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CANADIAN
ARMED FORCES



FORCES ARMÉES
CANADIENNES

DEPARTMENT OF NATIONAL DEFENCE AND THE CANADIAN ARMED FORCES

2020-21

DEPARTMENTAL PLAN



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

Canada

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From the Minister



As Minister of National Defence, I respectfully present to Parliament this 2020-21 Departmental Plan. The plan's focus is on the work the Defence team will do in the year ahead to serve Canada.

Our women and men in uniform operate in a complex global security environment. The initiatives in [Strong, Secure, Engaged: Canada's Defence Policy](#)ⁱ allow the Defence team to anticipate new challenges, adapt to changing circumstances, and act with the right capabilities to defend Canada and support international security and stability.

Canadians expect our military personnel to have the necessary care, capabilities and skills needed to complete their missions, both at home and abroad. Since the launch of the defence policy in 2017, the Department of National Defence and the Canadian Armed Forces have made significant progress on building a stronger and more resilient military — from providing better services for our people to investing in needed equipment and infrastructure. In fact, as of November 2019, 70 percent of capital projects included in the defence policy were in the implementation or close-out phase. We will continue to work on a whole of government approach to ensure that our procurement is delivered on time with greater transparency for Canadians. As we advance these necessary projects this year, we expect a number of deliveries and new programs that will further improve our support for the women and men of the Canadian Armed Forces.

Canada cannot be an island of stability in an ocean of turmoil. Eventually negative ripples will reach our shores. If we are to remain secure at home, we must contribute to peace and stability abroad. Canada's defence policy positions us to do that. We recognize the importance of our relationship with the United States and our ongoing work together to protect our shared continent through the North American Aerospace Defense Command (NORAD). Our plan also shows our commitment to NATO by working with our partners and allies across Europe and the Middle East. Our plan highlights the value we place on multilateral cooperation with allies and partners for a more peaceful world, including through United Nations peace operations.

As defence challenges evolve, so do the Defence team's efforts to address them. Over the coming year the Department of National Defence and the Canadian Armed Forces will continue the essential work that Canadians expect of them. I invite Canadians to read this Departmental Plan to learn about how we will continue to keep Canada strong at home, secure in North America, and engaged in the world.

Original signed by:

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

Plans at a glance

Plans at a glance

In 2020-21, the Department of National Defence (DND) and the Canadian Armed Forces (CAF) will carry out their mandate to achieve results related to six Core Responsibilities:

- Operations
- Ready Forces
- Defence Team
- Future Force Design
- Procurement of Capabilities
- Sustainable Bases, Information Technology Systems and Infrastructure

More information on the Core Responsibilities can be seen in the [Supporting information on the Program Inventory](#) section of this report.

Canada's vision for Defence – Strong at home, Secure in North America, Engaged in the world

The department continues to implement *Strong, Secure, Engaged: Canada's Defence Policy*ⁱⁱ (SSE). In order to achieve the [111 initiatives outlined in SSE](#)ⁱⁱⁱ, the department undertook an audit of its implementation during fiscal year (FY) 2018-19. As a result, the department is strengthening its internal management processes to support SSE. In addition, business analytics tools are being improved to enable better oversight and further support the implementation of the SSE initiatives. These initiatives support both the strategic and the day-to-day management of the defence program across DND/CAF.

Anticipate, Adapt, Act

The CAF's core missions are: detecting, deterring and defending against threats to Canada and North America; providing assistance to civil authorities/law enforcement in support of national security; assisting and in some cases leading forces for the North Atlantic Treaty Organization (NATO), coalition and United Nations peace operations; contributing to global stability and security, as well as engaging in capacity building; responding to domestic and international disasters; and conducting search and rescue operations.

Some of the key planned operations for FY 2020-21 include:

Strong at Home

- [Operation LENTUS](#)^{iv}: Support Canadian civil authorities to respond to the impact of extreme climate events and disaster relief operations, as required.
- [Operation LIMPID](#)^v: Detect threats to Canada through awareness of air, maritime, land, space and cyber domains.
- [Operation NANOOK](#)^{vi}: Synchronize operational and training activities that enhance collaboration with other government departments, agencies and regional mission partners to increase interoperability, readiness and presence in the North.
- [Search and Rescue](#)^{vii}: Provide aeronautical Search and Rescue, coordinate the aeronautical and maritime Search and Rescue system, as well as assist with ground Search and Rescue efforts which may include Canadian Rangers and Primary Reserve members.

Secure in North America

- Operation NOBLE EAGLE: Identify, monitor and defend against all forms of aerial threats to ensure the security of Canada and the United States. Coordination with law enforcement, such as the Royal Canadian Mounted Police (RCMP), may be included. The operation began as a response to the 9/11 attacks.

- **NORAD^{viii}**: Provide aerospace and maritime warning and aerospace control capabilities to protect and respond against threats to Canada and the United States, through the North American Aerospace Defence Command (NORAD) Agreement.
- **Operation CARIBBE^{ix}**: Fight illicit trafficking by transnational organized crime in the Caribbean Basin, the Eastern Pacific Ocean and the coastal waters of Central America by working with partners in the multinational campaign (Operation MARTILLO).

Engaged in the World

- **Operation IMPACT^x**: Train Iraqi security forces and strengthen Iraqi military education institutions so Iraqi forces can prevent the return of Daesh.
- **Operation NEON^{xi}**: Support the implementation of United Nations Security Council sanctions imposed against North Korea.
- **Operation PRESENCE^{xii}**: Deploy a Tactical Airlift Detachment from Entebbe, Uganda. This will assist the United Nations' Regional Support Centre by transporting personnel, equipment and supplies to sustain ongoing missions in the region. The CAF will contribute to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), through specialized staff officers in MINUSMA Headquarters.
- **Operation REASSURANCE^{xiii}**: Conduct assurance and deterrence measures through leadership of NATO's multinational enhanced Forward Presence (eFP) Battle Group in Latvia; deploy a frigate into a Standing NATO Maritime Group; and support NATO enhanced air policing in Romania on a rotational non-permanent basis.
- **Operation UNIFIER^{xiv}**: Assist with security force training. The CAF will support the Security Forces of Ukraine to improve and build their capability and capacity. The CAF will contribute to a multi-organizational effort to support and develop Ukraine's security forces, to foster greater western alignment and structural reform in the country.
- **Operation PROJECTION^{xv}**: Enhance relationships with Canada's allies and partners in maritime environments around the world through conducting training, exercises and engagements with foreign navies and other international security partners. It also supports NATO Maritime Command, United States Naval Forces and other allied operations to make the world more secure.

More information on current Operations can be found here: [Current military operations^{xvi}](#).

Well-supported, diverse, resilient people and families

During FY 2020-21, the Defence team will:

- Implement new policies and strategies as they relate to [Bill C-65^{xvii}](#). This Act amended the *Canadian Labour Code* to address workplace harassment and violence. The Defence team's strategy is based on three pillars: (1) prevention, (2) response and (3) support. Concurrently, the Defence team will capitalize on the existing Integrated Conflict and Complaint Management mechanisms, so that existing mechanisms are aligned and harmonized with Bill C-65.
- Develop Defence Team Diversity and Inclusion Strategy and action plans to identify and address significant employment equity gaps across the department.
- Build on the success and lessons learned from the Canadian Armed Forces Employment Equity Plan 2015-20, we will develop and begin the implementation of the next Canadian Armed Forces Employment Equity Plan for 2020-25.
- Undertake a modernization and improvement of CAF recruiting methods. As such, the successor to [Operation KAIROS PASSANT^{xviii}](#) will synchronize and coordinate strategic public engagements with recruiting efforts into a single, focused operation. In year three of a ten-year plan, we will focus this year on moving towards achieving our goal of having women represent 25% of the

CAF. Engaging with social media influencers as well as traditional marketing will help us achieve this focus.

- Conduct a fourth meeting with our Provincial and Territorial partners in order to advance the Seamless Canada initiative. This program focuses on improving services for CAF members and their families as they relocate to different locations across Canada.

Sexual Misconduct Response Centre

In FY 2020-21, the Sexual Misconduct Response Centre will undertake the following key activities:

- Complete the National Victim Support Strategy and Implementation Plan;
- Expand the Response and Support Coordination program towards full operating capacity;
- Develop the Independent Legal Advice program for CAF members affected by sexual misconduct;
- Operate the Contribution Program in support of various Sexual Assault Centres in Canada;
- Examine how to implement an Enhanced/Restricted Reporting Option;
- Address the recommendations in the [2015 External Review Authority Report](#)^{xix}, also referred to as the External Review Authority by former Justice Deschamps;
- Develop a road map for achieving long-term and enduring culture change;
- Implement the CAF Culture Realignment Strategy for Sexual Misconduct, including an Operation HONOUR Campaign Plan and performance measurement framework; and
- Improve processes around reporting, responding to and investigating incidents of sexual misconduct; and continue to learn through stakeholder and subject matter expert engagement.

Gender-based analysis plus (GBA+)

GBA+ assesses how diverse groups of women, men and non-binary people may experience unequal access and impact from policies, programs and initiatives, including exclusion and unintentional harm. Completion of a Needs Analysis to assess training deficiencies for members of the Defence team is a key planned initiative.

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

Defence Procurement

The government strives to provide the CAF with the modern capabilities they need to succeed in a complex and constantly evolving world. The CAF must be ready and able to deliver across a spectrum of operations — from domestic humanitarian assistance and disaster response, to counter-terrorism and combat operations.

Responsible, timely and effective defence procurement is vital to ensuring the CAF is equipped and ready to protect and defend Canada and Canadians, against the threats of today and tomorrow. The Defence team will reinvest in core capabilities and invest in new areas that will allow the CAF to succeed in meeting Canada’s defence needs. SSE outlines major equipment projects. Key projects for FY 2020-21 include:

- The [Canadian Surface Combatant](#)^{xx}: Design and production engineering of the Canadian Surface Combatant is planned for FY 2020-21. These vessels will be the backbone of the Royal Canadian Navy (RCN), capable of meeting multiple threats in both open oceans and complex coastal environments. This will allow us to monitor and defend our waters and contribute significantly to international naval operations;

- **Arctic and Offshore Patrol Ships^{xxi}**: The second Arctic and Offshore Patrol Ship, the future HMCS *Margaret Brooke*, will be delivered to the RCN. These ships will allow the RCN to conduct sovereignty and surveillance operations in Canada's waters, including the Arctic, as well as to conduct a wide variety of operations abroad. Additionally, two Arctic and Offshore Patrol Ships will be delivered in support of the Canadian Coast Guard;
- **Fixed Wing Search and Rescue Aircraft Replacement Project^{xxii}**: The Fixed Wing Search and Rescue Aircraft Replacement Project is procuring 16 CC-295 aircraft equipped with advanced technology systems to support Canada's search and rescue operations, replacing the current Buffalo and Hercules aircraft performing this function. The project is currently in the implementation phase and expects its first aircraft to arrive in Canada in 2020;
- **Joint Support Ship^{xxiii}**: This project anticipates project approval for Implementation in spring 2020 with build contract signing later in 2020. Under the Early Block Build contract, Joint Support Ship anticipates having 52 of the 119 blocks completed for the first Joint Support Ship by summer 2020;
- **Future Fighter Capability Project^{xxiv}**: The Future Fighter Capability Project will acquire and enter into service 88 advanced fighter aircraft along with the associated equipment, weapons and sustainment capability that leverages Canadian capabilities and contributes to economic growth and jobs. The project is currently in Definition Phase and in 2020 will be conducting the review of eligible suppliers' proposals;
- **Remotely Piloted Aircraft System^{xxv}**: The Remotely Piloted Aircraft System will deliver a Remotely Piloted Aircraft System capability to provide Intelligence, Surveillance, Target Acquisition and Reconnaissance information and deliver precision strike effects to CAF commanders. The project is currently in Definition Phase and the release of the Request for Proposal is expected in FY 2020-21;
- **Medium Support Vehicle Systems^{xxvi}**: These new trucks and ancillary equipment will provide lift and logistical support on the ground and will transport equipment and supplies where they are needed most, both at home and abroad. Final deliveries are expected in fall 2020;
- **Logistics Vehicle Modernization^{xxvii}**: The Logistics Vehicle Modernization project will continue to engage with Qualified Suppliers throughout 2020 and 2021. The draft Request for Proposal is planned for 2020 with a final Request for Proposal to Qualified Suppliers in 2021;
- **Armoured Combat Support Vehicles**: The Armoured Combat Support Vehicle Project will deliver an armoured combat support capability to provide Command Support, Combat Support and Combat Service Support to forward elements of a Brigade Group. These capabilities include, but are not limited to, command vehicles, ambulances and mobile repair teams. The project is currently in the Implementation Phase and the first delivery is expected late 2020;
- **CP-140 Aurora Incremental Modernization Project^{xxviii}**: The Aurora Incremental Modernization Project will modernize the mission systems and sensors on 14 CP-140 Aurora aircraft and is expecting Initial Operational Capability of Block IV in late 2020; and
- **Cormorant Mid-Life Upgrade Project^{xxix}**: The Cormorant Mid-Life Upgrade Project will extend the estimated life expectancy of the CH-149 to at least 2042 and is expected to be in implementation in fall 2020.

For more information on key equipment projects, please visit the Department of National Defence and the Canadian Armed Forces' [Current Projects^{xxx}](#) webpage.

Defence Infrastructure and Environment

The Defence team manages the largest infrastructure portfolio in the federal government. As infrastructure is a critical enabler for CAF operations, the department will continue to modernize the portfolio to support military requirements, improve efficiency and reduce our environmental footprint. During FY 2020-21, the department plans to:

- Dispose of underused or obsolete buildings to improve the efficiency of the infrastructure portfolio while helping reduce greenhouse gas emissions;
- Transform the real property and portfolio management capacity by adapting the organization's structure and processes to better align with the Corporate Real Estate Model and industry best practices, to enable and support the Defence mandate; and
- Reduce the deficiencies related to primary reserve infrastructure, address the changing demographics within the primary reserve to accommodate for growth and support the introduction of new capabilities related to SSE to improve the overall primary reserve infrastructure portfolio.

Defence Innovation and Business Transformation

DND is modernizing. We are enhancing our data analytics to better drive evidence-based decision-making. A new vision for data, established in the DND/CAF [Data Strategy](#)^{xxxi}, will be applied. The department will develop and amend policies to expand data use in operations and decision-making and to improve accountability for data management. We will implement data governance and data quality frameworks and use them to steward our data. We will support initiatives that implement master data, which will help with data quality and interoperability.

DND will identify business processes and requirements to modernize Defence resource management. The Defence Resource Business Modernization program will support business transformation across the defence enterprise in its effort towards fostering a culture of evidence-based decision-making.

The department will drive the government's [Beyond2020](#)^{xxxii} initiative, supporting a workforce that is agile, equipped and inclusive. It will foster grassroots business innovation. Science, Technology and Innovation (ST&I) play a vital role in Canada's defence and security by ensuring that the women and men of the CAF are equipped with leading-edge capabilities to address defence and security challenges, both at home and abroad. In FY 2020-21, the Defence team plans to:

- Provide expertise and science and technology advice on surveillance, intelligence, cyber tools for defence, space-related capabilities and threats, energy alternatives, remotely piloted systems, data analytics and counter-improvised explosive device solutions;
- Engage with public safety and security stakeholders to meet the objectives set forth as part of the Canadian Safety and Security Program;
- Evolve the deployment of medium assurance solution in collaboration with Communications Security Establishment;
- Advance research and development in the future of cyber warfare to improve and strengthen both defensive and offensive capabilities;
- Maintain interoperability within the Five Eyes community in a data-centric environment, which will maximise the probability of success in developing a cross-domain solution capability in Canada and allied networks;
- Implement cloud computing capabilities to support major initiatives in data analytics and management, collaboration amongst the Defence team and modernization of classified computing networks;
- Engage with Canadian innovators in solving defence and security challenges through the [Innovation for Defence Excellence and Security](#)^{xxxiii} (IDEaS) program. In FY 2020-21, the program will launch the two final tools of the program, issue contracts, deliver outreach activities and progress projects in support of the integrated defence and security ST&I Program and the Government of Canada innovation agenda;
- Sustain ST&I activities to understand the risks and opportunities of Artificial Intelligence (AI) and AI-enabled systems. Research and Development efforts will be aimed at reducing workloads on CAF members, exploring the limits of integrating data to support operators and analysts and exploring AI techniques associated with the operation of autonomous vehicles. The ST&I program

will also generate advice regarding the integration of AI-enabled systems and processes into operations, planning and decision-making;

- Defend DND networks, assure the integrity of embedded code in vehicle systems and mitigate the risks of connected devices at the tactical edge. The Defence team, in partnership with Communications Security Establishment and Public Safety partners, will advance ST&I efforts to defend and protect both domestic and deployed DND networks, platform systems and infrastructure. Further, the Defence team and Communications Security Establishment will collaborate in policy development to enable Active Cyber Operations; and
- Launch a new initiative aimed at developing tools and processes to assess the veracity of online information and detect/attribute online information campaigns in CAF areas of operation.

