



SECURITY & DEFENCE BRIEFING

FROM THE DESK OF THE EXECUTIVE DIRECTOR

“A QUESTION OF DEFENCE SUSTAINABILITY”

27 APRIL 2015 (04-2015)

The Government of Canada recently released its 2015 budget, notable for its increased funding for key security agencies like the RCMP and CSIS as well as operational funding earmarked for Canadian military operations – including the expanded mission in Iraq/Syria and training mission to Ukraine. There is also funding for improving the security of Canadian Armed Forces Bases and funding for Industry Canada to help with the somewhat beleaguered procurement process. The budget also promised an annual defence budget increase of 3 percent per year starting in 2017, which would result in an additional \$11.8 billion over a ten year period.

Through this budget, the government has recognized that its level of defence spending has proven less than adequate for what was promised in the 2008 Canada First Defence Strategy – a challenge noted by the Conference of Defence Associations, analyzed at length in CDA Institute Vimy Papers, and most recently highlighted by the Parliamentary Budget Office report. Yet important questions remain about defence sustainability, especially since the budget's promise

of additional spending fails to adequately cover the budgetary shortfalls identified by the PBO and only starts becoming available in two years' time, assuming the promise is fulfilled at all. The CDA Institute will continue with its in-depth analysis of the Federal Budget as it affects the Security and Defence Sector.

Continuing uncertainty surrounding Canadian defence policy and procurement efforts, to say nothing of the confusing claims and counter claims by political parties of all stripes, only highlights the vital need for non-partisan research & analysis, and a public education research organization like the CDA Institute – one that can provide the different expert opinions and analyses necessary to ensure an informed public debate on these important issues.

To help us fulfil our public education mandate, I am pleased to announce a new CDA Institute Fellowship Program, which will establish formal affiliation between the Institute and a select group of defence experts. Through this Program, the CDA Institute will be better able to provide informed

commentary and well-researched analysis on critical security and defence matters in a more sustainable manner, from questions about the defence budget to what the Canadian Armed Forces are doing in Ukraine, the Middle East, and here at home to protect Canadians and Canada's vital interests.

It is also with great pleasure that I can say Chuck Davies has kindly agreed to be our inaugural Research Fellow. Mr. Davies is a retired logistics senior officer and procurement expert; many of you will know him as the author of [Vimy Paper 18](#) and [Vimy Paper 20](#).

We also have to bid farewell to two of our Analysts, Melissa Hawco and Andres Gallacher, who are leaving us at the end of the month. Melissa and Andres provided crucial support for our 2015 Ottawa Conference and other activities, and I would like to take the time to personally thank both of them for their hard work and to also wish them all the best in their future endeavours.

Lastly, I would like to use the opportunity of this S&D Briefing to address some of the lingering confusion on the differences between

the CDA and the CDA Institute. Both are linked as sister organizations with a shared staff, but each also has a distinct mandate and fundamentally different purpose that needs to be more widely recognized.



port that is sorely needed in order for the CDA Institute to continue with its important research and public education/outreach activities in the years ahead. Just as defence

The CDA is a non-profit advocacy organization with a long and distinguished history, emerging as the “Voice of Defence” when it was first established in 1932. The CDA represents and publicly advocates on behalf of some 50 security and defence associations, giving them a voice that each of them individually might not have when it comes to advancing sound Canadian security and defence policy and appropriate support for the men and women of the Canadian Armed Forces and their families – from cradle to grave.

As such, the CDA offers non-partisan institutional policy positions on issues related to the Canadian military, its operations, and the treatment of veterans. For example, the CDA offered support to Ottawa’s response to the recent Standing Committee on Veterans’ Affairs report, even as it has criticized the capital shortfalls and gave support (albeit with some important caveats) on the extension/expansion of the Canadian mission to against ISIL in Iraq and Syria.

In contrast, the CDA Institute is a charitable, non-profit research (think-tank) organization with an educational mandate to promote informed public debate on national security and defence issues and the vital role played by the Canadian Armed Forces in our society. Created in 1987 to provide research support for the CDA, the CDA Institute has since evolved into an equal partner with a vigorous program of research activities, events, and publications. As then Minister of National Defence Gordon O’Connor wrote on the CDA’s 75th anniversary, the CDA Institute would help to ensure “that all sides of national security issues are explored and discussed so that the public may arrive at their own informed conclusions.”

