



National  
Defence

Défense  
nationale

CANADIAN  
ARMED FORCES



FORCES ARMÉES  
CANADIENNES

# DEPARTMENT OF NATIONAL DEFENCE AND CANADIAN ARMED FORCES

## 2023-24

## DEPARTMENTAL PLAN



The Honourable Anita Anand, PC, MP

Minister of National Defence

Canada

© His Majesty the King in Right of Canada, as represented by the Minister of National Defence Canada, 2023.

Cat. No. D3-37E-PDF

ISSN 2371-7327

Key title: Departmental plan (Canada. Department of National Defence)

Variant title: Departmental plan (Canada. Canadian Armed Forces)

This document is available on the Internet at <https://www.canada.ca/en/department-national-defence.html>.

Cette publication est aussi disponible en français.

## Table of Contents

From the Minister .....	1
Plans at a glance.....	3
Core Responsibilities: planned results and resources, and key risks.....	9
Operations .....	9
Description .....	9
Planning highlights.....	9
Key Risks.....	12
Ready Forces.....	27
Description .....	27
Planning highlights.....	27
Key Risks.....	28
Defence Team .....	42
Description .....	42
Planning highlights.....	42
Key Risk.....	43
Future Force Design .....	61
Description .....	61
Planning highlights.....	61
Procurement of Capabilities.....	70
Description .....	70
Planning highlights.....	70
Key Risks.....	72
Sustainable Bases, Information Technology Systems and Infrastructure .....	81
Description .....	81
Planning highlights.....	81
Key Risks.....	83
Internal Services: planned results.....	90
Description .....	90
Planning highlights.....	90
Planned spending and human resources .....	97
Planned spending .....	97
Planned human resources .....	100
Estimates by vote.....	101
Future-oriented condensed statement of operations.....	102
Corporate information .....	103
Organizational profile .....	103
Raison d'être, mandate and role: who we are and what we do.....	104
Operating context.....	104
Reporting framework.....	105
Supporting information on the program inventory.....	112
Supplementary information tables .....	112
Federal tax expenditures.....	113
Organizational contact information .....	113
Appendix: definitions .....	115
Endnotes .....	119



## From the Minister



As Minister of National Defence, I have the privilege to present our Departmental Plan for fiscal year (FY) 2023-24. This report identifies the priorities of the Department of National Defence (DND) and the Canadian Armed Forces (CAF), and the initiatives that will guide these priorities to implementation.

In the year ahead, Defence will continue to diligently carry out its essential operations, programs, and initiatives — guided by a focus on ensuring that Canada is strong at home, secure in North America and engaged in the world; rebuilding and reconstituting the CAF, thus ensuring its readiness for the future; providing a safe and inclusive workplace for all members of the Defence Team; and modernizing Canada's defence capabilities, with particular emphasis on Canada's contributions to the North American Aerospace Defense Command (NORAD).

This year will see the Defence Policy Update, which is essential to strengthening the Defence Team, our enterprise, and our capabilities as we continue implementing [Strong, Secure, Engaged: Canada's Defence Policy](#).<sup>i</sup>

To be strong at home, we will continue to build a modern, adaptable military that is prepared to respond to evolving and emerging security challenges and threats in order to protect Canadians. To be secure in North America, we will continue to work in close collaboration with the United States on continental defence. Canada will continue to be engaged in the world with the capabilities we bring to the North Atlantic Treaty Organization (NATO), by leading or contributing to coalition efforts and international peace operations with the United Nations, and by continuing to strengthen our bilateral and multilateral security partnerships. Notably, [Canada's Indo-Pacific Strategy](#)<sup>ii</sup> will challenge us to balance the capabilities of the Royal Canadian Navy between this region and the rest of the world.

CAF reconstitution will focus on rebuilding personnel strength through streamlined recruitment; increasing efficiencies that help to retain CAF members; and modernizing our military personnel system. Canadians can have confidence in their military — and see it as an employer of choice — because they see its members working together with a common purpose and commitment to deliver operational success in a manner that reflects Canadian identity and values.

Defence will continue to take deliberate and coordinated action at all levels to eliminate all forms of racism, discrimination, biases, harmful stereotypes, and systemic barriers. In FY 2023-24, we will continue work that is already underway to implement recommendations from the [Report of the Independent External Comprehensive Review](#)<sup>iii</sup> and other internal and external review reports. We will continue to evolve our culture through various initiatives, including revising and redesigning the complaints system, improving the promotion and selection process and promoting inclusive leadership. This work will include updates to policies and improvements to training, education, and professional development. We will also continue to prioritize comprehensive support for survivors and advance military justice modernization. These efforts to make our workplace more inclusive and respectful will make our entire Defence Team stronger and more operationally effective.

We will be moving forward with the substantial investment I announced in June 2022 to deliver on Canada's commitment to modernizing NORAD capabilities, including surveillance, command and control systems, communications, air weapons systems, and infrastructure, especially in Canada's North and Arctic. We will establish dedicated science and technology programming for the defence of North America. NORAD modernization will also enable Defence to advance reconciliation with Indigenous Peoples by creating economic opportunities for Indigenous and Northern partners and communities. Modernizing Canada's NORAD capabilities is a significant undertaking that will continue through the coming years. The investments will also establish a new baseline for the Defence Policy Update.

To improve interoperability with our Canadian partners and international allies, we will continue to collaborate with our colleagues from Public Services and Procurement Canada to streamline defence procurement to improve the timely acquisition of military capabilities. From designing, building, and delivering vessels for the Royal Canadian Navy, to purchasing search and rescue and fighter aircraft for

the Royal Canadian Air Force, to delivering armoured, transport and support vehicles to the Canadian Army, we will provide the CAF with the modern capabilities they need to succeed in a complex and constantly evolving security environment. We will also continue to evolve as an environmentally sustainable organization, improve our energy efficiency, and reduce our environmental footprint across Defence activities in support of federal greening and sustainable development targets.

As Ukraine continues to defend its sovereignty against the illegal invasion by Russia, Canada remains committed to standing shoulder to shoulder with Ukraine, ensuring its forces are well equipped and trained to defend their territory and people, for as long as it takes.

Through this report, Canadians and parliamentarians will get an outlook of the ambitious plans and priorities that National Defence is preparing to undertake in FY 2023-24. I am confident that the entire Defence Team is ready to take on the challenge.

The Honourable Anita Anand, PC, MP  
Minister of National Defence

## Plans at a glance

The Government of Canada's vision for defence is an agile, multi-purpose and combat-ready military, operated by highly-trained, well-equipped members of the Canadian Armed Forces (CAF), and supported by industry, academia, and the public. National Defence will develop and implement this vision as outlined in [Strong, Secure, Engaged: Canada's Defence Policy](#)<sup>iv</sup> and a forthcoming Defence Policy Update. The update will propose recommendations for enhancing Canada's defences in an increasingly uncertain world with a focus on the entirety of the Defence ecosystem: its people; the enterprise; allies and partners, at home and abroad; and military capabilities. The CAF will also align itself with the contemporary security environment, particularly in relation to great power conflict and aggressive activity that straddles the line of open hostilities.

The primary role of National Defence is to provide a force that delivers operational excellence in a manner that reflects Canadian identity and values and of which Canadians remain proud. This role is becoming increasingly more difficult as our geopolitical environment shifts at a rapid pace. In an era of deteriorating global security, the norms, behaviour, and relationships that have underpinned the rules-based international order for generations are under their most significant threat.

There are many challenges facing Canada's defence that must be acknowledged and understood in order to move forward. Democracy and its institutions are under attack by adversaries who seek to establish an order based on authoritarianism. The CAF, as the institution charged with defending Canada, has an ever more important role to play as global security declines, and in the years and decades ahead, the Defence Team will be called upon more and more to act. While this is a stark reality, it gives the Defence Team focus, purpose, and meaning.

Russia's war in Ukraine has shown many lessons about both the changing character and the enduring nature of war. This is the front line for defending the rules-based international order and the Defence Team must maintain its resolve to see Russian aggression defeated. As China becomes more assertive and grows in influence, Canada is also stepping up as a reliable partner in the Indo-Pacific region to promote security and stability. The recently released Indo-Pacific Strategy is an example of Canada's commitment, however the Defence Team must be very targeted in what, when, and who is deployed, to balance the capabilities of the Royal Canadian Navy between this region and the rest of the world. Adding to this requirement for balance, Defence will continue to be heavily engaged in Europe with Operations [UNIFIER](#)<sup>v</sup> and [REASSURANCE](#),<sup>vi</sup> and increasingly so with our presence and expertise in the Arctic and other areas of continental defence.

[The increasing regularity and intensity of natural disasters](#),<sup>vii</sup> combined with limited provincial and territorial investment in disaster and emergency management resources, has contributed to the CAF increasingly becoming a force of first choice in responding to domestic disasters. This is occurring in parallel to the increasing demand for international engagement as highlight above.

It will not be easy, and the institution may not be able to satisfy all of these requirements as both the global and domestic environments demand more of the CAF. The Defence Team must fix the foundation of its readiness challenges that have been neglected for decades which include low serviceability rates, dilapidated infrastructure, fragile supply chains, as well as outdated personnel management and administrative processes. In this vein, the Defence Team culture has come under scrutiny in recent years. Having an inclusive, respectful workplace where all feel they belong and can contribute to our larger mission of defending the country is essential. There is concrete action underway at the strategic level as well as grassroots activities at the unit level to drive culture change in accordance with the Arbour Report recommendations however it is most certainly too early to declare success. While we reconstitute and evolve our culture, the operational demand has not and will not subside.

To address these challenges, in FY 2023-24, the Department of National Defence (DND)/CAF will focus on the following four areas:

## 1. Ensure Canada is Strong at Home, Secure in North America, and Engaged in the World.

In FY 2023-24, the CAF will continue fulfilling *Strong, Secure, Engaged* core missions as directed by the Government of Canada:

- Detect, deter and defend against threats to or attacks on Canada;
- 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 North Atlantic Treaty Organization (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 abroad;
- Provide assistance to civil authorities/law enforcement including counter-terrorism, in support of national security and the security of Canadians abroad;
- Provide assistance to civil authorities and non-governmental partners in responding to international and domestic disasters or major emergencies; and
- Conduct Search and Rescue (SAR) operations.

In particular, DND/CAF will continue to support NATO deterrence and assurance measures through its standing commitments and its leadership role for the enhance Forward Presence Battle Group in Latvia. This includes the development of options for the possible NATO force expansion to a Brigade in Latvia. In addition, in FY 2023-24, CAF will grow its defence and security activities within Canada's newly released Indo-Pacific Strategy.

## 2. Reconstitute the CAF for the Future.

The CAF will feel the effects of the COVID-19 pandemic for years to come. The Regular Force has shrunk just over 4100 members since the beginning of the pandemic (March 2020 – July 2022), while the Primary Reserves declined by about 950. Recruiting efforts – which were challenged before the pandemic – have been about one third their normal intake due to pandemic-imposed restrictions, which also hampered training.

Beyond than just working to refill its ranks, which has resulted in early modest growth to the basic training list, CAF has recognized that there are many functional aspects within the organization that have not changed since the Cold War era. To respond at all levels to the reality of the current and future operational environments, CAF must shift to operating in a dramatically different way, compared to 30 years ago.

Our people are the most important resource. A well organized, well-trained and well-educated, more diversified, healthy, agile, flexible, motivated and combat-ready military and public service workforce enables us to deliver on *Strong, Secure, Engaged* initiatives and ensures that the Defence Team are well positioned to be an employer of choice.

The [CAF Reconstitution Directive](#)<sup>viii</sup> outlines the way forward to ensure the long-term viability and readiness of personnel and capabilities by making necessary changes in administrative training, and approaches in force generation at home and abroad. The CAF will also align itself with the contemporary security environment, particularly in relation to great power conflict and aggressive activity that straddles the line of open hostility.

During FY 2023-24, the Defence Team will:

- Take an operationally balanced and people-informed approach to the transition to a post-pandemic hybrid workplace, including flexible work arrangements;
- Refine the modern and flexible approach to work to ensure the workforce has the skills and resilience needed to adapt to current and future challenges and requirements;
- Maintain or improve the overall health and wellness of CAF members, providing in-house health care and health advice, as well as health services support for both domestic and expeditionary operations;
- Commence stabilization efforts in conjunction with the CAF Reconstitution Directive (Theme 1 – Recover);
- Continue to develop Women’s Health/Health Care for Diversity programming to build on the existing foundation of evidence-based and best-practice standards of care for women and diverse populations; and
- Finalize phase one of the development of the CAF People Strategy: Modernizing Military Personnel Management Beyond 2030. The strategy takes a 30-year view that will operationalize and institutionalize the CAF Journey and modernize the Military Personnel Management System, making it member-centric. The strategy is an omnibus approach bringing alignment and coherency to existing and new initiatives.

### 3. Ensuring a Safe and Inclusive Workplace.

Creating a safe and inclusive workplace in DND/CAF is essential to the CAF’s operational success. It is critical, therefore that DND/CAF leaders create and foster a culture where every member of the Defence Team feels safe, valued and has a sense of belonging. DND/CAF will ensure its organization moves to reflect the diversity of Canada and maintains a work environment where people are valued for their unique capabilities and encouraged to be their authentic selves.

Chief, Professional Conduct and Culture was created in spring of 2021 as the functional authority and principal advisor to the Deputy Minister and Chief of the Defence Staff on all matters related to conduct and culture. In order to achieve a culture that is inclusive and provides every member the opportunity to contribute and achieve their full potential, Chief, Professional Conduct and Culture’s overall approach will be to:

- Take a holistic approach by aligning policies and systems to support an optimized work environment, and by identifying and reinforcing positive elements of culture while addressing aspects that are not contributing to the way forward;
- Take deliberate and coordinated actions at all levels of the organization to eliminate racism, discrimination, harmful biases and stereotypes by identifying and breaking down systemic barriers through the continuous review of the anti-racism toolkits;
- Raise awareness and empower the Defence Team to have constructive conversations about misconduct, racism, discrimination, biases and other harmful stereotypes;
- Leverage the expertise of the Defence Advisory Groups and Networks. There is a group for each of the four designated groups of the Employment Equity Act, and a fifth for the Defence Team LGBTQ2+ members; and
- Develop a Culture Evolution Framework, also known as the Culture Change Strategy, which will be a science-based tool to support Defence Team leadership and members in building and maintaining a healthy workplace environment and culture that enables operational effectiveness. It will be informed by research, subject matter experts, Defence Team members and stakeholder consultations and coordinated with the recommendations from various external reviews, including

the Minister of National Defence's Advisory Panel on Anti-Racism and the Independent External Comprehensive Review conducted by former Supreme Court Justice Louise Arbour.

With the receipt in 2022 of the Independent External Comprehensive Review, DND/CAF will move forward to implement those recommendations in line with the report of the MND to Parliament in December of 2022. These recommendations and those of other external reports, such as the 2021 Independent Review 3 of the Military Justice System, and the MND's Anti-Racism Panel will be holistically examined for implementation.

#### 4. Modernizing Defence Capabilities.

The government strives to provide the CAF with the modern capabilities they need to succeed in a complex and constantly evolving world. The CAF must be ready and able to deliver across a spectrum of operations, from domestic humanitarian assistance and disaster response, to counterterrorism and combat operations. The implementation of *Strong, Secure, Engaged* continues at a pace to deliver the capabilities needed by the CAF for its missions today and into the future.

In 2022, the *Strong, Secure, Engaged* identified requirement to modernize the North American Aerospace Defense Command (NORAD) was realized through a government announcement of a [\\$38.6 billion investment in NORAD over the next 20 years](#).<sup>ix</sup> This plan will deliver on successive government commitments, including the 2021 [Canada-United States Joint Statement on NORAD Modernization](#),<sup>x</sup> to ensure the CAF can detect, deter, and defend against evolving continental aerospace threats, alongside the United States.

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. NORAD modernization efforts also commit to the principle that the CAF must streamline procurement with a sense of urgency and ensure a robust defence of Canada that is relevant to, and inclusive of, all Canadians. Building on the foundation of *Strong, Secure, Engaged*, the [Arctic and Northern Policy Framework](#)<sup>xi</sup> sets a vision for a future where Northern and Arctic people are thriving, strong, and safe, as reinforced in the [Minister's 2021 mandate letter](#).<sup>xii</sup> NORAD modernization investments are an opportunity to bring this vision to life by creating benefits for Indigenous and Northern partners where possible, advancing reconciliation, and strengthening community resilience, while enhancing the defence of Canada.

In FY 2023-24, DND will continue execution of Canada's NORAD modernization plan, integrating these efforts with the implementation of *Strong, Secure, Engaged* and with proposals under consideration in the forthcoming Defence Policy Update.

National Defence's supply chain involves procuring, managing, delivering, and supporting materiel to successfully sustain CAF operations and training. Further, as a public entity, DND is mandated to comply with Government of Canada regulations and policies concerning materiel stewardship. An active governance structure is in place to ensure effective pan-DND/CAF collaboration and will provide oversight on the continued implementation of a Defence Supply Chain Performance Measurement Framework in FY 2023-24.

DND/CAF also manages the largest infrastructure portfolio in the federal government. Given the size and scope of the portfolio, the Department is actively updating its infrastructure to ensure that it supports the evolving needs of a modern military. By taking a more consistent portfolio-wide approach to ensuring that 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](#).<sup>xiii</sup>

DND/CAF's efforts include increasing its energy efficiency and reducing its environmental footprint, looking to reach steps toward reaching a 40 percent reduction target in GHG emissions (below 2005 levels) from Defence's infrastructure by 2025, and achieving net-zero GHG emissions by 2050. DND/CAF will also continue to implement the [Greening Government Strategy](#)<sup>xiv</sup> in support of the Federal Sustainable Development Strategy.

During FY 2023-24, DND/CAF will continue to improve Defence's infrastructure by investing in DND residential housing, improving the condition and suitability of DND's housing portfolio, recapitalizing and modernizing the housing portfolio, and reducing GHG emissions in support of green initiatives.

For more information on the DND/CAF's plans, see the "[Core responsibilities: planned results and resources, and key risks](#)" section of this plan.



## Core Responsibilities: planned results and resources, and key risks

This section contains information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

### Operations

#### 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 North American Aerospace Defence Command (NORAD).

Lead and/or contribute forces to North Atlantic Treaty Organization (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.

#### Planning highlights

To achieve Canada's defence objectives, the Canadian Armed Forces (CAF) must be able to undertake its eight core missions, as set out in [Strong, Secure, Engaged: Canada's Defence Policy](#),<sup>xv</sup> to ensure that Canada remains Strong at home, Secure in North America and Engaged in the world.

The CAF will respond to domestic, continental, and international threats, and anticipate, adapt, and posture for concurrent operations, in support of Government of Canada objectives. This includes defence and security elements of [Canada's Indo-Pacific Strategy](#),<sup>xvi</sup> which includes opportunities to increase CAF presence, collect and share intelligence, and deepen defence partnerships in the Indo-Pacific region.

The CAF balances risk between the demands of force employment and force generation. Since 2020, there continues to be significant increase in pressure to support contingency domestic operations, respond to requests for assistance from civil authorities and non-governmental partners, and address the ongoing impacts of COVID-19 on the workforce. This has stressed CAF capabilities and creates challenges towards managing the demands of force employment and force generation.

In fiscal year (FY) 2023-24, the CAF will examine opportunities for defence activities to be consolidated, divested or paused to generate capacity savings and reduce staffing pressures.

The CAF will leverage operational experience to learn from every action and mission to improve and inform force generation and development, while maintaining oversight on the day-to-day management of operations. The Defence Team will identify clear desired effects, objectives, and performance metrics to inform operational assessments that will allow the CAF to measure success, and will identify and make the necessary adjustments, as required, in a timely manner. In addition to increased efforts to synchronize and optimize efforts on a regional scale, the attention paid to ongoing and emerging missions will remain steadfast while achieving economies of effort.

The Department of National Defence (DND)/CAF will enhance its abilities to collect, analyze, and share intelligence in order to detect, recognize, and understand threats in all domains and position ourselves to address a constantly evolving threat environment. DND/CAF will develop and expand its intelligence networks abroad to ensure rapid and timely collection, processing, and exchange of information.

Canada and its allies face increasingly dangerous competition from malign and hostile rival powers. Governed by autocratic leaders, these powers aspire to redefine the existing international rules-based order and undermine core Canadian and allied interests, specifically to security, prosperity, democratic

institutions and political independence. To address these challenges, DND/CAF will continue to enhance operations across all domains and will further define the CAF's functional approach to compete with, contest, confront, and, when necessary, combat Canada's adversaries.

---

#### OPERATION NOBLE DEFENDER 23-1.1



Under the direction of the NORAD, two CF-18s assigned to the Royal Canadian Air Force flies to the Pennsylvania Air National Guard during air-defense Operation NOBLE DEFENDER, October 27, 2022.

Photo: United States Air National Guard Photo by Technical Sergeant Bryan Hoover.

---

Defence will assume an assertive posture in the cyber domain to ensure the ability to defend, as well as improve the capability to conduct offensive cyber operations against potential adversaries in the context of government-authorized military missions. DND/CAF will:

- Continue, with the Communications Security Establishment, the unified development of offensive cyber operations capabilities on behalf of the Government of Canada. Under a unified leadership and management structure, highly skilled cyber operators will work together to assume a more assertive posture in the cyber domain by conducting and supporting joint cyber operations;
- Advance capabilities, capacity and expertise to support deployed operations in a contested cyber environment;
- Maintain the stability, integrity, and availability of Information Management/Information Technology capabilities that support critical services and operations within the department; and
- Work with Government of Canada partners to ensure Information Management/Information Technology solutions are secure, resilient, and recoverable from incidents in a timely manner so as not to impact the operations of the department.

[Planned Costs for Major Canadian Armed Forces Operations<sup>xvii</sup>](#) and information on [current CAF operations and exercises<sup>xviii</sup>](#) are available on the Department of National Defence and the Canadian Armed Forces' website.

#### **Gender-based analysis plus**

All Defence Team mission activities will continue to incorporate the principles of the Women, Peace and Security (WPS) Agenda and Gender-based analysis plus (GBA Plus) by considering and applying gender perspectives throughout all phases of operations. Integrating intersectional gender perspectives into the planning and conduct of operations increases the understanding of the effects of operations on vulnerable groups, improves situational and cultural awareness, and ensures a cognizance of the gender

considerations that support mission success. More specifically, GBA Plus considerations will continue to be incorporated into the planning process for all engagements to inform the development of objectives, criteria and scope. GBA Plus considerations will be particularly important in conducting training for [Operation UNIFIER<sup>xix</sup>](#) and building infrastructure in Latvia for [Operation REASSURANCE<sup>xx</sup>](#).

The CAF will continue to manage and monitor the appointment of trained, qualified and mentored Gender Focal Point (GFP) personnel across command functions and units. The Canadian Special Operations Forces Command will continue to hold virtual meetings with Gender Advisors/GFPs on a quarterly basis to discuss how GBA Plus issues are applied to distinct operational contexts and environments. 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.

The Defence Team continues to advance its implementation of the global WPS Agenda through Canada's National Action Plan on WPS. The Defence Team will launch its new Implementation Plan as part of Canada's launch of its third Canada's National Action Plan on WPS in FY 2023-24. The Defence Team's Implementation Plan will focus on advancing the WPS Agenda through its domestic engagements, engagements abroad, and internal institutional strengthening.

In relation to policy support for operations, the Defence Team recognizes that diversity of representation in peacekeeping improves overall performance; provides for greater access to communities; helps in promoting human rights and the protection of civilians; and encourages equality-seeking groups to become a meaningful part of peace and political processes. Canada, and the Defence Team, specifically, supports the United Nations in its efforts to increase women's meaningful participation in uniformed roles in peace support operations, through both the Elsie Initiative and our own deployments.

The Defence Team will continue to expand and refine the network of full-time Gender Advisors/GFPs to support the use and application of GBA Plus in the decision-making, planning, and conduct of operations and further incorporate intersectional gender analysis into pre-deployment training for CAF personnel and DND employees, as well as into training offered to partners and allies. In addition, job-specific training will continue to be developed and updated to enhance the ability and capacity of planners and operators. These efforts will be further solidified through the development of the GBA Plus Enterprise Approach, a department-wide strategy focused on enhancing the full integration of GBA findings across all decision-making, governance structures, capacity building, and oversight.

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

## Innovation

NORAD will continue its rapid development effort in support of its domain awareness, information dominance, decision superiority, and global integration strategic priorities. NORAD and United States Northern Command (USNORTHCOM) has transferred the development responsibility for the Cloud-Based Command and Control capability to the United States Air Force Rapid Capability Office, allowing the Pathfinder Team to re-focus on new digital innovation objectives aimed at enhancing the Command's ability to understand and communicate threats in a timely manner. NORAD will also, in coordination with the United States Chief Digital Artificial and Intelligence Office and USNORTHCOM, continue to support the Global Information Dominance Experiment in order to advance the integration of artificial intelligence and machine learning in support of decision-making.

DND/CAF will continue its experimentation efforts to improve operations through three key initiatives. Firstly, the Agile Pan-Domain Command and Control Experimentation Endeavour will support the CAF in all physical regions (land, air, space, etc.) through advanced technology and will enhance the CAF's ability to transform and adapt widespread information sharing and collaboration, ensuring commanders have all the information they need to adjust the operating environment. Secondly, the annual NATO-led Coalition Warrior Interoperability eXperiment will explore methods of improving information-sharing capabilities and command and control functions between allies, and select non-NATO entities. This will

assist with developing concepts, organizational designs, and doctrine for assigned joint challenges and will continue in FY 2023-24. Lastly, DND/CAF will develop the Master Implementation Plan to continue the institutionalizing of the newly established CAF Joint Operations Fusion Lab located at the Canadian Joint Warfare Centre in Ottawa, Ontario, in order to improve synchronization of Joint capability development efforts and set the conditions for a test bed for the National Defence Operations and Intelligence Center development. Resource and funding requirements will be identified by FY 2023-24. The Joint Operations Fusion Lab is a venue for experimentation and evaluation that also serves as an innovation test bed for new ideas and technology focusing on:

- Command and control;
- Targeting;
- Intelligence;
- Surveillance and reconnaissance;
- Data and networks; and
- Emerging concepts.

Additional defence-related innovation and experimentation activities are outlined in this report under [Core Responsibility – Future Force Design](#).

### Key Risks

There are many risks associated with the Operations Core Responsibility. One of the Key Risks is articulated below:

**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, etc.) resulting from a cyber intrusion.

The risk above can affect the department's ability to achieve the Departmental Results of the Operations 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 Operations can also be found in other Core Responsibilities which deliver building blocks that enable the results of Operations.

### Departmental Result 1.1 – Canadians are protected against threats to and attacks on Canada

The CAF, in cooperation with NORAD and USNORTHCOM, will continue to detect, deter and defend against threats to Canada and North America.

The CAF will continue to build on Joint Intelligence, Surveillance and Reconnaissance capabilities to improve detection activities, along with other national initiatives, to detect threats to Canada.

Further, DND/CAF will protect Canadians from threats by:

- 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. Of note, the CAF must remain the force of last resort to respond to these emergencies by anticipating increasingly frequent provincial and territorial requests for disaster response assistance ([Operation LENTUS<sup>xxi</sup>](#)). Further, in general, requests for assistance have greatly increased in the past decade and are anticipated to continue increasing. These challenges may aggravate the personnel shortfalls that have resulted in CAF reconstitution directives;
- Conducting [Operation LIMPID<sup>xxii</sup>](#) to detect threats to Canada through routine watch over Canada's air, maritime, land, and aerospace domains and maintaining a physical presence in some areas;

- Strengthening collaboration with, and support for, other governmental departments and agencies in order to maintain a cooperative National Security community by increasing and improving communication and coordination efforts, primarily through personnel exchanges and continuous communication;

#### Operation LENTUS



Members of the CAF respond to the province of Nova Scotia's request for assistance with relief efforts during Operation LENTUS,<sup>xxiii</sup> in the aftermath of Hurricane Fiona that took place on September 24, 2022.

Photo: Corporal Connor Bennett.

- Conducting operational-level engagement with other government departments and agencies in order to enhance interoperability and mutual support as outlined in the [Federal Emergency Response Plan](#)<sup>xxiv</sup> and in support of CAF operations. Liaison officers are co-located at the Government Operations Centre and the Royal Canadian Mounted Police; and
- Working with other Canadian authorities and agencies in support of Law Enforcement and National Security. Ongoing operations include support for Parks Canada for avalanche control ([Operation PALACI](#)),<sup>xxv</sup> and

As noted above, DND/CAF continues to develop capabilities and capacity for conducting offensive cyber operations to detect, deter and defend against threats to Canada, in support of CAF operations. In FY 2023-24, a CAF Offensive Cyber Operations Concept of Operations will be developed as well as operational concepts for integrating offensive cyber operations capabilities into deployed CAF forces.

DND/CAF continue to work with Government of Canada colleagues mandated to provide cyber security across the government, ensuring the combined cyber capabilities are aligned. The department is enhancing its ability to defend DND systems and networks through the strengthening of relationships with key Government of Canada stakeholders such as the Canadian Centre for Cyber Security.

DND/CAF and the Communications Security Establishment are working together to conduct and support joint cyber operations against adversaries who wish to threaten Canada's national interests.

Under the Cyber Mission Assurance Program, the department is working to integrate cyber resiliency in all aspects of Defence, including people, processes and technology. The Defence Team will ensure that cyber operations are grounded in policy and supporting doctrine. In FY 2023-24, the Defence Team will:

- Ensure alignment of Defensive Cyber Operations with those closest partners and allies, such as the Five Eyes and NATO policies, doctrine, frameworks and standards; and
- Develop concepts to underpin intelligence support to Cyber Mission Assurance, Defensive Cyber Operations, and Offensive Cyber Operations.

These ongoing efforts reinforce the primacy of governance and policy instruments and support freedom of maneuver in cyberspace within domestic law and international norms and laws.

Canadian Special Operations Forces Command will remain postured to identify, confront, and defeat threats to Canadians and Canadian interests at home and abroad through its ability to integrate special operations forces effects, working across the inter-agency domain and through strengthened collaboration with whole-of government partners. This includes crisis response with high-readiness forces.

---

#### Operation UNIFIER



A CAF member from 3<sup>rd</sup> Battalion, Princess Patricia's Canadian Light Infantry instruct and mentor Ukrainian Armed Forces members during live fire ranges during [Operation UNIFIER](#)<sup>xxvi</sup> in the United Kingdom on September 26, 2022.

Photo: Corporal Eric Greico.

---

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
1.1 Canadians are protected against threats to and attacks on Canada	% of requests for assistance that are fulfilled	100%	31 March 2024	100%	100%	100%
	% of force elements that are deployed within established timelines	100%	31 March 2024	100%	100%	100%*
	% of stated objectives met by domestic operations	100%	31 March 2024	98%	95%	95%**
	Extent to which the Canadian Armed Forces is effective in domestic operations	The Canadian Armed Forces is effective in the conduct of domestic operations	31 March 2024	This is a qualitative indicator	This is a qualitative indicator	This is a qualitative indicator***

Notes:

\* CAF support was provided in a timely manner to respond to all tasked RFAs. Of note, the manner in which Requests for Assistance are developed with whole of government partners ensures that the timeline requested is attainable by CAF elements.

\*\* The CAF conducts several operations that contribute to the security of Canada; Operations [LENTUS](#),<sup>xxvii</sup> [VECTOR](#),<sup>xxviii</sup> [LASER](#),<sup>xxix</sup> [LIMPID](#)<sup>xxx</sup> are some of the operations that support this effort. The score has been adjusted by 5 percent to account for planning and execution frictions that cannot be captured in assessment plan and associated reports. Capability requirements, resources and interoperability continue to require refinement from all parties involved.

