



Speaking Notes for

Notes d'allocution de

Vice-Admiral Bruce Donaldson

Vice Chief of the Defence Staff

Vice-Chef d'état-major de la Défense

2011 Ottawa Conference on Defence & Security

Ottawa, ON

25 Feb 2011

Please check against delivery Seul le texte prononcé fait foi

Canada 

Introduction

- **General Evraire, thank you for your kind remarks, and thank you for your continued leadership and commitment to the promotion of Defence and Security Issues in Canada.**
- **Senators, Members of Parliament, Ambassadors, Members of the CDA, Generals and Flag Officers, Defence Attachés, CF CPO, CPOs, CWOs, Distinguished guests – welcome and thank you for your support.**
- **Gen Natynczyk sends his regrets, as he has been called away due to a family emergency. It is my pleasure to stand in his shoes, although they are about 5 sizes too big for me.**
- **I would also like to extend a special welcome to the former Chiefs of Defence Staff in the room: Generals Maurice Baril, Raymond Henault, Paul**

Mason, and Admiral John Anderson. Our success today is built upon your legacy of leadership and service. Thank you.

- **Je tiens également à reconnaître l'officier qui a été l'organisateur de ces assemblées générales annuelles et des conférences depuis 1998. En tant que directeur de l'Institut de la Conférence des Associations de la Défense, il a joué un rôle déterminant dans le succès énorme de l'Institut.**

Colonel (Ret.) Alain Pellerin.

- **[I'd also like to recognize the officer who has been organizing these annual general meetings and conferences since 1998. As the director of the Conference of Defence Associations Institute, he's been instrumental in the Institute's tremendous success. Colonel Alain Pellerin.]**

- **Mesdames et Messieurs, c'est un plaisir de représenter le chef d'état-major de la Défense à la réunion annuelle de l'ICAD.**

- [Ladies and Gentlemen, it is a pleasure to represent the Chief of the Defence Staff at the CDA annual meeting.]
- This year's theme — "*The Canadian Forces Post-Combat Mission in Afghanistan*" — is one that reverberates from coast to coast to coast with our sailors, soldiers and air personnel.
- They always want to know what's next...because they want to deploy on the next mission...they want to go somewhere, and they want to make a difference in world for Canada.
- Service is what motivates our folks, as it did in two world wars and the Korean war, and as it does today in Afghanistan and fourteen other missions around the world.
- As a nation we are truly blessed.

- **Today, I'll tell you about our operations in Canada and around the world, and about our new training mission in Afghanistan...**
- **... and also about where the Canadian Forces are focusing in terms of moving forward in 2011 and beyond.**
- **We're focusing on three areas.**
- **First, we must continue to succeed in our operations. This includes finishing the mission in Kandahar, drawing down our forces and transitioning to a new training mission in Afghanistan.**
- **Second, we must continue to transform, to grow, to adapt, and to modernize the force.**

- **And third, we need to focus on looking after our people - ensuring that we have the right people, with the right experience, doing the right jobs...**
- **...but also, making sure we support our military families, the ill and injured and the families of the fallen. These are areas where we can always do better**

OPERATIONS

- **Looking back on 2010 and the operations we conducted both at home and abroad, you can't help but be struck by what we accomplished in a year that was probably our busiest since the Korean War.**
- **At home, we showed that the defence and security of Canada is our priority mission...**
- **By putting Canada first, by exercising sovereignty of the Arctic, by our support to the**

RCMP and other government partners to provide security for the Vancouver Olympics and the G8 and G20 summits...

- And in Search and Rescue missions from coast to coast to coast, where we averaged over three missions every day, including Canada's most northern rescue on record.**
- And we helped Canadians in the wake of natural disasters here at home.**
- First, in Newfoundland in the aftermath of Hurricane Igor, with warships and helicopters from Halifax delivering relief supplies to isolated communities...**
- ...and 4 Engineering Support Regiment out of Gagetown along with reservists from 56 Engineer Squadron in St John's, building a**

bridge to reconnect the community of Trouty, Newfoundland.