Defence Relationship with Indigenous Peoples

The Government of Canada has emphasized its commitment to truth and reconciliation and has established guiding principles for its relationship with Indigenous Peoples in Canada. As part of this commitment, DND and the CAF are focused on strengthening our relationship with Indigenous Peoples across Canada.

In support of whole-of-government commitments, including the 2019 Arctic and Northern Policy Framework, we ensure the Defence team is aware of and complies with our obligations (e.g. Aboriginal and treaty rights, legal duty to consult, contracting, Employment Equity requirements) as reflected in statutes, negotiated agreements and treaties, court decisions and policies. In addition, we are contributing to a number of government-wide priorities related to Indigenous Peoples, including the review of our policies and operational practices to ensure alignment with reconciliation and foster an inclusive workplace free from discrimination and harassment.

In collaboration with Crown-Indigenous Relations and Northern Affairs, DND/CAF will engage Indigenous groups in the implementation of the Safety, Security and Defence Chapter of the Arctic and Northern Policy Framework, including in areas of surveillance and an enhanced military presence in Canada's North.

In 2020-21, DND/CAF will consult and engage with Indigenous groups to advance initiatives of interest to all parties, particularly in Canada's North. The strategy will set goals and support initiatives to further improve the relationship with our Indigenous partners in preparation for work on North Warning System Renewal and other related infrastructure projects. Consultations will also take place with Indigenous groups in order to support the implementation of the Civilian Diversity and Inclusion Action Plan.

For Indigenous Peoples, true reconciliation requires the Crown to take immediate actions to address their interests and to respect Aboriginal and treaty rights. The department is committed to engage with Indigenous Canadians to discuss issues of common interest. This includes but is not limited to: military operations, exercises off-base, real property transactions (for example, Royal Roads and Mary Hill disposals), construction, demolition, environmental remediation (for example, Former camp Ipperwash), procurement (for example, Kapyong Barracks Demolition) as well as recruitment and retention.

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

Core Responsibilities: planned results and resources, and key risks

Operations

Description

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

Detect, deter and defend against threats to or attacks on North America in partnership with the United States, including through NORAD.

Lead and/or contribute forces to NATO and coalition efforts to deter and defeat adversaries, including terrorists, to support global stability. Lead and/or contribute to international peace operations and stabilization missions with the United Nations, NATO and other multilateral partners. Engage in capacity building to support the security of other nations and their ability to contribute to security and the security of Canadians abroad. Assist civil authorities and non-governmental partners in responding to international and domestic disasters or major emergencies.

Planning highlights

To deliver on Canada's defence objectives, the Canadian Armed Forces (CAF) must be able to undertake its eight core missions, as set out in *Strong, Secure, Engaged: Canada's Defence Policy* (SSE), to ensure Canada remains Strong at home, Secure in North America and Engaged in the world.

Operations are managed over large physical spaces as well as across several emerging domains (i.e. Cyber, Space and Information). The department will develop a Global Integration capability to advance the CAF's pan-domain understanding of the operating environment.

To ensure continued mission success, the Department of National Defence (DND)/CAF will use an outcome-based decision-making model called Joint Targeting to improve DND/CAF's ability to gather and analyze information, determine where to focus resources and develop plans to achieve operational and strategic objectives. In FY 2020-21, the Defence team will support strategic effects governance through the implementation of the Strategic Effects Management Board outcomes, as well as continue to develop its own targeting governance and structure to enhance the CAF's ability to deliver full-spectrum targeting effects in support of military operations. Further, the CAF will improve interoperability in joint targeting and effects by participating in allied targeting and information operations forums and working groups.

The Defence team will identify clear objectives and performance metrics to inform operational assessments that will allow the CAF to measure success and identify and rectify shortcomings as required in a timely manner. We will collaborate with our Five Eyes Allies and NATO Partners to foster regional coherence and improve situational awareness to better understand and deal with emerging threats and crises. In addition to increased efforts to synchronize and optimize our efforts on a regional scale, the attention paid to ongoing and emerging missions will remain steadfast.

CAF will continue participation in the Evolution of North American Defence (EvoNAD) Study to analyze current and emerging threats, plans and initiatives to identify, develop and recommend modifications and investments to close the capability gaps across the air, maritime, cyber, space, information and land domains.

We will expand pan-domain awareness in the Arctic in support of continental defence and NORAD missions through innovative options for Northern Approaches Surveillance. This includes but is not limited to the renewal of the North Warning System and delivering on the All Domain Situational Awareness Executive Group mandate.

The CAF will assume an assertive posture in the cyberspace domain. We will develop effective and capable cyber forces that will establish and seek to preserve our freedom to manoeuvre within cyberspace and provide the Government of Canada with flexible cyber response options.

The following capability development activities are planned for 2020-21 to improve Command and Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) capabilities:

- Operationalize NATO Battlefield Information Collection and Exploitation System, Intelligence, Surveillance and Reconnaissance Network to include conducting live operations with NATO;
- Leverage cooperation with the Five Eyes Allies and NATO Partners in evolving the CAF Joint Intelligence, Surveillance and Reconnaissance and Targeting capabilities;
- Acquire contracted multi-source Airborne Intelligence, Surveillance and Reconnaissance platforms to support operations;
- Establishing a CAF Joint Intelligence Surveillance and Reconnaissance Enterprise Architecture; and
- Incorporate new intelligence collection capabilities to enhance the CAF's joint intelligence surveillance and reconnaissance expertise.

The department will synchronize development efforts with our allies in order to foster interoperability and strengthen intelligence sharing relationships with our closest partners. DND/CAF will also further coordinate intelligence sharing with allies and partners to amplify desired effects within the information domain. DND/CAF will collaborate with applicable stakeholders to implement an Information Operations Force Employment Concept. Additionally, the department plans to conduct regular Regional Operational Outlook conferences with our partners to better understand emerging threats and crisis, as well as fostering regional coherence and effectiveness.

DND/CAF will collaborate with Shared Services Canada and the Canadian Centre for Cyber Security to maintain cyber superiority across all operations.

[Planned Costs for Major Canadian Armed Forces Operations^{xxxiv}](#) and information on [current CAF operations and exercises^{xxxv}](#) are available on the Department of National Defence and the Canadian Armed Forces' website.

Gender-based analysis plus (GBA+)

The Defence team uses GBA+ to apply gender perspectives in the conduct of all our operations. Every named operation in the CAF employs either a full-time Gender Advisor, or a part-time Gender Focal Point to assist commanders in applying gender perspectives within their operating environment. As well, the CAF has several organizations with full-time Gender Advisors which further ensures that GBA+ is applied in the planning and preparation of all our operations.

Integrating gender perspectives into the planning and conduct of operations ensures we are cognizant of the gender considerations to be factored in which provides a strategic advantage that supports mission success. By improving our situational and cultural awareness through the integration of gender perspectives and GBA+, we broaden our perspectives and increase our understanding of the effects of operations on vulnerable groups.

Experimentation

In FY 2020-21, DND/CAF will continue experimentation for the improvement of operations, including through two key initiatives: Agile Pan-domain Command and Control eXperiment and Coalition Warrior Interoperability eXperiment. Agile Pan-domain Command and Control eXperiment will develop innovative solutions to help evolve CAF planning and Command and Control (C2) for the conduct of Pan-Domain Campaigning. In support of this, Coalition Warrior Interoperability eXperiment will explore methods of improving information sharing capabilities and C2 functions between NATO, Allies and select non-NATO entities. This will assist with the development of concepts, organizational designs and doctrine for assigned joint challenges.

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

Key Corporate Risk(s)

There are many risks associated with the Operations Core Responsibility. Two of the Key Corporate Risks directly associated with Operations are articulated below:

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

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

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

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

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

- Conduct Operation LIMPID to detect threats to Canada's security as soon as possible. The CAF will keep routine watch over Canada's air, maritime, land, space and cyber domains and, when authorized, will maintain a physical presence in order to protect Canadians and Canadian national interests.
- Respond to Requests for Assistance as directed by the Government of Canada for a range of domestic emergencies by providing military support. Respond to Medical evacuations and other humanitarian emergencies as directed by the Government of Canada. Respond to Provincial requests for assistance for disaster response through Operation LENTUS on an as-needed basis and only at the request of the provincial authority through the Minister of Public Safety. Of note, the CAF remains the force of last resort to respond to these emergencies.
- Work with other authorities and agencies in support of Law Enforcement and National Security. Ongoing operations include support to the Royal Canadian Mounted Police (RCMP) for the eradication of illicit cannabis (Operation SABOT) and other counter-drug operations and support to Parks Canada for avalanche control (Operation PALACI).
- Strengthen our collaboration with and support to, other government departments and agencies to maintain a cooperative National Security community by increasing and improving communication and coordination efforts. Work to improve CAF Joint Intelligence Surveillance and Reconnaissance capabilities, along with other national initiatives, to detect threats to Canada. With better detection abilities, any threats to Canadians and Canadian interests will then be deterred and degraded through a whole-of-government approach.
- Conduct operational-level engagement with other government departments and agencies to enhance interoperability and mutual support as outlined in the Federal Emergency Response Plan and in support of CAF operations. Liaison officers are co-located at the Government Operating Centre and the RCMP. This inter-agency collaboration will grow in importance as we face emerging threats across multiple domains.
- Assume an assertive posture in the cyber domain to ensure our ability to defend, as well as improve the capability to conduct active cyber operations against potential adversaries in the context of government-authorized military missions. We will continue to work with our Government of Canada colleagues mandated to provide cyber security across the government, ensuring our combined cyber capabilities are aligned. It is essential that our cyber equities are fully protected and can be effectively defended.

- The Canadian Special Operations Forces Command remains positioned to identify and defeat threats to Canadians and Canadian interests at home and abroad through a cooperative joint interagency and multinational approach.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
1.1 Canadians are protected against threats to and attacks on Canada	% of requests for assistance that are fulfilled	100%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	100%
	% of force elements that are deployed within established timelines	100%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	100%
	% of operations that meet stated objectives	100%	31 March 2021	100%	100%	92%
	Extent to which the Canadian Armed Forces is effective in domestic operations	The Canadian Armed Forces is effective in the conduct of domestic operations	31 March 2021	Not Available New qualitative indicator as of 2019-20*	Not Available New qualitative indicator as of 2019-20*	Not Available New qualitative indicator as of 2019-20*

Notes:

* This is a new indicator that will produce a qualitative assessment of the overall effectiveness of the CAF in conducting domestic operations.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xxxxvi}.



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

- In Canada, Search and Rescue (SAR) is a shared responsibility. Many partners are involved due to the country's immense size, range of terrain and weather. The list of partners is made up of government, military, volunteer and industry groups. They all work together to provide SAR services across the nation. This is known as the [National Search and Rescue Program](#)^{xxxvii}.
- Focus on our primary responsibilities of providing aeronautical SAR and coordinating the aeronautical and maritime SAR system. CAF SAR crews are on standby 24 hours a day, 7 days a week.
- Searches for missing persons, including those who are lost or overdue on land or inland waters — commonly known as Ground Search and Rescue — are a provincial and territorial responsibility, often delegated to the police service of jurisdiction. The provincial, territorial or municipal authority have the responsibility to request CAF assistance when required. The CAF, which includes Canadian Rangers and Primary Reserve members, will assist in ground SAR efforts.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
1.2 People in distress receive effective search and rescue response	% of coordinated maritime, aeronautical and joint response to search and rescue incidents deemed effective	100%	31 March 2021	100%	100%	100%
	% of requests for Canadian Armed Forces aeronautical search and rescue assistance that are fulfilled	100%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	100%
	% of Canadian Armed Forces aeronautical search and rescue operations that meet established standards	100%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	95.2%

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xxxviii}.

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

- Conduct training and presence operations to improve mobility, reach and footprint and enhance surveillance capabilities in Canada's North demonstrating the ability to project and sustain land, maritime and air forces in the region. In support of this, the activities conducted as part of the Arctic Campaign Plan will strengthen domain awareness, enhance Canadian presence and ensure the defence, security and safety of Canada's Arctic and Northern regions.
- Enhance the CAF's ability to operate in the Arctic and conduct Arctic activities to develop partnerships and improve readiness of its participants, to reinforce our role as a key partner and expert in Arctic safety, security and defence matters — not only in Canada's North but in the circumpolar strategic context. A more persistent presence in the North through Operation NANOOK will enhance surveillance and control of the Arctic region.
- Operation NANOOK**^{xxxix} activities for FY 2020-21 will include:
 - Conduct an interagency exercise in Nunavut and east entrance to the Northwest Passage in response to a simulated major maritime incident;
 - Conduct a multinational maritime live exercise safety and security activity;
 - Exercise domain presence, surveillance and awareness over Canada's northernmost regions supported by Canadian Rangers; and
 - Project and sustain forces in a high Arctic environment in a combined-joint security context.
- Remain an effective capability-building partner by aiding other government departments and agencies, inclusive of Territorial and Indigenous Governments, to fulfill their mandates and to increase our familiarity and situational awareness on Arctic activities and to achieve success of CAF operations in harsh operating environments. Operation LIMPID will remain an important activity to achieve this aim.

- Improve surveillance and control in the Arctic. DND/CAF will collaborate with the United States to develop new technologies and capabilities that will provide surveillance and detection capabilities of pan-domain threats at a range that allows decision-makers to operate at the speed of relevance.
- Advance interoperability, situational awareness and information sharing initiatives through collaboration with NORAD and the United States Northern Command (USNORTHCOM), NATO engagements, the Arctic Security Forces Roundtable, the Arctic Security Working Group and the Arctic Capabilities Advisory Working Group.
- The [CAF Arctic Training Centre in Resolute Bay^{xi}](#), Nunavut, is a primary hub for the CAF, Federal and Territorial whole-of-government elements in the High Arctic region, as it is strategically situated to best provide support for land and air forces working in the Joint Task Force North Area of Operations. In 2020-21, in addition to supporting our governmental partners who operate in the region and in training, such as the delivery of courses for Canadian Armed Forces Search and Rescue and Canadian Armed Forces Survival Aircrew Training, the centre will focus on supporting the delivery of Arctic Operations, including during Operation NANOOK.
- Complete the construction of a docking and fuelling facility at Nanisivik, Nunavut with the intention of reaching full capability in 2020.
- During FY 2020-21, the Army will update and promulgate, on behalf of the CAF, the Army domestic Arctic operating concept to project Land Power and ensure alignment with SSE. Along with other strategic direction, this updated concept will provide guidance for capability development, addressing the following SSE Arctic initiatives:
 - SSE 43: Acquire all-terrain vehicles, snowmobiles and larger tracked semi-amphibious utility vehicles optimized for use in the Arctic environment;
 - SSE 106: Enhance the mobility, reach and footprint of the CAF in Canada's North to support operations, exercises and the CAF's ability to project force into the region;
 - SSE 108: Enhance and expand the training and effectiveness of the Canadian Rangers to improve their functional capabilities within the CAF; and
 - SSE 110: Conduct joint exercises with Arctic allies and partners and support the strengthening of situational awareness and information sharing in the Arctic, including with NATO.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
1.3 Canada's Arctic sovereignty is preserved and safeguarded	% of Arctic operations and exercises that meet stated objectives	100%	31 March 2021	100%	100%	100%

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase^{xii}](#).

