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DEPARTMENT OF NATIONAL DEFENCE AND THE CANADIAN ARMED FORCES

2016-17

DEPARTMENTAL RESULTS REPORT



Canada

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Minister's message



I am pleased to present the Departmental Results Report for 2016-17, which highlights the Defence Team's achievements over the past fiscal year. It was a year in which the Department of National Defence (DND) and the Canadian Armed Forces (CAF) did the necessary work to develop a new defence policy, while also delivering tangible results across a broad range of initiatives and missions.

Clear guidance on defence priorities is crucial to meeting current and future security challenges. That is why the Department and the CAF carried out open and comprehensive consultations throughout 2016 to create a new defence policy. Canadians submitted more than 20,000 entries online and participated in town halls hosted by Members of Parliament. Experts and stakeholders shared their perspectives in roundtables across the country. House of Commons and Senate committees contributed by issuing insightful reports. We consulted our allies throughout the process, many of whom had recently completed their own reviews.

The consultations informed an analysis of the Canadian, North American, and global environment. They guided us as we examined what the government will need to ask of the CAF in the years to come. We were then able to determine the equipment and skills our military will need to carry out future missions effectively. The result is Strong, Secure, Engaged, or SSE, released in June 2017, which will enable the CAF to anticipate, adapt, and act to protect Canada, Canadians, and Canadian interests at home and abroad.

As we developed the policy, we also took immediate action so that our military members have the right tools to carry out their duties. That included investments in 2016-17 to maintain and upgrade National Defence equipment and infrastructure. The National Shipbuilding Strategy made real progress, with work beginning on the second Arctic and Offshore Patrol Ships. We announced the contract award to replace the legacy Fixed Wing Search and Rescue aircraft. We took steps to explore the purchase of interim fighter jets until a permanent CF-18 replacement is in place, and we procured new equipment ranging from armoured vehicles to rifles. Innovation also played an important role in finding solutions to public safety and security challenges. For example, in 2016-17 National Defence scientists developed countermeasures for remotely piloted systems that can threaten our critical infrastructure and communities.

Our people are our most important asset. To support the essential work of our military members as we continue to invest in their well-being, we implemented an enhanced Diversity Strategy and Action Plan to strengthen an inclusive and respectful culture. As a part of Operation HONOUR – the strategy for dealing with harmful and inappropriate sexual behaviour – the CAF extended training and education activities, created specially trained Sexual Offence Response Teams to investigate complaints within the CAF, and CAF leaders took administrative or disciplinary action against those who were found to have committed inappropriate acts.

Creating a healthier working environment also includes civilian employees who play an essential role in delivering the Defence mission. Our commitment to diversity takes into account the need for a safe and supportive workplace. In 2016-17, that included the launch of the Total Health Strategy which focuses on personal health, the physical work environment, and the psychosocial work environment.

We also built on efforts to improve services and support for our veterans. For example, the Veteran Family Program pilot initiative extended the Military Family Services Program to medically-released veterans and their families for a period of two years from the date of release. This pilot initiative put in place at seven Military Family Resource Centres saw interface with over 14,000 medically-released veterans and their families by March 2017. In addition, we continued to work with Veterans Affairs Canada to create a suicide prevention strategy.

In operations, the past year saw our personnel making positive contributions in Canada and in all corners of the globe. At home, that included search and rescue and humanitarian assistance. Using aeronautical, maritime and ground capabilities, the CAF worked with other government partners to respond to over 10,000 search and rescue incidents.

Our military also responded when fires and storms required capabilities no one else could provide. The devastating Fort McMurray wildfires in spring 2016 needed a rapid response. Through Operation LENTUS, the CAF answered Alberta's call for help in firefighting, evacuating residents, shipping supplies, and surveillance and reconnaissance of affected areas. In January 2017, the CAF helped northeastern New Brunswickers rebuild after a destructive ice storm. CAF members delivered emergency supplies, helped re-establish road networks, and performed door-to-door checks to ensure residents were safe.

Defending Canada's sovereignty involves our Arctic region, where we expanded Operation LIMPID to enhance surveillance of our territory and approaches. Our partnership with the United States in the North American Aerospace Defense Command (NORAD), which is vital to continental defence, includes exploring options for modernizing the North Warning System.

Around the world, Canadian personnel provided training, advice and assistance. This helped build the capacity of our partners and the security of allies, while promoting Canadian values and interests. The CAF contributed to international security through a range of missions, including in Iraq in the fight against Daesh, in Poland by supporting NATO's assurance and deterrence measures, and in Ukraine through military training to help the country remain sovereign, secure, and stable.

In July 2016, Canada took a leadership role in Europe with the announcement that we would lead a robust multinational battlegroup in Latvia, becoming one of four Framework nations, as part of NATO's enhanced Forward Presence. In the Caribbean Sea and Eastern Pacific, the Royal Canadian Navy and the Royal Canadian Air Force worked with partner nations to fight illicit drug trafficking, and to deter criminal activity.

In 2016-17, Canada also committed personnel to supporting global peace and stability. We were in Egypt's Sinai Peninsula with the Multinational Force and Observers. We contributed to the United Nations' peace support and stabilization actions in Haiti. Our pledge to commit up to 600 military members to peace operations is subject to ongoing analysis about how to best employ them, with Canada hosting the next United Nations Peacekeeping Defence Ministerial in November 2017 in Vancouver. Supporting peace overseas leads to a safer world – and to a safer Canada.

It was a privilege to have worked with Canadians, parliamentarians, and defence stakeholders to shape our new defence policy: Strong, Secure, Engaged, to articulate a new vision for the Defence team for the coming years.

Original signed by:

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



Results at a glance

In 2016-17 we made great progress in delivering real results for Canadians in meeting the commitments contained in the Minister's Mandate letter as well as broader departmental and Government of Canada priorities. Below are some highlights of the Department of National Defence and Canadian Armed Forces' achievements over the past year. For more information on the department's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

Total actual FTE's (Regular force and civilians): 88,571

Total actual spending: \$18,606,153,529

New strategic direction and priorities

In 2016-17, National Defence conducted an open and transparent review process to develop a new defence policy for Canada: Strong, Secure, Engaged. The intent of the new policy provides the strategic clarity required to navigate the complex defence environment, balance priorities, and address affordability challenges while ensuring a close link between defence policy, foreign policy, and national security. Highlights of the process included:

- An unprecedented consultation process that included engagement with the public, academia and experts, Parliament and allies. Activities included: an online consultation portal that received over 20,000 entries from the public ; a strong social media engagement ; six productive roundtable discussions across the country, with three additional events added due to interest (Gender Based Analysis, Industry, Aboriginal); studies conducted by the House and Senate defence committees ; community consultations events held by over 50 Members of Parliament in their communities; and the exchange of insights and lessons learned with allies and partners by the Minister and officials – including a number who have recently completed or have ongoing reviews;
- The use of a rigorous evidence-based policymaking approach to determine the key features of the global security environment including the main opportunities and challenges for Canada, new roles and missions for the Canadian Armed Forces, and the appropriate level of capabilities and resourcing to effectively deliver on the defence mandate.
- Alignment of the policy to key Government priorities and policy initiatives, particularly: renewed international engagement and cooperation; focus on innovation; the health and well-being of our military members; women, peace and security; Defence contribution to the economy; and climate and the environment;
- Third party validation of costing methodologies by a number of independent firms that has resulted in a fully funded and rigorously costed defence policy; and
- A focus on results and accountability that will continue through and guide the implementation of the new policy – Strong, Secure, Engaged: Canada's Defence Policy – released on 7 June 2017. Full details of the new policy can be found at <http://dgpaapp.forces.gc.ca/en/canada-defence-policy/index.asp>.

A well-supported and well-equipped Canadian Armed Forces

The success of National Defence requires our service members to be appropriately equipped to meet challenges now and into the future, with both the right equipment to carry out their tasks, and through a comprehensive system of service and support that helps military members navigate the opportunities and challenges of military life.

Highlights of our results to better support our people include:

- Working closely with Veterans Affairs Canada to reduce complexity and simplify service delivery for releasing CAF members, veterans and their families, as well as enhancing transition services at integrated personnel support centres;
- Simplifying and consolidating existing financial benefits for our personnel; and
- Continuing with the full implementation of Operation HONOUR to ensure a healthy and supportive workplace. These efforts include taking significant action to improve victim support; initiate prevention programs; update policies; enhance subject matter expertise of those who provide support and assistance to victims; embed Operation HONOUR concepts across all levels of education and training; hold leaders to account for their response and actions; take decisive action to deter perpetrators; and engage and empower all members of the CAF to take action to address and eliminate sexual violence and harassment.

Highlights of our results to better equip the Canadian Armed Forces include:

- Completing the planning and due diligence requirements for the Future Fighter Capability Project (FFCP) to ensure that the Government can launch an open, competitive, and transparent process to replace Canada's fighter fleet within the current mandate of government. The FFCP is in the options analysis phase;
- Meeting commitments to invest in the Royal Canadian Navy through the National Shipbuilding Strategy that will provide the new Joint Support Ships, Canadian Surface Combatants (CSC) and Arctic Offshore Patrol Ships that will form the backbone of Canada's modernized Navy. Key milestones included the approval of a revised procurement strategy for the CSC, the commencement of design and engineering of the Joint Support Ships, and the commencement of construction of the second Arctic Offshore Patrol ship;
- Completing modernization of the HALIFAX-Class Frigates to ensure Canada has a capable surface fleet until CSCs come into service;
- Beginning implementation of the Fixed Wing Search and Rescue Project that will replace Canada's current fleet of search and rescue aircraft;
- Entering Cyclone maritime helicopters into service; and
- Accepting the first delivery of the Tactical Armoured Patrol Vehicles that will enhance the Canadian Army's ability to conduct the full spectrum of military operations.

Delivering operational excellence, at home, in North America, and abroad

Protecting Canada, Canadians and Canadian interests by delivering operational excellence at home, in North America and abroad is the core business of National Defence and the Canadian Armed Forces. Over the past year, the Canadian Armed Forces have:

- Protected Canadians at home whether deploying personnel in response to the January 2017 ice storm in New Brunswick, combating forest fires in Fort McMurray or responding to Search and Rescue calls;
- Effectively exercised and enhanced Canadian sovereignty through the NANOOK series of sovereignty operations and daily activities to ensure the monitoring of Canada's air, land and sea approaches;
- Delivered on Canada's strong commitment to NORAD on an ongoing basis by providing key personnel, capabilities and infrastructure to ensure North America is secure in close collaboration and cooperation with the United States;

- Adopted a new whole-of-government approach to Operation IMPACT characterized by increased contribution to the advising and assisting of Iraq security forces, as well as humanitarian assistance, stabilization support and capacity building;
- Contributed to the security of our allies and deterred adversaries by renewing the mandate for Operation REASSURANCE and becoming a Framework Nation in Latvia in support of the North Atlantic Treaty Organization's (NATO) enhanced Forward Presence; and
- Continued to support Ukraine, including renewing the mandate for Operation UNIFIER.



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

Raison d'être

The Canadian Armed Forces (CAF) and the Department of National Defence (DND) support Canada's vision to be:

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

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

Mandate and role

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

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

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

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

For more general information about the Department, see the [Supplementary information](#)ⁱ section of this report. For more information on the Department's organizational mandate letter commitments, see the [Minister's mandate letter](#).ⁱⁱ



Operating context and key risks

Operating context

The global security environment in which DND and the CAF operated in Fiscal Year (FY) 2016-17 continued to be complex, with ongoing shifts in global power, demographics, and technology making it ever more fluid and unpredictable.

Prominent geopolitical trends included the increasing resort to violence associated with inter- and intra-state conflicts, global terrorism and the growing influence of non-state actors. Fragile states and ungoverned spaces also continued to act as regional flashpoints, incubators for extremist groups, havens for organized crime and sources of – or destinations for – refugees. In some regions of the world, climate change continued to aggravate existing vulnerabilities and act as a threat multiplier by compounding resource scarcity.

From a regional perspective, ongoing conflict and humanitarian crises in Syria and Iraq as well as civil war in Yemen demonstrated the persistence of such security challenges in the Middle East. Several parts of Africa faced similar upheaval linked to failed or failing states, poor governance, ethnic rivalries or sectarian divides, as exemplified by chronic instability in Libya. In Asia, tensions relating to longstanding maritime and territorial disputes endured alongside a regional arms race and a resilient Taliban insurgency in Afghanistan. Meanwhile, Latin America was also challenged by political instability, as well as transnational threats such as organized crime, natural disasters and environmental degradation. The European security landscape continued to be marred by conflict in Ukraine, faced increasing pressure from refugee and migration flows and suffered deadly terrorist attacks including those in the United Kingdom (UK), Germany, Belgium and France. Indeed, various acts of terrorism – ranging also from Indonesia to Turkey to Nigeria and primarily perpetrated by Daesh, al-Qaeda or their affiliates – underscored the worldwide reach and capabilities of such violent extremist groups.

Competition among major powers proved to be another notable feature of the international system, set against a backdrop that included Russia's ongoing assertiveness and China's economic rise. At the same time, the continued risk of the proliferation of weapons of all types – including weapons of mass destruction – remained a significant concern, as illustrated by North Korea's ongoing nuclear and missile tests. The use of chemical weapons in Syria against civilians also prompted attention and concern from the international community.

The cyber and space domains continued to pose security and defence challenges, as well as opportunities. Increasingly sophisticated cyber tools that can be used for a wide range of crimes (e.g., espionage, theft, sabotage), and obtained with relatively minor risk or financial investment, are becoming more attractive as a method to attack governments and businesses. In addition, a growing number of states have continued to develop space capabilities for military purposes, and some states have reportedly been developing a range of counter-space or anti-satellite weapons that threaten collective access to and use of space. The use of ambiguous and deniable hybrid methods in the "grey zone" beneath the threshold of armed conflict – including in the form of cyber and disinformation campaigns – was evident as well.

National Defence in FY 2016-17 confronted an uncertain, volatile and dangerous international security environment, comprised of conventional as well as non-traditional threats and challenges. This increasingly multi-polar and multi-dimensional global operating context underlined the increasing difficulty of clearly differentiating national security challenges from defence ones, and distinguishing domestic from international threats.

