

Secret

DND/CAF Information Notes

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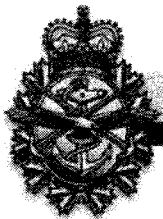
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GLOBAL SECURITY ENVIRONMENT

ISSUE

- This briefing note provides an overarching assessment of the global security environment.

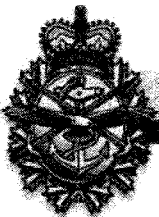
BACKGROUND

- In recent years, the global security environment has evolved in ways that escaped the imagination of even the most forward-thinking strategists. All the while, enduring security-related challenges continue to demand sustained attention. Moreover, important developments, including shifts in global power, demographics, and technology, will have important consequences for the security environment, potentially making it more complex and fluid than ever before.

DISCUSSION

Enduring and Unforeseen Security Challenges

- Regional flashpoints in the Middle East, Africa, Europe and Asia continue to threaten international stability. The unforeseen uprisings that inflamed the Arab world starting in 2011 have destabilized a large swath of the Middle East and ongoing challenges caused by fragile states and religious extremism persist, as demonstrated by instability in Syria, Iraq, and Libya. These conflicts are complicated by religious/sectarian (Sunni, Shiite, Christian) and ethnic/tribal rivalries, as well as the involvement of outside powers with radically different objectives. The emergence of the so-called Islamic State of Iraq and Syria (ISIS) – a terrorist organization aiming at establishing a caliphate to replace the current states – poses an important threat to regional and global stability. The United States is leading a global coalition of over 60 states to degrade and ultimately defeat ISIS. Canada is part of the anti-ISIS Coalition together with many NATO allies, Australia, the Gulf States and other regional partners. While the Coalition has achieved some success, ISIS remains entrenched, particularly in Syria.
- Furthermore, the refugee crisis created by the wars in Syria and Iraq – the greatest such crisis since the Second World War – has forced governments in Europe and North America to consider how to cope with the humanitarian consequences of these conflicts. Notably, military and national security agencies have been called to provide support to humanitarian assistance, while also ensuring that national security concerns are mitigated.
- Several parts of Africa face similar challenges linked to fragile states, poor governance, ethnic rivalries and religious extremism. While the African continent has a more developed security architecture than the Middle East (for example, through the African Union and Economic Community of West African States), it nevertheless has difficulty in effectively addressing regional challenges and often requires outside assistance.





- The terrorist attacks that occurred in 2014-2015 in Canada, France, Belgium, and Australia also point to the continuing danger posed by radicalized individuals influenced by the propaganda of terrorist groups such as ISIS. These “lone wolves” will force intelligence, security and defence agencies to collaborate better to overcome a threat that is difficult to identify. However, the longer-term, and inherently more difficult, issue of addressing segments of the population that feel marginalized and excluded from the mainstream of society is likely the only lasting method of mitigating these threats.

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Cross-Cutting Challenges: Technology and Emerging Domains

- In addition to these short and medium-term geopolitical developments, the astounding pace of scientific discovery and innovation – computer effectiveness has increased 43 million-fold since 1988 – presents opportunities and challenges for governments both internationally and domestically. Technological advancements in areas such as three dimensional printing, lasers, robotics and nanotechnology will transform our societies and economies, and could both enhance the stability of, and pose threats to, global security.
- Cyber and space security are increasingly prominent among the technology-based security and defence challenges considered by Canada and its allies. Cyber threats from both foreign states and non-state actors are growing in frequency and sophistication. For example, 49 percent of Canadians have been victims of cybercrime or risky behaviour on the internet. The government’s personnel, systems and information have been and continue to be targeted, and potential adversaries are rapidly developing technologies to contest military capabilities.
- Space is critically important to the security and economic prosperity of developed states and is central to everyday life for most of their citizens. Notably, space capabilities are critical for all modern militaries, including for surveillance, communications, and search and rescue. However, governments and non-state



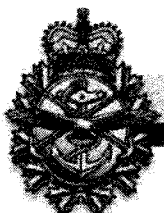


actors are developing the ability to exploit vulnerabilities in space capabilities through a variety of means

Environmental factors, such as magnetic storms, can also disrupt commercial or military services, and with over 22,000 trackable objects in space, there is also an increasing risk of collision between satellites and other orbiting debris.

Global Mega-Trends

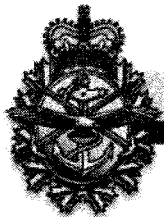
- Broad-based mega-trends bring another layer of complexity to the global security environment. The volatility of the world economy could have profound implications for resource demands, and the evolution of trade and financial patterns. Economic uncertainty will be compounded as many developed countries struggle with debt and demographic challenges, while emerging economies work to overcome systemic deficiencies, including corruption and inadequate regulatory regimes. Instability will result in continued market jitters that could undermine the confidence needed for investment and continued development – global GDP growth for 2015 has been downgraded from 4.0 to 3.85 percent and this could slide further given predictions that China’s economic slowdown could have a negative impact on growth in the US and Europe. Global economic uncertainty will undoubtedly affect geostrategic calculations, including those related to security and defence, if only by forcing Western governments to limit their defence and national security expenditures.
- Furthermore, the rise of new powers with global reach,
- The impacts of climate change and environmental degradation are already being felt in many regions throughout the world. The Arctic is especially affected – sea ice extent has declined by more than one percent per decade since satellite records began in 1979. This is resulting in increased activity and associated challenges such as disaster response, environmental dumping and degradation, as well as a demand for increased requirements for search and rescue, espionage, organized crime and other illegal activities. In Africa, the Middle East, and Asia, water shortages will complicate already tense interstate relations. Many have also noted an uptick in the frequency and severity of climate-related natural disasters, both international and domestic. This trend will continue into the future, and demands the ability to plan, deploy, and commence assistance operations that often only professional, well equipped militaries possess.





Conclusions

- The dynamics of the security environment will continue to grow more complex and will blur the distinctions among defence, security, domestic and international realms. The pace of change will often be rapid and unpredictable. The Canadian Armed Forces must remain flexible, adaptable and well positioned to meet the demands of an ever-evolving security environment.





OPERATIONS IN CENTRAL AND EASTERN EUROPE

ISSUE

- In 2014, Russia annexed Crimea and began fomenting unrest in eastern Ukraine. In response, NATO has been implementing Assurance Measures designed to reinforce the defence of NATO Allies in Central and Eastern Europe, reassure those Allies' populations of NATO support and deter further potential Russian aggression. Operation REASSURANCE is Canada's contribution to NATO Assurance Measures.
- Canada is also a leading supporter of the international effort to assist Ukraine in the face of Russian aggression. As part of Operations UNIFIER, the Department of National Defence (DND) and the Canadian Armed Forces (CAF) are providing military training to Ukraine. Canada has also provided assistance to Ukraine in the form of equipment donations

STRATEGIC CONTEXT

- Following Russia's illegal annexation of Crimea in early 2014, and sustained support to separatist groups in Eastern Ukraine,

Canada continues to be at the forefront of NATO's efforts to reassure Central and Eastern European Allies and partners.

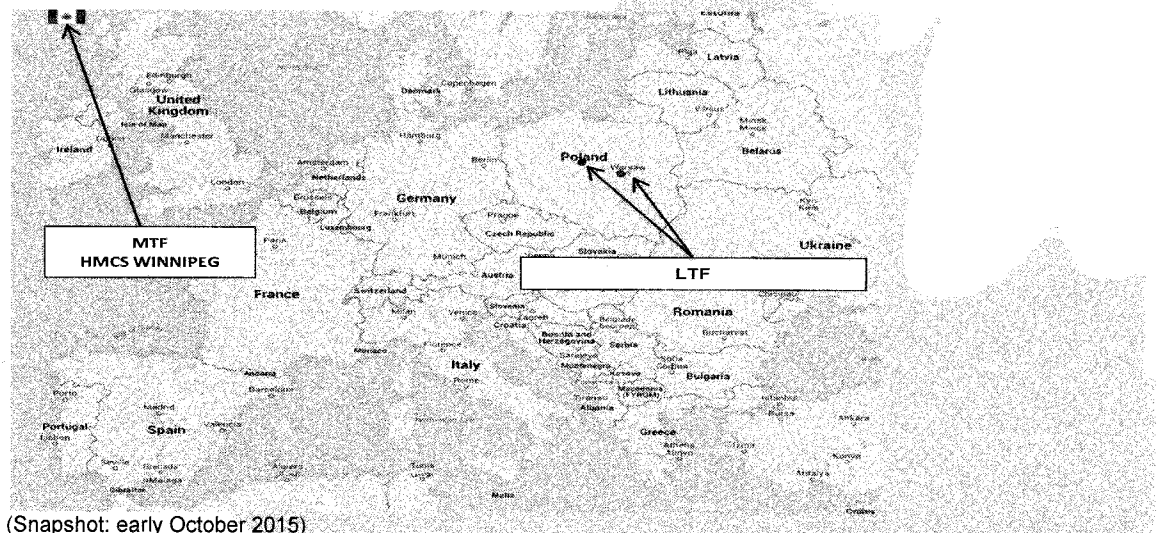
- Canada's response has also included imposing a broad range of sanctions targeting those responsible for the crisis and key sectors of the Russian economy; providing over \$315 million to help Ukraine's economic growth and stabilization; and conducting two CAF operations in the region: Operation REASSURANCE and Operation UNIFIER. The first operation is Canada's contribution to NATO Assurance Measures, and the second is military training provided to the Ukraine Armed Forces on a bilateral basis.

CANADIAN SUPPORT TO NATO ASSURANCE MEASURES

- Since May 2014, NATO has taken a number of steps to provide assurance in the air domain. For example, it deployed aircraft to Romania for training purposes, and conducted more robust air policing patrols over the Baltic States with Allied fighter jets. The Alliance has also commenced regular Airborne Warning and Control System (AWACS) surveillance flights and maritime patrol aircraft flights on the eastern flank of Allied territory.
- To provide assurance at sea, NATO has deployed Standing Naval Forces to patrol the Eastern Atlantic, Baltic, Black and Mediterranean Seas.



- NATO has also increased the number of exercises it undertakes. The exercises provide important opportunities to improve the ability of Allies and partners to work together, and are a valuable demonstration of NATO's readiness to respond to potential threats. These exercises take place on land, at sea, and in the air, with scenarios based on two of NATO's core tasks, collective defence and crisis management. From 21 October to 6 November 2015, NATO will run Exercise TRIDENT JUNCTURE, its largest exercise in over a decade, featuring over 34,000 personnel from both Allied and partner nations.
- Operation REASSURANCE. Approved through to 30 June 2016, Operation REASSURANCE is Canada's contribution to NATO Assurance Measures. In 2014, Canada deployed land, maritime, and air forces as part of Operation REASSURANCE. The Land Task Force (LTF) provided a regional presence of Canadian Army soldiers in Poland, taking part in numerous NATO and bilateral training exercises within the region. The Maritime Task Force (MTF) provided a continuous presence in the NATO Standing Naval Forces. The Air Task Force (ATF) composed of a fighter detachment (six CF-18s and 200 personnel) initially operated out of Romania, where it conducted bilateral training, and then out of Lithuania where it participated in Baltic Air Policing operations over Estonia, Latvia and Lithuania. The ATF returned to Canada in early 2015.
- The CAF's Operation REASSURANCE mandate is set to expire on 30 June 2016. Currently, the CAF contribute the following to the mission:
 - One Halifax-class frigate (now HMCS Winnipeg) provided to NATO SNF, participating in exercises and conducting maritime security and anti-terrorism operations;
 - Approximately 220 personnel (a light infantry company) stationed at the Drawsko Pomorski Training Area in Poland, conducting regional training and establishing a persistent presence in Central and Eastern Europe under the auspices of NATO; and
 - a number of staff officers augmenting various NATO headquarters.

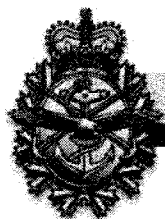


(Snapshot: early October 2015)



ASSISTANCE TO UKRAINE

- NATO has taken a number of other actions to support Ukraine. It has suspended all cooperation with Russia, and has delivered strong messages to senior officials. It has also stepped up engagement with Ukraine's civilian and military leadership and strengthened efforts to build the capacity of the Ukrainian military, including through joint training and exercises.
- To date, Canada has provided the following security-related assistance to Ukraine:
 - a contribution of approximately \$16 million dollars of non-lethal equipment to Ukrainian forces;
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 - and
 - the deployment of approximately 200 CAF personnel to Ukraine to develop and deliver military training and capacity-building programs as part of Operation UNIFIER.
- Operation UNIFIER. Approved through to 31 March 2017, Op UNIFIER is based primarily out of Yavoriv, in western Ukraine. It includes small team training; explosive ordnance disposal/improvised explosive device disposal instruction; military police professionalization courses; flight safety training; medical training; logistics systems modernization; and, professional development courses provided through DND's Military Training Cooperation Programme.



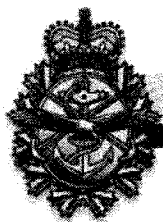
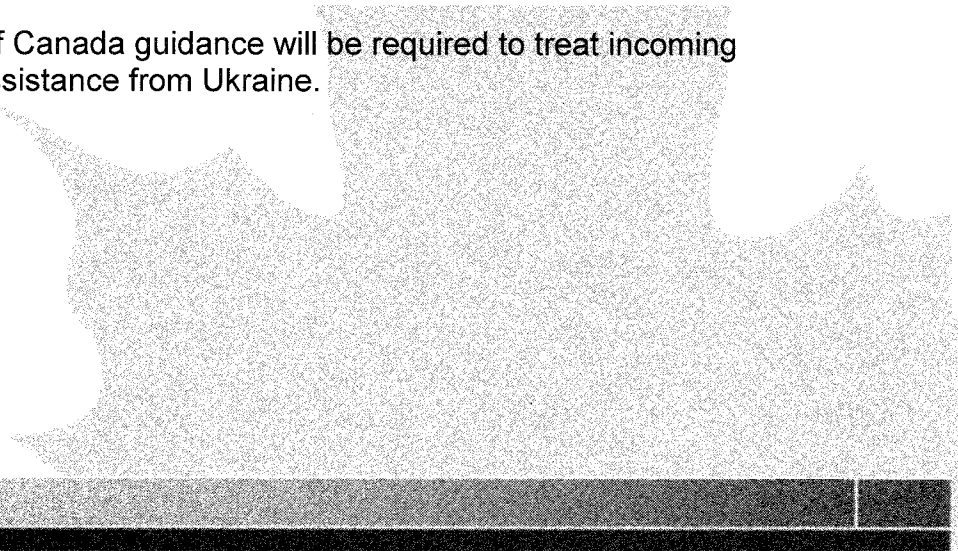


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- To deal with the large volume of requests for military assistance from Ukraine, Canada has worked in close consultation with likeminded Allies through two existing avenues of coordination.
 - Multinational Joint Commission (Ukraine, United States, Canada, United Kingdom, and Lithuania). In February 2015, Canada joined the Multinational Joint Commission on capacity-building, which serves as a clearing house for coordinating Ukrainian requests for security-related aid. The Commission comprises several subcommittees. Canada leads the Sub-committee on Military Police.

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- Joint Multinational Training Group – Ukraine (JMTG-U)

- Further Government of Canada guidance will be required to treat incoming requests for military assistance from Ukraine.





OPERATION IMPACT

ISSUE

- In response to the humanitarian and security crisis in Iraq, on 15 August 2014, the Government of Canada directed the Canadian Armed Forces (CAF) to join international efforts to assist the Government of Iraq in fighting the so-called Islamic State of Iraq and Syria (ISIS).
- In addition to airlifting military supplies from donor countries to Northern Iraq, the CAF's contribution has also included advising and assisting the Iraqi security forces in effectively countering ISIS, participating in the Coalition air operations against ISIS in Iraq and Syria, and providing planning and liaison personnel to Coalition headquarters.
- Canada is a trusted partner in the global Coalition against ISIS and the CAF's operation in Iraq – Op IMPACT – represents a strong contribution to the multinational efforts to counter the threat posed by ISIS and ensure peace and stability in the region.

BACKGROUND

- In spring 2014, the extremist militant group ISIS began seizing territory throughout Iraq, particularly in the western and northern regions, pushing back Iraqi security forces and creating a grave security and humanitarian crisis.
- In response to the Government of Iraq's request for international assistance, the Government of Canada authorized the CAF to join international efforts to support the Iraqi security forces, which consist of Iraqi state forces and Kurdish security forces, including the Kurdish Peshmerga, in their fight against ISIS. The Kurdish Peshmerga is the military of the autonomous Iraqi Kurdistan only, which has sworn allegiance to the Kurdistan Regional Government and does not include the Kurdistan Workers' Party of Turkey or the Syrian Kurdish Forces.
- The CAF have provided assistance in Iraq along three main tracks:
 1. *Airlift of military supplies from donor countries to Iraqi security forces in Northern Iraq*
 - Towards the end of summer 2014, the CAF deployed the following capabilities to deliver military supplies from donor nations to Iraq:
 - 1x CC-130J Hercules
 - 1x CC-177 Globemaster III





- Approximately 100 Canadian Armed Forces (CAF) aircrew, technicians and logistics specialists.
- Between 28 August and 26 September 2014, 25 flights were successfully completed, delivering more than 1,600,000 pounds of military supplies to Iraq.
- This line of effort is now completed.

2. Advise and Assist Iraqi security forces

- In September 2014, approximately 70 members of the CAF were deployed to Iraq to advise and assist the Iraqi security forces in effectively countering ISIS.

3. Air Operations

- In October 2014, approximately 600 CAF personnel deployed as part of Op IMPACT to:
 - Support and conduct air strikes against ISIS in Iraq and Syria
 - Provide intelligence, surveillance and reconnaissance capabilities
 - Provide planning and liaison personnel to work with the U.S.-led Coalition headquarters
- Op IMPACT air operations have used the following capabilities:
 - 6x CF-188 Hornet fighter aircraft, aircrew and logistical support elements
 - 1x CC-150T Polaris air-to-air refueller
 - 2x CP-140 Aurora surveillance aircraft
- While Op IMPACT's air operations were initially limited to Iraq, the mission was extended to Syria on 30 March 2015.
- As of 25 October 2015, the CAF's Air Task Force-Iraq conducted 1669 sorties, including 309 reconnaissance missions and 291 refuelling missions, delivering some 17,343,000 pounds of fuel to Coalition aircraft. Canadian fighter jets conducted 1069 of these sorties.

