



Summer/Fall 2008, Vol. 6, No. 3

# AIR FORCE Crew Brief

From the Chief of the Air Staff

## Air Force on course, on glidepath

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LCol Dave Mulcair (left), commanding officer of Theatre Support Element, LGen Angus Watt, and CWO René Couturier at Camp Mirage in March.

The end of summer and the beginning of autumn is always a time of change and activity. The Canadian Forces' summer can be especially busy, with the annual posting season involving moves, new communities and new jobs. Just like kids going back to school we look forward to new opportunities and challenges, as well as seeing who all the "new kids" are.

This summer we bid farewell to the Assistant Chief of the Air Staff (ACAS), Major-General Joe Hincke, who is going to London, U.K. as the commander of the Canadian Defence Liaison Staff. I also welcome MGen André Deschamps as the new ACAS. He brings a wealth of Air Force and national operational experience, having commanded 436 Tactical Transport Squadron at 8 Wing Trenton, the NATO

E-3A AWACS Squadron 2 in Geilenkirchen, Germany and 8 Wing Trenton. He has also served as Director for Domestic Operations within DCDS Group, Commander of the Theatre Support Element (Camp Mirage), and Chief of Staff-Operations, Canadian Expeditionary Force Command – to name just a few.

I would also like to welcome General Walter Natynczyk, who became our new Chief of the Defence Staff in July and Vice-Admiral Denis Rouleau, our new Vice Chief of the Defence Staff.

#### Our people in Op Athena

In the last week of March, Air Force Chief Warrant Officer René Couturier and I were privileged to visit the men and women

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National  
Defence

Défense  
nationale

Canada



Camp Mirage greeting.

deployed to the front lines of Air Force operations at Camp Mirage and Kandahar Airfield.

In Kandahar we visited members of the Tactical Air Control and the Tactical Unmanned Aerial Vehicle teams where we saw the tremendous work they are doing to support operations and the commanders in Afghanistan.

Back at Camp Mirage, the commanding officer, LCol Dave Mulcair, briefed us on current operations, and the personnel and equipment challenges that are specific to Mirage. We also held a "town hall" to discuss the future of the mission and the progress of Air Force projects in Ottawa.

CWO Couturier and I were delighted to visit with members of all sections – even if in one case my visit consisted of a written message on a white board (see photo)!

The work accomplished by members of the 4 Mission Support Squadron (MSS) at Mirage was tremendous, and I took the opportunity to personally recognize several squadron members who had

excelled in their duties. I know that the members of 19 MSS currently there are doing an equally fine job.

As I said to all the Air Force men and women at both Mirage and Kandahar, I'm proud of their accomplishments, professionalism, and the contribution they make to this vitally important mission.

## Equipping the future

We recognize that we need to maintain a balance of modern, relevant and effective capabilities to carry out our missions. Our recapitalization efforts are aimed at this goal.

We now have all four of our CC-177 Globemaster III strategic airlifters and we are acquiring 17 J-model C-130 Hercules tactical airlifters to replace the oldest of the current Hercules fleet. First deliveries are expected in early 2010. To address the immediate helicopter lift requirements of our mission in Afghanistan, we will charter commercial heavy lift helicopters. In the medium term, we will procure six Chinook CH-47D helicopters, already stationed in Afghanistan, from the United States Army. We expect them to begin operations by early 2009.

The arrival of the new Canadian Chinook F-model helicopters, expected in 2012 – with operations beginning in 2013 – will fulfill our long-term medium-to-heavy-lift helicopter requirements for the next 20 years or more.

We have also signed a contract with MacDonald Dettwiler Associates of Vancouver, B.C. to lease an interim

unmanned aerial vehicle for use in Afghanistan; we anticipate delivery of the leased "Heron" by early 2009. Meanwhile, a long-term solution, which will include domestic and deployed capabilities, is being sought through the Joint UAV Surveillance Target Acquisition System (JUSTAS) project.

## Manning the future

This issue and the next of *Crew Brief* focus heavily on personnel challenges and successes within the Air Force. In this issue, Brigadier-General Terry Leversedge, Director General Air Personnel, provides a detailed strategic personnel overview and we outline the changes that are coming to the "500 series" occupations (Air Force technicians).

In summary, while there are many challenges, I believe today's Air Force is "on course, on glidepath" towards a significant renewal of our capabilities in virtually every area.



A U.S. Army CH-47D Chinook helicopter.

Robert Ferguson, Boeing



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## Transformation: the next stage

By LGen Angus Watt, Chief of the Air Staff

As the Chief of the Air Staff and Commander of Canada's Air Force, I am responsible for the force generation of aerospace capabilities. This means providing the right combination of equipment and appropriately trained personnel to the operational level commands, primarily Canada Command for operations in North America, and Canadian Expeditionary Force Command for international operations.

In looking to the future, we recognize that we need a balance of capabilities in the Air Force and indeed in the Canadian Forces as a whole. In order to maintain that balance well into the future, we are in the midst of an unprecedented level of recapitalization of our aircraft fleets: the CC-177 strategic airlifters, C-130 Hercules aircraft, CH-47 Chinook helicopters, a Canadian multi-mission surveillance aircraft, a new fixed-wing search and rescue aircraft, and the next generation of fighter aircraft.

This revitalization is critical; in 1985 the average age of our aircraft fleets was 17 years, in 1995 it was 21 years. The average age of our aircraft right now is 26 years. I am working hard to keep the older aircraft operationally relevant, and safe and effective to fly. Our challenges lie in the realm of availability of parts and serviceability. However, the good news is that these current recapitalization efforts will help bring the average age of our aircraft down and increase their overall availability and capability.

***“Recapitalization presents significant challenges, but the number one issue that affects the Air Force, in all aspects of its operations and planning, is personnel.”***

### Vision and strategy

While badly needed, this recapitalization presents significant challenges. To ensure the transformation efforts are coordinated and progressing towards a single strategic vision, I have been working on a strategy that lays out the primary effects and characteristics that are required of a future Air Force, one that is agile and combat-capable, with the reach and power essential to integrated CF operations at home and abroad. Our Air Force is envisioned to be:

- A learning organization;
- Effects focussed;
- Networked;



Non-destructive testing technicians, Cpl Paul Bullied and Cpl Tina VonSchilling, perform ultrasound tests on a CF-18 Hornet wing during a periodic inspection. The Air Force must attract, train and retain skilled personnel.