In Canada, natural disasters and the impacts of a changing climate affected Defence work. Wildfires in Alberta and an ice storm in New Brunswick led to provincial requests for assistance from the CAF. In addition, climate change and technological developments have been making the Arctic more accessible. As in previous years, state and non-state actors alike continued to demonstrate a growing level of interest in the Arctic, with implications for search and rescue efforts as well as for the monitoring of this vast and harsh region.

Key risks

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

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

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

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

Key risks

Risks	Mitigating strategy and effectiveness	Link to department's Programs	Link to mandate letter commitments or to government-wide and departmental priorities
Defence Readiness There is a risk that DND will not have sufficient force elements of appropriate readiness to respond to concurrent missions or sequential missions before reconstitution is complete. This includes missions that are planned in advance, as well as responses to unexpected events, which by their nature are unpredictable in time, number, location and effect.	<ul style="list-style-type: none"> • Defence Renewal initiatives to improve readiness. • Align Force Posture and Readiness (FP&R) resource expenditures with mandated missions and improve maintenance execution. • Full synchronization of the FP&R Directive with other corporate processes is expected to occur following a wide scale effort to capture costs associated with maintaining high level readiness. • FP&R cost capturing against Program Alignment Architecture (PAA) was initiated in early 2016 but suspended while the Defence Policy Review and the PAA are being replaced with a new Departmental Results Framework. 	3.0 5.0	Ensuring CAF Posture and Readiness Work with the Minister of Foreign Affairs to renew Canada's commitment to United Nations peace operations. Maintain Canada's strong commitments to the North American Aerospace Defence Command (NORAD) and to the North Atlantic Treaty Organization (NATO).

	<p>Improve generation and readiness sustainment of joint forces.</p> <p>The Joint Managed Readiness Program (JMRP) is in the third year of a five year development process. It is comprised of a detailed schedule of joint exercises implemented by a Joint Training Advisory Group (JTAG) and CAF planning staffs. The associated CAF Joint Task List was reviewed comprehensively and revised this year. The next bound for the JMRP is to advance from an exercise schedule to an effects-based plan.</p> <p>CAF manages an adaptive but predictable system of collective, joint training objectives that addresses:</p> <ul style="list-style-type: none"> • Cyclical surges in exercise funding requirements to address national and international readiness demands; • Evolving defence policy; • Prioritization of equipment support demands; • Prioritization of support personnel manning; • Introduction and integration of capabilities; • Flexibility to leverage or redistribute training resources to maximize joint readiness effects; and • Design, validation and optimization of contingency planning. 	3.0	<p>Ensuring CAF Posture and Readiness</p> <p>Work with the Minister of Foreign Affairs to renew Canada's commitment to United Nations peace operations.</p> <p>Maintain Canada's strong commitments to the North American Aerospace Defence Command (NORAD) and to the North Atlantic Treaty Organization (NATO).</p>
<p>Defence Team Capacity</p> <p>There is a risk that National Defence will not have the right number of personnel with the right competency, at the right place, and at the right time, which may affect its capability to fulfill current or future Government of Canada and National Defence expectations.</p>	<p>Significant work was undertaken on DND and the CAF Human Resources Strategy to better understand the integrated Defence workforce (Regular force, Reserve force and civilian) and requirements. This included:</p> <ul style="list-style-type: none"> • An environmental scan; • Attrition patterns; and • In-depth analysis of key classifications. 	4.0 5.0 6.0	<p>Strengthening the Defence Team</p> <p>Work with senior leaders of the Canadian Armed Forces to establish and maintain a workplace free from harassment and discrimination.</p> <p>Work with the Minister of Veterans Affairs and Associate Minister of National Defence to reduce complexity, overhaul service delivery and strengthen partnerships between National Defence and Veterans Affairs.</p>
	<p>Blue Print 2020 outcomes are in Defence Renewal commitments. Senior leadership responds to these outcomes on a regular basis through Defence Renewal reporting, monthly communiqués to staff, employee ambassadors and quarterly reviews at its internal governance committee (i.e. Branch Executive Committee).</p>	4.0 6.0	
	<p>Hiring priorities were aligned to MND's mandate letter and 19 critical hiring needs such as procurement, Phoenix support, Sexual Misconduct Response Centre, Project Approval Process Renewal, total health management and Harassment and</p>	4.0	<p>Work with the Minister of Veterans Affairs and Associate Minister of National Defence to develop a suicide prevention strategy for</p>

	Discrimination Free Workplace were established.		Canadian Armed Forces personnel and veterans.
	We hired 1,224 students for work terms, exceeding the 1,000 student hiring target by 22 percent. In addition, 141 students were hired after graduation, missing the target to hire 200.		
	<p>In 2015, the CDS ordered a holistic review of the Joint Personnel Support Unit (JPSU) organization which highlighted areas that were working well, and areas that needed improvement to enhance support to our ill and injured personnel.</p> <p>This evidence-based, in-depth review conducted in FY 2016-17, laid the foundation for the improved restructure/renewal of the JPSU organization. It also provided a way forward to enhance care, support and service delivery for our ill and injured personnel.</p>	4.0	
Strategic Resilience There is a risk that unexpected events may change the strategic picture such that it requires significant changes to the strategic level of resource planning and result in disruption to National Defence's business operations.	Defence Renewal is the exercise that is providing considerable benefit to the Defence Team. Through Defence Renewal there is improved control of infrastructure and IM/IT support costs, and mission-ready equipment is increasingly available as a result of improved maintenance practices and routines. While some initiatives have proven to have challenges with respect to the timing and effort involved, most others are meeting expectations.	2.0	Ensuring Defence Resource Stewardship and Affordability Support the Minister of Public Safety and Emergency Preparedness in a review of existing measures to protect Canadians and our critical infrastructure from cyber-threats. Conduct an open and transparent review process to create a new defence strategy for Canada, replacing the now-outdated Canada First Defence Strategy.
		4.0	
		5.0	
		6.0	
Capability Delivery There is a risk that policy and the resultant complexity of development, program approval and procurement processes will prevent National Defence from meeting its investment targets in critical physical assets (equipment, physical and information infrastructure and real property) in a timely, sustainable and affordable manner to enable CAF operations. This risk is about failing to close gaps, or preventing gaps in	The implementation of Part I of the Project Approval Process Renewal (PAPR) for Ministerial Submissions, was approved on 20 February 2017. This renewal is meant to generate efficiencies because when the cost estimate for implementation is within 20% of the cost estimate approved at the definition phase, the implementation can go forward and does not need to be re-approved by the Minister.	6.0	Ensuring Defence Resource Stewardship and Affordability Conduct an open and transparent review process to create a new defence strategy for Canada, replacing the now-outdated Canada First Defence Strategy.
	Worked with central agencies to develop a new funding model related to the management of Capital. This new model is to be implemented in the near future.	6.0	
	There was an in-depth review of the capabilities required to support the CAF mandate. The projects identified in the new	4.0	

capabilities that could lead to future mission failure.	defence policy were rigorously costed and fully funded. Worth noting is that the costing methodologies were reviewed and endorsed by multiple third parties.		
	DND has worked with Public Services and Procurement Canada (PSPC), Innovation, Science and Economic Development Canada (ISED), Global Affairs, Canadian Coast Guard, and the Central Agencies to implement the Defence Procurement Strategy (DPS) initiatives. This includes the DPS governance structure, the DPS Secretariat (part of PSPC), and a framework for the application of value propositions.	4.0	
<p>Integrated Information Management / Information Technology</p> <p>There is a risk to National Defence if it does not take advantage of emerging technology to further an integrated IM/IT infrastructure that can provide a flexible and agile information environment conducive to efficient interoperable joint CAF operations and executive decision making, while achieving value for money and demonstrating sound stewardship. Failure to do so could also imperil the Command and Control (C2) of CAF operations at home and abroad, as well as the effective management of the defence enterprise.</p>	The Chief Information Officer (CIO) governance framework that supports the CIO model is approved and in operation, and efforts continue on the implementation of the model and the supporting levers. This includes the necessary means to operate a federated approach to governance while maintaining a central functional authority for the CIO overall defence IM/IT activities.	4.0	<p>Ensuring Sustainable Operational Excellence</p> <p>Strengthening the Defence Team</p> <p>Ensuring Defence Resource Stewardship and Affordability</p> <p>Support the Minister of Public Safety and Emergency Preparedness in a review of existing measures to protect Canadians and our critical infrastructure from cyber-threats.</p> <p>Conduct an open and transparent review process to create a new defence strategy for Canada, replacing the now-outdated Canada First Defence Strategy.</p>
	National Defence continues to actively enhance its relationship with Shared Services Canada (SSC) and operational success. This includes regular engagement at all levels, from the working level in base/stations across DND and the CAF, and up to, and including, the DM and MND. Comprehensive lists of tactical and strategic issues are maintained and prioritized for resolution. Challenges continue to exist, but has leadership attention at all levels.	4.0 5.0 6.0	
	<p>Defence continues to develop and implement robust Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), cyber and information security capabilities.</p> <p>Defence is focusing on the capabilities deemed important by the C4ISR community and in doing so is evolving towards a more integrated network whereby products and services can be more easily shared between deployed and garrison units. The focus on interoperability enhances C4ISR capabilities and fosters efficiency through coordinated efforts and standardization. The interoperability effort is internally focused and also looks externally at information exchange with our allies. Specifically, Defence Command and Control Allied Interoperability continues to improve existing and establish new communication capabilities with our Five Eyes partners (Australia, New Zealand, Canada, UK and US). Last year we enhanced our secure voice connectivity by establishing Canadian Defence Red Switch Network connectivity with the secure Voice</p>	1.0 4.0	

	over Internet Protocol solutions in use by the US, Australia and the UK.		
	The target infrastructure for the long term enterprise Business Intelligence solution was developed and the interim infrastructure was installed. A data management strategy to support the enterprise Business Intelligence capability was drafted.	4.0 6.0	
Financial Controls and Reporting of Inventory and Assets There is a risk that without the proper financial processes and controls in place, the financial reporting of inventory and capital assets in the Public Accounts of Canada and the Departmental Financial Statements may not accurately reflect the true value of the department's asset holdings, which may result in a loss of confidence in the department.	Defence continues to make significant progress towards achieving ongoing monitoring status of internal controls over financial management in order to mitigate risks to programs, operations and resource management. While originally not anticipated to reach ongoing monitoring until 2018-19 as a result of the implementation of several modernization projects impacting the automation of the control mechanisms, National Defence has implemented a series of compensating controls to mitigate high-risk activities.	4.0 6.0	Ensuring Defence Resource Stewardship and Affordability Ensure that the Canadian Armed Forces have the equipment they need. Conduct an open and transparent review process to create a new defence strategy for Canada, replacing the now-outdated Canada First Defence Strategy.
	Defence continues to implement the Materiel Acquisition and Support Transformation Campaign Plan. This includes Defence Renewal Strategic Initiatives which improve materiel visibility and oversight. In addition, Defence Renewal Initiatives reduce excess inventory and enable the reduction of "overbuy" expenditures through improved stock accuracy, increased data clarity and integrity and the use of analytics tools and applications to plan and procure the right quantities of materiel.	4.0 6.0	
Security There is a risk that some elements of the Defence Security Program are insufficient to assure the protection of all assets and the continuity of critical services in support of readiness, capacity and operational capability.	Implementation of the Departmental Security Plan (DSP) is enhancing our ability to manage critical security risks through the holistic risk-perspective the DSP provides. This increased awareness enables informed decision-making resulting in improved protection of DND and CAF information, assets and effectiveness in operations. Since its launch, the Department has initiated 92 percent of identified action plans intended to improve the Department's risk posture over the short, medium, and long term.	4.0	Ensuring Sustainable Operational Excellence
	The Chief Information Officer continues to complete risk treatment plans that mitigate the IT Security risks identified in the DSP.	4.0	
	Identification of the operational framework for the conduct of cyber operations is ongoing. Delivery of new approved capabilities and sustainment of existing capabilities is ongoing.	5.0	



Results: what we achieved

Programs

Program 1.0: Defence Combat and Support Operations

Description

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

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

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

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

Results

Maintained Canada's strong commitment to NORAD

Canada meets its commitment to NORAD on an ongoing basis and focuses on four key areas: personnel; capabilities; infrastructure; and participation in key decision-making fora on the future of NORAD. Canada is committed to exploring options, in cooperation with the United States, for renewing the North Warning System. While this effort is currently underway, the timeline for completion is, as yet, unknown.

Ongoing Defence operations through NORAD provide for the defence of North America in combination with the United States in accordance with the NORAD Agreement. The NORAD Agreement provides the co-ordinated bi-national delivery of maritime warning, and aerospace warning and control capabilities to the Governments of Canada and the United States in order to protect against threats that may impact the North American continent.

The aerospace warning and control capabilities applied through this program typically detect, identify, monitor, track, deter, intercept, divert and, when required, neutralize air-breathing threats to North America or its approaches. An integral part of aerospace warning entails the binational awareness of the aerospace domain through the monitoring of global aerospace activities and maintaining situational awareness in the air and space domains.

The maritime warning capabilities applied through this program encompass the processing, assessing and disseminating of intelligence and information related to the respective maritime areas and internal waterways of,

and the maritime approaches to, the United States and Canada, and warning of maritime threats to, or attacks against North America in partnership with other commands and agencies responsible for maritime defence and security.

