



National  
Defence

Défense  
nationale

CANADIAN  
ARMED FORCES



FORCES ARMÉES  
CANADIENNES

# DEPARTMENT OF NATIONAL DEFENCE AND THE CANADIAN ARMED FORCES 2017-18 DEPARTMENTAL RESULTS REPORT



© Her Majesty the Queen in Right of Canada, as represented by the Minister of National Defence Canada, 2018.

Cat. No. D3-41E-PDF

ISSN 2560-8975

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

This document is available on the Internet at [www.forces.gc.ca](http://www.forces.gc.ca)

Cette publication est aussi disponible en français.

## Table of Contents

Minister’s message .....	1
Results at a glance .....	3
Raison d’être, mandate and role: who we are and what we do .....	9
Raison d’être .....	9
Mandate and role .....	9
Operating context and key risks .....	11
Operating context.....	11
Key risks .....	12
Results: what we achieved.....	19
Programs .....	19
Program 1.0: Defence Combat and Support Operations .....	19
Description.....	19
Results.....	19
Program 2.0: Defence Services and Contributions to Government.....	27
Description.....	27
Results.....	27
Program 3.0: Defence Ready Force Element Production.....	35
Description.....	35
Results.....	35
Program 4.0: Defence Capability Element Production .....	41
Description.....	41
Results.....	41
Program 5.0: Defence Capability Development and Research .....	51
Description.....	51
Results.....	51
Internal Services.....	55
Description.....	55
Results.....	55
Analysis of trends in spending and human resources .....	57
Actual expenditures .....	57
Actual human resources .....	60
Expenditures by vote.....	62
Government of Canada spending and activities.....	62
Financial statements and financial statements highlights.....	62
Financial statements.....	62
Financial statements highlights .....	62
Supplementary information .....	63
Corporate information.....	63
Organizational profile .....	63
Reporting framework .....	64
Supporting information on lower-level programs.....	66
Supplementary information tables .....	66
Federal tax expenditures .....	67
Organizational contact information .....	67
Appendix: definitions .....	69
Endnotes .....	73



## Minister's message



It is my pleasure to present the Departmental Results Report for fiscal year 2017-18. This year we launched and started implementing Canada's new defence policy – Strong, Secure, Engaged. The policy is a detailed, 20-year roadmap to help address our security and defence challenges.

To ensure the women and men of the Canadian Armed Forces have the critical capabilities to meet those challenges, Strong, Secure, Engaged commits to the largest defence modernization in decades. We know that to achieve our objectives, the Defence Team must be properly resourced with stable, predictable, and realistic funding. That is why we have ensured our policy is rigorously costed and fully funded over its 20-year timeframe. Over the next 10 years, defence spending will grow to \$32.7 billion – an increase of more than 70 percent.

I am proud of how much the military and civilian members of the Defence Team accomplished to implement Strong, Secure, Engaged in its first year. Expanding resources for military families, modernizing and greening Defence infrastructure to reduce our carbon footprint, smart pledges to UN peace operations, and steps to ensure timely equipment procurement are just a few examples.

At the same time, the Defence Team collectively contributed to missions to keep Canadians safe at home and to support global peace and stability. In Canada, that included more than 4600 military personnel assisting provinces when several communities across the country were affected by fires and floods. Worldwide, more than 7900 Canadian military personnel were engaged in over 20 operations, including in Latvia, Iraq and Ukraine.

The work done and the work still to do to implement Strong, Secure, Engaged makes a real difference to the Defence Team's well-being and operational effectiveness, as well as to Canada's security and a more stable world.

The pages ahead provide Canadians and parliamentarians with more information about the Defence Team's accomplishments in 2017-18. Ultimately, the initiatives in Strong, Secure, Engaged are about supporting our people. Looking ahead, Canadians can be confident that we will continue to make the investments they will need to deliver on the important work Canada asks of them.

Original signed by:

The Honourable Harjit S. Sajjan, PC, OMM, MSM, CD, MP  
Minister of National Defence



## Results at a glance

In 2017-18 we made great progress in delivering real results for Canadians to meet the commitments of the Minister's Mandate letter as well as broader departmental and Government of Canada priorities. Below are some highlights of the Department of National Defence (DND) and the Canadian Armed Forces' (CAF) achievements over the past year. For more information on the department's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

Total actual full-time equivalents (FTE)'s (Regular force and civilians): 89,800

Total actual spending: \$ 22,877,086,721

## New defence policy

On 7 June 2017, Canada's new defence policy Strong, Secure, Engaged (SSE) was released. It is a comprehensive, evidence-based and rigorously costed policy that will orient the efforts of the Defence Team for the next 20 years. First and foremost, it recognizes that people are the CAF's most valuable asset. Highly skilled and well-supported personnel are therefore at the core of SSE.

SSE presents a new strategic vision for Defence, one in which Canada is strong at home, secure in North America, and engaged in the world. To achieve this vision, the policy commits to reinvesting in core capabilities while making targeted investments in new domains that will be crucial to the CAF success in the future. These capability investments will ensure that the CAF is a capable, relevant, modern, full-spectrum, combat-ready military that can keep Canada secure and contribute to a more peaceful world. Two examples of core capabilities would include, but are not limited to, the Canadian Surface Combatants or the Future Fighter Capability Project; and examples of new domains would include space and cyber.

Stable, predictable and realistic funding as well as effective defence procurement are central to achieving the aims of the policy. To ensure our women and men in uniform have the capabilities and equipment required to do what the Government asks of them, defence spending will grow over the next 10 years from \$18.9 billion in 2016-17 to \$32.7 billion in 2026-27 on a cash basis, a significant increase of over 70 percent. Additionally, to improve and streamline defence procurement, the policy introduces reforms that will, among other things, grow and professionalize the procurement workforce, reduce project development and approval time for low-risk and low-complexity projects, and increase contracting authority to allow for more internal contract management within DND.

Now that the policy is released, the DND/CAF is focused on implementing it over a 20-year horizon.

## Ensuring Sustainable Operational Excellence and CAF Posture and Readiness

In FY 2017-18, the CAF demonstrated its ability to remain ready and able to deliver across a spectrum of operations – from domestic humanitarian assistance and disaster response, to counter-terrorism and peace support operations, to high intensity combat operations. This requires targeted and strategic investment in CAF equipment and other capabilities to be used

during domestic and international military operations. The defence policy includes significant investment in equipment and infrastructure that will make a difference to our people.

### **Ensuring a well-equipped Canadian Armed Forces**

The success of Canada's Defence requires our service members to be appropriately equipped to meet challenges now and into the future. SSE reinvests in core capability, and it makes targeted investments in new domains that will be central to our success in the future. Since its release, we have made steady progress on those commitments, including strengthening training for our procurement workforce.

Highlights of our results to better equip the CAF include:

- The Light Armoured Vehicle III upgrade project has upgraded 409 of 550 vehicles, with full operational capability anticipated by spring 2020;
- The Halifax-class ship modernization is wrapping up, on time and on budget;
- \$280 million (excluding taxes) has been dedicated to the Integrated Soldier System project that improves the situational awareness for our ground troops;
- The Tactical Armoured Patrol Vehicles project achieved initial operational capability and took delivery of 434 of 500 vehicles;
- An open and transparent process was launched to procure 88 new fighter aircraft to replace the Royal Canadian Air Force (RCAF) CF-18 fleet. As an interim measure, the Canadian Government announced it will purchase 18 Australian F-18 aircraft to supplement the current fleet until the permanent replacement arrives. The first new fighter aircraft is anticipated in 2025; and
- The Arctic Offshore Patrol Vessel construction of Vessels 1 and 2 progressed well with the vessels reaching 74% and 42% of their construction respectively. Additionally, Vessel 3 entered into full production with initial steel cutting performed.

### **Ensuring a well-equipped Canadian Armed Forces – Personnel**

The success of Canada's Defence depends on our people. One area where significant progress has been made in implementing SSE, is our people. Through a broad range of [people-centric initiatives](#)<sup>1</sup>, the CAF provided members and their families with the assistance, services, and care they require.

Highlights of our results to better support our people include:

- Funding was provided for a new Total Health and Wellness Strategy that will focus on physical, mental, spiritual, and familial health for our military and civilian personnel;
- A mobile application was launched that gives CAF members easy access to the Road to Mental Readiness training program;
- More resources were allocated to the Military Family Services Program;
- Deployment-related injuries, mental and/or physical, are less likely to be barriers to fulfilling career goals (for example, military personnel with a medical category can now be promoted);



- An Office of Disability Management (ODM) was established to assist ill and injured civilian staff in the return to work and to ensure access to services and benefits if they are injured on duty;
- DND supported Veterans Affairs Canada's (VAC's) pension for life announcement;
- Enhanced tax relief measures were put in place for all CAF members deployed on an eligible international operation;
- The [Reserve Full-Time Summer Employment Program](#)<sup>ii</sup> was announced and is now available to new recruits, and to current Reservists who are in their first 4 years of service;
- The [Suicide Prevention Strategy](#)<sup>iii</sup> was developed in partnership with mental health experts to represent a new, holistic, pan-CAF and VAC approach to suicide prevention;
- The Sexual Misconduct Response Centre (SMRC) commenced 24/7 services in July 2017; and
- The mobile application "Respect in the CAF" was rolled out; it provides readily available and easily accessible tools and information for awareness, understanding, support, response and prevention of sexual misconduct and inappropriate sexual behaviour (Operation HONOUR).

### **A well-supported civilian workforce**

In FY 2017-18, the department began to implement a more inclusive approach to caring for our military and civilian personnel through the Total Health and Wellness Strategy, recognizing the relationship between the work environment and personal health and well-being. To further this initiative, an ODM was established to support ill and injured civilian staff in accommodating a return to work, as well as ensuring access to services and benefits if injured on duty.

Furthermore, 10 additional employees were brought on staff in order to meet the initial operational capability of the ODM in 2017-18. The department also hired 74 employees in compensation operations and 4 employees in the HR-to-pay stabilization initiative to better support employees in resolving pay issues related to the Phoenix pay system. This increased capacity allowed DND to educate employees and managers of their roles and responsibilities in the resolution of pay issues through mandatory Phoenix training. In addition, military managers were better supported to manage civilian employee compensation transactions. There was a renewed focus on training Human Resources (HR) staff on how to produce more timely and accurate pay outcomes and the department was also able to increase support to respond to escalated cases of compensation issues while adopting a client-based approach to address these issues.

### **New Peace Support Training Centre**

Canada's defence policy, Strong, Secure, Engaged, reaffirms the Government of Canada's commitment to peace support operations and to provide the women and men of the CAF with the support they need, including modern facilities in which to work and train.

- The new Peace Support Training Centre located at Canadian Forces Base in Kingston opened in November 2017 and has started to prepare CAF members and allied personnel for peace support operations; and

- The project generated investments of \$20 million in the local economy, and created approximately 110 jobs during the construction period, supporting the Government of Canada's commitment to growth that benefits the middle class.

### **The United Nations Peacekeeping Defence Ministerial**

Canada hosted the [United Nations Peacekeeping Defence Ministerial](#)<sup>iv</sup> in Vancouver in November 2017 in support of SSE. The Vancouver Ministerial featured four panel discussions on the following key themes: Smart Pledges, Innovation in Training and Capacity Building, Protecting Those at Risk, and Early Warning and Rapid Deployment. Additionally, throughout the Ministerial, three cross-cutting themes were highlighted: Gender Perspectives, Operating in Francophone Environments, and Policing.

Pledges to UN peacekeeping were announced by 61 Member States, including Canada, and two International Organizations. Canada pledged to make the following new contributions to UN peacekeeping efforts:

- The launch of the [Vancouver Principles](#)<sup>v</sup>. This initiative seeks to prioritize and further operationalize child protection within UN peacekeeping, with a focus on preventing the recruitment and use of child soldiers;
- The launch of the [Elsie Initiative](#)<sup>vi</sup>. This is a pilot project aimed at rapidly increasing the number of women police and military deployed on UN peace operations, supported by the expertise and political commitment of a group of countries who share Canada's ambition for change; and
- A range of [Smart Pledges](#)<sup>vii</sup>, which are intended to provide specialized military capabilities, leveraging particular Canadian expertise. Canada has implemented its first Smart Pledge, by deploying an air task force of six helicopters to the UN mission in Mali (MINUSMA) for 12 months. Canada has also commenced implementing the remaining Smart Pledges, which include airlift support provided through the UN Regional Support Centre in Entebbe, a Canadian Training and Advisory Team to work with a Troop Contributing Country(ies) and a Quick Reaction Force.

### **Delivering Excellence in Operations**

In FY 2017-18, the CAF delivered on the full spectrum of its missions: in detecting, deterring and defending against threats to Canada and North America; contributing and, in some cases, leading forces for NATO, coalition and peace support operations; responding to international and domestic disasters; engaging in capacity building; providing assistance to civil authorities/law enforcement; and, conducting search and rescue.

Highlights of CAF results in delivering operations include:

- We coordinated response to over 9000 search and rescue incidents across the country;
- We responded to natural disasters and humanitarian crisis' in various communities across six provinces affected by floods and fires, as part of Operation LENTUS; and, provided accommodations' support to asylum seekers under Operation ELEMENT;
- We contributed directly to the interdiction of 11.6 metric tonnes of illicit drugs under Operation CARIBBE, as part of Canada's participation in the multinational campaign to

fight illicit trafficking by transnational organized crime in the Caribbean Sea and the eastern Pacific Ocean;

- We provided international disaster relief and humanitarian assistance efforts, including airlift support and supply provisions to people in need in the US and Caribbean in response to hurricanes through Operation RENAISSANCE;
- We continued to contribute to Operation IMPACT, our military engagement against Daesh in Iraq and Syria. This included a Canadian-led medical facility, and both regional capability and capacity building efforts;
- We provided capacity-building training to 3000 Ukrainian soldiers through Operation UNIFIER;
- We continued to provide our support to United Nations peace operations and multinational efforts, under Operations JADE, CALUMET and FOUNDATION, to name a few;
- We provided assistance to France under Operation FREQUENCY by transporting a total of 195,700 lbs of cargo in west Africa;
- We continue to provide an Air Task Force in support of Operation PRESENCE in Mali providing 24/7 air medical evacuation to UN troops, and support to MINUSMA headquarters;
- We participated in various NATO activities – especially those conducted under Operation REASSURANCE, which reinforced NATO’s collective defence and Allied solidarity. This included the deployment of Canadian-led NATO enhanced Forward Presence Battle Group Latvia; and
- We provided multinational maritime security and counter-terrorism task force support in the Middle East via Operation ARTEMIS.

### **Cyber Operator Occupation**

The CAF’s Cyber Force continued to grow. The new Cyber Operator occupation was created in the Regular and Reserve Forces, and the CAF Cyber Force’s first Cyber Operators were inaugurated into the occupation on 3 November 2017. The CAF Cyber Operators, other military occupations, and civilians conducted computer network defence operations, supported multiple force development activities, and liaised with Canada’s allies and government partners to enhance the DND/CAF’s ability to provide a secure environment.

### **Defence Innovation**

In support of SSE, the new program Innovation for Defence Excellence and Security (IDEaS) was designed and developed during FY 2017-18. On 9 April 2018 the Minister of National Defence launched IDEaS and announced a first Call for Proposals for Competitive Projects. IDEaS will invest \$1.6 billion into Canada’s innovation community over the next 20 years. The department will continue to reach out to Canada’s most innovative and creative minds to provide the CAF and Canada’s safety and security communities with unique solutions to today’s challenges.

In addition to the new IDEaS program, the Science and Technology (S&T) Program progressed defence innovation during FY 2017-18 through:

- The provision of evidence-based recommendations for small arms modernization and improving soldier system effectiveness;
- Improvements in the understanding of threats and opportunities related to semi-autonomous and autonomous systems;
- Improvements in our ability to use aerial intelligence, surveillance, and reconnaissance (ISR) sensors along with unattended ground sensors (UGS) to enhance our all-source intelligence capability with a goal of delivering timely information to tactical Commanders;
- Improvements in our ability to detect and mitigate explosive hazards;
- The proposal of new operational concepts, assessments of new land tactical weapons and capabilities, and the exploration into the use of simulation in complex urban operations.

For more information on DND's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

In an effort to further improve transparency and communications with Canadians regarding our department's mandate, the results we seek and the means by which we achieve them, Defence moved to its new Departmental Results Framework and Program Inventory for FY 2018-19 as per the Treasury Board Policy on Results. This will be the last Departmental Results Report using the Program Alignment Architecture.

Full details of the new policy - Strong, Secure, Engaged: Canada's defence policy can be found at: <http://dgpapp.forces.gc.ca/en/canada-defence-policy/index.asp>.

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

### Raison d'être

The Department of National Defence and the Canadian Armed Forces support a strategic vision for defence in which Canada is:

- **Strong at home**, with a military ready and able to defend its sovereignty, and to assist in times of natural disaster, support search and rescue, or respond to other emergencies;
- **Secure in North America**, active in a renewed defence partnership in NORAD and with the United States; and
- **Engaged in the world**, with Defence doing its part in Canadian contributions to a more stable and peaceful world.

The National Defence Act (NDA) establishes DND and the CAF as separate entities, operating within an integrated National Defence Headquarters, as they pursue their primary responsibility of providing defence for Canada and Canadians.

### Mandate and role

This raison d'être forms the mandate that is the responsibility of the Minister of National Defence. The Minister presides over the department as established by the NDA.

The department has an essential relationship with Veteran's Affairs Canada (VAC), as demonstrated by the Minister of Veterans Affairs' dual role as Associate Minister of National Defence. The position is provided for in the NDA. The Associate Minister is responsible for defence files, as mandated by the Prime Minister, with the specific priority of ensuring a seamless transition for CAF members leaving the military.

The Minister of National Defence is advised by the Deputy Minister (DM), who is appointed by the Governor-in-Council. The DM is the Minister's most senior civilian advisor, and is authorized under the law to carry out, on the Minister's behalf, many aspects of the management and direction of the department. The DM is responsible for policy advice, departmental management, interdepartmental coordination, international defence relations, public service renewal, federal-provincial relations, and portfolio management. Under the Financial Administration Act, the DM is designated as an Accounting Officer with the responsibility of ensuring financial oversight and the prudent management of allocated resources, and is accountable before Parliamentary Committees to provide explanations on matters for which the DM is responsible.

The Chief of the Defence Staff (CDS) is the primary provider of military advice to the Government, has direct responsibility for the command, control and administration of the CAF, morale and welfare and personnel support programs for members and their families, and is appointed by the Governor-in-Council. The CDS advises the Minister on issues such as current and future military requirements, force capabilities, possible courses of action and the consequences of undertaking (or failing to undertake) various military activities. The CDS is also responsible for maintaining international military relations with Canada's allies and partners. The CDS is accountable to the Minister for the conduct of all CAF activities, as well as for the readiness and the ability to fulfill military commitments and obligations undertaken by the

Government. The CDS is also the advisor to the Prime Minister and Cabinet on major military developments and issues.

For more general information about the department, see the [Supplementary information](#)<sup>viii</sup> section of this report. For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#)<sup>ix</sup>.

## Operating context and key risks

### Operating context

National Defence policies and initiatives are informed by the complex and ever-evolving security context in which the CAF operate. Strong, Secure, Engaged (SSE), Canada's defence policy, identifies three broad trends that will continue to shape the modern security environment: the evolving balance of power, the changing nature of conflict, and rapid advancements of technology.