- Interoperable;
- Expeditionary – at home and abroad;
- Combat-capable; and
- Engaged with Canadians.

To guide the implementation of this vision, I have grouped personnel, aircraft, capabilities and functions into strategic “lines of operation” – the tools by which aerospace power is applied. The nine lines of operation are:

- First stage training;
- Aerospace force application;
- Aerospace management and control;
- Air demonstration;
- Air expeditionary support;
- Air mobility;
- Domestic search and rescue;
- Intelligence, surveillance, reconnaissance and control; and
- Tactical helicopters.

By setting out this vision and organizing capabilities in this manner, the Air Force is able to convert strategic intent into identifiable objectives.

### Personnel challenges

Recapitalization presents significant challenges, but the number one issue that affects the Air Force, in all aspects of its operations and planning, is personnel. I currently have approximately 13,000 trained and qualified Regular Force members, 2,300 reservists and 2,000 civilians. However, I face personnel shortages, long training times, and challenging demographics.

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The challenges that I face are threefold: to **attract, train and retain personnel**.

**Attract.** We must ensure conditions exist that will make us an employer of choice for Canadians. I intend for the Air Force to compete for and win the race for talent with Canada's youth. I believe we have wonderful career opportunities to offer – we just have to effectively market and showcase them.

**Train.** Air Force occupations require a high level of technical skill and knowledge, implying lengthy training periods and regular, consistent practice. For the long-term demographic health of the Air Force, training production must increase. This is currently constrained by the capacity of training units and the ability of Air Force squadrons to absorb the newly trained individuals. However, I am implementing initiatives to improve the situation.

For instance, we have already shortened the duration of training courses for technicians, we are working to shorten them further, and we are investing in training technologies and simulation techniques to improve the quality of the training.

The pilot occupation is currently under its preferred manning level by approximately 13 per cent, and this deficit has persisted for almost a decade. Steps are being taken to resolve the pilot production problems, including increasing the throughput of basic training courses, and increasing operational absorption capacity at our wings and units.

We are also reviewing the Air Force occupational structure to ensure that we have the correct force structure for today and for the future.



The CC-177 Globemaster III is the latest addition to Canada's Air Force, but the average age of our aircraft fleets is now 26 years.


WO Serge Peters

**Retain.** Once we have these individuals trained, the most critical aspect is retaining them in the Air Force over the long term. We project attrition to be approximately eight per cent annually this year, and I have a large group of individuals entering the range of service in which we expect many retirements. To reduce this potential loss, we are working to set conditions that will encourage Air Force members to remain longer in uniform. Finding ways of keeping existing members in the organization is a key focus of my efforts right now. There is a growing shortfall in personnel with 12 to 16 years of service in several occupations. The challenge I face is that I cannot easily replace these people. I cannot hire military people directly from civilian life at this level of experience – an experience level that is essential to safe and effective operations. There are no easy choices with retention programs but there are some interesting options and measures under consideration.

To this end, I am developing a Personnel Strategy to identify and implement measures to address retention, with a strong focus on family-friendly initiatives. We will discuss some of these retention initiatives in greater detail in a future edition of *Crew Brief*.

## Transformation in action

The generation of aerospace capabilities continues to be the top priority for the Air Force, and will enable us to realize the Canadian Forces' vision for the future. However, I do not wish to understate the challenges that remain.

We need to have the right number of people with the right skills in the right jobs at the right time. Meeting these challenges will ensure that Canada has an expeditionary, effects-based Air Force that can continue to make a meaningful contribution to Canada's defence needs in the 21<sup>st</sup> century. 



This CH-149 Cormorant is one example of force generation in today's Air Force as we serve domestic and international operations.

103 Squadron file photo

## CC-177 Globemaster III fleet is complete

The third and fourth CC-177 Globemaster III strategic airlift aircraft have been accepted by Canada and arrived at their new home of 429 Transport Squadron at 8 Wing Trenton, Ont. in May.

“Since delivery of our first CC-177 last summer, this great aircraft has already made an outstanding contribution to Canadian missions all over the globe,” said Lieutenant-General Angus Watt, Chief of the Air Staff. “From hurricane relief in Jamaica, to essential transport missions in Afghanistan, to assisting in re-supply of our most northerly Canadian military outposts, the Globemaster continues to live up to its name. It is truly impressive to realize that with our fleet of four CC-177s flying together, this can represent more than one million kg of aircraft and cargo in the air at the same time.”

The CC-177 Globemaster III fleet provides the Canadian Forces with an independent means to rapidly, reliably and flexibly move heavy equipment over vast distances in response to domestic or international crises – delivering more troops



A CC-177 takes off from 8 Wing Trenton, Ont. Shortly after taking delivery of the fourth Globemaster, Canada delivered humanitarian aid to Thailand to assist cyclone victims in Burma.

and equipment faster to alleviate suffering. It provides a vital part of Canada’s overall air mobility requirement.

In May, the aircraft flew 2,000 emergency shelter kits to Burma after a cyclone left tens of thousands dead or homeless.

## Air Force performs well in new ads

Air Force search and rescue (SAR) operations are prominently featured in new national recruitment advertisements that extend the “Fight with the Canadian Forces” theme.



The Air Force “fight distress” ad was filmed near 5 Wing Goose Bay, N.L. and features search and rescue technicians (SAR techs) jumping from a CC-130 Hercules to rescue the occupants of a simulated downed aircraft.

Sergeant Bill Kelland, a SAR tech from 413 Transport and Rescue Squadron at 14 Wing Greenwood, N.S., is one of those SAR techs. He explained that producing the mini movie shared some characteristics of a real SAR operation.

“The temperature was about minus 35 degrees Celsius with the wind chill and anything below minus 30 is definitely a challenge. We had people performing in the film who had to be watched for exposure to the cold



SAR techs approach the scene of a simulated air disaster.

and elements. There was a strong sense of realism to the production,” he said.

Sgt Kelland said he believes the ad will inspire young people to join the Canadian Forces in general and to want to become SAR techs in particular. “This production really does show our capabilities and I think invites people to become a part of it.”

413 Squadron SAR tech Sgt Bill Kelland appeared in the new CF recruiting ads.





## Personnel: The Air Force's most vital capability

By BGen Terry Leversedge, Director General Air Force Personnel

Collectively, we've all heard about the fast pace of current Air Force operations, about new equipment being introduced in rapid succession, about the increased capabilities that will take the Air Force to new heights after years of struggling as a "hollow" force. In fact, the recent introduction of strategic airlift and the planned acquisition of tactical transport aircraft, an expanded joint unmanned aerial vehicle (UAV) capability, maritime helicopters, tactical aviation airlift, in addition to the projected introduction of new fixed-wing search and rescue (SAR) aircraft, will each help revitalize the Air Force and make it a key component of Canadian Forces (CF) operations. This is all good news.