We remained an important element of the Government of Canada's partnership with the United States via NORAD in the defence of the continent and its approaches. Highlights from FY 2016-17 include:

- Through the use of armed fighter, aerial refueling and airborne warning and control aircraft, Air Defence Sectors (ADS) and command and control facilities, Canadian NORAD Region (CANR) executed Operation NOBLE EAGLEⁱⁱⁱ and Northern Sovereignty Operations;
- Increased interoperability between NORAD force elements and defence partners, CANR participated in various levels of exercises to include but not limited to Exercises VIGILANT SHIELD, ARDENT SENTRY, AMALGAM ARROW and VISTA POLAR;
- The NORAD Inspector General Team conducted four evaluations of CANR units to assess the readiness and ability of CANR forces to accomplish the NORAD mission. A Contingency Alert Force Evaluation was conducted, for the first time, at the Inuvik Forward Operating Location;
- In response to changing planning factors, available resources and deployment options, NORAD Concept Plan was renewed and promulgated to provide an updated basis for subsequent planning and readiness training;
- Revised the NORAD Terms of Reference to address the increasing significance of cyberspace activity and operations, clarify information sharing requirements and refine NORAD command relationships; and
- The Tri-Commands, the Canadian Joint Operations Command, NORAD and the United States Northern Command, explored options to improve the defense of North America across all domains and environments, to include the Arctic, and established an Evolution of North American Defense Executive Council and Working Group.

Maintained Canada's strong commitment to NATO

Canada's commitment to NATO is ongoing and has no end date. During the FY 2016-17, we have:

- Renewed the mandate for Operation REASSURANCE and become a Framework Nation in Latvia in support of NATO's enhanced Forward Presence, thereby substantially increasing Canada's military footprint in Europe and its standing within the Alliance;
- Participated in NATO activities, programs, and decision-making, including the Warsaw Heads of State and Government Summit. Outside the NATO context but in close coordination with NATO Allies, Canada has continued its support to Ukraine, including renewing the mandate for Operation UNIFIER; and
- Contributed to NATO assurances measures by providing a frigate to the NATO Standing Naval Forces throughout the fiscal year as well as a land element, for training and exercise purposes in Poland.

Formation Europe represents the permanently stationed CAF personnel in Europe, the vast majority of whom are directly employed in NATO positions within Allied Command Operations. The organization has increased by 10 percent in 2016-17. This allows CAF personnel to fulfill important positions within NATO Command and Force structures while signalling to Canada's allies and potential adversaries our commitment to collective security.

Operation IMPACT | Middle East

On 8 February 2016, the Government of Canada announced a renewed and enhanced whole-of-government approach to address the crisis in the Middle East, which includes an increased contribution to the advising and assistance of Iraq security forces, as well as humanitarian assistance, stabilization support and capacity building. In Iraq, the CAF is contributing many capabilities to the multinational efforts to destabilize and defeat Daesh, including aerial refuelling and surveillance, CH-146 Griffon helicopters, Special Operations Forces, and an all-source intelligence centre. Additionally, the CAF is providing the leadership and most of the core capabilities of the Coalition Role 2 medical facility and the Coalition Ministerial Liaison Team. In fall 2016, the CAF deployed two Canadian Training Assistance Teams (CTATs) to enhance military cooperation and with the aim to Build Partner Capacity within the Jordanian Armed Forces (JAF) and the Lebanese Armed Forces (LAF) through

training, equipment, and other support. Build Partner Capacity is the effort on the part of coalition members and the CAF to work with the partnered countries to increase their ability to provide security and defence to their citizens. The CTAT's role is to identify, establish, and synchronize capacity-building programs to be conducted with the JAF and the LAF. Build Partner Capacity efforts in these two countries promote increased security and contribute to regional security and stability. Materiel donation projects within the year, funded through Global Affairs Canada, included winter and mountain gear for the LAF, wet weather gear for the JAF, and defensive stores for the JAF. Two training projects were conducted within Jordan in early 2017. The first team deployed to provide the JAF with Logistics Support and mentorship, and the second team provided instructors for a JAF Joint Terminal Attack Controller course. Up to 830 CAF personnel are assigned to Operation IMPACT.

Operation UNIFIER | Ukraine

On 6 March 2017, the Government of Canada announced that it has extended Operation UNIFIER until the end of March 2019. This builds on Canada's ongoing commitment to defence reform in Ukraine, including the appointment in October 2016 of a senior civilian executive within DND to Ukraine's Defence Reform Advisory Board. DND and Ukraine officials also worked together to finalize the Canada-Ukraine Defence Cooperation Arrangement, a document that reflects Canada and Ukraine's growing defence cooperation.

Furthermore, the CAF is partnering with Ukraine under the auspices of the Military Training and Cooperation Program (MTCP), an ongoing engagement that offers a series of opportunities to enhance peace support operations, interoperability, military capacity building, and professional development.

For example, a course on military chaplaincy training, sponsored by the MTCP concluded on 10 February 2017. CAF members and Ukrainian religious leaders with military experience worked together to train 22 Ukrainian soldiers over a two-week period. This course took place as part of the Ukrainian Armed Forces' efforts to develop a chaplaincy model to suit the needs of their diverse society and military.

Operation CALUMET | Sinai Peninsula

Canada's participation in the Multinational Force and Observers (MFO), an independent peacekeeping operation in the Sinai Peninsula. Canada has maintained a contingent in the MFO since September 1985. Task Force El Gorah consists of approximately 70 CAF personnel based at the MFO North Camp and South Camp in El Gorah, Egypt. Since March 2015, the Canadian contingent includes Military Police officers, who conduct police and security duties in the North and South camps of the multinational peacekeeping force. These duties include traffic control, patrols, investigations, inspections and searches. They are also responsible for crime prevention programs and general security within the North and South camps. Although insurgent activity continues to impact freedom of movement in the Northern area of operations, objectives were again met.

Operation ARTEMIS | Middle Eastern waters

Operation ARTEMIS^{iv} is the CAF participation in counter-terrorism and maritime security operations in the Arabian Sea and Indian Ocean area. This operation clearly demonstrates Canada's solidarity with partners and allies as we continue to work together for peace and security in the greater Middle East Region. Canada contributed to stability and regional prosperity by providing a 30 person command and staff for CTF 150 from December 2016 to April 2017. Current government support for this operation is effective until 31 March 2021 and includes a commitment of a periodic deployment of a ship, a maritime patrol aircraft and command and staff for CTF 150.

Operational support hubs

Work continues to operationally engage partners and allies to situate Operational Support (OS) Hubs. OS Hub Southwest Asia (Kuwait) and OS Hub Europe (Germany) are currently operating (at Cadre Status). OS Hub Latin America (Jamaica) was established in June 2016 and is at Caretaker Status, which means that personnel will be deployed there when needed.

Secure in North America

We continue to work with the United States and Mexico to enhance North American defence cooperation in areas such as maritime security, humanitarian assistance, disaster relief, and peacekeeping. From 2 – 5 March, 2017, HMCS Saskatoon participated in a North American Maritime Security Initiative exercise to address drug trafficking. Ships from the United States Coast Guard and Mexico's Secretaría de Marina also took part in this exercise.

We also continue to implement initiatives to improve surveillance and control in the Arctic as outlined in the Plan for the North.

The CAF maintain a year-round presence in Canada's northern region through the activities of Joint Task Force (North) (JTFN) and a host of joint exercises and annual sovereignty operations held in the high, western and eastern Arctic. These activities:

- Exercise Canada's sovereignty in the region;
- Advance CAF capabilities to conduct arctic operations; and
- Improve whole-of-government coordination and interoperability in response to northern safety and security issues.

Key examples of joint exercises and sovereignty operations, which included participation of all environmental commands during summer and winter months included:

Operation NUNALIVUT^v 2016: Took place from 1 - 22 April 2016 in and around Resolute Bay and Alert, Nunavut. Operation NUNALIVUT 2016 involved more than 230 CAF personnel from across Canada. The three-week operation provided an opportunity for the CAF to exercise Canada's sovereignty over its northernmost regions, demonstrate its ability to operate in the harsh winter environment in remote areas of the High Arctic and enhance its capability to respond to any situation in Canada's North.

Operation NUNAKPUT^{vi} 2016: Took place from 5 - 20 July 2016 in the South Mackenzie River and Great Slave Lake regions. The operation consisted of a series of maritime patrols, training opportunities and community engagements. Search and rescue training, small boat operator training for Rangers, marine patrolling and training and community events were conducted in close cooperation with Northern partners.

Operation NANOOK^{vii} 2016: Took place from 21 August to 2 September 2016. Approximately 850 Canadian sailors, soldiers, airmen and airwomen and civilian partners participated in Operation NANOOK 2016 in and around the Whitehorse and Haines Junction area of Yukon as well as in Rankin Inlet, Nunavut. Military personnel and equipment came from across Canada, while civilian participants represented several federal and territorial agencies in Yukon. It is the largest sovereignty operation in Canada's North.

Operation NUNALIVUT^{viii} 2017: The CAF successfully concluded this operation on 10 March 2017, after two weeks of surveillance and control operations near Hall Beach and Resolute Bay, Nunavut. Over 350 CAF members, including the 1st Canadian Ranger Patrol Group, participated in the exercise with other government departments and agencies, focusing on long-range patrols, diving operations and survival training in the High Arctic.

Operation LIMPID^{ix}: This surveillance, presence and control plan over space, air, cyber, maritime and land domains and approaches to Canada was executed to provide situational awareness to the CAF and whole of government partners.

Operation NEVUS^x: A continuous operation to maintain effective communications in the High Arctic between Canadian Forces Station (CFS) Alert and CAF elements in southern Canada via the High Arctic Data Communications System.

Operation BOXTOP^{xi}: Conducted twice yearly, in April and September, to replenish CFS Alert with fuel and supplies from Thule Air Force Base Greenland.

In addition, the Canadian Army conducts Northern Exercises (NOREX) on an annual basis in order to train and develop our arctic capabilities. All these exercises have a local community engagement nexus. In FY 2016-17 the following NOREXs occurred:

- Exercise NORTHERN SAPPER 17, Goose Bay, NL, 1-24 February 2017;
- Exercise GUERRIER NORDIQUE 17, Hall Beach, NU, 24 February to 12 March 2017;
- Exercise ARCTIC BISON, Grand Rapids, MB, 17-26 February 2017; and
- Exercise NORTHERN SOJOURN 17, around Goose Bay, NL, 2- 11 March 2017.

Operation CARIBBE^{xii} | Caribbean and Eastern Pacific

While supporting United States Coast Guard Law Enforcement Detachments, CAF personnel directly contributed to the seizure or disruption of approximately 3.4 metric tonnes of cocaine from 1 April 2016 to 31 March 2017. Throughout the FY, the CAF contributed one CP-140 Aurora maritime patrol aircraft and five Royal Canadian Navy (RCN) ships which included Her Majesty's Canadian (HMC) Ships Summerside, Edmonton (deployed

twice), Saskatoon (deployed twice), Kingston and Brandon. The following are some highlights from the FY 2016-17 deployments:

- On 5 November 2016, HMCS Brandon in cooperation with the United States Coast Guard seized an estimated 700 kg of cocaine in international waters off the Pacific Coast of Central America;
- From 15 to 18 November 2016, HMCS Edmonton assisted in the disruption of three separate cocaine shipments in international waters off the Pacific coast of Central America. The combined weight of the seized/disrupted drug shipments was an estimated 2,120 kg of cocaine; and
- On 12 March 2017, HMCS Saskatoon in cooperation with the United States Coast Guard seized approximately 660 kg of cocaine in international waters in the eastern Pacific off the coast of Central America.

Women, Peace and Security (WPS) and Gender Based Analysis Plus (GBA+)

We continue to promote United Nations Security Council Resolution (UNSCR) 1325 and the subsequent seven resolutions on Women, Peace and Security. We now have in place a GBA+/WPS Champion, have engaged a Director - Integration of Gender Perspectives for the CAF and also have assigned three military gender advisors (two at the operational level and one at the strategic level). Furthermore, gender focal points have been assigned on each deployed operation and throughout the Department. The UNSCR 1325 Implementation Working Group was stood-up to ensure oversight of the CAFs continued commitment to implementation as per Canada's National Action Plan. The Status of Women Canada GBA+ on-line training has been mandated to employees of the Department as this training provides an analytical tool on the integration of gender perspectives on military operations and in policy development. The first Five Eyes Plus Gender Conference was also hosted in Ottawa this year with representatives from 10 countries as well as NATO and the UN. There have also been multiple engagements at the international level with gender advisors and the GBA+/WPS Champion on WPS and integration of gender perspectives.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014-15 Actual results
The application of Canadian Defence and Security capabilities continuously protects the sovereignty of Canada, the values of Canadians and the interests of the Government of Canada against risks imposed by armed threats.	Percentage of Defence Combat and Support Operations that have successfully achieved their operational objectives.	90-100%	March 2017	98%	97%	99.5%

Budgetary financial resources (dollars)

2016-17 Main Estimates	2016-17 Planned spending	2016-17 Total authorities available for use	2016-17 Actual spending (authorities used)	2016-17 Difference (actual minus planned)
1,235,618,328	1,235,618,328	1,431,589,418	1,347,953,481	112,335,153

Human resources (full-time equivalents)

	2016-17 Planned	2016-17 Actual	2016-17 Difference (actual minus planned)
Military – Regular Force	6,148	5,670	(478)
Civilian	652	748	96
TOTAL	6,800	6,418	(382)

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

For more information on previous fiscal year results, see the Departmental Results Report on our [Reports and Publications web page](#)^{xiii}

Program 2.0: Defence Services and Contributions to Government

Description

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

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

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

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

Results

We provided a National Data Transfer Service to other Canadian departments collaborating with the CAF. This service includes secure document transfer between most classified networks accessible by any CAF member. This service has annually decreased the number of security incidents experienced by the CAF and increased the security of each network involved.

Vimy 100 was a VAC led event announced in March 2017 for the important commemorative activities that took place both in Canada and in France in early April 2017, for which the CDS designated the Canadian Joint Operations Commander as the CAF lead for the events overseas. There was a significant Canadian presence of both CAF and retired CAF personnel. In addition, the fallen from previous wars were honoured and buried and CAF participation in a range of national and local ceremonies such as Remembrance Day, the Battle of the Atlantic and the Battle of Britain, helped keep the service, sacrifice and the CAF in the minds of Canadians.

Establishment changes have been processed and manning efforts have progressed toward the desired end-state for the Reserve force positions and for year two of the three year plan to optimize the Regular force establishment in support of the Youth Program.