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

- To ensure North America is defended against threats and attacks, the CAF will employ conventional and special operations capabilities and collaborate with allies, regional partners and other Canadian government departments and agencies to position itself to deter, detect, confront and defeat pan-regional threats from nation-states and violent extremist organizations.
- Being an active and equal partner in the collective defence of Canada and the United States, the CAF will execute maritime warning, aerospace warning and aerospace control missions in accordance with the NORAD Agreement. Maritime and aerospace warning missions involve the monitoring of aerospace and maritime activity from a continental perspective while maintaining — when authorized — awareness in the land, space, cyber and information domains to detect and characterize threats against Canada or the United States. To respond to unauthorized airborne activities, the CAF will execute the NORAD Contingency Plan 3310 and Operation NOBLE EAGLE missions. To ensure Contingency Plan 3310 is relevant and meets the defence needs of Canada and the United States, NORAD will complete a thorough review of Contingency Plan 3310 in FY 2020-21.
- With the shifting balance of power, the changing nature of conflict and the rapid evolution of technology, the CAF is committed to implementing initiatives and developing policies and protocols to defend North America. One of these efforts is the CAF's participation in the Evolution of North American Defence (EvoNAD) Study to analyze pan-domain current and emerging threats, plans and initiatives to identify, develop and recommend modifications and investments to close the capability gaps across the air, maritime, cyber, space and land domains. In 2020-21, the EvoNAD Study will focus on:
 - Monitoring the implementation of the Maritime and Cyberspace Domain initiatives;
 - Studies in the Space and Land Domains;
 - Re-initiating the Air Domain chapter to combine Air and Aerospace considerations; and
 - Evaluating the Information Environment as a new chapter for development.
- [Operation CARIBBE^{xlii}](#): Fight illicit trafficking by transnational organized crime in the Caribbean Basin, the Eastern Pacific Ocean and the coastal waters of Central America by working with partners in the multinational campaign (Operation MARTILLO).
- To continue the implementation of SSE and address the current and emerging defence and security challenges to North America, the CAF will outline the requisite capabilities and areas of investments required to effectively execute the Continental defence missions and fully define SSE Initiatives 109 and 111, North Warning System renewal and NORAD Modernization.

More details on SSE Initiatives can be found in the [Strong, Secure, Engaged: Canada's Defence Policy^{xliii}](#).

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
1.4 North America is defended against threats and attacks	% of continental operations that meet stated objectives	100%	31 March 2021	100%	100%	100%
	% of Canada's commitments and obligations to the North American Aerospace Defence Command agreement that are met	100%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	100%
	Extent to which the Canadian Armed Forces is effective in continental operations	The Canadian Armed Forces is effective in the conduct of continental operations	31 March 2021	Not Available New qualitative indicator as of 2019-20*	Not Available New qualitative indicator as of 2019-20*	Not Available New qualitative indicator as of 2019-20*

Notes:

* This is a new indicator that will produce a qualitative assessment of the overall effectiveness of the CAF in conducting domestic operations.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xliv}.

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

Underwritten by being STRONG at home and SECURE in North America, through secure power projection infrastructure, DND and the CAF will contribute to a more stable, peaceful world by maintaining ongoing commitments with regional partners around the globe. This will be accomplished by enabling early warning of emerging crises, in conjunction with our Five Eyes Allies and NATO Partners, via timely and credible intelligence processing, exploitation and dissemination. During FY 2020-21, we will contribute to the following missions:

- Operation ACKEE: Collaborate with Global Affairs Canada, to mentor, enable and create opportunities for the Jamaica Defence Force to grow as a Special Operations Forces leader to more effectively combat trans-regional threats in the Caribbean Basin. Other regional partners include Belize, the Bahamas, Barbados, Trinidad and Tobago and Guyana.
- [Operation ARTEMIS](#)^{xlv}: Make Middle Eastern waters more secure and help stop terrorism in the Red Sea, the Gulf of Aden, the Gulf of Oman and the Indian Ocean. In FY 2020-21 the CAF will:
 - Provide a Commander, command staff and CAF assets to Combined Task Force 150 for a four to six month period.
- [Operation CALUMET](#)^{xlvi}: Provide key leaders for the Multinational Force and Observers headquarters. The Multinational Force and Observers is a peacekeeping operation in the Sinai Peninsula.
- [Operation FOUNDATION](#)^{xlvii}: Collaborate with the United States and other countries to counter terrorism. As part of this operation, the CAF has personnel located in the Middle East, North Africa and Southwest Asia.
- [Operation GLOBE](#)^{xlviii}: Assist other Government of Canada departments with various tasks or to participate in Government of Canada activities outside of Canada.
- [Operation IMPACT](#)^{xlix}: Train Iraqi security forces and strengthen Iraqi military education institutions so that Iraqi forces can prevent the return of Daesh. In FY 2020-21, the CAF will:

- Contribute to a whole-of-government approach to security, stabilization, humanitarian and development assistance in response to the crises in Iraq and Syria and their impact on Jordan and Lebanon; and
- Focus our efforts on training, intelligence gathering and sharing and aiding humanitarian support in Iraq and Syria.
- **Operation KOBOLDⁱ**: Provide logistic and headquarters support in the NATO-led peace-support operation to maintain a safe and secure environment in Kosovo.
- **Operation NABERIUSⁱⁱ**: Collaborate with Global Affairs Canada, to train, mentor and enable Nigerien Military and Security Forces to address terrorism within Niger and regionally as part of pan-Sahel and pan-African efforts.
- **Operation NEONⁱⁱⁱ**: Support the implementation of United Nations Security Council sanctions imposed against North Korea. In FY 2020-21, the CAF will:
 - Deploy Halifax Class Frigates and Long Range Patrol Aircraft into the Indo-Asian Pacific.
- **Operation OPEN SPIRITⁱⁱⁱ**: Clear explosive remnants of war in the Baltic Sea. The three Baltic nations: Latvia, Lithuania and Estonia, take turns hosting the operation with a number of other countries taking part.
- **Operation PRESENCE^{iv}**: Provide support to United Nations operations and to provide airlift capability in support of the United Nations missions in South Sudan and the Democratic Republic of Congo. In FY 2020-21, the CAF will:
 - Deploy a Tactical Airlift Detachment from Entebbe, Uganda. This will assist the United Nations Regional Support Centre by transporting personnel, equipment and supplies to sustain ongoing missions in the region; and
 - The CAF will contribute to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) through specialized staff officers in MINUSMA Headquarters.
- **Operation PROJECTION^{iv}**: Enhance relationships with Canada's allies and partners in maritime environments around the world through conducting training, exercises and engagements with foreign navies and other international security partners. It also supports NATO Maritime Command, United States Naval Forces and other allied operations to make the world more secure. In FY 2020-21, the CAF will:
 - Deploy Halifax Class Frigates to the Pacific Region and develop military capability and ensure responsiveness between Canada and its allies in the Pacific region; and
 - Deploy Kingston Class Patrol Vessels to assist maritime nations enhance their capability to provide security against threats of piracy and migrant smuggling and reinforce Search and Rescue capabilities in Western Africa.
- **Operation PROTEUS^{vi}**: Contribute to the Office of the United States Security Coordinator in Jerusalem. The United States Security Coordinator provides training advice and support to the Palestinian Authority Security Forces.
- **Operation REASSURANCE^{vii}**: Conduct assurance and deterrence missions as part of NATO. This includes leading NATO's multinational enhanced Forward Presence (eFP) Battle Group in Latvia. In FY 2020-21, the CAF will:
 - Deploy a Halifax Class Frigate as part of the Maritime Task Force;
 - Provide and command force elements for a robust multinational battle group in Latvia; and
 - Support, on a rotational non-permanent basis, NATO enhanced air policing in Romania.
- **Operation UNIFIER^{viii}**: Assist with security force training. The CAF will support the Security Forces of Ukraine to improve and build their capability and capacity. In FY 2020-21, the CAF will:

- Provide military training and capacity building support to Ukrainian security forces' personnel, including Combined Arms training up to Brigade level; Combat Engineer and Explosive Ordnance Disposal training; Military Police training; Combat First Aid/Combat Medic Training; Junior Officers and Non-Commissioned Officers; and
- Provide additional resources to Ukrainian Security Sector Reform efforts, including professional development, sniper training, logistics systems modernization and Maritime capacity building.

Operation REASSURANCE: enhanced Forward Presence (eFP)

Canada leads a robust multinational NATO battle group in Latvia, one of four such battle groups deployed in the Baltics and Poland. Canada will contribute to NATO's eFP until March 2023.



Canadian Armed Forces members from NATO's eFP Battle Group Latvia, participate in Exercise URBAN REAPER in the training area of Camp Ādaži, Latvia, 17 October 2019.

Photo: Corporal Djalma Vuong-De Ramos

- Work in close collaboration with Global Affairs Canada on strategic level initiatives that support Ukraine at the institutional level. These initiatives will supplement the tactical-level training and capacity building provided by the CAF under Operation UNIFIER. DND/CAF will continue to develop international engagements with a view to advancing Canada's broader foreign and defence policy objectives to achieve a more peaceful and stable world.
- The CAF will continue to play an important role in United Nations peacekeeping in contribution to broader government objectives and whole-of-government efforts to prevent conflict, stabilize fragile situations and combat threats. In support of this, staff officers will continue to be deployed to United Nations Force Headquarters in Mali (Operation PRESENCE (Mali)), Democratic Republic of Congo (Operation CROCODILE), South Sudan (Operation SOPRANO), Cyprus (Operation SNOWGOOSE) and the Middle East (Operation JADE). The "Innovative Training" line of effort is a specific initiative focused on addressing systemic United Nations training needs related to peace operations.

- **Elsie Initiative**^{lix}: Develop a combination of approaches to overcome barriers to women's meaningful participation in United Nations Peace Support Operations. Global Affairs Canada has identified Ghana and Zambia as the partner nations for Canada in building defence capacity. A Training Needs Assessment will identify where CAF resources/expertise may be applied to overcome these barriers.
- In accordance with the United Nations' Uniformed Gender Parity Strategy 2018-2028, the United Nations has set a target of 25% female representation in the United Nations Military Observer and Staff Officer positions by 2028. This will be achieved by increasing the percentage of women on United Nations missions in these roles by 1% a year. The target for 2019 was 16%, which the CAF achieved. The target for 2020 will be 17%, which the CAF is on track to achieve.
- Additionally, within the contributions of contingent troops, the United Nations has set a target of 15% female representation by 2028. The United Nations has requested that each infantry battalion element contain an Engagement Team (platoon size), and this Engagement Team must have a minimum composition of 50% women. The department will support the United Nations in identifying and developing training for personnel deploying as members of Engagement Teams on United Nations operations in order to support this growth in female representation within formed contingents.
- The Chief of the Defence Staff (CDS) will continue to chair the United Nations Women, Peace and Security Chiefs of Defence (WPS CHODs) Network until Canada hands over the Chair of the United Nations WPS CHODs Network to Bangladesh in 2020.
- The United Nations WPS CHODs Network is a network of likeminded CHODs, who promote the integration of gender perspectives into armed forces and peacekeeping operations in order to further the implementation of United Nations Security Council Resolutions (UNSCR) 1325. By the end of his tenure as chair, the CDS intends to enhance amongst allies the integration of gender perspectives and effectiveness of military operations through a focus on three lines of effort:
 - Engagement: Increase and formalize membership of the WPS CHODs Network;
 - Enhance the Mandate: Institutionalization of balanced gender perspectives capacity; and
 - Education: Increase awareness of UNSCR 1325 and the Women, Peace and Security agenda through training and speaking events.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016-17 Actual results	2017-18 Actual results	2018-19 Actual results
1.5 Canadian Armed Forces contribute to a more stable and peaceful world	% of international operations that meet stated objectives	100%	31 March 2021	98%	97%	93%
	Extent to which the Canadian Armed Forces is effective in international operations	The Canadian Armed Forces is effective in the conduct of international operations	31 March 2021	Not Available New qualitative indicator as of 2019-20*	Not Available New qualitative indicator as of 2019-20*	Not Available New qualitative indicator as of 2019-20*

Notes:

* This is a new indicator that will produce a qualitative assessment of the overall effectiveness of the CAF in conducting domestic operations.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{lx}.

Planned budgetary financial resources

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending
1,075,628,685	1,080,817,402	1,084,690,693	1,115,625,002

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase^{ixi}](#).

Planned human resources

2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
2,860	2,886	2,910

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase^{ixii}](#).

Ready Forces

Description

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

Planning highlights

Our success in achieving the missions assigned by the Government of Canada is directly related to our ability to provide first-class training and capabilities to our Canadian Armed Forces (CAF) members.

Readiness begins with the issuance of the Chief of the Defence Staff (CDS) Directive for CAF Force Posture and Readiness. This is the mechanism by which the CDS directs the CAF to organize, train and equip personnel to be ready to respond to Government of Canada direction and execute concurrent operations as outlined in *Strong, Secure, Engaged: Canada's Defence Policy* (SSE).

Force Posture and Readiness direction ensures force elements (individual or collective units or capabilities) are trained in accordance with established readiness levels. Readiness levels will be achieved in accordance with the managed readiness plan through individual training (training individual CAF members), collective training (training teams to work together), validation activities (assessments), equipment servicing and readiness management. Together, this will allow the CAF the flexibility to respond to various mission sets. Mission sets include defence diplomacy, collaborating with other government departments and agencies in support of domestic defence and security, rapid provision of humanitarian assistance and disaster relief, peace support operations and combat operations.

Our managed readiness programs are deliberately organized to ensure the CAF is trained and adequately equipped as a scalable, agile, responsive and interoperable force both domestically with civil authorities and other government departments and internationally with allies and partners.

The CAF Joint Readiness Authority organizes and manages joint exercises and training to advance interoperability. It manages the Joint Managed Readiness Program which ensures the readiness of the CAF to conduct concurrent operations through the participation and execution of specific Canadian and international exercises and training events.

To further test responses, systems and equipment, the North American Aerospace Defense Command (NORAD) regularly conducts exercises with a variety of scenarios. These exercises ensure the CAF is able to respond to a variety of threats.

Gender-based analysis plus (GBA+)

The department will continue to work with partners to ensure that Gender Advisors and Gender Focal Points are trained in order to perform their roles while deployed. The CAF will continue to send deploying Gender Advisors and Gender Focal Points to the Nordic Centre for Gender in Military Operations, the North Atlantic Treaty Organization (NATO) department head for the gender discipline. Internally, the department is continuing to progress towards the development and fielding of a Department of National Defence (DND)/CAF specific course for Gender Focal Points, with a greater emphasis on GBA+. Providing enhanced training in addition to the Women and Gender Equality online GBA+ course will enhance the department's collective understanding of GBA+, encourage all members to apply it in their daily work and result in policies and programs that are better able to meet the needs of the diverse Defence team population.

Experimentation

In FY 2020-21, DND/CAF will continue experimentation in the development of Joint Ready Forces through three key initiatives: Joint Arctic Experiment 2020, Bold Quest and Responsive Limited eXperiments. The Joint Arctic Experiment 2020 includes equipment trials and capability development initiatives, leveraging joint experience in support of overcoming operational challenges in the Arctic environment. Bold Quest is a Coalition Capability Demonstration and Assessment series, in which

nations, services and programs pool their resources, facilitating the interoperability of joint capabilities in their final stages of development. The Responsive Limited eXperiments initiative is designed to address short-term problems and is intended to work across all domains, with current experimentation in Joint Intelligence, Surveillance and Reconnaissance and Information Operations. Combined, the three initiatives will assist with meeting the responsibility for the development of concepts, organizational designs and doctrine for assigned joint challenges.