As a defence advocacy group, the CDA does not have charitable status. The same cannot be said of the CDA Institute, which is a registered charity and can give tax receipts for donations in support of its activities – sup-

sustainability remains a critical concern, so too does the continued financial sustainability of the CDA Institute itself. And it is only through the generous support of donors and corporate sponsors that the CDA Institute can fulfil its mandate.

On that note, I do hope you will consider becoming a donor for the CDA Institute if you have not already done so. You will receive a charitable receipt and discounted event rates, and also have a direct impact on our vital efforts in better informing the Canadian public on issues of national security and defence.

The coming year also promises to be an exciting one – with a new President, new staff, a nearly completed Governance Review, and now a Fellowship Program. Stay tuned for additional announcements in the near future.

Tony Battista

CDA INSTITUTE FELLOWSHIP PROGRAM

Pursuant to its mandate of promoting informed public debate on security and defence matters, the CDA Institute's new Fellowship Program is designed to offer a more long-term and stable structure for our research activities without adding more pressure on our delicate funding situation.

The Fellowship Program will establish formal affiliations between the CDA Institute and select academic and retired military professionals for agreed upon periods of time, with the goal of undertaking major research projects in topics related to security and defence. At this time, and for the foreseeable future, we will not be committing additional

financial resources to create this program.

As part of their mandates, Research Fellows will be expected to publish major research in the form of a Vimy Paper, as well as write shorter commentaries and undertake media engagement. Depending on their location, Fellows may also play a role in many of our events, whether by presenting their research at Roundtables or by being involved in the Annual Graduate Student Symposium. That way, the Fellowship Program will provide a consistent source of research, commentary, and media engagement, while cementing mutually beneficial relationships with key defence experts.

The CDA Institute's inaugural Research Fellow is Charles (Chuck) Davies, a retired Colonel who had served for four years as the strategic planning director for DND's Material Group and three years as senior director responsible for material acquisition and support policy (see his bio below).

Additional Fellows will be joining us in coming months – though we don't intend on expanding the program too quickly at this point in time, in order to allow us time to assess our capacity to oversee and coordinate with our Fellows.

NEW RESEARCH FELLOW - CHARLES DAVIES

Colonel (Ret'd) Charles (Chuck) Davies entered le Collège militaire royal de St. Jean in 1971. His 37-year career as a Logistics officer included command of Canadian Forces Ammunition Depot Angus, and dual-hatted command of the Canadian Contingent and UN Logistics Battalion of the UN Disengagement Observer Force on the Golan Heights. He held a number of senior staff appointments, including Chief CF Ammunition Technical Officer, Army G4, and Director Materiel Group Strategic Plans. In 2008 Colonel Davies retired from the CF and accepted a position in the Public Service. He served for three years as the senior director responsible for DND materiel acquisition



and support policy, and chair of the NATO Systems Life Cycle Management Group. He has also served as Director Ammunition and Explosives Regulation and led a comprehensive review of the DND ammunition program. He retired in December 2013.

Colonel (Ret'd) Davies holds a BA in History from the Royal Military College of Canada and is a graduate of The British Army's Ammunition Technical Officer Course; Canadian Land Force Command and Staff Course; Canadian Forces Command and Staff Course; and Advanced Military Studies Course

He is the author of [Vimy Paper 18: *Defence Transformation and Renewal: Teeth, Tails and Other Myths*](#); [Vimy Paper 20: *Canada's Defence Procurement Strategy – An End or a Beginning?*](#) and "[Understanding Defence Procurement](#)," published in the *Canadian Military Journal*.

FROM THE S&D BLOG

The End of the Sanctions Régime against Russia?

By David Law

On 25 March, the head of France's Directorate of Military Intelligence (DRM), General Christophe Gomart, made a statement before France's Assemblée Générale that may spell the end of the sanctions régime against Russia. This statement has just recently been made public. General Gomart stated the following (my translation):

[READ IT HERE](#)

L'émergence de l'Union européenne comme puissance militaire au XXIème siècle

By Michael Lambert

L'Europe apparaît aujourd'hui comme la principale promotrice du dialogue pour solutionner les conflits, en témoigne le Nobel de la Paix qui lui a été attribué en 2012. Cette position pacifique intervient après les deux Guerres mondiales qui mirent à feu et à sang le continent. Ces expériences traumatisantes, auxquelles s'ajoute la division entre les deux blocs pendant la Guerre froide, amènent les citoyens européens à réenvisager l'usage de la force qu'en dernier recours. Si certains membres sont à ce jour des puissances militaires mondiales, c'est le cas de Londres, Paris et Berlin, l'Europe dans son ensemble ne dispose pas d'une armée unifiée pour assurer sa défense. En conséquence, la puissance de Bruxelles

repose essentiellement sur son soft power, c'est à dire sa capacité d'influence sans utiliser de moyens coercitifs.

