

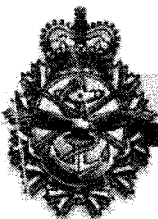


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## Minister of National Defence Transition Binder

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## INTRODUCTION TO THE NATIONAL DEFENCE ACT – MINISTERIAL DUTIES AND AUTHORITIES

### ISSUE

- To provide an overview of the *National Defence Act (NDA)*, including the duties and authorities of the Minister of National Defence (MND) under that Act.

### MINISTERIAL DUTIES

The *NDA* provides that the MND:

- presides over the Department of National Defence (DND);<sup>1</sup>
- has the management and direction of the Canadian Armed Forces (CAF)<sup>2</sup> and all matters relating to national defence;
- is responsible for the construction and maintenance of all defence establishments and works for the defence of Canada; and
- is responsible for research relating to the defence of Canada and to the development of and improvements in materiel.<sup>3</sup>

In addition, the *NDA* assigns the MND specific responsibilities that include:

- tabling in Parliament the annual reports of:
  - the Judge Advocate General (JAG) (*NDA* s. 9.3(3));
  - the Chairperson of the Military Grievances External Review Committee (MGERC) (*NDA* s. 29.28(2));
  - the Chief of the Defence Staff (CDS) in relation to the national sex offender registry (*NDA* s. 227.171(2));
  - the Chairperson of the Military Police Complaints Commission (MPCC) (*NDA* s. 250.17(2); and
  - the Commissioner of the Communications Security Establishment (CSE) (*NDA* s. 273.63(3));
- reviewing an MPCC report if the CDS or the Deputy Minister (DM) is the subject of the complaint, and notifying the MPCC Chairperson of any action taken (*NDA* s. 250.5(2) and s. 250.51); and
- regarding military judges:

<sup>1</sup> *National Defence Act*, s. 3.

<sup>2</sup> "The Canadian Forces are the armed forces of Her Majesty raised by Canada and consist of one Service called the Canadian Armed Forces." (s.14) The term Canadian Armed Forces is used in DND and CAF communications.

<sup>3</sup> 4. for the last three bullets.





- recommending their appointment by Governor in Council (*NDA* s. 165.21); and
- nominating one member of the Military Judges Compensation Committee, which reviews the remuneration of military judges (QR&O 204.23);

## KEY ADVISORS TO THE MND

The *NDA* provides for other key appointments:

- a. the Deputy Minister, who can act on behalf of the MND and has other duties assigned to him/her under other statutes – for example, the responsibility for the civilian staff, all property, both real and personal, and all funds appropriated to the Department;<sup>4</sup>
- b. the CDS, who, subject to the regulation and under the direction of the MND, is charged with the control and administration of the CAF. Unless the Governor in Council otherwise directs, all orders and instructions to the CAF that are required to give effect to the decisions and to carry out the directions of the Government of Canada or the MND shall be issued by or through the CDS;
- c. up to three Associate Deputy Ministers (Associate DMs), who, under the MND and the DM, may exercise such powers, duties and functions as Deputy of the MND and otherwise as the MND specifies;
- d. the Vice Chief of the Defence Staff (VCDS), who has the control and administration of the CAF in the event of the absence or incapacity of the CDS; and
- e. the Judge Advocate General (JAG) who acts as the legal advisor to the Governor General, the MND, DND and the CAF in matters relating to military law and who has the superintendence of the administration of military justice in the CAF;<sup>5</sup>

## MINISTERIAL AUTHORITIES

The *NDA* grants authorities to the MND in relation to several matters:

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<sup>4</sup> *Ibid* section 7. The statutory responsibilities of the DM are found largely under the *Financial Administration Act*, the *Public Service Employment Act*, the *Public Service Labour Relations Act*, their regulations, Treasury Board policies, and the other Acts that apply to the federal public administration.

<sup>5</sup> Section 10.1 provides that the JAG's role as legal advisor is not in derogation of the authority of the Minister of Justice and Attorney General of Canada under the *Department of Justice Act*. A 2000 Letter of Agreement between DND and DoJ and a 2011 Letter from MND to the DM and CDS delineate the respective roles and responsibilities of JAG and the DND/CF LA in the provision of legal advice to the MND, the DND and the CAF.





- a. **Regulations.** The MND may make regulations for the organization, training, discipline, efficiency, administration and good governance of the CAF, and generally for carrying out the purposes and giving effect to the provisions of the *NDA* – except matters expressly placed within the regulation-making authority of the Governor in Council or Treasury Board or for which the Governor in Council has already made regulations;<sup>6</sup>
- b. **Organization.** The MND may make orders to organize the elements of the CAF, authorize the formation of cadet organizations and prescribe the manner in which DND/CAF education institutions are governed and administered;
- c. **Honourary Appointments and Honourary Rank.** The MND, on the CDS's recommendation, may appoint an honourary colonel or lieutenant-colonel,<sup>7</sup> or may grant honourary rank to a person;<sup>8</sup>
- d. **Military Grievances.** The MND may authorize a Vice-Chairperson of the MGERC to exercise the powers and perform the duties and functions of the Chairperson, in the event of an absence or incapacity of the Chairperson (*NDA* s. 29.17(2));
- e. **Military Police.** The MND may authorize a member of the MPCC to exercise the powers and perform the duties and functions of the MPCC Chairperson, in the event of the absence or incapacity of the Chairperson (*NDA* s. 250.11(2));
- f. **Boards of Inquiry.** The MND may convene a Board of Inquiry to investigate and report on any matter connected with the governance, discipline, administration or functions of the CAF or affecting any CAF member (*NDA* s. 45(1));
- g. **Military Justice system responsibilities include:**
  - appointing the Director of Military Prosecutions and the Director of Defence Counsel Services (*NDA* s. 165.1 and s. 249.18(1));
  - taking certain actions regarding a person's petition for a new trial (*NDA* s. 249.16);
- h. **Domestic Operations.** The *NDA* states that, for the purpose of training the CAF, the MND may:

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<sup>6</sup> *Ibid*, subsection 12(2) and section 13.

<sup>7</sup> This appointment may be for a unit, element, combination of elements or an organization of officers and non-commissioned members. This appointment does not cause the appointed person to become a member of the CAF; confer any right of command or involve any expenditure of public funds beyond travel and living expenses.

<sup>8</sup> Honourary rank may be granted to a person who has rendered distinguished service to the CAF or who, from an educational or administrative point of view, is likely to promote the general efficiency of the CAF. The grant of an honourary rank does not cause the person to become a member of the CAF; confer any right of command or involve any expense to the public, unless the MND on the recommendation of the CDS otherwise directs.



- authorizing military exercises or movements (“manoeuvres”) over and on such parts of Canada and during such periods as are specified (*NDA* s. 257);
- authorizing the CAF to perform any duty involving public service (*NDA* s. 273.6(1));
- on the request of another federal Minister, authorizing the CAF to provide assistance in respect of any law enforcement matter (*NDA* s. 273.6(2));
- providing directions regarding the CDS’ response to a provincial attorney general’s requisition for CAF assistance to suppress or prevent a riot or disturbance (*NDA* s. 278);

**Note:** All international deployments and employment of CAF must find authority in both international and domestic law. In the case of all international (and some domestic) deployments, the domestic legal authority will flow from the exercise of Crown Prerogative in respect of national defence and national security. The manner in which the Governor-in-Council exercises the prerogative will depend upon the circumstances. In some cases, a deployment decision will be made by Cabinet, in others by the Prime Minister or MND alone – each international deployment will be factually dependent with factors such as the size and scale of the deployment being considered in determining the appropriate authority.

- i. **Communications Security Establishment:**
  - issuing written directions to the Chief of the CSE respecting the carrying out of the Chief’s duties and functions (*NDA* s. 273.62(3));
  - for the purposes of obtaining foreign intelligence or protecting Government of Canada computer systems, authorizing the CSE to intercept private communications (*NDA* s. 273.65);
- j. **Offences triable by civil courts.** Authorizing the prosecution of the offence of unlawful usage of the CAF picture or mark in advertising, trade or service after having been requested to cease such unlawful usage (*NDA* s. 291).

**STRUCTURE OF THE NATIONAL DEFENCE ACT**

- a. **Part I** of the *NDA* establishes the Department of National Defence, provides for the appointment of the Minister of National Defence, the Deputy Minister and the Judge Advocate General, and sets out the regulation-making authorities of the GiC, MND and Treasury Board, as mentioned above. Part I also deals with the sale or disposal of materiel that has not been declared surplus and is not immediately required for the use of the CAF or for any other purpose under the *NDA*.
- b. **Part II** of the *NDA* names the CAF and provides for the appointment of the CDS. It provides for numerous matters relating to the functioning and governance of the CAF including enrolment, promotion, release, active service, non-public property, pay and allowances, service estates and boards





of inquiry. Part II also deals with grievances and establishes the MGERC, which is mandated to provide findings and recommendations on defined types of grievances to the final authority in the CAF grievance process, the CDS or his delegate.

- c. **Part III** of the *NDA* is the Code of Service Discipline (CSD). The CSD sets out the foundation of the Canadian military justice system including disciplinary jurisdiction, service offences,<sup>9</sup> punishments, powers of arrest, organization and procedures of service tribunals, appeals, and post-trial review.
- d. **Part IV** of the *NDA* deals with complaints about or by military police. It establishes the right to make complaints about the conduct of military police, and the right of military police to make complaints about improper interference with an investigation. It establishes the MPCC, and it sets out the roles and responsibilities of the CAF Provost Marshal (CFPM) and the MPCC in receiving, reviewing and responding to complaints.
- e. **Part V** is entitled "Miscellaneous Provisions having General Application." It includes the above-noted Ministerial powers to authorize military manoeuvres in Canada, to authorize the CAF to perform any duty involving public service, and to authorize CAF assistance in federal law enforcement matters.
- f. **Part V.1** of the *NDA* constitutes the CSE as part of the federal public administration, provides for the appointment by the Governor in Council of a supernumerary judge or a retired judge of a superior court as the Commissioner of the CSE, sets out the duties of the Commissioner, establishes the CSE mandate and sets out conditions in respect of ministerial authorizations to intercept private communications.
- g. **Part VI** of the *NDA* governs CAF service in aid of the civil power. The CAF, or any part of it, is liable to be called out for service in aid of the civil power. This can happen if, in the opinion of the Attorney General of an affected province, there is a riot or disturbance of the peace that occurs or is likely to occur and is beyond the powers of the civil authorities to suppress, prevent or address.
- h. **Part VII** of the *NDA* prescribes certain offences, relating to the defence of Canada, which are capable of being committed by members of the public as well as by CAF members and which are triable by civil courts.

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See section 2 "Service offence means an offence under this Act, the Criminal Code, or any other Act of Parliament, committed by a person while subject to the Code of Service Discipline"



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**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## THE DEFENCE PORTFOLIO

### ISSUE

- To provide an overview of Defence portfolio organizations.

### STRATEGIC OVERVIEW

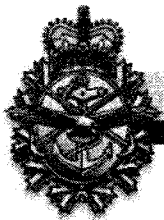
- In addition to the Department of National Defence and the Canadian Armed Forces, the Defence portfolio includes a number of separate but related organizations:
  - Communications Security Establishment (CSE) and the Office of the CSE Commissioner;
  - the Military Grievances External Review Committee;
  - the Military Police Complaints Commission;
  - the Office of the Chief Military Judge; and
  - the Office of the Department of National Defence and Canadian Forces Ombudsman.

### Communications Security Establishment (CSE)

- The mandate of Communications Security Establishment, as outlined in the *National Defence Act*, is to:
  - provide foreign intelligence in accordance with Government of Canada intelligence priorities;
  - provide advice, guidance and services for the protection of electronic information and information infrastructure of importance to the Government of Canada; and
  - provide technical and operational assistance to federal law enforcement and security agencies in the performance of their lawful duties.
- CSE was established as a stand-alone Agency within the National Defence portfolio through an Order in Council, on 16 November 2011. The Chief of CSE is Deputy Head and Accounting Officer and reports directly to the Minister. The position is currently held by Greta Bossenmaier.

### Office of the CSE Commissioner

- The activities of CSE are reviewed by the Commissioner of CSE, an independent supernumerary or retired judge and Governor-in-Council appointee, to ensure that they are in compliance with the law and that CSE takes measures to protect the privacy of Canadians and persons in Canada.







- The current Commissioner is the Honourable Jean-Pierre Plouffe. Mr. Plouffe reports his findings to the Minister of National Defence in an annual public report, which the Minister is responsible for tabling in Parliament, and in periodic classified reports.

### **Military Grievances External Review Committee**

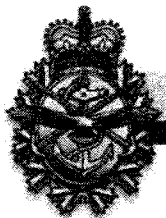
- The Military Grievances External Review Committee is an independent administrative tribunal reporting to Parliament through the Minister of National Defence. The Committee reviews military grievances referred to it pursuant to section 29 of the National Defence Act and provides findings and recommendations to the Chief of the Defence Staff, who is the final authority in the grievance process.
- Bruno Hamel has been the Chairperson of the Committee since 2009. Committee members are Governor-in-Council appointees. The Committee currently includes four members: the full-time Chairperson and Vice-Chairperson, a part-time Vice-Chairperson, and a Committee Member.

### **Military Police Complaints Commission**

- The Military Police Complaints Commission (MPCC) is an independent administrative tribunal reporting to Parliament through the Minister of National Defence. The Commission is responsible for reviewing and investigating complaints about military police conduct. It also investigates allegations of interference in military police investigations. Additionally, the MPCC conducts public interest investigations and hearings when deemed in the public interest.
- The Commission Chairperson is appointed by the Governor-in-Council. Hilary McCormack, the current Chairperson, assumed her duties as Commission Chairperson on October 5, 2015. The Commission currently has four part-time Commission Members.

### **The Office of the Chief Military Judge**

- The Office of the Chief Military Judge (CMJ) is an independent unit of the Canadian Armed Forces established in 1997, created outside of the chain of command to ensure judicial independence.
- The Office of the CMJ provides military judges to preside at courts martial and other judicial proceedings. It also administers the convening of courts martial, the appointment of members of General Courts Martial, and the provision of court reporting and transcription of the proceedings of courts martial and other judicial hearings.





- The CMJ is appointed by the Governor-in-Council. The current Chief Military Judge is Colonel Mario Dutil.

### **The Department of National Defence and Canadian Forces Ombudsman**

- The Ombudsman is mandated to investigate and make recommendations to improve the overall well-being of members of the defence community. He acts as a direct source of information, referral and education for members of Canada's defence community. The Ombudsman's Office is also responsible for reviewing and investigating complaints from constituents who believe they have been treated improperly or unfairly by the Department of National Defence or the Canadian Armed Forces.
- The Ombudsman is accountable and reports directly to the Minister of National Defence. She or he is appointed by the Governor-in-Council, and is independent of senior civilian management and the military chain of command. The current Ombudsman is Gary Walbourne, appointed in March 2014.

## INTEGRATED NATIONAL DEFENCE HEADQUARTERS

### ISSUE

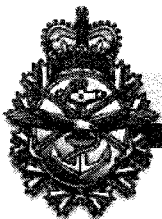
- The Minister of National Defence (MND) is supported by an integrated National Defence Headquarters (NDHQ), collectively identified as the Department of National Defence (DND) and the Canadian Armed Forces (CAF), which effectively executes the Defence mandate as directed by the Government of Canada.

### BACKGROUND

- An integrated NDHQ was established in 1972 to provide advice to the Minister of National Defence and leadership to the CAF and DND, in which military and civilian personnel would work side by side in the management of Canada's defence activities.
- This structure leverages the complementary skills of civilian and military staffs to carry out the business of the two organizations. This unique organizational construct provides a foundation for an effective accountability framework.
- To achieve effectiveness, some headquarters functions such as those of the Chief Financial Officer and those corporate administrative functions related to military personnel management, are organized into areas that are led by a senior advisor, usually – but not always – at the Assistant Deputy Minister level or military equivalent, who has been delegated authority in specific areas. The complete organizational chart for National Defence can be found at **Tab 4b**, and biographies of the senior leadership of the organization are enclosed at **Tab 4c**.

### DISCUSSION

- The integrated NDHQ supports the DM and CDS collectively in:
  - providing well-considered and coordinated advice to the Minister and Cabinet on defence issues, CAF matters and related Government priorities, policies and programs;
  - ensuring that the military tasks and defence activities ordered by the Minister and Cabinet are carried out promptly, effectively and efficiently;
  - providing a cost-effective organization for the acquisition and provision of materiel and other resources to the CAF;
  - ensuring that government-wide policies, regulations, practices and standards are followed in the management of Defence; and
  - providing assistance to the Minister in consulting and informing Parliament and Canadians and in advancing Canada's defence relations and other interests.





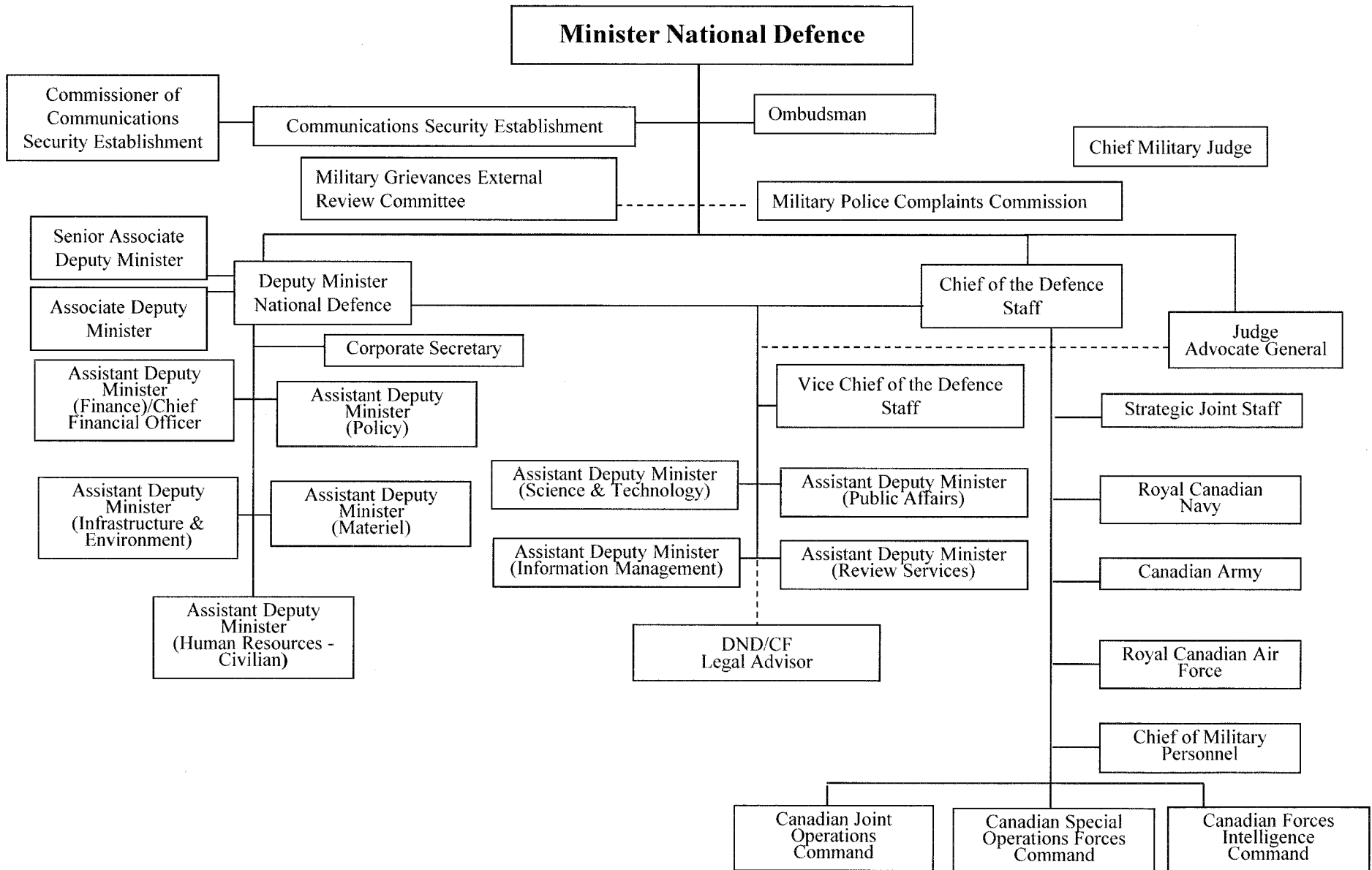
- As part of the integrated headquarters, senior advisors have direct accountabilities to their superior (DM or CDS) for their assigned responsibilities.
- The responsibility of military staff for the exercise of financial, administrative or civilian human resources authorities does not mean that the DM may issue orders to military personnel; nor does the issuing of directives by the DM "civilianize" members of the CAF. It means that the DM has the authority to:
  - delegate to both civilian and CAF personnel the exercise of certain administrative or other authorities;
  - give direction on how those authorities are to be exercised; and
  - hold military and civilian personnel accountable through their supervisory chain for the exercise of these delegated authorities.
- Similarly, the responsibility of DND civilian employees to support the CDS does not put them in the military chain of command. It means that they must respond to his requirements for advice and support. Specifically, it means that the CDS has the authority to:
  - require senior civilian advisors and their staffs to provide advice on matters within their purview;
  - call upon civilians in NDHQ and elsewhere to provide support to those in the military chain of command; and
  - hold them accountable through their supervisory chain for the manner in which they have executed these duties.
- All personnel are accountable to their superiors for the authorities that those superiors, or a higher authority, have bestowed upon them. Both military and civilian personnel can occupy positions in the integrated structure of authority and accountability that operates within NDHQ. Only military personnel, however, can be in the military chain of command.
- In accordance with the *National Defence Act*, the Vice Chief of the Defence Staff (VCDS), in the absence or incapacity of the CDS, has the control and administration of the CAF.
- On behalf of the DM and CDS, the mandate of the VCDS is also to coordinate and, when appropriate, direct the activities necessary to ensure departmental defence policy and strategic objectives are achieved. In executing the role of Chief of Staff (COS) of Defence, the VCDS has both a coordinating and a directive role in his relationship with all senior advisors. In addition, the VCDS is also assigned functional authorities, including but not limited to joint capability based planning and programme management, and responsibilities over a large and varied portfolio.





- Like the complementary roles of the DM and CDS, many senior advisors share responsibilities and interests in certain areas, such as policy development, resource stewardship, capability development, and security. These shared interests are not unique to the civilian-military relationship, and are unavoidable in the large and diverse structure found within Defence. In addition to the vertical accountability they have to their superior, senior advisors have horizontal accountabilities: authorities and responsibilities are distributed in such a way that they are responsible for supporting each other to achieve programme outcomes.