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

Key Corporate Risk(s)

There are many risks associated with the Ready Forces Core Responsibility. Two of the Key Corporate Risks directly associated with operations are articulated below:

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

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

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

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

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

The CAF will generate and sustain high readiness naval, land, air, space, cyber and special operations forces and joint capabilities to meet Force Posture and Readiness levels directed by the CDS and the concurrent mission requirements of SSE. Throughout FY 2020-21, we will progress a number of initiatives to improve readiness, including:

- Conduct joint and combined exercises to enhance integration and interoperability in 2020-21 including:
 - [Operation NANOOK^{lxiii}](#): with a planned exercise as well as a presence operation;
 - [Exercise TRADEWINDS^{lxiv}](#): an annual United States Southern Command exercise aimed at promoting regional security cooperation in the Caribbean region by involving security forces and disaster response agencies to focus on countering threats and Humanitarian Assistance and Disaster Relief;
 - [Exercise JOINTEX^{lxv}](#): which will involve four activities during 2020-21: the Joint Operations Symposium, a Joint Experimentation Series, a Joint Training Activity and a deliberate feedback loop to inculcate institutional change to evolve the way Canada conducts operations around the world;
 - [Exercise RIMPAC^{lxvi}](#): aimed at providing capabilities to a complex multi-national, joint environment in order to ensure interoperability with Pacific partners and will be used to trial new capabilities, practice advanced force integration training and evaluate force structures in order to advance CAF preparedness for future operations around the world;
 - [Exercise MAPLE RESOLVE 20^{lxvii}](#): as the premier Canadian Army training event of the year, this exercise validates the leaders and soldiers of a Brigade Group in the contemporary operating environment using live simulation in a force-on-force exercise. During the exercise, approximately 5 500 soldiers will test their abilities to integrate with allies, within a whole-of-government approach to include non-governmental

organizations, while operating within a realistic, complex and challenging combat environment. The exercise, designed and developed by the Canadian Manoeuvre Training Centre, provides Canadian Army leaders, soldiers, other CAF personnel and allies with a unique opportunity to validate their combat readiness to support concurrent operations; and

- Exercise VIGILANT SHIELD: an annual Tri-Command (NORAD, the United States Northern Command (USNORTHCOM) and the Canadian Joint Operations Command) exercise focused on the defence and security of North America.
- Additional joint and combined exercises include: NORTHERN VIKING 20, SCHRIEVER WARGAMES 20, COALITION VIRTUAL FLAG, JOINT WARRIOR 20 (NATO), RED FLAG ALASKA, AMALGAM DART, GLOBAL THUNDER, UNIFIED RESOLVE, CUTLASS FURY, CYBER FLAG, DEFENDER 20 and GLOBAL ARCHER 2020, working with other government departments and multinational allies to enhance integration and interoperability.
- Integrate Command and Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance within the Five Eyes environment.
- Command and Control (C2) and cooperation with Arctic nations, including the United States through NORAD and USNORTHCOM, in the conduct of Arctic missions or operations.
- Enhance the preparedness of the CAF by assessing technology trends, threats and opportunities and by exploiting emerging technologies to include virtual Air, Maritime, Space and Cyber warfare environments for CAF, NORAD and coalition combat training, testing and experimentation towards Multi-Domain Command and Control (C2)/Operations.
- Participate in several CAF and other Government of Canada department's cyber training activities to support Canadian and Continental Defence and to protect international interests from Cyber threats:
 - Ensure the Information Technology infrastructure enables efficient and effective Cyber Operator training and support to key cyber training exercises;
 - Implement capabilities that will improve the resiliency and integration of DND/CAF Command and Control networks and the applications that need to communicate over them;
 - Enhance communication and information exchange capabilities within a Five Eyes environment; and
 - The Canadian Space Operations Centre will be testing and fielding a capable, robust and Canadian Space Operations interoperable Command and Control (C2) system in order to employ, defend and protect space capabilities in support of operations described in SSE.



Canadian Special Operations Forces Command

A member of Canadian Special Operations Forces Command assists partner force members during a shooting event as part of Exercise FLINTLOCK 2019. Along with allies, Canadian Special Operations Forces Command remains committed to its African nation partners through participation in security cooperation exercises, such as Exercise FLINTLOCK, as well as other training and capacity-building activities in other locations across the region.

Photo Credit: Master Corporal Mohamed Anis Assari, CSOR Imagery Technician
©2019 DND/MDN

- Advance the integration of our space-based capabilities. With the [RADARSAT Constellation Mission](#)^{lxviii} (RCM) satellites becoming operational, the CAF will be able to share and leverage satellite imagery, as well as ship identification capabilities, with other government departments and Canada's allies. The security of the RCM networks is paramount and continually advanced by incorporating the latest protective measures. The CAF is striving towards automating processes that can highlight changes and differences between satellite images in order to reduce the work load for human analysts.

The RADARSAT Constellation Mission (RCM)

The RCM builds on Canada's expertise and leadership in Earth observation from space and is critical to Canada. Over a dozen departments already use RADARSAT data to deliver services to Canadians, including the CAF. The CAF's space-related activities are critical for the defence of Canada and North America and enable operations both at home and abroad.



- The Royal Canadian Navy (RCN) will integrate Her Majesty's Canadian Ship *Harry DeWolf*, the first Arctic and Offshore Patrol Ship, into the fleet. The Arctic and Offshore Patrol Ship will be capable of navigating in sea ice up to one metre thick and will extend the RCN's ability to operate in the Arctic. This will enhance the CAF's situational awareness and contribute to asserting and enforcing Canadian sovereignty in the North. The Arctic and Offshore Patrol Ship will also be capable of operating with CH-148 Cyclone helicopter and will be used on a variety of missions at home and around the globe. The Arctic and Offshore Patrol Ship will contribute to coastal surveillance, search and rescue, drug interdiction, humanitarian assistance and disaster relief operations and will be capable of integrating with a range of international partners.

- The acquisition of six ships will greatly increase the capacity of the RCN's ability to deploy its vessels simultaneously, both at home and abroad. Acquiring six ships will also enable the Navy to use its fleet more effectively.
- The Canadian Army (CA) is a soldier-centric, professional and integrated force made up of our Regular Force personnel, Primary Reserves, Canadian Rangers and civilians. Throughout FY 2020-21, the CA will posture for concurrent operations by training and generating combat effective, multi-purpose land forces to deliver decisive land power to meet Canada's defence objectives. Specifically:
 - The CA's Managed Readiness System will be refined in order to better enable readiness in support of concurrent operations. This will allow the CA to enhance the execution of national training and education programs, support institutional tasks and achieve force posture and readiness requirements; and
 - Continue the integration of the Primary Reserves, with the Regular Force to reinforce the CA team. This integration will enhance Command and Control relationships and training opportunities, which will ensure that all CA units are prepared to meet assigned tasks and support concurrent operations. To carry out assigned mission tasks, the Primary Reserves, will maintain an agile and responsive force through attraction and retention initiatives in order to support SSE obligations.
- The Royal Canadian Air Force (RCAF) will integrate new and replacement capabilities into its existing structure, including the interim fighter fleet and the CC-295 fixed-wing search and rescue aircraft. Aircrew, search and rescue technicians and maintenance personnel will be able to train in a new Search and Rescue Training Centre that will be established at 19 Wing Comox, British Columbia. The RCAF will also implement [Future Aircrew Training](#)^{lxxix} (FAcT) as a long term training solution to replace the NATO Flying Training in Canada and Contracted Flying Training and Support services contracts as they expire. FAcT will encompass all aspects of training, support and infrastructure for Pilots, Air Combat Systems Officers and Airborne Electronic Sensor Operators.
- Continued focus will be placed on implementing measures to enhance the retention of experienced RCAF personnel, as outlined in [Operations TALENT and EXPERIENCE](#)^{lxxx}.
- The Canadian Special Operations Forces Command remains at a very high readiness level to disrupt or respond to emerging crisis situations or threats to Canadians and Canadian interests. Further, the Canadian Special Operations Forces Command will contribute to the CAF's ability to anticipate threats through the generation of forces designed to conduct discreet intelligence collection, surveillance and reconnaissance activities.

For more information, refer to the following websites:

- Learn about various [military exercises](#)^{lxxxi} that train and prepare the CAF for future operations at home and abroad.
- [Royal Canadian Navy](#)^{lxxii}
- [Canadian Army](#)^{lxxiii}
- [Royal Canadian Air Force](#)^{lxxiv}
- [Canadian Special Operations Forces Command](#)^{lxxv}
- [Canadian Joint Operations Command](#)^{lxxvi}
- [Canadian Forces Intelligence Command](#)^{lxxvii}
- [NORAD](#)^{lxxviii}

Exercise Maple Resolve



Members of the Canadian Army conduct a combined arms attack during Exercise MAPLE RESOLVE 19, held May 2019 at 3rd Canadian Division Support Base Edmonton (Detachment Wainwright).

Photo: Private Jordyn Anderson, 3rd Canadian Division Support Base Edmonton (Detachment Wainwright) Imaging.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016-17 Actual results	2017-18 Actual results	2018-19 Actual results
2.1 Canadian Armed Forces are ready to conduct concurrent operations	% of operations that are capable of being conducted concurrently	100%	31 March 2025	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	100%
	% of force elements that are ready for operations in accordance with established targets	100%	31 March 2025	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	79%

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{box}.

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

- Equipment is made available to support CAF training and operational requirements through the National Procurement Program. In particular, National Procurement is the term given to DND Corporate accounts aligned to the in-service sustainment and disposal of aerospace, land and maritime equipment, as well as ammunition and common use materiel such as uniforms and test equipment. In-service sustainment includes maintenance, engineering support, engineering changes and inventory replenishment. The department's materiel group is responsible for the execution of the National Procurement Program (located in this report under [Core Responsibility 5 – Procurement of Capabilities](#)) which is expected to expend over \$3 billion in FY 2020-21.

- The department's materiel group will continue to provide equipment support to maritime, land and aerospace equipment, as well as ammunition and common use materiel such as uniforms and test equipment. Equipment support includes maintenance, engineering support, engineering changes and inventory replenishment necessary so that equipment is available to support CAF training and operational requirements. Serviceability of equipment is ensured by the CAF undertaking repair activities within their formations.
- To achieve an 80% serviceability rate of its 13 key fleets for 2023, the CA will continue with the implementation of the Canadian Army Equipment Readiness Plan which was established in FY 2017-18 to ensure the serviceability of CA equipment is maintained to support readiness and operational outputs. Specifically, during FY 2020-21 the Canadian Army Equipment Readiness Plan will be updated to encapsulate the lessons learned since its implementation and the CA will improve its current Serviceability and Sustainment Dashboard to better track, monitor and predict maintenance needs and improve readiness.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
2.2 Military equipment is ready for training and operations	% of maritime key fleets that are serviceable to meet training and readiness requirements	At least 90%*	31 March 2021	89%	95%	91.40%
	% of land fleets that are serviceable to meet training and readiness requirements	At least 70%*	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	72%
	% of aerospace fleets that are serviceable to meet training and readiness requirements	At least 85%*	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	79.10%

Notes:

* A portion of the fleet will normally be subject to repairs due to the use of fleets and thus not be serviceable. As such, a target of 100% would not reflect a realistic goal. A healthy fleet should, however, reflect a low proportion of the fleet that is unserviceable in order to ensure that the appropriate level of training and readiness can be provided. Note that the concept of "serviceable" differs significantly between military environments due to the inherent differences across types of equipment.

The RCN does not include vessels that are unavailable due to a scheduled maintenance period (such as Short Work Periods and Docking Work Periods) when calculating the percentage of vessels that are ready for training and operations. The indicator is calculated with the following formula: Total number of vessels in a key fleet x 365 days (minus all days spent in a scheduled maintenance period) divided by actual number of days those vessels were serviceable.

In the Maritime context, the indicator refers to the aggregate number of serviceable vessels that comprise the key fleets. These fleets are the Halifax, Victoria, Kingston and *Harry DeWolf* classes.

In the army context, the indicator refers to the aggregate number of equipment that comprise the land fleets.

In the air force context, the indicator refers to the aggregate number of equipment that comprise the aerospace fleets.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{box}.

Planned budgetary financial resources

2020-21 budgetary spending (as indicated in Main Estimates)	2020-21 Planned spending	2021-22 Planned spending	2022-23 Planned spending
9,716,036,927	9,760,714,328	9,789,287,544	10,003,032,978

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{bood}.

Planned human resources

2020-21 Planned full-time equivalents	2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents
46,489	46,917	47,280

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{bood}.

Defence Team

Description

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

Planning highlights

People continue to be at the core of everything the Defence team does to ensure Canada remains strong, secure and engaged in the world. Our mission success depends on having healthy, resilient, well-trained and motivated Canadian Armed Forces (CAF) personnel supported by talented and dedicated defence civilians working within the Department of National Defence (DND). This integrated civilian-military Defence team is the heart of our institution.

Looking forward, we will consolidate our successes and continue working to ensure that the entire Defence team has the care, services and support it requires in a workplace free from both harassment and discrimination. The challenges of the present day confirm our goal of assembling a Defence team that supports wide-ranging perspectives, cultural and linguistic diversity, gender balance, age and other distinctive traits. By building a Defence team with these characteristics, we will be better able to respond effectively. Building a Defence team with these characteristics will be central to continuing to attract and retain the people we need to ensure the CAF and DND are successful into the future. A Defence team with a broader range of outlooks and experiences will be better able to respond effectively to challenges on the global stage. Investing in our people is the single most important commitment we can make and our focus on our people must be unwavering throughout their entire careers within the Defence team. A key component of ensuring that the Defence team can remain mission focused and reducing unnecessary work related stress is properly supporting them when they experience a conflict or complaint, at the outset of the issue. The Defence team will be supported with modernized policies and approaches to conflict resolution so they are able to deal with conflicts early, locally and informally, when appropriate, as well as support the formal complaint mechanisms when they are required to resolve an issue.

The CAF has a commitment not only to our members, but to their families as well. Our people serve in complex environments which can pose a high threat level. The knowledge that we continue to deliver essential programs and services gives our troops comfort realizing their families are being looked after. We will listen and adapt to ensure that any new programs are reflective of the needs and concerns of our members and their families.

National Defence has a long and proud history of supporting youth through the Cadet and Junior Canadian Rangers programs. DND is committed to strengthening support and expanding the reach of these important programs so more Canadian youth can benefit from these positive development opportunities and communities across Canada continues to be strengthened by the presence of the cadet and Junior Canadian Rangers Programs in their community.

Under the auspices of the Innovation for Defence Excellence and Security (IDEaS) program, we will pursue the following research projects:

- Understanding and addressing Post-traumatic stress disorder (PTSD): seeks novel tools and methods to assess, address and treat PTSD resulting from defence and security operations. This includes the integrated dimensions of diagnosis, prevention, training, education, resilience and moral injury treatment. This project is active with nine innovators engaged;
- Recruit, retain and reach 25% representation of women in the CAF by 2026: seeks to develop recommendations on how the CAF can increase the recruitment and retention of women, including in non-traditional occupations in which women are under-represented. This project is active with two innovators engaged;

- An integrated human resources data management solution: seeking novel tools and methods to seamlessly and securely access, share, integrate and analyze disparate types and sources of human resources management data residing in different applications and storage systems. This project is active with four innovators engaged;
- Beyond the classroom: Innovative language learning and retention: seeking innovative solutions that will motivate and support individuals who are outside of the formal, language training system to acquire, use and retain their second official language. This project is awaiting proposals from innovators and is planned to commence this year; and
- Improving the experience of CAF member transition to civilian life: seeking novel approaches and tools to help support members of the CAF and facilitate their transition to civilian life. This project is being initiated and a call for proposals from innovators is planned for FY 2020-21.

Gender-based analysis plus (GBA+)

The Defence team will continue to institutionalize the use of GBA+ and increase capacity and accountability for the development and implementation of policies, directives, programs and operations that are informed by a GBA+. This analytical tool is used in the Government of Canada to assess the potential impacts of policies, programs or initiatives on diverse groups of women and men, girls and boys by taking into account gender and other identity factors. The “plus” highlights that the analysis goes beyond gender to include the examination of other intersecting factors such as age, education, language, geography, culture and income.

More information on GBA+ pertaining to its governance structures, human resources and planned initiatives can be seen in the “GBA+ Supplementary Information Table” under the [Supplementary information tables](#) section of this report.

Experimentation

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

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

Recruiting: Through the implementation of Operation GENERATION, we will continue to examine the end-to-end process of attraction, recruiting, selection and individual training up to the operational functional point, where new CAF members are employed in their chosen military career.

- Plans to meet recruiting objectives include:
 - Increase throughput to support regular force growth to 71 500 and an increased Strategic Intake Plan that coincides with the desired growth and timelines;
 - Build on the success of the Royal Canadian Navy’s (RCN) annual Great Lakes Deployment ([Operation KAIROS PASSANT^{lxxxiii}](#)), an annual attraction initiative that sees a RCN Frigate visit several ports along the St. Lawrence and Great Lakes. In 2020-21 the recruiting efforts will focus on moving towards achieving our ten-year plan to have women represent 25% of the CAF. We will continue to synchronize and coordinate strategic public engagements and with social media influencers to align recruiting efforts into a single, focused operation;
 - Increase our use of research and analysis to target specific geographical regions to attract visible minorities and Indigenous Peoples in order to meet our diversity targets;
 - Improve outreach on social media platforms to ensure Canadians are well-informed of the wide variety of employment opportunities available in the CAF;
 - Improve social media collaboration and identify key responsibilities within each group to ensure messaging is consistent and efforts are aligned and complementary;

- Increase virtual support to improve the recruitment process and establish authentic, timely and bi-directional conversations with potential recruits;
- Develop partnerships with post-secondary institutions to attract skilled and semi-skilled applicants into high priority trades;
- Leverage third-party analytics capabilities to recognize, analyse and react to trends in user traffic to the CAF's^{lxxxiv} website, quickly tailoring media and messaging to reflect current trends and developments;
- Improve the Canadian Forces Recruit Information Management System to enable real time tracking of military occupations by gender and diversity targets; and
- Identify and implement short, medium and long term measures in our continued effort to sustain the pilot occupation. This will include reviewing the military employment structure to provide additional career options to Royal Canadian Air Force (RCAF) personnel while keeping more pilots in flying positions, improving intake targets, improving the efficiency of the pilot training delivery model and leveraging prior learning to maximize the intake of skilled and semi-skilled pilot enrollees.

