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CANADIAN ARMY
INSPIRE. EMPOWER. ENGAGE. COMMIT.

COMMUNICATION STRATEGY
2024-2026



Canada



CANADIAN ARMY

INSPIRE. EMPOWER. ENGAGE. COMMIT.

COMMUNICATION STRATEGY 2024-2026

HQ, Canadian Army
Ottawa, Ontario
May 2024

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STRONG. PROUD. READY.

FORTS. FIERS. PRÊTS.

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EXECUTIVE SUMMARY

“We need to be relevant in the modern world. Being relevant means being properly staffed, equipped, trained to anticipate and act, and most importantly guided by the right values and ethos.”

This communication strategy serves as a comprehensive guide for the Canadian Army (CA), to ensure a focused approach to tell our CA story. It will empower CA leaders to effectively communicate through a synchronized and coordinated approach while being adaptable to changing circumstances, enhancing overall communication effectiveness.

Leaders at all levels are expected to embrace this strategy and implement it across their commands, formations, units, and schools. The CA must understand and embrace this strategy, guiding decision-making, and resource allocation to align communication efforts and maximize impact.

Subordinate formations (Level 2) are also expected to use this strategy as a guiding framework for developing their own communication plans, aligning efforts with overall CA organizational goals.

The primary focus of communications efforts is to establish and maintain credibility. Addressing inclusivity and eliminating detrimental cultural elements are imperative for operational effectiveness. Promoting trust and mutual respect as fundamental principles enhances the CA's standing as a combat-capable and credible fighting force.

This strategy will ensure we focus our communications through authentic visuals and honest narratives. Engaging stakeholders meaningfully will highlight the soldier experience for both current and prospective members of the CA Regular and Reserve Forces, reinforcing overall communication efforts.

By empowering soldiers, enhancing our digital presence, and synchronizing communications, the CA will reinforce its reputation, foster engagement, and fulfill its mission effectively. The plan's success relies on the commitment of leaders at all levels to integrate and embrace this communication strategy, ensuring a unified and impactful voice for the CA.

Lieutenant-General Jocelyn Paul
Commander of the Canadian Army

CANADIAN ARMY NARRATIVE

As the largest component of the Canadian Armed Forces (CAF), the CA is a multifaceted organization comprising the Regular and Army Reserve Forces, Canadian Rangers, and civilians. Rooted in a commitment to excellence, discipline, and service, the CA has a rich history of serving Canadian citizens at home and contributing to global stability and security through defence and operations with CA allies. Displaying professionalism, resilience, and adaptability, CA personnel serve on operations and train in various environments, across the Americas, Eastern Europe, Indo-Pacific, the Middle East, and Africa.

Guided by the ethical principles outlined in the CAF Ethos: Trusted to Serve¹, which include respecting the dignity of all persons, serving Canada before self, and obeying and supporting lawful authority, the CA emphasizes character alongside competence. This unifies its personnel under one value system focused on achieving the military objectives directed by the Government of Canada.

In its relentless pursuit of operational excellence, the CA envisions a future characterized by well-equipped soldiers and units. Recognizing the challenges associated with aging equipment and the imperative for enhanced capabilities, the CA is actively addressing these issues, in collaboration with the Assistant Deputy Minister (Materiel) and other key stakeholders, using its influence to manage procurement, leverage networked communications, embrace advanced technology, and optimize pervasive data environments. The evolving security landscape demands a versatile approach to deployments. As the CA progresses and shapes the future force, continuous assessment of the security environment remains paramount. This ensures the CA possesses the necessary capabilities, structures, processes, and readiness to operate effectively in any conceivable scenario. The diverse array of threats faced by Canada, the Department of National Defence (DND), the CAF, and the CA, will require agile responses, coordinated with domestic and international partners².

1 *Department of National Defense, Canadian Armed Forces Ethos: Trusted to Serve, 2022, p.9*

2 *Department of National Defense, Advancing with Purpose: The Canadian Army Modernization Strategy, 4th Edition, 2020, p.4*

Adapting to the complexities of the modern battlefield and future operating environments, the CA recognizes the need for continuous innovation and creative problem solving. It acknowledges that maintaining the status quo will not suffice. If the CA does not evolve and fails to modernize its capabilities and optimize its force structure, it will become irrelevant.

In support of NATO's commitment to reinforce the alliance's posture in Eastern Europe, CA mission elements assigned to the Canadian Joint Operations Command (CJOC) are leading the NATO Multinational Brigade - Latvia. Through active engagement in multinational efforts, the CA plays a crucial role in supporting global peace and security with its combat-ready force. The commitment to NATO Multinational Battlegroup - Latvia reflects the CA's dedication to collaborative defence initiatives and its vital role in promoting stability within the NATO framework.

For the CA to succeed in the future, it must collectively seize opportunities and be ready for the next conflict, not the last.

Canadian Army Public Affairs

GUIDING PRINCIPLES

INSPIRE ➡ Motivate and inspire Canadian soldiers, instilling in them a strong sense of purpose by highlighting the importance of their work and effect it has on the world around them. It is crucial that communication activities are conducted with utmost honesty and authenticity. Open and transparent communication strives to strengthen Canadians' confidence in their Army and inspire them to be a part of it.