[READ IT HERE](#)

The Dichotomy in Stabilizing Iraq: Iran versus the Global Coalition to Counter ISIL

By Nick Glavin

The US-led Global Coalition to Counter ISIL (Islamic State of Iraq and the Levant) has now been active for over six months. Over sixty countries have partnered together to take a whole-of-government approach to counter ISIL's narrative through various lines of effort. There is one country, however, that is outside the coalition but plays a major role in the anti-ISIL campaign: Iran.

[READ IT HERE](#)

Reclaiming Canada's reputation in anti-submarine warfare

By Commodore Kelly Williams (Ret'd)

There has been a distinct shift in the way the world thinks about maritime security and defence. As the world's political and economic center of gravity has migrated from the Atlantic Ocean to the Pacific, and in particular to the vast arc of trade that moves through the Mediterranean to the Persian Gulf, up into the Indonesian Archipelago and into the South China Sea, it has led to fundamental changes in maritime capa-

bilities worldwide. (*Originally published in Vanguard Magazine.*)

[READ IT HERE](#)

Garissa Attacks Put Spotlight on Kenya's Response to Growing Terror Threat

By Ryan Cummings

Not long after the 2013 siege at the Westgate Shopping Complex in Nairobi that killed 67 and wounded 175, a somber-looking Kenyan President Uhuru Kenyatta declared that his government stood "ready to defend the nation from internal as well as external aggression." These words were foremost in the minds of many observers as Kenya suffered an even worse terrorist attack early this month at Garissa University College in northeastern Kenya—the second deadliest in Kenya's history, after the 1998 al-Qaeda bombings of the US Embassy in Nairobi. (*Originally published in IPT's Global Observatory.*)

[READ IT HERE](#)

Japanese Defence Policy and the Trend towards "Normalization"

By Andre Gallacher

The recent ISIS kidnapping and killing of two Japanese hostages has added to the sense of urgency amongst Japanese policy-makers on the need to engage in military "normalization". This incident follows continuing Japanese anxiety with regard to its more

immediate neighbourhood, specifically an assertive China and unpredictable North Korea. Notably, Prime Minister Shinzō Abe has since called for the “biggest reform” of Japan’s military capabilities.

[READ IT HERE](#)

Fiscal Sustainability of Canada’s National Defence Program: Parsing the PBO Report

By Charles Davies

On 26 March 2015, the Parliamentary Budget Officer (PBO) released a report titled Fiscal Sustainability of Canada’s National Defence Program. The report considers the question from two angles: the “source of funds” (i.e., a forecast of future defence budgets) and the “use of funds” (i.e., program costs). It concludes that the two are substantially out of alignment and that for the defence program to become sustainable either the force structure needs to be decreased, or the planned funding allocation needs to be increased, or some combination of the two.

[READ IT HERE](#)

A high-low future surface fleet?

By Andrew Davies

Naval capability decisions start with maritime strategy. So I think we should get one. That’s deliberately provocative, but I struggle for a pithy answer to the fundamental question ‘what’s the Navy for?’ It’s easy to respond with abstractions such as ‘protecting sea lines of communication’ or ‘securing Australia’s trade’, but I think both of those

are problematic. (*Originally published in ASPJ’s The Strategist.*)

[READ IT HERE](#)

The Syrian mission: for humanitarian, security and political reasons

By David McDonough

Last week, the Conservative government brought forward a motion seeking support from the House of Commons for its decision to extend and expand the current military mission against the Islamic State of Iraq and al-Sham (ISIS). The motion passed this week, despite opposition parties voting against it on March 30. (*Originally published in CIC’s OpenCanada.org.*)

[READ IT HERE](#)

Iraq mission extension should have been a free vote

By George Petrolekas

The debate on the Iraq mission extension and expansion shaped up to be an exercise in pre-electoral posturing. While merits and demerits of the mission entered into the dialogue, they were eclipsed by efforts to stake out electoral ground. (*Originally published in Global and Mail.*)