\*\*\* The CAF is satisfying 100 percent of the RFAs submitted by Public Safety Canada. The CAF provided support to civilian organizations in response to a range of crises, including: natural disasters and COVID-19 response. All operations were handled effectively. Capability enhancement initiatives, such as the All Domain Situational Awareness Science and Technology Program, seek to resolve challenges in the Arctic due to existing communication and Joint Intelligence, Surveillance and Reconnaissance deficiencies impacting interoperability with partners and other governmental departments.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xxxi</sup>

## Departmental Result 1.2 – People in distress receive effective search and rescue response

[SAR is a shared responsibility](#).<sup>xxxii</sup> Many partners are involved because of the country's immense size, range of terrain and weather. The list of partners includes government, military, volunteer and industry groups. They all work together to provide SAR services across the nation. This is known as the [National Search and Rescue Program](#).<sup>xxxiii</sup>

The CAF remains focused on its primary responsibilities of providing aeronautical SAR and coordinating the aeronautical and maritime SAR system. CAF SAR crews will continue to be on standby 24 hours a day, 7 days a week.

Searches for missing persons, including ground SAR, are a provincial and territorial responsibility, often delegated to the police service with jurisdiction. The respective provincial, territorial, or municipal authorities are responsible for requesting CAF assistance when required. The CAF, which includes Canadian Rangers and Primary Reserve members, will assist in ground SAR efforts when authorized.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
1.2 People in distress receive effective search and rescue response	% of coordinated maritime, aeronautical and joint response to search and rescue incidents deemed effective	100%	31 March 2024	100%	100%	100%*
	% of requests for Canadian Armed Forces aeronautical search and rescue assistance that are fulfilled	100%	31 March 2024	100%	100%	100%**
	% of Canadian Armed Forces aeronautical search and rescue operations that meet established standards	100%	31 March 2024	85%	91%	91%***

Notes:

\* In FY 2021–22, there were 9 350 SAR incidents (cases), with 1826 cases having a final classification of 1 (Distress) or 2 (Imminent Distress). All Joint Rescue Coordination Centre SAR cases were handled effectively and delivered through to conclusion or handed over to an appropriate agency. (Statistics in validation phase.)

\*\* The 9350 cases generated 611 SAR taskings for the CAF air assets. All 611 aeronautical SAR taskings were fulfilled and the missions were completed.

\*\*\* Of the 611 times tasked, the CAF met their response timeline in 554 cases; therefore, 91 percent of the time. There are many circumstances that determine how a tasked SAR unit responds and therefore whether the response time can be met. Inclement weather and time to load additional fuel for long, extended missions are the main causes of delays. SAR mission coordinators used every tool at their disposal to ensure all responses to SAR incidents in Canada are effectively conducted and/or coordinated to conclusion, or to handover to an appropriate agency.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xxxiv</sup>

## Departmental Result 1.3 – Canada's Arctic sovereignty is preserved and safeguarded

The CAF maintains a year-round presence in Canada's North and routinely conducts training and operations in the region. In support of this, the activities conducted as part of [Operation NANOOK](#)<sup>xxxv</sup> and [Operation LIMPID](#)<sup>xxxvi</sup> will enhance Canadian presence and ensure the defence, security, and safety of Canada's Arctic and northern regions.

The Arctic, which has long been a priority for Canada, is becoming increasingly accessible as a result of climate change and technological advances. This has increased the region's strategic importance, as a greater number of non-traditional Arctic countries, including competitors view the North as attractive and profitable. Thus, the importance for the CAF to exert presence and operate effectively in the Arctic is increasing, in order to contribute to Canadian sovereignty in the North.

Climate change will continue impacting the CAF's ability to detect, deter, and degrade threats to Canadians and Canadian interests in the future, increasing the need for additional resources in the Arctic. Further, procurement delays and the inherent challenges of procurement and construction in Canada's North are likely to result in surveillance capability gaps and the need for interim capability.

The CAF will continue enhancing and expanding the Defence northern footprint, while increasing capabilities in surveillance, mobility and training in Canada's North, in order to enhance the CAF's ability

to operate in the Arctic and adapt to a changed security environment. Arctic communities are the most present and most enduring expression of Canada's sovereignty; therefore, early, ongoing, and meaningful engagement or consultation with Northern provincial, territorial and Indigenous Governments on military activities in the Arctic is critical.



Members of the United States Army Alaska and members of 3<sup>rd</sup> Battalion, Royal 22<sup>e</sup> Régiment, Canadian Army parachute to the ground after jumping out of C-130 and C-17 aircrafts over the training area of Fort Greely, Alaska, United States, during Exercise Joint Pacific Multinational Readiness Center 22-02 on March 11, 2022.

Photo: Master Sailor Dan Bard, Canadian Forces Combat Camera.

In FY 2023-24, plans include:

- Advancing interoperability, situational awareness and information-sharing initiatives through continuing collaboration with allies and partners in NORAD, USNORTHCOM, NATO engagements, the Arctic Security Forces Roundtable, the Arctic Security Working Group, and the Arctic Capabilities Advisory Working Group;
- As part of the Defence and Security Science and Technology program, Defence Research and Development Canada (DRDC) will continue to invest in technologies which improve situational awareness in the Arctic and enable DND/CAF Arctic operations. This includes research and development of technologies such as over-the-horizon radar, satellite remote sensing, and experimental ship- and aircraft-based systems;
- The Defence Team will remain an effective capability-building partner by helping other government departments and agencies, as well as territorial and Indigenous governments, to fulfill their mandates when authorized. The Defence Team will continue to increase its familiarity with and situational awareness of Arctic activities and carry out successful CAF operations in harsh operating environments, including through [Operation LIMPID](#)<sup>xxxvii</sup>, [Operation NANOOK](#)<sup>xxxviii</sup> and [Operation NEVUS](#); and

- Efforts will continue to be made to consult and work with Northern Indigenous communities when opportunities for contracting, procurement or socio-economic support exist.

The CAF anticipates that climate change will increasingly impact the safety, security, and livelihoods of northerners, threaten critical defence infrastructure, and bring added demands to support domestic emergency response and search and rescue operations.

The Arctic region is of great strategic importance for continental defence. Increasing the CAF's presence in the Arctic, improving Arctic surveillance, and strengthening rapid response capabilities will be critical to providing credible deterrence to new and emerging threats. To bolster the CAF's capabilities in the Arctic, Canada will modernize its NORAD capabilities. This plan includes significant investments in the CAF's ability to support NORAD operations in the North and Arctic.

These investments represent an opportunity to deliver on the commitments set out in the Arctic and Northern Policy Framework, including by creating benefits for Indigenous and Northern partners where possible, advancing reconciliation, and strengthening community resilience while enhancing the defence of Canada.

The Canadian Army will cycle forces through a series of exercises in the Arctic to build, broaden, and sustain expertise in operations in Canada's northern latitudes. Underpinning this will be individual training, including the Arctic Operations course, which prepares CAF personnel to operate in the region from a cultural, climate, and geographic perspective. 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 CAF Arctic Training Centre in Resolute Bay, Nunavut, which is managed by the Canadian Army.

---

#### Canadian Ranger Patrol Group



A member of 4<sup>th</sup> Canadian Ranger Patrol Group and his dog "Bannock" conduct polar bear patrol while the Royal Canadian Navy, Naval Reserve Regional Dive Centre (West) conducts diving operations in Churchill, Manitoba, on September 24, 2022.

Photo: Sailor 1<sup>st</sup> Class Valerie LeClair, MARPAC Imaging Services.

---

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
1.3 Canada's Arctic sovereignty is preserved and safeguarded	% of stated objectives met by Arctic operations and exercises	100%	31 March 2024	100%	95%	95%*

Notes:

\* The CAF conducts several operations that contribute to the security of Canada: operations [LENTUS](#),<sup>xxxix</sup> [VECTOR](#),<sup>xl</sup> [LASER](#),<sup>xli</sup> [LIMPID](#),<sup>xlii</sup> [NANOOK](#),<sup>xliii</sup> [NEVUS](#),<sup>xliv</sup> and [BOXTOP](#).<sup>xlv</sup> All operations achieved their stated objectives as written in their respective operational orders. The score has been adjusted by 5 percent to account for planning and execution frictions that cannot be captured in assessment plan and associated reports. Capability requirements, resources and interoperability continue to require refinement from all parties involved.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xlvi</sup>

### Departmental Result 1.4 – North America is defended against threats and attacks

To ensure that North America is defended against threats and attacks, the CAF will position itself to employ conventional and special operations capabilities and collaborate with allies, regional partners and other Canadian government departments and agencies to deter, detect, confront and defeat pan-regional threats from nation states and violent extremist organizations.

[Operation CARIBBE](#):<sup>xlvii</sup> The CAF will continue supporting the United States-led efforts to counter the flow of illegal narcotics into North America and will interdict drug trafficking activities in the Caribbean and Central America. The CAF will continue contributing Maritime Coastal Defence Vessel deployments to work in co-operation with allies to counter transnational criminal organizations operating in the region.

DND/CAF will execute maritime warning, aerospace warning, and aerospace control missions in accordance with the [NORAD Agreement](#)<sup>xlviii</sup> and [NORAD Terms of Reference](#).<sup>xlix</sup> Maritime and aerospace warning and aerospace control missions involve the monitoring of aerospace and maritime activity from a continental perspective. These missions also involve maintaining awareness, when authorized, in the land, space, cyber, and information domains in order to detect and characterize threats against Canada or the United States and to ensure that Canada is prepared appropriately to respond to threats.

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

- Existing resources within NORAD;
- Investments announced in FY 2022-23; and
- Where necessary, additional resources sought through prioritized budget and planning cycles.

## Operation CARIBBE



His Majesty's Canadian Ship (HMCS) *Saskatoon* sails in a column formation with Mexican Navy offshore patrol vessel, *Revolucion*, and United States Coast Guard Cutter *Robert Ward* astern in the eastern Pacific during a passing exercise as part of the North American Maritime Security Initiative on May 13, 2021.

Photo: Operation CARIBBE Public Affairs Officer, HMCS *Brandon*.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
1.4 North America is defended against threats and attacks	% of stated objectives met by continental operations	100%	31 March 2024	100%	95%	92%*
	% of Canada's commitments and obligations to the North American Aerospace Defence Command agreement that are met	100%	31 March 2024	100%	100%	100%**
	Extent to which the Canadian Armed Forces is effective in continental operations	The Canadian Armed Forces is effective in the conduct of continental operations	31 March 2024	This is a qualitative indicator	This is a qualitative indicator	This is a qualitative indicator***

Notes:

\* North America is defended against threats to and attacks on the continent (from a CAF perspective) through participation in NORAD and through [Operation CARIBBE](#). Ten of 11 NORAD operations were executed and achieved objectives. The one not executed was an exercise that could not occur due to a lack of available aircraft. Operation CARIBBE achieved all operational objectives.

\*\* The CAF's ability to meet its NORAD commitments is determined by examining a number of factors, including: personnel assigned to the NORAD mission, and the Canadian NORAD Regions ability to maintain an appropriate readiness level. NORAD continued to work on developing data-centric performance metrics.

\*\*\* Overall the CAF is effective in its execution of continental operations. Resource and modernization challenges persist, and further planning and coordination remain a primary focus of CAF in support of NORAD.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>ii</sup>

## Departmental Result 1.5 – Canadian Armed Forces contribute to a more stable and peaceful world

A capable and persistent defence at home is a prerequisite to projecting power to a globally integrated, forward fight presence ensuring a more stable and peaceful world. NORAD's role in the global framework includes its ability to deter in competition, de-escalate in crisis, and, if required, deny and defeat in the defence of North America.

This requires global integration (through operations, exercises, activities, and investments and messaging), all-domain awareness, information dominance and decision superiority. These strategic principals were reaffirmed in the Canada-United States Joint Statement on NORAD Modernization, and subsequently through the investments in NORAD modernization over the next 20 years, announced by the Government of Canada in June 2022.

DND/CAF will continue fostering a more stable and peaceful world together with Canada's allies by continuing to develop 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 FY 2023-24, DND/CAF will:

- Improve abilities to detect, recognize, and understand operational threats: DND/CAF will continue to develop and expand intelligence networks abroad in order to ensure rapid and timely exchanges of information and intelligence with itself, allies, and partners in support of Indicators and warnings and decision-making at all levels. Also, in conjunction with NATO allies and Five Eyes partners, DND/CAF will continue to work on leveraging new and emerging technologies, such as artificial and adapted intelligence, as well as provide meaningful data in order to enable timely and effective intelligence support to decision-making. Robust intelligence partnerships and sharing arrangements with the Canadian security and intelligence community, Five Eyes partners, and NATO and trusted partners will offer an advantage against known and emerging threats at home and abroad; and
- Develop defence and security capabilities of partner forces: This has become a focal point for DND/CAF. Today, more than 70 percent of troops deployed in named operations conduct or support capacity-building activities, either in a primary role (Operations [UNIFIER](#),<sup>iii</sup> [IMPACT](#),<sup>iii</sup> and [PROTEUS](#)<sup>iv</sup>) or a secondary role (Operations [REASSURANCE](#)<sup>iv</sup> and [PROJECTION](#)<sup>iv</sup>). As capacity building of partner forces becomes an increasingly viable option to enhance the security of partners and the stability of regions, DND/CAF must evolve to ensure that it can conduct capacity building in a meaningful, flexible and timely manner while adhering to Canadian standards on Human Rights and the Law of Armed Conflict. Correctly defining the problem that needs to be solved, establishing realistic and achievable objectives, identifying a clear end state, assigning the resources and authorities required to achieve those objectives and end state, and having a willing partner force with the capacity to absorb capacity-building initiatives are the ingredients for coherent and successful capacity building operations.

In support of NATO:

- [Operation REASSURANCE](#):<sup>lvii</sup> Conduct assurance and deterrence measures and, if necessary, defend through NATO's multinational enhanced Forward Presence Battle Group in Latvia; deploy naval assets, command, and staff in Standing NATO Maritime Groups; provide Special Operations Forces liaison and short-term episodic support; and support periodic NATO air surveillance. These measures are intended to deter and reinforce NATO's collective defence. They also show the

strength of allied solidarity. DND/CAF support for this NATO mission has increased in terms of scope, number of personnel, and infrastructure. DND/CAF is conducting training, exercises, and some NATO-specific tasks. This CAF support for NATO helps make Central and Eastern Europe more secure and stable, and enables Canada to assume a leadership role on NATO's eastern flank;

#### Operation REASSURANCE



A member of Task Force Poland provides humanitarian assistance at a reception centre in Warsaw, Poland on April 28, 2022.

Photo: Corporal Tori Lake.

- **Operation KOBOLD**<sup>lviii</sup> Provide logistical and headquarters support to the NATO Kosovo Force;
- **Operation IMPACT**<sup>lix</sup> Train, advise, and assist Iraqi security forces in developing their military skills. This will enable Iraqi security forces to reduce the threat posed by Daesh, support regional security, and contribute to NATO Mission Iraq's efforts to assist Iraq in building more sustainable, transparent, inclusive, and effective security institutions. In addition, the CAF will support the professionalization of Iraqi security forces to enable their independence from partner support, which will help Iraq achieve long-term success in keeping its territory and people secure;
- Coordinate with whole-of-government stakeholders and continue to support efforts to stand up a NATO Centre of Excellence on Climate and Security. Being a host and framework nation further demonstrates Canada's commitment to multilateral solutions to the global security challenges that result from climate change;
- Develop strategies to prioritize, cohere, and direct Defence activities and defence policy implementation. These strategies will provide the required strategic guidance to ensure that Defence synchronizes its operations, activities, institutional support, and investments to provide the ready forces required to meet Canada's defence needs at home and abroad; and
- Provide policy guidance to shape the CAF's efforts to foster gender integration within the Jordanian military. A small team of female military members will be deployed to provide training to the Female Engagement Team of the Quick Reaction Force Brigade. The Female Engagement Team is the first of its kind in Jordan and is designed to carry out humanitarian missions and respond to domestic emergencies with a focus on assistance to women and children.

In support of capacity building:

- Operation ACKEE: Collaborate with Global Affairs Canada in order to mentor, enable and create opportunities for the Jamaica Defence Force to grow as a Special Operations Forces leader and more effectively combat trans-regional threats in the Caribbean Basin. Other regional partners include Belize, the Bahamas, Barbados, Trinidad and Tobago, Guyana, and Suriname. This operation will continue to include contributions to Exercise [TROPICAL DAGGER](#),<sup>lx</sup>
- Operation NABERIUS: Collaborate with Global Affairs Canada in order to train, mentor, and enable Nigerien military and security forces to combat terrorism within Niger and in the region as part of pan-Sahel and pan-African efforts;
- Operation FULCRUM: Provide members of the Canadian Special Operations Forces Command to work with African partner nations to promote collaboration and strengthen their ability to counter violent extremist organizations, through participation in security cooperation exercises with Allies and partner nations, such as Exercise FLINTLOCK;
- Operation MANTIS and [Indo-Pacific Strategy](#)<sup>lxi</sup>: Continue to provide military-to-military engagements with partners in the Indo-Pacific, including with the Malaysian Armed Forces, to enable them to better operate in a chemical, biological, radiological, and nuclear environment, and explore additional opportunities and engagements with other regional partners; and
- [Operation UNIFIER](#):<sup>lxii</sup> Continue to participate in this operation, which was Launched in 2015 in response to the Government of Ukraine's request to provide military training, professionalization, and capacity building in support of the security forces of Ukraine and in defence of Ukrainian sovereignty, freedom, and independence. In 2022, in response to Russia's illegal invasion of Ukraine, Operation UNIFIER was relocated and will continue its [vital training mission until March 2025](#).<sup>lxiii</sup>

The CAF will continue participating in a separate peacekeeping mission:

- [Operation CALUMET](#):<sup>lxiv</sup> Continue to participate in the Multinational Force and Observers, an independent peacekeeping operation in the Sinai Peninsula and headquartered in Rome, Italy. Their 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.

The CAF will operate in maritime environments globally:

- [Operation ARTEMIS](#):<sup>lxv</sup> Contribute to Combined Task Force 150. This naval coalition of 34 nations, led by the United States Combined Maritime Forces, promotes security and stability in Middle Eastern and East African waters. Combined Task Force 150's mission is to disrupt criminal and terrorist organizations and their related illicit activities in the maritime domain. Canada will contribute to Combined Task Force 150 under Operation ARTEMIS until the end of the mandate on 1 August 2024;
- [Operation CARIBBE](#):<sup>lxvi</sup> Continue contributing to United States-led enhanced counter-narcotics operations in the Caribbean Basin, the Eastern Pacific Ocean and the coastal waters of Central America;
- [Operation PROJECTION](#):<sup>lxvii</sup> Deepen 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. This operation 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](#):<sup>lxviii</sup> Support the implementation of United Nations Security Council sanctions imposed against North Korea. This operation also 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, and through the [defence and security elements of Canada's Indo-Pacific Strategy](#); <sup>lxxix</sup>

- [Operation RENDER SAFE](#): <sup>lxxx</sup> Conduct clearance diving and explosive ordnance disposal collaborative project work with international partners to search for, locate, and dispose of explosive remnants of war from World War II. Such unexploded ordnance is found on land and in shallow water along the coastline of the Solomon Islands; and
- [Operation OPEN SPIRIT](#): <sup>lxxxi</sup> 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 of Estonia, Lithuania, and Latvia.

DND/CAF will continue to promote the inclusion of women in peace and security operations:

- DND/CAF will continue to engage in innovative training for peace operations and United Nations operations, including through its support for the [Elsie Initiative](#) <sup>lxxii</sup> for Women in Peace Operations. The Elsie Initiative is an innovative and multilateral pilot project in which a combination of approaches will be developed, applied and tested to help overcome barriers to increasing women's meaningful participation in peace operations. The framework consists of a number of components, including bilateral partnerships, a global fund, and political advocacy, as well as research, monitoring and evaluation. This is a Global Affairs Canada-led whole-of-government initiative that includes bilateral training assistance to identified partner troop- and police-contributing countries. Ghana is the bilateral partner for military training assistance, and Zambia is the bilateral partner for police training assistance;
- Together, Canada and Ghana will create and deliver training that will address barriers to the participation and progress of uniformed women in defence and security in Ghana. The topics of gender diversity and Women in Peace and Security regularly arise in bilateral and multilateral defence forums, particularly during interactions with Ghana and other African partners; and
- DND/CAF will continue encouraging discussion on gender diversity and Women in Peace and Security in bilateral and multilateral defence forums, particularly with Latin American and Caribbean partners. Most recently, Canada, along with regional partners, strongly advocated for the continuation of a working committee on Women in Peace and Security through the Conference of Defence Ministers of the Americas.

DND will contribute to the prevention of the unlawful recruitment and use of child soldiers by implementing the [Vancouver Principles](#) <sup>lxxiii</sup> and developing the doctrine, education and training to apply GBA Plus across all of these activities. DND/CAF will:

- Continue to work with Global Affairs Canada and the Dallaire Centre of Excellence to fully implement the Vancouver Principles on Peacekeeping and the Prevention of the Recruitment and Use of Child Soldiers. The Vancouver Principles recognizes the importance of integrating gender perspectives when planning missions to be able to effectively prevent the unlawful recruitment and use of child soldiers. They also recognize the essential contribution of women to peacekeeping operational effectiveness, and the critical roles of men and women in the protection of children;
- Contribute academic and military educational and training expertise to emerging and partner militaries. This will help to improve educational institution governance, develop professional military educational curricula, and professionalize faculty to align with NATO standards through active engagement in the NATO Defence Education Enhancement Program; and
- Participate in international academic exchanges, such as the Partnership for Peace Consortium of Defence Academies and the International Society for Military Sciences, to enhance DND/CAF's knowledge and understanding of war, conflict management, deterrence, and efforts to support peace.

Following Russia's illegal invasion of Ukraine, Canada is reaffirming its strong commitment to deterrence and defence in the Euro-Atlantic area through FY 2023-24 by leading allies in the development of a combat-capable brigade to bolster NATO's eastern flank in Latvia. In addition, Canada has strengthened

command and control by deploying to the Multinational Division North Headquarters in Latvia. The CAF continues to maintain diverse readiness capabilities that are postured to contribute to a more stable and peaceful world when directed by the Government of Canada.

DND/CAF will improve the efficiency and effectiveness of the Defence Intelligence Function through the operationalization of the [Defence Intelligence Enterprise Renewal](#).<sup>lxxiv</sup> In particular, this strategic change management program will integrate the Defence Intelligence Enterprise across DND/CAF with ongoing pan-organization improvements and modernization of Intelligence processes, governance, maturing strategic-operational intelligence fusion centre, and improved linkages to allies, other government departments, industry, and academia. The Defence Intelligence Enterprise Renewal will further enable DND/CAF to evolve and expand capability development, innovation, and research and development to achieve Intelligence capability overmatch against agile and rapidly evolving adversaries in an unstable and fragile security environment.

---

#### Operation PRESENCE Uganda



A member of the Military Police deployed on Operation PRESENCE Uganda, Tactical Air Detachment Goma, helps the crew offload a CC-130J Hercules at Goma International Airport, Democratic Republic of Congo on November 22, 2021.

Photo: Sergeant Vincent Carbonneau, Canadian Forces Combat Camera.

---

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
1.5 Canadian Armed Forces contribute to a more stable and peaceful world	% of stated objectives met by international operations	100%	31 March 2024	98%	95%	94%*
	Extent to which the Canadian Armed Forces is effective in international operations	The Canadian Armed Forces is effective in the conduct of international operations	31 March 2024	This is a qualitative indicator	This is a qualitative indicator	This is a qualitative indicator**

Notes:

\* This result is based on the number of performance measures achieved by each deployed operation in pursuit of operational objectives, with each operation weighted. Notably, the evaluation of Operation [UNIFIER](#)<sup>bxxv</sup> was conducted as of the situation at 31 December 2021 due to the rapid changes to the operation associated with the Russian invasion of Ukraine on February 2022. The score has been adjusted by 5 percent to account for planning and execution frictions that cannot be captured in the assessment plan and associated reports.

\*\* The Canadian Armed Forces continued to provide effects across the globe, enabling coalition and partner capacity building at the tactical, operational and strategic levels. Work to synchronize assets and effects includes the capability to generate targeted effects within the information domain and integrating cyber enabled effects in CAF-led operations.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>bxxvi</sup>

## Planned budgetary spending for Operations

The following table shows, for Operations, budgetary spending for FY 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
824,979,602	824,979,602	817,028,193	756,433,173

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>bxxvii</sup>

## Planned human resources for Operations

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for FY 2023–24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
2,201	2,252	2,290

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>bxxviii</sup>

## Ready Forces

### 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.

### Planning highlights

The Joint Managed Readiness Program ensures different elements of the Canadian Armed Forces (CAF) are 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.

To test responses, systems and equipment, North American Aerospace Defence Command (NORAD) regularly conducts exercises and readiness inspections that cover a range of scenarios to ensure the CAF is ready to respond to a full spectrum of threats. In fiscal year (FY) 2023-24, the CAF will participate in Exercise AMALGAM DART, a peacetime-to-wartime simulation exercising aerospace warning and control capabilities, Exercise Noble Defender, a regular NORAD exercise to demonstrate readiness and inter-region interoperability across the NORAD area of operation, as well as Exercise VIGILANT SHIELD, an annual homeland defence exercise demonstrating readiness and ability to defend Canada and the United States by responding to a wide variety of security contingencies.

### Gender-based analysis plus

The department will continue to work with partners to ensure that Military Personnel Data Governance Framework, Gender Advisors and Gender Focal Points receive the training they need in order to perform their roles while deployed. Providing enhanced training in addition to the online Gender-based analysis plus (GBA Plus) courses from the Department for Women and Gender Equality Canada and the Canada School for Public Service will enhance the department's collective understanding of GBA Plus and the Women, Peace and Security objectives, encourage all members to apply GBA Plus findings in their daily work, and ensure members are better prepared to meet the demands of today's security challenges. The Defence Team 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.

The Canadian Army is currently pursuing a number of training opportunities. For example, North Atlantic Treaty Organization (NATO) training on "Integrating a Gender Perspective" has been incorporated into training for deployed missions. Scenarios are also played out during major exercises to ensure that training audiences use GBA Plus and various analyses to integrate intersectional gender perspectives. The Canadian Army is also developing an Instructor Development Program to reinforce cultural change and lead to an inclusive, diverse, respectful, safe, and team-based work environment. Instructors will receive self-awareness tools for self-growth and soft skills to create a safe and positive space in which student learning may occur. Pilot series of this program were conducted during FY 2021-22, and efforts are underway to train up to 600 personnel in FY 2023-24.

In terms of monitoring, the Canadian Special Operations Forces Command (CANSOFCOM) continues to monitor and/or report on performance indicators within the ready Special Operations Forces Program, collecting data through existing information systems. For example, CANSOFCOM monitors the proportion of personnel deployed by gender and by period. The unpredictable and complex security nature of contemporary warfare requires the continued integration of intersectional gender perspectives in Special Forces operations but also in its administrative processes. More specifically the inclusive participation of women and other diverse groups in Ready Special Operations Forces initiatives, research projects and/or learning exchanges forums form the basis upon which the Women, Peace and Security Agenda and GBA Plus analytical process are supported internally. For example, the integration of gender perspectives and satisfaction throughout all procurement phases of clothing, protection equipment and/or other military assets enables the continued integration of diverse perspectives to meet the demand of today's security challenges.

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

### **United Nations’ 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Goals (SDGs)**

The Royal Canadian Air Force (RCAF) will continue to respond to [The Defence Energy and Environment Strategy](#),<sup>lxxxix</sup> specifically Targets 7 and 11 by:

- **Target 7:**<sup>lxxx</sup> Releasing their Path to Net Zero Strategy, which will include their initial decarbonization plan and greenhouse gas projections, as well as incorporating their original strategy for aviation fuels in support of the Government of Canada’s goal of achieving net-zero greenhouse gas emissions by 2050; and
- **Target 11:**<sup>lxxxi</sup> Implementing the recommendations from their paper titled Assessing the Climate Change Impacts on RCAF Operations, which was authorized for release in July 2022. Additionally, the RCAF will realign with the new Federal Sustainable Development Strategy and the existing [Greening Government Strategy](#)<sup>lxxxii</sup> targets/goals, as well as United Nations Sustainable Development Goals 7, 12 and 13.

### **Innovation**

In FY 2023-24, The Department of National Defence (DND)/CAF will continue experimentation in the development of Joint Ready Forces through five key initiatives:

- Joint Arctic Experiment 23: Continue equipment trials and capability development initiatives, leveraging joint experience in support of overcoming operational challenges in the Arctic environment;
- BOLD QUEST 23: 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;
- Responsive Limited eXperiments: Designed to address short-term problems and is intended to work across all domains, with current 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 of the National Defence Operation Intelligence Centre and various CAF Intelligence, Surveillance and Reconnaissance projects.

Combined, the five initiatives will assist with meeting the responsibility of developing concepts, organizational designs, and doctrine for assigned joint challenges.

The Joint Arctic Experiment 23 will provide opportunity to collect data and demonstrate improvements in research areas such as human performance for Arctic operations and greener power and energy solutions. Novel and retrofitted resilient Arctic-deployable infrastructure support overcoming joint operational challenges in the Arctic environment.

Additional defence-related innovation and experimentation activities are outlined in this report under [Core Responsibility – Future Force Design](#).

### **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.

The risks above can affect the department's ability to achieve the Departmental Results of the Ready Forces 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 Ready Forces Core Responsibility can also be found in other Core Responsibilities which deliver building blocks that enable the results of Ready Forces.

### **Departmental Result 2.1 – Canadian Armed Forces are ready to conduct concurrent operations**

The CAF must balance the requirement to generate ready forces with the need to apply public health operability measures. During FY 2023-24, the CAF will continue to implement best practices at training events to ensure that CAF members follow all public health measures in the vicinity of CAF training areas. CAF medical specialists will continue to advise exercise planners on how to best conduct training in a pandemic environment. In all cases, the measures are based on local health conditions and adjusted in consultation with local authorities. This will continue as long as the COVID-19 pandemic conditions persist.

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 to enhance integration, interoperability, and joint readiness. Plans include the following exercises in FY 2023-24:

- Exercise STEADFAST DEFENDER: NATO's premier Major Joint Exercise, conducted on a triennial basis, demonstrating NATO's ability to reinforce NATO via transatlantic movement and the enablement and employment of forces;
- 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 JOINTTEX: Capability development and professional military education activities to learn how the CAF, and the broader Canadian National Security Team, can adapt to more effectively meet the Government of Canada's security demands and defend Canadian national interests in the pan-domain environment. A key component will be the Joint Operations Symposium;
- Exercise READY RENAISSANCE: Annual readiness exercise conducted by 1<sup>st</sup> Canadian Division Headquarters that maintains the CAF short notice response to a Humanitarian Assistance/Disaster Relief event;
- Exercise READY ANGLE: Annual readiness exercise conducted by 1<sup>st</sup> Canadian Division Headquarters that maintains the CAF short notice response to a Non-Combatant Evacuation Operation;
- Exercise PARAMOUNT: Annual readiness exercise conducted by 1<sup>st</sup> Canadian Division Headquarters that maintains the CAF short notice requirement for a National Command Element and Theatre Activation capability;
- Exercise READY POSTURE: Annual readiness exercise conducted by Canadian Forces Joint Operational Support Group that maintains the CAF short notice capability for an expeditionary Theatre Activation capability;

- Exercise VIGILANT SHIELD: An annual exercise involving NORAD, United States Northern Command and the CAF, focused on the defence and security of North America;
- Exercise AUSTERE CHALLENGE: A United States European Command exercise focused on coalition planning with NATO allies and partners, particularly on global competition and conflict with Russia. Crisis planning and a command post exercise will provide an opportunity to test the Joint Operations Centre capability;
- Exercise CUTLASS FURY 23: This is a Canadian-led multinational exercise that will take place in fall 2023 off the East Coast of Canada. This exercise will consist of nearly 1000 military personnel from across the CAF and NATO, and will enable submarines and surface ships to train together. The multinational task group will face realistic tactical scenarios to test their respective defences against both surface and sub-surface threats;
- ENTERPRISE STORM: This is the premier Defence Intelligence Enterprise demonstration series to promote joint interoperability and integration between Military Services, Defence Intelligence Agencies, Five Eyes and select coalition partners. ENTERPRISE STORM 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. ENTERPRISE STORM takes an iterative approach to demonstrating and assessing intelligence capabilities that have the best potential to transition to real world operations in the near term. ENTERPRISE STORM is a series of 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.
- BICES CATCH: Battlefield Information, Collection, and Exploitation System (BICES) consists of software, hardware and integrated processes which allow the exchange of information across differing security domains. BICES was designed to help Canada and its allies collaborate at the national and tactical levels through the exchange of intelligence data. As Joint Intelligence, Surveillance and Reconnaissance (JISR) depends on a continuous flow of information, an operational test initiative known as BICES CATCH will take place in FY 2023-24 to support the collection, processing, exploitation and dissemination cycle among Canada and its Allies;
- **Operation NANOOK:**<sup>lxviii</sup> This operation is a strategic demonstration of ability and resolve, while tactically, it is a training opportunity for all involved. The focus will be the 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 continue until at least 2026 and will address CAF priorities and those of its partners;
- Operation NANOOK-NUNAKPUT: Integration of regional and other government departments and agencies in a series of presence activities in Joint Task Force North's area of operations, supported by the Canadian Army, the RCAF and, where applicable, the Royal Canadian Navy (RCN), designed to develop domain awareness, foster greater interoperability and increase overall readiness;
- Operation NANOOK-NUNALIVUT: Activities will be carried out in the Northwest Territories. The focus will be the 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 will 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 Search and Rescue (SAR) community to respond effectively;

- Operation NANOOK-TUUGAALIK: Multinational maritime cooperative exercise safety and security activities. Participants may include other governments' vessels and allied nations; and
- **Exercise MAPLE RESOLVE**:<sup>lxxxiv</sup> The largest Army-led joint force-on-force exercise of the year, held in Wainwright, Alberta. Approximately 3000 high readiness soldiers (i.e. standby deployment) come together with personnel from the Canadian Army Doctrine and Training Centre, and the RCAF to validate their readiness to support concurrent operations. To improve interoperability (i.e. the ability of different systems to connect and communicate in a coordinated way), opportunities to include allies and partners, such as the United States, United Kingdom, Latvia, France, and Australia, will be planned. Exercise MAPLE RESOLVE offers a training environment that closely models modern conflict, complete with simulated villages populated with professional actors, and simulated media, and social media environments;

#### Exercise MAPLE RESOLVE



Two Canadian Armed Forces Light Armoured Vehicles (LAV 6) provide support to infantry troops in the area during a simulated attack in the Rocky Ford Urban Training Area, during Exercise MAPLE RESOLVE in Wainwright, Alberta on May 15, 2022.

