



Royal United Services Institute of Nova Scotia Dispatches 26 March 2021

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 it 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:

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

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 RUSINovaScotia@gmail.com. RUSI(NS) events may be cancelled at short notice – email RUSI(NS) if there is a question of an event occurring.

30 March, Tuesday - Centre for International Governance Innovation presentation "National Security Challenges in the 21st Century: A discussion with Vincent Rigby, National Security and Intelligence Advisor to the Prime Minister." 1:30-2:30 pm EST. See: <https://www.cigionline.org/events/national-security-challenges-21st-century-discussion-vincent-rigby-national-security-and>.

8 April, Thursday - Royal Alberta United Services Institute and Valour Canada presentation "The Battle of Vimy Ridge ." 6pm MST (8pm EST). Free video-conference. To register, e-mail contact@valourcanada.ca.

22 April, Thursday - US Naval Institute "The American Sea Power Project" virtual event to "reinvigorate thinking about the role of sea power in U.S. national security." 10 am EDT. To register, email RUSINovaScotia@gmail.com and a link will be emailed back. Also see: The American Sea Power Project (<https://www.usni.org/magazines/proceedings/2021/january/american-sea-power-project>).

Recent Publications:

RUSI(NS) Presentation “Marine Security Operations Centre - East” by Cora Pictou, 17 March 2021
<https://rusi-ns.ca/marine-security-operations-centre-east/>

RUSI(NS) Presentation “NORAD Modernization: Enabling Forward Operations” by Cmdre Jamie Clarke, 17 February 2021
<https://rusi-ns.ca/norad-modernization/>

RUSI(NS) Information Note "Change of Command – The Ceremony," 5 February 2021
<https://rusi-ns.ca/change-of-command-the-ceremony/>

Naval Association of Canada Toronto Branch presentation "Canadian Naval Heraldry" by LCdr (ret'd) Donald Williamson, 2 March 2021
<https://www.youtube.com/watch?v=uLLES3VOK-Y>

Institute for Security Policy at Kiel University "The Americas Series" (Zoom recording) presentation “Americas as a Market & Mexico Naval Strategy,” 10 February 2021
<https://kielseapowerseries.com/en/the-americas-series.html>

The Edmonton United Services Institute President’s Enews March 2021 is available on request to RUSINovaScotia@gmail.com.

The Military Institute of Windsor Communiqué Volume XXXIX, Number 3, March 2021 is available on request to RUSINovaScotia@gmail.com.

The United Services Institute of Nanaimo and North Island Newsletter Vol 29, No 03, March 2021 is available on request to RUSINovaScotia@gmail.com.



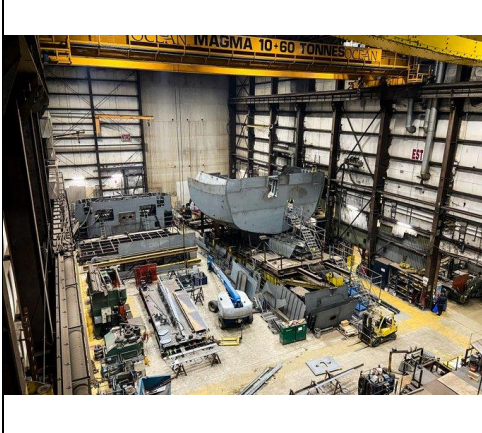
US Northern Command's The Watch, Issue 3, Great Power Competition
<https://thewatch-magazine.com/v3-eng/>.

New: The Newsletter of the Royal United Services Institute of Vancouver Island, Volume 54, 2nd Quarter 2021 is available on request to RUSINovaScotia@gmail.com.

New: The Royal United Services Institute Victoria (Australia) Occasional Volume 5, Issue 1 22 March 2021 is available on request to RUSINovaScotia@gmail.com.

New: Canadian Marine Industries and Shipbuilding Association "On Watch" 24 March edition
https://send.successbyemail.com/prvw_message2.aspx?chno=2b8dad74-f615-4d50-b71b-b17a64d5380d.
Includes links to articles like "Why Canada needs 15 state-of-the-art frigates" and "U.S. Coast Guard to send icebreaker through Northwest Passage with Canada’s consent."