[READ IT HERE](#)

Debating the merits of missile defence

By David McDonough

Last year, a number of prominent Canadian

voices spoke before House and Senate committees on the need for Ottawa to finally reverse the 2005 decision to reject participation in ballistic missile defence (BMD). Among the most notable witnesses were former Liberal defence ministers David Pratt and Bill Graham, who testified about the highly political nature of that decision and made clear that the time was finally right to take part in this initiative. Importantly, the Standing Senate Committee on National Security and Defence, composed of Liberals and Conservatives alike, released a report unanimous in recommending Canada’s participation in BMD. (*Originally published in The Embassy.*)

[READ IT HERE](#)

Five ways Canada could still save lives in Syria

By Paul Heinbecker

It will be a tragic irony if the anti-ISIS Coalition, including Canada, ends up strengthening President Bashar Al Assad rather than saving his Syrian victims. Prime Minister Harper has signalled his government’s willingness to expand Canada’s mission against ISIS, apparently into Syria. Many lives can still be saved in Syria, the scene of some of the worst man-made suffering in decades. (*Originally published in the Globe and Mail.*)

[READ IT HERE](#)

BUDGET 2015: OVERVIEW OF DEFENCE & SECURITY RELATED ASPECTS

Research Fellow Charles Davies provides a useful overview on the defence and security components of the government's recently released Budget 2015, which first appeared on our [S&D Blog](#).

The 2015 Federal budget contains a number of items related to the government's defence and security agenda, as well as revisions to veteran's benefits. Here is a brief summary:



Minister of Finance Joe Oliver trying on a new pair of shoes, in accordance to a Canadian budget day tradition. (File photo.)

Defence:

Budget Escalator. The budget announced an increase in the annual escalator for the defence budget, moving from 2% a year to 3% starting in fiscal year 2017/18. This will add \$11.8B to DND's spending power over ten years. On the surface, this is clearly very positive. However, the additional funds are insufficient to fully address the force structure-funding gap identified by the Parliamentary Budget Office and others, and the commitment is a future promise that may or may not be kept. There are two annual budget cycles between now and the time the change is scheduled to come into effect, and we should expect the circumstances of the time to have greater influence on whether the defence budget increases, decreases, or remains flat than a promise made in the 2015 budget.

A second important question is the government's ability to properly spend the additional money. Most of it will need to go to operations & maintenance and to equipment acquisition. The department is able to make good use of new money provided for the former, but as David Perry has shown in Vimy Paper 21, the government has been chronically unable to spend its capital equipment allocation over the past decade or longer. This is clearly indicative of fundamental machinery problems that its Defence Procurement Strategy has so far failed to resolve, so allocating new money to capital may not accomplish everything the government intends. It has given itself two years to improve, and we will need to wait and see whether there is any tangible progress.

The budget includes an intent to further enhance procurement integrity, which could result in further process friction and delay in defence acquisitions.

Finally, only DND will receive this escalator increase, part of which will need to go towards strengthening its capacity to do acquisitions. None of the other key departments responsible for executing the government's defence procurement plans will receive additional funding to address shortfalls in their capacity. This can be expected to cause additional process delays.

Current Year Funding Augmentation. DND is receiving an additional \$390M for the current year. \$360.3M is for the Iraq mission; \$7.1M is for the training mission to Ukraine; and \$23M is for enhancements to security on Canadian Armed Forces bases.

In the context of a \$19B departmental budget, this additional money has little practical effect. The funding allocated for base security improvements, if dispersed across the several dozen sites operated, will have at best modest impact.

Defence Industry and Technology Initiatives.

\$2.5M is allocated in the budget to Industry Canada to support the establishment of the Defence Analytics Institute promised in the 2014 Defence Procurement Strategy. The Institute will support Canadian industry with market, economic and other analysis aimed at helping companies to identify and exploit international and domestic markets.

The Canada Foundation for Innovation will receive an additional \$1.3B over 6 years beginning in 2017/2018 to support R&D initiatives. This is not defence-specific funding but will be accessible for defence-related technology development. Similarly, the Granting Councils will receive an additional \$46M a year beginning in 2016/2017 to fund research initiatives.

Finally, \$6M will be reallocated to fund the Defence & Aerospace Supply Chain initiative.



Prime Minister Stephen Harper and Minister of Finance Joe Oliver present Budget 2015 to Parliament Hill on 21 April 2015. (Photo courtesy of Reuters/Patrick Doyle.)

