



National  
Defence

Défense  
nationale

CANADIAN  
ARMED FORCES



FORCES ARMÉES  
CANADIENNES

# DEPARTMENT OF NATIONAL DEFENCE AND CANADIAN ARMED FORCES 2022-23 DEPARTMENTAL RESULTS REPORT



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

Canada

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

Cat. No. D3-41E-PDF

ISSN 2560-8975

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

Variant title: Departmental results report (Canada. Canadian Armed Forces)

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

From the Minister .....	1
Results at a glance.....	3
Results: what we achieved.....	6
Core responsibilities.....	6
Operations .....	6
Ready Forces.....	32
Defence Team .....	48
Future Force Design .....	73
Procurement of Capabilities.....	84
Sustainable Bases, Information Technology Systems and Infrastructure .....	96
Internal Services .....	108
Spending and Human Resources .....	121
Spending.....	121
Human Resources .....	124
Expenditure by Vote.....	126
Government of Canada Spending and Activities .....	126
Financial Statements and Financial Statements Highlights.....	127
Financial Statements .....	127
Financial Statements highlights .....	127
Corporate Information .....	128
Organizational Profile.....	128
Raison d'être, Mandate and Role: Who We Are and What We Do .....	128
Operating Context.....	128
Reporting Framework .....	129
Supporting Information on The Program Inventory.....	135
Supplementary Information Tables.....	135
Federal Tax Expenditures .....	135
Organizational Contact Information .....	135
Appendix: Definitions .....	136
Endnotes .....	139



## From the Minister



I am pleased to present the Departmental Results Report for Fiscal Year (FY) 2022-23. This report recounts the achievements made and the challenges faced by the Department of National Defence (DND) and the Canadian Armed Forces (CAF) throughout the reporting year.

As the global security landscape grows more complex, we are making the necessary investments to modernize the CAF with the equipment that its members need to keep Canadians safe. That is why, in Budget 2022, the Government of Canada committed to updating [Strong, Secure, Engaged \(SSE\): Canada's Defence Policy](#)<sup>i</sup>. SSE presents a vision and approach to defence that is part of building a better future for Canada. This update will support our continued commitment to building a modern military to protect our country from a range of new and emerging threats.

In FY 2022-23, DND/CAF continued efforts to build a better future for every member of the Defence Team by focusing on recruiting, training, and retaining members. Efforts to achieve meaningful culture change are focused on addressing and preventing all forms of systemic misconduct and supporting those who have been harmed, and creating a positive and safe environment where members can reach their full potential while contributing to DND/CAF priorities.

The Defence Team is committed to renewing relationships with Indigenous Peoples in communities across Canada. In keeping with the United Nations Declaration on the Rights of Indigenous Peoples, Budget 2022 included \$9.5 million over five years, for DND/CAF to align its operations and engagement with Indigenous peoples in the communities where we work. It will also increase economic opportunities for Indigenous owned and operated businesses by awarding them at least five percent of the value of our contracts.

We continue to evolve our strong partnership with the United States through the modernization of North American Aerospace Defense Command (NORAD). In June 2022, DND/CAF announced \$38.6 billion to improve our ability to detect and interdict threats earlier and with greater precision.

Canada cannot be strong at home without being engaged in the world, especially in these increasingly challenging times. In FY 2022-23, this included contributing to Central and Eastern European security with our North Atlantic Treaty Organization (NATO) allies and partners. Canada has been unwavering in its commitment to helping Ukraine defend itself against the illegal Russian invasion, and we will continue to stand with Ukraine. In June 2022, Canada signed a joint declaration with Latvia to augment NATO's enhanced Forward Presence. Canada is a standing member of the Ukraine Defense Contact Group, and is coordinating and providing military aid to Ukraine, including military training, equipment, and transport.

In November 2022, the Government of Canada released its Indo-Pacific Strategy. This included \$492.9 million over five years to deepen partnerships in the region, including reinforcing the CAF's Indo-Pacific naval presence, increasing participation in regional military exercises, and improving intelligence sharing with our allies and partners.

The Defence Team is committed to advancing Canada's security and prosperity and to ensuring a more secure future for everyone.

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



## Results at a glance

In FY 2022-23, DND/CAF continued to deliver on the Government of Canada's vision for defence: an agile, multi-purpose and combat-ready military, operated by highly trained, well-equipped members of the CAF, and supported by industry, academia, and the public.

Russia's illegal invasion of Ukraine demonstrated the importance and relevance of bilateral and multinational security and stability frameworks, primarily through our North Atlantic Treaty Organization (NATO) commitments. The Government of Canada, together with allies and partners, will continue to defend the rules-based international order, as well as globally accepted principles of lawful military conduct and humanitarian principles.

DND/CAF's support to Ukraine impacted several areas in the department's consolidated financial statements. Purchases related to the operations in Ukraine resulted in an increase to accounts payable and the contributions have decreased our existing inventory. In addition, there has been an increase in expenses related to the Operations core responsibility due to the transfer of assets to Ukraine as well as a variance between our planned and actual expenses in this core responsibility as these expenses were not included in the department's planned results.

The increased frequency and intensity of natural disasters continued to strain the limited resources of Indigenous, Territorial, and Provincial governments. This led to an increase in requests for federal assistance to augment communities' limited emergency management resources. The CAF continued to support Canadians as a force of last resort while also meeting the increasing demands conducting international engagements and operations.

Maintaining this tempo was not easy – the growing demands for CAF responses challenged the already unstable foundation of operational readiness given personnel shortfalls, equipment deficiencies, and insufficient sustainment including critical stores of ammunition. Resolving this situation will require strengthening the institutional foundations of readiness that are critical to meeting Canada's domestic and global defence and security objectives. This includes pursuing greater agility in acquiring critical capabilities and the supporting materiel required to maintain them at a sufficient state of readiness, updating outdated recruitment, retention, personnel management, and administrative processes to ensure we can reverse the decline in personnel numbers, and better harnessing our institutional capacity towards the prioritized delivery of the *raison d'être* of Defence – readiness for operations.

To address these challenges, in FY 2022-23, the Department of National Defence (DND)/CAF focused on the following four areas:

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

The CAF continued to fulfill its [\*Strong, Secure, Engaged \(SSE\): Canada's Defence Policy\*](#)<sup>ii</sup> core missions:

- Detect, deter and defend against threats to or attacks on Canada;
- Detect, deter and defend against threats to or attacks on North America in partnership with the United States, including through NORAD;
- Lead and/or contribute forces to NATO and coalition efforts to deter and defeat adversaries, including terrorists, to support global stability;
- Lead and/or contribute to international peace operations and stabilization missions with the United Nations, NATO and other multilateral partners;
- Engage in capacity building to support the security of other nations and their ability to contribute to security abroad;
- Providing assistance to civil authorities/law enforcement including counter-terrorism, in support of national security and the security of Canadians abroad;
- Provide assistance to civil authorities and non-governmental partners in responding to international and domestic disasters or major emergencies; and



- Conduct Search and Rescue (SAR) operations.

Specifically, DND/CAF continued to support CAF and NATO deterrence and assurance measures through its standing commitments and its leadership role for the enhanced Forward Presence Battle Group in Latvia. This included the development of options for the NATO force expansion to a Brigade in Latvia.

The growing influence and reach of China contributed to the Government of Canada's new [Indo-Pacific Strategy](#)<sup>iii</sup>, that ensures Canada remains positioned as a reliable partner in the Indo-Pacific region.

## 2. Reconstitute the CAF for the Future

During the period from March 2020 to July 2022, the CAF experienced a reduction in size, with the Regular Force decreasing by 4 100 and the Primary Reserve by 950. Recruiting efforts, which were already challenged before the pandemic, were further limited, resulting in about one-third of the normal intake due to pandemic-imposed restrictions.

To properly address the challenges impacting the strength and readiness of the CAF, the [CAF Reconstitution Directive](#)<sup>iv</sup> was issued in October 2022, to outline the efforts required to ensure the CAF's ability to deliver strategic effects directed by the Government of Canada now and into the future. CAF Reconstitution focuses on three goals:

- Grow the CAF - rebuilding strength while continuing to transform culture and emphasize the physical and mental well-being of its members;
- Recalibrate Operations and Commitments - reviewing operations and plans to ensure the maintenance of operational excellence in both modern and future settings; and
- Modernize Military Personnel Management System - modernizing capabilities and adapt our structure necessary to address the evolving character of conflict and operations.

Over the past year, the CAF has increased recruiting capacity, decreased processing times, [decreased basic training to 8 weeks](#)<sup>v</sup>, [expanded the applicant pool to permanent residents](#)<sup>vi</sup>, created [the Naval Experience Program](#)<sup>vii</sup>, released the [Total Health and Wellness](#)<sup>viii</sup>, [Retention](#)<sup>ix</sup> and other strategies. It has also published the [CAF Offer](#)<sup>x</sup>, which identifies the comprehensive suite of policies and programs that are designed to motivate, engage and inspire members and recognize the unique contributions they make to the defence and security of Canada.

## 3. Ensuring a Safe and Inclusive Workplace

Every member of the Defence Team is entitled to work in an environment of mutual respect, dignity and inclusion, where they can contribute and achieve their full potential. Creating a safe and inclusive workplace in DND/CAF remained essential to the CAF's operational success. DND/CAF ensures its organization moves to reflect the diversity of Canada, and a work environment where people are valued for their unique capabilities and encouraged to be their authentic selves.

This past year, there were significant results achieved in transforming culture. On 25 April 2022, the Minister accepted the final report of the Minister's Advisory Panel on systemic Racism and Discrimination, which provided recommendations on how the DND and CAF can eliminate systems barriers and discriminatory behaviours to enable inclusivity. The event was followed by an internal Raise Your Voice all-staff online and in-person forum, where the Minister and members of the Advisory Panel shared on their journey and conveyed some of the insights they learned. An online Anti-racism toolkit was also recently launched, providing guides, tip sheets and activities to help stimulate ongoing dialogue among Defence Team members and accelerate culture change within the DND and CAF.



On 30 May 2022, the Minister welcomed all 48 recommendations from former Supreme Court Justice Louise Arbour, of the review of policies, procedures, programs, practices, and culture within the CAF/DND, which is entitled the Independent External Comprehensive Review (IECR). On 24 October 2022, the Minister appointed Jocelyne Therrien as the External Monitor to oversee DND/CAF efforts to address misconduct and help monitor the implementation of the IECR recommendations. In December, the [Minister's Report to parliament on Culture Change Reforms in response to former Supreme Court Justice Arbour's recommendations](#)<sup>xi</sup> was presented to Parliament, providing a path forward in respect of all 48 recommendations.

The [Defence Team Conduct and Culture Consultation Summary Report](#)<sup>xii</sup>, was published in November 2022, summarizing the results of the extensive Defence Team culture consultations with military members and public service employees. In addition to the 9 000 Defence Team members that were engaged prior to 2022, an additional 4 000 members and employees were consulted in 2022-23, to ensure that as many Defence Team members as possible were heard, where they could share their experiences and ideas.

Over the past year, the Sexual Misconduct Support and Resources Centre (SMSRC), in addition to providing comprehensive, accessible and integrated support, and renewed focus on the prevention of military sexual misconduct, also delivered on a number of activities to ensure that the health and well-being of the DT is well supported. It launched the new Community Support for Sexual Misconduct Survivors Grant Program, expanded its geographic reach, implemented a Peer Support Program model, and completed the inaugural phase of the Restorative Engagement Program.

#### 4. Modernizing Defence Capabilities

The Department of National Defence continued to advance the vision set out in SSE and enhance defence capabilities to anticipate and respond to threats at home and abroad.

The Department of National Defence developed and began implementing the vision for continental defence as outlined in SSE and specified in the June 2022 NORAD Modernization announcement, by [announcing an investment of \\$38.6 billion](#)<sup>xiii</sup> on an accrual basis over 20 years to modernize Canada's NORAD capabilities. In close collaboration with the United States and key domestic partners, DND/CAF, began preliminary implementation of NORAD modernization. In addition, and in alignment with the 2019 *Arctic and Northern Policy Framework*, DND/CAF continued efforts to enhance capabilities, mobility, and reach in the North, and in collaboration with domestic and international partners.

As part of Canada's NORAD Modernization announcement, the Government of Canada also announced its commitment to invest \$4.23 billion on an accrual basis for continuously evolving research and development solutions in support of continental defence. These investments will directly support NORAD modernization capabilities, including enhanced surveillance of Canada's northern approaches in all domains, improved command control and communications, including in the North, and improved defeat mechanisms for modern and developing threats, as well as other agile capabilities to address emerging challenges in continental defence.

The implementation of SSE continues to streamline defence procurement, thus improving timely acquisition of much needed military capabilities. Continued robust defence procurement will contribute to Canada's plan for a strong economic recovery from the COVID-19 pandemic. The Department strives to provide the CAF with the modern capabilities they need to succeed in a complex and constantly evolving world. The CAF must be ready and able to deliver across a spectrum of operations – from domestic humanitarian assistance and disaster response, to counter-terrorism and combat operations.

The Defence Team continued to develop and integrate cyber capabilities to counter the evolving threat posed by malicious cyber actors, including state and state-sponsored actors. DND/CAF continue to grow the CAF Cyber Force by recruiting, enabling new Cyber Operators, and supporting the employment of reservists with specialized skill sets. DND/CAF continued to work with the [Communications Security Establishment \(CSE\)](#)<sup>xiv</sup> to develop capabilities and capacity for conducting offensive cyber operations to detect, deter and defend against threats to Canada and in support of CAF operations.

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

## Results: what we achieved

### Core Responsibilities

#### Operations

**This section contains information on the Department's results and resources for each of its core responsibilities. It also contains information on related key risks.**

#### Description

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

Detect, deter and defend against threats to or attacks on North America in partnership with the United States, including through North American Aerospace Defence Command (NORAD).

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

#### Results

The Canadian Armed Forces (CAF) responded to domestic, continental, and international threats, and anticipated, adapted, and postured for concurrent operations. The Defence Team's activities helped foster global stability, supported the rules based international order, and increased Canada's global access and influence. This occurred through:

- Participation in security-focused coalitions and alliances;
- Efforts to develop our defence partners' capabilities and institutions; and
- Participation in United Nations' peacekeeping operations and sanctions enforcement efforts, bilateral defence activities, and efforts to advance [Women, Peace and Security initiatives](#)<sup>xv</sup>.

These results were achieved in support of Government of Canada's objectives, including defence and security elements of [Canada's Indo-Pacific Strategy](#)<sup>xvi</sup> which outlines opportunities to increase CAF presence, collect and share intelligence, and deepen defence partnerships in the Indo-Pacific region.

The CAF balanced the risk between the demands of force employment and force generation. Since 2020, there continues to be significant increases in pressure to support contingency domestic operations, responding to requests for assistance from civil authorities and non-governmental partners, and addressing the enduring effects from the COVID-19 pandemic on the CAF workforce.

In an era of deteriorating global security, the relationships that have underpinned the rules-based international order for generations are under significant threat. This rapid shift in the geopolitical environment is making the role of Defence more complex.

To address the rise in challenges to the international rules-based order and democratic institutions, the DND/CAF has established bi-lateral and multi-lateral coordination groups together with Global Affairs Canada and [Five Eyes partners](#)<sup>xvii</sup>, an intelligence alliance comprising Australia, Canada, New Zealand, the United Kingdom, and the United States, to measure and adjust planning efforts within the ever-changing context of the information environment. These efforts have produced synchronization and

alignment of national and international activities and messaging efforts to contribute to and uphold global stability and security. The DND/CAF continued to investigate and evolve its capabilities and capacity to operate and generate effects within an increasingly interconnected and challenging global operating environment.

In FY 2022-23, the DND/CAF continued contributing to the Government of Canada's objectives to increase regional stability. The department:

- Conducted capacity building activities with partner forces in key areas including chemical, biological, radiological, and nuclear threat response with partners such as the Malaysian Armed Forces;
- Delivered training and mentoring, and provided equipment and materiel to partner forces to assist them in overcoming capability shortfalls and achieving self-sufficiency;
- Developed defence and security capabilities of partner forces, lessening the likelihood of future crisis interventions by the international community;
- Promoted interoperability among our partner forces; and
- Began a reconstitution process to balance operational demands and priorities with the available resources.

In addition, the CAF continued developing methods and metrics to assess the effectiveness and performance of military operations in support of Government of Canada objectives. This was primarily achieved by aligning the CAF's operational assessment terminology and methodology with NATO and by integrating assessment doctrine from key coalition partners. This helped the CAF evaluate how well DND/CAF addresses complex problems in the context of military operations. Once fully developed, these assessments will better support the creation of operational solutions and inform future planning to achieve desired Government of Canada outcomes. The Defence Team will continue sending members to the NATO Operational Assessment Course to further develop DND and CAF's operational assessment capacity.

DND/CAF enhanced abilities to collect, analyze and share intelligence to detect, recognize, and understand all-pan-domain threats, and position itself to address a constantly evolving threat environment. The Defence Team continued developing and expanding intelligence networks abroad to ensure rapid and timely collection, processing, and exchanges of information.

In addition, Canada continued to work with Five Eyes partners on the increased interoperability of our classified and below secret networks. DND/CAF personnel provided leadership and participated in key interoperability panels, teams, boards and working groups.

To close capability gaps across the air, maritime, cyber, space, information and land domains, the CAF continued to identify, develop and recommend modifications and investments to its capabilities. DND/CAF expanded pan-domain awareness in the Arctic and the maritime approaches by conducting operations and exercises in the high arctic. This expansion supported both continental defence and NORAD missions through innovative options and a system of systems approach for Northern Approaches Surveillance. This includes, but is not limited to, the replacement of the North Warning System with a layered system of sensors including Arctic and Polar Over the Horizon Radars (OTHR) and the Defence Enhanced Surveillance from Space Project. Which enables further detection and identification of potential threats and carries out the Pan-domain Situational Awareness Executive Group mandate. A highlight of this effort was the progress made towards the implementation of OTHR.

National Defence assumed an assertive posture in the cyber domain to ensure the ability to defend against malicious cyber actors and potential adversaries, as well as improve the capability to conduct offensive cyber operations. The Department:

- Collaborated with Communications Security Establishment (CSE) on the development of offensive cyber operations capabilities on behalf of the Government of Canada;
- Supported several deployed CAF missions within cyberspace, often in collaboration with CSE. Through this support the CAF confirmed the success of the CAF's non-kinetic targeting processes, the respective authorities involved, the rules of engagement considerations, and the detailed coordination that are necessary for these types of operations;
- Developed a refined Cyber Incident Response Plan that streamlines response coordination internally and with other agencies;
- Advanced capabilities, capacity and expertise to support deployed operations in a contested cyber environment; and
- Worked with Government of Canada partners, including Shared Services Canada to maintain the stability, integrity, and availability of Information Management/Information Technology capabilities that support critical services and operations within the department.

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

### Gender-based analysis plus (GBA Plus)

The Defence Team used GBA Plus in the planning and conduct of all operations, specifically:

- Full-time Gender Advisors and part-time Gender Focal Points were maintained in every named operation to advise commanders and staff on the conduct of GBA Plus, on gender perspectives, and in the use of findings in the planning and execution of all operations with expert support from Directorate Gender Equality and Intersection Analysis.
- Deployed personnel completed training to continue to integrate GBA Plus and the Women Peace and Security agenda into current and planned operations and exercises. Integrating gender perspectives into the planning and conduct of operations increased understanding of the effects of operations on vulnerable groups, improved our situational and cultural awareness, and ensured cognition of the gender considerations that support mission success.

Defence recognized that diversity of representation in peacekeeping improves overall performance, provides for greater access to communities, helps in promoting human rights and the protection of civilians, and encourages equality-seeking groups to become a meaningful part of peace and political processes. Canada supported the United Nations in their efforts to increase women's meaningful participation in uniformed roles in peace support operations, both through the broader, Whole of Government Elsie Initiative, and through deployments under Operation PRESENCE (Elsie) and Operation PRESENCE (Training Support to Peace Operations). In FY 2022-23:

- Under Operation PRESENCE (Elsie), Defence participated in a four-month tour of Ghana Armed Forces garrisons, supporting the Ghana Armed Forces by collecting grassroots data to establish a baseline formulation of a Ghana Armed Forces Gender Policy.
- Under Operation PRESENCE (Training Support to Peace Operations), Defence developed the gender balanced United Nations Engagement Platoon concept and curriculum. This directly supported a commitment made by the Prime Minister at the 2017 United Nations Peacekeeping Ministerial in Vancouver, to promote inclusive peace operations and to deliver innovative training in support of peacekeeping. Specific accomplishments includes the United Nations approval of the Engagement Platoon curriculum in October 2022, and the subsequent training of trainers conducted in Entebbe, Uganda, for uniformed and civilian members from twelve United Nations Troop Contributing Countries in March 2023.

As part of efforts to modernize NORAD and strengthen continental defence, the Defence Team continued to work throughout the policy development process to ensure that GBA Plus considerations were captured and that gender and intersectional perspectives were integrated into the proposals and advice being developed for Government consideration. With Northern initiatives and investments expected to be critical to fulfilling this commitment, the Defence Team continued this work to ensure that continental defence efforts are underpinned by meaningful dialogue with key stakeholders, including Northern and Indigenous partners, to ensure that various viewpoints and priorities are incorporated into this work. The Defence Team will take a distinctions-based, nation-to-nation approach to Indigenous engagement and consultation throughout this process.

The Defence Team issued a Chief of the Defence Staff (CDS) Directive on Implementation of the Vancouver Principles in June 2022, establishing a governance, monitoring, and reporting framework for ongoing efforts. The Dallaire Centre of Excellence for Peace and Security subsequently produced an Aide-Memoire for Canadian Armed Forces Responses to Preventing the Recruitment and Use of Child Soldiers. Follow on and complementary efforts included the drafting of two Joint Doctrine Notes, the first on the foundation for implementation of the Vancouver Principles, and the second on CAF Responses to Preventing the Unlawful Recruitment and Use of Children in Conflict.

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

## Innovation

In FY 2022-23, NORAD continued its rapid development effort in support of its information dominance and decision-superiority strategic priorities. The Cloud-Based Command and Control (CBC2) capability (formerly referred to as Pathfinder) was advanced to the next stage of development known as Minimum Viable Product 4 and project management was formally handed over to the United States Air Force Command, Control, Communications and Battle Management, or Command, Control, Communications and Battle Management (C3BM) for continued development towards Initial Operational Capability aimed for the fall of 2023. Moreover, NORAD, in coordination with the United States Northern Command (USNORTHCOM), continued to support the Global Information Dominance Experiment to advance the integration of Artificial Intelligence (AI) and machine learning in support of decision-making.

Some of the work that was done in improving mobility and enhancing surveillance capabilities in Canada's North included:

- NATO Human Factors and Medicine Task Group (HFM RTG) 310: Cold weather injury medical tracking survey. Pilot completed in 2023 and final survey to be completed in FY 2023-24;
- Collaboration with National Research Council on Indigenous Clothing, with two contract reports delivered;
- International collaborations;
- NATO: HFM RTG 310 and RSY 349: Human Performance and Medical Treatment and Support during Cold weather Operations (ending 2023);
- International Cooperative Engagement Program for Polar Research: Human Performance Working Group;
- Clothing (project agreement definition progressed and Aviation Life Support Equipment (ALSE) International field trial planned 2024);
- The Technical Cooperation Program: Multi-domain Cold Stress Thermal Model (including listing existing thermal models and evaluation);
- Genomics (Canada/United States – United States Army Research Institute of Environmental Medicine and Walter Reed Army Institute of Research (year one of data collection complete);



- **Operation NANOOK<sup>xx</sup>**: Conducted operational and training activities which enhanced collaboration with Other Government Departments, agencies, territorial and Indigenous Governments, and local organizations to increase interoperability, readiness and presence in the North. Operation NANOOK activities for FY 2022-23 are found in [Departmental Result 2.1](#) in this report;
- Using the NORAD Modernization Research and Development investment that was announced in Budget 21, DND/CAF executed the All-Domain Situational Awareness Executive Group (which has been renamed the “Continental Surveillance Science and Technology Executive Oversight Group”) with a mandate to deliver on advanced means of ensuring Canadian awareness of the Arctic and maritime approaches to Canada. In close collaboration with our partners in the United States, new technologies were explored that will provide surveillance and detection capabilities against pan-domain threats. These new technologies include:
  - Research into extending the range of Over-the-Horizon Radar in the polar regions;
  - Investigating technological solutions for persistent underwater surveillance of Canada’s maritime approaches; and
  - Exploring state-of-the-art digital high-resolution space-based radar technology for broad-area surveillance, as well analyzing architectures to use these novel technologies together to support an integrated and layered defence for North America.
- Improving surveillance and control in the Arctic. Defence expanded pan-domain awareness in the Arctic in support of continental defence and NORAD missions through innovative options for Northern Approaches Surveillance. This includes, but is not limited to, developing Arctic and Polar Over the Horizon Radars for long-range surveillance of northern approaches, strengthening space-based surveillance through the Defence Enhanced Surveillance from Space Project, continuing to operate and maintain the North Warning System and delivering on the Continental Surveillance Science and Technology Executive Oversight Group mandate to deliver on advance means of ensuring Canadian awareness of the Arctic and maritime approaches to Canada. DND/CAF continued to collaborate with the United States to develop new technologies and capabilities that will provide surveillance and detection capabilities against pan-domain threats at a range that allows decision makers to operate at the speed of relevance;

The department continued the development of data-driven and AI-powered systems and techniques to support Command and Control (C2) and battle management by accelerating the overall decision cycles while enabling multi-domain operations. Work continued to progress on the development of tools to train and support operators to improve the overall effectiveness of human-AI collaboration, while ensuring human trust in AI decision making.

In FY 2022-23, DND/CAF continued its experimentation/innovation efforts to improve joint operations through two key initiatives:

- **Multi Domain Command and Control Concept Development and Experimentation (renamed: Agile Pan-Domain Command and Control Experimentation Endeavour or APDCCXe)**: The DND/CAF continued developing data-driven and AI-powered systems and techniques associated with the C2 Pathfinder initiative to enable multi-domain operations and evolve CAF planning and C2 for the conduct of Multi Domain Campaigning; and
- **Coalition Warrior Interoperability eXperiment (CWIX) 22**: To support Multi Domain Campaigning, the CAF participated in CWIX 22, exploring methods for improved information-sharing capabilities, interoperability, and C2 functions, specifically through extended and augmented reality experiments with NATO, allies and select non-NATO entities. The Canadian Forces Experimental Network (CFXNet) / Combined Federated Battle Laboratories Network supported several other organization connectivity with Canada during CWIX 22.

Note: To ensure clarity and alignment with other strategic documents, a Domain is a defined sphere where distinct groups of specific activities are undertaken, effects created to achieve specific objectives. Domains can be delineated by both physical and non-physical characteristics. Pan-Domain represents the construct/framework that facilitates the orchestration of activities across multiple domains to achieve a desired end-state.

This information and these collaboration experiments supported the development of concepts, organizational designs, and doctrine.

Additional defence-related experimentation activities are outlined in this report under [Core Responsibility 2 – Ready Forces](#) and [4 – Future Force Design](#).

## Key Risks

Two of the Key Corporate Risks directly associated with Operations are articulated below:

**Physical Environment** – There is a risk that changes to the physical environment of Canada and the world, including changes due to climate change, will impact the type, frequency, and conduct of DND/CAF activities. and

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

The risks above can affect the department's ability to achieve the Departmental Results of the Operations Core Responsibility.

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

Many of the preventative and mitigating controls for these risks are articulated as activities of each Departmental Result below.

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

The CAF, in cooperation with NORAD and USNORTHCOM, continued to detect, deter and defend against threats to Canada and North America and remained prepared to support provincial and territorial authorities in response to natural disasters.

In FY 2022-23, the CAF worked diligently to enhance its ability to collect, analyse, and share intelligence products to ensure a robust all-source understanding of the areas of intelligence interest. The focus was on ensuring intelligence products are written to release for broadest dissemination to partner organizations within Canada, as well as international partners with whom the Government of Canada is sustaining and building close intelligence partnerships.

The primary means by which the CAF enhanced its intelligence capabilities were through the continued development and expansion of the Intelligence Requirement Management and Collection Management System and the clear direction of National Intelligence Priorities, promulgated by the [CDS Intelligence](#)<sup>xxi</sup>, which supported the institution of intelligence systems that enable the effective flow of information between the tactical and strategic levels. This expansion continued the alignment of information requirements of all agencies internal to the CAF, linked to policy, direction, and national priorities. This coordination created efficiencies in the intelligence cycle by reducing duplication of effort among intelligence entities. Improvements in Joint Intelligence Surveillance and Reconnaissance (JISR) ensured decision makers within the CAF and Government of Canada were provided better information, primarily through communication of operational effects.



Further, DND/CAF protected Canadians from threats by:

- Responding to [Requests for Federal Assistance \(RFA\)](#)<sup>xxii</sup>, as directed by the Government of Canada, for a range of domestic emergencies by providing military support on an as-needed basis and only at the request of the provincial or territorial authority through the Minister of Public Safety. Typically, this is in the form of disaster response assistance ([Operation LENTUS](#)<sup>iii</sup>). The Defence Team executed several Operation LENTUS iterations in FY 2022-23, including [CAF support to Nova Scotia, Prince Edward Island, and Newfoundland and Labrador after Hurricane FIONA](#)<sup>xxiii</sup>.
- Overall, in FY 2022-23, the CAF supported:
  - Six permanent RFAs in Canada;
  - Eleven emergency RFAs in Canada;
  - Eight RFAs in Europe; and
  - Three RFAs in the Middle East/Africa.
- In general, RFAs have greatly increased during the past decade and are anticipated to continue this trend. These challenges are aggravating the personnel shortfalls which have resulted in the [Directive For CAF Reconstitution](#)<sup>xxiv</sup>;
- [Operation NOBLE EAGLE](#)<sup>xxv</sup>: Following the terrorist attacks on 11 September 2001, NORAD created Operation NOBLE EAGLE, which provides response to asymmetric air security threats occurring within Canada and the United States, and the approaches to North America. This includes, but is not limited to, civilian aircraft and/or other platforms being used as a weapon. Collaboration among Other Government Departments and agencies is essential to the successful execution of this operation;
- [Operation LIMPID](#)<sup>xxvi</sup> - Through Operation LIMPID the CAF continued to detect threats to Canada through routine watch over Canada's air, maritime, land, and aerospace domains and maintaining a physical presence in some areas. The CAF continued to exercise its Sovereignty and has conducted operations in the Arctic to counter unregistered dual-use scientific efforts;
- Strengthened collaboration with Other Government Departments and agencies such as the Royal Canadian Mounted Police (RCMP) through conducting operational-level engagement. These activities supported preparedness, interoperability and mutual support, as outlined in the [Federal Emergency Response Plan](#)<sup>xxvii</sup>;
- Worked with other authorities and agencies in support of law enforcement and national security, and Other Government Departments. [Ongoing operations included support for Parks Canada for avalanche control](#)<sup>xxviii</sup> ([Operation PALACI](#)<sup>xxix</sup>) and support to the [President of the United States visit to Canada in March 2023](#)<sup>xxx</sup>;
- Worked together with other authorities such as the Department of Canadian Heritage in supporting the [2022 Royal Tour of Canada](#)<sup>xxxi</sup> by their Royal Highnesses, the Prince of Wales and the Duchess of Cornwall which celebrated the Platinum Jubilee of Her Majesty Queen Elizabeth II, marking the 70<sup>th</sup> anniversary of her accession to the Throne. In addition, the Defence Team supported Operation BRIDGE which contributed to [the Government of Canada's marking of the passing of Her Majesty Queen Elizabeth II](#)<sup>xxxii</sup> with a 10-day period of mourning and a national commemorative ceremony [including CAF participation in the State Funeral](#)<sup>xxxiii</sup> in London, England on 19 September 2022;
- Beyond our support to CAF operations, the department continued to work with Government of Canada colleagues mandated to provide cyber security across the Government of Canada, ensuring combined cyber capabilities were aligned. The department continued to enhance its ability to defend DND/CAF systems and networks through the strengthening of relationships with key Government of Canada stakeholders such as the Canadian Centre for Cyber Security; and

- The Canadian Special Operations Forces Command (CANSOFCOM) remained positioned to identify, confront, and defeat threats to Canadians and Canadian interests at home and abroad through a cooperative joint interagency and multinational approach. CANSOFCOM maintained situational awareness of potential threats, sustained high readiness to mitigate threats in North America and around the world, and conducted joint operations and collaborated with allies and National Security partners to identify potential threats.

---

### Operation PALACI



Reservists from across Canada deploy a C3 Howitzer next to the highway, as part of Operation PALACI, where the Canadian Armed Forces support Parks Canada in controlling avalanches in Rogers Pass, British Columbia, 18 February 2023.

Photo: Private Daniel Pereira, 39 CBG Public Affairs, CAF photo.

---

## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and the target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021-22 Actual results	2022-23 Actual results
1.1 Canadians are protected against threats to and attacks on Canada	% of requests for assistance that are fulfilled	100%	31 March 2023	100%	100%	100%
	% of force elements that are deployed within established timelines	100%	31 March 2023	100%	100%	100%
	% of stated objectives met by domestic operations	100%	31 March 2023	95%	95%	95%*
	Extent to which the Canadian Armed Forces is effective in domestic operations	The CAF is effective in the conduct of domestic operations	31 March 2023	This is a qualitative indicator	This is a qualitative indicator	This is a qualitative indicator**

Notes: DND and CAF

\* The target was not 100% met due to impacts linked to C4ISR and related interoperability issues.

\*\*Canadian Joint Operational Command (CJOC) on behalf of the CAF is satisfying 100% of the Public Safety Canada submitted RFA. The CAF provided support to civilian organizations in response to a range of crises, including: natural disasters and COVID-19 response. All operations were handled effectively. Capability enhancement initiatives, such as the All-Domain Situational Awareness Science and Technology Program, seek to resolve challenges in the Arctic due to existing communication and Joint Intelligence, Surveillance and Reconnaissance (ISR) deficiencies impacting interoperability with partners and Other Governmental Departments.

Financial, human resources and performance information for the DND and CAF Program Inventory is available in the [GC InfoBase](#)<sup>xxxiv</sup>.

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

In FY 2022–23, there were 9 454 Search and Rescue (SAR) incidents (cases), with 1 779 cases having a final classification of 1 (Distress) or 2 (Imminent Distress). Other SAR case classifications consist of 3- situations requiring assistance to prevent case degradation to greater potential danger, 4- false alarm or hoax, or 5- outside of the Canadian area of responsibility. All Joint Rescue Coordination Centre SAR cases were handled effectively and delivered through to conclusion or handed over to an appropriate agency.

The Canadian Rangers, an integral component of the CAF, are a diverse and agile localized capability generated for employment by the CAF to assist the Government of Canada presence in sparsely settled remote, northern, coastal and isolated areas. Through RFAs in support of provincial or territorial authorities' mandates to conduct search and rescue during FY 2022-23, the Canadian Rangers supported 33 ground SAR missions. During the same period, Canadian Rangers responded to two RFA from provincial or territorial authorities.

## Results achieved

The following table shows, for the DND and CAF, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022–23 Actual results
1.2 People in distress receive effective search and rescue response	% of coordinated maritime, aeronautical and joint response to search and rescue incidents deemed effective	100%	31 March 2023	100%	100%	100%
	% of requests for Canadian Armed Forces aeronautical search and rescue assistance that are fulfilled	100%	31 March 2023	100%	100%	99%*
	% of Canadian Armed Forces aeronautical search and rescue operations that meet established standards	100%	31 March 2023	91%	91%	91%**

### Notes:

\*The 9 454 cases generated 547 SAR taskings for the CAF air assets, which 542 were activated; therefore, 99 percent of taskings. The instances where CAF was unable to fulfil their SAR taskings were due to inclement weather, unclear jurisdiction, and crew unavailability. In the other cases, Joint Rescue Coordination Centres utilized assets of opportunity, including civilian aircraft and vessels that were available to resolve cases quickly and efficiently when safe and appropriate to do so.

\*\*Of the 542 times tasked and activated, the CAF met their response timeline in 492 cases; therefore, 91 percent of the time. There are many circumstances that determine how a tasked SAR unit responds and therefore whether the response time can be met. Aircraft mechanical issues, inclement weather and time to load additional fuel for long, extended missions are the main causes of delays. SAR mission coordinators used every tool at their disposal to ensure all responses to SAR incidents in Canada are effectively conducted and/or coordinated to conclusion, or to handover to an appropriate agency.

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

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

In FY 2022-23, the CAF maintained a year-round presence in Canada’s North and routinely conducted training and operations in the region supporting Canadian presence and ensured the defence, security, and safety of Canada’s Arctic and Northern regions.

The Canadian Rangers (CR) were employed based on geographic location, Government of Canada, CAF, and local needs. To preserve and safeguard Canada’s arctic sovereignty, CR conducted patrols in northern isolated areas, including to the North Warning Systems and critical infrastructure. They also conducted and supported reconnaissance and ground preparation of designated areas in advance of CAF training and operations. They provided local knowledge, cultural advice, predator control, interpretation/translation and guide services to DND/CAF personnel, other partners and allies. Finally, they collected and reported unusual activities and information resulting in advanced warnings of threats, such as the rapidly changing conditions of the terrain, the environment, and climate change.

[The Arctic](#)<sup>xxxvi</sup>, which continues to be a priority for Canada, has become increasingly accessible because of climate change and technological advances. This region is strategically important and is generating growing interest from Arctic and non-Arctic countries, including competitors. Thus, the importance for the CAF to be able to exert presence and operate effectively in the Arctic is increasing, to contribute to enduring Canadian sovereignty in North.

### Operation NANOOK-NUNALIVUT



Land Task Force members prepare for long range patrols during Operation NANOOK-NUNALIVUT in Rankin Inlet, Nunavut on 3 March 2023.

Photo: Corporal Sarah Morley, CAF photo.

The CAF continued engagement with northern partners on the development of improvements to Arctic Forward Operating Locations, to maintain the CAF’s ability to operate in the Arctic and adapt to a changed security environment. Arctic communities are the most present and enduring expression of Canada’s sovereignty in the North; therefore, [consultation with Northern communities on military activities in the Arctic is essential](#)<sup>xxxvii</sup>. In addition, the CAF continued engagement with industry to further develop Defence solutions for the High-Arctic.

For example, in FY 2022-23, DND announced a total investment of \$230 million in upgrading the airport runway in Inuvik, Northwest Territories, to support NORAD and the Royal Canadian Air Force’s (RCAF) ability to operate in the North and Arctic. This will further contribute to NORAD Modernization by



contributing greater capacity and capabilities to Arctic and Northern operations, building on important Arctic investments articulated in *Strong, Secure, Engaged (SSE): Canada's Defence Policy*<sup>xxxviii</sup>.

- The Defence Team remained an effective capability-building partner by helping Other Canadian Government Departments and agencies, as well as territorial and Indigenous Governments, to fulfill their mandates when authorized. The Defence Team continued to increase its familiarity with and situational awareness of Arctic activities and carried out successful CAF operations in harsh operating environments, including through *Operation NANOOK*<sup>xxxix</sup>, *Operation LIMPID*<sup>xl</sup>, *Operation BOXTOP*<sup>xli</sup> and *Operation NEVUS*<sup>xlii</sup>. These operations maintained the CAF's Arctic capabilities, footprint, and readiness all while preserving Canada's Arctic sovereignty. Additionally, CAF continued collaboration with Indigenous governments and Whole of Government stakeholders via routine engagements, such as the Arctic Security Working Group; and
- Efforts continued to be made to consult and work with Northern Indigenous communities when opportunities for contracting, procurement, or socio-economic benefits existed or were being planned.

### Operation ARCTIC EDGE



Corporal Brad Irwin, a Flight Engineer with 408 Tactical Helicopter Squadron operates a c6 7.62-mm Medium Machine Gun on a CH-146 Griffon training flight during Joint Pacific Multinational Readiness Center 22-02 at Fort Wainwright, Alaska on 8 March 2022.

Photo: Corporal Angela Gore, CAF photo.

The CAF anticipates that climate change will increasingly impact the safety, security, and livelihoods of Northerners, threaten critical defence infrastructure, and complicate search and rescue operations. DND/CAF remained prepared to support Canadian communities in crisis, while encouraging and supporting the continued development of Provincial, Territorial and Municipal emergency response capacities to mitigate the current overreliance on CAF resources for domestic emergency response. The CAF's readiness to respond and ability to contribute to conducting force generation and training activities must be considered in all deployments, particularly in the current geopolitical climate. In particular, in June 2022, the CAF conducted Operation NANOOK-TATIGIIT in Yellowknife, Northwest Territories. This component of the Operation NANOOK series focused on strengthening Whole-of-Government emergency and disaster response cooperation in the North.

The Arctic region is of great strategic importance for continental defence. Increasing the CAF's presence in the Arctic, improving Arctic surveillance, and strengthening rapid response capabilities will be critical to providing credible deterrence to new and emerging threats. To bolster the CAF's capabilities in the Arctic, new investments focused on infrastructure improvements, specifically runways. These included lengthening runways, expanding their aprons, repairing surfaces and improvements to their drainage

systems. DND/CAF also advanced on the delivery of Arctic commitments from the 2017 *Strong, Secure, Engaged (SSE): Canada's Defence Policy*<sup>xliii</sup>, and the 2019 *Arctic and Northern Policy Framework*. Notably, the third Arctic and Offshore Patrol Ship, His Majesty's Canadian Ship (HMCS) Max Bernays, was delivered to the RCN in September 2022.

DND/CAF also demonstrated a persistent presence in the Arctic through regular training activities and operations. Notably, Operation NANOOK, the CAF's signature Northern operation occurred in four components between summer 2022 and winter 2023. This series of operations demonstrated the CAF's capacity to project and sustain forces into the Canadian Arctic, and supported deepened collaboration with Other Government Departments, Northern and Indigenous partners, and international Allies.

---

### HMCS MARGARET BROOKE



Margaret Brooke sits in an ice floe during ice sampling procedures conducted by civilian contractors and members of HMCS MARGARET BROOKE in the Davis Strait on 3 March 2022.

Photo: S2 Taylor Congdon, CAF photo.

---

In FY 22-23, CAF Arctic Training Centre in Resolute Bay, Nunavut, worked in conjunction with the Polar Continental Shelf Program, which is part of Natural Resources Canada, to facilitate both individual and collective training events. Northern Exercise named GUERRIER NORDIQUE 23, a Canadian Army (CA) exercise conducted by the divisional Arctic Response Company with participation from the United States Army and Air National Guard, was supported during the winter of 2023. Additionally, during winter 2023, CAF Search and Rescue (SAR) Tech training was conducted, two serials of RCAF air crew survival training was conducted, as well as the Arctic Operations course for the CA. The Arctic Operations course had international participation from the following allied and partner Armed Forces; the United States, the United Kingdom, France, and Sweden.



### Operation NANOOK-NUNALIVUT 22



Land Task Force members make their way across the Arctic tundra during Operation NANOOK-NUNALIVUT 22, on 24 February 2022.

Photo: Lieutenant Miguel Moldez, Joint Task Force (North), CAF photo.

### Results achieved

The following table shows, for the DND and CAF, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
1.3 Canada's Arctic sovereignty is preserved and safeguarded	% of stated objectives met by Arctic operations and exercises	100%	31 March 2023	95%	95%	95%*

Notes:

\* The target was not 100% met due to impacts linked to C4ISR and related interoperability issues.

Financial, human resources and performance information for the DND and CAF Program Inventory is available in the [GC InfoBase](#)<sup>xlii</sup>.

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

DND/CAF executed maritime warning, aerospace warning, and aerospace control missions in accordance with the NORAD Agreement and Terms of Reference. Maritime and aerospace warning and aerospace control missions involved the monitoring of aerospace and maritime activities to detect and characterize threats against Canada or the United States, and to ensure that Canada is prepared to respond to those threats. In addition, NORAD adjusted to the rapidly shifting global security environment and deterred aggression by pursuing and employing a capable defence based on global integration, all-domain awareness, information dominance, and decision superiority.

The CAF continued to implement SSE initiative 108, to “enhance and expand the training and effectiveness of the Canadian Rangers to improve their functional capabilities within the CAF”. The CAF started conducting a comprehensive review of the Canadian Rangers (CR) as part of SSE initiative 108 that extends beyond mere growth. In June 2022, the CA stood up a team under the Director CR to formulate a comprehensive CR Enhancement design, including a revised Force employment concept.