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.

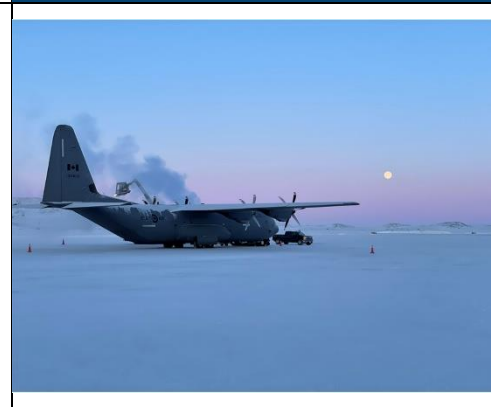
<p>Canadian Global Affairs Institute @CAGlobalAffairs 19 Mar tweeted and RUSI(NS) retweeted: An unspoken part of procuring new warships is the need to "Canadianize" existing designs. In this new Policy Perspective, Cpt(N) Douglas Campbell explains what Canadianization, why it is necessary, and the considerations that go in it: https://cgai.ca/the_canadianization_of_the_joint_support_ship_from_mature_design_to_a_unique_canadian_solution (The Canadianization of the Joint Support Ship: From Mature Design to a Unique Canadian Solution)</p>	
<p>High North News @HighNorthNews 18 Mar tweeted and RUSI(NS) retweeted: "In today's changing #geopolitical environment not to mention environmentally changing world, #Canada and the #US need to rethink continental defence", says @AndreaCharron, Director of the Centre for Defence and Security Studies. @NORADCommand #USNORTHCOM (NORAD, NORTHCOM Strategy Highlights Changing Strategic Environment in the Arctic https://www.highnorthnews.com/en/norad-northcom-strategy-highlights-changing-strategic-environment-arctic)</p>	
<p>Groupe Océan Ocean Group @Groupe_Ocean 22 Mar tweeted: #NLTProject Our teams will soon have completed the foundations for the propulsion engine, the compartments for the azimuth thrusters, the planking as well as the engine room and double bottom floor. RUSI(NS) retweeted: Progress of NLT1 of Naval Large Tug project to provide 4 tugboats to @NationalDefence Queen's Harbour Masters #Halifax & #Esquimalt https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/mer-sea/sncn-nss/naval-largegros-eng.html Strong harbour/port services are part of balanced navy @RoyalCanNavy. National Shipbuilding Strategy #NSS #NLTproject</p>	

STRATCOMCOE @STRATCOMCOE 23 Mar tweeted and RUSI(NS) retweeted: This study analyses the ways one can utilise #stratcom to counter #hybrid threats and their components, and it provides policy recommendations about improving the #EU's hybrid threat response capability. Read it here:

[https://www.europarl.europa.eu/stoa/en/document/EPRS_STU\(2021\)656323](https://www.europarl.europa.eu/stoa/en/document/EPRS_STU(2021)656323)



Canadian Armed Forces Operations @CFOperations 23 Mar tweeted: From March 6-23, 2021, an @RCAF_ARC CC-130J Hercules and CC-177 Globemaster III conducted several air-lifts of fuel and cargo from various location including: Yellowknife, N.W.T, Resolute Bay, NU, Iqualuit, NU, Thule, Greenland to CAF facilities in Alert, NU. #OpBOXTOP RUSI(NS) retweeted: Operation BOXTOP - @CanadianForces semi-annual mission to supply Canadian Forces Station Alert, northeast tip of Ellesmere Island, Nunavut, 817 km from North Pole <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-boxtop.html> #OpBOXTOP



Cormorant

The former Navy diving ship laid at Sheet Harbour according to a 23 March 2021 tweet. To be broken up, apparently by RJ MacIsaac Ltd. I suspect she has affected by the Canadian *Wrecked, Abandoned or Hazardous Vessels Act* which allows vessels to be ordered 'dismantled' (broken up) by the Minister of Transport.

