



National Defence

For the
period ending
March 31, 1997



Improved Reporting to Parliament —
Pilot Document

Canada

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

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Comments or questions can be directed to the TBS Internet site or to:

Government Review and Quality Services
Treasury Board Secretariat
L'Esplanade Laurier
Ottawa, Ontario, Canada
K1A 0R5
Tel: (613) 957-7042
Fax (613) 957-7044



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Departmental Performance Report for the period ending 31 March 1997

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Executive Summary

The defence of a nation's sovereignty is fundamental to safeguarding its values and way of life. The Department of National Defence and Canadian Forces have a proud history of defending our national interests throughout the world in times of conflict and peace. The sacrifices of individual Canadians while serving their country in times of conflict are remembered each year by a grateful nation. This document will highlight the contributions that the Department of National Defence and Canadian Forces continue to make towards preserving the values and way of life of what has been described by the United Nations as the best place to live in the world. The document outlines the Department's contribution to the defence of Canada from its interception of aircraft carrying shipments of illegal drugs destined for our streets, to rescuing people from plane wrecks or the ravages of floods and other natural disasters. It also demonstrates our commitment to the defence of North America through the vigilant surveillance and control of our nations' airspace under the North American Aerospace Defence (NORAD) agreement, to our continued cooperation with the United States (US) in many other endeavours. In addition, our participation in multi-lateral operations, under the auspices of North Atlantic Treaty Organization (NATO) and the United Nations (UN) to promote stability in the international environment, are covered in detail. Finally, some of the sacrifices that individual members of the Canadian Forces continue to make in serving their country throughout the world have been recognized.

This performance report demonstrates the impressive magnitude of departmental activities carried out on a routine basis. The Department of National Defence's extensive worldwide operations demand a complex and extensive support system to enable the more than 100,000 military and civilian members of the "Defence Team" to carry out their mission. In order to meet its growing commitments within the reduced defence spending envelope, the Department of National Defence and Canadian Forces continue to strive to reduce costs in overhead through increased efficiencies. Therefore, the Department continues its major renewal and re-engineering activity which is having a positive impact on efficiency thereby increasing the proportion of funds available for operational forces. The following are some examples of the extent of our military activities during 1996-1997:

- We deployed over 6,800 personnel overseas in worldwide operations, including Haiti, Bosnia-Herzegovina, Cambodia, Guatemala, Africa and the Middle East;
- We delivered over 191,600 Kg of Humanitarian Aid worldwide;
- Our aircraft flew approximately 160,000 hours in support of Canadian Forces missions worldwide;
- We managed over \$16 billion in assets, comprising over 42 bases and stations, over 20,000 km² of land, almost 33,000 buildings and apartments and over 14,000 Works (roads/jetties/airports/utilities etc.);

- We have cleaned up approximately 115,000 tons of lead contaminated soil in one site alone. In this project we also used innovative Canadian environmental technology for the first full-scale demonstration of its kind in North America;
- Our Search and Rescue teams responded immediately and effectively to over 1100 Search and Rescue incidents, saving the lives of 513 people;
- We disposed of 110,000 line items of inventory (worth \$185M) and identified another 33,500 items (worth \$200.5M) for disposal or redistribution;
- We closed supply depots in Moncton and Toronto and consolidated operations in Edmonton and Montreal saving \$32.5M in personnel, equipment and operating costs;
- We supported some 1,100 cadet units, 28 summer camps and various gliding, sailing and land training sites located across the country where approximately 60,000 girls and boys in the Cadet Program benefitted enormously from this training; and
- During the flood disaster in the Saguenay/Lac St Jean region in the summer of 1996, the Québec provincial authorities requested Department of National Defence assistance. Our military rapidly provided aircraft, helicopters, accommodation, logistical support and water purification services. Over 2000 people were airlifted to safety in one day alone.

The Department of National Defence and Canadian Forces remain committed to serving the interests of Canadians in an unstable and unpredictable international environment. Therefore, the proud heritage of peace keeping will continue to be one of our highest defence priorities. In addition, we will improve the image of the Canadian Forces through improved communication with the public regarding the success of our worldwide operations carried out on behalf of Canadians. The Department will also ensure that excellence in leadership and openness in the management of the Department remain a priority. The Department is prepared and fully committed to meet these challenges in providing Canadians with a secure environment in which to continue to prosper into the next century.

SECTION I - Message from the Minister of National Defence

I am pleased to present the 1996-97 performance report of the Department of National Defence and Canadian Forces to the Parliament and people of Canada.

The 1996-97 fiscal year once again presented Canada's defence establishment with enormous challenges. The Department of National Defence and Canadian Forces have responded. Our men and women in uniform participated in a wide range of complex and demanding operations. At home, they continued to ensure effective control over our vast territory, airspace and maritime approaches. They assisted other government departments in such areas as fisheries protection, drug interdiction and environmental protection while carrying out a large number of successful -- and at times daring -- search and rescue operations. Their disaster relief efforts in the Saguenay region of Quebec in the summer of 1996 made headlines across the country.

Overseas, the Canadian Forces continued to make an important contribution to international peace and security. In the former Yugoslavia, over 1,200 Canadian Forces personnel serving with NATO's Implementation and Stabilization Forces played a key role in helping that troubled region emerge from the shadow of war. Another 750 Canadians served with the UN Support Mission in Haiti, assisting that Caribbean country in its slow but steady march to democracy and stability. And in response to the plight of Rwandan refugees in Eastern Zaire, the Canadian Forces quickly established a multi-national Force Headquarters in the region to carry out reconnaissance and assess the requirement for an international military force. This initiative was instrumental in defusing the crisis.

These were impressive achievements, especially given the profound changes that have taken place within Canada's military establishment in recent years. The end of the Cold War, reductions in defence spending, changing Canadian social values and advances in technology have confronted the Canadian Forces with many new challenges. The Canadian Forces must keep pace with these developments if they are to carry out the policy described in the 1994 Defence White Paper. They are doing just that.

In 1996-97, the Canadian Forces and the Department entered the third year of a five-year program to cut the number of personnel, downsize and reduce the number of headquarters, rationalize infrastructure, improve management practices and make better use of technology. This program is one of the most comprehensive renewal programs in Canadian Government and its overriding purpose is to reduce the cost of support services and enhance operational efficiency. Excellent progress was made last year in implementing this program. The Department is on target towards achieving the military and civilian personnel levels set in the Defence White Paper; a new command and control structure was gradually eased into place; further Alternative Service Delivery options were explored; a blueprint for the restructuring of the Reserves was unveiled; and improvements in information technology and management were made.

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At the same time, the Department of National Defence and Canadian Forces continued to enhance their ability to generate and sustain operational forces; improve the way that personnel are prepared for missions; address key equipment requirements; modify many of their personnel policies and practices to reflect an ever-changing Canadian society and its values; and take measures to meet the human needs of their members.

As the Canadian defence establishment continues its efforts to become a more modern, cost-effective and efficient organization, it is critical that it receives stable, predictable funding. Without it, the Canadian Forces will be hard-pressed to perform the roles set out in the 1994 Defence White Paper -- which continues to be the most appropriate defence policy for Canada.

In this era of change and renewal, it is more critical than ever that we monitor progress and performance carefully in the military. The Departmental Performance Report is an essential part of this process. Measuring performance in the Department of National Defence and Canadian Forces is no easy task, but we are making major changes in the performance measurement system and hope that the results will be evident in future performance reports. We also intend to make greater use of bench marking to ensure the Canadian Forces are judged against realistic standards.

The Canadian Forces are recognized world-wide for their skill, professionalism, and dedication. They perform a difficult yet essential mission on behalf of all Canadians, and they perform it well. I trust that Parliament and the people of Canada, in reading this report, will recognize the ongoing achievements of the men and women - military and civilian - who make up our outstanding defence team.

The Honourable Arthur C. Eggleton, P.C., M.P.
Minister of National Defence

SECTION II - Departmental Overview

Mandate

The mandate of the Department of National Defence flows from the *National Defence Act*, the Revised Statutes of Canada, 1985, Chapter N-5. Under this Act, the Minister of National Defence is responsible for the management and direction of the Canadian Forces for all matters relating to national defence. As well, the Minister of National Defence is designated the Minister responsible for Emergency Preparedness under the *Emergency Preparedness Act*. Finally, the Minister has also been designated the Lead Minister for Search and Rescue with authority, responsibility and accountability for the coordination of the National Search and Rescue Program.

While Canada faces no direct military threat at present, the global security environment continues to be unstable and unpredictable. Conflict persists within and between states, owing to causes such as ethnic, boundary and resource disputes, various forms of extremism and severe economic or demographic stresses. Other issues such as the proliferation of weapons of mass destruction and their means of delivery, environmental pressures and the disintegration of effective governance in a number of countries also present significant security challenges.

Canada must have the ability to protect its sovereignty. It must also be able to control and, should the need arise, defend its land, sea and air approaches. Beyond this, Canada must be able to make an effective contribution to the defence of North America. Canada also continues to have a major stake in global stability. In an unstable world, Canadian interests and values are threatened by transgressions of international law and order, a disregard of the international community's decisions, human rights violations and the disruption of foreign trade.

As outlined in the 1994 Defence White Paper, the Canadian Forces will protect Canada's national territory and areas of jurisdiction. Canada will also continue to cooperate with the US in the Defence of North America through a variety of bilateral arrangements, including the NORAD agreement, and to participate in multilateral operations under the aegis of the UN, NATO, or coalitions of like-minded nations. Canada will maintain its ties with traditional allies and will endeavour to strengthen ties with the countries of Central and Eastern Europe, Latin America, the Asia-Pacific region and Africa. Canada will maintain multi-purpose, combat-capable maritime, land and air forces able to conduct joint and combined operations, providing the Government with the flexibility needed to respond, within fiscal constraints, to security challenges at home and abroad.

Vision

Our vision is to be a highly professional defence team, fully capable of executing our mission, and viewed with pride by Canadians.

Mission

The mission of the Department of National Defence and the Canadian Forces is to defend Canada and Canadian interests and values while contributing to international peace and security.

Objectives

The Minister's review of the Canadian Forces in early 1997 concluded that the role set out in the 1994 White Paper remains fully valid. The Department of National Defence and the Canadian Forces are *to defend Canada and Canadian interests and values while contributing to international peace and security*. Specifically, the Canadian Forces must be capable of the following Defence Missions:

- **Defending Canada**. Protecting Canada's national territory and areas of jurisdiction; helping civil authorities protect and sustain national interests; ensuring an appropriate level of emergency preparedness across Canada; and assisting in national emergencies;
- **Defending North America**. Protecting the Canadian approaches to the continent in partnership with the United States, particularly through NORAD; promoting Arctic security; and pursuing opportunities for defence cooperation with the US in other areas; and
- **Contributing to International Security**. Participating in a full range of multilateral operations through the UN, NATO, other regional organizations and coalitions of like-minded countries; supporting humanitarian relief efforts and restoration of conflict-devastated areas; and participating in arms control and other confidence building measures.

The Canadian Forces must be prepared for a broad spectrum of operations which the government may ask them to undertake – to support actively our nation's foreign policy objectives, uphold Canadian traditions and contribute to international peace and security. The maintenance of multi-purpose, combat-capable forces enables Canada to retain the degree of flexibility necessary to carry out its defence tasks and to respond to a wide range of potential operations. Such forces represent a pragmatic, sensible approach. In light of this, and given the current fiscal situation, defence investment will be focused on maintaining core capabilities suited to the widest range of defence missions and able to operate effectively with our allies.

Organization by Service Line

In fiscal year 1996/1997, the Department reported both financial and performance information against its service lines, which closely equate to the departmental structure. With the changes to the Expenditure Management System (EMS) under the aegis of the Improved Reporting to Parliament Project, government departments are to report this information against their respective Business Lines. The Department has derived three defence missions from the 1994 Defence White Paper which serve as our 'Business Lines': Defending Canada, Defending North America and Contributing to International Security.

As a result of the changes to the EMS, the Department has commenced work on the Financial and Managerial Accounting System which will permit the linking of financial information to the Departmental Business Lines. It is estimated that two complete reporting cycles will be necessary before the system is able to credibly report in this fashion. Until such time as the system is capable of providing the necessary degree of financial fidelity, Treasury Board Secretariat has agreed that the Department continue reporting to Parliament based on our service lines. This financial reporting is in the same structure as previously reported in the Part III to the Main Estimates.

The Service Lines are:

- Maritime Forces
- Land Forces
- Air Forces
- Joint Operations and Civil Emergency Preparedness
- Communications and Information Management
- Support to the Personnel Function
- Materiel Support
- Policy Direction and Management Services



Department of National Defence/Canadian Forces locations across Canada

Strategic Priorities

The **key strategic priority** of the Defence Services Program is to enable Canada to maintain multi-purpose, combat-capable air, land and maritime forces to meet the defence objectives the Government set out in the 1994 Defence White Paper. These forces help provide the Government with the flexibility needed to respond to situations within an unstable and unpredictable security environment.

The Defence Services Program has had to cope with severe budget reductions in recent years. Between 1994 and 1999, defence spending will be reduced by about 23%. In response to these cuts, most areas of defence are being streamlined to produce a leaner Defence Services Program which reflects only the most essential priorities. To this end, the maximum level of resources is being devoted to updating and enhancing the operational capabilities of the Canadian Forces while fewer resources are being devoted to support activities. For example, the size of the army's field force has been increased even as the total number of military and civilian personnel drops; infrastructure and overhead is being slashed; the number of headquarters is being reduced from 18 to 12 and the resources devoted to headquarters is being cut by 50%. In addition, a new strategic level National Defence Headquarters incorporating the three functions previously performed by the environmental command headquarters has been created and new ways of doing business are being introduced to improve efficiency and productivity.

Section III Departmental Performance by Defence Mission

A. Performance Expectations

| Departmental Planned versus Actual Spending by Service Line (millions of dollars) | | | | | |
|---|-------------------|-------------------|-------------------|--------------------------|-------------------|
| Service Lines | Actual 1993-94 | Actual 1994-95 | Actual 1995-96 | Total Planned 1996-97 | Actual 1996-97 |
| Maritime Forces | 2,416.3 | 2,514.8 | 2,287.0 | 2,139.2 | 2,071.3 |
| Land Forces | 2,648.7 | 2,930.5 | 3,133.4 | 3,039.8 | 2,994.9 |
| Air Forces | 3,465.9 | 2,721.8 | 2,676.1 | 2,563.3 | 2,530.5 |
| Joint Operations and Civil Emergency Preparedness | 330.4 | 299.6 | 318.1 | 334.8 | 285.2 |
| Communications and Information Management | 434.9 | 443.4 | 439.9 | 372.8 | 367.0 |
| Support to the Personnel Function | 1,045.0 | 1,228.8 | 1,086.6 | 660.2 | 881.0 |
| Material Support | 1,158.2 | 1,190.8 | 929.9 | 968.0 | 864.1 |
| Policy Direction and Management Services | 503.7 | 444.0 | 502.8 | 476.9 | 579.0 |
| Total | 12,003.1 | 11,773.7 | 11,373.8 | 10,555.0 | 10,573.3 |
| 1. Includes the spending of proceeds from the sale of surplus assets. | | | | | |
| 2. Transfer payments associated with Emergency Preparedness Canada are incorporated into the figures for Policy Direction and Management Services for 1996-97 in accordance with the presentation contained in Estimates documents and the Public Accounts for that year. | | | | | |

B. Performance Accomplishments

Departmental Performance

| National Defence has a budget of \$9,916,518,000 (1997-98) | |
|--|--|
| To provide Canadians with: | To be demonstrated by: |
| <i>Multi-purpose, combat capable maritime, land and air forces</i> | |
| Defending Canada; Defending North America; and Contributing to International Security | <ul style="list-style-type: none"> ▸ The capabilities to fulfill the objectives stated in the 1994 Defence White Paper through the conduct of operational missions in Canada and around the world ▸ The capability to monitor and control activity within Canada's territory, airspace and maritime areas of jurisdiction ▸ The conduct of domestic operations involving assistance to civil authorities and to individuals, including such areas as: <ul style="list-style-type: none"> - the provision of assistance in the event of civil disasters (floods, forest fires, hurricanes, snow storms, etc.) and humanitarian assistance (searches for missing persons, diver assistance, Search and Rescue, etc.); - assistance to other federal government departments (such as counter-drug operations in cooperation with the Royal Canadian Mounted Police and fisheries patrols in cooperation with Fisheries and Oceans Canada); - Provision of vital humanitarian assistance at home and abroad with the CF Disaster Assistance Response Team; and - Assistance to provincial authorities in law enforcement operations up to and including Aid of the Civil Power under the <i>National Defence Act</i> - Part XI ▸ The capability to assist in mounting, at all times, an immediate and effective response to terrorist incidents ▸ The ability to operate effectively at sea, on land and in the air with the military forces of the United States in defending North America through a variety of arrangements such as NORAD ▸ Participation in a wide range of existing bilateral defence agreements between Canada and the United States, including the Test and Evaluation Program and the Defence Production and Development Sharing Arrangements ▸ Deployment on multilateral operations anywhere in the world under United Nations (UN) auspices, or in defence of a NATO member state, contingency forces of up to a maritime task group, a brigade group plus an infantry battalion group, a wing of fighter aircraft and a squadron of tactical transport aircraft ▸ The capability to assist the Department of Foreign Affairs and International Trade in the protection and evacuation of Canadians from areas threatened by conflict ▸ Maintenance of a full slate of peacetime commitments to NATO ▸ Bilateral and multilateral contacts and exchanges with selected partners in Central and Eastern Europe, the Asia-Pacific Region, Latin America and Africa ▸ The verification of existing arms control agreements, including the Conventional Forces in Europe Treaty, and participating in the development of future accords |

