

WOUNDED

Canada's Military and the Legacy of Neglect

**Our Disappearing Options for Defending the Nation
Abroad and at Home**

**An Interim Report by the Senate Committee
on National Security and Defence**

September 2005

MEMBERSHIP

38th Parliament – 1st Session

STANDING COMMITTEE ON NATIONAL SECURITY AND DEFENCE

The Honourable Colin Kenny, *Chair*

The Honourable J. Michael Forrestall, *Vice-Chair*

and

The Honourable Norman K. Atkins

The Honourable Tommy Banks

The Honourable Jane Cordy

The Honourable Joseph A. Day

The Honourable Michael A. Meighen

The Honourable Jim Munson

The Honourable Pierre Claude Nolin

*The Honourable Jack Austin P.C. (or the Honourable William Rompkey, P.C.)

*The Honourable Noël A. Kinsella (or the Honourable Terry Stratton)

**Ex Officio Members*

Other Senators who participated during the 38th Parliament – 1st Session:

The Honourable Senators:

The Honourable Ione Christensen

The Honourable Anne C. Cools

The Honourable Percy Downe

The Honourable Rose-Marie Losier-Cool

The Honourable John Lynch-Staunton

The Honourable Terry M. Mercer

The Honourable Wilfred P. Moore

The Honourable Donald H. Oliver

The Honourable Gerard A. Phalen

The Honourable William Rompkey

The Honourable Peter A. Stollery

The Honourable David Tkachuk

The Honourable Marilyn Trenholme Counsell

MEMBERSHIP

37th Parliament – 3rd Session

STANDING COMMITTEE ON NATIONAL SECURITY AND DEFENCE

The Honourable Colin Kenny, *Chair*

The Honourable J. Michael ForreSTALL, *Vice-Chair*

and

The Honourable Norman K. Atkins

The Honourable Tommy Banks

The Honourable Jane Cordy

The Honourable Joseph A. Day

The Honourable Michael A. Meighen

The Honourable Jim Munson

The Honourable David P. Smith, P.C.

*The Honourable Jack Austin P.C. (or the Honourable William Rompkey, P.C.)

*The Honourable John Lynch-Staunton (or the Honourable Noël A. Kinsella)

**Ex Officio Members*

MEMBERSHIP

37th Parliament – 2nd Session

STANDING COMMITTEE ON NATIONAL SECURITY AND DEFENCE

The Honourable Colin Kenny, *Chair*

The Honourable J. Michael Forrestall, *Vice-Chair*

and

The Honourable Norman K. Atkins

The Honourable Tommy Banks

The Honourable Jane Cordy

The Honourable Joseph A. Day

The Honourable Michael A. Meighen

The Honourable David P. Smith, P.C.

The Honourable John (Jack) Wiebe

*The Honourable Sharon Carstairs P.C. (or the Honourable Fernand Robichaud, P.C.)

*The Honourable John Lynch-Staunton (or the Honourable Noël A. Kinsella)

**Ex Officio Members*

MEMBERSHIP

37th Parliament – 1st Session

STANDING COMMITTEE ON NATIONAL SECURITY AND DEFENCE

The Honourable Colin Kenny, *Chair*

The Honourable J. Michael Forrestall, *Vice-Chair*

and

The Honourable Norman K. Atkins

The Honourable Tommy Banks

The Honourable Jane Cordy

The Honourable Joseph A. Day

The Honourable Laurier L. LaPierre

The Honourable Michael A. Meighen

The Honourable John (Jack) Wiebe

*The Honourable Sharon Carstairs P.C. (or the Honourable Fernand Robichaud, P.C.)

*The Honourable John Lynch-Staunton (or the Honourable Noël A. Kinsella)

**Ex Officio Members*

TABLE OF CONTENTS

PART I: OVERVIEW

1. Cutting Through the Bulls---	3
2. Military Readiness: A Means, Not an End	6
3. Why Canadians Need Their Armed Forces	6
4. Too Few Dollars	8
5. Too Few Personnel, Stretched Too Far	11
6. Running On Empty	13
7. How Did Defence Fall So Low in Canada's Pecking Order?	14
8. New Threats at Hand	16
9. Traditional Threats Persist	18
10. Off to a Slow Start	19
11. A Sound Enough Plan, but...	20
12. ...It Lacks the Urgency Required	21
13. The Importance of Widening Our Approach: 3D/NC	22
14. The Need for a National Dialogue	23
15. Hitting the Nail on the Head	24

PART II: THE STATE OF THE CANADIAN FORCES

I. The Canadian Army	25
II. The Canadian Navy	45
III. The Canadian Air Force	57
IV. Particular Armed Forces Capabilities	71
1. Special Forces: JTF-2	72
2. Disaster Assistance Response Team (DART)	77
3. Strategic Lift	80
4. Defence Intelligence	85
5. Information Technology	89
6. Maritime Security Operations Centres	90

PART III: STRATEGIC CHALLENGES

1. Bureaucratization	91
2. Political Influence	93
3. Recruitment as Structural Challenge	95
4. Recruitment and Retention – The Organizational Challenge	99
5. Quality of Life	106
6. The Ponderous Pace of Procurement	109
7. Interference of Other Government Departments	114
8. Communicating With Canadians	116

APPENDIX I	
Order of Reference.....	119
APPENDIX II	
Who the Committee Heard From.....	121
APPENDIX III	
Detailed Comparison with Other Countries.....	161
APPENDIX IV	
Historical Manning Levels.....	169
APPENDIX V	
Current Canadian Forces Force Structure.....	173
APPENDIX VI	
Current Manning Levels	189
APPENDIX VII	
Department of National Defence Organization Chart	191
Canadian Forces Organization Chart.....	192
Future Organization Chart	193
Roles and Responsibilities of Senior Officials within the Department of National Defence and the Canadian Forces.....	195
APPENDIX VIII	
Current Canadian Forces International Operations	207
APPENDIX IX	
Truth to Power	213
APPENDIX X	
Précis of Defence Policy Statement.....	219
APPENDIX XI	
Glossary.....	229
APPENDIX XII	
Biographies of Committee Members	243
APPENDIX XIII	
Biographies of the Committee Secretariat.....	255

PART I: OVERVIEW

This is the first of three reports the Committee will publish during the Fall of 2005. This, the initial report, will attempt to measure the current capacity of Canada's armed forces against their role: to protect Canadians and act in Canada's national interests at home and abroad. A second report will put forward a list of proposed solutions to the vulnerabilities the Committee identifies here. A third and final report will take a look into the future and determine how Canadians can best shape their military to pursue our nation's interests in the decades to come.

In short:

- **Report 1:** The Holes in Canada's Armed Forces
- **Report 2:** What It Will Take to Plug Those Holes
- **Report 3:** How Best to Shape Canada's Military to Pursue the Interests of Our Children and Grandchildren

Despite the Committee's observations on the deficiencies that under-funding have brought to the Canadian Forces, the Committee recognizes that Canada does not have a rag-tag military. Far from it. We are lucky to have a first-class professional fighting force that has served Canadians extremely well. However, our armed forces personnel could serve Canadians even more professionally – and stand a better chance of remaining unharmed – if we would provide them with adequate resources to do so. This Committee's role is to offer enough insights into the weaknesses that under-funding has caused the forces to convince Canadians – and their government – that funding them appropriately would be a wise investment in Canada's future.

Why this report? After all, the Committee produced the report *Canadian Security and Military Preparedness* in February 2002, a report on defending North America (*Defence of North America: A Canadian Responsibility*) in September 2002, a report on the weaknesses in Canada's armed forces (*For an Extra 130 Bucks*) in November 2002, a report on Canada's coastal defences (*Canada's Coastlines: The Longest Under-Defended Borders in the World*) in October 2003, and updated issues raised in all these reports with *The Canadian Security Guide Book* in December 2004.

Wounded: Canada's Military and the Legacy of Neglect

Since then, however, the Committee has held hearings and town halls across the country and has listened to scores of new witnesses.¹ Their testimony has advanced our understanding of the issues. There are two other important motivators behind our reports this Fall. The first is that if parliamentary committees produce reports on issues of major importance to Canadians, then walk away from these issues, their reports invariably get shelved and declared out-of-date at the earliest opportunity available to those looking for an excuse to ignore them.

Secondly, and most importantly, while the federal government has made some commitments toward upgrading Canada's armed forces, creating the politically-satisfying illusion of progress, the ugly truth behind the illusion is that the health of Canada's military continues to deteriorate. So far, the government's political solutions have not added up to anything close to a substantive solution. The headlines after last Spring's budget speech said the government was going to fix Canada's broken military, but too few parliamentarians, reporters and other analysts asked the key questions: (a) How? (b) When?

The answers were right there in front of them: (a) half-a-loaf repair jobs and (b) most of them ramping up five years from now.

This is too profoundly important an issue for Committee members to throw in the towel. If the government does not soon put the wheels in motion to rectify some of the biggest flaws in Canada's defence capacity, Canadians will be forced to continue to gamble with huge risks, both to their personal security and economic well-being, and to the capability of their government to advance their general interests domestically and internationally.

This series of reports will focus on defence capacity – on Canada's ability to produce, employ and sustain enough military force to achieve a defined success. The Committee acknowledges – and has indeed focused reports on – the importance and interconnectedness of the wider national security community. While individual agencies like the Canadian Security Intelligence Service, the Royal Canadian Mounted Police and the Coast Guard do appear herein — the focus is on the Canadian Forces.

¹ The Standing Committee on National Security and Defence met with 624 people between October 4, 2004 and July 31, 2005, and solicited papers from dozens of scholars from across Canada.

Military strength – at least in the Canadian context – isn't about pushing people around. It's about making sure that Canadians – and their values and interests – don't get pushed around. By our enemies. By our friends. Or by anyone else looking for an easy mark.

The people, values and assets of any society worth living in are worth defending. There is no question that Canada is full of worthwhile people living eminently worthwhile lives. But we Canadians don't seem to be aware enough of our vulnerabilities to man-made and natural disasters, both at home and abroad, to invest a reasonable amount of our public purse in the preservation of what we've got here. The abdication of this responsibility cannot serve Canadians well.

We simply cannot afford to gamble that everything is going to be okay for us, and those who come after us. A decade and a half of cuts to defence spending are going to produce at least a decade and a half of vulnerability. We've got to try to do something about that. Canadians deserve better.

1. Cutting Through the Bulls---

A country's sovereignty is founded on its ability to defend itself and to advance its vital interests outside its borders. Canada's armed forces give Canadians a force of last resort to defend our sovereignty, and a presence to ensure that we are taken seriously on issues of importance to us. Effective national military force is the ultimate manifestation of a nation's will to remain free, independent and prosperous.

One of the many myths that this Committee is constantly confronted with is that a country must decide upon the themes of its overall foreign policy before it can even start thinking about a defence policy. In fact, the reverse is true.

Foreign policy can be changed on a dime. It only takes words to begin to adjust our relations with the rest of the world. But defence policy is wedded to capacity. Without the personnel and hardware, no words will change defence policy. Any major change takes years to implement.

Canada's foreign policy, designed to advance Canada's interests and to create a better world, can only realistically be as ambitious as Canada's influence in the world. We cannot stimulate situations that will create more security for Canadians,

Wounded: Canada's Military and the Legacy of Neglect

better jobs for Canadians, more prosperity for Canadians, a better self-image for Canadians, if our ideas, warnings and encouragements fall on deaf ears.

Canada's influence abroad depends to a large extent upon how Canada contributes toward solving the world's problems. The No. 1 problem in the world is chaos and instability. World prosperity is not possible without world stability. Instability is caused by a variety of forces that include poverty, unfairness, revenge, tyranny and the age-old thirst for power. It is the job of any mature, civilized state to protect its own borders first, then to offer genuine help in reducing these destabilizing forces.

Canada should mount enough military strength to protect its own borders, assist in the protection of North America, and – by focusing carefully on assignments within its grasp – assist in defusing international instability. This would represent a wise investment in Canada's future. Instead, Canada is neglecting its military, neglecting its foreign aid program, and attempting to make its international mark mainly through the use of words – weak words when they are backed with so little substance.

Who is listening to Canada's words? Influence is predicated on paying your international dues, and Canada is not.

Canada's annual foreign aid budget is well under half of Lester B. Pearson's realistic target of .7 per cent of GDP. Other countries are already meeting the .7 per cent target, or have committed to doing so.² Canada has not. Similarly, Canada's military budget is bare-bones, at best (and skeletons don't fight as well as the people with the muscles). The numbers that trace the spending decline follow later in this chapter. Without funded, progressive policies in place to rejuvenate Canada's military and foreign aid programs, Canada will continue to be an ethereal country internationally.

We expect our enemies to be contemptuous of us. We don't need contempt from our friends. Many Canadians complain that the United States ignores Canada's

² Government of the United Kingdom, "News Release – G8 Finance Ministers' Conclusions On Development, London, 10-11 June 2005" (June 11, 2005), available at: <http://www.g8.gov.uk/servlet/Front?pagename=OpenMarket/Xcelerate/ShowPage&c=Page&cid=1078995903270&aid=1115146455234>. In June 2005, the G8 Finance Ministers, meeting in London, UK, noted the progress the European Union has made towards the 0.39 % ODA target agreed at Barcelona; the announcements by France and the UK of timetables to reach 0.7 % ODA by 2012 and 2013 respectively; and the recent EU agreement to reach 0.7 % ODA by 2015 with an interim target of 0.56 % ODA by 2010 - a doubling of EU ODA between 2004 and 2010. In line with the EU agreement, Germany (supported by innovative instruments) and Italy undertake to reach 0.51 % ODA in 2010 and 0.7 % ODA in 2015.

rightful wants and needs. The U.S. won't even live up to the terms of international treaties and agreements, most notably NAFTA. Of course, the United States should live up to its obligations without any pressures or inducements. But that's a pipe dream.

The truth is that Canada is far more likely to get what it wants out of Washington if Canada stops counting on the myth of friendship to win the day. Not that Americans, or their leaders, are particularly unfriendly. Most of the world's nations would love to replace their own neighbours with America. As annoying as Washington can be from time to time, compared to most nations we live in Mr. Rogers' Neighbourhood.

But nations don't have friends, they have interests. Friendship doesn't count when American interests are on the line. Either you have something concrete to offer Americans, or their leaders aren't much interested. At the moment – rightly or wrongly – the United States is trying to police the world. Washington looks at Ottawa as an extremely ungenerous place, given the resources that the Americans believe Canada could be investing in making the world a less volatile place. Canada doesn't have to copy the Americans in their approach to world affairs. But it is going to have to invest in the world if it is going to win any battles in Washington. Our job is not to serve the United States. But we must be able to influence the United States if we are to act in Canada's best interests.

These are important practical considerations. But the issue of military preparedness goes beyond the practical. There will never be a day when all the world's problems can be solved by niceness. If well-intentioned societies disarm – or allow their armed forces to deteriorate – there are plenty of mean and muscular warlords willing to take the helm. Maintaining a respectable military capacity is certainly a practical imperative for any thinking Canadian wishing to protect his or her own society while maintaining an influential position in the world.

If Canada shirks its responsibility to defend itself and help defend North America, the United States will quickly step in and do it for us. In the eyes of the world, Canada would turn into a virtual protectorate, a pale replica of an independent state. Those who argue that Canada should demonstrate its independence from the United States by de-emphasizing military strength—or by refusing to enter into military agreements with Washington to help defend North America— are promoting Canadian dependence on the United States, not independence from it.

2. Military Readiness: A Means, Not an End

Canada can't make the right kind of investments in its future if it doesn't make the right kind of investments in its armed forces. Canadians need the capacity to defend themselves, their children, their jobs, their country's sovereignty, all while contributing to a better world. They need to invest at a level that is in line with what other mature nations spend on these same important assets. We aren't.

There are 32 million Canadians out there who need a military capable of serving their needs, particularly at desperate moments. These are moments that none of us like to think about, but they are the moments when actions, not words, carry the day. There is an expression "in the crunch." A country either has what it takes to defend its citizens in the crunch, or it doesn't.

Canada cannot afford to be passive in a very active world. There have been – and will always be – situations in which Canadian military personnel put their lives on the line because Canadians desperately need quick, effective non-verbal responses to immediate threats, at home or abroad.

The Canadian military has never flinched in responding to urgent calls for help. But in recent years it has been forced to stretch itself like a worn-out elastic to fill the enormous demands that have been placed on it. Nobody can depend on worn-out elastic for anything, particularly a nation's political and economic survival.

3. Why Canadians Need Their Armed Forces

Canadians count on their armed forces as a tool of last resort to defend against direct attacks on ourselves and our allies, to defend our key economic interests and social values, to prevent the spread of terrorism, drug trafficking and other types of crime, to serve as a reliable ally to other countries that share our values and support us in time of need, to help create a fairer and more stable world, and to respond to natural disasters at home and abroad.

Sometimes we Canadians allow ourselves to forget about some of the roles Canada's military has played in helping our country survive, prosper, and play a positive role in creating a fairer and more stable world.

Abroad: Intelligent states have always subscribed to one key tenet in terms of military strategy: it is best to fight wars as far away from the homeland as possible. The reasons are obvious. Wars are always devastating, always chaotic. Nobody wants chaos and devastation up close. Canada has managed to avoid that, although the new shape of warfare suggests that our day will come. During the 20th century, Canadian Forces were massively deployed in World War I and fought heroic and historic battles at places like Ypres, the Somme and Vimy Ridge. Canadian troops again distinguished themselves on European and Asian battlefields during World War II, while our Navy protected shipping and did battle on the Atlantic and the Air Force flew missions through skies filled with flak to help end the Axis occupation of Europe. There was to be little respite. Five years later Canadians were again risking their lives in the Korean War. The Canadian Forces spent 40 years participating in the defence of Western Europe against the Warsaw Pact during the Cold War. They took part in the first Gulf War after Iraq invaded Kuwait in 1990. They participated in more than 30 United Nations peacekeeping missions, and several missions under the auspices of the North Atlantic Treaty Organization. During the first five years of the 21st century Canadians were part of the coalition that invaded Afghanistan and the follow-up NATO peace support missions there. Personnel have been sent to the Balkans, East Timor, Haiti, and various locations in Africa. Analysts will forever debate the rationale for, and efficacy of, every Canadian deployment over the years. But few of them argue that isolationism would have been a more logical or humane international strategy. Each of the forays mentioned resulted from the Canadian government's assessment that it was in the interests of Canada, its allies, and humanity in general that Canada take part. Canada's efforts overseas speeded our transformation from a humble colony to a proud nation. The Canadian Forces have served the world well in curbing tyranny and oppression around the globe.

At Home: During World War II, the Canadian Navy defended our coastlines from submarines and surprise attacks while the Air Force trained about 130,000 allied pilots at Canadian bases. Through Canada's participation in the North American Aerospace Defence Command (NORAD), Canadian forces helped protect North America from Soviet attack during the Cold War. NORAD's role has now expanded to protect the continent's air space from potential internal terrorist attacks as well as warn of external missile attacks. Canadian Forces also play a largely unspoken role on our southern border, simply by helping to define Canada as an independent, sovereign state. To many Canadians, it is important that Canada – which shares many of the values of its American neighbours – nonetheless offer

Wounded: Canada's Military and the Legacy of Neglect

a different political and cultural identity. Canadian military personnel have assisted their fellow citizens in fighting forest fires, controlling floods, rescuing people lost in the woods and at sea, digging out after snow and ice-storms, and in caring for injured people in a variety of difficult situations.

Worldwide Insurance Policy: By defending Canadians, overseas and at home, the Canadian Armed Forces offer protection under what amounts to a global insurance policy. When things go very wrong for Canada, the country's military is our ace in the hole. Like any insurance policy, however, you get what you pay for. In this case there is no need to read the fine print to know that, after nearly two decades of neglect, there are limits to what the Canadian Armed Forces are going to be able to do for us in any given crunch. To a degree, that makes sense. There are bound to be limits on the paybacks on investments in security. But how much are Canadians willing to gamble that we can survive and prosper with a jury-rigged approach to defence? So far, we've been lucky. But one question always lurks in the background: What are the chances that the coin will keep coming up heads?

4. Too Few Dollars

Canada is spending too little on defence, and too little on foreign aid. Beyond the humanitarian relief that both armies and economic development projects can bring to the less fortunate in foreign lands, there is a selfish aspect to both. One allows us to go after the crocodiles; the other helps us drain the swamp of poverty and mistreatment that crocodiles breed in.

The Department of National Defence plans to spend approximately \$14.3 billion in 2005-2006.³ If the federal government had followed the November, 2002, recommendations of this Committee, made in the report "For an Extra 130 Bucks," the current budget would be approximately \$17.5 billion, and it would have spent \$15.28 billion more on defence than it did between 2002-2005.

In fact our 2002 estimates were unrealistically low. The more we look, the more holes we see. What should Canada's defence budget be today? Something in the order of \$25-35 billion.

³ Department of National Defence, *2005-2006 Report on Plans and Priorities* (2005), 8, available at: http://www.tbs-sct.gc.ca/est-pre/20052006/ND-DN/ND-DNr56_e.asp. This includes both money announced in Budget 2005 and money the Department plans to receive in Supplementary Estimates over the course of the Fiscal Year. Presuming the Department receives all the money it expects to in Supplementary Estimates, Canadian defence spending will total approximately \$436 per capita including both Main and Supplementary Estimates.

Moreover, the Committee's 2002 recommendation was too narrowly envisaged. It focused solely on the required increase in spending on National Defence and it failed to address or even take note of the corresponding increase necessary in development assistance. It is only by addressing both of these components that Canada can defend itself and help create a better world.

In 2004-2005, defence spending accounted for 1 per cent of Canada's GDP, roughly \$420 per capita, and foreign aid spending accounted for 0.19 per cent of Canada's GDP, roughly \$65 per capita.⁴

Neither is sufficient. The government's commitment in its International Policy Statement to invest in Triple D – defence, diplomacy and development – are good words but they aren't backed up with dollars. You don't have to be Bono to recognize that we're faking it.

In 1990-1991, defence spending represented 1.6 per cent of GDP. As a percentage of Canada's Gross Domestic Product (GDP) – the measure of our annual economic output – defence spending has fallen a precipitous 62.5 per cent over the past 15 years.⁵

Our per-capita spending on defence and foreign aid pales in comparison to many other developed countries. The \$420 per capita Canada spent on defence in 2004 is far short of what either the United Kingdom (approximately \$988 per capita), the Netherlands (approximately \$793 per capita) or Australia (approximately \$844 per capita) spent (see Appendix III for a more detailed comparison with other countries).⁶

⁴ The per cent and per capita figures for Canada's foreign aid spending was estimated based on Canada's Overall Developmental Assistance for FY 2004-2005. The per cent of GDP figure for spending on defence can be attributed to the Department of National Defence, *Making Sense Out Of Dollars 2004-05 Edition* (February 2005), 20, http://www.admfincs.forces.gc.ca/financial_docs/Msood/2004-2005/MSOOD04_b.pdf. The per capita figure for spending on defence was calculated based the *FY 2004-2005 Main Estimates* for the Department of National Defence.

⁵ Department of National Defence, *Making Sense Out of Dollars 2004-2005* (February 2005), available at: http://www.admfincs.forces.gc.ca/financial_docs/msood/2004-2005/.

⁶ Figures for the United Kingdom, the Netherlands and Australia were based on data from the *CIA World Factbook 2004*, available at: <http://www.cia.gov/cia/publications/factbook/>.

Wounded: Canada's Military and the Legacy of Neglect

And while Canada has committed to increasing its foreign aid spending over the next decade, it has not joined the United Kingdom and many other countries in Europe in committing to that Pearsonian goal of 0.7 per cent of GDP.⁷

While Canada is clearly much closer to the bull's eye on international terrorists' target than most smaller countries, Canada ranks just 128th out of 165 countries in defence spending as a percentage of GDP.⁸

In 2004, Canadians spent an estimated \$16.1 billion on alcoholic beverages, in comparison to the \$14.1 billion they spent on their armed forces.⁹ While beer and wine may help Canadians forget that they are inadequately protected, we risk a sober and somber awakening by continuing to let our defences down.

Military expenditures, of course, are not the only indicator of military effectiveness. But they are a significant indicator, and in later chapters in this report the Committee intends to document several areas in which short-sighted parsimony has translated into visible holes in Canada's military.

Of course there are countries in this world that spend what many Canadians would consider to be too high a percentage of their GDP on defense. But Canada most certainly isn't one of them. Anyone who argues that Canada should set an example by beating its modest arsenal of swords into plowshares and thereby absent itself from international conflict is not just naïve – they undermine Canadians' ability to survive as a nation and Canada's obligation to contribute to a more just and stable world.

⁷ Privy Council Office. Office of the Leader of the Government in the Senate. "International Development Assistance: Motion Urging Government to Meet commitment – Debate Continued". July 6, 2005. http://www.pco-bcp.gc.ca/lgs/default.asp?Language=E&Page=newsnouvelles&Sub=speechesdiscours&Doc=20050706-develop_e.htm

⁸ Source: CIA World Factbook 2004 (http://www.nationmaster.com/graph-T/mil_exp_per_of_gdp)

⁹ Canada's beer and liquor stores and agencies sold more than \$16.1 billion worth of alcoholic beverages during the fiscal year ending March 31, 2004 (latest data available). Total per capita purchases of alcoholic beverages amounted to \$623.60. See: Statistics Canada, Public Institutions Division, System of National Accounts Branch, *The Control and Sale of Alcoholic Beverages in Canada 2004* (September 2005), no. 63-202-XIE, available at: <http://dsp-psd.pwgsc.gc.ca/Collection-R/Statcan/63-202-XIB/0000463-202-XIE.pdf>. The \$14.1 billion Canadians spent on defence includes both Main and Supplementary Estimates.

5. Too Few Personnel, Stretched Too Far

The full, authorized strength of the Canadian Forces – that number of personnel that the government has budgeted for is **62,181**¹⁰. This compares to its full authorized strength of **93,353** in 1965 and **114,164** in 1970.

The number of trained and effective personnel, at last count, was **51,704**.¹¹ This number is lower than 62,000 because personnel go on training courses, injury leave, sick leave, maternity leave, parental leave, take holidays, and are automatically give time off when they return from an overseas assignment. Sick leave associated with burnout has been an increasing problem within the armed forces in recent years, as, until recently, the tempo of assignments has been so overwhelming in relation to resources available.

Having slightly fewer than 52,000 trained, effective and available personnel, of course, does not mean they are all earmarked to be deployed on missions. Approximately half that number are tied up in everyday administrative, training and other support activities.

Of the half eligible for deployment, there is no way to keep all of them in the field at any given time. For every unit on mission there are approximately three in some stage of preparation.

In our report *Canadian Security and Military Preparedness* (February, 2002), the Committee recommended that if the Canadian Forces were to continue to be tasked at the level they had been over the previous eight years, they would require a trained, effective strength of 75,000 to do what was asked of them in a sustainable way. That would require a full, authorized strength of approximately 90,000.

It is the Committee's position that the Canadian Forces are operating at a personnel level approximately 40-45 per cent below what they require to perform the types of duties they have been ordered to perform over the past decade.

¹⁰ See Appendix VI.

¹¹ See Appendix VI.

Wounded: Canada's Military and the Legacy of Neglect

One might be tempted to ask, so what? If the Canadian Forces have completed the missions assigned to them over the past decade, do we really have a problem? We do. The impact that accomplishing those missions has had on the Forces and their personnel had been profound. In Part II of this report, the Committee will go through each service and chronicle the burnout, the critically under-manned trades, the reduction in training capacity and the deterioration ships, aircraft and equipment.

The government finally recognized that Canada's military engine was badly overheated in 2004 and called an operational pause on overseas deployments – an admission that the Forces were succeeding only at the cost of their long-term sustainability.

That was a signal to the Committee that the government was beginning to understand the scope and seriousness of the problems facing the Forces. Our optimism was short-lived – the government's 2005 budget fell well short of coming to grips with those problems. It won't be long until the pace of deployment picks up again, and the budget did not commit to the kind of funding that is going to be needed to sustain the kind of military that Canadians need to protect themselves and their interests in a very volatile world.

This back-loaded budget simply does not commit the money needed to meet the ambitious objectives laid out in this year's International Policy Statement. There might be enough money there to sustain a military if it were to remain in permanent deployment pause, but that would represent a huge waste of resources, and Chief of the Defence Staff General Rick Hillier's told the Committee that he has no reason to believe that the government will be less demanding on the Canadian Forces in the decade years than it has been in the last decade.

The budget promise to expand the Forces by 5,000 Regulars and 3,000 Reserves, and to infuse the Department of National Defence's budget with \$12.8 billion over the next 5 years may have sounded good to people unfamiliar with the scope of the deterioration that has set into the Canadian Forces, but any thoughtful analysis of what needs to be done would demonstrate that this is a half-measure at best. The Canadian Forces are badly in need of renovation. The budget gave them a paint job.

“The Chairman: It appears to us that, over the past 10 years, we have been on continual surge and that the price we will have to pay over the next 10 years to get back from it will be extraordinary.

“Gen. Hillier: I agree entirely.”¹²

6. Running On Empty

If the Canadian Armed Forces had been granted a respite during the 1990s, an argument might be made to support all the cost-cutting that went on. Instead, the Government of Canada saw fit to deploy the Canadian forces to all kinds of emergency situations within Canada at a time when foreign deployments were leaving the country at a more ferocious pace than at any time since the Korean War. Rwanda. Bosnia. Somalia. East Timor. Kosovo. Eritrea. Haiti. Afghanistan.

Few of these missions bore much resemblance to Canadians’ concept of “peacekeeping.” In the 1950s Canada’s Lester B. Pearson conceived of peacekeepers as impartial international military forces, lightly armed for self-defence, deployed between two sides who had agreed to cease hostilities and who had agreed to the presence of peacekeepers to stand between them.¹³

That concept worked in Cyprus, but by the 1990s it was a thing of the past. It had quickly become difficult to find two sides willing to call a truce and allow outsiders to supervise the truce. Operations had instead begun to depend on fighting forces who often find that they have to engage in combat in order to try to impose a ceasefire and/or deliver humanitarian aid. These were not easy assignments. Canadian troops took nearly 200 casualties on overseas missions between 1994 and 2004.¹⁴

¹² Major-General R.J. Hillier, “Testimony,” Proceedings of the Standing Senate Committee on National Security and Defence, (May 30, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/22cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

¹³ Lester B. Pearson, “Nobel Lecture – The Four Faces of Peace,” (December 11, 1957) , available at: <http://nobelprize.org/peace/laureates/1957/pearson-lecture.html>. See also, Sean M. Maloney, “From Myth to Reality Check; From Peacekeeping to Stabilization,” *Policy Options* (Summer 2005), available at: <http://www.irpp.org/po/archive/sep05/maloney.pdf>.

¹⁴ Since 1994, 17 Canadian Forces personnel have died and 181 have been injured (10 very seriously) on overseas operations.

Wounded: Canada's Military and the Legacy of Neglect

Despite the fact that studies have shown that Canadians continue to believe in the myth of the Canadian Forces as international peacekeepers, whenever our troops have gone overseas they have nearly always served in dangerous combat situations. But the myth of the gentle warriors persists, and it is probably the reason that when the government promised an additional 5,000 personnel during the last election campaign, it took pains to insist that the new personnel would be designated as peacekeepers. Canadians need to wake up to the fact that the young men and women they send overseas are far more likely to find themselves fighting than standing between two pacified groups with smiles on their faces. Fighting requires the right training and the right equipment if a person is going to survive. Sooner or later, an underfunded military is going to put the lives of young Canadians in jeopardy. It is inevitable. They will be going up against people willing to go to any end to annihilate them, and they need all the help they can get.

In recent years we have too often let them down by sending them with too little to do too much. A cycle of burnout began to pervade the Canadian military. So many personnel were deployed at home and abroad in recent years that there were very few people left to train new personnel and retrain veterans. Equipment deteriorated, soldiers suffered, their families unraveled and key personnel began to leave in droves.

7. How Did Defence Fall So Low in Canada's Pecking Order?

The primary duty of any national government is to do its best to ensure the security of its citizens. Maintaining a capable military is one of the most important ways it can do that. Without a capable military, no government can confidently assure the sovereignty of the state, nor defend against those who would attack its people and undermine its society.

So how did Canada's armed forces end up suffering from neglect during the 1990s and the early part of this decade?

It isn't that the government accepted the "peace dividend" argument that military strength was irrelevant in the wake of the demise of the Soviet Union. In 1993 the newly-elected government of the day recognized that there were still serious problems out there. The Government White Paper on Defence, published in 1994,

recognized that “Canada faces an unpredictable and fragmented world, one in which conflict, repression and upheaval exists alongside peace, democracy and relative prosperity.”¹⁵

But that same year, the decline in defence spending began in earnest. The government was well into its fight to eliminate deficit spending, which it believed was threatening to leave Canada an economic loser in international financial circles. This initiative, as painful as it was, had widespread public and international support. A *Wall Street Journal* editorial had pointed to Canada’s large budgetary deficit and suggested that its northern neighbour was in danger of becoming a Third World country.¹⁶ That editorial became a rallying cry, and the government through Departmental Program Review cracked down on its spending across the board in a way that no post-war government had ever dared attempt.

The Department of National Defence was hit hard for three reasons.

First, while government and outside analysts realized that old threats to Canada persisted and new ones might well be in the works, professional and institutional judgment lost out to public opinion. Canadians relaxed when the Cold War ended. Most of us bought into the peace dividend mentality. Feeling secure, we turned our attention to other items on the political agenda.

Second, the fact that the defence budget is inadequate doesn’t mean it isn’t large in relation to those of other government departments. It represents the government’s single largest discretionary expenditure.¹⁷ There are larger non-discretionary expenditures, but they are virtually locked in budget items (such as contributions to the Canada Pension Plan) and can’t be altered in a significant way without changing legislation. Defence was a sitting duck.

Third, the government treated the Department of National Defence like any other department. No consideration was given to the fact that the majority of the human components of this department are not bureaucrats sitting at desks, but young men and women likely to be put in life-and-death situations at some point during their

¹⁵ Department of National Defence. “Chapter 1 – International Environment,” *1994 White Paper on Defence*, available at: http://www.forces.gc.ca/admpol/eng/doc/5113_e.htm.

¹⁶ “Bankrupt Canada?” *The Wall Street Journal* (January 12, 1995): A14.

¹⁷ Department of National Defence, *Making Sense Out of Dollars 2004-2005* (February 2005), available at: http://www.admfincs.forces.gc.ca/financial_docs/msood/2004-2005/.

Wounded: Canada's Military and the Legacy of Neglect

tenure. Surely that's a fundamental difference, but it has been dismissed with a shrug.

No other department is saddled with the responsibility of purchasing the kind of sophisticated equipment that personnel need to protect themselves and do their jobs. The Canadian Armed Forces purchases pencil-sharpeners and photocopiers and fax machines like any other department, but it also requires sophisticated hardware and systems. If these are not appropriate to their mission, or they are not fully functional, it can mean disaster on the battlefield. Military purchasers can set priorities for purchases of such hardware and systems, and they can choose wisely and prudently in the arms marketplace. But a 20 per cent cut in the purchasing power of the Department of National Defence may well have far more drastic – and even lethal – consequences than a 20 per cent cut in departments like Industry Canada or Heritage Canada. That is especially true when there is no corresponding decrease in the tempo of military missions assigned.

As Rear Admiral McNeil testified,

“The issue is applying bureaucratic, administrative rules, through Treasury Board essentially, that apply to the rest of the federal structure to military operations and simply calling the Canadian Forces another part of the federal system. I would argue for the uniqueness of military operations . . . Military operations are dangerous and different from other operations in government . . . let us treat our fine people in the Canadian Forces who face unlimited liability a little differently. That would be a huge cultural change for Canada.”¹⁸

8. New Threats at Hand

A strong Canadian military capability is not an end in itself. It can only be justified if an intelligent appraisal of geopolitical, social, and environmental trends points to threats or uncertainties requiring an increase in Canadian capacity to

(a) defend ourselves and our way of life

¹⁸Rear Admiral Dan McNeil, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (May 6, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/21evd-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

(b) help maintain world order.

Unfortunately, this is an area in which very little public debate is encouraged, so Canadians tend to assume that their government has a handle on whatever threats are out there. Why wouldn't it, when the first duty of any government is to protect its citizens?

So these two questions are largely left to the government to assess:

- What threats currently confront Canadians, or are likely to confront us over the next few decades?
- Are we capable of defending against these threats, within the parameters of the investment we've made in managing risk?

After the Cold War ended finally consigning the primary conflicts of the past century to history, Canadians made the assumption that we could get away with a cheap insurance policy, and the Government – determined to cut costs at all costs – was happy to oblige them.

We didn't understand the emerging chaos.

Nobody paid much attention to some important signals that should have telegraphed the emergence of a new wave of non-state extremism: the 1985 Air India bombings, state failure in Somalia, religious and ethnic conflict Yugoslavia, the 1993 World Trade Centre bombing, genocide in Rwanda, the 1995 bombing of the Murrah Federal Building in the United States, the 1998 US embassy bombings in Africa, and the 2000 attack on the USS Cole in Yemen. These looked like other people's problems. It turned out that that they were ours, too.

9/11 Brought it Home

It wasn't until September 11, 2001 that North Americans got the unthinkable news that our continent was no longer an invulnerable fortress. Not only did it become apparent that there was a huge new risk at hand, now that risk was too close for comfort.

Wounded: Canada's Military and the Legacy of Neglect

Not only was the threat close by, it was qualitatively different from the traditional confrontation of massive armed forces. Those were the days of “force on force” battles. This new threat was asymmetrical – it could come at us anywhere, any time. Terrorist groups could operate beyond the authority of any established state or government. Furthermore, as demonstrated by the London bombings of July 2005, terrorist cells could operate beyond the guidance or authority of any given terrorist organization. A simple mix of ideology (free), bitterness (free), and chemicals available at local garden shops (inexpensive) could explode in our faces when it was least expected, and where it was least expected.

Canada is Not Exempt

Despite the increasing complacency of most Canadians as the memory of 9/11 slips to the back of our minds, there is every likelihood that an attack will eventually occur on Canadian soil.

The large number of failed and failing states around the world, particularly in Africa and the Middle East, has created fertile conditions for hostility toward prosperous societies and western values. Places like the United States, Indonesia, Spain, Kenya, Saudi Arabia, Iraq, the Philippines and Britain have already been hit. Canada has an unenviable place on Osama Bin Laden's infamous list of countries to be targeted. We may get lucky. But it's not a bet you'd want to make.

9. Traditional Threats Persist

Non-state violence may have entered the room in a big way, but traditional state-on-state conflict never left. Nuclear proliferation has continued in countries like India and Pakistan, with poorer states like North Korea and Iran lurking in the wings. While the components of the former Soviet Union posed less of a risk, other states have begun to pick up the pace economically, which has historically led to the emergence of a new set of conflicting interests. In the first decade of the new century, the world has watched China's economic growth with amazement, but the world should also be keeping an eye on China's rising military expenditures and its growing regional and global influence.

Western democracies obviously face threats on the terrorist front; they may also face more traditional threats down the road from states flexing their muscles for the

first time. On top of these military threats, unpredictable weather conditions produced by global warming make the type of natural disaster crises Canada's armed forces have assisted with in the past even more likely to occur in the future.

In short, while some of Canadians' apprehensions may have subsided in the four years since 9/11, there are enough existing or potential threats out there to remain alert. The question is not so much whether Canada should invest in being better prepared, as how it should invest.

10. Off to a Slow Start

Committed to ending budgetary deficits and comforted by an electorate lulled into a sense of false security as the new century opened, the federal government was in no hurry to address the deep-seated problems within the Canadian military.

Only after the House of Commons Standing Committee on National Defence and Veterans' Affairs put the problem of military poverty on the front pages of Canada's newspapers did the government finally address the disgrace that some Canadian Forces personnel and their families were starting to go to food banks to make ends meet.

The government eventually fixed that problem. But deeper weaknesses related to shortage of personnel, deteriorating equipment, lack of training and over-deployment persisted. Again, it was only after these issues were brought to the public's attention through studies by Parliamentary committees, the Auditor General of Canada, and academic and non-governmental organizations that politicians felt enough pressure to address the situation.

But its response came up short. Of the \$12.8 billion of new money it set aside for the Canadian forces over five years, only \$1.1 billion was budgeted for the first two years, with very little of the money coming on tap until 2008-2009. It was an old political maneuver – announce big, dribble out the funds later. It may have done the trick politically, but it was a sad way to treat an important institution that had fallen into such dire straits.

The announcement that the Canadian Forces would be expanded may have sounded good to most Canadians, but no serious military analyst believes that such

Wounded: Canada's Military and the Legacy of Neglect

a small increase is likely to save the forces from their cycle of unsustainability. Promising purchases of new equipment also had a nice ring to it, but waiting another three or four or even five years for it to be ordered will mean Canada will still lack capabilities in critical areas until the end of the decade.

The acknowledges that there is going to be no quick fix for Canada's military, but at least we could get off to a quick start, which would mean getting there sooner. So far, the government hasn't done much more than put its toe in the water.

11. A Sound Enough Plan, but...

Following closely on the heels of the government's 2005 Budget was its International Policy Statement, the Defence portion of which outlined a new Canadian defence policy.

The Committee supports the basic principles of the Defence statement. For the first time in a long time the Canadian Forces have a realistic vision to embrace. The Government, the Minister, and the Chief of the Defence Staff deserve support in pursuing that vision.

There is only one problem. We have seen no indication that the Canadian Forces will be provided with the people or the resources to come anywhere close to realizing that vision.

One only needs to read the Budget speech to understand that, on the government's list of priorities, military rejuvenation is almost an afterthought.

So the problem is not with the paper itself, but with the lack of government commitment to put the resources in place to make the paper work. In short, General Rick Hillier can't get there from here. There is not enough baseline funding in place to repair the foundation of the Canadian Forces, let alone build something impressive on top of that foundation.

History should act as a warning to Canadians. The *1994 White Paper on Defence* was also a very useful policy paper, but the government abandoned any efforts to achieve its ends soon after it was written. If there is one thing to be learned from that 1994 exercise, it is that words are meaningless unless there are dollars behind

them. Let us be blunt: General Rick Hillier will not be able to get where he wants to go with an effective force of only 56,000 in 2010. General Hillier appears to be a very thoughtful and forceful man. This doesn't make him an alchemist.

12. ...It Lacks the Urgency Required

There are people – especially senior leaders in the Canadian Forces – who argue that the Canadian Forces are almost lucky that the government didn't allot it more immediate funding in the 2005 budget, because the Forces do not have the personnel and infrastructure in place to address many of their problems for at least another couple of years.

That's what the government wants to hear, but the Committee has visited enough bases in Canada and talked to enough personnel to come to the conclusion that a lot more could be done more quickly than is planned if the federal government would just quit ...dragging ... its...heels.

Top military brass appearing before the Committee justified the government's budgetary back loading, maintaining that the Canadian Forces will not have developed the capacity to absorb large numbers of recruits under years four and five.¹⁹

That's the Ottawa headquarters line.

Committee members often find that when we visit military bases outside Ottawa, both commanders and personnel are more candid about what they need, and what they can and cannot do. Lieutenant-Colonel René Melançon, Commander of the Infantry School at CFB Gagetown, told the Committee essentially that provided he got more resources and was allowed to improvise how he conducted his training he

¹⁹ Major-General R.J. Hillier, "Testimony," *Proceedings of the Standing Senate Committee on National Security and Defence* (May 30, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/22cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76; Vice-Admiral Ron Buck, "Testimony," *Proceedings of the Standing Senate Committee on National Security and Defence* (December 6, 2004), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/07cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Wounded: Canada's Military and the Legacy of Neglect

could accommodate a greater number of recruits. As Lieutenant-Colonel Melançon said, “There is no problem; there are only solutions.”²⁰

It may be true that it would be difficult for the military to ramp up all kinds of training for new recruits over a short period of time. It might even have to go outside the military for some technical training for new recruits, at least for a while. But the line that we have to go slow because we're incapable of moving more quickly just doesn't make sense. We can't keep gambling that Canadians won't be damaged by this lethargy, because they could be. If we had taken this long to ramp up for the Second World War, it would have been nearly over before we got there.

13. The Importance of Widening Our Approach: 3D/NC

When it comes to defence, we Canadians need to widen our vision. We need to take it beyond the military vision laid out in the Defence portion of the International Policy Statement.

It is the Committee's hope that the three reports we are publishing this Fall will stimulate public debate and motivate Canadians to think beyond the government's vision. That vision gets us off to a good start – it commits Canada to integrating the three Ds – defence, diplomacy and development – and pursuing a 3D approach to helping out in failed and failing states. But if this concept is going to have any chance of actually turning things around in any of these states, it is going to have to be expanded into what we call 3D/NC: Defence, Diplomacy, Development and *National Commitment*.

Without the critical element of a genuine commitment from Canadians, no government is going to have the will to sustain the efforts of Canadians overseas that are going to have to be there for the long haul to help get these countries up and running.

²⁰ Colonel René Melançon, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (January 21, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/09evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Making things work in these countries will require generous infusions of military, diplomatic and development tools (including engineering, judicial reform, alternate agriculture, urban infrastructure, water technology, and so on). Even if we pick our spots wisely, this is going to mean sizeable infusions of Canadian taxpayers' money over many years. Unless the public is behind that kind of effort, it will die the first time a budget needs to be cut.

The Americans abandoned Afghanistan as soon as the Soviets were driven out. They are paying for it now, and so are we. Military victories aren't enough, and Canadians need to come to grips with that reality and take a broader approach to what "winning" means in foreign countries.

14. The Need for a National Dialogue

Given that any society worth living in is worth defending, in any intelligent society, there should be a pact between the government, the military and the people. The government should do its utmost to provide citizens with a clear understanding of what is needed for the nation to defend itself and help contribute to international stability, and it should articulate the importance of using military strength and thoughtful foreign aid as important tools in advancing Canada's interests at home and abroad.

Military leaders have a duty to publicly deliver "truth to power" – that is to be forthright with legislators and Canadians about the capacity of the military at any given time to deliver a reasonable level of security to the people. And the people have an obligation to listen carefully, decide what measure of risk they are willing to take, and advise their legislators as to what level of self-defence and contribution toward world order is acceptable to them.

At present there is no national debate on this issue. Ottawa-based military commanders are generally less than forthright in public about what their needs really are, and Canadians for the most part are blissfully unaware that we have a problem. This does not bode well for Canada's preparedness. The next crisis will come. It's not if, it's when, and we're not even close to being ready.

15. Hitting the Nail on the Head

This report necessarily contains thousands of words on some of the problems the Canadian Forces are having doing their jobs for Canadians. During our many visits with members of the Canadian Forces, nowhere did we get as clear a précis of the needs of Canada's military than we got toward the end of our Regina hearings in March 2005. Senator Norm Atkins asked the Commanding Officers of three Reserve units what they need for their units.

“Senator Atkins: If you had one wish for something that you really need for your units, what would it be?

Lieutenant-Colonel Charlie Miller: More soldiers, sir.

Lieutenant-Colonel Jim Wainwright: The support of every Canadian out there . . .

Lieutenant-Colonel Paul Rutherford: More equipment for my soldiers to train on.”²¹

²¹ “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (March 9, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/18eva-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

PART II: THE STATE OF THE CANADIAN FORCES

- II.I – The Army**
- II.II – The Navy**
- II.III – The Air Force**
- II.IV – Particular Capabilities**

I. The Canadian Army

The Canadian Army is currently faced with a **Triple Challenge**:

(1) Preparing for Growth.

The Army is entering a phase of growth. Most of the 5,000 new regular personnel promised by the government over the next five years will be assigned to the army. After years of shrinking, the recruitment capacities must be rejuvenated. Individual, unit and formation-level training must be augmented.

(2) Transforming Itself.

The Army – like most major western armies – is in the midst of an evolution into a modern, combat capable, medium-weight force. This evolution will involve changing how it trains, equips itself and fights. According to the Department, it will result in the doubling of its capacity to undertake and sustain operations overseas while expanding its capacity to meet crises at home.

(3) Sustain Interim Effectiveness.

The first two challenges are not occurring in a vacuum. The Army must maintain itself as a muscular force in the here and now even as it is mending itself and evolving. The relative calm of the past 18 months (due to the government's hiatus on deployments) will give way to significant commitments that will last into the foreseeable future. Already, the government's commitment to the international mission in Afghanistan and the need to increase domestic preparedness in the face of the clear threat of terrorist strikes promises the Army will be occupied.

What compounds these challenges is the persistent factors plaguing the army caused by chronic under-manning, under-equipping and under-funding. They are:

- lack of trained personnel;
- high personnel tempo;

Wounded: Canada's Military and the Legacy of Neglect

- outdated equipment;
- ineffective recruiting;
- inadequate training capacity;
- decaying infrastructure; and
- a reserve structure that can't be counted on in the crunch.

Meeting these three challenges is going to demand a great deal of energy, vision, and money. This section of the report will attempt to outline the scope of the problems facing the Army over the next decade, and remind Canadians that this institution – so essential to their well-being – can't possibly come through for them if the government continues to squeeze its funding. While commanders are unduly wary about saying so in public, they are candid about their deficiencies when presenting their Impact Assessments to the Chief of the Defence Staff:

“As we enter [Fiscal Year] 2005-2006, Land Force Command will be severely challenged to accomplish its assigned missions successfully while catering for the need to prevent institutional erosion and to support the transformational activities required to remain relevant to the evolving security environment . . . Resource flexibility has been exhausted with the steps taken to date in pursuing the change agenda.”

Lieutenant-General Marc Caron
Chief of the Land Staff²²

COMMITTEE'S TRANSLATION: The Army is facing a triple whammy. We are too underfunded to correct the weaknesses caused by *past* underfunding, we are too underfunded to meet our *current* responsibilities, and we are too underfunded to prepare for the massive changes you want that will allow us to serve Canadians in the *future*.

²² Department of National Defence. Army. “Strategic Operations and Resource Plan 2005”. 2005. 1.

The Army's imperative to maintain effective capacity in the present while simultaneously reinventing itself for the future would be onerous enough if all this were not happening in the context of more than a decade and a half of neglect. As Lieutenant-General Caron points out in his Impact Assessment (of 2005-2006 government funding for the Army):

“Unless new Departmental funding is provided, a significant portion of the funding for the Land Force Command Sustain Agenda will continue to be diverted to prosecute many of the Transformation initiatives. In fact, it is only by deliberately curtailing or under-resourcing activities that the Army has been able to prosecute the modest amount of transformation accomplished to date. The pace of change will continue to increase in the upcoming years while many of the current transformation projects are brought to fruition and new initiatives are being implemented. The additional investments required to prosecute those projects will be beyond the Chief of the Land Staff's ability to resource.”²³

COMMITTEE'S TRANSLATION: You expect your army to defend Canadians from current threats at home and abroad, while transforming itself into an institution capable of succeeding in theatres of modern warfare in the future, but you are not providing us with the money and resources we need to do that. We simply can't do what you say you want us to do with the money you're giving us.

Lieutenant-General Caron said the government's funding allocation for the 2005-2006 fiscal year was **\$224.2 million short** of what the Army required to fulfill its current role while preparing for its future role.²⁴

The Committee believes that this is an extremely conservative estimate of the shortfall, especially considering the huge amounts of money that are required for infrastructure reinvestment given the deterioration of facilities.

Lieutenant-General Caron's estimate would be low even if the armed forces were not going to grow beyond the modest increase that the government is currently committed to. The Committee believes that sooner or later it will be recognized

²³ Ibid, 2.

²⁴ Ibid, “Annex A,” 1.

Wounded: Canada's Military and the Legacy of Neglect

that a far more substantial increase is in order. The government should be investing more money now in preparation for that eventuality.

The “Hollow” Army

Not only are most of the new recruits promised by the government not being enlisted until four or five years from now, the level of personnel currently available to commanders is considerably lower than it appears. According to this year's Land Forces Impact Statement, the percentage of army personnel “left out of battle” – mainly because they are on either permanent or temporary medical leave – is approximately 15 per cent.²⁵ But that only tells half the story. Because individual support units tend to carry a lot of personnel undergoing on-the-job training, the level of usable personnel for some of these units has dipped below 70 per cent.²⁶ This, according to Lieutenant-General Caron, has led to “an ongoing situation that has come to be described as ‘the Hollow Army.’”²⁷

The “Hollow” Army Will Only Get Hollower

At a time that Canadian Forces recruiters are having difficulty attracting new candidates, the Canadian Army is facing a potentially devastating exodus of capable personnel.

Like the rest of the Canadian Forces the Army is fighting demographics. During the next few years, many of the military and civilian personnel attached to the Army will be approaching retirement age.

Commander of 3 Area Support Group Gagetown Colonel Ryan Jestin's description of the challenge facing his base is but one example of the possible scope of the problem. Jestin testified to the Committee that between now and 2011 upwards of 58 per cent of the army's civilian work force at Gagetown will reach retirement age.²⁸

²⁵ Ibid, 6.

²⁶ Ibid.

²⁷ Ibid.

²⁸ Colonel Ryan Jestin, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (January 31, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/09evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Perhaps. It is not an insurmountable challenge but it is complicated and it is an Army-wide problem. As Brigadier-General Gaston Côté, the Commander of Land Forces Area Quebec testified, “My problem right now is that we have lots of people who are close to possible retirement age, should they elect to do so.”²⁹

The anticipated loss of so many experienced military and civilian personnel would not normally be of any significant concern if there was a steady stream of trained replacements coming along behind them. However, given that Canadian Forces recruiting slowed to a trickle in the 1990s an age-experience gap was created that has produced a shortage of mid-level personnel. If the senior and more experienced military personnel who are eligible for retirement decide to leave, the level of experience of those replacing them will obviously be lower. There may also be an outright shortage in critical trades – although the Army is recruiting again, it is finding trades personnel scarce.

Personnel Tempo Stress: The Effect of Punching Above Our Weight

Past reports of our Committee have underlined the insidious cycle that has strained the Canadian Forces to the breaking point in recent years:

1. Politicians under-fund Canada’s military
2. Politicians commit Canada’s military to deployments beyond its capacity
3. Canada’s military becomes desperate for trained personnel for each new assignment
4. So many experienced personnel are required in the field that the few right personnel are left to train new recruits and others
5. Trained personnel are deployed so often they suffer from burnout

²⁹ Brigadier-General Gaston Côté, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (June 1, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/22cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Wounded: Canada's Military and the Legacy of Neglect

6. Politicians keep under-funding Canada's military . . .

7. Politicians keep committing Canada's military . . .

One of the most intelligent decisions made by any federal government over the past two decades with regards to Canada's military was the decision to cut back on deployments until February 2006 in an attempt to rejuvenate troops, equipment, systems and planning. We wish that it had stuck to the decision long enough to allow for the pause to have a real effect, instead of then recommitting the Forces to The Sudan and Afghanistan. Concerns remain that the burnout tempo of recent years is likely to recur.

