



National
Defence

Défense
nationale



ASSISTANT DEPUTY MINISTER (POLICY)

Director General Policy Coordination



DEFENCE ENGAGEMENT PROGRAM

ANNUAL REPORT 2016/2017

Canada 

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Executive Summary

The Defence Engagement Program (DEP) is mandated to meet two key objectives:

- Supporting a strong Canadian knowledge base in contemporary security and defence issues that is relevant to Canadian defence policy and capable of informing, confirming, and challenging DND/CAF defence policy thinking; and,
- Fostering the next generation of security and defence scholars in the academic community.

This year, DEP received a program record 64 Targeted Engagement Grant applications requesting over \$1,300,000 in funding. The grant program has become increasingly competitive as the demand has grown as a result of increased awareness of DEP programming.

The DEP hosted 12 Expert Briefing Series events in 2016/17. Event attendance averaged 46 attendees per briefing, making this year's events the highest attended since the program began. Building on the success of the Expert Briefing Series, the DEP hosted two Executive Panels in 2016/2017. Experts and academics from the local community were joined by more than 500 Government of Canada personnel at the two events.

In support of the Defence Engagement Program's continued growth and success, the DEP conducted regular regional outreach to promote the program to the extended defence and security community.

In 2016/2017, DEP also undertook new outreach and marketing initiatives that resulted in a significant increase in event participation, and gave members of the Defence Team across Canada the opportunity to participate in events via video conference. For the first time, the DEP also invited members of the Canadian defence and security community outside the Government of Canada to attend select events.

Throughout the year, the DEP supported the Defence Policy Review through its programs and events. The Targeted Engagement Grants, Expert Briefing Series, and Executive Panels provided external expertise that informed, confirmed, and challenged defence policy thinking.



Governance

The DEP is governed by the Defence Team Steering Committee (DTSC), consisting of representatives from organizations from across the Department of National Defence (DND) and the Canadian Armed Forces (CAF) with a direct interest in defence research and policy development. The DTSC meets on an annual basis to set the annual priorities and take stock of lessons learned. The Directorate of Strategic Coordination and Outreach (DirSCO) is responsible for managing and administering the DEP on a day-to-day basis.

Based on priorities set by the DTSC, the Targeted Engagement Grants and Expert Briefing Series engage external expertise to discuss defence issues facing DND/CAF. In 2016/17, three priorities, informed by different regional and thematic concerns, were highlighted by the DTSC:

1. Geopolitical trends and Canada in the global security environment;
2. Technological change, emerging domains, and the future of warfare; and,
3. Defence planning, equipping the CAF, and managing personnel.

Through its outreach, the DEP uses these priorities to help inform, confirm, and challenge defence policy thinking in Canada. To support the Defence Policy Review, the DEP enlisted academics and other external experts, both within and outside of Canada, to highlight key defence and security issues. As these issues continue to influence Canadian defence policy making, and as other challenges emerge, the DEP is well positioned to support thinking on key defence issues.



Targeted Engagement Grants

The DEP awarded \$500,000 of funding to successful grant applicants in 2016/17. Successful projects were awarded partial or full funding up to a maximum amount of \$25,000. Successful projects included a model NATO summit, conferences on autonomous weapons, and research on hybrid warfare.

Grant applications are evaluated by the Directorate of Strategic Cooperation and Outreach in consultation with subject matter experts from National Defence. A complete list of funding results is detailed in Annex B, and is available online at <http://www.forces.gc.ca/en/training-paid-education/funding-results.page>.

HIGHLIGHTS 2016/2017

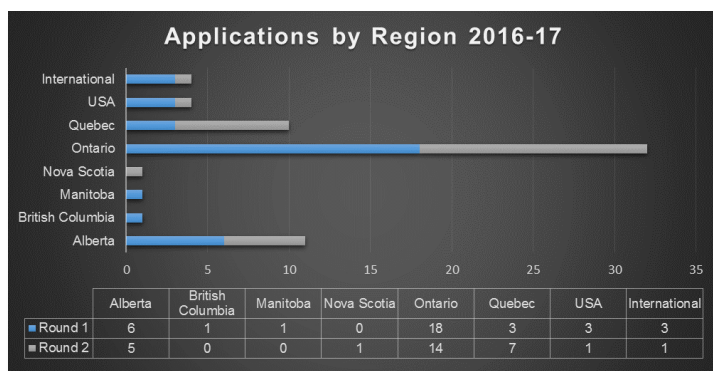
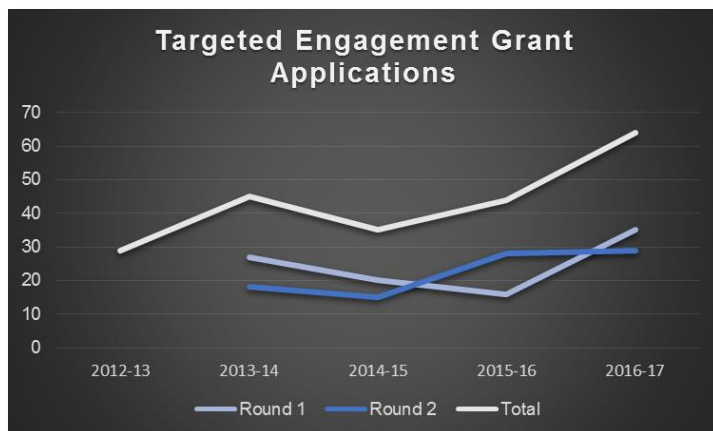
\$1,329,956
REQUESTED