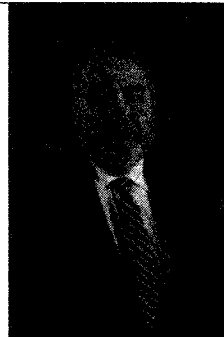
## Department of National Defence Senior Management – Photo Book



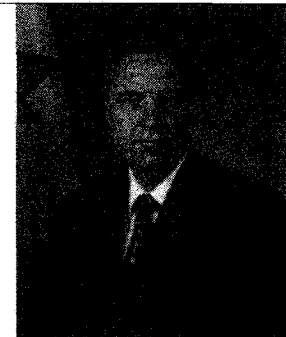
**JOHN FORSTER**  
Deputy Minister



**GENERAL J.H. VANCE, CMM,  
MSC, CD**  
Chief of Defence Staff



**BILL JONES**  
Senior Associate Deputy  
Minister



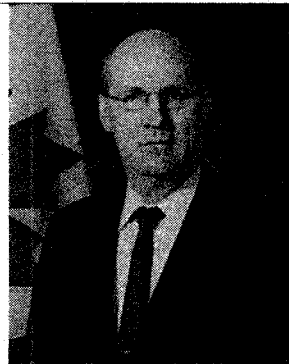
**JOHN TURNER**  
Associate Deputy Minister



**LIEUTENANT-GENERAL GUY  
R. THIBAUT, CMM, MSC, CD**  
Vice Chief of Defence Staff



**MAJOR-GENERAL  
C.A. LAMARRE, OMM, CD**  
Director of Staff, Strategic  
Joint Staff



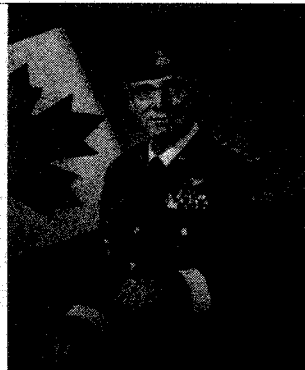
**GORDON VENNER**  
Assistant Deputy Minister  
(Policy)



**PATRICK FINN**  
Assistant Deputy Minister  
(Materiel)



**VICE-ADMIRAL M.A.G.  
NORMAN, CMM, CD**  
Commander Royal Canadian  
Navy



**LIEUTENANT-GENERAL  
J.M.M. HAINSE, CMM, MSC, CD**  
Commander Canadian Army



**LIEUTENANT-GENERAL  
M.J. HOOD, CD**  
Commander Royal Canadian  
Air Force



**LIEUTENANT-GENERAL C.T.  
WHITECROSS, OMM, CD**  
Chief of Military Personnel



**LIEUTENANT-GENERAL S.J. BOWES, CMM, MSC, MSM, CD**  
Commander Canadian Joint Operations Command



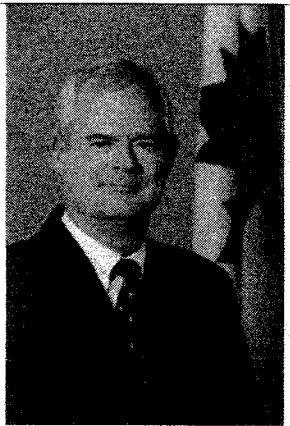
**MAJOR-GENERAL P.F. WYNNYK, CMM, MSM, CD**  
Commander Canadian Forces Intelligence Command / Chief of Defence



**BRIGADIER-GENERAL M.N. ROULEAU, OMM, MSC, CD**  
Commander Canadian Special Operations Forces Command



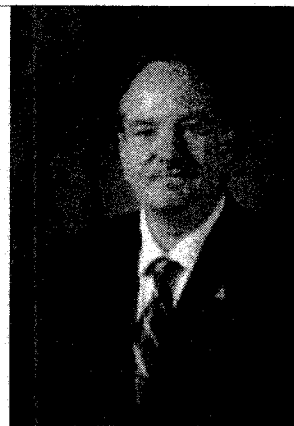
**CLAUDE ROCHETTE, CPA, CMA**  
Assistant Deputy Minister (Finance & Corporate Services) & Chief Financial Officer



**JAIME W. PITFIELD**  
Assistant Deputy Minister (Infrastructure and Environment)



**KIN CHOI**  
Assistant Deputy Minister (Human Resources - Civilian)



**LEONARD (LEN) J. BASTIEN**  
Assistant Deputy Minister (Information Management)



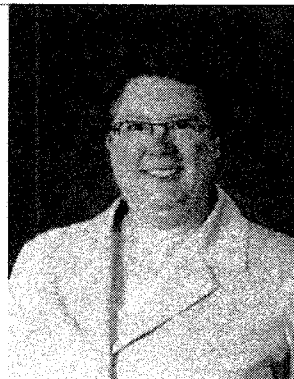
**DR. MARC FORTIN**  
Chief Executive Officer and Assistant Deputy Minister (Science and Technology)



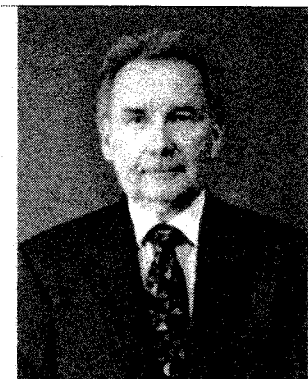
**AMIPAL MANCHANDA**  
Chief of Review Services / Assistant Deputy Minister (Review Services)



**MAJOR-GENERAL BLAISE CATHCART, OMM, CD, QC**  
Judge Advocate General

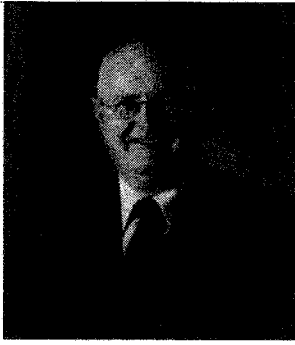


**LEIGH TAYLOR**  
DND/CAF Legal Advisor



**EDISON STEWART**  
Assistant Deputy Minister (Public Affairs)





**LARRY SURTEES**  
**Corporate Secretary**



**JOHN FORSTER**

**Deputy Minister**

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### **Professional Experience**

Mr. Forster was appointed Deputy Minister of the Department of National Defence (DND) effective February 2, 2015.

Mr. Forster served as Deputy Head and Chief of the Communications Security Establishment Canada (CSEC) from 2012-2015.

Prior to his appointment as Chief, CSEC, Mr. Forster served as the Associate Deputy Minister of Infrastructure from 2009 to 2012, where he oversaw the design and delivery of many of the Government's infrastructure stimulus programs under its Economic Action Plan. He joined Infrastructure Canada in 2006 as the Assistant Deputy Minister of Policy and Communications, and was responsible for policy development, communications and research and oversaw the launch of the Building Canada Plan.

Previous to his tenure with Infrastructure Canada, Mr. Forster was the Associate Assistant Deputy Minister for Safety and Security at Transport Canada where he developed a transportation security strategy and focused on transportation security issues in aviation, rail, transit and marine modes. Previously he worked in various departments where he held a number of responsibilities in transportation, environmental policy and natural resource development.

### **Education**

Mr. Forster has a Bachelor of Science from the University of Toronto and a Master of Business Administration from York University. He has completed studies in environmental economics at Harvard.



**GENERAL J.H. VANCE, CMM, MSC, CD**  
**Chief of Defence Staff**

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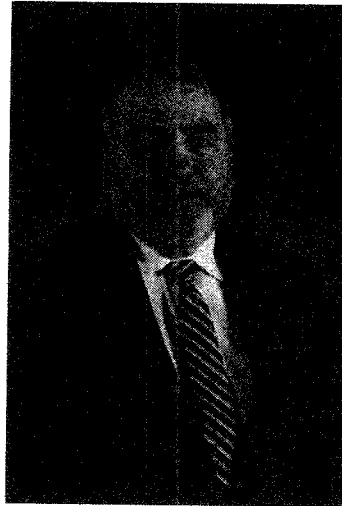
General Jonathan H. (Jon) Vance was born on 3 January 1964 in Kingston, Ontario and grew up in a military family. He started uniformed life at the age of 13 as an army cadet in Lahr, Germany. General Vance joined the Canadian Armed Forces in 1982 and was commissioned as an infantry officer into The Royal Canadian Regiment in 1986 following his graduation from Royal Roads Military College (RRMC). General Vance has served in Canada, Germany and on UN Peacekeeping operations with the 1st, 2nd and 3rd Battalions, The Royal Canadian Regiment, and has commanded at all levels within the field force from platoon commander to brigade commander and in combat operations as a Joint Task Force Commander.

His early command and staff experiences included commanding Combat Support Company and The Duke's Company in 1RCR, and serving on the VCDS strategic planning staff as a major and lieutenant-colonel. From 2001 until 2003 General Vance commanded Second Battalion, The Royal Canadian Regiment in Gagetown, New Brunswick. He commanded 1 Canadian Mechanized Brigade Group in Edmonton from 2006 to 2008 and subsequently deployed as Commander Joint Task Force Afghanistan and Task Force Kandahar in 2009 and again in 2010.

Following his tours in Afghanistan, General Vance served in Army headquarters as Chief of Staff Land Strategy and as Director of the Strategic Joint Staff in National Defence Headquarters. He completed a tour as Deputy Commander, Allied Joint Force Command Naples in July 2014 before assuming the position as Commander Canadian Joint Operations Command in September of the same year.

General Vance was promoted to his current rank and formally appointed as the Canadian Armed Forces Chief of the Defence Staff in July 2015.

General Vance is a graduate of the Canadian Forces Staff School, the UK Combined Arms Tactics Course, the Canadian Army Staff College, the Canadian Forces Command and Staff Course, the Advanced Military Studies Course and the Coalition Forces Land Component Command Course. He holds a Bachelor of Arts Degree in Military and Strategic Studies from Royal Roads Military College, and a Master of Arts Degree in War Studies from RMC. His decorations include the Order of Military Merit in the rank of Commander, the Meritorious Service Cross with bar and a Mentioned-in-Dispatches. In 2011, he was awarded the Vimy Award for his contributions to Canadian defence and security and, in 2013, was appointed a Distinguished Fellow of New Westminster College.



**BILL JONES**

**Senior Associate Deputy Minister**

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**Career Profile**

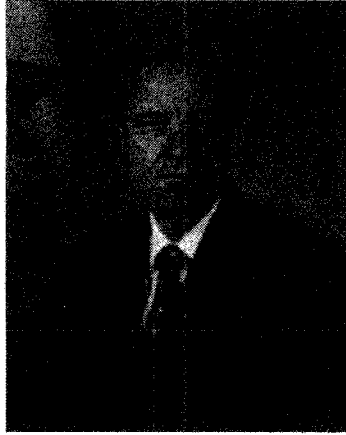
Mr. Jones has served as Senior Associate Deputy Minister of National Defence since July 2014. In this capacity, he supports the Deputy Minister in managing issues related to space, cyber, the arctic, science and technology, infrastructure and real property, civilian human resources, military personnel and veterans, finance, internal audits and evaluations, as well as other responsibilities as assigned by the Deputy Minister. He is also the departmental Champion of Awards and Recognition.

Previously, Mr. Jones served as Deputy Commissioner of Revenue at the Canada Revenue Agency (2011 to 2014), and as Assistant Deputy Minister for Pensions and Benefits at the Treasury Board Secretariat from (2009 to 2011).

Before moving to Ottawa to join the Federal Public Service in 2009, Mr. Jones lived in the province of Saskatchewan, where he occupied a number of positions in the Ministry of Finance between 1978 and 1999, including Deputy Minister of Finance and Secretary to the Treasury Board from 1995 through 1999. From 1999 through 2008, he was employed as Vice-President, Corporate and Financial Services and Chief Financial Officer of the Saskatchewan Power Corporation, and served as chair of the Saskatchewan Pension Plan.

**Education**

Mr. Jones holds Bachelor's and Master's of Arts degrees in Economics from the University of Guelph.



**JOHN TURNER**  
**Associate Deputy Minister**

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### **Education**

Master of Strategic Studies, U.S. Army War College, Carlisle, Pennsylvania  
Master of Business Administration, Queen's University, Kingston, Ontario  
Bachelor of Engineering Management, Royal Military College of Canada

### **Professional Experience**

February 2015 to Present: Associate Deputy Minister, National Defence  
2012 – 2015: Assistant Deputy Minister, Materiel, National Defence  
2008 – 2012: Assistant Deputy Minister, Information Management, National Defence  
2007 – 2008: Regional Deputy Commissioner, Atlantic, Correctional Service of Canada  
2005 – 2007: Executive Director, Security and Justice Division, Treasury Board Secretariat  
2004 – 2005: Director General, Strategic Planning, Business Integration and Shared Services, Public Works and Government Services Canada  
2003 – 2004: Commander, Canadian Forces Joint Operations Group, Canadian Armed Forces  
2002 – 2003: Special Assistant to the Deputy Chief of Defence Staff, Canadian Armed Forces  
2000 – 2002: Director Defence Analysis, Office of the Vice Chief of the Defence Staff, Canadian Armed Forces

Responsible to the Deputy Minister of the Department of National Defence for files related to procurement, information management and technology, defence renewal, search and rescue, and other files as may be assigned by the Deputy Minister.



**LIEUTENANT-GENERAL GUY R. THIBAULT, CMM, MSC, CD**

**Vice Chief of the Defence Staff**

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Lieutenant-General Guy Thibault joined the Canadian Forces in 1978 and completed a Bachelor of Science degree in Mathematics and Physics at the Royal Military College. Upon completion of Army Signal Officer training in Kingston, he served in various operational capacities within the Special Service Force in Petawawa as well as 4 Canadian Mechanized Brigade Group, and Canadian Forces Europe in Lahr, West Germany.

He has held a wide range of command and staff appointments within the Army, and at National levels including assignments in the National Defence Operations Centre, Communications Security, Signals, Training and Doctrine and various positions within the Defence Information Services Organization and the Information Management Group including command of 79 Communications Regiment providing strategic communications for CF deployments world-wide. He also served as the Executive Assistant to the Vice Chief of the Defence Staff and in 2001 upon promotion to Colonel he led the DND/CF Information Management Strategic Review under the authority of the Associate Deputy Minister.

In 2002, he was appointed Commander, Canadian Forces Base Kingston prior to deploying in early 2004 with the NATO-led International Security Assistance Force in Afghanistan. Upon return from ISAF, he attended full time postgraduate studies and completed a Master's degree of Public Administration (Management) from Dalhousie University. He is a graduate of the Land Forces Command and Staff College, the Canadian Forces Staff College and the National Security Studies Program.

As a General Officer, he has served as Commander Land Force Central Area - Joint Task Force Central Region; Deputy Commander Canadian Army - Assistant Chief of the Land Staff; as well as the Canadian Forces J6 and Chief of Staff for ADM (Information Management). In this latter capacity, he also assumed the role as Branch Leader for the Canadian Forces Communications and Electronics Branch.

Upon promotion to Lieutenant-General in 2011, he served as the first Chairman of the Inter-American Defense Board (IADB) in Washington, DC. This international organization is an entity

of the Organization of American States and is the oldest regional defense cooperation organization in the world.

Lieutenant-General Thibault assumed the duties of Vice Chief of the Defence Staff (VCDS) in September 2013, and as such serves as the second in command of the Canadian Armed Forces, Commander of the VCDS Group and is responsible and accountable to the Chief of the Defence Staff and the Deputy Minister to coordinate and direct activities to ensure departmental defence policy and strategic objectives are achieved.



**MAJOR-GENERAL CHARLES A. LAMARRE, OMM, CD**

**Director of Staff – Strategic Joint Staff**

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Major-General Lamarre joined the Canadian Forces from Calgary, AB, in June 1981. During his career, he has commanded at the Platoon, Company, Battalion and Formation level. He has also served as a G4, the officer within a Headquarter responsible for logistics, at the District, Brigade, and Area level, and is a former G4 of the Canadian Army. His most recent operational tour was as Commander, Joint Task Force Afghanistan, Mission Transition Task Force. The Task Force was responsible for enabling the transition to Canada's Training Mission in Kabul, and the closure of OPERATION ATHENA, Canada's extensive commitment in Southern Afghanistan. Other operational tours include Croatia and Bosnia, and Afghanistan. After serving as Director General Operations at the Strategic Joint Staff at National Defence Headquarters in Ottawa, he was promoted to his present rank in May 2014, and appointed Deputy Commander (Expeditionary Operations) at the Canadian Joint Operations Command. In June 2015, he was appointed to his current as Director of Staff, Strategic Joint Staff.

Major-General Lamarre is a graduate of the Royal Military College (RMC) in Kingston, Command and Staff College Toronto, and of the Industrial College of the Armed Forces, National Defence University (NDU), Washington, D.C. He holds a Masters' Degrees in Defence Studies (RMC) and a Masters' of Science in National Resource Management (NDU).





**GORDON VENNER**  
**Assistant Deputy Minister (Policy)**

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Gordon Venner joined the Department of National Defence in July 2014, where he is currently the Assistant Deputy Minister (Policy).

Prior to assuming his current duties, he was Assistant Deputy Minister, G8 Sous-Sherpa and APEC Senior Official, at Foreign Affairs, Trade and Development Canada.

Previously, he has held the following positions within the Government of Canada: Assistant Deputy Minister for the Middle East, Maghreb and Afghanistan in the Department of Foreign Affairs and International Trade; Assistant Secretary to the Cabinet for Foreign and Defence Policy in the Privy Council Office; Director General of the Middle East and North Africa Bureau at the Department of Foreign Affairs and International Trade. He has also served as Director of the International Economic Relations Division at the Department of Foreign Affairs and International Trade where he was responsible for G8, APEC, and OECD issues.

From 2004 to 2006, he served as Canadian Ambassador to Iran. From 1996 to 2000 he was Counsellor at the Canadian Mission to the European Union.

Mr. Venner holds a Master's degree from the London School of Economics and a Bachelor's degree from the University of Western Ontario.



**PATRICK FINN**  
**Assistant Deputy Minister (Materiel)**

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During his thirty-five year career in the Canadian Armed Forces, Patrick Finn developed expertise in leadership and management in the domain of materiel readiness for operations, and in complex project management. After serving in various ships and submarines, Pat worked in various acquisitions and modernization projects for the Royal Canadian Navy, and subsequently provided oversight for projects in all branches of Canada's military.



**VICE-ADMIRAL Mark A.G. NORMAN, CMM, CD**

**Commander Royal Canadian Navy**

The eldest son of an army officer and grandson of a First War veteran, Vice-Admiral Norman completed his schooling in Kingston, Ontario. Having originally joined the Naval Reserve as a Diesel Mechanic at HMCS CATARAQUI in 1980, he transferred to the regular force as a Sub-Lieutenant in 1985.

A specialist in Above Water Warfare, his experience at sea includes a variety of appointments the most notable of which are the commissioning and maiden operational deployment of HMCS HALIFAX, Executive Officer of HMCS IROQUOIS, Commanding Officer of HMCS ST. JOHN'S and Commander Canadian Fleet - Atlantic.

His staff experiences reflect a mix of both naval and joint appointments in fields such as analysis & tactical development, capability requirements, training and education, operational and strategic planning, and change management. He has held key senior appointments on the Naval Staff, Strategic Joint Staff, in the Vice Chief of Defence Staff organization, as Assistant Chief of Transformation, and most recently as Assistant Chief of the Naval Staff/Deputy Commander of the RCN.

Vice-Admiral Norman is a graduate of Queen's University with a degree in Economics, the Operations Room Officer and Above Water Controller Courses, the Canadian Forces Command and Staff Course, the National Security Studies Program at the Canadian Forces College in Toronto, and most recently he completed the US Capstone and Pinnacle Programs.

Vice-Admiral Norman was promoted to his current rank to become Chief of the Naval Staff and Commander Royal Canadian Navy in June 2013. As the 34th custodian of a 105-year-old institution, he is supporting the CDS' four command priorities by leading the RCN to: ensure continued excellence in operations; enable the transition to the future fleet; evolve the RCN's business around Defence Renewal; and energize the entire RCN team and friends of the Navy around the RCN's essential purpose and bright future.

When not working, he spends his time with family and friends, working in the garage, alpine skiing, losing golf balls, and trying to maintain a reasonable level of physical fitness.



**LIEUTENANT-GENERAL J.M.M. HAINSE, CMM, MSC, CD**

**Commander Canadian Army**

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Lieutenant-General Marquis Hainse enrolled in the Canadian Armed Forces in 1977 and was commissioned into the Royal 22e Régiment in August 1980.

His operational postings began in 1980 with the 2nd Battalion Royal 22e Régiment in Quebec City. He served on five operational missions abroad and participated in two domestic operations, namely Oka and the 1998 ice storm. He also held diverse command appointments at every rank level. In 1996, he assumed command of the 1st Battalion Royal 22e Régiment in Port-au-Prince, Haiti. In April 2002, he served as Commander of the Bosnia-Herzegovina Task Force and on 2 September 2004, he became the 21st commander of 5 Canadian Mechanized Brigade Group. In 2007, he served in Southern Afghanistan as Deputy Commander Regional Command South (a NATO British led multinational Division). He assumed Command of Land Force Doctrine and Training System in May 2008.

Lieutenant-General Hainse also filled many staff positions. At National Defence Headquarters (NDHQ) in Ottawa, he was a staff officer for the Vice Chief of the Defence Staff and aide-de-camp to the Chief of the Defence Staff. In the summer of 2001, he held the position of Chief of Staff of Land Force Quebec Area. He was transferred back to NDHQ as J3 International in the fall of 2002. In July 2006, he was appointed Chief of Staff of Canada Command in Ottawa. In August 2010, he was appointed as Chief of Programme at National Defence Headquarters in Ottawa. He subsequently spent two years in Italy as the Deputy Commander Allied Joint Force Command Naples.

He was involved in training and education on three different occasions: in 1984 at the Infantry School in Gaagetown, in 1994 at the Royal Military College in Kingston, Ontario, as Director of Cadets, and in 2008 as Commander of Land Force Doctrine and Training System, where he oversaw all aspects of training of the Canadian Land Force.

Lieutenant-General Hainse has pursued professional development at the Land Force Command and Staff College in Kingston and at the Canadian Forces Command and Staff College in Toronto. On completion of Battalion Command in 1999, he undertook a master's program at the École nationale d'administration publique (ÉNAP) in Quebec City. He holds a Master's degree in Public Administration and an advanced graduate diploma (DESS) in International Management Studies.

Lieutenant-General Hainse assumed command of the Canadian Army in July 2013.



