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2024-25 Departmental plan at a glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming three fiscal years.

- [Vision, mandate, role, raison d'être, operating context; and](#)
- [Minister's mandate letter.](#)

Strategic operating context

We are living in a time of global re-ordering. Countries, both allies and competitors, are getting ready for a period of contestation to advance their own agendas for a new global order that has yet to be established. States, such as China and Russia, are making choices that are not simply incompatible with the global order in which Canada and its allies thrive – they also go against our fundamental values and beliefs. In recent years, these states have made it clear that they are prepared to leverage their power aggressively to carry out activities targeting Canada, our allies, and our partners around the world. Confronting these challenges while shoring up the international rules-based order is the generational challenge of our time.

In the coming years, Canada must adapt to new global realities determined by forces over which Defence has limited control. These include the rise of aggressive authoritarian states, the erosion of the international rules-based order, reversals for democracy worldwide, intensifying climate change, economic slowdown, and the waning authority of the multilateral institutions that have formed the cornerstones of Canadian security and prosperity for generations.

Key priorities

- Operations and Readiness;
- Reconstitution;
- Culture Evolution;
- Modernization; and
- Stewardship and Compliance.

Refocusing government spending

In Budget 2023, the government committed to reducing spending by \$15.4 billion over the next five years, starting in 2023-24, and by \$4.5 billion annually after that.

As part of meeting this commitment, [The Department of National Defence and the Canadian Armed Forces \(DND/CAF\)](#) is planning the following spending reductions:

- **2024-25:** \$810,449,000;
- **2025-26:** \$851,437,000; and
- **2026-27 and after:** \$907,539,000.

DND/CAF will achieve these reductions by doing the following:

- Savings measure 1: Travel
 - Reduce spending on travel by \$58,589,937 in 2024-25, and ongoing.
- Savings measure 2: Professional Services
 - Reduce spending on professional services by \$200,000,000 in 2024-25, and ongoing.
- Savings measure 3: General Operating Funds
 - Reduce general operating expenses by \$354,778,505 in 2024-25, \$264,250,000 in 2025-26, and ongoing.
- Savings Measure 4: Fiscal Framework¹
 - Reduce spending to initiatives yet to be started and earmarked in the fiscal framework by \$197,080,558 in 2024-25, \$185,848,278 in 2025-26, \$79,871,095 in 2026-27, and ongoing.

¹ The fiscal framework is the financial structure within the Government's budget agreed upon by Cabinet. Funding is transferred to a department from the fiscal framework via approved Treasury Board submissions for initiatives having received Cabinet approval.

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- Savings Measure 5: Additional Targeted Spending Reductions
 - The previously described measures do not fully meet targeted saving reductions. Further work is therefore currently underway to identify \$142,748,785 in 2025-26 and \$304,827,968 in 2026-27 (ongoing) to fulfill Department of National Defence targets.

The figures in this departmental plan reflect these reductions.

Highlights

A Departmental Results Framework consists of an organization's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

Operations

Departmental results:

- Canadians are protected against threats to and attacks on Canada;
- People in distress receive effective search and rescue response;
- Canada's Arctic sovereignty is preserved and safeguarded;
- North America is defended against threats and attacks; and
- Canadian Armed Forces contribute to a more stable and peaceful world.

Planned spending: \$2,280,404,320

Planned human resources: 2,400

In recent years, the international environment has become more complex, and the pace of change has increased. The global pandemic, the illegal Russian invasion of Ukraine, the rise of an increasingly disruptive China, and the growing effects of climate change have demonstrated to Canadians that the security and prosperity they have enjoyed since the end of the Cold War cannot be taken for granted. To continue keeping Canadians safe, the CAF must be able to ensure that Canada remains strong at home, secure in North America, and engaged in the world. There has also been a very significant increase in assistance and response to domestic emergencies since 2017. The CAF must be prepared to respond to extreme crises of all kinds, foreign and domestic, but the clear priorities are deterrence, defence and countering the sub-threshold actions of DND/CAF adversaries. Therefore, in FY 2024-25, Defence will prioritize these outcomes as it upholds its eight core missions, as set out in [Strong, Secure, Engaged \(SSE\): Canada's Defence Policy](#).

Defence will continue to collaborate with the Five Eyes alliance (Australia, Canada, New Zealand, the United Kingdom and the United States), North American Aerospace Defense Command (NORAD) and North Atlantic Treaty Organization (NATO) partners, and key regional allies to foster regional coherence, which is critical for strategic unity.

[Planned Costs for Major Canadian Armed Forces Operations](#) and information on [current CAF operations and exercises](#) are available on the DND/CAF [website](#).

More information about [Operations](#) can be found in the full departmental plan.

Ready Forces

Departmental results:

- Canadian Armed Forces are ready to conduct concurrent operations; and
- Military equipment is ready for training and operations.

Planned spending: \$11,304,585,891

Planned human resources: 42,947

In accordance with the Chief of the Defence Staff (CDS) Directive for CAF Force Posture and Readiness (FP&R), Defence will prioritize and direct Defence activities so the CAF is ready to conduct complex operations in contested, degraded and operationally limited environments through participation in, and execution of, Canadian and international exercises and training events. As Defence advances its modernization efforts, a deliberate focus on CAF and allied interoperability and the integration of these new capabilities into training and readiness activities will become a key activity.

Additional information on [CAF operations and exercises](#) is available on the DND/CAF website.

More information about [Ready Forces](#) can be found in the full departmental plan.

Defence Team

Departmental results:

- Canadian Armed Forces is growing toward its end state of 101,500 personnel;
- The health and well-being of the Defence team is well supported;
- The Defence team reflects the values and diversity of Canadian society;
- Military families are supported and resilient; and
- Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood.

Planned spending: \$4,212,785,688

Planned human resources: 20,902

Defence will focus on enhancing its multi-year program to improve its ability to attract, recruit and retain its workforce, including through process improvements and the modernization of personnel management systems, to address high-priority gaps and functions. Defence will advance efforts to build a team that supports the wide-ranging perspectives, cultural and linguistic diversity, gender balance, age and other distinctive attributes of Canadian society. Defence will progress activities to ensure that the Defence Team is strong, where its members feel safe, supported, and accepted. Defence will ensure the needs of its military members, their families, and the department's public servants are met.

Additional information on Defence recruitment is available on the [Forces.ca](#) website, and in the [CAF Retention Strategy](#). [Additional information for military family support can be found at the Military Family Resource Centres](#) website.

More information about [Defence Team](#) can be found in the full departmental plan.

Future Force Design

Departmental results:

- Defence capabilities are designed to meet future threats; and
- Defence and security challenges are addressed through innovative solutions.

Planned spending: \$865,727,609

Planned human resources: 1,974

Defence will further its analysis of the long-term military future operating environment, which aims to describe the likely characteristics of future conflict, warfare, and warfighting. This analysis accounts for

both adversary and allied considerations to provide a measure of the future challenges which Canada must consider when pursuing military capability development. Coupled with this characterization of the future operating environment, capstone military concepts intend to align CAF Force Development and Design.

More information about [Future Force Design](#) can be found in the full departmental plan.

Procurement of Capabilities

Departmental results:

- Defence procurement is streamlined;
- Defence equipment acquisition is well-managed;
- Defence information technology acquisition is well-managed; and
- Supplies are available and well-managed.

Planned spending: \$6,245,203,819

Planned human resources: 2,714

Defence will work to balance procurement costs with operational requirements, schedule and socio-economic benefits. The challenges of defence procurement are further compounded by a rapidly changing security environment, evolving technology, complex procurements, and staffing shortages in critical areas of procurement. Defence procurement also continues to be affected by the lingering effects of the pandemic on the global supply chain and resulting in schedule delays and cost escalations. To this end, Defence will promote and participate in the Public Services and Procurement Canada-led Defence Procurement Review, while streamlining internal project and program management processes.

Information on [Defence equipment purchases and upgrades](#) are available on the DND/CAF ' website.

More information about [Procurement of Capabilities](#) can be found in the full departmental plan.

Sustainable Bases, Information Technology Systems and Infrastructure

Departmental results:

- Naval, Army and Air Force Bases enable military operations and defence activities;
- Defence infrastructure is well-managed throughout its lifecycle; and
- Defence activities are carried out in a safe and environmentally responsible manner.

Planned spending: \$4,490,063,164

Planned human resources: 15,444

Defence will operate safe and secure bases, wings and establishments and maintain various services to support training and operational requirements. With a large and aging real-property portfolio, Defence will prioritize its efforts in building and maintaining modern, sustainable, and resilient infrastructure and information technology systems that support military requirements, improves efficiency, and reduce the environmental footprint.

Defence information technology systems are essential in delivering timely, trusted and secure information to decision makers. Defence will provide secure, resilient enterprise-level system solutions to respond to the evolving cyber threat environment, to advance allied communication capabilities, and to support the integration of joint targeting systems.

Defence will seek to evolve capabilities, capacity and expertise to conduct offensive cyber operations in threats and attacks.

Additional information can be found on the DND/CAF [Greening Defence](#) website, the [Investing in Infrastructure and Infrastructure Projects](#) website and the [Defence Real Property Portfolio Strategy](#) website.

More information about [Sustainable Bases, Information Technology Systems and Infrastructure](#) can be found in the full departmental plan.

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From the Minister



As Minister of National Defence, I am pleased to present to Parliament and Canadians the 2024-25 Departmental Plan. This report is a detailed view of the priorities and related initiatives that the Department of National Defence (DND) and the Canadian Armed Forces (CAF) will work to advance in the year ahead.

In the constantly changing global security landscape, the military and civilian members of the Defence Team are the strength of the organization. Providing our people with a work environment that is inclusive, respectful, and supportive must underpin everything we do. Our ability to retain and recruit the best and brightest to defend Canada's security and interests — at home and abroad — depends on it. Our people serve Canada best when they have a sense of belonging in the Defence Team and feel empowered to contribute fully to our mandate.

In the lead up to this year, the Defence Team did the rigorous work to complete our part of the government-wide spending review exercise announced in [Budget 2023](#). That exercise — to bring the growth of government spending back to a pre-pandemic path — will ensure Canadians' tax dollars are being used efficiently. For DND and the CAF, the secondary goal of the spending review was to continue to ensure our budget is directed toward top defence and government priorities, which includes increasing military capabilities and supporting our people and their families.

With that in mind, CAF reconstitution is ongoing to build a more modern, combat-ready force and ensure its long-term viability. In 2024-25, reconstitution measures will remain focused on rebuilding personnel strength, attracting diverse talent, improving efforts to retain CAF members, and modernizing the military personnel management system to make it more effective. Culture change is foundational to these efforts and will remain an enduring priority. Our vital work continues to implement recommendations from the [Report of the Independent External Comprehensive Review](#) and other internal and external review reports.

Since the 2017 release of [Strong, Secure, Engaged \(SSE\): Canada's Defence Policy, the Defence Team has made considerable progress to deliver on its commitments. Over that time, the threat environment has also changed and continues to evolve rapidly. As a result, while the vision outlined in SSE for our military's future remains sound, SSE is being updated to address these new challenges and meet Canada's needs across a variety of domains.](#)

The defence policy update underway is building on the critical work that has already begun to strengthen continental defence in close collaboration with our North American Aerospace Defense Command (NORAD) partner, the United States. We are moving forward on the most substantial investment in Canada's NORAD capabilities in a generation. A long-term effort, NORAD modernization includes specific investments over the next two decades that will bolster its ability to protect our shared continent against emerging threats. In turn, Canada's contribution to NORAD will maintain our ability to engage globally and support North Atlantic Treaty Organization (NATO) allies during a crisis or conflict. While enhancing the defence of Canada, NORAD modernization will also allow us to advance reconciliation with Indigenous Peoples by creating economic benefits for Indigenous and Northern communities where possible.

War in Europe, the Middle East, and challenges to stability in the Indo-Pacific are a powerful reminder that we are at an inflection point in global peace and security. In a world that is increasingly dangerous and unpredictable, this departmental plan underscores the importance we place on continuously enhancing multilateral cooperation with allies and partners to protect the rules-based international order. It reflects our active and unwavering support for Ukraine as it continues to defend its sovereignty and citizens against Russia's illegal invasion. Our engagement in the world is also evident through the

capabilities Canada provides to NATO and our increased presence in the Indo-Pacific as part of [Canada's Indo-Pacific Strategy](#).

In this report, Canadians will learn more about how we will serve Canada in the coming year. The know-how and determination of the entire Defence Team will be required to successfully implement our priorities. I am confident in their ability to deliver results for Canadians.

The Honourable Bill Blair, PC, MP
Minister of National Defence

Plans to deliver on core responsibilities and internal services:

Core responsibilities and internal services:

- Operations;
- Ready Forces;
- Defence Team;
- Future Force Design;
- Procurement of Capabilities;
- Sustainable Bases, Information Technology Systems and Infrastructure; and
- Internal Services.

Operations

In this section

- [Description](#);
- [Quality of life impacts](#);
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Description

Detect, deter and defend against threats to or attacks on Canada. Assist civil authorities and law enforcement, including counter-terrorism, in support of national security, domestic disasters or major emergencies, and conduct Search and Rescue (SAR) operations.

Detect, deter and defend against threats to or attacks on North America in partnership with the United States, including through NORAD.

Lead and/or contribute forces to NATO and coalition efforts to deter and defeat adversaries, including terrorists, to support global stability. Lead and/or contribute to international peace operations and stabilization missions with the United Nations, NATO and other multilateral partners. Engage in capacity building to support the security of other nations and their ability to contribute to security and the security of Canadians abroad while adhering to Canadian standards on Human Rights and the Law of Armed Conflict. Assist civil authorities and non-governmental partners in responding to international and domestic disasters or major emergencies.

Quality of life impacts

This core responsibility contributes to the “Good Governance” domain of the Quality of Life Framework for Canada and, more specifically, “Democracy and Institutions,” through all of the activities mentioned in the core responsibility description.

For more information, please refer to the [Quality of Life Hub](#) and the [Quality of Life Framework for Canada](#).

Results and targets

The following tables show, for each departmental result related to Operations, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024-25.

Table 1.1: Indicators, results and targets for departmental result Canadians are protected against threats to and attacks on Canada.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
Extent to which the Canadian Armed Forces is effective in domestic operations	This is a qualitative indicator	This is a qualitative indicator	This is a qualitative indicator	The Canadian Armed Forces is effective in the conduct of domestic operations	31 March 2025
% of requests for assistance that are fulfilled	100%	100%	100%	100%	31 March 2025
% of force elements that are deployed within established timelines	100%	100%	100%	100%	31 March 2025
% of stated objectives met by domestic operations	95%	95%	95%	100%	31 March 2025

Table 1.2: Indicators, results and targets for departmental result People in distress receive effective search and rescue response.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of coordinated maritime, aeronautical and joint response to search and rescue incidents deemed effective	100%	100%	100%	100%	31 March 2025
% of requests for Canadian Armed Forces aeronautical search and rescue assistance that are fulfilled	100%	100%	99%	100%	31 March 2025
% of Canadian Armed Forces aeronautical search and rescue operations that meet established standards	91%	91%	91%	100%	31 March 2025

Table 1.3: Indicators, results and targets for departmental result Canada's Arctic sovereignty is preserved and safeguarded.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of stated objectives met by Arctic operations and exercises	95%	95%	95%	100%	31 March 2025

Table 1.4: Indicators, results and targets for departmental result North America is defended against threats and attacks.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of stated objectives met by continental operations	95%	92%	100%	100%	31 March 2025
% of Canada's commitments and obligations to the North American Aerospace Defence Command agreement that are met	100%	100%	98.1%	100%	31 March 2025
Extent to which the Canadian Armed Forces is effective in continental operations	This is a qualitative indicator	This is a qualitative indicator	This is a qualitative indicator	The Canadian Armed Forces is effective in the conduct of continental operations	31 March 2025

Table 1.5: Indicators, results and targets for departmental result Canadian Armed Forces contribute to a more stable and peaceful world.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of stated objectives met by international operations	95%	94%	95%	100%	31 March 2025
Extent to which the Canadian Armed Forces is effective in international operations	This is a qualitative indicator	This is a qualitative indicator	This is a qualitative indicator	The Canadian Armed Forces is effective in the conduct of international operations	31 March 2025

The financial, human resources and performance information for the DND/CAF program inventory is available on [GC InfoBase](#).

Plans to achieve results

Canadians are protected against threats to and attacks on Canada

In FY 2024-25, Defence will advance efforts to detect threats to Canada and protect Canadians. Defence will:

- Complement and enhance civilian resources with unique capabilities, including military in extremis personnel and equipment when responding to Requests for Assistance (RFAs) on an as-needed basis and only at the request of the provincial authority through the Minister of Public Safety;
- Enhance its abilities to collect, analyze, and share intelligence products to ensure a robust understanding of intelligence areas of interest;
- Conduct operational-level engagement with other government departments and agencies to enhance interoperability and mutual support as outlined in the [Federal Emergency Response Plan](#) and in support of CAF operations. Liaison officers are co-located at the Government Operations Centre, with the Royal Canadian Mounted Police, and with Defence's Continental Allies;

-
- Work with other Canadian authorities and agencies in support of law enforcement and national security. Defence support to law enforcement agencies will only occur when duly authorized and will only be conducted when specifically directed by Defence chain of command. Anticipated operations will include support to Parks Canada for avalanche control in Rogers Pass, British Columbia;
 - Continue to complement and enhance provincial resources with unique capabilities when responding to RFAs; including natural disasters, such as [Operation LENTUS](#). RFAs have increased over the past decade and are anticipated to continue. While the CAF must remain a force of last resort for emergencies, the increased demand for the CAF to respond to both the deteriorating world security situation and increased RFAs could adversely affect military readiness and aggravate current personnel shortfalls. The simultaneous demand to support both domestic and expeditionary operations will also affect the ability of the CAF to complete required force generation activities;
 - Conduct [Operation LIMPID](#) to detect threats to Canada 's security as early as possible. The CAF keeps a routine watch over Canada's air, maritime, land, space, and cyber domains. It also maintains a physical presence in some areas; and
 - Remain postured to identify, confront and defeat threats to Canadians and Canadian interests at home and abroad through the ability to integrate special operations forces effects, both within the inter-agency domain and through strengthened collaboration with whole-of-government partners.

[Operation LENTUS 23-07](#)



On 20 August 2023, Chief Warrant Officer Steve Chagnon (centre), Sergeant Major of 2nd Battalion, Royal 22e Regiment, prepares, with his chain of command, to take a flight toward Hay River to supervise the arrival of 2nd Battalion, Royal 22e Regiment personnel onboard a CC-138 Twin Otter from 440 Transport Squadron based out of Yellowknife as part of Operation LENTUS 23-07.

Photo: Sailor First Class Patrice Harvey, Canadian Armed Forces.

People in distress receive effective search and rescue response

As a partner of the [National Search and Rescue Program](#), the CAF will remain focused on the primary responsibilities of providing aeronautical SAR and coordinating the aeronautical and maritime SAR system along with the Canadian Coast Guard.

The CAF will continue to leverage the Civil Air Search and Rescue Association (CASARA) to support activities related to aeronautical SAR operations coordinated by the CAF, including:

- Train volunteers;
- Conduct SAR operations in conjunction with the CAF;
- Implement new capabilities such as remotely piloted aerial systems to improve SAR operations, a national training academy, a national safety program and the development of northern zones; and
- Raise awareness of the SAR system in the aviation community.

As technologies and conditions motivate people to venture further into challenging environments and regions, the CAF SAR enterprise continues to evolve with modern equipment and technologies in an effort to reduce the amount of search time required to locate those in distress on land and on the waters within the area of international commitment. In FY 2024-25, the SAR enterprise, as well as partners in CASARA, will continue to roll out cell phone detection and location finding equipment on CC-130 Hercules aircraft. At the same time, work will progress to embody this capability on replacement/upgrade aircraft, including respective Kingfisher Fixed-Wing Search and Rescue and Cormorant Mid-Life Upgrade programs, so that it is available when they enter operational service in the coming years.

At the request of local and regional police authorities, Canadian Rangers will extend support to ground search and rescue in northern, remote, isolated, and sparsely populated communities.

424 Squadron SAR Tech Exercise



Members of 424 Transport and Rescue Squadron (Trenton) conduct a SAR exercise with the Canadian Coast Guard to commemorate the anniversary of a fallen SAR Technician, in Kingston, Ontario on 27 October 2022.

Photo: Aviator Randy Bross, 8 Wing Imaging, Canadian Armed Forces.

Canada's Arctic sovereignty is preserved and safeguarded

The Canadian Arctic covers 40% of Canada's territory and its physical and strategic environment is rapidly changing, raising the importance of the region for Canada's security and defence. While there is no clear and present threat to Canadian sovereignty, DND/CAF cannot assume this will always be the case. Since 2020, Russia continues development of their Arctic Region, Northern Fleet and Arctic military facilities and bases. China published the China's Arctic Policy in early 2018, in which it refers to itself as a "near-Arctic state" and expresses growing interest in the Arctic.

In FY 2024-25, Defence will contribute to assure sovereignty and security in Canada's Arctic and northern regions, including:

- Maintain a year-round presence in Canada's North and routinely conducting training and operations in the region;
- Enhance defence intelligence by prioritizing Arctic Joint Intelligence, Surveillance, and Reconnaissance; and
- Work collaboratively with both Arctic and non-Arctic allies and partners to coordinate and face security challenges together, and to strengthen Defence's domain awareness, surveillance, and command and control capabilities through a wide range of initiatives in the Arctic.

Defence will support Arctic sovereignty operations and further contribute to climate awareness in the High North. It will foster the relationship with Canadian Ice Services with the forward deployment of ice forecasters on the Royal Canadian Navy's (RCN) Arctic and Offshore Patrol Vessels (AOPV).

To exercise the defence of Canada and to secure our northern regions, Defence will:

- Participate in the Joint Pacific Mission Readiness Centre (JPMRC) exercise in Alaska, in conjunction with United States Army Pacific, in either a Battalion (JPMRC 26) or Company (JPMRC 25) Group format to deepen expertise in coalition operations in the Arctic region; and
- Force generate company-sized (120-150 soldiers) elements for Operation NANOOK NUNAKPUT in August 2024, and Operation NANOOK NUNALIVUT in March 2025.

Underpinning planned northern operations will be individual training, including the Arctic Operations Course, which is supported by Canadian Rangers. This course prepares CAF personnel to operate in the region from a cultural, climate and geographic perspective.

There is a persistent presence of 1st Canadian Ranger Patrol Group in 64 of the 72 communities in the Arctic. Canadian Rangers observe and report local atmospheric, suspicious activities and other environmental factors as well as maintain a footprint and establish Canadian Armed Forces liaison presence in most communities in the Arctic. Allies and partners will be afforded opportunities to develop their own skills in the Arctic by sending personnel to select Canadian training opportunities. Much of this training will take place at the Canadian Armed Forces Arctic Training Centre in Resolute Bay, Nunavut. Indigenous partners will be engaged in support of this endeavour.

