



An Honour to Serve



*Annual Report of the
Chief of Defence Staff
2000 - 2001*

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Cover page	
HMCS <i>Victoria</i>	Unknown Soldier Op <i>Memoria</i>
	Griffon
LAV III	Ranger on an exercise



Message from the Chief of the Defence Staff

I am pleased to present, for the fourth consecutive year, my Annual Report on the state of the Canadian Forces.

For the men and women of the Canadian Forces, it is an honour to serve this country. They know that they fulfil a unique role and that Canadians are proud of their work. Whether building and securing peace in the Balkans, providing humanitarian assistance, or spearheading Canada's search and rescue efforts, members of the Canadian Forces make a clear contribution to the safety, security and well-being of Canadians, and a difference in the lives of thousands of people abroad.

The last decade has been a period of significant change and transformation for the Canadian Forces. As part of the government's efforts to eliminate the deficit, the budget for National Defence was substantially reduced. The Forces also had to adjust to the new strategic environment that followed the end of the Cold War, while undertaking a record number of operations. Despite these challenges, the men and women of the Canadian Forces have continued to do their job with honour and pride, and have played a critical role in rebuilding the institution and providing it with a stronger foundation.

When I became Chief of the Defence Staff, I set an ambitious goal for this institution: to restore pride—pride in ourselves, in what we do and how well we do it—and to re-establish mutual confidence between the Canadian Forces and all Canadians. Within this context, my priorities have included: nurturing and improving the quality of life of Canadian Forces personnel and their families; strengthening leadership in the Forces; enhancing military education, training and professional development; and modernizing the capital equipment program.

Progress has been made on all fronts. We have implemented more than 300 institutional reforms to strengthen leadership, modernize the *National Defence Act* and the military justice system, and increase openness and transparency. As part of our efforts to improve the quality of life of our members, we have introduced more than 80 initiatives, including significant improvements to pay and benefits for military personnel. To enhance our capabilities, we have acquired state-of-the-art equipment, such as new search-and-rescue helicopters, the *Victoria*-class submarines, the new LAV III armoured personnel carrier, and the Tactical Command and Control Communications System. And in the last two federal budgets, the government has demonstrated its commitment to the Canadian Forces by re-investing more than \$3 billion in Defence—funding that has helped us address, to some degree, the key pressures.

Although the Canadian Forces now have a much stronger foundation from which to face future defence challenges, we cannot stand still. The fundamental tenets of Canada's defence policy remain sound, but the Canadian Forces must continue adapting to a rapidly changing world. New threats to peace, stability and security are emerging. Modern military operations are becoming more complex, involving peace enforcement more than traditional peacekeeping. As a result of increasing demands for the participation of the Canadian Forces in international operations, we continue to sustain a demanding schedule of activities. This high operational tempo has taken its toll on the men and



General J.M.G. Baril
Chief of the Defence Staff



women of the Forces and we made some tough choices to ensure the sustainability of the Canadian Forces over the long term. In addition, the Revolution in Military Affairs and the introduction of new technologies are transforming the way we conduct military operations. At home, the Canadian Forces face a growing recruitment challenge, to which we must respond by making the Forces an employer of choice.

Our greatest challenge now is to maintain our momentum and continue moving forward. Simply put, we need to ensure that the Canadian Forces maintain the ability to fulfil today's defence needs, while investing at the same time in the defence capabilities that Canada needs for the future. To succeed, we must focus on core capabilities, such as rapid reaction, and the ability to work seamlessly with our allies and to deploy anywhere in the world. We must also maximize efficiencies, and strike the right balance of investment in people, equipment and training. Our ultimate goal, however, remains the same: to ensure that the Canadian Forces remain a relevant, affordable, multi-purpose combat-capable force.

The Canadian Forces are among Canada's finest national institutions. The men and women serving in the Forces do so with immense pride. We owe the accomplishments of the last few years to them. Despite the difficult times, their sense of dedication, professionalism and duty has remained unshaken. There is no doubt that the road ahead remains challenging, and that we will continue to make tough decisions. But as we move forward to address these challenges, I know that these fine men and women will continue to serve with honour and make a meaningful difference at home and abroad.

J.M.G. Baril
General
Chief of the Defence Staff



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Introduction

The Annual Report of the Chief of the Defence Staff provides Parliament and the Canadian public with an overview of the current state of the Canadian Forces.

This report is one of the reform initiatives proposed in the 1997 Report to the Prime Minister on the Leadership and Management in the Canadian Forces, at Recommendation 65:

... the Chief of the Defence Staff [will] prepare an annual state of the Canadian Forces report which the Minister of National Defence will submit to the Standing Committee on National Defence and Veterans Affairs¹.

Part I gives a brief overview of the mission and key roles of the Canadian Forces, and describes the major international and domestic operations undertaken by the Forces in 2000–2001.

Part II examines recent progress in enhancing the effectiveness of the Canadian Forces and providing them with a stronger foundation, by outlining various initiatives to improve the quality of life, education and training, and leadership of our personnel, and to modernize the capital equipment program.

Part III describes the key challenges faced by the Canadian Forces as they continue to adapt to a rapidly changing world.

The **five annexes** to this report provide additional information on:

- Canadian Forces operations during the past year;
- capital procurement priorities and the status of major capital equipment projects;
- the current senior military leadership;
- Canadian Forces recruiting; and
- military terms.

¹ Report to the Prime Minister on the Leadership and Management of the Canadian Forces, page 51, March 25, 1997.



Part I: Making a Difference at Home and Abroad

Operations are the essence and spirit of the Canadian Forces. For the vast majority of members, the prospect of participating in operations are the very reason they joined the Forces. From restoring stability in Kosovo, to building peace in Ethiopia and Eritrea, to spearheading search and rescue activities in Canada, to preparing to fight in an armed conflict if needed, the men and women of the Canadian Forces make an important contribution to the safety, security and well-being of Canadians, and to the lives of thousands of people abroad.

Within this context, the inaugural presentation of the **Canadian Peacekeeping Service Medal**, held on 6 September 2000, was a particularly moving event for thousands of Canadians. The Canadian Peacekeeping Service Medal was created to acknowledge Canadians who have contributed to peace by serving on specific missions since 1948, including civilians as well as serving and former members of the Canadian Forces, and members of the Royal Canadian Mounted Police and other police services.



Operations are the essence and spirit of the Canadian Forces.

Mission and Key Roles

The mission of the Canadian Forces is to defend Canada, and Canadian interests and values, while contributing to international peace and security. To deliver on this mission, the Forces must be capable of participating in operations and activities across the spectrum of conflict.

At home, this means maintaining the ability to conduct search-and-rescue operations; monitor and control Canadian territory, airspace and coastal approaches; conduct operations to enforce Canadian sovereignty and interests; contribute to disaster relief; provide assistance to law enforcement agencies; and provide Aid of the Civil Power. Internationally, the Canadian Forces must be able to evacuate, if needed, Canadians who reside overseas; provide humanitarian assistance; participate with the United States in the defence of North America; conduct peace-support operations; and engage in collective defence with North Atlantic Treaty Organisation (NATO) members.

Canada clearly continues to be well served by Canadian Forces that possess the capabilities, people and equipment required to perform these diverse roles and functions. Although there is no direct military threat to Canada, the world remains highly unstable and unpredictable. As demonstrated during the Gulf War, and more recently in East Timor and Kosovo, it remains in Canada's strategic interests to maintain combat-capable sea, land and air forces able to defend Canada, contribute to the defence of North America, and do its share in supporting international peace and security in co-operation with Canada's allies and the international community.

In short, while the Canadian Forces must continue to adapt to a rapidly evolving defence environment, the existing defence policy remains sound and continues to provide the appropriate policy framework for the Department of National Defence and the Canadian Forces.



Operations in 2000–2001

Although progress was made in 2000–2001 in establishing a more sustainable operational tempo for the Forces, the past year remained demanding. At the start of the year, more than 4000 Canadian Forces personnel were deployed on 21 operations. This number was gradually reduced to just over 2500 personnel by the fall. However, by the end of March 2001, our commitments had increased again to more than 3000 personnel on 19 operations.

International Operations

Canada's largest international operation remains its contribution to peace and stability in the Balkans, where the Canadian Forces have more than 1800 members deployed. Although this commitment remains significant, it involves 1000 fewer Canadian Forces personnel than it did a year ago—a reduction that reflects several important developments designed to strengthen the ability of both Canada and other NATO countries to sustain operations in the Balkans.

The first of these key developments was the rationalization of NATO operations in the region. As part of this effort, Canada ceased its battle group operations in **Kosovo** in June 2000, so as to concentrate and increase its forces in **Bosnia-Herzegovina**. Also, because the overall security situation in the region has improved, Canada recalled the six CF-18 fighter aircraft deployed to Aviano, Italy.

At the same time, the Canadian Forces moved forward with the Contractor Support Project, implemented in March 2000, under which the Forces started outsourcing carefully selected support functions to private-sector contractors. This project has reduced the personnel requirement by 150 Canadian Forces members, and has helped ease pressure on support and specialist trades. Outsourced functions include: warehousing, transportation, bulk-fuel management, vehicle maintenance, food service, communications, camp maintenance, electricity and water supply and distribution, waste management, facilities operation, fire services, and environmental protection.

Significantly, the Canadian Forces have also assumed greater leadership responsibilities within the NATO Stabilisation Force in Bosnia-Herzegovina. As part of the larger Balkans rationalization process, Canada now shares command of the Multi-National Division Southwest with the United Kingdom and the Netherlands. In September 2000, Major-General R.J. Hillier of the Canadian Forces assumed the command position for a term of one year, with responsibility for about 6250 military personnel.

After the reduction in our overall commitment in the Balkans, the Canadian Forces had the flexibility to support a new mission in Africa. Starting in December 2000, we deployed an infantry company group with national command and support elements as part of a joint Dutch-Canadian contribution to the United Nations Mission to **Ethiopia and Eritrea**, which monitors the peace agreement between those countries. The Dutch-Canadian contribution is part of the first deployment of the multinational Stand-by High Readiness Brigade (SHIRBRIG). A total of 450 Canadian Forces personnel are currently deployed as part of Task Force East Africa.



Our contribution to NATO Standing Naval Force Atlantic (STANAVFORLANT), the NATO immediate-reaction naval force, also continued. Canada has traditionally contributed one ship on a continual basis and the past year saw HMCS *Fredericton*, HMCS *Halifax* and HMCS *Preserver* serving with STANAVFORLANT.

The Canadian Forces also deployed three ships—HMCS *Calgary*, HMCS *Winnipeg* and HMCS *Charlottetown*—to the **Arabian Gulf** to participate in the international effort to monitor and enforce UN sanctions against the import and export of commodities to and from Iraq. These deployments are significant also in that they help the Navy maintain interoperability with key allies. Two of the Canadian ships were fully integrated into United States Navy aircraft-carrier battlegroups during their transit to and from the region.



The Canadian Forces make an important contribution to STANAVFORLANT.

Finally, the Canadian Forces continued to play an important role in promoting and nurturing Canada's **international relations**. Port visits, support to Canadian embassies, and multi-national training exercises continued throughout the year. The Canadian Forces also took part in 38 multi-national **arms-control operations** (leading nine), continued their effective work to meet Canada's obligations under a variety of arms-control treaties and agreements, and remained fully and successfully engaged in a wide range of arms-control activities.

Domestic Operations

During 2000–2001, no requirement arose for a major domestic operation, like *Operation RECUPERATION*, undertaken in response to the ice storm of 1998. However, the Canadian Forces maintained their continuing core activities in spearheading search and rescue, monitoring and controlling Canadian airspace and coastal approaches, and supporting other government departments. As well, the Forces assisted domestic authorities in the aftermath of the tornado that struck **Pine Lake**², **Alberta**, in July 2000.

Two domestic operations of note took place during 2000–2001: **Operation MEGAPHONE** and **Operation NORTHERN DENIAL**.

² On 15 July 2000, following a request from the Province of Alberta, Regular and Reserve Force personnel were deployed and participated in ground and water searches and relief assistance. The operation included personnel from 1 Canadian Mechanized Brigade Group— Immediate Response Unit— and Maritime Force Pacific (MARPAAC), as well as reservists from 41 Canadian Brigade Group.



Operation MEGAPHONE was carried out at sea to recover military equipment used in the Kosovo deployment, with its accompanying security detachment of three members of the Canadian Forces, from the commercial vessel *GTS Katie*. This situation arose from a dispute between two sub-contractors, one of them the owner of the *GTS Katie*. *Operation MEGAPHONE* involved HMCS *Athabaskan*, HMCS *Montréal*, two *Sea King* helicopters, a *Labrador* helicopter and an *Aurora* maritime patrol aircraft, and it was launched only after all options for a negotiated solution were exhausted. Throughout *Operation MEGAPHONE*, the Department of National Defence and the Canadian Forces maintained close consultation and co-ordination with several government departments, including the Department of Foreign Affairs and International Trade, the Department of Justice, and the Department of Fisheries and Oceans.