**LIEUTENANT-GENERAL M.J. HOOD, CD**

**Commander Royal Canadian Air Force**

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Lieutenant-General Michael Hood began his military career in the Infantry as a Guardsman with the Canadian Grenadier Guards before enrolling in the Regular Force and receiving his Air Combat Systems Officer Wings in 1988.

Most of his subsequent flying career was spent in the Tactical Airlift role on the mighty CC130 Hercules, as well as a tour as an Electronic Warfare Officer on the T-33 and CC-144 Challenger.

Lieutenant-General Hood was previously the Commanding Officer of both 429 and 436 Tactical Airlift Squadrons and served as the Commander of 8 Wing Trenton from 2007-2009.

His staff tours include Aide-de-Camp to the Governor General, a member of the Directing Staff at the United States Air Force Command and Staff College, desk officer within J3 International in the Deputy Chief of the Defence Staff Group, as well as the J5 Plans upon the stand-up of Canadian Expeditionary Force Command Headquarters in January 2006.

Following general officer assignments in Ottawa as Director General Air Force Development, Deputy Director General of International Security Policy, Deputy Commander of the Royal Canadian Air Force and then Director of Staff, Strategic Joint Staff, he was promoted to his current rank of Lieutenant-General and took Command of the RCAF on 9 July 2015. He is a graduate of Canada's National Security Program as well as the United States Air Force Command and Staff College, and holds a Masters Degree in International Relations from Auburn University in Alabama, and an undergrad from the Royal Military College of Canada.

In his spare time, he is a keen, if uninspiring golfer and also a middle-of-the-pack age-grouper in triathlon.



**LIEUTENANT-GENERAL C. WHITECROSS, OMM, MSM, CD**  
**CHIEF OF MILITARY PERSONNEL**

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Lieutenant-General Chris Whitecross enrolled in the Canadian Forces in 1982, joining the Canadian Military Engineers after serving four years with the Cadet Program. Successive postings have taken her from Germany to almost every province in Canada, notably to undertake a range of staff duties such as those of A4 Airfield Engineering Operations at 1 Canadian Air Division, Winnipeg; Executive Assistant to the Chief of the Air Staff at National Defence Headquarters, Ottawa; Director of Infrastructure and Environment Corporate Services for the Assistant Deputy Minister (Infrastructure and Environment); Joint Engineer, Canada Command; and Chief of Staff for Assistant Deputy Minister (Infrastructure and Environment).

Lieutenant-General Whitecross has also performed the duties of G1/G4 for the Force Engineers of the United Nations Protection Force (Yugoslavia) deployed to the Former Republic of Yugoslavia; Wing Construction Engineering Officer, Greenwood; Commanding Officer, 1 Construction Engineering Unit, Moncton; Commander, Joint Task Force (North), Yellowknife; Deputy Commander, Canadian Operational Support Command, Ottawa; DCOS Communications, ISAF HQ, Kabul, Afghanistan; and Canadian Armed Forces Chief Military Engineer at National Defence Headquarters, Ottawa.

Lieutenant-General Whitecross has a Bachelor in Chemical Engineering from Queen's University and a Masters in Defence Studies from the Royal Military College of Canada. She is also a graduate of the Advanced Military Studies Course and the Command and Staff Course, both conducted at the Canadian Forces College. An Officer of the Order of Military Merit (OMM), she was awarded the United States Defense Meritorious Service Medal for her service at ISAF HQ, and the Meritorious Service Medal (United States) for her service as the International Military Sports Council (CISM) Secretary General. Lieutenant-General Whitecross was named one of Canada's Top 100 Most Powerful Women of 2011.

Lieutenant-General Whitecross was promoted to her current rank on 26 May, 2015. In February of that year, she was appointed Commander of the Canadian Forces Strategic Response Team on Sexual Misconduct. She assumed her current duties as Commander, Military Personnel Command, in June 2015.



**LIEUTENANT-GENERAL S.J. BOWES, CMM, MSC, MSM, CD**  
**Commander Canadian Joint Operations Command**

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Lieutenant-General Stephen J. (Steve) Bowes enrolled in the Canadian Forces in 1985. He served in a variety of positions and locations during his formative years, first with the 8th Canadian Hussars (Princess Louise's), and finally with the 12e Régiment Blindé du Canada in Valcartier as a Squadron Commander. Promoted to Lieutenant-Colonel in 2000, he was employed as the G3 of Combat Training Centre (CTC) before taking command of the Armour School in 2003.

Lieutenant-General Bowes was promoted to Colonel in April 2005, and subsequently appointed the first Commander of the Kandahar Provincial Reconstruction Team. He deployed to Kandahar on Operation ARCHER in 2005 under an Operation ENDURING FREEDOM mandate. In May 2006, he was appointed Deputy Commander Standing Contingency Force in Halifax, and participated in the Integrated Tactical Effects Experiment (Sea-Land-Air). In June 2007, he assumed formation command and was appointed Commander CTC, Gaagetown.

Promoted to the rank of Brigadier-General in 2009, he was appointed Deputy Chief of Staff Plans and Projects for the stand-up of the new International Security Assistance Force Joint Command (IJC) Headquarters in Kabul. He returned to Canada in 2010, assumed command of Land Force Atlantic Area and concurrently, Deputy Commander Joint Task Force Atlantic. In June 2011, he was promoted to Major-General and appointed as Commander of Canadian Army Doctrine and Training Centre. In July 2014, he assumed the responsibilities of Chief of Force Development at National Defence Headquarters in Ottawa.

Lieutenant-General S.J. Bowes was promoted to his current rank in 2015 when he assumed command of the Canadian Joint Operations Command.

Lieutenant-General Bowes graduated from Acadia University in 1981 with a Bachelor of Arts in History, and in 1982 with an Honours Bachelor of Arts in Political Science. In 1985, he graduated from Queen's University in Kingston with a Master of Arts in Political Studies. He is also a graduate of the Canadian Land Forces Command and Staff Course, and the Canadian Forces College Command and Staff Course.

Lieutenant-General Bowes is a Commander of the Order of Military Merit and has been awarded the Meritorious Service Cross, the Meritorious Service Medal, the United States Bronze Star and Meritorious Service Medals, and a Commander of the Canadian Army Commendation. He enjoys reading, long walks, and golf, where his "Foot Wedge" is by far his best club.



**MAJOR-GENERAL P.F WYNNYK, CMM, MSM, CD**

**Commander Canadian Forces Intelligence Command / Chief of Defence Intelligence**

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In 1981, after four years as an Army Cadet, Major-General Paul Wynnyk joined the 20th Field Regiment, RCA (Militia) in the rank of Gunner prior to his acceptance under the Regular Officer Training Plan. Studying at both Royal Roads Military College and the Royal Military College of Canada, he was commissioned into the Canadian Military Engineers in 1986.

The majority of the next 13 years was spent on regimental duty in Europe and in Canada. Major-General Wynnyk's command appointments include 1 Combat Engineer Regiment in Edmonton, AB from 1997 to 1999, 1 Area Support Group from 2004 to 2006, and Land Force Western Area/Joint Task Force West (now 3<sup>rd</sup> Canadian Division) from 2010 to 2012. During the latter appointment, he commanded Operations LUSTRE and LYRE, the Canadian Forces responses to the 2011 floods in Manitoba.

Major-General Wynnyk has held a variety of staff assignments. He has served as both the G3 and Chief of Staff of Land Force Western Area, and has undertaken a number of positions at National Defence Headquarters including the J3 Operations desk officer responsible for Canada's military commitment to the Former Yugoslavia, Director General Military Engineering/Chief Military Engineer, and a posting to the Privy Council Office where he was employed as the Senior Defence Advisor and Director of Operations for the Foreign and Defence Policy Advisor to the Prime Minister. Most recently, he was the Deputy Commander of the Canadian Army.

Major-General Wynnyk's overseas assignments include, in addition to four years of service in Germany, tours with the UN Advance Mission in Cambodia (UNAMIC), the UN Transitional Authority in Cambodia (UNTAC), and an assignment as the Canadian Task Force Commander and mission Chief of Operations of the Mission de l'Organisation des Nations Unies en République Démocratique du Congo (MONUC). In March 2009, he was posted to the Combined Security Transition Command - Afghanistan as the Assistant Commanding General responsible for overseeing the development of the Afghan Ministry of Defense and the Afghan National Army.

Major-General Wynnyk is a graduate of the Canadian Forces Command and Staff Course, the



Advanced Military Studies Course, and the National Security Studies Programme. In addition, he holds a baccalaureate in civil engineering, masters degrees in war studies and business administration (international business), and is a registered professional engineer in the province of Alberta. A Commander of the Order of Military Merit and an Officer of the US Legion of Merit, Major-General Wynnyk is also a qualified military parachutist in several countries and a graduate of the French Commando Course. His decorations include the Meritorious Service Medal and the Afghan Baryal Medal (First Class).

Major-General Wynnyk was appointed Commander of the Canadian Forces Intelligence Command and Chief of Defence Intelligence on 7 July 2014.



**Brigadier-General M.N. Rouleau, OMM, MSC, CD**

**Commander Canadian Special Operations Forces Command**

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Born on the 4<sup>th</sup> of July 1967 into a military family, BGen Rouleau grew up in various locations including Montreal, Quebec City, Quetta Pakistan and Ottawa before joining the military in 1985.

General Rouleau's career is roughly evenly split between duty in the Canadian Army, Special Forces and strategic Staff portfolios at defence headquarters. He has commanded Canada's Special Operations Forces Command since February, 2014; responsible to the Chief of the Defence Staff for the provision of kinetic and non-kinetic counter terrorism and special forces effects domestically and around the globe. General Rouleau's service in SOF began in 1994 with Joint Task Force 2 (JTF 2). A badged Special Operations Assaulter, he has commanded from troop to unit including deployed Task forces and teams (Afghanistan, Balkans, Africa).

General Rouleau retired from CAF serving as an Ottawa Police Service emergency response officer from 1999-2002, re-enrolling as a result of the events of 9-11. His decorations include the Governor General's Commendation (Sarajevo 1992) and Meritorious Service Cross (Afghanistan, 2007) and he was inducted as an Officer in the Order of Military Merit in 2013. He has a Bachelor of Arts (political science), a Masters in Defence Studies and a Master of Arts Degree in Security, Defence Policy and Management. He is also a graduate of the Senior Executives in National and International Security program at Harvard University (2015).



## **CLAUDE ROCHETTE**

### **Assistant Deputy Minister (Finance) / Chief Financial Officer**

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Mr. Rochette was appointed Assistant Deputy Minister (Finance) / Chief Financial Officer of National Defence (DND) in January 2015. In this capacity, he serves as the strategic financial advisor to the Deputy Minister and the Investment and Resource Management Committee.

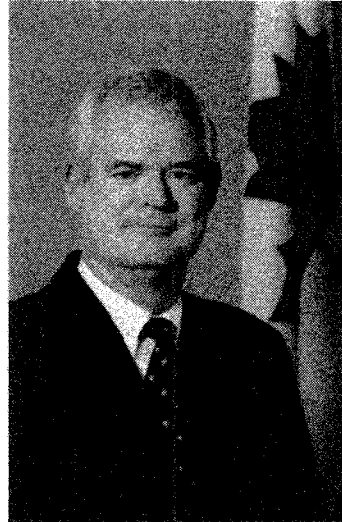
Prior to joining National Defence, Claude was the Vice-President, Comptrollership Branch and Chief Financial Officer at the Canada Border Services Agency (CBSA) from June 2012 to January 2015. In addition to being the strategic financial advisor to the President, Claude was responsible for overseeing the Agency's infrastructure, procurement, contracting, assets and security policies and processes.

From 2010 to 2012, Claude was the Director General of Finance and Chief Financial Officer at the Communications Security Establishment (CSE). He provided strategic financial advice to the Chief and was responsible for procurement, contracting, asset management and business planning.

Claude joined the Canadian Armed Forces in 1984. He served in a number of senior executive positions including senior auditor, Director General Compensation and Benefits, and Commandant of the Canadian Forces Support Unit in Ottawa. Claude retired as the Comptroller of the Canadian Armed Forces and Deputy Chief Finance Officer of National Defence in 2010.

Claude graduated from Laval University with a Bachelor of Arts in Industrial Relations in 1983. He is also a graduate of the Canadian Forces Command and Staff College (2000) and the National Strategic Studies Program (2008). He was accredited as a Certified Human Resources Professional (CHRP) by the Canadian Council of Human Resources Associations in 2003, and awarded his designations as a Certified Management Accountant (CMA) in 2008 and a Professional Logician (PLog) in 2009.

In May 2015, Claude was declared winner of the 2015 *Award of Excellence in Public Sector Financial Management – Financial Leadership (CFO)* awarded by the Chartered Professional Accountants of Canada.



**JAIME W. PITFIELD**

**ASSISTANT DEPUTY MINISTER (INFRASTRUCTURE AND ENVIRONMENT)**

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Mr Pitfield became Assistant Deputy Minister (Infrastructure and Environment) at National Defence in December 2013. Jaime has a wide range of senior management experience in the federal public service, beginning in 1984 when he joined the Department of Regional Industrial Expansion. He served as Assistant Deputy Minister of Corporate and Technology Services at Citizenship and Immigration Canada from 2006-2010 before becoming Chief Financial Officer (CFO) and Vice-President, at the Natural Sciences and Engineering Research Council of Canada (NSERC).

From 1985 to 1990, he left the public service to own and manage two successful companies in residential development and construction.

Since returning to the public service in 1990, Jaime has served in increasingly senior positions at the Department of Supply and Services; Energy, Mines and Resources; Natural Resources Canada (NRCan); the Treasury Board Secretariat of Canada; Industry Canada; Foreign Affairs and International Trade Canada (DFAIT), and Public Works and Government Services Canada. He has been director general of human resources at NRCan, of Communications and Marketing at International Trade Canada (now DFAIT), of Government On-Line at Industry Canada, and of the Government of Canada Marketplace at Public Works and Government Services Canada. He also served as executive director of the Office of Petroleum Price Information at NRCan.

Jaime holds a bachelor's degree in Commerce (accounting) from Saint Mary's University in Nova Scotia.



**KIN CHOI**

**Assistant Deputy Minister (Human Resources - Civilian)**

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On June 22, 2015, Mr. Kin Choi was appointed as ADM(HR-Civ). Prior to joining DND, Mr. Choi was Assistant Deputy Minister of Compliance, Operations and Program Development, Labour Program, at Employment and Social Development Canada.

Mr. Choi was appointed by Governor in Council as Chair of the Canadian Centre for Occupational Health and Safety. He also serves as a director on the Boards of the Ontario Workplace Safety and Prevention Services and the OutCare Foundation.

He was previously Senior Advisor at the Privy Council Office (PCO), Administrative Services Review. Before joining the Privy Council Office, Mr. Choi worked as ADM at Health Canada in the Corporate Services Branch.

Prior to that, Mr. Choi held several senior executive positions in the public service, including Director General (DG) for Strategic Direction and Integration at Human Resources and Skills Development and the DG for Major Projects and Systems in the Canada Border Services Agency. He was also the Director of Special Projects at the Canada Customs and Revenue Agency.

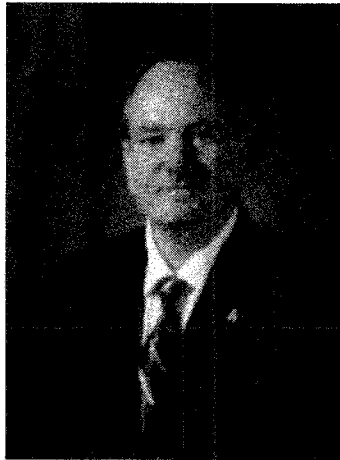
Mr. Choi began his public service career in 1992 and has management experience working at both the Federal and Provincial levels. He is the recipient of the Queen's Golden Jubilee Medal for Outstanding Public Service.

He has completed an Executive Certificate on Strategy and Innovation from Massachusetts Institute of Technology.

He is a graduate of the Government of Canada's Advanced Leadership Program and the Accelerated Executive Development Program for senior government executives.

He holds a Master's degree in Public Administration and a Bachelor of Arts degree from the University of Manitoba.

He is a graduate of the Directors Education Program from the Institute of Corporate Directors at the Rotman School of Management, University of Toronto. Mr. Choi was born in Hong Kong and raised in Winnipeg, Manitoba. He is married and has two sons.



**LEONARD (LEN) J. BASTIEN**

**Assistant Deputy Minister (Information Management)**

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Mr. Leonard Bastien was born in Sudbury, Ontario, and grew up in Charlottetown, Prince Edward Island.

He had a short career with the Canadian Forces in the late 1980s through the Regular Officer Training Program and as a reservist with the local Armoured Reconnaissance regiment (PEIR) until the early 90s, when he left to pursue his education. He completed his Bachelor of Science in 1991 at the University of Prince Edward Island.

Mr. Bastien has spent most of his professional career in the information and telecommunication technology field.

In July 2004, he became Director of Consulting Services for Enterprise Outsourcing at CGI Ottawa, where he was responsible for the overall management, growth and profitability of the Enterprise Outsourcing program.

In April 2007, Mr. Bastien joined the IM Group at DND as Director of the Information Management Service Transformation (DGIMST) division.

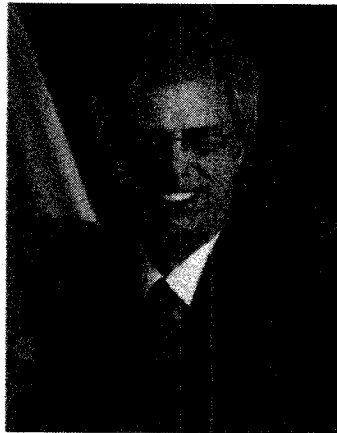
In February 2008, he became the Acting Director General (DGIMST), leading the division in the strategy and planning for further discovery and alignment of a rationalized Defence IM Program.

In June 2009, Mr. Bastien left the IM Group for the Department of Fisheries and Oceans to become Executive Director IT Infrastructure, Operations and Security. He directly supported the Chief Information Officer in a deputy capacity and was responsible for overseeing a budget of approximately \$30 million, as well as a team of six directors representing a staff of more than 200 across the country.

In March 2011, Mr. Bastien returned to National Defence, where he was appointed Director General Information Management Technology (DGIMT) within the IM Group.

In December 2012, Mr. Bastien assumed the role of Acting Assistant Deputy Minister (Information Management).

In July 2013, Mr. Bastien was appointed Assistant Deputy Minister (Information Management).



**DR. MARC FORTIN**

**Chief Executive Officer and Assistant Deputy Minister (Science and Technology)**

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Dr. Marc Fortin is the Assistant Deputy Minister (Science and Technology) (ADM(S&T)) of the Department of National Defence (DND) and the Chief Executive Officer (CEO) of Defence Research and Development Canada (DRDC).

In his capacity as ADM(S&T), Dr. Fortin oversees DND's S&T investment and provides leadership in national issues in defence and security science and technology.

In his capacity as CEO he leads DRDC, which consists of a national network of eight defence research centres with an annual budget of \$350 million and a staff of 1,400 people in programs addressing a broad range of defence technologies.

DRDC provides national leadership in defence and security science and provides scientific advice and products to the Canadian Armed Forces and DND.

The defence S&T network extends beyond the Defence Research Centres to encompass partnerships with Canadian industry, universities, and allied defence S&T organizations.

Prior to joining DND and DRDC in 2011, Dr. Fortin has led several research organizations at the national or regional levels, both in academia and government. He was Assistant Deputy Minister (Research) at Agriculture and AgriFood Canada, which is the largest national science and innovation organization in the sector in Canada. There, he spearheaded the creation of a new dialogue with partner organizations that allowed the transition to a state where the clientele has increased capacity for innovation.

He has led the development of innovative programs to generate increased engagement of the sector in developing investments and engagement in innovation activities.

Prior to joining the Public Service, he led research teams in molecular genetics and biotechnology with national and international partnerships. He was Research Fellow at the Research Chair William Dawson Scholar of McGill University.

Dr. Fortin is a graduate of McGill University and of Université Laval, and also conducted research at the University of Chicago and at the University of California Davis.



**AMIPAL MANCHADA**

**Chief of Review Services / Assistant Deputy Minister (Review Services)**

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Amipal Manchanda was appointed Chief of Review Services (CRS)/Assistant Deputy Minister (Review Services) (ADM(RS)) on August 19, 2013. He is responsible for providing the Deputy Minister and the Chief of the Defence Staff with independent, objective, and timely assurance services concerning the following: the integrity of Department of National Defence/Canadian Armed Forces (DND/CAF) financial management and financial reporting processes; the effectiveness and adequacy of DND/CAF risk management, internal controls, governance, and accountability processes; compliance with governmental legislation, regulations, and policies, as well as program effectiveness; and performance measurement.

His previous position was that of Assistant Deputy Minister (ADM)/Chief Financial Officer (CFO) at the Department of Citizenship and Immigration Canada (CIC), from November 2011 to August 2013. As CFO, he was responsible for providing sound financial advice on departmental operations to the Deputy Minister, the Minister, and other ADMs in order to enable the successful achievement of the department's mandate. He was responsible for all aspects of financial management, planning, budgeting, and reporting for the departmental budget of \$ 1.6 billion. As well, he was responsible for the attestation of the financial aspects of all Memoranda to Cabinet and Treasury Board submissions.

Prior to that, he held the position of Director General, Internal Audit and Accountability Branch at CIC. As the chief audit executive he worked with four deputy ministers, in a department that has undergone significant organizational and machinery changes, to provide them with sufficient and timely oversight, assurance, and advice on departmental governance practices, risk management practices, key management control frameworks, and the auditability of the department's financial statements.

Earlier, he worked for the Auditor General of Canada, KPMG, and Miller Hersh Chartered Accountants. He is a former president of the Institute of Internal Auditors (Ottawa Chapter) as well as a member of the Institute of the Internal Auditors International Committee dealing with professional issues.

Since 2005, he has served on the board of directors of the Bruyère Continuing Care centre. He is currently vice-chair of the board and vice-chair of the Governance and Nominating Committee.

Mr. Manchanda is a chartered accountant, and holds a bachelor's degree in Commerce and a graduate diploma in Public Accountancy from McGill University. He also completed the Executive Management Development Program at Simon Fraser University in 2002. He has been a part-time professor of introductory and advanced-level accounting and auditing courses to university and pre-professional students at both Carleton University and McGill University.





**MAJOR-GENERAL BLAISE CATHCART, OMM, CD, QC**  
**Judge Advocate General**

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Major-General Blaise Cathcart was born in Exeter, Ontario in 1961. He is a graduate of Saint Mary's University in Halifax, NS (Bachelor of Arts (Hons)), University of Ottawa (Master of Arts) and Dalhousie Law School (Bachelor of Law). Major-General Cathcart articulated with the law firm of Huestis Holm, Dartmouth, NS in 1988.

