

The Royal United Services Institute of Nova Scotia provides a forum for the study, promotion and debate of defence and security issues.

Dispatches is a weekly collection of links and news of current interest, included those tweeted and posted by the Institute on social media. Links to articles are checked at the time they are put into *Dispatches* but may be unavailable at a later date or in some states other than Canada.

If you are not a routine recipient of *Dispatches* but wish to be so, email the Institute's Chief Information Officer (CIO) at RUSINovaScotia@gmail.com. If you do not want to receive *Dispatches*, or wish to receive the at some different frequency, please inform the CIO. If you wish to receive *Dispatches* at a different address (i.e., not your work address), please inform the CIO. Past editions of *Dispatches* may be requested by contacting the CIO.

Everyone is encouraged to email to the CIO links and other content to be included in *Dispatches*.

Submissions and feedback are welcome anytime. Comments to articles can be from members or non-members of RUSI(NS). Any comment in *Dispatches* is the sole opinion of the author and does not necessarily represent the views of the Canadian Department of National Defence, the Canadian Armed Forces, the Royal Canadian Mounted Police or the Royal United Services Institute of Nova Scotia

RUSI(NS) also publishes:

1. a weekly Dimensions Newsletter, (formally called *Defence & Security Newsletter*) aimed at opinion leaders and industry. If you are interested in receiving this newsletter, email admin@duncom.ca; and 2. a weekly *China Open Source Newsletter* of articles curated from Chinese military-related websites based inside mainland China. If you are interested in receiving this newsletter, email RUSINovaScotia@gmail.com.

Events:

To list an event in *Dispatches*, email the CIO by noon Thursday. If you have an idea for a topic or speaker, please email <u>RUSINovaScotia@gmail.com</u>. RUSI(NS) events may be cancelled at short notice – email RUSI(NS) if there is a question of an event occurring.

30 September, Wednesday - RUSI(NS) Distinguished Speaker LCol Barry Pitcher, CO Princess Louise Fusiliers, will present "Reservist Leadership during Crisis: CAF Response to COVID-19 in Atlantic Canada." 1300-1500, via Zoom. The talk will cover the Land Component Command of Operation LASER, the CAF response to the COVID-19 pandemic. Registration is required. To register, email RUSINovaScotia@gmail.com by close of business Sun, 27 Sep. Zoom instructions will be emailed by end Mon, 28 Sep.

14 October, Wednesday – RUSI(NS)/Canadian Marine Industries and Shipbuilding Association will host presentations by Steven Christianson, Vice President Supply Chain Management, Seaspan Shipyards; Lindsey Kettel, Executive Vice President, Chantier Davie Canada; and Philippe Flébus, Director Procurement & Infrastructure, Ocean Group; titled "Marine Industry Supply Chains of Canadian Shipyards in the Era of the National Shipbuilding Strategy." 1400-1600, via Zoom. Registration is

required. To register, email <u>RUSINovaScotia@gmail.com</u> by close of business Sun, 11 Oct. Zoom instructions will be emailed by end Mon, 12 Oct.

28 October, Wednesday - RUSI(NS) Distinguished Cdr Helga Budden, Commanding Officer, Canadian Armed Forces Transition Unit Nova Scotia/Newfoundland and Labrador, speaking on transition from serving to retirement. 1300-1500, via Zoom. Call for registration to follow.

18 November, Wednesday – RUSI(NS)/NORAD & NORTHCOM will host Distinguished Speakers from JTFN and N-NC to present "Arctic Continental Defense: Canada and U.S. Perspectives." 1300-1500, via Zoom. Call for registration to follow.

Recent Publications:

RUSI(NS) Paper "A Case for Canadian Forces eLearning – Using New Technologies" by Ed Young, 16 September

https://rusi-ns.ca/elearning/

Naval Association of Canada presentation "Here Be Dragons? Chinese Submarine Operations in the Arctic" by Adam Lajeunesse and Tim Choi, 8 September 2020, is available on request to RUSINovaScotia@gmail.com.