EMPOWER ➡ Cultivate a culture within the CA where each full-time and part-time member is recognized and empowered to contribute to the CA collective success. An environment where individuals feel heard, valued, and confident in their ability to contribute to the shared identity and mission of the Army. This principle underscores the importance of providing individuals and teams with the essential tools and support to boost their capabilities and confidence. It enables leaders to reinforce the organization's messages, fostering a culture of pride and commitment.

ENGAGE ➡ Seek opportunities to establish meaningful connections with audiences in both the digital and physical realms. Communication efforts will connect soldiers with our audiences. Soldiers will tell their own story, eliciting emotions, resulting in authentic communications. CA members serve as the most effective ambassadors. As more soldiers share their experiences, it fosters a greater sense of belonging within the community.

COMMIT ➡ Foster unwavering dedication and responsibility among all members of the CA. It emphasizes a strong allegiance to the organization's mission, values, and objectives, and encourages individuals to act with a sense of duty and accountability.





COMMUNICATIONS OBJECTIVES

Objective 1: Inform and educate how the CA is serving Canada at home and abroad.

Desired effects – Reinforce a positive perception of the CA's contributions and garner additional support from Canadians. Increase public awareness and understanding of the CA's vital role in serving communities both domestically and internationally. Attract interest toward full-time and part-time service.

Primary Audience – External: Canadians, allies and partners, opinion leaders, defence industry members and media.

Objective 2: Inspire pride in service amongst CA soldiers.

Desired effects – Increase retention of trained and experienced CA soldiers. Cultivate a sense of pride and commitment through a shared understanding of CA missions and openly celebrate accomplishments.

Primary Audience – Internal: Active and past CA members.

Objective 3: Elevate the CA profile by shining a spotlight on the soldier experience.

Desired effects – Highlight the diverse and impactful experiences of soldiers, humanizing the CA and build a relatable connection with the public and encourage young Canadians to join the Defence Team and the CA. Improve retention at all ranks.

Primary Audience – Both external and internal: Canadians including active and past CA members.



COMMUNICATIONS THEMES

Theme 1

UNIFIED STRENGTH: CANADIAN SOLDIERS

Operating as a unified land force, the CA integrates the Regular Force, Army Reserve, Canadian Rangers, and civilian defence personnel, to create diverse and resilient formations, units and schools, ready to contribute globally and respond to domestic crises.

In the CA, a soldier's journey is more than a career; it is a distinctive and rewarding experience. The CA strives to prioritize work-life balance, efficient planning to minimize time away from home, and predictability of employment for its soldiers.

Professional expectations, comprised of duty, fighting spirit, leadership, stewardship, discipline, and teamwork, are essential for CA soldiers to function effectively. Upholding high standards of personal conduct and performance in these core principles ensures that the profession remains a competent and credible instrument to serve the public interest under the direction of the elected government and according to law.

The CA's commitment to diversity, fair treatment, and ethical leadership strives to create an environment where soldiers feel secure, free to excel, and confident in their leadership's dedication to accountability, character, and competency.

The soldier experience is at the forefront, aiming that soldiers are well-led, well-trained, and well-equipped. Enabling creativity and innovation, the CA provides world-class training and opportunities for deployment. Soldiers seek challenges, unique experiences, and camaraderie, forging enduring bonds in a chapter that goes beyond a career, defining and enriching their lives.

Key Messages

Soldiers – Soldiers are the Canadian Army’s most valuable resource. High levels of readiness are achieved through extensive and repetitive training, producing the professional skills, physical, and mental resilience needed to overcome the hardships and risks that come with achieving a mission.

Unified Strength – The One Army concept envisions the Canadian Army operating as a cohesive force, encompassing Regular Force, Army Reserve, Canadian Rangers, and defence civilians working together. This underscores the critical significance of collaboration and integration for the overarching success of the Canadian Army.

Readiness – The Canadian Army is ready for deployments at home and abroad. Through careful planning and coordination, the Canadian Army ensures it has the forces ready to meet the missions assigned by the Government of Canada and the personnel, resources, and level of training required to generate those forces.

Proudly Canadian, Globally Engaged – Canadian Army soldiers proudly represent Canada on the global stage, contributing to peace and security efforts abroad. These engagements include combined operations with NATO allies, such as Operation REASSURANCE, Operation UNIFIER, and training exercises which build inter-army relationships.

Army Reserve Vitality and Operational Commitments – The Canadian Army recognizes that a healthy armed force relies on the vitality of the Army Reserve. With their unique skill sets and perspectives, Army Reserve personnel play a pivotal role in Canadian Army readiness and are essential to the Canadian Army’s ability and flexibility to maintain readiness in support of domestic and international operations. Their service is instrumental in addressing emerging threats, ensuring the resilience and adaptability of the entire Canadian Army, and creating predictability in employment, thus serving as a crucial pillar within the One Army concept.