Gagetown is home to the Canadian Army's most important base for training in combat arms. Lieutenant-Colonel Brian Douglas, Commandant of the Artillery School in Gagetown, testified that:

"..Although attention always seems to focus on Canadian troops deployed outside of Canada, the instructors and soldiers of the artillery school continue to punch well above its weight to support the field force. Although we are currently manned at 95 per cent of our establishment, in fact the number of personnel available is far less. Our left out of battle rate is, on average, 15 per cent to 20 per cent due to paternity and maternity leave, permanent and temporary medical categories and career courses. This puts an enormous strain on the remainder of the personnel throughout the year..

...³⁰

The Committee heard this type of story across Canada. Colonel Timothy J. Grant, Commander of 1 Canadian Mechanized Brigade Group, in Edmonton, more or less said the same thing.³¹

A 20 per cent "missing" rate essentially means that this institution – already drastically short of the personnel it needs to fulfill its many mandates – is only running on three good wheels.

³⁰ Lieutenant-Colonel Brian Douglas, "Testimony," *Proceedings of the Standing Senate Committee on National Security and Defence* (January 31, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/09evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76. Lieutenant-Colonel Douglas was referring specifically to the manning level at the Artillery School of CFB Gagetown.

³¹ Colonel Timothy J. Grant, "Testimony," *Proceedings of the Standing Senate Committee on National Security and Defence* (March 7, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/16eva-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Lack of Qualified Technicians and Spare Parts

One of the crises facing the Canadian Army is its inability to maintain the equipment it does have. That inability has two root causes: a lack of qualified personnel to conduct repairs, plus a lack of spare parts for vehicles. This proved to be a consistent theme across the country.

One reason for the shortage of qualified technicians is the inadequacy in recruiting forced on the Armed Forces by funding shortfalls in the 1990s. But Lieutenant-General Caron also told the Committee that the frenetic tempo of missions assigned to the Armed Forces by the government until recently had taken its toll not just on those assigned to those missions, but on the availability of qualified technicians across the services:

“This high operational tempo [from the 1990s to 2003] and what we call the ‘personnel tempo’ – the time away from home for professional development or for tasking – has had an impact. The primary one is probably on attrition. Even though the attrition rate is improving, a few years back, and even last year, the combat arms attrition rate was higher than the Canadian Forces mean on attrition...people were leaving. That has had the greatest impact.”³²

But an important secondary impact, said Lieutenant-General Caron, was that, because people with training capabilities were either off on a mission or had left the forces because of the high-pressure operating tempo, there was suddenly an Army-wide lack of qualified technicians:

“The reason that we have the gaps in the technical fields is that we do not have the people there yet. They have decided to leave or what have you, and it takes time to train them. [For example] A fire-control system technician can take over 18 months to train before he is usable on the LAV III.”³³

Lieutenant-Colonel Brian Douglas, Commandant of the Artillery School at CFB Gagetown, said a paucity of both trained technicians and parts contributed to slow repairs and maintenance:

³² Lieutenant-General Marc Caron, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (February 7, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/11eva-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

³³ Ibid.

Wounded: Canada's Military and the Legacy of Neglect

“...Our equipment is a constraint; vehicles in particular are problematic, with an average 27 per cent off-the-road rate. Awaiting labour accounts for 16 per cent while awaiting parts accounts for 11 per cent. This obviously causes some frustration to my soldiers and instructors who are constantly balancing our running fleet.”³⁴

Colonel Christopher Davis, Lieutenant-Colonel Douglas' boss and Commander of the Combat Training Centre at CFB Gagetown, added:

“We have difficulties in two areas concerning our vehicles: the national procurement to buy spare parts is a dollars-related problem; and, we have a need for appropriately trained technicians to repair those vehicles. We have outstanding support for Gagetown, but we do not have enough technicians to meet the present demand and usage rates of our vehicles.”³⁵

Lack of Equipment

The Army is short of some important equipment, such as modern night-fighting devices. While operational units have their full complement of the equipment they need, training schools are often short, which means personnel in the field may not be properly trained on the equipment they are using,

Colonel Christopher Davis, Commander of the Combat Training Centre at Gagetown, told us that he was having trouble training troops with the kind of night-fighting equipment they will need in the field:

“Night fighting equipment is clearly a problem ... we had to take the night fighting equipment stock from the infantry school to outfit 2 RCR when they deployed to Haiti. Consequently, my night fighting training in many respects came to a halt on the dismounted level.”³⁶

CFB Gagetown's Infantry School has since had its night fighting equipment returned, but not until its training was disrupted. Proper training for upcoming

³⁴ Lieutenant-Colonel Brian Douglas, “Testimony,” Proceedings of the Standing Senate Committee on National Security and Defence (January 31, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/09evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

³⁵ Colonel Christopher J.R. Davis, “Testimony,” Proceedings of the Standing Senate Committee on National Security and Defence (January 31, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/09evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

³⁶ Ibid.

deployments is too crucial to break down over missing equipment, especially the kind of equipment that can make a life-or-death difference.

The Army does have some world-class equipment. It just doesn't have enough to meet all operational and training demands. So it juggles its resources, which works out to gambling with young lives.

The Army Reserves are particularly adept at working around problems posed by a shortage of equipment. As Lieutenant-Colonel Ron Trottier, Commanding Officer (CO) of the Windsor Regiment testified,

“There is not enough equipment for the Forces due to the financial constraints. ... Our equipment is pooled. [Reconnaissance] equipment is pooled in Meaford, Ontario, which is about a six-hour drive away. We will draw the equipment from there, utilize it for that weekend, turn it back in, and the next weekend another unit will come. Many times there will be two and three units vying for the same equipment on the weekend of a larger exercise, and there are some problems with that, but generally, although there is not enough equipment for everybody to have their own, the pooling system does enable us to train our soldiers on it quite effectively... We do have good equipment; we just do not have everything because of the cost of trying to support everything that is out there.”³⁷

The ability to do some training with equipment – but not all the training that a Commander would like – is not unique to CFB Gagetown or to Land Forces Central Area, and determining the adequacy of equipment often requires reading between the lines.

Brigadier-General Greg Young, Deputy Commander, Land Force Central Area, told us that he has “sufficient equipment” for the training he is told to do, but he could do more training if he had more equipment. He called it a matter of expectations management. A unit does not lack equipment if its training allotment is reduced to accommodate the amount of equipment available.

“Senator Meighen: You have enough equipment now for the people who are joining the reserves?

³⁷ Lieutenant-Colonel Ron Trottier, “Testimony,” Proceedings of the Standing Senate Committee on National Security and Defence (December 1, 2004), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/05cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Wounded: Canada's Military and the Legacy of Neglect

Brigadier-General Young: We do.

Senator Meighen: You have enough equipment now to go overseas?

Brigadier-General Young: Enough to train our soldiers to deploy with task forces that are properly equipped, yes.

Senator Meighen: Well, that is very good to hear.

The Chairman: Then what you are telling us is, when we are writing our report, you do not need any more equipment?

Brigadier-General Young: No, I am not saying that.

The Chairman: Well, we want to know what you are saying.

Senator Meighen: Before you answer, let me explain this is one of our difficulties. We hear that you do not have the highest-quality equipment possible. We hear you do not have enough equipment, but we have difficulty in getting you to say it. Surely it does not go against military doctrine for you to tell me that you could do with more equipment in order to provide better training?

Brigadier-General Young: I would agree with your last comment. The equipment that we have now is certainly limited. ... It is limited in quantity.”³⁸

Nobody should be mincing words on this issue – it is too critical to the effectiveness of Canada's armed forces and to the safety of their personnel. The Canadian Forces are clearly short of the kind of equipment that is essential to their training and survival in the field. The difficulties raised above are the kind of issues that the Army hopes to sort out in its new program of Whole Fleet Management.

³⁸ Brigadier-General Greg A. Young, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (December 2, 2004), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/06evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Whole Fleet Management

By the end of the 1990s and into the new century, the Army had reached an unsustainable operational tempo. Its people were burned out. Something had to be done. When the Government ordered an ‘operational pause’ from August 2004 to February 2006, the Army implemented a formalized Managed Readiness System, to take effect in February, 2006.

Managed readiness establishes a continuous three-year cycle of recovery, training and deployment that, according to the Department, will provide the Canadian government with a sustainable capacity to deploy up to two 1,000-person task forces and a brigade group headquarters.³⁹ In addition, managed readiness establishes the capability to deploy a third "surge task force" for short duration emergency situations, while allowing the Army to continue to meet its commitments for such operations as disaster assistance response and non-combatant evacuation. A key element of managed readiness is the six-month recovery period immediately following a unit's deployment that serves to mitigate the effects of high operational tempo.

As units move through the system, they will be trained at specified, graduating levels. Army ‘whole fleet management’ pools major equipment supplies (such as combat vehicles). Units receive only the equipment they require at the time they require it, for the level of training they are conducting.

No longer will Army units have a full complement of major equipment all the time.

Could it be that whole fleet management is nothing more than making do with too little? Senator Banks had a frank discussion over this issue with Brigadier-General Côté, Commander of Land Forces Quebec Area:

“Senator Banks: ... I have become convinced ... that [whole fleet management] is a euphemism for making do and rearranging the deckchairs on the Titanic, if you like, with resources that are fewer than they ought to be.

³⁹ Managed readiness also directs the design, planning and execution of the full range of training and tasks for the Army Reserve, which will be used to sustain high-readiness task forces.

Wounded: Canada's Military and the Legacy of Neglect

I will give you an example. You explained a few minutes ago that two out of three of what are supposed to be light armoured infantry equipped units have the proper equipment, and the third one does not. They are walking around, and they are supposed to be a mechanized infantry. You said that is because those vehicles have been sent to [the Canadian Manoeuvre Training Centre in] Alberta.

My look at that says this is just plain old short. We are asking people to do a job without sufficiently equipping them with what they need in order to do it. We are asking them to make up names, like “managed readiness,” and to say that things will be predictably deployable.

It is not as though the need for military action comes along in nice, neat, predictable increments, so that we can say, “Here is exactly what we will have to be doing six months from now.” There might be an earthquake, an ice storm, or someone might start shooting at us. You cannot predict those things.

Have I got this wrong? Is my cynicism ill-placed? Am I seeing a bogeyman under the bed that is not there, and this is all okay?

Brigadier-General Côté: I have seen the slippers of that man, sir...I think that is it. We have certainly had a resource problem. The transformation of the army is funded by the maintenance operations budget and not as a national project with adequate funding. To use a cliché, you could say that we have to cannibalize the so-called institutional army in order to be able to employ or prepare operational troops for deployment.”⁴⁰

Lack of Training Infrastructure

Warfare is changing. Today's conflicts are less likely to take place in set-piece battles on open fields and much more likely to take place in the heart of urban environments.

The Canadian Army, as a bevy of recent Army documents will tell you, are adapting to this new reality.

⁴⁰ Brigadier-General Gaston Côté, “Testimony,” Proceedings of the Standing Senate Committee on National Security and Defence (June 1, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/22cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

However, they lack some of the basic tools to do so. We are sending our troops into more and more urban centres. This requires a different type of training. But the army lacks an urban operations training facility, and Colonel Davis knows he needs one for his Combat Training Centre:

“I need dollars for a complex terrain training facility, an urban operations village that can handle up to a company's worth of infantry, armour, and artillery. A complex training facility would enable us to train and expose our soldiers and leaders to the urban environment which is the most prevalent and dangerous environment today.”⁴¹

Lieutenant-General Caron, Commander of the Army, told the Committee that financial pressures have forced the Army to take “risks” with infrastructure. According to Caron,

“We do take some risk on infrastructure. In order to manage the risk we have to know exactly what we have out there. It is always a balance, or a managing of the risk of the funds, between meeting the goals of the mission, and care of the real assets that we have such as the equipment, the people and so on.”

The Committee is of the opinion that risks can be deadly if inadequately prepared troops are sent to the field.

Crumbling Infrastructure

Over the past three years the Committee has visited nearly every major Army base in Canada. Whenever we visit we ask personnel and their families about the quality of their daily lives. One of the main sore spots is the dilapidated condition of infrastructure including permanent housing quarters, utilities, and training facilities.

According to Lieutenant-General Caron’s 2005-2006 impact assessment, “Land Forces Command’s institutional responsibility to fund infrastructure, and its

⁴¹ Colonel Christopher J.R. Davis, “Testimony,” Proceedings of the Standing Senate Committee on National Security and Defence (January 31, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/09evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Wounded: Canada's Military and the Legacy of Neglect

historic inability to do so, have been acknowledged by the Department for many years.”⁴²

In 2005-2006, the Army faces a shortfall of \$100 million for repairs and recapitalization this year alone. According to Lieutenant-General Caron, 50 per cent of the Army's infrastructure is over thirty years old and 5.4 per cent of it is designated a heritage property.⁴³ The Army will only meet 58% of the Department of National Defence's benchmark for maintenance and repair, and 71% of the benchmark for construction this year.⁴⁴ As Lieutenant-General Caron notes, “[the shortfall] will be added to the backlog of Army infrastructure pressures.”⁴⁵

When the Committee visited Saint John, New Brunswick, earlier this year, officers from CFB Gagetown – the Army's principal base in Atlantic Canada – provided us with a good example of facilities in urgent need of repair. Colonel Ryan Jestin, the commanding officer at Gagetown, outlined an array of deficiencies. Some of these deficiencies will be addressed by a recent announcement of an infusion of \$143.5 million to be spent on infrastructure at Gagetown, but Colonel Jestin's testimony shows the huge scope of the infrastructure problems staring the Canadian Forces in the face:

“Base Gagetown was constructed during the 1950s. Historically, funding for recapitalization and maintenance projects has fallen below the target of 2 per cent of our realty replacement costs. Utilities . . . are provided to the majority of the base buildings by means of underground tunnels . . . these have been in place for 50 years and need upgrading . . . of particular concern is the need to replace the high temperature hot water lines which provide heat to most of the building . . . the total cost of the upgrades for all utilities will amount to about \$50 million. From my perspective the largest single problem is the condition of the singles quarters which have deteriorated over the past 50 years of very heavy use . . . Funding for recapitalization and maintenance projects has fallen below the target of 2 per cent of our realty replacement costs. There is currently a proposal being discussed . . . which

⁴² Department of National Defence, Army, “Strategic Operations and Resource Plan 2005” (2005), 6/12.

⁴³ Department of National Defence, Army, “Strategic Operations and Resource Plan 2005” (2005), B-4/29.

⁴⁴ Assistant Deputy Minister (Infrastructure and Environment) recommends an allocation of 2% of Realty Replacement Cost each year for maintenance and repair and an additional 2% for recapitalization. In 2005, according to the Army, this would represent a combined investment target of \$284 million. According to Lieutenant-General Caron's 2005-2006 impact assessment, the Army planned to devote \$183.3 million to repairs and recapitalization—a shortfall of \$100 million this year alone.

⁴⁵ Department of National Defence, Army, “Strategic Operations and Resource Plan 2005” (2005), B-4/29.

could see the funding for maintenance and recap increase to 6 per cent . . . If this does occur we will in the financial position to complete a significant amount of our outstanding and essential infrastructure improvements and to rejuvenate our aging infrastructure.”⁴⁶

Colonel Jestin gave Senator Tommy Banks a bit of a shock when he connected dollars to deterioration:

“Senator Banks: Colonel Jestin, you mentioned when you were talking about fixing up infrastructure, the concept of 4 per cent (sic!)_of replacement value. ...Can you put a dollar figure on that?

Colonel Jestin: Sir, it is \$1 billion in Gagetown.

Senator Banks: A billion?

Colonel Jestin: A billion.

Senator Banks: With a “B?”

Colonel Jestin: Yes, Senator. I need in the magnitude of about \$60 million a year in order to keep the infrastructure as current as we would like it to be.

Senator Banks: How much do you get now?

Colonel Jestin: I think last year, Senator, I spent \$24 million.

Senator Banks: So less than one-half?

Colonel Jestin: Yes, senator.

Senator Banks: So what is happening is that we are building up a great big contingent liability?

Col. Jestin: Yes, sir. That is exactly right.

⁴⁶ Colonel Ryan Jestin, “Testimony,” Proceedings of the Standing Senate Committee on National Security and Defence (January 31, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/09evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76. “Military base gets \$145M,” *Edmonton Journal* (13 September 2005): A5.

Wounded: Canada's Military and the Legacy of Neglect

The Chairman: In fairness, it strikes me that you are wasting a lot of time trying to figure out strategies to make do with what you have.

Colonel Jestin: Yes. It is similar to our equipment, sir. We are making great strides on keeping our equipment on the road as best we can and we are doing the same thing with the infrastructure.”

The problem of the Army's deteriorating infrastructure is not confined to any one part of the country. As Brigadier-General Young, Deputy Commander, Land Force Central Area (LFCA) told the Committee, his region has significant infrastructure needs:

“Much of the infrastructure to support the reserves in Land Forces Central Area was constructed in the early 1900s, when the army was still riding horses and drill was an important part of battle tactics.

Armouries built in the 1950s and 1960s used the same basic design as the old armouries, but employed the construction standards of the day. Most of our armouries [with the exception of a new facility in Windsor] are inefficient from both an operating and training perspective.

The cost to bring these armouries to required standards for such things as barrier-free access and cabling systems to handle modern computer systems is extremely high.”⁴⁷

Brigadier-General Young said LFCA has embarked on a reconstruction plan that is “innovative and cost-effective.”⁴⁸

Despite Brigadier-General Young's assurances that solutions are being found in Land Forces Central Area, the deterioration of the Army's infrastructure nationwide is a chronic and growing problem.

⁴⁷ Brigadier-General G.A. Young, “Testimony,” Proceedings of the Standing Senate Committee on National Security and Defence, (December 2, 2004), http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/06cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76

⁴⁸ Ibid.

The Army Reserves

In 2000, five years before the government announced that it would recruit 3,000 new members of the Reserves (most of them for the Army) the Army established the Land Force Reserve Restructure Project (LFRR). Its goal, enthusiastically supported by the government of the day, was to increase the Army Reserve to “at least” 18,500 by this fiscal year (2005/06).⁴⁹

In April 2003, and again in November 2003 (two years before the successor government made its promise of an additional 3,000 Reservists to come), National Defence announced that the Phase One strength goal of **15,500** reserve troops had been achieved.⁵⁰ The announcement stated further that the army reserve would grow to **18,500** by 2006/07.⁵¹

Everyone seemed to forget these announcements when the current government announced in the Spring of 2005 that the Army Reserve would increase by **3,000** more troops to a total of **18,500**. This commitment had already been made two years earlier.

But, on September 1, 2005, the Department of National Defence reported that Army Reserve strength was really only 13,053, rather than the targeted 15,500 announced two years earlier.⁵² Either more people have been leaving the Army Reserve over the past two years than have been recruited, or somebody’s numbers are (or were) off. If the Reserves have been losing personnel, it doesn’t auger well, either for the 18,500 commitment in 2003 or the new 18,500 commitment in 2005.

A full review of Army Reserve issues is beyond the Committee’s capacity at this time. However, there were two issues we wanted to flag at this time.

⁴⁹ Department of National Defence. Army. “LFRR Backgrounder,” available at: http://www.army.forces.gc.ca/lf/english/9_3_1.asp

⁵⁰ Department of National Defence, Chief of the Defence Staff, “Annex E: State of the Reserve Force,” *Chief of the Defence Staff Annual Report 2002-2003*, 61, available at: http://www.cds.forces.gc.ca/00native/pdf/CDS-R2003_e.pdf.

⁵¹ Department of National Defence, Chief of the Defence Staff, “Annex E: State of the Reserve Force,” *Chief of the Defence Staff Annual Report 2002-2003*, 61, available at: http://www.cds.forces.gc.ca/00native/pdf/CDS-R2003_e.pdf.

⁵² Department of National Defence. Army. “LFRR Backgrounder,” available at: http://www.army.forces.gc.ca/lf/english/9_3_1.asp.

Do the Reserves Provide Value for Money?

In attempting to assess the value of the Reserves the Committee focused on the provision of Reserve support to the Regular Force. We found that, in 2005, the Army Reserve provided on average between 10-15 per cent of the personnel deployed on overseas operations – somewhere in the range of 100-200 people at any one time.⁵³ At home in Canada, Reserve augmentation of the Regular Force has been more substantial.

Throughout 2005 the Army Reserve has sustained more than 2,500 Reservists on full-time duty.

When members of the Army Reserve go on active duty, they clearly serve as a valuable augmentation to Regular forces. The Committee repeatedly heard reports from commanders that Reserves routinely perform as well as Regulars when they join combat units. Sometimes their performances are extraordinary,

However, the Committee has two concerns about the Army Reserves:

- How much can you count on the Reserves when you really need them, when there is no requirement for Reserves to join an operation on which they may be badly needed?
- How much sense does it make to continue to base Reserve units in close proximity to one another, or on land that has a high commercial value?

Members are paid for service in the Reserves, but are under no obligation to fill a spot in the regular component of the Canadian Forces. Canadian Forces Commanders have expressed their concerns to us over the lack of availability of the Army Reserve available on short notice, when emergencies arise.⁵⁴

⁵³ Ibid.

⁵⁴ Colonel Jim Ellis, "Testimony," *Proceedings of the Standing Senate Committee on National Security and Defence* (March 1, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/15eva-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

This has not been the case to date.⁵⁵ Thousands of Reservists volunteered during the 1996 Saguenay Floods, the 1997 Manitoba Floods, the 1998 Ice and in preparation for Y2K at the end of 1999.

Nonetheless, the concern remains. Colonel Jim Ellis, 2nd in Command, Operation Peregrine (the deployment to combat forest fires near Kelowna B.C. in August and September 2003) described his concern:

“Senator Day: Colonel Ellis, you were a bit lucky on this because you had a group of reservists who were about to go to Wainwright in August, so they were on standby. If that had not happened, would you have been able to find 500 reservists to 800 reservists?

Colonel Ellis: I think we had 870 reservists at the end of it from all across Western Canada. You are right. If it was in the middle of the school year or at any time other than July or August, I am sure we would not have gotten the same number. It is just the fact that, as I said, with no protection for jobs, many of these men and women are in university and high school, and it is very difficult for them to come out.”⁵⁶

Here, There and Everywhere

The disposition of Army Reserve facilities across Canada is costly and inefficient. Some Reserve units are based in antiquated armouries, on prime real estate vacant a good deal of the time, and some of which are so close to one another that two facilities could be combined.

There might be sound demographic rationales for the location of Reserve facilities, and where they are located and how they are configured should be sorted out on a case-by-case basis.

The Committee was impressed with Reserve facilities recently built in Windsor, Ontario, with a cost-share and space-share arrangement with other interests in the local community. In a note to the Department of National Defence, we asked whether it might be possible in some cases to sell off outdated armouries and adopt

⁵⁵ Major-General Ed Fitch, “LAND FORCE RESERVE RESTRUCTURE (LFRR) briefing to SCONSAD Staff” (June 28, 2005), 6.

⁵⁶ Ibid.

Wounded: Canada's Military and the Legacy of Neglect

the Windsor Model. According to a response from the Department, the senior CF leadership acknowledges this issue and is examining it.⁵⁷

⁵⁷ According to DND, Assistant Chief of the Land Staff at the time, Major-General R.J. Hillier, distributed an Army Realty Asset Strategic Framework in May 2002 in which it was noted that the army's current realty asset holdings were not sustainable. And in order to maximize each realty asset dollar new sources of funds from partnerships with other government departments (OGDs) or the private sector must be explored. ADM (IE) is currently preparing a report on Administrative Efficiencies relating to Shared Facilities.

II. The Canadian Navy

The Canadian Navy prides itself on being a world class maritime force – “the world’s best small navy,” in its own words. A more precise description might be “The world’s best small, underfunded navy whose ships all have flaws of some kind.”

In the coming years, the Government of Canada will have to address a growing bill for the refit of some major platforms, the replacement of others and the purchase of new capabilities. It will be a large bill.

Three inter-twined deficiencies increase the difficulty of the challenges faced by the Navy. The Navy is short of:

1. Trained personnel to crew the fleet;
2. The funds necessary to supply its fleet with all the parts it needs;
3. The capacity – either its own or in industry – to maintain its fleet in accordance with its maintenance policy. The funds necessary to supply its fleet properly or do all the repairs that should be done to ships and infrastructure.

To quote the Chief of the Maritime Staff Vice-Admiral Bruce MacLean:

“The challenge for this year and those to come will be to determine an affordable strategic outlook for Canada’s Navy transformation. I am faced with a growing demand...but must execute my tasks and missions well below a measured reference level. Not only the paucity of funds, but [shortages of] expert personnel . . . is complicating my ability to ensure that a detailed and effective plan is in place to maintain and replace the current capabilities of the Navy. In the absence of adequate resources, the Navy’s capabilities are in decline. My aim is to manage the inevitable decline until the fleet is replaced. This risk management approach, however, is contingent upon obtaining additional resources . . . Should no resources be allocated to address these issues, this decline will be obvious to Canadians.”

COMMITTEE'S TRANSLATION: "We're falling apart and we think that Canadians will start to notice when the ships start to sink."

Canada needs a Navy

Despite the fact that we live in a country with the world's longest coastline, bordering on the Atlantic, Pacific and Arctic Oceans, in a country with an overall ocean area of responsibility totaling 11 million square kilometers, and in a country whose waters are used by more than 1,700 ships each day, most Canadians have probably never given their Navy much thought.⁵⁸

Navies allow countries to protect their territorial waters, project power abroad, keep sea lanes open, honour obligations to allies, provide sea lift for troops fighting abroad, protect those troops with firepower when necessary, and move in the littoral waters of countries in which they are engaged in military activities. Navies no longer dominate the military world the way they did in the 19th century and early 20th century, but they remain vital both to self-defence and to advancing a country's international interests.

The Defence chapters of the International Policy Statement calls for the Navy to enhance the ability of their ships to carry out littoral⁵⁹ operations, as part of the Standing Contingency Task Force and Mission Specific Task Force. The Navy is also directed to place greater emphasis on protecting Canada by leading the coordination of on-water response to a maritime threat or a developing crisis in our Economic Exclusion Zone and along our coasts. In this latter role, the Navy is to help develop the national common maritime picture and lead the development of fully-integrated interagency Maritime Security Operations Centres.

The Navy will also cooperate with other government departments and agencies in monitoring our maritime approaches and our internal waters such as the Great Lakes and the St. Lawrence Seaway.

⁵⁸ Government of Canada, *Department of National Defence Department Performance Review 2002-2003*, available at: http://www.tbs-sct.gc.ca/rma/dpr/02-03/ND-DN/ND-DN03D01_e.asp.

⁵⁹ The littoral area extends from the open ocean inshore to more restrictive waters, to the shore, to those inland areas that can be attacked, supported and defended directly from the sea.

Somebody needs to start doing that. The Committee has recommended that the Canadian Coast Guard be armed so it can step into this void, but moving the Navy into this role would at least be preferable to having virtually undefended coasts.

It will be difficult to reconfigure a Navy that has so many current weaknesses, especially when complex ship replacement programs can take as long as 15-20 years. The Canadian Navy is faced with the task of maintaining its capabilities while undergoing a lengthy rebuilding process. Unless some extraordinary steps are taken to speed things up, the Navy is not going to have anything like the relevance that the Government has planned for it.

Our Overtasked Navy

The Navy has been operating at a turbulent tempo in recent years. The most obvious example was the 2001-2003 Operation Apollo deployment against terrorism in the Middle East, in which the Navy rotated 16 of its 18 major warships and 95 per cent of its 4,100 sailors to the Arabian Sea.⁶⁰

Can the Navy be expected to perform competently at anything approaching that tempo over the next decade?

The short answer is no. The long answer can be found in Vice-Admiral M.B. MacLean's 2005 "impact statement" to the Chief of the Defence Staff, outlining what part of its mandate the Navy would be able to fulfill under its 2005-2006 budgetary allotment, and what part it would not.⁶¹

Vice-Admiral MacLean stated bluntly in February 2005 that the Navy would not be able to deliver "the full level of maritime defence capability" with its 2005-2006 allotment.⁶²

COMMITTEE'S TRANSLATION: "We cannot do our job."

⁶⁰ http://www.forces.gc.ca/site/Feature_Story/2003/jul03/30_f_e.asp

⁶¹ Department of National Defence. Navy. "MARCOM IMPACT ASSESSMENT 2005". December 2004. 1/3.

⁶² *ibid.*

Wounded: Canada's Military and the Legacy of Neglect

Vice-Admiral MacLean calculated he would have needed another **\$224 million** to do what the Navy was mandated to do for Canadians in fiscal year 2005-2006.⁶³ Not surprisingly, only a small percentage of that additional money was forthcoming.

Chronic under-funding in recent years has resulted in a reduction of overall fleet effectiveness, personnel shortages, difficulties in sustaining current operations and a growing backlog of ship and infrastructure maintenance and repair.

At the most obvious level, there isn't one type of vessel in the Navy's fleet that doesn't have problems. Every class of vessel has several deficiencies, and either they can't be fixed, or they don't get fixed, until they've gone further downhill.⁶⁴

In the Vice-Admiral's words:

“...Reactive prioritization ensures a constant environment of inefficient churn at each level of the service provision. This in turn creates an overall trend of decay in the condition of the fleet, and ultimately increases the potential risk to safety of personnel and equipment.”

COMMITTEE'S TRANSLATION: “Instead of instituting a rational process of purchasing and repairing according to what we anticipate we will need to do our job, we are forced to keep patching our equipment after things go wrong. That's not only a stupid way to maintain capital equipment, it endangers sailors' lives.”

⁶³ Ibid, 3/22.

⁶⁴ MARCOM Impact Assessment.

Canada's Eroding Fleet

DESTROYERS – Four Iroquois-class destroyers were given a mid-life update between 1990-94. The HMCS Huron has since been decommissioned, leaving the Navy with three. The others are rusting out, and probably should have been put to bed a decade ago. During its fact-finding visit to Halifax in May 2005 the Committee was told that the destroyers will reach the end of their useful life in 2011. The official plan is to keep them going until 2015, which will mean expensive refits and repairs. With no destroyers, Canada will lose its command and control capability. It used that capability to good effect in the 1990s to lead coalition ships in operations around the Balkans and Southeast Asia. It is unlikely that any replacement will arrive before the destroyers must be retired.⁶⁵

FRIGATES – Between 1988-95, 12 new Halifax class frigates were commissioned. The frigates can play a useful enough role in the open ocean but, like the destroyers, they have more than is needed to play a constabulary role in the littoral. The Frigates are approaching their mid-life refit deadline. There should be a Canada-wide debate as to what would be the most intelligent way to replace these frigates; there is none.

SUBMARINES – The now infamous purchase and integration of four British Upholder class diesel-powered submarines into the Navy continues.⁶⁶ Mistakes were made in the process of acquiring the boats, starting with a four-year delay in political decision-making as to whether to acquire them, which left the subs deteriorating in dry dock., But since the acquisition process has been extensively investigated by both a Canadian Forces Board of Inquiry, as well as the House of Commons Committee on National Defence and Veterans' Affairs, the Committee will not dwell on these issues.⁶⁷ It is time to examine the capability of the submarines on merit. The process of Canadianizing the Fire Control System, the torpedo handling and discharge system (tubes) and some navigation and communication equipment remains incomplete. In Halifax, the Committee was told

⁶⁵ The Navy is currently considering the next generation of warships for the fleet. Central to these deliberations is the concept of a single-surface combatant type platform which would likely include capabilities equivalent to that of the Navy's current destroyers.

⁶⁶ For a detailed description of the challenges faced by the Canadian Forces in acquiring the problems

⁶⁷ For a detailed description of the challenges faced by the Canadian Forces in acquiring the Victoria class submarines, see House of Commons Standing Committee on National Defense and Veterans Affairs, *Procurement of Canada's Victoria Class Submarines* (April 2005), available at:

<http://www.parl.gc.ca/committee/CommitteePublication.aspx?COM=8986&Lang=1&SourceId=110859>.

Wounded: Canada's Military and the Legacy of Neglect

that some portions of the Canadianization – including the ability to fire torpedoes – will not be completed for several years. Meanwhile, it is time to make plans for both the mid-life refit for the vessels and make some decisions on the future of the submarine program over the long term.

MARITIME COASTAL DEFENCE VESSELS – The Navy's Maritime Coastal Defence Vessels (MCDV) constitute its newest platform, built in the 1990s. The 12 Kingston-class vessels were designed to be fitted with specific packages for mine-hunting, side-scan sonar, and route survey; to provide a platform for training sailors, particularly reservists; and to perform a coastal defence role. While they do perform a limited coastal defence role, they were not constructed for coastal defence in the same way a Coast Guard Cutter would be. Sailors aboard an MCDV in Esquimalt told us that their vessel is unable to maintain station for a significant period of time in agitated seas. Chief of the Maritime Staff Vice-Admiral Bruce Maclean acknowledged this, "[MCDVs] cannot operate on the Grand Banks in the wintertime. They are simply not able to provide that mid-ocean capability."⁶⁸

SUPPORT SHIPS – The role of replenishing the fleet with fuel and provisions rests with the Navy's Auxiliary Oiler Replenishment ships (AORs). With the decommissioning of HMCS Provider in 1998, the Navy now has only two: HMCS Protecteur and HMCS Preserver. While they have had extensive refits over the years, each is at least 35 years old. The simple fact that there are only two of AORs remaining– combined with their age and lack of serviceability – has created a challenge for resupplying vessels at sea. Our support ships are losing their capacity to support. The government has announced that it will replace the AORs with Joint Support Ships (JSS). Eventually.

MARITIME HELICOPTERS – The Navy is supported by the notorious Sea Kings, Canada's maritime helicopters. They operate off Frigates, Destroyers and Auxiliary Oil Replenishment ships. The Air Force's hoary fleet of 29 helicopters eat up vast amounts of maintenance resources for every flying hour and now principally support only the high readiness ships. The fifteen-year saga to replace them is still not complete. A new fleet of 28 CH-148 helicopters will not be operational until the end of the decade.

⁶⁸ Vice-Admiral Bruce MacLean, "Testimony," *Proceedings of the Senate Standing Committee on National Security and Defence* (February 14, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/42195-e.htm?Language=E&Parl=38&Ses=1&comm_id=76

Ghost Ships – Canada’s Missing Fleet

Ships that aren’t quite up to their jobs are at least better than ships that don’t exist to do important jobs. The Navy is missing a range of seagoing capabilities to fulfill its overseas and domestic missions. Most notably:

STRATEGIC SEA LIFT – Everyone remembers the summer of 2000, when Canada had all kinds of trouble getting 580 vehicles and 390 sea containers of equipment home from Kosovo. The Government of Canada hired SDV Logistics Canada Ltd. of Montréal to transport this \$223 million worth of equipment back to Canada, along with three soldiers who were guarding it. SDV Logistics hired a sub-contractor, Andromeda Navigation Co. of Montreal, which chartered the cargo ship *GTS Katie*, which was registered in St. Vincent and the Grenadines and owned by Third Ocean Marine Navigation Co. of Annapolis, Maryland. It was a long trip. The *Katie* spent two weeks circling the mid-Atlantic after Third Ocean Marine ordered the captain not to enter Canadian waters until Andromeda Navigation settled a monetary dispute over an earlier charter. The Canadian government finally had to send diplomatic notes to the Government of St. Vincent and the Grenadines, which gave permission for Canadian authorities to board the vessel. Fourteen sailors from *HMCS Athabaskan* eventually boarded the *GTS Katie* in a helicopter-borne assault, and the *Katie* was brought into port. This saga was, to say the least, an embarrassment. Canada needs both airlift and sealift capacity to move its personnel and equipment around the world. It has very little of either.

SHIPS TO MOVE TROOPS TO SHORE – If Gen. Hillier is serious about focusing Canada’s military resources on manageable overseas missions where a Canadian presence can make a difference, we will need the capacity to move our troops from sea to shore. We don’t have that capacity now.

SHIPS THAT CAN EFFECTIVELY PATROL OUR COASTS – Canada does not have a constabulary Coast Guard, like the United States does. Our coasts are wide open. The Canadian Navy needs ships that are bigger, faster, more seaworthy and better equipped than its inappropriately named Coastal Defence Vessels, but smaller than Frigates or Destroyers so they can patrol our littoral waters. Littoral waters are deemed important in the International Policy Statement, but no announcements have been made that would suggest that the Navy will soon have these kinds of ships.

Wounded: Canada's Military and the Legacy of Neglect

SHIPS THAT CAN PATROL THE GREAT LAKES AND THE ST. LAWRENCE – The Great Lakes are Canada's soft underbelly, are not a Navy responsibility, but they do constitute a problem. Despite recent government announcements with regard to joint RCMP-Canada Coast Guard patrols and pilot joint Canada-U.S. shiprider patrols, Canada has no significant presence on the Great Lakes. This vulnerability needs to be addressed by another government department.

Too Much Maintenance for Too Few Personnel

For the past 15 years Navy personnel strength has remained relatively constant at about 11,000 regular sailors, 4,000 reservists and approximately 4,000 civilians. More were needed, but no more could be recruited because of lack of funding. In 2004, HMCS Huron, a command and control destroyer, was decommissioned because the Navy did not have enough crew to sail all its ships.

When Commodore Roger Girouard, Commander of Canada's West Coast Fleet, appeared before the Committee in February 2005, Senator Joe Day asked him which was his biggest challenge – lack of parts, or lack of trained personnel. His reply:

“I would have to say at this point, sir, both. The [west] coast is shy of a number of sailors as compared to its establishment. I spoke of 1,900 in fleet. I am in fact established for about 2,200. We do have a challenge in ensuring that every bunk is filled on every ship. Again, we manage that people equation to ensure that deployers [ships tasked for deployment] are taken care of first and we deal with the shortfall in the other vessels as need be. We have a wave of recruits, young sailors and officers, coming in. However, on the trained level, we are not there yet.

As far as parts are concerned, there is the supply side and the bits and pieces. We are managing that. Our other challenge is maintenance capacity. That is, the ability for the workforce, including my sailors and fleet maintenance facility, to do all the maintenance, all the repairs, that I would ask for on a perfect day.

There, again, there is a shortfall in that capacity That entire resource equation, whether it is people, spares or the repair capacity,

is something that, from my perspective as a fleet commander, I watch every day.”⁶⁹

COMMITTEE’S TRANSLATION: “We’re holding this thing together with baling wire.”

During its fact-finding visit to CFB Esquimalt, Commander Kevin Greenwood, CO of the HMCS Winnipeg, told the that one impact of the shortage of sailors was that it limited the number of repairs a ship’s crew could undertake during a refit period. According to Greenwood, the size of the crew will shrink so dramatically that the sailors cannot undertake needed repairs.

This challenge is not isolated to the West Coast. Captain (N) Andy Smith, Commander of the Cape Scott Fleet Maintenance Facility – the Navy’s principal east coast place for fixing ships – stated that his budget for necessary fleet efficiency repairs was 20% short of what it should be. Smith told the Committee that because of the shortfall, he lacked the people to do the maintenance necessary to make sure the elements of the fleet sailed with proper capacities and backups. “Some ships might be deployed without the proper capacity or without the proper backup.”⁷⁰

It meant a significant shortage of (military and civilian) technicians and electricians. It meant sometimes using personnel trained in one field, like engineering, to perform tasks in other fields, like planning or logistics.

⁶⁹ Commodore Roger Girouard, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (February 28, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/14mn-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

⁷⁰ Captain Andy Smith, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (May 6, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/21evd-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

The Personnel Crisis Could Get Worse

The Navy, like the rest of the Forces, faces a demographic challenge as many of its personnel are approaching – or past – retirement age. According to its Commander Captain Ian Smith, the Cape Scott Fleet Maintenance Facility is a good example of an alarming trend. According to Captain (N) Smith,

“The average age in Cape Scott is over 50, and I have one person who is 77. The average age of workers in some of the trades is 53 or 54 years old and those people are retiring as well. Very few of the military people who have retired have come back to work in that civilian workforce to date.”⁷¹

Captain (N) Smith's comments reflect a nationwide phenomenon.

The Canadian navy has difficulty keeping high readiness ships at the full level of readiness required, and it cannot always meet departmentally mandated maintenance and realty asset repair targets. It is unable to sustain equipment and combat platforms, let alone upgrade them at the rate that it would like.

This would be an inefficient way to run any business, but we aren't talking about any business here. We are talking about young people going on life-and-death missions on behalf of all Canadians.

Lack of Spare Parts and Equipment

Ship commanders preparing for missions are forced to cobble together the equipment needed to get their vessels to full operational capability. When the Committee visited Esquimalt, the Commanding Officer of HMCS Winnipeg said his ship was in the process of removing equipment from another ship berthed alongside so it would be adequately equipped to deploy to the Middle East. This is a common occurrence in the Canadian Navy. It is called TRANREQ for Transfer Request.⁷² Sailors joke as to whose ship will get “the part.” The process of sharing parts from ship to ship not only leaves some ships under-equipped, wastes time in removing, and then reinstalling, and then removing, and then...

⁷¹ http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/21evd-e.htm?Language=E&Parl=38&Ses=1&comm_id=76

⁷² A Transfer Request occurs where a part or other piece of equipment cannot be supplied in time by conventional means. The ship requests that Command authorize a TRANREQ and Command, if approval is given, designates a ship of lower readiness to donate the item which will be replaced in due course.

But Commodore Girouard seemed resigned to this juggling routine:

“Does every ship in harbour that is under my flag have all its bits and pieces? No. This is a fact of life at the moment. It is a management issue and we keep working on it, day in, and day out.”

As Commodore Pile testified to the Committee in Halifax on May 6, 2005, “It would be wonderful to have all of the spare parts bins full and never have to worry about trading parts and people among ships to make them ready for sea, but we do that. We juggle a lot of our resources and people all the time.”⁷³

It makes sense for the Navy to operate a Readiness and Sustainment Policy which cycles ships through states of readiness, allowing crews to rest and rejuvenate, and equipment to undergo maintenance. That said, there is a large gulf between this kind of recycling and the current practice of stripping parts from ships to get other ships ready for action. It is not the best use of the crew’s time, especially with the shortage of armed forces personnel.

Lieutenant-General Marc Dumais testified to the Committee in May 2005 that the Canadian Forces understood the spare parts challenge facing the Navy. According to Dumais,

“In recent years, the demand of the maritime national procurement [spare parts] account has been steadily increasing due to the aging of all major fleet assets and to the introduction of the Victoria class submarines into service. This has necessitated setting priority on the work to be completed and has, in turn, started to impact fleet readiness. As a result of Budget 2005, the maritime national procurement allocation has been increased significantly.”⁷⁴

COMMITTEE’S TRANSLATION: “We haven’t been able to afford spare parts for a long time, but we’re finally getting some money, so we’ll see.”

⁷³ Commodore Ty Pile, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (May 6, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/21mn-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

⁷⁴ Lieutenant-General Marc Dumais, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (May 6, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/25mn-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Crumbling Infrastructure

The Navy's infrastructure is in no better shape than that of the Army and Air Force. Chronic underfunding of routine maintenance has led to a large contingent liability for repairs.

CFB Halifax, like CFB Esquimalt, underinvested in maintenance for the better part of the 1990s to cover costs for operations and personnel. The net impact is a growing "bow wave" of infrastructure costs. According to CFB Halifax Base Commander Captain Roger MacIsaac:

"The planned replacement value of the infrastructure is approximately \$1.4 billion. On the whole, the facilities are relatively old. Budget shortfalls over past years have considerably inhibited the capability of staff to maintain all the infrastructure to what we consider comparative industry standards. The list of projects to meet these standards would total approx \$280 million. ... Our present funding is not sufficient to bring us to where we want to be to recapitalize the aging infrastructure, so in that vein, I would say you are correct."⁷⁵

Summing Up

The Navy is short personnel and spare parts. Its facilities are crumbling and its ships are aging. In a nutshell, in the words of Vice-Admiral MacLean's words:

"...an overall trend of decay."⁷⁶

⁷⁵ Captain (N) Roger MacIsaac, "Testimony," *Proceedings of the Standing Senate Committee on National Security and Defence* (May 6, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/21evd-e.htm?Language=E&Parl=38&Ses=1&comm_id=76. The projected cost of infrastructure projects at CFB Halifax over the next decade is \$607.51 million, according to the MARLANT Capital Investment Plan (Realty Asset & Construction).

⁷⁶ MacLean, "Testimony."

III. The Canadian Air Force

Old aircraft. A shortage of pilots. A shortage of trained technicians. A lack of airlift to move personnel and equipment quickly in emergencies. Fast track replacement programs switched to the slow track. Helicopters older than the *parents* of the pilots who fly them.

All this, plus the largest shortfall in funding for the 2005-2006 fiscal year of any branch of Canada's armed forces: **\$608 million.**

Welcome to the Canadian Air Force, currently in a stall.

Chief of the Air Staff Lieutenant-General Ken Pennie was blunt in his testimony about the Air Force's challenges:

"The air force is at a critical time in its evolution. Somewhat fragile after a decade of downsizing, we have one-half of the number of people and one-half of the number of aircraft that we had at the end of the Cold War.

Over the same period, the number of air force personnel deployed on operations has roughly doubled with no sign that future operational tempo will decrease.

Currently, aging fleets and infrastructure impose further strains on the air force's ability to fulfill its roles. The gap between national procurement funding [for spare parts] and the need, and the diminishing experience levels of and the ability to retain our personnel exacerbate these existing problems.

In short, the air force faces a sustainability gap in its ability to generate operational capability as it transforms to fulfill its roles in defence of Canada and Canadian interests.

In the post-9/11 security environment, the changing nature of the threat places even further demands on these stretched resources.

Notwithstanding today's stress, there is a determination to address the tough choices that must be made to meet these challenges of the future security

Wounded: Canada's Military and the Legacy of Neglect

environment. We must ensure that we are positioned to make the most efficient use of the resources that we have.”⁷⁷

Essentially, we cut in the 1990s. We are being asked to do more now. Our kit and bases are getting older. We cannot afford to change and maintain the current fleet. More money and people are necessary or critical choices must be made. At another point in his testimony, you just start to feel for the Chief of the Air Staff.

“Senator Banks: You set it out pretty clearly. You said that we have half the personnel and half the aircraft and twice the job to do. You said that a few minutes ago.

Lieutenant-General Pennie: We have twice that piece that is deployed overseas; that operational tempo has gone up.

Senator Banks: It is not hard to see that that would lead to tough choices.

Lieutenant-General Pennie: It does. ...”

Senator Day: Could this transformation that you have described to us be achieved based on the traditional historic funding that you have had?

Lieutenant-General Pennie: If my budget did not change — I mean the Air Force part of the CF budget — we could not achieve everything we are aspiring to. We could achieve close to that, but it would require some really tough decisions.”⁷⁸

COMMITTEE'S TRANSLATION: “We're barely keeping up appearances here.”

Despite the financial pounding it has taken from the federal government since 1994, Canada's Air Force continues to be an essential element of national security and defence.

The Air Force maintains 365-day search and rescue coverage for the entire country, has aircraft on quick-reaction alert to respond to security breaches of our

⁷⁷ Lieutenant-General Ken Pennie, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (February 7, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/11eva-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

⁷⁸ Ibid.

air space, provides coastal surveillance, airlifts military and civilian personnel and equipment around the world, and provides helicopter support to the Army and the Navy as well as deployed operations.

In this decade the Air force has provided support for NATO operations in Kosovo, responded with CF-18 fighters to the 9/11 attacks and stood on continuous alert since, flown CF-18 protection for the G8 Conference at Kananaskis, Alberta, provided continuous airlift support to Canadian operations in Afghanistan since 2001 and to virtually every Canadian Forces operation. Most recently it has ferried Red Cross volunteers to New Orleans to assist in hurricane response while repatriating Canadians from that disaster.

Despite severe funding reductions, the Government continues to require the Air Force to provide virtually the same operational capability as it did in 1994. It has done so by shrinking itself. It has also done so by borrowing against its future – a move that may haunt Canadians down the road.

Nearly every component of the Air Force has been diminished. In the mid-1990s the Air Force funneled five functional headquarters into one operational headquarters, cut flying hours in all its aircraft fleets, reduced its force of trained technicians and closed five major air bases.

Some of these moves made sense in the context of the end of the Cold War. The dissolution of the Soviet Union obviously diminished the likelihood of Canada being attacked by missiles or bombers coming at us from over the North Pole. Likewise, the threat of submarine attacks off the East Coast has disappeared.

But the severity of the cuts ignored new emerging threats. If fighter jets are not now needed to shoot down Soviet bombers, they are needed to protect our major cities from terrorist attacks. If coastal air patrols are not looking for Soviet subs, they should be looking for suspicious vessels approaching Canada's coast. In addition, Maritime Patrol aircraft have been called upon to provide a non-traditional service, over land surveillance, and, will likely be called on to do so in the future.

The need to patrol Canada's waters to enforce sovereignty and search for hostile vessels has not diminished. The Committee is of the view it has grown – and it may grow more in the future.

Wounded: Canada's Military and the Legacy of Neglect

The requirement for airlift – and particularly strategic airlift – has also grown enormously. First, CF deployments overseas have increased, and second, Canada closed its forward bases in Germany. Now nearly everything gets shipped from North America, whereas before we had stockpiles of equipment and munitions in Europe. But Canada does not have a long-range airlift capacity – we continue to rent and hitch rides.

The reduction and amalgamation of the helicopter fleet eliminated the Canadian Forces battlespace reconnaissance capability and the ability to provide large/medium lift. Recent operations and the ongoing transformation of the Canadian Forces have demonstrated a renewed need for these capabilities. Scrambling is now underway to get them back.

Canada's combat support aircraft have never been replaced, nor has a suitable contractor been found to reliably provide these services. The list goes on.

Essentially, the Air Force skimmed on everything to try to maintain as broad a range of capabilities as possible. And, as a result, the whole range of capabilities is hurting.

Largest Underfunding of Any Environment

The Air Force's Impact Statement for fiscal year 2005-2006 shows that it is being underfunded by \$608 million this year alone, which simply adds an exclamation mark to more than a decade of underfunding.⁷⁹

While the federal government has not announced that it is considering dismantling the Air Force altogether, it continues to pluck its feathers out, one by one.

The Air Force absorbed the lion's share of the cuts to the CF during the 1990s and continues to do so today. In terms of personnel, it has been cut in half. More than 10,000 personnel have been removed from the Air Force, shrinking it from just over 24,000 to about 12,500.⁸⁰

⁷⁹ Department of National Defence. Air Force. *Air Force Impact Assessment FY 05/06* (November 2004).

⁸⁰ Department of National Defence, *Aerospace Capability Framework* (2003), 26.

The Air Force has a maintenance deficit that exceeds \$1 billion.⁸¹ Like the Navy and the Army, the Air Force has not yet found a way to totally fund its modernization plans. It is suffering from an acute shortage of pilots and aircraft maintenance specialists – obviously the two most essential personnel categories when it comes to keeping planes aloft.

When former Commander Lieutenant-General Ken Pennie filed his Impact Statement on the effect 2005-2006 budgeting would have on the Air Force, he essentially said Canadians will bear the brunt of massive underfunding:

“The Air Force continues to lose altitude in its effort to provide outstanding value to Canadians . . . We are beyond the point where even constant dedication is sufficient to sustain the capabilities needed to meet assigned Defence Tasks. The Air Force remains fragile due to chronic underfunding and asymmetric cuts to personnel. Our Wings and Squadrons are too hollow to sustain the current tempo of operations.”⁸²

The Future?

In terms of the difference between government funding and what the Air Force needs to do its job, Lieutenant-General Ken Pennie predicted that “Unless some relief is found, [the gap is] going to get significantly worse over the next three years.”⁸³ In terms of the Air Force’s capacity to defend Canadians: “The planned [National Procurement funding for spare parts] will place most of the Air Force on the ground and will preclude any near-term recovery.”⁸⁴

To sum up, he said: “The size of the [National Procurement] funding gap is simply daunting.”⁸⁵

The funding shortage that Lieutenant-General Pennie portrays does not include the Air Force’s accumulated infrastructure deficit.

The practical impact of funding deficiency has resulted in aging aircraft fleets. There are persistent serviceability problems with the CC130 Hercules fleet, the air

⁸¹ Department of National Defence. Air Force. *Air Force Impact Assessment FY 05/06* (November 2004), 1.

⁸² Ibid.

⁸³ Ibid.

⁸⁴ Ibid, 2.

⁸⁵ Ibid.

Wounded: Canada's Military and the Legacy of Neglect

transport 'workhorse' of the CF. The lack of funding for spare parts will reduce flying even further and delay required maintenance. A number have reached the end of their "useful flying life" and will have to be replaced if maintenance costs are not to become prohibitive.⁸⁶

The Air Force is unable to fully deliver key capabilities assigned.⁸⁷ Aircraft fuel costs account for approximately 25 per cent of the Air Force operations and maintenance budget. Significant increases in aircraft fuel costs, reduced aircraft availability rates and other budgetary pressures have led to reduced flying hours and a resulting drop in experience levels.⁸⁸ The Air Force's ability to regenerate operational forces has declined to a critical level. In fact, the Air Force is now talking about deploying only two "six packs" of CF-18s, rather than two squadrons, each composed of 12-15 planes, that were available for deployment in the past, in effect halving the fleet.

Air Force personnel shortages create a significant constraint on operational readiness. Most notably, the Air Force suffers a shortage of CF-18 combat-ready pilots. But technicians also represent a major problem. In the 1990s, when the Air Force was forced to pay people to resign to meet personnel reduction targets, the hiring of new technicians was greatly reduced in spite of the fact that it was clear new technicians would be needed to do maintenance in the future. Short-term gain will now turn into long-term pain: the Air Force is already short of technicians, and it takes eight years of classroom and on-the-job training to qualify an aircraft technician.

Now, while the Air Force has fewer aircraft to maintain, they are older aircraft. They require more maintenance. The severe hiring cutback – which lasted approximately eight years – has created a dangerous shortage of qualified technicians, as described to the Committee by Lieutenant-General Pennie:

“Lieutenant-General Pennie: Now we are opening the doors and recruiting again. If you look at our numbers, our positions are filled, but if you look underneath that and find out what qualifications those individual technicians have, in many bases and wings, 40 per cent and, in some cases, a much larger number, are not qualified. These are young people coming in going through the training process.

⁸⁶ Ibid.

⁸⁷ Ibid.