RUSI(NS) Information Paper "Urban Search and Rescue" by Peter Ziobrowski, 28 August 2020 https://rusi-ns.ca/usar/

The Newsletter of the Royal United Services Institute of Vancouver Island Volume 52, 3rd Quarter 2020 is available on request to RUSINovaScotia@gmail.com. Articles include:

Australia's Defence Strategic Update: It's All About China

Pulling Out of Germany: Trump Adjusts the Military Furniture

"For Our Enemies, We Have Shotguns": Explaining China's New Assertiveness

Hot Issue – The Houthi Art of War: Why They Keep Winning in Yemen

China-India Skirmish: Part of Maritime Versus Land Power Struggle

It Only Took Days for a Fire to Hinder the US Navy's Pacific Fleet for Years to Come

Kra Canal: China is Creating Another Naval Route to Escape a Blockade by India and Only Thailand Can Stop It

The Military Institute of Windsor Communiqué, Volume XXXVIII Number 8 September 2020 is available on request to RUSINovaScotia@gmail.com.

The Edmonton United Services Institute President's Enews September 2020 is available on request to RUSINovaScotia@gmail.com.

The United Services Institute of Nanaimo and North Island (USINNI) Newsletter Vol 28 No 9 September 2020 is available on request to RUSINovaScotia@gmail.com.

Tweeted by @RUSI_NS: RUSI(NS) tweets may also be viewed by clicking on the icon at https://RUSI-NS.ca. To have something tweeted or retweeted, email the CIO at RUSINovaScotia@gmail.com. Original article title in parentheses.

Lockheed Martin Canada @LMCanadaNews 17 Sep tweeted and RUSI(NS) retweeted: The Canadian Surface Combatant will serve the

@RoyalCanNavy for more than 30 years. Even before it gets in the water, this ship is helping sustain thousands of jobs & grow Canada's industrial base. Learn

more: https://www.lockheedmartin.com/en-ca/features/7-things-about-csc.html

David Pugliese @davidpugliese 17 Sep tweeted and RUSI(NS) retweeted: My latest article...RCAF's first C-295 search and rescue aircraft arrives in Canada

(https://ottawacitizen.com/news/national/defence-watch/rcafs-first-c-295-search-and-rescue-aircraft-arrives-in-canada/)



(The Emerging Risk of Virtual Societal Warfare https://www.rand.org/pubs/research_reports/RR2714.html)







The Emerging Risk of Virtual Societal Warfare

Social Manipulation in a Changing Information Environment

Posted on Facebook Royal United Services Institute NS with comments:

A US Navy destroyer teamed up with Canada's navy to learn how to operate in harsh Arctic conditions

https://www.businessinsider.com/navy-destroyer-thomas-hudner-sailed-into-arctic-with-canadian-ships-2020-9



Lots of lessons to be learned by those who aren't in the Arctic much. And even for those like Canada who are. Helping with lessons-learned can be a major contribution by Canada to its allies.

US Defense Secretary urgently calls for more shipbuilding funding

https://www.defenceconnect.com.au/maritime-antisub/6843-us-defense-secretary-urgently-calls-for-more-shipbuilding-funding



Context and comparison for the Canadian expenditure of funds on shipbuilding. So far the situation appears to be well. But with a Throne Speech pending?...

The Arctic is a strategic hot spot, but Western allies lack good intel

https://www.defensenews.com/naval/2020/09/21/the-arctic-is-a-strategic-hot-spot-but-western-allies-lack-good-intel/



For intelligence of activities in the Arctic, "...the Department of Defense will really get its money's worth from unmanned aerial surveillance..."

Will the drones under development and being considered for procurement in Canada be suitable for Northern operations? Hmm, do we need a specialized Arctic drone unit?

