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In Review

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CANADIAN MILITARY

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► CANADA'S MILITARY BOOSTS SPACE FORCE

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Scott Taylor
publisher

► ON TARGET

CANADIAN ARMED FORCES: Time to Start Talking Tough

OVER THE Labour Day weekend, US President Donald J. Trump took to his own Truth Social platform to post a barrage of childish A.I. generated slop.

One of the images Trump shared to his followers was a map of North America completely covered with the Stars and Bars of the US flag, and labelled "The United States of America". While this included Canada, Mexico and Cuba, it also included Greenland and Iceland.

Even prior to the 2024 presidential election in the US, then candidate Trump repeatedly threatened to turn Canada into the 51st State. Trump mockingly referred to our then Prime Minister as Governor Justin Trudeau.

Trump has also long claimed that Denmark cannot properly defend their territory of Greenland and therefore it should be ceded to US control.

The inclusion of Mexico and Cuba was a new wrinkle coming from a president who ran three election campaigns on the promise of building a wall to keep out all migrants south of the Mexican border. But I digress.

Iceland was also new to the list of Trump's territorial Wishlist. While Trump did previously mention annexing Iceland in a speech, it was believed at the time that he had simply mixed up the territory Greenland with the country of Iceland. Thus, the people of Iceland took notice of Trump's flippant Truth Social post, and let's just say they were not impressed.

In response, Iceland's Prime Minister Kristrun Frostadottir told reporters that Trump's post was "an insult to Icelanders, Canadians and Greenlanders." She added,

"There is nothing funny or normal about poking fun at the sovereignty of states."

To back up those sentiments, Iceland's Foreign Minister Þorgerður Katrín Gunnarsdóttir summoned US Ambassador Billy Long to a meeting wherein it was made crystal clear to the US envoy that Trump's post was "completely inappropriate."

This was not Ambassador Long's first rodeo regarding ruffling the feathers of his host nation. Last January just prior to his current appointment media outlet Politico reported that Long, a former Republican congressman and a staunch Trump supporter had joked to US House members "that Iceland will be the 52nd State and he'll be governor." When that quip blew up a storm of resentment in Iceland, Long humbly apologized and explained it was meant as a joke. Now he is presumably trying to explain that Trump was also making an ill advised attempt at humour.

What surprised me about the Icelanders' reaction to the insult was the decision to haul in the US Ambassador for a dressing down. Which begs the question, why the hell didn't Canadian officials do the same with US Ambassador Pete Hoekstra?

The fact that we have grown collectively numb to Trump's un-presidential antics should not excuse inaction on the part of our elected leaders. Each and every stupid meme and A.I. slop insult posted by the official White House truth Social account should result in Ambassador Hoekstra being called on the carpet in Global Affairs Minister Anita Anand's office.

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Publisher

Scott Taylor

Advertising Manager

Ryan Ledgett

Senior Writer

Tim Ryan

Accounting

Wendi Mosher

Social Media: Xander Whitham

Columnists

Michael Blais, Vincent J. Curtis,

Michael Nickerson

Special Events

Julie Simoneau, Richard Lawrence

Contributors

Tim Ryan, Newell Durnbrooke,
Duncan Miller, Sharon Hobson,
David Batten, Jason Davis, Eva Liu

Esprit de Corps

#204-1066 Somerset St. W.,

Ottawa, ON K1Y 4T3

Tel: 613-725-5060

Fax: 613-725-1019

www.espritdecors.ca

Toll-free: 1-800-361-2791

E-mail: info@espritdecors.ca



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Cover: CSS Asterix is owned and operated by Federal Fleet a subsidiary of Davie Shipyard. She has been providing the RCN with a truly versatile asset in the form of an Auxiliary Replenishment Ship since 2018.

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A man in a dark uniform is shown in profile, talking on a radio. He is in a control room, with a large window behind him showing a ship on the water under a stormy sky. The room is filled with various control panels and instruments.

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▶ POSTED IN Letters to the editor

MODERNIZING THE CAF

AS A retired member of the Canadian Armed Forces (CAF) with just short of 40 years service in operational units, numerous headquarters, deployed operations and equipment procurement, I would like to put forward my ideas on improvements for the CAF.

The Canadian military modernization/rejuvenation must include the lessons learned and being learned from the Ukraine/Russian war. This includes learning from Ukraine on how to use, how to command and how to make drones. These are not the US designed/made drones/UAVs which tend to be large, very expensive and overly high-tech, but more useful, easier/cheaper to produce and easier to use effective drones. This concept should be used for all Canadian weapons purchases such as buying SAAB JAS-39 GRIPEN (with a Rolls-Royce EJ-230 engine) produced and controlled in Canada, replacing the expensive, large Boeing P-8 ASW/patrol plane with the Bombardier/Leonardo/Computing Devices Canada ASWS/patrol plane (with aerial refueling capability) based on the Bombardier 6500, buying a number of Bombardier 6500 based transport/cargo planes (with cargo doors, reinforced floors and wing mounted probe & drogue aerial refueling pods) to support the deployments/use of the GRIPENs/SAAB Bombardier AWACS, buy Bombardier 6500 PEGASUS SIGINT planes (with aerial refueling capability), replace the US HIMARS weapons with

the German GMARS on the 10x10 Canadian built GRIZZLY Chassis and buy the 155mm German KNDS Artillery Gun System on the 10x10 GRIZZLY chassis. As well, Canada should buy the Finnish Patria NEMO 120mm turreted, breach-loading mortar mounted on the Canadian built LAV-6/ACSV chassis. For the RCN, along with the submarines, combat vessels, 2-3 Amphibious capable ships based on a Polar ice-breaker hull (or at least ice-capable hull) equipped for medium/heavy helicopters, Command & Control, medical facilities and capable of transporting/landing troops and ground equipment on un-prepared sites in the arctic. These could be armed with the containerized Patria NEMO mortars along with Skyguard 35mm anti air/drone guns. Also, as shown by the logistic crisis the USN has had in the Gulf, 2 AOR resupply vessels are not enough and, in a coalition setting these assets would be more useful and important than any combat vessel. This is also true for the RCAF where aerial refueling capabilities, in a coalition setting, would be a better contribution than combat aircraft.

*JA Summerfield
Winchester, ON*

PREPARING FOR THE FIGHT

BEING 96 years old gives me a sort of “safety” feeling as I would not likely be called upon to join the military, no matter how strongly I begged. My kids are all in their seventies now, so not likely they would be good material either, but I do

have grand and great grandchildren who have never been called upon to defend our country. However it looks like they are going to find out what it is all about, unless the Americans wake up and get some common sense.

I likely have a few more days left to enjoy peace. I hope you can straighten the lines to peace for at least another generation. *Esprit de Corps* magazine has certainly done your part and more for the military-minded and for Canada's future. I just wanted to let you know you are appreciated and we should tell you that more often.

*Your friend
Betty Morgan
Wolfville, NS*

Editor's Note: Betty Morgan is our oldest subscriber and we appreciate her regular input.

WHERE ARE THE PATRIOTS?

A RECENT On Target by publisher Scott Taylor was titled “Senior Canadian Military Brass Curry Favour with US Ambassador”

Now that's really unexpected. Only the US Ambassador? Geez, you don't want to piss off the capo de capos. Did they lay the Maple Leaf on the ground for him to stand on in addition to providing him with a flypast of Canadian CF-18 fighter jets? Also, did you hear the US Trade Secretary Scott Bessent recently denounced Canada (following the aborted US-Canada trade talks) as one of two countries in the world that were “standing in the way

of the US [fantasy] re-industrialization"? Bessent said it was "China and Canada", but what he was really talking about was two countries that are standing up to defend their own sovereignty. I guess the Canadian "senior military brass" didn't get that memo. Too bad, eh? It's enough to make a taxpayer squirm.

*Terry Stevenson
By Messenger*

TRUMP'S TRADE WAR WITH CANADA HAS HAD A POLARIZING EFFECT ON READERS ON BOTH SIDES OF THE BORDER

I'M A civilian self defence instructor. It's always good to have friends and neighbours. However, you never out-source your self defence to others. Your neighbour – a perfectly great guy – might one day decide to go on a meth bender, break into your house, steal your stuff and try to kill you. The problem is, he's jacked, has been training for years and you made fun of him for doing steroids. You thought no one would ever attack you because you live in a safe neighbourhood, your neighbour would protect you if anything happened and anyway, you're a nice guy and no one has problems with nice guys. This is what Canada did. We outsourced our protection to our neighbour and our neighbour just decided to go on a meth bender.

*Brandon Peate
By email*

I COULD not agree more. As a U.S. Army retiree and Afgan war veteran I find what President Donald J. Trump says about our Canadian allies to be offensive. I am embarrassed by his actions, but at least he is not destroying your country. Once he is gone I believe it will take us 20 plus years to repair the damage Trump has done both internally (USA) and globally. I wish you well and keep up your great reporting.

*Robert Shannon
Houston, Texas*



YOU CANNOT win a war by defence. If the USA again tries to invade Canada, many of us will cross the border and bring the fight to them. In my humble opinion, an old man with a pack of matches can put them back in their place.

*William Love
By email*

NOW THAT the Trade negotiations have collapsed, it is time to drop the charade and drop the F-35 purchase. We need to buy the SAAB Gripen instead. One of the top USAF generals – the head of NORAD – admitted we don't need the F-35's. (By the way does he still have a job?). It is like the CEO at Ford Motors saying you would be better off with a GM model. I know it is completely childish and unreasonable, however it would be a hoot to sell the sixteen F-35's we currently have on order, to China for target practice, just to see Trump's face turn from orange to beet red.

*Yvon Pelland
Montreal, QC*

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THE RCAF'S WAR ON SAAB'S GLOBALEYE CONTINUES

By Tim Ryan



PICTURED: Canada's purchase of Saab's GlobalEye is under fire from those who don't want the Canadian military to shift away from U.S.-built equipment. (SAAB PHOTO)

The behind the scenes war against the Liberal government's proposed purchase of the Saab GlobalEye aircraft continues unabated.



ON SEPT. 9 the CBC published what some in the defence industry describe as a hit piece on the GlobalEye deal. It's well known in Ottawa that some Royal Canadian Air Force officers are not happy that Prime Minister Mark Carney pushed ahead with the purchase of the Saab surveillance and early warning aircraft.

Carney made the decision as part of his push to renew Canada's defence capabilities. It comes at a time when U.S. president Donald Trump continues his threats to annex Canada and destroy the Canadian economy unless it gives into U.S. economic demands. Carney, as well as many Canadians, don't believe the U.S. can be fully trusted anymore. And because of

that Carney has also pushed to move Canada to be less reliant on U.S. equipment and weaponry, when possible.

Carney made the GlobalEye announcement on May 27 at the CANSEC defence trade show in Ottawa, saying the project would not only strengthen Canada's military capabilities but also create jobs at home.

GlobalEye is based on a Bombardier executive jet built in Toronto. Saab, the Swedish manufacturer, is expected to negotiate an arrangement under which some aircraft ordered by allied countries would also be built in Canada. The Liberal government expects roughly 40 GlobalEye aircraft to be built in Canada.

“Carney’s decision to buy GlobalEye appears to be a winning solution. The RCAF will receive a surveillance and early warning aircraft much faster than if a lengthy competitive process was held.”

“With a suite of advanced sensors and mission systems, Saab’s GlobalEye will be a key resource for the Canadian Armed Forces to detect and deter threats across the Arctic,” Carney said in his CANSEC speech.

The RCAF leadership was reportedly not advised the deal was being made. And some in the senior ranks are not happy. They want to further integrate with the U.S., not pull away from that country. Some former military officers have also called for closer integration with the Americans, including adopting a common currency between the two nations.

Inside National Defence headquarters, military leaders have also been fighting a rear guard action to slow down or prevent Carney’s shift away from the American-built equipment, sources tell *Esprit de Corps*.

The latest salvo against GlobalEye in the CBC report is a good example of what is happening behind the scenes. Anonymous industry representatives and air force officers claimed to CBC that the most recent military assessment of GlobalEye came to the conclusion that the aircraft meets only a portion of the RCAF’s requirements and that modifications will be needed to achieve operational readiness.

In a statement, the Defence Investment Agency, challenged the claims by the anonymous sources pointing out the agency was well aware of the aircraft’s capabilities and what the military wanted. “The government determined that no aircraft currently available provides all of the specific capabilities described, and that the GlobalEye was the best choice for Canada,” said DIA spokeswoman Sofiya Sapeha.

Liberal MP and former RCAF fighter pilot Stephen Fuhr, who heads DIA, pointed out to the CBC that sometimes, the government needs to opt for the “85 per cent solution,” saying there is “nothing out there” that checks all possible boxes. “There’s gonna be trade-offs everywhere,” he said. “So it’s a function of balancing all those things to meet the moment.”