It has to be remembered that this vessel was appropriately disposed of by the Royal Canadian Navy and Department of National Defence. What happens afterwards is up the new owner.



MARLANT @RCN_MARLANT 18 Mar tweeted: A shout out to our tugboats and their crews – always ready to assist when needed, alongside, or in the #Halifax Harbour. The @RoyalCanNavy's CFAV Glenbrook (YTB 643) a Glen-class naval tugboat #ReadytoHelp at #HMCDockyard Halifax. RUSI(NS) retweeted: Current gen of @NationalDefence large/big yard tugboats (YTB) are Glen-class, traditional class-name since Second World War. Hopefully 4 new tugs being built by @Groupe_Ocean under Naval Large Tug #NLT project will carry on that tradition - names to be announced by @RoyalCanNavy



"Two new Bay-class Canadian Coast Guard Lifeboats arrive" https://digitaltimescolonist.pressreader.com/@nickname11571457/csb_DXTpJJYYUpEkSxEWesbyuxA4gd2AGj4uzJxm7fHxe618ocmn_GquiGIHXr1f4-xk National Shipbuilding Strategy #NSS continues to produce. @CoastGuardCAN high endurance multi-role vessels built by @HeddleShipyards & Chantier Naval Florillon for operations CAN🇨🇦 west coast



Posted on Facebook Royal United Services Institute NS with comments:

US Army nears choosing first battalion for extended-range cannon

<https://www.defensenews.com/digital-show-dailies/global-force-symposium/2021/03/18/us-army-nears-choosing-first-battalion-for-extended-range-cannon/>



Artillery hitting targets 70 kilometres away. Now that's going to be a big change on the battlefield.

This may be a capability that the Canadian Army may or may not acquire. Looks to be something that a small army would have. Still, good to know our ally has it and that in a multinational operation such fire support may be available.

Army tests oxygen generator with longer shelf life

<https://www.upi.com/Defense-News/2021/03/18/Army-oxygen-generator-test/5301616109284/>



With so much of the attention in Canada on the big-ticket procurements (fighters, frigates, oilers), one can kinda forget that there are a lot of other important Defence capabilities out there. Equipment such as medical and military engineering can be tremendously useful, whether in overseas conflict and humanitarian assistance operations or here at home (am thinking pandemic response in auster and

overloaded locations). It would be interesting to know what the Canadian Forces Health Services Group uses for field oxygen generators.

Obangame Express Multinational Exercise Underscores U.S.-Ghanaian Partnership on Maritime Security

<https://gh.usembassy.gov/obangame-express-multinational-exercise-underscores-u-s-ghanaian-partnership-on-maritime-security/>



"(Obangame Express 2021) OE21 is designed to improve regional cooperation, maritime domain awareness, information-sharing practices, and tactical interdiction expertise to enhance the collective capabilities of participating nations to counter sea-based illicit activity."

"The 32 nations scheduled to participate in OE21 include ..., Canada ..."

There has been very little reporting on Canada's involvement in this exercise. Even if our involvement is just a small observer team, there should be something. Canada has been making efforts to build regional capability, for example, with deployment of Royal Canadian Navy Kingston-class patrol vessels to West Africa. Africa is recognized as a region of great potential, and of great power competition what with the way the Chinese are moving in with 'economic diplomacy, ' building significant infrastructure such as ports and airports (hmm, good expansionist/imperialistic moves). So Africa should be part of Canada's grand strategy. On the other hand, what even is Canada's foreign policy for the continent?

C-130 Hercules fleet to be retired

<https://ukdefencejournal.org.uk/c-130-hercules-fleet-to-be-retired/>



One wonders whether retirement of the UK RAF C-130 fleet will result in more spares, maybe even entire aircraft, being available (likely at a price) for the RCAF CC130 fleet.

UK announces new Type 83 Destroyer

<https://ukdefencejournal.org.uk/uk-announces-new-type-83-destroyer/>



"... consideration is already being given to the development of an Anti-Air Warfare variant of the Type 26, a variant that could function as a future replacement for the Type 45 Destroyer fleet – the programme now referred to as Type 83."