\$500,000
DISBURSED

64
APPLICATIONS

31
RECEIVED FUNDING

45%
INCREASE IN APPLICATIONS
OVER 2015/2016

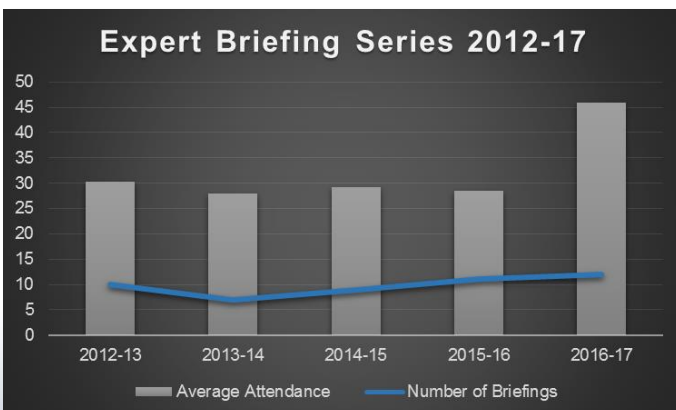


Expert Briefing Series

The DEP Expert Briefing Series hosts defence and security experts external to the Government of Canada for presentations at the National Defence Headquarters (NDHQ) in Ottawa. Visiting experts deliver briefings that inform, confirm, and challenge defence policy thinking among Department of National Defence, Canadian Armed Forces, and other government department personnel. Briefings are available to Government of Canada personnel outside the National Capital Region via video teleconference. For those personnel who are unable to attend the briefings in person, the DEP, in conjunction with ADM(PA), makes copies of the briefings available on the Defence Team Video Library. The DEP has successfully attracted more viewers by creating a new, more dynamic format for these videos over the course of 2016/17.



Clockwise from top left: Peter Jennings PSM, 14 Feb. 2017; Ambassador Lincoln P. Bloomfield, Jr., 25 April 2017; Rosa Brooks, 13 June 2017.



EXPERTS

Prof. Dr. Sven Biscop

Egmont Royal Institute for International Relations
NATO and European Defence and Security in an Uncertain Age

Dr. Walter Dorn

Royal Military College of Canada & Canadian Forces College
Back in the Game: Potential Canadian Contributions to UN Peace Operations

Professor the Hon. Gareth J. Evans

Australian National University
Conflict Prevention, Resolution and Peace Support Operations: How Middle Powers can make a Difference

Dr. Daveed Gartenstein-Ross and Jacob Zenn

Valens Global
Daesh Future Prospects in North and West Africa

Andrew Philip Hunter

Center for Strategic & International Studies
Initial Implications of the US Presidential Transition for US-Canada Defense Relationship

Peter Jennings PSM

Australian Strategic Policy Institute
China's Emerging Strategic Challenge to the 5 Eyes Allies: An Australian Perspective

Dr. P. Whitney Lackenbauer, Dr. Adam Lajeunesse, and Dr. Suzanne Lalonde

A Comprehensive Approach to Canadian Security and Safety in the Arctic

Chris W.J. Roberts

University of Calgary
Revisiting Africa in Canadian Security Planning

Dr. Christopher Sands

Johns Hopkins University
On the Defensive: U.S.-Canadian Defense Relations in 2017

Elissa Slotkin

The New US Administration: Implications for Canadian Defence Relations

Dr. Igor Sutyagin

The Royal United Services Institute (RUSI)
The "Russian Spring": Russia's Resurgence in Europe and Implications for International Security

Denise E. Zheng

Center for Strategic & International Studies
Cybersecurity and Sino-Western Relations

Panel Participants

Emerging Domains and the Future of War

Michel Bourbonnière
Canadian Space Agency

Ian Glenn
ING Robotic Aviation

Dr. Theresa Hitchens
University of Maryland

Cesar Jaramillo
Project Ploughshares

Dr. Joan Johnson-Freese
US Naval War College

Leif Storm Kaldor
Zoot Pictures

Dr. Scott Knight
Royal Military College of Canada

Dr. Martin Libicki
RAND Corporation

Dr. Jon Lindsay
University of Toronto

Simon Monckton
Defence Research and Development Canada

Dr. Heather Roff
Oxford University

Rafal Rohozinski
SecDev Group

Paul Scharre
Center for a New American Security

Dr. Peter W. Singer
New America Foundation

Brian Weeden
Secure World Foundation

The Future of Canadian Peace Operations

Jamille Bigio
Council on Foreign Relations

Dr. Jane Boulden
Royal Military College

Arthur Boutellis
International Peace Institute

Aditi Gorur
The Stimson Centre

Robert Young
International Lawyer, Humanitarian Expert

Executive Panels

Building on the success of the Expert Briefing Series, the DEP hosted two Executive Panels in 2016/2017. Executive Panels engage Canadian and international experts in discussion and debate on priority subject areas for National Defence.

Emerging Domains and the Future of War: Unmanned Systems, Space, and Cyber

The Defence Engagement Program organized this Executive Panel in May 2016 to coincide with the Defence Policy Review. The two-day event was held at Library and Archives Canada in Ottawa, and engaged 15 Canadian and international experts. The event opened with a keynote speech by Peter W. Singer, followed by three panels on unmanned systems, space, and cyber. The event attracted over 400 attendees from National Defence and other government departments.

The Future of Canadian Peace Operations

The Defence Engagement Program hosted this one-day event in March 2017. The panel was held at Library and Archives Canada in Ottawa and featured two Canadian and three international experts. This event engaged over 100 attendees from National Defence and other government departments. For the first time in the program's history, the DEP also welcomed members of the Canadian defence and security community external to the Government of Canada to attend the panel. Experts from academia, think tanks, and non-profit organizations were invited to contribute to the discussion.