Project to buy new pistols for Canadian Forces is once again underway

https://ottawacitizen.com/news/national/defencewatch/project-to-buy-new-pistols-for-canadian-forces-is-onceagain-underway



Munitions Supply Program

https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/munitions-eng.html

"The Munitions Supply Program (MSP) establishes a framework under which the Government of Canada sources ammunition and small arms for National Defence (DND) from unique domestic industrial facilities that have been designated as strategic sources of supply and centres of excellence"

Vancouver shipyard renews fight to build coast guard's new polar icebreaker

https://www.cbc.ca/news/canada/british-columbia/seaspan-canadian-coast-guard-new-ship-1.5732309



Davie claims to be the "national icebreaker centre." What factors are there that allows a yard to make that distinction? Yes, "consolidate experience, expertise and skills at Canada's largest and highest capacity shipyard to create world-class icebreakers in a competitive and sustainable manner" may be factors, but are they unique to Davie? May be, but it would be nice to know more detail.

South China Sea: Indonesia on high alert after appearance of Chinese vessel

 $\frac{https://www.news.com.au/technology/innovation/military/sout}{h-china-sea-indonesia-on-high-alert-after-appearance-of-chinese-vessel/news-}$

story/e0c2221d4dc363dde9ee1789c203425f



Any Chinese vessel in any waters (am thinking Arctic) should now be looked upon with suspicion, and when necessary statements made and definitive action taken. There should be no question that Chinese waters extend to only twelve nautical miles off their coasts.

Posted on Facebook Royal United Services Institute NS: RUSI(NS) postings may be viewed by clicking on the icon at https://RUSI-NS.ca. To have something posted or commented, email the CIO by noon Thursday.



https://mailchi.mp/rusi.org/uk-defence-armoured-capability-countering-cbrn-exlm8serhp-169770?e=a539211a30



Canada's potential role in the new Middle East peace: Michal Cotler-Wunsh in the Toronto Sun

https://www.macdonaldlaurier.ca/canadas-potential-role-new-middle-east-peace-michal-cotler-wunsh-toronto-sun/?mc_cid=30cb7510e3&mc_eid=a8426c0175

NATO stands up Joint Force Command Norfolk to boost readiness in the Atlantic

https://www.navytimes.com/news/your-military/2020/09/17/nato-stands-up-joint-force-command-norfolk-to-boost-readiness-in-the-atlantic/

Decolonizing the United Nations Means Abolishing the Permanent Five

https://foreignpolicy.com/2020/09/17/decolonizing-united-nations-means-abolish-permanent-five-security-council/

NORAD Modernization: Report One: Awareness & Sensors

https://cdainstitute.ca/norad-modernization-report-one-awareness-sensors/

Russian military says US and NATO flights near Crimea fuel tensions

https://www.militarytimes.com/news/your-military/2020/09/20/russian-military-says-us-and-nato-flights-near-crimea-fuel-tensions/



German, French defense ministers push for Eurodrone progress

https://www.defensenews.com/global/europe/2020/09/18/german-french-defense-ministers-push-for-eurodrone-progress/

The Japanese Military Is Now Officially Tracking UFOs

https://www.popularmechanics.com/military/aviation/a34061578/japanese-military-tracking-ufos/

NATO concludes defense chiefs' conference with praise for military plans

https://www.upi.com/Defense-News/2020/09/18/NATO-concludes-defense-chiefs-conference-with-praise-for-military-plans/9711600450468/

DeepBlue Forum to deliver Canadian and Australian flair to the underwater domain

https://vanguardcanada.com/2020/09/14/deepblue-forum-to-deliver-canadian-and-australian-flair-to-the-underwater-domain/

Liberals don't plan to cut military spending to rein in deficit: Sajjan

https://www.tricitynews.com/cmlink/gmg-glacier-media-group/canadian-press/news/national/liberals-don-t-plan-to-cut-military-spending-to-rein-in-deficit-sajjan-1.24203490

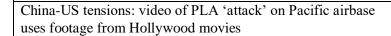


RCAF's first C-295 search and rescue aircraft arrives in Canada

https://ottawacitizen.com/news/national/defence-watch/rcafs-first-c-295-search-and-rescue-aircraft-arrives-in-canada/wcm/c0e6fe0d-e1a0-403e-85b7-736bf2138242/