- **Then again in December when a blizzard hit a stretch of Highway 402 near Sarnia, and C130s and Griffon helicopters with SAR technicians from 8 Wing in Trenton responded to rescue stranded motorists.**
- **However, it wasn't just at home — but also internationally — that the Canadian Forces achieved success.**
- **HMCS FREDERICTON deployed on a counter-piracy and counter-terrorism mission as part of Combined Task Force 150. Today there are 700 hostages, the crews of 30 ships held by pirates off the Horn of Africa. We must treat this threat seriously.**

- **HMCS TORONTO just captured more than 1650 Kg of cocaine in the Caribbean.**
- **Et notre mission de secours en Haïti illustre comme nulle autre notre transformation. En moins de 12 heures, des techniciens en recherche et sauvetage et des pompiers étaient sur les lieux afin de sauver des vies et de préparer le terrain pour l'arrivée d'une force opérationnelle aérienne, terrestre et navale devant faire appel à 2000 militaires.**
 - **[And an excellent reflection of how we have transformed comes from our Disaster Relief mission to Haiti. We had Search and Rescue Technicians and firefighters on the ground within 12 hours — saving lives and laying the path for an air-land-sea task force that would total 2000 personnel.]**
- **De plus, nous avons poursuivi notre travail dans 14 missions de maintien de la paix de l'ONU qui se déroulent dans divers pays. Bien que la taille de nos contingents dans ces**

missions soit relativement modeste, il ne faut pas se fier aux apparences.

- **[And we carried on our work with the UN in 14 peacekeeping missions around the world. And though the size of our contingents in these missions is relatively modest, don't let this fool you.]**
- **Dans toutes ces missions, les Canadiens sont les personnes vers lesquelles on se tourne, en raison de leur formation, de leur expérience et de leur éthique du travail.**
 - **[Canadians are the “go to” folks in all of these missions, because of their training, their experience and their work ethic.]**
- **But of course, our main effort continues to be our combat mission in Kandahar province, which will continue until the summer.**
- **We should all be proud of what we have accomplished in Kandahar, and proud of the difference that we've made along with our**

whole of government partners in the everyday lives of Afghans.

- **Last year, General Natynczyk told you how the situation on the ground is changing with the US surge of forces. Let me take a few minutes to tell you what things look like there today.**
- **From 2005 until the beginning of last year, Canada held the fort in Kandahar. In 2006, the Canadian Battle Group and a single Afghan National Army battalion or KANDAK were the only military forces in the province.**
- **We were like a neighbourhood fire brigade, moving from area to area and disrupting the Taliban as it sought to re-establish a foothold in its traditional stronghold.**
- **But after an area was cleared of the Taliban, we lacked sufficient forces to stay and hold the**

ground. So we'd have to keep returning whenever the embers flared up again.

- Today, the situation is different. Today, the 3,000 Canadians in Kandahar are part of a NATO force that numbers over 15,000 in the province.**
- And that lone Afghan KANDAK has become 13 KANDAKS that are increasingly better trained, better equipped and better led.**
- And this is true across Afghanistan. The NATO training mission in Afghanistan is improving the quality of Afghan military leaders, and the effectiveness of these Afghan battalions.**
- When the Minister and CDS visited Afghanistan at Thanksgiving and then again at Christmas, it was an Afghan officer, BGen Habibi, who**

briefed them on the situation and operations in Panjwail and Dand districts.