The relative power of states is shifting, creating a more diffuse environment. This changing global balance of power is characterized by a return to major power competition, territorial disputes, and challenges to the rules-based international order. While states remain the dominant actors, non-state actors, including terrorist and violent extremist organizations, are finding ways to exercise greater influence and add complexity to the operating environment. Additionally, increased interest and activity in the Arctic will result in greater demands to which the CAF must be able to respond.

The characteristics of conflicts, from its causes to the actors involved and their methods of warfare, have evolved rapidly in recent years. For example, combinations of factors, such as economic inequality and climate change, can cause or exacerbate tensions. Hybrid methods, which combine conventional and unconventional tactics by state and non-state actors, present new challenges for Canada in terms of detection, attribution, and response. The proliferation of weapons of mass destruction and ballistic missile technology is also expected to grow.

Rapid advancements in technology, particularly in the space and cyber domains, can be great enablers for the CAF, but they are also a source of new threats. It is essential for the CAF to keep pace with technological developments to maintain its interoperability with allied forces and an edge over adversaries.

A common implication of these trends is that they increasingly transcend national borders and, if left unchecked, could erode the relative safety that Canada's geography has historically provided. This requires Canada to help promote peace and stability abroad in order to maintain security at home.

Against the backdrop of this ever-evolving operating context, Defence must ensure it is prepared to execute its mandate. SSE lays out a comprehensive, fully costed plan to ensure that the women and men of the CAF have the tools that they need to face current and future challenges to the global security environment. It will orient the efforts of the DND/CAF over the next 20 years to provide Canada with an agile, multipurpose, combat-ready military that can conduct the full spectrum of military operations and is able to simultaneously operate in multiple theatres.

In an effort to further improve transparency and communications with Canadians regarding our department's mandate, the results we seek and the means by which we achieve them, Defence moved to its new Departmental Results Framework and Program Inventory for FY 2018-19 as per the Treasury Board Policy on Results. This will be the last Departmental Results Report using the Program Alignment Architecture.

## Key risks

As articulated in the section on operating context, the DND/CAF is influenced by a wide range of external and internal factors, both domestic and international, that have an impact on how we carry out our mandate. These factors present both risks and opportunities, which are taken into account as we deliver on our mandate.

Key risks are identified by aggregating risk information from internal and external sources, and considering it in the context of our mandate. Our key risks are articulated in Defence Plan 2016-2019 as follows:

- Defence readiness;
- Defence Team capacity;
- Strategic resilience;
- Capability delivery;
- Integrated information management / information technology;
- Financial controls and reporting of inventory and assets; and
- Security.

A number of controls are in place to respond to these risks. Response strategy initiatives covered in this report are outlined in the following table. We will continue to monitor emerging issues, developments and trends to anticipate and mitigate the risks associated with them. In doing so, we will remain prepared to respond and provide the Government of Canada with advice and options underpinned by ready forces and capabilities.

## Key risks

Risks	Mitigating strategy and effectiveness	Link to department's Programs	Link to mandate letter commitments and any government-wide or departmental priorities
<p><b>Defence Readiness</b></p> <p>There is a risk that DND will not have sufficient force elements of appropriate readiness to respond to concurrent missions or sequential missions before reconstitution is complete. This includes missions that are planned in advance, as well as responses to unexpected events, which by their nature are unpredictable in time, number, location and effect.</p>	<ul style="list-style-type: none"> <li>• A New Force Posture and Readiness Directive, which outlines the suite of missions for which the CAF must be ready, was issued 2 March 2018. It ensures that the CAF is postured to deliver operational output in line with the concurrent framework outlined in Canada's defence policy SSE.</li> </ul>	<p>Program 3.0: Defence Ready Force Element Production</p> <p>Program 5.0: Defence Capability Development and Research</p>	<p>Ensuring CAF Posture and Readiness.</p> <p>Work with the Minister of Foreign Affairs to renew Canada's commitment to United Nations peace operations.</p> <p>Maintain Canada's strong commitments to the North American Aerospace Defence Command (NORAD) and to the North Atlantic Treaty Organization (NATO).</p>



	<ul style="list-style-type: none"> <li>The Joint Managed Readiness Program (JMRP) is in its fourth year of a five-year development. It includes a Five Year Exercise Program and outline of each training year, guidance for the conduct of Joint Readiness training and a Joint Training and Validation Plan. Further, the Joint Task List (JTL) has been implemented and is being used to identify Joint Mission Essential Tasks (JMETS) in all CAF Joint Exercises. Joint Tasks are key enablers in the development of mission plans and capability-based, mission-to-task joint training.</li> <li>The Evaluation, Validation and Certification Policy was approved on 24 July 2017. Since its release, several exercises, including JOINTEX 17, have been formally evaluated. An evaluation annex is now a formal requirement on all post-exercise reports. It will continue evaluation of selected exercises and expand existing documentation in support of standing up a formal Evaluation Program. The Evaluation Policy will also be added as an annex to the 2018 JMRP Vol 1.</li> </ul>	<p>Program 3.0: Defence Ready Force Element Production</p>	<p>Ensuring CAF Posture and Readiness.</p> <p>Work with the Minister of Foreign Affairs to renew Canada's commitment to United Nations peace operations.</p> <p>Maintain Canada's strong commitments to the North American Aerospace Defence Command (NORAD) and to the North Atlantic Treaty Organization (NATO).</p>
<p>Defence Team Capacity</p> <p>There is a risk that National Defence will not have the right number of personnel with the right competency, at the right place, and at the right time, which may affect its capability to fulfill current or future Government of Canada and National Defence expectations.</p>	<ul style="list-style-type: none"> <li>A number of recruiting initiatives were expanded to address this risk, including: <ul style="list-style-type: none"> <li>The establishment of a Women's Tiger Team;</li> <li>Recruiting operations for the CAF Women in Force Program;</li> <li>Targeted outreach activities;</li> <li>Callback campaign for recently closed women files;</li> <li>Priority processing of diversity groups; and</li> <li>Established diversity Strategic Intake Plan (SIP) goals for each CAF occupation.</li> </ul> </li> <li>As part of SSE, a comprehensive review of Primary Reserve employment was completed.</li> <li>11 SSE initiatives and activities are oriented towards strengthening the Reserve Force.</li> </ul>	<p>Program 4.0: Defence Capability Element Production</p> <p>Program 5.0: Defence Capability Development and Research</p> <p>Internal Services</p>	<p>Strengthening the Defence Team.</p> <p>Work with senior leaders of the Canadian Armed Forces to establish and maintain a workplace free from harassment and discrimination.</p> <p>Work with the Minister of Veterans Affairs and Associate Minister of National Defence to reduce complexity, overhaul service delivery and strengthen partnerships between National Defence and Veterans Affairs.</p> <p>Work with the Minister of Veterans Affairs and Associate Minister of National Defence to develop a suicide prevention strategy for Canadian Armed</p>

			Forces personnel and veterans.
	<ul style="list-style-type: none"> <li>• Training, education, and health care modernization are all progressing slower than anticipated due to lower investment levels than anticipated.</li> <li>○ Activities within the training and health services organizations are being reprioritized to ensure optimal investment alignment.</li> </ul>	Program 4.0: Defence Capability Element Production	
	<ul style="list-style-type: none"> <li>• To mitigate risk and ensure that the Department of National Defence has the flexibility to invest in civilian growth, hiring priorities have been aligned with both the MND's Mandate Letter and the Canadian defence policy - Strong, Secure, Engaged (SSE). Critical priorities for hiring included Procurement, Phoenix support, Total Health Management, for Project Approval Process Review (PAPR), Sexual Misconduct Response Centre, and a Harassment and Discrimination Free Workplace.</li> <li>• Surge requirement was delivered through the creation and staffing of newly classified positions for critical priority positions and other priority positions. To continue to mitigate this risk, DND has begun to implement a number of initiatives that will improve the efficiency and effectiveness of civilian staffing and classification functions, including reducing the administrative burden and streamlining process times.</li> <li>• DND also implemented a temporary two-year investment for increased resources in both staffing and classification service delivery. These resources will augment current capacity to address regular demand and flow while also meeting the increased requirement to recruit and retain the right people in support of SSE deliverables.</li> </ul>	Program 4.0: Defence Capability Element Production  Internal Services	
<p>Strategic Resilience</p> <p>There is a risk that unexpected events may change the strategic picture such that it requires significant changes to the</p>	<ul style="list-style-type: none"> <li>• Over the course of FY 2017-18 National Defence developed its Departmental Results Framework (DRF), which was approved by Treasury Board in January 2018 and came into effect on 1 April 2018. This framework, which</li> </ul>	Program 2.0: Defence Services and Contributions to Government	<p>Ensuring Defence Resource Stewardship and Affordability.</p> <p>Support the Minister of Public Safety and Emergency</p>

<p>strategic level of resource planning and result in disruption to National Defence's business operations.</p>	<p>outlines the main aspects of the department's mandate, will be used to improve program oversight and reporting, strengthen governance and facilitate the management of resources.</p>	<p>Program 4.0: Defence Capability Element Production</p> <p>Program 5.0: Defence Capability Development and Research</p> <p>Internal Services</p>	<p>Preparedness in a review of existing measures to protect Canadians and our critical infrastructure from cyber-threats.</p> <p>Conduct an open and transparent review process to create a new defence strategy for Canada, replacing the now-outdated Canada First Defence Strategy.</p>
<p>Capability Delivery</p> <p>There is a risk that policy and the resultant complexity of development, program approval and procurement processes will prevent National Defence from meeting its investment targets in critical physical assets (equipment, physical and information infrastructure and real property) in a timely, sustainable and affordable manner to enable CAF operations. This risk is about failing to close gaps, or preventing gaps in capabilities that could lead to future mission failure.</p>	<ul style="list-style-type: none"> <li>The implementation of Part I of the Project Approval Process Renewal (PAPR) for Ministerial Submissions has been subsumed into SSE Initiative 94. The implementation is proceeding and DND continues to look for ways to streamline process within the policies and authorities granted by Treasury Board.</li> </ul>	<p>Internal Services</p> <p>Program 4.0: Defence Capability Element Production</p>	<p>Ensuring Defence Resource Stewardship and Affordability.</p> <p>Conduct an open and transparent review process to create a new defence strategy for Canada, replacing the now-outdated Canada First Defence Strategy.</p> <p>Ensure that the Canadian Armed Forces have the equipment they need.</p>
<p>Integrated Information Management / Information Technology</p> <p>There is a risk to National Defence if it does not take advantage of emerging technology to further an integrated IM/IT infrastructure that can provide a flexible and agile information environment conducive to efficient interoperable joint CAF operations and executive decision making, while achieving value for money and demonstrating sound stewardship. Failure to do so could also imperil the Command and Control (C2) of CAF operations at home and abroad, as well</p>	<ul style="list-style-type: none"> <li>A business arrangement document has been drafted and is currently with the Shared Services Canada (SSC) financial group who are reviewing its contents. SSC financial group is investigating capturing "total cost of ownership".</li> <li>A basic business intelligence and analytics capability has been implemented as an interim measure. The full capability will be established once the software upgrade is completed and the IT infrastructure is increased to cater for the additional needs.</li> <li>Defence is working with the Government of Canada (GC) and the Defence Interest Group (international level) to leverage</li> </ul>	<p>Program 4.0: Defence Capability Element Production</p> <p>Program 4.0: Defence Capability Element Production</p> <p>Program 5.0: Defence Capability Development and Research</p> <p>Internal Services</p> <p>Program 1.0: Defence Combat</p>	<p>Ensuring Sustainable Operational Excellence.</p> <p>Strengthening the Defence Team.</p> <p>Ensuring Defence Resource Stewardship and Affordability.</p> <p>Support the Minister of Public Safety and Emergency Preparedness in a review of existing measures to protect Canadians and our critical infrastructure from cyber-threats.</p> <p>Conduct an open and transparent review process to create a new defence strategy for Canada, replacing</p>

<p>as the effective management of the defence enterprise.</p>	<p>expertise, implement best practices and align to GC and our allies' initiatives. Defence is also working with Systems Applications and Products (SAP) to influence its development. Implementation of GC priorities include: expanding enterprise Case Management clients: security clearance processing, operational stress injury social support, and the Operation HONOUR Tracking and Analysis System. GCDOCs has been implemented for over 6100 users at, or destined for, NDHQ Carling.</p>	<p>and Support Operations Program 4.0: Defence Capability Element Production</p>	<p>the now-outdated Canada First Defence Strategy.</p>
<p>Financial Controls and Reporting of Inventory and Assets</p> <p>There is a risk that without the proper financial processes and controls in place, the financial reporting of inventory and capital assets in the Public Accounts of Canada and the Departmental Financial Statements may not accurately reflect the true value of the department's asset holdings, which may result in a loss of confidence in the department.</p>	<ul style="list-style-type: none"> <li>• DND continued to enhance materiel accountability through deliberate actions that will modernize materiel management policy, processes, discipline and accountability as enabled by asset visibility technology and analytics to deliver accurate materiel information and valuation.</li> <li>• Materiel Group has implemented a Strategic Initiative in its Materiel Acquisition and Support Transformation Campaign Plan. The Modernize Inventory Management Initiative represents additional comprehensive actions to modernize inventory management policy and processes, acquire asset visibility technologies and improve materiel data in Defence Resource Management Information System.</li> <li>• The Enhanced Materiel Accountability initiative under Department's 2016 Action Plan on Inventory Management represents a comprehensive approach to ensuring improved inventory management and reporting and consists of an integrated materiel and financial solution.</li> <li>• Building on the work completed to date, DND has continued to implement an effective risk-based system of internal controls that is properly maintained, monitored and reviewed, and complies with the TB Policy on Internal Control, thereby ensuring accurate financial reporting of inventory and capital assets in the Public Accounts of Canada.</li> <li>• The ongoing monitoring stage of internal controls over financial</li> </ul>	<p>Program 4.0: Defence Capability Element Production</p> <p>Internal Services</p>	<p>Ensuring Defence Resource Stewardship and Affordability.</p> <p>Ensure that the Canadian Armed Forces have the equipment they need.</p> <p>Conduct an open and transparent review process to create a new defence strategy for Canada, replacing the now-outdated Canada First Defence Strategy.</p>

	<p>reporting has been achieved by focusing on risk mitigation relating to operations and resource management. Several modernization projects are ongoing. A series of compensating controls have been implemented to mitigate high-risk activities.</p>		
<p><b>Security</b></p> <p>There is a risk that some elements of the Defence Security Program are insufficient to assure the protection of all assets and the continuity of critical services in support of readiness, capacity and operational capability.</p>	<ul style="list-style-type: none"> <li>• Since the inception of the Departmental Security Plan (DSP) there has been a visible shift in the DND/CAF security culture. For example:             <ul style="list-style-type: none"> <li>○ Security continues to be a prominent topic of conversation at both the senior leadership level and at the working level;</li> <li>○ The DSP serves as a living document where users are finding synergies, validating remaining security risks, and acting upon the lessons learned; and</li> <li>○ The DND/CAF is developing a security program that is reflective of its environment.</li> </ul> </li> </ul>	<p>Program 4.0: Defence Capability Element Production</p>	<p>Ensuring Sustainable Operational Excellence.</p>
<ul style="list-style-type: none"> <li>• The implementation of the security performance and evaluation program enables the identification of gaps and trends in the Defence Security Program that may represent an increase threat and risk. By examining these gaps, the chain of command is able to take action or make informed risk decisions.</li> </ul>	<p>Program 4.0: Defence Capability Element Production</p>		
<ul style="list-style-type: none"> <li>• Governance was established as identified in the Departmental Security Plan including the addition of an IT Security Coordinator within Defence Research and Development Canada (DRDC) who will work in collaboration with the department's security lead and other stakeholders.</li> </ul>	<p>Program 5.0: Defence Capability Development and Research</p>		



## Results: what we achieved

### Programs

#### Program 1.0: Defence Combat and Support Operations

##### Description

The Defence Combat and Support Operations Program delivers military power in combat, security, stability and surveillance operations in response to armed threats, or potential armed aggression, for the purpose of protecting Canadian sovereignty, upholding the values of Canadians, and defending the interests of the Government of Canada. Results are achieved through this Program by the application of Defence capabilities in domestic, continental and international domains, either independently or in combination with allies, where the primary focus is to inflict military effects against threats.

The term Defence capability is a collective term that refers to the ability of a military force to achieve a desired effect against a threat during the execution of a Defence operation (or the delivery of a Defence service) by executing tasks according to understood concepts, doctrine and standards. The military forces delivered by Defence are composed of force elements which are organizational entities that are in-turn composed of members of the Canadian Armed Forces (CAF), and in some cases personnel from the Department of National Defence (DND).

Force elements integrate people, with specialized information and expertise, materiel (e.g., equipment, platforms, and weapon systems) and in some cases real property, so that capabilities can be applied against threats. Force elements have different sizes and compositions according to the capabilities they must apply during an operation.

This Program is underpinned by the National Defence Act, defence policy, international treaties and agreements, membership in international organizations, and direction received from the Government of Canada. The sub-programs beneath this Program target a range of threats across a variety of operational contexts via different delivery mechanisms in different geographic regions.

##### Results

All DND/CAF operations are only conducted as, and when, directed by the Government of Canada.

In 2017-18, the DND/CAF met its commitment to ensure Canada remains strong at home and secure in North America and engaged in the world. The DND/CAF worked closely with and provided support to federal partners in response to numerous domestic crises, maintained the defence of North America in partnership with the US through the North American Aerospace Defense Command (NORAD), and made a valuable contribution to international peace and security alongside allies in deployed operations around the world. The DND/CAF progressed Tri-Command continental defence initiatives in conjunction with NORAD and [USNORTHCOM](#)<sup>x</sup> including collaborative planning, exercises and staff talks.

The DND/CAF provided predictive, actionable intelligence to the Government of Canada through an improved intelligence production process that linked together daily and weekly verbal briefings with written daily reports and longer assessments that were better suited to the needs of decision-makers. This included new formats and a modernized look and feel with improved graphics. The first Integrated Mission Team was created, which strengthened the cooperation between all-source (entities which produce intelligence analysis from various sources) and single-source (entities which gather one

type of information only e.g. signals intelligence) organizations with noticeable benefits in intelligence production. This achievement is an important element of Strong, Secure, Engaged (SSE), in line with evolving defence intelligence priorities such as cyber and focusing on geographical locations such as Africa. The DND/CAF also expanded the strategic warning function in Canadian Forces Intelligence Command (CFINTCOM) and the broader Defence Intelligence Enterprise. This provides clear and concise communication about specific dangers to Canadian or Allied interests in sufficient time to provide a decision maker the opportunity to avoid or mitigate the impact of that danger, gaining recognition and appreciation from clients and partners. The DND/CAF leveraged technological advances and increased the resiliency against cyber threats.

Space effects continued to be fully integrated into all domestic and international operations via the Canadian Space Operations Centre (CANSpOC) and deployed forward Joint Space Support Teams. Unclassified Remote-Sensing Situational Awareness (URSA) systems provided support to international Task Force operations.

### **Conduct surveillance and control Canadian territory and approaches**

SSE, released in June 2017, placed a renewed focus on surveillance and control of Canadian territory and approaches, particularly the Arctic region. This is a fundamental component of Canada's new approach to defence under the "Anticipate" and "Adapt" pillars. The DND/CAF are fully engaged with the United States on renewing our capability to surveil our Northern Approaches through the first-ever binational Analysis of Alternatives process. The research completed as part of this process, in concert with what is being done through the Canadian-led All Domain Situational Awareness project, will keep both governments informed of the options available to renew and improve capability currently provided by the North Warning System.