Canadian Rangers’ Resilience – The Canadian Rangers, operating in demanding and austere environments, embody extraordinary resilience and resourcefulness. Serving as mentors and guides to fellow Canadian Army members in these challenging conditions, they play a crucial role in protecting Canada’s sovereignty and defending coastal interests.

Summer Training Programs for Indigenous Peoples – The Canadian Army's Summer Training Programs for Indigenous Peoples stand as a unique and integral part of Canadian Army rich military traditions. This summer training program combines Indigenous culture and teachings with military training, offering participants the opportunity to develop valuable skills.

Diversity – The Canadian Army values the diverse backgrounds, experiences, and perspectives of its members across the country. Embracing diversity produces stronger teams with leaders capable of making better-informed decisions with team members contributing their unique knowledge, skills, experience, and perspectives.



Theme 2

TRAINED AND READY TO FIGHT

The CA ensures that its personnel and units are well-prepared across the spectrum of operations. Force Generation for contemporary and future operating environments requires realistic and challenging training. This includes leveraging the best of “tried and true” traditional methods, like hands-on field training, as well as those enabled or enhanced by emerging technology including simulation.

To establish a capability, it is essential to not only have the people, but also the equipment, the training and the ability to sustain those forces. In recognition of the evolving nature of modern warfare, the CA continuously refines its training approach to address present and future threats. The process of merging soldiers and equipment into combat-ready teams requires an effective and efficient training system, to ensure the CA is prepared to defend Canada and Canadian interests.

Canadian soldiers, known globally for their skill, undergo rigorous individual training and professional military education to make them experts in their craft.

Through collective training, formidable teams are assembled and validated as ready to deliver operational excellence anywhere in the world.

The foundation of the CA's strength lies in individual training, integral to the professionalism, skill, discipline, integrity, and courage exhibited by Canadian soldiers. While Canada boasts one of the world's most comprehensive individual training systems, the CA recognizes the need for adaptation and optimization to ensure sustainability, given current and projected constraints. Efforts to reduce training time for new soldiers, credit experiential learning, and integrate simulation and technology underscore the commitment to realistic, efficient, and effective training methods.

Key Messages

Forging Excellence – Training is the foundation of all professional armies. Canadian Army soldiers are known around the world for their skill, discipline, integrity, and courage. The Canadian Army develops cognitively dominant and resilient soldiers, leaders, and teams through individual training, collective training, and professional military education. This includes a deliberate effort to collaborate and integrate with NATO partners and allies.

Training Evolution – Modern warfare will drive how the Canadian Army designs, equips, and trains its soldiers. To ensure the Canadian Army is always ready for the threats of today and tomorrow, it must constantly evolve its approach to training based on the current operating environment – form will follow function.

Training Systems – Vital to ensure the Canadian Army's readiness to defend Canada and its interests, training shapes soldiers and equipment into combat-ready teams over time.

Individual and Collective Excellence – Rigorous individual and collective training programs contribute soldiers who are not only specialists in their fields but also well rounded in their understanding of modern warfare.

Excellence and Adaptability – Canadian Army institutions are committed to enhancing efficiency and adapting training to ensure new soldiers rapidly become employable in the field force.

Versatility and Preparedness – The Army's relentless pursuit of excellence results in a versatile, agile, and highly trained force, ready to face the complex and dynamic challenges of the modern world. Emphasizing multi-terrain training, the Canadian Army is equipped to confront a wide array of challenges across different environments, ensuring an agile and adaptable force.

Enhanced Collective Training – The Canadian Army made significant changes to its main training events. This was done to limit repetitive training and, in an effort, to allow soldiers more time at home. Further, the updated training system better aligns with operational demands – namely, the Canadian Armed Forces' increased role on Operation REASSURANCE in Latvia.

Training with Allies – The Canadian Army emphasizes training with partner nations and allies, for example, participation by light infantry battalions in annual rotations at the Joint Readiness Training Center and Joint Pacific Multinational Readiness Center in the United States under the name Exercise GLOBAL RESOLVE. These activities strengthen inter-army relationships and reinforce the CA ability to project forces outside of Canada.

Cold Weather Training – The Canadian Army confronts unique challenges in the northern sections of the country, characterized by extreme cold weather and extensive, rugged terrain. Canadian Army cold weather training ensures its forces are capable of projecting and maintaining sovereignty over the farthest reaches of Canada's north, which is seeing increased interest and competition.

Theme 3

EQUIPMENT MODERNIZATION

The contemporary and future operating environments are complex and highly uncertain, and the CA must be equipped and well positioned to address the numerous challenges in this turbulent security environment. Notwithstanding changes in this environment, war is still very much a human endeavour. The security environment continues to be fraught with unpredictability, fog, friction, chance, irrationality, fear, and bloodshed. Despite technological marvels, war remains a contest of human will.

In the face of this change and continuity, land power remains central and critical to achieve decisive outcomes, whether at home or abroad. That said, the way it is employed is changing and its integration with, and subordination to, the larger joint pan-domain effort is more important than ever.

By leveraging procurement strategies, innovating at every opportunity, and actively pursuing collaboration with industry, the CA is aiming to adapt at the speed of relevance.