Germany tries to forge a deal on who can play ball in Europe

https://www.defensenews.com/global/europe/2020/09/21/germany-tries-to-forge-a-deal-on-who-can-play-ball-in-europe/



https://www.scmp.com/news/china/diplomacy/article/3102291/china-us-tensions-video-pla-attack-pacific-airbase-uses

NATO's Stoltenberg: Alliance must expand influence to counter China

https://www.upi.com/Defense-News/2020/09/21/NATOs-Stoltenberg-Alliance-must-expand-influence-to-counter-China/7261600710728/

Japan proposes \$51B defense budget, citing increased threats

https://www.upi.com/Top_News/World-News/2020/09/21/Japan-proposes-51B-defense-budget-citing-increased-threats/4981600708431/



China conducts live-fire drills near Korean Peninsula

https://www.upi.com/Top_News/World-News/2020/09/21/China-conducts-live-fire-drills-near-Korean-Peninsula/7301600693865/

RCMP raid Montreal-area condo linked to poison-laced letter sent to White House

https://www.cbc.ca/news/somnia-1.5732424

A military build up suggests China is taking a different approach to one of its most volatile disputes

https://www.businessinsider.com/china-military-build-up-different-approach-to-india-border-dispute-2020-9

Arctic race heats up as Russia launches flagship nuclearpowered icebreaker

https://www.foxnews.com/world/arctic-arktika-russia-nuclear-flagship-icebreaker

French forces to get new batch of Jaguar, Griffon armored vehicles

https://www.defensenews.com/global/europe/2020/09/23/french-forces-to-get-new-batch-of-jaguar-griffon-armored-vehicles/



China-US rivalry: Asian countries fear getting caught in a new cold war

https://www.scmp.com/news/china/diplomacy/article/3102739/china-us-rivalry-asian-countries-fear-getting-caught-new-cold

Switzerland Hasn't Gone to War in 200 Years. Why Does It Need New Fighter Jets?

https://www.popularmechanics.com/military/aviation/a341121 91/swiss-fighter-jets/

Russian Flanker Fighter Reportedly Downs Another With Its Cannon By Accident

https://www.thedrive.com/the-war-zone/36684/russian-flanker-fighter-reportedly-downs-another-with-its-cannon-by-accident

North Korea Kills, Torches South Korean Civilian in Bizarre Maritime Incident

https://foreignpolicy.com/2020/09/24/north-korea-kills-torches-south-korean-civilian-bizarre-maritime-incident/



Other Sources: Recommendations for 'themes' (e.g., #drones) to list in this section are welcome.

#Arctic

#artificial intelligence

The Black Box, Unlocked https://unidir.org/publication/black-box-unlocked

#Canadian Coast Guard

Vancouver shipyard renews fight to build coast guard's new polar icebreaker https://www.cbc.ca/news/canada/british-columbia/seaspan-canadian-coast-guard-new-ship-1.5732309

#cyber operations

Strategic Cyberspace Operations Guide

https://csl.armywarcollege.edu/USACSL/Publications/Strategic Cyberspace Operations Guide.pdf
This publication provides a guide for US Army War College students to understand design, planning, and execution of cyberspace operations at combatant commands, joint task forces, and joint functional component commands.

#defence procurement

Combat Leaders Go Through Hell to Learn About Risk. The Acquisition Corps Should Do the Same https://www.defenseone.com/ideas/2020/09/combat-leaders-go-through-hell-learn-about-risk-acquisition-corps-should-do-same/168543/

#drones

Swarm Warning: The Future of Unmanned Aerial Systems https://www.army.mil/article/239210/swarm_warning_the_future_of_unmanned_aerial_systems

#FIBUA

Urban Warfare Project https://mwi.usma.edu/urban-warfare-project/

#NATO

NATO's China Problem

https://wavellroom.com/2020/09/15/natos-china-problem

#US Army operational concept

The Battlefield Development Plan

 $\frac{https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/July-August-2020/Blythe-BDP/$