20
EXPERT
PANELISTS

500+
GOVERNMENT OF CANADA
ATTENDEES



Outreach Activities

The Defence Policy Review consultations highlighted the value that DEP brought to the expert community. With the release of the new defence policy, *Strong, Secure, Engaged*, the DEP will position itself to further support the National Defence by enhancing the Department's relationship with academics and the expert community through its increased investment in outreach activities.

The DEP's outreach and interaction with defence experts was strengthened throughout 2016/17. The Expert Briefing Series drew larger internal audiences and the DEP saw a steady increase in external applications for its Targeted Engagement Grants throughout the year.

Internally, the DEP was successful in improving the promotion of its Expert Briefing Series in order to attract wider, more numerous, and higher-ranking audiences. New efforts were made to advertise the series through the Defence Team Updates, a weekly newsletter emailed to all Defence Team members, as well as to promote events through TV advertisements in NDHQ.

DirSCO produces internal reports on all Expert Briefing Series events and makes these available to all confirmed attendees, as well as any Government of Canada personnel upon request. Events are also recorded and made available to Government of Canada personnel when requested. Alternatively, DND personnel can view briefing summaries on the Defence Team Video Library. For a detailed list of events, see Annex C.

46

**ATTENDEES
PER BRIEFING
ON AVERAGE**

61%

**INCREASE IN
ATTENDANCE
OVER 2015/2016**

EXTERNAL OUTREACH

International Studies Association Annual Convention, 21-25 February 2017, Baltimore, Maryland

The Defence Engagement Program attended the International Studies Association (ISA) Annual Convention. The ISA is an interdisciplinary association dedicated to understanding international, transnational and global affairs. The association's members comprise of academics, practitioners, policy experts, private sector workers, and independent researchers. The 2017 convention attracted 5,920 attendees and 200 Exhibitors. DirSCO staffed an exhibit at the convention, and handed out over 150 brochures promoting the Defence Engagement Program and Policy Officer Recruitment Program to Canadian and international defence and security experts. This was the second year that a DirSCO representative has attended the convention.

Defence Research and Development Canada Human System Performance Centre of Expertise Workshop, 27-28 February 2017, Toronto

Defence Research and Development Canada held a Human System Performance Centre of Expertise Workshop to engage the academic community in contributions to science and technology defence issues. A Policy Officer from DirSCO attended the event to promote the program's Targeted Engagement Grants to the approximately 100 attendees.

19th Annual Graduate Strategic Studies Conference, 16-17 March 2017, Calgary

The Centre for Military, Security and Strategic Studies' 19th Annual Graduate Strategic Studies Conference welcomed postgraduate students, academics, policymakers, and practitioners from across Canada, as well as internationally. Approximately 50 participants took part in six panels organized over two days. The DirSCO Policy Officer in attendance led an information session on the Defence Engagement Program and the Policy Officer Recruitment Program for interested attendees.



Conclusion

In 2016/2017 the DEP achieved the objectives set out in its mandate. The program disbursed \$500,000 in Targeted Engagement Grants to support a strong Canadian knowledge base in contemporary security and defence issues and foster the next generation of scholars. The DEP engaged 35 external experts to deliver briefings and participate in panels to inform, confirm, and challenge DND/CAF defence policy thinking.

DirSCO has developed innovative ways to increase visibility of the program and the DEP continues to seek out wider audiences for its activities. This has resulted in increased event participation, as well as higher demand for grants.

The Defence Policy Review consultations highlighted the value that enhanced engagement with the expert and academic community can provide to National Defence. Through its engagement programs the DEP will continue to contribute to defence thinking in Canada.

Further Information

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National Defence Headquarters
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Annex A

Defence Engagement Program (DEP) Priorities FY 2016/2017

Each year, the DEP aligns its priorities with the key defence and security issues facing DND/CAF and leverages the Targeted Engagement Grants and the Expert Briefing Series to access external expertise to inform, confirm, or challenge defence policy thinking. With the launch of the Defence Policy Review, the DEP is positioning itself to support the review process and continue to fulfill DND/CAF's need for timely input from academics and external experts on key defence and security issues.

1. Geopolitical Trends and Canada in the Global Security Environment

Over the last couple of years there have been substantial changes in the global security environment including economic, technological, and geopolitical developments that have impacted the context within which DND the CAF operate. It will be important for the Defence Team to gain a better understanding of the key variables impacting the global strategic landscape, including the posture of the United States (US). In addition, changes in the international security environment underscore the importance for Canada to cultivate its relationships not only with NATO and Five Eyes nations (the UK, US, Australia, and New Zealand), but also with developing regional powers.

It is also important to assess how multi-dimensional security challenges that have domestic and international components, such as terrorism, could impact Canada's approach to national security and defence, including a whole-of-government response. Other challenges that Canada will have to consider in a comprehensive whole-of-government approach include Canada's role in Asia and the Arctic.

For Fiscal Year 2016/2017, key areas of interest to the DEP as they pertain to Canada include:

- Global terrorism and its impact on both international and domestic security
- Syria and Iraq
- Middle East and North Africa
- Russia
- Asia-Pacific and South China Sea
- NATO responsiveness and readiness
- Modern peacekeeping and peace support operations
- National security and defense nexus
- International terrorist networks
- Latin America
- Canada-United States defence relations
- Whole-of-government approach to security
- The Arctic and Canadian sovereignty
- Five Eyes relationships
- NORAD's role and modernization
- CAF capacity building/ defence diplomacy



2. Technological Change, Emerging Domains, and the Future of Warfare

Just as there have been substantial changes in the global security environment, there have also been dramatic advances in technology and the use of emerging domains. Military use and private sector innovation, coupled with global trends are changing the nature and future of warfare. Space, cyberspace, and unmanned systems have captured the imagination of Canadian military and defence policy and planning while both state and non-state actors seek new and innovative ways to exploit vulnerabilities.