A boarding party member is lowered onto the deck of the GTS Katie during Operation MEGAPHONE.

Canada participated in **Operation NORTHERN DENIAL** as part of our responsibilities under the **NORAD Agreement**. In response to Russian long-range aviation activity in northern Russia and the Arctic, Canada and the United States deployed fighter and support aircraft to northern Canada and Alaska. The Canadian Forces formations involved were 4 Wing Cold Lake and 17 Wing Winnipeg. Three CF-18 fighter aircraft, one *Hercules* refuelling aircraft, and 100 personnel were deployed to the Forward Operating Location in Inuvik, Northwest Territory. *Operation NORTHERN DENIAL* was a demonstration of NORAD's capability and resolve in ensuring the air sovereignty of North America.

Last year also saw the Canadian Forces taking part in one of Canada's most significant military ceremonial events since the end of the Second World War. Under **Operation MEMORIA**, the Department of National Defence and the Canadian Forces joined national efforts to repatriate Canada's **Unknown Soldier**. At Vimy, France, where the Unknown Soldier was buried after his death during the First World War, his remains were handed over to a Canadian military escort and brought back to Ottawa. Canadian Forces members also participated the laying-in-state at Parliament Hill and the ceremony held at the National War Memorial on 28 May 2000. The various ceremonial events of *Operation MEMORIA* involved cadets as well as about 1500 Regular and Reserve officers and non-commissioned members of the Canadian Forces.

Throughout the year, the Canadian Forces also undertook a wide range of routine commitments to promote the safety and security of all Canadians. In 2000–2001, these activities included the following:

- The commitment of 155 ship days and more than 1800 maritime patrol aircraft flying hours to support **Canadian sovereignty** and the programs of other government departments in areas such as law enforcement, environmental protection and fisheries protection.



- Co-ordinating the response to 8242 aeronautical, maritime and humanitarian **search-and-rescue**³ incidents. The efforts of more than 700 Canadian Forces personnel, using a wide range of military assets including aircraft and ships, saved 5595 lives.
- Deploying two *Aurora* aircraft from CFB Comox in support of a crucial **drift-net surveillance operation**⁴ conducted in co-operation with the Department of Fisheries and Oceans to scour the northern Pacific Ocean for boats fishing with illegal nets.
- Continuing to provide vigilant **environmental surveillance**⁵ of Canada's coastlines. These efforts were recognized with the award of an Environment Canada Award to 14 Wing Greenwood.
- Increasing air and ground support to the Royal Canadian Mounted Police Marijuana Eradication Program to support **counter-drug surveillance and interdiction operations**⁶ with corresponding increases in seizures of controlled substances.
- Through the **Canadian Rangers** and **Junior Canadian Rangers**⁷, maintaining a visible presence in northern Canada, providing invaluable assistance to Arctic and sub-Arctic communities. This presence will be further strengthened with the expansion of both programs, announced in 2000.

For a complete compendium of Canadian Forces operations during 2000–2001, please refer to **Annex A**.

³ The Canadian Forces are a crucial delivery component of the National Search and Rescue (SAR) Program through the provision of aeronautical services; the effective operation of the joint Canadian Coast Guard and Canadian Forces aeronautical and maritime SAR system; and Rescue Coordination Centres. The fact that Canada enjoys one of the most effective SAR programs in the world given our large ocean areas of responsibility, challenging geography and at times inhospitable climate, is testimony to our highly skilled SAR teams.

⁴ High seas driftnet fishing beyond the exclusive economic zone of any country was banned in 1991 by the United Nations General Assembly because of its potential to harm all fish stocks and marine animals. Canada is primarily concerned with the damage done to local salmon stock. In the fall, salmon move close to the shore before heading upstream to spawn; in the spring, they are at their feeding grounds on the high seas, and are a perfect target for driftnet fishing. According to the Department of Fisheries and Oceans, an average driftnet vessel scoops up half a ton of fish a day. Also tangled in these nets are seabirds and marine mammals, which are later discarded by the fishers. This driftnet activity threatens the economic livelihood of Canadian fishers.

⁵ Environment Canada reports that the Air Force files over 85 percent of all pollution violation reports in Canada every year. Aircrews on both coasts maintain a constant vigil for ships that discharge pollutants illegally at sea, such as bilgewater or bunker oil that destroy Canada's marine life.

⁶ The Canadian Forces regularly support the Royal Canadian Mounted Police (RCMP) in the conduct of drug interdiction missions. We take part in a number of anti-drug operations — through surveillance, tracking and ultimate apprehension of drug smugglers and other illegal operators. Over the past three years, we have assisted the RCMP in preventing nearly \$400 million dollars of illegal substances from entering the streets of Canada.

⁷ On 1 May 2000, the power plant of the small community of Sanikiluaq of the Belcher islands in Nunavut burned down, leaving the town without power for several days. During this emergency, the contribution of the Junior Canadian Ranger (JCR) patrol proved essential to restoring the well being of the community. The JCR members tirelessly helped during the crisis, demonstrating unequivocally the worth of the program and earning the appreciation of a grateful community.



Part II: Strengthening Operational Effectiveness

The last decade was a period of significant transformation for the Canadian Forces. At the beginning of the 1990s, the fall of the Berlin Wall and the end of the Cold War led to a new security environment and forced us to take a long look at how we operated. As part of the government's efforts to eliminate the deficit, the Canadian Forces had to absorb significant cuts in personnel and resources. The past decade also saw a drastic increase in demand for Canada's support to international peace operations. From Europe to Asia, Africa and Latin America, as well as in Canada, the Canadian Forces have deployed more than 65 times since 1989. At home, the Canadian Forces responded to three major disasters in three years: the Québec and Manitoba floods in 1996 and 1997, and the ice storm in 1998. As the resulting high operational tempo became harder to manage, we were forced to make tough choices.

When I became Chief of the Defence Staff in the fall of 1997, I set an ambitious agenda for change to enhance the Forces' effectiveness and to respond to these challenges. My priorities as Chief of the Defence Staff have been the following:

- **nurturing and improving the quality of life of Canadian Forces members and their families;**
- **strengthening leadership in the Canadian Forces;**
- **enhancing military education, training and professional development; and**
- **modernizing the capital equipment program.**

Over the last year, we have continued to make progress on all these fronts. To improve the quality of life of members of the Canadian Forces, we restored the comparability of their pay with that of their Public Service counterparts. As part of the Rx2000 initiative, significant health reforms were launched. And in the field of gender integration, a major milestone was achieved with the opening of submarine service to women.

To strengthen leadership at all levels, we are moving forward with the introduction of a comprehensive program for the professional development of our officers. A similar program for non-commissioned members is also under development. And throughout the year, our various oversight mechanisms have continued to play an essential role in fostering transparency and accountability across the organization.

Various initiatives were also implemented to enhance education and training. Recognizing the increasing importance of space, a Master of Science program in Space Sciences is being introduced at the Royal Military College of Canada.

Progress was also made in strengthening the capabilities of the Canadian Forces. In August 2000, the government launched the acquisition process to replace our ageing fleet of *Sea King* helicopters and,



Canadian Forces personnel arriving in Eritrea as part of the Canadian contribution to the United Nations Mission in Ethiopia and Eritrea.



in October 2000, we accepted the first of four new *Victoria*-class submarines into Canadian service. During the year, new items of clothing and personal equipment were introduced as part of our Clothe the Soldier project.

Ultimately, the operational effectiveness of a military force rests on its ability to take care of its people, provide strong leadership at all levels, invest in education and training, and ensure that its personnel have the tools to do the job. Over the last few years, the Canadian Forces have come a long way in all those areas, and we now have a stronger foundation from which to face future defence challenges. The men and women of the Forces deserve the credit for these accomplishments.

The following paragraphs outline in more detail our achievements in these high-priority areas over the last year.



The torpedo room of a new Victoria-class submarine.

Putting People First

Members of the Canadian Forces join the service out of a sense of duty and honour. They want to serve their country, and they take special pride in the uniqueness of their work. However, the Canadian Forces place special demands and responsibilities on their people. Members of the Forces are often separated from family and friends for extended periods. Long working hours in harsh



A father and son reunite after months apart.

climates, physical deprivation and, ultimately, risk to life and limb are all part of the job. In that context, a unique social contract unites the country and the men and women of the Canadian Forces. Simply put, in return for their service, we agree to support them and their families properly. If we do not take care of our people first, they, in turn, cannot serve the nation.

Addressing the many dimensions of the human resources challenge and improving the quality of life of our personnel must always be high priorities. A landmark achievement on this front was the development, design and introduction of the Defence Long-Term Capability Plan (LTCP) for Human Resources (HR). Under the LTCP (HR), human resource chal-

lenges are analysed in an integrated way to allow for the development and implementation of co-ordinated strategic solutions. This approach ensures that human resource issues are addressed by all levels of leadership, and receive corporate focus in terms of accountability and resource management. The LTCP (HR) is aligned with other long-term capital plans and strategies, including *Strategy 2020*, and is based on six major themes: recruiting, retention, health care, professional development, human resource systems, and communication.



Quality of Life⁸

The Quality of Life Program was established in 1998, following a report by the Standing Committee on National Defence and Veterans Affairs (SCONDVA). Designed to improve the working and living conditions of Canadian Forces personnel and their families, the program has led to significant improvements in pay and allowances, accommodation, and support to military families, injured military members and retired Canadian Forces members, and veterans.

A significant milestone was reached in March 2001, when many Canadian Forces members received pay increases and retroactive adjustments to 1999, which effectively restored total compensation comparability between the Canadian Forces and the Public Service.

Pension Act amendments that came into effect on 27 October 2000 were of immediate assistance to about 1200 Canadian Forces members with permanent service-related disabilities that were not acquired in a Special Duty Area. Retired Canadian Forces members with permanent service-related disabilities now receive pensions from Veterans Affairs Canada, effective 27 October 2000 or their date of application, whichever is later.

Most Canadian Forces members living in Canadian cities where the cost of living exceeds the Canadian Forces' average cost of living now receive compensation in the form of a Post Living Differential. A new parental leave and allowance regulation increased parental leave from 10 to 26 weeks and provides 93 percent of pay for a period of up to 12 weeks. As well, as part of the overall review of the total compensation package offered to Forces members, we have expanded the use of acting rank to include positions outside operational theatres.

To improve support to our members and their families, we have also increased compassionate travel assistance so that families can be reunited in times of personal emergencies. Family Care Assistance now provides financial assistance for the incremental family care costs incurred by Forces members when they are called away on duty. In addition, we have improved the ability of our deployed personnel to stay in touch with their families by providing Internet service and access to Internet e-mail. This is now routinely provided to enable Forces members to reach their loved ones and has become part of the standard communications bandwidth planning for any deployed operation.

Other compensation initiatives currently being examined include:

- a review of the military pay methodology and the establishment of the Military Compensation Review Committee, an independent pay-monitoring group;
- the expansion of the Parental Leave and Allowance Program to increase the combined maternity and parental benefits to 52 weeks, in keeping with the national program; and,
- the development of a Move Education Program to help Forces members and their families plan household moves and to reduce the upheaval often encountered in moving.

The SCONDVA report also recommended improvements to the housing of Forces members and their families. In 2000, the Canadian Forces Housing Agency (CFHA) received an additional \$50 million for health and safety repairs in Permanent Married Quarters (PMQs). Also, CFHA is developing a long-term Master Implementation Plan based on military accommodation requirements and the private-sector housing market. The plan will permit the orderly disposal, refurbishment and, when necessary, replacement of PMQs.

⁸ For more information on Quality of Life, visit www.dnd.ca/qol



We are also taking steps to improve the conditions of service for Reservists. Reservists are a part-time component of the Canadian Forces and, as such, are not entitled to a pension plan. The examination of pension arrangements for Reserve Force personnel was included in the *Canadian Forces Superannuation Act* Review Project. The first two phases of the Reserve Force Pension Plan — the Feasibility Study and Option Development phases — were completed this year. The Project Team is now developing the most appropriate pension plan and will commence the implementation phase as soon as the necessary legislative approval has been obtained.

The Canadian Forces Personnel Support Agency (CFPSA), with its expertise and capabilities in the delivery of support programs and services, also has a positive impact on the quality of life of Canadian Forces members. CFPSA offers Forces members and their families access to retail facilities and financial services. In addition, the CFPSA delivers a wide range of personnel support programs, including fitness, recreation, and military family services.