Carney’s decision to buy GlobalEye appears to be a winning solution. The RCAF will receive a surveillance and early warning aircraft much faster than if a lengthy competitive process was held. Canada receives significant industrial benefits with jobs and aerospace skills at a time when it is in the midst of a massive trade war with the U.S.

The debate over GlobalEye has been heated. Some online commentators saw the CBC piece as a planted hit-job and have

labelled those in the RCAF fighting the move away from U.S. equipment as fifth columnists loyal to the Americans.

Some defence analysts, such as **Richard Shimooka** with the U.S.-backed Macdonald Laurier Institute in Ottawa claim GlobalEye can’t integrate with U.S. systems. Shimooka writes that the GlobalEye “purchase is sure to increase tensions with the United States.” With that you have to wonder if Shimooka has been following news of what has been happening – Trump has launched an all-out economic war against Canada. A GlobalEye purchase will hardly make increase tensions with a president that has vowed to economically cripple Canada.

Other defence analysts tied to the Americans claim GlobalEye can’t operate with U.S. aircraft. But Saab supporters deny that is the case and the latest developments with GlobalEye undercut the claim.

NATO, which has alliance nations operating U.S. aircraft including the F-35, announced several months it will purchase a fleet of GlobalEyes for its surveillance operations. And in early September the Netherlands, which operates the F-35 as its primary fighter jet, ordered the GlobalEye.

The United Arab Emirates is already operating the aircraft, while Sweden and France have also placed orders.

The Royal Canadian Air Force wanted to originally set aside five years to study and define various options for the project, which is worth more than \$5 billion, according to 2026 military planning documents obtained by the *Ottawa Citizen*. Five years? That appears to be a symptom of a broken procurement system and incompetence among military procurement specialists.

But the Liberal government has moved to shorten much of that timeline by announcing that Canada would enter into direct negotiations with Saab for the GlobalEye aircraft.

Lindsey Ehman, a spokesperson for the Defence Investment Agency, acknowledged to the *Ottawa Citizen* that the process had been fast-tracked. “While the DIA cannot comment on ongoing procurement processes, the use of a preferred supplier approach is expected to significantly accelerate the progression of the project,” she told the newspaper in an email.

What then is behind all the in-fighting?

In short, the RCAF wants to operate a U.S. plane, in particular the Boeing E-7A Wedgetail.

Massive defence spending plan creates crucial roles for commercial real estate industry



Adam Jacobs, PhD

National Head of Research at Colliers in Canada

Canada's commercial real estate industry doesn't have to look too hard into the government's massive defence investment plan to find opportunities, and crucial roles to play.

The [Defence Industrial Strategy](#) aims to invest \$180 billion in defence procurement and attract \$290 billion in defence-related capital investment over the next 10 years, with an anticipated \$125 billion downstream economic benefit by 2035.

Canada's defence spending, while stable as a share of GDP, has been on the lower side of the global distribution. Spending in 2024, a record-high level, remained below G7 peers such as Italy and Japan, and even below smaller economies and populations such as Australia and Poland.

Spending has risen over 25% since then, with resources devoted to secondary defence needs such as health care, recruitment and pay raises. We're also seeing investments in machinery and equipment like armoured vehicles and drones; and the digital aspects such as cyber defence and technology.

Overall defence spending has risen since 2020, pre-dating the Ukraine war, the second Trump administration, Mark Carney's ascent to prime minister, and Middle East conflicts.

This trend will likely continue.

WHAT KIND OF WORK AND SERVICES WILL BE REQUIRED?

Among the available opportunities are shipbuilding contracts, aircraft and aircraft parts manufacturing, weapons and ammunitions-making, and vaccine-production facilities, to name just a few. Colliers' Research team identified 73 various announced or in-process contracts, each valued at a minimum of \$10 million, in communities coast to coast.

Many of the contracts in the defence strategy have commercial real estate requirements, such as expanded manufacturing and warehouse facilities; research and development space; training facilities; logistics hubs; testing labs; engineering hubs; and office space.

There will also be many complementary roles to play, or downstream real estate requirements, as these contracts get approved and fulfilled. Those services include research, project and property management, valuation, workplace advisory, and sales and leasing.

There could eventually be growth and hiring in associated

professional services like finance, insurance, legal, accounting and human resources around the country.

OTHER IMPLICATIONS FOR THE PROPERTY MARKET

There are other considerations our industry will be watching.

Let's keep an eye on labour needs, as Canada is already facing a shortage of skilled tradespeople. Due to rising demand, and a wave of retirement, the national construction industry will require another 350,000-380,000 skilled tradespeople by the mid 2030s, according to [BuildForce data](#). And this demand comes just as the country had its first-ever year of negative population growth.

It's important that one region or sector doesn't lose skilled labour for the benefit of another. The skilled labour pool must expand to keep pace with current demand and meet new demands.

In addition to the defence investment plan, the federal government also has a massive national infrastructure strategy. That [separate initiative](#) includes \$192 billion in new government investment and aims to attract \$500 billion in future private sector investment.

If we look at the big-picture spending and investment figures the government is describing, it amounts to roughly \$1.16 trillion in defence and infrastructure investment from government and private sources.

That's a huge amount that governments and companies will need to borrow. That scale of financing likely isn't possible at current interest rates, so there could be easing of rates to facilitate this. While rates are lower in Canada than many other peer nations, rising bond yields are still a challenge for a federal government looking at a significant increase in debt.

That easing would benefit investors and developers in all corners of the country as they try to get their own residential and commercial projects financed and built.

Increasing defence spending, whether to mollify NATO partners and the U.S. government, or for other reasons, is likely to significantly impact the real estate landscape.

We're facing a pivotal time that hopefully sees expedited approval, financing and construction of crucial defence contracts. For stakeholders in commercial real estate, there are going to be many opportunities and challenges in this push.

▶ CANADIAN MILITARY SPACE CAPABILITIES RECEIVE MAJOR BOOST

By Tim Ryan

THE LAST several months have seen significant progress on improving the space capabilities of the Canadian Armed Forces.

Firstly, the Canadian government announced June 30 that it had awarded a \$688 million contract to MDA Space Ltd. to build, test, and launch a replenishment satellite for the RADARSAT Constellation Mission (RCM).

Canadian industry will also be called upon to support design, manufacturing, and integration activities, ensuring a diversified supply chain across the country, according to the government announcement.

The RCM supports a wide range of services that the Canadian public and military rely on every day. Satellite data from the constellation is used to observe Arctic sea ice, track floods, support maritime safety, and study environmental change. Canada's RCM is actively monitoring the Canadian North and providing critical data that helps enhance Arctic monitoring efforts by the Canadian Armed Forces.

The Canadian government says its approach uses an efficient way of acquiring the satellite. It relies on a commercial satellite design from MDA Space Ltd. based on next-generation MDA CHORUS synthetic aperture radar (SAR) technology and Canada's previous RADARSAT program heritage. Government officials say this is a proven design that reduces risks, accelerates delivery, and ensures compatibility with the current RADARSAT Constellation Mission infrastructure.

The contract is part of the Government of Canada's \$1 billion, 15-year investment announced in October 2023, to support immediate and future satellite Earth observation needs.

In December 2025, as a first step and in order to accelerate the delivery, the CSA purchased specialized parts to build the RCM replenishment satellite.



The replenishment satellite will help maintain uninterrupted access to RCM data, used by over 10 federal departments to deliver many essential services to Canadians.

The replenishment satellite is targeted for launch in the early 2030s.

A couple of months later – on Aug. 4 – the Canadian government announced an even more significant contract to help the Canadian Armed Forces. The contract is to deliver the military Enhanced Satellite Communications Project – Polar (ESCP-P). The Defence Investment Agency (DIA) awarded an initial contract valued at approximately \$2.3 billion to Telesat LEO ULC (Telesat). The contract also includes two option periods of approximately \$214 million and \$218 million.

The project is geared to improve Canadian sovereignty in the Arctic by delivering the first phase of next-generation military satellite communications capabilities for the Canadian Armed Forces through the Telesat Lightspeed Low Earth Orbit (LEO) constellation, government officials say.

Once complete, the military Ka-band satellite communications component of the ESCP-P will enable secure, resilient and reliable military communications in the Arctic and other high-latitude regions, according to government officials.

ABOVE RIGHT: Government and Telesat officials at the announcement of the new military Enhanced Satellite Communications Project – Polar (ESCP-P). (PHOTO COURTESY PSPC)

“This is the first contract awarded following the strategic partnership established in December 2025 between the Canadian government, Telesat and MDA Space.”

This capability will support a broad range of CAF operations, including contributing to NORAD, supporting operations with allies, enhancing Arctic situational awareness, and supporting search and rescue missions.

This is the first contract awarded following the strategic partnership established in December 2025 between the Canadian government, Telesat and MDA Space.

It follows engineering and options analysis work that were undertaken by both strategic partners.

The project will allow Telesat to immediately expand its LEO constellation by 69 satellites, bringing the total number satellites from 156 already in production to 225. The satellites will be built by MDA Space at its high-volume satellite manufacturing facility in Montreal.

ESCP-P will also include a secure Ultra-High Frequency (UHF) and X-band constellation in Medium Earth Orbit (MEO). MDA Space will serve as the prime contractor responsible for end-to-end mission delivery.

Negotiations to advance the definition and development of the UHF and X-band services are also underway. Telesat will serve as a subcontractor to MDA Space on this component.

Stephen Fuhr, Secretary of State for Defence Procurement, said boosting Arctic sovereignty is essential to Canada’s national security. “The ESCP-P initiative will provide enhanced situational awareness and a strong presence in the North while empowering Canada to respond to evolving threats amid a shifting geopolitical environment,” he added.

The Canadian Forces list the Enhanced Satellite Communications Project – Polar (ESCP-P) as costing more than \$5 billion. The project website states that first deliver and final delivery of systems is “beyond 2035.”

Fuhr told CBC in a Aug. 29 report that he was “thrilled” with the Telesat contract; the project reduces Canada’s reliance on Elon Musk’s Starlink network, operated by U.S.-based SpaceX.

Telesat noted that the Telesat Lightspeed services contract with Canada’s Defence Investment Agency will deliver secure Military Ka-band (Mil-Ka) Arctic connectivity to the Canadian Armed Forces (CAF) under the ESCP-P program.

The contract is for a period of 15 years of service, including the option years, with service under the contract beginning in 2028.



Telesat says this is the largest contract in its history and will significantly expand the scale and capacity of the Telesat Lightspeed network, positioning the company for accelerated growth. “This contract ensures the Canadian Armed Forces will have access to secure, resilient and sovereign connectivity years earlier than originally planned, at a great value for money, and with a scalable architecture designed to meet future global operational requirements and support interoperability with Canada’s allies and partners,” said Dan Goldberg, Telesat’s President and CEO. “High speed and low latency connectivity is critical for modern military forces, and Telesat Lightspeed is expected to be foundational for future CAF and allied governments’ operations.”

Goldberg added, “This contract also represents a step change in the scale and commercial potential of Telesat Lightspeed. The significant expansion of our constellation, combined with burgeoning demand for secure satellite communications world-wide, positions us to accelerate the growth of our business while serving the evolving and mission critical requirements of defence and commercial customers.”

This initial contract represents the first phase of the ESCP-P deliverables to meet the Mil-Ka service capability with Telesat Lightspeed. Under the agreement, Telesat will deliver Mil-Ka connectivity across Canada’s Arctic region to the CAF, spanning 65 to 90 degrees North latitude. The Mil-Ka portion of the ESCP-P program also includes end-to-end network integration services – including user terminals, ground and control infrastructure, training, and support services – which will be covered under a separate agreement between the DIA and Telesat. 🍁

ABOVE RIGHT: An artist’s concept of the Telesat LEO system.
(TELESAT IMAGE)

► THE CANADIAN VETERANS ADVOCACY HEREBY ISSUES A WARNING ORDER

Mike 'Blazer' Blais

"CONTACT... WAIT OUT."

"Contact... Wait out." The Canadian Veterans Advocacy is primarily structured to identify problems with how Veterans Affairs Canada (VAC) fulfills the 'sacred obligation' which Canada owes to those who volunteer to serve in harm's way.

Which brings us the primary reason backlogs persist.

Our provincial health care systems are overwhelmed and the role disabled veterans have within their infrastructure is nonexistent other than the provision of care for the dwindling few remaining Second World War, and Korean War veterans who interned in one of the nationwide network of hospitals. Notably, the Harper Conservative government downgraded administration of care for these old veterans to the provinces. These institutions provided more than placement opportunities when advancing age, disability or frailness dictated internment at a Long Term Care (LTC) facility. These institutions provided a resource for VAC clients of all eras to have their national sacrifice related trauma treated in an expedient, professional manner. Attrition within the Second World War and Korean War veterans supposedly justified budgetary driven decisions to transfer the hospitals (and the huge budgetary drain therein) to provincial authorities. Then,

as now, the provinces were struggling to provide their patients with adequate health coverage and an arrangement was made wherein the provinces would accept this generous offer in exchange for promises to care for the veterans currently interred.

