

CAN UNCLASSIFIED

JOINT OPERATIONS SYMPOSIUM 2022

Post Symposium Report

30 June 2022



Canadian War Museum, Ottawa, Canada

11-12 May 2022

Main Theme

How the CAF and the broader national security enterprise
must adapt to effectively deter and compete in the
environment of great power competition

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BACKGROUND

1. As an integral part of the JOINTEX series, CAF Joint Operations Symposiums (JOS) are professional development and education forums that provide current and future national and international senior leaders with opportunities to discuss important issues of the day related to National Security (NS) and the profession of arms. At present, these symposiums are the principal CAF/DND platform to lead discussions on the CAF How We Fight (HWF) initiative. The HWF body of work is focused on identifying CAF adaptations needed to compete with, contest, confront, and, when required, combat Canada's adversaries. Central to the HWF initiative is the Pan-Domain Force Employment Concept (PFEC), which serves as the basis for these adaptations.
2. JOS 2022 was a combined in-person and virtually streamed event held on 11 and 12 May 2022 at the Canadian War Museum in Ottawa.

REPORT AIM

3. The aim of this Post Symposium Report (PSR) is to provide an executive level synopsis of the information presented and discussed at JOS 2022. The symposium agenda is attached at Annex A.

JOS 2022 MAIN THEME

4. How the CAF and the broader Canadian NS enterprise must adapt to effectively deter and compete in the environment of great power competition.

INITIAL ASSESSMENT

5. Initial indications are that JOS 2022 successfully provided an effective senior professional development and education forum to discuss important national security issues of the day with national and international security partners and stakeholders. The venue, layout, structure and flow were well received, contributing to the overall value of this year's event. The symposium generated key insights on adaptations needed to address threats to Canada, our allies and the Rules-Based International Order (RBIO).
6. National and international speakers, panelists, and other subject matter experts provided unique perspectives on the growing security challenges facing our nations. It was noted by FVEY representatives in attendance that they share many of our challenges. It is also important to highlight the valuable contribution that participants from Canadian academia made to the proceedings.
7. As described herein, the five key takeaways from JOS 2022 are the requirement for: (1) adaptation and strategic coherence across the NS enterprise, (2) a National Security Strategy (NSS) or Guidance, (3) a NS cabinet committee, (4) increased transparency across and outside government, and (5) a new Whole-of-Society approach and policy for NS in Canada's Arctic.



8. Another important observation made throughout the symposium emphasized that strengthening deterrence and the ability to compete requires a collective effort. To this end, we all need to continue to build strong relationships, alliances, trust, and operational capabilities amongst allies and other security partners.



9. This report is complemented by information available on the JOINTEX website at: www.jointex.ca, which includes JOS 2022 video recordings of all proceedings.

COMMANDER CJOC WELCOME

10. On behalf of the CDS, Comd CJOC, VAdm Auchterlonie, welcomed all participants to JOS 2022.

11. After reviewing the symposium's themes (see Annex A), he emphasized that the current crises in Ukraine and other global threats affect everyone, compelling us to better understand the global operating environment and the real threats to our values and freedoms. Alongside our allies and other partners, this demands a new approach to National Defence and Security at home, in North America and offshore. This symposium provides all of us with the opportunity to learn, to shape solutions and build coherence and resilience within the CAF, the Department, across the broader NS enterprise, and with our allies.

ASSOCIATE DM OF NATIONAL DEFENCE OPENING ADDRESS

12. The Associate DM highlighted that the Government of Canada (GC) is more conscious of DND/CAF, both domestically and internationally than it has been in decades due to the response to COVID-19, and the war in Ukraine. This presents an opportunity to explain what we need for the future to a more receptive audience.

13. Based on an array of global threats, Ms. Beck spoke to the need for the CAF/DND to enact change and move away from the old ways of doing business. This transformation should be focused on better integrating applicable instruments of national power, working smarter and improving strategic communications across and outside government, and with our allies. She highlighted that new modern tools are required by the department and the CAF to more effectively meet the demands of the GC.



CHIEF OF THE DEFENCE STAFF OPENING ADDRESS

14. The CDS opened JOS 2022 by underlining the main theme, and stating that it could not be more relevant. He also emphasized the importance of these types of in-person and virtual forums aimed at deepening our collective understanding of global threats to NS, and how to defend and protect the RBIO.