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| <i>A contribution to the accomplishment of other Government objectives</i> | |
| The Department and the Canadian Forces are fully engaged in the Federal Government's pursuit of fiscal, economic, social and environmental objectives aimed at securing Canada's viability for the future | <ul style="list-style-type: none"> ▸ Supporting the Government's fiscal restraint and program review initiatives, DND will have fully achieved its fiscal reduction targets by 1998-99, with a Reference Level of approximately \$9.38 billion. This level will represent a reduction of Defence expenditures by over 23 percent between 1993-94 and 1998-99 ▸ Supporting national initiatives in the areas of international business development, the international competitiveness of Canadian firms, and overall industrial growth ▸ Supporting national economic initiatives by working closely with industry associations to determine industrial base requirements and with other government departments to harmonize industrial and defence policies, while ensuring the maintenance of essential defence industry capability ▸ Supporting youth training initiatives by increasing the level of support to Cadet and Junior Ranger organizations to help expand their role in building citizenship and advancing national unity; and, paying special attention to augmentation of Cadet and Junior Ranger parade strength and to the unique youth needs of northern, remote and aboriginal communities ▸ Supporting national environmental initiatives by pursuing the objectives committed to in <i>A Strategy for Environmentally Sustainable Defence Activities</i> (available December 1997), and by implementing a National Defence-wide Environmental Management System, consistent with ISO 14000 standards and guidelines, thus reducing environmental risk and improving compliance with federal regulation and policy |
| <i>A Civil Emergency Preparedness capability</i> | |
| Humanitarian Assistance and Disaster Relief | <ul style="list-style-type: none"> ▸ Safeguarding Canadian lives and reducing damage to properties by ensuring an appropriate level of civil emergency preparedness throughout Canada |
| <i>A restructured and reengineered Department and Canadian Forces</i> | |
| A comprehensive process of management review that will provide the best possible defence capability | <ul style="list-style-type: none"> ▸ Implementation of a new management, command and control structure throughout National Defence and the CF. These activities, which have already identified ways to achieve a 35 per cent reduction in resources devoted to headquarters, will seek to push the total reduction of resources assigned to headquarters functions to 50 per cent |
| A major downsizing and reengineering effort which will have a significant impact on the people who work in the Department and the Canadian Forces | <ul style="list-style-type: none"> ▸ Achievement of the 1998-99 personnel targets of approximately 60,000 Regular Force members and approximately 20,000 civilians, which represent reductions in the order of 20 per cent and 38 per cent respectively since 1994 ▸ The reduction of senior military positions and the number of Executive Group members ▸ Achievement of the site-specific infrastructure targets announced in Budgets 94, 95 and 96 |
| Increased Reserve Force Presence | <ul style="list-style-type: none"> ▸ Increasing the primary Reserves to around 30,000 personnel by the end of the restructuring phase, to produce a Reserve Force that meets overall Departmental requirements |

DEFENCE MISSION I - DEFENDING CANADA

This defence mission addresses issues relating to the protection of Canada and integrity of Canada's sovereignty. The goals in this defence mission are to:

1. Protect Canadian sovereignty through surveillance and control of Canada's territory, airspace and maritime areas of jurisdiction

Result to be achieved:
Effective monitoring of Canadian territory and responding appropriately to unlawful incursions

Sovereignty is a vital attribute of a nation-state. For Canada, sovereignty means ensuring that, within our area of jurisdiction, Canadian law is respected and enforced. The government is determined to see that this is so. The capabilities expressed here also have a linkage to other defence missions. The

Canadian Forces played a vital role in monitoring Canadian territory as demonstrated by the following achievements:

- ☐ ships of Maritime Command and the aircraft of Maritime Air Group maintained military surveillance of Canadian territorial waters and the 200 nautical mile Economic Exclusion Zone.
- ☐ 10 Tactical Air Group provided 2000 hours of effective helicopter support for the enforcement of Canada's territorial sovereignty.
- ☐ maintenance of the North Warning System and coastal radars provided continuous surveillance of Canadian approaches.
- ☐ Canadian airspace was effectively monitored through NORAD.
- ☐ sovereignty exercises were conducted at Baker Lake, Holman, Rankin Inlet, Repulse Bay and Iqualuit, successfully demonstrating our ability to conduct military operations under harsh arctic conditions.
- ☐ multi-purpose, combat-capable maritime, land and air assets required to deter unlawful incursions were maintained.

2. Assist Other Government Departments (OGDs) in achieving national goals in areas such as fisheries protection, drug interdiction and environmental protection

Result to be achieved:
National objectives attained in cooperation
with other government departments

The Department of National Defence and the Canadian Forces are committed to playing a role, in concert with other government departments, to achieving broad national objectives. Throughout the year, The Department of National Defence and Canadian

Forces provided routine assistance in the form of fisheries patrols and operations in support of the RCMP to help achieve these objectives. Specific examples of our accomplishments are as follows:

- a total of 189 sea days and 1,116 flying hours were provided by a number of ships and aircraft of the Maritime Air Group in support of Fisheries and Oceans Canada research and patrol activities. An example of the impact made was demonstrated when the ship's company of HMCS Toronto was commended by the International Ice Patrol for their efforts in reporting the location of icebergs. During the year 1996/1997, the Halifax-based frigate made 50 iceberg reports and 34 sea-surface temperature reports while on fisheries patrols along the Grand Banks of Newfoundland. The information was relayed to the International Ice Patrol's operations centre in the U.S., which broadcasts ice bulletins to vessels travelling in the North Atlantic. Established in 1914 in response to the 1912 sinking of the Titanic, the International Ice Patrol monitors iceberg movement and other oceanographic conditions along the international shipping lanes of the North Atlantic.
- 60 ship-days were provided for preventative patrols in support of the Solicitor General/RCMP coastal patrol activities. These patrols were conducted in order to allow the RCMP the opportunity to raise public awareness and conduct community relations in areas to which they would not normally have access.
- regular support to the RCMP in their conduct of the drug interdiction mission. The Canadian Forces took part in a number of anti-drug operations and had a vital role in the surveillance, tracking and ultimate apprehension of drug smugglers. Examples of the effectiveness;
 - in October 1996, off Cape Breton Island, and at the request of the RCMP, Aurora aircraft from CFB Greenwood kept a sailing yacht under surveillance from over the horizon for much of a five day period. When it was clear that the yacht was working alone, the RCMP tactical squad boarded it from our frigate HMCS TERRA NOVA and seized between 150 to 200 million dollars worth of high-grade hashish.

- ▶ the seizing by the RCMP of 22,446 marijuana plants that were discovered through a cooperative effort with the Canadian Forces, representing a street value in excess of \$200,000.
- regular support to the RCMP in two preplanned joint operational exercises in addition to response to no-notice operations.
- responding to over 300 Explosive Ordnance Disposal situations. The incidents ranged from the discovery, in homes or through excavation activities, of old ordnance devices, small arms ammunition recovery, to marine flares washed ashore. The Canadian Forces maintain a cadre of Explosive Ordnance Disposal specialists that provide support to civil authorities as the situation dictates.

3. Contribute to Emergency Preparedness, Humanitarian Assistance and Disaster Relief

The Minister for National Defence is also the Minister Responsible for Emergency Preparedness. Memoranda of understanding between the Department and other government agencies govern the coordination of resources in response to emergencies, and the Department makes an immediate and effective contribution to disaster relief. The Canadian Forces has the ability to react quickly and effectively in response to natural disasters as demonstrated by:

| |
|--|
| Result to be achieved: Effective response in providing disaster relief and humanitarian assistance |
|--|

- the provision of timely and effective humanitarian assistance and disaster relief to the victims of the flood in the Saguenay region. The consequences of the disaster were profound. Most roads were rendered impassable as a result of mudslides; bridges, railway lines and dam embankments were washed away by the force of the floods. Over 500 homes were destroyed and 850 were severely damaged. Canadian Forces played a vital role in the provision of assistance to the people of the Saguenay region. For example, helicopters from 3 Wing at BFC Bagotville and 10 Tactical Air Group flew 600 missions and evacuated 3,800 people. Additionally, soldiers from 5e Groupe brigade-canadien erected a tent city at Bagotville that eventually sheltered some 800 evacuees who had to be relocated when their homes were destroyed or rendered inhabitable.
- on the lower Vancouver Island area, in response to the effects of a severe winter snowstorm, the Canadian Forces responded over a four day period to provide extensive

mobility support to both police and ambulance services. This mobility support included assistance to out-patients who required dialysis treatments, medical personnel attempting to report to their hospitals as well as the British Columbia Emergency Planning staff. In addition to these roles, the Canadian Forces also assisted in the clean-up of the accumulated snowfall. In the Lower Fraser Valley, the Canadian Forces responded again to provide a variety of support, including snow clearance, temporary accommodations, transport of emergency food and supplies to relief centres, emergency assistance to stranded motorists, trail breaking for civilian emergency vehicles, and transport assistance to British Columbia Power to enable the restoration of electrical service.

- in response to the 300 forest fires which were devastating the Roberval and Chibougamau region, the Canadian Forces provided critical helicopter support to La Société de protection des forêts du Québec to transport the firefighting teams as well as to evacuate people from the area.

Result to be achieved:
Fostering better preparedness for
emergencies to ensure rapid and coordinated
response to emergencies

Emergency Preparedness Canada supports the Minister in carrying out his mandate to “advance civil preparedness in Canada for emergencies of all types by facilitating and coordinating, among government institutions and in cooperation with provincial governments, foreign governments and

international organizations, the development and implementation of civil emergency plans”.

The best measure of the state of emergency preparedness in Canada is what happens when a major emergency, such as the flooding in the Saguenay region of Quebec, occurs. In the wake of that disaster, municipal, regional, provincial, federal and non-governmental organizations mounted a coordinated, successful response to the disaster. While it would be difficult to attribute the success of that operation to any single factor, it does provide an indication of Emergency Preparedness Canada's ability to fulfill its mission to safeguard lives and reduce damage to property by fostering better preparedness for emergencies (please see Annex D for further information).

4. Provide a National Search and Rescue (SAR) Capability

Result to be achieved:
Safeguarding human life through the provision of Search and Rescue services to persons lost or in distress

Canada enjoys one of the most effective and successful search and rescue (SAR) programs in the world, which is a remarkable achievement considering Canada's size, ocean areas of responsibility, challenging geography and inhospitable climate. This record of SAR achievement can be attributed to the unselfish

efforts of highly skilled SAR teams. The Department of National Defence and the Canadian Forces maintain an important role in the Search and Rescue delivery components of the National Search and Rescue Program, such as the provision of air services and the effective operation of the joint Canadian Coast Guard and Department of National Defence air and marine SAR system (please see Annex C for further information). The objectives of the National SAR Program are to: save lives through the detection, location and rescue of persons lost or in distress throughout Canada's jurisdictional areas; promote the prevention or mitigation of SAR events; and perform all events cost-effectively. The Department of National Defence and Canadian Forces delivers primary air SAR services for air and marine incidents; a significant level of secondary SAR

Star of Courage - Awarded April 10, 1996



On Dec 2, 1995, Master Corporal Robert Clarence Andrew Fisher rescued thirty people from the sinking Motor Vessel *Mount Olympus*, which had been caught in a severe Atlantic storm almost 2,000 km southeast of Nova Scotia. In the early morning darkness, Master Corporal Fisher was lowered from a hovering rescue helicopter to the rolling and pitching deck of the vessel, swinging dangerously close to the ship's metal superstructure in the high winds. He attached a crew member to his harness and was hoisted back to the helicopter, all the while protecting himself and the crew member from being dashed against the moving ship by the gusts of wind. Over the next four hours, Master Corporal Fisher repeated this hazardous manoeuvre until all thirty people were rescued.

support from its fleet of naval and auxiliary vessels and aircraft; and coordinates the activities of the Civil Air Search and Rescue Association. The Department assists civil SAR authorities and also provides ground search and rescue teams to look for people missing from aircraft and marine incidents. The Department of National Defence provides one of the satellite payloads for the COSPAS-SARSAT Alerting System and the Canadian Forces operate the Canadian Mission Control Centre which processes data from distress beacon signals detected by the COSPAS-SARSAT and distributes beacon location data to the Rescue Coordination Centres as well as to Provincial and Territorial SAR Response Agencies. The nature of SAR work is extremely

hazardous. Results were demonstrated through:

- effective response to over 1300 SAR incidents within the past year.
- saving the lives of 513 people.
- maintaining a SAR team and equipment in each SAR region ready to quickly respond to SAR events upon notification.
- maintaining a SAR cadre capable of operating in all weather conditions.
- conducting an annual Search and Rescue competition, in which Search and Rescue teams from all SAR units competed. This exercise tests such abilities as maintenance, para-dropping, first aid and navigation skills and also serves to permit an exchange of information on equipment, training and procedures to assist the SAR teams maintain a high degree of proficiency.

5. Assist in mounting an immediate and effective response to terrorist incidents

Result to be achieved:
Terrorist incidents responded to in a manner that minimizes loss of life and suffering

A specially trained Canadian Forces team provides the Government of Canada with the capability for an appropriate armed response for the resolution of a situation that affects, or has the potential to affect national interests.

Since its formation in 1992, the team has not yet been employed operationally, although it has been deployed on several occasions.

6. Respond to requests for aid to the Civil Power

Result to be achieved:
Effective aid provided to the civil authorities

Each Province and Territory has the power, under Part XI of *The National Defence Act*, to require that the Chief of Defence Staff take action to restore the authority of the Civil Power, if the Attorney General of that

Province or Territory declares in writing that a disturbance of the peace is beyond the capabilities of its police forces. The Chief of Defence Staff has sole discretion in determining the response necessary, but must act to restore the situation to a level that is within the capability of the civil power to discharge its responsibilities, while acting as the force of last resort. Although the Canadian Forces are focused on their defence mandate, the inherent flexibility of military units, many with unique capabilities, makes the Canadian Forces a

potential source of assistance which may be called upon to support civil authorities. When called upon to do so, the Canadian Forces are prepared to respond. The Canadian Forces will act to restore the situation to the control of the civil authorities as quickly as possible.

Canadian Forces assistance, when provided, is always in a supporting role to the police force of jurisdiction, which retains full responsibility for enforcing the law. Even though 1996-97 saw no requests for Aid to the Civil Power, the Canadian Forces maintained sufficient air, land and sea forces to respond immediately.

DEFENCE MISSION II - DEFENDING NORTH AMERICA

This Defence Mission addresses issues relating to the defence of Canada and North America in partnership with the US. The goals in this defence mission are to:

1. Maintain the ability to operate effectively at sea, on land and in the air with the military forces of the US

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| Result to be achieved: Effective interoperability with US Military Forces |
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The institutional basis of Canada-US defence cooperation provides highly valued stability in a volatile and turbulent world. Canada-US defence cooperation is defined by a wide range of bilateral arrangements, including formal government-to-government

agreements, interdepartmental memoranda and service-to-service understandings. These arrangements cover, among other things, joint planning and operations, combined exercises, defence production, logistics, communications, research and development and intelligence sharing. In addition, there exist numerous bilateral fora involving regular consultations, discussions and meetings.

In examining these arrangements, the Government came to several conclusions. First, Canada-US defence cooperation continues to serve this country's fundamental interests extremely well. Second, the Government wants the Canadian Forces to maintain the ability to work closely with their US counterparts in a variety of situations. Third, even if the Government decided to reduce significantly the level of defence cooperation with the US, Canada would still be obliged to rely on the US for help in protecting its territory and approaches - and this assistance would then come on strictly American terms, unmitigated by the influence Canada enjoys as a result of its defence partnership with the United States and with our other NATO allies. The United States is Canada's most important ally and the two countries maintain a relationship that is as close, complex and extensive as any in the world. The Department of National Defence and Canadian

Forces have maintained the ability to interoperate with US military forces as demonstrated by:

- air, surface and sub-surface components of Maritime Command and Maritime Air Group maintained a high level of operational readiness through extensive use of US naval ranges, target services and fleet support on both coasts.
- formation level Canadian Fleet Operations exercises as well as one Maritime Coordinated Training exercise were conducted on the East coast, while numerous Squadron exercises and a Maritime Coordinated Training exercise were conducted on the West coast. These exercises included participation by naval ships and aircraft from the United States.
- the Land Forces conducted America, Britain, Canada and Australia Command Post Exercises and Computer Assisted Exercises, to improve Canada's interoperability with the US as well as other nations that could be alliance partners in any future coalition operations.
- elements of Fighter Group, Maritime Air Group, 10 Tactical Air Group, and Air Transport Group participated in various joint exercises with counterparts in the US to practice, refine and improve their combat skills and capabilities as well as to improve interoperability with US Forces. To the credit of the Canadian Forces, this past year Canadian teams won the prestigious Fincastle maritime air competition as well as the William Tell air defence trophy, in competition with the US and other allies.

2. Contribute to the provision of aerospace surveillance and control and the collection, processing and dissemination of missile warning information through the North American Aerospace Defence Command (NORAD)

Result to be achieved:
Contribute to the provision of aerospace surveillance and control and the collection, processing and dissemination of missile warning information through NORAD

In today's changing geostrategic circumstances, Canada will maintain aerospace surveillance, missile warning, and air defence capabilities. NORAD is the means through which the Canadian Forces contribute to these capabilities. NORAD is the eyes and ears of our early warning and surveillance activities. In cooperation with US forces, NORAD HQ and

its Region Operations Control Centres, constant and vigilant surveillance is maintained. NORAD provides aerospace warning and aerospace control for North America. Aerospace warning includes the monitoring of man-made objects in space and the detection, validation and warning of attack against North America (whether by aircraft, missiles or space vehicles) utilizing mutual support arrangements. Aerospace control includes providing surveillance and control of the airspace of Canada and the United States. Whenever an aircraft flies across the Air Defence Identification Zone and is not identified within two minutes, it becomes an item of interest to NORAD. If required, aircraft are launched to intercept and identify the unknown aircraft as a

means of maintaining control over the airspace of both Canada and the United States. Yearly, at least 800 intercepts are performed and, of these, about 10 to 15 percent are narcotics smugglers. In cooperation with the US drug law enforcement agencies and the RCMP, Canadian NORAD Region monitors all air traffic approaching the coast of Canada. Any aircraft that has not filed a flight plan may be directed by Canadian NORAD assets to land and be inspected by the RCMP and Customs Canada.

3. Maintain Canada's participation in the Canada-US Test and Evaluation Program, the Defence Production and Development Sharing Arrangements and other bilateral arrangements

Result to be achieved:
Sharing of knowledge and improved cooperation with the US in the testing and evaluation of defence systems

In 1983, the Canada-US Test and Evaluation Program was established as an umbrella agreement allowing reciprocal access to each other's military test facilities. Over the past decade, examples of the defence systems tested and evaluated include: sonobouy technology; anti-armour munitions; and up-

grade packages for the FA-18. The program was renegotiated in 1993 and renewed for a 10 year period. Under the terms of this agreement, Canada has reciprocal access to US testing facilities. In addition, each country has agreed to charge only incremental costs - those related to the conduct of a specific test at the facility, rather than the expenses related to the entire facility - thereby reducing significantly the cost of Canadian testing, evaluation and certification carried out in the US.

4. Examine ballistic missile defence options with the US, focusing on research and building on existing communications and surveillance capabilities

Result to be achieved:
A better understanding of missile defence through research and consultation with the United States

Ongoing studies involve Canadian Forces officers and Defence Scientists along with their US counterparts. Specific areas include investigation of operational concepts and associated technologies to enable the Department to advise the Government on its options in the context of North American and

possible NATO-wide aerospace defence arrangements.

DEFENCE MISSION III - CONTRIBUTING TO INTERNATIONAL SECURITY

This Defence Mission addresses issues related to contributing to International peace and security. Canadians are internationalist and not isolationist by nature. We uphold a proud heritage of service abroad. Multilateral security cooperation is not merely a Canadian tradition; it is the expression of Canadian values in the international sphere. Canada's experience underscores the need to develop and maintain effective multilateral institutions that can address security and stability - and that can respond effectively to aggression should other measures fail. The goals in this mission are:

1. Participation in Multilateral Operations

Result to be achieved:

The capability to participate in multilateral operations anywhere in the world under United Nations auspices, or in the defence of a NATO member state

The Canadian Forces participated in a number of multilateral operations around the world. These operations were conducted in concert with UN member nations and at the request of the United Nations. Operations included: Humanitarian assistance; Peacekeeping; and Peace enforcement.