The CAF continued to maintain a year-round presence in Canada's north through activities and was a host of joint exercises and sovereignty operations. This presence was maintained by Joint Task Force (North) (JTFN), the CAF's northern headquarters in Yellowknife, NT, and the contributions of the Canadian Rangers in communities across the North. The CAF also conducted several exercises and sovereignty operations in the high, western, and eastern Arctic, for the purposes of:

- Asserting Canada's sovereignty in the region;
- Strengthening CAF capabilities to conduct Arctic operations; and
- Improving the CAF's ability to work with government partners in response to Northern safety and security issues.

### **Operation NANOOK**

Nunavut and Labrador: Operation NANOOK is the CAF signature Northern operation, which serves to reinforce the CAF as an expert and key partner in Arctic safety, security, and defence in Canada's North. Through this activity, the CAF works to enhance its ability to operate in the North, while improving coordination among whole-of-government partners in response to safety and security issues. In August 2017, Operation NANOOK brought together nearly 900 CAF members, including Regular Force and Canadian Rangers, and civilian partners from all levels of government, as well as community members and other stakeholders.

In Nunavut, Joint Task Force (North) led activities focused on exercising the full range of crisis response and consequence management activities necessary to respond to an overwhelming emergency in an isolated community. A number of federal departments, agencies, and organizations participated, including Crown-Indigenous Relations and Northern Affairs Canada, Parks Canada, the Department of



Fisheries and Oceans and the Canadian Coast Guard, the Canadian Coast Guard Auxiliary, and the Royal Canadian Mounted Police. Additionally, representatives from the Canadian Red Cross, the Government of Nunavut and the territory's Emergency Management team, and the Hamlet of Rankin Inlet brought important perspectives to enrich the exercise.

In Labrador, Joint Task Force (Atlantic) led a response to a security scenario. Royal Canadian Navy (RCN) units engaged with communities along the McKenzie River, while conducting strategic small-boat operations in the region. The CAF conducted key leadership engagement events in Northern Quebec and Labrador communities, including Voisey's Bay, Nain, Goose Bay, and Saglek, with representatives from government departments, as well as community and business leaders.

In addition to these engagements, the CAF coordinated Arctic activities in 2017 with the Canadian Coast Guard and Transport Canada to ensure broader surveillance and control of the Arctic and the maritime approaches to North America. The CAF also worked to advance bilateral defence relationships with key Arctic partners, including through discussions with Denmark's Joint Arctic Command to enhance coordination on activities in the Eastern Arctic approaches where practicable.

---

### Operation NANOOK



Members of 38 Canadian Brigade Group practice water maneuvers in an assault boat near Rankin Inlet, NU during Operation NANOOK on 18 August 2017.

Photo by: Corporal Dominic Duchesne-Beaulieu

---

## Operation LIMPID



Ocean water breaks over the bow of Her Majesty's Canadian Ship (HMCS) EDMONTON while sailing in the Pacific Ocean during Operation LIMPID, on 16 August 2017.

Photo: Corporal Andre Maillet, Canadian Forces Combat Camera

Operation LIMPID is the CAF mission to detect threats to Canada's security as early as possible. In FY 2017-18, the DND/CAF worked with Marine Security Operations Centre partners to effectively track and surveil vessels transiting Arctic waters. With the support of our six regional joint task forces of Canadian Joint Operations Command, the CAF maintained a persistent physical presence in the North. The DND/CAF, through the Regional Joint Operations Centres in support of Joint Task Force Commanders, contributed significantly to the maintenance of the recognized maritime picture (RMP), which provides a comprehensive, recognized (i.e., fused, evaluated and publicized) interpretation of maritime activity within a geographic area and contributes directly to broader maritime domain awareness. Furthermore, we continued to count on the important contribution of our Canadian Rangers as our eyes and ears in the sparsely settled northern, coastal and isolated areas of Canada.

## Protect Canadians and Canadian interests against threats to North America

### Maintain Canada's strong commitment to NORAD

Canada continued to meet its commitment to the defence of North America by working in collaboration with the United States through North American Aerospace Defense (NORAD) to provide aerospace warning, aerospace control and maritime warning in the defence of our shared continent. Canada also continued ongoing efforts with the United States to ensure that NORAD remains fit for purpose in the face of the contemporary threat environment, by ensuring that we invest in the right technologies, have the right command relationship and tools to predict threats and protect our shared interests. The CAF effectively exercised and enhanced Canadian sovereignty; ensured the monitoring of Canada's air, land and sea approaches; and delivered on Canada's strong commitment to NORAD. Highlights from 2017-18 include:

- Delivered on assigned domestic and continental missions to protect Canadians at home and ensure North America is secure;
- Canadian Element NORAD personnel and resources operated from Deployed Operating Bases and Forward Operating Locations to ensure the CAF was prepared to execute the assigned NORAD missions against the spectrum of continental threats;
- To test NORAD's response to a variety of unknown aircraft flying in Canada and the United States, the CAF participated in binational AMALGAM ARROW, AMALGAM MUTE and FALCON VIRGO exercises;
- To promote the NORAD Commander's intent in Ottawa and enhance strategic coordination and collaboration, development work was completed to establish a NORAD Office within the National Defence Headquarters;
- As part of NORAD Modernization, Canada's defence policy SSE Initiative 111, the CAF continued with research and development investments in the All Domain Situation Awareness Science and Technology Program; and

- Pan-CAF participation continued in the Canada-United States binational Northern Approaches Surveillance Analysis of Alternatives program to evaluate material and non-material solutions to replace the capability provided by the North Warning System.

### **Support to our partners in the fight against organized crime**

#### Operation MARTILLO and Operation CARIBBE

Operation CARIBBE is Canada's contribution to Operation MARTILLO, a US-led Joint Interagency Task Force-South effort by the nations of the Western Hemisphere and Europe. Canada met its commitment to continue working with partners in the multinational campaign (Operation MARTILLO) to fight illicit trafficking by transnational organized crime in the Caribbean Basin, the Eastern Pacific Ocean and the coastal waters of Central America. Highlights from the FY 2017-18 include:

- CAF aircraft, vessels, and personnel directly contributed to the US Coast Guard seizing or disrupting approximately 11.6 metric tonnes of illicit drugs this fiscal year. The CAF deployed two RCAF CP-140 Aurora maritime patrol aircraft and six RCN vessels on Operation CARIBBE. These vessels were on patrol for 200 days and included five maritime coastal defence vessels, HMC Ships SASKATOON, NANAIMO, MONCTON, EDMONTON and WHITEHORSE; and one frigate, HMCS OTTAWA.

### **Contribute to peace and security on the international stage**

#### **Maintain Canada's strong commitment to NATO**

Canada's commitment to NATO is ongoing and has no end date. Commitments include enabling the continuous focus on the implementation actions resulting from the North Atlantic Council and NATO Summit decisions and direction on improving transparency and accountability in resource management. In addition, Canada is committed to increased transparency and accountability in the deliberation of the Resources Policy and Planning Board (RPPB) and coordination of issues in the Budget, Investment, Military Committee's Working Group on Logistics and Resources (MCWG (L&R)) as well as Conference on National Armament Directors (CNAD).

The following NATO commitment activities occurred during FY 2017-18:

- Five CAF members continued their contribution to logistical and headquarters support functions in Pristina, Kosovo on Operation KOBOLD; and
- The designated Canadian Task Force Commander also served as the chief of the NATO Joint Logistics Operation Center.

#### Operation FREQUENCE

The CAF supported France's mission using strategic airlift to move French military equipment and personnel between France and the Sahel region of Africa. This operation strengthens Canada-France partnership and interoperability between our forces. Operation FREQUENCE flights supported global efforts in the region against terrorism and enhanced regional stability and security. From January 2017 to August 2018, 195,700 pounds of cargo were transported in support of this mission.

#### Operation PROJECTION

During this deployment, the CAF's Royal Canadian Navy deploys Ships to conduct training, exercises, and engagements with foreign navies and other international security partners, which took place in seven West African countries. Specifically, HMC Ships SUMMERSIDE and KINGSTON conducted a

series of events to promote International Women’s Day. Sensitivity training was conducted with the ships’ companies prior to their deployment.

### Operation REASSURANCE

The CAF continued to deploy personnel in Central and Eastern Europe, as part of NATO assurance and deterrence measures. These measures aim to reinforce NATO’s collective defence and demonstrate the strength of Allied solidarity.

- In June 2017, Canada deployed a Land Task Force of approximately 455 personnel to Latvia: the Canadian-led NATO enhanced Forward Presence Battle Group Latvia was officially stood up during a ceremony at Camp Adazi on 19 June 2017 and became fully operational on 27 August 2017;
- The Land Task Force (LTF) in Poland completed its three-year commitment as the LTF deployment transferred to Latvia, on 17 August 2017;
- The RCN sustained the deployment of a Halifax-class frigate on a persistent rotational basis for exercises and operational tasks primarily with NATO’s Maritime Forces. The RCN provided 365 days of coverage with the deployment of HMC Ships ST. JOHN’s and CHARLOTTETOWN;
- Periodically, the CAF sent a CF-188 Hornet Air Task Force to Europe to help keep NATO air space safe. From September to December 2017, about 135 CAF members and four RCAF CF-188 Hornets participated in Block 45 of NATO enhanced air policing in Romania;
- The RCN sustained the deployment of a Maritime Task Force of 1 Frigate with an embarked RCAF CH-124 Sea King Helicopter Air Detachment;
- From May to June 2017, Air Task Force-Iceland contributed to NATO Airborne Surveillance and Interception Capabilities to meet Iceland’s Peacetime Preparedness Needs mission; during which six RCAF CF-18 Hornets provided a continuous air surveillance and interception capability; and
- Air Task Force-Romania also conducted several activities in support of local communities, including delivering donations to an orphanage.

---

### **Operation REASSURANCE**



The air detachment crew members aboard Her Majesty’s Canadian Ship Charlottetown prepare the recovery of the CH-124 Sea King helicopter into the hanger during Operation REASSURANCE on 6 October 2017.

Photo: Corporal J.W.S. Houck, Canadian Forces Combat Camera

---

## Conduct counter-terrorism in the maritime environment

### Operation ARTEMIS

On 13 April 2017, Canada handed over command of Combined Task Force 150 (CTF 150) to France. This was Canada's third time commanding CTF 150, the multinational maritime security and counter-terrorism task force located in the greater Middle East region. On 29 May 2017, the Government of Canada announced an extension of Canada's contribution to the CTF 150 to 30 April 2021. The CAF continued to play a leadership role including the provision of a Commander and associated Headquarters staff every 2 years, the last rotation being December 2016 - April 2017. The RCN generated staff to augment the Australian led CTF 150 rotation, from December 2017 - May 2018.

### Operation PASSEX

The CAF participated in two one-day **PASSEX** (training events where two or more navies rendez-vous at sea and conduct basic communication and maneuvering serials) events with the United States Coast Guard and Secretariat de Marina (Mexican Navy) on route to Operation CARIBBE deployments in the Eastern Pacific to meet its North American Maritime Security Initiative Pacific Exercise 2017.

## Build relationships and engage with other nations

We maintained Operational Support Hubs (OSH) in overseas locations, which are selected with care to provide a safe and secure environment in an airport, or a seaport, or both that are capable of handling movements of people, materiel, equipment and supplies. The CAF continued to have OSHs in Europe, Kuwait, Latin America and the Caribbean and are in the process of establishing an OSH in the city of Dakar, Senegal in West Africa.

In FY 2017-18, the Military Training and Cooperation Program (MTCP) undertook approximately 100 cooperative training and military professional development projects in Canada and abroad, including courses, exercises, and expert visits. Through the MTCP, approximately 1450 sponsored foreign participants, nominated by the ministries of defence of 56 developing non-NATO member countries, were trained via these activities. This allowed Canada's defence attachés, diplomats, senior civilian and military representatives to establish and maintain bilateral relations to support departmental and governmental aims and priorities.

Canada has increased engagement and presence in the Asia-Pacific region. In FY 2017-18, Canada continued to support peace and stability on the Korean Peninsula through engagement with the United States, Japan, Korea, and other partners. Moreover, Canada increased engagement with the Association of Southeast Asian Nations through hosting the Defence Officials Dialogue in Ottawa, and we cohosted the Peacekeeping Dialogue in Vietnam and a chemical, biological, radiological and nuclear defence event with the Philippines in Manila.

The DND/CAF continued to work closely with Global Affairs Canada to ensure that DND/CAF priorities were and continue to be incorporated into the Government of Canada's foreign policy objectives and global engagement on key issues.

**Results achieved**

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
The application of Canadian Defence and Security capabilities continuously protects the sovereignty of Canada, the values of Canadians and the interests of the Government of Canada against risks imposed by armed threats.	Percentage of Defence Combat and Support Operations that have successfully achieved their operational objectives.	90-100%	March 2018	98.5%	98%	97%

**Budgetary financial resources (dollars)**

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (Actual spending minus Planned spending)
1,204,608,692	1,204,608,692	1,799,231,651	1,722,029,393	517,420,701

**Human resources (full-time equivalents)**

	2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
<b>Military – Regular Force</b>	6,799	6,663	(136)
<b>Civilian</b>	964	802	(162)
<b>TOTAL</b>	7,763	7,465	(298)

Note: Planned figures may not add up to total due to rounding

For more information on previous fiscal year results, see the Departmental Results Report on the [Reports and Publications web page](#)<sup>xi</sup>.

Information on the department of National Defence's lower-level programs is available in the [GC InfoBase](#)<sup>xii</sup>.

## Program 2.0: Defence Services and Contributions to Government

### Description

The Defence Services and Contributions to Government Program aims to support the delivery of Canadian Government safety and security initiatives and encourage recognition and pride in Canada and the Canadian military. This is accomplished through the provision of unique Defence services in support of other elements of Government or the Canadian public.

To encourage and share pride and awareness of Canada's military heritage, contributions, and leadership, Defence provides unique services and opportunities for outreach, awareness, preservation and development. Defence unique services also include operations conducted to ensure or enhance the security, safety, stability and/or well-being of Canadians, or international populations in peril, in accordance with Canadian values and the interests of the Canadian Government, in situations where there may be a need to defend against armed threats but where this is not the primary focus.

The operations are delivered through the employment of force elements to achieve a desired effect within specific contexts through execution of tasks according to understood concepts, doctrine and standards. The force elements delivered by Defence are organizational entities which are composed of members of the Canadian Armed Forces and in some cases personnel from the Department of National Defence. Force elements have different sizes and compositions according to the capabilities they must apply during an operation.

Defence remains consistently ready to employ force elements under this Program; however, significant operations do not always occur every fiscal year.

### Results

All DND/CAF operations are only conducted as, and when, directed by the Government of Canada.

In FY 2017-18, the Defence Team met its search and rescue obligations and responded to natural disasters and humanitarian crises, where over 4600 CAF troops helped Canadians as they recovered from floods and fires. In response to floods, the CAF evacuated community residents from Kashechewan First Nation and Mud Lake, Newfoundland; and, helped Quebec's flood relief efforts in five regions. The CAF also assisted with flood relief in St. John, New Brunswick and in Ontario and with evacuations and managing the wildfire situation in British Columbia and northern Manitoba.

### Respond to Coalition needs to dismantle and defeat Daesh

#### Operation IMPACT | Middle East

Canada extended its military engagement against Daesh in Iraq and Syria under Operation IMPACT until 31 March 2019.

Highlights from FY 2017-18 include the following:

- Canada had approximately 20 personnel deployed periodically to Besmaya to provide counter-Improvised Explosive Device (IED) training to Iraqi Security Forces (ISF) under the NATO flag;
- A Canadian-led Role 2 Medical Facility was operated in Erbil, Iraq to meet our commitment to provide lifesaving medical and surgical care to support Coalition forces;
- Two RCAF Hercules aircrafts were deployed to support the movement of Coalition personnel and cargo/materials;

- The CAF provided advice and assistance to ISF, supporting the liberation of Mosul and Hawija; and
- Canada deployed Canadian Training and Assistance Teams to Jordan and Lebanon in support of regional capacity-building efforts.

---

### Operation IMPACT | Middle East



Photo has been digitally altered for operational security. A Royal Canadian Engineer from the Explosive Threat Training Team (ET3) (middle) instructs Iraqi soldiers on how to use the hook and line kit during Operation IMPACT on 28 November 2017.

Photo: Operation IMPACT, Canadian Forces Combat Camera

---

### Support Ukraine to maintain sovereignty, security and stability

#### Operation UNIFIER | Ukraine

In collaboration with Global Affairs Canada, approximately 200 CAF personnel continued to provide capacity-building training in Ukraine, focused on areas such as small-team training, explosive ordnance disposal, military policing, medical training, and modernizing logistics. The Joint Task Force - Ukraine trained approximately 3000 Ukrainian soldiers this reporting year in 40 training serials spanning all lines of effort. This engagement enabled Ukrainian forces to defend their country's sovereignty and contributed to regional and international stability. On 6 March 2017, the Government of Canada announced the extension of Operation UNIFIER until the end of March 2019.

#### Canada hosted Exercise Precise Response

Canada hosted Exercise Precise Response in July 2017 at Defence Research and Development Canada (DRDC) Suffield, Alberta as part of the NATO Chemical, Biological, Radiological and Nuclear (CBRN) defence training. This exercise included 420 personnel from 11 nations which enabled:



- The conduct of operations in a multinational task force construct;
- The validation of operational mechanisms; and
- The rotational lead nation for NATO's Chemical, Biological, Radiological and Nuclear (CBRN) to obtain the required training and certification for the role.

### **Make a meaningful contribution to peace operations**

The DND/CAF has tracked opportunities for the deployment of the specific capabilities and accompanying personnel that were pledged at the United Nations Peacekeeping Defence Ministerial in Vancouver in November 2017. Through Operation PRESENCE, Canada will deploy approximately 250 personnel and up to 10 staff officers to the UN peacekeeping mission in Mali (MINUSMA), with operations starting in August 2018.

#### Operation PRESENCE

The CAF is supporting the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) with 56 contributing and partner countries in an effort to bring sustainable peace and stability to Mali and the Sahel. This is part of the Government of Canada's overall efforts to help set conditions for durable peace, development, and prosperity in Mali. The core mission is providing MINUSMA with a 24/7 helicopter aeromedical evacuation capability in support of UN forces and in support of MINUSMA headquarters. When possible, the CAF provides transport for troops, equipment, supplies, and also provides logistic support to the mission. On 24 June 2018, the first members of the theatre activation team arrived in Mali. For more information, please see the [Operation PRESENCE – Mali<sup>xiii</sup>](#) web page.

#### Operation RENAISSANCE

Internationally, the CAF supported Operation RENAISSANCE in response to hurricanes HARVEY in the US, and IRMA and MARIA in the Caribbean; capturing imagery of affected areas, providing airlift support to partner nations, and distributed humanitarian supplies within the area of operations. The CAF also transported humanitarian supplies from Canada to the British Virgin Islands and then brought Canadian Entitled Persons (CEPs) back to Toronto. As well, we supported France by transporting equipment and supplies from Bordeaux to Guadeloupe and then flew 66 CEPs from St. Maarten and the Turks and Caicos to Toronto.

The RCAF deployed 1 x CH-124 Sea King helicopter, 1 x CP-140 Aurora, 2 x CC-130J Hercules, and 1 x CC-177 Globemaster aircraft for short and long-haul transport in and to the region, and for aerial photography to survey damage on affected islands;

- The Air Task Force evacuated about 300 people, transported about 847 000 lbs of cargo, and responded to the aftermath of the hurricanes;
- The RCN deployed HMCS ST. JOHN's; and
- The Canadian Joint Operations Command deployed a disaster command and liaison team from the 1<sup>st</sup> Canadian Division Headquarters.