Nonetheless, the continued transformation of the CF will challenge overall personnel capacity. This is due to the exceptional pace and scale of that transformation and also because it's happening while the Air Force's operational tempo is higher than ever – by supporting combat operations in Afghanistan as well as important domestic and other overseas missions. It also comes at a time when the Air Force, like all employers, faces an extremely challenging demographic situation. Our aging Air Force "boomer" population is increasingly retiring and we must also contend with a more competitive labour market to both retain those currently in uniform and to attract new recruits.

### Personnel levels too low

So as you can imagine in this current climate, the effective and careful management of our people is key to the Air Force's future success. Right now, however, we're facing clear indications that we can easily outstrip our projected personnel capacity.

First, there are clear indications that our personnel levels are below what they should be. That's why we have employed so many Air Reservists over the past several years. Also, annual unfulfilled requests for more people in our units point to the fact that demand exceeds supply when it comes to our talented members in uniform. This situation can also have secondary effects. For example, since every unit feels it's working at maximum capacity with minimal people, compromises are being made in areas such as professional development – bosses can't afford to let their people go on longer courses, which is not in anyone's long-term best interests.

So how did we get to this point – and more importantly, how will we overcome these obstacles and move toward the future with realistic numbers of people? Crucial to our efforts is the development and implementation of an Air Force personnel campaign plan, representing careful and deliberate management of all personnel issues through holistic planning that ensures strategic oversight of each aspect. This encompasses strategic prioritization of key areas including personnel production numbers and training rates (see our article on pilot production in this issue), occupation development and policy initiatives, as well as the overall establishment and manning numbers.

### Personnel levels based on 1990s reality

The Air Force's overall personnel numbers "on paper" are based on the Air Force "establishment." Following extensive review and study, we now believe this establishment doesn't reflect our current or future needs. It represents a force structure that was based on 1990s assumptions and methodologies that are no longer valid, and on capabilities that have changed due to influences such as new equipment and operations. We need to fix this basic building block by taking a long, hard look at each and every Air Force establishment position and then devising the right numbers for the future. But that takes time.

More important in the short term, then, is our actual Air Force manning – the existing numbers of Air Force personnel. Unfortunately, we can't buy Air Force people off the shelf. We have the numbers of people we have; we must optimize their use by carefully prioritizing the workload, which involves making hard decisions at the strategic level. Helping to solve this problem in faster time also involves making necessary changes to occupation structures and finding efficiencies so we can train more personnel at faster rates without sacrificing on the quality of the training received. As a great example of this, in this issue you'll read about our aircraft technician occupations that are changing to reflect future needs, while at the same time reducing technician training time and still increasing capacity.



Pte John Bush, an aviation systems technician from 4 Wing Cold Lake's 409 Tactical Fighter Squadron, installs a cotter pin in the transmission of the leading edge assembly on a CF-18 Hornet during a periodic inspection.

WO Serge Peters



## Retaining and recruiting are key goals

Of course, retaining our experienced serving members is paramount – these are the people who conduct current Air Force operations, train our new members and who are key to the Air Force's transformation. They are highly skilled and not easily replaced, as each of them embodies years of training and experience. We're diligently working at identifying and improving those factors affecting retention.

Obviously, recruiting is also an important part of the puzzle – not just in terms of sheer numbers, but in the Air Force's ability to select the right people for the organization, both skilled applicants and raw recruits. We need those who've got what it takes to get through challenging training regimens and who'll remain with us for a meaningful career. Towards that end, the Air Force is conducting extensive studies to develop better selection tools to reduce training attrition and result in more focused recruiting.


Finally, we're working at attracting former service members back into the fold and facilitating their re-enrollment. There have been significant enhancements to the CF pay and benefits package over the past few years, and many former service members miss the excitement, the greater family aspects and the opportunities of life in the Air Force. We want those people back.

Overall, we're working very hard at mitigating our personnel-related pressures and in growing the Air Force over the coming decade to meet the challenges ahead.



Cpl Jessie Bush, an avionics systems technician, carries out a before-flight check on a CC-177 Globemaster.

This is the Air Force's priority, and for this reason *Crew Brief* is devoting a substantial part of this and future issues to personnel-related articles.

Luckily for the Air Force, our organization is full of talented, dedicated, adaptable and resilient people at all levels who want to see the organization succeed – and they are key to its success. We're on the right path, and I'm confident we'll achieve the aim. 

## A bright future for aircraft technicians



WO Serge Peters

**T**hey truly are the backbone of the Air Force. Aircraft technicians make up nearly 38 per cent of all personnel wearing blue in the Canadian Forces today. For generations, in peacetime and in war, they have been at the heart of Air Force operations, keeping high performance, mission-capable aircraft in peak flying condition.

In previous decades, when times were good, budgets were plentiful and there were more than enough technicians to do the job, the Air Force

had aircraft technicians who specialized in very precise aspects of aircraft maintenance – everything from airframes and engines to instruments and electrical systems and meteorological issues.

That all changed in 1995, however, when the Canadian Forces Military Occupation Classification 500 (MOC 500) amalgamated 13 air maintenance occupations into three – avionics systems technician, aviation systems technician and aircraft structures technician.

"Although it seemed like a good idea at the time, the restructuring in 1995 inadvertently created gaps in expertise that created a force of generalist technicians who became jacks-of-all-trades and masters of none," said Chief Warrant Officer Gordon Alex, one of four senior

Cpl Sammy Kenol, an avionics systems technician, with 4 Wing Cold Lake's 410 Tactical Fighter Squadron, removes a panel prior to conducting an inspection of one of the CF-18's systems.

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air maintenance occupational advisors who recently addressed the air maintenance community in Ottawa and other locations across Canada.

The team, known as the Aircraft Occupation Enhancement Working Group, has been briefing aircraft technicians on upcoming changes to their military occupation, changes that are the result of years of review following the 1995 restructuring.

So why do this now? Recent demographic trends, the development of an expeditionary Air Force and the introduction of new fleets, technologies and maintenance support concepts have highlighted the need and the urgency to restructure these occupations.