North America is defended against threats and attacks

Operation NANOOK-NUNALIVUT



A Canadian Ranger from 1st Canadian Ranger Patrol Group sits on a snowmobile before the long-range patrol during Operation NANOOK-NUNALIVUT in Rankin Inlet, Nunavut on 6 March 2023.

Photo: Corporal Antoine Brochu, Assistant Deputy Minister (Public Affairs), Canadian Armed Forces.

In 2022, [Strong, Secure, Engaged \(SSE\): Canada's Defence Policy](#) identified requirement to [modernize NORAD](#) was realized through a government announcement of a [\\$38.6 billion investment in NORAD over the next 20 years](#). This plan will deliver on successive government commitments, including the [2021 Canada-United States Joint Statement on NORAD Modernization](#) and the [2023 Joint Prime Minister-President of the United States Statement](#) to ensure Defence can detect, deter, and defend against evolving continental aerospace threats, alongside the United States. NORAD modernization will take place through a phased, long-term approach that will require deeper engagement with partners and stakeholders, including Indigenous partners, to support NORAD and Defence's ability to protect against new and emerging military threats to Canada and North America more broadly.

Canada's plan to enhance NORAD capabilities will focus on modernizing Canada's surveillance, command, control, communications, and air weapons systems; strengthening infrastructure and support capabilities to sustain a strong military presence across the country; and establishing dedicated science and technology for the defence of North America. It will also help support Defence's engagement abroad, while reinforcing NATO's western flank at a time when autocratic regimes are threatening the rules-based international order. For additional information related to NORAD modernization and the progress made to modernize Canada's continental defence, please refer to the following websites:

- [NORAD modernization projects and areas of investment](#); and
- [Funding for Continental Defence and NORAD Modernization](#).

NORAD will continue its rapid developmental effort in support of its domain awareness, information dominance, decision superiority, and global integration strategic priorities. NORAD and United States Northern Command (USNORTHCOM), working in close collaboration with the United States Air Force Advanced Battle Management System, will persist with leveraging emerging cloud technologies and accelerating digital innovation. Moreover, NORAD will, in coordination with the United States Chief Digital

Artificial and Intelligence Office and USNORTHCOM, continue to support the Global Information Dominance Experiment to advance the integration of artificial intelligence and machine learning in support of decision making.

Defence will seek to adjust to the rapidly shifting global security environment and deter aggression by pursuing and employing a capable defence based all-domain awareness, information dominance, decision superiority, and global integration. Defence will leverage a wide array of capabilities, authorities, and activities to defend North America, including:

- Use existing resources within NORAD;
- Continue investments announced within FY 2022-23; and
- Pursue additional resources through prioritized budget and planning cycles where necessary.

NORAD regularly conducts exercises and operations in the Arctic that cover a range of scenarios to ensure Defence is ready to respond to a full spectrum of threats.

Canadian Armed Forces contribute to a more stable and peaceful world

Defence will continue to conduct operations and exercises throughout FY 2024-25 to contribute to a more stable and peaceful world. These activities will contribute to the following priorities:

- Global integration;
- Respond to natural disasters;
- Deter aggression;
- Contribute to peace support operations and peacekeeping in support of regional stability;
- Improve abilities to detect, recognize, and understand operational threats;
- Develop defence and security capabilities of partner forces;
- Support NATO;
- Promote the inclusion of women in peace and security operations; and
- Contribute to the [prevention of the unlawful recruitment and use of child soldiers](#) and [the Vancouver Principles](#).

For a detailed list of current, past and future military operations and exercises, please refer to the CAF [Operations and exercises](#) website.

In response to the direct threat from hostile and malign actors, DND/CAF will uphold the rules-based international order by fostering a more stable and peaceful world together with Canada's allies. This will

[Operation REASSURANCE 23-02](#)



CAF members of NATO's enhanced Forward Presence Battle Group Latvia move to engage United States Army 1-506th Infantry Regiment "Red Currahee", 1st Infantry 101st Airborne Division (Air Assault) acting as opposition forces during Exercise SILVER ARROW 2023 at Camp Ādaži, Latvia on 26 September 2023.

Photo: Captain Joffray Provencher, eFP BG Latvia Public Affairs and Imagery Section.

be achieved through continued development of the defence and security capabilities of partner forces, responding to natural disasters and humanitarian crises, operating in maritime environments, deterring aggression, and contributing to peace support operations and peacekeeping in support of regional stability.

In support of NATO, Defence will:

- Stand up the NATO Climate Change and Security Centre of Excellence;
- Contribute to NATO assurance and deterrence measures in Central and Eastern Europe under [Operation REASSURANCE](#). This operation is Canada's enhanced contribution to the biggest reinforcement of the Alliance's collective defence in a generation, and Canada's largest overseas mission, with up to 2,200 CAF members to be persistently deployed. Canada will continue implementing the three-phased approach to scaling the current Canada-led multinational [Enhanced Forward Presence \(EFP\) Battle Group](#) to a combat-capable multinational NATO Forward Land Forces Brigade, increasing the deployment of CAF personnel and capabilities in Latvia and will carry on leading efforts to scale the combat-capable battle group to brigade size;
- Contribute to ongoing NATO missions (Op REASSURANCE) by providing meteorological support in forward-deployed areas through the modernization of the Canadian Forces Weather and Oceanographic service;
- Advance military training, professionalization, and capacity building in support of the Security Forces of Ukraine and in defence of Ukrainian sovereignty, freedom, and independence under [Operation UNIFIER](#). Since its inception, Canada has provided training to more than 38,000 Ukrainian military and security personnel, helping Ukraine restore its security and territorial

integrity, and supports Ukraine's broader defence reform objectives, advancing its Euro-Atlantic ambitions. In FY 2024-25, the department anticipates providing the following security commitments and arrangements:

- Security assistance and modern military equipment, across land, air, and sea domains – prioritizing air defence, artillery and long-range fires, armored vehicles, and other key capabilities, such as combat air, and by promoting increased interoperability with Euro-Atlantic partners;
- Support to further develop Ukraine's defence industrial base;
- Training and training exercises for Ukrainian forces;
- Intelligence sharing and cooperation;
- Support for cyber defence, security, and resilience initiatives, including to address hybrid threats;
- Support for the Joint Coalition on F-16 Training to support the training of Ukrainian pilots;
- [A commitment of \\$650 million over 3 years for armoured vehicles produced in Canada for Ukraine's long-term security](#); and
- Collaborating with Global Affairs Canada [to counter Russian state disinformation](#).
- Provide logistical and headquarters support to the NATO Kosovo Force through [Operation KOBOLD](#); and
- Participate in capacity building across the Caribbean and Middle East to improve regional stability through the development and strengthening of partner forces.

The CAF will continue to play a role in United Nations peacekeeping operations, including:

- [Operation SOPRANO](#): Assist with military planning and logistics in the Republic of South Sudan;
- [Operation CROCODILE](#): Support the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo;
- [Operation JADE](#): Support to the United Nations Truce Supervision Organization, which is responsible for monitoring compliance with the cease-fire between Israel and the neighboring states of Egypt, Lebanon, Jordan and Syria;
- [Operation SNOWGOOSE](#): Support to the United Nations Peacekeeping Force in Cyprus mission to supervise ceasefire lines, maintain a buffer zone, undertake humanitarian activities and support the good offices mission of the Secretary-General; and
- [Operation PRESENCE](#): Contribute to the Government of Canada's (GoC) peace operations strategy by supporting UN needs to sustain its missions through the delivery of critical resources to military and police personnel as well as civilian staff on peace support operations in multiple locations across the African continent.

The CAF will continue participating in a separate peacekeeping mission, [Operation CALUMET](#) as part of the Multinational Force and Observers (MFO), an independent peacekeeping operation in the Sinai Peninsula and headquartered in Rome, Italy. THE MFO's mandate is to observe, report, and verify violations of the Treaty of Peace and Agreed Arrangements and facilitate the continuing peace between Israel and Egypt.

Additionally in FY 2024-25, the CAF will contribute to regional efforts to respond to the ongoing security, political, and humanitarian crises in Haiti.

DND/CAF will uphold its commitment toward protecting regional security and maintaining a free, open, and inclusive Indo-Pacific through defence and security elements of [Canada's Indo-Pacific Strategy](#):

-
- Operation HORIZON: Enhance CAF conventional and special operations forces presence in the [Indo-Pacific](#) on a persistent basis to demonstrate that Canada is an engaged and reliable partner in the region now, and in the years to come. This operation deepens relationships with Canada's allies and partners in maritime environments around the world by conducting training, exercises and engagements with foreign navies and other international security partners. It also supports NATO Maritime Command, United States Naval Forces and other allied operations. This includes responsible engagement with partners across the Indo-Pacific region to foster cooperation and mutual respect between nations, as well as to strengthen regional peace and stability;
 - [Operation NEON](#): Support the implementation of United Nations Security Council sanctions imposed against North Korea. This operation further enhances the CAF's regional presence, capacity building efforts, and relationships with Canada's allies and regional partners through training, exercises and engagements with foreign forces;
 - Expand security cooperation with regional partners such as Japan and the Republic of Korea;
 - Enhance defence cooperation with the Association of Southeast Asian Nations and North Pacific partners to promote regional peace and stability, including addressing common traditional and non-traditional security challenges in the region;
 - Continue Canada's persistent contribution to the [multinational United Nations Command](#) based in the Republic of Korea. This demonstrates Canada's resolve in standing with key Canadian allies and partners to create conditions conducive to peaceful, diplomatic solutions on the Korean Peninsula;
 - Enhance security and defence contribution by committing additional resources to the region and increase engagement in international exercises and operations; and
 - Expand existing military capacity building initiatives and launch new training programs that advance joint priorities and interoperability with regional partners, such as Indonesia, Malaysia, the Philippines, Singapore and Vietnam, including in the area of Women, Peace and Security. In FY 2024-25, Defence will advance [Operation MANTIS](#) together with Global Affairs Canada to strengthen the ability of the Malaysian Armed Forces to respond effectively to Chemical, Biological, Radiological or Nuclear threats.

The CAF will periodically operate in maritime environments globally, to conduct activities such as:

- [Operation ARTEMIS](#): Contribute to maritime security and counter terrorism operations in the Arabian Sea;
- [Operation CARIBBE](#): Contribute to United States-led enhanced counter-narcotics operations in the Caribbean Basin, the Eastern Pacific Ocean and the coastal waters of Central America;
- [Operation RENDER SAFE](#): Conduct clearance diving and explosive ordnance disposal collaborative project work with international partners to search for, locate and dispose of explosive remnants of World War II. These unexploded ordnances are found on land and in shallow water along the coastline of the Solomon Islands; and
- [Operation OPEN SPIRIT](#): Conduct clearance diving and explosive ordnance disposal to clear remnants of war along the shoreline and under water along the coastline in the Baltic Sea, off Estonia, Lithuania, and Latvia.

Aid to Ukraine



A CC-177 Globemaster aircraft arrives at Lviv Airport, Ukraine, carrying lethal military equipment on 22 February 2022, to help Ukrainian security forces defend against threats.

Photo: Canadian Armed Forces.

Defence will share timely and relevant intelligence with the Five Eyes alliance, and NATO partners, while maintaining commitments in the processing, use, and dissemination of intelligence at home and abroad. Specifically, Canadian Forces Intelligence Command supports the GoC response to the crisis through provision of intelligence to Defence and other government departments and agencies. This intelligence support is critical to activate contingency plans, enable requests for assistance domestically and provide intelligence to other government departments tasked by the GoC. Defence will contribute analytical support to Interdepartmental Task Forces as required and provide timely and relevant strategic-level intelligence to allies and partners, including in support to the ongoing conflicts worldwide in accordance with GoC priorities.

The Joint Intelligence Operations Centre (JIOC) will provide an integrated, pan-domain, all-source intelligence production, target development, and Joint Intelligence, Surveillance, and Reconnaissance (JISR) collection operations capability which prioritizes and synchronizes fused intelligence support to operational commanders and DND/CAF strategic decision makers. In FY 2024-25, the JIOC will deliver improved relevance of the outputs of its 24/7 intelligence watch capability, advance the depth and quality of its targeting products in support of NATO and other partners, and contribute to the ongoing planning and development of the National Defence Operations and Intelligence Centre. The JIOC will provide intelligence support to the development of Canadian, Five Eyes, and NATO targets. The JIOC will work closely with NATO and the Five Eyes allies to provide intelligence support to target development, full motion video analysis and validate targets through formal sharing agreements.

Defence will action findings of the counter-intelligence internal review towards completion of the reinvigoration of Defence's counter-intelligence function, which was initiated in September 2022 to ensure that insider threats, or threats posed by hostile intelligence services are effectively countered. A fulsome internal review resulted in a better appreciation of the required selection, training and employment of

counter-intelligence personnel for today's security environment, including capability development requirements.

Operation MANTIS 23



A member of the Canadian Special Operations Forces Command (CANSOFCOM) participates alongside members of the Malaysian Armed Forces (MAF) in the final exercise concluding OPERATION MANTIS, March 2023.

Photo: Canadian Armed Forces.

Key risks

Several risks can affect the department's ability to achieve its Departmental Results, including:

Cyber Intrusion – There is a risk of serious harm (e.g., loss of sensitive data, disruption to the network, physical electronic damage, loss of confidence in institution/reputation) resulting from a cyber intrusion.

Military Strength – The heightened and persistent demand on the CAF to address deteriorating global security and provide federal domestic response in the absence or overwhelm of civilian capabilities, may result in inadequate resources, negatively impacting military readiness and exacerbating existing personnel shortages, hindering the fulfillment of its core mission set outlined in defence policy.

As the Defence Departmental Results Framework reflects a chain of delivery from conceiving of the required armed forces, to developing them and then executing operations, the activities to mitigate the risks to Operations can also be found in the core responsibilities which deliver building blocks that enable the results of Operations.

Snapshot of planned resources in 2024–25

- Planned spending: \$2,280,404,320
- Planned full-time resources: 2,400

Related government priorities

Gender-based analysis plus

All Defence mission activities will continue to implement the [Vancouver Principles](#) and promote the inclusion of women in peace and security (WPS) agenda and Gender-based Analysis (GBA) Plus by considering and applying intersectional perspectives throughout all phases of operations. More specifically, GBA Plus considerations will be incorporated into the planning process for all engagements to inform the development of objectives, criteria, and scope.

Full-time gender advisors and gender focal points are maintained in every named operation to advise commanders and staff on the conduct of GBA Plus and in the use of findings in the planning and execution of all operations with expert support from Director Gender Equality and Intersection Analysis. Further, all deployed personnel complete training in GBA Plus to progress the integration of its findings, as well as the analysis of relevant issues raised in the WPS agenda, into current and planned operations and exercises.

Integrating intersectional gender perspectives into the planning and conduct of operations increases understanding of the effects of operations on vulnerable groups, improves situational and cultural awareness, and ensures Defence is cognizant of the gender considerations that support mission success. For example, the Canadian Special Operations Forces Command (CANSOFCOM) continuously manages and monitors the appointment of trained, qualified and mentored Gender Focal Point personnel across command functions and units. While a specialized information technology module is being continuously updated for optimal support to the WPS agenda, supplemental data collection on deployed operations is carried out concurrently using other existing information systems to properly advise the chain of command and improve gender and diversity focus at various levels.

In FY 2024-25, Defence will focus on its new implementation plan under Canada's Third National Action Plan on WPS for 2023-2029. The department will advance the WPS agenda through a focus on core issue areas that cover internal institutional change with regards to systems, structures, and culture, as well as both domestic and international military operations. The effectiveness of military planning and activities will be enhanced by incorporating WPS knowledge and principles into international engagements, approaches to intelligence, the prevention and response to the recruitment and use of girl and boy child soldiers, as well as understanding the nexus of gender inequality and evolving issues (e.g., climate change on peace and security, cybersecurity, and the prevention and countering of violent extremism). GBA Plus and the WPS agenda research and lessons will therefore strengthen operation orders, contingency plans, guidance to task force commanders and reporting mechanisms, tailored training and supports for deployed gender advisors and gender focal points, and continuous updates to the content of professional development, pre-deployment training and exercises.

More information on GBA Plus can be found in the [GBA Plus Supplementary Information Tables](#) section of this report.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

More information on the Department of National Defence's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy (FSDS) can be found in the [Departmental Sustainable Development Strategy](#).

Indigenous relations

Indigenous peoples have historically contributed to the Canada's defence and continue to be trusted partners in ensuring our collective safety and security. Defence is committed to reconciliation and to work in collaboration with Inuit, First Nations, and Métis communities while delivering on its mandate.

While the Canadian Rangers is not an Indigenous program, by virtue of the demographics of the communities where the Canadian Rangers are based, a significant proportion hail from the First Nations, Inuit, and Metis communities. Drawing upon the significant Indigenous representation within their ranks, the knowledge and unique experience to operate in remote, isolated and coastal regions of Canada contributes to the overall capacity of the CAF. From Inuit Nunangat and the territories to the coasts of British Columbia and Newfoundland and Labrador, including Northern Quebec, Ontario and the Prairies, Canadian Rangers support national security and public safety operations across Canada.

Joint Task Force North routinely engages Indigenous partners as part of its planning for activities in the Arctic, such as through Operation NANOOK, CAF's signature Northern operation, or through the biannual Arctic Security Working Group.

Each year, the conduct of Op NANOOK includes community relations activities where soldiers interact with communities to build relationship and trust. This applies to NUNAKPUT and NUNALIVUT, led by the land forces, and TUUGAALIK, led by the naval forces.

The Mobilizing Insight in Defence and Security program study from September 2022 provided a detailed overview of the region and many considerations incorporating various topics related to Indigenous facets and the value of engaging with communities and their members. The document continues to be a reference for capability development and other plans.

Activities taken by Defence to seek mutually beneficial solutions to defence challenges are underscored by the following initiatives:

- NORAD Modernization Northern Basing Infrastructure project planning and the early engagements for it; and
- Inuvik runway extension work, the maintenance of Canadian Forces Station Alert and Indigenous Reconciliation Program (IRP).

Program inventory

Operations is supported by the following programs:

- Operations in Canada;
- Operations in North America;
- International Operations;
- Global Engagement;
- Cyber Operations;
- Command, Control and Sustainment of Operations; and
- Special Operations.

Supporting information on planned expenditures, human resources, and results related to the DND/CAF program inventory is available on [GC InfoBase](#).

Ready Forces

In this section

- [Description](#);
- [Quality of life impacts](#);
- [Results and targets](#);
- [Plans to achieve results](#);
- [Key risks](#);
- [Snapshot of planned resources in 2024-25](#);
- [Related government priorities](#); and
- [Program inventory](#).

Description

Field combat-ready forces able to succeed in an unpredictable and complex security environment in the conduct of concurrent operations associated with all mandated missions.

Quality of life impacts

This core responsibility contributes to the “Good Governance” domain of the Quality of Life Framework for Canada and, more specifically, “Democracy and Institutions,” through all of the activities mentioned in the core responsibility description.

For more information, please refer to the [Quality of Life Hub](#) and the [Quality of Life Framework for Canada](#).

Results and targets

The following tables show, for each departmental result related to Ready Forces, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024-25.

Table 2.1: Indicators, results and targets for departmental result Canadian Armed Forces are ready to conduct concurrent operations.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of planned readiness achieved for core mission set*	N/A	N/A	41%	At least 90%	31 March 2025
% of force elements that are ready for operations in accordance with established targets	71.7%	71%	61%	At least 90%	31 March 2025

* This is a new indicator introduced in FY 2022-23, which leverages the updated reporting analytics that now exist for CAF Readiness.

Table 2.2: Indicators, results and targets for departmental result Military equipment is ready for training and operations.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of maritime key fleets that are serviceable to meet training, readiness, and operational requirements	N/A	54%*	51.2%	At least 60%	31 March 2025
% of key land fleets that are serviceable to meet training, readiness, and operational requirements	62.7%	65.8%	56%**	At least 70%	31 March 2025
% of aerospace key fleets that are serviceable to meet training, readiness, and operational requirements	55%	43%	43.88%**	At least 85%	31 March 2028

*The methodology used to calculate the serviceability rate for maritime key fleets was updated in FY 2021-22 to better capture the realities facing the Royal Canadian Navy.

** The methodology used to calculate the serviceability rate for land and aerospace key fleets and was updated in FY 2022-23 to better capture the realities facing the Canadian Army and Royal Canadian Air Force.

The financial, human resources and performance information for the DND/CAF program inventory is available on [GC InfoBase](#).

Plans to achieve results

Canadian Armed Forces are ready to conduct concurrent operations

In an increasingly challenging international security environment, the CAF will continue to be called on to operate across the globe. Whether that is at home defending against forest fires, in North America through the commitment to NORAD, supporting NATO in Latvia, or increasing presence in the Indo-Pacific, the CAF will contribute to peace and stability internationally.

To increase all domain integration, interoperability, and engagement between Canada and other nations, the CAF will conduct and participate in training scenarios in domestic, continental, and international contexts with other government departments and agencies, allies and partner nations in support of force readiness.