Photo: Sailor First Class Zach Barr.

- **Exercise UNIFIED RESOLVE**: This is the Canadian Army's largest computer-assisted simulation exercise and will validate the headquarters of an army brigade and its sub-organizations as elements of Canada's named (i.e. planned/expected/ongoing operations) and contingency (i.e. potential or standby) commitments. Through the use of simulations, a challenging computer-assisted exercise will test planning and decision-making at multiple levels of Canadian Army leadership in a controlled, virtual environment. An enduring training event, Exercise UNIFIED RESOLVE is internationally recognized, and participation in this event is sought out by allies and partners for both its quality and training value. The exercise, designed and developed by the Canadian Manoeuvre Training Centre, will provide CAF personnel and allies with an opportunity to enhance collective competence and interoperability across a spectrum of scenarios. The virtual nature of the exercise will allow for the participation of more than 800 personnel from across the CAF, United States, United Kingdom, and Latvia;
- **Joint Readiness Training Center**: This event, run in Fort Polk, Louisiana, United States, by the United States Army, is a collective training field exercise for light force units in a brigade context. The training event will include full-time opposing forces, observer controller trainers (who provide

feedback to facilitate learning by exercise participants), and exercise control groups to ensure a realistic training environment. It will be the culminating validation exercise in support of CAF's requirement to provide a light infantry battalion group as part of Ready Land Forces to meet the Government of Canada's requirements to conduct domestic support operations and non-combatant evacuation operations. Further, it will enhance interoperability by allowing a Canadian battalion group to operate as part of a United States brigade. In FY 2023-24, approximately 500 Canadian personnel are expected to participate;

- **Joint Pacific Multinational Readiness Center:** A United States Army brigade-level exercise conducted in Alaska, United States, focused on large-scale combat operations in the Arctic. The CAF will contribute a company from a light infantry battalion augmented by an Arctic Response Company Group platoon (250 CAF members in total). This exercise will foster Canada-United States interoperability, further Army Reserve integration into operational outputs and develop Canadian Army warfighting proficiency in the Arctic, while fulfilling their foundation training requirements.
- **Exercise TRADEWINDS:**<sup>lxxxv</sup> An annual United States Southern Command exercise aimed at promoting regional security cooperation in the Caribbean region by involving security forces and disaster response agencies to focus on countering threats and humanitarian assistance and disaster relief. This is anticipated to include interagency training focused on increasing regional cooperation in complex multinational security operations and demonstrates Canada's ongoing commitment to the Latin America and Caribbean region;

#### EXERCISE JAGUAR HÉLOCASTE



Members of the 3<sup>rd</sup> Battalion, Royal 22<sup>e</sup> Régiment, swim towards the shore with their weapons aimed at a simulated enemy, on Lac Hayes in the training areas of 2<sup>nd</sup> Canadian Division Support Base in Québec on July 19, 2022.

Photo: Corporal Sébastien Lauzier-Labarre, Valcartier Imaging Section.

- **Exercise ARDENT DEFENDER:** This joint, international, inter-agency counter explosive threat exercise will focus on training and developing best practices on a number of counter explosive threat capabilities, including explosive ordnance disposal, search, and exploitation. The exercise will consist of approximately 400 military and civilian personnel from across the CAF, NATO, and at least nine other international partner nations. This field exercise will enable the practice of individual skillsets in a collective training environment, developing interoperability amongst allies, tactical and technical exploitation skills and procedures, engagement with partner nations, and individual training validation of CAF improvised explosive device disposal operators. This exercise

will certify some of the CAF's NATO contributions as well as maintain the skills of instructors who provide education and training in the CAF;

- **Exercise PRECISE RESPONSE:** A live agent and interoperability training exercise conducted on behalf of NATO with Defence Research and Development Canada at Canadian Forces Base Suffield for chemical, biological, radiological, and nuclear response specialist and non-specialist practitioners. An estimated 350 to 400 personnel from 12 to 13 nations and two international non-governmental organizations will participate in the exercise;
- **BULLSEYE:** Rejuvenated in 2016 by the RCAF as a means of renewing capacity and strategic engagement. This exercise will provide the RCAF and Commonwealth air forces with opportunities for relevant multinational tactical air mobility training, improve interoperability, and renew strategic engagement with the United States, Australia, New Zealand, and the United Kingdom;
- **COALITION SPACE FLAG:** A semi-annual United States Space Force-led collective defence in space exercise where tactics and procedures are exercised. Canadian Space Operations Centre operators are able to exercise defence schemes in a variety of simulated threats, including those in cyberspace, electronic warfare, intelligence, surveillance and reconnaissance, and analysis and targeting. Current participating nations include Australia, Canada, the United Kingdom and the United States, with operators from a variety of space commands;
- **COALITION VIRTUAL FLAG 23:** An annual Five Eyes exercise, sponsored by the United States Air Force (USAF) and conducted at Kirtland Air Force Base, Albuquerque, New Mexico, United States, and across the globe through distributed mission training. COALITION VIRTUAL FLAG is innovative and noteworthy as it is designed to provide training in synthetic, theatre-level, joint combat operations in contested and degraded combat environments. This exercise also provides an opportunity to interact with land, maritime, air, special operations, cyber and space elements from multiple nations. COALITION VIRTUAL FLAG is the world premiere distributed mission training exercise. Training is done by simulators based at their home location, connected to the scenario through the CAF Experimentation and Exercise Network;
- **COALITION VIRTUAL STRIKE (CVS) 23:** CVS is designed to provide operational and tactical war fighters with training in synthetic, theatre-level, joint combat environments. CVS is targeted to Air Expeditionary Wing/Air Task Force vulnerable units and provides the opportunity to interact with joint elements of the Theatre Air Control System. CVS includes army, air force and special operations elements from Five Eyes partner countries along with the Joint Intelligence Signals Regiment;
- **GLOBAL ENGAGEMENT 23:** This is the USAF's major, biennial joint/combined wargame series. It not only focuses on improving competitive advantage and warfighting concepts in specific theatres of operations, but also shapes conceptual thinking on complex warfighting issues spanning the next 30 years. In its capstone year, this iteration will focus on Homeland Defence and Arctic operations;
- **SPARTAN WARRIOR:** An annual, USAF-led NATO coalition exercise designed to provide operational and tactical war fighter training in synthetic theatre-level, major combat operations in a contested and degraded environment. Provides a relevant and realistic joint/combined operations scenario developed by NATO lead planners in order to foster multinational cooperation and trust, enhance interoperability, and achieve force generation training qualification output to the maximum extent. SPARTAN WARRIOR is a NATO interoperability exercise, demonstrating Canada's commitment to Coalition partners. SPARTAN WARRIOR is also the premiere NATO distributed mission training exercise. Training is done by simulators based at their home location, connected to the scenario through the CAF Experimentation and Exercise Network;
- **"DYNAMIC" SERIES (DYNAMIC MANTA, DYNAMIC MONGOOSE):** DYNAMIC MANTA facilitates joint and combined training with NATO allies to further CAF capabilities. It is the second-largest joint/combined anti-submarine warfare exercise (with RIMPAC as the largest), reflecting real world

anti-submarine warfare operations. DYNAMIC MONGOOSE is similar, with a focus on key NATO allies involved in real world anti-submarine warfare operations;

- GLOBAL SENTINEL 23: A future-based space domain awareness exercise in a simulated operational space environment using online shared operational and analytical tools. It is a multi-nation exercise run by the United States Space Command to determine tactics, techniques, and procedures, share analytics and data products, and refine contingencies for future operations;
- GREEN FLAG 23: GREEN FLAG LITTLE ROCK trains 5000 Soldiers deployed to an austere environment in the United States of America. USAF and coalition air forces provide airlift and airdrop capabilities, aeromedical evacuation and bare-base setup and operations. GREEN FLAG is an advanced, realistic, and relevant air-to-surface training exercise, preparing joint and coalition war fighters to meet combatant commander requirements across air, space, and cyberspace;
- JOINT WARRIOR 23-3: A biannual, United Kingdom-led tri-service and multination exercise intended to improve joint and combined interoperability between allied and partner navies and prepare participants for a role in a joint and combined maritime environment. Individual exercise plans are flexible and tailored to meet the participants' individual and collective training requirements. RCAF participates with Maritime Patrol Aircraft (CP-140) in an antisubmarine warfare role;
- THOR'S HAMMER 23: A United States-led strategic level exercise against a near-peer nation. The exercise focuses on space and cyber capabilities, but all domains participate. This exercise explores and challenges the coalition's cohesiveness and ability to respond to complex scenarios in domains where national boundaries and peace/wartime actions are disregarded or not respected by the enemy; and
- **SCHRIEVER WARGAME**<sup>23:lxvvi</sup> A United States Space Force combined exercise with scenarios that take place one to ten years in the future. The scenarios are designed to support concept development and inform decisions about future space mission responsibilities and operational architectures. The RCAF has participated in this exercise for over a decade, and it has led to fundamental changes in the way Five Eyes and other partners (e.g. France, Germany, and now Japan) conduct space operations.

#### EXERCISE MAPLE RESOLVE



A member of the 2<sup>nd</sup> Battalion, The Royal Canadian Regiment shouts orders to troops during a simulated attack as part of Exercise MAPLE RESOLVE in Wainwright, Alberta on May 21, 2022.

Photo: Corporal Aimee Rintjema.

In addition to the noted readiness exercises, Defence will deliver on a number of efforts that will best ensure readiness of the CAF, including the following items:

- The realignment, modernization, and streamlining of the CAF Logistics Capability. As part of the larger operational sustainment modernization initiative, this will enhance situational awareness and ensure better stewardship of resources;
- The RCAF Future Aircrew Training is a generational opportunity for the RCAF to modernize and renew its Aircrew Training system. It will revamp training for all RCAF Pilots, Air Combat Systems Officers and Airborne Electronic Sensor Operators through the delivery of a single performance based contracted training program;
- Throughout FY 2023-24, the Canadian Army will generate combat-effective, multipurpose land forces for deployment in multiple concurrent operations to achieve Canada's defence objectives. To achieve these objectives, the Canadian Army will conduct training, maintenance and other preparations necessary to generate the leadership, personnel, equipment and capabilities necessary to command, execute, and sustain domestic or expeditionary operations. Recent developments in Eastern Europe will significantly influence FY 2023-24 activities. Canadian Army personnel will form the majority of the Government of Canada's recently announced expansion of Operation REASSURANCE in Latvia. In order to maintain flexibility to generate Ready Land Forces for this and other operational commitments, the Canadian Army will press forward with the following plans and priorities:
  - The Primary Reserves provide a CAF presence in 117 communities across Canada. These primarily part-time personnel often provide the first line of response to situations such as floods, fires, and other emergent situations and enhance CAF actions by providing links to and knowledge of their municipalities. They also augment the Regular Force during missions overseas or here at home by providing integrated formed elements and/or individual reinforcements. In FY 2023-24, the CAF will continue efforts to improve this capability through development of the Soldier Readiness Policy-Reserve to improve existing policies by clarifying training requirements and providing greater predictability to personnel;
  - The Canadian Rangers, an integral component of the CAF, are a diverse and agile localized capability generated for employment by the CAF to assist the Government of Canada presence in 220 sparsely settled remote, northern, coastal, and isolated areas; and
  - A deployment readiness exercise is being instituted to simulate the efforts that would be necessary to move Canadian Army personnel and materiel to a theatre of operations. The aim of this exercise is to identify potential points of friction and shortfalls, and to confirm readiness timelines. FY 2023-24 will see continued development of this new initiative.
- In FY 2023-24, to further support readiness and defence policy objectives, the CAF will continue to refine its ability to force generate land power by improving cooperation and interoperability with allied nations and partners. The Canadian Army promotes the CAF as a credible and reliable military partner and promotes broader Canadian outreach. This will be achieved through annual staff talks with key allies and partners, the leveraging of existing interoperability forums such as the American, British, Canada, Australia and New Zealand program, and NATO, participation in select international exercises and events (e.g. [Project Convergence](#)),<sup>lxxxvii</sup> the embedding of exchange or liaison officers, and the conduct of short-term exchanges;
- In FY 2023-24, the Canadian Army will continue to provide joint capabilities to the CAF: Joint Counter Explosive Threat Task Force, Joint Chemical, Biological, Radiological and Nuclear Defence, and Joint Targeting Training functions. Highlights of major activities expected for FY 2023-24 will include the following:
  - In addition to the Canadian Army's Exercise ARDENT DEFENDER, counter explosive threat training will take place with allies and partners to maintain operator and staff skillsets; and

- A major focus of the chemical, biological, radiological, and nuclear defence capability will be to engage with partners to ensure that Canada is well-informed of and contributes to international standards;
- CANSOFCOM is a crisis response organization that provides the Chief of the Defence Staff and operational commanders with agile, high-readiness Special Operations Forces capable of conducting special operations across the spectrum of conflict at home and abroad. remains at a very high readiness level to respond to emerging crisis situations or contingencies that threaten Canadians and Canadian interests. Further, CANSOFCOM will contribute to the CAF's ability to anticipate requirements through the generation of forces designed to illuminate and understand atmospherics and emerging threats, while helping to shield Canadian interests by recognizing and removing or mitigating vulnerabilities;
- Operational Support Hub Network: The CAF will continually assess and optimize the Operational Support Hub Network to support international operations and major exercises as required. Inherent flexibility in location, size and degrees of responsiveness will enhance operational support while minimizing resource expenditures. Operational support may be provided through agreements with allies, partners and contractors, as opposed to, or in conjunction with, the physical presence of CAF assets and personnel where feasible and efficient;
- As a joint capability, space integrates CAF members and their civilian Defence Team counterparts, working together to deliver capabilities that provide strategic advantage. Integrated through the Canadian Space Operations Centre, the CAF team will continue to participate in space operations activities with allied partners under the Combined Space Operations Initiative in order to meet the space-related goals of *Strong, Secure, Engaged*;
- As the CAF continues to improve Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance readiness, areas of focus for the CAF will include:
  - Integration of CAF Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance into the NATO and Five Eyes environment to enhance communication and information exchange capabilities while directly supporting the war fighter and senior decision makers;
  - Sustained Command and Control and cooperation with Arctic nations, including the United States through United States Northern Command, in the conduct of Arctic missions, operations and exercises;
  - UNIFIED VISION 23: DND/CAF will continue participation in NATO's premier international event to practise and evaluate new and existing technical and operational concepts for conducting JISR in NATO operations. 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. 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 gaining a complete picture of an unfolding crisis and will support well-informed, synchronized, timely, and accurate decisions.

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 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;

The CAF 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 2023-24 will expand the Cyber Field Force, including advanced technical capabilities and intelligence support for operations, to provide additional deployable force element options for the Cyber Force Commander.

Opportunities for growth will be coupled with the requirements for expanded cyber force workspaces in operational, security, and high security zones to consolidate cyber force functional elements and enhance their interoperability with Canadian partners and international allies.

The CAF will participate in training activities to enhance cyber force readiness including opportunities presented by:

- Participating in several CAF and other Government of Canada cyber training activities;
- 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; and
- 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 Exercise CYBER COALITION and interoperability Exercise. COALITION WARRIOR, and the Five Eyes Multinational Force Exercise CARPE NOVUM.



---

Members of Canadian Special Operations Forces Command conduct training in Ontario, June 2022.

---

**Planned results**

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
2.1 Canadian Armed Forces are ready to conduct concurrent operations	% of operations that are capable of being conducted concurrently	100%	31 March 2025	100%	100%	100%
	% of force elements that are ready for operations in accordance with established targets	100%	31 March 2025	80.34%	71.7%	71%*

Notes:

\* Readiness continued to be impacted over this FY by the COVID-19 pandemic and related impacts on the intake of personnel, individual and collective training, and increased demands on CAF resources for pandemic and domestic response operations.

Financial, human resources, and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xxxviii</sup>

**Departmental Result 2.2 – Military equipment is ready for training and operations**

Equipment is made available to support CAF training and operational requirements through the Equipment Support Program, which is primarily funded through the National Procurement corporate accounts. National Procurement is the term given to DND corporate accounts aligned to the in-service sustainment (maintenance, engineering support, engineering changes, and inventory replenishment) and disposal of aerospace, land, maritime, and special operational forces equipment, as well as ammunition and common use materiel such as uniforms and test equipment. The department's materiel group is responsible for the execution of the National Procurement program, which is expected to expend over \$3.5 billion in FY 2023-24.

In FY 2023-24, the RCAF will continue to leverage its minor project program to quickly improve existing equipment and rectify operational capability deficiencies that reduce the availability of assets for operations. For example, the CT-142 will be upgraded with a modern, reliable, multi-mode radar to address the obsolescence of the current model and correct Air Combat Systems Officer training deficiencies. These significant capital investments, among a number of other RCAF initiatives, seek to improve the overall operational availability and relevancy of aerospace equipment.

The introduction of the *Harry DeWolf*-class enhances the RCN's ability to assert Canadian sovereignty in the Arctic, integrate with a range of government and international partners, and support international operations. The *Harry DeWolf*-class provides the RCN with an ice-capable, effective, and versatile ship to patrol Canada's three coasts and support international operations abroad. Their ability to operate in up to one metre of first-year ice extends the RCN's reach in the Arctic region. When not in the Arctic, the ships can be deployed to support a range of domestic and international operations, including maritime interdiction, emergency response, and disaster relief.

In FY 2023-24, the RCN will see three *Harry DeWolf*-class conducting operations, which may include activities aimed at further integrating the ships with the CH-148 Cyclone. The RCN is also expecting to take delivery of the class's fourth ship, the future HMCS *William Hall*, in late 2023. The operationalization of this ship is expected to mirror the introduction to the fleet activities of the first three 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.

*Harry DeWolf*-class ships will participate in multiple exercises and operations in FY 2023-24. This includes Exercise CUTLASS FURY 2023, which is a Canadian-led multinational exercise designed to promote regional cooperation in the North Atlantic and Operation CARIBBE. Two *Harry DeWolf*-class ships will also conduct operational deployments to the Arctic for Operation NANOOK, operating in consort with allied navies and coast guards and other government departments and agencies. 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.

HMCS *Max Bernays* will sail for post-acceptance trials over the spring and summer of 2023. Later in 2023 during their first operational deployment, HMCS *Max Bernays* will execute a coastal transfer to its assigned home port of Esquimalt, British Columbia, which may also include a transit through the Northwest Passage. HMCS *Max Bernays* will be the first *Harry DeWolf*-class based on Canada's West Coast. After arrival, the commissioning ceremony is planned for winter FY 2023-24.

The Canadian Patrol Submarine Project is in the early stages of examining procurement options for Canada's next generation submarine. Canada's defence policy recognizes the importance of submarines to the RCN as part of a balanced and capable fleet. Submarines are part of the unseen force of the nation; they are stealthy, lethal, and persistent, making them ideal for surveillance and intelligence gathering. Covert, well-armed, and capable of patrolling vast distances, submarines can provide support to maritime law-enforcement, conduct operations around the world, and contribute to continental defence, including in the Arctic. Where previous classes of submarines were designed with a focus on systems, around which we inserted people, today we are focused on enabling the sailors of our next generation submarines and tailoring the systems to support them. Leveraging innovation and GBA Plus analysis will help to inform design considerations and foster a diverse and inclusive environment workplace aboard the future Canadian Patrol Submarine.

The Canadian Army Equipment Readiness Program, established in FY 2017-18 and updated in FY 2021-22, aims to ensure that the serviceability of equipment is maintained to support readiness and operational outputs. In FY 2023-24, key actions will include confirmation of equipment and fleet serviceability requirements for expeditionary commitments, coordination with Materiel Group for parts prioritization and land materiel assurance advice, and a continued focus on increasing productivity levels across the Canadian Army.



HMCS *Max Bernays* arrived at HMC Dockyard in Halifax, Nova Scotia on September 2, 2022 and, in the finest of naval traditions, was greeted by the sailors and aviators who shortly thereafter officially crewed the ship for the first time.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
2.2 Military equipment is ready for training and operations	% of maritime key fleets that are serviceable to meet training and readiness requirements in support of concurrent operations	At least 60%	31 March 2024	Previous methodology	Previous methodology	54%*
	% of key land fleets that are serviceable to meet training and readiness requirements in support of concurrent operations	At least 80%	31 March 2024	65.4%	62.7%	65.8%**
	% of aerospace key fleets that are serviceable to meet training and readiness requirements in support of concurrent operations	At least 85%	31 March 2024	60.8%	55%	43%***

### Notes:

\* The methodology used to calculate the serviceability rate for maritime key fleets has been updated to better capture the realities facing the RCN. The new methodology accounts for all periods when the vessels are not considered serviceable including: docking work periods, alongside work periods when the vessel cannot be assigned to tasks, and periods when the vessel has suffered an operational deficiency which prevents it from completing an assigned task. The result of 54 percent can largely be attributed to an aging fleet that is increasingly spending longer periods of time in third-line maintenance.

A portion of the fleet will normally be subject to repairs due to the use of fleets and thus not be serviceable. As such, a target of 100 percent would not reflect a realistic goal. A healthy fleet should, however, reflect a low proportion of the fleet that is unserviceable in order to ensure that the appropriate level of training and readiness can be provided. Note that the concept of "serviceable" differs significantly between military environments due to the inherent differences across types of equipment.

In the Maritime context, updated methodology took effect in FY 2021-22. Thus, the "actual results" of previous FYs cannot be compared with those of FY 2021-22 or more recent FYs. The updated indicator now refers to the number of serviceable vessels in key fleets that can perform assigned tasks. Periods when the vessels are not considered serviceable are docking work periods, alongside work periods when the vessel cannot be assigned to tasks, and periods when the vessel has suffered an operational deficiency which prevents it from completing an assigned task. If a vessel is in an alongside work period and can still be assigned to tasks, it is considered serviceable. Key fleets refers to *Halifax*-class, *Kingston*-class, *Harry DeWolf*-class, and *Victoria*-class vessels. The remainder of the *Harry DeWolf*-class and the *Protecteur*-class will be added to this metric as they are brought into the RCN fleet.

In the army context, the indicator refers to the aggregate number of pieces of equipment that make up the land fleets.

In the air force context, the indicator refers to the aggregate number of pieces of equipment that make up the aerospace fleets.

\*\* During the period, maintenance technician productivity was comparable to pre-pandemic levels. Local PHMs at different maintenance workshops still had a negative effect on serviceability levels and the ability of technicians to meet specific targets. For example, limitations on the number of personnel who could be present in the workplace and a shortage of skilled staff resulted in delays and backlogs of work.

\*\*\* As was the case in FY 2020–21, the COVID-19 pandemic work restrictions impacted serviceability rates.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces Program Inventory is available in the [GC InfoBase](#).<sup>boxox</sup>

### Planned budgetary spending for Ready Forces

The following table shows, for Ready Forces, budgetary spending for FY 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
10,775,809,423	10,775,809,423	10,709,780,573	10,796,131,309

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xc</sup>

### Planned human resources for Ready Forces

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for FY 2023–24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
43,946	44,899	45,623

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xc</sup>

## Defence Team

### 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.

### Planning highlights

The Defence Team culture is a source of strength and cohesion. The department recognizes that to achieve maximum operational effectiveness, the environment must be inclusive and free of harassment, discrimination, and all forms of racism. A holistic Culture Evolution Framework will be developed that will inform, align, and coordinate culture change efforts with the aim of supporting these objectives. To be a Defence Team that is diverse and reflective of Canadian society, the Canadian Armed Forces (CAF) will continue to implement its Employment Equity Plan for fiscal years (FYs) 2021-26, which seeks to mitigate barriers experienced by designated group members and to increase diversity throughout the ranks. In support of cultural evolution efforts, the department is working on the modernization of training and education related to professional conduct by:

- Developing a conduct and culture training and education governance model encompassing Defence Team stakeholders;
- Enhancing conduct and culture training and education through monitoring and oversight of products;
- Enhancing the conduct and culture training and education awareness program with the advancement of professional development tools;
- Enhancing the delivery of conduct and culture training and education products; and
- Expanding the conduct and culture training and education of subject-matter expert's operational reach across the Defence Team.

The department will be transforming the complaints system by:

- Developing an end-to-end, 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 the initial consideration by an individual to submit a complaint through final resolution;
- Improving the ability of decision-makers to effect systemic change through the capturing of lessons learned and sustained quality improvement;
- Enhancing the transparency and simplicity of the complaints process;
- Increasing timeliness of complaints resolution, while enhancing consistency and fairness;
- Enabling better tracking of cases; and
- Promoting greater awareness of the complaints process and the resources available.

The Defence Team will continue to promote a healthy and inclusive culture with the following initiatives:

- The Inclusive Leadership Workshop for Defence Team executives;
- The Leadership Support Team that will support leadership by providing tools and best practices to create psychologically safe, collaborative and inclusive work environments;

- The [Raise Your Voice](#)<sup>xcii</sup> learning platform will educate and raise the awareness to Defence Team members through conversations on lived experiences to identify and address racism and discrimination within the Department of National Defence (DND)/CAF;
- Continuing to enhance the online learning hub that will guide and provide resources such as a glossary of terms to inspire courageous conversations;
- The [Victim Liaison Officer](#)<sup>xciii</sup> (VLO) program that will provide victims the option to request a VLO to assist them in explaining the administration of offences under the code of service discipline. Training will be provided to professionalize the VLO program and will be supported by the interim VLO policy; and
- Character-based leadership workshops.

### Gender-based analysis plus

The Defence Team will continue to expand the network of full-time Gender Advisors and Gender Focal Point to pursue the institutionalization of Gender-based analysis plus (GBA Plus) and increase capacity and accountability. During FY 2023-24, some areas of focus will include:

- Developing a GBA Plus Enterprise Approach as a department-wide strategy to provide concrete direction, clear accountabilities, and institutional support, monitoring and evaluation for the effective implementation and institutionalization of GBA Plus;
- Continuing to expand the Gender Advisor and Gender Focal Point networks, particularly through consultations and tailored training to help with capacity building;
- Continuing to remove barriers to recruitment, retention, career progression and promotion of members along Employment Equity lines;
- Developing new and reviewing existing appointment frameworks, staffing tools and processes with a GBA Plus lens to facilitate a representative, inclusive staffing regime and workforce;
- Conducting GBA Plus disaggregated data collection in order to identify recommendations and solutions for addressing health disparities; and
- Ensuring program design, initiatives and delivery are informed by GBA Plus, using data disaggregated by user demographics, where possible.

In FY 2023-24, the Sexual Misconduct Response Centre (SMRC) will continue to comply with broader requirements related to GBA Plus, with a view to ensuring that its activities are aligned with the Government of Canada's commitments to GBA Plus to help foster fair outcomes for diverse groups of men, women, and gender-diverse people. The SMRC will focus on further growing and advancing its internal governance and organization-wide capacity to apply GBA Plus to all SMRC initiatives, including to all subject matter expertise provided to the Defence Team.

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

### Key Risk

There are many risks associated with the Defence Team Core Responsibility. One of the Key Risks is articulated below:

**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.

### **Departmental Result 3.1 – Canadian Armed Forces is growing towards its end state of 101 500 personnel**

The CAF will continue to modernize the end-to-end process of attracting, recruiting, selecting and providing individual training for new members up to operational functional point, where new CAF members are employed in their chosen military career. Plans to meet recruiting objectives include:

- Modernizing the recruitment process to include a re-designed applicant centric digital portal that will simplify and significantly shorten the application process;
- Working with defence partners to reduce the time to enrol in the CAF by increasing capacity at key process choke points such as security clearances, medical exams, and CAF aptitude testing administration;
- Carrying out the CAF Recruitment Advertising Campaign, consisting of a multi-pronged effort to develop awareness and attract Canadians for a career in the CAF. The campaign will target potential applicants and influencers, and see a return to a more balanced use of virtual and in-person attractions events;
- Tracking and enhancing the collection of performance metrics to better understand the return on investment of recruiting campaigns;
- Prioritizing efforts to recruit members who more closely reflect the diverse nature of Canadian society, including the development of training programs that cater to the needs of Indigenous Peoples;
- Maximizing the output of training at the Canadian Forces Leadership and Recruit School; and
- Creating a satellite Basic Military Qualification campus at Canadian Forces Base Borden, Ontario to provide surge capacity in order to sustain and grow the CAF.

Operation PARADIGM is an effort to train up to an additional 1000 infantry non-commissioned recruits in Developmental Period One (entry level CAF employment training), per year. Recruits will be exposed to the best aspects of early military life, including mentorship and regimental affiliation and identity. Instructors will benefit by limiting time away from home and family, as well as preventing gaps in the Field Force.

The Defence Team will support the CAF Recruitment Advertising Campaign by leveraging the Army Reserve community. Promoting awareness of the CAF by increasing events at local armouries, youth sporting events and affiliated cadet organisations. The Canadian Army will also expand their recruiting trial to provide a realistic job preview early in the recruiting process to better prepare applicants for success during basic and occupational training. Further, the Canadian Army will create a component transfer cell to streamline transfers from the Primary Reserve to the Regular Force and vice-versa with an aim of improving the administrative process for currently enrolled members. 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 the CAF.

In FY 2023-24, DND/CAF will:

- Pursue the development of a CAF Recruiting Strategy, which began in fall of 2022 is expected to continue and will include a deliberate focus on improving the CAF's relationship with Indigenous Peoples as it pertains to recruiting. Priorities include addressing dissatisfiers and encouraging a recruiting system that is fully considerate of the unique cultures of Indigenous communities across Canada;

- Conduct a review of the Canadian Military Colleges, led by an external education specialist, to fulfill Recommendation 29 of the [Report of the Independent External Comprehensive Review](#),<sup>xciiv</sup>
- Examine long-standing culture concerns at the military colleges, and develop an action plan to assess these concerns and augment current efforts. This will include a plan to measure progress and enhance the graduating student exit survey.

### Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
3.1 Canadian Armed Forces is growing towards its end state of 101,500 personnel*	% of the Regular Force Establishment that is filled	95 – 100%	31 March 2026	96.5%	93%	91.6%**
	% of Reserve force positions that are filled*	At least 95%*	31 March 2026	81.47%	79.78%	76%
	% of occupations with critical shortfalls	At most 5%	31 March 2024	17.9%	50.5%	61.7%***

Notes:

\* The 101 500 personnel represent the CAF Regular Force and the Reserve Force. The Reserve Force represents Primary Reserves.