Retention: We will work towards building the workforce for the future by supporting the CAF and their families with a more compassionate, dependable, safe and healthy workplace. This includes undertaking a comprehensive review of conditions of service and career paths to allow more personalized career choices and flexibility in career paths, as well as a seamless transition to post-military life.



Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
3.1 Canadian Armed Forces is growing towards its end state of 101,500 personnel*	% of Regular force positions that are filled	95 – 100 %	31 March 2026	98%	98.7%	99.23%
	% of Reserve force positions that are filled**	95 – 100%	31 March 2026	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	77.09%
	% of occupations with critical shortfalls	Less than 5%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	16.50%

Notes:

* Departmental Result of 101,500 personnel represents the CAF Regular Force and the Reserve Force. The Reserve Force represents Primary Reserves.

** The Reserve Force structure is currently being updated to meet SSE intent therefore the target will be updated once the new structure is approved.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{lxxxv}.

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

- Move towards the modernized Canadian Forces Health Services Group structure, in order to better meet the health care needs of CAF members both at home and when deployed on operations, while also improving efficiency and effectiveness.
- Optimize health care resources through the implementation of a new integrated governance framework and enhancing Health Services' ability to monitor and improve health system performance and health care quality.
- Improve specific Health Services capabilities in support of *Strong, Secure, Engaged*: Canada's Defence Policy (SSE) initiatives. This includes enhancing Health Services' ability to provide health care coordination to CAF members during their transition out of uniform.
- Enhance Health Services' capabilities to support concurrent CAF operations including continually rebalancing operational medical countermeasures and vaccines to ensure preparedness for the operational ambition expressed in SSE.
- Provide standardized, high quality, consistent, personal and administrative support through the newly established CAF Transition Group to CAF personnel. Through an integrated and personalized service delivery model, the CAF Transition Group will continue to develop policies and procedures towards this goal. Support will be provided during all phases of recovery, rehabilitation and reintegration on return to service, or transition to release for all injured and ill CAF personnel, former personnel, their families and the families of the deceased.
- Pursue greater integration between stakeholders within and external to the CAF for transitioning CAF members.
- Implement a more comprehensive wellbeing survey mechanism that enables a better/fuller understanding of the Defence team wellbeing.
- Continue to build upon our Suicide Prevention Action Plan through the hiring of additional subject matter experts in suicide prevention and support.
- Enhance and sustain a forward aeromedical evacuation capability to extract the injured from the battlefield.
- Ensure appropriate use of the established mechanisms for the integrated delivery of conflict and complaint management services to provide support resolution that is early, local and informal. Concurrently, continue to address harassment complaints in a clear and timely manner through simplified formal harassment complaint procedures that are aligned with the requirements of [Bill C-65](#)^[xxxvi].
- DND will continue to enhance its policies and procedures to meet the requirements and responsibilities set out by Bill C-65 in order to build healthy, safe and harassment-free workplaces.
- The Office of Disability Management will be expanded nationally to improve the management and reporting of illness, injury and impairment of civilian employees in DND/CAF.
- The Employee Assistance Program (EAP) will be enhanced to create a deliberate approach to program planning, implementation and ongoing evaluation to better ensure employee well-being and a supportive work environment.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
3.2 The health and well-being of the Defence team is well supported	% of military personnel who are medically fit for their occupation	90%*	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	90.51%
	% of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for themselves and their families	85%*	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	53.20%
	% of Canadian Armed Forces members who report a high level of workplace well-being	69%*	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	64.30%
	% of civilian employees who describe the workplace as psychologically healthy	To be determined by 31 March 2021**	To be determined by 31 March 2021**	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	59%

Notes:

* Targets are revisited yearly as further data becomes available to better understand the realities and drivers of these indicators.

** This indicator is taken from the Public Service Employee Survey (PSES). Target and date to achieve for departments have not yet been established. We will consider establishing one for the next amendment cycle.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xxxvii}.

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

- Complete the implementation of the 10 recommendations of the External Review Authority by former Justice Deschamps through Operation HONOUR.
- Implement the CAF Culture Realignment Strategy for Sexual Misconduct, including an Operation HONOUR Campaign Plan and Performance Measurement Framework.
- Collectively, the Strategy and Campaign Plan include initiatives to achieve long-term and enduring culture change; improve processes around reporting, responding to and investigating incidents of sexual misconduct; and continue to learn through stakeholder and subject matter expert engagement.
- Complete the National Victim Support Strategy and Implementation Plan.
- Expansion of the Response and Support Coordination program to full operating capacity.
- Develop the Independent Legal Advice program for victims.
- Operate the Contribution Program in Support of Various Sexual Assault Centres in Canada.
- Implement Defence Team Diversity and Inclusion Action Plans to enable increased operational effectiveness by capitalizing on the experiences, knowledge and abilities of our people within a respectful and inclusive environment.

- Reflect the diversity and inclusion values of Canadian society through commitment to the *Employment Equity Act* and CAF annual report, the *Multiculturalism Act* and annual report and the development of a Defence Team Diversity and Inclusion Strategy and action plans (2020-21). During FY 2020-21 the department will:
 - Continue the CAF's commitment to the *Employment Equity Act* through initiatives and reporting in order to identify and address significant employment equity gaps across the department;
 - Implement the current Canadian Armed Forces Employment Equity Plan (2015-20); and
 - Develop the next Canadian Armed Forces Equity Plan (2020-25), setting clear objectives for Diversity and Inclusion, reviewing the Canadian Armed Forces Employment Equity Regulations and ongoing consultation with CAF members through the Defence Advisory Groups.
- Implement initiatives aimed at addressing past injustices while endeavouring to foster a culture/attitude of respect and fairness within DND/CAF and including initiatives linked to the Heyder/Beattie and LGBTQ2+ litigation.
- **Operation DISTINCTION**^{lxxxviii}: The CAF will support Government of Canada led military commemoration events throughout Canada and in key international locations during FY 2020-21 in order to meet Government of Canada National Commemoration Program objectives and to recognize the service excellence of the CAF. Events include the National Sentry Program at the Tomb of the Unknown Soldier, domestic and international ceremonies to commemorate the 75th Anniversary of the Liberation of the Netherlands and Victory in Europe Day and a domestic ceremony to mark the 75th Anniversary of Victory over Japan Day.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
3.3 The Defence team reflects the values and diversity of Canadian society	% of the Canadian Armed Forces (CAF) who self-identify as a woman	25.1%	31 March 2026	15.2%	15.6%	15.7%
	% of civilians in the Defence team who self-identify as a woman	39.1%	31 March 2026	40.9%	40.0%	40.4%
	% of the Canadian Armed Forces (CAF) who self-identify as a visible minority	11.8%	31 March 2026	7.6%	8.4%	8.7%
	% of civilians in the Defence team who self-identify as a visible minority	8.4%	31 March 2026	7.5%	7.8%	8.9%
	% of the Canadian Armed Forces (CAF) who self-identify as an indigenous person	3.5%	31 March 2026	2.7%	2.8%	2.8%
	% of civilians who self-identify as an indigenous person	2.7%	31 March 2026	3.2%	3.1%	3.4%
	% of the Canadian Armed Forces (CAF) who self-identify as victims of harassment	Less than 11.9%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	17.7%
	% of civilians who self-identify as victims of harassment	To be determined by 31 March 2021*	To be determined by 31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	16%
	% of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination	Less than 9.2%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	14.9%
	% of civilians who self-identify as victims of discrimination	To be determined by 31 March 2021*	To be determined by 31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	7%
	Annual number of reported incidents of sexual misconduct in the Defence team	To be determined by 31 March 2021**	To be determined by 31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	256
	Number and type of actions taken in response to reported sexual misconduct incidents by the Defence Team	To be determined by 31 March 2021**	To be determined by 31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	256

	Number of Defence team members who have attended a training session related to sexual misconduct (Operation HONOUR)	To be determined by 31 March 2021**	To be determined by 31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	Not Available
	% of civilians in the Defence team who have completed mandatory harassment training	To be determined by 31 March 2021*	To be determined by 31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	Not Available

Notes:

* The delay in target setting for these indicators is because of ongoing legal activity that will directly affect the target. Data has been collected on this indicator for the previous FY's and once the legal activity has concluded, a realistic target using the previous year's data as a baseline will be put in place.

** DND is still establishing how to approach the process around Operation HONOUR. Targets will be established as the indicator matures. Additional information is available on the [Operation HONOUR](#)^{xxxix} website.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xc}.

Departmental Result 3.4 – Military families are supported and resilient

- Improve services for CAF members and their families as they relocate to different locations across Canada, as part of the Seamless Canada initiative. We will address frequent areas of dissatisfaction, such as medical care for dependents, vehicle registrations and provincial licensure for spouses in regulated professions.
- Work towards providing fully aligned benefits to both service and non-service attributable claims similar to Veterans Affairs Canada programs, further closing the seam between Veterans Affairs Canada and DND/CAF. This ultimately improves the transition experience for medically releasing CAF members to civilian life and avoids benefit gaps.
- Ensure necessities of national and local services and programs to enhance the well-being of military families through the Military Family Services Program that empower and encourage strong independent individuals and families. The Military Family Services Program will be assessed to align service delivery with family needs by updating Military Family Resource Centre governance, establishing formalized partnerships for emerging family requirements and redistributing resources to balance needs and outcomes.
- Aim to achieve family resilience through community engagement that revolves around the intimate relationship between the CAF, Canadian Forces Morale and Welfare Services, Military Family Resource Centres and collaborations with external partners in actively supporting the unique challenges associated with the military lifestyle. In FY 2020-21, focus will be placed on community and provincial engagement and stakeholder alignments to address a Seamless Canada philosophy.
- Build on the Comprehensive Military Family Plan framework in order to align resources, services and outcomes and enhance the Military Family Services Program. In FY 2020-21, DND/CAF will continue to enhance the areas of mental health, children and youth services, family resilience, employment support, deployment services, relocation support, special needs and access to health care. In addition, teams will be formalized at wings and bases across Canada to prevent and respond to gender-based and intimate partner violence.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
3.4 Military families are supported and resilient	% of Canadian Armed Forces families who feel they meet the challenges of military life	85%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	87.60%
	% of Canadian Armed Forces members who are satisfied with the overall support their family receives from the Canadian Armed Forces	85%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	71%

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xci}.

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

In FY 2020-21, the department will:

- Launch two major communications campaigns from the program's Identity Project to continue expanding reach and awareness both within the department and with external influencers, stakeholders and target audiences;
- Continued commitment to rejuvenating the civilian workforce by being a leader in student employment in the Public Service;
- Initiate implementation of the Management Action Plan in response to the Evaluation of the Cadets and Junior Canadian Rangers (Youth Program) targeting improvements to institutional and community level support capabilities; and
- Expand strategic relationships with other cadet organizations of our allied countries and other youth development organizations to identify opportunities to deliver the best youth program experience and value to Canadians.

EXPERIENCES YOU CAN'T GET ANYWHERE ELSE

The Canadian Cadet Organizations offer youth engagement programs based on solid fundamentals and possesses a proud and valued legacy. There are five defining principles which characterize these programs: Invite all Canadian Youth; Instill Canadian Military Values; Develop Citizenship, Leadership and Fitness; Balance Safety and Challenge; and Leave a Positive Lifelong Impact. These programs contribute greatly to the development of several thousands of young Canadians from diverse backgrounds by providing them with exhilarating and unique experiences you simply can't get anywhere else.



Captain Chris Demerchant, four Canadian Ranger Patrol Group Junior Canadian Ranger Training Officer, looks on as a Staff Junior Canadian Ranger (left) interacts with a Course Junior Canadian Ranger (right) during the National Leader Enhanced Training Session in British Columbia on 7 August 2019.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016-17 Actual results	2017-18 Actual results	2018-19 Actual results
3.5 Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood	% of the target Canadian youth population that participates in Cadets and Junior Canadian Rangers	At least 2%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	2.05%

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xcll}.

Planned budgetary financial resources

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending
3,416,850,794	3,444,253,339	3,442,743,021	3,524,278,188

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase^{xciii}](#).

Planned human resources

2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
20,838	21,025	21,180

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase^{xciv}](#).

Future Force Design

Description

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

Planning highlights

The future security environment presents a vast array of complex defence and security challenges that transcend national borders. In order to keep pace with our allies and ensure the North American Aerospace Defense Command (NORAD) commitments are met, as well as outpace our potential adversaries, it is imperative that the Canadian Armed Forces (CAF) prioritizes efforts to design our future force.

The Department of National Defence (DND)/CAF will support the ongoing implementation of *Strong, Secure, Engaged*: Canada's Defence Policy (SSE). This will include traditional decision-making support to both the Deputy Minister and the Chief of the Defence Staff (CDS) through a progressive approach designed to build on capabilities from year-to-year. The intra-departmental alignment and validation will be done through different review processes such as the Defence Capability Board and the Independent Review Panel for Defence Acquisition. These reviews and other analysis efforts aim to verify and streamline the procurement process. These activities will be informed by the published Force Capability Plan and future joint concepts.

In response to an increasingly complex security environment, effective innovation is critical to ensure DND is successful in achieving a modern and prepared armed forces. Defence Science, Technology and Innovation (ST&I) will develop an experimentation approach that will accelerate the adoption of technological advances within DND/CAF.

DND will sustain ST&I activities to understand the risks and opportunities of Artificial Intelligence (AI) and AI-enabled systems that emulate thinking processes to perceive, detect and store memories (data).

First, research and development efforts will be aimed at reducing workloads on CAF members by experimenting with algorithms to detect and track objects of interest in still images and videos.

Second, AI research and development will continue to explore the limits of integrating these computer generated memories (data) to support operators and analysts in determining activities of interest such as smuggling and illegal fishing.

Third, AI techniques will be explored to reduce the human workload associated with the operation of autonomous vehicles in or on the land, sea, air and space. All AI-enabled systems require new levels of trust in military operations, planning and decision processes. The ST&I program will also generate advice regarding the integration of AI-enabled systems and processes into CAF operations, planning and decision-making.

With new capabilities comes the need for employees with special skill sets. The Cyber Operator military occupation has been created (in both the Regular and Reserve Force) and the focus is now on improving recruiting, individual training and career management for cyber specialists.

With the passage and coming into force of the *Communications Security Establishment Act* and the creation of the Canadian Centre for Cyber Security, new opportunities for collaboration within the Government of Canada are available. The CAF continues to develop a flexible, integrated cyber force in partnership with other Government of Canada stakeholders in support of Government of Canada and DND/CAF objectives.

Experimentation

The **Innovation for Defence Excellence and Security**^{xv} (IDEaS) program has built DND/CAF capacity to do experimentation in a new and different way. The IDEaS program was designed to be complementary to DND internal research programs expertise towards solving defence and security challenges and will provide \$1.6 billion of financial resources and human resources over a 20 year period. IDEaS fosters creativity and ingenuity in Canada by bringing together networks of experts, providing support and opportunities to innovators and by facilitating the integration and adoption of new capabilities for the CAF and public safety and security communities.

In 2020, a Call for Applications will be launched for the Sandbox statement aimed at identifying how to detect and assess corrosion behind surface coatings onboard Royal Canadian Navy (RCN) platforms and in order to reduce corrosion's operational impact and improve the effectiveness of scheduled and unscheduled maintenance.

