



ON TRACK

Conference of Defence Associations Institute • L'institut de la conférence des associations de la défense
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Corporal John Bradley, DND-CF: The Maple Leaf/Photo/Caporal John Bradley, MDN-FC: La Feuille de 'érable

- *Where is the Realistic Vision of Our Future Security?*
- *Canada-US Defence Cooperation: Where to From Here?*
- *Canadian Priorities for Defence Against Terrorism and Missiles*
- *At Risk - The Canadian Army Ethos*

FROM THE EXECUTIVE DIRECTOR

Colonel Alain Pellerin, OMM, CD (Ret)

The Spring edition of *ON TRACK* features articles of current significance in the areas of the latest budget for the Department of National Defence, the renewal of NORAD and the Ballistic Missile Defence file, Canadian-US relations, and the Canadian Army ethos - all of which have a bearing on the defence of Canada and the security of its citizens. I write this, coming off the most successful seminar the CDA Institute has held, to date, during which these important issues were discussed.

Our 21st annual seminar, presented in collaboration with the Chair of Defence Management Studies, Queen's University, and the Institute for Research on Public Policy (IRPP), was held on the 3rd of March. Its theme, *After the Elections: Canada-US Security Relationships and the Role of the Canadian Forces*, was a timely one, given the impending outcome of Canada's international security and defence policy reviews. The Ballroom of the Fairmont Château Laurier, in which the seminar was held, was filled to capacity. I am pleased to note the feedback we have received has been very positive.

The seminar was attended by members of the Canadian Forces, a few senators and members of Parliament, military attachés, some 24 officer-cadets from the Royal Military College and, most important, members of the Canadian public. The day was filled with prominent speakers from across Canada and from the United States. Addresses included those of the Chief of the Defence Staff, and His Excellency, Paul Cellucci, US Ambassador to Canada. It was gratifying for the profession of arms to see the lively exchange of views that took place between the speakers and the audience.

Copies of the addresses that were delivered at the seminar are on our website, www.cda-cdai.ca, under *AGM Proceedings*, and *Defence Seminars*. Colonel Howie Marsh (Ret'd) presents for the readers of *ON TRACK* a summary of the seminar and of the CDA annual general meeting which followed the seminar. Both the CDAI's 21st annual seminar and the CDA's 68th annual general meeting were truly successful, reflecting the public's heightened interest in matters of security and national defence. Our challenge is for

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Mot du directeur exécutif

Colonel (Ret) Alain Pellerin, O.M.M., C.D.

Pour ce numéro de printemps, ON TRACK présente des articles sur les sujets de l'heure traités dans le budget alloué au ministère de la Défense nationale, soit le renouvellement de l'accord NORAD et le dossier de la défense contre les missiles balistiques, les relations canado-américaines et enfin les valeurs constitutives du corps de l'Armée — toutes questions étroitement liées à la défense de notre pays et à la sécurité de nos concitoyens. J'écris ces lignes au sortir du séminaire annuel le plus réussi de l'histoire de l'ICAD, où ces questions furent discutées.

Ce 21^e séminaire, présenté en collaboration avec la Chaire d'études en gestion de la défense de l'université Queen's et l'Institut de recherches en politiques publiques (IRPP), s'est tenu le 3 mars. Le thème, *Au lendemain des élections: les relations canado-américaines en matière de sécurité et le rôle des Forces canadiennes*, était d'actualité au vu de la conclusion imminente des examens des politiques canadiennes concernant la sécurité internationale et la défense nationale. La salle de bal du Fairmont Château Laurier, où avait lieu la rencontre, était comble. Je suis heureux de souligner les réactions tout à fait positives que nous avons recueillies par la suite.

Étaient présents à ce séminaire des membres de nos Forces armées, un certain nombre de sénateurs et de députés, des attachés militaires, quelque 24 élèves-officiers du Collège militaire royal et, chose des plus importantes, des membres du public. Des conférenciers de renom, du Canada et des États-Unis, se sont succédés tout au long de la journée, notamment le Chef d'état-major de la défense et son excellence l'ambassadeur des États-Unis, Paul Cellucci. Pour nous, de la profession militaire, ce fut un réel plaisir d'être témoins de la vivacité des propos échangés entre les conférenciers et l'audience.

Les textes de ces conférences sont disponibles sur notre site web, www.cda-cdai.ca, sous les rubriques *Débats de l'AGA* et *Séminaire annuel*. Aux lecteurs de la revue ON TRACK, le Colonel (Ret) Howie Marsh, principal analyste de défense à l'ICAD, présente les faits saillants du séminaire et des délibérations de l'assemblée générale annuelle qui a suivi. Autant ce 21^e séminaire annuel de l'ICAD que la 68^e

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Jackman Foundation 1964 - Mr. David E. Scott - Colonel J.H. Turnbull, OMM, CStJ, CD FCIP

all of us to maintain the high level of professional interest in the Institute and its work.

The highlight of the seminar luncheon, this year, was the presentation by Dr. Thomas Barnett of “Working Together Towards Security in the 21st Century”. His address was lively,

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The Conference of Defence Associations is a non-governmental, non-profit organization. It restricts its aim to one specific area - **defence issues**. CDA expresses its ideas and opinions and utilizes its political rights to influence government defence policy. It is the most senior and influential interest group in Canada's pro-defence community. Defence issues are brought to the public's attention by analysis and informed discussion through CDA's Institute.

The CDA Institute implements CDA's public information mandate. The Institute is a non-profit, charitable agency, dependant on private donations. See the donor application form in this newsletter. In return, donors will receive **ON TRACK** and other publications for the next 12 months. The CDA Institute is a registered charity and donations to it qualify for tax receipts.



La Conférence des associations de la Défense est un organisme non-gouvernemental et à but non-lucratif. Son champ d'expertise se limite aux **questions de la défense**. La CAD exprime ses opinions et ses idées et se prévaut de ses droits politiques pour influencer le gouvernement en matière de défense. La CAD est le groupe le plus ancien et ayant le plus d'influence au sein de la communauté canadienne pro-défense.

L'institut de la CAD s'occupe de l'information publique. L'Institut, une agence charitable, à but non-lucratif, est complètement dépendant des dons reçus. Veuillez donc vous référer au formulaire inclus à ce bulletin. En guise de retour, les donateurs recevront **ON TRACK** et les autres publications pendant les 12 prochains mois. L'Institut de la CAD est un organisme de charité enregistré et tous les dons reçus sont déductibles d'impôt.

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assemblée annuelle de la CAD ont été un véritable succès, ce qui témoigne du renouveau d'intérêt du public à l'égard des questions de sécurité et de défense nationale. La tâche qui nous incombe à tous est de maintenir le haut niveau d'intérêt professionnel porté à l'Institut et à sa mission.

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Our Cover

La couverture

Master Corporal Duane Wallis and Corporal Keary McAtasney in their Coyote reconnaissance vehicle, while visiting an observation post manned by Reconnaissance Squadron of Task Force Kabul/ Le Caporal-chef Duane Wallis et le Caporal Keary McAtasney dans leur véhicule de reconnaissance Coyote, lors d'une visite à un poste d'observation occupé par l'Escadron de reconnaissance de la Force opérationnelle à Kaboul. DND photo/photo MDN

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fast-paced, and very well illustrated. Dr. Barnett is the author of “The Pentagon’s New Road Map: War and Peace in the 21st Century”. Dr. Barnett’s presence was made possible through the generous financial support of General Dynamics, Boeing Aerospace Canada Ltd, and Bombardier Aerospace Military Aviation Training, co-sponsors of the seminar luncheon. Following the conclusion of the seminar was the reception, graciously hosted by General Dynamics.

The 68th AGM began with a meeting of the CDA Council on Wednesday, and carried on with the general meeting on Friday, following the seminar. Of particular interest was the very informative presentation by the former Executive Director of the Reserve Officers Association of the United States, Mr. Jayson Spiegel. This was followed by a first rate panel, *Canada and Ballistic Missile Defence*. The panel moderator was Lieutenant-General George MacDonald (Ret’d), a former Deputy Commander-in-Chief of NORAD and a former Vice-Chief of the Defence Staff. Panelists included Dr. James Fergusson, University of Manitoba; and Major-general Peter Franklin (Ret).

Later in the day, a second panel provided the audience with an insight on the requirements of the on-going defence policy review. The moderator of the panel and our Chairman, Lieutenant-général Richard Evraire (Ret), was ably assisted in the discussion by Dr. Jack Granatstein, historian and author of *Who Killed the Canadian Military?*; Colonel Howie Marsh (Ret’d), CDA Institute Senior Defence Analyst; and Colonel Brian MacDonald (Ret’d), President Strategic Insight Planning and Communications. We are also grateful to Major-General Herb Petras, Chief Reserves and Cadets, for his presentation on the future of the Reserves.

Au déjeuner-causerie, M. Thomas Barnett a présenté tambours battant une conférence animée et fort bien illustrée, sur le thème de la collaboration à établir en matière de sécurité au 21^e siècle. La participation de M. Barnett, l’auteur de *The Pentagon’s New Road Map: War and Peace in the 21st Century*, a été rendue possible grâce au généreux appui financier de Général Dynamics, de Boeing Aerospace Canada Ltd. et de la division Formation à l’aviation militaire de Bombardier Aéronautique, tous trois co-commanditaires de ce déjeuner-causerie. Soulignons également notre gratitude à l’égard de General Dynamics, hôte de la réception de clôture.

La 68^e assemblée annuelle a commencé par une réunion du conseil de la CAD le mercredi et s’est poursuivie le vendredi en assemblée générale à la suite du séminaire. Notons ici l’exposé très intéressant présenté par M. Jayson Spiegel, ancien directeur général de la Reserve Officers Association of the United States. Cet exposé a été suivi d’un débat sur le thème « Le Canada et la question de la défense contre les missiles balistiques ». Animé par le Lieutenant-Général (Ret) George MacDonald, ancien commandant en chef adjoint du NORAD et ancien Vice-chef d’état-major de la Défense, ce débat mettait en présence M. James Fergusson, de l’université du Manitoba; et le Major-Général (Ret) Peter Franklin.

Plus tard dans la journée, un second débat, qu’animait le président du bureau de direction de la CAD, le Lieutenant-général (Ret) Richard Evraire, a mis en lumière les exigences de l’examen en cours de notre politique de défense. Y participaient M. Jack Granatstein, historien et auteur du livre *Who Killed the Canadian Military?*, le Colonel (Ret) Howie Marsh et le Colonel (Ret) Brian MacDonald, président de la société Strategic Insight Planning and Communications. Il nous faut aussi remercier le Major-Général Herb Petras, Chef -

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As Executive Director, I am pleased to report that the Board of Directors of the CDA Institute elected General Paul Manson (Ret'd), a former Chief of the Defence Staff, as President of the Institute, succeeding Brigadier-General Don Macnamara (Ret'd). A biographical sketch of General Manson follows this article.

On Friday evening the Army Officers Mess was the scene for CDA's annual mess dinner. The dinner represents one of the largest gathering in years of supporters of CDA, as well as many who participated in the annual seminar and AGM. During the evening, Lieutenant-général Richard Evraire (Ret), the CDA Chairman, expressed the thanks of the member Associations of CDA to departing members of the Executive Council, Vice-Admiral Peter Cairns (Ret'd), Vice-Chairman Outreach; Brigadier-General Jerry Silva, Past Chairman; and Lieutenant-Colonel Bob Lockhart (Ret'd) Vice-Chairman Communications, for their years of service and contributions to CDA.

Another highlight of the evening was the presentation of a bas-relief to Brigadier-General Don Macnamara (Ret'd), outgoing President of the CDA Institute. Brigadier-General Macnamara's three-year tenure as President of the Institute has brought to CDA, as well as to the Institute, a lot of credibility, given his thorough analysis and his presentation of issues critical to the defence and security debate. Our congratulations and sincere thanks go to Brigadier-general Macnamara for his outstanding work as President of the Institute. Under his stewardship, the Institute has continued to gain status in the defence community.

