



CREW Brief

Summer 2004, Vol. 2, No. 3

Honorary Colonels Edition

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Message from the Chief of the Air Staff

On behalf of all members of the Air Force, both here at home and those who are deployed around the world, greetings and welcome to the summer edition of Crew Brief.

Much has happened since my last communiqué. The political landscape has changed; our work in preparing for a defence review has continued to advance; and perhaps most significantly, we have launched our vision for the transformation of Canada's Air Force.

As you know, the Air Force is on the verge of the most significant and widespread transformation in its 80-year history and I am pleased to report that our members are now fully informed on the way ahead.

This past spring, I and five teams of senior leaders from within the Air Force community, including the Assistant Chief of the Air Staff and the Commander of 1 Canadian Air Division, travelled across Canada to unveil the future vision for the organization. We unveiled three strategic documents – **Canada's Air Force, Strategic Vectors and the Aerospace Capability Framework**. These documents provide the vision for change and transformation

of the Air Force, and the first short to medium-term blueprint to get there.

As I mentioned to the troops during my vision briefings, this vision is about producing an Air Force that is relevant to Canadians. Being part of an organization that is relevant is a key part of what we are trying to be and everyone has a role to play no matter where they work, no matter where they are serving in helping to achieve that relevance. And relevance is key in these uncertain times. The world has changed dramatically since the end of the Cold War, and more recently, since the tragic events of September 11, 2001. And although the demand for Air Force services has increased tremendously since that time, the organization has still been in the process of adjusting to substantial post Cold War budget cuts that reduced its size by half, while concurrently doubling its operational responsibilities. As a result, the Air Force of 2004 is fragile and in need of progressive and innovative changes. Air Force transformation can only be achieved with a clear vision of Canada's future needs and priorities coupled with prudent planning in order to continue a legacy of honourable service to Canada and Canadians.

Defence Strategy 2020 provides a strategic framework to help guide the Defence institution and the Canadian Forces well into the 21st Century. **Strategic Vectors** is built on this strategy. The strategic intent in Strategic Vectors guides other Air Force planning documents such as the **Aerospace Capability Framework** and Chief of the Air Staff Planning Guidance. All Air Force business plans and project documents will be aligned with this direction. Although this transition will take time to implement, the Air Force leadership is committed to this longer-term goal.

Defence Strategy 2020 provides the strategic framework upon which **Strategic Vectors** and the future of the Air Force is built. This vision emphasizes homeland security; anticipates the continuation, and potential strengthening, of Canada/United States cooperation on North American security; and anticipates

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Canada

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the continuation of an internationally engaged Canada.

Our intent is to transform the Air Force from a primarily static, platform-focused organization into an **expeditionary, network-enabled, results-focused** Air Force equipped, trained and ready to prevail in combat and capable of effectively contributing to the security of Canadians well into the 21st Century. The Air Force will be a quality force based on excellence and professionalism.

Aerospace capability, in its broadest context, involves the full range of a nation's aerospace capability-military and civilian. The term aerospace is used to underscore the increasingly important role that space will play in future military operations. Our exploitation of space is limited to communications, navigation,

surveillance and warning, environmental monitoring, and intelligence and reconnaissance activities. It does not include the "weaponization" of space, something our government opposes. The mission of aerospace capability will be to control and exploit the aerospace environment for those military purposes that contribute to Canadian national security objectives.

The attributes of our new Air Force will include combat capability as the basis for other capabilities, interoperable and networked forces, meaningful and sustainable forces, expeditionary reach and power, and responsiveness in operations.

The vision recognizes that people are our foundation and our future. It is the men and women of the Air Force who will proudly

build this aerospace force through leadership, professionalism and excellence. Their shared goal is to ensure that Canada's Air Force of the future, though not the largest in the world, is one of the finest.

As an organization, we are doing our best to build an Air Force that is ready to face the future, one that is fully and completely transformed, renewed and fortified as never before. I think our members, and Canadians in general, will welcome this transformation and embrace all that it promises, now and for decades to come.