⁸⁸ Ibid, 3.

Senator Banks: They are not qualified yet?

Lieutenant-General Pennie: They are not qualified yet. They are qualified recruits, but they are not qualified to sign an aircraft as being serviceable or not serviceable. They are not qualified to sign off on that work because they are still learning; they are on-job training. That training process can take up to five years to get an individual qualified to fully sign off. That puts a real burden on those remaining behind. Do not forget that we reduced their whole organizations by a significant margin. The aircraft are not getting younger; the aircraft are getting older. That is a significant component of this.

Senator Banks: Therefore, they require more servicing?

Lieutenant-General Pennie: The work required has gone up a little. The number of people working on it has gone down, but the number of qualified people has also gone down. The people who are fully qualified have to support all of our overseas operations because you need to send fully qualified people to do the job overseas. When they come home, they have to train this cadre of young folk.... Clearly we have wound down our operations in many different endeavours to deal with the cuts of the 1990s. The recruiting system was also driven down, and now we are trying to rebuild it.

Senator Meighen: I guess we wound down far too much, far too quickly, and now we are having a devil of a time cranking it back up again, whether it is reserves or processing of applicants or what have you. I take your nodding as agreement.”⁸⁹

The lack of technicians in the Air Force has had visible results. At 4 Wing Cold Lake, for example, shortfalls have reduced the capabilities of the fighter force by 20 per cent. Col. Duff Sullivan said the lack of skilled technicians is actually reducing the skill of pilots:

⁸⁹ Lieutenant-General Ken Pennie, “Testimony,” *Proceedings of the Senate Standing Committee on National Security and Defence* (February 7, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/11eva-e.htm?Language=E&Parl=38&Ses=1&comm_id=76

Wounded: Canada's Military and the Legacy of Neglect

“Colonel Sullivan: There are some significant challenges that we deal with every day. ... We do have fairly significant concerns with a number of what we call trained and effective technicians on our squadron, and that is a very familiar term that you would probably hear in all the other communities.

What we would like to see on our fighter squadrons is approximately 90 per cent trained and effective strength.

Of my two tactical fighter squadrons, the lowest squadron is at 64 per cent, and the next squadron above that is at about 68 per cent, and so that is a fairly significant challenge. When you are only starting off with two-thirds of your capacity, it is a significant challenge to try to generate all your serviceable aircraft and to fly all the flying hours that you have been given.

We are being successful in training our technicians, but what we have traded off is that we are flying fewer hours, which impacts the proficiency of our pilots.

Senator Forrestall: Is that a significant lowering of the hours you are flying?

Colonel Sullivan: Yes, sir, it is. In fact, we are just coming to the end of this current fiscal year, and we will be 25 per cent underflown in our F-18 community in Cold Lake, and as the war fighters say, “Hours not flown is capability not achieved.”

We could equate that into about a 20 per cent reduction in proficiency and capability.”⁹⁰

The effect is that the Air Force’s pilots are no longer able to maintain combat readiness in low-level air-to-ground operations.

The operational commander of the Air Force, Major-General Charles Bouchard, Commander of 1 Canadian Air Division, agreed that flying hours have gone down:

“It has really been caused through a series of inter-related events, especially the availability of aircraft, the number of hours that can be generated of the

⁹⁰ Colonel Duff Sullivan, “Testimony,” *Proceedings of the Senate Standing Committee on National Security and Defence* (February 7, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/16evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

current aircraft that we have, and also the number of technicians that can create and generate these hours.”⁹¹

The Air Force’s Personnel Crisis Could Get Worse

The personnel crisis in the Air Force stands to get worse. As in the Army and Navy, the Air Force faces a demographic bulge as many of its most senior technicians move towards retirement. As Colonel Bill Werny, Commanding Officer of the Aerospace Engineering Test Establishment at CFB Cold Lake testified:

“Other human resource issues that further exacerbate manning shortages include the projected retirement within the next three years of civilian personnel accounting for over 190 years of experience and continuity ...”⁹²

Colonel Perry Matte, Commanding Officer of 14 Wing at CFB Greenwood in Nova Scotia, voiced similar concerns. He said that “the vast majority of the maintainers at trained effective strength have 15 years of service or more and are looking to retirement in the near future.”⁹³ The implication of which is that in the near future, without addressing the deficit in the number of technicians certified on the aircraft, the CF will have no one who is qualified to sign off on work done on its long-range maritime patrol aircraft.

⁹¹ Major-General Charles Bouchard, “Testimony,” *Proceedings of the Senate Standing Committee on National Security and Defence* (March 10, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/18evc-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

⁹² The Aerospace Engineering Test Establishment at CFB Cold Lake will lose six senior scientists over the next two years representing 190 years of experience. The Aerospace Engineering Test Establishment is unable to fill 15% of its current civilian positions. Colonel Werny noted in his testimony that because of Cold Lake’s location he was also having an especially difficult time attracting the right time of qualified candidates to his organization. Colonel W.S. Werny, “Testimony,” *Proceedings of the Senate Standing Committee on National Security and Defence* (March 7, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/16evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

⁹³ Colonel Perry Matte, “Testimony,” *Proceedings of the Senate Standing Committee on National Security and Defence* (May 5, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/21eva-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Wounded: Canada's Military and the Legacy of Neglect

Aircraft

The Air Force had 684 aircraft in 1990. Today, only 303 remain.⁹⁴ During this same period the number of authorized annual flying hours has decreased from about 290,000 to about 120,000, a 59 per cent reduction.

The fighter fleet that boasted 125 CF-18s in 1990 now consists of 104 CF-18s of which only 80 are in the process of being updated. The *1994 Defence White Paper* decreed that the fighter fleet would be reduced to 48-60 aircraft assigned to operational squadrons.⁹⁵ A further attempt at cost cutting in 2000 caused the number assigned to the operational squadrons to be fixed at 48, or 12 for each of Canada's four fighter squadrons. Twenty of the aircraft in the updated fleet of 80 will be used for training, and two will be used for test and evaluation. The remaining 10 aircraft will be rotated into the operational squadrons as replacements for aircraft undergoing maintenance and kept as a reserve in case of emergency.

The fleet of 114 tactical helicopters that was once made up of three types – the Chinook, the Huey and the Kiowa – was consolidated into a single fleet of 100 Griffons in the mid-1990s. There are 75 are still flying. Operating one single fleet saves money, but capacity has clearly declined.

What does that mean? It means that at times Canadian Forces Commanders in the field don't have all the tools they need. Major-General Andrew Leslie, former Canadian Commander of International Security Assistance Force, told the Committee in Kingston that it would have been useful if his force possessed a more powerful helicopter with a greater lift capacity than the Griffon.⁹⁶

The long-range maritime patrol aircraft fleet that once consisted of 40 aircraft – 18 Auroras, 3 Arcturus, 19 Trackers – now struggles to fulfill its mandate with 18 Auroras and 2 Arcturus. The latter will be retired by 2007. The Trackers were retired in the late 1980s. A protracted update program in place will modernize all 18 Auroras. However, the update does not address the structural issues with these

⁹⁴ The Air Force fleet includes 378 aircraft if the contractor-owned aircraft included in various training programs are included.

⁹⁵ The paper prescribed 48 fighters total during peacetime conditions to be augmented in the event of a crisis. Department of National Defence. "Chapter 7 – Implementing Defence Policy," *1994 White Paper on Defence*, available at: http://www.forces.gc.ca/admpol/eng/doc/5113_e.htm.

⁹⁶ Major-General Andrew Leslie, "Testimony," *Proceedings of the Standing Senate Committee on National Security and Defence* (November 29, 2004), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/04cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

aircraft that will have to be addressed within the next five years at a cost of hundreds of millions of dollars.

Colonel Matte, the officer responsible for our east coast Aurora Maritime Patrol Aircraft, said that because of this refit program, and the lack of spare parts and technicians, his greatest challenge was simply getting planes in the air. The net effect according to Colonel Matte, was:

“The capacity to generate flying hours today is less than half of what it was in the early 1990s. While our air crew remain safe and proficient to fly their assigned missions, there has been an appreciable reduction in the number of hours flown and subsequently the exposure and experience gained by our crews.”⁹⁷

The maritime helicopter role will continue to be filled by the aging Sea Kings until the new maritime helicopter becomes operational in about 2009. There are currently 29 Sea Kings to be replaced by 28 CH-148’s maritime helicopters.

The air transport fleet consists of five Polaris (Airbus A310) aircraft that fulfill multiple roles – personnel transport, freight hauling and (once modifications are complete on two of the aircraft) air-to-air refueling. These aircraft replaced an equal number of Boeing 707’s in the early 1990s after being purchased second-hand from the Canadian aviation industry.⁹⁸

The CC-130 Hercules fleet includes 32 aircraft, 19 of which were purchased in the mid-1960s, putting them among the oldest operating Hercules in the world. Only seven are less than 20 years old. Replacement of Hercules fleet is long overdue.⁹⁹

In addition to lift provided by the Air Force, the Canadian Forces spends tens of millions a year chartering lift capacity either from allies or from the private sector. For example, the Canadian Forces chartered lift capacity to deploy its ISAF contingent’s equipment and cargo from Turkey to Kabul and it chartered lift to deploy the Disaster Assistance Response Team to East Asia in the aftermath of the

⁹⁷ Colonel Perry Matte, “Testimony.”

⁹⁸ The Airbuses were acquired from industry in 1993. The airframes are currently nineteen years old.

⁹⁹ Bruce Champion-Smith, “Workhorse,” *Toronto Star* (September 17, 2005): H1. The article describes the age of the CC-130 Hercules platform and its impact on serviceability. It notes that at forty years old, one aircraft in the fleet is only two years younger than its pilot.

Wounded: Canada's Military and the Legacy of Neglect

December 2004 Tsunami. The Committee estimates that the Canadian Forces spends on average about \$50 million a year to charter lift capacity.¹⁰⁰

The search and rescue fleet has fared better than most during these difficult times. Fourteen aging Labrador helicopters have been replaced by 15 new Cormorants over the past five years. In the early 1990s, nine of 15 Buffalo aircraft were forced into retirement as a cost-cutting measure. But the Air Force soon realized that it needed to replace them in a number of locations with the already overused C130s.

The Canadian Forces have started a project to acquire a new fixed-wing SAR aircraft that will allow retirement of the last six Buffalo aircraft and the oldest of the CC-130's now committed to search and rescue. Although it was once on the "fast track", this project has lost momentum and is now unlikely to produce an operational aircraft until 2008 at the earliest.¹⁰¹

The combat support element of the Air Force provided a range of services in support of operations to all three services including: base rescue, live targets for naval and army anti-aircraft exercises, airborne electronic emitters to train sensor operators to operate in degraded conditions and light transport to carry urgently needed parts or to move small numbers of personnel in a hurry.

The combat support element of the Air Force has virtually disappeared (with the exception of 10 Griffon helicopters for base rescue). The retirement of the six Challenger jets and 42 obsolete T-33 fighter jets used for electronic warfare and other types of training have not been replaced and the Canadian Forces have not been able to find an affordable contracted substitute. The result of this has been that our forces are no longer as well prepared to meet and counter the full range of threats that they may encounter on the battlefield, at sea or in the air.

¹⁰⁰ The Committee arrived at this estimate based on discussions with senior industry and departmental officials about the amount that the Forces spent on in FY 02/03 and FY 03/04 on charter lift capacity. Similar figures are outlined in: Major G.S. Parker, "Rented Ships and more jet airliners: How the Canadian Forces can achieve reach on a budget," Canadian Forces College paper (April 29, 2004), footnotes 53-55, available at: <http://wps.cfc.dnd.ca/papers/csc/csc30/mds/parker.pdf>; and in Barry Cooper and Ray Szeto, "The Need for Canadian Strategic Lift," *Studies in Defence and Foreign Policy, The Fraser Institute* (Number 5, August 2005), 5, available at: <http://www.fraserinstitute.ca/admin/books/files/CanadianStrategicLift.pdf>.

¹⁰¹ According to the Department of National Defence's *2004-2005 Report on Plans and Priorities*, "The [Request for Proposal] (RFP) will be released by March 31, 2005 with the intent of replacing the current SAR aircraft as soon as possible." As of September 19, 2005, the Government has not released the RFP for FWSAR. Department of National Defence, "Section 2: Plans and Priorities Capability Programs – Generate Forces," *Department of National Defence 2004-2005 Report on Plans and Priorities* (2004), available at: http://www.vcds.forces.gc.ca/dgsp/pubs/rep-pub/ddm/rpp/rpp04-05/sec2e_e.asp.

In the Pipeline, or Not

The plan is clearly to emphasize quality over quantity in Canada's Air Force. The following aircraft will need upgrading or replacing if that plan is to be brought to fruition:

- a. **CP-140 Aurora Incremental Modernization Program.** After an unnecessarily long, costly and inefficient set of refit, the first batch of aircraft will be modernized by the end of 2005 and all 18 aircraft will be completed in 2010. This will address the aircraft's electronic systems shortcomings, within the next decade, Canada's Aurora aircraft will require an extensive structural refit if it must continue flying past 2020.

If Government of Canada fails to maintain the Canadian Forces' Aurora capability, the Forces will lose its only strategic surveillance platform. Canada's ability to monitor its coasts and the North will be significantly diminished.

- b. **CF-18 Update.** Phase 1 of the CF-18 modernization project is complete and the 80 aircraft being upgraded are scheduled to be completed by 2009.

The ongoing modernization will give Canada's CF-18s enhanced operational capability through their expected lifetime (approximately 2020) with improved radios, radar and enemy aircraft recognition capability. But as 2020 quickly approaches, the question remains what comes next?

- c. **Maritime Helicopter Project (CH-148).** The first delivery of an eventual 28 aircraft is expected around 2009.

The arrival of a new Maritime Helicopter is long overdue. Helicopters on board our ships provide an over-the-horizon capability for our naval forces. The out-dated and limited capability of the Sea Kings should have been replaced in the 1990s. The new helicopters will provide the navy with an enhanced surveillance and warning capability that will protect our sailors and air crew. They will also provide ability supporting littoral operations as emphasized in recent CF coalition operations.

Wounded: Canada's Military and the Legacy of Neglect

- d. **Fixed-Wing Search-and-Rescue (FSAR) Aircraft.** Since the project to acquire the SARs is no longer on the fast track, deliveries can be expected no sooner than 2008.

These aircraft are required to ensure that Canadians receive around the clock Search-and-Rescue capability throughout Canada. The new aircraft will replace Buffalo aircraft (originally planned for retirement in the early 90s) and older Hercules aircraft that are required to support tactical airlift operations.

- e. **Strategic Airlift:** Canada has no strategic lift and will not for the foreseeable future. Concepts remain under study and no active project has been started. The Canadian Forces are conducting a review of all airlift requirements: light tactical transports for domestic operations; medium-lift support platforms for domestic and overseas use; plus options for getting personnel and equipment to operational locations: strategic lift.

The longer the Government spends studying the strategic lift problem, the longer it will take to stop renting and/or borrowing lifts from our allies and / or the private sector.

- f. **CC-130 Hercules Replacement:** Here too, concepts remain under study. A replacement is hoped for somewhere in the 2012-2015 period.

Hercules aircraft operated by the Canadian Forces are among the oldest (and most heavily flown) aircraft in the world. In the past few years, the Hercules availability has been abysmal (less than 50%), resulting in an overall reduction in the ability of the Canadian Forces to support personnel deployed overseas or operations in Canada. This project, as part of an overall air mobility capability must move forward; it is already long past due.

- g. **Medium Lift Helicopter** – The vision in the International Policy Statement anticipates a fleet of medium-lift helicopters to support operations such as those presently being conducted in Afghanistan. This new design may be similar to the Chinook that the Canadian Forces purchased in the 1970s and offloaded to the Netherlands in the 1990s.

While the Defence Policy Statement has listed this capability as required in the near term, no acquisition schedule has been announced. Given the type of mission the Canadian Forces have just undertaken in Afghanistan, Commanders in the field are now missing an important capability. Thus, the sooner, the better!

IV. Particular Armed Forces Capabilities

While most of the functions dealt with in this chapter would fit under the general headings of Army, Navy and Air Force, the Committee believes they are important enough to be separated out and dealt with individually. Each heading confronts a problem; each deserves special attention.

They include:

1. **Special Forces: JTF-2** – Is this fierce force being given the resources it needs? As shrouded in secrecy as this elite unit is, we know enough to say no – *not yet anyway*.
2. **Disaster Assistance Response Team (DART)** – Canadians love the DART. *But is it mostly for show the way it is configured now?*
3. **Strategic Lift** – Is it in Canadians' best interests to have no quick and reliable way of getting personnel and equipment to trouble spots at home and abroad in times of emergency? *Of course not*.
4. **Defence Intelligence** – Intelligence has become the most critical weapon in modern warfare. Is Canada giving intelligence the priority it deserves? *We shouldn't be scrimping here*.
5. **Information Technology** – Information is of limited value if key players can't talk to each other. *Rationalize the department's computer technology*.
6. **Maritime Security Operations Centres** –Bringing together an accurate picture of what is happening on our coasts is critical to Canada's domestic security. Is it coming together quickly enough? *No*.

1. Special Forces: JTF-2

Joint Task Force Two, a special operations unit of about 500 personnel drawn from all three environments Regular Forces and the Reserves, is the Canadian military's most elite fighting force. It may also be the one most in flux.

JTF-2 was created in 1993 after responsibility for federal counter-terrorism interdiction was transferred from the RCMP's Special Emergency Response Team to the Canadian Forces. A move recommended by the Senate Special Committee on Terrorism and Public Safety.

At the time, JTF-2's functions were almost exclusively focused on intervening to counter terrorist attacks. Its role was to perform missions like boarding hijacked airliners. It was essentially designed to be the spear behind the shield of police and intelligence.

While JTF-2 maintains that counter-terrorism role (its Commanders tell the Committee that it maintains the capacity to respond to incidents in high-rise buildings, in subways, on aircraft, and on ships) JTF-2 is in the process of expanding and evolving into a more traditional special operations force.

That evolution was accelerated by the 2001 invasion of Afghanistan, which represented the unit's first major war-fighting campaign. This was an early demonstration of JTF-2s widening mandate and a greater focus on overseas activities. JTF-2 personnel have since deployed with every rotation of Canadian troops to Afghanistan.

Some of JTF-2's broader capabilities include the capacity to deploy from submarines or by parachute, and to direct laser-guided ordinance onto targets.

In its December 2001 budget, the government announced that it was committing \$119 million to double the size of JTF-2 and expand its capabilities. According to department officials, most of that money – with the exception of some funds for infrastructure – has been spent. However, the government will not reveal whether JTF-2 the status of the unit's planned personnel expansion, which is rumored to be

going slowly, nor does it suggest that it has any plans to build urgently-needed new training facilities before 2008.¹⁰²

Challenges

A. Recruitment of Personnel

Expanding JTF-2 is not an easy task because of the overall shortage of personnel in the Forces, tough qualification standards, and the lengthy training process.

The potential pool of applicants for JTF-2 is limited to experienced Canadian Forces members, which causes problems simply because there is such a shortage of personnel in the Forces generally. Deputy Chief of the Defence Staff Lieutenant-General Marc Dumais testified that “Units do not want to give up their personnel to postings at JTF-2. Everyone is short of experienced personnel but I do not think there is a shortage of personnel who are interested in joining JTF-2.”¹⁰³ Lieutenant-General Dumais added that he expects the upcoming increase of 5,000 regulars will ease this tension, but that won’t come about for at least five years.

The learning curve at JTF-2 is steep and painful. DND officials say it takes a recruit about three years to become fully effective. The pre-requisites for a try-out with JTF-2 are seven years in the Canadian Forces, a suitable personal/family/financial background, and a commanding officer’s recommendation. Those who pass a grueling physical must then make it through a year-long course to become assaulters. The Committee was told during a 2002 visit to the unit’s Dwyer Hill headquarters that only about a quarter of those who make it past the physical eventually become assaulters.

B. Retention of Personnel

JTF-2 has faced a challenge in retaining personnel over the last few years. There are three main reasons for this. First has been the growth of the international private security market since 2001. JTF-2 members are highly sought after. Though JTF-2 personnel receive special pay bonuses, lucrative private sector

¹⁰² Department of National Defence, *Report on Plans and Priorities 2005-2006*, available at: http://www.vcfs.forces.ca/dgsp/00native/rep-pub/ddm/rpp/rpp05-06/j-rpp05-06_e.asp.

¹⁰³ Lieutenant-General Marc Dumais, “Testimony,” Proceedings of the Senate Standing Committee on National Security and Defence (June 27, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/11eva-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Wounded: Canada's Military and the Legacy of Neglect

compensation packages and the opportunity for action sometimes lure them away.¹⁰⁴

Problem 2: the lifestyle. Life for JTF-2 personnel is difficult. They are required to keep themselves at an extremely high level of readiness, often for extended periods of time without being deployed. They live secretive lives at home, and invisible lives in the field. All this can wreak havoc on family life.

Problem 3: Because of the unique character of the unit, its missions and training, there is only a certain amount of time that JTF-2 personnel can stay in the organization before it becomes difficult to return to the Regular Canadian Forces or Reserves, and get on with their careers. According to senior DND officials, this provides for a relatively constant turnover rate.

C. Weaknesses of Supporting Elements

Canadian Forces leadership told the Committee that JTF-2 itself operates with "state-of-the-art" equipment. However, like a good stereo with bad speakers, its performance is hampered by its lack of ancillary tools. For example, JTF-2 currently relies primarily on Canada's CC-130 Hercules and Griffon helicopters for its intra-theatre and tactical airlift. Neither is ideal. The serviceability, range and lift capability of these aircraft limit JTF-2's capacity to respond both in Canada and overseas.

Also lacking: adequate logistical, medical and elite infantry support. An elite infantry unit with a special operations mindset would act as a force multiplier in terms of the muscle that JTF-2 can bring to bear on a situation. If JTF-2 were ordered to assault a target in Kandahar, the tier-one infantry support could be used to secure the surrounding area and ensure that JTF-2 could operate within a relatively safe cordon.

It should be noted that the International Policy Statement has recognized the need to augment these enabling capabilities through the creation of the Special Operations Group.

¹⁰⁴ JTF2 personnel receive an allowance based on experience and level of qualification. Currently the allowance ranges from \$446 for a new member to \$1375 for the most experienced and qualified. See: Department of National Defence, Directorate of Pay Policy and Development, "Allowances – Current Rates (1997-present)," (2005), available at:

http://www.dnd.ca/dgcb/dppd/allowance/engraph/allow_e.asp?sidesection=3&sidecat=30#TaskForce.

D. Existing facilities

Given JTF-2's expansion and evolution, and with the introduction of the proposed Special Operations Group, JTF-2's days at its Dwyer Hill training facility are clearly numbered. As Lieutenant-General Dumais testified in June:

“The Dwyer Hill site has become an encroachment issue because the area is small and so the facility is bursting at the seams. That will be exacerbated by the increase in size as we develop the special operations group. We do have to find a larger, better site for them.”¹⁰⁵

Any new facility, he said, will have to give the unit the ability to respond quickly in relation to large population centres; it will need immediate access to airlift; and it will have to offer facilities to do very complex training in a large, multi-dimensional setting.

Surrounded by Secrecy

JTF-2 is a widely-admired fighting force in international military circles, capable of quick and effective forays in times of emergency. JTF-2 received the United States Presidential Unit Citation for their outstanding contribution to multi-national Special Operations Forces task force that operated in Afghanistan in 2002.

The government has veiled JTF-2 in secrecy under the guise of operational security. Some of this secrecy is clearly warranted; most of it is not.

Even in private conversations with parliamentarians, questions as basic as “How big is the unit?” – are dodged, even though its initial size is a matter of public record and the Government has put out a press release saying it intends to double the size. The vague responses that the Committee gets to simple questions reflect an obvious mind set: the Government clearly has no intention of allowing parliamentary institutions the capacity to assess whether JTF-2 is accomplishing useful military ends and whether it is being properly supported to accomplish those ends. To paraphrase the kind of responses we get –

¹⁰⁵ Lieutenant-General Dumais, “Testimony.”

Wounded: Canada's Military and the Legacy of Neglect

Knowing the size of our force could allow someone to design an attack that would overwhelm the capacity of our force to defeat it.

Bits of information which might seem unimportant, taken together, can form a picture which might help our enemies.

Herewith an exchange between the Committee Chair and Lt General Dumais, from June 27, 2005:

Chair: How far has [JTF-2's] role morphed or changed from the original one, dealing with hijacked aircraft?

Lieutenant-General Dumais: Their role has expanded significantly, without going into detail. It does require intensive training and highly skilled individuals.

Chair: When you say "without going into detail," when you are talking to Parliament, how much can you share with Parliament about what they do?

Lieutenant-General Dumais: Unfortunately, not very much. This is a matter of operational security for several reasons. We all understand that divulging too much about their capabilities or any other aspect of what they do could compromise their ability to execute their mission or could put them at individual risk."¹⁰⁶

JTF-2's job has changed. But Canadians don't know why, or how. There are ways of relaying pertinent detailed information that would not compromise JTF-2's security or effectiveness, but there is clearly no willingness to offer up an intelligent assessment of what Canada is doing at the sharpest edge of its military spear.

While the Committee recognizes that some information needs to remain secret, we believe that all Canadians should be privy to more information about the unit, its capabilities and its missions. That way they can make their own decisions as to whether this force is doing what needs to be done to advance Canada's interests,

¹⁰⁶ Lieutenant-General Dumais, "Testimony."

and whether it is being provided with adequate resources and leadership. How else can anyone determine whether JTF-2 is a useful component of Canada's national defence and foreign policy?

2. Disaster Assistance Response Team (DART)

The DART is an emergency response team. It is composed of approximately 200 Canadian Forces personnel meant to fly into a disaster area to provide limited medical treatment, engineering capacity and drinking water for up to 40 days until more comprehensive aid arrives.

It was set up by the Canadian military in 1996 after Canadian and other countries' relief teams arrived in Rwanda too late to save several thousand people displaced by the Rwandan genocide from a cholera epidemic.

The DART has been deployed three times in subsequent years: to Honduras in 1998 after a hurricane devastated the country, to Turkey in 1999 for earthquake relief and to Sri Lanka two weeks after a tsunami devastated the island on Dec. 26, 2004.

This unit is capable of providing basic medical care and taking measures to prevent the spread of disease. Its water purification facilities can produce up to 200,000 litres of safe drinking water a day.¹⁰⁷ It can help repair infrastructure, fix power and water supplies, build roads and bridges, and set up refugee camps. And it is designed to help improve communications to assist overall relief efforts. It is not designed to operate in conflict zones.

The DART has a very attractive acronym, befitting the fact that it very popular with Canadians. Which means, of course, it is also attractive to Canadian politicians. It was among the military components most often mentioned by participants at the town hall meetings the Committee organized in every Canadian province. Almost to a person what the heard from the public was a resounding cheer for the DART.

¹⁰⁷ Department of National Defence, "Backgrounder – Canadian Forces Disaster Assistance Response Team BG-04.002E (January 10, 2005)," available at: http://www.forces.gc.ca/site/Newsroom/view_news_e.asp?id=301.

Wounded: Canada's Military and the Legacy of Neglect

However, the DART has three primary weaknesses: its deployment relies on the will of politicians; it is expensive to deploy; and, Canada lacks the capacity ensure that it gets deployed quickly and efficiently.

It is worth noting that the federal government decided against sending the DART to Haiti during a hurricane disaster in 2004. Foreign Affairs Minister Pierre Pettigrew observed at the time that the government was obliged to take into account the cost of a DART mission – the DART intervention in Turkey, for instance he said, had cost Canadian taxpayers \$15 million.

It is also worth noting that the DART's mission to Sri Lanka arrived at least a week later than might have been expected, given its much-vaunted rapid-response capacity. Part of the delay, however, was due to political indecisiveness.

In a speech at the National Press Club on February 2, 2005, Care Canada President John Watson said that sending the DART to Sri Lanka “makes no sense, except as a PR exercise.”¹⁰⁸ He said the government had decided to use “a Cadillac where a motor scooter or skateboard would be more useful” and added that he would “throw up” if he heard one more person say that DART is fast moving and capable of responding faster than non-governmental organizations.

The Committee has not seen evidence, to date, that the DART is much more than a Cadillac. It looks good, it costs a lot, but it doesn't accelerate as well as its competitors and, without its own air lift, it has maneuverability problems in emergencies.

Canada lacks the in-house ability to get the DART where it needs to go quickly.¹⁰⁹ At the moment, it takes 26 separate Hercules lifts to move the Disaster Assistance Response Team (more than one load for every Hercules likely to be available on a given day). Could the DART get off the ground quicker if Canada had its own airlift capacity? Undoubtedly.

Is the DART an intelligent investment of scarce military funds if it can be proven that giving the money to NGOs – or sending less expensive military contingents – would provide more bang for Canada's buck?

¹⁰⁸ “Canada's tsunami response 'amateur,' CARE chief says,” *CBC News* (February 3, 2005), available at: <http://www.cbc.ca/story/canada/national/2005/02/03/tsunami-care050203.html>.

¹⁰⁹ Department of National Defence, “Backgrounder – Canadian Forces Disaster Assistance Response Team BG-04.002E (January 10, 2005),” available at: http://www.forces.gc.ca/site/Newsroom/view_news_e.asp?id=301.

Wounded: Canada's Military and the Legacy of Neglect

This question would apply to operations in Canada, as well as missions overseas. The lack of sufficient Canadian-owned lift capacity calls into question the Canadian Forces' ability to get the DART to where it might need to go in Canada.

Last fall, the Committee expressed skepticism at a government announcement that it was enhancing the DART's domestic capabilities because as of December 2004, DART had not acquired either the additional personnel or cold weather equipment promised. Ten months later, the government has still not demonstrated this improved domestic capacity nor has it proven it can deploy DART quickly from its Ontario bases to elsewhere in Canada.

3. Strategic Lift

Canada's geography is such that the Canadian Forces will more often than not find themselves responding to a crisis – either domestically or overseas – from a great distance. This requires the capability to move personnel and materiel in as few trips as possible. If we are going to have responsive Armed Forces, we need to be able to get them where they need to go in a timely manner.

There are two facets to the capability of strategic lift – airlift and sealift – and Canada is sorely lacking in both.

Strategic Airlift

There have been two examples just in the last year when Canada could have used its own strategic airlift to great effect.

The first was Canada's slow response to the tsunami disaster in Southeast Asia during in late December 2004 and early January 2005 which clearly demonstrated its clumsy approach to providing strategic airlift during times of emergency.

During the crisis the Department of National Defence chartered two Antonov AN-124 aircraft to make a total of five flights from CFB Trenton to Sri Lanka to deploy the Disaster Assistance Response Team (DART). Each flight cost \$US 880,000, and the total cost of the charters with all fees and expenses factored was expected to be \$US 4.8 million.¹¹⁰ These costs did not include any sustainment

¹¹⁰ This information was by the Department of National Defence in response to a Request for Information Regarding the Lease of Antonov Aircraft.

flights nor any redeployment airlift to Canada. Because of the political waffling around the decision to deploy DART at all, it was reported in the press at the time that at least one attempt to charter Antonovs fell through.

A Canadian-owned strategic lift capability would have eliminated the need for these rentals.

Canada was also much slower than it otherwise could have been in getting assistance to the Gulf Coast in the wake of Hurricane Katrina in early September 2005. The Government of Canada's response was led by the Canadian Forces Task Force Group of three Navy ships and one Coast Guard vessel. It carried relief supplies and about 900 military personnel. The Task Group began to arrive on the scene on September 12, 6 days after it left Halifax and more than two weeks after the storm struck on August 29.

Had the Government had strategic airlift capability, it could have provided a more rapid response to the crisis. . Delivery of supplies and personnel could have begun a few hours after the Government decided to act, instead of the six days that was required to get the ships in place. Without strategic airlift, the capacity of the Canadian Forces to move 1,000 personnel and tonnes of supplies is limited.

Hitching a Ride

Canada's approach to moving large groups of military personnel and equipment in sizeable quantities has essentially been to hitch-hike, or take a cab. We either bum a ride from our friends (most often, the Americans), or we rent large planes or ships, if and when they are available.

The Canadian government has repeatedly insisted that it saves money by renting, rather than buying, large transport planes of its own. As then Minister of National Defence John McCallum said:

Wounded: Canada's Military and the Legacy of Neglect

“I have made it crystal clear that the Canadian Forces will not be unilaterally purchasing large transport planes at a cost of some \$3 to \$5 billion. Only two of our 18 NATO allies – the United States and the United Kingdom – have this capability and their militaries are far larger than ours will ever be.”¹¹¹

Canada has not owned a large lift capacity for some time now. But there have been plenty of times when we really could have used one. In 1992, we relied on the U.S. Air Force to transport some of our armoured vehicles to Somalia. In 2002, we used civilian rentals and U.S. military aircraft to deploy infantry to Afghanistan. And these aren't exactly exceptions. As the Fraser Institute pointed out in its August 2005 study *The Need for Strategic Lift*:

“McCallum defied his critics with the statement that ‘no one has yet been able to give me a single instance where the absence of this capability stopped us or significantly delayed us in moving people or equipment from point A to point B.’ Except for the ‘instances’ of East Timor, Afghanistan, Haiti, and Sri Lanka, the Minister’s statement is unchallengeable.”¹¹²

It gets more embarrassing. During the 1998 Ice Storm, Canada rented large transport planes to bring in relief supplies to Eastern Ontario and Western Quebec, but it was also forced to turn to the U.S. government in order to move our personnel and equipment across our own country.¹¹³

Canada does have planes that can carry troops and equipment, but they are relatively small. The Canadian military has between 16-24 Hercules tactical, or intra-theatre, lift transport planes (out of a fleet of 32) available on any given day. As noted on page 67, these aircraft are old and the entire fleet will soon need replacing.

Moreover, as noted above, it takes 26 separate Hercules lifts to move the Disaster Assistance Response team, compared to the six lifts it would require if Canada operated an aircraft like the Boeing C-17s used by the United States and Britain. It

¹¹¹ John McCallum quoted in Barry Cooper and Ray Szeto, “The Need for Canadian Strategic Lift,” *The Fraser Institute Studies in Defence and Foreign Policy* (Number 5, August 2005), 5, available at: <http://www.fraserinstitute.ca/admin/books/files/CanadianStrategicLift.pdf>.

¹¹² Cooper and Szeto, “The Need for Canadian Strategic Lift.”

¹¹³ According to information provided to the Committee by the Department of National Defence in response to a Request for Information, “There exists between the US and Canada a bilateral Cooperative Airlift Support Agreement in which either nation can call on the other for airlift support as needed. In the case of the 1998 Ice Storm, the US provided four C17 flights.”

has been estimated that there are hundreds of types of Canadian military equipment that will not fit into a Hercules without being dismantled.

It does not give comfort to recall the deployment of Canada's peacekeeping force from Canada to East Timor several years ago. Because of their range and capacity, after leaving Canada, the Hercules would generally stop three times before reaching East Timor.¹¹⁴ One of our Hercules was forced to return to base more than once because of faulty equipment before finally lumbering to its destination.¹¹⁵

There are real costs to this lack of capacity. The Committee estimates that the Canadian Forces spends on average about \$50 million a year to charter lift capacity.

There are less obvious costs that must be associated with having insufficient strategic airlift as well. Among them: the increased length of time it takes to get to a destination; the strain placed on pilots due to the increased number and length of flights; and the need to maintain a sizeable presence of personnel at staging and enroute bases.

The Canadian Air Force currently does have five CC-150 Polaris aircraft, the equivalent of the A310-300 Airbus airliner. However, as the Fraser Institute report notes:

“The Polaris is capable of carrying 32,000 kg of cargo but, as a converted airliner, can only move personnel and pallets, not military vehicles or other outsized cargo. Furthermore, the need for specialized loading and unloading equipment, the lack of a loading ramp to permit the rolling cargo on and off, and the need for a prepared hard surface landing strip make its purpose different, but by no means less important, than that of a purely strategic heavy-lift aircraft.”¹¹⁶

Since the Polaris does not have the capacity or the Hercules the range to get Canadian personnel and equipment to far-off places quickly, we are often forced to rent. What we rent are often rickety old planes from suppliers in Russia and the

¹¹⁴ The standard flight plan for a CC-130 Hercules en route to East Timor from the time it left Canada was Hawaii, Tokyo, Canberra, and East Timor. That does not include any stops required in Canada.

¹¹⁵ Cooper and Szeto, “The Need for Canadian Strategic Lift.”

¹¹⁶ Cooper and Szeto, “The Need for Canadian Strategic Lift.”

Wounded: Canada's Military and the Legacy of Neglect

Ukraine, mostly Antonovs. There aren't many Antonovs still flying, and those that are don't have much life span left. Moreover, they have uncomfortable similarities to the Yakovlev-42 that crashed in Turkey last year, killing 62 Spanish peacekeepers.¹¹⁷ As a matter of policy, the Canadian Forces use them only for transporting cargo, not personnel.

Strategic Sealift

Moving personnel and materiel by sea can have its advantages: more equipment can be carried in a single load; a ship can be pre-positioned off a potential conflict zone in preparation for a mission, reducing response time in the event the government decides to engage; and, a sealift vessel can provide support to forces once they deploy ashore.

Reference was made earlier in this report (page 51) to the cargo ship GTS Katie, which circled the mid-Atlantic in the summer of 2000, laden with Canadian military supplies returning from Kosovo, while private sector interests haggled over an unpaid bill for an earlier charter. The saga was an embarrassing reminder to Canadians that we are at the whims of outsiders when it comes to moving our personnel and equipment around the world.

Canada's dedicated sea lift capacity is arguably in even worse shape than its dedicated air lift capacity. Vessels that provide sea lift also support the Canadian Forces when they go ashore. In recent years Canada has depended on its "fleet" of Auxiliary Oiler Replenishment ships (AORs) – now composed of *HMCS Preserver* and *HMCS Protecteur* – to support personnel ashore. Both vessels are more than 35 years old. They were not designed for sea lift. They were meant to carry fuel and supplies, not heavy equipment.

The alternative to moving this kind of heavy equipment is using commercial ships, and the government argument is that renting these private vessels is more cost effective than buying. This is undoubtedly true, but in times of conflict when personnel and valuable equipment end up traveling in vessels that may not be available at times they are badly needed, and whose owners' chief loyalty is to the bottom line, not Canada.

¹¹⁷ Emma Daly, "After Afghan Duty, 62 Spanish Peacekeepers Die in Plane Crash," *The New York Times* (27 May 2003), A15.

In April 2004, at CFB Gaagetown, the Prime Minister committed the government to replacing the Navy's two remaining AORs with new ships that would, have some measure of lift capability in addition to being fleet resupply vessels,. In the 2005 budget, the government pledged to develop a Joint Support Ship project to improve Canada's sealift and refueling capacity.

Plans call for the construction of three large vessels with the sealift capability to transport personnel, heavy equipment, vehicles and other cargo, with proper loading and unloading capabilities. The vessels will also be capable of providing munitions, fuel and supplies to ships and submarines in company, with facilities for tactical medium-lift helicopters.

Since then, there has been talk about another type of vessel that would be more exclusively tailored to carrying personnel and equipment and supporting operations ashore.¹¹⁸

The Committee has reservations about both plans. The JSS proposal appears to be trying to accomplish too many tasks with one type of ship. Furthermore, there do not appear to be enough of them on the way. Finally, the first of the vessels will not likely be ready for years. We have similar reservations about the plans for the three large mixed-use vessels.

4. Defence Intelligence

Intelligence is critical to success in modern conflict. The Canadian Forces must have the capability and capacity to collect, process and disseminate information from the myriad sources available to them – human and technological, open and covert, internal to the Forces, within government or friendly nations – to its commanders and planners.

¹¹⁸ Major-General (Ret'd) Lewis Mackenzie, "Testimony," *Proceedings of the Senate Standing Committee on National Security and Defence* (December 6, 2004), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/07ev-e.htm?Language=E&Parl=38&Ses=1&comm_id=76. Chief of the Defence Staff General Rick Hillier has also speculated publicly about the possible need for such a vessel.

Wounded: Canada's Military and the Legacy of Neglect

A CF-18 pilot needs to know about the target they are about to bomb. A mission commander needs intelligence about the strength and disposition of the enemy they may have to confront. The Chief of the Defence Staff needs to understand how emerging trends might alter the nature of conflict so he can provide the right advice to the Government of Canada about the long-term needs of the Forces.

Two recent Department of National Defence studies deemed Canada's defence intelligence to be inadequate. That situation hasn't changed significantly.

A Chief of Review Services report completed in May 2002 revealed that there were at least five senior managers in the Department with an intelligence role, but that there was no central intelligence functional authority to coordinate their efforts. The review reported that national defence information and information technology capabilities were "in disarray," despite being "critically important." The DND/CF Human Intelligence (HUMINT) and open source intelligence (OSINT) capability were rated "basic." Even worse, there was no collection doctrine, policy or directives.

The Defence Intelligence Review (DIR), completed in 2004, did not find one part of defence intelligence to be adequate, except at the tactical level.¹¹⁹

The key findings of the review addressed the fact that under the ad-hoc intelligence accountability structure within the Department at the time, it was not possible for the Department's intelligence components to: function as a well-integrated whole; satisfy increasing and changing demands for intelligence; or, adapt to the changing security environment, particularly with regards to asymmetric threats. A new structure was needed.

The Canadian Forces have recognized that defence intelligence as a priority. The DND's 2005-06 Report on Plans and Priorities lists it as the second of its four top priorities for the Deputy Chief of the Defence Staff.¹²⁰ Similarly, the Canadian Forces has created the position of Chief of Defence Intelligence with the intention of coordinating all aspects of defence intelligence.

The challenge now is going to be the execution of the recommendations of the Defence Intelligence Review with limited resources and people. In December

¹¹⁹ Department of National Defence. *Defence Intelligence Review: Report to the DCDS* (20 May 2004).

¹²⁰ Department of National Defence, *Report on Plans and Priorities 2005-2006*, available at: http://www.vcds.forces.ca/dgsp/00native/rep-pub/ddm/rpp/rpp05-06/j-rpp05-06_e.asp.

2004, Major-General Michel Gauthier, Chief of Defence Intelligence, explained to the that he lacks the resources to get on with the job:

“Major-General Gauthier: I am not one who is inclined to say that I have enough to do the job. ...[There are] a number of areas where I am saying that we do not have enough [resources] and we are taking risks. We must look at these areas more closely and better define what our needs are and bring that forward, and then some decisions can be made either about resource allocation or risk management.

Given how quickly the threat environment has changed, given over the last decade the breadth of deployments around the world, I would not suggest for a minute that we have all the capabilities we need right now — in fact, quite the opposite....

In the context of deployed operations I have concerns with our existing HUMINT capability to directly support operations overseas, and with the counterintelligence function. From a strategic analysis perspective, I cannot identify one specific area. It is more of a quantitative issue, where I have indicated that I need quite a bit more than I have.”¹²¹

The Canadian Forces have recently recruited additional intelligence analysts. Both military and experienced civilians and new units are being formed to focus on open source intelligence, HUMINT, geomatics, imagery, counter-intelligence and plans. Nevertheless, the Canadian Forces’ intelligence capability remains understaffed and under-resourced.

Too few people are required to gather intelligence on too many parts of the world. Deputy Chief of the Defence Staff Lieutenant-General Marc Dumais pointed out in his 2005-2006 impact statement that the fact that Canada is involved in so many missions in so many parts of the world is a challenge.¹²²

¹²¹ Major-General Michel Gauthier, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (December 13, 2004), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/08cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

¹²² Department of National Defence, Deputy Chief of the Defence Staff Group, “*Excellence in Operations: DCDS Group FY 05-06 Impact Statement*” (March 2005), 2/22.

Wounded: Canada's Military and the Legacy of Neglect

Some countries overcome this problem by developing a niche area of the world to focus on:

“Senator Kenny: The Australians described having a little corner of the world in which they specialized and that was their contribution to the other countries; U.S., U.K., New Zealand, and Canada. They added what Canada lacked was a niche where it could have a specialty.

Would you care to comment on that?

Major-General Gauthier: A way to explain it is that their geography and our geography are different. We have Canadian Forces deployed in three different countries in Africa and I could go on, 17 different missions, and 1,400 people today which is a relatively low number for us. They do not have nearly that diversity of deployment.

Without criticizing the Australians, I have respect for what they do as a military and their intelligence function also, we just do not have the luxury of being able to narrow our focus in the same way they do.”¹²³

Perhaps Canada's military will be granted the opportunity to narrow its focus. In its International Policy Paper, the government did announce its intention to concentrate on a reduced number of failed or failing states. This would help, but only in conjunction with an expanded intelligence capacity. No role is more essential in the modern war.

An Uncertain and Under-Resourced Future

More trained intelligence personnel will be needed. The number of trained intelligence officers emerging from the Canadian Forces School of Military Intelligence does not match current or future demand.

The ongoing structural changes within the Canadian Forces add an additional measure of uncertainty as to how much intelligence capacity will be needed within Canada Command, Canadian Expeditionary Forces Command and the Special Operations Group.

¹²³ Major-General Michel Gauthier, “Testimony.”

5. Information Technology

The Department of National Defence, which obviously needs effective information management systems, suffers from a lack of centralized control and systems standardization.

There is an array of “siloes” systems at the technical level. These are separate proprietary computer systems, owned by either the Department as a whole or by components like the Navy, Army or the Air Force. Their critical flaw is that they can’t “talk” to each other.

Mr. Dan Ross, Assistant Deputy Minister Information Management, told the Committee in February 2005, that it would be extremely costly to update these systems in terms of improved capacity and inoperability. It is difficult to imagine how significant progress toward integration can be made without doing so. According to Ross:

“Right now ... we cannot enter that information on spare parts and have it come up for, say, the deputy chief of defence staff or the commander of the army, and he would know what the availability of his Coyote spare parts are, and in a similar way know where those soldiers who are trained with those skills are available, and in what units, and when they had come back from their last mission....

“... Many of our national systems actually do not talk to each other, and what you are then doing is forcing that local commander, that deployed commander, to have multiple terminals to try to get his people information, his spare parts information, his ammunition and re-supply are all on different pipelines. The pipelines do not talk to each other in the way that they should, or in the way that we want them to.”¹²⁴

In his 2005-2006 impact statement to the Chief of the Defence Staff, Ross said that last year alone he was facing a \$28 million shortfall in terms of what he would need to complete the information management and technology tasks assigned to him.

¹²⁴ Assistant Deputy Minister Information Management Dan Ross, “Testimony,” Proceedings of the Senate Standing Committee on National Security and Defence (February 14, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/42195-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Wounded: Canada's Military and the Legacy of Neglect

The net effect: a less efficient and less capable Canadian Forces.

6. Maritime Security Operations Centres

The Canadian Forces are in the process of improving their Recognized Maritime Picture to track vessels moving off our East and West coasts, as well as on the Great Lakes. The picture will be compiled at Marine Security Operations Centres on both coasts. During the course of this review, the Committee visited both current (interim) facilities.

The picture of what is occurring on our coasts has improved since the first reported on it in 2002.¹²⁵ But there is still a long way to go.

The Challenges

1. Fixing the Picture

The scale of the challenge is enormous. Off British Columbia alone there are thousands of pleasure boats moving along the coast in addition to a flotilla of commercial shipping and cruise ships.

The East Coast is just as complex. HMCS TRINITY – the East Coast operations centre in Halifax– is monitoring more than 200 unknown contacts a day as well as approximately 12-20 vessels of interest which may present a threat. As one officer in Halifax described it, “We’re trying to identify blades of grass, to find a needle in a haystack.”

The Committee heard that pieces are missing from what should be a centralized data system. For example, the Department of National Defence does not automatically receive information from the Canada Border Services Agency and/or Transport Canada about vessels that have announced their intention to approach the coasts. These announcements are required by regulations that came into effect in 2003. Similarly, on the West Coast at least, National Defence does not receive any information from piloting authorities that are escorting vessels through harbours. Both of these sets of data would help assemble a better overall intelligence picture.

¹²⁵ Among the successes have been the increased and speedier integration of data from contracted surveillance overflights more quickly than before; as well as the beginnings of representation from other government departments around the table.

2. Establishing Operating Procedures

The Committee was told on both coasts that as the operations centres grow and incorporate more personnel, someone is going to have to figure out who is in charge in the event of a crisis.

One officer told the Committee that protocols in the event of a crisis remain unresolved. It could be unclear who is “driving the bus.”

3. Continued Development

Despite Government declarations about the creation of the Maritime Security Operations Centres last Spring, the concept of functioning inter-departmental facilities on both coasts is still a long way from completion. In Esquimalt, only the RCMP and DND are at the table. In Halifax, the situation did not appear to be much more advanced. Neither the East nor the West Coasts are in their permanent facilities yet – the West Coast is scheduled to break ground on theirs in 2008.

Full Operational Capability for the Centres (new buildings, Command and Control system and equipment, Information Management, a full complement of personnel) for the Centres is not expected until the end of the decade.

4. The Great Lakes and Canada’s Major Rivers

It is important to note that while there has been demonstrable progress on both the East Coast and West Coast, the Committee has seen no movement by any government department toward creating a Maritime Security Operations Centre so Canada can develop an operational picture of activity on the Great Lakes.

PART III: STRATEGIC CHALLENGES

We have made the case that the Canadian Forces lack some of the personnel and equipment they require to generate the type of military capabilities that Canadians are entitled to. Most of the blame for this lies at the feet of governments current and past, all too ready to squeeze the armed forces financially whenever budgets need tightening. But there are flaws in the Canadian Forces that don't have a lot to do with finances.

This part of the report will examine eight of them. Money may be a small part of the problem for some of them, but for most, it's more a matter of changing attitudes and improving the way things work:

1. Bureaucratization
2. Political Influence
3. Recruitment – Structural Challenge
4. Recruitment and Retention – Organizational Challenge
5. Quality of Life
6. Procurement
7. Interference from other Government Departments
8. Communicating with Canadians

1. Bureaucratization

While the Canadian Forces were shrinking at the end of the 1990s, the bureaucracy within the Department of National Defence was growing, particularly on the civilian side. But it wasn't just a question of more civilians in high places in relation to the number of military personnel. Military personnel still filled important positions, but over the years they were becoming more incorporated into the bureaucratic structure. It became apparent to some in the Minister's office that bureaucratic process was beginning to get a stranglehold on production.

Wounded: Canada's Military and the Legacy of Neglect

Concerned about the quality (and cost) of the bureaucracy at NDHQ, the Minister of National Defence set up the 2003 Advisory Committee on Administrative Efficiency to look into the problem.

Reporting in August 2003, the Advisory Committee observed that the responsibilities and accountabilities of senior NDHQ management were too diffuse, that there was too much emphasis on process rather than production, and that NDHQ had begun to rely extensively on consensus as a decision-making philosophy. Incrementalism was winning out over decisive action.¹²⁶

There was also a lack of understanding about who was responsible for what – the command structure so essential to any military was becoming muddled at Department of National Defence Headquarters.

COMMITTEE'S TRANSLATION: A military – even an under-funded military – is supposed to roar like a lion. But the DND bureaucracy was beginning to look more like a flock of lambs.

The Advisory Committee recommended a thorough review of NDHQ to examine its fundamental role and identify the responsibilities of each staff group, and to ensure that “resources allocated are appropriate to the results achieved.”

The Advisory Committee was clearly calling on the Department to focus on product, not process!

The main result of the Advisory Committee's recommendations appear to have been some cost cutting – rather than a revolution in decision-making – which is perhaps what the Minister's office was most intent on getting in the first place.

Then Gen. Hillier took over. Insiders say the Advisory Committee's recommendations have largely drifted into the background, supplanted by his new focus on transforming the military into a modern fighting force.

¹²⁶ Minister of National Defence's Advisory Committee on Administrative Efficiency, *Achieving Administrative Efficiency* (August 21, 2003), available at: http://www.forces.gc.ca/site/Focus/AE/AEReportFull_e.pdf.

It may be that the General's style is what the Advisory Committee was looking for in the first place. So far he has sounded like a lion. Time will tell.

2. Political Influence

In western democracies, politicians always have the last say on major military decisions. And that is how it should be. To borrow an example from south of the border, United States Army General Douglas MacArthur served brilliantly in the First and Second World Wars, and again in the Korean War. But when he squabbled publicly with President Harry S. Truman over whether to attack China, the president had no choice but to relieve him of his command.

A less well known but more recent example of the same happened in Canada when, contrary to the advice of the Chief of Defence Staff, the Minister of National Defence disbanded the Canadian Airborne Regiment.

Elected politicians rightly have the last word on major military decisions, but politics often wrongly gets in the way of the military using its resources in the wisest ways.

Consider the long and tortuous delay in replacing the antiquated Sea King helicopters.

Using maritime helicopters innovatively had been one of Canada's claims to fame in the international military community – Canada had been the first to show that the Sea Kings could be flown off destroyers and frigates involved in antisubmarine warfare by reeling the helicopters in through the use of a Canadian invention – the Helicopter Hauldown and Rapid Securing Device, better known as the *Beartrap*.¹²⁷

But the fact that Canada started out ahead of other nations didn't mean that it wasn't falling badly behind in the 1990s, as the Sea Kings, designed with 1950s technology and acquired around 1963, began to deteriorate. Not only had they become obsolete, they required far too many hours of maintenance for every hour they spent in the air.

¹²⁷ Aaron P. Plamondon, "Political Parrying: The Sea King Helicopter and the Evolution of the Maritime Helicopter Project," first published in *Maritime Affairs* (April 2003), available at: http://www.stratnet.ucalgary.ca/publications/pdf/plamondon_political-parrying_apr03.pdf.

Wounded: Canada's Military and the Legacy of Neglect

The decision to replace them should have been based on need plus intelligent analysis of the options available to replace them. Instead the issue became a political football over costs. In the end, Canadians have been forced to wait a decade and a half for reasonable replacements while pilots took risks with outdated equipment that they should not have had to take.

Was the original \$4.7 billion purchase price too high? That's an argument for the ages. Taxpayers still ended up paying nearly half a billion dollars in penalties when the contract was cancelled, getting nothing for their money. Meanwhile the capabilities of both the Canadian Air Force and the Canadian Navy has been diminished for far too long a time. And Canadians are still waiting.

Often there are compassionate or nationalistic reasons for questionable contracts: a region badly in need of jobs, or a company with high tech expertise that has fallen on hard times. This is how the Challenger executive jets could get purchased through a contract put together on a frenzied weekend, when purchases of true importance to the military can take years. That is how some companies, like Western Star Trucks, have been known to be kept out of the loop as to exactly what is needed to win the contract, costing the Government more when the contract is awarded to someone else.