---

## Operation RENAISSANCE



A damaged building is visible on the island of Dominica during a reconnaissance activity as a part of Operation RENAISSANCE-IRMA, on 24 September 2017.

Photo: Master Corporal Chris Ringius, Canadian Forces Combat Camera

---

Additionally, in FY 2017-18, the DND/CAF participated domestically to Operation LENTUS, in response to British Columbia forest fires, and provided air lift evacuation of people from the First Nation WAWAKAPEWIN reserve in Ontario, and Operation ELEMENT, the CAF support to the influx of asylum seekers crossing to Canada from United States in the province of Quebec.

### Operation ELEMENT

From 4 August to 12 December 2017, due to an influx of asylum seekers near Lacolle, Quebec, the CAF responded to a Request for Assistance, which resulted in the deployment of approximately 110 Canadian Army regular and reserve force members and 19 vehicles to establish accommodation infrastructure including tents, heaters and lighting. At its peak, there were 1,200 bed spaces available between two locations in Lacolle, Quebec and Cornwall, Ontario.

### Operation LENTUS

From July to September 2017, the significant CAF commitment to British Columbia and Manitoba included support to firefighting operations, evacuation of residents, transport of first responders, delivery of supplies and aid to isolated communities. As a result:

- The Canadian Army deployed over 2000 regular and reserve force members;
- The RCAF employed 2 x CC-130J Hercules, 1 x CC-177 Globemaster III, 3 x CC-130H Hercules, 2 x CH-147F Chinook and 3 x CH-146 Griffon helicopters; and
- The RCN made available / deployed 1 x CH-124 Sea King helicopter.

Our military members continued to provide support to United Nations peace support operations and other multinational endeavors in the Middle East through the following operations:

- The CAF participated in the United Nations Truce Supervision Organization (UNTSO) for Operation JADE;
- The CAF continued to contribute to its role in the Multinational Force and Observers (MFO) in the Sinai Peninsula of Egypt for Operation CALUMET; and

- As Canada's contribution to the multinational counter-terrorism efforts in the Middle East, North Africa, and Southeast Asia, 16 CAF members continued to serve on Operation FOUNDATION.

### **Gender Based Analysis Plus (GBA+) and Gender Perspectives**

We have continued to work towards full integration and are incorporating Gender Based Analysis Plus (GBA+) and gender perspectives into policy planning, execution and evaluation, as per UN Security Council Resolution 1325 and other related resolutions. Military and civilian employees undergo GBA+ training. The CAF has established Gender Advisors at the strategic level and at operational commands and Gender Focal Points are deployed on all named missions. A network of Gender Focal Points have been implemented at the unit level. Ongoing directions on GBA+ and gender perspectives are included in Exercise and Operational Orders, guidance documents, reporting processes and lessons learned.

### **Work together to save lives – Search and Rescue**

In FY 2017-18, there were 9,281 search and rescue (SAR) cases, of which 2,069 cases had a final classification of 1 (Distress) or 2 (Imminent Distress). All joint rescue coordination centre SAR cases were conducted through to a conclusion or handover to an appropriate agency and all incidents were handled effectively.

The 2,069 cases generated 969 tasking for the RCAF air assets. SAR squadrons remained strategically located to provide the most effective response, including in the Arctic. There were 29 missions where a secondary SAR asset was tasked, and for 11 of those missions, the primary SAR asset was unable to complete the mission due to weather or serviceability concerns. In other cases, joint rescue coordination centers utilized assets of opportunity, including civilian aircraft and vessels that were available in order to resolve cases quickly and efficiently.

The RCN remained ready to respond to those in distress anywhere in Canada with a ready duty ship, which is constantly at 8 hours notice to move.

### **Enhance Canadian safety and security through Defence services**

Two key activities that contributed to the success of the department's efforts to anticipate, prevent, mitigate, prepare for, respond to, and recover from all kinds of hazards - natural, human-induced and technological were the following:

- Working with governmental partners and accessing collaborative networks; and
- Supporting innovators who can contribute science and technology (S&T) solutions to public safety and security challenges.

The department contributed S&T efforts that both enhanced and strengthened responses to natural, human-induced and technological threats through:

- Bolstering science related to identification security (biometrics, facial recognition, etc.);
- Exploiting data science applications for public safety and security purposes; and
- Various efforts to counter extremism and terrorism.

Many of these efforts were conducted via the Canadian Safety and Security Program (CSSP), which funds collaborations within the Government of Canada and with external partners to develop knowledge and tools, and provide advice that will help protect Canada, its people, and institutions. Ongoing investments focus on enhancing Canada's resilience to chemical, biological, radiological, nuclear and explosives threats; protecting our borders; enhancing the resilience of Canada's critical

infrastructure and cyberspace; and improving emergency response capabilities and interoperability. Ultimately, these investments provided Canadians with greater resilience to global and domestic public safety and security threats throughout the 2017-18 fiscal year.

**Foster pride in our Canadian military heritage**

The DND/CAF provided support to events such as the 150<sup>th</sup> anniversary of Canada in 2017, along with the 100<sup>th</sup> anniversaries of Battles of Vimy Ridge and Passchendaele, and finally the 75<sup>th</sup> anniversary of Dieppe raid. The DND/CAF assisted in showcasing the Invictus Games as an important event in marking the 150<sup>th</sup> Anniversary of Confederation, while raising visibility of, and appreciation for ill and injured military members from all nations. CAF participation continued the legacy of CAF support to sporting events held at the national level in coordination with a Whole of Government approach.

**Invest in our youth**

The DND/CAF strengthened awareness and support for our Youth Program to reinforce recent organizational changes and prepare to close the renewal initiative for the Cadet and Junior Canadian Rangers programs. Highlights from FY 2017-18 include the following:

- The department’s Youth Program (Cadets and Junior Canadian Rangers) has been strategically reflected in the new defence policy, SSE, and to Defence’s Departmental Results Framework (DRF). This resulted in a dedicated SSE Initiative and the Departmental Result “Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood”;
- A Chief of the Defence Staff directive was released on 2 February 2018. This directive will reinforce the control and supervision of the Canadian Cadet Organizations (CCO) and the command and control of the Cadet Organizations Administration and Training Service (COATS) Reserve Forces. Additionally, it will contribute to an effective and efficient CAF staffing and organizational structure; and
- Although the Renewal of the Cadets and Junior Canadian Rangers was formally closed-out as a Defence Renewal initiative, work continued in support of the third and final phase of the initiative; the implementation considerations of the many Renewal related recommendations and the preparations to adopt a management approach that is more focused on continuous improvement. This will ensure that our programs continue to be challenging, rewarding, safe and appealing, and that youth and their communities are strengthened by the benefits the programs offer.

**Results achieved**

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
The application of Defence capabilities and services reduces the risk to the safety, security and prosperity of Canada, and to the stability of foreign populations.	Percentage of Defence Service Operations and Defence Services that successfully met their objectives.	90-100%	March 2018	100%	100%	99%

**Budgetary financial resources (dollars)**

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (Actual spending minus Planned spending)
431,792,517	431,792,517	483,435,309	490,966,733	59,174,216

**Human resources (full-time equivalents)**

	2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
Military – Regular Force	1,433	1,327	(106)
Civilian	289	257	(32)
<b>TOTAL</b>	1,722	1,584	(138)

Note: Planned figures may not add up to total due to rounding.

Information on the department of National Defence's lower-level programs is available in the [GC InfoBase](#)<sup>xiv</sup>.



### Program 3.0: Defence Ready Force Element Production

#### Description

The Defence Ready Force Element Production Program produces and renews force elements on a continual basis for use in Defence Combat and Support Operations, as well as for the delivery of Defence Services and Contributions to Government, in order to increase the likelihood of success and decrease risk of failure in the defence of Canada and promotion of Canadian interests. Results are delivered by assembling force elements from the fundamental elements of Defence capability (i.e., military personnel, materiel and information systems, information, and, in some cases, real property), and integrating them through various training and certification programs so that they have the requisite amount of readiness in order to fulfill predefined roles within the operations for which they are destined.

The term readiness refers to the volume, endurance, responsiveness and capability attributes of force elements that are not employed. These attributes are used to determine the degree of risk that would be associated with assigning them to fulfill perspective role(s) within on-going or contingency operations. The force elements produced by the Defence Ready Force Elements Production Program are organized into portfolios according to the maritime, land, aerospace and special operations environments in which they operate. There are also portfolios for force elements that operate jointly across these domains and force elements that provide common support functions.

Across these portfolios, force elements are produced to meet readiness targets. These readiness targets ensure that production can be sustained over short- and medium-term time horizons and that the number of force elements available for employment in on-going and contingency operations is in accordance with acceptable levels of operational risk.

#### Results

##### Ready our forces - improve agility and responsiveness

In FY 2017-18, we completed 13 Science and Technology (S&T) projects that informed CAF leaders in preparation for international engagements and strategic discussions with Pacific Rim Chiefs of Defence Staff in Canada. In addition, the projects contributed to the design and implementation of a methodology to (1) assess the value of joint exercises to the DND/CAF, and (2) select a portfolio of joint exercises that provides the maximum value to the DND/CAF.

##### Royal Canadian Navy

In the reporting period, the Royal Canadian Navy (RCN) ensured Canada's naval force was a rapidly deployable, highly flexible and versatile instrument of national power that continually provided the Government of Canada with maritime defence options in support of national objectives. The RCN was postured to undertake and provide results against any of the eight missions assigned to the CAF through SSE, and satisfied, on time, each demand to globally deploy naval forces.

The RCN participated in numerous joint and inter-operability deployments which were crucial to maintaining the ability to command, join and integrate into large multinational naval forces. Of note were several significant operations and missions: FORMIDABLE SHIELD 17 demonstrated NATO's ability to defend its members from ballistic missile threats while advancing interoperability in sophisticated command and control, tactical development and weapons firing; JOINT WARRIOR 17.2 focused on joint and combined training and interoperability in anti-submarine warfare, mine warfare and live-firing activities; participation of command and control staff in Operation ARTEMIS

demonstrated Canada's commitment to peace and security in the Middle East, while emphasizing the RCN's ability to command multinational naval forces; Operation REASSURANCE, where the RCN ensured continuous presence for the entire reporting period by deploying HMCS CHARLOTTETOWN and HMCS ST. JOHN's in succession, demonstrating Canada's resolve and readiness to bolster NATO; and Operation PROJECTION, which represented excellent opportunities to gain readiness experience globally with Canadian partners while also imparting valuable experience through capacity building and training. Contributing to Operation PROJECTION, the RCN deployed two frigates to the Indo-Asian Pacific region, and two patrol vessels to West Africa, building experience in operating in these regions and enhancing relationships with partners and allies while improving overall RCN readiness.

In FY 2017-18, the RCN submarine service achieved a high degree of readiness, resulting in a powerful demonstration of Canada's submarine capacity and proving the RCN's ability to project naval strength. HMCS CHICOUTIMI completed a 197-day deployment in the Asia-Pacific region, marking the first Canadian submarine patrol in the region in 50 years. This signaled the strategic importance of the region to Canada, and showcased the RCN's ability to operate with strategic partners. Demonstrating the RCN's ability to simultaneously deploy two submarines in different operational theatres, HMCS WINDSOR was deployed in the Euro-Atlantic region, contributing to regional security and developing anti-submarine warfare skills with NATO allies. With the completion of the Halifax-class ship modernization, the RCN sustained 12 frigates, all of which have reintegrated into the fleet and have returned to a steady operational tempo. The interim Auxiliary Oil Replenishment ship, MV Asterix began operating with the RCN, mitigating a capability gap and enhancing naval at-sea fleet sustainment which directly enabled global readiness. Supported by its tremendous team of Regular, Reserve and Civilian personnel, in FY 2017-18, the RCN delivered combat effective naval forces ready to support Canadian interests at home and abroad.

### Canadian Army

The Canadian Army (CA) is made up of Regular and Reserve Forces, Canadian Rangers and civilian personnel who work together to provide Canada with a reliable and responsive range of military capabilities that deliver decisive land power in the achievement of Canadian defence objectives. Through its Managed Readiness Plan, the Army's flexibility and depth ensures it can scale its forces across the full continuum of operations. Throughout FY 2017-18, the CA remained ready to defend Canada and North America and to contribute to international peace and security.

Strengthening the Army Reserve (ARes) is a high priority for the CA in order to increase the Army's readiness. To that end, during FY 2017-18, specific tactical tasks and responsibilities to establish a tangible operational contribution of the ARes were assigned, particularly addressing specific capabilities such as mortar, direct fire, and pioneers.

In addition to programmed training for operations in Latvia, Ukraine and Iraq, CA individual and collective training in FY 2017-18 established the conditions for the RCAF led mission in Mali. Domestic and international operations and exercises with our partners in the Arctic, South America, Europe, the Middle East and throughout the Pacific Rim were executed to enhance the ability of the CA to operate with allies on a global scale. The CA sought to better align foundation training, high-readiness training and interoperability training activities to SSE Ready Land Forces outputs; this initial work towards Departmental Results Framework (DRF) alignment established the basis for enhanced future measurement and reporting on the effectiveness and efficiency of training conducted by the CA.



During FY 2017-18, the CA had more than 20 projects in implementation that will deliver new or enhanced capabilities to the troops. Most notable are the following:

- Medium Support Vehicle System (MSVS), which will help address logistic fleet issues;
- Light Armoured Vehicle III Upgrade, the backbone of the CA armoured vehicle fleet;
- Tactical Armoured Patrol Vehicle (TAPV), will provide much increased protection and mobility to various elements of the CA;
- The Integrated Soldier System Project (ISSP), aimed at improving soldier performance through enhanced situational awareness, began delivery to depot; and
- The New Canadian Ranger Rifle project completed final acceptance activities in March 2018, with subsequent delivery to depot.

### Royal Canadian Air Force

The Royal Canadian Air Force (RCAF) continually ensures it is ready to defend and protect Canadian and North American airspace in partnership with the United States as well as contribute to international peace and security. Throughout 2017-18, the RCAF participated in multiple joint and/or combined exercises to maintain our immediate and high readiness forces. These exercises spanned the globe and tested the RCAF's ability to support both domestic operations (i.e. NATIONAL SAREX (search and rescue exercise)), which tested the ability of our search and rescue (SAR) team to respond to scenarios involving water, land, mountain rescue, and major air disaster situations), and expeditionary operations (i.e. Exercise JOINT WARRIOR), which demonstrated the RCAF's ability to work in a maritime environment. This included several NATO allies, and highlighted Canada's continued commitment to NATO. These exercises resulted in an Air Force capable of responding to a demand anywhere in the world, across the spectrum of operations. Further, the training conducted with other nations and coalitions, places the RCAF in a position where it can seamlessly operate with NORAD, NATO, the UN, and several other coalitions.

In addition to deploying full RCAF elements to train, the RCAF was active in the development of future training opportunities through deploying observers on international exercises, such as ULCHI FREEDOM GUARDIAN in Korea. These long term opportunities support the RCAF in maintaining its relevance in the ever changing global security environment, and will allow us to grow our reputation beyond our usual allies.

With regards to ensuring that the RCAF is equipped to effectively deliver on the full spectrum of operations, in FY 2017-18, the RCAF made significant progress in developing the CH-148 Cyclones weapon system which is set to replace the CH-124 Sea King as Canada's main ship-borne maritime helicopter. By January 2018, the RCAF had received eight CH-148 Cyclones in Block 1 configuration. Three CH-148 Cyclones in Block 2 configuration arrived at Shearwater starting in March 2018. The first round of aircrew conversion training was completed in 2017 for pilots at 406 Maritime Operational Training Squadron in 12 Wing Shearwater, Nova Scotia, in preparation for operational employment on the CH-148 Cyclone.

The RCAF also continued to make progress on developing the capacity of its team by continuing its efforts to increase and accelerate training of technicians and aircrew. Maintenance capacity and related elements (documentation, software, etc.) continued to improve, providing better support to increasingly more complex deployed operations.

Additional key milestones in readying the RCAF were achieved in FY 2017-18, which include:

- The CAF's Sapphire satellite continued to contribute observations to the US Space Surveillance Network (SSN), improving space situational awareness; and
- The Polar Epsilon 2 project started construction of new receiver stations and upgrades to processing facilities in preparation for the RADARSAT Constellation Mission launch in fall 2018 which will better inform the requirements for future surveillance from space capabilities, such as the Defence Enhanced Surveillance from the Space Program.

The RCAF worked closely with allied defence organizations to develop and implement coalition programs on Space Situational Awareness and Earth Observation. An interim ground station was established to ensure continued access to space-based Search and Rescue transponder signals. Moreover, Mercury Global Anchor stations continued to be built in Ottawa, Great Village and Esquimalt as part of the Mercury Global projects that aims to procure Military Satellite Communications terminals to connect deployed Headquarters with National Headquarters. The building of the stations involved a contract for Strategic Deployable Terminals that was awarded to General Dynamic Mission Systems Canada.

### **Special Operations Forces**

Canadian Special Operations Forces Command (CANSOFCOM) maintained its role as a highly-skilled, multi-purpose force, prepared to operate domestically or abroad as individuals, small teams or larger force elements, into situations posing a threat to national interests. CANSOFCOM achieved success through the preparation and maintenance of very high-readiness forces and Command and Control of its operational activities around the Globe. CANSOFCOM contributed to National Defence's priorities through long-term investment in equipment and infrastructure, by ensuring defence resource stewardship and affordability, and by investing in our people and strengthening the Defence Team.

CANSOFCOM maintained a global presence, deploying forces in the Middle East, in the Caribbean, Africa and South East Asia. Special operations forces engagements leveraged relationships with other government departments, allies and partners to ensure a coordinated and collaborative approach to realize Government of Canada National Security and Defence objectives. Global engagements over the last year have covered a wide variety of activities, to include contributions to multinational coalitions, capacity building through bilateral and multinational forums, key leader engagements, multinational training activities, as well as the maintenance of a strong international liaison network. CANSOFCOM continued to support the Global Coalition to Counter Daesh through the provision of a Special Operations Task Force dedicated to training, advising, and assisting the Iraqi Security Forces.

CANSOFCOM continued to meet its Force Development mandate by conducting activities that develop special operations forces (SOF) capabilities. CANSOFCOM also sponsored an ambitious Science and Technology / Research and Development program aimed at enabling, facilitating and supporting the development and acquisition of innovative technology, examples of which include stand-off chemical, biological, radiological and nuclear identification sensors, individual ballistic protection and new night vision technologies to serve SOF specific purposes.

### **Joint and common forces**

The DND/CAF met its commitment to maintain joint capabilities to ensure the CAF is able to meet the government's defence expectations through advancements of our mission preparedness. In FY 2017-18, the main joint exercise conducted was Exercise JOINTEX. CAF members from 1<sup>st</sup> Canadian Division, RCN, CA and RCAF participated in exercise JOINTEX, a keystone CAF force posture and

readiness activity to evaluate and confirm operational mission preparedness. The exercise was aimed at formalizing a new targeting capability within the CAF.

Other exercises of note that took place in FY 2017-18 include:

**READY RENAISSANCE**, conducted annually to prepare 1<sup>st</sup> Canadian Division Headquarters and assigned CAF units to deploy the Disaster Assistance Response Team (DART) on an international humanitarian assistance and disaster relief (HADR) mission.