- **And that kind of Afghan leadership is why Canada's new training mission in Afghanistan will be so important to the NATO mission.**
- **All of our military and whole of government efforts are making a difference, because we finally have the troop density needed to mount an effective counter-insurgency strategy.**
- **Let me tell you how things are changing.**
- **There are lots of statistics that I could share with you, but let me focus on two areas.**
- **First, there has been a dramatic increase in the number of weapon caches we've found.**

- **That's partly due to the fact that there are many more troops in Afghanistan today. But even more important, finding these weapon caches requires good intelligence.**
- **And our intelligence is better, because Afghan citizens are coming off the fence on the side of their country and giving us better information.**
- **The second point that I'd like to share – and as Canadians, it's something we can all relate to – is how things are improving for Afghan children. Because the future of Afghanistan is in its children and the opportunities they will have as young adults.**
- **Il y a deux ans, nous avons réussi à pénétrer dans le district de Dand. La lutte a été acharnée et nous avons subi des pertes. À cette époque, il n'y avait pas d'école.**

- **[Two years ago, we fought our way into Dand District. It was a hard fight. We suffered casualties. There were no schools.]**
- **Aujourd'hui, 26 écoles dans ce district accueillent 4 400 garçons et filles. À l'échelle de l'Afghanistan, 7 millions d'enfants fréquentent l'école, dont 3 millions de filles.**
 - **[Today, there are 26 schools open in Dand District, with 4,400 boys and girls attending class. And across Afghanistan, there are 7 million Afghan children in school, including 3 million girls.]**
- **Il s'agit d'une hausse de 700 p. 100 depuis seulement deux ans.**
 - **[That's a 700% increase from where we were only two years ago.]**
- **Quelque chose de positif est en train de se produire en Afghanistan. Nos militaires peuvent voir et sentir les changements, et ils sont fiers d'y contribuer.**

- **[Something good is happening in Afghanistan. Our men and women can see the changes, feel the changes, and they're proud to be a part of it.]**
- **Let me introduce you to a couple of these heroes from Afghanistan...**
- **It's people like Sgt Isabelle Corbeil and MCpl Edward Morley that are making such a difference in Afghanistan.**
- **Sgt Corbeil is receiving a Mention in Dispatches from the Governor General for her action in August 2009. She was a MCpl then, and while her unit was under intense enemy fire she calmly coordinated multiple artillery strikes on the enemy's position. She saved people's lives that day.**
- **MCpl Morley was awarded the Medal of Military Valour for his action in 2007. While in the**

presence of the enemy, MCpl Morley left the safety of his armoured vehicle to provide first aid to a critically wounded comrade. He saved a life that day.

- They are making a real difference in Afghanistan, and forging our reputation as a fighting force that woman for woman, man for man, is second to none. Just like Vimy Ridge, Juno Beach, Kap'yong, the battle of the Atlantic, and the Battle of Britain.**
- In the eyes of our allies, the CF is a world class fighting force, and there is a resurgence of interest among major powers to reinvigorate their military-to-military relationship with Canada.**
- With only a few months remaining in our mission in Kandahar, I think that others are only now coming to realize that magnitude of what**

we've accomplished in one of Afghanistan's most difficult areas of operations.

- **It's about how we've supported our whole of government partners, and the impact we've had on Afghan communities...**
- **...and the relationships, the respect, and the trust we've built with Afghans with our caring approach to capacity building and development.**
- **But it's not just what we're accomplishing on the ground in Afghanistan that's important. From my standpoint, Afghanistan is having another profound effect on the Canadian Forces.**
- **It's changing our culture.**
- **Today, as we look at what our men and women are doing here in Canada and around the world,**

it's clear to me that the culture of the Canadian Forces is more operationally focused than it has been in decades.

- Today we have a force with a much higher tolerance for risk that is enabled by the experience our young leaders have amassed in a difficult combat operation.**
- And it's this operational culture that enables us to field new equipment like the CH47 Chinook into combat in nine months...**
- ...and to put boots on the ground in Haiti to save lives only a few hours after the decision was made to go...**
- ...and to pluck motorists stranded by a blizzard off of Highway 402.**

- **The young NCMs and officers doing these tremendous things today are the product of their experiences in Afghanistan and off the Horn of Africa...**
- **...NCMs like Petty Officer Second Class Jeffery Corrick, another of your heroes.**
- **Petty Officer Corrick will be receiving a CEFCOM Commander's Commendation for his actions during OP HESTIA in Haiti. He's an electrical technician, a guy who keeps his ship's electrical systems running. While he was in Haiti, PO2 Corrick worked ashore to help the DART Team fix critical problems with its ability to generate and distribute the electrical power so vital to the DART medical clinic. Because of his hard work, the DART Team was able to provide urgent medical care to a young Haitian child who would certainly have died without**

stable electrical power to run the intensive care unit. PO2 Corrick saved lives that day.