Pork at Home

Governments can, and do, undermine Canada's military capacities for political reasons. But so do individual politicians. Most, if not all, of these people are well-meaning in terms of providing jobs and spin-offs for people benefiting from military bases in various communities across Canada, but the truth of the matter is that some of these bases should not exist.

In the end, these politicians are *faux* friends of the military, because they prevent honest debate about the utility of facilities and they perpetuate the spending with no military purpose. Sometimes these *faux* friends are from the governing party; sometimes from the opposition. Sometimes the pressure is simply applied relentlessly over time, and sometimes it's a commitment dragged in the heat of an election campaign to help win one more seat in the House of Commons. This is how remote military runways get paved even though use of the airfield has gone into steep decline.

That is how every time someone points out that a military base, or a Reserve barracks, is redundant there always seems to be pressure from parliamentarians from that part of the country insisting that pork-barreling is a small price to pay for national unity.

Those type of comments are generally followed by others about this region or that not getting its “fair share” of defence spending.

There is no question that some parts of Canada need more help than others, but why does the money so often come from the Department of National Defence budget? If a town needs regional development, the money should come from a regional development budget, not a military budget. If a company needs short-term help, the money should come from an Industry Canada loan – not a quickie contract serving questionable needs.

Canada’s military brass don’t do a lot of public complaining about these misdirected funds. Nor do they comment publicly on which bases they believe are militarily valuable and which are redundant. Some will complain about misallocated resources off the record, but how are Canadians going to get an honest assessment if our military leaders can’t or won’t give an honest appraisal on the record?

3. Recruitment as Structural Challenge

The Canadian Forces are exceptionally weak in certain trades. The forces struggle to keep up with the natural attrition rate of personnel. Current recruitment and growth plans are challenged by low budgets and stringent advertising rules. All these factors are complicated by the demographic bulge of older people moving through our population, causing experience gaps as senior workers retire.

Critical and Stressed Trades

From time to time, for various reasons, military trades are not staffed by as many people as they are authorized to have. The trade may be temporarily unpopular, the commercial market may pay better, or a new operation or change in the way operations are conducted may suddenly place a demand for more people than are readily available.

Wounded: Canada's Military and the Legacy of Neglect

When a particular trade has a significant shortage of people, various things may happen. First, in under-strength trades the Canadian Forces will not be able to fill all the positions required, leaving some units with less capability. A ship may not have all the maintenance personnel it should, or an aircraft squadron might not have all the pilots it is entitled to. The capability of that ship or squadron will be diminished as a result. Alternately, those personnel who are working in an under-strength trade could be overworked to make up for the lack of trained people. While some extra work comes with the territory, chronic overwork leads to burn-out. Another effect is that military personnel in an under-strength trade may be required to deploy on dangerous overseas operations more often than others. More frequent rotation overseas, coupled with an increased workload at home, can quickly erode morale and family life. It can also lead to a death spiral in terms of the Forces' overall capability.

Brigadier-General J.R. Gaston Côté, Commanding Officer of the Army in Quebec, described just how taxed the system had become in the 1990s:

“Some years we had up to 4,200 people deployed at all times outside the country. It was completely impossible to sustain that. ...

We have some extremely brilliant non-commissioned officers and officers in our ranks. We spoke with a sergeant who had carried out seven missions in 12 years of service. Each mission lasted about six months and required three to four months of training away from this person's home, not to mention the career courses he was supposed to be taking. Over 12 years, this amounts to about seven years ... away from home.

We thought that the sergeant in question would remain with the battalion, but he asked to be transferred to a place where he would not be deployed, precisely to take a break.”¹²⁸

“Critical” trades are those with too few people to fill all the positions. “Stressed” trades apply to trades with both a critical shortage and a high operational deployment rate.

Response once a trade fits into one of these categories is not enough – anticipation is of the essence. Once a trade reaches these categories it can take years to return to

¹²⁸ Brigadier-General Gaston Côté, “Testimony.”

adequate staffing because of the time it takes to recruit and train new personnel. Both types are carefully monitored to allow recruiters to go after replacements.

There are other trades designated as ‘hard to recruit.’ For example, pilots are currently defined as “hard to recruit” and the Canadian Forces have not met their quota of pilot recruits for the last two years. This important trade does not yet qualify as “stressed.” However, if, in the next few years more pilots are not recruited, the trade could move into the “critical” category, and if serving pilots are deployed to operations too often, it could quickly become “stressed.”

In 2005, “hard to recruit” trades included naval technicians, signalers, pilots, medical officers, maritime operations specialists, pharmacists among others. When the situation is critical the Canadian Forces launches a special effort aimed at recruiting people for that role. For example, the Canadian Forces is currently targeting medical doctors, offering a signing bonus of up to \$250,000.¹²⁹

Recruitment Treads Water

By definition, any country’s military is a fluid operation when it comes to personnel. Military operations are physically demanding and primarily the purview of the young. Fluidity means endless attrition and replacement, unless a military is in financial retreat and forced to cut back on personnel, as the Canadian Forces were in the 1990s and early 2000s.

For the period April 1–June 30, 2004 the Canadian Forces enrolled 1,055 Regular Force and 1,658 Reserve Force personnel for a total of 2,713.¹³⁰ During the same period in 2005, they recruited 1,010 Regular Force and 1,786 Reserve Force personnel for a total of 2,796.¹³¹ Clearly the government’s announced plan to increase the size of Canada’s armed forces is off to a rocky start, given that the Strategic Intake Plan called for approximately 20 per cent higher intake in the 2005-2006 fiscal year.¹³² Off the top, they are about 500 to 600 short of the number they wanted.

¹²⁹ Department of National Defence, “Backgrounder – Recruitment Allowances and Pay Improvements for Military Doctors and Dentists, BG-04.014,” (April 26, 2004), available at: http://www.forces.gc.ca/site/newsroom/view_news_e.asp?id=1361.

¹³⁰ According to information provided by the Department of National Defence in response to a Request for Information from the Committee.

¹³¹ Ibid.

¹³² Ibid.

Wounded: Canada's Military and the Legacy of Neglect

The Vice Chief of the Defence Staff told us in late December 2004 that it would take about five years to fully recruit and train the additional 5,000 regulars and 3,000 reserves that the new government had promised during the 2004 election campaign.¹³³ In June 2005, the Chief of the Defence Staff testified that the bulk of new recruits would come on board in the third, fourth and fifth year of the program.¹³⁴ He said that it would be the beginning of 2009 before the full 8,000 would be in uniform.

Your Armed Forces Want YOU . . . Pass It On!

Recruiting large numbers of competent people for the military very much depends on advertising. Recruiting for the “bubble” will be complicated by the fact that there has been little advertising done over the past decade, because downsizing was the watchword, not upsizing. Recruiting mechanisms ground to a halt.

To recruit large numbers of competent people for the military you need plenty of advertising. Recruiting for the “bubble” will be complicated by the fact that there has been little advertising done over the past decade, when downsizing was the watchword, not upsizing. Recruiting mechanisms ground to a halt.

Anyone familiar with the fallout of the Gomery Commission will also know that the federal government has not been doing a lot of advertising over the past year. The odor of the Sponsorship Program contracts continues to waft through the Ottawa air, and government advertising has become complicated. Following the 2003 Auditor General's report, the ground rules for federal advertising have become much more restrictive. Despite the government's commitment to expand the armed forces, DND has not been exempted from time-consuming new advertising processes.

The Canadian Forces did some minimal recruitment advertising early in 2005, with dated material, and this muted effort produced the kinds of results that might have been expected: a drop in the number of applicants. According to the Department, “With the reduction in applicants over the past year or so, the ratio of applicants to

¹³³ Vice-Admiral Ron Buck, “Testimony,” Proceedings of the Standing Senate Committee on National Security and Defence (December 6, 2004), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/07cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

¹³⁴ Major-General R.J. Hillier, “Testimony,” Proceedings of the Standing Senate Committee on National Security and Defence, (May 30, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/22cv-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

enrollees has dropped to closer to 1 to 1 [from 2.5 to 1].”¹³⁵ There may be other factors involved, but this trend is likely to persist until the recruiting campaign becomes more compelling.

Here are two Government priorities then: reform advertising procedures in the wake of the Sponsorship Scandal, and rejuvenate Canada’s armed forces. They are both reasonable priorities, but they are working against each other. The military desperately needs innovative new recruiting advertising to attract new personnel, but the government’s new system of centralizing advertising contracts in the Privy Council Office has left the Forces using stale, outdated ads that aren’t likely to do the trick.

The Demographics of the Forces

You can’t do much about demographics, but they sure are getting in the way of expanding the military. The size of the Canadian Forces target demographic group (youth 16-34) is in decline, and things are just going to keep getting worse between now and 2020.¹³⁶ That means there will be fewer people from which to draw recruits from. At the other end, baby boomers are leaving the scene, taking their skills with them.

4. Recruitment and Retention – The Organizational Challenge

Beyond all these structural problems, the Committee heard far too many stories about recruiting foul-ups.

Anecdotes abound about how qualified candidates have been thwarted in their efforts to sign on. These are probably exceptions to the rule – nobody bothers with the good stories of eager recruits getting into uniform in lickety-split fashion, But there are enough of the other kinds of stories to make it clear to us that the system could be improved. Good people are hard to come by. You don’t want to miss out on any of them.

¹³⁵ According to Department of National Defence, “It could be argued that this is a result of more efficient processing, however, this is more likely due to the reduced numbers of applicants and the need to enrol as many as possible that meet the standards in order to keep up with the numbers required.” This information was by the Department of National Defence in response to a Request for Information on Recruitment Information, September 13, 2005.

¹³⁶ Department of National Defence, Directorate of Operational Research, *Future Security Environment 2025*, available at: http://www.vcds.forces.gc.ca/dgsp/pubs/rep-pub/ord/fse2025/intro_e.asp.

Wounded: Canada's Military and the Legacy of Neglect

Today's Canadian Forces recruiting process is a complex transaction between the applicant and the institution that involves an array of rules and regulations.

Delays are most often caused by snags in security and medical clearances, as well as the lack of an opening in an applicant's desired military trade and/or a lack availability training slots for recruits going into that trade.

On 21 February 2005, Vice-Admiral Greg Jarvis, the head of Canadian Forces military personnel management told the Committee that, "We . . . reduced the recruit processing time from 60 days to 35 days for applicants who do not have medical or security issues."¹³⁷

But delays persist, causing confusion and frustration for many.

The Perfect Candidate

According to the Canadian Forces, the system has been refined to the point that a "perfect" candidate for the Regulars or Reserves can be processed in 30 days. That recruit is someone who provides all the necessary documentation (identity, citizenship, education and medical), has no medical issues, has a clean and easily verifiable background, is physically fit and is applying for a military trade that has vacancies both in the occupation and on the training courses required. ***Sadly, Canadian Forces statistics show that only about three per cent of applicants fall into this category***¹³⁸.

The following story is a bit long, but not nearly as long as the process this would-be recruit to the Reserves went through. It is at the bad end of dozens of stories Committee members heard in their travels that told of lost files, inefficient or incorrect processing, and duplicated effort).

Consider this 10-month process:

The young man in question submitted his completed application form to a Naval Reserve unit. Weeks passed. He heard nothing. He phoned

¹³⁷ Vice-Admiral Greg Jarvis, "Testimony," *Proceedings of the Senate Standing Committee on National Security and Defence* (February 21, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/42224-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

¹³⁸ According to information provided to the Committee by the Department of National Defence.

regularly, but his calls were almost invariably forwarded to answering machines. Eventually, the unit recruiting officer, new to the job, said that the application package had been sent to the Canadian Forces Recruiting Centre to be processed.

When the applicant contacted the Centre, he was told that his application had been shunted to a Canadian Forces Recruiting Centre Detachment closer to his home town.

More weeks passed. Our young man still had no idea where his application was, or who to contact. Finally, the applicant got a call. He was told to come to the Recruiting Detachment to complete aptitude and fitness tests. Since this Recruiting Detachment was a militia unit, the recruiter had assumed that the applicant wanted to enroll in the Army Reserve. But you will recall that the young man had originally applied at a Naval Reserve unit, and had indicated on his application that he wanted to sign up with the Navy Reserve. After he had been tested, the young man was told to wait for a phone call (that would come in two or three weeks) to set up an interview.

Once again, weeks passed. In the meantime, the applicant had moved to another city. He was careful to contact his home town Recruiting Detachment, informing them of his move location and requested that his application be sent over to the Recruiting Centre closest to him.

The young man heard nothing for two months. When he visited the Recruiting Centre in his new city, there was no record of his application. A phone call was placed to the applicant's home town Recruiting Detachment. Nothing happened for two more weeks.

Finally, six months after the applicant had moved to a new city – and eight months after he had originally applied – the young man received a phone call from a Recruiting Centre staffer who told the applicant that he had to resubmit all his enrolment information because he needed a new background check.

Much to his surprise, the applicant also learned that he was being processed as a Regular Force applicant, rather than a Reservist.

Wounded: Canada's Military and the Legacy of Neglect

Several appointments were set up for interviews. All were cancelled. Finally, one was not. In this one, he was told that although he met the standards and could be enrolled, his physical fitness test results had expired. He would have to take them again. When an opening came up two weeks later, he did this.

The system began to hit high gear. Only days later, the young man (actually nearly a year older now) received a phone call from the local Naval Reserve unit. He was asked to come in for an orientation. He had persisted. He was in the Naval Reserve!

Red Tape Like Barbed Wire

If the federal bureaucracy often impedes the Canadian Forces' efforts to improve its capabilities, there is no shortage of bureaucratic red tape inside the organization to make things even worse.

Consider transfers from Reserve Forces to the Regular Forces.

A staff check of completed component transfer records for fiscal year 2004-2005 produced the following information.

- 6 % of transfers from the Reserves to the Regular Force were completed in less than 120 days;
- 60 % of transfers from the Reserves to the Regular Force were completed between 121 days and 1 year; and,
- 34 % of transfers from the Reserves to the Regular Force took more than 1 year.

Assistant Deputy Minister for Human Resources (Military) Vice-Admiral Greg Jarvis told the Committee there appears to be something off in the system, testifying:

“I do acknowledge that currently we are averaging, on a component transfer, about 12 months. Our goal is to reduce that to 90 days.”¹³⁹

¹³⁹ Vice-Admiral Jarvis, “Testimony.”

It takes – on average – a year to go from one part of the Canadian Forces to another part. Reducing that process by three-quarters is a good goal, but one that would represent a sea change.

On March 8, 2005, the Commanding Officer of the King’s Own Calgary Regiment, a militia unit, testified “... it is easier to join the Australian army online than it is to transfer into the regular army here, and you get a higher equivalency, and quicker.”¹⁴⁰ Our jaws dropped open. His claim seemed far-fetched. But wait . . . this story is even longer, but then, it takes a long time to get to Australia.

In January 2004, a Canadian Army Reserve Lieutenant-Colonel, serving in the Armoured Corps, resigned from the Canadian Forces and enrolled in the Australian Army. He now holds the rank of Major. In his sixteen years of Canadian service, most of which was on full-time duty, he worked in a wide variety of capacities, including a tour as an armoured troop leader in Bosnia, and as the lone Canadian liaison officer in Baghdad, in 2003.

Prior to leaving Canada, this man twice attempted to transfer from the Army Reserve to the Regular Force. The first time, in 1998, he was a 31-year old a four year Captain, having just completed an operational tour of duty in Bosnia. He followed all the rules and applied through a local Recruiting Centre. He had positive letters of reference from senior serving and retired General officers. He heard nothing for four months. He finally badgered the Recruiting Centre for a response. He was told that his file had been closed because he did not have enough education.

According to a clerk at the recruiting office, the Captain needed another mathematics course to join the Canadian Forces as an officer (which he already was in the Reserves) and furthermore – should he ever resign – he wouldn't be educationally qualified to re-enroll in the Reserves as an Officer Cadet.

So he enrolled in the Canadian University Program to upgrade his education. After a few years of part-time studies towards a BA degree

¹⁴⁰ Lieutenant-Colonel Bruce Gilkes, “Testimony,” *Proceedings of the Senate Standing Committee on National Security and Defence* (March 8, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/17evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Wounded: Canada's Military and the Legacy of Neglect

he had also obtained the required mathematics course. In 2001, he once again requested a transfer from the Reserves to the Regular Force.

Now a 34-year old Major, this Canadian Army Reserve officer contacted both the Recruiting Centre (for processing), the Director of Army Training (to verify qualification equivalencies), and both the Director of Armour and the Armoured Officer Career Advisor (for details on initial postings and career prospects).

To no avail. The Recruiting Centre informed him that while he was at school the Canadian Forces had raised the academic bar even higher. A full degree was now required. Further, he was told that even with a degree, he would not be assigned to a regiment or other posting until he had completed second-language training.

The Director of Army Training insisted that, despite the fact that he had commanded a Regular Force troop on operations, the Major's Reserve qualifications were insufficient. Although he would be granted an equivalency for Basic Officer Training, he would have to complete Regular Force Armoured officer training and qualify on the current Regular Force armoured vehicles (Leopard tank and Coyote surveillance vehicle) before being accepted for regular duty.

Furthermore, the Director of Armour and the Career Advisor told him that it would be unlikely that he would ever reach the rank of Major in the Regular Force.

If he were eventually accepted into the Regular Force, they said, he would likely serve in positions such as a unit Transportation Officer or equivalents, not in operational combat command roles. They added that despite his "Outstanding" evaluation reports from senior Regular Force officers and his operational experience, he probably couldn't compete. It was unlikely he would be considered for one of the "top three" Captain's positions in the unit that are usually a stepping stone to promotion.

In 2003, the Army Reserve Major, still only 35, was promoted to Lieutenant-Colonel. He was sent as the sole CF representative to V

Corps (US) in Baghdad. His performance was good enough to represent Canada in a large U.S. Army formation conducting combat operations in a war-fighting theatre of operations. But it wasn't sufficient to qualify him as an officer in the Canadian Regular Force Army.

He then successfully negotiated a transfer to the Armoured Corps of the Australian Regular Army, where he began his new career in January 2005, with the rank of Major. In January, 2006 he will assume the duties of Regimental Second-in-Command of an Australian Regular Force Armoured Corps regiment.

The Canadian Forces will continue to cry out for good people in the years to come. But sometimes they seem to be crying with their eyes closed.

Why Transfers Can Take Time

Why does a transfer from the Reserves to the Regular Force take 32 per cent longer, on average, than a normal recruitment?

There appear to be a number of impediments to the component transfer process, not the least of which is the apparently self-imposed Canadian Forces prohibition on the transfer of service and medical records between the Reserves and the Regular Force.

This just aggravates the primary delay factor: determining where the Reserve applicant might fit in the Regular Force. Unlike a normal recruit, the applicant already has a rank and has at least some training – in some cases, training that is nearly equal to Regular Force training.

That he or she has this training, however, must be established. And this is where things often get bogged down. First, not all Regular Force and Reserve Force qualifications are easily matched, despite historical efforts to make them so. Next, it has to be determined exactly what qualifications the applicant actually possesses. Although more effective record sharing would help here, there are often also problems with the accuracy and completeness of the records maintained at some Reserve units. Vice-Admiral Jarvis told the Committee that ongoing automation of personnel records will help speed up this stage of the process. Once an individual's actual qualifications are confirmed, an offer of transfer can be made.

Wounded: Canada's Military and the Legacy of Neglect

This offer is often followed by discussion and negotiations between the applicant and the Canadian Forces, adding more time. In short, the establishment of common standards between the Regular Force and the Reserve Force, the diligent maintenance of service records at all Reserve bases, and a process that would seamlessly transfer these service records would greatly enhance the opportunity to transfer between the Regular Force and the Reserves.

This assumes the Canadian Forces attaching some measure of priority to this problem, and putting some of their best people into the recruiting process. Recruiting may not be the most glamorous job in the military, but it is going to be one of the most crucial over the next decade.

5. Quality of Life

After querying people of all ranks across the country, the Committee is pleased to conclude that the days of some military families having to go to food banks to make ends meet is an ugly memory. It may still happen now and then, but not because military personnel are being underpaid the way they were in the 1990s...

Salaries and other quality of life issues, however, require constant vigilance. It would be a disgrace to slip back into a penurious period like the 1990s when we made life so hard for people serving their country.

Some quality of life issues persist, most notably: adequate access to family doctors for military dependents and the negative impact of too many "nights out of bed" on personnel and their families.

Access to Health Care

Too many military families are having trouble gaining access to health care. The lack of available family doctors is that much harder on military personnel and their families because of the frequency with which they move and the requirement to establish new relationships with doctors.

This can really be a problem at more remote bases. For example, at CFB Cold Lake, located about 300 kilometers northeast of Edmonton, there is no longer specialist medical treatment available. The result, according to base and wing commander Colonel C.S. Sullivan, is referrals to Edmonton for treatment and

consequently, lost work days. According to Colonel Duff Sullivan, “In 2003, almost 2,000 military medical referrals were made to specialist clinics in Edmonton, resulting in almost 2,200 work days lost.”¹⁴¹

It isn't a Cold Lake problem only. Captain (N) MacIsaac confirmed this was an ongoing challenge at CFB Halifax for military families in Nova Scotia as well.¹⁴² Lisa Salley, executive director of the Kingston Military Family Resource Centre and, a military spouse, provided an example of the type of story the heard nation-wide:

“A young corporal and his wife, who was eight months pregnant, moved to Kingston. They already had one three-year-old son who has various health issues that need to be monitored every six months. They have moved three times in the past eight years. The wife had never been able to secure a physician until she became pregnant with her second child.

They had to find a house. [Military housing] is not an option, as the child is allergic to mildew and mould. They had six days to find a house and the wife was unable to go on a house-hunting trip because she experienced some minor complications and the physician did not want her to fly. The wife was unable to secure work because she was eight months pregnant when she moved here.

Much has been done for military families. We recognize that. Military families are fairly resilient. We see it every day as they come through our doors into the centre. However, when you are told when you move here to Kingston — and this is happening throughout Canada ... — that there is a two-year waiting list to see a physician, that is a scary situation for military families moving from place to place. We have had families whose children have not seen a [family] physician in eight years. They have gone to walk-in clinics.

A whole host of issues and concerns arise from that, because if you have a child with some kind of developmental issue and that child is seeing a

¹⁴¹ Colonel Duff Sullivan, “Testimony,” *Proceedings of the Senate Standing Committee on National Security and Defence* (February 7, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/16evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

¹⁴² Captain Roger MacIsaac, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (May 6, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/21evd-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Wounded: Canada's Military and the Legacy of Neglect

different physician every time, even a great physician will not necessarily pick up those problems.”¹⁴³

Language can also be a complicating factor. A significant percentage of military personnel are francophones. In New Brunswick, the Committee was told that it is a challenge for francophone military families at CFB Gagetown to find French-speaking family doctors.¹⁴⁴ Ironically, this is the only officially bilingual province in Canada. Bilingualism is central to the identity of the country these people are serving, and there is nowhere that a person is more desperate to hear his or her own language than in a hospital. This shouldn't be happening.

The Committee acknowledges that the provision of health care is a provincial responsibility. However, the federal government – because of sacrifice being made by Canadian Forces personnel and the turbulence being imposed on their lives – has a duty to ensure greater access to health care for military dependents.

Nights Out of Bed

The hectic tempo at which Canadian personnel have been deployed in recent years has resulted in an increase in medical disabilities in the military. But it isn't just foreign assignments that keep personnel out of their own beds and away from their families. Personnel coming home from a deployment get down time right away, but are often required to deploy again soon thereafter. The scenario, as described by Colonel Timothy J. Grant, Commander, 1 Canadian Mechanized Brigade Group, Edmonton, is:

“When they first come back, they are protected for about a 90-day period. As the 90 days go on, we make them more and more available to additional taskings and deployments away from their home station. Because there are demands in the training system, once they are out of that 90-day window, a lot of these individuals who have spent two months in preparation for a deployment away from their families and six months during the deployment, are then sent off to tasks in Wainwright, Shilo or perhaps as far away as Gagetown.

¹⁴³ Lisa Salley, “Testimony,” *Proceedings of the Senate Standing Committee on National Security and Defence* (November 29, 2004), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/16evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

¹⁴⁴ Colonel Ryan Jestin, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (January 31, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/09evb-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

The challenge these soldiers have when they go to a place like Gagetown and are away from home to teach on a two- or three-month course is that there are no benefits. They do not get the benefits they would get overseas, but they are away from their families. The challenge there is dealing with the stresses on the families while they are away on tasks inside Canada.”¹⁴⁵

This was an issue that came up at every sit-down the Committee had with personnel from Esquimalt to St. John’s, in all three services. This problem will never be completely solved, but it can be mitigated.

6. The Ponderous Pace of Procurement

Critical to maintaining updated armed forces is the ability to procure and maintain the equipment necessary to field modern military capability. Our military cannot serve Canadians well with equipment designed for yesterday’s conflicts and emergencies.

The Assistant Deputy Minister Materiel Acquisition and Support group in the Department of National Defence is the central service provider and authority for all materiel in the CF and DND. The military define their requirements. The Materiel Group takes these requirements and manages equipment through the cycle of procurement, maintenance and support, test and evaluation, moving and warehousing, and finally, disposal.

At the beginning of 2005 the assets under Materiel Group’s control were valued at \$21.8 billion and their inventory at \$5.4 billion.¹⁴⁶ Materiel Group spends approximately \$1.5 billion a year on acquiring new assets and a similar amount to maintain and sustain these assets.

DND procurement is a process replete with problems, Allan Williams, the Assistant Deputy Minister (Materiel), told the Committee in December 2004:

“Several years ago we conducted a study that showed that capital equipment projects were taking an average of 16 years to move from

¹⁴⁵ Colonel Timothy J. Grant, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (March 7, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/16eva-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

¹⁴⁶ Assistant Deputy Minister Material Alan Williams, “Testimony,” *Proceedings of the Standing Senate Committee on National Security and Defence* (November 1, 2004), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/02ev-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

Wounded: Canada's Military and the Legacy of Neglect

concept to project close down. This timeframe is totally unacceptable, particularly in light of the rapid changes in technology. We have committed to reducing acquisition time by at least 30 per cent and in the longer term by 50 per cent through a broad range of initiatives.”¹⁴⁷

If the Assistant Deputy Minister's wildest dreams are fulfilled, it will still take eight years to get a piece of capital equipment up and running. And nobody's wildest dreams are ever fulfilled in the federal bureaucracy.

The 2003 Report of the Minister's Advisory Committee on Administrative Efficiency found, among other things, that DND's internal process for defining requirements and approving capital projects (accounting for nine out of the 14-16 year average for acquiring major equipment) is too long.

It said there were too many reviews, wasting too much senior management time for little value added. The report produced a typical project timeline:

Step	WHAT HAPPENS	Typical Duration
1	Military identifies the need, move to preliminary approval ¹⁴⁸	3 years and 8 months
2	Move from preliminary approval to effective approval	4 years and 1 month
3	From effective approval to contract award	1 year and 2 months
4	From contract award to initial delivery	1 year
5	From initial delivery to full operating capability	4 years and 10 months
6	From full operating capability to closeout	1 year
	TOTAL	15 years and 9 months

Then Assistant Deputy Minister Allan Williams testified to the Committee that he agreed there is a lot of wheel-spinning in the department at the beginning of the procurement process. Williams said:

¹⁴⁷ Assistant Deputy Minister Material Williams, "Testimony."

¹⁴⁸ SOURCE

“ . . . Of the 16 years, approximately nine years were being taken for the military to define their requirements and for my organization, with support from Public Works and Government Services Canada and Industry Canada, to conduct the procurement process culminating in the signing of a contract....

A year ago the Vice Chief of the Defence Staff and I agreed that this length of time could be reduced from nine years to four years — two years to produce the requirements and two years to produce the specifications and award the contract. Accordingly, we have issued new standards to this effect.”¹⁴⁹

While the Committee was in Halifax, Rear-Admiral Dan McNeil, Commander, Maritime Forces Atlantic, and Commodore Tyrone Pile, Commander of the Maritime Fleet Atlantic, spoke of the military’s frequent need to move more quickly than other departments:

“Rear-Admiral McNeil: The conventional way of buying things, having to go through Public Works and Government Services and ensuring regional benefits — and it goes on and on and on — means that we cannot seem to build a ship without 25 years' notice.

The Second World War only lasted six years and the navy went from something like three ships to 300. Things can get done, but not with the levels of bureaucracy that seem to exist and are applied without exception to defence issues and Canadian Forces issues . . .

The Chairman: Commodore, you sometimes have a different opinion from the admiral. You can also sometimes fill in the gaps. You have been silent. Can you add anything to this?

Commodore Pile: Without sticking my neck out too far, I will say that our procurement system needs to be addressed. As the admiral has very succinctly stated, we cannot afford to wait around for decades to replace ships that are quickly becoming obsolescent and other ships that are obsolete, and we can do a better job.

¹⁴⁹ Assistant Deputy Minister Material Williams, “Testimony.”

Wounded: Canada's Military and the Legacy of Neglect

I understand why government policies and regulations are in place. They are there to protect the Canadian taxpayers' money, and we want to make sure that it is spent properly. However, there are better, common sense ways of doing business.”¹⁵⁰

Outside Interference

Military equipment is complex, so purchasing military equipment is a complex procedure in itself. But when the procedure is forced to march through the swampland that is the federal government's procurement system, slow and cumbersome become inadequate adjectives. The federal procurement system is overburdened with reviews and duplication of effort across many different agencies.

Instead of disciplining managers for wrongful expenditures of money, the bureaucratic instinct is to react to any abuse by stuffing more red tape into the system. Things stop getting done, or take inordinate amounts of time to get done.

This would be counterproductive in any government department. It is intolerable at the Department of National Defence.

The Advisory Committee on Administrative Efficiencies concluded that the current split in mandate between DND and PWGSC for the acquisition of goods and services results in the inefficient use of government resources. Significant duplication of effort exists within the procurement activities performed by employees in DND and PWGSC. In fact, recognition of the involvement of both departments is documented in PWGSC's *Supply Policy Manual*, which includes a memorandum of understanding on the division of responsibilities between the two departments for the acquisition of goods and services. According to this document, there are 49 sub-activities in the process and both departments are involved in almost 80 percent of those activities.¹⁵¹

This duplication is largely due to the fact that the governance structure for procurement holds both the Minister of National Defence and the Minister of PWGSC accountable for procurement. Department of National Defence is required

¹⁵⁰ Rear Admiral Dan McNeil, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence (May 6, 2005), available at: http://www.parl.gc.ca/38/1/parlbus/commbus/senate/Com-e/defe-e/21evd-e.htm?Language=E&Parl=38&Ses=1&comm_id=76.

¹⁵¹ Minister of National Defence's Advisory Committee on Administrative Efficiency, *Achieving Administrative Efficiency* (August 21, 2003), available at: http://www.forces.gc.ca/site/Focus/AE/report/sec1-2_e.htm.

to ensure that the Canadian Forces has the resources (people and equipment, etc.) required to fulfill its mandate, whereas the Minister of PWGSC has the legal mandate to acquire goods and services for all government departments, including Defence. It is also a fact that it is usually the MND or his officials, rather than those of Public Works and Government Services Canada, who are required to appear before Parliament, Parliamentary Committees, the Auditor General and others to address issues that arise from the procurement of military equipment. Yet, both Ministers are required to present separate submissions to the Treasury Board for approval of projects or contracts exceeding their authority. This dual accountability structure has created a situation where both departments have numerous employees involved in the same acquisition process, and this inevitably leads to duplication of activity.

Another government agency, Treasury Board, also sticks an oar in the acquisition process. The Minister of National Defence has Treasury Board authority to approve the expenditure of funds on capital equipment projects up to \$30 million and construction projects up to \$60 million.¹⁵² The high costs of many projects means that they have to be submitted to Treasury Board for approval and with Treasury Board only sitting periodically and when only so many projects can be on the agenda then administrative delay in the order of months can occur. There are 61 DND projects fighting their way through this slow and meandering maze at the moment.

The Canadian Forces have a mandate to protect Canadians and advance their interests internationally. No department has a more powerful, vital mandate. The tools the Canadian Forces need to fulfil that mandate are extremely complex, and taking too long to acquire them can leave them outdated before they wear out. If they are replaced once they are outdated, large sums of taxpayers money get wasted because they are not yet worn out. If they are used after they are outdated, Canadians are not being afforded the protection they deserve. Developing a shorter procurement process for the Department of National Defence would be akin to offering Canadians a better national insurance policy for lower premiums.

Then again, DND has been known to create its own slow lanes. The obsession for perfection should not outweigh being content with excellence if it is going to get the Forces mobilized in time to deal with emergencies.

¹⁵² The Minister has delegated \$5 million expenditure authority to his DM and three other officials: the Assistant Deputy Ministers for Materiel, Information Management, and Infrastructure and Environment. All other Level One managers have expenditure authority up to \$1 million.

Wounded: Canada's Military and the Legacy of Neglect

Canada has a mid-sized armed forces (or should have). It is difficult to think of what pieces of equipment that it might need that our allies aren't using.

7. Interference of Other Government Departments

National Defence's \$14 billion budget sounds like a lot of money, but not all that money goes to putting soldiers, sailors and air crew into the field. The Canadian military has some of that money diverted to programs that are undoubtedly good for Canada in general, but don't have much to do with the military.

Take La Citadelle in Quebec. It houses a battalion of the Royal 22e Régiment (the Van Doos). It is also a historical site, and a major tourist attraction. Naturally, it needs repairs and restoration from time to time. Because of its historical status, any work done is costly and strictly regulated by the Federal Heritage Buildings Review Office.

But who pays for the restoration? National Defence has already been forced to put in \$20 million, and latest evaluations would have it come across with between \$68.8 million and \$73 million more, according to this year's Impact Assessment for the Canadian Army.¹⁵³

Is the Army happy about paying for the restoration of a tourist site? Hardly. The Statement makes that clear: "Land Forces Command does not have the resource flexibility to upgrade and maintain this national historic location... the pressure is beyond Land Forces Command to mitigate."¹⁵⁴

The Department has all kinds of financial responsibilities that have nothing to do with protecting Canadians, and as Major-General (Ret'd) Lewis Mackenzie testified to the last fall, these add up:

"Government-directed programs are important. It can be sexual harassment, it can be sensitivity, it can be bilingualism; any number of grants-in-lieu-of-taxes is a big part of the bill. ... By the time it gets down to the army, navy, air force and headquarters, you have less than 50 per cent of [the Department of National Defence's budget] to run the military."¹⁵⁵

¹⁵³ Department of National Defence, Army, "Strategic Operations and Resource Plan 2005" (2005), B-7/29-B-8/29.

¹⁵⁴ Ibid.

¹⁵⁵ Major-General (Ret'd) Lewis Mackenzie, "Testimony," *Proceedings of the Senate Standing Committee on National Security and Defence* (December 6, 2004), available at:

That percentage may be exaggerated, but General Mackenzie is right in one regard – \$14 billion spent on Defence isn't really \$14 billion spent on defending Canadians and Canada's interests.

In addition, Treasury Board insists that DND keep other departments in mind when it is spending money. If there is an expenditure that might impact on regional development, or aboriginals, or other components of national concern, National Defence is often forced to take more than military considerations into account before it proceeds. The House of Commons Standing Committee on National Defence and Veterans Affairs, in its 2000 Procurement Study Report, took a look inside this labyrinth:

“Under the *Financial Administration Act*, Treasury Board is authorized to make procurement policy, which governs departmental procurement in turn. Public Works and Government Services Canada (PWGSC) has the mandate to ensure the integrity of the purchasing process by applying policies and procedures which are fair, transparent and competitive. It has been the supply organization for the Department of National Defence for almost 60 years and acts as a separate centre of authority on contracting. The Department of National Defence, as the sponsoring department, is responsible for defining operational requirements and the day-to-day management of its procurements. Added to these is Industry Canada, which administers the government's industrial and regional benefits (IRBs) policy in concert with the regional agencies – the Atlantic Canada Opportunities Agency, Western Economic Diversification, and Canada Economic Development for Quebec Regions [and the Federal Economic Development Initiative for Northern Ontario]. The Department of Foreign Affairs and International Trade (DFAIT) oversees the trade agreements that frame procurement within a liberalized international trade regime. ...Still other departments can be involved in a single procurement, depending on the government's strategy. For example, if aboriginal business were a priority, the Department of Indian Affairs and Northern Development (DIAND) would also have a say in how to proceed. An interdepartmental procurement strategy committee set up within government ensures that each interested department with its own agenda to pursue is represented, each answering to ‘a different master.’”

Wounded: Canada's Military and the Legacy of Neglect

The military world is a complex place to make decisions. Set in the context of the federal bureaucracy, perhaps it is isn't surprising that not every spending decision makes sense.

8. Communicating With Canadians

There is one final inhibitor: Lack of candor. It is an important one.

One of the primary reasons that Canadians armed forces are under-funded is that most Canadians do not understand how broad and important a role they play in protecting and improving our lives.

And one reason Canadians do not understand is that senior personnel in the Canadian military, for the most part, continue to muffle their words when they are asked simple questions like:

What role do you play in protecting Canadians and advancing their interests in the world?

What resources do you need that you don't have in order to do your job in a way that doesn't put undo stress on your organization or equipment?

For decades governments have been getting away with under-funding Canada's military because Canadians don't know the answers to those questions.

Much of the information that the Committee has been able to accumulate to demonstrate how badly the Canadian Forces are in need of additional funding has come from information requests and from visiting personnel in the field. Far too little of it has come from blunt testimony from military brass. There have been exceptions, but too many military leaders try to get away with "*We're a bit short, all right, but we scrape by.*" How does that help the public gain any insights into whether our military has what it really needs to perform efficiently on their behalf?

In the last 10 months, the heads of the Army, Navy and Air Force have used almost the exact same words to fill us in on the impact of the funding shortfall of resources to their branch of the military:

“I will manage again as best I can with the resources I am given.” – Vice-Admiral Bruce MacLean, Chief of the Maritime Staff¹⁵⁶

“I deal with the funds I am given. ...” – Lieutenant-General Marc Caron, Chief of the Land Staff¹⁵⁷

“We do the best with what we have. ... We work hard to get the best out of what we have.” – Lieutenant-General Ken Pennie, then Chief of the Air Staff¹⁵⁸

None of them spoke of the loud alarms they raised with the Chief of Defence Staff in the annual impact statement they submit to outline the impact of the federal budget on their performance.

There are probably three guilty parties here:

- bureaucratized military officers, who the Committee acknowledges are under instructions from the government to go no further than “explaining” government policy,¹⁵⁹
- the politicians in charge, who should value the best interests of their citizens more than they value easy votes on election day, and who should encourage their top brass to be honest with the public; and,
- parliamentarians, including every member of this Committee, for not doing everything in our power to ensure that we ask the right questions and get the right answers.

Military leaders give us the answers that they know their political leaders will be comfortable with in Question Period. At National Defence Headquarters, spinmeisters craft the military line for reporters and parliamentarians, rarely allowing it to stray from the government line.

There is an American political mechanism that works in the interests of open democracy on issues related to the military. U.S. law requires that senior military

¹⁵⁶ Vice-Admiral Bruce MacLean, “Testimony.”

¹⁵⁷ Lieutenant-General Marc Caron, “Testimony.”

¹⁵⁸ Lieutenant-General Ken Pennie, “Testimony.”

¹⁵⁹ See Appendix IX for the text of the regulations governing public comment and testimony by members of the Canadian Armed Forces.

Wounded: Canada's Military and the Legacy of Neglect

commanders present Congress with an honest appraisal of what they are in need of to do their jobs. Either they are honest, or Congress doesn't vote them their funding. So they are honest.

There is no such requirement in Canada. And it shows.

Defending democracy depends upon reciprocity – upon military leaders telling politicians and the public the truth about any given situation, upon politicians leveling with the public about what needs to be done in relation to what is being done, and with the public rewarding this candor by caring about issues that are so vital to them and those who will follow them.

We all need to get involved, and honestly involved. Otherwise we are cheating ourselves and our country.

APPENDIX I Order of Reference

Extract from the *Journals of the Senate*, Wednesday, October 20, 2004:

It was moved by the Honourable Senator Kenny,

That the Standing Senate Committee on National Security and Defence be authorized to examine and report on the national security policy of Canada. In particular, the Committee shall be authorized to examine:

- (a) the capability of the Department of National Defence to defend and protect the interests, people and territory of Canada and its ability to respond to and prevent a national emergency or attack, and the capability of the Department of Public Safety and Emergency Preparedness to carry out its mandate;
- (b) the working relationships between the various agencies involved in intelligence gathering, and how they collect, coordinate, analyze and disseminate information and how these functions might be enhanced;
- (c) the mechanisms to review the performance and activities of the various agencies involved in intelligence gathering; and
- (d) the security of our borders and critical infrastructure.

That the papers and evidence received and taken during the Thirty-seventh Parliament be referred to the Committee; and

That the Committee report to the Senate no later than March 31, 2006 and that the Committee retain all powers necessary to publicize the findings of the Committee until May 31, 2006.

After debate,

The question being put on the motion, it was adopted.

Paul C. Bélisle
Clerk of the Senate

**Wounded: Canada's Military
and the Legacy of Neglect**

APPENDIX II

Who the Committee Heard From

<p>Abbas, Mr. Leo Mayor Town of Happy Valley Goose Bay February 3, 2005</p>	<p>Adams, Superintendent Bill Federal Services Directorate RCMP June 9, 2003</p>
<p>Adams, Mr. John Commissioner Canadian Coast Guard May 5, 2003</p>	<p>Adams, Corporal Terrance CFB Borden Technical Services CFB Borden June 25-27, 2002</p>
<p>Addy, Major General (ret'd) Clive National Past Chairman, Federation of Military and United Services Institutes of Canada October 15, 2001</p>	<p>Addy, Major General (ret'd) Clive Conference of Defence Associations (Ottawa) June 27, 2005</p>
<p>Alarie, Master Corporal Bernadette Canadian Forces Dental Services School CFB Borden June 25-27, 2002</p>	<p>Alexander, Dr. Jane Deputy Director U.S. Defence Advanced Research Projects Agency (DARPA) February 4, 2002</p>
<p>Allan, Major Murray Deputy Commanding Officer Royal Regina Rifles January 27, 2003</p>	<p>Allard, The Honorable Wayne Ranking Member (Republican – Virginia), U.S. Senate Armed Services Committee February 5, 2002</p>
<p>Allen, Mr. Jon Director General, North America Bureau Department of Foreign Affairs and International Trade January 28, 2002, March 17, 2003</p>	<p>Amos, Chief Warrant Officer Bruce 423 Maritime Helicopter Squadron, 12 Wing Shearwater January 22-24, 2002</p>
<p>Anderson, Colonel N.J. National Defence May 2, 2005</p>	<p>Andrash, Mr. P. (Duke) Sergeant 481, Vancouver Police Department November 18-22, 2001</p>
<p>Arcand, Chief Warrant Officer Gilles 5th Combat Engineer Regiment CFB Valcartier September 24, 2003</p>	<p>Atkins, Chief Superintendent Ian Criminal Operations Officer, H Division, RCMP January 22-24, 2002, September 22-23, 2003</p>
<p>Atkinson, Ms. Joan Assistant Deputy Minister, Policy and Program Development Department of Citizenship and Immigration January 28, 2002</p>	<p>Audcent, Mr. Mark Law Clerk and Parliamentary Counsel Senate of Canada December 2, 2002</p>
<p>Avis, Captain Peter Director of Maritime Policy, Operations and Readiness Department of National Defence April 7, 2003</p>	<p>Axworthy, Dr. Thomas Chairman, Centre for Study of Democracy Queen's University September 29, 2003</p>

Wounded: Canada's Military and the Legacy of Neglect

Badger, Captain Chris J.
Vice President, Operations, Vancouver Port Authority
November 18-22, 2001

Baker, Mr. Mike
Vice-President, Corporate Management
Canadian Air Transport Security Authority
November 25, 2002

Balnis, Richard
Senior Research Officer
Canadian Union of Public Employees
November 18, 2002

Barbagallo, Lieutenant Jason
The Black Watch
November 5-6, 2002

Barrett, Major Roger R.
Operational Officer, 2 RCR
CFB Gagetown
January 22-24, 2002

Bartley, Mr. Alan
Director General, Policy Planning and Readiness, Office of
Critical Infrastructure Protection and Emergency Preparedness
July 19, 2001

Bastien, Major-General Richard
Deputy Commander of Air
Assistant Chief of the Air Staff
Department of National Defence
December 3, 2001

Baum, Major Nigel
J4
CFB Kingston
May 7-9, 2002

Beare, Brigadier-General Stuart A. Commander, Land Forces
Western Area
National Defence
March 7, 2005

Beattie, Lieutenant-Colonel Mark
Senior Staff Officer, Canadian Forces Support Training Group,
CFB Borden
June 25-27, 2002

Baird, Master Corporal Keith
Bravo Squadron
CFB Kingston
May 7-9, 2002

Baker, Lieutenant-Colonel Roy
Wing Logistics and Engineering Officer
CFB Trenton
June 25-27, 2002

Baltabaev, M.P., Mr. Tashpolot
Kyrgyz Republic
May 12, 2003

Bariteau, Lieutenant-Colonel François
Commanding Officer, Canadian Forces
Leadership and Recruit School
National Defence
June 1, 2005

Barrette, Mr. Jean Director
Security Operations, Safety and Security Group
Transport Canada
November 27, 2002 / December 2, 2002

Basrur, Dr. Sheela
Medical Officer of Health
City of Toronto
October 30, 2003

Bastien, Commander Yves
Formation Administration Officer
Maritime Forces Atlantic
January 22-24, 2002

Bax, Ms. Janet
Director General, Programs
Office of Critical Infrastructure Protection and Emergency
Preparedness
October 20, 2003

Beattie, Captain Davie
Canadian Parachute Centre Adjutant
CFB Trenton
June 25-27, 2002

Beazley, Chief Frank
Halifax Regional Police
Halifax Regional Municipality
September 23, 2003

APPENDIX II

Who the Committee Heard From

Beers, Master Corporal Robert
Canadian Forces School of Electrical and Mechanical
Engineering
CFB Borden
June 25-27, 2002

Begley, Inspector J.J. (Jim)
Federal Policing Service
RCMP
November 18-22, 2001

Bell, Lieutenant-Commander John
Commander, HMCS Queen
National Defence
March 9, 2005

Belzile, Lieutenant-General (ret'd) Charles
Chairman
Conference of Defence Associations
October 15, 2001

Bernier, Warrant Officer Michel
5th Military Police Platoon
CFB Valcartier
September 24, 2003

Berthiaume, Lieutenant-Colonel Philip (Res)
Essex and Kent Scottish Regiment
December 1, 2004

Bildfell, Mr. Brian
Director, Ambulance Services
City of Windsor
February 27, 2003

Bishop Jr., The Honorable Sanford D.
(Democrat – Georgia)
U.S. House Select Committee on Intelligence
February 5, 2002

Black, Mr. Bob
Director, Office of Emergency Preparedness
City of Edmonton
January 28, 2003

Blackmore, Mr. David
Director of Building and Property, Emergency Operations
Centre Manager City of St. John's
March 31, 2003

Begin, Mr. Robert
Regional Director, Quebec
Office of Critical Infrastructure Protection and Emergency
Preparedness
October 27, 2003

Belcourt, Chief Warrant Officer Mario
12th Canadian Armoured Regiment
5th Canadian Mechanized Brigade CFB Valcartier
September 24, 2003

Bell, Mr. Peter
Intelligence Analyst
Organized Crime Agency of B.C.
November 18-22, 2001

Bercuson, Dr. David J.
Director, Centre for Military and Strategic Studies
University of Calgary
April 19, 2004 and March 8, 2005

Berry, Major David
Canadian Parachute Centre Training Officer Commander
CFB Trenton
June 25-27, 2002

Berthiaume, Mr. Tim
Deputy Fire Chief
City of Windsor
February 10, 2003

Bilodeau, Mr. Ronald
Associate Secretary to the Cabinet, Deputy Minister to the
Deputy Prime Minister and Security and Intelligence
Coordinator, Privy Council Office
February 24, 2003

Bissonnette, Captain J.R.A.
Commander, 5th Military Police Platoon
CFB Valcartier
September 24, 2003

Black, Lieutenant Colonel Dean C.
Commanding Officer, 403 Squadron
CFB Gagetown
January 22-24, 2002

Blair, Colonel Alan
12 Wing Commander
National Defence
May 5, 2005

Wounded: Canada's Military and the Legacy of Neglect

Blair, Master Warrant Officer Gérald
Canadian Forces School of Communications and Electronics
CFB Kingston
May 7-9, 2002

Blanchette, Lieutenant-Colonel Michael
Commander, Canadian Parachute School
CFB Trenton
June 25-27, 2002

Blight, Master Corporal
8 Air Maintenance Squadron
8 Wing Trenton
June 25-27, 2002

Bloodworth, Ms Margaret
Deputy Minister
Public Safety and Emergency
Preparedness Canada
February 15, 2005

Bolton, Lieutenant Colonel Bruce D
Commanding Officer
The Black Watch, Royal Highland Regiment of Canada
November 5-6, 2001

Bonnell, Mr. R.J. (Ray)
Superintendent, Officer in Charge, Protective Services
Branch, RCMP
December 2, 2002

Bouchard, Major-General J.J.C
Commander, 1 Canadian Air Division
National Defence
March 10, 2005

Boulden, Ms Jane
Canada Research Chair in International Relations and Security
Studies
Royal Military College of Canada
November 29, 2004

Boutillier, Dr. James A.
Special Advisor (Policy), Maritime Forces, Pacific Headquarters
Department of National Defence
June 9, 2003

Boyer, Colonel Alain
Commander 15 Wing Moose Jaw
National Defence
March 9, 2005

Blanchard, Master Corporal Piette
Canadian Forces Dental Services School
CFB Borden
June 25-27, 2002

Bland, Professor Douglas
Chair of Defence Management Program, School of Policy
Studies
Queen's University
October 29, 2001 / May 27, 2002 / June 27, 2005

Blondin, Colonel Yvan
Wing Commander, 3 Wing Bagotville
National Defence
June 1, 2005

Boisjoli, Lieutenant-Commmander André
Commanding Officer, HMCS Glace Bay, Maritime Forces
Atlantic
January 22-24, 2002

Bon, Mr. Daniel
Director General, Policy Planning, Assistant Deputy Minister,
Policy
Department of National Defence
July 18, 2001

Boswell, Lieutenant-Colonel Brad
Acting Director of Army Doctrine
CFB Kingston
May 7-9, 2002

Boucher, Mr. Mark
National Secretary Treasurer
Canadian Merchant Service Guild
February 2, 2005

Bourgeois, Mr. Terry
District Chief, Rural District 3, Communications, Fire and
Emergency Service, Halifax Regional Municipality
September 23, 2003

Bowes, Lieutenant-Colonel Steve
Armour School
C.F.B. Gagetown
National Defence
January 31, 2005

Bramah, Mr. Brian
Regional Director
Transport Canada
November 18-22, 2001

APPENDIX II

Who the Committee Heard From

Brandt, Mr. Brion
Director, Security Policy
Transport Canada
May 5, 2003

Brochet, Inspector Pierre, Chief of Operation,
Planning Section, Montreal Police Service, City of
Montreal
September 26, 2003

Brooks, Captain Melissa
CFB Petawawa
June 25-27, 2002

Bryan, Mr. Robert
Emergency Planning Coordinator City of Vancouver
January 30, 2003

Buck, Vice-Admiral Ron
Vice Chief of the Defence Staff
National Defence
December 6, 2004

Bugslag, Mr. Bob
Executive Director, Provincial Emergency
Program
Government of British Columbia
March 1, 2005

Bullock, Ms. Margaret
Manager, Security Awareness, Policy and Regulatory
Corporate Security, Air Canada
November 18-22, 2001

Burke, Mr. Sean
Research Associate, National Security Studies, Council
on Foreign Relations
February 4, 2002

Burrell, Mr. Bruce
Assistant Deputy Chief Director, Halifax Regional Fire
Service
Halifax Regional Municipality
September 23, 2003

Calder, Mr. Kenneth
Assistant Deputy Minister, Policy
Department of National Defence
November 26, 2001, August 14, 2002, April 26, 2004,
October 25, 2004

Bradley, Corporal John
Imagery Technician
17 Wing Imaging and Associate Air Force Historian, 17 Wing
Winnipeg
November 18-22, 2001

Brodeur, Vice-Admiral (Ret'd) Nigel
As an individual
March 1, 2005

Brown, Major Chris
424 Squadron
CFB Trenton
June 25-27, 2002

Buck, Vice-Admiral Ron
Chief of the Maritime Staff
Department of National Defence
December 3, 2001, August 14, 2002, April 7, 2003

Buenacruz, Corporal
Wing Administration
8 Wing Trenton
June 25-27, 2002

Bujold, Mr. Guy
Assistant Deputy Minister
Infrastructure Canada
February 7, 2005

Burke, Captain (N) Greg
Chief of Staff, Maritime Forces Atlantic
Department of National Defence
January 22-24, 2002

Burr, Ms Kristine
Assistant Deputy Minister, Policy
Transport Canada
February 7, 2005

Butler, Mr. John
Regional Director, Newfoundland and
Labrador
Canadian Coast Guard
February 2, 2005

Cameron, Colonel Scott
Director of Medical Policy on the staff of the
Director General Health Services (DGHS)
Department of National Defence
December 10, 2001

Wounded: Canada's Military and the Legacy of Neglect

Cameron, Captain Keith
CFB Petawawa
June 25-27, 2002

Campbell, Lieutenant-General Lloyd
Commander of Air Command and Chief of the Air Staff
Department of National Defence
December 3, 2001

Camsell, Lieutenant-Colonel J.F.
36th Service Battalion
February 2, 2005

Capstick, Colonel Mike
Director, Land Personnel Strategy
Patricia's Canadian Light Infantry
March 10, 2005

Caron, Lieutenant-General Marc
Chief of Land Staff
National Defence
February 7, 2005

Castillo, Corporal Marvin
CFB Kingston
May 7-9, 2002

Cellucci, H.E. Paul
Ambassador
Embassy of the United States of America to Canada
August 15, 2002

Chapin, Mr. Paul
Director General, International Security Bureau,
Department of Foreign Affairs and International Trade
February 23, 2004

Chartier, Honorary Lieutenant-Colonel Victor G., OMM, CD.
The Black Watch
November 5-6, 2002

Chow, Lieutenant Commander Robert
Commanding Officer, HMCS *Unicorn* (Saskatoon)
January 27, 2003

