaty Organization – Standing Naval Force Atlantic (SNFL)

The Canadian Forces contribution to the SNFL, the NATO Immediate-Reaction Naval Force, is one ship. HMCS *Halifax*, *Fredericton*, and *Toronto* served in Standing Naval Force Atlantic during the past year, with 705 sailors taking part. Support to SNFL has been limited since the beginning of naval operations in the North Arabian Sea for the campaign against terrorism, given the high demand for Canadian naval assets for the campaign.

United Nations Mission of Observers in Prevlaka – Operation CHAPERON

The mandate of this mission is to monitor the situation on the Prevlaka Peninsula at the southern tip of Croatia and bordering the Federal Republic of Yugoslavia. The peninsula controls the only deep-water harbour available to the Yugoslavian navy. Croatia and Yugoslavia dispute its ownership. The last Canadian officer serving as a UN military observer (UNMO) departed on November 7, 2001.

United Nations Mission in Kosovo (UNMIK) – Operation QUADRANT (Kosovo)

The UNMIK mandate is to establish a civilian presence in Kosovo and develop an interim civilian administration to take over from KFOR. The Canadian Forces provides one officer who is currently tasked to co-ordinate the UNMO operations in the Pristina area.

Ammunition Management and Ordnance Disposal Advisory Training Team Leader (AMODATT) in Albania – Operation QUADRANT (Albania)

The mandate is to provide explosive-ordnance disposal (EOD) and ammunition-storage advice to the Albanian ministry of defence. This assistance will permit the Albanian armed forces to safely conduct EOD and logistical-disposal operations as well as to rationalize, reduce, and manage their existing ammunition inventory. The Canadian Forces is providing one ammunition technical officer to command the team over the course of a year. The Canadian Forces' participation in AMODATT is cofunded by the Canadian International Development Agency and DND.

Canadian International Development Agency Project in Albania – Operation ARTISAN

The Canadian Forces provided a design and project-management team to the Canadian International Development Agency to help rebuild the Rinas Airport at Tirana, Albania, after it was damaged during the Kosovo refugee crisis in 1999. The project was completed on November 14, 2001.

Middle East**United Nations Disengagement Observer Force – Operation DANACA**

The UN mandate is to supervise the cease-fire between Israel and Syria, to supervise the redeployment of Israeli and Syrian forces, and to establish an area of separation according to the disengagement agreement. Canada provides 186 personnel to this mission on the Golan Heights, primarily for supply, transport, and maintenance support, as well as communications detachments to all UN Disengagement Observer Force units.

United Nations Peacekeeping Force in Cyprus – Operation SNOWGOOSE

The UN mandate is to maintain the cease-fire and help restore normal conditions. The Canadian Forces provides one staff officer to the UN headquarters in Cyprus.

Multinational Force and Observers – Operation CALUMET

The mandate of the Multinational Force and Observers in the Sinai, a non-UN mission, is to supervise the provisions of the peace treaty between Israel and Egypt in accordance with the Camp David Accord. Tasks include operating a series of observation and command posts, as well as verifying the adherence of the parties to the treaty. The Canadian Forces provides the Force Commander, Force Sergeant-Major, and 28 headquarters staff for this mission. The headquarters is located in El Gorah, Egypt.

United Nations Truce Supervision Organization – Operation JADE

Canada's participation in this, the UN's most long-standing mission, started in 1954. The UN mandate is to observe and maintain the cease-fire ordered by the UN Security Council and to assist the parties in supervising the application and observance of the General Armistice Agreement concluded separately between Israel, Egypt, Lebanon, Jordan, and Syria. Tasks include monitoring, supervising, and observing the cease-fire agreements, and providing observers in the Golan Heights, South Lebanon, and Sinai. The Canadian Forces provides eight personnel to this mission.