Briefly, the changes will roll out this way:

- Consolidate all warrant officer and chief warrant officer aircraft technicians into a new aircraft maintenance superintendent occupation;
- Create a new air weapons systems technician occupation by removing all

MCpl Shelley Arbuckle, aviation systems technician from 4 Wing Cold Lake's 1 Air Maintenance Squadron, downloads an external fuel tank for a CF-18 Hornet.

duties surrounding maintenance, weapons, explosive ordnance disposal and improvised explosive devices from the current aviation systems technician occupation;

- Transfer the work associated with aviation life support equipment from the aviation systems technician occupation to the aircraft structures technician occupation; and
- Create a "career gate" at the rank of sergeant for the non-destructive testing occupation to allow members with the desire and potential to serve as chief



WO Serge Peters

warrant officers the opportunity to compete with the aircraft maintenance superintendent occupation for these positions (as opposed to the larger pool of aircraft technicians).

"The restructuring of the aircraft technician occupations will ensure a highly skilled workforce capable of providing full support to meet the future needs of Air Force operations," said CWO Alex. "These changes are long overdue."

Lieutenant-Colonel Thomas Flynn, head of maintenance with 1 Canadian Air Division, said the Air Force will be canvassing technicians for voluntary occupational transfer to these new occupations.

"If it all goes according to plan, the new air weapons systems and expanded aircraft structures occupations should achieve steady state by 2015. Despite the risks and challenges associated with transition to the proposed new structure, the continued erosion of critical skill sets from the current construct, indicate a higher risk with not pursuing the proposed changes than pursuing them."



Cpl Frieda Van Patten

Cpl Christine Rooney, an avionics systems technician with 8 Air Maintenance Squadron, works on the engine of a CC-130 Hercules.

## More information on the Air Force website!

Be sure to visit [www.airforce.gc.ca](http://www.airforce.gc.ca) to stay up-to-date with things that are happening in the Air Force. Each weekday new stories are posted to the site, featuring what the men and women of Canada's Air Force are doing on behalf of all Canadians.







## Increased pilot production coming

What is an Air Force without enough pilots to fly the aircraft? Air Force planners know the answer to that question and that's why they're finding solutions to the problem of having a shortage of trained pilots to fulfill our operational commitments. The combination of attrition and waiting time for training means fewer pilots for the Air Force mission. Right now, the preferred manning level (PML, or desired number) for pilots stands at 1,600 while the trained effective strength (TES, or actual number) is 1,350.

The Air Force is working to close that gap.

The first step is to increase pilot training to graduate 105 a year and eventually more. Currently, only about 80 pilots per year are graduating.



Photo: Isabelle Lavallee-Raby

Capt Aidan Costelloe, a pilot with 436 Squadron, participates in advanced air mobility training at Nellis Air Force Base. The Air Force is committed to increasing pilot production.

But increasing pilot production is only one part of the solution. These novice pilots need to be given the experience to become aircraft captains or section leads. This can only be done by moving people through the system with greater speed.

This will be achieved by:

- Allowing students with a fixed wing Transport Canada commercial licence to bypass primary pilot flight training at Portage la Prairie, Man. These candidates would go directly to 15 Wing Moose Jaw, Sask. for secondary pilot training.
- Bypassing advanced (jet) training for pilots who are going on to multi-engine or helicopter flying training.
- Increasing the number of instructors and therefore the capacity to train pilot candidates at both Portage la Prairie and 15 Wing Moose Jaw.
- Enlarging the capacity of operational training units, ie: training 21 CF-18 pilots in 2009 instead of the current 12, while reducing the training time at the same units.
- Increasing the use of simulators for maritime air, search and rescue, tactical aviation and multi-engine fleets.
- Transferring some Griffon training from 403 Helicopter Operational Training Squadron in Gagetown, N.B. to 3 Canadian Forces Flying Training School at 15 Wing Moose Jaw, Sask., thereby allowing the Griffon operational training unit to increase its throughput capacity.

These initiatives, along with reducing the time required at a wing to upgrade a pilot to aircraft commander status from three to two years, will help ensure that our squadron manning levels remain sufficient for their missions.

And that means Canada's Air Force will continue to be a world leader in its pilot training program. 

### Correction

In the article "Needed: AVN and AVS technicians" in the spring issue of *Crew Brief*, we misidentified an individual in the photo. It is in fact Cpl Emily Lacey, currently serving at 4 Wing Cold Lake. We apologize for the error.

### In the next *Crew Brief*

Personnel issues will again be at the forefront of *Crew Brief* in our next issue when we discuss other initiatives that will affect Air Force men and women.

- ▶ A name change for air navigators that will better represent the occupation today;
- ▶ How the junior leadership course is evolving and being renamed the enhanced primary leadership qualifications (E-PLQ) course; and
- ▶ The new Air Force officer development (AFOD) program.



## A new philosophy for Canada's Air Force

The words “philosophy” and “Air Force” aren’t used together very often, but Major Don Barnby, the standards fight commander at the Central Flying School at 17 Wing Winnipeg, Man. and Captain Tim Rawlings, a pilot instructor with the Canadian Forces Air Navigation School also of 17 Wing, are hoping to change that. The two pilots have worked together since 2003 to create the “1 Canadian Air Division Automation Philosophy,” a guiding direction for how the Air Force is going to operate its modern automated aircraft.

The automation philosophy is the first of four main steps in creating a detailed and modern Air Force automation strategy to ultimately change the way military aircraft are flown.

“The second step is to identify policies that support the philosophy with the assistance of a consultant,” said Maj Barnby. “The third step is to provide the procedures to operate these advanced technology airplanes, and the fourth step is the ongoing review and refinement of those procedures. A constant review of procedures and practices is required given that the technology is always changing in these airplanes with both software and hardware modifications.”

Maj Barnby and Capt Rawlings saw the need to improve automation operating procedures after they both left the Air Force and flew for a commercial airline before returning to uniform in 2003.



Pte Nédia Coutinho

Crews flying the CC-144 Challenger, a highly automated airframe, will benefit from the new automation philosophy.

“During our time ‘away,’ we were exposed to highly automated airplanes,” said Maj Barnby. “We saw different training methodologies and different operating procedures that didn’t exist in the Air Force.”

Both pilots decided to use what they learned to see if they could assist in creating an Air Force automation operating strategy.



Sgt Joanne Steddi

Capt Doug Parker (now Maj) of 442 Squadron verifies coordinates aboard the CH-149 Cormorant, one of the sophisticated, automated airframes in the Air Force today.