Major-General Cathcart was called to the Bar of Nova Scotia in August 1989. He worked in private practice with the law firm of Boyne Clarke in Dartmouth until he enrolled in the Canadian Armed Forces as a member of the Office of the Judge Advocate General (JAG) in 1990.

Since 1990, Major-General Cathcart has served in a number of positions with the Office of the JAG, including: Assistant Judge Advocate Atlantic Region (1990-91); Directorate of Law/Claims (1991-92); Directorate of Law/ Human Rights and Information (1992-93); Deputy Judge Advocate Pacific Region (1993-96); Deputy Judge Advocate Prairie Region (1996-97); Director of Operational Law (1997-2003); post-graduate studies (LLM) in International Law at the London School of Economics and Political Science, London, England (2003-2004); the Special Assistant to the JAG (2004-2005); and Director of International Law (2005-2006). He was promoted to the rank of Colonel in June 2006 and served as the Deputy Legal Advisor and General Counsel – Military in the Office of the Legal Advisor to the Department of National Defence and the Canadian Armed Forces (2006-2007); Second Language training (2007-2008); the Deputy Judge Advocate General/ Operations (2008 - 2010).

He was promoted to the rank of Brigadier-General in Apr 2010, prior to his appointment to the position of Judge Advocate General on 14 Apr 2010. On October 29th, 2012, he was promoted to the rank of Major-General.

He has deployed as legal advisor to the Commander Canadian Contingent United Nations Protection Force (UNPROFOR) and the United Nation Peace Forces (UNPF) in the former Yugoslavia in 1994 and 1995. Major-General Cathcart deployed as the Senior Legal Advisor to the Commander Canadian Task Force Bosnia-Herzegovina (SFOR) from February to September 2000. He was the legal advisor to Joint Task Force 2, the Canadian Armed Forces Counter-Terrorism/Special Operations unit from 1997-2000.

In his capacity as the Director of Operational Law (2000-2003), he provided daily legal advice to the Deputy Chief of the Defence Staff and senior NDHQ staff (including J3 Counter-Terrorism and Special Operations) on a number of issues arising from domestic and international operations. Major-General Cathcart was intimately involved in providing legal advice at the strategic and operational levels during the planning and execution of the Canadian Armed Forces participation (conventional and special forces) in the Campaign Against Terrorism.

Major-General Cathcart graduated with "Distinction" from the Masters of Law Programme (Public International Law) at the London School of Economics and Political Science in 2004 in the UK where he was awarded the following honours:

The LSE Lawyers' Alumini Prize for the Best Overall Performance on the LLM Degree Programme. The Lauterpacht – Higgins Prize for the top student in Public International Law. The Blackstone Chambers Prize for the Best Public International Law Dissertation (the paper was entitled "International Law and Persons Detained as Unlawful Enemy Combatants During the War Against Terrorism"). The winning of the Blackstone Chambers Prize as well as the LSE Lawyers' Alumini Prize was particularly noteworthy in that Major-General Cathcart was the inaugural winner of both of these prestigious awards.

Major-General Cathcart was also awarded the Derby-Bryce Prize in Law from the University of London for the top student at the final examinations for the LLM programmes of all the law schools comprising the University of London (LSE, King's College, Queen Mary University and the University College of London).

Major-General Cathcart was appointed as Queen's Counsel in the Province of Nova Scotia in 2012. He was re-appointed as JAG by the Government of Canada in 2014.

In 2014, MGen Cathcart received an honorary degree, a Doctor of Civil Law, from Saint Mary's University.



**LEIGH TAYLOR**

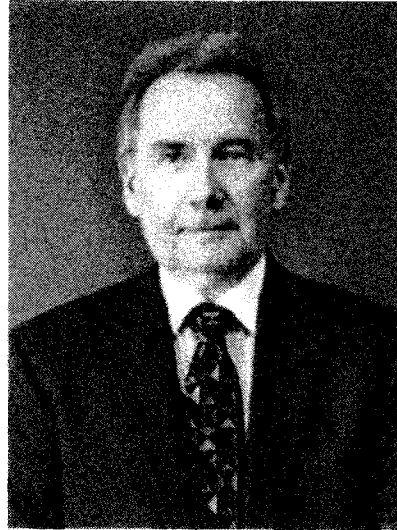
**DND/CAF Legal Advisor**

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Leigh Taylor joined the Department of Justice in 1990 as a civil litigator in the Ontario Regional Office after a brief period in private practice. In 1995 she relocated to BC Regional Office where she continued her civil litigation practice specializing in immigration law.

In 1999 she moved to Ottawa, where she has held several positions: counsel with the Citizenship and Immigration Canada's Legal Services Unit (1999); special counsel to the Assistant Deputy Attorney General for the Citizenship and Immigration Portfolio (2000); Senior Counsel and team manager of the Enforcement team with the CIC Legal Services Unit (2001/02); General Counsel and National Litigation Coordinator for the Public Safety, Defence and Immigration Portfolio of the Department of Justice (2003/09); and Executive Director and Senior General Counsel of the Canada Border Services Agency's Legal Services Unit (2009/13).

Throughout her career with the Department of Justice, Ms. Taylor has specialized in immigration, administrative and national security law. Ms. Taylor holds a Bachelor of Arts degree from the University of Victoria (1983) and a Bachelor of Laws degree from the University of Toronto (1986). She was called to the bar in Ontario in 1988 and is currently a member of the Law Society of British Columbia.



**EDISON STEWART**  
**Assistant Deputy Minister (Public Affairs)**

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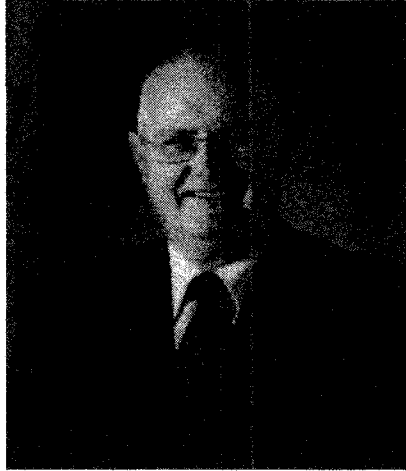
Edison Stewart joined the public service in 2000 after a successful career as a journalist (Canadian Press and Toronto Star, among others).

As Director General of Communications for Citizenship and Immigration Canada since 2006, Edison specialized in prompt, clear communications on highly complex issues and under exceptional circumstances (like the earthquake in Haiti).

Under his leadership, the department expanded its consultation and outreach activities to better engage Canadians. He also spearheaded the use of innovative internet and social media tools to improve client service.

A Maritimer, Edison has a Bachelor of Arts degree, majoring in political science and sociology, from the University of New Brunswick.

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## **LARRY SURTEES**

### **Corporate Secretary**

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Larry Surtees was born in Shawinigan Falls, Québec and grew up in Montréal, Québec and Sarnia, Ontario. Larry graduated with a Degree in English from the Royal Military College of Canada in 1974 and retired from the Canadian Armed Forces in 1981 to begin a career in the Public Service with the Department of Supply and Services. Working first as a Procurement Officer, he progressed through the department with varied assignments including running a major crown project procurement office, Deputy Director of the Ontario Region, Senior Advisor to the Director General, National Capital Region and as a Director in the Compensation Section of the Government Operational Service Branch.

Larry joined the Department of National Defence as the Director of Accounts Processing, Pay and Pensions in September 2000. He held all three Director General Positions with the Assistant Deputy Minister Finance and Corporate Services Branch between 2004 and 2011. In June 2011, Larry was appointed Corporate Secretary with the establishment of the Corporate Secretary position in Defence.

Larry lives near Almonte, Ontario,

The main role of the Corporate Secretary is the support the Deputy Minister's (DM) office, the Senior Associate Deputy Minister (Sr Assoc DM) office and the Minister's (MND) office.



## LOOK AHEAD – November

### Key Issues

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- **Halifax International Security Forum.** 20-22 November, 2015. An annual event, the forum gathers experts who explore the most pressing security and defence issues. The event attracts a number of high-level defence officials from a number of our Allies and partners. The Minister of National Defence has traditionally participated, with several speaking opportunities and associated bilateral meetings.
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### Parliament

- **Fall 2015 Auditor General's Report** – The report is usually tabled at the end of November 2015. As part of this report, the Auditor General has conducted a performance audit on Canadian Armed Forces (CAF) Housing focusing on two lines of enquiry:





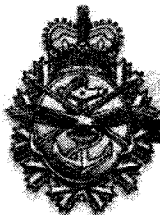
- Governance – whether the Department of National Defence (DND)/CAF has managed military housing in a manner that supports accommodation requirements and is consistent with government policies, and,
- Management – whether the Canadian Forces Housing Agency has managed military housing in a manner that meets CAF current and future accommodation requirements.
- **Supplementary Estimates (B), 2015-16** – Usually tabled by the President of the Treasury Board in November; but tabling will depend on the timing of the return of Parliament. The Supplementary Estimates (B), 2015-16 will have items from National Defence. There will likely be a requirement for the MND and/or senior officials to appear before Parliamentary committees on these Estimates.
- **Departmental Performance Report** – Usually tabled by the President of the Treasury Board in November; cannot be tabled until Parliament has resumed sitting. Departmental Performance Reports (DPRs) are individual department accounts of performance, for the most recently completed fiscal year, against the plans, priorities and expected results set out in their respective Reports on Plans and Priorities (RPPs). There may be a requirement for the MND and/or senior officials to appear before the Standing Committee on National Defence to discuss the DPR.
- **Tabling of the Public Accounts of Canada.** DND is noted in the Observations and may be discussed during the hearing before the Standing Committee on Public Accounts. The Public Accounts of Canada are signed by the Comptroller General, Receiver General and Auditor General of Canada at the beginning of September and will be tabled when Parliament resumes.
- **Annual Reports on the Access to Information and Privacy Acts.** The annual reports for both DND and for the Communications Security Establishment must be tabled by the MND in the first fifteen sitting days of the new Parliament. These annual reports on the administration of the Access to Information and Privacy Acts are required to be tabled annually in Parliament by the head of every government institution.

**Treasury Board Submissions**

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**Files**

- **Environmental Petition 380 under section 22 of the Auditor General Act -** Petition pertains to the link between threats related to climate change and security





in the context of Canada's National Strategy for Critical Infrastructure. Minister of National Defence's response to petitioner was due on 22 October 2015.

- **Manuge Class Action –**
- **Delegation of Financial Authorities.** Following the appointment of new Minister, a new delegation of financial authorities must be signed within 90 days. This allows specific departmental executives to handle the day to day financial administration of the department.
- **Appointment of three members of the Military Judges Compensation Committee.** The National Defence Act requires the Military Judges Compensation Committee to begin an inquiry into the remuneration of military judges by 1 September 2015. The committee cannot begin its work until the members are appointed.
- **Military Grievances External Review Committee.** The mandate renewal of one member will need to be approved by 30 November 2015 and one new appointment will need to be approved by 14 December 2015.
- **Sexual Misconduct Strategic Review Team 1<sup>st</sup> Quarterly Report.** The report will include a progress update on the action plan developed in response to the Deschamps Report on Sexual Misconduct and Sexual Harassment in the CAF.
- **2014 CAF Suicide Report.** The report must be released in accordance with the Access to Information Act, Section 26, no later than 6 November 2015.

### Operational Milestones

- **Extension of Force Commander Multinational Force and Observers (MFO).** Canada currently contributes the Force Commander to the MFO, an independent international organization with peacekeeping responsibilities in the Sinai, Egypt. The mandate of the Force Commander expires on 2 March 2016, and the Director General of MFO has requested a one-year extension until 2 March 2017. A timely response is required to facilitate MFO planning

### Events

- **Remembrance Day.** 11 November 2015. The MND frequently participates in the national ceremony in Ottawa.







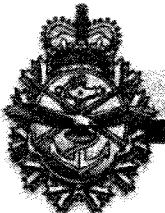
## LOOK AHEAD – December to January

### Key Issues

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- **Defence Policy Renewal.** The Government committed to launch a review process to create a new defence White Paper,
- **Communications Security Establishment Commissioner Annual Report.** The report must be tabled by the MND in the first fifteen sitting days of the new Parliament. Every year, the Commissioner prepares an independent external review of Communications Security Establishment operational activities to determine whether they complied with the law and protected the privacy of Canadians.
- **Budget 2016.** The Budget is usually presented by the Minister of Finance in February but can be later. The Department will be expected to provide input. There may be requirements for the Minister of National Defence (MND) to speak

### **Ministerial Submissions**

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### Files

- **Environmental Petition 384 under section 22 of the Auditor General Act.** Petition pertains to 443 Maritime Helicopter Squadron relocation and deficiencies in the Environmental Assessment and Public Consultation. The MND response is due to petitioner on 24 December 2015.

### Operational Milestones

- **Op Barkhane.** The current CAF mandate to support France by providing airlift support to its Operation Barkhane in Mali will expire on 31 December 2015.
- **Op Poseidon.** Request for Assistance from RCMP/Canadian Border Services Agency concerning migrant smuggling vessels to Canada expires in January 2016. Minister of Public Safety submits an annual request to MND.

### Equipment Announcements/Milestones

- **Fixed-Wing Search and Rescue (FWSAR) Aircraft Replacement Project.** The period of time companies have to bid on the project was recently extended from September 2015 to January 2016 at the request of the bidding companies. There is significant public interest in this project.





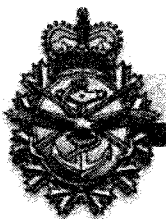
## LOOK AHEAD – February to April

### Parliament

- **Supplementary Estimates (C), 2015-16** – Usually tabled by the President of the Treasury Board in March; tabling requirement will depend on the timing of the return of Parliament. There will likely be a requirement for the MND and senior officials to appear before Parliamentary committees if these Estimates are tabled.
- **Main Estimates, 2016-17** – Usually tabled by the President of the Treasury Board in March. The Main Estimates outline spending for departments, agencies and programs and contain the proposed wording of the conditions governing spending that Parliament will be asked to approve. There will likely be a requirement for the MND and senior officials to appear before Parliamentary committees on these Estimates.
- **Report on Plans and Priorities** – Usually tabled by the President of the Treasury Board on or before March 31. The Reports on Plans and Priorities (RPPs) are forward-looking documents that provide plans for each department and agency. They describe departmental priorities, expected results and associated resource requirements covering three fiscal years. No committee appearance is anticipated.
- **Spring 2016 Auditor General's Report** – The report is usually tabled by the Speaker in April. The Spring 2016 Auditor General's Report will contain a chapter on the Canadian Armed Forces Military Reserve. If the Standing Committee on Public Accounts desires to examine this chapter, there will be a requirement for senior officials to appear before Parliamentary committees.

### Treasury Board Submissions

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### Ministerial Submissions

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### Cabinet

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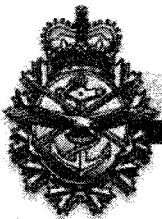
### Files

- **Final Settlement Agreement for Camp Ipperwash.** The Minister of Aboriginal Affairs and Northern Development (AANDC) and the MND will be called upon to sign the settlement. It was ratified by the Chippewas of Kettle and Stony Point on 18 September 2015. AANDC is the lead.

- **Ministerial Directive (MD) on Information Sharing with Foreign Entities.**  
Implements

and formalizes the DND/CAF decision-making

SECRET

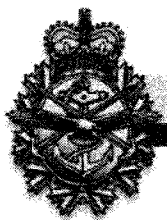




process where sending information to or soliciting information from a foreign entity may give rise to a substantial risk of mistreatment of an individual.

## Events

- **NATO Defence Ministerial.** 2016. NATO's 28 defence ministers will meet to guide the work of the Alliance before the Heads of State and Government Summit in Warsaw in 2016.
- **Ottawa Conference on Defence and Security.** February 2016. Ottawa, ON. The Conference of Defence Associations Institute (CDAI) promotes informed public debate on national security and defence issues in Canada and hosts the annual Ottawa Conference on Defence and Security. The Minister of National Defence is usually invited to speak.
- **Munich Security Conference.** February 2016. Munich, Germany. Annual conference on international security policy. Approximately 350 senior delegates from more than 70 countries attend, including Heads of States, Ministers, Members of Parliament, and members of Armed Forces. The Minister of National Defence is usually invited.
- **Third North American Defence Ministers' Meeting.** Washington, DC  
The overall objective of the meeting is to deepen trilateral cooperation between Canada, the US, and Mexico. This meeting will allow you to engage in discussions with your counterparts on advancing defence cooperation in a number of areas, such as
- **European Union Security and Defence Symposium.** Date TBC. Hosted by the EU Mission to Canada, this annual event brings EU leaders and Canadian stakeholders to discuss transatlantic defence and security issues. The Minister of National Defence is usually invited to speak.





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## RECOMMENDED ENGAGEMENTS – NEXT 6 MONTHS

In addition to invitations to attend several planned events and meetings in the coming weeks and months, it is recommended that you also pursue a number of additional engagements. They are listed here for your consideration. These engagements would provide opportunities to further your knowledge of the Department, the Canadian Armed Forces, and Canada's key defence relationships.

### OCTOBER

### NOVEMBER

**Canadian Army – Exercise COMMON GROUND, Gagetown, 14 November 2015.** Exercise COMMON GROUND is a training exercise where over 200 officer cadets will train alongside an Infantry Battle Group (900 personnel), aviation and other support arms for two weeks. This exercise represents the culmination of the officer cadets training and would give you the opportunity to meet the troops and see an exercise first hand.

**Royal Canadian Navy – Visit to CFB Halifax, NS, 22 November 2015.** This visit could be scheduled on the margins of the Halifax International Security Forum (20-22 November 2015). The visit would allow you to welcome HMCS Athabaskan, HMCS Montreal and HMCS Halifax on their return from Exercise Trident Juncture held in Europe from 21 October to 6 November 2015. The visit would also provide an opportunity to visit 12 Wing Shearwater and familiarize yourself with the newly arrived CH-148 Cyclone maritime helicopter.

### DECEMBER

**Royal Canadian Air Force (RCAF) – Visit to 4 Wing Cold Lake, AB, 4 or 17 December 2015.** This visit would allow you to see off troops currently scheduled to depart for OP IMPACT via CC-150 Polaris on those dates. It would also provide an opportunity to visit one of the RCAF wings, and to familiarize yourself with CF-18 operations and the NATO Flying Training Program.

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**Troops Visit,** Visits abroad would be organised for you to interact with Canadian Armed Forces (CAF) personnel currently deployed on operations in Eastern Europe and/or in the Middle East. Around 200 CAF personnel are currently deployed in Western Ukraine for OP UNIFIER and 600 CAF personnel deployed in Kuwait for OP IMPACT. Although these visits are proposed they could be arranged at any other time. As part of these visits, bilateral meetings could be arranged between you and your counterparts in Ukraine and the Middle East.

**JANUARY**

**15<sup>th</sup> Asia Security Summit (Shangri-La Dialogue), Singapore,** You will receive an invitation to the event in the timeframe. The Shangri-La Dialogue is organized by the International Institute of Security Studies, a world renowned think tank, and held annually in Singapore. The Shangri-La Dialogue is considered the premier security event in the Asia Pacific with leaders, Ministers and Chiefs of Defence from over 25 countries from the region and beyond, including Canada's key allies, participating.

Past Canadian delegations have been led by the Minister of National Defence, the Chief of the Defence Staff, and/or the Deputy Minister.

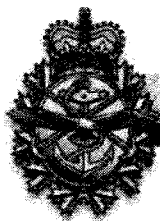
**FEBRUARY**

**Disaster Assistance Response Team (DART) – Visit to CFB Trenton, ON, February 2016.** The DART is a multidisciplinary Canadian Armed Forces construct designed to deploy on short notice anywhere in the world in response to situations ranging from natural disasters to complex humanitarian emergencies. The unit will conduct its annual training exercise READY RENAISSANCE in Trenton sometime in February 2016. This would provide an opportunity to visit 8 Wing Trenton and familiarize yourself with the Royal Canadian Air Force Air Mobility and Search and Rescue capabilities.

**Canadian Army - Exercise TRILLIUM RESPONSE 16, Northern Ontario, 13-21 February 2016.** The Canadian Army will deploy regular and reserve troops in several remote locations to further enhance their basic soldier skills in a harsh environment and engage with the First Nations to strengthen existing relationships. This exercise would give you the opportunity to meet the troops and see an exercise first hand.

**MARCH**

**Canadian Special Forces –** **dates flexible.** This visit would allow you to visit the CANSOFCOM facilities and familiarize yourself with their capabilities and operations. Given the proximity of the facilities, this visit could be arranged with a few weeks' notice to best fit your schedule.





## STATE AND CAPABILITIES OF THE CANADIAN ARMED FORCES

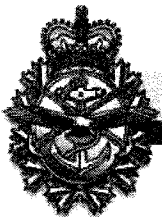
### ISSUE

- The CAF are a multi-role, combat capable force poised to provide flexible options to government in delivering on three core roles: (1) defending Canada; (2) defending North America alongside the United States; and, (3) contributing to international peace and security.
- The operational tempo of the CAF remains high with contributions to missions across the three roles. Ensuring the CAF has the capacity to deliver results to government requires investments across the four pillars of military capability: personnel, equipment, readiness, and infrastructure.

### BACKGROUND

- Strategic Defence Policy: Released in 2008, the *Canada First Defence Strategy* (CFDS) is the extant strategic policy guiding defence activity and planning. The CFDS establishes the Government's "level of ambition" for the CAF by outlining three clear roles: (1) defending Canada; (2) defending North America in partnership with the United States; and, (3) contributing to international peace and security. The CAF are expected to deliver on this direction by maintaining the ability to conduct six core missions, at times simultaneously, including:
  - Conducting daily domestic and continental operations, including in the Arctic and through NORAD;
  - Supporting a major international event in Canada;
  - Responding to a major terrorist attack;
  - Supporting civilian authorities during a Crisis in Canada such as a natural disaster;
  - Leading and/or conducting a major international operation for an extended period; and,
  - Deploying forces in responses to crises elsewhere in the world for shorter periods.
- The CAF conducted 5 of 6 missions simultaneously in 2010<sup>1</sup>.
- Multi-role, combat-capable force: To deliver options to the Government in an unpredictable security environment, the CAF must continue to be a fully

<sup>1</sup> In 2010, the CAF conducted daily domestic and continental operations, responded to multiple natural disasters in Canada, supported the Winter Olympics in Vancouver and G8/G20 summits in Toronto and Muskoka, responded to the earthquake in Haiti, and conducted major combat operations in Afghanistan.