National Security:

Counter-Terrorism. The budget allocates \$292.6M over five years beginning this year to strengthen counter-terrorism efforts. The money will go to the RCMP and CSIS to expand their capacities.

SIRC. The Security Intelligence Review Committee will receive \$12.5M over five years from 2015/2016 and thereafter \$2.5M per year to enhance its capacity to oversee CSIS.

Cyber. The budget allocates \$58M over five years beginning this year for improving cyber defence of government systems. A further \$36.4M over five years is earmarked for private sector systems.

Economic Sanctions. The budget indicates that the government will be making legislative enhancements to enable more effective application of economic sanctions in support of global peace and security.

Border Security. Legislative changes will also be introduced to improve border security, in particular biometric screening legislation.

Veterans:

Veterans Affairs Canada. VAC will receive additional funding in amount of \$193.4M over five years to strengthen

service delivery.

Veterans' Benefits. The budget announced a number of enhancements to benefits, including:

- A Retirement Income Security Benefit for moderately or severely disabled veterans after the age of 65 when some other benefits are reduced or expire;
- Expanded access to the Permanent Impairment Allowance;
- Creating a Critical Injury Benefit of up to \$70K;
- Enhancing the Earnings Loss Benefit for Reservists;
- Enhancing vocational training; and
- Creating a new tax-free Family caregiver Relief Benefit.

MIND THE ‘GAPS’ IN CANADIAN DEFENCE POLICY, EVEN AFTER BUDGET 2015

Research Manager & Senior Editor David McDonough comments on Budget 2015 in CIC's OpenCanada, which was reposted on our [S&D Blog](#).

A recent report on defence sustainability by the Parliamentary Budget Office has raised a number of questions about the future direction of Canada's defence policy and the government's commitment to recapitalize and rearm the Canadian Armed Forces. Sadly, none of the report's conclusions are fundamentally new, and spending promises made this week in the 2015 budget don't provide real answers.

Observers have long questioned whether the 2008 Canada First Defence Strategy's (CFDS) promise of an annual two percent defence budget increase – the “defence escalator” – was ever really sufficient to cover the cost of increasing personnel numbers and major fleet replacements, especially considering actual inflation rates and possible (and indeed likely) procurement cost overruns.

It was made even more untenable by the government's effort at deficit reduction through the Strategic Review, Deficit Reduction Action Plan, and two-year Operating Budget Freeze, as well as the deferral of \$5 billion in capital funding beyond the Strategy's 20-year horizon. As defence analyst Dave Perry has noted, the CFDS promise of \$490 billion over 20 years has since been effectively reduced to \$453 billion. The PBO report reaffirms this general trend,

projecting that there will be a “force structure-funding gap” – the difference between the projected cost of the military and the projected spending to support it – of \$33 billion-to-\$42 billion by 2025 if the government hopes to maintain its 2012 force structure.

Already, this shortfall in funding has had an impact on the military's operational readiness and equipment maintenance. If it continues, there will likely be a decline in the number of platforms procured, the capabilities offered, overall personnel levels, or all of the above, in what researcher Martin Shadwick has called an “ambition-capability gap.” One only needs to look at the planned Queenston-class auxiliary ships, which have seen their capabilities pared down and numbers reduced from three to only two, to see the consequences of this gap. It does not bode well for the Canadian Surface Combatants, Arctic Offshore Patrol Ships, or the eventual CF-18 replacement.

It may be tempting to say that the 2015 budget effectively bridges this gap, given its promise to increase the defence escalator to three percent starting in 2017/18 for an additional \$11.8 billion over 10 years. Yet this planned increase will only take place in two years from now, making it entirely discretionary as to whether the future government keeps that promise. And even this promised amount falls well short of the missing funds identified in the PBO report, especially if one adds the detrimental impact of continuing procurement delays.

Abetting the affordability problem is the Department of National Defence's (DND) apparent inability to manage and oversee major procurement projects, which has resulted in procurement delays with real budgetary consequences, including reduced purchasing power owing to inflation and the deferral of capital funds that may not be there in the future. This comes from an internal “workload-capacity gap,” in which a limited number of staff at DND who lack extensive procurement experience must contend with a growing number of large, complex procurement projects taking place at the same time.