A longtime contributor to *ON TRACK* is Fred Fowlow, Director Maritime Affairs, Naval Officers Association of Canada, Calgary Branch. Fred's article for this issue, *With No Settled Structure of Order in the World, Where Is the Realistic Vision of Our Future Security?*, is reprinted with the kind permission of the Editor of *The Bowline Journal*. Fred presents us with his thoughts on the appointment of General Rick Hillier as the new Chief of the Defence Staff, and comments on the government's preparations for the foreign and defence policy reviews and the defence portion of Budget 2005.

Colonel Howie Marsh (Ret'd), the CDA Institute's Senior Defence Analyst, and Ms Sarah Noble, CDA Institute Intern, attended a conference in Montreal, 17-18 February, to examine Canada's place in the world. A large number of experts from many walks of life, such as the Minister of National Defence and the Minister of Foreign Affairs, shared their perspective at the conference that was hosted by the McGill Institute for the Study of Canada. Colonel Marsh

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Réserves et Cadets, pour l'exposé qu'il a livré sur l'avenir des Réserves.

En ma qualité de directeur exécutif, il me fait plaisir de vous informer que le conseil d'administration de l'ICAD a élu le Général (Ret) Paul Manson, ancien Chef d'état-major de la Défense, au poste de président de l'Institut. Le Général Manson, dont on trouvera une esquisse biographique ci-après, succède au Brigadier-Général (Ret) Don Macnamara.

Dans la soirée du vendredi, au mess des officiers de l'armée, a eu lieu le dîner régimentaire annuel de la CAD. Ce dîner a marqué l'un des plus grands rassemblements des défenseurs de la CAD depuis bon nombre d'années, dont beaucoup étaient aussi présents au séminaire et à l'assemblée générale. Durant la soirée, le Lieutenant-général (Ret) Richard Evraire a exprimé les remerciements des associations membres à l'endroit des membres sortants du bureau de direction, le Vice-Amiral (Ret) Peter Cairns, vice-président au programme Outreach, le Brigadier-Général Jerry Silva, ancien président, et le Lieutenant-Colonel (Ret) Bob Lockhart, vice-président aux communications, pour leurs services dévoués.

Un autre fait marquant de la soirée a été la présentation d'un bas-relief au Brigadier-Général (Ret) Don Macnamara, président sortant de l'ICAD, dont la présence à la tête de l'Institut durant les trois années de son mandat a apporté à la CAD et à l'Institut lui-même une grande crédibilité, fruit de son sens de l'analyse et de sa capacité à formuler les questions fondamentales du débat sur la défense et la sécurité. Nous le félicitons et le remercions pour son travail remarquable grâce auquel l'ICAD a encore gagné en stature dans les milieux de la défense.

Un collaborateur de longue date de *ON TRACK* est Fred Fowlow, directeur, Affaires maritimes, Association des officiers de la marine du Canada, section de Calgary, dont nous publions ici un article intitulé « *With No Settled Structure of Order in the World, Where Is the Realistic Vision of Our Future Security?* », reproduit avec la permission du rédacteur en chef du périodique *The Bowline Journal*. Notre collaborateur y présente ses vues sur la nomination du Général Rick Hillier au poste de Chef d'état-major de la Défense et analyse les travaux qui ont préparé les examens de la politique étrangère et de la politique de la défense nationale, ainsi que l'établissement du volet défense du budget 2005.

Le Colonel (Ret) Howie Marsh et M^{me} Sarah Noble, stagiaire à l'ICAD, ont assisté à une conférence à Montréal, les 17 et 18 février, où l'on a examiné la place du Canada dans le monde. Un grand nombre d'experts de divers horizons, dont le ministre de la Défense nationale et le ministre des Affaires étrangères,

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provides us with a summary of the highlights of the conference, in *Canada in the World*.

Lieutenant-General George MacDonald (Ret'd) examines Canada-US relations beyond the Prime Minister's recent decision to decline to participate in the US ballistic missile defence programme. Lieutenant-General MacDonald writes, in *Canada-US Defence Cooperation: Where to From Here?*, teams from Canada and the US should engage later this spring with a view to discussing what changes should be made in the NORAD Agreement currently due for renewal in 2006. He provides us with thoughts on some areas where the NORAD experience can be expanded upon.

The designers of Canadian defence policy have many different subjects to consider. Our longtime friend and contributor, Dr. George Lindsey, examines some of those subjects in *Canadian Priorities for Defence Against Terrorism and Missiles: The importance of Overhead Surveillance*. He describes for us the United States' creation of a limited defence against a small number of ICBMs and goes on to consider other defence systems that Canada should be considering, including those for the defence against terrorism. Dr. Lindsey is a former DND defence scientist.

The habits and predispositions of successful armies ought not be tampered with lightly. With that important observation we are pleased to include in this edition Dr. John Eggenberger's *At Risk - The Canadian Army Ethos*. Dr. Eggenberger provides us with an overview of the elements of ethos, and how the observation of those elements can make an impact on the army's ability to fight and win on the battlefield. Of benefit to our readers, the precursor document to *At Risk - The Canadian Army Ethos* can be read on the RUSI VI website URL, at: <http://www.rusivicda.org/opinion/opin-10.html>.

One of the major events in the CDA Institute's calendar is the annual presentation of the Vimy Award to a Canadian who has made a significant and outstanding contribution to the defence and security of our nation and the preservation of our democratic values. Last year's programme was an outstanding success, with the large number of submissions that were received for the consideration of the Vimy Award Selection Committee, and culminating with the presentation of the Award to Dr. David Bercuson by the Honourable Bill Graham, Minister of National Defence.

This year's presentation of the Vimy Award will take place on Friday, 18 November at a gala dinner that will be held in the Grand Hall of the Canadian Museum of Civilization, Gatineau, Québec. To make the Award truly meaningful the Institute needs your nomination for the Award's recipient. CDA

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ont présenté leurs vues lors de cette rencontre organisée par l'Institut d'Études canadiennes de McGill. Le Colonel Marsh nous en présente les faits saillants dans l'article « Canada in the World ».

Le Lieutenant-Général (Ret) George MacDonald, dans « Canada-US Defence Cooperation: Where to From Here? », examine la question des relations canado-américaines après la décision du premier ministre de ne pas participer au programme américain de défense contre les missiles balistiques. Il estime que des équipes des deux pays devraient se rencontrer ce printemps pour discuter des changements qu'il y aurait lieu d'apporter à l'accord NORAD en vue de son renouvellement en 2006 et discute l'élargissement de certains pans de cet accord à la lumière de l'expérience.

Les sujets à aborder sont nombreux pour les concepteurs de la politique de défense canadienne. Notre ami et collaborateur de longue date, George Lindsey, en présente quelques-uns dans son article « Canadian Priorities for Defence Against Terrorism and Missiles: The importance of Overhead Surveillance ». Il nous décrit la création aux États-Unis d'un système de défense limité contre un petit nombre de missiles ICBM et mentionne d'autres systèmes de défense que le Canada devrait envisager, y compris contre le terrorisme. M. Lindsey est un ancien scientifique de la Défense du MDN.

Les habitudes et les prédispositions des armées modèles sont choses avec lesquelles on ne peut se permettre de jouer. Cette observation nous amène à un article de John Eggenberger intitulé « At Risk — The Canadian Army Ethos ». M. Eggenberger explique ce qui constitue l'éthos, soit l'ensemble des valeurs constitutives d'un groupe, et son importance dans la capacité d'une armée à mener bataille et à remporter la victoire. Les lecteurs intéressés pourront trouver le texte précurseur de cet exposé sur le site web du Royal United Services Institute of Vancouver Island, à: <http://www.rusivicda.org/opinion/opin-10.html>.

L'un des événements importants de l'activité de l'ICAD est la présentation annuelle de la Distinction honorifique Vimy à un membre de la population canadienne qui s'est distingué par sa contribution à la défense et à la sécurité de notre pays et à la préservation de nos valeurs démocratiques. L'événement a connu l'an dernier un franc succès si l'on considère le grand nombre de candidatures soumises au comité de sélection et la remise du Prix à M. David Bercuson par le ministre de la Défense nationale, Bill Graham.

Cette année, la présentation de la Distinction honorifique Vimy aura lieu le vendredi 18 novembre à l'occasion d'un dîner gala qui se tiendra dans la Grande Galerie du Musée canadien

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member associations, as well as individuals, are encouraged to submit nominations to the Institute. Please refer to the notice of the call for nominations which appears elsewhere in this issue.

The Ross Munro Media Award will also be presented at the Vimy Dinner. The recipient of the Award for 2004 was Ms Sharon Hobson, the Canadian correspondent for *Jane's Defence Weekly*, *Jane's Navy International*, and *Jane's Defence Upgrades*. This prestigious award, conducted in collaboration with the Canadian Defence & Foreign Affairs Institute (CDFAI), will be presented to a Canadian journalist who has made a significant contribution to the understanding by the general public of Canada's defence and security issues. The Award will be accompanied by a \$2500 cash prize. The notice of the call for nominations appears elsewhere in this issue.

The Conference of Defence Associations Institute (CDAI) is a nonprofit, charitable agency dedicated to increasing public awareness of Canada's security situation and the vital role that is played by the Canadian Forces in our society. The Institute needs the financial support of the pro-defence community, as an independent **Voice of Defence**, to remain effective in the debate on issues of security and national defence. With your support, we can promote the study and awareness of Canadian military affairs. **Your continued financial support as donors to the Institute is vital** to our continued success. Please renew your annual donation when you are asked - and introduce a fellow Canadian to the Institute.

Biographical Summary

General (Ret'd) Paul D. Manson, O.C., C.M.M., C.D.

General Manson served as Chief of the Defence Staff from 1986 to 1989. A fighter pilot, he served extensively with NATO in Europe during his 37-year military career. From 1977 to 1980, he was Program Manager of the New Fighter Aircraft project, which led to the selection of the CF-18 Hornet for the air force.

Born in Trail, British Columbia, he was educated in Montreal and Pembroke, Ontario, before attending the Canadian Military Colleges at Royal Roads and the Royal Military College, receiving the Sword of Honour upon graduation from the latter. He holds BSc degrees in electrical engineering from both RMC and Queen's University, and has received two honorary doctorates. He is a graduate of the Canadian Forces Staff College (1966) and the National Defence College (1974).

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des civilisations, à Gatineau. Ce sont les candidats qui donnent à ce Prix toute sa valeur. L'Institut invite donc les associations membres de la CAD ainsi que les particuliers à lui en proposer. On trouvera dans le présent numéro l'appel de candidatures.

Le dîner gala sera aussi l'occasion de décerner le Prix média Ross Munro, qui a été attribué en 2004 à M^{me} Sharon Hobson, correspondante canadienne des publications *Jane's Defence Weekly*, *Jane's Navy International* et *Jane's Defence Upgrades*. Décerné en collaboration avec le Canadian Defence & Foreign Affairs Institute (CDFAI), ce prix prestigieux, assorti d'une somme de 2 500 \$, est remis à un journaliste canadien qui a contribué d'importance à éclairer le public canadien sur les questions de défense et de sécurité nationales. L'appel de candidatures figure dans le présent numéro.

L'Institut de la Conférence des associations de la défense (ICAD) est un organisme sans but lucratif à statut caritatif qui a pour mission de sensibiliser l'opinion publique à la question de la sécurité nationale et au rôle vital que jouent les Forces canadiennes dans notre société. L'Institut, Voix de la défense indépendante, a besoin de l'appui financier de tous les Canadiens qui ont foi en la défense de leur pays, afin de continuer à être entendu dans le débat sur les enjeux de sécurité et de défense nationale. Ce soutien nous permet de promouvoir l'étude des questions militaires au Canada et une prise de conscience à l'égard de ces questions dans le public. Vos contributions financières sont essentielles à la poursuite de nos activités: c'est pourquoi nous vous prions de renouveler vos dons annuels lorsque vous en recevez la demande et de songer à encourager un compatriote à s'intéresser lui aussi à l'Institut.

Esquisse biographique

Général (Ret) Paul D. Manson, O.C., C.M.M., C.D.