As the CA embraces digital initiatives brought forward from bottom up and across trades, it is embodying the Canadian Army Modernization Strategy (CAMS) and the CA Digital Strategy³, further developing the digital soldier. The younger generations of soldiers will seamlessly integrate these attitudes and technologies, while still using foundational soldier skills.

Soldiers deployed as part of the NATO Multinational Brigade - Latvia are at the forefront of this commitment to improve capabilities, innovation, digital thinking and learning from the CA's Allies and partners and bring transformational change to the organization.

3 *Department of National Defense, The Canadian Army Digital Strategy, 2022: Modernization Vital Ground: Digital Strategy*

Key Messages

Commitment to Task-Ready Capabilities – The Canadian Army remains dedicated to upholding the necessary capabilities for current and future operations.

Protecting Deployed Soldiers – Protecting its force is the ultimate priority. To fortify the brigade's combat effectiveness in Latvia, specific capability gaps continue to be addressed (i.e. Counter-Uncrewed Aerial Systems, Air-Defence, loitering munitions, and Portable Anti-X missiles).

Dependable Equipment for Soldier Safety – Canadian Army soldiers are equipped with reliable gear, prioritizing their safety during training and operations with newer equipment constantly being trialled and considered.

Sustainment - The Bedrock of Preparedness – Sustainment is the linchpin of military preparedness. Without efficient logistics, infrastructure, and supply chains, victory in any conflict remains elusive. The Canadian Army understands the need to continually modernize these essential elements.



Theme 4

INTEROPERABILITY & INTERCHANGEABILITY ON OPERATIONS

Canada's military strategy emphasizes interoperability and interchangeability with allied nations, which is crucial for effective collective defence collaboration. The CA strives for seamless integration with allies in equipment, technology, and joint training. The CA seeks to remain a reliable ally in global security.

Interoperability with partner organizations is vital for the way the CA prepares, trains, and fights. It is required across the full spectrum of joint, interagency, multinational, and public interactions. In the pan-domain fight, joint interoperability is indispensable. Integrated cloud computing plays a pivotal role in fostering effective collaboration.

The CA recognizes three levels of interoperability: de-conflicted, compatible, and integrated. De-conflicted integration exists when forces can co-exist but do not interact. Compatible integration denotes circumstances where forces can interact in the same geographic area in pursuit of a common goal. Integrated interoperability occurs when forces can merge seamlessly and are interchangeable⁴.

Logistics modernization is crucial for adaptability in the face of evolving challenges. The CA's commitment to train with NATO partners and allies includes developing skills, equipment, and strategies for operations challenging environments and scenarios. This commitment positions the CA to effectively collaborate with international partners, ensuring a high level of preparedness and interoperability in various operational environments.

The CA focuses on digital advancements, maximizing digitization for robust interoperability⁵. Its commitment to enhancing alliance integration ensures a substantial contribution to collective defence initiatives. The CA's proactive approach reflects its dedication to fostering collaborative strength and interoperability with allied forces across diverse and challenging environments.

4 Department of National Defense, *Advancing with Purpose: The Canadian Army Modernization Strategy*, 4th Edition, 2020, p.61

5 Department of National Defense, *The Canadian Army Digital Strategy, 2022: Modernization Vital Ground: Digital Strategy - Canada.ca*

Key Messages

Interoperability Focus in Operations – The Canadian Army, the Canadian Armed Forces, and Canada rarely deploy on operations alone. Training with allies ensures the Canadian Army is prepared to work effectively on combined and joint operations, for example, the Canadian Army, Royal Canadian Navy, and Royal Canadian Air Force working closely with NATO allies on Operation REASSURANCE – deterrence activities in Eastern Europe.

Need for Compatible and Redundant Systems – The Canadian Army's capabilities must align seamlessly, be compatible, interoperable, and interchangeable with the systems of its allies. Building digital resilience necessitates system redundancy and ensures operational continuity.

Embracing the Digital Realm – The Canadian Army embraces the digital landscape, recognizing its significance in shaping armed forces' capabilities. The Canadian Army is strengthening digital literacy among its personnel and collaborates with technical industries to foster innovation, integrate advanced tools into military operations, and bolster the Canadian Army's agility and capabilities. As the Canadian Army adapts to the digital world it must preserve its core fighting skills, recognizing that forces could at times find themselves operating in a disrupted electromagnetic environment.

Integrated Cloud Computing – Integration of interoperable and interchangeable cloud computing systems, fortified with built-in redundancy, forms a pivotal part of Canadian Army Digital Strategy.

Improving Integration with Allies – Striving for better integration with allies involves having an integrated command and control system, ensuring robust interoperability across the board.





KEY INITIATIVES

While not exhaustive, the following list of key initiatives is to be applied wherever applicable in support of various themes within this Communication Strategy.

