

* CJOC CAMPAIGN PLAN - INTELLIGENCE - FOR DISCUSSION PURPOSES ONLY *



Canadian Joint Operations Command

CAMPAIGN PLAN (Horizon 1: 2013/14 - 2018/19)

INTELLIGENCE

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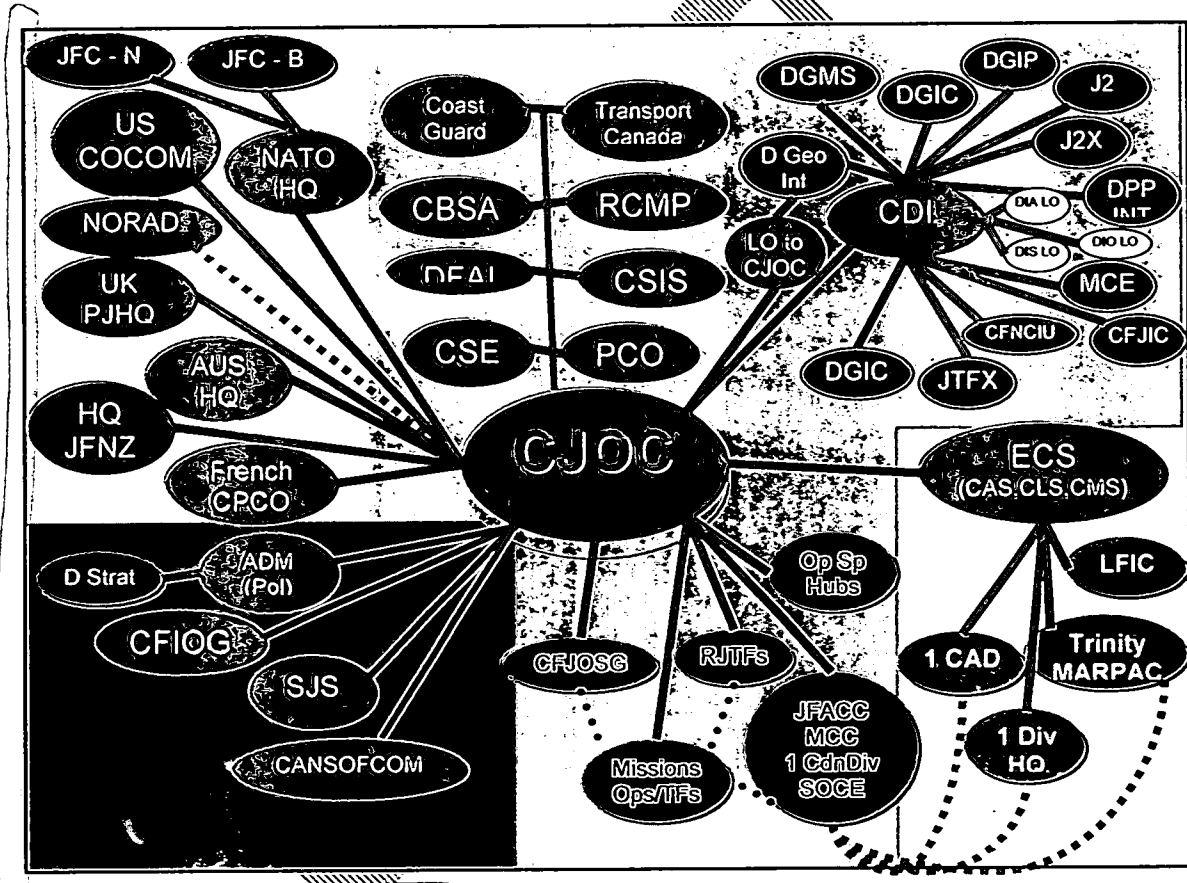
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FOREWORD

1. General. This document illustrates and describes the Intelligence portion of the Canadian Joint Operations Command (CJOC) Campaign Plan. Prepared by J2 CJOC, it aims to maximize the Canadian Armed Forces Operational Intelligence Architecture over the next five years, in support of the CJOC Campaign Plan. This is the Command Intelligence approach to providing understanding to stakeholders.
2. This document is intended to guide the following:
 - a. CJOC Deputy Commanders (DComds), the Chief of Staff (COS) and their respective staffs;
 - b. Task Force Commanders (Comds) and A2s, G2s, N2s and J2s assigned to CJOC led routine, contingency, continental and/or expeditionary operations;
 - c. CJOC Formation Commanders and Unit Commanding Officers (COs), as well as their respective intelligence staff, conducting training and force generation activities in support to CJOC led operations;
 - d. Maritime, Air and Land Component Commanders, and their A2, G2 and N2 staff, assigned operational command (OPCOM) or operational control (OPCON) to Comd CJOC;
 - e. CJOC relationships with strategic and operational level leaders, staff and organizations within and beyond the Department of National Defence (DND);
 - f. CJOC efforts with Canadian Armed Forces (CAF) and DND partners in Force Employment (FE), Force Generation (FG) and Force Development (FD); and
 - g. CJOC responsibilities and actions as a Level One (L1) Command within the CAF/DND L0 governance framework.
3. Structure and Methodology. The Intelligence plan for the next five years was developed following formal and exhaustive mission analysis. This document covers the outcome of this analysis. It is structured in four distinct parts: an overview of the Canadian Armed Forces operational intelligence architecture; the CJOC Intelligence context; the CJOC Commander's mission and vision for CJOC Intelligence; and the CJOC Intelligence Lines of Operations. This document is to be used in conjunction with the Canadian Joint Operations Command Campaign Plan.

SECTION I: SCOPE AND AIM

4. Scope. From the outset, it is important to point out that the long-term plan presented in this document is not limited to CJOC HQ or the Command. It encompasses the complete CAF Operational Intelligence Architecture (see Figure 1). As such, it involves the whole CJOC Intelligence organization and all of its elements, as well as the various relationships with the Chief of Defence Intelligence (CDI), the Environmental Chiefs of Staff (ECSs), the Other Government Departments (OGDs), other national, flanking or strategic organizations, and our Allies.



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Figure 1. CAF Operational Intelligence Architecture

5. Aim. This long-term intelligence plan is an integral part of the CJOC Campaign Plan. Its aim is twofold:

- a. To improve the way CJOC integrates into the CAF operational intelligence architecture; and

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- b. To support the Command in shaping and informing the Chief of Defence Staff (CDS) through day-to-day interaction and when anticipating, preparing and conducting domestic, continental and international operations.
6. This plan will ensure that the CAF Operational Intelligence Architecture always considers the complexity of the intelligence community and leverages all of its strengths and capabilities.

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SECTION II: CJOC INTELLIGENCE CONTEXT

7. General. To be fully supportive of the CJOC Campaign Plan, the Intelligence framework must consider a multitude of factors that are part of the CJOC Intelligence context. These factors range from the intelligence tasks performed within the spectrum of conflicts, to the specific intelligence tasks conducted in support of CJOC's main functions and lines of operation. This section will examine these factors.