Planned exercises in FY 2024-25 include:

- [Exercise STEADFAST DEFENDER 24](#): NATO's premier major joint exercise, conducted on a triennial basis, demonstrating NATO's ability to reinforce the Euro-Atlantic area via trans-Atlantic movement and the enablement and employment of forces. This exercise will be NATO's largest military drill since the end of the Cold War and demonstrates Canada's unwavering commitment to collective defence with allies and partners;
- [Exercise RIMPAC 24](#): The world's largest maritime military exercise is anticipated to take place between June and July 2024. Canada will contribute a significant naval presence during this exercise, which will promote the security of the Indo-Pacific region and strengthen partnerships and interoperability with allies;
- [BOLD QUEST](#): A collaborative joint and multinational exercise in which nations, services and programs pool resources, facilitating the interoperability of joint capabilities in their final stages of development, with an overarching objective to improve interoperability and information-sharing across a range of coalition war fighting capabilities;

- Exercise READY RENAISSANCE: An annual readiness exercise conducted by 1st Canadian Division Headquarters that maintains the CAF short notice response to a Humanitarian Assistance/Disaster Relief event, when tasked by GoC to respond to a RFA from another nation;
- Exercise VIGILANT SHIELD: An annual exercise between NORAD, USNORTHCOM and the CAF, focused on the defence and security of North America;
- **Operation NANOOK**: Is a strategic demonstration of ability and resolve, while tactically, it is a training opportunity for all involved. The focus will be deployment of forces to the High Arctic to rehearse and enhance CAF capability to deploy and operate in austere and remote environments, while allowing for the integration of relevant science and technology. This operation will foster participation through focused international and partner cooperation and explore avenues to exercise all domain awareness. Activities are planned to progress until at least 2026 and will address CAF and its partners' priorities:
 - Operation NANOOK-NUNAKPUT: Integration and operations with allied maritime forces, other government departments, and support to research and development in the approaches to and inside the Northwest Passage, while conducting surveillance and presence;
 - Operation NANOOK-NUNALIVUT: Activities will be executed in the Northwest Territories. The focus will be deployment of a joint multinational force to the High Arctic to rehearse and enhance CAF capability to deploy and operate in austere and remote environments. This operation shall foster participation through international and partner cooperation and explore avenues to exercise all domain awareness;
 - Operation NANOOK-TATIGIIT: An exercise planned in collaboration with other government partners that is part of an inter-agency response to a major event/incident where the primary focus will be interoperability and readiness of the CAF, other government departments and agencies and the Arctic SAR community to respond effectively; and
 - Operation NANOOK-TUUGAALIK: Building capability in Canada's northern regions, ensuring CAF readiness to operate in the North within a comprehensive context, and improving interoperability with mission partners.
- As Defence improves Command, Control, Communications, Computer and Intelligence, Surveillance and Reconnaissance (C4ISR) readiness, areas of focus for the CAF will include:
 - Integrating CAF C4ISR within the NATO and Five Eyes environment to enhance communication and information exchange capabilities while directly supporting the warfighter and senior decision makers; and
 - Sustained command and control and cooperation with Arctic nations, including the United States through USNORTHCOMM, in the conduct of Arctic missions, operations and exercises.
- **UNIFIED VISION 26**: Defence will continue planning for NATO's premier international event to practice and evaluate new and existing technical and operational concepts for conducting JISR in NATO operations. The relevance and significance of UNIFIED VISION for NATO and its member states derive from today's dynamic security environment and the information demands at all levels of command. This event will improve Canada and its NATO Allies' coordination and interoperability by exchanging and analyzing large amounts of intelligence data in an operational environment. This enables the alliance to evaluate and inform NATO bodies and nations of change recommendations to support further improvements towards the achievement of an enduring NATO JISR capability. JISR is essential for all military operations as it provides the right information to the right person at the right time and in the right format. On the ground, in the air, at sea, in space and in the cyber domain. UNIFIED VISION participation will support Canada and its NATO Allies in having a complete picture to an occurring crisis and will support well-informed, synchronized, timely and accurate decisions.

Defence must balance the requirement to generate ready soldiers, sailors, aviators and special forces

Rim of the Pacific Exercise



Multinational navy ships and submarine steam in formation during a group sail off the coast of Hawaii during Exercise Rim of the Pacific (RIMPAC) 21 August 2020.

Photo: MS Dan Bard, Canadian Forces Combat Camera.

operators with the need to apply public health measures. During FY 2024-25, Defence will continue to implement best practices at training events to ensure that CAF members follow all public health measures in the vicinity of training areas. CAF medical specialists will extend advise to exercise planners on how to best conduct training in a post-pandemic environment. In all cases the measures are based on local health conditions and adjusted in consultation with local authorities.

Throughout FY 2024-25, the RCN will generate, sustain, and renew combat-effective, multi-purpose naval forces and capabilities ready for operations. The RCN will:

- Provide support to the delivery of a blue-water navy capable of operating across the full spectrum of warfare within multiple warfare domains;
- Continue to rely upon the existing fleet to deliver on CAF Force Posture and Readiness (FP&R) until the delivery of the future fleet. The degradation in materiel readiness of the aging platforms within the existing fleet will present a significant challenge to maintaining that operational readiness;
- Focus on maintaining combat effectiveness to ensure Defence can integrate with allies to be effective maritime partners; and
- Carefully manage both the people and platforms available to ensure the RCN continues to meet FP&R requirements, within the context of significant shortages of personnel across multiple occupations, and the growing gap in the materiel readiness of an aging combatant fleet. The necessity to sufficiently crew HMC ships and submarines with qualified personnel will be balanced with the critical reconstitution effort to recruit and train sailors and officers with the skill sets required to transition to the future fleet.

[The Canadian Army](#) is a soldier-centric, professional, and inclusive force made up of Regular Force personnel, [Canadian Rangers](#) and Defence civilians. In FY 2024-25, the Canadian Army will:

- Force generate a battalion-sized (500 personnel) Light Infantry Global Response Task Force to meet the GoC requirements to conduct domestic support operations, international operations, and non-combatant evacuation operations. This will be accomplished through validation exercises conducted at the United States Army [Joint Readiness Training Centre](#) in Fort Johnson, Louisiana, and at the United States Army Joint Pacific Multinational Readiness Centre in Alaska;
- Generate combat-effective, multi-purpose land forces for deployment in multiple concurrent operations to respond to emerging situations and achieve Canada's defence objectives. The number of persistently deployed personnel on existing expeditionary operations is anticipated to rise from 1,150 to nearly 2,000. This increase is attributed to Canada's heightened commitment to Operation REASSURANCE, which is set to escalate to a Brigade-level deployment starting in FY 2024-25. With an approximate total of 13,000 deployable soldiers in FY 2024-25, the Regular Force component of the Canadian Army is expected to sustainably generate 1,950 personnel for deployed operations. This calculation accounts for troops temporarily out of battle, troop rotations, and force generation requirements. Consequently, this sustained effort will extend the Canadian Army to its maximum sustainable capacity, necessitating continued reliance on contributions from the Army Reserve for both domestic and expeditionary operations;
- Improve the Army Reserve capability through the implementation of the Soldier Readiness Policy-Reserve which aims to improve existing policies by clarifying training requirements and providing greater predictability to personnel; and
- Provide joint capabilities support to operations: Joint Counter Explosive Threat Task Force, Joint Chemical, Biological, Radiological and Nuclear (CBRN) Defence, and Joint Targeting Training functions. Highlights of major activities expected for FY 2024-25 include:
 - Counter-explosive threat training with allies and partners to maintain operator and staff skill sets; and
 - CBRN Defence capability including engaging with partners to ensure that Canada is well-informed of and contributes to international standards.

The Future Aircrew Training (FAcT) program is a 25-year performance based and collaborative service contract that should be awarded in 2024, which will deliver to the CAF all of the assets (five fleets with simulators) and infrastructure (training centers, hangars) as well as the IM/IT, asset and facility management services and site support services required to produce the required number of pilots, Air Combat Systems Officers and Airborne Electronic Sensor Operators to Wing standard yearly. This single contract will meet all governmental policies (greening, indigenous, GBA Plus, accessibility, ITB/VP). The contractor will be financially incentivized to innovate to maintain the required level of performance. Periodic technological injects will be programmed to keep the training program relevant throughout the years.

The department will continue to grow the CAF Cyber Forces by recruiting and enabling new Cyber Operators, attracting motivated and skilled personnel from across military occupational specialties for employment in the cyber domain, and supporting the employment of reservists with specialized skill sets.

Renewed force generation in FY 2024-25 will expand the Cyber Field Force, including advanced technical capabilities and intelligence support to operations, to provide additional deployable force element options for the DND/CAF.

DND/CAF will participate in training activities to enhance cyber force readiness including opportunities presented by participating in cyber exercises to enhance binational cyber incident response and continental defence, such as [NORAD's Exercise VIGILANT SHIELD](#), and the United Kingdom Ministry of Defence-led Exercise CYBER WARRIOR. Also participating in multinational partner exercises to mature strategic cooperation. In support of coalition objectives focused on global outcomes to global challenges, CAF Cyber Forces will join partners and allies for NATO's [CYBER COALITION](#) and in interoperability

[COALITION WARRIOR](#) exercises. Canada will lead the Cyber Focus Area for the second year in a row, with the aim of integrating cyber into multi-domain operations.

STORM FORCE is the premier Defence Intelligence Enterprise demonstration series to promote joint interoperability and integration between the military services, Defence Intelligence agencies, Five Eyes alliance and select coalition partners. STORM FORCE is sponsored by the Office of the Under Secretary of Defence for Intelligence and Security and it is managed by the United States National Geospatial Agency and the National Security Agency. STORM FORCE consists of an iterative approach to demonstrating and assessing intelligence capabilities that have the best potential to transition to real world operations in the near term. STORM FORCE is a series of classified demonstration and assessment events specifically tailored to help achieve the following two objectives:

- Build a modern and resilient intelligence infrastructure and architecture; and
- Leverage international partnerships as a combined and interdependent community.

For a detailed list of current, past and any future operations and exercises, please refer to the [CAF operations and exercises](#) website.

Military equipment is ready for training and operations

Defence is responsible for several Defence Supply Chain digital projects which will ensure the CAF is ready to conduct concurrent operations from an equipment and materiel readiness perspective. Projects include Modernization and Integration of Sustainment and Logistics (MISL), Automatic Identification Technology, and Materiel Planning and Forecasting. These three initiatives will form a modernized Defence Supply Chain core, and Defence can expect improved materiel accountability, cost savings, resilience and improved materiel readiness which will directly impact its ability to conduct concurrent operations by maximizing the use of existing resources.

The Canadian Army Equipment Readiness Program aims to ensure that the serviceability of equipment is maintained to support readiness and operational outputs. In FY 2024-25, key actions will include improving the Canadian Army equipment ownership culture by using the official system of record to document and monitor operator inspections, working with the Materiel Group to critically evaluate equipment preventive maintenance requirements without compromising safety or fleet health, and better aligning the Army's equipment serviceability targets with operational outputs so that maintenance resources can be allocated where they are needed most.

The Royal Canadian Air Force (RCAF) Training Modernization initiative will consist of a single synthetic environment with multi-domain integration delivering personalized learning, robust learning analytics, and a total learning architecture that supports both individual as well as collective training programs. In addition, training modernization will support the development of a career-long learning continuum. The RCAF Training Modernization Campaign Plan (TMCP) has been drafted and is expected to be integrated into the larger RCAF Campaign Plan to operationalize the RCAF Strategy. The TMCP will be supported by several strategic-level documents including a training strategy, a training modernization strategy, a learning analytics strategy, and a technology-enabled learning strategy. The TCMP will consist of three phases spanning 12 years in duration.

In FY 2024-2025, the RCAF will continue to modernize its fleets and systems through the following projects;

- The Air Force Master Information Integration System Expansion project which will improve the reliability and security of flight planning data nationwide;
- The National Acoustic Library Project which will replace the legacy library with an automated, interoperable, and searchable database; and

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- The Air Rescue and Fire Fighting Vehicle Project which will provide the RCAF with the ability to maintain the safety of self-sustained flying operations at austere airfields.

Further development of northern zones directly affects predominantly Indigenous communities, and surrounding areas. This will ultimately provide those communities with the knowledge and resources to conduct their own SAR when required, further reducing response times and reliance on other provincial, federal or CAF assets.

The RCAF will continue to strive to deliver higher serviceability for the various fleets in order to ensure the RCAF can meet its prioritized training and operational requirements.

In FY 2024-25, DND/CAF will continue experimentation in the development of Joint Ready Forces through five key initiatives:

- Joint Arctic Experiment 23: Conduct equipment trials and capability development initiatives, leveraging joint experience in support of overcoming operational challenges in the Arctic environment;
- BOLD QUEST 24: Coalition Capability Demonstration and Assessment series, in which nations, services and programs pool their resources, facilitating the interoperability of joint capabilities in their final stages of development. BOLD QUEST 24 will take place in the October – November timeframe in the United States;
- Responsive Limited eXperiments: Designed to address short-term problems and is intended to work across all domains, with experimentation in data sharing, cloud computing and decision support tools;
- Agile Pan-Domain Command and Control Experimentation Endeavour: Will experiment with visualization, simulation, and decision support tools to create collaborative multi-domain situational awareness within the context of pan-domain operations; and
- Joint Intelligence, Surveillance and Reconnaissance Data Fusion Experimentation: Will investigate problems to learn, adapt and exploit new capabilities for data fusion in support to the National Defence Operation Intelligence Centre and various CAF Intelligence, Surveillance and Reconnaissance projects.

In FY 2024-25, the RCN will see:

- Four *Harry DeWolf*-class AOPV participating in operations, which may include activities aimed at further integrating the ships with the CH-148 Cyclone. The joint Arctic deployment of these ships under Operation NANOOK will contribute to CAF presence and surveillance activities in the Northern maritime approaches to Canada. In addition, it will provide opportunities to further nurture the growing relationship between the six Arctic regions of Inuit Nunangat communities affiliated with the ships of this class;
- The RCN is also expecting to take delivery of the class's fifth ship, the future His Majesty's Canadian Ship (HMCS) *Frédéric Rolette*, in late 2024. The operationalization of this ship is expected to mirror the fleet introduction activities of the first four ships of this class, commencing with a post-delivery work period followed by basic single ship readiness training prior to commencing the at-sea test and trials program; and
- HMCS *William Hall* will sail for post-acceptance trials during spring and summer 2024, with the official commissioning ceremony taking place in spring 2024. HMCS *Max Bernays* will execute a coastal transfer to its assigned home port of Esquimalt, British Columbia. HMCS *Max Bernays* will be the first *Harry DeWolf*-class ship to be based on Canada's west-coast and will be commissioned into the RCN on 3 May 2024.

The requirement to maintain *Halifax*-class beyond its designed end-of-life continues to pressure current RCN resource capacity. Resource requests in FY 2024-25 and beyond will prioritize additional investments to grow fleet maintenance capacity to address the increasing maintenance demand.

Equipment is made available to support CAF training and operational requirements through the Equipment Support Program, which is significantly funded through the National Procurement (NP) corporate accounts. Several factors have led to increased pressure on the NP program in recent years including the entry into service of newly delivered capabilities, ageing fleets, life extension required for fleets, for which replacement capabilities have yet to be delivered, technological advances, and the start of reconstituting of the Ammunition and Explosives inventory. The convergence of these drivers is expected to persist, generating significant pressures on the NP program for many years to come. This in turn will put pressure on serviceability and maintenance priorities for the CAF operational fleets.

The Department aims to further mature the Cyber Mission Assurance Program (CMAP) by continuing to build and integrate cyber resilience through threat-informed decision making in all aspects across the DND/CAF including people, processes and technology, which are critical to the execution of the mission-essential functions in any operating environment. In FY 2024-25, the CMAP will:

- Exercise governance by continuing to publish the annual Cyber Mission Assurance (CMA) Functional Planning Guidance (FPG);
- Establish a reporting framework to measure the FPG and publish the initial CMA Departmental Administrative Order and Directives (DAODs); and
- Develop a CMA stakeholder engagement strategy to evolve the Risk Management Framework and integrate this into key DND/CAF activities such as Force Posture and Readiness and Force Protection for the purpose of ensuring that cyber resilience is integrated into every aspect from procurement to operations across the DND/CAF.

Other priorities include strengthening DND/CAF's CMA international footprint by expanding relationships with the Five Eyes allies.

Key risks

There are many risks associated with the Ready Forces core responsibility. Three of the key risks are articulated below:

Military Strength – There is a risk that DND/CAF will not have the right military personnel, in the right numbers, at the right place, and at the right time.

Military Competencies – There is a risk that DND/CAF will not have the right military personnel, with the right competencies, in the right place and at the right time.

Materiel Maintenance – There is a risk that DND/CAF may have difficulty maintaining its materiel capabilities at the right level to support operations.

As the Defence Departmental Results Framework reflects a chain of delivery from conceiving of the required armed forces, to developing them and then executing operations, the activities to mitigate the risks to the Ready Forces core responsibility can also be found in other core responsibilities which deliver building blocks that enable the results of Ready Forces.

Snapshot of planned resources in 2024–25

- Planned spending: \$11,304,585,891
- Planned full-time resources: 42,947

Related government priorities

Gender-based analysis plus

Defence will continue to work with partners to ensure that Gender Advisors and Gender Focal Points receive training to perform their roles while deployed. Providing enhanced training in addition to the Department for Women and Gender Equality Canada and the Canada School for Public Service's online GBA Plus courses will enhance the department's collective understanding of GBA Plus and WPS objectives. It will also encourage all members to apply GBA Plus findings in their daily work, making them

better prepared to meet the demand of today's security challenges. DND/CAF will also review employment and training requirements and strive to adopt a more targeted approach during the nomination process for all deployed positions to enable the deployment and employment of a more diverse force.

For the Canadian Army, most deployed positions require the completion of the Integrating of a Gender Perspective NATO course. During reformatted Exercise MAPLE RESOLVE, scenarios will be included to integrate gender perspectives in training that challenge the soldiers to consider and use their GBA Plus training to come up with solutions.

The Canadian Special Operations Forces Command (CANSOFCOM) will continue to integrate intersectional gender perspectives to be more operationally effective. This will be done, in part, by encouraging the inclusive participation of women and other diverse groups in Ready Special Operations Forces initiatives, research projects and learning exchange forums and through monitoring the statistics of deployed personnel. By monitoring performance indicators under the Ready Special Operations Program, CANSOFCOM will contribute data for further GBA Plus, and in support of the Women, Peace, and Security Agenda, both of which will lead to improved operational effectiveness.

More information on GBA Plus can be found in the [GBA Plus Supplementary Information Tables](#) section of this report.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The FAcT program team engaged with departmental subject matter experts to ensure all aspects of Greening Governmental Strategy were included in the Request for Proposal (RFP) documentation.

Support the completion of Strategic Environmental Assessments for new RCAF capabilities.

RCAF Training Modernization emphasizes the application of technology-enabled learning including virtual/augmented/extended reality, part-task trainers, and simulators which will reduce overall aircraft and aircraft maintenance equipment carbon emissions used unnecessarily for training. This is consistent with GOC demand for reduced environmental impact of the CAF.

More information on the Department of National Defence's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the FSDS can be found in the [Departmental Sustainable Development Strategy](#).

Indigenous relations

The Canadian Rangers are part of the Canadian Army Reserve drawing on Indigenous knowledge to operate in Northern and remote communities. In 2024, CAF will celebrate 25 years of the Junior Canadian Ranger program, which offers military exposure and Indigenous cultural teachings to youth. Canadian Rangers have received training to carry the Canadian Armed Forces Eagle Staff, which symbolizes the unity of Indigenous Peoples serving in the CAF and DND. They will bring the staff to related events throughout the year, continuing the tradition of honouring the service and sacrifice of Indigenous Peoples past and present.

The FAcT Program team and qualified suppliers have been continuously consulting and engaging with Metis communities and First Nations of Manitoba and Saskatchewan for more than five years with the intent to meet the 5% Indigenous Participation Plan contract value target.

SAR Ready Forces - Further development of northern zones directly affects the predominantly Indigenous communities (and surrounding areas). This initiative will ultimately provide those communities with the knowledge and resources to conduct their own SAR when required, further reducing response times and reliance on other provincial, federal or CAF assets.

Program inventory

Ready Forces is supported by the following programs:

- Strategic Command and Control;
- Ready Naval Forces;
- Ready Land Forces;
- Ready Air and Space Forces;
- Ready Special Operations Forces;
- Ready Cyber and Joint Communication Information Systems (CIS) Forces;
- Ready Intelligence Forces;
- Ready Joint and Combined Forces;
- Ready Health, Military Police and Support Forces;
- Equipment Support; and
- Employer Support Programs.

Supporting information on planned expenditures, human resources, and results related to the DND/CAF program inventory is available on [GC InfoBase](#).

Defence Team

In this section

- [Description](#);
- [Quality of life impacts](#);
- [Results and targets](#);
- [Plans to achieve results](#);
- [Key risks](#);
- [Snapshot of planned resources in 2024-25](#);
- [Related government priorities](#); and
- [Program inventory](#).

Description

Recruit, develop and support an agile and diverse Defence Team within a healthy workplace free from harmful behaviour; support military families; and meet the needs of all retiring military personnel, including the ill and injured. Strengthen Canadian communities by investing in youth.

Quality of life impacts

This core responsibility contributes to the “Good Governance” domain of the Quality of Life Framework for Canada and, more specifically, “Democracy and Institutions,” through all of the activities mentioned in the core responsibility description.

For more information, please refer to the [Quality of Life Hub](#) and the [Quality of Life Framework for Canada](#).

Results and targets

The following tables show, for each departmental result related to Defence Team, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table 3.1: Indicators, results and targets for departmental result Canadian Armed Forces is growing towards its end state of 101,500 personnel.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of the Regular Force Establishment that is filled	93%	91.6%	88.70%	At least 95%	31 March 2026
% of Reserve Force positions that are filled	79.78%	76%	75.18%	At least 95%	31 March 2026
% of occupations with critical shortfalls	50.5%*	61.7%	70.00%	At most 5%	31 March 2025

* The 101,500 personnel represent Defence Regular Force and the Reserve Force. The Reserve Force represents Primary Reserves.

Table 3.2: Indicators, results and targets for departmental result: The health and well-being of the Defence team is well supported.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of military personnel who are medically fit for their occupation	87%	87.1%	91.83%	At least 90%	31 March 2025
% of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for service members and their families	54.4%	34.4%	43.2%	At least 85%	31 March 2025
% of Canadian Armed Forces members who feel positive about their job	65.0%	62.5%	60.9%	At least 90%	31 March 2025
% of public service employees in the Defence Team who describe the workplace as psychologically healthy	66%	Results not available	65%	At least 80%	31 March 2025

Table 3.3: Indicators, results and targets for departmental result The Defence team reflects the values and diversity of Canadian society.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of the Canadian Armed Forces (CAF) that self-identify as a woman	16.3%	16.3%	16.5%	At least 25.1%	31 March 2026
% of public service employees in the Defence team who self-identify as a woman	41.3%	41.5%	42.4%	At least 45%*	31 March 2025
% of the Canadian Armed Forces (CAF) who self-identify as a visible minority	9.5%	10.8%	12.0%	At least 11.8%	31 March 2026
% of public service employees in the Defence team who self-identify as a member of a racialized group	9.98%	9.6%	10.7%	At least 13%*	31 March 2025
% of the Canadian Armed Forces (CAF) who self-identify as an Indigenous person	2.8%	2.9%	3.1%	At least 3.5%	31 March 2026
% of public service employees in the Defence team who self-identify as an Indigenous person	3.41%	3.2%	3.3%	At least 4%*	31 March 2025
% of the Canadian Armed Forces (CAF) who self-identify as victims of harassment	15.5%	20.8%	24.0%	At most 11.9%	31 March 2025
% of public service employees who self-identify as victims of harassment	12%	Results not available	14.0%	At most 10%	31 March 2026
% of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination	14.5%	14.8%	15.7%	At most 9.2%	31 March 2025
% of public service employees who self-identify as victims of discrimination	7%	Results not available	8.0%	At most 5%	31 March 2026
Annual number of reported incidents of sexual misconduct in the Canadian Armed Forces	431	444	443	TBD	31 March 2025
% of CAF members who agree that the culture in the CAF surrounding sexual misconduct has improved in the last 12 months	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	Results not available	TBD	TBD

% of CAF members who agree that the CAF currently reinforces a culture of mutual respect, trust, honour and dignity	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	70%	TBD	TBD
Number of Defence Team members who have attended the Respect in the CAF workshop	1,224	650	2,164	TBD	31 March 2025
% of public service employees in the Defence team who have completed mandatory harassment training	31%	78.6%	74.0%	100%	31 March 2026
Annual number of reported incidents of a sexual nature within the Public Service Employees Defence Team	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	16	TBD	31 March 2025

Table 3.4: Indicators, results and targets for departmental result Military families are supported and resilient.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of Canadian Armed Forces families who feel they meet the challenges of military life	87.6%	Results not available	81.7%	At least 85%	31 March 2025
% of Canadian Armed Forces members who are satisfied with the overall support their family receives from the Canadian Armed Forces	67.4%	58.5%	64.3%	At least 85%	31 March 2025

Table 3.5: Indicators, results and targets for departmental result Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of the target Canadian youth population that participates in Cadets and Junior Canadian Rangers	2.02%	1.73%	1.58%	At least 2%	31 March 2025

The financial, human resources and performance information for the DND/CAF program inventory is available on [GC InfoBase](#).