Other:

Australian Army Journal 2020 Volume XVI, Number 1

https://researchcentre.army.gov.au/library/australian-army-journal-aaj/volume-16-number-1 contents:

Contained, Enplaned and Restrained: Strategic Brinkmanship in the Australian Context

Information Warfare, Accelerated Warfare and the Human Endeavour

Politics, Strategy and Tactics: Rethinking the Levels of War

Making Sense of Accelerated Warfare: Army's Adaptive ISR Capability

The Future of Army Supply Chains and Distribution—A Possible Model

Reintroducing Manufacturing into Army's Supply Chain

Army's Warfighting Philosophy and 'Warfighter' Cultureg

The Implications of Terrorism and Violent Extremism for the Future Australian Defence Force

The Australian Defence Force Gap Year—Army Program: Real or Rhetorical Success?

Australia, the Grey Zone and National Security

The 2nd Lieutenant—a Necessary Development Pathway for Part-Time Officers

Standby for FoxholeU

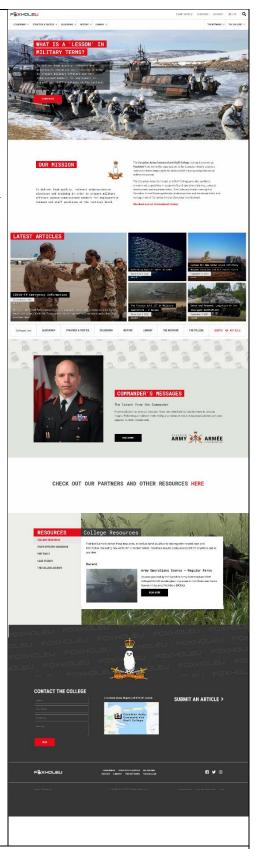
COVID 19 has presented numerous challenges to be overcome as well as giving the occasional opportunity to be exploited. For the Canadian Army Command and Staff College (CACSC), the opportunity presented itself as time to think and focus on how the College could improve Informal Professional Military Education (IPME).

IPME is not new. Good units and leaders have been doing it throughout history. It has gone by different names — CO's Hours, Professional Development, Self-Directed Study — but the intent has generally been to supplement the formal education and training we give our people with additional instruction at their parent unit. The forms that this can take are limited only by the imagination, and we can all think back to all manner of study sessions led by senior officers or NCOs where we were able to take home a lesson of value without sitting in the classroom.

Contemporary IPME is greatly assisted by internet accessibility. The plethora of websites, blogs, and social media may be leveraged by any unit or individual with an interest. What has been lacking however, is a distinctly Canadian Army voice in this realm. FoxholeU aims to change that.

Originally coined by some young Captain undergoing a course at Fort Frontenac, the name FoxholeU has been around for at least 60 years. In its modern usage, FoxholeU.CA is going to be a hub for units and individuals to engage with their profession via digital means. Accessible over the open internet, using whatever device the individual possesses (phone, tablet, computer), it will offer a wide variety of resources, tools, and information that can be used for either self-guided or directed study.

Some of these tools are being generated in house at the College – guides on the conduct of unit level IPME, instructions for running TEWTs and Staff Rides, wargame rules and scenarios, and others. Other resources still are coming from fellow IPME sites with a global reach and audience. It is important to note, however, we envision that much of the content will come from our main target audience, the Canadian junior officers and NCOs currently operating around the globe. This site will ultimately be a venue where they can articulate how they overcame challenges, describe what the contemporary operating environment looks like at the coal face, and get ideas on how to resolve the difficulties that remain.



At the point of this writing, the website is now being readied for its beta testing stage by the next crop of students on the Army Operations Course. This is being done deliberately to make sure that the site speaks to them, and meets their expectations. Following the completion of this trial, FoxholeU will be further refined and then activated for public access. Our goal is to do this no later than the end of this year.