- **Amongst these NCMs and officers you'll find the future Canadian Forces Chief Warrant Officer and Chief of Defence Staff of tomorrow.**
- **C'est pourquoi nous avons tellement de confiance en l'avenir de cette grande institution nationale.**
 - **[That's why we can have such great confidence in the long term future of this great national institution.]**
- **En ce qui concerne notre futur immédiat et la prochaine année, je sais que la forme finale de notre nouvelle mission de formation en Afghanistan suscite un grand intérêt.**
 - **[Looking to our immediate future and the coming year, I know that there is great interest in what our new training mission in Afghanistan will look like.]**

- **Je le sais, puisque les hommes et femmes des FC demandent cette question incessamment.**
 - [I know this, because the men and women of the CF ask me this question all the time.]
- **Il s'agit d'une mission essentielle pour l'OTAN. Elle constitue un élément clé dans le processus entamé par l'OTAN en vue de confier aux Afghans la responsabilité de leur sécurité nationale.**
 - [This is a critical mission for NATO, and it will be pivotal to NATO's efforts to transfer responsibility for Afghan security to the Afghans.]
- **Nous sommes encore à planifier cette mission et à fournir des conseils sur les questions militaires au gouvernement.**
 - [We are still in the process of planning for this mission, and providing military advice to Government.]
- **En fait, nous avons envoyé une équipe de reconnaissance et coordonner notre travail**

avec nos alliés de l'OTAN afin de nous assurer que nos militaires appuient au mieux la mission de formation de l'OTAN.

- **[We've sent a recce team, and we've been coordinating with our NATO allies to ensure that our men and women support the NATO training mission the best we can.]**
- **Here's what we know so far:**
- **The new mission will involve a commitment of up to 950 CF personnel.**
- **We will focus our effort on training and building the capacity of the Afghan National Security Forces, which is a key facet of the NATO transition strategy.**
- **There will be no CF units located in Kandahar Province after 2011...**

- **...rather, our training mission will be Kabul-centric, meaning that the main effort will be centred in and about the city of Kabul.**
- **That said, a small number of CF personnel may be assigned to other areas of Afghanistan, where the risk to our personnel is assessed to be no greater than that found in Kabul.**
- **This training mission will continue until 2014.**
- **Although these are the key factors in our planning, there are still many details to sort out with our NATO Allies, and some key questions to resolve, such as when this new mission will begin.**
- **Ultimately, these questions will have to be answered in the fullness of time.**

- **And while we work through these questions, we'll continue with our important mission in Kandahar until the summer.**
- **Because we need to maintain the same level of focus and intensity right up to the final day of our combat operations.**
- **To turn our attention away any sooner than that could have deadly consequences.**
- **Therefore, over the next few months we must meet three challenges simultaneously:**
- **Finish our mission in Kandahar.**
- **Prepare to draw the mission down and conduct an effective handover there, and**
- **Set the conditions for success in our new training mission.**

- **Beyond Afghanistan, as I look to the longer future, it's clear that we can't be certain of anything and we can't rely solely on current predictions.**
- **What is certain is there will be strategic surprise – the end of the Cold War, civil war in the Balkans, genocide in Rwanda, 9/11, Iraq, Afghanistan...**
- **...and most recently the sudden and dramatic changes in government in Egypt and other turmoil in that region.**
- **The fact is, the world is an unpredictable place.**
- **And we're making decisions today on which tools and capabilities we'll be using 50 years from today to deal with the strategic surprise that the future will certainly bring.**