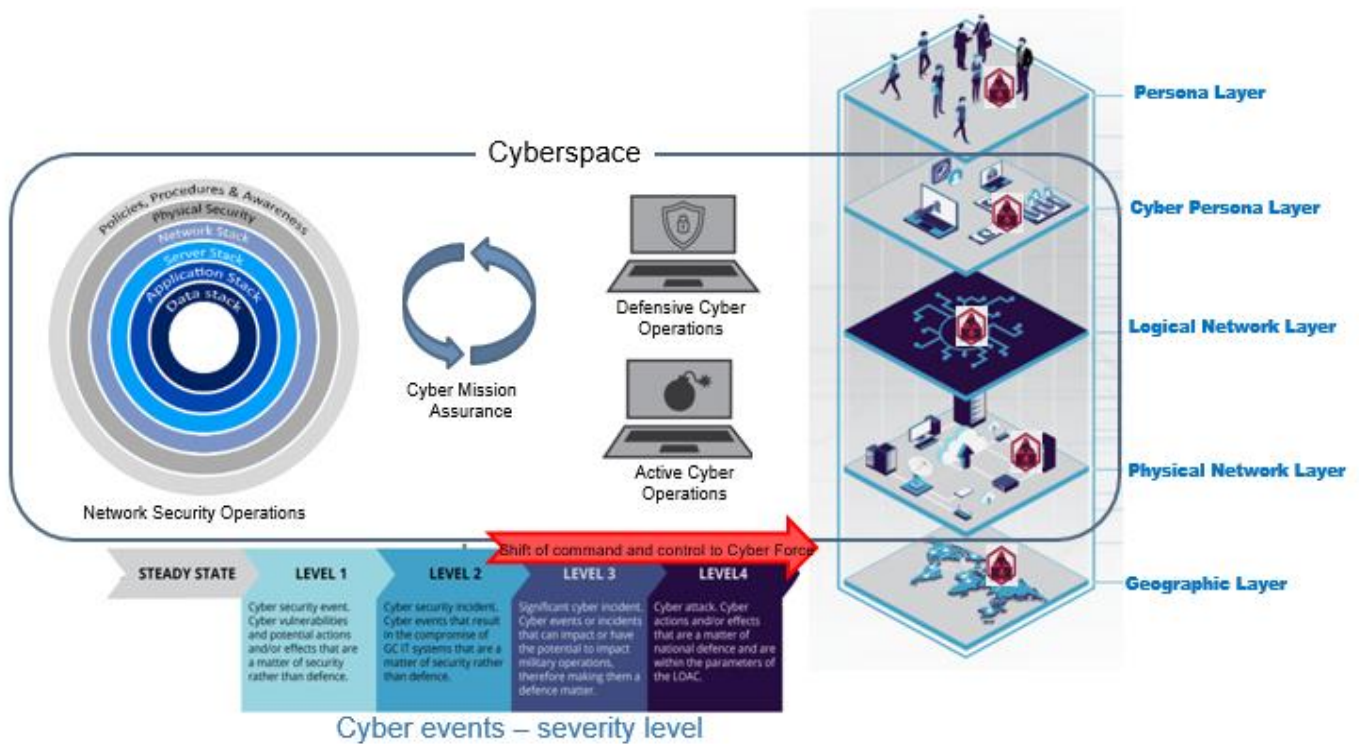
The IDEaS Sandbox Challenges present innovators with the opportunity to run experiments by testing and demonstrating their solutions to specific problems identified by DND/CAF. To support this experimentation, DND/CAF provides a test environment and scenario with appropriate experts and/or users in which participants can test and/or demonstrate their prototypes or ideas in a controlled setting. As part of the test environment, DND may provide some test equipment, targets, test subjects, role players, or other applicable components. The Sandbox-based experiments will also help innovators conduct course-correction and evaluate improvements that can be made to their equipment.

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

- The IDEaS Program will post new challenges to address DND/CAF requirements and on technical gaps. These challenges will be shared with Canadian innovators through the various elements of the Program, including experimentation and demonstration tools (e.g. Sandbox), to invite them to propose solutions. The IDEaS initiative will help inform the future force design of DND/CAF.
- The Force Mix Structure Design initiative to realign the DND and CAF structures and ensure that it can deliver the operational concurrency as required in SSE will leverage business analytics tools to present a clear picture of the overall Force Employment, Force Generation and institutional landscapes, focussing first on the Force Employment structure, fit-for-purpose to best deliver on the operational concurrency demands placed on CAF. Force Mix Structure Design will undertake Regular Force, Primary Reserve and civilian workforce trade-space analysis and will provide decision-quality recommendations for investment and re-allocation commencing in FY 2020-21.
- The Capability Based Planning is a pan-CAF initiative that assists senior leadership in making Force Development decisions concerning future capabilities in the 15 to 20 year timeframe by providing future oriented context and analysis. FY 2020-21 marks the third year and Integration Phase of Capability Based Planning, which will incorporate the development of the Capability Based Planning Final Report and courses of action to achieve the selected future force, which will be based on gaps identified and recommended areas for the CAF to invest. This final phase produces the Force Capability Plan, which is the CDS's direction to the CAF that enables the investment plan.
- The CAF will continue to work closely with Public Safety Canada to advance the National Cyber Security Strategy. We are working with the Canadian Centre for Cyber Security and other cyber security stakeholders to improve the CAF's responsiveness and effectiveness to cyber threats.
- The CAF has established a comprehensive risk management framework for a Cyber Mission Assurance Program to identify, assess and mitigate cyber associated risks. The Cyber Mission Assurance Program has developed initial guidance to advance a collective response across the CAF. This program will help DND/CAF to better respond to potential threats allowing freedom of operations.

- Defence will continue to invest in partnership with allies for the reliable access of satellite communication constellations in support of DND/CAF operations across the globe.

Key Operational Concepts in Cyber Defence



Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
4.1 Defence capabilities are designed to meet future threats	Extent to which the Future Security Environment assessment remains valid	2 on a 3 point rating scale*	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	2
	Degree to which future security assessments and capability deductions remain coherent with those of our allies and partners	2 on a 3 point rating scale**	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	2
	Degree to which future capabilities required to ensure an operational advantage over defence and security threats have been accounted for in defence plans	2 on a 3 point rating scale***	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	2

Notes:

* During the Future Security Environment (FSE) validity period of four years, the FSE document will be assessed annually through internal Canadian Armed Forces foresight and allied collaboration analysis activities. Should these analysis activities identify significant issues, the Chief of Force Development will indicate the intent to produce an updated FSE with anticipated milestones.

** During the Future Security Environment (FSE) validity period of four years, the Force Capability Plan (FCP) and Investment Plan (IP) are reviewed annually through internal Canadian Armed Forces and allied collaboration analysis activities. Should these analysis activities identify significant issues, the Chief of Force Development will indicate the intent to produce updated documents with anticipated milestones.

*** During the Future Security Environment (FSE) validity period of four years, the Force Capability Plan (FCP), Investment Plan (IP) and Force Development scenario sets are assessed annually through internal Canadian Armed Forces analysis activities. If significant issues are identified, the Chief of Force Development will signal the intent to produce updated documents with anticipated milestones.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xvii}.

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

- The IDEaS Program will help improve Defence and Security capabilities by launching additional challenges in FY 2020-21. These will include challenges relating to greening defence activities, accelerating the development of next-generation technologies, augmenting the ability of the CAF to operate in the Arctic and austere environments, finding ways to help increase impact and effectiveness of operations and many other topics.
- The department prioritized Arctic Joint Intelligence, Surveillance and Reconnaissance for defence research and development and invested \$133 million from 2015-2020 for a science and technology program to inform decisions on surveillance capabilities. Results from internal studies and contracts to Canadian industry and academia delivering innovation to address surveillance challenges in the North are expected in early FY 2020-21. Based on those results, comprehensive advice will be finalized. These science and technology contributions will inform dialogue in DND and the Government on future acquisition projects for broader North American Defence capabilities including, but not limited to, the renewal of the North Warning System capability. Working collaboratively with the United States, this information will also contribute to

the first-ever bi-national Northern Approaches Surveillance Analysis of Alternatives, studying innovative technological solutions to airspace surveillance.

- Continuing the implementation of the departmental ST&I Functional Authority to leverage, align and optimize departmental ST&I resources through the departmental Science and Technology Investment Steering Committee and the provision of ST&I advice.
- DND/CAF will continue to support the department's Data, Innovation and Analytics group by providing advanced analytics capability, including the development of predictive models for improving defence enterprise resource management and new data science tools and software that will be available enterprise-wide.
- In FY 2020-21, IDEaS will continue with its contest for Pop-up City (to develop reliable, energy efficient, integrated and scalable energy, water and waste management systems for temporary camps) as well as undertake a competitive projects challenge for ruggedized wind turbines for the Arctic to reduce the reliance on diesel fuel generated power.
- DND/CAF will continue developing concepts and designs for alternative energy options, through collaboration with other government departments and contracts with the Canadian industry.
- In FY 2020-21, DND/CAF will be leveraging defence analytics to align efforts and expenditures to deliver an initial operational capability for enterprise-wide reporting and analytics to inform ST&I decisions.
- Advance research in the future of cyber warfare to improve and strengthen both defensive and offensive capabilities.
- PROMETHEUS is the Canadian Special Operations Forces Command's Innovation Initiative which connects Special Operations Forces challenge "owners" to communities of interest at the cutting edge of industry, academia and existing government programs. The primary line of effort is to partner with external organizations who are at the forefront of innovation.

Contested Urban Environment (CUE) 2018

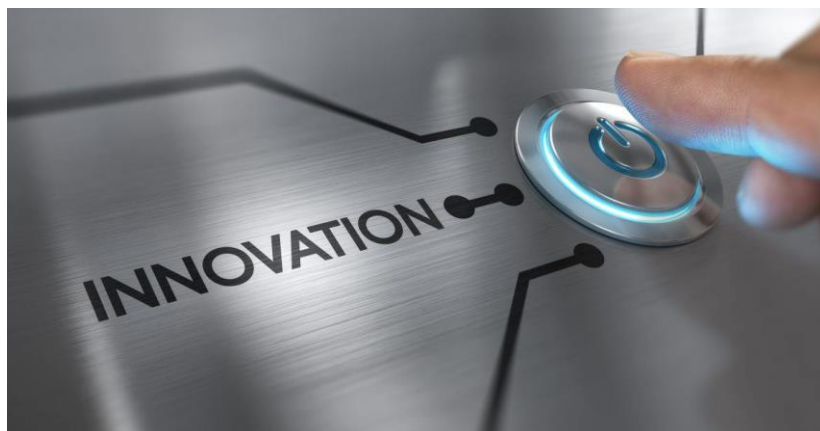


Maritime Monitoring and Messaging Micro-satellite (M3MSat) will demonstrate the collection of capabilities of a space-based Automatic Identification System (AIS), receiving and locating signals transmitted by vessels, which can be combined with RADARSAT-2 Synthetic Aperture Radar (SAR) images, to provide improved management of marine traffic in Canadian waters.

Photo: Defence Research and Development Canada

Defence team Innovation

The evolution for [Beyond2020](#)^{xvii} will include establishment of the Innovation Exchange, or Innovation Ex, a hub that will create a collective ecosystem for workforce and workplace modernization. Innovation Ex will also help to foster an environment where innovation, like those brought forward in the Defence team Innovation Challenge, can continue to move from ideas to action. This is just one project that shows how DND/CAF continues to look for ways to see the ideas and innovations of previous challenges continue their momentum.



Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
4.2 Defence and security challenges are addressed through innovative solutions	% of initiatives and projects that are supported by Defence Science and Technology	At least 90%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	30%
	% of Innovation for Defence Excellence and Security (IDEaS) projects that resulted in useful advice, adoption, integration or eventual procurement of a new defence and security capability	At least 20%	31 March 2022	Not Available New indicator as of 2018-19*	Not Available New indicator as of 2018-19*	Not Available*

Notes:

* Results not available. The date to achieve the program target is March 2022. The program has developed and will implement a data strategy to monitor progress. Results on this indicator will increase towards the target within the next few years as results are achieved with program growth maturity towards its full operating condition. Early indicators are very positive.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xviii}.

Planned budgetary financial resources

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending
840,491,721	845,220,905	857,200,067	878,147,746

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xcix}.

Planned human resources

2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
2,223	2,228	2,233

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

Procurement of Capabilities

Description

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

Planning highlights

Through agile and innovative procurement, the department will procure a mix of advanced capabilities to manage today's risk, regain the technical and military operational advantages and maintain interoperability with allies.

Effective defence procurement is vital to ensuring the Canadian Armed Forces (CAF) is equipped and ready to fulfill the important missions required to protect and defend Canada and Canadians.

The department will collaborate with the North American Aerospace Defense Command (NORAD) to advise on the requisite capabilities and areas of investments required to effectively execute the continental defence missions as it pertains to *Strong, Secure, Engaged: Canada's Defence Policy* (SSE) initiatives 109 and 111, North Warning System renewal and NORAD Modernization.

Reforms will be introduced and implemented to both streamline and accelerate defence procurement and build on recent measures to improve procurement across the government, reducing complexity and redundancy, in order to ensure the timely delivery of projects and capabilities. Examples of these reforms includes the Risk Based Contracting Pilot and working with internal organizations to determine their need and capacity to implement enhanced contracting authority.

Experimentation

Public Service and Procurement Canada (PSPC), Treasury Board Secretariat and the Department of National Defence (DND) established a working group and developed options for a risk-based contract approval process for defence procurements where the financial value exceeds PSPC's existing limits. As a result, the Risk Based Contracting Pilot was launched on 1 November 2018 for 18 months and is set to expire in April 2020.

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

Key Corporate Risk(s)

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

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

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

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

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

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

Departmental Result 5.1 – Defence procurement is streamlined

Streamlined and flexible procurement arrangements help ensure DND is ready and equipped to conduct missions. Assessing the project process time helps measure the success of newly introduced processes. Below are a couple of initiatives to ensure defence procurement is streamlined:

- Treasury Board approval will be sought in winter 2020 to fully implement the process of Risk Based Contracting approach to contract approvals, which is being piloted until April 2020; and
- Increase the transparency and timeliness of communication with defence industry associations, including meetings with Canadian industry through a Defence Industry Advisory Group and other boards. With the Chair for the Defence Industry Advisory Group transferring to the department's materiel group for 2020, there are plans to hold four meetings over the 2020 calendar year (dates to be determined). The Director General International and Industry Programs will serve as the Group's secretariat during this period and will work with the industry associations; Public Services and Procurement Canada; Innovation, Science and Industry; and Global Affairs Canada in setting agendas, preparing related meeting material and producing Records of Decisions for circulation to Group members and relevant stakeholders.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016-17 Actual results	2017-18 Actual results	2018-19 Actual results
5.1 Defence procurement is streamlined	% of projects that meet the approved project development and approval timelines (low risk and low complexity projects)	100%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	Not Available*
	% of goods and services contracts that are awarded within established performance targets	100%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	100%

Notes:

* A new Project Approval Directive which supports SSE initiative 94, aims to reduce process and allow projects to be completed in a shorter time, will come into effect in fall 2019. Performance results will be available beginning June 2020.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{ci}.

Departmental Result 5.2 – Defence equipment acquisition is well-managed

- To manage the prolonged acquisition process required to develop and implement complex projects, the department will grow and professionalize the procurement workforce. This includes the ongoing efforts of the Professionalization Working Group, promoting access to specialized training and coordinating competency development.

- Key equipment acquisition projects in 2020-21 include:
 - Canadian Surface Combatant^{cii};
 - Arctic and Offshore Patrol Ships^{ciii};
 - Fixed Wing Search and Rescue Aircraft^{civ};
 - Joint Support Ship^{cv};
 - Future Fighter Capability Project^{cvi};
 - Remotely Piloted Aircraft System^{cvi};
 - Medium Support Vehicle System^{cvi};
 - Logistics Vehicle Modernization^{cix};
 - Armoured Combat Support Vehicle Project;
 - CP-140 Aurora Incremental Modernization Project^{cx}; and
 - Cormorant Mid-Life Upgrade Project^{cx}.

For more details on these and other projects, refer to the following website(s):

- Investing in Equipment and Current Projects^{cxii}

Equipment for CAF

Medium Support Vehicle System Standard Military Pattern trucks with Armoured Protection System cabs and Load Handling System trailers were delivered between 2018 and 2020. These capabilities will facilitate transportation of personnel, cargo and equipment both at home and in support of combat services with necessary support elements. In 2019, twelve trucks equipped with armoured protection system and two trailers were deployed to Latvia as part of the Operation REASSURANCE to support NATO's collective defence of Central and Eastern Europe. In 2020, it is anticipated that more trucks with trailers will deploy to Latvia.



Mack Defense LLC was awarded a contract in June 2015 to procure 1 537 Standard Military Pattern trucks, 157 Armoured Protection Systems and 300 and Load Handling System trailers designed to replace the 40+ year old Medium Logistic Vehicle Wheeled capability. The in-service support contract is projected for the 20 years lifespan of the capability.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
5.2 Defence equipment acquisition is well-managed	% of capital equipment projects that remain in approved scope	100%	31 March 2021	100%	100%	100%
	% of capital equipment projects that remain on approved schedule	100%	31 March 2021	87%	56%	81.25%
	% of capital equipment projects that remain within approved expenditure authority	100%	31 March 2021	100%	100%	100%

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{cxiil}.