- 1. Reinforce the CA Brand Across All Social Media Platforms:** Strengthen the CA brand by ensuring consistent and impactful messaging on all social media platforms. Leverage authorized DND social media platforms to convey a unified and authentic image of the CA.
- 2. Develop Theme-Oriented Narrative Throughout the Year:** Create a cohesive and consistent narrative that aligns with overarching CA themes throughout the year, providing a strategic and purposeful communication approach.
- 3. Develop Focused Social Media Campaigns:** Launch social media campaigns to address specific goals, events, or initiatives, maximizing reach and engagement with the intended audience.
- 4. Let CA Soldiers Tell their Stories:** Position CA soldiers and junior leaders at the centre of communications activities, allowing CA personnel to authentically communicate their enthusiasm and expertise, while allowing prospective recruits to imagine themselves as CA members.
- 5. Support and Enable the Social Media Impact Program:** Actively participate in and support the Social Media Impact Program, providing guidance and resources to authentic grassroots storytellers within the organization.
- 6. Empower Soldiers to Add Their Voice to the Army Story through the CA Sensor Program and Other Initiatives:** Encourage soldiers to actively contribute to the CA story through programs like the CA Sensor Program, empowering them to share their perspectives, experiences, and insights.

- 7. Explain the Profession of Arms:** Openly communicate CA operations, equipment, processes, and challenges, in plain language across all communications products and avoid doctrinal and technical language that can alienate external audiences.
- 8. Promote Soldiers' Achievements, Past and Present:** Highlight the accomplishments of soldiers, both historical and contemporary, to highlight their dedication, valour, and contributions to the CA and Canada, in their communities and abroad.
- 9. Develop Communications Products that Speak to the Reality of Service in the Army Reserve:** Create tailored communication products that accurately portray the unique experiences and contributions of Army Reserve members, fostering understanding and appreciation.
- 10. Enhance Engagement with Media, Stakeholders, Local Businesses, and Communities:** Strengthen relationships with media outlets, stakeholders, local businesses, and communities to foster understanding, collaboration, and support for CA initiatives.
- 11. Enhance the CA Podcast:** Elevate the quality and content of the CA podcast to serve as a compelling platform for sharing stories, experiences, and insights from within the organization.
- 12. Engage Proactively with Relevant Third-Party Personalities:** Collaborate with third-party personalities, thought leaders, and other personalities to amplify the CA's message and reach diverse audiences effectively.
- 13. Support Deliberate Internal and External Communications Activities by the Chain of Command:** Assist leadership in effectively communicating both internally and externally, ensuring consistency in messaging and alignment with organizational goals.
- 14. Provide Communications Briefs Focused on Opportunities:** Empower CA soldiers and leaders with effective communications briefings to capitalize on opportunities, encouraging them to communicate, and ensuring accurate representation of CA activities and goals. Focusing on what they can do while following communications policies.

15. **Leverage the CA Application:** Maximize the use of the CA App as a communication tool, ensuring efficient dissemination of information and facilitating engagement among members.
16. **Highlight Canadian Rangers and Their Contributions:** Display the crucial role played by Canadian Rangers in diverse environments, emphasizing their contributions to national resiliency and community well-being.
17. **Highlight Indigenous Programs:** Emphasize the importance and impact of Indigenous programs within the CA, promoting cultural diversity and understanding.
18. **Leverage Honourary Colonel Program:** Utilize the Honourary Colonel Program to enhance the CA's image and strengthen ties with influential individuals who can contribute to the organization's success.
19. **Conduct Designated Spokesperson Training:** Train designated spokespersons within the CA to effectively represent the organization, maintain consistency in messaging, and handle media interactions with confidence.
20. **Trial and Embrace New Technologies:** Embrace innovative technologies and tools to enhance accessibility and engagement, providing easy access to relevant information.
21. **Leverage Canadian Army Today Magazine:** Enhance collaboration with the Canadian Army Today magazine as a platform for in-depth articles, and updates on CA projects, ensuring a well-informed and engaged readership.





KEY AUDIENCES

INTERNAL

- **CA Team**
(Regular Force, Army Reserve, Canadian Rangers, and civilian employees)
- **CA Members from Diverse Backgrounds**
- **Indigenous Summer Program Participants**
- **CA Families**
- **Veterans**
- **Honorary Colonel Program**

EXTERNAL

- **Canadians**
- **Allies**
(NATO, UN, Five Eyes, ABCANZ)
- **Opinion Leaders**
(academics, defence analysts, business leaders, industry)
- **Defence Industry Members**
(suppliers, investors, innovators)
- **Indigenous Communities & Multi-ethnic Groups**
- **Career Influencers**
- **Businesses**
(Army Reserve Employers)
- **Business Leaders**
- **Media**
- **Parliamentarians**
- **Cultural and Religious Community Leaders**

COMMUNICATIONS STRATEGIES

Expectations and Evaluations

Strategy 1

EMPOWER SOLDIERS AS COMMUNICATORS

At the core of CA mission lies the integral role of CA soldiers as vital communicators, bridging connections with both the CA internal team and the wider public. To excel in this, soldiers will be equipped with a keen awareness of current themes and messages essential for impactful communication. They serve as motivators, actively shaping CA cultural evolution and driving the Force's modernization.

CA organization resonates deeply with Canadians when it mirrors the diverse faces and experiences within CA force. Sharing the Army's narrative through the eyes of CA soldiers not only highlights the institution's worth but also honours its continual contribution to CA nation's historical tapestry. By sharing their unique perspectives, CA soldiers embody the essence of CA institutions, spotlighting CA enduring commitment and unwavering dedication.