DISCUSSION

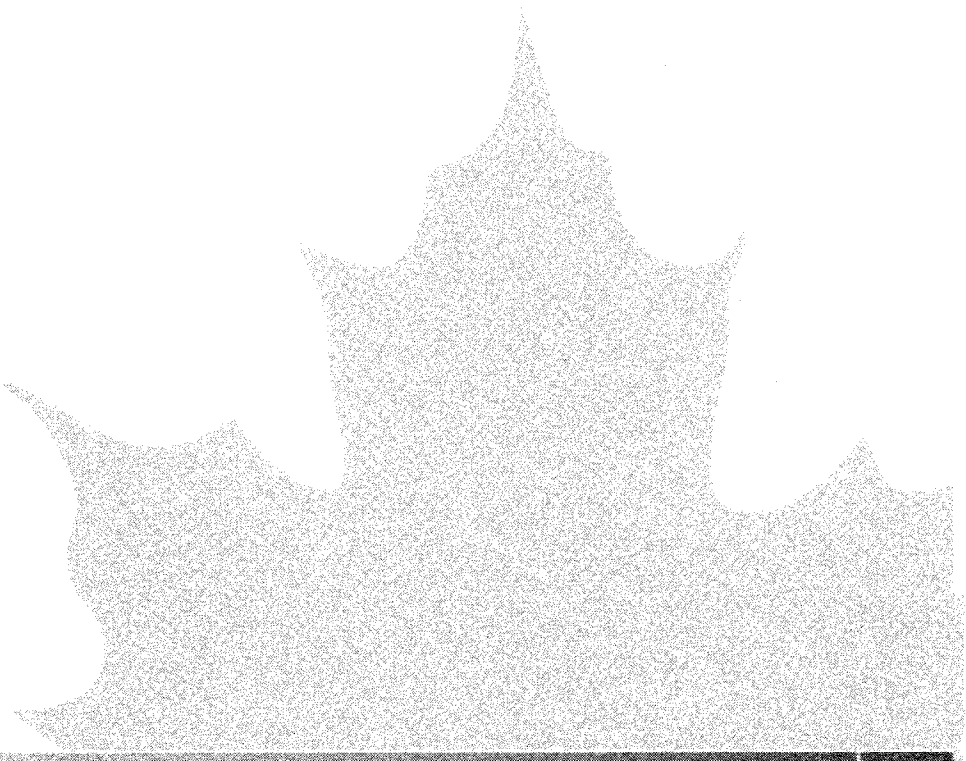
- Op IMPACT puts Canada at the forefront of international efforts to counter the threat posed by ISIS to regional and international security and as a trusted partner of the US-led Coalition against ISIS. In addition to advising and assisting Iraqi security forces in effectively defending their lines against ISIS and planning localized offensive operations, the CAF are also actively participating in the Coalition's air operations targeting ISIS in Iraq and Syria. Striking ISIS's fighting positions and





equipment degrades their fighting capabilities and denies them safe havens to conduct their operations in the region.

- The current mission mandate for Op IMPACT expires on 30 March 2016. As of 15 September 2015, the total cost of the mission was million.





Annex A – Operation IMPACT





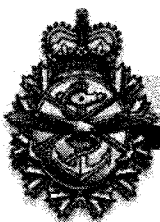
CANADA AND THE NORTH ATLANTIC TREATY ORGANIZATION

ISSUE

- The North Atlantic Treaty Organization (NATO) is a cornerstone of Canada's defence and security posture.
- Canada has contributed to all but one NATO operation since ratifying the North Atlantic Treaty as a founding member of the Alliance more than six decades ago.
- Today, Canada is at the forefront of efforts to reform and transform NATO to ensure it is able to tackle modern-day security challenges.

BACKGROUND

- NATO is a political and military alliance whose primary goals are the collective defence of its members and the maintenance of peace and security in the North Atlantic area.
- This fundamental and enduring purpose is effectively achieved through the Alliance's three core tasks of collective defence, global crisis management and cooperative security through partnerships.
- Since the end of the Cold War, NATO has contributed to several military missions and operations in and near Europe, including in Eastern Europe, Afghanistan, the Balkans as well as in the skies over Libya. It has also enhanced its efforts to confront the growing threat posed by emerging security challenges such as terrorism, ballistic missile proliferation and cyber-attacks.
- Reflecting the evolving international security environment, NATO has steadily extended its partnerships with a wide variety of countries and international institutions such as the European Union, the United Nations and the Organization for Security and Cooperation in Europe. It now engages with over 40 countries around the world.
- Alliance membership affords Canada an effective political-military instrument that helps it meet three strategic defence and security objectives: to defend Canada; to defend North America; and to project leadership abroad. It also provides a useful international forum through which to engage other nations on defence and security issues through NATO's partnership programs.
- Militarily, NATO is a key enabler for Canadian Armed Forces' (CAF) interoperability with Allies. It provides an important forum in which Canada can advance its views and interests and build consensus around issues of pressing





concern. Canada also leverages NATO to maximize information-sharing and, more generally, to strengthen bilateral relationships with its Allies.

NATO Structure

- **Consensus** is the sole basis for decision-making at NATO, with members discussing their positions and consultations taking place until a mutual decision is reached. A “NATO decision” is a reflection of the collective will of member states.
- At the NATO headquarters in Brussels, Belgium, **national delegations** with a status akin to embassies represent the interests of their country’s government on a daily basis. Moreover, each member is represented by an ambassador on the North Atlantic Council, the principal political decision-making body within NATO. Ms. Kerry Buck is the current Canadian ambassador to NATO.
- NATO is administered by a permanent and neutral administration known as the **International Staff**. This body provides support to national delegations and assists in implementing the decisions taken at different committee levels, while enabling the overall process of consensus-building and decision-making within the Alliance.
- The International Staff is overseen by the **Secretary General** of NATO, the Alliance’s top civil servant. Jens Stoltenberg, former Prime Minister of Norway, currently holds the position and is responsible for both steering the process of consultation and decision-making in the Alliance and ensuring that decisions are implemented.
- NATO also possesses a **military organization** and structure that is responsible for implementing political decisions that have military implications. There are three key elements of NATO’s military organization: (i) the Military Committee, (ii) the International Military Staff, and (iii) the Strategic Commands.
- NATO members’ **military forces** are placed at the Alliance’s disposal once their national governments have approved their deployment. A nation’s forces operate under NATO command and control while retaining their link to national command authorities (i.e., may operate within national caveats).

Canada’s Footprint in NATO

- Canada’s national delegation to NATO is headed by Ambassador Kerry Buck, and the military section is led by Vice Admiral Robert Davidson. In addition to Canada’s national delegation at NATO headquarters, 225 CAF personnel are posted to NATO billets globally. This number does not include personnel deployed to NATO operations.





- As of 2014, Canada provides approximately six per cent of NATO's budget for investment and operations. Contributing approximately 146 million CAD annually, Canada is the sixth-largest financial contributor amongst Allies.

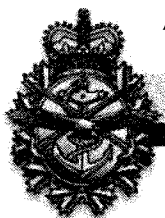
NATO MEETINGS

- **Summits.** Heads of State and Governments meet periodically to provide guidance for NATO activities. Summits are scheduled approximately every two years. They are used as a forum to introduce new policies, partners and strategies. The high level guidance provided by these Summits informs work on files and initiatives, which are discussed at follow-on Defence and Foreign Ministerials. The next Summit is scheduled to take place in Warsaw, Poland, from 08 to 09 July 2016.
- **Defence Ministerials**, which occur three times a year, allow Defence Ministers to participate in meetings with their counterparts from Allied nations. In these meetings, Ministers are informed of progress on main files, and asked to provide guidance and/or endorse specific initiatives. The next Defence Ministerial is scheduled to take place in Brussels, Belgium, from 10 to 11 February 2016.
- **Military Committee in Chiefs of Defence Format (MC/CS).** The Chairman of the Military Committee invites NATO's 28 Chiefs of Defence Staff to meet three times a year with a view to develop military advice on issues that will be discussed at Defence Ministerials. The next MC/CS is scheduled to take place in Brussels, Belgium, from 20 to 21 January 2016.
- **Foreign Ministerials**, which occur twice a year, allow Foreign Ministers to participate in meetings with their counterparts from the 28 member nations. In these meetings, Ministers are informed of progress on main files, and asked to provide guidance and/or endorse specific initiatives. The next Foreign Ministerial is scheduled to take place in Brussels, Belgium, from 01 to 02 December 2015.

DISCUSSION

With less than a year remaining until the Warsaw Summit in July 2016, the NATO Agenda will focus on the following three issues in the months ahead:

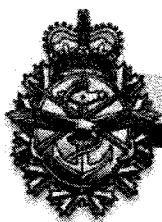
- Implementation of the NATO Readiness Action Plan (RAP). Agreed upon at the 2014 Wales Summit, the RAP aims to respond to the changed security environment in and near Europe, in particular to the challenges posed by Russia and the instability along the Alliance's southern periphery. It consists of Assurance Measures and mid to long-term Adaptation Measures. Assurance Measures include maintaining a continuous air, land and maritime presence, underpinned by meaningful military activity, in the eastern part of the Alliance, with a view to reassuring the eastern Allies and deterring Russian military activities in the region. Adaptation Measures, such as the creation of a Very High Readiness Joint Task Force and the establishment of NATO Force Integration Units on the territories of





Allies facing a potential military threat, are intended to equip the Alliance to fully address the evolving security challenges it might face in future years.

- NATO Long-term Adaptation. Implementation of the RAP will strengthen the Alliance's ability to conduct two of its three core tasks: collective defence and crisis management.
- Implementation of the Defence Investment Pledge (DIP). Agreed upon at the 2014 Wales Summit, the DIP is intended to reverse the trend of declining defence expenditures, make the most effective use of available funds, and promote a more balanced sharing of costs and responsibilities across the Alliance. Allies agreed to an aspirational goal of 2% of gross domestic product for defence spending, with 20% dedicated to major equipment and associated research and development.





NORAD

ISSUE

- The North American Aerospace Defense Command (NORAD) is the cornerstone of Canada's bilateral defence relationship with the United States.
- NORAD launched a number of initiatives in recent years, including the NORAD Strategic Review, to ensure it can adapt to emerging threats to North America.
- The recommendations stemming from the NORAD Strategic Review,
- You will receive a separate briefing on Operation NOBLE EAGLE, NORAD's defence of North America mission against asymmetric air attack involving civilian aircraft.

BACKGROUND

- NORAD is a bi-national military organization formally established to provide surveillance and control of Canadian and United States airspace. The NORAD Agreement was first signed by the governments of Canada and the United States on 12 May 1958. While there have been ten NORAD Agreement renewals since 1958, the basic text of the Agreement has been revised substantially only four times, with the most recent one being in 2006. NORAD has been (and remains) the foundation of our two countries bilateral defence relationship for over 55 years.
- NORAD is unique in the world as a bi-national command with an integrated structure under an American Commander, currently Admiral William "Bill" Gortney, and a Canadian Deputy Commander, currently Lieutenant-General Pierre St-Amand.
- Commander NORAD reports to both Canada and the United States. In the Canadian system, Commander NORAD is responsible to the Government through the Chief of the Defence Staff. Accordingly, NORAD's recommendations and readiness reporting are sent to the Chief of the Defence Staff who is responsible, in consultation with appropriate stakeholders, for bringing them to the attention of the Minister of National Defence, as required.
- In 2006, Canada and the United States agreed to renew the NORAD Agreement in perpetuity. Both countries also agreed to add a maritime warning mission to NORAD's existing roles of aerospace warning and control. Today, NORAD also monitors and tracks man-made objects in space and detects, validates and warns





of attacks against North America by aircraft, missiles or 'space vehicles' (e.g. satellites and space debris).

- There are currently nearly 300 Canadian Armed Forces (CAF) members posted to NORAD headquarters located at Peterson Air Force Base, in Colorado Springs, Colorado, and approximately CAF personnel in Canada dedicated to NORAD tasks. This close cooperation through the Command has created unprecedented interoperability between our two countries.

DISCUSSION

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Accordingly, NORAD

launched a number of initiatives in recent years to ensure, in the words of former Commander NORAD General Charles Jacoby, it is "forever relevant, ever evolving."

- In June 2013, NORAD began a broad Strategic Review exercise to ensure the Command can tackle emerging challenges and continue to successfully accomplish its assigned missions. The final report was signed by former Commander NORAD in December 2014. The main findings of the NORAD Strategic Review

The final report has been accepted by the Chief of the Defence Staff and the US Chairman of the Joint Chiefs of Staff (CJCS)

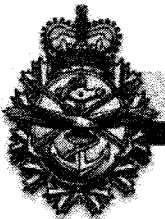
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- With a view to coordinating efforts related to _____ DND has established the Defence NORAD Steering Committee (DNSC), led at the Director General/two-star level. This committee will serve as a central venue to gather, consolidate, and consider NORAD issues holistically in order to develop a Canadian position and provide recommendations to decision-makers.
- Additionally,





FORCE DEVELOPMENT, GENERATION, AND EMPLOYMENT

ISSUE

- This briefing note provides an overview of how the Canadian Armed Forces prepare for and execute their missions.
- **Force development** involves the planning required to ensure the military has the necessary capabilities to deliver on government direction.
- **Force generation** is the recruitment, preparation and training of military forces to be able to conduct operational missions.
- **Force employment** is the command, control and sustainment of military forces in an operational setting.

Force development, force generation and force employment are key concepts in understanding how the Canadian Armed Forces prepare for and execute their missions on behalf of the Government of Canada. While they may appear to take place in a linear fashion, the activities associated with each these concepts are iterative processes that inform and affect each other.

FORCE DEVELOPMENT:

Force development encompasses all the activities and processes related to identifying, conceptualizing and implementing changes to existing military capabilities or developing new ones to ensure that a military force has the required capabilities to deliver on the strategic direction given to it by government. The force development process starts with an examination of overarching government policy, particularly the roles and missions assigned to the Canadian Armed Forces. From this examination, scenarios are developed that “game” the existing capabilities of the military against probable missions or situations the military may be reasonably tasked to respond to given government policy and direction. This gaming exercise allows the military to identify deficiencies in capabilities where further or new investments are required, detect surplus capabilities that are no longer needed, or validate plans for the development or sustainment of existing capabilities. These findings are consolidated into guidance that is provided across the military to direct the planning, investment, acquisition, and staffing necessary to acquire, develop and integrate capabilities into the force structure of the military.

In the Canadian Armed Forces, this type of force development is referred to as Capability-Based Planning and is a multi-year effort that is usually completed in three-year cycles, allowing for the continuous evaluation and adjustment of capability planning. Force development is driven by changes in policy, the evolution of the security environment and lessons learned from operations. While the Environmental Commands





(Royal Canadian Navy, Royal Canadian Air Force and Canadian Army) and other organizations across National Defence initiate, manage and implement force development programs specific to their requirements, the **Chief of Force Development** in the Vice Chief of Defence Staff organization is the main focal point of force development, harmonizing, synchronizing and integrating major capital force development activities across defence in order to develop the capabilities required to execute the roles and missions assigned to the Canadian Armed Forces by the government.

FORCE GENERATION:

In simple terms, force generation involves all of the activities from the initial recruitment of new military personnel to their eventual deployment as military forces ready to carry out operations. Before forces are ready for operational deployment they must be assembled, equipped, trained and certified to carry out their duties – this is the purview of force generation. Typical force generation activities include individual training to teach military personnel the basic skills required to be an effective soldier (e.g. first aid, weapons handling, trade-specific training), collective training to teach individual soldiers how to work together in larger formations, and exercises, which simulate real-world situations to prepare military forces for particular types of missions, scenarios or operational deployments. Another key force generation activity is the maintenance of the equipment required for military forces to carry out their assigned duties. All of these activities are informed by strategic defence policy, the force development process, and the guidance that it produces.

Force generation is the primary responsibility of the **Environmental Commands (Royal Canadian Navy, Royal Canadian Air Force and Canadian Army)** and is also conducted by the **Military Personnel and Canadian Forces Intelligence Commands**, among other organizations. These organizations are often referred to as “force generators.” By conducting the activities noted above, force generators are able to prepare and maintain military forces at varying levels of readiness. Readiness is the preparedness and flexibility of a military force to deploy in a timely manner in response to government direction. Readiness is directly related to the strategic direction provided by government to the Canadian Armed Forces. Government direction regarding the size, number and length of missions, as well as how quickly the military is ready to deploy, guide force generation activities to prepare the required forces at an appropriate level of readiness to carry out this direction effectively. The Canadian Armed Forces manage readiness in a tiered approach from low to high readiness. High readiness forces are ready to deploy at short notice¹ while low readiness units require additional time to train and prepare (or in other words, force generate) before they can be deployed.

¹ “High readiness” can differ depending on the type of operation. For example high readiness Search and Rescue crews are typically ready to respond to emergency situations. Immediate response forces to assist civil authorities in the event of a domestic crisis are ready to deploy and begin assisting civil authorities. For more complex international operations high readiness. On the lower end, a non-combatant evacuation operation to remove



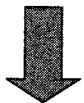
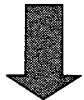


FORCE EMPLOYMENT:

Force employment is the command, control and sustainment of military forces in an operational setting. Once the force generators have assembled, trained, equipped and certified forces at an appropriate level of readiness, they are allocated to force employers who take command and control of these forces and direct them to conduct operations. While force employment is largely associated with the command and control of military forces to conduct operations, it also involves all operational planning and the support and sustainment of forces assigned to a force employer during operations. Lessons learned from operations are provided to both the force development and force generation community to help improve the way forces are developed and generated for force employment.

The **Canadian Joint Operations Command (CJOC)** and the **Canadian Special Operations Forces Command (CANSOFCOM)** are the principal force employers in the Canadian Armed Forces. Force employers command and control forces in accordance with ministerial and Chief of the Defence Staff direction and further delegate this authority to commanders of components, task forces and units to assign them various responsibilities to direct forces to achieve their missions.

Activity	Who?	What?
Force Development	Chief of Force Development coordinates force development activities across defence. Other defence organizations initiate, manage and execute specific force development programs specific to their needs.	Planning to ensure the military has the necessary capabilities to deliver on government direction.
Force Generation	Royal Canadian Navy, Royal Canadian Air Force, Canadian Army, Military Personnel Command, Canadian Forces Intelligence Command	Recruitment, preparation and training of military forces. Maintenance of equipment.
Force Employment	Canadian Joint Operations Command, Canadian Special Operations Forces Command	Command, control and sustainment of military forces in an operational setting.



Lessons learned from operations

readiness forces to deploy on international contingency operations could do so

High-





SEARCH AND RESCUE

ISSUE

- Canada has one of the world's largest areas of responsibility for Search and Rescue (SAR). On average, Canada's SAR system, comprised of federal, provincial, and territorial partners, responds to more than 15,000 calls each year and helps 25,000 people.
- National Defence, in collaboration with federal search and rescue partners, has recently undertaken a series of activities to improve search and rescue coordination and response to ensure that the Canadian Armed Forces (CAF) is well-positioned to respond to search and rescue incidents anywhere in Canada's area of responsibility and to continue to deliver on the tradition of excellence.

BACKGROUND

- The Canadian federal area of responsibility for SAR extends over 18 million square kilometers of land and sea – an area one-and-a-half times that of Canada's landmass. A map of Canada's area of responsibility for SAR can be found at Annex A.
- The responsibility for SAR in Canada is shared amongst federal, provincial, and territorial governments, as well as private sector companies and volunteers. Together, these organizations collectively form the National SAR Program.
- The SAR system responds to roughly 15,000 incidents annually in Canada, providing assistance to approximately 25,000 people. Federally, the CAF is responsible for aeronautical SAR and the Canadian Coast Guard is responsible for maritime SAR. In addition, DND/CAF supports maritime SAR coordination between the CAF and the CCG at three Joint Rescue Coordination Centres located in Halifax, Trenton, and Victoria.
- Parks Canada maintains responsibility for ground and inland SAR incidents specifically within National Parks, while provinces and territories are responsible for all other inland water and ground SAR.
- The CAF responds to an average of 9,000 SAR incidents per year, approximately 1,000 of which result in the launching of SAR aircraft. This volume is expected to continue for the foreseeable future due to the increasing accessibility of the Arctic, and rising tourism and economic activity in some of the most remote areas of Canada.
- To meet this operational demand, the CAF devotes approximately 950 personnel to deliver SAR services 24 hours a day, 365 days a year. The readiness postures of SAR crews are defined by reaction time, which is measured as the time it takes



for a SAR crew to depart after it is tasked. SAR crews maintain a 30-minute readiness posture for a 40-hour period per week, and a 2-hour readiness posture for the remaining time period within the week.