Arabian Gulf and Asia

Maritime Interdiction Operations in the Arabian Gulf – Operation AUGMENTATION

Maritime interdiction operations (MIO) in the Arabian Gulf were established to monitor and enforce UN Security Council resolution sanctions against the import and export of commodities, including oil, to and from Iraq. Since 1991, Canada has regularly provided ships for this mission. Most recently, HMCS *Charlottetown* deployed from Halifax in January 2001 as an integral part of the *Harry S. Truman* Battle Group, to conduct MIO in the Arabian Gulf. In March 2001, HMCS *Winnipeg* sailed from Esquimalt to join the USS *Constellation* Carrier Battle Group in the Arabian Gulf, also conducting MIO in support of the UN sanctions. Canadian ships have not participated in military interdiction operations off the coast of Iraq since August 10, 2001, having since concentrated the majority of their efforts to coalition operations in the North Arabian Sea, for the campaign against terrorism.

United Nations Transitional Administration in East Timor (UNTAET) – Operation TOUCAN

An international force (INTERFET) was established in September 1999 to restore peace and order in East Timor following severe violence precipitated by a vote to secede from Indonesia. Canada contributed more than 600 personnel to this Australian-led multinational force, completing its mandate and returning to Canada in February 2000. As the follow-on mission to INTERFET, UNTAET was established to administer the territory and exercise legislative and executive authority during the transition period. Since March 2000, the Canadian Forces had contributed three officers to UNTAET Headquarters. The Canadian Forces contribution ended on May 12, 2001.

United Nations Iraq-Kuwait Observation Mission (UNIKOM) – Operation RECORD

The UN mandate is to monitor the Khor Abdullah Waterway between Iraq and Kuwait and the demilitarized zone, to deter violations of the boundary and to observe any interstate hostilities. In 2000, the Canadian Forces provided six officers as UN military observers and headquarters staff, including the rotational position of Commander Northern Sector UNIKOM. The Canadian contribution to this unarmed mission was completed on August 15, 2001.

The Multinational Coalition Against Terrorism – Operation APOLLO

The Canadian Forces has been involved in the elimination of the Al Qaeda and Taliban threat since October 2001, providing land, sea, and air forces to the U.S.-led campaign against terrorism. Canada originally committed 3,000 members to *Operation APOLLO*, but has deployed more than 4,000, as a result of ship and aircraft rotations. Canada established an organization called Canadian Joint Task Force Southwest Asia as part of our contribution to a coalition of several like-minded nations, establishing a forward headquarters collocated with the U.S. Central Command in Tampa, Florida, providing three to five ships; three CC-130 Hercules transport aircraft; two CP-140 Aurora long-range maritime patrol aircraft; one CC-150 Polaris aircraft to coalition operations; as well as a component of the Joint Task Force 2.

Canada also deployed the Princess Patricia's Canadian Light Infantry (PPCLI) Battle Group, a light, fully combat force designed to respond quickly to overseas missions, making it well-suited for evolving operations. The Battle Group is composed of three rifle companies, headquarters and combat support company, and administration company from 3 PPCLI reinforced by a forward support group. The Battle Group from 3 PPCLI is augmented by a reconnaissance squadron from the Lord Strathcona's Horse (Royal Canadians) using Coyote light armoured reconnaissance vehicles. The Coyote provides specialized, high-tech surveillance and long-range detection capability.

Africa

United Nations Mission in Sierra Leone (UNAMSIL) – *Operation REPTILE*

The Canadian Forces is providing five Regular Force military observers to the UN mission in Sierra Leone. The mission is to co-operate with the government of Sierra Leone and other parties to the peace agreement in implementing the agreement, and to help the government of Sierra Leone implement the disarmament, demobilization, and reintegration plan.

International Military Advisory and Training Team (IMATT) Sierra Leone – *Operation SCULPTURE*

This mission is charged with the provision of advice and training, to assist the government of Sierra Leone in rebuilding a new, effective Republic of Sierra Leone Armed Forces (RSLAF), which will be accountable to a strengthened ministry of defence. The Canadian Forces is providing 10 personnel to this United Kingdom-led effort.

United Nations Observer Mission in the Democratic Republic of the Congo (MONUC) – *Operation CROCODILE*

A UN decision on the mandate for UN military observers and protection force remains pending. In the interim, two Canadian Forces personnel are filling the positions of Deputy Chief of Staff Operations (Colonel) and Staff Officer Operations and Plans (Major), both in the Advanced UN Military Headquarters in Kinshasa, the Democratic Republic of Congo.