The Regular force manning priority for Regional Cadet Support Units was also corrected to Priority 3 from Priority 6. This changes the minimum percentage of the military Regular force establishment that shall be filled to 96 percent from the previous 85 percent minimum manning level. The actual manning levels achieved in FY 2016-17 was only 70.5 percent, down from 87.1 percent in FY 2015-16. This is primarily due to the shift in targeted CAF occupations as part of the optimized Regular force establishment plan, which will take a few posting cycles to achieve the required end-state.

The organizational changes are achieving the intent to exercise better command and control over decentralized delivery of the program regionally and locally. This included the streamlining of regional headquarters and standing up a system of areas and zones that are staffed with personnel who can provide better and more direct service and support to community level programming.

The new governance model for the cadet program continues to be operationalized and is enhancing its overall joint management and administration between National Defence and the Navy, Army, and Air Cadet Leagues of Canada.

Finalization of the research report by the department to gain a better understanding of the types of activities and factors that will encourage youth to join and stay in the program was delayed until FY 2017-18. However, a renewal working group was initiated to review growth and sustainability of the program.

Significant progress has been made in working towards a command-driven and staff supported standardized business planning approach and related comptrollership practices. Some of the new renewal metrics have been activated and the information is being considered by program stakeholders.

The program administration and internal communications reviews have been completed and the results and recommendations are working their way through the applicable governance bodies for consideration.

Implementation of the Youth Program Public Affairs Strategy has progressed as planned and is beginning to generate results particularly in terms of the youth program's social media presence and engagement with its stakeholders.

Science and Technology (S&T)

We supported innovators who have science and technology solutions to public safety and security challenges. Key to the program's success has been mobilizing, building, and accessing collaborative networks. For example, the Canadian Safety and Security Program has continued funding partnerships that meet Government of Canada priorities such as strengthening Canada's capacity to predict, prepare for, and respond to weather-related emergencies and natural disasters. Significantly, we have:

- Implemented the Sendai Framework for Disaster Risk Reduction 2015-2030 which strengthens Canada's capacity to manage weather-related emergencies and natural disasters;
- Promoted innovative use of current technology zoonotic and infectious diseases mitigates diseases that threaten resources inside our borders has been funded; and
- Developed the countermeasures for remotely piloted systems that threaten our critical infrastructure and communities.

Defence Research Development Canada promotes, funds and manages collaborative S&T projects that provide public safety and security communities with knowledge and resources needed to address S&T capability gaps. In such instances, it is expected that public safety and security communities will exploit S&T knowledge and resources to inform their policies, programs, operations and initiatives. An example is our support to Canadian innovators proposing emerging technologies to address challenges related to creating safe and secure smart cities.

Domestic and continental assistance and response operations

Throughout FY 2016-17, as tasked by the Government of Canada and as required, CAF personnel were deployed in support of domestic and continental assistance and response operations. Operations included:

Operation LENTUS^{xiv} | New Brunswick: After a destructive ice storm, the Province of New Brunswick asked for Government of Canada help on 29 January 2017. About 200 CAF members supported the emergency response until 6 February 2017. Over the course of the operation, the troops surveyed more than 1,100 km of roads, visited 5,400 houses and delivered eight pallets of water and 34 truckloads of firewood.

Operation LENTUS | Alberta: On 4 May 2016, following intense wildfires, the Province of Alberta requested CAF assistance with their emergency response to the wildfire situation in Fort McMurray. In support of the Province of Alberta, the CAF deployed:

- 65 CAF personnel;
- four CH-146 Griffon helicopters;
- one CH-147 Chinook helicopter; and
- one CC-130J Hercules aircraft.

Joint Task Force West shipped 124,700 lbs. of freight, transported a total of 367 evacuees to safe areas and transported 173 firefighters in and out of the affected area.

Working from Conklin, Alberta, the Air Task Force conducted one search and rescue mission, eight reconnaissance flights over fire-affected areas and critical infrastructure, and eight night surveillance flights that employed technology to monitor the fire at night.

On 12 May 2016, the Province of Alberta assessed that the contribution of CAF air assets to support provincial resources in responding to the wildfires in Fort McMurray was no longer required. On 13 May 2016, all participating CAF assets returned to normal duties.

International humanitarian assistance and disaster relief operations

Canadian Armed Forces personnel also deployed, as required and tasked by the Government of Canada, in support of international humanitarian assistance and disaster relief operations. In FY 2016-17, operations included:

Operation PROVISION^{xv}: On 12 November 2015, the CAF was tasked by government to provide assistance to Immigration, Refugees and Citizenship Canada (IRCC) for the overseas processing, and settlement in Canada, of 25,000 Syrian refugees. The CAF contribution was named Operation PROVISION, which contributed to Canada reaching its target on 28 February 2016. On 30 March, 2016, the IRCC Minister announced that privately sponsored refugee applications already submitted would continue to be processed, requiring a continuation of CAF assistance to process the remaining applications. From May to June 2016, 16 additional CAF personnel deployed to Beirut, Lebanon, to assist IRCC in processing applications.

Operation RENAISSANCE^{xvi} | New Zealand: From 16 - 19 November 2016, HMCS Vancouver conducted emergency relief operations in New Zealand following a 7.8 magnitude earthquake that struck the South Island on 14 November. In support of the New Zealand Defence Force, HMCS Vancouver, with its embarked CH-124 Sea King helicopter and air detachment, evacuated people from the affected area of Kaikoura, assisted in the delivery of emergency supplies and repaired damaged infrastructure.

Search and Rescue (SAR)

The primary SAR responsibilities of the CAF are the conduct of aeronautical SAR and the coordination of the aeronautical and maritime SAR system. CAF resources may also assist in Ground Search and Rescue (GSAR) efforts, medical evacuations, and other humanitarian incidents if requested by the responsible provincial/territorial authority and provided it does not interfere with CAF's primary mandate of aeronautical SAR. All CAF personnel and equipment are considered secondary SAR assets. The Canadian Rangers and Reserve force, regularly aid in GSAR upon request in sparsely settled regions of the country. This past year there were a total of 10,071 SAR incidents; 2,222 had a final classification of 1 (Distress) or 2 (Imminent Distress), and were all handled effectively. Effectiveness is based on the Joint Rescue Coordination Centre coordinating an appropriate response to all calls received. This may mean dispatching a CAF resource, utilizing volunteers or handing the situation to a more appropriate agency. The 2,222 cases in 2016 generated 826 taskings for RCAF air assets. Thirty-three of these taskings were flown by RCAF secondary SAR aircraft (Aurora, Sea King, Twin Otter, Griffon, etc). There were no missions where the primary SAR asset was unable to complete the mission due to weather or serviceability. The 33 missions where a secondary SAR asset was tasked were due to their closer proximity to the distress location. Finally, in addition to responding to SAR emergencies, organizations also invested time and resources to educate Canadians about SAR in support of the Transport Canada prevention mandate. United by the common theme of "working together to save lives," the collective work of all involved partners forms the backbone of Canada's National SAR Program.

Ongoing operations

Operation PALAC^{xvii}: began on 29 November 2016 and continued until April 2017. This season, artillery troops fired 499-105 mm blank ammunition rounds with the intent of starting controlled avalanches in the mountain regions of British Columbia. The large number of ammunition used was due to significant snowfall in British Columbia. Cumulatively, more than 11 metres of snow fell this past season at the Parks Canada weather station at Mount Fidelity (elevation 1,905 metres) and almost 6.5 metres at the weather station at Rogers Pass (elevation 1,315 metres).

Operation SABOT^{xviii}: took place between 1 April 2016 and 31 March 2017 and saw the CAF supporting the Royal Canadian Mounted Police in Nova Scotia, New Brunswick, Quebec and Saskatchewan to conduct patrols. In total, police seized and destroyed more than 87,677 marijuana plants from multiple illegal grow sites in the provinces. The CAF have supported Operation SABOT since 1989.

Operation DRIFTNET^{xix}: took place from 3 - 26 June 2016. It delivers Canada's participation in multinational efforts to control driftnetting and other forms of illegal, unregulated and unreported fishing in the North Pacific Ocean. Operation DRIFTNET 2016 was coordinated by Fisheries and Oceans Canada personnel from British Columbia, the CAF (including a RCAF CP-140 Aurora aircraft stationed in Hakodate, Japan), and was supported by the United States Coast Guard out of Juneau, Alaska. Over the duration of the mission, 11 flights and 120 surveillance hours were logged in the high threat area of the North Pacific.

For more information on CAF operations, please visit the [Defence website](#).^{xx}

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014-15 Actual results
The application of Defence capabilities and services reduces the risk to the safety, security and prosperity of Canada, and to the stability of foreign populations.	Percentage of Defence Service Operations and Defence Services that successfully met their objectives.	90-100%	March 2017	100%	99%	100%

Budgetary financial resources (dollars)

2016-17 Main Estimates	2016-17 Planned spending	2016-17 Total authorities available for use	2016-17 Actual spending (authorities used)	2016-17 Difference (actual minus planned)
323,558,922	323,558,922	334,822,105	412,290,287	88,731,365

Human resources (full-time equivalents)

	2016-17 Planned	2016-17 Actual	2016-17 Difference (actual minus planned)
Military – Regular Force	1,393	1,245	(148)
Civilian	292	245	(47)
TOTAL	1,685	1,490	(195)

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

Program 3.0: Defence Ready Force Element Production

Description

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

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

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

Results

Royal Canadian Navy (RCN)

The RCN is Canada's naval force, a rapidly deployable and highly flexible team that provides the Government of Canada with maritime defence and security options. To prepare to meet these demands, the RCN plans, schedules and monitors the execution of naval readiness through its semi-annual governance cycle.

During the reporting period, the RCN participated in many joint and inter-operability exercises and deployments. Of note were: the participation in RIMPAC '16; participation of the submarine, HMCS Windsor, in Exercise DYNAMIC MONGOOSE; the deployment of HMC ships Summerside and Moncton to West Africa for NEPTUNE TRIDENT 17; HMCS Vancouver's participation in the Royal Australian Navy Exercise KAKADU; the Canadian-led anti-submarine warfare exercise CUTLASS FURY; and Exercise TRADEWINDS in the Caribbean Sea.

The RCN has embarked on new initiatives aimed at reducing organizational risk and increasing ability to deliver on naval readiness. As an example, the Naval Reserve recruiting process has been revamped, significantly reducing the time required to enroll naval reservists. Significant strides forward have also been achieved in the implementation of Command Analytics within RCN lines.

Gaps that exist in naval capability continue to be mitigated. For a second year, RCN sailors have embarked in partner nation's replenishment vessels in order to maintain operational experience and retain individual skills. The RCN continues to manage the risk associated with the lack of long range air defence caused by the early retirement of the IROQUOIS class destroyers. Finally, the weld issues discovered in HMCS Chicoutimi and Victoria are being addressed and the last of the Halifax Class frigates to be modernized is undergoing at sea trials.

Canadian Army (CA)

The CA is made up of Regular force, Reserve force, Canadian Rangers and civilian personnel who work together to provide Canada with a reliable and responsive range of military capabilities that deliver decisive land power in the achievement of Canadian defence objectives. Through its Managed Readiness Plan, the Army's flexibility and depth ensures it can scale its forces across the full continuum of operations. Throughout 2016-17, the CA remained ready to defend Canada and North America and to contribute to international peace and security. This was aptly demonstrated by contributing to Operation LENTUS, the deployment of Reserve-based Arctic Response Company Groups to the North and contributions across international areas of conflict including

those in Eastern Europe and the Middle East. Preparations were also initiated for the deployment of the Enhanced Forward Presence Battle Group to Latvia.

Strengthening the Primary Reserve is a high priority for the CA in order to increase the army's readiness. In December 2016, the CA launched an innovative Primary Reserve recruiting trial program in 5th Canadian Division, in the Atlantic Provinces, to improve the recruiting process. The trial demonstrates a faster form of enrolment that effectively synchronizes all the processing steps, such as aptitude tests, reliability checks and medical assessments, enabling applicants to be enrolled within a couple of weeks rather than months. This will result in personnel taking part in basic training much sooner. Expedited recruiting has proven possible and is expected to lead to an increase of effective strength over time which may positively affect retention.

The limited vehicle serviceability rates within the CA, due to its aging fleets, are impacting readiness. The CA assesses its major vehicle and equipment fleet serviceability at 60 percent. This number does not currently reduce the operational capability of the CA to achieve its missions as directed by the Government of Canada; but in the long-term, delays may affect the force generation of land capabilities if unaddressed. Until replacement fleets are fielded, and in order to minimize the impact on readiness, the CA is actively prioritizing the usage of its fleets based on the Managed Readiness Plan. Projects for replacement fleets are in various stages of development and fielding. The recapitalization of core capabilities as well as modernization of the CA in areas such as communications, command and control, weapons systems and vehicle fleets are key elements addressed in Strong, Secure, Engaged: Canada's Defence Policy.

Royal Canadian Air Force (RCAF)

The RCAF force elements, through the Total Air Resource Management (TARM) process, dictate the yearly flying rate required for force generation to complete tasks associated with the RCAF Force Protection and Readiness (FP&R) that align with established readiness levels within the CAF FP&R. RCAF has met the goal of preserving the yearly flying rate required to ensure force generation for force elements enabling them to meet established readiness levels. Core force generation hours are defined in the TARM and are not apportioned for force employment, ensuring that the force generation base required for FP&R tasks is preserved.

The RCAF participated in more than 10 main joint exercises in FY 2016-17. Main domestically located exercises were: CUTLASS FURY, VIGILANT SHIELD,^{xxi} READY ANGLE, READY RENAISSANCE,^{xxii} MAPLE FLAG 49, MAPLE RESOLVE and BULLSEYE.

Main expeditionary exercises were RIMPAC 16 and PITCH BLACK. Furthermore, Air Task Force Operation IMPACT^{xxiii} Collective Training was conducted to enable Operations Ready declaration for RCAF assets to support the joint mission. Some observers were also sent to three joint exercises to assess and optimize potential future participations (ULCHI FREEDOM GUARDIAN in South Korea, TRIDENT JUNCTURE for NATO, and VOLFA in France).

Governance structures were refined and used to ensure force elements had the required resources by priority and combined air operations centre ensured effects of air assets were used to the maximum extent.