- In Spring 2013, the Auditor General published a report on Federal Search and Rescue Activities. The report acknowledged that DND/CAF successfully met its reaction time standards in most cases. However, the report also noted that DND/CAF should systematically analyze its SAR data to ensure that its provision of service is based on current and anticipated needs.
- In response, the CAF launched a three-year posture optimization trial across its three Joint Rescue and Coordination Centres. The optimization trial aligns the 40-hour period of 30-minute readiness posture with time periods that are historically linked with the highest number of SAR incidents (e.g., weekends), in order to study the impact of the alignment on response time, the frequency of CAF response, as well as SAR crew fatigue and quality of life. The trial concluded in summer 2015 and the results are currently being analyzed. The CAF expects to complete its final report in summer 2016.
- There is no single type of aircraft available on the market that can meet Canada's unique SAR requirements for speed, endurance, carrying capacity and recovery over our SAR area of responsibility. To meet these operational demands, the CAF uses a mix of rotary- and fixed-wing aircraft.
- The RCAF operates 14 rotary-wing Cormorant helicopters, consolidated at three bases across Canada, and five rotary-wing Griffon helicopters stationed at Trenton. With respect to fixed-wing aircraft, the RCAF operates six Buffalo aircraft at one location (Comox) and 13 H-model Hercules aircraft at three locations (Trenton, Greenwood and Winnipeg).

DISCUSSION

- To continuously improve SAR service, National Defence and the Canadian Coast Guard have established a senior level SAR operational governance committee to enhance coordination, oversight, and the reporting of air and maritime incidents. The CAF has also implemented the Civil Aviation Search and Rescue Associations' North Initiative to enhance the CAF's ability to respond to SAR incidents in the North.
- The National SAR Program is coordinated by the National Search and Rescue Secretariat (NSS), a federal agency that works directly with federal, provincial/territorial governments, as well as air, ground, and marine volunteer SAR organizations to develop and coordinate policies related to SAR response and prevention. In July 2015, the responsibility for the NSS was transferred from National Defence to Public Safety Canada to take advantage of the latter's expertise in whole-of-government coordination and cooperation with provincial,



s.15(1)
 s.21(1)(a) **SECRET**
 s.21(1)(b)
 s.69(1)

territorial, and non-governmental organizations. Notwithstanding this change in portfolio, the CAF retains its responsibility for aeronautical SAR and the coordination of maritime SAR.

- As a contributor to the International Satellite System for Search and Rescue (COSPAT-SARSAT), Canada is investing up to \$249M in the Medium Earth Orbit Search and Rescue (MEOSAR) satellite capability project. This project is part of a larger international collaborative effort to deliver more precise coordinates during the coordination, execution and dispatch of SAR resources, and is expected to significantly reduce the time required to detect and locate SAR incidents in Canada's area of responsibility. Canada's investment will include the provision of up to 24 SAR repeaters that will be integrated into US Global Positioning satellites

ground stations within Canada for receiving

- Canada is also a member of the Agreement on Cooperation on Aeronautical and Maritime Search and Rescue in the Arctic. Commonly known as the Arctic SAR Agreement, this treaty was signed in 2011 by the eight Arctic states (Canada, Denmark, Russia, the United States, Sweden, Finland, Norway and Iceland).

- While National Defence's mixed fleet of SAR aircraft continue to perform well, later this decade the Cormorant will require significant investment to remain operationally viable for the next 20-25 years. The RCAF is currently conducting an options analysis, including a mid-life upgrade for the Cormorant fleet and a partnership with private entities to lease aircraft.

- National Defence is also working closely with the Departments of Public Works and Industry Canada to expedite the Fixed-Wing SAR Aircraft Replacement Project. the project team has maintained a sustained engagement with industry

National Defence issued the Request for Proposal on 31 March 2015 to solicit industry proposals for this capability. At the request of industry, the deadline for submission has been extended until 11 January 2016.



SECRET

ANNEX A: Canada's Search and Rescue Region

The Canadian federal area of responsibility extends over 18 million square kilometers of land and sea – an area one-and-a-half times that of Canada's landmass. This area is defined both under International Civil Aviation Organization (ICAO) agreements for aeronautical search and rescue, and International Maritime Organization (IMO) agreements for maritime search and rescue.

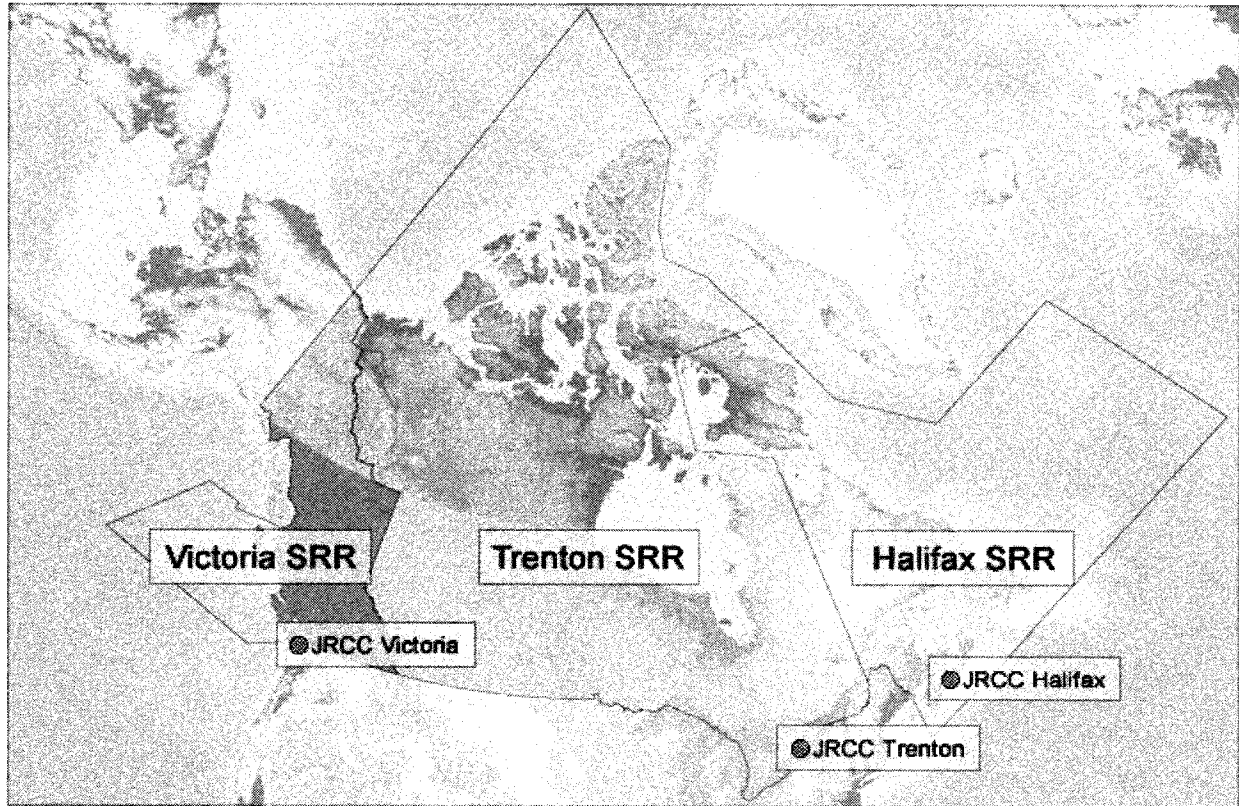
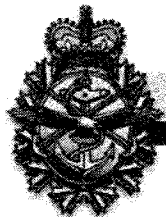


Image from CAF website on SAR activities





OVERVIEW - ROYAL CANADIAN NAVY (RCN)

ISSUE

- To provide an overview of the Royal Canadian Navy (RCN), including its mandate, priorities, roles and responsibilities, and challenges.

BACKGROUND

- The RCN is comprised of two Commands: the Maritime Forces Pacific (MARPAAC) in Esquimalt and Maritime Forces Atlantic (MARLANT) in Halifax. In addition, Commander Naval Reserve is responsible to Commander MARPAAC and is supported by a Naval Reserve Headquarters in Quebec City.
 - The RCN has two bases, CFB Halifax and CFB Esquimalt, 24 Naval Reserve Divisions that span the country, as well as a strategic-level Naval Staff in National Defence Headquarters.
- The Commander of the RCN is responsible for:
 - generating and maintaining combat-capable, multi-purpose maritime forces for employment by operational commanders, both at home and abroad;
 - providing advice on maritime matters, including the development of plans and taskings for Canadian Armed Forces (CAF) operations, and input into the development of force structure options; and
 - exercising command of activities that organize, train and equip forces for employment (Force Generation), of routine operations, as well as of other forces that may be assigned.
- The Pacific and Atlantic Fleets are comprised of the following sea-going units:

Pacific	Atlantic
5 HALIFAX-class frigates	7 HALIFAX-class frigates
6 KINGSTON-class Maritime Coastal Defence Vessels (MCDV)	6 KINGSTON-class Maritime Coastal Defence Vessels (MCDV)
2 VICTORIA-class submarines	2 VICTORIA-class submarines
8 ORCA-class training vessels	1 IROQUOIS-class destroyer





- The RCN includes approximately 9,012 Regular Force and approximately 2,700 Reserve Force personnel employed throughout the Canadian Armed Forces. The RCN also employs approximately 4,000 civilian personnel in operational, technical and administrative roles. Of these, nearly 98% are concentrated in the RCN's two major bases and the coastal Fleet Maintenance Facilities (FMFs).
- The RCN budget for Fiscal Year 2015/16:

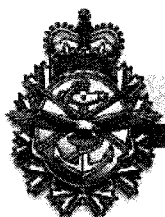
Spending Category	Allocation (in Millions)
Operations and Maintenance	\$181.6
Civilian Reservist Pay	\$307.3
Other	\$3
Capital Expenditures	\$43.7
Total RCN Allocation	\$535.6

DISCUSSION

- In order to position itself for the future, the RCN has embarked on the most intensive fleet recapitalization effort in Canadian peacetime history. This includes the National Shipbuilding Procurement Strategy (NSPS), the HALIFAX Class Modernization (HCM), as well as other projects and initiatives to bolster the RCN's capabilities and enable it fulfill its mandate:
- *NSPS*. The NSPS intends to deliver the following capabilities:
 - Arctic Offshore Patrol Ships (AOPS) will provide the RCN with the flexibility to operate in both Arctic and North American offshore environments in a variety of roles, including domestic surveillance and search and rescue. The Arctic/Offshore Patrol Ship Project also includes associated infrastructure upgrades on both coasts, the establishment of a berthing and refuelling facility in Nanisivik, and logistics support for the ships. A \$2.3 billion AOPS shipbuilding contract was awarded to Irving Shipbuilding Inc. in December 2014 to build at least five ships, with contractor incentive to deliver six in the same funding envelope. Full construction began in September 2015 and delivery of the first ship is scheduled for 2018.
 - The \$26.2 billion Canadian Surface Combatant (CSC) project will replace the capabilities of three IROQUOIS class destroyers and twelve HALIFAX class frigates with the construction of up to 15 new ships. Irving Shipbuilding Inc. was selected under the NSPS to build the CSC fleet.

control

and defend Canada's maritime approaches, defend North America, fulfill Alliance commitments, and conduct a wide range of international operations, from disaster response to high-intensity combat operations. The project is



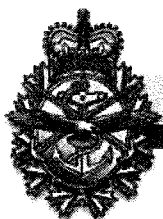


currently in the definition phase. Estimated initial delivery is scheduled to start in _____ subsequently, and an estimated hull life of _____

- The Joint Support Ship (JSS) is designed to replace the Auxiliary Oiler Replenishment (AOR), or re-supply, ships to ensure the RCN remains capable of supplying fuel, ammunition, water, food, and spare parts to ships or naval task groups. The JSS project will acquire two new support ships with an option for a third vessel if it is affordable or if additional funding becomes available. The project budget is \$2.3 billion and delivery is scheduled to start in 2019. The project is currently in definition phase, working with Vancouver Shipyards Co. Ltd. This work is being conducted under the NSPS.

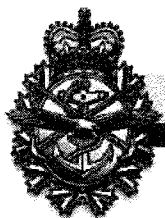
- *HALIFAX Class Modernization (HCM)*. The RCN is continuing to advance the HCM programme, in close cooperation with the Assistant Deputy Minister (Materiel). At present, 6 of the 12 HALIFAX-class ships are still engaged in the HCM programme, leaving 6 modernized ships available for deployed operations. The upgrades undertaken as part of this modernization will allow the frigates to continue to operate until such time as they are replaced by the Canadian Surface Combatant. The HALIFAX Class Modernization program is on schedule and on budget for completion in 2019.

- *Capability Gaps*. The RCN was forced to accelerate the planned divestment of its IROQUOIS class destroyers and the PROTECTEUR class Auxiliary Oil Replenishment (AOR) ships due to a number of unforeseen events such as the 2013 collision between the HMCS ALGONQUIN (destroyer) and HMCS PROTECTEUR (AOR ship), as well as a fire on the HMCS PROTECTEUR.

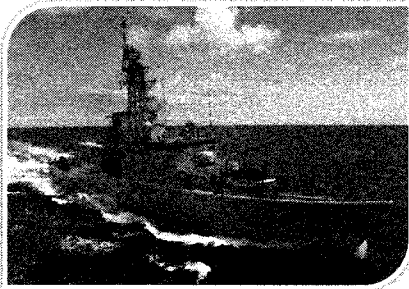




- *Submarine Program.* As of December 2014, with the return to sea of HMCS CHICOUTIMI, the VICTORIA class fleet is now operational with three out of four submarines available for operations. HMCS WINDSOR is currently deployed in the UK, taking part in multinational exercises Joint Warrior and Trident Juncture. HMCS VICTORIA remains operational and is currently in what is known as an intermediate docking and work period as part of its regular maintenance schedule. HMCS CORNER BROOK is currently undergoing maintenance at Victoria Shipyards Co. Ltd. in Esquimalt.
- While the RCN will face challenges in the short term, it continues to deliver excellence at sea in support of the Government of Canada's priorities. Enabling the recapitalization of the fleet will ensure that the RCN can continue to do so.



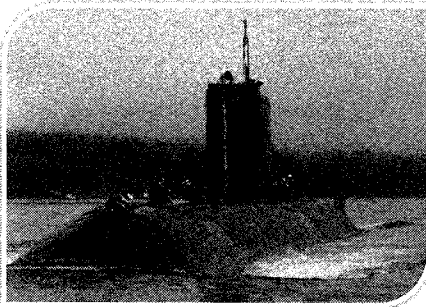
Class of Ship or Submarine



Iroquois-class destroyer



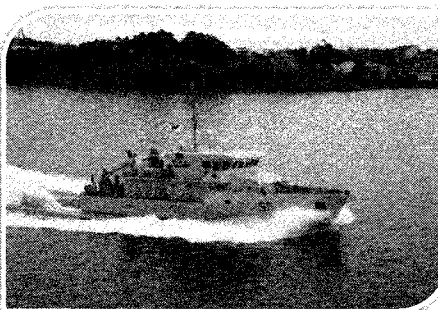
Halifax-class frigate



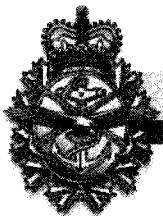
Victoria-class submarine



Kingston-class coastal defence vessels



Orca-class training vessel





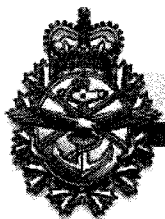
THE CANADIAN ARMY

ISSUE

- To provide an overview of the Canadian Army, including its roles, responsibilities, structure and priorities.

BACKGROUND

- Roles and Responsibilities. The Canadian Army is responsible for:
 - force generating combat-effective, multi-purpose land forces to meet Canada's defence needs;
 - providing advice on the employment of land based military power; and,
 - providing advice on the development of future land forces.
- The organization is led by the Commander of the Canadian Army, Lieutenant General Marquis Hainse, who was appointed in July 2013.
- Current Organization and Force Structure. The Canadian Army is the largest organization within National Defence, with a total strength of over 46,000 military and 4,100 civilian personnel, accounting for 47% of the CAF. The Army is divided between a large operational force that contains the majority of the Army's deployable land units, and a small institutional force, responsible for intellectual development, organizational stewardship, and training management. This structure includes:
 - 4 Divisions of Integrated Regular, Reserve and Ranger personnel (40,000), including:
 - 3 Mechanized Brigade Groups
 - 10 Reserve Brigade Groups
 - 5 Ranger Patrol Groups
 - a Doctrine and Training Centre (3,600 soldiers);
 - Army Headquarters (400 soldiers);
 - Personnel employed outside the Army, within National Defence (2,200 soldiers); and,
 - Bases (12) and armouries (140) throughout the country.
- Scalable, Agile, Responsive. Within its operational force, the Army carefully manages the units it holds *ready for operations* and those being *prepared for operations*. This cyclical model provides a versatile mix of options ready to be tailored, scaled, and employed by the CAF. Trained and equipped units held at *high readiness* include:
 - a Mechanized Brigade Group fully scalable in size and capability to meet mission requirements;
 - a Non-combatant Evacuation Unit;
 - a Land Component for the *Disaster and Assistance Response Team*;



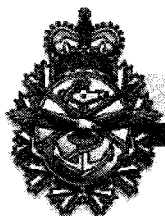
- 4 Immediate Reaction Units (Regional Domestic Response);
 - 10 Territorial Battalion Groups (Regional Domestic Response);
 - 4 Arctic Response Company Groups (Regional Domestic Response); and,
 - Additional standby elements in support of CAF Contingency Plans.
- **Budget Allocation.** Outside of Regular Force pay and capital expenditures, both managed by other Departmental elements, the Canadian Army operates a yearly allocation of \$1.1 Billion (see breakdown of the Canadian Army's notional funding for fiscal year 2016-2017). This funding serves a widely diverse portfolio of field force training and readiness, exercises, education, mandated/corporate programs, minor equipment, logistical support, and Civilian/Reserve/Ranger force pay.

Spending Category	Allocation (in Millions)
Operation and Maintenance	351
Training and Readiness	167
Civilian, Reservist Pay, and Ranger Pay	583
Other (Major Capital Equipment)	51
Total CA Allocation:	1, 152

Note: Includes infrastructure funds to be transferred to Assistant Deputy Minister (Infrastructure and Environment) starting fiscal year 2016/2017.

DISCUSSION - KEYS TO CONTINUED SUCCESS

- **Soldiers First – Well-Led, Well-Trained, Well-Equipped.** The Canadian Army's established reputation as a world class, professional force is rooted in its approach to its personnel. In line with its *Soldiers First* organizational culture, the Canadian Army has developed a strategy that takes a holistic view to soldier preparedness and support. It is harmonizing programs that involve physical fitness, mental health, training, education, and family and community engagement, to improve its soldiers' performance, health, and resiliency.
- **Combined Arms Training.** To deliver land-based capabilities that can move quickly across the full spectrum of operations, the Army ensures that all its organizations achieve a comprehensive portfolio of foundational training and education every year. This sophisticated training culminates at the Army's annual capstone exercise, Exercise MAPLE RESOLVE, which delivers world-class training to over 6,000 CAF, Government of Canada and allied personnel. It has proven to be the vital avenue through which joint, inter-agency, and multi-national training and engagement is conducted. It is part of the Army's multi-faceted strategy to maintain and improve relationships and interoperability with key partners.