It is important to understand the complexity of technological change and emerging domains and how defence policy and planning will be affected by changes in space and cyberspace, as well as by technological advances, which may in turn impact the nature of warfare and procurement.

For Fiscal Year 2016/2017, key areas of interest to the DEP as they pertain to Canada include:

- Space - defence capabilities and vulnerabilities
- Unmanned Systems - defence capabilities and vulnerabilities
- Cyber threats to DND and the CAF
- Quantum computing – Military dynamics
- Non-proliferation
- Domestic and international space security issues
- Implications of increasing autonomy in weapons systems
- Ballistic Missile Defence
- Cyber - defence capabilities and vulnerabilities
- Counter-space capabilities and consequences
- Cyber capabilities in military operations
- Maritime Security and Domain Awareness
- Weapons of Mass Destruction
- Space and Cyber policy - legal and operational frameworks
- Dual-use technology and military implications
- Human performance modification

3. Defence Planning, Equipping the CAF, and Managing Personnel

Adding to the contextual complexities listed above, DND/CAF continue to operate in an environment of economic uncertainty and funding pressures, recapitalization necessities, as well as the ongoing operational requirements to equip and manage the CAF. The government has committed to conducting an open and transparent review process to create a new defence strategy for Canada that will replace the *Canada First Defence Strategy*. Input into this strategy will come from both inside and outside of the Department all while keeping in mind the direction given in the Minister's mandate letter. These objectives include ensuring that the CAF are equipped and prepared, if called upon, to defend Canada and protect Canadian sovereignty (including in the Arctic), defend North America, provide disaster relief, conduct search and rescue operations, support United Nations peace operations, and contribute to the security of our allies and to allied and coalition operations abroad.

The Defence Team is also interested in the heart of the CAF's successes – the men and women in uniform. Specifically, the Defence Team is looking to improve the support given to CAF members as



they transition from military to civilian life, tackling mental health issues, and addressing inappropriate sexual behaviour in the workplace. Moving forward, DND and the CAF are working hard to establish and maintain a workplace free from harassment and discrimination.

For Fiscal Year 2016/2017, key areas of interest to the DEP as they pertain to Canada include:

- Defence Policy Review
- Defence modernization and affordability
- Major procurements and recapitalization
- Military role in conflict prevention and early warning
- Hybrid Warfare
- CAF Maritime capabilities and uses
- Anti-Access/Area Denial
- Procurement processes and best practices
- Canada's fighter capabilities
- Conventional or cross domain deterrence
- Control of Canadian territory and the role of the Canadian Rangers
- Transition from military to civilian life
- Mental health and the CAF
- Role of the Reserve Force



Annex B

Targeted Engagement Grants 2016/2017: Successful Applications

Round 1 – Closing date of 19 May 2016

Canadian Global Affairs Institute – \$25,000

“Defence Procurement Deliverology” (26 October 2016, Ottawa, ON)

This project was based on a major research paper as well as a one-day conference in Ottawa that focused on DND’s major capital equipment procurements. The paper aimed to track progress made on the procurements listed in DND’s Status Report on Transformational and Major Crown Projects and the Defence Acquisition Guide. It also sought to provide information and analysis on which projects are proceeding faster than anticipated, which are on schedule, and which are delayed and why. The conference addressed the key challenges with respect to defence procurement in Canada. The conference program was constructed to examine four subjects that are of significant importance to defence procurement generally: the treatment of intellectual property in defence acquisitions; linking defence and industrial policy; managing life-cycle affordability; and improving the defence procurement process in Canada. These subjects were discussed in depth by policymakers as well as other defence experts.

Centre for Defence and Security Studies (CDSS), University of Manitoba, and the Norman Paterson School of International Affairs – \$25,000

“Part 3 NORAD Evolved – a multi-domain, multi-mission, multi-partner North American Defense Command? Part 3 of 3” (July 2016 – Spring 2017)

This research project focused on the creation and analysis of four new models for NORAD via academic study and a series of interviews with key military and government personnel in Canada and the US. The project tests the four new models of NORAD for command and control implications, responsiveness to future threats and benefits to Canada-US defence relations. The planned deliverables of this multi-step project included: a presentation to Johns Hopkins School of Advanced International Studies (SAIS), a workshop at the Canadian Forces College, a presentation to the Maritime Stakeholders’ Workshop, a special edition of the International Journal and the CDA Institute’s Vimy Paper, dedicated to the research findings of this project. The principle investigators will also prepare a summary report of the findings for DND, Canada NORAD Regional HQ, and US Northern Command.



Global Security Initiative (GSI), Arizona State University – \$25,000

“Lethal Autonomous Weapons, Artificial Intelligence and Meaningful Human Control” (September, 2016, Tempe, AZ, USA)

This workshop aimed to identify and validate cross-cutting approaches and/or cross-disciplinary policy approaches to Meaningful Human Control (MHC) in weapons systems following on from the vast array of work produced on the concept in the lead up and aftermath of the UN Informal Experts Meeting. This workshop produced policy options involving the issues under consideration. Deliverables were planned to be presented at the UN later in the timeline of the project. This project offered a platform for the JAG to contribute to the conversation and outputs.

SFU Model NATO Club, Department of Political Science, Simon Fraser University – \$25,000

“Global Model NATO Summit: Vancouver 2016” (25-30 July 2016, Vancouver and Victoria, BC)

The Global Model NATO Summit immersed over 100 students into the policies, methods, and challenges faced by defence and military officials at NATO through a six-day workshop program. The project engaged a large and diverse number of Defence Team officials including those from ADM(Pol). The planners engaged local and national media and aimed to publish the results of the event in a scholarly journal.