15. Gen Eyre highlighted the clear, persistent threats and challenges that Canada is facing as a nation and as an ally in one of the most dangerous times in our history. He emphasized that Canada and its allies are in a constant state of competition with our adversaries, and that traditional and contemporary threats are being compounded by other challenges such as climate change and the pandemic. The war in Ukraine has added a sense of urgency to the need for substantive change and adaptation by all elements of national power in an era of resurgent great power competition.



16. To deal with these complex issues, we need to understand the threats but also the changing character of conflict and war, which is more complex than ever before. There is “tension between the targeting requirement for precision and mass”, and advanced technologies are being exploited for conventional war as well as for operations below the threshold of conflict, especially in space, cyber and information domains. Fighting wars, in part, on social media, across all domains, is becoming the norm. Aimed at strategic relevance, operational excellence and deterring aggression, the CDS stressed that to adapt to these new realities everything is on the table for consideration. This will require a whole-of-nation approach, agility, creativity, close cooperation across the NS enterprise, and significant structural change at pace that is better aligned with the information age. He also stated that, for the CAF, “cultural growth and developing the fighting spirit is an imperative” and must be privileged now, with the lens directly on reconstitution and our people.

17. Adapting and modernizing the CAF and the broader NS enterprise to better address evolving threats, will require a NSS or Guidance, and a new approach that are founded on an updated SSE and clearly articulated Canadian security interests and demands. This will enable us to build a supporting national military strategy with clear strategic military objectives that are fully aligned with the NSS. This approach will also require a significant rationalization and disciplined prioritization effort including a military capacity and capability reality check. Based on the extant SSE and current global threats, and while seeking economies of effort in other parts of the globe, current strategic military priorities are focused on the defence of Canada and Canadians, continental defence, and increasing our defence and security efforts in Europe and the Indo-Asia Pacific region.

18. The CDS highlighted three priorities to meet our challenges: (1) aggressive pursuit of modernization, (2) change and adapt how we think, and (3) make sure we are ready for the next challenge, not the last one. With respect to changing how we think, during the Q&A, the CDS responded to a related question with: “We are consumed with the here and now rather than long term deep thinking. We should be anchored 10 years into the future rather than be consumed by the next immediate crisis.” While primacy is on operations, ask yourselves “if we need more deep thinkers” who are given the opportunity and time to think, and the structure to provide insights and plausible options to some very challenging problems?



KEYNOTE ADDRESS – MR. VINCENT RIGBY

TOPIC – Canada’s National Security at Risk: The dangers and consequences of national strategic incoherence for Canada and the DND/CAF in an era of renewed great power competition.

19. Mr. Rigby, as a recently retired NSIA, delivered an informative and thought-provoking keynote speech. He reflected on the dark times we live in that compel us to respond through a coherent, integrated and coordinated approach. He believes that the west, and in particular Canada, need to step up with respect to NS, and that we need to take security more seriously on a consistent basis in these very dangerous times. Canada needs to mature its NS culture at all levels of government, but also with academia, industry, the media and the public. This includes updating SSE, and publishing a comprehensive NSS.

20. Mr Rigby outlined recommendations for change to Canada’s NS apparatus that are included in a published report from the Graduate School of Public and International Affairs at the University of Ottawa. Co-authored by Mr. Rigby and Dr. Juneau, the paper is titled: “A national security strategy for the 2020s - How Canada can adapt to a deteriorating security Environment” (<https://socialsciences.uottawa.ca/public-international-affairs/ns2022en>). Mr. Rigby’s recommendations are summarized below:

- a. *Strategic coherence* - Canada needs a NSS that reflects today’s realities. It is needed to inform Canadians and also our allies. The first step would be to hold a thorough and transparent public review of NS;
- b. *Better Tools*: To address evolving threats, Canada must build new tools, and make better use of existing ones, especially information sharing, open-source intelligence, cyber and economic security tools;
- c. *Governance - How decisions are made, policies and strategies developed, and information shared*. We need a cabinet committee on NS chaired by the PM like the rest of our FVEY partners; and
- d. *Increased Transparency*: Broaden transparency about national security as an institutionalized tool of statecraft that aims to reduce public mistrust, develop an improved NS dialogue, and produce unclassified annual NS assessments for all Canadians.