This capability was demonstrated through:

- as part of the of the General Framework Agreement for Peace - the Dayton Peace Accord - the Canadian Forces helped ensure that all forces in Bosnia-Herzegovina complied with the military aspects of the accord. Initially, the Canadian Forces deployed a Brigade

Mention In Dispatches - Awarded March 7, 1996

In May 1995, Sergeant Joseph Réal Roger Meilleur was deployed in Kasic, in the Croatian republic of Krajina, when a Serbian Army troop dangerously approached and attempted to gain control of the observation post under his command. Sergeant Meilleur quickly ordered his troops to the protective bunkers and organized their defence. In the obscurity, and without an interpreter, he singlehandedly faced the Serbs in order to negotiate their retreat and to defuse the situation.

By his calmness, quick thinking and cool-headedness, Sergeant Meilleur preserved the lives of the men under his command and maintained the safety of the sector.



headquarters and sub-units comprising approximately 1000 personnel overseas in support of the UN sanctioned NATO-led Implementation Force in Bosnia-Herzegovina. In December 1996, the Canadian government decided to contribute 1,200 personnel to the NATO-led

peacekeeping force in the former Yugoslavia, which was followed by the smooth transition to the Stabilization Force in January 1997. Operation Palladium is Canada's largest peacekeeping commitment; it consists of an infantry battalion group deployed throughout an area in north-western Bosnia-Herzegovina equivalent to the size of Prince Edward Island. It operates within the context of a multi-national force in partnership with battalions from other like-minded nations. Our troops have successfully contributed to stabilizing and reducing conflict in the troubled region.

- Canadian countermine expertise is recognized internationally and our experts have responded to an increased number of requests for assistance and advice on humanitarian demining. These included assistance to United Nations Mine Action Centres in Cambodia and Bosnia, participation in the NATO Research Study Group and technical advice to the Department of Foreign Affairs and International Trade.

Meritorious Service Medal - Awarded August 19, 1996

On June 21, 1994, two anti-personnel mines detonated during a mine clearing operation near the village of Kakma, Croatia. The blast injured three Canadian soldiers, including Sergeant Paul McMillan, who received fragmentation wounds to his stomach, shoulder and forearm. Despite his condition and the potential danger from the surrounding mines, Sergeant McMillan proceeded to render assistance to the nearest other casualty and administered first aid. When others arrived at the scene, he continued to direct the operations, refusing treatment and declining to be evacuated until the other two soldiers were removed from the minefield.



- under the auspices of United Nations Security Council Resolutions 1048, 1063 and 1086, Canada committed up to 750 personnel to participate in the UN Multinational Force in Haiti, the mandate of which was to assist the Government of Haiti to maintain a secure and stable environment as well as to support, in concert with the RCMP, the professionalization and training of the Haitian National Police. In Haiti, Canadian Forces personnel continuously provided first class leadership, sympathetic assistance to the Haitian population and excellent support to the UN mission in Haiti.
- in November 1996 under United Nations Security Council Resolution 1080, Canada assumed the lead role in the deployment of a multinational force to the Great Lakes area of Africa. Within days, the lead elements of the Canadian Forces deployed to Africa, and within weeks were prepared to employ and direct a large multi-national force should the need have

continued. Although many factors contributed to the resolution of this humanitarian effort, key among these was the rapid reaction of the Canadian Forces and others.

2. To maintain the capability to assist the Department of Foreign Affairs and International Trade in the protection and evacuation of Canadians from areas threatened by imminent conflict

Result to be achieved:
Requests by the Department of Foreign Affairs and International Trade for the protection and evacuation of Canadians are responded to in such a manner that safeguards life

A multi-purpose combat capable force is able to respond to a wide range of conflict scenarios and the Canadian Forces maintained the ability to assist in the evacuation of Canadians from areas threatened by imminent conflict. Fortunately, the necessity to exercise this option did not arise within the past fiscal year, however the capability to respond was maintained.

3. Expand bilateral and multilateral contacts and exchanges with selected partners in Central and Eastern Europe, the Asia-Pacific region, Latin America, and Africa

Result to be achieved:
Cooperation with specific military forces and agencies resulting in increased confidence building levels as well as a better understanding and performance of military forces within a democracy and in peacekeeping

The Canadian Forces engaged in a wide range of initiatives aimed at expanding contacts and exchanges with selected countries in these regions, with a particular emphasis on peacekeeping, confidence-building measures and civil-military relations. Many of these initiatives were carried out under the auspices of the Military Training Assistance Program, which is one of the key elements in Canadian bilateral development assistance programs

with non-NATO countries. In all, the Military Training Assistance Program provided assistance to more than 40 countries. The Lester B. Pearson Canadian International Peacekeeping Centre also provided assistance in the expanding field of peacekeeping education. The Department of National Defence provided the Pearson Centre with direct financial support and training personnel, and also sponsored international students through the Military Training Assistance Program. Other initiatives included ministerial and other high-level visits, staff talks, ship deployments, military exercises, seminars and conferences.

This capability was demonstrated through the following actions:

- Maritime Forces deployed to the western pacific and conducted combat readiness exercises

in concert with naval elements of several Pacific Rim nations. The Canadian Forces were able to “show the flag” and gain valuable experience in interoperability with these nations in training for collective security.

- the Military Training Assistance Program provided bilateral military assistance to more than 10 countries of Central and Eastern Europe. Canada trained 150 officers through various language courses and also offered a wide selection of professional development courses.
- in 1996, the Department of National Defence began a measured re-establishment of contacts with the People’s Liberation Army. China’s Deputy Chief of the General Staff visited Ottawa for bilateral discussions, reciprocating an earlier visit to Beijing by Canada’s Deputy Chief of the Defence Staff. In addition, a Chinese delegation visited CFB Petawawa to observe winter training.
- Canada agreed to take part in a United Nations Military Observer Group whose mandate is to verify compliance with the cease-fire agreement that was reached on 4 December 1996 between the Government of Guatemala and the Unidad Revolucionaria Nacional Guatemalteca after thirty-six years of civil war in that country. The Canadian mission assisted the former warring factions of Guatemala make a peaceful transition to an open society. Fifteen Canadian military observers were deployed in February 1997 and returned in late May 1997.
- the Department of National Defence supported several activities of the Association of South East Asian Nations Regional Forum, including the Senior Officials Meeting and specialized meetings on Disaster Relief, Search and Rescue, Confidence Building and Peacekeeping.

4. Arms Control and Verification

Result to be achieved:
Contributing to a stable international environment through effective Arms Control and Verification activities in accordance with international treaty obligations

Arms Control Verification has been an important tasking since the various treaties came into effect in the early 1990s. Under the umbrella of the Organization on Security and Cooperation in Europe in Vienna, the Conference on Disarmament, the North Atlantic Treaty Organization and the United Nations, the Department of National

Defence has conducted successful field operations for the Canadian Government in accordance with four different Treaties:

- the **Treaty on Conventional Forces in Europe** Since this treaty came into force in 1992 Canada has lead in 53 operations and participated in 143. In FY96/97 Canada led three

treaty declared site inspections:

- Russia, 12-18 May 96 with guest inspectors from the United States, United Kingdom, Netherlands and France;
 - Ukraine, 23-29 June 1996 with guest inspectors from US, UK, Denmark and France;
 - Poland, 5-9 August 1996 with guest inspectors from the Ukraine; and
 - Canada participated as guest inspectors in 10 other NATO-led treaty declared site inspections - Russia five times, Poland twice and Azerbaijan and Ukraine each once. In addition Canada participated as guest inspectors in five NATO-led treaty reduction inspections.
- the **Vienna Document 92**: since 1992 Canada has conducted eight inspections and nine evaluations. During 1996/97 Canada responded to invitations to inspect sites in Lithuania and the Republic of Georgia and to evaluate specified military activities in Belarus and Bulgaria.
- the **Open Skies Treaty**: this confidence building treaty (which allows signatory nations the freedom to conduct surveillance overflights of each others territory in accordance with agreed terms) has been completed and was expected to enter into force in 1996. However, the treaty has not yet been ratified by all nations. In anticipation of the treaty entering into force in the near future, preparations continue with exchanges of data, tests and evaluation of surveillance equipment being progressed and practice overflights being conducted. In 1996/97:
- a Canadian C-130 Hercules aircraft participated in a sensorpod acceptance trial in Atlanta;
 - three Canadians participated in a trial certification of the United States Open Skies Treaty aircraft; and
 - two Canadians participated on a US training flight in Ukraine.
- the **Chemical Weapons Convention**: Activity to date under this convention has not occurred because the necessary agreements have not been finalized (although some exchanges of data have taken place). In 1996/97, Exercise CLOSE VIEW, a training inspection of the Defence Research Establishment Suffield Alberta was conducted to test and confirm escort procedures for a Chemical Weapons Convention inspection of Department of National Defence facilities.

In addition to the international arms control treaties, the Dayton Peace Accord in Bosnia/Herzegovina has an arms control inspection regime as part of the agreement. Furthermore, the mandate of the United Nations Special Commission is the inspection and destruction of Iraq's ballistic missiles as well as its chemical, biological and nuclear facilities.

Under the Dayton Peace Accord, Canada attached one military officer to the Organization on Security and Cooperation in Europe Mission to Bosnia/ Herzegovina from 1 March 1996 until 3 September 1996. In addition, Canada provided military guest inspectors for two inspections in Bosnia/Herzegovina during the period.

Under the United Nations Special Commission, Canada provided a total of 33 Department of National Defence personnel for inspections, monitoring activities and administrative support during 1996/97.

- the Department also contributes to ongoing international discussions regarding Arms Control Conventions (for example, the Wassenaar Arrangement dealing with international strategic export controls) as a participant/advisor in support of Department of Foreign Affairs and International Trade.

SUPPORT OBJECTIVES

In addition to the three main Defence Objectives previously addressed, there are two additional objectives: the first, Support to Operations, reflects the importance of support activities to enable the other Defence Objectives. The second, Support to Broad Government Programs, deals with the requirement of the Department of National Defence and Canadian Forces to comply with government legislation, regulations and departmental direction as well as its role in being a unifying force in Canada.

1. Support to Operations

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| Result to be achieved: Canadian Forces operations are sustained through the provision of cost effective support |
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Support to Operations describes support in the broadest sense. It pertains to all aspects of guidance & policy, advice & information, plans, personnel, products & services, and systems that are provided by the Environmental Chiefs of Staff and Group Principals to facilitate the accomplishment of

the Defence Objectives by operational forces.

Examples of cost-effective support include:

- efficient materiel and transport management support to all Canadian Forces operations at home and abroad (including 18 United Nations Operations world-wide).
- the Canadian Forces Utility Tactical Transport Helicopter acquisition was scheduled to

have delivered 74 aircraft by 31 March 1997. By this date the Canadian Forces actually had accepted 77 aircraft from the prime contractor. Helicopter deliveries remain on schedule and all project objectives will be met at a cost approximately \$100 million less than the previous estimated total cost of \$1,293 million.

- Department of National Defence scientists are world leaders in science and technology in the countermine field, originating several significant advances that place Canada among the world leaders in countermine technology. Two recent examples include the Improved Landmine Detection System and the "Smart Prodder". The former uses multiple sensor technologies and sensor fusion techniques to make it the most advanced landmine detection system in the world. The latter system uses reflected stress wave measurements to identify materials in the ground (eg., rock, metal, and plastics).
- development, by the Defence Research Establishment Suffield, of the Fluorescent Aerodynamic Particle Sizer, which is the first detection system that can detect, in real time, the presence of living biological agents in an aerosol cloud. This represents a significant advance over previous systems which require several hours to detect agents. This system has proven itself to be the most effective biological agent detection system in the world and has been recognized by a Research and Development award. The award, given by R&D magazine (a lead US industrial trade journal for high technology), places the system as one of the year's 100 most significant products and processes. This places the invention in a select company including such other award winners as antilock brakes, liquid crystal displays, the facsimile machine and taxol anti-cancer drug.

2. Support to Broad Government Programs

Result to be achieved:
Maintenance and enhancement of Canadian values and quality of life through support to government programs, policies and initiatives.

This area addresses the requirement for good governance, probity and ensuring that the Department of National Defence and Canadian Forces fulfills its role as a national institution. The Department of National Defence and the Canadian Forces play a vital role in support to broad government programs:

- Employment Equity

On 24 October 1996, the revised Employment Equity (EE) Act came into force as law. The new Act clarifies and strengthens the previous EE legislation which applied only to

federally regulated industries and Crown Corporations. The federal Public Service, the Canadian Forces and the Royal Canadian Mounted Police are now subject to the Act.

Employment Equity is a long-term human resource planning strategy. Its aim is to achieve equality in the workplace so that no one is denied employment opportunities or benefits for reasons unrelated to abilities. In fulfillment of that goal, EE also seeks to correct the conditions of disadvantage in employment experienced by women, Aboriginal peoples, persons with disabilities and members of visible minorities.

Even though the Public Service has only recently become subject to the law, employment equity has been a consideration in the development of Public Service policies and practices for more than 20 years. The Department of National Defence already has a well-established EE Program for its civilian employees.

During the 1996/1997 fiscal year, the Department of National Defence continued to operate in an environment of reductions, restructuring and renewal. With no legislation to protect them, EE Designated Group Members were vulnerable to downsizing. The dramatic changes affecting the Department are also restricting opportunities for recruitment and promotion. This situation hampered the Department's ability to increase the number of Designated Group Members or to help those already employed to advance. Nonetheless, promotion targets for Aboriginal peoples and members of visible minorities were exceeded.

□ Official Languages

The Official Languages Program performance was formally reported in the Annual Management Report on Official Languages communicated to Treasury Board on 7 May 1997. Highlights from this report are presented here:

At the Royal Military College of Canada, all graduates achieved the language requirements which resulted in an increase of the proportion of bilingual officers.

Between September 1995 to September 1999, the Canadian Forces policy is to increase the percentage of bilingual officers from 40% to 50%. By the end of fiscal year 96/97, this target had been exceeded as the Canadian Forces had a bilingual officer corps of 52%.

□ Environment

The potential for the Department of National Defence and the Canadian Forces to affect the environment is considerable. Military operations and exercises use fuel to power some 30,000 vehicles (including aircraft and ships); consume energy to operate bases and equipment in approximately 10,000 facilities spread over more than 2,000,000 hectares of land in more than 1700 different locations. The Government of Canada has pledged to “green” its operations, to be accountable for its management of the public environmental trust, and to be a leader in environmental protection and sustainable development, and has demonstrated its commitment by complying with environmental laws such as the *Canadian Environmental Protection Act (CEPA)*, the *Canadian Environmental Assessment Act (CEAA)* and the pollution prevention portions of the *Fisheries Act*. It is widely recognized by both military and civilian personnel that constant environmental vigilance is required, and that every precaution must be taken to avoid environmental incidents.

The Department of National Defence and Canadian Forces adhere fully to the principles of sustainable development and to the spirit of environmental protection laws. We aim, in the course of our daily operations, to conserve both non-renewable and renewable resources, while using them efficiently and effectively.

Departmental policy includes a commitment to environmentally-sustainable defence activities — the obligation to protect, and employ wisely, the land and resources used to carry out day-to-day operations from unmitigable damage. Pro-active measures have been taken to develop sustainable operational practices, capable of meeting current needs without sacrificing future potential use. Environmental protection and stewardship within the Department of National Defence and Canadian Forces cover a wide range of activities and are having a positive effect. For example:

- due to several initiatives, such as the environmental remediation activities funded under the Incremental Environmental Program, the cost of cleaning-up contamination on the Department of National Defence and Canadian Forces sites slated for decommissioning has proven to be only one-quarter of the original estimates. Compared to similar civilian industrial sites, these sites are very “clean”.
- the major contamination problem facing the Department of National Defence and Canadian Forces is that of hydrocarbon contamination on bases. A Contaminated Site Remediation Framework and Database System provides the Department of National Defence and Canadian Forces with an effective means of dealing with known contaminated sites. At the end of FY 96-97, a potential 587 contaminated

sites had been entered in the database, of which 350 have been confirmed or are being assessed (historical reviews, field surveys, investigations, etc.).

- older and leaking storage tank systems containing petroleum, oil or lubricants have been the main source of present contamination on bases. At the end of FY 96-97, 3475 fuel storage tanks (estimated at 95 percent of the total) had been included in the registry; the 29 tanks not in compliance with the December 1995 milestone under the *Canadian Environmental Protection Act* regulations had been removed; and 12 tanks not compliant with the December 1996 milestone are slated for removal in FY 97-98.
- actions continued to clean up the DEW Line. During FY 96-97, one site was completed and a second was approximately 50 percent completed. Specifications for a further two sites were finalized in preparation for tendering early in FY 97-98. Negotiations with Nunavut Tunngavik Incorporated, in the eastern arctic, have been on-going. Estimated expenditures during FY 96-97 totaled approximately \$7.0 million.
- approximately 115,000 tonnes of soil were contaminated with lead in the 1970s by two battery-recycling and smelting industries, now defunct, operating on Department of National Defence and adjacent land at Longue Pointe Garrison, CFB Montréal. Innovative Canadian environmental technology is being used in the Longue Pointe clean-up project in the first full-scale demonstration of its kind in North America. The clean-up contract, valued at \$26.4 million, was 80 per cent completed at the end of FY 96-97.
- the bulk of the Polychlorinated Biphenyls (PCB) waste which had been held in secure storage has been destroyed. The focus of FY 96-97 activity has been on reducing the inventory to six tonnes of material, from an original inventory of 440 tonnes.
- along with efforts to reduce the amount of energy used to heat and light National Defence buildings, initiatives are in place to reduce the amount of water used. At National Defence Headquarters in Ottawa, consumption of water was reduced by 50 per cent over three years, saving about \$10,000 a month.
- The Department of National Defence and Canadian Forces are responsible for more than 2,000,000 hectares of owned or leased land (the largest amount of administered land in Canada), uses approximately half of which is used for the active military training of its troops. To ensure that military training is carried out in a sustainable manner, the Canadian Forces have adopted the Manoeuvre Area Planning System which integrates training needs, environmental protection,

rehabilitation and natural resources management. In 1996-97, a Manoeuvre Area Planning System study was completed for CFB Shilo.

- low-level flight training is conducted from Goose Bay, Labrador by various air forces. An independent institute, established in 1996 (with members from aboriginal groups/communities) will conduct research into the ongoing effects of low-level flying, and will assist in defining required mitigation measures. Also, the Institute will perform a valuable role in public education on training activities.