The obligation to provide expedient primary care to clients of VAC residing in their provinces was not a stipulation of the arrangement.

"Let me clear. I am not making excuses for VAC."



VAC Minister Jill McKnight.

Consequently, the emerging needs of the Peacekeeping, Cold War and Afghanistan War era veterans were relegated to patient-overwhelmed provincial queues. Waiting lists for many of VAC clients requiring pain specialists or mental health care providers are obscenely long and many doctors refuse to treat veterans due to the complexity of VAC's documentation requirements and their already overburdened case loads. Consequently, the primary reason VAC cannot meet their 16-week case adjudication goal is not due to bureaucratic ineptitude, perceived intransigence or even case managers being overwhelmed. The delays are being incurred through waiting a year (or

longer) to attain interviews with surgeons or pain specialists' affirmations, which are required to comply with VACs due process. The delays are also due to clients waiting for months to find a mental health care practitioner with the appropriate qualifications to effectively treat military related trauma and accurately complete the requisite documentation which VAC requires to process a successful application. Should the veteran's trauma be complex, such as surviving an IED incident, or there are multiple physical impairments which require divergent areas of care, then the process can be further delayed.

Let me clear. I am not making excuses for VAC.

I am simply attempting to clarify the situation's adversarial dynamics and through this clarity, propose solutions that will improve the quality of life for clients of VAC, while concurrently alleviating the obstructive consequences inherent with adjudication delayed stagnation. The linchpin of our dilemma, which is the lack of expedient care being provided to the same level of respect which is provided to VAC hospital patients, is not a necessarily a federal problem. We learned during the COVID crisis that the provinces are fully responsible for their respective health systems and that they are not obliged to conform to federal demands. Minister McKnight cannot order a provincial Premier or Health Minister to provide a veteran with priority service. This is not, however, an excuse for willful negligence on Minister McKnight's behalf.

BLAIS ... CONTINUED ON PAGE 44



Michael Blais CD
Pres/founder, Canadian
Veterans Advocacy.
He can be reached at:
mlblaisrcr@gmail.com



▶ LET'S TAKE A BREATH

Michael Nickerson

ALL I CAN say is: wow! New contracts here, agreements there, letters of intent, an avalanche of press releases, speeches, photo ops; Mark Carney has been a busy boy. Why just before press time came news of an agreement between the European Union, United Kingdom, Canada and Japan to develop a Joint Space Command (JSC) that will have a permanent presence in near-earth orbit by 2030 and a rapid response capability to defend key territory and critical water deposits on the moon by 2035! I kid you not!

Well, actually I am kidding, but I bet you paused for just a second there and thought: how'd I miss that one? And you'd be forgiven if you did, because the number of things in motion at the moment is quite staggering. Case in point: as I write this we learned that Canada will be forging closer ties with the European Union on all fronts, with cooperation on defence, AI, critical minerals, high tech development, energy security, quantum computing, you name it. Bosom buddies through thick and thin.

And this is on the heels of a laundry list of news that's growing faster than our actual defence budget, which is saying something. We've entered into a 100-year (!) political and strategic partnership with Ukraine that amongst other things has its sights set on production of *millions* of drones. We're joining FREYA, a pan-European anti-ballistic missile defence project led by Ukraine. We've formally applied to the United Kingdom's Joint Expeditionary Force. We're buying submarines, jets, early warning command and control aircraft, mobile artillery rocket launchers, and up to 550 Armoured Combat Support Vehicles (ACSVs). And as reported in the

Ottawa Citizen, the army has some 50 major equipment programs on the go - just the army! Makes you think that the idea of Canada duking it out on the moon isn't all that farfetched.

Now we've all heard that the world is changing, with old orders rupturing, China rising and the US retreating, all at a pace commensurate with the speed of the modern world. There's the looming threat of AI

"In this mad rush to rearm, invest, diversify and generally remake ourselves we may be making decisions that we will regret."



Pile of new kit image (NANO BANANA AI)

superintelligence, in addition to a climate crisis that is wreaking havoc around the globe. To say we are in a time of chaotic change with new threats at every turn is an understatement. And it's generally the reason given for throwing caution to the wind, sticking as many pokers into the proverbial fire as fast as we can, tossing oversight out the door and spending like there's no tomorrow.

It is true we face some very significant threats to our sovereignty, democracy, and our prosperity. But at the risk of being recklessly optimistic I'd like to venture that there *will* actually be a

tomorrow. In this mad rush to rearm, invest, diversify and generally remake ourselves we may be making decisions that we will regret.

Already we're seeing warning signs. Consider our purchase of Saab's GlobalEye surveillance plane. We've committed to buying six of them in what amounts to a \$5 billion sole-source purchase; one that doesn't fully meet our requirements, but does help diversify away from the US and generate jobs here. Over the next ten years we're not going to be spending merely \$5 billion, but half a *trillion* dollars under our new Defence Industrial Strategy. How much money will be lost to waste and corruption? What requirements will be sacrificed to policy and job creation?

And while we're buying kit here, there, and everywhere we still haven't solved the not insignificant problem of recruitment. Imagine all this stuff being delivered like the world's biggest Amazon delivery and there being nobody at home to receive it. Or if they were home, they'd be so woefully trained they wouldn't know how to use it. Currently the military's regular and reserve force numbers are still below the modest targets currently set, much less the massive increases apparently around the corner.

NICKERSON ... CONTINUED ON PAGE 43



Michael Nickerson
has been a columnist for
Esprit de Corps since 2005.
He can be reached at:
Michael.Nickerson@primus.ca

► COMPENSATION IS NOT REFORM:

What The Government Of Canada Still Owes 23,985 Claimants

Military Woman

QUESTION: What does the Government of Canada still owe the 23,985 people whose claims were approved in the Heyder and Beattie Class Actions? Geographic Reference

ANSWER: Evidence of institutional learning and lasting reform.

What the Settlement Promised

The Heyder and Beattie joint class actions concerned sexual harassment, sexual assault, and/or discrimination based on sex, gender, gender identity or sexual orientation connected with CAF service or DND/Staff of the Non-Public Funds employment.

The CAF-DND Sexual Misconduct Final Settlement Agreement was approved by Federal Court on November 25, 2019. The administrator received 25,933 claims, approving 23,985—over 92 per cent—for payment.

However, the agreement was about much more than individual compensation; it also imposed measures intended to advance institutional learning and reform.

It required Canada to establish a Restorative Engagement Program under Schedule K, conduct an external review on Operation Honour and the then Sexual Misconduct Response Centre on or after February 25, 2025, under Schedule L, and provide at least \$2 million under

section 8 for awareness and culture-change measures.

The Minister's December 13, 2021 public apology reinforced those obligations. Defence's senior leaders acknowledged failures to prevent and respond to sexual misconduct and committed to changing the culture and rebuilding trust.

"The CAF-DND Sexual Misconduct Final Settlement Agreement was approved by Federal Court on November 25, 2019."



The file is now with Minister of National Defence David McGuinty.

Nearly five years later, that apology's credibility depends on evidence of systemic change, including independently measured reductions in sexual misconduct.

What Happened to the Learning?

The Restorative Engagement Program, run by the Centre now called the Defence Community Support and Resource Centre, allowed class members to share their experiences with Defence

representatives—to be heard and contribute to institutional learning.

Schedule K required the Centre to identify themes, lessons and recommendations; produce a public final report; and determine with CAF/DND how those findings would inform policy, training and culture change.

Although 6,403 claimants initially indicated interest, DND's December 2025 evaluation reported that 1,900 later confirmed interest. By April 2025, only 662 had participated, including just 210 who engaged with a Defence representative.

The evaluation found the program's institutional impact remained unknown, citing critical gaps in knowledge-sharing, performance measurement, and sustainability strategies.

The Schedule L external review must assess whether the Centre converted those 210 class members' experiences into genuine institutional change—not merely whether the program operated as designed.

Why Checkmarks Are Not Enough

This pattern is familiar. In 2021, a senior CAF official told Parliament that all ten Deschamps recommendations had been "achieved." Former deputy minister Jody Thomas later acknowledged the report had been treated like a checklist rather than truly implemented—a finding confirmed when DND's ADM(RS) review revealed none of the ten action plans had reached full implementation.

In June 2026, after Bill C-11 received Royal Assent, DND declared all 48 Armour recommendations "deemed addressed."

Military Woman invites respectful questions and comments on all women in the military issues.

Please address comments to: Military Woman, c/o letters@espritdecorps.ca or by mail to #204-1066 Somerset St. W., Ottawa, Ontario K1Y 4T3.

MILITARY WOMAN ... CONT'D ON PAGE 46



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► REBECCA LANDRY NAMED CEO OF COMMISSIONAIRES NOVA SCOTIA

COMMISSIONAIRES NOVA Scotia has announced the appointment of Rebecca Landry as its new Chief Executive Officer, effective October 9, 2026, marking a new chapter for the organization as it continues to expand its presence in the province's security and defence sector.

Landry moves into the top position after serving as Commissionaires Nova Scotia's Chief Operating Officer since September 2024. During that time, she played a central role in the organization's strategic growth, operational development and workforce initiatives while helping diversify its client portfolio.

Her tenure as COO also coincided with Commissionaires Nova Scotia securing its largest contract in more than a decade, an achievement the organization credits in part to Landry's ability to develop relationships, identify new opportunities and navigate the evolving defence and security landscape.

"Having successfully led the diversification of our client portfolio as Chief Operating Officer, Rebecca has helped position Commissionaires Nova Scotia for long-term success in an evolving security environment," said Bryn Weadon, chair of the Board of Governors. "Her appointment reflects the vision, dedication, and results she has consistently delivered."

Originally from Sweden, Landry relocated to Canada in 2016 and has since established a career within the Canadian defence and security sector. Before joining Commissionaires, she held a number of leadership positions with Saab Canada, gaining experience in an industry increasingly focused on technological modernization, domestic capabilities and partnerships.

Landry has also received recognition for her leadership and efforts to expand opportunities for women in the sector.

In 2021, Women in Defence and Security presented her with its Emerging Leader award, recognizing her contributions to the industry and commitment to advancing women in technical and leadership positions. In 2026, Atlantic Business Magazine named Landry among its 25 Most Powerful Women in Business in Atlantic Canada.

Beyond her corporate responsibilities, Landry serves on the board of Alice House and mentors emerging leaders through the Women in Leadership Foundation. She also leads Lean In Atlantic Canada, supporting mentorship and professional opportunities for women throughout the region.

For Landry, taking over as CEO also means assuming responsibility for an organization whose mandate has long been closely

connected to Canada's military community.

"I feel honoured to lead an organization with such a proud history and a lasting commitment to creating meaningful employment opportunities for veterans and their families," Landry said.

"Our greatest strength is our people, and I am committed to continuing to foster a culture based on inclusion, continuous learning, and collaboration. I am excited for what's ahead and look forward to working with our employees, clients, and communities across Nova Scotia."

Landry succeeds Barry Pitcher, who is departing the CEO position after assuming command of the Canadian Armed Forces' 36 Canadian Brigade Group.

Pitcher led Commissionaires Nova Scotia for four years, overseeing what the organization describes as a period of significant growth and transformation. His tenure included efforts to modernize operations, strengthen relationships with communities across Nova Scotia and develop a people-first organizational culture, while maintaining Commissionaires' traditional emphasis on providing employment opportunities for veterans.

The Board of Governors thanked Pitcher for his leadership and contribution to the organization as he returns to a senior military leadership role.

"It has been an extraordinary privilege to lead the Commissionaires Nova Scotia team," Pitcher said. "I am deeply grateful to our Board of Governors for their trust and unwavering support, and to our employees across the province who bring our mission to life every day."



CEO Rebecca Landry



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About the Summit

Proax Technologies is bringing together leaders from Canadian manufacturing, defence, government, industry, and automation for the **Canadian Industry & Automation Summit**.

The event will provide Canadian manufacturers and industry professionals with an opportunity to connect with influential leaders, explore emerging technologies, learn about resources available to support growth and modernization, and discuss the opportunities and challenges shaping Canadian industry.

Industry Leadership Panel

A major highlight of the Summit will be a panel bringing together senior leaders representing Canadian defence, the Canadian Coast Guard, and the manufacturing sector.

We are pleased to confirm:

Mark McKiel

Director General
Assistant Deputy Minister
(Materiel) / Director General Joint
Equipment Program Management
National Defence / Government
of Canada



EXPERT-LED SEMINARS

Hear from leading organizations throughout the day with dedicated sessions focused on Canadian industry, business, technology, and workplace excellence. Full seminar topics are coming soon.

10:30 – 11:00 AM

Doane Grant Thornton

Canadian accounting and business advisory firm supporting organizations with growth, strategy, tax, assurance, and advisory services.

11:15 – 11:45 AM

WSPS (Workplace Safety & Prevention Services)

A not-for-profit health and safety organization supporting Ontario employers and workers through training, resources, and workplace safety expertise.