Plans to achieve results

Canadian Armed Forces is growing towards its end state of 101,500 personnel

As part of Defence reconstitution efforts, the department will focus its efforts on attraction, recruiting, and retention activities to ensure the long-term viability and readiness of Defence. To meet recruiting objectives, the following will be conducted in FY 2024-25:

- Start the modernization of the recruiting process into an agile, digital, applicant-centric system that will simplify, streamline, and significantly shorten the application process;

- Carry out CAF recruitment advertising, marketing, and attractions activities, consisting of a multi-pronged approach, targeting potential applicants and influencers to increase awareness and attract Canadians to a career in Defence;
- Design, track and enhance the collection of performance metrics to better understand the return on investment of recruiting campaigns;
- Maximize the output of training at the Canadian Forces Leadership and Recruit School (CFLRS), both at the primary location in Saint-Jean-Sur-Richelieu, Quebec and at the newly established detachment at Canadian Forces Base (CFB) Borden, Ontario;
- Augment Canadian Forces Recruiting Group's customer service and identify priority applicant files for expedited processing;
- Develop and execute a robust and targeted plan of recruiting and attraction engagements to promote career opportunities in the RCAF and increase the applicant pool in the Defence recruiting enterprise;
- Capitalize on the RCAF's Centennial to promote the RCAF's legacy and to stimulate pride in service and interest in careers with the RCAF; and
- Take a personalized, early, and hands-on approach to recruiting and retention, as part of Defence reconstitution efforts which include:
 - Evolve the culture as an operationally effective, inclusive, and respectful organization that will attract and retain talent;
 - Further the implementation of the Naval Experience Program; and
 - Streamline training by recognizing civilian qualifications to increase throughput for technical and career courses.

Additional attraction, recruitment and retention activities of note are as follows:

- **Canadian Army Reserve Recruitment Efforts:** To engage with Canadians, Defence is supporting the Canadian Armed Forces recruitment advertising campaign by leveraging the Army Reserve community-based footprint. Attraction activities will focus on awareness of the Canadian Army and Defence through a significant increase in coordinated events at local armouries, youth sporting events and through affiliated cadet organizations. Defence will also expand the recruiting trial to the national level to incorporate a realistic job preview early into the recruiting process with an aim of better preparing applicants for success during basic and occupational training; and
- In FY 2024-25, the Canadian Army will continue its efforts to improve attraction and retention of Canadian Rangers by addressing known issues through the Canadian Rangers Enhancement, realigning the structure based on requirements and the host community potential for growth, and through focused efforts in specific communities. Canadian Rangers established strength is set at 6,821 positions. On average, the Canadian Rangers strength remains around 5,100 effective strength. Target values for Canadian Ranger strength in FY 2024-25 is 5,680; and, to increase retention within the organization, Defence will create a component transfer cell that will enable streamlined transfers between the P Res to the Regular Force. This cell will facilitate the administrative process for Canadian Army-managed occupations. Regular Force occupational management will also provide more flexibility to members wishing to change trades by increasing the yearly maximum numbers that can transfer from one occupation to another within Defence.

The health and well-being of the Defence team is well supported

Defence continues to promote access to services and support to public service employees and their managers in addressing and reporting illness, injury and impairment. DND will continue to review the framework, services and programs that support employee well-being.

Through the provision of health care, advice, and services to support CAF personnel, the following initiatives will support future military operations and increase the efficiency and effectiveness of CAF health care delivery:

- Create an environment where CAF Health Services personnel feel valued and experience meaningful opportunities for recognition, contribution, and growth by expanding health leadership development opportunities through initiatives focused on specific and relevant skills or competencies ([micro credentials](#));
- Optimize employment of CAF health care providers within their full scope of practice and integrate the Health Service Reserve to improve utilization of clinical resources;
- Enhance engagement for patients, their families and the Chain of Command by implementing the [Patient-Partnered Care Framework](#) into health and wellness initiatives across the CAF;
- Establish and expand the new Directorate of Women and Diversity Health by researching and developing health program revisions/expansions to meet the specific needs of women and other diverse groups;
- Revise and update Defence Occupational Fitness assessment and screening standards and processes including [Medical Standards \(CFP 154\)](#), [DAOD 5023-0 Universality of Service](#), [DAOD 5009-1 Personnel Readiness Verification Screening](#), periodic health assessments, and medical examinations on release from Defence;
- Leverage [Operational Sustainment Modernization Strategy](#) (OSM) to advance capabilities by prioritizing the top three operational capability gaps, including surgical care, advanced pre-hospital care (damage control surgery and damage control resuscitation) and medical logistics (blood program);
- Declare full operational capability of the [Canadian Armed Forces Transition](#) Group in FY 2024-25, with a risk management plan for Reserve transition services;
- Develop a Reserve transition support policy to provide expanded services to all ill or injured CAF members by continuing the implementation of the Pathway to Reintegration, with specific focus on retention pathways, where applicable;
- Develop a more robust program to help preserve the limited SAR resources. The overall goal of Road to Mental Readiness training is to improve short-term performance and well-being, while mitigating any negative, long-term mental health problems for SAR personnel and their families; and
- Support the expansion of the [Military Transition Engagement and Partnerships](#) to leverage external supports for transitioning members and their families in the domains of well-being by region.

The Department will also support employee well-being, while addressing workplace dissatisfiers, and fostering a safe and inclusive workplace:

- Deliver the [Respect in the CAF](#) one-day workshop on bases and wings;
- Expand the scope of Respect in the CAF to cover other aspects of a safe and inclusive workplace beyond sexual misconduct and evolve workshop delivery to online platforms;
- Continue the use of evidence-based assessments of character and multi-rater assessments including 360-degree evaluations within the General Officer and Flag Officer cadre. These processes will be expanded to other leadership ranks;
- Implement the [CAF Sports Strategy](#) and institute annual reporting; align collective efforts in optimizing sport's contribution to mental, social, and physical wellness within the CAF;
- Expand the CAF physical fitness programs to become more responsive to women and gender-diverse military personnel;

-
- Implement a Prenatal and Postpartum Program across all bases and wings; and
 - Pilot a support program for gender-specific development stages including aging and menopause.

The Sexual Misconduct Support and Resource Centre (SMSRC) endeavors to provide programs and services to support the health and well-being of Defence Team members and their families who have been directly or indirectly affected by sexual misconduct. Some key highlights for FY 2024-25 include:

- Identify and address gaps in programs and services;
- Develop the comprehensive model for the delivery of Military Sexual Trauma Peer Support programs;
- Develop a long-term model for the Independent Legal Advice program;
- Conduct research designed to aid leadership in assessing, intervening, and preventing sexual misconduct; and
- Continue to deliver the Restorative Engagement Program, which provides class members of the [CAF-DND Sexual Misconduct Class Action Settlement](#) with an opportunity to share their experiences of sexual misconduct with Defence representatives. Recent program learnings are contributing to the development of program enhancements which will ensure its delivery remains aligned with class member needs.

Additional information about SMSRC programs and initiatives can be found on the [Sexual Misconduct Support and Resource Centre](#) website.

In response to recommendations from the [Independent External Comprehensive Review \(IECR\)](#), the [Third Independent Review of the National Defence Act](#), and informed by the [External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces](#), DND/CAF will undertake the review of the complaint processes including technology and data applications, as well as service delivery to improve and transform experiences for all Defence Team members while enabling senior DND/CAF decision makers to effect systemic change. The department will improve the complaints process through the following initiatives:

Grievance Modernization:

- Develop a comprehensive complaints process for all Defence Team members across all major complaint and grievance processes (e.g., sexual misconduct, harassment, hateful conduct, grievances), beginning with initial consideration by an individual to submit a complaint through final resolution;
- Increase focus on leadership engagement for early resolution of issues and complaints by promoting a climate where members feel acknowledged and supported, with an increased focus on healthy workplaces and restoration of relationships;
- Enhance the transparency and simplicity of the complaints process;
- Increase timeliness of complaints resolution, while enhancing consistency and fairness; and
- Promote greater awareness of the complaints process and the resources available.

Systems Improvement:

- Launch a digital complaints solution that will consolidate data assets and information technology systems used across DND/CAF to capture and manage misconduct-related files in accordance with the *Access to Information Act* and *Privacy Act* and information security provisions. This human-centric solution will allow for improved experiences and outcomes while also providing leadership visibility on performance metrics to better support data-driven decision making. The solution will roll-out in phases throughout FY 2024-25 supported by Conflict and Complaint Management Services agents.

Service Delivery Review:

- Foster leadership development and promote behaviours that will facilitate an inclusive environment within the Defence Team by providing individual and team coaching services;
- Expand restorative services to provide increased support and innovative ways to acknowledge and restore individual relationships (where possible), strengthen teams, rebuild trust, and promote long-lasting institutional change. In turn, this will help to develop more sustainable, comprehensive support services across the Defence Team to help create a psychologically safer workplace by aligning, informing, unifying, and guiding the Department's culture evolution to ensure individual attitudes reflect institutional values and ethics. Through the Workplace Harassment and Violence Prevention Centre of Expertise, the Defence Team will continue to promote awareness and provide training regarding the prevention of harassment and violence through its three lines of intervention:
 - Prevent: Mandatory workplace assessments within DND/CAF;
 - Respond: Mitigate risk of further harming principal parties, through the [Designated Recipient Advisors' Unit](#) training and awareness discussions with partners about how to support principal parties in cases of discrimination; and
 - Resolve: A collaborative approach between the principal party and the employer allowing for open discussion and identifying solutions to reduce risks of discrimination within the workplace and help the principal party feel safe.

[The Harassment and Violence in the Workplace Matrix](#) provides examples of inappropriate behaviours. In alignment with the Declaration of Victim's Rights and in a trauma-informed manner, the Defence Team will deliver the Victim's Liaison Officer program to assist victims with their rights to information, participation, protection, and restitution. While continuing to deliver, monitor, and evaluate the Victim's Liaison Officer program, DND/CAF will conduct a review of the Interim Victim's Liaison Officer Policy to inform the development of the final policy.

The Defence Team has developed a Comprehensive Implementation Plan that will set the work plan for the next five years, including timelines related to memoranda to Cabinet and the introduction of legislation.

The Comprehensive Implementation Plan will address calls for a plan demonstrating how efforts will proceed year to year, while harmonizing the efforts required for permanent change and addressing the need to communicate broadly about accomplishments. The Comprehensive Implementation Plan will focus on addressing 192 recommendations across four reports:

- [Third Independent Review of the National Defence Act](#) (Fish Report - IR3);
- [The Independent External Comprehensive Review](#) (Arbour Report - IECR);
- [Minister's Advisory Panel on Systemic Racism and Discrimination Final Report](#); and
- [National Apology Advisory Committee Report](#) .

In addition, DND/CAF has been conducting analysis of potential additional measures that would have significant, comprehensive, and far-reaching effects on culture – going beyond the implementation of the recommendations.

The Defence Team will progress the prioritization of efforts towards the creation of a safe, supportive, and barrier free working environment that reflects the values and diversity of Canadian society through the following activities:

- Launch of the Anti-Racism strategy implementation framework and the Anti-Racism Policy to reduce and/or mitigate harm caused by racism and discrimination;
- Strengthen and empower [Defence Advisory Groups](#) to seek advice and leverage insights of lived experience by members of equity deserving groups;

-
- Implement the commitments outlined in the [Department of National Defence Accessibility Plan](#) and continue to proactively identify and remove barriers for persons with disabilities under the seven priority areas of employment, built environment, design and delivery of programs and services, information and communication technologies, communication, procurement of goods, services and facilities and transportation; and
 - Implement the Defence Team Culture Evolution Strategy to align, inform, and coordinate Defence Team culture efforts through consultations with survivors, taking action to transform the culture of Defence, rebuilding trust and build a healthy, safe, and inclusive workplace, free from harassment, discrimination, and violence.

Defence will monitor and evaluate policy and program changes adopted in response to external review recommendations, ensuring they have the intended effect of creating a safe and healthy workplace for Defence Team members.

The Defence team reflects the values and diversity of Canadian society

In FY 2024-25, the department will establish a new Employment Equity, Diversity and Inclusion Plan for public service employees that will focus on ensuring the [Employment Equity Act](#) and Treasury Board [Directive on Employment Equity, Diversity and Inclusion](#) are realized.

In FY 2024-25, Defence will implement the following initiatives in the areas of recruitment and hiring of non-Executive positions:

- Review hiring processes at all levels with focused efforts on targeted recruitment of equity-seeking groups;
- Pilot candidate assessment formats aimed to increase success rates of applicants from equity seeking groups;
- Promote inclusive hiring practices by supporting hiring managers with planning to remove arbitrary barriers related to mobility, location and education;
- Use employment equity statistics to support key decision points in the hiring process;
- Refresh and expand the use of diverse selection board members in all recruitment phases;
- Conduct outreach activities including attending career fairs and events, focused on equity-seeking groups;
- Work toward bringing women's representation in the CAF to 25.1% by 2026 through recruitment and retention strategies specifically targeting occupations where women are underrepresented. These specific strategies will include targeted marketing and attractions activities, women-focused awareness events, and priority processing for women applicants; and
- Seek opportunities to further the Women Peace and Security agenda in concert with Global Affairs Canada.

To foster inclusive leadership, Defence will:

- Ensure that all Executive-level assessment boards are fully diverse, and further discuss and educate hiring managers on the government's responsibility to ensure inclusive and representative hiring practices for all;
- Host Executive engagement events focused on diversity and inclusion priorities;
- Develop diverse talent through the Executive Development Program, specifically for those from equity seeking groups; and
- Develop and implement an Executive Sponsorship program.

Defence is modernizing training and education related to professional conduct, aimed at the prevention of all forms of misconduct. Focus will be on aligning and improving the development of conduct and culture tools that:

- Encompass Defence Team stakeholders;
- Enhance departmental conduct and culture through monitoring and oversight, advancing the conduct and culture awareness program, and enhancing professional development tools for the Defence Team;
- Develop the delivery of conduct and culture products including professional conduct scenarios;
- Expand conduct and culture subject matter expert operational reach across the Defence Team in collaboration with key stakeholders;
- Develop an Instructor Professional Growth Program to reinforce cultural change and lead to an inclusive, diverse, respectful, safe, and team-based work environment; and
- Support culture evolution through continued implementation and sustainment of Unit Culture Advisory Teams and the Command Culture Advisory Board which will help identify systemic issues and propose solutions as an adjunct to other initiatives undertaken by DND/CAF.

The Department will continue to support the Defence Ethics Programme, which provides advice, training, awareness, outreach, organizational risk assessment, policy development, and stakeholder engagement on matters related to ethical principles and values represented in the DND/CAF Code of Values and Ethics.

Military families are supported and resilient

Defence designs, delivers, and evaluates essential wellness offerings to CAF members and their families, including a broad variety of in-person and virtual services, promoted through cfmws.ca and referrals to partner websites addressing members' mental, physical, familial, social, and financial wellness. This includes services around health and wellness, employment services, personal development, second language training, parental support, children and youth services, family violence prevention and access to health care. Initiatives include:

- Develop a childcare solution for CAF that supports operational readiness, attraction and retention, and women's employment and careers by addressing the unique care requirements of military families;
- Expand the Military Spousal Employment Network to 100 employers by 31 March 2025. This network consists of national employers who look to recruit and retain military spouses in their respective organizations from the approximately 5,000 military families who are required to relocate each year to a new community;
- Expand the [Military Spouse Employment Initiative](#) by focusing on candidate support and promotion; and
- Continue outreach efforts with federal, provincial and territorial representatives as well as subject matter experts within DND/CAF to better understand, identify, and address relocation barriers as part of [Seamless Canada](#), which aims to help alleviate barriers unique to CAF members and their families.

Defence will continue to conduct the [National Sentry Program](#) (NSP) from 9 April to 10 November annually until 2027. The NSP pays homage to fallen comrades, increases Canadians' knowledge of their history and heritage.

Through Operation DISTINCTION, the CAF will pay meaningful tribute to the sacrifices soldiers, sailors and aviators made in earlier operations through this commemorative program such as:

- Conduct events in Canada and France to recognize the 80th anniversary of D-Day;
- Repatriate the remains of an unknown Newfoundland and Labrador soldier from the battle fields of Northern France to Newfoundland and Labrador;
- Conduct a vigil to honor this soldier at the provincial legislature and conduct the burial of this soldier in the newly constructed tomb of the unknown soldier in St. John's, NL.; and
- Commemorate the 80th anniversary of the Italian campaign in Italy and Canada, and the 60th anniversary of peacekeeping in Cyprus.

Defence will progress the implementation of the Optimizing Performance, Force and Family program which also aims to support the needs of CAF families through dedicated Military Family Services. In FY 2024-25, the program will focus on three lines of effort in meeting the unique needs of CAF families: mental health resilience; deployment support; and community integration.

Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood

Defence continues to refresh and optimize the Cadet and Junior Canadian Ranger Programs and the cadet experience for today's Canadian youth by implementing re-scoped programming better aligned with resources. The department is focused on controlled growth with an increasingly diverse membership and expanded reach into Canadian communities. This will provide the opportunity to reinforce the fundamental program aimed at developing in youth the attributes of good citizenship and leadership, promoting physical fitness, and stimulating the interest of youth in the sea, land, and air activities of Defence.

In FY 2024-25, the department will finalize the implementation of the Management Action Plan in response to the [Evaluation of the Cadets and Junior Canadian Rangers \(Youth Program\)](#) conducted in 2020 which includes:

- Improve program support and ensure that sufficient resources, capacity and expertise are in place to achieve objectives;
- Improve program management and oversight by reviewing and finalizing policies, guidance and directives;
- Review program scope to ensure consistency between resources, expected outcomes, and business planning;
- Improve communication strategies by promoting and increasing knowledge and awareness of DND's youth programs; and
- Implement a performance measurement strategy to define and measure outcomes to support evidence-based decision making.

Key risks

Several risks can affect the department's ability to achieve its Departmental Results, including:

Defence Team Conduct – There is a risk that failure to address misconduct, adopt an inclusive culture and provide a psychologically safe environment for current and future team members, will negatively impact operational readiness and effectiveness as well as public trust in the institution.

The risk above can affect the department's ability to achieve the Departmental Results of the Defence Team core responsibility.

As the Defence Departmental Results Framework reflects a chain of delivery from conceiving of the required armed forces, to developing them and then executing operations, the activities to mitigate the risks to the Defence Team core responsibility can also be found in other core responsibilities which deliver building blocks that enable the results of the Defence Team.

Snapshot of planned resources in 2024–25

- Planned spending: \$4,212,785,688
- Planned full-time resources: 20,902

Related government priorities

Gender-based analysis plus

In 2024-25, Defence will progress towards building a stronger and more inclusive work environment. Some key initiatives include:

- The implementation of the GBA Plus Enterprise Approach, a department-level strategic framework to foster the institutionalization of GBA Plus. The Enterprise Approach is annexed to the Defence Team's Culture Evolution Strategy which was launched in October 2023 and provides a comprehensive approach to evolving Defence Team culture across all levels, ensuring alignment, integration and co-ordination of efforts;
- The Canadian Army is identifying the resources and the training needed to establish a strong GBA Plus network that will further support the development of a diverse and inclusive force. GBA Plus, as an analytical tool, will continue to be used early and often throughout the development and/or review of all initiatives both to understand individual beneficiary needs, and to ensure that the design of new policies, programs, operations, and initiatives are responsive to and informed by intersectional considerations;
- On the civilian side, DND will integrate a gender and intersectionality lens (leveraging GBA Plus tools) into its people management policies and programs to identify and address barriers. This will ensure that the DND people management is responsive, inclusive and reflective of diverse experiences and realities, with a particular attention to the life experiences of women, Indigenous Peoples, racialized people, persons with disabilities and Black people; and
- The SMSRC will ensure that all programs and services and any future expansion efforts are aligned with the GoC approach to GBA Plus. The SMSRC is committed to ensuring that knowledge and expertise of GBA Plus will continue to grow and advance in tandem with the SMSRC's organization-wide capacity.

Additional information on GBA Plus pertaining to its governance structures, human resources and planned initiatives can be found in the [GBA Plus Supplementary Information Tables](#) section of this report.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

More information on the Department of National Defence's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the FSDS can be found in the [Departmental Sustainable Development Strategy](#).

Indigenous relations

Indigenous recruitment and retention will be incorporated in the department's employment equity, diversity and inclusion, and reconciliation plans as outstanding recommendations from the [Public Service Many Voices One Mind: A Pathway to Reconciliation](#) and the [Clerk's Call to Action forward direction](#).

Defence will promote Indigenous recruitment programs, pools, and inventories such as the IT Apprenticeship Program for Indigenous Peoples, Indigenous student opportunities, and the Indigenous Career Pathway. To increase success rates and engagement, Defence will:

- Offer preapplication sessions to applicants who apply on Indigenous recruitment processes;
- Offer internal and external hiring processes that will contribute to promotion/retention and to increasing representation; and,

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- Participate in guiding the development of staffing and HR strategies and processes through departmental Indigenous Career Navigators.

At the executive-level, Defence will continue to promote the referral and hiring of Indigenous candidates for executive-level positions.

Defence Intergovernmental Affairs will advance work to strengthen relationships with Northern Indigenous governments through engagement in the Arctic and Northern Policy Framework committees in support of NORAD modernization investments occurring in the North. Defence will also continue to build an effective relationship with Inuit through participation in the Inuit Crown Partnership Committee, including implementation of the co-developed work plan for the Sovereignty, Defence and Security priority area.

Focus will also be placed on the implementation of the Inuit Nunangat Policy within DND to ensure that Inuit perspectives are considered in all activities that may affect Inuit.

The Commander of the Canadian Army will maintain their role serving as the Defence Team Champion for Indigenous Peoples and work with Commanders at all levels to help Defence incorporate Indigenous cultures and heritage.

[Indigenous Summer Programs](#) will partner with Indigenous leaders to provide a blend of military training and Indigenous culture to hundreds of First Nations, Inuit, and Métis participants through programs across Canada: Bold Eagle, Black Bear, Carcajou, and Grey Wolf. Visits with these summer programs and, establishing networks with academic institutions and organizations, are priorities to expand outreach in this area.