## Polaris provides in-flight refuelling



MCpl Paul Green

The first of two CC-150 Polaris aircraft modified for strategic air-to-air refuelling was tested and evaluated at 4 Wing Cold Lake, Alta. in July.

This operational testing and evaluation (OT&E) phase introduced increasingly difficult air-to-air refuelling sequences and missions under operational conditions. Lessons learned will be implemented to ensure the capabilities of the CC-150T (tanker) are used to their maximum potential.

The CC-150T is capable of offloading 80,000 pounds of fuel to receiving aircraft over a 2,500 nautical mile leg (4,630 km). This will permit the Polaris tanker to ferry a flight of four CF-18 Hornets non-stop across the Atlantic Ocean.





## 19 Wing MSS deploys

The final contingent from 19 Mission Support Squadron (MSS), based at 19 Wing, Comox, B.C., left for Camp Mirage in southwest Asia and Kandahar, Afghanistan in June.

The squadron, consisting of 65 personnel, will be in Camp Mirage and Kandahar for six months, supporting Canadian operations. The MSS will deliver both close support and integral support to deployed Air Force operations in the areas of engineering, logistics, human resources, finances and communications until their return in December 2008.



Pte Sarah Thomas (left), speaks with 19 Wing Commander Col Fred Bigelow (centre) and acting 19 Wing Chief Warrant Officer Michael Scarcellas, as she prepares to deploy to the Middle East.



Pte Chris Ringius

## Maple Flag 41: a new look

Exercise Maple Flag, held every year at 4 Wing Cold Lake, Alta. demonstrated a new look in 2008. Maple Flag 41 was more than the traditional aerial combat exercise and became one that “has allowed us to integrate the task of the special operations forces with the air picture,” said Major Carl Cottrell, the exercise director and commander of the Air Force Tactical Training Centre.

Maple Flag 41 incorporated special forces, air forces and ground forces missions that provide a much more realistic training venue given real world events in which international forces are currently engaged.

More than 3,000 military personnel from Canada, Germany, France, the Netherlands, New Zealand, Republic of Singapore, the United States, and NATO

were engaged in a simulated, 10-day coalition air campaign. The exercise also hosted Brazil, India, Greece, and Spain as part of the International Observer Program.

The aircraft included Canadian CF-18 Hornets and a C-130 Hercules tanker; Netherlands F-16AM; Singapore F-16C/D; United States F-15C Eagle, F-16 Fighting Falcon and E-3 AWACS; New Zealand C-130 Hercules; German and France C-160 Transall; and finally, French E-3F AWACS.

“Canadians, our NATO allies and selected non-NATO coalition partners all benefit from Maple Flag,” said Captain John O’Neil, deputy exercise director. “The most challenging part is to learn to fit into a coalition exercise, cooperate, and make the entire mission a success – because each country has a slightly different way of doing things.”

Planning is now ongoing to conduct two Maple Flag exercises per year, incorporating night and daytime training. Maj Cottrell said he believes that “Maple Flag is not the exercise it once was. We are all about providing the customer with the viable training and if we cannot do that, indeed we have failed.”



Maple Flag also involves ground components. A C-160 Transall flies over Dutch troops after dropping them at Meadow Lake, Sask.

2Lt Karina Masse



## Canada hosts, Brits win Fin '08

Though Canada hosted the 2008 Fincastle Long-Range Patrol Competition at 19 Wing Comox, B.C., the Royal Air Force team emerged as the ultimate victors.

The United Kingdom crew, flying their Nimrod MR2, earned the coveted Fincastle trophy, pulling ahead of crews from Canada, New Zealand and Australia. This year's competition involved all four nations competing in their traditional anti-submarine warfare (ASW) role as well as in the emerging over-land intelligence, surveillance and reconnaissance role.

Australia took home the Lockheed-Martin Maintenance Trophy for best-performing ground crew. The team from down-under also won the VPI (Maritime Patrol International) Fellowship Trophy.

Canada's 407 Maritime Patrol Squadron won the Fincastle Ramnee Sporting Trophy for defeating the other nations in a Charity Plane Pull. The event, which raised nearly \$5,000 for the B.C. Lions Society for Children with Disabilities, challenged each nation's detachment to pull an Aurora across the 19 Wing tarmac in minimum time.

After more than 40 years, Fincastle continues to encourage the sharing and development of maritime patrol and reconnaissance tactics to enhance interoperability between Commonwealth partners.



With Canadian flag in hand, MCpl Dale McVeigh watches the return of a 407 Squadron CP-140 Aurora during the Fincastle competition.

MCpl Jo-Anne Verreault

This year's format was unique. Half of the exercise saw the four nations' aircraft fly ASW search and attack missions over the Nanoose Bay torpedo test range. The remainder of the exercise took place over CFB Wainwright's Canadian Manoeuvre Training Centre where about 650 troops were participating in Exercise Maple Guardian.

As they competed, the long-range patrol aircraft were also integrated into Exercise Maple Guardian – watching over troops, providing intelligence to commanders, and keeping “eyes-on” enemy threats.



## Maple Guardian a realistic combat scenario

About 90 members of 3 Wing Bagotville, Que. participated in joint Exercise Maple Guardian at Canadian Forces Base Wainwright, Alta.

Members of 3 Mission Support Squadron (MSS) set up camp and prepared for the arrival of up to 650 personnel.



CH-146 Griffon helicopter at sunset.

Maple Guardian transformed the Wainwright training area into a realistic theatre of operations to show Canadian soldiers what to expect in Afghanistan.

3 Wing delivered all the support needed by the American and Canadian helicopter squadrons taking part in the training, flying Griffon, Chinook and Blackhawk helicopters. 3 MSS personnel provided camp protection, fire protection, construction of a base camp, provision of ammunition and gasoline for the helicopters, and the administration of all services related to camp operation.

This year the exercise was incorporated into two other major combat scenarios: the maritime air Fincastle Competition and Exercise



The Wainwright training area was transformed into a realistic theatre of operations during Exercise Maple Guardian.

Cpl Patrick Drouin

Maple Flag 41. Aircraft from 19 Wing Comox B.C. performed surveillance for Maple Guardian troops while special force units in Wainwright participated in Maple Flag.







## Air Force supports northern exercise

The Air Force provided vital air support to Operation Nunavut 08, a joint operation designed to project Canadian sovereignty in the High Arctic commanded by Joint Task Force (North). It is one of three major northern sovereignty operations carried-out each year by the Canadian Forces.