12:00 – 12:30 PM

Deloitte

A professional services firm providing consulting, audit and assurance, financial advisory, risk, tax, technology, and related services.



Mark McKiel will represent the Department of National Defence on the panel. As Director General of the newly created **Joint Equipment Program Management Division within the Materiel Group at the Department of National Defence**, Mark is directly involved in the management and coordination of major equipment procurement programs.

His participation is particularly significant for an audience of Canadian manufacturing companies, providing an important perspective on defence procurement, equipment programs, and the potential role Canadian industry can play in supporting Canada's defence capabilities.

Deputy Commissioner Marc Mes

Deputy Commissioner, Programs
Canadian Coast Guard

Marc Mes leads the Canadian Coast Guard's Fleet and Maritime Services, Response, Marine Navigation Programs, and Safety Management. With more than two decades of experience in the federal government, his participation will bring an important maritime, operational, and federal perspective to the discussion, along with insight into the Coast Guard's role in supporting Canada's marine operations and national priorities.



Dennis Darby, P.Eng., ICD.D

President & CEO
Canadian Manufacturers
& Exporters (CME)

Dennis Darby has served as President and CEO of Canadian Manufacturers & Exporters since 2017 and represents one of Canada's leading national voices for the manufacturing sector. His background includes more than two decades in senior management, including leadership roles in Canada, the United States, and Europe.



Through CME, Dennis works closely with manufacturers and government on major issues affecting the sector, including competitiveness, investment, trade, workforce development, productivity, and the growth of Canadian manufacturing.

Panel Focus

Together, the panel will bring perspectives from **defence procurement, maritime operations, Canadian manufacturing, economic competitiveness, and industrial growth.**



The discussion will explore the evolving needs of Canadian industry, opportunities for Canadian manufacturers, the importance of strengthening domestic capabilities and supply chains, and how government, defence, and the private sector can work together to support a stronger and more competitive Canadian industrial base.

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Who Should Attend

- Engineers, including design, controls, and automation professionals
- Manufacturing leaders, including plant and production management
- Executives, owners, General Managers, and Vice Presidents
- Buyers, procurement, and sourcing professionals
- Operations, continuous improvement, and lean manufacturing teams
- Maintenance technicians, managers, and system integrators

Exhibitors

Participating technology partners and industry organizations include **ABB, Omron, Phoenix Contact, Rittal, SMC, Fortress Safety, Zimmer Group, Canadian Manufacturers & Exporters (CME), and many more.**

The Summit is designed to create meaningful connections between Canadian manufacturers, technology providers, defence and government representatives, and organizations working to strengthen Canada's industrial and manufacturing capabilities.



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▶ BEYOND THE INTERIM: The Continuing Case for Asterix

By Newell Durnbrooke

Canadian Innovation & Private Sector Investment = NSPS Project Success

ALL PROJECTS are judged on three key parameters: COST, SCHEDULE and PERFORMANCE. Meeting all three of these criteria is the only measure of true project success, and it is extremely rare in defence procurement. However, Asterix is the rare exception, and the Canadian Government must be applauded for having the courage to test an innovative procurement strategy and implement this unique service over the past decade. Asterix offered a different procurement path: privately funded, a leased vessel service, operated by Canadian Merchant Mariners. The Asterix moved from design, conversion, trials, and acceptance to fully operational in less than two years, within both budget and schedule. The vessel was designed to

provide the same capability as the legacy HMCS Protecteur and HMCS Preserver. In operations, Canadian merchant mariners and Royal Canadian Navy personnel work collaboratively on all their missions and have collectively restored Canada's ability to refuel and resupply naval vessels at sea, re-establishing the RCN's blue-water capability.



Nearly a decade later, Asterix remains more than an interim success story. It has met all contract performance criteria and offers a working model for Canada's recently announced Defence Industrial Strategy, demonstrating the broader role private industry can play in supporting national defence. Asterix' service must be retained as an affordable way to generate and expand military capability. Asterix has proven its usefulness in operations and as a valuable force multiplier, while achieving true project success by always meeting COST, SCHEDULE and PERFORMANCE obligations.

Asterix – More Than an Auxiliary Oiler Replenishment Ship (AOR):

Asterix is best known as an AOR used for replenishments at sea (RAS), but in many respects, that accomplishment represents the baseline of what the platform can offer, not the limit. Its adaptable configuration also makes the ship a practical platform for testing and proving emerging technologies under real maritime conditions.

Asterix's versatility was demonstrated during RIMPAC 2026, when a United States-led collaboration brought together the Naval Postgraduate School, CAMRE and FLEETWERX to place a SPEE3D cold-spray additive manufacturing system aboard

ABOVE: Containerized 3D printers aboard Asterix during RIMPAC 2026

ABOVE RIGHT: The USS Essex comes alongside for RAS with Asterix, the largest vessel Asterix has fuelled to date, RIMPAC 2026.

“As drones became increasingly prevalent at sea, Federal Fleet identified, procured and installed the MARSS NiDAR surveillance suite aboard the vessel in 2023.”

Asterix. Operating from containerized equipment while the ship was underway on the International Exercise, the team manufactured metal components at sea, carried out post-processing and installed operational parts aboard the ship.

Eight parts were produced at sea aboard Asterix, as part of a distributed manufacturing effort that produced 32 components across ship and shore locations. Twenty-nine completed the full process, including heat treatment and machining.

The trial showed that production could be moved to the operational theatre, reducing dependence on long and potentially vulnerable supply chains. It also demonstrated Asterix's ability to bring military, academic and industry partners together, at sea, to test technology in a demanding operational environment.

Asterix has also shown how a privately-owned platform can respond quickly to an evolving threat environment. As drones became increasingly prevalent at sea, Federal Fleet identified, procured and installed the MARSS NiDAR surveillance suite aboard the vessel in 2023. The capability moved from an operational requirement to an installed solution in months rather than years, demonstrating how the model can accelerate the adoption of relevant technology without waiting for a conventional defence procurement cycle. As well, it increased the vessel's ability to protect itself from drone attacks and remains today the only Canadian-registered vessel so fitted.

Asterix also carries significant medical, dental and humanitarian assistance capability that remains largely underused. Its treatment facilities, dental capability, patient-care spaces and accommodations allow the ship to combine logistics, medical support and strategic mobility during disaster relief, Arctic



emergencies, humanitarian crises and multinational operations. As navies face growing demand to respond to events beyond armed conflict, Asterix offers Canada an immediately available platform able to sustain a response force while also delivering aid and care where shore-based capacity is limited.

Building Capability by Building People:

Asterix currently hosts seven Royal Canadian Navy and merchant marine cadets. The ship gives trainees experience in an environment that combines commercial marine practice with naval mission requirements. Cadets can gain exposure to navigation, engineering, maintenance, logistics and multinational operations while serving alongside experienced Canadian merchant mariners and RCN personnel.

This mixed-crewing environment is one of the ship's defining strengths. Merchant mariners provide commercial expertise and mentorship in ship handling, engineering and maintenance, while the RCN provides military integration and operational direction.

A continued cadet programme aboard Asterix would help develop the skilled people Canada needs across its naval, marine and defence-industrial sectors. Internal work on the Federal Fleet Services cadet initiative has already identified the ship's potential as Canada's Training Ship.

ABOVE RIGHT: Asterix and HMCS Regina RAS into the sunset during RIMPAC 2026

“The Canadian Coast Guard is now part of National Defence and, with its complement of Merchant Mariners, Asterix can offer support to their operations as well, including in the Arctic.”

Complementary to Future Planned Defence Capability

Asterix is crewed by Canadian Merchant Mariners, certified to Transport Canada regulations, meaning that the ship can sail safely anywhere in the world. With a fully automated vessel, Asterix can operate with a small crew of 32 -50 persons, depending on the mission and provide a full AOR capability to the RCN and our NATO allies. As such, Asterix is a Force Multiplier for the RCN, providing needed capability, allowing the RCN to focus on its primary mission of combat readiness.

A Tangible Canadian Contribution to NATO

With over 100 missions and exercises conducted and working with over 20 allied navies, Asterix has proven interoperability as a logistics support ship. By extending Asterix's current contract with the RCN, Canada could retain priority access to Asterix while making periods of availability accessible to other NATO navies for their exercises, standing maritime forces or other approved alliance requirements. Continued operation by Federal Fleet would preserve the ship's experienced crew, established maintenance systems, financial management and readiness between assignments.

NATO commitments are measured not only by expenditure, but by the usable capability a country can place at the Alliance's disposal. Asterix offers Canada a visible and practical contribution to maritime sustainment and an operational asset sailing under the Canadian flag and able to support allied forces worldwide.



ABOVE RIGHT: RAS with Spanish vessel ESPS Álvaro de Bazán, RIMPAC 2026.

A Canadian Procurement Success That Must Be Retained and Expanded

CSS Asterix is delivering for the Royal Canadian Navy, taxpayers and our allies around the world. It carries the Canadian flag abroad, employs more than 200 Canadians and supports a Canadian supply chain that operates worldwide.

Now that the Canadian Coast Guard is part of National Defence, Asterix can be made available to also support their activities and whole-of-government missions in the Arctic. Asterix and CCG vessels are operated by Canadian Merchant Mariners so working together would be a natural fit. Asterix' ability to transport fuel, provisions, equipment, modular capabilities, aviation facilities, cargo-handling systems and onboard workshops gives Canada a flexible maritime logistics platform capable of operating where infrastructure is limited, and distances are vast.

Canadians deserve defence capabilities that are delivered on time, budget and performance. Asterix has delivered all three and remains Ready Aye Ready – First Decade Proven and Next Decade Ready. www.retainasterix.ca 🇨🇦



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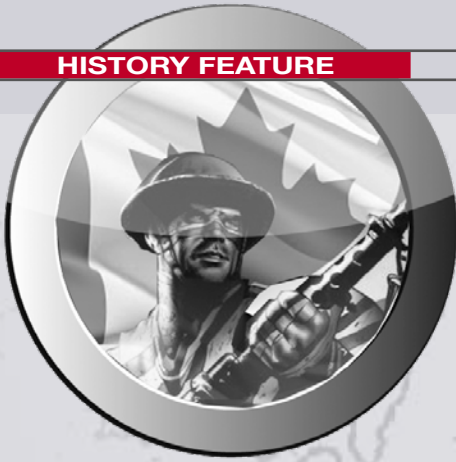
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Canada's Navy

The First Persian



At War

Gulf Conflict Recalled

*By Duncan Miller
and Sharon Hobson*



*The remarkable true
story of the Canadian-led
naval operation in the
first Gulf War, written
by the commander of
Operation Friction.
This year marks the
35th Anniversary of the
Persian Gulf War.*



LEFT: Canada's robust response to Iraq's invasion of Kuwait included deploying destroyer HMCS Athabaskan, Auxiliary Oiler and Replenishment ship HMCS Protecteur and the frigate HMCS Terra Nova

“At the beginning of January, Commodore Summers met with Rear Admiral March to discuss Canada’s naval role once fighting began. At that meeting, the officers agreed to a tentative role for Canada of guarding the supply ships.”

When Miller took over as Commander of the Canadian Task Group in October, he had no idea that three months later he would be in charge of coordinating the movements of not three, but 60 ships. In fact, if he had been asked if he wanted the job of Combat Logistics Force Coordinator he probably would have said no. After all, he was being kept busy running the Canadian part of the embargo enforcement operation and he fully expected to continue that work after hostilities began. The Commodore, however, had other ideas.

At the beginning of January, Commodore Summers met with Rear Admiral March to discuss Canada’s naval role once fighting began. At that meeting, the officers agreed to a tentative role for Canada of guarding the supply ships. That role was expanded at the monthly multinational conference held in Dubai aboard the Australian supply ship HMAS SUCCESS on January 9—Canada’s Captain Miller would be the coordinator of a newly formed multinational Combat Logistics Force.

Summers phoned Miller with the news, telling him, “We wanted to keep the Canadian ships together, so I offered your services to run the logistics.” Miller, taken by surprise, was shocked — “You what?!” Summers was prepared for Miller’s reaction. “What else



are you going to do?” he asked curtly. “If we split the three ships up, what are you going to do? You and your operations staff wouldn’t be needed, you’d just be watching the war” —and then he added the kicker — “you may as well go home.” He paused for only a moment before conceding, “So you’re going to be busy!”

Summers hadn’t made the decision lightly. He had seen an early plan from Vice-Admiral Stanley Arthur’s planning staff that showed the three Canadian ships being split up among the various combat units. Neither Summers nor Miller was happy with that prospect. They wanted the Canadian ships to continue to operate together, as a clearly identifiable Canadian contribution. Summers says,

We were probably the most senior in terms of time in the Gulf. That superb naval staff that we’d put together, was, in my estimation, the best in the Gulf, and it would be a shame to marginalize that capability by splitting up our force. So I looked at that whole thing and decided this was not in Canada’s or the navy’s best interests, nor mine, in my responsibility of trying to maintain control and national command over these forces.