As the Quality of Life project office closes in 2001, we are establishing a permanent organization — the Directorate of Quality of Life — to ensure that quality of life initiatives are sustained and, more importantly, to build them into the management framework of the Canadian Forces as a whole.

Health

Providing Canadian Forces members with adequate health care is another integral part of the social contract between the country and its armed forces⁹. The *Canada Health Act* specifically excludes Canadian Forces members from provincial health care insurance plans. Consequently, the Canadian Forces are responsible for ensuring that medical and dental services are delivered to all Canadian Forces personnel serving full-time in Canada and abroad.

Whenever Forces personnel leave for an operational deployment and return unwell, regardless of the cause, the Canadian Forces must do their utmost to restore those members' health. To spearhead our efforts to improve and reform the quality of health care delivery, we have placed all health care resources under the command of the Director General Health Services (DGHS), who is responsible for health standards, doctrine and policies, and the management of military health programs.

Major health care reforms were launched under the **Rx2000** initiative. Rx2000 addresses the various health care deficiencies identified in the Chief of Review Services review of Canadian Forces Medical Services Report, the Croatia Board of Inquiry Report, the McLellan Report, the Lowell Thomas Report and the SCONDVA Quality of Life Report. Rx2000 focuses on an effective accountability framework; the delivery of standardized and comprehensive health care services, including the mitigation of preventable injuries and illnesses; environmental and industrial medicine; and health promotion, both at home and abroad. Our efforts are also focussing on the recruitment, retention and sustainment of clinically competent health-services personnel.



Providing Canadian Forces members with adequate health care, at home and abroad, remains a key priority.

⁹ For more information on current health initiatives in the Canadian Forces, visit www.dnd.ca/hr/cfhs.



To improve communication to all Forces members and inform them of the many health initiatives currently under way, the Canadian Forces Health Services have introduced a series of briefings and question-and-answer sessions. Briefings will address such issues as pre-deployment screening, pre-deployment environmental analysis, deployment health care, post-deployment health services, current health issues, and patient-doctor responsibilities.

When Canadian Forces members are deployed, they face unique conditions that may affect their health. We now conduct environmental assessments prior to each new mission. As well, to protect our troops from unusual and often fatal diseases and illnesses, certain measures must sometimes be taken, such as the administration of prophylactic drugs and vaccines. Many of these drugs and vaccines, because of insignificant domestic demand, are not currently licensed for the Canadian market. This is sometimes in spite of long-established safety records in other countries where the drugs and vaccines are more commonly used.

When administering unlicensed drugs to Canadian Forces personnel, the Department of National Defence follows strict procedures, as required by Health Canada under the Special Access Program (SAP) and in co-operation with the drug manufacturers. The Department has also recently established an Office of Regulatory Affairs to liaise with Health Canada and to ensure proper monitoring of products accessed through Health Canada's SAP. In addition, in order to increase compliance with Health Canada's requirements for unlicensed drugs, the Department has taken the following initiatives:

- issuing a directive accounting on the activities and reporting requirements for unlicensed drugs and medical products (July 1999); a Canadian Forces Medical Order for these requirements is under development;
- implementing a database to track each administration or use of unlicensed drugs and medical products by Department of National Defence and Canadian Forces personnel, with the name of the recipient, the date, and all reported adverse events (ongoing); and
- posting Patient and Health-Care Provider Information Sheets for unlicensed drugs and medical products on the Canadian Forces Health Services Intranet site (ongoing).

Although these initiatives are all well underway, the Canadian Forces Health Services continue to face significant challenges. As part of the Forces' overall downsizing efforts, all military hospitals have been closed over the last decade. These closures have led to a steady decline in the number of uniformed health-care professionals. The high operational tempo experienced by the Forces over the last few years has increased the pressure on our medical personnel. To support these operations, we have deployed greater numbers of medical personnel, leaving fewer doctors at home to deliver needed health services. Moreover, military health professionals generally lack time for important medical training, skill upgrades and other professional development.

The attrition rate among Canadian Forces medical officers is much higher than in most comparable armed forces, and we are currently short 33 percent of the required number of medical officers. This situation has a negative impact on the health care delivered to our personnel, forcing us to rely more and more on an already overburdened public health-care service.

To address this shortage and attract qualified physicians, we have significantly increased the recruitment allowance offered to qualified physicians and are examining the use of compensation and conditions of service to attract medical students in the later years of medical school and residency.



Employment Equity and Diversity

The Canadian Forces must reflect the society they serve. Furthermore, as we face a significant recruiting challenge, we can ill afford to overlook entire segments of the Canadian population. The operational effectiveness of the Canadian Forces depends on our ability to build on the skills and strengths offered by all Canadians, regardless of their ethnicity or gender. Simply put, we need to recruit and retain the best and the brightest men and women that Canada has to offer.

The Canadian Forces remain a world leader in the overall integration of women. In fact, Canada is second only to the United States in the percentage of serving members of the armed forces who are women. A significant milestone was achieved in this area with the introduction of the *Victoria*-class submarines; in March 2001, the submarine service was opened to women, effectively removing the last employment restriction in the Canadian Forces.

The Canadian Forces Employment Equity Plan remains a vital agent of change. The plan establishes recruiting goals for visible minorities, Aboriginal peoples and women, without compromising the principles of merit or the operational effectiveness of the Forces. Throughout the year, we have continued to devote significant resources to build a more diverse and representative military force. The personnel responsible for Canadian Forces Employment Equity assisted the work of the Minister's Advisory Board on Gender Integration and Employment Equity, as well as the Defence Advisory Groups for Women, Aboriginal Peoples, Visible Minorities, and Persons with Disabilities. These groups have played an important role in identifying employment barriers.

To enhance our ability to recruit from diverse segments of Canada's population, we launched a new recruiting campaign under the theme *Working Together to Build Our Team*, produced diversity recruiting aids, and established local partnerships with diversity recruitment consultants. We also conducted specialized diversity and cross-cultural training to the staff of Recruiting Centres and Recruit Schools to raise awareness and understanding of diversity issues. We organized events with numerous ethnic media to demonstrate that the Forces are a place where all people can serve with honour. In addition, an Aboriginal Entry Program was successfully introduced at the Canadian Forces Recruit and Leadership School. The program, which was designed in full consultation with the Aboriginal community, offers qualified First Nations, Métis and Inuit applicants an opportunity to experience military life before enrolment. Building on the initial success of the program, we intend to increase the number of positions on the next course. Finally, the Forces played a key role in organizing the co-ordinated Federal Government Aboriginal Awareness Week.



Army reservists conducting winter warfare training.

In order to promote and maintain a healthy, respectful work environment, the Canadian Forces have also implemented standards of professional conduct that are imparted to members through formal instruction. Courses on Harassment and Racism Prevention, as well as on diversity policies and practices of the Canadian Forces are embedded at various levels of military training.



Strengthening Leadership At All Levels

Effective, decisive leadership at all levels is essential to the operational effectiveness of a military force. Without strong leadership, even the best soldiers with the best equipment cannot be successful in armed conflict, and a military organization cannot effectively adapt to change. As we continue the process of preparing the Canadian Forces for the defence challenges of the future, Canadian Forces leaders must demonstrate supreme competence, high ethical standards, clear vision, flexibility and openness to change. These qualities are essential if we want to maintain the Forces' ability to carry out their defence tasks.

Leadership Development

The high quality of Canadian Forces leaders is acknowledged around the world. Over the past few years, Canadian officers have assumed a number of prominent positions on the international scene, including Commander of the Allied Command Europe Mobile Force, Commander of the United Nations Disengagement Observer Force in the Golan Heights, and Commander of the Multi-National Division Southwest in Bosnia-Herzegovina, to name but three.

This recognition is well deserved, but leadership is first and foremost about the future. Paying close attention to the issues identified in the Report to the Prime Minister on the Leadership and Management of the Canadian Forces, published in 1997, the Canadian Forces are taking steps to strengthen and develop tomorrow's leaders.

We are enhancing officer education and training through a wide set of initiatives to ensure that the officer corps remains capable of operating in an increasingly complex world. Many of these initiatives fall under the Officer Professional Development 2020 Project (OPD 2020), which presents a vision of the Canadian officer corps of the future and the associated professional development system required to meet anticipated leadership challenges. Each phase of OPD 2020 will examine and improve a specific period of an officer's professional development.

Senior Non Commissioned Members (NCMs) play a uniquely important role in passing on values, instilling discipline, bolstering morale and pride, all qualities essential to the operational effectiveness of the Forces. We are, therefore, developing a NCM 2020 professional development program based on the approach used for OPD 2020.

The Canadian Forces are also working to establish a new Leadership Institute in the summer of 2001. This institute will provide a permanent forum for leadership research and development and facilitate wide-spread study and dissemination of leadership issues throughout the Canadian Forces.



Effective, decisive leadership is essential to the operational effectiveness of the Canadian Forces.



Leading Reform and Cultural Change

To continue the process of adapting the Canadian Forces to emerging security and strategic challenges, our leaders must also promote and nurture institutional reform and cultural change.

Over the past few years, the Minister's Monitoring Committee on Change has overseen the implementation of 339 change recommendations. Command structures, planning procedures, rules of engagement, and pre-deployment training have all been enhanced and clarified to improve Canadian Forces operations. Although significant strides have been made, including the establishment of a Directorate of Strategic Change, we must continue to ensure that all leaders embrace change as an integral part of the way we do business.

Oversight and Review

Steps have also been taken to improve oversight and review throughout the organization. The Office of the Ombudsman became operational in June 1999¹⁰. The Ombudsman, who reports directly to the Minister of National Defence, operates as a neutral third party, independent of the chain of command and civilian management, to ensure that all members are treated fairly. On 26 March 2001, Mr. André Marin was reappointed as Ombudsman for a period of five years. This confirmed our commitment to openness and the importance of Mr. Marin's work during his initial appointment.

Transparency and accountability have also been improved with the establishment on 1 December 1999 of the Military Police Complaints Commission (MPCC), an independent body, external to the Department of National Defence and the Canadian Forces, that has the power to investigate and conduct public hearings. The MPCC will hear complaints about the conduct of the Military Police in the performance of any of their policing duties or functions. Military Police can also file a complaint if they believe that there has been interference with an investigation. In addition, the Canadian Forces Grievance Board, a quasi-judicial body, became operational on 1 March 2000 with a mandate to review all grievances referred by the Chief of the Defence Staff and to provide findings and recommendations.

Enhancing Education and Training

The effectiveness of a military force depends largely upon the individual and collective knowledge and skills of its members. The world is changing, technology is evolving, and operations are becoming more complex and demanding. To meet this challenge, it is vital that the Canadian Forces continue to invest in, and enhance, the knowledge and skills of their people.

Knowledge Through Education

The Forces have introduced several measures to improve education, learning opportunities, and ethics development.

A bachelor's degree is now a prerequisite for all new officers in the Canadian Forces and, within ten years, all officers will hold at least one university degree. Increased resources have been made available to Regular Force members to help them obtain a bachelor's degree on either a full-time or part-time basis. Efforts to increase the percentage of officers recruited through degree programs also

¹⁰ For more information on the Ombudsman's Office, visit www.ombudsman.dnd.ca.



continue, and we have commenced a five-year trial program to reimburse the tuition payments of Primary Reserve officers who have served a specific period. As part of our efforts to improve education opportunities in the Forces, we have also sponsored 150 members in job-related graduate degree programs.

The Royal Military College of Canada (RMC) has undergone an extensive review to ensure that undergraduates receive a broad-based education. RMC extended its learning opportunities to the larger Defence community through its Office of Continuing Studies, which offers undergraduate and graduate degrees to Canadian Forces members, their families, and civilian defence employees. A Master of Science program in Space Sciences is also being created at RMC. Given the increased emphasis of space in military affairs, this program will foster and support a core capability for the Forces well into the future.

The Canadian Forces College, a key establishment for Canadian Forces leaders, recently introduced the National Security Studies and the Advanced Military Studies courses. Also, a seminar was conducted for newly promoted brigadier-generals and commodores to enhance the professional development of general and flag officers.

Our focus on professional development is not limited to officers. We have devoted considerable energy to improvements in the professional development of NCMs to ensure that they acquire the knowledge and skills required in the highly technical, complex and diverse military environment of today.

The Defence Ethics Program has also made significant progress.

Each year, a national ethics week promotes direct dialogue in the workplace on ethical issues. Current efforts focus on the implementation of ethics plans for the three Environmental Commands, and the promotion of ethics training and awareness. The ethics of military leadership and the Canadian Forces Code of Ethics are now taught to all recruits, and are included in professional development courses for all officers and NCMs.

Bilingualism is a core element of officership, but it is also important to NCMs. We are refining the bilingual officer corps policy to strike a fair balance between the competing demands of operational deployments, other professional development imperatives, and the need to enhance individual linguistic abilities.