The department strengthened continental defence and the modernization of NORAD, as committed to in SSE and as announced by the Government in June 2022. Significant investments were put in motion to support these efforts and to position Canada to work closely with the United States to maintain continental defence and deterrence capabilities. The Defence Team is committed to developing better all domain surveillance, modernizing command and control systems, and upgrading and enhancing the CAF's domestic and continental defence capabilities, with a particular focus on Canada's Northern and Arctic approaches.

Efforts to modernize NORAD were taken to ensure that the binational command can continue conducting aerospace warning and control and maritime warning as threats to North America continue to evolve in complexity. As part of this effort, the Defence Team worked with the United States Department of Defense to support Canada-United States collaboration on potential solutions, coordination and alignment of future investments.

NORAD is committed to improving domain awareness and information dominance, which is globally integrated to support decision superiority for senior leaders. NORAD continued to campaign daily to support these objectives through operations, such as Operation NOBLE DEFENDER, and exercises, such as Exercise VIGILANT SHIELD. There has been also a concerted effort to conduct activities and initiatives that continued improving these objectives. An example is the multiple engagements, such as the Arctic Security Forces Roundtable, that the command undertakes with like-minded allies and partners to discuss information sharing and interoperability.

## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and the target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
1.4 North America is defended against threats and attacks	% of stated objective met by continental operations	100%	31 March 2023	95%	92%	100%
	% of Canada's commitments and obligations to the North American Aerospace Defense Command agreement that are met	100%	31 March 2023	100%	100%	98.1%*
	Extent to which the Canadian Armed Forces is effective in continental operations	The Canadian Armed Forces is effective in the conduct of continental operations	31 March 2023	This is a qualitative indicator	This is a qualitative indicator	This is a qualitative indicator**

Notes:

\*100% was not achieved in FY 2022-23 due to personnel shortages.

\*\*Overall the CAF is effective in its execution of continental operations. Resource and modernization challenges remain extant..

DND and CAF Program Inventory is available in the [GC InfoBase](#)<sup>xiv</sup>.

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

Since February 2022, the Government of Canada has supported the conflict in Ukraine with the donations of lethal and non-lethal aid. This has enabled Ukrainian Armed Forces to protect their national interests and further repel Russian aggression in their homeland. The equipment that the Government of Canada donated range from M777 Howitzers and Leopard II Tanks to many types of munitions, personal protective equipment, anti-armour systems, sleeping bags, rations and much more. The CAF has also supported the purchasing of non-Canadian Army items that were donated to Ukraine, such as Air Defence Systems, optical devices, and civilian armoured vehicles.

The CAF has also contributed to the effort in Ukraine where CA personnel were actively training them to fight in the conflict. This consisted of basic level training in the United Kingdom, as well as engineer tank and medical training in Poland. It is assessed that varying degrees of training will continue for the foreseeable future. Additional leadership and other specialist training is also being discussed for future iterations of [Operation UNIFIER](#)<sup>xlvi</sup> type missions.

In addition, in FY 2022-23 [Canada supported Ukraine](#)<sup>xlvii</sup> with:

- 2,455 SFU trained during 18 course serials to include recruit, Artillery, Engineer, Leopard II and medical training. In addition, episodic artillery training was provided on how to effectively use and maintain Canada's four donated M777 Howitzers;
- 208 Armoured SUV from Roshel (204 Senators and four land Rovers), and one Armoured Recovery Vehicle (ARV);
- Eight Leopard II Tanks (L2A4 main battle tanks) including spare parts and training for Ukrainian Armoured soldiers in their employment. These heavily armoured and highly protected vehicles provide soldiers with a tactical advantage on the battlefield, thanks to their excellent mobility, firepower, and survivability;
- [More than \\$1 billion in military aid to Ukraine](#)<sup>xlviii</sup>. This includes Senator commercial pattern armoured vehicles, a National Advanced Surface-to-Air Missile System (NASAMS) with associated munitions, 39 Armoured Combat Support Vehicles, anti-tank weapons, small arms, spare parts and sustainment. high-resolution drone cameras, and additional miscellaneous equipment;
- 8,000 rounds of 155mm ammunition as well as twelve air defence missiles sourced from CAF inventory to sustain the air defence systems currently deployed in Ukraine. Canada also donated more than 1,800 rounds of 105mm tank training ammunition;
- The delivery of over 10 million pounds of Canadian and international military donations to date out of Air Task Force-Prestwick;
- Over \$5 billion in direct financial, military, humanitarian, and other assistance to Ukraine;
- [Deployed trainers for members of the Security Forces of Ukraine](#)<sup>xlix</sup> with the skills needed to fight, win, and save lives effectively in combat situations, and extended its ongoing efforts to train Ukrainian sappers in Poland under Operation UNIFIER until 2023;
- 400,000 pieces of winter clothing, for a total of \$15 million. This [critical winter equipment](#)<sup>i</sup> included jackets, pants, boots, gloves, and parkas sourced from Canadian companies through the Canadian Commercial Corporation. An additional 100,000 pieces will come from CAF inventory; and
- Ongoing cybersecurity support.

DND/CAF continued to foster a more stable and peaceful world [together with NATO](#)<sup>ii</sup>, through development of the defence and security capabilities of partner forces, operations in maritime environments, and contributions to peace support operations and peacekeeping.

Overseas, DND/CAF and allies continued to contribute to regional stability through peace support operations, forward presence, security operations, and regional engagements. The Defence Team will continue to work with allies in supporting regional partners' capacity to confront terrorist threats. DND/CAF with NATO allies will deter aggression, and we will continue to build and reinforce the capability of partner forces to respond to defence challenges or to respond to natural disasters and humanitarian crises. In FY 2022-23, DND/CAF:

- Canadian Forces Intelligence Command (CFINTCOM) continued to share timely and relevant intelligence with our Five Eyes allies and NATO partners. Specifically, CFINTCOM supported the Government of Canada's response to the crisis in Sudan by providing intelligence support to DND/CAF and Other Government Departments and agencies. This intelligence support was critical to Canada's safe and timely evacuation of its citizens from the country. CFINTCOM contributed analytical support to the Haiti Interdepartmental Task Force's Integrated Intelligence Cell. CFINTCOM continued to share timely and relevant strategic-level intelligence with our allies and partners, including in support to the ongoing conflict in Ukraine, sharing approximately 1,300 intelligence products with Five Eyes allies, an increase of approximately 16 percent from FY 2021-22; and
- The Joint Intelligence Operations Centre continued to provide intelligence support to the development of Canadian, Five Eyes, and NATO targets. It completed eleven validated targets and, through formal sharing agreements, worked closely with NATO and the Five Eyes community to provide intelligence support to their Target Development.

Through modernization of the Canadian Forces Weather and Oceanographic (CFWOS) service, CFINTCOM contributed to ongoing NATO missions (Operation REASSURANCE) by providing meteorological support in forward deployed areas. The increase of 1 deployed Meteorological Technician has enabled the better appreciation of the environmental battlespace by both Canada and NATO allies. CFINTCOM supported Arctic sovereignty operations and further contributed to climate awareness in the high north, including the creation of an ongoing relationship with Ice Services Canada for the forward deployment of Ice Forecasters on the RCN Arctic Offshore Patrol Vessel:

- The CAF Defence Debriefing Programme, led by Canadian Forces Intelligence Group, deployed defence debriefers to various locations domestically and overseas in support of the Defence of Canada and CAF Operations. Defence Debriefing is the systematic questioning of individuals possessing knowledge of defence intelligence interests on a voluntary basis by specially trained CAF personnel to obtain information in response to defence intelligence requirements. From 1 April 2022 to 31 March 2023, CAF defence debriefers conducted 68 Defence Debriefings world-wide in coordination and collaboration with Other Government Departments, NATO partners, and Five Eyes allies;
- In support of CAF operations, the department continued to develop capabilities, and capacity, for conducting offensive cyber operations to detect, deter, and defend against threats. DND/CAF and Communications Security Establishment worked together to conduct and support cyber operations against adversaries who wished to threaten Canada's national interests. DND/CAF derived authority from the exercise of the Crown Prerogative, and through the *National Defence Act*<sup>iii</sup> to conduct offensive cyber operations in the context of government-authorized military missions. Offensive cyber operations are always subject to all applicable domestic law, international law, rules of engagement, formal targeting processes, and collateral damage assessments;
- Developed defence and security capabilities of partner forces: This has become a focal point for DND/CAF. As of FY 2022-23, more than 70 percent of troops deployed in named operations conduct or support capacity-building activities, either in a primary role (*Operations UNIFIER*<sup>iii</sup>, *IMPACT*<sup>iv</sup> and *PROTEUS*<sup>iv</sup>) or a secondary role (*Operations REASSURANCE*<sup>vi</sup> and *PROJECTION*<sup>vii</sup>). The Defence Team's capacity building activities provided mentorship, advice, and assistance to our partners with training, donation of supplies, and equipment. In FY 2022-23, these activities contributed to the development and professionalization of the Jordanian and Lebanese Armed Forces, and Palestinian Authority Security Forces;

- **Operation PROTEUS<sup>lxviii</sup>**: Helped Palestinian Authority Security Forces build their capacity by contributing to the Office of United States Security Coordinator. Canadian Armed Forces (CAF) members serve with the United States Security Coordinator team as part of Canada's military task force in Jerusalem. Over \$3.1 million in projects were delivered in 2022 leveraging Contingency Funding, ranging from the delivery of leadership training to the Palestinian Authority Security Forces Special Weapons and Tactics force, basic public affairs training, and community engagement to the provision of laser surveyors, plotters, and essential force laundry, kitchen, and medical equipment. In addition, the CAF provided equipment to the Palestinian Authority's Customs Police and provided the Palestinian Authority Security Forces with logistical, engineering and Communications and Information Services support;
- On 31 August 2022, DND/CAF released the **Elsie Initiative Barrier Assessment report<sup>lix</sup>**, which identified barriers and opportunities to improve CAF women's participation in United Nations peace operations. Despite barriers identified in the areas of retention and recruitment, in FY 2022-23 the **CAF made progress towards the United Nations peacekeeping target<sup>lx</sup>** for women serving in military contingents of 15 percent, and 25 percent for military observers and staff officers by 2028. In FY 2022-23, the DND/CAF continued incorporating gender perspectives into defence planning, per United Nations Security Council Resolution (UNSCR): 1,325 advised on gender in operational planning and doctrine, as well as on inclusion and gender equality, when working with other nations. All mission activities continued to incorporate the principles of the Women, Peace and Security agenda and GBA Plus by considering and applying gender perspectives throughout all phases of DND/CAF operations;
- **Operation GLOBE<sup>lxi</sup>**: An operation to support other Government of Canada departments with various tasks, or to participate in Government of Canada activities abroad. This means that it is not enduring in nature and is only activated when CAF support to an Other Government Department is anticipated. Operation GLOBE – leveraging CAF **CC-177 Globemasters<sup>lxii</sup>** – **delivered Haitian-purchased Mine Resistant Ambush Protected (MRAP) vehicles to the Haitian National Police<sup>lxiii</sup>** to enhance their capacity to enforce security on two separate occasions in October 2022 and January 2023, reinforcing Government of Canada objectives in the country; and
- **Operation RENAISSANCE<sup>lxiv</sup>**: A contingency plan for the rapid deployment of resources to provide support in response to disasters overseas, as directed by the Government of Canada, this operation was only leveraged to deploy limited CAF expertise **as part of a GAC-led Canadian Disaster Response assessment team to Türkiye following an earthquake in February 2023<sup>lxv</sup>**. A contingency plan, by its very name, only exists for activation should a number of very specific indicators and warnings or conditions be met and is not an enduring operation.

In support of NATO:

- **Operation REASSURANCE<sup>lxvi</sup>**: Conducted assurance and deterrence measures in Central and Eastern Europe and reinforced NATO collective defence through **Canadian Army personnel leadership of NATO's multinational enhanced Forward Presence (eFP) Battle Group in Latvia<sup>lxvii</sup>**, deployed naval assets – to include His Majesty's Canadian Ships (HMCS) *Fredericton*, *Kingston*, *Summerside* and *Halifax* NATO Standing Maritime Group(s); and supported NATO enhanced air policing in Romania on a rotational non-permanent basis. CAF support to this NATO mission has increased in scope, numbers of personnel and infrastructure. CAF is conducting training, exercises, a special operations forces liaison capability and some NATO-specific tasks. This CAF support to NATO helps make Central and Eastern Europe more secure, stable, and enables Canada to assume a leadership role on its eastern flank. Through the CAF's collaborations Operation REASSURANCE worked to set conditions to meet the Government of Canada commitment to see the eFP Battle Group in Latvia grow to a combat capable Brigade;
- **Operation KOBOLD<sup>lxviii</sup>**: Continued Canada's 2008 commitment to the NATO mission in Kosovo within the Joint Logistic Support Group (JLSG) to provide logistics and headquarters support for transport movement of physical assets, information security and border/customs officer duties. The CAF provided personnel for the Chief Joint Logistics Operations Center (JLOC), Chief Movement and Transport and Joint Logistics Operations Center Executive Officer, key advisors to the Joint Logistic



Support Group when dealing with mission support issues such as engineering, explosive ordnance disposal, improvised explosive device disposal, logistics, and reception, staging, and onwards movement of all Kosovo Force (KFOR) units moving in and out of theatre. CAF personnel supported the KFOR's Communications and Information Services to improve interoperability, cyber-security and data exchanges. In addition, the CAF helped ensure NATO standard compliance during inspections within the KFOR Head Quarters, particularly with customs support to meet the needs of residents living in Camp Film City, located in Pristina, Kosovo. The Defence Team's ongoing support to KFOR helped maintain a safe and secure environment in Kosovo;

- Coordinate with NATO Allies and partners as well as whole-of-government stakeholders and begin the process to establish a NATO Climate Change and Security Centre of Excellence (CCASCOE) in Montreal as announced by the Prime Minister at the June 2022 NATO Summit in Madrid. Being a host and framework nation further demonstrates Canada's commitment to multilateral solutions to the global security challenges that result from climate change. Canada considers the launch of CCASCOE - Canada's first NATO COE and the first NATO institution to be hosted on Canadian soil – to be a landmark achievement. The CCASCOE will be a platform for NATO, Allies and partners to build and exchange expertise and develop practices and capacity to better understand and address the security impacts of climate change. CCASCOE Sponsoring Nations will be at the forefront of international collaborative work on this critical topic, allowing it to offer a rich source of expertise and a network of expert partners. Canada held two establishment conferences for the NATO CCASCOE, the final one taking place on 21-23 February 2023, in Montreal. At this last event, those Allies wishing to join the COE had the opportunity to bid for specific positions at the Centre. CCASCOE is currently on track to be achieve initial Operating Capacity in the fall of 2023 and is expected to reach Full Operating Capacity later in 2024; and
- In November 2022 the Government launched its Indo-Pacific Strategy to position Canada as a reliable partner in the region now and into the future. This commitment supports and enables the defence of Canada and North America, and Government of Canada foreign policy objectives, and defend the rules-based international order. In addition, implementation of these commitments will provide the required strategic guidance to Force Employers for coherent and synchronized operations, activities and investments at home and abroad.

In support of capacity building:

- [Operation IMPACT<sup>lxix</sup>](#): [Extended until 2025<sup>lxx</sup>](#), the Defence Team continued contributions to Middle East regional stability in FY 2022-23 by:
  - Supporting NATO Mission Iraq's efforts of providing non-combat advisory in building more sustainable, transparent, inclusive, and effective security institutions and supported its ministerial and institutional reform;
  - Training, advising and assisting Iraqi Security Force partners in combating Da'esh insurgent networks, particularly through intelligence gathering and sharing;
  - Providing support to humanitarian efforts in Iraq and Syria;
  - Supporting the professionalization of Iraqi military institutions into sustainable and enduring defence institutions which will help Iraq achieve long-term success in keeping its territory and people secure;
  - Delivering vital training and materiel support to the Jordanian and Lebanese Armed Forces to improve their abilities to secure their borders, further professionalize their militaries and contribute to regional stability;
  - Providing significant training and support given in key institutional areas such as logistics, sustainment and gender integration; and
  - Working with Global Affairs Canada, through [Canada's Middle East engagement strategy<sup>lxxi</sup>](#), to deliver equipment, infrastructure and the development of key capabilities to allow Jordan and Lebanon to establish themselves as regional leaders in military modernization.

- Operation ACKEE: Collaborated with Global Affairs Canada, to mentor, enable and create opportunities for the Jamaica Defence Force to grow as a Special Operations Forces leader to effectively combat trans-regional threats in the Caribbean Basin. Other regional partners included Belize, the Bahamas, Barbados, Trinidad and Tobago and Guyana;
- [Operation NABERIUS<sup>lxxii</sup>](#): Collaborated with Global Affairs Canada, to train, mentor and enable Nigerien Military and Security Forces to address terrorism within Niger and regionally as part of pan-Sahel and pan-African efforts. This collaboration also set the conditions for the regional coalition Exercise FLINTLOCK;
- Operation FULCRUM: Provided members of the Canadian Special Operations Forces Command to work with African partner nations to promote collaboration and strengthen their ability to counter violent extremist organizations, through participation in security cooperation exercises with Allies and partner nations, such as Exercise FLINTLOCK, which took place in March 2023 in Cote d'Ivoire; and
- Operation MANTIS: Collaborated with Global Affairs Canada in order to provide military-to-military engagements for the Malaysian Armed Forces, to enable them to better operate in a chemical, biological, radiological and nuclear environment.

In FY 2022-23, the CAF continued to contribute to United Nations peacekeeping:

- [Operation SOPRANO<sup>lxxiii</sup>](#): Supported the United Nations Mission in South Sudan in the protection of civilians, human rights, support for the delivery of humanitarian assistance and for the implementation of the Cessation of Hostilities Agreement;
- [Operation CROCODILE<sup>lxxiv</sup>](#): Supported the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo which aims to improve the protection of civilians, humanitarian personnel and human rights defenders under imminent threat of physical violence and to support the Government of the Democratic Republic of the Congo in its stabilization and peace consolidation efforts;
- [Operation JADE<sup>lxxv</sup>](#): Supported the United Nations Truce Supervision Organization, which is responsible for monitoring compliance with the cease-fire between Israel and the neighbouring states of Egypt, Lebanon, Jordan, and Syria;
- [Operation SNOWGOOSE<sup>lxxvi</sup>](#): Supported the United Nations Force in Cyprus mission to supervise ceasefire lines, maintain a buffer zone, undertake humanitarian activities and support the Good Offices mission of the United Nations Secretary-General; and
- [Operation PRESENCE<sup>lxxvii</sup>](#): [Extended until 31 March 2026<sup>lxxviii</sup>](#), continued contributing to the Government of Canada's peace operations strategy across the African continent. In FY 2022-23 the Defence Team:
  - Supported the United Nations Multidimensional Stabilization Mission in Mali (MINUSMA) (Operation PRESENCE (MALI)) in Bamako, Mali deploying five Military Staff Officers within the Information Operations, Open Source Intelligence and United Nations Force Headquarters military planning cell (U5) and contributing to the security, stabilization and protection of civilians, supporting national political dialogue and reconciliation, and assisting the reestablishment of State authority, the rebuilding of the security sector, and the promotion and protection of human rights in Mali. The Information Operations cell conducts analysis of the information environment and addresses weaknesses to improve support to the application of operational level decision making. The U5 Planning cell conducts thorough analysis of the mission environment to identify strengths and weaknesses and integrates the military planning process for all pillars of the missions within the entire MINUSMA force;
  - The DND/CAF engaged in innovative training for peace operations and United Nations operations which will overcome barriers to increasing women's meaningful participation in peace operations. The Elsie Initiative's framework consists bilateral partnerships, a global fund, political advocacy, as well as research, monitoring, evaluation and bilateral training assistance to identified partner troop- and police-contributing countries. [Ghana is Canada's](#)



bilateral partner for military training assistance<sup>lxxxix</sup>, and Zambia is the bilateral partner for police;

- Led by a Lieutenant Colonel and accompanied by a gender-balanced task force support team, the Canadian Training Assistance Team deployed on Operation PRESENCE (Elsie) and contributed to Ghana's ongoing efforts to increase the meaningful participation of uniformed women in United Nations Peace Operations. For example, in FY 22-23 the CAF conducted an operational reconnaissance to Accra, Ghana and from 6 October 2022 to 1 February 2023, participated in a Garrison tour of Ghanaian Armed Forces (GAF) bases and training establishments. This Garrison tour provided much needed information for the development of gender awareness training for the GAF which is addressing barriers to the participation and progress of women in defence and security in Ghana;
- The Garrison Tour that was conducted provided information required for the development of gender awareness training for the GAF to improve its understanding gender priorities. The CAF team developed an excellent working relationship with the GAF and the Kofi Annan International Peacekeeping Training Centre (KAIPTC). This reconnaissance provided an invaluable overview of GAF sentiments on gender parity, gender policy and cultural influences impacting the future of gender mainstreaming for the GAF. Going forward, a small CAF team will continue to support the GAF in the development of gender curriculum to be provided to all levels; and
- Supported Operation PRESENCE (Training Support to Peace Operations), deploying 2 episodic missions with 6 CAF personnel in delivering a "Training of Trainer" training material to enhance the situational awareness of the United Nation - Engagement Platoon and United Nation Infantry Battalion by studying the demographics of the area of operation to identify vulnerable areas and at-risk populations. Gender balanced, the United Nation - Engagement Platoon can access a larger and more representative cross section of the community to break down barriers in communicating with the local population.

The CAF also continued participation in other peacekeeping missions:

- **Operation CALUMET<sup>lxxx</sup>**: Canadian contribution to the Multinational Force and Observers in Egypt, which mission is to observe, verify and report potential violations of the Treaty of Peace and other Agreed Arrangements, and to facilitate military dialogue between Egypt and Israel (treaty partners (TPs)) to build trust, enhance transparency, and support enduring peace between treaty partners. The Canadian Contingent currently consists of 52 members of the Canadian Armed Forces ranging in rank from Private to Colonel, although this will be reduced to 39 in July 2023. Key Multinational Force and Observers positions held by Canadians are the Chief of Liaison, CJ7/Chief Instructor Force Training Team, and the Force Sergeant Major. Our numbers and participation have changed over the years, but Canada contributed meaningfully to this mission since 1985. Canada also provided some unique capability to the Multinational Force and Observers, including Geomatics specialist and the Flight Follower team. The Flight Followers are exclusively Canadian.

The CAF continued to operate in maritime environments globally:

- **Operation CARIBBE<sup>lxxxi</sup>**: Continued supporting the United States-led efforts to counter the flow of illegal narcotics into North America and interdicted drug trafficking activities in the Caribbean and Central America through the deployment of ships and a CP-140 detachment into the region. In FY 2022-23, the seized narcotics were estimated to be 755 kilograms (approximately 1,665 pounds) of cocaine, with an estimated Canadian street value of \$49.5 million;
- **Operation PROJECTION<sup>lxxxii</sup>**: Enhanced relationships with Canada's allies and partners in maritime environments in the Gulf of Guinea and in the Indo-Pacific region by conducting training, exercises and engagements with foreign navies and other international security partners. Three iterations of Operation PROJECTION (Indo-Pacific) occurred in fall 2022. The first involved two RCN warships, HMC Ships *Vancouver* and *Winnipeg*, which both deployed from the West Coast to the Indo-Pacific region from August to December 2022. Both frigates conducted a transit in the vicinity of the Spratly Islands and HMCS *Vancouver* conducted a transit through the Taiwan Strait. The second iteration

involved a CP-140 Air Detachment that deployed to Japan to participate to Exercise KEEN SWORD, conducting patrols throughout November and the third iteration saw the deployment of CAF personnel onboard the Royal Australian Navy's HMAS *Adelaide* to participate in Australia's Indo-Pacific Endeavour in November 2022, which strengthened regional relationships and increased interoperability. Operation PROJECTION West Africa was re-tasked on short notice to support the government's objectives in the vicinity of Haiti;

- In addition, the [CAF redeployed naval vessels to the Indo-Pacific region](#)<sup>lxxxiii</sup> augment Canada's promotion of a free and open Indo-Pacific. This ongoing contribution included continued [responsible engagement with the member states of the Association of Southeast Asian Nations](#)<sup>lxxxiv</sup>, to further strengthen this partnership by advancing shared priorities – [including peace, security and stability in the Indo-Pacific](#)<sup>lxxxv</sup>;
- [Operation NEON](#)<sup>lxxxvi</sup>: Supported the implementation of United Nations Security Council sanctions imposed against North Korea to abandon its weapons of mass destruction through the episodic deployment of a CP-140 detachment through 2022 to the region to deliver on this mandate. This operation, extended until 30 April 2026, also enhances the CAF's regional presence, capacity-building efforts, and relationships with Canada's allies and regional partners through training, exercises and engagements with foreign forces, and through the defence and security elements of [Canada's Indo-Pacific Strategy](#)<sup>lxxxvii</sup>;
- [Operation OPEN SPIRIT](#)<sup>lxxxviii</sup>: is an annual multinational historical naval ordnance disposal operation which is conducted under the Partnership for Peace Agreement on a rotational basis taking place in the Territorial Waters and Exclusive Economic Zone of Baltic State NATO members Latvia, Lithuania and Estonia. It is part of a common effort to dispose of sea mines and other underwater Explosive Remnants of War remaining on the seabed from World Wars I and II to reduce the risk to navigation, fishing and the environment within the Baltic Sea. Operation OPEN SPIRIT 22 was hosted by the Lithuanian Naval Flotilla from 6-20 May 2022. The Canadian contribution to this operation was in the form of Task Force Klaipeda, a team of 11 members from both Fleet Diving Unit Atlantic and Pacific;
- The value of force generation opportunities in Explosive Ordnance Disposal/Mine Countermeasures Diving, Fleet Diving Unit(A)'s most vital core combat capabilities that are afforded by participation in the [Operation OPEN SPIRIT](#)<sup>lxxxix</sup> series cannot be overstated. The opportunity to utilize our full range of operational Tactics, Techniques, and Procedures (TTPs) on live ordnance simply does not exist anywhere in North America and certainly not in Canadian Territorial Waters. Even if such ordnance did exist, the level of effort which would be required to replicate an operation of such scope and sophistication locally is not achievable within existing staffing levels and resources;
- Completed the Chief of the Defence Staff Directive for Implementation of [the Vancouver Principles](#)<sup>xc</sup>. This foundational document will provide clear direction and guidance to CAF members with implementation responsibilities and oversight mechanisms. Progress was made in a number of key areas, including in the development of draft doctrine Canadian Armed Forces Responses to Preventing the Unlawful Recruitment and Use of Children in Conflict and corresponding Gender-based-analysis Plus assessments, and the inclusion of Vancouver Principles considerations in professional military education. In FY 2022-23 DND/CAF:
  - Worked with Global Affairs Canada and the Dallaire Centre of Excellence to [implement the Vancouver Principles on Peacekeeping and Prevention of Recruitment and use of Child Soldiers](#)<sup>xcj</sup>, which recognize the importance of integrating gender perspectives when planning missions, to be able to effectively prevent the recruitment and use of child soldiers. The Dallaire Centre continued its work on the Joint Doctrine Note 2022 on the Prevention of Recruitment and use of Child Soldiers. From a CAF perspective, using the Operational Planning Process, the Joint Doctrine Note identifies how to integrate and optimize the planning considerations for preventing the unlawful recruitment and use of children by armed forces and armed groups into CAF planning, in accordance with relevant United Nations Security Council Resolutions. While expertise can be provided by the Military Child Protection Focal Point or Advisor, it is the responsibility of commanders and planners to ensure that considerations regarding CAF role in preventing the unlawful recruitment and use of children

- by armed forces and armed groups is included in accordance with the mission mandate and objectives;
- Supported several NATO partner countries efforts to adopt NATO standards and practices within their professional military education and training systems through the NATO Defence Education Enhancement Program in FY 2022-23. This included the engagements by experts from the Chief Warrant Officer Robert Osside Institute, Canadian Defence Academy Headquarters, Royal Military College of Canada and Canadian Forces College with NATO partner countries;
  - Participated in international academic exchanges with Partnership for Peace members with experts and academics from the Royal Military College of Canada, the Canadian Forces College, and Officer Cadets and Naval Cadets from the Royal Military College of Canada. These participations included student exchanges, briefings and conference participation;
  - Participated in international academic exchanges, including those as part of the Partnership for Peace Consortium of Defence Academies and the International Society for Military Sciences, to enhance the DND/CAF knowledge and understanding of war, conflict management, deterrence, and efforts to support peace; and
  - Through the Canadian Defence Academy, DND/CAF supported NATO's Defence Education Enhancement Programme by deploying professional military education experts and convening workshops to support partner nations in developing their military education systems. Through the Directorate of Military Training and Cooperation's Military Training and Cooperation Programme, the CAF also supported a myriad of partner nations in Latin America, the Caribbean, Africa, Eastern Europe, and Central and Southeast Asia by delivering training and supporting the development of these partner forces by funding their attendance on courses, international exercises, visits, and other developmental events. The CAF supported the United Nations' efforts to advance global stability by participating in various peacekeeping missions and supporting efforts to enforce United Nations Security Council sanctions. This demonstrated Canada's continued support of the United Nations and allowed Canada to contribute to security in and stability.

---

### Operation UNIFIER



Soldiers with the 3<sup>rd</sup> Battalion, Princess Patricia's Canadian Light Infantry, instruct and mentor the Ukrainian recruits while conducting live fire ranges on Operation UNIFIER on 20 February 2023 in the United Kingdom.

Photo: Corporal Eric Greico, CAF photo.

---

The CAF remained committed to maintaining high readiness/rapidly deployable forces in FY 2022-23, to support the enhanced NATO Response Force and/or the NATO Response Initiative. These forces included a diverse mixture of CAF capabilities with the intent to layer them overtop of those of our NATO partners. This allows the CAF to contribute to a more stable and peaceful world by reaffirming our commitment to promote global peace and security efforts across Europe. The CAF continued to monitor and contribute to NATO readiness.

In FY 2022-23, Canadian Forces Intelligence Command (CFINTCOM) continued to implement optimization measures identified in the Defence Intelligence Enterprise Renewal, including advancing a cohesive, interoperable, and resourced Intelligence Requirements Management, Collection Management, Production Management, and Dissemination Management function. For Intelligence Requirements Management, a new intelligence requirements prioritization system, the Defence Intelligence Enterprise Priority List, was launched in 2021 and was continually evolved through FY 2022-23 to serve a key function in more effectively guiding the resources and efforts of the entire Defence Intelligence Enterprise. Through the continued implementation of the Defence Intelligence Enterprise Renewal process, the development of a three-tiered governance framework was implemented to ensure the alignment of operational and strategic intelligence prioritization, and efforts to ensure continued support to operations while enabling policy and senior decision-makers. In addition, CFINTCOM moved to the next phase of Intelligence Enterprise renewal by developing a capability roadmap entitled the Integrated Intelligence Enterprise Continuous Renewal which has instituted an ongoing renewal process that will concentrate on modernizing our Intelligence Enterprise starting with open source and geospatial intelligence capabilities.

The reinvigoration of the CAF's Counter-Intelligence function was initiated in September 2022 to ensure that insider threats, or threats posed by hostile intelligence services are effectively countered. A fulsome internal review, led by a Canadian Forces Intelligence Group working group, resulted in a better appreciation of the required selection, training, and employment of Counter-Intelligence personnel for today's security environment, including capability development requirements.

The Joint Intelligence operations Centre (JIOC) remains a key component of Defence Intelligence Enterprise Renewal optimization and officially began its first phase of a multi-year development period in FY 2022-23. The JIOC will provide an integrated, pan-domain, all-source intelligence production, target development, and Joint Intelligence Surveillance and Reconnaissance (JISR) collection operations capability which prioritizes and synchronizes fused intelligence support to operational commanders and DND/CAF strategic decision-makers. While achieving this will be a multi-year effort, in FY 2022-23 the JIOC improved the relevance of the outputs of its 24/7 intelligence watch capability, advanced the depth and quality of its targeting products in support of NATO and other partners, and contributed to the ongoing planning and development of the National Defence Operations and Intelligence Centre.

The Defence Team continued to optimize the use of the Operational Support Hub Network in support of operations and exercises. In FY 2022-23, Operational Support Hubs supported many operations to include but not limited to Operation REASSURANCE, Operation UNIFIER, Operation IMPACT, and several small and enduring mission activities. These activities included sustainment to Eastern Europe, the movement of Canadian and allied donations to Ukraine, the close-out of Air Task Force – Romania, improved 2<sup>nd</sup> line support to African small missions, and lastly several Third Location Decompressions. Through the Operational Support Hub Network, the CAF provided flexible, scalable, and effective sustainment to operations in support of strategic and operational objectives. With an increased focus on leveraging our Operational Support Hubs, while also optimizing our overall concept to international operations and exercises, the CAF's reach, responsiveness and level of support will be improved.

As a joint capability, space integrates CAF members and their civilian Defence Team counterparts, working together to deliver capabilities that provide strategic advantage. Integrated through the Canadian Space Operations Centre, the Defence team will again continue to participate in Space operations activities with allied partners under the Combined Space Operations agreement to meet the space-related goals of SSE.

## Operation IMPACT



A Royal Air Force CC-130J Hercules aircraft deployed on Operation IMPACT files over the Kuwait desert on 13 June 2020.

Photo: Cpl Nicolas Alonso, CAF photo.

## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
1.5 Canadian Armed Forces contribute to a more stable and peaceful world	% of stated objectives met by international operations	100%	31 March 2023	95%	94%*	95%*
	Extent to which the Canadian Armed Forces is effective in international operations	The Canadian Armed Forces is effective in the conduct of international operations	31 March 2023	This is a qualitative indicator	This is a qualitative indicator	This is a qualitative indicator**

Notes:

\* The target was not 100% met due to impacts linked to C4ISR and related interoperability issues.

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

Financial, human resources and performance information for the DND and CAF Program Inventory is available in the [GC InfoBase<sup>xcii</sup>](#).

### Budgetary financial resources (dollars)

The following table shows, for Operations, budgetary spending for FY 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 Planned spending	2022–23 Total authorities available for use	2022–23 Actual spending (authorities used)	2022–23 Difference (actual spending minus planned spending)
794,902,544	794,902,544	2,075,383,096	2,019,743,879	1,224,841,335

Financial, human resources and performance information for the DND and CAF Program Inventory is available in the [GC InfoBase<sup>xciii</sup>](#).

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for FY 2022–23.

2022–23 Planned full-time equivalents	2022–23 Actual full-time equivalents	2022–23 Difference (actual full-time equivalents minus planned full-time equivalents)
2,151	2,686	535

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



## Ready Forces

### Description

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

### Results

The Joint Managed Readiness Program continued to ensure different elements of the Canadian Armed Forces (CAF) are ready to conduct complex operations in contested, degraded and operationally limited environments through participation in, and execution of, Canadian and international exercises and training events.

FY 2022-23 saw the start of a significant change to how the CAF conducts force generation and training. Individual training and leadership production were prioritized to increase intake of CAF personnel to support readiness and operations.

To test responses, systems, and equipment, North American Aerospace Defence Command (NORAD) regularly conducts exercises and readiness inspections that cover a range of scenarios to ensure the CAF is ready to respond to a full spectrum of threats. In FY 2022-23, the CAF participated in a series of Operation NOBLE DEFENDER events that demonstrated agile and dynamic force employment along the northern approaches to North America. Additionally, the CAF also participated in Exercise VIGILANT SHIELD, an annual homeland defence exercise demonstrating readiness and ability to defend Canada and the United States.

---

#### HMCS *Regina* Pre RIMPAC



HMCS Winnipeg and HMCS Regina (not pictured) sail past the Greater Victoria Shoreline on route to Hawaii with their embarked Royal Canadian Air force CH-148 Cyclone Helicopters for the Rim of the Pacific exercise (RIMPAC) 6 August 2020.

Photo: MS Dan Bard, Canadian Forces Combat Camera, CAF photo.

---



The DND/CAF continued to improve Command, Control, Communications, Computers Intelligence, Surveillance and Reconnaissance (C4ISR) readiness, in FY 2022-23 areas of focus for the CAF included:

- Command and Control (C2) and cooperation with Arctic nations, including the United States through United States Northern Command, in the conduct of Arctic missions or operations;
- Assessed technology trends, threats, and opportunities, and by exploited emerging technologies to include virtual Air, Maritime, Space, Cyber, and Information warfare environments. This was done to understand and enable the CAF, NORAD, and coalition combat training, testing, and experimentation towards Multi-Domain C2/Operations;
- Participated in several cyber training activities to support Canadian and Continental Defence and to protect international interests from cyber threats, such as NORAD's Exercise VIGILANT SHIELD, United Kingdom Ministry of Defence-led Exercise CYBER WARRIOR, and NATO's Exercise CYBER COALITION;
- Supported command and control intelligence, surveillance and reconnaissance force developers with engineering support and project management; and
- Continued improvements to allied interoperability of Unified Communications as guided by NORAD's Combined Defence Information Management Panel and the Combined Communications Electronics Board.

### Operation REASSURANCE



Members of multiple nations conduct a firepower demonstration for media and special guests during Operation REASSURANCE at Camp Adazi, Latvia on 29 March 2023.

Photo: CAF photo.

## Gender-Based Analysis plus

The Defence Team continued reviewing employment and training requirements with the purpose of striving to adopt a more targeted approach during the nomination process for all deployed positions to enable the deployment and employment of a more diverse force. This includes progress towards meeting the [Government of Canada National Action Plan for Women Peace and Security](#)<sup>x<sub>cv</sub></sup> objectives which aim to ensure that women participate in peace and security efforts, women and girls are empowered, and their human rights are upheld in fragile and conflict-affected states. In FY 2022-23, there was a focus on developing the Defence Team Implementation Plan under Canada's upcoming Third National Action Plan for Women Peace and Security. Internal consultations took place to better understand the work being done in the Defence Team on issues within the Women Peace and Security agenda that can inform the upcoming Action Plan. Targeted consultations also took place with key civil society stakeholders on specific issues of relevance to the Defence Team's work and aspirations for the upcoming National Action Plan. In addition, a Gender-Based Analysis plus (GBA Plus)/Women Peace and Security tool was co-developed by Canadian Forces Intelligence Command and Chief Professional Conduct and Culture to strengthen the integration of gender perspectives and Women Peace and Security issues within the intelligence production cycle. The tool has been disseminated to the Five Eyes community.

In FY 2022-23 as part of Canada's commitment to the Elsie Initiative for Women in Peace Operations, the Defence Team released its [Elsie Initiative Barrier Assessment - Results of the Measuring Opportunities for Women in Peace Operations Assessment for the Canadian Armed Forces](#)<sup>x<sub>cvi</sub></sup>. The Report identified barriers and opportunities to improve CAF women's meaningful participation in United Nations peace support operations. The CAF has already started to address barriers directly related to the deployment of women on operations in recent years and is committed to doing more. It has implemented initiatives designed to recruit and retain women such as the expansion of parental leave, the creation of the Integrated Women's Mentorship Network and Women in Force program, the modernization of dress instructions, and the introduction of an improved suite of operational clothing and equipment designed for diverse body types. The report highlighted the CAF's progress on meeting United Nations targets for CAF women deployed to United Nations Peace support operations. In 2022, 20.2 percent of the CAF's deployed Regular Force officers were women which met United Nations targets. So far in 2023, women in the CAF have also deployed at a similar rate as men to United Nations Peace support operations - 2.3 percent of women serving, 2.7 percent of men serving.

The Defence Team continued in FY 2022-23 to pursue the institutionalization of GBA Plus within the Canadian Army (CA) by increasing capacity and accountability for the development and implementation of policies, directives, and programs to better support One Army Team members. The GBA Plus tool assisted with establishing a psychological and physically safe work environment free of harmful behaviours. During FY 2022-23, some notable accomplishments were:

- The CA established and staffed a Gender Focal Point position at the headquarters level to assist and guide Army leaders on gender issues. The Gender Focal Point advisor has commenced their training in the subject area;
- The human dimensions advisor position was created and staffed in FY 2022-23 to act as specialist advisor within CA Doctrine and Training Center Headquarters with a focus on diversity, inclusivity, and gender perspectives to provide advice as it relates to CA Doctrine and Training policies, guidance documents and orders; and
- The CA reinforced the various advisory groups throughout the FY 2022-23 that have been established to allow members to provide their views and advise leaders on challenges and solutions, providing another voice to One Army Team members. An example of such a group is 5<sup>th</sup> Division Inclusive Action Committee that works closely with Defence Advisory Groups to provide recommendations to the Army leadership within 5<sup>th</sup> Canadian Division.

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

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

RCAF continued to respond to [The Defence Energy and Environment Strategy](#)<sup>xcvii</sup>, specifically Targets 7 and 11:

- [Target 7](#)<sup>xcviii</sup> – Developed the RCAF Path to Net Zero Strategy, published at the end of 2023; and
- [Target 11](#)<sup>xcix</sup> – Assessed the impacts of climate change on RCAF activities and communicated its findings and recommendations in the white paper titled “Assessing Climate Change Impacts on RCAF Operations.” which will guide subsequent initiatives and actions.

## Innovation

In FY 2022-23, DND/CAF continued experimentation in the development of Joint Ready Forces through the five following initiatives:

- **Joint Arctic Experiment 22:** Experiments were conducted in the focus areas of Satellite Joint Intelligence, Surveillance and Reconnaissance (JISR), Integrated Energy and Shelter Systems, and Detecting Risk of Cold Weather Injuries. The results of these experiments are still being tabulated and analyzed by DND/CAF scientists and should be available by the end of FY 2023-24;
- **BOLD QUEST 22:** The Canadian Joint Warfare Centre provided the coordination for different DND organizations participating in BOLD QUEST 22, a United States led coalition capability demonstration and assessment series in which nations, services and programs pool their resources. CAF Joint capabilities were tested and proven interoperable within the parameters of the test;
- **Agile Pan-Domain Command and Control Experimentation Endeavour (APDCCXe)** (Formerly known as the Multi Domain Command and Control Concept Development and Experimentation): The APDCCXe experimented with visualization, simulation, and decision support tools to create collaborative multi-domain situational awareness within the context of pan-domain operations;
- **Responsive Limited eXperiment (RLX):** RLX initiatives, are designed to address short-term problems across all domains. In 2022 a RLX demonstrated a virtual collaboration visualization capability during the Coalition Warrior Interoperability Experiment in Poland; and
- **Joint Intelligence, Surveillance and Reconnaissance Data Fusion Experimentation:** The Joint Intelligence, Surveillance and Reconnaissance Data Fusion Experimentation differs from the Responsive Limited eXperiment in investigation of longer timeframe problems specifically to learn, adapt and exploit new capabilities for data fusion in support to the National Defence Operation Intelligence Centre and various CAF Intelligence, Surveillance and Reconnaissance projects.

Combined, these initiatives assisted with meeting the responsibility for the development of concepts, organizational designs, and doctrine for assigned joint challenges.

**Additional defence-related experimentation activities are outlined in this report under [Core Responsibility 4 – Future Force Design](#).**

## Key Risks

There are many risks associated with the Ready Forces Core Responsibility. Three of the Key Corporate Risks is articulated below:

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

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

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

The risk above can affect the department's ability to achieve the Departmental Results of the Ready Forces Core Responsibility.

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

Many of the preventative and mitigating controls for this risk are articulated as activities of each Departmental Result below.

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

During FY 2022-23, the CAF continued to force generate personnel, while mitigating the negative effects of the pandemic using evidence based public health measures. CAF medical personnel played an important role in safeguarding personnel during exercises and operations; ensuring that the CAF maintained the ability to generate ready forces.