DAY 1 CLOSING ADDRESS – NSIA: MS. JODY THOMAS

21. As the current NSIA, Ms. Thomas provided an insightful and significant address to close Day 1. She reflected on Ukraine as a watershed event that has changed the NS calculus, and the way decisions are made on the international stage. This unprovoked war has resulted in unifying and strengthening NATO and FVEY partners. Along with other crises, it is also a forcing mechanism to look carefully at the way we view NS at the



strategic level. It is imperative that we consider the 1st, 2nd and 3rd order effects, such as the impending food, energy and economic security crisis that will affect us all.

22. Fragility of democracy coupled with the importance of protecting the RBIO, should not be under-estimated. Great power competition is upon us and China must be considered our most capable competitor who works daily to undermine our economy, stability and security. This is compounded by growing cooperation between Russia and China, including in the Arctic, which poses an increased threat to sovereignty and security in the north.

23. The NSIA highlighted that the Arctic is critical to our security, and that we need an Arctic policy that is focused on NS. NORAD modernization needs to address the threat from China, and, at the same time it must demonstrate what the value of the requisite investment is to Canadians.

24. The need for more inclusive and consistent strategies on Canada's NS is clear. Also clear is the requirement for Canada to update SSE and to introduce a better and more integrated governance structure across the NS enterprise through the establishment of a strategic level NS committee or council. This must be underpinned by a Whole-of-Canada approach to deal with threats to NS above and below the threshold of conflict across all domains.



SUMMARY OF KEY TAKEAWAYS

25. As outlined in the agenda at Annex A, in addition to the main speakers on Day 1, an integral and critical part of JOS 2022 were the expert panels and related Q&A sessions. The moderators and panelists spoke to the following topics:

- a. Panel 1 - The need for strategic coherence across the NS enterprise to meet Canadian national interests at home and away;
- b. Panel 2 - Strategic coherence, aligning defence with government priorities;
- c. Panel 3 - Detect and Deter: Strengthening Canada's defence of the northern approaches; and
- d. The closing guided discussion – A review of key insights and takeaways.



26. The five main takeaways sourced from the panels, guided discussion and the Day 1 addresses are included below. More details and insights are available by reviewing the JOS 2022 video recordings posted to the JOINTEX website at: www.jointex.ca.

TAKEAWAY I: A DANGEROUS GLOBAL SECURITY ENVIRONMENT

27. The international security environment is more dangerous today than at any time since the end of the Cold War. For the most part, this is a result of the threat from sub-threshold, conventional and nuclear capabilities posed by great power adversaries led by totalitarian leaders Vladimir Putin and Xi Jinping.

28. There was unanimity among the JOS panelists that the international security environment is dangerous and that the threats to Canada's national security and prosperity are increasing. A former senior national security official put it in stark terms: "We live in dark times." Another panelist, who agreed with the view that Canada faces genuine security threats, cautioned against becoming too alarmist and exaggerating the threat. While participants avoided hyperbolic language, there was a general sense that the international security environment, in the words of one senior military leader, is undergoing a "time of profound change," characterized as "epochal" by another speaker. This is driving a requirement for strategic cohesion across the NS enterprise.

29. Russia's invasion of Ukraine and China's continued regional aggression, coupled with their continual attacks on western democracies below the threshold of conflict, global extremism along with pandemics and climate change are some of the threats that are endangering our values and way of life. As such, Canada's approach to national security, as many participants observed, must adapt to these changing circumstances.

TAKEAWAY II: A CANADIAN NATIONAL SECURITY STRATEGY

30. Canada needs a NSS or Guidance. This sentiment was widely shared, though several panelists stated that the absence of a NSS should not become an obstacle to improving WoG coordination and the integration of national security decision-making. Multiple speakers identified a need for greater "alignment" and "integration" between tactical or mandated activities carried out by various Canadian departments and agencies, and a commonly understood or shared set of NS interests, demands and end states.

31. A strong case emerged over the two days of the JOS advocating for the requirement of a clearly articulated set of NS priorities laid down in a formal GC written statement or guidance. Linked to this discussion, one speaker pointed to the absence of a common understanding of NS across the government, which militates against a concerted and serious response to the level and variety of dangers faced by the country. Another speaker stated that it has been, and will continue to be, a challenge to agree on a formal definition of NS; nevertheless, most can probably agree that: *an issue involves the security of our nation when it threatens Canadians and our values, and/or*



Canada's sovereignty, economy, society, or democratic institutions at a scale that demands a national response.

TAKEAWAY III: A CANADIAN NATIONAL SECURITY CABINET COMMITTEE

32. It was suggested by several speakers that Canada needs a cabinet committee or council on NS chaired by the Prime Minister.

