



# CJOC EXECUTIVE SUMMARY

## JOINT OPERATIONS SYMPOSIUM 2024



3000-1 (DJR/JOS/RDIMS # 591844)

29 November 2023

### AIM

1. The purpose of this document is to provide an executive summary of the Canadian Armed Forces (CAF) Joint Operations Symposium 2024 (JOS 2024).

### BACKGROUND

2. The JOS series has grown into a valuable strategic level senior leader forum that continues to be an excellent venue for open discussions on important national and international defence and security issues, and the profession of arms. This series is founded on the principle that, like our Allies and other key partners, ongoing adaptations are necessary to how the CAF, and the broader Canadian national defence and security enterprise work together in pursuit of a more integrated Whole-of-Government (WoG)-led effort to deter and compete in the rapidly evolving global operating environment.

### JOS 2024 OUTLINE

3. Concept. JOS 2024 will be a combined in-person and live-streamed symposium to be conducted on 21 and 22 February 2024 at the Canadian War Museum in Ottawa, Canada.

4. Main Theme. The main theme for this year is: *“Insights on and solutions for the operational challenges facing the CAF and Defence.”*

5. Planned Program. See enclosure.

### DAY 1 OVERVIEW – FRAMING THE KEYNOTE SPEECH & PANEL DISCUSSIONS

6. Keynote Address Topic: *Ukraine and Beyond: Key Lessons for Canada and its Allies.*

- a. Keynote Framework. **Michael Kofman (US)**, a foremost subject matter expert and senior fellow at the Carnegie Endowment for International Peace will be sharing his insights into key pan-domain operational trends drawn from recent conflicts, particularly the Russia-Ukraine war. Mr. Kofman will discuss Russian theories of victory, and emphasize that Ukraine serves as a real-world laboratory, carrying profound implications across all warfare domains. These implications include weapons performance and lethality, operational command and control, materiel consumption and sustainment of prolonged large-scale combat operations, and the capacity of the industrial base to support this level of effort.

7. Panel 1 Topic: *Operational trends emerging from the Ukraine and other conflicts that affect CAF readiness and operations.*

- a. Panel 1 Framework. Panel 1 will focus on what we are observing and learning from operations in, and support to, the Ukraine and other regions such as the Middle East/North Africa and the Indo-Pacific. The discussion will include: strategic and operational level insights into the evolving significance of air superiority, investments in air, space, cyber and electro-magnetic warfare capabilities, UAVs/Drones, weapon systems, and modern detection and defensive capabilities; the importance of the maritime domain, highlighting operations in the Black Sea; the criticality of operational agility, resiliency and depth across all operating domains and the importance of defence industrial partnerships and support in this regard; the effect of sustained combat operations on our current approach to operational readiness; and the impact of new or emerging capabilities and technologies on pan-domain operations and readiness.

8. Panel 2 Topic: *How must the CAF and Defence adapt to meet the demands of these operational trends?*

- a. Panel 2 Framework. While leveraging previous discussions, this Panel will explore how the CAF and the broader Defence team must adapt to meet the demands of these operational trends. Areas of discussion include, but are not limited to: ways in which Canada would be challenged to meet these operational demands to include current and evolving issues and gaps attributable to personnel, equipment, munitions and training shortfalls; highlighting issues related to Canada's defence procurement system that affect adaptation and modernization efforts; discussing the impact on current and future CAF expeditionary capabilities based on Canada's recent military support to the Ukraine; and exploring potential adaptations to the CAF force structure to meet select defence demands through a rebalanced, longer term, high value, sustainable and focused approach to preparing for and conducting operations.