\*\* The CAF's ability to attract, recruit and train personnel has been negatively impacted by the COVID-19 pandemic and as such, the progress in growing the CAF has been hindered. CAF individual training continued to be hampered by pandemic-imposed restrictions, which lead to course cessation and cancellation, limits on travel, and further strain on the already short staffed training cells. However, strict adherence to protective health measures allowed for a low COVID-19 occurrence rate among students and staff and the continuation of training, although at a reduced rate of production. In response, the Canadian Forces Leadership and Recruit School continued to develop unique and effective solutions.

\*\*\* Given the negative impact of the COVID-19 pandemic on the CAF's ability to attract, recruit and train personnel, the intake into the CAF has been less than CAF attrition resulting in the inability to sustain and grow the health of occupations. It is important to note that these statistics are a snapshot in time and do not provide a full understanding of the occupation's health. For example, an occupation may look distressed due to establishment growth or the splitting of an occupation, or it may be a small occupation that saw attrition near the end of the year. In all cases, these occupations may be historically healthy or easy to recruit to, and as such they may be of minimal concern from a military personnel generation perspective.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xciiv</sup>

### Departmental Result 3.2 – The health and well-being of the Defence Team is well supported

To effectively deliver on the defence mandate, the Defence Team will ensure the needs of military members, their families, and defence public servants are met.

A strong Defence Team is one where its members feel safe, supported, and accepted. The Defence Team will continue to prioritize comprehensive support to survivors in a way that meets their individual's needs and takes deliberate steps to ensure affected persons are supported so that they can report incidents or seek assistance without fear of reprisal or harm. The Defence Team will continue working with affected persons to expand existing supports and address gaps while enhancing justice and accountability, in the aim to improve the department's institutional culture.

The Defence Team will continue to strengthen the CAF Professional Development System through a number of related initiatives:

- The CAF learning environment will be assessed and adapted to reflect emerging best practices that will include diversifying and matching learning styles and strategies, and increasing innovative practices including incorporation of micro-credentialing, while appropriately balancing online/virtual methods with in-person learning;

- Qualification standards will be assessed against the renewed CAF professional ethos and other adaptations driven by: CAF cultural change and evolving Canadian societal demands; emergent capabilities including digitization; other force modernization initiatives; and the new vision of competency-based and character leadership. Each standard will be qualitatively assessed, and a prioritized multi-year plan developed to update these standards;
- The Non-Commissioned Member Primary Leadership Qualification will be finalized and approved. This standard will reinforce the development of practical, task-based leadership, while adopting new strategies and tools to develop social and interpersonal competencies, including emotional intelligence. This standard will incorporate consultation across the Defence Team, and will continue to be adjusted to reflect CAF culture change initiatives; and
- Infrastructure maintenance and development for each of the three CAF colleges (Royal Military College Kingston, Ontario; Royal Military College Saint-Jean, Québec; and the Canadian Forces College Toronto, Ontario) will be prioritized to ensure a safe, effective, and increasingly modern learning environment with appropriate facilities for fitness, dining, and housing to foster physical and mental health.

The CAF will evolve its appraisal and promotion selection processes through the implementation of a number of related initiatives:

- The Performance and Competency Evaluation system is expected to be fully operationalized by FY 2023-24. The system is an intuitive, user friendly digital solution that will enable the fair and transparent administration of performance evaluations. The system is designed to incorporate feedback, reduce bias, and measure the demonstration of inclusive behaviours;
- Career management processes will leverage the system's implementation, improving the career progression and promotion of candidates across all ranks; and
- Psychometric assessments and 360-degree evaluations will be implemented for the selection process for the General/Flag Officer cadre, senior officers, and those identified for potential key leadership positions.

The Defence Team in specific reference to the Chief, Professional Conduct and Culture (CPCC) will align, inform, unify, and guide the department's culture evolution to ensure individual attitudes reflect institutional values and ethics. Through the [Workplace Harassment and Violence Prevention Center of Expertise](#)<sup>xcvi</sup> the Defence Team will continue to promote awareness and provide training regarding the prevention of harassment and violence. The Workplace Harassment and Violence Prevention program has three lines of intervention:

- Prevention: [Workplace Assessments](#)<sup>xcvii</sup> are mandatory for all workplaces within DND/CAF. These assessments identify harassment and violence within the workplace, which includes racist, sexist, homophobic, ageist, or crude humour and/or remarks or other discriminatory comments or behaviours. The Workplace Assessment proposes preventative measures to mitigate the risk of harassment and violence in the workplace. Each workplace is responsible for implementation of the measures that will support a more inclusive and diverse workplace. In addition, the Workplace Harassment and Violence Prevention team is conducting an in-depth GBA Plus analysis to ensure that policy, program and tools are inclusive;
- Respond: In order to mitigate risk of further harming principal parties, the [Designated Recipient Advisors' Unit](#)<sup>xcviii</sup> provides continuing professional development through training and awareness discussions with partners about how to support principal parties in cases of discrimination. The Designated Recipient Advisors' Unit provides a safe space and support for the principal party to discuss their lived experience and the impact of discrimination with their employer. The process brings awareness to the employer and allows for a collaborative approach by identifying preventative measures to reduce risk of discrimination within the workplace; and

- Healing: The collaborative approach between the principal party and the employer allows for open discussion and identifying solutions to reduce risks of discrimination within the workplace and help the principal party feel safe. It also helps to rebuild employee trust.

The [Harassment and Violence in the Workplace Matrix](#)<sup>xcix</sup> provides examples of inappropriate behaviours.

In addition to the above, in FY 2023-24, the Defence Team will:

- Continue modernizing the [Universality of Service principle](#)<sup>c</sup> to better represent the evolution of CAF roles, operations, and to reflect the developments in Canadian human rights law;
- Begin implementing the renewed CAF release administration process, which will support the timely delivery of benefits to releasing Primary Reserve Force CAF members, with full implementation expected in summer of 2025;
- Deliver digital services through the CAF release Administration that will modernize current procedures and contribute to a more efficient, transparent and standardized process, including component transfers;
- Complete the DND living accommodation policy review as recommended by the [Office of the Auditor General Report 5 - Military Housing \(2015\)](#)<sup>ci</sup> and the [Standing Committee on the Office of the Auditor General Report 5 \(2016\)](#)<sup>cii</sup> by spring 2024. In addition, this review will modernize living accommodation policies to reflect the current realities of CAF families;
- Following the launch of the [Defence Team Total Health and Wellness Strategy](#)<sup>ciii</sup> in March 2022, the ongoing focus will be on strengthening governance and coordination to enable a healthy and evolving work environment as a cornerstone of the Defence Team's well-being;
- Continue to provide high-quality in-garrison health care to CAF members, which will include responsive health services for domestic and expeditionary operations. This will be achieved while maintaining readiness to prevent and respond to resurgences of COVID-19;
- A formal evaluation will be conducted to assess the provision of health services in responding to the COVID-19 pandemic to identify ways to improve the performance of the CAF's health system;
- Monitor the efficiency of mental health care delivery in the CAF to promote accessibility and reduce wait times, while continuing to evaluate pharmacologic and psychotherapeutic mental health treatment modalities to ensure care is evidence-based and current;
- Leverage lessons learned from the COVID-19 pandemic and develop expertise in global health, to maintain a ready and effective Defence Team is prepared for and resilient in the face of pandemics. This will ensure the CAF is ready to contribute to this essential facet of human security worldwide;
- The Defence Team will develop a suite of initiatives to strengthen women's health and healthcare for diversity, including by planning research and health surveillance to better understand the roles of sex, gender, and other identity factors as they pertain to the health of CAF members;
- A Spiritual Resilience and Wellness Cell will be created to implement and measure the effectiveness of spiritual and well-being initiatives;
- A process will be developed through which Indigenous persons who practise traditional spirituality can become chaplains;
- A joint religious area analysis and religious leader engagement doctrine will be developed, where chaplains will be trained and expected to liaise with Indigenous spiritual leaders to build relationship and trust;
- Canadian Rangers Patrol Group Headquarters chaplains will be leveraged to provide spiritual support to both local Rangers and the broader community; and

- The Defence Team in specific reference to the Canadian Special Operations Forces Command (CANSOFCOM) will continue to implement the Optimizing Performance, Force and Family program in order to address the unique health and wellness needs of CANSOFCOM members and their families. It is expected Optimizing Performance, Force and Family will enable CANSOFCOM to maintain high readiness for its personnel and respond to operational demands.

The Canadian Armed Forces Transition Group will:

- Work with Veterans Affairs Canada to advance key priorities for transitioning members including digitization of services, information sharing, access to telehealth, and continuity of benefits;
- Continue to develop the Military Transition Engagements and Partnerships Program to increase access and awareness of external supports available to military members and their families. The Military Transition Engagements and Partnerships Program will lead the development of digital tools, and a network of representatives at all transition centres that will improve members' and their families' ability to access support from employers; educational institutions; business and entrepreneurial resources, among others;
- Continue CAF participation in athletic events such as [Invictus Games](#)<sup>civ</sup> and [Warrior Games](#)<sup>cv</sup>;
- Continue to deliver a broad variety of in-person and virtual services, promoted through [CAFconnection.ca](#)<sup>cvi</sup> and referrals to partner websites addressing members' mental, social, physical, and financial wellness;
- Expand the CAF's physical fitness programs to be more responsive to women and gender-diverse military personnel. Key efforts will include:
  - Hiring and training of women's wellness and fitness professionals to develop and deliver in-person and virtual exercise and nutrition programs tailored to the specific needs of applicants and/or recruits which would account for pregnancy/postnatal, and menopause.
- Optimize supports for ill and injured members and their families as they work to reintegrate into their military duties or transition to civilian life. The CAF Transition Group will continue its work to implement the Path to Reintegration, an updated framework for supporting ill and injured members through return to duty programs, engagement with health services, vocational rehabilitation, and access to the full spectrum of transition services available to medically-releasing members and their families at their transition centre; and
- Complete the rollout of military-to-civilian transition services at bases and wings across Canada, bringing [Operation TRANSITION](#)<sup>cvi</sup> to full operational capability, with 28 transition centres across the CAF, fully staffed to provide a suite of transition services with integrated internal and external partners working in the same physical location to enable a more efficient, standardized, and individualized transition experience for military members.

The Sexual Misconduct Response Centre (SMRC) will continue to provide services and programs to support the health and well-being of Defence Team members who have been affected by sexual misconduct. In FY 2023-24, the SMRC will:

- Continue to implement a research agenda to identify individual, contextual, and cultural factors that may enable perpetration of sexual misconduct;
- Continue to analyze and conduct research to enhance guidance provided to individuals reintegrating into, or releasing from, the CAF;
- Continue to implement an Independent Legal Assistance Program to provide victims of military sexual misconduct with access to legal information, advice, and representation independent of the CAF/DND;

- Continue to administer the [Community Support for Sexual Misconduct Survivors Grant Program](#),<sup>cvi</sup> and prepare to launch a second call for applications. This effort will provide funding to community-based service providers to support those impacted by sexual misconduct in the Defence Team;
- Continue to expand the SMRC's 24/7 Response Line and the [Response and Support Coordination Program](#)<sup>cix</sup> to military families initiated via Budget 2021, to broaden the client base and geographic reach of the Response and Support Coordination program to regional centres across the country;
- Continue to advance the [Military Sexual Trauma Peer Support Program](#);<sup>cx</sup>
- Continue to lead the implementation of the [Restorative Engagement Program](#),<sup>cx</sup> which provides class members of the [CAF-DND Sexual Misconduct Class Action](#)<sup>cxii</sup> with an opportunity to share their experiences of sexual misconduct with defence representatives, as well as providing an opportunity for defence representatives to learn about sexual misconduct and its impacts. Both of these program elements continue to allow the experiences of the class members to be acknowledged by DND/CAF and contribute to meaningful culture change within the CAF. This process will continue to be facilitated by civilian restorative practitioners; and
- Collaborate with Statistics Canada on the release of the results of the third iteration of the [Survey on Sexual Misconduct in the CAF](#),<sup>cxiii</sup> which will be used to inform policies and training to promote culture change and support services for individuals affected by sexual misconduct.

Operation DISTINCTION is the CAF's support for Government of Canada-led military commemorative events. Events are held throughout Canada and in key international locations to complement and enhance Government of Canada and Veterans Affairs Canada national commemoration objectives. In FY 2023-24 it will consist of the execution of key national commemorations such as 70<sup>th</sup> anniversary of the Korean War Armistice, the 30<sup>th</sup> anniversary of Peace Keeping in Yugoslavia and the CAF support to the Swissair flight 111 crash.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
3.2 The health and well-being of the Defence team is well supported	% of military personnel who are medically fit for their occupation	At least 90%*	31 March 2024	89.84%	87%	87.1%**
	% of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for service members and their families	At least 85%***	31 March 2024	56.7%	54.4%	34.4%****
	% of Canadian Armed Forces members who feel positive about their job*****	At least 85%	31 March 2024	67.4%	65%	Results not available*****
	% of civilian employees who describe the workplace as psychologically healthy	At least 80%	31 March 2024	79%	66%	Results not available*****

Notes:

\* Targets are revisited yearly, as further data becomes available, to better understand the realities and drivers of these indicators.

\*\* The variance can be partly attributed to the COVID-19 pandemic having prolonged the processing of medical releases, and the assignment of Permanent Medical Categories.

\*\*\* The 85 percent target was intentionally set as "aspirational"; it has historically been around 54 percent (2015–2020 average).

\*\*\*\* Additional research is underway to better understand this result. Preliminary findings suggest that a variety of related results have also decreased.

\*\*\*\*\* FY 2021-22 result is not available due to delays in data collection combined with the complexity involved in the annual calculation and explanation of this metric. Results for the approved replacement indicator (% of CAF members who feel positive about their job) will be reported starting in FY 2022-23.

\*\*\*\*\* This indicator is taken from the Public Service Employee Survey (PSES). There was no PSES administered in 2021-22 and therefore, no results available. The next PSES will be administered in FY 2022-23.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>cxiv</sup>

**Departmental Result 3.3 – The Defence team reflects the values and diversity of Canadian society**

Notwithstanding the challenges DND/CAF currently faces, people remain the core of everything the Defence Team does to ensure that Canada remains strong at home, secure in North America and engaged in the world. Mission success depends on having a sufficient number of healthy, resilient, well-trained and motivated CAF personnel supported by talented and dedicated defence public servants working within the DND. This integrated civilian-military Defence Team is the heart of the institution.

DND will continue to build a Defence Team that reflects Canada's values and supports the wide-ranging perspectives, cultural and linguistic diversity, gender balance, age and other distinctive attributes of Canadian society. A Defence Team with these characteristics will be more effective at achieving its mission and will continue to attract and retain the people it needs to ensure that it is equipped to tackle the challenges of the future. Investing in people, including military families, current and soon-to-be veterans, and youth (through student employment) remain the most important commitments the Defence Team can make to ensure it is diverse, inclusive, resilient and ready for the road ahead. By furthering mental health and well-being programs for public servants, DND will support employees that are ill or injured, both physically and mentally.

To empower employees to learn, work, and communicate in both official languages throughout their careers, the DND will continue to support in-house second language training and testing for public servants, and hiring processes will include assessment of competencies aligned with public service values and ethics, including diversity, inclusion, and anti-racism.

A Defence Team that reflects the values and diversity of Canadian society will be a team that is more effective and better able to serve Canada and Canadians, both at home and abroad. This means building a workforce that leverages the diversity and multicultural fabric of Canadian society. The military and public service workforce benefit from an inclusive, positive, fair, and supportive workplace. Diversity is the strength of Canada's population and is essential to military operational effectiveness and long-term success.

---

**Bold Eagle 2022**


A representative from the Federation of Sovereign Indigenous Nations, one of the CAF's partners for the Bold Eagle program, speaks with a graduate during a ceremony at 3<sup>rd</sup> Canadian Division Training Centre in Wainwright, Alberta, August 2022.

Photo: Corporal Daniel Chiasson and Corporal Djalma Vuong-De Ramos.

---

To advance these objectives, the Office of the Judge Advocate General (OJAG) will continue providing legal services in support of the implementation of recommendations pertaining to military justice from the report of the Third Independent Review Authority, by the Honourable Morris J. Fish, former Justice of the Supreme Court of Canada. The primary focus will be on recommendations which are the most critical to improving confidence in and the functioning of the military justice system, and which have been identified for implementation in the near-term, while continuing to advance medium and long-term implementation plans. The OJAG will continue to play a significant role in supporting implementation activities, such as:

- Continuing to advance working groups fundamentally important to the evolution of the military justice system with independent actors and other government departments, including the working group pertaining to the creation of a Permanent Military Court;
- Engaging in the in-depth study and analysis required for drafting legislative and/or regulatory change for the recommendations which are the most critical to improving confidence in and the functioning of the military justice system; and
- Continuing to work with the Department of Justice through the CAF and Department of Justice Steering Committee on the Legal Issues Related to Military Justice Modernization, with a view to building the requisite partnership model and interdepartmental coordination for implementation.

In addition, the OJAG will also continue to provide legal services in support of implementing Recommendation 5 of the Independent External Comprehensive Review by former Supreme Court Justice Arbour, which recommends that [Criminal Code sexual offences should be removed from the jurisdiction of the CAF](#).<sup>cxv</sup> The Minister of National Defence remains committed to implementing the intent of Recommendation 5 of the Independent External Comprehensive Review and DND/CAF, and to continuing to work with federal, provincial, and territorial partners to develop the appropriate means of implementation.

The remaining provisions of an *Act to amend the National Defence Act and to make related and consequential amendments to other Acts* (the Act), formerly [Bill C-77](#)<sup>cxvi</sup> came into force on June 20, 2022, along with the required QR&O amendments. During FY 2023-24, and as part of broader Defence efforts to supplement and enhance the changes made to the military justice system through Bill C-77 and address regulatory gaps, the Judge Advocate General will contribute to the development of additional regulatory amendments. This will include continuing consultations and support to the development of necessary policy instruments and training with the broader CAF community in order to further support the significant changes to the military justice system brought about by the full implementation of Bill C-77. This enduring effort to enhance the performance of the new military justice system is aimed at constantly remaining responsive to the needs of the CAF and expectations of the Canadian public. Some of the specific initiatives to be completed during this period include:

- Revising the military justice policy manual and associated training;
- Amending certain military justice regulations to improve clarity and reduce ambiguity in interpretation; and
- Supporting other DND/CAF stakeholders in advancing military justice related initiatives through the provision of legal services.

Continuing to progress the Government of Canada response to the Auditor General's [2018 Report 3–Administration of Justice in the Canadian Armed Forces](#)<sup>cxvii</sup> 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.

Finally, DND/CAF will develop and coordinate the Departmental Implementation Plan for all contemporary external reviews designated by the Minister of National Defence through the Director General External Reviews Implementation Secretariat and the External Comprehensive Review and Implementation Committee. This will serve to promote oversight, coordination, integration, visibility, and transparency in respect of the implementation of all external recommendations accepted by the Minister of National Defence.

Harassment and discrimination prevention activities related to appropriate conflict and complaint management practices (awareness, outreach and training) will continue. Harassment and discrimination complaints will be addressed in a timely manner through simplified formal harassment complaint procedures that are consistent with the requirements set out in Part II of the Canada Labour Code introduced as [Bill C-65](#).<sup>cxviii</sup>

The department will continue to take steps to address the [Deputy Minister Corporate Commitments on Diversity, Inclusion and Anti-Racism](#)<sup>cxix</sup> and meet all legislative requirements. This work includes ensuring greater reflection of diversity and valuing inclusion, updating workplace programs and policies, and effecting culture change. [The CAF Employment Equity Plan 2021-2026](#)<sup>cxx</sup> is the Defence Team's deliberate response to increase representation rates of designated groups by eliminating employment barriers. The plan was created using evidence-based recommendations and research which identified barriers to employment for designated group members and has integrated clear reporting questions to demonstrate progress or challenges in achieving the commitments. Specific examples include, maintaining an understanding of the wellbeing and mental health of marginalized group members, and leadership support to local, regional, and national Defence Advisory Groups. Key actions within the Plan include, but are not limited to, developing and fostering positive relationships with local communities and organizations for women, Indigenous peoples, visible minorities, and 2SLGBTQI+ communities, and conducting a GBA Plus of recruiting initiatives.

The Defence Team will: increase recruitment and retention of equity-seeking groups as well as identify opportunities to support diversity and inclusion broadly across the department by:

- Partnering with equity-seeking communities to attract and retain new talent that reflects Canada's diversity;
- Reviewing hiring processes to ensure they are culturally sensitive and barrier-free;
- Developing and implementing an end-to-end complaints process for all Defence Team members spanning all major complaint processes which includes sexual misconduct, harassment, hateful conduct and grievances;
- Enhancing the Diverse Selection Board Inventory that supports the candidate assessment process;
- Applying an evidence-informed approach to future workforce planning to ensure the Defence Team workforce is representative;
- Removing educational barriers to eliminate arbitrary or unnecessary education criteria from hiring processes;
- Developing diverse talent through the Executive Development Program, specifically those from equity-seeking groups;
- Improving the mentorship program to better support marginalized groups and foster diverse talent;
- Continuing to implement civilian employment equity and diversity and inclusion action plans in order to meet legislative requirements, increase representation, remove barriers and biases, and strengthen reconciliation efforts; and
- Continuing to work toward bringing women's representation in the CAF of 25 percent 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.

In regard to fostering inclusive leadership, the Defence Team will:

- Increase the representation of equity-seeking communities in the executive cadre to further build a diverse and inclusive executive cadre reflective of Canada's diversity; and
- Destigmatize discussions on racism—particularly anti-Black and anti-Indigenous racism—by facilitating group discussions on unconscious bias and systemic racism with senior leaders.

The Defence Team in specific reference to the Canadian Army is developing an Instructor Development Program to reinforce culture change with the intent to create a more inclusive, diverse, respectful, safe and team-based work environment. Instructors will receive awareness tools for self-growth and soft skills to create a safe and positive space to promote learning. Pilot serials of this program were conducted during FY 2021-22 and efforts are underway to train up to 600 personnel in FY 2023-24.

Leaders at all levels of the Canadian Army will be responsible for guiding and mentoring personnel regarding professionalism and acceptable conduct with CAF Ethos: Trusted to Serve providing the foundation for these efforts.

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: **Blue Eagle, Black Bear, Carcajou, and Grey Wolf**.<sup>cxxi</sup>

The Defence Team in reference to the Canadian Special Operations Forces Command (CANSOFCOM) will continue to support culture change. The Unit Culture Advisory Teams and the Command Culture Advisory Board will help identify systemic issues and propose solutions as an adjunct to other initiatives undertaken by CPCC.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
3.3 The Defence team reflects the values and diversity of Canadian society	% of the Canadian Armed Forces (CAF) that self-identify as a woman	At least 25.1%	31 March 2026	16%	16.3%*	16.3%**
	% of civilians in the Defence team who self-identify as a woman	At least 44%	31 March 2024	40.8%	Results not available	41.5%
	% of the Canadian Armed Forces (CAF) who self-identify as a visible minority	At least 11.8%	31 March 2026	9.4%	9.5%*	10.8%*
	% of civilians in the Defence Team who self-identify as a visible minority	At least 13.5%	31 March 2024	9.6%	Results not available	Results not available***
	% of the Canadian Armed Forces (CAF) who self-identify as an Indigenous person	At least 3.5%	31 March 2026	2.8%	2.8%*	2.9%*
	% of civilians in the Defence Team who self-identify as an Indigenous person	At least 4.2%	31 March 2024	3.4%	Results not available	Results not available***
	% of the Canadian Armed Forces (CAF) who self-identify as victims of harassment	At most 11.9%	31 March 2024	16.7%	15.5%	20.8%****
	% of civilians who self-identify as victims of harassment	At most 10%	31 March 2026	14%	12%	Results not available*****
	% of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination	At most 9.2%	31 March 2024	11.8%	14.5%	14.8%*****
	% of civilians who self-identify as victims of discrimination	At most 5%	31 March 2026	7%	7%	Results not available*****
	Annual number of reported incidents of sexual misconduct in the Canadian Armed Forces	Target to be determined*****	Date to be determined	356	431	444
	% of CAF members who agree that the culture in the CAF	Target to be determined	Date to be determined	Results not available. New	Results not available. New	Results not available. New

	surrounding sexual misconduct has improved in the last 12 months			indicator as of 2022-23.	indicator as of 2022-23.	indicator as of 2022-23.
	% of CAF members who agree that the CAF currently reinforces a culture of mutual respect, trust, honour and dignity	Target to be determined	Date to be determined	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.
	Number of Defence Team members who have attended the Respect in the CAF workshop	Target to be determined	Date to be determined	Results not available. New indicator as of 2020-21.	1224	650*****
	% of civilians in the Defence Team who have completed mandatory harassment training	100%	31 March 2026	Results Not available. New indicator as of 2020-21.	31%	78.6%
	Annual number of reported incidents of a sexual nature within the Defence Team civilian personnel	Target to be determined*****	Date to be determined	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	24*****

## Notes:

\* Meeting the representation goal for both DND and the CAF has been an ongoing challenge. DND/CAF are currently reviewing conduct, diversity and inclusion as a whole in an effort to improve the culture of the Defence Team and to reflect the values and diversity of Canadian society. Ongoing efforts include, but are not limited to, the Canadian Forces Employment Equity Plan 2021–26, the CAF's deliberate response to increase representation rates of designated groups by eliminating employment barriers.

\*\* Meeting the representation goal for both DND and the CAF has been an ongoing challenge, especially in the COVID-19 pandemic environment. For example, the next iteration of Women in Force, a Canadian Armed Forces initiative giving women an opportunity to learn about military life before they decide to join was also delayed due to public health measures. DND/CAF is currently reviewing conduct, diversity and inclusion as a whole in an effort to improve the culture of the Defence Team and to reflect the values and diversity of Canadian society. Ongoing efforts include, but are not limited to, the Canadian Forces Employment Equity Plan 2021–26.

\*\*\* The data for this indicator, provided by an organization external to National Defence, was not available at the time of the production of this report.

\*\*\*\* Increases in reporting do not always indicate an increase in instances. This can also indicate an increase in victims coming forward and trusting that the system will support and address their concerns and issues. This is reflected in the Your Say Survey results, in which the majority of participants (approximately 60 percent or more) agreed that the CAF works hard to create a workplace that prevents harassment and that leadership would respond appropriately if made aware of a harassment incident or ongoing situation. In addition, a better reporting/tracking system was created that supports and serves the needs of the complainants which in turn, allows them a safe environment in order to report these issues. There have been numerous complaints submitted over the past year based on alleged incidents which occurred a number of years ago. This indicator also looks at "self-reported," incidences, and it does happen that individuals claim to have been the victim of harassment, when what they actually experienced may have simply been a form of "conflict" in the workplace and not harassment. Through the CAF Modernization process, the Chief Professional Conduct and Culture is working on developing a mechanism in order to align with the Workplace Harassment and Violence Prevention process and cultivate a one-stream approach for the entire Defence Team. Once this has been completed and implemented, it should create a better system of identification pertaining to statistical information for surveys such as the Your Say Survey.

\*\*\*\*\* This indicator is taken from the Public Service Employee Survey (PSES). There was no PSES administered in 2021-22 and therefore, no results were available. The next PSES will be administered in FY 2022-23.

\*\*\*\*\* Increases in reporting do not always indicate an increase in instances. This can also indicate an increase in victims coming forward and trusting that the system will support and address their concerns and issues. Overall, most members (more than 60 percent) agreed that the CAF works hard to create a workplace that prevents discrimination and expressed confidence that their unit would respond appropriately if made aware of a discrimination incident or ongoing situation.

\*\*\*\*\* A target will be established in FY 2022-23 when a sufficient amount of baseline data is available. Additional information is available on the [Sexual misconduct<sup>cxii</sup>](#) website.

\*\*\*\*\* DND is still establishing how to approach the process surrounding Operation HONOUR, which has culminated, as efforts are under way to assess lessons learned and move to an improved approach. Targets will be established as the indicator matures. Training on sexual misconduct has been incorporated into all facets of CAF training, including at recruit school and in leadership training at all levels. In addition, a formal workshop called "Respect in the CAF" has been developed, with over 13 000 Defence Team members attending between April 1, 2017 and March 31, 2021. The data presented here represents those who have participated in the workshop in each FY when it was presented. As the workshop is delivered in a classroom setting, because of the COVID-19 pandemic workplace management measures, no workshops were delivered between April and August 2020. Delivery of the workshop resumed in September 2020 with public health measures in place.

\*\*\*\*\* During the 2022-23 Departmental Results Framework amendment process, the indicator was updated to “Annual number of reported incidents of a sexual nature within the Defence Team civilian personnel”. The target will not be determined until three years of data have been collected (with 2021-22 as the baseline).

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>cxiii</sup>

### Departmental Result 3.4 – Military families are supported and resilient

The success of Canada's defence depends on its people. Families are a major source of support to CAF members and integral to the success of the military – they are the strength behind the uniform. Family members also make important sacrifices, whether it be through the challenges associated with relocation or the prolonged absence of a loved one. They will have access to the support and services they deserve, to cope with the unique challenges and stresses of military life.

Through the Military Family Services Program, Canadian Forces Morale and Welfare Services will continue to enhance the well-being and resilience of military families at home and abroad by providing a wide variety of activities. It will also continue to remain flexible to deliver both in-person and virtual programs and services which include the following:

- [Virtual Military Family Resource Centre](#),<sup>cxxiv</sup> which is a confidential, personal, bilingual and free service offering information, support, referrals, reassurance, appointment-based virtual counselling, and crisis management to the military community, CAF members, veterans and their families. The Virtual Military Family Resource Centre also offers services for military families including:
  - The spousal employment network and career fairs;
  - Telemedicine licences for relocating families;
  - The Military Family Doctor Network which is a dedicated crisis text service for military families through the Kid's Help Phone;
  - The Support Our Troops Summer Camp and Scholarships Program;
  - Educational counselling services for children and adults; and
  - Support for families of ill, injured, and fallen CAF members.
- Research into the viability of a child care strategy for the CAF that will consider the unique care requirements of military families within broader federal, provincial, and territorial regulatory frameworks; and
- Seamless Canada, which aims to help alleviate stressors unique to CAF members and their families. The CAF will normalize and formalize its relationship with federal, provincial, and territorial partners in support of military families. Together with federal, provincial, and territorial partners, the CAF will continue to address the mobility challenges faced by military families as they transfer between jurisdictions, in particular in areas of healthcare, dependent education, daycare, and spousal employment. The focus for FY 2023-24 will be to establish a governance framework to support ongoing efforts and improve the use and professionalization of the [Military Spouse Employment Initiative](#).<sup>cxv</sup>

**Planned results**

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
3.4 Military families are supported and resilient	% of Canadian Armed Forces families who feel they meet the challenges of military life	At least 85%	31 March 2024	87.6%	87.6%	Results Not Available*
	% of Canadian Armed Forces members who are satisfied with the overall support their family receives from the Canadian Armed Forces	At least 85%	31 March 2024	67.4%	67.4%	58.5%**

Notes:

\* Due to a low response rate, sufficient data from the 2022 Quality of Life Survey is not available to provide a reliable result for this reporting cycle. However, it is anticipated that sufficient data will be available to provide a result for next year's reporting cycle.

\*\* This result is consistent with the lower result for the "% of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for service members and their families" indicator in Departmental Result 3.2.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xxxvi</sup>

### **Departmental Result 3.5 – Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood**

Canada continues to be strengthened by the presence of the Cadet and Junior Canadian Rangers programs in its communities. DND/CAF will remain committed to supporting and expanding the reach of the Cadet and Junior Canadian Rangers programs so that more youth can benefit from these positive development opportunities.

The CAF continues to refresh and optimize the Cadet Program and the cadet experience of today's youth across Canada by implementing a re-scoped curriculum better aligned with resources, which includes leveraging best practices from operating this program during the COVID-19 pandemic. The Defence Team is focused on growth with an increasingly diverse membership and expanded reach into Canadian communities. This will provide the opportunity to reinforce the fundamental program aims of 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 the CAF.