Special Operations Forces (SOF)

The Canadian Special Operations Forces Command (CANSOFCOM) is strategically placed to meet the Government of Canada's requirement to deliver SOF operational effects around the globe. This is achieved through the preparation and maintenance of very high-readiness forces.

CANSOFCOM contributes directly to achieving National Defence's priorities by ensuring sustainable operational excellence (including long-term investments in equipment and infrastructure); CAF posture and readiness (positioned and ready to meet operational contingencies and expectations in Canada and around the globe); strengthening the Defence Team (investing in our personnel and growing the Command in order to achieve defence policy objectives); and ensuring defence resource stewardship and affordability.

CANSOFCOM has maintained a global presence, not only in the Middle East, but also in the Caribbean, Africa and South East Asia. Special operations forces engagements leverage relationships with other government departments, allies and partners to ensure a coordinated and collaborative approach. Global engagements over the last year have covered a wide variety of activities including, but not limited to, capacity building (through collaborative exercises TROPICAL DAGGER and FLINTLOCK); key leader engagements, multinational training activities and the maintenance of a strong international liaison network.

CANSOFCOM continues to meet its Force Development mandate to conduct activities that develops SOF capabilities and provide SOF teams with the essential structural, technological and knowledge advantage

required to be successful. CANSOFCOM also sponsors an ambitious Science and Technology / Research and Development program aimed at enabling, facilitating and supporting the development and acquisition of innovative technology, examples of which include the Long Range Anti-Armour Missile and the Ultra-Light Combat Vehicle.

Joint and common forces

The continued evolution of the Joint Managed Readiness Program (JMRP) was the joint readiness focus for 2016-17. The JMRP is in the third year of a five year development process. It comprises a detailed schedule of joint exercises implemented by a Joint Training Advisory Group and CAF planning staffs. The associated CAF Joint Task List was reviewed comprehensively and revised this year.

We identified opportunities for NATO training that would support Canada's training needs. This training takes place under the oversight of the Supreme Headquarters Allied Powers Europe (SHAPE) and/or the Allied Command Transformation (ACT).

The Strategic Management Readiness Tool (SMART) was delivered to the command and control (C2) network and used by Defence organizations to report on readiness metrics related to assigned tasks and responsibilities. The tool collects readiness data (personnel, resource, equipment and infrastructure components) that provides CAF Force Posture and Defence Readiness reports. It also serves as a decision aid for senior management.

Exercise DETERMINED DRAGON^{xxiv} is an annual training event that exercises the Canadian Joint Operation Command's ability to execute various scenarios in defence of North America and global defence operation. From 12 - 23 September 2016, it focused on the joint defence of North America, specifically the joint and combined control and command of the NORAD and the Canadian NORAD Region.

RIMPAC 16^{xxv} | Pacific Rim Region: is the world's largest international maritime exercise, comprised of nations with an interest in the Pacific Rim region. It took place from 30 June to 4 August 2016. More than 1,500 Canadian sailors, soldiers, airmen and airwomen participated in the United States Navy-led exercise in and around the Hawaiian Islands and Southern California. RIMPAC is conducted on a biennial basis from the Hawaiian Islands and Pearl Harbour.

For more information on military exercises^{xxvi} visit our web site

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014-15 Actual results
There exists a sufficient and balanced portfolio of operationally ready force elements that can participate in Defence Operations and deliver Defence services.	Percentage of occurrences that Forces at High Readiness were available to respond when demanded, as tasked in Force Posture and Readiness (FP&R).	70-100%	March 2017	95%	95%	N/A*

*Note: No activities were undertaken, FY 2014-15.

Budgetary financial resources (dollars)

2016-17 Main Estimates	2016-17 Planned spending	2016-17 Total authorities available for use	2016-17 Actual spending (authorities used)	2016-17 Difference (actual minus planned)
3,469,027,157	3,469,027,157	3,579,383,682	3,455,054,881	(13,972,276)

Human resources (full-time equivalents)

	2016-17 Planned	2016-17 Actual	2016-17 Difference (actual minus planned)
Military – Regular Force	26,351	25,623	(728)
Civilian	2,134	1,676	(458)
TOTAL	28,485	27,299	(1,186)

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

Program 4.0: Defence Capability Element Production

Description

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

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

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

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

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

Results

Diversity and Employment Equity

The CAF focused on the development of an enhanced Diversity Strategy and Diversity Action Plan, which encompasses legislated Employment Equity regulations. In addition the following were conducted:

- Published a directive regarding Religious or Spiritual Accommodation to highlight the CAF's responsibility to consider a request for an accommodation based on a religious or sincerely held spiritual belief;
- Commenced revision of an instruction that provides information for transgender members and their unit. This will reflect current terminology and provide additional guidance for supervisors in the provision of support to transgender members;
- Initiated the revision to modernized definitions and integrated policy across the institution to reflect GBA+ and diversity concepts;
- Commenced the development of Employment Equity and Diversity training packages;
- Continued ongoing involvement of Defence Advisory groups for designated groups; and
- Continued ongoing development of the Family Status and of Learning Disability Accommodation policies.

Definitive action on Operation HONOUR and related initiatives

The CAF has taken significant action to improve victim support; initiate prevention programs; update policies; enhance subject matter expertise of those who provide support and assistance to victims; embed Operation HONOUR concepts across all levels of education and training; hold leaders to account for their response and actions; take decisive action to deter perpetrators; and engage and empower all members of the CAF to take action to address and eliminate sexual violence and harassment.

Related initiatives include:

- The Integrated Complaint & Conflict Management System which is now operating on four bases and is providing a simplified, integrated complaint and conflict management system that is responsive to and trusted by CAF members and the chain of command;
- DND has been working closely with Other Government Departments on initiatives related to Diversity and Inclusivity, Mental and Spiritual Health and Wellness, Gender Based Violence, Workplace Violence, and Sexual Harassment and continues to gain insights from the experience of our Allies and Canadian experts who have been part of our stakeholder engagement plan and consultations;
- The stand-up of the specially trained Sexual Offence Response Teams which will investigate all complaints of sexual assault within the CAF that are investigated by the military police;
- The revision of the medical policy on “Medical Management of Sexual Misconduct”, which now provides clearer direction on providing medical care to victims of sexual misconduct;
- The Survey on Sexual Misconduct in the CAF was conducted by Statistics Canada and collected information regarding the prevalence of sexual misconduct within the CAF, the reporting of harmful and inappropriate sexualized behaviour, and member awareness of policy, programs, and associated support mechanisms;
- The development of a one-day workshop titled “Respect in the CAF” which has been designed to foster a sustained change in attitudes and behaviours focused on building a respectful climate and culture within the Canadian Armed Forces to align with its ethical principles and values;
- Updated policy and instructions on harassment; and
- Rolled out new or enhanced training packages on harassment, conduct, workplace environment and bystander intervention and ongoing products related to harmful and inappropriate sexual behaviour.

Support of CAF members (including those who are medically-released) and their families

In October 2015, VAC, in partnership with DND, announced a pilot initiative for medically-released veterans and their families to access the Military Family Services Program for two-years from their date of release from the CAF. To ease transitional challenges, the Veteran Family Program pilot initiative was made available at seven Military Family Resource Centres, through the Family Information Line and virtually at www.CAFconnection.ca. Since the implementation of the Veteran Family Program there has been:

- Direct contact with 1,190 medically-released veterans and/or their families through the Family Information Line; and
- Virtual contact with 13,000 medically-released veterans and/or their families.

As a part of the broader initiative to provide enhanced support to veterans, serving military members, and their families, a Records Disclosure Team (RDT) was established to support the timely provision of digitized medical records to VAC. In 2016, the RDT disclosed 11,596 redacted medical records to VAC within an average timeframe of 30 days. This enhanced information sharing capability between DND and VAC represents a disclosure increase of approximately 31 percent since its inception in 2014.

The strengthening of our commitment to improving support to our military members saw the launch of The Journey initiative and the creation of the project team who will set the conditions for the implementation of many of the Defence Policy initiatives with the aim of amelioration of support to our currently serving and retiring members.

Ensure Canada's military is well-equipped

We continued to acquire and support the materiel and equipment required by the CAF to ensure that our materiel capability elements are available in the quantity, mix and condition needed to support operations and to achieve Force Protection and Readiness (FP&R) requirements.

To acquire and modernize operational fleets for the CAF, the Department progressed key major capital projects and advanced the National Shipbuilding Strategy. Highlights included:

- The approval of a revised procurement strategy for the Canadian Surface Combatant Project;
- Commencement of design and engineering of the Joint Support Ship Project;
- Commencement of construction of the second Arctic Off-Shore Patrol Ship;
- Modernization of the last of 12 HALIFAX Class frigates;
- Implementation of the Fixed Wing Search and Rescue Project;
- Introduction of several Block 1.1 and 1.2 Cyclone maritime helicopters into service;
- Acceptance of the first Tactical Armoured Patrol Vehicle; and
- The start of the definition phase for the Interim Fighter Capability Project.

We continued to collaborate with Public Services and Procurement Canada on the implementation of the Defence Procurement Strategy including further streamlining the Defence procurement process and making improvements to the Defence Acquisition Guide to ensure the delivery of the right equipment to the CAF and the creation of economic opportunities and jobs in Canada. We continued to develop and augment our procurement and contracting capacity through the hiring and training of procurement officers in the Department.

Through the Defence Renewal Maintenance and Materiel Program, we successfully identified and implemented organizational and business efficiencies, resulting in significant reinvestments in the Defence Services Program. With the goal of increasing equipment availability, streamlining equipment maintenance programs, and optimizing the amount of inventory procured, we advanced its Inventory Management Modernization and Rationalization Project, National Stocktaking Project, and contracting innovation initiatives to increase efficiencies.

On the change management front, our National Procurement Corporate Account Review has led to significant improvements in forecasting accuracy which has resulted in more efficient equipment in-service support. We also implemented best practices in capital project demand forecasting methodologies, resulting in the standardization of forecasting and reporting methodologies, more informed risk management, and strengthened stewardship of financial resources. Furthermore, the sustainment initiative, a focal point of Defence Renewal, advanced very well, with all equipment sustainment contracts now required to undergo a sustainment business case analysis, which is presented to the appropriate whole-of-government Defence Procurement Strategy committee for decision.

With respect to public account and inventory stewardship, we pursued and achieved several materiel accountability and inventory improvements. Key successes included:

- A significant increase in non-required materiel disposals and the modernization of disposal policies, with new integrated materiel disposal coding in the Defence Resource Management Information System;
- Regular nationally-controlled stocktaking and stock verification to improve inventory data quality accuracy and materiel management discipline; and
- Improved automated reporting, stocktaking training, and procedures implementation as part of the Materiel Accountability Action Plan.

Additionally, the Materiel Acquisition and Support Transformation Campaign Plan continued to advance the strategic change agenda and improve the delivery of the Materiel Acquisition and Support Program to strengthen the stewardship of resources, reduce the cost of asset ownership, and invest in the materiel acquisition and support team. The strategic initiative on systems security engineering also made significant progress with contributions made to our focus on cyber mission assurance. Significant progress was also made on refining land, air and sea materiel assurance programs to ensure the CAF has equipment that is safe and fit-for-purpose.

Reserve force

The permanent full-time establishment has been set with a ceiling of 4,500 positions and aligned to support the priorities of Reserve force generation, support to operations, Reserve professional development and support to the institution. CAF policies affecting the Reserve force that require changes or amendments to meet the CDS's direction were tabled and, as a result, committees and working groups are addressing any required changes. The selection of reservists to attend foreign military out of service training courses, including the NATO School, have been consistently maximized with 100 percent of allocated seats being filled. The implementation of the CDS's directive continues as planned and key successes thus far include:

- Streamlined recruiting process;
- Inclusion of Primary Reserve specific elements in the "Your Say Survey" and "Focussing on the Future Survey";
- Creation of a Reserve Corporate Account to ensure funding is predictable and sustainable, also ensuring funds allocated to the Reserve remain dedicated for that purpose;
- Establishment of the Career Edge Internship program to increase attraction and retention;
- Launch of the High School co-op program in several locations across Canada; and
- Civil-Military Leadership Pilot Initiative agreements have been signed in three new educational institutions.

Infrastructure

Defence's Real Property portfolio consists of approximately 21,000 buildings, nearly 10 million m² of floor space, and has a replacement value of \$26 billion.

The infrastructure program completed the first year of a five year transformation agenda, including the consolidation of Real Property responsibilities under a single custodian and the launch of a new real property and environmental information management system across the country.

Other key highlights included:

- Completing detailed condition assessments for approximately 40 percent of the real property portfolio;
- Successfully launching Energy Performance Contracts in Petawawa, Bagotville, Alert, and Shilo;
- Establishing a Director General of Environment and Sustainable Management to coordinate and manage environment related activity across Defence; and
- Completing 78 additional repair and construction projects under the Federal Infrastructure Investments Program, investing over \$410 million in upgrades for Defence infrastructure.

Information Systems

We have made progress in supporting defence priorities, including:

- Enhancing IT security capabilities including monitoring, detection, and controls;
- Enabling, through interoperability development, secure information exchange between Canada and its allies;
- Consolidating IT service and processes to improve service delivery across Defence and better enable the conduct of Cyber operations;
- Delivering a foundational business intelligence/analytics infrastructure and specific capabilities in support of departmental priorities, such as enhanced support to CAF members and veterans; and
- Enhancing the operational effectiveness of the CAF by sustaining current C4ISR capabilities and delivering new or enhanced capabilities through better integration, interoperability, and security.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014-15 Actual results
Suitable Defence capability elements are available in a mix and condition that enables Defence to be prepared for and execute operations.	Percentage of Defence Capability Elements that are suitable to Defence needs.	90-100%	March 2017	85%	83%	87%

Budgetary financial resources (dollars)

2016-17 Main Estimates	2016-17 Planned spending	2016-17 Total authorities available for use	2016-17 Actual spending (authorities used)	2016-17 Difference (actual minus planned)
12,775,597,776	12,775,597,776	13,262,541,448	12,448,763,780	(326,833,996)

Human resources (full-time equivalents)

	2016-17 Planned	2016-17 Actual	2016-17 Difference (actual minus planned)
Military – Regular Force	32,763	32,352	(411)
Civilian	17,754	16,103	(1,651)
TOTAL	50,517	48,455	(2,062)

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

Program 5.0: Defence Capability Development and Research

Description

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

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

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

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

Results

Strong, Secure, Engaged – Canada's defence policy is comprehensive in scope and addresses all aspects of the business of defence, from military operations and capability development, to care for personnel, and management of infrastructure. The process was supported by extensive external consultations, including engagement with the Canadian public, Parliament, defence experts, and allies and partners.