Le Général Manson a rempli les fonctions de Chef d'état-major de la Défense de 1986 à 1989. Pilote de chasse, il a servi avec l'OTAN en Europe en de nombreuses circonstances au cours de ses 37 années de carrière militaire. De 1977 à 1980, il fut gestionnaire du projet NAC qui a mené à la sélection du CF-18 pour la Force aérienne.

Natif de Trail, en Colombie-Britannique, le Général Manson a étudié à Montréal et à Pembroke (Ontario) avant son entrée au Royal Roads Military College puis au Royal Military College

(voir p. 7)

Following military service, General Manson entered business as the president of a large aerospace company, retiring in 1997 as Chairman of Lockheed Martin Canada. In 1992, he received the C.D. Howe Award for achievement in the fields of planning, policy-making and leadership in aeronautics and space.

General Manson has been active in a number of volunteer undertakings, notably as chairman of the highly successful "Passing the Torch" capital campaign in support of the new Canadian War Museum, which surpassed its \$15 million objective. He is a member of the Board of Trustees of the Canadian Museum of Civilization Corporation, chairing that Board's Canadian War Museum Committee and Canadian War Museum Building Committee.

General Manson is a past chairman of the Aerospace Industries Association of Canada and of Canada's Aviation Hall of Fame. He is currently a director of Milit-Air Inc.

Among his honours and awards are Commander of the Order of Military Merit (1980), Commander of the U.S. Legion of Merit (1989), Officer of the Order of Canada (2002), and 2003 recipient of the prestigious Vimy Award.

General Manson holds membership in the Advisory Council of the Canadian Defence and Foreign Policy Institute. At the CDA's AGM he was acclaimed president of the Conference of Defence Associations Institute.

An avid musician, he plays trombone in three Ottawa bands. He is married to the former Margaret Nickel of Kemptville, Ont. (who, like him, is an ardent golfer). They have two sons and two daughters, and four grandchildren.

(aussi appelé aujourd'hui le Collège militaire royal du Canada), où lui fut décerné, à la collation des grades, le Sabre d'honneur. Il détient un baccalauréat en ingénierie électrique de cette dernière institution ainsi que de l'université Queen's, en plus de deux doctorats honorifiques. Il est diplômé du Collège d'état-major des Forces canadiennes (1966) et du Collège de la Défense nationale (1974).

Après son service militaire, le Général Manson est passé au monde des affaires comme président d'une grande entreprise aérospatiale. Au moment de se retirer, en 1997, il était président du conseil de Lockheed Martin Canada. La distinction C.D. Howe lui fut décernée en 1992 pour ses contributions en planification, élaboration de politiques et leadership dans les domaines de l'aéronautique et de l'espace.

Le Général Manson a contribué à diverses causes bénévoles, notamment à titre de président de la campagne de financement Passons le flambeau au profit du nouveau Musée canadien de la guerre, campagne magistrale qui a dépassé l'objectif, fixé à 15 000 millions \$. À la Société du Musée canadien des civilisations, il est membre du conseil d'administration où il préside le comité du Musée canadien de la guerre et le comité de l'édifice du Musée canadien de la guerre.

Ancien président de l'Association des industries aérospatiales du Canada (AIAC) et du Canada's Aviation Hall of Fame, il est aujourd'hui membre du conseil d'administration de Milit-Air Inc.

Notons parmi ses décorations et titres honorifiques: Commandeur de l'Ordre du mérite militaire (1980), Commander of the U.S. Legion of Merit (1989), Officier de l'Ordre du Canada (2002) et lauréat 2003 du prestigieux Prix Vimy.

Le Général Manson est membre du conseil consultatif du Canadian Defence and Foreign Affairs Institute. Lors de l'assemblée annuelle de la CAD, il a été élu sans opposition au poste de président de l'Institut de la CAD.

Ce musicien dans l'âme est tromboniste au sein de trois groupes musicaux d'Ottawa. Il est l'époux de Margaret Nickel, de Kemptville (Ont.), qui partage avec lui la passion du golf. Ils ont deux fils et deux filles, et quatre petits-enfants.

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The CDA INSTITUTE's 21ST ANNUAL SEMINAR and the 68TH ANNUAL GENERAL MEETING OF the CDA

Colonel Howie Marsh, Senior Defence Analyst

After the Elections: Canada-US Security Relationships and the Role of the Canadian Forces was the theme of the 21st Annual Seminar. The seminar was presented in collaboration with the Chair of Defence Management Studies, Queen's University, and the Institute for Research on Public Policy (IRPP).

Day 1 - Panel 1

Hugh Segal, President of the Institute for Research on Public Policy launched the first panel by calling on three experts to present their views on the **Continental Security Dimension of the Canada-US Relationship**.

Christopher Sands from the Centre for Strategic and International Studies Washington D.C. reminded all that trust is difficult to rebuild. While trust between the respective militaries is high the political level of trust is uncertain. Vacillation, indecision and moral hypocrisy by Canadian politicians is leading Washington to deduce that Canada is not worth the time.

John Noble, former ambassador, and currently Director of Research, Centre for Trade Policy and Law, Carleton University reflected on the history of Canada-US security relationships. From the 1904 Roosevelt corollary to the Monroe doctrine, through to reciprocal speeches of President Roosevelt and Prime Minister King in 1938, and onto NATO, NORAD and Ballistic Missile Defense, John Noble alerted us to the century long thrust toward continental perimeter security. In closing he contrasted PM Trudeau's support of Cruise Missile test flights over Canada to that of PM Martin's decision to not participate in Ballistic Missile Defense.

Jon Allen, Minister Political Section, Canadian Embassy, Washington, emphasized the depth and long heritage of Canada-US cooperation on defence and security issues, and that defence is at the centre of all Canada-US relationships. He went on to warn that the USA is at war (against terrorism) and that in Washington security trumps all. He concluded with the positive caveat that North America is more secure when both nations work together, and both countries know this.

A comment during the question period best summed up the first panel. Canada is caught in the political conundrum of trying to be both a neutral country and an ally.

Theme Speaker

Mr. Andrew Cohen, Associate Professor, School of Journalism, Carleton University and author of *While Canada Slept: How We Lost Our Place in the World* spoke of our nation's lack of confidence.

Unlike our fathering nations, and our USA brother who is confident, Canada, in his view, is no longer a nation sure of its destiny. In the first half of the 20th century we were a confident, outward looking nation, but in the second half our focus has been on our own social-welfare.

While acknowledging that there is little to measure other than words and attitudes Mr. Cohen is hopeful. He believes that Canada is returning to the world stage.

Mr. Cohen went on to describe indicators that PM Martin is starting to lead Canada back to its rightful place in the world. The government's direction to integrate defence, diplomacy and development in international interventions, the Prime Minister's leadership in L-20, and recognition of the "Three Block War" model for peace support operations were some of the gauges cited.

An audience commentator expressed concern that the youth of Canada have little sense of history and that in the years to come this weakness could further fuel national withdrawal. While acknowledging that paucity of national memory contributes to amnesia the Internet counters this effect by making the youth more globally interested.

Address by the Chief of the Defence Staff

The Chief of the Defence Staff, General Hillier framed his address with three themes: context, thrust and effects.

The context of human attributes and achievement allowed him to acknowledge those who have served, those who are serving and those Canadians who have yet to bring their talents and values to the Canadian Forces.

He reminded us that the senior leadership of the forces is operationally focused; they have been selected by the rigors of continuous deployments. Anecdotally he shared wisdom passed to him when he earlier took command of the Royal Canadian Dragoons. "Your job is to protect the unit from good ideas."

(continued p. 9)

His thrust is to “fix” the Canadian Forces, especially the recruiting and training system and restoring the foundation of sustainment (spares, ammunition, realty assets, medical, etc). Then he looks forward to expanding the force and transforming the Canadian Armed Forces.

The measurable effects or outcomes would be a military able to function simultaneously and able to switch readily from combat, peace support and development during armed and humanitarian intervention. Other outcomes included surveillance assets integration, enhanced intelligence and assured strategic lift. His preference would be to have assurance of strategic lift, but not necessarily be an owner of platforms.

While operations retain their primacy and Canada is viewed primarily as a force generation base he alerted us to the need to start viewing Canada as an operational theatre.

General Hillier closed by emphasizing that the future holds more overseas deployments and that the military only provides initial security. Depth of security is measured by the quality of nation sustaining institutions.

Luncheon Speaker

Dr. Thomas Barnett, a strategic thinker and author of *The Pentagon's New Map: War and Peace in the twenty-first Century* presented a compelling rationale on the nature of war in the present era.

Armed with much data well illustrated by convincing software generated slides he demonstrated that the major cause of present conflicts is the degree of “connectedness”.

The peoples of the world who live the benefits of being connected by various mediums (electricity, railroads, highways,

communication, banking, etc.) are persuaded that this is better than warfare. He referred to the connected as integrated societies and called them the “Core”.

Those who have little or no experience of the “connectedness” benefit find themselves in poverty and chaos. Non-integrated societies we referred to as the “Gap”.

With the benefit of various cartographic projections and histories of geographic-based conflicts Dr. Barnett persuaded many of the location and type of emerging conflicts. His deduction was that warfare is bifurcating and that future militaries need two types of force.

The high-tech “Leviathan” force is necessary for immediate corrective action, and a “Systems Administrator” force is required for the long haul of bringing societies into the “Core”.

Dr. Barnett concluded that it would be difficult for the U.S. Armed Forces to bifurcate and provide both “Leviathan” and “Systems Administrator” forces. All USA services want to be high-tech. Few, if any want the long haul, society integration task.

For more details on Dr. Barnett’s thinking go to www.thomaspmbarnett.com.

Keynote Speaker

His Excellency, Paul Cellucci, U.S. Ambassador to Canada, in his last official public speaking engagement in Canada, reminded us of our nations history of shared values and continuing cooperation in many spheres. He cited recent military operations and our shared vision, all while acknowledging our different approaches to establishing freedoms and human rights for others.

In our shared quest he advocated that Canadians reinforce their strengths in communication and information integration, enhance their special operations force (JTF 2) and restore their aerospace heritage with strategic airlift.

Panel 2

President CDAI, Brigadier-General Don Macnamara (Ret’d) introduced the afternoon panel: **Defence, Diplomacy, and Development (3D)– Canada’s Need for Global Reach.**

Lieutenant-General Mike Jeffery (Ret’d), former Chief of the Land Staff, cautioned that Canada has to yet to think things through and that hurdles lie on the course of Canada’s return to the international stage.

Assuming the government honours the five-year budget increase to defence, the political will and leadership necessary to sell global interventions needs to be strong. Hard choices lie ahead for the military. Are increasing resources best spent on platforms or more soldiers? The 3D approach of defence, diplomacy, and development, while necessary has yet to be

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built. Bridging differences and building trust between departments is a challenge; incorporating non-governmental organizations (NGO) into a Team Canada designed for armed and humanitarian intervention is new endeavour.

In spite of the hurdles Lieutenant-General Jeffery remains persuaded that this is Canada's path and that all those able need to articulate the government's vision and help develop the plan.

Dr. Joel Sokolsky, Dean of Arts, Royal Military College of Canada explained that Canadian decisions to intervene are interest based at the moment of demand. In a globalized world a decision not to participate requires us much leadership and explanation as a decision to participate. The recent decision to not participate in ballistic missile defence was not well reasoned and illustrates strategic myopia.

Dr. John Watson, President of CARE Canada gave a riveting account of recent military-development interface failures. In Zaire assistance without military security ended in hundreds of thousands dying. On the other hand military assistance relief in Sri Lanka was, in his view, wasteful. DART produced water at \$4.00 a liter that could have been purchased locally for \$0.30. The medical cost for each tsunami victim seen by DART averaged \$862.00.

Dr Watson used the East Timor intervention as a better model, but bemoaned the fact that Canadian military trucks were so old that they impeded relief efforts. He concluded that the clear role of military forces is to establish and build indigenous security as quickly as possible.

Day 2 – CDA AGM

Mr. Jason Spiegel, former Executive Director US Reserve Officer Associations opened the day with a description of the challenges facing the US National Guard and the Reserves. He brought to our attention the fact that 50% of USA service members deployed in the Iraqi theatre are National Guard and Reserve personnel.