## **DAY 2 OVERVIEW – FRAMING THE PANEL DISCUSSIONS**

9. Panel 3 Topic: *Engaging and Strengthening the Defence Industrial Base.*

- a. Panel 3 Framework. This panel will discuss the importance of engaging, strengthening and mobilizing the defence industrial base to meet evolving defence demands with focus on: exploring how the CAF/DND can “help defence industry help them”; building consensus on what is meant by mobilization of the defence industrial base; options for developing and sustaining trusted relationships between the CAF/DND and national/international defence industries; how a strong defence industrial base is essential to national security and societal resiliency; and what ought to be the role of the new National Security Council of Canada in strengthening the Canadian Defence Industrial Base? Also, the discussion will examine the relationship and inter-dependencies between defence industrial base capacity and military readiness and resiliency with emphasis on capacity and sustainment, innovation and

adaptation, and collaborating with allies to expand the wider allied defence industrial base.

10. Guided Closing Discussion Topic: Navigating Canada's Complex Operational Challenges – Insights and Potential Solutions.

- a. Closing Discussion Framework. This session promises to be a thought-provoking and candid discussion by senior Canadian subject matter experts reflecting on some of the topics discussed during the symposium as well as perspectives on: Canada's place in the world – what it is, and what it should be; potential options and requirements for creating a more aligned, integrated, and trusted Defence enterprise that includes industry and academia as equal partners at the table; competing national priorities for government such as immediate concerns like natural disasters; the absence of a strong and transparent national security culture and strategy; and the challenges facing the new National Security Council and the role it ought to play in defending Canada and Canadian interests, and in keeping Canadians well informed on national security issues.

## **SUMMARY**

11. Emerging demands from current conflicts around the world continue to highlight the CAF's need for continued adaptation to meet emerging operational trends and Defence challenges. JOS 2024 will discuss ways of strengthening Canadian readiness through reshaping and reinvesting in the Canadian Defence and Security Enterprise to better anticipate, prepare for and defend against emerging threats. This will demand new perspectives and approaches to defence and security, with rebalanced and refocused capabilities integrated across domains, and, in cooperation with Canada's allies, aligned with other instruments of national power.

12. More details on JOS 2024, including registration information are available through the JOS website at: [Joint Operations Symposium - Canada.ca](https://www.jos.gc.ca).



## **CONTACTS**

13. Questions or comments may be directed to:

- a. Col Dave Brassard, CJOC Director Joint Readiness (DJR) at (613) 992-6246 or email: [David.Brassard@forces.gc.ca](mailto:David.Brassard@forces.gc.ca); or
- b. Mr. David McComb, DJR JOS Series Lead Planner and Advisor at (613) 992-1421, mobile at 613-720-6686 or [David.McComb@forces.gc.ca](mailto:David.McComb@forces.gc.ca).

