

CANADIAN
ARMY



ARMÉE
CANADIENNE

STRONG. PROUD. READY.
FORTS. FIERs. PRÉTS.

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The Army Strategy

3rd EDITION



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FOREWORD

For more than a decade, the Canadian Armed Forces has maintained an exceptionally high operational tempo at home and abroad. All members of the Defence Team can be proud of what we have done collectively to serve our great nation, from responding to natural disasters here in Canada, to supporting major national events like the 2010 Winter Olympics in Vancouver, defending North America in conjunction with the United States, and contributing to international peace and security through missions in Afghanistan, Haiti and Libya, among others. As we transition institutionally from a focus on operational employment to a readiness posture, the Canadian Armed Forces must remain a highly professional, multi-purpose, combat-capable force that can perform the roles and missions assigned by the Government to protect Canadians at home and to project leadership internationally. To do this, we must incorporate the hard-won operational lessons that experience has taught us and prepare today for the challenges that we will face tomorrow. Those challenges will be multi-faceted and complex, ranging from shifts in the relative balance of power in the international state system to emerging technologies and threats from non-state actors. We cannot control how the security environment will evolve, but we can manage our preparedness, ensuring that the Canadian Armed Forces has the leadership, capabilities, people and training needed to respond effectively to the evolving needs of Canada and Canadians. As we build the future force, we will deliver on the Defence mandate as efficiently as possible in order to gain the maximum value from every defence dollar that is entrusted to us, and we will focus our investments where they are needed most.

Today's Army remains a vital component of the Canadian Armed Forces. Our soldiers have distinguished themselves on domestic and expeditionary operations, where they have shown themselves to be highly professional, agile and adaptable. As we have seen, the Army can effectively perform the full suite of missions mandated under the *Canada First* Defence Strategy, including combat. The Army's ability to respond to multiple missions was exemplified in early 2010. Already deeply committed to stability operations in Afghanistan and on the cusp of a major domestic operation in support of the 2010 Vancouver Winter Olympics, the call came for the Army to make a significant contribution to the joint Canadian Armed Forces response to the



earthquake in Haiti. It was arguably the modern Army's finest hour. It generated a significant land component for three major, simultaneous missions, each with vastly different objectives in extraordinarily complex operating environments. In responding to these challenges, the Army continues its proud reputation of excellence in operations, both in Canada and around the globe.

It gives me great pleasure to introduce the latest version of *Advancing with Purpose: the Army Strategy*. It provides the road map our soldiers will follow as we move forward, confidently into the future. **Strong, Proud and Ready** are the essential attributes of the Canadian Army and the soldiers who make it the world-class organization that it is today, and I am absolutely confident that the Canadian Army's vision for the future will serve as the foundation for the tradition of excellence in operations that Canada and Canadians expect of their Canadian Armed Forces.



General Tom J. Lawson
Chief of the Defence Staff





PREFACE

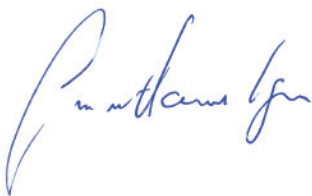
As Commander of the Canadian Army, I am privileged to lead a world-class organization. Today's Army has proven itself in operations at home and abroad. It has been tested in domestic operations here in Canada, in the post-typhoon destruction that paralyzed the Philippines, and in the crucible of combat that our soldiers faced in Afghanistan. In each case, our Army rose to meet complex challenges in extremely demanding circumstances. Operational excellence is no accident, but the product of careful planning, strong leadership at all levels, wise investments in core capabilities, extensive training and hard work by every member of the Army. As we move forward, we must apply these same principles as we develop the future force.

Advancing with Purpose is the Army's strategy to remain a professional, medium-weight force that can fulfill all the roles and missions assigned to it under the *Canada First* Defence Strategy and adapt to the evolving strategic operating environment. The key principle which underpins this strategy is that the Army must be organized, equipped and trained to conduct and sustain Full Spectrum Operations in the future security environment. To that end, we look to *Adaptive Dispersed Operations* which builds on our recent operational experience and sees deployed formations that are: highly adaptive and flexible; network-enabled; dispersed across time, space and purpose; able to bring appropriate, mutually supporting effects to bear at the right time and place in order to achieve mission objectives; and, prepared to operate in a Joint, Interagency, Multinational and Public environment.

The future success of the Army depends on preparing, modernizing and sustaining the force and fostering engagement with allies, partners and stakeholders that enable us to fulfill our mission. As we build the future force, we must not only institutionalize the critical lessons we have learned on operations, but also embrace change when needed. We must continually evaluate our structure, processes and capabilities to ensure that the Army is optimized to fulfill the roles and missions that the Government has entrusted to us. One aspect of this ongoing evaluation process is the continual search for greater efficiency and effectiveness. By reducing unnecessary processes, finding more cost-effective ways of doing business and shifting resources from lower to higher priorities,



we will be able to invest more time, energy and money into readiness, new capabilities, sustainment and engagement. Our strength in meeting these challenges resides in the regular, reserve and civilian personnel who collectively comprise the “One Army” team. Each member of the Army has their part to play, and by working as a team we will ensure that the Canadian Army stands strong, proud and ready to deliver excellence in complex land-based operations.

A handwritten signature in blue ink, appearing to read "Marquis Hainse".

Lieutenant-General Marquis Hainse
Commander of the Canadian Army





| | |
|---|-----------|
| Introduction | 1 |
| Chapter 1 – The Strategic Context – “Canada’s call to the Canadian Armed Forces” | 2 |
| Roles and Missions | 2 |
| The Evolving Security Environment | 5 |
| Implications for the Canadian Armed Forces | 7 |
| Chapter 2 – The Operational Context – “Where the Army stands today” | 9 |
| Canadian Army Vision and Mission | 9 |
| Core Competencies and Key Characteristics | 10 |
| Institutional Foundations | 10 |
| Vital Ground and Key Terrain | 11 |
| End State | 12 |
| Chapter 3 – Building the Army of Tomorrow – “Where the Army is headed” | 13 |
| Army Operating Framework | 13 |
| Adaptive Dispersed Operations | 14 |
| Operational Functions of the Army of Tomorrow | 15 |
| Force Generation | 17 |
| Chapter 4 – Implementation – “How the Army will get there” | 19 |
| Strategy | 19 |
| Building Military Capabilities | 19 |
| Training | 23 |
| Performance Management | 24 |
| Conclusion | 25 |
| Annex A | 27 |





The Canadian Armed Forces maintains multi-purpose, combat-capable, sea, land, air and special forces in order to fulfill the roles and missions mandated under the *Canada First* Defence Strategy. For the Canadian Army, this means that it must be ready to execute a wide variety of land-centric missions at home, in North America and abroad within a Joint, Interagency, Multinational and Public environment. As a critical instrument for implementing national policy, often within the most challenging of circumstances, it is essential that the Army continually adapt and evolve in order to remain effective. *Advancing with Purpose* encapsulates how the Army will be structured, equipped and trained to ensure that it remains a first-class, professional force that can achieve assigned missions.