He looked at what would be the best role for Canada—one that would make the best use of the squadron staff and would be a meaningful contribution to the coalition’s efforts. He didn’t have to look far.

The Americans had a problem with their initial planning for the naval operations in the Gulf: how to keep their ships refuelled and resupplied in the event of a protracted conflict. By early January, when war seemed inevitable, they still had not developed a solution to their logistical resupply problem. Summers believed he had the answer.

ABOVE RIGHT: Destroyer HMCS Athabaskan on station in the Persian Gulf during hostilities.

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“In addition to having worked closely with a number of different navies on a regular basis, and to having the necessary equipment for inter-naval communications, Canada had a major advantage in its people.”



He approached Rear-Admiral March in USS MIDWAY with the idea that Canada could be of the most benefit to the coalition by organizing the logistics for the international naval force. March agreed that Canada should take on the role.

Despite Miller's initial reaction, the Canadian navy was uniquely prepared to handle such a mission. In addition to having worked closely with a number of different navies on a regular basis, and to having the necessary equipment for inter-naval communications, Canada had a major advantage in its people.

The Canadian ships in the Gulf were made up of men and women from all across Canada, from all backgrounds. We had in the ship's company, Italian, French and Arabic speakers, to name a few, and when working with ships from other nations we regularly sent messages to them in their own languages. Can you imagine, if you are serving in an Italian ship and you get a message from the Canadians in Italian that you would like them to do something, or would they mind doing something? You can just see the usefulness of having that kind of capability.

ABOVE: HMCS Terra Nova on station in the Persian Gulf during hostilities.

ABOVE RIGHT: A Sea King helicopter lands on the flight deck of HMCS Protecteur.

The role of the Combat Logistics Force was to keep the front-line combatants supplied with fuel (oil, jet fuel, hydraulic fluid, lubricants), ammunition (bullets, cannon shells, missiles, rockets and bombs), and spare parts (tires, clamps, nuts and bolts, circuits and wiring, tubes and computer chips). The requirements were huge. For example, every 48 hours each of the four carriers required 1.5 million gallons of JPS aviation fuel, and 200–300 lifts of ammunition. In addition, there were 100 other ships of varying sizes that had to be supplied.

The Canadians began this huge operation by picking a 20 by 20 nautical mile area in the southern Arabian Gulf—nicknamed the “Pachyderm Palace” – in which the allied combat support vessels, landing support ships, ammunition ships, general cargo ships, destroyer tenders and tankers could anchor after either entering the Gulf or returning from taking on cargo at a supply port. This area was divided into two-mile squares numbered 1 to 10 from south to north, and called by the names of Canada's 10 provinces running east to west.

We had regularly up to about 25 destroyers and about 35-odd other ships, oilers, command, hospital ships, you name it. Everyone knew, though, that it was a Canadian operation. We had huge amphibious ships coming in, saying they wanted to go to anchor at Saskatchewan 2, because their supply ship was in Manitoba 3.

The northern part of the Pachyderm Palace was the Mobile Area, in which at least one tanker and those ships that did not want to anchor maintained a clockwise direction of movement.

“Escorts from the various countries were assigned patrolling sectors defined by the grid, in order to provide maximum protection to valuable logistic ships.”



Escorts from the various countries were assigned patrolling sectors defined by the grid, in order to provide maximum protection to valuable logistic ships. In addition, there was a 20-mile-deep protection zone—the northern part was referred to as the Yukon and Northwest Territories patrolled by destroyers and area air defence vessels surrounding the logistics area. Supply ships were escorted north from the Pachyderm Palace to the carrier battle groups.

Initially the only escorts in the Combat Logistics Force (CLF) were the two Canadian destroyers, ATHABASKAN and TERRA NOVA.

It all appeared pretty straight forward. But with every large operation, it's the details that stand ready to trip everyone up. For example, Canada and Europe use the metric measurement system but the Americans are still using the imperial system. There were also different threads on the fuel and oil hose fittings. Fortunately, the Canadian navy is experienced at coping with this type of problem: PROTECTEUR had the fittings to ensure she could fuel any of the allies. The one exception was the British. They had with them a fitting which would allow their destroyers to be fuelled by an American ship; however, they only had five of them and there were more than five tankers in the Gulf—at its peak the CLF had about a dozen tankers assigned to it. Consequently, this big, brass, heavy fitting had to be flown to whichever allied tanker was most likely to end up refuelling British ships.

That sounds like a simple operation, but it wasn't. The tanker would be informed by a helicopter that a part was being delivered and then would proceed to deliver it. The ship's officers would see this great big, heavy-it weighed a ton-brass part arrive on their deck and think it was a mistake, the part didn't belong to them. Asking the helicopter crew what it was for, didn't help, because they didn't know. They'd just been told to deliver it. So then the messages back and forth would start: "There's been a mistake. We've just received"

"No, there's no mistake.

The part is for refuelling British ships."

"But we're not about to refuel any Royal Navy ships."

"It's in case you do."

"But it doesn't fit on any of our equipment."

"No, but it fits on theirs. When they arrive for refuelling, you have to send this part over to them."

"Well, why don't they just carry it with them?"

"Because they've got 18 ships in the Gulf and only five of these fittings."

And so it went. Every time one of these fittings had to be delivered somewhere, the phone lines buzzed.

ABOVE: HMCS Protecteur as seen from the cargo bay of a Sea King helicopter.

ABOVE RIGHT: A crewman inspects the fuel hoses aboard HMCS Protecteur.

The national restrictions on each navy also had to be factored into the taskings. Some navies could only go as far as 27.30 degrees north latitude, so they could not be used to escort supply ships to the carriers in the northern portion of the Gulf. Other navies had an easterly boundary of 54.0 degrees east longitude

“The Danes in their corvette OLFERT FISCHER, for example, could not go further into the Gulf than the eastern edge of the Pachyderm Palace but they wanted to do something useful.”



so they couldn't go further west than the eastern edge of the logistics area. The Danes in their corvette OLFERT FISCHER, for example, could not go further into the Gulf than the eastern edge of the Pachyderm Palace but they wanted to do something useful. Miller, therefore, asked them and the Norwegians, who contributed their coast guard cutter AND ENNES to support the Danes, to be the permanent guards of the eastern sections of the Pachyderm Palace. On occasion he also used them, and TERRA NOVA, which was equipped with the sophisticated Canadian



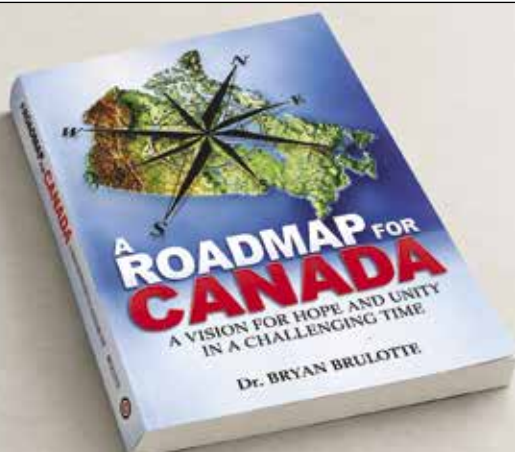
Naval Electronic Warfare System (CANEWS), to escort ships through the Strait of Hormuz. 🍁



Excerpted from Canada's Navy in the First Gulf War – A first-hand account by Vice-Admiral Duncan (Dusty) E. Miller (Ret'd) and Sharon Hobson.
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ABOVE: The Canadian naval Squadron conducts a replenishment at sea during their deployment.

ABOVE RIGHT: Destroyer HMCS Athabaskan at flank speed.



A ROADMAP FOR CANADA

A VISION FOR HOPE AND UNITY
IN A CHALLENGING TIME

Dr. BRYAN BRULOTTE

SOON TO BE RELEASED

▶ CANADA'S INVESTMENT MOMENT:

From Capital to Capability

By David Batten, MSM

CANADA HAS faced this problem before: how to turn geography, capital and outside expertise into national strength.

In 1882, William Cornelius Van Horne—an American railway executive—was brought north to help drive completion of the Canadian Pacific Railway. George Stephen and Donald Smith supplied much of the financial leadership; Sir John A. Macdonald's government supplied political backing and public support. Van Horne supplied the operational urgency. Together, they were trying to do more than build a railway. An all-Canadian east–west route reduced dependence on American transportation networks and helped bind British Columbia more securely to Confederation.

The comparison with Canada today is not exact, but it is instructive. Once again, the challenge is to convert capital, infrastructure and international expertise into Canadian capability. Prime Minister Mark Carney's Toronto investment summit brought global investors together around that problem, including Blackstone president Jon Gray, who argued that Canada's resources and access to private capital created substantial economic opportunity.

Blackstone's involvement is grounded in a specific cross-border project. Through its portfolio company Transmission Developers, it partnered with Hydro-Québec on the Champlain Hudson Power Express, the 1,250-megawatt transmission link carrying Québec hydropower to New York City. This is a north–south connection, not an east–west Canadian corridor. Its relevance is the working model: Canadian energy resources combined with American capital and project-development expertise to create operating infrastructure. It also sharpens the sovereignty test—who controls the asset, who earns the returns and who bears the risk?

The comparison gains force because Canada is again drawing on American expertise while Washington applies renewed economic pressure.

The lesson is not that history is repeating itself. It is that sovereignty has often depended on Canada's ability to combine public purpose, private capital and practical expertise without confusing investment with achievement.

An investment summit can bring capital to the table. It cannot, by itself, assemble a production line, establish a partnership or train a technician. During a week of meetings in Toronto, one question connected discussions about finance, resource development and defence: what has to happen between announcing investment and creating capability?

On September 15, Prime Minister Mark Carney's office reported nearly \$500 billion in investment commitments arising from the Canada Investment Summit, including almost \$325 billion in bank financing. The figures combine different financial instruments and timetables, some extending over five or ten years. They are neither an equivalent amount already invested nor a package devoted exclusively to defence. They describe the resources institutions intend to mobilise—and the scale of the implementation questions ahead.

The government's accompanying measures include broader immediate deductions for business investment, proposed long-term operating concessions at Canada's four largest airports and \$700 million in new Business Development Bank of Canada funding for defence and dual-use technologies. These are different mechanisms: tax incentives, private investment in public infrastructure and financing for businesses. Understanding their effects means following each mechanism beyond its announcement.



ABOVE RIGHT: Prime Minister Mark Carney hosted an economic investment summit in Toronto last month.

“Pension capital, Indigenous partnerships and the practical work behind Canada’s economic and defence ambitions.”

Getting capital into production

On September 17, Pivotal convened *After the Gold Rush—Defence Capital Beyond the Hype* at the Royal Canadian Military Institute. In his prepared opening remarks, Justin R. Fogarty, Chairman and Chief Executive Officer of Pivotal AG and Chairman of the Board of Pivotal Canada Ltd., described the task as getting “capital off the bench,” arguing that the binding constraint is not the availability of capital but the basis on which it is underwritten and structured for companies whose growth is contracted rather than historical. He also challenged Canadians to move beyond being “mere custodians” of resources and industries. Invoking the wartime production efforts of C.D. Howe and Lord Beaverbrook, he emphasised the organisation of capital and industrial capacity rather than the possession of resources alone.

The discussions brought that argument down to individual businesses. A company may have substantial orders but lack the working capital to expand production. Asset-based lending was discussed as one response. Mineral development presents another problem: financing uncertainty before a deposit becomes a producing asset. The speakers distinguished that need for risk capital from lending against an established business. A large aggregate financing commitment does not demonstrate that these different needs have been met.

Banks are not absent from defence financing. The summit package includes CIBC’s \$2 billion commitment for eligible defence-related and dual-use businesses. Participants located the constraint elsewhere: in how that lending is underwritten. Credit decisions still rest largely on historical balance sheets and past cash flow rather than on the contracted order book a company must finance in order to deliver. For a supplier whose backlog has doubled on the strength of new defence contracts, the practical questions are which businesses qualify, what security lenders require, and whether the money arrives in time to hire workers and buy equipment.

Participants also described difficulties translating between government processes and investors’ commercial expectations. That makes institutional reform a question of how decisions connect: when an approval becomes predictable, when a contract becomes firm and when a business can commit to expansion. Their accounts identify coordination problems; they do not establish that scrutiny and accountability are dispensable.

Pension capital—and whose risk?

Canada’s pension investors are part of this investment agenda, but their participation is not the same as government spending

pension money. CPP Investments operates at arm’s length from government, with a mandate to invest in the interests of contributors and beneficiaries and pursue returns without undue risk. Infrastructure and other long-lived assets can provide investment income over the extended periods relevant to retirement obligations. Their potential contribution to national development is an additional economic effect, not a replacement for the pension mandate.