C. Key Reviews

| Department of National Defence | | |
|--------------------------------|--|--|
| Program Activity | Title of review Activity | Description |
| Department-wide | <ul style="list-style-type: none"> ▶ The Report of the Minister of National Defence to the Prime Minister on Leadership and Management in the CF (new) | <ul style="list-style-type: none"> ▶ This report , released to the public on 25 March 1997, contains 100 recommendations (including 35 from the Report of the Special Advisory Group on Military Justice and Military Police Investigation Services). The Department has issued an Action Directive that sets out staff actions, identifies milestones and coordinates the implementation of the combined total of 100 recommendations contained in the two reports. This initiative is fundamental to the renewal of the Canadian Forces and the Department of National Defence ▶ This initiative commenced immediately following the release of the 1994 Defence White Paper with a mandate to develop a new Command and Control and resource management framework for DND and the CF and, through business process reengineering, to seek major efficiencies in the headquarters structures. The initial target was to achieve a 33 per cent reduction of resources committed to headquarters functions across the country. This target was subsequently stretched to 50 per cent. By late 1997, headquarters personnel resources will be reduced by approximately 33 per cent compared to the December 1994 baseline, and work is ongoing to achieve additional economies. Implementation of the plans has commenced and the first elements of the new command structures are now moving into place. The main headquarters changes will take place by the end of 1997, with resource reductions to be fully achieved by 1999. This initiative has had over 20 teams engaged in looking at the complete spectrum of headquarters processes, work and functions. |
| | <ul style="list-style-type: none"> ▶ Management Command and Control Reengineering (MCCR). This initiative encompasses Defence 2000 as well as Operations Excelerate and Renaissance (under way) | |
| | <ul style="list-style-type: none"> ▶ Personnel Reduction Programs (under way) | <ul style="list-style-type: none"> ▶ Audits of two DND-specific downsizing programs have focused on the effectiveness of the planning and implementation of the programs and on the achievement of targeted reductions. The audit of the Civilian Reduction Program is nearing completion and the audit of the Force Reduction Program has been completed. The FRP audit found that the Program had contributed to dramatic personnel reductions in the Canadian Forces and that successive reduction targets were being achieved; at the time of the audit, the personnel strength target for 1999 represented a decrease of 28,800 from that in 1989. Although implementation was not without problems, there was a marked improvement in Program administration since its inception in 1992. |

Department of National Defence - Performance Report for the Period Ending 31 March 1997

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|---|---|--|
| | <ul style="list-style-type: none"> ▶ Use of Simulation in Training (completed) | <ul style="list-style-type: none"> ▶ This Program Evaluation provided a department-wide view of the use of simulation for the CF. As a result of this study, a Departmental strategy and vision for the use of war gaming and simulation in DND will be developed. DND has started the development of architectural, communication and geomatic standards for the use of simulation. |
| Maritime Forces | <ul style="list-style-type: none"> ▶ Canadian Patrol Frigate (under way) [note: this review is being conducted as a Materiel Support Review] | <ul style="list-style-type: none"> ▶ The Canadian Patrol Frigate (CPF) Review is a DND/Public Works and Government Services Canada review that addresses contract management practices and other aspects of the CPF project including security and probity issues. |
| Material Support | <ul style="list-style-type: none"> ▶ Contracted Maintenance Support to the CF (under way) ▶ Testing and Evaluation Function (completed) | <ul style="list-style-type: none"> ▶ This audit of contracted repair and overhaul services, costing approximately \$600M per year, is in the final stages. Based on the audit recommendations, innovations have been undertaken to minimize contractor-held inventories of spare parts and to improve costing information and performance measurement. It is estimated that annual savings of as much as \$35M could eventually result. ▶ This comprehensive study assessed the effectiveness of the departmental Testing and Evaluation (T&E) function. Recommendations to improve the applicable policy and management framework are being considered in current departmental renewal initiatives. |
| Policy Direction and Management Services | <ul style="list-style-type: none"> ▶ Polychlorinated Biphenyls (PCBs) (completed) | <ul style="list-style-type: none"> ▶ Following initial communication of the results of the review, DND has taken aggressive action demonstrating the Department's commitment to the federal government strategy to phase out PCBs, and, as at April 1996, the tonnage of stored PCB wastes had been reduced by 90 per cent. |
| Interdepartmental | <ul style="list-style-type: none"> ▶ Health Care Coordinated Initiative- (HCCI) – CF Vision Care Pilot Project (completed) | <ul style="list-style-type: none"> ▶ This interdepartmental project was initiated by Treasury Board Secretariat, and conducted with varying degrees of participation across several Federal departments. The evaluation demonstrated that coordinating interdepartmental purchases of optical supplies and services under one standing offer agreement has not resulted in intended benefits accruing to DND and CF. As a result of this study, DND participation in the project was cancelled. |

SECTION IV - Appendices

A. Contact for Further Information

General Inquiries: (613) 996-2534

Internet Address: www.dnd.ca

B. Financial Summary Tables

Summary of Voted Appropriations

| Authorities for 1996-97 - Part II of the Estimates | | | | |
|--|---|---------------------------------------|--|---------------------------|
| Financial Requirements by Authority (millions of dollars) | | | | |
| Vote | | 1996-97 Main Estimates | 1996-97 Total Authorities¹ | 1996-97 Actual |
| | Defence Services Program | | | |
| 1 | Operating Expenditures | 7,148.2 | 7,209.2 | 7,109.1 |
| 5 | Capital Expenditures | 2,484.2 | 2,545.5 | 2,429.1 |
| 10 | Grants and Contributions | 172.3 | 300.7 | 290.3 |
| (S) | Minister of National Defence - Salary and motor car allowance | | | |
| (S) | Pensions and annuities paid to civilians | 0.1 | 0.1 | 0.1 |
| (S) | Military pensions | 605.9 | 605.9 | 576.3 |
| (S) | Contributions to employee benefit plans | 144.2 | 144.2 | 149.8 |
| (S) | Spending of proceeds from the disposal of Crown assets | | | 18.2 |
| (S) | Federal Court Awards | | | 0.3 |
| (S) | Collection Agency Fees | | | 0.0 |
| | Total Department | 10,555.0 | 10,805.7 | 10,573.3 |
| 1. Main Estimates plus supplementary estimates. | | | | |

Department of National Defence - Performance Report for the Period Ending 31 March 1997

| Comparison of Total Planned Spending to Actual Expenditures, 1996-97 by Service Line (millions of dollars) | | | | | | | | |
|--|------------------------------|----------------|---|---|---|---|---|-----------------------------------|
| Service Line | Operating¹ | Capital | Voted Grants and Contributions | Subtotal: Gross Voted Expenditures | Statutory Grants and Contributions | Total Gross Expenditures | Less: Revenue Credited to the Vote | Total Net Expenditures |
| Maritime Forces | 1,534.2 | 629.5 | --- | 2,163.6 | --- | 2,163.6 | 24.4 | 2,139.2 |
| | 1,575.1 | 519.9 | --- | 2,095.0 | --- | 2,095.0 | 23.7 | 2,071.3 |
| Land Forces | 2,336.4 | 859.1 | --- | 3,195.5 | --- | 3,195.5 | 155.7 | 3,039.8 |
| | 2,277.4 | 882.6 | --- | 3,159.9 | --- | 3,159.9 | 165.0 | 2,994.9 |
| Air Forces | 2,258.4 | 480.9 | --- | 2,739.3 | --- | 2,739.3 | 176.0 | 2,563.3 |
| | 2,137.3 | 556.2 | --- | 2,693.5 | --- | 2,693.5 | 163.0 | 2,530.5 |
| Joint Operations and Civil Emergency Preparedness | 301.1 | 37.8 | --- | 338.9 | --- | 338.9 | 4.1 | 334.8 |
| | 266.2 | 22.5 | --- | 288.7 | --- | 288.7 | 3.5 | 285.2 |
| Communications and Information Management | 281.4 | 94.7 | --- | 376.1 | --- | 376.1 | 3.3 | 372.8 |
| | 306.3 | 63.8 | --- | 370.1 | --- | 370.1 | 3.0 | 367.0 |
| Support to the Personnel Function | 599.4 | 64.4 | --- | 663.8 | 17.3 | 681.1 | 20.9 | 660.2 |
| | 764.1 | 118.2 | --- | 882.3 | 17.8 | 900.1 | 19.0 | 881.0 |
| Material Support | 676.6 | 296.5 | --- | 973.1 | --- | 973.1 | 5.1 | 968.0 |
| | 613.5 | 255.4 | 0.1 | 869.0 | --- | 869.0 | 4.9 | 864.1 |
| Policy Direction and M a n a g e m e n t Services | 301.6 | 21.3 | 172.3 ² | 495.2 | --- | 495.2 | 18.4 | 476.9 |
| | 297.7 | 10.7 | 290.3 | 598.7 | --- | 598.7 | 19.7 | 579.0 |
| Totals | 8,289.1 | 2,484.2 | 172.3 | 10,945.6 | 17.3 | 10,962.9 | 407.9 | 10,555.0 |
| | 8,237.7 | 2,429.1 | 290.4 | 10,957.2 | 17.8 | 10,974.9 | 401.7 | 10,573.3 |
| Other Revenues and Expenditures | | | | | | | | |
| Revenue credited to the Consolidated Revenue Fund | | | | | | | | (96.4) |
| | | | | | | | | (110.3) |
| Cost of services provided by other departments | | | | | | | | 852.2 |
| | | | | | | | | 852.2 ³ |
| Net Cost of the Program | | | | | | | | 11,310.8 |
| | | | | | | | | 11,315.2 |
| Notes: 1. Shaded numbers denote actual expenditures/revenues in 1996-97. | | | | | | | | |
| 2. Operating includes contributions to employee benefit plans and ministers' allowances | | | | | | | | |
| 3. Transfer Payments associated with Emergency Preparedness Canada are incorporated into the figures for Policy Direction and Management Services for 1996-97 in accordance with the presentation contained in Estimates documents and the Public Accounts for that year. | | | | | | | | |
| 4. Forecast only. | | | | | | | | |

Department of National Defence - Performance Report for the Period Ending 31 March 1997

| Comparison of Total Planned Spending to Actual Expenditures, 1996-97 by Organization and Service Line (millions of dollars) | | | | | |
|--|---|--|-----------------------------|--|----------------------|
| Defence Services Program | | | | | |
| Service Line | Service Line Operating Budgets | Military Pay, Allowances and Military and Civilian EBP* | Materiel Support | Centrally Collected Revenue | Net Total |
| Maritime Forces | 578.5 | 590.7 | 994.4 | (24.4) | 2,139.2 |
| | 631.7 | 602.5 | 860.8 | (23.7) | 2,071.3 |
| Land Forces | 756.6 | 1,194.9 | 1,244.0 | (155.7) | 3,039.8 |
| | 847.5 | 1,091.4 | 1,221.0 | (165.0) | 2,994.9 |
| Air Forces | 742.8 | 917.2 | 1,079.3 | (176.0) | 2,563.3 |
| | 762.5 | 889.5 | 1,041.5 | (163.0) | 2,530.5 |
| Joint Operations and Civil Emergency Preparedness | 108.0 | 169.7 | 66.2 | (4.1) | 339.7 |
| | 123.0 | 124.9 | 40.9 | (3.5) | 285.2 |
| Communications and Information Management | 88.2 | 138.5 | 149.3 | (3.3) | 372.8 |
| | 121.9 | 155.5 | 92.6 | (3.0) | 367.0 |
| Support to the Personnel Function | 184.3 | 389.5 | 107.2 | (20.9) | 660.2 |
| | 264.0 | 498.9 | 137.1 | (19.0) | 881.0 |
| Material Support | 298.2 | 215.9 | 459.0 | (5.1) | 968.0 |
| | 302.7 | 179.9 | 386.3 | (4.9) | 864.1 |
| Policy Direction and Management Services | 286.9 | 145.0 | 58.6 | (18.4) | 472.0 |
| | 411.6 | 138.8 | 48.2 | (19.7) | 579.0 |
| Totals | 3,043.4 | 3,761.5 | 4,158.0 | (407.9) | 10,555.0 |
| | 3,465.0 | 3,681.4 | 3,828.5 | (401.7) | 10,573.3 |
| % of Total | 32.8% | 34.8% | 36.2% | -3.8% | |
| Notes: 1. Shaded numbers denote actual expenditures/revenues in 1996-97. | | | | | |
| 2. Budgets for minor construction and equipment projects were included in Materiel Support in the 1996-97 Estimates. Spending for these projects (\$ 252.2 million) is now included in the Operating Budgets column as these funds have since been decentralized. | | | | | |
| 3. Transfer Payments associated with Emergency Preparedness Canada are incorporated into the figures for Policy Direction and Management Services for 1996-97 in accordance with the presentation in Estimate documents and the Public Accounts. | | | | | |

C. Supplementary Information

1. Transfer Payments by Service Line

| Transfer Payments by Service Line (millions of dollars) | | | | | |
|--|---------------------------|---------------------------|---------------------------|--------------------------------------|---------------------------|
| Service Lines | Actual 1993-94 | Actual 1994-95 | Actual 1995-96 | Total Planned 1996-97 | Actual 1996-97 |
| GRANTS | | | | | |
| Maritime Forces | | | | | |
| Land Forces | | | | | |
| Air Forces | | | | | |
| Joint Operations and Civil Emergency Preparedness | | | | | |
| Communications and Information Management | | | | | |
| Support to the Personnel Function | 0.1 | 0.1 | 0.2 | 0.1 | 0.1 |
| Material Support | | | | | |
| Policy Direction and Management Services | 3.1 | 6.2 | 10.4 | 4.8 | 10.5 |
| Total Grants | 3.2 | 6.3 | 10.6 | 4.9 | 10.6 |
| CONTRIBUTIONS | | | | | |
| Maritime Forces | | | | | |
| Land Forces | | | | | |
| Air Forces | | | | | |
| Joint Operations and Civil Emergency Preparedness | | | | | |
| Communications and Information Management | | | | | |
| Support to the Personnel Function | 24.0 | 17.3 | 19.0 | 17.2 | 17.8 |
| Material Support | | | | | |
| Policy Direction and Management Services | 189.5 | 186.2 | 184.5 | 167.5 | 279.7 |
| Total Contributions | 213.5 | 203.5 | 203.5 | 184.7 | 297.5 |
| Total Transfer Payments | 216.7 | 209.8 | 214.1 | 189.6 | 308.1 |
| Transfer payments associated with Emergency Preparedness Canada are incorporated into the figures for Policy Direction and Management Services for 1996-97 in accordance with the presentation contained in Estimates documents and the Public Accounts for that year. | | | | | |

2. Statutory Payments by Service Line

| Departmental Statutory Payments by Service Line (millions of dollars) | | | | | |
|--|---------------------------|---------------------------|---------------------------|--------------------------------------|---------------------------|
| Service Lines | Actual 1993-94 | Actual 1994-95 | Actual 1995-96 | Total Planned 1996-97 | Actual 1996-97 |
| Maritime Forces | 121.7 | 120.9 | 118.5 | 128.6 | 123.7 |
| Land Forces | 193.0 | 210.5 | 214.1 | 225.7 | 215.3 |
| Air Forces | 204.3 | 184.5 | 167.9 | 169.2 | 158.6 |
| Joint Operations and Civil Emergency Preparedness | 30.5 | 33.1 | 25.5 | 32.4 | 30.0 |
| Communications and Information Management | 30.4 | 33.4 | 31.4 | 25.4 | 29.6 |
| Support to the Personnel Function | 136.3 | 129.2 | 129.7 | 91.9 | 112.8 |
| Material Support | 84.5 | 80.7 | 59.3 | 52.7 | 52.0 |
| Policy Direction and Management Services | 27.1 | 22.1 | 22.7 | 24.3 | 22.8 |
| Total | 827.7 | 814.5 | 769.1 | 750.2 | 744.7 |

3. Accounting for Peacekeeping Costs

The following table provides the details on the full and incremental costs of peacekeeping and related operations. The full cost includes civilian and military salaries, allowances and benefits; special equipment purchases; the cost of moving and sustaining personnel and equipment; equipment depreciation; and special training costs.

Incremental cost is derived by excluding certain cost components - such as salaries, equipment depreciation and some equipment operating costs - which would have been incurred in the course of normal training and domestic operations. As such, the incremental cost is the additional cost to the Department of National Defence of undertaking the operation.

The Government of Canada is reimbursed, to a certain extent, by the UN for personnel costs (a monthly sum per person authorized by the UN), some preparation costs, transportation to and from the mission area, depreciation on contingent equipment, and death and disability payments.

Cost of Peacekeeping and Related Operations by Operation (in million dollars)

| United Nations Operations (Unless otherwise indicated) | FORECAST 1996-97 | | | ESTIMATE 1997-98 | | |
|---|---------------------|--------------|-------------------------|---------------------|--------------|-------------------------|
| | Full Cost | Inc. Cost | Estimated UN Revenue | Full Cost | Inc. Cost | Estimated UN Revenue |
| Croatia (UNCRO - CANBAT I)) | 2.2 | 2.2 | 10.0 | | | 12.0 |
| Bosnia-Herzegovina (UNPROFOR - CANBAT II) | 6.1 | 6.1 | 10.0 | | | 12.0 |
| Croatia (UNPF - CANLOGBAT and others) | 2.1 | 2.1 | | | | |
| Sarajevo Airlift (UNHCR) | 0.2 | 0.2 | | | | |
| Adriatic (OP SHARP GUARD) | 17.0 | 2.8 | | | | |
| Balkans (OP ALLIANCE-IFOR) | 112.0 | 36.4 | | 3.6 | 3.6 | |
| Bosnia (OP PALLADIUM) | 113.0 | 26.4 | | 168.3 | 58.8 | |
| Cambodia (CMAC) | 0.5 | 0.2 | | 0.5 | 0.2 | |
| Nagorno Karabakh (OSCE) | 0.4 | 0.1 | | | | |
| India/Pakistan (UNMOGIP) | 0.1 | 0.0 | | 0.1 | 0.0 | |
| Golan Heights (UNDOF) | 24.2 | 3.9 | 4.3 | 24.2 | 3.9 | |
| Sinai (MFO) | 3.0 | 0.9 | 0.4 | 2.7 | 0.9 | |
| Middle East (UNTSO) | 1.4 | 0.6 | | 1.4 | 0.6 | |
| Iraq (UNSCOM) | 0.5 | 0.2 | | 0.5 | 0.2 | |
| Kuwait (UNIKOM) | 0.6 | 0.2 | | 0.5 | 0.2 | |
| Cyprus (UNFICYP) | 0.0 | 0.0 | | 0.0 | 0.0 | |
| Persian Gulf (MIF) | 2.0 | 2.0 | | | | |
| Arabian Gulf (OP PREVENTION) | 15.1 | 0.5 | | 26.4 | 2.1 | |
| Rwanda (UNAMIR II) | 0.6 | 0.6 | 1.0 | | | |
| Rwanda (OP ASSURANCE) | 40.5 | 14.5 | | | | |
| Haiti (UNMIH II) | 4.0 | 2.0 | | | | |
| Haiti (OP STANDARD) | 52.0 | 20.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Haiti (OP STABLE I) | 45.0 | 12.0 | 5.0 | 3.0 | 3.0 | 3.0 |
| Haiti (OP STABLE II) | 52.0 | 13.0 | 3.0 | 26.0 | 6.0 | 5.0 |
| Haiti (OP STABLE III) | | | 0.0 | 26.0 | 10.0 | 1.0 |
| Totals | 494.5 | 146.9 | 34.7 | 283.2 | 89.5 | 33.0 |

Annex A - Reserve Force

RESERVE FORCE

ROLE

The 1994 Defence White Paper defined the primary role of the Reserve Force as augmentation, sustainment and support of deployed forces. In addition, the Reserve Force enhances the capability of the Regular Force and supports its ongoing peacetime tasks and activities.