This document is organized into four chapters. The first chapter lays out the roles and missions that the Government of Canada has assigned to the Canadian Armed Forces, and discusses the key trends within the strategic operating environment and their implications for Canada and the Canadian Armed Forces. Chapter 2 takes stock of where the Army stands today, its vision and mission, core competencies, institutional foundations, vital ground and the “end state” to which our efforts are directed. Chapter 3 explains the Army Operating Framework and identifies adaptive dispersed operations as the future operating concept that will define the Army’s capability investments and structure in the years to come. The last chapter provides a strategic overview of how the Army intends to build the future force.

As the Army moves forward, every soldier at every level must contribute to our institutional success. While it is impossible to predict when and where the Army will be deployed in the future, it is certain that the call will come. On that day, Canada will need its Army to be strong, proud and ready to meet any eventuality, and the collective and individual commitment of every soldier to a first-class, professional force must be evident in operations.





CHAPTER 1

The Strategic Context – “Canada’s call to the Canadian Armed Forces”

ROLES AND MISSIONS

The *Canada First* Defence Strategy is the Government’s overarching defence policy document which assigns the roles and missions that the Canadian Armed Forces is expected to perform. These roles and missions are enduring and unlikely to change for the foreseeable future.

Defending Canada – Delivering Excellence at Home

The highest priority of the Canadian Armed Forces is to defend Canada and protect Canadians at home, including the assertion of Canadian sovereignty on land, in the air and at sea. In a domestic context, the military must work closely with, and support other government departments and agencies to fulfill their mandated responsibilities whether it be Public Safety, Fisheries and Oceans Canada, Transport Canada or Environment Canada, among others, to enable a coherent government response to a wide variety of challenges, including: drug trafficking, over fishing, a major transportation accident or an environmental incident, and many more issues besides. The Canadian Armed Forces must also be ready to assist civil authorities in responding to natural or manmade threats. The Government also looks to the military to support major national events, as was done during the 2010 Vancouver Winter Olympics and the 2010 Toronto G8 Summit. As such, the Canadian Armed Forces must have the capacity to:

- Provide surveillance of Canadian territory, and air and maritime approaches, so that potential threats can be addressed swiftly and effectively through appropriate means;
- Maintain search and rescue response capabilities that are able to reach those in distress anywhere in Canada on a 24/7 basis, including the Arctic;
- Assist civil authorities in responding to a wide range of threats—from natural disasters to terrorist attacks; and,
- Support national events.

As commercial and transportation-related activities increase in Canada's far north, it is essential that the Canadian military maintain and enhance its ability to operate in the Arctic both to assert our national sovereignty and support other government departments and agencies to fulfill their mandates.

Defending North America – A Strong and Reliable Partner

It is in Canada's strategic interest to remain a reliable partner in the defence of North America in cooperation with the United States, our closest ally and largest trading partner. Canada and the United States share common values and interests and have a long history of bilateral military cooperation. Through the North American Aerospace Defence Agreement (NORAD), Canada and the United States maintain a bi-national command structure to ensure that North America's aerospace defence is conducted in a seamless and effective manner. In addition, Canadian Joint Operations Command works closely with the United States Northern Command to enhance bilateral military cooperation and planning for North American contingency operations that can be implemented with appropriate national authorizations. The Royal Canadian Navy, the Canadian Army, the Royal Canadian Air Force and other parts of the Defence Team regularly participate in joint exercises and exchanges with their American counterparts. This ensures that our respective forces can work together effectively in continental and international operations. In order to remain a credible partner in the Defence of North America, the *Canada First* Defence Strategy requires the Canadian Armed Forces to:

- Conduct daily continental operations, including through NORAD;
- Carry out bilateral training and exercises with the United States;
- Respond to crisis; and,
- Remain interoperable with the United States military.

Contributing to International Peace and Security – Projecting Leadership Abroad

Canada has global economic and strategic concern and a vested interest in ensuring that a rules-based international order prevails. In an era of increasing globalization, Canada's prosperity and security depends upon stability abroad. Strategic challenges and threats can take many forms, and Canada must be prepared to work with its international allies and partners to address these through appropriate and effective measures. Indeed, addressing threats at their source is an important element of protecting Canada and Canadians.

In order to play a leadership role on the world stage and maintain its ability to influence global events, the Canadian Armed Forces needs the capabilities that make a meaningful contribution across the full-spectrum of operations, from humanitarian assistance to combat. Moreover, Canada's military must be able to operate effectively within a Joint, Multinational, Interagency and Public environment. In other words, the



Army must be able to operate seamlessly with Naval and Air Forces, integrate into a multinational coalition of allies and partners, deliver effects in co-operation with civilian agencies and do all of this under intense public scrutiny. International operations will often be conducted under the auspices of the United Nations and the North Atlantic Treaty Organization, but may also include situations where the Canadian Armed Forces will deploy with coalitions of like-minded states.

Deployments could include a leadership role within a major international campaign for an extended period of time, or a more modest contribution to a multinational operation for a shorter duration. To contribute to international peace and security and project Canadian leadership abroad, the Canadian Armed Forces is required to:

- Maintain combat-capable forces at appropriate levels of readiness;
- Provide deployed personnel with the right mix of equipment to conduct, on their own or with allies, full spectrum operations, from combat to reconstruction operations in harsh and unforgiving operating environments; and,
- Work closely and effectively with other government departments and agencies.

| Army Lines of Operation (LoO) | <i>Canada First Defence Strategy</i> (CFDS) Missions |
|---|---|
| LoO 1 - Domestic Operations (Routine) | <p>Mission 1: Conduct daily domestic and continental operations, including in the Arctic and through NORAD</p> <p>Mission 3: Respond to a major terrorist attack</p> <p>Mission 4: Support civilian authorities during a crisis in Canada such as a natural disaster</p> |
| LoO 2 - Domestic Operations (Special Events) | <p>Mission 2: Support a major international event in Canada, such as the Olympics</p> |
| LoO 3 - Major International Operation (Sustained) | <p>Mission 5: Lead and/or conduct a major international operation for an extended period</p> |
| LoO 4 - Minor International Operation (Surge) | <p>Mission 6: Deploy forces in response to crises elsewhere in the world for shorter periods</p> |

THE EVOLVING SECURITY ENVIRONMENT

As the Army moves forward and prepares the future force, it must continually assess the evolving security environment to ensure that it has the right capabilities and readiness to operate effectively. Based on current trends, it is assessed that the security environment will remain complex and volatile for the foreseeable future. The multitude of threats faced by Canada will require flexible and agile responses coordinated domestically among applicable departments and agencies, and synchronized internationally with allies and partners.