Enclosures: 1

<b><u>Main Theme:</u></b> <i>Insights on and Solutions for Operational Challenges facing the CAF and Defence</i>		
<i>Day 1 – 21 February 2024</i>		
0800 - 0900	<b>Registration / Reception</b>	<b>Canadian War Museum, Ottawa, Canada</b>
0900 - 0915	<b>Welcome</b>	<b>Commander, Canadian Joint Operations Command, Vice-Admiral Bob Auchterlonie</b>
0915 - 1000	<b><u>Opening Addresses</u></b>	<b>Deputy Minister of National Defence, Mr. Bill Matthews Chief of the Defence Staff, General Wayne Eyre</b>
<b>1000 - 1030</b>	<b><i>Health Break, Networking Opportunity and VIP Group Photo</i></b>	
1030 - 1200	<p><b><u>Panel One</u></b> <b>Operational trends emerging from the Ukraine and other conflicts that affect CAF readiness and operations.</b></p> <p><u>Format:</u> Five-to-Seven-minute introductory remarks by the moderator and each panelist followed by a panel discussion and Q&amp;A</p>	<p><b><u>Moderator:</u> Commander Canadian Forces Intelligence Command (CFINTCOM)</b></p> <p><u>Panelists:</u></p> <ul style="list-style-type: none"> <li>• Canadian General/Flag Officer (GOFO) from Security Assistance Group-Ukraine (SAG-U)</li> <li>• Director Canadian Security and Intelligence Service (CSIS)</li> <li>• Canadian Defence Attaché to Latvia</li> <li>• Senior Canadian Academic: Dr. Rebecca Jensen</li> </ul>
<b>1200 - 1345</b>	<b><i>Lunch, Networking Opportunity &amp; Keynote Address</i></b>	
1245 - 1345	<p><b><u>Keynote Address Topic</u></b> <b><i>Ukraine and Beyond: Crucial Lessons for Canada and its Allies</i></b></p> <p><u>Thematic:</u> 30-minute address followed by a 30-minute Q&amp;A</p>	<p><b><u>Keynote Speaker:</u></b> <b>Mr. Michael Kofman (US)</b> Senior Fellow at the Carnegie Endowment for International Peace</p>
1345-1515	<p><b><u>Panel Two</u></b> <b>How must the CAF and Defence adapt to meet the demands of these operational trends?</b></p> <p><u>Format:</u> Five to Seven-minute introductory remarks by the moderator and each panelist followed by a panel discussion and Q&amp;A</p>	<p><b><u>Moderator:</u> SJS Director General (DG) Strategies, Effects &amp; Readiness</b></p> <p><u>Panelists:</u></p> <ul style="list-style-type: none"> <li>• Senior Canadian Academic: Dr. Stefanie von Hlatky</li> <li>• NORAD &amp; NORTHCOM J5 (US)</li> <li>• Canadian Armed Forces Chief of Force Development</li> <li>• DND Director-General of International Security Policy (DGISP)</li> </ul>

<i>Day 2 – 22 February 2024</i>		
0800 - 0900	<b>Registration / Reception</b>	
0900 - 0915	<b>Day 2 Opening Remarks</b>	<b>Commander CJOC</b>
0915 - 1130	<p><b><u>Panel Three</u></b>  <b>Engaging and Strengthening the Defence Industrial Base</b></p> <p>Format: Five to seven-minute introductory remarks by the moderator and each panelist followed by a panel discussion and Q&amp;A</p>	<p><b>Planned Moderator: Vice-Admiral (Retired) Darren Hawco</b></p> <p><u>Planned Panelists:</u></p> <ul style="list-style-type: none"> <li>• DND Assistant Deputy Minister (Materiel)</li> <li>• NATO Assistant Secretary General for Defence Investments: Ms. Wendy Gilmour</li> <li>• Canadian Association of Defence and Security Industries (CADSI) President &amp; CEO: Ms. Christyn Cianfarani</li> <li>• Business Council of Canada (BCC) President &amp; CEO: Mr. Goldy Hyder</li> </ul>
<b>1130 - 1345</b>	<b><i>Lunch, Networking Opportunity &amp; Closing Discussion</i></b>	
1215 - 1345	<p><b><u>Guided Closing Discussion and Q&amp;A</u></b></p> <p><b><u>Topic</u></b></p> <ul style="list-style-type: none"> <li>• Navigating Canada's Complex Operational Challenges: <i>Insights and Potential Solutions</i></li> </ul> <p><b><u>Thematic</u></b></p> <ul style="list-style-type: none"> <li>• Thought-provoking and candid perspectives on unique operational challenges facing Canada and its allies with some insights on potential solutions.</li> </ul> <p>Format: Ten-minute introduction by the facilitator and each panelist followed by a panel discussion and Q&amp;A period</p>	<p><b><u>Facilitator:</u> Dr. David Perry</b> - Canadian Global Affairs Institute (CGAI) President</p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> <li>• Mr. Richard Fadden – MacDonald-Laurier Institute Advisory Council</li> <li>• Lieutenant-General (Retired) Guy Thibault - Conference of Defence Associations Institute (CDA Institute) Board Chair</li> </ul> <div style="text-align: center;">     </div>
1345 - 1400	<b>Closing Remarks</b>	<b>Comd CJOC</b>
1400	<b>Adjournment</b>	