- **Once you think in those terms, you understand why we need aircraft like the F35 Joint Strike Fighter, which is the only fifth generation fighter available to us on the market today.**
- **As the Minister said earlier, Canada currently expects delivery of its first F-35 in 2016. It is also the fighter that will be in our toolbox to deal with the crises out to the year 2050, along with Cyclone and Chinook helicopters, Leopard tanks, M777 artillery, and new ships.**

TRANSFORMATION

- **This brings me to the second area where we need to focus, and that's the continued transformation of the Canadian Forces.**

- **For me, transformation is all about modernizing and adapting the force in preparation for future security challenges, so that we can continue to succeed in whatever mission the Government asks us to perform.**
- **Now the Minister has set the CF on a very coherent path to do this, through four lines of effort, or transformational thrusts.**
- **First, we need to reduce our overhead and find efficiencies in our structures, processes, investment programme, and other areas.**
- **We need to do this both to free up resources for re-investment into operational capabilities, and to make sure that Canadians can be confident that each and every dollar in the Defence budget is put to good use.**

- **Second, we need to ensure that we can deliver what government expects us to deliver in the *Canada First Defence Strategy*.**
- **The *Canada First Defence Strategy* sets out the core missions that we are expected to perform, and we need to be ready to take on any of them at any given point in time.**
- **To do this, we have to deliver the major equipment fleet recapitalization programmes that provide the ships, vehicles and aircraft that are so central to our operational effectiveness.**
- **Third, we need to institutionalize the key lessons we have learned from our hard won experience in recent domestic and expeditionary operations.**
- **We need to find investment space for capabilities that we've learned are necessary to**

save lives and achieve mission success on tomorrow's battlefields.

- **And fourth, we need to ensure that we have the transformative capabilities that we will need in the future.**
- **This will involve the rebuilding of traditional capabilities and competencies, which have been difficult to maintain due to our operational tempo.**
- **And it will also require us to examine how the addition of new capabilities delivered by CFDS should change our doctrine and operating concepts.**
- **And how we enhance the missions we assign the Reserves after they have gained so much experience.**

- **In some areas, like the Air Force, we have already achieved considerable success in recapitalizing our major equipment fleets.**
- **Historically, the Air Force has delivered an average of two new aircraft fleets into service per decade. This decade, we will deliver seven.**
- **This is a monumental challenge to which both the Air Force and Defence team civilians have responded admirably.**
- **And another reflection of the operational culture we have forged in operations like those in Afghanistan.**
- **In other areas, however, we continue to have challenges. This is particularly true with shipbuilding. Historically, warships are our most complicated and challenging capital acquisitions.**

- **The CDS always says that we need to set the conditions so that we can move ahead and cut steel to build Arctic/Offshore Patrol Ships, and replace our aging Replenishment Ships and Destroyers, and ultimately the HALIFAX class frigates at the end of their service life.**
- **In the Army, we will continue with our recapitalization of vehicle fleets, but also must re-constitute the equipment returning from Afghanistan so that it is ready for whatever mission may come next.**

PERSONNEL

- **Au bout du compte, la réussite des opérations, tout comme notre capacité de transformation, dépend de nos gens...**

[Now, success in operations and our capacity for transformation will ultimately rely on our people...]

- **Car finalement ce sont eux – tant les membres des FC que le personnel civil de l'Équipe de la Défense – qui devront y voir.**
 - [...because it will be our people — both the uniformed members of the CF and the civilian members of the Defence team — that will have to make it happen.]

- **C'est pourquoi nos gens constituent la troisième priorité durant la prochaine année...**
 - [And that's why people will be the third focus area in the coming year...]

- **Notamment la façon dont nous appuyons et outillons leur famille, les malades et les blessés ainsi que les familles des disparus.**
 - [Specifically how we support and enable their families, the ill and injured and the families of the fallen.]