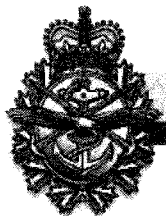






integrated, flexible, multi-role, combat-capable military. Orienting the CAF in this manner ensures the force can be employed across the full spectrum of operations, from peace support missions to combat. Canada's vast geography demands a similar level of mobility for domestic and international operations. As such, sustained, long-term investments have been made in multi-role capabilities that are suitable across the three roles

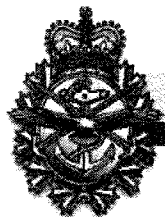
- Pillars of Military Capability: Operational experience has demonstrated that the best way to ensure the CAF can be flexible in meeting government direction is to maintain balanced investment across the four pillars upon which military capabilities are built: personnel, equipment, readiness and infrastructure. Below is a brief outline of each pillar:
  - *Personnel:* The strength of the CAF is established at 68,000 regular force personnel and 28,500 reservists. Salaries, wages and benefits account for 50% of defence spending. Ensuring the CAF is adequately manned and has personnel with the right knowledge and skill sets is vital to the operational effectiveness of the CAF. Building effective military leaders is a long-term enterprise.
  - *Equipment:* The CFDS included a commitment to recapitalize almost all of the core fleets of the CAF including a new jet fighter fleet, a replacement for Canada's destroyers and frigates, and a family of land combat vehicles and systems. Judicious investments are also being made in emerging capability needs and critical joint enablers
  - *Readiness:* Readiness refers to the CAF's flexibility and preparedness to deploy and respond to government direction in a timely manner. It includes the resources needed to maintain equipment, conduct training and exercises and prepare units for operations. Given that much of the defence budget is largely fixed (e.g., salaries and capital costs),  
to unforecasted budget reductions.
  - *Infrastructure:* Defence is the single largest property holder in the federal government, owning approximately 21,000 buildings, 13,500 works, including roads, jetties and training areas, and 800 parcels of land covering 2.25 million hectares. Since over half of this infrastructure is over 50 years old, the CFDS committed to replacing 50 percent of defence infrastructure over a period of 20 years. While recapitalization of infrastructure continues,





## DISCUSSION

- Effective defence planning requires long-term, stable, predictable funding given the complexity of military operations and equipment. Over the 20-year horizon, CFDS outlined a plan to invest an additional \$490 billion to increase the annual defence budget from roughly \$18 billion in 2008-09 to \$30 billion in 2027-28. Despite funding increases, however, there have been concurrent Government-directed budget balancing and funding reductions in recent years. The current National Defence budget is \$19.5 billion and the annual budget in 2027-28 is now expected to be billion.





## OVERVIEW OF CANADIAN ARMED FORCES DOMESTIC OPERATIONS

### ISSUE

- To provide an overview of Canadian Armed Forces (CAF) domestic operations.

### DOMESTIC OPERATIONS

- The CAF conduct three major types of domestic operations:
  - Response to requests for assistance (provision of services; public service; and assistance to law enforcement);
  - Aid of the civil power;
  - Sovereignty operations.

#### *Requests for Assistance (RFA)*

- When responding to an RFA from federal, provincial, territorial, federal or municipal government or agency, the CAF take a supporting role to the Government department or agency that has the legal mandate and primary responsibility.
- The CAF should be considered as a force-of-last-resort in domestic operations and should not provide services that compete with those that industry can provide. The most common categories of CAF support in response to an RFA are:
  - **Provision of Service:** the CAF could be requested to provide minor emergency response, community support, or logistical support to other Government departments on a cost recovery basis.
    - **Op PALACI.** The CAF conduct avalanche control operations employing CAF artillery in support of Parks Canada in British Columbia.
  - **Public Service:** the CAF could be requested to participate in large-scale humanitarian and disaster relief efforts (e.g. floods, forest fires, hurricanes, earthquakes) or support Government departments with major events such as a Royal Visit.
    - **OP LENTUS** – CAF response to federal/provincial requests for a domestic disaster such as flooding, forest fires, etc
  - **Assistance to Law Enforcement:** unique or specialised CAF capabilities can be requested to support law enforcement agencies.





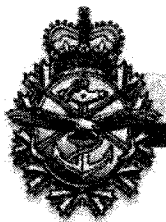
- **Support to Counter-Drug Operations:** the CAF contribute to the national and international counter drug and other illicit trafficking operations by providing air and maritime support to RCMP domestically (Op SABOT). Abroad, the CAF also contribute to the US Joint Inter-Agency Task Force-South in the Gulf of Mexico, the Caribbean Sea, and the eastern Pacific (Op CARIBBE).
- **Op POSEIDON.** The CAF support the RCMP and Canada Border Services Agency in the whole-of-government effort to combat illegal migration. The CAF assist in tracking, intercepting, and potentially boarding vessels approaching Canada. The CAF also provides operational, logistics, and intelligence planning, surveillance from CAF aircraft and warships, and temporary medical assistance for law enforcement personnel, migrants, and crew.
- **Op DRIFTNET.** The CAF provide surveillance support to the Department of Fisheries and Oceans (routine air and sea patrols) to counter illegal, unregulated and unreported fishing activities in the North Pacific Ocean

### ***Aid of the Civil Power***

- The National Defence Act provides that an Attorney General of a Province may require the CAF to be called out in the aid of the civil power in the event that there is a riot or disturbance of the peace that occurs or is likely to occur, and that is beyond the powers of the civil authority to prevent or address. Use of the Aid of the Civil Power process is rare, the last time it was used was at Oka in 1990.

### ***Sovereignty Operations***

- **Surveillance and Sovereignty Operations:** the CAF conduct routine domestic surveillance and patrols within Canada's territory (including the Arctic) and area of responsibility. These types of surveillance patrols are also conducted at the request and in support of other government departments such as the Department of Fisheries and Oceans and Environment Canada.
  - **Op LIMPID - LEVIATHAN (Atlantic)/QIMMIQ (Arctic)/SEA LION (Pacific)** - provides routine domestic surveillance and presence in the air, maritime, land, space and cyber domains. It includes routine land, air and sea patrols on the Atlantic, Arctic and Pacific Coasts.





○ **Northern Sovereignty Operations**

- **Op NANOOK** is an annual exercise in the Arctic that enables the CAF to demonstrate Canada's sovereignty in this region. Op NANOOK 2015 was conducted from 19 - 29 August 2015 with federal, territorial and municipal participation, and with the participation of international partners, including the US, UK and France attended as observers.
  - Other sovereignty operations include **Op NUNALIVUT** (a sovereignty exercise that demonstrates the capabilities of the Canadian Rangers to conduct operations in the extreme environment of the high Arctic) and **Op NANUKPUT** (an annual surveillance and presence operation that occurs in Western Arctic that supports the RCMP and the Department of Fisheries and Oceans in improving interoperability and response to safety and security emergencies).
- **Op NOBLE EAGLE** is NORAD's defence of North America mission against asymmetric air attack involving civilian aircraft.

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## OVERVIEW OF CANADIAN ARMED FORCES CURRENT INTERNATIONAL OPERATIONS

### ISSUE

- This briefing note provides an overview of Canadian Armed Forces (CAF) current international operations.

### STRATEGIC OVERVIEW

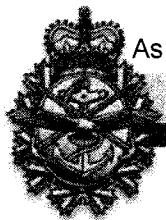
- The Chief of the Defence Staff (CDS) exercises full command over the Canadian Armed Forces (CAF) at all times. The Canadian Joint Operations Command (CJOC) plans, coordinates and commands all CAF operations (except for NORAD and certain Canadian Special Operations Forces Command (CANSOFCOM) operations). Each task force is generated (manned, equipped and trained) for its mission by the environmental commands of the CAF – the Royal Canadian Navy (RCN), the Canadian Army (CA), the Royal Canadian Air Force (RCAF) and CANSOFCOM.
- There are currently CAF personnel deployed in task forces on 17 missions and one world-wide<sup>1</sup>. CAF capabilities enable Canada to contribute to the full spectrum of international operations from humanitarian assistance/disaster relief to combat.
- Operations are conducted in response to Government of Canada direction and in accordance with Canadian and international law. CAF operations are normally conducted within the context of a United Nations, NATO or international coalition mission.
- Increasingly, CAF operations are conducted within a whole-of-government framework, which means that the CAF work closely with other government departments and agencies, including the Department of Foreign Affairs, and Development (DFATD), Royal Canadian Mounted Police (RCMP), Canadian Security Intelligence Service and others.

### MIDDLE-EAST/ASIA-PACIFIC

- CAF personnel are deployed throughout the Middle East region on several operations ranging from small missions focused on monitoring long-standing cease-fire agreements to supporting the international effort to defeat the Islamic State in Iraq and Syria (ISIS). Key operations are as follows:

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As of 19 October 2015.





s.15(1)

- **Op IMPACT** is the Canadian contribution to a multinational coalition to degrade and defeat ISIS. It is comprised of an Air Task Force based in Kuwait and a Special Operations Task Force in Northern Iraq. The Air Task Force consists of up to 600 personnel, six CF188 fighters, two CP140 Intelligence Surveillance Reconnaissance aircraft and one CC150 air-to-air re-fueller. The Air Task Force participates in air strikes and intelligence collection and surveillance against ISIS in Iraq and Syria. The Special Operations Task Force, which consists of 69 personnel, advises and assists the Iraqi security forces in Northern Iraq. A detailed presentation of Op IMPACT can be found in Book 3 at Tab 03.
- **Op CALUMET** is the CAF contribution to Multinational Force and Observers (MFO) mission in the Sinai. Through Op CALUMET, Canada contributes 70 personnel, including the Force Commander and a Military Police platoon, to the MFO, an independent international organization established by the US, Israel, and Egypt in 1981 to supervise and prevent violations of the 1979 Egypt-Israel Peace Treaty.
- **Op ARTEMIS** is the CAF contribution to the Combined Maritime Forces' Combined Task Force (CTF) 150. CTF-150's mission is to promote maritime security in order to counter terrorist acts and related illegal activities that support it (i.e., narcotics smuggling in the Red Sea, the Gulf of Aden, the Gulf of Oman and the Indian Ocean). Canada deployed one ship to CTF-150 continuously from fall 2012 until spring 2014 and has commanded the Task Force on several occasions. The CAF is not currently participating in CTF-150
- **Op ADDENDA**

## EUROPE

- In response to Russian aggression against Ukraine, NATO announced a number of military assurance measures to reinforce collective defence, demonstrate Alliance solidarity and reassure its members of NATO's ability to promote peace and security in the region. Canada's current contributions to these assurance measures is known as **Op REASSURANCE** and currently consists of a frigate with the Standing NATO Maritime Group; a Land Task Force of approximately 220 personnel that provides a persistent Canadian Army presence in Eastern Europe and participates in NATO, multinational, and national training exercises; and a number of staff officers at various NATO headquarters. A detailed presentation of Op REASSURANCE can be found in Book 3 at Tab 02.
- In addition to its contributions through the NATO framework, Canada also provides support through **Op UNIFIER**, Canada's military training mission in Ukraine, whose primary focus is on tactical soldier training. Other training activities include explosive ordnance disposal and improvised explosive device disposal, military





police training, medical training, flight safety and language training, as well as logistics systems modernization. This operation consists of personnel as of 19 October 2015 and its mandate extends until March 2017.

- The CAF also currently participate in UN and NATO peace operations in Cyprus and Kosovo, respectively.
- Canada remains strongly committed to NATO,

## **AFRICA**

- The CAF are committed to a number of UN operations in Africa including in South Sudan and the Democratic Republic of the Congo (DRC). CANSOFCOM also conducts regional capacity building operations at the invitation of a number of African nations. These operations are sponsored by DFATD.

## **CENTRAL AND SOUTH AMERICA**

- The CAF is regularly active in operations in Central and South America, including a UN operation in Haiti, regional capacity building operations and exercises with partners in the region, and regular contributions of ships and aircraft to counter the flow of narcotics into North America.



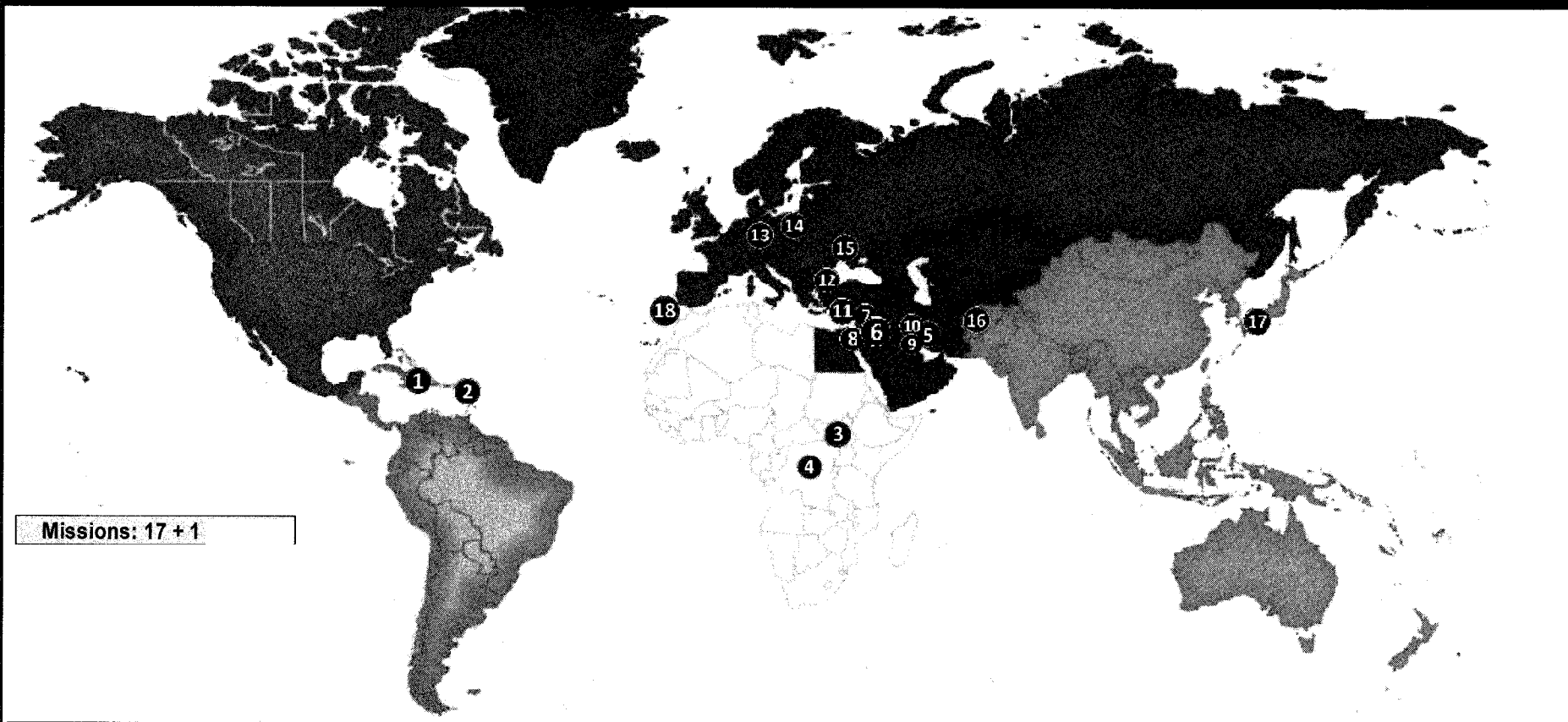


Commandement des opérations interarmées du Canada

**SECRET**

# CANADIAN ARMED FORCES – OPERATIONS (less CANSOFCOM)

REGIONS: = North America = Latin America & Caribbean = Europe = Middle East = Africa = Asia Pacific



Missions: 17 + 1

Haiti Op HAMLET / MINUSTAH	1	Kuwait OSH	5	Bahrain/Qatar/Jordan Op FOUNDATION	9	Germany 	13	Korea / Japan UNC / UNMAC	17
Martinique Op CARIBBE	2	Jerusalem Op PROTEUS / USSC	6	Iraq Op IMPACT JTF-I	10	Europe Op REASSURANCE LTF  / MTF	14	JOINTEX 15	18
South Sudan Op SOPRANO / UNMISS	3	Middle East Op JADE / UNTSO	7	Cyprus Op SNOWGOOSE / UNFICYP	11	Ukraine Op UNIFIER	15		
DRC Op CROCODILE / MONUSCO	4	Sinai Op CALUMET / MFO	8	Kosovo Op KOBOLD / KFOR	12	Afghanistan Op ADDENDA	16		

19 Oct 15 **SECRET**

Canadian Joint Operations Command



**BUDGET OVERVIEW**

EXPENDITURES	PLANNED SPENDING			
	(\$ MILLIONS)			
2014-15*	2015-16**	2016-17***	2017-18***	
\$ 18,454	\$ 19,524	\$ 19,229	\$ 18,716	
* Actuals as per 2014-15 Public Accounts (yet to be tabled) ** Current Authorities as of 8 September 2015 *** As per Annual Reference Level Update (ARLU)				

These planned budget levels may be increased as a result of future requests by the Department to access funding currently earmarked in the Defence Accrual Budget that has been earmarked in the Fiscal Framework for requirements related to the *Canada First* Defence Strategy. Such requests would be subject to Treasury Board approval.

- The Department of National Defence's Fiscal Year 2014-15 Expenditures represents approximately 6.6% of total government spending and accounts for approximately 15.9% of the government's total direct program expenditures.
- The Department of National Defence plans to spend approximately 45.0% of its Fiscal Year 2015-16 budget on personnel and related statutory costs, with 33.7% going to Operations and Maintenance (offset by \$446 million in vote netted revenue), 20.4% to Capital and 0.9% to Grants and Contributions.
- The Department of National Defence's total actual expenditures have increased from \$14.7 billion in Fiscal Year 2005-06 to \$18.5 billion in Fiscal Year 2014-15, or by approximately 26%. Capital expenditures have increased from \$2.2 billion in Fiscal Year 2005-06 to \$3.3 billion in Fiscal Year 2014-15, or by approximately 50%. This was in keeping with the Government's priority to finance the *Canada First* Defence Strategy.





## LAPSES

- The Department's 2014-15 lapse was \$2.0 billion. The majority (\$1.8 billion) was associated with planned lapses as a result of reprofiling major capital projects, eligible carry-forward, collective bargaining agreements, and other frozen allotments.
- The residual (unplanned) lapse was \$207 million, which constitutes 1.0% of the final departmental authorities of \$20.5 billion (comprising \$43.9 million lower than planned contribution payments and a more favorable foreign exchange rate; and \$163.1 million lower than planned in capital projects due to delays in contracting and procurement activities).

## NATIONAL DEFENCE FUNDING MODEL

- The current funding model for National Defence provides incremental funding for the following components:
  1. the annual provision of incremental funding to offset the costs of salary increases for both the civilian workforce and the Canadian Forces, excluding periods of operating budget freeze.
  2. the annual provision of incremental funding to offset the impacts of inflation and other cost increases in defence activities and provide funding stability. The government has set the Defence escalator currently at 2% with Budget 2015 announcing an increase to 3% as of Fiscal Year 2017-2018.
  3. the Government has set aside funding in the Fiscal Framework for defence requirements associated with the implementation of the *Canada First* Defence Strategy. As required, National Defence can seek Treasury Board authority to reallocate funding from the Fiscal Framework into the department's appropriations and future year approved reference levels.
  4. the Government has also committed to provide incremental funding, as required, for major deployments, including the additional funding to deploy and employ troops and equipment, provide ongoing maintenance, and support for operation specific training.





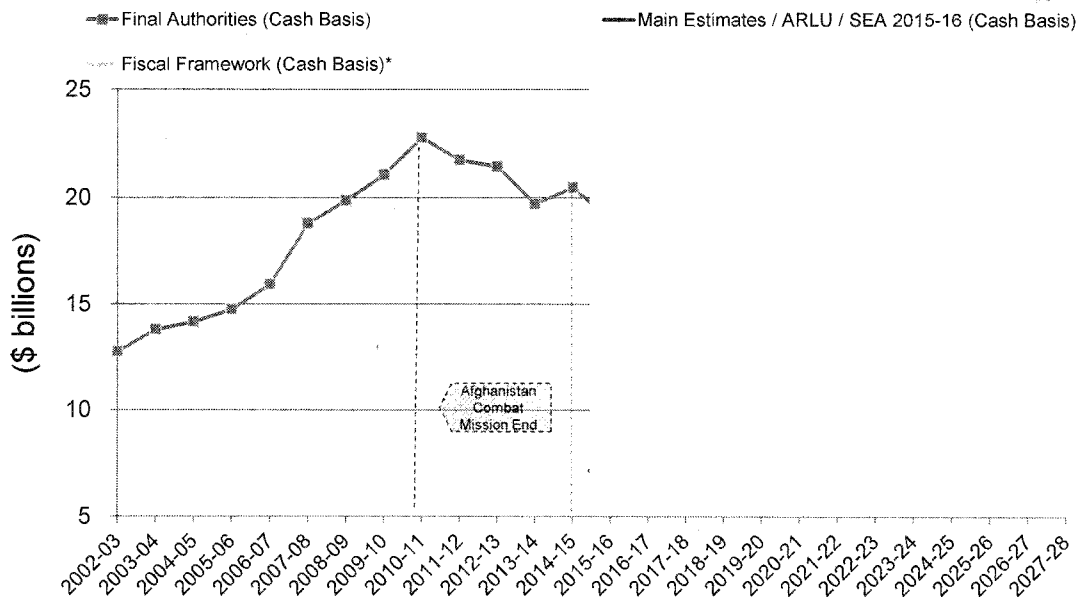
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- the following slide reflects the total change in departmental funding, which decreases from 2015-16 to 2018-19 and then increases starting in 2019-20. This decrease in funding is related solely to the variable nature of capital funding, while the operating budget component continues to increase:

**Departmental Final Authorities and Future Supply**



\* The Fiscal Framework funding includes the

10/8/2015

ADM(Fin)

2

**CONCLUSION**

The Department has sufficient resources in 2015-16 to meet its mandate. A carry forward of \_\_\_\_\_ is forecasted by year end, which equates to the Department's total estimated allowable carry forward limit for both operating and capital funds.