Program inventory

Defence Team is supported by the following programs in the program inventory:

- Recruitment;
- Individual Training and Professional Military Education;
- Total Health Care;
- Defence Team Management;
- Military Transition;
- Military Member and Family Support;
- Military History and Heritage;
- Military Law Services/Military Justice Superintendence;
- Ombudsman; and
- Cadets and Junior Canadian Rangers (Youth Program).

Supporting information on planned expenditures, human resources, and results related the DND/CAF program inventory is available on [GC InfoBase](#).

Future Force Design

In this section

- [Description](#);
- [Quality of life impacts](#);
- [Results and targets](#);
- [Plans to achieve results](#);
- [Key risks](#);
- [Snapshot of planned resources in 2024-25](#);
- [Related government priorities](#); and
- [Program inventory](#).

Description

Develop and design the future force through a deep understanding of the future operating environment and security risks to Canada and its interests. Enhance Defence's ability to identify, prevent, adapt and respond to a wide range of contingencies through collaborative innovation networks and advanced research.

Quality of life impacts

This core responsibility contributes to the "Good Governance" domain of the Quality of Life Framework for Canada and, more specifically, "Democracy and Institutions," through all of the activities mentioned in the core responsibility description.

For more information, please refer to the [Quality of Life Hub](#) and the [Quality of Life Framework for Canada](#).

Results and targets

The following tables show, for each departmental result related to Future Force Design, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table 4.1: Indicators, results and targets for departmental result Defence capabilities are designed to meet future threats.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
Degree to which the Defence Investment Plan (IP) accounts for future capability requirements as identified in the Force Capability Plan (FCP)*	N/A	N/A	N/A	At least 2 on a 3-point rating scale	31 March 2025
Degree to which future capability requirements identified in the Force Capability Plan (FCP) have been accounted for in Force Development and Design (FD&D) planning*	N/A	N/A	N/A	At least 2 on a 3-point rating scale	31 March 2025
Degree to which the capability deductions contained within the Force Capability Plan (FCP) are coherent with those of our allies and partners*	N/A	N/A	N/A	At least 2 on a 3-point rating scale	31 March 2025

*New indicators were introduced starting FY 2024-25.

Table 4.2: Indicators, results and targets for departmental result Defence and security challenges are addressed through innovative solutions.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of DND/CAF strategic initiatives and projects that are supported by Defence Science and Technology	46.09%	50.78%	Results not available	At least 75%	31 March 2028
% of Innovation for Defence Excellence and Security (IDEaS) projects that resulted in useful advice, adoption, integration or eventual procurement of a new defence and security capability	77.8%	78%	79%	At least 20%	31 March 2025

The financial, human resources and performance information for the DND/CAF program inventory is available on [GC InfoBase](#).

Plans to achieve results

Defence capabilities are designed to meet future threats

In response to an increasingly complex security environment, effective innovation is critical to ensure the Defence Team is successful in achieving a modern and prepared armed forces by supporting its federal and provincial emergency management, public safety and security partners. Through the Defence and Security Science and Technology program, DND/CAF will continue to invest in promising technologies which could improve effectiveness against threats and improve resilience in the face of emergent threats.

[NORAD modernization](#) will lay the groundwork for its future through the exploration of cutting-edge technologies that can deter, detect, and defend against evolving threats to the continent. In FY 2024-25, the Defence Team will undertake the following research:

- System-of-systems solutions for NORAD modernization;
- Polar over-the-horizon radar;
- Next generation digital high-resolution space-based radar;
- Defence against hypersonic threats; and

-
- Space low-earth orbit architecture for defence.

The department will also look to improve the Defence Team's ability to understand and communicate threats efficiently using modern technology by:

- Modernizing key Defence command, control and communications capabilities and systems;
- Modernizing the Canadian Combined Air Operations Centre;
- Renewing Defence high and low-frequency radio capability;
- Enhancing satellite communications in the Arctic – which are central to the Defence Team's ability to conduct all northern operations, including emergency responses and search and rescue;
- Procuring and installing new digital radios and network equipment; Strengthening the Defence Team's ability to deter and defeat aerospace threats by modernizing air weapons systems by procuring new, advanced air-to-air missiles with the capability to engage threats from short, medium and long ranges; and
- Continuing to move forward on procuring modern future fighter fleet.

To ensure Defence can launch and sustain a strong military presence across the country, including Canada's North through investments in new infrastructure and support capabilities, DND/CAF will continue to advance NORAD Modernization, setting conditions for the implementation of a large portfolio of new projects to strengthen Canada's support for NORAD:

- Staffing Project Management Offices for sponsor and implementers;
- Conducting options analysis for all projects before they advance towards acquisition;
- Upgrading fighter infrastructure and NORAD Quick Reaction Alert capabilities at bases across Canada; and
- Expanding the Strategic Tanker Transport Capability / Air-to-Air refueling to allow Canada to take on new lines of tasking for NORAD.

As part of the DND/CAF [Quantum Science and Technology Strategy Implementation Plan](#), the Defence Team will begin investing in partnerships with other organizations and in applied Science and Technology aimed at demonstrating the impact of quantum technologies for military applications. Future-proof the Defence Team's capabilities to defend North America with funding to Defence Research and Development Canada to create a science and technology program that will assess new and emerging threats, and access and co-develop technological solutions to address them, alongside the United States.

The Force Capability Plan outlines the capabilities that are needed to address gaps and to ensure Defence is ready for the challenges of the future. The department is initiating the next cycle of the Concept Driven Threat Informed Planning Process, which is how the anticipated challenges are analyzed and which improves DND/CAF's ability to identify the defence capabilities needed to counter the threats of tomorrow.

DND/CAF will improve internal processes by:

- Developing the DND/CAF Force Development and Design System User Guide;
- Creating and delivering Force Development training;
- Aligning Force Development processes to that of allies; and
- Exploiting digitalized tools to improve capability development and integration.

The Defence Team Structure Design will make applicable future structure adaptation recommendations, including for the Regular Force, P Res, and civilian components of the organization. Defence Team Structure Design will help guide the evolution of the institution's personnel structure in a deliberate and coherent manner and enable the advancement of Canada's Defence Policy objectives into the future.

DND/CAF will also provide regular training and certification to the Defence Team on departmental Enterprise Architecture (EA) tools and methods. EA provides a standardized methodology that supports analysis, informs recommendations regarding policies, projects and objectives, and guides decision making. Additionally, DND/CAF will continue to provide insight to the Defence Team on aligning the institution's EA with leading federal, industry, and allied forces' practices in support of digital transformation.

Through the Digital Campaign Plan, DND/CAF will be better enabled to serve its members at home and abroad, while aligning CAF efforts and generating the capabilities necessary to compete in the modern battlespace. This is expected to promote interoperability with allies (NORAD, and NATO) while supporting departmental and GoC digital plans.

Defence is undertaking the conceptual shift towards pan-domain operations that are characterized by high-speed digital communications, coordinated competition across multiple domains, and exponential increases in the generation of data that must be rapidly assessed to support decision making. The solution to guide this evolution is the development of the Pan-Domain Command and Control concept which will align existing and future initiatives, programs, and projects across DND/CAF to ensure interoperability across domains within Defence and its closest allies.

Investments in new and evolving sustainment technologies, systems and structures will allow the CAF to enhance data enabled decision making to seize operational advantage.

The CAF has begun Digital Transformation to enable modern and relevant operations. An agile software delivery model will be scaled to provide CAF members with modern toolsets to accelerate output and enable command and control functions with an enhanced level of information dominance and decision superiority. In parallel, business assessments will be conducted to evaluate the relevance of the legacy technology products and determine the priority of resources to maximize future force effects.

To ensure that the CAF has the capabilities to sustain Ready Forces, the following Future Force Design efforts will take place in FY 2024-25:

- Efforts to extend the life of Canada's aging fleet of *Halifax*-class frigates until the arrival of the Canadian Surface Combatant will preserve the fundamental skills to introduce and effectively employ the Canadian Surface Combatant upon delivery;
- The *Victoria*-class Modernization will bridge the gap until replacement through the Canadian Patrol Submarine Project. Maintaining a relevant submarine force is critical, as these platforms are unique in providing persistence, stealth, and lethality in operations here at home, in the Arctic, supporting NATO, and in the Indo-Pacific;
- The CAF published the [Canadian Army Digital Strategy](#). The CAF is prioritizing efforts aimed at improving the structural, procedural, and governance implications related to data management, artificial intelligence, and decision making. FY 2024-25 will see an increase in adoption of cloud solutions, both in the enterprise and tactical domains, to establish a digital platform for the employment of novel AI tools;
- The Canadian Army Modernization Strategy will position the CAF to maintain an agile and responsive force, support [SSE](#) initiatives, and evolve to prepare for present and future threats and challenges. FY 2024-25 will see progress toward all initiatives; and will see the Accountabilities, Responsibilities, and Authorities Trial; as well as the Canadian Division Support Group Functional Review being completed;
- Force 2025 is reviewing all components of the Canadian Army and seeks to optimize and modernize its structures, and to enhance its capabilities to meet current and projected operational requirements. The conflict in Ukraine and the subsequent GoC commitment to reinforcing its NATO presence in Latvia, have been reflected in Force 2025 adjustments to ensure the Canadian Army is structured to support an enduring and larger deployment. Planning of Force 2025 will continue until

summer 2024, then Force Development will focus towards 2030 as new capabilities are procured and future structural changes are evaluated;

- The CAF will progress toward meeting the requirements of [SSE](#) to enhance the effectiveness of the Canadian Rangers. Ongoing review has updated core documentation to modernize Canadian Rangers governance and force employment concepts. The department will complete its analysis of training, equipment, structure, staff, policies, and infrastructure. This will result in a Canadian Ranger Master Implementation Directive supported by adequate resources to be published in the summer of 2024; and
- DND/CAF has three types of priorities for the Space Domain. They include Procurement, International Engagement and International Forums:
 - Space Procurement Priorities include the replacement for Sapphire named Surveillance of Space 2, Space Control, Enhanced Satellite Communication Project and Defence Enhanced Surveillance Space Project;
 - International Engagements include the United States, Five Eyes allies, other key strategic partners, North Atlantic Treaty Organization partners, and directed Indo-Pacific partners; and
 - Canada is prioritizing involvement in international forums by participating in both temporary (United Nations Open Ended Working Group) and persistent (Combined Space Operations Initiative) organizations.

The department will advance capabilities and capacity for conducting defensive and offensive cyber operations to detect, deter and defend against threats to Canada and in support of CAF operations. In FY 2024-25, the Defence Team will develop a CAF Offensive Cyber Operations Concept of Operations as well as operational concepts for integrating offensive cyber operations capabilities into deployed CAF forces.

The Defence Team continues to work with GoC colleagues mandated to provide cyber security across the government, ensuring combined cyber capabilities are aligned. As DND/CAF develop capabilities, the department will advance engagement and exercises with NATO partners and allies to evolve and validate concepts and doctrine on Cyber Operations. The department is enhancing its ability to defend DND systems and networks through the strengthening of relationships with key GoC stakeholders such as the Canadian Centre for Cyber Security, and Communications Security Establishment (CSE) to conduct and support joint cyber operations against adversaries who wish to threaten Canada's national interests.

The Cyber Operator military occupation has been created and initial occupation training is at steady state. Focus will now shift to procuring the required infrastructure, training personnel and IT assets for the Cyber Training Unit. This will allow for the development of intermediate and advanced training for Cyber Operators, beginning with the development of a cyber-security foundations program to be taught in conjunction with the Royal Military College cyber security laboratory. Multiple Unique Specialty Qualification's like Offensive Cyber Operations training are being developed to support future deployed capabilities and ongoing CAF and CSE operations.

The Defence Team will work toward the creation of a Cyber Officer occupation with a view toward expanding personnel dedicated to Defensive Cyber Operations, Offensive Cyber Operations, CMAP and Intelligence Support to Cyber.

Taken together, the further refinement and maturation of the cyber forces in the aspects of attraction, recruitment, training, and career growth will assure a pan-DND/CAF sustainable capability.

DND/CAF will continue to work with other government departments to update the policy and capability requirements of the [National Cyber Security Strategy \(NCSS\)](#). Specifically, DND/CAF will advance contributions to a renewed NCSS which speaks to the unique role of the military in cyberspace.

Artificial Intelligence (AI) is already a reality in the technology used daily and a key enabler for existing and future DND/CAF capabilities. The AI Strategy aims to offer greater coherence in the investments being made. It will ensure the potential of AI is fully leveraged while setting some guardrails to manage the risks involved. For the implementation of the AI Strategy, the department will focus on the following in FY 2024-25:

- Operationalize the Strategy through an Implementation Directive;
- Finalize an AI Ethics Framework;
- Release a Guideline on Generative AI aligned with allies, partners and the [Treasury Board Guide on the use of Generative AI](#);
- Publish a paper on AI Safety;
- Finalize the Departmental approach to AI Governance implementation with metrics and timelines; and
- Support the standup of Defence Operational AI Lab and begin staffing the Defence AI Centre.

Defence and security challenges are addressed through innovative solutions

The Innovation for Defence Excellence and Security ([IDEaS](#)) program continues to support innovation projects in areas of emerging and disruptive technologies, including:

- Innovation Networks challenges such as “Faster, Stronger, More Secure: Advancing 5G Capabilities and Concepts for Defence and Security” and [“Preparing for a quantum world: Defence applications of quantum technologies”](#). In addition, the Innovation Networks element intends to launch at least one new challenge in FY 2024-25;
- IDEaS Contest: [“Robot Round-up: Advanced robotics platforms and control solutions”](#);
- Call for proposals (CFP) directly to selected Canadian manufacturers capable of producing 155 mm munitions with the aim of modernizing munitions production and increasing production capacity within Canada; and
- Existing threats and safety risks from drones are increasing in scope and complexity. The CAF Counter Uncrewed Aerial System (CUAS) approach endeavours to understand the operational requirements and technological solutions to address these concerns. Maintaining awareness and readiness, iterative research and development, and testing/evaluating industry solutions are critical to maintain pace with emerging technologies. The CUAS partnership with other governmental departments, NATO and allies is a must to maintain interoperability and coalition command and control. To maintain pace and partnership CAF Joint CUAS is sponsoring the [CUAS Sandbox 2024](#) testing and evaluation at Defence Research and Development Canada Suffield during the months of May and June 2024, to understand the capability of emerging CUAS systems.

The Defence Team will invest, where practical, in dual-use technologies which address defence and security problems, such as:

- Mitigating the environmental impact of military operations;
- Alternative energy sources for remote sites;
- Cyber security for critical infrastructure;
- Training and strengthening of CAF personnel;
- Defence against future biological and chemical threats;
- Secure, cloud-based information architectures;
- Clothing and shelter options for austere environments; and

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- Improved maintenance processes for vehicles and aircraft.

In FY 2024-25, the IDEaS program will uphold its program of transforming concepts, options, and prototypes into potential DND/CAF capabilities. Utilizing investments through the IDEaS program, DND/CAF is spawning an innovation ecosystem that will create new strategic capabilities. The [IDEaS Sandbox program](#) element gives innovators the opportunity to demonstrate their solutions in the presence of DND experts/users and receive observational feedback.

DND/CAF will continue to support the implementation of NATO's [Defence Innovation Accelerator for the North Atlantic](#) (DIANA). This includes Canadian representation on the DIANA Board of Directors, exploring potential collaboration with the IDEaS program, and supporting the establishment of DIANA's North American regional office in Halifax, Nova Scotia.

In FY 2024-25, the Defence Team will establish and build on key strategic partnerships and engagements with allied countries, industry, academia and GoC stakeholders. Attention will be given to prioritizing partnerships that enable the targeted outcomes of continental defence and NORAD modernization; and continuing to enhance cooperation with key international and domestic partners in climate change, artificial intelligence, space domains, quantum, and other emerging fields.

In response to the Arctic's growing strategic importance and interest from non-traditional Arctic countries, Defence will maintain development of interim capabilities and defence solutions with industry for the High Arctic, in addition to multi-domain awareness of potential threats, including unauthorized exploitation of Canada's resources. The increasing need for Defence to maintain a presence and operate in the Arctic is essential to maintain Canadian sovereignty in the North and necessitates more defence resourcing to meaningfully address the complex security and defence gaps in the area.

In FY 2024-25, plans include:

- Advance interoperability, integration, situational awareness and information-sharing initiatives;
- Expand deterrence and defence together with Nordic countries;
- Conduct research on power and energy solutions, supported by the Greening Government Fund, to reduce the greenhouse gas (GHG) emissions related to Arctic operations and to naval operations; and
- Remain an effective capability-building partner by assisting other government departments and agencies, as well as territorial and Indigenous governments to fulfill their mandates when authorized.

To advance and meet the requirements of the [Policy on Service and Digital](#), the department will evolve several initiatives related to service design and delivery, digital transformation, and artificial intelligence.

In FY 2024-25, the Department will:

- Deliver a Defence Digital Strategy that will include a consistent approach to service management across the department;
- Capture and support service improvement, a move towards end-to-end digital service delivery and a client-centric approach;
- Enable digital transformation by establishing a new Digital Operating Model and Digital Intake Management Capability;
- Establish a Digital Services Board to provide central governance and oversight on digital-related initiatives and projects;
- Enable priority digital transformation initiatives; and
- Review and establish Business Enterprise Architecture.

DND/CAF will advance the research, development and experimentation endeavors in the domains of artificial intelligence, machine learning, and predictive analytics by developing several initiatives such as:

- Predictive Expenditure Modeling Tool, which leverages cutting-edge strategies to analyze DND financial data on a large scale. Notably, this tool is a 100% cloud-based solution developed within DND's Azure Cloud Platform. The primary objective is to spearhead technological advancements that drive comprehensive business process transformation across the entire department;
- Policy Chatbot, which uses natural language process and machine learning to answer DND/CAF member's questions on policies, in both official languages;
- Auto-Analysis of Arctic Research TopICs, which uses generative AI to search newsfeeds and other online sources to generate summaries of current space related news; and
- Document Classifier, an AI driven document classifier that will extract key information and classify the document in a multitude of categories (e.g., receipt, map, letter, report). This classification then allows users to search for documents based on those categories and key terms to enhance intelligence.

The Department's Force Development efforts will advance the delivery of solutions to contemporary problems. Horizon scanning of the latest technological and scientific breakthroughs remain a line of effort which will allow Defence to capitalize on key advances.

Gradient Ascent, the departments digital and analytics initiative, will continue to develop and enable real-time analytics reports, and automate operational/institutional workflows using agile software development best practices. Gradient Ascent digital products will save end users time, enabling them to focus on honing core skills and these products will drive positive institutional/operational outcomes.

Through its Cyber Security Engineering Program, DND/CAF will provide secure and resilient enterprise-level system solutions to respond to the evolving cyber threat environment. Through its C4ISR Engineering and Integration Program, DND will provide enterprise-level information technology system solutions to advance Allied communication capabilities, support the integration of Joint Targeting systems, improve the resilience of the DND/CAF Command and Control infrastructure, and help to propel DND/CAF forward with modern technologies.

Utilizing its Data Center Engineering Program, DND will deliver enterprise-level development and testing environments for classified and specialized capabilities.

The Innovations, System Engineering, Architecture and Coordination program will promote tailored best practices leveraged for system engineering, ensure technology and security architecture alignment, and allow for efficient use of engineering resources along business priorities.

In FY 2024-25, the Defence Team will:

- Consolidate and augment Top Secret defence intelligence community domains into a single network. Implement intelligence capabilities on the Department's information networks which process highly classified defence intelligence;
- Work with Shared Services Canada (SSC) to review and improve their Service Delivery model and strengthen the partner relationship;
- Work with its clients to enable their business transformation goals, which include a cyber security approach anchored in Zero-Trust Principles to mitigate risks to DND/CAF information and data, and ensure its confidentiality, integrity, and availability wherever and whenever needed;
- Support trusted and secure interoperability with allies, while supporting transformation towards Digital and Cloud-enabled technologies, the Department Cyber Security Program will enhance its Data-Centric and Cloud Security capabilities, while improving security foundations in support of mobility and hybrid work, as well as mobile classified solutions;

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- Support improvement in its supply chain cyber security by establishing an inspection team under the Canadian Program for Cyber Security Certification, in collaboration with Public Services and Procurement Canada (PSPC); and
 - Evolve and mature Cloud services. New management and technical considerations will be addressed to meet the Cloud Program strategic management and delivery requirements. DND/CAF will continue to strengthen the cloud foundational capabilities to support large scale application migration and cloud adoption. Cloud services will evolve to promote offering secure cloud computing at the Protected B level while supporting plans for classified cloud-based capabilities.

Key Risks

An enterprise risk has been identified which highlights the need for greater accessibility of data and information to support data-enabled and strategic decision making.

Insufficient tools, process and technology are some of the main obstacles for efficient sharing of information and data. While progress is being made on all fronts, enabled by the recent creation of a Digital Transformation Office, without addressing those obstacles, data will remain inaccessible and not be easily interconnected.

Without efficient access to information and data, and an intuitive manner to use and share data, users are more likely to make duplicate and individual copies.

The Defence Team will mitigate these risks through the further establishment of data stewardship roles, to improve data governance, including the implementation and monitoring of DAOD 6500-1 – Data Access. As part of data governance improvement, a request process and details on recourse processes will also be introduced to enable data access; and, information management risks will be mitigated through exploration of technologies to enhance the efficiency of information management, organization and sharing.

Snapshot of planned resources in 2024–25

- Planned spending: \$865,727,609
- Planned full-time resources: 1,974

Related government priorities

Gender-based analysis plus

GBA Plus findings will continue to be an important component of developing and designing the future force. In addition, as capabilities development is modernized in traditional domains and as new domains are added, intersectional gender perspectives will be critical to the development of effective in-spectrum and cross-spectrum success. Important efforts in this area can be identified as follows:

- To ensure that the future CAF is operationally effective and reflective of Canadian society, diversity and inclusivity, the Future Force concepts will be analyzed using GBA Plus tools throughout their lifecycle. This process will ensure that the future of the Canadian Army is inclusive and diverse, reflecting Canadian society while ensuring its future operational effectiveness; and
- The department has several programs that integrate GBA Plus considerations to increase diversity and gender balance. The IDEaS program will continue to advance GBA Plus particularly in the application and evaluation process. Through the Defence and Security Science and Technology Program, GBA Plus implications will be assessed and studied in various areas such as recruitment, climate change adaptation and health of CAF members. In addition, the department will launch a new Science and Technology Workforce Renewal Program to optimize the recruitment and the development of talents in cutting research and development areas. The program design will integrate GBA Plus considerations to increase diversity and gender balance.