You can assist us in this endeavour. Quite frankly, your perspectives are important and useful. Reflections on your own experience, ideas on tactical level issues, and best practices that you use currently would all be useful for publication and wider dissemination and will be sought in the near future. In the meantime, standby for the official launch of FoxholeU.CA.

Colonel Tod Strickland, Commandant Canadian Army Command and Staff College

Dear Senior Homeland Defense and Security Professionals and Allies/Trusted Partners:

The United States Northern Command (USNORTHCOM) is pleased to announce the release of the USNORTHCOM "The Watch" Facebook page at https://www.facebook.com/TheWatchNorthcom.

We would like to invite you to subscribe to "The Watch" Facebook page which serves as a platform to share emerging threats, innovative ideas, and cutting-edge technologies with fellow influential leaders in Homeland Defense and Security. "The Watch" Facebook page is unique with posts exploring changing Homeland Defense threat environments (air/ground/maritime/cyber/space), emerging Great Power Competition (GPC) in the Arctic, cutting-edge technologies, and highlighting innovative Homeland Defense partnerships. The page emphasizes the importance of the United States partnering with its allies and trusted partners to defend our collective homelands.

Subscribe now to "The Watch" Facebook page!!

Thank you for your support and consideration.

V/r.

USNORTHCOM "The Watch" Staff

V/r,

Marshall Smith, DAFC NORAD and USNORTHCOM IO/ J39

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China as a Faltering Contender -- What Canada Should Do

Editor: the following was submitted by one of our members:

Mr. Andrew Latham raised a very important and timely question in his article "China as a Faltering Contender"

(https://www.realcleardefense.com/articles/2020/09/14/china as a faltering contender 577273.html) which everyone is recommended to read first.

I agree with the Mr. Latham that "China is no longer a rising power, but a faltering one"; I also agree it's a legitimate worry that the CCP (Chinese Communist Party) regime could "throw a comparably desperate strategic pass" as the No. 2 powerful state by starting a war to overtake the US, the No. 1. However, there must be people trying to argue the US is becoming a "faltering one" as well even though for a completely different set of reasons as of those for CCP; and President Trump very likely wouldn't mind becoming a wartime president.

However, solely focusing on the China side, I think the CCP regime has some fundamental challenges for carrying out such a gamble right now.

Challenge 1: The CCP regime's legitimacy

Unlike the German Empire in WWI and Japanese Empire in WWII (as the author cited in his article) whose governing legitimacies were beyond any legal doubt, today's CCP is not entitled with the comparable legitimacy in a "People's Republic" framework, and the Party knows it completely well. It's not to say an illegitimate regime like CCP is not able to make a desperate military move, but in China's case, it does mean, once a war breaks out, the regime has to double or triple the resources and effort it currently spends on crushing basic human rights like free speech, free access of information, free association, etc. The regime has been leading every other country in mastering technology for social surveillance and policing, and the efficiency gained by relying on technology can also be extremely vulnerable in wartime. If a war breaks out, it would require an unprecedented calculation on CCP's side whether it could hold on to power before the ultimate military victory arrives - I don't think so.

Challenge 2: The CCP regime's economics

The secret to China's economic miracle has generally been attributed to three factors: cheap Chinese labour, foreign investment and the global market which mostly has been the American market. If a war with the US breaks out, the only factor left will be the cheap labour which has not been really cheap for many years. Beside losing its economic engine, China is also heavily dependent on the world for <u>food imports</u> – the US is a major food exporter to China. Also, more than <u>70% of China's crude oil supply in 2018</u> relies on imports. This is why <u>CCP refuses to "decouple" with the US</u>.

Challenge 3: The CCP regime's military power

The true status of People's Liberation Army (PLA) is a myth to people like me who rely on open sources. However, there are questions and perspectives we could explore:

Q: When was the last time PLA was tested in an armed conflict?

A: <u>Sino-Vietnamese war in 1979</u> which lasted a month in length and only involved ground troops; the PLA performed poorly.

Q: Can the PLA send a carrier-led fleet to attack Pearl Harbor now?