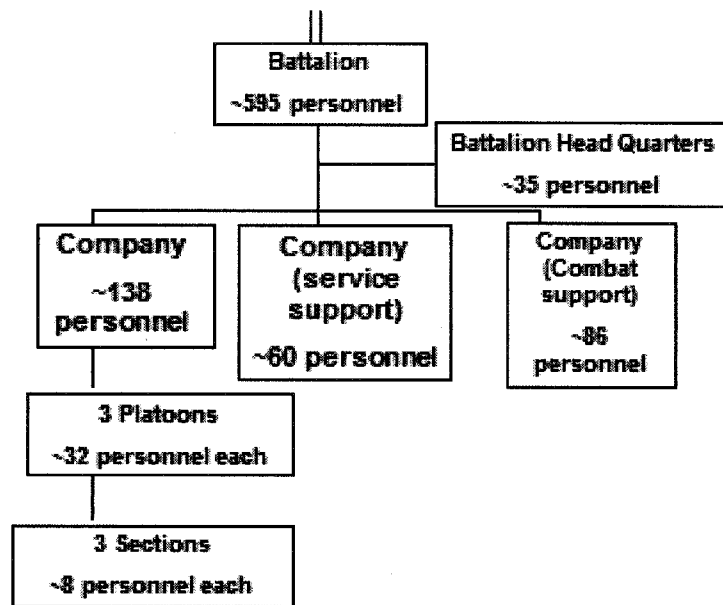
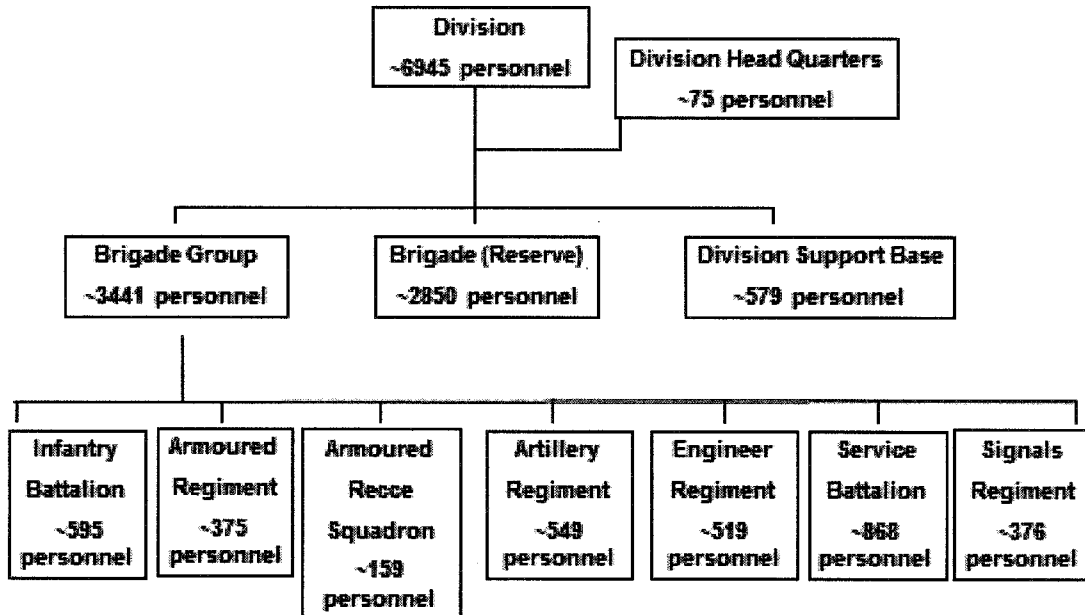




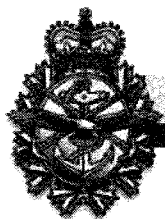
- Reserve Force Integration. The Army specifically recognizes the Reserve Force for its valued and continuing role in reinforcing the Regular Force during operations. The Army intends to further integrate the Reserve Force with the Regular Force throughout all operations and training to meet its missions and tasks. It will continue to highlight and leverage the Reserve Force through its ongoing assignment of Territorial Battle Groups and Arctic Response Company Groups, which are manned by Reservists, to be trained and held at high readiness in accordance with the Army's annual managed readiness plan.



Annex A – Illustrative Sample of the Canadian Army Structure



Note: Figures are provided as a reference for illustrative purposes only. These do not reflect the actual composition of the Canadian Army.





OVERVIEW – ROYAL CANADIAN AIR FORCE (RCAF)

ISSUE

- The aim of this briefing note is to provide an overview of the Royal Canadian Air Force (RCAF), including its composition, role and budget.

BACKGROUND

- The RCAF is comprised of approximately 13,000 Regular Force, 1,800 Reserve Force, and 2,700 civilians. It comprises 14 Wings operating from 43 locations, including 9 bases, across Canada. As a force generator, the Air Force provides trained personnel, along with the necessary equipment and support, and ensures that they are available and ready to carry out air operations when called upon by the Government.
- The RCAF's role and mission includes:
 - Providing control and surveillance of the Canadian territory, air space and maritime approaches, and maintaining search and rescue capabilities that are able to reach those in distress anywhere in Canada on a 24/7 basis;
 - Directly contributing, in collaboration with the US, to NORAD's aerospace warning and control mission that draws upon RCAF sensors, personnel, forward operating locations, fighter and tanker aircraft, and command and control centres; and
 - Contributing to international operations range from humanitarian assistance, disaster relief (e.g. Nepal, 2015) and drug interdiction, to enforcing no-fly zones, and contributing to peace support and combat operations (e.g. Libya in 2011; Iraq and Syria in 2015).

DISCUSSION

- The total budget for the Royal Canadian Air Force as an organization is approximately \$1.1B annually (see table). In addition, the air force capability is supported by \$1.0B for parts, repairs, and contracts (through Assistant Deputy Minister (Material)) and \$1.3B for Regular Force pay (through the Chief of Military Personnel). Combined, the overall air force capability costs \$3.4B annually.

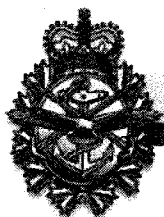
Spending Category	Allocation (in Millions)
Operation and Maintenance including Aviation Fuel	\$ 517
Training and Readiness	\$ 298
Civilian and Reservist Pay	\$ 198





Capital Expenditures	\$ 51
Total RCAF Allocation:	\$1,064

- The yearly flying rate (YFR) is the number of hours assigned to each fleet of aircraft for the RCAF to support its assigned missions. As a principle, it is driven by force posture and readiness requirements. For 2015/16, the total YFR is approximately _____ hours but the RCAF anticipates this number to increase as new aircraft capabilities are advanced (e.g. the J-model of CC-130 Hercules and the medium- to heavy-lift Chinook helicopter) and as the Air Force transitions from the older Sea Kings to the new Cyclone maritime helicopters.
- The RCAF flies a large inventory of aircraft, ranging from transport aircraft to helicopters, fighters and patrol aircraft (see Annex A). A number of significant efforts are underway to acquire new or upgraded capabilities that will ensure that the RCAF continues to provide relevant, responsive and effective airpower:
 - Future Fighter Capability: The CF-18 fleet will need to be replaced so as to maintain a manned fighter capability necessary for the defence of Canada and North America, and for CAF operations abroad.
 - The RCAF is also replacing the CH-124 Sea Kings with a fleet of new maritime helicopters. The Maritime Helicopter Project is acquiring a fleet of 28 new, fully-equipped CH-148 Cyclone helicopters bundled with a long-term in-service support program. Modifications will also be made to the Halifax-class ships to accommodate the new helicopters.
 - The JUSTAS Project will acquire long-endurance unmanned aircraft systems (UAS) to support CAF operations. The JUSTAS Project will provide intelligence, reconnaissance, surveillance and target acquisition (ISTAR) information that will enhance CAF's ability to monitor and protect Canada's sovereignty.
 - Undergraduate Pilot Training Program is currently provided by the NATO Flying Training in Canada contract and the Contracted Flying Training and Support services. Through the Future Pilot Training Project, the RCAF will modernize and optimize the training system of undergraduate pilots to meet CAF requirements.
 - The Air Force Expeditionary Capability (AFEC) program will provide the operational and training equipment necessary to support the new RCAF expeditionary structure, including direct and indirect infrastructure to support the air expeditionary capability.

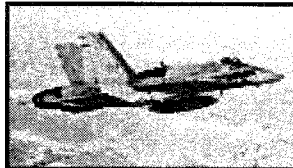




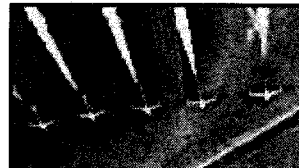
THE FLEET



CC-177 Globemaster (5)



CF-Hornet 188 (77)



CT-114 Tutor (25)



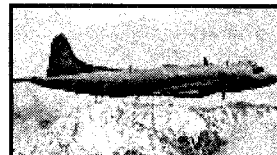
CT-142 Dash-8 (4)



CC-150 Polaris (5)



CH-149 Cormorant (14)



CP-140 Aurora (15)



CH-147F Chinook (15)



CT-156 Harvard II (23)*



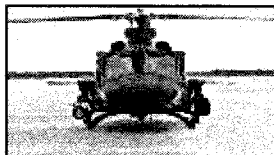
CC-130J Hercules (17)



CC-138 Twin Otter (4)



CH-124 Sea King (22)



CH-146 Griffon (85)



CT-155 Hawk (17)*



CC-130H Hercules (12)



CC-115 Buffalo (6)



CH-148 Cyclone (6 of 28)



Bell 206 Jet Ranger (12)*



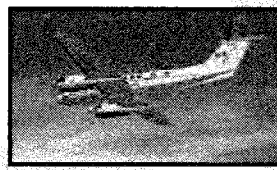
CC-144 Challenger (4)



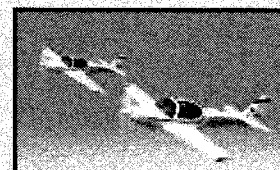
Alpha Jet (4)*



Bell 412 Outlaw (9)*
(*) = Leased/Contracted



B200 King Air (9)*



Grob 120A (12)*





OVERVIEW – CANADIAN JOINT OPERATIONS COMMAND (CJOC)

ISSUE

- To provide an overview of the Canadian Joint Operations Command (CJOC), specifically, to outline its roles, responsibilities, and key priorities.

BACKGROUND

- CJOC is responsible for conducting all Canadian Armed Forces (CAF) operations at home, on the continent of North America, and around the world. It directs these operations from their earliest planning stages through to the end of the mission, and ensures that national strategic goals are achieved. More specifically, CJOC's mandate is to:
 - Support the three roles and six missions of the *Canada First Defence Strategy*;
 - Exercise command and control of allocated forces both domestically and internationally;
 - Translate strategic guidance into operational objectives for deployed task forces;
 - Monitor and evaluate potential areas of CAF involvement;
 - Coordinate military planning with allied operational-level partners; and
 - Provide the best military advice on options to the Chief of the Defence Staff (CDS) and determine requirements for CAF missions spanning the continuum of operations.
- These lines of effort are supported by 2,161 military personnel and 643 civilian personnel stationed across Canada and around the globe, including:
 - 1943 Regular Force personnel distributed across six Regional Joint Task Force Headquarters (207), the Canadian Forces Joint Operational Support Group (1011), Canadian Materiel Support Group (135), 1st Canadian Division Headquarters (102), Canadian Warfare Centre (30) and CJOC Headquarters in Ottawa (456);
 - 46 Regular Force personnel stationed outside of Canada; and
 - 174 Reserve Force personnel.
- The Commander of CJOC (Comd CJOC) is responsible for the employment of assigned forces on all operations, except those uniquely tasked to Canadian Special Operations Command (CANSOFCOM) and NORAD, or where otherwise directed by the CDS. Other than the few CJOC's joint units mentioned above, the environments (Canadian Army, Royal Canadian Navy and Royal Canadian Air Force) develop, maintain and generate for the most part the capabilities assigned to CJOC as a Force Employer. Such forces are temporarily transferred under CJOC's command for the duration of a specific operation. Comd CJOC will



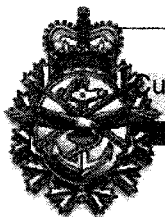


exercise these powers, jurisdictions and other authorities that enable the effective planning for the conduct of operations as directed by the CDS in order to meet Government of Canada (GoC) requirements.

- The CAF's ability to transition seamlessly into different environments relies on partners and allies working together to support each other's missions and to understand each other's responsibilities and capabilities. CJOC has a well-established national presence through its Regional Joint Task Force Headquarters (RJTF HQ) located in Esquimalt, Edmonton, Toronto, Montreal, Halifax and Yellowknife, with contacts within various Provincial Emergency Management Offices. CJOC also relies on and greatly benefits from an important network of deployed CAF liaison officers, Defence Attachés, as well as liaison officers from other CAF components and foreign partners embedded within CJOC.

DISCUSSION

- Current Operations. CJOC is supporting 17 missions and 1 with roughly 2,700 personnel deployed.¹
- CJOC also periodically conducts operational-level reviews of ongoing missions to support strategic decision-making and ensure the missions continue to align with the priorities of the Government. These reviews can include operational-level assessments of mission mandates and objectives, as well as examination of strategic-level direction, force structure (number of personnel and mission rank structures), force laydown, force protection requirements, equipment, and rules of engagement. They can also include analyses of security environments to ensure CAF personnel are well-supported in theatre.
- Exercises. As the CAF Joint Training Authority, CJOC coordinates training events involving the employment of multiple CAF services and joint capabilities, culminating in 2015 with the CAF Exercise JOINTEX 15. The aim of JOINTEX 15 is to advance CAF readiness by practicing the planning and conduct of full spectrum coalition operations in a joint, inter-agency, multinational, and public environment. For this iteration of JOINTEX, the CAF are maximizing training value by linking JOINTEX 15 with NATO's flagship exercise TRIDENT JUNCTURE 15 – which is NATO's largest exercise in recent history, with over 36,000 troops from more than 30 nations participating, where up to 1600 CAF members will deploy both in Canada and in Europe from October to November 2015.
- Operational Support Hubs (OSHS). CJOC has established and currently operates OSHs in Germany and Kuwait. OSHs are a series of pre-negotiated arrangements with other countries to facilitate the movement of people, materiel, equipment and supplies in far-reaching locations. They are not military bases, but are identified locations that offer flexibility and cost-efficient ways to launch and sustain



Current as of 19 October 2015

international operations and respond to crises, such as natural disasters, in a timely manner. OSHs are designed to grow and shrink according to the needs of the task forces they serve. An additional OSH in Jamaica has been negotiated, and should be operationally ready by March 2016. Other OSHs in other geographically strategic locations are also being explored.





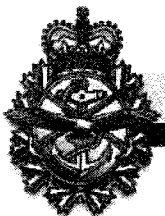
OVERVIEW: CANADIAN SPECIAL OPERATIONS FORCES COMMAND (CANSOFCOM)

ISSUE

- To provide an overview of the structure, role, and functions of the Canadian Special Operations Forces Command (CANSOFCOM).

BACKGROUND

- The Canadian Special Operations Forces Command (CANSOFCOM) reports directly to the Chief of the Defence Staff and is responsible for all Special Operations Forces (SOF) units and their use, both domestically and abroad.
- CANSOFCOM is distinct from the Navy, Army, and Air Force and the Canadian Joint Operations Command (CJOC), though it works very closely with CJOC and the services, particularly for larger, longer-term international deployments. CANSOFCOM also works closely with ADM (Materiel) to develop and sustain all SOF-specific capabilities and their supporting equipment. CANSOFCOM continues to explore ways to develop greater procurement agility to respond to emerging or urgent operational demands.
- CANSOFCOM is comprised of five units, totalling about 2,000 personnel. Each unit is able to contribute different elements that make up Special Operations Task Forces. The Immediate Response Task Force (IRTF) is held at a permanent high level of readiness
CANSOFCOM's five units include the following:
 - **Joint Task Force (JTF) 2** was established in 1993 and is the most developed of the SOF units. Currently located just outside of Ottawa at the Dwyer Hill Training Centre, the unit covers a broad range of missions, and is also the CAF's primary counter-terrorism unit, maintaining very high readiness to be able to deploy with the IRTF. It makes up part of what is called the National Mission Force, a highly specialized and high readiness force. Planning remains underway to move JTF2 to CFB Trenton, details of which are provided in an additional briefing note.
 - The **Canadian Joint Incident Response Unit (CJIRU)**, located at CFB Trenton, is the other SOF unit that makes up the National Mission Force. Following the events of 11 September 2001, more emphasis was put on developing an immediate Chemical, Biological, Radioactive, and Nuclear (CBRN) defence capacity for the CAF. Primarily employed in direct support of CANSOF missions, CJIRU also provides
for the Royal Canadian Mounted Police's (RCMP) National Response Team.



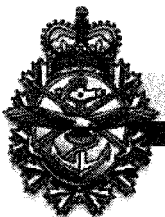


- Supporting the National Mission Force is **427 Special Operations Aviation Squadron**, based at Garrison Petawawa. It is a Royal Canadian Air Force unit embedded within CANSOFCOM that flies the multi-purpose CH146 Griffon helicopter. It provides special operations aviation as part of the high-readiness IRTF for both domestic and international operations.
- The **Canadian Special Operations Regiment (CSOR)**, also based in Petawawa, was established in August 2006. It can provide capabilities across the SOF spectrum, but focuses on overt, military activities. Internationally, it develops partnerships through capacity building and military assistance. Domestically, it can also deliver a high-readiness expeditionary force for the defence of Canada.
- Established in 2012, the **Canadian Special Operations Training Centre (CSOTC)** in Petawawa supports all of CANSOFCOM by providing common SOF training, lessons learned, and recruitment.
- **SOF Command Headquarters** is located in Ottawa and was established in 2006. Comprised of approximately 120 personnel, its role is to advise and assist the Commander of CANSOFCOM to generate, develop, and command and control the SOF.

DISCUSSION

- SOF are specially selected members from within the CAF and are distinguished by their specialized equipment and advanced training that allows them to achieve distinct mission sets. SOF's capacity to provide a precise and targeted response with a small footprint means they can be deployed for discrete and unique missions, including counter-terrorism operations.
- While SOF activities complement conventional CAF operations, SOF also undertake their own missions that are uniquely achievable as a result of their specific capacities. Special operations require regional expertise as they are often conducted in hostile, denied, or politically sensitive environments. They are usually characterized by being time sensitive and low-visibility, with a high degree of risk.
- Modern SOF operations can be considered as either direct and indirect activities:
 - **Direct activities** are characterized by precision planning and direct combat, at times in concert with other allied SOF. This can include special reconnaissance and support for national security and intelligence operations. In fact, CANSOFCOM

when required. In





- In light of the evolving terrorist threat to Canada, providing direct support to other government departments and agencies will likely become a higher priority for CANSOFCOM, particularly given the well-established trust in SOF's reliability, discretion, and innovation. CANSOFCOM is the only national counter terrorism force capable of direct armed confrontation.
- **Indirect activities** include forward and persistent presence in key countries. They provide SOF with enhanced access, understanding, and influence. Through capacity building, SOF can contribute to empower host nation forces and increase their ability to discredit and defeat enemies such as violent extremists
- CANSOFCOM's current capacity building programmes in Belize, Jamaica, Niger, Kenya and Malaysia are all examples of the indirect approach. The current mission in Iraq, Op IMPACT, blends both aspects, since SOF personnel are also supporting combat operations. Moreover, the small footprint and minimal logistical chain allows small teams of SOF personnel to gain greater situational awareness of evolving events while minimizing the Government's exposure or the host nation's need to accept foreign forces.