33. Many JOS speakers and participants pointed to a long-standing gap in the machinery of government that undermines a coherent and integrated Canadian approach to NS decision-making. More specifically, speakers called for a cabinet-level mechanism in the form of a cabinet committee or council on NS, chaired by the Prime Minister, to ensure coherence across the government on NS issues. As one senior national security official put it, the government needs a more structured discussion on NS, describing the current practice of using an ad hoc committee as sub-optimal. Strategic coherence and alignment start at the cabinet-level of government. A NS cabinet committee would go a long way to institutionalize NS discussions, and better structure how decisions are made, policies developed, and information shared. It would bring horizontal coherence across the government in meeting multi-dimensional security threats, and ensure vertical or hierarchical coherence, from setting strategic end states, down to the plans and priorities of individual departments and agencies.

TAKEAWAY IV: CANADA'S NATIONAL SECURITY LITERACY

34. The awareness of NS issues amongst the Canadian public remains low. Knowledge between the various and variegated government departments and agencies on their respective NS mandates and activities needs improvement. As highlighted by one panel, this sharing of knowledge includes the need for civilian and military experts to get to know each other better, to work together more often, and for the military to inculcate this approach early in the members careers.

35. Multiple panelists talked about the low *public literacy* or level of awareness of NS issues across the wider Canadian community outside of government. Interestingly, several speakers also identified the rather small "think tank" community in Canada as a missing dimension in the effort to encourage debate, discussion and greater public awareness. The absence of an informed audience certainly makes it difficult to sustain a serious dialogue between the government and the people on security dangers, and the potential investments that need to be made to keep Canadians safe and to protect their prosperity. There were several calls to strengthen government public outreach efforts and to be *more transparent* with information, including sharing information more broadly and in a timelier manner. Increased transparency will enable a broader and more instructive dialogue about the topic of NS across the country, and will allow for better engagement and discussions around what national security is, and what it means to Canada. Another idea that resonated with several speakers was the need to publish an annual, unclassified GC national security threat assessment.



36. In terms of improving the knowledge between government departments, several recommendations were put forth; these included placing higher value on partnerships with OGDAs, as well as partners at the various levels of government and community organizations that have unique and important “on the ground” perspectives that need to be included in national security discussions, especially on infrastructure investments. In addition to expanding the public’s understanding of NS threats at the unclassified level, it is also important for applicable organizations and stakeholders to be issued with the right level of security clearance, including academia and some public stakeholders.

TAKEAWAY V: NATIONAL SECURITY & DEFENCE IN CANADA’S ARCTIC

37. Canada’s Arctic, by virtue of the needs of Indigenous Peoples (rights holders) and interests of multiple stakeholders (often businesses and different levels of government), calls for a new Canadian “Whole-of-Society” approach to NS and Defence.

38. An excellent framework was proposed by Dr. Whitney Lackenbauer on Day 2 Panel 3 to be more precise in the ways Canadians frame or think about Arctic threats, using the categories of threats **to**, **through** and **in** the Arctic. From a defence perspective, we are most concerned with the threats that pass through the Arctic towards their likely targets in southern Canada and the United States – i.e. a new generation of advanced Russian cruise missiles. Threats to and in the Arctic have more to do with the threat of climate change, lack of community resiliency, and the lack of long-term community economic opportunities which affects social wellbeing.

39. Given that energy, communication and transportation requirements in the Arctic intersect, and affect Canada’s ability to respond to these threats and challenges, and defend its sovereignty, there was widespread recognition of the need to remember their importance in defence plans, and that future development includes the needs of the Canadian Arctic communities in consultation with the territorial governments, and Indigenous governments. As one participant said, it was a “no brainer” to invest in northern infrastructure for multi-use purposes that addresses the needs of rights holders and various stakeholders at all levels. Dialogue with the indigenous communities was seen as *sine qua non*, which will entail identifying the appropriate venues for discussion as well as a cultural shift by traditional NS planners and decision-makers. Indigenous partners are essential to identify the infrastructure needs of the north that encourages resiliency. It was also highlighted by one panelist that important government mandates such as the United Nations Declaration on the Rights of Indigenous People (UNDRIP) and the Inuit Nunangat Policy provide clear guidance to elected officials and civil servants on planning and implementing meaningful change.