8. Spectrum of Conflict. An array of intelligence tasks must be performed within the spectrum of conflict. As depicted at Figure 2, the main intelligence tasks that must be completed, and their relative weights, greatly depend on where one stands within the spectrum of conflict.

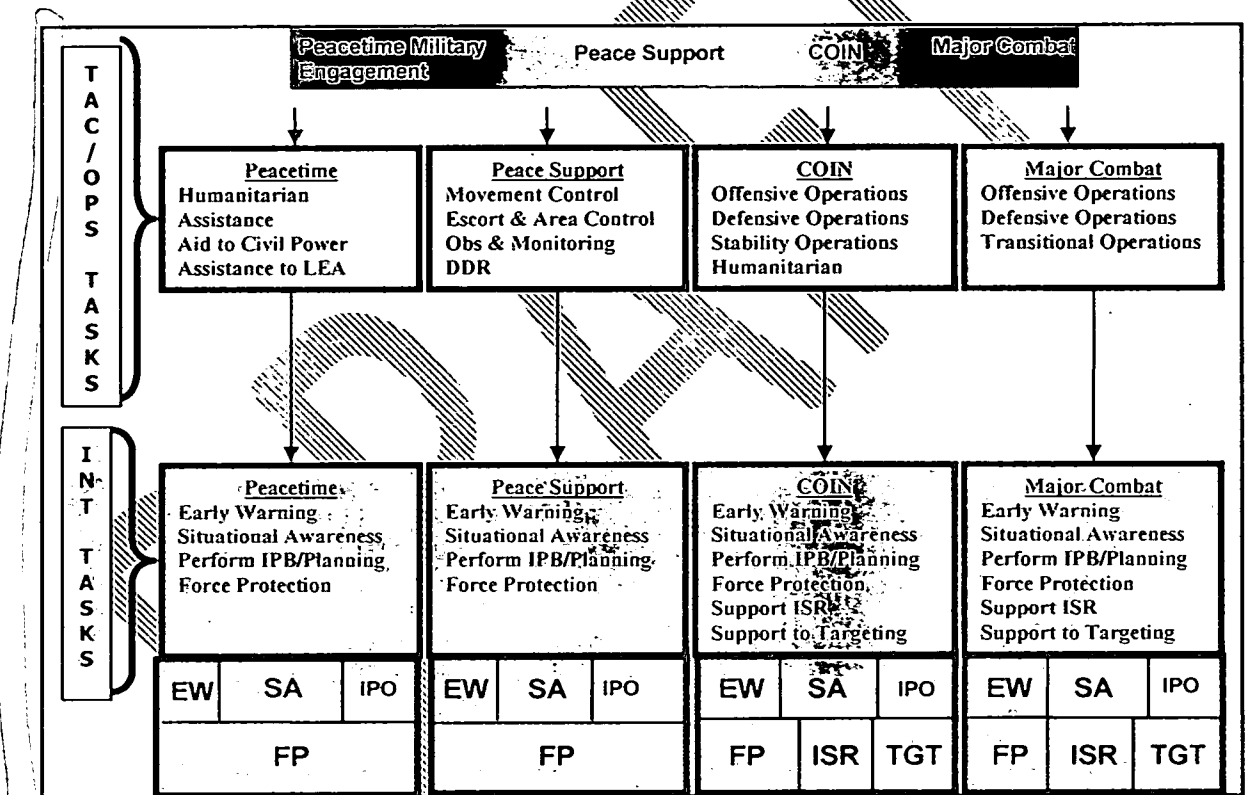


Figure 2. Intelligence Tasks within the Spectrum of Conflicts¹

9. To be successful, CJOC Intelligence must execute all of these tasks with a high level of proficiency. This means that CJOC Intelligence must become more efficient in Early Warning (Horizon Scanning and Warning), Intelligence Surveillance and Reconnaissance (ISR) and Targeting, all tasks and functions that were not nurtured very

¹ Note that the relative weights of each task, i.e. the size of the boxes at the bottom of Figure 2, are illustrative only.

well in past years. Emerging operations such as Space and Cyber must also be successfully supported by intelligence.

10. CFDS Missions. CJOC Intelligence must also be adequately resourced to support the Command in the execution of any of the six Canada First Defence Strategy core missions listed at Figure 3.

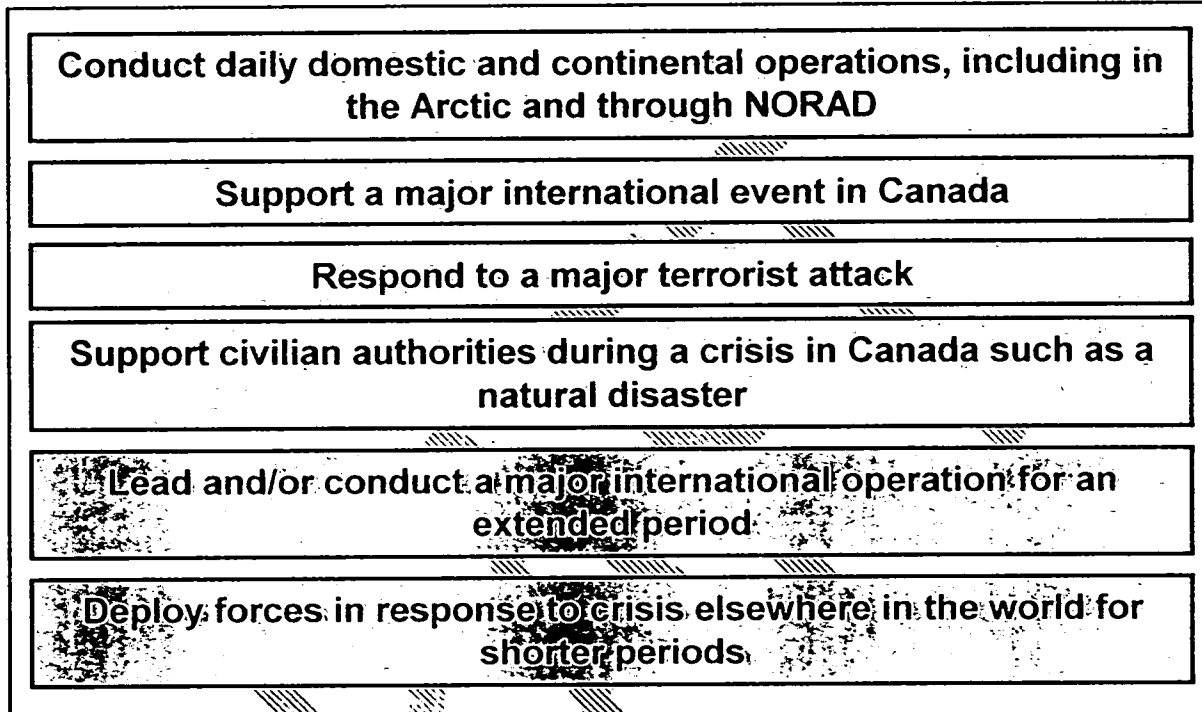


Figure 3. Canada First Defence Strategy Core Missions²

11. In all cases, CJOC Intelligence, being the first rampart, must warn and provide situational awareness even before the Government of Canada, CDS or Commander CJOC make the decision to engage or be ready to engage in any of these missions. Once the decision is made, CJOC Intelligence must actively contribute to planning while still providing situational awareness.