University of Ottawa and Saint-Paul University – \$25,000

“Hybrid Warfare: New Concepts for Canadian Armed Forces” (15-16 October 2016, Toronto, ON)

This workshop aimed to contribute to current and future Canadian defence policy thinking on the emergence of hybrid warfare. The aim of the workshop was to engage 16 military professionals and 4 academics from around the world, all of whom have either developed or taught concepts for understanding and waging hybrid warfare conflicts. Highlighted participants included Dr. Alex Ryan (US army), Ben Zweibelson (US SOCOM), MGen (ret.) Yossi Baidatz (Israel Defense Forces) and Gen Carlos Ospina Ovalle (Colombian Army). Each participant presented a 20-minute paper of 3000 words on their area of expertise (e.g. gray zones, complex systems, asymmetry, drift, reframing, etc.) and the best contributions were to be submitted as a special issue to the Canadian Military Journal. All contributions will also be submitted as an edited book manuscript to Hurst Publishers ‘Critical War Studies’ series in 2017.

St. Jerome’s University in the University of Waterloo – \$24,395

“A Whole-of-Government/Comprehensive Approach to Defence, Security and Safety in the Arctic: Meeting Public Policy Challenges and Translating Theory into Practice” (November 2016 and January 2017, Yellowknife, NWT, and Ottawa, ON)

The project included a two-day workshop involving Canadian scholars and federal, territorial, and indigenous government representatives. The project examined the whole-of-government approach to defence, safety, and security in the arctic in an effort to clarify and inform how academics and



policy-makers envisage, implement, and sustain comprehensive security and safety approaches in order to ensure direct, positive policy and practical benefits for Northern governments and communities. In addition to the research portion, the organizers ran outreach meetings in Yellowknife, Washington, and Ottawa.

Valens Global, LLC – \$24,270

“ISIL 2021: A Five-Year Projection of ISIL’s Expansionist Activities in North and West Africa” (June-September 2016, Washington, DC, USA)

This project provided Canadian defence officials with analysis of ISIL’s activities in Libya and the wider North African region. The project consisted of three components. The first was an assessment of ISIL’s strategy, tactics, strengths and vulnerabilities in North and West Africa. The second examined future scenarios for ISIL in the region and examined loss of territory in Iraq and Syria, ISIL leadership changes, competition or collaboration between ISIL and al-Qaeda, socio-political evolution in Algeria, Tunisia, Libya, and Mali, and Western military intervention in North and West Africa. The final component consisted of half-day briefings with Canadian defence officials in 2016 and February 2017 to present the project’s findings and engage in simulation exercises. The final deliverable was a detailed report on the findings.

Centre for International and Defence Policy (CIDP) – \$23,134

“Peace First: Canada’s Role in Peace Operations” (20-21 October 2016, Kingston, ON)

This workshop gathered scholars, practitioners, and policy experts from multidisciplinary fields to assess the merits and implications of various policy options on Canada’s role in training peacekeepers and engaging in peace operations. The participants came from diverse organizations based in Canada and abroad, including academic institutions, think-tanks, and several Canadian government departments. The proponents will prepare academic articles and a policy report outlining recommendations for DND/CAF.

Article 36 – \$16,500

“Autonomous Weapons, Artificial Intelligence and Human Control – Evaluating the Human-System Interface in Weapons Review Processes” (2016-Onward, London, UK)

This project builds on work undertaken by Article 36 in conjunction with Dr. Heather Roff of the University of Arizona to develop conceptual thinking around meaningful human control in the context of autonomous weapons and artificial intelligence. Part of the planned research consisted of interviews with practitioners in the fields of artificial intelligence, military policy, and weapon review processes. The main deliverable was a research report that would provide a framework for thinking about how human control can be evaluated in the context of weapons review processes.



Conference of Defence Associations Institute, Norman Paterson School of International Affairs, and Queen's University – \$16,500

“Pan-Canadian Focus Group Workshop: Realistic and Credible Policy Advice for Canada's Defence Review” (8 August 2016, Ottawa, ON)

This one-day focus group workshop brought together defence academics and practitioners from Canadian universities, Canada Command and the Canadian Forces College, policy analysts from key government departments (including DND), retired and serving Canadian military, as well as graduate students to analyse the key issues and challenges facing the DND and the CAF. The workshop provided focused input to the 2016 Defence Policy Review. The workshop consisted of four focus groups made up of government observers and defence experts from across Canada. The themes of the focus groups were threat environment, the forces, readiness, and missions and allies. Experts were assigned to groups based on their expertise.

Mackenzie Institute – \$16,500

“Canada's Defence Policy Review: The Geopolitical Context 2020-2050” (31 January 2017, Toronto, ON)

This conference provided insight into Canadian national security matters in a global context. The organizer raised awareness of current and future geopolitical trends as they impact the DND/CAF in relation to the Defence Policy Review. The event attracted participation from government decision-makers, DND/CAF personnel, as well as security experts and academics and engaged them in discussions relating to the Defence Policy Review.

Norman Paterson School of International Affairs, Carleton University – \$16,500

“Problems Abroad? Revisiting the Intervention Trap in an Era of Global Uncertainty” (6-7 October 2016, Ottawa, ON)

This workshop evaluated the effectiveness of foreign interventions in ongoing conflict through paper submissions, presentations, and debate. Papers addressed the causes, consequences, and policy implications for these interventions and explored issues including Responsibility to Protect, the UN Charter, and the impact of small arms on the diffusion of conflicts and civil wars. The workshop gathered 30 emerging scholars conducting research on conflict intervention and was designed specifically as an advanced training and learning opportunity. Contributions were sought from leading universities and think tanks from around the world, as well as from emerging Canadian scholars. Papers evaluated the decision-making criteria of interveners and researchers presented their papers to an audience of their peers, senior academics, and policy specialists.