Key trends

The international state system is undergoing a profound transition as the global balance of power shifts away from the Euro-Atlantic area. Asia-Pacific's influence will continue to rise due to the growing wealth of many countries in the region, leading to a power rebalancing within the global state system. Defence expenditures in the Asia-Pacific region have surpassed that of Europe and this trend is expected to continue. Moreover, the resurgence of Russia as a regional power with the capabilities and will to exert influence outside its borders may have a destabilizing effect on areas of strategic interest. Although the United States will

remain pre-eminent, it is essential that Canada and its allies maintain robust and effective partnerships and a rules-based international order to smooth the transition to a multi-polar world.

Regional tensions and flash points will remain a persistent feature of the geopolitical landscape, and these may be exacerbated by resources scarcity, climate change, population growth, ideological or religious differences, ethnic tensions and unresolved territorial disputes, among other things. Moreover, fragile states that are unable to effectively govern their territory and provide basic services will be at risk of failing, resulting in negative internal, regional and international consequences.

In the future, Canada and other like-minded states will likely face a wide range of threats from non-state actors, including international terrorism and criminal organizations. They will undoubtedly exploit new technologies to coordinate and support their activities, and are expected to continue utilizing fragile states and ungoverned spaces as bases of operation. Terrorist organizations will remain active and are expected to maintain their ability to mount asymmetric strikes against western targets and destabilize weaker states around the world.

The global commons are expected to be increasingly contested, including sea, land, air and cyber lines of communication. These networks are critical to international transportation and commerce, and it is essential that these domains be governed through a rules-based system and adequately secured. Cyber threats in particular are expected to increase in frequency and sophistication, and countering these is a priority among allied nations. Similarly, the threat posed to space-based assets is likely to increase as more nations develop the capability to launch ballistic missiles.

The wider availability of dual-use civilian technology and the proliferation of weapons-related knowledge and equipment will be an ongoing challenge in the future security environment, enabling both state and non-state actors to enhance the lethality of their forces. As a result, all allied nations will face more coordinated, capable and dangerous threats at home and abroad.

Climate change will continue to have a major impact on the future security environment. Changing climatic conditions will impact water availability and food production and is expected to exacerbate instability in regions around the world. For Canada, the impact of climate change will likely be manifested through more severe and frequent weather events and increasing accessibility and commercial exploitation of the Arctic.

IMPLICATIONS FOR THE CANADIAN ARMED FORCES

In order to fulfill the roles and missions assigned by the Government, the future security environment will require the Canadian Armed Forces to be:

- Agile and adaptable, with robust, rapidly deployable and sustainable sea, land, air and special forces, at appropriate levels of readiness;
- Responsive to global trends and evolving security challenges;
- Integrated into whole-of-government responses to complex, multi-faceted threats to Canadian security at home and abroad;
- Interoperable with key allies and partners to enable effective international action.

As a critical instrument of national policy, the Canadian Armed Forces must be ready to provide successive Canadian governments with a broad range of options and support for domestic, continental and international contingencies, ranging from humanitarian assistance to combat. This may involve conducting and sustaining domestic and expeditionary operations, and on occasion leading overseas missions involving multinational forces.



The ability of the Canadian Armed Forces to work with and support other departments in achieving national objectives will be increasingly important. This requirement is exemplified by developments in the Arctic, where climate change and growing commercial activity are transforming the region and the security environment. The vast distances and unforgiving conditions of this region require specialized capabilities to operate effectively. As such, the military will have a vital role to play in visibly asserting Canadian sovereignty and supporting other government departments to respond to emerging challenges, whether they are environmental, legal or social.

As a wealthy trading nation in a highly globalized world, Canada's prosperity and security is directly affected by stability abroad. Addressing threats at their source, before they reach our shores, will remain an important element of Canadian security. The rise of emerging powers with advanced military capabilities and non-state actors with increasingly lethal means will shape operating environments into which the Canadian Armed Forces may be called upon to deploy. In the future, Canada and its allies could face adversaries with increasingly sophisticated military capabilities that may, in some cases, rival our own.





CHAPTER 2

The Operational Context – “Where the Army stands today”

CANADIAN ARMY VISION

“The Army will be well-led, well-trained, well-equipped and properly sustained to succeed at adaptive dispersed operations across the full spectrum of operations.”

CANADIAN ARMY MISSION

“The Army will generate combat-effective, multi-purpose land forces to meet Canada’s defence objectives.”

Our soldiers are at the centre of all we do. They have continued to demonstrate their world-class professionalism over the last decade of high tempo operations in complex operating environments. To meet the challenges of the future, our soldiers will be expected to operate over vast distances, remaining agile and flexible within a network-enabled operating environment. As task forces, units and sub-units disperse in order to cover larger areas of operations, platoon and section commanders will be expected to understand and meet the strategic intent set out by commanders at higher levels. This philosophy of ‘mission command’ remains paramount in the development of our most junior leaders. They must therefore be physically fit, mentally resilient, educated, and most importantly, possess initiative and problem-solving skills that will allow them to execute their higher commanders’ intent without having to confirm with superior headquarters.

To preserve the strong foundation of professionalism our soldiers exemplify in the most challenging circumstances, we will remain vigilant in addressing the welfare of our soldiers. In order to meet future demands, soldiers must be resilient and ethical warriors; they must be well-led, well-trained and well-equipped. They need high-quality, demanding, motivating, and relevant training. At the same time, they also need to be cared for. Soldiers and their families are the foundation upon which we build units that can deploy on short notice to defend Canada’s interests, at home and abroad. Retaining these soldiers must remain a priority for Army leadership, as it is they who are our most valuable resource and our foundation for continued success.

CORE COMPETENCIES AND KEY CHARACTERISTICS

The core competency of the Canadian Army is the ability to engage and win in close combat across the full spectrum of operations. Additionally, the Army must be able to set the essential conditions to enable success in both close combat and close engagement.

The following key characteristics are essential to the Army's core competencies, and ultimately its ability to achieve national objectives:

- The Army's heart is its **professional soldiers**, organized around battle group and brigade group structures, capable of working within and enabling operations from a Joint, Interagency, Multi-national, and Public context;
- The Army is an **adaptive and agile** force, capable of being deployed by a variety of means, rapidly responding to domestic, continental and international threats in complex environments; and
- The Army is a **medium-weight** force, reinforced with armour capabilities, capable of **leading and sustaining complex land-based operations**, up to divisional level, across the full spectrum of operations.