The announced Maple Fund illustrates the distinction. CPP Investments and Brookfield envisage up to \$50 billion in equity investment, with each contributing up to \$25 billion over an initial five years. Individual investments require independent assessment and approval. CPP’s maximum proposed contribution is approximately 2.9 per cent of its reported \$863.6 billion fund at June 30, 2026—a comparison of scale, not a measure of risk. The announcement identifies investment capacity, not \$50 billion withdrawn from CPP or an amount already deployed into defence projects.

Other pension institutions have different objectives and portfolios. PSP Investments expects its Canadian pension investments to grow by 30–40 per cent and exceed \$100 billion over the next few years. Ontario Teachers’ has set an objective of investing another \$10 billion in Canadian opportunities by the end of 2027, subject to its return objectives.

The risks remain financial as well as institutional. Investments can lose value; borrowers can default; private assets can be difficult to sell; and borrowing can magnify losses. Excessive concentration can expose a portfolio to the same economic shock through several holdings. CPP’s investment policies address such risks through diversification, investment limits and oversight. Independent decision-making is a safeguard, not a guarantee of returns. The announcements alone cannot establish the eventual risk to pension funding without the underlying investments, financing terms and portfolio exposures.

There is a further distinction between pension assets and public investment funds. The \$15 billion Canada Growth Fund is managed by a PSP subsidiary, but its assets and investment results are separate from PSP’s pension portfolio. Its approximately \$140 million commitment to the Marathon critical-minerals project therefore belongs to a different public financial channel. A pension manager’s involvement does not automatically make a project a pension investment. The relevant questions are whose capital is committed and where any losses fall.

PERSPECTIVES ... CONTINUED ON P. 44

► INDUSTRY WATCH

Who's who and what's what in the defence sector

By Jason Davis



ITPS Canada Ltd., together with its subsidiaries, the International Test Pilots School (and the International Tactical Training Centre achieved accreditation under NATO Flight Training Europe. (ITPS PHOTO)

ITPS Canada receives NATO accreditation, Seaspan receives award from Babcock

ITPS CANADA LTD., together with its subsidiaries, the International Test Pilots School (ITPS) and the International Tactical Training Centre (ITTC), announced they had achieved accreditation under NATO Flight Training Europe (NFTE), following a comprehensive evaluation of its training capabilities and operating environment.

The accreditation marks an important milestone for **ITPS Canada**, providing independent recognition of the standards underpinning its international aerospace training operations, the company pointed out. **NATO Flight Training Europe** is a multinational initiative designed to provide NATO nations with access to a network of high-quality military aviation training capabilities.

ITPS Canada's accreditation places the organization within the NFTE framework

and provides participating NATO air forces with a more direct mechanism to access accredited training delivered by ITPS and ITTC, spanning specialist flight test and aerospace training as well as advanced military flying and tactical training.

"This accreditation reflects how ITPS Canada has continued to grow while remaining focused on the standards and capabilities that have earned the trust of customers around the world," said **Giorgio Clementi**, Executive Chairman, ITPS Canada Ltd. "We have continued to invest in our people, aircraft, simulation, infrastructure, and training methodologies to meet increasingly complex requirements."

ITPS pointed out that the NFTE accreditation process assesses training providers against demanding criteria spanning aviation safety, training quality, governance and supervision, regulatory compliance, operational delivery, infrastructure, and duty of care. Accreditation provides

customers with additional assurance that ITPS Canada's training environments meet the standards expected for military aviation training within the NATO framework.

ITPS provides specialist flight test and aerospace training for test pilots, flight test engineers and associated specialists. ITTC, based in North Bay, Ontario, provides advanced military flying and tactical training for fighter aircrew preparing for increasingly complex operational environments.

Company officials stated that together, these capabilities represent a growing Canadian sovereign pilot training capability, expanding the capacity available within Canada to support domestic, NATO and Allied air force requirements. ITTC's investment in advanced training capabilities, including the **Leonardo M-346** Block 20 Advanced Jet Trainer, further builds Canada's domestic training capacity while strengthening ITPS Canada's ability to support the requirements of modern air forces.

Babcock Canada, the prime contractor of the Victoria In-Service Support Contract (VISSC), announced it had awarded a six-year sub-contract extension to **Seaspan Victoria Shipyards** to continue supporting Babcock on the VISSC. Babcock says the extension will support its delivery of Canada's only industry-led submarine in-service support solution for the Royal Canadian Navy's Victoria-class fleet.

The agreement follows the Canadian government award of a six-year contract extension to Babcock earlier this year, which includes the potential to further extend the VISSC through to end-of-life of the Victoria-class submarines. Babcock says its work will enable uninterrupted, continuous submarine service, as Canada transitions to its new fleet of TKMS boats.

The work that Seaspan delivers to Babcock under the VISSC takes place at the Government of Canada owned Esquimalt Graving Dock in Victoria, B.C. "The submarine sustainment enterprise is an essential sovereign and collaborative capability that will ensure a smooth transition between fleets and the delivery of available, capable, and safe submarines to the Royal Canadian Navy for decades to come," stated Tony March, CEO of Babcock Canada.

The Liberal government's plan to boost defence spending has focused much of the effort on improving infrastructure. The Canadian government announced Aug. 25 that it was launching the start of Phase 1 construction on the **Recapitalization Gagetown Range and Training Area** project at 5th Canadian Division Support Base (5 CDSB) Gagetown, New Brunswick.

The Phase 1 construction contract was awarded to **K-Line Construction Limited**, a New-Brunswick-based company, in June 2026. This phase of the project is expected to support approximately 100 jobs in the region.

Phase 1 of the project includes: upgrading priority roads; designing static-range and impact-area firebreak roads; designing the replacement of two bridges; modernizing anti-armour range



Babcock Canada, the prime contractor of the Victoria In-Service Support Contract (VISSC), announced it had awarded a six-year sub-contract extension to Seaspan Victoria Shipyards.

(RCN PHOTO)

infrastructure; replacing key medical and administrative facilities at Camp Peterborough; and restoring selected Austere Village buildings.

Phase 2 is expected to begin in 2028 and will include construction of infrastructure designed during Phase 1.

Valued at approximately \$871 million, the project represents a major component of the \$1 billion in investments at 5 CDSB Gagetown announced by the Liberal government in April 2026.

The 5 CDSB Gagetown Range and Training Area is one of Canada's largest and most important military training areas. It is home to the Combat Training Centre and several Canadian Army schools, including Armour, Artillery, Infantry, and Tactics Schools, as well as the Canadian Forces School of Military Engineering. It supports individual and collective training for Regular and Reserve Force units as well as Allies and partner forces.

Defence Construction Canada is the contracting authority for the Department of National Defence's infrastructure and environment requirements.

Saab has received a new contract worth more than \$300 million from Sweden's Defense Materiel Administration, FMV, to

continue conceptual work on the country's future fighter system. Saab announced that the work covers flying and ground-based demonstrators, advanced studies and the development of future system concepts for both manned and unmanned platforms.

Ontario Shipyards in St. Catharines, Ontario is pushing the idea that it should get a piece of the proposed program to build a fleet of new corvettes for the Royal Canadian Navy.

Shaun Padulo, the president and CEO of Ontario Shipyards, used the latest tariff war between the U.S. and Canada as further proof his yard should receive the corvette contract. "We at Ontario Shipyards, and our supply chain, can give the Royal Canadian Navy and Coast Guard the ships they need while building Canadian capacity, strengthening our sovereignty, and creating durable, economic opportunity here at home," he told CBC News.

"The infrastructure is here to be able to operate a large-scale building shipyard," he added.

Padulo told CBC the corvette contract could quickly boost his St. Catharines shipyard workforce to 800 people with additional spinoff jobs. 🍁



Keeping her memories alive

CORINNE KERNAN SÉVIGNY CANADIAN WOMEN'S ARMY CORPS SECOND WORLD WAR

AT ONLY 16 YEARS OLD, CORINNE KERNAN SÉVIGNY ENLISTED WITH THE CANADIAN WOMEN'S ARMY CORPS (CWAC) DURING THE SECOND WORLD WAR. Sévigny served as a driver and was one of millions of women who helped with the war effort either overseas or at home. In honour of Women's History Month, read and listen to Sévigny's story in which she details the extraordinary accomplishments of her fellow women-at-arms. Please note that this interview was conducted in French and translated into English.

Visit thememoryproject.com to learn more about Canadian military history and to book a speaker to talk about their military experiences.

TESTIMONY: Yes, I can tell you that the CWAC had just been started. It was a totally new thing to have women in the Army. I think we may have been 1,500 when I joined up. Then, suddenly, we were several thousand women. At the beginning, it wasn't something that was accepted. I can remember my poor parents were often asked how they could let their only daughter join the army. Even my friends, friends the same age as me would say that I was completely crazy, that it was just something that wasn't done. For many of my friends it was simply inconceivable and unacceptable that a woman my age would leave the house to join the army.

WThe idea that Quebec was not a part of the war never entered our minds, we [women] had more important battles to fight, so it became imperative

that we become, first and foremost, accepted as human beings. Because most men were not convinced that women were able to take on the task at hand, not even sure we were able to do the simplest



of tasks. So we had no choice but to step up to the plate. No, we were the pioneers. We were the ones who could show them that women could take on any serious assignment such as the telegraph, the telephone, anything that was new and needed in the army. New achievements, throughout the development of the conflict, this huge war, there were many

developments, I would say, technically speaking. There were many, many, that were pioneered by women. For that, you only have to look at the history books to see. I wanted to be a part of the group that would defend against what was happening around

"We were the pioneers. We were the ones who could show them that women could take on any serious assignment such as the telegraph, the telephone, anything that was new and needed in the army."



the world. It was without a doubt the most important thing happening at that time. If we weren't going to be a part of it, then we were at home just twiddling our thumbs. Or, that was how I thought it was, but it might not necessarily be true. Evidently so, because there were many women who were not standing idly by doing nothing during the war.

OPPOSITE PAGE, TOP: Corinne Kernan Sévigny in uniform

OPPOSITE PAGE: Corinne Kernan Sévigny speaking over CKCV Radio, Quebec City

ABOVE TOP: A Canadian Women's Army Corps parade

ABOVE BOTTOM: A recruiting display booth.

(Photos: Courtesy of the Memory Project/Corinne Kernan Sévigny)

But let me point out that back then, women went to work in the factories. It was unheard of before then. Thousands of women went to work in the factories. It was an extraordinary feminist revolution!

Apart from being a maid, good dancer, nurse, operator, servant, cook, do you know of any other things a woman could do before the war? Women were simply not holding any extraordinary, serious, or complex jobs. It just wasn't done!

MEMORY PROJECT ... CONTINUED ON PAGE 43



An initiative of Historica Canada,

The Memory Project is a volunteer speakers bureau that arranges for veterans and Canadian Armed Forces members to share their stories of military service at school and community events across the country. Our speakers have reached 3 million Canadians since 2001.

The Memory Project Archive houses more than 2,800 testimonials and over 10,000 images from veterans of the First World War, Second World War, the Korean War and peacekeeping missions. While the archive no longer accepts submissions, it remains the largest of its kind in Canada. Canadians can learn more about Canadian military history and book a speaker at www.thememoryproject.com

This project has been made possible in part by the Government of Canada.

Excerpts from **The Memory Project Archive** have been edited for length and clarity.

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► COUNTERSPIN

Defence Media Watch

Canadian Institute of Ukrainian Studies continues to honour Waffen SS soldiers

By Jason Davis

CANADA'S NAZI past has been in the news the last several months.

The University of Alberta in Edmonton says it will keep the eight endowments that are in the names of veterans of the 14th Waffen SS Galicia. In addition, other endowments, including the one in the name of anti-Semite and Nazi collaborator Volodymyr Kubijovyč are being kept by the university's Canadian Institute of Ukrainian Studies.

Kubijovyč was behind the creation of Waffen SS Galicia, the Ukrainian unit that fought for the Nazis, and an advocate for killing or forcing the removal of Jews and Poles to create an independent Ukraine. He was such an avid supporter of Adolf Hitler that he would annually send the Nazi leader birthday greetings.

Another of the endowments is named after Peter Savaryn, who later became Chancellor of the University of Alberta. In 2023, the Governor General's office expressed deep regret for awarding Savaryn the Order of Canada in 1987, given revelations about his **past service in the Waffen SS**.

The Friends of Simon Wiesenthal Center condemned the decision by the Canadian Institute of Ukrainian Studies to continue honouring the Nazi collaborators. The Polish government and Jewish groups have also denounced Waffen SS Galicia for its role in killing civilians and its involvement in massacres during the Second World War. The division was also used by the Nazis to crush a national uprising in Slovakia, again prompting allegations of war crimes.



Canadian veterans have also questioned why the the Canadian Institute of Ukrainian Studies would continue to honour the SS soldiers. As many as 45,000 Canadians died fighting Nazi and Japanese forces during the Second World War. Most of those deaths were in the battle to defeat Hitler and his armies.

Many members of Waffen SS Galicia settled in Canada and a number of monuments have been built to honour them, according to the Ottawa Citizen. Canada has long been seen as a **haven for Nazis and their collaborators**.