Cirincione, Mr. Joseph
Senior Director, Non Proliferation Project, The
Carnegie Foundation
February 5, 2002

Campbell, Anthony
Vice-President, Canadian Association for Security
and Intelligence Studies
June 3, 2002

Campbell, Master Corporal Steve
426 Training Squadron, 8 Wing Trenton
June 25-27, 2002

Caouette, Sergeant Denis, Operational Planning
Section, Montreal Police Service, City of Montreal
September 26, 2003

Caron, Corporal Denis
National Support Arrangements Coordinator, Coast
and Airport Watch National Coordinator, Organized
Crime Branch, RCMP
April 7, 2003

Carroll, Lieutenant-Commander Derek HMCS
Tecumseh
National Defence
March 8, 2005

Castonguay, Staff Sergeant Charles
Unit Commander, RCMP
November 5-6, 2001

Cessford, Lieutenant-Colonel Michael
Acting Commander, Canadian Forces Joint Operations Group,
CFB Kingston
May 7-9, 2002

Charette, Mr. Serge
National President
Customs Excise Union Douanes Accise
January 22-24, 2002

Chartrand, Lieutenant-Commander Yves
Acting Commanding Officer, HMCS Huron
Maritime Forces Pacific
November 18-22, 2001

Christie, Mr. Ryerson
Researcher, Centre for International and
Security Studies
York University
March 21, 2005

Clapham, Superintendent, Ward D.
Officer in Charge
RCMP
November 18-22, 2001

APPENDIX II

Who the Committee Heard From

Clark, Captain Robert
CO BW No.2497 Cadet Corps
Head Librarian, Law Library
McGill University
November 5-6, 2002

Clarke, Mr. Shawn
Acting Regional Director, Prince Edward Island,
Office of Critical Infrastructure Protection and
Emergency Preparedness
October 27, 2003

Cohen, Mr. Andrew
Associate Professor, School of
Journalism and Communications
Carleton University
March 21, 2005

Connolly, Mr. Mark
Director General, Contraband and Intelligence Services
Directorate, Customs Branch
Canada Customs and Revenue Agency
February 10, 2003, September 22, 2003

Conyers, Jr., The Honorable John
Ranking Member Democrat-Michigan, U.S. House
Judiciary Committee
February 7, 2002

Corcoran, Mr. James
Former Deputy Director, Operations
Canadian Security and Intelligence Service
October 1, 2001

Cormier, Captain Michael P.
Deputy Harbour Master
Vancouver Port Authority
November 18-22, 2001

Côté, Master Corporal Claude
Bravo Squadron
CFB Kingston
May 7-9, 2002

Côté, Mr. Yvan
Investigator, Organized Crime Task Force, Montreal
Urban Community Police Department
November 5-6, 2001

Couture, Lieutenant-General Christian
Assistant Deputy Minister (Human Resources –
Military)
Department of National Defence
December 10, 2001

Clarke, Master Corporal James
Gulf Squadron
CFB Kingston
May 7-9, 2002

Coble, The Honorable Howard
Ranking Member (Republican, North Carolina)
U.S. House Judiciary Committee
February 7, 2002

Collenette, P.C., M.P., The Honourable David
Michael
Minister of Transport
December 2, 2002

Connolly, Mr. Mark
Head, Customs Contraband, Intelligence and
Investigations
Canada Border Services Agency
February 23, 2004

Cooper, First Officer Russ
Toronto Representative, Security Committee
Air Canada Pilots Association
November 4, 2002

Cormier, Master Seaman Michael
Canadian Forces Military Police Academy
CFB Borden
June 25-27, 2002

Côté, Mr. Bertin
Deputy Head of Mission
Canadian Embassy (Washington)
February 4-7, 2002

Côté, Brigadier-General Gaston
Commander, Land Forces Quebec Area
National Defence
June 1, 2005

Coulter, Mr. Keith
Chief, Communications Security Establishment
February 24, 2003

Crabbe, Lieutenant-General (Ret'd) Ray
Royal Military Institute of Manitoba (RMIM)
March 10, 2005

Wounded: Canada's Military and the Legacy of Neglect

Creamer, Mr. Dennis
Vice-President, Finance and Administration
Halifax Port Authority
January 22-24, 2002

Crosbie, Mr. William
Director General, North America Bureau
Foreign Affairs Canada
April 11, 2005

Croxall, Corporal Kevin
CFB Borden Administration Services, CFB Borden
June 25-27, 2002

D'Avignon, Mr. Michel
Director General, National Security, Policing and
Security Branch, Solicitor General Canada
July 19, 2001

Daigle, MSC, CD, MGen. Pierre
Special Advisor to the Chief of Defence Staff
Department of National Defence
March 17, 2003 / February 23, 2004

Daniels, Private Jason
CFB Kingston
May 7-9, 2002

Davies, Ms. Krysta M.
Intelligence Analyst Specialist
KPMG Investigation and Security Inc.
October 01, 2001

DeCastro, Second Lieutenant. Rod
The Black Watch
November 5-6, 2002

Deemert, Mr. Rob
Cabin Security, International Association of Machinists and
Aerospace Workers
August 15, 2002

Dempsey, Mr. Lawrence
National Secretary Treasurer
Canadian Merchant Service Guild
September 22, 2003, February 2, 2005

Crober, Mr. Paul
Regional Director for B.C. and Yukon,
Emergency Mgmt. and National Security Sector, Public
Safety and Emergency Preparedness Canada
March 1, 2005

Crouch, Dr. Jack Dyer
Assistant Secretary of Defence, International
Security Policy
Office of the U.S. Secretary of Defence
February 6, 2002

Cushman, Dr. Robert
Chief Medical Officer of Health, City of Ottawa
February 3, 2003

D'Cunha, Dr. Colin
Commissioner of Public Health, Chief Medical
Officer of Health, Ministry of Health and Long-Term
Care, Ontario
October 30, 2003

Dallaire, Gabriel
Gulf Squadron, CFB Kingston
May 7-9, 2002

Davidson, Rear-Admiral Glenn V.
Commander, Maritime Forces Atlantic
Department of National Defence
September 22, 2003

Dawe, Mr. Dick
Manager, Personnel Support Programmes, Maritime
Forces Pacific
November 18-22, 2001

DeCuir, Brigadier-General Mike
Deputy Regional Commander
Canadian NORAD Region Headquarters
November 18-22, 2001

Deering, Richard
Chief of Police
Royal Newfoundland Constabulary
February 3, 2005

Dempster, Major-General Doug
Director General, Strategic Planning
National Defence
April 11, 2005

APPENDIX II

Who the Committee Heard From

De Riggi, Mr. Angelo
Intelligence Officer
Organized Crime Task Force - RCMP
November 5-6, 2001

Desrosiers, Chief Warrant Officer Christian
5th Canadian Light Artillery Regiment
September 24, 2003

deVries, Nicolaas C.W.O. (Ret'd)
Military Bands
January 31, 2005

Dewitt, Mr. David
Director, Centre for International and
Security Studies
York University
December 2, 2004

Dietrich, Chief Warrant Officer Dan
Chief Warrant Officer
One Canadian Air Division
November 18-22, 2001

Ditchfield, Mr. Peter
Deputy Chief Officer
Organized Crime Agency of B.C.
November 18-22, 2001

Douglas, Lieutenant-Colonel Brian
Artillery School
C.F.B. Galetown
National Defence
January 31, 2005

Downton, Master Corporal Doug
426 Training Squadron
8 Wing Trenton
June 25-27, 2002

Droz, Superintendent Pierre
Criminal Operations
RCMP
November 5-6, 2001

Dufour, Major Rénaud
Commander, 58th Air Defence Battery
CFB Valcartier
September 24, 2003

Deschamps, Col. André
Director, Continental Operations
Department of National Defence
May 6, 2002

Devlin, Mr. W.A. (Bill)
Manager, Hub Development, Vancouver
International Airport
Air Canada
November 18-22, 2001

Dewar, Captain (N) (Ret'd) John
Member, Maritime Affairs
Navy League of Canada
May 12, 2003, June 2, 2003

Dickenson, Mr. Lawrence T.
Assistant Secretary to the Cabinet, Security and
Intelligence
Privy Council Office
October 29, 2001 / February 24, 2003

Dion, Corporal Yves
Canadian Forces Fire Academy
CFB Borden
June 25-27, 2002

Doge, Ms. Trish
Director, Risk and Emergency Management, City of
Vancouver
January 30, 2003

Dowler, Chief Petty Officer First Class George
Maritime Forces Atlantic
January 22-24, 2002

Doyle, Lieutenant Colonel Bert
Commanding Officer, 402 Squadron
17 Wing Winnipeg
November 18-22, 2001

Duchesneau, Mr. Jacques
President and Chief Executive Officer
Canadian Air Transport Security Authority
November 25, 2002

Dufresne, Corporal
Canadian Forces Postal Unit
8 Wing Trenton
June 25-27, 2002

Wounded: Canada's Military and the Legacy of Neglect

Duguay, Mr. Yves
Senior Director
Corporate Security Risk Management
Air Canada
November 18-22, 2001

Duncan, Mr. Mark
Vice-President, Operations
Canadian Air Transport Security Authority
November 25, 2002

Durocher, Captain Pascal
Deputy Commanding Officer,
2EW Squadron, CFB Kingston
May 7-9, 2002

Edmonds, Captain (N) David
Chief of Staff Personnel & Training, Naval Reserve
Department of National Defence
September 25, 2003

Elliott, Mr. William
Assistant Deputy Minister, Safety and Security Group
Transport Canada
November 27, 2002, December 2, 2002, May 5, 2003

Ellis, Colonel Jim
2nd in Command, Operation Peregrine
National Defence
March 1, 2005

Enger, Inspector T.G. (Tonia)
Operations Officer
RCMP
November 18-22, 2001

Evans, Ms. Daniela
Chief, Customs Border Services
Canada Customs and Revenue Agency
November 18-22, 2001

Fadden, Mr. Richard
Deputy Clerk, Counsel and Security Intelligence
Coordinator
Privy Council Office
October 29, 2001, January 29, 2002, August 14, 2002

Fagan, Mr. Wayne
Regional Vice-President
Union of Canadian Transportation
Employees (UCTE)
February 2, 2005

Dumais, Lieutenant-General Marc J.
Deputy Chief of the Defence Staff
National Defence
June 27, 2005

Dunn, Major General Michael
Vice Director, Strategic Plans and Policy
The Pentagon
February 06, 2002

Earnshaw, Commander Paul F.
Commanding Officer TRINITY, Joint Ocean
Surveillance Information Centre
Department of National Defence
September 22, 2003

Elcock, Mr. Ward
Director
Canadian Security Intelligence Service
August 14, 2002, February 17, 2003

Ellis, Captain Cameron
CFB Petawawa
June 25-27, 2002

Ellis, Ms. Karen
Assistant Deputy Minister (Infrastructure and
Environment), National Defence
June 6, 2005

Erkebaev, M.P., The Honourable Abdygany
Speaker of the Legislative Assembly
Kyrgyz Republic
May 12, 2003

Evraire, Lieutenant-General (Ret'd) Richard J.
Conference of Defence Associations
April 19, 2004

Fagan, Mr. John
Director of Intelligence and Contraband, Atlantic
Region
Canada Customs and Revenue Agency
January 22-24, 2002

Falconer, Captain Vic
Formation Drug Education Coordinator, Formation
Health Services (Pacific)
Maritime Forces Pacific
November 18-22, 2001

APPENDIX II

Who the Committee Heard From

Falkenrath, Mr. Richard
Senior Director
U.S. Office of Homeland Security
February 07, 2002

Farmer, Mr. Rick
Area Manager, Ontario East Port of Entries
Citizenship and Immigration Canada
May 7-9, 2002

Ferguson, Mr. Brian
Assistant Deputy Minister, Veterans Services
Veterans Affairs Canada
January 22-24, 2002

Fernie, Iain
Regional Security Operations Manager
Air Canada
June 24, 2002

Fields, Fire Chief Dave
Fire Department
City of Windsor
February 27, 2003

Fisher, Captain Kent
J8
CFB Kingston
May 7-9, 2002

Flagel, Mr. Brian
Director, Airport Operations
Canada Customs and Revenue Agency
November 18-22, 2001

Flynn, Commander Steven
U.S. Coast Guard and Senior Fellow
National Security Studies, Council on Foreign
Relations
February 04, 2002

Forcier, Rear-Admiral J.Y. Commander, MARPAC
National Defence
February 28, 2005

Forgie, Mr. John
Enforcement Supervisor, Vancouver
Citizenship and Immigration Canada
November 18-22, 2001

Fantino, Chief Julian
Toronto Police Service
May 6, 2002

Farr, Mr. Bruce
Chief and General Manager, Toronto Emergency
Medical Services
City of Toronto
October 30, 2003

Fergusson, Mr. James
Centre for Defence and Security Studies
Department of Political Studies
University of Manitoba
March 10, 2005

Ferris, Mr. John
Faculty of Social Sciences,
International Relations Program
University of Calgary
March 8, 2005

Fisher, Second Lieutenant Greg
The Black Watch
November 5-6, 2002

Flack, Mr. Graham
Director of Operations, Borders Task Force
Privy Council Office
March 17, 2003, February 23, 2004

Fleshman, Larry
General Manager, Customer Service Toronto, Air
Canada
June 24, 2002

Fonberg, Mr. Robert
Deputy Secretary to the cabinet, Operations
Privy Council Office
March 17, 2003

Forcier, Commodore Jean-Yves
Chief of Staff J3, Deputy Chief of the Defence Staff,
Department of National Defence
July 18, 2001

Fortin, Lieutenant-Colonel Mario
Acting Commanding Officer, 426 Squadron
CFB Trenton
June 25-27, 2002

Wounded: Canada's Military and the Legacy of Neglect

Foster, Lieutenant-Colonel Rob
Acting Commanding Officer, 8 Air Maintenance Squadron
CFB Trenton
June 25-27, 2002

Fox, Mr. John
Regional Representative, Nova Scotia
(UCTE)
September 22, 2003

Frappier, Mr. Gerry
Director General, Security and Emergency
Preparedness and Chair of Interdepartmental Marine
Security Working Group, Transport Canada
April 7, 2003, June 2, 2003, February 25, 2004

Fraser, Rear-Admiral Jamie D.
Commander
Maritime Forces Pacific
November 18-22, 2001

Frederick, Corporal
8 Air Maintenance Squadron
8 Wing Trenton
June 25-27, 2002

Fries, Mr. Rudy
Emergency Management Coordinator, London-
Middlesex Community
City of London
March 31, 2003

Gadula, Mr. Charles
Director General, Fleet Directorate, Marine Services,
Department of Fisheries and Oceans Canada
April 7, 2003

Gagnon, Major Alain
Commanding Officer, Canadian Forces Recruiting Centre,
Montreal
June 25-27, 2002

Gardner, Major Craig
Mechanized Brigade Group
CFB Petawawa
June 25-27, 2002

Garnon, Lieutenant-Commander Daniel
Comptroller, National Defence
September 25, 2003

Fox, Mr. John
Member
Union of Canadian Transportation
Employees (UCTE)
February 2, 2005

Francis, Warrant Officer Charles
Bravo Squadron
CFB Kingston
May 7-9, 2002

Frappier, Lieutenant-Colonel Jean
Commander, 12th Canadian Armoured Regiment,
5th Canadian Mechanized Brigade, CFB Valcartier
September 24, 2003

Fraser, Ms. Sheila
Auditor General of Canada
December 10, 2001, December 6, 2004

Frerichs, Private Travis
CFB Kingston
May 7-9, 2002

Froeschner, Major Chris
Acting Commanding Officer, 429 Squadron
CFB Trenton
June 25-27, 2002

Gagné, Major M.K.
Officer Commanding Administration
Company, 2nd Battalion Princess
National Defence
March 10, 2005

Gagnon, Mr. Jean-Guy, Deputy Director,
Investigations Department, Montreal Police Service,
City of Montreal
September 26, 2003

Garnett, Vice-Admiral (Ret'd) Gary L.
National Vice-President for Maritime Affairs
Navy League of Canada
May 12, 2003

Gauthier, Corporal
2 Air Movement Squadron
8 Wing Trenton
June 25-27, 2002

APPENDIX II

Who the Committee Heard From

Gauthier, Major-General Michael J.C.M.
Director General of Intelligence
National Defence
December 13, 2004

Gauvin, Commodore Jacques J.
Acting Assistant Chief of the Maritime Staff
Department of National Defence
December 3, 2001

Gibbons, The Honorable Jim
Member (Republican – Nevada)
U.S. House Select Committee on Intelligence
February 6, 2002

Gilbert, Chief Warrant Officer Daniel
Department of National Defence
December 3, 2001

Gilkes, Lieutenant-Colonel B.R.
Kings Own Calgary Regiment
National Defence
March 8, 2005

Girouard, Commodore Roger
Commander, CANFLTPAC
National Defence
February 28, 2005

Glencross, Captain, Reverend Bruce
Regimental Padre Minister
The Black Watch
November 5-6, 2002

Goatbe, Mr. Greg
Director General, Program Strategy Directorate
Canada Customs and Revenue Agency
January 28, 2002

Goodall, Superintendent Bob
Bureau Commander, Field and Traffic Support Bureau
Ontario Provincial Police
October 30, 2003

Gotell, Chief Warrant Officer Peter
Operations
12 Wing Shearwater
January 22-24, 2002

Gauvin, Major Bart
Directorate of Army Training 5
CFB Kingston
May 7-9, 2002

Giasson, Mr. Daniel
Director of Operations, Security and Intelligence
Privy Council Office
January 8, 2002 / January 29, 2002

Giffin-Boudreau, Ms. Diane
Acting Director General, Atlantic Region,
Department of Citizenship and Immigration Canada
September 22, 2003

Gilbert, Staff Superintendent Emory
Operational Support Services, Toronto Police
Services, City of Toronto
October 30, 2003

Gimblett, Mr. Richard
Research Fellow
Centre for Foreign Policy Studies
Dalhousie University
February 21, 2005

Giroux, Master Corporal
Canadian Parachute Centre
8 Wing Trenton
June 25-27, 2002

Gludo, Colonel J.D.
Commander, 41 Canadian Brigade Group of Canada,
National Defence
March 8, 2005

Goetz, Captain J.J.
Mechanized Brigade Group
CFB Petawawa
June 25-27, 2002

Goss, The Honorable Porter
Chair (Republican - Florida)
U.S. House Select Committee on Intelligence
February 6, 2002

Goupil, Inspector Pierre
Direction de la protection du territoire, Unité
d'urgence, région ouest, Sûreté du Québec
November 5-6, 2001

Wounded: Canada's Military and the Legacy of Neglect

Graham, Master Corporal
8 Air Maintenance Squadron
8 Wing Trenton
June 25-27, 2002

Granatstein, Dr. Jack
Chair, Council for Defence and Security in the 21st Century
May 27, 2002, April 28, 2004

Grant, Captain Timothy J.
Commander, 1 Canadian Mechanized
Brigade Group
National Defence
March 7, 2005

Green, Major Bill
Commanding Officer, Saskatchewan Dragoons (Moose Jaw)
January 27, 2002

Gregory, Leading Seaman
Wing Administration Human Resources Department
8 Wing Trenton
June 25-27, 2002

Guevremont, Benoît
Gulf Squadron
CFB Kingston
May 7-9, 2002

Gutteridge, Mr. Barry
Commissioner, Department of Works and Emergency
Services
City of Toronto
October 30, 2003

Haché, Colonel Mike
Director, Western Hemisphere Policy
National Defence
April 11, 2005

Hall, Major Steve
Deputy Commandant, Canadian Forces School of
Communications and Electronics
CFB Kingston
May 7-9, 2002

Hammond, Major Lee
Artillery
CFB Petawawa
June 25-27, 2002

Graham, Erin
Manager Safety, Capital District Health
Halifax Regional Municipality
September 23, 2003

Grandy, Mr. Brian
Acting Regional Director, Atlantic Region
Canada Customs and Revenue Agency
January 22-24, 2002

Gray, P.C., Right Honourable Herb
Chair and Commissioner, Canadian Section,
International Joint Commission
March 29, 2004

Grégoire, Mr. Marc
Assistant Deputy Minister, Safety and Security
Group
Transport Canada
February 25, 2004

Grue, Superintendent Tom
Edmonton Police Services
City of Edmonton
January 28, 2003

Guindon, Captain (N) Paul
Submarine Division
Maritime Forces Atlantic
January 22-24, 2002

Gupta, Lieutenant-Colonel Ranjeet K.
Canadian Forces School of Military Engineering, C.F.B.
Gagetown
National Defence
January 31, 2005

Haack, Lieutenant Colonel Ken F.
Commandant of Artillery School IFT
CFB Gagetown
January 22-24, 2002

Hamel, MWO Claude
Regimental Sergeant-Major Designate
The Black Watch
November 5-6, 2002

Hansen, Superintendent Ken
Director of Federal Enforcement
RCMP
April 7, 2003, June 9, 2003

APPENDIX II

Who the Committee Heard From

Hapgood, Warrant Officer John
Canadian Parachute Centre
8 Wing Trenton
June 25-27, 2002

Harrison, Captain (N) R.P. (Richard)
Assistant Chief of Staff, Operations, Maritime Forces
Pacific
November 18-22, 2001

Harvey, Lieutenant-Commander Max
Commander
H.M.C.S. Cabot
February 2, 2005

Hatton, Commander Gary
Commanding Officer, HMCS Montreal
Maritime Forces Atlantic
January 22-24, 2002

Hazelton, LCol Spike C.M.
Commandant of Armour School C2 SIM, CFB
Gagetown
January 22-24, 2002

Hébert, Barbara
Regional Director, Customs, Canada Customs and
Revenue Agency
June 24, 2002

Heimann, Dr. Alan
Medical Officer of Health
City of Windsor
February 27, 2003

Henault, General Raymond R.
Chief of the Defence Staff
National Defence
December 3, 2001

Henderson, Major Georgie
Deputy A3
CFB Trenton
June 25-27, 2002

Henry, Dr. Bonnie
Associate Medical Officer of Health
City of Toronto
October 30, 2003

Harlick, Mr. James
Assistant Deputy Minister, Office of Critical
Infrastructure Protection and Emergency
Preparedness, National Defence
July 19, 2001, October 20 & 27, 2003

Hart, Corporal
Wing Administration Human Resources Department, 8 Wing
Trenton
June 25-27, 2002

Haslett, Lieutenant Adam
Logistics Officer & Course Commander, The Black Watch
November 5-6, 2002

Haydon, Mr. Peter T.
Senior Research Fellow, Center for Foreign Policy
Studies
Dalhousie University
April 28, 2003, February 1, 2005

Hearn, Brigadier-General T.M.
Director General, Military Human Resources Policy
and Planning
Department of National Defence
December 10, 2001

Heinbecker, Paul
Former Ambassador to the U.N.
As an individual
February 21, 2005

Heisler, Mr. Ron
Canada Immigration Centre, Halifax
Department of Citizenship and Immigration Canada
September 22, 2003

Hendel, Commodore (Ret'd) Hans
Consultant, Canadian Forces Staff College
April 28, 2003

Henneberry, Lieutenant-Commander, HMCS
Nanaimo
Maritime Air Force Command Pacific
November 18-22, 2001

Henschel, Superintendent Peter
Federal Services Directorate
RCMP
June 9, 2003

Wounded: Canada's Military and the Legacy of Neglect

Herbert, Mr. Ron
Director General, National Operations Division
Veterans Affairs Canada
January 22-24, 2002

Hickey, Captain (N) Larry
Assistant Chief of Staff Plans and Operations
(Maritime Forces Atlantic)
National Defence
June 16, 2003

Hildebrandt, Captain Gerhard
Canadian Parachute Centre
8 Wing Trenton
June 25-27, 2002

Hillier, General Rick
Chief of the Defence Staff
National Defence
May 30, 2005

Hincke, Colonel Joe
Commanding Officer
12 Wing Shearwater
January 22-24, 2002

Holman, Major-General (Ret'd)
Fraser Canadian Forces College Toronto
June 27, 2005

Hornbarger, Mr. Chris
Director
U.S. Office of Homeland Security
February 7, 2002

Howe, Corporal Kerry
CFB Borden Technical Services
CFB Borden
June 25-27, 2002

Hunt, Mr. Baxter
Embassy of the United States of America to Canada
August 15, 2002

Hupe, Master Corporal Bryan
426 Training Squadron
8 Wing Trenton
June 25-27, 2002

Hickey, Mr. John
MHA, Lake Melville
House of Assembly of Newfoundland
and Labrador
February 3, 2005

Hildebrand, Sergeant F.D. (Fred)
"H" Division, Criminal Operations Branch, RCMP
September 22, 2003

Hill, Mr. Dave
Chair, Capital Region Emergency Preparedness
Partnership
City of Edmonton
January 28, 2003

Hillmer, Dr. Norman
Professor of History and International Affairs.
Carleton University
November 1, 2004

Hines, Colonel Glynne
Director, Air Information Management, Chief of the
Air Staff
National Defence
July 18, 2001

Horn, Lieutenant-Colonel Bernd
CFB Petawawa
June 25-27, 2002

Hounsell, Master Corporal Scott
Canadian Forces School of Electrical and Mechanical
Engineering, CFB Borden
June 25-27, 2002

Huebert, Dr. Rob
Professor, Dept. of Political Science
University of Calgary
March 8, 2005

Hunter, The Honorable Duncan
Ranking Member, Subcommittee on Military
Procurement (Republican – California)
U.S. House Armed Services Committee
February 6, 2002

Hynes, Major A.G.
Air Reserve Coordinator (East)
1 Canadian Air Division Headquarters
February 1, 2005

APPENDIX II

Who the Committee Heard From

Iatonna, Mr. Mario
Municipal Engineer
City of Windsor
December 1, 2004

Inkster, Mr. Norman
President, KPMG Investigation and Security Inc.
Former Commissioner, RCMP
October 1, 2001

Irwin, Brigadier-General S.M.
Chief Executive Officer of the Canadian
Forces Housing Agency
National Defence
June 6, 2005

Jackson, Major David
J3
CFB Kingston
May 7-9, 2002

Janelle, Private Pascal
CFB Kingston
May 7-9, 2002

Jean, Mr. Daniel
Assistant Deputy Minister, Policy and Program
Development, Department of Citizenship and
Immigration Canada
March 17, 2003

Jeffery, Lieutenant General (ret'd) Mike
June 27, 2005

Jestin, Colonel Ryan
Commander, C.F.B. Galetown
3 Area Support Group
National Defence
January 31, 2005

Johns, Fred
General Manager, Logistics and Processing Strategies
Canada Post
August 15, 2002

Johnson, Captain Wayne
J7, CFB Kingston
May 7-9, 2002

Idzenga, Major Ray
Commanding Officer, Gulf Squadron
CFB Kingston
May 7-9, 2002

Innis, Captain Quentin
Instructor, Canadian Parachute Centre
8 Wing Trenton
June 25-27, 2002

Issacs, Sergeant Tony
Search and Rescue Technician
Maritime Forces Atlantic
January 22-24, 2002

Jackson, Ms. Gaynor
Manager, Military Family Support Centre, Maritime
Forces Pacific
November 18-22, 2001

Jarvis, Vice-Admiral Greg
Assistant Deputy Minister (Human Resources Military)
February 21, 2005

Jeffery, Lieutenant General M.K.
Chief of the Land Staff
Department of National Defence
December 3, 2001 / August 14, 2002

Jenkins, Wilma
Director, Immigration Services
Citizenship and Immigration Canada
June 24, 2002

Job, Mr. Brian
Chair, Institute of International Relations
University of British Columbia
March 1, 2005

Johnson, Captain Don
President
Air Canada Pilots Association
November 4, 2002

Johnston, Rear-Admiral (Ret'd) Bruce
As an individual
April 28, 2003

Wounded: Canada's Military and the Legacy of Neglect

Johnston, Chief Cal
Chief of Police
City of Regina
January 27, 2003

Jolicoeur, Mr. Alain
President, Department of Public Safety and Emergency
Preparedness Canada
Canada Border Services Agency
February 23, 2004, April 11, 2005

Jurkowski, Brigadier-General (ret'd) David
Former Chief of Staff, Joint Operations
Department of National Defence
October 1, 2001

Kavanagh, Paul
Regional Director, Security and Emergency Planning
Transport Canada
June 24, 2002

Keating, Dr. Tom
Professor, Department of Political Science
University of Alberta
March 7, 2005

Kelly, Mr. James C.
As an individual
May 26, 2003

Kelly, Lieutenant Colonel W.J.
Force Planning and Program Coordination, Vice Chief
of the Defence Staff, National Defence
July 18, 2001

Kennedy, Mr. Paul
Senior Assistant Deputy Solicitor General, Solicitor
General of Canada
January 28, 2002, February 24, 2003

Keyes, Mr. Bob
Senior Vice-President, International
Canadian Chamber of Commerce
December 1, 2004

Kiloh, Insp. D.W. (Doug)
Major Case Manager, RCMP
November 18-22, 2001

Johnston, Mr. Kimber
Director General, Strategic Policy
Public Safety and Emergency
Preparedness Canada
February 15, 2005

Joncas, Chief Petty Officer First Class Serge
Maritime Command Chief Petty Officer, National
Defence
December 3, 2001

Kasurak, Mr. Peter
Principal
Office of the Auditor General of Canada
December 10, 2001, December 6, 2004

Keane, Mr. John
Deputy Assistant Secretary, Bureau of Western
Hemisphere Affairs
U.S. Department of State
February 06, 2002

Kee, Mr. Graham
Chief Security Officer
Vancouver Port Authority
November 18-22, 2001

Kelly, Chief Warrant Officer Michael
The Black Watch
November 5-6, 2002

Kennedy, Mr. Paul E
Senior Assistant Deputy Solicitor General, Policy
Branch, Public Safety and Emergency Preparedness
Canada
February 15, 2005

Kerr, Captain Andrew CD
The Black Watch
November 5-6, 2002

Khokhar, Mr. Jamal
Minister-Counsellor (Congressional Affairs)
Canadian Embassy (Washington)
February 04, 2002

King, Lieutenant-Colonel Colin
Commanding Officer, Royal Regina Rifles (Regina)
January 27, 2003

APPENDIX II

Who the Committee Heard From

King, Vice-Admiral (Ret'd) James
As an individual
May 12, 2003

Kloster, Mr. Deryl
Emergency Response Department
City of Edmonton
January 28, 2003

Koch, Major Pat
J5, CFB Kingston
May 7-9, 2002

Knapp, Corporal Raymond
CFB Borden Technical Services
June 25-27, 2002

Krause, Lieutenant Colonel Wayne
423 Maritime Helicopter Squadron
12 Wing Shearwater
January 22-24, 2002

Kubeck, Commander Kimberley
Naval Control of Shipping Intelligence, Department of
National Defence
September 25, 2003

Kurzynski, Major Perry
Search and Rescue Operations Centre
Maritime Forces Atlantic
January 22-24, 2002

Lachance, Mr. Sylvain
A/Director General, Fleet
Canadian Coast Guard
February 17, 2003

Lacroix, Colonel Roch
Chief of Staff, Land Force Atlantic Area
National Defence
May 6, 2005

LaFrance, Mr. Albert
Director, Northern New Brunswick District
Canada Customs and Revenue Agency
January 22-24, 2002

King, Vice-Admiral (Ret'd) Jim
Vice-President, Atlantic
CFN Consultants
May 5, 2005

Kobolak, Mr. Tom
Senior Program Officer, Contraband and Intelligence
Canada Customs and Revenue Agency
April 7, 2003

Koop, Mr. Rudy
Research Adviser, Canadian Section
International Joint Commission
March 29, 2004

Kneale, Mr. John
Executive Coordinator, Task Force on
Enhanced Representation in the U.S
Foreign Affairs Canada
April 11, 2005

Krueger, Master Corporal
8 Air Maintenance Squadron
8 Wing Trenton
June 25-27, 2002

Kummel, Colonel Steff J.
Wing Commander, 17 Wing Winnipeg
National Defence
March 10, 2005

Kwasnicki, Corporal Anita
CFB Kingston
May 7-9, 2002

Lacroix, Colonel Jocelyn P.P.J.
Commander, 5th Canadian Mechanized Brigade Group, CFB
Valcartier
September 24, 2003

Laflamme, Mr. Art
Senior Representative
Air Line Pilots Association, International
August 14, 2002

Lafrenière, Major Luc
Commander, Headquarters and Signal Squadron
CFB Valcartier
September 24, 2003

Wounded: Canada's Military and the Legacy of Neglect

Laing, Captain (Navy) Kevin
Director, Maritime Strategy, Chief of Maritime Staff,
National Defence
July 18, 2001

Lalonde, Major John
Air Reserve Coordinator (Western Area)
National Defence
March 8, 2005

Landry, LCol (Ret'd) Rémi
International Security Study and Research Group
University of Montreal
June 2, 2005

Langelier, Mr. André
Director, Emergency and Protective Services, City of
Gatineau
February 3, 2003

Laroche, Colonel J.R.M.G.
National Defence
May 2, 2005

Last, Colonel David
Registrar
Royal Military College of Canada
November 29, 2004

LeBoldus, Mr. Mick
Chief Representative at the NATO Flight Training
Centre
Bombardier Aerospace
March 9, 2005

Lefebvre, Denis
Assistant Commissioner, Customs Branch
Canada Customs and Revenue Agency
May 6, 2004, February 10, 2003

Legault, Mr. Albert
Université du Québec à Montréal (UQAM)
February 21, 2005

Lenton, Assistant Commissioner W.A. (Bill)
RCMP
January 28, 2002, June 9, 2003

Lait, Commander K.B.
Commander, Directorate of Quality of Life,
DQOL 3 - Accommodation Policy Team Leader, National
Defence
June 6, 2005

Landry, Chief Warrant Officer André
1st Battalion, 22nd Royal Regiment
CFB Valcartier
September 24, 2003

Landry, Inspector Sam
Officer in Charge, Toronto Airport Detachment
RCMP
June 24, 2002

Laprade, CWO Daniel
Headquarters and Signal Squadron
CFB Valcartier
September 24, 2003

Larrabee, Mr. Bryan
Emergency Social Services Coordinator, Board of
Parks and Recreation, City of Vancouver
January 30, 2003

Leblanc, Ms. Annie
Acting Director, Technology and Lawful Access
Division, Solicitor General of Canada
July 19, 2001

Lefebvre, Mr. Denis
Executive Vice-President
Canada Border Services Agency
February 7, 2005

Lefebvre, Mr. Paul
President, Local Lodge 2323
International Association of Machinists and Aerospace
Workers
August 15, 2002

Leighton, Lieutenant-Commander John
J1
CFB Kingston
May 7-9, 2002

Leonard, Lieutenant-Colonel S.P.
Royal Newfoundland Regiment
(1st Battalion)
February 2, 2005

APPENDIX II

Who the Committee Heard From

LePine, Mr. Peter
Inspector, Halifax Detachment
RCMP
September 23, 2003

Leslie, Major-General Andrew
Canadian Forces
November 29, 2004

Lester, Mr. Michael
Executive Director, Emergency Measures Organization
Nova Scotia Public Safety Anti-Terrorism Senior
Officials Committee
September 23, 2003

Lichtenwald, Chief Jack
Regina Fire Department
City of Regina
January 27, 2003

Loeppky, Deputy Commissioner Garry
Operations
RCMP
October 22, 2001 / December 2, 2002

Loschiuk, Ms Wendy
Principal
Office of the Auditor General of Canada
December 6, 2004

Lucas, Major General Steve
Commander One Canadian Air Division, Canadian
NORAD Region Headquarters
November 18-22, 2001

Luloff, Ms. Janet
A/Director, Regulatory Affairs, Safety and Security
Group, Transport Canada
November 27, 2002, December 2, 2002

Lyrette, Private Steve
CFB Kingston
May 7-9, 2002

Macdonald, Lieutenant-General George
Vice Chief of the Defence Staff
Department of National Defence
January 28, 2002, May 6, 2002, August 14, 2002,
February 23, 2004

Lerhe, Commodore E.J. (Eric)
Commander, Canadian Fleet Pacific
Maritime Forces Pacific
November 18-22, 2001

Lessard, Brigadier-General J.G.M.
Commander, Land Forces Central Area
December 2, 2004

Levy, Mr. Bruce
Director, U.S. Transboundary Division
Department of Foreign Affairs and International Trade
January 28, 2002

Lilienthal, Lieutenant-Colonel Mark
Senior Staff Officer
Canadian Forces Support Training Group
CFB Borden
June 25-27, 2002

Logan, Major Mike
Deputy Administration Officer, Canadian Forces Support
Training Group
CFB Borden
June 25-27, 2002

Lucas, Brigadier-General Dwayne
Director General – Aerospace Equipment Program
Management
National Defence
June 27, 2005

Luciak, Mr. Ken
Director, Emergency Medical Services City of
Regina
January 27, 2003

Lupien, Chief Petty Officer First Class R.M.
Canadian Forces Chief Warrant Officer
Department of National Defence
December 3, 2001

Macaleese, Lieutenant-Colonel Jim
Commander
9 Wing (Gander)
February 2, 2005

Macdonald, Lieutenant-General (Ret'd) George
CFN Consultants Ottawa
June 27, 2005

Wounded: Canada's Military and the Legacy of Neglect

Mack, Rear Admiral Ian
Defence Attaché
Canadian Embassy (Washington)
February 4, 2002

MacKenzie, Major-General (Ret'd) Lewis
As an individual
May 3, 2004, December 6, 2004

MacLaughlan, Superintendent C.D. (Craig), Officer in
Charge, Support Services ``H" Division, RCMP
September 22, 2003

MacLean, Vice-Admiral Bruce
Chief of Maritime Staff
National Defence
February 14, 2005

Macnamara, Mr. W. Donald
Senior Fellow
Queen's University
November 29, 2004

MacQuarrie, Captain Don
J6
CFB Kingston
May 7-9, 2002

Magee, Mr. Andee
Dog Master
Canada Customs and Revenue Agency
May 7-9, 2002

Maillet, Acting School Chief Warrant Officer Joseph
Canadian Forces School of Communications and Electronics,
CFB Kingston
May 7-9, 2002

Maisonneuve, Major-General J.O. Michel
Assistant Deputy Chief of Defence Staff
October 22, 2001

Malec, Mr. George
Assistant Harbour master
Halifax Port Authority
January 22-24, 2002

Mandel, Mr. Stephen
Deputy Mayor and Councillor
City of Edmonton
January 28, 2003

MacKay, Major Tom
The Black Watch
November 5-6, 2002

MacIsaac, Captain (N) Roger
Base Commander, CFB Halifax
National Defence
May 6, 2005

MacLaughlan, Mr. Craig
Executive Director, Emergency
Measures Organization
Province of Nova Scotia
May 6, 2005

MacLeod, Colonel Barry W.
Commander 3 Area Support Group
CFB Gagetown
January 22-24, 2002

Macnamara, Brigadier-General (ret'd) W. Don,
President, Conference of Defence Associations
Institute
May 3, 2004

Maddison, Vice Admiral Greg
Deputy Chief of the Defence Staff
National Defence
May 5, 2002, February 14, 2005

Maher, Lieutenant Earl
4 ESR
CFB Gagetown
January 21-24, 2002

Maines, Warren
Director, Customer Service
Air Canada
June 4, 2002

Malboeuf, Corporal Barry
CFB Kingston
May 7-9, 2002

Mallory, Mr. Dan
Chief of Operations for Port of Lansdowne
Canada Customs and Revenue Agency
May 7-9, 2002

Manning, Corporal Rob
CFB Borden Technical Services
CFB Borden
June 25-27, 2002

APPENDIX II Who the Committee Heard From

Manson, General (Ret'd) Paul D.
Conference of Defence Associations (Ottawa)
June 27, 2005

Marcewicz, Lieutenant-Colonel
Base Commander, CFB Edmonton
National Defence
March 7, 2005

Martin, Ms Barbara
Director, Defence and Security Relations
Division, Foreign Affairs Canada
April 11, 2005

Mason, Lieutenant-Colonel Dave
Commanding Officer, 12 Air Maintenance Squadron, 12 Wing
Shearwater
January 22-24, 2002

Mason, Ms. Nancy
Director, Office of Canadian Affairs, Bureau of
Western Hemisphere Affairs
U.S. Department of State
February 06, 2002

Matheson, Corporal
2 Air Movement Squadron
8 Wing Trenton
June 25-27, 2002

Mattie, Chief Warrant Officer Fred
12 Air Maintenance Squadron
12 Wing Shearwater
January 22-24, 2002

Maude, Master Corporal Kelly
436 Transport Squadron
8 Wing Trenton
June 25-27, 2002

McCoy, Chief Warrant Officer Daniel
Support Unit, 430th Helicopters Squadron
CFB Valcartier
September 24, 2003

McDonald, Corporal Marcus
Canadian Forces Medical Services School
CFB Borden
June 25-27, 2002

Manuel, Mr. Barry
Coordinator, Emergency Measures Organization, City of
Halifax
May 6, 2005 / September 23, 2003

Marsh, Howie
Conference of Defence Associations (Ottawa)
June 27, 2005

Martin, Mr. Ronald
Emergency Planning Coordinator
City of Vancouver
January 30, 2003, March 1, 2005

Mason, Mr. Dwight
Joint Chief of Staff, U.S. Chair, Permanent Joint
Board on Defence
The Pentagon
February 06, 2002

Massicotte, Ms Olga
Regional Director General/Atlantic
Veterans Affairs Canada
January 22-24, 2002

Matte, Colonel Perry
14 Wing Commander
National Defence
May 5, 2005

Mattiussi, Mr. Ron
Director of Planning and Corporate Services
City of Kelowna
March 1, 2005

McAdam, Lieutenant-Colonel Pat
Tactics School, C.F.B. Gagetown
National Defence
January 31, 2005

McCuaig, Mr. Bruce
Assistant Deputy Minister
Policy, Planning and Standards Division
Ontario Ministry of Transportation
December 1, 2004

McIlhenny, Mr. Bill
Director for Canada and Mexico
U.S. National Security Council
February 7, 2002

Wounded: Canada's Military and the Legacy of Neglect

McInenly, Mr. Peter

Vice-President, Business Alignment
Canada Post
August 15, 2002

McKerrell, Mr. Neil

Chief, Emergency Management Ont.
Ontario Ministry of Community Safety and
Correctional Services
October 30, 2003

McKinnon, Lieutenant-Colonel DB

P.E.I. Regiment
February 1, 2005

McLellan, The Honourable Anne, P.C. M.P.

Deputy Prime Minister and Minister of Public
Safety and Emergency Preparedness
February 15, 2005 & April 11, 2005

McLeod, Mr. Dave

Lead Station Attendant
International Association of Machinists and Aerospace Workers
August 15, 2002

McNeil, Rear-Admiral Dan

Commander, Maritime Forces Atlantic
National Defence
May 6, 2005

McNeil, Commodore Daniel

Director, Force Planning and Program Coordination,
Vice Chief of the Defence Staff
Department of National Defence
July 18, 2001

Mean, Master Corporal Jorge

Canadian Forces School of Aerospace Technology and
Engineering
June 25-27, 2002

Melançon, Lieutenant-Colonel René

Infantry School
C.F.B. Gagetown
National Defence
January 31, 2005

Mercer, Mr. Wayne

Acting First Vice-President, Nova Scotia District Branch,
(CEUDA)
January 22-24, 2002

McKeage, Mr. Michael

Director of Operations, Emergency Medical Care
Halifax Regional Municipality
September 23, 2003

McKinnon, Chief David P.

Chief of Police
Halifax Regional Police Force
January 22-24, 2002

McLean, Corporal

Wing Operations
8 Wing Trenton
June 25-27, 2002

McLellan, Mr. George

Chief Administrative Officer
Halifax Regional Municipality
September 23, 2003

McManus, Lieutenant-Colonel J.J. (John),

Commanding Officer, 443 (MH) Squadron,
Maritime Air Force Command Pacific
November 18-22, 2001

McNeil, Commodore Daniel

Vice Chief of the Defence Staff Department of
National Defence
July 18, 2001

McRoberts, Mr. Hugh

Assistant Auditor General
Office of the Auditor General of Canada
December 6, 2004

Meisner, Mr. Tim

Director, Policy and Legislation, Marine Programs
Directorate
Canadian Coast Guard
February 17, 2003, April 7, 2003

Melis, Ms. Caroline

Director, Program Development,
Department of Citizenship and Immigration Canada
March 17, 2003

Merpaw, Ms. Diane

Acting Deputy Director, Policy Development and
Coordination
Citizenship and Immigration Canada
April 7, 2003

APPENDIX II

Who the Committee Heard From

Michaud, Mr. Jean-Yves, Deputy Director,
Administrative Support Directorate, City of Montreal
September 26, 2003

Miller, Lieutenant-Colonel
Commander,
10th Field Artillery Regiment, RCA
National Defence
March 9, 2005

Milner, Dr. Marc
Director, Military and Strategic Studies
Program
University of New Brunswick
January 31, 2005

Mitchell, Mr. Barry
Director, Nova Scotia District
Canada Customs and Revenue Agency
January 22-24, 2002

Mogan, Mr. Darragh
Director General, Program and Service Policy
Division, Veterans Services
Veterans Affairs Canada
January 22-24, 2002

Morris, Ms. Linda
Director, Public Affairs
Vancouver Port Authority
November 18-22, 2001

Moutillet, Lieutenant-Commander Mireille
Senior Staff Officer Policy
National Defence
September 25, 2003

Mundy, Lieutenant-Commander Phil
Executive Officer
H.M.C.S. Queen Charlotte
February 1, 2005

Munroe, Ms. Cathy
Regional Director of Customs for Northern Ontario
Canada Customs and Revenue Agency
May 7-9, 2002

Murray, Ms. Anne C.
Vice President, Community and Environmental
Affairs, Vancouver International Airport Authority
November 18-22, 2001

Middlemiss, Professor Danford W.
Department of Political Science
Dalhousie University
May 12, 2003, May 5, 2005

Miller, Mr. Frank
Senior Director, President's Adviser on Military
Matters
U.S. National Security Council
February 7, 2002

Minto, Mr. Shahid
Assistant Auditor General
Office of the Auditor General of Canada
December 10, 2001

Mitchell, Brigadier General Greg
Commander
Land Forces Atlantic Area
January 22-24, 2002

Morency, André
Regional Director General, Ontario Region,
Transport Canada
June 24, 2002

Morton, Dr. Desmond
Professor
University of McGill
November 15, 2004

Mulder, Mr. Nick
President, Mulder Management Associates
June 9, 2003

Munger, Chief Warrant Officer JER
Office of Land Force Command
Department of National Defence
December 03, 2001

Murphy, Captain (N) R.D. (Dan)
Deputy Commander, Canadian Fleet Pacific
Maritime Forces Pacific
November 18-22, 2001

Murray, Major James
Commandant, Canadian Forces Fire Academy
CFB Borden
June 25-27, 2002

Wounded: Canada's Military and the Legacy of Neglect

Murray, Admiral (Ret'd) Larry
Deputy Minister
Veterans Affairs Canada
January 22-24, 2002

Narayan, Mr. Francis
Detector Dog Service
Canada Customs and Revenue Agency
November 18-22, 2001

Neumann, Ms. Susanne M.
Compliance Verification Officer
Customs – Compliance Mgt. Division
Canada Customs and Revenue Agency
November 18-22, 2001

Newberry, Mr. Robert J.
Principal Director, Territorial Security
The Pentagon
February 06, 2002

Niedtner, Inspector Al
Vancouver Police, Emergency Operations and
Planning Sector
City of Vancouver
January 30, 2003

Noël, Chief Warrant Officer Donald
5th Field Ambulance
CFB Valcartier
September 24, 2003

Norman, Mr. Mark
President of Daimler-Chrysler and Chair of the Infrastructure
Committee
Canadian Automotive Partnership Council
December 1, 2004

Normoyle, Ms. Debra
Head, Immigration Enforcement
Canada Border Services Agency
February 23, 2004

Nymark, Ms. Christine
Associate Assistant Deputy Minister
Transport Canada
January 28, 2002

Mushanski, Lieutenant Commander Linda
Commanding Officer
HMCS *Queen* (Regina)
January 27, 2003

Nelligan, Mr. John Patrick
Senior Partner, Law Firm of Nelligan O'Brien Payne
LLP, Ottawa
December 2, 2002

Neville, Lieutenant-Colonel Shirley
Wing Administration Officer, Acting Wing
Commander, 17 Wing
17 Wing Winnipeg
November 18-22, 2001

Newton, Captain John F.
Senior Staff Officer, Operations
Maritime Forces Atlantic
January 22-24, 2002

Nikolic, Mr. Darko
District Director, St. Lawrence District
Canada Customs and Revenue Agency
May 7-9, 2002

Nordick, Brigadier-General Glenn
Deputy Commander, Land Force Doctrine and Training
Systems, CFB Kingston
May 7-9, 2002

Normoyle, Ms. Debra
Director General, Enforcement Branch
Department of Citizenship and Immigration Canada
April 7, 2003

Nossal, Dr. Kim Richard
Professor and Head, Political Studies
Department
Queen's University
November 29, 2004

O'Bright, Mr. Gary
Director General, Operations
Office of Critical Infrastructure Protection and
Emergency Preparedness
July 19, 2001, October 20, 2003

APPENDIX II

Who the Committee Heard From

O'Donnell, Mr. Patrick
President
Canadian Defence Industries Association
November 22, 2004

O'Shea, Mr. Kevin
Director, U.S. General Relations Division, Department
of Foreign Affairs and International Trade
January 28, 2002

Orr, Major Ken
Senior Staff Officer, Attraction Canadian Forces Recruiting
Group
CFB Borden
June 25-27, 2002

Ouellet, Chief Warrant Officer J.S.M.
5th Canadian Mechanized Brigade Group
CFB Valcartier
September 24, 2003

Ouellette, Lieutenant-Colonel Bernard
Commander, 2nd Battalion, 22nd Royal Regiment,
CFB Valcartier
September 24, 2003

Parks, Lieutenant-Commander Mike
Directorate of Army Training 5-4
CFB Kingston
May 7-9, 2002

Pasel, Mr. William
Emergency Measures Coordinator, Hamilton
Emergency Services Department, City of Hamilton
March 31, 2003

Paulson, Captain (N) Gary
Commanding Officer of HMCS Algonquin
Maritime Forces Pacific
November 18-22, 2001

Pearson, Lieutenant Colonel Michael
Commandant of Infantry School SAT
CFB Gagetown
January 22-24, 2002

Pelletier, France
Legislative and Regulatory Affairs, Airline Division
Canadian Union of Public Employees
November 25, 2002

O'Hanlon, Mr. Michael
Senior Fellow, Foreign Policy Studies
The Brookings Institution
February 5, 2002

Olchowicki, Private Chrissian
CFB Kingston
May 7-9, 2002

Ortiz, The Honorable Solomon P.
Ranking Member, Subcommittee on Military
Readiness (Democrat – Texas)
U.S. House Armed Services Committee
February 06, 2002

Ouellet, Major Michel
Acting Commanding Officer, 5th Canadian Service
Battalion
CFB Valcartier
September 24, 2003

Parker, Major Geoff
Infantry
CFB Petawawa
June 25-27, 2002

Parriag, Ms Amanda
Centre for Research and Information on
Canada
December 6, 2004

Pataracchia, Lieutenant (N) John
Representing Commanding Officer, Canadian Forces
Recruiting Centre, Halifax
CFB Borden
June 25-27, 2002

Payne, Captain (N) Richard
Commanding Officer, Fleet Maintenance Facility
Cape Scott
Maritime Forces Atlantic
January 22-24, 2002

Pellerin, Colonel (Ret'd) Alain
Executive Director
Conference of Defence Associations
October 15, 2001, April 19, 2004 / June 27, 2005

Penner, Lieutenant-Colonel Doug
Commanding Officer, North Saskatchewan
Regiment (Saskatoon)
January 27, 2003

Wounded: Canada's Military and the Legacy of Neglect

Pennie, Lieutenant-General Ken
Chief of Air Staff
National Defence
February 7, 2005

Pentland, Mr. Charles
Political Studies, Centre for International
Relations, Queen's University
November 29, 2004

Peters, Colonel William
Director, Land Strategic Planning, Chief of the Land
Staff
National Defence
July 18, 2001

Pettigrew, Master Corporal Robert
Canadian Forces School of Administration and Logistics, CFB
Borden
June 25-27, 2002

Pichette, Mr. Pierre Paul, Deputy Director,
Operational Management Department, Montreal Police
Service, City of Montreal
September 26, 2003

Pigeon, Mr. Jacques
Senior General Counsel and Head, Department of
Justice, Legal Services
Transport Canada
December 2, 2002

Pile, Commodore Ty
Commander, Canadian Fleet Atlantic
National Defence
May 6, 2005

Pilgrim, Superintendent J. Wayne
Officer in Charge, National Security Investigations
Branch, Criminal Intelligence Directorate, RCMP
July 19, 2001

Pilon, Mr. Marc
Senior Policy Analyst, Security Policy Division, National
Security Directorate
Office of the Solicitor General
February 24, 2003

Plante, Master Corporal
8 Air Maintenance Squadron
8 Wing Trenton
June 25-27, 2002

Pennie, Lieutenant-General (Ret'd) Ken
CFN Consultants Ottawa
June 27, 2005

Pentney, Mr. Bill
Assistant Deputy Attorney General
Department of Justice Canada
February 15, 2005

Petras, Major-General H.M.
Chief, Reserves and Cadets
National Defence
June 6, 2005

Pharand, M. Pierre
Director, Airport Security
Montréal Airports
November 5-6, 2001

Pichette, Mr. Pierre-Paul
Assistant Director, Montreal Urban Community
Police Department
November 5-6, 2001

Pigeon, Mr. Jean François
Acting Director, Security
Montréal Airports
November 5-6, 2001

Pile, Captain (N) T.H.W. (Tyron)
Commander, Maritime Operations Group Four,
Maritime Forces Pacific
November 18-22, 2001

Pinsent, Major John
Canadian Parachute Centre, 8 Wing Trenton
June 25-27, 2002

Pitman, Mr. B.R. (Brian)
Sergeant, Waterfront Joint Forces Operation,
Vancouver
Royal Canadian Mounted Police
November 18-22, 2001

Poirier, Mr. Paul
Director, Intelligence and Contraband Division
Northern Ontario Region
Canada Customs and Revenue Agency
May 7-9, 2002

APPENDIX II

Who the Committee Heard From

Polson, Captain (N) Gary
Commanding Officer
HMCS Algonquin
Maritime Forces Pacific
November 18-22, 2001