CARE Canada Inter-Agency Exchange – *Operation CONNECTION*

As part of the expansion of inter-agency co-operation between DND and non-governmental organizations, a nursing officer was attached to CARE Canada in November 2000. She deployed to Siaya, Kenya, in early January 2001, where she remained until June 2001. A member of CARE Canada has also been employed within DND on a reciprocal part-time basis.

United Nations Mission in Ethiopia/Eritrea (UNMEE) – *Operation ADDITION*

The UN mandate of this mission is to supervise the cease-fire between Ethiopia and Eritrea, to supervise the redeployment of Ethiopian and Eritrean forces, and to deploy UN military observers (UNMOs) along the Temporary Security Zone (TSZ). Since August 2000, the Canadian Forces has provided five UNMOs and a senior staff officer to the UNMEE, responsible for co-ordinating UNMO operations in theatre.

United Nations Mission in Ethiopia/Eritrea – *Operation ECLIPSE*

Under the auspices of the UN Stand-by High Readiness Brigade (SHIRBRIG), the Canadian Forces contributed, for a six-month period, an infantry company with a reconnaissance platoon and an engineer troop to a battalion of Royal Dutch Marines with the responsibility for the Central Sector of the Temporary Security Zone (TSZ) along the disputed border between Ethiopia and Eritrea. The Canadian Forces contribution deployed in December 2000, and included a total of 447 personnel, mainly from the Land Force Atlantic Area. They returned to Canada on June 11, 2001, after successfully completing their mission.

Central America and the Caribbean

Department of Foreign Affairs and International Trade in Haiti – *Operation HUMBLE*

The Canadian Forces provided specialist technical support to perform essential maintenance to critical infrastructure at the Canadian embassy in Port-au-Prince, Haiti, which was completed on May 31, 2001.

Annex B: Capital procurement (equipment)

To maintain Canada's ability to contribute to peace and security at home and abroad, the Canadian Forces must make focussed investments in robust military capabilities. We also need to improve the way we procure capital equipment. To this end, we are:

- enhancing our long-term capability-based planning by aligning strategic capability requirements with anticipated funding levels over a 25-year period; and
- reducing the acquisition cycle for approved projects by 30% through procurement reforms, improvements to the project-approval process, simulation-based acquisition, and enhanced risk management.

Procurement priorities

To improve its capabilities, the Canadian Forces has identified the following procurement priorities for the years ahead:

Maritime Helicopter Project

The purpose of this project is to acquire 28 new maritime helicopters to replace the aging Sea King fleet. This project will address the operational deficiencies of the current fleet, eliminate the problems associated with support to the older airframe, and provide a maritime helicopter fleet large enough to support current and future operations. In August 2000, the Government announced its approval to initiate the acquisition process. It is anticipated that a Request for Proposal (RFP) for the helicopter itself will be released this year, with a selection completed by the end of 2002. The RFP for the integrated mission system is expected to be released in early 2003, with selection of the winning competitor by the fall of 2003.

Aurora Incremental Modernization

The Aurora long-range patrol aircraft provides essential maritime patrol and long-range surveillance for the Navy, and supports a number of other government departments with surveillance and information-gathering. The omnibus project comprises multiple elements to refurbish and replace systems required to extend the capability of the Aurora long-range patrol aircraft.

CF-18 Incremental Modernization

This omnibus project for the Aurora consists of several projects to modernize the mission computers, software, radar, radios, aircraft identification system, armament, and defensive electronic-warfare systems of 80 CF-18 fighter aircraft. The project will ensure that the Canadian Forces maintains the capability to conduct aerospace control and contingency air operations, and provides effective air support. The first phase is under contract, and modification of the first aircraft is scheduled to begin in June 2002.

Canadian Military Satellite Communications (CMSC)

The Canadian Forces requires a guaranteed and secure military satellite communications capability to support the command-and-control requirements of deployed forces around the world. The CMSC project is intended to provide the full spectrum of military satellite communications (MILSATCOM) capabilities. Four independent projects currently comprise the omnibus CMSC project: Protected MILSATCOM, Ultra High Frequency MILSATCOM Terminals, Global Broadcast Service Capability, and Advance Mobile MILSATCOM (AMS) Capability. In addition, this project will enhance the Canadian Forces' interoperability with key allies, particularly the United States.