Air Force support included sustainment flights, aerial reconnaissance, and Arctic surveillance missions for the operation, which involved Canadian Ranger patrols, scientists and other Canadian Forces personnel.

Most of the airlift to the Canadian Rangers was accomplished by CC-138 Twin Otter aircraft from 440 (Transport) Squadron in Yellowknife. With the ability to take off and land on sea ice, the ski-equipped, twin-engine, turbo-prop aircraft provided the essential re-supply lifeline for the patrols during the three-week operation.

When the patrols were hundreds of kilometres from the nearest settlement, they were still able to receive much-needed rations, fuel, kerosene, spare snow machines and parts, komatiks (long, sturdy sleds pulled behind snowmobiles) and other equipment.



Canadian Forces personnel load komatik (sled) runners into the back of a CC-130 Hercules aircraft at Joint Task Force (North), Yellowknife, NT. The Hercules transported personnel and supplies to Eureka and Canadian Forces Station Alert, Nunavut, for Op Nunavut 08.

MCpl Kevin Paul

## Exercise Arctic Orange honours crash victims

Six search and rescue technicians (SAR techs) from 14 Wing Greenwood, N.S. participated in Exercise Arctic Orange

near Canadian Forces Station Alert, Nunavut, earlier this year. The two-week survival exercise focused on SAR operations in an extreme environment, with the participants completing a five-day, 80 km trek across the tundra loaded with gear. In addition, the trek was undertaken in honour of those who died in the October 1991 crash of a CC-130 Hercules while on a

resupply mission – “Boxtop 22” – near Alert and the subsequent rescue efforts by determined SAR techs.

After two days of training in 24-hour sunlight, the SAR techs began a five-day trek across the tundra. It was a challenging environment. Aside from the temperatures (between minus 25 and minus 30 C), there was the vast, open geography of the area. “You feel very small out there, and in a way you are. It was very humbling,” said Sgt Sean MacEachern. “We knew right away that we would all have to be thinking every step of the way.”



Arctic Orange SAR techs with the “Boxtop 22” Hercules tail. Front, left to right: MCpl Andre Bergeron and Sgt Dan Villeneuve. Back, left to right: Sgt Sean MacEachern, WO Keith Mitchell, MCpl Rob Hardie, MCpl Dan Bodden.

WO Keith Mitchell

## General Henault retires after 40 years of service

**G**eneral Ray Henault has retired after 40 years of service to the Canadian Forces and Canada's Air Force. A former Chief of the Defence Staff (CDS) from 2001-2005, Gen Henault served as the Chairman of the Military Committee with the North Atlantic Treaty Organization (NATO) in Brussels during the last three years.

"This has been a very demanding but rewarding assignment for me," said Gen Henault. "I am grateful for Canada's support and the support of the NATO Chiefs of Defence while I was their Chairman of the NATO Military Committee. It has been a fascinating time to be at NATO. The Alliance has never been as vibrant, or in demand. We have had our hurdles but NATO continues to show resolve and make progress.

"The transformation work that I began as CDS in Canada prepared me well for my assignment in NATO and the work of the MC as it guides the Alliance through its own current transformation," he said.



DND

## Honorary colonels network


**C**lose to 75 per cent of the Air Force's honorary colonels attended the 16<sup>th</sup> annual Honorary Colonel Conference this June in Portage la Prairie, Man. Colonel (Ret.) David Peart, special advisor to the Chief of the Air Staff and coordinator of the honorary colonels program, calls that a phenomenal turnout, considering that the conference was held in the middle of the week with many of the honorary colonels working as busy executives.

"Our theme is the same every year: 'connecting with Canadians.' The honorary colonels are a link between their unit and Canadians. So they are topped right up with information on equipment, personnel and infrastructure. They get a sampling of current operations and listen to some of the people who are carrying out the work of the Air Force," said Col Peart.

Col Peart pointed out that there is a wide range of experience and expertise in the program, ranging from an entertainer

*"Our theme is the same every year: connecting with Canadians."*

like HCol Tom Cochrane (409 Squadron) to a decorated Second World War Spitfire pilot like HCol Charlie Fox (412 Squadron).

"The importance that the Air Force applies to this program is best exemplified by the presence of the Chief of the Air Staff, the Commander of 1 Canadian Air Division and the Air Force Chief Warrant Officer, who are all there to give of their time and energy. It's a challenge to get all of these people in the same room at the same time," he said. 

## Spitfire veteran decorated




LGen Watt (left) and HCol Fox.

**H**onourary Colonel Charley Fox, 88, is the heroic recipient of the Distinguished Flying Cross with Bar, but until now he had never been awarded the Canadian Forces Decoration (CD). All that changed when Chief of the Air Staff Lieutenant-General Angus Watt pinned the medal on the Second World War Spitfire pilot to recognize 12 years of service to the Queen. That service now includes his duties as HCol of 412 Transport Squadron, the same squadron that he flew with from 1944-45.

"Thank you, Charley, on behalf of Canada's Air Force. Thank you for what you did in wartime and for how you are reinvesting your experience in today's Air Force," said LGen Watt.

HCol Fox said he is "happy and proud" to be part of 412 Squadron again.

"It's a family; you have fun and you do the best job that you can." 



## Hero receives CDS Commendation

Corporal Ed Thorold, an aviation systems technician at 8 Wing Trenton, Ont., was awarded a Chief of the Defence Staff Commendation for saving a boy's life.

While stationed at CFB Gagetown, N.B., Cpl Thorold was with his children at a playground, along with a friend – 14-year-old Dakota Smith.

"One of my kids ran over to get me because Dakota was having a seizure... I knew his history and had seen him suffer seizures firsthand. He had always recovered from them on his own, with no medical assistance

required," recalls Cpl Thorold. "But when I found him on the play structure, he was unconscious and not breathing. That's when the real alarm set in."

Cpl Thorold could see that the boy's mouth was full of vomit, so he cleared the teen's airway and start artificial respiration (AR) immediately.

"I told my kids to call 911. After a couple of cycles of AR, Dakota started to respond."

Dakota was rushed to the hospital and was discharged with no permanent damage three days later.



Cpl Ed Thorold and Dakota Smith in the playground where Dakota had his seizure.

David Smith, Fredericton Daily Gleaner. Photo originally published by Fredericton Daily Gleaner on Monday, June 18, 2007.