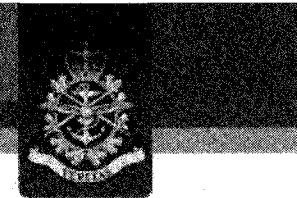


# **ADM (Public Affairs)**

## **Overview**

**Briefing to the Minister of National Defence  
October 2015**

**UNCLASSIFIED**



# ADM(PA): Overview

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## Roles and Responsibilities

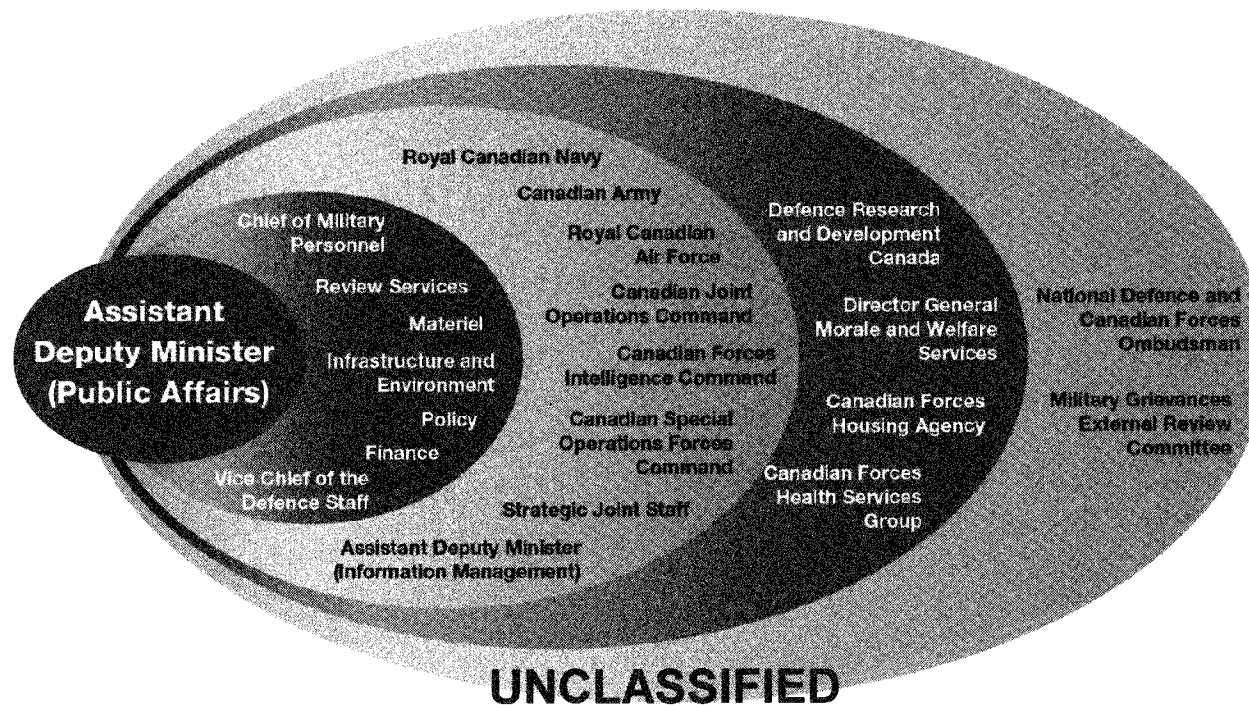
- ADM(PA) delivers strategic communications advice, guidance, services and products in support of DND and the CAF
- The ADM reports to both the Deputy Minister and the Chief of Defence Staff
- Key responsibilities include:
  - strategic communications planning
  - corporate internal communications
  - recruitment advertising/marketing
  - social media management / analytics
  - PA training to military officers
  - graphic design, exhibits & displays
  - issues management
  - public opinion research
  - web content oversight (internal/external)
  - media monitoring / analysis
  - ministerial speechwriting
  - media relations
- ADM(PA) consists of approximately 230 civilian/military employees
- Total budget of \$27M, which represents 0.14 per cent of the overall Defence appropriation
- To ensure a coordinated, cohesive communications approach, ADM(PA) liaises closely with the teams responsible for Question Period lines, Order Paper Questions, Memoranda to Cabinet, and Access to Information Requests

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## ADM(PA): Overview

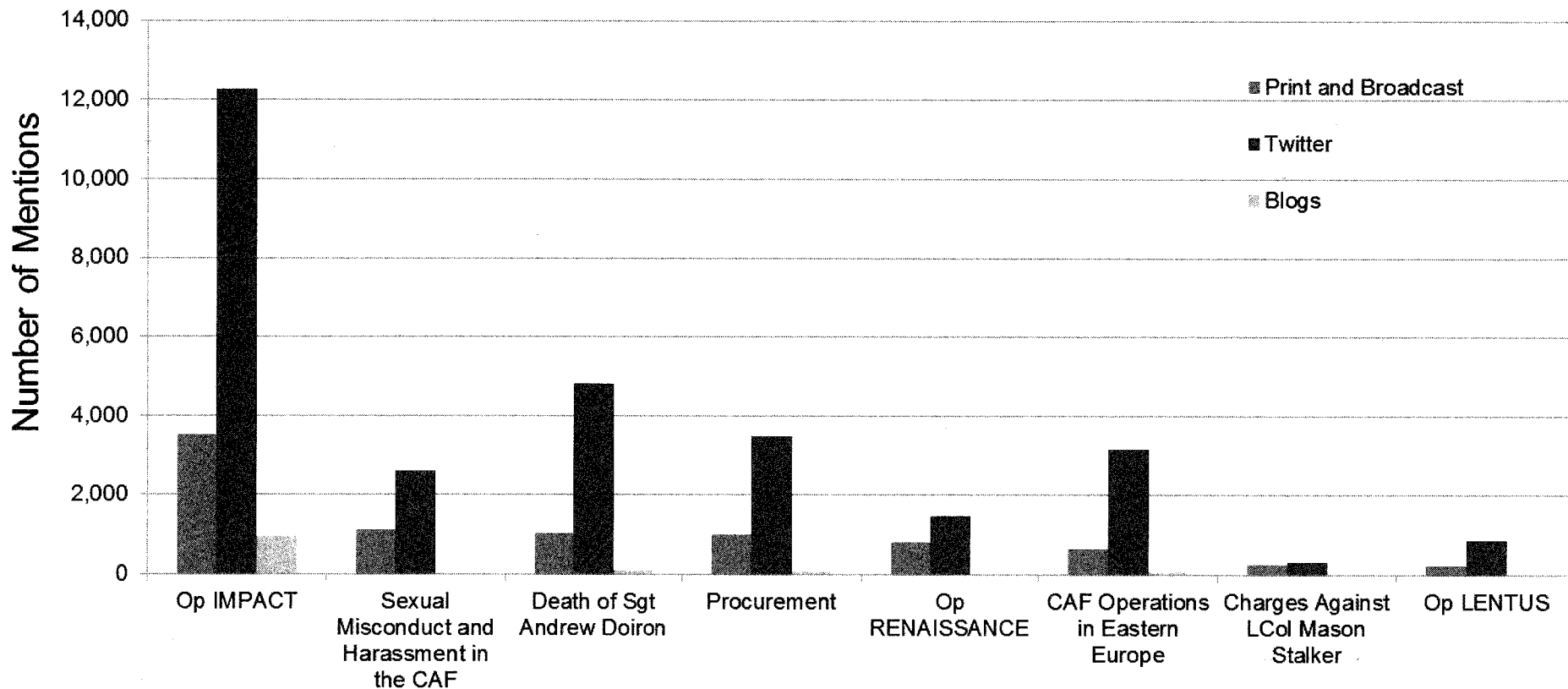
- ADM (PA) is the functional authority for public affairs and communications and provides functional guidance to all other PA units or organizations.
- The PA function is highly decentralized in the DND/CAF, with approximately 20 public affairs teams reporting to commanders or civilian ADMs (L1s) outside ADM(PA)
- The decentralized model requires collaboration between ADM (PA) and L1 organizations to ensure integrated communications across the department
- DND/CF has a proactive public affairs policy that allows CAF members to speak about what they do





# Public Environment: Top Issues in 2015

## Top Issues in Traditional and Social Media



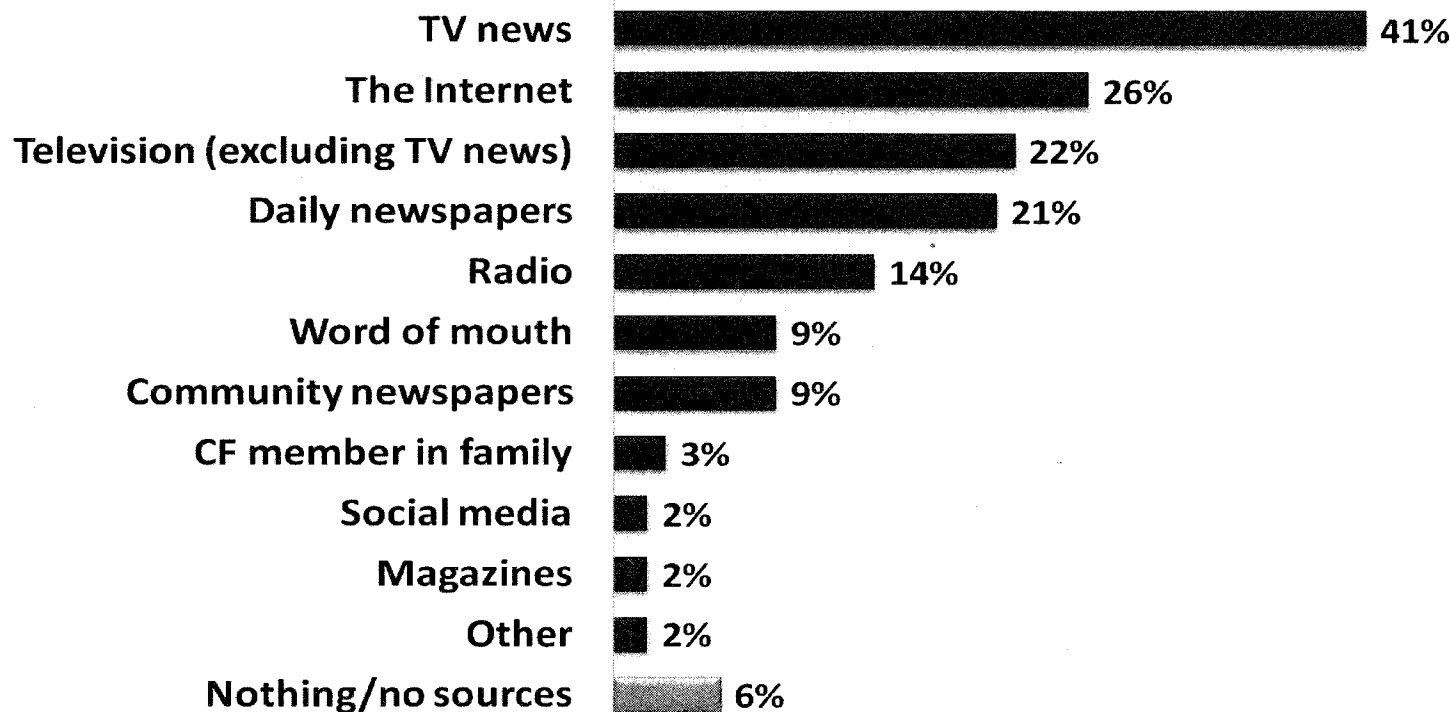
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# Public Opinion Research: Sources of info about the CAF

What is your main source of information about the Canadian Armed Forces? [Multiple responses recorded]



Traditional media is still main source of information: television news was cited most frequently as a source of information about the Forces, followed by the Internet. These findings are consistent with those from 2012.

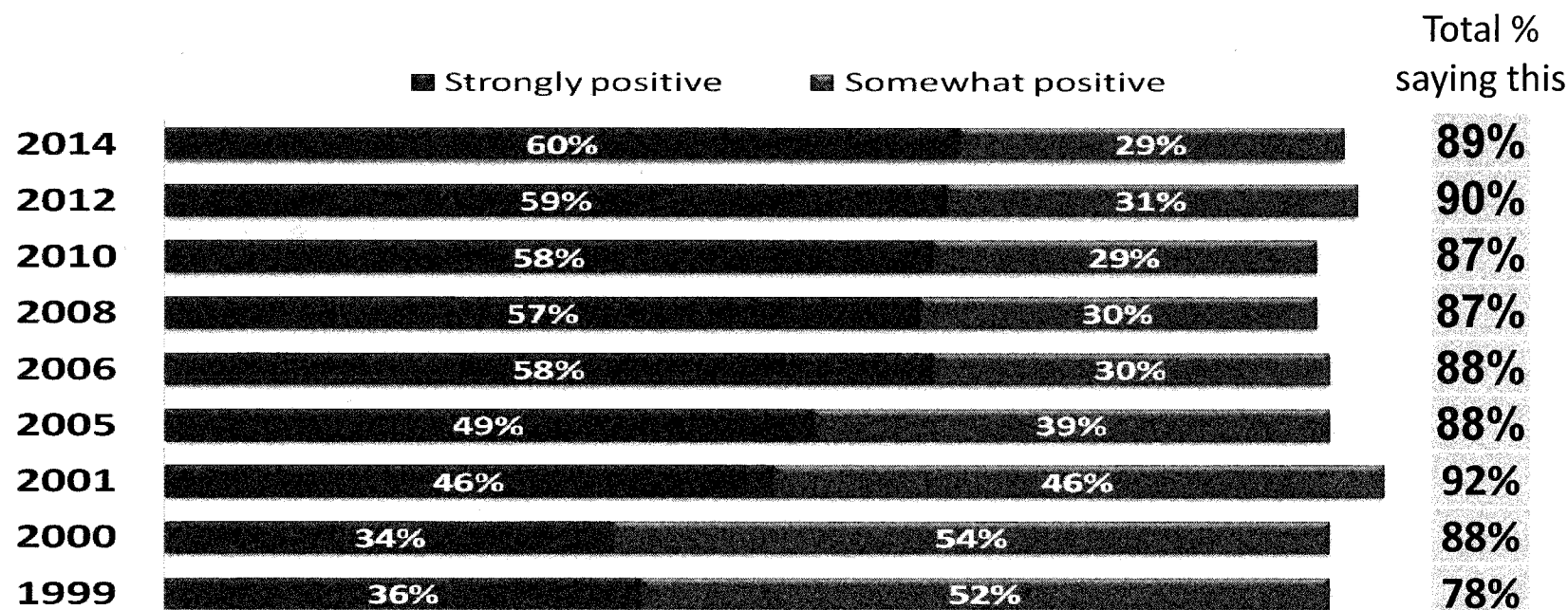
**UNCLASSIFIED**

DND's Views of the CAF Tracking Study  
- March 2014



# Public Opinion Research: Overall impressions of CAF

*What is your overall impression of the people who serve in the Canadian Armed Forces?*



The proportion of Canadians who have a positive impression of CAF members has remained fairly consistent since 2005. The intensity of these impressions increased following the 9/11 attacks (from 34% to 46% in 2001) and after the CAF was deployed to Kandahar (from 49% to 58% in 2006).

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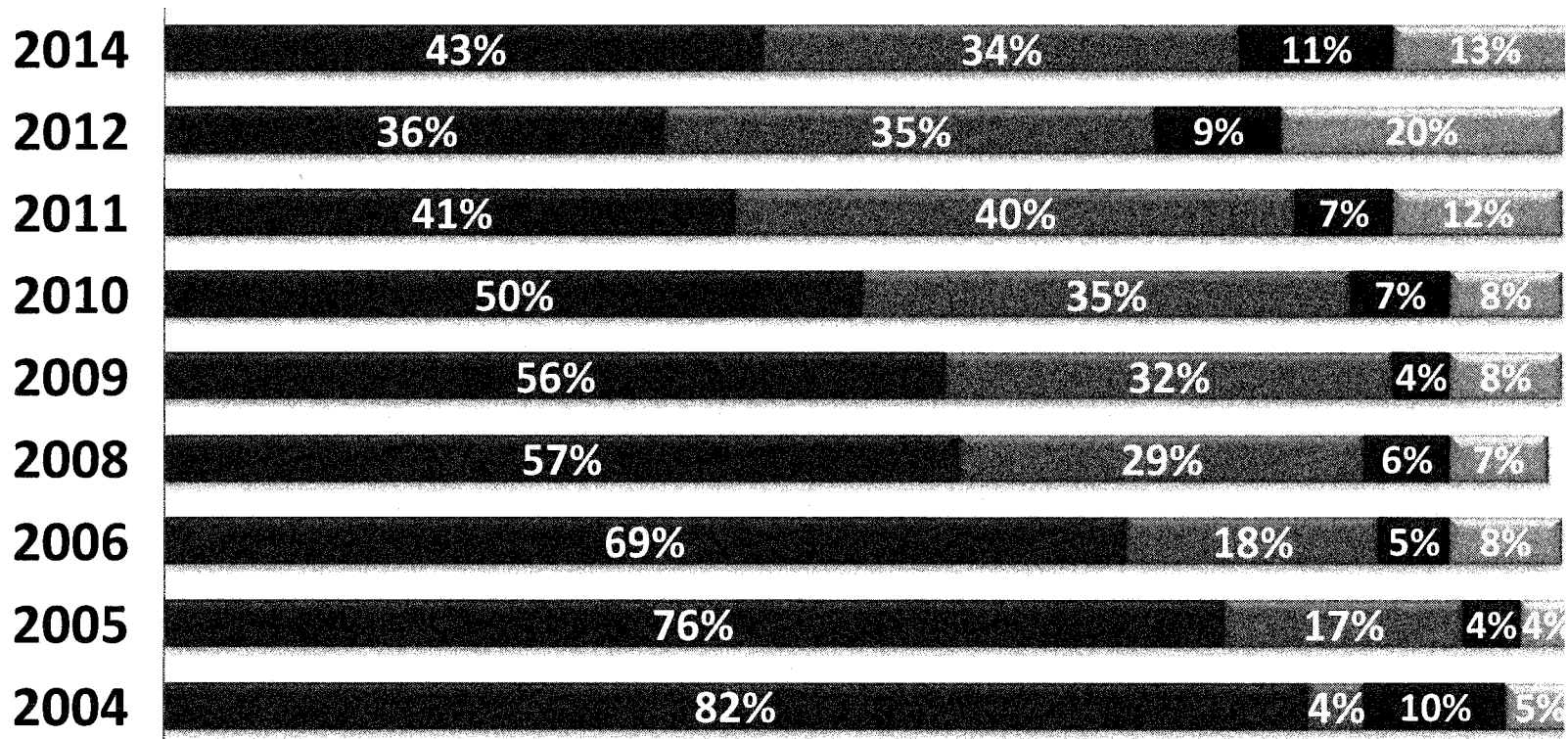
DND's Views of the CAF Tracking Study  
 - March 2014



# Public Opinion Research: Perception of Military Funding

*Do you feel that Canada's military is under-funded, over-funded or receives about the right amount of funding?*

■ Under-funded ■ Right amount of funding ■ Over-funded ■ Don't know



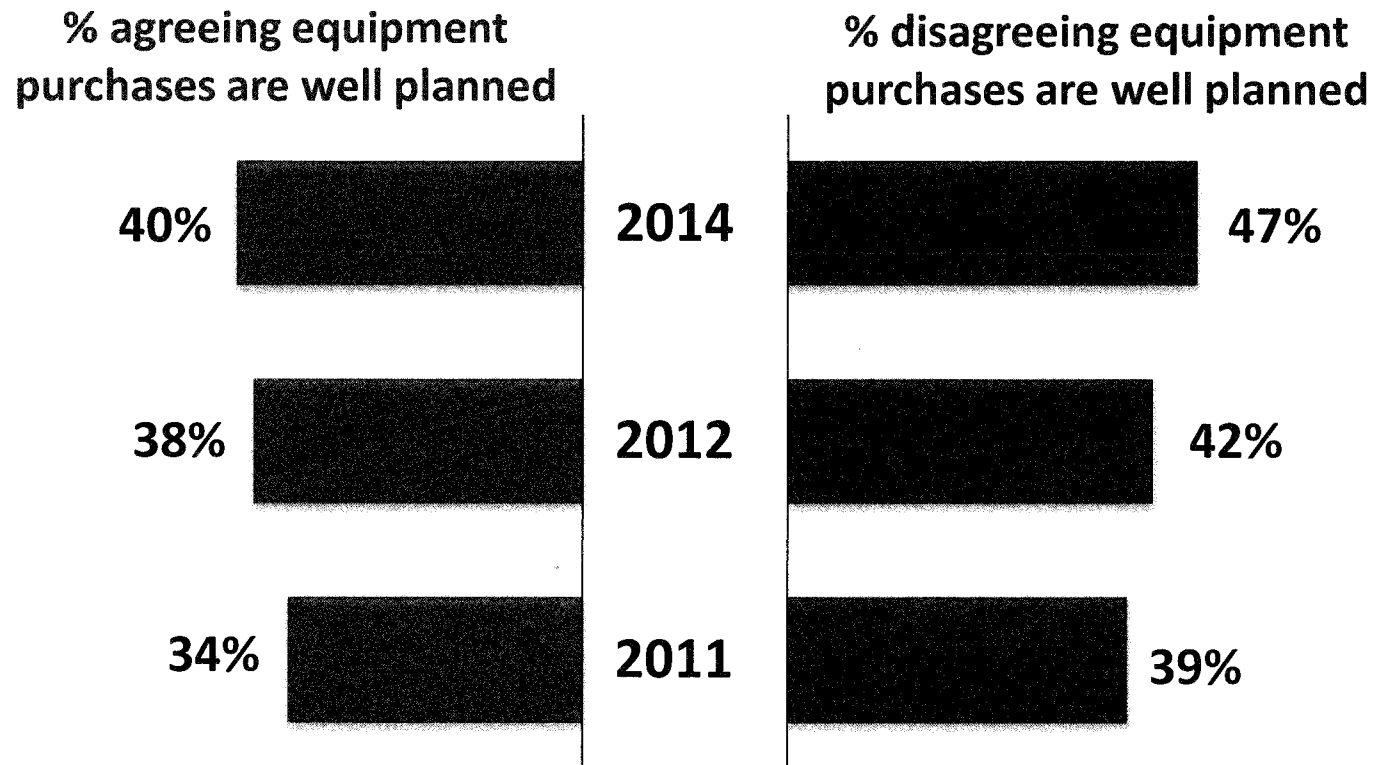
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DND's Views of the CAF Tracking Study  
 - March 2014



# Public Opinion Research: Perception of Equipment Purchase Planning

(Over Time)



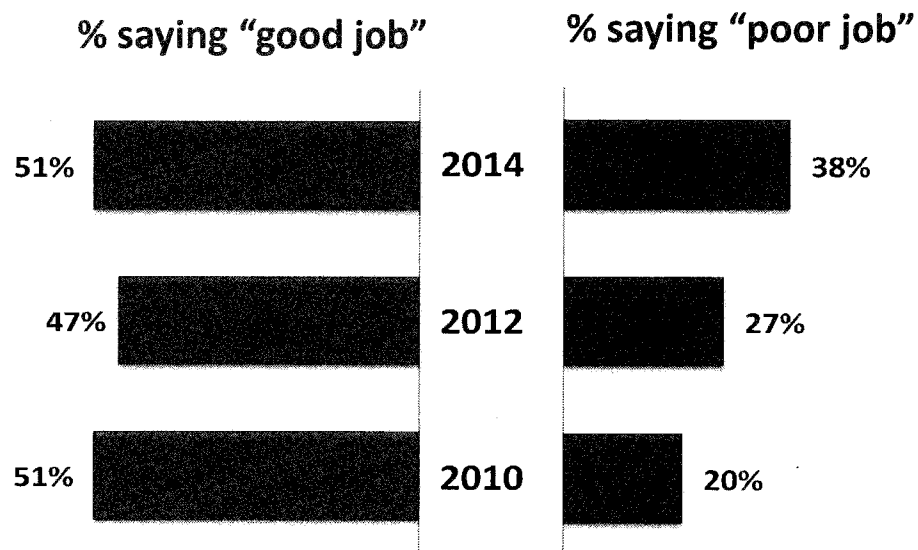
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DND's Views of the CAF Tracking Study  
- March 2014



## Public Opinion Research: Perceptions of CAF's Care of Returning Soldiers

*Generally speaking, do the Canadian Armed Forces do a good job or a poor job of looking after soldiers?  
And would that be [very good/poor or somewhat good/poor]?*



Public perceptions are 'hardening': the proportion of Canadians who think the CAF does a good job of caring for returning soldiers has remained relatively consistent, whereas a steadily increasing number of Canadians think the CAF does a poor job in this regard.