The Lean Headquarters final report project closed out in October 2016.

We will continue capability development, doctrine advancement, and incorporation of lessons learned to promote capability design, development and integration. The focus for these efforts is Command and Control, Intelligence Surveillance Reconnaissance, Force Protection and Sustainment. In particular, advanced concepts for targeting will be refined through the Joint Non-munitions Effects Experiment, the development of the Joint Targeting Centre of Excellence, associated joint targeting Tactics, Techniques, Procedures and the Joint Doctrine for targeting. The ongoing development of a Recognized Operational Support Picture, including Automated Information Technology, will provide a sustainment readiness decision support capability with utility at the strategic, operational and tactical levels.

The Canadian Forces Warfare Centre (CFWC) continues to advance CAF capabilities through the work of the unit branches. The Joint Experimentation and Training Team continued to support joint operational readiness of the CAF through efforts such as major table top and computer-assisted exercises – in particular JOINTEX 17. Significant activity surrounded the preparations for Non-Munitions Based Targeting in the Joint Non-Munitions Based Targeting experiment and creation of modern synthetic environments to include advanced Electronic Combat. The Joint Doctrine Branch conducted an extensive analysis into delivering joint doctrine in a more effective manner and provided the Department with consistency in operational language through its joint terminology function. The Lessons Learned branch provided local and dispersed training for teams recording the lessons in preparation for joint and service (RCN, CA, and RCAF) specific exercises including major CAF endeavours such as the multinational exercise RIMPAC. A major focus for the Lessons Learned branch was the design and development of the Departmental Lessons Learned Program, which provides for the strategic management of lessons learned issues across DND and the CAF.

At the start of the year, CFWC managed the CAF Joint Targeting Enterprise (JTE) on behalf of the newly stood-up Targeting Capability Implementation Team (TCIT), but is now in a supporting role to the TCIT. The JTE is an amalgamation of significant aspects, components and mechanisms related to effective Command and Control, and Intelligence Surveillance and Reconnaissance efforts by leading and providing support for major JTE sub-committees.

In 2016-17, we focused on advancing and supporting science and technology through effective partnerships and close collaboration with our allies. The overarching goal was to ensure the CAF was equipped and prepared to protect Canadians as we:

- Supported Canada's renewed focus on surveillance and control of Canadian territory through significant scientific investment and collaboration with the United States to provide advice for enhanced domain awareness of air and maritime approaches to North America. An overall systems concept is being explored to minimize surveillance gaps and risks. It is a joint effort between in-house research and development and accessing innovation in industry and academia. In total, 12 external proposals and four internal projects were accepted for funding, with targeted investments for technologies and potential solutions;
- Advanced S&T to enhance FP&R by continued support to NATO activities in Central and Eastern Europe and support to Ukraine, in coordination with key NATO allies including the NATO Heads of State and Government Summit in Warsaw, Poland. In addition, Canada has become a Framework Nation in Latvia in support of NATO's enhanced Forward Presence;
- Collaborated with international partners to advance science enhancing contested urban environments by developing urban operation vignettes, including pre-entry sensing, reconnaissance support, automated sentry sensing, and mobility support, which brought together wide-area motion imagery with aircraft and tethered remotely piloted systems, network-enabled soldiers and future small arms sighting technologies. This is also evidenced by the Complex Urban Environment Program trials with Five Eyes partners.
- Implemented the Defence Research and Development Partner engagement plan with the identification of partnership opportunities by assessing allied, industrial, and academic strengths. National Defence signed a Memoranda of Understanding with two of the Canadian granting councils, the Natural Sciences and Engineering Research Council and the Social Sciences and Humanities Research Council. Internationally, Senior S&T Boards to manage bilateral Canada and United States research programs were also implemented;
- Completed 15 studies to advance the Strategic Outlook providing analysis to develop strategic estimates and supporting the development of an evidence-based Horizon One Strategic Outlook, and FP&R Directive;
- Established a Joint Targeting Steering Committee to coordinate the support of science, technology and engineering for joint targeting;
- Worked closely with allied defense organizations to develop and implement coalition programs on Space Situational Awareness and Earth Observation;
- Implemented an advisory engagement plan and advisory cell structure to provide S&T advice to senior executives. The advisory cell reached Initial Operating Capability and maintains a list of emerging S&T related policy issues to set priorities. Products delivered include S&T trends, "The Future of Warfare", "Science Innovation in Defence for the Defence Policy Review" and "Threats from Advanced Chemical Compounds"; and
- Completed the implementation of the management action plan in response to the Department's evaluation of the Defence Science and Technology Program.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014-15 Actual results
Defence stakeholders are aware of risks pertaining to the introduction, preparation, application, modification and divestment of Defence capabilities in both the near - and long-term horizons.	Percentage of score on the Defence Capability Development and Research Evaluation Index.	81-100%	March 2017	90%	85%	90%

Budgetary financial resources (dollars)

2016-17 Main Estimates	2016-17 Planned spending	2016-17 Total authorities available for use	2016-17 Actual spending (authorities used)	2016-17 Difference (actual minus planned)
397,614,790	397,614,790	411,326,893	448,262,459	50,647,669

Human resources (full-time equivalents)

	2016-17 Planned	2016-17 Actual	2016-17 Difference (actual minus planned)
Military – Regular Force	810	679	(131)
Civilian	1,418	1,362	(56)
TOTAL	2,228	2,041	(187)

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

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Results

Human Resources (HR)

A new modern service delivery model, the Next Generation Human Resources – Civilian (HR-Civ), was implemented at the end of the reporting period to establish consistent and strategic civilian HR capabilities, enabling the Defence Team to achieve higher success and to meet business priorities. Through the Next Generation HR-Civ model, we modernized and standardized staffing and classification processes, strengthened governance structures and introduced new tools to support national HR services.

We launched a departmental-wide exit survey for civilian employees. Access to this holistic data gives the Department the opportunity to identify trends and issues relating to civilian human resources management and inform the development of effective retention strategies.

The launch of the Total Health Strategy, a Defence Team initiative, aims to develop and implement a shared framework that supports the health and well-being of the Defence Team while building a safe, supportive and respectful work environment. The strategy outlines three pillars of health that are factored into an employees and members overall health and well-being: personal health, physical work environment and the psychosocial work environment.

In partnership with Shared Services Canada, we continue to provide IM/IT Solutions and support to the move to Carling campus.

We negotiated with GConnex to implement a Carling Job Match site for all of government, which enables our employees and other Core Public Administration departments in the National Capital Region to find job opportunities in light of the move to the Carling Campus.

Significant work was undertaken for our Human Resources Strategy to better understand the integrated Defence workforce (Regular force, Reserve force and civilian) and requirements. This included an environmental scan, attrition patterns and in-depth analysis of key classifications.

Finance

Financial Management Services are comprised of a five lines of operation and hundreds of enabling policies, programs and service-delivery activities. It focused on maintaining strong fiscal responsibility and careful stewardship of resources as the magnitude, complexity and visibility of our budget demands a cohesive, comprehensive and strategic approach to maximizing the efficacy of our expenditures and investments.

In 2016-17 we have:

- Established the Centre for Costing in Defence and instituted a robust training certification program for cost estimating specialists resulting in a significant expansion of costing capability and capacity in order to ensure lifecycle cost estimates and procurements are valid and completed in accordance with Treasury Board guidelines;
- Refreshed cost estimates for all planned and ongoing projects and updated them to reflect a more complete life cycle cost estimate;
- Conducted an affordability assessment in November 2016 as part of the Defence Policy Review;
- Streamlined the project approval process to be more efficient and effective by significantly reducing the approval timelines with the implementation of Part I of the Project Approval Process Renewal for Ministerial Submissions, which was approved on 20 February 2017; and

- Continued the implementation of the multi-year integrated plan focused on the remediation of the remaining key control deficiencies identified during the evaluation of the Financial Control Framework. As of 28 February 2017, 554 of 643 key control deficiencies had been remediated.

Communications

We are leading the National Security and Defence theme on the Government of Canada's website – Canada.ca – in collaboration with partner departments and agencies. Specific sections of the information architecture for this theme were tested with users to help make it easier for visitors to find information and services. The testing involved the sections on jobs with the CAF, operations and exercises, and Defence equipment purchases and upgrades.

In 2016-17, in support of the Government of Canada's Web renewal initiative, we:

- Created over 50 new topic and 20 new destination pages in each language for the National Security and Defence theme on Canada.ca;
- Developed and validated the list of top user tasks for the Defence pages with data analysis to ensure the information most often sought by visitors is easily accessible; and
- Finalized a plan to get visitors oriented to and using the new Defence pages at Canada.ca.

Budgetary financial resources (dollars)

2016-17 Main Estimates	2016-17 Planned spending	2016-17 Total authorities available for use	2016-17 Actual spending (authorities used)	2016-17 Difference (actual minus planned)
438,851,960	438,851,960	450,700,903	493,828,641	54,976,681

Human resources (full-time equivalents)

	2016-17 Planned	2016-17 Actual	2016-17 Difference (actual minus planned)
Military – Regular Force	535	527	(8)
Civilian	2,157	2,341	184
TOTAL	2,692	2,868	176

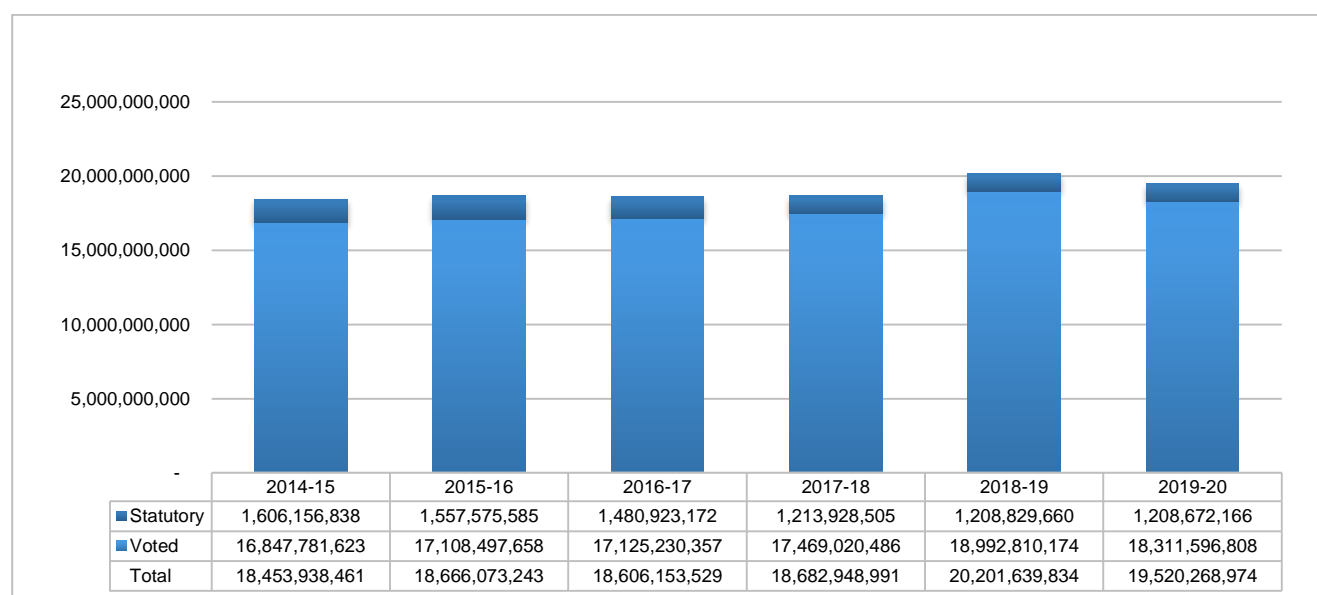
Note: Planned figures may not add up to total due to rounding



Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



1. Total spending for 2014-15, 2015-16, and 2016-17 represents the final spending on a cash basis, as provided in the Public Accounts of Canada.
2. Planned spending for 2017-18, 2018-19, and 2019-20 as provided in the Departmental Plan 2017-18. Out-year spending is expected to increase to account for SSE implementation.
3. Spending includes Internal Services.

Actual spending for 2016-17 is lower than planned spending for 2017-18. The net change is primarily due to funding related to major capital equipment and infrastructure projects.