We also continue to examine the concept of a Canadian Defence University. Such a concept would bring together, under a common harmonized structure, all elements of the officer training, education and professional development system, from the undergraduate level, through the Command and Staff College, to post-graduate studies.



The Royal Military College educates and trains some of the future leaders for the Canadian Forces.



Skills Through Training

Skills development and training are just as vital as education to ensuring the effectiveness and cohesion of a professional fighting force. Rapid advances in technology, the introduction of new weapons systems, and increasing emphasis on “jointness” and interoperability are changing not only the way we conduct military operations, but also the way we train.

The challenge is to strike the right balance between increased use of technology in training and adequate investment in more traditional forms of combat training. This challenge is further exacerbated by the high operational tempo experienced by the Forces. The Army, for example, has had to reduce the frequency of its conventional combat training, particularly at the formation level, to meet operational demands. To address these issues, the Canadian Forces are actively seeking new ways to meet their joint and combined training requirements. As part of our efforts, the Canadian Forces Joint Operations Group, which was stood up on 1 June 2000, now forms the nucleus of a Joint Task Force Headquarters and provides command and control in the event of a major deployment, or a requirement for assistance from the Disaster Assistance Response Team.



Canadian Forces members must train continuously to maintain skills and expertise.

Modernizing the Equipment Program



The new submarine HMCS Victoria.

To carry out their missions, the men and women of the Canadian Forces must have the right equipment, at the right time, in the right place. During the 1990s, the introduction of precision-guided munitions for our CF-18 fighter aircraft, the acquisition of the state-of-the-art Coyote reconnaissance vehicle, the modernization of the *Iroquois*-class destroyers, and the introduction of the *Halifax*-class frigates all enhanced the combat capabilities of the Canadian Forces. As a result of our selective investments, the Forces are more combat-capable today in key areas than they were a decade ago, when they participated in the Gulf War.

Progress in the improvement of capabilities has continued throughout the past year. After the modern frigates and new coastal defence vessels, all delivered during the past decade, the Navy’s operational effectiveness has been further improved with the acquisition of four *Victoria*-class submarines. Compared to the *Oberon*-class submarines they are replacing, the *Victoria*-class submarines are faster and quieter, can dive deeper and have the capability to conduct more complex operations. They also require less maintenance and fewer personnel, and have larger, more comfortable living spaces. The first submarine, HMCS *Victoria*, namesake of her class, was accepted in October 2000.



The Army is currently engaged in a major modernization effort to improve everything from individual weapons to battlefield command, control and communications systems. With the delivery of the Coyote reconnaissance vehicle and the LAV III armoured personnel carrier, and completion of the Tactical Command, Control and Communications System Project, the Army will be better prepared for the battlefield of the 21st Century. Through the Clothe the Soldier project, the Army is also acquiring many items of footwear, clothing, handwear, headwear, and ballistic-protection and load-carrying equipment. The introduction of these items will resolve the most pressing operational deficiencies of individual environmental and battlefield protective clothing and equipment.

The Air Force is also continuing its investment in new equipment with the commencement of modernization programs for the CF-18 fighter aircraft and *Aurora* long-range patrol aircraft. In August 2000, the Department of National Defence received approval to proceed with the acquisition of 28 maritime helicopters to replace the *Sea Kings*. Work has also been initiated to develop options for the acquisition of strategic airlift and air-to-air refuelling capabilities.

For more information on specific procurement priorities and current capital-equipment projects, refer to **Annex B**.



The Air Force is modernizing the CF-18 fighter aircraft.



Part III: Future Challenges

The Canadian Forces have come a long way over the last few years. We have made improvements in the quality of life of our members, strengthened the institution and its leadership, and enhanced our capabilities by introducing new modern equipment. Although the Canadian Forces are definitely in a better position today to face future defence challenges, we cannot stand still.

The world is changing and the Canadian Forces need to change with it. The government has increased the defence budget, but resources remain finite. The Canadian Forces continue to sustain significant commitments simultaneously in many theatres around the world. At the same time, the recruiting challenge must be addressed if the Canadian Forces are to continue carrying out their mission. Just as significantly, the character of military operations are becoming more complex and new technologies are having a dramatic impact on weapons, equipment and the conduct of military operations. The emerging defence-related issues, such as asymmetrical threats and the impact of global warming on the security of the Canadian Arctic¹¹, all require careful evaluation and attention.

In the foreseeable future, the Canadian Forces will thus have to focus their attention on three sets of core issues. To ensure that the Canadian Forces remain a relevant, combat-capable force, ready to fulfil Canada's defence commitments, we must: manage our operational tempo; address the recruiting and retention challenge; and enhance our operational capabilities. Using *Strategy 2020* as a guide, we will make the decisions required to optimize our force structure to meet these challenges.

Sustaining Operations

Over the last decade, the demand for the Canadian Forces to support international peace operations has increased significantly. This high operational tempo has taken its toll on our people, our equipment and our ability to conduct training. Managing the operational tempo will be critical to the operational effectiveness of the Canadian Forces.

Many Canadians do not realize that, to sustain most peace-support operations, four Canadian Forces members must be committed for every member deployed. This is known as the “sustainment ratio,” and it is required to ensure Forces members have the time to train for their mission, serve abroad, and take leave and receive professional development when they return home. At present, the Canadian Forces have about 3000 members deployed on 19 missions around the world. With the 4:1 sustainment ratio, this represents a commitment of 15 000 troops over 30 months. The high operational tempo has had the greatest impact on particular support and specialist occupations, including doctors and health care personnel, engineers and logistics personnel. In some instances, members in these occupations remain at home for only 12 months before being deployed on another international operation.

¹¹ Increased access and activity resulting from global warming and expanding polar air routes represent potentially significant challenges to sovereignty and security in the Canadian North. The Canadian Forces will remain engaged with other departments and agencies in harmonizing our respective roles and missions in the North in order to most effectively safeguard Canada's sovereignty and interests.



To reduce the burden on Canadian Forces members, the Department of National Defence has implemented several measures over the last year, including the rationalization of Canada's commitment in the Balkans and the outsourcing of certain support activities. We have also made it clear that our participation in the United Nations Mission to Ethiopia and Eritrea will be of limited duration.

While these measures have helped, the collective impact of sustaining a high tempo remains challenging. Overburdened occupations are still under pressure. The Canadian Forces are, therefore, developing plans to outsource more combat-support functions. Studies are also under way to examine the future of the parachute capability, further infrastructure rationalization, and the acquisition of more easily deployable and maintainable equipment. Under the National Military Support Capability project, a Joint Support Group will be created in the summer of 2001 to improve the capabilities to respond more quickly and to support contingency operations.

Members of the Land Force Reserve help us to fill the ranks of Regular Force high readiness units that are committed to operations. The high operational tempo has increased our reliance on Reservists



An Army reservist during the urban warfare Exercise Cougar Salvo

and we now aim for a Reserve level of 20 percent of deployed personnel. In this context, the Land Force Reserve Restructuring is integral to our efforts to improve operational sustainability¹². On 6 October 2000, the Minister of National Defence announced the government's policy direction for the long-term modernization and revitalization of the Land Force Reserve. Its two-phased approach is based on the recommendations of the Minister's Monitoring Committee on Change. In Phase I, Army Reserve strength will rise from 13 000 to 15 500 during the next two years. Recruiting efforts will be bolstered and the enrolment process streamlined. Phase II is expected to consider increasing the Army Reserve to 18 500 members and assigning it new roles, missions and tasks. At a cost of \$42 million, this two-year project will produce a stronger and more vibrant Army Reserve.

Within this context, we also need to maintain the right level of investment in capital equipment and infrastructure. Investment in the capital portion of the Defence budget, which currently stands at about 19 percent, must be increased. Also, within ten years, nearly 50 percent of Defence infrastructure will be unusable. To address this

situation, we are examining the possibility of sharing facilities and land with other levels of government and the private sector. Finally, our efforts to optimize the force structure should also improve our ability to sustain operations.

Recruiting and Retention

It is well known that the Canadian Forces face a significant recruiting and retention challenge. The steady growth of the Canadian economy and the ageing of the Canadian population have led to a reduction in the unemployment rate and increased competition for young, skilled workers. Just as importantly, young Canadians tend to be attracted to careers offering flexibility, learning

¹² For more information on the Land Force Reserve Restructure, visit www.army.dnd.ca/LFRR.



opportunities and job mobility. The military forces of many countries share this situation, as do most large private— and public-sector employers; however, in the Canadian Forces, the problem is exacerbated by the operational tempo, which puts extra strain on certain members, such as information technology specialists, medical officers and construction engineers, who can readily find employment elsewhere.

As part of a long-term strategy to make the Canadian Forces an employer of choice, we will continue to develop and implement innovative measures. For example, we are developing options to modernize the terms of service of Forces members, and are taking steps to significantly increase our annual recruiting targets. Under the auspices of the Recruiting Project, we have already started streamlining the recruiting process, stepping up our public awareness campaign, and improving recruit training.

Our difficulties with retaining Canadian Forces members increases the impact of the recruiting challenge. Since 1989, the Regular Force annual attrition rate has averaged about 8 percent, once adjusted for the Force Reduction Plan of the mid-1990s. Attrition in the Reserve Force has continued to occur at a much higher rate, which reflects the dependence of the Reserves upon students, whose participation tends to coincide with the duration of their studies. This attrition has occurred for a number of reasons — normal retirements, employment offers from the private sector, or the strain of the high operational tempo and rotations and other quality of life issues.

Recent quality-of-life improvements should encourage more members to stay in the Forces. In addition, we have set up a Terms of Service Project to promote long service and a strong career commitment. One objective of this project is to reduce Regular Force turnover by providing incentives for members who accept longer engagements.

We are also developing tailored solutions to curtail losses in some of our high-demand occupations. Similarly, a project is under way to design a more effective Military Occupational Structure and an enhanced Human Resource Management System based on broader career fields. Finally, we have launched the Reserve Force Employment Policy Project to rationalize the personnel policy and administration pertaining to Reserve employment.

Addressing the growing recruiting and retention challenge will remain a key priority for the Canadian Forces. If we fail to meet this challenge, declining personnel levels will inevitably erode our ability to sustain operations and deliver on Canada's defence commitments. The bottom line is that we must make the Canadian Forces an employer of choice. Young Canadians need to know that an exciting and rewarding career is waiting for them in the Forces, an institution they can join and expect to serve with honour. As importantly, they also need to know that the Canadian Forces offer the opportunity to acquire some of the skills and expertise needed in the private sector.

For more information on recruiting and retention, refer to **Annex E**.

Enhancing Operational Capabilities

To maintain our operational effectiveness over the long term, the Canadian Forces must achieve a delicate balance between sustaining current operations and enhancing our operational capabilities. Emerging security issues and trends are forcing us to take a long look at the capabilities we need to meet the defence challenges of the future. The ultimate goal is still to maintain a combat-capable force. However, it is clear that some defence capabilities are becoming more relevant—for example, rapid reaction, global deployability and interoperability—while others are becoming less relevant.



Integrating New Technology

A Revolution in Military Affairs (RMA) is clearly underway, and it will have significant implications for Canadian Forces operations and activities, and on the military capabilities needed for the future. The RMA is powered by the same technologies that are transforming global commerce. From the Internet to satellite communications and the continuing growth in computing power, the information revolution is transforming modern military operations. For example, “information operations” (e.g., information assurance, computer network defence, and computer network attack) will figure prominently, not only as a military capability, but also as a potential threat.

Within the wider context of interoperability, assessing the impact of the RMA on the Canadian Forces and the best way to exploit its benefits will become central to future force development, and the Canadian Forces will have to make wise choices. We cannot afford the luxury of dedicating resources



To enhance their operational capabilities, the Canadian Forces is exploiting new technology.

across the full spectrum of military capabilities. We must, however, ensure that the Canadian Forces remain interoperable with our key allies, particularly the United States. The future effectiveness of the Canadian Forces, and its ability to operate in coalitions of like-minded nations, will depend on these choices. Properly applied, advances in technologies such as information and guidance systems have the potential to significantly enhance the operational effectiveness of the Canadian Forces.

Responding to the challenge of the RMA is not only about acquiring new technology. We also need to develop and test new concepts for employing and integrating it. To that end, we are establishing a Joint Concept Development and Experimentation Centre as a central point for experimenting future Canadian Forces capabilities. This centre will allow us to identify the potential offered by new technology, and to test, experiment and validate technological developments in order to identify those of greatest relevance to the future needs of the Canadian Forces. The Joint Concept Development and Experimentation Centre will focus mainly on command and control; space-based capabilities; intelligence, surveillance and reconnaissance; and asymmetrical threats. Increased use of technology demonstration will also allow us to test the potential operational utility of new concepts before going to full development of new

systems and products. Some technology concepts are already being implemented; for example, the Navy is moving toward “net-centric warfare,” in which operational information and commands are rapidly exchanged over local-area and wide-area computer networks.