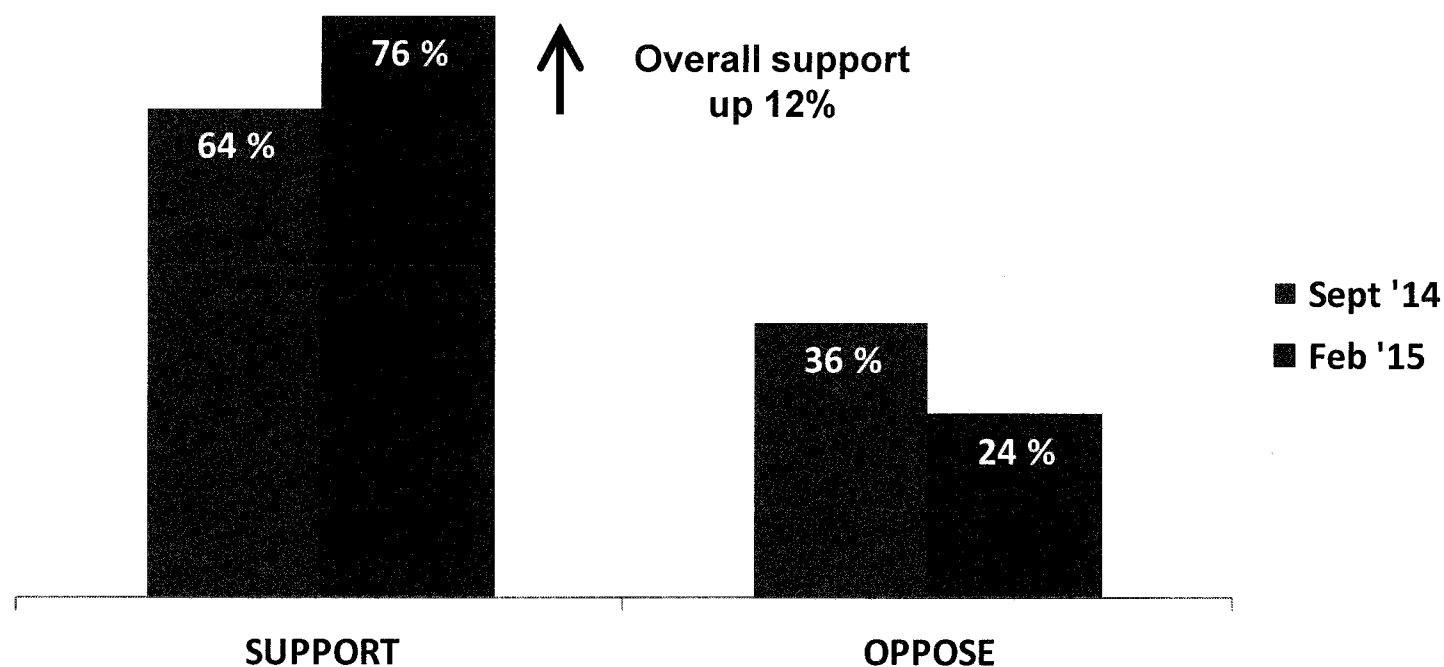
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DND's Views of the CAF Tracking Study  
- March 2014



## Public Opinion Research: Support for Airstrike Mission Against ISIS

*"I support the use of Canadian Forces fighter jets in the international coalition's airstrikes against ISIS targets in Iraq?" [4-point agree/disagree scale]*



Mission against ISIS is new; consequently, views have not yet 'hardened'. Similar to data collected during the early part of the mission in Afghanistan, the public's views are expected to fluctuate before the scope of the mission is more broadly understood.

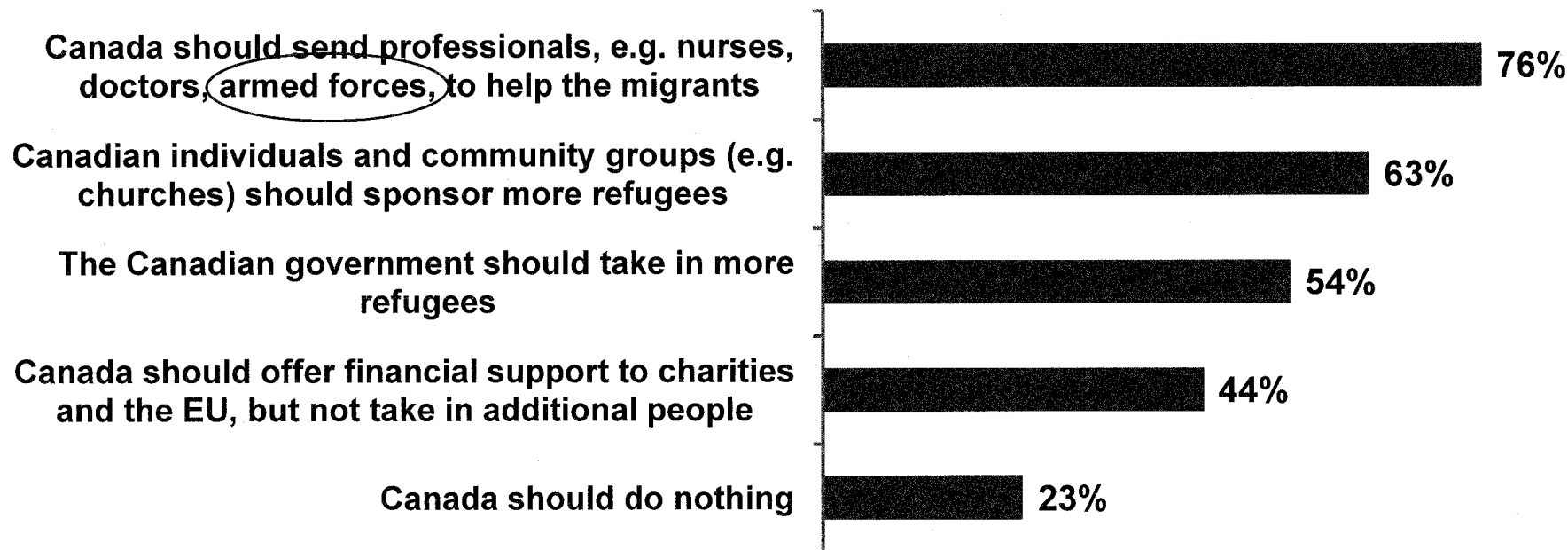
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Ipsos Reid / Global News  
- February 2015



## Public Opinion Research: Middle East Migrant Crisis

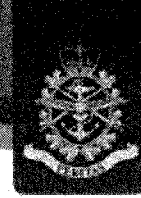
*"Please tell us whether you support or oppose the following measures?" [summary of support]*



One-day, online survey on the day news broke of the death of toddler Alan Kurdi. Caution should be exercised in interpreting these results as the poll was conducted during the federal election campaign; the fieldwork was conducted in one day which is a standard technique for a political poll. The Angus Reid Institute news release headline read "Canadians divided along political lines over whether to accept thousands of refugees in current crisis: Poll reveals schism between religious and non-religious Conservative Party supporters."

**UNCLASSIFIED**

Angus Reid Institute  
- September 2015



## Key Short-Term Issues: November 1-December 31

- **Op IMPACT** – Resumption of regular briefings (Fall TBC)
- **Op UNIFIER** – Ongoing training with the Ukraine
- **Sexual Misconduct Strategic Review Team (CSRT) first quarterly report** – progress update on the action plan since Mme Deschamps' report (Fall TBC)
- **1974 Grenade Incident Action Plan** –
  
- **Cpl Nathan Cirillo plaque unveiling** – VAC to confirm timing of event to take place during Veterans' Week (5- 11 Nov)
- **Veterans' Week Remembrance Day** – program of events, including 2015 National Veterans' Week Speakers Program (5- 11 Nov)
- **2014 CAF Suicide Report** – must be released in accordance with ATI section 26 (NLT 6 Nov).
- **Remembrance Day National Ceremony** – VAC federal lead (11 Nov)
- **Remembrance Day Sentry Program** (11 Nov)
- **Halifax International Security Forum** – MND participation anticipated (20-22 Nov)
- **Interim Auxiliary Oil Replenishment** – Contract Award with Chantier Davie Inc. expected in Nov 2015, with service delivery expected to begin in summer 2017. The RCN will continue to rely on
  
- **Office of the Auditor General (OAG) Report on Housing** – The 2015 OAG Report contains a performance audit of CAF Housing focussed on governance and management (tabling: Nov TBC). Pending recommendations, media coverage expected

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## Key Short-Term Issues: (cont'd)

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- **Joint Support Ships (JSS)** – Construction of the first JSS is not expected to begin until 2017, with first delivery scheduled in 2020. As a result, the JSS project will continue to be viewed as high-risk and attract critical media attention. Upcoming project milestones include the completion of the JSS Initial Design Review task and the contract amendment to enable the commencement of JSS design work at Seaspan Shipyards in Vancouver (Fall 2015).
- **Fixed-Wing Search and Rescue Aircraft Replacement (FWSAR) Project** –The RFP was posted on 31 March and was originally scheduled to remain open until 28 September 2015. At the request of industry, DND and PWGSC approved an extension to the bidding period (to 11 January 2016). The extension and RFP closure are expected to receive media attention as this procurement is often criticized for lengthy delays (PWGSC has the lead for the RFP process).
- **Camp Ipperwash** - Minister of Aboriginal Affairs and Northern Development and Minister of National Defence are expected to be called on to sign the final settlement as it has been approved by Chippewas of Kettle and Stony Point.

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## Key Medium-Term Issues: January 1-March 31

- **NATO Chiefs of Defence meeting** – CDS attendance
- **Tactical Armoured Patrol Vehicle (TAPV)** – There have been some delays in the project due to re-design, but no further cost to the department. First deliveries for the TAPV project. (beginning of 2016)
- **NATO Defence Ministerial meeting** – MND to attend
- **Budget 2016** – February/March 2016
- **2016-2017 Main Estimates** - Tabling in Parliament (February TBC)
- **Road to 2017-Memorial Route/Memorial to Canada's Mission in Afghanistan/ National Victoria Cross Memorial** – route expansion along Sussex Drive (leads: PCH and VAC)
- **Arctic/Offshore Patrol Ships (AOPS)** – Construction of the first AOPS ship, *Harry DeWolf*, began on September 1, 2015, and is expected to be completed by 2018. Due to the recent increase in the project budget, media will continue to monitor this build contract with Irving Shipyards in the event additional funds are required
- **Decision regarding Op IMPACT** (campaign against ISIS in Iraq/Syria) – current engagement ends March 2016
- **Future Fighter Capability Project** – process related to the Joint Strike Fighter program in the next few months. announcement is anticipated to garner media attention in Canada, specifically questioning the timeline of Canada's decision to replace the CF-18 fleet.
- **Maritime Helicopter Project (CH-148 Cyclone)** – The first Cyclones with increased capability (Block 1.1) are expected to be delivered in December 2015.

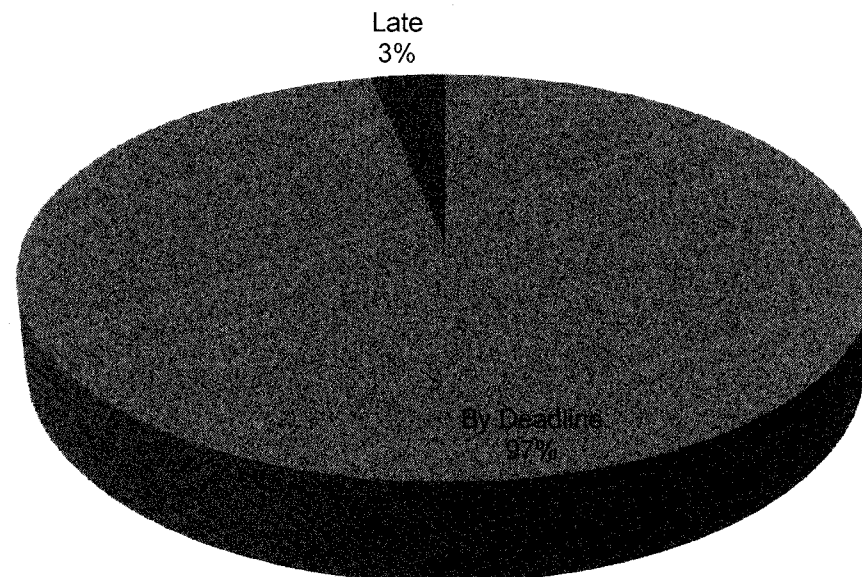
Media criticism is likely.

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## Media Relations: Overview and Success Rate

- **1572** Media Queries received in Calendar Year 2015 (January – August);
- Media request volume equates to roughly **9.4** requests per workday, or a bit over one per office hour.
- Deadlines have been met approximately **97%** of the time.

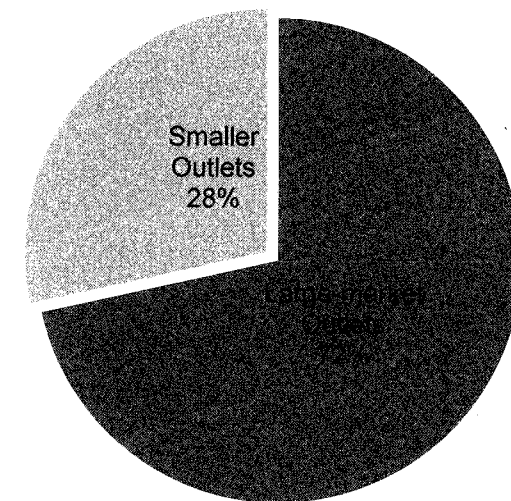


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## Media Relations: Media Request Coordination

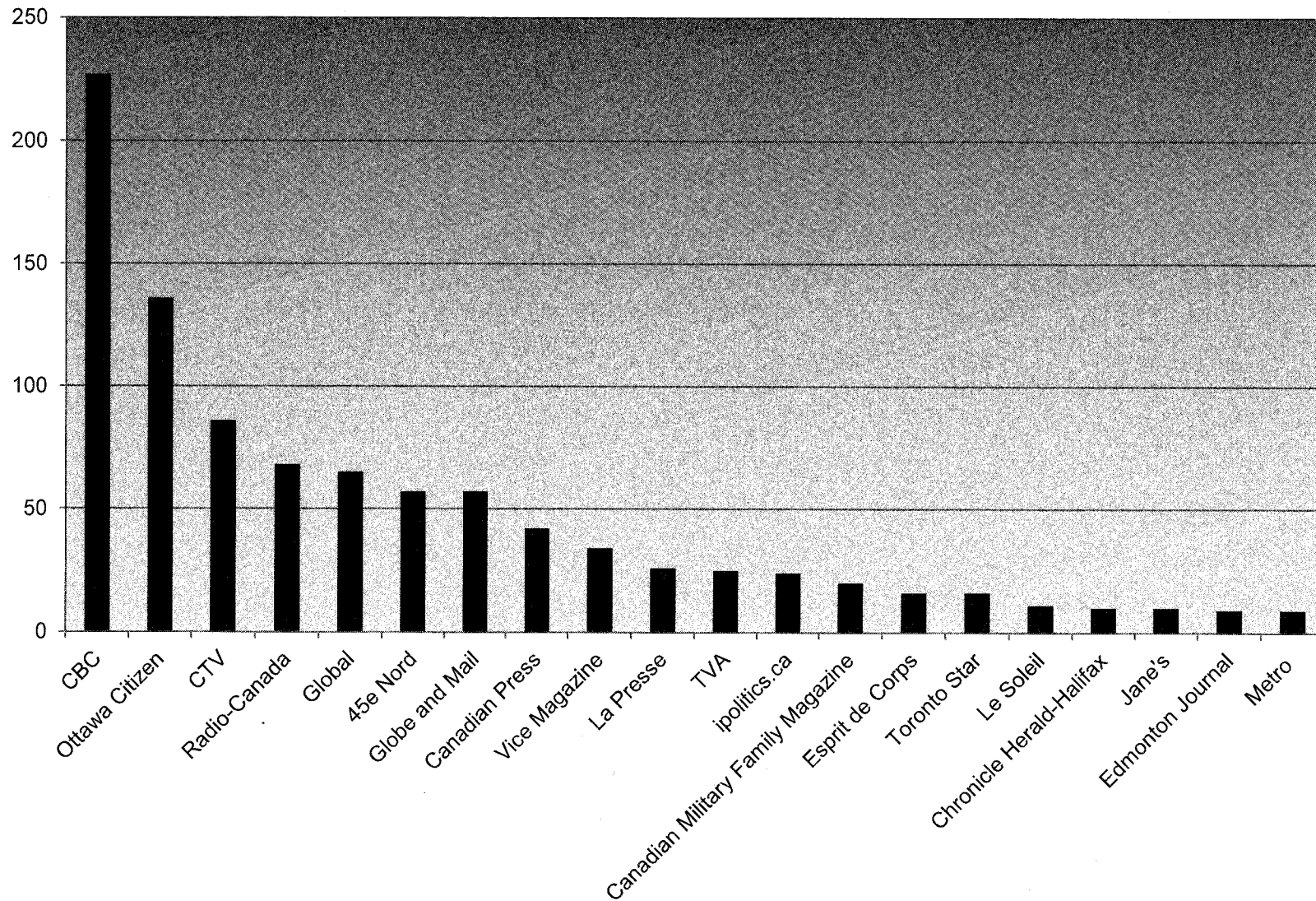
- Almost **3/4** of all requests come from large-market and/or multi-platform outlets such as *CBC, CTV, Global News, The Globe and Mail, National Post, The Toronto Star*, etc.
- Large-market outlets often seek information on issues of a national scope, such as major procurements (FWSAR, shipbuilding, etc), deployments and policies. These types of issues require **central/NDHQ coordination and/or consultation (including MNDO)** due to their complexity.
- Second-tier outlets (local radio stations, community/local papers tend to have a more regional/local scope and often seek information with an impact on their local community. Examples include interviews with deploying members, exercises in the area, small environmental projects. These are often handled at the **local (base/wing) level with little-to-no NDHQ participation.**
- At times, large-market outlets (e.g. The Globe and Mail) will seek clarification on a more regional/local issue. Given the national nature of the outlet, these are typically handled centrally, with MNDO consultation.



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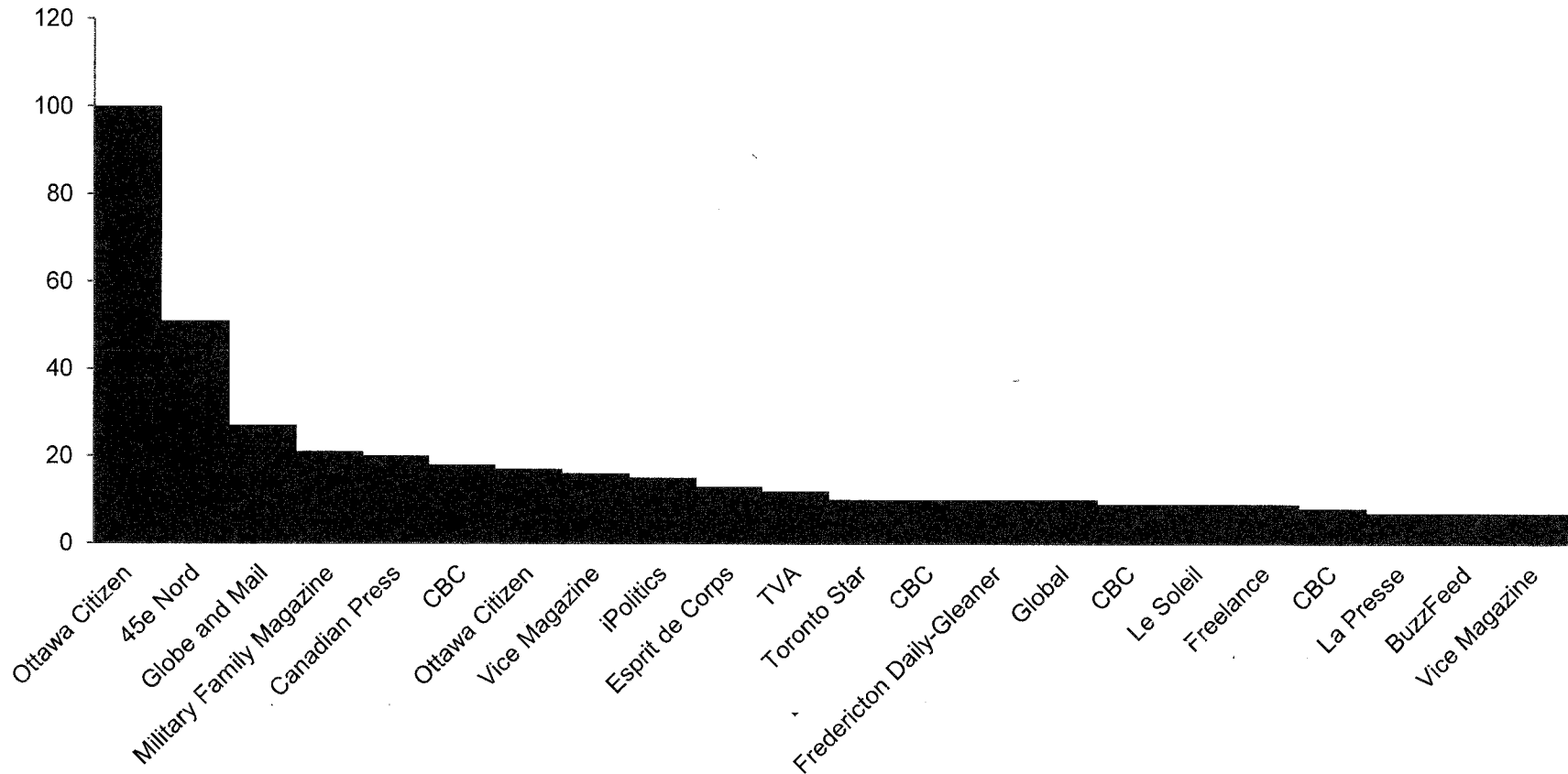
# Media Relations: Outlet Prevalence



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# Media Relations: Frequent Reporters



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# E-Communications: Web and Social Media

## Web

### Average monthly visits

(as at Sep 9, 2015)

Forces.gc.ca (main site)	760,006
Forces.ca (recruiting)	420,981
Army	121,888
Air Force	111,434
Navy	43,942
Cadets	32,903

\*There are also 12 other sub sites

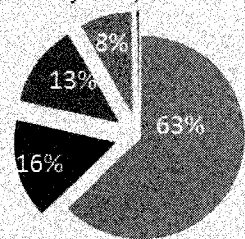
### Top pages visited on DND/CAF sites

(as at July 2015)

- 1 Browse jobs | Forces.ca
- 2 Find a recruiter | Forces.ca
- 3 Pay rates | Forces.gc.ca
- 4 Reserve jobs | Canadian Army
- 5 Snowbirds | Royal Canadian Air Force

### External traffic sources to forces.gc.ca

(as at July 2015)



- Search
- Referral
- Direct
- Social media

## Social Media

### Main DND/CAF accounts

(as at Sep 9, 2015)

	Followers		Average monthly reach
	English	French	
Facebook Canadian Armed Forces (E) Forces armées canadiennes (F)	91,000	21,000	2,824,641
Twitter @CanadianForces (E) @ForcesCanada (F)	38,200	4,000	824,400
Instagram @CAFImagesFAC (Bil)	6,510		

+ DND/CAF accounts in



### Other popular CAF accounts

(as at Sep 9, 2015)

	Followers	
	English	French
Army - Facebook Canadian Army (E) Armée canadienne (F)	120,000	17,000
Army - Twitter @CanadianArmy (E) @armeeacanadienne (F)	24,000	2,700
Royal Canadian Air Force - Facebook Royal Canadian Air Force (E) Aviation royale canadienne (F)	110,000	2,200
Royal Canadian Air Force - Twitter @RCAF_ARC (E) @arc_rcaf (F)	14,300	1,500

\*There are ~300 other accounts across the DND/CAF, mostly smaller organizations and groups at the local/base/unit level.