A: Most likely no, which means, to some extent, the PLA Navy now is not even comparable to the Japanese Navy in 1941.

I believe, at this stage, the PLA's strategy goal is not to challenge the US in an all-out war but to be able to invade Taiwan even if it means to fight the US forces in some way. (Even "invade Taiwan" is more of a bluff to threaten the US to stay out of the CCP path to hold onto power.) However, in my opinion, invading Taiwan at this moment has become increasingly a hard sell, because CCP has to convince its military branch why the PLA is not allowed to fight India but has to fight against people speaking the same language.

Of course, the PLA's capacity in nuclear submarines, inter-continental missiles, outer space weaponry and cyberspace is a serious threat to the US and the world which requires extreme close monitoring, study and be preparations.

Challenge 4: How possible would it be for the CCP regime carry out a suicide attack on the US?

There is always a possibility that CCP takes hostage the entire nation and carries out a suicide nuclear attack on the US, even if it means neither country wins (or makes Russia the ultimate winner). In this case, it will ultimately be a question of how CCP could agree as a party and be capable of taking the nation down to this one-way road. I think, or hope, the possibility won't materialize.

All this being said, the most important question is what should the Canadian China policy be?

First of all, Canada has to stand up to CCP in its own way, otherwise we will risk losing credit to our allies for the time being, and to Chinese people in the future (a.k.a. post-CCP era).

I base my suggestions on these assumptions:

- 1. The fall of the inhuman and unsustainable CCP regime is inevitable; however, how it falls has a tremendous consequential impact on the nation's future rebuilding;
- 2. Once CCP is out of power, the nation would very likely be unstable with some regions facing violent conflicts:
- 3. Canada is limited in resource to influence the US or the CCP regime either way;
- 4. Canada does have reasonable negotiation power with China because of our agricultural, energy and natural resources products;
- 5. There are 1.8 million Canadians of Chinese origin.

I think Canada should:

1. Support the US government in standing up to the CCP regime and companies, but present the reasons in principle.

I will use a couple of examples to explain. Firstly, it is the right move for the US government to ban TikTok, but the way the Trump government has handled this file has made the US being portrayed in China as a bully simply trying to rob a private Chinese company of its intellectual property. The Trump government should not have used national security as the reason for the move unless it can provide hard evidence of TikTok handing out customer data over to the CCP regime (because every US company collects customer information as well)> Without any hard evidence in TikTok's case, US government has pushed the Chinese general public to the CCP side. I nstead, TikTok should be banned purely for fairness reasons; why can't FB and Twitter and other US companies operate in China in the way TikTok operates in the US? Secondly, a similar reasoning also applies to the WeChat case; why is a company that

frequently censors posts and suspends/deletse American user accounts due to political views being allowed to operate in the US?

Canada should not only do the right thing but also do it for the right reason. The goal is to win the hearts and minds of the Chinese people from the regime. Doing the right thing alone is not enough in this age, how it is done is increasingly crucial.

- 2. Be partners with Taiwan and Hong Kong, because the journey and experience of people in Taiwan and Hong Kong will be where the Chinese people look upon now and after CCP is gone.
- 3. Support and be friends with the Tibetans, Uyghurs and Mongolian peoples.

China will enter an unstable state once CCP is out of power; even worse, a former Yugoslavia style breakdown could very likely happen in its ethnic border regions, especially in the Northwestern Uyghur region. Tibet could be a hotspot, too, especially after the 14th Dalai Lama passes away. The Inner Mongolia situation has been hot recently due to the new language regulation by the regime.

Canada should always stand with people being bullied by CCP including the Han people. However, having a trust relationship with the ethnic people would very likely guarantee Canada a role to play in the nation rebuild after CCP, and best extend Canadian interests.

4. Engage the 1.8 million Chinese Canadians. There are deep disagreements among the Chinese Canadians on what CCP truly is and how to deal with the regime, depending on where they were from. However, the good part is that we are all Canadians, and the Canadian values should be the best common denominator among the Chinese communities. A united and strong Chinese community will not only be a strength for Canada, it will also benefit China tremendously.