Joint Space Capability

This project will address two space-related capabilities: the surveillance of space, which will provide data on space objects of interest to Canada; and surveillance from space, which will enhance the ability of DND to make use of allied and commercial space-based assets. This project is a "child" project resulting from the Joint Space Project. The objective of this project is to develop and implement capabilities for theatre-level access to space-based information in support of military operations. Specifically, the project intends to provide this capability to the deployed operational headquarters.

Afloat Logistics and Sealift Capability (ALSC)

The *Protecteur*-class replenishment ships are approaching the end of their service lives and will need to be replaced in the near future. An opportunity exists to replace these vessels and, simultaneously, address a deficiency in sealift capability. Under this project, DND plans to acquire multi-purpose vessels capable of supporting naval task groups at sea, providing sealift, and supporting land and air forces in joint and combined operations.

Airlift Capability

A dedicated strategic airlift capability is becoming increasingly necessary in the new international security environment. The Canadian Forces must possess the ability to deploy quickly wherever it is needed. Our current tactical transport aircraft, the CC-130 Hercules, lacks the range and lift capacity required for rapid deployment of forces around the world. The current strategic transport aircraft, the CC-150 Airbus, has a reasonable capacity to carry cargo and passengers, but it lacks the ability to carry the outsized cargo often essential to deployed operations. Under this project, DND will review options for enhancing the strategic airlift capabilities of the Canadian Forces.

Strategic Air-to-Air Refuelling Capability

The Canadian Forces lost its strategic air-to-air refuelling capability with the retirement of the Boeing 707 fleet in the mid-1990s. In December 2001, the Canadian Forces received Treasury Board approval to modify two existing CC-150 Airbus aircraft into the air-to-air tanker configuration. Delivery of the modified aircraft is expected in 2004.

Command-and-Control and Air-Defence Capability Replacement (CADRE)

CADRE is designed to replace the command-and-control and Task Group area air-defence capability currently provided by Canada's aging *Iroquois*-class destroyers. DND is in a very preliminary stage of examining CADRE options.

Canadian Forces Intelligence, Surveillance, and Reconnaissance

This omnibus project will deliver the capability to acquire and integrate information from a wide variety of sources to provide an enhanced capability for command and control of the Canadian Forces.

Land Force Intelligence, Surveillance, Target Acquisition, and Reconnaissance (ISTAR) Capability

The ISTAR capability will give Land Force commanders the timely, accurate operational intelligence they need for effective employment of forces and to minimize the risk to troops. This project will enable the processing of inputs from a wide variety of existing and planned national and international battlefield sensors.

The ISTAR capability omnibus project will provide commanders with analyzed intelligence, geomatics, and weather products that permit timely, knowledge-based decisions. It will operate in training and deployed domains to provide continuous support through warning, preparation, deployment, and redeployment stages of operations. It will ensure Land Force commanders are provided with integral sensors and the best intelligence available from Land Force, national, and allied sources and agencies. It will be integrated with Canadian Forces Command System (CFCS) and will provide information to the Canadian Forces Command and Control Information System to assist with operational and strategic-level decision-making.

Major Equipment Projects

In addition to the procurement priorities listed above, the following outlines other major recent equipment projects.

Canadian Search-and-Rescue Helicopter Project

The acquisition of a new search-and-rescue helicopter will resolve the operational deficiencies of the CH-113 Labrador fleet, eliminate the problem of supporting the older airframe, and provide a fleet large enough for continuous operations for the next 25 to 30 years. To date, the first five of 15 CH-149 Cormorant replacement helicopters have been delivered.

Military Automated Air-Traffic System Project

Transport Canada initiated a national air-traffic system project to automate air-traffic services. The project continues under NAVCAN direction. The Military Automated Air-Traffic System project, scheduled for completion in 2004-2005, will ensure that military air operations continue to function effectively, remain compatible with the national system, and keep pace with these enhancements.