In addition, the introduction of capability-based planning will play a key role in the integration of new technology. The capability-based approach provides an overarching institutional framework to establish equipment priorities, using Canadian Forces operational scenarios to identify the capabilities required to meet defence commitments.

Ultimately, the combination of capability-based planning and joint experimentation will allow us to take full advantage of new technology and to identify the capabilities that the Canadian Forces really need to respond to future defence challenges.



Rapid Reaction and Global Deployability

In the current international security environment, global deployability is becoming a key capability for military forces. As recent conflicts in East Timor, and Ethiopia and Eritrea indicate, the Canadian Forces must be able to deploy quickly and efficiently around the world. Recognizing the growing importance of global deployability, Canada's allies — including Australia, the United Kingdom and the Netherlands — have begun to increase investment in strategic airlift and sealift to improve the expeditionary capability of their forces. Many of these countries are also creating lighter, more mobile ground forces designed to respond quickly to regional contingencies ranging from humanitarian missions to peace-support operations and armed conflict.

The Army is currently developing a blueprint for the “Army of Tomorrow.” This plan, which emphasizes medium-weight mechanized forces with an enhanced Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR) capability, will enhance the ability of land forces to respond quickly and effectively to a broad range of threats anywhere in the world. A predominantly wheeled vehicle inventory, with the LAV III at its core, will require less support, be easier to deploy, and still provide the firepower and protection required for modern operations. The LAV III, which entered service last year, features a 25-mm cannon, a laser range-finder, and image-intensification and thermal sights. The strategic value of the LAV III in the modern battlefield has been recognized by the United States, which has selected the LAV III as an interim armoured vehicle for its armed forces.



The new LAV III was deployed for the first time as part of Canada's contribution to the United Nations Mission in Ethiopia and Eritrea.

The Navy is also planning equipment acquisitions that will extend the strategic reach of the Canadian Forces. The Afloat Logistics and Sealift Capability project seeks to provide the capability to deploy and support land forces, including tactical aviation, while maintaining the capability to support task group ships at sea. As our experience in East Timor confirmed, our *Protecteur*-class Auxiliary Oiler Replenishment ships were not designed to provide the support required by land forces in modern peace-support operations.

The Air Force is currently investigating options for acquiring a strategic airlift capability, as well as a strategic air-to-air refuelling capability.

Enhancing our operational capabilities also means using our resources more efficiently and effectively. We are currently looking at options to refine our approach to peace-support operations on the basis of “early in, early out” — a concept already used for our deployments to East Timor, and Ethiopia and Eritrea. This approach is fully consistent with the 1994 *Defence White Paper* which states that ‘Canada is not obliged to take on a major portion of every operation or to contribute forces for longer than seems necessary.’ Such an approach will ensure that our experience and expertise would be used when and where they have the greatest impact.



Maintaining Our Ability to Work With Our Allies

The Canadian Forces will have to remain interoperable with Canada's key allies, including the United States. If Canada is to remain a meaningful partner in the promotion of international peace, stability and human security, the Forces must be able to work with our allies and to join coalition operations such as the 1999 campaign in Kosovo.

In a military context, interoperability designates the ability of coalition forces to work together on military operations toward common objectives. When coalition forces are interoperable, the tech-



The Canadian Forces must remain interoperable with Canada's key allies.

nology, training, doctrine and procedures they use are sufficiently co-ordinated to allow them to function together seamlessly. The interoperability challenge has increased significantly with the RMA, as new technologies are producing parallel, related changes to military organization, structure, doctrine and training.

Given the strong defence relationship between Canada and the United States, it is especially important that the Canadian Forces remain interoperable with their American counterparts. Canada and the United States continue to improve the interoperability of their armed forces through research and development, liaison and combined training, as well as through their

investments in NORAD. Command and control, communications, computers and intelligence ("C4I") and doctrine are key areas of co-operation between Canada and the United States.

The ability to communicate with our closest allies, especially with the United States, remains essential. Future missions will rely heavily on space-based capabilities to provide intelligence, surveillance data and robust command and control. Space-based systems currently allow instant communications between various Canadian headquarters and facilitate direct interoperability with the armed forces of the United States. Over the next decade, we will continue to invest in this domain through the Joint Space Project, the Canadian Military Satellite Communications Project, and our participation in the development of the United States Advanced Extremely High-Frequency military communications satellite.

The Multinational Interoperability Council (MIC), which includes Australia, Canada, France, Germany, the United Kingdom and the United States, provides an important forum for discussion on this issue. The MIC seeks to enhance operational interoperability through the development of a common doctrine for the establishment and functioning of potential multinational coalitions, and by identifying ways to improve the exchange of information between coalition partners.

NORAD's mission of aerospace warning and control is limited to the detection, validation and characterization of a ballistic missile attack against North America. The proposed US National Missile Defence program, which would see the development of the capability to engage and destroy a limited



number of incoming ballistic missiles will continue to be assessed. The Canadian Forces will continue to support the Department in providing information and advice to the Government in order to render an objective assessment of the NMD program.

The development of the European Security and Defence Policy (ESDP) will also have clear implications for the Canadian Forces. Under the ESDP, the European Union (EU) has announced its intention to develop a new military structure outside NATO, based on a European rapid-reaction force of up to 60 000 troops. As NATO and EU countries are highly likely to continue working together in multinational operations, we must ensure that the ESDP leads to greater interoperability between NATO and EU armed forces.

Finally, interoperability is much more than compatible equipment; it also requires a profound, detailed understanding of other countries' policies, doctrine and equipment. Combined training, therefore, is essential to interoperability. In October 2000, about 2500 Canadian Forces members from all three Environmental Commands took part in *Exercise UNIFIED SPIRIT 00*, which involved about 27 000 military personnel from six NATO nations, including the United States. Canada will continue its participation in such training exercises with key allies.



Conclusion

If we are to appreciate the situation of the Canadian Forces today, we must take a step back and look where we came from.

Ten years ago, Canada joined a UN-mandated international coalition to liberate Kuwait from Iraq. The Canadian Forces contribution to this operation was valuable but modest; it consisted of two warships and a supply ship, a squadron of CF-18 fighter aircraft, a company of infantry, and a field hospital. Our combat contribution was clearly limited by the lack of technology and systems required to support international operations with coalition forces. At the time, the Canadian Forces did not have established command-and-control systems; all three ships were hastily fitted with weapons and sensors before deploying; and the CF-18s had to rely solely on instruments for ground-attack sorties.

Since the Gulf War, we have made significant progress to improve the operational capabilities of the Canadian Forces. We now have an established command system that allows for instantaneous transmission of large volumes of information and intelligence. Field commanders and higher headquarters can use the same picture of the same information at the same time, and make better decisions faster. In addition, the Canadian Forces have created a Joint Operations Group, based in Kingston, and developed the ability to deploy a Theatre Activation Team within seven days.

The Canadian Navy now has 12 modern frigates, all less than ten years old and fitted with modern weapons and sensors. Our four *Iroquois* destroyers were extensively modernized in the mid-1990s and now enjoy a world-class air-defence system and state-of-the-art command and control systems. And the Navy will soon have four modern submarines. Moreover, many of our frigates have further refined their combat-related skills in recent years by participating in the blockade enforcing UN sanctions against Iraq in the Arabian Gulf. By operating regularly as fully integrated members of United States Navy aircraft-carrier battle groups, we have attained a level of interoperability and integration that is second to none.

During the 1999 NATO-led air campaign over the Federal Republic of Yugoslavia, our CF-18s, equipped with precision-guided munitions and targeting pods, flew 678 combat sorties and conducted approximately 10 percent of NATO battlefield air interdiction missions. Canadian CF-18 pilots led more than half the coalition missions that involved them, a reflection of both their skills and their use of new technologies.

Despite reductions to its size, the Army has benefited from the introduction of sophisticated vehicles such as the Coyote and the LAV III. With its multiple sensors, the Coyote represents a quantum leap in reconnaissance capabilities. Compared to the older M-113 armoured personnel carrier, the LAV III provides superior protection, survivability, firepower and mobility for the ever-more-lethal modern battlefield.

Our new operational commitments in support of peacekeeping and peace-enforcement missions are now “task-tailored” to optimize the use of our improved capabilities. For example, our current contingent in Ethiopia and Eritrea is based on a LAV III company group augmented with the Coyote, which is considerably more effective in terms of firepower, reconnaissance capability, protection, survivability, and mobility than any element of comparable size that could have been fielded in the early 1990s.

As a result of our selective investments, the Forces are more combat-capable today in key areas than they were a decade ago when they participated in the Gulf War. The challenge is to keep the momentum. To ensure that the Canadian Forces remain a relevant, affordable, multi-purpose



combat-capable force, we must, therefore, optimize its force structure by focussing on core capabilities — such as rapid-reaction, deployability and interoperability — and striking the right balance in our investment in people, equipment and training.

We have come a long way over the last decade. Through strong leadership, the dedication of the men and women of the Forces, and focussed priorities, we have clearly strengthened the foundation of the Canadian Forces. Perhaps more importantly, members of the Canadian Forces enjoy a restored sense of pride and confidence in themselves.

Ultimately, the operational effectiveness of military forces rests on their people. Members of the Canadian Forces serve their country with honour and pride. As we look at the future, we owe it to our people to acknowledge their accomplishments, recognize the challenges that lie ahead, and dedicate all our energy to preparing the Canadian Forces for the future.



Annex A: Canadian Forces Operations 2000–2001

International Operations

NATO Stabilisation Force

Operation PALLADIUM

With a UN mandate to deter hostilities, establish a secure environment, and monitor the peace in Bosnia-Herzegovina, Canada is providing approximately 1600 Canadian Forces personnel serving in national command and support elements, a battle group, an artillery battery and a helicopter detachment. Canada also provides several staff officers in various headquarters positions located throughout Bosnia-Herzegovina. In September 2000, a Canadian officer assumed command of the Multinational Division Southwest, a position he will retain for one year, until he is succeeded by an officer from the Netherlands.

Operation ECHO

At the height of the NATO-led air campaign over the Federal Republic of Yugoslavia in 1999, Canada contributed up to 18 CF-18 aircraft as part of *Operation ECHO*. With the stabilization of the situation in the region, this operation was terminated in December 2000, at which time the final six CF-18s returned to Canada from Aviano, Italy. To support NATO operations in the Balkans, we continue to provide four staff officers to the Balkans Combined Air Operations Centre at Vicenza, Italy.

United Nations Mission in Bosnia-Herzegovina

This mission has a mandate to maintain a diplomatic presence, co-ordinate humanitarian activities by the United Nations High Commissioner for Refugees (UNHCR), and create and monitor an international police force to implement various aspects of the Dayton Peace Accord. The Canadian Forces contribute a senior staff officer to the office of the UN Special Representative of the Secretary General for Bosnia-Herzegovina.

United Nations Mission of Observers in Prevlaka

Operation CHAPERON

This mission has a mandate to monitor the situation on the Prevlaka Peninsula, which is at the southern tip of Croatia and bordering the Federal Republic of Yugoslavia. Croatia and Yugoslavia dispute the ownership of this peninsula, which controls the only deep-water harbour available to the Yugoslav Navy. One Canadian officer is serving as a UN Military Observer.

NATO Kosovo Force (KFOR)

Operation KINETIC

The mandate of KFOR is to establish and maintain a secure environment and, if necessary, to enforce the terms of the Military Technical agreement. Task Force Kosovo, Canada's contribution to KFOR, comprised about 1400 personnel serving in a national command and support element, an infantry battle group, a reconnaissance squadron and a tactical helicopter unit. Task Force Kosovo commenced operations in June 1999 and returned to Canada in June 2000 as part of the wider Balkans rationalization by NATO.



United Nations Mission in Kosovo
Operation QUADRANT (Kosovo)

This mission has a mandate to establish a civilian presence in Kosovo and develop an interim civilian administration. The Canadian Forces provides one officer currently tasked to co-ordinate the operations of UN Military Observers in the Priştina area.

Ammunition Management and Ordnance Disposal Advisory Training Team AMODATT)
Operation QUADRANT (Albania)

AMODATT has a mandate to advise the Albanian Ministry of Defence on explosive ordnance disposal and ammunition storage, providing this assistance to help the Albanian armed forces conduct safe explosive-ordnance and logistical disposal operations and to rationalize, reduce and manage their ammunition inventory. The Canadian Forces is providing AMODATT with one Ammunition Technical Officer for one year. This contribution to AMODATT is co-funded by the Department of National Defence and the Canadian International Development Agency.