More information on GBA Plus can be found in the [GBA Plus Supplementary Information Tables](#) section of this report.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

In FY 2024-25, the IDEaS program will work with Canadian innovators on the following challenges in support of United Nations Sustainable Development Goals (SDGs):

- [Goal 7](#) Clean Energy – “A Cold Wind Blows: Seeking Smaller, Ruggedized Wind Turbines for the Arctic”. Launched to address a DND need for ruggedized wind turbines for the Arctic, to reduce the reliance on diesel fuel-generated power;
- [Goal 9](#) Infrastructure and Innovation – “Green Heat: Low carbon energy generation for heating existing buildings”. Launched to acquire, install, and operate a large-scale low-carbon energy generation and storage system for heating an existing building. This will assess the effectiveness and costs of such a technology for the entire DND infrastructure portfolio, thus contributing to the GoC mandate that its building and facilities operations be carbon neutral by 2050;
- [Goal 13](#) Climate Action – “Less GHG emission on the Seas: Practical Solutions to Measure and Record Energy Consumption”. Launched to seek innovative solutions to accurately measure fuel and load energy consumption and GHG emission data across the RCN fleet. In addition, “Land to sea with low GHGs: Arctic eco-safe transit of personnel and cargo from ship to shore”, focuses on solutions that can enable the safe transit of personnel and cargo from AOPV in the absence of shore infrastructure, with an emphasis on minimizing GHG emissions. In FY 2024-25, select innovators from these challenges will be awarded contracts at the Component 1b stage to further advance their solutions; and
- [Goal 14](#) Life Below Water – “Under the sea: Real-time detection of marine mammals during sonar operations”. Launched to seek innovative solutions that can provide situational awareness of marine mammal presence to minimize the risk of harm from naval operations. In FY 2024-25, select innovators will be awarded contracts at the Component 1b stage to further advance their solutions.

More information on the Department of National Defence’s contributions to Canada’s Federal Implementation Plan on the 2030 Agenda and the FSDS can be found in the [Departmental Sustainable Development Strategy](#).

Indigenous relations

As part of efforts to modernize NORAD and strengthen continental defence, the department will continue to work throughout the policy development and implementation process to ensure that GBA Plus considerations are captured and that intersectional gender perspectives are integrated into the proposals and advice being developed for government consideration. With northern initiatives and investments expected to be critical to fulfilling this commitment, Defence will continue this work to ensure that continental defence efforts are underpinned by meaningful dialogue and engagement with key stakeholders, including northern, First Nations, Inuit and Métis partners, to ensure that various viewpoints and priorities are incorporated into this work. DND/CAF will take a distinctions-based, nation-to-nation approach to engagement and consultation throughout this process. A GBA Plus analysis will be equally applied in the context of Indigenous considerations.

Through the Defence and Security Science and Technology program, the department will engage with Indigenous communities to review new contracting requirements, to engage with Indigenous partners to collaborate, where possible, in the context of research and development activities in Indigenous territories, and to identify and reduce barriers which might prevent participation by Indigenous-led enterprises. Defence will work with PSPC to include mandatory reporting from prime contractors regarding the engagement of Indigenous-led businesses and enterprises in the fulfillment of contract requirements. DND/CAF will engage with Indigenous peoples in support of its research and development activities, including to respect treaty obligations and to align its work with the objectives in the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) and other policy commitments, where

possible. Publications will be reviewed and dual-use findings which could benefit northern communities will be actively shared with stakeholders to support proactive disclosure of results.

The IDEaS program sustains efforts to engage with Indigenous peoples and companies, while also tracking the percentage of Indigenous owned companies who apply to the program to gain better visibility on Indigenous participation overall. The program will continue to conduct targeted outreach with many Indigenous communities, organizations, and events, such as:

- “Cando”, a national Indigenous organization;
- “Workforce Forward”, an event focused on Indigenous inclusion training, employment strategies and hiring best practices for HR professionals and business owners;
- “Forward Summit East and Forward Summit West”, events where Indigenous and non-Indigenous organizations, thought leaders, and industry experts gather to share best practices, challenges and successes of doing and creating business opportunities within Indigenous communities. The Forward Summits exist to amplify the voices of Indigenous champions and connect community and industry together to build economic wealth and Indigenous prosperity; and
- “Yukon Innovation Week”, an annual opportunity to give local innovators, entrepreneurs, social enterprises, community organizations and citizens ways to think differently, tools and inspiration to tackle tough challenges, and connections to problem solvers and future builders across the Yukon.

The following events are attended by representatives of Procurement Assistance Canada who performs outreach activities on behalf of the IDEaS program at various regional events:

- “Indigenous Chamber of Commerce Conference and Symposium”, a joint conference and symposium to help attendees network with other Indigenous and non-Indigenous businesses as well as celebrate themselves. ICC is committed to economic reconciliation, as well as the continual promotion and support of Indigenous business in Manitoba;
- “Nunavut Trade Show”, Northern Canada’s largest annual event, bringing together all levels of Government, Inuit Organizations, Nunavut Businesses, investors, entrepreneurs, and southern businesses for networking; and
- “The Kivalliq Trade Show”, promotes the economy, businesses, arts, music, communities, and entrepreneurship of the Kivalliq Region.

Program inventory

Future Force Design is supported by the following programs:

- Joint Force Development;
- Naval Force Development;
- Land Force Development;
- Air and Space Force Development;
- Special Operations Force Development;
- Cyber and Joint Communication Information Systems (CIS) Force Development;
- Intelligence Force Development; and
- Science, Technology and Innovation.

Supporting information on planned expenditures, human resources, and results related the DND/CAF program inventory is available on [GC InfoBase](#).

Procurement of Capabilities

In this section

- [Description](#);
- [Quality of life impacts](#);
- [Results and targets](#);
- [Plans to achieve results](#);
- [Key risks](#);
- [Snapshot of planned resources in 2024-25](#);
- [Related government priorities](#); and
- [Program inventory](#).

Description

Procure advanced capabilities to maintain an advantage over potential adversaries and to keep pace with allies, while fully leveraging defence innovation and technology. Streamlined and flexible procurement arrangements ensure Defence is equipped to conduct missions.

Quality of life impacts

This core responsibility contributes to the “Good Governance” domain of the Quality of Life Framework for Canada and, more specifically, “Democracy and Institutions,” through all of the activities mentioned in the core responsibility description.

For more information, please refer to the [Quality of Life Hub](#) and the [Quality of Life Framework for Canada](#).

Results and targets

The following tables show, for each departmental result related to Procurement of Capabilities, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table 5.1: Indicators, results and targets for departmental result Defence procurement is streamlined.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of projects that meet the approved project development and approval timelines (low risk and low complexity projects)	67%	75%	86%	100%	31 March 2025
% of goods and services contracts that are awarded within established performance targets	92%	96%	95.6%	100%	31 March 2025

Table 5.2: Indicators, results and targets for departmental result Defence equipment acquisition is well-managed.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of capital equipment projects that remain in most recent approved scope	94.12%	93.8%	94%	At least 90%	31 March 2025
% of capital equipment projects that remain on most recent approved schedule	94.12%	93.75%	81%	At least 90%	31 March 2025
% of capital equipment projects that remain within most recent approved expenditure authority	94.12%	87.5%	88%	At least 90%	31 March 2025

Table 5.3: Indicators, results and targets for departmental result Defence information technology acquisition is well-managed.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of information technology projects that remain in approved scope	100%	100%	100%	100%	31 March 2025
% of information technology projects that remain on approved schedule	76%	87%	89%	100%	31 March 2025
% of information technology projects that remain within approved expenditure authority	100%	93%	100%	100%	31 March 2025

Table 5.4: Indicators, results and targets for departmental result Supplies are available and well-managed.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of stock that is unavailable to meet forecasted demand	7.36%	7.39%	7.61%	At most 5.28%	31 March 2025
% of stock disposed that was identified as surplus	33.4%	57.9%	41.5%	At least 23%	31 March 2025
% of stock where warehouse replenishment settings require review to achieve better materiel positioning and timely customer satisfaction	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	3.34%	At most 3.28%	31 March 2025

The financial, human resources and performance information for the DND/CAF program inventory is available on [GC InfoBase](#).

Plans to achieve results

Defence procurement is streamlined

Defence continues to develop a competency-based approach to project management through means established over previous years. To complement the existing steps taken to manage the lengthy

acquisition process, Defence will continue to grow and professionalize the procurement workforce. Areas of focus for FY 2024-25 include:

- Institutionalization of the Project Manager Competency Development program which provides project managers with development and learning opportunities through a defined framework for accreditation;
- Continuing to grow the Purchasing and Supply Group (PG) Academy's Fundamental Program aimed at recruiting and training 40 entry level procurement specialists per year;
- Relaunching the PG Officer Development Program with a goal of developing high potential future leaders;
- Conducting an options analysis and developing the supervisor and manager development programs for senior level procurement specialists; and
- Support the PSPC-led Defence Procurement Review to ensure DND/CAF capability requirements and acquisition are streamlined and achievable.

Defence equipment acquisition is well-managed

Key equipment acquisition projects in FY 2024-25 include:

- [Canadian Surface Combatant](#): Design and production engineering of the Canadian Surface Combatant will progress through FY 2024-25, with Low-Rate Production scheduled to begin in mid-2024. Work will also continue on the design and construction of a Land Based Test Facility to be located at Hartlen Point, Nova Scotia;
- [Arctic and Offshore Patrol Ship](#): In late 2024 the future HMCS *Frédéric Rolette*, is anticipated to be delivered. Construction of the 6th ship, the future HMC Ship *Robert Hampton Gray* continues;
- [Joint Support Ship](#): The first Joint Support Ship is scheduled to be launched in late 2024 and construction of the second ship will progress in FY 2024-25. The fourth and final sea-to-shore connector system that will be used in conjunction with Joint Support Ship to deliver cargo and personnel ashore in harsh or damaged ports where the ships may not have direct access to berthing facilities, is scheduled for delivery in early FY 2024-25;
- [Fixed-wing Search and Rescue Aircraft Replacement Project](#): The project will advance with the initial operational test and evaluation of the aircraft and its systems. Certification and Qualification testing will progress towards completion. Training will also continue for the aircrew and maintainers to support the progressive establishment of capability at each main operating base;
- [Future Fighter Capability Project](#): The project will advance to the procurement of an initial tranche of F-35 advanced fighter aircraft, associated equipment, sustainment and weapons, and the planning for their delivery. The planning will be finalized for pilot training at Luke Air Force Base in Maricopa County, Arizona. Initially some aircraft will be located at that F-35A Pilot Training Center while DND completes the necessary infrastructure to support aircraft delivery in Canada;
- [Remotely Piloted Aircraft System \(RPAS\)](#): The project is in implementation phase and will be in the first year of the RPAS contract. Early contract milestones include System Requirements Review and Preliminary Design Review;
- [Strategic Tanker Transport Capability](#): The project will advance all development and design elements associated with the project infrastructure requirements, work through the systems engineering processes leading to the design reviews of CC-330 Husky aircraft and provide In-Service Support (ISS) to two used CC-330 aircraft that will be serving the RCAF in a strategic airlift role;
- [Logistics Vehicle Modernization Project](#): The project will seek to award Acquisition and Long-Term ISS Contracts as part of the competitive solicitation processes. After contract award, the project will undertake design review work with the Contractor;

- [Armoured Combat Support Vehicle](#): The project will deliver the first Command Post to the Canadian Army. The project will continue with the ongoing deliveries of the Ambulance and Troop Cargo Vehicles. These vehicles will be progressively fielded to the Canadian Army with Initial Operating Capability scheduled for 2024;
- [Light Armoured Vehicle Reconnaissance Surveillance System](#) The project will focus on activities supporting delivery of vehicles, initial Cadre Training and initial provisioning of spare parts. Operational testing will be conducted to enable verification of compliance with requirements of the contract and the Canadian Army, leading to the declaration of an Initial Operating Capability;
- [CP-140 Aurora Incremental Modernization Project](#): The project is scheduled to deliver the last three Block IV aircraft; complete the flight test program; and achieve Full Operational Capability;
- [CF-18 Hornet Extension Project](#): The project is scheduled to take delivery of the majority of remaining equipment, including APG-79(v)4 Radars, AIM-9X missiles, Sensitive Compartmented Information Facilities; Night Vision Cueing Displays, Satellite Communication Antennas, Data Transfer Units and upgraded Sniper pods. It will also further flight testing and airworthiness certification activities for new aircraft software and equipment; and complete modification work on all 88 HEP aircraft;
- [CH-148 Cyclone Procurement Project](#): Through the Maritime Helicopter Project, Defence expects to achieve the following:
 - Delivery and acceptance of the final Block 2 CH-148s;
 - Completion of the Block 2 Integrated Mission System qualification;
 - Upgrading the training devices to the Capability Release 2.1 configuration; and
 - Completing the operational support readiness verification.
- [Cormorant Mid-Life Upgrade](#): Engineering and production planning activities will be ongoing and the start of production of the first aircraft in May 2024;
- [Victoria-class Modernization](#): The Flank Array Modernization Project and the Periscope Modernization Project are scheduled to enter the Implementation Phase. The implementation of habitability and quality of life upgrades, such as improvements to sleeping quarters, washroom facilities, and galleys, will continue on HMCS Victoria;
- The Light Force Enhancement Project will deliver 108 light vehicles to Canadian Army Units deployed on Operation REASSURANCE in Latvia. Defence is also prioritizing its Portable Anti-armour Missile Systems, Counter-Uncrewed Air Systems, Short Range Air Defence Systems, Light Tactical Vehicles and Brigade Computer Information Systems projects;
- The Special Operations Capability and Recapitalization Project (SCARP) will be bundling multiple capital projects which are currently scheduled to close out in 2027. DND/CAF will pursue timely delivery and relevant capabilities in the ever-evolving operational environment while being poised to capitalize on new technologies fitting within SCARP's scope; and
- The CAF NORAD Continental Defence Modernization Office and key partners will progress NORAD modernization projects through the Identification and Options Analysis phases of project approval to meet aggressive timelines. The priority will be the Arctic-Over-The-Horizon-Radar project programmatic path to synchronize acquisition with U.S. implementation strategies and to ensure that no gap exists in planned coverage for a binational integrated NORAD OTHR system. Accelerated project timelines will be sought for NORAD Cloud Base Command and Control and Crossbow initiatives to synchronize with NORAD and U.S. timelines. The success of delivering NORAD Modernization initiatives will be highly dependent on filling project positions and the essential staff required to implement the projects.

The department has identified four capability portfolios on which focused efforts will ensure the maintenance of high readiness and relevancy. These include:

- C4ISR to maintain decision dominance over adversaries, either directly, or through support to partners and allies;
- Soldier Systems to protect, enable, and enhance the Special Operations Forces (SOF) Professional;
- Chemical, Biological, Radiological, Nuclear, explosives (CBRNe) to prevent or mitigate domestic and expeditionary CBRNe incidents, and provide high fidelity information to understand, exploit and prevail in CBRNe environments; and
- Mobility to safely insert and extract the SOF Professional within the operating environment.

More information on equipment acquisition projects in FY 2024-25 can be found on the [Defence equipment purchases and upgrades](#) website.

Defence information technology acquisition is well-managed

DND/CAF will continue to deliver on key information management, information technology and space projects as outlined in [SSE](#). Key initiatives for FY 2024-25 will include:

- Stabilize, optimize and support critical command and control applications and systems;
- Complete the implementation of Interim Quantum Safe Cryptographic Solutions;
- Complete the modernization of Base Emergency Radio Communication Systems for first responders (Trunked Radio Systems);
- Provide a wide range of in-service strategic, computer information system and strategic communication services;
- High and Low Frequency Radio Communication Systems;
- Line of Sites Radio Communication Systems such as Air Ground Air, Air Traffic Management and Canadian Air Defence Radio System;
- Provide assured and timely in-service support to assigned critical, high-priority strategic and operational joint capabilities and services;
- Bandwidth Constrained Services to Canada and NATO;
- Life Cycle Material Manager / Technical Authority for the following:
 - Polar Epsilon 1 and 2 – Earth observation for geospatial intelligence and Naval Ship Detection;
 - Search and Rescue Satellites Local User Terminals and the Canadian Mission Control Centre, Canadian Technical Evaluation Centre – SAR; and
 - Sapphire – Space Situational Awareness.
- Implement an integrated capability management approach with relevant capital projects and project delivery activities in the domains of space, cyber and joint capabilities;
 - Begin the transition between the legacy Electronic Key Management System to the new Government of Canada (GoC) Key Management Infrastructure (KMI); and
 - An “integrated” approach to capability management and delivery occurs as follows:
 - Integrated project teams are established with operational representation and inclusion, and other relevant stakeholders directly involved as required; and
 - Existing expertise from ISS teams is embedded in the project offices to lend expertise and then smoothly transition projects to ISS.
- Collaborate with other capability delivery organizations, within and outside of DND to ensure maximized business and operational benefits;

- Collaborate with CSE to progress Cryptographic Modernization Programs;
- Participate in the interdepartmental and/or multinational forums to help establish priorities based on joint operational benefits (ex: RADARSAT Constellation Mission Interdepartmental Operations Committee, Space Surveillance Network Metrics Integrated Process Team);
- Collaborate with SATCOM, (ISS, and Innovation, Science and Economic Development Canada to support Telesat in mitigating the impact on SATCOM service provided to northern and arctic communities and customers (such as DND, SSC and Environment and Climate Change Canada) when a key satellite had to be urgently repaired; and
- Collaborate with other capability delivery organizations to align and avoid duplication of effort by:
 - Leveraging expertise from partner organizations such as Canadian Space Agency, both for delivery and operations; and
 - Partnering with ENG Horizons to better equip communities of engineers with the tools and knowledge to deliver better outcomes.

Defence will deliver full operational capability and deliver the following projects and initiatives in FY 2024-25:

- Digital Biometrics Collection and Identity Management;
- Complete the modernization of Base Emergency Radio Communication Systems for first responders (Trunked Radio Systems); and
- Interim Quantum Safe Cryptographic capabilities.

Defence will deliver initial operational capability allowing validation of the system with clients for the following projects and initiatives in FY 2024-25:

- Search and Rescue Mission Management System;
- Consolidation and augmentation of Top Secret defence intelligence community domains into a single network. Improvements to intelligence capabilities on the Department's information networks processing highly classified defence intelligence;
- Broadening of satellite communication capabilities to support strategic and operational demands in Canada and abroad;
- Biometrics capability;
- Improved cryptographic and key management infrastructure capabilities, such as GoC KMI for DND;
- Modernization of secure radio capabilities; and
 - Complete the RCAF and RCN Land Based Sites Crypto Modernization across Canada;
 - Complete Secure Radios upgrade on the Aurora;
 - Complete Engineering and Integration work, and start installation of Secure Radios on Halifax Class ships; and
 - Complete delivery of High Frequency radios and ancillaries.
- Electronic warfare system.

Supplies are available and well-managed

Defence will work to enhance materiel accountability by implementing modern, effective inventory controls, supply chain management and inventory valuation by:

- Using data analytics and the Defence Supply Chain Performance Management Framework to inform decision making, improve materiel readiness, optimize costs, and help prioritize materiel management tasks that will support CAF readiness;
- Continuing to modernize the business processes to make substantive and enduring improvements to the management of materiel and continuing to invest in the development and implementation of defence supply chain analytic tools for supply chain practitioners;
- Continually assessing the production and availability of required supplies as industry adapts to implementing new processes to support CAF readiness;
- Continuing to work with partners to evolve the way the GoC approaches and manages Defence sustainment and mitigate supply chain challenges caused by less predictable geopolitical factors throughout the world, the rate of inflation affecting nations globally, and the evolving defence and security environment;
- Applying the Operational Sustainment Management Strategy (OSM), better aligning the Institutional Sustainment and Operational Support aspects of the Sustainment Enterprise. This improvement will align and strengthen DND/CAF supply chain performance and management; and
- Modernize the Defence Resource Management Information System to form a modernized Defence Supply Chain core where Defence can expect improved materiel accountability, cost savings, resilience, and improved materiel readiness which directly impacts the ability to conduct concurrent ops by maximizing the use of existing resources. Specifically, through three key projects:
 - Modernization and Integration of Sustainment and Logistics (MISL);
 - Automatic Identification Technology; and
 - Materiel Planning and Forecasting.

Key risks

There are many risks associated with the Procurement of Capabilities core responsibility. Four of the Key Risks are articulated below:

Military Strength – There is a risk that Defence will not have the right military personnel, in the right numbers, at the right place, and at the right time.

Materiel Procurement – There is a risk that DND/CAF may have difficulty procuring materiel capabilities at the right level to support operations.

Information Technology Procurement – There is a risk that DND/CAF may have difficulty procuring information technology capabilities at the right level to support operations.

Materiel Maintenance – There is a risk that DND/CAF may have difficulty maintaining its materiel capabilities at the right level to support operations.

As the Defence Departmental Results Framework reflects a chain of delivery from conceiving of the required armed forces, to developing them and then executing operations, the activities to mitigate the risks to the Procurement of Capabilities core responsibility can also be found in other core responsibilities which deliver building blocks that enable the results of Procurement of Capabilities.

Snapshot of planned resources in 2024–25

- Planned spending: \$6,245,203,819
- Planned full-time resources: 2,714

Related government priorities

Gender-based analysis plus

Defence will continue to build the capacity to conduct, apply and incorporate GBA Plus findings into decision making for equipment acquisition and materiel support activities, in alignment with the implementation of DND/CAF's recently released Culture Evolution Strategy.

As per the Project Approval Directive, all projects are subject to a formal GBA Plus, which is incorporated into all project documentation and work, including business case analyses, departmental governance, and Treasury Board and ministerial submissions. This ensures that issues of gender equality, intersectionality, diversity and human rights, and unequal benefit, harm or exclusion, are appropriately identified and addressed. The analysis is iterative during the full length of the project, from inception through to project closeout, including monitoring of impact by intersectional identity factors and any evaluation or review of the project.

For CA procurement projects, data is gathered according to the needs of individual projects or initiatives to conduct the GBA Plus and for monitoring impacts by gender and diversity. This data collection may range from formal surveys or scientific research to informal ad-hoc feedback from stakeholders. The Solider Operational Clothing and Equipment Modernization initiative aims to deliver an integrated suite of modern operational clothing, personal protective equipment, and load carriage equipment that focuses on GBA Plus and improving performance and comfort of the soldier. Sustained efforts aim to mature the departmental procurement process to enable definition and implementation activities. Defence will test the flexibility of this approach with additional procurements of personal protective equipment in support to the operation efforts.

More information on GBA Plus can be found in the [GBA Plus Supplementary Information Tables](#) section of this report.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

As directed by the [Policy on Green Procurement](#) and [SSE](#), Defence procurement will continue to adhere to Canadian environmental standards and integrate environmental performance considerations into procurement decision making processes where value for money is demonstrated. In support of the GoC net-zero emissions by 2050 objective and consistent with the departmental objectives set by the [Defence Climate and Sustainability Strategy \(DCSS\)](#), procurement of new Defence capabilities will seek energy and operational efficiency and ensure the primacy of defence capability requirements.

