

Canada: a new global approach in defense management strategy

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Abstract

In May 2008 the Canadian Federal Government outlined its vision for the Department of National Defense and the Canadian Forces with a national program - *Canada First Defense Strategy*. The major tenets of the *Canada First Defense Strategy* and the Government priorities were focused on reforming the Canadian Forces in all aspects.

Keywords: defense strategy, military forces, national defense

The Canada First Defense Strategy is regarded as a major political change in the Canadian government's commitment to upgrade the national military forces at 21st century's standards, with an investment plan close to 490 billion \$, over two decades. Mostly viewed as a political statement, with major military and economic outcomes, the Canada First Defense Strategy was created to strengthen national sovereignty and security and also to bolster the ability to defend democratic values and interests abroad. This major structural reform stressed the importance of future replacement of key equipment fleets, process that will also generate a major boost for the Canadian defense industry with excellent benefits for the national economy. By providing balanced investments across the four pillars upon which military capabilities are built – personnel, equipment, readiness and infrastructure – this plan will increase the size of the military and replace their core capabilities.

The document stresses the importance of engaging other federal departments, including those known as the Central Agencies: Privy Council Office, Treasury Board Secretariat and Finance Canada in defense policies. Therefore, in issues related to national security, Privy Council Office receive an important role by managing both foreign affairs and defense policies, by providing solutions regarding the structure, organization and over-all performance of the Canadian Forces. Thus, in international crisis, like the war in Afghanistan, Privy Council Office will provide support to Department of National Defense in seeking full cooperation with similar designated lead departments, intervene if any duplication or gap in responsibilities arises and provide a single governmental vision. During major emergencies, domestic or international, the Department of National Defense and Privy Council Office will assume the management of communication on all levels.

The Treasury Board evaluates and approves the annual budget of all government departments based on their funds request and on the overall government's priorities and objectives. Treasury Board has a major responsibility in managing human resources in terms and conditions of employment. The Treasury Board Secretariat, organized under the authority of the Financial Administration Act, provide analysis and advice concerning the budget of government departments and agencies and also transfer payments to individuals, organizations and corporations. In collaboration with Finance Department and accordingly to the government's budget priorities, Treasury Board can allocate economic and financial resources to sustain government departments programs (such as the request of the Department of National Defense for Leopard tank funding from Treasury Board).

The Finance Department plans and prepares the federal budget, design tax policies, monitor economic and financial developments and provide policy advice on economic issues. It provides long-term economic studies and put forward for consideration new solutions to increase the economy performance. In collaboration with Treasury Board, the Finance Department can consider the increasing of government revenues to defray emergency expenditures. By financing the costs of proposed emergency measures, imposition of emergency taxes, financial moratoria and other fiscal measure, the Financial Department join efforts with other government institutions – such as the Department of National Defense – in finding and applying appropriate security solutions. On preparing the federal budget, the Finance

Department has to provide financial support for governmental programs such as Canada First Defense Strategy.

Privy Council Office analyzes the Department of National Defense policies to better integrate them in the government's priorities. Once officially accepted, the Treasury Board Secretariat evaluates and approved the Department of National Defense's budget. Finally, the Finance Department provides the financial support for developing these defense projects. Working closely with Privy Council Office, Treasury Board and Financial Department is very important for the Department of National Defense in coordinate policies and establish an overall program supported politically and financially by the federal government.

Based on the recent political developments, domestic and international, the Canadian First Defense Strategy stress the necessity of the Canadian Force to be able to conduct, simultaneously, six core missions within Canada, North America and globally: conduct domestic and continental operations including in the Arctic and through NORAD, support a major international event in Canada, provide an effective respond to a major terrorist attack, support local authorities during a domestic crisis, lead and/or conduct a major international operation for an extend period and deploy forces in response to a crisis around the globe for a limited time. The Canadian First Defense Strategy is regarded as an ambitious plan to invest almost 490 billion \$ in national defense and international security, increase the military personnel (up to 70.000 Regular Forces and 30.000 Reserve Forces), replace the equipment fleets (15 new ships to replace existing destroyers and frigates, 10 to 12 maritime patrol aircraft, 17 fixed-wing search and rescued aircraft, 65 next-generation fighter aircraft, fleet of land combat vehicle and systems), improve the Canadian Force's readiness of deploy and sustain operations once deployed and also to modernize the military infrastructure.

Due to the new security challenge of the 21st century, the role of the Canadian Forces was redesign to fit the strategic environment generated by failed and failing states, civil wars, global terrorism, and nuclear-capable unpredictable regimes, to support effectively foreign policy and to successfully address both conventional and asymmetrical threats, including insurgencies, terrorism and cyber attacks. As the document states, first and foremost, the Canadian Forces must ensure

the security of the citizens and help exercise Canada's sovereignty. The international context generated by the 9/11's terrorist attack discloses the vulnerabilities of our society. This unpredictable and powerful strike stresses the necessity to reevaluate our security and to find adequate solutions to these new threats. In our case, the importance of domestic operations in providing internal security became one of the greatest challenges faced by the Canadian Forces. Within Canada's borders, domestic operations imply a coordination of forces and government agencies, a solid and effective planning and well prepared personnel. As stated in Canada First Defense Strategy, defending our sovereignty and protecting our citizens are the most important commitments assumed by the government.