12. Concurrently, CJOC Intelligence must continue to provide horizon scanning and warning intelligence to minimize surprise on the strategic level, CJOC's partners and deployed troops. It must continue to support ongoing operations and it must provide operational intelligence to the strategic level.

² The boxes in grey relate to domestic and continental missions, while the ones in yellow denote the expeditionary ones.

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13. CJOC Tasks. The CJOC Intelligence system must also be organized, structured and integrated in such a way that it fully enables Commander CJOC's five primary functions (conduct of operations, domain awareness, force generation, stakeholder engagement and preparedness) and four lines of operations (force employment, force generation, force management and force development), as well as any tasks arising out of them. CJOC Intelligence must therefore be able to commit to, and sustain, all of the tasks shown at Figure 4, as it plays a critical role in all of them, contributing to the attainment of the CJOC objectives.

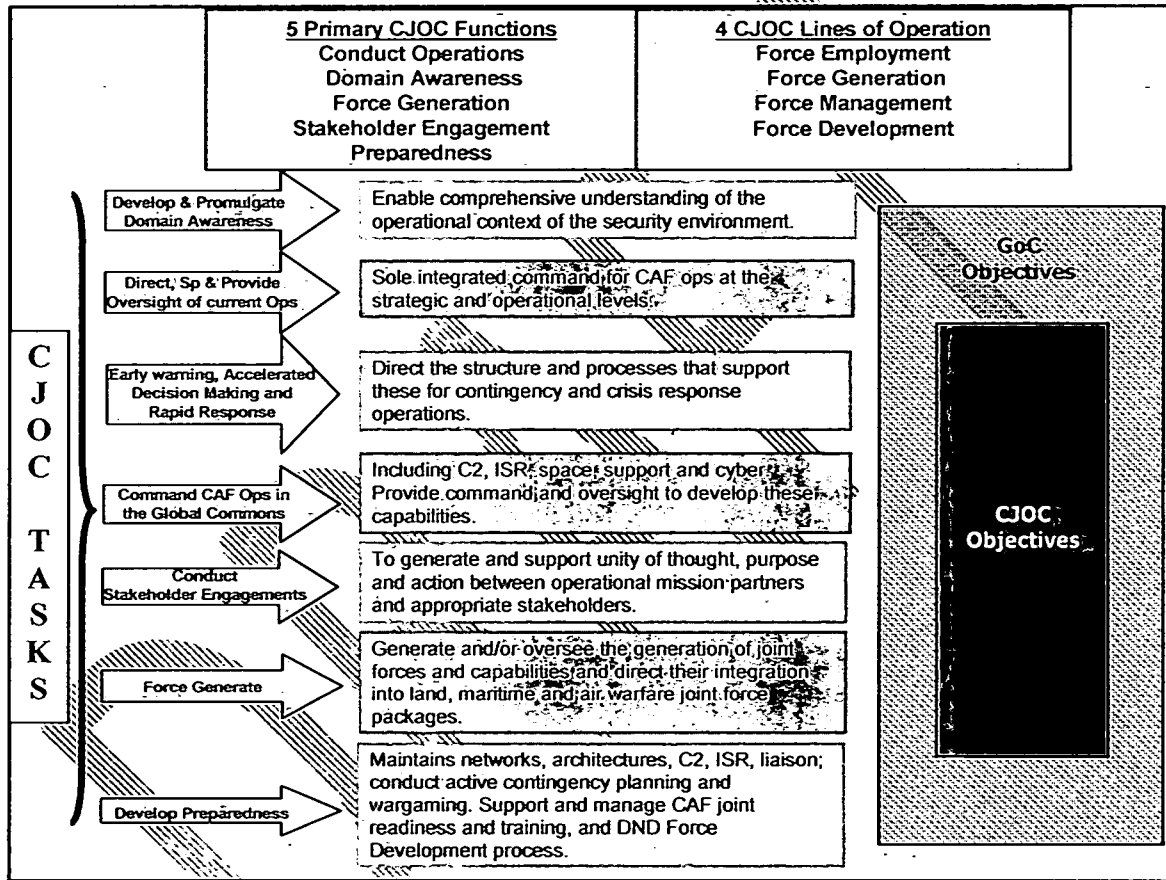


Figure 4. CJOC tasks.

14. CJOC Mission. CJOC anticipates and conducts CAF operations, less those undertaken by the Canadian Armed Forces Special Operations Forces Command (CANSOFCOM) and the North American Aerospace Defence Command (NORAD), and develops, generates and integrates joint force capabilities for operations.

15. As the Command responsible for CAF operations, CJOC:

- a. Contributes to strategic understanding of the operating environment and the formulation of strategic direction;

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- b. Anticipates operations by understanding the operating environment and preparing for potential operations with our partners;
- c. Conducts assigned operations, from warning to termination, ensuring that the conduct of operations contributes to the achievement of national strategic goals as directed by the Chief of the Defence Staff; and
- d. Develops, generates and integrates joint force capabilities, enabling maritime, land, air and special operations at home and abroad.

16. CJOC Vision. Accountable to the Chief of the Defence Staff (CDS), CJOC will be responsible for the employment of CAF on all operations, less those undertaken by CANSOFCOM and NORAD. Commander CJOC will exercise those authorities that enable the effective anticipation, planning and conduct of operations across Canada, the continent and anywhere globally that the CDS will require. Concurrently, Commander CJOC will work on behalf of the CDS to exercise an appropriate level of command and oversight over the development, generation and integration of joint capabilities.

17. CJOC Campaign Plan Lines of Operation. The following are the CJOC Lines of Operation:

- a. Force Employment - Military operational goals are achieved;
- b. Force Generation - Joint Forces are postured and ready for operational success;
- c. Force Development - Joint Forces capabilities achieve intended effects in current and future operational domains; and
- d. Force Management - Effective, transparent and accountable application of resources.

18. Intelligence Nesting. In the development of this support plan, it is important to consider where CJOC Intelligence fits within the intelligence Force Development, Force Generation, Force Employment and Force Management roles, particularly because these are also CJOC's Lines of Operations (see figure 5).

19. While providing the lead for the anticipation and execution of intelligence employment, CJOC Intelligence must define the requirements for Force Generation and integrate intelligence effects into the larger operation or campaign. Concurrently, CJOC Intelligence must shape Force Development activities through the provision of input and prioritization regarding required intelligence capabilities and their desired operational effects. At the same time, CJOC Intelligence must be actively engaged in Force Management, which includes the administering of the various activities and resources that support intelligence Force Employment, Force Generation and Force Development,

and allow meeting the institutional obligations of an L1 organization. Particularly, CJOC Intelligence must engage in proactive oversight and human resource management.