Sic Itur Ad Astra

Ken Pennie
LGen
Chief of the Air Staff

"Every country in the world is using the word transformation. Every Air Force in the world, every Army, every Navy, is trying to become more efficient, more effective and the way they do this is by leveraging new technology, by networking our computerized assets and by training our people to work and fight in fundamentally different ways. If we want to be in a better place we are going to have to work very hard at getting the resources we need to makethis more achievable. There is no other option."

Lieutenant-General Ken Pennie, Chief of the Air Staff, during his transformation briefing to staff in Ottawa in May.

Vectors towards the Future

Eight Vectors will lay the foundation upon which the future of the Air Force will be built:

- Results-focused operational capability means acquiring the capabilities needed to keep Canadians secure and to protect national interests abroad: Domestically – a defended and sovereign Canada whose citizens and national resources are protected; Abroad – national interests protected, and when necessary, defended.
- Responsive expeditionary capability means acquiring the capabilities needed to swiftly and effectively respond to challenges at home and abroad by being globally deployable, supportable and sustainable.
- Transparent interoperability means acquiring capabilities needed to effectively operate with the United States, coalition partners, our Army and Navy, and other government departments and agencies.
- Transformed aerospace capabilities means exploiting advanced technologies, new concepts of operations and synthetic, distance, and e-learning environments to significantly enhance effectiveness in operations.
- Transformation-enabling leadership means nurturing competent, effective, and ethical leadership to effectively conduct operations and prepare us for the future.
- Multi-skilled and well-educated people means developing multi-skilled people to enhance personnel flexibility and versatility, and providing these professionals with the experience and aerospace power education needed to effectively conduct operations and plan for the future.
- Actively engaging Canadians means actively reaching and informing citizens, business leaders and our political leadership on how the Air Force contributes to the security and objectives of the nation.
- Improved resource stewardship means continuing to be more efficient with the national resources with which we are entrusted.

EQUIPMENT UPDATE

Advanced Distributed Combat Training System

It's revolutionary. It's state-of-the-art. And it will allow our CF-18 pilots to train individually and as combat teams using the world's most advanced simulation technologies. A contract valued at up to \$200-million has been awarded to Bombardier Inc. for six CF-18 high-fidelity, networked simulators and ten networked part-task trainers that make up the Advanced Distributed Combat Training System (ADCTS) project.

As a networked system, ADCTS allows us to link formations of pilots with live or computer generated adversaries in a tactical environment in order to develop their ability to conduct operations, and be far better prepared for live flying training or operations. As well, ADCTS will enable coalition training and rehearsal with our principal allies, enhance international cooperation and readiness, and realize tremendous long-term cost savings.

An evolution in training systems, ADCTS provides the training component for all updated aircraft and weapons systems, while reducing airframe-fatigue and overall operating costs. An integral and essential component of CF-18 Modernization, ADCTS is also a key element in Air Force transformation.

Air Force accepts new Griffon simulator

A high tech company in Stittsville, Ontario is about the last place Captain Herb Bolderheij thought he might be flying the CH-146 *Griffon* helicopter. Yet that is exactly what happened at the XWAVE facility earlier this spring when Capt Bolderheij and three other Griffon pilots, two of which are based in Gagetown, New Brunswick, flew in formation using the newly unveiled Tactical Aviation Mission Systems Simulation (TAMSS) simulator.



Unlike many Air Force simulators that train air crew in full motion, the TAMSS simulator is static, yet offers crews the benefit of flying together, over a network, to rehearse missions, try new equipment and tactics, even to experiment with conceptual aircraft modifications.

Modelling and simulation is one of the cornerstones of our transformation. Using these kinds of synthetic environments, we envision being able to harness new technologies so that Canadian pilots can participate over a distributed network to train specific skills, develop tactics, rehearse actual missions, and be far better prepared for in-aircraft training and live missions, whether at home or deployed.