Potvin, Corporal
8 Air Maintenance Squadron
8 Wing Trenton
June 25-27, 2002

Preece, Captain (N) Christian
Maritime Forces Atlantic
January 22-24, 2002

Primeau, M. Pierre
Investigator
Organized Crime Task Force – RCMP
November 5-6, 2001

Purdy, Ms. Margaret
Associate Deputy Minister
Department of National Defence
August 14, 2002

Quick, Mr. Dave
Co-ordinator, Emergency Planning
City of Regina
January 27, 2003

Raimkulov, M.P., Mr. Asan
Kyrgyz Republic
May 12, 2003

Rapanos, Mr. Steve
Chief, Emergency Medical Services
City of Edmonton
January 28, 2003

Read, Mr. John A.
Director General, Transport Dangerous Goods,
Transport Canada
February 25, 2004

Reed, The Honorable Jack
Chair (Democrat – Rhode Island), U.S. Senate Armed
Services Committee
February 05, 2002

Poulin, Corporal Mario
Canadian Forces Military Police Academy
CFB Borden
June 25-27, 2002

Préfontaine, Colonel Marc
Comd 34 Brigade Group Executive
The Black Watch
November 5-6, 2002

Proulx, Asst. Commissioner Richard
Criminal Intelligence Directorate
RCMP
October 22, 2001

Puxley, Ms Evelyn
Director, International Crime and Terrorism
Division, Foreign Affairs Canada
April 11, 2005

Quinlan, Grant
Security Inspector
Transport Canada
June 24, 2002

Randall, Dr. Stephen J.
Dean, Faculty of Social Sciences
University of Calgary
March 8, 2005

Rathwell, Mr. Jacques
Manager, Emergency and Protective Services, City
of Gatineau
February 3, 2003

Reaume, Mr. Al, Assistant Chief of Fire and Rescue
Services, Fire Department, City of Windsor
February 27, 2003

Regehr, Mr. Ernie
Executive Director
Project Ploughshares
March 21, 2005

Wounded: Canada's Military and the Legacy of Neglect

Reid, Chief Warrant Officer Clifford
Canadian Forces Fire Academy
CFB Borden
June 25-27, 2002

Reid, Warrant Officer Jim
Air Defence Missile
CFB Petawawa
June 25-27, 2002

Richard, CWO Stéphane
5th Canadian Service Battalion
CFB Valcartier
September 24, 2003

Richter, Dr. Andrew
Assistant Professor, International Relations and
Strategic Studies
University of Windsor
December 1, 2004

Rivest, Master Corporal Dan
Canadian Forces School of Aerospace Technology and
Engineering, CFB Borden
June 25-27, 2002

Robertson, Mr. John
Chief Building Inspector
City of Vancouver
January 30, 2003

Rochette, Colonel J.G.C.Y.
Director General Compensation and
Benefits
National Defence
June 6, 2005

Rose, Mr. Frank
International Security Policy
The Pentagon
February 6, 2002

Ross, Mr. Dan
Assistant Deputy Minister (Information Management), National
Defence
February 14, 2005

Ross, Master Warrant Officer Marc-André, 58th Air
Defence Battery
CFB Valcartier
September 24, 2003

Reid, Lieutenant Colonel Gord
Commandant, Canadian Forces Air Navigation
School (CFANS)
17 Wing Winnipeg
November 18-22, 2001

Renahan, Captain Chris
Armour
CFB Petawawa
June 25-27, 2002

Richmond, Mr. Craig
Vice President, Airport Operations
Vancouver International Airport
November 18-22, 2001

Riffou, Lieutenant-Colonel François
Commander, 1st Battalion, 22nd Royal Regiment,
CFB Valcartier
September 24, 2003

Robertson, Rear-Admiral Drew W.
Director General, International Security Policy
Department of National Defence
February 23, 2004, April 11, 2005

Robinson, Second Lieutenant. Chase
The Black Watch
November 5-6, 2001

Romses, Brigadier-General R.R.
Commander
Land Forces Atlantic Area
National Defence
January 31, 2005

Ross, Major-General H. Cameron
Director General, International Security Policy,
National Defence
January 28, 2002

Ross, Dr. Douglas
Professor, Faculty of Political Science
Simon Fraser University
March 1, 2005

Rossell, Inspector Dave
Inspector in charge of Operations-Support Services,
Windsor Police Services City of Windsor
February 27, 2003

APPENDIX II

Who the Committee Heard From

Rostis, Mr. Adam
Federal/Provincial/Municipal Liaison Officer
Province of Nova Scotia
May 6, 2005

Rudner, Dr. Martin
Director, Centre for Security and Defence Studies,
Carleton University
June 3, 2004 / December 13, 2004

Rurak, Ms. Angela
Customs Inspector
Canada Customs and Revenue Agency
May 7-9, 2002

Rutherford, Master Corporal Denis
Canadian Forces Fire Academy
CFB Borden
June 25-27, 2002

Salesses, Lieutenant Colonel Bob
Logistics Directorate for Homeland Security, The
Pentagon
February 6, 2002

Samson, Brigadier-General P.M.
Director General, Intelligence
National Defence
October 22, 2001

Saunders, Corporal Cora
16 Wing
CFB Borden
June 25-27, 2002

Savard, Lieutenant-Colonel Danielle
Commander, 5th Field Ambulance
CFB Valcartier
September 24, 2003

Scofield, Mr. Bruce
Director, Refugees Branch
Department of Citizenship and Immigration Canada
March 17, 2003

Scott, Captain John
Canadian Parachute Centre
8 Wing Trenton
June 25-27, 2002

Shadwick, Mr. Martin
Research Associate, Centre for International and Security
Studies, York University
December 2, 2004

Rousseau, Colonel Christian
Commanding Officer, 5th Area Support Group
National Defence
June 1, 2005

Rumsfeld, The Honorable Donald
U.S. Secretary of Defense
February 06, 2002

Russell, Mr. Robert A., Assistant Commissioner,
Atlantic Region, Canada Customs and Revenue
Agency
September 22, 2003

Rutherford, Lieutenant-Colonel Paul
Commander, 73 Communication Group
National Defence
March 9, 2005

Samson, Chief Warrant Officer Camil
2nd Battalion, 22nd Royal Regiment
CFB Valcartier
September 24, 2003

Sanderson, Mr. Chuck
Executive Director, Emergency Measures Organization,
Province of Manitoba
March 10, 2005

Saunders, Captain Kimberly
Disaster Assistance Response Team
CFB Kingston
May 7-9, 2002

Schmick, Major Grant
Commanding Officer, Canadian Forces Recruiting Centre,
CFB Borden
June 25-27, 2002

Scott, Dr. Jeff
Provincial Medical Officer of Health
Halifax Regional Municipality
September 23, 2003

Sensenbrenner, Jr., The Honorable F. James, Chair
(Republican – Wisconsin)
U.S. House Judiciary Committee
February 07, 2002

Shapardanov, Mr. Chris
Counsellor, Political
Canadian Embassy (Washington)
February 04, 2002

Wounded: Canada's Military and the Legacy of Neglect

Sharapov, M.P., Mr. Zakir
Kyrgyz Republic
May 12, 2003

Sheridan, Norman
Director, Customs Passenger Programs
Canada Customs and Revenue Agency
June 24, 2002

Simmons, Mr. Robert
Deputy Director, Office of European Security and
Political Affairs
U.S. Department of State
February 6, 2002

Sinclair, Ms. Jill
Acting Assistant Deputy Minister, Global Security
Policy, Department of Foreign Affairs and
International Trade
January 28, 2002 / August 14, 2002

Skelton, The Honorable Ike
Ranking Member (Democrat Missouri), U.S. House
Armed Services Committee
February 6, 2002

Skidmore, Colonel Mark
Commander, 2 Canadian Mechanized Brigade Group, CFB
Petawawa
June 25-27, 2002

Smith, Corporal
Canadian Postal Unit
8 Wing Trenton
June 25-27, 2002

Smith, Mr. Bob
Deputy Chief, Vancouver Fire and Rescue Services,
City of Vancouver
January 30, 2003

Smith, Mr. Doug
Engineering Department
City of Vancouver
January 30, 2003

Snow, Master Corporal Joanne
Canadian Forces School of Administration and Logistics, CFB
Borden
June 25-27, 2002

Sheehy, Captain Matt
Chairman, Security Committee
Air Canada Pilots Association
November 4, 2002

Sigouin, Mr. Michel
Regional Director, Alberta, Office of Critical
Infrastructure Protection and Emergency
Preparedness
October 27, 2003

Sinclair, Ms. Jill
Director General, International Security Bureau,
Department of Foreign Affairs and International
Trade
March 17, 2003

Sirois, Lieutenant-Colonel Sylvain
Commander, 5th Combat Engineer Regiment, CFB
Valcartier
September 24, 2003

Skidd, Officer Cadet. Alden
The Black Watch
November 5-6, 2002

Slater, Ms. Scenery C.
District Program Officer
Metro Vancouver District
Canada Customs and Revenue Agency
November 18-22, 2001

Smith, Captain (N) Andy
Commanding Officer, Fleet Maintenance
Facility, National Defence
May 6, 2005

Smith, Mr. Bill
Chief Superintendent
Royal Canadian Mounted Police
February 3, 2005

Smith, Master Corporal Terry
436 Transport Squadron
8 Wing Trenton
June 25-27, 2002

Sokolsky, Dr. Joel
Dean of Arts and Professor of Political Science, Royal
Military College of Canada
November 22, 2004

APPENDIX II

Who the Committee Heard From

Spraggett, Ernest
Director, Commercial Operations
Canada Customs and Revenue Agency
June 24, 2002

Stairs, Dr. Denis
Professor, Department of Political Science
Dalhousie University
May 5, 2005

Stark, Lieutenant-Commander Gary
Commanding Officer, HMCS Whitehorse, Maritime
Forces Pacific
November 18-22, 2001

Stevens, Pipe-Major Cameron
The Black Watch
November 5-6, 2002

Stewart, Mr. James
Civilian Human Resources
Maritime Forces Atlantic
January 22-24, 2002

Stiff, Mr. Bob
General Manager, Corporate Security
Canada Post
August 15, 2002

St. John, Dr. Ron
Executive Director, Centre for Emergency
Preparedness and Response Health Canada
February 10, 2003

St-Pierre, M. Jacquelin
Commanding Officer, Post 5, Montreal Urban
Community Police Department
November 5-6, 2001

Sullivan, Colonel C.S.
Wing Commander, 4 Wing Cold Lake
National Defence
March 7, 2005

Summers, Rear-Admiral (Ret'd) Ken
Naval Officers Association of Vancouver
Island
February 28, 2005 / June 27, 2005

Stacey, Corporal Derrick
CFB Borden Administration Services
CFB Borden
June 25-27, 2002

Starck, Mr. Richard
Senior Counsel, Quebec Regional Office,
Department of Justice
November 5-6, 2001

St-Cyr, Lieutenant-Colonel Pierre
Commander, Support Unit, 430th Helicopters
Squadron, CFB Valcartier
September 24, 2003

Stewart, Warrant Officer Barton
Canadian Forces School of Communications and Electronics,
CFB Kingston
May 7-9, 2002

Stewart, Chief William
Fire Chief and General Manager, Toronto Fire
Services, City of Toronto
October 30, 2003

St. John, Mr. Peter
Professor (retired), International Relations,
University of Manitoba
November 25, 2002

Stone, Master Corporal
Canadian Parachute Centre
8 Wing Trenton
June 25-27, 2002

Stump, The Honorable Bob
Chair (Republican – Arizona)
U.S. House Armed Services Committee
February 6, 2002

Sully, Mr. Ron
Assistant Deputy Minister, Programs and
Divestiture, Transport Canada
February 7, 2005

Szczerbaniwicz, LCol Gary
Commanding Officer, 407 Squadron
Maritime Air Force Command Pacific
November 18-22, 2001

Wounded: Canada's Military and the Legacy of Neglect

Tailon, Mr. Paul

Director, Review and Military Liaison
Office of the Communications Security
Establishment Commissioner
June 2, 2005

Tarrant, Lieutenant-Colonel Tom

Deputy Director of Army Training
CFB Kingston
May 7-9, 2002

Taylor, The Honorable Gene

Subcommittee on Military Procurement U.S. House
Armed Services Committee February 6, 2002

Taylor, The Honourable Trevor

Minister of Fisheries and Aquaculture
and Minister Responsible for Labrador
Government of Newfoundland and
Labrador
February 3, 2005

Thibault, Master Corporal Christian

Gulf Squadron
CFB Kingston
May 7-9, 2002

Thomas, Mr. John F.

Partner
BMB Consulting
June 9, 2003

Tracy, Ms Maureen

Acting Head, Customs Contraband, Intelligence and
Investigations, Enforcement Branch, Canada Border Services
Agency
February 7, 2005

Tremblay, Colonel Alain

Commander, Canadian Forces Recruiting Group, CFB Borden
June 25-27, 2002

Tremblay, Captain (N) Viateur

Deputy Commander, Naval Reserve
Department of National Defence
September 25, 2003

Trottier, Lieutenant-Colonel Ron (Res)

Windsor Regiment
December 1, 2004

Tait, Mr. Glen

Chief, Saint John Fire Department, City of Saint
John
March 31, 2003

Tattersall, Lieutenant-Commander John

Directorate of Army Training 3
CFB Kingston
May 7-9, 2002

Taylor, Mr. Robert

Inspector
Vancouver Police Department
November 18-22, 2001

Theilmann, Mr. Mike

Acting Director, Counter-Terrorism Division,
Solicitor General Canada
July 19, 2001

Thomas, Vice-Admiral (Ret'd) Charles

As an individual
March 1, 2005

Thompson, Ms Susan

Former Mayor of the City of Winnipeg
As an individual
March 10, 2005

Tracy, Ms. Maureen

Director, Policy and Operations Division
Canada Customs and Revenue Agency
April 7, 2003

Tremblay, Lieutenant-Colonel Eric

Commander, 5th Canadian Light Artillery Regiment,
CFB Valcartier
September 24, 2003

Trim, Corporal

8 Air Maintenance Squadron, 8 Wing Trenton
June 25-27, 2002

Tulenko, Mr. Timothy

Political-Military Officer, Canadian Affairs, U.S.
Department of State
February 06, 2002

APPENDIX II

Who the Committee Heard From

Ur, Corporal Melanie
16 Wing, CFB Borden
June 25-27, 2002

Villiger, Lieutenant-Colonel F.L.
Calgary Highlanders
National Defence
March 8, 2005

Wamback, Lieutenant-Commander A.
Commanding Officer, HMCS Windsor
Maritime Forces Atlantic
January 22-24, 2002

Ward, Officer Cadet. Declan
Student
McGill University
November 5-6, 2002

Ward, Master Corporal
Wing Operations
8 Wing Trenton
June 25-27, 2002

Wark, Professor Wesley K.
Associate Professor in the Department of History,
Trinity College
University of Toronto
October 1, 2001 / May 5, 2003 / June 27, 2005

Warren, Mr. Earle
Director General, Major Projects Design and Development
Directorate, Customs Branch
Canada Customs and Revenue Agency
February 10, 2003

Watts, Chief Warrant Officer Ernest
3 Area Support Group
CFB Gagetown
January 22-24, 2002

Weldon, The Honorable Curt
Chair, Subcommittee on Military Procurement
(Republican – Pennsylvania)
U.S. House Armed Services Committee
February 06, 2002

Werny, Colonel W.S.
Commanding Officer, Aerospace Engineering
Test Establishment
National Defence
March 7, 2005

Verga, Mr. Peter F.
Special Assistant for Homeland Security, The
Pentagon
February 06, 2002

Wainwright, Lieutenant-Colonel J.E.
Commander, 16/17 Field Ambulance
National Defence
March 9, 2005

Ward, Master Corporal Danny
Canadian Forces School of Aerospace Technology and
Engineering, CFB Borden
June 25-27, 2002

Ward, Colonel Mike J.
Commander Combat Training Centre
CFB Gagetown
January 22-24, 2002

Wareham, Corporal
8 Air Maintenance Squadron
8 Wing Trenton
June 25-27, 2002

Warner, The Honorable John
Ranking Member, U.S. Senate Armed Services
Committee
February 05, 2002

Watt, Major John
Commanding Officer, Bravo Squadron
CFB Kingston
May 7-9, 2002

Weighill, Mr. Clive
Deputy Chief of Police
City of Regina
January 27, 2003

Wells, Corporal Corwin
CFB Kingston
May 7-9, 2002

Westwood, Commodore Roger
Director General – Maritime Equipment Program
Management
National Defence
June 27, 2005

Wounded: Canada's Military and the Legacy of Neglect

Whalen, Private Clayton
CFB Kingston
May 7-9, 2002

White, Lieutenant (N) Troy
J2
CFB Kingston
May 7-9, 2002

Williams, Mr. Alan
Assistant Deputy Minister (Material)
National Defence
November 1, 2004

Williams, Col. Richard
Director, Western Hemisphere Policy
Department of National Defence
May 6, 2002, March 17, 2003

Wilson, Mr. Larry
Regional Director, Maritimes
Canadian Coast Guard
September 22, 2003

Wingert, Colonel Douglas
Director Land Equipment Program Staff
National Defence
June 27, 2005

Wolsey, Chief Randy
Fire Rescue Services, Emergency Response
Department
City of Edmonton
January 28, 2003

Woods, Corporal Connor
Canadian Forces Medical Services School
CFB Borden
June 25-27, 2002

Wright, Robert
Commissioner
Canada Customs and Revenue Agency
May 6, 2002

Wynnyk, Colonel P.F.
Area Support Unit Commander
National Defence
March 7, 2005

Whitburn, Lieutenant Colonel Tom
Squadron 435
17 Wing Winnipeg
November 18-22, 2001

Wicks, Major Brian
Commander, 103 Search and Rescue Squadron
(Gander)
February 2, 2005

Williams, Captain (N) Kelly
Former Commanding Officer, HMCS *Winnipeg*,
National Defence
September 22, 2003

Wilmink, Mr. Chuck
Consultant
November 4, 2004

Wing, Mr. Michael
National President, Union of Canadian
Transportation Employees
September 22, 2003

Winn, Mr. Conrad
President and CEO
COMPASS
December 2, 2004

Woodburn, Commander William
Submarine Division
Maritime Forces Atlantic
January 22-24, 2002

Wright, Mr. James R.
Assistant Deputy Minister, Global and Security
Policy, Department of Foreign Affairs and
International Trade
February 23, 2004

Wright, Mr. James R.
Assistant Deputy Minister, Global and Security
Policy, Privy Council Office
February 23, 2004

Yanow, Rear-Admiral (Ret'd) Robert
As an individual
March 1, 2005

APPENDIX II Who the Committee Heard From

Young, Brigadier-General G.A. (Res)
Deputy Commander, Land Forces Central
Area
December 2, 2004

Young, Dr. James
Assistant Deputy Minister, Public Safety and
Commissioner of Public Security, Ontario Ministry
of Community Safety and Correctional Services
October 30, 2003

Young, Major Marc
J4
CFB Kingston
May 7-9, 2002

Who the Committee Heard From (Town Halls)

January 31, 2005 Saint John, New Brunswick

As individuals:

Bernard Cormier;
Elsie Wayne;
Ralph Wood;
Les Holloway;
Habib Kilisli;
Ralph Forté;
Colonel James H. Turnbull;
Greg Cook;
Dennis Driscoll;
Pat Hanratty;
Judson Corey;
Leticia Adair;
Honourary Lieutenant-Colonel E. Neil McKelvey;
John Steeves;
Roy Hobson;
Bernie Ritchie;
Gloria G. Paul;
W. John Steeves-Smith;
Mike Collins;
Phillip Blaney;
Captain A. Soppitt; and
Patrick Donovan.

February 2, 2005 St. John's, Newfoundland

As individuals:

Greg Doyle;
Geoff Peters;
Harry Gordon Bown;
Don Barter;
James Cahill;
Arthur Howard;
Siobhan Coady;
Carl Powell;
J. Leonard Barron;
Andy Vavasour;
Joy Fitzsimmons;
Bettina Ford;
Tracy Glynn;
James MacLean;
Len Squires;
Jon Summers;
Fraser Ellis;
Kas Talabany.

Wounded: Canada's Military and the Legacy of Neglect

February 28, 2005 Victoria, BC

Naval Officers Association of Vancouver Island:
Rear-Admiral (Ret'd) Ken Summers.

As individuals:

L. Gary Del Villano;
John T. Marsh;
Robert J. Cross;
John Robertson;
Brian Vernon;
Dawn Boudreau;
David Ross;
Jane Brett;
Katrina Jean Herriot;
Honorary Captain (N) Cedric Steele;
Chuck Thomas;
Thomas C. Heath;
Russell Moore;
M.P.A. Moran;
Jan Drent.

March 7, 2005 Edmonton, Alberta

CBC Radio:
Ron Wilson, Host, Edmonton AM.

As individuals:

Adil Pirbhai;
Martin Katz;
Dave Hubert;
Simon Beaumont;
John Stallesco;
Laurie Hawn;
Mary Anne Jablonski, MLA;
Harlan Light;
Ross Deacon;
Colin W. Reichle;
John Simpson;
A.G. Dawrant;
Andrew Kuchta;
Peter Opryshko;
David Maddess;
Jeff Bauer;
Marina Mascarenhas;
J.P. Grebenc;
Bill Stollery;
Diane Newman.

March 1, 2005 Vancouver, BC

Naval Officer Association of Vancouver Island:
Rear-Admiral (Ret'd) Ken Summers.

As individuals:

Lois E. Jackson, Mayor, Corporation Municipality of Delta;
Lieutenant-Colonel (Ret'd) Victor A. Coroy;
Ron Wood, Mayor, District of West Vancouver;
Jim Bell;
David Hawkins;
Eleanor Hadley;
David Scandrett;
Tom Payne;
P.J. Appleton;
Michael C. Hansen;
Shelly Alana Tomlinson;
George Pereira;
Peter Cross;
Bijan Sepehri;
M. Paul Cook;
Major-General (Ret'd) Guy Tousignant;
John Carten;
Rhys Griffiths.

March 8, 2005 Calgary, Alberta

University of Calgary:
David Bercuson, Professor, Department of History.

As individuals:

Garth Pritchard;
Jean-Pierre Mulago Shamvu;
Jeff Gilmour;
Oscar Fech;
Tiffany Farian;
Christopher Wuerscher;
Robert A.F. Burn;
Ron Barnes;
John S. Ink;
Phil Kube;
John Melbourne;
Ray Szeto;
Corrie Adolph;
Luc Marchand;
Kim Warnke;
Mike Bakk;
David Burns;
Nelson Barnes.

APPENDIX II Who the Committee Heard From

March 9, 2005 Regina, Saskatchewan

As individuals:

Brigadier-General (Ret'd) Cliff Walker.
Jamie Hopkins;
Doug Lennox;
Colonel (Ret'd) Charles Keple;
Jan van Eijk;
Honourary Colonel R.V. Cade;
John Yeomans.

May 5, 2005 Halifax, Nova Scotia

As individuals:

David J. Bright;
Paul Phillips;
Jim Livingston;
Brian Butler;
Albert Tanguay;
Tamara Lorincz;
Colonel (Ret'd) Don McLeod;
Wally Buckoski;
Carolyn van Gorp.

March 10, 2005 Winnipeg, Manitoba

Royal Military Institute of Manitoba (RMIM):
Lieutenant-General (Ret'd) Ray Crabbe.

As individuals:

Martin Zeilig;
David Pankratz;
Doug Winstanley;
Bud Sherman;
Douglas Ludlow;
Tony MacLachlan;
Matthew Wiens;
Lieutenant-Colonel (Ret'd) Harold Graham;
Stan Fulham;
Randy Kitchur;
Lisa Martens;
Gerritt H. Siebring;
Honourary Colonel Gary Solar;
David W. Faurschou;
John A. Church;
Blake Badour.

March 13, 2005 Ottawa, Ontario

Intersol Group:

Lise Hebabi.

As individuals:

John Dewar;
David Langlois;
Cliff Chadderton;
Colonel Pellerin;
Sean Beingessner;
Bruce Poulin;
Bruce Campbell;
Richard Cohen; and
David O'Blenis.

**Wounded: Canada's Military
and the Legacy of Neglect**

APPENDIX III

Detailed Comparison with Other Countries

Defence and Foreign Aid Spending: NATO and G-20

This appendix contains various measures of defence and foreign aid spending of both NATO and G-20 countries.

Data has been collected from several open sources. Numbers for a specific country may vary slightly from table to table or graph to graph. Precise figures vary from source to source, and because of the calculations, rounding errors may occur.

**Wounded: Canada's Military
and the Legacy of Neglect**

Wounded: Canada's Military and the Legacy of Neglect

NATO DEFENCE BUDGETS IN US\$

The United States projected defence budget for 2004 is approximately US\$460.5B. For comparison purposes, United Kingdom's defence budget is estimated at US\$49.0B, France's at US\$40.0B, Germany's at US\$29.7B, Italy's at US\$17.5B, Canada's at US\$10.1B, Turkey's at US\$8.5B, and Spain's at US\$8.0B.

All budget amounts are based on the NATO definition of defence expenditures and may differ from the countries' national budget. However, the use of a unique definition allows for a comparative analysis.

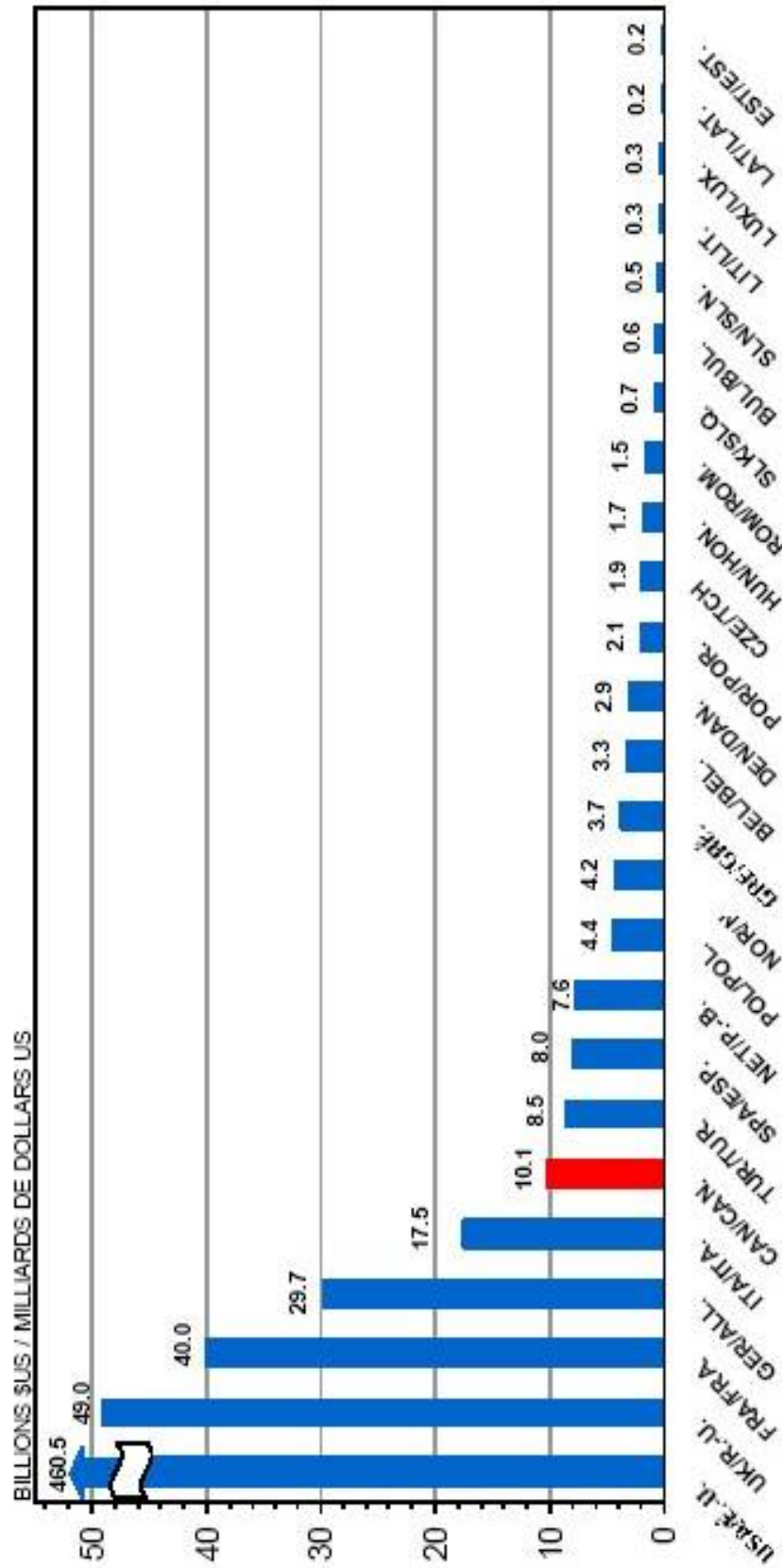
For reference purposes, explanations of the acronyms/abbreviations used on the graph are defined as follows:

BEL - Belgium LUX - Luxembourg
BUL - Bulgaria NET - Netherlands
CAN - Canada NOR - Norway
CZE - Czech Republic POL - Poland
DEN - Denmark POR - Portugal
EST - Estonia ROM - Romania
FRA - France SLK - Slovak Republic
GER - Germany SLN - Slovenia
GRE - Greece SPA - Spain
HUN - Hungary TUR - Turkey
ITA - Italy UK - United Kingdom
LAT - Latvia USA - United States of America
LIT - Lithuania

Note that Iceland is not included as it does not have armed forces. It should also be noted that on 29 March 2004, seven new countries formally joined the Alliance: Bulgaria, Estonia, Latvia, Lithuania, Romania, Slovakia and Slovenia.

NATO DEFENCE BUDGETS IN US \$ /
BUDGETS DE DÉFENSE DE L'OTAN EN DOLLARS US

2004 ESTIMATES / ESTIMATIONS DE 2004

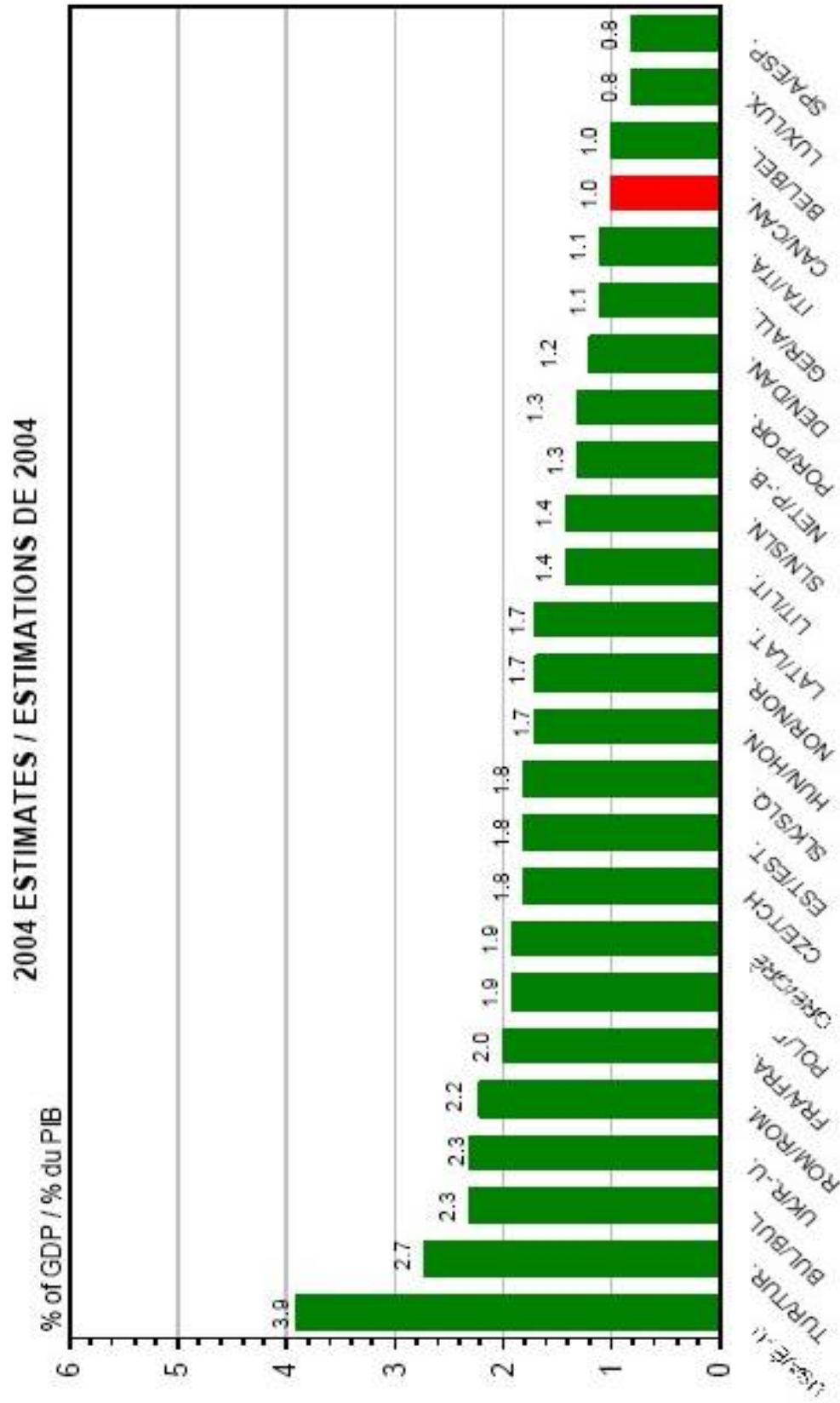


SOURCE: THE MILITARY BALANCE 2004-2005, ISS
SOURCE: THE MILITARY BALANCE 2004-2005, ISS

**NATO DEFENCE EXPENDITURES AS A PERCENTAGE OF GROSS
DOMESTIC PRODUCT**

It is estimated that Canada spent 1.0% of its Gross Domestic Product (GDP) on Defence in 2004. At the other end of the scale, it is estimated that the United States spent 3.9%, Turkey 2.7% and Bulgaria 2.3%. While this ratio is commonly used to compare defence expenditures, it should be used with some caution because of many differences in various national measures of GDP.

NATO DEFENCE EXPENDITURES AS A PERCENTAGE OF GROSS DOMESTIC PRODUCT /
DÉPENSES DE DÉFENSE DE L'OTAN EN POURCENTAGE DU PRODUIT INTÉRIEUR BRUT



SOURCE: THE MILITARY BALANCE 2004-2006, BSS
SOURCE: THE MILITARY BALANCE 2004-2006, BSS

**Wounded: Canada's Military
and the Legacy of Neglect**

APPENDIX IV Historical Manning Levels

Canadian Armed Forces
Regular Force Total Strength
As of 31 Mar 1914 – 2005

As of / En date du	Navy/ force maritime	Army/ force terrestre	Air Force/ force aérienne	Green/Vert	Unknown/ Inconnu	Total/ Totale
31/03/1914	379	3,000				3,379 *
31/03/1915	1,255	81,195				82,450
31/03/1916	1,557	274,194				275,751
31/03/1917	2,220	304,585				306,805
31/03/1918	4,792	326,258				331,050
31/03/1919	5,495	228,292				233,787
31/03/1920	1,048	4,684				5,732
31/03/1921	916	4,240				5,156
31/03/1922	792	3,978				4,770
31/03/1923	405	3,554				3,959
31/03/1924	467	3,598				4,065
31/03/1925	496	3,410	384			4,290
31/03/1926	500	3,498	418			4,416
31/03/1927	463	3,602	470			4,535
31/03/1928	525	3,586	571			4,682
31/03/1929	688	3,264	721			4,673
31/03/1930	783	3,510	844			5,137
31/03/1931	858	3,688	906			5,452
31/03/1932	872	3,703	878			5,453
31/03/1933	859	3,570	694			5,123
31/03/1934	877	3,528	692			5,097
31/03/1935	860	3,509	794			5,163
31/03/1936	931	4,002	1,026			5,959
31/03/1937	1,083	4,034	1,107			6,224
31/03/1938	1,118	4,095	1,701			6,914
31/03/1939	1,585	4,169	2,191			7,945
31/03/1940	6,135	76,678	9,483			92,296
31/03/1941	17,036	194,774	48,743			260,553
31/03/1942	32,067	311,118	111,223			454,408
31/03/1943	56,259	460,387	176,307			692,953
31/03/1944	81,582	495,804	210,089			787,475
31/03/1945	92,529	494,258	174,254			761,041
31/03/1946	18,974	158,195	35,523			212,692
31/03/1947	8,345	15,563	12,627			36,535

Wounded: Canada's Military and the Legacy of Neglect

As of / En date du	Navy/ force maritime	Army/ force terrestre	Air Force/ force aérienne	Green/Vert	Unknown/ Inconnu	Total/ Totale
31/03/1948	6,860	15,885	12,017			34,762
31/03/1949	8,154	18,970	14,552			41,676
31/03/1950	9,259	20,652	17,274			47,185
31/03/1951	11,082	34,986	22,359			68,427
31/03/1952	13,505	49,278	32,611			95,394
31/03/1953	15,546	48,458	40,423			104,427
31/03/1954	16,955	49,978	45,596			112,529
31/03/1955	19,207	49,409	49,461			118,077
31/03/1956	19,116	47,573	49,989			116,678
31/03/1957	19,111	47,261	50,720			117,092
31/03/1958	19,867	47,473	51,698			119,038
31/03/1959	20,478	48,307	51,627			120,412
31/03/1960	20,675	47,185	51,737			119,597
31/03/1961	20,655	48,051	51,349			120,055
31/03/1962	21,500	51,855	53,119			126,474
31/03/1963	21,476	49,760	52,458			123,694
31/03/1964	20,789	48,581	51,411			120,781
31/03/1965	19,756	46,264	48,144			114,164
31/03/1966	18,439	43,914	45,114			107,467
31/03/1967	18,391	42,542	44,788			105,721
31/03/1968	17,439	40,192	44,045			101,676
31/03/1969	18,291	37,445	42,604			98,340
31/03/1970	16,975	35,356	41,022			93,353
31/03/1971	16,049	34,098	39,416			89,563
31/03/1972	15,388	32,212	37,333			84,933
31/03/1973	14,882	30,880	36,348	292		82,402
31/03/1974	9,347	21,891	26,121	24,463		81,822
31/03/1975	8,277	19,889	23,769	27,882		79,817
31/03/1976	7,599	18,295	21,943	31,901		79,738
31/03/1977	6,997	16,954	20,448	35,987		80,386
31/03/1978	6,501	15,500	18,700	40,436		81,137
31/03/1979	5,952	14,212	17,209	43,218		80,591
31/03/1980	5,437	13,032	15,771	46,058		80,298
31/03/1981	4,943	11,832	14,284	49,802		80,861
31/03/1982	4,543	10,671	12,992	54,652		82,858
31/03/1983	4,188	9,899	12,089	56,729		82,905
31/03/1984	3,927	9,233	11,292	57,223		81,675
31/03/1985	3,563	8,515	10,221	61,441		83,740
31/03/1986	3,252	7,799	9,184	64,138		84,373
31/03/1987	14,185	34,959	38,019	7		87,170
31/03/1988	14,339	35,552	37,744	1		87,636
31/03/1989	14,511	36,044	37,335			87,890
31/03/1990	14,308	36,507	37,161			87,976
31/03/1991	14,087	36,647	36,585			87,319

**

APPENDIX IV Historical Manning Levels

As of / En date du	Navy/ force maritime	Army/ force terrestre	Air Force/ force aérienne	Green/Vert	Unknown/ Inconnu	Total/ Totale	
31/03/1992	14,297	34,812	35,683			84,792	
31/03/1993	13,791	32,428	33,580			79,799	
31/03/1994	12,946	29,268	29,816		4,334	76,364	*****
31/03/1995	12,250	28,675	27,350		3,942	72,217	
31/03/1996	11,342	28,013	25,368		1,672	66,395	
31/03/1997	10,942	27,034	22,739		1,662	62,377	
31/03/1998	11,217	27,626	22,247		0	61,090	*****
31/03/1999	10,903	27,447	21,293		0	59,643	
31/03/2000	10,745	27,275	20,333		0	58,353	
31/03/2001	10,692	27,450	19,465		0	57,607	
31/03/2002	10,949	28,969	19,467		0	59,385	
31/03/2003	11,254	30,364	19,559		0	61,177	
31/03/2004	11,411	30,772	19,388		0	61,571	
31/03/2005	11,396	31,059	19,185		0	61,640	

Source: Department of National Defence

NOTE:

*Total Strength by Uniform before integration--DPIS 2-3 Archives

**Total Strength by Uniform at integration-- DPIS 2-3 Archives

***Total Strength by Previous Single Service Affiliation (PSSA)—MPIS

****Total Strength by Distinct Environment Uniform (DEU) – MPIS

*****Data extracted from MPIS History Dbase. Unknowns arise from Data Quality issues with the archives MPIS Data

*****Data extracted from HRMS (Peoplesoft)

**Wounded: Canada's Military
and the Legacy of Neglect**

APPENDIX V

Current Canadian Forces Force Structure

This appendix sketches out a structure of the Canadian Forces and its capabilities. It was prepared by the Department of National Defence. It was current as of January 1, 2005 and is likely to change with the implementation of the defence policy statement.

In it, the Canadian Forces are broken down into what the Department calls its Capability Components – the Navy, Army, Air Force, but also Human Resources, Information Management, etc – and then further into one of five capabilities: Command and Control, Conduct Operations, Sustain Forces, Generate Forces and Corporate Strategy. Each unit, ship, base and organization in the Canadian Forces fits into this structure.

Those five capabilities mean:

- **Command and Control** – the ability to collect, analyze and communicate information, plan and coordinate operations, and provide the capabilities necessary to direct forces to achieve assigned missions;
- **Conduct Operations** – the ability to employ military capabilities to achieve assigned missions;
- **Sustain Forces** – the ability to repair and maintain equipment, shelter personnel, and produce the infrastructure necessary to support military operations;
- **Generate Forces** – the ability to recruit and train personnel, buy equipment, and the force;
- **Corporate Policy and Strategy** – the ability to produce corporate policies to achieve broad Government objectives.

Wounded: Canada's Military and the Legacy of Neglect

NAVY

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Command and Control				
Op HQs	2	Esquimalt, Halifax		
Maritime Operations Groups	2	Esquimalt, Halifax		
Communications Detachments (C2 Supporting Elements)	2	Esquimalt, Halifax		
Acoustic Data Analysis Centres (C2 Supporting Elements)	2	Esquimalt, Halifax		
Naval Reserve HQ	1	Quebec City		
Convoy Commodore Units	2	Esquimalt, Halifax		
Regional Naval Control Of Shipping Units	4	Various		
Conduct Operations				
IROQUOIS Class (DDH 280) Destroyers	4	Esquimalt, Halifax 1 Extended readiness 2 East coast, 1 West coast		
HALIFAX Class (FFH) Frigates	12	Esquimalt, Halifax 7 East coast, 5 West coast		
Victoria Class SSK Submarines	4	Esquimalt, Halifax IAW VIC Class Programme Management Plan Phase-In Schedule. 3 East coast, 1 West coast		
Kingston Class (MCDV Maritime Coastal Defence Vessel)	12	Esquimalt, Halifax 6 East coast, 6 West coast		
Fleet Diving Units	2	Esquimalt, Halifax		
Port Security Units	4	Various		
Air Assets Provided By CAS	A/R	Various Accounted for under CAS		
Sustain Forces				
PROTECTEUR Class (AOR)	2	Esquimalt, Halifax 1 East coast, 1 West coast		
CFB Halifax / Personnel Support Unit (PSU) Halifax	1	Halifax		
Fleet Maintenance Facilities (FMF)	2	Esquimalt, Halifax FMF Cape Scott East coast, FMF Cape Breton West coast		

APPENDIX V
Current Canadian Forces Force Structure

CFB Esquimalt	1	Esquimalt		
CFS St. John's	1	St. John's		
Queen's Harbour Master (QHM)	2	Esquimalt, Halifax		
Forward Logistics Support Units	A/R	Various		
Auxiliary Vessels	A/R	Various		
Materiel Support Unit (MSU)	1	Halifax		
Generate Forces				
Canadian Forces Fleet School (CFFS)	2	Esquimalt, Quebec		
Canadian Forces Naval Operations School (CFNOS)	1	Halifax		
Canadian Forces Naval Engineering School (CFNES)	1	Halifax		
VENTURE, Naval Officer Training Centre (NOTC)	1	Esquimalt		
Naval Reserve Divisions (NRDs)	24	Various		
Sea Training Units	2	Esquimalt, Halifax		
Canadian Forces Maritime Warfare Centre (CFMWC) (C2 Supporting Element)	1	Halifax		
Personnel			8,530	9,954

Wounded: Canada's Military and the Legacy of Neglect

ARMY

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Command and Control				
Land Force Area HQs	4	Edmonton, Halifax, Montreal, Toronto		
Conduct Operations				
Brigade Groups	3	Edmonton, Petawawa, Valcartier Brigade Groups are geographically dispersed, multi-purpose formations, each comprised of three infantry battalions, an armoured regiment, an artillery regiment, an engineer regiment and a reconnaissance squadron with appropriate combat support		
EW squadron	1	Kingston		
Air defence regiment	1	Moncton		
Engineer support regiment	1	Gagetown		
Aviation assets provided by CAS	A/R	Various Accounted for under CAS		
Sustain Forces				
1 Area Support Group (ASG) Land Forces Western Area (LFWA)	1	Edmonton		
CFB/Area Support Unit (ASU) Edmonton	1	Edmonton		
CFB/ASU Shilo	1	Shilo		
ASU Calgary	1	Calgary		
ASU Chilliwack	1	Chilliwack		
CFB Suffield	1	Suffield		
CF Detention Barracks	1	Edmonton		
4 Canadian Ranger Patrol Group (4CRPG)	1	Victoria		
2 Area Support Group (ASG) Land Forces Central Area (LFCA)	1	Toronto		
CFB/ASU Petawawa	1	Petawawa		
CFB/ASU Kingston	1	Kingston		

APPENDIX V
Current Canadian Forces Force Structure

ASU London	1	London		
ASU Toronto	1	Toronto		
ASU Northern Ontario	1	Borden		
3 Canadian Ranger Patrol Group (3CRPG)	1	Borden		
3 Area Support Group (ASG) Land Forces Atlantic Area (LFAA)	1	Halifax		
CFB/ASU Gagetown	1	Gagetown		
5 Canadian Ranger Patrol Group (5CRPG)	1	Gander, Halifax		
5 Area Support Group (ASG) Land Forces Quebec Area (LFQA)	1	Montreal		
CFB/ASU Valcartier	1	Valcartier		
ASU St-Jean	1	St. Jean		
ASU Montreal	1	Montreal		
2 Canadian Ranger Patrol Group (2CRPG)	1	St. Jean		
Generate Forces				
Combat Training Centre	1	Gagetown		
Area Training Centres	4	Gagetown, Meaford, Valcartier, Wainwright		
Canadian Land Force Command and Staff College	1	Kingston		
Canadian Parachute Centre	1	Trenton		
Peace Support Training Centre	1	Kingston		
Land Force Doctrine and Training System Headquarters	1	Kingston		
Reserve Brigades	10	Valcartier		
Army Simulation Centre	1	Kingston		
Personnel			18,542	20,448

**Wounded: Canada's Military
and the Legacy of Neglect**

AIR FORCE

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Command and Control				
1 CAD	1	Winnipeg		
Radar Sqns	2	Bagotville, Cold Lake		
AC&W Sqns	2	North Bay		
NATO Airborne Early Warning (AEW)	A/R	Europe (Selfkant) Current establishment of 118		
Air Command and Control (ACC) SQN	1	Trenton		
Conduct Operations				
SQN Tactical Transport (CC130)	3	Greenwood, Trenton, Wpg		
SQN Transport (CC144)	1	Ottawa		
SQN Strategic Transport (CC150)	1	Trenton		
SQN Maritime Patrol (CP140)	3	Comox, Greenwood		
SQN Maritime Helicopter (CH124)	2	Halifax, Victoria		
SQN Tactical Fighters (CF-18)	4	Bagotville, Cold Lake		
SQN Tactical Helicopter (CH146)	5	Borden, Edmonton, Petawawa, St-Hubert, Valcartier (Squadrons in Borden and St-Hubert are Reserve units)		
SQN Combat Support (CH 146)	3	Bagotville, Cold Lake, Goose Bay		
SQN SAR (CH113, CH 149, CC115, CC130)*	4	Various *CC115 to retire at Cormorant IOC plus 1 year. CH113 to stop flying upon delivery of last Cormorant.		
SQN Transport and Rescue (CC138)	1	Yellowknife		
Sustain Forces				
1 Wing Kingston	1	Lodger unit, CFB Kingston.		
3 Wing Bagotville	1	Bagotville		
4 Wing Cold Lake	1	Cold Lake		
5 Wing Goose Bay	1	Goose Bay		
8 Wing Trenton	1	Trenton		
9 Wing Gander	1	Gander		
12 Wing Shearwater/Pat Bay	1	Halifax Lodger unit, CFB Halifax/Esquimalt.		

APPENDIX V
Current Canadian Forces Force Structure

14 Wing Greenwood	1	Greenwood		
15 Wing Moose Jaw	1	Moose Jaw		
17 Wing Winnipeg	1	Winnipeg		
19 Wing Comox	1	Comox		
22 Wing North Bay	1	North Bay		
Generate Forces				
Flying Training Schools / Squadrons	4	Cold Lake, Moose Jaw, Portage LaPrairie, Winnipeg		
SQN Maritime Helicopter OTU	1	Halifax		
SQN Maritime Patrol OTU	1	Greenwood		
SQN Tactical Helicopter OTU	1	Gagetown		
SQN Tactical Fighter OTU	1	Cold Lake		
SQN Transport OTU	1	Trenton		
16 Wing Borden	1	Technical School		
CP5 - Corporate Policy & Strategy				
SQN (CT114) (Demonstration Sqn)	1	Moose Jaw		
Personnel				

Wounded: Canada's Military and the Legacy of Neglect

DEPUTY CHIEF OF THE DEFENCE STAFF (DCDS)

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Command and Control				
Canadian Forces Joint Operations Group (JOG)	1	Kingston		
CF Joint Headquarters	1	Kingston An element of the JOG		
CF Joint Signals Regiment	1	Kingston An element of the JOG		
Canadian Forces Joint Support Group	1	Kingston An element of the JOG		
CFNA Det Iqualuit	1	Iqualuit		
CFNA Det Yukon	1	Whitehorse		
CFNA HQ Yellowknife	1	Yellowknife		
Personnel assigned to NATO posts	A/R	Various		
Personnel assigned to NORAD HQs and staffs	A/R	Various		
Personnel assigned to the Canada-US Bi-national Planning Group	A/R	Colorado		
Commanders and Staffs on Peacekeeping Duties	A/R	Various		
Mapping and Charting Establishment	1	Ottawa		
National Defence Command Centre	1	Ottawa		
Canadian Forces Joint Imagery Centre	1	Ottawa		
Conduct Operations				
Joint Task Force 2	1	Ottawa (Dwyer Hill)		
1 Canadian Ranger Patrol Group (1CRPG)	1	Yellowknife		
Military Security Guard Unit	1	Ottawa		
Disaster Assistance Response Team (DART)	1	Kingston (Kingston/Trenton) An element of the JOG		
Joint Nuclear, Biological and Chemical Company (JNBCD Coy)	1	Trenton An element of the JOG		
Sustain Forces				
Joint Support Group (JSG)	1	Kingston An element of the JOG		
Joint Support Group Headquarters	1	Kingston An element of the JSG		

APPENDIX V
Current Canadian Forces Force Structure

1 Engineering Support Unit (IESU)	1	Moncton An element of the JSG		
3 Canadian Support Group	1	Montreal To be transferred from ADM(Mat) in Apr 05 to become an element of the JSG		
4 Canadian Forces Movement Control Unit (4CFMCU)	1	Montreal To be transferred from ADM(Mat) in Apr 05 to become an element of the JSG		
Canadian Forces Support Units	3	Colorado, Europe (Selfkant), Washington		
Generate Forces				
Canadian Forces Experimentation Centre	1	Ottawa		
Corporate Policy & Strategy				
Canadian Defence Liaison Staffs	2	London, Washington		
Canadian Forces Attachés	A/R	Various		
Canadian Forces Liaison Officer Establishment	1	Ottawa		
Canadian Intelligence Liaison Officers	2	London, Washington		
Personnel			2,610	2,712

Wounded: Canada's Military and the Legacy of Neglect

INFORMATION MANAGEMENT (IM)

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Command and Control				
NATO Integrated Communications System (Canadian Component)	1	Folley Lakes, NS		
NATO Communications Facility (Canadian Component)	1	Ottawa		
HF Radio Gateway	1	Great Village, NS		
76 Communications Group HQ	1	Ottawa		
76 Communications Group Dets	2	Europe (Selfkant), St. Jean		
764 Communications Squadron	1	Ottawa		
CF Cryptologic Support Unit	1	Various Includes Halifax and Esquimalt Det		
CF Cryptologic Maintenance Unit	1	Kingston		
CF Information Operations Group HQ	1	Ottawa		
CF Electronic Warfare Centre	1	Ottawa CF Information Operations Group		
Conduct Operations				
771 Communication Research Squadron	1	Ottawa CF Information Operations Group		
CF Information Operations Group Dets	3	Cheltham, Fort Georges, Medina		
CFS Alert	1	Alert CF Information Operations Group		
CFS Leitrim	1	Ottawa CF Information Operations Group includes dets Masset, Gander, Kingston		
Sustain Forces				
CF Data Centre	1	Borden		
Generate Forces				
1 Reserve Electronic Warfare Squadron	1	Kingston Communication Reserve Forces		

APPENDIX V
Current Canadian Forces Force Structure

70 Communication Group	1	Various Communication Reserve Forces		
71 Communication Group	1	Various Communication Reserve Forces		
72 Communication Group	1	Various Communication Reserve Forces		
73/74 Communication Group	1	Various Communication Reserve Forces		
Personnel			1,244	1,266

Wounded: Canada's Military and the Legacy of Neglect

HUMAN RESOURCES - MILITARY (HR-Mil)

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Command and Control				
CF Medical Group Headquarters	1	Ottawa		
Sustain Forces				
CFB Borden	1	Borden		
CF Training Materiel Production Centre	1	Winnipeg		
Medical Services	1			
CF Environmental Medical Establishment	1	Toronto		
1 Canadian Field Hospital	1	Petawawa		
1 CF Dental Unit	1	Ottawa (includes Dets in various locations)		
Central Medical Equipment Depot	1	Petawawa (includes Det in Trenton)		
Generate Forces				
CF Recruiting Group	1	Borden		
Recruiting Centres	10	Various		
CF Leadership and Recruit School	1	St. Jean		
CF Schools and Training Group	1	Borden		
CF Fire Academy	1	Borden		
CF School of Administration and Logistics	1	Borden		
CF Dental Services School	1	Borden		
CF Language School	1	Ottawa (Includes Dets in Borden, Ottawa, and St. Jean)		
CF Medical Services School	1	Borden		
CF School of Military Engineering	1	Gagetown		
CF Nuclear Biological and Chemical School	1	Borden		
CF School of Communications and Electronics	1	Borden		
CF School of Electrical and Mechanical Engineering	1	Borden		
CF Training and Development Centre	1	Borden		
CF Chaplain School	1	Borden		
CF School of Military Intelligence	1	Kingston		

APPENDIX V
Current Canadian Forces Force Structure

Canadian Defence Academy	1	Kingston		
Royal Military College	1	Kingston		
Canadian Forces College	1	Toronto		
CF Management Development School	1	St. Jean		
Personnel			5,664	10,224

MATERIEL (Mat)

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Conduct Operations				
North Warning System	1	Various		
Sustain Forces				
3 Canadian Support Group	0	Montreal To be transferred to DCDS in Apr 05 to become an element of the JSG		
4 Canadian Forces Movement Control Unit (4CFMCU)	0	Montreal To be transferred to DCDS in Apr 05 to become an element of the JSG		
1 Canadian Forces Logistics Liaison Unit	1	United States		
Canadian Forces Ammunition Depots	3	Dundurn, Esquimalt, Halifax		
202 Workshop Depot	1	Montreal		
Canadian Forces Publication Depot	1	Ottawa		
Canadian Forces Postal Unit (CFPU)	1	Trenton No longer to be an element of the JSG, transferred back from DCDS		
Canadian Forces Supply and Distribution Centres	A/R	Various		
Canadian Forces Quality Assurance Regions	A/R	Various		
Generate Forces				
Munitions Experimental Test Centre	1	Valcartier		
CF Maritime Experimental Test Range	1	Vancouver Island		
Engineering Test Establishments	2	Cold Lake, Ottawa		
Software Development Detachments	2	Cold Lake, Montreal (Mirabel)		
Personnel			1,715	1,744

**Wounded: Canada's Military
and the Legacy of Neglect**

INFRASTRUCTURE and ENVIRONMENT (IE)

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Corporate Policy & Strategy				
Ipperwash	1	Ipperwash (earmarked for disposal)		
Calgary (Less the ASU)	1	(earmarked for disposal)		
Chilliwack (Less the ASU)	1	(earmarked for disposal)		
Jericho Beach	1	Vancouver (earmarked for disposal)		
Goose Bay Oil Tanks	A/R	Goose Bay (earmarked for disposal)		
Portions of Shearwater that are surplus to requirements	A/R	Halifax		
Downsview	1	Toronto		
CMR	1	St. Jean		
RRMC	1	Esquimalt		
Richmond Lands	1	Richmond BC Transferred from CLS to ADM(IE) in FY 02/03. Disposal to be completed during FY 05/06.		
St. John's POL Facility	0	St. John's Transferred from CMS to ADM(IE) in FY 02/03. Disposal to be completed during FY 04/05.		
Sackville Armoury	0	Sackville NB Transferred from CLS to ADM(IE) in FY 02/03. Disposal to be completed during FY 03/04		
Personnel			53	53

FINANCE and CORPORATE SERVICES (Fin CS)

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Sustain Forces				
Canadian Forces Support Unit Ottawa	1	Ottawa		
Personnel			107	109

APPENDIX V
Current Canadian Forces Force Structure

SCIENCE & TECHNOLOGY (S&T)

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Generate Forces				
Defence Research Establishments	6	Halifax, Ottawa, Suffield, Toronto, Valcartier (Ottawa has two DREs; DRDC O and DRDC ORD)		
Personnel			43	43

VICE CHIEF OF THE DEFENCE STAFF (VCDS)

Forces	FY 05/06	Location/Remarks(A/R)	Trained Effective Strength	Total Strength Regular *
Sustain Forces				
CF Provost Marshal	1	Ottawa		
Canadian Forces National Investigation Service (CFNIS)	1	Ottawa		
Canadian Forces National Counter Intelligence Unit (CFNCIU)	1	Ottawa		
Generate Forces				
CF Military Police Academy	1	Borden Transferred from ADM(HR- Mil) FY 02-03		
Personnel			991	1,046

Canada COMMAND (CANCOM)

Personnel			40	40
------------------	--	--	-----------	-----------

POLICY

Personnel			39	38
------------------	--	--	-----------	-----------

Judge Advocate General

Personnel			121	135
------------------	--	--	------------	------------

Wounded: Canada's Military and the Legacy of Neglect

Public Affairs

Personnel			53	53
------------------	--	--	-----------	-----------

Miscellaneous

Chief of the Defence Staff office staff			13	13
Chief Review Services			10	10
Chief Military Judge			10	10
Not assigned (MND, GHMS, NSS)			14	18

NOTES:

* : Total Strength Regular includes in addition to Effective Trained Strength personnel on BTL, SUTL, SPHL, Leave without Pay and Terminal Leave.