The CAF conducted and participated in training scenarios in domestic, continental and international contexts with Other Government Departments and agencies, allies, and partner nations to enhance integration, interoperability and joint readiness. In FY 2022-23 the following planned exercises took place:

- Exercise BOLD QUEST: A United States led collaborative joint and multinational capability demonstration and assessment in which nations, services, and programs pool resources facilitating the interoperability of joint capabilities in their final stages of development, with an overarching objective to improve interoperability and information-sharing across a range of coalition war-fighting capabilities;
- Exercise JOINTEX, [Joint Operations Symposium](#)<sup>ci</sup>: Capability development and professional military education activities concluded in February 2023 related to how the CAF, and the broader Canadian National Security Team, must adapt to more effectively meet the Government of Canada's security demands and defend Canadian national interests in the pan-domain environment. The main theme was reshaping and reinvesting in deterrence to better defend against threats to Canada and North America in a time of resurgent strategic competition;
- Exercise VIGILANT SHIELD: An annual exercise between NORAD, United States Northern Command and the CAF, focused on the defence and security of North America;
- [Exercise Rim of the Pacific \(RIMPAC\)](#)<sup>ci</sup>: The world's largest international maritime exercise. Canada, as a founding nation, is one of only three nations to have participated in every exercise since 1971. This major CAF engagement activity provided an opportunity to work directly with the United States and regional defence partners in coalition operations and demonstrates Canada's ongoing commitment to safeguarding the Indo-Pacific Region;
  - RIMPAC 22, the 28<sup>th</sup> iteration, took place in and around the Hawaiian Islands, from 29 June to 4 August 2022. Canada contributed approximately 800 Canadian sailors, aviators, and soldiers. The CAF's contribution to RIMPAC 2022 included His Majesty's Canadian Ships (HMCS) *Vancouver* and *Winnipeg*, two CP-140 Aurora aircraft, and two CH-148 Cyclone helicopters. Canada also occupied key leadership positions, including Deputy Command of Combined Task Force RIMPAC, Command of the Combined Force Air Component Command, and Deputy Command of the Combined Force Maritime Component Command.
- ENTERPRISE STORM: Is the premier Defense Intelligence Enterprise demonstration series to promote joint interoperability and integration between the Military Services, Defence Intelligence Agencies, Five Eyes allies and select coalition partners. ENTERPRISE STORM is sponsored by the Office of the Under Secretary of Defence for Intelligence and Security and it is managed by the United States National Geospatial Agency and the National Security Agency. ENTERPRISE STORM consists of an iterative approach to demonstrating and assessing intelligence capabilities that have the best potential to transition to real world operations in the near term. ENTERPRISE



STORM is a series of demonstration and assessment events specifically tailored to help achieve the following two objectives:

- Build a modern and resilient intelligence infrastructure and architecture; and
- Leverage international partnerships as a combined and interdependent community.
- Battlefield Information, Collection, and Exploitation System (BICES) BLACKJACK: Renamed with new iterations of BICES CATCH in 2022 and BICES ACE in March 2023, were hosted by NATO as an operational test initiative aimed at facilitating the execution of the JISR task, collect, process, exploit, and disseminate cycle among the BICES ISR nations. Due to resourcing constraints, the Defence team was unable to participate in both events. Personnel shortfalls are limiting CAF's ability to fulfill commitments, including for North Atlantic Treaty Organization (NATO) events;
- Ensured that the Information Technology infrastructure enables efficient and effective JISR integration, testing and evaluation of capabilities as well as training of JISR professionals with Five Eyes and NATO partners through already established mechanisms;
- Exercise TRADEWINDS: The CAF participated in this annual United States Southern Command exercise aimed at promoting regional security cooperation in Belize and Mexico from 7 to 21 May 2022. This exercise was conducted in the maritime, land, air, and cyber-space domains which provided participating nations opportunities to conduct joint, combined, and interagency training focused on increasing regional cooperation in complex multinational security operations. This exercise improved CAF skills in interdiction, security, and interagency cooperation while fostering strong relationships throughout the Caribbean region in areas of regional security and prosperity;

#### Exercise TRADEWINDS



CAF members Captain James Locke, Captain Aaron Leblanc, Lieutenant (Navy) Kristopher Hicks, Sailor 1<sup>st</sup> Class Michael Raco (left to right), stand on parade during Exercise TRADEWINDS closing ceremony in Belize City, Belize, on 20 May 2022.

Photo : Cpl Alevtina Ostanin – Visual Communications Support (VCS), CAF photo.

- Operation NANOOK – The operation was a successful cooperation of maritime, land and air forces which demonstrated Canada's continued ability to operate in the High-Arctic. The focus was to deploy forces to the High Arctic to rehearse and enhance CAF capability and operate in austere and remote environments, while allowing for the integration of relevant science and technology. International partners and Other Government Departments were invited and integrated in each of the operation's activity. Participating groups also contributed towards

interoperability and reinforced partnerships between other Canadian Federal Departments and Agencies, Territorial and Indigenous Governments, and local organizations. In FY 2022-23, the following 4 activities were conducted under Operation NANOOK in support of Canada's sovereignty over its northernmost regions:

- Operation NANOOK-NUNAKPUT 22: The CAF conducted several patrols in the vicinity of Cambridge Bay and deployed observation teams along the Northwest Passage (NWP) to monitor maritime traffic. The operation was conducted with 400 CAF personnel and civilian partners. CAF personnel included assets from the RCAF, CA, RCN and Canadian Rangers;
  - Operation NANOOK-NUNALIVUT 23: 164 CAF members deployed in the Rankin Inlet region to conduct patrols and dive operations. In addition, civilians, and international participants were included in the activities;
  - Operation NANOOK-TATIGIIT 22: The CAF and regional partners conducted a planning exercise for disaster response, with participation from federal, territorial and municipal partners and agencies; and
  - Operation NANOOK-TUUGAALIK 22: RCN conducted a multinational exercise with allied partners from the United States, Denmark, and France in conjunction with Operation NUNAKPUT 22.
- Exercise UNIFIED RESOLVE 23: The largest computer-assisted simulation exercise, validated numerous levels of headquarters within a Canadian Mechanized Brigade Group in all aspects of command and control, and planning in a joint and combined environment scenario. Using simulation, a challenging computer-assisted exercise tested planning and decision-making at multiple levels of the CA, supported by other CAF elements to work in a whole-of-government context. An enduring exercise, Exercise UNIFIED RESOLVE is a precursor to the CA's Exercise MAPLE RESOLVE. Exercise UNIFIED RESOLVE is internationally recognized and seen by allies and partners as an opportunity to practice interoperability. The exercise provides participants an opportunity to enhance collective competence across a spectrum of scenarios. For this reason, the exercise also serves as a key training event for the Canadian Joint Operation Command's high-readiness deployable 1 Canadian Division Headquarters;
  - Joint Readiness Training Centre: This venue, located at Fort Johnson, United States, is the premier collective field training exercise designed to train Battle Groups, Battalion Groups, and a Brigade Group. This training is conducted in a Large-Scale Combat Operation environment on a decisive action battlefield against a near-peer threat with multi-domain capabilities. The force-on-force training event includes full-time Opposing Forces, Observer Controller Trainers, and the Exercise Control Groups that ensure the most realistic, demanding, and rigorous battlefield environment. It is the culminating validation training exercise that support of the CA's requirement to provide a Light Infantry Battalion Group as part of the Ready Land Forces necessary to meet Government of Canada's requirements to be ready to conduct Domestic Support Operations and Non-Combatant Evacuation Operations. It also enhances interoperability by allowing a Canadian Battalion Groups to operate under a United States hosted Brigade;
  - Exercise ARDENT DEFENDER: an international and inter-agency exercise planned and executed by the CA's Joint Counter Explosive Threat Task Force that enables capability development, science and technology engagement, and exchange of best practices;
  - Exercise PRECISE RESPONSE 22: Occurred in July 2022 and was hosted at Canadian Forces Base Suffield and involved 390 participants from 12 nations (Canadian Army, Defence Research and Development Canada (DRDC), NATO allies, and key partners). This premiere NATO exercise involved small teams of specialists and support personnel working together as a Combined Joint Chemical, Biological, Radiological and Nuclear Defence Task Force in support of NATO Chemical, Biological, Radiological and Nuclear Defence policy and plans;
  - **COALITION SPACE FLAG**<sup>cii</sup> 23-1: An annual Five Eyes exercise led by the United States Space Force. It is designed to provide space-focused training in synthetic, theatre-level, joint combat



operations in contested and degraded combat environments. This exercise also provides an opportunity to interact with land, maritime, air, special operations, cyber, and space elements from multiple nations;

- “DYNAMIC” SERIES (DYNAMIC MANTA, DYNAMIC MONGOOSE): DYNAMIC MANTA facilitates joint and combined training with NATO partners to further CAF capabilities. It is the second-largest joint/combined Anti-Submarine Warfare exercise (with RIMPAC as the largest) reflecting real world Anti-Submarine Warfare operations. DYNAMIC MONGOOSE is similar, with a focus on key NATO partners involved in real world Anti-Submarine Warfare operations;
- GLOBAL ENGAGEMENT 22: GLOBAL ENGAGEMENT 21 was originally set to hold its capstone event in Germany in December 2021. Due to the Omicron variant of COVID-19, it was pushed until March 22 in Washington, DC. RCAF had excellent representation throughout the entire planning and execution phases. GLOBAL ENGAGEMENT was determined to be an overall excellent Table-top exercise (TTX), well-attended by senior US Air Force (USAF) leadership, all the Five Eyes partners, as well as Nordic nations. It influenced the RCAF's concepts work for 2022 and highlighted the need for additional investment in Canada's North. The RCAF determined that the event was very valuable and will endeavor to participate in its next iteration;
- GLOBAL SENTINEL 22: The RCAF participated in GLOBAL SENTINEL 22, which took place in Vandenberg Space Force Base (VSFB), California from 25 July to 3 August 2022. The Capstone event brought together 25 multinational partners committed to cooperating and collaborating on issues for Space Situational Awareness. This collaboration and cooperation came in many forms to include space data sharing and analysis exchange. The 3 main training objectives were met: 1) Analyze threats to Canadian or Coalition assets and provide risk assessment; 2) Analyze space events and provide risk/impact assessments to support the Commander; 3) Build Canadian partnerships and evaluate the potential for future interoperability opportunities for Space Domain Awareness;
- JOINT WARRIOR 22-2: JOINT WARRIOR 22-2 took place from 9 September to 15 October 2022. Force generation goals for this exercise were met despite overcoming weather issues due to a tropical storm that caused various delays;
- NORTHERN VIKING 22: RCAF did not participate to NORTHERN VIKING 22. The Maritime Patrol fleet could not support the demands of the exercise due to other Force Generation commitments within the same timeframe. These commitments included the NATO-led exercise Dynamic Mongoose, an Anti-Submarine and Anti-Surface warfare exercise, and bringing together NATO's thirteen submarine nations: Canada, France, Germany, Greece, Italy, Netherlands, Norway, Spain, Poland, Portugal, Turkey, United Kingdom and the United States of America;
- [Schriever Wargame<sup>ciii</sup>](#): The RCAF participated in SCHRIEVER WARGAME 23, which took place at Maxwell Air Force Base in Montgomery, Alabama from 19 to 30 March 2023. It was the first in-person iteration since the start of COVID-19. The Capstone event brought together eight nations during the two-week event, designed to support concept development and inform decisions about future space mission responsibilities and operational architectures. The Wargame met expectations by exercising both Space and Cyber scenarios during an epoch that was ten years in the future; and
- The RCAF increased its participation in exercises in the Indo-Pacific region in line with Canada's Indo-Pacific Strategy and is expected to continue to do so in FY 2023-24. Notable exercises for FY 2022-23 included Exercise PITCH BLACK, a Royal Australian Air Force-led biennial 3-week multi-national large force employment exercise, and Exercise SEA DRAGON, a United States-led exercise designed to practice and discuss anti-submarine warfare tactics.

- Exercise MAPLE RESOLVE 22 (EX MR22): This exercise validated named and contingency readiness elements using live simulation in a twelve-day force-on-force exercise, focused on the NATO Response Force remit. Validation was concentrated on Level 6 combined arms units within a Level 7 Brigade context. During the exercise, over 2,500 CA soldiers, joined and supported by multi-national forces, tested their abilities to integrate with joint capabilities from other CAF commands. The allied military participating on EX MR22 were from the United States and United Kingdom, with 750 and 180 members respectively. The exercise provided CA leaders, soldiers, other CAF personnel and allies with a unique opportunity to validate their combat readiness within a NATO construct using DATE EUROPE scenario. The requirement for flexible responses across a spectrum of scenarios challenged commanders at all levels. EX MR22 provided CA with its final certification for land and air element to accomplish forces contribution to NATO's mandate;

### Exercise MAPLE RESOLVE 22



A Leopard 2A6 advances to support soldiers from 1<sup>st</sup> Battalion, The Royal Canadian Regiment as they hold a defensive line at Canadian Forces Base Wainwright Training Area during Exercise MAPLE RESOLVE 22 on 13 May 2022.

Photo: Corporal Jonathan King, Canadian Forces Support Group (Ottawa/Gatineau) Imaging Services, CAF photo.

In addition to the noted readiness exercises, Defence delivered on SEVERAL efforts that focused on the readiness of the CAF, including the following items:

- The Canadian Army Modernization Strategy (CAMS), published December 2020, was 'operationalized' in FY 2021-22 to enable the implementation of the strategy. The four Lines of Effort and 19 initiatives in CAMS were subdivided into 105 sub-initiatives to focus, refine, and assign responsibility as well as track progress of each activity. In FY 2022-23, two sub-initiatives within the priority investments domain have been discontinued as they are nested within larger efforts. Progress has been made on 85 of the remaining 103 sub-initiatives;
- Modernization efforts have focused on embracing forward thinking concepts such as digitalization, doctrine, and organizational structure that are more inclusive and modernized. CAMS activities have been aligned with ongoing culture change and reconstitution initiatives at the L0 level. Key results from the highest priority initiatives are presented below:
  - Human Dimension – The CA has established a Professional Conduct and Culture section to progress and align organizational efforts with Chief of Professional Conduct and Culture (CPCC). CA has taken concrete steps to implement culture change including 1) mandatory annual harassment training, 2) Indigenous culture awareness training, 3) workshops on

- sexual trauma and inappropriate conduct, 4) release of revised policies on hateful conduct, and 5) awareness training on hateful conduct. The CA worked with Chief of Military Personnel towards streamlining and improving recruiting, retention, component transfers, and modernizing administrative policies;
- **Posture for Concurrency** – A new model to manage the readiness cycle has been developed, called the enhanced Managed Readiness Cycle, which assigns specific tasks to Divisions/units throughout the cycle. This will focus the CA Force Generation efforts. The analysis to develop the concept of a Global Reaction Task Force based on the Light Infantry Battalion has been initiated to deliver a new capacity by the CA. The Armoured Corps realignment has been endorsed to include the heavy capability to be centralized out West and the realignment of personnel and equipment to enable the Light Squadron;
  - **One Army Integration** – To date, the Army Reserve Mission Tasks have been reviewed to align with the Force Generation capacity of the units. Work has begun and is continuing to define the Reserve integration model as part of the enhanced Managed Readiness Plan; and
  - **Priority Investments** – Force 2025 serves as the first waypoint towards modernization of the CA. To seek to improve efficiency, the CA Intelligence Rebalancing Master Implementation Plan has been published to fully assess the feasibility to centralize Intelligence assets to improve the force generation capacity. New capability in Air Defence will be provided as part of the Master Implementation Directive for the Royal Canadian Artillery.
  - During FY 2022-23, Force 2025 conducted detailed analysis to: better define the required readiness levels of each unit; assess the required staffing realignment necessary to bolster its institutional and field support, and; modernize the CA structure to better manage its resources and to integrate new capabilities;
  - During FY 2022-23, an enhanced Managed Readiness Plan has been developed to ensure the proper structure and readiness are in place to support CA operational requirements. This will better define the required readiness levels of each unit and assess the required staffing realignment necessary to bolster CA institutional and field support; and
  - Another supporting initiative of the 2025 plan related to the Canadian Army Sustainment trial, which is analyzing authorities, responsibilities, and accountabilities from a Support perspective. The Sustainment modernization efforts are also including equipment reallocation trials to determine future Canadian Army equipment entitlements based on potential new organizational structures.

During FY 2022-23, as part of reconstitution efforts, the CA has reinvigorated governance processes placing a renewed focus on personnel generation. The CA Personnel Generation Committee and the Reserve Annual Military Occupational Review has synchronized strategic direction with the tactical outcomes of growth, training, and retention. The most notable change during FY 2022-23 is that the CA entered into a Service Level Agreement with Director General Military Careers that resulted in reducing Army Reserve (ARes) to Regular Force (Reg F) component transfer timelines from 365+ days down to around 100 days.

The CA is conducting a comprehensive review of the Canadian Rangers as part of [Strong, Secure, Engaged \(SSE\): Canada's Defence Policy](#)<sup>civ</sup> initiative 108 that extends beyond mere growth. In June 2022, the CA stood up a team under the Director Canadian Rangers to formulate a comprehensive CR Enhancement design, including a revised Force employment concept.

The review on the processes and mechanisms that govern the provision and employment of the equipment necessary for the CR to execute their mission was completed in collaboration with Director of Compensation and Benefits Administration in FY 2021-22. The CA with Director of Compensation and Benefits Administration took action to streamline the processes and mechanisms that govern compensation for loss or damage of CR personal equipment. A review of these processes and mechanisms is underway to find additional efficiencies to further expedite compensation.

The Canadian Special Operations Forces Command remained postured at a very high readiness level to respond to emerging crisis situations or threats to Canadians and Canadian interests. Further, the Canadian Special Operations Forces Command contributed to the CAF's ability to anticipate threats.

In FY 2022-23, the Defence Team continued to improve the CAF's Command, Control, Communications, Computers Intelligence, Surveillance and Reconnaissance C4ISR readiness, in particular:

- Integrated CAF C4ISR within the NATO and Five Eyes environment to enhance communication and information exchange capabilities while directly supporting the warfighter and senior decision makers; and
  - Sustained C2 and cooperation with Arctic nations, including the United States through United States Northern Command, in the conduct of Arctic missions, operations and exercises.
- 

### Training



Two members of the Canadian Special Operations Forces Command (CANSOFCOM) perform close quarter battle engagement during a training at Canadian Forces Base Petawawa, Ontario, September 2022.

Photo: CANSOFCOM Imaging.

---



## Operation REASSURANCE



Members of multiple nations conduct a firepower demonstration for media and special guests during Operation REASSURANCE at Camp Adazi, Latvia on 29 March 2023.

Photo: CAF photo.

## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
2.1 Canadian Armed Forces are ready to conduct concurrent operations	% of operations that are capable of being conducted concurrently	100%	31 March 2025	100%	100%	40%*
	% of force elements that are ready for operations in accordance with established targets	100%	31 March 2025	71.7%	71%	61%**

### Notes:

\*The methodology for this indicator was updated to provide a more accurate assessment of the current realities the department faces. Based on overall readiness levels, the CAF is currently unable to conduct multiple operations concurrently per the requirements laid out in the 2017 Defence Policy (SSE, p 81). Readiness of CAF force elements has continued to decrease over the course of the last year aggravated by decreasing number of personnel and issues with equipment and vehicles.

\*\*Readiness of CAF force elements have continued to decrease over the course of the last year aggravated by decreasing number of personnel and issues with equipment and vehicles.

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

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

Equipment is made available to support CAF training and operational requirements through the Equipment Support Program, which is primarily funded through the National Procurement corporate accounts. National Procurement (NP) is the term given to DND Corporate accounts aligned to the in-service equipment sustainment (maintenance, engineering support, engineering changes and inventory replenishment) and disposal of aerospace, land, maritime, as well as ammunition and common use materiel such as uniforms and test equipment.

In FY 2022-23, NP spending increased to approximately \$3.6 billion which is close to pre-pandemic spending. Despite this marked increase in the NP spending trend however; the National Procurement Program will continue to see a decline in capabilities it provides to the CAF aging fleets, the expansion of mandated activities, increased contract costs, inflation and supply chain challenges are continuing to exert additional pressure on the equipment support program, and are contributing to the reduction in equipment availability and serviceability.

In FY 2022-23, the RCAF strived to address many operational and training deficiencies by leveraging its minor capital project program. It continued to advance enhancements to its processes and governance to accelerate capability delivery and improve return on investments. Numerous new projects leveraging those processes were approved to work towards the elimination of RCAF operational capability deficiencies. An example which contributed to the \$54 million in capital expended on minor projects was the CH-147 Extended Range Fueling System. This project was developed to replace and increase capacity of the add-on fuel tanks for the CH-147 Chinook, which will effectively double its operational range, as well as allow it to refuel other deployed aircraft. This year, the contract for the project was signed, equipment was delivered, and its preparation for upgrade is nearly complete. The full capability is expected to be delivered in early in FY 2024-25.

The introduction and operationalizing of the Arctic and Offshore Patrol Vessel (AOPV) continued throughout FY 2022-23, continuing the work of enhancing the DND and CAF's ability to assert Canadian sovereignty in the Arctic, integrate with a range of government and international partners, and support international operations.

In April 2022, His Majesty's Canadian Ship (HMCS) *Harry DeWolf* sailed south to the Caribbean and successfully conducted Operation CARIBBE. HMCS *Margaret Brooke*, the second ship of the class, continued sailing for post-acceptance trials during this period, namely warm weather trials in the vicinity of the Bahamas. Though incomplete due to some technical and environmental issues, this trial largely proved the AOPV's ability to operate in a tropical environment. Building on the momentum gained in FY 2021-22, the CAF continued to progress integration of the CH-148 Cyclone helicopter, conducting the first-of-class Air Readiness Inspection which highlighted what rectifications are required to fully integrate an embarked helicopter.

Both HMCS *Harry DeWolf* and *Margaret Brooke* were to deploy, in consort, to the Arctic for Operation NANOOK TUUGAALIK and NUNAKPUT from 2 August 2022 to 29 September 2022, but due to unforeseen technical issues, only HMCS *Margaret Brooke* participated in the operation in consort with HMCS *Goose Bay*. Their presence in the Arctic contributed to the surveillance activities of the Northern maritime approaches of Canada – a NORAD mission, and the development of meaningful and longstanding relationships between the ship and its affiliated region. HMCS *Margaret Brooke* conducted a visit to Hopedale, Newfoundland and Labrador, during which they conducted an affiliation ceremony with the Nunatsiavut Government. This ceremony was of great importance as it strengthened the relationships between the community, the ship, and the CAF. Upon returning from their first operational deployment, HMCS *Margaret Brooke* was commissioned on 28 October 2022.

2 September 2022 saw the operational status transfer of the class's third ship, HMCS *Max Bernays*, from Irving Shipyards to DND. The same technical issues with both HMCS *Harry DeWolf* and *Margaret Brooke* were identified in *Max Bernays* which led to a delay in their program. The ship commenced its post-delivery work period but did not transfer from Assistant Deputy Minister (Materiel) ADM(Mat) to DND, delaying their scheduled fleet activities (Basic Single Ship Readiness Training, post acceptance trials) beyond the reporting period.



The CA continues to work towards serviceability targets outlined in the Equipment Readiness Plan. Current CA initiatives to assist with meeting Force Posture and Readiness targets include:

- A review of preventive maintenance cycles for certain fleets in accordance with federal and provincial standards;
- A simplification of time accounting processes for technicians to ensure standardized and accurate data;
- A review of fleet-specific serviceability targets based on updated force posture and readiness commitments; and
- A review of potential infrastructure and technological improvements (Wi-Fi, additional computers and tablets, etc.) to assist technicians in meeting the demands of increasingly complex equipment.

---

### Exercise MAPLE RESOLVE



Members of the Canadian Armed Forces prepare to disembark Light Armoured Vehicles (LAV 6) during a simulated assault in the Wainwright training area during Exercise MAPLE RESOLVE on 11 May 2022.

Photo: S1 Zach Barr, CAF photo.

---

## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and the target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
2.2 Military equipment is ready for training and operations	% of maritime key fleets that are serviceable to meet training and readiness requirements in support of concurrent operations	At least 60%*	31 March 2023	94.1%	54%	51.2%**
	% of land fleets that are serviceable to meet training and readiness requirements in support of concurrent operations	At least 70%	31 March 2023	62.7%	65.8%	56%***
	% of aerospace fleets that are serviceable to meet training and readiness requirements in support of concurrent operations	At least 85%	31 March 2023	55%	43%	43.88%****

### Notes:

\*The methodology and target used to calculate the serviceability rate for maritime key fleets was updated in FY 2021-22 to better capture the realities facing the RCN. The new methodology accounts for all periods when the vessels are not considered serviceable including docking work periods, extended alongside work periods when the vessel cannot be assigned to tasks, and periods when the vessel has suffered an operational deficiency which prevents it from completing an assigned task.

\*\*The RCN achieved its targeted serviceability through FY 2022-23 for the Halifax-class (FFH) and the Kingston-class vessels (MCDV) but suffered serviceability impacts in both the Victoria-class submarines (SSK) and the Harry DeWolf-class Arctic Offshore Patrol Vessels (AOPVs). These issues can be attributed to ongoing maintenance challenges with the SSK, including damage experienced in HMCS Windsor in January 2023. Through summer 2022, problems identified across the first three AOPVs required significant work to rectify and prevented these vessels from meeting planned Unit Ready Days through Quarter 3 and Quarter 4. This issue is being rectified and the AOPVs will return to planned operational readiness programs in Quarter 2 of FY 2023-24.

\*\*\*The CA did not meet its equipment serviceability target due to several key fleets parts obsolescence and ageing issues. The CA is working on several initiatives to increase serviceability, primarily a review of preventive maintenance cycles for certain fleets in accordance with federal and provincial standards, a review of fleet-specific serviceability targets based on updated force posture and readiness commitments, and a review of potential infrastructure and technological improvements (Wi-Fi, additional computers and tablets, etc.) to assist technicians in meeting the demands of increasingly complex equipment.

\*\*\*\*The RCAF was unable to meet its overall serviceability target due to ongoing personnel shortages, introduction of new fleets and aging fleets and inadequate maintenance infrastructure. **Personnel shortages:** CAF/DND is reporting a continuing decrease of qualified aircraft technicians due to delays in the training system during COVID and scarcity of qualified workforce in the Canadian aerospace industry. That trend is expected to continue until 2027-28. **Introduction of new fleets:** aircraft technicians require several months/years to become proficient on new fleets. The introduction of the CC-295 Kingfisher, and major fleet upgrades for the CP-140, CH-146 and CF-188 have had an impact on overall serviceability status of aircraft. **Aging fleets and inadequate infrastructure:** further compounded maintenance delays.

Financial, human resources, and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)<sup>ov1</sup>.

### Budgetary financial resources (dollars)

The following table shows, for Ready Forces, budgetary spending for FY 2022-23, as well as actual spending for that year.

2022-23 Main Estimates	2022-23 Planned spending	2022-23 Total authorities available for use	2022-23 Actual spending (authorities used)	2022-23 Difference (actual spending minus planned spending)
10,453,990,709	10,453,990,709	10,920,133,852	10,796,359,609	342,368,900

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

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for FY 2022-23.

2022-23 Planned full-time equivalents	2022-23 Actual full-time equivalents	2022-23 Difference (actual full-time equivalents minus planned full-time equivalents)
46,143	43,777	(2,366)

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

## Defence Team

### Description

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

### Results

People have remained at the core of everything the Defence Team does to ensure that Canada remains strong at home, secure in North America and engaged in the world. The department's mission success continued to depend on having enough healthy, resilient, well-trained and motivated Canadian Armed Forces (CAF) personnel supported by talented and dedicated defence public servants working within the Department of National Defence (DND). This integrated civilian-military Defence Team is the heart of the institution.

Notwithstanding challenges in recruiting and retention, National Defence continued to find ways to build a Defence Team that supports wide-ranging perspectives, cultural and linguistic diversity, gender balance, age, and other distinctive attributes of our Canadian society. A Defence Team with these characteristics will be more effective and continue to attract and retain the people needed to ensure that DND/CAF are successful into the future. Investing in its people and empowering employees to learn, work and communicate in both official languages remains an important commitment that it can make and our focus on our people must be unwavering throughout their entire careers within the Defence Team. This includes implementing an in-house second language training and testing strategy for public servants to help build linguistic capacity internally within the department.

In support of ensuring the Defence Team is one where its members feel safe, supported and accepted, programs and services were added to the Director General Conflict Solutions and Services (DGCSS), and these can be found in section [DR 3.2](#) of this report.

In FY 2022-23, the Vice Chief of the Defence Staff (VCDS) Outside of Canada (OUTCAN) Program completed the digitization of screening process, which will continue in FY 2023-24 with claims, medical travel, rents, and bank transfers.

To strengthen the CAF Professional Development System, the department published [The CAF Ethos: Trusted to Serve](#)<sup>cix</sup> which is DND and CAF's renewed commitment to professionalism, and is a roadmap for the necessary growth and change required to improve our culture and rebuild trust.

In FY 2022-23, DND/CAF:

- Continued to develop and advance focused and Gender-based Analysis Plus (GBA Plus)-informed recruitment initiatives (campaigns, events, and priority processing) for women, as well as special measures to ensure that all qualified women applicants are selected and additional occupation positions for women are established if needed. More results can be found in section [DR 3.3](#) of this report;
- Continued to operationalize the [Total Health and Wellness Strategy](#)<sup>cx</sup> and supported a healthier workplace by continuing to monitor the development and implementation of supporting initiatives and efforts;
- Continued to prioritize support for ill and injured members and their families working to reintegrate into their military duties or transition to civilian life and results can be found in section [DR 3.2](#) of this report;
- Continued the on-schedule rollout of the new Military-to-Civilian service model at CAF Transition Centres across Canada to better support CAF members' transition to post-military life under [Operation TRANSITION](#)<sup>cxi</sup>;

- Continued to work with Veterans Affairs Canada (via the [Seamless Transition Task Force<sup>cxii</sup>](#)), to support Veterans' career mobility in alignment with the Veteran's Employment Strategy. A key driver of this effort within DND/CAF was the new [Military Transition Engagements and Partnerships \(MTEP\)<sup>cxiii</sup>](#) enabling capability layered into the existing service delivery functions of the CAF Transition Group, which led the development of a web-based National Resource Directory to assist transitioning CAF members and veterans in finding career, education and training opportunities with civilian employers and institutions;
- Supported victims through the DND/CAF Victim Liaison Officer Program launched on 22 June 2022, that can assist victims by explaining how service offences are charged, dealt with and tried under the code of service discipline;
- Continued the development and implementation of an improved CAF promotion selection processes which is critical to ensuring the best leaders are selected for our members – people who will truly embody CAF values and are driven and motivated to effect positive change throughout the organization. All officers promoted into and within the General Officer/Flag Officer (GOFO) cadre now undergo a comprehensive 360-degree evaluation as well as an interview by a third-party expert who is external to DND/CAF;
- Transitioned to the [Performance and Competency Evaluation<sup>cxiv</sup>](#) system, initially for Regular Force personnel, in order to modernize performance appraisal using a scientifically founded, competency-based and digital system; and
- Announced the implementation of the new [Canadian Forces Housing Differential<sup>cxv</sup>](#) to replace the Post Living Differential. This benefit was designed to offset the high housing cost in particularly expensive communities and is tied to salary to help those who need it most.

In FY 2022-23, the DND/CAF remained committed to supporting and expanding the reach of the [Cadet and Junior Canadian Rangers programs<sup>cxvi</sup>](#) so that more Canadian youth can benefit from these positive development opportunities.

The CAF continued to refresh and optimize the Cadet Program and the cadet experience for today's youth across Canada by leveraging the lessons learned and best practices from operating this program during the COVID-19 pandemic. This provided the opportunity to reinforce the fundamental program aims of developing in youth the attributes of good citizenship and leadership, promoting physical fitness, and stimulating the interest of youth in the sea, land and air activities of the CAF. Notable achievement for FY 2022-23 for the youth programs are:

- The establishment of the National Cadet Advisory Council which investigated topics and concepts to offer a cadet perspective on the Cadet Program's Re-scope; and
- Adjustments were made to the delivery of the Cadet Training Centre curriculum, where training is now offered both in a traditional in-house setting as well as online through a Summer Digital Learning Centre.

Operation DISTINCTION is the CAF's support to Government of Canada-led military commemorative events. In FY 2022-23, Operation DISTINCTION successfully concluded with commemorative activities to mark the [80<sup>th</sup> Anniversary of the Dieppe Raid<sup>cxvii</sup>](#) from 16 to 19 August 2022 in Canada and in Dieppe, France, where the Chief of the Defence Staff and company of the His Majesty's Canadian Ship (HMCS) Kingston were in attendance. [The National Sentry Program<sup>cxviii</sup>](#), concluded successfully on 10 November 2022 and was extended to 2027. In addition to the regular sentry program, the Canadian Rangers (CR) were employed in all seven rotations in recognition of the CR 75<sup>th</sup> Anniversary celebrations. In 2023, domestic events are planned for the 70<sup>th</sup> anniversary of the Korean War Armistice and the CAF support to the Swissair flight 111 crash (Halifax).

For more information on the Department of National Defence and the Canadian Armed Forces' planned results, see the "[Core Responsibilities: planned results and resources, and key risks](#)" section of this report.

## Gender-Based Analysis Plus

The Defence Team continued to expand the network of full-time Gender Advisors and part-time Gender Focal Points to pursue the institutionalization of Gender-Based Analysis Plus (GBA Plus) and increase capacity and accountability for the development and implementation of policies, directives, and programs to better support members and employees on promoting a healthy work environment free of harmful behaviour. Key highlights from FY 2022-23, include:

GBA Plus continues to be applied to policies and programs for Defence Team personnel to support equity and inclusivity. In FY, 2022-23 DND/CAF launched a GBA Plus Enterprise Approach to achieve the institutionalization of GBA Plus across the Defence Team. The eventual and ideal steady state of this approach is that Defence Team initiatives and outcomes are optimized by the full integration of intersectional factors in evidence-based decision-making. The GBA Plus Enterprise Approach has five lines of effort and associated strategic objectives. The lines of effort are based on best practices for the institutionalization of intersectional analysis, they are: resourcing; capacity building; enabling leaders; governance and accountability; and monitoring and evaluation. This strategy clearly articulates GBA Plus as a shared, command responsibility which requires a decentralized capacity building approach to ensure intersectional analysis goes beyond the National Capital Region and is conducted throughout daily decision-making down to the smallest units and teams.

Throughout FY 2022-23, Chief of Military Personnel has taken several initiatives to build GBA Plus capacity and accountability:

- GBA Plus professional development sessions for Gender Focal Points have been developed and led by Gender Advisors, and GBA Plus documentation is now a requirement for policy endorsement at governance meetings; and
- Other initiatives include hiring a contractor to conduct a GBA Plus on the Canadian Military Colleges' Physical Performance Test, the development of data collection plans to improve service capabilities for programs related to Women and Diversity Health and applying GBA Plus to review proposed Canadian Armed Forces badges.

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

## Key Risks

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

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

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

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

Many of the preventative and mitigating controls for this risk are articulated as activities of each Departmental Result below.



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

DND/CAF continued the implementation of a plan to modernize military personnel generation. One key initiative introduced at the end of the FY 2022-23 was the eight-week Basic Military Qualification pilot course. Successful pilot serials were conducted from January to March 2023. The first objective of this course-length reduction was to have newly qualified individuals assigned to their subsequent occupational training more rapidly. A second objective was to align training with the Non-Commissioned Member General Specification while ensuring the introduction of CAF ethics and values as laid out in Trusted to Serve at the most influential stage of a member's career.

Other key activities to meet recruiting objectives in FY 2022-23 included:

- [Opened CAF enrolment to permanent residents of Canada<sup>cxix</sup>](#);
- Continued collaboration with key internal stakeholders to reduce the time to enroll in the CAF, such as the establishment of quarterly priorities of files that require medical review and the issuance of family doctor letters; efficiencies in security clearance processing were explored, along with information sharing opportunities with Other Government Departments;
- Progressed the implementation of digitized portions of the recruiting process in the Canadian Forces Recruiting Information Management System which resulted in the simplification of the application process and improved customer service in key areas;
- Continued and enhanced virtual recruitment through [Forces.ca<sup>cxx</sup>](#) as the primary means to inform prospects on a wider scale on the employment opportunities within the CAF. DND and CAF maintained five advertisement campaigns (Awareness, Talk to a recruiter, Priority/Threshold occupations, Indigenous peoples, and Women in the CAF) to promote career opportunities and key recruitment priorities. Social media was used to generate positive results in terms of applicant participation and attendance. A decrease in participation in virtual recruiting events over the FY was noted as face to face events became the more preferred means of communication with prospects;
- Continued development of performance metrics attributable to recruiting campaigns. A logic model was created to identify subjective measures related to awareness (attendance, interactions, registrations) and objective outcomes (measurable impacts on business) with work on definitions progressing;
- Continued the prioritization of the processing and selection of women, Indigenous Peoples and visible minorities. Various advertising campaigns were developed, including campaigns directed at women and Indigenous peoples. Self-identified Visible minority applicants represented 19.78 percent of total CAF enrollees. The recruitment and processing of applicants for Indigenous Summer Programs, the CAF Indigenous Entry Program and the Indigenous Leadership Opportunity Year were supported and self-identified Indigenous applicants represented 4.06 percent of total CAF enrollees. Outreach processing was conducted for communities not within the geographical boundaries of a recruiting center;
- COVID-19 imposed restrictions in CAF individual training were steadily reduced – though not eliminated – and as a result, production output greatly increased. By the end of FY 2022-23, basic training had fully resumed at the Canadian Forces Leadership and Recruit School with the school running twenty-four simultaneous lines of training. Recruiting difficulties continued to impact the CAF's ability to maximize the number of candidates participating in each line of training thus courses were currently running at reduced platoon size. Canadian Forces Leadership and Recruit School throughput totaled 3,331 personnel (2,807 graduated, with 544 on training) in FY 2022-23. Staffing at the Canadian Forces Leadership and Recruit School reached 95 percent by the end of FY 2022-23, which greatly facilitated increased production;
- Began the consultation process with the Assembly of First Nations, Inuit Tapiriit Kanatami and Métis National Council on [CAF Indigenous Entry Programs<sup>cxxi</sup>](#) and the CAF Identity project. With respect to Indigenous Entry Programs, the statistics of the past FY show a positive effect. As a

result of consultations with stakeholders in the community and in compliance with Government of Canada policy and United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the [Aboriginal Leadership Opportunity Year \(ILOY\)](#)<sup>cxxii</sup> underwent a name change to the Indigenous Leadership Opportunity Year;

### Canadian Armed Forces Indigenous Entry Program (CAFIEP) End of Course Ceremony



Canadian Armed Forces Indigenous Entry Program (CAFIEP) end of course ceremony with the presence of the reviewing officer Lieutenant-Colonel J.H.N. Hilaréguym CD, 2<sup>nd</sup> Canadian Ranger Patrol Group Commandant accompanied with his Chief Warrant Officer Lalancette, in Saint-Jean-sur-Richelieu, Québec, on 20 October 2022.

Photo: Multimedia Production Centre, Canadian Forces Leadership and Recruit School.

- Completed the initial trial of the Leadership Support Team at the Canadian Forces Leadership and Recruit school and implemented the lessons learned. Developed the program further, by building off the lessons learned. The updates to the program design were incorporated in the Fall of 2022. Subsequent trials began in February 2023 and continued through Summer 2023 when their impact will be assessed. Enhancements include:
  - Added military personnel to compliment the civilian coaches/change management experts;
  - Updated the design and processes; and
  - Expanded services offered to supported units.
- Released the [CAF Retention Strategy](#)<sup>cxxiii</sup> and launched the Retention Program Office in September 2022. The initial framework and structure were completed and began development of targeted retention activities across the CAF with an initial focus on four critical occupations; and
- Launched the CAF Reconstitution Plan that will assist with the stabilization and the recovery of the CAF personnel strength.

The Royal Canadian Navy (RCN) introduced the Naval Experience Program as a new recruitment opportunity. Inspired by the Royal Australian Navy Gap Year Program, this new initiative by the RCN was designed to give Canadians and Permanent Residents an opportunity to enroll in the RCN Regular Force, complete the Basic Military Qualification and Naval Environmental Training Program, and then receive a realistic job preview of RCN occupations through employment in both ship and shore opportunities. Successful applicants experience this in one year, and then can continue to serve in the CAF or return to civilian life. Creation of the internal processes to support enrolment into this new one-year opportunity program began in October 2022 for enrolment beginning 1 April 2023. News releases and an advertising campaign developed for this program were launched in late March 2023.

During FY 2022-23, the Canadian Army (CA) worked to further streamline the Army recruiting processes while supporting outside stakeholders responsible for medical and security clearances to shorten intake timelines. The CA in-person attractions activities have returned to all armouries and Army reserve members are supporting Canadian Forces Recruiting Group led national recruiting events. The Reserve Army Managed Occupational Review process is being revamped to bring the process in line with current demographics, strength and training capacities.

## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and the target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
3.1 Canadian Armed Forces is growing towards its end state of 101,500 personnel*	Force Establishment that is filled	95 – 100%	31 March 2026	93%	91.6%	88.70%*
	% of Reserve Force positions that are filled	At least 95%	31 March 2026	79.78%	76%	75.18%**
	% of occupations with critical shortfalls	5% or less	31 March 2023	50.5%	61.7%	70.00%***

Notes:

\*The CAF's ability to attract, recruit and train personnel has been negatively impacted by the emergence of a CAF applicant crisis and the COVID-19 pandemic and as such the progress in growing the CAF has been hindered. COVID-19 imposed restrictions in Recruiting Centres' have steadily been reduced – though not eliminated – and as a result, in-person processing requirements have gradually improved. In addition, progress has been made in the implementation of digitized portions of the recruiting process. This modernization has resulted in the simplification of the application process and improved customer service in key areas. In order to rectify and improve inefficiencies in the early onboarding pipeline, the CAF continued the implementation of a plan to modernize military personnel generation and redesign the personnel production experience. This plan saw the creation and staffing of a new Directorate within Military Personnel Generation Group for Recruiting Modernization. Another part of the explanation associated with the decreasing percentage is the difficulty for the CAF to retain its personnel with an attrition rate of 12 % in FY 2022-23 mainly associated to a competitive and growing Canadian labor market.

\*\*The Primary Reserve (P Res) continues to experience challenges in recruitment and retention, mainly associated with a competitive and growing Canadian labor market.

\*\*\*Given the emergence of a CAF applicant crisis and the lingering impacts of the COVID-19 pandemic on CAF's ability to attract, recruit and train personnel, the intake into the CAF has been less than CAF attrition resulting in the inability to sustain, let alone grow the health of occupations

Financial, human resources and performance information for the DND and CAF Program Inventory is available in the [GC InfoBase<sup>xxiv</sup>](#).

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

To effectively deliver on the Defence mandate, Defence continued to ensure the needs of our military members, their families, and Defence public servants are met.

In support of ensuring the Defence Team is one where its members feel safe, supported and accepted, programs and services were added to the Director General Conflict Solutions and Services (DGCSS), such as Workplace Harassment and Violence Prevention (WHVP), Defence Team Coaching, Leadership Support Teams and Restorative Services. A team was also stood up to conduct a fulsome review of the CAF grievance system. DGCSS now has the capabilities to educate CAF personnel to prevent misconduct, and when misconduct occur despite the training, DGCSS can address the issues and provide feedback to the Chain of Command to improve problematic policies. To ensure the Defence Team is one where its members feel safe, supported and accepted, DND fully integrated the overall responsibility for management and transformation of the CAF Grievance System and is well placed to support the implementation of Recommendation 10 of the Independent External Comprehensive Review of DND/CAF, as well as Recommendation 3 of the Independent Review of the *National Defence Act*.

DND also identified and implemented Workplace Harassment and Violence Prevention (WHVP) mandatory training for employees, the employer, and the designated recipient. The mandatory training on the prevention of harassment and violence in the workplace is available through Canada School of Public Service for all Defence Team members (Public Service Employees and CAF). The intent of the training is to create awareness around the Regulations and the role and responsibilities of Defence Team members. As per the WHVP Regulations, DND members will need to complete the mandatory training every three years.

Canadian Special Operations Forces Command (CANSOFCOM) continued to advance the requirements of *Strong, Secure, Engaged (SSE): Canada's Defence Policy*<sup>cxv</sup> Chapter 1 (Well-Supported, Diverse, Resilient People and Families) by continuing to implement its Optimizing Performance Force and Family Program (OPF2). OPF2 is a pan-Command system spanning four integrated domains (Spiritual, Physical, Mental Health, and Family) that contributes to operational effectiveness by enhancing member and family wellness and resilience. OPF2 completed year one of data collection on its Performance Measurement Framework. This process included the assessment of prioritized key performance indicators that are being used to improve the delivery of health and wellness services and programming to CANSOFCOM members and their families. More specifically, an action plan was developed to address key areas of concern in relation to mental health issues, family functioning, turnover intentions, spiritual resilience, physical injury, sleep, and nutrition.