## Snapshots

### Air Force adventurer recognized for heroism

One year after both climbing Mount Everest and saving a life along the way, Captain Meagan McGrath returned to Nepal this May to accept the *Kumar Khadga Bikram Adventurous Award* for 2007 (The Golden Ice Axe Award) from the Nepal Mountaineering Association for her heroic efforts.

The Golden Ice Axe Award was presented by noted Everest climber Apa Sherpa, who recognized Capt McGrath's role in helping to save the life of Nepalese climber Usha Bista.

Ms Bista was suffering from cerebral and pulmonary edema (swelling of the brain and lungs that occurs at great heights) and frostbite when she was found near death on Mount Everest in May 2007. Capt McGrath was descending Everest when she encountered Ms Bista. After giving the stricken climber her oxygen, Capt McGrath enlisted the help of other climbers in the area. They put Ms Bista into a sleeping bag, secured her to a sled and brought her to the base of the 8,848 metre Everest, over ice and rock and through severe winds.



Nico Smeets

### New honorary colonels

- ▶ 438 Squadron, 1 Wing Kingston, Ont. – André Lepage, a chartered accountant with Navigant Consulting in Montreal.
- ▶ 3 Wing Bagotville, Que. – Michel Belley, rector of l'Université du Québec à Chicoutimi.
- ▶ 3 Air Maintenance Squadron, 3 Wing Bagotville, Que. – Melanie Turgeon, a member of the Canadian national ski team from 1992-2005 and the winner of several medals in the sport (picture at right).
- ▶ 12 Radar Squadron, 3 Wing Bagotville – Jacques Gauthier, senior vice-president and chief executive officer of Kruger Energy in Montreal, Que. and a member of the board of directors for the 2010 Olympics.
- ▶ 425 Squadron, 3 Wing Bagotville – Claude Rousseau, senior vice president Enterprise Quebec Sales and National Government practice with Bell Canada.
- ▶ 1 Air Maintenance Squadron, 4 Wing Cold Lake, Alta. – Andrew Abbott, a founding partner and managing director of Institutional Trading for Tristone Capital, a global energy specialist firm headquartered in Calgary.
- ▶ 444 Squadron, 5 Wing Goose Bay, N.L. – Joe Goudie, a consultant for Parks Canada, who served in municipal and provincial politics and sat in the Newfoundland and Labrador legislature for 10 years.
- ▶ 8 Air Movements Squadron, 8 Wing Trenton, Ont. – LCol (ret'd) Fern Villeneuve a former RCAF/CF pilot and first leader of the Golden Hawks demonstration team in 1959 and 60.
- ▶ 14 Air Maintenance Squadron, 14 Wing Greenwood, N.S. – Leonard Lee, founder and chairman of Lee Valley Tools Ltd.
- ▶ CF School of Aerospace Studies, 17 Wing Winnipeg – Jim Fergusson, Director of the Centre for Defence and Security Studies and associate professor in the Department of Political Studies, University of Manitoba.



Pte Eve Richardson

continued on page 16... ▶



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## Medal of Bravery

Governor General Michaëlle Jean recently announced the recipients of 26 decorations for bravery. Among these is Captain Dennis Mann. Capt Mann, currently a CH-124 Sea King pilot with 443 Maritime Helicopter Squadron in Patricia Bay, B.C., rescued a man from drowning near Victoria, B.C. in October 2006. Upon realizing that the man had not surfaced, Capt Mann immediately stopped the engine of the inflatable boat in which the man had been a passenger and dove to his rescue. He partially freed the victim, whose life vest had become caught in the boat's propeller. After performing underwater artificial respiration, Capt Mann freed the victim from his life vest and brought him back to the surface. The medals will be presented at Rideau Hall at a later date.

## CF member receives American medal

Earlier this year Master Warrant Officer Michael Dussault, from 22 Wing North Bay, Ont., received the United States Meritorious Service Medal and certificate for his outstanding service at Tinker Air Force Base, Okl. from 2003 to 2007.

An aerospace control operator, MWO Dussault flew as a crewmember aboard the United States Air Force Airborne Warning and Control System (AWACS) aircraft. In his role as a battle director technician (BDT), he acted as the conduit between North American Aerospace Defense Command (NORAD) and the E-3 "Sentry" (AWACS) aircraft.

"I feel very honoured ... it is not every day that we (Canadian military) get an award from other countries," said MWO Dussault.

The medal was established by President Lyndon B. Johnson in 1969. President Ronald Reagan allowed foreign military members to receive the medal in 1981.



Cpl. Samantha Crowe

## 442 Squadron wins prestigious award

The Canadian Aeronautics and Space Institute (CASI), awarded 442 Transport and Rescue Squadron at 19 Wing Comox, B.C. the TransCanada McKee Trophy for outstanding achievements in the field of air operations.

On October 25, 2006, members of 442 Squadron were called upon to save three victims of a helicopter crash along Knight Inlet, B.C. But what should have been a quick rescue turned out to be a harrowing mission. Thwarted by zero-visibility, torrential rain and winds gusting to 50km/hour, the CH-149 Cormorant, crew risked their lives to fly to the crash site and rescue the crash survivors.

Visit the News Room at [www.airforce.gc.ca](http://www.airforce.gc.ca), dated March 12, 2008 to read more about the rescue and the award.



442 Squadron

## Army recognizes 1 Wing for tactics development

The Army recently thanked the Air Force for its innovative tactics development. Chief of the Land Staff Lieutenant-General Andrew Leslie awarded 403 Helicopter Operational Training Squadron a commendation for its role in developing Close Combat Attack tactics, techniques and procedures. The recognition went to the squadron's Aviation Tactics Flight, operating out of CFB Gagetown, N.B. Project officers Capt Ryan Tyler and Capt Jean-Eude Ainsley developed the significant change to Canadian aviation doctrine after researching American and British procedures.

Read more in the News Room at [www.airforce.gc.ca](http://www.airforce.gc.ca), dated May 1, 2008.

## Honorary colonel, parliamentarian and decorated pilot Arthur Smith passes away

Decorated Second World War pilot and honorary colonel of 4 Wing Cold Lake, Alta. Arthur Smith passed away in June at the age of 89. Col Smith, who was first a Member and then an Officer of the Order of Canada, was awarded the Distinguished Flying Cross for flying 34 missions as a pathfinder pilot with the Royal Air Force (RAF). It was a high-risk assignment of dropping flares on a designated target in order to guide incoming bombers to their destination.