Mission Accomplished

"Mission Accomplished" was the slogan for the CH-113 *Labrador* helicopter retirement weekend held at 8 Wing Trenton in June. The "Lab" flew one last time over Trenton as "the old lady of SAR" set down for the very last time, marking the end of an era in Canadian Search and Rescue. The Lab's replacement aircraft, the CH-149 *Cormorant* is now fully operational across the Air Force and is already setting new records for lives saved and missions conducted. We will miss the old bird but time marches on and so does progress!



Fixed Wing SAR

The federal government has, of course, announced its commitment to procure a new Fixed Wing Search and Rescue (SAR) aircraft to replace the CC-115 *Buffalo* and the oldest of our CC-130 *Hercules* that are being used in the SAR role. The Director of Air Requirements has completed the list of operational capabilities required for the new aircraft and the procurement process is expected to advance soon.

New operational clothing

The first of the Canadian Disruptive Pattern (CADPAT) uniforms, procured under the Clothing and Equipment Millennium Standard (CEMS) project were warmly received by Air Force personnel at 19 Wing Comox in June 2004. The distribution of the new CEMS kit to other wings will begin early this fall.

CP-140 Aurora

The first CP-140 *Aurora*, modernized with state of the art navigation and flight instruments avionics, successfully completed its maiden test flight this spring in Halifax. The flight was a significant milestone for the Navigation and Flight Instruments Project, a major sub-project within the Aurora Incremental Modernization Project. The Flight Test Phase is the final and most complex aspect of the Navigation and Flight Instruments Project. It is scheduled to be completed Fall 2004.

The strategic surveillance provided by a modernized Aurora will strengthen Canada's domestic maritime security capability now and well into the future. General Ray Henault, Chief of the Defence Staff, said the flight was a major first step towards the modernization of Canada's fleet of Aurora aircraft and will enhance the ability of our pilots and aircrews to protect and safeguard our coastlines.

Moving up and moving on


Military life is transformational by its very nature due to the numerous postings our personnel experience throughout their time in uniform, as well as from the constant need to adapt to new and challenging circumstances.

Military members have change down to a fine art, some of us having coped with new jobs and new locations every few years throughout our military careers. This posting season, we say farewell to some key players on the Air Force transformation team. They

have worked heart and soul to get us to where we are today in terms of our vision rollout and the follow-on work that is now underway to see it implemented.

I am speaking, of course, of Major-General Richard Bastien, Assistant Chief of the Air Staff and Brigadier-General Brett Cairns, Director-General, Force Development. MGen Bastien is retiring after 38 years service while BGen Cairns moves on to become the Chief of Staff Operations on the "Joint Staff".

MGen Bastien has served the Air Force exceptionally well throughout his career and helped guide the organization through some very challenging times. Thank you, Richard et bonne chance.

As for BGen Cairns, some of you may know that BGen Cairns was the main architect of our transformation documents, burning the midnight oil on more than one occasion to see our vision come to life. Many thanks, Brett, and continued success in your next posting. 

2004 Senior Appointments - Re-Cap

It is with great pleasure that I announce the following Commanding Officer and Senior Wing position appointments for Air Force units for the upcoming posting season, in addition to those previously announced in Crew Brief:

- | | | |
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| ■ 1CAD/CANR HQ CO, LCol NE Russell | ■ CO 406 Sqn Shearwater, LCol SJ Newton | ■ CO 407 Sqn Comox, LCol P Ormsby |
| ■ CMDT CFS Winnipeg, LCol GT Hook | ■ CO 443 Sqn Pat Bay, LCol JMD Leblanc | ■ CO 442 Sqn Comox, LCol JAAM Brisebois |
| ■ CO RCC Halifax, Maj JP Van Oosten | ■ CO HOTEF Shearwater, Maj GA Gates | ■ W ADM O 19 Wg Comox, LCol WJ McLean |
| ■ CO 400 Sqn Borden, Maj EJ Karpetz upon promotion to LCol | ■ CO MPEU Greenwood, Maj MJ Maddison | ■ CO 21 AC AND W Sqn NorthBay, Maj JJCM Otis upon promotion to LCol |
| ■ CO 403 Sqn Gagetown, LCol JJRG Hamel | ■ CO 14 AMS Greenwood, LCol A Pelchat | ■ CO OPS Pers CC NAEWF GEILENKIRCHEN, LCol JJAM Cournoyer |
| ■ CO 427 Sqn Petawawa, LCol CJ Coates | ■ CO 405 Sqn Greenwood, LCol DW Joyce | ■ COS CC NAEWF GEILENKIRCHEN, LCol JAL Bouchard |
| ■ CO 1 Wing HQ Kingston, LCol NL Saulnier | ■ CO 413 Sqn Greenwood, Maj TF Hughes on promotion to LCol | ■ DCO CC NAEWF GEILENKIRCHEN, Maj SA Stewart upon promotion to LCol |
| ■ CO 3 AMS Bagotville, Maj JBC Doyon upon promotion to LCol | ■ CO 14 AES Greenwood, Maj KL Harvey | ■ DIR ACS CC Alaskan NORAD Region Elmendorf, Maj MC Truswell upon promotion to LCol |
| ■ CO 12 Rdr Sqn Bagotville, Maj JWAL Labelle | ■ CO 103 Sqn Gander, Maj AJB Wicks | ■ DET COMD M CC 552 A C Wing Oklahoma, LCol BW Hansen |
| ■ W ADM O 3 Wg Bagotville, LCol JRM Hebert | ■ CO 431 Sqn Moose Jaw, Maj IQ McLean | ■ CO TECH CC-NAEWF GEILENKIRCHEN, LCol SC Sibbald |
| ■ CO 410 Sqn Cold Lake, LCol DLR Wheeler | ■ W OPS O 15 Wg Moose Jaw, Maj PT Goddard upon promotion to LCol | ■ CO CANSUP W AD SECT McChord, LCol JHM Tremblay |
| ■ CO 416 Sqn Cold Lake, LCol Gagne | ■ CO 435 Sqn Winnipeg, LCol DB Chicoyne | ■ CO Det Dundurn, Maj RC Barrett |
| ■ W OPS O 4 Wg Cold Lake, LCol DR Anderson | ■ CO 440 Sqn Yellowknife, Maj PD Fleet upon promotion to LCol | ■ COMDT ACPDTC Borden, Maj Sarty |
| ■ W LOG O 4 Wg Cold Lake, LCol RJA Spencer | ■ W OPS O 17 Wg Winnipeg, LCol JCY Godwin | |
| ■ W OPS O 5 Wg Goose Bay, Maj MF Legresley | ■ W ADM O 17 Wg Winnipeg, LCol WM Roberts | |
| ■ W ADM O 8 Wing Trenton, LCol WM Roberts | ■ I W LOG O 17 Wg Winnipeg, LCol JWH Gauthier | |
| ■ CO 2 AMS Trenton, Maj CD Harris | | |
| ■ CO 426 Sqn Trenton, LCol JEF Fortin | | |
| ■ CO 436 Sqn Trenton, LCol RM Coulthard | | |
| ■ CO 437 Sqn Trenton, Maj DR Williams upon promotion to LCol | | |
| ■ W LOG O 8 Wg Trenton, LCol DJ Gould | | |
| ■ CO 8AMS Trenton, LCol WJ Lewis | | |
| ■ CO 12 AMS Shearwater, LCol AM Turkington | | |

BGen Brennan

For the past two years Brigadier-General Pat Brennan has been wearing two hats – one operational as A1 in 1 Canadian Air Division Headquarters and one strategic as Director General Air Reserves (DG Air Res) and Senior Air Reserve Advisor in the Air Staff. On July 30 of this year the duties of DG Air Res and Senior Air Reserve Advisor will be assumed by BGen Rob Clark who resides in Ottawa and was most recently a NORAD liaison officer with the Air Staff. BGen Brennan will remain as A1 for the next year.