The Royal Canadian Navy (RCN) decided that its Canadian Surface Combatant (CSC) project frigates would be one design, not two (one anti-air and the other anti-submarine as primary roles) as originally conceived. That allows the RCN more flexibility in operations, fleet scheduling, sparring, engineering and training. Though, yes, at a cost.

The United Kingdom Royal Navy is already planning ships (Type 32 light frigates and Type 83 destroyers) beyond its current building of Type 31 and 26. Canada needs its CSC frigates and should be looking at what comes later in the National Shipbuilding Project.

The Indian Ocean Region

Darshana M. Baruah @darshanabaruah 18 March 2021 tweeted: In my latest @WarOnTheRocks piece, I argue for a new Indian Ocean policy from Washington & what such an approach might look like. The need to view the region as one geographic space & leveraging @USMC & @USCG strengths (with @USNavy) in its engagements.



(Showing Up is Half the Battle: U.S. Maritime Forces in the Indian Ocean

<https://warontherocks.com/2021/03/showing-up-is-half-the-battle-u-s-maritime-forces-in-the-indian-ocean/>)

The Indian Ocean doesn't figure large in Canadian defence policy, and our foreign policy about the region and especially India doesn't get the attention it should (though relations between our political leadership and India certainly get remembered). Regional deployments of Canadian Forces, ashore and afloat, don't immediately come to mind other than our involvement in Combined (= multi-national) Task Force 150. CTF 150 conducts maritime security operations "outside the Arabian Gulf to ensure that legitimate commercial shipping can transit the region, free from non-state threats" (<https://combinedmaritimeforces.com/ctf-150-maritime-security/>). However, increasingly there are articles published (usually by non-Canadian sources) about the significance of the region, the interplay between regional states (China looming large) and the growing economic power of India (in one article, forecast to outstrip China in GDP for some decades this century).

Certainly our Canadian Maritime Component Commander has commented:

Brian Santarpia @BrianSantarpia 18 March 2021 retweeted: Very interesting article. Geography matters and the Indian Ocean connects two of the largest markets in the world: Europe and South East Asia.

What is and should be the Canadian grand strategy of relations with India and other states in the Indian Ocean region? What is and should be the Canadian naval strategy in support of our policies and grand strategy there?

More 'Wolf Warrior' Diplomacy, Please

<https://www.worldpoliticsreview.com/articles/29517/wolf-warrior-diplomacy-and-the-us-china-relationship>



"As the maxim attributed to Napoleon Bonaparte goes, Never interrupt your enemy when he is making a mistake."

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.

 **RUSI** This Week
www.rusi.org

<https://mailchi.mp/rusi.org/weekly12march2021-171373?e=a539211a30>



Israel starts research center for GPS-free navigation

<https://www.c4isrnet.com/battlefield-tech/2021/03/18/israel-starts-research-center-for-gps-free-navigation/>



What Do We Know About China's Newest Missiles?

<https://www.defenseone.com/ideas/2021/03/what-do-we-know-about-chinas-newest-missiles/172782/>



FACING THE AUTHORITARIAN CHALLENGE

https://macdonaldlaurier.ca/files/pdf/20210308_Authoritarian_China_Russia_Devlen_PAPER_FWeb.pdf?mc_cid=1c8038b791&mc_eid=a8426c0175



New British plan looks to boost F-35 numbers, but is it still aiming for 138?