The Army Managed Readiness Plan will meet the roles and missions assigned in the *Canada First* Defence Strategy by leveraging the full capacity of the Army's doctrine and training system, and force generation base. Fiscal and resource realities require a tiered-readiness approach to how the Army meets the nation's requirements for affordable, deployable and sustainable ready forces. The medium-weight army with operational enablers, partnered with the other services of the Canadian Armed Forces, government departments and allies, embodies a scalable, task-tailored response, ready to address threat scenarios across the spectrum of conflict.

INSTITUTIONAL FOUNDATIONS

The Army includes divisions, bases, units, training centres, schools and staffs, underpinned by a strong and vibrant culture of people and knowledge that is the institutional foundation of our professionalism. Every success the Army enjoys is derived from the strength of its institutions. These institutions take decades to create and must be preserved. Institutional investments, commencing with concept development and sub-

sequently realized with doctrine, equipment, personnel and training, are essential to enable a modern, efficient and highly effective training and procurement system. Each element is inextricably linked and collectively produces the requisite Regular Force, Reserve Force and civilian personnel and capabilities required, to meet the Army's mandate under the *Canada First Defence Strategy*.

VITAL GROUND AND KEY TERRAIN

The ability to live, train and fight as part of a Combined Arms Team (Level 5 training) effectively separates professional armies from all others. It is the foundation upon which the Army's ability to force generate is built. This training is the Army's "vital ground."

| Army Levels of Training | |
|-------------------------|---|
| Level 7: | Formation (Brigade) |
| Level 6: | Unit (Regiment or Battalion) and Combined Arms Unit (Battle Group and Battalion Group) |
| Level 5: | Combined Arms Sub-unit (Combat Team and Company Group) |
| Level 4: | Sub-unit (Squadron, Battery and Company) less Field Artillery Battery, Combined Arms Sub-unit |
| Level 3: | Sub-sub-unit (Troop/Platoon) and Field Artillery Battery |
| Level 2: | Section, Crew and Detachment |
| Level 1: | Individual |

The Army's "key terrain" is the ability to confirm Level 7 capabilities through formation-level Command Post exercises. Command and control at this level is directly linked to the Army's ability to accomplish assigned missions. Achieving these levels of readiness requires resources, which must be maintained in the face of competing priorities by finding

internal efficiencies and, when required, cutting certain non-essential activities altogether. The Army will assume risk in other areas to protect our “vital ground” and “key terrain,” which in turn ensures the readiness of our soldiers.

In addition, the Army will continue to place great emphasis on the welfare of our soldiers and their families, which also means ensuring that they are prepared to the highest level necessary for the demands of operations at home and abroad. A key factor in this preparedness involves the promotion of psychological, physical and spiritual resilience among soldiers, their families and the Army community. As we look to prepare for future challenges, Army leadership at all levels will remain committed to finding smart and efficient ways to protect the foundation of our hard-earned operational excellence – the Canadian soldier.

END STATE

“The Canadian Army is a combat-effective and agile force that delivers focused and integrated land effects within a Joint, Interagency, Multinational and Public context across the spectrum of operations.”





CHAPTER 3

Building the Army of Tomorrow – “Where the Army is headed”

ARMY OPERATING FRAMEWORK

Although there have been no significant changes to the Army Vision and Mission, it was necessary to review and re-assess the activities within our operational framework, which guides the Army’s advance toward its strategic objectives. The newly published Army Operating Framework (Annex A) is the result of significant collaboration amongst the senior Canadian Armed Forces and Army leadership, and provides strategic direction to subordinate commanders.

The Army Operating Framework consists of three main themes which resonate throughout: strategic alignment, operationalization (incorporation and institutionalization), and ensuring efficiency. It also outlines key objectives which must be achieved to deliver a **strong**, multi-purpose and combat-capable force, develop a **proud** and relevant force able to conduct adaptive dispersed operations, and protect a **ready** and deployable force across the spectrum of conflict. In order to meet those objectives, the following four lines of effort were developed:

Line of Effort 1 – Prepare the Force

Line of Effort 2 – Modernize the Force

Line of Effort 3 – Sustain the Force

Line of Effort 4 – Foster Engagement

Aligning the Army Strategy with overarching direction and guidance from the Government of Canada and the Chief of the Defence Staff is one of the key priorities as we focus to ‘**prepare the force.**’ This edition of *Advancing with Purpose* is released at a time when greater emphasis must be placed on the continuous search for efficiencies in order to preserve and enhance effectiveness in the future. These realities are not new to the Army, and we will continue to develop an Army that is effective, efficient and a transparent steward of government resources.

The Army must institutionalize hard-won lessons from recent operations and **‘modernize the force’** to face future challenges in order to remain the effective instrument of government policy that it is today. We must also maintain and protect the operational excellence we have fought so hard to build. At the same time, we continue to look to tomorrow, when the Army seeks to be able to undertake adaptive dispersed operations across the full spectrum of conflict, ensuring that Canada’s Army remains relevant, **strong, proud** and **ready**.

The ability to **‘sustain the force’** is an on-going challenge for the Army. Although the commitment to achieving assigned tasks will be met first and foremost, the preservation of our equipment and the reinvigoration of a culture of equipment ownership are integral to mission success. As we seek efficiencies, the scope and duration of foundation training will continue to come under pressure. Nevertheless, combined arms training must be maintained at all costs; no Army can call itself professional without it.

We must never lose sight of the importance of maintaining strong ties with Canadian society and with our key international allies. This will be achieved through a wise and fiscally-prudent series of outreach activities, and collaborative training which will serve to **‘foster engagement.’** In past versions of this document, we have expressed the importance of interoperability with key allies. This remains critical to the Army’s ability to prepare for future operations. Strong relationships with key allies and international partners are vital to ensuring success in future operations.

Peacetime Military Engagement is another key method to ensure close collaboration with new and potential allies like Partnership for Peace countries within NATO, emerging democracies and fragile nations. Proactively fostering upstream engagement with these nations in support of the Government’s Global Engagement Strategy sets the conditions for downstream success. It not only builds understanding of potential regions within which the Army may operate, but in some cases may forestall conflict in and of itself.

ADAPTIVE DISPERSED OPERATIONS

Land Operations 2021, Adaptive Dispersed Operations: The Force Employment Concept for Canada’s Army of Tomorrow is a conceptual guide for the transformation of the Army based on a networked-enabled force. The concept involves an all-encompassing network, enhanced soldier capability and the creation of integrated effects. The force needs to be

adaptive and agile, dispersed in time, space and purpose, and able to concentrate to meet local near-peer or conventional threats. This force will have enhanced precision, lethality and protection. The requirement for mass, or 'boots-on-the-ground,' remains extant. What distinguishes the adaptive dispersed operations-capable Army of Tomorrow from the Army of Today is that the former will be characterized by a robust, persistent information network linking soldiers, sensors, combat platforms and commanders.