**VIGILANT SHIELD**, conducted annually in conjunction with various US commands. The exercise concerns preparedness to work continentally in the Defence of North America and involves the coordination of planning and command and control amongst the involved headquarters.

Naval Exercise **FORMIDABLE SHIELD 17** ran from 24 September to 17 October 2017. This exercise was an integrated air and missile defence (IAMD) task group where the task group successfully intercepted simulated missile targets proving NATO interoperability for collective defence. The exercise involved 14 vessels, 10 aircraft and approximately 3,300 personnel from eight nations.

The RCN and the RCAF participated in a Joint Littoral Training Exercise (JOLTEX 17). Surface-to-surface missile launch capabilities were exercised and the CAFs ability to identify, evaluate and prosecute threats, to meet the Chief of Defence Staff's objectives that support the defence policy of Strong, Secure and Engaged continued to be developed.

The RCAF and the RCN participated in Exercise **JOINT WARRIOR 17.2** off the coast of the UK on 30 September 2017. The exercise included several NATO allies which demonstrated Canada's continued commitment to NATO.

For more information on [military exercises](#)<sup>xv</sup>, visit our web site.

### Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
There exists a sufficient and balanced portfolio of operationally ready force elements that can participate in Defence Operations and deliver Defence services.	Percentage of occurrences that Forces at High Readiness were available to respond when demanded, as tasked in Force Posture and Readiness (FP&R).	70-100%	March 2018	96.5%	95%	95%

### Budgetary financial resources (dollars)

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (Actual spending minus Planned spending)
3,366,635,148	3,366,635,148	4,352,535,094	4,553,169,159	1,186,534,011

**Human resources (full-time equivalents)**

	2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
Military – Regular Force	24,580	24,953	373
Civilian	3,449	1,794	(1,655)
<b>TOTAL</b>	<b>28,029</b>	<b>26,747</b>	<b>(1,282)</b>

Note: Planned figures may not add up to total due to rounding.

Information on the department of National Defence's lower-level programs is available in the [GC InfoBase](#)<sup>xvi</sup>.

## **Program 4.0: Defence Capability Element Production**

### **Description**

The Defence Capability Element Production Program aims to sustain Defence by producing and maintaining portfolios of the fundamental Defence capability elements so that they are continuously available in the appropriate quantity, combination and condition to sustain the chain of programs delivered by Defence, from the Defence Capability Development and Research Program through to the Defence Ready Force Elements Production Program.

These programs collectively give Defence the ability to conduct Defence Combat and Support Operations as well as deliver Defence Services and Contributions to Government.

The primary elements of Defence capability are military personnel, materiel and information systems, information, and real property. A fundamental focus of the Defence Capability Elements Production Program is to provide an adequate and sustained supply of individual military personnel and materiel in the near-term and over long-term time horizons so that they can be integrated to produce force elements within the Defence Ready Force Element Production Program.

Results are achieved through subordinate programs, each of which focuses on a separate portfolio: military personnel and organization; materiel; real property; or information systems. A lifecycle approach is used to manage each portfolio. The essential aspects of the lifecycle approach are sub-sub-programs that provide the principle lifecycle functions: introduction into service; maintenance, upgrade and supply; release from service; portfolio management; and overarching co-ordination and control. The character of activity that occurs within each of these primary functions depends on the portfolio of entities being produced and therefore the desegregation of the lifecycle functions into sub-sub-programs is unique to each portfolio.

The authority for this Program is derived from the National Defence Act and related Government direction, such as the defence policy.

### **Results**

The Department of National Defence (DND) and the Canadian Armed Forces (CAF) remain committed to providing a harassment-free workplace and one that promotes teamwork, mutual respect and fairness for all. The DND/CAF Harassment Prevention and Resolution Policy guides members and employees in preventing, addressing and resolving harassment situations.

Canadian Forces Morale and Welfare Services continue to offer a wide variety of ongoing essential services, programs and many activities at multiple locations, including family care programs, mental health clinics, recreation facilities, and community integration support to ensure that our troops, Veterans and their families are well looked after.

### **Improve military recruitment, training and retention**

Actions are taken, in accordance with Strong, Secure, Engaged (SSE), with a view to achieving the goal of generating a force of 101,500 talented and diverse members who are prepared to meet the challenges of our rapidly evolving security environment.

As Employment Equity goals remain an integral and important part of all CAF recruitment initiatives, the CAF continued to focus efforts on attracting Canada's diverse population and quality recruits from across the country. These recruitment measures and practices will help to ensure that an environment that promotes inclusiveness and fosters both personal and professional growth will be maintained.

## Recruitment

New recruiting initiatives were implemented to improve our recruiting efforts, including the development and delivery of a targeted advertising campaign, aligned with Government of Canada departmental branding and communications directives. Key recruitment efforts and priorities have supported ongoing efforts to address recruitment deficiencies and improve the efficiency and transparency to applicants. All efforts have been underpinned by initiatives to ensure that hidden barriers to Employment Equity groups are removed.

Throughout FY 2017-18, the CAF remained focused on attracting new, quality applicants into military service with the intention to enroll desired applicants rapidly and efficiently. Recruiting efforts were successful in increasing the number of files for women applying to the CAF, as the overall percentage of women in the CAF increased to 15.4% at the end of the fiscal year.

During FY 2017-18, the Canadian Army (CA) assumed full responsibility for the recruitment of its Army Reserve (Ares) component in order to increase their effective strength. A more efficient recruitment process was put in place in order to complete the enrolment of recruits in terms of days rather than months. At the end of FY 2017-18, the number of recruits surpassed attrition in personnel and recruitment efforts continue to gain momentum.

## Training

The Individual Training and Education (IT&E) system under the Modernization campaign continued to evolve. Ongoing efforts were and continue to be made to streamline initial training to better predict when a member can be expected to be qualified for their chosen occupation.

In August 2016, the Chief of Defence Staff (CDS) ordered a Special Staff Assistance Visit to the Royal Military College (RMC) of Canada in order to assess and understand the situation as a result of growing concerns with the prevailing climate at the college. The report made 79 recommendations which combined with an additional 11 CDS-directed items resulted in a total of 90 items for implementation. These items have been grouped into the following seven lines of effort: Student Life; Staff; Training and Leadership; Governance; RMC Specific; Support; and Policy. Working groups were convened and the majority of the recommendations (54 of the 90) were actioned in the first year. The remaining 36 items are in progress but are constrained by institutional processes which require multiple years to fully implement (such as establishment changes, infrastructure, finance, policy etc). In addition, the CAF has accepted and is addressing all 7 related recommendations made by the Auditor General in the [2017 Fall Report](#)<sup>xvii</sup> on the Royal Military College of Canada.

The department continued to focus on the digitization and alignment of Personnel Generation Requirements, IT&E control documents, Prior Learning Assessment and Recognition (PLAR), and efficiency enhancements to the Defence Learning Network and delivery. The intent is to integrate the IT&E solutions with Military Command Software to provide the visibility and connectivity to support defence analytics and Defence's Departmental Results Framework.

## Retention

Work is ongoing to monitor and evaluate all aspects of CAF attrition for both the Regular and Reserve forces, which will allow DND to better inform senior leaders of the best options for retention initiatives and strategies. This will ensure CAF members remain qualified, competent and motivated, with a final goal of reducing unhealthy attrition and improving career management, family support, mental health and wellness support to our members.

The department continued to support military spouse career development through the Military Family Services Program, including online career training and resources, entrepreneurship development and online career counseling services. Development of the Comprehensive Military Family Plan has begun and will help ensure spouses have adequate resources and support to sustain ongoing careers with the aim of encouraging retention of our CAF members by reducing the financial burden created by a one-income household.

### **Foster an inclusive and respectful workplace**

#### **Implement the CAF diversity strategy**

The research on attitudes towards lesbian, gay, bisexual, transgender, transsexual, queer, and 2-spirit (LGBTQ2S) members commenced with the expectation that the results would be available in 2 years' time. The Action Plan of the CAF Diversity Strategy was put in place during FY 2017-18. The Action Plan is one of the tools used to understand and promote diversity and inclusion as a core institutional value across the CAF.

#### **Address and eliminate harmful and inappropriate sexual behaviour**

##### Operation HONOUR

Operation HONOUR is the CAF operation aimed at eliminating harmful and inappropriate sexual behaviour, while enhancing support to victims as a key institutional priority, and will remain so indefinitely. The CAF have expanded support programs to include better liaison and access to subject matter experts from initial care to reporting throughout any investigation and legal processes, to the end. Victim support services have been enhanced through the first-ever dedicated independent support centre for CAF members through the [Sexual Misconduct Response Centre](#)<sup>xviii</sup> (SMRC), which launched 24/7 services on 24 July 2017. The SMRC also has a Military Police Liaison Officer who can provide advice and inform the Canadian Forces National Investigation Service (CFNIS) for potential investigative action by specialized teams of investigators with the Sexual Offence Response Team (SORT) where, or as warranted. Victims are supported in a confidential manner in line with leading best practices across the country.

Research, Performance Measurement, Education and Training are ongoing and are critical to the CAF's efforts to create a culture of dignity and respect for all. Extensive internal and external research and data collection was conducted, as well as tracking and analysis of incidents, with plans to implement a follow up Statistics Canada Survey with the CAF in the fall of 2018. Several successful education and training products were developed and implemented to increase awareness, enhance response and help create the foundation for prevention and the desired culture change. A mobile application "Respect in the CAF" was rolled out in July 2017 to provide readily available and easily accessible tools and information for awareness, understanding, support, response and prevention.

### **Support health and wellness**

#### **Develop a suicide prevention strategy**

The CAF and Veterans Affairs Canada (VAC) Joint Suicide Prevention Strategy was officially announced on 5 October 2017. This joint strategy includes guidelines for CAF/VAC collaboration along seven lines of effort and leverages existing programs, projects, and initiatives (e.g., Mental Fitness and Suicide Awareness training offered by Health Promotion) to reduce risk factors, and build resilience in the CAF and Veteran communities.

### **Improve the transition to civilian life - working with Veterans Affairs Canada**

Work is on-going to improve the support given to all CAF members as they transition from military to civilian life. DND is collaborating with VAC to implement the new transitional support, while also strengthening the relationship between our two departments. Work also continued toward renewing the Joint Personnel Support Unit (JPSU) in order to create a new CAF Transition Group. An extensive review of Veteran's financial benefits and the system under which they are administered has been undertaken, which will enhance our ability to better anticipate the future needs of transitioning CAF members, Veterans, and their families while upholding the principles of care, compassion and respect.

### **Ensure Canada's military is well-equipped**

The DND/CAF continued to acquire and support the materiel and equipment required by the CAF to ensure that Defence materiel capability elements are available in the quantity, mix and condition needed to support operations and to achieve force posture and readiness requirements to protect and defend Canadian sovereignty, North America, and our allies.

In addition, with regards to specific equipment, Defence continues to actively work with the Australian Government to purchase 18 Australian F-18 fighter aircraft to supplement the fleet of RCAF CF-18 fighter aircraft until the permanent replacement is in place and fully operational.

### **Improve Defence procurement**

The Minister of National Defence continued to collaborate with Public Services and Procurement Canada to streamline defence procurement. Phase 2 of the Increased Contracting Authority for National Defence is being rolled out to procurement staff and planning for Phase 3 of transfer of authority is underway.

In FY 2017-18, the department made advancements in professionalizing the procurement workforce. On-line courses in Materiel Management reached over 20,000 learners. There were 3 Project Management Professional Development seminars organized during the fiscal year with the goal of facilitating informal learning and professional development based on current project management trends. Approximately 300 project management practitioners and procurement staff attended each of these seminars. Formal masters' level university studies in Complex Project Leadership and certificate-level university studies in Complex Project and Procurement Leadership were sponsored for DND procurement staff. There were 52 Project Management Competency qualifications awarded, for a total of 442 qualified individuals within DND by end of that year.

The department fully launched the tri-departmental Sustainment Initiative involving Defence, Public Services and Procurement Canada and Innovation, Science and Economic Development Canada to provide innovative solutions to the in-service support of equipment fleets. Participating departments co-signed a joint statement to practitioners outlining the significant milestones and successful pilot programs achieved to date under the Sustainment Initiative.

### **Deliver real property programs and services**

DND has developed and implemented Real Property systems, processes and strategies based on the Infrastructure Environment Business Modernization project. We have implemented the Infrastructure Environment Resource Information System that ensures the correct support mechanisms are in place to manage, monitor and evolve functionality. We have also developed an integrated platform that enables multiple users to share data for multiple business purposes. The Real Property Spatial Data Warehouse



is a central repository and system of record for DND land, infrastructure, and building data with a series of tools for validating, populating and visualizing the data.

Additionally, DND has developed a service strategy outlining our commitment to achieving excellence in service delivery. The strategy articulates the services we provide, the people we serve, how service management is governed, delivery, and how results are measured.

#### Optimize portfolio usage and assets

DND exceeded its target of the percentage of real property assets portfolio which is reduced in a timely manner, indicating positive movement towards the completion of our goal.

DND continued its work to deliver on its commitments including working to modernize defence infrastructure to improve affordability and sustainability, meet new capability support requirements, reduce greenhouse gas emissions (GHGs), and support military personnel through a number of programs:

Federal Infrastructure Investment Program (FIIP) projects that contributed to supporting the troops and families and reserve forces, health and safety, and support to CAF military operations, included:

- Approximately 100 residential housing units (RHUs) constructed and 1,300 RHUs renovated;
- \$130 million was invested in 86 armouries across the country;
- 16 airfield and hangar projects were completed;
- \$55 million was invested in Health and Safety projects;
- A new Peace Support Training Centre was built in Kingston and an Ammunition Transit Facility in Borden; and
- The construction of a new Health Centre in Cold Lake is well advanced because of FIIP funding.

Infra2016 2-year stimulus program spearheaded by Treasury Board of Canada Secretariat:

- \$65 million invested in assessment and remediation projects;
- 50 million (rounded figure) invested in military housing recapitalization and betterments; and
- 41 residential housing units (RHUs) were constructed.

Energy Program:

- Smart Buildings Initiative launched with the National Research Council;
- Feasibility studies for new Energy Performance Contracts at CFB Greenwood and CFB Esquimalt were finalized; and
- A \$24.8 million Energy Performance contract was executed for CFB Petawawa; collectively anticipated to reduce DND's GHG emissions by nearly 13,000 tonnes/year.

Unexploded Explosive Ordnance (UXO) project:

- Schools Program – outreach at 30 schools in Vernon, Churchill, Calgary, and Lac St. Pierre to educate and provide safety awareness to those living in or near UXO affected areas;
- Community outreach in Vernon (Armstrong Fair), and North Vancouver (former Blair Rifle Range); and
- 43 Confirmed UXO affected sites.

Contaminated Sites:

- 255 contaminated sites were identified by the department where action is required;

- 149 sites were closed as they were either remediated or assessed to confirm that they no longer meet all the criteria required to record a liability; and
- The departmental contaminated site estimated liability was reduced by 8% based on the recorded liability of FY 2016-17.

### **Renew nation-to-nation relationships with Indigenous peoples**

During the reporting period, DND increased its focus on renewing the nation-to-nation relationship with Indigenous peoples. Additional resources and increased effort were dedicated to activities that support reconciliation. These activities included a focus on implementing modern treaties, fulfilling the duty to consult with Indigenous communities and opening the door to a wider array of discussions with our Indigenous partners.

DND works closely with Crown Indigenous Relations and Northern Affairs (CIRNA) when modern treaties are negotiated with Indigenous communities. Key DND interests include access (for both harvesting on DND lands and for DND access to Indigenous lands), and land selection in the treaty process. DND supports CIRNA with all treaties under development, but was directly involved in 13 negotiations.

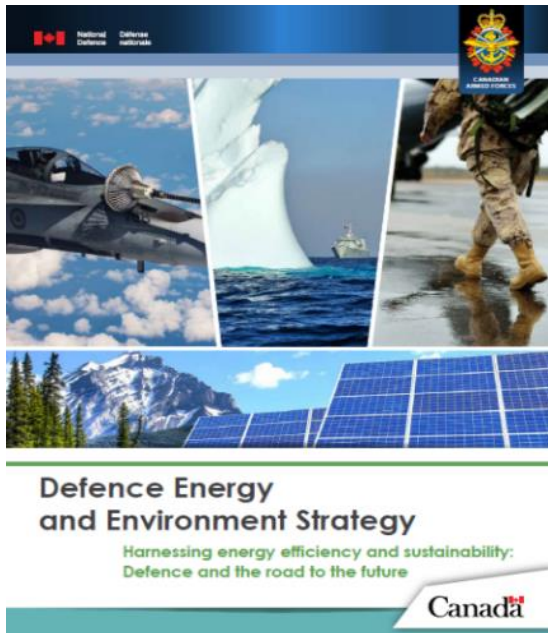
In 2017-18, DND became directly involved in 16 Recognition of Indigenous Rights and Self-Determination (RIRSD) discussions. At these tables, Canada and Indigenous groups explored new ideas and ways to reach agreements that will recognize the rights of Indigenous groups and advance their vision of self-determination for the benefit of their communities and all Canadians. For example, DND and the Canadian Army held positive discussions with the Tl'eqox to discuss their interests in the Chilcotin Military Training Area.

Also in 2017-18, DND worked with Crown Indigenous Relations and Northern Affairs to deliver training across the country focused on engaging and consulting with Indigenous communities. This training provides participants with an understanding of Aboriginal and treaty rights, how these rights intersect with the mandates of DND/CAF, and how to respect these rights.

DND consults with Indigenous communities for a variety of reasons. During 2017-18, DND met on an ongoing basis with the Songhees and Esquimalt Nations to discuss the disposal of Royal Roads in Colwood, British Columbia. DND also held several negotiation meetings with the Tsuut'ina Nation and Okanagan Indian Band in relation to their respective claim related to unexploded explosive ordnance on their reserve lands. The parties are still negotiating.

Consultations between DND and the Treaty One First Nations led to an Agreement in Principle being reached in March 2018 for the planned sale and transfer of the Kapyong Barracks property. DND continues to work closely with the Treaty One First Nations to develop and ratify a Final Settlement Agreement for the Kapyong Barracks.

## Exercise guidance and leadership



In FY 2017-18, Defence launched the Defence Energy and Environment Strategy (DEES), through which the department continues to contribute to the Government of Canada's Federal Sustainable Development Strategy and to exercise leadership to support Canada's vision for sustainable development. The DEES marks a new integrated policy perspective on energy, as a strategic capability, vital for DND's domestic and deployed operations, and environmental issues. Consisting of 18 energy and environmental targets, the DEES provides a common vision and goals to help Defence better manage energy and the environment. The DEES sets out DND's plan for meeting the federal greenhouse gas emissions target of a 40 percent reduction below 2005 levels by 2030. As of FY 2017-18, DND has reduced its departmental greenhouse gas emissions by 31 percent and the department is well on its way to achieving the 2030 target.

For details on the DEES, please see the full strategy on the following [website](#)<sup>xix</sup>.

## Improve service delivery for Canadian Armed Forces housing

In June 2017, the Chief of Defence Staff (CDS) approved a renewed operational requirement for military residential housing confirming the ongoing need for housing at all Base/Wing locations in Canada. As a result the Canadian Forces Housing Agency (CFHA) is establishing a housing requirement (number of housing units) for each location based on the CDS' operational requirement for housing. The housing requirement will form the basis for the updated investment plan for military housing.

In support of Canada's defence policy, Strong, Secure, Engaged (SSE) the CFHA accelerated the development of its long-term residential accommodation plan to meet the operational requirement and accommodation policy.