Indeed, due to the adoption of accrual accounting methods, the department must contend with the planned simultaneous acquisition of multiple platforms for all three services. To help illustrate this problem, consider the number of individuals at DND's Material Group working on capital projects, based on their dollar value. In the late 1980s, the number of staff per \$1 billion in capital costs was 3,000. It was almost half that number (1,800) in 2009. The government's deficit reduction efforts have had a direct impact on personnel levels in the Material Group, therefore directly widening this gap.

To be fair, the government has made some effort to reduce this workload-capacity gap with its 2014 Defence Procurement Strategy (DPS), not least in a renewed emphasis on capability prioritization and the creation of an internal third-party in DND to serve as a

counterweight to bureaucrats.

Yet the DPS has also not been without its critics. With its emphasis on ensuring economic benefits, the DPS seems to eschew the purchase of cheaper off-the-shelf equipment – especially in light of its recommendation to maintain close relations with and input from Canadian industry. Rather than streamlining procurement, the DPS can also further complicate the process by institutionalizing the role of other stakeholders, whether in the Defence Procurement Secretariat, Working Group of Ministers, or the Defence Analytics Institute.

However, irrespective of these reforms, the government's apparent inability to rectify the force structure-funding gap – and thereby ensure long-term defence sustainability – means that DND will continue to struggle with ensuring it has enough manpower and personnel to adequately oversee these complex defence procurement projects.

Much of the recent debate on Canadian defence policy has been focused on issues of procurement affordability and mismanagement, and for good reason. But one should not forget that overlaying these largely financial and bureaucratic problems is a more strategic one – namely, what the late Rod Byers had famously dubbed the “capability-commitment gap.”

The Conservative government has unfortunately done little to fundamentally bridge this gap. For example, under its watch, Canada found itself without either naval replenish-



CF-18 aircraft on the tarmac during Operation IMPACT. (Photo courtesy of Canadian Forces Combat Camera, DND.)

ment ships or most of its destroyers, while efforts to replace both platforms have been consistently delayed. As a result, Canada will have to make do without either an independent blue-water replenishment capability or much of a capacity to protect a naval task force with area air defence, especially when the sole remaining Iroquois-class destroyer is finally retired.

Sadly, even if the process was fixed and platforms were finally acquired in a timely manner, the government's procurement plans would not necessarily bridge this growing capability-commitment gap. With only two auxiliary ships planned for, the blue-water surface fleet would be left in dire straits indeed if a ship was ever damaged. The same could be said for the original proposal to procure 65 F-35s, which in terms of numbers would mean the Royal Canadian Air Force (RCAF) would be hard pressed to maintain its existing NORAD commitments at the same time that it deploys for operations abroad.

Rather than using Pierre Trudeau's record to criticize the current Liberal leader, the government would do well to remember that it was under Trudeau that the military started their last major recapitalization effort – and that this only took place at a time of significant defence budget increases in the aftermath of the 1975 Defence Structure Review. The result can be seen in many of the platforms still being used by the CAF, such as the Halifax-class frigates now deployed in the Mediterranean or the CF-18s operating in Iraq/Syria and the Baltics.

To undertake an ambitious procurement plan at a time when the defence budget is being gradually eroded only sets oneself up for failure. The 2015 budget does little to alter this fact, at least in the absence of a more immediate and sizable infusion of resources. In that sense, it can be seen as ‘too little, too late.’ Sadly, we will likely have to mind the gaps in Canadian defence for some years to come.

ROUNDTABLE SUMMARY – CARING FOR OUR OWN

The following is a summary of the CDA Institute roundtable “Caring for our Own” held in Ottawa on 19 March 2015, which appeared on our [S&D Blog](#). These roundtable discussions are held under the Chatham House Rule. This summary reflects Analyst Andres Gallacher’s perception of the discussion. The CDA Institute thanks Lockheed Martin Canada for its generous sponsorship of the 2015 Roundtable Discussion Series.

There is a growing need for a comprehensive view on injuries, and support for military members and their families. The best approach to take is logistic and integrative; focused on the member, employment, family support, CF health services and what has the greatest effect for serving members in addressing their concerns. Around 1000 military members will medically release this year. 72 percent of Regular Force veterans will get a job right after they release with a salary equal or higher to that which they had in the CAF, similar with Reservists. However, 6–7 percent of members will not get a job (most are medically released), and it is here where the bulk of the efforts are focused.