In conclusion, this is a unique time in history which requires every player not only valour, but also tremendous faith and patience.





Commandant 3e Division du Canada

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P.O. Box 10500, Station Forces
Edmonton, AB T5J 4J5

16 September 2020

3rd Canadian Division,

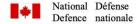
As all of you know, the COVID pandemic caused a significant disruption across the entirety of the 3rd Canadian Division (3 Div). To reconnect with our people and restart all aspects of our mission, in late June we sought insights from personnel spanning all ranks and positions through a formal assessment/survey. The evidence-based insights we gained from the assessment enabled us to focus on particular areas of success, concern, and shape the way we make decisions moving forward. They have allowed us to plan and implement a viable business resumption plan while considering the lessons learned as we prepare for a potential second wave.

First and foremost, thank you to all who participated in the survey. We have received the initial findings and although there is room for improvement, I can confirm we are on the right track in managing COVID, ensuring you, your family, and the community remain safe. The comments articulated a few common personal perceptions about returning to work in a latent COVID environment and provided both myself and the divisional leadership with a deeper appreciation of how you and your families are during these unprecedented times.

As a general overview, the assessment helped inform us of the following:

- a. COVID has imposed unique challenges on your physical, emotional and familial health. Cultivating and maintaining these pillars of well-being are a top priority for all members of the Canadian Armed Forces (CAF), and your leadership remains dedicated to empowering 3 Div members to achieve this;
- there are differences in how members of our Defence team are feeling about COVID and what we can do to make everyone feel welcome and safe - flexibility being integral to our ability to move forward;
- our members are confident in their leadership and trust that the plans that are being developed are well coordinated with medical practitioners and consideration of local, provincial, federal, and even CAF wide best-practices;
- d. despite the difficulties in communicating within a COVID environment, you found alternative and innovative ways to connect digitally;
- e. the pandemic confirmed the importance of family care plans and how challenging they can be to implement in a constantly changing situation. The chain of command understands that every family is unique and as such, I have directed that all formations and units are to work collaboratively with you to provide a flexible plan

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to meet your needs - this includes consideration for adjusted work hours and locations if necessary;

- f. the lack of digital empowerment is one of the most significant aspects holding us back from working remotely. On that note, I have tasked my HQ staff to work with all stakeholders to actively identify temporary solutions and explore alternative communication platforms while simultaneously working with Canadian Army on a permanent solution for the long term. As we all know, certain jobs cannot be done remotely and in those cases, COs have the discretion to work with you to find an optimal solution; and
- g. our military members have a strong desire for clear, consistent direction and protocols related to COVID safety precautions, a strong desire for clear planning/communications on training and expectations in the "new normal", and an eagerness to leverage new ways of training. It is critical that we alleviate uncertainties and set clear expectations on return to work plans. I have directed an internal review to revisit our business continuity plans (BCPs) and all associated COVID directives, to ensure that we are meeting your requirements.

Your input to this survey has significantly helped confirm and inform our Divisional BCPs, as well as our approach to the restart of individual and collective training. More importantly, your comments and suggestions have given us much to consider, including the importance of workforce resilience; the significance of preserving wellness in all five pillars of health; and the need for transparency as we continually adjust our posture as the pandemic progresses. You have also challenged us to find more innovative yet secure ways to connect.

We will continue to explore those areas we have direct control over and advocate in those areas where we have influence. Some areas where we are focussing on are in improving priorities and capacities for childcare, keeping facilities such as fitness centres and medical clinics open and flexible, and better enabling personnel to work remotely.

In closing, I have complete confidence that our leadership, our soldiers, and our civilian team members will prevail through these challenging times; excelling through adversity is what we do. I ask that you remain vigilant, practice our force protection health measures, and be prepared for any challenges that come our way. Protect each other, protect your families, protect the community, and protect the Forces.

Be well and stay safe.

W.H. Fletcher Brigadier-General

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