<https://www.defensenews.com/global/europe/2021/03/23/new-british-plan-looks-to-boost-f-35-numbers-but-is-it-still-aiming-for-138/>



Here's what to expect in Taiwan's new defense review

<https://www.defensenews.com/global/asia-pacific/2021/03/22/heres-what-to-expect-in-taiwans-new-defense-review/>



China's ability to invade Taiwan 'much closer than most think', US Indo-Pacific Command nominee says

<https://www.scmp.com/news/china/military/article/3126702/chinas-ability-invade-taiwan-much-closer-most-think-us-indo>



3 members of Russian bomber air crew killed by ejection system glitch

<https://www.airforcetimes.com/news/2021/03/23/3-members-of-russian-bomber-air-crew-killed-by-ejection-system-glitch/>



New UK naval shipbuilding strategy prizes keeping foreign yards out

<https://www.defensenews.com/global/europe/2021/03/23/new-uk-naval-shipbuilding-strategy-prizes-keeping-foreign-yards-out/>



Germany shelves new anti-missile weapon and turns to drone defense

<https://www.defensenews.com/global/europe/2021/03/23/germany-shelves-new-anti-missile-weapon-and-turns-to-drone-defense/>



China cracks down on online military posts

<https://www.defensenews.com/global/asia-pacific/2021/03/23/china-cracks-down-on-online-military-posts/>



Japan Launches Lead Ship of 22 Mogami-Class Frigates

<https://seapowermagazine.org/japan-launches-lead-ship-of-22-mogami-class-frigates/>



France, Italy update their joint air-defense weapon for faster missiles

<https://www.defensenews.com/global/europe/2021/03/24/france-italy-update-their-joint-air-defense-weapon-for-faster-missiles/>



China embassy takes swipe at 'fusty' Japan over South China Sea

<https://www.reuters.com/article/idUSKBN2BG1KS>



South China Sea: Beijing has extended another Spratly Islands reef, photos show

<https://www.scmp.com/news/china/military/article/3126656/south-china-sea-beijing-has-extended-another-spratly-islands>



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

#Arctic

Regaining Arctic Dominance - The U.S. Army in the Arctic

<https://api.army.mil/e2/c/downloads/2021/03/15/9944046e/regaining-arctic-dominance-us-army-in-the-arctic-19-january-2021-unclassified.pdf>

Army’s new Arctic strategy aims to build expeditionary capability

<https://www.armytimes.com/news/your-army/2021/03/17/armys-new-arctic-strategy-aims-to-build-expeditionary-capability/>

U.S. Army unveils Arctic strategy as relations with Russia plunge into deep freeze

<https://www.rcinet.ca/eye-on-the-arctic/2021/03/17/u-s-army-unveils-arctic-strategy-as-relations-with-russia-plunge-into-deep-freeze/>

New strategy sets up Army to operate in increasingly relevant Arctic

<https://www.defensenews.com/digital-show-dailies/global-force-symposium/2021/03/16/new-strategy-sets-up-army-to-operate-in-increasingly-relevant-arctic/>

#defence policy

Who are the winners and losers in Britain’s new defense review?

<https://www.defensenews.com/global/europe/2021/03/22/who-are-the-winners-and-losers-in-britains-new-defense-review/>

Always worth comparing how other states are progressing with their defence policies.

Defence Command Paper cuts: IFVs, tanks and army personnel numbers

<https://www.army-technology.com/features/defence-command-paper-cuts-ifvs-tanks-and-army-personnel-numbers/>

What is in the Defence Command Paper for air and space capabilities?

<https://www.airforce-technology.com/features/what-is-in-the-defence-command-paper-for-air-and-space-capabilities/>

Royal Navy to lose two Type 23s setting stage for future fleet

<https://www.naval-technology.com/features/royal-navy-to-lose-two-type-23s-setting-stage-for-future-fleet/>

Defence in a Competitive Age

<https://www.gov.uk/government/publications/defence-in-a-competitive-age>

"... outlines defence's contribution to the overarching objectives set out in the government's Integrated Review."

#drones

Report on Navy Large Unmanned Surface and Undersea Vehicles

<https://news.usni.org/2021/03/18/report-on-navy-large-unmanned-surface-and-undersea-vehicles-2>

Could Autonomous Systems Hold Rank?