HCol Smith was named honorary colonel of 4 Wing last October and his term was not to end until 2011.

HCol Smith joined the Royal Canadian Air Force in 1940 and was posted overseas and attached to the RAF. After contributing to victory in the Second World War, he served as a Calgary alderman and as a Member of the Legislative Assembly of Alberta. In 1957, HCol Smith was first elected to the House of Commons and was subsequently re-elected in 1958 and 1962. He was a member of several parliamentary committees and Canada's delegate to the United Nations from 1957-63.



Joy Smith





## Senate urges recognition for Bomber Command

**B**omber Command endured some of the worst moments of warfare over the dark skies of occupied Europe but never received a specific campaign medal after the Second World War.

Its personnel suffered a fatality rate that was the highest of any Allied combat unit but they have not been the subject of annual parades and celebrations.

Bomber Command hit the enemy when no one else could and significantly contributed to the defeat of Nazi Germany, yet their heroism is still seldom recognized.

The Royal Canadian Air Force (RCAF), with 15 squadrons and personnel within Royal Air Force (RAF) squadrons, saw 11,000 deaths out of 17,100 deployed personnel.

Thanks to a motion that was passed unanimously by the Senate of Canada in July, that recognition may be on its way for those Canadians who served with Bomber Command.

It is simply a "Motion to Urge the Government to Recognize Service of Bomber Command in Liberation of Europe During World War II." Senator Michael Meighen (Con – Ont.) spearheaded the motion. Senators Hugh Segal (Con – Ont.) and Joseph Day (Lib – N.B.) added their bi-partisan support and legislative thrust to the measure. On June 19, 2008, the Senate voted unanimously to support the motion.



Cpl Jill Cooper

A restored Avro Lancaster bomber, from the Canadian Warplane Heritage Museum in Hamilton, Ont. Bomber Command flew four-engined Halifax and Lancaster bombers as well as twin-engined Mosquitos.

For Lieutenant-General Bill Carr (Ret.), a former commander of Air Command, the motion is satisfying. LGen Carr has worked tirelessly for years to gain recognition for the veterans of Bomber Command for their undeniable sacrifice.

Lieutenant-General Angus Watt, Chief of the Air Staff, is very supportive of this initiative. "I am very pleased to see the Senate stand behind the sacrifice of these veterans," he said. When you think of the dangers that they faced, the fact that they got up day after day to do the mission, it is incredible. They knew what the odds were.

"There are many types of courage: there is one when you're unexpectedly confronted with extreme danger and the adrenaline is rushing through your veins; there is another kind of courage when you continue to do the job and face the dangers even though you know what's in store and how poor your chances of survival are," he continued.

LGen Watt applauded the perseverance and hard work of LGen Carr in pursuing recognition for the veterans.



A jubilant Leading Aircraftman William Carr receives his wings from Air Marshal W.A. "Billy" Bishop. LAC Carr, who would later become LGen Carr, Chief of the Air Staff and the father of Air Command, has led the fight for the formal recognition of Bomber Command veterans.

"This is long overdue recognition but essential recognition. Honouring the sacrifice of our veterans gives Canadians a renewed appreciation of the ultimate price of military service, right down to the present day with our brave soldiers currently serving in Afghanistan," said LGen Watt.



## Centennial of Flight on the web

**A** new internet website dedicated to the Centennial of Flight celebration in 2009 is now on-line. An internal DND intranet site will soon be up and running as well.

Brigadier-General Gaston Cloutier, special advisor to the Chief of the Air Staff on the Centennial of Flight Project, said the many events planned to commemorate 100 years of powered flight in Canada are also designed to promote the Air Force, its role in history and its important missions today. "The celebration is an excellent opportunity for the Air Force to showcase its proud history, dynamic present and confident future."


To view the new website, visit [www.airforce.canadiancentennialofflight.com](http://www.airforce.canadiancentennialofflight.com)



## RCAF Flyers inducted into Olympic Hall of Fame

The RCAF Flyers, Canada's 1948 gold medallists in men's hockey, have been inducted into the Canadian Olympic Hall of Fame.

The RCAF Flyers were not expected to fare well at the 1948 Olympic Winter Games in St. Moritz, Switzerland. Yet the Flyers reeled off six straight victories before registering a scoreless tie with heavily-favoured Czechoslovakia. In their final game against the host Swiss team, a win by two or more goals ensured the team a gold medal. In a hostile environment,

the Flyers rode 22-year-old goaltender Murray Dowey to a 3-0 shutout win. Mr. Dowey, who was one of the seven surviving members to attend the induction ceremony, finished the tournament with five shutouts in eight games. The team was inducted into the Canadian Forces Sports Hall of Fame in 1971 and at 8 Wing Trenton, Ont. the local hockey rink is named the "RCAF Flyers Arena." 



VC Johnson

Former RCAF Flyers team mates Ab Renaud (left) and André LaPerrière show off their replica team jerseys presented by Dean Black (centre), executive director of the Air Force Association of Canada in Ottawa.



## Canada celebrates NORAD Golden Jubilee


Manitoba Premier Gary Doer and U.S. Ambassador to Canada David Wilkins were among the hundreds who celebrated the 50<sup>th</sup> anniversary of the North American Aerospace Defense (NORAD) Command in Winnipeg on May 30.

Members from 1 Canadian Air Division and the Canadian NORAD Region formed a military parade on the grounds at the Manitoba Legislature. Marked with flypasts by the Snowbirds and two CF-18 Hornets, the parade was symbolic of the rich bi-national partnership shared in NORAD, the aerospace alliance between Canada and the United States.

"No other countries can boast of a similar relationship," said Ambassador Wilkins.

Major-General Marcel Duval, Commander of the Canadian NORAD Region, elaborated. "At the headquarters of the Canadian NORAD Region, we have a solid U.S. community working side-by-side with their Canadian counterparts, performing the same functions, protecting the same people."

Lieutenant-General Charlie Bouchard is the Deputy Commander of NORAD, headquartered at Peterson Air Force Base in Colorado Springs, Colorado. "[NORAD] is about

the evolution of a unique relationship that has developed and matured over half a century," he said. "It is about a culture of cooperation. It is about trust, respect and confidence." 



Pte. Levarre McDonald

Canadian LGen Charlie Bouchard, Deputy Commander of NORAD, inspects Canadian and U.S. Air Force personnel on parade, in Winnipeg.