To meet these challenges and to provide a single operation authority for domestic operation, the government created Canada Command as a Canadian Forces organization responsible for all routine and contingency Canadian Forces operations in Canada and continental North America. Capable of maritime, land and air immediate response, Canada Command has six Regional Joint Task Forces (Pacific, West, Central, East, Atlantic and North), three Joint Rescue Coordination Centers (in Victoria, Trenton and Halifax), two Maritime Component Commanders (in Victoria and Halifax) and a Combined Forces Air Component Commander collocated with the First Canadian Air Division in Winnipeg. As human resources, Canada Command has a national and regional staffs, on daily bases, of more than 300 personnel ready for deployment.

Working closely with federal departments such as Public Safety Canada, Canadian Coast Guard, Fisheries and Oceans Canada, RCMP, Department of Foreign Affairs and International Trade, Parks Canada, North American Aerospace Defense Command, Canada Command has to perform tasks related to surveillance of Canadian territory, maintain search and rescue capabilities on national level and provide military assistance to civil authorities in responding to threats vary from natural disasters to terrorist attacks.

Natural disasters, such as floods, forest fires, earthquakes and hurricanes, can overcome local or provincial authorities. The Great Ice Storm in Eastern Canada, the Quebec and Manitoba's floods and the forest fires in British Columbia are relevant example for the assistance provided by our military.

On issues related to internal stability, the government could ask Canadian Forces to assist local and provincial police. Based on article 275, Part VI Aid of the Civil Power of National Defense Act, in case of emergency, local authorities can request assistance from the Department of National Defense. In October Crisis or Oka Crisis, the internal order was reinstalled with the help of the Canadian Forces.

In case of potential outbreaks of infectious disease, provincial and federal health authorities, such as Public Safety Canada, draft contingency plans for a wide range of scenario, like a potential influenza pandemic. In the area of criminal interdiction and surveillance, Canadian Forces can assist federal and provincial police in human and drug trafficking and also in organized crime. To locate, identify and eradicate marijuana-growing sites, Royal Canadian Mounted Police use the equipment and resources provided by Canada Command. To enforce domestic and international fisheries conservation laws and to prevent environmental degradation, Fisheries and Oceans Canada will join forces with Canada Command. Based on the New Agreement, NORAD will provide air and maritime surveillance and inform promptly the Canadian government of any potential foreign encroachments on our natural resources, especially in the North.

In major international events, like 2010 Vancouver Winter Olympic and Paralympics Games, G8 Summit at Huntsville or G20 Summit at Toronto, Canadian Forces will assist other federal and local police in creating a safe and secure environment during these important events. It also stress the importance of providing a single operation authority for domestic operation by creating a new institution, Canada Command, who will improve the interoperability between Canadian Forces and federal departments, such as Public Safety Canada, in responding to threats generated by natural disasters, terrorist attacks, fighting against organized crime, drugs- and people-smuggling or environmental degradation. Canada First Defense Strategy outlines the importance of security from a continental perspective. The creation of North American Aerospace Defense Command and the recent renewal of this agreement, stress the importance of improving the interoperability with US Military by participating in daily operations, training sessions and personnel exchange, to maintain our equipment and doctrine compatible and also to provide assistance to civilian emergencies. Our national security is strongly related to the international developments and therefore Canada has to assume more

responsibilities in world's political forums such as United Nations or NATO. As Lester Pearson once said "everything I learned during the war confirmed and strengthened my view as a Canadian that our foreign policy must not be timid and fearful of commitments but activist in accepting international responsibility"(Lester B. Pearson, *The Memoirs of Lester Pearson*, vol. I, 1897-1948, Toronto, University of Toronto press, 1972, p.283). The role of the Canadian Force was substantially redefined for "projecting leadership" from humanitarian assistance to stabilization operations and combat. "Projecting leadership abroad" can be defined as leading a naval task group, taking part in large international missions conducted under the auspices of the United Nations or NATO. The Canadian Force has to be well equipped and capable of deploying "boots on the ground", to maintain an excellent level of interoperability and be able to work closely with departmental partners. The document stresses the importance of NATO in the Mediterranean, Kosovo, Iraq, Sudan and Afghanistan. The bulk of this country's current military contributions to international security are part of a NATO-led International Security Assistance Force in Afghanistan.

The Canada First Defense Strategy remain a milestone in the international evolution from post 9/11 terrorist attacks who shows a new political reality, that failing nations and instability can be regarded a major threat to our security. As stated in Canada First Defense Strategy, for Canadian Forces the success of domestic operations imply to be able to deliver excellence at home. The new defense policy include, therefore, the necessary resources capable to create a more effective army prepared to respond to all natural and man-made disasters or internal security threats.

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