40. It was noted by a number of speakers that information flow to OGDAs and all-domain threat awareness above and below the spectrum of conflict in the north is critical. Also, longstanding inequalities in transportation, energy, communications, and employment detract from Canada’s security. Current community infrastructure, access to health care and indigenous-informed education pose enduring challenges in building



resilient communities and trusted relationships, which are key elements in improving Arctic security and strengthening defences of Canada's North.

CLOSING REMARKS

41. The CJOC Chief of Staff, MGen Huddleston, on behalf of the CDS and the Comd CJOC, thanked the special guests, speakers, moderators and panelists for taking the time out of their busy schedules to attend JOS 2022. He also passed on the CDS' appreciation to all in-person and virtual attendees for actively participating in this year's symposium. Initial impressions and feedback indicate that JOS 2022 was quite informative and well received.

42. He reflected on many of the key insights and takeaways outlined herein, and underscored the importance of these senior level defence and security discussion forums that promote cooperation, trust, and common understanding. He also encouraged the participants to review the JOS series information on the JOINTEX website at: www.jointex.ca and provide feedback through the comments box.

RECOMMENDATIONS

THINKING DIFFERENTLY & DELIVERING CHANGE

43. The following recommendations serve as catalysts for change that will support the CAF, DND and the broader Canadian NS enterprise in adapting to more effectively deter and compete in the environment of great power competition:

- a. Embrace a NS culture of *full transparency* across and outside government, and an integrated, collaborative, unbiased, Whole-of-Society approach to understanding, then dealing with security threats to Canada;
- b. Hold a thorough and transparent public review of Canada's NS;
- c. Improve NS literacy and the level of threat awareness across Canadian society;
- d. Update the SSE, Canada's National Defence Policy;
- e. Develop a NS policy for Canada's Arctic;
- f. Develop a NS Strategy (NSS) or Guidance for Canada;
- g. Develop a new Canadian NS Governance structure through establishing a NS Council chaired by the PM;
- h. Develop a new Canadian NS tool kit with emphasis on more NS "think tanks," and enhanced information sharing, open-source intelligence, cyber, and economic security tools. Also, better processes are needed for the issuing of



appropriate security clearances to select organizations and stakeholders, including academia and some members of the public;

- i. Publish an annual, unclassified GC NS threat assessment;
- j. Continue to strengthen deterrence efforts, and build strong relationships, alliances, trust, and operational capabilities with Canada's allies and other security partners; and,
- k. Establish a comprehensive Working Group or Task Force that represents applicable Canadian stakeholders to review and validate JOS 2022 key insights and recommended adaptations, aimed at determining the best method to action these and future recommendations, and deliver change.

REPORTING AND THE WAY FORWARD

44. The JOS 2022 PSR, and video recordings of all proceedings are posted to the unclassified and limited access JX website at www.jointex.ca. Your comments are welcome on JOS 2022, and the overall JX and JOS series, inclusive of this report and the information posted to the website.

45. Employed as a vehicle for institutional change, information from JOS 2022 will inform ongoing CJOC initiatives, adaptations to the CAF, DND and the broader NS enterprise, and the continued examination of the CAF PFEC. Accordingly, the focus over the next year will be on the operationalization of PFEC including the development of Commander's Planning Guidance focusing on Conduct of Operations in the Pan-Domain Environment, and testing this approach through defence experimentation with the intent of reporting on the results at JOS 2023 and beyond.

46. JOS 2023 is scheduled for 21 and 22 February, 2023 as a combined in-person and virtual forum to be held at the Canadian War Museum in Ottawa. Building on insights from JOS 2022 and information from previous symposiums, JOS 2023 will continue to focus on the CAF HWF initiative with emphasis on how to *implement* needed strategic adaptations to the CAF and the broader NS enterprise. Depending on issues of the day, this may include a pivot to NA continental defence, and the Indo-Asia-Pacific region. *Please mark your calendars with a JOS 2023 placeholder for 21/22 February 2023.*

CONTACT INFORMATION

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Enclosures: 1



Main Theme: How the CAF and the broader Cdn NS Enterprise must adapt to effectively deter and compete in the current environment of Great Power Competition

Day 1 Theme: Moving toward a Coherent National Defence & Security Strategy: A response to persistent, global competition and the requirements of deterrence