More information on the Department of National Defence's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the FSDS can be found in the [Departmental Sustainable Development Strategy](#).

Indigenous relations

In the process of delivering new capabilities, the DND/CAF has a responsibility to consult with, establish, nurture and maintain a positive relationship with Indigenous partners, its suppliers and procurement communities, as well as provincial and territorial partners, to meet treaty obligations and Indigenous policy commitments (including alignment with UNDRIP and the Inuit Nunangat Policy), as well as to include northern provincial and territorial governments in the decision making discussions. This will include identifying opportunities for Indigenous businesses and benefits for local communities. In accordance with Ministerial mandates from the minister of Public Services and Procurement Canada and the minister of Indigenous Services Canada, Defence is aiming to achieve the minimum five percent target (expected to be determined by contractual value) for Indigenous participation in various procurement activities and to meet procurement treaty obligations.

Program inventory

Procurement of Capabilities is supported by the following programs in the program inventory:

-
- Maritime Equipment Acquisition;
 - Land Equipment Acquisition;
 - Aerospace Equipment Acquisition;
 - Defence Information Technology Systems Acquisition, Design and Delivery; and
 - Defence Materiel Management.

Supporting information on planned expenditures, human resources, and results related the DND/CAF program inventory is available on [GC InfoBase](#).

Sustainable Bases, Information Technology Systems and Infrastructure

In this section

- [Description](#);
- [Quality of life impacts](#);
- [Results and targets](#);
- [Plans to achieve results](#);
- [Key risks](#);
- [Snapshot of planned resources in 2024-25](#);
- [Related government priorities](#);
- [Program inventory](#); and
- [Summary of changes to reporting framework since last year](#).

Description

Develop and manage modern, operational and sustainable bases and infrastructure. Contribute to the achievement of federal environmental targets.

Quality of life impacts

This core responsibility contributes to the “Good Governance” domain of the Quality of Life Framework for Canada and, more specifically, “Democracy and Institutions,” through all of the activities mentioned in the core responsibility description.

For more information, please refer to the [Quality of Life Hub](#) and the [Quality of Life Framework for Canada](#).

Results and targets

The following tables show, for each departmental result related to Sustainable Bases, Information Technology Systems and Infrastructure, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table 6.1: Indicators, results and targets for departmental result Naval, Army, and Air Force Bases enable military operations and defence activities.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of single quarters accommodations that can be used	69%	75%	92%	At least 90%	31 March 2025
% deviation of average daily meal cost from the standard allowance	12%	5.5%	32.3%	At most 15%	31 March 2025

Table 6.2: Indicators, results and targets for departmental result Defence infrastructure is well-managed throughout its lifecycle.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of infrastructure in fair or better condition	64.49%	64.4%	64.54%	At least 80%	31 March 2025
% of maintenance and repair investment in relation to the infrastructure portfolio value	0.71%	1.55%	1.52%	At least 2%	31 March 2025
% of the total real property value that is identified as surplus	1.78%	1.72%	2%	At most 2%	31 March 2025

Table 6.3: Indicators, results and targets for departmental result Defence activities are carried out in a safe and environmentally responsible manner.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
% of greenhouse gas emissions reduction relative to a 2005 baseline	38%	35.9%	36%	At least 40%	31 March 2025
% of reduction in contaminated sites liability based on the closing liability of the previous year	10%	12.6%	11%	At least 10%	31 March 2025

The financial, human resources and performance information for the DND/CAF program inventory is available on [GC InfoBase](#).

Plans to achieve results

Naval, Army and Air Force Bases enable military operations and defence activities

Collectively, CAF Bases serve as the foundation of strength to not only support CAF personnel and force generation, but personnel from other segments of the Defence Team. These bases also contribute directly to their local economic communities, not only as a major employer, but through the Defence Team members' involvement with various local non-profit and business organizations. They are the centre of military life across Canada, and abroad.

In FY 2024-25, the DND/CAF will:

- Improve Canadian Army Base internal systems and processes by aligning base support architecture, accountabilities, responsibilities, and authorities to mandated functions;
- See efforts to better leverage system of record data to establish measurable service metrics that will allow the CAF to implement data-informed performance improvements to Canadian Army Base support activities;
- Develop metrics to illuminate the full array of base services including but not limited to equipment maintenance, food services, materiel management and distribution, and transportation services;
- Identify, plan and fund infrastructure needs to meet future fleet requirements. Including an improvement to the available housing for sailors through replacement of an outdated accommodations building;
- Provide logistic, maintenance, accommodations, and training support, as well as port operations, emergency and administrative services;

-
- Support Defence of Canada missions such as SAR, NORAD, or the dispatch of Air Mobility missions to remote corners of the globe; and
 - Continue to see re-capitalization and investment in support of existing and new capabilities to include hangars, support facilities, operating surfaces; such as runways and taxiways and robust IM/IT backbone; to support increasing data requirement for digitalization.

The Canadian Army requires significant modernization of its Information Technology infrastructure to leverage on-going digital initiatives driven by Shared Services Canada, such as the network modernization project. As new cloud computing solutions and hybrid work environments are established, the Canadian Army will advance work with the Chief Information Officer and SSC to ensure Army bases and Army Reserve armouries have the requisite technical foundation to leverage these innovative tools being brought on-line. In FY 2024-25, Defence will prioritize bandwidth, Information Technology infrastructure, and partnerships with the Chief Information Officer Group to achieve its strategic aims as published in the Canadian Army Digital Strategy.

In FY 2024-25 and the next decade, two major opposite trends will impact the infrastructure supporting RCAF's activities. While DND/CAF will see significant investment in infrastructure for new and modernize capabilities; the existing real property portfolio will continue to degrade at an accelerated rate due to systemic and significant underfunding in maintenance and recapitalization. Both have the potential to create significant disruption to CAF missions and will require thorough planning, coordination, and prioritization.

Defence will engage in real property governance structure to identify and advance infrastructure requirements and priorities. DND/CAF will work with all departmental stakeholders as the introduces the Capability Base Infrastructure Requirement – Tool , develops the Targeted Portfolio Investment option under the National Real Property Portfolio Plan (NRPPP) and advances major infrastructure initiatives in support of RCAF NORAD Modernization and capability implementation.

Defence infrastructure is well-managed throughout its lifecycle

DND/CAF manages the largest Real Property Portfolio (RP) in the federal government and is actively updating its infrastructure to ensure that it supports the evolving needs of a modern military. However, the current state and composition of the RP portfolio, increasing deferred maintenance backlog, and growing demands for infrastructure services have put certain assets at risk of failure or closure. These increasing costs and demands have limited the capacity to fund the maintenance and repair of existing assets, causing a significant portion of the RP portfolio to deteriorate.

These challenges extend to DND/CAF's's residential housing portfolio which requires capital investment for the renewal, sustainment, and construction of new housing units to satisfy demand.

To address these RP Portfolio related challenges, Defence will continue to transform the way it manages real property by implementing the DRPPS. Implementation of the DRPPS will result in a more consistent portfolio-wide approach to ensuring the infrastructure portfolio is efficient, operationally effective, affordable and considers long-term environmental sustainability. The department is in line with requirements under the Treasury Board policy on the Planning and Management of Investments.

Defence will strive to improve infrastructure by investing in DND residential housing during FY 2024-25. Funding will be prioritized to invest in new construction, to address portfolio shortfalls, where there is a need to meet operational requirements and where there is limited availability in the private sector. Ongoing investments are required to improve the condition and allow for necessary renovation of the existing housing portfolio. This will inevitably improve suitability of the department's residential housing units and reduce GHG emissions in support of green initiatives.

In FY 2024-25, Defence will:

- Provide oversight and support the DRPPS' overall implementation, Stakeholder Engagement, Communications Plan and updating of the Real Property Management Framework;
- Finalize the NRPPP, a key element required to implement the DRPPS;
- Operate and maintain existing real property assets to ensure operational effectiveness;
- Divest and/or demolish surplus, underutilized, or obsolete buildings and land to reduce operating costs, liabilities, and reduce GHG emissions;
- Deliver the Major Capital Program, including Defence Capability Infrastructure and NORAD Modernization Infrastructure. Key infrastructure projects in FY 2024-25 include:
 - Design and Construction of a new Jr. NCM Training Accommodation Facility at CFB Esquimalt, British Columbia. This project will enable the strategic consolidation of various functions into a single purpose-built, high-rise facility that will be net zero carbon emissions;
 - Design and Construction of a new Neurobehavioral Blast Research Facility at DRDC Suffield, Alberta. This project will grant us the capability to study the full range of prevention, treatment, and long-term goal of improving blast protection and blast treatment for CAF members;
 - Construction of new facilities and recapitalization of existing facilities at the Dwyer Hill Training Centre of Ottawa, Ontario. The project will deliver the necessary infrastructure specifically designed to support the unit's growth in personnel and capabilities, as well as enable specialized training to meet readiness requirements;
 - A/B Jetty Recapitalization Project at CFB Esquimalt, British Columbia's Dockyard, and to replace the two facilities with a modern and fully integrated new jetty complex. This project will improve site access for utility service and roadway routing and replace the two pre-existing stationary tower cranes found on the old jetties;
 - Construction of 10 buildings at CFB Petawawa, Ontario. Project provides housing, equipment storage and site services for the Canadian Special Operations Regiment; and
 - Construction of new facilities for the Canadian Joint Incident Response Unit (CJIRU) at 8 Wing Trenton, Ontario. This infrastructure will enable CJIRU to provide high readiness task tailored CBRN support to meet the Canadian Armed Forces' core missions.
- Upgrade and maintain infrastructure by applying modern and innovative environmental technologies and best practices, where feasible;
- Continue implementation of the Residential Portfolio Capital Investment Program, under the Defence Residential Housing program, with a focus on low-complexity capital construction and renovation projects; and
- Uphold sound investment decisions for Bases and Wings to meet current and future needs of the DND/CAF; including providing guidance related to land use and infrastructure through the development of strategic documents (Master Real Property Development Plans and Site Development Plans).

For more information on Defence infrastructure projects, please visit the DND/CAF [Infrastructure Projects webpage](#).

Defence activities are carried out in a safe and environmentally responsible manner

Defence will implement its environmental program and the requirements of the [Canadian Army Environmental Policy](#) to ensure its activities are conducted in an environmentally responsible manner. DND/CAF will continue to actively address climate change, greening and sustainability. With greening well integrated into the infrastructure portfolio, the next step is to elevate greening across the entire defence portfolio, influencing procurement, operations, and capability planning.

In FY 2024-25, Defence will advance the department's sustainability goals in response to the following key initiatives:

- Implement the DCSS for 2024-2027 in support of the Federal Sustainability Development Strategy and the Greening Government Strategy;
- Develop the national level Environmental Management System to improve the environmental performance of Defence;
- Finalize a GHG emissions reduction roadmap for real property to reach 90% GHG reduction from the 2005 baseline and a net zero portfolio by 2050;
- Assess and remediate contaminated sites under both the [Federal Contaminated Sites Action Plan](#) and DND Contaminated Sites Program, as well as mitigate [unexploded explosive ordnance](#) risks at former Defence sites;
- Engage in Energy Performance Contracts (EPCs) to provide for improved energy performance of Real Property assets. EPCs are agreements between Energy Service Companies and DND to reduce energy consumption and GHG emissions through the implementation of energy conservation measures. DND will continue the installation of new technologies as part of the Smart Buildings Energy Management System program;
- Advance efforts related to the RCAF Path to Net Zero Strategy (PTNZ), which includes completing initial decarbonization plans and GHG projections;
- Assess and amend where required, the modernized fuel tracking system aimed at improving data analytics;
- Implement and track the use of Sustainable Aviation Fuels in RCAF National Safety and Security fleets where available, affordable, compatible, and operationally feasible;
- Begin reviewing operational procedures for efficiencies that would lead to a reduction in GHG emissions, for a select number of RCAF National Safety and Security fleets;
- Implement recommendations from the phase one White Paper Assessing Climate Change Impacts on RCAF Operations;
- Support the completion of Strategic Environmental Assessments for new RCAF capabilities;
- Implement the Army Environmental Expected Outputs for FY 2024-25;
- Modernize environmental management practices within Range and Training Areas to support their long-term suitability and viability;
- Conduct environmental inspections of units;
- Conduct environmental audits of Shilo, Manitoba, Mainland, British Columbia and Southern Alberta; and
- Integrate environmental considerations in exercise planning processes.

Key risks

Several risks can affect the department's ability to achieve its Departmental Results, including:

Materiel Procurement – There is a risk that DND/CAF may have difficulty procuring materiel capabilities at the right level to support operations.

Information Technology Procurement – There is a risk that Defence may have difficulty procuring information technology capabilities at the right level to support operations.

Infrastructure Management – There is a risk that Defence may have difficulty managing its infrastructure at the right level to support operations.

Infrastructure Procurement – There is a risk that Defence may have difficulty procuring/building infrastructure at the right level to support operations.

As the Defence Departmental Results Framework reflects a chain of delivery from conceiving of the required armed forces, to developing them and then executing operations, the activities to mitigate the risks of the Sustainable Bases, Information Technology Systems and Infrastructure core responsibility can also be found in other core responsibilities which deliver building blocks that enable the results of Sustainable Bases, Information Technology Systems and Infrastructure core responsibility.

Snapshot of planned resources in 2024–25

- Planned spending: \$4,490,063,164
- Planned full-time resources: 15,444

Related government priorities

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

In support of the GoC commitment to green its operations, in November 2023, Defence released the DCSS. The DCSS outlines the department's actions towards supporting the United Nations' 2030 Agenda for Sustainable Development and Canada's FSDS. Notable DND/CAF commitments contributing toward achievement of United Nations SDGs include:

- Reduce GHG emissions from facilities and fleet by 40 percent below 2005 levels by 2025 and achieve net-zero emissions by 2050 (United Nations SDG 7, 9, 11, 12, 13);
- 100% of DND commercial light-duty vehicle fleet purchases will be zero-emission vehicles or hybrid when available, with a zero-emission vehicles procurement target of 50 percent by 2023 (United Nations SDG 7, 11, 12, 13);
- Use 100% clean electricity by 2025 by producing or purchasing renewable electricity (United Nations SDG 7, 9, 13);
- Support the GC commitment to achieve net-zero emissions by 2050 from the national safety and security fleet considering availability, affordability, compatibility, and operational feasibility (United Nations SDG 13); and
- The PTNZ strategy, and forthcoming Decarbonization Plan, along with the Assessment of Climate Change Impacts on CAF Operations are direct actions that support Canada's GHG emissions reduction targets and actions required to mitigate the impact of climate change on RCAF operations respectively (SDG 13).

More information on the Department of National Defence's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the FSDS can be found in the [Departmental Sustainable Development Strategy](#).

Indigenous relations

Defence will continue to support the whole-of-government approach to advancing the GoC reconciliation agenda including the implementation of the [United Nations Declaration on the Rights of Indigenous Peoples Act \(UNDA\)](#) and supporting a renewed relationship with Indigenous Peoples.

In FY 2024-25, Defence will:

- Collaborate with Indigenous partners in supporting the implementation of Action Plan Measures contained in the [UNDA Action Plan 2023-2028](#);
- Increase internal collaboration and coordination with a view to align DND/CAF activities, policies, and processes with the UNDA and to achieve a transformational change in the interactions with Indigenous peoples;

-
- Advance the work in the Sovereignty, Defence, and Security Priority Area of the Inuit-Crown Partnership Committee;
 - Raise cultural awareness and build cultural competencies by delivering operational and policy guidance/tools across Defence to support a coordinated approach to internal capacity building and external consultation and cooperation;
 - Develop tools to support Defence in the implementation of treaties and to ensure alignment with the [Inuit Nunangat Policy](#);
 - Provide funding support to Indigenous communities through the [Indigenous Reconciliation Program](#) (IRP) to facilitate participation, research, policy development and consultation with Defence on shared priorities; and
 - Provide stakeholder guidance on litigation management.

Program inventory

Sustainable Bases, Information Technology Systems and Infrastructure is supported by the following programs in the program inventory:

- Defence Infrastructure Program Management;
- Defence Infrastructure Construction, Recapitalization and Investment;
- Defence Infrastructure Maintenance, Support and Operations;
- Defence Residential Housing Program;
- Defence Information Systems, Services and Programme Management;
- Environmental Management and Climate Action;
- Indigenous Affairs;
- Naval Bases;
- Land Bases;
- Air and Space Wings;
- Joint, Common and International Bases;
- Military Police Institutional Operations; and
- Safety.

Supporting information on planned expenditures, human resources, and results related the DND/CAF program inventory is available on [GC InfoBase](#).

Summary of changes made to reporting framework since last year

Program change from FY 2023-24 “Environment and Sustainable Management” to FY 2024-25 “Environment Management and Climate Action”.

Internal services

In this section

- [Description](#);
- [Plans to achieve results](#);
- [Snapshot of planned resources in 2024-25](#); and
- [Related government priorities](#).

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are ten categories of internal services:

- Management and oversight services;
- Communications services;
- Legal services;
- Human resources management services;
- Financial management services;
- Information management services;
- Information technology services;
- Real property management services;
- Materiel management services; and
- Acquisition management services.

Plans to achieve results

Management and oversight services

Defence will continue to support corporate priorities with independent and objective oversight and advice from the conduct of evaluations, internal audits, and examination of disclosures related to potential conflict of interest, allegations of wrongdoing, and administrative investigations. These activities will provide insights on the effectiveness and efficiency of programs, risk management and governance. Commitments will be prioritized to focus on priorities in support of timely decision making for the improvement of programs. DND/CAF will consider GBA Plus in annual planning updates and provide recommendations for program or situational improvements.

Communications services

The Communications and Public Affairs teams will provide strategic communications advice and expertise and will work collaboratively to ensure the Department continues to communicate openly and transparently on the institution's progress and outcomes to Canadians.

In FY 2024-25 departmental communications will focus on the following priorities:

- Advancing [SSE: Canada's Defence Policy](#) by actively communicating Canada's plans to modernize NORAD, as well as other GoC strategies, procurements programs, and initiatives;
- Professional Conduct and Culture by communicating Defence's efforts to build a diverse workforce, foster a respectful, supportive, and healthy work environment across the Department, and by ensuring evolution efforts in DND/CAF are well understood and well-communicated to establish a cohesive approach;

- Diversity and Inclusion by communicating tangible and measurable progress towards creating a representative, diverse and inclusive workforce at all levels of the organization through the recruitment of persons of diverse race, age, ethnicity, and nationality; Indigenous identity; sexual orientation and gender identity; and disability status. Efforts will also include teaching, sharing, and using best practices in communications that inculcate diversity and inclusion in words and imagery;
- CAF efforts towards reconstitution, retention, and recruitment by prioritizing tasks and resource allocations to support people, their readiness and resilience, as well as Defence's ambitious modernization goals. Implementing strategic recruitment advertising and marketing activities to increase CAF awareness, CAF personnel numbers and attract a diverse workforce. An essential component of communications effort is to inform Canadians and permanent residents about how CAF personnel serve Canada in missions at home and abroad, which can inspire qualified applicants to join the CAF; and
- Enhancing the operational and institutional communications to improve how DND/CAF operates in the information environment by updating public affairs policy with respect to operations; updating military public affairs doctrine; advancing the management and integration of CAF imagery; and working with relevant offices of primary interest to ensure the public affairs function is integrated in the planning and execution of plans and strategies at all levels of operations. Readying, supporting and deploying military public affairs, imagery and training teams to highlight CAF operations, exercises and activities.

Legal services

DND/CAF aims to accomplish ambitious objectives with limited available resources and to implement comprehensive legal reforms within a narrow window of opportunity, while ensuring effective coordination with other government departments and military justice system independent actors. The work prioritization is shaped by the legal support provided daily for recurring transactional activities or that is required on an ad hoc basis due to current events. Notwithstanding these challenges, DND/CAF will continue to provide legal services through a series of ongoing initiatives, including:

- Supporting efforts related to the implementation of military justice-related recommendations from the Report of the [Third Independent Review Authority](#), by the Honourable Morris J. Fish, former Justice of the Supreme Court of Canada;
- Supporting efforts related to the implementation of military justice-related recommendations from the [Report of the Independent External Comprehensive Review](#), by the Honourable Louise Arbour, former Justice of the Supreme Court of Canada; and
- Supporting the work towards the advancement of other military justice system activities, by advancing efforts to supplement and enhance the changes made to the military justice system through the Act to amend the [National Defence Act](#) and to make related and consequential amendments to other Acts, formerly [Bill C-77](#), or related to the implementation of recommendations of other external reviews as determined by the Minister of National Defence (MND)..

Following the coming into force of the remaining provisions of former Bill C-77, which came into force on June 20, 2022, along with the required [Queen's Regulations and Orders](#) amendments and the publication of the Military Justice at the Unit Level Policy, there is still work to achieve modernization of the military justice system. Defence will continue to provide legal services in support of the efforts to supplement and enhance the changes made to the military justice system through Bill C-77 by contributing to the development of additional regulatory amendments and by supporting the development of necessary policy instruments and training with the broader CAF community. This enduring effort to enhance the performance of the military justice system also includes the provision of legal services in support of the development of legislation, regulations, orders and directives pertaining to other military justice activities. This includes the analysis and potential implementation of recommendations of other external reviews as determined by the MND, to ensure that the military justice system remains responsive to the needs of

Defence and helps ensure that CAF members are protected by a military justice system that keeps pace with Canadian concepts of justice.

The Minister of National Defence remains committed to implementing the intent of IECR's Recommendation 5, which recommended that [Criminal Code](#) sexual offences should be removed from CAF jurisdiction. The Department will uphold supporting consultation with federal, provincial and territorial partners to develop the appropriate means of implementation, including:

- Supporting intergovernmental engagement, including through a Federal and Provincial/Territorial Ad Hoc committee as well as bilateral channels; and
- Analyzing feedback from DND/CAF entities, victims' groups, military justice system independent actors, and federal and provincial/territorial partners, and incorporating the results into the development of an implementation plan for Recommendation 5.

Continuing to progress the GoC response to the [Auditor General's 2018 Report 3 – Administration of Justice in the Canadian Armed Forces](#) through the ongoing development, along with the department's Information Management Group, of the Justice Administration and Information Management System (JAIMS), a real-time centralized military justice management and data-collection system which will facilitate the administration of military justice. A new version of JAIMS that reflects the changes made to the military justice system through the implementation of Bill C-77 is being developed to ensure that JAIMS reflects the military justice system at the unit level, including updated time standards and performance monitoring indicators. DND/CAF now anticipates the rollout of JAIMS 2.0 to commence in the fall of 2024, a change that reflects a more complete understanding of the new military justice system in the years since its implementation.