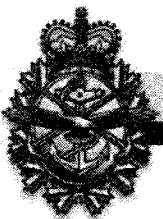
DEFENCE INTELLIGENCE

ISSUE

- The effective defence of Canada depends on the ability of decision-makers and commanders to understand and respond to threats in a timely fashion.
- Through unique capabilities and expertise, Defence intelligence informs decisions made at the national strategic level (i.e. by the Prime Minister, Cabinet and the Minister of National Defence), as well as decisions made by commanders at the tactical level.
- Defence intelligence contributes to almost all Government of Canada national security and foreign policy intelligence priorities. It is also critical to support Canadian Armed Forces operations; whether in monitoring the Arctic, supporting security at an international event hosted by Canada, responding to a terrorist threat or contributing to international peace and security.

BACKGROUND

- Defence intelligence refers to the product resulting from information that is collected and analyzed by the Department of National Defence and the Canadian Armed Forces (DND/CAF) and that pertains to countries of concern, hostile and potentially hostile forces, or areas of actual and potential operations.
- Information from a wide range of Defence intelligence disciplines (see Annex A) is collected and assessed to produce integrated, reliable and credible intelligence for decision-makers and commanders at the strategic, operational and tactical levels. Intelligence products range from time sensitive articles and briefings on a specific emerging or developing security crisis, to reports that provide a longer-term and broader strategic outlook. In addition to providing a threat assessment on a given situation, products also include a predictive assessment regarding how an issue or situation is likely to evolve.
- Defence intelligence is a core component of the Government of Canada's decision-making apparatus on matters relating to national security and foreign affairs, and plays a crucial role in enabling the success of CAF operations. For example, defence intelligence recently

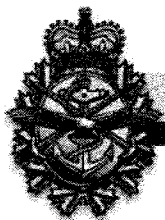




DISCUSSION

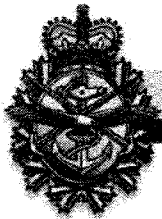
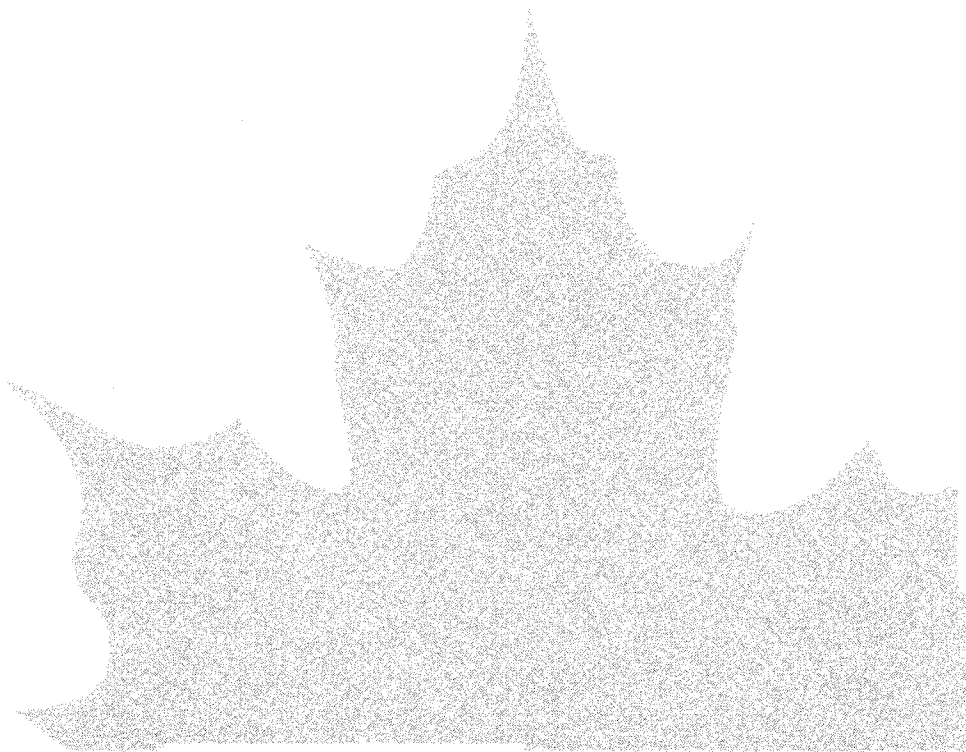
- Structure of the defence intelligence community: The defence intelligence community personnel distributed throughout the following organizations: Canadian Forces Intelligence Command (CFINTCOM); Canadian Forces Information Operations Group; the Operational Commands (Canadian Joint Operations Command, Canadian Special Operations Forces Command, and NORAD); and the Environmental Commands (Royal Canadian Navy, Canadian Army, and Royal Canadian Air Force).
- The creation of CFINTCOM in 2013 was prompted in part by the recognition of the centrality of defence intelligence to the success of CAF operations and a need to further enable Government of Canada and DND/CAF decision-making. The Commander of CFINTCOM exercises command and control over CFINTCOM and serves as the principal defence intelligence advisor to DND/CAF strategic decision-makers and commanders. The Commander of CFINTCOM is also responsible for providing oversight and direction to the defence intelligence community to ensure its continued effectiveness, responsiveness and accountability.
- Government of Canada and Allied Intelligence Community: Defence intelligence is the foundation of the DND/CAF contribution to the Government of Canada intelligence community and works closely with other department and agencies to support the Government's national security and foreign policy objectives. Importantly, Defence intelligence activities are also enabled by international cooperation and liaison through agreements with partners and allies,

and NATO. These partnerships provide access to capabilities and intelligence that would otherwise be unavailable to the Government and DND/CAF.
- Roles of Defence intelligence: Defence intelligence performs the following functions:
 - Providing the Government and DND/CAF with the means to make independent judgments regarding international affairs, and enabling early detection of issues of concern to Canada;
 - Supporting the Government and DND/CAF in ensuring policy objectives and priorities are aligned to reflect the nature of the security environment and changes of strategic importance,





- Providing support to departments and agencies in the wider Government of Canada intelligence community, namely through collection, analysis and reporting on
- Informing the operational planning phase prior to the initiation of a CAF mission;
- Supporting the CAF pre-deployment process by providing intelligence on the adversary and the operational environment in mission areas; and
- Supporting the CAF in carrying out its operations (e.g. providing operational commanders with the fullest possible understanding of the adversary and operational environment; providing operational enabling activities related to warning, force protection and
and engaging with
key allies.



ANNEX A – DEFENCE INTELLIGENCE DISCIPLINES

All-source intelligence: The most authoritative intelligence is derived from information processed from multiple, independent sources (e.g. satellite imagery, human intelligence, open-source intelligence). An all-source approach utilizes fusion to optimize strengths and minimize weakness inherent in information sources. While the level of detail in single-source reporting might sometimes be sufficient to meet an immediate and narrowly defined requirement, all-source analysis and reporting is essential to gain in-depth understanding.

Counter-intelligence: Activities concerned with identifying and counteracting threats to the security of DND employees, CAF members, and DND and CAF property and information that are posed by hostile intelligence Services, organizations or individuals, who are or may be engaged in espionage, sabotage, subversion, terrorist activities, organized crime or other criminal activity.

Geospatial intelligence: The exploitation and analysis of geospatial information, including imagery, combined with intelligence data to describe, assess and visually depict geographically referenced activities and features on the Earth.

Human intelligence: A category of intelligence derived from information collected and provided by human sources.

Imagery intelligence: The intelligence derived from imagery acquired by photographic, radar, electro-optical, infrared, thermal or multispectral sensors.

Open-source intelligence: Intelligence derived from publically available information, as well as other unclassified information that has limited public distribution or access.

Scientific and technical intelligence: Intelligence concerning foreign technological developments, and the performance and operational capabilities of foreign material, which have or may eventually have a practical application for military purposes.

Signals intelligence: Refers to the interception and analysis of communications and other electronic signals (e.g. radio, telephone, computer and internet communications, satellite signals).

Warning intelligence: Intelligence which provides warning of imminent and potential threats.

**Pages 361 to / à 363
are withheld pursuant to section
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**of the Access to Information Act
de la Loi sur l'accès à l'information**



DEFENCE RENEWAL

ISSUE

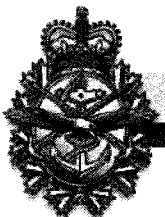
- Defence Renewal is the Defence Team's program to comprehensively transform our major business processes and create a leaner and more efficient organization that can generate savings for reinvestment in military capabilities and readiness. Renewal aspires to create a culture of continuous improvement as a permanent feature of the defence business.

BACKGROUND

- Defence Renewal was initiated by the Deputy Minister and Chief of the Defence Staff in fall 2012 immediately after departmental submissions related to the Government's Strategic Review and Deficit Reduction Action Plan. Through the winter of 2012/13, Defence engaged a consulting firm, McKinsey, to assist in designing a more comprehensive review program in order to find ways for Defence to reinvest in itself and further the objectives of the *Canada First* Defence Strategy. McKinsey identified 32 initiatives which projected the realization savings of \$750 million to \$1.2 billion annually by 2017/18.
- In undertaking this comprehensive review program, Defence Renewal has continued to seek external advice from the private sector. In addition to a \$10 million dollar multi-year contract with KPMG for Change Management Services related to lean headquarters, maintenance execution and performance measurement, four senior executives from Canadian Tire, Manulife Financial, Bombardier, and Air Canada are exchanging best practices and lessons learned in large-scale business process improvement with Defence.

DISCUSSION

- Core to the Defence Renewal programme is a portfolio of 24 performance initiatives and nine organizational practices initiatives:
 - **Defence Renewal performance initiatives** were established in 2013 to realize savings of between \$750 million and \$1.2 billion annually by 2017/18; this financial range includes an opportunity to reinvest between 2,800 and 4,800 military and civilian personnel from lower to higher priority activities. These initiatives are in the major business functions of operations and training, maintenance and materiel, information management/ information technology, infrastructure, military personnel, and management systems. The sources of reinvestment will vary from one initiative to another, and may draw from actual dollar savings, productivity improvements, or avoidance of costs.





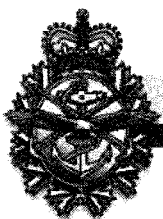
- **Defence Renewal organizational practices** initiatives are intended to help strengthen Defence's ability to implement, embrace and sustain improvements to our performance over the long term. Three portfolios – strategic clarity, disciplined business execution, and openness and trust – were selected by focus groups representing the Defence team as areas for improvement. The activities being undertaken include: a review and streamlining of our governance documents and structures; improvements to our performance measurement framework; the institutionalization of electronic approvals within DND business processes; and improvements to our front-line innovation and knowledge-sharing practices.
- From October 2013 to April 2015, Defence has identified \$158 million in reinvestment opportunities, such as policy and process improvements in Defence's supply chain management, major changes to our organization, policies and procedures overseeing infrastructure across Canada, and rationalizing how information technology helpdesks are managed throughout the Department and Canadian Armed Forces in Canada and abroad.
- To name a few examples, better inventory management has generated \$96 million in savings that is being used to buy operational spare parts. At the same time, twenty-four information help desks in Atlantic Canada were consolidated into one, allowing staff to be reallocated to higher priority work. Moreover, by reducing overhead costs and prioritizing training in the Cadet and Junior Rangers programs, National Defence has generated roughly \$6 million in savings, which was reinvested in Cadet training uniforms and fitness activities in over 700 communities across Canada.
- As part of the lean headquarters initiative, KPMG will conduct a broad assessment of NDHQ and then implement a pilot program within Chief of Military personnel (CMP), Assistant Deputy Minister (Information Management) (ADM (IM)) and Assistant Deputy Minister (Materiel) (ADM (Mat)) to ensure the validity of the proposed solutions. National Defence leadership will have full visibility and control over the pilot programs. An interim report was submitted in June 2015, and was followed by a final report. Once these reports have been validated and accepted by National Defence leadership, more detailed implementation plans will be developed.
- As the implementation of Defence Renewal progresses, National Defence estimates that the total savings could reach \$250 million in 2015/2016. This fiscal year, Defence Renewal is particularly focussed on continuing progress towards the development of an organizationally efficient lean headquarters, as outlined above.
- Focus will also be on a new approach to maintenance execution within the three military services that will enhance productivity and overall force readiness, as well as a comprehensive Departmental performance management framework to better align and support senior level decision-making. The next step for maintenance





execution will be the completion of the detailed study at bases across Canada in preparation for the submission of the final report in October 2016. This report will detail opportunities for improved maintenance practices across all three environments to deliver improved readiness. A detailed analysis of the metrics relevant to all Defence Renewal Initiatives has also been completed, with the help of KPMG. The next step will see the improved collection of the metrics and their inclusion in a performance management framework to enhance executive decision making.

- Defence Renewal will continue to find ways to conduct the defence business smarter, free up resources that can be reinvested in operational capabilities and readiness, and deliver the best military capabilities at the best value for Canadians.





DEFENCE STAKEHOLDERS

ISSUE

- To provide an overview of notable stakeholders related to the Department of National Defence (DND) and the Canadian Armed Forces (CAF).

OVERVIEW

- National Defence's portfolio is wide ranging and complex, with many stakeholders interested in the department and the CAF's activities. Some of the more notable stakeholders include the following:
 - the Canadian defence industry;
 - interest groups;
 - defence institutes and academia; and
 - not-for-profit organizations.

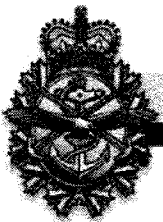
CANADIAN DEFENCE INDUSTRY

- Canadian defence companies employ over 90,000 high skilled workers and generate on average \$10 billion a year in revenues. They are highly integrated with the American defence industry and approximately 50% of their revenues are derived from exports, predominantly to the US market. Canadian defence companies provide everything from shipbuilding to in-service support for military and commercial aircraft to the full manufacturing of armoured vehicles for a range of domestic and international customers.
- Over 1,000 companies operating in the defence and security sector are represented by the **Canadian Association of Defence and Security Industries (CADSI)**. The group advocates on behalf of their member companies and hosts CANSEC, Canada's largest defence trade show, annually in Ottawa. The **Aerospace Industries Association of Canada (AIAC)** is another industry association, advocating on behalf of the Canadian aerospace sector. The group aims to help Canada's aerospace industry remain competitive.

INTEREST GROUPS

There are a range of groups who lobby and advocate proactively to advance the interests of particular defence-related stakeholders. The following are some key examples:

- **Reserves 2000** is an advocacy group that promotes an increased role for the Reserves in the defence of Canada. It is led by Honorary Colonels from across





Canada and has some support from community leaders, academics, and retired members of the Reserve.

- The Royal Canadian Legion (**the Legion**) is a non-partisan organization that provides services for veterans and their families and advocates on their behalf from the local to the national level. It manages the Poppy Trust Fund, raising money through the sale of poppy pins leading up to Remembrance Day.
- Army, Navy, and Air Force Veterans in Canada (**ANAVETS**) is a non-partisan organization that unites those who have served in the armed forces or any auxiliary force in Canada or the British Commonwealth. The group aims to increase the public influence of veterans.
- Prominent consultancy and lobby firms with defence- and security-related expertise, for example **CFN Consultants** and **Hill & Knowlton**, employ several retired senior CAF members and DND officials and represent and lobby for key companies in the Canadian defence and security sector.

DEFENCE INSTITUTES AND ACADEMIA

- The **Conference of Defence Associations (CDA)** and its institute, the **Conference of Defence Associations Institute (CDAI)**, are non-partisan, not-for-profit organizations. The CDA is an advocacy group representing several professional military associations with a view to influencing government security and defence policy. The CDAI promotes informed public debate on national security and defence issues and hosts the annual Ottawa Conference on Defence and Security. The Conference is held in February and the Minister of National Defence is usually invited to speak.
- The **Rideau Institute** is a non-profit organization whose primary activities are independent research, advocacy, and social engagement. It looks to influence foreign and defence policy through analysis and commentary. It also provides professional media relations, online engagement, and government relations services, mainly to non-profit organizations and unions.
- Formerly the Canadian Defence and Foreign Affairs Institute, the **Canadian Global Affairs Institute (CGAI)** is an independent, non-partisan research institute with an emphasis on Canadian foreign policy, defence policy, and international aid. The institute produces policy analysis to promote understanding of Canada's international affairs.
- Several **academic centres** in Canada conduct research on defence issues. Some examples include the Centre for Military and Strategic Studies at the University of Calgary, the Centre for Foreign Policy Studies at Dalhousie University, and the Chaire Raoul-Dandurand en études stratégiques et diplomatiques at the Université du Québec à Montréal. Here in the National Capital Region, the University of





Ottawa's Centre for International Policy Studies focuses on international security and governance.

NOT-FOR-PROFIT ORGANIZATIONS

- **Canada Company** is a charitable, non-partisan organization that serves to build the bridge between business and community leaders and the Canadian military. Its goal is to ensure that the men and women in the CAF receive support, care and recognition. Canada Company helps families of fallen soldiers with scholarships, assists members of the CAF transition to employment outside the military and develops educational initiatives about the military. In addition, Canada Company's Light Armoured Vehicle (LAV) Monument Program provides up to 250 full-sized replica LAV's to qualifying communities throughout Canada in recognition of the service and sacrifice of the CAF in Afghanistan.
- **True Patriot Love Foundation** is a national fundraising organization. Funds raised are used toward programs in mental health, physical rehabilitation, family support, and veteran transition; medical research as well as other challenges that military families and veterans face. They also lead annual expeditions of business leaders and injured soldiers to remote areas such as the Arctic and Antarctic to profile soldiers' perseverance and continued commitment to service.
- **Wounded Warriors Canada** supports Canada's ill and injured CAF members, veterans, and their families. Through a wide range of national programs and services, Wounded Warriors provides a spectrum of care that is focused on mental health and, particularly, Post-Traumatic Stress Disorder.
- **Canadian Hero Fund** is a charitable organization dedicated to supporting Canadian military personnel and their families and raises money through community, grassroots efforts. The main project is to provide post-secondary scholarships to the children and spouses of fallen Canadian soldiers.
- **Halifax International Security Forum (HISF)** is an international security and defence event which takes place annually in November, attended by ministers, senior officials, academics and journalists. The event is organized by HISF Inc., an NGO based in Washington, D.C. The Government of Canada, through DND and the Atlantic Canada Opportunities Agency, has supported the Forum since the inaugural event in 2009 and it continues to provide funding. The Minister of National Defence has traditionally participated in the event, with several speaking opportunities and associated bilateral meetings.





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THE DEPARTMENT OF NATIONAL DEFENCE PROJECT APPROVAL PROCESS

ISSUE

- As the largest federal department, the Department of National Defence (DND) manages a multi-billion dollar budget to acquire and sustain equipment for the Canadian Armed Forces (CAF). This substantive investment is necessary to maintain a modern military with the broad range of capabilities required to operate effectively in a constantly evolving security environment.
- DND employs capability based planning to analyse, assess and integrate future capability requirements in order to be prepared for success in the future operating environment.
- Once a capability gap or military requirement is identified, DND, in partnership with other government departments, guides the project through the approval process.
- This note provides an overview of this complex process and the various project approval stages.

CONTEXT

- The Government of Canada procurement system endeavours to balance the need to acquire the best equipment for the CAF to carry out its missions, while maximizing value for money and leveraging investments in military equipment to the benefit of the Canadian industry and workers.
- **Roles and Responsibilities:** Defence procurement is a complex process involving several federal departments, including Public Works and Government Services Canada (PWGSC), Industry Canada, the Treasury Board of Canada Secretariat (TBS) and the Privy Council Office (PCO). Each department is responsible for different elements of the defence procurement process.
 - The *National Defence Act* gives the MND the authority to define the necessary materiel required by the CAF.
 - TBS has a central oversight and guidance role to play in government-wide management practices and procurement policies.
 - The *Defence Production Act* establishes the Minister of PWGSC as the exclusive authority to buy or otherwise acquire defence supplies and construct defence projects required by DND.