Centre for International Peace and Security Studies (CIPSS), McGill University – \$16,292

“New Trends in United Nations-led Peacekeeping: Canadian and Global Perspectives” (21 October 2016, Montreal, QC)

This one-day conference at McGill University addressed two key trends of relevance to DND/CAF: new peacekeeping mandates and new peacekeeping actors. The conference’s panels included: expansion of peacekeeping mandates; peacekeeping and the security-development nexus; new contributors to peacekeeping; and who controls peacekeeping. This event brought together a diverse group of panelists from academia, government, and non-governmental organizations, and was open to the public.

Balsillie School of International Affairs, University of Waterloo, and Wilfred Laurier University’s Laurier Centre for Military Strategic and Disarmament Studies (LCMSDS) – \$13,956

“Strengthening the Canadian Forces Through Diversity: “We stand on guard for thee”” (12-13 April 2017, Waterloo, ON)

This workshop brought together academics and policy practitioners to present research and insights about the lack of diversity in the demographic makeup of the CAF. The goal of the workshop was to identify the benefits of increased diversity in the CAF, examine evidence to uncover how the CAF could enhance recruitment among different identity groups, and to provide policy recommendations to help the CAF do so. Academics were asked to present papers on these three issues. The papers will be peer-reviewed and collated into an edited manuscript collection.

École nationale d'Administration publique (ENAP) – \$13,859

“Tensions et réformes du processus d'approvisionnement militaire au Canada” (17 November 2016, Montréal, QC)

This project was based on a conference focused on the tensions between economic interests, political considerations, and security concerns in the military procurement process. The conference looked to identify key lessons learned from allies that may be applicable in Canada with respect to defence acquisition reforms.

Centre d'Études et de Recherches Internationales de l'Université de Montréal (CÉRIUM), Université de Montréal – \$10,000

“L'Otan après le sommet de Varsovie : quelle place pour le Canada au sein de l'Alliance atlantique?” (18 November 2016, Montréal, QC)

This study and workshop aimed to examine the impact of the Ukraine crisis in relation to NATO and Russia. The participants were drawn from lists including several Canadian and European scholars and military officials including NATO’s Supreme Allied Commander and Supreme Allied



Commander Transformation. Areas of examination included strategic actions and consequences for NATO, the implications for deteriorating relations between the two, and the role of Canada.

Round 2 – Closing date of 7 October 2016

University of Ottawa, Faculty of Common Law - \$25,000

“Developing Trust in the Automation of Military Systems” (Ottawa, ON)¹

This two-day conference, to take place in Ottawa in October 2017, will examine the issue of trustworthiness in the link between automated systems and meaningful human control (MHC). MHC is becoming an increasingly important legal concept and one that will increasingly impact national defence considerations. The conference will, therefore, have the potential to significantly contribute to defence thinking.

Centre sur la Sécurité internationale (CSI), Université Laval - \$18,750

« École d'été sur la consolidation de la paix » (29 mai au 3 juin 2017, Québec, QC)

This event was a seven-day interactive course on peace and defence, which tackled issues of conflict prevention, intervention, and peace building.

Centre for International and Defence Policy (CIDP) - \$18,725.25

“The Gender Dimension of Veteran Transition: International Best Practices and the Way Forward” (21 April 2017, Kingston, ON)

This one day event was held at Queen's University in Kingston and discussed the transition from military to civilian life and focused on female veterans in order to address a lack of gendered approaches in the literature. The conference supported dialogue between government and non-government actors, including emerging scholars. Perspectives and experiences of female CAF personnel who have successfully transitioned to civilian life were central to the discussions.

Women in International Security Canada - \$17,923.36

“The Next Generation of Women Leaders” (17-19 May 2017, Montreal, QC)

This three-day conference engaged emerging scholars and experts to discuss international security and defence issues and highlight the contribution of women in these fields. The event fostered future leaders by engaging women who have established themselves as leaders in Canadian defence and security. Deliverables include a video essay as well as a workshop report.

¹ Project briefly delayed.



Center for Canadian Studies, Nitze School for Advanced International Studies, Johns Hopkins University - \$13,750

“USNORTHCOM At Fifteen: Is North America better defended?” (Washington, DC)²

This event will bring together Canadian and US defence and security academics and practitioners to discuss USNORTHCOM and its impact on North American defence issues and requirements. In addition to evaluating efforts to modernize NORAD, this project will examine how USNORTHCOM differs from other US geographic commands given that it operates alongside pre-existing structures that define the US-Canada defence relationship. The conference will result in a published and edited volume of conference papers in 2017.

Conference of Defence Associations Institute (CDA Institute) - \$13,750

“The CDA-CDA Institute 2017 Ottawa Conference on Security and Defence: Canada, Great Powers and World Order” (16-17 February 2017, Ottawa, ON)

This two-day conference engaged past and present policymakers to work directly with non-governmental experts, including those in think tanks and academia, to discuss pressing security concerns facing Canada. The event took place in Ottawa and looked at Canada’s Defence Policy, Canada-US defence relations, NATO threats, and great power security dynamics. The discussions allowed subject matter experts to inform, confirm, and challenge defence policy thinking.