Expectations

Empower Soldiers to Become Storytellers – Provide training and resources to help soldiers effectively articulate their experiences, transforming their stories into impactful narratives.

Facilitate Interactive Engagement – Organize community events, workshops, and forums where soldiers actively engage with the public, fostering two-way communication and understanding.

Highlight Diversity and Inclusivity – Display the diverse backgrounds, skills, and perspectives within the CA, emphasizing inclusivity as a core value.

Reflect the CA's Recruiting Demographics – Employ CA soldiers and junior leaders to communicate what the Army does, allowing potential recruits to imagine themselves as members of the CA.

Collaborate via Partnerships – Establish collaborative initiatives with community leaders, businesses, and educational institutions to create mutually beneficial partnerships.

Leverage Digital Platforms Effectively – Use social media, blogs, and podcasts to amplify soldiers' stories, reaching a wider audience and engaging with diverse demographics.

Highlight Resilience and Adaptability – Share stories that demonstrate soldiers' resilience in overcoming challenges and adapting to evolving situations, inspiring others with their determination.

Evaluations

Soldier Engagement Metrics – Track the participation levels of soldiers in storytelling initiatives through surveys or participation records, assessing their understanding and integration of key themes and messages.

Success Story Assessment – Develop a quantitative and qualitative evaluation framework to measure the effectiveness of communicated success stories. Analyze social media metrics such as audience engagement, feedback, and resonance with the intended message.

Media Coverage and Impact Analysis – Assess the reach and impact of success stories and opportunities presented to the media. Analyze media coverage, audience reception, and the reflection of the Army's value and contributions to the nation's history.





Strategy 2

ENHANCE CANADIAN ARMY DIGITAL PRESENCE

The CA recognizes the growing importance of a strong online and digital presence at a time when communities are increasingly coming together and connecting online. Embracing this digital landscape is crucial for enhancing transparency, connectivity, and engagement both internally among CA soldiers and externally with the broader community.

The CA understands that an effective online presence not only highlights CA capabilities but also serves as a platform to communicate CA values, achievements, and highlight its soldiers. Strengthening the digital footprint allows the CA to effectively connect with diverse audiences, ensuring that its message resonates and remains accessible across various digital channels.

Expectations

Active Social Media Engagement – Develop a comprehensive social media strategy to actively engage across social media platforms. Regularly share updates, stories, achievements, and relevant information to increase engagement with the public and internal stakeholders. Foster a two-way communication channel that encourages interaction and dialogue.

Content Creation and Distribution – Develop high-quality and diverse content, including videos, infographics, blogs, and articles, to effectively communicate the CA's mission, values, and contributions. Ensure content is compelling, relevant, and resonates with the target audience. Implement a content distribution plan that maximizes reach across digital channels.

Collaboration on Social Media Platforms – Foster collaboration with CA formations and units, and CAF on social media platforms. Establish collaboration with relevant formations and units, CAF, and external organizations to amplify the reach and impact of the CA's digital presence. Collaborate on joint exercises, activities, and cross-promotions to expand the audience and enhance engagement.

Internal Collaboration Platforms – Use the CA application and internal platforms such as O365 to foster communication and knowledge sharing among soldiers and personnel. Use of these tools will enable the CA to provide seamless communication, share updates, and disseminate essential information among the CA community.

Analytics and Metrics Tracking – Employ robust analytics tools to track and analyze the performance of online content and engagement metrics. Regularly monitor and analyze data to gain insights into audience preferences, and trends. Use these insights to refine digital strategies and tailor content for maximum impact.

Evaluations

WEBSITE ENHANCEMENT

User Engagement Metrics – Measure user interactions, such as time spent on site, bounce rates, and pages visited per session, to gauge the website's usability and attractiveness while fully respecting privacy guidelines and legislation.

Comparative Analysis – Compare website analytics before and after enhancements to assess improvements in user engagement and information accessibility.



ACTIVE SOCIAL MEDIA ENGAGEMENT

Engagement Metrics – Monitor likes, shares, comments, and audience growth across social media platforms to evaluate the effectiveness of content in fostering engagement.

Reach and Impressions – Track reach and impressions to measure the content's visibility among the target audience and its potential impact.

Audience Feedback – Analyze audience responses, sentiments, and comments to understand their perception and receptiveness to the content shared.

CONTENT CREATION AND DISTRIBUTION

Content Performance Analysis – Evaluate the performance of different content types (videos, infographics, articles) based on views, shares, and engagement rates to identify high-performing formats.

Audience Reach and Retention – Monitor how well the content resonates with the target audience by analyzing metrics like time spent on content, click-through rates, and audience retention.

INTERNAL COLLABORATION PLATFORMS

Usage Analytics – Track platform usage, active users, frequency of interactions, and content contributions to gauge the adoption rate among soldiers.

Feedback Mechanisms – Collect feedback through internal surveys or feedback forms to understand user satisfaction, usability, and areas needing improvement.