The University of Alberta went to court to dissolve a research trust in the name of Ukrainian SS veteran Yaroslav Hunka. The **university received legal approval Aug. 7** to dissolve the trust but stated that would cost too much in time and legal fees to seek court approval to terminate or alter the others.

Jaime Kirzner-Roberts, a senior director at the Friends of Simon Wiesenthal Center, said such an excuse does not stand up. "Such endowments have no place at the University of Alberta or any

ABOVE RIGHT: Canada's Nazi past has been in the news the last several months. This photo shows SS leader Heinrich Himmler with Ukrainian SS soldiers.

“That incident became an international embarrassment for Canada after it was revealed Hunka had been a Waffen SS soldier who had sworn allegiance to Nazi leader Adolf Hitler.”

other institution of higher learning in this country,” Kirzner-Roberts told the *Ottawa Citizen*.

The university made the decision to distance itself from the endowment in Hunka’s name only after the decision to honour the Ukrainian-Canadian sparked headlines around the world. Hunka was honoured with a standing ovation in the House of Commons from all MPs, as well as defence chief Gen. Wayne Eyre, in 2023. That incident became an international embarrassment for Canada after it was revealed Hunka had been a Waffen SS soldier who had sworn allegiance to Nazi leader Adolf Hitler.

Meanwhile, on Sept. 1, 2026 the Canadian government suffered a major blow in its quest to keep details about how Nazi war criminals and Nazi collaborators were secretly settled in Canada by U.S. intelligence agencies.

A federal judge ordered the release of records on the initiative. Government lawyers tried to claim that making the files public would harm relations between the U.S. and Canada.

Jewish advocacy group **B’nai Brith Canada took the federal government to court** after receiving a censored copy of a report written for the 1985 Deschênes Commission on Nazi war criminals, the *Ottawa Citizen* reported. That study, called the Rodal Report, discussed a secret U.S. government program to resettle Nazis and Nazi collaborators in Canada by evading proper security screenings.

Federal Court judge Simon Fothergill concluded there was no evidence at all to back up the Canadian government’s claim that the release of the files would harm U.S.-Canada relations. “A bald statement of ongoing ‘tensions’ between Canada and the United States is not a sufficient basis to refuse disclosure of very specific information related to efforts by the United States

to resettle suspected Nazis and Nazi collaborators in Canada following World War II,” he wrote in his ruling.

The CIA has already released similar documents. That, in itself, should raise questions on why the Canadian government was trying to withhold such details so long after the war ended.

After the war, U.S. intelligence agencies recruited Nazis and Nazi collaborators, many from eastern Europe, for their covert operations against the Soviet Union.

Fothergill pointed out that a study written for the Deschênes Commission concluded “inadequate security screening led to many perpetrators of Nazi war crimes entering Canada.” Canada was also reluctant to prosecute those who took part in the Holocaust.

The ruling represents another challenge to Canada’s long reluctance to fully confront this chapter of its history.

It also raises an obvious question. If the United States has already released comparable intelligence records, why has Canada continued to withhold information about the same history more than eight decades after the end of the Second World War?

Globe and Mail reported on Jan. 24, 2026 that among the Nazi collaborators who came to Canada was Volodymyr Kubijovyč, the same individual who will be continued to be honoured by the Canadian Institute of Ukrainian Studies.

In November 1986, a year after his death, Volodymyr Kubijovyč’s estate created an \$146,000 endowment in his name, which became worth more than \$438,000 after the Government of Alberta under Premier Don Getty matched the original funds two-to-one, according to the Progress Report, online news outlet. 🍁



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▶ FLYING HIGH

An Interview with Top Aces' CEO Paul Bouchard

By Eva Liu

1) Walk me through the moment you decided Top Aces needed simulator capability, not just live-fly. What was the gap SGI filled?

For more than two decades, Top Aces has delivered advanced live-fly operational training, and live-fly remains the cornerstone of combat readiness. It exposes pilots to the physical demands, decision-making pressures, and unpredictability of real-world flight in ways that cannot be fully replicated in a synthetic environment.

At the same time, we recognized that the nature of air combat training is changing. As air forces transition to fifth-generation

aircraft and prepare for increasingly complex, multi-domain operations, there are training requirements that are best delivered using a blend of live and synthetic training, often linked together within a modern live-virtual-constructive (LVC) training environment.

SGI brings deep expertise in high-fidelity synthetic training, developed by former CF-18 instructor pilots with extensive operational, instructional, and leadership experience.



Their capability enables aircrew to practice advanced scenarios, increase complexity, and accelerate learning in a controlled environment, while complementing the realism and demands of live-fly training.

By bringing together Top Aces' live-fly expertise and SGI's synthetic training capability, we are creating a more complete training ecosystem across live, virtual, and constructive environments. The objective is not to replace one form of training with another, but to integrate each where it delivers the greatest training value. Together, we are better positioned to support the evolving needs of the RCAF and allied air forces as they prepare for future operational challenges.

2) Are militaries increasingly asking for a single provider that covers both live and simulated training, rather than sourcing them separately? What's driving that shift?

What we are seeing across the market is a growing demand for integrated training environments that combine live-fly training with virtual and constructive capabilities. In simple terms, live training involves real aircraft and crews operating in the air. Virtual training uses simulators that replicate aircraft, missions, and operational scenarios. Constructive training incorporates computer-generated or AI-enabled entities and threat environments that interact with live and virtual participants.



ABOVE: Top Aces CEO Paul Bouchard flew CF-18s with the RCAF from 1990 to 1998 before co-founding the company.

ABOVE RIGHT: An Alpha Jet and A-4 Skyhawk from the Top Aces fleet. (PHOTO: TOM BOUQUET)

“By bringing together Top Aces’ live-fly expertise and SGI’s synthetic training capability, we are creating a more complete training ecosystem across live, virtual, and constructive environments.”



Together, these live, virtual, and constructive (LVC) elements create realistic and scalable training environments that better reflect modern operational conditions.

Whether those capabilities are delivered by a single provider or through a closely coordinated team of partners, the objective is the same: air forces want a training ecosystem that operates as a unified enterprise and prepares personnel for the realities of modern operations.

Several factors are driving this shift. The introduction of fifth-generation aircraft, the increasing complexity of multi-domain operations, and ongoing force modernization efforts are all raising the demands placed on training systems. While live-fly training remains essential for developing operational proficiency, virtual and constructive capabilities allow air forces to introduce greater complexity, replicate high-end threat environments, and train at a scale that is best accomplished using a blend of LVC training.

As a result, militaries are looking for integrated solutions that can connect these environments seamlessly, evolve as mission requirements change, and support readiness over the long term.

3) How does the SGI acquisition specifically strengthen your position for the RCAF’s modernization plans?

As Canada prepares to introduce a fifth-generation fighter capability, the training ecosystem that supports those aircraft

is just as critical as the platform itself. The acquisition of SGI strengthens Top Aces’ ability to contribute to that future by adding advanced synthetic training and instructional design expertise, while preserving decades of CF-18 operational and instructional experience within the Canadian defence ecosystem.

By combining SGI’s high-fidelity synthetic training capabilities with Top Aces’ operational training expertise, we are better positioned to support the RCAF’s transition to a fifth-generation fighter force and the broader modernization of Canada’s operational training enterprise. The acquisition also further strengthens the all-Canadian industry team we have assembled for OTIEM. Together, Top Aces brings operational training expertise and live training delivery, SGI contributes advanced synthetic training and instructional design capabilities, CogSim provides distributed synthetic environment and live-synthetic bridging expertise, and Raytheon Canada contributes deep systems integration experience and proven Operational Training Infrastructure technology solutions. Collectively, this team offers a comprehensive Canadian solution aligned with the RCAF’s long-term operational training modernization objectives.

4) What is OTIEM, in plain terms, and why does it matter for Canada right now?

In plain terms, OTIEM is about modernizing the way the Royal Canadian Air Force trains for future operations. As Canada introduces fifth-generation fighter aircraft, it needs more than new jets. It needs a modern training system that prepares personnel to operate in increasingly complex and contested environments.

ABOVE/ABOVE RIGHT: Top Aces Aircraft Maintenance Engineers maintain the highest standards of safety and readiness in Bagotville, Quebec.

“For Top Aces, sovereignty is about ensuring that Canada maintains the skills, capacity, and decision-making authority needed to prepare its aviators for future operations.”

OTIEM will help define and deliver that next-generation training enterprise. It is intended to ensure that pilots, aircrew and supporting personnel can train in realistic, integrated environments that reflect how modern operations are conducted, including alongside allied partners across multiple domains.

Why does it matter now? Because fifth-generation airpower demands a different approach to training. To fully realize the benefits of these advanced capabilities, Canada must invest not only in platforms, but also in the infrastructure, technologies and training systems that support operational readiness.

We see OTIEM as more than an infrastructure project. It is a strategic investment in Canada’s future operational readiness, helping ensure the RCAF remains prepared, interoperable with allies and equipped to meet evolving security challenges for decades to come.

5) You’ve called OTIEM about “sovereignty,” not just training. What does sovereignty actually mean here?



In the context of OTIEM, sovereignty means ensuring that Canada has national control over a mission-critical defence capability: the ability to train its airpower at home, on its own terms, and in support of its own operational requirements.

This goes beyond where training is conducted. It includes retaining control over the expertise, data, intellectual property, infrastructure, sustainment, and long-term evolution



of the capability. It also means cultivating a strong Canadian industrial base that can develop, deliver, and sustain advanced training solutions in Canada.

For Top Aces, sovereignty is about ensuring that Canada maintains the skills, capacity, and decision-making authority needed to prepare its aviators for future operations. It strengthens national resilience, reduces reliance on foreign providers for critical capabilities, and helps ensure that training can evolve in step with Canada’s defence priorities.

6) If OTIEM succeeds, what does Canada’s fighter pilot training system look like five years from now that it doesn’t look like today?

Success means that five years from now, Canada’s fighter pilot training system will be far more integrated, adaptable and aligned with the realities of modern air combat.

Live flying will remain the foundation of pilot training, but it will be complemented by advanced virtual and constructive environments that allow crews to train against more complex and realistic scenarios. The result is a training enterprise that can prepare aircrew for fifth-generation operations, multi-domain missions and rapidly evolving threats.

In practical terms, Canada will have a more scalable and resilient training system with enhanced threat and target replication, stronger interoperability with allies, and greater national control over the expertise, data and intellectual property that underpin the capability. Most importantly, it will provide the flexibility to evolve as operational requirements change, ensuring our Forces remain ready for the challenges of tomorrow, not just those of today. 🍁

ABOVE: Top Aces’ A-4 Skyhawk featuring integrated Infrared Search and Track (IRST) capability for high-fidelity threat replication.

ABOVE RIGHT: The F-16 Advanced Aggressor Fighter, operated by Top Aces as the world’s only commercial provider of F-16 advanced adversary air (ADAIR) training. (PHOTO: GEERT VAN DE PUT)

Canadians are so fed up with the bullying manner and comments of Hoekstra that there are currently over 250,000 signatures on a national petition to have the offending American removed from his post in Canada.

Yet, on this past 4th of July, the Canadian government allowed the RCAF to provide a flypast of two CF-18 fighter jets over Hoekstra's official residence to celebrate the 250th anniversary of US Independence. Canada also allowed two US Air Force F-35 fighter jets to join the RCAF in that flypast over our national capital.

Keen followers of the RCAF will know that the F-35 purchase is something which Prime Minister Carney has ordered to be reviewed as part of our 'Elbow's Up' stance in the current trade war with the US. Hoekstra has warned publicly that failure on the part of Canada to buy the F-35 and only the F-35 will result in a restructuring of NORAD that would put more US fighters over Canadian airspace.

Hence, the controversial flypast was a win-win for Hoekstra as he not only entertained his guests on his front lawn, he also got to showcase the aircraft which he is demanding Canada buy.

Trump is not the only official in his administration bashing Canada. Earlier this month Secretary of Defense Pete Hegseth reposted an image of a Canadian Cadet receiving a commendation from a Cadet Instructor with a Canadian flag emoji and the words, "This is real". Hegseth was obviously trying to ridicule the Cadet instructor for not projecting a warrior image. The implication being that this individual somehow reflected the Canadian Armed Forces as an institution.

In response, Prime Minister Carney told reporters that the offensive post by Hegseth was "beneath the office" of a US Secretary of Defense.

For his part Defence Minister David McGuinty simply hemmed and hawed and repeated verbatim Carney's feeble reply.

I contrast this with an incident that occurred in 1998. At that juncture British Lieutenant General Sir Hew Pike, who was commanding the NATO stabilization force in Bosnia, made some disparaging remarks questioning the operational readiness and quality of the Canadian troops serving in his command. In response, then Defence Minister Art Eggleton stood up in the House of Commons to robustly defend the honour of our military, dismissing the British generals criticisms with the curt phrase, "I think General Pike needs to take a hike."