Armoured Personnel Carrier (APC) Replacement Project

Canada's current fleet of APCs does not meet minimum operational requirements, especially in comparison with the modern, technically sophisticated weapons and vehicles that Canadian soldiers encounter on operations. The APC replacement project will improve the protection, self-defence capability, mobility, carrying capacity, and growth potential of the Canadian Forces fleet of APCs. Vehicle deliveries began on schedule, and are continuing.

Canadian Forces Supply System Upgrade Project

Using information technology, the Canadian Forces Supply System Upgrade project will meet the future supply requirements of the Canadian Forces during all operational situations, while effectively and economically managing DND inventory. This technology will not only improve productivity, it will also enhance the capability for performance measurement, increase asset visibility, and provide a powerful management tool for provisioning. It will also have a deployed capability. Implementation at bases and wings was completed in September 2001. Implementation at depots, 3 Canadian Support Group, and the National Inventory Control Point is planned for November 2002. The deployed aspect of the system is in the pilot stage, and is planned for implementation by the Navy in August 2002.

Tactical Command, Control, and Communications System Project

The aim of the Tactical Command, Control, and Communications System project is to replace the current Land Force tactical communication system with a fully integrated system that will be secure, survivable, responsive, and easy to maintain under current and future battlefield conditions. This project, scheduled for completion in 2002, will deliver several critical communications and command-and-control systems, including 10,000 radios installed in approximately 5,000 vehicles.

Submarine Capability Life-Extension Project

The Submarine Capability Life-Extension project is providing the Canadian Forces with an essential submarine capability by replacing the three *Oberon*-class submarines with four British-built *Upholder*-class submarines, renamed the *Victoria*-class on their introduction to Canadian service. The capability offered by the *Victoria*-class submarines will enhance Canada's ability to conduct surveillance and control of its maritime areas of jurisdiction, and to participate in bilateral and multilateral operations. This project will deliver four operational *Victoria*-class submarines with up-to-date "safe-to-dive certificates," four crew trainers (combat-systems trainer, ship control trainer, machinery control trainer, and torpedo handling and discharge trainer) and four trained crews. The first submarine, HMCS *Victoria*, arrived in Canada in October 2000 and was commissioned in December 2000. The second, HMCS *Windsor*, was delivered in October 2001, with HMCS *Cornerbrook* to arrive in August 2002 and HMCS *Chicoutimi* to arrive mid-2003.

Light Utility Vehicle Wheeled Project

The aim of the Light Utility Vehicle Wheeled (LUVW) project is to replace the Iltis fleet with about 800 standard military-pattern vehicles (with associated logistics support), and about 860 militarized commercial-pattern vehicles. Within the Land Force, light, highly mobile vehicles are required to facilitate the tactical command of combat, combat support, and combat service support units of a field formation, to assist in the gathering and passage of information and to effect liaison within and between field formations. The standard military-pattern portion (quantity 802 vehicles) of the LUVW fleet is to be used in operationally tasked field-force units and training establishments. The remaining portion of the LUVW fleet will consist of 861 militarized commercial off-the-shelf vehicles.

Clothe the Soldier Project

Soldiers must be clothed and equipped to conduct war and "operations other than war" all over the world, all year, and in all weather conditions. Taking advantage of improvements in material technology, and assisted by human-factor engineering, the Clothe the Soldier omnibus project will introduce 24 separate items of compatible footwear, clothing, handwear, headwear, ballistic-protection equipment, and load-carrying equipment. The currently approved subprojects range from improving the environmental clothing system to ballistic eyewear.

M-113 Armoured Personnel Carrier Life-Extension Project

This project will address deficiencies in combat support and combat service support capabilities, to ensure that these vehicles are capable of operating with more modern equipment in the current and anticipated threat environment that Canadian soldiers will encounter during operations. The project will correct shortcomings in protection, self-defence capability, mobility, carrying capacity, and growth potential. The project will life-extend and rerole selected in-service M113s, primarily composed of infantry section carriers, to combat support and combat service support variants dedicated to supporting track mechanized units such as armour, artillery, and engineers. The protected weapon station phase will provide selected M113 LE variants with the capability to use the crew-served weapon from under armour.