OPERATIONAL FUNCTIONS OF THE ARMY OF TOMORROW

Command

The Army of Tomorrow requires a command and control system that supports commanders in the application of the tenets of mission command and manoeuvre warfare. This system must have the attributes of range, mobility and survivability, and form the backbone of a digitized and network-enabled force. Headquarters must be sufficiently capable through a balance of core and modular (scalable) capabilities (supported by adequate staff and leadership training) to be effective in domestic and expeditionary operations up to, and including,



lead nation status. This capability must include the analysis, planning and operations management tools necessary to plan and coordinate the fires and creation of integrated effects across a large and complex area of operations. This system must be rapidly configurable for integration and collaboration within coalitions and other national command and control structures.

Sense

The Army of Tomorrow requires an integrated intelligence, surveillance, target acquisition and reconnaissance (ISTAR) system that can gather and analyse data in support of the timely delivery of accurate information and understanding of the operating space under conditions that are exceedingly complex. This system requires a diverse suite of sensors, including networked unmanned aircraft systems, unattended ground sensors and other autonomous and semi-autonomous systems linked to responsive intelligence capabilities and other analysis tools. Effective and appropriate sensor-to-shooter linkages must be available, includ-

ing uninhabited assets with the appropriate sensor and command and control networks. The future operating environment will also demand an increased emphasis on specific collection and analysis capabilities such as those offered by an expanded electronic warfare and human intelligence capability, and will also demand a greater ability to extract data from all available sources. The ability to sense in the electromagnetic spectrum will be an essential capability whose value will increase in the future. While the ability to sense in complex environments is critical, the requirement to sense in open terrain and into airspace remains.

Act

The Army will require a breadth of capabilities that deliver a variety of effects, in a synchronized manner, against a range of objectives, and under widely differing circumstances. Increasingly important is the requirement to create these results with precision, affecting only the objective, while minimizing collateral damage. Act capabilities include:

» **Direct Fires.** The Army of Tomorrow direct-fire weapons suite must provide for a layered, scalable, flexible (multi-purpose) and complementary breadth of systems necessary to support all levels from the individual soldier to the formation. This system will include mounted and dismounted systems capable of effective mutual support against most threats;

» **Indirect Fires.** The required indirect fire capability includes the attributes of range, high-accuracy area suppression, precision, lethal and non-lethal scalability, responsiveness and reliability (*guarantee of fire*). There is a pressing requirement for greater investment in uninhabited attack assets, linked to the appropriate sensor and command and control networks, both on the ground and in the air. While not all indirect fire assets need be integral to the Army, those that are essential for self-defence must be. The indirect fire capability will take advantage of multiple targeting guidance systems; and

» **Influence Activities.** To function effectively within the complexities of the future operating environment, an increased emphasis on effectively communicating in all dimensions will be critical—internally; with Joint, Interagency, Multinational and Public partners; with the people of Canada; with the international community; and with populations in the theatre and with adversaries. In the future security environment, in order to effectively influence people in the operating space, the means to target adversaries on the moral plane and communicate with populations will be important across the spectrum of operations.

Shield

The Army of Tomorrow must provide for protection across the physical (including electromagnetic), informational (including cyberspace) and moral planes. While the preponderance of direct physical threats that will be faced will not be new, ready access by enemies to inexpensive technology, conventional military weapons (e.g. mines, explosive materials, rocket propelled grenades) and chemical or biological materials, combined with their ingenuity and resolve, will provide them with increasingly effective means to attack any vulnerabilities. Countering these threats will require an evolving process that will rely upon a nimble and flexible, yet structured and disciplined, approach to capability development. Too much emphasis on the physical protection of a platform against a particular threat is likely to result in overly expensive systems that are vulnerable in other areas or less capable of carrying out the mission for which they were acquired.

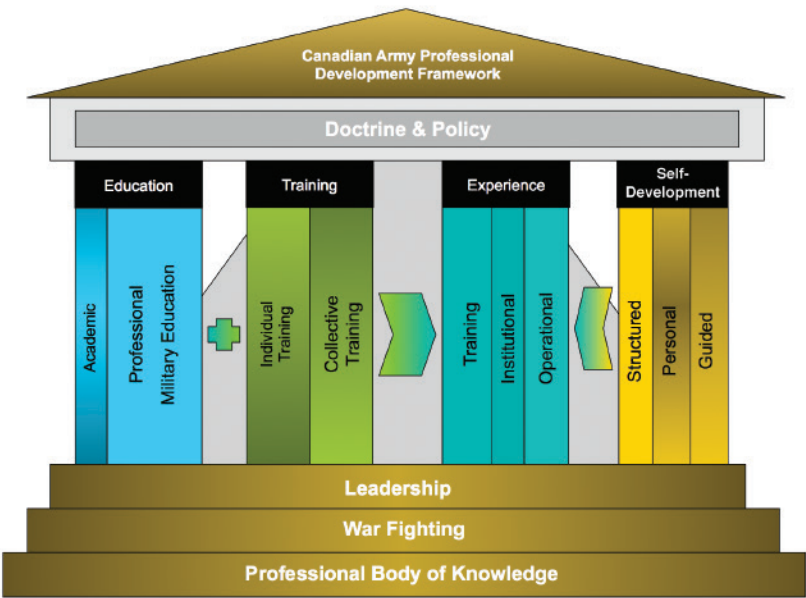
Sustain

The Army of Tomorrow will require a modern and appropriately resourced sustainment system that is able to operate successfully in the non-linear, non-contiguous environment. Accordingly, all combat service support soldiers must be appropriately trained and equipped to survive in the future operating environment from the sub-unit down to the individual platform level. The sustainment system must be robust, integrated, modular and container-based to provide the essential flexibility (provision of support options), adaptability (scalability), and agility. It must provide for real-time asset tracking and visibility, and effective sustainment management tools. Maintenance capabilities will include increased digitization of equipment to diagnose and correct problems before failures, and a protected recovery platform capable of recovering all vehicle types. The Army of Tomorrow also requires access to a flexible medical system with considerably greater reach than existing systems that will enable widely dispersed casualties to receive appropriate treatment in a timely manner. The future medical system will use digitization to continually monitor the condition and location of casualties in real-time to ensure the best medical response possible.

FORCE GENERATION

The Army of Tomorrow will require a training system that synchronizes the preparation of soldiers (Individual Training), and the generation of operational forces (Collective Training), with the fielding of new equipment and force structures. The Army of Tomorrow training system must be underpinned by doctrine, enabled by innovative training methods and informed by operational lessons-learned.