The current Reserve deployment tempo and its demands on reserve units bring into question the validity of many policies. The belief that more capability through more technology and less soldiers is suspect in light of the demands of post-conflict, stabilization requirement. The Reserve community, Congress and the Secretary of Defence view the military future differently. Congress is trying to force larger establishments (in personnel) on the army while the Secretary of defence refuses manpower increases, opting for technology enhancement. Meanwhile some American communities that are home to particular Reserve units are witnessing densities of casualties similar to World War era.

Mr. Spiegel warned that the U.S. Army Reserves are victims of their own success. The Reserves are now providers of 54% of the army's general and specialist capability. The

Regular force U.S. Army cannot deploy without the U.S. Army Reserves. The Reserves have roles, training, money and missions, but can it survive such a prolonged activation?

Panel 3 – Canada and Ballistic Missile Defence (BMD)

In light of the recent Canadian decision not to participate in BMD this panel, introduced by former NORAD Deputy Commander, Lieutenant-General George MacDonald (Ret'd) was most topical.

Major-General Franklin (Ret), former Deputy Director, US Missile Defence Agency gave a command and technical briefing on the components of the BMD shield now, in five and in twenty years. A hemispherical map with place names for radars, land and sea based launchers, satellite and communication networks made BMD very real and very now. Contrary to much negative media after 20 systems tests accuracy is currently a "basket ball hoop" at 4,000 kilometers. The speed of engagement is so fast (40,000 kilometers a minute) and the accuracy so high that the impact of collision is sufficient to destroy.

When Major-General Franklin displayed a north pole projection of the globe with an over lay of known rogue ballistic trajectories and BMD intercept options one wonders how Canada could be involved in a 5 minute decision-making process when no one is present in the BMD operation center.

Any one interested in BMD should access the full presentation for present and future technical and command specifications.

Dr. James Fergusson, Director of the Centre for Defence and Security Studies, University of Manitoba conducted a cost and benefits analysis of Canada's decision not to participate in the ballistic missile defence programme. He listed 13 negative consequences for Canada, e.g. shut out of the major North American aerospace initiative and violation of the principles of bi-national decision-making.

Panel 4 – Defence Policy.

Three speakers were asked to speak to the topic of the long anticipated defence policy statement.

Colonel Howard Marsh (Ret'd) attempted to convince that much of the defence policy statement has already been released. His examination of numerous speeches and statements by the Prime Minister, Ministers of Defence, Foreign Affairs and Development, plus many others persuade that the government is airing many defence themes:

- Integrated national command and intelligence
- Expeditionary force capability alone and with allies
- Arctic and coastal sovereignty

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- Unified command (geographic and possibly functional, e.g. Special Forces)
- Special Forces expansion
- Army expansion
- Strategic Lift (sea and air lift)
- Continuous operations and support

Colonel Brian MacDonald (Ret'd) explained that the future of the Canadian Forces is restricted by the rate that legacy issues are addressed. Without immediate delegation of "directed acquisition" the CDS vision is not achievable prior to the middle of the next decade.

Dr. Jack Granatstein, a Canadian historian of note, posed and answered the question, "Why have successive governments neglected the military?" His examination deduced that deep-rooted anti-Americanism, and the Quebec native (all languages) attitude toward military spending compels politicians to neglect their military.

He warned that to date the Prime Minister has said nothing to counter these entrenched attitudes and that unless the Prime Minister starts campaigning for the renewal of the NORAD agreement, Canada, in 2006, is likely to lose its vital entrance to this aerospace agreement. Dr. Granatstein reminded that it is not impossible to change attitudes. PM Louis St. Laurent, a Quebec politician, convinced Canadians, especially those in Quebec that joining NATO and spending 6.5% of GDP on defence was essential shortly after conscription nearly split the country.

Dr. Granatstein advocated that CDA is well positioned to campaign for defence in Quebec.

Future of the Reserves

Major-General Herb Petras, Chief of Reserves and Cadets (Canada) gave a detailed briefing on the state of the Primary Reserves. He alerted us to the many components of the Canadian reserve community, using visuals to explain establishment, personnel levels missions and roles. Most were surprised to learn that of the NATO countries Canada ranks second (24%) to the USA (50%) in the deployment of reserve personnel on operations. It was also well evident that Reserves, Rangers and Cadets play an important role in connecting Canadians.

Summary

The 21st CDAI Annual Seminar and the 68th CDAAGM were very informative and very successful. At times it was hard to find a seat.

Dr. Barnett's thesis provided a large context within which I could attempt to understand the deliberations. His "Connectedness" theme provides a spectrum. Those who are not connected are globally disfranchised. That is where most conflicts will likely originate; i.e.: in the disenfranchised regions of the world.

Those who are well connected are deeply integrated and dependent. In fact, Canada is so deeply integrated into the North American defence and security framework that it can, to a certain extent, neglect defence issues. This could explain why the Canadian Forces have been so neglected by the Government in recent years/decades.

It appears that the defence of North America will become more and more the purview of one country—the USA. However, on the other hand, the USA's reluctance to be a 3D administrator paints a Canadian defence policy future of much armed and humanitarian intervention to the globally disenfranchised.

The reader is encouraged to review the texts of the addresses that were presented at the annual seminar and the AGM, at the CDA-CDAI web-site, www.cda-cdai.ca.

WITH NO SETTLED STRUCTURE OF ORDER IN THE WORLD, WHERE IS THE REALISTIC VISION OF OUR FUTURE SECURITY?

Fred F. Fowlow

*"Because it is more difficult to make defence policy today than it was ten, twenty or thirty years ago, it is much easier to get it wrong."
Colin S. Gray¹*

(Re-printed with the kind permission of the Editor of The Bowline Journal, published by the Calgary Branch, The Naval Officers Association of Canada – ed.)

(continued p. 12)

Prime Minister Martin's recent statement of reassurance that "Canada's navy and air force will retain a major role in national defence despite alleged plans to make the army the primary branch of the military,"² came in response to a leaked foreign policy paper that called for the army to be given the primary role within the military, with the navy and air force given support function.³

While the authenticity of a leaked document could open the door to interesting discussion, the news is nothing to get excited about. The fact is that whatever is written in the Department of National Defence's comprehensive policy review — which Minister Graham promised would be made available to parliamentarians sometime in February — was destined not to appear as promised, because in December he tossed out the initial draft calling it a "dreadful wreck." He then demanded a revised document with a clear vision telling his officials "we've got to get a new chief [of defence staff] in here now."⁴ Within weeks the process of finding a new Chief of the Defence Staff (CDS) was initiated.

As part of the CDS recruiting process, Mr. Graham asked LGen. Rick Hillier, the Chief of Land Staff, to outline what he would do if given the opportunity to design the Canadian Forces from scratch. Hillier produced a bold plan outlining his vision of how the CF should be structured in future.

From all accounts his plan was outside the more parochial, service-specific visions offered by other CDS candidates, but was good enough to show to the Prime Minister who apparently liked it.⁵

By early January, Hillier was working on a more detailed plan a week before news leaked that he was to be appointed the next Chief of the Defence Staff. Shortly after his promotion to the position, he took one look at the much ballyhooed defence policy review drafted by others and scrapped it.⁶

Hillier's appointment as CDS is popular in the media and throughout the armed forces. Everyone has expressed great expectations as he settles into the position.

If as many feel a dramatic shake-up of the CF is overdue, and Hillier is the man to oversee the house-cleaning, he will need lots of support as he attempts to bring forward his plan which he explained in a recent interview, will require a top-to-bottom reorganization of all three services and an infusion of new soldiers and equipment.⁷

Lots of behind the scenes happenings have come spinning out of Ottawa, all of which makes the CDS' planning process most difficult. For example, one hears that even if \$1 billion was added to the up-coming forces budget, that amount would represent the total cost of recruiting 8,000 regular and reserve force troops over a five year period. This would mean that new money coming into the budget would not be going toward

new equipment purchases.⁸

None of the above is encouraging news for the CDS who has stated that he wants to create joint task forces — combined groups of air, naval and army personnel and equipment — that can take charge of a hot spot in numbers large enough to give Canada some clout.⁹ He states he will need a large amphibious expeditionary warship to realize his plans for the Canadian task force to take our navy, army and air force anywhere in the world for everything from humanitarian missions to all-out wars.¹⁰

The cost of implementing Hillier's plans will be significant, a fact which coming before the completion of the foreign and defence policy review, could provide the government with an excuse to put the CDS' plans on the back burner for an unacceptable length of time.

The least that can be accomplished at this point in time is to draw parliamentarian's attention to potential, typical government action, e.g., when in doubt about an issue, subject it (in this instance Hillier's study) to an in-depth study ... and, when criticism builds, say that nothing can be done until the study is completed!¹¹

James Travers, *Toronto Star* columnist, put the current situation facing the PM, the MND and the CDS in the right framework when he said, "Good governance requires more than occasionally sacrificing partisan advantage to national interest. It also demands wisdom and courage to admit governments could have done better even when they are seen as having done well."¹²

But the game is not over, for there has been another encouraging development. The Prime Minister's reaction on observing the slow moving review of Canadian foreign policy, prompted him to ask Oxford University scholar Jennifer Welsh, a Saskatchewan-born Rhodes Scholar, to inject the review with a bold new vision for the country.¹³

Those of us who have read and acquired a passing familiarity with Ms. Welsh's works, agree that the Prime Minister's move is a good decision. Her philosophy touches on everything from the military and foreign aid, to changing the relationship with the United States.¹⁴

Canada's defence policy is regularly brought into sharp focus when one hears that, "Canadians don't need to break the bank to help dispel the perception among some Americans that they're freeloading when it comes to defence."¹⁵

Undeniably, a signal that US officials are looking for change, and that Canada is committed to becoming more actively involved in the defence of North America is clear, when one

(continued p. 13)

reads that, “Canada is running budget surpluses and investing much more heavily in health care and other domestic programs than its military.”¹⁶

We are in agreement with Vice Admiral Bruce McLean, Chief of the Maritime Staff, when he said at a February 14 meeting of the Senate Committee on National Security and Defence that, “The Liberal government has consistently failed to provide enough money to pay for the missions it orders sailors to do abroad — much less to replace rusting ships.”¹⁷ His description of the problem facing Maritime Command confirmed that our ships are in desperate need of upgrades; operational ships’ combat systems are on the verge of being outdated and maintenance intensive, many are conking out on account of age and must be replaced; and finally, the pressing need for the acquisition of new ships such as the supply support ships and other types, for want of providing a balanced surface force that can operate effectively in littoral waters.

In view of what has happened to our foreign and defence policy in past decades, especially the disastrous impact left upon our foreign and defence departments, now might be the time for the PM to direct that a search take place for a new team of Ottawa foreign affairs defence planners and decision makers.

There is an urgent need for a new team which will display an enlightened vision for our country; a vision that broadens our presence and reclaims respect on the international stage by rebuilding a military that can support our North American foreign affairs policy.

Last year, Vice Admiral Ron Buck wrote in a report: “Our ability to sustain a credible and relevant maritime force is at risk, the implications of shortfall in funding are significant.”¹⁸ A clear warning that without extra resources the navy wouldn’t be able to do its job.

“Global security requires Canadian engagement as more than an occasional tourist.”¹⁹ Members of the foreign and defence policy review team should keep this in mind as they set out to complete their assigned task.

“Tough decisions demand that leaders lead. Seizing opportunity requires courage ... the political consequences of indecision are strikingly unpleasant.”²⁰ An experience the government has ingeniously set the stage to avoid in its budget entitled, “Delivering on Commitments” which set out a long list of promises for the military that many regard as victory for the armed forces — a victory until they examine the implementation sequence showing how and when the \$13 billion funding for the fulfillment of the promises will be spent.

The budget confirms the use of a time-old formula which frankly is beginning to wear a bit thin. The process calls for the preparation of a lengthy list of promises followed by inflating

promised spending by transferring money for items which have been provided for in a previously approved budget. This *all things to all men* works nicely for a party which could find itself forced into an election at a time not of its own choosing — if it can get people to believe any of it.²¹

What is known so far is that funding for the armed forces over the next two years will be increased by \$500M and \$600M respectively. Considering that the CF is already \$1.5 billion in the red on this year’s operational budget,²² and notwithstanding the understanding that Revenue Minister McCallum has already scooped up \$640 million from the DND budget, the government is claiming that their budget is the foundation that will resolve all DND problems. One wonders how the CDS intends to recruit, outfit and train a total of 5,000 regular and 3,000 reserve force troops (complete with boots!), and in the same five year time-frame, cover the spare parts and ordinary maintenance costs involved in overhauling and sustaining existing equipment.