Weapon Effects Simulation (WES) Project

The Army lacks the ability to effectively train and accurately and objectively measure the performance of its troops during force-on-force field training exercises. To address this deficiency, the WES project will acquire suites of laser-based training devices and automatic data-transfer systems for use during combat-team and battle-group collective training. WES will provide soldiers with immediate feedback on their actions; provide trainers with the objective data needed to produce effective after-action reviews; and give commanders the ability to efficiently train and objectively evaluate their units.

Evolved Sea Sparrow Missile Project

This project will acquire an improved self-defence missile system capable of defeating the air threat of the next 20 years to the standard specified for the *Halifax*-class frigate. The project will deliver missiles, launcher modification kits, fire-control radar, and command-and-control modifications, spares, and training.

Frigate Life Extension (FELEX)

The *Halifax*-class frigates will reach their mid-life during the latter part of this decade. The ships of this class will require a maintenance and sustainment period, as well as an upgrade to combat systems to maintain their operational effectiveness for the remainder of their service life.

Annex C: The Armed Forces Council

The Armed Forces Council is the senior military body of the Canadian Forces. It meets regularly to advise the Chief of the Defence Staff on broad military matters pertaining to the command, control, and administration of the Canadian Forces and to help the CDS make decisions.

The Armed Forces Council is chaired by the CDS, generally meets at least once per month, and includes the Vice Chief of the Defence Staff, the Deputy Chief of the Defence Staff, the Environmental Chiefs of Staff, and other senior military advisors.

General Raymond Henault, CMM, CD Chief of the Defence Staff

General Raymond Henault was born in Winnipeg, Manitoba, in 1949. He enrolled in the Canadian Forces in 1968 and, on completion of training, he began his career as a pilot with 425 Squadron flying CF-101 Voodoos. He holds a Bachelor of Arts degree from the University of Manitoba.

During his distinguished career, General Henault served as the Base Commander of Canadian Forces Base Portage la Prairie; Commander of 10 Tactical Air Group (10 TAG); Chief of Staff Operations at Air Command Headquarters; Chief of Staff Joint Operations at National Defence Headquarters; Assistant Chief of the Air Staff; and Deputy Chief of the Defence Staff. He also served in Lahr, West Germany, from June 1987 to June 1989, in Command of 444 (CA) Tactical Helicopter Squadron.

General Henault was appointed Chief of the Defence Staff on June 28, 2001.

Lieutenant-General G.E.C. Macdonald, CMM, MVO, CD Vice Chief of the Defence Staff

Lieutenant-General George Macdonald hails from Red Deer, Alberta, and joined the Royal Canadian Air Force in 1966 to be a fighter pilot, graduating from the University of Calgary with a Bachelor of Science degree in mechanical engineering.

Over the course of his career, Lieutenant-General Macdonald has served in many staff positions and as Commanding Officer 434 Squadron Bagotville, Commander Canadian Forces Base Lahr and 3 Fighter Wing West Germany, Commander 1 Canadian Air Division/Canadian NORAD Region, and Deputy Commander-in-Chief NORAD.

Lieutenant-General Macdonald was appointed Vice Chief of the Defence Staff on September 6, 2001.

Vice-Admiral Greg Maddison, CMM, MSC, CD Deputy Chief of the Defence Staff

Vice-Admiral Greg Maddison was born in Nova Scotia in August 1949. He received his commission in 1972, after graduating from the Royal Military College of Canada in Kingston, Ontario, with a Bachelor's degree in engineering and management.

Vice-Admiral Maddison has served in HMC Ships *Assiniboine*, *Terra Nova*, *Iroquois*, and *Athabaskan*. Over the course of his career, he has held positions ranging from Navigating Officer to Commander First Canadian Destroyer Squadron, Commander of the NATO Standing Naval Force Atlantic, Commander Maritime Forces Atlantic, and Chief of the Maritime Staff.

Vice-Admiral Maddison was appointed Deputy Chief of the Defence Staff on June 22, 2001.

Vice-Admiral R.D. Buck, CMM, CD Chief of the Maritime Staff

Vice-Admiral Ron Buck was born and raised in Montréal and joined the Royal Canadian Navy in 1967 under the auspices of the Regular Officer Training Plan. He graduated from McGill University with a Bachelor of Science degree in 1971.