Over time in Canadian political folklore this phrase has morphed into just "Take a Hike, Pike."

Given that the trade war with the US has just kicked into high gear, and the Trump administration continues to tout the Monroe Doctrine (or 'Don-roe Doctrine according to Trump), we can only expect the demonization of Canada and our military to continue. McGuinty's staff writers should look for a zinger in the fashion of 'Take a Hike Pike' and we should seriously start hauling Hoekstra in for a dressing down with each and every new insult aimed at us.

Iceland is a NATO member albeit without a military and they stood up to Trump. 🍁



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FEATURE ... CONTINUED FROM PAGE 10

In November 2023, NATO stated it wanted to buy six E-7s to replace their aging E-3 Sentry airborne warning and control aircraft. But then in 2025 that procurement was cancelled; NATO was worried about excessive costs associated with the E-7 program and news that the U.S. government was rethinking its commitment to the aircraft fleet because of financial costs and concerns about survivability. As a result, NATO committed to GlobalEye amid discussions that the E-7 program was cancelled.

Lobbying from U.S. politicians have put some new life into the E-7 program; in the spring of 2026 the U.S. Air Force committed

to continuing with two E-7 prototypes. And in June the Trump administration committed to another five planes.

So what is the final outcome? The GlobalEye may not be 100 per cent solution for the RCAF but it is a Canadian-built plane being operated as well by NATO and other nations. It will allow Canada to move some of its capabilities away from overly expensive U.S.-built and controlled equipment.

But the Liberal government's purchase of GlobalEye can expect more sniping from defence insiders who are intent on fighting Carney's shift away from U.S. systems. 🍁

MICHAEL NICKERSON ... CONTINUED FROM PAGE 15

And we continue to have critical personnel shortages in technical fields like pilots, marine technicians, and weapons engineer technicians...you know, the folks who make all that wiz bang kit actually work.

So while it really *is* nice to see things actually happening for

once, maybe we ought to take a tiny breath and make sure we don't end up with a bunch of overpriced yet inadequate kit sitting around gathering dust because we forgot we still need people to use it. Who knows, we might end up with some money left over to go to the moon after all. 🍁

MEMORY PROJECT ... CONTINUED FROM PAGE 37

We had the responsibility of proving that women could take on important responsibilities at any time. Today, it is common to see women at the helm of huge corporations. It wasn't conceivable that a woman could be anything higher than a secretary. That was the highest possibility. At the beginning, they thought that we knew nothing. When we finished our courses, courses on vehicle maintenance, mechanical courses, which we were

obliged to know, we knew the difference between a wheel and other wheels in the vehicle, and they had to accept that we were able to learn the codes, decoding and coding, yes! We learned it all. That's the way it was, we knew nothing!

During the war, day to day life hadn't changed all that much, except for the women. At one point, we women came to be accepted just as everyone else. 🍁

When seriously traumatized veterans are being disenfranchised and their health is threatened, Minister McKnight's obligation is clear, regardless of what level of constitutional authority exists. The previous government clearly made a mistake during the hospital transfers by not ensuring that the provinces were mandated to maintain the status quo through the provision of expedited services to veterans who are clients of VAC.

Is it not Minister McKnight's responsibility to correct the fault, to take the lead in appraising the provincial Premiers of the adversarial conditions which veterans are confronting, and the need for a unified response? In other words, is it not her responsibility to propose a solution that fosters the sacred obligation owed to all Canadian veterans?

This client distinction is important.

We are not advocating for preferential care for all veterans or for all ailments (although that would be nice). We are advocating for equitable standards for veterans whose national sacrifice has been acknowledged by the nation. We are advocating for national unity between federal and provincial authority. We are advocating for nonpartisan, universal support and ultimately, every province's acknowledgment of their sacred obligation to the wounded through the appropriate legislation which honours, not degrades, the sacred obligation which all Canadians owe to those who have stood on guard for thee.

Blazer out. 🍁

PERSPECTIVES ... CONTINUED FROM PAGE 33

Cooperation as part of the investment

Sean Willy's contribution addressed another part of the implementation problem: the relationships through which projects become possible. As president and chief executive of Des Nedhe Group, an English River First Nation company, he brought a business perspective grounded in resource development and Indigenous participation.

Drawing on the group's uranium and nuclear experience, Willy described early community involvement, commercial capability and own-source revenue—income generated through economic activity—as foundations of its approach. He criticised politics intruding into business, but also government barriers and the practice of bringing Indigenous participants into projects after major decisions have already been made. His proposed alternative combined participation from the outset with construction experience, workforce development and partnerships involving other First Nations.

For mining and energy, his account shifts the discussion from securing acceptance of somebody else's project towards establishing a tangible place in the enterprise. It also leaves important questions to be negotiated: who participates in decisions, how benefits and responsibilities are shared, and how disagreements are addressed. Willy did not describe a formal resolution of particular inter-community disputes. He offered his organisation's commercially focused model of cooperation, rather than evidence that all communities hold the same priorities.

His national argument was equally concrete. In the subsequent discussion, he connected mineral development with roads, ports and defence infrastructure, describing the value of working together "from coast to coast to coast." In this account, a whole-of-Canada approach links local economic participation to national infrastructure and security.

Financing and partnership are therefore interdependent, not interchangeable.

The relationship with Washington

Canada's investment ambitions are developing alongside a changing trade relationship with the United States. On September 16, President Donald Trump suggested that proposed European Union associate membership for Canada could constitute a "hostile act." He called Canada a "terrible trade partner" and threatened

additional tariffs on Europe, making his response conditional on European intentions. These were conditional threats, not an announcement that a new Canada-EU arrangement had already triggered those tariffs.

A separate presidential memorandum issued that day directed officials to identify and take lawful steps, where warranted, to remove Canadian-origin items from federal civilian procurement. The administration presented the measure as a response to Canadian purchasing preferences and restrictions affecting American suppliers. Its scope and commercial consequences depend on implementation; it is not synonymous with a prohibition on all trade with Canada.

Carney, meanwhile, argued on September 17 that closer European ties would make Canada a stronger partner for the United States. His position presents diversification and continued American cooperation as compatible objectives, rather than alternatives.

For a Canadian business, this leaves two distinct questions: can a project attract financing, and can it retain dependable access to customers? Investment commitments do not settle the second question. The trade measures and competing diplomatic positions form part of the environment in which investors assess projects, alongside production costs, contracts and financing terms.

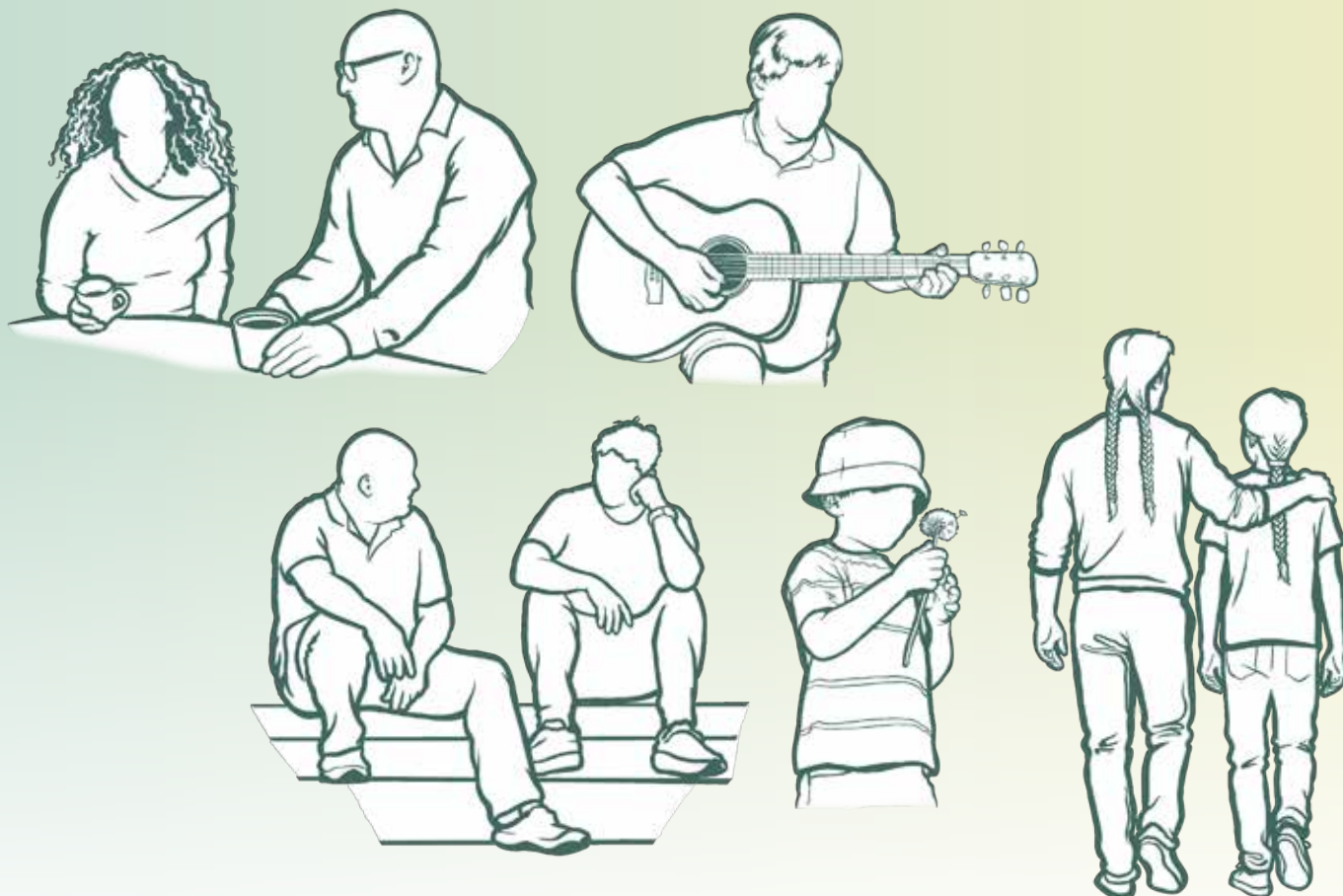
What becomes available?

The defence discussions brought these strands together. Industrial capacity was presented as part of strategic readiness: the ability to produce, replenish and adapt equipment, rather than simply purchase it. Participants also emphasised the skilled technicians required to build and sustain that equipment. Capital, production capacity and trained people were connected requirements—not alternative ways of measuring the same result.

The tests therefore extend beyond the summit total. Pension investments carry return obligations; public financing carries exposure to loss; partnerships require negotiated participation; and defence capability depends on equipment and support becoming available in practice.

The question after Toronto is not simply how much capital was announced, but what it finances, who shares the benefits and risks, and when the resulting capacity becomes available. Investment is an input. Capability is the outcome. The work between them is the story still unfolding. 🍁

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MILITARY WOMAN ... CONTINUED FROM PAGE 16

But one legislative change does not prove the other 47 recommendations were meaningfully implemented or effective. Government Agencies

Arbour explicitly recommended a Sexual Misconduct Resource Centre focused solely on complainants, victims and survivors of sexual misconduct. DND instead renamed it the Defence Community Support and Resource Centre and expanded its mandate to racism. How does this align with the report's true intent? Arbour also called for the Centre's External Advisory Council to publish an annual report providing an independent external perspective on the Centre's role and performance. Where are those reports?

Demand an Update for Every Class Member

Class members are long overdue a plain-language update explaining what was learned and changed through this settlement.

The update must detail the Restorative Engagement Program's effectiveness, the status and findings of the required external

review, and what the culture-change funding accomplished. Class members deserve transparent metrics on policy, training and culture shifts; measurable outcomes; unfinished work; and who will independently verify future progress.

It's time for class members to demand this accounting. Contact class legal counsel and ask whether the government's obligations under the agreement have been fulfilled.

Any Canadian can also write to their Member of Parliament and the Minister of National Defence requesting a status report on the remaining work. Share the responses received with survivors, veterans' organizations, and journalists. Geographic Reference

When officials claim sexual misconduct has been "addressed," we must challenge that framing. Demand that they update every class member and show the evidence of reform. A government checkmark is not proof of institutional reform. We all know — there is still more work to be done. 🍁

IN THE NEWS ... CONTINUED FROM PAGE 18

Pitcher said he leaves the organization confident in Landry's ability to continue that work.

"I leave with tremendous gratitude for the opportunity to have contributed to our proud legacy of supporting veteran employment, and with complete confidence in Rebecca's ability to lead the organization into its next chapter."

Landry's appointment provides continuity at the senior leadership level while bringing a new CEO to the helm at a time when

Canada's security environment — and the demands placed upon organizations operating within it — continue to evolve.

With experience spanning defence industry leadership, operations, business development and workforce initiatives, Landry will now be responsible for guiding Commissionaires Nova Scotia through its next phase of growth while maintaining the organization's longstanding connection to veterans and their families. 🍁

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