The Canadian Army Doctrine and Training Centre is the lead in the institutionalization of all four pillars of the Canadian Army Professional Development framework (see figure below), which is an extension of the Canadian Armed Forces Professional Development Framework, for our Army’s soldiers, leaders and staff. In upholding the Canadian Army Professional Development framework, it recognizes achievements of individuals in the form of both self-development and experience, combined with formal education and training to produce leaders who are thoroughly prepared to assume command of our nation’s men and women. Through the Army Training Review, the Canadian Army Doctrine and Training Centre will continue to seek efficiencies while preserving effectiveness, while considering changes within the training culture and advancements in training concepts.





CHAPTER 4

Implementation “How the Army Will Get There”

STRATEGY

Armed with the understanding of where we are, and where we are going, it is necessary to describe how we will get there to set the conditions for continued Army success. In order to transition to the Army of Tomorrow, a level of investment, divestment and modernization must occur. The capability development process will continually seek to place the Army in a position of advantage in terms of concepts, doctrine, and structure, and coordinate the associated equipment, training, personnel and infrastructure needs.

BUILDING MILITARY CAPABILITIES

In order to fulfill its assigned missions in the future security environment, the Canadian Army must be a multi-purpose force, largely homogeneous but including critical enablers that permit it to perform successfully at the more extreme limits of combat and stability operations. This ability to shift the weight of effort between these operations is a critical component the Canadian Army must possess in order to be successful in complex environments. To that end, Army Force Development consists of three “Builds”:

- Build 1 - Positions the Army by balancing field force structures, creating viable Army institutions, and adopting an Army Managed Readiness Plan.
- Build 2 - Aligns capabilities essential for success in adaptive dispersed operations. The key objectives are: building formations capable of leading in the Joint, Interagency, Multinational and Public environment; aligning the family of Land Combat Systems in the Field Force with adaptive dispersed operations; and adjusting institutional processes to enable these types of operations.
- Build 3 - Transforms the Army to leverage technology to the maximum effect. Land Forces will be digitized and network-enabled so as to be capable of effective adaptive dispersed operations in the future operating environment. Being able to ‘Find,’ ‘Fix,’ ‘Strike’ and ‘Exploit’ first as our core functions, we will protect our

ability to mass soldiers on the ground. The development of the following key capabilities will build the Army of Tomorrow and continue to protect Canadian interests into the future:

In priority the Army will aim to achieve the fielding through the prism of each of the operational functions.

Command

Command and control requirements for the Army of Tomorrow will be achieved through the modernization of the Army's command support system which will significantly improve the ability of tactical commanders and their staff to plan and execute land operations by improving the quality, range and security of communications. Improved beyond-line-of-sight capabilities will provide tactical and operational level links that will greatly enable deployed forces both in Canada and abroad.

Sense

The Sense requirements for the Army of Tomorrow will be achieved through Land Intelligence Modernization and new sensor arrays to enable surveillance and target acquisition. Land Intelligence Modernization builds upon our successes by institutionalizing the All Source Intelligence Centre within each Canadian Mechanized Brigade Group as well as improved support to 1st Canadian Division Headquarters. The All Source Intelligence Centre will provide a balanced and sustained Army intelligence capability for the field force consisting of disciplined, well-trained and operationally focused all source intelligence operators who are interoperable with our partners and allies. Surveillance and target acquisition within the Army will receive new arrays of sensors, expanding this important capability based upon operational lessons learned. Multi-role sensors will be used to locate enemy and friendly weapons, as well as monitor airspace in support of joint operations. Use of unmanned aircraft systems will be extended to the lowest tactical level to provide "over-the-hill" information in direct support of tasks and to complement operational level systems. Through the use of these systems, force protection and freedom of movement will be greatly improved.

Act

The Act requirements for the Army of Tomorrow will be achieved through combat vehicle modernization, the development of light forces and the institutionalization of the Influence Activity Task Force. Combat vehicle modernization will introduce combat vehicles with an unprecedented degree of protection, mobility and lethality. These vehicles will greatly improve the operational capability of the Army. Light forces will continue to be developed in order to improve the capability and agility of the Army to respond to unique environments and specific operations not

suited for mechanized forces. Force development efforts will continue along the same lines of training opportunities within unique environments (i.e. urban, mountain, cold weather, jungle, arid, and arctic) and for specific operations (i.e. airborne, airmobile and amphibious). In the fullness of time, if resources permit, these forces will be drawn from a variety of corps and branches, and will be capable of rapid deployment through a variety of means. The maturation of the Canadian Army Enabler Group will allow for the institutionalization of the valuable experiences gained from the last decade of operations. Army Information Operations, Psychological Operations, Target Audience Analysis and Civil-Military Cooperation Operations will all be enhanced through the continued development of this capability.

The Army will enhance its ability to operate in the physical plane through Air-Land integration, Sea-Land integration and Electronic Warfare modernization. Air-Land integration between the Army and Royal Canadian Air Force will continue to be developed. The Medium to Heavy Lift Helicopter (CH 147F Chinook), will be able to reach more remote locations in more challenging environments than current fixed and rotary-wing aircraft. Further developments to Intelligence Surveillance Target Acquisition and Reconnaissance, offensive air support and air mobility capabilities will greatly improve joint capabilities. Sea-Land integration efforts will continue as the Army seeks to enhance its ability to operate in the littorals, both domestically and abroad. The focus will be on tactical operations and concept development between the Royal Canadian Navy, the Canadian Army, the Royal Canadian Air Force and the Canadian Special Operations Forces Command to enable joint operations across the operational functions in the littoral environment. Where opportunities exist, we will also train, plan, and exercise at the operational and strategic levels with other commands and our coalition partners. Electronic Warfare modernization will improve the Army's ability to operate in, and dominate the electromagnetic spectrum.

Shield

The Shield requirements for the Army of Tomorrow will be achieved through the development of Air Defence capabilities, Joint Counter-Explosive Threat capabilities, Chemical, Biological, Radiological and Nuclear Defence capabilities, contributing to the joint development of cyber-capabilities and the strengthening of the human dimension. Air Defence capabilities will deliver an integrated, networked and effective system that will enable the positive control of joint and coalition airspace. In addition to an ability to defeat traditional threats such as hostile aircraft, this capability will also enable the defeat of a wider array of threats (e.g., cruise missiles, artillery rounds). Joint Counter-Explosive Threat capabilities will continue to institutionalize hard-earned

knowledge, experience and capabilities from over a decade of conflict. This specialist capability will continue to evolve to support the Army and the Canadian Armed Forces by countering future explosive threats against Canada and its citizens, and will improve the force's freedom of action. Chemical, Biological, Radiological and Nuclear Defence will be enhanced to improve the Army's ability to rapidly and effectively detect,



identify, warn and report on a broad range of chemical warfare agents, toxic industrial chemicals, and biological agents that may be encountered during operations, at home or abroad. Combined with an improved decontamination capability and reinforced through frequent training, the Army will become a key component of Canadian Armed Forces' Chemical, Biological, Radiological and Nuclear Defence. As the Canadian

Armed Forces addresses the necessity to be able to protect and operate within the cyber domain, the Army will contribute to this emerging capability requirement. Human dimension development will continue to improve our expertise in this critical aspect of operations and drive a better understanding of the coping mechanisms necessary to deal with stress. In turn, this will enable the strengthening of soldier resiliency by fostering comprehensive physical and psychological fitness.