Vice-Admiral Buck's operational career included command of the Canadian Fleet (Pacific) and the Fifth Canadian Destroyer Squadron, which consisted of seven *Halifax*-class patrol frigates and two *Iroquois*-class destroyers. Previously, Vice-Admiral Buck commanded the destroyer-escort HMCS *Restigouche*, and was the executive officer aboard the destroyer HMCS *Athabaskan*.

Vice-Admiral Buck was appointed Chief of the Maritime Staff on June 21, 2001.

Lieutenant-General Mike Jeffery, CMM, CD Chief of the Land Staff

Lieutenant-General Mike Jeffery was born in London, England. He joined the Royal Regiment of Canadian Artillery in 1964 through the Canadian Army Soldier Apprentice Program.

Lieutenant-General Jeffery has served in a variety of command and staff positions, including Director of Land Requirements, Director of Artillery, Director General Program Co-ordination, Commandant of the Canadian Land Forces Command and Staff College, and Commander of the 1st Canadian Division and Army Training Authority. In 1990 he attended the National Defence College. In 1999 he was appointed Joint Task Force Commander for Operation *ABACUS*. Lieutenant-General Jeffery was promoted to his current rank on May 1, 2000, when he was appointed Special Assistant to the CDS for Reserve Restructure.

Lieutenant-General Jeffery was appointed Chief of the Land Staff on August 8, 2000.

Lieutenant-General Lloyd Campbell, CMM, CD Chief of the Air Staff

Lieutenant-General Lloyd Campbell, a native of northwestern Ontario, joined the Royal Canadian Air Force in 1965 and initially served as an air navigator flying in Yukon aircraft. In 1969, he was selected for pilot training and subsequently flew the CF-104 Starfighter and the CF-5 Freedom Fighter. He attended the Canadian Forces Command and Staff College at Toronto, and, subsequently, attended National Defence College in Kingston, Ontario.

During his career, Lieutenant-General Campbell served in many command and staff positions in Canada and overseas. He also served in several posts at National Defence Headquarters, including Director General Force Development, Director General Strategic Planning, and Acting Vice Chief of the Defence Staff. In April 1998, Lieutenant-General Campbell was named Commander 1 Canadian Air Division and the Canadian NORAD Region.

In July 2000, Lieutenant-General Campbell was promoted to his current rank and appointed Commander of Air Command and Chief of the Air Staff.

Lieutenant-General Christian Couture, CMM, CD Assistant Deputy Minister (Human Resources – Military)

Lieutenant-General Christian Couture was born in Saint-Gédéon, Quebec. He enrolled in the Canadian Forces in 1971 and joined the Royal 22^e Régiment in 1972. In May 1994, he completed the Higher Command and Staff Course in Camberley, United Kingdom.

During his career, Lieutenant-General Couture has held various positions in Canada and abroad, serving in Germany, Cyprus, and the former Yugoslavia. He has held numerous staff and command appointments, including Commanding Officer in the 2nd Battalion, Royal 22^e Régiment; Commander of the 5th Canadian Multinational Brigade in the NATO International Force in Bosnia; and Chief of Staff to the Assistant Deputy Minister (Human Resources – Military). In September 1998, Lieutenant-General Couture was appointed Acting Assistant Deputy Minister (Human Resources – Military).

Lieutenant-General Couture was promoted to his present rank on June 15, 2000, and appointed Assistant Deputy Minister (Human Resources – Military) on July 1, 2000.

Rear-Admiral Raymond A. Zuliani, CD Chief of Reserves and Cadets

Rear-Admiral Zuliani was born in Port Arthur, Ontario, in 1948. In 1965, he joined the Royal Canadian Naval Reserve as an Ordinary Seaman at HMCS *Griffon*, and received his commission in 1970.

Rear-Admiral Zuliani has commanded minor war vessels on both coasts and the Great Lakes, and served as an aide-de-camp to the Governor General of Canada. He also served as Commander of the Naval Reserve, with responsibility for 24 Naval Reserve divisions across Canada. He attended the National Defence College in Kingston, Ontario, from September 1993 to June 1994.