A breakdown of the lengthy promise list to be delivered in the next five years makes interesting reading.²³ For starters, \$3 billion will be spent trying to find and recruit the 5,000 regular and 3,000 reserve troops; \$3.2 billion will be allocated to enhance special medical services for returning troops, and to address critical supply and repair shortages, e.g., to fix infrastructure such as runways and jetties. \$2.7B will be needed for transport helicopters, logistics trucks, light utility aircraft, and a new base or expansion of an old one for the growing number of Joint Force 2 commandos (dare one suggest Shearwater?).

The budget makes “no mention of big-ticket items like warships or transport aircraft to replace the aging C-130 Hercules, but there are promises to allocate funds ‘as needed’ to coincide with priorities set by the policy statement coming out of the defence policy review.”²⁴ This leaves a large portion of the budget in a questionable status until the yet to be released defence policy review statement has been tabled, at which time the government could, as a result of its own in-house defence policy review, state it has no need to plan for spending the \$3.8 billion budget initiative expenditures starting in 2007-08.

In other words, the defence policy review could prompt the government to announce that after taking note of the new policy, amphibious warships and the concept of developing Rapid Reaction Forces are not necessary, or even if supported in the defence policy, may be too costly and beyond realization within the ten year time-frame. That is called *politics* dear readers.

Defence Minister Graham takes great pride in telling all who listen that the budget provides a foundation for building and transforming the Canadian Forces for 21st century operations.

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THE VIMY AWARD

Nominations are invited for the year 2005 Vimy Award.

The Vimy Award was initiated in 1991 by the Conference of Defence Associations Institute (CDAI) to recognize, annually, one Canadian who has made a significant and outstanding contribution to the defence and security of our nation and preservation of our democratic values.

Previous recipients of this prestigious award include: General John de Chastelain, Major-General Roméo Dallaire, Dr. Jack Granatstein, the Right Honourable Brian Dickson, Vice-Admiral Larry Murray, Lieutenant-General Charles H. Belzile, the Honourable Barnett Danson, Air Commodore Leonard Birchall, Colonel the Honourable John Fraser, General Paul Manson, and Dr. David Bercuson.

Any Canadian may nominate a fellow citizen for the award. Nominations must be in writing and be accompanied by a summary of the reasons for the nomination. Nominations must be received by 1 August 2005, and should be addressed to:

VIMY AWARD SELECTION COMMITTEE
CONFERENCE OF DEFENCE ASSOCIATIONS
INSTITUTE
359 KENT STREET, SUITE 502
OTTAWA ON K2P 0R7

The Vimy Award will be presented on Friday, 18 November 2005, at a gala dinner that will be held in the Grand Hall of the Canadian Museum of Civilization, Gatineau QC.

For more information, including ticket orders for the Award dinner, contact the Conference of Defence Associations Institute at the above address, or fax (613) 236 8191; e-mail pao@cda-cdai.ca; or telephone (613) 236 9903.



The Vimy Award/La Distinction honorifique Vimy

LA DISTINCTION HONORIFIQUE VIMY

Nous invitons les nominations pour la Distinction honorifique Vimy 2005.

La Distinction honorifique Vimy a été instituée en 1991 par l'Institut de la Conférence des associations de la défense dans le but de reconnaître, chaque année, un Canadien ou une Canadienne qui s'est distingué par sa contribution à la défense et à la sécurité de notre pays et à la préservation de nos valeurs démocratiques.

Les récipiendaires précédents de la Distinction honorifique Vimy sont, entre autres, le Général John de Chastelain, le Major-général Roméo Dallaire, M. Jack Granatstein, le Très honorable Brian Dickson, le Vice-amiral Larry Murray, le Lieutenant-général Charles H. Belzile, l'Honorable Barnett Danson, le Commodore de l'Air Leonard Birchall, Colonel, l'honorable John Fraser, le General Paul Manson, et M. David Bercuson.

Tout Canadien/Canadienne peut nommer un citoyen/citoyenne pour la Distinction honorifique Vimy. Les nominations doivent nous parvenir par écrit et doivent être accompagnées d'un sommaire des raisons motivant votre nomination et une biographie du candidat. Les nominations doivent nous parvenir au plus tard le 1 août 2005, et doivent être adressées au:

COMITÉ DE SÉLECTION DE LA DISTINCTION HONORIFIQUE VIMY
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359 RUE KENT, SUITE 502
OTTAWA ON K2P 0R7

La Distinction honorifique Vimy sera présenté vendredi, le 18 novembre 2005, à un dîner gala qui aura lieu dans la Grande Galerie du Musée canadien des civilisations, Gatineau QC.

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21ST ANNUAL SEMINAR**

**POUR LEUR CO-PATRONAGE
LORS DU
21^e SÉMINAIRE ANNUEL
DE L'INSTITUT**

**FAIRMONT CHÂTEAU LAURIER
OTTAWA CANADA**

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OTTAWA CANADA**

3 MARCH 2005

LE 3 MARS 2005

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FAIRMONT CHÂTEAU LAURIER

OTTAWA, CANADA

THURSDAY, 3 MARCH 2005

POUR LEUR

APPUÏ GÉNÉREUX

LORS DE

LA RÉCEPTION DU 21^e SÉMINAIRE ANNUEL DE L'INSTITUT

FAIRMONT CHÂTEAU LAURIER

OTTAWA, CANADA

JEUDI, LE 3 MARS 2005

Let's hope that the government follows through with its promise now, pay-later scheme, and that the CDS' plans for rebuilding and transforming the forces do not come to naught.

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and in NOAC's national publication, "Starshell."

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CANADA IN THE WORLD:

Annual Conference of the McGill Institute of Canada for the Study of Canada

Colonel Howie Marsh (Ret'd), Sr. Defence Analyst CDAI

The McGill Institute for the Study of Canada hosted a two-day conference in Montreal, 17-18 February 2005 to examine Canada's place in the world. A large number (48) of experts from many walks of life were each allotted 10-15 minutes to share their perspective. Ambassadors, academics, and advocates, the seasoned and neophyte spoke on topics ranging from the socio-economic conditions of indigenous peoples to nuclear terrorism.

Twelve hours of 48 vignettes are a challenge to synthesize. Canadians have many opinions. However the task was made somewhat easier as the speakers gravitated toward two camps: idealist and realist.

The idealist, those with heart believe that many avenues of national influence function outside the purview of governments. The realists bounded their expression with history and experience. One economist explained with graphs that views change with age and economic status. Those with little invested tend toward idealism; those engaged in the realities of life tend to be older and more pragmatic.

I was surprised to hear the USA Ambassador to Canada, the Minister of National Defence and the Director of Human Rights Watch agree on the need for Canada to have the means to act quickly to international needs. All three described an armed and humanitarian intervention force with the requisite leadership and equipment.

Many spoke on the deepening integration of North America. On a daily bases hundreds of activities draw Canada and the USA closer and more dependent on each other. A three-hour

delay at the Canada-USA border disrupts manufacturing in Carolina. The energy grid and communications networks ignore borders. Likewise shared intelligence and banking transactions stream north and south in microseconds. Millions value and draw their daily sustenance from the appendage called Canada. The United States will protect Canada; Canada is a vital interest.

Although not openly stated it became apparent that surveillance of Canada's aerospace and maritime approaches form part of the North American security shield. Ballistic Missile Defence provides that framework; missiles are not the main thing.

Three speakers of note were prescriptive. Highlights of their insights are recorded.

Ambassador Cellucci spoke of Canada's strengths and recommended that Canada develop that which it does well. He reminded us of our communication, space imagery and systems integration heritage. Our technical analysis should be applied to command control, intelligence and surveillance integration. He spoke highly of Joint Task Force 2 and the need to equip it with the means to rapidly deploy. He admonished that a G8 country like Canada with such an aerospace heritage should not be a net consumer of strategic airlift, but should be providing airlift to others.

The Honourable Pettigrew, Minister of Foreign Affairs taught that foreign affairs policy is developed daily. His three transformation themes are:

- Strengthening the role of Foreign Affairs

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THE ROSS MUNRO MEDIA AWARD

Nominations are invited for the year 2005 Ross Munro Media Award.

The Ross Munro Media Award was initiated in 2002 by the Conference of Defence Associations (CDA) in collaboration with the Canadian Defence & Foreign Affairs Institute (CDFAI). Its purpose is to recognize, annually, one Canadian journalist who has made a significant and outstanding contribution to the general public's understanding of issues that relate to Canada's defence and security.

The recipient of the Award will receive a replica of the Ross Munro statue, along with a cash award of \$2,500.

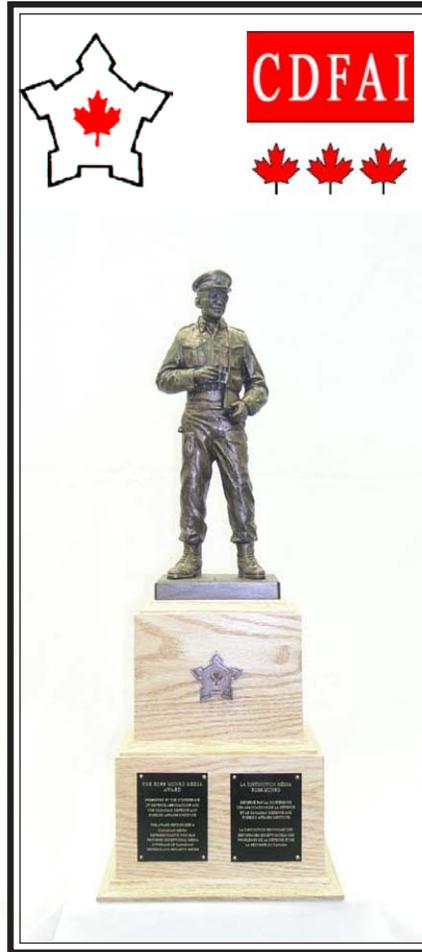
The past recipients of this prestigious award are Stephen Thorne, Garth Pritchard, and Sharon Hobson.

Any Canadian may nominate a journalist for the award. Nominations must be in writing and be accompanied by a summary of reasons for the nomination. Further details are available at www.cda-cdai.ca, click: Ross Munro Award. Nominations must be received by 2 September 2005, and should be addressed to:

ROSS MUNRO MEDIA AWARD SELECTION COMMITTEE
CONFERENCE OF DEFENCE ASSOCIATIONS
359 KENT STREET, SUITE 502
OTTAWA ON K2P 0R7

The Ross Munro Media Award will be presented on Friday, 18 November 2005, at the Vimy Award dinner that will be held in the Grand Hall of the Canadian Museum of Civilization, Gatineau QC.

For more information, including ticket orders for the Award dinner, contact the Conference of Defence Associations at the above address, or fax (613) 236 8191, e-mail pao@cda-cdai.ca, or telephone (613) 236 9903.



*The Ross Munro Media Award/
Prix Média Ross Munro*

PRIX MÉDIA ROSS MUNRO

Nous invitons les nominations pour le prix média Ross Munro, 2005

Le prix Média Ross Munro a été décerné pour la première fois en 2002 par la Conférence des associations de la défense (CAD, en collaboration avec le Canadian Defence and Foreign Affairs Institute (CDFAI). Ce prix a pour but de reconnaître annuellement un journaliste canadien qui a contribué de manière importante et remarquable à la sensibilisation du grand public aux questions liées à la défense et à la sécurité canadiennes.

Le lauréat ou la lauréate du Prix recevra une reproduction de la statuette Ross Munro et un prix en argent de 2 500 \$.

Au nombre des lauréats des années précédentes, figurent Stephen Thorne, Garth Pritchard, et Sharon Hobson.