<https://wavellroom.com/2020/07/02/could-autonomous-systems-hold-rank/>

#future fighter capability

Reports of the 'Failure' of the F-35 are Premature and Exaggerated

<https://rusi.org/publication/rusi-defence-systems/reports-%E2%80%98failure%E2%80%99-f-35-are-premature-and-exaggerated>

#hybrid warfare

Enlarging NATO's toolbox to counter hybrid threats

<https://www.nato.int/docu/review/articles/2021/03/19/enlarging-natos-toolbox-to-counter-hybrid-threats/index.html>

#intelligence

Naval Intelligence

<https://www.usni.org/magazines/proceedings/1924/september/naval-intelligence>

#land warfare

Bringing Order to Chaos - Historical Case Studies of Combined Arms Maneuver in Large-Scale Combat Operations

<https://www.armyupress.army.mil/Portals/7/combat-studies-institute/csi-books/bringing-order-to-chaos-lsco-volume-2.pdf?linkId=113744940>

The Resupply of Duffer's Drift

<https://www.armyupress.army.mil/Books/Browse-Books/iBooks-and-EPUBs/The-Resupply-of-Duffers-Drift/linkId/113343103/>

Who hasn't read "The Defence of Duffer's Drift"?!

#reading

CNO Professional Reading List

<https://mailchi.mp/usni/naval-institute-press-books-on-cno-reading-list>

#Royal Canadian Air Force

The Lockheed CP-140M Aurora, Canada's Current Long Range Patrol Fleet

<http://www.journal.forces.gc.ca/vol21/no2/PDF/CMJ212Ep26.pdf>

Hmm, Canadian Military Journal seems to be getting more articles these days, written by insiders, about major defence projects.

#strategy

Robby Harris on Writing Strategy and Steady State Competition

<https://cimsec.org/robby-harris-on-writing-strategy-and-steady-state-competition/>

John Hanley on Convening the Strategic Studies Group and Assessing War Plans

<https://cimsec.org/john-hanley-on-convening-the-strategic-studies-group-and-assessing-war-plans/>

Requiring Perfect Alignment: The UK's 2021 Defence Command Paper

<https://rusi.org/commentary/requiring-perfect-alignment-uk-2021-defence-command-paper>

Other:

Maritime Engineering Journal Winter 2020

https://www.canada.ca/content/dam/dnd-mdn/documents/mej/40-105_MaritimeJournal95_en.pdf

Note article: Engineering the Installation of a Remotely Piloted Aircraft Systems Capability Aboard Royal Canadian Navy Ships

Maritime Engineering Journal Spring 2021

<https://www.canada.ca/content/dam/dnd-mdn/documents/mej/40-140-maritimejournal96.pdf>

Note articles on the Fleet Maintenance Facilities. Essential capabilities for capable fleets.



To the members of the Canadian Armed Forces:

ACTING CHIEF OF THE DEFENCE STAFF FOCUS AREAS

Having just passed the one year milestone of being in a pandemic, we continue to live in a dynamic and unpredictable environment and recent events have added to the uncertainties we face. As your Acting Chief of the Defence Staff, I view my primary role as continuing to provide our nation a force that delivers operational excellence in a manner that is reflective of Canadian identity and values and which Canadians remain proud. Early in my tenure I believe it important to orient you on my four overarching focus areas of people, operations, readiness, and future capability development in order to guide our collective efforts.

PEOPLE

Culture. The Canadian Armed Forces is at an inflection point with regards to our culture. Recent sexual misconduct revelations and allegations are very disturbing, have shaken us, and made clear how much farther we need to go to be the CAF that our people deserve, and Canadians expect. Furthermore, the societal problems of racism and hateful conduct continue to manifest themselves in our ranks. We need to view the current crisis as an opportunity and come out of it as a better organization. We will re-establish trust where it has been broken. We need all of our members to work in an environment characterized by a sense of mutual respect, dignity, safety and truly belonging. To that end, early work indicates we need to follow two streams:

1. External Actions. We will fully support and welcome an external review of our institution and its culture with the full realization that we do not have all the answers. We will embrace external recommendations, including an independent reporting chain.