Strategy 3

OPTIMIZE AND SYNCHRONIZE INTERNAL COMMUNICATIONS

Effective communication within the CA helps to build trust, boost morale, promote a positive organizational culture, and empower soldiers as communicators (per Strategy 1). Achieving this unified voice demands every member, regardless of their position, to comprehend CA priorities and efforts. Centralized communications activities are essential support and enable the chain of command by ensuring that critical messages, operations and training activities, and equipment initiatives are consistently communicated and reinforced across the Army.

Internal communication also has an important impact on morale. CA members must feel heard, and their perspectives valued and considered. Effective internal communication includes both top-down and bottom-up exchanges.

Expectations

Leadership Advocacy and Support – Encourage leaders to embody and consistently reinforce the organization's message in their communication with their teams. Facilitate leadership training that emphasizes the role of leaders in embodying and reinforcing the organization's message. Encourage leaders to consistently integrate key messages into their communication with teams, fostering alignment and unity.

Message Consistency Guidelines – Develop and distribute guidelines that outline key messaging points, tone, and language style. This ensures consistency in how the organization communicates its mission and values. These guidelines should cover key messaging points, tone, and language style, promoting a unified and consistent communication approach throughout the organization.

Cross-Formation Collaboration – Use the CA application to foster collaboration among formations to align communication efforts. This can prevent conflicting messages and enhance a unified approach to communication. Leverage the CA application as a central platform for cross-formation collaboration. Encourage the sharing of information, updates, and best practices to ensure consistent messaging and alignment across different formations.

Internal Communication Channels – Utilize clear, accessible channels (such as newsletters, intranet, or internal tools) to disseminate information about priorities, strategies, and updates across all levels of the CA. Employ a diverse range of internal communication channels to reach all members effectively. Ensure information is consistently shared and accessible. This fosters transparency and keeps all members informed.

Visual and Written Communication Assets – Utilize the CA Branding Style Guide to align content that is easily understandable, such as infographics or videos, along with written materials that succinctly convey the organization's mission, values, and goals. These assets can aid in conveying messages consistently.

Evaluations

Feedback Loops and Open Dialogue – Create avenues for soldiers to provide feedback and suggestions regarding the messaging strategy. An open dialogue fosters a sense of involvement and ownership, leading to more effective communication strategies.

Regular Evaluation and Adjustment – Continuously assess the effectiveness of communication strategies. Based on feedback and performance, make necessary adjustments to ensure the message remains cohesive and relevant.



COLLABORATING PARTNERS

Effective collaboration with various partners is crucial for the CA to achieve its communication objectives and enhance its overall impact. The inclusion of partners from different environments and organizations, such as Assistant Deputy Minister (Public Affairs) (ADM(PA)), CJOC PA, Chief of Military Personnel (CMP) PA, other Level 1 organizations, as well as internal and external media experts, government departments, partners, and experienced social media entities, offers several key benefits:

Strategic Alignment – Synchronization efforts with partners ensure strategic alignment across different branches and entities. This alignment is essential to maintain consistency in messaging, prevent conflicting information and present a unified front to internal and external audiences.

Fostering a Collaborative Culture – Synchronization with collaborating partners fosters a collaborative culture within the CAF organization. This culture encourages information sharing, coordination, and mutual support, strengthening the overall effectiveness of communication efforts.

Enhanced Credibility – Involving experienced social media entities, videographers, and advanced storytellers contributes to the overall credibility of the CA's communication. Their skills add a professional touch to the narrative, making the information more compelling and trustworthy.

Diverse Perspectives and Expertise – Collaborating with partners from various environments and organizations brings diverse perspectives and expertise to the communication strategy. This enriches the narratives and ensures a more comprehensive representation of the CA's activities.

Amplifying Messages – Partnership and collaboration with partner organizations (internal or external to the CAF) allows for the amplification of messages across a broader audience.

Leveraging Specialized Skills – Engaging with internal and external media experts, videographers, storytellers, and social media entities offers access to specialized skills and expertise. These professionals can contribute to the creation of compelling content, enhancing the quality and impact of communication materials.

Showcasing Innovation and Success Stories – Collaboration with partners allows the CA to highlight local success stories that promote innovation and novel solutions. By sharing these stories, the CA can demonstrate its adaptability and effectiveness in addressing challenges, thereby bolstering its positive image.

Ground-Up Solutions – Internal and external collaborators positioned to support wider CA communication objectives contribute to capturing ground-up solutions. This ensures that initiatives and innovations originating from the grassroots level are communicated effectively, highlighting the organization's responsiveness to challenges.

Efficient Resource Utilization – Collaboration with partners allows for the efficient use of resources. By pooling expertise and resources from various entities, the CA can optimize its communication efforts, ensuring a more cost-effective and impactful strategy.





CONCLUSION

The CA's Communication Strategy 2024-2026 lays out how the Army will tell its story during a challenging period of uncertain global security and pressure to generate considerable land forces for operations. This period will also be marked with opportunities to be seized.

Highlighting the soldier experience is central to this strategy. By employing authentic visuals and narratives, this plan will engage and inspire current CA members. It will inform and educate Canadians of the work the CA does and attract potential members. Genuine imagery will demonstrate the Army's credibility and our adaptability in an ever-evolving landscape.