DESCRIPTION

The Reserve Force is a component of the Canadian Forces and consists of officers and non-commissioned members who are enrolled for other than continuing full-time military service. The sub-components of the Reserve Force are:

- the Primary Reserve;
- the Supplementary Reserve;
- the Cadet Instructors' Cadre; and
- the Canadian Rangers.

The elements of the Primary Reserve are the Naval Reserve, Militia, Air Reserve, and Communication Reserve. In addition, 266 members of the Reserve Force are assigned specialized tasks directly with a Command or National Defence Headquarters rather than in a Reserve unit.

The members of the Supplementary Reserve are not required to perform duty or training except when on active service. They provide a pool of personnel with previous military service who could be recalled in an emergency. Civilian specialists are also enrolled when there is a defined need.

The Cadet Instructors' Cadre consists of officers who have undertaken to perform such military duty and training as may be required of them, but whose primary duty is the supervision, administration and training of Sea, Army and Air Cadets. The Cadet Instructors' Cadre is the Reserve component of the Canadian Cadet Organization through which the Canadian Cadet program is delivered. Financial requirements for the Cadet Instructors' Cadre are included in the Canadian Cadet Program requirements.

The Canadian Rangers is a separate sub-component of the Reserve Force. It consists of unpaid volunteers who hold themselves in readiness for service but who are not required to undergo annual training. Rangers must be in good health and must be able to live effectively off the land. The role of the Canadian Rangers is to provide a military presence in sparsely settled, northern, coastal and isolated areas of Canada which cannot conveniently or economically be covered by other elements of the Canadian Forces.

Annex A - Reserve Force

THE PRIMARY RESERVE

Naval Reserve

The Naval Reserve consists of twenty four divisions located across Canada with its headquarters in Quebec City, Quebec, and under command of the Chief of the Maritime Staff. The Naval Reserve authorized manning level is 4,000 to 5,000 personnel. The primary role of the Naval Reserve is Maritime Coastal Defence and the provision of crews for the twelve Maritime Coastal Defence Vessels. In addition, Naval Reservists are responsible for Harbour Defence, Naval Control of Shipping and augmentation of the fleet.

Training for the Maritime Coastal Defence task includes coastal surveillance and patrol, and mine countermeasures activities such as route survey (ocean floor mapping), mechanical mine sweeping and seabed object inspections. Many of the vessels used for the coastal defence task are 40 years old and are being replaced by the 12 Maritime Coastal Defence Vessels. The new vessel has a multi-role capability in coastal surveillance and defence including a limited mine countermeasures capability.

The Harbour Defence task provides for the defence of ports and anchorages and their immediate approaches in times of crisis. It includes provisions for port safety and security, harbour patrols and interdepartmental operations. The harbour defence organization consists of four units, two per coast. Each team is supported by a diving inspection team. Rigid hull inflatable boats are used to conduct the harbour control activities.

The Naval Control of Shipping task provides a contingency capability to place merchant shipping under government control and, if necessary, naval protection. The Naval Control of Shipping organization consists of four regional teams, two per coast.

Militia (Army Reserve)

The Militia structure, aligned under the Land Force Area concept, is organized into ten Militia Brigades with a manning level of 18,500 to 20,500 personnel. There are a total of 133 Reserve units and ten Brigade Headquarters under the command of the Chief of the Land Staff.

The Militia is charged with both war and peacetime missions. In war, units, sub-units or individuals provide augmentation to the Regular Force component, and serve as a base for mobilization and trained reinforcements. In peacetime, the Militia augment Land Force operational deployments; troops and support are provided for peacekeeping and aid to the civil power operations; and support is provided to national development projects including ceremonial representation for events such as Remembrance Day.

Air Reserve

The role of the Air Reserve is to enhance the national emergency capability of the Air Force and to support the Regular component in ongoing peacetime tasks. The Air Reserve manning level is

Annex A - Reserve Force

3,000 to 5,000 personnel comprised of three squadrons, nineteen Air Reserve Augmentation Flights and four Air Engineering Squadrons. The Air Reserve is commanded by the Chief of the Air Staff.

With the exception of Aerospace Controller, Air Weapons Controller, Flight Engineer and the associated technicians, all other air environment trades are available to Reservists. Most of the pilots are former Regular Force pilots as the pilot training program is not generally conducive to part-timers (although there are exceptions). The Air Reserve recruiting policy targets occupationally qualified personnel, primarily directing recruitment at former members of the Regular Force. The second priority is to attract civilian candidates whose qualifications equate to those of the required military trades. This approach limits the training requirements to the development of basic recruit skills.

Most Air Command Wings, Squadrons and Flights have or will soon be consolidated as units comprised of both Regular Force and Reserve Force personnel. The cost to operate these establishments varies only by the employment patterns of its members. The Air Reserve component of these units keeps the cost affordable, while the mix of Regulars and Reserves allows the optimization of readiness and sustainment levels needed to fulfil the Air Command mandate.

Many Air Reservists have assisted in recent UN operations, providing relief to Regular Force support personnel, and air and ground crews.

Communication Reserve

Communication Reserve, under command of the Defence Chief Information Officer, consists of 23 units across Canada with a manning level of 1,000 to 1,500 personnel. The role of the Communication Reserve is to provide combat capable augmentees to meet tactical and strategic command, control and information systems missions and to provide communication services. The Communication Reserve provides both individual and small formed detachments to augment the Regular Force.

Communication reservists have made a significant contribution to command and control information systems missions over the past three decades. There are more than one hundred members of the Communication Reserve who are employed on full-time service in support of Defence Information Services Organization missions performing such functions as communication centre operators, technicians and linemen.

THE CANADIAN RANGERS

Operational control of the Rangers is delegated to the Commander Canadian Forces Northern Area and to the Chief of the Land Staff (who has further delegated control to Commanders of Land Force Areas). The Rangers are organized into one hundred and thirty patrols located across British Columbia, Yukon Territory, the Northwest Territories, Alberta, Manitoba, Ontario, Quebec and Newfoundland. The Rangers perform their tasks without pay, providing a military

Annex A - Reserve Force

presence in remote areas in support of sovereignty. The appropriate rate of Reserve pay is paid for local training exercises, ground search and rescue and participation in other Canadian Forces exercises where they act as guides, advisors and survival instructors.

RESOURCE SUMMARY

The Reserve Force provides funding to other activities in addition to the support of the Reserve elements. This includes the Ceremonial Guard, the Canadian Forces Small Arms Competition, and the Compagnie Franche de la Marine. It should also be noted that the Reserve Force pay structure, pay levels and benefits are very different from that of the Regular Force. The Reserve Force member is paid at a lower rate than his/her Regular Force counterpart (approximately 67%); additionally, there is no pension plan or severance package in place, for either full or part-time reservists. A new compensation and benefits structure is being developed to address some of these issues and it is expected that Treasury Board approval will be received shortly.

Primary Reserve Full Cost Estimate

The Primary Reserve accounts for approximately 9.6% of the total Defence Services Program. The expenditures are divided into four categories, namely: direct, indirect, attributed and capital. This method of reporting is intended to provide greater clarity on the make up of the total costs of the Primary Reserve.

Direct operating expenditures include funds specifically budgeted for the Primary Reserve such as pay, travel and goods and services which are locally procured. Indirect operating expenditures reflect the Primary Reserve share of Departmental resources which are controlled centrally. Included are ammunition, equipment operating costs, clothing and the cost of maintaining facilities such as armouries. Attributed expenditures are Departmental overhead costs which are allocated, for reporting purposes, to all activities including the Primary Reserves. In reality, these costs do not vary directly as a function of activity and would largely be incurred whether the Primary Reserve existed or not. Capital expenditures are shown for the year in which payments have been made, and do not reflect an amortization of cost over the life of the asset. As such, the capital expenditures can vary significantly from one year to the next, depending on priorities established within the capital equipment plan.

Annex A - Reserve Force

RESOURCE SUMMARY

| (\$000) | | | |
|------------------------------------|--|--------------------|--------------------|
| Category of Expenditure | 1994-95 Actuals | 1995-96 Actuals | 1996-97 Actuals |
| Reserve Pay | 223,938 | 211,530 | 214,647 |
| Regular Support Staff | 96,047 | 97,965 | 101,612 |
| Reserve Operating Budgets | 26,235 | 27,824 | 27,927 |
| Subtotal Direct | 346,220 | 337,319 | 344,185 |
| Ammunition | 33,581 | 39,075 | 31,133 |
| Equipment Usage | 55,803 | 57,545 | 59,704 |
| Clothing | 14,853 | 17,496 | 17,941 |
| Facility Operating | 25,215 | 28,269 | 28,831 |
| Subtotal Indirect | 129,452 | 142,385 | 137,609 |
| Base Support | 103,947 | 104,595 | 103,673 |
| Training | 4,460 | 4,476 | 4,644 |
| Subtotal Attributed | 108,407 | 109,071 | 108,316 |
| Subtotal Primary Reserve | | | |
| Operating | 584,079 | 588,775 | 590,110 |
| Dedicated Capital | 31,375 | 45,628 | 54,137 |
| Shared Capital | 180,598 | 329,822 | 300,956 |
| Subtotal Capital | 211,973 | 375,450 | 355,093 |
| Total Primary Reserve Costs | 796,052 | 964,225 | 945,204 |
| Notes: | | | |
| FY 94/95 | FY 94/95 numbers in chart above taken from file 95185B (Estimates 96-97) In FY 94/95, ammunition was reported as part of capital and clothing as part of equipment. In order to maintain consistency with current format, ammunition and clothing were pulled from capital and equipment and displayed in their own category. | | |
| FY 95/96 | Information for FY 95/96 taken from 1997-98 Estimates page 4-123. | | |
| FY 96/97 | New costing 96/97. | | |

Annex B - Canadian Cadet Program

CANADIAN CADET PROGRAM

Objective

The objective of the Canadian Cadet Program is to develop in young men and women the attributes of good citizenship and leadership, promote their physical fitness, and stimulate their interest in the sea, land and air activities of the Canadian Forces.

Mandate

The Canadian Forces, in accordance with Section 46 of the *National Defence Act*, will control and supervise the Canadian Cadet Organizations (Royal Canadian Sea Cadets, Royal Canadian Army Cadets and Royal Canadian Air Cadets) in the implementation of the Cadet Program. In carrying out this responsibility, the Canadian Forces shall take into account the known policies and objectives of the Cadet Leagues and local sponsors, and shall cooperate with them to the fullest extent possible.

Vision

The Canadian Forces working with the other stakeholders embrace the following:

- a. a results-oriented and cost-effective Canadian Cadet Organization which makes optimum use of entrusted resources to achieve program aims;
- b. a dynamic, innovative Canadian Cadet Organization committed to excellence, continuous improvement and mutual respect; and
- c. a culture which is responsive to change and restraint, reflects the values of Canadian society and meets the needs of the Canadian Cadet Organization.

Management Principles

While respecting the mandate and capabilities of all partners, the management structure and practices will be based on service, empowerment, innovation and accountability. To this end the Canadian Cadet Organization will:

- a. promote consultation, communication, participation and innovation as the foundation of our leadership and human resource management practices;
- b. delegate increased authority and permit greater managerial flexibility at all levels, balanced by attendant accountability for results and the manner in which they are achieved;
- c. encourage innovative decision-making and accept increased risk management, guided by the values of good citizenship and the military ethos;

Annex B - Canadian Cadet Program

- d. foster continuous improvement in results and efficiency, and promote a service orientation in accomplishing the tasks;
- e. adopt accountability-oriented planning and resource management which link objectives and activities with resources, make costs visible, and identify results achieved; and
- f. foster more cost-effective and competitive activities by confirming the value-added practices, exploring service delivery options, considering commercial standards, and giving users of internal services increased choice and responsibility.

Structure and Roles

The Canadian Cadet Program is the only federally sponsored national youth training program for 12-18 year-old girls and boys in Canada. The program is conducted in partnership with the Navy League, Army Cadet League and Air Cadet League, which provide local sponsors for each corps or squadron. The Department of National Defence provides Regular Force and Primary Reserve support as well as the Cadet Instructors' Cadre, who are charged with the supervision, administration and training of the cadets.

Performance Expectations

Approximately 60,000 girls and boys in the Cadet Program will benefit from the training given or organized by some 1,100 cadet corps or squadrons, 610 cadet bands, 28 summer camps and various gliding, sailing and land training schools and centres located across the country. This training will develop in young men and women the attribute of good citizenship and leadership, promote their physical fitness, and stimulate their interest in the sea, land and air activities of the Canadian Forces. During 1996-97, the indirect costs of the Canadian Cadet Program, such as base support costs for the maintenance of facilities, centralized logistic services and civilian wages in support of the Cadet Program, were determined to provide overall visibility to the total cost of the Program. These costs will be reported in future Expenditure Plans and adjustments will be made to ensure that the funds are equitably distributed across the country.

Annex B - Canadian Cadet Program

Resource Summary

The funding allocations to the Canadian Cadet Program amount to \$95.6 million or 0.9% of the total Defence Services Program. The summary below outlines how that funding was allocated.

| <u>National Defence Cadet Program Expenditures</u> | | | | |
|--|-------------------|-------------------|---------------------|-------------------|
| ((\$000)) | Actual 1994/95 | Actual 1995/96 | Forecast 1996/97 | Actual 1996/97 |
| Personnel 48,110 | 41,109 | 41,540 | | 44,508 |
| Operating 46,933 | 17,231 | 18,954 | | 17,279 |
| Sub-Total 95,043 | 58,340 | 60,494 | | 61,789 |
| Grants | 615 | 615 | 615 | 615 |
| TOTAL | 58,955 | 61,109 | | 62,402 |
| | | | | 95,658 |

Performance Accomplishments

More than 60,000 cadets benefited from Local HQ Training (training within the community) and 21,000 of these cadets attended summer training courses across the country. Also, as planned, most of the indirect Costs (those costs which were previously part of Command budget Allocations) totaling some \$35M were identified and given visibility by being included in the CCO account. This explains why the expenditure figure exceeds the initial forecast amount.

Annex C - National Search and Rescue Program

NATIONAL SEARCH AND RESCUE PROGRAM

Section 1: Message from the Executive Director

Canada boasts one of the most effective national search and rescue (SAR) programs in the world despite the daunting challenges created by its expansive size, vast ocean areas of responsibility, varied terrain and harsh climate. The cornerstones of Canadian SAR strength are based on cooperation, expertise and the myriad facets of multi-jurisdictional partnerships. In the face of challenges of dwindling resources and restraints which pose immediate and future threats to the integrity of the existing SAR capability, quality SAR services continued to be provided in FY 1996-97.

In the past year, there have been several distinct accomplishments which should, over time, increase the effectiveness, efficiency and economy of search and rescue services in Canada. Federal SAR departments are continuing efforts to meet Government requirements to streamline operations and focus on direct benefits to clients.

The accomplishments and considerations listed below re-emphasize the reality that in a country as vast as Canada, cooperation and coordination between and amongst a variety of public and private sector organizations and individuals is essential and critical for the National Search and Rescue Program (NSP) to function.

Development of the National Search and Rescue Program

- The Department of Fisheries and Oceans (DFO) formalized its support of its volunteer base through the incorporation of the Coast Guard Auxiliary National Council; and renamed the Canadian Marine Rescue Auxiliary (CMRA) to the Canadian Coast Guard Auxiliary (CCGA).
- DFO completed the merging and restructuring of the DFO/CCG fleet; and established five regional Offices of Boating Safety.
- The Interdepartmental Committee on Search and Rescue (ICSAR) approved six strategic needs for the New SAR Initiatives Fund (NIF) which were identified in the NIF Effectiveness Study: further integration of the NSP; development of data and information; prevention; research and development; volunteers; and response.
- 102 projects, sponsored by CH (8); EC (17); DFO (34); DND (25); NSS (3); RCMP (12); TC (1), received funding under the New SAR Initiatives Fund (56 new and 46 continuing) (value of \$6.1 M) to enhance prevention and improve Canadian SAR capability.
- ICSAR agreed to assign greater priority to coordinating and planning SAR prevention activities.
- The National Ground Search and Rescue Council of Canada was created, and is comprised of provincial and territorial representatives in SAR. It is the first organization of these SAR authorities in Canada.
- The Search and Rescue Volunteers Association of Canada (SARVAC) was formed. SARVAC is a distinct association of Ground SAR volunteers in Canada, comprised of representatives of Ground SAR volunteers in each province and territory. SARVAC sits as a non-voting member of the Ground SAR Council of Canada, as does NSS and RCMP.

Training and competence development

- Parks Canada revised its Visitor Risk Management Handbook and provided training on Visitor Risk Management in three Regions, including a train-the-trainer session for Visitor Risk Management Instructors; 17 of 38 national parks and 13 national historic sites completed Public Safety Plans.

Annex C - National Search and Rescue Program

- A National Ground Search and Rescue Manual was developed to assist in the standardization of training for volunteers.
- Training efforts continued at both the federal and volunteer levels to improve capability.
- The NSS sponsored its fifth SARSCENE workshop and trade show, for the first time in partnership with a volunteer organization (the Nova Scotia Ground SAR Organization) in which providers, customers, stakeholders and others participated. Sessions were offered to improve expertise and exchange information both on the national and international level.
- Mr. Mike Daniels, President, CASARA, received the Outstanding Search and Rescue Achievement Award for his efforts in establishing CASARA and for his outstanding contribution to SAR over the years.
- The Volunteers Review Study confirmed the long standing partnership between the federal government and SAR volunteers has been a cost beneficial investment.
- Transport Canada developed a multi-modal safety management model to provide national standards for delivery by its regional offices to clients across the country; and Canada's aviation regulations were written to emphasize controlling aviation risk.

Market development

- The NSS encouraged alliances with partners to reduce duplication, increase cost-effectiveness and improve level of service.
- Revenues from the SARSCENE workshop participants and trade show registrations, and from SARSCENE, the NSS's quarterly magazine (which began selling advertising in January 1996) assisted to offset expenses.
- The NSS expanded and improved its Web-site to both advertise upcoming events, and to provide and exchange information.