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- PCO plays a central role in monitoring and coordinating the government-wide implementation of procurement policies and strategies and provides related advice to the Prime Minister.
- Industry Canada is in charge of the coordination and administration of the Industrial and Technological Benefits program.
- **Capability Based Planning:** The first step in the process is to understand the requirement. To do this, DND engages in capability based planning (CBP), a system-based strategic planning tool that takes a broad look across the entire strategic CAF capability portfolio, defines possible future requirements based on trends and assesses what capability areas may be considered for investment, divestment or sustainment. The identified investment areas are then subject to a rigorous analysis and screened for a list of capability options.
 - This process is undertaken on a three-year cycle and is designed to ensure that the CAF has the tools required to carry out government policy direction over the long term. The process culminates in the production of a Force Capability Guide, which offers Service Chiefs and L1 organizations direction on how to build the force of the future. The current three year cycle will end in 2016 with the production of the Force Capability Guide.

PLANNING AND ACQUISITION PHASES

- Once a capability gap or a military requirement is identified, the project enters the planning and acquisition phases. These two phases are divided into five stages: identification; options analysis; definition; implementation; and close-out.
 - 1) **Identification Stage:** During this stage, a formal description of the capability deficiency or gap is prepared. The potential solutions are identified in broad terms and a rough order of magnitude cost estimate is produced. Then, under the leadership of the Chief of Force Development and in cooperation with the CAF, this description is presented and approved by the Defence Capability Board (DCB), chaired by the Vice-Chief of the Defence Staff, before entering into the second stage (options analysis). The DCB is in charge of prioritizing and sequencing long term capital demands against the supply line.
 - 2) **Options Analysis:** In this stage, the potential solutions identified in the previous stage are analysed more fully to produce an options analysis and an estimate of the total cost of the preferred option. The project is then reviewed by the Defence Procurement Strategy governance bodies, including the Independent Review Panel. As a part of the Defence Procurement Strategy, the Independent Review Panel supports the review of major defence projects and provides advice to the Minister of National Defence, with the objective of greater up-front clarity. At the end of this stage, if required, the Department will seek policy approval from Cabinet through a



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Memorandum to Cabinet, followed by project approval and expenditure authority from the Treasury Board.

3) Definition: This stage marks the transition from determining what should be done to mitigate a deficiency, to determining how the preferred option will be implemented. This work includes standing up a dedicated project management team, determining substantive requirement, cost and schedule estimates and investigating and mitigating risk. At the end of this stage, the project must be approved by the National Defence Project Management Board, chaired by the Vice-Chief of the Defence Staff, and, if required, seek Treasury Board approval for Implementation.

4) Implementation: This stage includes all the project management and monitoring activities. Implementation approval enables DND to have the contract awarded (through PWGSC for major procurements). DND, PWGSC, who is responsible for the solicitation of bids and the administration of contracts, Treasury Board and Industry Canada, who is in charge of the coordination and administration of the Industrial and Technological Benefits program, work together toward the acquisition and delivery of the equipment, infrastructure or service, as defined during the definition stage.

5) Close-out: When a project reaches its full operational capability, it becomes a managed capability and no longer a project. Once the lessons learned are captured, the project approving authority will receive a final report.

NEXT STEPS

- In an effort to find efficiencies in defence procurement and maximize results, DND is currently conducting a thorough review of the project approval process. Through the Defence Renewal Project Approval Process Redesign project, DND will streamline the oversight and the decision making process for approving and delivering major equipment by eliminating low-value steps and by clarifying internal policies. The goal is to reduce the average delivery time for most project by 50%.
- In addition, as part of the Defence Procurement Strategy, PWGSC has recently increased the threshold above which DND needs to seek authority from PWGSC for the procurement of goods.
This initiative should minimize duplication of work and result in a significant decrease of the average delivery time for contracts under (over of all Defence equipment contracts).
- These initiatives, together with other ongoing procurement reform efforts, will improve National Defence's ability to deliver the equipment the CAF need to fulfill its missions.



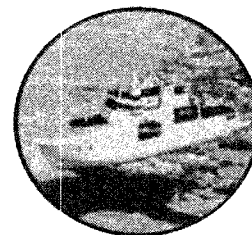
MAJOR PROCUREMENT PROJECTS - MARITIME

National Shipbuilding Procurement Strategy

On June 3, 2010, the Government of Canada announced Canada's National Shipbuilding Procurement Strategy (NSPS). Under the strategy Canada established a strategic relationship with two Canadian shipyards for large ship construction. Selected through an open and fair national competition, one package for combat vessels was awarded to Irving's Halifax Shipyard and one package for non-combat vessels was awarded to Seaspan's Vancouver Shipyards.

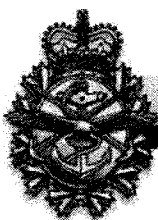
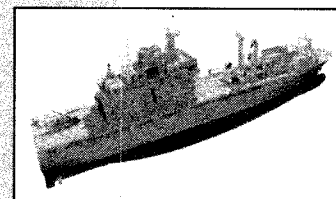
The intent of the NSPS is to create a long-term, steady work flow in the shipbuilding industry to sustain highly skilled jobs and industry capacity for Canadians. The NSPS addresses the challenges associated with surge spending that exceeds the system's capacity and maintaining a well trained workforce in slow years by providing a predictable and stable environment for government spending in which shipyards can make informed decisions. Canada's decision to make a long-term commitment to rebuild strategic shipbuilding capability is consistent with the approach of major allies.

- The **Arctic/Offshore Patrol Ship (AOPS) Project** will deliver ships capable of year-round operations in ice conditions and in the open ocean. The Arctic Offshore Patrol Ship will be fitted with gun systems appropriate for use in domestic constabulary roles and force protection, and designed to operate effectively in extreme climates. The Arctic/Offshore Patrol Ship Project also includes associated infrastructure upgrades on both coasts, the establishment of a berthing and refuelling facility in Nanisivik, and logistics support for the ships.



A \$2.3 billion AOPS shipbuilding contract was awarded to Irving Shipbuilding Inc. in December 2014. Full construction began in September 2015 and delivery of the first ship is scheduled for 2018. This work is being conducted under the National Shipbuilding Procurement Strategy (NSPS).

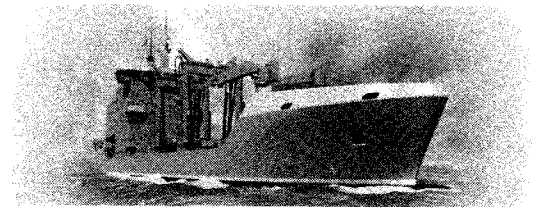
- The **Joint Support Ship (JSS) Project** will acquire two new support ships with an option for a third vessel if it is affordable or if additional funding becomes available. The JSS will be able to provide at-sea support to deployed naval task groups and capable of providing limited sealift and support to operations ashore. The project budget is \$2.3 billion. The design option chosen demonstrated value for Canada through the best overall combination of capability, level of risk, and confidence of affordability. Vancouver Shipyards Co. Ltd will build the JSS as a component of the NSPS non-combat package, which also





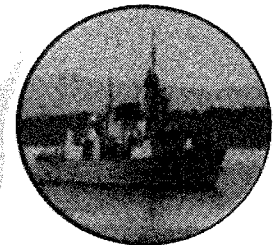
includes vessels for the Canadian Coast Guard (CCG). The JSS has been sequenced as the third build for the shipyard, after the CCG ships. Delivery is scheduled to start in 2019.

- **Interim Auxiliary Oil Replenishment (iAOR).** The CAF relies upon the capability provided by support ships to enable global, sustained operations through the supply of fuel, ammunition, water, food, and spare parts to individual ships or naval task groups. To mitigate the gap between the recent and unexpected retirement of previous supply ships (HMCS Protecteur and Preserver) and the arrival of the JSS, consideration is being given to an interim iAOR capability that will provide an at-sea replenishment service to the Royal Canadian Navy.



- The **Canadian Surface Combatant Project** will recapitalize Canada's surface combatant fleet through replacement of three Iroquois-class destroyers and twelve Halifax-class frigates, along with the provision of the necessary integrated logistics support for the ships and physical infrastructure. It is the most complex component of the NSPS. The surface combatant fleet is critical to the CAF's ability to control and defend Canada's maritime approaches, defend North America, fulfill alliance commitments, and lead a wide range of international operations, from disaster response to high-intensity combat operations. The project is currently in the definition phase. As this phase progresses, decisions will be required on the fleet size, budget, and procurement schedule. Estimated initial delivery is scheduled to start in _____ and an estimated hull life of _____

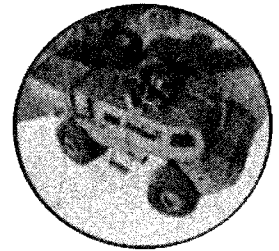
- The **Frigate Life Extension (FELEX) Project**, *Halifax-Class Modernization* program, is delivering mid-life upgrades to Canada's fleet of 12 *Halifax-Class* frigates including a new Combat Management System, new radar capability, a new electronic warfare system, and upgraded communications technologies. These upgrades will allow the ships to meet new challenges, such as smaller, faster, and stealthier threats, that have emerged since the frigates were first commissioned in the 1990s. Today, all 12 ships have either completed being refit or are in the process of being refitted, with the final ship having entered her Mid Life Refit in early July 2015. The first six ships have conducted provisional acceptance trials and are available for operations by the Royal Canadian Navy with HMCS Fredericton being the first modernized ship to be deployed overseas. The *Halifax-Class Modernization* program is on schedule and on budget for completion in 2019.



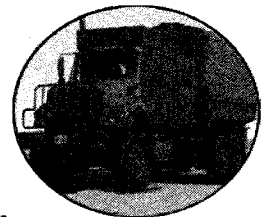


MAJOR PROCUREMENT PROJECTS - LAND

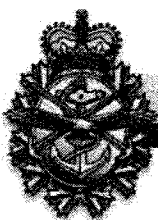
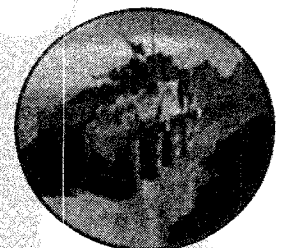
- The **Tactical Armoured Patrol Vehicle (TAPV) Project** will deliver a wheeled combat vehicle to the Canadian Army that will fulfill a wide variety of roles on the battlefield, including reconnaissance and surveillance, security, command and control, cargo and armoured personnel carrier. It will have a high degree of tactical mobility and crew survivability. The project scope includes an initial purchase of 500 TAPVs and an optional purchase of up to 100 additional vehicles. The project also includes integrated logistics support (e.g., training, spares), ammunition, and physical infrastructure. This project is currently in implementation, and the qualification program, including reliability testing, is ongoing. The TAPV passed rigorous certification testing as part of the procurement process,



- The **Medium Support Vehicle System (MSVS) Project** will provide logistical support on the ground, getting people, equipment and supplies where they are needed most. It consists of four separate procurement activities: Phase 1 - Militarized Commercial-Off-The-Shelf Trucks; Phase 2 - Baseline Shelters; Phase 3 - Kitting of the Baseline Shelters; and Phase 4 - Standard Military Pattern Trucks. All commercial vehicles have been delivered. 994 shelters and 457 shelter kits are delivered. Delivery for the 1500 standard military pattern vehicles is planned for 2017. The Standard Military Pattern Truck requirement also includes Trailers and Armour Protection Systems, as well as integrated logistics support, long-term in-service support and physical infrastructure. The project budget is and first delivery of Standard Military Pattern Trucks is anticipated in mid-2017.



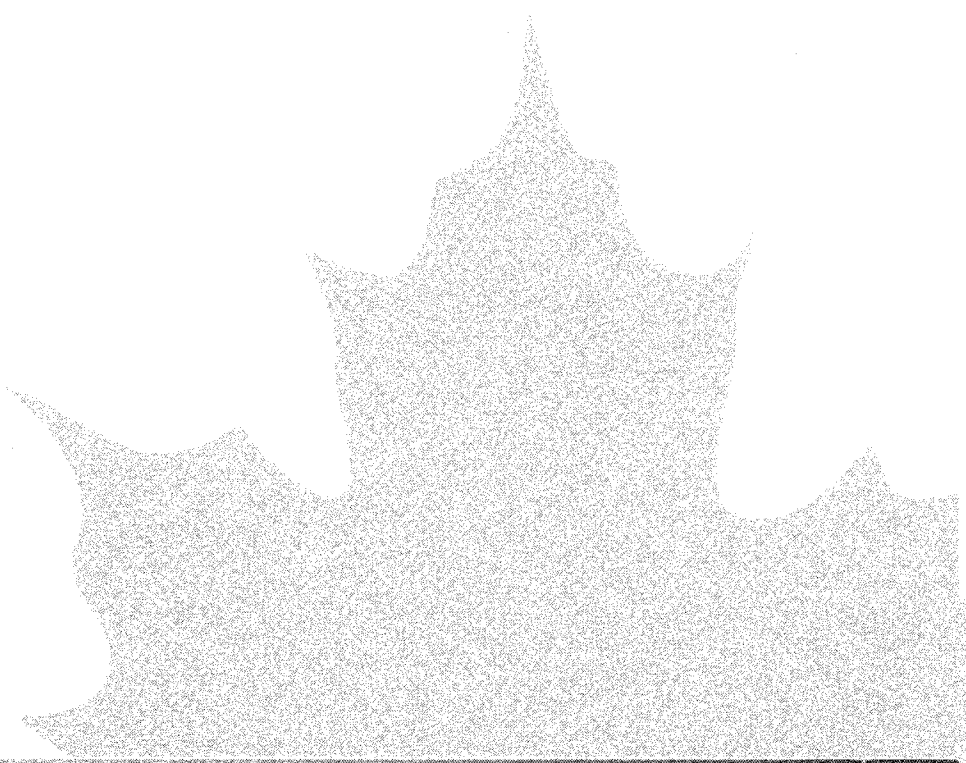
- The **Light Armoured Vehicle Upgrade Project (LAV UP)** will dramatically improve the mobility, protection and firepower capabilities of the Light Armoured Vehicle III, and ensure this fleet continues to be the backbone of the Army's combat vehicle capability. The project is capitalizing on existing and evolving technology to make improvements to the Light Armoured Vehicle III fleet and extend its operational life to 2035. The project will upgrade 550 Light Armoured Vehicle III vehicles, with a contract option to upgrade an additional 80 vehicles. General Dynamics Land Systems – Canada owns the intellectual property for the Light Armoured Vehicle III and has been contracted to complete the upgrades. The work is taking place in London, ON, and Edmonton, AB. The project budget is \$1.3 billion and delivery started in December 2012. The project is currently in implementation phase with over 250 vehicles delivered.





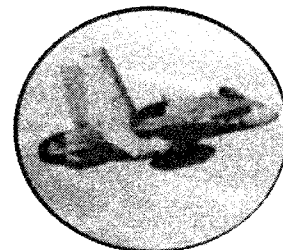
Production is planned to continue until May 2018.

- The **Tank Replacement Project (TRP)** replaces Canada's aging Leopard 1 C2 tank fleet. The project has delivered 82 Leopard 2 tanks and 8 Armoured Recovery Vehicles. In addition, the project is currently providing sighting system and navigational upgrades to the Leopard 2 tanks. Yet to be delivered are the remaining supporting logistics items, anticipated in 2016. The project budget is \$650 million and delivery started in 2007.
- The **Force Mobility Enhancement (FME) Project** will acquire 18 modern, heavily protected Leopard 2 based Armoured Engineer Vehicles, 4 supporting Armoured Recovery Vehicles, and the Tactical Mobility Implements for the Leopard 2 Main Battle Tanks. Phase 2 will acquire Tactical Mobility Implements. The project budget is \$350 million and delivery of the first Armoured Engineer Vehicle is scheduled to start in October 2015.



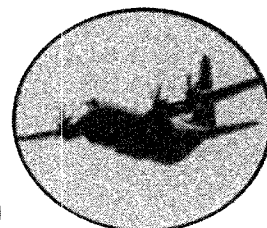
MAJOR PROCUREMENT PROJECTS - AIR

- The **Future Fighter Capability Project (FFCP)** aims to replace the CF-18 fleet in order to maintain a manned fighter capability necessary for the defence of Canada and North America, and for Canadian Armed Forces' expeditionary operations. In spring 2012, the Auditor General released a report with recommendations for replacing the fleet. In response, the Government of Canada announced a Seven-Point Plan, which included an evaluation of all available fighter aircraft. The Royal Canadian Air Force completed the evaluation, which has been reviewed by an Independent Review Panel.



To ensure that Canada retains a fighter capability during a transition to a new fleet, National Defence is extending the life expectancy of the 77 operational CF-18s to 2025.

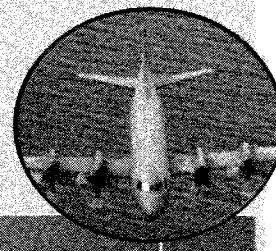
- The **Airlift Capability Project – Tactical (ACP-T)** acquired 17 new CC130J transport aircraft to replace the Canadian Armed Forces' (CAF) aging CC130E/H Hercules fleet. A contract was awarded in December 2007 to Lockheed Martin and included an In-Service Support contract, new infrastructure, and a training program to include simulators for aircrew and aircraft technician training. Between June 2010 and May 2012 all 17 aircraft were delivered. Negotiations for the renewal of the initial In-Service Support contract phase have started with a renewal date required by June 2016. The project acquisition budget is \$3.1 billion, with the project currently being on budget and on schedule.



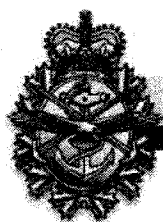
- The **Maritime Helicopter Project (MHP)** will replace the Sea King helicopters with a fleet of 28 new, fully equipped Maritime Helicopters, including In-Service Support and the modification of the *Halifax-Class* ships to accommodate the new helicopters. Sikorsky won the contract with its CH-148 Cyclone. The replacement will address operational deficiencies of the current helicopters, eliminate the support difficulties, and provide a sufficient fleet of multi-purpose helicopters for operations well into the 21st century. The delivery of Block 1 Maritime Helicopter began in 2015, and delivery of the Block 2 helicopter will begin in 2018. The project budget for all acquisition activities is \$3.2 billion, of which \$1.9 billion is allocated for the purchase of the helicopters. The In-Service Support contract is effective until 2038 and has a value of \$5.7 billion.



- The \$1.7 billion **Aurora Incremental Modernization Project (AIMP)** will modernize the CP140 Aurora surveillance and transport aircraft by upgrading satellite communications, data sharing, and aircraft defence. In conjunction with the \$500 million Aurora Structural Life Extension Project, it will also extend the life of 14 aircraft to their



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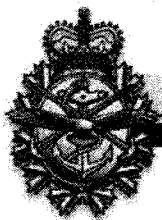




planned retirement in 2030. Two modernized aircraft have been deployed by the Royal Canadian Air Force to conduct surveillance missions over Iraq as part of Operation IMPACT.