Sustain

The Sustainment requirements for the Army of Tomorrow will be achieved through Logistic Vehicle Modernization and enhancement of the sustainment system. Logistic Vehicle Modernization will introduce enhanced recovery capability, as well as light and heavy support vehicles. These capabilities will enhance sustainment with support vehicles of improved payload, functionality, mobility and protection. Adaptive dispersed operations will demand a real-time, networked sustainment system in which the assurance of support is the essential characteristic. To achieve this the sustainment system will be predictive, adaptive, integrated, flexible and robust.

The institutionalization of these key enablers builds upon our operational successes and provides a sustainable suite of Army capabilities, which are interoperable with our partners and allies. These enablers are more fully described in *Waypoint 2016: Canadian Army Advancing Toward Land Operations 2021*.

TRAINING

Through the Army Training Review, the Canadian Army Doctrine and Training Centre is transforming the Army's Training System through a series of rolling and iterative analyses structured within thematic bounds:

- **The Army Training Review Bound One** dealt primarily with the implementation of a new governance structure where responsibilities for collective training, individual training and professional development was transferred from Director Army Training to the Canadian Manoeuvre Training Centre, the Combat Training Centre, and the Chief of Staff Army Training Authority (COS ATA) respectively. Further, Director of Army Training was stood down with the establishment of COS ATA who now has pan-Army responsibility for training issues related to resource management, integration, validation, international training congruence, and the Army Lessons Learned Centre.
- **The Army Training Review Bound Two** is a multi-year transformational plan that will optimize major components of the Army Training System while continuing to deliver an Army Programme that is affordable and sustainable. The Army Training Review Bound Two will also include a review of Reserve training resulting in a predictable training model for the Reserve Force that leverages regional differences while delivering Army capabilities (Arctic Response Company Groups, Territorial Battle Groups, and Influence Activities) to meet *Canada First* Defence Strategy mission requirements.
- **The Army Training Review Bound Three** will focus on emerging capabilities (like cyber) and the institutionalization of Army key enablers, while seeking improvement to joint enabler stewardship. Each pillar of the Canadian Army Professional Development framework (education, training, experience and self-development), will be examined for ways to make the Canadian Army Doctrine and Training Centre more efficient while preserving its high level of effectiveness.

PERFORMANCE MANAGEMENT

The Army generates combat-effective, multi-purpose land forces to meet Canada's defence objectives. The Army is committed to transparently demonstrating how we fulfill our missions while continuing to seek efficiencies in the use of our precious resources. This commitment is vital to our institutional credibility. The Army performance management

strategy allows for Army leadership to set performance goals for activities throughout the Army programme and then measure their performance in achieving those goals. Ongoing monitoring of performance will highlight opportunities, causality and demonstrate efficiencies. By acting on these opportunities Army leadership will continue to ensure we remain a transparent and accountable steward of defence resources.



Performance management is a challenging undertaking that requires balanced and appropriate performance goals which consider quantitative and qualitative performance indicators. The success of the Army performance management strategy is dependent upon all levels of Army leadership and their commitment to a continual process of setting performance goals, measuring performance, assessing new opportunities and take appropriate action. The Army is committed to further developing and expanding its performance management strategy ensuring that the Army is prepared to support defence and Army renewal initiatives, thereby being positioned to build the Army of Tomorrow.

Guided by the Army Operating Framework, the Army will continue to evolve into the Army of Tomorrow and effectively prosecute any *Canada First* Defence Strategy mission or task in the future operating environment. Capabilities will be built and enhanced to support our task forces at home and abroad. Training will be modernized to improve integration between individual and collective efforts realizing efficiencies throughout the training system. Finally, the performance management strategy will provide the tools to assess effectiveness and identify efficiencies and opportunities within the Army programme in order to sustain and transform the Army to meet the demands of the future.