A structured and dynamic approach to ill and injured members has been introduced, which provides a framework of care with attention to: recovery, rehabilitation and reintegration. Members must be employable, deployable and fit. New state of the art programs are available for rehabilitation services, which include mental, physical and spiritual care. Previously,

injured members would go to a social worker, family service worker and hospital worker for different support services. Now, with the specifically Integrated Personnel Support Centres, services are coordinated. There is now a continuity of care between doctors, and digitized notes, which allow electronic files to be sent to Veterans Affairs and helps reduce wait times. These are the sort of advancements that have been pursued.

In addition there have been significant developments in treating mental health issues. There is now an instant walk-in referral service for the Mental Health program. It provides both clinical and non-clinical adjuncts for service members. There is a tremendous focus on the stages of mental health, what to anticipate, and signs of stress, for better future prevention. Educational awareness goes a long way and assists in identifying signs and addressing issues early on.

There is no perfect solution, and work still must be done to normalize the situation and remove the stigma around asking for help. This is improving. Mentors who experienced mental illnesses or injuries are taking active involvement to help de-sensitize trauma. Spouses come forward as well asking for assistance. Members who continue to serve engage in the Soldier-On program. The essential ingredient in these successes is caring for the families and providing support services. There are also Military Family Resource Centres, 32 across

the country, that tackle mental health and family counselling. This is important, as 85 percent of families live off base.

Finding meaningful work is an area that is also focused on. The CAF is an institution which indoctrinates giving to others, and meaningful work can help provide a new sense of purpose. A weakness of the CAF is that members are not prepared for the civilian job market. It comes as a shock that they now have to write resumes and search or apply for jobs or perform interviews. It can be especially difficult for those with the added complexity of PTSD or injuries and the fear of stigma in wider Canadian society. There are a large amount of employers in Military Employer Transition program who are specifically looking for retired military members and want to help with the transition.

However, more can be done to prepare members for the lifestyle post-uniform. Communication is crucial as it breeds confidence. Such traditionalists like structure and chain of command. To reduce stigma, it is important to continue to demonstrate the success of the programs. Trust and confidence are the keys to reducing stigma and increasing accessibility. It is true that military members must be fit physically and mentally, and the CAF does not waiver from that standard. However, that does not mean that the first time a member has an issue that they are out of the CAF. We must take care of our own.

IN THE NEWS

Executive Director **Tony Battista** commented on the importance of [additional funding](#) for seriously wounded veterans. In an interview with CTV, Battista also discussed the [National Defence contract with Ottawa Police](#) to protect the ceremonial guards stationed at the War Memorial.

As a former diplomat, **Ferry de Kerckhove** commented on recent government budget changes that would [hike up taxes on civil servants](#) traveling to conflict zones for their jobs.

George Petrolekas authored an article in the Globe and Mail [scrutinizing the secrecy](#) surrounding Sergeant Andrew Doiron's death in March. Petrolekas also wrote about the [interference of party politics](#) in the debate on extending/expanding the Iraq mission in The Embassy, while Frontline magazine pub-

lished his article on the [morality of the anti-ISIS campaign](#). Petrolekas was also quoted in discussions about the role of [Canadian warplanes over Syria](#) and the [potential of Jonathan Vance to be the next CDS](#).

In interviews with Global News, **Roland Paris** provided commentary on [India's Prime Minister Modi visit to Canada](#) and the [Russian Foreign Minister's absence](#) in Canada's final Arctic Council meeting as chair. Paris was also quoted in a discussion about the cancellation of newly-elected [Afghanistan President Ashraf Ghani's first trip to Canada](#).

Kelly Williams contributed his expertise on the potential to reclaim Canada's [reputation in anti-submarine warfare](#) in Vanguard.

David Collins wrote a piece for iPolitics

on the recent massacre of 147 students at Garissa, a Kenyan university, perpetrated by the [terrorist group Al-Shabaab](#).

Colin Robertson argued in the Globe and Mail about the importance of Canada [re-opening the embassy in Tehran](#).

Prior to the vote on extending and expanding the Iraq mission, **Don Macnamara** opined on issues of domestic terrorism and [expanding the offensive into Syria](#).

David McDonough's article on the [merits of Canadian involvement in missile defence](#) was published in The Embassy. He also penned a commentary on the ['gaps' in Canadian defence](#) following the release of the 2015 budget and discussed the [multiple motivators](#) for Canada's newly expanded Syria mission.