Day 1 - 11 May 2022

DAY 1: In-person at the CAN War Museum & Virtual Streaming Format

0800 - 0900	Registration / Reception	
0900 - 0915	Welcome	Commander, Canadian Joint Operations Command, Vice-Admiral Auchterlonie
0915 - 1000	Opening Addresses	Associate Deputy Minister of National Defence, Ms. Stefanie Beck Chief of the Defence Staff, General Wayne Eyre
1000 - 1030	<i>Health Break and VIP Group Photo</i>	
1030 - 1200	<p><u>Panel One</u> <i>The need for strategic coherence across the National Security enterprise to meet Cdn National Interests at home and away.</i></p> <p><u>Format:</u> Ten-minute introductory remarks by the moderator and each panelist followed by a panel discussion and Q&A.</p>	<p><u>Moderator:</u> Ms. Wendy Hadwen (CSE Deputy Chief Strategic Policy)</p> <p><u>Panelists:</u></p> <ul style="list-style-type: none"> • VCDS – LGen Frances Allen • Dr. Thomas Juneau (Cdn Academic) • Deputy Dir CSIS – Ms. Tricia Geddes • PS DG Nat'l Security – Ms. Lesley Soper
1200 - 1330	<i>Lunch & Keynote Address</i>	
1245 - 1330	<p><u>Keynote Address</u> <i>Canada's National Security at Risk: The dangers and consequences of National Strategic Incoherence for Canada and the DND/CAF in an era of renewed Great Power Competition.</i></p>	<p><u>Keynote Speaker:</u> Vincent Rigby (Ret'd NSIA)</p>
1330-1500	<p><u>Panel Two</u> <i>Strategic Coherence: Aligning Defence with government priorities.</i></p> <p><u>Format:</u> Ten-minute introductory remarks by the moderator and each panelist followed by a panel discussion and Q&A.</p> <p><i>Health Break at the discretion of the Panel Moderator or Host</i></p>	<p><u>Moderator:</u> BGen Sean Boyle (DND Deputy DG Continental Defence Policy)</p> <p><u>Panelists:</u></p> <ul style="list-style-type: none"> • Comd CJOC, VAdm Bob Auchterlonie • PCO Assist Sec to Cabinet, Martin Green • USNORTHCOM Deputy Director Ops, Mr. Peter Belk (Virtual) • DA UK, Brig Doug Gibson (Virtual)
1500 - 1530	Day 1 Closing Remarks	<p><u>Speaker:</u> NSIA – Ms. Jody Thomas</p>



Day 2 Theme: The Northern Frontier: Developing a National Defence & Security approach for deterrence and competition in the Arctic

Day 2 - 12 May 2022

DAY 2: In-person at the CAN War Museum & Virtual Streaming Format

0800 - 0845	Registration / Reception	
0850 - 0900	Day 2 Opening Remarks	Comd CJOC: Vice-Admiral Auchterlonie
0900 - 1145	<p><u>Panel Three</u> <i>Detect & Deter, Strengthening Canada’s Defence of its northern approaches</i></p> <p><u>Format:</u> Ten (10) minute introductory remarks by the moderator and each panelist followed by a panel discussion and Q&A.</p> <p><i>Health Break at the discretion of the Panel Moderator or Host</i></p>	<p><u>Moderator:</u> MGen Derek Basinger (DND COS (Mat))</p> <p><u>Panelists:</u></p> <ul style="list-style-type: none"> • Dr. Andrea Charron (Cdn Academic) • DCOMD NORAD (LGen Pelletier) (Virtual) • Ms. Jacqueline Kidd – Senior Policy Advisor Inuit Tapiriit Kanatami (ITK) • BGen Godbout, Comd JTFN • Dr. Whitney Lackenbauer (Cdn Academic) (Virtual)
1145 - 1230	Lunch	
1230 - 1400	<p><u>Guided Discussion & Q&A</u> <u>Thematic</u></p> <ul style="list-style-type: none"> • <i>A qualitative review of key insights from JOS 2022</i> • <i>Discuss pathways forward regarding outcomes from JOS 2022, the road to JOS 2023 and the future of the JOS series</i> • <i>Q&A</i> <p><u>Format:</u> Ten (10) minute introduction by the facilitator followed by two fifteen-minute addresses by each speaker, discussions and value propositions on the way forward, followed by a final Q&A.</p> <p><i>Health Break at the discretion of the Facilitator or Host</i></p>	<p><u>Facilitator:</u> MGen Iain Huddleston (CJOC COS)</p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> • Dr. Andrea Charron • Dr. Thomas Juneau <div style="text-align: right;">   </div>
1400 - 1415	Closing Remarks	MGen Huddleston on behalf of the CDS and Comd CJOC