In FY 2023-24, the department will continue implementing the Management Action Plan in response to the Evaluation of the Cadets and Junior Canadian Rangers (Youth Program) conducted in 2020 which includes:

- Improving program support and ensuring that sufficient resources, capacity and expertise are in place to achieve objectives;
- Improving program management and oversight by reviewing and finalizing policies, guidance and directives;
- Reviewing program scope to ensure consistency between resources, expected outcomes, and business planning;

- Improving communication strategies by promoting and increasing knowledge and awareness of DND's youth programs;
- Implementing a performance measurement strategy to define and measure outcomes to support evidence-based decision-making; and
- Continuing to focus on regrowth initiatives following the COVID-19 pandemic by expanding reach in local communities, mitigating skill gaps with re-certification training, and creating opportunities that are accessible, agile, and affordable.

The Defence Team, in specific reference to the Canadian Army, will deliver an Indigenous youth leadership program, Eagle's Nest. The Canadian Army will also support Junior Canadian Ranger Enhanced Training Sessions such as Camp Loon.



A senior cadet coaches a junior cadet at the Valcartier Cadet Training Centre in August, 2022.

Photo: Captain Stephanie Belleau.

### Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
3.5 Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood	% of the target Canadian youth population that participates in Cadets and Junior Canadian Rangers	At least 2%	31 March 2024	2.06%	2.02%	1.73%*

Notes:

\* The performance result was affected by the challenges associated with the COVID-19 pandemic. Since March 2022, the CAF has been limited in its ability to deliver in-person training to youth which affects both attraction (new registrations) and retention (limited program delivery). The CAF's ability to pivot toward providing virtual experiences for its youth participants to compensate for the inability to provide the normal in-person experiences

prevented a larger attrition of youth participants. It is expected that it will take a few years to naturally recover from this unfortunate reality in terms of reaching pre-pandemic youth population levels and this target. The CAF remains focused on gradually returning to a pre-pandemic program delivery posture as PHMs permit. The CAF is also working to refresh and optimize the Cadet Program and the cadet experience for today's youth across Canada by leveraging the lessons learned and best practices from operating this program during the COVID-19 pandemic.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xxxvii</sup>

### Planned budgetary spending for Defence Team

The following table shows, for Defence Team, budgetary spending for FY 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
3,814,885,600	3,814,885,600	3,785,129,629	3,849,850,064

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xxxviii</sup>

### Planned human resources for Defence Team

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for FY 2023–24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
20,716	21,129	21,455

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xxxix</sup>

## Future Force Design

### Description

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

### Planning highlights

In response to an increasingly complex security environment, effective innovation is critical to ensure the Department of National Defence (DND) is successful in achieving a modern and prepared armed forces and supporting its public safety and security partners. DND/Canadian Armed Forces (CAF) will provide ongoing operational research and analysis support for decision-making, to understand the future security environment and consider the effectiveness of options for defence capabilities and force structure. In addition, through the Defence and Security Science and Technology Program, DND/CAF will continue to invest in promising technologies which can improve effectiveness against current threats and enhance resilience in the face of emerging threats. Specifically, this includes investments in countering autonomous systems, detecting and countering opposing force operations in the information environment, and detecting, identifying, and tracking hypersonic weapon systems.

As DND implements its new integrated program priorities, it will establish and build on partnerships and engagements with industry, academia, government and international partners.

In fiscal year (FY) 2023-24, National Defence will turn its focus to implementing Canada's North American Aerospace Defense Command (NORAD) modernization plan, with many initiatives entering the identification or options analysis phase. National Defence will also deepen its engagement with industry, Northern, and Indigenous partners, as well as the United States, on a project-by-project basis. Where investments take place in the North, DND/CAF will continue to engage with Northern provincial, territorial and Indigenous governments.

In June 2022, the [Minister announced Canada's plan to enhance its contribution to NORAD](#),<sup>xxxx</sup> and associated funding. This represents the most significant upgrade to Canada's NORAD capabilities in almost four decades. NORAD modernization is a series of required initiatives with immediate to long term projects that will support NORAD and the CAF's ability to protect Canadians against new and emerging military threats to Canada and North America more broadly. It will also help support the CAF's engagement abroad, while reinforcing North Atlantic Treaty Organization (NATO)'s western flank at a time when autocratic regimes are threatening the rules-based international order. In FY 2023-24, the Defence Team will:

- Explore means to engage industry in a strategic manner;
- Enhance cooperation with key international and domestic partners in climate change, artificial intelligence, space domains, quantum technologies, and other emerging fields;
- Prioritize partnerships that enable continental defence and NORAD modernization;
- Enhance cooperation with the United States;
- Optimize the global science and technology (S&T) cooperation portfolio with existing partners and explore cooperation with new allied nations; and
- Enable the stand-up of the NATO Centre of Excellence on Climate Change and Security and the NATO Defence Innovation Accelerator for the North Atlantic Regional Office.

Over five years starting in FY 2021-22, significant investments are being made to support the research and development aspects of NORAD modernization. These investments will lay the groundwork for

NORAD's future through the exploration of cutting-edge technologies that can deter, detect and defend against evolving threats to the continent.

More specifically, investments announced in Budget 2021, will proceed through FY 2023-24 in the following areas:

- Research on system-of-systems solutions for NORAD modernization;
- Polar over-the-horizon radar research;
- Research in next generation digital high resolution space-based radar;
- Research in defence against hypersonic threats; and
- Research in space low-earth orbit architecture for defence.

Assessment of the long-term military future operating environment helps to determine the likely characteristics of future conflict, warfare, and warfighting. Future operating environment analysis accounts for both adversary and allied considerations and provides a measure against which Canada must maintain with respect to military capability development. It is imperative that CAF force development and design processes are optimized to ensure the most efficient and effective use of national resources, maintain interoperability with allies, meet treaty and allied commitments, and outpace adversaries.

DND/CAF Force Development and Design activities will continue the implementation of [Strong, Secure, Engaged: Canada's Defence Policy](#),<sup>cxxx</sup> and will support all Force Development and Design activities included in the upcoming Defence Policy Update.

With new capabilities comes the need for employees and CAF members with special skill sets. The Cyber Operator military occupation has been created, and initial occupation training is at steady state. Focus will now shift to 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 Computer Security Laboratory of the Royal Military College's Department of Electrical and Computer Engineering.

In FY 2023-24 the Defence Team will work toward growing the military (Regular and Reserve Forces) and civilian workforces with a view toward expanding personnel dedicated to defensive cyber operations, offensive cyber operations, the Cyber Mission Assurance Program, and intelligence support to cyber. Taken together, the continued refinement and maturation of the cyber forces in the aspects of attraction, recruitment, training, and career growth will assure a sustainable pan-DND/CAF capability.

### Gender-based analysis plus

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 include:

- The Canadian Special Operations Forces Command will continue to conduct, apply and monitor GBA Plus findings and conclusions for specialized military asset acquisitions and materiel support activities. The implementation of Key Performance Indicators inherent to GBA Plus governance with each project will enable the tracking of Statements of Capability Deficiencies specifically associated with gender and diversity, enabling the live monitoring of the GBA Plus effectiveness throughout the design and procurement process; and
- Defence Research and Development Canada's [Innovation for Defence Excellence and Security \(IDEaS\)](#)<sup>cxxxii</sup> program has launched several challenges that employ a GBA Plus lens and are aimed at improving outcomes for Defence Team members in relation to mental health impacts, as well as increasing the representation of women in the CAF. One such challenge, originating from Military Personnel Command and launched 2018 under the Competitive Projects element, aims to recruit, retain, and reach 25 percent representation of women by 2026. Under this challenge, the Defence

Team is looking for recommendations as to how the CAF can increase the recruitment and retention of women, including in non-traditional occupations in which women are under-represented.

As part of efforts to implement the Government of Canada decision on NORAD modernization, Defence will continue to ensure that GBA Plus considerations are captured and that intersectional gender perspectives are integrated as initiatives progress. With northern initiatives and investments expected to be critical to fulfilling this commitment, the Defence Team will continue to ensure that these 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. The Defence Team will take a distinctions-based, nation-to-nation approach to engagement and consultation throughout this engagement process. As complementary proposals and advice are developed for Government consideration, the Defence Team will ensure those considerations and perspectives are reflected through the policy development process.

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

### **United Nations’ 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Goals (SDGs)**

Defence has committed to contributing its expertise to advance the recently announced development of the NATO Centre of Excellence for Climate and Security in partnership with Global Affairs Canada.

In FY 2023-24, the IDEaS program will continue to work with Canadian innovators on the following challenges in support of United Nations Sustainable Development Goals:

- Goal 6 Water and Waste – Prototype development for the Pop-up City Contest: Launched under the IDEaS Contest element, innovators are developing solutions to integrate energy, water, and waste management systems to support the CAF’s relocatable temporary camps which are deployed in national and international operations;
- Goal 7 Clean Energy – A Cold Wind Blows: Seeking smaller, ruggedized wind turbines for the Arctic. Launched under the Competitive Projects element, the challenge seeks 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 under the Test Drive element, the objective of this challenge is 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 modernization of the entire DND infrastructure portfolio to reduce greenhouse gas (GHG) emissions, thus contributing to the Government of Canada’s mandate that its building and facilities operations be carbon neutral by 2050; and
- Goal 13 Climate Action – Less GHGs on the seas: Practical solutions to measure and record energy consumption. Launched under the competitive projects element, the challenge seeks innovative solutions to accurately measure fuel and load energy consumption and GHG emission data across the Royal Canadian Navy fleet.

### **Innovation**

The IDEaS program was designed to complement DND’s internal research programs expertise Competitive Projects with a view to solving defence and security challenges and will provide \$1.6 billion in financial and human resources over a 20-year period. IDEaS fosters creativity and ingenuity in Canada by bringing together networks of experts, providing support and opportunities to innovators, and facilitating the integration and adoption of new capabilities for the CAF and the, public safety and security communities.

The IDEaS Test Drive element launched “Green Heat: Low Carbon Energy Generation for Heating Existing Buildings Test Drive” to acquire, install, and operate a large-scale low-carbon energy generation and storage system for heating an existing building. The Test Drive assessed the effectiveness and costs of such a technology for the modernization of the entire DND infrastructure portfolio to reduce GHG emissions.

The IDEaS Test Drive presents innovators with the opportunity to sell their non-commercial S&T solution to DND/CAF for the department to evaluate it in a real world/operational environment. This experimentation fulfills the obligation under the IDEaS program of allowing an innovator to propose a new S&T solution, work to develop it, demonstrate it, and achieve a sale with the Government of Canada which lends credibility to its solution and offers a chance at commercial success. It allows the department to learn and compare what it is doing now, versus what it could do better with clear results at the end. In FY 2023-24, two new Test Drives have been approved under the “What is in that Full-Motion Video” challenge and the “Detecting and Responding to Hostile Information” challenge.

#### EXERCISE PRECISE RESPONSE



Canadian Army and international personnel conduct chemical, biological, radiological, and nuclear response training as part of Exercise PRECISE RESPONSE 2022, July 2022 at CFB Suffield, Alberta.

Photo: Master Corporal Justin Roy.

#### Departmental Result 4.1 – Defence capabilities are designed to meet future threats

DND/CAF will finalize the Force Capability Plan, which will outline the capabilities that will be needed to address those gaps and to be ready for future challenges. DND/CAF will also develop a Concept for the Future Force and will initiate the development of a Future Warfighting Concept. These two conceptual efforts will work together to make sure that the DND/CAF develops the future military capabilities that Canada needs. DND/CAF will continue to work with NATO as the defence plans evolve to assess the capabilities needed to support the requirements assigned to the Defence Team by the Alliance.

Through the Defence Team Structure Design analysis, DND/CAF will evolve the institution's personnel structure to ensure the Defence Team is ready and able to deliver on Canada's Defence Policy objectives now and into the future.

Through the Digital Campaign Plan, the Defence Team will enable the CAF to better serve its members at home and abroad, align equipment and generate the capabilities necessary to compete in the modern battlespace. This is expected to promote interoperability with allies (NORAD and NATO) while supporting departmental and Government of Canada digital plans.

The CAF is undertaking the conceptual shift towards pan-domain operations that are characterized by high-speed digital communications, coordinated competition across multiple domains (air, cyber, information, land, maritime, and space), and exponential increases in the generation of data that must be rapidly assessed to support decision-making. The DND/CAF solution to guide this evolution is the development of the Pan-Domain Command and Control (PDC2) concept which will align existing and future initiatives, programs, and projects across DND/CAF to ensure interoperability across domains within the CAF and with Canada's closest allies. Areas of focus for the CAF will include:

- Existing threats and safety risks from Drones/Uncrewed Aerial Systems (UAS) are increasing in scope and complexity. The CAF Counter Uncrewed Aerial System (C-UAS) approach endeavors to understand the operational requirements and technological solutions in support thereof. Maintaining awareness and readiness, iterative research and development and testing/evaluating industry solutions are critical to maintain pace with perishable technologies. C-UAS partnerships with other governmental departments, NATO and allies is a must to maintain interoperability and coalition command and control; and
- Multisensor Input Surveillance and Tracking - Artificial Intelligence aims to deliver an AI – Machine Learning tool for object detection, recognition and tracking from airborne multimodal sensor data, as well as synthetic data, through data fusion and explainable AI capabilities.

In terms of CAF force development, the Defence Team will ensure that current and future projects are aligned with the CAF Digital Strategy, with the goal of digital transformation by 2030. This will result in a modern, digitally enabled, integrated, and interoperable sustainment enterprise.

To ensure that the RCAF has the capabilities to continue to generate Ready Air and Space Forces, the following Future Force Design efforts will begin to take place in FY 2023-24:

- Canada needs an integrated, agile and inclusive Air and Space Force that can gain and maintain operational advantage against its competitors when needed. The RCAF Strategy provides the guidance to achieve this aim, delivered by proud members of the Defence Team within the RCAF. Modernization of the RCAF, in support of *Strong, Secure, Engaged* and NORAD Modernization initiatives, represents a significant evolution in the ongoing development of the RCAF. FY 2023-24 will see it continue that progress towards accomplishing its mission to meet Canada's defence challenges today and into the future by focusing on four strategic objectives: value our people and invest in their future, ready to conduct operations, modernize for tomorrow and engage and partner for success.

In specific reference to the Canadian Army, to ensure the Defence Team has the capabilities required to generate ready land forces, the following Future Force Design efforts will take place in FY 2023-24:

- The Canadian Army Modernization Strategy is a five-year horizon document that will position the Army to maintain an agile and responsive force, support *Strong, Secure, Engaged* initiatives, and prepare for present and future threats and challenges. FY 2023-24 will mark the halfway-point of the five-year plan, and there will also be a midcourse review to take stock of progress to date and identify achievable outcomes and results within the change initiatives by the end of the five-year change horizon;
- In accordance with Force 2025, the Canadian Army will move forward with the first phase of execution, including work to improve Intelligence organization structures, enhancement of Canadian Ranger capabilities, and optimization of the Leopard 2 tank capability. Implementation of Force 2025 will continue through subsequent FYs as new capabilities are on ramped through procurement and structural changes take effect; and

- The Canadian Army will continue to work toward meeting the requirements of *Strong, Secure, Engaged* to enhance the effectiveness of the Canadian Rangers. An ongoing review of its role, mission, and tasks will result in new CAF direction and administrative orders. It is expected by FY 2024-25, the Army will be in a position to use assigned resources to execute a methodical plan to enhance the Canadian Rangers as a critical component of the One-Army Team.

DND/CAF will continue to work with other government departments to update the policy and capability requirements of the National Cyber Security Strategy.

- Under the auspices of the Cyber Mission Assurance Program (CMAP), the department is working to integrate cyber resiliency in all aspects of Defence, including people, processes and technology, with the CMA Program reaching maturity in FY 2023-24. Specifically, the department will publish a CMA Defence Administrative Order and Directive, develop a CMA stakeholder engagement strategy, develop and begin implementation of a CMA Training and Awareness Framework, and clarify CMA governance structure;
- DND/CAF will continue to maintain the stability, integrity, and availability of Information Management/Information Technology (IM/IT) capabilities that support critical services and operations within the department; and
- DND/CAF will work with Government of Canada partners to ensure IM/IT solutions are secure, resilient, and recoverable from incidents in a timely manner so as not to impact the operations of the department.

As part of the Quantum S&T Strategy Implementation Plan, DND/CAF will support basic research with other government departments, universities and industry in domains such as:

- Quantum sensing and quantum PNT (position, navigation, and timing);
- Quantum communications, specifically in the area of networking; and
- Algorithms to exploit the unique capabilities of quantum computers.

DND/CAF will also invest in the facilities and personnel required to understand the application of these emergent technologies to defence and security, with international partners and organizations such as the Five Eyes Technology Cooperation Program.

Cyber-related IDEaS challenges will continue with contracts awarded in FY 2023-24. Key challenges include:

- Understanding Cyber Intent;
- How to Detect and Respond to Hostile Information Activities;
- Staying Four Steps Ahead: Understanding and predicting the behaviour of adversaries;
- Remaining Vigilant: Identifying cyber dependencies, vulnerabilities and threats;
- Wireless is Where it's at: Secure and seamless wireless network onboard ships;
- We Sea You: Digital tracking and accounting on navy vessels;
- 5G and Beyond Innovation Network;
- Cyber Attribution of Sophisticated Threat Actors in the Defence of Canada; and
- Methods to mitigate Supervisory Control and Data Acquisition Systems' vulnerabilities.

The department will continue to invest in advances in artificial Intelligence by:

- Reaching out to academia and industry to explore applications of interest for DND/CAF; and
- Seeking cooperation with allies for research, development and experimentation.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
4.1 Defence capabilities are designed to meet future threats	Extent to which the Future Security Environment assessment remains valid	At least 2*	31 March 2024	2	2	2
	Degree to which future security assessments and capability deductions remain coherent with those of our allies and partners	At least 2**	31 March 2024	2	2	2
	Degree to which future capabilities required to ensure an operational advantage over defence and security threats have been accounted for in defence plans	At least 2***	31 March 2024	2	2	2

### Notes:

\* During the Future Security Environment (FSE) validity period of four years, the FSE document will be assessed annually through internal CAF foresight and allied collaboration analysis activities. Should these analysis activities identify significant issues, the Chief of Force Development will indicate the intent to produce an updated FSE with anticipated milestones.

\*\* During the FSE validity period of four years, the Force Capability Plan and Investment Plan are reviewed annually through internal CAF and allied collaboration analysis activities. Should these analysis activities identify significant issues, the Chief of Force Development will indicate the intent to produce updated documents with anticipated milestones.

\*\*\* During the FSE validity period of four years, the Force Capability Plan, Investment Plan and Force Development scenario sets are assessed annually through internal CAF analysis activities. If significant issues are identified, the Chief of Force Development will indicate the intent to produce updated documents with anticipated milestones.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>cxxxiii</sup>

**Departmental Result 4.2 – Defence and security challenges are addressed through innovative solutions**

The IDEaS program continues to cultivate its program of transforming concepts, options and prototypes into DND/CAF capabilities. Utilizing investments through the IDEaS program, DND 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 and users and receive observational feedback. The Test Drive element gives innovators the opportunity to have their advanced solutions tested in a real-world environment.

Defence will invest in dual-use technologies including:

- 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
- Improved maintenance processes for vehicles and aircraft.

Defence will continue to provide S&T leadership to public safety and security communities by fostering domestic and international partnerships with the United States, the United Kingdom, and the Five Research and Development, a Five Eyes forum. In FY 2023-24, the Canadian Safety and Security Program will invest up to \$15 million in new projects to leverage the innovative application of science and technology across the spectrum of emergency preparedness and response in a public safety and security environment that is highly complex, volatile, and rapidly evolving.

Defence will demonstrate the delivery of data science and advanced analytics capabilities using artificial intelligence and machine learning through various cloud platforms. Specifically, Defence will:

- Set a benchmark to securely deploy open-source cloud-based applications in line with information management requirements;
- Pursue opportunities for interactive reporting and predictive/prescriptive support;
- Support future use cases that are amenable to data science, and advanced analytics applications;
- Assist and advise on best practices to develop and deploy data science, machine learning, and artificial intelligence tools for use across the enterprise; and
- Move forward with experimental and innovation projects to advance business transformation development and practices across the Department.

Gradient Ascent, the Canadian Special Operations Forces Command's digital and analytics initiative, will continue throughout FY 2023-24 to develop and enable real time analytics reports, and to automate operational and institutional workflows using software development best practices. Gradient Ascent will help reinforce low code application development to enable products to be delivered to end users faster. The focus in this area is on digitization and, automation with the aim of supporting decision-making.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
4.2 Defence and security challenges are addressed through innovative solutions	% of initiatives and projects that are supported by Defence Science and Technology	At least 90%	31 March 2024	30%	46.09%	50.78%*
	% 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	At least 20%	31 March 2024	5.5%	77.8%	78%

Notes:

\* With the *Strong, Secure, Engaged* data review, an increase in initiatives supported by Defence Science and Technology were identified. The target will be revised through the next Departmental Results Framework review.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xxxiv</sup>

## Planned budgetary spending for Future Force Design

The following table shows, for Future Force Design, budgetary spending for FY 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
887,051,786	887,051,786	857,336,604	839,633,586

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xxxv</sup>

## Planned human resources for Future Force Design

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for FY 2023–24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
1,890	1,894	1,898

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>xxxvi</sup>

## Procurement of Capabilities

### 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.

### Planning highlights

Reforms will continue to be implemented in fiscal year (FY) 2023-24, such as the five-year extension of the Public Services and Procurement Canada-led risk-based approach to contract approval for defence procurement, formerly known as the risk-based defence procurement pilot, until the end of March 2025. These reforms build on recent measures to improve procurement across government with the aim of reducing complexity and redundancy. These efficiency measures will help Defence improve its processes, leading to the timely delivery of projects and capabilities.

Recent investment announcements to modernize the North American Aerospace Defense Command (NORAD) will bolster defences against new and emerging aerospace threats to Canada and North America. This includes safeguarding Canada's vast northern and Arctic region. These investments will help ensure the Canadian Armed Forces (CAF) and NORAD specifically, can detect, deter and defend Canadians against aerospace threats into the future.

These capabilities fall under five, interrelated areas of investment that will:

- Bolster the Defence Team's ability to detect threats earlier by modernizing NORAD's surveillance systems which includes:
  - Laying the foundation of a new surveillance system that will significantly expand the CAF and NORAD's situational awareness of Canadian airspace from all avenues of approach to detect modern weapons and delivery systems, such as sea and air launched long-range cruise and hypersonic missiles; and
  - Strengthening the CAF's current space-based surveillance abilities, including Canadian territory and maritime approaches, with additional investment dedicated to ongoing space-based surveillance projects.
- Improve the Defence Team's ability to understand and communicate threats efficiently using modern technology by:
  - Modernizing key CAF command, control, and communications capabilities and systems;
  - Modernizing the Canadian Combined Air Operations Centre;
  - Renewing the CAF high and low-frequency radio capability;
  - Enhancing satellite communications in the Arctic, which are central to northern operations, including emergency responses and search and rescue; and
  - Procuring and installing new digital radios and network equipment.
- Strengthen 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 the Defence Team's modern future fighter fleet.
- Ensure the CAF can launch and sustain a strong military presence across the country, including Canada's North through investments in new infrastructure and support capabilities by:
  - Acquiring additional air-to-air refuelling aircraft;

- Upgrading CAF's infrastructure at four locations in Canada's North;
- Upgrading fighter infrastructure and NORAD Quick Reaction Alert capabilities at bases across Canada; and
- Modernizing the CAF's air operational training infrastructure.
- Future-proof the Defence Team's capabilities to defend North America through investments in science and technology through funding to Defence Research and Development Canada for science and technology programming that will assess new and emerging threats and access and co-develop technological solutions to address them, alongside the United States.

The Department of National Defence (DND) and the CAF has begun bilateral engagements with the United States Department of Defense to provide strategic guidance and coordinate implementation of joint and complimentary capabilities to support NORAD modernization.

Implementing NORAD modernization investments will offer a unique opportunity to include Northern provincial, territorial and Indigenous perspectives through early, ongoing, and meaningful engagement. The Defence Intergovernmental Affairs team's initial engagements laid the foundation for more comprehensive and ongoing discussions to take place in FY 2023-24. It is the Defence Team's intent to incorporate Indigenous Peoples knowledge to support and enhance the CAF's presence in light of evolving threats to the region as part of this broader effort.

### **Gender-based analysis plus**

The Defence Team will continue to build the capacity to conduct, apply and incorporate Gender-based analysis plus (GBA Plus) findings into decision-making for equipment acquisition and materiel support activities, specifically when evaluating requests for proposals. As per the Project Approval Directive, all procurement projects are subject to a formal GBA Plus, which is incorporated into all project documentation and work, including business case analyses and Treasury Board and ministerial submissions, and into the identification of planning analysis, with an additional focus on GBA Plus. This ensures that issues of gender equality, intersectionality, diversity and human rights, as well as risks of unequal benefit, harm or exclusion, are 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.

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

### **United Nations' 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Goals (SDGs)**

As directed by *Strong, Secure, Engaged* initiative 100 and the Defence Energy and Environment Strategy, Defence procurement will continue to adhere to Canadian environmental standards and integrate energy and environmental considerations into procurement decision-making. In support of Government of Canada's net-zero emissions by 2050 objective, procurement of new Defence capabilities will conform to the [Greening Government Strategy](#)<sup>cxxxvii</sup> and [Policy on Green Procurement](#)<sup>cxxxviii</sup> to ensure energy and operational efficiency. This includes implementing policy and communication strategy on the two new green procurement standards: the *Standard on the Disclosure of Greenhouse Gas Emissions and the Setting of Reduction Targets*, and the *Standard on Embodied Carbon in Construction*. The environmental and energy considerations in Defence procurement support the United Nations' 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Goal #13 Climate Action; and the GBA Plus in decision-making for equipment acquisition and materiel support activities supports the United Nations Sustainable Development Goal #5 Gender Equality.

### **Innovation**

The Public Services and Procurement Canada (PSPC)-led Risk-based Defence Procurement Pilot (now called the Risk-based Approach to Contract Approval for Defence procurement, or RBA) entered the third

year of its five-year extension in July 2022. Results to date indicate PSPC has seen streamlined processing and approval of low risk, low-to-medium complexity Defence requirements, allowing Members of Parliament more time to focus on high complexity, medium-to-high-risk files.

Additional defence-related innovation and experimentation activities are outlined in this report under [Core Responsibility – Future Force Design](#).

### 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 DND/CAF 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.

The risks above can affect the department's ability to achieve the Departmental Results of the Procurement of Capabilities 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 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.

### Departmental Result 5.1 – Defence procurement is streamlined

Streamlined and flexible procurement approvals enable the successful and timely receipt of goods and services required to help ensure that DND/CAF is ready and equipped to conduct operations. Assessing the project process time helps measure the success of newly introduced processes. Below is an initiative to ensure defence procurement is streamlined:

- The PSPC-led Risk-based Defence Procurement Pilot, now referred to as the Risk-based Approach to Contract Approval for Defence Procurement, was extended to the end of March, 2025. This pilot establishes a risk-based contract approval process for low-risk, low-to-medium complexity defence procurement requirements where the financial value exceeds PSPC's existing limits. This extension provides PSPC, DND and the Treasury Board Secretariat with opportunities and capacity gains in support of streamlining defence procurements.

Due to an increase in DND's contracting authorities, the department is now processing higher-risk, more complex requirements which require additional oversight, effort, and time to execute. Additionally, procurement resources are in high demand and there is a shortage of procurement specialists across the Government. These challenges are expected to place a strain on DND's ability to meet contract award targets in FY 2023-24.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
5.1 Defence procurement is streamlined	% of projects that meet the approved project development and approval timelines (low risk and low complexity projects)	100%	31 March 2024	Results not available. New indicator as of 2018-19	67%	75%*
	% of goods and services contracts that are awarded within established performance targets	100%	31 March 2024	100%	92%	96%**

Notes:

\* Initiatives such as the Tailored Project Approval Process (formerly known as Project Approval Process Renewal) continued to result in reduced approval process times, specifically in the later phases of the projects, eliminating the requirement for multiple Expenditure Authority approvals by the Minister of National Defence.

\*\* The procurement cycle time for FY 2021-22 is 25.8 days. Average procurement cycle time is calculated by the sum of contract cycle times (days) divided by the number of records returned for the same report period. This information is dependent on the timing of data entry into the system.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>cxix</sup>

## Departmental Result 5.2 – Defence equipment acquisition is well-managed

To manage the lengthy acquisition process required to develop and implement complex projects, the department will continue to grow and professionalize the procurement workforce. Although the department continues to face internal issues as well as the impact of the COVID-19 pandemic and other issues that are affecting industry and supply chains globally, it will continue to focus on key areas of focus for FY 2023-24, including:

- Maintaining the efforts of the Professionalization Working Group to set priorities and advance initiatives that enable materiel acquisition and support communities to better manage defence equipment acquisition;
- Continuing the development of a competency-based approach to project management;
- Continuing Project Management Competency Development accreditation for project managers of major capital projects to align with the Treasury Board of Canada Secretariat direction on project management and their own Project Management Competency Development Program; and
- Enhancing project performance by means of professionalizing project management teams through the continued roll-out of three-point schedule estimating techniques, earned value management, and negotiations training. Continuing to monitor and mitigate the risks of managing projects as transitioning through the COVID-19 pandemic has introduced higher than anticipated risks such as global supply chain issues and production efficiency challenges, introducing unanticipated costs increases and schedule delays associated with industry supply production and delivery.