McGill University - \$13,750

“Manual on International Law Applicable to Military Uses of Outer Space (MILAMOS) Project—request for funding for hosting a workshop” (January-December 2017, Montreal, QC)

This project is one part of an expansive undertaking by McGill to become a leader in the field of space law. The project supports Canadian space capabilities and input in this area will contribute to Canadian defence thinking. In its entirety, the project aims to lead thinking on space law by bringing together world experts and states to advance international opinion on this topic.

Centre for International and Defence Policy (CIDP) - \$11,517

“Between Deterrence and Assurance: Understanding Canada’s Role” (11-12 May 2017, Kingston, ON)

This two-day workshop took place in Kingston and gathered scholars, policy experts, and practitioners to assess the evolving role and force posture of Canada and its allies (including the US) with regard to conventional deterrence, missile defence, and nuclear deterrence. The organizers explored deterrence through a policy comparison of nuclear powers and non-nuclear powers. The organizers also analyzed the requirements of assurance and deterrence within the NATO framework and examined how Canada can support deterrence measures without contributing to a new Cold War.

² Project briefly delayed.



Canadian Pugwash Group - \$10,725

“Canada’s Contribution to Global Security” (23-26 July 2017, Halifax and Pugwash, NS)

This two-day workshop addressed the US strategic shift to Asia, the efforts to reduce nuclear arms as well as the Arctic security and multilateral peace operations.

Centre for Security, Intelligence and Defence Studies, Norman Paterson School of International Affairs - \$10,417.80

“The Year Ahead: An Examination of the Defence and Foreign Policy Challenges Facing Canada in the Near Future” (8 December 2016, Ottawa, ON)

This one-day workshop brought together foreign and defence academics and practitioners to consider the defence and foreign policy priorities facing Canada. Particular elements, including its regional focus on Asia and its focus on life after the US election made this workshop timely and it provided a fertile atmosphere for defence researchers to discuss pressing contemporary issues.

Centre sur la Sécurité internationale (CSI), Université Laval - \$8,750

« École d’été sur les terrorismes » (30 avril au 6 mai 2017, Québec, QC)

Through a multidisciplinary approach, this seven-day training course explored the phenomena of radicalization and de-radicalization.

The Mackenzie Institute - \$8,750.00

“Canada’s Peacekeeping in an Age of Conflict” (Ottawa, ON)³

This one-day event seeks to engage governmental decision-makers and non-governmental policy thinkers to discuss Canadian approaches to future security (2020-2050). The goal of the event is to examine current trends in peacekeeping and explore how they might be shaped by the future geopolitical landscape in order to assist CAF preparedness.

Centre sur la Sécurité internationale (CSI), Université Laval - \$6,035.59

« 8ème Rencontre Université/Défense » (29 mars 2017, Québec, QC)

The CSI lead a conference to explore the multiple dimensions of security that impact contemporary defence issues. The event involved CAF members who were invited to participate in the project.

³ Project briefly delayed.



Strategic Studies Students' Consortium (S3C), Centre for Military, Security & Strategic Studies, University of Calgary - \$3,500

"19th Annual Graduate Strategic Studies Conference: Addressing Complex and Evolving Threats in the 21st Century" (16-17 March 2017, Calgary, AB)

This two-day conference took place in Calgary in March 2017. The conference theme "Addressing Complex and Evolving Threats in the 21st Century" contrasted evolving threats with traditional ones. The event provided a scholarly forum encouraging multidisciplinary discussions on a range of security and defence issues, both domestic and international. The conference also acted as a public forum for debate on a range of topics, including cybersecurity, terrorism, and procurement. Participants included emerging scholars, active and retired military personnel, and other policymakers.

NATO Association of Canada (NAOC) - \$1,750

"Crisis Response: Is Canada Prepared?" (26 April 2017, Toronto, ON)

This conference, entitled "Crisis Response: Is Canada Prepared?" aimed to directly examine issues related to Canada and NATO, interoperability, and security in the Baltic States and Eastern Europe. The invited speakers represented a balance between government and non-government thinkers and provided an opportunity for emerging scholars to enhance their own research and interact with policymakers.



Annex C

Expert Briefing Series 2016/2017

Dr. Walter Dorn

31 May 2016

Back in the Game: Potential Canadian Contributions to UN Peace Operations

Dr. Dorn delivered a 60-minute briefing on the history and evolution of peacekeeping operations with specific emphasis on the Canadian context including Canada's historical peacekeeping engagement and possibilities for future Canadian peacekeeping efforts. His main conclusions were:

- In-line with objectives expressed by Prime Minister Trudeau, Canada must re-engage with UN peacekeeping and must once again become a major contributor to UN operations globally;
- In the face of emerging threats and the changing nature of conflict, policymakers must increasingly consider new tactics including the integrated deployment of military, police, and civilian personnel; and
- Despite arguments to the contrary, peacekeeping works and it provides opportunities for tangible, legitimate, and constructive deployments for the CAF.

Dr. Igor Sutyagin

23 June 2016

The "Russian Spring": Russia's Resurgence in Europe and Implications for International Security

Dr. Sutyagin delivered a 60-minute briefing via videoconference on issues related to Russian military assertiveness and how this impacts its relations with the West. Dr. Sutyagin explored how Russian policy will shape Canadian defence policy with regard to Arctic defence, as well as broader issues covered by the Defence Policy Review. His main conclusions were:

- Russia is using its military, through provocative and aggressive actions in Europe, to pursue its foreign policy objectives akin to the gunboat diplomacy of the 19th century.
- Russia's economic deterioration has served to amplify Russian reliance on the use of hard power to achieve its regional and global aims; and
- Despite Russian reliance on hard power, Russia is actually risk adverse and is keen to avoid conflict with other powers. Therefore, NATO countries must be determined, unified, and display strength when dealing with Russia.