Infrastructure improvements, including military housing, were identified as a priority in Budget 2016, including Infra2016 funding listed in the "Optimize portfolio usage and assets" section of this Program's results. As of July 2018, the CFHA's housing condition data showed that 86.9% of the housing units assessed are rated at average or better condition.

## Ensure Canada's military is well supported by information systems

During FY 2017-18, the Defence IM/IT Programme maintained strategic and operational level command and control of information systems in support of both, domestic and deployed CAF operations. Reliable IM/IT was delivered within the National Capital Region and to designated client groups and met its commitment to IM/IT capabilities outlined in the departmental plan. Highlights from FY 2017-18 include:

- The Cyber Division organization and command and control structure were established to continue the evolution of operational IM/IT capabilities in support of cyber activities;
- Essential services were established in accordance with operational priorities and new cyber and joint communication information system capabilities were designed and implemented;
- Initial operating capability and expenditure authority were achieved, along with entering the optional analysis phase for two capability projects;
- Work advanced on 53 IM/IT projects under \$5M including new, legacy and in-flight capabilities;
- Ten projects were effectively delivered and are now in use; and
- Testing and evaluation was conducted on many commercial products to validate their features and their merit for potential future deployment on the various DND/CAF networks and services.

A new organization has been created to assist the DND/CAF in evolving towards a culture that facilitates evidence-based decision making and will therefore evolve an essential business intelligence and analytics capability under Defence Program Analytics. With coordinated effort, the Defence Team will adopt an enterprise approach to drive analytics implementation throughout the DND/CAF to better enable performance management at all levels to ensure SSE delivery.

The Defence IM/IT Programme governance, noted in the [Defence Renewal<sup>xx</sup>](#) plan, has been completed and met all the intended objectives. Committees and processes were put in place to support and determine the highest priority IM/IT capability requirements and to enable their completion through direction and investment towards IM/IT initiatives, projects and activities. IM/IT improvements have been institutionalized and the focus is to continuously improve.

### **Ensure defence safety, protection and security**

The CAF ensured activities were conducted safely throughout Operation/Mission Orders as per safety requirements, direction and guidance included for each exercise. The level of risk associated for all activities continues to be identified and discussed with leadership prior to a decision. The process is further supported via in-theatre visits, as required. The CAF continued to ensure force protection levels were appropriate to the threat environment and were directed and implemented accordingly.

### **Nuclear Safety**

DND fulfilled Health Canada's expectation for radon testing of buildings and Residential Housing Units (RHUs) were performed and resulted in less than 1% of the portfolio requiring remediation.

### **Fire Safety**

DND/CAF have a strong fire safety program in place to protect their infrastructure, personnel and equipment from fire risks and to preserve operational capabilities. DND reports on this program through the Defence Occupational Health and Safety Annual Report.

### **Improvised explosive device disposal**

The Canadian Armed Forces Joint Counter Explosive Threat Task Force on behalf of the CAF functional authority, and the Commander of the Canadian Army, supported the United Nations (UN) Department of Peacekeeping Operations by hosting and participating in several writing boards to develop new UN Counter Improvised Explosive Device[s] (CIED) manuals and training materials. We also implemented those materials by supporting pre-deployment training of personnel from various Troop Contributing Nations.

### 1974 Valcartier cadets grenade incident

The DND/CAF continued to provide support to the victims of the 1974 Valcartier cadets' grenade incident. DND has ensured eligible individuals have received details of the financial recognition application process and health care support available to them and how it may be accessed. The CAF remain highly engaged in coordinating the financial recognition and health care for eligible members who currently require support. An updated [letter](#)<sup>xxi</sup> from the Minister of National Defence was released in April 2018.

For additional information, please refer to the following links:

- [1974 Valcartier Grenade Incident Program](#)<sup>xxii</sup>;
- Financial recognition and health care support for victims of the 1974 accidental grenade explosion at the Canadian Forces base (CFB) Valcartier cadet camp [news release](#)<sup>xxiii</sup>; and
- An Investigation into the 1974 Valcartier Cadets Grenade Incident [report](#)<sup>xxiv</sup>.

### Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
Suitable Defence capability elements are available in a mix and condition that enables Defence to be prepared for and execute operations.	Percentage of Defence Capability Elements that are suitable to Defence needs.	90-100%	March 2018	85.61%	85%	83%

### Budgetary financial resources (dollars)

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (Actual spending minus Planned spending)
12,805,778,437	12,826,660,194	15,912,486,736	15,075,983,868	2,249,323,674

### Human resources (full-time equivalents)

	2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
Military – Regular Force	32,134	31,945	(189)
Civilian	15,919	16,353	434
<b>TOTAL</b>	<b>48,053</b>	<b>48,298</b>	<b>245</b>

Note: Planned figures may not add up to total due to rounding.

Information on the department of National Defence's lower-level programs is available in the [GC InfoBase](#)<sup>xxv</sup>.



## Program 5.0: Defence Capability Development and Research

### Description

The Defence Capability Development and Research Program seeks to provide the analytical bases and knowledge to anticipate foreseeable changes in the threat and security environment and to determine the associated demand for Defence capabilities across near- and long-term time horizons in order to enable evidence-based strategic decisions that align the introduction, modification and divestment of Defence capabilities and guide the application of existing capabilities with an acceptable levels of risk.

Results are achieved by: establishing and monitoring the fulfillment of near-term targets for readying force elements and conducting Defence operations; identifying lessons from past operations; assessing defence and security trends; developing and integrating new knowledge and systems/methods for conducting operations; developing approaches and conducting Defence capability analyses at strategic, operational and tactical levels; present to future capability assessments; designing and assessing defence alternatives; providing Defence capability oversight and expertise; and Defence capability use planning for sustainable Defence capabilities in future time horizons.

As such, this Program sustains Defence by providing key products and services to the Defence Capability Element Production Program, the Defence Ready Force Element Production Program and parts of the Defence Combat and Support Operations, and Defence Services and Contributions to Government programs.

This Program also directly enables the management and oversight of Defence as a whole.

### Results

During FY 2017-18 the Department of National Defence (DND) and the Canadian Armed Forces (CAF) have:

- Developed a tool to optimize investment portfolios to deliver the best value for money;
- Identified candidate areas across the organization that provide the best value for the Capital Investment Program Plan;
- Implemented software to support SSE Investment Plan Change Proposals; and
- Designed a process to determine how to allocate resources for the Defence Team Establishment Plan in an environment of changing requirements and priorities.

In support of emerging requirements identified by the Chief of Defence Staff (CDS), 26 strategic analysis reports were produced in FY 2017-18. On the basis of these studies and in combination with strategic estimates as well as intelligence and policy inputs, the CAF produced the 2018 Strategic Outlook that formed the basis for the 2018 CDS Force Posture and Readiness (FP&R) Directive. Additionally, the readiness states for all CAF named operations underwent an extensive review and reissue of the FP&R directive, which went into effect in early 2018. DND used the Capital Investment Program Plan Review to further streamline the Defence procurement process and make improvements to the Defence Acquisition Guide to better ensure the delivery of the right equipment to the Forces and the creation of economic opportunities and jobs in Canada.

### Develop new capabilities - cyber and space

DND supported Public Safety Canada throughout the development of their new National Cyber Security Strategy. This included attending meetings and providing input to their draft strategy and associated initiatives. Additionally, we have:

- Provided support in the investment for new capabilities for Space Situational Awareness by providing technical advice;
- Provided assistance in the evaluation of Cyber Security tools for major cyber operational capability development projects;
- Provided a demonstration of novel Science and Technology (S&T) cyber and cyber-electromagnetic activities (CEMA) tools;
- Contributed to the development of new national-level cyber protection tool; and
- Optimized Information Operations and Cyber security activities through research and development opportunities.

### **Focus on surveillance and control of Canadian territory - Canadian Rangers**

We continued to focus on improving the surveillance and control in Canada's North by leveraging the Innovation for Defence Excellence and Security Program (IDEaS), to seek S&T solutions to address human performance in extreme climatic environments. The Canadian Army (CA) conducted a review of the Canadian Rangers, and have created a plan for potential growth over the next 5 years which will include a continuous review of the force structure of the Canadian Rangers as well as other capability enhancements.

### **Foster innovation through defence research and development**

The CAF worked to identify risks pertaining to the introduction, preparation, application, modification and divestment of Defence capabilities in both the near-term and long-term horizons. In FY 2017-18 we:

- Completed the design and development for the Innovation for Defence Excellence and Security Program (IDEaS), which was launched on 9 April 2018 alongside a first Call for Proposals for Competitive Projects;
- Provided evidence-based recommendations for small arms modernization and improving soldier system effectiveness;
- Improved the understanding of threats and opportunities from semi-autonomous and autonomous systems;
- Improved our ability to use aerial intelligence, surveillance, and reconnaissance (ISR) sensors along with unattended ground sensors (UGS) to enhance our all-source intelligence capability with a goal of delivering timely information to tactical Commanders;
- Improved the ability to detect and mitigate explosive hazards, improved the protection of assets to conduct operations;
- Proposed new operational concepts, assessed new land tactical weapons and capabilities, and explored the use of simulation in complex urban operations; and
- The Royal Canadian Navy (RCN) formed the Maritime Innovation Team (MIT) in fall 2017. MIT is responsible for the formulation of the RCN Innovation Program as part of the Defence Innovation Program. The Program seeks innovative solutions to address challenges faced by the RCN in the evolving security environment.

A great deal of progress was made in FY 2017-18. DND/CAF leadership continued to actively support significant Warfare Experimentation initiatives such as Joint Targeting. Other achievements include support to contingency plan development; and, interoperability initiatives such as the NATO Coalition Warrior Interoperability Experiment (CWIX) and the Joint Arctic Experiment. The RCN improved



complex project management capability through advanced education and internal training which promoted all counterparts to consider alternatives to close capability gaps.

In FY 2017-18 the RCAF established the 'Flight Deck' in Kitchener-Waterloo. The Flight Deck is an innovation lab managed by the Royal Canadian Air Force Aerospace Warfare Centre (RAWC) that helps the RCAF in three key areas:

- Problem Solving and Training. RAWC managed regular basecamp sessions and five sessions were completed in FY 2017-18;
- The Flight Deck allowed the RCAF to interact with Canadian Technology Companies. The RCAF worked face-to-face with companies in Kitchener-Waterloo to solve technological problems. RAWC supported two start-up companies by sponsoring them through the Build in Canada Innovation Program (BCIP); and
- The Flight Deck allowed the RCAF to engage with the Next-Generation Workforce. Six co-op students were hired to develop software solutions and assist basecamp participants with web-based software support.

Several research and development efforts that were implemented by Defence Research and Development Canada (DRDC) that contributed to force development, generation, readiness and employment in support of Canadian Armed Forces (CAF) operations including the following:

- Developed new force planning scenarios, improved tools for capacity to improve analysis and evaluation of serious gaming techniques;
- Developed a Canadian Joint Capstone Concept to provide context to force development activities;
- Worked with the Canadian Forces Warfare Centre (CFWC) and conducted a command post experiment (JNEX 2) with 50 participants resulting in the integration of additional considerations in offensive cyber operations in the CAF joint targeting cycle; and
- Developed and tested a Collateral Effects Estimation (CEE) Framework.

Additionally, a Maritime Vignette List and Platform Capacity Tool was developed to evaluate various fleet mix options. Demonstrations occurred engaging Slow Moving Airborne Targets. Three different Rotary Targets were trialed and resulted in increased inventory of Training Airborne Targets.

### **Bolstering Expert Outreach**

In 2017-18, DND launched efforts to implement SSE Initiative 73 which calls for increasing investment in a revamped and expanded Defence Engagement Program (DEP). The DEP is designed to engage Canadian and international academics and experts, in order to provide a flexible means for DND to receive timely and relevant policy advice on defence and security issues. During 2017-18, the Program began work on the expansion of existing activities, such as its Targeted Grant Program and Expert Briefing Series, and the trialing of new program elements, such as scholarships and collaborative networks.

### **Incorporate gender perspectives into Defence planning**

DND/CAF has incorporated gender perspectives as a key consideration into all policy development, procurement and planning. It has established Gender Advisory capability throughout the department and has established and implemented the Joint Responsibility Centre (JRC) whose function is to ensure GBA+ is implemented throughout the department. All deploying personnel are required to complete

GBA+ training in support of UN Security Council Resolution (UNSCR) 1325 and integration of gender perspectives.

Canada's National Action Plan progress and reporting has occurred for the first year of release of the plan. Staffing is on-going in order to ensure capacity for integration of GBA+ throughout the wider CAF institution by 2019.

### Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
Defence stakeholders are aware of risks pertaining to the introduction, preparation, application, modification and divestment of Defence capabilities in both the near - and long-term horizons.	Percentage of score on the Defence Capability Development and Research Evaluation Index.	81-100%	March 2018	N/A*	90%	85%

Note: N/A\* due to change from Program Alignment Architecture (PAA) to the Departmental Results Framework (DRF) planning numbers by PAA are no longer produced.

### Budgetary financial resources (dollars)

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (Actual spending minus Planned spending)
395,158,296	395,158,296	479,156,958	540,487,891	145,329,595

### Human resources (full-time equivalents)

	2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
Military – Regular Force	1,038	941	(97)
Civilian	1,410	1,484	74
<b>TOTAL</b>	<b>2,448</b>	<b>2,425</b>	<b>(23)</b>

Note: Planned figures may not add up to total due to rounding.

Information on the department of National Defence's lower-level programs is available in the [GC InfoBase<sup>xxvi</sup>](#).

## Internal Services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

### Results

#### Financial Management and Planning

The Department of National Defence (DND) and the Canadian Armed Forces (CAF) have met its commitment to develop a more effective funding strategy for Defence. The Defence Investment Plan was approved by the Treasury Board Secretariat in February 2018 and was publicly released in June 2018. The Investment Plan provides visibility into planning and management of Defence investments. It includes all approved capital projects under Canada's defence policy. It will be refreshed annually and approved by the Treasury Board every 3 years. This will help Canadians understand how the management of these investments will now help the CAF succeed.

This document is meant to inform Canada's defence and security industries of future investment opportunities that will generate jobs and economic growth across the country. It will also be of interest to parliamentarians, academics and engaged Canadians seeking accountability for the use of federal tax dollars, as it demonstrates National Defence's commitment to affordability and effective resource management.

For additional information, please refer to the [Defence Investment Plan 2018<sup>xxvii</sup>](#).

The Centre for Costing in Defence achieved a functional level in advanced costing, where all cost estimates are risk adjusted and fully comply with the Treasury Board Guideline on Cost Estimation for Capital Asset Acquisition. Additionally, over 50 staff have completed a specialized cost training program with 26 staff obtaining an internationally recognized professional costing certification.

#### Next generation civilian human resources

DND's civilian human resources (HR) model continues to be modernized through the implementation of Next Generation Human Resources. HR has adopted a flexible, innovative, outcome driven culture, which is responsive to business needs and requirements, allowing DND to fully leverage talent across the country. The realignment of the workforce into four key business lines enables the organization to maximize resources while adopting a strategic approach to service delivery. This client-focused and results-oriented approach is focused on fully understanding and prioritizing SSE needs. Service standards have been communicated for staffing and classification and these are being monitored and reported on regularly.

## Defence Renewal

In FY 2017-18, DND was into year four of the Defence Renewal of the five-year mandate. The project, launched in 2013 and DND has essentially met the target of this objective. Sixteen of twenty-four performance initiatives have successfully advanced. As of March 2018, a recurring impact of over \$654 million dollars will have been achieved. These savings represent productivity gains and/or efficiencies which were reinvested back into the Defence Services Program to meet existing financial pressures.

Going forward, [Defence Renewal](#)<sup>xxviii</sup> will transition into a continuous improvement function. As a legacy of Defence Renewal, it will work within the growing Defence Program Analytics Capability, and drive change through the use of Business Intelligence to drive policy and process experimentation, technology and innovation.

## National Defence Headquarters move to Carling Campus

The Phase 1 moves at National Defence Headquarters (NDHQ) Carling were completed in December 2017. 3,600 employees currently operating from this location. Phase 2 construction continues to progress, achieving a 75% completion rate as planned during FY 2018-19. Phase 2 personnel moves continue to be forecasted to start during FY 2018-19. The Carling Campus Project received their final approval in February 2018 and will be able to implement the construction phase 3, starting in FY 2018-19. Moves for phase 3 personnel are starting during FY 2019-20. The overall project continues to progress as planned with close out occurring at the end of FY 2019-20.

In keeping with business optimization efforts, we have started to outfit the new NDHQ with a [Workplace 2.0](#)<sup>xxix</sup> footprint. Employees can use laptops and tablets in areas that offer Wi-Fi. VOiP phones allow employees to keep one phone number even if relocated elsewhere on Campus. Management of electronic files through GCDOCs supports a paperless office and the use of multi-function devices by swiping security badges tracks/monitors individual use of printing documents.

## Communications

We are leading the National Security and Defence theme on the Government of Canada's website – Canada.ca – in collaboration with partner departments and agencies. In 2017-18, specific sections of the theme were tested with users, and improvements were made to help make it easier for users to find and access the Defence information and services they need on the Web.

## Budgetary financial resources (dollars)

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (Actual spending minus Planned spending)
458,094,144	458,094,144	551,091,047	494,449,677	36,355,533

## Human resources (full-time equivalents)

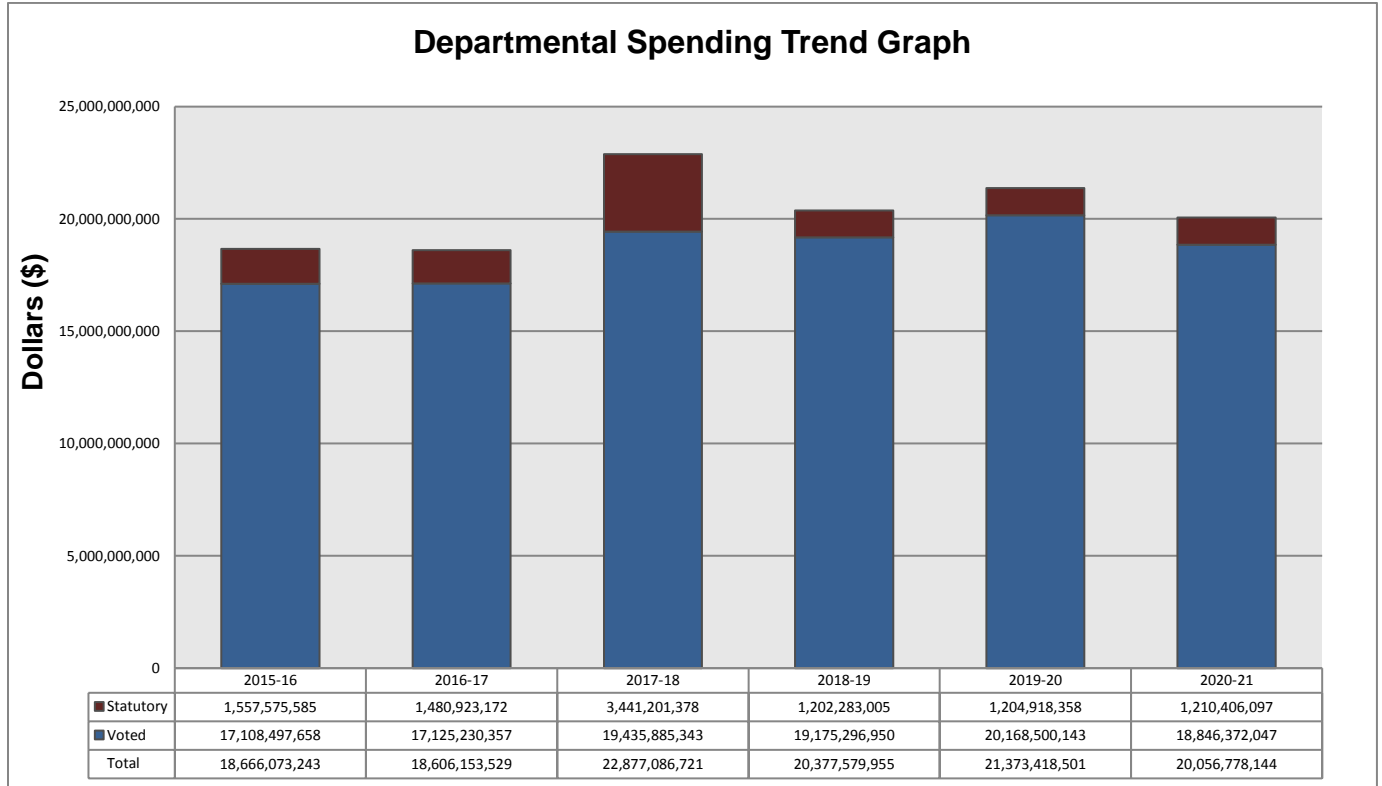
	2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
Military – Regular Force	861	743	(118)
Civilian	2,254	2,538	284
<b>TOTAL</b>	<b>3,115</b>	<b>3,281</b>	<b>166</b>

Note: Planned figures may not add up to total due to rounding.