- The **Joint Unmanned Surveillance and Target Acquisition System (JUSTAS)** project will acquire long endurance, unmanned aerial systems to conduct intelligence, surveillance and reconnaissance. This project will emphasise the defence of Canadian territory, including the Arctic and maritime approaches, and deliver surveillance, reconnaissance and precision strike capabilities for deployed forces. The JUSTAS project is investigating a number of options to deliver the capability.
- The **Fixed-Wing Search and Rescue Aircraft Replacement (FWSAR)** project will replace the CC115 Buffalo and CC130H Hercules aircraft currently used for search and rescue. The replacement will improve the deficiencies of the current capability while eliminating the supportability and affordability difficulties associated with the older aircraft. A competitive, capability-based procurement strategy, wherein industry will propose the number and type of aircraft and where the aircraft will be based (3 to 5 bases are allowed) in order to meet required search and rescue outcomes is ongoing. The total project budget that was established in 2011 is

Contract award is expected in 2016,





MAJOR PROCUREMENT PROJECTS - OTHER

- The **Canadian Special Operations Regiment Equipment** project, valued at \$126 million, will provide the additional depth, flexibility and sustainment necessary for Canadian Special Operations Regiment to support deployed Special Operations Task Forces. The project will deliver specialized weapons and ammunition stocks, clothing and protective equipment, vehicles, and communications systems. Currently in the implementation phase, this project is slated for completion in 2016.
- The **Joint Task Force 2 Capability Expansion** project will ensure that the Canadian Armed Forces counter-terrorist capabilities are expanded to meet Government of Canada requirements. This project will deliver specialized weapons and ammunition stocks, clothing and protective equipment, vehicles, and communications systems. The project is currently in the implementation phase and is valued at \$79 million.
- The **Polar Epsilon 2 (Space Based Surveillance and Reconnaissance Capability)** project will improve the Government of Canada's persistent space-based surveillance and reconnaissance capabilities, increasing awareness of activities across all of Canada's territory and approaches. Using the RADARSAT Constellation Mission satellites, this project will deliver near-real time situational awareness. Currently in the definition phase, this project has a value of \$129 million.
- The **Mercury Global Satellite Communications – Ground Segment** project will deliver the access and infrastructure to tap into the United States Wideband Global System. The project will provide military satellite communications for near-worldwide assured, wideband communications to the Canadian Armed Forces for the command and control of deployed Canadian commanders and forces, as well as interoperability with some of our principal allies including the United States, Australia, Denmark, the Netherlands, Luxembourg, Belgium and New Zealand. This project is valued at \$452 million. Two Requests for Information have been posted thus far, and a Request for Proposals is expected for Fall 2015.





DESCHAMPS REPORT ON SEXUAL MISCONDUCT IN THE CANADIAN ARMED FORCES

ISSUE

- To describe the response to the recommendations from the External Review Authority Report on Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces (CAF).

BACKGROUND

- In April 2014, following a number of media reports on sexual misconduct in the CAF and a subsequent internal review, the Chief of the Defence Staff (CDS) ordered an independent external review to examine sexual misconduct and sexual harassment in the CAF. Madame Marie Deschamps, a former Supreme Court of Canada Justice, began this review in June 2014 and it was completed in March 2015.
- On 25 February 2015, in anticipation of the report to be released by Mme Deschamps, the CDS directed the formation of the CAF Strategic Response Team on Sexual Misconduct (CSRT-SM). This team was given the mandate to develop a strategy and an action plan in response to the forthcoming report's recommendations, and to develop and lead the measures and actions required to address the problem of inappropriate sexual behaviour within the CAF.
- The Report on Sexual Misconduct and Sexual Harassment in the CAF was submitted by Madame Deschamps to the CDS on 27 March 2015. The Report identified inappropriate sexual behaviour as a serious problem that exists in the CAF and proposed 10 recommendations focussing on changing institutional culture and increasing awareness, providing support to victims, enhancing accountability and the clarity of policies, and enabling incident reporting.
- On 30 April 2015, the Report was made public together with the CAF Action plan to address the report's 10 recommendations. All 10 recommendations from the Report were accepted either outright or in principle. These recommendations led to the promulgation by the new CDS of Operation Order - Operation HONOUR on 14 August 2015, which outlines as its mission "to eliminate harmful and inappropriate sexual behaviour within the CAF".
- A key recommendation was the creation of an independent Sexual Misconduct Response Centre outside of the chain of command to provide support, advice, information, and referrals to CAF members affected by harmful and inappropriate sexual behavior. The Sexual Misconduct Response Centre (SMRC) was stood up on 1 September 2015. It offers an initial avenue for CAF members to access confidential victim support without automatically triggering a formal investigation. This allows victims a greater sense of confidentiality and impartiality. The SMRC





provides initial support to CAF members through professional and experienced counsellors by phone or e-mail. In addition to listening and providing emotional support, the Centre will refer those seeking assistance to existing resources and complaint mechanisms. As well, the SMRC facilitates ongoing support with internal and external service providers.

DISCUSSION

- The CAF Action Plan includes four strategic areas of focus: Understand, Respond, Support, and Prevent.
- To better understand the issues of inappropriate sexual behaviour, the CAF will make efforts to connect with stakeholders, seek expert advice, and develop a reporting framework to inform leadership decisions. To this end, the Command Team will continue the successful series of Base and Wing visits and town halls that were initiated in the spring of 2015. These visits will continue in the fall of 2015, and through winter 2016. In addition, the CSRT-SM, with the assistance of Defence Research and Development Canada personnel, is developing a survey on sexual harassment and sexual assault that will be administered in the winter of 2016. This survey will provide awareness on the prevalence of sexual assault and sexual harassment within the CAF and serve to inform the CAF of the needs of those who have been subject to sexual misconduct.
- The CAF is also enhancing efforts to respond to incidents of inappropriate sexual behaviour promptly, effectively and fairly. The SMRC became operational on 15 September 2015. It operates outside of the CAF chain of command, residing within the Department of National Defence and reports to the Deputy Minister. While the Deschamps Report's mandate excluded issues related to the military justice system, the Judge Advocate General (JAG) stated in his 2014-15 Annual Report (tabled in Parliament on 22 July 2015) that he is committed to carefully reviewing the findings and recommendations in the Report that touch upon the military justice system. The Office of the JAG will work with the CSRT-SM to ensure that any changes to military justice legislation, policies and practices are consistent with the approaches developed by that team.
- In addition, the CAF is working to provide better support to victims of inappropriate sexual behaviour effectively and with sensitivity. To this end, the SMRC's capacity will evolve over the next 18 months, with plans to reach full operational capability in summer 2017. The department will be required to establish the final mandate, governance, and location of the Centre over the coming months. In addition, the CAF continues to develop the strategy through the CSRT-SM to eliminate inappropriate sexual behavior and effect cultural changes; with Operation HONOUR and the engagement of the entire leadership of the CAF, and through revised policies and definitions, education and training programs, a prevention program, and a comprehensive program evaluation capability.



- At this time, Service Level Agreements will be established with key partners to provide additional support, and restricted and unrestricted reporting will be available. The creation of a peer social support group patterned on existing models is also being studied. In addition, a series of posters, leaflets and cards will be produced and posted in designated areas by fall 2015 to inform CAF members about available services to help deal with inappropriate sexual behaviour and inform on appropriate actions.
- Finally, the CAF continues to make strides to prevent inappropriate sexual behaviour from occurring by fostering a culture of dignity and respect embedded in the highest standards of conduct for all CAF members. To this end, the CSRT – SM has initiated a review of current policies and training, and will develop education and training programs to commence in November 2015. A pocket size card is being developed that will be distributed to all CAF members. It outlines what is and is not appropriate behaviour, and the associated peer and leadership responsibilities. The CAF intends to have a comprehensive prevention program in place by summer 2018.
- Building on the direction provided under Operation HONOUR and the establishment of the SMRC, National Defence will continue to take action to address the problem of inappropriate sexual behaviour in the CAF along these four strategic lines of effort. The Action Plan will address the remaining recommendations of the Deschamps Report by September 2016.



ILL AND INJURED

ISSUE

- To provide an overview of the care the Canadian Armed Forces (CAF) provides to ill and injured members.

BACKGROUND

- The conditions under which military duty is performed are often physically and psychologically demanding, and can be extremely dangerous. In such cases, physical and mental injuries are not uncommon.
- The CAF's comprehensive health care system provides the best possible care for ill and injured personnel. It takes into account the three stages that ill or injured members must navigate: recovery, rehabilitation, and reintegration into military service or transition to civilian life, as applicable.
- This approach requires the integration and coordination of services between the military health care system, the military administrative and support system within the Department of National Defence and the Canadian Armed Forces (DND/CAF), and close coordination with Veterans Affairs Canada (VAC).

DISCUSSION

- Recovery. When a member is injured in a theatre of operations, he/she receives immediate care from first responders and is transferred to a facility that can provide the required level of care. This care can be provided by a military or civilian establishment. Once the patient has sufficiently stabilized, he/she is transferred to a centre of expertise that is selected based on his/her specific injury.
- During the recovery period of treatment, either after the onset of the illness or after the injury occurs, a CAF member will receive the needed medical care and support that allows the member to function in various aspects of life, such as vocational, social, and mobility services.
- Rehabilitation. Rehabilitation is an active process designed to help the member regain maximum self-sufficiency. It can be physical, mental, and vocational. The changing nature of injuries and illnesses and the increased number of ill or injured CAF personnel resulting from high-tempo and high-risk operations have served as catalysts for significantly expanding rehabilitation services in the CAF.
- A wide variety of programs exist to assist in the rehabilitation process such as the Return to Duty Program, extensive mental and physical health care, and Peer



Support for both serving personnel suffering with mental health issues and their families through the Operational Stress Injury Social Support Program.

- Those suffering from either physical or mental injuries who are deemed by the CAF Medical Officer to have injuries that preclude them from returning to their normal place of duty for more than 6 months are posted to the Joint Personnel Support Unit (JPSU) and its network of 24 Integrated Personnel Support Centres (IPSCs) located across Canada. The Centres provide one-on-one contact and support for the ill and injured and their families, and to families of the fallen. The JPSU and its Centres provide standardized, high quality, consistent access to available benefits, programs and family services, allowing ill and injured members and their families to focus on rehabilitation and reintegration. They work in an integrated manner with co-located partners including VAC, Military Family Resource Centre (MFRC) Family Liaison Officers, Service Income Security Insurance Plan (SISIP) Vocational Rehabilitation staff, and other Base and Wing partners.
- Reintegration or Transition. CAF members who serve in the Regular Force and Primary Reserve must, at all times and under any circumstances, be able to contribute to, and be ready for, operational duty in the service of the nation. This is known as the principle of Universality of Service. If they do not meet the Universality of Service standards, or do not wish to accept a transfer to another occupation, they may remain with the CAF for up to three years while they prepare for a transition to civilian life.
- The CAF, in coordination with VAC, have developed a management and transition framework that provides a consistent, integrated, and increasingly seamless process for CAF personnel recovering from illness or injury and prepares members for a civilian career and life. The CAF and VAC work in close collaboration to ensure that the transition from the military occurs as seamlessly as possible. Through the IPSCs, the process begins as early as six months prior to the release of the member from the CAF. Both VAC and the CAF are working on a number of initiatives to ensure the alignment and harmonization of programs, benefits and services.
- A wide array of CAF programs are available for those who transition to civilian life and into the care of VAC. These include Educational Upgrading, SISIP Vocational Rehabilitation Program, SISIP Long Term Disability benefits, Home and Vehicle Modification, Second Career Assistance Network Seminars, and a wide variety of employment placement opportunities with the private sector as well as Priority Hiring in the Public Service.
- The CAF is committed to caring for our own and ensuring that our most vulnerable receive the best possible care and support available.





CANADIAN ARMED FORCES TRANSITION TO CIVILIAN LIFE

ISSUE

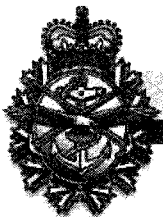
- To provide an overview of the programmes and services available to Canadian Armed Forces (CAF) personnel transitioning to civilian life.

BACKGROUND

- CAF members leave the military for various reasons, including returning to school to begin a second career, pursuing full-time civilian employment, seeking retirement, or departing for medical reasons. The transition to civilian life can be challenging regardless of the reason for leaving the military.
- The CAF has in place a number of programmes and services designed to facilitate this transition. Some are available to all personnel leaving the CAF but many are designed specifically for those leaving for medical reasons. These personnel have a double transition to make; the first to civilian life and the second to VAC for purposes of benefits and care.
- The Canadian Armed Forces, in partnership with Veterans Affairs Canada (VAC), and other partner organizations have a number of programmes for ill and injured CAF members that are designed to facilitate a successful transition to civilian life and administration by VAC. The aim of these programmes is to ensure that the transition to civilian life and the provision of care by VAC is as seamless as possible.

DISCUSSION

- National Defence, in coordination with Veterans Affairs, aims to ensure that there are no gaps in services and support when a member transitions to VAC care. Efforts are currently underway to further facilitate the timely receipt of benefits from Veterans Affairs immediately upon the member's release. To support these efforts, Veterans Affairs staff are embedded within National Defence to facilitate the determination of a member's eligibility for benefits prior to release. Additionally, National Defence is working to hire additional personnel to assist the preparation of medical files for transfer to VAC.
- At the same time, National Defence and VAC are working to address the 2014 Report of the House of Commons Standing Committee on Veterans Affairs (ACVA), which identified inconsistencies between Veterans Affairs and National Defence income support and vocational rehabilitation programmes. Both departments have agreed to undertake an independent assessment of these programs.





- While the CAF goal is to return members who are ill or injured to active duty, those members who do not meet the minimum operational standards related to Universality of Service must be released. For these members, the CAF has in place programmes that are specifically designed to better prepare for life beyond the military.
- Personnel leaving for medical reasons have access to the following programmes and services:
 - Financial support is provided through the Service Income Security Insurance Plan (SISIP). SISIP ensures that income on release is at least 75% of pre-release salary. This benefit is available for a minimum of two years and for those totally disabled to age 65.
 - The Vocational Rehabilitation programme is available to personnel leaving for medical reasons up to six months prior to the date of release. This programme is designed to provide the training necessary to build upon military skills for civilian employment.
 - The Public Service Employment Act was recently amended to ensure that CAF personnel leaving for medical reasons have a prioritized access to employment in the Public Service.
- At the same time, National Defence also works with partner organizations to assist all transitioning members find civilian employment through a number of programs, including:
 - Second Career Assistance Network (SCAN). SCAN provides advice on transition and financial planning, preparations for obtaining civilian employment, skills-based workshops and assessment tools aimed at helping military personnel gain employment in the civilian sector.
 - The Military Employment Transition Programme (METP). Managed by Canada Company, a charitable organization that serves to build the bridge between business and community leaders and the Canadian military, the METP is a web-based service that provides access to a growing list of employers who have expressed an interest in hiring former military personnel. The site also lists education programmes and prospective employment possibilities that build on military skills.



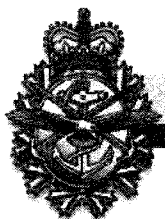
THE RESERVE FORCE

ISSUE

- To provide an overview of the Reserve Force, its structure, roles, responsibilities, and key priorities.

BACKGROUND

- The Reserve Force augments and sustains the Regular Force across the full spectrum of Canadian Armed Forces (CAF) missions and tasks and provides leadership to the Cadet and Junior Canadian Ranger youth programs. Reservists have a proud history of service to Canada and a strong connection to Canadian communities and citizens.
- Reservists can serve in the CAF in different capacities.
 - Part-time service, known as Class A, principally includes Reservists who have civilian employment, and/or are students, and who train part-time during evenings and weekends.
 - Reservists are placed on Class B service when they are employed full-time for a defined period of time (training and duty beyond 14 consecutive days and up to 3 years).
 - Reservists on Class A and B service are paid at a rate equivalent to 85% of a Regular Force salary.
 - When called upon to augment the Regular Force on operations, reservists are placed on Class C service, which grants them the pay and benefits equal to their Regular Force counterparts.
- The Reserve Force is comprised of four sub-components: Primary Reserve, Canadian Rangers, Cadet Organization Administration and Training Service (COATS), and the Supplementary Reserve.
 - The Primary Reserve is most closely aligned with the Regular Force in terms of training and readiness requirements and is used on domestic and international operations. Its established strength is 28,500 and consists of the Naval Reserve, Army Reserve, Air Reserve, Judge Advocate General Reserve, Special Operations Forces Reserve, and Military Personnel Command Reserve, which includes the Health Service Reserve and additional personnel on the NDHQ Primary Reserve List. There are 4,500 positions designated as Class B permanent fulltime that are used to sustain the Part-time Reserve Force as well as throughout the CAF in support of the institution.
 - The Canadian Rangers established at 5,000 members provide a military presence in northern, coastal and isolated areas of Canada that cannot conveniently or economically be covered by other elements of the CAF. They



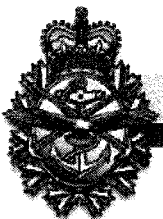


report to the Commander of the Canadian Army and are utilized for domestic training, exercises, and operations.

- The COATS established at 8,000 members supervise, administer, and train Cadets aged 12 to 18 years. Their training and employment is specific to the Cadet program and they are not utilized in any operational capacity.
- The Supplementary Reserve is comprised of former Regular and Reserve Force members who are maintained on a list making it easy for them to return to service. Members are not required to undertake military training or duty unless directed by an Order in Council. There are presently over 15,000 members reflected on the Supplementary Reserve list, members may remain in the Supplementary Reserve for five years after which they are released.

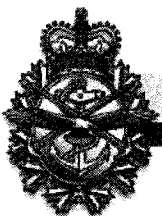
DISCUSSION

- Over the past few years there has been significant public, parliamentary, and media interest in and support for the Reserve Force and the Primary Reserve in particular. The Senate, the Department of National Defence and Canadian Forces Ombudsman, and the Auditor General of Canada have all released studies on the Reserve Force since 2011.
- Maintaining a part-time professional Reserve Force is critical to operational effectiveness of the CAF as it provides the capacity to surge certain capabilities to address requirements as needed. Augmentation and sustainment of planned operations is a role the Reserve is well suited for, as demonstrated in Afghanistan, as well as for domestic security operations in support of large events such as the 2010 G8 meetings in Toronto and Huntsville and the Olympic Games in Vancouver in 2010.
- Finding a balance between civilian and personal commitments and the need to attend training required to maintain their skills and progress through the ranks can be challenging for many Reservists. This is resulting in a significant level of attrition within the first four years of Reservists' service. Efforts are being made by the CAF to better synchronize reservist availability with training and service opportunities.
- Recognizing the important role of the Primary Reserve, a number of initiatives have already been introduced to help Reservists balance the demands of civilian life and personal commitments with their military careers. This includes employer support legislation, awards and recognition for employers, and assistance for Reservists to support their ability to take time from their civilian employment when called away for CAF duties.
- A number of CAF initiatives are currently in development to strengthen the Primary Reserve, and are scheduled for implementation between 2016 and 2019. Notably:





- The Primary Reserve will grow to the average paid strength ceiling of 28,500, reinforcing the important function it plays in augmenting the Regular Force.
- Recruitment wait times will be reduced, and the recruiting process will become more streamlined.
- The CAF will enhance leadership and professional development opportunities for Reservists, and continue to provide training and educational opportunities.
- National Defence will complete a comprehensive Reserve compensation and benefits review to ensure Reservists receive compensation that is commensurate to their service.
- The CAF will augment the public duty functions of the Primary Reserve by expanding the two Guard Regiments that traditionally support the Ceremonial Guard. Growth of these two specialized units will provide a professional year-round capability on a part-time basis.