Tout Canadien/Canadienne peut nommer un journaliste pour le prix Ross Munro. Les nominations doivent nous parvenir par écrit et être accompagnées d'un sommaire des raisons motivent votre nomination et d'une biographie du candidat. Pour les détails voir www.cda-cdai.ca, click: Ross Munro Award. Les nominations doivent nous parvenir au plus tard le 2 septembre 2005, et doivent être adressées au:

COMITÉ DE SÉLECTION DU PRIX MÉDIA ROSS MUNRO
LA CONFÉRENCE DES ASSOCIATIONS DE LA DÉFENSE
359 RUE KENT, SUITE 502
OTTAWA ON K2P 0R7

Le prix média Ross Munro sera présenté vendredi, le 18 novembre 2005, au dîner gala Vimy qui aura lieu dans la Grande Galerie du Musée canadien des civilisations, Gatineau QC.

Pour plus informations, incluant la demande de billets pour le dîner gala, veuillez contacter la Conférence des associations de la Défense à l'adresse ci-haut mentionnée, ou télécopier (613) 236 8191; courriel pao@cda-cdai.ca, ou téléphone (613) 236 9903.

- Strengthening and if necessary reforming multilateral organizations
- Engage in or create where appropriate new multilateral organizations, e.g. circumpolar arctic.

The Honourable William Graham, Minister of National Defence underscored the value of human capital. He voiced that it is the serving men and women who best carry Canadian values to the world. Many readers would be gratified to hear MND Graham say, “Peacekeeping is a remnant of the past.” The integration of Defence, diplomacy and development figured largely in his speech, but it was set in the context of the Marine Corps “Three Block War model”.

Many of us strained to hear elements of the yet to be unveiled Defence Policy and we were not disappointed:

- more flexible and rapid response capabilities
- a greater role on the international stage

- a well-educated military
- leadership roles in multilateral peace support operations
- a unified command structure
- A fundamental restructuring of Canadian Forces.
- strong endorsement of General Hillier

Conclusion

The speakers agreed that Canada has a unique geography and geo-political advantage and that Canada needs to do more internationally. Doing more in a world full of opportunities and risks requires a more capable and quickly deployable military with the requisite diplomatic and development assets.

The conference can be viewed online at:

<http://www.misc-iecm.mcgill.ca/canada/view.html>

CANADA-US DEFENCE COOPERATION: Where to From Here?

Lieutenant-General George E.C. MacDonald (Ret'd)

For many years now, whenever Canadians have been polled to assess their support for the Canada-US North American Aerospace Defence (NORAD) partnership, some 70-80% have consistently responded positively. Canadians recognize the benefits of NORAD, especially as they become more knowledgeable of the alliance. Even for those less familiar, the events of 11 September 2001 brought NORAD operations to everyone's attention. Now, some three and one-half years later, NORAD has returned to its usual position of being taken for granted. It has only recently returned to public view in the context of the high profile media coverage of the ballistic missile defence issue.

The BMD debate, or lack thereof, has created widespread misunderstanding of the real issues. Many of the public statements made on this subject have been sensationalized well beyond reason. ¹ Interestingly, media coverage since the 24 February 2005 announcement by Prime Minister Martin ² has become more focused on the downsides of Canada's decision not to participate. The Government has been accused of renegeing after 65 years of participating in defence cooperation and becoming a 'free rider' in BMD. ³ This free rider status applies morally, in that Canada has purportedly given up its sovereign responsibility to defend itself against ballistic missiles, and substantively, in that Canada will now be dependent on the US to provide that defence – at US discretion and on US terms.

During this period, the terrorist threat which was manifested in the attacks on 11 September has diminished in the eyes of most Canadians. In recent polling international terrorism was rated third among threats by Canadians at 49%. Potential epidemics (AIDS, Ebola) were considered to constitute the most serious threat (60%) and second was global warming (52%). Conversely, 75% of Americans considered terrorism to be their greatest threat – and well beyond others. ⁴

This all raises some serious questions about Canada from an American perspective. Will the BMD decision impact our bilateral defence relationship? Will this impact extend beyond defence cooperation to other areas? Can Canada be taken seriously and be trusted when, after a long period during BMD discussions, the expected decision was reversed at the last minute? Will NORAD survive in this environment?

These questions arise just at a point when preparations to renegotiate the NORAD Agreement are underway. Teams from Canada and the US should engage later this spring with a view to discussing what changes should be made in the Agreement currently due for renewal by 12 May 2006. The Americans might well ask if Canada is prepared to participate in open, frank and genuine discussion. Canadians will wonder if the federal budget increase for Defence announced 23 February 2005 ⁵ will create a positive environment that

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reinforces Canada's commitment to continental defence and security. Overall, there is considerable uncertainty surrounding the NORAD renewal. Canada could take positive action to alleviate this uncertainty.

Despite any negative sentiments that may exist, formal discussions between Canada and the US on defence cooperation present several opportunities. A purposeful, enthusiastic approach by Canada could set NORAD discussions off on the right foot and could achieve some fairly significant results. The strategic direction has already been stated by the Prime Minister and the President during the latter's visit to Canada in November 2004. They jointly declared that we "will work to ensure the coherence and effectiveness of our North American security arrangements by: ... working towards renewing the NORAD agreement and investigating opportunities for greater cooperation on North American surveillance and maritime defence."⁶

It is not in our mutual defence interest to simply extend the current NORAD Agreement. Such a 'sub-optimal' result would simply not acknowledge changes which have occurred since 9/11. Neither would it respond to the direction of the Prime Minister and the President, or the recommendations of the Binational Planning Group, established in December 2002.⁷ We need an expanded defence arrangement and now is the time to put it in place.

Canada should accept that it is in our interests to recognize the significance of US security concerns. If the Canada-US border is shut down, for example, in the wake of another major terrorist attack, Canada would suffer disproportionate consequences. The impact on Canada's economy through restricted movement of people and goods would be far greater than that on the US. It is important that we recognize the depth of US security concerns, the potential consequences for Canadians, and the need to take steps to preemptively mitigate these consequences to the degree that we can. Increased defence and security cooperation should do this.

Canada should use the occasion of the NORAD discussions to carry out any necessary repairs to the bilateral defence relationship. Canada could take the lead by indicating a positive disposition to the talks and a readiness to explore mutually-beneficial improvements. Further, Canada could be a proponent for the expansion from what is now a predominantly aerospace defence relationship.

The expansion being considered would enhance formal cooperation to achieve greater maritime security. This includes the sharing of intelligence and information, the creation of a common maritime 'situational awareness', agreement on contingency plans, the exercising of coordinated operations, and the actual prosecution of vessels of interest. The

confirmation of a formal mandate in this area would address areas of potential vulnerability and would result in a maritime version of the air control now conducted within NORAD, albeit at a much slower pace.

Canada and the US could agree to cross-border operations where the forces of one country would be given permission to enter the other...

Another opportunity for cooperation involves the employment of land forces in response to a terrorist attack. In addition to securing the areas involved, they can assist the first responders by providing unique capabilities, such as nuclear, bacteriological and chemical response teams. Canada and the US could agree to cross-border operations where the forces of one country would be given permission to enter the other, if requested. Such an arrangement for land forces could apply equally to response to a natural disaster. Overall, agreement to this bilateral expanded cooperation would increase readiness through the identification of resources, contingency planning and exercises.

Other areas for expanded cooperation might include collaboration in response to threats from or through cyberspace. Protection of this critical infrastructure, which is so interconnected between Canada and the US, is essential. Exploration of better ways to share intelligence and respond to incidents cooperatively would enhance our mutual security.

By entering the NORAD negotiations aggressively and with a receptiveness to mission expansion, Canada can take the initiative to move forward positively in the bilateral defence relationship. Negotiations should be undertaken with a view to the strategic perspective of seeking to take the partnership to a new level. Throughout, it is important to recognize that an expansion of NORAD per se may not be the best means to effect the arrangement. That is, an agreement which involves Northern Command, the post 9/11 command created to address the defence of the US homeland, might be more appropriate. Whatever the specifics, the aim should be to put in place the structure that best meets the needs of both countries.

Canada-US security requirements remain in need of attention even during a period of somewhat fragile relations between the two countries. Canada can take the initiative to forthrightly indicate a desire to expand the partnership into additional domains. This would send a positive signal to the US and provide increased attention and momentum to our mutual security needs.

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Notes:

1. An example is contained in Resolution 43 "Canada's Participation in the United States Ballistic Missile Defence System" by the Quebec Wing of the Liberal Party of Canada at the 2005 Biennial Convention 3-6 March 2005:
"Whereas the BMDS is a unilateral initiative of the United States that no other major country supports." In fact, the UK and Australia are active partners in ballistic missile defence with the United States.
2. CTV.ca News Staff, "Canada says 'no' to missile defence: Martin"; February 24, 2005, 2:53 PM ET.
3. Alberts, Sheldon; "'Whimpering no' further sullies our image. 'It's Iraq all over again' analysts say; others predict renewal of tensions"; *The Ottawa Citizen*; February 25, 2005.
4. Innovative Research Group, Inc; "Visions of Canadian Foreign Policy" Conference Report; November 4, 2004, p 24.
5. The Federal Budget tabled on February 23, 2005 included \$12.8 billion in additional funding for Defence, to address sustainment needs, an increase of 5000 Regular and 3000 Reserve Force personnel, and the need for new, updated equipment. Part of this was earmarked spending pending release of a defence policy statement.
6. Prime Minister Martin and President Bush; "Joint statement by Canada and the United States on common security, common prosperity: A new partnership in North America"; November 30, 2004; Ottawa, Ontario.
7. Canada-US Binational Planning Group, "Interim Report on Canada and the United States (CANUS) Enhanced Military Cooperation"; October 13, 2004; Peterson AFB, CO; pp 77-78.

CANADIAN PRIORITIES FOR DEFENCE AGAINST TERRORISM AND MISSILES: THE IMPORTANCE OF OVERHEAD SURVEILLANCE

Dr. G.R.Lindsey

The designers of Canadian defence policy have many different subjects to consider. In addition to the obvious one of protecting the security of Canada must be added protection of Canadian sovereignty, obligations to NATO and the United Nations, relations with the United States, and other activities of DND for which there would be benefits for Canada apart from providing security against foreign threats.

To begin with the paramount subject of security, geography makes Canadian territory a crucial factor for the security of the United States. For many purposes we should consider the security of North America as a whole.

The two threats to North America which are given the highest priorities today by the United States are those presented by terrorism and by long-range missiles armed with nuclear or biological warheads. Most Canadians would place terrorism as the more serious threat.

DEFENCE AGAINST MISSILES

Defence Against Long-Range Missiles

The USA has elected to spend enormous sums of money for the creation of a limited defence against a small number of Intercontinental Ballistic Missiles, presumably launched from a so-called "rogue state" such as North Korea or Iran, or

possibly by accident from Russia or China. The first stage of this defence will depend on ground-based interceptor weapons based in Alaska and California, to which some ship-based components will be added later. There has been no request for any installations in Canada. Interception would occur during the long high mid-course of the ICBM's trajectory, by which time the missile would probably be accompanied by decoys intended to be indistinguishable from the body carrying the warhead.

The US plans to supplement this preliminary mid-course defence by other layers. One of these is designed to intercept the missile early in its trajectory, during the launch phase in which it is being accelerated by powerful rockets. This has the advantages that the rocket exhaust is easily detectable from great distances, that the propulsion stages are more vulnerable than the warhead, that even a minor disruption of the acceleration will cause the weapon to miss its intended target, and that decoys will not have been deployed. But the intercepting weapon (which could be a rocket or a laser beam) would have to be delivered by a ship, aircraft, or ground site close to the launch site of the ICBM.

Another component of the planned multi-layered system would make its interceptions during the terminal phase of the ICBM trajectory, as the missile descends towards its target

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and reenters the atmosphere. The interceptor missiles for this role would be much smaller than those for mid-course defence, and the atmosphere would slow down light decoys more than the heavier warhead. However, to provide protection for large parts of the continent would require a number of widely separated launch sites.

It is this terminal defence that could raise questions of the extent of protection offered to Canadian as distinct from American targets, and create requirements for installations in Canadian territory.