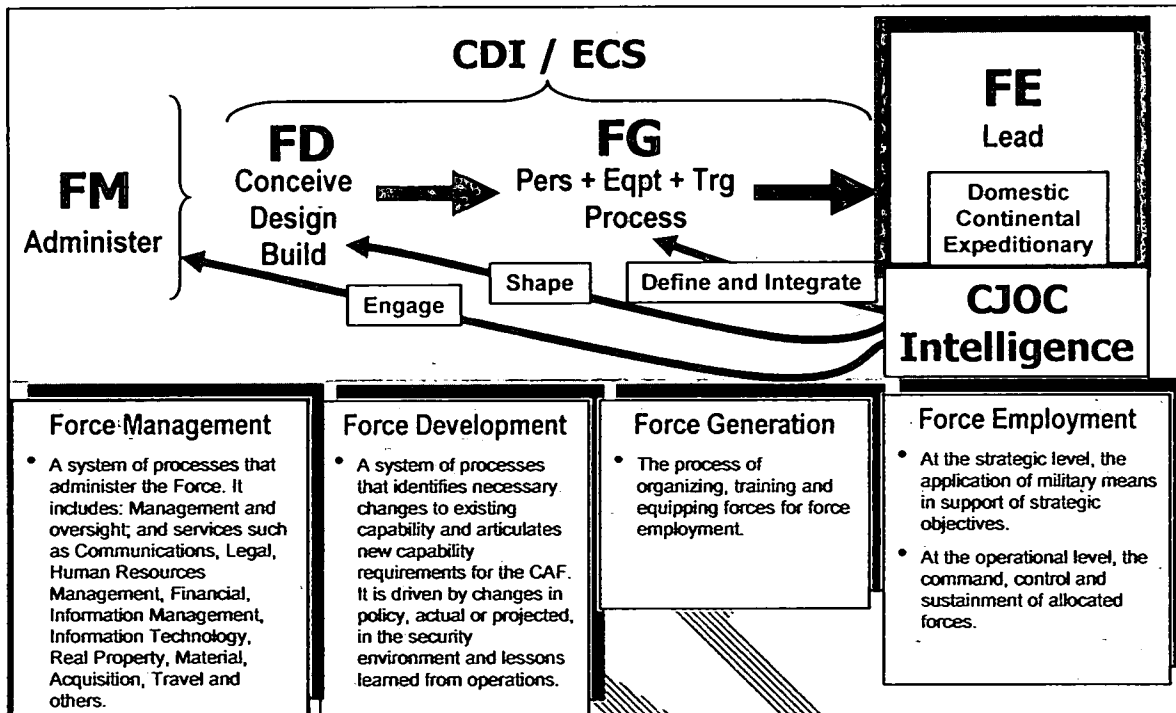


Figure 5. CJOC Intelligence nesting

20. Security Environment. Finally, CJOC Intelligence must consider the security environment within which CJOC currently interacts and will interact in the future. This examination allows drawing deductions that will better focus the requirements for an efficient Command Intelligence construct in support of the CJOC Campaign Plan. It also helps identify the intelligence lines of operations necessary to develop and maintain the Command Intelligence capability. Some of the major deductions are:

- a. Due to emerging threats and speed of changes, commanders and partners require better and more relevant operational intelligence shared even faster. To that end, CJOC Intelligence must:
 - (1) have great insight and access to basic intelligence in its areas of responsibility and interest;
 - (2) have enhanced conventional intelligence support capability (to include targeting / network analysis) and be able to support non-conventional ones (cyber, space, etc.);
 - (3) maximize ISR capabilities and CCIRM functions to enhance Domain Awareness, Horizon Scanning and Warning, as well as intelligence operations.

SECTION III: CJOC INTELLIGENCE MISSION AND VISION

21. General. In order for CJOC Intelligence to operate efficiently within the spectrum of conflicts and the CAF operational intelligence architecture, to support all of the CFDS core missions and the CJOC tasks, and considering the current and future security environments, Commander CJOC assigned an Intelligence mission and provided his vision for intelligence to the CJOC J2, the Command senior officer responsible for intelligence.

22. CJOC Intelligence Mission. CJOC leverages the entire Canadian Armed Forces intelligence architecture, contributing fully to the understanding of the operating environment that informs the strategic level and partners, and that drives anticipation, preparation and effective conduct of CAF operations in all operating domains and environments, and within a whole of government context.

23. CJOC Intelligence Vision. Integrated with joint, interagency, multinational and public partners at all levels, CJOC will be the one focal point for CAF operational intelligence in all operating domains. As one, Command Intelligence elements will provide relevant and responsive support that will have CJOC recognized as a leader for operational intelligence.

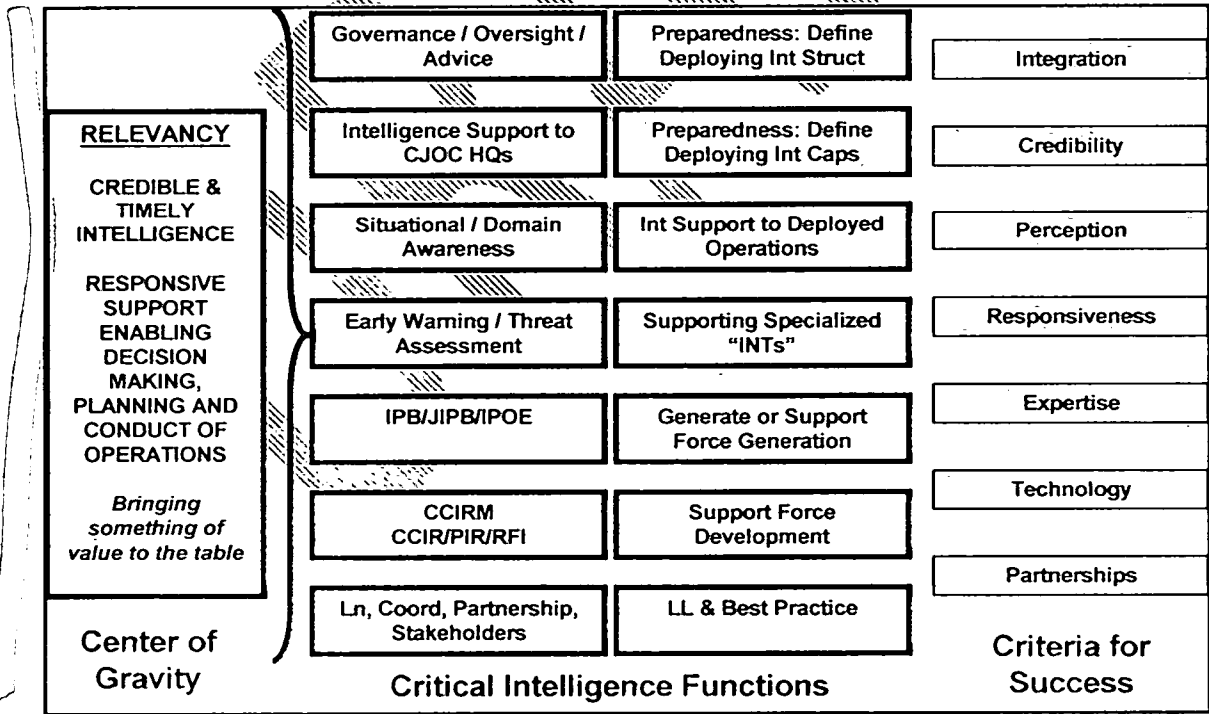


Figure 6. Centre of gravity, critical capabilities and criteria for success

24. CJOC Intelligence Centre of Gravity. Given this mission and this vision, it becomes obvious that the centre of gravity for CJOC Intelligence is relevancy. In the

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context of this intelligence input to the CJOC Campaign Plan, relevancy relates to our degree of credibility and responsiveness (see Figure 6).