2. Internal Actions. While the first stream takes shape, we are taking some important immediate steps while retaining the ability to incorporate its recommendations. This plan is still developing and is my personal focus. Firstly we must listen – to our own people at all levels, most importantly at the grassroots; and to external experts. From them we must learn and guide our actions accordingly. Several actions are already clear:

- Operation HONOUR has culminated, and thus we will close it out, harvest what has worked, learn from what hasn't, and develop a deliberate plan to go forward. We will better align the organizations and processes focused on culture change to achieve better effect.

- We will identify and take the steps necessary to create a workplace where individuals feel safe to come forward when they experience sexual misconduct.

- We will finalize and publish our Code of Professional Military Conduct, including a new focus on power dynamics in our system, and hold ourselves accountable to it.

- We will add new rigour and science to leader selection, starting at the highest levels.

- Along with other ongoing efforts, we will implement the Restorative Engagement aspect of the Heyder-Beattie Harmful Inappropriate Sexual Behaviour (HISB) class action lawsuit final settlement agreement, and learn from that to guide a wider reconciliation effort in an attempt to right past wrongs.

- We need to improve mechanisms to listen and learn from the experiences of those who have been harmed.

In all of these efforts, we will support victims as they come forward, while at the same time respecting the fundamental right of due process for ongoing investigations.

Health and Wellness. Like the rest of society, life in the pandemic has been hard on our members and their families. We must continue to support one another, seek and offer help when the need exists, and make maximum use of the coping tools and resources available. As the conditions of the pandemic ease, we must take full opportunity of reinforcing our social connectivity.

Postings. We will soon enter the Active Posting Season, and the high stress usually associated with it is exacerbated again this year with the pandemic. Housing prices across the country add to the burden of stress, as will navigating different Provincial, Territorial, and international pandemic-related travel restrictions. Once again, we will take a very flexible approach with move and report for duty dates. Guidance will be promulgated via CANFORGEN in the coming days.

Personnel Initiatives. We will continue with the vital work Military Personnel Command is undertaking to improve the conditions of service for our members and their families. The work on a revised Universality of Service (U of S) policy is progressing well along with specific Adaptive Career Path (ACP) initiatives that will offer more options to CAF members and their families. A long overdue Retention Strategy is under development to focus on retaining the excellent talent that lives and leads across the CAF. These initiatives must be delivered while respecting the guiding principles of our Canadian military ethos, most notably service before self and through a Gender-based Analysis Plus (GBA+) lens. To that end, the CAF personnel management system needs to be modernized and, in

some areas, changed. To achieve this, we will continue with the development and implementation of a new CAF HR Strategy.

OPERATIONS

Domestic. The perfect storm is potentially upon us, with the confluence of Operations LASER and VECTOR, as the response to the pandemic must continue, and LENTUS as spring comes with the usual heightened risks of natural disasters such as flooding and forest fires. We continue to provide excellent support to Canadians across the country: in Indigenous and Northern communities as they deal with outbreaks; in leading national planning efforts for vaccine distribution; in support to land border crossings; and very soon in the vaccination efforts for many Northern remote and Indigenous communities. Every day our forces are prepared to assist national authorities when requested, our Search and Rescue enterprise stands ready to respond to those in need, as does NORAD to defend Canada and the United States. Throughout this period, the bulk of our operational effort and focus will be on the home game.

CAF Vaccination. Vaccinating the CAF is an operational focus. Over the course of the next three months, we are planning to receive 150,000 doses of vaccine, for which the administration will be the primary focus of our Health Services. I have issued vaccination priorities and more detail is in FRAGO 001 to CDS TASKORD 002 – Operation VECTOR – CAF COVID-19 Immunization Campaign. I strongly encourage all to get vaccinated. Our operational effectiveness depends on it. As our Force is vaccinated we will modify our protective measures according to best practices and regional health measures.