Data information management and technology advances

- Environment Canada implemented a new and versatile numerical model which provides accurate environmental parameters for use by forecasters.
- Discussions have begun concerning the consolidation of all beacon registries into one, and the single registry is expected to be operational in FY 1997-98.

Financial considerations

- All SAR organizations experienced cut backs in resources, some up to 50 percent. This posed additional challenges to the present level of service both mandated and demanded. This resource reduction is expected to continue to impact on SAR services in the future. Efforts will be made to maintain the level of service.

Difficulties

- Collection of data on SAR incidents continues to improve and requires more commitment from SAR providers and standardization of reporting procedures.
- Loss of personnel with SAR expertise and corporate knowledge will continue to be a problem as staff leave and budgets are reduced.
- While all SAR practitioners are increasingly aware of applying better business practices to their work, SAR does not readily lend itself to developing and introducing one sole efficiency model.
- Cost recovery as a means of lowering the cost of federal SAR services, together with focused efforts to lower the costs of operations, remains an issue of concern and discussion for ICSAR. Principles of Cost Recovery have been agreed by ICSAR, subject to legal review, and the adoption of a policy of federal departments not charging individuals for SAR services after the event is a distinct possibility.

Annex C - National Search and Rescue Program

Section II: National Search and Rescue Program Overview

The National Search and Rescue Program (NSP) is a distinct program of government, with overall authority, responsibility and accountability for coordination of the Program being delegated to the Lead Minister for Search and Rescue (LMSAR) (the Minister of National Defence). The National SAR Secretariat (NSS), and the Interdepartmental Committee for Search and Rescue (ICSAR) provides direct independent support to the LMSAR for the management and conduct of the National Search and Rescue Program. ICSAR is composed of representatives of the following federal departments: Department of Canadian Heritage (Parks Canada); Department of Environment Canada (Atmospheric Environment Program); Department of Fisheries and Oceans (Canadian Coast Guard); Department of National Defence: Solicitor General (Royal Canadian Mounted Police) and Department of Transport. Ontario and Quebec SAR activities are coordinated by the Ontario Provincial Police and Sûreté du Québec respectively.

Non-federal involvement in the NSP includes the participation of each province and territory, their respective police authorities and a broad base of trained volunteer organizations. The Royal Canadian Mounted Police (RCMP), while an arm of the Department of the Solicitor General, continues to coordinate the majority of ground and inland water SAR, and perform the SAR function as a provincial or municipal police force under contract.

The objective of the NSP is to save lives by enhancing SAR prevention and provide, throughout Canada's accepted areas of responsibility, effective and affordable SAR services.

The multi-jurisdictional membership of the NSP poses challenges of negotiation and consensus building. ICSAR, the ICSAR Sub-committees and the provinces/territories continue to discuss the development of a strategic direction for SAR which will preserve and improve appropriate levels of SAR efficiency, effectiveness and economy as budgets decrease.

National Search and Rescue Secretariat Overview

During 1996-97, the organization was operating under a new structure which was 25 percent smaller than previously. The NSS supports Federal and Non-federal SAR programs with the following key areas of activity: Federal Coordination, Non-federal SAR Program, Program Review and Client Services.

Department of Canadian Heritage - Parks Canada Overview

Parks Canada's mandate is to commemorate, protect and present significant examples of natural and cultural heritage. Parks Canada is responsible for the planning, coordination, accident prevention and delivery of services in 38 national parks, 4 national marine parks and reserves, 131 national historic sites and 7 historic canals within 270,000 square kilometres with field units in all regions of Canada.

Parks Canada assists the Canadian Coast Guard (CCG) search and rescue response in marine areas bordering national parks, and provides marine accident prevention programs in areas of water and vessel safety, beach patrol and navigation.

Parks Canada's SAR program falls under the Use and Enjoyment Business line and includes all work related to the provision of public safety through: risk assessments and risk control measures; accident prevention programs, plans and policies; and information and advice to assist visitors to national parks, national marine conservation areas and reserves, national historic sites and historic canals.

Annex C - National Search and Rescue Program

Environment Canada Overview

Environment Canada's (EC) mandate includes the provision of providing weather forecast and warnings to help Canadians safeguard their lives and properties.

EC involvement in SAR activities comes under its Safety from Environmental Hazards business line. The objectives of this business line are to provide weather and environmental predictions, as well as timely and accurate warnings of severe weather events and, to prevent or reduce the frequency, severity and environmental consequences of emergencies which affect Canada.

Environment Canada (EC) delivers up-to-date weather, hydrological, sea-state and ice information and services for the enhanced prevention of marine, air and land search and rescue incidents as well as for search and rescue (SAR) mission support.

To forecast the weather, it is essential to first analyse the present state of the atmosphere and its recent evolution. This is accomplished through the Department's weather observing network, supplemented by data received from other countries via the Global Telecommunication System of the World Meteorological Organization.

The Department also operates an integrated program of meteorological research and development (R&D) to better understand atmospheric phenomena and to develop more efficient and reliable techniques and technology, such as state-of-the-art numerical weather prediction models, procedures to use super-computers to their full capacity, and powerful workstations used to produce and deliver weather services. This sustained effort resulted in the development of CANSARP vector drift model in use by the Marine Rescue Sub-Centres (MRSCs) and, of the CANERM (Canadian Environmental Response Model) volcanic ash dispersion model in direct support to the aviation industry to alert aviators of the movement, altitude and intensity of hazardous volcanic ash plume.

Department of Fisheries and Oceans - Canadian Coast Guard Overview

The objectives of the Canadian Coast Guard (CCG) SAR Program are to:

- save 100 percent of lives at risk;
- reduce the number and severity of SAR incidents;
- minimize loss of life, injury, property damage and risk to the environment;
- support and involve the Canadian Coast Guard Auxiliary (CCGA);
- maintain the highest professional standards;
- provide national leadership and effective SAR program management;
- provide international SAR leadership;
- maximize SAR system efficiency through innovation;
- promote volunteers;
- increase awareness of the SAR program;
- assist in the development of the NSP;
- foster co-operative SAR agreements; and
- provide humanitarian and civil assistance where possible.

These objectives will help provide an effective SAR service for all those at risk in Canada's marine environment.

Annex C - National Search and Rescue Program

On April 1, 1995, the CCG merged with the Department of Fisheries and Oceans (DFO). The CCG was given administrative control over the former DFO fleet. Fleet restructuring has reduced the combined fleets to a size only slightly larger than the old CCG fleet. Many new methods of delivering some programs have been implemented along with reductions in other programs. Throughout, search and rescue remained as the highest priority of the CCG and DFO. The CCG continues to monitor SAR program delivery as fleet restructuring plans continue. Cross training of personnel and multi-tasking modifications to vessels continue in order to develop a more multi-capable fleet.

The CCG relies on approximately 3,400 members and 1,300 vessels of the Auxiliary to augment its maritime SAR capability. Additional funding will be required for these new enhanced activities.

The CCG conducts an extensive prevention program directly targeting those most commonly involved in SAR incidents. On this basis, target populations are identified and this program is carried out through collaborative efforts between the CCG and various national volunteer groups. Funds are used to conduct safety demonstrations, to carry out courtesy examinations, to produce educational marine safety video tapes and advertisements, to provide direct contact through a boating safety toll-free telephone line (1-800-267-6687) and to provide publications such as the Safe Boating Guide and the Small Fishing Vessel Safety Manual.

The CCG, through the Office of Boating Safety (OBS), has lead responsibility for recreational boating safety through regulatory and non-regulatory prevention activities. The Office of Boating Safety conducts an extensive prevention program, directly targeting those most commonly involved in SAR incidents. On this basis, target populations are identified and this program is carried out through collaborative efforts between the CCG and various volunteer groups. Funds are used to conduct safety demonstrations; to carry out courtesy examinations; to produce educational marine safety video tapes and advertisements; to provide direct contact through a toll-free telephone line for marine retailers; and to provide publications such as the Safe Boating Guide and Small Fishing Vessel Safety Manual. In order to increase safe operations of vessels and increase the safety of all users of Canadian waterways, the Office of Boating Safety is working in partnerships with the recreational boating community, the provinces and municipalities to improve existing regulations, to improve compliance and to enhance public awareness and education. The OBS also provides a window of access to the Coast Guard for the boating community.

The Department of Fisheries and Oceans (DFO), through the Canadian Coast Guard (CCG), delivers primary marine SAR services for marine and air incidents in areas of federal responsibility, through specially-equipped CCG vessels and hovercraft; provides secondary SAR services from its fleet of ships and other resources; collaborates with National Defence in coordinating the delivery of SAR responses by providing marine expertise to the Rescue Coordination Centres (RCCs) in Halifax, Nova Scotia; Trenton, Ontario; and Victoria, British Columbia; operates two Marine Rescue Sub-Centres (MRSCs) in St. John's, Newfoundland and Labrador; and Quebec City, Quebec; and administers the Canadian Coast Guard Auxiliary (CCGA), a volunteer organization.

Department of National Defence Overview

The Department of National Defence objectives are: the provision of air services; and the effective operation of the joint Canadian Coast Guard and Department of National Defence air and marine SAR system.

The Department of National Defence continues to be responsible for:

Annex C - National Search and Rescue Program

- coordinating, in collaboration with CCG, the delivery of air and marine responses through three Rescue Coordination Centres (RCCs) located in Halifax, Nova Scotia; Trenton, Ontario; and Victoria, British Columbia, and two Marine Rescue Sub-Centres (MRSCs) in St John's, Newfoundland and Labrador, and Quebec City, Quebec.
- delivering primary air SAR resources for air and marine incidents;
- providing a significant level of secondary SAR assistance from its fleet of aircraft and naval vessels;
- supporting the activities of the Civil Air Search and Rescue Association (CASARA), a volunteer organization;
- providing ground SAR teams for air incidents when aircrew and passengers are missing;
- contributing to the development of technical and operational standards for COSPAS-SARSAT; assisting civil SAR authorities when requested; and
- acquiring and operating the Canadian ground segment components and the Search and Rescue Satellite-Aided Tracking (SARSAT) Repeater.

Transport Canada Overview

Transport Canada's mandate is to (TC) provide accident prevention services by developing and enforcing policies, regulations, guidelines, standards and recommended procedures aimed at controlling risk in marine, air and surface transportation. These activities focus on preventing accidents and incidents including those which could require a SAR response.

The Department's SAR prevention activities are based on consistent national direction from the headquarters Safety and Security group which guides regional directors in the application of the Department's approved safety standards.

The Department encourages the use of safe operating practices in the transportation system through newsletters, seminars, inspections, and other means.

In conjunction with the Department of National Defence, Transport Canada funds the Civil Air Search and Rescue Association (CASARA), a volunteer group which augments the Department of National Defence search forces, and helps promote the use of safe operating practices throughout general aviation.

TC coordinates, with the Department of National Defence, the International Civil Aviation Organization and other international organizations to develop standards for aviation and marine emergency beacons, and establish regulations for their carriage, maintenance and use.

Annex C - National Search and Rescue Program

Section III National Search and Rescue Program (NSP) Performance

Despite difficulties in reductions in budgets and personnel, during the past year considerable progress was made to enhance the NSP:

- the SAR Volunteers Association of Canada (SARVAC) was created; it provides an organization which can represent all Ground SAR volunteers nationally.
- A manual to standardize Ground SAR operations was developed.
- The Canadian Marine Rescue Auxiliary was re-named the Canadian Coast Guard Auxiliary and the Coast Guard Auxiliary National Council was incorporated and given enhanced powers.
- The SAR Prevention Review Study resulted in a greater priority being assigned to coordinating and planning SAR prevention activities. Management information will be improved for planning and assessing the results of SAR prevention activities and improved SAR prevention services will be delivered to the public.
- ICSAR agreed to carry out a review of Intergovernmental cooperation.
- Significant progress was made in developing a framework for a national Ground SAR database; performance indicators will take longer to develop.
- The Department of Canadian Heritage (Parks Canada) produced a revised edition of its Visitor Risk Management Handbook and provided training on Visitor Risk Management in 3 Regions, including a train-the-trainer session for Visitor Risk Management Instructors.
- Environment Canada implemented a new and versatile numerical model which provides accurate environmental parameters for use by forecasters.
- The Department of Fisheries and Oceans completed the merging and restructuring of the DFO/CCG fleet; and established 5 regional Offices of Boating Safety.
- The Department of National Defence issued the statement of requirements to industry for the new SAR helicopters; completed Phase 1 of the Rescue Coordination Centre (RCC) Automation Project to develop a computer system for operations and management; completed a study of the Civil Air Search and Rescue Association (CASARA) units and location; and installed a second emergency signal processing unit to monitor both geostationary satellites at the Canadian Mission Control Centre (CMCC).
- Transport Canada developed a multi-modal safety management model to provide national standards for use by its regional offices, which deliver services to clients across the country.

National Search and Rescue Secretariat Performance

The National Search and Rescue Secretariat (NSS) role in coordinating the overall SAR policies and activities, through its daily interactions with the SAR community at all levels has continued to develop and strengthen. The daily coordination, negotiation, liaison of Secretariat staff with current and potential SAR partners has heightened the profile and awareness of SAR issues and activities over the past 10 years, and has had an impact, throughout Canada and internationally, on improving communications, reducing tensions, minimizing duplication, encouraging partnerships, building consensus and enhancing SAR performance.

A summary of the performance during the past year follows:

- the SAR Volunteers Association of Canada (SARVAC) was created providing an organization which can represent all Ground SAR volunteers nationally.
- the NSS managed Canada's membership and policy and technical input into COSPAS-SARSAT, a global satellite distress alerting system; and coordinated the team which represented Canada at the

Annex C - National Search and Rescue Program

- International Committee on Alpine Rescue meetings (IKAR).
- 102 projects, sponsored by CH (8); EC (17); DFO (34); DND (25); NSS (3); RCMP (12); TC (1), received funding under the New SAR Initiatives Fund (56 new and 46 continuing) (value of \$6.1 M) to enhance prevention and improve Canadian SAR capability
- the NSS continued to develop a fully integrated SAR management information system which will function as a clearing house for all available SAR data.
- The quarterly news magazine, SARSCENE, doubled in size (to 22 pages), and introduced advertising in January 1996 resulting in a net advertising revenue of \$13,000.
- The SARSCENE 96 workshop attracted 620 participants, 38 exhibitors, recovered \$39,000 to offset onsite expenses and donated \$3,326 to Nova Scotia SAR volunteers.
- extended the availability of the NSS Resource Centre collection of printed and audio-visual SAR materials to SAR providers, and others in the search and rescue community.
- The Volunteers Review Study confirmed the long standing partnership between the federal government and SAR volunteers has been a cost beneficial investment. Departments have started and will continue to communicate more frequently with volunteers, recognize the contribution of volunteers, and use volunteer SAR services more often.
- extended the use of electronic media to distribute SAR information, and maintain and update the NSS Internet site.
- created two new NIF priority categories as a result of the NIF Effectiveness Review: Integration of the NSP and management of SAR data and information.
- expanded alternative funding mechanisms for all NSS SAR information products.

Department of Canadian Heritage - Parks Canada Performance

Parks Canada staff responded to 1519 incidents in 1996-97. The distribution by region was: Atlantic (324); Quebec (24); Ontario (90); Prairies and Northwest Territories (151); Alberta (704); and Pacific and Yukon (226).

A Canadian, Mr. Clair Israelson, Parks Canada, was selected to receive the Silver Plaque Award for Alpine Rescue, an international honor.

Training on Visitor Risk Management was delivered in three regions by staff trained in FY 1995/96. Parks Canada completed public safety plans for numerous parks in the program. As of March 1997, 17 of 38 national parks had Public Safety Plans completed, 16 national parks had plans in progress, and 13 national historic sites had completed Public Safety Plans. Public consultation on the revenue strategy for Public Safety including cost recovery initiative for SAR was completed. A Situation Analysis and Public Safety Communication Plan were also completed.

Environment Canada Performance

In its relentless effort to provide timely and accurate weather and environmental information, including warnings, to Canadians, EC has implemented a new, versatile numerical model which provides accurate environmental parameters for use by forecasters. In addition to being global, this model can be run regionally in a high resolution mode and can be coupled with chemical tracer models allowing EC to address a variety of air quality issues. EC has obtained funding for the implementation of 29 Doppler Radar to allow forecasters to issue timely and accurate weather forecasts and warnings. The network will be complete by 2003.

Annex C - National Search and Rescue Program

On average, Environment Canada (EC) annually produces approximately 200,000 marine forecasts, 5,000 marine warnings; 400,000 aviation forecasts, 5,000 warnings; 2,000 ice forecasts, 200 warnings; 500,000 forecasts for public interests, 9,000 warnings. Ice services are provided in partnership with the Department of Fisheries and Oceans (DFO), through the Canadian Coast Guard (CCG). EC collects and distributes weather observations every hour from over 300 surface stations and close to 400 autostations, every six hours from some 400 ships and 35 buoys, twice daily from some 30 upper-air stations, continuously from 19 weather radars (including three belonging to the Department of National Defence), 10 weather satellite receiving stations and, as needed, from more than 5,000 volunteers who assist in early detection of severe weather.

Department of Fisheries and Oceans - Canadian Coast Guard Performance

The federal SAR objective of the marine element of the National SAR Program is to prevent injury and loss of life through search and rescue alerting, responding and aiding activities which use public and private resources, including where possible, and directly related to, reasonable efforts to minimize damage to or loss of property; and by ensuring appropriate priority to marine safety and prevention measures focused on owners and operators most commonly involved in SAR incidents. More details of this objective can be found in the Canadian Coast Guard National SAR Manual.

During the past year, the number of marine SAR incidents were within statistical norms. On average, the CCG fleet responds to 40 percent and the Canadian Coast Guard Auxiliary responds to an additional 25 percent of all SAR taskings. A typical year involves 7,000 incidents of which 700 are distress and 700 potential distresses. On average, 3,000 people are saved each year and a further 20,000 people are assisted. Details can be found in the CCG's Marine SAR Incidents Annual Report.

The expansion of volunteer participation in search and rescue is on track. In order to continue to meet the long-term objective of maintaining safety, the department established the Coast Guard Auxiliary National Council to provide a national focus for the development and enhancement of the auxiliary and its participation in search and rescue.