Effective Trained Strength and Total Regular Force as of 31 August 2005.

Basic Training List (BTL), (Effectifs en formation élémentaire) is a list of positions to which Reg F mbrs may be posted to acquire initial occupation qualification training.

Note - pers are not normally posted to a BTL position. Instead these positions are used as accounting credits to offset pers held in other units/schools that are on "BTL status" while in those units, and therefore not part of that unit's Manning Strength or Trained Effective Strength (TES).

Leave Without Pay (LWOP), (Congé sans solde) is to allow Reg F mbrs the opportunity to remain in the CF during periods when no service is rendered.

Retirement Leave List, (Congé de retraite) it comprises military personnel who, while awaiting official engagement expiry or release, are on leave and are no longer fulfilling duties or responsibilities within the Reg F. It includes all types of leave including Accum, Ann, Spec and Rehab Lve when taken immediately prior to release or transfer from the Reg F. CFAO 16-1.

Service Personnel Holding List (note: replaced with the "Medical Patient's Holding List (MPHL)) (SPHL), is an NES list to which Reg F mbrs may be posted until they are either fit to return to duty or released. CANFORGEN 046/02.

Subsidized University Training List (SUTL), (Effectifs en stage universitaire subventionné) is a list of officers, not occupation qualified or non-operationally functional, undergoing training at a university or college including post-graduate training on scholarships.

Personnel are not normally posted to an SUTL position. Instead these positions are used as accounting credits to offset personnel held in other units/schools that are on "SUTL status" while in those units, and therefore not part of that unit's Manning Strength or TES.

Total Strength, (Effectifs totaux) is the sum of all enrolled CF personnel, (i.e., Reg F, Res F and Spec F mbrs posted in established, MMO, PM (Vote 1 and Vote 5), secondment, ATL, BTL and SUTL positions and those on the missing list or on NES status).

APPENDIX VI Current Manning Levels

CANADIAN FORCES PERSONNEL STATISTICS As of September 1, 2005

REGULAR FORCE	
Full Strength	62,181
Full Time Reserves	718
Regular Force	61,463
Basic Trg (BTL/SUTL)	7,018
Others: (pending release, medically restricted, etc)	1022
Trained Effective Strength	53,423
Advanced Training List (ATL)	890
Maternity Leave	95
Parental Leave	725
Detention	9
Available	51,704

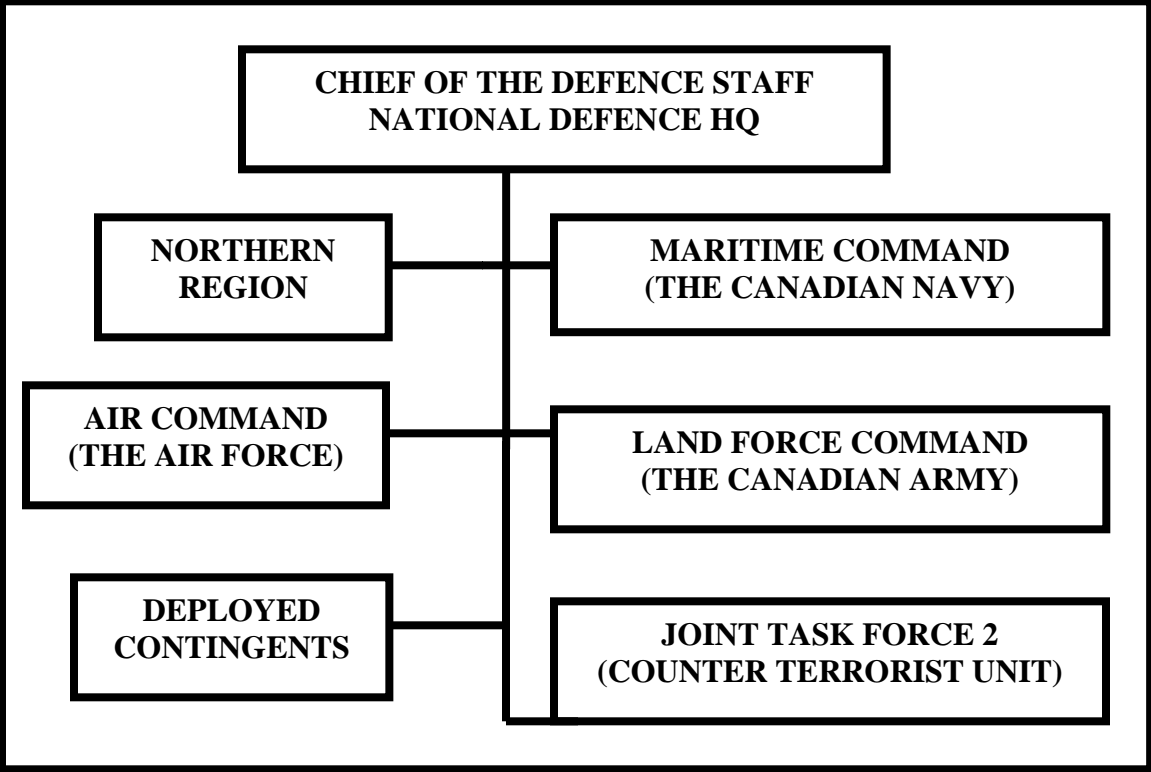
Distribution by Capability Component	
20,458	Army <small>(includes some BTL)</small>
9,954	Navy <small>(includes some BTL)</small>
13,547	Air Force <small>(includes some BTL)</small>
9,713	HR <small>(majority of BTL)</small>
2,712	DCDS
1,744	MAT
1,266	IM
2,069	Misc

RESERVES		
	Strength	Units
Primary Reserve	21,053	228
Army	13,052	130
Navy	3,057	24
Air Force	2,017	29
Communications	1,459	23
Medical Group	788	15
Others	680	7
Cadet Instruction Cadre		
Total Current Personnel	6,764	
Rangers		
Total Current Personnel	4,448	
Supplementary Reserve	35,900	

SOURCE: Directorate of Military Human Resource Requirements, National Defence
 BTL - Basic Training List
 SUTL - Subsidized University Training List

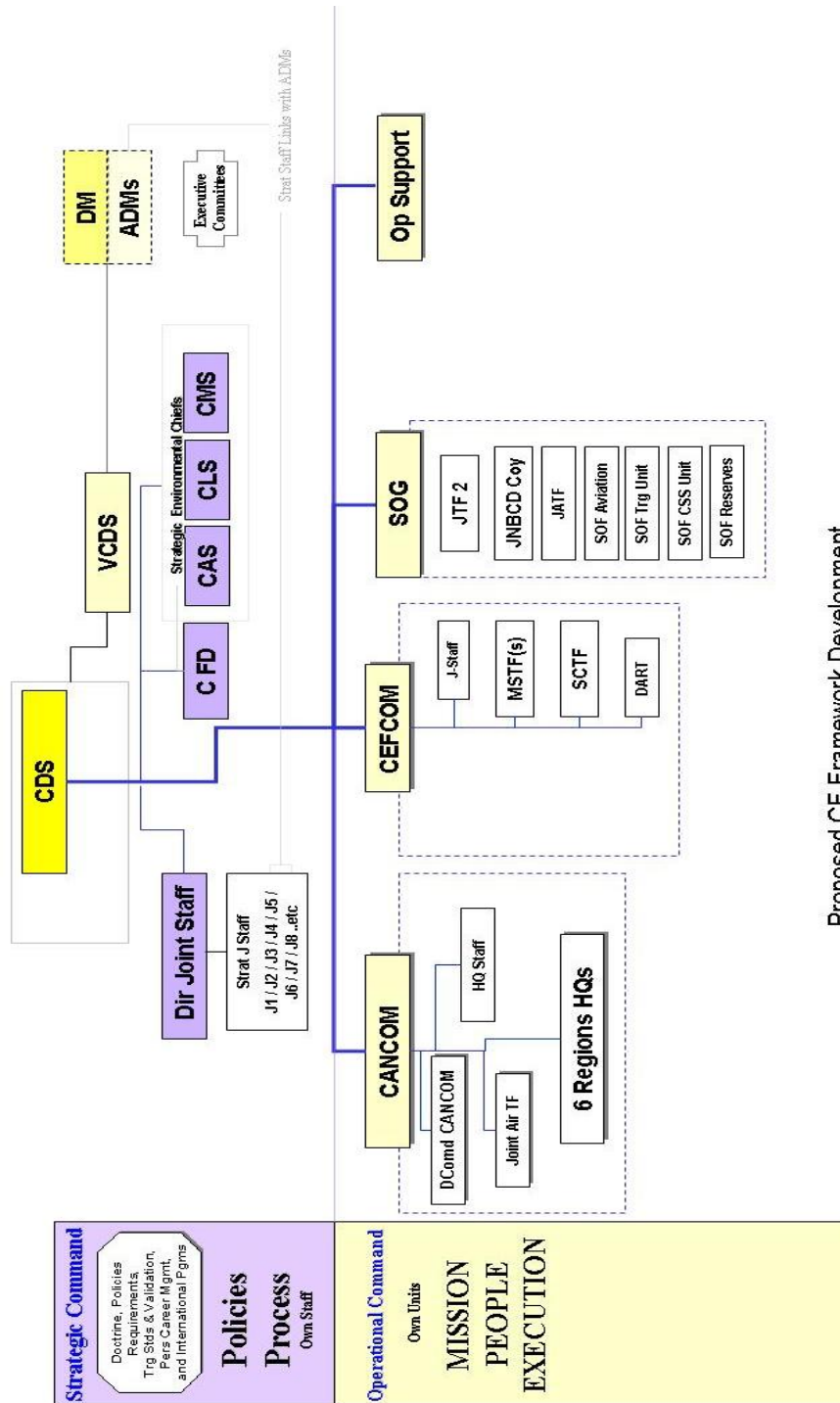
**Wounded: Canada's Military
and the Legacy of Neglect**

Canadian Forces Organization Chart



**Canadian Forces outline organization
before the International Policy Statement**

Future Organization Chart



Proposed CF Framework Development
 Model as of 31 Aug 05
 Note that this is not a final product

**Wounded: Canada's Military
and the Legacy of Neglect**

Roles and Responsibilities of Senior Officials within the Department of National Defence and the Canadian Forces

This appendix is intended to outline the roles and responsibilities of the senior leadership in the Department of National Defence and the Canadian Forces, including those of: the Deputy Minister, the Chief of the Defence Staff and most of their Senior Advisors.

Some of this information will be subject to change with the implementation of the Defence Policy Statement, the creation of Canada Command, Canadian Forces Expeditionary Command, and the Special Operations Group.

WHAT FOLLOWS IS EXCERPTED FROM:

Minister of National Defence, *Minister's Report – Organization and Accountability* (September 1999), available at:

http://www.forces.gc.ca/site/minister/eng/authority/OA-C_e.htm.

Canada's Defence Structure

Canada's defence structure reflects Canada's system of Cabinet and parliamentary government. It also reflects the mandate and legal responsibilities of the Minister of National Defence. The Minister's mandate derives both from legislation and from government policies and regulations.

The Minister, the Deputy Minister and the Chief of the Defence Staff are responsible and accountable, in both legal and practical terms, for the use of the authorities and resources with which they are entrusted by Parliament. These accountabilities are fundamental to the fulfillment of the defence mandate and to the place of the military in a democracy. In Canada, this is expressed in terms of:

- ministerial control over the Department of National Defence and the Canadian Forces, and
- effective Parliamentary oversight over the defence programs and activities of the Government.

Wounded: Canada's Military and the Legacy of Neglect

Deputy Minister and Chief of the Defence Staff

The Deputy Minister and the Chief of the Defence Staff are the Minister's principal advisors. They provide day-to-day leadership and management of the Department and the Canadian Forces on the Minister's behalf. They also ensure that the Minister is fully informed and in a position to take and direct all required action.

The separate authorities of the Deputy Minister and the Chief of the Defence Staff give rise to different responsibilities. In broad terms:

- the Deputy Minister has primary responsibility for resources, policy and international defence relations; and
- the Chief of the Defence Staff has primary responsibility for command, control and administration of the Canadian Forces and military strategy, plans and requirements.

In practice, many issues affecting Canada's defence activities are decided jointly by the Chief of the Defence Staff and the Deputy Minister.

Deputy Minister of National Defence (DM)

The Deputy Minister of National Defence is appointed under the *National Defence Act* by the Governor-in-Council (i.e. the Cabinet), on the advice of the Prime Minister. ... [The Deputy Minister offers the Minister advice which] includes supporting the Minister in consulting and informing Parliament and the Canadian public on defence issues. ... More specifically, the Deputy is responsible for:

- ***Policy advice.*** The Deputy plays the central role in formulating advice for the Minister on policy matters and on alternative means of achieving Government objectives, and on implementing effectively the Government's policies and programs.
- ***Internal departmental management.*** The Deputy is authorized in law to carry out, on the Minister's behalf, the management and direction of the Department. In so doing, the Deputy is naturally subject to the Minister's direction. At the same time, the Deputy is required by law to observe financial, administrative and human resources management standards and practices established government-wide by the Treasury Board or other central agencies. The Deputy also exercises certain powers of human resources and financial management

APPENDIX VII
Organization Charts and Top Jobs
in the Canadian Forces

assigned by law or delegated directly by the Public Service Commission or the Treasury Board.

- ***Interdepartmental coordination.*** The Deputy is an important link for the Minister to the wider government machinery for policy development and decision-making. The Deputy participates in interdepartmental consultations as a contribution to the overall coherence of government. These interdepartmental activities also enable the Deputy to inform the Minister of initiatives of other departments that may affect the defence portfolio, and to advise the Minister on issues that may arise in Cabinet or Cabinet committee discussions.

The Deputy, therefore, has a fundamental duty to support both the individual and collective responsibilities of the Minister. In so doing, the Deputy is responsible in the first instance to the Minister. As part of the Deputy's participation in the collective management of government, the Deputy is also responsible to the Prime Minister for carrying out the policies of the Government as a whole, and also to the Treasury Board and the Public Service Commission. ... In this capacity, the Deputy is required to inform the Clerk of the Privy Council and Secretary to the Cabinet of any significant matter affecting the Minister's responsibilities.

Chief of the Defence Staff (CDS)

The Chief of the Defence Staff is charged with the command, control and administration of the Canadian Forces and advises the Minister on all these matters - including military requirements, capabilities, options and the possible consequences of undertaking or failing to undertake various military activities. Whenever required, the Chief of the Defence Staff advises the Prime Minister and Cabinet directly on major military developments. The CDS is thus the senior military advisor to the Government.

Like the Deputy Minister, the Chief of the Defence Staff is appointed by the Governor-in-Council, on the advice of the Prime Minister. The CDS also has a special relationship to the Governor General who, as the Queen's representative in Canada, exercises virtually all of her powers under the Constitution and, therefore, serves as Commander-in-Chief of the Canadian Forces. Thus there is in formal terms, though not in practice, a direct "line of command" from the Head of State through the CDS to all the officers who hold the Queen's Commission and through them to all members of the Canadian Forces.

Wounded: Canada's Military and the Legacy of Neglect

The Chief of the Defence Staff implements Government decisions involving the Canadian Forces by issuing appropriate orders and instructions. The CDS is accountable to the Minister for the conduct of CF activities, as well as for the readiness of the Forces and their ability to fulfill the military commitments and obligations of the Government.

Under Part XI of the *National Defence Act*, the Chief of the Defence Staff must respond to requests from provincial Attorneys General for what is called "Aid of the Civil Power" - that is, for the use of CF personnel to respond to certain types of civil disturbances. This statutory obligation to respond rests with the CDS and not the Minister.

Senior Advisors

Vice Chief of the Defence Staff (VCDS)

The VCDS has three distinct roles within the NDHQ structure:

- as stipulated in the National Defence Act, the VCDS acts as CDS in the latter's absence;
- as Chief of Staff to both the DM and the CDS, the VCDS co-ordinates cross-boundary issues, helps to resolve differences among Group Principals and Environmental Chiefs of Staff, and provides support to the DM and CDS; and
- as the senior resource manager at NDHQ, the VCDS develops and oversees the Department's strategic management and planning process and generates planning options and guidance to meet overall defence objectives.

The VCDS also reviews and oversees security and military police operations, and manages cadets and safety policy.

Assistant Deputy Minister (Policy) (ADM (Pol))

The ADM (Pol) is the principal source of defence policy advice and is responsible for:

- the analytical basis and policy options, as well as advice on and support in the formulation and execution of defence policy;
- advice and support in dealing with Cabinet and Parliament;

APPENDIX VII
Organization Charts and Top Jobs
in the Canadian Forces

- advice and support on international defence relations;
- advice on managing issues bearing on national unity and relations with provincial governments;
- coordination of national policies and departmental relations with Foreign Affairs, the Privy Council Office, the Cabinet and Parliament;
- assistance in fostering and nurturing a national pool of expertise and interest in defence and international security issues;
- management of the Department's bilateral and multilateral defence and international security relations, including representation of Canada at UN, NATO and other meetings and on committees of those institutions; and
- management of the Military Training Assistance Program offered to Partnership for Peace nations and a number of developing countries.

Assistant Deputy Minister (Finance and Corporate Services) (ADM (Fin CS))

The ADM (Fin CS) is the senior financial officer of the Department of National Defence and the Canadian Forces. The ADM (Fin CS) is responsible for providing independent, objective financial-analysis and advice with respect to the operations and activities of both the Department and the Forces. Specific responsibilities include:

- providing a framework for sound financial management and comptrollership services across DND and the CF;
- assuring probity and compliance with financial legislation (e.g. the Financial Administration Act);
- providing the necessary support to develop strategic financial and budgetary planning options;
- ensuring effective systems support for resource allocation, and the effective control of public funds and departmental assets;
- ensuring the implementation of and adherence to central agency policies, and ensuring that parliamentary and central agency financial information requirements are met;

Wounded: Canada's Military and the Legacy of Neglect

- providing support services for all units within the National Capital Region and CF units assigned abroad, and corporate services to NDHQ; and
- providing advice in respect to the Privacy and Access to Information Acts.

Assistant Deputy Minister (Materiel) (ADM (Mat))

The ADM (Mat) is responsible for ensuring effective materiel acquisition and logistics support to the CF and the DND. This involves a major role in the planning and implementation of the Long-Term Capital Equipment Plan, the National Procurement Plan to sustain in-service equipment, and logistics planning and support operations in general, including:

- developing and managing the materiel acquisition and support process for the Forces and the Department;
- developing and implementing logistics plans in support of the operational deployment, sustainment and redeployment of the Forces;
- contributing to the development of both Capital acquisition and National Procurement support plans and managing the budgets of these two corporate accounts;
- controlling and administering approved equipment projects;
- maintaining overall design authority of Forces' equipment and systems and providing certain aspects of engineering and maintenance, repair and overhaul;
- disposing of equipment;
- managing the research and development program; and
- overseeing defence materiel relations with other government departments and agencies, and with other governments and international organizations.

Assistant Deputy Minister (Infrastructure and Environment) (ADM (IE))

The ADM (IE) is responsible for the standard of infrastructure and environment support provided to the CF and DND. This involves the setting of policies for the delivery and maintenance of realty assets and providing advice on infrastructure and environment matters. In addition, the ADM (IE) is responsible for reporting on

APPENDIX VII
Organization Charts and Top Jobs
in the Canadian Forces

how effectively and efficiently realty assets are being managed. The ADM(IE) is responsible in particular for:

- developing and implementing Departmental policies, plans, and procedures for realty assets, fire protection, the environment, and nuclear safety programs;
- developing and implementing Department-wide performance measurement systems and reporting requirements for realty assets, the environment, and nuclear safety;
- managing corporate real property and the Corporate Environmental Program
- implementing construction projects;
- developing environmental strategies and policies, and promoting compliance with environmental legislation;
- providing advocacy and advice on fire protection, nuclear safety, environmental management, and aboriginal affairs;
- establishing the requirements for the Departmental Nuclear Safety Program, including nuclear safety policy (the Director General Nuclear Safety (DGNS) is equally responsible to the Deputy Minister and the Chief of the Defence Staff for regulating all nuclear safety activities and equipment in DND and the CF); and
- overseeing the Canadian Forces Housing Agency on behalf of the DM.

Assistant Deputy Minister (Human Resources - Civilian) (ADM (HR-Civ))

The ADM (HR-Civ) is responsible for:

- identifying issues of critical importance to civilian human resource management and developing strategic plans to ensure an effective and sustainable workforce;
- providing human resource monitoring, management advice and strategic guidance on civilian human resources matters affecting DND and CF objectives;
- developing civilian human resource policies and programs that support government strategic objectives and DND and CF goals;

Wounded: Canada's Military and the Legacy of Neglect

- providing human resource services in support of labour management relations, awards and recognition, recruiting, classification, staffing, education, training and professional development, career management and departure/retirement of DND personnel;
- managing corporate civilian human resource programs such as Employment Equity and Employment Assistance Program;
- maintaining and promoting effective relations with other government departments and central agencies as well as unions at the national level; and
- shared accountability between ADM(HR-Civ) and ADM(HR-Mil) for managing Official Languages and conflict resolution as well as overall HR Strategic Direction for DND and the CF.

Chief of the Maritime Staff (CMS)

The CMS is responsible for:

- exercising command of Maritime Command in accordance with the Canadian Forces Organizational Orders and as directed by the CDS;
- generating and maintaining operationally-ready maritime forces;
- providing advice on maritime force matters affecting security, national defence and the Canadian Forces;
- providing inputs to the development of force structure options and providing input from Maritime Command to the development of plans and taskings for CF operations;
- exercising command of assigned forces conducting force generation and routine operations; and
- exercising command of other forces that may be assigned.

Chief of the Land Staff (CLS)

The CLS is responsible for:

- exercising command of Land Force Command in accordance with the Canadian Forces Organizational Orders and as directed by the CDS;

APPENDIX VII
Organization Charts and Top Jobs
in the Canadian Forces

- generating and maintaining operationally-ready land forces;
- providing advice on land force matters affecting security, national defence and the Canadian Forces;
- providing inputs to the development of force structure options and providing input from Land Force command to the development of plans and taskings for CF operations;
- exercising command of assigned forces conducting force generation and routine operations; and
- exercising command of other forces that may be assigned.

Chief of the Air Staff (CAS)

The CAS is responsible for:

- exercising command of Air Command in accordance with the Canadian Forces Organizational Orders and as directed by the CDS;
- generating and maintaining operationally-ready air forces;
- providing advice on air force matters affecting security, national defence and the Canadian Forces;
- providing inputs to the development of force structure options and providing input from Air Command to the development of plans and taskings for CF operations;
- exercising command of assigned forces conducting force generation and routine operations; and
- exercising command of other forces that may be assigned.

Deputy Chief of the Defence Staff (DCDS)

The DCDS provides operational direction to Canadian Forces in the field in non-routine and contingency operations and is the focus for integrated military planning and operations at NDHQ. The DCDS is responsible for developing plans and taskings for CF non-routine and contingency operations, and recommending the

Wounded: Canada's Military and the Legacy of Neglect

allocation of military resources required to effect such operations. The DCDS is responsible in particular for:

- exercising command and control of non-routine and contingency operations on behalf of the CDS;
- ensuring the effective production and dissemination of defence and scientific intelligence;
- overseeing Emergency Preparedness Canada on behalf of the DM; and
- overseeing joint responsibilities such as out-of-Canada activities, joint programs and common doctrine.

Assistant Deputy Minister (Human Resources - Military) (ADM (HR-Mil))

The ADM (HR-Mil) is responsible for:

- developing military human resource policies that support government objectives and DND and CF missions;
- providing human resource advice and strategic guidance on military personnel matters affecting DND and CF objectives;
- developing military human resource plans and programs to support DND and CF objectives, including plans for mobilization;
- providing military human resource services in support of recruiting, education, training and professional development, terms of services/career management and release of CF members;
- providing personnel services that support the morale, spiritual and physical well-being and quality of life of CF members;
- generating and maintaining health services to CF members in Canada and on deployed operations;
- maintaining operational nuclear, biological and chemical response capabilities;
- ensuring CF compliance with Government of Canada human resource legislation;

APPENDIX VII
Organization Charts and Top Jobs
in the Canadian Forces

- managing corporate human resource programs such as History and Heritage;
- maintaining effective relations with other government departments and central agencies; and
- shared accountability between ADM(HR-Civ) and ADM(HR-Mil) for managing Official Languages and conflict resolution as well as overall HR Strategic Direction for DND and the CF.

Assistant Deputy Minister (Information Management) (ADM (IM))

The ADM (IM) is responsible for ensuring effective and efficient information management and exploitation of information assets in the support of the missions and operations of the Department and the Canadian Forces. This involves a major role in the planning and implementation of the IM portion of the Long Term Capital Equipment Plan as well as direct IM/IT support for day-to-day DND and CF operations including:

- setting strategic direction and plans for effective IM within DND and the CF;
- providing leadership, standards, policies, and architecture for the conduct of IM/IT projects, their subsequent implementation and eventual use in operations;
- providing common information management services and support to meet the corporate needs;
- providing the single Department focal point for an integrated information management environment;
- directly providing operational extensions of DND and the CF information environment in support of CF missions at home and abroad;
- providing leadership and services in the broad sense of information operations to meet the mission needs of DND and the CF; and
- providing a single departmental coordination and focal point for IM/IT interactions and interfaces with other Government Departments and Canada's allies.

Wounded: Canada's Military and the Legacy of Neglect

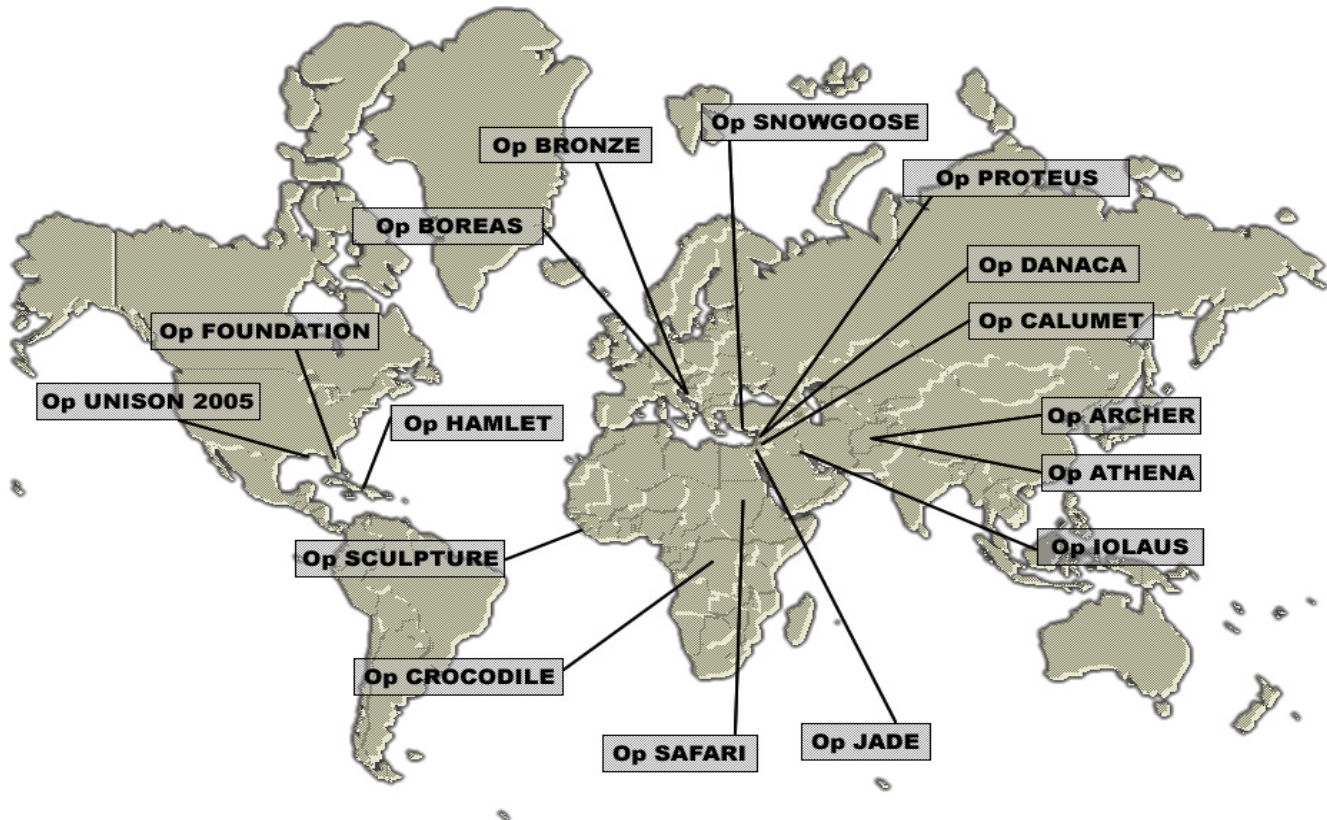
ADM(PA) - Assistant Deputy Minister (Public Affairs)

- The ADM(PA) is responsible for the management of all aspects of defence-related public affairs. This involves communicating and promoting understanding of defence policies, programs and activities to the public and internally to members of the Defence Team.

APPENDIX VIII

Current Canadian Forces International Operations

As of 16 September 2005



Source: Department of National Defence

**Wounded: Canada's Military
and the Legacy of Neglect**

NORTH AMERICA

OP UNISON 2005 – United States **844**

Canadian Forces (CF) contribution to the Government of Canada response to the U.S. relief effort in the wake of Hurricane Katrina.

ARABIAN GULF & SOUTHWEST ASIA

OP ARCHER – Afghanistan **267**

Canadian contribution to Operation ENDURING FREEDOM and the Campaign on Terrorism. Preparing for Canadian Provincial Reconstruction Team mission to Kandahar.

OP ATHENA – Afghanistan **987**

Canadian contribution to the International Security Assistance Force in Kabul.

OP FOUNDATION – Tampa, Florida, United States **7**

Goal is to maintain effective liaison with the Headquarters of US Central Command with regard to the campaign against terrorism.

OP IOLAUS – Iraq **1**

United Nations Assistance Mission for Iraq (UNAMI)

BALKANS

OP BRONZE – Bosnia-Herzegovina **8**

Canadian Forces (CF) contribution to NATO Stabilization Force (SFOR)

Wounded: Canada's Military and the Legacy of Neglect

OP BOREAS – Bosnia-Herzegovina **69**

Canadian Forces (CF) contribution to European Union Force (EUFOR) in support of EUFOR Liaison and Observation Teams (LOT) in Bihac within the Multinational Brigade Northwest.

CARIBBEAN

OP HAMLET **4**

CF Contribution to the United Nations Stabilization Mission in Haiti Headquarters (MINUSTAH HQ). MINUSTAH's mission is to support the constitutional process in Haiti while helping to maintain a secure and stable environment.

MIDDLE EAST

OP ARCHER – Afghanistan **267**

Canadian contribution to Operation ENDURING FREEDOM and the Campaign on Terrorism. Preparing for Canadian Provincial Reconstruction Team mission to Kandahar.

OP CALUMET – Sinai, Egypt **32**

Multinational Force and Observers (MFO)

OP DANACA – Golan Heights, Israel/Syria **191**

UN Disengagement Observer Force (UNDOF)

OP JADE – Jerusalem **8**

UN Truce Supervision Organization (UNTSO)

APPENDIX VIII
Current Canadian Forces
International Operations

OP Proteus – Jerusalem **1**

The Canadian Forces deployed a senior military staff officer to an international effort to assess and assist with reforms of the Palestinian Authority's security sector.

OP SNOWGOOSE – Cyprus **1**

UN Forces in Cyprus (UNFICYP)

AFRICA

OP CROCODILE – Democratic Republic of the Congo **8**

UN Organization Mission in the Democratic Republic of the Congo (MONUC)

OP SAFARI – Sudan **40**

Canada's contribution to United Nations Mission in Sudan (UNMIS).

OP AUGURAL – Sudan **88**

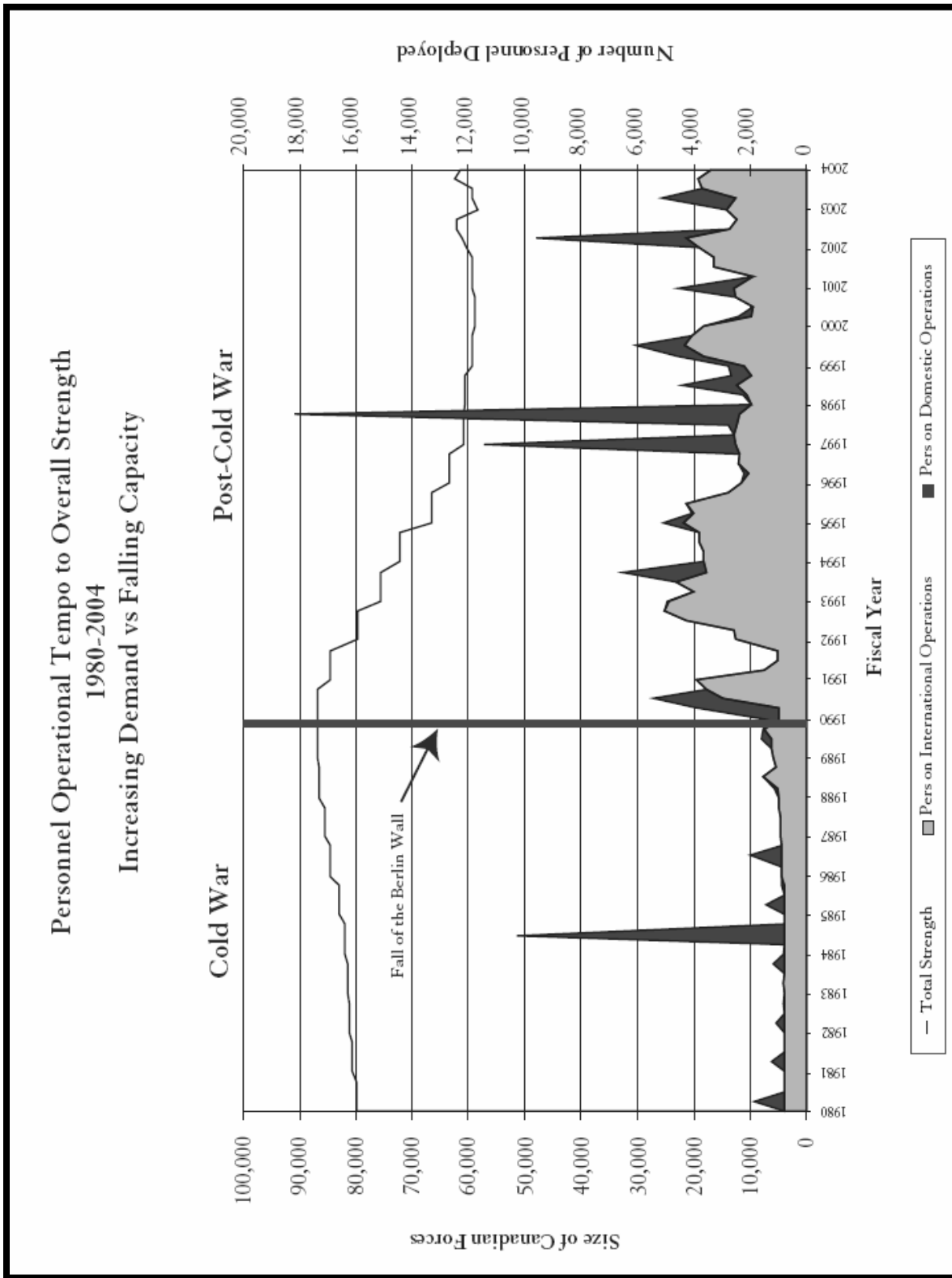
DND has been supporting Canada's efforts to help with the situation in the Darfur region of Sudan through the provision of material and advisory staff to the African Union (AU).

OP SCULPTURE – Sierra Leone **11**

International Military Advisory Training Team (IMATT)

TOTAL 2,567

Wounded: Canada's Military and the Legacy of Neglect



Source: Department of National Defence

APPENDIX IX

Truth to Power

Regulations governing the Department of National Defence appearances before Parliamentary Committees

Senate Standing Committee on National Security and Defence Request for Information

The Senate Standing Committee on National Security and Defence posed the following questions to the Department of National Defence in Fall 2005:

Q1. What directives apply to military officers who appear before Parliamentary committees? Which (if any) Defence Administrative Orders and Directives (DAODs) are relevant?

A1. Public statements made by CF members, including those made before Parliamentary committees, must be made in accordance with the principles and requirements of federal laws and policies, including Security Orders and Directives from the Department of National Defence (DND) and the Canadian Forces (CF), Queen's Regulations and Orders and the Government of Canada Communications Policy. The following explains the requirements contained in those policies and directives most pertinent to the question under consideration regarding military officers that appear before Parliamentary Committees.

A) Government of Canada Communications Policy and Privy Council Guidelines

According to the Canadian Parliamentary model, Ministers are accountable to the Prime Minister and to Parliament for presenting and defending government policies, priorities and decisions. Ministers, both individually and collectively as members of Cabinet, are the principal spokespersons for the Government of Canada and its institutions. It is their role to provide leadership in establishing the priorities and overall themes of government communications. They, together with their respective deputy heads, determine their communications priorities, objectives and requirements.

Wounded: Canada's Military and the Legacy of Neglect

The Government of Canada Communications Policy also states that spokespersons called upon to represent institutions before Parliamentary committees must follow Privy Council Office Guidelines on appearing before Parliament and other official bodies. The Privy Council Office Guidelines underscore the fact that expression of opinion by public servants on a policy that their Minister has developed or defended undermines both the principle and practice of ministerial responsibility, as well as to their ability to work subordinate to the Minister.

According, therefore, to the Government of Canada Communication Policy and the Privy Council Office Guidelines, spokespersons acting as an institution's official representative must confine their remarks to matters of fact concerning the policies, programs, services and initiatives of their institution. In this regard the policy states:

“Officials may give explanations in response to questions having to do with complex policy matters, but they do not defend policy or engage in debate as to policy alternatives. In other matters, principally those having to do with the administration of the department and its programs, officials answer directly on behalf of their Ministers. Again the answers should be limited to explanations.”

While recognizing that Canadian Forces members are not considered public servants in the civil service sense, when they appear before Parliamentary committees to respond to questions having to do with complex policy matters they do so in an official capacity, acting within the scope of their duties. As such the PCO guidelines for public servants are considered to be authoritative and persuasive in explaining the relationship between Parliament and the government and the role of all government officials, including CF members, in appearing before Parliamentary Committees.

B) Defence Administrative Orders and Directives (DAODs)

DAOD 2008-2 (Media Relations and Public Announcements):

DAOD 2008-2's operating principles state that “The Minister of National Defence is the government's principal advocate for defence matters, both within Cabinet and externally on its behalf. As the government's principal spokesperson for the DND and the CF, the Minister is responsible for informing the public about DND and CF priorities, policies, programs, operations and initiatives. The Minister is

supported in this role by the CDS, the DM and other subject matters experts as required.”

However, DAOD 2008-2 empowers and encourages CF members to speak to the media (or in other public fora) about what they do in their official capacity. This is considered by the Department and the Canadian Forces to be a valuable and important way in which to provide Canadians with a richer understanding of the day-to-day operations and contributions of the Canadian Forces and the Department of National Defence.

DAOD 2008-2 states that CF members shall discuss only their own job within their personal areas of experience or expertise. It also states that CF members speaking in their official capacity shall not:

- Respond to media queries that fall outside of their personal areas of experience or expertise, unless authorized to do so;
- Undermine the safety of personnel involved in, or the potential success of, a CF operation;
- Provide comments that could undermine the integrity of an investigation currently in progress;
- Speculate about events, incidents, issues or future policy decisions;
- Offer personal opinion on government, DND or CF policy; or
- Discuss advice given to the Minister, Cabinet or the chain of command.

C) Queen’s Regulations and Orders (QR&Os)

QR&O Chapter 19 contains obligations similar to those set out in DAOD 2008-2.

Wounded: Canada's Military and the Legacy of Neglect

Q2. How long have these directives been in place? What was their origin?

A2. DAOD 2008-2 -Was put in place on January 30, 1998. It replaced CDS Directive 120. This change was part of a review of the Defence public affairs policy, and one of its main objectives was to encourage all Defence personnel to be as open and transparent as possible. The relevant portions of QR&O Chapter 19 have been in place since 15 June 2000.

Q3. Are there stated criteria for creating a “privileged forum” – a forum where a member of the forces can state their opinions freely? What are they?

A3. CF members regularly appear before Parliament on behalf of the Minister of National Defence to answer questions or to provide other sorts of information that the Minister could not be expected to provide personally.

In contrast, privileged fora allow participants to make statements on the understanding that their content will not be attributed back to them. Such fora exist to facilitate full and frank discussion of sensitive subjects, and they exist within the CF. There are, however, no criteria for creating public privileged fora.

The CDS has authority to permit CF members to publicly express personal opinion on defence and related policy (QR&O 19.37). Such permission, however, may only be granted subject to conditions. Further, it is suggested that the granting of permission to CF members to express personal opinion to a Parliamentary committee on defence or related policy would not be appropriate.

Political neutrality of the CF and its members is a seldom-discussed, but fundamental, principle of our constitutional democracy. Preventing the CF from becoming politicized is essential to its status as subordinate to the civil authority and to public confidence in the CF. Public expression of personal opinion on defence or related policy would create the perception of drawing CF members into the political process and undermining public confidence in the loyalty and impartiality of the CF to the Government of Canada. It is, consequently, the duty of all CF members to give loyal and impartial support to the Government of Canada – regardless of the political organization that forms the government. In practice, this means publicly explaining – but not defending or attacking – defence or related policy. It is the responsibility of the relevant Minister to defend defence or related policy.

As noted above, the CDS has the authority to permit CF members to publicly express personal opinion on defence and related policy. Given the inherently political nature of Parliamentary committees, the granting of such permission for the purpose of testifying before Parliamentary committees would risk politicization of, and loss of public confidence in, the CF. It would not, therefore, be appropriate for the CDS to grant such permission.

For reference purposes, please take note just below of articles 19.36 and 19.37 from the Queen's Regulations and Orders:

Article 19.36 (Disclosure of Information or Opinion): Article 19.36 states that "no officer or non-commissioned member shall without permission obtained under article 19.37 (Permission to Communicate Information):

...

(c) Publish in any form whatever any military information or the member's views on any military subject to unauthorized persons;

(d) Deliver publicly, or record for public delivery, either directly or through the medium of radio or television, a lecture, discourse or answers to questions relating to a military subject;

...

(f) Publish the member's opinions on any military question that is under consideration by superior authorities;

(g) Take part in public in a discussion relating to orders, regulations or instructions issued by the member's superiors;

...

(j) Publish in writing or deliver any lecture, address or broadcast in any dealing with a subject of a controversial nature affecting other departments of the public service or pertaining to public policy."

Article 19.37 (Permission to Communicate Information): According to Article 19.37:

1) "Permission for the purposes of article 19.36 (Disclosure of Information or Opinion) may be granted by the Chief of the Defence Staff or such authority as he may designate.

2) Permission given under paragraph (1):

(a) does not have the effect of endorsing anything said or done by the person to whom it is given;

Wounded: Canada's Military and the Legacy of Neglect

- (b) may not be referred to in any way; and
- (c) is given on the basis that no statement implying endorsement on behalf of the Crown will be included in what is said or done.”

Conclusion

The foregoing regulations and directives combine to create a regime under which CF members are compellable as witnesses before Parliamentary committees. Before Parliamentary committees, CF members are expected to honestly and faithfully answer all questions regarding matters of fact, as well as explain the substance and implications of policy, within their personal sphere of knowledge. For the reasons stated above, however, if a CF member testifying before a Parliamentary committee is asked for his personal opinion regarding a defence or related policy, that CF member should respectfully defer the answering of such a question to someone who is politically accountable, such as the Minister of National Defence.

APPENDIX X

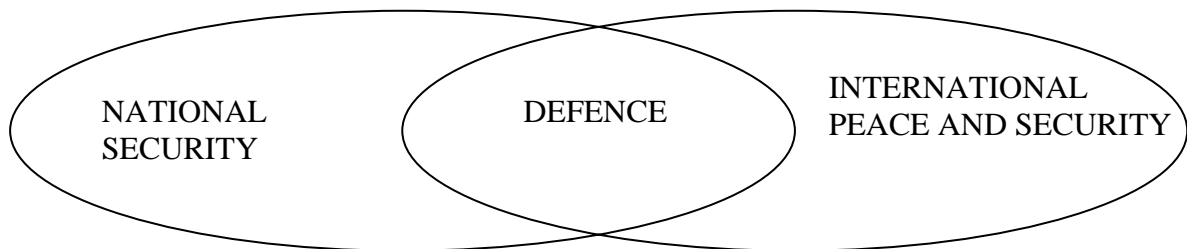
Précis of Defence Policy Statement

CANADA'S NEW DEFENCE POLICY 2005

In historical terms, the *Defence Policy Statement* – a section of the *International Policy Statement* – has elements of the 1971 White Paper on Defence that put priority attention on Canadian sovereignty, and the 1987 White Paper on Defence that promised increases in personnel, money, equipment and operational capability. Neither of them developed as planned.

The *International Policy Statement*, entitled *A Role of Pride and Influence in the World*, identifies the first duty of government as being the protection of its citizens, and points out the government's intention to defend Canada against all threats, to protect the northern portion of the continent, to preserve our sovereignty.

To get the complete context, the *International Policy Statement* should be read in conjunction with the *National Security Policy* published in April 2004. The CF has a foot in both camps.



An important development is the ‘whole of government’ approach to international missions, integrating civilian and military resources to produce one integrated Canadian mission.

DEFENCE

The Defence Policy Statement (DPS) covers both domestic security and international security roles. It outlines three broad roles for the Canadian Forces:

Wounded: Canada's Military and the Legacy of Neglect

- Protecting Canadians (the CF's first priority),
- Defending North America in cooperation with the United States,
- Contributing to international peace and security.

There are seven major elements discussed in the DPS and the consolidated requirements of each are commented described below:

NATIONAL ASSETS

Establish a single unified national command structure (Canada Command) to respond to national contingencies;

Enhance relationships with civil authorities. Share information, develop and exercise plans, so that, in a crisis, the CF can make a timely, effective contribution to the government's overriding objective to protect Canadians.

Sustain for up to six months the command element of the standing contingency task force, either land- or sea-based, capable of multinational lead-nation status in peace support operations; and

Sustain indefinitely the national command element of a mission-specific task force overseas. It will also be capable of multinational lead-nation status in peace support operations for more limited periods.

MARITIME CAPABILITIES

Enhance the ability of ships to support the special operations group.

Carry out littoral operations as part of the standing contingency task force and mission-specific task force.

Proceed with the acquisition of ships that will be able to:

- Pre-position or deploy the standing contingency task force;
- Support land operations;
- Provide a sea-based national or multinational command capability;

- Deploy tactical unmanned aerial vehicles; and
- Sustain naval task group operations worldwide.

Complete, in the near term, the process of bringing the Victoria-Class submarines into service;

Modernize the combat systems and electronics of the Halifax-Class frigates to maintain their ability to participate in alliance and coalition operations;

Acquire weapon systems for surface ships to enable them to support and protect forces operating ashore; and

Begin to define the requirement for a new class of surface ship to replace the current destroyers and frigates over the longer term.

Place much greater emphasis on protecting Canada;

Implement specific national security policy commitments by:

- Leading the coordination of the on-water respond to a maritime threat or a developing crisis in our exclusive economic zone and along our coasts;
- Help develop a common maritime picture, including by expanding the number of high frequency surface wave radars on each coast;
- Lead the development of fully integrated interagency marine security operations centre;
- Cooperate closely with other government fleets and agencies involved in the surveillance of our ocean areas;
- Explore cooperation with other government agencies in monitoring our internal waters, such as the St. Lawrence Seaway and the Great lakes; and
- Strengthen links with Canadian stakeholders and the appropriate U.S. Department and Agencies to facilitate better maritime security cooperation.

Wounded: Canada's Military and the Legacy of Neglect

Increase support to other government department in protecting endangered fish stocks, monitoring illegal drug and immigration activity, conducting environmental surveillance, and carrying out search and rescue operations;

Enhance surveillance of and presence in Canadian areas of maritime jurisdiction, including the near-ice and ice-free waters of the arctic;

Provide, when required, submarines in direct support of the special operations group for operations within Canada's ocean regions;

Provide a naval task group of up to four combatant vessels on each coast, with embarked maritime helicopters and a national command component, to protect the sovereignty and security of our oceans and maritime areas of jurisdiction:

- One task group designated for operations as the maritime contribution to the standing contingency task force, and
- The other available to deploy as part of a mission-specific task force;

Sustain indefinitely, on each coast, a ready-duty ship, capable of responding to national contingency or search and rescue operations in our waters and maritime approaches;

Sustain indefinitely the deployment overseas of two ships (one from each coast) with embarked maritime helicopters, or a submarine and a ship, for operations in direct support of the special operations group or as forward elements of the standing contingency task force anywhere in the world;

Sustain for up to six months a task group of up to four combatant vessels with the capability for a national or multinational command component for operations abroad. This task group will be capable of precision for and support to forces ashore and will be used as an integral element of the standing contingency task force or in support of other national objectives; and

Deploy a second task group for up to six months, either as a follow-on force to the standing contingency task force or as part of a separate mission-specific task force.