25. CJOC's intelligence effect needs to be credible to the strategic level and to our partners who must have confidence in our products. CJOC Intelligence must also be credible in executing intelligence operations and in supporting deployed commanders and troops. Concurrently, CJOC intelligence must be responsive to the strategic level, our partners and supported organizations, through the timely provision of reliable operational understanding.

26. CJOC Intelligence must be part of the answer for CDS and our partners by bringing something of value to the table. This will be accomplished by delivering all of the critical intelligence functions listed at Figure 6, while fostering the criteria for success.

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SECTION IV: CJOC INTELLIGENCE LINES OF OPERATION

27. General. There are five Lines of Operations (LOOs) that will allow CJOC Intelligence to accomplish its mission, meet the Commander's vision for Intelligence, support the CFDS core missions, maximize the intelligence partnerships and, above all, support the CJOC Campaign Plan. They range from integral intelligence support to the shaping of the entire intelligence environment in which CJOC evolves, also covering support to deploying and deployed forces. These LOOs are such that they will allow CJOC Intelligence to operate successfully within the current and the future security environments. They are:

- a. Intelligence support to CJOC Headquarters (HQ) and integral organizations;
- b. Enabling Command Intelligence for operational success;
- c. Intelligence support to deployed operations;
- d. Integration and shaping of the Intelligence environment; and
- e. Liaison, partnerships and engagement.

28. LOO 1 - Intelligence Support to CJOC HQ and Integral Organizations. This LOO is referred to as Integral Support. CJOC HQ and integral CJOC organizations need dedicated and responsive intelligence, provided in a state-of-the-art way, to ensure the CJOC mission is fulfilled, including the mission to support the strategic level. This will allow Command Intelligence to:

- a. Contribute to CJOC HQ battle rhythm;
- b. Support the Component Commands and the Regional Joint Task Forces;
- c. Contribute to the understanding of the operating environment that informs the strategic level and partners;
- d. Provide situational awareness and threat assessments to commanders, command groups and staffs on a daily basis on areas of interest;
- e. Respond accurately and diligently to commanders' Priority Intelligence Requirements and staff's Requests for Information;
- f. Contribute actively to planning activities and key leadership engagement;

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- g. Provide Horizon Scanning capabilities (anticipate);
- h. Provide advice on any intelligence related issue; and
- i. Plan ISR activities.

29. CJOC Intelligence LOO 1 is linked to the following CJOC Campaign Plan LOOs:

- a. Force Employment (Military operational goals are achieved); and
- b. Force Generation (Joint Forces are postured and ready for operational success); and

30. Figure 7 illustrates how CJOC Intelligence LOO 1 will be achieved.

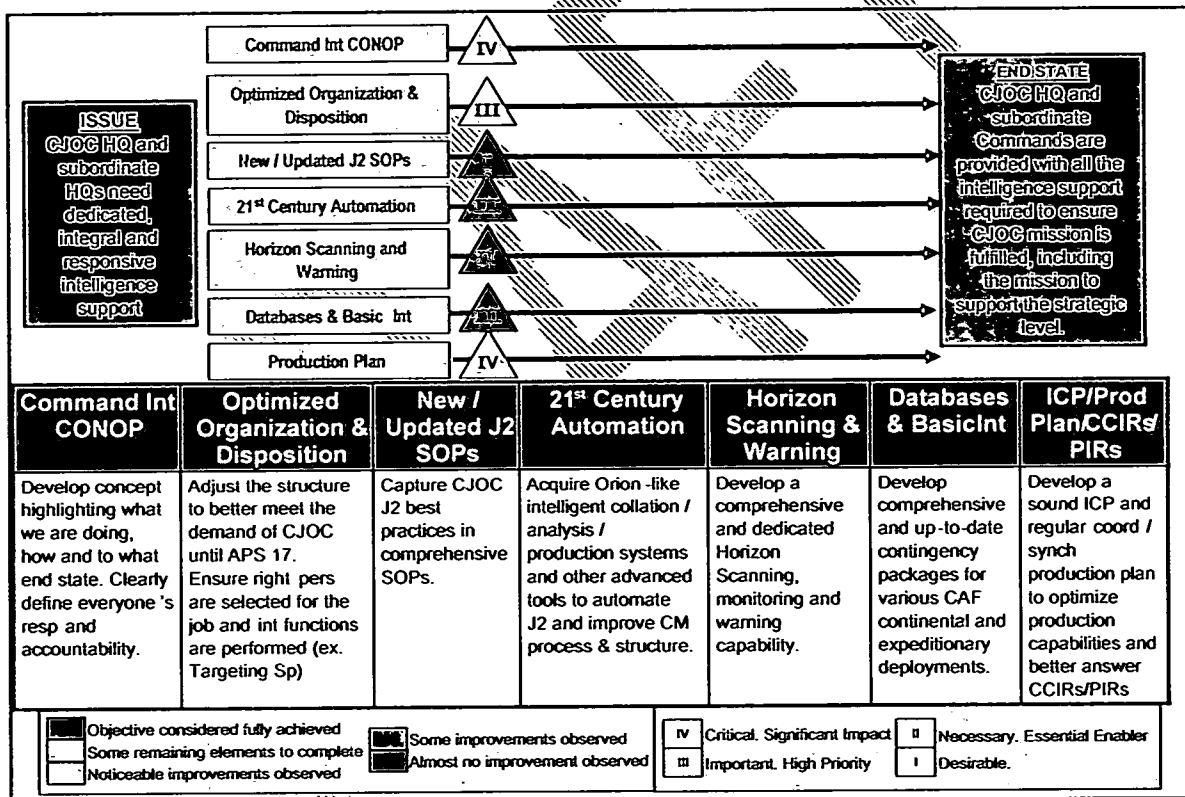


Figure 7: LOO 1 - Intelligence support to CJOC HQ and integral organizations

31. LOO 2 - Enabling Command Intelligence for Operational Success. This LOO, referred to as Structures and Capabilities, will see that current and future CAF operations always have the proper intelligence structures and capabilities in place. To achieve this, CJOC intelligence, in collaboration with other intelligence function stakeholders, will ensure that:

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- a. deploying domestic, continental and expeditionary operations have the right:
 - (1) Intelligence Guidance and directives;
 - (2) Intelligence structure;
 - (3) Intelligence Connectivity and Information Technology systems;
 - (4) Access to ISR assets;
 - (5) Intelligence Road to high-readiness process; and
 - (6) Intelligence Validation and mentoring process;
- b. Deployed intelligence capabilities are adequately monitored and adjusted as required;
- c. The permanent CJOC Intelligence structures (for example the Regional Joint Task Forces or the Component Commands) have the right resources and connectivity to accomplish their intelligence missions; and that
- d. The right personnel, with the right training, experience and qualifications are in place.