EVENTS

The CDA Institute held a successful Roundtable with Dr. Daniel Nussbaum and David Perry on 15 April 2015. A summary of this event will be posted on our website shortly.

We are pleased to present **our next Roundtable with Dr. Rouben Azizian from the Asia-Pacific Center for Security Studies on "Russia in the Asia-Pacific: Before and After Ukraine,"** which will take place on 7 May 2015. [Click here to register for this event today](#). The CDA Institute would like to thank Lockheed Martin Canada for its

generous sponsorship of this event under the 2015 Roundtable Discussion Series.

The **25th anniversary Vimy Award Gala Dinner** will be held at the National War Museum in Ottawa on 6 November 2015.

This year's event is especially important, as it marks the silver anniversary of the Vimy Award. By purchasing tickets to attend this special event, you will also be supporting the outstanding work of the non-partisan CDA Institute, which in its publications, events, and research activities promotes informed

public debate on Security and Defence and the vital role played by the Canadian Armed Forces in society. **Please contact Denise Lemay, who can facilitate ticket purchases and may be reached at denise.lemay@cdainstitute.ca and 613-290-6198.**

The CDA Institute could not host events without the generosity of its numerous sponsors and donors. We are seeking sponsorship for our 2015-2016 activities. Further information can be found on [our website](#).

MEDIA ROUND-UP

Canadian Forces Unaffordable ([Ottawa Citizen](#)): The Parliamentary Budget Office released a report stating that the Canadian government will have to increase defence budget up to 1.6 percent of GDP, or between 33 to 42 billion dollars annually, in order to meet current military expectations.

Jonathan Vance Expected to Succeed Lawson as Chief of Defence Staff ([Globe and Mail](#)): The top soldier leading the Islamic State mission Jonathan Vance is favoured to replace General Tom Lawson as the new chief of defence staff. General Day has officially withdrawn from the running to announce his retirement.

U.S.-Canada Decisions about New Arctic Missile Sensors ([Huffington Post Canada](#)): The aging missile sensors in the Canada-U.S. North Warning System will need to be replaced and the U.S. military appears to be preparing a request to Canada to install new and improved missile sensors in the Canadian Arctic.

Canadian Warplanes See First Action in Syria ([National Post](#)): Following the decision to extend and expand Canada's ISIL mission, Canadian fighter jets conducted their first bombing in Syria. The bombs hit the city Raqqa, ISIL's home base.

Prime Minister Announces New Canadian Military Contribution to Ukraine ([PM Press Release](#)): The Prime Minister has officially announced a two year military mission in Ukraine, where Canadian Armed Forces will be sent to train the Ukrainian military starting this summer.

Canada Integral to Fight against ISIL, says U.S. Commander ([National Post](#)): Although Canada has sent a relatively small military force to Iraq and Syria, the effects of Canadian planes and particularly Canadian military trainers are significant in combatting ISIL.

India Secures Uranium Supply Deal with Canada ([The Diplomat](#)): Following India's Prime Minister Narendra Modi's trip to Canada, Stephen Harper announced a deal with Canada's Cameco Corporation to supply India with 3,000 metric tonnes of uranium over the next 5 years.

UN Arms Embargo on Yemen Rebels ([Washington Post](#)): The United Nations Security Council passed a resolution 14 to 0, with only Russia abstaining, to place an arms embargo on Houthi rebels in Yemen. The effectiveness of such an embargo is yet to be seen.

Defence faces uncertain times even after federal budget ([Ottawa Citizen](#)): Concerns have arisen over whether the promise of increased Canadian defence spending is sufficient, given that it still falls short of pre-deficit levels.

Remembering Gallipoli ([The Guardian](#)): Princes and prime ministers are in Turkey to mark 100 years since the disastrous campaign that became a cornerstone of Anzac pride

Jean Chrétien to meet Vladimir Putin in Moscow ([National Post](#)): Former Prime Minister Jean Chrétien will meet with President Putin on behalf of the InterAction Council to discuss the current state of relations with the West.

U.S. concerns grow as Saudis launch new airstrikes in Yemen ([Washington Post](#)): Saudi Arabia launched a new round of airstrikes in Yemen on Wednesday, amid U.S. concerns that the nearly four-week operation has outlived its military usefulness.

Canadian spy watchdogs tell Parliament they need to talk with each other ([Globe and Mail](#)): Canada's spy watchdogs tell a Parliamentary hearing they need new laws to allow them to exchange information about the country's counter-terrorism operations.

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