In FY 2022-23, DND/CAF:

- Continued to modernize the *Universality of Service*<sup>cxvi</sup> principle to respond to CAF roles and operations. Priorities focused on updating a set of clearly defined and measurable minimum occupational standards and requirements. In FY 2022-23, the Table of Statements, which comprise the Universality of Service statements, the minimum standards, and the mechanism to assess them was approved, setting the stage for policy writing;
- Continued work on the modernization of the CAF employment model (including Flexible Work arrangements) titled the Adaptive Career Path to enable DND/CAF to amend and align policy, regulatory, and legislative instruments that govern the current employment framework, focusing on management of work-life balance, while ensuring operational effectiveness. An instruction was published to enable remote work options for Regular Force members;
- Continued work in the promotion of *Total Health and Wellness*<sup>cxvii</sup> including work on a Communication Awareness Plan, and leadership toolkit as part of the ongoing commitment to expand wellness beyond the traditional health care model to include promotion, prevention, treatment, and support, to provide a greater range of health and wellness services and programs, under the Total Health and Wellness Strategy;
- Enhanced the well-being and support services traditionally delivered under the now 40-year-old *Employee Assistance Program (EAP)*<sup>cxviii</sup>, which has been a people management priority at DND. It has remained a critical resource to our organization, as it acts to support employee health, well-being, and productivity by offering services across a variety of domains, such as its external services in crisis and short-term counselling, specialized mental health, trauma management, and the provision of digital tools and supports. It also includes an internal peer advisory function, which ensures that staff have access to colleagues able to listen, support and identify resources, as needed. Key departmental highlights from FY 2022-23 include:
  - Began the process of identifying a new EAP service provider for external services;
  - Initiated a successful recruitment campaign, to increase the DND's Peer Advisor contingent. Peer Advisors are DND employees trained to support colleagues in the workplace; and
  - A new three-year Peer Advisor Training Roadmap was developed to ensure that Peer Advisors are equipped to support employees and their ongoing needs.
- The department promoted mental health, physical health, and well-being resources, activities, and training opportunities to the Defence Team. Key results for FY 2022-23 include:
  - Supported the implementation of *The Defence Team Total Health and Wellness Strategy*<sup>cxix</sup>;



- Hosted more than 25 webinars focused on mental health and well-being-related topics delivered at regular intervals throughout the year to support and inform its public service staff; and
- Planned and carried out commemorative events promoting mental health and well-being such as Bell Let's Talk, the departmental Mental Health Week and Canada's Healthy Workplace Month.
- The Office of Disability Management (ODM) supports public service employees and their managers in navigating disability-related matters due to illness, impairment, and injury. The ODM reduces barriers to services regardless of the nature of the disability, managing both physical and psychological cases on equal ground. Over FY 2022-23, the ODM:
  - Developed ten regional guidance documents and updated the internal webpage to provide employees with greater clarity on the Injury on Duty process;
  - Supported 1,739\* employees with disability related questions and needs; and
  - Worked to improve management and reporting over the past year through the launch of the National Disability Management Consultation Committee, which addresses an identified gap in national reporting and case management issues between unions and senior leadership, and ODM's collaboration with high-risk employers' groups across the country to streamline and improve reporting and their internal processes.
  - Excludes triaged emails and telephone calls pertaining to general questions about the program.

\*Excludes triaged emails and phone calls regarding general program questions

Executed the Canadian Forces Health Services (CFHS) ongoing mission to provide high-quality health care to the CAF population. The department:

- Progressed initiatives to improve overall health and wellness for CAF members;
- Provided comprehensive domestic and deployed health care and health advice, including better understanding of force production and force generation requirements for medical teams to enable domestic and expeditionary operations; and
- Engaged with allies such as NATO, improved healthcare and clinical interoperability by updating policy and doctrine.

The following initiatives supported military operations and increased the efficiency and effectiveness of CFHS (underpinned by value-based health care principles):

- Completed the Nursing Officer modernization initiative to optimize employment of Health Services nurses. This initiative included the establishment of the Nurse Practitioner occupational stream and initiated review of the medical technician trade to optimize the employment model within CAF;
- Invested significantly in the Defence Team Coaching program, having recognized the benefits of developmental coaching for senior healthcare leaders. This opportunity, aimed at enabling leaders to enhance self-awareness and emotional intelligence capability, identify innovative possibilities for change, and to build sustainable capabilities to emergent transformation challenges was very well received by participants. This investment in future leaders is expected to pay dividends throughout the next several years as those involved take on increasing responsibility within the CAF healthcare system;
- Continued to shape the organizational structure required to improve efficiency and effectiveness for CFHS operations both domestically and abroad. The functional organizational structure re-alignment which was trialed and validated over the past two years, was approved in December 2022 and will strengthen the ability to provide quality healthcare to serving CAF personnel;
- Advanced the development of a renewed performance measurement framework based on research, and known best practices for managing, measuring, and analyzing performance;

- Completed a multi-year Summative Evaluation of the CFHS Response to the COVID-19 Emergency using a GBA Plus lens;
- Conducted a robust national strategy to capture institutional Lessons Learned throughout all phases of Operation LASER;
- Developed (with representation from key stakeholders) a draft Terms of Reference for the [Person-Partnered Care<sup>cxix</sup>](#) Advisory Committee as it is a key element to improving culture within the CAF healthcare system. In addition, Patient and Family Advisory Councils were stood up at various base/wing CFHS Centres to enhance engagement for patients, their families, and the chain of command, while respecting and protecting the patient's privacy rights, needs, and wishes;
- Launched a women's health and integrated health care for diversity capability to enhance and supplement existing CAF health care, fitness, and prevention efforts to better meet the needs of CAF women and diverse members. In addition, the department;
  - Initiated staffing of strategic level program and policy team as well as augmenting CAF health clinics with clinical and administrative staff to support women and diverse members;
  - Commenced review of best practices related to women's health care to enhance CAF member access to care and services; and
  - Introduced research and partner engagement activities dedicated to women and diverse member general health, well-being, and performance in the context of military occupations and demands.
- Continued to solidify the Health Services integrated governance framework including the refinement of key Health Services governance bodies, each with formalized decision tracking to positive effect as they reviewed submissions/items related to the management of the CAF military health system.

In FY 2022-23, the Canadian Armed Forces Transition Group:

- Continued to prioritize timely support for ill and injured members and their families working to reintegrate into their military duties or transition to civilian life. All CAF Transition Centres were staffed with dedicated Casualty Support Services representatives, where members could receive support for their specific needs during an illness or injury in collaboration with their home unit and their authorized health care provider;
- Continued to work internally and with its counterparts at Veterans Affairs Canada to enable a seamless transition for all CAF members. In FY 2022-23, DND/CAF increased digitization of transition services to enhanced the members' experience and facilitated improved digital integration between CAF and Veterans Affairs Canada. Work was conducted to improve alignment and collaboration along common priority areas such as member and veteran health support; education and career support; and research and analytics;
- Completed phases one and two of the new national Military-to-Civilian rollout plan. The new Military-to-Civilian service model includes access to personalized, standardized, professional support from a Transition Advisor, as well as new training materials to help members prepare for transition, and assistance with referrals to other key services according to the member's specific needs;
- Continued to build-up its data collection, performance measurement and evaluation capabilities in support of evidence-based decision making. In the past year, advancements were made in data collection and reporting on transition services delivered under the Military-to-Civilian model, as well as transition training, Return to Duty programs, and evidence mobilization from research; and
- Significantly increased engagement with external stakeholders via the [Military Transition Engagements and Partnerships<sup>cxixi</sup>](#) enabling capability layered into the existing service delivery functions of the CAF Transition Group that support improved outcomes for transitioning members and veterans across the seven Domains of Well-being, including employers, educational



institutions, research organizations and non-profits. Additionally, in FY 2022-23, a public-facing, web-based National Resource Directory was developed and launched to help facilitate connections between transitioning members and veteran-friendly external contacts.

**Canadian Forces Morale and Welfare Services**<sup>cxxxii</sup> continued to design, deliver, and evaluate essential support services to CAF members and their families. In FY 2022-23, they:

- Continued to deliver a broad variety of in-person and virtual services addressing members' mental, social, physical, and financial wellness. Through the Military Family Services arm, military families have had access to 32 Military Family Resource Centres across Canada, and outside Canada. In addition, military families have had access to a Virtual 32 Military Family Resource Centres that provide psychosocial, counselling, educational, and employment support programs, telemedicine, respite care, language training, and access to emergency grants. Specific examples of new initiatives include:
  - The establishment of the **National CAF Fitness Channel**<sup>cxxxiii</sup>; and
  - Standing up of a Women's Physical Wellness and Fitness program, which initiated the development of a Canadian Armed Forces pre-natal and post-partum fitness program as a priority activity for 2023.
- Continued to enhance evidence-based decision making by improving data maturity and performance measurement. For example, ethics board and leadership endorsement has been secured to expand data and analytics collection from physical performance outcome to also include key behaviours (Sleep, Physical Activity and Nutrition) at various levels of the CAF. In alignment with the department and enterprise Data Strategy, Military Family Services established a robust Data Strategy and research capability, including indicator monitoring for programs and services provision for military families; and
- Released a new CAF Sports Strategy in October 2022. This strategy provides a strategic framework and aims to align collective efforts in optimizing sport's contribution to mental, social, and physical wellness within the CAF. Key activities for 2023 includes increased grassroots programming, the submission of a final research report on Sports Program Impact, as well as enhanced program reporting.

Aimed at ensuring that the health and well-being of the Defence team is well supported, the Sexual Misconduct Support and Resource Centre (SMSRC) has delivered on the following activities in FY 2022-23:

- The Applied Research and Resource Team developed a research agenda that includes four studies at various stages of implementation designed to aid leadership in assessing, intervening, and preventing sexual misconduct hazards. The four studies include:
  - Sexual Misconduct in the CAF: A study of existing archival data designed to better understand risk factors related to sexual misconduct within the CAF. Data is currently being coded and preliminary findings are expected in FY 2023-24;
  - An evaluation of the building our future prevention program being implemented at the Royal Military College (Kingston, Ontario) to assess its short-term and long-term effectiveness;
  - An evaluation of the experiences of individuals accused of sexual misconduct within the CAF; and
  - A study of sexual behaviour within the CAF population.
- The SMSRC developed the first phase of the **Independent Legal Assistance program**<sup>cxxxiv</sup> to reimburse eligible legal expenses to those who have experienced military sexual misconduct. The launch of the program is expected in FY 2023-24;
- The new **Community Support for Sexual Misconduct Survivors Grant Program**<sup>cxxxv</sup> has broadened the scope of critical support services accessible to those affected by sexual misconduct in the defence community. These support services are now available to the wider defence community,

including families and veterans. It's the first call for applications was launched in Fall 2022. Successful funding recipients have been identified and publicly announced. 32 grant agreements have been established and payments were successfully issued in March 2023;

- The SMSRC successfully expanded its geographic reach through the hiring of personnel outside of the National Capital Region, specifically in British Columbia, other areas in Ontario and Quebec, New Brunswick and Nova Scotia. Staffing and program development continues in the other provinces/and territories to remove geographic barriers in accessing individualized services and to provide more comprehensive support to those directly and indirectly affected as both survivors and witnesses of military sexual misconduct across the country and around the world;
- The SMSRC programs were expanded to former CAF and DND public service employees late in 2021 (including sexual misconduct response and support services), and since then work has continued to expand further to other groups, including family members, Cadets, and Junior Canadian Rangers, all over the age of sixteen. The expansion to these groups is expected in FY 2023-24;
- The SMSRC developed a Peer Support Program model in consultation with people with lived experience of sexual misconduct that provided an overview of the various offerings that the final program would include. This was shared publicly in June 2022 while the first phase of the program was launched to offer an online group discussion board to those affected by sexual misconduct. Work continued on the development of formal group sessions that would be co-facilitated by a peer with lived experience and a mental health professional, in preparation for the pilot of this offering in FY 2023-24;
- The SMSRC completed the initial operating capacity phase of implementation of the [Restorative Engagement program](#)<sup>cxxxvi</sup>. The program supported survivors of sexual misconduct (class members) who submitted a claim as part of the CAF-DND [Sexual Misconduct Class Action Settlement](#)<sup>cxxxvii</sup>. During this time, the program contacted an initial group of class members and multiple engagements were held. The Restorative Engagement program aims to create opportunities for class members to be supported in sharing their experiences, knowledge, and understanding of sexual misconduct and its causes and impacts. It also created opportunities for defence representatives of the DND/CAF to acknowledge, understand, and learn from what class members share, and to act, in real time, to contribute to changing the culture that enables and supports sexual misconduct. The Restorative Engagement program captured lessons learned and solidified the procedures, processes, resources, supports and systems in place to scale up service delivery; and
- The SMSRC, with the assistance of Statistics Canada, launched the third iteration of the [Survey on Sexual Misconduct in the Canadian Armed Forces \(SSMCAF\)](#)<sup>cxxxviii</sup>. Results from this survey will be available in late FY 2023-24 and will be used to develop initiatives and to monitor the CAF's progress in addressing sexual misconduct.

## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
3.2 The health and well-being of the Defence team is well supported	% of military personnel who are medically fit for their occupation	At least 90%	31 March 2023	87%	87.1%	Results not available*
	% of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for service members and their families	At least 85%	31 March 2023	54.4%	34.4%	Results not available*
	% of Canadian Armed Forces members who feel positive about their job	At least 71.5%	31 March 2023	67.4%	Results not available**	Results not available*
	% of civilian employees who describe the workplace as psychologically healthy	At least 80%	31 March 2023	66%	Results not available**	65%***

Notes:

\*The result is currently unavailable at this time.

\*\*A result for FY 2021-22 was not available due to low survey response rates, which made the results statistically invalid.

\*\*\*Ensuring that DND public service employees feel that their workplace is psychologically healthy continues to be a priority for DND/CAF. Efforts are ongoing to improve this result through the implementation of [The Defence Team Total Health and Wellness Strategy](#)<sup>xxxix</sup>.

Financial, human resources and performance information for the DND and CAF Program Inventory is available in the [GC InfoBase](#)<sup>cxl</sup>.

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

On 29 April 2021, the Minister of National Defence (MND) announced the launch of an [Independent External Comprehensive Review \(IECR\)](#)<sup>cxli</sup> of current policies, procedures, programs, practices, and culture within the DND/CAF, with the aim of examining harassment and sexual misconduct, identifying barriers to reporting, and assessing the adequacy of the response when reports are made. The review was conducted by the Honourable Louise Arbour, C.C., G.O.Q, former Justice of the Supreme Court of Canada, and she delivered her final report to the Minister of National Defence on 30 May 2022. The Minister welcomed all 48 recommendations in the report and announced that work to implement 17 of them would begin immediately while the Department of National Defence (DND) and the Canadian Armed Forces (CAF) worked to analyze and provide the path forward for the remaining recommendations. On 12 December 2022, MND tabled a report to Parliament indicating that she had directed DND/CAF to move forward on all the recommendations from the IECR.

As recommended by the IECR in October 2022, the Minister of National Defence appointed an External Monitor to oversee DND/CAF efforts to address sexual misconduct and harassment, and report regularly to the MND and established an External Comprehensive Reviews Implementation Committee to ensure this coordinated approach across the implementation of all recommendations.

The department's Chief Professional Conduct and Culture office takes a comprehensive, prevention-focused approach to culture change and conduct. It targets all forms of systemic misconduct with the aim of fostering an inclusive and diverse workplace and creating an environment where all Defence Team members can contribute and reach their full potential. The department has continued to support measures that provide timely and appropriate resolution of cases, with an emphasis on support to those who have been harmed, and on fairness and transparency. The department also examined different options related to external reporting mechanisms, such as complaints received at the OMBUDSMAN, the Sexual Misconduct Support and Resource Centre (SMSRC), Review Services and letters sent directly to DND/CAF, the Deputy Minister DM and MND. Consolidated answers are provided to the complainant and direction is provided to best address the issues.

The department continued to establish a framework that led to the achievement of the following tasks:

- Realigning responsibilities, policies and programs that address elements of systemic misconduct across DND/CAF through the implementation of the Act to amend the Canada Labour Code (CLC) Part II;
- Implementing of the Victim's Liaison Officer program in response to the amendments introduced with Bill C-77, An Act to amend the *National Defence Act* and to make related and consequential amendments to other Acts;
- Improving technology, data applications, and service delivery in line with the Complaints Process Transformation project to change the complaints system experience within the Defence Team for clients and decision-makers;
- Providing greater agency to, and support mechanisms for those who have experienced sexual misconduct and a culture framework that holistically tackles all types of discrimination, harmful behaviour, biases, and systemic barriers. As such, CPCC has been supporting the review of all external recommendations and the integration of the Declaration of Victims Right into the Code of Service Discipline within the *National Defence Act*. These efforts include the creation of training and education materials related to sexual misconduct and updated policies;
- Implementing the use of weekly dashboards to report sexual misconduct incidents and trends to senior CAF leadership assisting decision makers in the development of policy and training for the prevention of sexual misconduct;
- The Defence Team initiated development a public-facing Conduct and Culture Data and Resource Hub that would deliver on three specific key objectives:
  - Transparency about Defence Team culture change efforts;

- Alignment with external report recommendations; and
- Support Government of Canada priorities related to Open Government.
- Developed a conceptual framework and draft strategy for organizing and aligning culture change across the Defence Team. The Culture Evolution Framework, approved in December 2022, sets out a three-tier framework that includes culture strategy, action mapping, and results measurement and activity monitoring components to enable consistent and aligned culture efforts. The framework emphasizes diversity and inclusion as sources of strength and flexibility and adopts a vision of building a Defence Team where every member is valued for their knowledge, skills, and lived experience, has a sense of belonging, and has the opportunity to achieve their full potential and contribute to operational readiness and effectiveness.

During the last few months of FY 2022-23, the department worked on evolving the Culture Evolution Framework into an initial Culture Evolution Strategy. This work included extensive research and consultation. Building on the vision and strategic objectives of the initial framework, the draft Culture Evolution Strategy provides detailed guidance and support in building tailored, people-focused culture evolution plans and practices from the top-level organizations down to small teams. It establishes baseline enabling capabilities, including an enhanced and more integrated Gender-based Analysis Plus (GBA Plus) into the core business processes as an enterprise approach. The strategy establishes an evergreen approach to culture, constantly incorporating new inputs and insights, and establishing an annual review to update organizational plans to respond to the evolving state of culture. Development of the strategy will continue in FY 2023-24.

Culture change is an evolutionary process, requiring an iterative and incremental approach. The Culture Evolution Strategy also links all levels of DND/CAF to supporting programs, services, tools, practices, and approaches to help them build a positive, healthy and supportive culture aligned with the overall Defence Team vision and direction. The strategy includes the development of a public-facing culture measurement dashboard that draws on a wide variety of data sources to capture and present key outputs and indicators of culture outcomes.

The department established a conduct and culture engagement framework that laid out the vision, application, objectives, principles, and requirements to support a renewed approach to external engagements in support of the Defence Team's efforts to evolve organizational culture and strengthen professional conduct. The Framework promotes a culture of "engagement-by-default" for which the organization proactively and consistently engage partners external to the Defence Team on relevant activities. Throughout FY 2022-23, the Defence Team further evolved the Framework for External Conduct and Culture Related Engagement. Enhancements include:

- Added the provision of trauma-informed analysis;
- Adjusted language to ensure clear understanding by all Defence Team members and external stakeholders;
- Expanded the meaning and intent behind the use of the word "safety" to clarify what constitutes a safe environment in an organization where physical safety is not always guaranteed;
- Reframed the engagement process to be more connected and continuous as a whole; and
- Emphasized that feedback and communication are key in maintaining meaningful relationships with our stakeholders and partners.

The Defence Team continued to conduct extensive consultation sessions with military members and public service employees to listen and learn from people with lived experiences and expertise. These sessions reported in the departments [Department Results Report 2021-22](#)<sup>cxliii</sup> informed the Defence Team Conduct and Culture Consultation Summary Report, which was published in November 2022. Since the initial round of engagements, the Defence Team has conducted informal consultations with over 4 000 more members and employees.



The department reviewed the recommendations of the consultations associated with the CAF-DND Sexual Misconduct and LGBT Purge class actions and developed a departmental implementation plan.

The department continued work to determine how to implement recommendations from consultations for supporting and improving gender representation and diversity across the Defence team.

The department continued to endorse the diversity and inclusion values of Canadian society through its commitment to the *Employment Equity Act* and CAF annual report, the *Multiculturalism Act* and annual report and the release and implementation of an updated and aligned CAF Employment Equity Plan.

During FY 2022-23 the department:

- Continued to develop and advance focused and Gender-based Analysis Plus (GBA Plus)-informed recruitment initiatives (campaigns, events, and priority processing) for women, as well as special measures to ensure that all qualified women applicants are selected and additional occupation positions for women are established if needed. Furthermore, applicants experienced, on average, a 20 percent reduction in the amount of time from application to enrolment. Female applicants represented 14.5 percent of the total CAF enrollees. On the modernization front, DND/CAF sought to acquire technology that supports data driven insights (analytics) to better understand where the diverse talent is located and then target those areas through marketing. Further, policy was reviewed with a Diversity, Equity, Inclusion, and Belonging lens to ensure there are no systemic barriers that are preventing women applicants to join the CAF, especially in non-traditional roles;
- Continued development and updating equity, diversity and inclusion principals in the CAF-centric People Strategy (formerly Human Resources Strategy) currently scheduled for release in the winter of 2023-24;
- Improved education and training opportunities, enabling each organization within the CAF to progress diversity and inclusion initiatives through their human resources management practices;
- Ran the Positive Space Ambassador course which provides in person/virtual training to Defence Team Members who wish to volunteer as Positive Space Ambassadors. Positive Space Ambassadors offers peer to peer assistance for all members of the Defence Team, inclusive of Two-Spirit Lesbian, Gay, Bi-Sexual, Transgender, Queer/Questioning, Intersex (2SLGBTQI+) and non-2SLGBTQI+ community members, where they can create networks and seek information. Positive Space Ambassadors are not counsellors but are peer-helpers who act as frontline support for CAF members and the DND community regarding 2SLGBTQI+ topics. During FY 2022-23, 78 sessions were provided throughout the DND/CAF;
  - Conducted 1 beta training session of the Positive Space Executive Experience within the department prior to rolling it out in FY 2023-24. The Positive Space Executive Experience course provides a safe space for senior leadership to collaborate and learn about Positive Space Program, and their role in implementing policies and actions for safer and more inclusive workspaces; and
  - Launched the new training, Positive Space Program Micro-Learning Stats – The micro learning series is available through the Defence Learning Network 3.0 and provides awareness of the Positive Space Program and various components as they relate to inclusion and 2SLGBTQI+ topics, such as history, terminology, pronouns, becoming an ally, compassionate communications, etc. During FY 2022-23, 1,056 people completed various courses within this training set.

The Canadian Army (CA) focused culture change priorities on three clusters of programs and activities in FY 2022-23 the CA:

- Created a Professional Conduct and Culture section at the CA headquarters to support various culture and conduct initiatives. Efforts to dedicate resources to support professional conduct and culture initiatives across the CA continued;
- Issued updated direction to the CA Initiating Directive for Professional Conduct and Culture Change ([CAF Ethos: Trusted to Serve implementation<sup>cxliii</sup>](#)) in May 2022;

- Implemented an Instructor Development program which provides instructors with soft skills and knowledge to develop safe and positive learning environments that are inherently inclusive;
- Held courses where professional conduct and culture were key themes on Unit and Formation Command Team Courses. Several guest presenters (including Commander Chief Professional Conduct and Culture) were invited and presented on topics related to Professional Conduct and Culture and change initiatives;
- Provided candidates for Victim Liaison Officer training who are available to the whole of CAF as required. The CA also provided Victim Rights and summary Hearing awareness training to its members; and
- Introduced a non-affiliated member RCAF female General Officer to the membership of the selection board(s) as part of the CA succession selection process to enhance transparency, while introducing varying/diverse perspectives on the succession selection process.

Indigenous Summer Programs partnered with Indigenous leaders<sup>cxliv</sup> to provide a blend of military training and Indigenous culture to hundreds of First Nations, Inuit, and Métis participants through programs across Canada: Black Bear, Raven, Bold Eagle, Carcajou, Canadian Armed Forces Indigenous Entry Program and Aboriginal Leadership Opportunity Year (ended summer 2022) all ran with a total of 211 candidates, of which a total of 164 graduated. A total of 63 candidates proceeded to join the Primary Reserves while 22 joined the Regular Force.

### Bold Eagle 2022



Candidates from the 2022 Bold Eagle program from 3<sup>rd</sup> Canadian Division Training Centre photographed at the 3<sup>rd</sup> Canadian Division Support Group detachment Wainwright, in Wainwright, Alberta, from 5 July to 11 August 2022.

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

Canadian Special Operations Forces Command (CANSOFCOM) established an enduring Command Culture Advisory Board and Unit Culture Advisory Teams and implemented concrete measures from its Command Culture Health Assessment to promote and sustain a healthy culture in CANSOFCOM. This encouraged transparency and empowered all of its members.

Harassment and discrimination prevention activities related to appropriate conflict and complaint management practices (awareness, outreach and training) will continue. Harassment and discrimination

complaints will be addressed in a timely manner through simplified formal harassment complaint procedures that are consistent with the requirements set out in Part II of the Canada Labour Code (introduced as [Bill C-65<sup>cxlv</sup>](#)).

In FY 2022-23 the department:

- Stood up the Workplace Harassment and Violence Prevention Regulation under the Canada Labour Code;
- Promoted the Directive on [Workplace Harassment and Violence Prevention<sup>cxlvi</sup>](#) and initiated workplace assessments across the department;
- Developed and implemented mandatory harassment training;
  - Harassment and Violence Prevention for Employees - for all Defence Team members;
  - Harassment and Violence Prevention for Managers and Committees/Representatives - for supervisors and managers and Health and Safety representatives; and
  - Preventing Harassment and Violence in the Workplace for Designated Recipients -for the Designated Recipient.
- Put in place a DND Designated Recipient Team to whom notice of an occurrence can be submitted when it is unsuitable for it to be submitted to the manager or supervisor;
- Created an interim policy to support the implementation of the Workplace Harassment and Violence Prevention Regulation and its application within DND;
- Continued to deliver awareness briefings, training; and
- Provided alternative dispute resolution services, for the prevention and resolution of harassment and discrimination.

DND/CAF has defined the Defence Team anti-racism efforts as part of an overall Call to Action for the Government to address systemic barriers and historical harms, by evolving the practices, policies and mindsets that have harmed not only racialized members but the institution. In FY 2022-23, work began on the development of an Implementation Framework to address recommendations from both the Minister of National Defence Advisory Panel on Systemic Racism and Discrimination Report and the National Apology Advisory Committee for the No. 2 Construction Battalion Apology. A working group on anti-racism was stood up to coordinate the review and prioritization of initiatives and overall strategic approach in supporting institutional evolution in this area.

The 2022-23 [Deputy Minister Commitments on Diversity and Inclusion<sup>cxlvii</sup>](#) served as a cornerstone for the department as it moved towards a workforce that better reflects Canada's diversity and values through improved representativeness, inclusiveness. Numerous efforts to remove bias and barriers and to advance systemic change within the spheres of recruitment and retention were undertaken.

DND has seen a steady increase in the recruitment of individuals from Employment Equity seeking groups over the past three years. Of those hired in FY 2021-22, 88 percent were still with DND as of 31 March 2023. This retention rate compares well to the overall share of DND employees hired during the same period who were employed as part of the Team a year later (89 percent).

The department increased recruitment and retention of equity-seeking groups and identified opportunities to support diversity and inclusion during FY 2022-23 and the results have been enabled by:

- Partnering with equity-seeking communities to attract and retain new talent that reflects Canada's diversity and to review hiring processes to ensure they are culturally sensitive and barrier-free;
- Identifying biases and barriers to be removed from advertised processes and assessment tools:
  - Undertook a thorough review of assessment criteria to remove limitations and to ensure use of inclusive and common language;
  - Revised/barrier-free indicators for competency assessments were developed; and

- Implemented flexible assessment strategies, to provide all applicants with the opportunity to perform to the best of their abilities. When possible, candidates are now given a choice of how they prefer to be assessed with innovative and culturally inclusive approaches leveraged.
- Taking steps to support the increased attraction and recruitment of neurodivergent candidates by designing flexible assessment methods, piloting new interview formats, and by ensuring all sub-delegated managers took mandatory training from the Canada School of Public Service on [Inclusive Hiring Practices for a Diverse Workforce](#)<sup>cxlviii</sup>;
- Leveraging the [Diverse Selection Board Inventory](#)<sup>cxlix</sup> for all DND selection processes. It leverages the Public Service Commission's diverse assessment board guidance tool and other relevant resources to foster inclusion. The inventory now includes 114 members from a variety of equity-seeking groups, following successful outreach efforts designed to increase awareness and promote its use;
- Guided by the [Many Voices One Mind](#)<sup>cl</sup> Strategy, the DND-led Executive level 01 (EX-01) Departmental Indigenous Recruitment Campaign resulted in a pool of fully qualified Indigenous employees with appointments made within DND and in other government departments thereby contributing to increasing diversity among executives across the Federal Public Service;
- DND implemented "mandatory organizational need" on job postings for all staffing processes, which means that hiring managers were encouraged to consider candidates who have self-declared as members of an Employment Equity group ahead of other candidates. The department also began developing a new applicant portal for students, military spouses, veterans, and other applicants that may allow managers to connect more seamlessly with qualified candidates from equity-seeking communities. Staffing advisors have also encouraged managers to remove mobility barriers and leverage telework opportunities, where feasible, to increase opportunities for Indigenous Communities. DND has included acceptable alternatives for education in hiring processes, which has resulted in the removal of educational barriers, thereby promoting more inclusive hiring practices;
- DND continued the departmental Executive Development Program which is an individualized one-of-a-kind leadership development program aimed at supporting a diverse group of high-potential and high-performing equity-seeking leaders as they develop the knowledge, skills and competencies required to take the next step into the executive cadre, welcomed its second cohort of fifteen participants in FY 2022-23;
- DND launched the Mentorship and Allyship Pilot Program for Public Service Indigenous, Black and other racialized Defence Team members. The program is designed to support career progression for mentees with EX-level mentors and allies while fostering greater equity, diversity, and inclusion within the department. An Indigenous Career Navigator program was also launched specifically to support the career development for Indigenous employees;
- Implementing actions identified in the overarching Civilian Diversity and Inclusion Action Plan (CDIAP) continued alongside organization-level Employment Equity Diversity and Inclusion Action Plans. An interim CDIAP is expected to be reviewed and revised for promulgation in 2023-24 to build on lessons learned and to focus DND on increasing accountability for growing diversity within the public service population; and
- Initiating a Public Service Employment Systems Review to identify and remove barriers impacting employees from designated employment equity groups. Findings are expected in FY 2023-24 and will inform a strategic review of the CDIAP going forward to ensure DND is working towards overcoming and eliminating barriers to equity seeking groups.

DND/CAF fostered inclusive leadership throughout FY 2022-23 which included:

- Fostered inclusive leadership as an important part of culture evolution within the Defence Team. Initiatives such as the Visible Minority Recruitment Campaign and the Indigenous Recruitment Campaign have increased the diversity of the public service executive cadre, as have the

continued use of the Executive Development Program to build a diverse and representative executive talent pipeline, along with participation in the federal public service-wide Mosaic Leadership Development Program;

- Hosted an Executive Town Hall on combatting anti-Black racism with an executive panel discussion on accessibility and inclusion with senior leaders which had a profound impact on participants. Partnering with APEX on the Brave Space Onboarding Pilot, a series of bilingual small-group discussions, to equip two cohorts of 8 to 12 newly appointed Defence executives to be successful in their roles; creating a peer network; and mandatory unconscious bias training are other examples of ways Defence is working to foster a culture of inclusive leadership across the entire executive cadre;
- Required all sub-delegated managers to complete the Canada School of Public Service's Unconscious Bias training as well as [Inclusive Hiring Practices for a Diverse Workforce](#)<sup>cli</sup>; and
- Worked to de-stigmatize discussions across the leadership community on racism, accessibility, and inclusion over the course of FY 2022-23. Examples of facilitated group discussions that raised the themes of unconscious bias and systemic racism include an Executive Town Hall at which an expert on critical implicit bias, engaged the EX community in an open discussion on combatting anti-Black racism; and, an EX Virtual Power Hour session with senior leaders from across the Government of Canada, which was attended by 55 DND executives, where the focus was accessibility and inclusion.

Additional Human Resources results can be found in the [Internal Services Results](#) section of this report.



## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and the target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
3.3 The Defence team reflects the values and diversity of Canadian society	% of the Canadian Armed Forces (CAF) who self-identify as a woman	At least 25.1%	31 March 2026	16.3%	16.3%	16.5%*
	% of civilians in the Defence team who self-identify as a woman	At least 44%	31 March 2023	41.3%	41.5%	42.4%**
	% of the Canadian Armed Forces (CAF) who self-identify as a visible minority	At least 11.8%	31 March 2026	9.5%	10.8%	12.0%
	% of civilians in the Defence team who self-identify as a visible minority	At least 11.4%	31 March 2023	9.98%	9.6%	Results not available***
	% of the Canadian Armed Forces (CAF) who self-identify as an Indigenous person	At least 3.5%	31 March 2026	2.8%	2.9%	3.1%*
	% of civilians who self-identify as an Indigenous person	At least 4.2%	31 March 2023	3.41%	3.2%	Results not available***
	% of the Canadian Armed Forces (CAF) who self-identify as victims of harassment	11.9% or less	31 March 2023	15.5%	20.8%	24.0%****
	% of civilians who self-identify as victims of harassment	10% or less	31 March 2026	12%	Results not available*****	14.0%****
	% of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination	9.2% or less	31 March 2023	14.5%	14.8%	15.7%****
	% of civilians who self-identify as victims of discrimination	5% or less	31 March 2026	7%	Results not available*****	8.0%****
	Annual number of reported incidents of sexual misconduct in the Canadian Armed Forces	To be determined	To be determined	431	444	443
	Number of Canadian Armed	To be determined	To be determined	1,224	650	2,164

	Forces members who have attended a training session related to sexual misconduct					
	% of civilians in the Defence team who have completed mandatory harassment training	At least 85%	31 March 2026	31%	78.6%	74%*****
	Annual number of reported incidents of a sexual nature within the Defence Team civilian personnel	To be determined	31 March 2023	Results not available New indicator as of 2020–21	24	16
	% of CAF members who agree that culture in the CAF surrounding sexual misconduct has improved in the last 12 months	To be determined by 31 March 2024	Results not available New indicator as of 2022-23	Results not available New indicator as of 2022-23	Results not available New indicator as of 2022-23	Results not available
	% of CAF members who agree that CAF currently reinforces a culture of mutual respect, honour and dignity	To be determined by 31 March 2024	Results not available New indicator as of 2022-23	Results not available New indicator as of 2022-23	Results not available New indicator as of 2022-23	70%

## Notes:

\*Meeting the representation goals for the CAF continues to be an ongoing challenge. The CAF with CPCC continues to review EE alongside culture change initiatives to improve the CAF and reflect the values and diversity of Canadian society. Of note, the Canadian Forces Employment Equity Plan 2021–26, continues to be the CAF deliberate response to increase representation rates of designated groups through the elimination of EE barriers

\*\*The representation of DND public service employees who self-identify as a woman has steadily increased over the past six years. Efforts are ongoing to reduce the gap between the actual representation and the Workforce Availability target of 44%

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

\*\*\*\*Increases in reporting do not always indicate an increase in instances. Instead, there may indicate an increase in the number of victims coming forward and trusting that the system will support and address their concerns and issues.

\*\*\*\*\* A result for FY 2021-22 was not available due to low survey response rates, which made the results statistically invalid.

\*\*\*\*\*The gradual reduction of socializing the mandatory harassment training over time, coupled with the impact of on boarding new employees and compliant employees leaving, has contributed to a missed the target this year.

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

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

The Canadian Forces Morale and Welfare Services organization continued to enhance the well-being and resilience of military families at home and abroad by providing a wide variety of in-person and virtual services through the Military Family Services Program. For example, the [Virtual Military Family Resource Centre<sup>cliii</sup>](#) is a confidential, personal, bilingual and free service that offered information, support, referrals, virtual counselling, and crisis management to the military community, including military families. Other services delivered by the Virtual Military Family Resource Centres include spousal employment network and career fairs, telemedicine licenses for relocating families, and crisis text service through the Kid's Help Phone. Military relation support has been a key focus area for the military family services programs, including the challenges they face as they transfer between jurisdictions, in areas of health care, dependent education, daycare, and spousal employment. The Military Family Doctor Network and Telemedicine is but one example on how this challenge has been addressed.

The CAF continued to formalize the relationship with Federal, Provincial, and Territorial partners in support of military families. The Seamless Canada Steering committee, including delegates from all provinces and territories, signed the official Terms of Reference in June 2022 and endorsed a supporting governance framework in December 2022, signifying the commitment of the provinces and territories to military families. Working groups continued to address the mobility challenges faced by military families as they transfer between jurisdictions, focusing on spousal employment, health care, child and youth education.

The departments policy group supported the Military Personnel Command (MPC) by providing intergovernmental advice based on federal-provincial-territorial best practices: in the development of the new governance structure, the semi-annual meeting and the launch of the first Seamless Canada working group in February 2023. The departments policy group engaged all provincial/territorial jurisdictions prior to the launch of the working group to ensure appropriate representation and participation by Subject Matter Experts (SME).

Continued to expand the [Military Spouse Employment Initiative \(MSEI\)<sup>cliv</sup>](#) Program to improve the utilization and professionalization of the program by:

- The Military Spouse Employment Initiative (MSEI) continued to be an important part of how DND supports military families and CAF members. Work continued over the past year to communicate the initiative to military spouses across the country with an increased use of social media, direct outreach, and information events; and
- A broader representation of professional work streams was added to the MSEI in the fall of 2021 which had a follow-on impact of greater candidate representation in FY 2022-23. These changes simplified searches and matches by broadening the representation of the skillset and experience of the available candidate pool. An Action Plan was developed in FY 2022-23 to assess language and competencies and will be implemented in FY 2023-24. These changes will advance efforts to support agile and flexible hiring of military spouses.

## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and the target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
3.4 Military families are supported and resilient	% of Canadian Armed Forces families who feel they meet the challenges of military life	At least 85%	31 March 2023	87.6%	Results not Available**	81.7%*
	% of Canadian Armed Forces members who are satisfied with the overall support their family receives from the Canadian Armed Forces	At least 85%	31 March 2023	67.4%	58.5%	Results not available***

### Notes

\*As the Quality of Life (QOL) Survey is being administered every 3-4 years, the data reflects the 2021-22 results for the survey administered Spring 2022 to Fall 2022. The next QOL Survey is not expected until 2026. The baseline cannot be calculated until we have the 3<sup>rd</sup> data point after the 2026 Survey.

\*\*A result for FY 2021-22 was not available due to low survey response rates, which made the results statistically invalid.

\*\*\*For FY 2022-23 the data source is 2023 Defence Ethics Survey. However, the result will not be available until the Fall 2023 as the survey is still being administered. As the response rate is low, there is a concern with the self-selection (that fewer people who have responded are not representative of the CAF population), thus data collection is ongoing. In the future this will be assessed using the Your Say Matters (YSM) Survey (administered every two years) and Your Say Survey (on the years that the YSM is not administered).

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

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

In FY 2022-23, the department continued to implement the Management Action Plan in response to the Evaluation of the Cadets and Junior Canadian Rangers (Youth Program) conducted in 2020. In FY 2022-23, the program:

- Began the implementation of a performance measurement strategy to define and measure outcomes to support evidence-based decision-making; and
- Continued to focus on re-growth initiatives following the COVID-19 pandemic by directing resources to core programming and expanding reach in local communities, mitigating skill gaps with recertification training, and creating opportunities that are accessible, agile, and affordable.

Valcartier Cadet Training Centre



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

Photo: CAF photo.

#### Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
3.5 Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood	% of the target Canadian youth population that participates in Cadets and Junior Canadian Rangers	At least 2%	31 March 2023	2.02%	1.73%	1.58%*

Notes:

\*Administrative validation to internal Cadet membership databases following the COVID-19 pandemic took place this FY and contributed to decline in results as the true impact of COVID-19 on cadet participation was identified. Re-growth following the pandemic commenced in fall 2022 with considerable increase to Cadet population each month. Expect to see increase in the Program Outcome Indicator (POI) % during FY2023-24 results.



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

### Budgetary financial resources (dollars)

The following table shows, for Defence Team, budgetary spending for FY 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 Planned spending	2022–23 Total authorities available for use	2022–23 Actual spending (authorities used)	2022–23 Difference (actual spending minus planned spending)
3,738,769,207	3,738,769,207	3,902,071,414	3,914,692,450	175,923,243

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

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for FY 2022–23.

2022–23 Planned full-time equivalents	2022–23 Actual full-time equivalents	2022–23 Difference (actual full-time equivalents minus planned full-time equivalents)
19,467	18,728	(739)

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

## Future Force Design

### Description

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

### Results

The future security environment presents a vast array of complex defence and security challenges that transcend national borders. To keep pace with our allies and potential adversaries, it is imperative that the Canadian Armed Forces (CAF) prioritizes efforts to design our future force.

In FY 2022-23, the Department of National Defence (DND) and the CAF continued to support the ongoing implementation of *Strong, Secure, Engaged (SSE): Canada's Defence Policy*<sup>clix</sup> through effective innovation. Highlights from FY 2022-23 include:

- DND/CAF continued to invest in experimentation and exercises to demonstrate various technologies and to facilitate the transition of these technologies;
  - 2 PPCLI Exercise FRIGID KAPYONG 2023 (Ex FK 23): Collected injury data for those involved in genomics study;
  - Canadian Forces School of Survival and Aeromedical Training (CFSSAT) Air Operation Survival – Arctic Aircrew (AOS-AA 2201 and 2202): [Attended and collected data on CFSSAT](#)<sup>clix</sup>;
  - Exercise GUERRIER NORDIQUE 2023 (Ex GN 23) - Data collected and analyzed; and
  - Operation NANOOK-NUNALIVUT 2023 (Op NA-NK 23) - Data collected and analyzed.

The department engaged with key allies, including the United States, the United Kingdom, Australia and France, to increase cooperation. Initial engagements with the Republic of Korea were also undertaken and a new Memorandum of Understanding signed to allow collaborative activities. A promising dialogue with Japan was also initiated. As cooperation is defined DND/CAF will support Continental Defence as well as shape its involvement with Indo-Pacific partners. DND/CAF has also led international discussions to shape the climate security Science and Technology (S&T) ecosystem and cooperative work with North Atlantic Treaty Organization (NATO) allies. In Canada stronger cooperation governance has been established with the National Research Council Memorandum of Understanding which is leading towards Research and Development (R&D) activities. The department has also led strategic engagements with allies, industry, Other Government Departments (OGD) and academia on targeted areas such as quantum, cyber, Artificial Intelligence, climate change and security, as well as space research through a specialized workshop series, speaking engagements, the use of specialized partnership vehicles with universities (Royal Military Colleges of Canada), and the stand-up of the Cyber Security Innovation Network program.

Industry during CANSEC 2022, Canada's largest Global Defence and Security Trade Show, sponsored by Canadian Association of Defence and Security Industries. DND and CAF held an external stakeholder engagement session in November 2022 to communicate its program of work. DND/CAF has actively developed a pan-Canadian outreach program to universities, businesses and Centres of Excellence on quantum through specialized jointly funded collaboration efforts with National Resources Canada. Additionally, on Climate and Security DND/CAF has led NATO's Collaborative Program of Work in mobilizing 16 countries and their respective academic institutions and industries.

Over five years, starting in FY 2021-22, significant investments have been and will be made to support the research and development aspects of North American Aerospace Defence Command (NORAD) modernization. The initial investments of which have laid the groundwork for North American Aerospace Defence Command's (NORAD) future through the exploration of cutting-edge technologies that can deter,

detect and defend against evolving threats to the continent. More specifically, investments have been made in the following areas:

- Applied research on system-of-systems solutions for NORAD modernization. DND/CAF has completed initial siting analyses needed to generate requirements for and progress the Arctic Over-the-Horizon Radar (OTHR), Polar OTHR, and Crossbow programs;
- Research and demonstration of next generation digital high-resolution space-based radar;
- Research in defence against hypersonic and missile threats; and
- Research and development for space Low-Earth Orbit architectures.

Many procurements and other associated Research and Development (R&D) activities were started during the FY 2022-23. Successful trials with long range underwater autonomous vehicles for Maritime surveillance continued to progress.

Moreover, in January 2023, the Government confirmed that Canada will procure 88 F-35 advanced fighter aircraft. These capabilities are central to enhancing the CAF's domain awareness, mobility, and reach in the Arctic.

Through collaborative work with NATO, DND/CAF has developed wargaming technologies and experiments that allowed assessing force design concepts for intermediate force capability that would enable below lethal force military response in hybrid grey zone conflict (where "hybrid" is defined as using means such as information operations, cyber-attacks, economic pressure, deployment of irregular and regular forces and "grey zone" is defined as below the threshold of armed conflict).