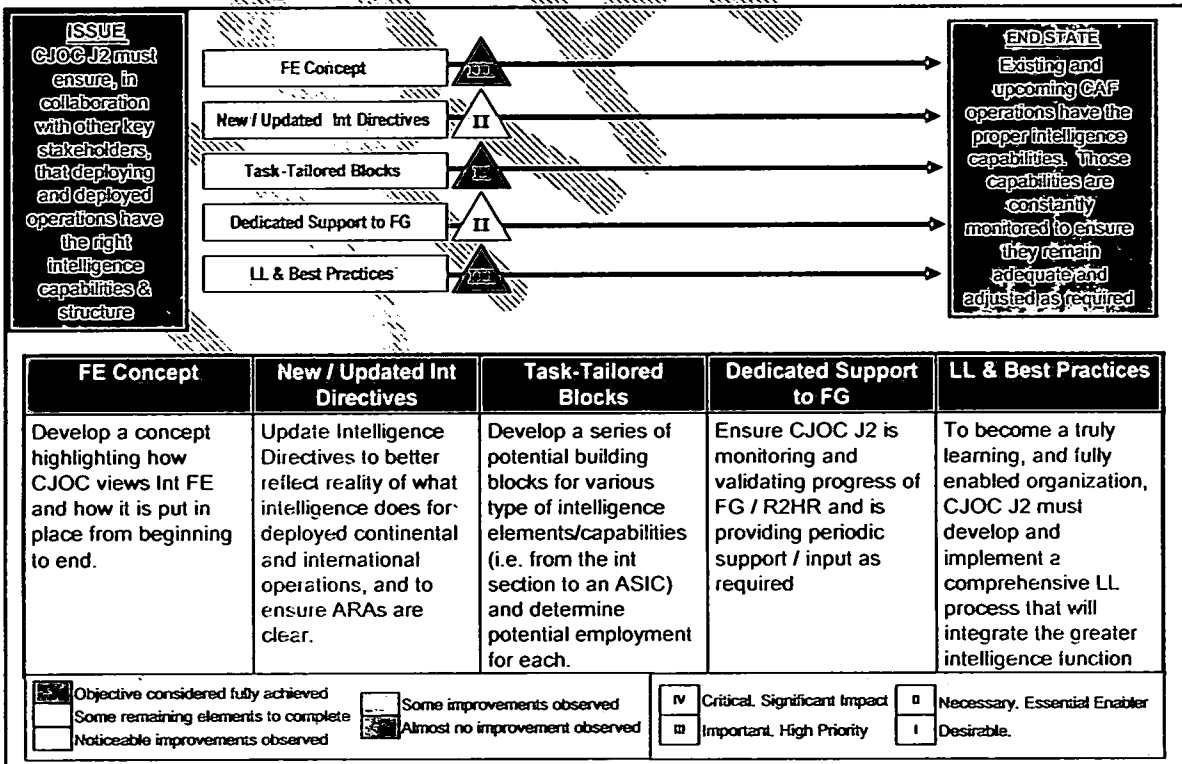


Figure 8. LOO 2 - Enabling Command Intelligence for operational success

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32. CJOC Intelligence LOO 2 is linked to the following CJOC Campaign Plan LOOs:

- a. Force Generation (Joint Forces are postured and ready for operational success); and
- b. Force Management (Effective, transparent and accountable application of resources).

33. Figure 8 illustrates how CJOC Intelligence LOO 2 will be achieved.

34. LOO 3 - Intelligence Support to Deployed Operations. This LOO, referred to as Connectivity and Reach-Back, will see that CAF operations are provided with continuous intelligence support, proper oversight and the ability to quickly adjust the support based on operational requirements. To accomplish this, CJOC Intelligence must provide continuous intelligence direction, planning, collection, processing and dissemination support to domestic, continental and expeditionary forces deployed under CJOC command. This will include:

- a. A reach back capability provided through the CJOC watch, the JASIC, the Component Commands and the Regional Joint Task Forces;
- b. Continuous oversight of some specific intelligence operations; and