Dr. Christopher Sands

07 July 2016

On the Defensive: U.S.-Canadian Defense Relations in 2017

Dr. Sands delivered a 45-minute presentation on issues related to Canada-US defence relations and how Canada can more effectively contribute to this relationship. Dr. Sands also explored US perceptions of this relationship and offered insight into American thinking about Canada's role in the defence of North America, and Western society more broadly. His main conclusions were:



- There currently is deep integration and trust between US and Canadian military forces;
- In order to have a coherent defence strategy with Canada, the US needs to re-conceptualize its expectations of its needs and capabilities; and,
- While the US may often be critical of its allies, this frustration mostly results from the US' failure to constructively nurture its relationships with allies.

Chris W.J. Roberts

31 August 2016

Revisiting Africa in Canadian Security Planning

Mr. Roberts delivered a 45-minute briefing on the history and evolution of Canadian intervention in Africa, especially with regard to the CAF from the 1950s onward. His main conclusions were:

- While Africa does not often figure prominently in Canadian security and defence considerations the CAF is able to operate successfully in the region;
- An examination of post-Second World War CAF expeditionary operations suggests that, the CAF will continue to be drawn into operations in Africa; and,
- Canadian intervention in Africa should be tied to assisting African nations rather than Western allies with forces in African countries.

Professor the Hon. Gareth J. Evans

20 September 2016

Conflict Prevention, Resolution and Peace Support Operations: How Middle Powers can make a Difference

Professor Evans delivered a 40-minute briefing on the role of middle powers in conflict prevention, resolution, and peace support operations. He argued that middle powers have a moral imperative to support peace operations and that support for peace operations is in Canada's national interest.

Andrew Philip Hunter

14 November 2016

Initial Implications of the US Presidential Transition for US-Canada Defense Relationship

Mr. Hunter delivered a 50-minute briefing on the implications of the US presidential transition for US-Canada defence relations. His areas of focus were:

- The upcoming administration's possible approach to the defence Budget;
- Potential trade-offs in modernization or force structure changes;
- The President-Elect's relationship with Congress;
- Changes to operational priorities; and,
- The incoming administration's approach to alliances and coalitions.



Dr. Daveed Gartenstein-Ross and Jacob Zenn

08 December 2016

Daesh Future Prospects in North and West Africa

Dr. Gartenstein-Ross and Mr. Zenn delivered a 55-minute briefing on the strategy and operations of Daesh in North and West Africa, assessing the current capabilities of numerous militant groups and their future prospects in the region. Their main conclusions were:

- Despite recent global setbacks, Daesh will continue to pose a threat across the region and will remain capable of mounting high profile attacks and exploiting political instability;
- The continuous influx of foreign fighters in the region will create new security challenges for countries across North and West Africa; and,
- Daesh is not the only jihadist threat in North and West Africa. Territory and resources which have been lost by Daesh in Libya, Nigeria and elsewhere provide Al-Qaeda (AQ) an opportunity to position itself to reclaim its former title as hegemon in the region.

Dr. P. Whitney Lackenbauer, Dr. Adam Lajeunesse, and Dr. Suzanne Lalonde

13 December 2016

A Comprehensive Approach to Canadian Security and Safety in the Arctic

Drs. Lackenbauer, Lajeunesse, and Lalonde delivered a 65-minute briefing drawing on the conclusions of the 2016 Arctic Security Working Group (ASWG) and a workshop titled “A Comprehensive Approach to Canadian Security and Safety in the Arctic,” which were both held in Yellowknife in December 2016. The presentation’s main conclusions were:

- Intragovernmental cooperation on Arctic issues has to be improved in order to allow the effective use of limited state resources and to support a Whole-of-Government’s response to the broad spectrum of issues facing the North; and,
- The analysis of Canadian Arctic issues primarily through a global strategic lens may limit the capacity to deliver comprehensive policy.

Peter Jennings

14 February 2017

China’s Emerging Strategic Challenge to the 5 Eyes Allies: An Australian Perspective

Mr. Jennings delivered a 25-minute briefing on the emerging strategic challenge that China poses to its regional neighbours and other Pacific powers, including Canada. His findings included:

- China has emerged as a security and defence challenger to regional and international powers;
- National responses to China have to be coordinated across all government departments;
- China has a more deliberate national strategy than other powers; and,
- There does not need to be a common approach to China among the Five Eyes powers, but they do need to align with one another.



Elissa Slotkin

28 February 2017

The New US Administration: Implications for Canadian Defence Relations

Ms. Slotkin delivered a 60-minute briefing explaining her understanding of the new US administration's grand strategy, the principal security dilemmas she sees in this strategy, and her recommendations for the Government of Canada in working with the new US administration.

Prof. Dr. Sven Biscop

23 March 2017

NATO and European Defence

Dr. Biscop delivered a 45-minute briefing on issues of European security and defence and NATO. His key findings included:

- There is a general sense of unease in Brussels about the new US administration;
- It is an opportune time for Europe to re-examine its relations with emerging powers;
- The regions that neighbour Europe and much of NATO are in crisis; and,
- NATO and the EU need to refocus on issues of defence and security.

Denise E. Zheng

27 March 2017

Cybersecurity and Sino-Western Relations

Ms. Zheng delivered a 45-minute briefing on cyber and information security. Her findings included:

- In the domestic realm, the Chinese government focuses on information security rather than cybersecurity;
- China's focus on information security is largely driven by the Communist Party of China's (CPC) insecurity about its legitimacy and control over its population;
- Cyber capabilities are used by the CPC to leverage economic growth; and,
- Like other powers, China is also developing cyber capabilities to protect against military threats.