Five Offices of Boating Safety (OBS) were established across the country. Relations with recreational boating clients were strengthened through the establishment of National and Regional Recreational Boating Advisory Councils and the involvement of clients, through country-wide workshops, in the framing of the long-term direction of the Offices of Boating Safety. The CCG liaised with the United States Coast Guard on approaches to vessel licensing. It also became increasingly active in key United States fora and shared approaches regarding standards development. Major regulatory initiatives were advanced, including a joint CCG-industry overhaul of construction standards, extensive consultations on comprehensive improvements to the Small Vessel Regulations, and changes to standards for personal flotation devices to encourage increased carriage and wear. The Prevention Program included national advertising campaigns, courtesy examinations, safety publications, video and television productions and extensive regional efforts tailored to specific client needs. These efforts were delivered in partnership with a wide array of partners, manufacturers and a variety of organizations with mandates related to training, water safety, and responsible boating. In addition, under the Small Vessel Partnership project, extensive consultations were held on recreational boating and boating safety issues, including the implementation of a new vessel identification system with Provincial Authorities, users of CCG services and the pleasure craft industry.

Annex C - National Search and Rescue Program

Department of National Defence Performance

The Canadian SAR Helicopter Project was approved, the Statement of Requirements was issued to industry, and the project time lines forecast delivery of the first helicopter in 1999.

The Rescue Coordination Centre (RCC) Automation Project is in Phase I of its two phase program to develop a computer system for operations and management. The prototype was completed by March 31, 1997 and installed at the RCCs, Marine Rescue Sub-Centres (MRSCs) and the Canadian Coast Guard College by March 31, 1998.

A second emergency signal processing unit at the Canadian Mission Control Centre (CMCC) Trenton, Ontario, was installed. It is now possible to monitor both geostationary satellites that provide COSPAS-SARSAT alerting data for Canada's area of responsibility.

A study was conducted on the location of Civil Air Search And Rescue Association (CASARA) units and how these locations compare with the sites of previous SAR incidents. DND will work with the CASARA organization to encourage the establishment of the CASARA units in areas where incidents are more likely to occur. Another method of achieving more cost-effective support from non-dedicated SAR resources will be to provide CASARA training to commercial operators in the North. This will be trialed in Iqaluit, Northwest Territories.

The Canadian Forces (CF) operate the CMCC located in Trenton, Ontario, which processes distress beacon data from COSPAS-SARSAT satellites. Due to better reliability of the computer equipment and the integration of some of the CMCC Operator functions into the duties of the RCC Controller, the number of personnel in this organization has been reduced by three.

Canada has provided nine SAR Repeaters for installation on American satellites and has established the requisite ground segment equipment necessary to service the Canadian SAR area of responsibility.

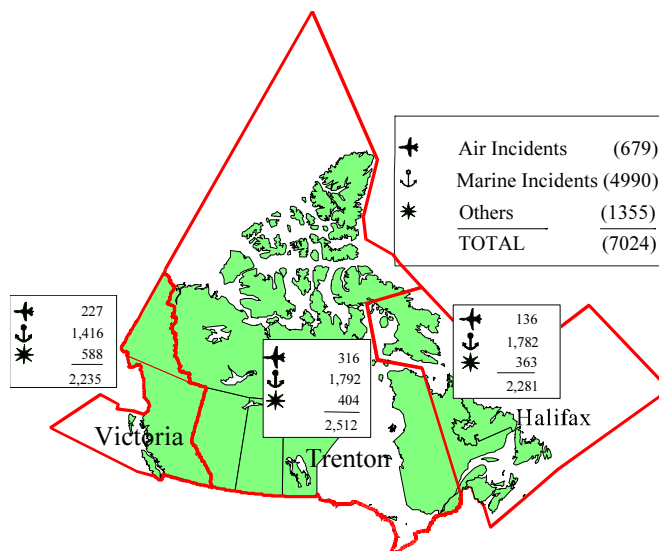
The following figure provides statistics for 1996 relating to the level of activity and involvement of Department of National Defence and Civil Air Search And Rescue Association (CASARA) in the Program's response function:

Figure 1: Number of Search and Rescue Incidents by Region (1996)

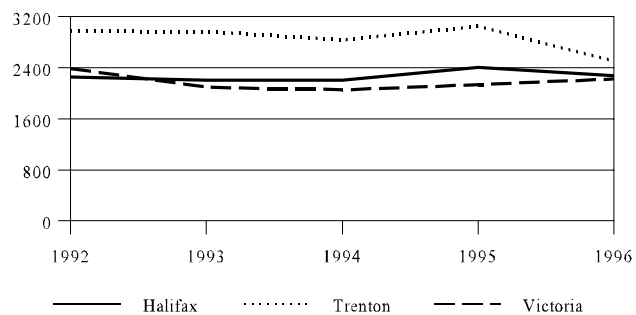
| | Halifax | Trenton | Victoria | Total |
|--|-------------|-------------|-------------|-----------------|
| Air Incidents | 136 | 316 | 227 | 679 |
| Marine Incidents | 1782 | 1792 | 1416 | 4990 |
| Humanitarian Incidents | 152 | 45 | 305 | 502 |
| Civil Aid Incidents | 37 | 173 | 29 | 239 |
| Unknown | 174 | 186 | 254 | 614 |
| TOTAL INCIDENTS | 2281 | 2512 | 2231 | 7024 |
| <i>Incidents where:</i> | | | | |
| CASARA Resources Utilized | 19 | 251 | 109 | 379 |
| Incidents with Canadian Mission Control Centre (CMCC) directly involved: 108 | | | | Lives saved: 55 |

Annex C - National Search and Rescue Program

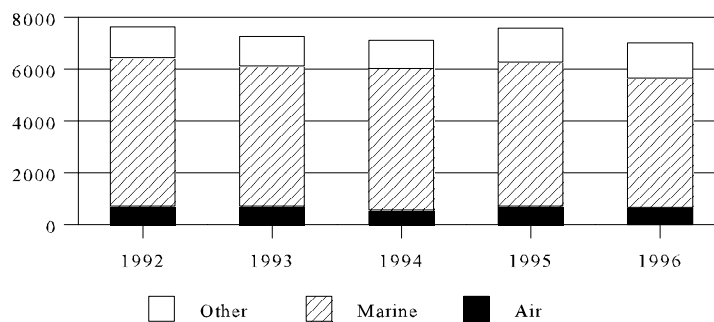
Figure 2: Details of Incidents (1996)



5-Year Trend in Incidents by RCC



5-Year Trend in Incidents by Classification



Annex C - National Search and Rescue Program

Transport Canada

Transport Canada (TC) developed a multi-modal safety management model to provide national standards for use by its regional offices, which deliver services to clients across the country.

Canada's aviation regulations have been re-written to focus more clearly on controlling aviation risk. This undertaking involved all members of the aviation community in a consultative risk management endeavor that is expected to reduce the number of aviation-related SAR incidents in Canadian-managed airspace.

TC reviewed the qualification criteria for marine pilotage certificates and compulsory pilotage areas.

TC developed a quality assurance program that will permit it to maintain adequate safety oversight of marine activities, while delegating some ship inspection activities to classification societies, and permitting some self-inspection by low-risk companies. TC adopted regulations that require NAV CANADA to have an internal safety management program, and which will permit TC to carry out safety inspections and audits of the new corporation to ensure its continuing compliance with regulations.

IV Supplementary Information

Figure 3.: Details of Personnel Requirements by Departments (FTEs)

| | Actual 1993-94 | Actual 1994-95 | Actual 1995-96 | Total Planned 1996-97 | Actual 1996-97 |
|--|-------------------|-------------------|-------------------|-----------------------------|-------------------|
| National Search and Rescue Secretariat | 18 | 19 | 20 | 15 | 15 |
| Dept of Canadian Heritage | 49 | 40 | N/A | 67 | 64 |
| Environment Canada | 14 | 14 | 14 | 14 | 14 |
| Dept of Fisheries and Oceans | 934 | 938 | 837 | 817 | 817 |
| Dept of National Defence | 665 | 689 | 715 | 749 | 776 |
| Royal Canadian Mounted Police | 13 | 14 | N/A | N/A | N/A |
| Transport Canada | 7 | 7 | 7 | 7 | 7 |
| Total | 1 700 | 1 721 | 1 593 | 1 669 | 1 693 |

Note: DFO/CCG FTE actuals unavailable, figures shown are best estimates.

Annex C - National Search and Rescue Program

Figure 4.: Costs (\$000) for National Search and Rescue Program

| | Actual | Actual | Actual | Total Planned | Actual |
|--|----------------|----------------|----------------|--------------------------|----------------|
| | 1993-94 | 1994-95 | 1995-96 | 1996-97 | 1996-97 |
| National Search and Rescue Secretariat | 11,238 | 9,206 | 10,031 | 12,582 | 7,996 |
| Department of Canadian Heritage | 2,501 | 2,249 | 4,957 | 4,961 | 4,786 |
| Environment Canada | ... | ... | 1,023 | 985 | 985 |
| Department of Fisheries and Oceans | 103,079 | 102,057 | 75,253 | 69,486 | 91,969 |
| Department of National Defence | 150,890 | 99,901 | 93,370 | 113,552 | 108,775 |
| Royal Canadian Mounted Police* | 1,070 | 1,370 | N/A | N/A | N/A |
| Transport Canada | 863 | 875 | 875 | 875 | 870 |
| Total | 269 641 | 215 658 | 185 509 | 202 441 | 215 381 |

* RCMP - In FY 1996-97, RCMP advised that their activities were provincial and did not provide input.

National Search and Rescue Secretariat

Figure 5: Costs (\$000) for National Search and Rescue Secretariat

| | Actual | Actual | Actual | Total Planned | Actual |
|--------------------------|----------------|----------------|----------------|--------------------------|----------------|
| | 1993-94 | 1994-95 | 1995-96 | 1996-97 | 1996-97 |
| Operating | 1,559 | 1,785 | 1,868 | 1,726 | 1,607 |
| Capital | 9,465 | 7,200 | 7,963 | 10,646 | 6,201 |
| Grants and Contributions | 214 | 221 | 200 | 210 | 188 |
| Total | 11 238 | 9 206 | 10 031 | 12 582 | 7 996 |

Annex C - National Search and Rescue Program

Department of Canadian Heritage

Figure 6: Costs (\$000) for Canadian Heritage

| | Actual 1993-94 | Actual 1994-95 | Actual 1995-96 | Total Planned 1996-97 | Actual 1996-97 |
|--------------------------|-------------------|-------------------|-------------------|-----------------------------|-------------------|
| Operating | 2,043 | 1,658 | 4,238 | 4,291 | 3,935 |
| Capital | 458 | 591 | 719 | 670 | 851 |
| Grants and Contributions | ... | ... | ... | ... | ... |
| Total | 2 501 | 2 249 | 4 957 | 4 961 | 4 786 |

Environment Canada

Figure 7: Costs (\$000) for Environment Canada

| | Actual 1993-94 | Actual 1994-95 | Actual 1995-96 | Total Planned 1996-97 | Actual 1996-97 |
|--------------------------|-------------------|-------------------|-------------------|-----------------------------|-------------------|
| Operating | ... | | 866 | 830 | 830 |
| Capital | ... | | 72 | 70 | 70 |
| Grants and Contributions | ... | | 85 | 85 | 85 |
| Total | 0 | 0 | 1 023 | 985 | 985 |

Note: EC provides daily SAR support through its extensive operational weather and ice services program. It is difficult to extract the exact percentage that is provided solely as SAR support; however, when required, such as in a SAR related emergency situations, AES provided dedicated priority support. Actual expenditures made for the Safety from Environmental Hazards business line is as follows: 1,406 FTEs, \$165 K O&M, \$11.3 K Capital, \$3 K Grants and Contributions.

Annex C - National Search and Rescue Program

Department of Fisheries and Oceans

Figure 8: Costs (\$000) for Fisheries and Oceans

| | Actual | Actual | Actual | Total | Actual |
|--------------------------|----------------|----------------|----------------|----------------|----------------|
| | 1993-94 | 1994-95 | 1995-96 | Planned | 1996-97 |
| | | | | 1996-97 | |
| Operating | 93,912 | 93,545 | 67,478 | 52,698 | 80,951 |
| Capital | 7,666 | 6,980 | 6,196 | 15,085 | 9,470 |
| Grants and Contributions | 1,501 | 1,532 | 1,579 | 1,703 | 1,548 |
| Total | 103,079 | 102,057 | 75,253 | 69,486 | 91,969 |

Note: Operating figures for 1995-96 onward do not include Fleet Management Business Line.

Department of National Defence

Figure 9: Costs (\$000) for National Defence

| | Actual | Actual | Actual | Total | Actual |
|--------------------------|----------------|----------------|----------------|----------------|----------------|
| | 1993-94 | 1994-95 | 1995-96 | Planned | 1996-97 |
| | | | | 1996-97 | |
| Operating | 118,210 | 98,712 | 87,210 | 98,275 | 96,482 |
| Capital | 31,881 | 394 | 5,252 | 14,266 | 11,289 |
| Grants and Contributions | 799 | 795 | 908 | 1,011 | 1,004 |
| Total | 150,890 | 99,901 | 93,370 | 113,552 | 108,775 |

Note: 1. The PYs and amounts shown are exclusive of NSS and New SAR Initiatives.

2. Capital figures include the Search and Rescue Satellite Project for all years and the Canadian Search and Rescue Helicopter Project for 1996-97 only.

Annex C - National Search and Rescue Program

Transport Canada

Figure 10: Costs (\$000) for Transport Canada

| | Actual | Actual | Actual | Total | Actual |
|--------------------------|----------------|----------------|----------------|----------------|----------------|
| | 1993-94 | 1994-95 | 1995-96 | Planned | 1996-97 |
| | 1996-97 | | | 1996-97 | |
| Operating | 863 | 875 | 875 | 875 | 870 |
| Capital | ... | ... | ... | ... | ... |
| Grants and Contributions | ... | ... | ... | ... | ... |
| Total | 863 | 875 | 875 | 875 | 870 |

Royal Canadian Mounted Police

Figure 11: Costs (\$000) for Royal Canadian Mounted Police

| | Actual | Actual | Actual | Total | Actual |
|--------------------------|----------------|----------------|----------------|----------------|----------------|
| | 1993-94 | 1994-95 | 1995-96 | Planned | 1996-97 |
| | 1996-97 | | | 1996-97 | |
| Operating | 1,070 | 1,370 | | | |
| Capital | ... | ... | ... | ... | ... |
| Grants and Contributions | ... | ... | ... | ... | ... |
| Total | 1,070 | 1,370 | 0 | 0 | 0 |

Annex D - Emergency Preparedness Canada

EMERGENCY PREPAREDNESS CANADA

Emergency Preparedness Canada is a civilian organization which supports the Minister in carrying out his mandate to "advance civil preparedness in Canada for emergencies of all types ... by facilitating and coordinating, among government institutions and in cooperation with provincial governments, foreign governments and international organizations, the development and implementation of civil emergency plans." Emergency Preparedness Canada derives its mandate from the *Emergency Preparedness Act*, the *Emergencies Act*, *A Federal Policy for Emergencies* and various Memoranda of Understanding with the provinces and territories and other countries.

The mission of Emergency Preparedness Canada is to safeguard lives and reduce damage to property by fostering better preparedness for emergencies in Canada.

Operating as a Branch of the Department of National Defence, Emergency Preparedness Canada supports the "Emergency Preparedness, Humanitarian Assistance and Disaster Relief" objective of the Department of National Defence's "Defence of Canada" business line by fostering better preparedness for emergencies through the delivery of services in the following areas: plans coordination, testing and evaluation; training and education; risk assessment and monitoring/warning/reporting of emergencies and, if necessary, coordination of the federal response to emergencies; public awareness and information; international civil emergency preparedness; and financial assistance through Grants and Contributions. The ultimate result of Emergency Preparedness Canada's activities is a state of emergency preparedness in Canada that will address, in part, Canadians' expectations with respect to their safety and security.

To enhance its ability to meet its legislated responsibilities and achieve the desired result in an environment of severe fiscal restraint, Emergency Preparedness Canada continues to strengthen its leadership role, improve program delivery, increase professionalism in emergency management and enhance client awareness of the role of emergency preparedness by seeking out cost-sharing partnering alliances with the private and voluntary sectors, implementing new communications and training strategies, and increasing its reliance on informatics technology.

Although Emergency Preparedness Canada has a mandate to stimulate, encourage and coordinate emergency planning by other federal departments/agencies and at other levels of government, organizations other than Emergency Preparedness Canada are ultimately responsible for completed plans and emergency response operations. Consequently, in the performance report which follows, measures of Emergency Preparedness Canada's performance necessarily focus on the range and extent of its interactions, its development of various tools, exercises and training packages to assist the various stakeholders in the development of emergency plans in Canada and abroad, and feedback from the stakeholders.

Highlights of Emergency Preparedness Canada's recent performance, by service line, are outlined below:

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- **Plans Coordination, Testing and Evaluation:** Emergency Preparedness Canada maintains a regional office in the capital city of each province to serve as the focal point of contact and coordination of activities between the federal government and the emergency measures organizations of the provinces/territories. In 1996-97, these offices successfully coordinated federal assistance in their respective regions during emergencies and enhanced the state of emergency preparedness in Canada by facilitating the coordination of financial aid programs and various other federal/provincial/territorial initiatives, and maintaining contact with other stakeholders such as non-governmental organizations, volunteer agencies, the private sector, and American officials in bordering US states. In particular, Emergency Preparedness Canada's regional officials were instrumental in coordinating the federal response to the massive flooding in the Saguenay region of Quebec. The initial coordination meeting included representatives of 24 federal departments and agencies. The emergency plans of 12 federal departments and agencies were subsequently activated to support the provincial government in providing for the health and safety of disaster victims; maintaining supplies of food and drinking water; providing support to evacuees and isolated persons; restoring important infrastructures; evaluating damage suffered by the agri-food industry; supervising the evacuated zone to protect property; and providing financial aid to disaster victims.

In 1996-97, planning coordination was also facilitated through the annual meeting of senior federal-provincial-territorial officials responsible for emergency preparedness. Major issues considered at the February, 1997 meeting included the development of a disaster recovery course, confirmation of the need for a national heavy urban search and rescue capability, and discussion on the development of a National Association of Emergency Managers. Meetings of this group, and of other groups such as the senior federal interdepartmental committee known as the Emergency Preparedness Advisory Committee (EPAC), advance emergency preparedness in Canada by providing high-level fora for discussion of policy, planning and operational matters of mutual concern.

Other developments within this service line in 1996-97 included the use of the revised National Earthquake Support Plan (NESP) as a prototype for the National Support Planning Framework, which is a generic approach to managing the federal effort in any major emergency. Work also continued in 1996-97 on the development of the CANATEX 3 exercise to test, in April 1998, the Federal Nuclear Emergency Plan (FNEP) and its interfaces with the plans of Ontario, the United States and the International Energy Agency. Spurred by the Oklahoma City bombing and other similar incidents in recent years, Emergency Preparedness Canada has also been leading the development of a national Heavy Urban Search and Rescue (HUSAR) capability.