Key equipment acquisition projects in FY 2023-24 include the following:

- **Canadian Surface Combatant:**<sup>cxl</sup> Design and production engineering of the Canadian Surface Combatant will continue through FY 2023-24, with low rate production planned to begin in 2024. Work will also continue on the design and construction of a land based test facility to be located at Hartlen Point, Nova Scotia. These 15 vessels will be the backbone of the Royal Canadian Navy (RCN), playing a variety of roles and capable of meeting multiple threats in both open ocean and

complex coastal environments, including the Arctic when conditions permit. They will allow the CAF to monitor and defend Canadian waters and contribute significantly to international naval operations;

- **Arctic and Offshore Patrol Ship:**<sup>cxli</sup> The first three ships have been delivered and accepted. In late 2023, the fourth ship, the future His Majesty's Canadian Ship (HMCS) *William Hall*, is anticipated to be delivered to the RCN. Construction of the fifth and sixth ships, the future HMC Ships *Frédéric Rolette* and *Robert Hampton Gray*, will continue. These six ships will allow the RCN to conduct sovereignty and surveillance operations in Canada's waters and exclusive economic zones, including in the Arctic, as well as a wide variety of operations abroad;
- **Joint Support Ship:**<sup>cxlii</sup> With the expected completion of major steelwork on the first Joint Support Ship, the construction efforts will focus on outfitting. Construction of the second ship will continue to progress in FY 2023-24. The separately contracted sea to shore connector systems 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, are planned for delivery by the end of FY 2023-24. The two Joint Support Ships will enable a naval task group to remain at sea for extended periods of time by providing core replenishment capabilities, and provide added capacity for limited sealift and support to operations ashore;
- **Fixed-wing Search and Rescue Aircraft Replacement Project:**<sup>cxliii</sup> The 16 new CC-295 Kingfisher aircraft equipped with advanced technology systems will be procured to support Canada's search and rescue operations, replacing the Hercules aircraft performing this function. The project is in the implementation phase. In FY 2023-24, the project plan will continue with the initial operational test and evaluation of the aircraft and its systems. 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:**<sup>cxliv</sup> The project consists of acquiring and putting into service 88 advanced fighter aircraft and associated equipment, weapons, infrastructure, information technology, and sustainment, including training and software support. In FY 2023-24 the project expects to formalize the procurement of an initial tranche of F-35, associated equipment, sustainment, and weapons, and begin the planning for their delivery, as well as the start of pilot and maintenance technician training. The construction of the Fighter Squadron Facilities in Cold Lake, Alberta and Bagotville, Québec will also begin;
- **Remotely Piloted Aircraft System:**<sup>cxlv</sup> The project will deliver a remotely piloted aircraft system capability that will provide intelligence, surveillance, target acquisition and reconnaissance information and deliver precision strike effects. The future system's long-range, long-endurance information and precision strike capabilities will be integrated as part of a networked, joint system-of-systems, in support of Canada's defence policy *Strong, Secure, Engaged*. In FY 2023-24, it is expected that the project will be finalized with the bidder in order to develop the complex joint submission required to achieve project approval (implementation);
- **Strategic Tanker Transport Capability:**<sup>cxlvi</sup> The project will deliver a multi-role strategic tanker transport capability to the CAF, along with associated equipment, sustainment, training, and supporting infrastructure. In FY 2023-24, it is expected that the project will receive project approval (implementation) and proceed toward contract award of the acquisition contract for the procurement of the Strategic Tanker Transport Capability Fleet, which will see the production and eventual delivery of up to six multirole tanker transport aircraft. The project also aims to develop and release a draft Request for Proposal for the long-term in-service support of the Fleet;
- **Logistics Vehicle Modernization:**<sup>cxlvii</sup> The project will deliver new light and heavy logistics truck fleets, providing increased payload-carrying capacity, modularity and protection during the conduct of CAF operations at home and abroad. It is expected that a contract will be awarded to the winning bidder from the competitive solicitation process in FY 2023-24;
- **Armoured Combat Support Vehicle:**<sup>cxlviii</sup> The project will deliver an armoured vehicle capability in eight different variants to provide a mobile and protected support capability. These capabilities

include but are not limited to, command post vehicles, ambulances, and mobile repair teams. In FY 2023-24, the project will field the first two Ambulance and Troop Cargo Vehicle variants to the Canadian Army;

- **Light Armoured Vehicle Reconnaissance Surveillance System:**<sup>cxlix</sup> The project will deliver 66 reconnaissance vehicles to replace the current Coyote fleet. The new vehicle is based on the upgraded Light Armoured Vehicle. In FY 2023-24, the Defence Team will focus on activities supporting the delivery of vehicles, including training and spare parts delivery;
- **CP-140 Aurora Incremental Modernization Project:**<sup>cl</sup> The project consists of modernizing the mission systems and sensors on 14 CP-140 Aurora aircraft to provide the CAF with a world-class intelligence, surveillance, and reconnaissance capability, enabling it to effectively conduct its domestic and international roles until 2030. In FY 2023-24 the project is scheduled to deliver the last five Block IV aircraft, accept the simulator and training devices, complete the flight test program, and achieve full operational capability;
- **Interim Fighter Capability Project:**<sup>cli</sup> This project consists of acquiring 18 flyable F/A-18 fighter aircraft in addition to spare parts and equipment from the Government of Australia to augment the current CF-18 fleet until 2032. This will ensure that Canada is able to generate sufficient mission-ready aircraft to meet its domestic and international obligations until the permanent replacement is fully operational. This project also includes the relocation of the Aerospace Engineering Test Establishment from Cold Lake, Alberta to Ottawa, Ontario to ensure the availability of suitable infrastructure for the expanded CF-18 fleet. In FY 2023-24 the project is scheduled to:
  - Release the final aircraft to service;
  - Take delivery of all remaining spares and equipment; and
  - Achieve full technical and operational airworthiness clearances for these assets.
- **CF-18 Hornet Extension Project:**<sup>clii</sup> This project consists of upgrading and implementing new capabilities to maintain the operational effectiveness of the CF-18 Hornet fleet. These enhancements will help ensure that the Royal Canadian Air Force (RCAF) is able to meet operational commitments including NORAD and NATO, until 2032 when the permanent replacement fleet is expected to be fully operational. In FY 2023-24, the project is scheduled to:
  - Take delivery of most equipment;
  - Continue flight testing and airworthiness certification activities;
  - Achieve initial operational capability; and
  - Complete modification work on approximately 45 aircraft.
- **CH-148 Cyclone Project:**<sup>cliii</sup> This project consists of delivering 28 multi-role maritime helicopters to the RCAF. The project also includes procuring associated infrastructure, in-service support and modifications to the Halifax-class ships. In FY 2023-24, the Defence Team through the Maritime Helicopter Project is expected 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;
  - Completing the operational support readiness verification; and
  - Delivery of all Capability Release 2.1 modification kits to the RCAF.
- **Cormorant Mid-Life Upgrade:**<sup>cliv</sup> This project consists of delivering 16 upgraded CH-149 Cormorant helicopters to enable the RCAF to conduct Rotary Wing **SAR operations**<sup>clv</sup>. These upgrades will allow the CH-149 to return to Trenton, Ontario, operating base, and provide an upgraded training

capability through the purchase of a simulator. In FY 2023-24, engineering and production planning activities will be ongoing;

- **Victoria-class Modernization:**<sup>clvi</sup> This project consists of upgrading and implementing new capabilities on the Victoria-class submarines to maintain their operational effectiveness until the mid-to-late 2030s. These upgrades will focus on:
  - Improving the habitability and deployment conditions on board the submarines for RCN submariners; and
  - Positioning them to contribute to CAF Joint Operations ashore; and ensuring the survivability of the Victoria-class submarines against current and evolving threats in an increasingly complex and changing battle space.

In FY 2023-24, all remaining Victoria-class modernization projects are scheduled to enter the definition phase. Requests for proposals will be released for both the Flank Array Modernization Project and the Periscope Modernization Project. The Galley Improvement Project, the Flank Array Modernization Project and the Periscope Modernization Project are scheduled to enter the implementation phase. Installation of habitability and quality of life upgrades will commence on HMCS *Victoria*.

---



---

The third Arctic and Patrol Ship, HMCS *Max Bernays*, returning to port after completing sea trials in Halifax, Nova Scotia.

---

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
5.2 Defence equipment acquisition is well-managed	% of capital equipment projects that remain in most recent approved scope	100%	31 March 2024	100%	94.12%	93.8%*
	% of capital equipment projects that remain on most recent approved schedule	100%	31 March 2024	100%	94.12%	93.75%*
	% of capital equipment projects that remain within the most recent approved expenditure authority as forecasted for the fiscal year	100%	31 March 2024	100%	94.12%	87.5%*

Notes:

\* The data in this table are from the 16 capital equipment projects listed above. These represent 16 of the 96 capital equipment projects currently in the definition, implementation, or close-out phase of project management, and are the most complex and highest dollar-figure projects in the department. The most recent approved scope/schedule/budget is established when a project is approved and enters the definition phase or on updates which are approved as the project proceeds into the implementation phase. The downward trend in all three categories is representative of both internal to department issues as well as the impact of the COVID-19 pandemic and other issues that are affecting industry and supply chains globally. Note that the department is currently reviewing project performance reporting in the context of departmental results, with a view to reaffirm accuracy, relevance and meaningfulness of reporting to parliament.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>civ</sup>

### Departmental Result 5.3 – Defence information technology acquisition is well-managed

The Defence Team will continue to deliver on key information management, information technology and space projects as outlined in *Strong, Secure, Engaged*. Key initiatives for FY 2023-24 will include:

- Stabilizing, optimizing and supporting critical command and control applications and systems;
- Acting as the departmental representatives for a wide range of in-service strategic, non-tactical computer information system and strategic communication services;
- Providing assured and timely in-service support to assigned critical, high-priority strategic and operational joint capabilities and services;
- Implementing an integrated capability management approach with relevant capital projects and project delivery activities in the domains of space, cyber and joint capabilities; and
- Collaborating with other capability delivery organizations, within and outside DND to ensure maximized business and operational benefits.

The Defence Team will deliver full operational capability for the following projects and initiatives in FY 2023-24:

- Project Juniper Green;

- The Material Identification Enterprise Modernization Initiative; and
- The Search and Rescue Mission Management System.

The Defence Team will deliver initial operational capability for the following projects and initiatives in FY 2023-24:

- Consolidating and augmenting Top Secret defence intelligence community domains into a single network thereby improving intelligence capabilities on Defence Team information networks processing highly classified defence intelligence;
- Contributing to the Special Access Program; and
- Broadening satellite communication capabilities to support strategic and operational demands in Canada and abroad.

The Defence Team will continue to adopt project management practices to expedite delivery and to retain agility and flexibility in the fast-evolving information technology capability delivery domain. This effort will include:

- Early engagement with industry and delivery partners; and
- Close engagement with PSPC and Innovation, Science and Economic Development Canada to streamline processes.

The department established the Defence Resource Business Modernization program with a vision to deliver optimized processes and next generation tools. The intent is to meet the growing demand for efficient, user-friendly systems that enhance data accuracy and availability in order to enable timely decision-making.

### Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
5.3 Defence information technology acquisition is well-managed	% of information technology projects that remain in approved scope	100%	31 March 2024	100%	100%	100%
	% of information technology projects that remain on approved schedule	100%	31 March 2024	94%	76%	87%*
	% of information technology projects that remain within approved expenditure authority	100%	31 March 2024	100%	100%	93%**

Notes:

\* One project experienced hardware and software fulfilment timeline delays due to Request for Proposals delays.

\*\* For one project, the need to find an alternate vendor caused a 21–24-month delay and required additional funding above the original expenditure authority.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>clviii</sup>

### Departmental Result 5.4 – Supplies are available and well-managed

In FY 2023-24 the department will enhance materiel accountability by implementing modern, effective inventory controls, supply chain management and inventory valuation by:

- Continuing the implementation of a Defence Supply Chain Performance Management Framework that will be used 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 for substantive and enduring materiel management improvements. The development of an information technology solution to conduct disposal business processes will be explored to increase Defence's analytic ability to manage and monitor disposal activities. It is expected that this will decrease the level of effort required by managers and custodians when identifying materiel disposal;
- 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 Government of Canada 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;
- Leveraging established supply chain governance supported by performance monitoring to continue providing guidance and oversight on supply chain improvement and business transformation initiatives; and
- Applying the Operational Sustainment Modernization Strategy, better aligning the Institutional Sustainment and Operational Support aspects of the Defence Supply Chain. This improvement will align and strengthen DND/CAF supply chain management.

### Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
5.4 Supplies are available and well-managed	% of stock that is unavailable to meet forecasted demand	At most 5.28%	31 March 2024	7.61%	7.36%	7.39%
	% of stock disposed that was identified as surplus	At least 23%	31 March 2024	Results not available. New indicator as of 2020-21.	33.4%	57.9%
	% of stock where Warehouse replenishment settings require review to achieve better materiel positioning and timely customer satisfaction	At most 3.28%	31 March 2024	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>clix</sup>

### Planned budgetary spending for Procurement of Capabilities

The following table shows, for Procurement of Capabilities, budgetary spending for FY 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
4,750,783,217	4,750,783,217	4,177,769,659	3,813,512,055

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>ck</sup>

### Planned human resources for Procurement of Capabilities

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for FY 2023–24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
2,523	2,541	2,556

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>ck</sup>

## Sustainable Bases, Information Technology Systems and Infrastructure

### Description

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

### Planning highlights

The Department of National Defence's (DND) and Canadian Armed Forces (CAF) real property is essential to supporting defence capabilities and core institutional functions. The Real Property Team of the Canadian Forces Real Property Operations Group provides the property, works, and facilities necessary to help generate and maintain military capabilities and skills. The Defence Team's real property provides essential support to personnel's training needs and houses operational and support units. Support services vary across bases, but may include operational, emergency, logistical and technical support, information technology, safety, and environmental support, as well as administration and personnel services, such as food and accommodation services. In fiscal year (FY) 2023-24, the Real Property Operations Program will see an emphasis on minor new construction in support of operational requirements, the CAF Transition Group, reserve infrastructure, and airfield rehabilitation. Additionally, funding will also support Government of Canada greening initiatives, which include electrical vehicle charging stations and building automation/smart buildings.

The Defence Team will continue to build and maintain a modern, sustainable, secure, affordable and resilient infrastructure that supports military requirements and improves efficiency while reducing the department's environmental footprint. The recently published [Defence Real Property Portfolio Strategy](#)<sup>clxii</sup> provides a vision and guiding principles for upcoming key initiatives that supports the Government of Canada's commitment to environmental protection and sustainability.

DND/CAF will maintain discipline, operate safe and secure defence establishments and respond to incidents that harm the institutional reputation and undermine public confidence in the CAF. In FY 2023-24, the Military Police will:

- Improve crime analytical capability. In addition to continuing to provide Statistics Canada with high-level crime data for analysis, the Defence Team through its military police will improve its data quality to enhance its informational offerings;
- Implement recommendations from military justice reviews in specific reference to the report of the Third Independent Review Authority of the *National Defence Act* as applicable to the Military Police. This includes but is not limited to recommendation 13, which aims to reinforce the independence of the Military Police with a view to strengthening transparency and accountability within DND/CAF;
- Initiate the Domestic Police Establishment Project which is a multi-year project to rebalance domestic military policing resources across Canada; and
- Primary Reserve Growth. Over each of the next five years, the military police are planning incremental growth of the Primary Reserve cadre to reach established strength.

For more information, refer to [Canadian Forces Provost Marshal Annual Reports](#).<sup>clxiii</sup>

The Defence Team's information technology systems are essential in delivering timely, trusted and secure information to decision-makers. Through its Cyber Security Engineering Program, DND will provide secure and resilient enterprise-level system solutions to respond to the evolving cyber threat environment. Through its Command, Control, Communications, Computer and Intelligence, Surveillance and Reconnaissance 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 propel DND/CAF forward with modern technologies.

DND/CAF will continue to develop capabilities, capacity and expertise to conduct offensive cyber operations in response to threats and attacks while ensuring adequate protection of its networks and systems from threats and attacks.

The department will continue to work with Shared Services Canada (SSC) to review and improve their service delivery model and strengthen the partnership. This includes maturing the SSC Enterprise Service Model and advancement of the Departmental Plan for service and digital. These initiatives should provide more clarity on departmental service demand, consumption and costing and allow DND to be more proactive in obtaining SSC services while enabling of Government of Canada transformation projects.

DND/CAF will work with its clients and enable business transformation goals, which will include attention to cyber security with a view to protecting DND/CAF information and ensuring that it is available when needed.

To support trusted and secure interoperability with allies while supporting transformation towards digital and cloud-enabled technologies, the Defence Team through the Cyber Security Program will enhance its data-centric and cloud security capabilities, while improving security foundations in support of mobility and hybrid work, such as wireless security, identity and authentication services, and mobile classified solutions.

DND will continue to work with SSC to identify priority upgrades to modernize the local IT infrastructure to support cloud services across DND/CAF.

#### **Gender-based analysis plus**

The Defence Team will ensure that physical spaces are accessible, safe and inclusive, by continuing to apply Gender-based analysis plus (GBA Plus) in infrastructure through universal accessibility and inclusive design, included in all of the Defence Teams' workplace modernization efforts. These efforts will directly support broader Government of Canada objectives and ensure a more modern and effective workplace for everyone.

In addition to helping modernize and consolidate the Defence Team accommodation portfolio, adopting space standards (e.g. GC Workplace) will help create office environments that support a hybrid workforce that will better support diverse work styles, meet accessibility requirements, support flexible work strategies and incorporate modern technology. Modernizing accommodation will create various touch points across the physical workplace to best accommodate the workforce throughout a given day's different type of work activities and support the workforce in working from different physical locations at Defence establishments or remotely, such as working from home, where it would be feasible to do so.

Personnel will continue to apply GBA Plus analyses to ensure relevant factors are considered during the planning and execution of program activities. This includes, but is not limited to, applying GBA Plus when planning facilities, including toilet rooms, change rooms, and showers, to ensure they are designed and built as non-binary (gender neutral or gender inclusive), and ensuring persons of all gender expressions are comfortable in their work environment. Residential housing portfolio plans will include projects to improve the safety and security of residential housing sites, including walkways and exterior lighting.

As part of this larger work, DND/CAF will continue to work with stakeholders to identify program considerations and project requirements derived from GBA Plus considerations. In FY 2023-24, they will collaborate with partners and teams across the department to foster regional coherence and improve situational awareness to better understand and deal with emerging gaps. In addition to increased efforts to synchronize and optimize on a consistent basis, particular attention will be paid on advancing the collection of measurable data to highlight their successes and to incorporate a methodology to be applied in future projects.

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

## Indigenous Affairs

The Defence Team will continue to work toward meeting its reconciliation obligations towards Indigenous Peoples. Moving forward in FY 2023-24, focus will be on implementing the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)<sup>clxiv</sup> and DND/CAF's participation in the associated implementation action plan. This includes providing leadership across the Defence Team in support of advancing the Government of Canada's Indigenous reconciliation agenda in a way that enables [Strong, Secure, Engaged: Canada's Defence Policy](#),<sup>clxv</sup> and other key priorities.

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 Defence Team will continue to strengthen relationships with Northern Indigenous governments through the Arctic and Northern Policy Framework committees that support North American Aerospace Defense Command (NORAD) modernization investments. National 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.

The DND/CAF Climate Resilience and Environmental Sustainability S&T Strategy will be published in FY 2023-24. The Strategy will outline a path for S&T contributions toward the department's transition to sustainable, net-zero carbon emissions and climate-resilient operations.

## United Nations' 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Goals (SDGs)

The new [Federal Sustainable Development Strategy](#)<sup>clxvi</sup> has expanded to address all 17 of the United Nations Sustainable Development Goals (UNSDGs). In 2023-24, DND/CAF will renew its Defence Energy and Environment Strategy (DEES) to consider how it can better contribute to the UNSDGs. In particular, DND/CAF will continue to implement Greening Government priorities through its DEES including:

- Reducing greenhouse gas (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);
- Ensuring 100 percent 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); and
- Reducing DND's contaminated sites liability by an average of 10 percent per year by 2023 (United Nations SDG 7, 11, 12, 13).

## Key Risks

There are many risks associated with the Sustainable Bases, Information Technology Systems and Infrastructure Core Responsibility. Four of the Key Risks are articulated below:

**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.

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

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

The risks above can affect the department's ability to achieve the Departmental Results of the Sustainable Bases, Information Technology Systems and Infrastructure 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 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.

**Departmental Result 6.1 – Naval, Army and Air Force Bases enable military operations and defence activities**

The Canadian Army's 21 bases and training establishments are centres of military life across Canada. These bases not only support Canadian Army personnel and force generation, but over 50 000 personnel from other segments of the Defence Team who were involved in operations or routine activities. In FY 2023-24, bases will expand their support capabilities to play a significant role in the delivery of individual training as part of Operation PARADIGM. Food, maintenance, supply, and information technology services and staffing levels will be examined in order to improve effectiveness in future years.

The Royal Canadian Air Force (RCAF)'s 15 wings are key to RCAF operations at home and abroad in addition to being centres of military life across Canada. Whether it be Defence of Canada missions such as Search and Rescue (SAR) or NORAD, or the dispatch of Air Mobility missions to the far flung corners of the globe, these wings are essential to the RCAF mission while supporting RCAF personnel and force generation. In FY 2023-24, wings will continue to see continued re-capitalization and investment in support of existing and new capabilities to include hangars, support facilities and operating surfaces such as runways and taxiways. A key investment in RCAF wings will be tied to the development of a robust IT/IM backbone to support the significantly increased data requirements associated with a modern air and space force.

Aging infrastructure on Naval Bases is having impacts on the availability and quality of accommodations and food services at the galleys. During FY 2023-24, Canadian Forces Base Esquimalt, British Columbia, will continue to support the planning of infrastructure projects, including the new Junior Ranks accommodations project. This is a critical initiative which includes the demolition of the current 65-plus years old accommodation building, Nelles Block, pending full funding approval from Treasury Board. This project involves the construction of a new purpose-built facility to ensure that a modern standard of training accommodations is provided for the junior non-commissioned members undergoing occupation skills and other training at Canadian Forces Base Esquimalt. The new facility will incorporate technologies to meet both departmental and federal environmental guidelines, such as LEED's Silver certification and net zero carbon emissions.

## OPERATION LENTUS



Members of the CAF respond to the province of Nova Scotia's request for assistance with relief efforts during Operation [LENTUS](#),<sup>clxvii</sup> in the aftermath of Hurricane Fiona that took place on September 24, 2022.

Photo: Corporal Brad Upshall, 5<sup>th</sup> Canadian Division Public Affairs.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
6.1 Naval, Army, and Air Force Bases enable military operations and defence activities	% of single quarters accommodations that can be used	At least 90%	31 March 2024	Results not available. New indicator as of 2020-21	69%	75%*
	% deviation of average daily meal cost from the standard allowance	At most 15%	31 March 2024	Results not available. New indicator as of 2020-21	12%	5.5%

Notes:

\* In addition to reduced occupancy capacity of single quarters due to COVID-19 restrictions, a percentage of single-quarter accommodations were marked as "not available" as they were reserved for quarantine purposes. This, compounded with regular and planned maintenance, reduced the number of single quarter's available, impeding CAF/DND's ability to reach its target of 90 percent. It is to be noted that the results are not indicative of the normal conditions of accommodation services at bases and wings.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>clxviii</sup>

### Departmental Result 6.2 – Defence infrastructure is well-managed throughout its lifecycle

In adherence with new Treasury Board policy requirements and the Treasury Board Horizontal Fixed Asset Review, the Defence Real Property Portfolio Strategy (DRPPS) provides the supporting structure, context, and directions to effectively manage the Defence real property portfolio. The DRPPS will modernize real property management practices and align long-term affordability with risk. In FY 2023-24, through the development and delivery of a five-plus year implementation plan, the strategy will continue to address and advance the following six strategic goals to guide Defence going forward:

- Aligning the real property portfolio with the DND and CAF prioritized operational requirements to enable a more effective, agile and responsive future force;
- Ensuring the real property portfolio is safe, secure and compliant with relevant standards and requirements;
- Ensuring the defence infrastructure portfolio is affordable, efficient and financially sustainable with a long-term funding strategy and investment plan;
- Ensuring the portfolio supports environmental sustainability and Government of Canada objectives for greening government;
- Ensuring that the portfolio supports Indigenous reconciliation and Government of Canada commitments and that transactions respect treaties and agreements between the Crown and Indigenous peoples; and
- Ensuring the real property portfolio is led by an innovative, professional, informed, diverse and engaged workforce.

Key infrastructure projects for FY 2023-24 include:

- [Canadian Forces Base Borden Accommodations Facility](#):<sup>clxix</sup> In FY 2023-24, construction continues on the new 18,000m<sup>2</sup> Accommodation Facility at Canadian Forces Base Borden, Ontario, Accommodations Facility;
- [Defence Research and Development Canada Valcartier](#):<sup>clxx</sup> Construction continues on of a new, modern 31 000 square-metre research complex in Valcartier, Québec with an expectant completion date of 2024. The new complex will feature approximately 80 new multidisciplinary laboratories, as well as office and storage spaces. Once completed, this new research facility will consolidate nearly 500 defence scientists from different locations on-site into one centrally located building with collaborative research spaces; and
- A/B Jetty Recapitalization Project: Canadian Forces Base (CFB) Esquimalt, Victoria, British Columbia. The ongoing construction of the new B Jetty is expected to be completed in FY 2024-25, after which time A Jetty will be demolished and replaced. That work is expected to be completed in FY 2030-31. The project is being implemented in phases due to the operational requirement to keep one of the two jetties functional at all times. This aim of this \$1 billion project is to replace the old A and B jetties, which were constructed during WWII, with modern steel-and-concrete pile jetties to berth existing and planned vessels for the Royal Canadian Navy.

For more information on Defence infrastructure projects, please visit the Department of National Defence and the Canadian Armed Forces' [Infrastructure Projects webpage](#).<sup>clxxi</sup>

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
6.2 Defence infrastructure is well-managed throughout its lifecycle	% of infrastructure in suitable condition	At least 80%	31 March 2024	64%	64.49%	64.4%*
	% of maintenance and repair investment in relation to the infrastructure portfolio value	At least 2%**	31 March 2024	1.01%	0.71%	1.55%***
	% of the total real property value that is identified as surplus	At most 2%	31 March 2024	2.59%	1.78%	1.72%

Notes:

\*The DND real property portfolio has a large number of buildings and systems that are coming to the end of their life expectancy. This aging infrastructure is increasing the need for maintenance, repairs and recapitalization of buildings in the portfolio.

\*\* This value reflects an industry benchmark for best practices in sustainment of infrastructure portfolios.

\*\*\* The baseline allocation provided was insufficient to meet this target during FY 2021-22. Should the Assistant Deputy Minister (Infrastructure and Environment) receive additional funding as requested in future years, the monies will be allotted to maintenance and repair related costs.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>clxxii</sup>

## Departmental Result 6.3 – Defence activities are carried out in a safe and environmentally responsible manner

DND/CAF will continue to implement the [DEES 2020-23](#),<sup>clxxiii</sup> consistent with *Strong, Secure, Engaged*, highlights for FY 2023-24 include:

- Reducing GHG emissions from real property and the light-duty commercial fleet by 40 percent (from 2005 levels) by 2025 and achieve net zero emissions by 2050;
- Investing in energy performance contracts, that see energy services companies finance energy retrofit projects at bases and get paid back with the savings in DND's energy costs;
- Continuing to transition the commercial light-duty vehicle fleet to zero-emission vehicles or hybrid when available;
- Ensuring all new construction is designed, built and maintained to meet the Green Building Directive, which includes net zero emissions when feasible;
- Seeking out opportunities to purchase clean power from regional grids and renewable sources as it becomes available; and
- Supporting investments in clean technology and green infrastructure projects to reduce carbon emissions.

In FY 2023-24 the RCAF Environment and Operational Sustainability Program will contribute to the department's sustainability goals with the following key initiatives:

- Advance efforts related to publications of the RCAF Path to Net Zero Strategy, which includes an initial decarbonization plan and GHG projections;
- Implement a modernized fuel tracking system to improve data analytics;

- Begin implementing recommendations from the phase one White Paper Assessing Climate Change Impacts on RCAF Operations; and
- Support the completion of Strategic Environmental Assessments for new RCAF capabilities.

For more information, refer to the [Greening Defence](#)<sup>clxxiv</sup> webpage.

### Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
6.3 Defence activities are carried out in a safe and environmentally responsible manner	% of Greenhouse Gas Emissions Reduction relative to a 2005 baseline	At least 40%	31 March 2025	31.3%	38%	35.9%*
	% of reduction in contaminated sites liability based on the closing liability of the previous year	At least 10%	31 March 2024	16.5%	10%	12.6%

Notes:

\* Greenhouse gas emissions from infrastructure and the light-duty vehicle fleet increased to 35.9 percent in FY 2021-22, compared with 38 percent the previous year. Data is always presented in relation to the 2005 baseline. This increase is linked to a resumption in normal operations as pandemic measures are progressively phased out. COVID-19 pandemic restrictions significantly restricted military operations and consequently the use of the light duty fleet and heating of buildings. Contingent on clean electricity agreements being signed by PSPC, DND is on track to achieve 40 percent greenhouse gas emission reduction by 2030.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>clxxv</sup>

### Planned budgetary spending for Sustainable Bases, Information Technology Systems and Infrastructure

The following table shows, for Sustainable Bases, Information Technology Systems and Infrastructure, budgetary spending for FY 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
4,530,903,413	4,530,903,413	4,459,375,205	4,340,540,232

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>clxxvi</sup>

### Planned human resources for Sustainable Bases, Information Technology Systems and Infrastructure

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for FY 2023–24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
15,068	15,230	15,360

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#).<sup>clxxvii</sup>

## Internal Services: planned results

### 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 10 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.

### Planning highlights

A number of efforts and key deliverables will be the focus of fiscal year (FY) 2023-24 across Internal Services programming. These include the following items:

#### Management and Oversight Services

The Departmental Litigation Oversight created in FY 2019-20, continues to manage and coordinate activities related to the increasing number of complex class action lawsuits in the department, including enabling coordination across the Defence Team and with other departments where required. These class actions address workplace harassment and discrimination, compensation and benefits or other health and safety issues. The oversight function will continue to support the Canadian Armed Forces (CAF)'s Legal Advisor/Department of Justice and will expand to better assist the Department of National Defence (DND)/CAF representatives having authority to provide instructions on the various issues. Departmental Litigation Oversight will engage throughout the litigation cycle, including through the implementation of settlement agreements. Such dedicated management and coordination helps meet the Defence Team's legal and moral obligations while managing associated risks and enabling strategic perspective.

#### Review Services

To advance corporate priorities and fulfill Core Responsibilities, independent engagements (audits, evaluations, conflict of interest analysis, wrongdoings and other administrative investigations) will be conducted to provide insight on risk management, controls, and governance of programs and operations. These activities will facilitate decision-making by prioritizing commitments related to culture change, oversight, accountability, transparency, and the delivery of [Strong, Secure, Engaged: Canada's Defence Policy](#)<sup>clxxviii</sup> and [the Minister of National Defence Mandate Letter](#),<sup>clxxix</sup> including the modernization of the North American Aerospace Defence Command (NORAD).

#### Security

The timely and efficient processing of security clearances in support of operations remains a top priority. DND/CAF will identify security risks through the execution of the DND Security program, enabling DND/CAF to make evidence-based security risk decisions that support the execution of the Defence Services Program. An implementation report on the FY 2021-24 Departmental Security Plan (DSP) will be produced, while meeting annual milestones for the plan's continued implementation and renewal in 2025.

The DSP implementation will focus on positive management of strategic security risks and their associated risk treatment plans, to better align with enterprise risk management. DND/CAF will also adapt and modernize the DND Security Program, capitalizing on lessons learned and fundamental changes caused by the COVID-19 pandemic. It will continue to implement the updated Business Continuity Management Program by the deliberate and federated conduct of business impact analyses at the departmental level, using automated tools and proactive governance to effectively manage critical services.



Military Police provide protection to CAF members guarding the Tomb of the Unknown Soldier at the National War Memorial in Ottawa, Ontario, during Summer 2022.

### Communications Services

Transparency, inclusivity, and accountability in communication are essential to building and maintaining trust between Canadians and DND/CAF, and public affairs and communications services figure predominantly in the management of reputational risk.

Given the high-profile domestic and international context within which the CAF is currently operating, DND/CAF Public Affairs and Communications Services will continue to play a critical role in contributing to the progress on Defence plans and priorities for FY 2023–24 by working collaboratively across the Defence Team to provide strategic communications advice and expertise, ensure the effective management of reputational risk, and communicate clearly and accurately on the institution's progress and outcomes to Canadians and members of the Defence Team:

- *Strong, Secure, Engaged 2023*: Communicate action on Canada's Defence Policy Update, — to ensure CAF defences remain robust in a more dangerous world, and the policy remains the foundation for how the CAF is supported, equipped, and resourced;
- NORAD modernization: Communicate about the Defence Team's work to enhance Canada's approach to the defence of North America, including the CAF's presence in the Arctic, and improved surveillance and infrastructure. Early and continuous consultation with northern communities and Indigenous Peoples is an important aspect of NORAD modernization;
- North Atlantic Treaty Organization (NATO) commitments: Ensure Canadians are informed about DND/CAF contributions to NATO, including increasing defence capabilities, participating in global peace and stability operations alongside allies, and facilitating increased information sharing and interoperability;

- CAF reconstitution: Implement strategic recruitment advertising campaigns and support marketing activities, increase CAF personnel numbers, and attract a diverse workforce. Advertising efforts are based on research (testing and evaluation) to ensure evidence and data-driven decisions are made. Engagement activities, which bring community and opinion leaders together with CAF personnel, allow these stakeholders to gain a better understanding of CAF experiences and share that knowledge with their wider networks and audiences; and
- External Reviews: Continue to communicate through multiple platforms to Canadians on the concrete steps being taken to address the recommendations of various external reviews, including the Report of the Independent External Comprehensive Review, and to improve the work environment for all Defence Team members while targeting the full spectrum of harms and misconduct.

### Human Resources Management Services

In FY 2023-24, DND will focus on ensuring that the employee experience is front of mind and supported by sound people management. As DND adopts a hybrid approach to working in the post-pandemic context, the aim will be ensuring the continued safety, health, and wellness of DND employees. A key lesson learned during the COVID-19 pandemic for the public service was the importance of being agile, responsive, and resilient so that it can continue supporting the CAF. Providing services to support the evolving hybrid workforce is crucial to ensuring DND maintains capacity and ensures relevance in the future. Continuing to align the future public service workforce requirements of DND with future-focused recruitment and skill development strategies will be key to achieving the workforce needed to deliver on *Strong, Secure, Engaged*.