To enable the modernization of operational sustainment and strengthen linkages between Institutional Sustainment and Operations Support, DND/CAF developed an Operational Sustainment Modernization Strategy. The strategy introduces three common pillars within the Sustainment Enterprise: Institutional Sustainment, Operational Sustainment and Operational Support. Operational Sustainment is focused on the sustain function in the CAF Joint Force Development, Force Management, and strategic sustainment. The strategy provides a common framework that will be leveraged to modernize the CAF's joint enabling capabilities: Joint Logistics, Health Services, Royal Canadian Electrical Mechanical Engineers, Communications Information Systems, Military Police, and Joint General Support Engineers. The first tranche of the Operational Sustainment Modernization Strategy focuses on Joint Logistics modernization, which closely aligns with several ongoing DND/CAF enterprise modernization initiatives, such as Defence<sup>x</sup>.

The CAF Digital Campaign Plan was developed and published in June 2022 outlining the imperatives and objectives for its digital transformation. A digitally transformed CAF will be interoperable with our allies and partners, and capable to operate in a digital world. Implementation of CAF digital transformation was executed through the Vice Chief of the Defence Staff's Directive for CAF Digital Transformation (31 May 2023) which directed tasks to affected DND/CAF organizations and established key timings and dates for activities directly associated with advancing the CAF from digitally "aware" to "enabled" by 2025.

Assessments of the long-term future operating environment help to determine the likely characteristics of future conflict, warfare, and warfighting. Future operating environment analysis accounts for both adversary and allied considerations. These assessments help to maintain a measure against which Canada must pace military capability development. To keep pace with our allies, outpace our potential adversaries, while ensuring that NORAD and NATO commitments are met, it is imperative that the CAF force development and design processes are optimized for the most efficient and effective use of national resources.

DND/CAF force development and design activities have continued with the implementation of SSE. These force development and design activities and processes included foresight and concept development, the Joint-level Capability Based Planning Process, intra-departmental alignment, and validation through different governance bodies such as the Defence Capability Board and the Independent Review Panel for Defence Acquisition, and the publication of core documents, in particular the Capability Based Planning Final Report and the Force Capability Plan. The Strategic Experimentation

Account ensured central linkages to functional and service-level experimentation were maintained, and force structure analysis contributed to the optimization of CAF personnel resources and organizational structure.

With new capabilities comes the need for employees with special skill sets. The Cyber Operator military occupation was created and initial occupation training is at steady state. Focus continued to be placed on the development of specialty courses and career progression to mature the operator trade. Launched 2 years ago, a study to review the feasibility of a Cyber Officer occupation continued in FY 2022-23 with the completion still anticipated for FY 2024-25.

DND/CAF also continued to utilize its human resources processes to provide a flexible and integrated cyber force of both military and public service personnel. In addition to the Cyber Operator occupation development, specific positional investments were planned for FY 2022-23 as part of the ongoing personnel build strategy that was allocated to positional pressures in SSE initiative 88 (Active Cyber Operations) and intelligence in support of cyber operations. Taken together, the continued refinement and maturation of the cyber forces in the aspects of attraction, recruitment, training, and career growth assured a pan-DND/CAF sustainable capability to meet the SSE requirements.

Further, the Defence Team continued the development of Joint Intelligence Surveillance and Reconnaissance (JISR) via [the CAF Joint Operations Fusion Lab<sup>clxi</sup>](#). Located at the Canadian Joint Warfare Centre in Ottawa, Ontario, the Joint Operations Fusion Lab provides a venue for operational research and analysis, testing, modeling, simulation, trials, and experimentation to deliver modern operational solutions to complex problems. Enabling integration and knowledge sharing, the lab will support the evolution and interoperability of new concepts and technologies within the Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance context, with the goal of eventually serving as the test bed for the National Defence Intelligence Operations Centre.

To more seamlessly operate and share information at the strategic, operational and tactical level with key allies and partners, DND continued the modernization and strengthening of its interoperability capabilities. Investment of time, personnel and funding supported this effort and included:

- Enhancements and expansion of the NATO SECRET Wide Area Network;
- Investment in the NATO Federated Mission Networking framework;
- Coordination with NATO and its Communications and Information Agency on the Alliance Federation of Services effort; and
- A Canadian expansion of its Battlefield Information, Collection, and Exploitation System.

With the passage and coming into force of the [Communications Security Establishment Act<sup>clxii</sup>](#) and the creation of the Canadian Centre for Cyber Security, new opportunities for collaboration within the Government of Canada are now available. The CAF continued to develop flexible, integrated cyber forces in partnership with other Government of Canada stakeholders and in support of Government of Canada and DND/CAF objectives.

### Exercise GUERRIER NORDIQUE 2023



U.S. Army and Canadian Soldiers practiced and conducted tactical insertion on an open ice skiway delivered by an LC-130 Hercules skiplane of the 109<sup>th</sup> Airlift Wing, New York AirNational Guard, on frozen oceanic Arctic ice near Cornwallis Island, Nunavut, Canada, 15 March 2023.

### Gender-Based Analysis Plus

As capabilities development is modernized in traditional domains and as new domains are added, intersectional gender perspectives will be critical to the development of effective in-spectrum and cross spectrum success. Early efforts have been included in Defence policy such as the Mobilizing Insights in Defence and Security (MINDS) program, Defence innovation such as the Innovation for Defence Excellence and Security (IDEaS) program and in capability-based planning and development cycles. In FY 2022-23, MINDS and IDEaS programs continued to advance equity, diversity, and inclusion in day-to-day activities, decisions and partnerships choices. The MINDS and IDEaS application and evaluation processes include GBA Plus requirements and point-rated criterion.

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

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

Defence has committed to contribute its expertise to progress advance the recently announced development of the [NATO Climate Change and Security Centre of Excellence \(CCASCOE\)](#)<sup>clxiii</sup> in partnership with Global Affairs Canada (GAC) (discussed above).

Specifically, in FY 2022-23, the [Innovation for Defence Excellence and Security Program](#)<sup>clxiv</sup> (IDEaS Program) continued to work with Canadian innovators on the following challenges in support of United Nations SDGs:

- Goal 6 Water and Waste –“[Pop-up City: Integrating energy, water and waste management systems for deployed camps](#)”<sup>clxv</sup>. Launched under the Contest element, it aims to develop solutions to support the CAF’s relocatable temporary camps which are deployed in national and international operations. three innovators, including Terragon Environmental Technologies Inc., Research Corporation and SNC-Lavalin Integrated Utility Management System, were selected as the winners of Round three and the recipients of \$1.5 million contribution agreements to finalize the development of their prototypes throughout FY 2022-23. This contest is now entering its final Round, with prototypes to be tested by DND/CAF in FY 2023-24;



- Goal 7 Clean Energy – “[A Cold Wind Blows: Seeking Smaller, Ruggedized Wind Turbines for the Arctic](#)”<sup>clxvi</sup>. Launched under the Competitive Projects element, it seeks to address a DND need for ruggedized wind turbines for the Arctic, to reduce the reliance on diesel fuel-generated power. In FY 2022-23, projects led by the University of British Columbia and Eocycle Technologies Inc, were selected to receive an additional \$1 million in funding at the Component 1B stage, to further advance their solutions throughout FY 2023-24;
- Goal 9 Infrastructure and Innovation – “[Green Heat: Low carbon energy generation for heating existing buildings](#)”<sup>clxvii</sup>. Launched under the Test Drive element, the objective of this challenge is to acquire, install, and operate a large-scale low-carbon energy generation and storage system for heating an existing building. In FY 2022-23, a test building was selected at the Canadian Forces Base (CFB) Kingston, Ontario, where Black & McDonald began the design phase to install and operate their solution, with a complete cost of \$7.5 million over three years. This will assess the effectiveness and costs of such a technology for the modernization of and greenhouse gas (GHG) emissions reductions efforts for the entire DND infrastructure portfolio, thus contributing to the Government of Canada’s mandate that its building and facilities operations be carbon neutral by 2050;
- Goal 13 Climate Action – “[Less GHG emission on the Seas: Practical Solutions to Measure and Record Energy Consumption](#)”<sup>clxviii</sup>. Launched under the Competitive Projects element, it seeks innovative solutions to accurately measure fuel and load energy consumption and GHG emission data across the RCN fleet. At the beginning of FY 2022-23, four innovators were awarded contracts at the initial Component 1a stage (valued at \$900,000), to begin work on their proposed solutions. In addition, Land to Sea with low GHGs: Arctic eco-safe transit of personnel and cargo from ship to shore was launched in November 2022, focusing on solutions that can enable the safe transit of personnel and cargo from Arctic/Offshore Patrol Vessels (AOPV) in the absence of shore infrastructure, with an emphasis on minimizing GHG emissions; and
- Goal 14 Life Below Water – “[Under the sea: Real-time detection of marine mammals during sonar operations](#)”<sup>clxix</sup>. Launched under the Competitive Projects element, it seeks innovative solutions that can provide situational awareness of marine mammal presence to minimize the risk of harm from naval operations. In FY 2022-23, ten innovators were awarded contracts at the initial Component 1a stage (valued at \$2.3 million total), to begin work on their proposed solutions.

## Innovation

The IDEaS program has built DND/CAF capacity to support experimentation in a new and different manner. The program was designed to complement the DND internal research programs expertise towards solving defence and security challenges and will provide \$1.6 billion in financial and human resources over a 20-year period. IDEaS foster creativity and ingenuity in Canada by bringing together networks of experts, providing support and opportunities to innovators and by facilitating the integration and adoption of new capabilities for the CAF and public safety and security communities.

To date, the IDEaS program has initiated four unique Test Drives, with the following 3 projects having transitioned from the Competitive Projects stream:

- Sapper Labs was awarded a Test Drive contract valued at \$7.5 million for their Canadian Active Cyber Defence Platform solution capable of identifying the perpetrators of sophisticated cyber threats. Installation, configuration, and training was completed in December 2022, with the CAF now reviewing the results of these efforts.
- Ecopia was awarded a Test Drive contract valued at \$5.8 million for their [Map Engine solution](#)<sup>clxx</sup>. In FY 2022-23, the Canadian Forces Intelligence Command commenced its first phase of testing their technology; to detect, recognize, identify and track objects of interest using AI and machine learning.
- Terra Sense Analytics Ltd was awarded a Test Drive contract valued at \$8.9 million for their [Multimodal Input Surveillance & Tracking \(MIST\) technology](#)<sup>clxxi</sup> in May 2022. MIST is an integrated hardware and software AI solution that detects, tracks, and identifies multiple objects,

person and events of interest across multiple sensors. Training and testing is planned for FY 2023-24.

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

In FY 2022-23, the Defence Team undertook considerable work to advance the government-mandated review of Canada's defence Policy. Led by ADM (Policy), the department conducted an in-depth analysis of the current global security environment and its implications for Canada's defence policy, which also included consultation with partners and allies. The findings of this strategic analysis were disseminated in an Interim Report in 2022, which highlighted that increased global competition and volatility from major power competitors including Russia and China demanded increased investment in high-intensity capabilities and high-readiness at Defence. Based on these findings, the Defence Team identified the requirements to address these new emerging challenges.

In early 2023, ADM (Policy) also undertook a broad public consultation that involved Canadians, industry, international allies and partners, parliamentarians, defence experts, academia, and gender experts. To complement these targeted discussions, an online consultation portal was opened to the Canadian public between March and April 2023. Over 1500 submissions were received from across the country covering a wide range of defence and security issues, all of which were considered as part of the policy development process.

In response to an increasingly complex security environment iteration of force development processes is critical to ensure DND can deliver relevant and resilient armed forces. To this end, DND/CAF has approved and released Force Capability Plan (FCP) 2023, which describes the requirements of a relevant future force aligned with our current policy, concepts, and future operating environment. In addition to identifying capability gaps the FCP informs the implementation activities being undertaken by the CAF, which could result in identifying areas where further investment can be amended. During this reporting period the Concept for the Future Force was signed and disseminated, which describes necessary adjustments to the oversight and execution of our force development processes. Work has also commenced on the Future Warfighting Concept, which will better align future force development efforts with a vision of how the future CAF will operate.

DND continued to invest in experimentation and exercises to demonstrate various technologies and to facilitate the transition to the Canadian Armed Forces. DND has participated in several exercises that showcased Canadian unique capabilities included Air Operations Survival - Arctic Aircrew and Operation NANOOK.

The Canadian Army (CA) continued to advance capability development work on several projects and capabilities. The Joint Fires Modernization Project and Night Vision Systems Modernization projects both successfully entered the Definition phase in accordance with the Departmental Program and Submissions Work Plan. Additionally, three Urgent Operational Requirements (UOR) projects were injected into the program, which necessitated the re-prioritization of resources to move these initiatives from Identification through to Definition. The Portable Anti-Tank UOR, Air Defence UOR, and Counter Uncrewed Aerial Systems UORs were prioritized to support operations in Europe. The Land Intelligence, Surveillance, and Reconnaissance Modernization, Light Utility Vehicle and Domestic Arctic Mobility Enhancement projects were delayed because of affordability and costing data issues, and remain in Options Analysis, but are expected to progress into Definition in FY 2023-24.

The RCAF Future Aircrew Training (FAcT) continued to be an important vector to modernize and renew its Aircrew Training system. Once operational, it is expected to revamp training for all RCAF Pilots, Air Combat Systems Officers, and Airborne Electronic Sensor Operators through the delivery of a single performance based contracted training program. Engagement with the qualified suppliers revealed the need to further clarify the scope of the program prior to releasing the request for proposal. The pandemic, Canada's internal approval processes and the qualified suppliers' ability to finalize their bids resulted in delaying the planned contract award date from FY 2022-23 to FY 2024-25.

Under the auspices of the Cyber Mission Assurance Program, the Department worked to integrate cyber resiliency in all aspects of Defence, including people, processes and technology. For FY 2022-23, the

department focused on developing and implementing Cyber Mission Assurance policies, governance and risk management processes, and enhancing cyber resiliency education, training and knowledge across DND/CAF. During FY 2022-23, the Defence Team continued its work to ensure that cyber operations were grounded in policy and supporting doctrine. The department actively contributed to whole-of-government efforts related to cyber. Key activities in FY 2022-23 include:

- Enhanced the ability of the CAF to defend DND/CAF systems and networks through the strengthening of relationships with key Government of Canada stakeholders such as the Canadian Centre for Cyber Security;
- Conducted and supported, with Communications Security Establishment, joint cyber operations in support of CAF military objectives;
- Participated in several cyber training activities to develop our cyber defence capabilities, such as NORAD's Exercise VIGILANT SHIELD and NATO's COALITION WARRIOR interoperability exercise, to develop cyber defence capabilities; and
- Contributing to whole-of-government efforts related to developing or enhancing cyber-related policies and workforce/skills development.

DND/CAF Information Technology infrastructure is a key requirement to supporting critical services and delivering efficient and effective Cyber Operator training and support to cyber training exercises. The Collaborative Security Test Environment (CSTE) is an interim solution for the CAF's cyber immersive training environment. This Project (Cyber Operations Training Ecosystem) is awaiting project approval. The department has used this time to invest into CSTE through minor projects and opportunity funding to increase the capabilities offered through this synthetic training environment.

The DND and CAF Quantum Science and Technology Strategy Implementation Plan, known as [Quantum 2030](#)<sup>clxxxii</sup>, was published on Canada.ca in March 2023. It provides a roadmap to ensure DND/CAF is better prepared for the disruptive potential of quantum technologies for defence and security over the next seven years.

In FY 2022-23, IDEaS continued to support innovative work across several cyber-related challenges by funding projects that will provide CAF access to the most current and relevant solutions in this domain. Key challenges include:

- [Understanding Cyber Intent](#)<sup>clxxxiii</sup> (Competitive Projects) - DND/CAF require the means to differentiate between targeted malicious and broad and opportunistic cyber-attacks to triage and prioritize cyber responses;
- [Detecting and Responding to Hostile Information Activities](#)<sup>clxxxiv</sup> (Competitive Projects) - The DND/CAF require the means to rapidly identify, assess and respond to adversaries' use of social media, mass communications and other tools that are being used to influence targeted audiences;
- [Staying Four Steps Ahead: Understanding and predicting the behaviour of adversaries](#)<sup>clxxxv</sup> (Competitive Projects) - The DND/CAF are looking for innovative solutions to support Activity-Based Intelligence in order to assist analysts to understand and predict the behaviour and movement of entities in real time;
- [Remaining Vigilant: Identifying cyber dependencies, vulnerabilities and threats](#)<sup>clxxxvi</sup> (Competitive Projects) - The DND/CAF are looking for solutions to support mission-oriented cyber security and defence to develop robust continuity plans for cyber assets and capabilities;
- [Wireless is Where it's at: Secure and seamless wireless network onboard ships](#)<sup>clxxxvii</sup> (Competitive Projects) - The DND/CAF are seeking innovative solutions to enable robust and secure digital communication with the large and increasing number of wireless sensors and systems throughout RCN warships to allow assured tracking, monitoring, updating, automation, and operation in a wide variety of operational scenarios;
- [We Sea You: Digital tracking and accounting on navy vessels](#)<sup>clxxxviii</sup> (Competitive Projects) - The DND/CAF are seeking innovative solutions that provide the ability to rapidly account for the location

and identity of personnel, as well as the ability to enhance and simplify the current processes associated with permissions and authorizations for a range of routine activities and tasks inside ships; and

- **Faster, Stronger, More Secure: Advancing 5G Capabilities and Concepts for Defence and Security**<sup>clxxx</sup> (Innovation Networks) - In response to the rapid development and deployment of commercial 5G technologies, the DND/CAF are seeking to stimulate the application of advances in technologies for 5G and beyond to defence and security problems.

Artificial Intelligence (AI) has been a primary focus for networking with other countries, Canada's Artificial Intelligence national ecosystem, and business interests. Specific countries of high interest for collaboration include: Australia, the United Kingdom, the United States, and Singapore. DND/CAF continues to collaborate with the Business Development Bank of Canada and the IDEaS program to hold the first-ever industry-academic-government workshop addressing AI application to defence of North America research questions. Additionally, collaboration efforts with the United Kingdom on quantum research include work on Position, Navigation and Timing related to magnetometry, and gravimetry.

## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and the target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
4.1 Defence capabilities are designed to meet future threats	Extent to which the Future Security Environment assessment remains valid	1 or 2 on a 3 point rating scale	31 March 2023	2	2	1*
	Degree to which future security assessments and capability deductions remain coherent with those of our allies and partners	1 or 2 on a 3 point rating scale	31 March 2023	2	2	1*
	Degree to which future capabilities required to ensure an operational advantage over defence and security threats have been accounted for in defence plans	1 or 2 on a 3 point rating scale	31 March 2023	2	2	2**

Notes:

\*Canada is a partner in the 2018 production of the collaborative Five Eyes Future Operating Environment 2040 document together with our closest allies, which is periodically refreshed. The most recent Force Capability Plan was approved in 2023, based in part on this understanding of the future operating environment.

\*\*The most recent Force Capability Plan was approved in 2023 and the Investment Plan in 2022. The Investment Plan is not sufficiently resourced to deliver all planned capabilities.

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

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

In FY 2022-23, the IDEaS program continued to cultivate its program by transforming concepts, options and prototypes into DND/CAF capabilities. Utilizing investments through the IDEaS program, DND spawned an innovation ecosystem creating new strategic opportunities for DND/CAF. In FY 2022-23, the following calls were launched:

- The Sandbox element gives Innovators the opportunity to demonstrate their solutions in the presence of National Defence experts/users and receive observational feedback. From 7 September to 12 October 2022, IDEaS held the "Rise, Detect, Defeat: Countering Uncrewed Aerial Systems" (CUAS) Sandbox in Suffield, Alberta. The exercise featured 12 companies, 3 test lanes comprising 48 square kilometers, 509 drone flight sorties, 34 military/police/scientific expert observers and sixty-seven visitors from ten countries. The CUAS 2022 yielded a wealth of knowledge from both innovator and DND/CAF perspectives, covering: the state of the art and the possible in CUAS; the specifics of multiple performance parameters; and the remaining areas of technical challenge. Due to the success of IDEaS Sandbox for the "[Rise, Detect, Defeat: Countering Uncrewed Aerial Systems](#)<sup>clxxxii</sup>" (CUAS) 2022, and the rapidly evolving nature of the security threat and technology solutions in this challenge space, IDEaS will be conducting a third CUAS Sandbox in 2024;

### Counter Uncrewed Aerial Systems Sandbox 2022



Members of the Canadian Armed Forces and civilians observing drones from the Red Team.  
Photo: CAF photo.

- The Test Drive element gives Innovators the opportunity to have their advanced solutions tested in a real-world environment, with new projects set to be awarded contracts later this year. For instance, DND awarded Terra Sense Analytics Ltd a Test Drive contract valued at \$8.9 million for their MIST technology in May 2022. MIST is an integrated hardware and software AI solution that detects, tracks, and identifies multiple objects, person and events of interest across multiple sensors. Training and testing are planned for FY 2023-24; and
- The program has also concluded 12 projects (valued at \$10.3 million total) developed across four COVID-19 challenges, covering areas such as personal protective equipment, sanitization, disease-tracking technology, fast tests and diagnostics, which will be showcased to DND and CAF in FY 2023-24. Also notable, in January 2023, Envision SQ Inc.'s GermStopSQ solution, a surface disinfectant with staying power, was approved by Health Canada for commercial uses.



DND/CAF has engaged industry and academia through several IDEaS Competitive Challenges that support NORAD mission priorities including; Human Autonomy Teaming for effective decision making; Sub-zero Infrastructure, Security and Sensors; Fused Picture of Continental Surveillance; and Proactive Deterrence. These projects in FY 2022-23 that have a direct NORAD link and/or have been supported by DND/CAF personnel at NORAD. DND/CAF has further engaged with industry from across North America through the Science and Technology Research and Development Innovation Symposium hosted by NORAD. The symposium is the annual event that aims at promoting global integration; reducing redundant technology investments; decreasing development of National, Service and regionally specific capability, and increasing technology integration, experimentation and demonstration opportunities.

Defence S&T worked toward developing and providing sustainable energy solutions for Arctic infrastructure assets and operations and included:

- Tactical Hybrid Power System for Camp operations: DND evaluated modelling of camp power systems and generator costs as a function of fuel cost and deployment duration for each deployed camp;
- Arctic Experiment Energy audit evaluation summary: Recommendations identifying a significant fuel savings of 54 percent;
- A request for proposal for a hybrid microgrid system prototype to reduce diesel dependency and greenhouse gases (GHGs); and
- Energy audit evaluations on a North Warning Site highlighting various energy conservation measures, as well as the use of renewable energy power systems toward developing sustainable energy solutions for Arctic infrastructure assets and operations.

In collaboration with and in support of the United States' Department of Homeland Security Science and Technology – DND/CAF Joint Strategic Plan the North Star Initiative was launched which is an integrated program of work in the areas of resiliency, border security and situational awareness and information sharing in the Arctic.

DND concluded its chairship of the five Research and Development Council, a Five Eyes forum that shares, collaborates, and coordinates public safety and security research and development, with a biennial meeting at the High Commission of Canada in London, United Kingdom, in June 2022. Discussions on domains such as Violent Extremism, Child Exploitation, Counter Unmanned Aerial Vehicles, Technology Foresight and Biodefence took place. This contributed to strengthening international partnerships and provided advice to inform domestic decision makers in both policy and operations.

DND deployed a team of scientists as part of the international evaluators to the Quadrilateral Group on Chemical, Biological, and Radiological Counter-Terrorism biennial full scale operational Capability Exercise in Salisbury, United Kingdom, in June 2022 that resulted in Chemical, Biological, and Radiological responders completing a number of exercise scenarios designed around shared threats, in order to identify areas for cooperative development, future research and to benefit from international peer-review.

In FY 2022-23, DND's [Canadian Safety and Security Program](#)<sup>clxxxii</sup>, a joint undertaking with Public Safety Canada, ran a competitive call for proposals around the theme of Enhancing Resiliency in a Post-Pandemic World, resulting in nineteen projects being funded at a total of \$16.8 million, across topics related to: preparing for High-Impact, Low-Frequency events; innovating contactless, virtual and automated operations; and, supply chain resilience.

Due to changing mandates, the Innovation Exchange Network ceased to exist in FY 2022-23. However, the department continued to promote innovation and experimentation. It progressed data analytics initiatives and implemented advanced automated processes. These efforts allowed access to real-time data insights. They also enhanced client-centric user interfaces. Examples include a departmental dashboard that highlights the Enterprise Information Technology Service Management (EITSM) service standards and results. A forecasting tool was developed to predict Defence spending throughout the year.

This ensures greater financial stewardship. A natural language, bilingual chatbot was created to answer military dress code questions through digital means.

In December 2022, it established a new organization for Digital Transformation. Its mandate includes advancing the use and management of data and information, automated decision-making, and business transformation. It also includes accelerating a client-centric digital workplace.

### Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
4.2 Defence and security challenges are addressed through innovative solutions	% of initiatives and projects that are supported by Defence Science and Technology	At least 90%	31 March 2023	46.09%	50.78%	Results not available*
	% of Innovation for Defence Excellence and Security (IDEaS) projects that resulted in useful advice, adoption, integration or eventual procurement of a new defence and security capability	At least 20%	31 March 2023	77.8%	78%	79%

Notes:

\*The methodology for this indicator is being updated, as such it was not tracked in FY 2022-23. Tracking will resume next FY.

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

### Budgetary financial resources (dollars)

The following table shows, for Future Force Design, budgetary spending for FY 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 Planned spending	2022–23 Total authorities available for use	2022–23 Actual spending (authorities used)	2022–23 Difference (actual spending minus planned spending)
820,654,966	820,654,966	888,627,391	835,360,142	14,705,176

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

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for FY 2022–23.

2022–23 Planned full-time equivalents	2022–23 Actual full-time equivalents	2022–23 Difference (actual full-time equivalents minus planned full-time equivalents)
1,944	2,064	120

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

## Procurement of Capabilities

### Description

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

### Results

The Department of National Defence (DND) continued to procure advanced capabilities to maintain an operational advantage over potential adversaries, and to keep pace with allies in a difficult environment. Defence procurement is highly challenging, requiring that DND balance procurement costs with operational requirements, schedule, and socio-economic benefits. In FY 2022-23, this was further compounded by a rapidly changing security environment, evolving technology, complex procurements, and staffing shortages in critical areas of procurement. It also continued to be affected by the lingering effects of the pandemic on the global supply chain, impacting such projects as those under the National Shipbuilding Strategy, and resulting in schedule delays and cost escalations.

Effective defence procurement is vital to ensuring the Canadian Armed Forces (CAF) is equipped and ready to fulfill the important missions required to protect and defend Canada and Canadians. It begins with integrated, comprehensive, and focused analyses that shape the development or refinement of CAF capabilities, and in FY 2022-23, the department continued to support defence procurement through rigorous and timely consideration in the project approval process.

The department has collaborated with the North American Aerospace Defense Command (NORAD) to advise on the requisite capabilities and areas of investments required to effectively execute the continental defence missions as outlined in *Strong, Secure, Engaged (SSE)*<sup>clxxxvi</sup> initiatives 109 and 111, North Warning System renewal and NORAD Modernization. United States Northern Command (USNORTHCOM) developed the Integrated Priority List that highlights the capabilities and investments required to effectively execute the NORAD mission sets. The CAF has leveraged USNORTHCOM's Integrated Priority List to continue advocating for current and future requirements| influence and inform the DND and the United States Department of Defense acquisition processes.

The department transitioned all North Warning System (NWS) operations and sustainment activities to a new supplier fully incorporating Indigenous procurement considerations and initiated several projects for NWS renewal for execution in FY 2023-24 and FY 2024-25, capitalizing on NWS human resources funding from Budget 2021.

The department continued to leverage the Public Services and Procurement Canada (PSPC)-led Risk-Based Approach (RBA). In FY 2022-23, efforts were undertaken to better define program eligibility, identify more opportunities to streamline the RBA approval process, and promote the use of the RBA amongst applicable stakeholders using more refined tools, training, and communication. For further details, please see section [DR 5.1](#) of this report. A pilot that was extended until March 2025 - to

streamline the approval of eligible low-risk, low-to-medium complexity Defence procurement requirements.

The RBA resulted in average savings of 62 business days in processing time per project for eligible Defence requirement. In addition, Defence requirements approved via the RBA created capacity gains allowing Treasury Board of Secretariat (TBS) resources to focus on the approval of medium-to-high risk and high complexity Defence requirements. Research conducted by PSPC also suggests that Defence procurement practitioners find the RBA process to be less administratively burdensome.

NORAD Modernization Objectives: Canada and the United States continued moving forward with investments to modernize NORAD's capabilities, and there has been a requirement to synchronize both bilateral and unilateral investments. Starting at the highest level, in the Roadmap for a Renewed United States-Canada Partnership announced in February 2021, it was agreed to expand cooperation on continental defence and in the Arctic, including NORAD modernization.

Subsequently, the Minister of National Defence and United States Secretary of Defense announced a Joint Statement on NORAD Modernization in August 2021, intended to guide collaborative efforts over the coming years. This work has been guided by a common understanding of NORAD modernization, which refers to the shared commitment to: modernize, improve, and better integrate the capabilities required for NORAD to maintain persistent awareness and understanding of potential threats to North America in the aerospace and maritime domains; to deter acts of aggression against North America; to respond to aerospace threats quickly and decisively when required; and to provide maritime warning consistent with the NORAD Agreement.

NORAD modernization efforts at NORAD Headquarters have been focused on identifying the capabilities and investments required to effectively execute the NORAD mission sets of Aerospace Warning, Aerospace Control and Maritime Warning within the broader defence, security and safety of North America. Advocacy for current and future requirements has been necessary to influence and inform the DND/CAF and the United States Department of Defense acquisition processes. This advocacy continued to better position the DND/CAF and Department of Defense to deliver the capabilities required to regain the competitive military advantage over our adversaries.

The Deputy Minister and the Chief of the Defence Staff released the DND/CAF Implementation Directive on NORAD Modernization to set the strategic conditions that support the Government of Canada intent to modernize Canada's contribution to NORAD in a manner that provides significant capabilities increase, leveraging allies work on similar capabilities, and rapidly addresses the emerging threats facing Canada and North America. The Defence Capability Board endorsed the proposed location of Canada's Arctic OTHR (A-OTHR) as part of a Canada-United States plan to maximize coverage of the approaches to North America. The Prime Minister announced that Canada's A-OTHR sites would be in Southern Ontario during the United States President visit on 23 and 24 March 2023.

A number of SSE initiatives, specifically 109 (North Warning System Replacement) and 111 (NORAD Modernization), have yet to be fully defined and funded. Given the magnitude and scope of these initiatives, significant collaborative work remains to ensure the DND/CAF deliver relevant, interoperable capabilities that contribute to the collective defence of North America. The CAF proposed investments, build towards modernizing NORAD provide the starting point for Canadian capability contributions to NORAD Modernization, inform the broader Government of Canada continental defence policy development, and provide the basis for development of discrete investment options to address specific priority areas or Commander, North American Aerospace Defense Command focus areas. The Joint Statement on NORAD Modernization issued by the Minister of National Defence and the United States Secretary of Defense in August 2021 articulated both nations' commitment to NORAD Modernization. The Joint Statement prioritizes the following investment areas:

- Situational awareness;
- Modernized command and control systems;
- Capabilities to deter and, if necessary, defeat evolving aerospace threats to North America; and
- Research, Development, and Innovation.

The department continued engaging Indigenous People as partners to work strengthen domestic and continental defence including the implementation of NORAD Modernization. Regarding the land use agreements and requirements, engaging Indigenous partners has provided a holistic approach to understanding their needs and identifying shared solutions such as multipurpose infrastructure, where possible.

### Gender-based analysis plus

To ensure effective defence procurement, the department has continued to build Defence Team capacity to conduct Gender-based analysis Plus (GBA Plus), to apply GBA Plus findings and conclusions to decision-making for equipment acquisition and materiel support activities, and to integrate them into the requirements and/or evaluation criteria of Requests for Proposals. In Fiscal Year 2022-23, the department applied GBA Plus findings and conclusions to decision-making for equipment acquisition and materiel support activities and integrated them into the requirements and evaluation criteria of Requests for Proposals. For example:

- The Arctic and Offshore Patrol Ship project was designed and constructed after a full GBA Plus to support diversity and inclusion;
- The Logistics Vehicle Modernization project included the requirement to produce a GBA Plus Compliance Plan to accommodate anthropometric, gender, and religious diversity in its Request for Proposal; and
- The Strategic Tanker Transport Capability project has incorporated GBA Plus considerations into the Statement of Work and Requirements Specification for the Strategic Tanker Transport Capability aircraft. Further engagement with GBA Plus advisors will be initiated as the Request for Proposals for In-Service Support of the Strategic Tanker Transport Capability fleet is developed.

The department monitored progress made by PSPC and Treasury Board Secretariat on the inclusion of the Code of Conduct for Procurement into the Directive on the Management of Procurement. They also monitored the approval of a Supplier Diversity Program in support of the Policy on Social Procurement in preparation for making required changes to Defence Team procurement policy, which will support Government of Canada objectives.

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

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

As directed by SSE initiative 100 and the Defence Energy and Environment Strategy, defence procurement will continue to adhere to Canadian environmental standards and integrate energy and environmental considerations into procurement decision-making. In support of Government of Canada’s net-zero emissions by 2050 objective, procurement of new defence capabilities will conform to the [Greening Government Strategy](#)<sup>clxxxvii</sup> by pursuing energy and operational efficiency. The environmental and energy considerations in defence procurement support the United Nations’ 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Goal #13 Climate Action; and the GBA Plus in decision-making for equipment acquisition and materiel support activities supports the United Nations Sustainable Development Goal #5 Gender Equality.

### Key Risks

There are many risks associated with the Procurement of Capabilities Core Responsibility. Three of the Key Corporate Risks are articulated below:

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

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



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

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

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

Many of the preventative and mitigating controls for these risks are articulated as activities of each Departmental Result below.

## **Departmental Result 5.1 – Defence procurement is streamlined**

In FY 2022-23, DND continued to leverage the PSPC-led Risk-Based Approach (RBA) - a pilot project that was extended until March 2025 - to streamline the approval of eligible low-risk, low-to-medium complexity Defence procurement requirements. Additionally, in January 2023, Treasury Board Secretariat (TBS) and Public Service and Procurement Canada (PSPC) launched a new '50-day challenge' aimed at further streamlining the approval process. The purpose of the '50-day challenge' is to reduce the amount of time that it takes TBS to review the requirements and authorize PSPC to exercise exceptional contracting authorities for RBA approval. The '50-day challenge' highlights the importance and efforts being undertaken to further streamline Defence procurement.

DND participated in all four meetings of the FY 2022-23 Defence Industry Advisory Group (DIAG). These meetings included DND-led discussions on NORAD modernization efforts, supply chain resiliency, Continuous Capability Sustainment methodology, as well as the creation of NATO's Defence Innovation Accelerator for the North Atlantic headquarters in Canada, and Defence's efforts to meet the Government of Canada's indigenous procurement targets. In addition, DND's Assistant Deputy Minister of Materiel assumed the Chair for this Group for the 2023 calendar year and held a dedicated meeting of the DIAG to consult industry on the defence policy update and implementation issues.

Beyond the DIAG, the Defence Team participated in the second annual Canadian Defence Marketplace, a virtual networking event held by the Canadian Association of Defence and Security Industries to effectively respond to COVID-19 social distancing requirements as well as [CANSEC 2022<sup>clxxxviii</sup>](#), the first in-person return of Canada's largest defence industry trade show since the onset of the global pandemic. DND and CAF officials also spoke at several industry events, including the CAF Outlooks in Ottawa; the Aerospace, Defence and Security Expo in Vancouver, British Columbia; Best Defence Conference in London, Ontario; the Canadian Defence Security and Aerospace Exhibition Atlantic in Halifax, Nova Scotia; the Symposium on the Defence and Security Market in Montreal, Quebec; and the Canadian Global Affairs Institute's Annual Defence Procurement Conference in Ottawa, Ontario.

The Canadian Army successfully established a new method for delivering operational clothing allowing for the rapid delivery of modernized components. This effort will provide a continuous approach, which allows the development of equipment in alignment with changing operational requirements. This initiative has a governance mechanism in place to ensure items are addressed in a prioritized manner, and which is prepared to adjust development efforts to remain in alignment with the fully envisioned scope.

Finally, the Minister of National Defence (MND) held several roundtables with industry in FY 2022-23. For example, to address supply chain challenges related to the production of munitions that emerged during Canadian efforts to support Ukraine, the MND held a roundtable discussion with the five companies of Canada's Munitions Supply Program in September 2022. In addition, in January 2023 MND met with the Boards of Directors from Canadian Association of Defence and Security Industries and the Aerospace Industries Association of Canada to discuss the ongoing defence policy update and related industry concerns.

## Results achieved

The following table shows, for the Department of National Defence and the Canadian Armed Forces, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
5.1 Defence procurement is streamlined	% of projects that meet the approved project development and approval timelines (low risk and low complexity projects)	100%	31 March 2023	67%	75%	86%*
	% of goods and services contracts that are awarded within established performance targets	100%	31 March 2023	92%	96%	95.6%**

Notes:

\*Initiatives such as the Tailored Project Approval Process (formerly known as Project Approval Process Renewal) continued to result in reduced approval process time, specifically in the later phases of the projects, eliminating the requirement for multiple Expenditure Authority approvals by the Minister of National Defence. During the reporting period, seven Tailored Project Approval Process projects came forward for approval; where six out of the seven projects met their prescribed timelines. The project that did not meet the approved project development and approval timelines was the C.003108 Naval Electronic Warfare Support (Sub-Surface) project. This project was expected to come forward for a PA(Imp) approval in January of 2023 and as a result of the requirement for a CIFCP, the project was delayed 5 months and actually achieved PA(Imp) on the 12<sup>th</sup> of June 2023.

\*\*The procurement cycle time for FY 2022-23 was 31.4 days. With the increase of DND's delegated procurement authorities through the Defence Procurement Strategy, procurements have increased in both complexity and value, requiring more engagement with key stakeholders and a longer duration to complete.

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

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

To manage the lengthy acquisition process required to develop and implement complex projects, the department continued to grow and professionalize the procurement workforce. Key results for FY 2022-23 include:

- The efforts of the Professionalization Working Group were further progressed through quarterly working group meetings, which enabled collaboration across various professional communities. Additionally, key priorities for future professionalization efforts were identified through a community professionalization assessment, and development of a high-level competency framework was initiated to enable the organization to better understand the competencies required for different roles;
- The Project Management Competency Development Program qualified over 80 project staff at various levels; and
- DND began developing training in Three Point Estimating for Project Schedules, including the delivery of a pilot course, and promoted professionalization through the delivery of various professional development learning sessions for the project management community. Earned Value Management was further progressed resulting in amendments to DND's policy guidance on project management, the Project Approval Directive.

Key equipment acquisition projects in FY 2022-23, include:

- **Manned Airborne Intelligence, Surveillance and Reconnaissance:** Construction of the aircraft hangar at 8 Wing Trenton was completed in March 2023 and Aircrew training was ongoing in FY 2022-23. The contractor is mandated to manage the in-service support program, logistics and maintenance and has progressed toward airworthiness accreditation prior to aircraft delivery. As the Test and Evaluation efforts near completion, a more specific delivery date will be known. Based on this latest timeline, delivery of the first Manned airborne intelligence, surveillance and reconnaissance aircraft to the CAF is planned for late 2023, with the other two expected later in 2024. A revised date for Full Operational Capability is being reviewed;
- **Canadian Surface Combatant<sup>cxci</sup>:** The project design progressed towards construction readiness. On 16 December 2022, the project completed Preliminary Design Review with appropriate agreed actions and is progressively transitioning towards functional design following a risk-based approach. In December 2022, the project was granted amended authorities for Definition, for work to be completed in parallel with the previously approved ship design efforts and prior to the start of Project Implementation and ship construction. The resulting authorities also included those related to Shipyard and DND Infrastructure scope;
- **Arctic and Offshore Patrol Ship<sup>cxci</sup>:** Canada accepted the third of six planned ships, His Majesty's Canadian Ship (HMCS) Max Bernays, on 2 September 2022. Three more ships are under construction. Construction of the sixth ship, the future HMCS Robert Hampton Gray, began on 15 August 2022. The fourth ship, the future HMCS William Hall, was launched on 27 November 2022. In the summer of 2022, HMCS Margaret Brooke made her first operational deployment as part of Operation NANOOK, setting a record for travelling the furthest north by an Arctic and Offshore Patrol Vessel. HMCS Margaret Brooke also visited Hopedale, Newfoundland and Labrador, conducting an affiliation ceremony with the Nunatsiavut Government;
- **Joint Support Ship (JSS)<sup>cxci</sup>:** The majority of structural steel work on the hull of JSS 1 was completed. The completion of major steelwork for JSS 1 will be achieved in summer 2023 and the contractor is advancing the outfitting of cabling, piping, and equipment onboard JSS 1. Progression on outfitting is the next key stage of ship construction prior to activating systems onboard and bringing the ship alive prior to its launch and delivery. Construction of JSS 2 commenced on 16 May 2022, and a year later in May 2023, there were 27 of 115 blocks under construction. Additionally, the JSS project office delivered two of four Sea to Shore Connector units;
- **Fixed-wing Search and Rescue Aircraft Replacement Project (FWSAR)<sup>cxci</sup>:** Six aircraft were accepted, for a total of 15. Several airworthiness certifications and qualifications were completed, including low-level flight, Cold Soak Open Range and Computed Air Release Point. Initial maintenance technician training was completed. Final preparations have been made for commencement of Initial Operational Test and Evaluation, anticipated in early FY 2023-24;
- **Future Fighter Capability Project<sup>cxci</sup>:** On 9 January 2023, the Government announced an agreement with the United States Government and Lockheed Martin with Pratt & Whitney for the acquisition of 88 F-35 fighter aircraft for the Royal Canadian Air Force (RCAF). The rigorous and competitive procurement process ensured that DND/CAF have selected the right fighter aircraft, at the right price, with the right benefits for Canadians. To prepare for the arrival of these aircraft in Canada, the department has taken steps for the construction of some of the new fleet's facilities in Canadian Forces Base (CFB) Bagotville, Quebec and CFB Cold Lake, Alberta;
- **Remotely Piloted Aircraft System (RPAS)<sup>cxci</sup>:** Following the issuance of a Request for Proposal, the project received a proposal in August 2022. Bid evaluation was completed in FY 2022-23. Proposal finalization activities are underway;
- **Strategic Tanker Transport Capability<sup>cxci</sup>:** The project received Treasury Board Secretariat (TBS) approval in June 2022 to enter an early implementation phase. With this approval, the Integrated Project Team awarded a contract for the procurement of two used A330-200 Airbus aircraft and took the steps necessary to prepare to operationalize those two aircraft, including the awarding of a contract for the delivery of training to RCAF aircrew who will fly the two CC-330 aircraft in their current commercial configuration in a strategic airlift role. Additionally, significant progress was

made on the continued development of the main aircraft acquisition contract in collaboration with Airbus Defence & Space, with a revised Request for Proposal released in January 2023;

- **Logistics Vehicle Modernization Project (LVM)**<sup>cxcvii</sup>: The project released its Request for Proposal in December 2021 and received two bids in May 2022. The project started bid evaluations in June 2022. The bid evaluation is comprised of costing, industrial benefits, economic impact assessment, and technical elements. The latter includes a Technical Compliancy Program wherein bidders' test articles are put through a multitude of field tests;
- **Armoured Combat Support Vehicle (ACSV)**<sup>cxcviii</sup>: A total of 86 Type 2 variants have been produced by General Dynamics Land Systems-Canada to date. An additional 39 ACSVs (Troop/Cargo Vehicle variant) previously produced for delivery to Canada were donated to Ukraine by the Government of Canada. These vehicles will be replaced by the contractor.
- **CP-140 Aurora Incremental Modernization Project**<sup>cxcix</sup>: The project advanced as planned with half the fleet of 14 aircraft modified to the last block of work, Block IV (as of April 2023), and three more on the production line at contractor facilities. Ground and flight testing progressed as anticipated, with Initial Operational Capability (IOC) to be achieved incrementally by capability in FY 2023-24;
- **Interim Fighter Capability Project**<sup>cc</sup>: Selection of the F-35 under the Future Fighter Capability Project improved clarity regarding the transition from legacy to future fighter capability. This enabled the Interim Fighter Capability Project to reduce the total number of aircraft that will be made ready for operational service, while still ensuring that total fleet assets will be sufficient to meet RCAF operational mandates and support the transition to the future fighter. All aircraft are expected to be in service by FY 2023-24; some equipment deliveries remain outstanding and prior hangar renovation delays were increased by storm damage. The reduced number of operational aircraft required, coupled with increased cost certainty on infrastructure and technical publications work, have enabled the project to remain affordable;
- **CF-18 Hornet Extension Project**<sup>cci</sup>: The project took delivery of scheduled initial equipment and completed the engineering, aircraft software development, and prototyping to permit the start of flight testing. The production line for aircraft modifications is planned to start in May 2023 and the project is on schedule to deliver at least six aircraft for Initial Operational Capability for December 2023;
- **CH-148 Cyclone Project**<sup>ccii</sup>: The Maritime Helicopter Project accepted two aircraft, with two deliveries remaining; the in-service support setup progressed, including verification of 300+ operational readiness requirements (verification to be completed in FY 2024-25, provisional airworthiness clearances of flight and mission simulators, delivery of two of six maintenance trainers and initiated the first mission system software enhancement; and
- **Victoria-class Modernization**<sup>cciii</sup>: The Victoria-Class Modernization consists of various projects which will enhance the habitability, joint force capability, and survivability of the Victoria-class submarines. In FY 2022-23, the Defence Team began the implementation of several projects that will improve the living conditions in the Victoria-class submarines, including improvements to sleeping quarters, washroom facilities, and galleys. These improvements are being implemented in *HMCS Victoria* and will be installed in the remaining submarines in the fleet as each submarine enters scheduled maintenance periods. The Defence Team moved to the next phase of the procurement process on three major projects during FY 2022-23, with the finalization of Statements of Operational Requirement and Statements of Work. Prioritization of efforts resulted in a delay in transitioning projects into both the Definition and Implementation Phases.