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

DND will continue to deliver on key information management and information technology capital projects as outlined in SSE. Key focus for 2020-21 will include:

Defence cryptology modernization efforts:

- Search and Rescue mission management application enhancement;
- Satellite communication capabilities;
- Design of Joint Electronic Warfare support capability;
- Design of Cyber Defence capabilities; and
- Delivery of maritime surveillance capability-building on RADARSAT Constellation Mission.

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

- Early engagement with industry and delivery partners;
- Close engagement with Public Services and Procurement Canada's and Innovation, Science and Economic Development Canada to streamline our processes; and
- Close engagement with Treasury Board of Canada Secretariat/the Office of Chief Information Officer to ensure alignment with Government of Canada Digital policy, architecture and standards.

DND will deliver full operational capability for the following projects in FY 2020-21:

- Defence Cryptographic Modernization Project – Network Encryption Family;
- Defence Cryptographic Modernization Project – Identification Friend or Foe; and
- Mercury Global Project.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016-17 Actual results	2017-18 Actual results	2018-19 Actual results
5.3 Defence information technology acquisition is well-managed	% of information technology projects that remain in approved scope	100%	31 March 2021	100%	100%	94%
	% of information technology projects that remain on approved schedule	100%	31 March 2021	90%	95%	88%
	% of information technology projects that remain within approved expenditure authority	100%	31 March 2021	95%	100%	100%

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{cxiv}.

Departmental Result 5.4 – Supplies are available and well-managed

In FY 2020-21 the department will enhance materiel accountability by implementing modern, effective inventory controls, supply chain management and inventory valuation, such as:

- Develop and implement a Defence Supply Chain performance management framework that informs decision-making around the areas of Materiel Readiness, Compliance and Optimized Cost; and
- Continue to modernize the business processes for substantive and enduring materiel management improvements, including modernizing the disposal process. The development of an information technology solution to conducting disposal business processes is being explored to increase Defence's analytic ability to manage and monitor disposal activities and decrease the level of effort required by materiel managers and materiel custodians when identifying materiel disposal.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016-17 Actual results	2017-18 Actual results	2018-19 Actual results
5.4 Supplies are available and well-managed	% of stock that is unavailable to meet forecasted demand	Below 7.93%	31 March 2021	5.01%	5.85%	5.72%
	% of stock disposed that was identified as surplus	Greater than 23%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	Not Available*

Notes:

* Result not available. For additional context see the Department of National Defence and the Canadian Armed Forces' 2018-19 Departmental Results Report.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{cxiv}.

Planned budgetary financial resources

2020–21 budgetary spending (as indicated in Main Estimates)	2020-21 Planned spending	2021-22 Planned spending	2022-23 Planned spending
3,907,432,104	3,910,791,611	4,149,996,557	3,032,978,525

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{cxvi}.

Planned human resources

2020-21 Planned full-time equivalents	2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents
2,176	2,182	2,189

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{cxvii}.

Sustainable Bases, Information Technology Systems and Infrastructure

Description

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

Planning highlights

Canadian Armed Forces (CAF) bases and wings are at the centre of military life across Canada and abroad. They are essential to supporting our soldiers, sailors, airmen and airwomen to ensure the CAF is ready to successfully conduct and support operations when called upon by the Canadian Government. Bases and wings are home to operational and support units and many serve as training facilities. As such, bases will provide essential support services to enable personnel to fulfill their occupational and training requirements, to support defence activities and to sustain military operations. These support services will vary across bases, but may include operational and emergency services, logistic and technical support services, information technology services, safety and environment services, and administration and personnel services such as food and accommodation services.

We are committed to supporting the CAF with modern, efficient, environmentally sustainable and functional infrastructure in which our personnel can train and operate. Providing our military personnel with the facilities and tools they need to perform their work is one of our foremost priorities — we must deliver.

The Defence team manages the largest infrastructure portfolio in the federal government. Maintaining modern and sustainable infrastructure that supports military requirements, improves efficiency, and reduces our environmental footprint, is a critical enabler for CAF operations.

The Department of National Defence (DND)/CAF will continue to modernize the real property portfolio to ensure the efficient and effective use of DND resources. This includes lowering energy costs by improving the efficiency of our infrastructure, reducing the overall cost of our real property by consolidating buildings with a similar function and making effective use of space and land and realizing a right-sized infrastructure portfolio through a comprehensive and integrated national real property plan.

DND/CAF information technology systems are essential in delivering timely, trusted and secure information to decision makers. Through its Cyber Security Engineering Program, DND will provide secure and resilient enterprise-level system solutions to respond to the evolving cyber threat environment. Through its Command, Control, Communications, Computer and Intelligence, Surveillance and Reconnaissance (C4ISR) engineering and integration program, DND will provide enterprise-level information technology system solutions to advance Allied communication capabilities, support the integration of Joint Targeting systems, improve the resilience of the DND/CAF Command and Control infrastructure and help propel DND/CAF forward with modern technologies.

The department will work continuously with Shared Services Canada to improve the sustainability of the information technology systems that Shared Services Canada manages for the Government of Canada. This includes core networking infrastructure, telecommunications, networking, collaboration, mobile services and data centre reliability.

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

In support of the Government of Canada's commitment to green its operations, DND/CAF have developed the [Defence Energy and Environment Strategy](#)^{cxviii} (DEES). The DEES describes the department's environmental actions towards supporting the United Nations' 2030 Agenda for Sustainable Development and Canada's Federal Sustainable Development Strategy (FSDS). Building on our environmental commitments in *Strong, Secure, Engaged: Canada's Defence Policy* (SSE), the DEES provides a common vision and goals to help us improve energy efficiency and reduce environmental impacts across Defence activities.

Reporting on the 2016-19 DEES will conclude in March 2020. The next iteration, DEES 2020-23, will be tabled in Parliament by June 2020 and will reflect our continued efforts to achieve the environmental commitments in the United Nations' 2030 Agenda for Sustainable Development, FSDS and SSE. Notable goals include:

- Contaminated Sites:
 - Reduce DND's contaminated sites liabilities by assessing and remediating contaminated sites as per the Federal Contaminated Sites Action Plan (UN SDG 3.9).
- Procurement:
 - Define criteria to reduce the environmental impact and ensure best value in procurement decisions (FSDS Chapter on Greening Government and UN SDG 12.7).
- Low-Carbon Fleet and Real Property:
 - Reduce greenhouse gas emissions from federal government facilities and light duty commercial fleets by 40% (2030) and 80% (2050) with an aspiration to be carbon neutral (SSE 101, FSDS Chapter on Greening Government and UN SDG 13.2).
 - The potential use of alternative energy options in national safety and security-related fleet operations will be examined (SSE 102: Examine alternative energy options and their potential use for operations, FSDS Chapter on Greening Government and UN SDG 13.2).
- Adaptation to Climate Change:
 - Develop measures to reduce climate change risks to assets, services and internal operations (linked to FSDS Chapter on Greening Government and UN SDG 13.3).

Experimentation

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

Key Corporate Risk(s)

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

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

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

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

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

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

- In FY 2020-21, two new performance indicators will be used as initial measures of the effective delivery of food services and the availability of single quarters' accommodation on CAF bases and wings. Both indicators speak to the ability of bases and wings to effectively deliver basic services in a way that enables the bases and wings to optimize support to CAF needs. Additional emphasis will be placed on promoting the National Standardized Cycle Menu and offering healthy and vegetarian choices at CAF dining facilities to maintain personnel's optimal health to meet the physical and mental demands of CAF operations, training and support. The Canadian Army, with 21 bases and training establishments located across the country, will place specific focus on food and accommodations services as part of their larger multi-year approach to optimize internal business processes related to the delivery of base services. These efforts will include a study on food and accommodation services to help inform the establishment of performance indicators and targets.

For information, refer to the following webpages:

- [Naval bases](#)^{CXIX}
- [Army bases](#)^{CXX}
- [Air Force wings](#)^{CXXI}

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
6.1 Naval, Army and Air Force Bases enable military operations and defence activities	% of single quarters accommodations that can be used	90%	31 March 2021	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	Not Available*
	% deviation of average daily meal cost from the standard allowance	Less than 15%	31 March 2021	Not Available New indicator as of 2020-21	Not Available New indicator as of 2020-21	Not Available New indicator as of 2020-21

Notes:

* The FY 2018-19 actual result is not available for this performance indicator due to the absence of a methodology/relevant data. To correct this deficiency, a working group was established to identify common service areas that enable military operations and defence activities as a basis for improving the performance indicator. Further, an evaluation was completed and will serve as a reference to assist with establishing a foundational starting point. A refined performance indicator and relevant data will be available for FY 2020-21.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{CXXII}.

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

- Implement low-risk housing investment plans to improve the overall condition and suitability of the DND housing portfolio, with the aim of providing safe and accessible accommodation, based on CAF requirements.
- Improve infrastructure on bases and wings, including required off-base/wing office space and housing for CAF personnel and their families.
- Continue to dispose of underused or obsolete buildings to improve the efficiency of the infrastructure portfolio while helping us accelerate the reduction of greenhouse gas emissions.
- Continue to transform the real property and portfolio management capacity by adapting the organization's structure and processes to better align with the Corporate Real Estate Model and

industry best practices, while ensuring it continues to deliver infrastructure programs that enable and support the Defence mandate.

- Explore ways to partner with the private sector through performance-based contractual agreements, in consultation with employees, stakeholders, local communities and public sector unions.

For more information, consult the [Investing in Infrastructure and Infrastructure Projects](#)^{cxxiii} webpage.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
6.2 Defence infrastructure is well-managed throughout its lifecycle	% of infrastructure in suitable condition	60 – 80%	31 March 2021	85.49%	86.22%	66%
	% of maintenance and repair investment in relation to the infrastructure portfolio value	At least 1.4%*	31 March 2021	1.31%	1.1%	1.05%
	% of the total real property value that is identified as surplus	Between 1% and 2%	31 March 2021	0.35%	0.60%	0.82%

Notes:

* This value reflects an industry benchmark for best practices in sustainment of infrastructure portfolios.

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{cxxiv}.

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

- Implement the DEES, which outlines DND-led initiatives in support of Canada's greenhouse gas emissions reductions commitments and obligations for the protection and stewardship of the environment.
- Seek out opportunities to purchase clean power and alternative energy options for infrastructure at bases and wings.
- All new construction and major recapitalization projects will meet the Silver Leadership in Energy and Environment Design standard or equivalent.

For more information, refer to the [Greening Defence](#)^{cxxv} webpage.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
6.3 Defence activities are carried out in a safe and environmentally responsible manner	% of Defence Energy and Environment Strategy commitments that are met or exceeded	At least 80%	31 March 2021	Not Available New indicator as of 2017-18	72%	67%
	% of greenhouse gas emissions reduction relative to a 2005 baseline	At least 40%	31 March 2030	21.7%	31%	32%
	% of light-duty vehicle fleet that is hybrid, plug-in hybrid and/or electric	At least 30%	31 March 2021	Not Available New indicator as of 2017-18	19%	27%
	% of reduction in contaminated sites liability based on the closing liability of the previous year	At least 7%	31 March 2021	9.2%	19.4%	19.8%

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xxxvi}.

Planned budgetary financial resources

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending
3,665,573,962	3,680,697,534	3,515,136,435	3,626,990,238

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xxxvii}.

Planned human resources

2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
14,843	14,913	14,971

Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{xxxviii}.

Internal Services: planned results

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- Management and Oversight Services;
- Communications Services;
- Legal Services;
- Human Resources Management Services;
- Financial Management Services;
- Information Management Services;
- Information Technology Services;
- Real Property Management Services;
- Materiel Management Services; and
- Acquisition Management Service.

Planning highlights

Financial management and planning

In FY 2020-21, the Department of National Defence (DND) and the Canadian Armed Forces (CAF) financial management and planning functions, including the current (in-year) forecasting function and the standardization of departmental future (out-year) financial planning processes, will be key factors enabling the institution to sustain *Strong, Secure, Engaged: Canada's Defence Policy* (SSE) and to ensure its effective oversight and accountability. DND/CAF will continue to build and maintain a high-performing and client-focused financial management function by contributing to internal and government-wide talent management initiatives and act as a steward to the finance community for recruitment, talent management and retention to meet SSE ambitions.

DND/CAF will continue to modernize information management and technology, including advanced analytics for better knowledge management and select financial management tools that enable the integration of financial systems. In addition, the department's Centre for Costing in Defence will continue to play a central role in ensuring that the cost estimates and risks of major projects comply with the Treasury Board's guideline on Cost and Estimation for Capital Asset Acquisition in FY 2020-21.

Civilian human resources management

The focus for 2020-21 will be ensuring employee experience is front-of-mind and supported through sound people management and the civilian Human Resources (HR) business model. Critical to our success is identifying the right future civilian workforce requirements and ensuring strategies are in place to support the workforce needed to deliver on SSE initiatives.

Civilian HR will continue to modernize its tools and processes through Digital HR initiatives that will enable better, smarter, faster human resources and alleviate HR administrative burdens to create the space for good people management. Our civilian employees and military managers of civilians will have increased access to direct HR support and the answers to their questions that really matter.

Employee experience will be monitored through the Public Service Employee Survey as will the performance of employee-centric programs including the Diversity and Inclusion Strategy, the expansion

of the Office of Disability Management and a new outcomes-based approach to Labour Relations. Support for civilian pay remains a priority with expanded departmental compensation support nationally and continuous HR-to-Pay process review and improvement. Looking forward, we will increase the understanding of DND's future of work through interactive workforce analytics, HR business intelligence and future-thinking for informed workforce insights and decision-making.

Communicating with Canadians

Canadians look to a variety of sources for news and information. As required under the Government of Canada's Policy on Communications and Federal Identity, Defence communications will be "digital first". The department and the CAF will use multiple formats and channels to communicate and engage with Canadians about the work the Defence team is doing to protect Canada, defend North America in partnership with the United States and contribute to a more peaceful and stable world. Clear and accurate information — equally accessible to all Canadians — about how Defence personnel are serving them is necessary to inspire qualified applicants to join the CAF and demonstrate that investments in Canada's defence priorities are delivering results.

National Defence Headquarters – Carling Campus

As National Defence completes its move to Carling Campus the following remaining activities will continue into FY 2020-21: completion of final occupant moves to Carling; completion of conference room and video teleconference information management and information technology installations; completion of any remaining change requests; and close out of Carling Campus Project.

Information Management

DND will continue to support the Government of Canada's information and data management priorities that are included in the Treasury Board's Policy on Service and Digital, as well as continue to support the Treasury Board's Directive on Open Government. Pursuant to evolving policy direction and emergent technologies, the Chief Information Officer organization will be conducting an options space assessment to inform decision-making on the departmental go-forward Enterprise Document and Records Management System.

Information Technology

DND will continue to modernize its Enterprise Resource Management systems to support the department's transition to evidence-based decision-making working in concert with DND's Chief Data Officer organization to mature data architecture and management. The systems are used to capture DND's business information related to finance, human resources, materiel and real property to inform decision-making and produce reports. Substantial effort and resources will be applied to its financial and materiel system of record based on SAP technology to modernize its business; improve its reporting, business intelligence and analytics capabilities; and maintain alignment with the Government of Canada enterprise financial management system.

DND will be aligning and working with the Government of Canada to utilize Enterprise Architecture to make more efficient and effective technology decisions and to meet the department's transformational requirements.

Defence Data, Innovation, Analytics

DND has aligned its priorities to enable data and analytics throughout the department and contribute to the implementation of the defence policy. The following are DND's priorities for FY 2020-21:

- Following the direction of the new Treasury Board Secretariat (TBS) Policy of Service and Digital and in accordance with the Defence Data Strategy, the department will implement a data governance framework and policy instruments to support enterprise-wide data management. In doing so, we will initiate the development of a master data program and a data quality framework. Furthermore, we will also foster data modelling capabilities to support the development of an enterprise data model;

- Release Phase II of the Analytics Roadmap and Operating model, which will develop an integrated plan to support implementation across the department;
- Establish a data-driven, goal-oriented culture to empower business process innovation across the Defence enterprise;
- Continue to enhance education and training to enable analytics and sound data practices across DND/CAF; and
- Coordinate a client-centric service design and delivery mechanism in compliance with the new TBS Policy on Service and Digital.