Operation AUGMENTATION

Maritime interdiction operations in the Arabian Gulf were established to monitor and enforce sanctions imposed by resolution of the UN Security Council against the import and export of commodities, including oil, to and from Iraq. Under *Operation AUGMENTATION*, Canada has been sending warships to the Arabian Gulf since 1991 to participate in the blockade to enforce the UN sanctions. HMCS *Calgary* deployed with approximately 240 personnel between June 2000 and November 2000, and was an integral component of the United States Naval Task Group PACMEF 00-3. HMCS *Charlottetown* deployed on *Operation AUGMENTATION* in January 2001 as part of the USS *Harry S. Truman* Battle Group. In March 2001, HMCS *Winnipeg* joined *Operation AUGMENTATION* as part of a multi-national force operating in the Arabian Gulf.

United Nations Transitional Administration in East Timor
Operation TOUCAN

The International Force in East Timor (INTERFET) was an Australian-led multinational force established in September 1999 to restore peace and order in East Timor following severe violence precipitated by a vote to secede from Indonesia. Under *Operation TOUCAN*, Canada contributed more than 600 Canadian Forces personnel to INTERFET; this contingent completed its mandate and returned to Canada in February 2000. INTERFET was followed by UNTAET, which was established to administer East Timor and exercise legislative and executive authority during its transition to independence. Since March 2000, the Canadian Forces have staffed three positions at UNTAET Headquarters.

United Nations Disengagement Observer Force
Operation DANACA

This force has a mandate to supervise the cease-fire between Israel and Syria in the Golan Heights, to supervise the redeployment of Israeli and Syrian forces, and to establish an area of separation according to the disengagement agreement. Canada provides 186 Canadian Forces personnel primarily for supply, transport and maintenance and communications support.



United Nations Peacekeeping Force in Cyprus

Operation SNOWGOOSE

This force has a mandate to maintain the cease-fire and help restore normal conditions. The Canadian Forces provides two staff officers who serve at UNFICYP headquarters.

Multinational Force and Observers

Operation CALUMET

The mandate of the Multinational Force and Observers in the Sinai, which is not a UN mission, is to supervise compliance with the peace treaty between Israel and Egypt and the Camp David Accord. Tasks include operating observation posts and command posts to verify the adherence of the parties to the terms of the treaty. Of the MFO's 1800 military personnel, the Canadian Forces contribute 28, all of whom serve on the headquarters staff. In March 2001, Major-General Robert Meating, the first Canadian to be appointed, assumed command of the MFO for a three-year term.

United Nations Truce Supervision Organization

Operation JADE

This mission has a mandate to observe and maintain the Middle East cease-fire ordered by the UN Security Council in 1949, and to assist the parties in supervising the application and observance of the General Armistice Agreement concluded separately between Israel, Egypt, Lebanon, Jordan, and Syria. Tasks include monitoring, supervising and observing the cease-fire agreements, and providing observers in the Golan Heights, south Lebanon and the Sinai area. The Canadian Forces currently provides UNTSO with 11 personnel.

United Nations Mission in Guatemala

Operation QUARTZ

This mission had a mandate to facilitate the 1996 cease-fire agreement between the government of Guatemala and the *Unidad Revolucionaria Nacional Guatemala* to provide for a firm and lasting peace. The Canadian Forces provided this mission with one Military Liaison Officer; this participation ended on 31 December 2000.

United Nations Development Program

Support to the Cambodian Mine Action Centre

The mandate of this program was to provide technical specialists to help conduct mine awareness activities, mine-clearance training, and the planning of mine-clearance operations under the auspices of the United Nations Development Program. The Canadian Forces contributed seven personnel, including the Chief Advisor-Operations. The mission ended in July 2000.

Standing Naval Force Atlantic (STANAVFORLANT)

The Canadian Forces contributes one ship to STANAVFORLANT, the NATO immediate-reaction naval force. HMCS *Halifax*, HMCS *Preserver* and HMCS *Fredericton* served with STANAVFORLANT during the past year.



United Nations Mission in Sierra Leone

Operation REPTILE

This mission has a mandate to co-operate with the government of Sierra Leone and other parties to the Peace Agreement in the implementation of the Agreement, and to assist the government of Sierra Leone in the implementation of the disarmament, demobilization and reintegration plan. The Canadian Forces contributes five UN Military Observers to this mission.

International Military Advisory and Training Team Sierra Leone

Operation SCULPTURE

This mission, which is led by the United Kingdom, has a mandate to provide advice and training to assist the government of Sierra Leone in rebuilding a new, effective Republic of Sierra Leone Armed Forces that will be accountable to a strengthened Ministry of Defence. The Canadian Forces provides ten personnel to this mission.

United Nations Accelerated De-mining Program Mozambique

Operation MODULE

The Canadian Forces provided three de-mining advisers to this mission, which ended in July 2000.

United Nations Observer Mission in the Democratic Republic of the Congo

Operation CROCODILE

The mandate for the UN Military Observers and the protection force serving with this mission has yet to be finalized. In the interim, two Canadian officers are serving at the Advanced UN Military Headquarters in Kinshasa as Deputy Chief of Staff Operations and Staff Officer Operations and Plans.

United Nations Iraq-Kuwait Observation Mission (UNIKOM)

Operation RECORD

This mission has a mandate to monitor the demilitarized zone and the Khor Abdullah Waterway between Iraq and Kuwait to deter boundary violations and observe hostilities. In 2000, the Canadian Forces provided six officers as UN Military Observers and as headquarters staff, including the rotational position of Commander Northern Sector UNIKOM.

Operation CONNECTION

As part of the expansion of co-operation between the Department of National Defence and non-governmental organizations, a nursing officer was attached to CARE Canada in November 2000. She deployed to Siaya, Kenya from January 2001 to late April 2001. An employee of CARE Canada has worked part-time with DND.

United Nations Mission in Ethiopia and Eritrea

Operation ADDITION

This mission has a mandate to supervise the cease-fire between Ethiopia and Eritrea, to supervise the redeployment of Ethiopian and Eritrean forces, and to deploy UN Military Observers in the Temporary Security Zone between the two countries. Since August 2000, the Canadian Forces has provided five UN Military Observers and a senior staff officer employed at UN Headquarters in Asmara to co-ordinate Military Observer operations in theatre.



United Nations Mission in Ethiopia and Eritrea

Operation ECLIPSE

The Canadian Forces is contributing, for a six-month period, about 450 personnel to the UN Stand-by High Readiness Brigade operation that launched this mission. The Canadian contingent comprises an infantry company, a reconnaissance platoon and an engineer troop integrated with a battalion of Royal Dutch Marines who have responsibility for the Central Sector of the Temporary Security Zone along the disputed border between Ethiopia and Eritrea.

Arms-Control Verification Operations

Operation VERIFY

The mandate of *Operation VERIFY* includes conducting arms-control inspections, monitoring military personnel levels, and verifying the declared equipment holdings of the 30 countries that signed the Treaty on Conventional Armed Forces in Europe. Canada led three *Operation VERIFY* missions this year, into Romania, Ukraine and Russia, and took part in 13 more missions throughout Eastern Europe.

Operation REDUCTION

The mandate of *Operation REDUCTION* is to conduct arms-control inspections to verify the reduction of military equipment through destruction, removal, conversion and re-categorization under the provisions of the Treaty on Conventional Armed Forces in Europe. The Canadian Forces provided an inspector to two NATO teams tasked in 2000–2001 with certifying the reduction of equipment in the Republic of Georgia.

Operation QUESTION

The mandate of *Operation QUESTION* is to conduct arms-control operations arising from the 1999 Vienna Document, to which Canada is a signatory pursuant to the Treaty on Conventional Armed Forces in Europe. Canada led four *Op QUESTION* missions this year: two inspection missions into Kazakhstan and Kyrgyzstan, and two evaluation missions into Lithuania and the Federal Republic of Yugoslavia. Canada also participated in one mission in Europe.

Operation MENTOR

The mandate of *Operation MENTOR* is to provide arms-control inspectors and inspection training assistance to the Federation of Bosnia and Herzegovina, the Republika Srpska, the Republic of Croatia and the Federal Republic of Yugoslavia under the auspices of the Dayton Peace Accords. Canada participated in two *Op MENTOR* missions during 2000–2001, providing inspectors to inspection teams from the Republika Srpska and the Republic of Croatia.

Operation ACTIVE SKIES

The mandate of *Operation ACTIVE SKIES* is to conduct observation flights over other signatory states as permitted by the Treaty on Open Skies. The Open Skies Treaty allows participating nations to fly over, on short notice, all territory of other participating nations while using onboard sensors to acquire imagery of desired points of interest. Canada conducted two *Op ACTIVE SKIES* missions during 2000–2001, one over the Czech Republic and the other over Portugal. Canada participated as an observer in five other missions over the Czech Republic, Norway, Ukraine, and the United States.



Operation PASSIVE SKIES

The mandate of *Operation PASSIVE SKIES* is to co-ordinate, escort and monitor Open Skies Treaty observation flights over Canadian territory. Canada conducted one *Op PASSIVE SKIES* mission during 2000–2001, supporting a Czech flight over Canada in March 2001.

Operation TRANSIT SKIES

The mandate of *Operation TRANSIT SKIES* is to co-ordinate, and monitor Open Skies Treaty transit flights over Canadian territory and to conduct inspections under the Open Skies Treaty of the sensors aboard transiting aircraft that land in Canadian territory. As a signatory to the Treaty on Open Skies, Canada is liable to be overflowed by observation aircraft operated by or on behalf of any Observing Party *en route* to or from Canada or the United States. Canada conducted one *Op TRANSIT SKIES* mission during 2000–2001, supporting a Russian flight in transit to the United States of America that stopped overnight at Goose Bay, Newfoundland, thus requiring Canada to inspect its sensor system.

Operation OPENVIEW

The mandate of *Operation OPENVIEW* is to facilitate the inspection of defence facilities by the Organization for the Prohibition of Chemical Weapons under the auspices of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons (the Chemical Weapons Convention). The Department of National Defence conducted three *Op OPENVIEW* escort missions during 2000–2001, including two inspections of the Project Oracle remediation site at Shirley's Bay, Ontario, and a routine inspection of the Canadian Single Small-Scale Facility located at Defence Research Establishment Suffield, Alberta.

Partnership for Peace

The Partnership for Peace (PfP) initiative, introduced in 1994, is developing as an important scheme for fostering relationships between NATO and non-NATO countries, and enhancing stability and security throughout Europe. Our Military Training Assistance Program (MTAP) is a key component of Canada's efforts in this area. In 2000, Canadian Forces personnel participated in 13 PfP exercises in all three service environments. Most of this training was conducted in central and eastern Europe; however, Canada hosted one: *Exercise CO-OPERATIVE OSPREY 2001*, held in March 2001 in co-operation with the Lester B. Pearson Canadian International Peacekeeping Training Centre.

This peace-support operation command-post exercise, sponsored by the Army, involved about 180 personnel from 18 nations. Participants worked as staff in a UN—mandated, NATO—led headquarters in an exercise designed to improve interoperability, and to train military personnel from PfP nations in NATO peace-support operations.

Domestic Operations

Operation MEGAPHONE

When the Canadian Forces contingent in Kosovo returned to Canada, the company that owned the commercial cargo ship *GTS Katie* received a subcontract to transport a significant quantity of Canadian Forces equipment, accompanied by a three-member Canadian Forces security detachment, from the theatre of operations to the port of Montréal, Québec. During this voyage, the owners of *GTS Katie* decided to delay the ship's arrival to prompt the resolution of a contractual dispute between the owners and the intermediary company that held the direct contract with the Department



of National Defence. Under *Operation MEGAPHONE*, the Canadian Forces deployed the elements required to board *GTS Katie* on 3 August 2000, and take her under positive control. The mission was supported by HMCS *Athabaskan*, HMCS *Montréal*, two CH-124 *Sea King* helicopters, one CH-113 *Labrador* helicopter and one CP-140 *Aurora* maritime patrol aircraft. Due to concerns with the amount of fuel left aboard the vessel, *GTS Katie* was towed during the final stages of the voyage to Bécancour, Québec and Montréal.

Operation NORTHERN DENIAL

Canadian Forces units assigned to **NORAD** participated in this joint Canadian-United States deployment, which was conducted in response to Russian long-range aviation activities in northern Russian and the Arctic. The units involved included United States forces deployed to Alaska and, from the Canadian Forces, CF-18s from 4 Wing Cold Lake, a KCC-130 *Hercules* air refueler from 17 Wing Winnipeg, and support personnel. Operations were conducted from the Forward Operating Location at Inuvik, Northwest Territory from November 29, 2000, to December 14, 2000.