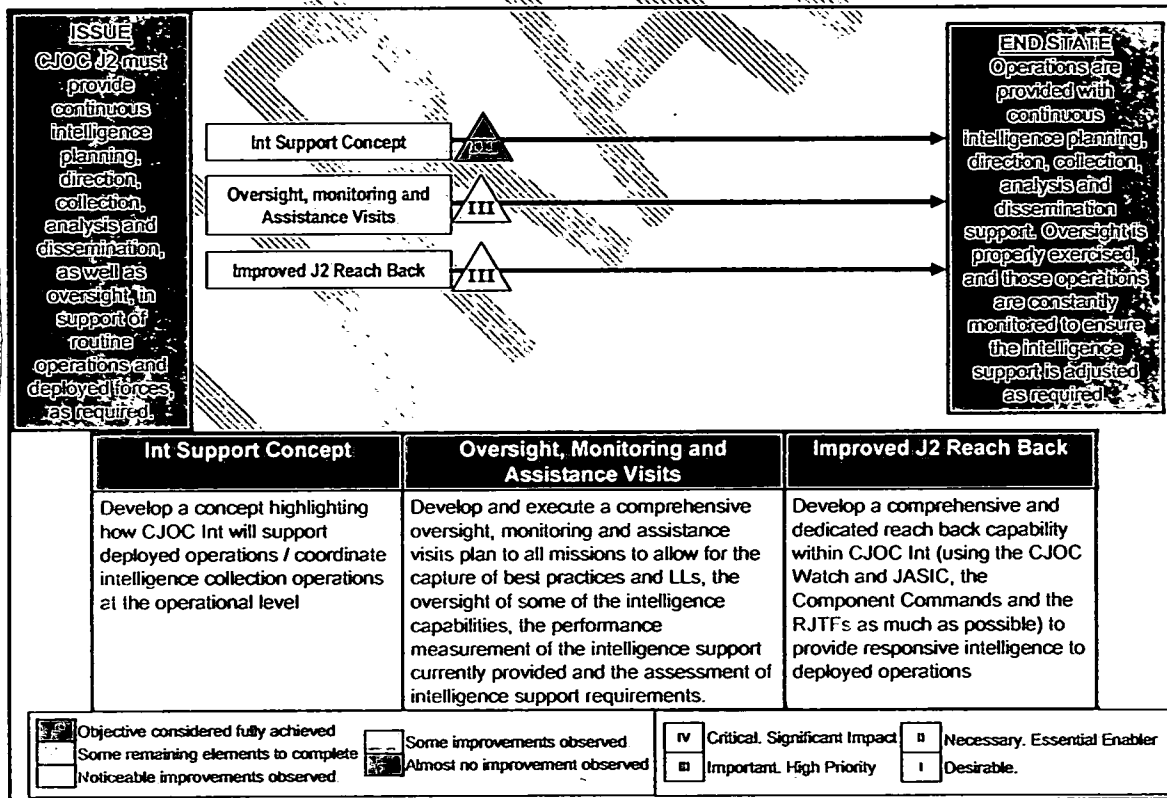


Figure 9 LOO 3 - Intelligence support to deployed operations

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- c. Regular visits to deployed operations to monitor and oversee intelligence operations and assess current and potential intelligence requirements.
35. CJOC Intelligence LOO 3 is linked to the following CJOC Campaign Plan LOOs:
- a. Force Employment (Military operational goals are achieved);
 - b. Force Development (Joint Force capabilities achieve intended effects in current and future operational domains); and
 - c. Force Management (Effective, transparent and accountable application of resources).
36. Figure 9 illustrate how CJOC Intelligence LOO 3 will be achieved.
37. LOO 4 - Integration and Shaping of the Intelligence Environment. This LOO, referred to as Synchronization and Coordination, will see a seamless integration of the intelligence function within CJOC HQ and the greater intelligence community in a collaborative approach with CDI, OGDs and Allies. This will be accomplished when all CJOC intelligence-related entities are combined into a whole and aligned on CJOC efforts within the CAF Operational Intelligence Architecture (see Figure 1), and within a

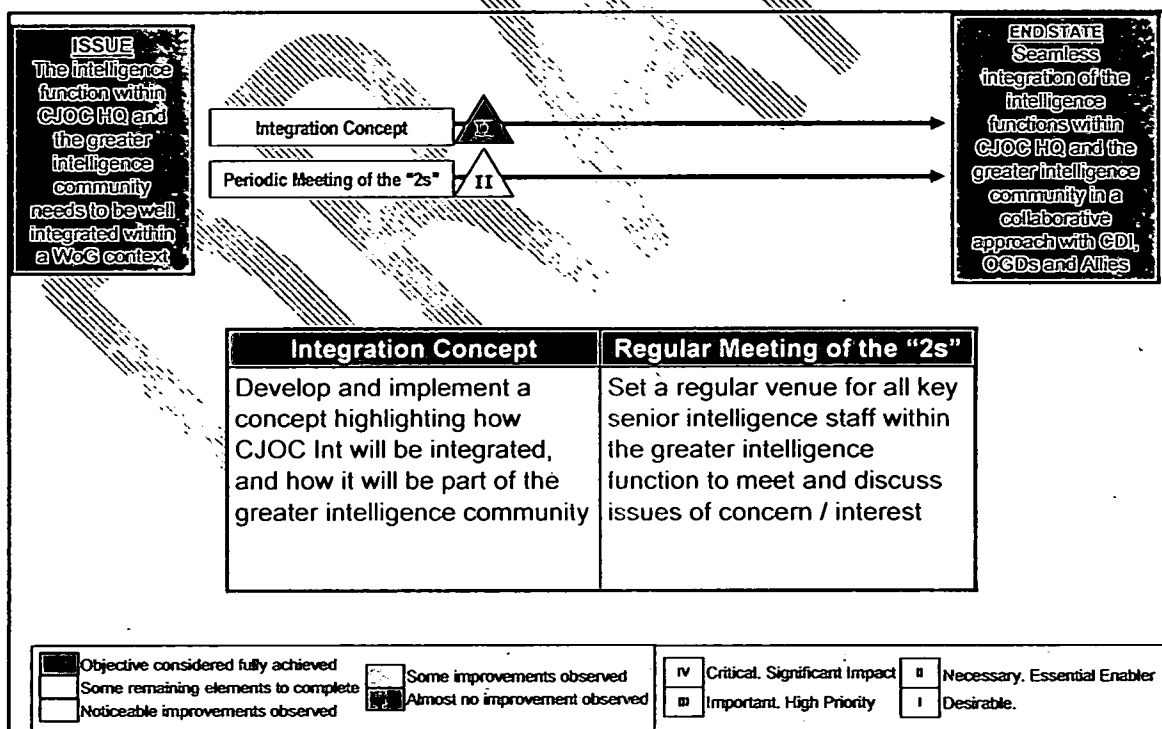


Figure 10. LOO 4 - Integration and shaping of the intelligence environment

whole of government context. The greater intelligence functions will also be synchronized within the force employment concept, particularly the RJTFs, the deployed forces, the Component Command, CDI and force generators.

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38. CJOC Intelligence LOO 4 is linked to the four CJOC Campaign Plan LOOs.

39. Figure 10 illustrates how CJOC Intelligence LOO 4 will be achieved.

40. LOO 5 - Liaison, Partnerships and Engagements. This LOO, referred to as Relationships and Trust, will see that an aggressive liaison and engagement program is put in place. CJOC Intelligence must continuously engage the numerous actors involved in the greater CAF Operational Intelligence Architecture. This involves aggressive liaison with:

- a. CJOC HQ staff and key stakeholders;
- b. Other CJOC components;
- c. Deployed missions;
- d. Deploying forces during their Road to High Readiness process;
- e. CAF intelligence elements and organizations;
- f. Canadian OGD intelligence elements; and
- g. Allied intelligence elements.