## Analysis of trends in spending and human resources

### Actual expenditures

#### Departmental spending trend graph



1. Total spending for 2015-16, 2016-17 and 2017-18 represents the final spending on a cash basis, as provided in the Public Accounts of Canada.
2. Planned spending for 2018-19, 2019-20 and 2020-21 as provided in the Departmental Plan 2018-19. Out-year spending is expected to increase to account for SSE implementation.
3. Spending includes Internal Services.

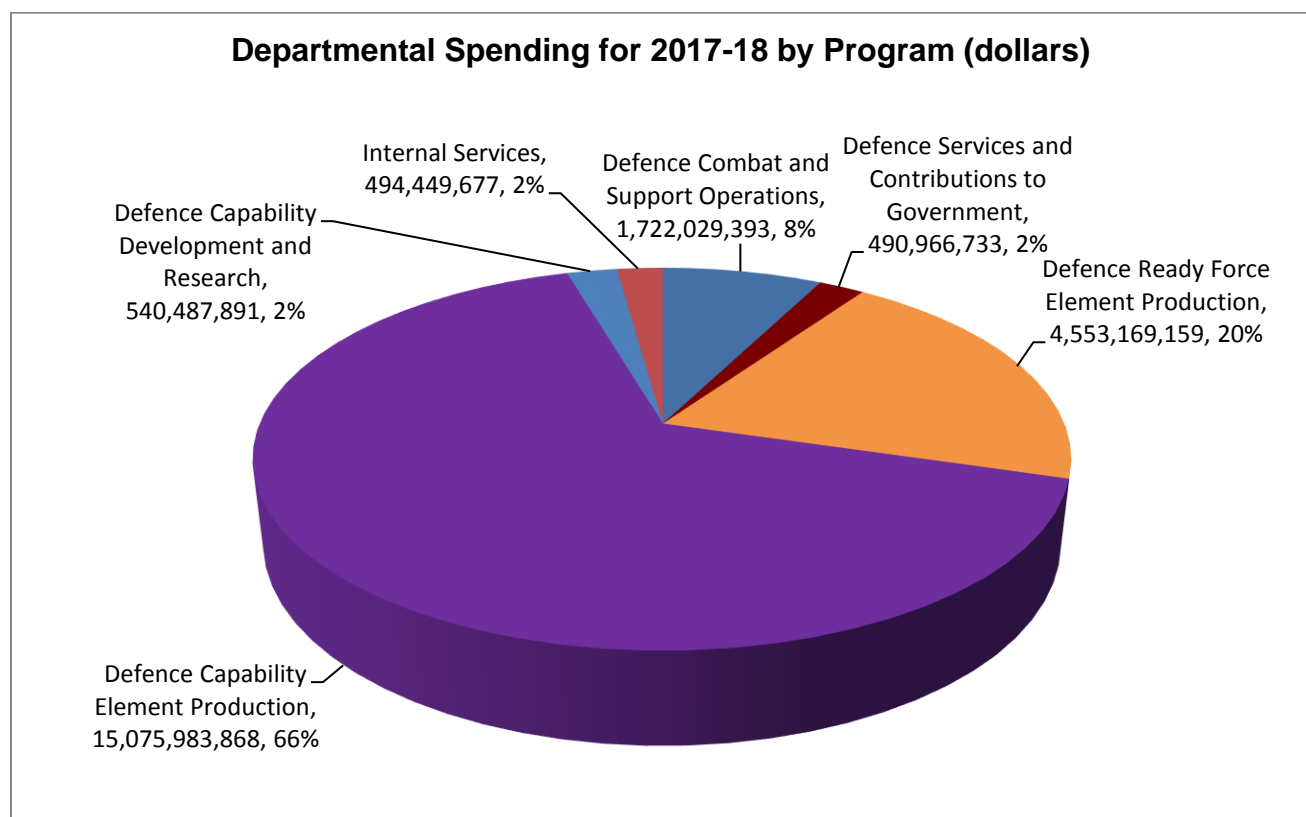
**Budgetary performance summary for Programs and Internal Services (dollars)**

Programs, and Internal Services	2017-2018 Main Estimates	2017-2018 Planned spending	2018-19 Planned spending	2019-20 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2016-17 Actual spending (authorities used)	2015-16 Actual spending (authorities used)
1.0 Defence Combat and Support Operations	1,204,608,692	1,204,608,692	N/A*	N/A*	1,799,231,651	1,722,029,393	1,347,953,481	1,360,079,139
2.0 Defence Services and Contributions to Government	431,792,517	431,792,517	N/A*	N/A*	483,435,309	490,966,733	412,290,287	453,694,400
3.0 Defence Ready Force Element Production	3,366,635,148	3,366,635,148	N/A*	N/A*	4,352,535,094	4,553,169,159	3,455,054,881	3,401,386,557
4.0 Defence Capability Element Production	12,805,778,437	12,826,660,194	N/A*	N/A*	15,912,486,736	15,075,983,869	12,448,763,780	12,577,878,081
5.0 Defence Capability Development and Research	395,158,296	395,158,296	N/A*	N/A*	479,156,958	540,487,891	448,262,459	424,789,408
<b>Subtotal</b>	<b>18,203,973,090</b>	<b>18,224,854,847</b>	N/A*	N/A*	<b>23,026,845,748</b>	<b>22,382,637,044</b>	<b>18,112,324,888</b>	<b>18,217,827,585</b>
Internal Services	458,094,144	458,094,144	N/A*	N/A*	551,091,047	494,449,677	493,828,641	448,245,658
<b>Total</b>	<b>18,662,067,234</b>	<b>18,682,948,991</b>	N/A*	N/A*	<b>23,577,936,795</b>	<b>22,877,086,721</b>	<b>18,606,153,529</b>	<b>18,666,073,243</b>

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

Note: N/A\* due to change from PAA to DRF, planning numbers by PAA are no longer produced.

1. Due to rounding, figures may not add up to totals shown.
2. Where the actual spending amount is higher than the total authorities, this does not represent an over-expenditure of Parliamentary authorities. Parliamentary authorities are allocated by vote and not by individual programs, sub-programs, and sub-sub programs.
3. Significant variances in financial resources are explained below and detailed at the sub-sub program level in the supplementary information section in the document entitled "Supporting Information on Lower-Level Programs". Explanations are provided when the variance is at least 100M or when the difference between the actual and the planned amount is 100%.



The difference between planned spending and final spending authorities used for 2017-18 is summarized as follows:

Explanation of Change	Change (dollars)
Funding in Statutory related to military Employee Benefit Plans	2,234,430,332
Funding related to military operations overseas	258,481,023
Net adjustments to the spending profile of major capital equipment and infrastructure projects to align financial resources with project acquisition timelines	550,589,485
Funding related to the implementation of Strong, Secure, Engaged (SSE)	435,306,513
Funding related to Collective Bargaining Pay increases	168,161,709
Funding related to CAF pay increases	666,730,226
<b>Total Increases</b>	<b>4,313,699,289</b>
<b>Decreases</b>	
Adjustments to the spending profile of the Interim Auxiliary Oiler Replenishment Capability (IAOR) to align financial resources with operations	(78,001,328)
Net transfers to Other Government Organizations	(20,975,705)
Funding related to Grants and Contributions Programs	(11,875,099)
Net miscellaneous departmental requirements	(8,709,427)
<b>Total Decreases</b>	<b>(119,561,559)</b>
<b>Net Change</b>	<b>4,194,137,730</b>

## Actual human resources

### Human resources summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services		2015–16 Actual full-time equivalents	2016–17 Actual full-time equivalents	2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
1.0 Defence Combat and Support Operations	Military – Regular Force	5,785	5,670	6,799	6,663	N/A*	N/A*
	Civilian	688	748	964	802	N/A*	N/A*
2.0 Defence Services and Contributions to Government	Military – Regular Force	1,444	1,245	1,433	1,327	N/A*	N/A*
	Civilian	275	245	289	257	N/A*	N/A*
3.0 Defence Ready Force Element Production	Military – Regular Force	25,735	25,623	24,580	24,953	N/A*	N/A*
	Civilian	1,507	1,676	3,449	1,794	N/A*	N/A*
4.0 Defence Capability Element Production	Military – Regular Force	31,712	32,352	32,134	31,945	N/A*	N/A*
	Civilian	15,624	16,103	15,919	16,353	N/A*	N/A*
5.0 Defence Capability Development and Research	Military – Regular Force	671	679	1,038	941	N/A*	N/A*
	Civilian	1,394	1,362	1,410	1,484	N/A*	N/A*
Subtotal	Military – Regular Force	65,347	65,569	65,984	65,829	N/A*	N/A*
	Civilian	19,488	20,134	22,031	20,690	N/A*	N/A*
Internal Services Subtotal	Military – Regular Force	532	527	861	743	N/A*	N/A*
	Civilian	2,666	2,341	2,254	2,538	N/A*	N/A*
Subtotal	Military – Regular Force	65,879	66,096	66,845	66,572	N/A*	N/A*
	Civilian	22,154	22,475	24,285	23,228	N/A*	N/A*
<b>Total</b>		<b>88,033</b>	<b>88,571</b>	<b>91,130</b>	<b>89,800</b>	N/A*	N/A*

Note: N/A\* due to change from PAA to DRF, planning numbers by PAA are no longer produced.

1. One FTE does not necessarily equal one employee (i.e. two part-time employees may count as one FTE). See Appendix: Definitions.
2. Regular force personnel strength is measured as the total Regular force population regardless of their status, and therefore includes an average of 1,100 personnel on leave without pay (90 percent related to parental leave), 1,650 personnel on Service Personnel Holding List and Retirement Leave, and 8,000 personnel on basic training and subsidized university training.
3. Due to rounding, the FTE count at the sub-program and the sub-sub-program levels may not add up to totals shown.



The Regular force personnel strength is currently about 1,300 personnel below its authorized strength of 68,000 +/- 500, due to higher than forecast attrition and other factors. The Institutional timetable that details the annual change to manning levels forecasts re-establishing the Regular force to its authorized strength prior to 2020 (Our current trajectory has us achieving 68,000 +/-500 in FY 2018-19). Under SSE Defence Policy, the Regular force authorized strength will grow from its current 68,000 to 71,500. This growth will occur over a period of 6 years starting in 2019-20. That carefully balanced rate of increase will continue to fully utilize the CAF's current training capacity. The Institutional timetable will be closely monitored, with quick implementation of mitigating actions to ensure grow to the new authorized strength.

National Defence's civilian population increased to 23,228 FTEs, up from 22,475 the previous fiscal year; however, it remains below the planned 24,285 civilian FTEs for 2017-18. The Department is in a transition period and is currently focused on aligning civilian resources with renewed departmental priorities which will help ensure that we have the right people, in the right place, at the right time while respecting human resources and budget allocations.

### Human Resources – Reserve force personnel

The Reserve force is a unique and valued component of the CAF. The Primary Reserve is currently below the Government of Canada-directed strength level due to a higher than forecasted attrition and challenges in meeting recruiting quotas. Mitigating actions are underway to improve recruiting success and to reduce voluntary attrition in order to re-establish and expand the Primary Reserve's strength by 1,500, from a government-authorized 28,500 personnel in 2015, to a directed 30,000 personnel under the SSE defence policy.

In addition, the CAF Regular force recruiting plan includes the annual component transfer of 800 personnel from the Primary Reserve. The remaining two active sub-components of the Reserve force – the Canadian Rangers and the Cadet Organization Administration and Training Service – were maintained at the current approved total strength targets of 5,000 and 8,000 respectively.

The Reserve force will receive new operational roles and will become further integrated into the total force. Institutionally, a major review of Primary Reserve requirements will continue so as to ensure the allocation and employment of personnel is consistent with Defence priorities, is sustainable and remains within Government of Canada direction.

The following table summarizes National Defence's total planned and actual human resources for Reserve force personnel for FY 2017-18<sup>xxx</sup>.

	Planned	Actual	Difference (actual minus planned)
Primary Reserve	APS: 27,000	APS: 21,885	APS: (5,115)
	ES: 27,000	ES: 25,385	ES: (1,615)
Cadet Organization Administration and Training Service	8,000	7,293	(707)
Canadian Rangers	5,000	5,187	187

Note: In FY 2017-18 a new calculation method was introduced to provide a more accurate number for the total Primary Reserve Strength using the Human Resources Management System. The new calculation method is defined as Effective Strength (ES), replacing the previous calculation method, Average Paid Strength (APS). From the ES total strength, the following are removed 1) all personnel in the process of releasing, 2) personnel who have been flagged as non-effective strength, and 3) personnel who have not been paid (because they had no employment) at least once in the previous six months.

FY 2017-18 will be the last year that the APS calculation will be used and reported on for Primary Reserve Human Resources.

## Expenditures by vote

For information on National Defence's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017–2018](#)<sup>xxxii</sup>.

### Total spending by spending area (dollars)

Spending area	Total planned spending	Total actual spending
Economic affairs	N/A	N/A
Social affairs	17,211,253,391	20,923,211,050
International affairs	1,013,601,456	1,459,425,994
Government affairs	N/A	N/A

## Government of Canada spending and activities

Information on the alignment of the department of National Defence' spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#)<sup>xxxiii</sup>.

## Financial statements and financial statements highlights

### Financial statements

The department of National Defence' financial statements (unaudited) for the year ended 31 March 2018, are available on the [departmental website](#)<sup>xxxiii</sup>.

### Financial statements highlights

The financial information presented within this report is intended to serve as a general overview of National Defence's financial position and operations.

### Condensed Statement of Operations (unaudited) for the year ended 31 March 2018 (dollars)

Financial information	2017-18 Planned results	2017-18 Actual results	2016-17 Actual results (Restated)	Difference (2017-18 Actual results minus 2017-18 Planned results)	Difference (2017-18 Actual results minus 2016-17 Actual results)
Total expenses	20,072,635	23,198,555	19,702,635	3,125,920	3,495,920
Total revenues	482,923	433,711	447,826	(49,212)	(14,115)
Net cost of operations before government funding and transfers	19,589,712	22,764,844	19,254,809	3,175,132	3,510,035

Note: The Departmental Financial Statement is prepared on an accrual accounting basis in accordance with Treasury Board Accounting Standard 1.2 and includes non-cash transactions. Financial information provided in other sections of the 2017-18 Departmental Results Report is cash-based (planned and actual spending) and tied to annual Parliamentary Appropriations (Authorities).

### Condensed Statement of Financial Position (unaudited) as of 31 March 2018 (dollars)

Financial information	2017-18	2016-17 (Restated)	Difference (2017-18 minus 2016-17)
Total net liabilities	5,637,246	4,764,797	872,449
Total net financial assets	3,751,515	2,809,657	941,858
Departmental net debt	1,885,731	1,955,140	(69,409)
Total non-financial assets	39,798,192	39,091,965	706,227
Departmental net financial position	5,637,246	4,764,797	872,449

## Supplementary information

### Corporate information

#### Organizational profile

**Appropriate Minister:** The Honourable Harjit S. Sajjan, PC, OMM, MSM, CD, MP

**Associate Ministers:** The Honourable Kent Hehr, PC, MP (November 2015 – August 2017)

The Honourable Seamus O'Regan, PC, MP (August 2017 – present)

**Institutional Head:** Jody Thomas, Deputy Minister

**Chief of the Defence Staff:** General Jonathan Vance, CMM, MSC CD

#### Ministerial portfolio:

- Department of National Defence
- Canadian Armed Forces
- [National Defence and Canadian Forces Ombudsman](#)<sup>xxxiv</sup>
- [Communications Security Establishment](#)<sup>xxxv</sup>
- [Military Police Complaints Commission](#)<sup>xxxvi</sup>
- [Military Grievances External Review Committee](#)<sup>xxxvii</sup>
- [Office of the Communications Security Establishment Commissioner](#)<sup>xxxviii</sup>

#### Enabling instruments:

- [National Defence Act](#)<sup>xxxix</sup>
- [Emergencies Act](#)<sup>xl</sup>
- [Aeronautics Act](#)<sup>xli</sup>
- [Fisheries Act](#)<sup>xlii</sup>

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

#### Year of incorporation / commencement: 1923

For additional corporate information on the Department of National Defence and the Canadian Armed Forces, see the department's [website](#)<sup>xliv</sup>.