Sovereignty Operations

The Canadian Forces conducts planned, routine operations to maintain surveillance and control of Canadian airspace and coastal approaches. During 2000, the Canadian Forces completed 155 ship-days and nearly 1800 maritime patrol aircraft flying-hours in sovereignty operations and to support other government department programs and federal law-enforcement operations.

Operations Against Drug-Smuggling

During 2000–2001, the Canadian Forces continued to provide assistance to the Royal Canadian Mounted Police in support of anti-drug surveillance and interdiction operations. The number of Canadian Forces flying hours and amount of associated ground support resources committed to the RCMP Marijuana Eradication Program increased yet again.

Search and Rescue Operations

The Canadian Forces are responsible for the effective operation of Canada's co-ordinated aeronautical and maritime search-and-rescue system. In 2000, the Canadian Forces, through three Rescue Co-ordination Centres and two Marine Rescue Sub-Centres, co-ordinated the response to 8242 aeronautical, maritime and humanitarian search-and-rescue incidents. The efforts of more than 700 personnel, using a wide range of military aircraft, ships and other assets, saved 5595 lives.



Annex B: Capital Procurement

To maintain Canada's ability to contribute to peace and security both at home and abroad, the Canadian Forces must make focussed investments in robust military capabilities. We also need to improve the way we procure capital equipment. To this end, we are:

- increasing the capital portion of the Defence budget to at least 21 percent by 2004, on the way to the *Strategy 2020* target of 23 percent;
- enhancing our long-term Strategic Capabilities Plan by aligning strategic capability requirements with anticipated funding levels over a 25-year period: and
- reducing the acquisition cycle for approved projects by 30 percent through procurement reforms such as the use of pre-facilitated contracting, just-in-time delivery and better alliances with industry.

Procurement Priorities

To improve their capabilities, the Canadian Forces have identified the following procurement priorities for the years ahead.

Maritime Helicopter

The purpose of this project is to acquire 28 new maritime helicopters to replace the ageing *Sea King* fleet. This project will address the operational deficiencies of the current fleet, eliminate the problem of supporting the older airframe, and provide a fleet large enough for operations. In August 2000, the government announced its approval to start the acquisition process.

Aurora Incremental Modernization

The *Aurora* long-range patrol aircraft provide essential long-range surveillance for other government departments as well as the Department of National Defence. This project comprises several elements to refurbish and replace systems required to extend the capability of the *Aurora* long-range patrol aircraft.

CF-18 Incremental Modernization

This omnibus project consists of several projects to modernize the mission computers, software, radar, radios, aircraft identification system, armament, and defensive electronic-warfare systems of 80 CF-18 fighter aircraft. The project will ensure that the Canadian Forces maintain the capability to conduct aerospace control and contingency air operations, and provide effective air support.

Canadian Military Satellite Communications

Under this project, the Department of National Defence is planning to acquire an effective long-range communications capability to support the command and control of deployed forces. Upon completion, this project will enhance the Canadian Forces' interoperability with key allies, particularly the United States.

Joint Space Capability

This project will address two space-related capabilities: the surveillance of space, which will provide data on space objects of interest to Canada; and surveillance from space, which will enhance the ability of the Department of National Defence to protect Canadian interests in space.



Afloat Logistics and Sealift Capability

Under this project, the Department of National Defence plans to acquire multi-purpose vessels capable of supporting naval task groups at sea, providing sealift and supporting land and air forces in joint operations.

Airlift Capability

Strategic airlift is becoming increasingly necessary in the new international security environment. The Canadian Forces must possess the ability to deploy quickly wherever they are needed. Our current tactical transport aircraft, the CC-130 Hercules, lacks the range and lift capacity required for rapid deployment of forces around the world. Under this project, the Department of National Defence will review options for enhancing the strategic airlift capabilities of the Canadian Forces.

Strategic Air-to-Air-Refuelling Capability

The Canadian Forces lost their strategic air-to-air refuelling capability with the retirement of its Boeing 707 fleet in the mid-1990s. This project will investigate options to re-acquire this capability.

Command-and-Control and Air-Defence Capability Replacement

This project is designed to replace the command-and-control and Task Group area air-defence capability currently provided by Canada's ageing *Iroquois*-class destroyers.

Land Force Intelligence, Surveillance, Target Acquisition and Reconnaissance Capability

The intelligence, surveillance, target acquisition and reconnaissance (ISTAR) capability will give Land Force commanders the timely, accurate operational intelligence they need for effective employment of forces and to minimize the risk to troops. This project will enable the processing of inputs from a wide variety of existing and anticipated national and international battlefield sensors.

Medium Indirect-Fire System

This project will correct identified deficiencies with the current Land Force medium indirect-fire system.

Major Equipment Projects

In addition to the procurement priorities listed above, the following paragraphs outline major recent equipment projects.

Canadian Search-and-Rescue Helicopter Project

The acquisition of a new search-and-rescue helicopter will solve difficulties arising from the operational deficiencies of the CH-113 *Labrador* fleet, eliminate the problem of supporting the older airframe, and provide a fleet large enough for continuous operations well into the 21st Century.

Military Automated Air-Traffic System Project

Transport Canada has initiated a national air-traffic system project to automate air traffic services. The Military Automated Air Traffic System Project, scheduled for completion in 2004-2005, will ensure that military air operations continue to function effectively, remain compatible with the national system, and keep pace with these enhancements.



Canadian Forces Utility Tactical Transport Helicopter Project

The Canadian Forces Utility Tactical Transport Helicopter project replaced three ageing helicopters—the CH-118 *Iroquois*, the CH-135 *Twin Huey* and the CH-136 *Kiowa*—with the CH-146 *Griffon*. The primary task of this aircraft is the tactical lift of troops and equipment. All 100 *Griffon* helicopters were delivered on schedule with their mission kits.

Armoured Personnel Carrier Replacement Project

Canada's current fleet of armoured personnel carriers does not meet minimum operational requirements, especially in comparison with the modern, technically sophisticated weapons and vehicles Canadian soldiers encounter on operations. The APC Replacement Project aims to improve the protection, self-defence capability, mobility, carrying capacity and growth potential of the Canadian Forces fleet of APCs. Vehicle deliveries began on schedule, and are continuing.

Canadian Forces Supply System Upgrade Project

Using information technology, the Canadian Forces Supply System Upgrade project will meet the future supply requirements of the Canadian Forces during all operational situations, while effectively and economically managing the Department of National Defence inventory. This technology will not only dramatically improve productivity, it will also enhance the capability for performance measurement, greatly increase asset visibility, and provide a powerful management tool for provisioning. It will also have a deployed capability. Implementation at bases and wings will begin in August 2001.

Tactical Command, Control and Communications System Project

The aim of the Tactical Command, Control and Communications project is to replace the current Land Forces tactical communication system with a fully integrated system that will be secure, survivable, responsive and easy to maintain under current and future battlefield conditions. This project, scheduled for completion in March 2002, will deliver several critical communications systems, including 15 000 radios installed in approximately 5500 vehicles.

Submarine Capability Life Extension Project

The Submarine Capability Life Extension project is providing the Canadian Forces with an essential submarine capability by replacing the three *Oberon*-class submarines with four British-built *Upholder*-class submarines, renamed the *Victoria*-class on their introduction to Canadian service. The capability offered by the *Victoria*-class submarines will enhance Canada's ability to conduct surveillance and control of its territory, airspace and maritime areas of jurisdiction, and to participate in bilateral and multilateral operations. This project will deliver four functional *Victoria*-class submarines with up-to-date "safe-to-dive certificates," four crew trainers (combat-systems trainer, ship-control trainer, machinery-control trainer, and torpedo-handling and -discharge trainer) and four trained crews. The first submarine, HMCS *Victoria*, arrived in Canada in October 2000 and was commissioned in December 2000. The remaining three submarines are expected to arrive in Canada at six-month intervals over the next two years.

Light Utility Vehicle Wheeled Project

The aim of the Light Utility Vehicle Wheeled project is to replace the Iltis fleet with about 800 standard military pattern vehicles (with associated logistics support), and about 860 militarized commercial-pattern vehicles.



Clothe the Soldier Project

Soldiers must be clothed and equipped to conduct war and “operations other than war” all over the world, all year, and in all weathers. Taking advantage of improvements in material technology, and assisted by human factors engineering, the Clothe the Soldier omnibus project will introduce 24 separate items of compatible footwear, clothing, handwear, headwear, ballistic-protection equipment and load-carrying equipment. The currently approved sub-projects are:

1. Definition funding for the Clothe the Soldier omnibus project, which includes all development and definition work required for the 24 unique items.
2. The Improved Environmental Clothing System, comprising sweatshirts, sweatpants, combat coat, combat overpants, parka and overalls.
3. Lightweight Thermal Underwear, to enhance and be compatible with the Improved Environmental Clothing System.
4. Drawers Temperate Underwear, to enhance and be compatible with the Improved Environmental Clothing System.
5. The Cold Wet Weather Glove, to be worn with the Improved Environmental Clothing System, protecting the soldier’s hands in cold, wet conditions.
6. The Temperate Combat Glove, to enhance and be compatible with the Improved Environmental Clothing System.
7. The Combat Vehicle Crew Glove, a fire-retardant glove for the crews of armoured fighting vehicles.
8. The Wide-Brimmed Combat Hat, to be worn with the combat uniform and protect the soldier from sun and rain.
9. Lightweight Thermal Headwear, to enhance and be compatible with the Improved Environmental Clothing System.
10. The Wet Weather Boot, to be worn with the Improved Environmental Clothing System and protect the soldier in cold, wet weather.
11. The Combat Sock System, to enhance and be compatible with the Improved Environmental Clothing System.
12. Ballistic Eyewear, to protect the soldier’s eyes from impact and ultraviolet radiation, offering considerable improvement over the current combat spectacles.
13. The Multi-Tool, which helps the soldier survive in all field conditions.
14. The Fragmentation Protective Vest, to help protect the soldier from injuries caused by fragmenting ordnance.
15. The Bullet-Resistant Plate, to provide the soldier with increased ballistic protection.
16. The Tactical Vest, which makes the soldier’s ammunition and combat stores more accessible, and distributes their weight more evenly.



M-113 Armoured Personnel Carrier Life Extension Project

This project will address deficiencies in combat support and combat service support capabilities to ensure that these vehicles are capable of operating with more modern equipment in the current and anticipated threat environment that Canadian soldiers will encounter during operations. The project will correct shortcomings in protection, self-defence capability, mobility, carrying capacity and growth potential.

Weapon Effects Simulation Project

This project will acquire suites of laser-based training devices and automatic data-transfer systems for use during combat-team and battle-group collective training. The Weapons Effect Simulator will give soldiers immediate feedback on their actions, give trainers the objective data they need to produce effective after-action reviews, and give commanders the ability to train and evaluate their units efficiently and objectively.

Evolved Sea Sparrow Missile Project

This project will acquire a self-defence missile system capable of handling the air threat of the next 20 years to the standard specified for the *Halifax*-class frigate. The project will deliver missiles, launcher modification kits, fire-control radar and command-and-control modifications, spares and training.



Annex C: The Armed Forces Council

The Armed Forces Council is the senior military body of the Canadian Forces. It meets regularly to advise the Chief of the Defence Staff on broad military matters pertaining to the command, control and administration of the Canadian Forces and to assist the CDS in reaching decisions.

The Armed Forces Council is chaired by the CDS, generally meets at least once per month, and includes the Vice Chief and Deputy Chief of the Defence Staff, the Environmental Chiefs of Staff and the senior military advisers.¹³

General Maurice Baril, CMM, MSM, CD, Chief of the Defence Staff

General Maurice Baril was born on 22 September 1943 in Saint-Albert de Warwick, Québec. Commissioned in 1963, he joined the Regular Force in the Royal 22^e Régiment.

During his distinguished career, General Baril served as a Commander of Combat Training at Canadian Forces Base Gagetown; Military Advisor to the Secretary-General of the United Nations; and Chief of the Land Staff. He also served in Lahr, West Germany, from June 1977 to April 1979; and in Cyprus in 1973, 1979 and 1981. General Baril was appointed Chief of the Defence Staff on 17 September 1997.

Vice Admiral Gary Garnett, CMM, CD Vice Chief of the Defence Staff

Vice-Admiral Gary Garnett was born in Halifax, Nova Scotia, and grew up in Stoney Creek, Ontario, where he became active in the Royal Canadian Sea Cadet Corps *Lion*. He enrolled in the Royal Canadian Navy as a Naval Cadet in 1963 and, four years later, received his commission on graduation from Carleton University in Ottawa, Ontario.

Over the course of his naval career, Vice Admiral Garnett served in ships throughout Canada's fleet, including HMC Ships *Skeena*, *Saguenay*, *Annapolis*, *Iroquois*, *Algonquin* and *Huron*. He also held positions ranging from Weapons Officer to Chief of Personnel Services to the Chief of the Maritime Staff. Vice Admiral Garnett was appointed Vice Chief of the Defence Staff on 24 September 1997.