Experimentation

To better support the Defence team, the department's civilian HR team plans to continue investigating and testing further analytic enhancements, automation and mobile technology to optimize HR service delivery.

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

Key Corporate Risk(s)

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

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

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

Planned budgetary financial resources

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending
695,921,525	699,552,288	706,757,279	726,241,644

Planned human resources

2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
5,293	5,308	5,321

Spending and human resources

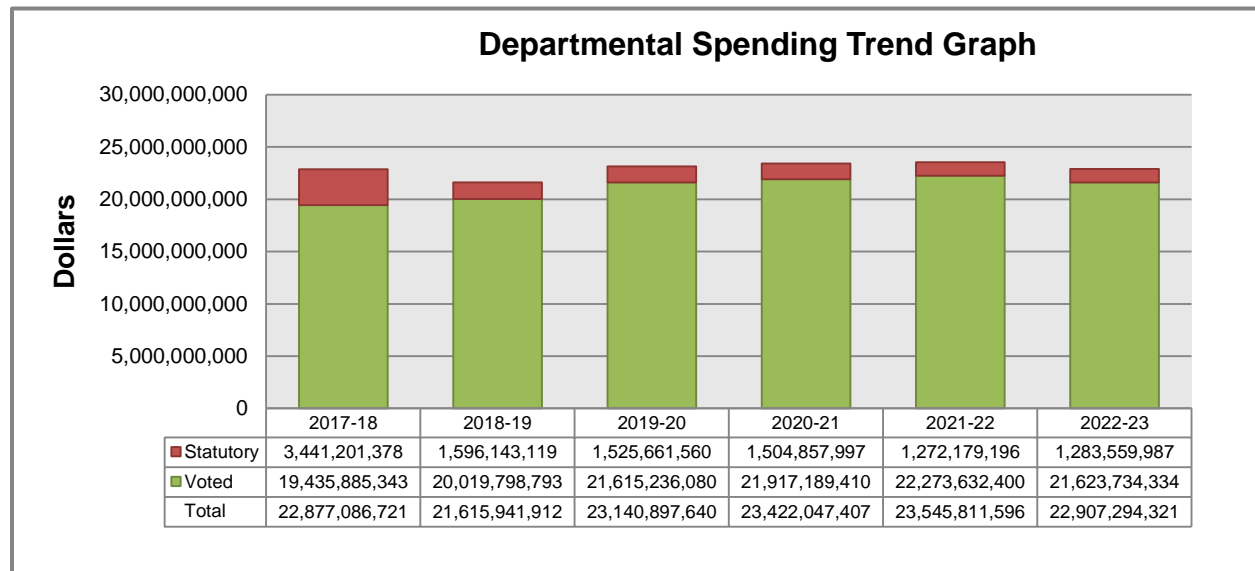
This section provides an overview of the department's planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years' actual spending.

Planned spending

Departmental spending 2017-18 to 2022-23

Departmental spending trend graph

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



Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of the Department of National Defence and the Canadian Armed Forces' Core Responsibilities and to Internal Services for the years relevant to the current planning year.

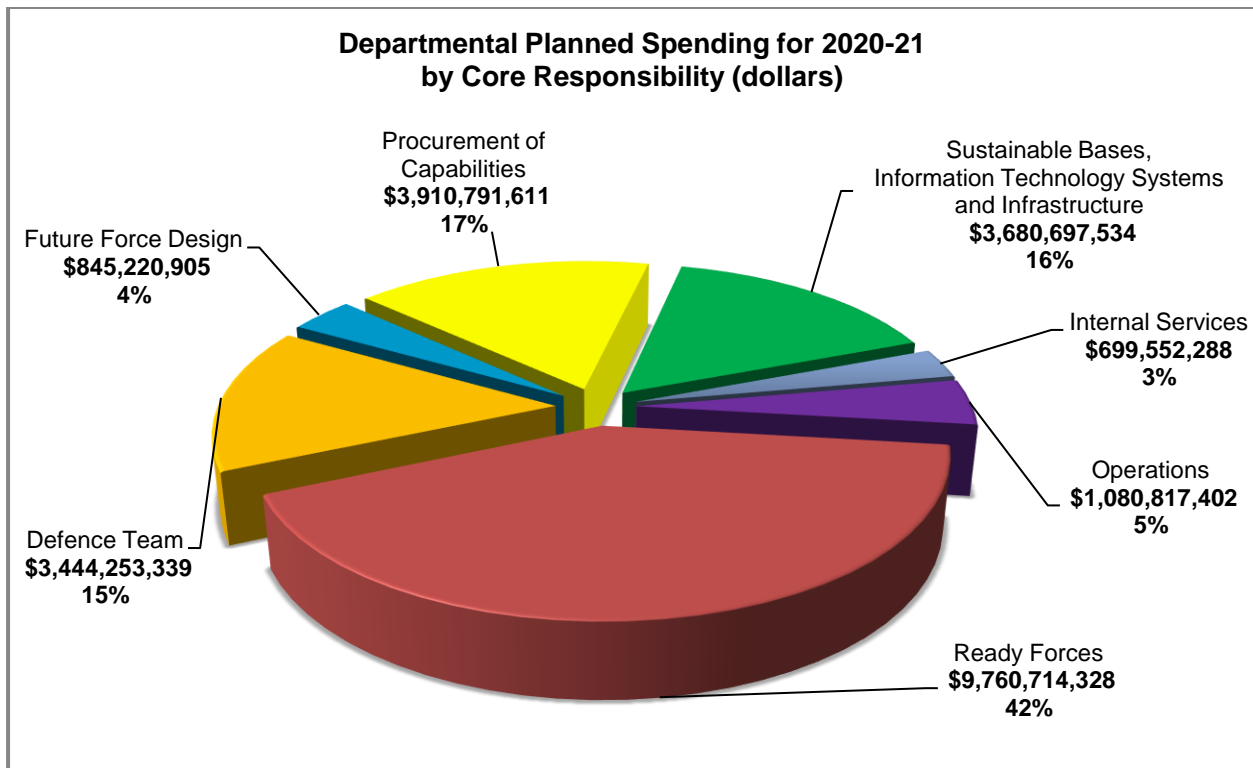
Core Responsibilities and Internal Services	2017-18 Expenditures	2018-19 Expenditures	2019-20 Forecast spending	2020-21 budgetary spending (as indicated in Main Estimates)	2020-21 Planned spending	2021-22 Planned spending	2022-23 Planned spending
Operations	1,372,428,482	1,424,919,741	1,399,113,021	1,075,628,685	1,080,817,402	1,084,690,693	1,115,625,002
Ready Forces	10,331,831,988	9,506,982,585	9,755,266,593	9,716,036,927	9,760,714,328	9,789,287,544	10,003,032,978
Defence Team	3,424,068,331	2,779,583,406	3,363,320,915	3,416,850,794	3,444,253,339	3,442,743,021	3,524,278,188
Future Force Design	894,647,455	845,573,026	927,459,805	840,491,721	845,220,905	857,200,067	878,147,746
Procurement of Capabilities	2,992,354,792	3,069,157,738	3,629,426,719	3,907,432,104	3,910,791,611	4,149,996,557	3,032,978,525
Sustainable Bases, Information Technology Systems and Infrastructure	3,237,004,066	3,219,172,782	3,279,602,750	3,665,573,962	3,680,697,534	3,515,136,435	3,626,990,238
Subtotal	22,252,335,114	20,845,389,278	22,354,189,803	22,622,014,193	22,722,495,119	22,839,054,317	22,181,052,677
Internal Services	624,751,607	770,552,634	786,707,837	695,921,525	699,552,288	706,757,279	726,241,644
Total	22,877,086,721	21,615,941,912	23,140,897,640	23,317,935,718	23,422,047,407	23,545,811,596	22,907,294,321

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

Notes:

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

These figures will be subject to changes in the near future as the supplementary estimates and Annual Reference Level Update (ARLU) numbers have not yet been finalized (along with figures from the CFO survey).



Planned human resources

The Regular Force strength is currently at 99% of its authorized 68 000 personnel. Through recruiting efforts and a retention strategy, the Canadian Armed Forces (CAF) will continue to grow to its authorized strength. The 3 500 Regular Forces personnel increase announced in SSE will be attributed to specific Core Responsibilities at a later date ensuring a gradual and manageable growth of the workforce.

In order to meet the high ambition set out in SSE, we will hire an additional 1 150 defence civilians, with a specific target in 2020-21 of 115 to strengthen our capabilities in the areas of intelligence, logistics, procurement and maintenance. These full-time equivalents will be attributed to specific Core Responsibilities at a later date.

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each Core Responsibility in the Department of National Defence and the Canadian Armed Forces' departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for Core Responsibilities and Internal Services

Core Responsibilities and Internal Services	2017-18 Actual full-time equivalents	2018-19 Actual full-time equivalents	2019-20 Forecast full-time equivalents	2020-21 Planned full-time equivalents	2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents
Operations	N/A	4,884	4,923	2,860	2,886	2,910
Ready Forces	N/A	45,566	46,016	46,489	46,917	47,280
Defence Team	N/A	20,123	20,243	20,838	21,025	21,180
Future Force Design	N/A	2,421	2,669	2,223	2,228	2,233
Procurement of Capabilities	N/A	2,420	2,339	2,176	2,182	2,189
Sustainable Bases, Information Technology Systems and Infrastructure	N/A	13,209	13,363	14,843	14,913	14,971
Subtotal	N/A	88,623	89,553	89,429	90,151	90,763
Internal Services	N/A	3,347	4,039	5,293	5,308	5,321
Total	N/A	91,970	93,592	94,722	95,459	96,084

Notes:

The actual numbers for FY 2017-18 cannot be reported as the reporting mechanism changed from the Program Alignment Architecture to the Departmental Results Framework in FY 2018-19.

The 2019-20 Forecast full-time equivalents has been taken from the Departmental Plan 2019-20.

Total planned human resources – Reserve Force personnel

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

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

The Primary Reserve consists predominately of part-time professional CAF members, located throughout Canada, ready with reasonable notice to conduct or contribute to domestic and international operations to safeguard the defence and security of Canada. Important initiatives to reduce attrition and to streamline recruitment resulted in the substantial growth of the Primary Reserve in FY 2018-19. These sustained efforts will support the Primary Reserve to reach the Government of Canada (SSE initiative 74) authorized Average Paid Strength level to 30 000 by 2025.

The Cadet Organization Administration and Training Service completed an organizational restructure and will be maintained at the current approved target of 8 000 personnel.

The Canadian Rangers are integral to CAF Northern surveillance and regularly provide support to ground search and rescue. They are Canada's eyes, ears and guides across the country, particularly in the sparsely settled Northern, coastal and isolated areas of Canada. During FY 2020-21, the CAF will continue to focus on surveillance and control of the Canadian territory; this will include the continuous review of the force structure of the Canadian Rangers and increasing their numbers to improve their functional capabilities within the CAF.

The following table provides our total planned human resources for Reserve Force personnel for the next three FY's 2020-23.

	2020-21	2021-22	2022-23
Primary Reserve	28,950	29,250	29,550
Cadet Organization Administration and Training Service	8,000	8,000	8,000
Canadian Rangers	5,640	5,680	5,680

Estimates by vote

Information on the Department of National Defence and the Canadian Armed Forces' organizational appropriations is available in the [2020-21 Main Estimates](#)^{cxxix}.

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the Department of National Defence and the Canadian Armed Forces' operations for 2019-20 to 2020-21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [the Department of National Defence and the Canadian Armed Forces' website](#)^{Cxxx}.

Condensed future-oriented statement of operations for the year ending 31 March 2021 (dollars)

Financial information	2019–20 Forecast results	2020–21 Planned results	Difference (2020–21 Planned results minus 2019–20 Forecast results)
Total expenses	22,547,841,000	22,945,471,000	397,630,000
Total revenues	430,637,000	424,908,000	(5,729,000)
Net cost of operations before government funding and transfers	22,117,204,000	22,520,563,000	403,359,000

The variance between the 2020-21 planned results and 2019-20 forecast results is mainly due to an overall increase in capital expenditures.

Corporate information

Organizational profile

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

Associate minister: The Honourable Lawrence MacAulay, PC, MP

Institutional head: Jody Thomas, Deputy Minister

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

Ministerial portfolio:

- Department of National Defence
- Canadian Armed Forces
- [National Defence and Canadian Forces Ombudsman](#)^{cxxxix}
- [Communications Security Establishment](#)^{cxxxix}
- [Military Police Complaints Commission](#)^{cxxxix}
- [Military Grievances External Review Committee](#)^{cxxxix}
- [Office of the Communications Security Establishment Commissioner](#)^{cxxxix}
- [Canadian Cadet Organizations](#)^{cxxxix}
- [Junior Canadian Rangers](#)^{cxxxix}

Enabling instruments:

- [National Defence Act](#)^{cxxxviii}
- [Emergencies Act](#)^{cxxxix}
- [Aeronautics Act](#)^{cxl}
- [Fisheries Act](#)^{cxli}

For further information, see [Legislation and National Defence](#)^{cxl}.

Year of incorporation / commencement: 1923

For additional corporate information visit [the Department of National Defence and the Canadian Armed Forces' website](#)^{cxl}.

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

"Raison d'être, mandate and role: who we are and what we do" is available on [the Department of National Defence and the Canadian Armed Forces' website](#)^{cxliv}.

Operating context

Information on the operating context is available on [the Department of National Defence and the Canadian Armed Forces' website](#)^{cxlv}.

Reporting framework

The Department of National Defence and the Canadian Armed Forces' Departmental Results Framework and Program Inventory for 2020-21 are as follows.

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

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

Core Responsibility	Defence Team				
Description	Recruit, develop and support an agile and diverse Defence team, within a healthy workplace free from harmful behaviour; support military families; and meet the needs of all retiring military personnel, including the ill and injured. Strengthen Canadian communities by investing in youth.				
Results and Indicators	<p>Canadian Armed Forces is growing towards its end state of 101,500 personnel</p> <ul style="list-style-type: none"> • % of Regular force positions that are filled • % of Reserve force positions that are filled • % of occupations with critical shortfalls 	<p>The health and well-being of the Defence team is well supported</p> <ul style="list-style-type: none"> • % of military personnel who are medically fit for their occupation • % of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for themselves and their families • % of Canadian Armed Forces members who report a high level of workplace well-being • % of civilian employees who describe the workplace as psychologically healthy 	<p>The Defence team reflects the values and diversity of Canadian society</p> <ul style="list-style-type: none"> • % of the Canadian Armed Forces (CAF) who self-identify as a woman • % of civilians in the Defence team who self-identify as a woman • % of the Canadian Armed Forces (CAF) who self-identify as a visible minority • % of civilians in the Defence team who self-identify as a visible minority • % of the Canadian Armed Forces (CAF) who self-identify as an indigenous person • % of civilians who self-identify as an indigenous person • % of the Canadian Armed Forces (CAF) who self-identify as victims of harassment • % of civilians who self-identify as victims of harassment • % of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination • % of civilians who self-identify as victims of discrimination • Annual number of reported incidents of sexual misconduct in the Defence team • Number and type of actions taken in response to reported sexual misconduct incidents by the Defence Team • Number of Defence team members who have attended a training session related to sexual misconduct (Operation HONOUR) • % of civilians in the Defence team who have completed mandatory harassment training 	<p>Military families are supported and resilient</p> <ul style="list-style-type: none"> • % of Canadian Armed Forces families who feel they meet the challenges of military life • % of Canadian Armed Forces members who are satisfied with the overall support their family receives from the Canadian Armed Forces 	<p>Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood</p> <ul style="list-style-type: none"> • % of the target Canadian youth population that participates in Cadets and Junior Canadian Rangers

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

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

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

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources and results related to the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)^{cxlvi}.

Supplementary information tables

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

- [Details on transfer payment programs](#)^{cxlviii}
- [Gender-based analysis plus](#)^{cxlix}
- [Status report on transformational and major Crown projects](#)^{cl}

Federal tax expenditures

The Department of National Defence and the Canadian Armed Forces' Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#)^{cli}. This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

Department of National Defence
60 Moodie Drive, Ottawa, Ontario K1A 0K2 Canada
Web: <http://www.forces.gc.ca>

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

capability (capacité)

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

Core Responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's Core Responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

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

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 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 initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts 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.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

Program Inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

strategic outcome (résultat stratégique)

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

target (cible)

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

voted expenditures (dépenses votées)

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

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