In FY 2024-25, Defence will support the CAF Legal Advisor (Department of Justice) and to assist DND/CAF representatives responsible for giving legal instructions throughout the litigation cycle, with particular emphasis upon monitoring the implementation of settlement agreements including the CAF-DND Sexual Misconduct (Heyder-Beattie), and Racism in the CAF (Frenette). This dedicated oversight helps Defence meet its legal and ethical obligations while contributing to a positive culture and workplace. The coordinated, strategic perspective enables DND/CAF and the GoC better manage legal, financial, and reputational litigation risks.

The department aims to provide oversight and accountability on class action litigation management by coordinating activities and compliance across the Defence Team – and with other departments where required – related to the increasing number of complex class actions. These cases deal with workplace harassment and discrimination, compensation and benefits, and other health and safety issues.

Human resources management services

In FY 2024-25, Defence will continue to build a strong public service workforce that is reflective of the diversity of Canada, equipped to meet the demands of dynamic Defence environment and supported by modern HR service delivery:

- Defence will provide strategic guidance and advice to managers and leaders to support efforts to build a workforce that reflects Canada's diversity and values of fairness, equity, inclusion, and safety. A new Employment Equity, Diversity and Inclusion plan will be launched in FY 2024-25, which will outline key objectives to hire and promote Employment Equity groups. To streamline efforts to address outstanding recommendations on Employment Equity, Diversity and Inclusion issues that relate to the public service workforce, an Internal Services Strategy on Employment Equity, Diversity and Inclusion will be tabled during the first quarter of FY 2024-25. This will contribute to systemic effort in processes, programs and policies;
- Defence will support departmental decision making with timely access to data on self-identification and workforce availability to ensure evidence-based practices in the areas of Employment Equity, Diversity and Inclusion;

-
- The department will progress with investigating and evaluating emerging trends shaping the future of work by conducting research and analysis on current issues. This body of work, including a Future of Work Framework to be established in FY 2024-25, will inform decision making around the medium and long-term risks and opportunities facing DND in the evolving work environment. Specific areas of interest to be explored in the framework include demographic and workforce trends, hybrid work and changes to the workplace, as well as the impact of digital tools and processes used at Defence;
 - Defence will continue to support PSPC with ongoing efforts to reduce the backlog of pay cases, with the ultimate objective of ensuring timely and accurate pay. To achieve this, the department's compensation team will design, develop, and implement proactive personalized client-centric services to support employees and managers. The service design philosophy will be to put the client first, build trust, and provide excellent services that lead to positive pay outcomes;
 - Through a human resources end-to-end internal process review, Defence will modernize the recruitment approach with a view to implement lean and efficient staffing processes that support us in building an agile and modern HR organization that operates with high standards of accountability, expertise, transparency, and collaboration;
 - Develop tools to support the removal of bias and barriers at the forefront of the staffing process, in support of the [Public Service Employment Act amendments](#). This will facilitate the recruitment of the best talent by ensuring that objectivity and cultural sensitivity are applied throughout the hiring process; and
 - Support evidence-based decision making by translating data into analytical products that provide descriptive narratives, visuals and intersectional analysis to support leaders in making data-driven decisions.

Financial management services

Defence ensures the stewardship of the Defence budget through horizontal coordination across multiple lines of effort to ensure funding is directed toward top defence and government priorities as represented in the various financial tables within this document.

Through ongoing sound financial management, Defence supports public confidence in Defence stewardship of Canadians' tax dollars.

Information management services

Defence is committed to enhancing information management to bolster the department's capabilities, improve services to Canadians, and ensure secure information sharing with partners. The department will continue to support the GoC information and data management priorities included in the Treasury Board Secretariat (TBS) [Policy on Service and Digital](#), the [Standard on Systems that Manage Information and Data](#), as well as continue to prioritize electronic data management, governance and analytics to execute Defence policy initiatives. In FY 2024-25, the department will:

- Modernize information architecture. It is aimed at optimizing the structure, organization, and standardization of information assets;
- Harness cutting-edge industry applications to centralize, digitize, and manage information services. This will reduce reliance on paper-based processes that hinder speed, accessibility, and environmental sustainability;
- Explore advanced artificial intelligence technologies to enhance the efficiency of information management, organization and sharing. In the dedication to enhancing operations, readiness, and risk reduction, DND/CAF will conduct routine assessments of information assets, intensifying efforts to eliminate redundant, obsolete, or insignificant data;
- Establish criteria to monitor and report on data management maturity with a view to provide targeted guidance;

- Establish data stewardship roles, including data governors, data officers, and data advisors, and empower them to improve data governance;
- Implement and finalize the Data Quality Framework to address data quality within DND/CAF and ensure data used in decision making is trusted;
- Revamp internal analytics support services to meet the growing demand for analytics solutions. This initiative is imperative to enhance the organization's ability to make informed decisions based on data-driven insights; and
- Advance the design of an enterprise data hub prototype to address the pressing issue of DND's data accessibility. This initiative encompasses the development of facilitated search and catalog capabilities to streamline data discovery and utilization.

As per CDS Directive for CAF FP&R 2023-24, readiness is at the core of CAF's ability to carry out its missions mandated by the GoC. Access to data is identified as fundamental to facilitating decision making necessary to enable CAF to fulfil its mandate. Data Readiness is focused on the following FY 2024-25 priorities:

- Improving Allied Inter-operability;
- Improving CAF Readiness;
- Improving DND/CAF business practices; and
- Enhancing Advanced Analytics capability.

Defence is committed to enhancing information management to bolster the department's capabilities, improve services to Canadians, and ensure secure information sharing with partners. A central initiative involves the modernization of the information architecture, aimed at optimizing the structure, organization, and standardization of information assets. In FY 2024-25, DND/CAF will:

- Harness cutting-edge industry applications to centralize, digitize, and manage information services;
- Reduce reliance on paper-based manual processes that hinder speed, accessibility, and environmental sustainability;
- Embrace innovation by exploring advanced artificial intelligence technologies to enhance the efficiency of information management, organization and sharing;
- Enhance operations, readiness, and risk reduction; and
- Invest in the education of members to enhance their digital information literacy, skills, and awareness as part of commitment to continual improvement.

Information technology services

Defence will evolve its Enterprise Architecture practice, and as a result will enhance alignment and oversight of technical solutions within DND/CAF by working closely with TBS to ensure the department is aligned with GC Information Management/Information Technology directives and standards, such as the [Directive on Service and Digital](#), [Directive on Standard on Systems that Manage Information and Data](#) GC EA Review Board reviews.

DND/CAF will continue to maintain and assess its IM/IT investments in its Application Portfolio Management program to ensure quality application and business data are captured. This will enable us to better manage IM/IT investments and for partners to provide necessary support services.

Defence will evolve to deliver Enterprise application services and digital platforms to allow for reusability and optimize technical diversity for enterprise sustainability.

DND/CAF will support the GoC IT Transformation through the delivery for key projects/initiatives that will retire legacy systems such as aging telephone infrastructure, consolidate hosting and networking environments, enable a mobile and hybrid workforce, and improve IT asset management, such as software licenses.

Defence remains committed to supporting the GoC IT transformation. This involves advancing the capabilities of the Microsoft 365 platform within the department to create a seamless work and communication platform. The Defence 365 Program will prioritize integrating data exchange among existing information systems, implementing security measures to allow for information storage and processing data up to Protected B, and enhancing the overall user experience of the platform.

Snapshot of planned resources in 2024-25

- Planned spending: \$1,186,033,469
- Planned full-time resources: 4,969

Related government priorities

Planning for contracts awarded to Indigenous businesses

DND is a Phase 3 organization and is aiming to achieve the minimum 5% target by the end of 2024-25, as set out in Appendix E to the [Directive on the Management of Procurement](#). National Defence holds a unique mandate and acquires a wide variety and volume of commodities and services (in some cases highly specialized). As a result, it is expected that Indigenous Business Capacity in some key contract value areas will develop over time. To support this evolution, DND plans to undertake specific actions in accordance with an evergreen plan to support Indigenous Procurement to achieve the 5% minimum target:

- Implement a Contribution agreement under the IRP, which funded a membership for the 2023 calendar year and participation at the CANSEC defence trade show, organized by the Canadian Association of Defence and Security Industries, by the Canadian Council of Aboriginal Businesses (CCAB) and ten CCAB Indigenous organizations with an opportunity to gain valuable insight into defence networks and create possible partnerships for future projects;
- Continue to prioritize early engagement with Indigenous peoples in their areas of responsibility, including to support procurement obligations and objectives in modern treaties, Procurement Strategy for Indigenous Businesses, and the Inuit Nunangat Policy, and to align with the UNDA;
- Analyze current departmental reporting regime to ensure that the reporting methodology is aligned with the data elements being sought in future reporting obligations to support the minimum 5% Indigenous Procurement target;
- Continue the bi-monthly Indigenous Procurement Working Group to inform policy development, reporting, and sharing of best practices;
- Incorporate Indigenous Procurement requirements in departmental planning guidance and publish a DND/CAF Indigenous Procurement Strategy in consultation with partners and stakeholders, including Indigenous Partners;
- Continue to ensure that all PG personnel take the mandatory course Indigenous Considerations in Procurement from the Canada School of Public Service; and
- Continue to include Indigenous Participation Plans for large procurements and share best practices in this space. This important foundational work toward economic Reconciliation is not reflected in the minimum 5% target.

The following table shows in % the actual, forecasted and planned value for the target.

5% reporting field	2022-23 Actual Result	2023-24 Forecasted Result	2024-25 Planned Result
Total percentage of contracts with Indigenous businesses	N/A	N/A	5%

Planned spending and human resources

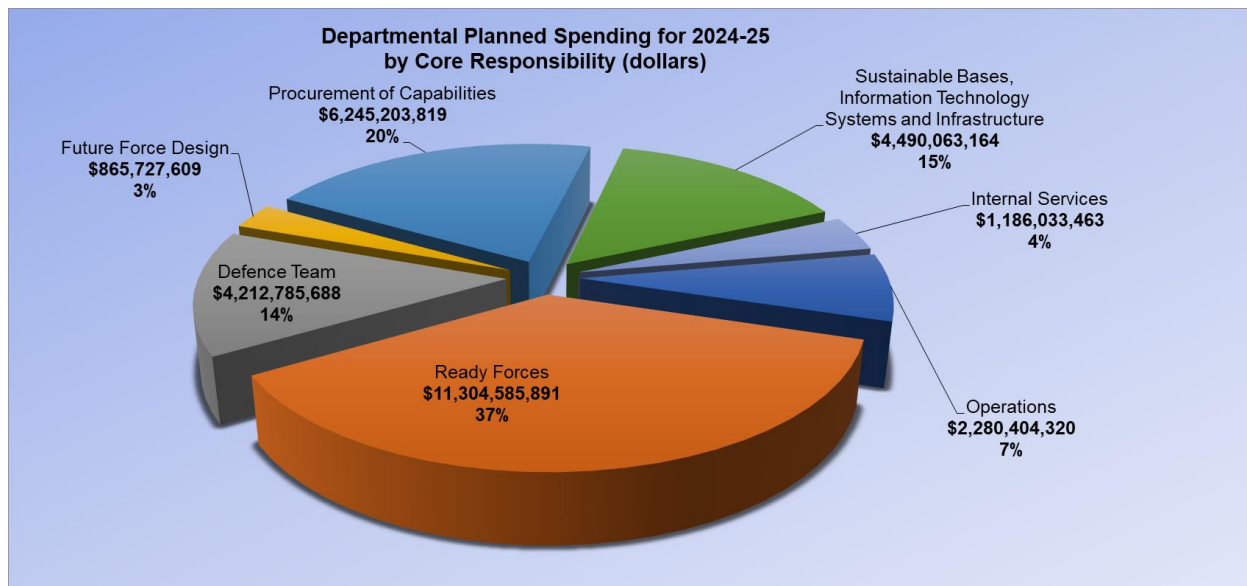
This section provides an overview of the DND/CAF planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

In this section

- [Spending](#);
- [Funding](#);
- [Future-oriented condensed statement of operations](#); and
- [Human resources](#).

Spending

Figure 1: Departmental Planned Spending for 2024-25 by Core Responsibility (dollars)



The following table shows information on spending for each of the DND/CAF core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Table 1: Actual spending summary for core responsibilities and internal services (\$ dollars).

Core Responsibilities and Internal Services	2021-22 Actual Expenditures	2022-23 Actual Expenditures	2023-24 Forecast Spending
Operations	\$915,502,440	\$2,019,743,879	\$2,386,006,218
Ready Forces	\$9,984,959,562	\$10,796,359,609	\$11,292,378,427
Defence Team	\$3,648,870,768	\$3,914,692,450	\$4,041,000,917
Future Force Design	\$749,733,042	\$835,360,142	\$872,034,999
Procurement of Capabilities	\$3,747,686,232	\$3,860,260,423	\$5,615,993,975
Sustainable Bases, Information Technology Systems and Infrastructure	\$3,945,280,646	\$4,097,255,100	\$4,562,904,788
Subtotal	\$22,992,032,690	\$25,523,671,603	\$28,770,319,324
Internal Services	\$1,134,112,271	\$1,406,488,492	\$1,150,779,528
Total	\$24,126,144,961	\$26,930,160,095	\$29,921,098,852

The following table shows information on spending for each of the DND/CAF core responsibilities and for its internal services for the upcoming three fiscal years.

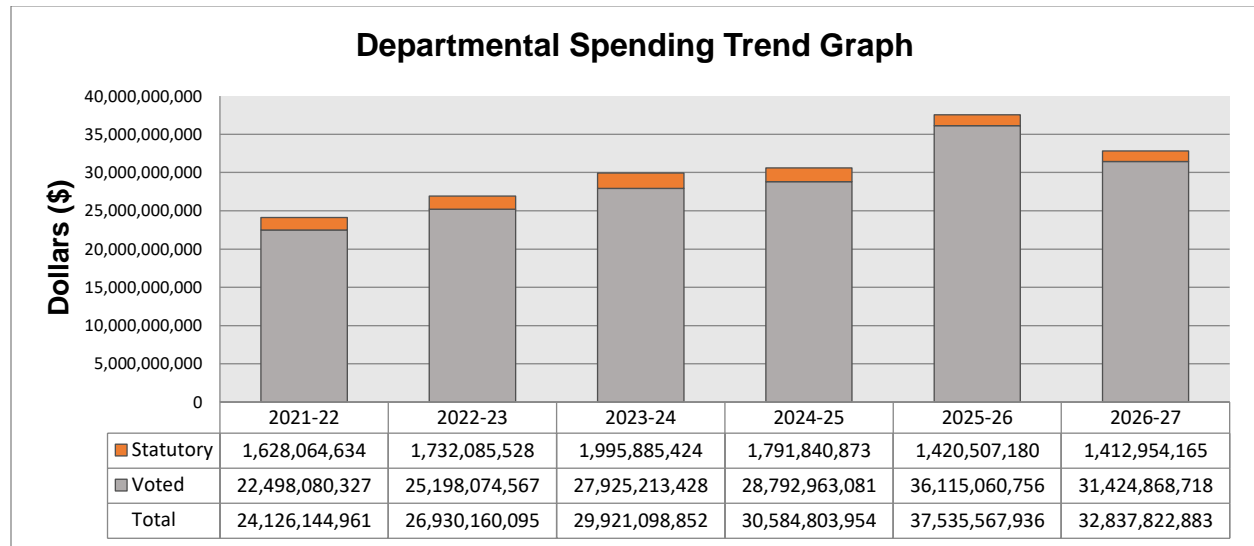
Table 2: Budgetary planning summary for core responsibilities and internal services (dollars).

Core Responsibilities and Internal Services	2024-25 Budgetary Spending (main estimates)	2024-25 Planned Spending	2025-26 Planned Spending	2026-27 Planned Spending
Operations	\$2,280,404,320	\$2,280,404,320	\$2,043,184,587	\$1,233,724,151
Ready Forces	\$11,304,585,891	\$11,304,585,891	\$11,148,704,722	\$11,306,239,869
Defence Team	\$4,212,785,688	\$4,212,785,688	\$4,181,634,752	\$4,268,622,576
Future Force Design	\$865,727,609	\$865,727,609	\$852,414,679	\$810,066,581
Procurement of Capabilities	\$6,245,203,819	\$6,245,203,819	\$13,752,776,234	\$9,503,051,924
Sustainable Bases, Information Technology Systems and Infrastructure	\$4,490,063,164	\$4,490,063,164	\$4,423,383,640	\$4,575,073,201
Subtotal	\$29,398,770,491	\$29,398,770,491	\$36,402,098,614	\$31,696,778,302
Internal Services	\$1,186,033,463	\$1,186,033,463	\$1,133,469,322	\$1,141,044,581
Total	\$30,584,803,954	\$30,584,803,954	\$37,535,567,936	\$32,837,822,883

Funding

The following graph presents planned spending (voted and statutory expenditures) over time.

Figure 2: Departmental spending 2021–22 to 2026–27.



Estimates by vote

Information on the DND/CAF organizational appropriations is available in the [2024–25 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the DND/CAF operations for 2023–24 to 2024–25.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the departmental plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the DND/CAF [website](#).

Table 3: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars).

Financial Information	2023-24 Forecast Results	2024-25 Planned Results	Difference (2024-25 Planned Results minus 2023-24 Forecast Results)
Total expenses	28,284,625,000	29,458,602,000	1,173,977,000
Total revenues	380,917,000	378,808,000	(2,109,000)
Net cost of operations before government funding and transfers	27,903,708,000	29,079,794,000	1,176,086,000

Note: The variance between the 2024–25 planned results and 2023–24 forecast results is mainly due to an increase in salary and employee benefits as well as an increase in amortization expense.

Human resources

The following table shows a summary of human resources, in full-time equivalents (FTEs), for DND/CAF core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Table 4: Actual human resources for core responsibilities and internal services.

Core responsibilities and internal services	2021-22 Actual Full-Time Equivalents	2022-23 Actual Full-Time Equivalents	2023-24 Forecasted Full-Time Equivalents
Operations	2,103	2,686	2,201
Ready Forces	45,281	43,777	43,946
Defence Team	19,256	18,728	20,716
Future Force Design	1,983	2,064	1,890
Procurement of Capabilities	2,457	2,339	2,523
Sustainable Bases, Information Technology Systems and Infrastructure	15,642	15,614	15,068
Subtotal	86,722	85,208	86,344
Internal Services	4,372	4,656	4,392
Total	91,094	89,864	90,736

The following table shows information on human resources, in FTEs, for each of the DND/CAF core responsibilities and for its internal services planned for 2024–25 and future years

Table 5: Human resources planning summary for core responsibilities and internal services.

Core Responsibilities and Internal Services	2024-25 Planned Full-Time Equivalents	2025-26 Planned Full-Time Equivalents	2026-27 Planned Full-Time Equivalents
Operations	2,400	2,401	2,403
Ready Forces	42,947	42,891	42,891
Defence Team	20,902	20,856	20,867
Future Force Design	1,974	1,961	1,960
Procurement of Capabilities	2,714	2,702	2,702
Sustainable Bases, Information Technology Systems and Infrastructure	15,444	15,351	15,332
Subtotal	86,381	86,162	86,155
Internal Services	4,969	4,890	4,841
Total	91,350	91,052	90,996

The Reserve Force is a valued and integrated component of Defence. It is divided into four distinct sub-components:

- Primary Reserve;
- Cadet Organization Administration and Training Service;
- Canadian Rangers; and
- Supplementary Reserve (Strategic Reserve).

The Primary Reserve (P Res) consists of part-time professional CAF members, located throughout Canada, who respond with appropriate notice to conduct or contribute to CAF defence and security objectives domestically, on the continent, and internationally. In 2023, the CDS issued a landmark transformative strategy: “Enabling Full-Time Capability Through Part-Time Service: A New Vision for the Reserve Force”. This Vision outlines the necessity towards achieving the fundamental change for the Reserve Force, as outlined in , and how the Reserve force (primarily the P Res) can best contribute to the CAF overarching reconstitution, modernization, culture change, and operational readiness efforts.

These endeavors are geared towards achieving the directed level of an average paid strength of 30,000 in areas where their efforts and outputs deliver maximum value. In FY 2024-25 and moving forward, the objectives and key tenets of this Vision will continue to be implemented across DND/CAF and integrated into all strategic planning activities. As with other portions of the CAF, such implementation will remain challenged by the ongoing resource (people and financial) limitations and the decline in the size of the CAF, including the reserve component.

The Cadet Organizations Administration and Training Service (COATS) sub-component consists predominantly of part-time CAF members, located throughout Canada, primarily assigned to duties relating to the supervision, administration and training of youth who are enrolled in Royal Canadian Sea

Cadet, Royal Canadian Army Cadet, and Royal Canadian Air Cadet programs. The COATS component currently comprises 6,483 CAF members in three military occupations: Cadet Instructors Cadre officers, General Service Officers and General Service Non-Commissioned Members. The current target strength of 8,000 COATS personnel is required to support the CAF's responsibility for the Department's Youth Programs (Cadets and Junior Canadian Rangers).

The following table provides the total planned human resources for Reserve Force personnel for the next three FY's, from 2024-25 to 2026-27.

Table 6: Total planned human resources for Reserve Force personnel from FY 2024-27.

	2024-25	2025-26	2026-27
Primary Reserve	30,000	30,000	30,000
Cadet Organization Administration and Training Service	8,000	8,000	8,000
Canadian Rangers	5,680	5,680	5,680

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Bill Blair, PC, MP

Associate minister: The Honourable Ginette Petitpas Taylor, MP

Institutional head: Bill Matthews, Deputy Minister

Chief of Defence Staff: General Wayne D. Eyre, CMM, MSC, CD

Ministerial portfolio:

- Department of National Defence;
- Canadian Armed Forces;
- National Defence and Canadian Forces Ombudsman;
- Independent Review Panel for Defence Acquisition;
- Office of the Chief Military Judge;
- Defence Research and Development Canada;
- Communications Security Establishment;
- Military Police Complaints Commission of Canada; and
- Military Grievances External Review Committee.

Enabling instrument(s):

- [*National Defence Act*](#);
- [*Communications Security Establishment Act*](#);
- [*Emergencies Act*](#);
- [*Aeronautics Act*](#);
- [*Fisheries Act*](#).

For further information, see [Legislation and National Defence](#).

Year of incorporation / commencement: 1923

For additional corporate information visit the DND/CAF [website](#).

Organizational contact information

Mailing address: 60 Moodie Drive, Ottawa, Ontario K1A 0K2, Canada

Telephone: 613-992-4581

Email: information@forces.gc.ca

Website(s): <https://www.canada.ca/en/department-national-defence.html>

Supplementary information tables

The following [supplementary information tables](#) are available on the DND/CAF website:

- [Details on transfer payment programs;](#)
- [Gender-based analysis plus; and](#)
- [Status report on transformational and Major Capital Projects.](#)

Information on the DND/CAF departmental sustainable development strategy can be found on the DND/CAF [website](#).

Federal tax expenditures

the DND/CAF' departmental plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).

This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and GBA plus.

Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

capability (capacité)

The ability to carry out a military operation to create an effect.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefiting from

the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.