Lieutenant-General Raymond Henault, CMM, CD Deputy Chief of the Defence Staff

Lieutenant-General Raymond Henault was born on 26 April 1949 in Winnipeg, Manitoba. He joined the Canadian Forces in 12 July 1968 as a pilot, completing training at CFB Borden, Ontario, and RCAF Station Gimli, Manitoba.

Over the course of his career, Lieutenant-General Henault has accumulated more than 4500 hours of flying time on a range of aircraft, including the fixed-wing CF-101 Voodoo and Musketeer, and the Twin Huey helicopter. He has served in Paris, France and Lahr, Germany as well as at bases across Canada, as an air traffic control officer; as Chief of Staff, Operations, at Air Command Headquarters; and as Director-General, Military Plans and Operations (J3 Staff) at National Defence Headquarters.

Lieutenant-General Henault was appointed Deputy Chief of the Defence Staff on 4 September 1998.

¹² For more information on their roles and responsibilities, visit www.dnd.ca.



Vice Admiral Greg Maddison, CMM, MSC, CD
Chief of the Maritime Staff

Vice-Admiral Greg Maddison was born in Nova Scotia in August 1949. He received his commission in 1972, after graduating from the Royal Military College of Canada in Kingston, Ontario.

Vice-Admiral Greg Maddison has served in HMC Ships *Assiniboine*, *Terra Nova*, *Iroquois* and *Athabaskan*. Over the course of his career, he has held positions ranging from Navigating Officer to Commander, First Canadian Destroyer Squadron, to Commander of the NATO Standing Naval Force Atlantic.

Vice-Admiral Maddison was appointed Chief of the Maritime Staff on 24 September 1997.

Lieutenant-General Mike Jeffery, CMM, CD
Chief of the Land Staff

Lieutenant-General Mike Jeffery was born in London, England. He joined the Royal Regiment of Canadian Artillery in 1964 through the Canadian Army Soldier Apprentice Program.

Lieutenant-General Jeffery has served in a variety of command and staff positions, including Director of Land Requirements, Director of Artillery, Director-General Program Co-ordination, Commandant of the Canadian Land Forces Command and Staff College, and Commander of the 1st Canadian Division and Army Training Authority. In 1999, he was appointed Joint Task Force Commander for *Operation ABACUS*. Lieutenant-General Jeffery was promoted to his current rank on 1 May 2000, when he was appointed Special Assistant to the CDS for Reserve Restructure. Lieutenant-General Jeffery was appointed Chief of the Land Staff on 8 August 2000.

Lieutenant-General Lloyd Campbell, CMM, CD
Chief of the Air Staff

Lieutenant-General Lloyd Campbell, a native of northwest Ontario, joined the Royal Canadian Air Force in 1965 and initially served as an air navigator flying in Yukons. In 1969, he was selected for pilot training and subsequently flew the CF-104 Starfighter and the CF-5 Freedom Fighter.

During his career, Lieutenant-General Campbell served in many command and staff positions in Canada and overseas. He also served in several posts at National Defence Headquarters, including Director-General Force Development, Director-General Strategic Planning, and Acting Vice Chief of the Defence Staff. In April 1998, Lieutenant-General Campbell was named Commander 1 Canadian Air Division and the Canadian NORAD Region.

In July 2000, Lieutenant-General Campbell was promoted to his current rank and appointed Commander of Air Command and Chief of the Air Staff.

Lieutenant-General Christian Couture, CMM, CD
Assistant Deputy Minister (Human Resources — Military)

Lieutenant-General Christian Couture was born in Saint-Gédéon, Québec. He enrolled in the Canadian Forces in 1971 and joined the Royal 22^e Régiment in 1972.

During his career, Lieutenant-General Couture has held various positions in Canada and abroad, serving in Germany, Cyprus and the former Yugoslavia. He has been a company commander in the 2nd Battalion, Royal 22^e Régiment; Commander of the 5th Canadian Multinational Brigade in the



NATO International Force in Bosnia; and Chief of Staff to the Assistant Deputy Minister (Human Resources — Military). In October 1998, Lieutenant-General Couture was appointed Acting Assistant Deputy Minister (Human Resources — Military).

Lieutenant-General Couture was promoted to his present rank on 15 June 2000 and appointed Assistant Deputy Minister (Human Resources — Military) on 1 July 2000.

Rear Admiral Raymond A. Zuliani, CD
Chief of Reserves and Cadets

Rear-Admiral Zuliani was born in Port Arthur, Ontario in 1948. In 1965, he joined the Royal Canadian Naval Reserve as an Ordinary Seaman at HMCS Griffon, and received his commission in 1970.

Rear-Admiral Zuliani has commanded minor war vessels on both coasts and the Great Lakes, and served as an aide-de-camp to the Governor General of Canada. He also served as Commander of the Naval Reserve, with responsibility for 24 Naval Reserve divisions across Canada. Rear-Admiral Zuliani was promoted to his present rank on 15 July 2000 and appointed Chief of Reserves and Cadets at National Defence Headquarters in Ottawa.

Chief Warrant Officer Maurice Dessureault, OMM, CD
Canadian Forces Chief Warrant Officer

Chief Warrant Officer Maurice Dessureault was born in 1945 in Shawinigan, Quebec. He enrolled in the Canadian Army in 1964 and was posted to the 2nd Battalion, Royal 22^e Régiment.

Chief Warrant Officer Dessureault served with his regiment in Germany and Valcartier, Quebec. In 1983, as a Master Warrant Officer, he was posted to the Collège militaire royal de St-Jean as Drill Sergeant-Major. Promoted Chief Warrant Officer in 1987, Mr Dessureault was named Regimental Sergeant-Major of the 1st Battalion, Royal 22^e Régiment in 1990. In 1992, he deployed with his battalion to Bosnia.

Chief Warrant Officer Dessureault held the appointments of Chief Warrant Officer, Land Force Quebec Area and Land Force Command Chief Warrant Officer before being appointed Canadian Forces Chief Warrant Officer in June 1999.



Annex D: Summary of Recruiting Intake

The Canadian Forces are facing a significant recruiting and retention challenge. This problem arises from and is influenced by many factors, including the steady growth of the Canadian economy, the resulting reduction in unemployment rate, and increased competition for the services of young, skilled Canadians. As part of a long-term strategy to make the Canadian Forces a career of choice, the Department of National Defence will continue developing and implementing innovative measures, including streamlining the recruiting process, introducing new advertising concepts, and improving recruit training. In addition, we are studying options to modernize the terms of service for Canadian Forces members.

Examples of Regular Force **officer occupations** in demand include:

- In the Navy: Maritime Engineers, Maritime Surface/Subsurface
- In the Army: Infantry , Engineers;
- In the Air Force: Pilots, Aeronautical Engineers; and
- In support arms: Physicians, Health Care Administrators

Examples of Regular Force **Non Commissioned Member occupations** in demand include:

- In the Navy: Maritime Engineers;
- In the Army: Artillery, Infantry, Fire Control Systems Technicians;
- In the Air Force : Aircraft technicians; and
- In support services: Communications Operators and Technicians; Medical Assistants and Medical Technicians.

<u>Summary of Recruiting Intake (Regular Force)</u>		
<u>1998–2003</u>		
1998–1999	Actual	2600
1999–2000	Actual	2918
2000–2001	Forecast	3750
2001–2002	Planned	7000
2002–2003	Planned	7000



Annex E: Military Terms

– A –

Air Force

As the air component of the Canadian Forces, the Air Force's mission is to maintain multi-purpose, combat-capable air forces to meet Canada's defence policy goals.

Army

As the land component of the Canadian Forces, the Army's mission is to maintain multi-purpose, combat-capable land forces to meet Canada's defence policy goals.

– B –

Battalion or regiment

A group of 300 to 1,000 people working in a unit towards the same goal.

Brigade

The smallest self-sufficient combat entity, composed of about 4,300 personnel in peacetime and 6,200 in wartime.

– C –

Combined operations

An operation where two or more countries work in co-operation on deployment.

Company

A company is an army unit made up of three platoons and has approximately 100 personnel.

Contingency force

A military force designed to handle unforeseen events or crises.

Contingent

A group of units formed to go on deployment.

– D –

Deployability

The ability of troops to move quickly to an area of conflict or trouble.

– F –

Fleet

A group of warships under one command.

Forward Operating Location

Unmanned airstrips in northern Canadian locations with reserves of aviation fuel for use in an emergency.

– I –

Interoperability

The ability of systems, units or forces to provide services to and accept services from other systems, units or forces and to use the services so exchanged to enable them to operate effectively together.

– J –

Joint operations

An operation whereby two or more elements of one nation's military (navy, army, and air force) work together.

– M –

Military Training Assistance Program

The Military Training Assistance Program focusses mainly on language training, but also offers many professional development and civil-military relations courses.

Multilateral

Between three or more countries.

Multinational force

A force made up of military members or units from more than one nation.



– N –

NATO

The North Atlantic Treaty Organization (NATO) was established in 1949, and currently has 19 member countries: Belgium, Canada, the Czech Republic, Denmark, France, Germany, Greece, Hungary, Iceland, Italy, Luxembourg, the Netherlands, Norway, Poland, Portugal, Spain, Turkey, the United Kingdom, and the United States.

Navy

As the sea component of the Canadian Forces, the navy's mission is to maintain multi-purpose, combat-capable naval forces to meet Canada's defence policy goals.

Non-commissioned member

A non-commissioned member is any person other than an officer who is a member of the Canadian Forces.

NORAD

The North American Aerospace Defense Command (NORAD) is a bilateral agreement whereby Canada and the United States jointly maintain aerospace surveillance, missile warning, drug interdiction, and air defence of North American airspace. The Canadian NORAD region headquarters is in Winnipeg at 1 Canadian Air Division/NORAD Region Headquarters.

– O –

Officer

An officer is:

- any person who holds Her Majesty's commission in the Canadian Forces;
- A CF member who holds the rank of officer cadet; and
- Any member who is attached or seconded as an officer to the Canadian Forces.

Operational effectiveness

A force's ability to work effectively in operations at home and abroad.

– P –

Partnership for Peace (PfP)

A NATO initiative, the Partnership for Peace aims to expand political and military co-operation throughout Europe, to increase stability, and to diminish threats to world peace. Canada is an active member of this partnership.

Peace-Support Operation

The term peace-support operation describes activities in international crisis and conflict resolution and management in which the Canadian Forces may be involved. These activities could be conducted in support of preventive diplomacy, peacemaking, peace-enforcement, peacekeeping or peace-building.

Platoon

A platoon is an army unit made up of three sections and has approximately 40 personnel.

– R –

Rangers

Volunteers who contribute to Canadian sovereignty by patrolling Canada's hinterland. Rangers provide a military presence in those northern, coastal, and isolated areas of Canada which cannot be conveniently or economically covered by other elements of the Regular or Reserve forces.

Regular Force

Made up of approximately 60,000 uniformed Canadian who work full-time for the Canadian Forces.

Reserve Force

The Army, Air, Naval, and Communication reserves provide a vital link between the CF and local communities. Reservists are employed part-time and full-time to augment the Regular Force.



Revolution in Military Affairs

A Revolution in Military Affairs (RMA) is a dramatic change in the nature of military operations which occurs as a result of major advances in technology, coupled with new operational and organizational concepts and doctrine.

Rotation

Replacing personnel on operations or missions.

– S –

Section

A section is a group of eight to 11 soldiers. Three sections usually make up a platoon.

Squadron

A squadron is the standard form of unit in any air force. Squadrons are usually broken down into a number of flights.

Station

A Canadian Forces station is a unit that is operationally oriented, usually without any support capability.

Sustainment ratio

Number of soldiers in Canada needed to support one soldier overseas, which enables Canadian Forces personnel to have the time to train for their mission, serve abroad, and receive leave and professional development upon their return home.

– T –

Task force

A task force is a temporary assembly of military units, under a single commander, formed to carry out a specific assignment, mission, or operation.

– U –

United Nations (UN)

The UN Security Council has primary responsibility for maintaining international peace and security. Any of the five permanent Council members—China, France, the Russian Federation, the United Kingdom, and the United States—can veto any decision on peace-support operations. For each peace-support mission, member states voluntarily provide troops and equipment, for which they are compensated from a special budget. Canada has been a member since the inception of the UN in 1945.

– W –

White Paper

The 1994 White Paper provides the overall defence policy framework for the Department of National Defence and the Canadian Forces.

Wing

A Canadian Forces wing is the Air Force equivalent of a base, except that where the base is a support structure, the wing is an operational entity.