Rear-Admiral Zuliani was promoted to his present rank on July 15, 2000, and appointed Chief of Reserves and Cadets at National Defence Headquarters in Ottawa.

Major-General Jerry S.T. Pitzul, CMM, CD Judge Advocate General

Major-General Pitzul earned his Bachelor of Administration in 1975 from the Collège militaire royal in St-Jean, Quebec. He later earned his Master of Business Administration in 1976 and his Bachelor of Laws in 1979 at Dalhousie University in Halifax, Nova Scotia.

He has held various appointments within the Office of the Judge Advocate General, including that of Director of Law/Prosecutions and Appeals and Deputy Chief Military Trial Judge. In 1995, Major-General Pitzul accepted an appointment in Nova Scotia as Director of the Public Prosecution Service and lawful deputy of the Attorney General and returned to the CF in 1998 to the position of Judge Advocate General in the rank of Brigadier-General.

In April 2002, Major-General Pitzul was promoted and reappointed as Judge Advocate General of the Canadian Forces for a further four-year term at National Defence Headquarters in Ottawa, Ontario.

Chief Petty Officer, 1st Class, R.M. Lupien, MMM, CD Canadian Forces Chief Warrant Officer

Chief Petty Officer, 1st Class Lupien was born in Ste-Séraphine, Quebec. He joined the Canadian Forces in Montréal in March 1970. Chief Petty Officer, 1st Class Lupien served aboard several of HMC Ships, including *Gatineau*, *St-Croix*, *Terra Nova*, *Saskatchewan*, *Mackenzie*, and finally *Kootenay*, where he was employed as coxswain. He completed three different tours of duty at Canadian Forces Fleet School Esquimalt, serving the last one as senior Chief Petty Officer of the School.

Chief Petty Officer, 1st Class Lupien held the appointments of Chief Warrant Officer of the Canadian Forces Leadership and Recruit School in St-Jean-sur-Richelieu and of Command Chief Petty Officer of Maritime Command before being appointed Canadian Forces Chief Warrant Officer in June 2001.

Annex D: Summary of recruiting intake

The Canadian Forces is facing a significant recruiting and retention challenge. This problem arises from and is influenced by many factors, including the steady growth of the Canadian economy, the resulting reduction in unemployment rates, and increased competition for the services of young, skilled Canadians. As part of a long-term strategy to make the Canadian Forces a career of choice, DND will continue developing and implementing innovative measures, including streamlining the recruiting process, introducing new advertising concepts, and improving recruit training. In addition, we are studying options to modernize the terms of service for Canadian Forces members.

The recruiting drive for this past year was deemed highly successful, with more than 25,000 applicants and an intake of 10,579 (5,404 Regular, 5,175 Reserve). Technical trades and specialists remain problematic. A number of these military occupations are being addressed with focussed advertising and recruiting, allowance incentives, and special programs including college and technical institute sponsorship.

Examples of Regular Force **officer occupations** in demand include:

- Engineering officers: All occupations
- Health services: Medical officers and dentists
- Degreed officers: Officers with a degree for most occupations

Examples of Regular Force **non-commissioned member occupations** in demand include the following occupations:

Navy:

Tactical Acoustics Sensor Operator, Naval Electronics Technician (Acoustics), Naval Electronics Technician (Communications), Naval Electronics Technician (Tactical), Marine Engineering Mechanic

Army/Air Force:

Signals Operator, Aerospace Telecom and Information Systems Technician, Land Communications and Information Systems Technician, Vehicle Technician, Weapons Technician (Land), Fire Control Systems Technician, Aircraft Technician, Support Communications Operator and Technician

Specific military occupation classifications (MOCs):

Refrigeration and Mechanical Technician, Electrical Distribution Technician, Electrical Generation Systems Technician, Plumbing and Heating Technician, Water, Fuel and Environmental Technician, Construction Technician

Summary of Recruiting Intake (Regular Force/Primary Reserve)

1999-2000	Actual	2,918/3,573
2000-2001	Actual	3,220/4,163
2001-2002	Forecast	5,850/4,200
2001-2002	Actual	5,404/5,175
2002-2003	Planned	6,100/5,200
2003-2004	Planned	5,400/4,600