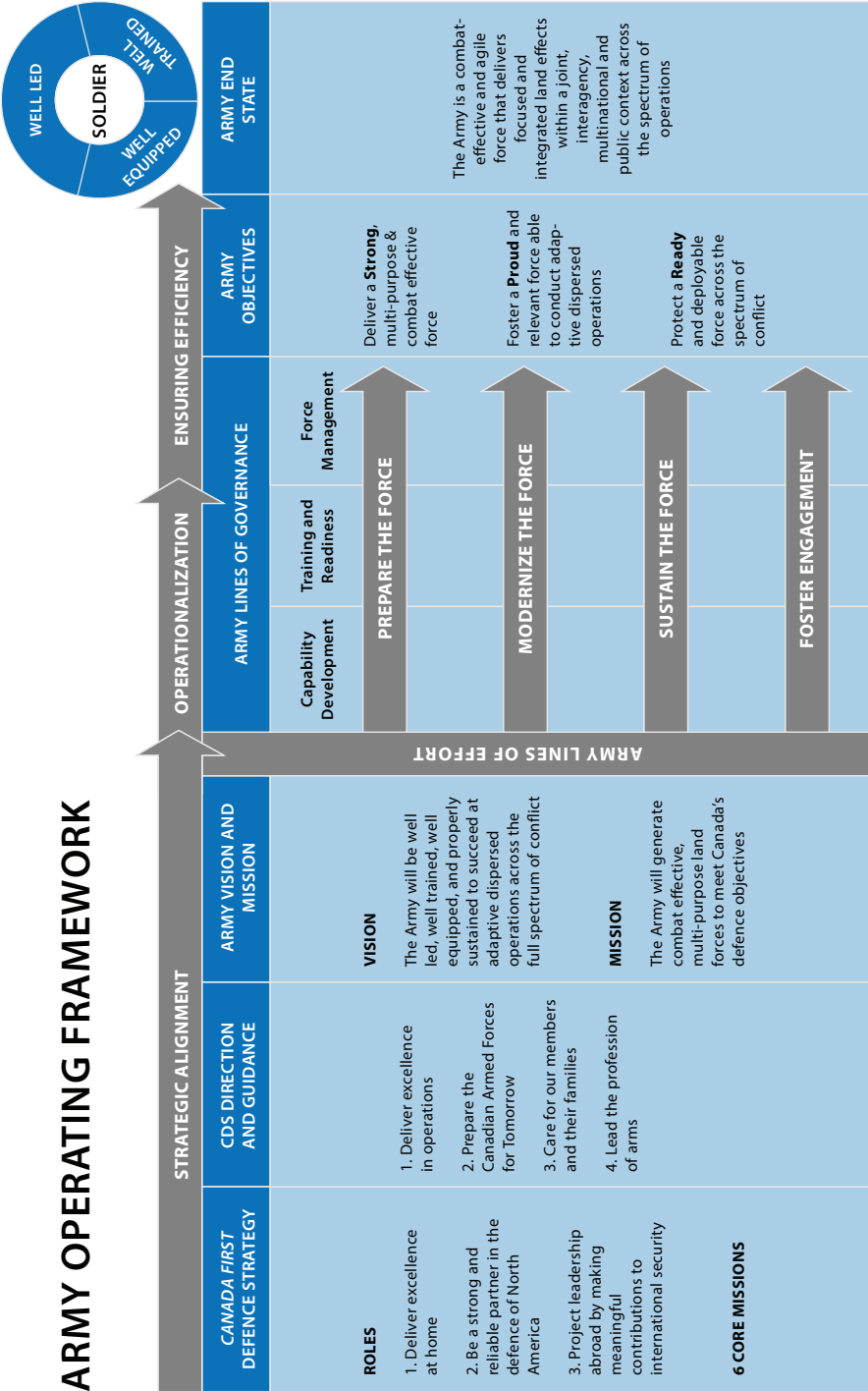


CONCLUSION

The future remains uncertain. Although it is impossible to foresee the plethora of factors surrounding our next deployment, we can take comfort in the knowledge that regardless of the mission, our soldiers will be well-led, well-trained and well-equipped. The Canadian Army has been given clear roles and tasks from the Government of Canada and our Chief of the Defence Staff. Armed with the understanding of where we are, where we are going and how we will get there, the conditions for continued Army success have been established. I have full confidence in the chain of command and our soldiers to meet the force development, generation and employment requirements as we continuously adapt to the threats of an ever-changing environment. We stand **strong, proud** and **ready** to serve Canada and to **advance with purpose**.



ARMY OPERATING FRAMEWORK



ARMY OPERATING FRAMEWORK

| ARMY LINES OF EFFORT | | ARMY ACTIVITIES AND PRIORITIES | | | | | | | |
|----------------------|---|---|--|---|--|---|---|---|---|
| PREPARE THE FORCE | Maintain Readiness (CA LoOs 1-4) - Personnel - Culture of equipment | Align Army Strategic Guidance with CFDS & CDS D&G - Advancing With Purpose - Wapoint 2016 - Land Ops 2021 - ASTR | Train & Educate - ATH - Proficiency at individual and collective skills: - Reg F: IT/CT (up to Ivl 7) - Res F: IT/CT (Ivl 3 in 4) - PD (PME) - Bilingualism - Physical Fitness | Adopt symmetric posture where feasible - except for Armd | Contribute to the joint agenda - 1 st Cdn Div HQ - JIMP agenda across all divisions - Joint training | Nurture the Warrior Culture - Sense of purpose - Resilience (mental, physical and spiritual (moral)) - Ethics - Pride | Foster Lessons Learned - Consolidate and disseminate Afghan lessons learned - Maintain an Army wide lessons learned culture and promote Army learning | Maintain Deployability - Self-sufficiency and flexibility - Nurture and protect high-demand capabilities - Enhance SA | Training - In specific environments (mountain, arctic, desert) - In unique operations (amfibious, airborne, amphibious) |
| | MODERNIZE THE FORCE | Conceive and Design the Army of Tomorrow | Refine Force Capability Plan - Manage Army capability program - Shape procurement strategy | Divestment and re-Investment - Equipment - PVS where relevant - CAEG (IA) - CAIR (UEIC, ASICs), ISTAR, C4ISR / PSS - CIED, CBRN - Targeting | Develop and Institutionalize Joint Enablers - CAEG (IA) - CAIR (UEIC, ASICs), ISTAR, C4ISR / PSS - CIED, CBRN - Targeting | Develop Emerging Capabilities - Cyber - Space | Experimentation & Simulation - Army - Joint - ABCA | Nurture Interoperability - Can Div (Jd) partnership with key allies - Develop formation-level partnerships with ABCA armies - Inter-service & interagency - NATO | Exploit Science and Technology (S&T) - Anticipate new and evolving threats, shape S&T capability to respond - Challenge national innovation and reach out to allies - Develop military/civilian personnel through experiential knowledge |
| SUSTAIN THE FORCE | Support Defence Renewal - Lead CAF renewal - Enhance efficiency and effectiveness - Institutionalize a culture of continuous improvement | Caring for our soldiers - Supporting our troops and their families - Supporting our wounded - Develop a culture of retention | Maintain a robust Succession Plan - Short term - Long term to develop strong Army and CAF leaders | Infrastructure - Support real property centralization - Articulate Army priorities - Move towards a sustainable infrastructure portfolio – including divestment - Develop modern RTA facilities | Preserve a Strong Force - Streamline recruiting - Contribute to, and shape, the concept - Comprehensive review - Sustain the One Army concept - Develop and promote the Ranger's capabilities | Rewards & Recognition - Regular - Reserve - Civilian | Business Planning Process - Foster BPP as method ensuring proper stewardship of Army resources - Performance Management | Preserve and Celebrate Army Heritage - Adopt new initiatives - Communicate rationale and importance - know our history | |
| | FOSTER ENGAGEMENT | Internal - MNDO - CDSO - DM/Assoc DM - Lts: CAF Civilian | External - Federal - Provincial - Municipal - Community Engagement | Honouraries - Nominate relevant and engaged individuals - Communicate - Promote Army-wide values and goals | Support Op DISTINCTION - War of 1812 - WW 1 - WW 2 - Canada 150th (2017) - Other anniversaries / operations / conflicts | Support GoC Engagement Strategy - High Commissions, Embassies and Attachés - Visits / TD and Conferences - Exchange and reciprocal training - Army to Army staff talks - Peacetime Military Engagement | Nurture and Support the Extended Army Family - Army Gadgets - Veterans | Annual Outreach - Skyhawks / Ceremonial Guard / Fortissimo - Army Ball / Army Run - Calgary Stampede - Halifax Tattoo - Quebec: Con Forza / La Garde en Roule - Toronto CNE | Miscellaneous - Support initiatives for the four employment equity groups - Develop communications strategy for both conventional and social media |
| | | TOP ARMY PRIORITY | | TOP LINE OF EFFORT PRIORITY | | | | | |

NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.