Budgetary performance summary for Programs and Internal Services (dollars)

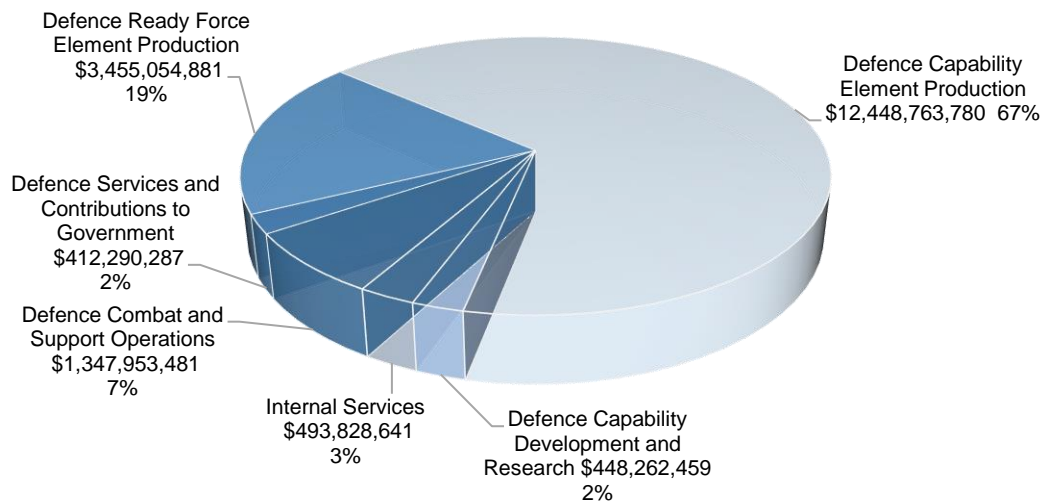
Programs, and Internal Services	2016-17 Main Estimates	2016-17 Planned spending	2017-18 Planned spending	2018-19 Planned spending	2016-17 Total authorities available for use	2016-17 Actual spending (authorities used)	2015-16 Actual spending (authorities used)	2014-15 Actual spending (authorities used)
1.0 Defence Combat and Support Operations	1,235,618,328	1,235,618,328	1,204,608,692	1,242,203,250	1,431,589,418	1,347,953,481	1,360,079,139	1,229,363,372
2.0 Defence Services and Contributions to Government	323,558,922	323,558,922	431,792,517	442,357,574	334,822,105	412,290,287	453,694,400	497,418,597
3.0 Defence Ready Force Element Production	3,469,027,157	3,469,027,157	3,366,635,148	3,443,853,349	3,579,383,682	3,455,054,881	3,401,386,557	3,284,882,232
4.0 Defence Capability Element Production	12,775,597,776	12,775,597,776	12,826,660,194	14,191,763,214	13,262,541,448	12,448,763,780	12,577,878,081	12,504,965,147
5.0 Defence Capability Development and Research	397,614,790	397,614,790	395,158,296	409,054,794	411,326,893	448,262,459	424,789,408	462,489,089
Subtotal	18,201,416,973	18,201,416,973	18,224,854,847	19,729,232,181	19,019,663,546	18,112,324,888	18,217,827,585	17,979,118,437
Internal Services	438,851,960	438,851,960	458,094,144	472,407,653	450,700,903	493,828,641	448,245,658	474,820,024
Total	18,640,268,933	18,640,268,933	18,682,948,991	20,201,639,834	19,470,364,449	18,606,153,529	18,666,073,243	18,453,938,461

Source: Assistant Deputy Minister (Finance) / Chief Financial Officer Group

Notes:

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

2016-17 Actual Spending (authorities used) by Program



The difference between planned spending and final spending authorities used for 2016-17 is summarized as follows:

Explanation of Change	Change (dollars)
Funding related to military operations overseas	231,724,088
Contributions to employee benefit plans for military members and civilians	160,577,801
Funding related to the Federal Contaminated Sites Action Plan	7,552,572
Reinvestment of proceeds from the disposal of surplus Crown assets	4,501,914
Net other departmental requirements	257,897
Total Increases	404,614,272
Net adjustments to the spending profile of major capital equipment and infrastructure projects to align financial resources with project acquisition timelines	(326,338,933)
Budget 2016 reduction to professional services, travel and advertising	(56,480,000)
Funding related to the Federal Infrastructure Investment Plan	(22,838,258)
Net transfers to other government organizations	(19,264,471)
Funding related to grants and contribution programs	(13,808,014)
Total Decreases	(438,729,676)
Net Change	(34,115,404)

Actual human resources

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

Programs and Internal Services		2014–15 Actual	2015–16 Actual	2016–17 Forecast	2016–17 Actual	2017–18 Planned	2018–19 Planned
1.0 Defence Combat and Support Operations	Military – Regular Force	5,978	5,785	6,148	5,670	6,799	6,904
	Civilian	661	688	652	748	964	964
2.0 Defence Services and Contributions to Government	Military – Regular Force	1,356	1,444	1,393	1,245	1,433	1,455
	Civilian	263	275	292	245	289	289
3.0 Defence Ready Force Element Production	Military – Regular Force	25,627	25,735	26,351	25,623	24,580	24,964
	Civilian	1,457	1,507	2,134	1,676	3,449	3,449
4.0 Defence Capability Element Production	Military – Regular Force	31,860	31,712	32,763	32,352	32,134	32,630
	Civilian	15,803	15,624	17,754	16,103	15,919	15,919
5.0 Defence Capability Development and Research	Military – Regular Force	788	671	810	679	1,038	1,055
	Civilian	1,381	1,394	1,418	1,362	1,410	1,410
Subtotal	Military – Regular Force	65,609	65,347	67,465	65,569	65,984	67,008
	Civilian	19,565	19,488	22,250	20,134	22,031	22,031
Internal Services Subtotal	Military – Regular Force	521	532	535	527	861	875
	Civilian	2,446	2,666	2,157	2,341	2,254	2,254
Subtotal	Military – Regular Force	66,130	65,879	68,000	66,096	66,845	67,883
	Civilian	22,011	22,154	24,407	22,475	24,285	24,285
Total		88,141	88,033	92,407	88,571	91,130	92,168

Notes:

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

The Regular force personnel total strength is currently 2,000 personnel below its authorized strength of 68,000 +/- 500, due to unachieved recruiting targets and higher than anticipated attrition. Enhanced recruiting and retention strategies have been developed which will increase intake and mitigate attrition in order to enable the Regular force to attain its full authorized strength as soon as practicable.

National Defence's civilian population increased slightly; however, the approved 24,192, less transfer of pension positions in July 2016, civilian FTE ceiling was not reached. The Department is in a transition period and is

currently focussed on aligning civilian resources with renewed departmental priorities which will help ensure that we have the right people, in the right place, at the right time while respecting human resources and budget allocations.

Human Resources – Reserve force personnel

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

In addition, the CAF Regular force recruiting plan includes the annual component transfer of 800 personnel from the Primary Reserve. The remaining two active sub-components of the Reserve force – the Canadian Rangers and the Cadet Organization Administration and Training Service – were maintained at the current approved total strength targets of 5,000 and 8,000 respectively. Institutionally, a major review of Primary Reserve requirements will continue so as to ensure the allocation and employment of personnel is consistent with Defence priorities, is sustainable and remains within Government of Canada direction.

The following table summarizes National Defence's total planned and actual human resources for Reserve force personnel for FY 2016-17.^{xxvii}

	Planned	Actual	Difference (actual minus planned)
Primary Reserve	27,000	21,873	(5,127)
Cadet Organization Administration and Training Service	8,000	7,443	(557)
Canadian Rangers	5,000	5,094	94

Expenditures by vote

For information on National Defence's organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#)^{xxviii}

Alignment of spending with the whole-of-government framework

Alignment of 2016-17 actual spending with the [whole-of-government framework](#)^{xxix} (dollars)

Program	Sub-Program	Spending area	Government of Canada activity	2016-17 Actual spending
1.0 Defence Combat and Support Operations	1.1 Domestic and Continental Defence Operations	Social Affairs	A safe and secure Canada	197,517,238
	1.2 International Combat Operations	International Affairs	A safe and secure world through international engagement	388,733,120
	1.3 Ongoing Centralized Operations and Operational Enablement	International Affairs	A safe and secure world through international engagement	761,703,123
Subtotal—1.0 Defence Combat and Support Operations				1,347,953,481
2.0 Defence Services and Contributions to Government	2.1 Disaster Relief and Humanitarian Operations	International Affairs	A safe and secure world through international engagement	8,482,972
	2.2 Defence Services for Canadian Safety and Security	Social Affairs	A safe and secure Canada	112,143,461
	2.3 Military Heritage and Outreach	Social Affairs	A vibrant Canadian culture and heritage	291,663,854
Subtotal—2.0 Defence Services and Contributions to Government				412,290,287
3.0 Defence Ready Force Element Production	3.1 Force Elements Readiness Sustainment	Social Affairs	A safe and secure Canada	1,150,978,969
	3.2 Force Elements Integration Training	Social Affairs	A safe and secure Canada	316,967,541
	3.3 Force Elements Production	Social Affairs	A safe and secure Canada	1,525,387,550
	3.4 Operational Readiness Production, Coordination and Command and Control	Social Affairs	A safe and secure Canada	461,720,821
Subtotal—3.0 Defence Ready Force Element Production				3,455,054,881
4.0 Defence Capability Element Production	4.1 Military Personnel and Organization Lifecycle	Social Affairs	A safe and secure Canada	3,827,898,077
	4.2 Materiel Lifecycle	Social Affairs	A safe and secure Canada	5,813,521,976
	4.3 Real Property Lifecycle	Social Affairs	A safe and secure Canada	2,107,627,869
	4.4 Information Systems Lifecycle	Social Affairs	A safe and secure Canada	699,715,858
Subtotal—4.0 Defence Capability Element Production				12,448,763,780
5.0 Defence Capability Development and Research	5.1 Capability Design, Development and Integration	Social Affairs	A safe and secure Canada	419,786,574
	5.2 Strategic Direction and Planning Support	Social Affairs	A safe and secure Canada	28,475,885
Subtotal—5.0 Defence Capability Development and Research				448,262,459
Total				18,112,324,888

Total spending by spending area (dollars)

Spending area	Total planned spending	Total actual spending
Economic affairs	N/A	N/A
Social affairs	17,200,798,780	16,953,405,673
International affairs	1,100,618,193	1,158,919,215
Government affairs	N/A	N/A

Financial statements and financial statements highlights

Financial statements

The National Defence and Canadian Armed Forces' financial statements [unaudited] for the year ended March 31, 2017, are available on the [departmental website](#).^{xxx}

Financial statements highlights

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

Condensed Statement of Operations (unaudited) for the year ended March 31, 2017 (dollars)

Financial information	2016-17 Planned results	2016-17 Actual	2015-16 Actual (Restated)	Difference (2016-17 actual minus 2016-17 planned)	Difference (2016-17 actual minus 2015-16 actual)
Total expenses	19,046,009,000	19,623,842,648	20,010,214,330	577,833,648	(386,371,682)
Total revenues	482,923,000	447,825,891	578,893,293	(35,097,109)	(131,067,402)
Net cost of operations before government funding and transfers	18,563,086,000	19,176,016,757	19,431,321,037	612,930,757	(255,304,280)

Note: The Departmental Financial Statement is prepared on an accrual accounting basis in accordance with Treasury Board Accounting Standard 1.2 and includes non-cash transactions. Financial information provided in other sections of the 2016-17 Departmental Results Report is cash-based (planned and actual spending) and tied to annual Parliamentary Appropriations (Authorities).

Condensed Statement of Financial Position (unaudited) as at March 31, 2017 (dollars)

Financial information	2016-17	2015-16 (Restated)	Difference (2016-17 minus 2015-16)
Total net liabilities	4,764,797,001	5,493,766,480	(728,969,479)
Total net financial assets	2,809,656,718	3,228,020,132	(418,363,414)
Departmental net debt	1,955,140,283	2,265,746,348	(310,606,065)
Total non-financial assets	39,179,183,705	39,267,429,237	(88,245,532)
Departmental net financial position	37,224,043,422	37,001,682,889	222,360,533



Supplementary information

Corporate information

Organizational profile

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

Associate Ministers: The Honourable Kent Hehr, PC, MP (November 2015 – August 2017)
The Honourable Seamus O'Regan, PC, MP (August 2017 – present)

Institutional Head: John Forster, Deputy Minister

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

Ministerial portfolio:

- Department of National Defence
- Canadian Armed Forces
- National Defence and Canadian Forces Ombudsman^{xxxix}
- Communications Security Establishment^{xxxix}
- Military Police Complaints Commission^{xxxix}
- Military Grievances External Review Committee^{xxxix}
- Office of the Communications Security Establishment Commissioner^{xxxix}

Enabling instruments:

- National Defence Act^{xxxix}
- Emergencies Act^{xxxix}
- Aeronautics Act^{xxxix}
- Fisheries Act^{xxxix}

For further information, see Legislation and National Defence.^{xl}

Year of incorporation / commencement: 1923

For additional corporate information on the Department of National Defence and the Canadian Armed Forces, see the Department's website.^{xli}

Reporting framework

The Department of National Defence and the Canadian Armed Forces' Strategic Outcomes and Program Alignment Architecture of record for 2016–17 are shown below:

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

1.0 Program: Defence Combat and Support Operations

1.1 Sub-Program: Domestic and Continental Defence Operations

1.1.1 Sub-Sub-Program: Operations to Defend Canada Against Armed Threats

1.1.2 Sub-Sub-Program: Ongoing Defence, Security and Sovereignty of Canada Operations

1.1.3 Sub-Sub-Program: Ongoing Defence Operations through NORAD

1.1.4 Sub-Sub-Program: Ongoing Continental Defence Operations in Cooperation with the United States

1.2 Sub-Program: International Combat Operations

1.2.1 Sub-Sub-Program: International Operations over Extended Periods

1.2.2 Sub-Sub-Program: International Crisis and Surge Response Operations

1.2.3 Sub-Sub-Program: Ongoing Defence Operations through Standing NATO Commitments

1.3 Sub-Program: Ongoing Centralized Operations and Operational Enablement

1.3.1 Sub-Sub-Program: Overarching Command and Control of Domestic and International Operations

1.3.2 Sub-Sub-Program: Ongoing Defence Intelligence Operations

1.3.3 Sub-Sub-Program: Operational Support Services

1.3.4 Sub-Sub-Program: Military Diplomacy and Global Engagement

2.0 Program: Defence Services and Contributions to Government

2.1 Sub-Program: Disaster Relief and Humanitarian Operations

2.1.1 Sub-Sub-Program: Domestic and Continental Assistance and Response Operations

2.1.2 Sub-Sub-Program: International Humanitarian Assistance and Disaster Response Operations

2.1.3 Sub-Sub-Program: Non-Combatant Evacuation Operations

2.2 Sub-Program: Defence Services for Canadian Safety and Security

2.2.1 Sub-Sub-Program: Counter Terrorism, Terrorism Event Response and Consequence Management Operations

2.2.2 Sub-Sub-Program: Assistance to Major Canadian Event Operations

2.2.3 Sub-Sub-Program: National Search and Rescue Program

2.2.4 Sub-Sub-Program: Search and Rescue Operations

2.2.5 Sub-Sub-Program: Defence Services to Other Government Departments and Agencies

2.2.6 Sub-Sub-Program: Canadian Safety and Security Program

2.3 Sub-Program: Military Heritage and Outreach

2.3.1 Sub-Sub-Program: Military History, Heritage and Awareness

2.3.2 Sub-Sub-Program: Youth Program

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

3.0 Program: Defence Ready Force Element Production

3.1 Sub-Program: Force Elements Readiness Sustainment

3.1.1 Sub-Sub-Program: Maritime Roles - Readiness Sustainment

3.1.2 Sub-Sub-Program: Land Roles - Readiness Sustainment

3.1.3 Sub-Sub-Program: Aerospace Roles - Readiness Sustainment

3.1.4 Sub-Sub-Program: Special Operations Roles - Readiness Sustainment

3.1.5 Sub-Sub-Program: Joint and Common Roles - Readiness Sustainment

3.2 Sub-Program: Force Elements Integration Training

3.2.1 Sub-Sub-Program: Maritime Environment - Integration Training

3.2.2 Sub-Sub-Program: Land Environment - Integration Training

3.2.3 Sub-Sub-Program: Aerospace Environment - Integration Training

3.2.4 Sub-Sub-Program: Special Operations - Integration Training

3.2.5 Sub-Sub-Program: Joint - Integration Training

3.2.6 Sub-Sub-Program: International and Domestic - Interoperability Training

3.3 Sub-Program: Force Elements Production

- 3.3.1 **Sub-Sub-Program:** Maritime Environment - Force Element Production
- 3.3.2 **Sub-Sub-Program:** Land Environment - Force Element Production
- 3.3.3 **Sub-Sub-Program:** Aerospace Environment - Force Element Production
- 3.3.4 **Sub-Sub-Program:** Special Operations - Force Element Production
- 3.3.5 **Sub-Sub-Program:** Joint and Common - Force Element Production
- 3.4 **Sub-Program:** Operational Readiness Production, Coordination and Command and Control
 - 3.4.1 **Sub-Sub-Program:** Maritime Environment - Force Element Production, Coordination and Command and Control
 - 3.4.2 **Sub-Sub-Program:** Land Environment - Force Element Production, Coordination and Command and Control
 - 3.4.3 **Sub-Sub-Program:** Aerospace Environment - Force Element Production, Coordination and Command and Control
 - 3.4.4 **Sub-Sub-Program:** Special Operations Forces - Force Element Production, Coordination and Command and Control
 - 3.4.5 **Sub-Sub-Program:** Joint and Common - Force Elements Production, Coordination and Command and Control
- 4.0 **Program:** Defence Capability Element Production
 - 4.1 **Sub-Program:** Military Personnel and Organization Lifecycle
 - 4.1.1 **Sub-Sub-Program:** Military Personnel - Regular Force Portfolio Management
 - 4.1.2 **Sub-Sub-Program:** Military Personnel - Reserve Force Portfolio Management
 - 4.1.3 **Sub-Sub-Program:** Military Personnel - Recruitment
 - 4.1.4 **Sub-Sub-Program:** Military Personnel - Transition and Release
 - 4.1.5 **Sub-Sub-Program:** Military Personnel - Professional Development Training
 - 4.1.6 **Sub-Sub-Program:** Military Personnel - Occupation Training
 - 4.1.7 **Sub-Sub-Program:** Military Personnel - Morale and Well Being
 - 4.1.8 **Sub-Sub-Program:** Military Personnel - Health Care
 - 4.1.9 **Sub-Sub-Program:** Organization - Security, Protection, Justice and Safety
 - 4.1.10 **Sub-Sub-Program:** Military Personnel and Organization - Strategic Coordination, Development and Control
 - 4.2 **Sub-Program:** Materiel Lifecycle
 - 4.2.1 **Sub-Sub-Program:** Materiel - Portfolio Management
 - 4.2.2 **Sub-Sub-Program:** Materiel – Acquisition
 - 4.2.3 **Sub-Sub-Program:** Materiel - Equipment Upgrade and Insertion
 - 4.2.4 **Sub-Sub-Program:** Materiel - Divestment and Disposal
 - 4.2.5 **Sub-Sub-Program:** Materiel - Engineering, Test, Production and Maintenance
 - 4.2.6 **Sub-Sub-Program:** Materiel - Inventory Management and Distribution
 - 4.2.7 **Sub-Sub-Program:** Materiel - Strategic Coordination, Development and Control
 - 4.3 **Sub-Program:** Real Property Lifecycle
 - 4.3.1 **Sub-Sub-Program:** Real Property - Portfolio Management
 - 4.3.2 **Sub-Sub-Program:** Real Property - Acquisition
 - 4.3.3 **Sub-Sub-Program:** Real Property - Divestment and Disposal
 - 4.3.4 **Sub-Sub-Program:** Real Property - Operations, Maintenance and Repair
 - 4.3.5 **Sub-Sub-Program:** Real Property - Environment and Remediation
 - 4.3.6 **Sub-Sub-Program:** Real Property - Strategic Coordination, Development and Control
 - 4.4 **Sub-Program:** Information Systems Lifecycle
 - 4.4.1 **Sub-Sub-Program:** Info Systems - Portfolio Management
 - 4.4.2 **Sub-Sub-Program:** Info Systems - Acquisition, Development and Deployment
 - 4.4.3 **Sub-Sub-Program:** Info Systems - System Management and User Support
 - 4.4.4 **Sub-Sub-Program:** Info Systems - Strategic Coordination, Development and Control
- 5.0 **Program:** Defence Capability Development and Research
 - 5.1 **Sub-Program:** Capability Design, Development and Integration
 - 5.1.1 **Sub-Sub-Program:** Capability Design and Management
 - 5.1.2 **Sub-Sub-Program:** Concept, Doctrine Development and Warfare Experimentation
 - 5.1.3 **Sub-Sub-Program:** Science and Systems Development and Integration
 - 5.2 **Sub-Program:** Strategic Direction and Planning Support
 - 5.2.1 **Sub-Sub-Program:** Strategic Capability Planning Support
 - 5.2.2 **Sub-Sub-Program:** Strategic Force Posture Planning Support
- 6.0 **Program:** Internal Services
 - 6.1 **Sub-Program:** Management and Oversight

- 6.2 Sub-Program:** Communications
- 6.3 Sub-Program:** Legal Services
- 6.4 Sub-Program:** Human Resources Management
- 6.5 Sub-Program:** Financial Management
- 6.6 Sub-Program:** Information Management
- 6.7 Sub-Program:** Information Technology
- 6.8 Sub-Program:** Real Property
- 6.9 Sub-Program:** Materiel
- 6.10 Sub-Program:** Acquisition

Supporting information on lower-level programs

Supporting information on results, financial and human resources related to DND's lower level programs is available in the [TBS InfoBase](#).^{xliii}

Supplementary information tables

The following supplementary information tables are available on the National Defence and Canadian Armed Forces' [website](#).^{xliii}

- Departmental Sustainable Development Strategy
- Details on transfer payment programs of \$5 million or more
- Internal audits and evaluations
- Response to parliamentary committees and external audits
- Status report on projects operating with specific Treasury Board approval
- Status report on transformational and major Crown projects

Federal tax expenditures

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

Organizational contact information

Department of National Defence
101 Colonel By Drive
Ottawa, Ontario K1A 0K2
Canada

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



Appendix: definitions

appropriation

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

budgetary expenditures

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

Core Responsibility

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Evaluation

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

full-time equivalent

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

government-wide priorities

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

horizontal initiatives

A horizontal initiative is one in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (e.g. by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

Management, Resources and Results Structure

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

non-budgetary expenditures

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator

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

performance reporting

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

planned spending

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plans

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities

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

program

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

Program Alignment Architecture

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

results

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome

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

sunset program

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

target

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.



Endnotes

- ⁱ Supplementary information, <http://www.forces.gc.ca/en/about-reports-pubs-report-plan-priorities/2017-supplementary-information.page>
- ⁱⁱ The Minister's mandate letter, <http://pm.gc.ca/eng/minister-national-defence-mandate-letter>
- ⁱⁱⁱ Operation NOBLE EAGLE, <http://www.norad.mil/Newsroom/Article/578175/the-years-of-noble-eagle/>
- ^{iv} Operation ARTEMIS, <http://www.forces.gc.ca/en/operations-abroad-current/op-artemis.page>
- ^v Operation NUNALIVUT, <http://www.forces.gc.ca/en/operations-canada-north-america-recurring/op-nunalivut.page>
- ^{vi} Operation NUNAKPUT, <http://www.forces.gc.ca/en/operations-canada-north-america-recurring/op-nunakput.page>
- ^{vii} Operation NANOOK, <http://www.forces.gc.ca/en/operations-canada-north-america-recurring/op-nanook.page>
- ^{viii} Operation NUNALIVUT, <http://www.forces.gc.ca/en/operations-canada-north-america-recurring/op-nunalivut.page>
- ^{ix} Operation LIMPID, <http://www.forces.gc.ca/en/operations-canada-north-america/op-limpid.page>
- ^x Operation NEVUS, <http://www.forces.gc.ca/en/operations-canada-north-america-recurring/op-nevus.page>
- ^{xi} Operation BOXTOP, <http://www.forces.gc.ca/en/operations-canada-north-america-recurring/op-boxtop.page>
- ^{xii} Operation CARIBBE, <http://www.forces.gc.ca/en/operations-canada-north-america-recurring/op-caribbe.page>
- ^{xiii} Reports and Publications, <http://www.forces.gc.ca/en/about-reports-pubs/index.page>
- ^{xiv} Operation LENTUS, <http://www.forces.gc.ca/en/operations-canada-north-america/op-lentus.page>
- ^{xv} Operation PROVISION, <http://www.forces.gc.ca/en/operations-abroad/op-provision.page>
- ^{xvi} Operation RENAISSANCE, <http://www.rcf-arc.forces.gc.ca/en/article-template-standard.page?doc=emergency-relief-operations-conclude-in-new-zealand/ivqxgs5y>
- ^{xvii} Operation PALACI, <http://www.forces.gc.ca/en/operations-canada-north-america-recurring/op-palaci.page>
- ^{xviii} Operation SABOT, <http://www.forces.gc.ca/en/operations-canada-north-america-recurring/op-sabot.page>
- ^{xix} Operation DRIFTNET, <http://www.forces.gc.ca/en/operations-canada-north-america-recurring/op-driftnet.page>
- ^{xx} CAF Operations, <http://www.forces.gc.ca/en/operations.page>
- ^{xxi} Exercise VIGILANT SHIELD, <http://www.rcf-arc.forces.gc.ca/en/article-template-standard.page?doc=vigilant-shield-underway-for-a-third-year-at-5-wing-goose-bay/iubnrbr>
- ^{xxii} Exercise READY RENAISSANCE, <http://rcf-arc.forces.gc.ca/en/article-template-standard.page?doc=exercise-ready-renaissance-2-wing-answers-the-call/izkivy26>
- ^{xxiii} Operation IMPACT, <http://www.forces.gc.ca/en/operations-abroad-current/op-impact.page>
- ^{xxiv} Exercise DETERMINED DRAGON, <http://www.forces.gc.ca/en/operations-exercises/ddragon.page>
- ^{xxv} Exercise RIMPAC, <http://www.forces.gc.ca/en/operations-exercises/rimpac.page>
- ^{xxvi} CAF exercises, <http://dgpaapp.forces.gc.ca/en/exercises/index.html>
- ^{xxvii} Notes on Human Resources:

Regular force:

- Regular Force personnel strength is measured as the total Regular force population, which includes project personnel and approximately 1,100 personnel on leave without pay (90% related to parental leave).
- The Regular force personnel strength is currently about 2,000 personnel below its authorized strength of 68,000 +/- 500, due to higher than forecast attrition and other factors. The Institutional timetable that details the annual change to manning levels forecasts re-establishing the Regular force to its authorized strength prior to 2020 (Our current trajectory has us achieving 68,000 +/- 500 in FY 2018-19). That carefully balanced rate of increase fully utilizes the CAF's current training capacity. The Institutional timetable will be closely monitored, with quick implementation of mitigating actions to preserve the forecasted re-establishment of the Regular force to its full authorized strength.

Reserve force personnel:

- The Primary Reserve are those personnel working in various capacities with the CAF where Class A reservists perform part-time work and training, Class B reservists are employed full-time permanent (year-over-year) or perform incremental full-time employment or training for one or more periods of more than 14 consecutive days within any one year period, and Class C reservists are employed full-time with approval by or on behalf of the CDS and receive equivalent pay, benefits and liability as a Regular force member.
- The majority of reservists serve on part-time (Class A) service. There is a significant reduction in Class A numbers during the summer as many personnel are away from their home units conducting training on short-term Class B status. In addition, some Primary Reserve members are inactive. The portion of Primary Reserve that is on duty and receives payment is counted and reported as the Primary Reserve average paid strength (an annual monthly average).

- Primary Reserve average paid strength reporting, planning and allocations are based on monthly reports provided by Assistant Deputy Minister (Finance and Corporate Services)/Director Strategic Finance Costing and Assistant Deputy Minister (Information Management)/Director Human Resource Information Management (DHRIM).
- Average Paid Strength (APS) reporting does not account for the seasonal fluctuations that occur during the summer training period, nor does it consider the magnitude of a member's monthly attendance. A method to more accurately report the strength of the Primary Reserve is being developed, reporting on Employable Effective Strength (ES). The ES calculation looks at not factoring into final numbers: 1) all personnel in the process of releasing, 2) personnel who have been flagged as non-effective strength, and 3) personnel who have not been paid (because they had no employment) at least once in the previous six months.

Civilian personnel:

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

xxviii Public Accounts of Canada, <https://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>

xxix Whole-of-Government Framework, <http://www.tbs-sct.gc.ca/hqw-cgf/finances/rqs-erdg/wgf-ipp-eng.asp>

xxx DND and CAF Financial statements [unaudited], http://www.forces.gc.ca/assets/FORCES_Internet/docs/en/financial-publication/financial-statements-final-en-2017_web.pdf

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

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

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

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

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

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

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

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

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

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

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

xlii TBS InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

xliii Supplementary information tables, <http://www.forces.gc.ca/en/about-reports-pubs-departmental-performance/2016-supplementary-information-tables-index.page>

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