- **Training and Education:** Under the Federal-Provincial-Territorial Training Strategy, which received Ministerial approval in September, 1993 and is being phased in over a five-year period ending 31 March 1999, the provinces/territories will progressively assume more responsibility for basic and entry-level courses while Emergency Preparedness Canada's Canadian Emergency Preparedness College (CEPC) will be delivering more advanced and specialist-level training and developing new training packages utilizing alternative forms of learning. This initiative is fostering better preparedness for emergencies by providing better

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training and improved access to training. At the start of the strategy approximately 4,000 students were receiving some form of training each year. By the end of fiscal 1996-97, this number had escalated to over 15,000 students. Full implementation of the Strategy will ensure that the 30,000 Canadians who require emergency preparedness and response training every year will receive it at no extra cost to the federal government, thereby improving program delivery and increasing professionalism in emergency management.

In addition to the delivery of Emergency Preparedness Canada-sponsored courses, and assistance to the provinces and territories in the design and conduct of basic and entry-level courses, the College fostered preparedness for emergencies by hosting and/or sponsoring six special seminars, workshops and training sessions for other federal departments/agencies in 1996-97. Instructional staff from the College also assisted Indian and Northern Affairs Canada in the design and delivery of eight Basic Emergency Preparedness courses for First Nations in Quebec.

Emergency Preparedness Canada's regional offices were also involved in emergency preparedness training and education programs. For example, in 1996-97, regional staff in British Columbia conducted 20 earthquake preparedness briefings; in Saskatchewan, briefings were given at 12 training courses/seminars/workshops for approximately 375 candidates; in Ontario, 23 briefings were given at workshops and other training events; in New Brunswick and Nova Scotia, regional staff provided briefings at various events, including four training sessions sponsored by the provinces. The briefings, workshops, and seminars conducted across Canada were an important means of raising the level of awareness of, and need for, emergency preparedness and response planning.

- **Risk Assessment and Monitoring/Warning/Reporting of Emergencies and Coordinating the Federal Response:** Throughout the reporting period, the ability to receive and correctly interpret indicators of impending civil emergencies has been key to an effective and timely response by the federal government. For example, the Government Emergency Operations Coordination Centre (GEOCC) played an important role in the provision of timely federal support to the citizens of Quebec during and after the Saguenay floods by providing ongoing monitoring, analyses and reporting of this major event. In fact, the GEOCC monitored and reported on all significant events which impacted the lives of Canadians throughout 1996-97, including the major winter storm which paralysed coastal British Columbia during the 1996 Christmas season. The GEOCC continues to develop its role as a central location for emergency government operations. It provides operations-oriented communications and facilities through which senior departmental officials can coordinate support, analyse situations and respond to changing emergency conditions. When necessary, any federal department or agency can assemble and provide a coordinated federal response to an emergency from the GEOCC.

With respect to Risk Assessment, a number of projects were undertaken over the reporting period to advance knowledge/technology, thereby resulting in better preparedness for emergencies. During 1996-97, work progressed in the second year of a four-year project to develop the Natural Hazards Electronic Map and Assessment Tools Information System

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(NHEMATIS). NHEMATIS is a system comprising an electronic natural hazards map and a series of risk assessment/search and query tools for distribution to EP professionals, with probable commercialization by the end of 1998-99. The first prototype of a digitally-based, electronic North American Natural Hazards and Disaster Map (Canada, Mexico and the United States) was also produced in 1996-97. Development is continuing and final production is expected to be handed over to a commercial sponsor by the end of fiscal 1997-98. Production and distribution of the international hazards map will enhance emergency preparedness awareness in the three NAFTA countries. In addition, with the assistance of Simon Fraser University, Emergency Preparedness Canada continued to enhance its presence on the Emergency Preparedness Information Exchange in 1996-97 by supporting research into the development of virtual emergency management information systems (based on the use of terrestrial and satellite Internet-based technologies). Emergency Preparedness Canada also carried out a series of policy-oriented short-term research projects to enhance emergency preparedness risk assessment/plans/response capabilities, including: "Risk and Society", a project to educate school children about risks and enable them to make informed risk decisions in their lives; and "Business Continuity Planning in Canada", an assessment of commercial initiatives in loss reduction programs.

- **Public Awareness and Information:** Emergency Preparedness Canada also fosters better preparedness for emergencies by enhancing client awareness of the role of emergency preparedness. In 1996-97, Emergency Preparedness Canada accelerated the development of a national public recognition program called SAFEGUARD to promote partnership and joint communications among the private, voluntary and governmental organizations which make up the Canadian emergency preparedness community. The program, which was launched in the Fall of 1995, includes a national television-radio-print public service announcement campaign; several joint publication ventures; and the development on the Internet of SAFEGUARD NET which is intended to become a national repository for all publicly available emergency preparedness information in Canada.

A major accomplishment during 1996-97 was the development of a National Public Affairs Strategy by a Federal-Provincial-Territorial Communications Group under the leadership of Emergency Preparedness Canada to achieve closer cooperation, better coordination and more cost-effective use of resources among federal, provincial and territorial emergency preparedness organizations in the planning and implementation of public awareness programs. A central feature of the Strategy is the National Emergency Preparedness Week which, effective 1997, is to be held jointly each year under the auspices of Emergency Preparedness Canada and the provincial and territorial emergency management organizations.

- **International Civil Emergency Preparedness:** International liaison, particularly with the United States, is also essential to advance the state of preparedness for emergencies in Canada. Canada/US cooperation is conducted under the umbrella of an agreement, signed by Emergency Preparedness Canada and the Federal Emergency Management Agency (FEMA) in 1986, to reduce impediments to cooperation between the two countries. Under this

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umbrella, there is an active bilateral program addressing a wide range of emergency preparedness issues at the national and regional levels. In 1996-97, the annual meeting of the CA/US Consultative Group, co-chaired by the heads of Emergency Preparedness Canada and FEMA, resulted in the decision to add Prairie and Eastern Regional Emergency Management Advisory Committees to those already existing in the Central and Western Regions; the signing of the Joint Radiological Emergency Response Plan which details the protocols and procedures to be followed in the event of a nuclear emergency on either side of the border; and agreement on minor amendments to the existing Canada/United States agreement to reflect the addition of the Regional Emergency Management Advisory Committees and a number of departmental name changes.

Emergency Preparedness Canada has also provided the Canadian delegate to the Senior Civil Emergency Planning Committee which is the senior NATO Committee reporting directly to the Council on emergency planning matters. Subordinate to the Senior Civil Emergency Planning Committee are nine functional Planning Boards and Committees, including the Civil Protection Committee which is chaired by Canada. Largely due to Canadian initiatives, dialogue with the newly-emerging democracies of Central and Eastern Europe on civil emergency issues has been included in the Work Plan of the North Atlantic Cooperation Council and in the Partnership for Peace program. Emergency Preparedness Canada has signed Memoranda of Understanding on the exchange of emergency management information with the Czech Republic and the Ukraine.

- **Grants and Contributions:** Emergency Preparedness Canada administers four Contribution programs and one Grant program to encourage emergency preparedness and response activities, assist in the recovery from emergencies/disasters and enhance federal influence in the sphere of emergency preparedness and response. Through the cost-shared *Joint Emergency Preparedness Program*, the federal government, in consultation and cooperation with provincial and territorial governments, contributes to projects which enhance the national emergency response capability. The federal contribution is negotiated in each case and the amount of funding provided depends upon the nature of the project, other projects under consideration and the amount of funds available. The federal contribution will exceed \$4.6 million for 1996-97.

Payments made under the *Disaster Financial Assistance Arrangements* assist the provincial and territorial governments in cases where the cost of dealing with a disaster would be greater than they could reasonably be expected to bear. At the request of the province/territory and in accordance with a formula based on population, federal payments are made to help restore public works to their pre-disaster condition and to facilitate the restoration of basic, essential, personal property of private citizens, farmsteads and small businesses.

In 1996-97, *Disaster Financial Assistance Arrangements* payments in excess of \$144 million were made as follows: Quebec received a final payment of \$6,147,256 for damages caused by a 1988 PCB fire in St. Basile le Grand; an advance payment of \$12,000,000 for damages caused by a 1988 earthquake in the Saguenay-Lac-Saint-Jean area; and two separate advance

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payments of \$50,000,000 each for the severe damage caused by the 1996 Saguenay flood. New Brunswick received \$3,500,013 as a final payment for a flood that occurred in Perth-Andover in 1993. Alberta received an advance payment of \$8,000,000 for damages incurred by severe flooding in High River, Pincher Creek, Lethbridge and Medicine Hat in 1995 and a final payment totalling \$8,431,331 to cover damages incurred as a result of the 1986 flood in North Central Alberta, the 1987 Edmonton tornado, the 1988 Calgary flood, the 1988 Slave Lake flood, and the 1990 rainstorm in South Central Alberta (Red Deer, Rocky Mountain House, and Caroline) and Northwestern Alberta (Grande Prairie and Peace River). British Columbia received an advance payment of \$1,000,000 for flood damages which occurred in the East Kootenay region and in the municipalities of Sparwood, Fernie and surrounding areas in June 1995, and another advance payment of \$1,000,000 for damages which occurred as a result of flooding in the Southwestern region of the province in November, 1995. The Northwest Territories received a final payment of \$504,871 for damages caused by the 1995 forest fires in the Sahtu region, affecting Fort Norman, Normal Wells, Yellowknife and the community of Deline. Newfoundland received a final payment of \$29,958 for damages caused by flooding on its west coast in 1990 and an advance payment of \$450,000 for damages incurred as a result of a 1995 storm on the Burin Peninsula. Manitoba received an advance payment of \$1,500,000 for flood damage which occurred in 1995 along the Red, Souris and Assiniboine Rivers, below the Shellmouth Dam, and Saskatchewan received an advance payment of \$1,600,000 for damages caused by a 1995 flood in the Carrot River, Moosomin, Assiniboine and White Sand areas.

Under the *Workers' Compensation for Volunteers who are Injured or Killed while Carrying Out Emergency Services Work* program, the federal government has entered into bilateral agreements with most provinces and territories, whereby the federal government reimburses the province/territory for 75% of the costs of compensation awards to registered volunteer emergency site workers who are injured or killed in the course of emergency service training or work. Compensation awards totalled \$119,463 in 1996-97.

In conjunction with several other departments, Emergency Preparedness Canada has also contributed to the Royal Society of Canada to subsidize their work with the Canadian National Committee with respect to Canada's support for the United Nation's International Decade for Natural Disaster Reduction. The Contribution Agreement associated with this initiative has been extended to 31 March 2000, ensuring that the total federal contribution remains at \$45,000 annually until the end of the decade.

Emergency Preparedness Canada's one Grant program is the *Stuart Nesbitt White Fellowship* which is designed to encourage disaster research and emergency planning in Canada and to develop a number of professionals in the field. Fellowships have been awarded annually to students to pursue post-graduate studies related to emergency preparedness. Funding for this program is set at \$54,000 annually. In 1996, the funds were used to assist a student in the design of an information system that will serve as a decision-making tool for emergency managers in the event of a disaster.

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Perhaps the best measure of the state of emergency preparedness in Canada is what happens when a major emergency, such as the flooding in the Saguenay region of Quebec, occurs. In the wake of that disaster, municipal, regional, provincial, federal and non-governmental organizations mounted a coordinated, successful response to the disaster. While it would be difficult to attribute the success of that operation to any single factor, it does provide an indication of Emergency Preparedness Canada's success in fulfilling its mission to safeguard lives and reduce damage to property by fostering better preparedness for emergencies.

SUMMARY OF FINANCIAL AND PERSONNEL RESOURCES UTILIZED IN THE DELIVERY OF THE EMERGENCY PREPAREDNESS PROGRAM IN 1994-95, 1995-96 AND 1996-97

Figure 1: EPC's Financial Requirements for 1994-95

| (thousands of dollars) | Estimates 1994-95 | Actual 1994-95 | Change |
|--------------------------------|----------------------|-------------------|---------|
| Emergency Preparedness Canada: | | | |
| Operating and Minor Capital | 11,394 | 10,255 | (1,139) |
| Transfer Payments | 6,274 | 16,338 | 10,064 |
| Total* | 17,668 | 26,593 | 8,925 |
| Human Resources (FTE) | 98 | 93 | (5) |

* Total excludes Employee Benefit Plan (EBP) contributions of \$671K. The 1994-95 Estimates are \$591K less than 1993-94 Estimates due primarily to reductions announced in the 1992 Federal Budget, 1993 Federal Budget and 1993 Red Book.

Explanation of Change for 1994-95 (thousands of dollars):

| | |
|--|---------|
| • Disaster Financial Assistance Arrangements (DFAA) funded from existing EPC resources | 314 |
| • DFAA funded from Supplementary Estimates | 10,242 |
| • February 1994 Budget Reduction of Grants and Contributions (1994-95) | (314) |
| • February 1994 Budget Salary Increment Freeze (1994-95) | (4) |
| • FY1994-95 Lapsing Funds | (1,313) |

Annex D - Emergency Preparedness Canada

Figure 2: EPC's Financial Requirements for 1995-96

| (thousands of dollars) | Estimates 1995-96 | Actual 1995-96 | Change |
|--------------------------------|----------------------|-------------------|--------|
| Emergency Preparedness Canada: | | | |
| Operating and Minor Capital | 10,302 | 9,842 | (460) |
| Transfer Payments | 5,709 | 56,084 | 50,375 |
| Total* | 16,011 | 65,926 | 49,915 |
| Human Resources (FTE) | 93 | 89 | (4) |

* Total excludes Employee Benefit Plan (EBP) contributions of \$636K. The 1995-96 Estimates are \$1,657K less than 1994-95 Estimates due primarily to reductions announced in the 1993 Federal Budget, 1993 Red Book, 1994 Federal Budget, and Program Review 1.

Explanation of Change for 1995-96 (thousands of dollars):

| | |
|---|---------|
| • DFAA funded from Supplementary Estimates | 50,409 |
| • 5% Operating Budget Carry-Forward from FY 1994-95 to FY 1995-96 | 570 |
| • FY 1995-96 Lapsing Funds | (1,064) |

Figure 3: EPC's Financial Requirements for 1996-97

| (thousands of dollars) | Estimates 1996-97 | Actual 1996-97 | Change |
|--------------------------------|----------------------|-------------------|---------|
| Emergency Preparedness Canada: | | | |
| Operating and Minor Capital | 9,919 | 9,960 | 41 |
| Transfer Payments | 4,905 | 149,069 | 144,164 |
| Total* | 14,824 | 159,029 | 144,205 |
| Human Resources (FTE) | 89 | 83 | (6) |

* Total excludes Employee Benefit Plan (EBP) Contributions of \$630K. The 1996-97 Estimates are \$1,187K less than 1995-96 Estimates due primarily to reductions announced in the 1993 Federal Budget, Program Review 1 and 1994 Defence White Paper/NDHQ Staff Reductions.

Explanation of Change for 1996-97 (thousands of dollars):

| | |
|---|---------|
| • DFAA funded from Supplementary Estimates | 144,164 |
| • Salary Increments Reinstated June 1996 | 22 |
| • 5% Operating Budget Carry-Forward from FY 1995-96 to FY 1996-97 | 515 |
| • O&M in-year funding adjustments from within DND | (496) |

To date, benefits derived through partnering alliances and an increased reliance on technology have enabled Emergency Preparedness Canada to continue to deliver its program within an environment of shrinking resources.

Annex E - Communications Security Establishment and the National Cryptologic Program

COMMUNICATIONS SECURITY ESTABLISHMENT AND THE NATIONAL CRYPTOLOGIC PROGRAM

Agency Overview and Mandate

The Communications Security Establishment is an agency of the Department of National Defence. CSE was established in 1946 and became part of the Department of National Defence in 1975. As Canada's national cryptologic agency, the Communications Security Establishment forms part of the intelligence and security infrastructure supporting the Government of Canada. In this capacity, the Communications Security Establishment accomplishes its mission through two distinct but related cryptologic program components: signals intelligence and information technology security.

Signals Intelligence is the collection and study of, and the production of intelligence reports from, foreign radio, radar and other electronic emissions. Signals intelligence provides unique and timely information on the intentions, capabilities and activities of foreign states, organizations or persons. This intelligence is used by policy makers to resolve issues relating to the defence of Canada, or the conduct of its foreign affairs and trade. The Communications Security Establishment receives assistance in the conduct of signals intelligence activities from the Canadian Forces Supplementary Radio System which operates from a number of stations in Canada.

The Information Technology Security program's mission is to deliver solutions which help the federal government achieve an appropriate level of security for its telecommunications and automated information systems. The Communications Security Establishment helps to protect the government's sensitive information assets and the privacy of citizens. In addition, the Information Technology Security program, through its association with industry, contributes to the development of a national Information Technology Security capability which provides employment at home and export opportunities abroad. To fulfill its mandate, this program has five specific objectives:

- to furnish advice, guidance and services to the government on the planning, acquisition, installation, and procedures for use of secure communications systems;
- to supply cryptographic keying material, devices and documentation;
- to conduct research, development and evaluations on the security aspects of automated information and communications systems, with a view to advising clients on the security of these systems and their application in government;
- to advise and guide Canadian industry in developing secure communications and electronic data processing systems for government requirements; and
- to provide advice, guidance and services for the protection of the security and privacy interests of Canadians in the transactions of electronic commerce.

Annex E - Communications Security Establishment and the National Cryptologic Program

ACCOUNTABILITY

The Minister of National Defence is answerable to Parliament for all the Communications Security Establishment's activities. The Minister approves capital spending for the Communications Security Establishment and major spending recommendations made to Treasury Board. The Minister also approves the Communications Security Establishment's key policy initiatives and is responsible for Communications Security Establishment issues in Cabinet.

Two Deputy Ministers, the Security and Intelligence Coordinator in the Privy Council Office and the Deputy Minister of National Defence, are responsible for ensuring that the Minister is fully informed of the Communications Security Establishment's activities. The Security and Intelligence Coordinator is accountable for the Communications Security Establishment's policy and operations, and the Deputy Minister of National Defence is accountable for administrative matters affecting the Communications Security Establishment.

The Communications Security Establishment responds to foreign intelligence priorities approved by Ministers. As well, the Communications Security Establishment responds to specific departmental requests of event-driven intelligence needs of the government.

RESOURCES AND FINANCIAL TABLES

The following table outlines the Communications Security Establishment's resource profile:

| (thousands of \$) | Actual FY 95/96 | FTE 95/96 | Current Forecast FY 96/97 | ETP 96/97 | Estimated FY 96/97 | FTE 97-98 |
|-----------------------------|--------------------------------|----------------------|--|----------------------|-----------------------------------|----------------------|
| Salary and Personnel | 60,533 | 911 | 57,680 | 870 | 57,680 | 892 |
| Operations and Maintenance | 23,230 | | 20,637 | | 19,237 | |
| Total Operating Requirement | 83,763 | | 78,317 | | 76,917 | |
| Capital | 40,089 | | 38,832 | | 38,832 | |
| Total Requirement | 123,852 | 911 | 117,149 | 870 | 115,749 | 892 |