## Results achieved

The following table shows, for the DND and CAF, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and actual results for the three most recent fiscal years for which results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
5.2 Defence equipment acquisition is well-managed	% of capital equipment projects that remain in most recent approved scope	100%	31 March 2023	94.12%	93.8%*	94%*
	% of capital equipment projects that remain on most recent approved schedule	100%	31 March 2023	94.12%	93.75%*	81**
	% of capital equipment projects that remain within most recent approved expenditure authority	100%	31 March 2023	94.12%	87.5%*	88***

Notes:

DND and CAF:

\*Target was not met due to challenges within the Maritime Helicopter Project. Additional funding is required to deliver the full scope of the project within the established project schedule. Work is underway to secure additional funding.

\*\*Target was not met due to challenges within the Maritime Helicopter Project (MHP), the Light Armoured Vehicle Reconnaissance Surveillance System (LRSS) project and the Victoria Class Modernization (VCM) project. MHP will require additional time to complete remaining work for capability deliver. Work is underway to secure a schedule extension. LRSS has several outstanding technical issues in qualification testing and software design that have delayed the delivery of the first vehicle and may cause further delays until resolved. VCM's schedule is delayed due to a shift in the Implementation date of the Galley Improvement project.

\*\*\*Target was not met due to challenges with the Joint Support Ship (JSS) project and the Maritime Helicopter Project (MHP). JSS faced challenges as a result of the COVID-19 pandemic, as well as those related to building a first-of-class ship. MHP will require additional funding to deliver the full scope of the project. Work is underway to secure additional funding.

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



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

DND continued to deliver on key information management, information technology, and space projects as outlined in SSE. Key focuses for FY 2022-23 included:

- Stabilized and optimized third line and support for critical Command and Control (C2) applications and systems;
  - Key players in Director General Information Management Project Delivery (DGIMPD) are involved with the Military Intelligence Integrated Database Community, which is critical to operations and the intelligence function. They are also involved with Machine-assisted Rapid-repository System, which is set to replace Military Intelligence Integrated Database in the coming years. Machine-assisted Rapid-repository System infuses Artificial Intelligence and Machine Learning (ML) and makes it a much richer program for analysts.
- Acted as the departmental representatives for a wide range of in-service, strategic/non-tactical computer information system and strategic communication services:
  - Led a project aimed at consolidating strategic networks.
- Provided assured and timely in-service support to assigned critical/high-priority strategic and operational joint capabilities and services; and
  - Actively involved in Joint Intelligence Surveillance and Reconnaissance (JISR) Executive Committee & JISR Steering Committee; and
  - Provided Wideband Global SATCOM (WGS) and other SATCOM services in support of CAF Operations around the World.
- Collaborated with other capability delivery organizations, within and outside of DND to ensure maximized business and operational benefits.

Search and Rescue Mission Management System (SMMS) has collaborated with numerous capability delivery organizations both within and outside DND including:

- Shared Services Canada to design, integrate and test a new highly redundant Search and Rescue (SAR) network from the SAR sites through to the application in the Cloud;
- The Joint Defence Cloud Program (DND) to establish the first DND Hosted cloud-based application;
- Technical Authority for Joint Strategic Communication collaborated with the 77 Line Regiment (77LR) to deliver DND Third line Maintenance for Strategic Antennas, Cabling, and Towers;
- Project Delivery Authority for Secure Radio Modernization in collaboration with United States Program Management Offices, Communication Security Establishment (CSE), Director General Land Equipment Program Management (DGLPEM), Director General Aerospace Equipment Program Management (DGAPEM), Director General Marine Equipment Program Management (DGMEPM), all Aircraft Fleet Weapon System Managers, Naval Class Desk Managers, RCN Fleet Maintenance Facilities to engineer, integrate, and install Cryptographically Modernized Secure Radios and End Cryptographic Units (ECUs);
- Project Delivery Authority for Defence Cryptographic Modernization (Defence CMP) collaborated with CSE and OGDs to deliver and provide oversight of the DND component of the Canadian Cryptographic Modernization Program (CCMP).

DND delivered full operational capability for the following projects and initiatives in FY 2022-23:

- Juniper Green;
- Enterprise Modernization Initiative, Material Identification; and
- Polar Epsilon 2.

DND continued to adopt project management practices to expedite delivery and to retain agility and flexibility in the fast-evolving information technology capability delivery domain. This effort included:

- Early engagement with industry and delivery partners;
- Close engagement with PSPC and Innovation, Science, and Economic Development Canada to streamline our processes; and
- Created a Space Assistant Deputy Minister Committee to govern a highly complex and highly classified Project Complexity and Risk Assessment level 4 project where the CIO is the lead Implementer.

Maintained close engagement with TBS/the Office of Chief Information Officer to ensure alignment with Government of Canada Digital policy, architecture, and standards.

## Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
5.3 Defence information technology acquisition is well-managed	% of information technology projects that remain within approved scope	100%	31 March 2023	100%	100%	100%
	% of information technology projects that remain on approved schedule	100%	31 March 2023	76%	87%	89%*
	% of information technology projects that remain within approved expenditure authority	100%	31 March 2023	100%	93%	100%

Notes:

DND and CAF:

\*One project had a high turnover of key personnel and required to re-baseline the project schedule; one project experienced schedule delays due to US Government contracting issues.

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

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

In FY 2022-23 the department enhanced materiel accountability by continuing to implement modern, effective inventory controls, supply chain management and inventory valuation, such as:

- Developed and implemented a Defence Supply Chain Performance Management Framework that informs decision-making around the areas of materiel readiness, compliance, and optimized cost and that helps prioritize supply chain practitioner work in supporting the CAF;
- Continued to modernize the business processes for substantive and enduring materiel management improvements. In FY 2022-23, workflows, procedures, policies, and practices used to achieve the Defence Supply Chain expected outcomes were evaluated through fit/gap workshops to identify how the replacement Enterprise Resources Planning system will address current business challenges. 1,500 Business Requirements or use cases were reviewed, adjusted, and/or approved; and
- Worked to further improve governance effectiveness, to improve the execution of supply chain functions in support of training and operations.

### Results achieved

The following table shows, for the Department of National Defence and Canadian Armed Forces, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
5.4 Supplies are available and well-managed	% of stock that is unavailable to meet forecasted demand	5.28% or less	31 March 2023	7.36%	7.39%	7.61%*
	% of stock disposed that was identified as surplus	At least 23%	31 March 2023	33.4%	57.9%	41.5%
	% of stock where Warehouse replenishment settings require review to achieve better materiel positioning and timely customer satisfaction	3.28% or less	31 March 2023	No results available  New Indicator as of FY 2022-23	No results available  New Indicator as of FY 2022-23	3.34%**

Notes:

DND and CAF:

\*The target was not met due to improvements needed in procurement planning and forecasting, as outlined in the Office of the Auditor General (OAG) Supplying the Canadian Armed Forces (CAF) audit. In response to the audit, the department has committed to delivering a next-generation Materiel Forecasting and Planning tool that will provide the data necessary to reduce stock-out rates through an accurate materiel forecast that will drive a more precise procurement plan.

\*\*The target was not met due to improvements needed in planning and forecasting related to the distribution of materiel at the warehouse level, as outlined in the Office of the Auditor General (OAG) Supplying the Canadian Armed Forces (CAF) audit. Current Defence Supply Chain modernization efforts are expected to improve results, particularly the department's effort to re-establish appropriate materiel Minimum/Maximum stock levels through the department's network of warehouses. Additionally, the department has committed to delivering a next-generation Materiel Forecasting and Planning tool that will provide the data necessary to reduce stock-out rates through an accurate materiel forecast, and provide improved stock positioning data.

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

### Budgetary financial resources (dollars)

The following table shows, for Procurement of Capabilities, budgetary spending for FY 2022-23, as well as actual spending for that year.

2022-23 Main Estimates	2022-23 Planned spending	2022-23 Total authorities available for use	2022-23 Actual spending (authorities used)	2022-23 Difference (actual spending minus planned spending)
4,792,013,007	4,792,013,007	4,877,192,200	3,860,260,422	(931,752,585)

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

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for FY 2022-23.

2022-23 Planned full-time equivalents	2022-23 Actual full-time equivalents	2022-23 Difference (actual full-time equivalents minus planned full-time equivalents)
2,122	2,339	217

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

# Sustainable Bases, Information Technology Systems and Infrastructure

## Description

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

## Results

In FY 2022-23, the Department of National Defence (DND) and the Canadian Armed Forces (CAF) continued to actively update its infrastructure to ensure that it supports the evolving needs of a modern military. Although work remains underway to achieve long-term strategic goals and imperatives, DND and CAF refined the Defence Real Property Portfolio Strategy implementation plan, advanced key tasks/activities via planning, and implemented governance committees and boards. This allowed DND/CAF to progress toward an infrastructure portfolio that is efficient, operationally effective, affordable, and environmentally sustainable, which is consistent with the Treasury Board policy on Planning and Management of Investments.

The Defence Team continued to build and maintain modern, sustainable, and resilient infrastructure that supports military requirements, improves efficiency, and reduces our environmental footprint. For example, a new 3 889 square meter facility was completed in Gagetown, New Brunswick which includes workspace for personnel, two training classrooms, a climate-controlled warehouse and storage areas for remote-controlled vehicles and other specialized equipment. The facility is the first operational Net Zero facility built by DND as it utilizes geothermal heating and cooling, occupancy sensor lighting system with programmable keypads and daylighting through windows and sky lanterns. It has a functional micro-grid composed of a battery system and solar panels, making it fully net zero. The building has generated electricity above what the facility consumed itself and this energy was transmitted to other DND buildings in the area which helped to lower their carbon footprint.

DND and CAF's efforts also included increasing energy efficiency and reducing its environmental footprint. It has been taking measures to reach a 40 percent reduction target in greenhouse gas (GHG) emissions (below 2005 levels) from defence infrastructure by 2025 and aim to achieve net-zero GHG emissions by 2050. In FY 2022-23, DND divested itself of three significant properties that will generate \$14.9 million in revenue and contribute to advancing reconciliation and further improving relationships with Indigenous peoples. The demolition of 48 obsolete and inefficient buildings also contributed to reducing our environmental footprint. DND/CAF will continue to implement the [Greening Government Strategy](#)<sup>ccix</sup> to support the Government of Canada's environment and sustainability goals by further modernizing our portfolio.

During FY 2022-23, residential housing was improved at bases and wings across Canada by investing approximately \$65 million for renovation and construction projects in accordance with long-term housing portfolio investment plans. An additional \$78 million was invested in maintenance, repairs, and operations. These investments improved the functionality and condition of the CAF's housing portfolio, improved the comfort of residential housing units for occupants, and contributed to Canada's greening government priorities through increased energy efficiency and reduced energy costs.

The Defence team has improved the security posture of the information system ecosystem, by increasing the coverage of existing security tools, upgrading legacy items to reduce the attack surface, increasing the footprint of remote access to classified networks, upgrading its ability to exchange data with partners/allies, and investing in our identity and authentication progression. It has improved the ability of the workforce to reach the Cloud in a hybrid workplace by both taking immediate mitigating actions and working collaboratively with Shared Services Canada (SSC) toward a more enduring solution. It has progressed in its ability to review technology and with TBS and has created a solution to be implemented for proper alignment of limited engineering capacity to business priorities.



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

DND worked with SSC to establish priorities and as a result saw incremental improvements, particularly in the area of communication on DND demands and needs. There has been improved transparency by providing DND access to information on service status, work underway, and proactive updates on status of demand with SSC.

DND worked with SSC on the implementation of the Enterprise Service Model which included understanding which services were financially appropriated by SSC and communicating how the broad categories of “Email”, “Telephony”, “Mainframe”, “Audio/Web Conferencing”, “Internal Credential Management” translated to specific departmental services.

SSC and DND continued to engage in programs such as Get-Well plan/Last Mile. The Alternate/Accelerated Service Delivery program was established as part of the larger “Last Mile” initiative to address capacity constraints in SSC services and enhance the delivery of those services at the Bases/Wings/Garrisons across DND/CAF, which allowed SSC to concentrate on higher-priority complex requirements. Continued areas of improvement and concern were identified through the Quarterly SSC Client Satisfaction Survey to further improve the relationship between the departments and service delivery to DND. DND worked with SSC and completed the following in FY 2022-23:

- Delivered 228 business requests which included: cabling buildings and WiFi in 73 buildings;
- Delivered increased bandwidth on internet point of presence;
- Implemented Microsoft Teams Softphones in Bagotville whereby users can utilize the application which provides external dialing capabilities using the Internet with a computing device or compatible handset; and
- Migrated 3,000 phones to VOIP across thirty Wings and Bases.

The department implemented the Future Information Capabilities Framework to enable the evolution of information capabilities. Specifically, this body of work provided:

- An effective approach in the identification of information capability research and development problems across multiple time horizons;
- Broad engagement across pan-DND/CAF stakeholder community to identify potential emerging disruptive technologies to the business of defence; and
- Broad engagements with research and development solution developers to mitigate risks to future operational environment.

DND/CAF worked with its clients and enabled their business transformation goals, which included attention to cyber security with a view to protecting DND/CAF information and ensuring that it is available whenever and wherever it is needed.

- The Defence Team augmented its rigorous Security Risk Assessment and Authorization process with automated tools and supported the DND and CAF’s overall Digital Enhancement Transformation by ensuring the cyber security of key DND Information Technology initiatives;
- The department worked with the Canadian Joint Operations Command (CJOC) to protect military theaters in cyber space, ranging from Crypto secure handling, rapid incident investigation and resolution, to Technical Assistance Visits to inspect Information Systems ensuring cyber-safe and compliant capabilities regarding Communications and Emissions Security; and
- The DND/CAF strengthened its security presence, monitoring and reporting capabilities on the DND/CAF’s largest network.

The department leveraged Microsoft 365 as a foundational opportunity to learn and allow DND and CAF to introduce, mature and evolve other new technologies. This includes the maturation and evolution of the Microsoft 365 platform capabilities themselves to enable a seamless work and communications platform.

The Defence 365 Program will work to integrate information exchange between existing systems and implement security controls to allow for information storage and processing up to Protected B. Highlights for FY 2022-23 include:

- The defence team continued to invest in foundational services to evolve and better integrate Defence 365 (D365) services with the DND corporate network to support hybrid work. The Defence 365 Program team collaborated with Shared Services Canada to initiate work on the integration of information exchange between existing systems. Security controls to allow for information storage and processing up to Protected B on SharePoint Online was implemented;
- The defence team created and supported three Cloud service providers, Azure, Amazon Web Services, and Google, up to the Protected B level to offer to clients within DND/CAF Infrastructure as a Service, and Platform as a service. This has led to over 70 applications within Azure, over 50 in Amazon Web Services, and over 10 in Google. Main clients included the RCN, RCAF, Defence Research and Development Canada (DRDC) and the Chief Information Officer Group;
- The defence team completed and achieved interim authority to operate authorization to process, store, and use data workloads up to Protected B on three Cloud platforms: Azure, Amazon Web Services and Google. All three Cloud service providers became available as a service for DND/CAF. In addition, the defence team enabled several secure Cloud to ground connectivity patterns for Azure that allowed the secure data transfer between the corporate networks and Azure;
- The defence team re-commenced the Cloud community of practice that is available to everyone within the DND/CAF, to enable knowledge sharing, regular Cloud program updates and identify efficiencies and prevent redundancies; and
- To enable in service support and 24/7 availability of the Cloud capabilities, the defence team created an on-call support model to support the mission critical applications that will soon be migrated to DND and CAF's Cloud.

DND/CAF information technology systems are essential in delivering timely, trusted, and secure information to decision makers. Through its Cyber Security Engineering Program, DND provided secure and resilient enterprise-level system solutions to respond to the evolving cyber threat environment. Through its Command, Control, Communications, Computer and Intelligence, Surveillance and Reconnaissance engineering and integration program, DND provided enterprise-level information technology system solutions to advance allied communication capabilities, support the integration of Joint Targeting systems, improve the resilience of the DND/CAF Command and Control infrastructure, and help propel DND/CAF forward with modern technologies. Examples include:

- Strengthened data security by enhancing labelling, audit and access restriction capabilities;
- Demonstrated the capability to securely access classified networks such as Consolidated Secret Network Infrastructure (CSNI) from a remote location using Government Furnished Equipment laptops via a zero-trust architecture – part of the Secure Tailored Solution. This proof-of-concept capability is done in advance of a major capability project to offer this capability at scale;
- Strengthened cyber testing and training capabilities within DND via the enhancement of the Cyber Security Testing Environment – Operational Technology and Platform Technology; and
- Developed a capability to view information residing in various security domains with different security policies using a single workstation where appropriate physical and Information Technology (IT) security exists.

Developed a centralized management platform via the Cyber Security Defence Preparedness Analytics Capability project in support of security and preparedness related activities across the enterprise, thereby allowing integration of data and the automation of business processes related to security.

## Gender-Based Analysis Plus

In FY 2022-23, the Defence Team continued to apply Gender-based analysis Plus (GBA Plus) analysis to inform the development and management of modern, and sustainable bases and infrastructure to respond to the needs of a diverse Defence Team. The modernization of bases and infrastructure includes ensuring that physical spaces are effectively designed to be accessible, safe and inclusive for all Defence Team members.

Throughout FY 2022-23, GBA Plus requirements were integrated into planning processes and technical guidance. GBA Plus, in the infrastructure context, assesses the way land use and infrastructure interacts with and affects a broad range of identity groups. By ensuring that site design and infrastructure is inclusive, it respects the needs of everyone and creates a more inviting Defence Team community. Better lighting and pathways, and the provision of a more flexible mix of housing will increase the comfort, safety, and accessibility of those who live and work in Defence Team infrastructure.

For example, the use of GBA Plus during FY 2022-23 in the Master Real Property Development and Site Development Plans at 19 Wing Comox, British Columbia, led to improvements in the roads, walkability, lighting, and security to increase the comfort, safety, and accessibility of those who live and work at the Wing.

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

## Indigenous Affairs

Given the legal and policy landscape and the areas of intersection of Indigenous issues with matters of Defence, work continued to enable the DND and CAF to meet its legal obligations towards Indigenous peoples. Moreover, the DND and CAF continued implementing government reconciliation policy direction and frameworks. In FY 2022-23, focus continued to be on facilitating the strategic implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act*, and DND and CAF’s participation in the associated implementation Action Plan:

- Engaged with Inuit partners to co-develop four action plan measures, now included [Canada's United Nations Declaration on the Rights of Indigenous Peoples Action Plan 2023-2028<sup>CCX</sup>](#) to advance the implementation of the Inuit Nunangat Policy;
- Developing guidelines and tools to support DND/CAF practitioners review and to align Defence policies and activities with the United Nations Declaration;
- Worked to launch the Indigenous Reconciliation Program, which supports early engagement and relationship-building with Indigenous communities, aligns DND and CAF’s engagements and operations with the United Nations Declaration and reconciliation, and enables Indigenous participation to inform Defence policy, projects, and military activities (e.g., real property development, land use planning, etc.);
- Commenced discussions with Indigenous partners (during land claim negotiations) on consultation for military activities on Indigenous lands and territories, particularly as it relates to the *National Defence Act*;
- Engaged with other Federal Departments to improve Defence procurement opportunities for Indigenous businesses, in alignment with modern treaty obligations and with the Inuit Nunangat Policy, with support from DND’s Materiel group and colleagues across the Defence Team;
- Leveraged several existing working groups and fora to present on the *United Nations Declaration Act* and on the Inuit Nunangat Policy in support of building internal capacity for the implementation of both across the Defence team; and
- Advised colleagues across the Defence Team (e.g., for North American Aerospace Defense Command (NORAD) Modernization initiatives, for other projects, through requests for information) in view of integrating United Nations Declaration approaches and other Indigenous considerations in planning and execution of projects and initiatives.

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

In support of the Government of Canada's commitment to green its operations, in 2020, DND/CAF developed an update to the [Defence Energy and Environment Strategy \(DEES\)](#)<sup>ccxi</sup>. The DEES describes the department's environmental actions towards supporting the United Nations' 2030 Agenda for Sustainable Development and Canada's Federal Sustainable Development Strategy. DND and CAF continued work towards achievement of United Nations Sustainable Development Goals (SDGs), by implementing the DEES, including:

- Reduced greenhouse gas (GHG) emissions from facilities and commercial fleet to 36 percent below 2005 levels (United Nations SDG 7, 9, 11, 12, 13);
- 86 percent of DND commercial light-duty vehicle fleet purchased were zero-emission vehicles or hybrid; and 29 percent of purchases were zero-emission vehicles (United Nations SDG 7, 11, 12, 13);
- Reduced DND's contaminated sites liability by 10.6 percent based on closing liability of the previous year (United Nations SDG 7, 11, 12, 13);
- Completed the design of a net-zero carbon ready six-unit residential apartment. Of eligible bases, 90 percent have had Energy Performance Contract assessments and 64 percent have moved to the Energy Performance Contract implementation phase (United Nations SDG 7, 11, 12, 13);
- Established a baseline for non-hazardous waste and develop a reduction and diversion plan by 2023 (United Nations SDG 11, 12, 13);
- 72 percent of electricity consumed across carbon intensive grids was clean electricity (United Nations SDG 7, 9, 13);
- Continued developing a strategy for aviation fuels that supports the Government of Canada's goal of achieving net-zero GHG emissions by 2050; and worked toward completing baseline energy and fuel usage evaluations for select marine vessels by 2023 (United Nations SDG 7, 9, 12, 13);
- Developed an adaptation risk assessment framework and assessed DND programs as well as critical infrastructure and potential impacts of climate change on CAF activities (United Nations SDG 13); and
- DND began drafting of a Climate Change Risk Assessment Framework which is forecasted to be finalized in FY 2023-24. DND also drafted a statement of work to prioritize infrastructure and programs for climate change risk assessments expected in early FY 2023-24.

## Key Risks

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

**Physical Environment** – There is a risk that changes to the physical environment of Canada and the world will impact the type, frequency, and conduct of DND/CAF activities.

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

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

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

Many of the preventative and mitigating controls for these risks are articulated as activities of each Departmental Result below.

### Operation LENTUS



Canadian Armed Forces soldiers deployed on Operation LENTUS conducted damage assessments to infrastructure in Port Aux Basques, Newfoundland on 30 September 2022.

Photo: Corporal Braden Trudeau, CAF photo.

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

The Canadian Army Sustainment Enterprise (CASE) provides the sustainment bedrock (for domestic operations only) to the CAF to enable the success of their strategic mandate, missions and growth of force operational remits. As part of CASE, over 50,000 DND/CAF personnel are supported by the 21 land bases. New efforts under Canadian Army Modernization Strategy (CAMS) 1.5 are expected to have a positive impact on the Canadian Army (CA)'s ability to deliver results under the CASE. A trial re-alignment of Authority, Responsibility and Accountability, and Resources on Canadian Mechanized Brigade Group bases will equip those institutional support organizations with the resources and mandate to deliver base functional services, while clearly highlighting resource gaps to be addressed. A new streamlined methodology for determining appropriate key performance indicators and ultimately, service level standards across land bases is also underway which has delivered promising results. The results of these efforts will be an increase in CA ability to manage and allocate resources across the CASE and report more clearly on its ability to deliver a baseline standard of services.

With the implementation of expanded performance metrics that extend throughout all naval base activities, the RCN developed sets of measures that reported both up and out, and down and in. The resulting increased visibility helped to highlight specific areas of concern such as staffing, impacts of inflation, supply chain issues and rations and quarters.

High rates of attrition and a tightening labour market, coupled with ongoing challenges and delays with current staffing processes, resulted in an increased number of position vacancies within the RCN. While the naval bases have been successful in maintaining high levels of service over the short term despite personnel shortages, it is not sustainable and could result in negative impacts to existing personnel if additional personnel resources are not sourced. Labour market issues, coupled with military personnel shortages, will eventually risk both military and civilian retention and ultimately mandate execution.



Inflation had a significant impact on the provision of many base services and was a key contributor to meal rates being significantly higher than standard. In addition to creating inflationary issues, supply chain challenges also impacted the procurement of high dollar capital items. This in turn created life-cycling backlogs that are likely to generate demand into future fiscal years. With respect to rations and quarters, the constriction of the local housing/rental markets further reduced vacancy rates in base accommodations as personnel are challenged to secure housing on the economy and transition out of base accommodations. To mitigate this, older facilities, most at risk to infrastructure issues, were re-introduced into service.

The RCAF continues to collaborate with DND's Infrastructure and Environment group for the maintenance of and modernization of infrastructure across the fifteen Wings to support military operations and defence activities. The challenge is reconciling the numerous initiatives associated with modernization including NORAD and fighter capability infrastructure projects while seeking efficiencies. In FY 2022-23, inflation, supply chain issues and housing/rental market challenges resulted in reduced vacancy rates in military quarters and higher meal costs at the various Wings.

### Results achieved

The following table shows, for the DND and CAF, the results achieved, the performance indicators, the targets and target dates for FY 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022-23 Actual results
6.1 Naval, Army and Air Force Bases enable military operations and defence activities	% of single quarters accommodations that can be used	At least 90%	31 March 2023	69%	75%	92%
	% deviation of average daily meal cost from the standard allowance	15% or less	31 March 2023	12%	5.5%	32.3%*

Notes:

DND and CAF:

\*Target was not met due to a number of factors, including the introduction of a new meal plan and rising food and shipping costs.

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

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

In adherence with new Treasury Board policy requirements and the Treasury Board Horizontal Fixed Asset Review recommendations, the department finalized the Defence Real Property Portfolio Strategy, approved in March 2022, which will modernize its real property management practices and align long-term affordability with risk. The strategy identifies plans to:

- Improve infrastructure on bases and wings to ensure DND/CAF operational readiness. Examples include rehabilitated airfields, jetties, range, and training areas;
- Support the preparedness and resiliency of new and existing infrastructure by increasing energy efficiency to deal with the impacts of climate change, reduce greenhouse gas emissions, and provide modern green facilities to support personnel;
- Achieve a more sustainable real property portfolio;
- Ensure DND's real property portfolio planning considered full lifecycle costing of assets and services;
- Synchronize with departmental capability development planning to prioritize future investments towards strategic objectives;
- Provide modern and flexible workplace solutions that continually respond to the evolving requirements of the DND and the CAF;
- Explore innovative measures to optimize DND's real property portfolio management activities and improve the condition, suitability and functionality of the real property portfolio;
- Continue to advocate for more multi-use facilities and co-location within DND/CAF and with federal and/or provincial partners;
- Adopt Government of Canada fit-up space standards, including hybrid, remote and unassigned work arrangements, to promote a healthy work environment and identify footprint reduction opportunities;
- Invest in new and existing Residential Housing Units to improve the overall condition and functionality of the DND housing portfolio, with the aim of providing safe and accessible accommodation to personnel and their families;
- Continue to divest of underutilized or obsolete buildings to improve the efficiency of the infrastructure portfolio while reducing GHG emissions; and
- Develop collaborative relationships with private sector firms, to leverage their strengths, in consultation with employees, stakeholders, local communities, and public sector unions.

Key infrastructure projects for FY 2022-23, included:

- [Future Fighter infrastructure in Bagotville, Quebec and Cold Lake, Alberta](#)<sup>ccxiii</sup>: Design work was completed by FY 2022-23 and site preparation began for the 3 Wing Bagotville, Quebec, facility which will host two tactical fighter squadrons. Site preparation also began for the 4 Wing Cold Lake, Alberta, facilities which will host two tactical fighter squadrons and a training squadron. In FY 2022-23 the Government of Canada announced it was entering the finalization phase of the procurement process with the top-ranked bidder. These facilities will provide space for daily operations, maintenance, administration, mission planning, and simulator training. Early site preparation is ongoing;
- [CFB Borden Accommodations Facility](#)<sup>ccxiv</sup>: Construction of a new modern, multi-functional, and green accommodations facility reached mid-point in FY 2022-23. The construction team finished exterior and civil underground utilities work in FY 2022-23 and has shifted their focus to the interior. Despite the challenges posed by COVID-19, the project is still expected to be completed by 2024.

This facility will provide sleeping quarters and modern spaces in which members can study, learn, and live while they develop the skills they need to support military operations at home and abroad;

- **Defence Research and Development Canada Valcartier<sup>ccxv</sup>**: Construction of a new, modern 31,000 square-meter research complex continued in FY 2022-23 with expected completion of Phase one in 2024. The new complex will feature approximately 80 new multidisciplinary laboratories, as well as office and storage spaces. Once completed, this new research facility will consolidate nearly 500 defence scientists from different locations on-site into one centrally located building with collaborative research spaces; and
- **Royal Canadian Dragoons Facilities – Garrison Petawawa<sup>ccxvi</sup>**: This was the first project delivered by the department using the Integrated Project Delivery methodology. The Canadian Institute of Procurement and Material Management awarded the 2022 Excellence in Procurement Team Award to the Defence Construction Canada team for this innovative approach. The project achieved full operational capability in FY 2022-23, whereby the new facility was fully operational, older buildings were demolished and final landscaping was completed. The project was completed five months ahead of schedule and under budget, with up to \$4.8 million in savings.

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

## Results achieved

The following table shows, for the Department of National Defence and the Canadian Armed Forces, the results achieved, the performance indicators, the targets and target dates for FY 2022-23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020-21 Actual results	2021-22 Actual results	2022-23 Actual results
6.2 Defence infrastructure is well-managed throughout its lifecycle	% of infrastructure in suitable condition	At least 80%	31 March 2023	64.49%	64.4%	64.54%*
	% of maintenance and repair investment in relation to the infrastructure portfolio value	At least 2%**	31 March 2023	0.71%	1.55%	1.50%**
	% of the total real property value that is identified as surplus	2% or less	31 March 2023	1.78%	1.72%	2%

Notes:

DND and CAF:

\*The indicator used to determine suitability in this case is the relative facility condition of our infrastructure. It is important to note that the DND's real property portfolio consists of a significant number of assets that are approaching or have surpassed their life expectancy and have deteriorated. As a result, a higher percentage of assets are evaluated as being below the "fair condition" threshold, indicating that they are not in a suitable condition. To improve the overall health of our portfolio, additional maintenance, repair, and recapitalization initiatives are necessary, however resources to fund such activities are limited. These measures would address the underlying issues caused by the aging, deteriorating infrastructure and help bring the assets to a more suitable condition, ultimately better supporting CAF operational readiness.

\*\*As DND continues to manage a real property portfolio with significant funding shortfalls, our ability to invest in maintenance and repair has decreased in the face of increasing costs and demands. By not having the ability to maintain our existing portfolio to a level aligned with industry standard, asset deterioration continues to accelerate. With a target of 2% that is based on a portfolio that was in good condition in its first year of operation and is maintained at that level each year, this target requires review and updating as it does not accurately reflect the current portfolio condition, as it stands today. Should DND continue to manage the current portfolio, the deferred maintenance backlog will increase, and the seriousness of deteriorating infrastructure will ultimately impact the CAF operations.

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

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

DND continued work towards achieving the United Nations Sustainable Development Goals (SDGs), by implementing the Defence Energy and Environment Strategy (DEES), including:

- Advanced investment in Energy Performance Contracts, which see energy services companies finance energy retrofit projects at bases, resulting in savings to DND's energy costs;
- Further transitioned the commercial vehicle fleet to hybrid, plug-in hybrid or electric. 86 percent of DND commercial light-duty vehicle fleet purchased were zero-emission vehicles or hybrid; and 29 percent of purchases were zero-emission vehicles;
- Continued to ensure all new construction is designed, built and maintained to meet the Green Building Directive, which includes net zero emissions when feasible. The department completed the design of a net-zero carbon ready, six-unit residential apartment. Of eligible bases, 90 percent have had Energy Performance Contract assessments and 64 percent have moved to the Energy Performance Contract implementation phase; and
- Sought out opportunities to purchase clean power from regional grids and renewable sources as it becomes available and supporting investments in clean technology and green infrastructure projects to reduce carbon emissions, 72 percent of electricity consumed across carbon intensive grids was clean electricity.

In fulfillment of DEES Target 11, RCN conducted professionally facilitated workshops to conduct a Climate Change Risk Assessment aimed at determining the potential impacts of climate change on RCN operations, and to propose adaptations strategies.

In fulfillment of DEES Target 8, a projection tool was developed to model future GHG emissions for the RCN out to 2050. Strategic lines of effort for an RCN Operational Fleet Decarbonization Plan were identified including objectives for decarbonizing fleet operations, using low carbon intensity fuels, and research, technology, and innovation objectives.

The new capability of in-water hull cleaning during the ship's operational cycle was acquired by establishing a contract in FY 2022-23. Previously, hull cleaning occurred according to docking opportunities, with years between cleaning opportunities. By gaining the capability of in-water hull cleaning, the RCN can reduce drag caused by fouled hulls, which results in increased energy efficiency and decreased GHG emissions.

During FY 2022-23 the Marine Mammal Mitigation program was advanced in support of Sustainable Maritime Range and Training Areas.

Internal governance structures were established in FY 2022-23 to coordinate streamlined communications and engagements with Indigenous communities and groups with interests in the maritime domain. Specifically:

- In Canadian Forces Base (CFB) Esquimalt, a newly formed Pacific Region Indigenous Coordination Committee and supporting Working Group was established and pulls together the various DND organizations that had previously engaged with First Nations individually to provide a forum to discuss a regional coordinated approach to engagement and to identify program requirements with Directorate General Indigenous Affairs (DGIA); and
- A Mi'kmaq Ecological Knowledge Study was established with a local consultant and Indigenous Consultant to compile ecological information for the Maritime Forces Atlantic Formation Area of Responsibility.

RCN awarded a contract for support in developing further policy, tools, and processes to help RCN meet Government of Canada commitments to furthering relationship building and reconciliation, and application of UNDRA while maintaining its operational mandate.

The Army Environmental Program contributed to the department's sustainability goals with the following key initiatives for FY 2022-23:

- Developed a strategic plan for the Army Environmental Program, in lieu of the Army Environmental Strategy 2030. The Army Environmental Program commenced aligning its program priorities with the strategic plan;
- Monitored and reported on indicators of Range and Training Area environmental sustainability, including water quality, under the Range and Training Area Sustainment System. In addition, the third edition of the Range and Training Area Sustainment System Summary Report was published and promulgated by the Commander Canadian Army (CA);
- Invested significant resources in the Army Environmental Program to monitor and implement the wildlife at risk program. The CA establishments implemented mitigation measures during projects, activities and operation to ensure due diligence and prevent impact on more than 300 federally listed species at risk and 200 migratory birds;
- Addressed findings of the compliance gap analysis by publishing 2 Canadian Army Environmental Directives. An additional seven CA Environmental Directives have been drafted for promulgation early in 2023-24; and
- Supported completion of five Strategic Environmental Assessments for new CA capabilities.

In FY 2022-23, the Royal Canadian Air Force (RCAF) Environment and Operational Sustainability Program contributed to the department's sustainability goals through the following key initiatives:

- The efforts on Sustainable Aviation Fuel were advanced through participation and input into the Low Carbon Fuel Procurement Program being led by the Centre for Greening Government under the Treasury Board Secretariat (TBS). This program engaged with industry and academia to advance the production of Sustainable Aviation Fuel in Canada for use in aviation, including the RCAF;
- The department developed a centralized reporting system for aviation fuel consumption and will be implemented on 1 April 2023;
- The RCAF Path to Net Zero Strategy was developed during the reporting period and approved in February 2023. The Decarbonization Plan will be included as an annex to this strategy and while progress is being made, the deadline for the Decarbonization Plans for the department has changed to March 2024;
- The white paper entitled "Assessing Climate Change Impacts on RCAF Operations" was completed and approved by the RCAF in July 2022; and
- The RCAF has and continues to support Strategic Environmental Assessments for new capabilities through a Preliminary Scan Tool that is used for all major capital procurement programs. The tool and guide were prepared by RCAF Directorate Environment and Operational Sustainability and is designed for use by the Office of Primary Interest responsible for completing a preliminary scan of a proposal for a capability development program, and other staff tasked with supporting the development of the proposal.

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



## Results achieved

The following table shows, for the Department of National Defence and the Canadian Armed Forces, the results achieved, the performance indicators, the targets and target dates for FY 2022–23 and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 Actual results	2021–22 Actual results	2022–23 Actual results
6.3 Defence activities are carried out in a safe and environmentally responsible manner	% of greenhouse gas emissions reduction relative to a 2005 baseline	At least 40%	31 March 2030	38%	35.9%	36%*
	% of reduction in contaminated sites liability based on the closing liability of the previous year	At least 10%	31 March 2023	10%	12.6%	11%

Notes:

DND and CAF:

\* Contingent on clean electricity agreements being signed by PSPC, DND is on track to achieve 40 percent greenhouse gas emission reduction by 2030.

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

## Budgetary financial resources (dollars)

The following table shows, for Sustainable Bases, Information Technology Systems and Infrastructure, budgetary spending for FY 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 Planned spending	2022–23 Total authorities available for use	2022–23 Actual spending (authorities used)	2022–23 Difference (actual spending minus planned spending)
4,129,651,499	4,129,651,499	4,288,012,574	4,097,255,100	(32,396,399)

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

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for FY 2022–23.

2022–23 Planned full-time equivalents	2022–23 Actual full-time equivalents	2022–23 Difference (actual full-time equivalents minus planned full-time equivalents)
15,589	15,614	25

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

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

## Results

A number of efforts and key deliverables were the focus for FY 2022-23 across Internal Services programming. These included the following items:

### Defence Relationships with Indigenous Peoples

The [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#)<sup>ccxxiii</sup> affirms the human rights of Indigenous Peoples and provides the Government of Canada a roadmap to advance reconciliation. The [United Nations Declaration on the Rights of Indigenous Peoples Act](#)<sup>ccxxiv</sup>, which received Royal Assent in June 2021, establishes a legislative framework to implement the Declaration in Canada, requiring that the Government of Canada, in consultation and collaboration with Indigenous Peoples, develop an action plan to achieve the Declaration's objectives, prepare annual reports on progress to be tabled in Parliament, and take all measures necessary to ensure consistency of federal laws with the Declaration. In FY 2022-23, DND/CAF:

- Analyzed over 300 proposed Action Plan measures for connections with departmental activities. Strategic engagement took place and enabled the co-development of final Action Plan items for inclusion in the United Nations Declaration Act Action Plan;
- Led engagement with Inuit Tapiriit Kanatami and Inuit Treaty Organizations for the co-development of the United Nations Declaration Action Plan measures applicable to DND/CAF;
- Ensured that strategic advice and policy guidance were provided to the Defence team for the implementation of the Declaration;
- Made meaningful efforts to identify opportunities to advance reconciliation through the planning and divestment of DND and CAF's real property within the context of modern treaty negotiations

with First Nation partners. The department made meaningful efforts by consulting with Indigenous groups when deemed a legal obligation, enabling the Indigenous groups to express interest on any of the DND surplus properties. DND consistently followed Treasury Board (TB) directive by informing Federal and Provincial Governments of surplus properties, and when no interest was put forward, DND proceeded to inform Municipal and Indigenous groups; and

- Socialized UNDRIP and *United Nations Declaration Act* (UNDA) via presentations at several internal forums and for decision making audiences. These included the Indigenous Reconciliation Working Group, Defence Team Indigenous Affairs Committee, Defence Deputy Minister, and the Parliamentary Secretary. DND raised awareness of the UNDA legal obligations and policy commitments related to DND and CAF's line of work, in view of factoring in United Nations Declaration objectives in decision making processes.

The department continues to place a high priority on advancing Indigenous reconciliation and rebuilding relationships with First Nations, Inuit, and Métis peoples. Highlights of the activities undertaken during FY 2022-23 include the following:

- Developed the mandate as well as terms and conditions of the new [Indigenous Reconciliation Program](#)<sup>CCXXV</sup>, enabling greater Indigenous participation in the Defence Team's programs and activities, through grants and contributions, as announced in Budget 2022;
- Developed terms of reference for a new Community of Practice on Indigenous Engagement to support DND/CAF consultation and engagement practitioners in their efforts to uphold the honour of the Crown and to foster collaboration and partnerships with Indigenous peoples;
- Engaged with First Nations, Inuit, and Métis governing bodies and organizations to determine their priorities in support of site development plans at the Forward Operating Locations in Inuvik, Yellowknife, and Iqaluit;
- Engaged with local Indigenous communities on bases and wings in support of different local projects (e.g., Gagetown) and built relationships in the respective regions; and
- Reached out to Other Government Departments to track and better coordinate engagements with Indigenous peoples by exploring Information Technology (IT) solutions and best practices for their potential application across DND/CAF.

DND/CAF have shared responsibility to ensure that legal commitments to Indigenous groups are met in a timely manner, as well as to fulfill Indigenous consultation requirements and treaty obligations when carrying out DND/CAF activities. In FY 2022-23, the department completed the following activities:

- Addressed 91 requests for Information concerning duty to consult and engagement advice for planned projects and activities in and around bases and wings, all while ensuring Indigenous right holders' considerations and opportunities (relating to real property transactions and other activities);
- Provided guidance, resources, and information on existing consultation protocols to project leaders, while consulting with Other Government Departments;
- Provided project leads with guidance on the legal duty to consult, and to consider more recent Whole-of-Government policy and legislative developments and goals, including considering and implementing the United Nations Declaration in Defence activities;
- Developed several tools, such as base summaries as well as consultation and notification letters allowing for updated list of repositories and links from Other Government Departments to assist in identifying Indigenous rights holders in proximity to projects and activities;
- Developed plans for the Northern Basing Initiatives (North American Aerospace Defense Command (NORAD) modernization) that consider engagement and consultation with Indigenous governing bodies and organizations in the region. These plans helped ensure broader DND alignment with the goals of the United Nations Declaration and with the policy commitments in the Inuit Nunangat Policy;

- Held consultations with Other Government Departments, as well as across the Defence team, to map out considerations related to treaty implementation and the Whole-of-Government approach to addressing the infrastructure gap in the North;
- Provided advice related to engagement, the legal duty to consult, as well as policy-based implementation of the United Nations Declaration for various DND/CAF activities;
- Supported economic development opportunities for Indigenous communities and Indigenous procurement modernization within the scope of the DND/CAF mandate;
- Established the DND/CAF Indigenous Procurement Working Group which brings together representatives from organizations involved with procurement. Members shared information and lessons learned, offered guidance, and discussed issues related to advancing Indigenous Procurement across the DND/CAF;
- Established the Defence Industry Advisory Group – Working Group on Indigenous Procurement (DIAG). The DIAG - Working Group on Indigenous Procurement, which is comprised of members from Indigenous Economic Development Associations, Defence Industry, including Indigenous businesses in this space, and key Federal Government Departments such as Indigenous Services Canada, Public Services and Procurement Canada (PSPC) and Innovation, Science and Economic Development, had initial discussions on determining appropriate strategies for building Indigenous participation in Defence Procurement;
- Provided advice and guidance on projects submitted where there was a nexus with treaty obligations and reconciliation policy commitments related to Indigenous procurement;
- Worked with DND's internal stakeholders and Other Government Departments (Indigenous Services Canada, PSPC, TB) to identify Whole-of-Government procurement policy gaps across Inuit Nunangat in support of meeting the Inuit Nunangat Policy commitment to prioritize Inuit access to federal procurement in Inuit Nunangat; and
- Supported increasing the percentage of Indigenous participation in procurement to contribute to the Government of Canada's objective of reaching the minimum target of 5 percent of the total dollar value of federal procurement by FY 2024-25. The *Indigenous Procurement Framework* was developed to provide DND/CAF the key roles, authorities, responsibilities, governance, tools and resources to plan and report on Indigenous procurement opportunities and contracts on an annual basis. This framework also provides guidance on specific reporting milestones as well as performance and compliance measures that will need to be considered during departmental business planning and reporting cycles. In addition, exceptions to Indigenous procurement were also developed and presented to the DM for approval. Exceptions are to be approved annually by the Deputy Minister and not automatically carried forward.