Expeditionary. Throughout this period, we will continue to do our part to ensure international peace and security, with ongoing operations such as Operation CARIBBE in Latin America and the Caribbean, Operation PRESENCE supporting the United Nations in Africa, and with upcoming rotations in Operations UNIFIER and REASSURANCE Land Task Force and Air Task Force-Romania. We will continue to be a leader abroad, notably with our ongoing commands of the Standing NATO Maritime Group One in Europe, and the Combined Task Force 150 in the Middle-East. We will continue to excel and maintain our efforts in the Indo-Asia Pacific region, including the ongoing deployment of HMCS CALGARY, the upcoming deployment of HMCS WINNIPEG, and our CANSOFCOM efforts across the globe.

READINESS

Personnel Generation. In a time when we should be growing our numbers, the pandemic has led the CAF to shrink in size in both our Regular and Reserve Force components. While our attrition over the last year has decreased by approximately 25%, our intake has only been a third of normal. As our recruiting system and CFLRS return to full capacity, we will need to continue to conduct decentralized Basic Military Qualification courses, and prioritize courses necessary to maximize the number of personnel reaching Operational Functional Point. A key aspect throughout will be increasing the diversity in our ranks to benefit from the talent inherent across Canada.

Individual Training. Likewise, our individual training course throughout has been significantly affected. In the mid-term, we will prioritize individual training over collective training in order to develop the leadership and technical qualifications and skills we need.

Collective Training. Collective training must continue, albeit in most cases at a reduced scale, to maintain our proficiency in higher level activities. NORAD's Ex AMALGAM DART, the Army's Ex MAPLE RESOLVE and the Navy's Ex DYNAMIC MONARCH to name just a few exercises, will

continue to be conducted in a modified manner, using risk mitigation strategies to protect health and safety. To gain capacity for other activities, we will forgo such activities as the Ceremonial Guard, the CAF Small Arms Competition, and most community engagements.

Allies and Partners. Our competitive advantage in today's security environment is being part of a network of likeminded allies and partners. As conditions permit, we look to restore and re-engage with partners in various events, including exercises, training, and engagements.

DEVELOPING FUTURE CAPABILITIES

SSE Investments. Our defence policy, *Strong, Secure, Engaged*, lays out an impressive capital investment plan that we must continue to aggressively staff. Canadian Surface Combatant, Future Fighter, and many other programmes will be the foundation of our future military. We are already seeing increased capabilities with such projects as the Arctic and Offshore Patrol Ship and the LAV 6 family of vehicles, including the first of the Armoured Combat Support Vehicles just rolling off the production line. These projects will continue to demand significant and necessary effort.

Integrating Capabilities. Fueled in part by rapid technological development, the increasingly integrated character of warfare and international competition across all domains, including in non-traditional ones such as cyberspace are demanding that we invest in the foundation of our military enterprise. To this end, we will continue our pursuit of four very high priority capability areas: digitizing the force and adopting digital practices; a common C4I (Command, Control, Communications, Computers, and Intelligence) 'spine'; the joint sustainment enterprise; and leader professional development.

Defence of Canada. Various trends such as climate change, increased interest in the Arctic, and challenges to our national resilience, made clear during the pandemic, are driving change in how we conceptualize national defence. Recent announcements by the Government, such as the Canada-US national leader discussions, indicated the imperative of improving our continental defence, including the modernization of NORAD. In the short-term, we will continue to provide military support to policy development, including capability conceptualization and force design.

Conclusion

Despite the challenges we face, the business of defending Canada and Canadian interests must continue. Potential adversaries are not resting, and continue to expand their reach and test our resolve. At the same time, the scale and scope of tasks we are being called upon to perform are expanding as we protect our population.

The CAF post-pandemic will not be the same CAF as pre-pandemic... too much has changed. Balancing our capacity across many activities will be crucial as we evolve. In all, we are committed to making the CAF better in all we do, most importantly for our people who underpin every single aspect of our service. In every day that I serve, guided by these focus areas, I will endeavour to make the CAF a better place. I ask you to do likewise.

W.D. Eyre
Lieutenant-General
Acting Chief of the Defence Staff

Australian Army Research Centre Geostrategic Dynamics (Spotlight Brief 1/21)

<https://researchcentre.army.gov.au/library/land-power-forum/geostrategic-dynamics-spotlight-brief-1/21>

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