Defence Against Short-Range Missiles

For Canada, and the other nations likely to participate in UN sponsored and other overseas operations, the threat from short-range ballistic and cruise missiles is more imminent than that from ICBMs. Large numbers of these short-range weapons are owned by countries high on the list of likely opponents. But considerable progress is being made in the development of systems to defend against these threats, notably with the American Patriot and THAAD, and Naval systems based on the SM-3 interceptor, and the trinational MEADS. As these systems attain increased capabilities some of them may be able to play a role in defence against ICBMs in the terminal or early ascent phases of their trajectories.

RECOMMENDED CANADIAN POLICY REGARDING MISSILE DEFENCE

Canada should explain to the United States its appreciation of their concern for defence against ICBMs, discuss whether their immediate plans would benefit from any installations in Canada, and how the operation of the system could best be arranged under the control of NORAD. But Canada puts a greater priority on the threat posed today by shorter-range ballistic and cruise missiles, and would prefer to make its major contribution to research and development in this area, with emphasis on technology which could also be applied to interception of ICBMs in the terminal phase of their trajectories.

DEFENCE AGAINST TERRORISM

Defence of North America against terrorism needs to be pursued in four different geographical regions. One is in the many countries in other continents in which cells of terrorists are established, training and equipping for intercontinental attacks. A second is the sea and air approaches to North America. Third is the empty or thinly inhabited regions, mostly in Northern Canada, in which terrorists could remain undetected while preparing to move closer to targets in the heartlands of the continent, or to attack vulnerable installations for generation and transmission of power for the cities and

industrial centres. In these three regions the principal objective of the defence would be to prevent the attacks from being delivered. But in the fourth geographical region, the area where most of the likely targets are, it is also necessary to prepare to deal with the consequences in the event that attacks are in fact delivered.

The objective of discovering and neutralizing the terrorists in distant lands requires activities largely in the fields of intelligence, police, and immigration control, as well as military organizations. It is to be hoped that effective international arrangements are made, in which Canada could play a role.

...arrangements should be made for rapid aid in either direction across the US/Canadian border.

The objectives of detecting and neutralizing terrorists already established in the built-up regions of Canada, reducing the vulnerability of our likely targets, handling casualties, contamination, and contagious diseases, and repairing damage, call for a wide variety of skills and equipment. Many existing organizations are involved, including police, fire departments, hospitals and other health care agencies. The responsibilities must be primarily national, although arrangements should be made for rapid aid in either direction across the US/Canadian border. It might be possible to modify the objectives, structure and training of military reserve units to play an important role in this area.

Prevention of Entry into North America

It is in the second and third geographical regions that Canada can, and should, play a key role for the defence of the continent. Terrorists intending to establish themselves covertly in North America may choose to arrive as legitimate passengers on commercial aircraft or ships and hope to succeed in passing the Canadian or US customs and immigration barriers. And they can conceal equipment in containers and hope to have these escape detection.

But, instead of trying to penetrate the legitimate entry barriers undetected, they may attempt to bypass them. An aircraft could approach without having filed a flight plan, and land where their arrival would be unnoticed. They could come on a freighter able to transfer them (and their equipment) to a small fast boat able to bring them ashore. Or they could come in a freighter, moor in or close to a port, and launch short-range cruise or ballistic missiles, or detonate a large explosive charge or biological weapon.

(continued p. 23)

The effectiveness of the examinations at the Canadian and American ports of entry of inbound travellers, and of the baggage and freight that arrive in aircraft and ships, can be greatly enhanced if there is prior knowledge of reasons to suspect some of the passengers or goods. Such suspicions are most likely to have been aroused by investigations prior to the departure of commercially scheduled aircraft or ships, and should have been communicated to the officials at the intended port of arrival.

However, detection and tracking of an aircraft not filing a flight plan could reveal its arrival. In the case of itinerant freighters, the routes and ports of call preceding the approach to North America could provide reasons for special attention, possibly requiring boarding for examination prior to arrival.

Detection and Neutralization of Terrorists Already Present in Sparsely Populated Regions of North America

The total area of the sparsely populated regions of Canada is so great that the only way to provide nearly continuous complete surveillance would be by high-altitude earth satellites, and this would probably not be able to guarantee high resolution imagery. However, it could be adequate for detecting that something unexpected and of possible interest had appeared (or changed) at a particular location. This could then be followed up by an aircraft equipped with sensors able to produce high definition multispectral imagery, through cloud, by day or night, and including detection of heat and of motion. Once the nature of the object or activity was ascertained, necessary further follow-up could ensue, using whatever personnel, equipment, and vehicles were appropriate.

This capability would probably depend on the United States for most if not all of the satellite surveillance. But when the satellites had detected a site of interest in Canada, it should be up to Canada to respond, using its own aircraft and soldiers if these were necessary.

Overhead Surveillance and NORAD

The success with which NORAD has carried out its management of the air threat to North America, involving the closest cooperation between the air forces of Canada and the United States, suggests that it would be the natural agency to undertake the responsibility for joint overhead surveillance of the sea approaches and the land surface of the continent. And to this should be added the responsibility for dealing with whatever countermeasures may be required in order to neutralize terrorists once discovered either on their way to North America or already present in its thinly populated areas.

THE SIGNIFICANCE OF OVERHEAD SURVEILLANCE FOR CANADA APART FROM SECURITY

Quite apart from its importance for security, extensive overhead surveillance would offer valuable services for the support of a host of other Canadian activities.

Perhaps the most important of these are related to the future of the Canadian Arctic. It is forecast that global warming will make possible many new activities, such as the opening of the Northwest Passage for shipping between Europe and Asia. This will present Canada with the responsibility for safe transportation in icy waters. As the ice recedes there may be challenges to Canada's sovereignty over control of prospecting and mining in Northern waters. And Overhead surveillance can indicate the spreading of pollution.

Relevant problems below the tree line include the spread of forest fires, floods, and drought, as well as the need to monitor the health of forests and farm crops.

Overhead surveillance would be of crucial assistance for operations of search and rescue, whether on land, ice, or the sea.

There seems little doubt that whatever funds were spent in the creation of a comprehensive overhead surveillance of the Canadian North would be repaid in services to Canada quite apart from security.

RECOMMENDED POLICY FOR CANADA REGARDING DEFENCE AGAINST TERRORISM

In addition to whatever steps are taken to strengthen the programs for detecting and neutralizing the activities of terrorists in overseas countries, and of terrorists already established in the built-up regions of Canada, Canada should undertake to acquire a system for comprehensive overhead surveillance of the activities on the seas off the Canadian coasts and on the large land areas of the country in which there is little habitation. NORAD should be expanded to assume control of this surveillance, as well as whatever forces that will be needed to neutralize the activities of terrorists once they have been detected.

In addition to its contribution to the defence of North America against terrorism, this overhead surveillance would be of inestimable value for many other Canadian activities apart from security.

MND JOINS NOAC



The Minister of National Defence has accepted Honorary Membership in the Naval Officers Association Of Canada on the invitation of the National President, Mike Cooper.

The Honourable Bill Graham was presented with his certificate of Honorary Membership on the 14 December 2004. The Certificate was presented in the Minister's office by Bruce Hayes, National Director, Ottawa Branch. Also present were Heather Armstrong, President, Ottawa Branch, and Robert Nixon, Executive Director, NOAC.

The Minister has a naval background in that he was a UNTD Cadet while attending the University of Toronto and served for a brief time as a Reserve Officer in HMCS York.

This is the first time a serving Minister of National Defence has been a member of the NOAC. Also, the Minister is the first Naval Officer to serve as Minister of National Defence.

The NOAC welcomes the Minister aboard and hopes this historic relationship will continue with succeeding Ministers of National Defence.

AT RISK -THE CANADIAN ARMY ETHOS

John C. Eggenberger, OMM, CD, PhD

Introduction:

No matter the culture of the host society, successful armies have always conducted their affairs in much the same way. Observed elsewhere is that the nature of the host culture, be

it capitalistic, socialist, liberal, conservative, communist, or whatever "ism" – has little appreciable impact upon what successful armies do, or the way they do them. It is what

(continued p. 25)

occurs on the battlefield, pure and simple, that imposes the structure and the ethos of an Army. And the battlefield is unforgiving! To impose change to an Army that deflects from battlefield fundamentals is to herald defeat instead of victory.

Situation:

Wherever a successful army goes, it must create, improvise, and adjust its affairs to meet ever-changing threats. A good army must do so in the absence of the immediate embrace of the nation, and Canada's fighting army does this within the entity of the Regiment, its more visible and relevant family in battle.

To be successful, a deployed fighting Canadian army formation brings with it a set of "rules", (both stated and unstated) and "Standard Operating Procedures (SOPs)" that originate within the Regiment and which guide and orchestrate the "way to do things". The SOPs and rules enable the army formation to predict, continually maintain and re-establish its "society" in the face of unfriendly and dangerous circumstances in strange locations far away from home. This structure affords discipline and unit cohesion, both critical human factors that enable the army formation to meet and defeat the enemy of its nation. The habits and predispositions generated by these rules and SOPs in turn reinforce specific sets of values and sentiments, in sum - the army ethos.

The army ethos must provide the delicate balance between the fundamental battlefield requirement that to win the team must survive - and that ever-present collateral requirement of the individual soldier's need to survive. Thus, the rules and SOPs of an army are so composed as to reflect these two apparently conflicting requirements. *Ad extremis*, the team must survive.

Armies that forget these principles, or nations that compel their army to mirror too closely the value of the individual at the expense of the army "team", a normal social pattern of our nation, are courting disaster. This importance of the individual before that of the team is at variance with the way successful armies do business on the battlefield. For example, the power of punishment for commanding officers in Canada's army has recently been severely curtailed – and the army has been obliged to adopt a style of justice more akin to the civilian system. Oft forgotten in these changes is that the fundamental purpose of a military code of discipline is to oblige behavior on the battlefield. This code of military discipline is (or was) a just system, but is (or was) not a system of justice.

To be effective, the punishment for conduct that is against good order and discipline must be awarded quickly, firmly and fairly, within the Regiment – for all to see. The objective is to return the soldier to a disciplined state and to fight. Similarly, a

soldier that has suffered an injustice must receive remedy quickly, firmly and fairly within the Regiment – for all to see. The objective here is to correct the injustice so that the soldier will willingly return to duty. These fundamentals of a successful army on the battlefield may be at risk in Canada's present army.

Also, interventions from the nation that change the rules and SOPs so as to deflect from the fundamentals are to be avoided. On the battlefield there can be no doubt that orders given by a superior must be obeyed. For instance, the recent introduction of "whistleblower" 1-800 numbers, "mediation centers", and the like, into the routine of army life do just that. They deflect the authority of the chain of command. This, in turn, will set in motion values and sentiments that will cause orders on the battlefield to be deflected or even disobeyed – with disastrous results to the team and the soldiers within.

Shaping the Army Ethos

The document *Duty with Honour*, recently issued under the authority of the Chief of the Defence Staff, and endorsed by the Governor General presents what should be affirmed in a proper overall military ethos for Sea, Land and Air elements of the Canadian Armed Forces. The document sensibly links the values of military ethos to the larger notion of what the Canadian culture is about. It rightly does so to ensure that Canadian military values are consistent with the wishes of Canada. *Duty with Honour* appears to have met this goal in relation to the articulation of values that Canadian military folk should uphold. Unfortunately the document says little about how these values are to be generated or shaped. In fact, how these values are shaped in an army is not addressed in any detail. Equally troubling is the total omission of the critical role of the Regiment in shaping these values for the soldiers in the nation's army. *Duty With Honour* can be found at <http://www.forces.gc.ca/ethics/expectations/ServiravecHonneur_e.asp>

Also, *Duty with Honour* is dangerously silent on the reality that it is the job of the officer to authorize the SOP/Doctrines and so on – but it is the job of the NCOs to enact these – "the NCOs get the job done". It is the NCOs that have "eyeball contact" with the soldiers, it is the NCO that ensures that the training is carried out such that the ethos needed to meet and beat the enemy is maintained. This fundamental fact seems often missed – the Army continues to do so at its peril. It is not enough to preach to the soldiers about the values they must uphold. The soldier must be provided an action plan that can frame his daily actions to inculcate these values within every soldier such that they become second nature. What follows is an overview of such an action plan.