## Reporting framework

The Department of National Defence and the Canadian Armed Forces' Strategic Outcomes and Program Alignment Architecture of record for 2017–18 are shown below:

### **Strategic Outcome: Defence Operations and Services Improve Stability and Security, and Promote Canadian Interests and Values**

- 1.0 Program:** Defence Combat and Support Operations
  - 1.1 Sub-Program:** Domestic and Continental Defence Operations
    - 1.1.1 Sub-Sub-Program:** Operations to Defend Canada Against Armed Threats
    - 1.1.2 Sub-Sub-Program:** Ongoing Defence, Security and Sovereignty of Canada Operations
    - 1.1.3 Sub-Sub-Program:** Ongoing Defence Operations through NORAD
    - 1.1.4 Sub-Sub-Program:** Ongoing Continental Defence Operations in Cooperation with the United States
  - 1.2 Sub-Program:** International Combat Operations
    - 1.2.1 Sub-Sub-Program:** International Operations over Extended Periods
    - 1.2.2 Sub-Sub-Program:** International Crisis and Surge Response Operations
    - 1.2.3 Sub-Sub-Program:** Ongoing Defence Operations through Standing NATO Commitments
  - 1.3 Sub-Program:** Ongoing Centralized Operations and Operational Enablement
    - 1.3.1 Sub-Sub-Program:** Overarching Command and Control of Domestic and International Operations
    - 1.3.2 Sub-Sub-Program:** Ongoing Defence Intelligence Operations
    - 1.3.3 Sub-Sub-Program:** Operational Support Services
    - 1.3.4 Sub-Sub-Program:** Military Diplomacy and Global Engagement
- 2.0 Program:** Defence Services and Contributions to Government
  - 2.1 Sub-Program:** Disaster Relief and Humanitarian Operations
    - 2.1.1 Sub-Sub-Program:** Domestic and Continental Assistance and Response Operations
    - 2.1.2 Sub-Sub-Program:** International Humanitarian Assistance and Disaster Response Operations
    - 2.1.3 Sub-Sub-Program:** Non-Combatant Evacuation Operations
  - 2.2 Sub-Program:** Defence Services for Canadian Safety and Security
    - 2.2.1 Sub-Sub-Program:** Counter Terrorism, Terrorism Event Response and Consequence Management Operations
    - 2.2.2 Sub-Sub-Program:** Assistance to Major Canadian Event Operations
    - 2.2.3 Sub-Sub-Program:** National Search and Rescue Program
    - 2.2.4 Sub-Sub-Program:** Search and Rescue Operations
    - 2.2.5 Sub-Sub-Program:** Defence Services to Other Government Departments and Agencies
    - 2.2.6 Sub-Sub-Program:** Canadian Safety and Security Program
  - 2.3 Sub-Program:** Military Heritage and Outreach
    - 2.3.1 Sub-Sub-Program:** Military History, Heritage and Awareness
    - 2.3.2 Sub-Sub-Program:** Youth Program

### **Strategic Outcome: Defence Remains Continually Prepared to Deliver National Defence and Defence Services in Alignment with Canadian Interests and Values**

- 3.0 Program:** Defence Ready Force Element Production
  - 3.1 Sub-Program:** Force Elements Readiness Sustainment
    - 3.1.1 Sub-Sub-Program:** Maritime Roles - Readiness Sustainment
    - 3.1.2 Sub-Sub-Program:** Land Roles - Readiness Sustainment

- 3.1.3 **Sub-Sub-Program:** Aerospace Roles - Readiness Sustainment
- 3.1.4 **Sub-Sub-Program:** Special Operations Roles - Readiness Sustainment
- 3.1.5 **Sub-Sub-Program:** Joint and Common Roles - Readiness Sustainment
- 3.2 **Sub-Program:** Force Elements Integration Training
  - 3.2.1 **Sub-Sub-Program:** Maritime Environment - Integration Training
  - 3.2.2 **Sub-Sub-Program:** Land Environment - Integration Training
  - 3.2.3 **Sub-Sub-Program:** Aerospace Environment - Integration Training
  - 3.2.4 **Sub-Sub-Program:** Special Operations - Integration Training
  - 3.2.5 **Sub-Sub-Program:** Joint - Integration Training
  - 3.2.6 **Sub-Sub-Program:** International and Domestic - Interoperability Training
- 3.3 **Sub-Program:** Force Elements Production
  - 3.3.1 **Sub-Sub-Program:** Maritime Environment - Force Element Production
  - 3.3.2 **Sub-Sub-Program:** Land Environment - Force Element Production
  - 3.3.3 **Sub-Sub-Program:** Aerospace Environment - Force Element Production
  - 3.3.4 **Sub-Sub-Program:** Special Operations - Force Element Production
  - 3.3.5 **Sub-Sub-Program:** Joint and Common - Force Element Production
- 3.4 **Sub-Program:** Operational Readiness Production, Coordination and Command and Control
  - 3.4.1 **Sub-Sub-Program:** Maritime Environment - Force Element Production, Coordination and Command and Control
  - 3.4.2 **Sub-Sub-Program:** Land Environment - Force Element Production, Coordination and Command and Control
  - 3.4.3 **Sub-Sub-Program:** Aerospace Environment - Force Element Production, Coordination and Command and Control
  - 3.4.4 **Sub-Sub-Program:** Special Operations Forces - Force Element Production, Coordination and Command and Control
  - 3.4.5 **Sub-Sub-Program:** Joint and Common - Force Elements Production, Coordination and Command and Control
- 4.0 **Program:** Defence Capability Element Production
  - 4.1 **Sub-Program:** Military Personnel and Organization Lifecycle
    - 4.1.1 **Sub-Sub-Program:** Military Personnel - Regular Force Portfolio Management
    - 4.1.2 **Sub-Sub-Program:** Military Personnel - Reserve Force Portfolio Management
    - 4.1.3 **Sub-Sub-Program:** Military Personnel - Recruitment
    - 4.1.4 **Sub-Sub-Program:** Military Personnel - Transition and Release
    - 4.1.5 **Sub-Sub-Program:** Military Personnel - Professional Development Training
    - 4.1.6 **Sub-Sub-Program:** Military Personnel - Occupation Training
    - 4.1.7 **Sub-Sub-Program:** Military Personnel - Morale and Well Being
    - 4.1.8 **Sub-Sub-Program:** Military Personnel - Health Care
    - 4.1.9 **Sub-Sub-Program:** Organization - Security, Protection, Justice and Safety
    - 4.1.10 **Sub-Sub-Program:** Military Personnel and Organization - Strategic Coordination, Development and Control
  - 4.2 **Sub-Program:** Materiel Lifecycle
    - 4.2.1 **Sub-Sub-Program:** Materiel - Portfolio Management
    - 4.2.2 **Sub-Sub-Program:** Materiel - Acquisition
    - 4.2.3 **Sub-Sub-Program:** Materiel - Equipment Upgrade and Insertion
    - 4.2.4 **Sub-Sub-Program:** Materiel - Divestment and Disposal
    - 4.2.5 **Sub-Sub-Program:** Materiel - Engineering, Test, Production and Maintenance
    - 4.2.6 **Sub-Sub-Program:** Materiel - Inventory Management and Distribution
    - 4.2.7 **Sub-Sub-Program:** Materiel - Strategic Coordination, Development and Control
  - 4.3 **Sub-Program:** Real Property Lifecycle

- 4.3.1 **Sub-Sub-Program:** Real Property - Portfolio Management
- 4.3.2 **Sub-Sub-Program:** Real Property - Acquisition
- 4.3.3 **Sub-Sub-Program:** Real Property - Divestment and Disposal
- 4.3.4 **Sub-Sub-Program:** Real Property - Operations, Maintenance and Repair
- 4.3.5 **Sub-Sub-Program:** Real Property - Environment and Remediation
- 4.3.6 **Sub-Sub-Program:** Real Property - Strategic Coordination, Development and Control
- 4.4 **Sub-Program:** Information Systems Lifecycle
  - 4.4.1 **Sub-Sub-Program:** Info Systems - Portfolio Management
  - 4.4.2 **Sub-Sub-Program:** Info Systems - Acquisition, Development and Deployment
  - 4.4.3 **Sub-Sub-Program:** Info Systems - System Management and User Support
  - 4.4.4 **Sub-Sub-Program:** Info Systems - Strategic Coordination, Development and Control
- 5.0 **Program:** Defence Capability Development and Research
  - 5.1 **Sub-Program:** Capability Design, Development and Integration
    - 5.1.1 **Sub-Sub-Program:** Capability Design and Management
    - 5.1.2 **Sub-Sub-Program:** Concept, Doctrine Development and Warfare Experimentation
    - 5.1.3 **Sub-Sub-Program:** Science and Systems Development and Integration
  - 5.2 **Sub-Program:** Strategic Direction and Planning Support
    - 5.2.1 **Sub-Sub-Program:** Strategic Capability Planning Support
    - 5.2.2 **Sub-Sub-Program:** Strategic Force Posture Planning Support
- 6.0 **Program:** Internal Services
  - 6.1 **Sub-Program:** Management and Oversight
  - 6.2 **Sub-Program:** Communications
  - 6.3 **Sub-Program:** Legal Services
  - 6.4 **Sub-Program:** Human Resources Management
  - 6.5 **Sub-Program:** Financial Management
  - 6.6 **Sub-Program:** Information Management
  - 6.7 **Sub-Program:** Information Technology
  - 6.8 **Sub-Program:** Real Property
  - 6.9 **Sub-Program:** Materiel
  - 6.10 **Sub-Program:** Acquisition

### Supporting information on lower-level programs

Supporting information on results, financial and human resources related to DND's lower level programs is available in the [GC InfoBase](#)<sup>xlv</sup>.

### Supplementary information tables

The following supplementary information tables are available on the Defence's and Canadian Armed Forces' [website](#)<sup>xlvi</sup>:

- Departmental Sustainable Development Strategy
- Details on transfer payment programs of \$5 million or more
- Internal audits
- Evaluations
- Response to parliamentary committees and external audits

- Status report on projects operating with specific Treasury Board approval
- Status report on transformational and major Crown projects

### **Federal tax expenditures**

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#)<sup>xlvii</sup>. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

### **Organizational contact information**

Department of National Defence

101 Colonel By Drive  
Ottawa, Ontario K1A 0K2  
Canada

Web site: <http://www.forces.gc.ca>





## 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.

### **Departmental Plan (plan ministériel)**

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

### **Departmental Results Report (rapport sur les résultats ministériels)**

A report on an appropriated department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **evaluation (évaluation)**

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

### **experimentation (expérimentation)**

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

### **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+) (analyse comparative entre les sexes plus [ACS+])**

An analytical approach used to assess how diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives. The “plus” in GBA+ acknowledges that the gender-based analysis goes beyond biological (sex) and socio-cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability. Examples of GBA+ processes include using data disaggregated by sex, gender and other intersecting identity factors in performance analysis, and identifying any

impacts of the program on diverse groups of people, with a view to adjusting these initiatives to make them more inclusive.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2017–18 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

**horizontal initiative (initiative horizontale)**

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

**Management, Resources and Results Structure (structure de gestion, des ressources et des résultats)**

A comprehensive framework that consists of an organization’s inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**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.

**performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**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 that receive Treasury Board approval by 1 February. Therefore, planned spending may include amounts incremental to planned expenditures 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.

**priority (priorité)**

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s) or Departmental Results.

**program (programme)**

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

**Program Alignment Architecture (architecture d'alignement des programmes)**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**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.

**Strategic Outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**sunset program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**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> People-centric initiatives, <http://dgpaapp.forces.gc.ca/en/canada-defence-policy/news/well-supported-diverse-resilient-people-families.asp>
- <sup>ii</sup> Reserve Full-Time Summer Employment Program, <http://www.army-armee.forces.gc.ca/en/news-publications/national-news-details-no-menu.page?doc=army-reserve-offers-new-full-time-summer-employment-program/jd1luzg6d>
- <sup>iii</sup> Suicide Prevention Strategy, [https://www.canada.ca/en/department-national-defence/news/2017/10/canadian\\_armed\\_forcesandveteransaffairscanadaunveilnewsuicidepre.html](https://www.canada.ca/en/department-national-defence/news/2017/10/canadian_armed_forcesandveteransaffairscanadaunveilnewsuicidepre.html)
- <sup>iv</sup> United Nations Peacekeeping Defence Ministerial, <https://www.canada.ca/en/department-national-defence/campaigns/peacekeeping-defence-ministerial.html>
- <sup>v</sup> Vancouver Principles, <https://pm.gc.ca/eng/news/2017/11/15/vancouver-principles-peacekeeping-and-prevention-recruitment-and-use-child-soldiers>
- <sup>vi</sup> Elsie Initiative, <https://pm.gc.ca/eng/news/2017/11/15/elsie-initiative-women-peace-operations>
- <sup>vii</sup> Smart Pledges, <https://pm.gc.ca/eng/news/2017/11/15/canadian-contributions-united-nations-peace-support-operations>
- <sup>viii</sup> Supplementary Information, [www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-2017-18-index/supplementary-information.html](http://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-2017-18-index/supplementary-information.html)
- <sup>ix</sup> Minister's Mandate Letter, <https://pm.gc.ca/eng/minister-national-defence-mandate-letter>
- <sup>x</sup> U.S. Northern Command, [http://www.northcom.mil/Home\\_bak/](http://www.northcom.mil/Home_bak/)
- <sup>xi</sup> Reports and Publications web page, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications.html>
- <sup>xii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xiii</sup> Operation PRESENCE – Mali, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/op-presence.html>
- <sup>xiv</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- <sup>xv</sup> Military exercises, <http://dgpaapp.forces.gc.ca/en/exercises/index.html>
- <sup>xvi</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- <sup>xvii</sup> 2017 Fall Report on the Royal Military College of Canada, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/special-staff-assistance-visit.html>
- <sup>xviii</sup> Sexual Misconduct Response Centre, <http://www.forces.gc.ca/en/caf-community-support-services/about-smrc.page>
- <sup>xix</sup> Defence Energy and Environment Strategy (DEES) website, <https://www.canada.ca/content/dam/dnd-mdn/documents/reports/2017/20171004-dees-en.pdf>
- <sup>xx</sup> Defence Renewal, <http://www.forces.gc.ca/en/about/defence-renewal.page>
- <sup>xxi</sup> Letter from the Minister of National Defence: Update on 1974 Valcartier Cadets Grenade Incident, <http://www.ombudsman.forces.gc.ca/en/ombudsman-news-events-media-letters/response-from-mnd-valcartier-report.page>
- <sup>xxii</sup> 1974 Valcartier Grenade Incident Program, <https://www.canada.ca/en/department-national-defence/programs/1974-valcartier-grenade-incident.html>
- <sup>xxiii</sup> 1974 Valcartier cadet camp news release, [https://www.canada.ca/en/department-national-defence/news/2017/03/financial\\_recognitionandhealthcaresupportforvictimsofthe1974acci0.html](https://www.canada.ca/en/department-national-defence/news/2017/03/financial_recognitionandhealthcaresupportforvictimsofthe1974acci0.html)
- <sup>xxiv</sup> 1974 Valcartier Cadets Grenade Incident report, <http://www.ombudsman.forces.gc.ca/en/ombudsman-reports-stats-investigations-valcartier/valcartier-index.page>
- <sup>xxv</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- <sup>xxvi</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xxvii</sup> Defence Investment Plan 2018, [https://www.canada.ca/en/department-national-defence/corporate/reports-publications/defence-investment-plan-2018.html?utm\\_campaign=not-applicable&utm\\_medium=vanity-url&utm\\_source=canada-ca\\_Defence-Investment-Plan](https://www.canada.ca/en/department-national-defence/corporate/reports-publications/defence-investment-plan-2018.html?utm_campaign=not-applicable&utm_medium=vanity-url&utm_source=canada-ca_Defence-Investment-Plan)
- <sup>xxviii</sup> Defence Renewal, <http://www.forces.gc.ca/en/about/defence-renewal.page>
- <sup>xxix</sup> Workplace 2.0 website, <https://www.tpsgc-pwgsc.gc.ca/biens-property/mt-wp/mt-wp-eng.html>

## xxx 2017-18 Notes on Human Resources:

## Regular force personnel:

- Regular force personnel strength is measured as the total Regular force population, which includes project personnel and approximately 1,100 personnel on leave without pay (90% related to parental leave).
- The Regular force personnel strength is currently about 1,300 personnel below its authorized strength of 68,000 +/- 500, due to higher than forecast attrition and other factors. The Institutional timetable that details the annual change to manning levels forecasts re-establishing the Regular force to its authorized strength prior to 2020 (Our current trajectory has us achieving 68,000 +/- 500 in FY 2018-19). Under SSE Defence Policy, the Regular force authorized strength will grow from its current 68,000 to 71,500. This growth will occur over a period of 6 years starting in 2019-20. That carefully balanced rate of increase will continue to fully utilize the CAF's current training capacity. The Institutional timetable will be closely monitored, with quick implementation of mitigating actions to ensure grow to the new authorized strength.

## Reserve force personnel:

- The Primary Reserve are those personnel working in various capacities with the CAF where Class A reservists perform part-time work and training, Class B reservists are employed full-time permanent (year-over-year) or perform incremental full-time employment or training for one or more periods of more than 14 consecutive days within any one year period, and Class C reservists are employed full-time with approval by or on behalf of the CDS and receive equivalent pay, benefits and liability as a Regular force member.
- The majority of reservists serve on part-time (Class A) service. There is a significant reduction in Class A numbers during the summer as many personnel are away from their home units conducting training on short-term Class B status. In addition, some Primary Reserve members are inactive. The portion of Primary Reserve that is on duty and receives payment is counted and reported as the Primary Reserve average paid strength (an annual monthly average).
- Primary Reserve Average Paid Strength (APS) reporting, planning and allocations are based on monthly reports provided by Assistant Deputy Minister (Finance and Corporate Services)/Director Strategic Finance Costing and Assistant Deputy Minister (Information Management)/Director Human Resource Information Management (DHRIM).
- APS reporting does not account for the seasonal fluctuations that occur during the summer training period, nor does it consider the magnitude of a member's monthly attendance. A method to more accurately report the strength of the Primary Reserve has been developed, reporting on Employable Effective Strength (ES). The ES calculation looks at not factoring into final numbers: 1) all personnel in the process of releasing, 2) personnel who have been flagged as non-effective strength, and 3) personnel who have not been paid (because they had no employment) at least once in the previous six months.
- The strength of the Cadet Organization Administration and Training Service, and Canadian Rangers is measured in Total Strength which is based on all the personnel in HRMS (including personnel who may have released or component transferred).

## Civilian personnel:

- The civilian workforce is planned through a salary wage envelope. For reporting purposes, the civilian workforce is measured by full-time equivalents (FTE). The FTE total includes all personnel tenure (indeterminate, term, casual and student employees) actively employed and calculated as person year. For example, two part-time employees may count as one FTE.
- Planned civilian FTEs include Vote 5 funded personnel.
- Planned civilian FTEs do not include personnel on leave without pay.
- Civilian workforce planned FTEs are subject to final budgetary approval.

xxx<sup>i</sup> Public Accounts of Canada 2017-18, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>

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

xxx<sup>iii</sup> Departmental Website Financial Statements, [www.canada.ca/en/departement-national-defence/corporate/reports-publications/departemental-results-2017-18-index/financial-statements.html](http://www.canada.ca/en/departement-national-defence/corporate/reports-publications/departemental-results-2017-18-index/financial-statements.html)

xxx<sup>iv</sup> National Defence and Canadian Forces Ombudsman, <http://www.ombudsman.forces.gc.ca/en/index.page>

xxx<sup>v</sup> Communications Security Establishment, <https://www.cse-cst.gc.ca/>

xxx<sup>vi</sup> Military Police Complaints Commission, <http://www.mpcc-cppm.gc.ca/>

xxx<sup>vii</sup> Military Grievances External Review Committee, <http://mgerc-ceegm.gc.ca/>

xxx<sup>viii</sup> Office of the Communications Security Establishment Commissioner, <http://www.ocsec-bccst.gc.ca/>

xxx<sup>ix</sup> National Defence Act, <http://laws-lois.justice.gc.ca/eng/acts/N-5/index.html>

x<sup>l</sup> Emergencies Act, <http://laws-lois.justice.gc.ca/eng/acts/E-4.5/index.html>

x<sup>li</sup> Aeronautics Act, <http://laws-lois.justice.gc.ca/eng/acts/A-2/index.html>

x<sup>lii</sup> Fisheries Act, <http://laws-lois.justice.gc.ca/eng/acts/F-14/index.html>

x<sup>liii</sup> Legislation and National Defence, <http://www.forces.gc.ca/en/about/legislation.page>

x<sup>liv</sup> The Department of National Defence and the Canadian Armed Forces website, <http://www.forces.gc.ca/>

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

x<sup>lvi</sup> Supplementary information tables, [www.canada.ca/en/departement-national-defence/corporate/reports-publications/departemental-results-2017-18-index/supplementary-information/supplementary-info-tables-index.html](http://www.canada.ca/en/departement-national-defence/corporate/reports-publications/departemental-results-2017-18-index/supplementary-information/supplementary-info-tables-index.html)

x<sup>lvii</sup> Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>