LAND CAPABILITIES

Increase the size of regular units as part of the expansion of the forces by 5,000 people;

Increase the "Tooth-to-tail ratio" – the number of people capable of being deployed on operations compared to those in administrative overhead – the land forces will be able to more effectively support the special operations group, the standing contingency task force and mission-specific task forces;

Continue to transform into a modern, combat-capable medium-weight force, based primarily on wheeled light armoured vehicles, including the mobile gun system and the multi-mission effects vehicle (to replace the direct-fire role of the leopard tank), a new platform to deliver indirect fire, and a new fleet of medium transport trucks.

Increase the reserves by 3,000 people, to include:

- Completing phase II of the land force reserve restructure program (including the medical and communications reserves), raising the authorized end-state to 18,500 personnel,
- This will improve the Canadian forces ability to respond to domestic contingencies and address specific capabilities required for overseas deployments;

Build on the mix of military and non-military skills resident in the reserves (e.g., chemical, biological, radiological and nuclear response, information operations and civil-military cooperation), as well as their presence nationwide, to support civilian authorities in responding to domestic emergencies in Canada;

Support the Government's sovereignty and security objectives in the north by:

- Improving the ability of the Canadian Rangers to communicate with other components of the Canadian forces and Government Agencies, and
- Increasing regular force sovereignty patrols in the region;

Wounded: Canada's Military and the Legacy of Neglect

Complete the acquisition and development of intelligence, surveillance and reconnaissance systems, and integrate these into other Canadian Forces and allied sensor systems;

Provide forces to the special operations group for domestic operations;

Provide light forces to support the special operations group, capable of integrating with JTF 2 elements;

Improve the communications, mobility, firepower and support capabilities of the light forces so they can better integrate with the special operations group and more effectively contribute to the standing contingency task force and mission-specific task forces;

Provide forces to the standing contingency task force to respond to domestic emergencies;

Provide the land component of the standing contingency task force, capable of embarking and operating from a maritime platform;

Provide immediate-response units to mission-specific task forces to respond to domestic crises;

Sustain overseas for an indefinite period two land task forces, potentially in different theatres of operations, to form the land component of mission-specific task forces;

- While currently limited to approximately 700 personnel, these land task forces will increase to approximately 1,200 personnel,
- In addition, the land forces will be able to provide a smaller, third task force of approximately 1,000 personnel for a six-month period, either to reinforce a current operation or to mount a new short-term mission;

Provide a Brigade Headquarters, capable of commanding a multinational formation for a year, as part of a larger Canadian international effort.

AEROSPACE CAPABILITIES

Place much greater emphasis on protecting Canada. As a result, the CF-18's primary mission will be the defence of Canada and North America. This will include maintaining CF-18 readiness in accordance with NORAD requirements;

Complete the modernization of the CF-18 through the acquisition of a satellite-guided air-to-ground weapons capability to reflect the increased focus on close support to ground forces, while retaining its air-to-air capability at existing levels;

Complete the acquisition of new maritime helicopters;

Provide airlift anywhere in Canada for the deployment of the land and command elements of the special operations group, the standing contingency task force, or one of the mission-specific task forces;

Acquire medium to heavy lift helicopters, as announced in Budget 2005, to support land and special operations missions, including transporting large numbers of personnel and heavy equipment from forward deployed bases or from a maritime platform;

Provide a special operations aviation capability to the special operations group for operations anywhere in Canada;

Provide assured airlift to support international operations;

Acquire, or ensure access to, the right mix of capabilities to meet the increasing requirements for domestic, global and in-theatre airlift;

Increase the surveillance and control of Canadian waters and the Arctic with modernized Aurora Long-Range Maritime Patrol Aircraft, unmanned aerial vehicles and satellites;

Complete the modernization of the Aurora Maritime patrol aircraft;

Acquire unmanned aerial vehicles to support domestic and international operations;

Complete the conversion of two airbus aircraft into air-to-air refuellers;

Wounded: Canada's Military and the Legacy of Neglect

Pursue the use of satellites to support domestic and international operations;

Examine the acquisition of additional radars to provide better coverage of population centres and vital points;

Enhance capabilities in the north by:

- Replacing the twin otter fleet with a more modern aircraft,
- Considering the utility of basing search and rescue aircraft in the region;

Conduct search and rescue operations with the new cormorant helicopter, as well as new fixed wing search and rescue aircraft;

Replace the Buffalo and Hercules aircraft used for fixed-wing search and rescue;

Provide maritime and transport helicopters as the air contribution to the standing contingency task force or the mission-specific task forces;

Sustain indefinitely the deployment overseas of two embarked maritime patrol helicopters (one on each coast) and one Aurora Maritime patrol aircraft as the forward element of the standing contingency task force anywhere in the world;

Provide a globally deployable special operations aviation capability to the special operations group;

Provide for up to six months, an air expeditionary unit as an integral element of the standing contingency task force. This unit would be comprised of:

- Up to two Aurora Maritime Patrol Aircraft to support land-based and sea-based elements,
- Up to six maritime helicopters for deployment with the naval task group, and
- Up to six medium to heavy lift helicopters to support land operations;

Sustain indefinitely overseas an air expeditionary unit as an integral element of a deployed mission-specific task force. This would consist of up to six medium to heavy lift helicopters to support land operations;

Deploy for up to six months to a prepared base in a secure location an air expeditionary unit as an integral element of a mission-specific task force. This would consist of:

- One airbus configured for air-to-air refueling, and

Six CF-18 aircraft for air-to-ground missions.

SPECIAL OPERATIONS CAPABILITIES

Enlarge joint task force 2 to enhance its ability to carry out missions at home and abroad, either alone or as part of the special operations group;

Enhance JTF 2 to deal with emergencies in different parts of the country;

Improve special operations training capabilities;

Provide special operations expertise to the special operations group, the standing contingency task force or mission-specific task forces in domestic emergencies.

Sustain for up to six months the deployment overseas of the special operations group;

Provide special operations elements to support the standing contingency task force or another mission-specific task force in order to enhance their covert surveillance and other capabilities;

Provide an enhanced JTF 2 to conduct operations such as the evacuation of Canadians and other non-combatants from areas of conflict; and

Enhance the joint nuclear, biological and chemical defence company to support civilian first responders in reacting quickly to a major incident in Canada; expand the joint nuclear, biological and chemical defence company to better protect Canadians at home as well as Canadian Forces units deployed on domestic and international operations;

Provide an enhanced joint nuclear, biological and chemical defence company for overseas operations, including as part of NATO missions.

DISASTER RELIEF

Enhance the capabilities of the disaster assistance response team. Building on lessons learned over the past several years (including the most recent deployment to Sri Lanka), make the team more deployable, lighter and more modular, that is, capable of being deployed in different combinations of its component parts;

Provide an enhanced disaster assistance response team, or its component parts, for humanitarian assistance missions at home;

Provide an enhanced disaster assistance response team, or its component parts, for humanitarian assistance missions overseas.

APPENDIX XI

Glossary

14 Wing: The Air Force wing based at Greenwood NS. This wing provides both maritime patrol and search and rescue capabilities to Canada's Atlantic region.

Aircraft Update: A major modernization of aircraft systems designed to replace obsolete systems and/or add new capabilities. Used to extend the life or "time in service" of the aircraft as an alternative to replacement.

Antonov AN-124: Large strategic transport aircraft dating from the Soviet era. Several are now operating commercially and are occasionally chartered by the CF in support of CF overseas operations.

Arcturus: The Canadian name for a Lockheed P-3 not fitted with the anti-submarine warfare equipment. Used for training and maritime surface patrol. The remaining 2 of these aircraft will be taken out of service with the CF in 2007.

Asymmetric Cuts: Refers to the fact that, for various reasons, the Air Force was required to provide a significantly larger percentage of the personnel cuts than the other two services.

Asymmetrical Threat: Describes a condition where the opposing force appears disproportionately larger or smaller than your own. Commonly used today when talking about the considerable conventional military might of the United States verses the apparently modest and mostly invisible capability of al quaida and the like.

Aurora: The Canadian name for the Lockheed P-3 maritime patrol aircraft. Used for anti-submarine warfare and maritime surface patrol. 18 of these aircraft are in service with the CF.

Auxiliary Oiler Replenishment ships (AOR): These ships replenish Task Groups at sea with food, munitions, fuel, spare parts and other supplies. They also have large medical and dental facilities. Using their large capacity and extended range, our Task Groups can stay at sea for longer, and go further.

Wounded: Canada's Military and the Legacy of Neglect

Base: The home location for Canadian Forces units. Usually made up of infrastructure (housing, hangers, garages, runways, etc.) and an organization designed to provide a full range of support services to the unit(s) housed there.

Blue water navy and brown water navy: Blue water Navy - a navy that has a credible and balanced (deep ocean) power projection capability.

Brown Water Navy- is a term in American naval jargon referring to actions in near shore and river environments. Small gunboats and patrol craft are the ships used by a brown water force.

Boeing 707: An obsolete airliner no longer in service with the CF. Replaced by the A-310 Airbus (Polaris).

Bow-wave: The wave that forms at the bow of a boat when it moves through the water. The size of the bow wave is a function of the speed of the boat, ocean waves, and the shape of the bow. A boat with a large draft and a blunt bow will produce a large wave, while boats that plane over the surface of the water or boats fitted with a bulbous bow will create smaller bow waves. In the context of this report, the "bow wave" is a large accumulation of costs over time that results from a continually deferring infrastructure maintenance.

Buffalo: Twin engine light transport aircraft used by the CF for search and rescue on the mountainous west coast. 6 of an original 15 remain in service pending the purchase of a replacement.

Canada Command: Canada Command is the operational headquarters from which the CF will conduct routine domestic operations treating Canada as one area of operations. Canada Command will eventually command six regional commands throughout Canada. The creation of Canada Com means that for the first time, a unified and integrated chain of command at the national and regional levels will have the immediate authority to deploy maritime, land and air assets in their areas of responsibility in support of domestic operations.

Canada Command will be headquarters in Ottawa but will not be co-located with National Defence Headquarters at 101 Colonel by Drive.

Canadian Forces: The armed forces of Her Majesty raised by Canada and consisting of one Service with called the Canadian Armed Forces.

Canadianizing: A coined term that refers to the program to replace equipment aboard British-built VICTORIA-class submarines with equipment already in use in, or compatible with, Canadian naval vessels.

CC-130 Hercules: Four-engine military cargo aircraft in service with the Canadian Forces since the 1960's. 32 of these remain in the CF inventory.

CEFCOM: Under the new CF structure, Canadian Expeditionary Forces Command (CEFCOM) is the unified command that is responsible for all Canadian Forces (CF) international operations, with the exception of operations conducted solely by Special Operations Group (SOG) elements. Similar to the integrated chain of command put in place under Canada Command (Canada COM), the CF's operational command headquarters responsible for domestic operations, CEFCOM will bring together under one operational command the maritime, land and air force assets to conduct humanitarian, peace support or combat operations wherever they are required internationally. Headquartered in Ottawa, CEFCOM will also be responsible for setting the standards for integrated training and final certification of assigned forces – ensuring that all units and personnel selected to conduct overseas duties are fully trained and ready to do so

CH-148: The Canadian designator for the new maritime helicopter that will eventually replace the Sea King.

Challenger: Small passenger jet aircraft. Used by the government's executive flight service for the transport of senior officials (4 aircraft) and by the Air Force (2 aircraft) for light transport and medical evacuation. All aircraft are operated by the Air Force and maintained by Transport Canada.

Chief of Defence Intelligence: A military officer at the rank of Major-General or Rear Admiral whose responsibility is to provide intelligence services to DND and the CF in support of defence planning and military operations and to support other government departments as it relates to the security of Canada.

Chief of Defence Staff: The Chief of the Defence Staff has primary responsibility for command, control and administration of the Canadian Forces and military strategy, plans and requirements.

Wounded: Canada's Military and the Legacy of Neglect

The Chief of the Defence Staff is appointed by the Governor-in-Council on the advice of the Prime Minister. The CDS also has a special relationship to the Governor General who, as the Queen's representative in Canada, exercises virtually all of her powers under the Constitution and, therefore, serves as Commander in Chief of the Canadian Forces. Thus there is in formal terms, though not in practice, a direct "line of command" from the Head of State through the CDS to all the officers who hold the Queen's Commission and, through them, to all members of the Canadian Forces.

The Chief of the Defence Staff is charged with the command, control and administration of the Canadian Forces and advises the Minister on all these matters - including military requirements, capabilities, options and the possible consequences of undertaking or failing to undertake various military activities. Whenever required, the Chief of the Defence Staff advises the Prime Minister and Cabinet directly on major military developments. The CDS is thus the senior military advisor to the Government as a whole.

The Chief of the Defence Staff implements government decisions involving the Canadian Forces by issuing appropriate orders and instructions. The CDS is accountable to the Minister for the conduct of CF activities, as well as for the condition of the Forces and their ability to fulfill the military commitments and obligations undertaken by the government.

Chinook: Large, twin-rotor helicopter typically used to transport equipment, troops and supplies around a theatre of operations. No longer in the CF inventory.

CFB - Canadian Forces Base: See "base" above.

Coastal Defence Vessels: Are multi-role minor war vessels whose primary mission is coastal surveillance and patrol. Coastal surveillance involves general naval operations and exercises, search and rescue, law enforcement, resource protection and fisheries patrols. The ships are very flexible -- inter-changeable modular payloads can be fitted for route survey, bottom object inspection and mine hunting and countermeasure.

Command and Control Capability: The ability to collect, analyze and communicate information, plan and coordinate operations, and provide the capabilities necessary to direct forces to achieve assigned missions.

Cormorant: The new search and rescue helicopter acquired by the CF over the past five years. 15 are in service with the CF based at Comox, BC, Trenton, ON, Greenwood NS and Gander NFLD.

Counter-intelligence: Those activities which are concerned with identifying and counteracting the threat to security posed by hostile intelligence services or organizations or by individuals engaged in espionage, sabotage, subversion or terrorism.

Coyote: Light armoured reconnaissance vehicle.

DART – Disaster Assistance Response Team: A military organization designed to deploy rapidly anywhere in the world to crises ranging from natural disasters to complex humanitarian emergencies. It:

- responds rapidly, in conjunction with national and regional governments and non-governmental agencies, to stabilize the primary effects of an emergency or disaster;
- provides purified drinking water and medical aid to help prevent the rapid onset of secondary effects of a disaster; and
- gains time for the deployment of national and international humanitarian aid to facilitate long-term recovery in a disaster-stricken community.

Datasets: A logically meaningful grouping or collection of similar or related data. Data having mostly similar characteristics (source or class of source, processing level and algorithms, etc.).

DCDS: Deputy Chief of the Defence Staff Responsible to the Chief of the Defence Staff – Plan, direct and support DND and CF operations (force employment – national and international); The mission of the DCDS Group is to excel in the conduct of contingency operations through Joint Force Planning, Generation, Enhancement and Development

Destroyer: A destroyer is a fast and maneuverable yet long-endurance warship intended to escort larger vessels in a task or battle group and defend them against smaller, short-range attackers (originally torpedo boats, later submarines and aircraft).

Wounded: Canada's Military and the Legacy of Neglect

DIR (Defence Intelligence Review): The DIR is directly linked to the command and control requirement. The DIR was a recent review of all aspects of defence intelligence to increase the capacity and capability of the National Defence Command Centre (NDCC) and enhance defence intelligence in general. The review reflects today's complex operating environment, which requires improved situational awareness and net-centric responses. The DIR has also highlighted the need to better co-ordinate intelligence activities across departmental and functional components.

Environment: This term designates the naval, land and air components of the Canadian Forces.

Fiscal Year: The financial or accounting year of an organization, which may or may not coincide with the calendar year. An organization may find it convenient to end its accounting year at a time when inventory stocks are down. The fiscal year of Canada's federal and provincial governments runs from April 1 to March 31.

Frigate: A warship intended to protect other warships and merchant marine ships and as anti-submarine warfare (ASW) combatants for amphibious expeditionary forces, underway replenishment groups, and merchant convoys. Canada has 12 general purpose frigates of the HALIFAX-class. Incorporating many technological advances, including an integrated communications system, a command and control system, and a machinery control system, these vessels' weapons, sensors and engines form a formidable platform of defensive and offensive capabilities. They are quiet, fast, and have excellent sea-keeping characteristics.

FWSAR: Fixed-wing search and rescue as the name implies is that portion of the SAR mission conducted by conventional aircraft as opposed to helicopters. Fixed-wing resources tend to be used in the initial phases of the search to locate the distressed ship or aircraft and helicopters to perform the rescue. With limitations, both have some capability to perform the other's role.

Geomatics: a field of activities that uses a systematic approach to integrate all means used to acquire and manage data obtained from sources in space.

Force generation: The principles, fundamentals and process that dictate how forces will be created that include equipping, training and otherwise preparing for operations.

Force projection: The ability to project the military element of national power from Canada, in response to requirements for military operations. Force projection operations extend from mobilization and deployment of forces to redeployment.

Griffons: Light utility helicopter used to transport small groups of troops and light equipment around the battlefield. 75 of 100 purchased in the 1990's are in service with the CF.

GTS (GTS Katie): GTS refers to a Gas Turbine Ship and the GTS Katie was a 750-foot, roll on/roll off cargo ship.

Huey: Light utility helicopter used to transport troops and light equipment around the battlefield. Replaced by the Griffon in the CF inventory.

HUMINT: A category of intelligence derived from information collected and provided by human sources. 2. Intelligence derived from information collected and provided by human sources.

Imagery: A collective term that means the representations of objects reproduced electronically or by optical means on film, electronic display devices, or other media.

Impact Statement: A written statement to the Chief of Defence Staff and Deputy Minister by a Level One senior manager that indicates what the impact will be on his or her organization should the full allocation of requested funds not be provided for the coming Fiscal Year.

Information Technology: The scientific, technological and engineering disciplines as well as to the management technologies used in information handling, communication and processing, their applications and associated software and equipment and their interaction.

Interoperability: The capability to communicate, execute programs, or transfer data among various functional units in a manner that requires the user to have little or no knowledge of the unique characteristics of those units.

Interoperability of materiel: Many believe that it can make a major contribution to the smooth running of multilateral operations through interoperability of materiel and common command, control and communications arrangements.

Wounded: Canada's Military and the Legacy of Neglect

ISAF: International Security Assistance Force. The ISAF in Kabul, Afghanistan is UN mandated and NATO led.

Joint Support Ship: The Joint Support Ship will provide three distinct capabilities to provide better support to both naval and land forces during joint, national and international operations. It replaces the current AOR. Its roles are:

- a) Underway Support to Naval Task Groups – Underway support is the term used to describe the transfer of liquids and solids between ships at sea. This underway support also includes the operation of helicopters and a second line maintenance capability for helicopters, as well as a task group medical and dental facility;
- b) Sealift – To meet a range of possibilities in an uncertain future security environment, three Joint Support Ships together will be capable of transporting 7,500 lane metres of vehicles and stores. This will provide for the transport of an army battle group. The capability will also include a flexible self load and unload function; and
- c) Afloat Support to Forces Deployed Ashore – This capability will provide a limited joint force headquarters at sea for command and control of forces deployed ashore.

JTF-2: The Joint Task Force Two (JTF 2) of the Canadian Forces is a Special Operations Forces unit that is responsible for federal counter-terrorist operations. The mission of JTF 2 is to provide a force capable of rendering armed assistance in the resolution of an incident that is affecting, or has the potential to affect, the national interest. The primary focus is counter-terrorism (CT), however, the unit can expect to be employed on other high value strategic tasks. JTF 2 was created on April 1, 1993, when the Canadian Forces (CF) accepted responsibility for federal counter-terrorism operations from the RCMP. Since its inception, the unit has continuously evolved to meet modern-day threats. As the events of 11 September 2001 have shown, the threat of terrorism comes from an elusive, sophisticated and determined enemy. In order to maintain an edge in this operational environment, JTF 2 is continuously developing new capabilities, technologies, and tactics. The year 2001 marked an important milestone in the history of JTF 2. The unit was committed to the international Special Operations Forces coalition in Afghanistan, completing its operations there in November 2002. This deployment was the first time JTF 2 was used in a major combat role outside Canada. The unit played a critical role in coalition Special Operations Forces and earned the respect of Canada's allies for its professionalism.

Kiowa: A small helicopter used primarily for battlefield reconnaissance. No longer in service with the CF.

Labrador Helicopter: A twin-rotor helicopter formerly used by the CF for search and rescue. Replaced by the Cormorant.

“Level One” Manager: Senior military officers or senior civilian executives who hold Assistant Deputy Minister status and occupy key positions in DND at the level just below Chief of Defence Staff and the Deputy Minister.

Littoral: The coastal sea areas and that portion of the land which is susceptible to influence or support from the sea, generally recognized as the region which horizontally encompasses the land-watermass interface from 100 kilometres (km) ashore to 200 nautical miles (nm) at sea, and extending vertically into space from the bottom of the ocean and from the land surface

Medium Lift helicopter: Name given to a larger category of utility helicopter than is currently in the CF inventory. Would be used to transport larger groups of troops and their equipment around the battlefield. Consideration for acquiring this capability is underway but actual specifications have not yet been determined.

Mid-life refit: In a naval sense, a refit consists of preventive, corrective and unique maintenance activities that are undertaken at the half-way point of a vessel’s designed life. Major overhauls of heavy machinery and the replacement of obsolete electronic systems and/or sub-systems are typically undertaken.

Militia: Army component of the Primary Reserve.

Mine-hunting: The technique of searching for, or clearing mines using mechanical or explosion gear, which physically removes or destroys the mine, or produces, in the area, the influence fields necessary to actuate it.

National Interests: The concept of the security and well-being of the state, used in making foreign policy. A national interest approach of foreign policy demands realistic handling of international problems, based on the use of power divorced from moral principles and values. Conflicts of national interest in the state system are resolved through diplomacy, international law, international institutions or, ultimately, through war. The national interest concerns the defence and maintenance of the social, political and economic stability of Canada and, thereby, the security of the nation.

Wounded: Canada's Military and the Legacy of Neglect

Operational Tempo: Ops Tempo normally refers to unit activity and Pers Tempo refers to individual activity.

Overseas Rotations/ROTO: The frequency by which military units are rotated between Canada and overseas theatres. ROTO is a colloquial term for rotation.

Personnel tempo: The frequency and quantity of time spent on military duties away from home.

Note 1: The accumulation of absences from home can be due to overseas deployments individual or unit-level training or incremental tasking. Personnel tempo is therefore not just a phenomenon experienced by Canadian Forces members on deployed operations.

Note 2: As with virtually all other NATO nations, the CF and DND are experiencing two converging demands. The first is that the general level of operational commitments have increased over the last ten years while the second is that the demands made on personnel during non-operational times have also augmented. The latter factors include obvious indicators such as the ice storm or flood relief efforts (with Y2K yet to come) and frequent retraining due to Military Occupational Structure (MOS) Review driven changes and new general purpose courses (Standard for Harassment and Racism Prevention (SHARP), ethics, environmental, etc). These also encompass the Quality of Life (QOL) dissatisfiers of reduced cost moves, lack of promotions, uncertainty over future ASD or downsizings, and potential pension amendments as well as the growing reality that continued reductions of non-operational positions is making postings to bases and HQs highly stressful. **While Ops Tempo normally refers to unit activity and Pers Tempo refers to individual activity**, the real concern is the cumulative effects of what could be considered "career tempo" have the potential, particularly for the CF, to reduce commitment, increase burnout and contribute to elevated unscheduled attrition.

Platform: Refers to a ship, aircraft or vehicle on which a weapon system is mounted.

Polaris: Canadian designator for the A-310 Airbus used by the CF to transport passengers and bulk freight. Two are being modified to function also as tankers to provide air-to-air refueling. 5 are in service with the CF.

RECCE - Reconnaissance: A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area.

Recognized Maritime Picture: A plot compiled to depict maritime activity on each of Canada's coasts is referred to as a Recognized Maritime Picture. The term "recognized" is used to indicate that the picture has been analyzed and evaluated prior to its dissemination. In other words, rather than having observing stations or units simply pass data among themselves, there is a central authority to whom data is forwarded for compilation, evaluation and dissemination as a *recognized* picture – a Commander's evaluation of what is happening in a given area.

Regular Forces: Component of the Canadian Forces that consists of officers and non-commissioned members who are enrolled for continuing, full-time military service.

Reserve Force: Component of the Canadian Forces that consists of officers and non-commissioned members who are enrolled for other than continuing, full-time military service when not on active service. The Primary Reserve comprises the Militia, the Naval Reserve, the Air Reserve and the Communications Reserve. Other sub-components of the Reserve Force are: the Supplementary Reserve, the Cadet Instructors Cadre and the Canadian Rangers.

Risk Management: A logical step-by-step process to protect, and consequently minimize risks to, the government's property, interests and employees. Risk includes the chance of damage to or loss of government property, and the chance of incurring second- or third-party liability to non-government entities.

ROE - Rules of Engagement: Directives issued by competent military authority which specify the circumstances and limitations under which forces will initiate and/or continue combat engagement with other forces encountered.

Route survey: Involves the detailed collection of ocean bottom information in order to provide a "before" picture of the ocean bottom. A multibeam side scan sonar is used. Collected information includes; Bathymetry (underwater topography), Sediment Classification, Object Positioning and Identification and Mine Burial Impact Assessment. Although the primary focus is to compile and catalogue acoustically derived imagery beneath pre-determined shipping routes,

Wounded: Canada's Military and the Legacy of Neglect

Route Survey also works with Other Government Departments (OGDs) through various Memorandums of Understanding (MOU), providing Aid to Civil Power.

Rust-out: The physical deterioration of a real property or moveable asset, causing a degradation in the asset's performance, which may cause increased operating and maintenance costs, decreased economic life, and a negative impact upon service delivery.

SAR: Search and Rescue.

Sea King: A medium-sized maritime patrol and anti-submarine warfare helicopter. These operate both from ashore and from Canada's naval ships at sea. In service since the 1960's, it is scheduled to be replaced. 29 remain in service with the CF.

Sealift: To transport (personnel or supplies) by sea.

Side-scan sonar: A category of sonar system that is used to efficiently create an image of large areas of the sea floor. This technique is used for a wide variety of purposes, including creation of nautical charts and detection and identification of underwater objects and bathymetric features. The sensor emits pulses down toward the seafloor across a wide angle perpendicular to its path through the water, which may be towed from a surface vessel or submarine, or mounted on the ship's hull.

“Sign off and Aircraft”: Certify that maintenance work completed on the aircraft has been done correctly and that the aircraft is ready to be flown.

SITREP - Situation Report: A report giving the situation in the area of a reporting unit or formation.

Six Pack: Refers to a deployment package of 6 CF-18 aircraft along with the crews and other essentials required to operate away from home.

Special Forces: Canadians served with distinction in several types of Allied Special Forces units during the Second World War. One such unit was the legendary U.S. and Canadian combined 1st Special Service Force or, as it was commonly known, "the Devil's Brigade." It achieved a sterling combat record despite overwhelming odds. While tactics, weapons and technology have changed, today's JTF 2 soldiers are perpetuating the basic qualities that define such units.

Special Operations Group (SOG): As articulated in the 2005 Defence Policy Statement, the operational transformation of the Canadian Forces will focus on the establishment of new joint organizations and combat structures that can meet the Government's expectations for effectiveness, relevance and responsiveness. A key element of this transformation is the creation of a Special Operations Group (SOG) that will be capable of responding to terrorism and threats to Canadians and Canadian interests around the world.

The SOG will be composed of Joint Task Force 2 (JTF2), the Canadian Forces' special operations and counterterrorism unit; a special operations aviation capability centred on helicopters; a Joint Nuclear, Biological and Chemical Defence Company ; and supporting land and maritime forces. The SOG will be capable of operating as an independent formation but its primary focus will be to generate Special Operations Forces (SOF) elements to support Canada Command (Canada COM) and the Canadian Expeditionary Forces Command (CEFCOM). Integrating special operations forces in this manner will increase their impact in operations, as well as the range of options available to the government in the deployment of the Canadian Forces.

Squadron: The basic operating unit of (usually) an air force. Typically consists of about 10 to 20 aircraft, crews and support equipment designed to operate as an entity.

Strategic airlift: The type of airlift used to haul large quantities of materiel (and personnel) over long distances, usually from home to a marshalling point in the theatre of operations. Usually large aircraft with long unrefueled range.

Strategic (plan): A plan for the over-all conduct of a war. A long-range plan that includes the major objectives of an organization and how they are to be attained.

Submarines: Self-propelled submersible types regardless of whether employed as combatant, auxiliary, or research and development vehicles which have at least a residual combat capability. Canada has four of the VICTORIA-class that are combatants provide the Navy with formidable defensive and offensive capabilities, along with a valuable anti-submarine (ASW) training asset. They are extremely quiet and stealthy, and well suited for current naval defence roles. Important amongst these is support to other federal government departments, including participation in fisheries, immigration, law enforcement and environmental patrols.

Wounded: Canada's Military and the Legacy of Neglect

Sustain forces deployed: To provide for the needs of forces conducting operations away from home to include food, housing, medical care, fuel, ammunition, spare parts reinforcements etc. In short everything the force requires to continue to operate.

T-33: A fighter aircraft from the 1950's used until recently by the Air Force for combat support missions (training, towing gunnery targets, etc.). No longer in service.

Tactical airlift: The type of airlift used to carry personnel and materiel over shorter distances within a theatre of operations. Usually smaller, somewhat more agile aircraft with some capability to defend against attack.

Tactical (plan): A detailed and relatively short-range plan describing the immediate goals, their order of priority, their completion dates, the precise means to be employed and the coordination required.

Tracker: A smaller twin-engine maritime patrol aircraft formerly used for fisheries and other inshore maritime patrol. No longer in service with the CF.

Trained and effective personnel and technicians: Personnel who have been fully trained and qualified to perform their assigned function and who are otherwise available (medically fit etc.) to perform it.

Trinity / Athena: TRINITY and ATHENA are organizations within Maritime Forces Atlantic and Maritime Forces Pacific respectively. Among their responsibilities are administering the Maritime Operations Centres that are being augmented by representatives from six other government departments (Transport Canada, the RCMP, the Canadian Border Service, Department of Fisheries and Oceans, and the Canadian Coast Guard) to create the new Maritime Security Operations Centres that will "fuse" data from each department's units to create an improved Recognized Maritime Picture.

V Corps: The US Army formation that was in Iraq in 2003

Vessels of Interest: Any seagoing vessel that is traveling in or near Canada's territorial waters that may be of interest for any number of reasons that are of interest to Canada.

Wing: An air force structure consisting of a number of squadrons and other units designed primarily to conduct operations. A Wing will usually specialize in providing a single capability such as a fighter force or airlift.

Yakovlev-42: Soviet era Russian airliner similar in appearance to a Boeing 727.

APPENDIX XII

Biographies of Committee Members



The Honourable NORMAN K. ATKINS, Senator

Senator Atkins was born in Glen Ridge, New Jersey. His family is from Nova Scotia and New Brunswick, where he has spent a great deal of time over the years. He is a graduate of the Appleby College in Oakville, Ontario, and of Acadia University in Wolfville, Nova Scotia, where he studied economics and completed a Bachelor of Arts programme in 1957. (Senator Atkins subsequently received an Honourary Doctorate in Civil Law in 2000, from Acadia University, his old “alma mater”.)

A former President of Camp Associates Advertising Limited, a well-known Toronto-based agency, Senator Atkins has also played an active role within the industry, serving, for instance, as a Director of the Institute of Canadian Advertising in the early 1980’s.

Over the years, Senator Atkins has had a long and successful career in the field of communications – as an organizer or participant in a number of important causes and events. For instance, and to name only a few of his many contributions, Senator Atkins has given of his time and energy to Diabetes Canada, the Juvenile Diabetes Foundation, the Dellcrest Children’s Centre, the Federated Health Campaign in Ontario, the Healthpartners Campaign in the Federal Public Service as well as the Chairperson of Camp Trillium-Rainbow Lake Fundraising Campaign.

Senator Atkins was also involved with the Institute for Political Involvement and the Albany Club of Toronto. (It was during his tenure as President in the early 1980’s that the Albany Club, a prestigious Toronto private club, and one of the oldest such clubs across the country, opened its membership to women.)

Senator Atkins has a long personal history of political involvement. In particular, and throughout most of the last 50 years or so, he has been very active within the Progressive Conservative Party – at both the national and the provincial levels. Namely, Senator Atkins has held senior organizational responsibility in a number of election campaigns and he has served as an advisor to both the Rt. Hon. Brian

Wounded: Canada's Military and the Legacy of Neglect

Mulroney and the Rt. Hon. Robert L. Stanfield, as well as the Hon. William G. Davis.

Norman K. Atkins was appointed to the Senate of Canada on June 29, 1986. In the years since, he has proven to be an active, interested, and informed Senator. In particular, he has concerned himself with a number of education and poverty issues. As well, he has championed the cause of Canadian merchant navy veterans, seeking for them a more equitable recognition of their wartime service. Senator Atkins served in the United States military from September 1957 to August 1959.

Currently, Senator Atkins is the Chair of the Progressive Conservative Senate Caucus, and a member of Internal Economy, Budgets and Administration, the National Security and Defence Committee and the Veterans Affairs Subcommittee. He is also the Honourary Chair of the Dalton K. Camp Endowment in Journalism at Saint-Thomas University in Fredericton, New Brunswick and Member of the Advisory Council, Acadia University School of Business.



The Honourable TOMMY BANKS, Senator

Tommy Banks is known to many Canadians as an accomplished and versatile musician and entertainer. He is a recipient of the Juno Award, the Gemini Award and the Grand Prix du Disque.

From 1968 to 1983 he was the host of The Tommy Banks Show on television. He has provided musical direction for the ceremonies of the Commonwealth Games, the World University Games, Expo '86, the XV Olympic Winter Games, various command performances and has performed as guest conductor of symphony orchestras throughout Canada, the United States, and in Europe.

He was founding chairman off the Alberta Foundation for the Performing Arts. He is the recipient of an Honourary Diploma of Music from Grant MacEwen College, and Honourary Doctorate of Laws from the University of Alberta, and of the Sir Frederick Haultain Prize. He is an officer of the Order of Canada, and a Member of the Alberta Order of Excellence.

Tommy Banks was called to the Senate of Canada on 7 April 2000. On 9 May 2001, Senator Tommy Banks was appointed Vice-Chair of the Prime Minister's Caucus Task Force on Urban issues.

He is currently a member of the Committee on National Security and Defence, Chair of the Committee on Energy, the Environment and Natural Resources, and chair of the Alberta Liberal Caucus in the Parliament of Canada.

A Calgary-born lifelong Albertan, he moved to Edmonton in 1949 where he resides with Ida, as do their grown children and their families.

Wounded: Canada's Military and the Legacy of Neglect



The Honourable JANE CORDY, Senator

An accomplished educator, Jane Cordy also has an extensive record of community involvement.

Senator Cordy earned a Teaching Certificate from the Nova Scotia Teacher's College and a Bachelor of Education from Mount Saint Vincent University.

In 1970, she began her teaching career, which has included stints with the Sydney School Board, the Halifax County School Board, the New Glasgow School Board, and the Halifax Regional School Board.

Senator Cordy has also served as Vice-Chair of the Halifax-Dartmouth Port Development Commission and as Chair of the Board of Referees for the Halifax Region of Human Resources Development Canada.

Senator Cordy has also given generously of her time to numerous voluntary organizations. She has been a Board Member of Phoenix House, a shelter for homeless youth; a Member of the Judging Committee for the Dartmouth Book Awards; and, a volunteer with her church in Dartmouth.

Senator Cordy is a native of Sydney, Nova Scotia.

Currently, she is a member of the Standing Senate Committee on National Security and Defence and the Standing Senate Committee on Social Affairs, Science and Technology. She is Chair of the Canadian NATO Parliamentary Association and Vice-Chair of the Canadian Branch of the Commonwealth Parliamentary Association.



The Honourable JOSEPH A. DAY, Senator

Appointed to the Senate by the Rt. Honourable Jean Chrétien, Senator Joseph Day represents the province of New Brunswick and the Senatorial Division of Saint John-Kennebecasis. He has served in the Senate of Canada since October 4, 2001.

He is currently a Member of the following Senate Committees: National Security and Defence; the Subcommittee on Veterans Affairs, National Finance and Internal Economy Budgets and Administration. Areas of interest and specialization include: science and technology, defence, international trade and human rights issues, and heritage and literacy. He is a member of many Interparliamentary associations including the Canada-China Legislative Association and the Interparliamentary Union. He is also the Chair of the Canada-Mongolia Friendship Group.

A well-known New Brunswick lawyer and engineer, Senator Day has had a successful career as a private practice attorney. His legal interests include Patent and Trademark Law, and intellectual property issues. Called to the bar of New Brunswick, Quebec, and Ontario, he is also certified as a Specialist in Intellectual Property Matters by the Law Society of Upper Canada, and a Fellow of the Intellectual Property Institute of Canada. Most recently (1999-2000) he served as President and CEO of the New Brunswick Forest Products Association. In 1992, he joined J.D. Irving Ltd., a conglomerate with substantial interests in areas including forestry, pulp and paper, and shipbuilding, as legal counsel. Prior to 1992 he practiced with Gowling & Henderson in Kitchener-Waterloo, Ogilvy Renault in Ottawa, and Donald F. Sim, Q.C. in Toronto, where he began his career in 1973.

An active member of the community, Senator Day recently chaired the Foundation, and the Board of the Dr. V.A. Snow Centre Nursing Home, as well as the Board of the Associates of the Provincial Archives of New Brunswick. Among his many other volunteer efforts, he has held positions with the Canadian Bar Association and other professional organizations, and served as National President of both the Alumni Association (1996) and the Foundation (1998-2000) of the Royal Military Colleges Club of Canada.

Wounded: Canada's Military and the Legacy of Neglect

Senator Day holds a Bachelor of Electrical Engineering from the Royal Military College of Canada, an LL.B from Queen's University, and a Masters of Laws from Osgoode Hall. He is a member of the bars of Ontario, Quebec and New Brunswick.



The Honourable J. MICHAEL FORRESTALL, Senator

The Honourable J. Michael Forrestall was born at Deep Brook, Nova Scotia on September 23, 1932. After an early career as a journalist with the Chronicle Herald and airline executive, he entered politics and was first elected to the House of Commons in the General Election of 1965.

The Honourable J. Michael Forrestall was subsequently re-elected to the House of Commons in 1968, 1972, 1974, 1979, 1980, and 1984. He first became Official Opposition Defence Critic in 1966, and challenged the government of Prime Minister Pearson on the Unification of the Canadian Forces. Senator Forrestall subsequently served as Defence Critic from 1966-1979 and served over that period of time as a member of the House of Commons Standing Committee on National Defence and Veterans Affairs.

From 1979-1984, the Honourable J. Michael Forrestall served as a member or alternate to the North Atlantic Assembly. During that period of time he also served as General Rapporteur of the North Atlantic Assembly's Military Committee and presented the committee report entitled Alliance Security in the 1980's. In November of 1984, Senator Forrestall led the Canadian delegation to the 30th Annual Session of the North Atlantic Assembly.

In 1984, the Honourable J. Michael Forrestall was appointed Parliamentary Secretary to the Minister of Transport, and in 1986, the Minister of Regional Industrial Expansion and the Minister of State for Science and Technology. He was a candidate in the 1988 General Election and defeated. In 1989, Senator Forrestall was appointed to the Board of Directors of Marine Atlantic, and then in 1990, appointed to the Veterans Appeal Board.

On September 27, 1990, the Honourable J. Michael Forrestall was appointed to the Senate of Canada. From 1993-1994 he was a member of the Joint Parliamentary Committee on Canada's Defence Policy and serves to this day as Defence critic in the Senate. Senator Forrestall is currently Deputy Chair of the Senate Standing Committee on National Security and Defence, a Member of the Interim Committee on National Security, and a member of the Joint Committee on the Library of Parliament. The Honourable J. Michael Forrestall has, in the past, served as a member of the Senate Special Committee on the Canadian Airborne Regiment in Somalia, Senate Standing Committee on Foreign Affairs, Senate Sub-Committee on Veterans Affairs and Deputy Chair of the Standing Senate Committee on

Wounded: Canada's Military and the Legacy of Neglect

Transport and Communications and Chair of the Special Senate Committee on Transportation Safety and Security.

The Honourable J. Michael Forrestall is currently a member of the NATO Parliamentary Association, Canada-Europe Parliamentary Association, Inter-Parliamentary Union, Commonwealth Parliamentary Association, Canada-U.S. Inter-Parliamentary Group and the Royal Canadian Legion and a Director of the North Atlantic Council of Canada.



The Honourable COLIN KENNY, Senator

Career History

Sworn in on June 29th, 1984 representing the Province of Ontario. His early political career began in 1968 as the Executive Director of the Liberal Party in Ontario. From 1970 until 1979 he worked in the Prime Minister's Office as Special Assistant, Director of Operations, Policy Advisor and Assistant Principal Secretary to the Prime Minister, the Right Honourable Pierre Trudeau.

Committee Involvement

During his parliamentary career, Senator Kenny has served on numerous committees. They include the Special Committee on Terrorism and Security (1986-88) and (1989-91), the Special Joint Committee on Canada's Defence Policy (1994), the Standing Committee on Banking Trade and Commerce, the Standing Committee on National Finance, and the Standing Committee on Internal Economy, Budgets and Administration.

He is currently Chair of the Standing Senate Committee on National Security and Defence. The Senator is also currently a member of the Steering Committee of the Standing Senate Committee on Energy, the Environment and Natural Resources.

Defence Matters

Senator Kenny has been elected as Rapporteur for the Defence and Security Committee of the NATO Parliamentary Assembly. Prior to that he was Chair of the NATO Parliamentary Assembly Subcommittee on the Future Security and Defence Capabilities and Vice-Chair of the NATO Parliamentary Assembly Subcommittee on the Future of the Armed Forces.

EMAIL: kennyco@sen.parl.gc.ca

Website: <http://sen.parl.gc.ca/ckenny>

Wounded: Canada's Military and the Legacy of Neglect



The Honourable MICHAEL A. MEIGHEN, Senator

Appointed to the Senate in 1990, the Honourable Michael Meighen serves on various Senate Standing Committees including Banking Trade and Commerce, Fisheries, National Security and Defence, and chairs the Subcommittee on Veterans Affairs. He has also served on the Special Joint Committee on Canada's Defence Policy and the Special Joint Committee on a Renewed Canada.

In his private career, Senator Meighen practiced litigation and commercial law in Montreal and Toronto. He is Counsel to the law firm Ogilvy Renault, and was Co-Legal Counsel to the Deschênes Commission on War Criminals. He sits on the Boards of Directors of Paribas Participations Limited, J.C. Clark Ltd. (Toronto), and Sentry Select Capital Corp. (Toronto).

Senator Meighen's present involvement in community service includes the Salvation Army (Past Chair), Stratford Festival (past Chair), Prostate Cancer Research Foundation (Director), Atlantic Salmon Federation - Canada (President), University of King's College (Chancellor), University of Waterloo Centre for Cultural Management (Chair, Board of Governors), McGill University (Governor).

Senator Meighen is a graduate of McGill University and Université Laval and was awarded Honorary Doctorates in Civil Law from Mount Allison University in 2001 and from University of New Brunswick in 2002. He lives in Toronto with his wife Kelly and their three sons.



The Honourable JIM MUNSON, Senator

Jim Munson is best known to Canadians as a trusted journalist and public affairs specialist. He was nominated twice for a Gemini in recognition of excellence in journalism.

As a journalist, he reported news for close to thirty years, more recently as a television correspondent for the CTV network. During those years he applied his knowledge, his skills and his wit as an acute observer of people and politics to write and deliver compelling television stories and reports from all parts of Canada and around the world for Canadian viewers. He covered national events such as election campaigns and the governments of Pierre Trudeau, Joe Clark and Brian Mulroney, as well as international events such as the Iran-Iraq war, the Gulf War and the Tiananmen Massacre in Beijing on June 4, 1989.

After a brief period of consulting with the Minister of Indian and Northern Affairs, he joined the Prime Minister's Office, first as a Special Communications Advisor before being promoted to Director of Communications.

Jim Munson was called to the Senate of Canada on 10 December 2003, to represent the province of Ontario.

He is currently a member of the Committee on National Security and Defence, Internal Economy, Budgets and Administration, and the Committee on Official Languages.

Born in Woodstock, New Brunswick, Jim Munson and his wife Ginette live in Ottawa with their two sons.



The Honourable Pierre Claude Nolin, Senator

Senator Pierre Claude Nolin was first appointed to the Senate by Prime Minister Mulroney on June 18, 1993 to represent the district of De Salaberry in Quebec.

Since his appointment, he has been an active parliamentarian nationally and on the international scene. He is the Vice-Chair of the Senate Committee on Internal Economy, Budget and Administration. He is also a member of the Senate Committee on Legal and Constitutional Affairs and the Joint Committee for the Scrutiny of Regulations. From 1999 to 2002, he chaired the Special Senate Committee on Illegal Drugs.

At the international level, he serves as the Vice-President of the Canadian NATO Parliamentary Association and General Rapporteur of the Science and Technology Committee.

Senator Nolin is lawyer and has been a member of the Quebec Bar Association since 1977. He has worked for several law firms.

Before his appointment, he was active politically serving in key posts inside and outside the federal government. He was chief of staff for the Minister of Public Works from 1984 to 1986. He was subsequently named to the position of special assistant to Prime Minister Brian Mulroney. He left the federal government to assume the position of Director General of the Progressive Conservative Party of Canada. He also served as Co-Chair of the 1997 Electoral Campaign.

Born in Montreal, Senator Nolin is the son the Honourable Jean Claude Nolin, Judge, Quebec Superior Court and Jacqueline Quevillon. He is married to Camille Desjardins and they have 3 children, Simon, Louis and Virginie.

APPENDIX XIII

Biographies of the Committee Secretariat



Major-General (Ret'd) G. Keith McDonald, Senior Military Advisor

MGen McDonald grew up in Edmonton, attended College Militaire Royal in St. Jean and Royal Military College in Kingston (RMC), graduating in 1966 and being awarded his pilot wings in 1967.

MGen McDonald operationally flew the Tutor, T-33, CF5, CF104 and CF18 aircraft accumulating over 4000 hours of pilot in command throughout his 37-year career in the Air

Force, Canadian Forces.

He held staff positions at the Royal Military College, in Baden Soellingen Germany, at National Defence Headquarters in Ottawa and at the North American Aerospace Command in Colorado Springs. Command positions include CF18 Squadron Commander, Base and Wing Commander in Baden Soellingen, Germany.

Major General McDonald ended his military career as the Director of Combat Operations at Headquarters North American Aerospace Defence Command at Colorado Springs, USA.

After leaving the military in 1998, General McDonald served a period of “conflict of interest” prior to joining BMCI Consulting as a Principal Consultant in the Aerospace and Defence Division. He left BMCI in 2002 to set up his own consulting company, KM Aerospace Consulting.

Major General McDonald has a degree in Political and Economic Science (Honours Courses) from the Royal Military College. He has completed Canadian Forces staff school, the Royal Air Force (England) Staff College, the National Security studies course, Post Graduate Courses in Business at Queens University, Electronic Warfare Courses at the University of California Los Angeles, the Law of Armed Conflict at San Remo, Italy, and numerous project management courses.

General McDonald is married to the former Catherine Grunder of Kincardine, Ontario, and they have two grown daughters, Jocelyn and Amy.

Wounded: Canada's Military and the Legacy of Neglect

Barry A. Denofsky, National Security Advisor

Barry Denofsky recently retired after having completed 35 years with the Canadian Security Intelligence Service (CSIS) and the Royal Canadian Mounted Police (RCMP). Mr. Denofsky joined the RCMP in January 1969 and worked as a peace officer in Saskatchewan, Alberta, and Quebec. In 1972, he was transferred to the RCMP Security Service where he was involved in a variety of national security investigations. With the creation of CSIS in 1984, Mr. Denofsky maintained his interest and involvement in matters of national security with the new Service.

Mr. Denofsky held a variety of operational and senior management positions with CSIS which have included the following: Chief, Counter Intelligence, Quebec Region, Deputy Director General Operations, Ottawa Region, Deputy Director General Counter Terrorism, Headquarters, Ottawa, and Director General Counter Intelligence, Headquarters, Ottawa. On retirement from CSIS, Mr. Denofsky was the Director General, Research, Analysis and Production, Headquarters, Ottawa. In that capacity, he was responsible for the production and provision to government of all source analytical products concerning threats to the security of Canada

Mr. Denofsky also represented CSIS for many years at meetings of the NATO Special Committee in Brussels, Belgium. The Special Committee is an organization of security and intelligence services representing all member nations of NATO. In 2002, Mr. Denofsky was the Chair of the NATO Special Committee Working Group.

Mr. Denofsky is a graduate of the University of Toronto, and holds a graduate Diploma in Public Administration from Carleton University in Ottawa. He is a member of the Council of Advisors, the Canadian Centre of Intelligence and Security Studies, (CCISS), Carleton University. He is married and has two children.

Brigadier-General James S. Cox OMM CD MA (Retired), Analyst

Brigadier General James S. Cox was born in Toronto, Ontario. In 1967 he was commissioned into the infantry and served in Canada and Cyprus. During the period 1972-74, he served with the Gloucestershire Regiment, then part of the British Army of the Rhine.

In following years, Brigadier General Cox served with the Infantry School, Allied Command Europe Mobile Force (Land), twice with the Canadian Airborne Regiment and in senior staff appointments in Army Headquarters and National Defence Headquarters. From 1985 until 1987 he commanded the 3rd Battalion, The Royal Canadian Regiment and from 1991 to 1992 he served as Deputy Commander of the Special Service Force before taking up duty as the Military Chief of Staff of the United Nations Operation in Somalia I and II, until 1993. Upon return to Canada in the summer of 1993, Brigadier General Cox was appointed Commander, 1 Canadian Mechanized Brigade Group. In 1995 he was appointed Director General Land Force Development in Ottawa. From 1996 until 1998, he was the Army Command Inspector. In July 1998 Brigadier General Cox was appointed Deputy Assistant Chief of Staff Intelligence at Supreme Headquarters, Allied Powers Europe, in Mons, Belgium.

Brigadier General Cox completed six operational tours of duty with the United Nations. He has trained with the United States Army, The United States Marine Corps, the British Army Special Air Service and the Royal Marines. He is a graduate of the University of Manitoba, the Royal Military College of Canada, the Canadian Forces College, and has studied at the NATO Defence College in Rome. In 1993 he was awarded the Order of Military Merit in the grade of Officer.

Since retiring from the Army in August 2001, Brigadier General (Ret'd) Cox has worked as a consultant in Ottawa, completed graduate studies and served as the Executive Secretary of the Canadian Association for Security and Intelligence Studies. In addition to his current position as a Library of Parliament Researcher, he is a doctoral candidate in War Studies at the Royal Military College of Canada.

Wounded: Canada's Military and the Legacy of Neglect



Liam Price, Analyst

F. William Price joined the Parliamentary Research Branch of the Library of Parliament in January 2004. He serves as a Research Officer for the Standing Senate Committee on National Security and Defence.

Mr. Price received a *cum laude* Bachelor of Science Foreign Service in International Politics Security Studies from Georgetown University in Washington, DC, and a Masters of Literature in International Security Studies from the University of St. Andrews in Scotland. At Georgetown, Mr. Price completed a certificate in International Business Diplomacy and co-designed a course on the Idea of Canada in a Globalizing World; also he earned the Learning, Peace and Freedom and Krogh Medals, and was selected to be a speaker at Convocation.

Mr. Price's recent studies have included work on post-positivist international relations theory, military responses to terrorism and the emergence of Private Military Companies in Sierra Leone.



Steven James, Analyst

Steven James joined the Parliamentary Information and Research Service of the Library of Parliament in July 2005. He serves as a Research Officer for the Standing Senate Committee on National Security and Defence.

Mr. James received a Bachelor of Arts (Psychology and Sociology) in 1993 from the University of Alberta and is completing a Masters in Military and Strategic Studies from the Center for Military and Strategic Studies at the University of Calgary.

Mr. James' recent studies have focused on Canada's counter-terrorism framework, specifically, federal, provincial and municipal responses to and prevention of terrorist-related incidents.

Previous to joining the Committee, Mr. James served as a Police Officer for the both the Ontario Provincial Police (1994 - 1998) and the Toronto Police Service (1998 - 2001).

Wounded: Canada's Military and the Legacy of Neglect



Jodi Turner, Committee Clerk

Jodi Turner joined the Committees Branch of the Senate in January 2005. She serves as the Co-clerk for the Standing Senate Committee on National Security and Defence.

Ms. Turner received a *cum laude* Double Honours Bachelor of Arts (French and Political Studies) and a *cum laude* Masters in Public Administration (specialization in Canadian Politics), from the University of Manitoba.

Previous to joining the Committee, she served as Chief of Staff to the Speaker of the Senate from 2002 – 2005; and was Vice-President of Research for Western Opinion Research in Winnipeg, Manitoba from 2000 – 2002.



Barbara Reynolds

Barbara Reynolds has worked with Canadian parliamentarians for 30 years in various capacities. Trained as a sociologist, she worked for 10 years as a research officer for the Library of Parliament, assisting committees involved in the area of social affairs. During this time she served for three years as Director of Research for the House of Commons Committee on Disabled Persons that produced the landmark report entitled *Obstacles*.

An associate of the Parliamentary Centre for 15 years, she organized fact-finding visits for legislators to and from the United States as well as study tours to Canada for legislators from African and Southeast Asian countries. She coordinated professional development programs for legislators and their staff, and wrote guidebooks on the operation of parliamentarians' offices in Ottawa and in their constituencies. In addition, she served as the director of the Parliament, Business and Labour Trust, a program under which legislators spend up to a week with major corporations and trade unions.

From 1985 to 2000 she also served as adviser to the Canadian Group of the Inter-Parliamentary Union, the worldwide organization of legislators that serves as the parliamentary wing of the United Nations.

In April 1998, she joined the Senate Committees Directorate as a Committee Clerk. Her committee assignments have included: Security and Intelligence; Boreal Forest, Fisheries; Transportation Safety; Veterans Affairs; and National Security and Defence. In June 2002, she received the Speaker's Award of Excellence for her work in the Senate.

Wounded: Canada's Military and the Legacy of Neglect



Kevin Pittman – Legislative Clerk

Kevin studied history at Memorial University of Newfoundland and then went on to complete a Political Science degree at Laval University.

Following a 3 year period overseas in Asia, he undertook his graduate studies in Policy Analysis at Laval University.

He began working at the Committees Directorate in September, 2004. For the two years previous, he was with Parliamentary Public Programs at the Library of Parliament.