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## Marketing and Advertising: Ongoing recruitment campaigns

DND conducts ongoing recruitment advertising campaigns to ensure that military recruiting objectives are met and the Canadian Armed Forces are well placed to fulfill their missions in Canada and around the world.

### Priority Occupations campaign

- Aims to increase the number applicants for occupations with the greatest need, such as pharmacists and social workers in 2015-16.
- This campaign is promoted using job postings sites (e.g. Workopolis, Indeed) and search engine marketing (keywords on Google and Bing/Yahoo).

### Women campaign

- Objective is to increase the number of women in the Forces.
- Advertising in gyms on and off college and university campuses, and on the Internet (banner ads).

### Ready When You Are

- Primary goal is to raise awareness of a career in the Canadian Armed Forces among 18-34 year old Canadians and to encourage them to seek further information through the FORCES.CA website.
- The ad appeared on television, in cinema and on the Internet.

<http://www.forces.ca/en/campaign>

<http://www.forces.ca/fr/campaign>



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# Increased Focus on Imagery: Source of information

- Efforts are underway to improve cohesion and our ability to support imagery requirements across the Department
- Increased video productions underway to support
  - major initiatives (e.g. JOINTEX 15 and international operational)
  - various events and activities (e.g. CDS Change of Command and Op HONOUR)
  - senior official messages (MND, CDS and DM)

## Canadian Forces Combat Camera Q1 (2015-2016) Highlights

**At Event**

- Deployed 13 times
- Including DART mission in Nepal

**Web**

- Forcesimages**
- page views: 280,122
- 52.4% increase from Q4
- Published**
- 1,767 Photos
- 86 B-rolls
- 20 Videos
- flickr**
- Reached more than 9,000,000 views since its creation in September 2012, with more than 4,800 images to date

**SPECIALTY VIDEO**

- RCN in High Arctic**
- Video used by Toronto Star online
- 1.3M readership
- Images of L1-P on HES SURFACE**
- used by CTV online
- 3M readership



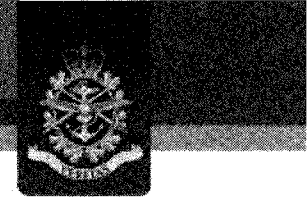
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## Outreach: Stakeholder Engagement

- Stakeholder engagement efforts rely on a two-way dialogue and the fostering of mutually-beneficial relationships to increase public understanding of the role and priorities of DND/CAF. Stakeholders are engaged through technical briefings, presentations, roundtables, and e-communication.
- Stakeholder engagement is conducted by our outreach team, consisting of five regional offices, and maintains a network of:
  - Senior defence analysts and retired military leaders
  - Academics specializing in defence and security, international relations, etc.
  - Defence and security-related associations/organizations
  - Business and community leaders
  - Editorial / specialty media
  - Civic contacts
  - Note: Commands have their own stakeholder engagement programs in place
- Frequently engaged stakeholders (e.g. Op IMPACT) who comment in the media:
  - Conference of Defence Associations (CDA)
  - Military Analyst
  - Canadian Global Affairs Institute
  - CDAI
  - Military Analyst and Commentator
  - Université de Sherbrooke
  - Christian Leuprecht, Royal Military College
  - Queen's University, Centre for International and Defence Policy

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# Speechwriting

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## Overview

- Four-person team provides support to all addresses in a public forum by the Minister of National Defence, Deputy Minister, and the Chief of the Defence Staff.
- Team can provide full speeches or speaking notes, in either official language (typically a mix of both, but varies based on audience).

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# Questions?



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## DND/CAF STRATEGIC ISSUES OVERVIEW

The most significant issues currently facing the Department of National Defence (DND) and the Canadian Armed Forces (CAF) span a wide range of subjects reflective of the complexity of the defence program: from broad defence policy questions to the care of and support for military personnel, and from CAF operations and defence engagement overseas to defence investment and materiel acquisition. These issues will demand close consideration by the Government of Canada in the coming months and many will require critical decisions to move forward.

\* \* \*

### *Shifts in Geopolitical Trends and the Security Environment*

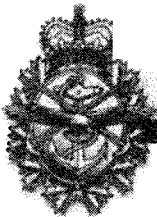
Significant geopolitical, technological, and economic developments in recent years have altered the context in which the Department and the CAF perform their mandate and strive to meet Canada's evolving defence and security needs. Shifts in the balance of power are changing the global landscape with implications that are not always clear. Traditional spheres of influence are being reshaped and established partnerships challenged. Amid this geopolitical change, the international security environment is as volatile and unpredictable as ever. Regional flashpoints in Africa, the Middle East and Asia continue to threaten global stability. Notably, 2014 witnessed the outbreak of two major conflicts that have mobilized the international community.

First, Russia annexed Crimea and began fomenting unrest in eastern Ukraine.

Second, the Islamic State of Iraq and Syria (ISIS) swept through large parts of Iraq and Syria in 2014. Its expansion was facilitated by a decade of civil wars in Iraq and Syria. In Syria, the civil war has metastasized into a regional conflict involving several state and non-state actors.

The CAF have been engaged in responding to both crises, through efforts to bolster the readiness and responsiveness of NATO, as well as through coalition operations in Iraq and Syria. The CAF

The future of these two missions will be an important





defence policy issue to be considered in the year ahead.

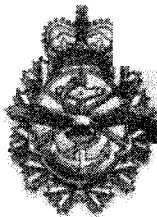
From a defence perspective, changing global dynamics and international security challenges

That said, the shifting geopolitical landscape also calls for the establishment and fostering of partnerships with emerging powers. These new partnerships, require careful balancing of Canada's security, economic and values-based interests. In any case, National Defence employs a broad spectrum of tools in support of its global engagement agenda, including defence cooperation agreements, high-level meetings, joint military exercises, and defence capacity building activities. These efforts enable the execution of the Defence mandate while promoting broader Government national security, foreign policy and trade priorities.

From a broader government perspective, the multi-dimensional nature of today's security environment is challenging the traditional Canadian distinction between national security and defence, and is demanding an ever more comprehensive, whole-of-government approach to security. Against this backdrop, National Defence will have to further adapt, consistent with its mandate and in concert with other national security partners, to meet evolving demands.

This is the case, for example, in the Arctic where National Defence is a leader in meeting whole-of-government objectives. As activity and geopolitical interest in the Arctic grow, the demand for CAF resources will increase, particularly with respect to presence in the region, safety and security operations, surveillance and control, and support to whole-of-government priorities. From an international perspective, Canada has always strongly believed that the Arctic requires collaboration, not confrontation, and should remain a region of peace.

Asia is another region demanding a consistent and focused whole-of-government approach. It is at the core of changing global dynamics as it sees its economic, geopolitical and military weight grow steadily. The United States' Asia-Pacific Strategy, announced in 2012 and formalized as the "Asia-Pacific Rebalance", testifies to the significance of Asia.





s.13(1)

s.15(1)

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s.21(1)(a)

s.21(1)(b)

### *Technological Change and Emerging Domains*

As a backdrop to these geopolitical shifts, scientific and technological innovation continues unabated, posing opportunities and challenges for defence and security establishments. Specifically, space and cyberspace have become central to the economic prosperity and everyday life of developed states. Modern armed forces also rely on space and cyber capabilities to more efficiently operate crucial military platforms, including for surveillance, communications and search and rescue. Governments and non-state actors, however, are developing the ability to exploit vulnerabilities in space and cyber capabilities through a variety of means, and threats in both domains have been growing in plurality and sophistication.

Moreover, environmental factors, such as magnetic storms, can also disrupt commercial or military services, and with over 22,000 trackable objects in space, there is also an increasing risk of collision between satellites and other orbiting debris. On the cyber side, Government, critical infrastructure and private sector systems have been and continue to be targeted by cyber espionage and disruptive actions,

National Defence has enhanced its cyber and space programs in recent years.

Technological innovation when it comes to its role as an enabler for the proliferation of weapons of mass destruction. For example, given the increase in countries with access to ballistic missile technology,

As a result, the strategic importance of ballistic missile defence (BMD) has increased in recent years.





including within the NATO Alliance. In accordance with its 2005 decision, Canada does not participate in the US BMD system for the defence of North America. Canada, however, has been involved in discussions on the development of the NATO BMD system for the protection of NATO *European* territory, populations, and forces

### *Defence Affordability*

Adding to this complex environment, economic uncertainty continues as developed countries struggle with debt and demographics, while emerging economies work to overcome systemic deficiencies, including corruption and inadequate regulatory regimes. The global financial crisis that erupted in 2008 had severe consequences for western economies, forcing many governments to cut their defence expenditures, and reducing appetite for international engagement.

In Canada, the defence budget represents the Government's largest discretionary spending among federal departments. The current National Defence budget is \$19.5 billion. Defence funding has grown in nominal terms in recent years, in part due to an increase in the automatic annual growth of the Defence budget (referred to as the 'Defence Escalator') and through the 'Accrual Envelope' (funds earmarked in the fiscal framework for the amortized cost of major new equipment capabilities). During the same timeframe, however, Defence faced a series of budget-balancing initiatives, including funding reductions of approximately \$2.1 billion.

### *Strategic Direction*

These geopolitical, technological and economic shifts significantly impact National Defence. Indeed, since the last defence policy statement was released in 2008, the strategic context has shifted considerably.







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*Equipping the CAF, Managing its Personnel*

As highlighted in the Government's platform, the CAF's maritime capabilities will also require urgent attention.

The replacement of the CF-18s and renewal of the RCN's capabilities are the most prominent undertakings of Canada's largest military recapitalization effort since the Korean War. While the majority of acquisitions are less complex and move through the procurement process without any issue, these latter initiatives illustrate some of the challenges of defence procurement for the Government of Canada.

National Defence, in partnership with all members of the defence procurement system, is addressing these challenges through a number of initiatives, including the Defence Procurement Strategy, the National Shipbuilding Procurement Strategy and internal measures, including Defence Renewal. While these initiatives are still in early phases of implementation, several upcoming reviews will help determine whether they are having a positive impact on the procurement process and will contribute to addressing the commitment to further improving defence acquisition.

Equipment, however, is but one part of the National Defence equation. The men and women in uniform are at the heart of the CAF's successes and their important service demands careful and continuous support. Military personnel management touches on virtually every component of military service. This includes recruitment and selection, planning for relocations across Canada and around the world, and offering



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training and education programs that provide the skills required to fulfill the CAF's mandate. The CAF also look after members' physical, psychological, and spiritual well-being, negotiate rates of pay, and provide compensation and benefits that are commensurate to service. They assist, as well, with transition out of the military and access to Veterans' services, a key issue highlighted in the Government's platform. National Defence effectively manages this complex and diverse array of personnel issues, directly supporting the CAF's ability to maintain the readiness it requires to fulfill its roles, missions and tasks. While challenges do arise given the breadth and depth of the subject matter, the CAF remain flexible and ready to respond to ensure that their members are well supported throughout their careers.

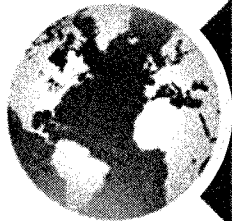
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The strategic issues raised and explored above can be expected to garner significant attention in the coming months and years – within National Defence, across government and in the Canadian public – and many will require critical decisions that will affect the future of the Department and the CAF for decades to come.

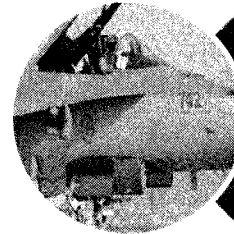




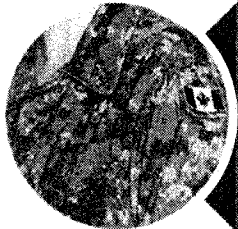
# Summary of Liberal Party of Canada's Defence-related Platform Commitments



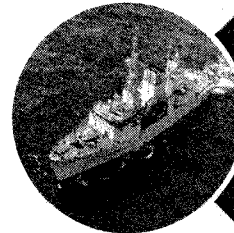
- ✓ Immediately begin open and transparent review process to create new defence White Paper
- ✓ Renew commitment to peacekeeping
- ✓ Maintain spending levels & planned increases
- ✓ Implement Report on Transformation



- ✓ End combat mission in Iraq – refocus on training local forces
- ✓ Remain committed to operations in Central and Eastern Europe



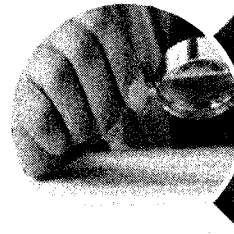
- ✓ Expand Permanent Impairment Allowance
- ✓ New Veterans Education Benefit
- ✓ Easier access to veterans' services – including mental health
- ✓ More support to families of veterans
- ✓ Zero-tolerance policy for sexual harassment



- ✓ Launch competition to replace CF-18
- ✓ Invest in RCN – icebreakers, supply ships, Arctic and offshore patrol ships, surface combatants
- ✓ Ensure equipment acquired faster – vigorous Parliamentary oversight



- ✓ Increase size of Canadian Rangers
- ✓ Continue to work with US under NORAD
- ✓ Contribute to regional security within NATO
- ✓ Renewed focus on surveillance and control, particularly in the Arctic
- ✓ Re-open Maritime Rescue Sub-centre



- ✓ Stronger national security oversight – create all-party committee to oversee operations
- ✓ Create Cabinet committee to oversee relationship with US

**LIBERAL PARTY OF CANADA - DEFENCE-RELATED PLATFORM COMMITMENTS**

**POLICIES AND PRIORITIES**

- ✓ **Immediately begin open and transparent review process to create a new Defence White Paper**
  - Review current programs and capabilities, and lay out a realistic plan to strengthen Canada's Armed Forces.
  - Develop the Canadian Armed Forces into an agile, responsive, and well-equipped military force that can effectively defend Canada and North America; provide support during natural disasters, humanitarian support missions, and peace operations; and offer international deterrence and combat capability.
  - Assist in domestic security and natural disaster responses, both at home and abroad.
  - To help regional and local partners prevent the spread of terrorism and radicalization, we will vastly increase the scope of training assistance missions. To bolster these partnerships, we will support programs that admit and train partner country military students.
- ✓ **Renew commitment to peacekeeping**
  - Recommit to supporting international peace operations with the United Nations, and will make our specialized capabilities – from mobile medical teams to engineering support to aircraft that can carry supplies and personnel – available on a case-by-case basis.
  - To help the UN respond more quickly to emerging and escalating conflicts, we will provide well-trained personnel that can be quickly deployed, including mission commanders, staff officers, and headquarters units.
  - Prioritize assistance for civilian police training operations, particularly Francophone officers, who are in great demand in French-speaking countries with peace operations.
  - Lead an international effort to improve and expand the training of military and civilian personnel deployed on peace operations, and will insist that any peacekeepers involved in misconduct be held accountable by their own country and the United Nations.
- ✓ **We will not let Canada's Armed Forces be shortchanged, and we will not lapse military spending from year to year. We will re-invest in building a leaner, more agile, better equipped military, including adequate support systems for military personnel and their families.**
- ✓ **Implement the recommendations made in the Canadian Forces' Report on Transformation, so that our Forces can have "more teeth and less tail."**
  - We will reduce the size of administration within DND/CAF.
  - While reducing some administration, we will increase the capacity of National Defence's acquisition branch to ensure that major projects avoid bottlenecks.

**PERSONNEL AND VETERANS**

- ✓ **Expand Permanent Impairment Allowance**
  - Re-establish lifelong pensions as an option for injured veterans and increase the value of the disability award. The financial impact of re-instating this option will occur during the 2015-16 fiscal year.
  - Invest \$25 million a year to expand access to the Permanent Impairment Allowance.
  - Invest \$40 million to provide injured veterans with 90% of their pre-release salary and index it to the consumer price index.
- ✓ **New Veterans Education Benefit**
  - Invest \$80 million to provide full support for the costs of up to four years of college, university, or technical education for Canadian Forces veterans after completion of service.
  - Expand job opportunities by ensuring provisions for their employment are included in Community Benefits Agreements for federal infrastructure projects.
- ✓ **Easier access to veterans' services – including mental health**
  - Re-open the nine Veterans Affairs service offices and fully implement all of the Auditor General's recommendations on enhancing mental health service delivery to veterans.
  - Hire 400 new service delivery staff, including case managers at VAC. Immediately hire additional mental health professionals to give veterans the support they need.
  - Budget \$20M to create two new centres of excellence in veterans' care, including one with a specialization in mental health, PTSD and related issues.
- ✓ **Invest \$100M per year to expand support for the families of veterans**
  - Greater education, counselling, and training for families who are providing care and support to veterans living with physical and/or mental health issues as a result of their service.
  - End the time limit for surviving spouses to apply for vocational rehabilitation and assistance services.

- Increase the veterans survivor's pension amount from 50 to 70 percent.
- Eliminate the "marriage after 60" clawback clause.
- Double funding to the Last Post Fund to ensure all veterans receive a dignified burial.
- ✓ **Protect the well-being of CAF members while in service, including a zero-tolerance policy for sexual harassment, adequate mental health support services, and high-quality career counselling and support.**

**DOMESTIC AND CONTINENTAL ISSUES**

- ✓ **Renewed focus on surveillance and control of Canadian territory and approaches, particularly our Arctic regions, and will increase the size of the Canadian Rangers.**
- ✓ **Continue to work with the US to defend North America under NORAD, and contribute to regional security within NATO.**
- ✓ **Restore funding for Canada's four heavy urban search and rescue teams. Re-open the Maritime Rescue Sub-Centre in St. John's, and the Kitsilano Coast Guard Base in Vancouver.**

**INTERNATIONAL OPERATIONS**

- ✓ **End Canada's combat mission in Iraq. Refocus Canada's military contribution in the region on the training of local forces.**
- ✓ **Remain fully committed to Canada's existing military contributions in Central and Eastern Europe.**

**PROCUREMENT**

- ✓ **Launch competition to replace CF-18**
  - We will not buy the F-35 stealth fighter-bomber.
  - Immediately launch an open and transparent competition to replace the CF-18 fighter aircraft. The primary mission of our fighter aircraft should remain on the defence of North America, not stealth first-strike capability.
  - In addition to replacing the CF-18s and re-equipping the RCN, top equipment priorities will include acquiring cost effective search and rescue aircraft, long range surveillance UAVs, and finalizing a variety of Army projects.
- ✓ **Invest in RCN – icebreakers, supply ships, Arctic and offshore patrol ships, surface combatants**
  - Make investing in the Royal Canadian Navy a top priority, while also meeting the commitments that were made as part of the National Shipbuilding Procurement Strategy
  - We will have the funds that we need to build promised icebreakers, supply ships, arctic and offshore patrol ships, surface combatants, and other resources required by the Navy.
  - Ensure that the Navy is able to operate as a true blue-water maritime force, while also growing our economy and creating jobs.
- ✓ **Ensure that equipment is acquired faster, and with vigorous Parliamentary oversight.**

**TRANSPARENCY AND ACCOUNTABILITY**

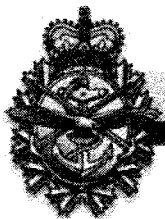
- ✓ **Stronger national security oversight – create all-party committee to oversee operations**
  - Bring real change to the Senate – create a new, non-partisan, merit-based process to advise the Prime Minister on Senate appointments.
  - Reform Question Period so that all members, including the Prime Minister, are held to greater account – including Prime Minister's Question Period
  - Make free votes in the House of Commons standard practice.
  - We will not interfere with the work of government watchdogs.
  - Make the Parliamentary Budget Officer truly independent.
  - Deliver stronger national security oversight – including the creation of an all-party committee to monitor/oversee the operations of every government department and agency with national security responsibilities.
  - Strengthen Parliamentary committees so that they can better scrutinize legislation.
- ✓ **Create Cabinet committee to oversee relationship with US**
  - To underscore the importance of the United States to Canada, we will also create a Cabinet committee to oversee and manage our relationship.

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## DND/CAF Strategic Issue Papers

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