- **Let me touch on some important points in these areas.**

- **First, we've made impressive progress in our recruiting goals – having already reached our force target of 68,000 regular force personnel, thanks to a voluntary attrition rate that is the lowest it has been in decades – a little over 4%.**
- **We see this as a positive sign that our people like what they are doing and want to stay. Still, there are some challenges which we will have to face in the coming months.**
- **First, we are overborne in some trades, in part because our mission in Kandahar has demanded a wartime force structure.**
- **With the mission in Afghanistan evolving to a training mission, we will begin to return to balanced manning levels.**
- **We will also seek to continue returning some chronically under-strength and key technical**

trades across the CF to healthier levels and filling the gaps in our training and support structures.

- As much as we are able, I believe that we can recruit from within the Regular and Reserve Force to achieve much of this rebalancing, while natural attrition and recruiting intake will make up the difference.**
- Another impact of Afghanistan has been the increased number of reservists engaged on Class B service. With our combat mission in Afghanistan, this has been a necessary and healthy situation.**
- Many reservists are taking on full-time service to deploy on missions like Afghanistan, and many others are backfilling critical positions on staffs here in Canada.**

- **But with the change in our mission in Afghanistan, I anticipate that there will be less demand for Class B service. That doesn't mean that the men and women in the Reserves are no longer needed – far from it. As we move forward, I need Reservists on Class B service to focus their efforts on the armoury floor, supporting the Reserves and Cadets and to execute the Reserve Force operational missions and build the force of the future.**
- **The performance of the Reserves over the past several years has been stellar. They have served side-by-side with Regular Force personnel on operations in Canada and around the world. They have back-filled crucial positions. But as we move forward, the CF must reduce its dependence on FULL-TIME reservists.**

- **In the same way, I expect that the demand for contracted services will similarly decrease. As we move forward, we will have to review, scrutinize and rationalize our need for contractors in order to ensure that we optimize the resources that are available to deliver operational output.**

- **Last year, the CDS told you that we were making progress in how we care for our ill and injured, and he also stated that we needed to do better with respect to the families of our fallen.**

- **Nous accomplissons des progrès dans ces deux domaines, mais, bien sûr, nous ne pouvons jamais en faire assez et il sera toujours possible d'améliorer nos services.**
 - **[We continue to make progress in both of these areas. But of course, we can never do enough, and there is always room for improvement.]**

- **Nous continuons de constater les avantages considérables qu'offrent les unités interarmées de soutien du personnel. Elles ont fait leur preuve.**
 - [We continue to see significant benefits from the Joint Personnel Support Units. They have proven their value.]

- **Grâce à ces initiatives, nous nous rapprochons grandement de notre objectif, soit nous assurer que les militaires blessés reçoivent l'aide dont ils ont besoin après avoir quitté les FC.**
 - [These initiatives represent significant strides forward in ensuring that our injured will get the support they need after leaving the CF.]

- **Et nous poursuivons notre travail en vue de renforcer le soutien offert au personnel qui présente un trouble de stress post-traumatique ou un autre problème de santé mentale.**
 - [And we'll keep working to improve our support to personnel suffering from PTSD and other mental health issues.]

- **Under the leadership of the Surgeon General, we have made significant progress in the provision of world-class health care to those suffering from mental health issues.**
- **But we're not perfect. We need to learn and improve how we support our veterans.**

CONCLUSION

- **In conclusion, there are challenges and a lot of unknowns. That is what our normal is!**
- **If we've achieved success, it is because of our men and women who have applied themselves, lead their teams and made a difference. It is because their families and Canadians supported them. It is because they were willing to make sacrifices for Canada.**

- **Our success is also because of your support, your advocacy and your leadership.**
- **We will honour your support and that of Canadians across the country by continuing to perform to the highest standards.**
- **We have a great and fortunate country. It is our privilege to serve and to keep it secure.**
- **Our men and women are ready for tomorrow's challenges and eager to serve.**
- **Merci beaucoup. Thank you.**