The department worked with internal stakeholders, including base and wing Commanders, to leverage the cultural understanding, perspectives and experiences of the Defence Indigenous Advisory Group (DIAG) members to build awareness and understanding of new and existing federal policies, commitments, and guidelines, as they pertain to Indigenous relationships and links with local communities across the country.

As Defence Team Champion for Indigenous peoples, Commander Canadian Army (Comd CA) hosted the DND/CAF Indigenous Awareness Week Event at Carling Campus in Ottawa, Ontario, with hybrid virtual and in-person delivery. The keynote speaker was Mr. Roy Henry Vickers whose artwork was inspiration for the Indigenous Awareness Week theme.

- Comd CA attended Canadian Ranger 75<sup>th</sup> Commemorations at CFB Esquimalt in May 2022 and addressed the DIAG in February 2023;
- Indigenous Advisors participated in engagements within DND/CAF in addition to consulting with Indigenous community groups across Canada:
  - Northern Indigenous Summer Programs Recruiting - Inuvik, Tuktoyaktuk, Yellowknife, Tsiigehtchic, Fort MacPherson;

- Indigenous Leadership Opportunity Year - Steering Conference;
  - Cultural Awareness Teaching to Air Operations Officer - 17 Wing; and
  - Indigenous Awareness Week Initial Planning Conference Consulting, worked with DIAG to develop Eagle Staff teachings.
- On behalf of Comd CA, CA Indigenous Advisors participated in the Indigenous Federal Employees Champions and Chairs Circle (IFECCC) quarterly virtual meetings;
  - Began the consultation process with the Assembly of First Nations, Inuit Tapiriit Kanatami and Métis National Council on [CAF Indigenous Entry Programs](#)<sup>ccxxvi</sup> and the CAF Identity project. With respect to Indigenous Entry Programs, the statistics of the past fiscal year show a positive effect. As a result of consultations with stakeholders in the community and in compliance with GoC policy and [United Nations Declaration of the Rights of Indigenous Peoples \(UNDRIP\)](#)<sup>ccxxvii</sup>, the Aboriginal Leadership Opportunity Year underwent a name change to the [Indigenous Leadership Opportunity Year \(ILOY\)](#)<sup>ccxxviii</sup>;
  - Continued to enhance the National Defence relationship with Inuit through engagement in the Inuit Crown Partnership Committee Sovereignty, Defence and Security priority area, which included the creation of the Sovereignty, Defence and Security Working Group and two meetings;
  - Played an active role in supporting federal interests within modern treaty negotiations and was involved in resolving issues brought forward by Indigenous peoples that involved the DND/CAF;
  - Supported Other Government Departments during modern treaty negotiations and was involved in resolving issues brought forward by Indigenous peoples that involved the DND/CAF;
  - Supported Crown-Indigenous Relations and Northern Affairs Canada during modern treaty negotiations with Indigenous communities, such as Innu of Labrador, Innu of Quebec (Petapan), K'omoks, and Te'mexw Treaty Association; and
  - Addressed litigation and other issues in the spirit of reconciliation by working on agreements and claims resolution with numerous Indigenous groups, including Beaver Lake Cree Nation.

Established and supported internal governance structures and provided training tools to build departmental capacity to enable effective and cohesive decision-making on Indigenous concerns within the DND/CAF;

- Advanced cross-departmental information sharing through the Working Group on Indigenous Reconciliation and the Defence Team Indigenous Affairs Committee, promoting the implementation of the United Nations Declaration within DND/CAF, and creating long-lasting understanding, collaboration and partnership between diverse Indigenous groups in Canada and DND/CAF;
- Leveraged participation in various management and executive committees to provide awareness sessions and facilitate discussion of the impacts of the Inuit Nunangat Policy and of the United Nations Declaration on the work of DND/CAF;
- Engaged internal stakeholders on the development of the UNDRIP alignment tool to assist DND/CAF practitioners in assessing DND/CAF policies, programs and initiatives in relation to the United Nations Declaration;
- Delivered internal awareness sessions on the policy approach to fostering collaborative Indigenous engagement and the assessment of modern treaty implications of proposed projects and activities within Cabinet submissions; and
- Continued work on Crown-Treaty Awareness Packages to raise awareness of modern treaties and their obligations that may implicate DND/CAF.

Represented DND/CAF interests in Canada's discussions with Indigenous peoples, including Recognition of Indigenous Rights and Self-Determination tables, treaty and self-government agreement negotiations, and settlement discussions:



- Worked with Crown-Indigenous Relations and Northern Affairs Canada in negotiating self-government agreements and advancing self-determination in partnership with Indigenous peoples.

The department implemented a Civilian Indigenous Recruitment and Retention Strategy, to strengthen reconciliation efforts and create a workplace culture and structure that embraces and values Indigenous Peoples and their perspectives. The assessment of Indigenous candidates from departmental pools and inventories was prioritized; hiring managers were encouraged to consider employment equity first and to leverage [Indigenous Student Employment Opportunity](#)<sup>ccxxix</sup> to fill vacancies; and work began on a new talent inventory that will centralize and make available applications for hiring managers to select Indigenous and other equity-seeking candidates outside of a traditional pool or inventory. Recruitment efforts also included significant networking activities across the country with Indigenous organizations to support the strategy's objectives. These included engagement with, among others the Kitchissippi Indigenous Association, the Ontario Coalition of Indigenous Peoples, the Government of Canada Facebook Informal Group for Retention of Indigenous Employees, and the Canadian Indigenous Nurses Association, as well as outreach at CAF summer Indigenous programs across Canada (Blackbear, Bold Eagle, Carajou, Raven and CAF Indigenous Employment Programs Halifax (CAFIEP)) and an industry-led Indigenous recruitment/outreach event entitled the "Inclusivity Indigenous Virtual Fair".

Recruitment, however, is not enough. The retention of a diverse community of Indigenous voices, experiences and knowledge is equally important. To that end, the department has moved to begin leveraging the Government of Canada [Indigenous Career Navigator Program](#)<sup>ccxxx</sup>, which aims to support the recruitment and retention of Indigenous peoples across all departments by facilitating the direct support of an Indigenous employee or candidate by another Indigenous public servant. The department launched the framework in January 2023 in collaboration with internal partners and the Knowledge Circle for Indigenous Inclusion. The first of two planned Career Navigators was recruited, trained, and onboarded in FY 2022-23 and a second navigator was hired in early FY 2023-24. Both Career Navigators will focus on retention. The Indigenous Student Program and the Indigenous Student Gatherings Network were also established at the department with two Indigenous Student Ambassadors hired out of the latter.

#### Contracts awarded to Indigenous businesses.

The Government of Canada is committed to reconciliation with Indigenous peoples and to improving socio-economic outcomes by increasing opportunities for First Nations, Inuit, and Métis businesses through the federal procurement process.

Under the [Directive on the Management of Procurement](#)<sup>ccxxxi</sup>, which came into effect on 13 May 2021, departments must ensure that a minimum of five percent of the total value of the contracts they award are held by Indigenous businesses. This requirement is being phased in over three years, and full implementation is expected by 2024.

The Department of National Defence and Canadian Armed Forces is a Phase 3 organization and is aiming to achieve the minimum five percent target by the end of FY 2024-25.

National Defence holds a unique mandate and acquires a wide variety and volume of commodities and services (in some cases highly specialized). As a result, it is expected that Indigenous Business Capacity in some key contract value areas will develop over time. To support this evolution, National Defence has undertaken specific actions in accordance with an evergreen plan; for example:

- Implementing a DND/CAF Indigenous Procurement Framework to align with the policy objectives set by TBS, in December 2022;
- Developing a Deputy Minister-approved Exceptions Framework which forms part of the Indigenous Procurement Framework;
- Prioritizing early engagement with Indigenous peoples in their areas of responsibility, including to support procurement obligations and objectives in modern treaties, Procurement Strategy for Indigenous Procurement, and the Inuit Nunangat Policy, and to align with the United Nations Declaration on the Rights of Indigenous Peoples Act;

- Implementing a Contribution Agreement under the Indigenous Reconciliation Program, which funded a membership for the 2023 calendar year and participation at the CANSEC (Canada's largest Global Defence and Security Trade Show) to the Canadian Council of Aboriginal Businesses and ten Canadian Council of Aboriginal Businesses Indigenous organizations with an opportunity to gain valuable insight into defence networks and create possible partnerships for future projects; and
- 73 percent of the 1,200+ Purchasing and Supply population completed the mandatory course Indigenous Considerations in Procurement from the Canada School of Public Service. It should be noted that not all Purchasing and Supply personnel are part of the procurement community.

#### Communicating with Canadians

National Defence informs Canadians of DND/CAF objectives and results through a variety of communications services, including direct citizen engagement, working with stakeholders, partners, and traditional and social media, as well as through attractions and advertising. These activities help to build Canadians' trust in the Defence institution by informing them of the ways in which the Defence Team is operating on their behalf. They work to clearly demonstrate how DND/CAF represent Canadian values at home and defend democratic values abroad.

The Defence Team remains committed to transparency and plain language communications with Canadians on our programs and activities. The breadth of DND/CAF communications activities in FY 2022-23 speaks to the pace and scale of CAF operations in Canada and around the world. Over the course of the year, CAF personnel responded to domestic requests for federal assistance in dealing with natural disasters, they worked with Canada's allies in maintaining international security in Europe, the Indo-Pacific region, the Middle East, and in supporting peace and security around the world.

Key results for communications services included the following:

- The National Defence Media Relations Office managed 1,667 media requests, responding to them within negotiated deadlines 95% of the time, continuing our commitment to ensuring Canadians have clear and factual information about Defence programs and policies;
- The Public Inquiries Desk responded to 1,432 requests for information from Canadians within 10 business days, 90% of the time, providing timely information and transparency to Canadians;
- National and regional Stakeholder Engagement Offices delivered 290 activities, which contributed to increasing Canadians' understanding of defence priorities. It also provided an opportunity for senior leadership to connect with communities, build relationships, and hear from community members on the impacts Defence has in their communities;
- The 2022 National Veterans' Week Speakers Program received 2,325 requests, of which 1,956 were filled by available CAF members. These included requests for CAF speaker videos and for in-person and virtual presentations by CAF members to schools and community organizations. Altogether, this initiative reached more than 877,500 Canadians, fostering an understanding of the history and *raison d'être* of the CAF; and
- The Speechwriting Team wrote 214 speeches, more than half of which were in support of raising Canadians' awareness of CAF operations.

To reach Canadians through the mediums they use most, the Defence Team takes a digital-first approach to communications. In FY 2022-23, the department achieved the following results:

- Recruitment advertising campaigns focused on promoting awareness of the unique full- and part-time career opportunities offered by the CAF, along with highlighting priority occupations. The department's campaigns for Indigenous Peoples, Reserve Force, and Paid Education used a mix of traditional and digital media to reach our target audiences. In total, these campaigns generated more than 2.6 million web advertisement visits – an increase of 1 million over FY 2021; 609 million impressions; and 176,000 start application clicks. These results respond to the department's commitment to reach out to and recruit the best and brightest candidates in Canada to the Canadian Armed Forces;

- A priority for the DND/CAF national social media accounts was to improve and increase social media engagement, in our efforts to promote dialogue with Canadians about the work of CAF in defending Canada at home and abroad. This engagement resulted in an average audience increase of 18.33% over FY 2021-22 across all social media platforms, including Facebook, Twitter, LinkedIn, Instagram, and YouTube. Results were achieved using the following methods:
  - Testing of more interactive features and content such as quizzes, first-person videos, invitations to submit questions, and general audience questions;
  - Prioritization of the review of the frequently asked questions bank, and addition of new questions and answers for the use of social media practitioners;
  - Emphasis on the need to answer as many genuine questions posted in the comments sections or sent by direct messages as much as possible; and
  - Conduct of an ongoing social media account audit to ensure that all accounts are regularly monitored, and that comment sections are reviewed, to engage with users where appropriate.

Web usability testing was completed to ensure users can navigate DND/CAF websites to get the information they need. This included testing the functions that allow Canadians to complete online tasks in several areas including recruitment, equipment, Cadets and Reserves, and regional services for Defence Team members affected by sexual misconduct. In addition to conducting web usability testing, Communications Services increased the data collected from the [GC Task Success Survey](#)<sup>ccxxxii</sup> – a method used by the Government of Canada to measure the performance of web content and services – and is using this data to improve top tasks, especially those that support recruitment and retention.

In support of culture change initiatives, Public Affairs ensured that Canadians and the Defence Team understood the seriousness of systemic misconduct, as well as how it was addressed in DND/CAF. This included highlighting the realignment of policies, programs, and responsibilities that address misconduct and support those negatively impacted by military sexual trauma and other harmful behaviours. Specifically, seven milestone-driven events or announcements were held in FY 2022-23, five of which were updates to both media and stakeholders with DND/CAF officials. The event that garnered the most media attendance (38 representatives) was the press conference held by MND, the DM, the Chief of the Defence Staff (CDS), and the Honourable Louise Arbour, C.C., G.O.Q, former Justice of the Supreme Court of Canada on the release of the [Independent External Comprehensive Review](#)<sup>ccxxxiii</sup> report. The event on expanded support services for those affected by sexual misconduct had approximately 190 registered stakeholder attendees.

The above results highlight the commitment of Defence in engaging in transparent communications with Canadians about the important work of DND/CAF in defending Canada at home and abroad.

#### Financial management services

The DND/CAF approach to financial stewardship is underpinned by [Strong, Secure, Engaged \(SSE\): Canada's Defence Policy](#)<sup>ccxxxiv</sup>. The Defence Team continued to make significant strides in improving the financial transparency, oversight, and accountability of the defence budget and in its commitment to deliver results that meet the expectations of Canadians. The approach to financial management and planning in DND/CAF is to be a transformative leader in financial practices and in modernizing the business of Defence. In FY 2022-23, the DND/CAF financial community continued to provide oversight for the implementation of SSE through the ongoing sound stewardship of resources.

To achieve Canada's defence needs at home and abroad, and to succeed in a complex and deteriorating/unpredictable security environment, defence funding must be affordable, achievable, and informed by rigorous evidence-based costing analysis that accurately and effectively measures the resources required to make critical investments that can deliver on our longer-term defence and security priorities.

The Financial Planning and Forecasting solution tool continued to provide valuable insight and analysis as a common input tool and standardized processes for better forecasting of expenses across the Defence Team. DND/CAF have made improvements to guarantee knowledge management, including the

reliability of our data and our ability to align resources and strengthen accountability. These improvements enable DND and the CAF to more effectively ensure that oversight and accountability, — specifically towards enhanced management of resources, — is supported through the administration of an internal financial control framework. The accuracy of our data is critical to high-performance costing and forecasting that delivers results and supports the DND and the CAF with capabilities and capacities that can meet our real-time challenges, threats, and opportunities. In FY 2022-23, DND/CAF implemented the new accounting standard on asset retirement obligations; achieved fully staffed costing teams; deployed Financial Planning and Forecasting Integrate Phase Release 2; and identified high-level financial process modernization opportunities in anticipation of the Definition phase of the Defence<sup>x</sup> system.

#### Departmental Litigation Oversight

In FY 2022-23, the Departmental Litigation Oversight (DLO) program continued to provide support to the Canadian Forces' Legal Advisor, the Department of Justice and DND/CAF instructing clients by managing and coordinating activities related to complex litigation, and in ensuring compliance with settlements. In particular, DLO continued to coordinate all aspects of the Defence Team's obligations under the [DND-CAF Sexual Misconduct Class Action Settlement](#)<sup>ccxxxv</sup>, including monitoring and reporting regularly on delivery of requirements.

In addition, DLO was established as the project management lead on behalf of Canada to ensure a coordinated approach in the implementation of the LGBT Purge Class Action Fourth Supplementary Settlement Agreement (Archival Records – Phase II Research Project), approved by the court on 6 January 2023 and involving ten federal organizations. Through DLO's leadership, interdepartmental working groups were established, and archival records research work was started, continuing into FY 2023-24, to meet the obligations of the settlement agreement to provide additional non-personal historical policy records to assist the LGBT Purge Fund in memorializing the history of the Purge through a permanent archive.

#### Review Services

The department continued to carry out internal audits, evaluations, and investigations to identify objective insights and to promote transparency and accountability. Engagements completed during FY 2022-23 focused on strengthening elements of internal management and the effectiveness of Defence programs/initiatives that are foundational to enabling the execution of DND and CAF's mandate. Key areas examined include departmental functions (e.g., project management, procurement, financial management, information management, information systems, and accessibility), and programming (e.g., readiness, acquisition, and innovation). The findings and recommendations highlighted through these reviews, support the efficiency, effectiveness, and economy of operations by the DND/CAF in the delivery of SSE.

#### The Defence Ethics Program

In FY 2022-23, the Defence Ethics Programme continued to progress training and awareness of ethical principles following the successful Conversations on Defence Ethics facilitated through DND/CAF Ethics Coordinators. The Defence Ethics Programme also developed workshops in concert with the Canadian Forces Training Development Centre that will further enable the Ethics Coordinator network to facilitate vital ethics discussions across their organizations and units.

#### Civilian human resources management

In FY 2022-23, as the department emerged out of a COVID-19 pandemic posture and began to adopt its post-pandemic hybrid workplace, the public service employee experience was front of mind. The [Deputy Minister \(DM\)/the Chief of the Defence Staff \(CDS\) initiating directive on transitioning to a hybrid workforce to support full business resumption](#)<sup>ccxxxvi</sup>, and accompanying resources, such as criteria for approving telework, hybrid, and on-site work arrangements, were promulgated throughout the Defence Team and emphasized the need to balance operational requirements with compassion and flexibility. This approach reinforced DND's commitment to physical and mental health, safety, operational requirements, as well as moving forward with hybrid work in a way that embraced diversity, inclusion, and accessibility principles. In the last quarter of FY 2022-23, the department supported employees with the transition to

the [Common hybrid work model for the Federal Public Service](#)<sup>ccxxxvii</sup>. COVID-19 conditions underscored the importance of building and sustaining an agile, responsive, and resilient public service workforce to ensure we remain able to respond to future uncertainties and able to successfully support the CAF.

An increased focus on ensuring staff master the digital and data skills they need to meet tomorrow's challenges – whether through upskilling or recruitment – is helping DND's Human Resources (HR) team provide timely, evidence-based analysis today. This is translating into the modernization of services, tools and processes through digital HR initiatives focused on alleviating administrative burdens and addressing inefficiencies, analysis and adaptation of HR service delivery and support model, and an increased use of data and analytics throughout the organization, which includes novel HR-focused Power BI products to better support managers of public servants in their people management responsibilities. DND Careers, a digital platform that enabled hiring managers from across the DND/CAF to match available candidates to hiring needs, was decommissioned so that development efforts could be focused on leveraging other platforms aligned with DND's digital vision.

The department has advanced efforts to support employees with pay and benefits management through ongoing collaboration with key partners such as, Shared Services Canada (SSC) Next Gen, the Public Service Pay Centre and Public Service and Procurement Canada (PSPC) Phoenix Operations as well as internal DND partners in Finance and Public Affairs to address Defence Team-specific issues so that we are well positioned to react to the shifting HR- to- Pay landscape. This includes a shift towards providing full service pay support to specialized groups who are not supported by Phoenix, and robust communication and engagement tools to employees and managers on various policies, and life and career events that impact pay. Beyond supporting public servants and their managers with current pay-related issues, the department continued to minimize the impact of the Phoenix Pay System on employees, reducing the backlog of old, complex pay cases by 30 percent in FY 2022-23.

The Defence Team has prioritized taking impactful action to respond to the challenges of systemic racism and discrimination throughout FY 2022-23:

- Adapted the way the department staff's positions for public servants with the aim of eliminating bias and barriers within the department's recruitment processes and a full Employment Systems Review has been undertaken;
- The Executive level 01 (EX-01) Indigenous Recruitment Campaign (IRC) and Executive Development Program (EXDP) both supported and developed candidates for executive positions from diverse backgrounds. In FY 2022-23, seven candidates were appointed through the EX-01 IRC to positions across the Government of Canada;
- Identified and prioritized short-term (2022-2025) hiring goals with a specific focus on racialized employees working in managerial and EX feeder positions;
- DND's Civilian Diversity and Inclusion Action Plan, which speaks to the objectives identified in the Directive to increase diversity and inclusion in the workplace. The Civilian Diversity and Inclusion Action Plan continued to provide a frame for a wide variety of activities undertaken across the organization to support the evolution of a more representative and inclusive workforce and to underpin people management changes, such as the mandatory use of employment equity as an organizational need and the growth of the Diversity Selection Board Inventory. This board is a roster of individuals who have undertaken the Canada School of Public Service Training on [Inclusive Hiring Practices for a Diverse Workforce](#)<sup>ccxxxviii</sup> and who have committed to supporting the organization's objective of demonstrating diversity and representativeness during the candidate assessment stage of staffing;
- Integrated a human-centered and data-informed perspective into HR services while resources and tools for public servants and their managers have been and continue to be developed and communicated to promote cultural awareness, and to support better awareness of and provide resources for combatting racism, discrimination, and harassment in our workplace; Integrated a human-centered and data-informed perspective into HR services while resources and tools for public servants and their managers have been and continue to be developed and communicated



to promote cultural awareness, and to support better awareness of and provide resources for combatting racism, discrimination, and harassment in the workplace;

- Furthered investment in the department's in-house second language training and evaluation, growing the number of language teachers from 5 to 19. enabling DND to grow its bilingual public service workforce; and
- Conducted work towards building DND's in-house professional development and language maintenance program with the objective of having a fully-fledged maintenance program in place in FY 2023-24.

Additional HR results details can be found in [DR 3.3](#) section of this report.

### Service Management

Aligned with the *Policy on Service and Digital*, the department evolved client-centric service design and delivery for services to Canadians. In FY 2022-23, the department developed a three-year service management strategy. It promotes an integrated, consistent approach to service management across the department.

### Data management

DND/CAF prioritized data management, governance, and analytics across the department to execute Defence policy initiatives. This is to increase strategic advantage for our CAF operations and improve Defence business management. Key projects include:

- Predictive Expenditure Modelling Tool: A forecasting tool that predicts the amount of money DND will spend throughout the year on select projects to ensure financial stewardship; and
- Military Standards Chatbot: A bilingual, natural language chatbot that answers CAF personnel questions about military dress code.

In FY 2022-23, the department:

- Continued to build its capacity for enterprise-wide data management, as outlined by the TBS *Policy on Service and Digital* and the [DND/CAF Data Strategy](#)<sup>ccxxxix</sup>;
- Introduced a standard data architecture process (Enterprise Data Model Framework Architecture Vision) to produce consistent, scalable, agile, integration-ready, and compliant data architecture content;
- Approved and published the Data Strategy Implementation Plan internally. It outlines 44 initiatives required to achieve the DND/CAF Data Strategy business outcomes;
- Strengthened data analytics enablement services to capture and manage conduct-related data in support of the [Chief of the Defence Staff/Deputy Minister Initiating Directive for Professional Conduct and Culture](#)<sup>ccxli</sup>;
- Developed processes and analytical tools to connect data across the Defence enterprise, with other national agencies, allies and partners. Fostered data culture and data literacy through more than 30 learning events with over 1,000 Defence team members;
- Enhanced the department's access to trusted data by using data management and data-driven innovation tools, and delivered on several performance reporting tools;
- Published a [Data Governance Framework](#)<sup>ccxli</sup> defining the roles regarding data stewardship and enterprise data subject areas to support decision-making and operations;
- Developed a DND/CAF Artificial Intelligence (AI) Strategy to provide clarity and direction on the use of AI. It will help enhance operational effectiveness, gain tactical strategic advantage, and improve situational awareness;
- Coordinated existing AI initiatives, and began efforts to develop an ethical AI framework; and

- Released a [Data Access Policy](#)<sup>ccxlii</sup> which established the roles, responsibilities, and processes across DND/CAF for timely access to data for planning, operations, research, and development and decision support.

#### Defence enterprise modernization

The rapid advancement of information management and technology continued to allow the department to use modern business practices to improve our processes and Defence business. The Defence Resource Business Modernization Program and its flagship project, DEFENCE<sup>x</sup>, contribute to future force development. It also increases business resource management efficiency and consistency. The project continues to progress towards definition.

In FY 2022-23, the department:

- Updated and enhanced enterprise business processes and policies, taking advantage of innovative software upgrades to improve business information and decision flows;
- Delivered the Business Partner Enterprise Modernization Initiative. This enabled the central maintenance and analytics of the Business Partner master data object in the department's enterprise resource planning (ERP) system. This data object acts as the single point of entry to maintain business partner, customer, and vendor master data. This functionality, linking different entities into one, aligns with industry best practices. It also provides an improved data model and greater analytic functions. The Business Partner capability is a prerequisite for future initiatives and projects. It sets the foundation for the department's pending upgrade to its ERP system;
- Progressed modernization initiatives that improved the Defence supply chain and department financial management. This minimizes future risk and lays the groundwork in support of the DEFENCE<sup>x</sup> Project; and
- Improved the results, reporting, and efficiency of the Defence Resource Business Modernization Program through risk and performance management tool development.

#### Information technology services

The department continued to mature its Enterprise Architecture practices enhancing alignment and oversight of technical solutions within DND/CAF. The department has worked to establish and formalize standards for enterprise applications, including for application development tools and components, aligned with Government of Canada standards. The department has advanced work to establish a capability-based approach to enterprise applications guidance and road mapping, using the Government of Canada-wide Application Capability Reference Model.

DND/CAF has continued to maintain and assess its Information Management (IM)/IT investments in its Application Portfolio Management program ensuring quality application and business data is captured. This has enabled DND/CAF to better manage our IM/IT investments and for our partners to provide necessary support services. Portfolio assessment reports for enterprise applications were completed by assessing all the business applications in the Application Portfolio Management using a common, repeatable, and expanded methodology, including application and technology standards.

In FY 2022-23, the Judge Advocate General (JAG) continued to provide legal advice and services in all matters related to military law and to superintend the administration of military justice in the CAF. The strategic intent was to advance the modernization of the military justice system through a series of initiatives, work on which will continue throughout FY 2023-24, and they included:

- Providing legal services in support of efforts towards implementation of military justice-related recommendations from the Report of the Third Independent Review Authority, by the Honourable Morris J. Fish, C.C., Q.C., former Justice of the Supreme Court of Canada. Upon the tabling of the report, the Minister of National Defence (MND) accepted, in principle, all 107 of its recommendations. The Office of the Judge Advocate General (OJAG) continued to play a significant role in supporting implementation efforts, including: responding to requests for information, supporting the Government of Canada's commitment to providing updates to Parliament relating to the progress on implementing the recommendations; working with partners

across the whole of government; supporting the External Comprehensive Review Implementation Committee and its secretariat; and providing legal advice on specific recommendations. The OJAG also provided legal and military justice policy advice to and in support of the Judge Advocate General, as work progressed on implementation of those recommendations for which JAG is primarily or jointly responsible;

- Providing legal services in support of efforts towards implementation of military justice-related recommendations from the Interim Recommendations and the Report of the [Independent External Comprehensive Review](#)<sup>ccxliii</sup> by the Honourable Louise Arbour, C.C., G.O.Q, former Justice of the Supreme Court of Canada. It included a review of the military justice system's policies, procedures and practice to respond to allegations of harassment and sexual misconduct. The MND accepted the recommendation pertaining to military justice. The OJAG was a key partner in the establishment of a Federal/Provincial/Territorial consultation process through the Deputy Minister's Ad Hoc Committee on the removal of *Criminal Code* sexual offences from the CAF jurisdiction by drafting the consultation paper presented to FPT partners and supporting Committee meetings. Additionally, the OJAG led the DND/CAF internal consultation process as well as that with the independent actors within the military justice system;
- Implementing an Act to amend the *National Defence Act* and to make related and consequential amendments to other Acts, formerly Bill C-77, which was brought fully into force on 20 June 2022, along with required regulations. This included continuing consultations and the development of necessary policy instruments and training in order to further support the significant changes to the military justice system brought about by the full implementation of Bill C-77. This enduring effort further strengthened the military justice system while remaining responsive to its core mandate to maintain discipline, efficiency and morale in the CAF; and
- Continued to progress the Government of Canada response to the Auditor General's 2018 Report 3 — Administration of Justice in the Canadian Armed Forces through the ongoing development, along with the department's Information Management group, of the Justice Administration and Information Management System (JAIMS), a real-time centralized military justice management and data-collection system which will facilitate the administration of military justice. A new version of JAIMS (version 2.0) that integrates the changes brought by the full implementation of Bill C-77 is being developed to ensure that it reflects and supports the current military justice system.

#### Military Police Institutional Operations

Throughout FY 2022-23, the Military Police remained firmly committed to a victim-centric approach to policing. This has been accomplished by the incorporation of the [Declaration of Victims' Rights](#)<sup>ccxliiv</sup> into Military Police policies and procedures, and through the manner in which the interim recommendation from the [Independent External Comprehensive Review](#)<sup>ccxlv</sup> was implemented. The Military Police continued to work with civilian police partners across the country to move forward with the referral of files of criminal offences of a sexual nature, enabling victim participation throughout the process.

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

#### Safety and Security

The timely and efficient processing of security clearances in support of operations was a priority for the Director General Defence Security (DGDS). Through the execution of the DND Security program, DGDS championed the effort to identify security risks, thus enabling DND/CAF to make evidence-based decisions. DGDS continued with its implementation of the 2021-2024 Departmental Security Plan, focusing on the positive management of strategic security risks and their associated Risk Treatment Plans, so to better align with the Defence Enterprise Risk Management. DGDS continued to modernize its business practices, accounting for and adapting to the fundamental changes brought about by the COVID-19 pandemic. Also, DGDS continued to energize and implement the updated Business Continuity Management program, focusing on the deliberate and efficient conduct of federated Business Impact Analyses at the departmental level, leveraging an automated solution.

It has been a priority to advance a more robust and relevant Safety Program within Defence. In doing so, the Directorate of General Safety (D Safe G) continued to review and update Occupational Health and Safety Standards and Guidance and establish a framework for a Hazard Prevention Program that supports the [Total Health and Wellness Strategy](#)<sup>ccxlvi</sup> under SSE. As well, the modernization of the General Safety Training program continued to allow more managers and employees to access this training through a virtual platform at a lower cost.

## Key Risks

**IT Management** – There is a risk that DND/CAF may have difficulty maintaining its information technology capabilities at the right level to support operations.

The risk above can affect the department's ability to achieve Departmental Results and the results of the Internal Services Core Responsibility.

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

Many of the preventative and mitigating controls for this risk are articulated as activities of Departmental Results and Internal Services listed above.

## Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for FY 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 Planned spending	2022–23 Total authorities available for use	2022–23 Actual spending (authorities used)	2022–23 Difference (actual spending minus planned spending)
1,220,365,624	1,220,365,624	1,549,612,451	1,406,488,493	186,122,869

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for FY 2022–23.

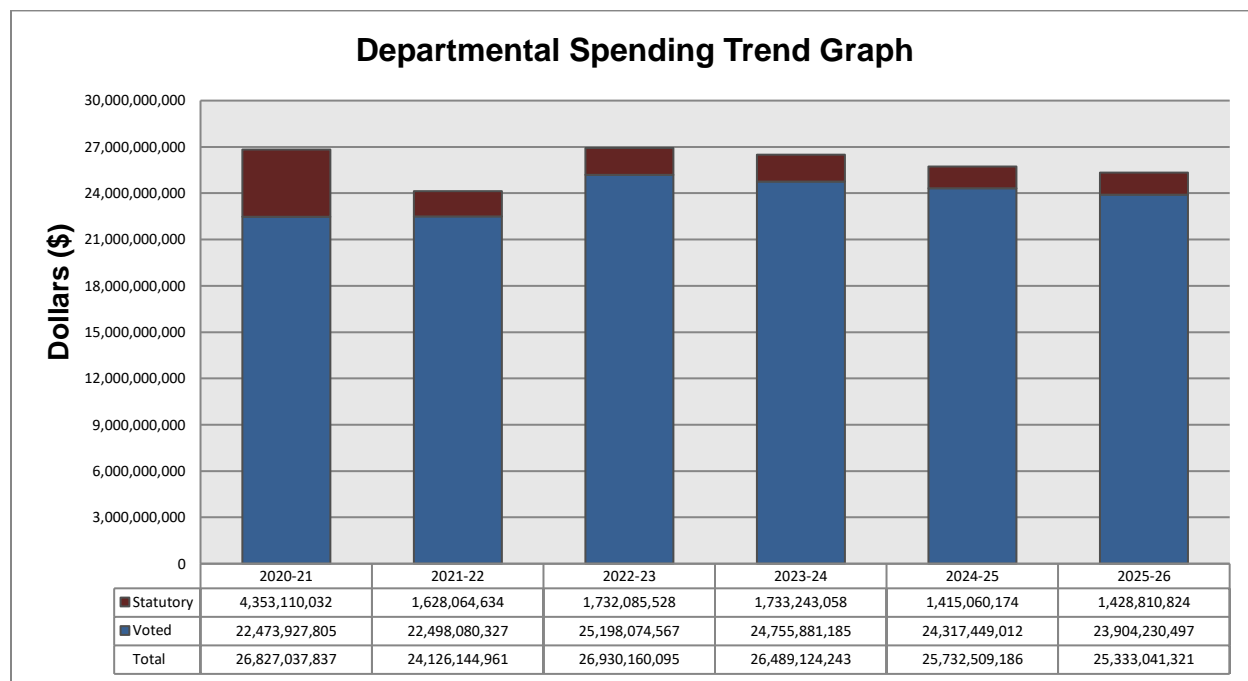
2022–23 Planned full-time equivalents	2022–23 Actual full-time equivalents	2022–23 Difference (actual full-time equivalents minus planned full-time equivalents)
4,468	4,656	188

# Spending and Human Resources

## Spending

### Spending FY 2020-21 to FY 2025-26

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



Note:

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



## Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the Department of National Defence and Canadian Armed Forces’ core responsibilities and for internal services.

Core responsibilities and Internal Services	2022–23 Main Estimates	2022–23 Planned spending	2023–24 Planned spending	2024–25 Planned spending	2022–23 Total authorities available for use	2020–21 Actual spending (authorities used)	2021–22 Actual spending (authorities used)	2022–23 Actual spending (authorities used)
Operations	794,902,544	794,902,544	824,979,602	817,028,193	2,075,383,096	1,028,857,684	915,502,440	2,019,743,879
Ready Forces	10,453,990,709	10,453,990,709	10,775,809,423	10,709,780,573	10,920,133,852	11,719,160,120	9,984,959,562	10,796,359,609
Defence Team	3,738,769,207	3,738,769,207	3,814,885,600	3,785,129,629	3,902,071,414	4,057,640,230	3,648,870,768	3,914,692,450
Future Force Design	820,654,966	820,654,966	887,051,786	\$857,336,604	888,627,391	836,173,606	749,733,042	835,360,142
Procurement of Capabilities	4,792,013,007	4,792,013,007	4,750,783,217	4,177,769,659	4,877,192,200	4,119,915,713	3,747,686,232	3,860,260,422
Sustainable Bases, Information Technology Systems and Infrastructure	4,129,651,499	4,129,651,499	4,530,903,413	4,459,375,205	4,288,012,574	4,185,750,629	3,945,280,646	4,097,255,100
<b>Subtotal</b>	<b>24,729,981,932</b>	<b>24,729,981,932</b>	<b>25,584,413,041</b>	<b>24,806,419,863</b>	<b>26,951,420,527</b>	<b>25,947,497,982</b>	<b>22,992,032,690</b>	<b>25,523,671,602</b>
Internal Services	1,220,365,624	1,220,365,624	904,711,202	926,089,323	1,549,612,451	879,539,855	1,134,112,271	1,406,488,493
<b>Total</b>	<b>25,950,347,556</b>	<b>25,950,347,556</b>	<b>26,489,124,243</b>	<b>25,732,509,186</b>	<b>28,501,032,978</b>	<b>26,827,037,837</b>	<b>24,126,144,961</b>	<b>26,930,160,095</b>

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

Notes:

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 core responsibility and program.
3. Significant variances in financial resources are detailed at the core responsibility and program level in the [“Supporting information on the Program Inventory”](#) section of the document. Explanations are provided when the variance is at least 100M or when the difference between the actual and the planned amount is 100 percent.

## Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for FY 2022–23.

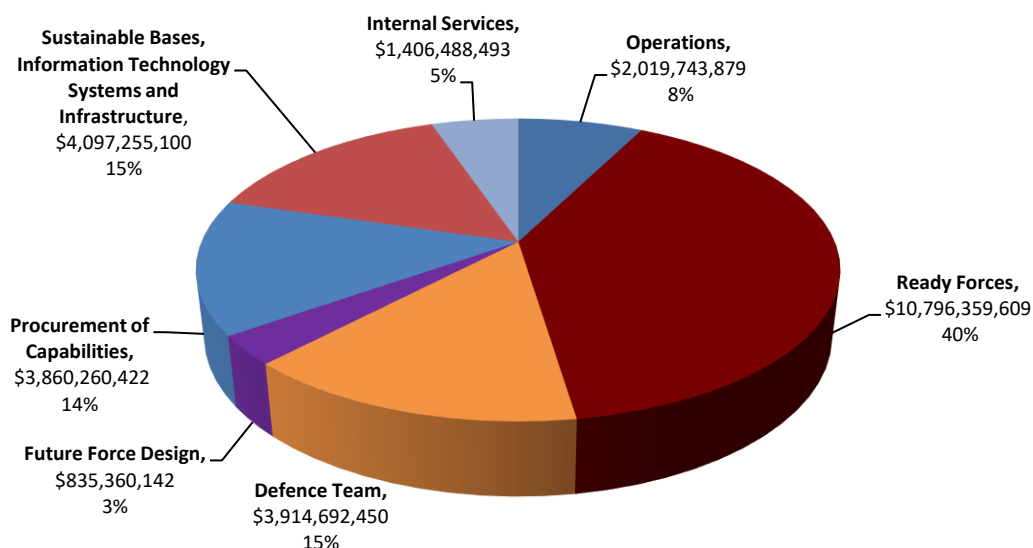
Core responsibilities and Internal Services	2022–23 Actual gross spending	2022–23 Actual revenues netted against expenditures	2022–23 Actual net spending (authorities used)
Operations	2,019,914,416	170,537	2,019,743,879
Ready Forces	10,898,327,028	101,967,419	10,796,359,609
Defence Team	3,976,317,120	61,624,670	3,914,692,450
Future Force Design	835,597,450	237,308	835,360,142
Procurement of Capabilities	3,860,260,422	0	3,860,260,422
Sustainable Bases, Information Technology Systems and Infrastructure	4,270,389,112	173,134,012	4,097,255,100
<b>Subtotal</b>	<b>25,860,805,548</b>	<b>337,133,946</b>	<b>25,523,671,602</b>
Internal Services	1,420,203,682	13,715,189	1,406,488,493
<b>Total</b>	<b>27,281,009,230</b>	<b>350,849,135</b>	<b>26,930,160,095</b>

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

Notes:

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 core responsibility and program.
3. Significant variances in financial resources are detailed at the core responsibility and program level in the [“Supporting information on the Program Inventory”](#) section of the document. Explanations are provided when the variance is at least 100M or when the difference between the actual and the planned amount is 100 percent.

## Departmental Spending for 2022-23 by Core Responsibility (dollars)



## Human Resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the Department of National Defence and Canadian Armed Forces’ core responsibilities and to internal services.

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

Core responsibilities and Internal Services	2020–21 Actual full-time equivalents	2021–22 Actual full-time equivalents	2022–23 Planned full-time equivalents	2022–23 Actual full-time equivalents	2023–24 Planned full-time equivalents	2024–25 Planned full-time equivalents
Operations	2,156	2,103	2,151	2,686	2,201	2,252
Ready Forces	45,431	45,281	46,143	43,777	43,946	44,899
Defence Team	18,902	19,256	19,467	18,728	20,716	21,129
Future Force Design	1,883	1,983	1,944	2,064	1,890	1,894
Procurement of Capabilities	2,525	2,457	2,122	2,339	2,523	2,541
Sustainable Bases, Information Technology Systems and Infrastructure	15,944	15,642	15,589	15,614	15,068	15,230
<b>Subtotal</b>	<b>86,841</b>	<b>86,722</b>	<b>87,416</b>	<b>85,208</b>	<b>86,344</b>	<b>87,945</b>
Internal Services	4,342	4,372	4,468	4,656	4,392	4,423
<b>Total</b>	<b>91,183</b>	<b>91,094</b>	<b>91,884</b>	<b>89,864</b>	<b>90,736</b>	<b>92,368</b>

NOTE: Planned Spending for FY 2023-24 and 2024-25 remain the planned figures as reported in the Departmental Plan 2022-23, and do not reflect any updated reduced expenditures or FTE figures.

## Human Resources – Reserve Force Personnel

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

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

The Primary Reserve (P Res) consists predominately of part-time professional CAF members, located throughout Canada, ready with reasonable notice to conduct or contribute to domestic and international operations to safeguard the defence and security of Canada. The COVID-19 pandemic had negatively impacted the P Res ability to recruit and train personnel. As a result, the P Res Average Paid Strength (APS) declined from 22,799 to 22,217 in FY 2022-23. Through significant recruiting and retention efforts, the P Res will return to its growth trajectory to achieve the authorized APS level of 30,000 announced in [Strong, Secure, Engaged \(SSE\): Canada's Defence Policy](#)<sup>ccxlvi</sup>.

The Cadet Organizations Administration and Training Service (COATS) sub-component consists predominantly of part-time CAF members, located throughout Canada, primarily assigned to duties relating to the supervision, administration, and training of cadets who are members of the Royal Canadian Sea Cadets, Royal Canadian Army Cadets, and Royal Canadian Air Cadets. It is currently comprised of 6,473 CAF members in one of three military occupations; Cadet Instructors Cadre officers, General Service Officers and General Service Non-Commissioned Members (NCMs). The current target strength of 8 000 COATS personnel is required to support the CAF's responsibility for the department's Youth Program (Cadets and Junior Canadian Rangers).

In FY 2022-23, the Canadian Army (CA) continued to work toward meeting the requirements of SSE to enhance the effectiveness of the Canadian Rangers (CR). In June 2022, the CA stood up a team under the Director Canadian Rangers to formulate a comprehensive CR enhancement design, including a revised force employment concept. This will result in anew CR direction in 2024 that will enhance and expand the CR to improve their functional capabilities as part of the Canadian Army Modernization Strategy (CAMS), ensure better alignment within the CAF, allies, and relevant OGDs and Agencies. As of 31 March 2023, there were 5 131 Canadian Rangers. During FY 2022-23, the CA started clearing the backlog of releases and have ramped up recruiting efforts to grow the Canadian Rangers.

### Canadian Ranger Patrol



The Canadian Ranger Patrol – Inukjuak from 2<sup>nd</sup> Canadian Ranger Patrol Group participates in an annual training event designed to refine valuable skills in Inukjuak, an Inuit community, located on the north bank of the Hudson Bay in Nunavik, Northern Quebec, on 7 February 2023.

Photo: MCpl Matthew Tower, Canadian Forces Combat Camera, CAF photo.

The following table summarizes the Department of National Defence and the Canadian Armed Forces total planned and actual human resources for Reserve Force Personnel for FY 2022-23.

	Planned 2022–23	Actual 2022–23	Difference (actual minus planned)
Primary Reserve	29,550	22,217	(7,333)
Cadet Organization Administration and Training Service	7,250	6,173	(1,077)
Canadian Rangers	5,680	5131	(549)

Note:

Prior the pandemic, important initiatives to reduce attrition and to streamline recruitment had resulted in substantial growth of the Primary Reserve (P Res). From FY 2017-18 to FY 2019-20, the P Res Average Paid Strength (APS) increased from 21,898 to 24,442 (+2,569). Under those conditions, the P Res was set to achieve the 30,000 APS in accordance with the target date outlined in the Program Inventory. Since the pandemic, the P Res APS decreased from 24,442 to 22,217 (-2,225), thus lowering the result in percentage as well.

## Expenditures by vote

For information on the Department of National Defence and the Canadian Armed Forces' organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#)<sup>ccxlix</sup>.