DND's public servants' People Management Strategy will be updated; prioritizing the renewal of the human resources management approach to compete more effectively in attracting and retaining Canada's best and brightest as future analysts, technicians, administrators, and civilian leaders.

Providing timely, effective staffing and data-driven strategies to attract and retain the highly-skilled, diverse and inclusive workforce of the future is key to delivering on DND's mission. It will focus its efforts on reducing the time required to staff and onboard new talent, developing rapid and nimble staffing solutions to support managers in hiring, and ensuring public servants continue to have the skills and competencies needed for the future.

Building a "here to help" culture by designing or refreshing programs and services to public service employees and military managers of public servants that provide seamless and positive HR experiences. This will include continued work to modernize digital HR initiatives and increase use of data and analytics but will also involve focusing efforts on improving supports in key areas, such as tools and services for military managers, growth of DND's HR Connect service, enhancement of DND's client service and support model, and expansion of the Office of Disability Management, among others.

DND will increase its understanding of the future of work by leveraging evidence-based research and analytics to inform workforce insights and strategic decision making.

National Defence will build on current progress in the ongoing effort to reduce the backlog of pay cases to ensure employees are paid appropriately. To achieve this, the Compensation Team will continue to provide client-centered services to support employees and managers while putting the client first, continuing to build trust, and providing services that lead to positive pay outcomes.

DND recognizes the urgent need to examine and identify actions to address and eliminate systemic racism, hateful conduct and discrimination, and to support and promote racial equity within its culture and workplace. Diversity and inclusion, as well as anti-racism, are long-standing priorities. In this regard, civilian HR will continue to partner with supporting stakeholders to review and adjust current HR policies and processes to identify and eliminate barriers and systemic discrimination where they exist. This includes applying a Gender-based analysis plus (GBA Plus) and intersectional lens to all new or revised HR policies, to continue to develop resources and tools for employees and managers, and to promote awareness and provide learning opportunities for public service employees on racial equity,

discrimination, and harassment-related themes. This includes continued implementation of the action plan to meet the objectives identified in the *Directive to increase diversity and inclusion in the workplace* and supports the activities of DND/CAF's Anti-Racism Secretariat.<sup>clxxx</sup>

DND will assess the organization's public service human resources policies and practices to identify systemic and attitudinal barriers to employment opportunities for equity-seeking group members.

CPCC will continue to support DND/CAF in becoming an innovative, agile, and integrated organization that delivers excellence in client-oriented, credible, and transparent conflict solutions. Efforts will include:

- Continuing development and implementation of the culture evolution framework through leadership competency enhancement programs, such as the Leadership Support Team, coaching programs, and restorative services;
- Modernizing service delivery and complaint processes to improve the efficiency of conflict solutions;
- Expanding the restorative services program; and
- Updating to the CAF policy on harassment to streamline, modernize, and align with the Workplace Harassment and Violence Prevention Program.

#### Financial Management Services

Defence Policy Update activities are underway to update the way forward on Canada's existing Defence Policy, *Strong, Secure Engaged*. The policy review will focus on the size and capability of the CAF, its roles and responsibilities, as well as ensuring current and future resources are sufficiently aligned to keep Canadians safe at home and engaged around the world. Budget 2022 also announced a multi-year budget increase for DND aimed at strengthening Canada's contributions to core alliances, reinforcing cyber security and bolstering Defence capabilities, while continuing to support culture change and a safe and healthy working environment for the CAF.

As a leader in financial management, DND/CAF is committed to helping advance Defence priorities through immediate and extended investments in continental defence, ensuring alliances and collective security, and the capabilities of the CAF. Building on partnerships across Defence, financial stewardship of the Defence budget will require horizontal coordination across multiple lines of effort. In FY 2023-24 the DND/CAF financial community will continue to lead oversight of the implementation of *Strong, Secure, Engaged* to support financial management of the 20-year, multi-billion-dollar policy. DND/CAF will also continue to modernize financial systems and processes, and remove barriers to innovative financial planning strategies to drive more value. Additionally, the department will build on the work to enhance awareness about financial management practices to ensure compliance, as well as transform business processes to create efficiencies. Enhanced transparency for reporting on major investments will strengthen public confidence that Canadian tax dollars are well spent, and that members of Canada's military have the tools and resources they need.

#### Information Management Services

The department will continue to support the Government of Canada's information and data management priorities that are included in the Treasury Board's *Policy on Service and Digital*,<sup>clxxxi</sup> and in the *Standard on Systems that Manage Information and Data*, as well as continue to support the Treasury Board's *Directive on Open Government*.<sup>clxxxii</sup> Pursuant to evolving policy direction, emergent technologies and implementation of Defence 365 to support a remote and mobile workforce, the department will focus on enabling DND/CAF Operations by leveraging Defence 365 to deliver a centralized, unified, cloud platform where information can be managed and accessed from anywhere, anytime to advance decision-making capabilities.

#### Service Management

In order to advance and meet the requirements of the *Policy on Service and Digital*,<sup>clxxxiii</sup> the Department will continue to evolve its client-centric service design and delivery for external facing services to Canadians. DND will continue to incorporate client feedback mechanisms, mature the end-to-end online

services, evolve service standards and provide snapshots of departmental services and related data through the service inventory. In FY 2023-24, the Department will:

- Develop and communicate a service management strategy to promote an integrated, consistent approach to service management across the department; and
- Capture and support service improvement, a move towards end-to-end digital service delivery and a client-centric approach.

#### Data Management

DND/CAF will continue to prioritize electronic data management, governance and analytics in order to execute Defence policy initiatives.

In FY 2023-24, the department will:

- Continue to build the capacity for enterprise-wide data management, following the direction of the [Policy on Service and Digital](#),<sup>clxxxiv</sup> and in accordance with the [DND/CAF Data Strategy](#),<sup>clxxxv</sup>
- Action the Data Strategy Implementation Plan and track its progress;
- Develop a Data Maturity Roadmap which will provide specific guidance throughout the department;
- Evolve conduct-related data in support of developing a plan to improve Defence culture in accordance with the [Chief of the Defence Staff/Deputy Minister Initiating Directive for Professional Conduct and Culture](#),<sup>clxxxvi</sup>
- Build business requirements, processes and analytical tools to enable the Defence Team to connect data internally with other national agencies, allies and partners;
- Build data management and data governance into existing DND/CAF career and other training offerings. This actively promotes a culture that recognizes the value of data as an asset, builds data literacy, and develops analytical skills at all levels of the Defence Team. This aligns with [Analytics in DND/CAF: Vision and Guiding Principles](#)<sup>clxxxvii</sup> and the Data Literacy Roadmap;
- Leverage data management and data-driven innovation to solve internal and defence-wide data problems. This includes mature reporting of real-time performance information in accordance with TBS direction and guidance;
- Provide guidance on management and access requirements for data stored within information technology systems to ensure it is secure and reliable;
- Implement the Defence Data Stewardship Model to oversee and monitor compliance with enterprise-wide data policies, standards, and practices. This includes the priority data domain areas related to operational data, and military and civilian personnel data;
- Finalize an enterprise-level Data Quality Framework to improve report accuracy, reduce costs, and improve outcomes based on trusted data, aligned with the Data Governance Framework;
- Launch a DND/CAF Artificial Intelligence Strategy, develop a Defence Artificial Intelligence Centre and conduct an artificial intelligence maturity assessment;
- Design an enterprise data hub prototype to demonstrate a solution to data accessibility problems while proactively applying governance controls. This includes accessing data assets, facilitated search and catalogue capabilities and balancing data security and privacy risks;
- Develop a data costing guide and service catalogue to help guide the organization on the costs and implications of data considerations in project and capability development; and
- Align with Pan-Domain Command and Control data requirements and establish minimum essential metadata standards.

### Digital Enterprise Modernization

The rapid advancement of information management and technology will allow the department to use modern business practices to improve the overall processes and business of Defence. These efforts will contribute to future force development and increase business resource management efficiency and consistency. It will also increase the trust and reliability of data and information while enabling a modern workforce and workplace. In FY 2023-24, DND/CAF will:

- Realize the next releases for the Financial Planning and Forecasting, Material Identification, Modernization Integration, Sustainment and Logistics, and Material Planning and Forecasting enterprise modernization initiatives;
- Mature the Defence Digital Core, which builds on the Government of Canada Digital Core and adds Defence-specific processes to accelerate implementation;
- Move DEFENCE<sup>x</sup> from the options analysis phase to the definition phase, bringing Defence closer to having an adaptable, advanced, and sustainable platform for its financial, materiel, and related resource management; and
- Mature the Target Architecture to deal with both classified and unclassified datasets.

### Information Technology Services

The department will continue to mature its Enterprise Architecture practice, and as a result will enhance alignment and oversight of technical solutions within DND/CAF. The department will work closely with TBS to ensure the department is aligned with Government of Canada IM/IT directives and standards, such as the [Directive on Service and Digital](#),<sup>clxxxviii</sup> the [Directive on Standard on Systems that Manage Information and Data](#),<sup>clxxxix</sup> and Government of Canada Enterprise Architecture 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 is captured. This will enable DND/CAF to better manage its IM/IT investments and for its partners to provide necessary support services.

The department will continue to support Government of Canada IT Transformation through the delivery of key projects/initiatives as follows:

- Migrating aging telephone infrastructure to innovative solutions;
- Modernizing networks and email systems at defence installations across the country;
- Establishing a software asset management program to better track and manage software assets within the department; and
- Refining service management practices to support the continued shift to a hybrid workforce.

The department will mature and evolve the Microsoft 365 platform capabilities themselves within DND/CAF to enable a seamless work and communications platform. The Defence 365 Program will work to integrate information exchange between existing systems and implement security controls to allow for information storage and processing up to Protected B.

### Safety Program

It has been a priority to advance a more robust and relevant Safety Program within Defence. In doing so, the Defence Team will continue to review and update Occupational Health and Safety Standards and Guidance and establish a framework for a Hazard Prevention Program that supports the Total Health and Wellness Strategy under *Strong, Secure, Engaged*. As well, the modernization of the General Safety Training Program will continue to allow more managers and employees to access this training through a virtual platform at a lower cost.

### Gender-based analysis plus

The Defence Team will continue to conduct independent internal audits and evaluations. The assessment of GBA Plus considerations is incorporated into the planning process for all internal audit and evaluation engagements to inform the development of objectives, criteria and scope. The annual risk-based audit planning and departmental evaluation plans consider departmental risks and priorities. Accordingly, internal audit and evaluation engagements may be undertaken in areas such as organizational culture, diversity and inclusion to examine topics related to GBA Plus.

### Planning for Contracts Awarded to Indigenous Businesses

The Defence Team will continue to work closely with its suppliers and procurement communities to provide economic empowerment for Indigenous peoples, and to increase diversity in procurement. In accordance with Ministerial mandates from the Ministers of Public Services and Procurement Canada and the Minister of Indigenous Services Canada, DND is aiming to achieve the 5 percent target (expected to be determined by contractual value) for Indigenous participation in various procurement activities, including but not limited to: acquisitions, maintenance and repairs, construction and environmental remediation and/or provision of services.

### Planned budgetary spending for Internal Services

The following table shows, for internal services, budgetary spending for FY 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
904,711,202	904,711,202	926,089,323	936,940,902

### Planned human resources for Internal Services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for FY 2023–24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
4,392	4,423	4,430

## Planned spending and human resources

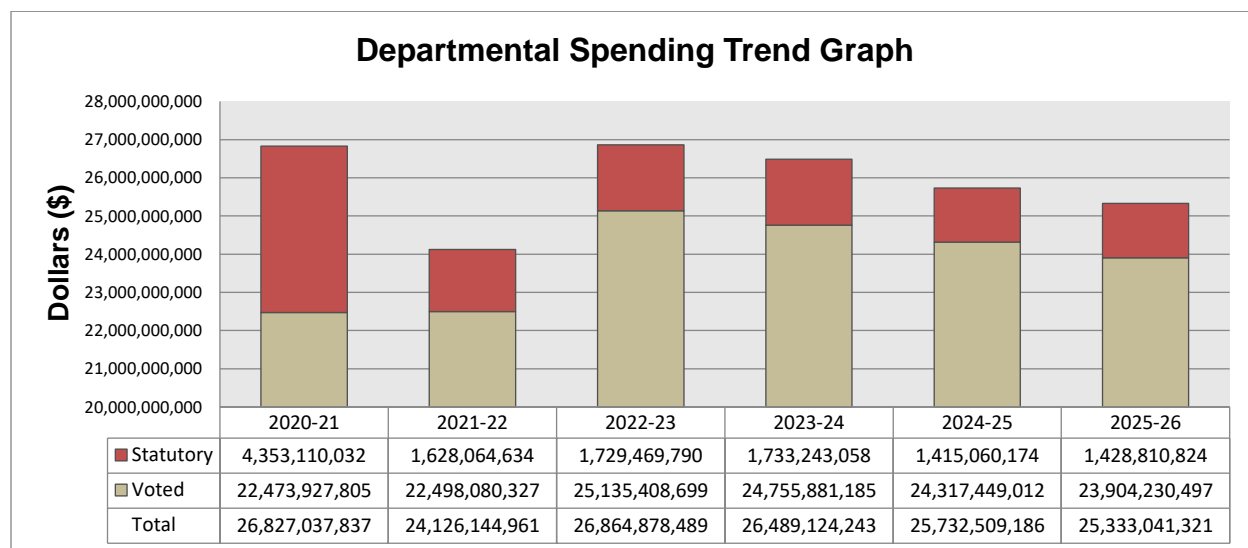
This section provides an overview of the department's planned spending and human resources for the next three fiscal years and compares planned spending for 2023-24 with actual spending for the current year and the previous year.

### Planned spending

Departmental spending 2020-21 to 2025-26

#### Departmental spending trend graph

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



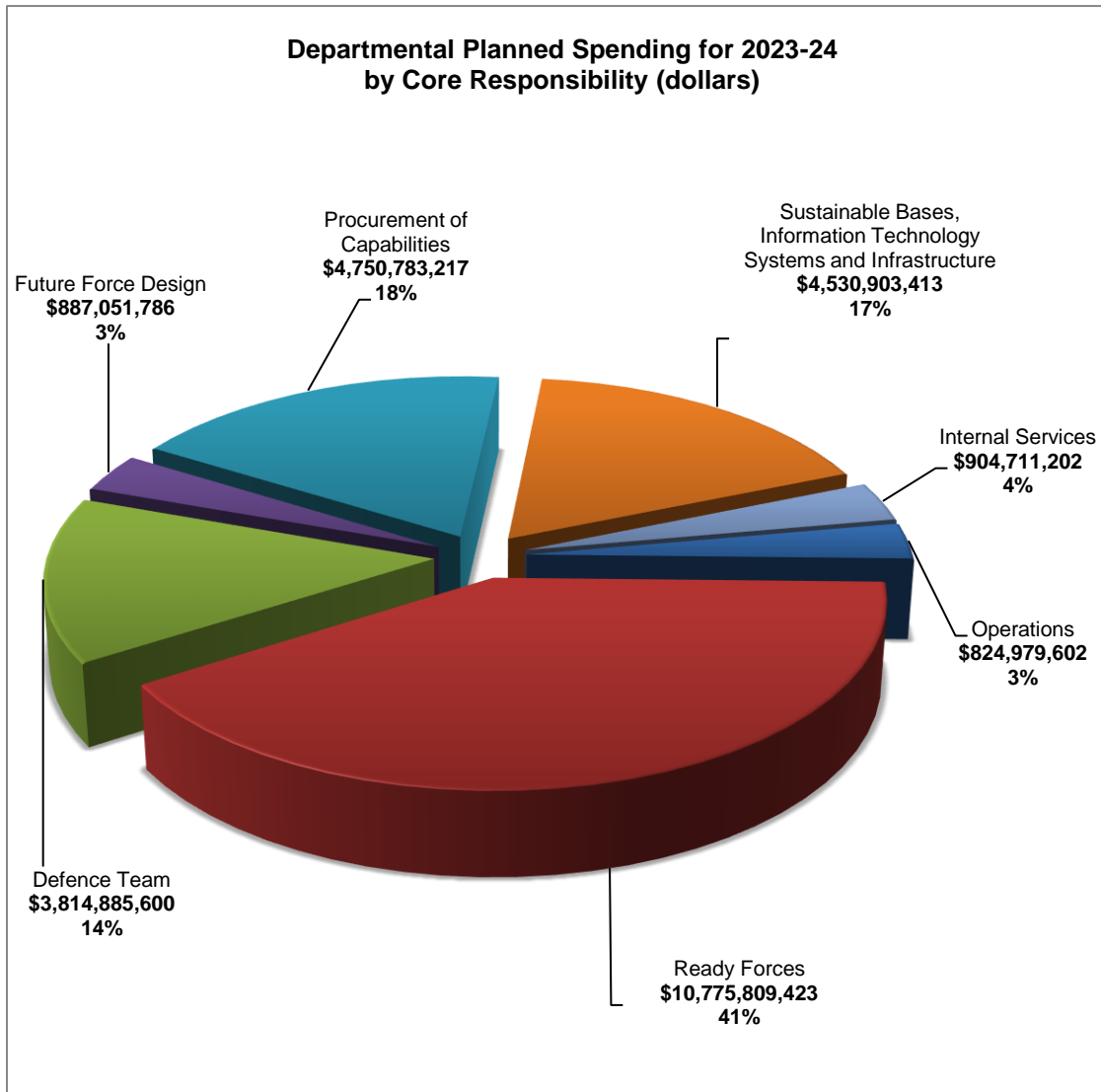
### Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

The following table shows information on spending for each of the Department of National Defence and the Canadian Armed Forces' core responsibilities and for its internal services for 2023-24 and other relevant fiscal years.

Core Responsibilities and Internal Services	2020-21 Expenditures	2021-22 Expenditures	2022-23 Forecast spending	2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 Planned spending	2024-25 Planned spending	2025-26 Planned spending
Operations	1,028,857,684	915,502,440	2,062,231,772	824,979,602	824,979,602	817,028,193	756,433,173
Ready Forces	11,719,160,120	9,984,959,562	10,514,375,509	10,775,809,423	10,775,809,423	10,709,780,573	10,796,131,309
Defence Team	4,057,640,230	3,648,870,768	3,803,133,221	3,814,885,600	3,814,885,600	3,785,129,629	3,849,850,064
Future Force Design	836,173,606	749,733,042	831,865,790	887,051,786	887,051,786	857,336,604	839,633,586
Procurement of Capabilities	4,119,915,713	3,747,686,232	4,173,171,250	4,750,783,217	4,750,783,217	4,177,769,659	3,813,512,055
Sustainable Bases, Information Technology Systems and Infrastructure	4,185,750,629	3,945,280,646	4,037,545,380	4,530,903,413	4,530,903,413	4,459,375,205	4,340,540,232
<b>Subtotal</b>	<b>25,947,497,982</b>	<b>22,992,032,690</b>	<b>25,422,322,922</b>	<b>25,584,413,041</b>	<b>25,584,413,041</b>	<b>24,806,419,863</b>	<b>24,396,100,419</b>
Internal Services	879,539,855	1,134,112,271	1,442,555,567	904,711,202	904,711,202	926,089,323	936,940,902
<b>Total</b>	<b>26,827,037,837</b>	<b>24,126,144,961</b>	<b>26,864,878,489</b>	<b>26,489,124,243</b>	<b>26,489,124,243</b>	<b>25,732,509,186</b>	<b>25,333,041,321</b>

Sources: Vice-Chief of the Defence Staff Group/Assistant Deputy Minister (Finance)/Chief Financial Officer Group.

Note: Due to rounding, figures may not add up to totals shown.



## Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Department of National Defence and the Canadian Armed Forces' core responsibilities and for its internal services for fiscal year (FY) 2023-24 and the other relevant years.

### Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020-21 actual full-time equivalents	2021-22 actual full-time equivalents	2022-23 forecast full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
Operations	2,156	2,103	2,144	2,201	2,252	2,290
Ready Forces	45,431	45,281	45,920	43,946	44,899	45,623
Defence Team	18,902	19,256	19,127	20,716	21,129	21,455
Future Force Design	1,883	1,983	1,914	1,890	1,894	1,898
Procurement of Capabilities	2,525	2,457	2,429	2,523	2,541	2,556
Sustainable Bases, Information Technology Systems and Infrastructure	15,944	15,642	15,526	15,068	15,230	15,360
<b>Subtotal</b>	<b>86,841</b>	<b>86,722</b>	<b>87,060</b>	<b>86,344</b>	<b>87,945</b>	<b>89,182</b>
Internal Services	4,342	4,372	4,284	4,392	4,423	4,430
<b>Total</b>	<b>91,183</b>	<b>91,094</b>	<b>91,344</b>	<b>90,736</b>	<b>92,368</b>	<b>93,612</b>

### Total planned human resources – Reserve Force personnel

The Reserve Force is a valued and integrated component of the Canadian Armed Forces (CAF). 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 predominately 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. Strategic initiatives outlined in *Strong, Secured, Engaged*, and amplified by the CDS-DM Directive for Reconstitution, will remain a priority for the P Res and include growing the force as well as further developing its integrated capability contributions to a modernized CAF. A key focus on personnel generation and retention and enabling Reserve Force units and formations to provide full-time capability through part-time service will ensure that the P Res achieves the directed level of an average paid strength of 30,000 in value-added areas of effort. The concurrent implementation of the Defence Team professional conduct and culture change is critical during this period as a vital enabler to succeed in generating and sustaining a diverse, dispersed, and connected P Res force.

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

The anticipated growth of new patrols as outlined in the Canadian Ranger 2019 Master Implementation Directive was paused during FYs 2020-21 and 2021-22 due to public health measures. These efforts have resumed with, in addition to new patrols, a focus in FY 2023-24 will include efforts to ensure that Canadian Ranger headquarters organizations are fully staffed and able to support the accomplishment of mandated tasks.

The following table provides the total planned human resources for Reserve Force personnel for the next three FY's, from 2023-24 to 2025-26.

	2023-24	2024-25	2025-26
Primary Reserve	29,850	30,000	30,000
Cadet Organization Administration and Training Service	7,500	8,000	8,000
Canadian Rangers	5,680	5,680	5,680

## Estimates by vote

Information on the Department of National Defence and the Canadian Armed Forces' organizational appropriations is available in the [2023-24 Main Estimates](#).<sup>CXC</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Department of National Defence and Canadian Armed Forces' operations for 2022–23 to 2023–24.

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 [Department of National Defence and Canadian Armed Forces' website](#)<sup>cxci</sup>.

### Future-oriented condensed statement of operations for the year ending March 31, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	26,594,937,000	26,022,093,000	(572,844,000)
Total revenues	394,632,000	383,463,000	(11,169,000)
Net cost of operations before government funding and transfers	26,200,305,000	25,638,630,000	(561,675,000)

Note: The variance between the 2023–24 planned results and 2022–23 forecast results is mainly due to a decrease in salary and employee benefits, as well as an increase in amortization expense.

## Corporate information

### Organizational profile

**Appropriate minister:** The Honourable Anita Anand, PC, MP

**Associate minister:** The Honourable Lawrence MacAulay, PC, MP

**Institutional head:** Bill Matthews, Deputy Minister

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

#### Ministerial portfolio:

- Department of National Defence
- Canadian Armed Forces
- [National Defence and Canadian Forces Ombudsman](#)<sup>cxcii</sup>
- [Independent Review Panel for Defence Acquisition](#)<sup>cxciii</sup>
- [Office of the Chief Military Judge](#)<sup>cxciv</sup>
- [Defence Research and Development Canada](#)<sup>cxcv</sup>
- [Communications Security Establishment](#)<sup>cxcvi</sup>
- [Military Police Complaints Commission of Canada](#)<sup>cxcvii</sup>
- [Military Grievances External Review Committee](#)<sup>cxcviii</sup>

#### Enabling instruments:

- [National Defence Act](#)<sup>cxcix</sup>
- [Communications Security Establishment Act](#)<sup>cc</sup>
- [Emergencies Act](#)<sup>cci</sup>
- [Aeronautics Act](#)<sup>ccii</sup>
- [Fisheries Act](#)<sup>cciii</sup>

For further information, see [Legislation and National Defence](#).<sup>cciv</sup>

**Year of incorporation/commencement:** 1923

For additional corporate information visit [the Department of National Defence and the Canadian Armed Forces' website](#).<sup>ccv</sup>

## **Raison d'être, mandate and role: who we are and what we do**

"Raison d'être, mandate and role: who we are and what we do" is available on [the Department of National Defence and the Canadian Armed Forces' website](#).<sup>ccvi</sup>

Information on the Department of National Defence and Canadian Armed Forces' mandate letter commitments is available in the [Minister's mandate letter](#).<sup>ccvii</sup>

## **Operating context**

Information on the operating context is available on [the Department of National Defence and the Canadian Armed Forces' website](#).<sup>ccviii</sup>

## Reporting framework

The Department of National Defence and the Canadian Armed Forces' approved departmental results framework and program inventory for 2023-24 are as follows.

Core Responsibility	Operations				
Description	<p>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 operations.</p> <p>Detect, deter and defend against threats to or attacks on North America in partnership with the United States, including through NORAD.</p> <p>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. Assist civil authorities and non-governmental partners in responding to international and domestic disasters or major emergencies.</p>				
Results and Indicators	<p>Canadians are protected against threats to and attacks on Canada</p> <ul style="list-style-type: none"> <li>• % of requests for assistance that are fulfilled</li> <li>• % of force elements that are deployed within established timelines</li> <li>• % of stated objectives met by domestic operations</li> <li>• Extent to which the Canadian Armed Forces is effective in domestic operations</li> </ul>	<p>People in distress receive effective search and rescue response</p> <ul style="list-style-type: none"> <li>• % of coordinated maritime, aeronautical and joint response to search and rescue incidents deemed effective</li> <li>• % of requests for Canadian Armed Forces aeronautical search and rescue assistance that are fulfilled</li> <li>• % of Canadian Armed Forces aeronautical search and rescue operations that meet established standards</li> </ul>	<p>Canada's Arctic sovereignty is preserved and safeguarded</p> <ul style="list-style-type: none"> <li>• % of stated objectives met by Arctic operations and exercises</li> </ul>	<p>North America is defended against threats and attacks</p> <ul style="list-style-type: none"> <li>• % of stated objectives met by continental operations</li> <li>• % of Canada's commitments and obligations to the North American Aerospace Defence Command agreement that are met</li> <li>• Extent to which the Canadian Armed Forces is effective in continental operations</li> </ul>	<p>Canadian Armed Forces contribute to a more stable and peaceful world</p> <ul style="list-style-type: none"> <li>• % of stated objectives met by international operations</li> <li>• Extent to which the Canadian Armed Forces is effective in international operations</li> </ul>
Program Inventory	<ul style="list-style-type: none"> <li>• Operations in Canada</li> <li>• Operations in North America</li> <li>• International Operations</li> <li>• Global Engagement</li> <li>• Cyber Operations</li> <li>• Command, Control and Sustainment of Operations</li> <li>• Special Operations</li> </ul>				

Core Responsibility	Ready Forces	
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.	
Results and Indicators	<p>Canadian Armed Forces are ready to conduct concurrent operations</p> <ul style="list-style-type: none"> <li>• % of operations that are capable of being conducted concurrently</li> <li>• % of force elements that are ready for operations in accordance with established targets</li> </ul>	<p>Military equipment is ready for training and operations</p> <ul style="list-style-type: none"> <li>• % of maritime key fleets that are serviceable to meet training and readiness requirements in support of concurrent operations</li> <li>• % of key land fleets that are serviceable to meet training and readiness requirements in support of concurrent operations</li> <li>• % of aerospace key fleets that are serviceable to meet training and readiness requirements in support of concurrent operations</li> </ul>
Program Inventory	<ul style="list-style-type: none"> <li>• Strategic Command and Control</li> <li>• Ready Naval Forces</li> <li>• Ready Land Forces</li> <li>• Ready Air and Space Forces</li> <li>• Ready Special Operations Forces</li> <li>• Ready Cyber and Joint Communication Information Systems (CIS) Forces</li> <li>• Ready Intelligence Forces</li> <li>• Ready Joint and Combined Forces</li> <li>• Ready Health, Military Police and Support Forces</li> <li>• Equipment Support</li> <li>• Employer Support Programmes</li> </ul>	

Core Responsibility	Defence Team				
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.				
Results and Indicators	<p>Canadian Armed Forces is growing towards its end state of 101,500 personnel</p> <ul style="list-style-type: none"> <li>• % of the Regular Force Establishment that is filled</li> <li>• % of Reserve force positions that are filled</li> <li>• % of occupations with critical shortfalls</li> </ul>	<p>The health and well-being of the Defence team is well supported</p> <ul style="list-style-type: none"> <li>• % of military personnel who are medically fit for their occupation</li> <li>• % of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for service members and their families</li> <li>• % of Canadian Armed Forces members who feel positive about their job</li> <li>• % of civilian employees who describe the workplace as psychologically healthy</li> </ul>	<p>The Defence team reflects the values and diversity of Canadian society</p> <ul style="list-style-type: none"> <li>• % of the Canadian Armed Forces (CAF) that self-identify as a woman</li> <li>• % of civilians in the Defence team who self-identify as a woman</li> <li>• % of the Canadian Armed Forces (CAF) who self-identify as a visible minority</li> <li>• % of civilians in the Defence Team who self-identify as a visible minority</li> <li>• % of the Canadian Armed Forces (CAF) who self-identify as an Indigenous person</li> <li>• % of civilians in the Defence Team who self-identify as an Indigenous person</li> <li>• % of the Canadian Armed Forces (CAF) who self-identify as</li> </ul>	<p>Military families are supported and resilient</p> <ul style="list-style-type: none"> <li>• % of Canadian Armed Forces families who feel they meet the challenges of military life</li> <li>• % of Canadian Armed Forces members who are satisfied with the overall support their family receives from the Canadian Armed Forces</li> </ul>	<p>Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood</p> <ul style="list-style-type: none"> <li>• % of the target Canadian youth population that participates in Cadets and Junior Canadian Rangers</li> </ul>

			<ul style="list-style-type: none"> <li>victims of harassment</li> <li>% of civilians who self-identify as victims of harassment</li> <li>% of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination</li> <li>% of civilians who self-identify as victims of discrimination</li> <li>Annual number of reported incidents of sexual misconduct in the Canadian Armed Forces</li> <li>% of CAF members who agree that the culture in the CAF surrounding sexual misconduct has improved in the last 12 months</li> <li>% of CAF members who agree that the CAF currently reinforces a culture of mutual respect, trust, honour and dignity</li> <li>Number of Defence Team members who have attended the Respect in the CAF workshop</li> <li>% of civilians in the Defence Team who have completed mandatory harassment training</li> <li>Annual number of reported incidents of a sexual nature within the Defence Team civilian personnel</li> </ul>		
<b>Program Inventory</b>	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Individual Training and Professional Military Education</li> <li>Total Health Care</li> <li>Defence Team Management</li> <li>Military Transition</li> <li>Military Member and Family Support</li> <li>Military History and Heritage</li> <li>Military Law Services/Military Justice Superintendence</li> <li>Ombudsman</li> <li>Cadets and Junior Canadian Rangers (Youth Program)</li> </ul>				

Core Responsibility	Future Force Design	
Description	Develop and design the future force through a deep understanding of the future operating environment and security risks to Canada and Canadian interests. Enhance Defence's ability to identify, prevent, adapt and respond to a wide range of contingencies through collaborative innovation networks and advanced research.	
Results and Indicators	<p>Defence capabilities are designed to meet future threats</p> <ul style="list-style-type: none"> <li>• Extent to which the Future Security Environment assessment remains valid</li> <li>• Degree to which future security assessments and capability deductions remain coherent with those of our allies and partners</li> <li>• Degree to which future capabilities required to ensure an operational advantage over defence and security threats have been accounted for in defence plans</li> </ul>	<p>Defence and security challenges are addressed through innovative solutions</p> <ul style="list-style-type: none"> <li>• % of initiatives and projects that are supported by Defence Science and Technology</li> <li>• % 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</li> </ul>
Program Inventory	<ul style="list-style-type: none"> <li>• Joint Force Development</li> <li>• Naval Force Development</li> <li>• Land Force Development</li> <li>• Air and Space Force Development</li> <li>• Special Operations Force Development</li> <li>• Cyber and Joint Communication Information Systems (CIS) Force Development</li> <li>• Intelligence Force Development</li> <li>• Science, Technology and Innovation</li> </ul>	

Core Responsibility	Procurement of Capabilities			
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.			
Results and Indicators	<p>Defence procurement is streamlined</p> <ul style="list-style-type: none"> <li>• % of projects that meet the approved project development and approval timelines (low risk and low complexity projects)</li> <li>• % of goods and services contracts that are awarded within established performance targets</li> </ul>	<p>Defence equipment acquisition is well-managed</p> <ul style="list-style-type: none"> <li>• % of capital equipment projects that remain in most recent approved scope</li> <li>• % of capital equipment projects that remain on most recent approved schedule</li> <li>• % of capital equipment projects that remain within most recent approved expenditure authority as forecasted for the fiscal year</li> </ul>	<p>Defence information technology acquisition is well-managed</p> <ul style="list-style-type: none"> <li>• % of information technology projects that remain in approved scope</li> <li>• % of information technology projects that remain on approved schedule</li> <li>• % of information technology projects that remain within approved expenditure authority</li> </ul>	<p>Supplies are available and well-managed</p> <ul style="list-style-type: none"> <li>• % of stock that is unavailable to meet forecasted demand</li> <li>• % of stock disposed that was identified as surplus</li> <li>• % of stock where warehouse replenishment settings require review to achieve better materiel positioning and timely customer satisfaction</li> </ul>
Program Inventory	<ul style="list-style-type: none"> <li>• Maritime Equipment Acquisition</li> <li>• Land Equipment Acquisition</li> <li>• Aerospace Equipment Acquisition</li> <li>• Defence Information Technology Systems Acquisition, Design and Delivery</li> <li>• Defence Materiel Management</li> </ul>			

Core Responsibility	Sustainable Bases, Information Technology Systems and Infrastructure		
Description	Develop and manage modern, operational and sustainable bases, information technology systems and infrastructure. Contribute to the achievement of federal environmental targets.		
Results and Indicators	Naval, Army and Air Force Bases enable military operations and defence activities <ul style="list-style-type: none"> <li>• % of single quarters accommodations that can be used</li> <li>• % deviation of average daily meal cost from the standard allowance</li> </ul>	Defence infrastructure is well-managed throughout its lifecycle <ul style="list-style-type: none"> <li>• % of infrastructure in suitable condition</li> <li>• % of maintenance and repair investment in relation to the infrastructure portfolio value</li> <li>• % of the total real property value that is identified as surplus</li> </ul>	Defence activities are carried out in a safe and environmentally responsible manner <ul style="list-style-type: none"> <li>• % of greenhouse gas emissions reduction relative to a 2005 baseline</li> <li>• % of reduction in contaminated sites liability based on the closing liability of the previous year</li> </ul>
Program Inventory	<ul style="list-style-type: none"> <li>• Defence Infrastructure Program Management</li> <li>• Defence Infrastructure Construction, Recapitalization and Investment</li> <li>• Defence Infrastructure Maintenance, Support and Operations</li> <li>• Defence Residential Housing Program</li> <li>• Defence Information Systems, Services and Programme Management</li> <li>• Environment and Sustainable Management</li> <li>• Indigenous Affairs</li> <li>• Naval Bases</li> <li>• Land Bases</li> <li>• Air and Space Wings</li> <li>• Joint, Common and International Bases</li> <li>• Military Police Institutional Operations</li> <li>• Safety</li> </ul>		

### Changes to the approved reporting framework since 2022-23

The following table shows the approved changes to the reporting framework since 2022-23 for the Department of National Defence and the Canadian Armed Forces.