This strategy seeks to inspire, empower, and engage CA stakeholders. It encourages soldiers to share their stories, cultivate meaningful connections, and amplify the army's image as a trustworthy institution. Successful implementation of this strategy will synchronize communications and guide the organization as we tell our collective stories in a captivating and energized way.

CAPTIONS AND PHOTO CREDITS

Cover. CA members of NATO's enhanced Forward Presence Battle Group - Latvia use the cover of smoke screen to reposition during an engagement against opposition forces during Exercise BOLD FUSILIER in Tapa, Estonia on 13 October 2023.

Photo: Captain Joffray Provencher

Page 2. Army Basic Military Officer Qualification candidate on a defensive position during training at 4th Canadian Division Training Centre Meaford on 11 July 2023.

Photo: Corporal Bogdan Nechita

Page 5. Lieutenant Clarence Aguila, an Infantry Officer from the Royal Hamilton Light Infantry as part of NATO enhanced Forward Presence Battle Group - Latvia, is on lookout during Operation FORTRESS on 18 September 2023.

Photo: Corporal Lynette Ai Dang

Page 7: Part of Exercise COLD STEEL, The Queen's York Rangers, 3rd Canadian Ranger Patrol Group, and Canadian Forces Recruitment Group members conducted a navigation exercise at CFB Borden on January 27, 2024. Photo: Master Corporal Casey Rogan

Page 8. Soldiers from the Royal Regiment of Canada and 32 Combat Engineer Regiment participate in Ex ROYAL STORM at Winona Range and Training Area from 16-18 June 2023.

Photo: Corporal R. Surphlis

Page 10. Canadian Army members of NATO's enhanced Forward Presence Battle Group - Latvia fire a paraflare to signify the firing of an 84mm Carl Gustaf against armoured assets during Exercise SILVER ARROW 2023 at Camp Ādaži, Latvia on 25 September 2023.

Photo: Corporal Lynette Ai Dang

Page 13. Canadian and British forces work together during a defensive battle simulation at first light during Ex MAPLE RESOLVE in Wainwright, Alberta on 15 May 2023.

Photo: Corporal Michael Turner



Page 17. Members of 5^e Régiment d'artillerie légère du Canada (5 RALC) conduct a firing mission with a 155mm M777 howitzer during the exercise PIECE AGUERIE, in the training areas of the 2nd Canadian Division Support Base Valcartier, Quebec, on 25 October 2023. **Photo: Aviator Anne-Julie St-Hilaire**

Page 19. A member of the CA provides instruction to Armed Forces of Ukraine members during training on Operation UNIFIER in Poland on 9 February 2024.
Photo: Master Sailor Zach Barr

Page 20. Army Basic Military Officer Qualification candidate on a defensive position during training at 4th Canadian Division Training Centre Meaford on 11 July 2023.
Photo: Corporal Bogdan Nechita

Page 23. Members of Arctic Response Company Group (ARCG) board a CC-130J Hercules transport aircraft for their departure to Eureka during Operation NANOOK-NUNALIVUT in Resolute Bay, on 5 March 2024. **Photo: Master Corporal Alana Morin**

Page 24. Member of the 3rd Battalion, The Royal Canadian Regiment on their basic Reconnaissance course navigate towards an objective as part of a training scenario, on 2 May 2022. **Photo: Corporal Sarah Morley**

Page 27. Private Dariane Ross Vollant, member of the community of Pessamit and participant in the 2023 Carcajou program, in the training area at 2nd Canadian Division Support Base Valcartier, Quebec, on 8 August 2023.
Photo: Corporal Sébastien Lauzier-Labarre

Page 28. 4th Canadian Division members during a medical training scenario at 4th Canadian Division Support Base (4 CDSB) Petawawa on 24 August 2023.
Photo: Corporal Nechita

Page 30. Corporal Beverly Kingmiaqtuq a member of 1st Canadian Ranger Patrol Group (1 CRPG), uses her C19 Ranger Rifle (.308) during Operation NANOOK-NUNAKPUT 2023, on the Nicholson Peninsula, Northwest Territories, on 5 September 2023.
Photo: Corporal Marc-André Leclerc

Page 33. Participants of the Carcajou Summer Training Program for Indigenous People conduct hands on training on various pieces of CA equipment on 8 August 2023.
Photo: Private Kelly-Anne Lepage

Page 35. A member of the Spanish Armed Forces and a member of the Latvian Armed Forces are moving a member of the Canadian Armed Forces acting as a simulated casualty during a tactical casualty care exercise at Camp Ādaži in Latvia on November 4th 2023. **Photo: Captain Joffray Provencher**

Page 36. CA soldiers disembark a CH-147 Chinook helicopter during Exercise COMMON GROUND II 2016 at 5th Canadian Division Support Base Gagetown, New Brunswick, on 25 November 2016. **Photo: Captain Greg Juurlink**

Page 38. Gunner from 1st Regiment, RCHA recently took part in Ex FROZEN GUNNER at CFB Shilo from 13-17 March 2023. **Photo: Master Corporal Brandon Liddy**