(continued p. 26)

Ingredients of the Action Plan

A group's ethos is generated by its habits and predispositions which shape its values and sentiments. For our army, other things, "rules" and "Standard Operating Procedures", generate habits and predispositions for the soldiers in the formation. A behavior from a soldier that must be ordered so as to be observed is not a habit. If one does "something" because one is ordered to "do it", and does "not do it" in the absence of an order – the "something" is not a habit. Habits and predispositions that are done in the absence of an order are often referred to as "self-discipline". Self-discipline is the product of ethos and vital to military success.

On the other hand, linked to habits are predispositions which guide those actions that emerge when a soldier (or the formation) is confronted with new and unexpected situations. More often than not, army formations meet the "unexpected", and often the routines learned in training do not fit the immediate situation. This being so, then the predisposition's enable new and different sets of timely and effective responses to new threats. So the ingrained habits ought to be such that initiatives (predispositions) to solve new threats are not difficult to present, or introduce.

Fundamental to success in developing the army ethos are daily/weekly/monthly ... routines that assure that appropriate soldier's habits and predispositions are developed before, during and after battle

Fundamental to success in developing the army ethos are daily/weekly/monthly ... routines that assure that appropriate soldier's habits and predispositions are developed before, during and after battle in the following categories:

- Care of body,
- Fit to fight.
- Care of kit, personal weapon, and equipment,
- Attending to, and responding to orders,
- Care of team member,
- Working in a team,
- Conduct in training,
- Conduct in garrison,
- Conduct on the battlefield.

Further, habits in relation to the team mission are developed which follow a simple military appreciation applicable to most situations forming the basis of doctrine and basic military awareness. This is referred to as SMEAC or an analysis of Situation – Mission – Execution – Admin&logistics – Command&signals. Each of these components of doctrine

call upon the soldier to learn a protocol that permits the efficient and effective deployment of force. By doing so, predispositions are ingrained such that the soldier, NCO and Officer learn how best to re-create their base, their "home away from home", and learn how to conduct successful operations within an ever changing and threatening environment.

But remember always - successful armies always act pretty much in the same way, regardless of the values of their host society. The habits and predispositions of successful armies, learned over eons, ought not be tampered with lightly. By tampering with the habits – one tampers with the values, and any major change to these could have a major and negative effect on the military fighting ability of a proper national army. Once habits are changed it takes the devil's own time to re-do them properly.

Absorbing the Ethos

These fundamentals must first be assimilated by a soldier in the context of a Regimental infantry section, as part of a larger platoon. The reason for this approach is two fold; first, sooner or later all soldiers must be able to fight themselves out of trouble as a unit, on foot – as have recent US Army transport units in Iraq. Further, soldiers who have not been taught to fight as a cohesive unit at one time or another, cannot learn "on the spot" how to do so. As a result, these unprepared soldiers will likely be captured or killed. Second, all the essential elements of a successful Army ethos are taught within the confines of an infantry section in a platoon. To be most effective, the ethos ought to be unconsciously ingested by each soldier - special classes, preaching or exhorting to "learn the ethos" will prove fruitless– soldiers must incorporate the necessary habits and predispositions naturally - observing good role models, and the opportunity to learn from soldiers with "experience" about "how things are done" is vital to inculcating a proper ethos.

But, it is the use of the personal weapons, the rifle, the pistol, the grenade, that buttress the ethos of the soldier, and especially Infantry so vastly different from the ethos of any other group. As a rifleman in an infantry section, acquired by each soldier through specific actions (habits – predispositions) are the values of Duty – Loyalty – Integrity – Courage in the face of an enemy that is intent on killing him.

These values, Duty – Loyalty – Integrity – Courage, are exactly the values identified for military folk in the service of Canada as the core values in *Duty with Honour*. And, the best, if not the only way, for an Army to learn these values is through experience in an infantry section. Note also that, along with many other values, Truth, and Valour are inculcated in this fashion.

(continued p. 27)

Maintaining the Ethos

Maintaining a proper ethos is hard work, and must be seriously cultivated every day. Letting one's guard down and permitting bad habits and predispositions to be incorporated will lead to devastating results. As presented earlier, changes to habits – predispositions will also change the values thought to be critical to success: Duty – Loyalty – Integrity – Courage. As a result, values and sentiments other than these, such as “self before mission” and “me first”, can emerge with devastating results because of unwise and inapplicable changes in habits and predispositions.

One wise Regimental Sergeant-Major (RSM) opined the following: “Given appropriate training, a soldier in an infantry section (where the rubber meets the road) will be influenced to win by his will to survive, his immediate friends and comrades, the values instilled by his culture and Regiment, and immediate leadership.”

Conclusion

For success, the army needs rules and standard operating procedures that assure that routine habits and predispositions are in place and are consistent with the desired values and sentiments needed for success on the battlefield. And it must be assured that these are all consistent with the primary aim of the Canadian Army – *to close with and destroy the enemy*.

Clearly, for Canada this objective is best achieved through a strong Regimental system – that, without interference from a central authority and long, long ago – developed the ethos from which soldiers exhibited the values of Duty – Loyalty – Integrity – Courage. But, these values are not likely to emerge in our soldiers with the continued erosion of authority of the chain of command at regimental and Sr. NCO level.

Current obligatory changes to the way regiments “do business”, e.g., mediation centers, and “other individual centric processes” as well as the removal from the regiment of other powers to a central authority have diminished the capability of the regiments to fully develop an ethos appropriate for success on the battlefield. Further, regiments no longer have the power to deploy funds and hold equipment inventory essential for full operations, these powers are now in the hands of central authority – who will not ever see battle.

All these and other “centric” events dilute the ability and real authority of regimental leaders to be seen by soldiers as having an impact. Rhetorically, how is it that a lieutenant-colonel or RSM is charged to bring a soldier into action but then denied or their authority reduced to train, discipline, promote and look after this soldier before, during and after battle. Diminishing the power of the Regimental system deflects from the development of the values deemed important in the work, *Duty With Honour*, and, if not reversed, these recently introduced changes in Regimental practices will someday surely find the Army defeated instead of victorious.

Editor

CANADA'S MILITARY ON BORROWED TIME

“The Canadian government has declared 2005 -- 60 years after the end of the Second World War -- the Year of the Veteran”. Indeed, every year on Remembrance Day, Ottawa sanctimoniously sings the praises of courage and heroism of our war veterans and extolls the virtues of freedom and patriotism, only to shamelessly short-change Canada's Armed Forces in a wave of timid pacifism for the rest of the year.

Canada once built great railroads, conquered the Arctic and had the world's fourth largest armed forces at the end of World War II, pioneering peacekeeping in distant trouble spots. But today we rank close to the bottom of NATO countries in per-capita military spending while, with limited capabilities, Canada's Forces are woefully ill-equipped and ill-prepared for major conflicts ... outfitting our peacekeepers with 40-year-old helicopters, decrepit jeeps akin to dune buggies and second-hand surplus submarines that leak and catch fire. In keeping with a penny-pinching legacy of military neglect, our soldiers

are being asked to continue to be prepared to pay the ultimate price of military casualties as an apparently acceptable, albeit “painful” political alternative to Ottawa paying the “price” of adequate funding and support of our armed forces when sent in harm's way.

Successive governments, in their perpetually anxious efforts to assert the principle of our sovereign foreign policy independence vis-a-vis the great “unwashed” south of the border, remained true to our sense of fragile nationalism, inevitably defined in petulant reflex opposition to what Washington does providing endless domestic opportunities for “nation building” while seeking to ingratiate ourselves with the rest of the world.

Sadly, our tortured insistence on the principle of “soft power” seems to have elevated pacifism, appeasement and powerlessness to our very own Canadian version of a moral absolute ... in what has become a hapless national journey of rendering ourselves irrelevant to both friend and foe alike in a world where terrorists respect only strength and resolution.

E.W. Bopp, Tsawwassen, BC

Book Review

FASTEST IN THE WORLD

The Saga of Canada's Revolutionary Hydrofoils

John Boileau

Reviewed by Peter Forsberg

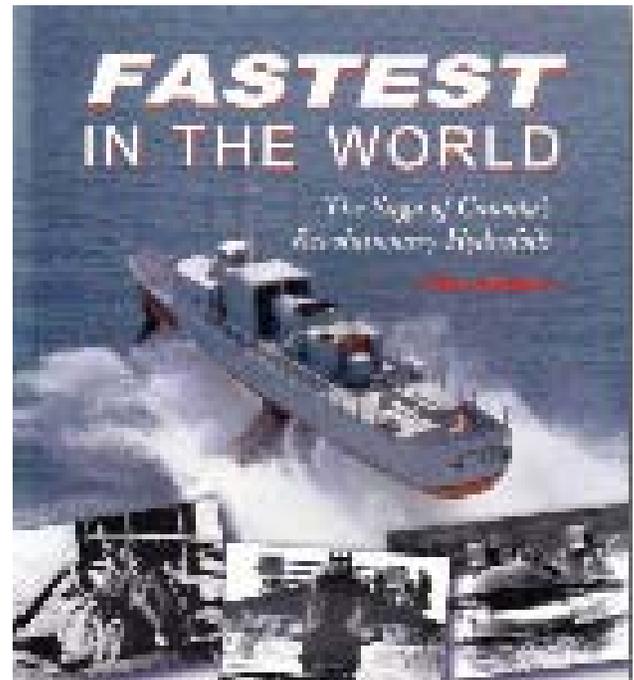
Over the past 100 years, Canada has led the way in the development of revolutionary transport on water as well as in the air. But how far did Canada foster its development?

In FASTEST IN THE WORLD, John Boileau has chronicled the history of hydrofoil development in Canada, from the time that Alexander Graham Bell commenced his unmanned kite flights in 1891, through his development of hydrofoil boat HD-4, in 1919, to the trials and challenges following the launch of HMCS Bras d'or in 1969.

John introduces his readers to the subject of hydrofoils, noting HMCS Bras d'or's becoming the world's fastest warship with a speed of 62 knots, and takes us back to the beginning of Canada's hydrofoil saga with Alexander Graham Bell's chance visit to Cape Breton in the summer of 1885. He takes us through the successes and upsets in Bell's quest to propel an aerodrome over the water and pushing its body into the air. Bell's experiments eventually resulted in HD-4. Along the way we learn about the character of Bell and of his chance meeting with Frederick Walker Baldwin who became a significant contributor towards hydrofoil development.

In 1947, we see the beginnings of hydrofoil research and development that resulted in the launching of HMCS Bras d'or, when the navy recalled Lieutenant-Commander W.F. Grey, a retired Royal Canadian Navy Volunteer Reserve officer, and Lieutenant-Commander Duncan Hodgson, Royal Canadian Navy Reserve, to active duty and attached them to the newly established Defence Research Board to develop a hydrofoil design for demonstration purposes.

The author takes us through the different stages of the hydrofoil project, recording the successes, and setbacks along the way. John outlines the foibles of project management, and portrays



the consequences for the decisions of the senior leaders involved.

The passenger hydrofoil concept came of age by the mid-seventies. To-day, hydrofoils operate on inland and coastal waterways around the world. We know how the saga of the hydrofoil boat in Canada ends; so this is not a happy story to read. However, John Boileau provides us with a balanced assessment of the factors that contributed to the outcome of the Bras d'or hydrofoil project. One cannot but wonder about the apparent willingness of the government of the day to snatch defeat from the jaws of victory. John concludes in FASTEST IN THE WORLD that the research and development work that was devoted to Bras d'or has resulted in beneficial developments in Canadian technology.

John Boileau has presented the saga of hydrofoil development in Canada in a very readable fashion - FASTEST IN THE WORLD is a good read, well illustrated. His story is a valuable contribution to the history of R and D in Canada, and Canada's failure to follow through its potential successes.

John Boileau, 'FASTEST IN THE WORLD', Formac Publishing Company Limited, 5502 Atlantic Street, Halifax NS B3H 1G4, 96 pp, \$24.95/ US \$19.95

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