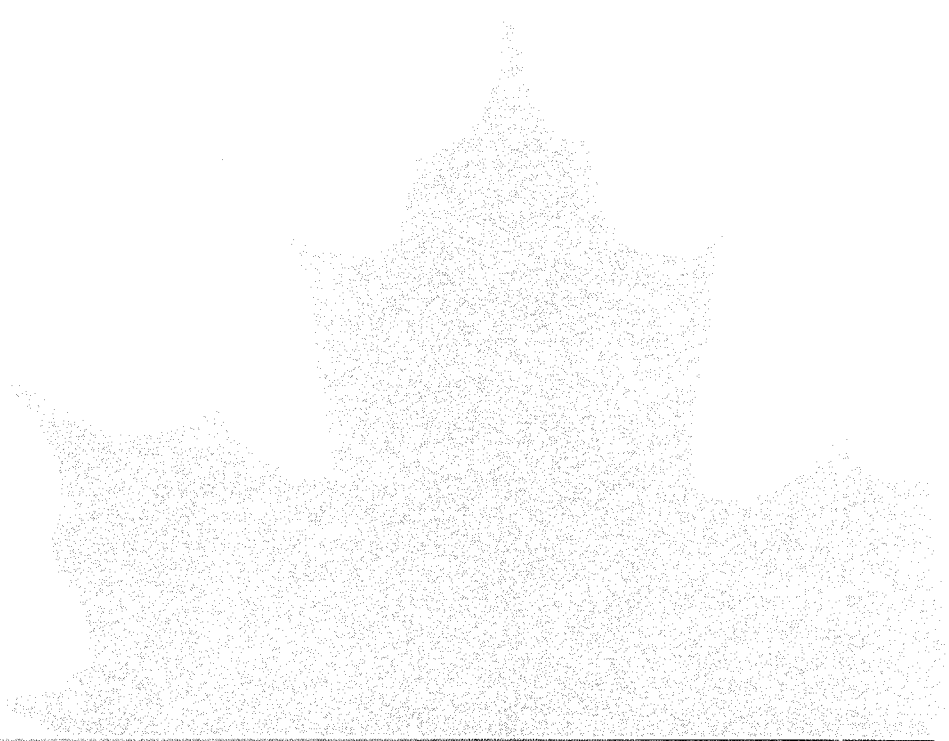




Annex A – Reserve Average Paid Strength Snapshot

Primary Reserve Strength (As of August 2015)	
Naval Reserve	2,746
Army Reserve	15,270
Air Reserve	1,848
Other	1,682

Other Reserve Force Elements (As of August 2015)	
Supplementary Reserve	15,586
Cadet Organization Administration and Training Service (COATS)	8,083
Canadian Rangers	5,282





**Annex B – CANADIAN FORCES LIAISON COUNCIL –
NATIONAL COUNCIL MEMBERSHIP (as of 15 September 2015)**

The Canadian Forces Liaison Council (CFLC) is a volunteer organization of civilian business and educational leaders from across Canada who promote the Primary Reserve Force by highlighting the benefits of Reserve Force training and experience to the civilian workplace. They also support individual Reservists as well as Reserve Units in matters related to employer support. More specifically, the Council encourages civilian employers and educational institutions to grant Reservists military leave on a voluntary basis, without penalty, to allow them to participate in their military activities, duties and training.

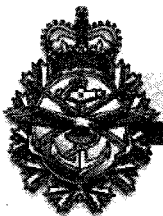
The National Chair of the CFLC is a civilian volunteer appointed by the Minister of National Defence and is responsible to the Minister for the fulfillment of the Council's mandate. The National Chair is assisted by a National Vice-Chair, ten Provincial Chairs, one Territorial Chair, who each have respective Provincial and Territorial Councils representing a total of more than one hundred volunteer of senior business and educational leaders across the country. The Council is supported by a network of military Field Services personnel across Canada and overall administration is provided by a Secretariat based in Ottawa, operating under the leadership of the Chief Reserves and Cadets.

<u>National Chairpersons</u>		
Scott Shepherd	National Chair	Founder and CEO of NORTHSTAR Trade Finance Inc.
Ayre Miller	National Vice-Chair	Publisher Emeritus of St-John's Telegram, President of Mansbord Inc. and Director of Other Ocean Interactive Inc.
Dale Hedges	Strategic Advisor	Director Western Management Consultants
Keith Hillier	External Relations	Retired ADM (Service Delivery and Commemoration), Veterans Affairs Canada
<u>Provincial Chairpersons</u>		
Kevin McLeod	Northern Chair	Director of Highways and Marine Division, NWT Department of Transportation
Lyall Knott	BC Chair	Senior Partner, Clarke Wilson LLP
Gary Agnew	AB Chair	Senior HR partner, Cenera HR Advisory
Vaugh Solomon-Schofeld	SK Chair	Lieutenant-Governor of Saskatchewan
Barry Rempel	MB Chair	President and CEO, Winnipeg Airports Authority
Paul Hindo	ON Chair	Nautical Lands Group, former Senior Managing Director and Senior VP of Cushman & Wakefield Lepage, Manager of Royal Lepage Commercial Investment Div





Jean Fournier	QC Chair	Lawyer
John Young	NS Chair	Managing Partner, Boyne Clarke LLP
Bill Mahoney	NL Chair	President and Owner, Regal Realty Ltd., The Murray Premises Hotel Inc., Community Properties Inc. and St-Johns Executive Suites
Peter MacDonald	PE Chair	President and CEO of four auto dealerships
Peter MacDougall	NB Chair	Associate VP of HR & Organizational Development, University of New Brunswick
<u>Provincial Members</u>		
Northern Territories – 6 members		
British Columbia – 20 members		
Alberta – 7 members		
Saskatchewan – 17 members		
Manitoba – 9 members		
Ontario – 16 members		
Québec – 7 members		
New Brunswick – 2 members		
Nova Scotia – 16 members		
Prince Edward Island – 3 members		
Newfoundland and Labrador – 6 members		
Total CFLC membership – 115 members		





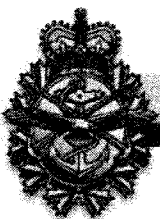
CADET AND JUNIOR CANADIAN RANGERS PROGRAMS

ISSUE

- To provide an overview of the Cadet and Junior Rangers Programs in Canada.

BACKGROUND

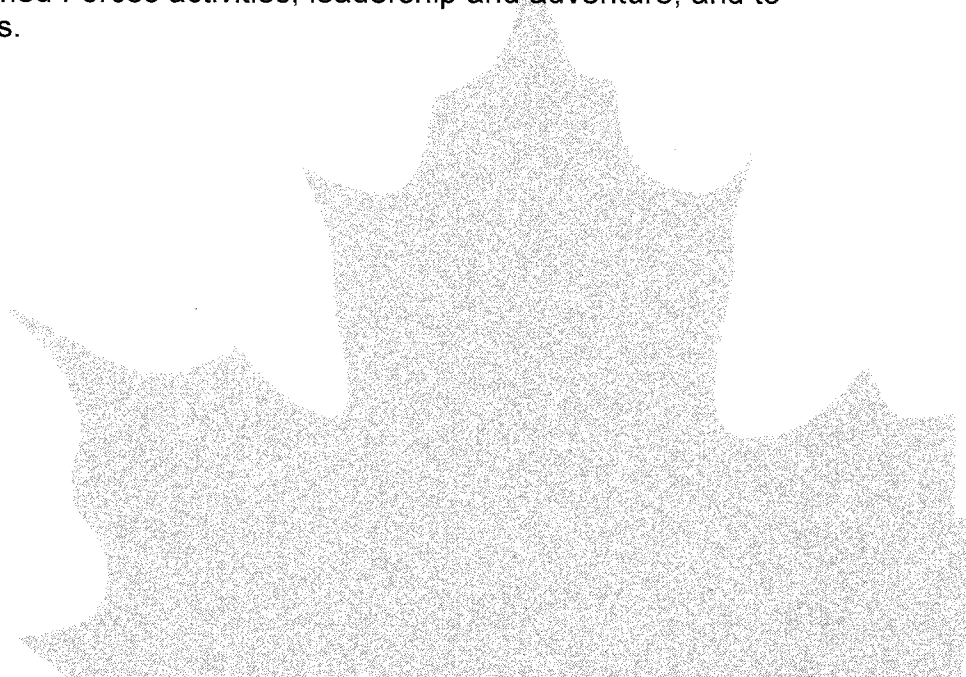
- The Department of National Defence (DND) and the Canadian Armed Forces (CAF) are responsible for two national youth programs – Cadets (Royal Canadian Sea, Army and Air Cadets) and Junior Canadian Rangers. These programs provide a wide range of local, national and international opportunities for 12 to 18 year olds teaching them valuable life and work skills that help them become active, responsible members of their communities.
- The Cadet Program is comprised of approximately 53,000 Sea, Army and Air Cadets located in 1,116 corps and squadrons in more than 700 communities across Canada.
- The CAF and DND share responsibility for the Cadet Program with civilian partners: the Navy League of Canada, the Army Cadet League of Canada and the Air Cadet League of Canada. These organizations support the Cadet Program by assisting, among other activities, in the promotion of the Cadet Program, attracting instructors and cadets, and providing extra funds for local activities that take place over and above the core Cadet Program activities.
- The Junior Canadian Rangers Program is comprised of 4,500 Junior Canadian Rangers divided in 139 patrols, many in isolated and remote locations in the North. The Junior Canadian Rangers program offers young people an opportunity to participate in activities that are tied to their community and culture and encourages leadership, healthy living and self-confidence.
- Funding for Fiscal Year 15/16 is approximately \$193 million for the Cadet Program and approximately \$13 million for the Junior Canadian Rangers Program. This includes nearly \$1.4 million in grants for the three Leagues and \$2 million in Cadet Program capital expenditures.
- Both programs are delivered at the community level from September to June and offer a range of activities during weeknights and on selected weekends. During the summer a range of advanced courses, training activities and exchanges are offered.





DISCUSSION

- In October 2013, the Government launched the Cadet and Junior Canadian Rangers Program Renewal initiative, which is taking place in the context of the broader Defence Renewal initiative. The initiative seeks to improve delivery of the programs, reduce overhead costs, reinvest resources in the community-level programs, grow the Cadet and Junior Canadian Ranger populations (to 70,000 participants and 153 patrols respectively), ensure sustainability, and set priorities. It also aims to broaden the spectrum of youth attracted to the programs and to reach more neighbourhoods and communities.
- Over the first two years of the Renewal, savings totalling \$11.9 million have been realized. A further \$6.4 to \$8.0 million in savings is projected over the next three fiscal years. Savings found are being directly applied to the Cadet and Junior Canadian Rangers Program Renewal's various lines of effort.
- As of April 2015, the youth programs are commanded by the National Cadet and Junior Canadian Rangers Support Group. This new formation has full command of five Regional Cadet Support Units, shifting from the complex decentralized model of the past, to a centralized command and control model. This restructure is a major milestone that will result in an organization that is more focused on the delivery of the Cadet and Junior Canadian Ranger Programs.
- Renewal presents a unique opportunity to confirm what is working well while also addressing areas for improvement. It also ensures the Cadet and Junior Canadian Ranger programs are meaningful and sustainable for many years to come and continue to offer young Canadians a chance to experience a wide range of Canadian Armed Forces activities, leadership and adventure, and to learn valuable life skills.





EDUCATION AND THE ROYAL MILITARY COLLEGE

ISSUE

- To provide an update on the academic status of Royal Military College (RMC) Saint-Jean.

BACKGROUND

- The Collège militaire royal de Saint-Jean (CMR) opened in 1952. It was then the only military institution offering education in French to Canadian Officer Cadets. In 1985, CMR was granted the right to deliver university-level diplomas. CMR, however, was closed in 1995 as part of a larger downsizing and cost saving exercise. Royal Roads Military College, located in British Columbia, was also closed the same year.
- The institution reopened as RMC St-Jean in 2008 with a mandate to provide a seamless transition from high school to university by offering college-level programs and first-year university courses in Science and Social Sciences to a student body of approximately 200 Officer-Cadets.

DISCUSSION

- Recently, RMC St-Jean's Board of Governors developed a proposal recommending that RMC Saint-Jean return to a chartered-university status. The proposal underlines that adjustments to RMC Saint-Jean's academic status have the potential to promote Canadian Armed Forces (CAF) recruitment among francophone Canadians, specifically aimed at junior officer candidates. Increasing recruitment among the French-speaking population could address the shortages in francophone officers, which are currently below national population percentages. It could also improve the level of bilingualism in the CAF Officer Corps by expanding bilingual training programs. Finally, it could allow for the optimum use of both military colleges – St-Jean and Kingston – to meet the recruitment and training goals of the CAF. The proposal is currently being considered.
- Currently, RMC St-Jean offers CEGEP-level courses and some university-level courses to prepare cadets for attendance at RMC Canada in Kingston. The college is essentially an institution designed to provide a preparatory year in anticipation of moving on to first year university education. Cadets that remain at RMC St-Jean for a second year attend university level courses then move on to RMC Canada where they complete their degrees. RMC Canada is currently the only Canadian military institution with the authority to grant degrees.





DEFENCE INFRASTRUCTURE

ISSUE

- The Department of National Defence (DND) administers a \$26 billion real property portfolio that is the largest in the federal Government.
- In addition to real property, the management of defence infrastructure also includes working with aboriginal groups, environmental sustainability, and construction.
- Defence infrastructure is ageing and was not designed to support current operational requirements. However, DND is investing in improvements in defence infrastructure, while centralizing the management of real property to more efficiently allocate resources and to better support CAF operational requirements.

BACKGROUND

- **Real Property.** In support of the Canadian Armed Forces (CAF) and in accordance with the *Federal Real Property and Federal Immovables Act*, DND administers the largest real property portfolio in the federal Government. The portfolio consists of over 21,000 buildings; 2.2 million hectares of land (four times the size of Prince Edward Island); and 15,600 additional types of property, including jetties, runways, training areas and roads. The department's real property portfolio has a replacement value of \$26 billion.
- Included in this portfolio are 12,500 military housing units for military personnel. The Canadian Forces Housing Agency (CFHA) manages this housing on behalf of DND, with responsibility for the maintenance and allocation of homes at over 30 locations across the country.
- **Consultation with Aboriginal Groups.** DND participates, as required, in federal treaty negotiations and actively undertakes consultation activities with Aboriginal groups. In cooperation with Aboriginal Affairs and Northern Development Canada (AANDC), provincial and municipal partners, DND also works closely with Aboriginal groups in the remediation and return of lands previously impacted by military activities.
- **Environmental Sustainability.** DND strives for environmental sustainability by addressing past environmental problems as exemplified in the work done to remediate former Distant Early Warning (DEW) line sites, while continuing to seek opportunities to maintain the health of the environment in the future – for example,



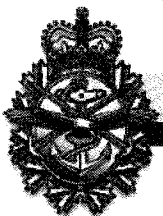


through the development of Sustainability Management Plans for Range and Training Areas.

- The Defence Environmental Strategy (DES) considers current Defence Team activities that have environmental aspects that need to be managed as well as emerging environmental issues that could potentially impact Defence. The DES also includes activities that support the advancement of the Government of Canada's Environmental Agenda such as DND's participation in the Federal Contaminated Sites Action Plan (FCSAP).
- **Construction.** DND administers an annual major construction program valued at approximately \$650 million, and concurrently advances over 100 projects through the options, definition and implementation phases. The department is working to streamline the process for construction project approvals and delivery, and has stabilized year to year funding, in order to reduce the administrative burden and accelerate the delivery of projects. DND is also exploring alternative arrangements, such as public-private partnerships, energy performance contracting, and other best practices, to reduce costs and transfer risk while continuing to support military operational requirements.

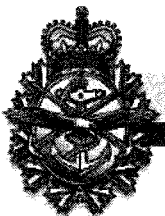
DISCUSSION

- More than half of DND's infrastructure is over 50 years old and was not designed for current operational requirements. As a result, much of DND's infrastructure is ageing, in poor repair, and in need of significant recapitalization. DND is making significant investments to repair and upgrade CAF facilities, and in 2014 received \$452 million over two years from the Federal Infrastructure Investments Program (FIIP) for 92 projects. Of this funding, \$102.75 million will be used to improve the quality and availability of housing at 10 specific sites over the next two years. In another instance, over \$30 million has been allocated to 19 Wing Comox alone, in order to complete eight distinct projects over the next two years. These projects will support the CAF in meeting operational requirements, as well as support job creation and the local economies where projects are ongoing.
- DND is transforming and centralizing the management of real property to more efficiently allocate resources and to better support CAF operational requirements. Historically, DND real property was managed by nine distinct organizations in support of their individual mandates. Following the Government's direction to centralize real property management under a single organization by 1 April 2016, DND is on track to centralize this function under a single custodian and manager of the portfolio, the Assistant Deputy Minister (Infrastructure and Environment).
- Centralization of the real property portfolio under a \$1.5 billion annual budget and with nearly 4,000 DND civilians and CAF members represents an unprecedented





opportunity to transform the delivery of real property requirements and the management of real property resources, by strategically allocating resources, standardizing services and rationalizing holdings in order to support CAF operational requirements. As part of this process, DND is developing a National Real Property Development Plan, and identifying opportunities for consolidation, divestments, demolitions and disposals.





CANADIAN SPECIAL OPERATIONS FORCES COMMAND (CANSOFCOM) RELOCATION PROJECT

ISSUE

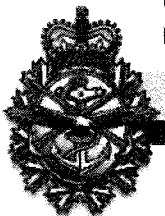
- To provide an overview of the Joint Task Force 2 relocation to Trenton, including projected timelines and costs.

BACKGROUND

- As part of CANSOFCOM, Joint Task Force 2 (JTF 2) is the lead Canadian Forces counter-terrorism and special operations unit. JTF 2 provides a dedicated domestic counter-terrorism response capability, works with special operations counterparts in the United States to support the defence of North America, and participates in international operations.
- JTF 2 is currently based at the Dwyer Hill Training Center (DHTC), located near the town of Richmond within the National Capital Region (NCR). DHTC was adapted over the years to cater to the evolution of JTF 2. In order to guide long term infrastructure decisions, analyses were conducted during the 2004-2006 period to determine the best options that could support JTF 2. Results determined that it would be best to move the facilities.
- The analyses examined a number of possible sites that could be suitable for JTF 2's operational requirements and Trenton was assessed as the preferred overall option.

DISCUSSION

- In 2007, the Government of Canada directed the acquisition of up to 400 hectares of contiguous property adjacent to Canadian Forces Base Trenton in order to construct specialized secure facilities to relocate JTF 2. To this effect, a project was launched in 2007, and \$381 million were initially allocated for the relocation. Preliminary plans forecasted an occupancy date of April 2011. Public Works and Government Services Canada's (PWGSC) acquisition of the land, through purchase and expropriation, however, was finalized in December 2013.
- Over the six years it took to acquire the property, the project scope increased as a result of the essential evolution of JTF 2 capabilities. This was driven by the lessons learned through a decade of deployed operations. Additionally, the CANSOFCOM force employment model now includes the employment of personnel and resources from multiple units to form Special Operations Task Forces. This has led to a requirement for a greater footprint to house appropriate training facilities and to properly store the equipment maintained at very high readiness for the multiple JTF 2 mission sets.





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WAY FORWARD

- Currently, the estimated project delivery timeframe is 2022. The project is in the initial concept design process, which includes the development of preliminary floor plans. This process was launched in March 2015. It is forecasted to be completed in December 2015 and expected to provide further indicative costs of the project.
 - Concurrently, the Vice Chief of the Defence Staff has directed a parallel analysis to validate the minimum requirements of the project and to mitigate costs.
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