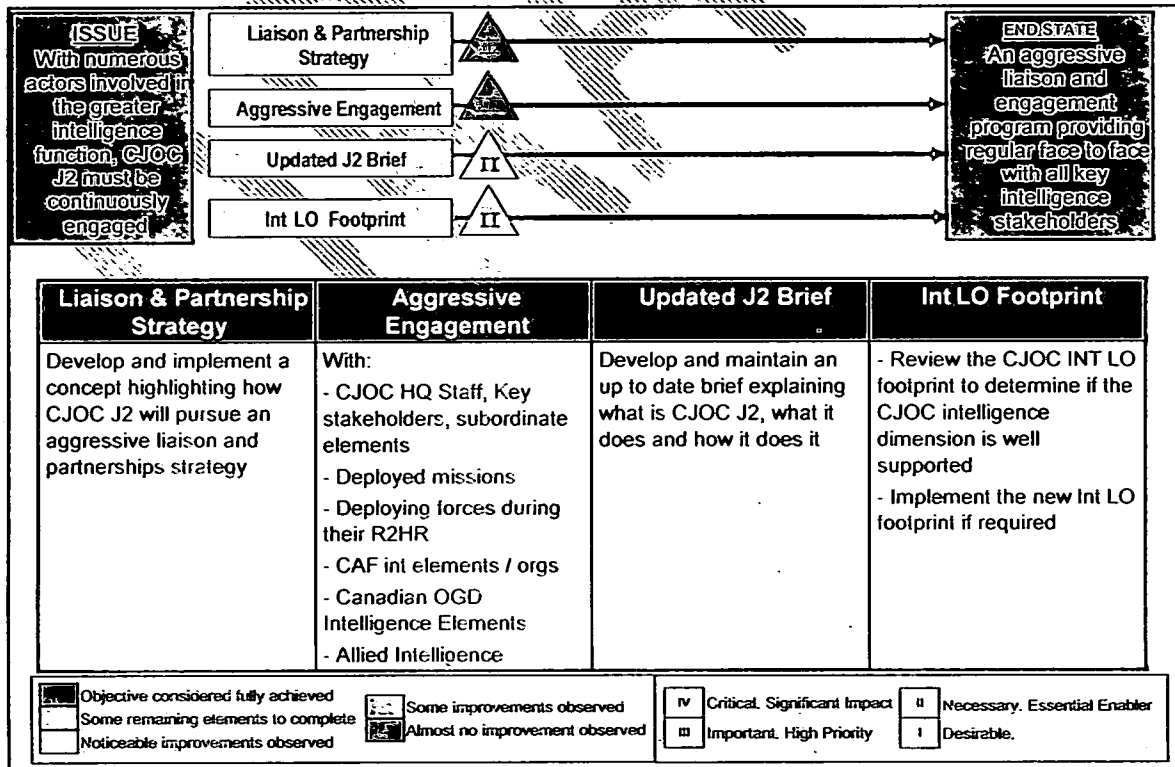


Figure 11. LOO 5 - Liaison, partnerships and engagements

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41. Liaison, partnerships and engagements must be prioritized and in direct support of the intelligence mission and vision that Commander CJOC gave to CJOC Command Intelligence. The program must also be in line with the CJOC and CDI engagement and partnership strategies.

42. CJOC Intelligence LOO 5 is linked to the four CJOC Campaign Plan LOOs.

43. Figure 11 illustrates how LOO 5 will be achieved.

44. CJOC Intelligence Roadmap to 2018. The roadmap at Figure 12 represents the execution of the five Command Intelligence LOOs and their respective objectives over the next five fiscal years. The plan is divided into three main phases:

a. Phase 1 (now to 2014), Concepts Development

(1) During this phase, the overall CJOC Intelligence concept of operation (CONOP) will be developed. It will integrate concepts such as:

- i. Force Employment;
- ii. Intelligence support, and
- iii. Intelligence integration.

(2) As well, this phase will see the development of a more comprehensive liaison, partnership and engagement strategy in line with CJOC Commander's intent and the Defence Intelligence Partnership Program; and

(3) It is also during this phase that the state of CJOC intelligence automation will be examine and a plan to bring it into the 21st Century will be developed.

b. Phase 2 (2014-16), Delivery and Optimization of Capabilities

(1) This phase will see the delivery and optimization of the various capabilities required to enable the CONOP, followed by the implementation of the CONOP and a verification to ensure the CJOC Intelligence construct is appropriate;

(2) The required intelligence standard operating procedures (SOPs) and the Commander's Directives on Intelligence will be developed and implemented;

(3) The oversight and monitoring of operations will be improved;

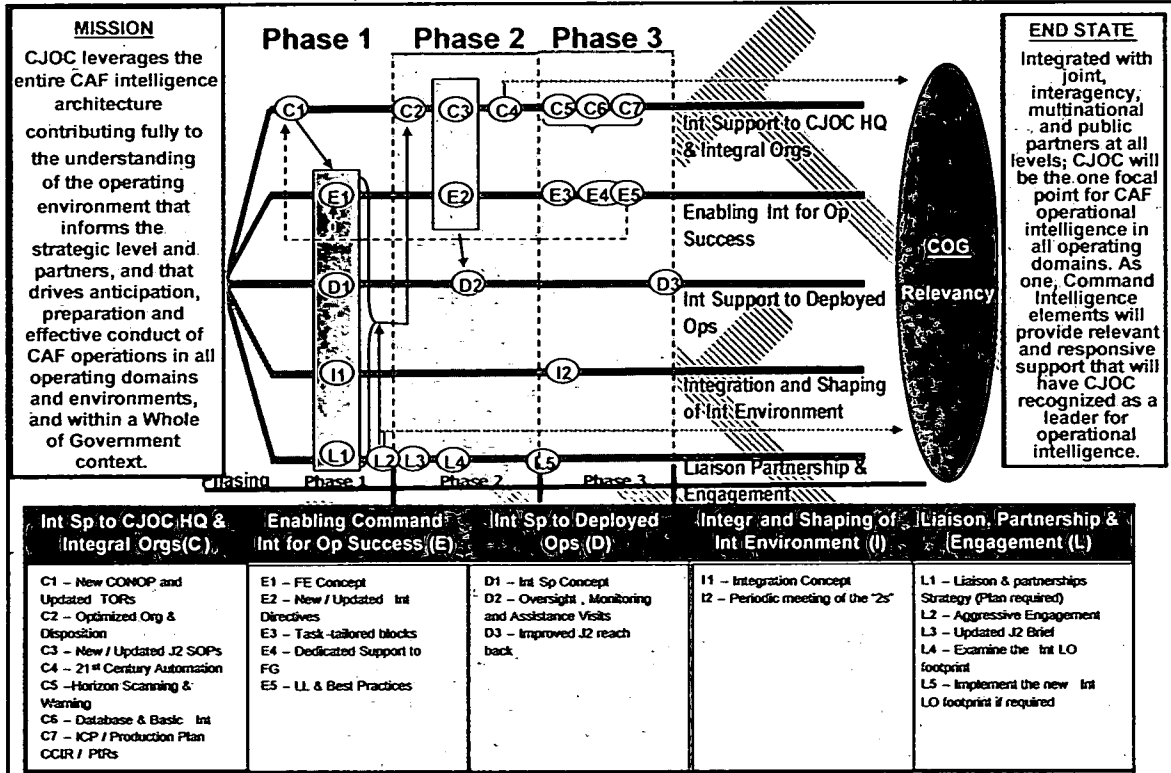
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(4) The Liaison, Partnership and Engagement strategy will be executed and

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(5) The Intelligence automation plan will be initiated.

c. Phase 3 (2016 to 2018) will see the consolidation of the CJOC Intelligence capabilities and partnerships.



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Figure 12. CJOC Intelligence roadmap to 2018

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CONCLUSION

45. The CJOC Intelligence plan to support the CJOC Campaign Plan will place CJOC Intelligence where it needs to be with regards to operational intelligence. This will not only enable the Command, it will make CJOC Intelligence a main player within the intelligence community, in Canada and abroad.

46. The plan presented here is sufficiently flexible to adapt to the current and future security environment as well as subsequent phases of CAP Transformation.

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