Structure	2023-24	2022-23	Change	Reason for change
<b>CORE RESPONSIBILITY</b>	Operations	Operations	No change	Not Applicable
<b>PROGRAM</b>	Operations in Canada	Operations in Canada	No change	Not Applicable
<b>PROGRAM</b>	Operations in North America	Operations in North America	No change	Not Applicable
<b>PROGRAM</b>	International Operations	International Operations	No change	Not Applicable
<b>PROGRAM</b>	Global Engagement	Global Engagement	No change	Not Applicable
<b>PROGRAM</b>	Cyber Operations	Cyber Operations	No change	Not Applicable
<b>PROGRAM</b>	Command, Control and Sustainment of Operations	Command, Control and Sustainment of Operations	No change	Not Applicable
<b>PROGRAM</b>	Special Operations	Special Operations	No change	Not Applicable
<b>CORE RESPONSIBILITY</b>	Ready Forces	Ready Forces	No change	Not Applicable
<b>PROGRAM</b>	Strategic Command and Control	Strategic Command and Control	No change	Not Applicable
<b>PROGRAM</b>	Ready Naval Forces	Ready Naval Forces	No change	Not Applicable
<b>PROGRAM</b>	Ready Land Forces	Ready Land Forces	No change	Not Applicable

<b>PROGRAM</b>	Ready Air and Space Forces	Ready Air and Space Forces	No change	Not Applicable
<b>PROGRAM</b>	Ready Special Operations Forces	Ready Special Operations Forces	No change	Not Applicable
<b>PROGRAM</b>	Ready Cyber and Joint Communication Information Systems (CIS) Forces	Ready Cyber and Joint Communication Information Systems (CIS) Forces	No change	Not Applicable
<b>PROGRAM</b>	Ready Intelligence Forces	Ready Intelligence Forces	No change	Not Applicable
<b>PROGRAM</b>	Ready Joint and Combined Forces	Ready Joint and Combined Forces	No change	Not Applicable
<b>PROGRAM</b>	Ready Health, Military Police and Support Forces	Ready Health, Military Police and Support Forces	No change	Not Applicable
<b>PROGRAM</b>	Equipment Support	Equipment Support	No change	Not Applicable
<b>PROGRAM</b>	The Employer Support Programmes	The Employer Support Programmes	No change	Not Applicable
<b>CORE RESPONSIBILITY</b>	Defence Team	Defence Team	No change	Not Applicable
<b>PROGRAM</b>	Recruitment	Recruitment	No change	Not Applicable
<b>PROGRAM</b>	Individual Training and Professional Military Education	Individual Training and Professional Military Education	No change	Not Applicable
<b>PROGRAM</b>	Total Health Care	Total Health Care	No change	Not Applicable
<b>PROGRAM</b>	Defence Team Management	Defence Team Management	No change	Not Applicable
<b>PROGRAM</b>	Military Transition	Military Transition	No change	Not Applicable
<b>PROGRAM</b>	Military Member and Family Support	Military Member and Family Support	No change	Not Applicable
<b>PROGRAM</b>	Military History and Heritage	Military History and Heritage	No change	Not Applicable
<b>PROGRAM</b>	Military Law Services/Military Justice Superintendence	Military Law Services/Military Justice Superintendence	No change	Not Applicable
<b>PROGRAM</b>	Ombudsman	Ombudsman	No change	Not Applicable
<b>PROGRAM</b>	Cadets and Junior Canadian Rangers (Youth Program)	Cadets and Junior Canadian Rangers (Youth Program)	No change	Not Applicable
<b>CORE RESPONSIBILITY</b>	Future Force Design	Future Force Design	No change	Not Applicable
<b>PROGRAM</b>	Joint Force Development	Joint Force Development	No change	Not Applicable
<b>PROGRAM</b>	Naval Force Development	Naval Force Development	No change	Not Applicable
<b>PROGRAM</b>	Land Force Development	Land Force Development	No change	Not Applicable
<b>PROGRAM</b>	Air and Space Force Development	Air and Space Force Development	No change	Not Applicable

PROGRAM	Special Operations Force Development	Special Operations Force Development	No change	Not Applicable
PROGRAM	Cyber and Joint Communication Information Systems (CIS) Force Development	Cyber and Joint Communication Information Systems (CIS) Force Development	No change	Not Applicable
PROGRAM	Intelligence Force Development	Intelligence Force Development	No change	Not Applicable
PROGRAM	Science, Technology and Innovation	Science, Technology and Innovation	No change	Not Applicable
CORE RESPONSIBILITY	Procurement of Capabilities	Procurement of Capabilities	No change	Not Applicable
PROGRAM	Maritime Equipment Acquisition	Maritime Equipment Acquisition	No change	Not Applicable
PROGRAM	Land Equipment Acquisition	Land Equipment Acquisition	No change	Not Applicable
PROGRAM	Aerospace Equipment Acquisition	Aerospace Equipment Acquisition	No change	Not Applicable
PROGRAM	Defence Information Technology Systems Acquisition, Design and Delivery	Defence Information Technology Systems Acquisition, Design and Delivery	No change	Not Applicable
PROGRAM	Defence Materiel Management	Defence Materiel Management	No change	Not Applicable
CORE RESPONSIBILITY	Sustainable Bases, Information Technology Systems and Infrastructure	Sustainable Bases, Information Technology Systems and Infrastructure	No change	Not Applicable
PROGRAM	Defence Infrastructure Program Management	Defence Infrastructure Program Management	No change	Not Applicable
PROGRAM	Defence Infrastructure Construction, Recapitalization and Investment	Defence Infrastructure Construction, Recapitalization and Investment	No change	Not Applicable
PROGRAM	Defence Infrastructure Maintenance, Support and Operations	Defence Infrastructure Maintenance, Support and Operations	No change	Not Applicable
PROGRAM	Defence Residential Housing Program	Defence Residential Housing Program	No change	Not Applicable
PROGRAM	Defence Information Systems, Services and Programme Management	Defence Information Systems, Services and Programme Management	No change	Not Applicable
PROGRAM	Environment and Sustainable Management	Environmental Sustainability and Protection	Title change	See Note 1
PROGRAM	Indigenous Affairs	Indigenous Affairs	No change	Not Applicable
PROGRAM	Naval Bases	Naval Bases	No change	Not Applicable
PROGRAM	Land Bases	Land Bases	No change	Not Applicable
PROGRAM	Air and Space Wings	Air and Space Wings	No change	Not Applicable

PROGRAM	Joint, Common and International Bases	Joint, Common and International Bases	No change	Not Applicable
PROGRAM	Military Police Institutional Operations	Military Police Institutional Operations	No change	Not Applicable
PROGRAM	Safety	Safety	No change	Not Applicable
CORE RESPONSIBILITY	Internal Services	Internal Services	No change	Not Applicable
PROGRAM	Management and Oversight Services	Management and Oversight Services	No change	Not Applicable
PROGRAM	Communications Services	Communications Services	No change	Not Applicable
PROGRAM	Legal Services	Legal Services	No change	Not Applicable
PROGRAM	Human Resources Management Services	Human Resources Management Services	No change	Not Applicable
PROGRAM	Financial Management Services	Financial Management Services	No change	Not Applicable
PROGRAM	Information Management Services	Information Management Services	No change	Not Applicable
PROGRAM	Information Technology Services	Information Technology Services	No change	Not Applicable
PROGRAM	Real Property Management Services	Real Property Management Services	No change	Not Applicable
PROGRAM	Materiel Management Services	Materiel Management Services	No change	Not Applicable
PROGRAM	Acquisition Management Services	Acquisition Management Services	No change	Not Applicable

**Note 1:** Environment protection is an outdated term.

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources and results related to the Department of National Defence and the Canadian Armed Forces' Program Inventory is available on [GC InfoBase](#).<sup>ccix</sup>

## Supplementary information tables

The following supplementary information tables are available [on the Department of National Defence and the Canadian Armed Forces' website](#).<sup>ccx</sup>

- [Details on transfer payment programs](#)<sup>ccxi</sup>
- [Gender-based analysis plus](#)<sup>ccxii</sup>
- [Status report on transformational and major Crown projects](#)<sup>ccxiii</sup>

## Federal tax expenditures

The Department of National Defence and the Canadian Armed Forces' 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](#).<sup>ccxiv</sup> 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 gender-based analysis plus.

## Organizational contact information

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

**Telephone:** 613-992-4581

**Email:** [information@forces.gc.ca](mailto:information@forces.gc.ca)

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



## Appendix: 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 benefitting 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 2023–24 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.

**high impact innovation (innovation à impact élevé)**

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

**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.

**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.



## Endnotes

- <sup>i</sup> *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- <sup>ii</sup> Canada's Indo-Pacific Strategy, <https://www.international.gc.ca/transparency-transparence/indo-pacific-indo-pacifique/index.aspx?lang=eng>
- <sup>iii</sup> Report of the Independent External Comprehensive Review, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/report-of-the-independent-external-comprehensive-review/part-i.html#toc141>
- <sup>iv</sup> *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- <sup>v</sup> Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>
- <sup>vi</sup> Operation REASSURANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-reassurance.html>
- <sup>vii</sup> Emergency Management Strategy for Canada: Toward a Resilient 2030, <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/mrgncy-mngmnt-strtg/index-en.aspx>
- <sup>viii</sup> CDS/DM Directive For CAF Reconstitution, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/dm-cds-directives/cds-dm-directive-caf-reconstitution.html>
- <sup>ix</sup> Fact sheet: Funding for Continental Defence and NORAD Modernization, <https://www.canada.ca/en/department-national-defence/services/operations/allies-partners/norad/facesheet-funding-norad-modernization.html>
- <sup>x</sup> Joint Statement on Norad Modernization, <https://www.canada.ca/en/department-national-defence/news/2021/08/joint-statement-on-norad-modernization.html>
- <sup>xi</sup> Arctic and Northern Policy Framework, <https://www.rcaanc-cirnac.gc.ca/eng/1560523306861/156052330587>
- <sup>xii</sup> Minister of Veterans Affairs and Associate Minister of National Defence Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-veterans-affairs-and-associate-minister-national-defence>
- <sup>xiii</sup> Policy on the Planning and Management of Investments, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32593>
- <sup>xiv</sup> Greening Government Strategy: A Government of Canada Directive, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>
- <sup>xv</sup> *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- <sup>xvi</sup> Canada's Indo-Pacific Strategy, <https://www.international.gc.ca/transparency-transparence/indo-pacific-indo-pacifique/index.aspx?lang=eng>
- <sup>xvii</sup> Planned Costs for Major Canadian Armed Forces Operations, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2023-24/supporting-document/planned-costs-major-caf-operations.html>
- <sup>xviii</sup> Current CAF operations and exercises, <https://www.canada.ca/en/department-national-defence/services/operations.html>
- <sup>xix</sup> Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>

- xx Operation REASSURANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-reassurance.html>
- xxi Operation LENTUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-lentus.html>
- xxii Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>
- xxiii Operation LENTUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-lentus.html>
- xxiv Federal Emergency Response Plan January 2011, <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/mrgnc-rspns-pln/index-en.aspx>
- xxv Operation PALACI, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-palaci.html>
- xxvi Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>
- xxvii Operation LENTUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-lentus.html>
- xxviii Operation VECTOR, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-vector.html>
- xxix Operation LASER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/laser.html>
- xxx Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>
- xxxi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxii Search and rescue operations, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/types/search-rescue.html>
- xxxiii National Search and Rescue Program, <https://www.publicsafety.gc.ca/cnt/mrgnc-mngmnt/rspndng-mrgnc-vnts/nss/prgrm-en.aspx>
- xxxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxv Operation NANOOK, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>
- xxxvi Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>
- xxxvii Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>
- xxxviii Operation NANOOK, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>
- xxxix Operation LENTUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-lentus.html>
- xl Operation VECTOR, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-vector.html>
- xli Operation LASER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/laser.html>

- xlii Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>
- xliii Operation NANOOK, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>
- xliv Operation NEVUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nevus.html>
- xl Operation BOXTOP, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-boxtop.html>
- xlvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xlvi Operation CARIBBE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-caribbe.html>
- xlvi Agreement Between the Government of Canada and the Government of the United States of America on the North American Aerospace Defense Command, <https://www.treaty-accord.gc.ca/text-texte.aspx?id=105060&wbdisable=true>
- xlix Terms of Reference: North American Aerospace Defense Command (NORAD), <https://www.hsdl.org/c/abstract/?docid=800013>
- i Operation CARIBBE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-caribbe.html>
- ii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- iii Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>
- iii Operation IMPACT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-impact.html>
- liv Operation PROTEUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-proteus.html>
- lv Operation REASSURANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-reassurance.html>
- lvi Operation PROJECTION, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-projection.html>
- lvii Operation REASSURANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-reassurance.html>
- lviii Operation KOBOLD, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-kobold.html>
- lix Operation IMPACT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-impact.html>
- lx Exercise TROPICAL DAGGER, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2022/12/exercise-tropical-dagger-growth-collaboration-caribbean-basin.html>
- lxi Canada's Indo-Pacific Strategy, <https://www.international.gc.ca/transparency-transparence/indo-pacific-indo-pacifique/index.aspx?lang=eng>
- lxii Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>
- lxiii Defence Minister Anita Anand announces deployment of Canadian Armed Forces to train Ukrainian soldiers in the United Kingdom, <https://www.canada.ca/en/department-national-defence/news/2022/08/defence-minister-anita-anand-announces-deployment-of-canadian-armed-forces-to-train-ukrainian-soldiers-in-the-united-kingdom.html>

- 
- lxiv Operation CALUMET, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-calumet.html>
- lxv Operation ARTEMIS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-artemis.html>
- lxvi Operation CARIBBE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-caribbe.html>
- lxvii Operation PROJECTION, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-projection.html>
- lxviii Operation NEON, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-neon.html>
- lxix Minister Anand announces defence and security elements of Canada's Indo-Pacific Strategy, <https://www.canada.ca/en/department-national-defence/news/2022/11/minister-anand-announces-defence-and-security-elements-of-canadas-indo-pacific-strategy.html>
- lxx Operation RENDER SAFE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-render-safe.html>
- lxxi Operation OPEN SPIRIT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-open-spirit.html>
- lxxii Defence Minister Anita Anand announces deployment of new gender-balanced task force to Ghana, [https://www.canada.ca/en/department-national-defence/news/2022/10/defence-minister-anita-anand-announces-deployment-of-new-gender-balanced-task-force-to-ghana.html?utm\\_campaign=dnd-mdn-dt-news-22-23&utm\\_medium=eml&utm\\_source=dtm-oct-25&utm\\_content=nr-ghana-en-221025](https://www.canada.ca/en/department-national-defence/news/2022/10/defence-minister-anita-anand-announces-deployment-of-new-gender-balanced-task-force-to-ghana.html?utm_campaign=dnd-mdn-dt-news-22-23&utm_medium=eml&utm_source=dtm-oct-25&utm_content=nr-ghana-en-221025)
- lxxiii The Vancouver Principles, [https://www.international.gc.ca/world-monde/issues\\_developpement-enjeux\\_developpement/human\\_rights-droits\\_homme/principles-vancouver-principes.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_developpement-enjeux_developpement/human_rights-droits_homme/principles-vancouver-principes.aspx?lang=eng)
- lxxiv Defence Intelligence Enterprise Renewal, <https://www.canada.ca/en/department-national-defence/corporate/video/operations/2021/defence-intelligence-enterprise-renewal.html>
- lxxv Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>
- lxxvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- lxxvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- lxxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- lxxix Defence Energy and Environment Strategy, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/dees.html>
- lxxx Energy efficiency, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/dees/2-energy.html>
- lxxxi Climate change, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/dees/3-sustainable.html>
- lxxxii Greening Government Strategy: A Government of Canada Directive, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>
- lxxxiii Operation NANOOK, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>
- lxxxiv Exercise MAPLE RESOLVE, <https://www.canada.ca/en/army/services/exercises-and-operations/military-exercises/exercise-maple-resolve.html>
- lxxxv Exercise TRADEWINDS, <https://www.dvidshub.net/feature/Tradewinds2022>

- lxxxvi Schriever Wargame Concludes, <https://www.schriever.spaceforce.mil/News/Article-Display/Article/1977480/schriever-wargame-concludes/>
- lxxxvii Project Convergence, <https://armyfuturecommand.com/convergence/>
- lxxxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- lxxxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xc GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xc i GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xc ii Watch the Defence Team panel discussion: Addressing racial inequities, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2022/05/watch-pannel-discussion-addressing-racial-inequities.html>
- xc iii 5. Victim's Liaison Officer Role & Responsibilities, <https://www.canada.ca/en/department-national-defence/programs/integrated-conflict-complaint-management/interim-victims-liaison-officer-policy.html#5>
- xc iv Part II – Leadership, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/report-of-the-independent-external-comprehensive-review/part-ii.html#toc42>
- xc v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xc vi Workplace harassment and violence prevention program involving Defence Team public service employees, <https://www.canada.ca/en/department-national-defence/services/benefits-military/conflict-misconduct/new-workplace-harassment-and-violence-prevention-regulations-for-defence-team-public-servants-bill-c65.html>
- xc vii Workplace harassment and violence prevention program involving Defence Team public service employees, <https://www.canada.ca/en/department-national-defence/services/benefits-military/conflict-misconduct/new-workplace-harassment-and-violence-prevention-regulations-for-defence-team-public-servants-bill-c65/workplace-assessments.html>
- xc viii Workplace Harassment and Violence Prevention Unit: We're Here to Help, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2022/08/workplace-harassment-violence-prevention-unit.html>
- xc ix Harassment and Violence in the Workplace – Negative Behaviours Matrix, <https://www.canada.ca/en/department-national-defence/services/benefits-military/conflict-misconduct/new-workplace-harassment-and-violence-prevention-regulations-for-defence-team-public-servants-bill-c65/negative-behaviours-continuum.html>
- c Defence Administrative Orders and Directives (DAOD) – 5000, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/defence-administrative-orders-directives/5000-series/5023.html>
- ci Report 5—Canadian Armed Forces Housing, [https://www.oag-bvg.gc.ca/internet/English/parl\\_oag\\_201602\\_05\\_e\\_41062.html](https://www.oag-bvg.gc.ca/internet/English/parl_oag_201602_05_e_41062.html)
- c ii Report 5, Canadian Armed Forces Housing, of the Fall 2015 Reports of the Auditor General of Canada, <https://www.ourcommons.ca/Committees/en/PACP/StudyActivity?studyActivityId=8833573>
- c iii The Defence Team Total Health and Wellness Strategy, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/total-health-and-wellness-strategy.html>
- c iv Invictus Games, <https://www.soldieron.ca/team-canada/invictus>
- c v Department of Defense Warrior Games, <https://www.soldieron.ca/team-canada/warrior-games>
- c vi Canadian Forces Morale & Welfare Services, <https://www.cafconnection.ca/>
- c vii Military career transition, <https://www.canada.ca/en/department-national-defence/services/benefits-military/transition.html>

- cviii Community Support for Sexual Misconduct Survivors Grant Program, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/grant-program.html>
- cix Sexual Misconduct Response and Support Coordination Program, <https://www.canada.ca/en/department-national-defence/news/2019/08/the-sexual-misconduct-response-centre-launches-new-response-and-support-coordination-program.html>
- cx Military Sexual Trauma Peer Support Program, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/mst-peer-support-program-consultations.html>
- cxii Restorative Engagement program, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/restorative-engagement.html>
- cxiii CAF-DND Sexual Misconduct Class Action Settlement, <https://www.caf-dndsexualmisconductclassaction.ca/>
- cxiv Survey on Sexual Misconduct in the Canadian Armed Forces, <https://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=5235>
- cxv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxvi Report of the Independent External Comprehensive Review, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/report-of-the-independent-external-comprehensive-review.html>
- cxvii BILL C-77, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-77/first-reading>
- cxviii Report 3—Administration of Justice in the Canadian Armed Forces, [https://publications.gc.ca/site/archivee-archived.html?url=https://publications.gc.ca/collections/collection\\_2018/bvg-oag/FA1-27-2018-1-4-eng.pdf](https://publications.gc.ca/site/archivee-archived.html?url=https://publications.gc.ca/collections/collection_2018/bvg-oag/FA1-27-2018-1-4-eng.pdf)
- cxix Bill C-65, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-65/royal-assent>
- cxix Deputy Minister Corporate Commitments on Diversity, Inclusion and Anti-Racism, <https://www.canada.ca/en/privy-council/programs/appointments/governor-council-appointments/performance-management/dm-commitments.html>
- cxix CAF Commitment: Employment Equity Plan 2021-2026, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2021/11/caf-commitment-employment-equity-plan-2021-2026.html>
- cxix Programs for Indigenous Peoples, <https://forces.ca/en/programs-for-indigenous-peoples/summer-programs/>
- cxix Sexual misconduct, <https://www.canada.ca/en/department-national-defence/services/benefits-military/conflict-misconduct/sexual-misconduct.html>
- cxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxix Canadian Forces Morale & Welfare Services, Virtual Services, <https://cfmws.ca/support-services/families/military-family-resource-centres>
- cxix Military Spouse Employment Initiative, <https://www.canada.ca/en/department-national-defence/corporate/job-opportunities/civilian-jobs/civilian-job-opportunities/military-spouse-employment-initiative.html>
- cxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>

- cxxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxix Minister of National Defence Announces Canada's NORAD Modernization Plan, <https://www.canada.ca/en/department-national-defence/news/2022/06/minister-of-national-defence-announces-canadas-norad-modernization-plan.html>
- cxixi *Strong, Secure, Engaged*: Canada's Defence Policy, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- cxixii Innovation for Defence Excellence and Security, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas.html>
- cxixiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxixiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxixv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxixvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxixvii Greening Government Strategy: A Government of Canada Directive, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>
- cxixviii Policy on Green Procurement, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32573>
- cxixix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxli Canadian surface combatant, <https://www.canada.ca/en/department-national-defence/services/procurement/canadian-surface-combatant.html>
- cxlii Arctic and offshore patrol ships, <https://www.canada.ca/en/department-national-defence/services/procurement/arctic-offshore-patrol-ships.html>
- cxliii Joint Support Ships, <https://www.canada.ca/en/department-national-defence/services/procurement/joint-support-ship.html>
- cxliiii Fixed-wing search and rescue procurement project, <https://www.canada.ca/en/department-national-defence/services/procurement/fixed-wing-search-and-rescue-procurement-project.html>
- cxliv Future fighter capability project, <https://www.canada.ca/en/department-national-defence/services/procurement/fighter-jets/future-fighter-capability-project.html>
- cxlv Remotely Piloted Aircraft System (RPAS), <https://www.canada.ca/en/department-national-defence/services/procurement/remotely-piloted-aircraft-system.html>
- cxlvi Strategic Tanker Transport Capability, <http://dgpaapp.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1341>
- cxlvii Logistics Vehicle Modernization Project (LVM), <https://www.canada.ca/en/department-national-defence/services/procurement/logistics-vehicle-modernization-project.html>
- cxlviii Armoured Combat Support Vehicle (ACSV), <https://www.canada.ca/en/department-national-defence/services/procurement/armoured-combat-support-vehicle.html>
- cxlix Light Armoured Vehicle Reconnaissance Surveillance System (LRSS), <https://www.canada.ca/en/department-national-defence/services/procurement/lightly-armoured-vehicle-reconnaissance.html>
- cli CP-140 Aurora fleet modernization and life extension, <https://www.canada.ca/en/department-national-defence/services/procurement/cp-140-aurora.html>
- cli Interim Fighter Capability Project, <http://dgpaapp.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1786>
- clii Hornet Extension Project (HEP) - Phase 1, <http://dgpaapp.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1442>

- 
- cliii CH-148 Cyclone procurement project, <https://www.canada.ca/en/department-national-defence/services/procurement/ch-148-cyclone.html>
- cliv Cormorant Mid-Life Upgrade, <https://www.canada.ca/en/department-national-defence/services/procurement/cormorant-mid-life-upgrade.html>
- clv Search and Rescue, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/types/search-rescue.html>
- clvi Victoria-class submarines, <https://www.canada.ca/en/department-national-defence/services/procurement/victoria-class-submarines.html>
- clvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxii Defence Real Property Portfolio Strategy, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/real-property-portfolio-strategy.html>
- clxiii Canadian Forces Provost Marshal Annual Reports, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications.html>
- clxiv Implementing the United Nations Declaration on the Rights of Indigenous Peoples in Canada, <https://www.justice.gc.ca/eng/declaration/index.html>
- clxv *Strong, Secure, Engaged*: Canada's Defence Policy, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- clxvi Federal Sustainable Development Strategy (FSDS), [https://www.fsds-sfdd.ca/downloads/2022-2026\\_DRAFT\\_FSDS.pdf](https://www.fsds-sfdd.ca/downloads/2022-2026_DRAFT_FSDS.pdf)
- clxvii Operation LENTUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-lentus.html>
- clxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxix National Defence Breaks Ground on New Accommodations Facility at CFB Borden, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2021/05/borden-facility.html>
- clxx Government of Canada invests in new defence research facility in Valcartier, <https://www.canada.ca/en/department-national-defence/news/2020/11/government-of-canada-invests-in-new-defence-research-facility-in-valcartier.html>
- clxxi Defence infrastructure projects, <https://www.canada.ca/en/department-national-defence/services/infrastructure-projects.html>
- clxxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxiii Defence Energy and Environment Strategy, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/dees.html>
- clxxiv Greening Defence, <https://www.canada.ca/en/department-national-defence/services/greening-defence.html>
- clxxv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>

- clxxviii *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- clxxix Minister of National Defence Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-national-defence-mandate-letter>
- clxxx Anti-Racism Secretariat, <https://www.canada.ca/en/department-national-defence/corporate/organizational-structure/anti-racism-secretariat.html>
- clxxxi Policy on Service and Digital, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32603>
- clxxxii Directive on Open Government, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=28108>
- clxxxiii Policy on Service and Digital, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32603>
- clxxxiv Policy on Service and Digital, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32603>
- clxxxv Data strategy, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/data-strategy/data-strategy.html>
- clxxxvi CDS/DM Initiating Directive for Professional Conduct and Culture, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/dm-cds-directives/cds-dm-initiating-directive-professional-conduct-culture.html#toc13>
- clxxxvii Analytics in DND/CAF: Vision and Guiding Principles, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/analytics-dnd-caf-vision-guiding-principles.html>
- clxxxviii Directive on Service and Digital, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32601>
- clxxxix Appendix J: Standard on Systems that Manage Information and Data, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32716>
- cx 2023-24 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- cxci Future-oriented condensed statement of operations, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2023-24/foso.html>
- cxcii National Defence and Canadian Forces Ombudsman, <https://www.canada.ca/en/ombudsman-national-defence-forces.html>
- cxciiii Independent Review Panel for Defence Acquisition, <https://www.canada.ca/en/independent-review-panel-defence-acquisition.html>
- cxciiv Office of the Chief Military Judge, <https://www.canada.ca/en/chief-military-judge.html>
- cxci v Defence Research and Development Canada, <https://www.canada.ca/en/defence-research-development.html>
- cxci vi Communications Security Establishment, <https://www.cse-cst.gc.ca/>
- cxci vii Military Police Complaints Commission of Canada, <https://www.canada.ca/en/military-police-complaints.html>
- cxci viii Military Grievances External Review Committee, <https://www.canada.ca/en/military-grievances-external-review.html>
- cxci x *National Defence Act*, <https://laws-lois.justice.gc.ca/eng/acts/N-5/index.html>
- cc *Communications Security Establishment Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-35.3/page-1.html>
- cci *Emergencies Act*, <https://laws-lois.justice.gc.ca/eng/acts/E-4.5/index.html>
- ccii *Aeronautics Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-2/index.html>
- cciii *Fisheries Act*, <https://laws-lois.justice.gc.ca/eng/acts/F-14/index.html>
- cciv Legislation and National Defence, <https://www.canada.ca/en/department-national-defence/corporate/legislation.html>

ccv The Department of National Defence and the Canadian Armed Forces' website, <https://www.canada.ca/en/department-national-defence.html>

ccvi The Department of National Defence and the Canadian Armed Forces' website – Raison d'être, mandate and role: who we are and what we do, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2023-24/raison-detre-mandate-role.html>

ccvii Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters>

ccviii The Department of National Defence and the Canadian Armed Forces' website – Operating Context, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2023-24/operating-context.html>

ccix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>

ccx The Department of National Defence and the Canadian Armed Forces' website – Supplementary Information Tables, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2023-24/supplementary-information.html>

ccxi Details on transfer payment programs, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2023-24/supplementary-information/payment-programs.html>

ccxii Gender-based analysis plus, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2023-24/supplementary-information/gba-plus.html>

ccxiii Status report on transformational and major Crown projects, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2023-24/supplementary-information/report-crown-projects.html>

ccxiv Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>