## Government of Canada spending and activities

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



## Financial statements and financial statements highlights

### Financial statements

The Department of National Defence and the Canadian Armed Forces' financial statements (unaudited) for the year ended 31 March 2023 are available on the [departmental website<sup>ccli</sup>](#).

### Financial statements highlights

#### Condensed Statement of Operations (unaudited) for the year ended 31 March 2023 (dollars)

Financial information	2022-23 Planned results	2022-23 Actual results	2021-22 Actual results	Difference (2022-23 actual results minus 2022-23 Planned results)	Difference (2022-23 actual results minus 2021-22 Actual results)
Total expenses	25,390,996,652	24,961,956,132	22,920,051,213	(429,040,520)	2,041,904,919
Total revenues	407,990,111	386,994,574	368,511,870	(20,995,537)	18,482,704
Net cost of operations before government funding and transfers	24,983,006,541	24,574,961,558	22,551,539,343	(408,044,983)	2,023,422,215

The 2022-23 planned results information is provided in DND and CAF [Consolidated Future-Oriented Statement of Operations and Notes 2022-23<sup>cclii</sup>](#).

#### Condensed Statement of Financial Position (unaudited) as of 31 March 2023 (dollars)

Financial information	2022-23	2021-22	Difference (2022-23 minus 2021-22)
Total net liabilities	10,198,219,615	9,469,397,689	728,821,927
Total net financial assets	4,731,359,839	3,183,470,542	1,547,889,297
Departmental net debt	5,466,859,776	6,285,927,147	(819,067,370)
Total non-financial assets	48,343,469,088	46,146,406,378	2,197,062,710
Departmental net financial position	42,876,609,312	39,860,479,232	3,016,130,080

The FY 2022-23 planned results information is provided in the DND and CAF [Consolidated Future-Oriented Statement of Operations and Notes 2022-23<sup>ccliii</sup>](#).

## Corporate information

### Organizational profile

<b>Appropriate minister:</b>	The Honourable Bill Blair, P.C., COM, M.P.
<b>Associate Minister:</b>	The Honourable Ginette Petitpas Taylor, MP
<b>Institutional head:</b>	Bill Matthews, Deputy Minister
<b>Chief of the Defence Staff:</b>	General Wayne D. Eyre, CMM, MSC, CD

#### Ministerial portfolio:

- Department of National Defence
- Canadian Armed Forces
- [National Defence and Canadian Forces Ombudsman](#)<sup>ccliv</sup>
- [Independent Review Panel for Defence Acquisition](#)<sup>cclv</sup>
- [Office of the Chief Military Judge](#)<sup>cclvi</sup>
- [Defence Research and Development Canada](#)<sup>cclvii</sup>
- [Communications Security Establishment](#)<sup>cclviii</sup>
- [Military Police Complaints Commission of Canada](#)<sup>cclix</sup>
- [Military Grievances External Review Committee](#)<sup>cclx</sup>

#### Enabling instruments:

- [National Defence Act](#)<sup>cclxi</sup>
- [Communications Security Establishment Act](#)<sup>cclxii</sup>
- [Emergencies Act](#)<sup>cclxiii</sup>
- [Aeronautics Act](#)<sup>cclxiv</sup>
- [Fisheries Act](#)<sup>cclxv</sup>

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

#### Year of incorporation / commencement: 1923

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

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

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

For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#)<sup>cclxix</sup>.

### Operating context

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

## Reporting framework

Departmental Results Framework and Program Inventory of record for FY 2022-23 are shown below.

Core Responsibility	Operations				
Description	<p>Detect, deter and defend against threats to or attacks on Canada. Assist civil authorities and law enforcement, including counter-terrorism, in support of national security, and in response to, domestic disasters or major emergencies, and conduct search and rescue operations.</p> <p>Detect, deter, and defend against threats to or attacks on North America in partnership with the United States, including through NORAD.</p> <p>Lead and/or contribute forces to NATO and coalition efforts to deter and defeat adversaries, including terrorists, to support global stability. Lead and/or contribute to international peace operations and stabilization missions with the United Nations, NATO, and other multilateral partners. Engage in capacity-building to support the security of other nations and their ability to contribute to security and the security of Canadians abroad. Assist civil authorities and non-governmental partners in responding to international and domestic disasters or major emergencies.</p>				
Results and Indicators	<p>Canadians are protected against threats to and attacks on Canada</p> <ul style="list-style-type: none"> <li>• % of requests for assistance that are fulfilled</li> <li>• % of force elements that are deployed within established timelines</li> <li>• % of stated objectives met by domestic operations</li> <li>• Extent to which the Canadian Armed Forces is effective in domestic operations</li> </ul>	<p>People in distress receive effective search and rescue response</p> <ul style="list-style-type: none"> <li>• % of coordinated maritime, aeronautical, and joint response to search and rescue incidents deemed effective</li> <li>• % of requests for Canadian Armed Forces aeronautical search and rescue assistance that are fulfilled</li> <li>• % of Canadian Armed Forces aeronautical search and rescue operations that meet established standards</li> </ul>	<p>Canada's Arctic sovereignty is preserved and safeguarded</p> <ul style="list-style-type: none"> <li>• % of stated objectives met by Arctic operations and exercises</li> </ul>	<p>North America is defended against threats and attacks</p> <ul style="list-style-type: none"> <li>• % of stated objectives met by continental operations</li> <li>• % of Canada's commitments and obligations to the North American Aerospace Defense Command agreement that are met</li> <li>• Extent to which the Canadian Armed Forces is effective in continental operations</li> </ul>	<p>Canadian Armed Forces contribute to a more stable and peaceful world</p> <ul style="list-style-type: none"> <li>• % of stated objectives met by international operations</li> <li>• Extent to which the Canadian Armed Forces is effective in international operations</li> </ul>
Program Inventory	<ul style="list-style-type: none"> <li>• Operations in Canada</li> <li>• Operations in North America</li> <li>• International Operations</li> <li>• Global Engagement</li> <li>• Cyber Operations</li> <li>• Command, Control and Sustainment of Operations</li> <li>• Special Operations</li> </ul>				

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

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

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

			<p>improved in the last 12 months</p> <ul style="list-style-type: none"> <li>• % of CAF members who agree that CAF currently reinforces a culture of mutual respect, trust, honour and dignity. Annual number of reported incidents of sexual misconduct in the Defence Team civilian personnel</li> </ul>		
<b>Program Inventory</b>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Individual Training and Professional Military Education</li> <li>• Total Health Care</li> <li>• Defence Team Management</li> <li>• Military Transition</li> <li>• Military Member and Family Support</li> <li>• Military History and Heritage</li> <li>• Military Law Services/Military Justice Superintendence</li> <li>• Ombudsman</li> <li>• Cadets and Junior Canadian Rangers (Youth Program)</li> </ul>				

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



Core Responsibility	Procurement of Capabilities			
Description	Procure advanced capabilities to maintain an advantage over potential adversaries and to keep pace with allies, while fully leveraging defence innovation and technology. Streamlined and flexible procurement arrangements ensure Defence is equipped to conduct missions.			
Results and Indicators	<p>Defence procurement is streamlined</p> <ul style="list-style-type: none"> <li>• % of projects that meet the approved project development and approval timelines (low risk and low complexity projects)</li> <li>• % of goods and services contracts that are awarded within established performance targets</li> </ul>	<p>Defence equipment acquisition is well-managed</p> <ul style="list-style-type: none"> <li>• % of capital equipment projects that remain in most recent approved scope</li> <li>• % of capital equipment projects that remain on most recent approved schedule</li> <li>• % of capital equipment projects that remain within most recent approved expenditure authority</li> </ul>	<p>Defence information technology acquisition is well-managed</p> <ul style="list-style-type: none"> <li>• % of information technology projects that remain in approved scope</li> <li>• % of information technology projects that remain on approved schedule</li> <li>• % of information technology projects that remain within approved expenditure authority</li> </ul>	<p>Supplies are available and well-managed</p> <ul style="list-style-type: none"> <li>• % of stock that is unavailable to meet forecasted demand</li> <li>• % of stock disposed that was identified as surplus</li> <li>• % of stock where Warehouse replenishment settings require review to achieve better materiel positioning and timely customer satisfaction</li> </ul>
Program Inventory	<ul style="list-style-type: none"> <li>• Maritime Equipment Acquisition</li> <li>• Land Equipment Acquisition</li> <li>• Aerospace Equipment Acquisition</li> <li>• Defence Information Technology Systems Acquisition, Design and Delivery</li> <li>• Defence Materiel Management</li> </ul>			

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

## Supporting information on the program inventory

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

## Supplementary information tables

The following supplementary information tables are available on the Department of National Defence and the Canadian Armed Forces' website:

- [Details on transfer payment programs](#)<sup>cclxxii</sup>;
- [Gender-based analysis plus](#)<sup>cclxxiii</sup>;
- [Response to parliamentary committees and external audits](#)<sup>cclxxiv</sup>; and
- [Status report on transformational and major Capital projects](#)<sup>cclxxv</sup>.

## 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>cclxxvi</sup>. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## Organizational contact information

Department of National Defence

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

**Website(s):** [Contact the Department of National Defence](#)<sup>cclxxvii</sup>

## Appendix: definitions

### **appropriation** (*crédit*)

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

### **budgetary expenditures** (*dépenses budgétaires*)

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

### **capability** (*capacité*)

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

### **core responsibility** (*responsabilité essentielle*)

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

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

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

### **departmental priority** (*priorité*)

A plan or project that a department 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 departmental results.

### **departmental result** (*résultat ministériel*)

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

### **departmental result indicator** (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

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

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

### **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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

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

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

**horizontal initiative** (*initiative horizontale*)

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

**Indigenous business** (*entreprise autochtones*)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, an organization that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

**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 to the expected result.

**planned spending** (*dépenses prévues*)

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

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

**program** (*programme*)

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

**program inventory** (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (*résultat*)

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

**statutory expenditures** (*dépenses législatives*)

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

**target** (*cible*)

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

**voted expenditures** (*dépenses votées*)

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



## Endnotes

- <sup>i</sup> *Strong, Secure, Engaged: Canada's Defence Policy*, [Strong, Secure, Engaged: Canada's Defence Policy - Canada.ca](https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html)
- <sup>ii</sup> *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- <sup>iii</sup> Canada's Indo-Pacific Strategy, <https://www.international.gc.ca/transparency-transparence/indo-pacific-indo-pacifique/index.aspx?lang=eng>
- <sup>iv</sup> CDS/DM Directive For CAF Reconstitution, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/dm-cds-directives/cds-dm-directive-caf-reconstitution.html>
- <sup>v</sup> Decreased basic training to 8 weeks, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2023/04/look-into-newly-refreshed-8-week-bmq.html>
- <sup>vi</sup> Expanded the applicant pool to permanent residents, <https://www.canada.ca/en/department-national-defence/news/2022/12/minister-of-national-defence-announces-that-permanent-residents-are-welcome-to-apply-now-to-join-the-canadian-armed-forces.html>
- <sup>vii</sup> The Naval Experience Program, <https://forces.ca/en/naval-experience-program/>
- <sup>viii</sup> Total Health and Wellness, [The Defence Team Total Health and Wellness Strategy - Canada.ca](https://www.canada.ca/en/department-national-defence/services/caf-retention-strategy.html)
- <sup>ix</sup> Retention, <https://www.canada.ca/en/department-national-defence/services/caf-retention-strategy.html>
- <sup>x</sup> CAF Offer, <https://www.canada.ca/en/department-national-defence/campaigns/the-caf-offer.html>
- <sup>xi</sup> Minister's Report to parliament on Culture Change Reforms in response to former Supreme Court Justice Arbour's recommendations, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/conduct-and-culture-change/minister-of-national-defences-report-to-parliament-on-culture-change-reforms-in-response-to-former-supreme-court-justice-arbours-recommendations.html>
- <sup>xii</sup> *Conduct and Culture Consultation Summary Report*, <https://www.canada.ca/en/department-national-defence/services/conduct-and-culture/join-the-discussion-defence-team-conduct-and-culture-consultation/defence-team-conduct-and-culture-consultation-summary-report.html>
- <sup>xiii</sup> *Announcing an investment of \$38.6 billion*, <https://www.canada.ca/en/department-national-defence/services/operations/allies-partners/norad/facesheet-funding-norad-modernization.html>
- <sup>xiv</sup> Communications Security Establishment (CSE), <https://www.cse-cst.gc.ca/en>
- <sup>xv</sup> Women, Peace and Security Initiatives, [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/gender\\_equality-egalite\\_des\\_genres/women\\_peace\\_security-femmes\\_paix\\_securite.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/gender_equality-egalite_des_genres/women_peace_security-femmes_paix_securite.aspx?lang=eng)
- <sup>xvi</sup> Canada's Indo-Pacific Strategy, <https://www.international.gc.ca/transparency-transparence/indo-pacific-indo-pacifique/index.aspx?lang=eng>
- <sup>xvii</sup> Five Eyes Partners, <https://www.publicsafety.gc.ca/cnt/ntnl-scrf/fv-cntry-mnstrl-en.aspx>
- <sup>xviii</sup> Incremental Costs for Major Canadian Armed Forces Operations, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-report/2022-23-index/corp-info/costs-major-caf-ops.html>
- <sup>xix</sup> Current CAF operations and exercises, <https://www.canada.ca/en/department-national-defence/services/operations.html>

- xxi CDS Intelligence, <https://www.canada.ca/en/department-national-defence/corporate/organizational-structure/canadian-forces-intelligence-command.html>
- xxii Requests for Federal Assistance (RFA), <https://www.publicsafety.gc.ca/cnt/mrgnc-mngmnt/rspndng-mrgnc-vnts/gvrnmnt-prtns-cntr/rqst-fdrl-sstssnc-en.aspx>
- iii Operation LENTUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-lentus.html>
- xxiii CAF Support To Nova Scotia, Prince Edward Island, and Newfoundland and Labrador after Hurricane FIONA, <https://www.canada.ca/en/public-safety-canada/news/2022/10/government-of-canada-providing-assistance-to-atlantic-canada-with-recovery-from-hurricane-fiona.html>
- xxiv Directive For CAF Reconstitution, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/dm-cds-directives/cds-dm-directive-caf-reconstitution.html>
- xxv Operation NOBLE EAGLE, <https://www.norad.mil/Newsroom/Fact-Sheets/Article-View/Article/2817211/operation-noble-eagle-one/>
- xxvi Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>
- xxvii Federal Emergency Response Plan, <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/mrgnc-rspns-pln/index-en.aspx>
- xxviii Ongoing operations included support for Parks Canada for avalanche control, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2023/03/atlantic-gunners-keeping-mountain-passes-open-safe.html>
- xxix Operation PALACI, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-palaci.html>
- xxx The President of the United States visit to Canada in March 2023, <https://www.pm.gc.ca/en/news/news-releases/2023/03/24/working-united-states-grow-our-clean-economies-and-create-good-middle>
- xxxi The 2022 Royal Tour of Canada — The Prince of Wales and the Duchess of Cornwall, <https://www.canada.ca/en/canadian-heritage/campaigns/2022-royal-tour.html>
- xxxii The Government Of Canada's marking of the passing of Her Majesty Queen Elizabeth II, <https://www.pm.gc.ca/en/news/news-releases/2022/09/13/national-day-mourning-canada-honour-her-majesty-queen-elizabeth-ii>
- xxxiii Including CAF participation in the state funeral, <https://www.pm.gc.ca/en/news/news-releases/2022/09/15/prime-minister-announces-canadian-delegation-state-funeral-her>
- xxxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxvi The Arctic, <https://www.rcaanc-cirnac.gc.ca/eng/1560523306861/1560523330587>
- xxxvii Consultation With Northern Communities on military activities in the arctic is essential, <https://www.rcaanc-cirnac.gc.ca/eng/1562939617400/1562939658000>
- xxxviii *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- xxxix Operation NANOOK, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>
- xl Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>

- xli Operation BOXTOP, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-boxtop.html>
- xlii Operation NEVUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nevus.html>
- xliii *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- xliv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xlv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xlvi Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.htm>
- xlvii Canada Supported Ukraine, <https://www.canada.ca/en/department-national-defence/campaigns/canadian-military-support-to-ukraine.html>
- xlviii More than \$1 billion in military aid to Ukraine, <https://www.canada.ca/en/department-national-defence/news/2023/03/defence-minister-anita-anand-announces-additional-military-donations-to-ukraine-at-ukraine-defense-contact-group-meeting.html>
- xlix Deployed trainers for members of the Security Forces of Ukraine, <https://www.canada.ca/en/department-national-defence/news/2023/03/canada-deploys-medical-trainers-to-operation-unifier-and-extends-engineer-training-in-poland.html>
- <sup>l</sup> Critical Winter Equipment, <https://www.canada.ca/en/department-national-defence/news/2022/10/minister-anand-announces-new-canadian-military-aid-to-ukraine-at-ukraine-defense-contact-group-meeting.html>
- li Together With NATO, [https://www.international.gc.ca/world-monde/international\\_relations\\_relations\\_internationales/nato-otan/index.aspx?lang=eng](https://www.international.gc.ca/world-monde/international_relations_relations_internationales/nato-otan/index.aspx?lang=eng)
- lii National Defence Act, <https://laws-lois.justice.gc.ca/eng/acts/N-5/index.html>
- liii Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>
- liv Operation IMPACT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-impact.html>
- lv Operation PROTEUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-proteus.html>
- lvi Operation REASSURANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-reassurance.html>
- lvii Operation PROJECTION, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-projection.html>
- lviii Operation PROTEUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-proteus.html>
- lix Elsie Initiative Barrier Assessment report, [https://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/national\\_defence/2022/042-20-e/index-eng.html](https://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/national_defence/2022/042-20-e/index-eng.html)
- lx CAF made progress towards the United Nations peacekeeping target, <https://www.international.gc.ca/transparency-transparence/women-peace-security-femmes-paix-securite/2017-2018-progress-reports-rapports-etapes.aspx?lang=eng>
- lxi Operation GLOBE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/op-globe.html>

- lxii CC-177 Globemasters, <https://www.canada.ca/en/air-force/services/aircraft/cc-177.html>
- lxiii Delivered Haitian-Purchased Mine Resistant Ambush Protected (MRAP) vehicles to the Haitian National Police, <https://www.canada.ca/en/global-affairs/news/2023/01/canada-delivers-haiti-purchased-vehicles-to-help-haitian-national-police-respond-to-crisis.html>
- lxiv Operation RENAISSANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-renaissance.html>
- lxv As part of a GAC-led Canadian Disaster Response Assessment Team to Türkiye following an earthquake in February 2023, <https://www.canada.ca/en/global-affairs/news/2023/02/canada-provides-new-humanitarian-assistance-in-response-to-earthquakes-in-turkiye-and-syria.html>
- lxvi Operation REASSURANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-reassurance.html>
- lxvii Canadian Army personnel leadership of NATO's Multinational enhanced Forward Presence (eFP) Battle Group In Latvia, <https://www.canada.ca/en/department-national-defence/news/2022/06/canadian-armed-forces-marks-5th-anniversary-of-canada-leading-natos-enhanced-forward-presence-battle-group-latvia.html>
- lxviii Operation KOBOLD, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-kobold.html>
- lxix Operation IMPACT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-impact.html>
- lxx Extended until 2025, <https://www.canada.ca/en/department-national-defence/news/2023/03/defence-minister-anita-anand-announces-extension-of-operation-impact.html>
- lxxi Canada's Middle East Engagement Strategy, [https://www.international.gc.ca/world-monde/international\\_relations-relations\\_internationales/mena-moan/strategy-strategie.aspx?lang=eng](https://www.international.gc.ca/world-monde/international_relations-relations_internationales/mena-moan/strategy-strategie.aspx?lang=eng)
- lxxii Operation NABERIUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-naberius.html>
- lxxiii Operation SOPRANO, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-soprano.html>
- lxxiv Operation CROCODILE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-crocodile.html>
- lxxv Operation JADE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-jade.html>
- lxxvi Operation SNOWGOOSE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-snowgoose.html>
- lxxvii Operation PRESENCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/op-presence.html>
- lxxviii Operation PRESENCE, extended until 31 March 2026, [https://www.canada.ca/en/department-national-defence/news/2023/03/defence-minister-anita-anand-announces-the-extension-of-operation-presence.html?utm\\_campaign=dnd-mdn-dt-news-22-23&utm\\_medium=eml&utm\\_source=dtm-apr-4&utm\\_content=nr-op-presence-en-230404](https://www.canada.ca/en/department-national-defence/news/2023/03/defence-minister-anita-anand-announces-the-extension-of-operation-presence.html?utm_campaign=dnd-mdn-dt-news-22-23&utm_medium=eml&utm_source=dtm-apr-4&utm_content=nr-op-presence-en-230404)
- lxxix Ghana Is Canada's Bilateral Partner For Military Training Assistance, <https://www.canada.ca/en/department-national-defence/news/2022/10/defence-minister-anita-anand-announces-deployment-of-new-gender-balanced-task-force-to-ghana.html>
- lxxx Operation CALUMET, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-calumet.html>

- lxxxI Operation CARIBBE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-caribbe.html>
- lxxxII Operation PROJECTION, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-projection.html>
- lxxxIII CAF Redeployed Naval Vessels To The Indo-Pacific Region, <https://www.canada.ca/en/department-national-defence/news/2023/03/his-majestys-canadian-ship-montreal-and-motor-vessel-asterix-depart-to-the-indo-pacific.html>
- lxxxIV Responsible Engagement With The Member States Of The Association Of Southeast Asian Nations, <https://www.canada.ca/en/department-national-defence/news/2020/11/minister-of-national-defence-the-hon-harjit-s-sajjan-participates-in-the-conference-on-the-south-china-sea.html>
- lxxxV Including Peace, Security And Stability In The Indo-Pacific, <https://www.canada.ca/en/department-national-defence/news/2022/06/shangri-la-dialogue-new-ideas-for-securing-regional-stability.html>
- lxxxVI Operation NEON, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-neon.html>
- lxxxVII Canada's Indo-Pacific Strategy, <https://www.canada.ca/en/department-national-defence/news/2022/11/minister-anand-announces-defence-and-security-elements-of-canadas-indo-pacific-strategy.html>
- lxxxVIII Operation OPEN SPIRIT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-open-spirit.html>
- lxxxIX Operation OPEN SPIRIT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-open-spirit.html>
- xc The Vancouver Principles, [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/human\\_rights-droits\\_homme/principles-vancouver-principes.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/human_rights-droits_homme/principles-vancouver-principes.aspx?lang=eng)
- xcI Implement The Vancouver Principles on Peacekeeping and Prevention of Recruitment and use of Child Soldiers, [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/human\\_rights-droits\\_homme/principles-vancouver-principes-pledge-engageons.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/human_rights-droits_homme/principles-vancouver-principes-pledge-engageons.aspx?lang=eng)
- xcII GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xcIII GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xcIV GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xcV Government of Canada National Action Plan for Women Peace and Security, [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/gender\\_equality-egalite\\_des\\_genres/cnap\\_wps-pnac\\_fps.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/gender_equality-egalite_des_genres/cnap_wps-pnac_fps.aspx?lang=eng)
- xcVI Elsie Initiative Barrier Assessment - Results of the measuring opportunities for Women In Peace Operations Assessment for the Canadian Armed Forces - Final Report, [https://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/national\\_defence/2022/042-20-e/index-eng.html](https://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/national_defence/2022/042-20-e/index-eng.html)
- xcVII *Defence Energy and Environment Strategy*, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/dees.html>
- xcVIII Target 7, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/dees/2-energy.html>
- xcIX Target 11, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/dees/3-sustainable.html>

- <sup>c</sup> Joint Operations Symposium, <https://www.canada.ca/en/department-national-defence/campaigns/joint-ops-symposium.html>
- <sup>ci</sup> Exercise Rim of the Pacific (RIMPAC), <https://www.canada.ca/en/department-national-defence/news/2022/08/exercise-rimpac-2022-canadian-armed-forces-participated-in-the-worlds-premier-joint-and-combined-maritime-exercise.html>
- <sup>cii</sup> COALITION SPACE FLAG, <https://www.afspc.af.mil/News/Article-Display/Article/1943013/space-flag-holds-first-exercise-with-coalition-partners/>
- <sup>ciii</sup> Schriever Wargame, <https://www.schriever.spaceforce.mil/News/Article-Display/Article/1977480/schriever-wargame-concludes/>
- <sup>civ</sup> *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- <sup>cv</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- <sup>cvi</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- <sup>cvi</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- <sup>cvi</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- <sup>cix</sup> *The CAF Ethos: Trusted to Serve*, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/canadian-armed-forces-ethos-trusted-to-serve.html>
- <sup>cx</sup> *Total Health and Wellness Strategy*, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/total-health-and-wellness-strategy.html>
- <sup>cx</sup> Operation TRANSITION, <https://www.canada.ca/en/department-national-defence/services/benefits-military/transition.html>
- <sup>cxii</sup> Seamless Transition Task Force, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/caf-vac-joint-suicide-prevention-strategy/taking-action-caf.html>
- <sup>cxiii</sup> Military Transition Engagement & Partnerships (MTEP), <https://www.canada.ca/en/department-national-defence/services/benefits-military/transition/mtep.html>
- <sup>cxiv</sup> Performance and Competency Evaluation, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2021/06/caf-rolls-out-modern-competency-evaluation-system.html>
- <sup>cxv</sup> Canadian Forces Housing Differential, <https://www.canada.ca/en/department-national-defence/services/benefits-military/pay-pension-benefits/benefits/canadian-forces-housing-differential.html>
- <sup>cxvi</sup> Cadet and Junior Canadian Rangers programs, <https://www.canada.ca/en/department-national-defence/services/cadets-junior-canadian-rangers.html>
- <sup>cxvii</sup> 80<sup>th</sup> Anniversary of the Dieppe Raid, <https://pm.gc.ca/en/news/statements/2022/08/19/statement-prime-minister-80th-anniversary-dieppe-raid>
- <sup>cxviii</sup> The National Sentry Program, <https://www.canada.ca/en/department-national-defence/programs/national-sentry-program.html>
- <sup>cxix</sup> Opened CAF enrolment to permanent residents of Canada, <https://www.canada.ca/en/department-national-defence/news/2022/12/minister-of-national-defence-announces-that-permanent-residents-are-welcome-to-apply-now-to-join-the-canadian-armed-forces.html>
- <sup>cxx</sup> Forces.ca, <https://forces.ca/en/>
- <sup>cxix</sup> CAF Indigenous Entry Programs, <https://forces.ca/en/programs-for-indigenous-peoples/>
- <sup>cxix</sup> Aboriginal Leadership Opportunity Year (ILOY), <https://forces.ca/en/programs-for-indigenous-peoples/aloy/>



- cxxiii CAF Retention Strategy, <https://www.canada.ca/en/department-national-defence/services/caf-retention-strategy.html>
- cxxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxxv *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- cxxvi Universality of Service, <https://www.cmfmag.ca/policy/caf-universality-of-service-policy-set-to-see-changes/>
- cxxvii Total Health and Wellness, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/total-health-and-wellness-strategy.html>
- cxxviii Employee Assistance Program (EAP), <https://www.canada.ca/en/department-national-defence/programs/defence-employee-assistance-program.html>
- cxxix The Defence Team Total Health and Wellness Strategy, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/total-health-and-wellness-strategy.html>
- cxx Person-Partnered Care, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/health/patient-partnered-care-framework.html>
- cxix Military Transition Engagement & Partnerships, <https://www.canada.ca/en/department-national-defence/services/benefits-military/transition/mtep.html>
- cxvii Canadian Forces Morale and Welfare Services, <https://cfmws.ca/>
- cxviii National CAF Fitness Channel, <https://www.youtube.com/@caffitness.facenforme>
- cxvix Independent Legal Assistance program, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/legal-assistance-program.html>
- cxv Community Support for Sexual Misconduct Survivors Grant Program, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/grant-program.html>
- cxvii Restorative engagement to address sexual misconduct, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/restorative-engagement.html>
- cxviii CAF-DND Sexual Misconduct, <https://www.caf-dndsexualmisconductclassaction.ca/>
- cxviii Survey on Sexual Misconduct in the Canadian Armed Forces (SSMCAF), <https://www.canada.ca/en/department-national-defence/services/benefits-military/conflict-misconduct/sexual-misconduct/research-data-analysis.html>
- cxvix The Defence Team Total Health and Wellness Strategy, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/total-health-and-wellness-strategy.html>
- cxli GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxli Independent External Comprehensive Review, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/report-of-the-independent-external-comprehensive-review.html>
- cxlii Department Results Report 2021-22, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-report/2021-22-index.html>
- cxliii CAF Ethos: Trusted to Serve implementation, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/canadian-armed-forces-ethos-trusted-to-serve.html>

- cxliv Indigenous Summer Programs partnered with Indigenous leaders, <https://forces.ca/en/programs-for-indigenous-peoples/summer-programs/>
- cxlv BILL C-65, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-65/royal-assent>
- cxlvi Workplace Harassment and Violence Prevention, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/defence-administrative-orders-directives/5000-series/5014/5014-0-workplace-harassment-and-violence-prevention.html>
- cxlvii Deputy Minister Commitments on Diversity, Inclusion and Anti-Racism, <https://www.canada.ca/en/privy-council/programs/appointments/governor-council-appointments/performance-management/dm-commitments.html>
- cxlviii Inclusive Hiring Practices for a Diverse Workforce, [https://catalogue.csps-efpc.gc.ca/product?catalog=COR120&cm\\_locale=en](https://catalogue.csps-efpc.gc.ca/product?catalog=COR120&cm_locale=en)
- cxlix Diverse Selection Board Inventory, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2022/06/join-diverse-selection-board-inventory.html>
- cl Many Voices One Mind, <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/knowledge-circle/many-voices.html>
- cli Inclusive Hiring Practices for a Diverse Workforce, [https://catalogue.csps-efpc.gc.ca/product?catalog=COR120&cm\\_locale=en](https://catalogue.csps-efpc.gc.ca/product?catalog=COR120&cm_locale=en)
- clii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cliii Virtual Military Family Resource Centre, <https://www.cafconnection.ca/New-Virtual-Services>
- cliv Military Spouse Employment Initiative (MSEI), <https://www.canada.ca/en/department-national-defence/corporate/job-opportunities/civilian-jobs/civilian-job-opportunities/military-spouse-employment-initiative.html>
- clv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clix *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- clx Attended and collected data on CFSSAT, [https://twitter.com/DRDC\\_RDDC/status/1636369526031003658?s=20](https://twitter.com/DRDC_RDDC/status/1636369526031003658?s=20)
- clxi The CAF Joint Operations Fusion Lab, [https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2023/03/joint-battle-lab-capability-canadian-joint-warfare-centre.html?utm\\_campaign=dnd-mdn-dt-news-22-23&utm\\_medium=eml&utm\\_source=dtm-mar-28&utm\\_content=joint-battle-lab-en-230328](https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2023/03/joint-battle-lab-capability-canadian-joint-warfare-centre.html?utm_campaign=dnd-mdn-dt-news-22-23&utm_medium=eml&utm_source=dtm-mar-28&utm_content=joint-battle-lab-en-230328)
- clxii Communications Security Establishment Act, <https://laws-lois.justice.gc.ca/eng/acts/C-35.3/page-1.html>
- clxiii NATO Climate Change and Security Centre of Excellence (CCASCOE), [https://www.international.gc.ca/world-monde/international\\_relations-relations\\_internationales/nato-otan/centre-excellence.aspx?lang=eng](https://www.international.gc.ca/world-monde/international_relations-relations_internationales/nato-otan/centre-excellence.aspx?lang=eng)
- clxiv Innovation for Defence Excellence and Security (IDEaS), <https://www.canada.ca/en/department-national-defence/programs/defence-ideas.html>

- clxv Pop-up City: Integrating Energy, Water and Waste Management Systems for Deployed Camps, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/contests/challenge/integrating-energy-water-waste.html>
- clxvi A Cold Wind Blows: Seeking Smaller, Ruggedized Wind Turbines for the Arctic, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/cold-wind-blows-seeking-wind-turbines-arctic.html>
- clxvii Green Heat: Low carbon energy generation for heating existing buildings, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/test-drives/challenge/green-heat-low-carbon-energy-generation.html>
- clxviii Less GHG Emission on the Seas: Practical Solutions to Measure and Record Energy Consumption, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/less-ghgs-on-the-seas-practical-solutions-to-measure-and-record-energy-consumption.html>
- clxix Under the sea: Real-time detection of marine mammals during sonar operations, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/under-the-sea-real-time-detection-of-marine-mammals-during-sonar-operations.html>
- clxx Map Engine solution, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/detection-and-classification-of-objects-of-interest.html>
- clxxi Multimodal Input Surveillance & Tracking (MIST) technology, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/what-is-in-that-full-motion-video.html>
- clxxii Quantum 2030, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/overview-quantum-2030.html>
- clxxiii Understanding Cyber Intent, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/understanding-cyber-intent.html>
- clxxiv Detecting and Responding to Hostile Information Activities, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/detecting-responding-hostile-information-activities.html>
- clxxv Staying Four Steps Ahead: Understanding and predicting the behaviour of adversaries, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/four-steps-ahead-understanding-predicting-behaviour-adversaries.html>
- clxxvi Remaining Vigilant: Identifying cyber dependencies, vulnerabilities and threats, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/remaining-vigilant-identifying-cyber-dependencies-vulnerabilities-threats.html>
- clxxvii Wireless is Where it's at: Secure and seamless wireless network onboard ships, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/wireless-is-where-its-at-secure-and-seamless-wireless-network-onboard-ships.html>
- clxxviii We Sea You: Digital tracking and accounting on navy vessels, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/competitive-projects/challenges/we-sea-you-digital-tracking-and-accounting-on-navy-vessels.html>
- clxxix Faster, Stronger, More Secure: Advancing 5G Capabilities and Concepts for Defence and Security, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/innovation-networks/challenge/advancing-5g-capabilities.html>
- clxxx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>

- clxxxii Rise, Detect, Defeat: Countering Uncrewed Aerial Systems, <https://www.canada.ca/en/department-national-defence/programs/defence-ideas/element/sandboxes/challenge/counter-unmanned-aerial-systems-sandbox-2022.html>
- clxxxiii Canadian Safety and Security Program, <https://science.gc.ca/site/science/en/canadian-safety-and-security-program>
- clxxxiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxxv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxxvi *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- clxxxvii *Greening Government Strategy: A Government of Canada Directive*, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>
- clxxxviii CANSEC 2022, <https://www.defenceandsecurity.ca/CANSEC/>
- clxxxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cx c Canadian surface combatant, <https://www.canada.ca/en/department-national-defence/services/procurement/canadian-surface-combatant.html>
- cxci Arctic and offshore patrol ships, <https://www.canada.ca/en/department-national-defence/services/procurement/arctic-offshore-patrol-ships.html>
- cxcii Joint Support Ships, <https://www.canada.ca/en/department-national-defence/services/procurement/joint-support-ship.html>
- cxci Fixed-wing search and rescue procurement project, <https://www.canada.ca/en/department-national-defence/services/procurement/fixed-wing-search-and-rescue-procurement-project.html>
- cxci Future fighter capability project, <https://www.canada.ca/en/department-national-defence/services/procurement/fighter-jets/future-fighter-capability-project.html>
- cxci Remotely Piloted Aircraft System (RPAS), <https://www.canada.ca/en/department-national-defence/services/procurement/remotely-piloted-aircraft-system.html>
- cxci Strategic Tanker Transport Capability, <http://dgpaapp.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1341>
- cxci Logistics Vehicle Modernization Project, <https://www.canada.ca/en/department-national-defence/services/procurement/logistics-vehicle-modernization-project.html>
- cxci Armoured Combat Support Vehicle (ACSV), <https://www.canada.ca/en/department-national-defence/services/procurement/armoured-combat-support-vehicle.html>
- cxci CP-140 Aurora fleet modernization and life extension, <https://www.canada.ca/en/department-national-defence/services/procurement/cp-140-aurora.html>
- cc Interim Fighter Capability Project, <https://apps.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1786>
- cci Hornet Extension Project (HEP) - Phase 1, <https://apps.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1442>
- ccii CH-148 Cyclone procurement project, <https://www.canada.ca/en/department-national-defence/services/procurement/ch-148-cyclone.html>

- cciii Victoria-class submarines, <https://www.canada.ca/en/department-national-defence/services/procurement/victoria-class-submarines.html>
- cciv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccix *Greening Government Strategy: A Government of Canada Directive*, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>
- ccx United Nations Declaration on the Rights of Indigenous Peoples Action Plan 2023-2028, <https://www.justice.gc.ca/eng/declaration/ap-pa/ah/pdf/unda-action-plan-digital-eng.pdf>
- ccxi *Defence Energy and Environment Strategy (DEES)*, [https://www.canada.ca/content/dam/dnd-mdn/images/dees2020/2020-23%20Defence%20Energy%20and%20Environment%20Strategy\\_EN%20-%20Signed.pdf](https://www.canada.ca/content/dam/dnd-mdn/images/dees2020/2020-23%20Defence%20Energy%20and%20Environment%20Strategy_EN%20-%20Signed.pdf)
- ccxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccxiii Future Fighter infrastructure in Bagotville, Quebec and Cold Lake, Alberta, <https://www.canada.ca/en/department-national-defence/news/2020/08/government-awards-design-contract-for-future-fighter-infrastructure-in-cold-lake.html>
- ccxiv CFB Borden Accommodations Facility, <https://www.dcc-cdc.gc.ca/news/dcc-at-work/a-home-away-from-home-building-bordens-newest-accommodations#:~:text=Construction%20on%20the%20%2442%2Dmillion,their%20focus%20to%20the%20interior>
- ccxv Defence Research and Development Canada Valcartier, <https://apps.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1796>
- ccxvi Royal Canadian Dragoons Facilities – Garrison Petawawa, <https://www.dcc-cdc.gc.ca/news/announcements/industry-recognizes-dcc-for-government-procurement-first>
- ccxvii Infrastructure Projects webpage, <https://www.canada.ca/en/department-national-defence/services/infrastructure-projects.html>
- ccxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccxix Greening Defence, <https://www.canada.ca/en/department-national-defence/services/greening-defence.html>
- ccxx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccxxi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccxxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccxxiii United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), [https://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP\\_E\\_web.pdf](https://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP_E_web.pdf)
- ccxxiv United Nations Declaration on the Rights of Indigenous Peoples Act, <https://www.justice.gc.ca/eng/declaration/index.html>
- ccxxv Indigenous Reconciliation Program, <https://www.canada.ca/en/department-national-defence/programs/indigenous-reconciliation-funding.html>

- ccxxvi CAF Indigenous Entry Programs, <https://forces.ca/en/programs-for-indigenous-peoples/>
- ccxxvii United Nations Declaration of the Rights of Indigenous Peoples, [https://social.desa.un.org/sites/default/files/migrated/19/2018/11/UNDRIP\\_E\\_web.pdf](https://social.desa.un.org/sites/default/files/migrated/19/2018/11/UNDRIP_E_web.pdf)
- ccxxviii Indigenous Leadership Opportunity Year (ILOY), <https://forces.ca/en/programs-for-indigenous-peoples/aloy/>
- ccxxix Indigenous Student Employment Opportunity, <https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/students/federal-student-work-program.html>
- ccxxx Indigenous Career Navigator Program, <https://www.canada.ca/en/public-service-commission/jobs/services/gc-jobs/jobs-indigenous-people/programs-for-public-servants.html>
- ccxxxi Directive on the Management of Procurement, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32692>
- ccxxxii GC Task Success Survey, <https://design.canada.ca/survey/index.html>
- ccxxxiii Independent External Comprehensive Review, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/report-of-the-independent-external-comprehensive-review.html>
- ccxxxiv *Strong, Secure, Engaged (SSE): Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- ccxxxv DND-CAF Sexual Misconduct Class Action Settlement, <https://www.caf-dndsexualmisconductclassaction.ca/en/home>
- ccxxxvi Deputy Minister (DM)/the Chief of the Defence Staff (CDS) initiating directive on transitioning to a hybrid workforce to support full business resumption, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/dm-cds-directives/dm-cds-initiating-directive-transitioning-hybrid-workforce-support-full-business-resumption.html>
- ccxxxvii Common hybrid work model for the Federal Public Service, <https://www.canada.ca/en/government/publicservice/staffing/common-hybrid-work-model-federal-public-service.html>
- ccxxxviii Inclusive Hiring Practices for a Diverse Workforce, [https://catalogue.cspsefpc.gc.ca/product?catalog=COR120&cm\\_locale=en](https://catalogue.cspsefpc.gc.ca/product?catalog=COR120&cm_locale=en)
- ccxxxix DND/CAF Data Strategy, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/data-strategy/data-strategy.html>
- ccxl Chief of the Defence Staff/Deputy Minister Initiating Directive for Professional Conduct and Culture, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/dm-cds-directives/cds-dm-initiating-directive-professional-conduct-culture.html#toc13>
- ccxli Data Governance Framework, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/data-governance.html>
- ccxlii Data Access Policy, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/defence-administrative-orders-directives/6000-series/6500/6500-1-data-access.html>
- ccxliii Independent External Comprehensive Review, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/report-of-the-independent-external-comprehensive-review.html>
- ccxliv Declaration of Victims' Rights, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/proactive-disclosure/secd-state-of-caf-19-april-2021/reference-material/bill-c-77-declaration-victims-rights.html>
- ccxlv Independent External Comprehensive Review, <https://www.canada.ca/en/department-national-defence/services/conduct-and-culture/iecr-interim-recommendations.html>



- ccxlvi Canadian Forces Provost Marshal Annual Report, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/provost-marshal-report-2022-2023.html>
- ccxlvii Total Health and Wellness Strategy, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/total-health-and-wellness-strategy.html>
- ccxlviii Strong, Secure, Engaged: Canada's Defence Policy, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- ccxlix Public Accounts of Canada, <https://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- ccl GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ccli Financial Statements, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-report/2022-23-index/spending-hr.html#toc4>
- cclii Consolidated Future-Oriented Statement of Operations (unaudited) - Canada.ca, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2022-23/foso.html>
- ccliii Consolidated Future-Oriented Statement of Operations (unaudited) - Canada.ca, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2022-23/foso.html>
- ccliv National Defence and Canadian Forces Ombudsman, <https://www.canada.ca/en/ombudsman-national-defence-forces.html>
- cclv Independent Review Panel for Defence Acquisition, <https://www.canada.ca/en/independent-review-panel-defence-acquisition.html>
- cclvi Office of the Chief Military Judge, <https://www.canada.ca/en/chief-military-judge.html>
- cclvii Defence Research and Development Canada, <https://www.canada.ca/en/defence-research-development.html>
- cclviii Communications Security Establishment, <https://www.cse-cst.gc.ca/>
- cclix Military Police Complaints Commission, <https://www.canada.ca/en/military-police-complaints.html>
- cclox Military Grievances External Review Committee, <https://www.canada.ca/en/military-grievances-external-review.html>
- cclexi *National Defence Act*, <https://laws-lois.justice.gc.ca/eng/acts/N-5/index.html>
- cclxii *Communications Security Establishment Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-35.3/>
- cclxiii *Emergencies Act*, <https://laws-lois.justice.gc.ca/eng/acts/E-4.5/index.html>
- cclxiv *Aeronautics Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-2/index.html>
- cclxv *Fisheries Act*, <https://laws-lois.justice.gc.ca/eng/acts/F-14/index.html>
- cclxvi Legislation and National Defence, <https://www.canada.ca/en/department-national-defence/corporate/legislation.html>
- cclxvii The Department of National Defence and the Canadian Armed Forces' website, <http://www.forces.gc.ca/>
- cclxviii The Department of National Defence and the Canadian Armed Forces' website – Raison d'être, mandate and role: who we are and what we do, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-report/2022-23-index/corp-info/raison-mandate-role.html>
- cclxix Mandate Letters, <https://pm.gc.ca/en/mandate-letters>

cclxx The Department of National Defence and the Canadian Armed Forces' website – Operating context, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-report/2022-23-index/corp-info/operating-context.html>

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

cclxxii Details on transfer payment programs, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-report/2022-23-index/corp-info/transfer-payment-prog.html>

cclxxiii Gender-based analysis plus, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-report/2022-23-index/corp-info/gba-plus.html>

cclxxiv Response to parliamentary committees and external audits, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-report/2022-23-index/corp-info/response-parl-cmtee-ext-audits.html>

cclxxv Status report on transformational and major Capital projects, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-report/2022-23-index/corp-info/major-capital-projects.html>

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

cclxxvii Contact the Department of National Defence, <https://www.canada.ca/en/department-national-defence/services/contact-us.html>